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# Feasibility Study for the Hancock Heritage Center



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## **Introduction**

Hancock, N.Y., is located in the Catskill region of New York, roughly 40 miles southeast of Binghamton and 140 miles northwest of New York City. It is located at the confluence of the east and west branches of the Delaware River, the longest free-flowing river in the east. The natural resources of this area are astounding, providing Hancock residents and visitors with tremendous recreation opportunities. An industry-based history and blooming art culture of the area are important sources of community pride that need to be shared between residents of all ages.

The purpose of this tourism plan is to assess the potential for establishing a heritage center in the village of Hancock. The Hancock Heritage Center (HHC) would act as a gathering place for local residents for community activities, and as the center for information and education about the natural, historic, and cultural resources of the Hancock area for visitors. Certain concerns of residents and issues facing the Hancock area need to be considered before HHC development and promotion can occur. These concerns and issues are outlined below, as are the proposed vision, goals, and educational theme for the HHC. Following these report sections is the class's assessment of local resources, attractions, and the potential heritage center site, as well as recommendations for the development of the HHC.

## **Concerns of residents**

The concerns of Hancock area residents were determined by the students through input from residents during class discussions and a field trip to Hancock. The concerns were identified as follows:

1. Change in general.
2. That tourism won't fulfill its promise of prosperity.
3. Maintaining Hancock's small town identity.
4. Having visitors at the Heritage Center who may have different values and preferences than do residents, and who may interact differently with the community.
5. For residents of all ages and backgrounds to have equal representation in the heritage center planning process.
6. Infrastructure concerns related to present condition of heritage center site (e.g., parking and condition of building).
7. Costs and responsibility of maintaining heritage center.
8. Removing property from tax roles.
9. Contamination of the site.
10. That the costs of heritage center development will exceed the benefits received by the community from it.

The following issues facing tourism development in the Hancock area were also identified:

1. Angler group lawsuit against Town of Hancock for its creek and road restoration efforts after the flood.
2. Lack of agreement between town and village over scenic byway development and other issues.
3. Right-of-way issue in Firemen's Park.
4. Limited river access.
5. Responsibility for clean-up of existing village-owned river access (near bridge on West Branch).
6. Many communities considering themselves to be the Gateway to the Delaware.
7. The need for leadership in the village and town that will drive future changes.
8. Potential discussion over dissolution of Village of Hancock due to infrastructure repair needs.
9. Cost of maintaining infrastructure (stress on village's inadequate tax base).
10. Migration of young residents away from community.
11. Local perspective of tourism as not being a solution for dealing with the above issues.

## The Hancock Heritage Center Concept

The plan created by SUNY ESF for the Hancock area in 2007 included the following recommendation for a visitor center in Hancock:

**Development of an industry-based interpretive/visitor center.** A visitor center is highly recommended in order to serve as an educational center for school groups and other residents interested in local history, industries, and natural resources, and as an information center for visitors. The abandoned Louisville Slugger Factory would make an excellent visitor center for residents, travelers on the scenic byway, and visitors to the village of Hancock since it is located at the northern terminus to the scenic byway at a major entrance point to Hancock. It is located on the banks of the West Branch of the Delaware and could be connected with the proposed River Walk (see goal #7). The outside of the old brick building is covered with tin which should be removed to reveal the original brick structure. The exhibits at the museum could focus on the past and present industries of Hancock (i.e., baseball bat factory, bluestone quarries, timber/acid industry, river-based industries), as well as provide up-to-date information about local recreational activities, events, and the scenic byway. This center would be open all year round. Specific recommendations are as follows:

- ***Bat manufacturing industry.*** Historic bat manufacturing equipment should be showcased if possible. In order to promote the historic bat manufacturing, the Louisville Slugger Company could be contacted about getting authentic historic bats, especially those from famous players such as Babe Ruth and Honest Eddie Murphy (the Louisville Slugger Company has the dimensions of every bat that they have ever created). Reproductions of the bats could be tried out by visitors in an outdoor batting cage. A baseball field (using the dimensions of historic baseball fields) could be constructed outside on the visitor center property and host historic re-enactment baseball games of adult and school teams. The Cooperstown Baseball Hall of Fame could be contacted about the possibility of hosting a display about the Hancock visitor center in Cooperstown.
- ***Bluestone industry.*** The history of the local bluestone industry should be presented through exhibits that show the changes in the industry from when it first started to present day. Considerations should be given to having tours of bluestone quarries based out of the visitor center.
- ***Timber industry.*** The history of the local timber industry, from acid plants to current sawmills, should be presented through exhibits.
- ***River-based industries.*** Use of the Delaware for local industries could be highlighted through exhibits that show past river-based industries, as well as present-day river industries (e.g., recreation-based businesses). Local businesses reliant on the river (e.g., river guides and outfitters) could be contacted to provide funding for exhibits in exchange for the visitor center providing a visitor contact service for the businesses.
- ***Community meeting room.*** Currently, meeting space is difficult to find in Hancock. By adding a meeting room to this visitor center, the center could serve as a “meeting place” for Hancock residents and groups.
- ***Gift shop containing locally manufactured items.*** The information center can also have a souvenir shop with items dealing with Hancock such as maps, pictures, bluestone items, and personalized bats.
- ***Information center.*** Information on events, programs, local businesses, recreational activities, natural resources, Delaware National Scenic and Recreational River, and the Upper Delaware

Scenic Byway should be readily available to visitors. Development of scenic byway and river-related exhibits should be completed with assistance from the National Park Service.

This concept was used to guide this plan on the Hancock Heritage Center. Following consideration of the issues and concerns of the residents of the Village of Hancock, the SUNY ESF tourism class developed the following vision, mission, and educational theme for the proposed Hancock Heritage Center.

## **Vision**

We envision, that by 2018, the Hancock Heritage Center will:

- be a financially stable attraction, that is self-sufficient and does not rely on the local tax base for maintenance and operations;
- be a gathering place for community residents;
- provide educational programs about natural, industrial, cultural, and historic resources to residents and visitors;
- foster interest in and appreciation of the Hancock area by both residents and visitors;
- be a venue that showcases local artists, distributes local products, and provides information about local services.

## **Mission**

The mission of the Hancock Heritage Center is to foster interest in the Hancock area by educating residents, school groups, and visitors about local history, culture, industries and natural resources. The center will act as a venue for community gatherings and events, and as a showcase for local products, talents, and services.

## **Heritage Center Educational Theme**

ESF's tourism planning class developed the following theme that could be used to guide the educational program for the Hancock Heritage Center:

*The Hancock Heritage Center provides residents and visitors with an appreciation for the unique natural, historic, cultural, and industrial resources of the Upper Delaware area.*

## Goals for the Hancock Heritage Center

The following goals were created by the class through a facilitated discussion. These goals provide insight into the potential outcomes of the Hancock Heritage Center.

**#1:** To create a financially stable attraction called the Hancock Heritage Center by 2018 that operates on income\* from programs, grants, sponsors, services, and the sale of local products.

\* The HHC will not depend on local tax revenues for its operating expenses.

**#2:** To use creative educational programs, marketing, and promotions that foster interest in the Upper Delaware area and the HHC by both residents and visitors by 2009.

**#3:** To provide high quality educational programs about natural, historic, cultural, and industrial resources to residents and visitors by 2010 (off-site) and 2018 (on-site).

**#4:** To provide a facility suitable for community gatherings and events by 2016.

**#5:** To provide a venue that showcases local artists, distributes local products, and provides information about local services by 2018.

# Interpreting Hancock Area Historic, Cultural, & Artistic Resources

## Introduction

Hancock residents take great pride in the area's rich and interesting past. Many visitors to the area would enjoy learning about the area's unique history, culture, and art. Sharing stories about colorful Hancock residents, like Fanny Read or "Honest" Eddy Murphy, is a great way to make connections between both visitors and residents and the Hancock area. The Old Capitol Theater is a great example of a cultural resource that makes connections between people and Hancock area history. There are other great examples of current interpretation being done about Hancock area resources, but there is room for improvement.

## Historic Resources

There are many historical resources both within the Village of Hancock and in the surrounding areas. Historical resources in the Village of Hancock include the Louise Adelia Mead Memorial Library, the Chehocton-Hancock Historical Association, Bass' Hancock House Hotel (a reproduction of an historic hotel), and the Upper Delaware Scenic Byway. Nearby historic resources include the Equinunk Historical Society, Basket Historical Society, Deposit Historical Society Museum, Fort Delaware Museum of Colonial History, Minisink Battleground Park and Interpretation Center, Fort Decker, Roscoe NYO&W Railway Museum, and Hanford Mills Museum.

The Louise Adelia Mead Memorial Library is located at 104 Read Street in Hancock. The library is open to the public 11 am to 4 pm and 6:30 to 9:30 pm on Tuesdays and Thursdays, 11 am to 4 pm on Wednesdays and Fridays, and 2 to 4 pm on Saturdays. The library provides interpretation of Hancock area history through the use of artifacts from Hancock area past residents, schools and stores. Library special collections include the Bluestone Room, a collection local newspaper on film and original copy, and a filing cabinet full of papers relating to Hancock's history. Every year the local fourth grade visits the exhibits located in the basement of the library for a tour of what is housed in the exhibits. Interactive exhibits have not been created due to staff and time limitations, and the need for assistance with exhibit design and creation. The library is also an artistic and cultural resource. It displays artwork by local artists, old area photographs and woodcuts, and old area maps. The Louise Adelia Mead Memorial Library can be contacted by phone at 607-635-2519.

The Chehocton-Hancock Historical Association is also a historic resource for the Hancock area. This historical association is located at 12 Read Street and is open by appointment only. The association offers no interpretation of area history through publications or programs and has limited interpretive exhibits. The Hancock area runs the risk of losing of the knowledge held by the historical association. The Chehocton-Hancock Historical Association is managed by residents who are very knowledgeable about Hancock area history. However, because of the limited public access to this knowledge, it is not being shared to a great extent with younger Hancock area residents. This knowledge needs to be interpreted through the use of exhibits, publications, and school and public programs. Only one phone number is listed for both the library and the historical association: 607-637-2519.

A nearby historical society provides many public programs. The Equinunk Historical Society is located on Route 191 in Equinunk, PA. The historical society provides a variety of summer programs highlighting historical events in the area. It is open to the public from 1 to 3 pm, Wednesday to Friday from May 3 to October 28; 12 to 4 pm on Saturdays from Memorial Day to

Columbus Day Weekend; and by appointment. The historical society can be contacted at 570-224-6722.

The Basket Historical Society is dedicated to preserve, protect, present and publish the history of Acidalia, Basket, Buck Brook, Fernwood, Fremont Center, Hankins, Lakewood, Long Eddy, Mileses, Obernburg, and Tennanah Lake in Sullivan County; and East Branch, Fishes Eddy, Frenchwoods, Goulds, Lordville, Rock Valley and Pea Brook in Delaware County. The society's website is [www.baskethistoricalsociety.org/page2.html](http://www.baskethistoricalsociety.org/page2.html) and it is located on Route 97 in Long Eddy, NY.

Bass' Hancock House Hotel is a reconstruction of a historic Hancock hotel. Although the hotel is a new building, it is an historical resource as well. Local bluestone and hardwood were used in its construction and the café and pub are designed to connect patrons to Hancock's famous residents Fanny Read and "Honest" Eddy Murphy. Although there are no formal exhibits, the café and pub's decor incorporate elements of the residents' stories, and their stories can be read on the menus and on the hotels' website [www.newhancockhouse.com](http://www.newhancockhouse.com). In these ways, Bass' Hancock House Hotel provides good interpretation of Hancock area history. The hotel is located at 137 Front Street in downtown Hancock. The phone number is 607-637-7100.

The Upper Delaware Scenic Byway starts just outside the village of Hancock. The byway is an attraction in and of itself, but also provides access to many historic, cultural and artistic resources in the area. The scenic byway website [www.upperdelawarescenicbyway.org](http://www.upperdelawarescenicbyway.org) offers interpretation about the village of Hancock, and interpretation and information about many of the resources along the byway. In Delaware County the scenic byway is made up of sections of Routes 97 and 17. In Orange and Sullivan County the scenic byway is Route 97.

One historic resource that the byway provides access to is the Deposit Historical Society Museum located at 145 Second Street in Deposit, New York. The museum is open year-round on Tuesdays from 9:30 am to 12 pm. From Memorial Day until mid-October, the museum is open on Thursdays and Sundays from 2 to 4pm. Admission is free. The museum uses interactive exhibits to provide visitors with knowledge of the area's history. The museum's phone number is 607-467-4778.

Another historic resource accessible from the Upper Delaware Scenic Byway is the Fort Delaware Museum. The museum is a reconstruction of the first white settlement on the upper Delaware River. It is located 30 minutes south of Hancock off of Route 97 in Narrowsburg, NY. The museum can be contacted at 845-7943-3000, and is open seasonally from 10 am to 5 pm on Mondays and Saturdays, and 12 to 5 pm on Sundays. Admission ranges from \$2.50-4.50.

Minisink Battleground Park is also accessible from the scenic byway. It is located off Route 97 on County Route 168 in Minisink Ford, New York. It is open from 8 am to dark year-round. The park offers miles of self-guided hiking trails interpreting the park's flora, fauna and the battle fought at Minisink during the Revolutionary War. The park also contains an interpretive center that examines these themes. The park can be contacted at 845-794-3000X5002.

Fort Decker is another historic resource accessible from the scenic byway. It is located on Main Street in Port Jervis, New York, and can be reached at 845-856-2375. Fort Decker is closely related to the Minisink Battleground Park. During the battle, this outpost for settlers was burned to the ground. It was rebuilt and now houses a museum depicting colonial life during the Revolutionary War. Fort Decker is open for scheduled events from May through November and by appointment.



The Roscoe NYO&W Railway Museum is located at 7 Railroad Ave in Roscoe, New York. It is open on weekends from Memorial Day through Columbus Day. The museum contains Ontario and Western Railway artifacts and memorabilia. It also contains exhibits interpreting the railways' impact on community life, industry and natural resources. Hancock also has strong ties to railroads; so much might be learned about how to interpret these relationships from the Roscoe NYO&W Railway Museum. The contact for this museum is Wilmer Sipple via e-mail at [wilsip@wpe.com](mailto:wilsip@wpe.com).

The Hanford Mills Museum is located at the intersection of County Routes 10 and 12 in East Meredith, New York. The museum offers tours of the John Hanford Farmstead, which includes a working saw and grist mill. It also has nature trails and exhibits interpreting local and regional history. The museum is open from 10 am to 5 pm Tuesday through Sunday. The museum can be contacted at 607-278-5744.

### **Artistic and Cultural Resources**

The Hancock area has many artistic and cultural resources. Those within the Village of Hancock include The Old Capitol Theater and The Little Victory Players, the Family Foundation School, the French Woods Summer Camp, the Louise Adelia Mead Memorial Library, and the Upper Delaware Scenic Byway. Nearby artistic and cultural resources include the Bethel Woods Center for the Arts and Interpretive Center Museum, the Windsor Whip Works Art Gallery, and the Chace Randall Gallery.

The Old Capitol Theater is home to the Little Victory Players. It is located at 170 East Front Street in downtown Hancock. The players offer a number of theatrical performances each year. In the past they presented "A Hancock Story" which brought to life many of Hancock's former charismatic residents. This was a great way to interpret Hancock's history and was embraced by Hancock's residents. The players should continue to produce this show to keep Hancock's history alive. The theater can be contacted at 607-636-2819.

The Family Foundation School is a private school in Hancock that is also a cultural resource. All of the school's theatrical and choral performances are open to the public. The contact for the school is Mike Argiros, who can be reached at 845-887-5213 x 202.

The French Woods Summer Camp is located near Hancock. The camp has a performing arts program. During the summer a number of events are open to the public. The camp is located at 350 Bouchoux Brook Road in Hancock and can be contacted at 1-800-634-1703.

Bethel Woods Center for the Arts opened in 2007. It is a state of the art performing arts center that can accommodate 16,800 people. It contains an Interpretive Center Museum that is funded by the not-for-profit Gerry Foundation. The center is located at the site of the original Woodstock Festival, so it has a long cultural heritage. The center will present classical, rock, pop, jazz and country entertainers and has a system for the hearing impaired and special seating for the visually impaired. The entire center is wheelchair accessible. The center is located at 200 Hurd Road in Bethel, New York. The contact for the center is Membership Manager Doreen Fitzpatrick at 845-295-2501.

The Windsor Whip Works Art Gallery is located at 98 Main Street in Windsor. The gallery is dedicated to selling art produced by local artists and features ceramics, woodcarving, glass blowing, jewelry, etc. Workshops, seminars, and life classes are planned to become a regular feature of

Windsor Whip Works. The web site address is [www.whipworksartgallery.org](http://www.whipworksartgallery.org) and the phone number is (607) 655-2370.

The Chace Randall Gallery displays artwork by local and regional artists as well as nationally known artists. The gallery, owned by Zoe Randall, is located at 49 Main Street in Andes, NY. The gallery is open from 11 am to 5 pm Thursday through Sunday, and its phone number is 845-676-4901.

### **Assessment Summary**

The Hancock area is home to a number of great historic, cultural, and artistic resources. There are some great examples of interpretation of these resources, but also sites where the interpretation could be improved. The Hancock Heritage Center would be a great place to bring all of these resources together to be interpreted. Visitor and resident interest in local resources could be sparked at the Heritage Center. Visitors could then be sent out into the community to make connections with the resources themselves.

# Interpreting Industrial Resources

## Introduction

Interpretation of the industrial resources of Hancock, New York involves researching and evaluating the affect that industrial practices have had on the community over generations and creatively displaying your findings. Appropriate interpretation involves determining how to best represent these influences and bring them to a specific audience in a way that is interesting, educational, and worth seeing. Efforts of this assessment will lay the foundation for the producible educational materials that could one day be found in a community heritage center. Visiting guests, through interpretive materials, should achieve a sense of appreciation for the industrial resources that have shaped the Hancock community. To do so, focus will be placed on the materials that can express a positive sense of place for the anticipated audience of residents and visitors in order to foster interest and growth within the community.

## An Assessment of Hancock's Industries

The Catskill Mountain Region has a wealth of resources that have been utilized over generations to establish small communities all over the area. Hancock, New York, was established to take advantage of the natural resources provided by the Delaware River and its nearby lands. Industry developed around these resources initially for timber and tanning. Millions of feet of pine, hemlock, and hardwoods were cut and run down the river in the 1800s. Hemlocks were plentiful and the use of their bark in early leather tanning practices led to the growth of the tanning industry in Hancock (Hancock Industrial). Industry further evolved as older growth species declined and faster growing hardwoods perpetuated in the forest. Lumber and logging continued and the town continued to grow.

The discovery of new resources like bluestone added to the growing industry of Hancock. Bluestone is an unique form of sandstone that is found in large amounts in North America in the area of the "Catskill Delta." The unique gray-blue appearance of the stone makes it highly recognizable within the Hancock Region. The bluestone industry established itself in the hills of the Catskill region in the 1820s and has flourished ever since (Upper Delaware, 2007). Bluestone is plentiful enough to have survived many years of extraction by many companies, as well as the increased efficiency that came with current extraction technologies. Bluestone mined from the Hancock region can be found at the base of the Statue of Liberty and as the cornerstone of many prominent buildings.

Industry expanded further in Hancock when the Ramburg family (and later the Larimer and Norton company) established a milling station on the edge of the village for baseball bats which were sold to Louisville Slugger. Location was crucial as ash forests were still plentiful in the region and ash trunks were known for their high strength to weight ratio, an advantage in bats. With plentiful resources, a great proximity to surrounding cities, and a growing population, Hancock was a logical place to invest in this type of industry. The bats of many record-setting baseball players came from the slopes and factory of Hancock. Many Yankees especially are the focus of Hancock bat stories including Babe Ruth, Ty Cobb, and Joe DiMaggio (Hancock Area, 2005). Unfortunately, the building that once housed the factory is currently an eyesore and a reminder that a business has left the area. The historical significance of the bat factory goes a long way, however, in changing its potential value. Even though the operation did close, using the building for a heritage center would create a great

opportunity to interpret the baseball bat manufacturing. Use of this building for the HHC would have the potential to stir the interest of sports aficionados (Hancock Area, 2005).

Until recently Becton Dickinson was a proud component of Hancock's commerce, employing hundreds in the manufacture of medical supplies. At one point, Hancock housed the Becton Dickinson factory that claimed to be the "world's leading producer of medical blades" (J. DaBrescia, personal communication, September 30, 2007). Regrettably Becton Dickinson closed its doors and consolidated operations overseas; approximately two hundred residents lost their jobs. In a small community like Hancock, this closure created a negative public image for this industry (Becton, 2001). Though the local perception of Becton Dickinson is not a positive one, in its days of heavy manufacturing, this industry was a world leader in surgical blade production. While significant in its own right, Becton Dickinson may be better left off the interpretive slate. Financial resources could be better attributed to industries that would be positively received by local residents and that are of greater historic significance.

Today in the Hancock area, the Bluestone and lumber markets still prosper. One area of potential growth is the recreation and tourism industry. Fishing on the Delaware River and hunting in the productive forests of the area have consistently brought visitors to the area. There is also tremendous potential to open use of the river to non-motorized boating, such as kayaking and rafting. The terrific fishing and hunting of the Catskill and Delaware River areas could provide a booming service-based industry, but seasonality and infrastructure are constraints. Guides and commercial establishments do exist but operate on a limited, seasonal basis (J. DaBrescia, personal communication, September 30, 2007). Seasonality makes it difficult to establish a consistent, year-round industry. The accommodations in the area are diverse, but promotion suffers. Limited river access also makes it difficult for visitors to use the river. The potential for expanding this industry is present, and could partially be accomplished through exhibits in the proposed heritage center. However, promotion through the heritage center needs to be accompanied by facility development and the provision of recreation-related services.

Another potential growth industry in Hancock could be its commercial district. Hancock is increasingly becoming a second-home community as urban residents look for a quiet area to call home. The Hancock area offers a wooded feel and scenic drives that entice outdoor enthusiasts to purchase land. Second-home owners could provide significant benefits to the local economy if their needs are met. However, preserving the small town atmosphere of Hancock needs to be maintained, even as business offerings are enhanced. Services such as guided river tours, hot air balloon rides, kayak and raft rentals, and staffed horseback riding opportunities are possible.

### **The potential for interpretation**

Not all of these aforementioned industries provide an opportunity for interpretation. The industries included in Table 1 have potential for interpretation for specific reasons, including their key role in the history of Hancock. The budding natural resource industries of Hancock will be discussed in the section on natural resource interpretation. Interpretation of the current and historic industries in Hancock needs to be substantially increased if the town wishes to attract visitors and educate its own residents about local industry-related heritage. Interpretation of the local industrial resources has the potential to encourage growth in Hancock by sharing knowledge of Hancock's rich history with residents of all ages and visitors. Resources abound in Hancock but little is currently being done to showcase them to the outside. Quality educational materials in conjunction with other aspects of good planning could attract an audience and establish pride in local history among residents.

Interpretation would be most effective on a level that encourages visitors to appreciate the natural resources that surround them and to explore how these resource have translated into years of industrial history. Mining and timber harvesting, while beneficial to the local economy, can have negative environmental impacts. It will be important to avoid negative connotations to these industries and instead focus on their importance in shaping Hancock. The Bluestone Room at the local library is an encouraging start towards focusing on the positives of the community (SUNY, 01/2007). Historic local records that show the development of the town are of no secret, but presenting the information in these records through fresh new displays could add to the success of the Hancock Heritage Center.

Local resident opinions differ with regard to the industries of Hancock. Timber harvesting, tanning, baseball bat manufacturing, and bluestone production should be, without question, the focus of interpretation. These cornerstones of the Hancock community could be presented to the public in an innumerable number of ways. An historical timeline placed in the proposed HHC could incorporate industrial development, town settlement, and important town figures. Clever use of props and following appropriate design principles would guarantee a quality product. Careful planning and research would lead to educational topics that people find interesting and to a heritage center product that establishes Hancock as a tourist destination. Inclusion of other industries should be considered more closely:

### **Summary**

The industrial heritage of Hancock is not something that should be ignored. Hancock has had its roots in manufacturing and production for two centuries. While other communities have seen their founding industries come and go with passing generations, the Hancock area has kept some of its industrial origins. The Hancock environment offers many natural resources to residents and visitors. People dedicated to their community continue to perpetuate what has made their community what it is today. Hancock's industrial history is something to be appreciated and interpretation can help this community to shine. Properly interpreted, the heritage of a community could become the pride of the community, instead of its buried treasure.

**Table 1.** Hancock industrial resources to be considered for interpretation.

<b>Industry</b>	<b>Address/ Location</b>	<b>Name</b>	<b>Significance</b>	<b>Current Interpretation</b>	<b>Potential Interpretation</b>
<b>Tanning</b>	Delaware River Banks	Miscellaneous tanning factories	One of the earliest industries. Helped give rise to settlement.	Little. Known to be a building block of early settlement.	Exhibit panels combined with a town time line and explanation of initial settlement at the HHC.
<b>Bluestone</b>	325 Tar Hollow Road	Tompkins Bluestone	An original industry still in operation that employs many. The product has immediate association to Hancock nationwide.	Bluestone room at the Louise Adelia Read Memorial Library (104 Read St.)	Panels including important people, timelines, and impressive facts at the HHC.
<b>Baseball Bat Manufacturing</b>	Suggested Heritage Center Grounds	Louisville Slugger Baseball Bat Factory	Louisville Slugger bats made and harvested in Hancock were used in many significant moments in the history of America's favorite pastime.	Very little. The factory has been abandoned for a few years but still known as a place of history.	Panels and exhibits at the HHC referencing local lore about specific bats used by specific people and the bat making process.
<b>Timber Logging</b>	Various locations	Six currently associated companies.	Harvesting of plentiful hardwoods has led to a sustained logging industry that has evolved over the years	Very little. Timber has economically always been vital to Hancock but little interpretation has been used.	Panels and exhibits at the HHC could be made to highlight the bountiful resource of hardwoods and the principles of sustainable harvest.
<b>Medical Supplies</b>	Near Route 97	Becton Dickinson	Was once the worlds largest producer of surgical blades	None. Plant closure likely a source of distress for local residents.	None at this time. It would be difficult to overcome the stigma of plant closure.

# Natural Resources and Interpretation Assessment Report

## Introduction

Hancock, located at the northern intersection of the east and west branches of the Delaware River, is surrounded by boundless natural resources and offers some of the finest recreational opportunities in the Northeastern United States. Hiking, bird watching, beautiful fall foliage, camping, hunting and, of course, fishing are some of the many outdoor activities available to Hancock tourists. Hancock sits at the entrance to the Upper Delaware Scenic and Recreational River (UPDE), part of the National Wild and Scenic River System and a unit of the National Park Service. This 73-mile segment of the Delaware River that stretches along the New York-Pennsylvania border is the foundation for the abundance of natural resources in the region and the focal point of tourism in the Hancock Area. This assessment will explore the natural resources that have long been associated with the UPDE, examine the recreational activities that correspond with these resources, and inventory the agencies and organizations that utilize and interpret the natural resources of this region of New York State.

## Natural Resources

### *Upper Delaware Scenic and Recreational River (UPDE)*

The UPDE is the longest free-flowing river in the Northeast and is estimated by the National Park Service to be visited by approximately 250,000 people every year. Its pristine waters offer outstanding family recreation, an exceptional habitat for a great variety of fish, rich history and drinking water for over 17 million people. Authorized as part of the 1978 National Wild and Scenic Rivers System by the National Park Service, the area encompasses a 73-mile stretch of the Upper Delaware River stretching from the confluence of the east and west branches at Hancock downstream to Milrift, PA. Water-related recreational activities are the primary reason that people visit. However, the area also welcomes hikers to its many trails and history buffs at the Zane Grey Museum and Roebling's Delaware Aqueduct.

Almost all land along the Upper Delaware River is privately owned, so visitors must acknowledge and abide to the restrictions associated with private property. There are, however, plenty of privately owned campgrounds along the river. Most private campgrounds open mid-April through October. River use is permitted 24 hours a day, year-round, unless closed due to flooding or other hazardous conditions. Public river accesses are closed 10 PM to 5 AM. Public river accesses range from 3 to 20 miles apart along UPDE. These accesses are both managed by the National Park Service and private owners.

### *Fishing*

The Upper Delaware region is well known for its angling opportunities. The New York State Department of Environment Conservation reclassified approximately 27 miles of river between Hancock and Callicoon, NY as a cold water fishery containing one of the most significant fisheries habitat and recreational opportunities in the Northeast. This northern-most stretch of the Upper Delaware supports a rich population of wild rainbow and brown trout, offering some of the finest trout fishing in the country.

Also, the entire length of the Upper Delaware provides key spawning and nursery habitat for the American shad. Free of man made barriers enabling shad to reach their spawning grounds, the Upper Delaware is the only natural shad river in the Northeast.

### ***Birding***

The diverse landscapes along the Upper Delaware River provides habitat for more than 260 species of birds that nest or migrate through this region. Most interesting, the bald eagle has returned to this area. More than 100 eagles migrate to the Upper Delaware River each winter to take advantage of the fresh fish and undisturbed habitat this watershed has to offer. The highest concentration of eagle wintering areas in New York is found in the Upper Delaware Valley and winter eagle watching has become a popular off-season activity. In the northern section of the UPDE near Hancock, eagles can often be seen hunting at the Equinunk, NY and Buckingham, PA river accesses.

### ***Wildlife***

The Upper Delaware Valley is noted for its northern hardwood forests. These forests are habitat for a variety of popular game animals and other wildlife. Of the close to fifty species of mammals observed in the corridor, the white-tailed deer is a principal wildlife resource. The valley provides habitat for river otter; approximately 70% of Pennsylvania's remaining population reside in this basin. The region possesses the highest black bear population in the state of Pennsylvania and one of the highest populations in New York. Other animals of note in the corridor include fox, bobcats, wild turkey and coyotes. Endless opportunities exist for tourists to the Hancock area to hunt and observe these animals.

### **Interpretation**

Interpretation is a challenge in the area because most land along the river is privately owned. Of the 55, 575 acres that comprise the UPDE, 29.76 acres are federally owned; the remainder of the river is nonfederal. However, organizations that can provide interpretive opportunities for Hancock tourists do exist.

### ***National Park Service/Upper Delaware Council***

The National Park Service, to which the Upper Delaware River is under the jurisdiction of, plays a key role in the conservation and interpretation of the valley's natural resources. This river has been designated a "National Scenic and Recreational River" by Congress and is protected under a river management plan that is overseen by the Upper Delaware Council. The Upper Delaware Council has worked in partnership with the National Park Service since 1988 to coordinate implementation of the River Management Plan for the Upper Delaware Scenic and Recreational River, a plan established in 1986 to institute effective river management while promoting tourism, improving town-owned facilities, and enhancing river access.

### ***The Eagle Institute***

The Eagle Institute is a non-profit organization dedicated to the protection of bald eagles and other birds of prey. Their mission is "To protect the eagle and other birds of prey and to promote habitat conservation through, education, research, and public involvement." The Eagle Institute works in cooperation with the National Park Service and with the New York State Department of Environmental Conservation to help visitors find and safely observe wintering eagles along the Upper Delaware River.

### ***New York State Department of Conservation (NYS DEC)***

The NYS DEC manages three state forests preserves within a twenty-five-mile radius of Hancock. These are "forever wild" properties protected by Article 14 of the constitution and, thus, have the highest protection of wild habitat in any state.



Bear Spring Mountain is located only 25 miles east of the village in the western end of the Catskill Forest Preserve and is the closest Catskill attraction to Hancock. This 1,722-acre area of the preserve includes Launt pond, a pristine, non-motorized lake, beach, campgrounds, boat rental and multi-use trail system. There are two NYS DEC managed wild forests located outside the Catskill region that are within close proximity of Hancock. French Woods Wild Forest, 13 miles away from the village, and Bouchoux Trail Wild Forest, 18 miles away, both offer tourists opportunities to view wildlife, camp, and hike.

**Table 2.** Resources and resource managers in the Hancock area.

<b>Management Units</b>	<b>Tourism Activities</b>	<b>Miles Distance from Hancock</b>	<b>Location</b>	<b>Controlling Agency/Owner</b>
<b>Upper Delaware Scenic/Recreational River (UPDE)</b>	Fishing, recreational boating, wildlife viewing, miscellaneous leisure	0 - 70	Hancock, NY to Sparrowbush, NY	National Park Service – Wild and Scenic Rivers System Upper Delaware Council
<b>French Woods Wild Forest</b>	Day hiking, wildlife viewing, camping	13	Long Eddy, NY	NYS DEC
<b>Bouchoux Trail Wild Forest</b>	Day hiking, wildlife viewing, camping	18	Lordville, NY	NYS DEC
<b>Bear Spring Mountain Wildlife Management area</b>	camping, boating, hiking, fishing, hunting, wildlife viewing, and cross country skiing in the winter	25	Bear Mountain, NY	NYS DEC

### **Summary**

The area surrounding Hancock, NY, bastioned by the Upper Delaware River Valley and the Upper Delaware Scenic and Recreational River, boasts pristine natural resources and countless recreational opportunities for residents and tourists. This area is known for its angling opportunities; however, there are many other activities available to tourists visiting this region of New York State as well. Numerous places to hunt, camp, and hike are a major draw during the warmer months and observing bald eagles is becoming popular during the winter. Interpretation in this area is scarce due to the shortage of federally owned property along the river, but the National Park Service and the Upper Delaware Council play a significant role in the conservation and interpretation of the UPDE. There are also three forest preserve sites (managed by The New York State Department of Conservation) within a 25-mile distance of Hancock that offer camping, hiking, hunting, and boating.

## Assessment of the Proposed Heritage Center Site

### Introduction

The future Hancock Heritage Center is situated on the property of a former Louisville Slugger bat factory. It is hoped that the factory can be renovated to house the heritage center where visitors and community members can gather, learn about Hancock's resources, and engage in recreational opportunities. Before redeveloping the property, the building and grounds must be assessed based on their feasibility and potential for supporting the desired activities that will be associated with the Hancock Heritage Center.

### Appearance

Currently, the building appears to be exactly what it is: an old factory. It is essentially a complex of structures of various sizes and materials grouped together. Upon closer inspection, the main building and office building feature beautiful brickwork and have tremendous potential for future renovations. The building complex features those two historic brick structures with a series of tin shed additions that provide little function and detract from the overall character. All of the buildings are in disrepair and will require careful selection as to which ones should remain on the property. In addition to repairs, many of the building fenestrations (including the brickwork and windows) should be repaired or replaced to create a consistent and cohesive appearance. The only usable entrance is in poor condition and difficult to find so the building itself isn't very welcoming.

The interior of the main brick building is structurally sound but appears as though it has not been maintained for several years. Overall, the inside has no walls or decoration, leaving a blank slate for the interior design of a new heritage center. Cosmetically, there are many issues inside the building. The drop ceiling in the main building is unattractive and eliminates the possibility of utilizing a second floor for office space or other uses. Also, the brickwork has great potential for renovation but is currently chipped, missing pieces, and/or painted white. The building additions have very unattractive and dysfunctional interiors as they look like pole barns. There is an obvious pest problem inside that is evident in the animal remains and scat throughout the building. Major exits and passageways have also been blocked off which interfere with interior circulation patterns and may pose safety hazards during emergency situations.



*View of the front of the building.*



*Interior brickwork.*

The grounds of the property have also been neglected with virtually no landscaping or infrastructure in place to create a nice looking and functional heritage center. The property is bordered by a motel, train tracks, municipal bus garage, and W. Main Street. There are no shrubs or herbaceous plantings on the site, which is dominated by weedy, unkempt vegetation and gravelly and muddy surfaces. There is a grouping of evergreens in front of the building that are in excellent condition but block the building from view. The property is quite flat which will make it fairly easy to make wheelchair-accessible pathways and a gathering space around the site, but is a disadvantage for proper drainage. There is also an unattractive, steep slope to the train tracks adjacent to the site which will need to be made more attractive, safe, and stable. Currently the site has many wet, muddy areas that can be resolved with proper drainage and stormwater management techniques. The property boasts excellent views to the beautiful hillsides northeast and southwest of the site, but oddly enough has no visual or physical connection to the Delaware River on the other side of the train tracks.



*View southeast of the property*

### **Health, Safety, and Welfare**

Aside from the small, detached side building, the main building complex is structurally sound. However, the lack of maintenance has resulted in many hazardous elements in and around the building. There are a lot of broken windows, rusted metal, dead birds, and debris throughout the interior of the main building. The only entry point to the building right now is extremely hazardous with hidden steps, a hole in the floor just past the door, and splintered wood and broken glass around the door. The presence of wildlife inside the building poses many problems as the waste and animal remains create a health concern. It is very dank and moldy inside the building, an air quality issue that exists due to the lack of natural ventilation and sunlight getting into the building. The building also lacks modern utilities like electricity and heat, and the water system is currently in disrepair (although a sewer and water lines do exist for the building). There is no interior or exterior lighting which poses a safety problem in the evening from many perspectives. First of all, people are more likely to trip or harm themselves in some other way if they can't see where they are going. From a social standpoint, criminal activity is more likely to occur if there is no lighting to reveal what is happening in and around the building at nighttime.



*West side of the building complex*

Perhaps the greatest concern at this point in time is the status of the property as a Brownfield site. The grounds are contaminated by the petroleum products that leached into the ground when the site was first used as an oil pumping station. The soil will have to be cleaned up before any development takes place. The poor

drainage on the site poses a health and safety problem as it creates a water quality issue as well as the potential for slipping on wet or icy surfaces. There is a lack of pedestrian and vehicular circulation infrastructure on the site so there is currently the potential for the two uses to conflict with each other and create a dangerous situation. A big safety concern that will need to be addressed is the site's proximity to active train tracks. Elements will have to be put in place to prevent people from reaching the tracks or there will be a huge liability risk associated with the property.

### **Access**

The future Hancock Heritage Center is in a prime location for vehicular access. The property is located directly off the Route 17 exit, which is the main access point to Hancock. The property is located on W. Main Street, so visitors will be able to take this road from the Heritage Center directly to downtown Hancock quite easily. Currently, there is no infrastructure in place for the driveway, parking lot, and drop-off that will be necessary to hold the cars of people traveling to the Heritage Center.



*Route 17 access road*

From a pedestrian standpoint, the property is quite isolated. There are no sidewalks, pathways, or gathering areas on the site for pedestrians to use and the existing building access point is quite hazardous and in disrepair. The site is quite flat, so while there are currently no paved paths, ramps, parking spots, or elevators, minimal grading and construction will be required to add them for ADA (Americans with Disabilities Act) accessibility. Currently there are either no sidewalks or the sidewalks are in very poor condition between the property and downtown Hancock. Linking the two areas will be very important, so it is critical that the necessary construction be completed to create a safe and easy pedestrian route.

While Hancock is hoping to capitalize on tourism with their prime location on the Delaware River, the Heritage Center has no physical or visual connection to the river. The river runs on the opposite side of the train tracks, so while it is in fact very close to the Heritage Center, it is cut off from the site. Alternatives for gaining access to the river should be considered to serve as a starting point to connect visitors to this very popular attraction.

The site has great visual access to the beautiful hillsides that surround Hancock. This adds to the character of the site and creates a stunning and welcoming backdrop for people coming to the Heritage Center. The building itself is somewhat screened from view by a row of evergreen trees that are in great condition. Strong considerations must be made regarding keeping the trees and blocking views or vice versa. Again, there is no visual access to the river (one major attraction that will be bringing visitors to the Heritage Center) so that issue must be considered as well.



*Aerial photo of the site*

### **Desired Program Suitability**

To operate a visitor and community center like the one proposed at this site, many program elements must be put in place to support the desired activities. A parking lot, indoor and outdoor exhibit space, gathering space, public restrooms, connections to downtown Hancock, a recreational sports field, and a picnic area are all desired program elements for the site. The current parking area is in an ideal location with flat topography, but is currently a washed out mix of gravel and mud that will need to be paved for the daily operations of the heritage center. Indoor exhibit space, public restrooms, and a meeting room can all be easily housed within the building depending upon the final architectural arrangement agreed upon. Once some of the building additions are torn down, the sports field (ideally a historic-sized baseball diamond) or batting cage (containing replicas of bats made at the site) can be placed behind the building complex to avoid conflicts with other uses. There is also ample room for outdoor exhibit space and a picnic area as long as they are in safe locations that do not conflict with different activities on the site or parking. Pedestrian and vehicular connections in the form of signage, sidewalks, and trails will have to be added to link the Hancock Heritage Center to downtown.

### **Summary**

Overall, the site of the future Hancock Heritage Center is in poor condition, but has tremendous potential. Its prime location and the brick buildings are its greatest assets as the center is easily accessible and has a wonderful historic character. However, the additions on the buildings detract from this character and will be the biggest undertaking during redevelopment of the property. The surrounding grounds provide ample space for a variety of activities but currently have a drainage problem that will need to be creatively dealt with. With necessary improvements and repairs, this property will be a safe, interesting, and beautiful place for visitors and residents to come and appreciate Hancock's vast resources.

# Transportation Assessment

## Introduction

Before visitors even start visiting the Hancock Heritage Center, it is good to know what transportation modes are available to prepare for their arrival. Transportation modes include car, bus, airplane, train, bicycle, and pedestrian. Transportation information should become available to visitors so they can plan their trips accordingly. Finding out the best routes of travel will be helpful in the Hancock Heritage Center planning process.

## Assessment

Out of all of the transportation modes visitors can take to visit the Hancock Heritage Center, automobile transportation will be the most-likely travel method. Hancock, NY can be easily accessed from all over New York and Pennsylvania by major interstates and routes of travel. The main way is to take Route 17 to Hancock. Route 17 is a major east-west highway that connects such southern NY towns as Binghamton, Elmira, Corning, Olean, and Jamestown. Route 97 is a scenic highway that begins in Port Jervis, NY, follows the Delaware River and ends in Hancock. This is a well-traveled route that many visitors take to get to Hancock. There are a few interstates that also connect visitors with the Hancock area. Interstate 81 connects the north-south parts of the state, connecting such cities as Watertown, Syracuse, Cortland and Binghamton, and Route 17.

The second most-likely transportation method visitors will take to get to Hancock, NY would be the bus. The town of Hancock only has one bus stop at 96 West Main St. on the corner of W Main St. and Leonard St. The bus coach is the Short Line Bus service and has limited direct connections to other parts of the state. The main way people travel to Hancock through the bus service is to take another well-known bus service (such as Greyhound) to cities like Binghamton, and then hop on the Short Line Bus to Hancock.

There are four other transportation methods that people can take to get to Hancock. The Greater Binghamton Airport is a good way for people to come into the area. This airport uses the services of Delta, Northwest, United, and US Airways. Once landing in Binghamton, visitors can rent a car or take the bus down Route 17 straight to Hancock. There is no public railroad service that currently connects Hancock to other cities, so that mode of transportation will not be utilized by visitors. People can access the Hancock Heritage Center by bicycling on bike route 17. This is the only major bike route running through Hancock. Pedestrian travel is the final way that visitors can travel to and around the village of Hancock. As of right now, pedestrian sidewalk conditions are not very good and need to be updated and enhanced. Visitors will need an easy travel corridor to walk from the heritage center to downtown and the Delaware River.

## Summary

This report has described the many different ways that visitors can travel to the future Hancock Heritage Center. The most utilized transportation mode will be automobiles, having many routes and interstates connecting Hancock to virtually everywhere else in and beyond the state. One of these routes is a scenic byway, Route 97, which is a very popular drive for many sightseers. The second-most utilized transportation mode is the bus, but only limited service is available to Hancock. Visitors can also travel by airplane into the Greater Binghamton Airport in Binghamton, NY, and traveling on Route 17 to Hancock. Also, there is a major bike route that runs through Hancock, bike route 17. Travel by train is the only transportation method that cannot be utilized by visitors to the Hancock Heritage Center.

## **Risk Analysis and Visitor Safety:**

### **Risk Management**

There are many risks associated with all visitor centers and the HHC is no exception. Since the proposed building for the heritage center is old and dilapidated, it will need to pass many building inspections to prove its structural integrity. The current condition of the proposed heritage center site poses risk for visitors. Reconstruction of the building will be needed by licensed architects and contractors to bring the facility up to code with regard to building, electrical, occupancy and fire codes. Another big part of the safety of the building is meeting the requirements set by the Americans with Disabilities Act (ADA). All new public buildings now must comply with ADA requirements, which include handrails, curbs and acceptable entrance ramps for users with physical disabilities.

Since the parking lot goes right up to the railroad tracks, a barrier to the tracks and hazard signs will be needed to keep visitors away. Another potential hazard is that the center is located on Main Street, a heavily traveled road. Children playing in front of the center could easily run into the street. Again, the use of signage and attractive fencing could protect children by making parents aware of the danger of the road.

Many precautions to reduce risk will be driven by the insurance company that insures the visitor center. For example, at the Lime Hollow Visitor Center, dogs, cross-country skiing, and fishing have been prohibited because of insurance stipulations. To address these issues the visitor center has had to put up many signs stating the rules and warnings. Through good signage, suitable facility design, careful management of visitor activities, daily monitoring of the condition of facilities, and adequate insurance, liability concerns can be managed at the HHC as well.

The proposed heritage center property is a Brownfield site that was contaminated with oil. This polluted soil could cause health risks to visitors and residents alike. However, cleaning up the soil will be an extremely expensive and labor intensive process that most likely will not be feasible on the HHC budget alone. The first step in dealing with this brownfield is to have an inspector from New York State Brownfields inspect the site and determine its severity. If it is not severe enough to necessitate a cleanup, then the visitor center would be able to operate in the current condition. If the contamination is extensive, the HHC should try to get grants from the state or federal government to fund a clean up of the site. The New York State Brownfield website states that "brownfield sites will generally be cleaned up only if incentives are provided to encourage their reuse and redevelopment" so it is important for the HHC to show how necessary it is to have the site cleaned or help cleaning the site will be very unlikely. Clean-up of this site is essential to the health and well being of the residents of Hancock and should be completed whether the HHC is developed or not.

Another way to minimize risk to visitors is to correct the problem with water pooling in the parking lot. When the class visited the site, there were many spots where water had pooled. This could be a serious hazard since during the winter it could freeze creating very slick ice. It could also make the ground very muddy during the spring or fall when there are heavy rainfalls. By putting in sufficient drainage, this hazard could easily be eliminated by completely removing all standing water at the visitor center.

Through properly identifying and then adequately addressing all of the hazards to visitors and how the center will be liable for these hazards will make it possible for the center to protect its visitors from risk and itself from liability. As the center opens for use and more and more visitors come, new hazards can potentially arise. It is important to be watchful of these and quickly tackle any new problems.

### **Emergency Services**

The Hancock Fire Department will be the provider for emergency services to the visitor center. The fire department will respond to all HHC medical emergencies and will be used to transport patients by ambulance. The Lourdes Primary Care Center is located in downtown Hancock and can be used for non-emergency medical care. However the closest emergency care center is located in Binghamton, which is roughly 30 minutes away. Since the center is far from emergency care, it is important to have a specific protocols detailing what should be done in the case of an emergency so the patient can be helped the best and quickest way possible. It is essential that a risk management plan be developed for the HHC. The risk management plan should include the procedure for dealing with emergencies, insurance coverage information, a schedule for facility inspection, and the following contacts:

#### Hancock Fire Department

24501 State Highway 97, Hancock, NY  
(607) 637-3431

#### Lourdes Primary Care Center

116 East Front St.  
Hancock, NY 13783  
(607) 637-4715

#### Lourdes Hospital

169 Riverside Dr Binghamton, NY 13905  
(607) 798-5111

#### Binghamton General Hospital

10-42 Mitchell Avenue  
Binghamton, NY 13903  
(607) 762-2400



## Marketing Assessment

The following is an evaluation of three visitor centers in New York State. The evaluation criteria are based on: where the visitors are coming from, gender, age, group composition, length of stay, education levels, and recreational needs and interest. This information will be used as the marketing evaluation for a tourism plan for the town of Hancock, New York.

### **The Finger Lakes Wine Center at Sonnenberg**

<http://www.sonnenberg.org/wine%20center.htm>

The Finger Lakes wine center at Sonnenberg is an existing visitor center in upstate New York. While it may not appear to have similarities to the proposed Hancock, New York visitor center on the surface, there are valuable marketing strategies that can be utilized by the HHC. The Sonnenberg marketing strategist want visitors to consider Sonnenberg the "gateway" to the Finger Lakes wine trails and regional attractions. The visitor center offers directions to area wineries with exclusive tours, and offers tastings right at the visitor center. In addition the Sonnenberg visitor center carries over one hundred local wines and local food products for retail sale.

The Sonnenberg visitor center appeals to men and women over the age of twenty-one years old. The majority of visitors come from New York State; however, wine enthusiasts from bordering states make their way to Sonnenberg. The groups consist of mostly married couples with a high education and appreciation of wine. The Sonnenberg visitor center is a stop on the Canandaigua wine trail which appeals as a weekend getaway. There are accommodations for overnight stay located close to the center. However, there is also a focus on nearby attractions other than wine tasting and trails. Overnight accommodations, restaurants, and shopping opportunities are promoted at the wine center.

Providing local products gives visitors to the wine center the chance to get a feel for the whole area without traveling the long distances. The HHC could use similar techniques to promote local businesses, attractions, and products right at the heritage center.

### **Erie Canal Museum, Syracuse NY (Syracuse Heritage Area Visitor center)**

<http://www.eriecanalmuseum.org/urban.asp>

The Erie Canal Museum in downtown Syracuse is another existing visitor center in upstate New York. The Museum examines the history and development of the city of Syracuse. The theme of the museum is centered on the construction of the Erie Canal and the extraction of salt as a natural resource. The museum has exhibits as well as a theatre portraying what life use to be like in central New York. Similarly the proposed HHC would examine and portray the extraction of blue stone as a natural resource. The tactics and presentation strategies of the Erie Canal museum could be utilized at the Hancock visitor center.

The Erie Canal museum appeals to men and women of all ages and backgrounds. Most of the canal museum's visitors travel from short distances to observe the center. Certainly school groups frequently plan field trips to the visitor center. People who move to the area and are looking to catch up on their local history are candidates for a visit (i.e. college students, young adults). As far as a day trip to the museum is concerned it is located adjacent to Hanover square where meal options are accessible.

### Sackets Harbor Visitor Center

<http://www.sacketsharborny.com/>

The Sackets Harbor visitor center in Northern New York is also similar to the proposed Hancock visitor center. The Sackets Harbor visitor center is an information hub for the events and attractions of the area. The center is located directly off of the Seaway Trail Scenic Byway, in the same fashion the Hancock visitor center would be located off Route 17. This visitor center is the first stop of many in beautiful Sackets Harbor. This visitor center is the most similar to the proposed Hancock center of the three examples. Sackets harbor is a small rural town with water resources available.

Sackets Harbor visitor center is a destination for men and women of all ages. The visitors travel from New York State, New England, and Canada. The area is rich with battlefield history so it appeals to groups of people with higher education levels who are interested in historical interpretation. The harbor is scenic for a weekend getaway or family time. The water resources attract fishermen and boating enthusiasts. There is also information at the center for local bed and breakfasts and lodging, restaurants, and dining opportunities.

After analyzing these three visitor centers in New York State, it seems beneficial to appeal to certain markets at the Hancock visitor center. Similar to the Sonnenberg visitor center, the HHC should sell products from the region to give visitors a feel and appreciation for the region. Similar to the Erie Canal museum, the blue stone, timber and baseball bat industries should be documented at the HHC in order to give visitors an appreciation for the rich history of Hancock. Finally, The Sackets Harbor visitor center wants to have all visitors to Sackets Harbor visit the center first so they know what attractions to see in order to maximize their experience. By promoting local attractions and services, the HHC can provide similar benefits to the Hancock community.

### Visitor markets and interests

Table 3 lists potential, growth, low probability, and existing visitor markets in Hancock, New York. This information will be used to assess the current and potential markets for future development.

**Table 3.** Market groups and their potential for the Hancock Heritage Center.

Market Group	Existing	Growth	Potential
Fishing	X		
Kayaking		X	
Canoeing		X	
Rafting		X	
Hiking	X		
Eagle Viewing			X
History			X
Arts/Entertainment		X	
Scenic driving & byway		X	
Shopping			X

Angling and Hiking are existing markets in Hancock, NY. Kayaking, canoeing, rafting, and the scenery/byway markets are on the rise due to the scenic byway and abundance of water resources. History observing, arts and entertainment, eagle viewing, and shopping are potential markets, especially considering the proposed downtown upgrades.

Table 4 lists the recreational trends for canoeing, kayaking, fishing, wildlife viewing and bird watching. This will be used to assess national trends to better understand the potential markets in Hancock, New York. Fortunately for the future of Hancock, there are predicted increases in the number of individuals participants in canoeing, kayaking, fishing, bird watching, and wildlife viewing nationally. The largest predicted growth market is in fishing. This of course is a very positive sign for Hancock, since it is rich in water resources and fishable waters.

**Table 4.** Recreation participation (in millions of participants per year) for specific activities (US Forest Service, 2005)

Activity Type	2000	2005	2010
Canoeing	2.2	2.3	2.4
Kayaking	2.8	3.0	3.1
Fishing	21.9	23.3	24.5
Bird watching	15.2	16.1	16.9
Wildlife Viewing	13.7	14.4	15.0

### Demographics

The existing markets of Hancock are listed below. They can be grouped into three categories: local residents, investors, and anglers. Other potential outdoor recreation opportunities in Hancock include canoeing, kayaking, bird watching, hiking, scenery.

**Table 5.** Existing markets in the Hancock area.

Who	What	Where	Impact	Census
Local Residents	People who own homes and are part of community	15,000 within 15 miles	12,000 live 5mi outside town center	1:1 male to female ratio: Average age is 44
Investors	Secondary home owners and potential buyers	3,900 second homes within 15 miles	Peak season adds 12,000 persons to population	4,700 people annual average of population
Anglers	31,390 anglers spent 265,970 days fishing	Entire Delaware River	72% were fishing trout	\$7.25 million in local revenue: Supports 348 jobs

Sources: Mediamark Research Inc, 2004; Hancock Partners, 2004; The American Sport Fishing Association with Trout Unlimited; Hancock COC.

### **Marketing Position**

The following marketing position is a brief paragraph that summarizes how the proposed HHC is situated with regard to attractions, resources, and visitor market groups:

Located in the southern tier of New York State, Hancock is positioned on the Delaware River within the Catskill Region at the intersection of Route 17 (North/South) and 19/191 (East/West). The rich history of Hancock combined with its pristine settings and recreational opportunities make Hancock the perfect site for a heritage center. The Hancock Heritage Center would share the knowledge of local historical, natural, and cultural resources with residents and visitors. The center would engage local school children in the history and culture found within their own community, and be a gathering place for local families and clubs. Hancock's proximity to major urban centers such as New York City and Binghamton would make this center an important attraction in the Catskill Region.

### **Marketing Statement**

The marketing statement is a phrase used to promote the Hancock Heritage Center. Considering Hancock's wide variety of recreational activities and resources, creating a short marketing statement poses some challenges. It is suggested that the residents of Hancock be asked for their opinions and ideas concerning this statement. Marketing statements for other visitor centers have been developed through contests offering prizes to the winner.

### **Summary**

In conclusion the Hancock area has the resources to accommodate the growing demands of recreationists. In addition to the potential markets and growth markets suggested, canoeing, kayaking, bird watching, and wildlife viewing, are growing recreation opportunities. Potential markets include wildlife viewing, history observing, arts and entertainment, and shopping. These potential opportunities in combination with existing recreational opportunities should provide a high quality resident and visitor experience.

Future promotional efforts should focus on local investors and outdoor recreationists since the economic impacts desired are going to come from these two markets. Based on the natural setting of Hancock and the ease of access there is potential for expansion of visitor markets. The Delaware River provides lucrative markets for fishing and boating and should be the focus of promotional efforts. Hancock's close proximity to major cities provides a market for secondary homebuyers, while the all American feel of Hancock provides a market for primary homeowners.

# Promotion Assessment Report

## Introduction

Hancock has many attractions and resources that are valued by a wide range of market groups. The Hancock Heritage Center has the potential to serve these market groups, including local residents, potential second homebuyers, and visitors. If the heritage center is going to be a success, it will need a good promotional strategy. Examining the promotional strategies of successful visitors centers will give Hancock insight into what strategies will need to be implemented to make the heritage center a success.

## #1 – Saratoga Springs Heritage Area Visitors Center

The Saratoga Springs Heritage Area Visitors Center in Saratoga Springs, NY is very similar to the proposed heritage center in Hancock. The visitor's center promotes itself as the gateway to the city of Saratoga Springs, and is a center that is utilized by both residents and visitors (a goal of the Hancock Heritage Center). The visitor center claims that it is the best facility in the region for sharing knowledge about Saratoga Springs' historical, cultural and natural resources.

Its main promotional technique is a website that is easily accessed via all popular search engines. It is an attractive website that not only promotes the Saratoga Springs Heritage Area Visitors Center, but also promotes the region. The mission of the visitor's center is to "preserve and promote the historical, natural and cultural resources and activities that tell the story of the past and present and identity for the future ([www.saratogaspringsvisitorcenter.com](http://www.saratogaspringsvisitorcenter.com))."

Also effective is the placement of the contact information prominently in the top left portion of the home page. Contact information includes the address, telephone number, fax and the name of the head of the visitor center. The website is presented in font that is very readable. At the top of the homepage, there are helpful links to other pages of the website that highlight the region's attractions, the history of the visitor center, and the history and heritage of the region, as well as links to other resources that are helpful to the visitor.

There is a good amount of educational content available on the website, such as pages that discuss the history of the visitor center and other historic sites along with the people that helped develop them. Some of these pages get cluttered and the text is fairly small. However, each page provides links to other websites that provide much more detail on various historical places and events. There are many pictures incorporated into the website as well. Overall, the website is a great promotional tool. Although some pages are somewhat cluttered, they provide a wealth of information on the region, especially when the links are considered.

The Saratoga Springs Heritage Area Visitors Center also utilizes other promotional techniques to promote the city and the region such as brochures. One is specifically entitled "New York State Heritage Area." It is an attractive brochure that promotes the entire New York State Heritage System, including Saratoga Springs. It doesn't provide a large amount of information on the region, but does give an overview and contact information.

The center also provides pamphlets, videos and tours to promote tourism in the region. These were not specifically available for evaluation, but seem to be good promotional techniques. They use small signs along the highways and byways in the Saratoga Springs region to advertise and provide directions to perspective visitors.

## **#2 – Seneca Falls Heritage Area Visitors Center**

The Seneca Falls Heritage Area Visitors Center in Seneca Falls, NY is also similar to the proposed heritage center in Hancock. Seneca Falls is a village of slightly larger size than Hancock. It uses the promotional strategy of claiming to be the “Historic Gateway to the Finger Lakes (<http://www.senecafalls.com/history-heritage.php>).” This is an excellent strategy for the village given it’s location along the north end of Seneca Lake, a western Finger Lake, and its historic status as the home of the Women’s Rights Movement and location along the Erie Canal.

The major promotion technique used by this visitor’s center is also a website entitled, “Seneca Falls, NY – Historic Gateway to the Finger Lakes.” It promotes the visitor center as well as the village’s historic sites. It is somewhat difficult to locate with search engines. In Google, it is only easily located if ‘Seneca Falls Heritage Center’ is entered. Even then, it is not necessarily clear at first that this is the website for the Seneca Falls Heritage Area Visitors Center.

A positive for the website is that the mission is stated in the center of the welcome page: “The Heritage Area’s Visitor Center serves as an orientation point for local and regional history, providing a historical overview of the Reform Movements, specifically the Women’s Rights Movement, and the development of transportation and water powered industry ([www.senecafalls.com/history-heritage.php](http://www.senecafalls.com/history-heritage.php)).”

Contact information, location and business hours are easily found on the left hand side of the welcome page. The website is very clean and links to web pages within the site are easily discernable. However, it is not an exceptionally attractive website in that it is fairly bland with only a few pictures or interesting fonts or backgrounds. Educational information exists within the website, including information on the history and heritage of Seneca Falls, but is sparse.

The site does provide numerous links to the websites of the specific attractions and resources in Seneca Falls. These links provide a great deal of educational information for the visitor. This site is just sufficient for the visitor center. Another detraction for the site is that it serves double duty as the website for the village government as well. Sometimes it is difficult to discern which parts of the site are for the visitor and which are for the resident.

The visitor center uses many other techniques to promote tourism in the village of Seneca Falls. Brochures as well as pamphlets for local attractions are available at the center. These are generally simple and straight forward. One, for the Women’s Rights National Historic Park, is very attractive and provides great background information on the history of the site as well as the Women’s Rights Movement in general. The center also employs a knowledgeable staff to provide information to visitors that will promote the exploration of the many historic sites in the village.

The promotion techniques used by the Seneca Falls Heritage Area Visitors Center are good, but could be better. The website in particular needs improved accessibility and attractiveness. However, as with the Saratoga Springs Heritage Area Visitors Center, it does provide access to websites for all of the major attractions in the region and promotes the center itself well.

## **#3 – Ithaca Visitors Center**

The Ithaca Visitors Center promotes tourism for the entire Ithaca, NY region. Its main promotional strategy includes proclaiming itself the cultural and natural resource hub of the Finger Lakes region. This is a very good promotional strategy since Ithaca definitely has an abundance of both. Cultural attractions and resources abound thanks to Ithaca College and Cornell University. Natural resources

are immense in and around Ithaca, including numerous waterfalls, Cayuga Lake and many state forests.

Again, the major promotional technique is a website, <http://www.visitithaca.com/>. The visitor center website has been developed in conjunction with the I Love New York tourism program. It is set up fairly well and seems to have a large amount of funding compared to the previous two websites. The website is very attractive with a number of pictures of local attractions. Contact and location information for the visitor center is located on the welcome page, but in a small font at the bottom. It also provides links to information on every major local attraction whether it is cultural, historic, natural or otherwise. The website is set up with links to web pages at the top of the page. When those headings are highlighted, sub headings drop down. This strategy enables the visitor's center to include a large amount of information on the website without it becoming cluttered. The site is much more organized and readable than the other two.

A weakness of the site is that it does not provide a large amount of educational information. It is mostly geared toward promoting and providing links to the websites of local attractions, not providing educational information. The Hancock Heritage Center will want to include an extensive educational component while providing the same quality promotional information shown on this website.

Brochures, pamphlets and videos are available at the Ithaca Visitors Center. These were not available for analysis. It seems though that the promotional strategies and techniques in Ithaca must be working because tourism is abundant in the city and surrounding countryside.

### **Summary**

Assessing the promotional strategies and techniques used by these three visitor centers in New York State provides a good indication of what the Hancock Heritage Center should do. All three of these visitor centers utilize a website as their main means of promotion. If an area truly wants to increase its tourism, it would benefit greatly from a website specifically run by a visitor center. A good website should promote the visitor center and its mission. The website should be attractive while presenting information and links for local attractions, educational facts about local history and natural resources, and opportunities for experiencing local culture. The website should also promote events occurring at the center. Information should be presented in a readable manner and not be cluttered like portions of the Saratoga Springs and Seneca Falls visitor center sites. A website appears to be the best way to provide information to a large number of people.

Other methods of promotion were used effectively by these three visitor centers. All used brochures as a promotional tool. The Seneca Falls and Saratoga Springs visitor centers were both included in the New York State Heritage Area brochure. This enables them to gain exposure to a broad market group. The Ithaca Visitors Center was involved with the I Love NY program. This enables them to gain exposure through their brochure to a huge market group interested in visiting New York State. These visitor centers also utilized brochures pamphlets with in the center to promote the local region. This is a vital role of the visitor center because pamphlets are easy references for people to take with them as they travel. The Hancock Heritage Center should learn from the strengths and weaknesses of these promotional techniques and develop their own unique strategy for attracting visitors to the region.

## Enhancing Community-Wide Cooperation

### Introduction

In order to work towards the heritage center’s mission of educating residents, visitors, and school groups about the local history, culture, industries and natural resources, the HHC will need to work closely with existing businesses, schools, organizations, and agencies within the Town and Village. Working with these local businesses and organizations will help with the other part of our mission for the center: to act as a showcase for local products, talents, and services. The list of contacts is limited to local Hancock businesses and industries only, in order to maximize economic impacts within the community.

### Industries

The industries listed in Table 6 are local to Hancock and are also some of the largest industries in the area. These industries also provide a link to the history of the area as these industries were what the Hancock region was established upon.

**Table 6.** Current industries in the Hancock area.

<b>Industry</b>	<b>Contact Information</b>
<b>Tompkins Bluestone</b>	325 Tar Hollow Rd Hancock, NY 13783 Phone: (607) 637-5222
<b>Bass Enterprises and Bass Lumber</b>	Po Box 718 Hancock, NY Fax: 607 637 4858 Phone: 607 637 5253
<b>Mallery Lumber Co.</b>	158 LaBarre Street Hancock, NY 13783 Phone: 607-637-2236 Fax:607-637-2283 eMail: <a href="mailto:rob@rossiwood.com">rob@rossiwood.com</a> Web Site: <a href="http://www.rossiwood.com">www.rossiwood.com</a>



## Schools

Within the town and village there is one public school district and one private school (Table 7). Gaining the attention of these schools is crucial to achieving our mission. The children of the area need to be educated about the heritage of the area. The schools may also find the visitor center to be an important resource for learning.

**Table 7.** Schools within the Village and Town of Hancock.

<b>School</b>	<b>Contact Information</b>
<b>Family Foundation School (private)</b>	431 Chapel Hill Road Hancock, NY 13783 Phone: (845)887-5213 E-mail: <a href="mailto:cargiros@thefamilyschool.com">cargiros@thefamilyschool.com</a>
<b>Hancock Central School (public)</b>	hancock.stier.org 67 Education Ln Hancock, NY 13783 (607) 637-2511

## Recreation:

In order for people to gain an appreciation for some of the natural resources in the Hancock area, our visitor center should work closely with some of the outdoor recreation facilities (Table 8).

**Table 8.** Local outdoor recreation facilities and services.

<b>Facility</b>	<b>Contact Information</b>
<b>Camp Hilltop</b>	7825 County Hwy 67 Hancock, NY 13783 Phone: 607-637-5201 Fax: 607-637-2389 eMail: <a href="mailto:hilltop@hancock.net">hilltop@hancock.net</a> Web Site: <a href="http://www.camphilltop.com">www.camphilltop.com</a>
<b>Camp Starlight</b>	HC 60 Box 13 Starlight, PA 18461 Phone: 570-798-2525 Fax: 570-798-2834 eMail: <a href="mailto:info@campstarlight.com">info@campstarlight.com</a> Web Site: <a href="http://www.campstarlight.com">www.campstarlight.com</a>
<b>Gray Ghost Guide &amp; Flies</b>	P.O. Box 675 Hancock, NY 13783 Phone: 607-637-3474
<b>West Branch Angler Resort</b>	150 Faulker Road Hancock, NY 13783 Phone: (607) 467-5525

**Historical:**

There are two main sources for insight to the history of Hancock (Table 9). It is crucial that our visitor center works closely with them to help us provide accurate and detailed information of Hancock’s past.

**Table 9.** Local historical resources.

<b>Facility</b>	<b>Contact Information</b>
<b>Hancock-Chehocton Historical Association</b>	227 Wheeler Street Hancock, NY 13783 <b>Contact:</b> Blanche Leahy, Treasurer
<b>Louise Adelia Read Memorial Library</b>	12 Read Street Hancock, NY 13783-1147 607-637-2519

**Entertainment**

In order to provide entertainment to visitors or for community gatherings or to showcase local arts and talents, there are a few organizations that could be beneficial (Table 10).

**Table 10.** Local entertainment and arts providers.

<b>Facility</b>	<b>Contact Information</b>
<b>The Old Capitol Theater</b>	170 East Front Street Hancock, NY 13783
<b>French Woods Performing Arts Camp</b>	P.O. Box 609 Hancock, NY 13783 Phone: 845-887-5600 eMail: <a href="mailto:admin@frenchwoodscamp.com">admin@frenchwoodscamp.com</a> Web Site: <a href="http://www.frenchwoodscamp.com">www.frenchwoodscamp.com</a>

## Dining

It is important for visitors to be able to find quality meals when visiting the Hancock area. Table 11 lists establishments that the center should work closely with in order to help provide visitors with a good “taste” of Hancock.

**Table 11.** Dining establishments in the Village of Hancock.

<b>Establishment</b>	<b>Contact Information</b>
<b>Bluestone Grill</b>	62 West Main Street Hancock, NY 13783 Phone: 607-637-2600
<b>Circle E Diner</b>	369 East Front Street Hancock, NY 13783 Phone: 607-637-9905
<b>LaSalette Restaurant</b>	490 Golf Course Road Hancock, NY 13783 Phone: 607-637-2505
<b>Hancock House</b>	137 East Front Street Hancock, New York 13783 607-637-7100 fax: 607-637-4859 <a href="http://www.bassenterprises.com/">http://www.bassenterprises.com/</a>

## Lodging

In order to welcome visitors to come and stay in Hancock, the visitor center should work closely with local hotels, lodges etc. This would also inform travelers coming through the area that there are many places to stay within Hancock if they wished (Table 12).

**Table 12.** Overnight accommodations in Hancock.

<b>Facility</b>	<b>Contact Information</b>
<b>Bass' Hancock House Hotel</b>	137 East Front Street Hancock, New York 13783 607-637-7100 fax: 607-637-4859 <a href="http://www.bassenterprises.com/">http://www.bassenterprises.com/</a>
<b>Bass Mountain Top Cabins</b>	Nicely-appointed, rustic log cabins with exquisite views. Golfing and dining P.O. Box 718 Hancock, NY 13783 Phone: 607-637-5253 Fax: 607-637-4858 Web site: <a href="http://www.bassenterprises.com">www.bassenterprises.com</a>
<b>Smith's Colonial Motel</b>	23085 State Highway 97 Hancock, NY 13783 Phone: 607-637-2989 Fax: 607-637-2989 eMail: <a href="mailto:colonial@hancock.net">colonial@hancock.net</a>
<b>Point Mountain Lodge B&amp;B</b>	186 Yendes Street Hancock, NY 13783 Phone: 607-637-2629
<b>Bouchouxville Road General Store and Lodging</b>	2685 Bouchouxville Road Hancock, NY 13783 Phone: 607-428-0456 <a href="mailto:bsilk lady2003@yahoo.com">bsilk lady2003@yahoo.com</a>
<b>Capra Inn Motel</b>	521 West Main Street Hancock, NY 13783 Phone: 607-637-1600
<b>Green Acres Motel</b>	30356 State Highway 17W Hancock, NY 13783 Phone: 607-467-3620
<b>Lake Charlotte Estates</b>	Cabin Rentals P.O. Box 776 Hancock, NY 13783 Phone: 607-637-5222

## Miscellaneous

Table 13 includes contacts that could be helpful for finding information concerning the Hancock area and its culture, history, industries and natural resources.

**Table 13.** Hancock area contacts.

<b>Contact</b>	<b>Contact Information</b>
<b>Sam Rowe</b> (Town Supervisor)	<a href="mailto:thetown@hancock.net">thetown@hancock.net</a> Phone: 607 637 3651
<b>Jerry DaBrescia</b> (President Hancock partners)	87 East Front Street Hancock, NY 13783 <a href="mailto:jerrydab@hancock.net">jerrydab@hancock.net</a> 607 637 5453
<b>Chris Gross</b> (secretary), Owner: Upper Delaware Realty (regard to small businesses)	434 West Main Street Hancock, NY 13783 <a href="mailto:Chris@upperdelawarerealty.com">Chris@upperdelawarerealty.com</a> 607 637 5588
<b>Bill Douglass</b> (scenic byway contact)	Upper Delaware Council 211 Birdge Street PO Box 192 Narrowsburg, NY 12764
<b>Hancock Area Chamber of Commerce</b>	P.O. Box 525 Hancock, NY 13783-0525 Phone: 800-668-7624 / 607-637-4756 eMail: <a href="mailto:hancockchamber@hancock.net">hancockchamber@hancock.net</a>
<b>Sandra C. Karcher</b> (Mayor)	85 E. Front Street, Hancock, N.Y. 13783 (607) 637-5341

## Conclusion:

If our visitor center works closely with these local businesses, agencies, and people, then we will expand community-wide cooperation within the area. These contacts should be used to enrich our visitor center by connecting them to their impacts of the local history, culture, industries and natural resources. By doing so we will make great progress towards our mission.

## Technical Assistance Assessment

### Introduction

Technical assistance is available from a wide variety of sources. Government agencies at the federal, state and local levels provide start-up and other assistance free of charge. Departments in several agencies have staff available to assist with different aspects of implementing and running a small business. Additional assistance is available from NGOs and private firms. This assistance takes a variety of forms, from friendly advising by staff at similar centers to professional consulting from design team members. The development and operation of the Hancock Heritage Center will benefit from technical assistance in areas as diverse as finance, marketing and architectural design. Types of technical assistance (Table 14), and provider contact information (Table 15) are included below.

**Table 14.** Types of technical assistance, including provider and fee information.

Area(s) of Assistance	Provider	Type of Entity	Fee (Y/N)	Methods
General	Foundation Center	NGO	Y	TA, links to other sources of assistance
General	Hancock Partners	NGO	N	Networking
General	Rotary Club of Hancock, NY	NGO	Y	Networking
General	Thoma Development Consultants	Private Firm	Y	project management
General	Southern Tier East Regional Planning Development Board	State Agency	N	TA
General	SUNY College of Environmental Science and Forestry	University	N	TA, Assessment Report
General	Cornell University, Community and Rural Development Institute	University	N	TA
Architecture	Applied Design Research Associates	Private Firm	Y	Lime Hollow Visitor Center architect
Brownfields	Delaware County Department of Economic Development	County Agency	N	environmental review
Brownfields	NYS Department of Environmental Conservation	State Agency	N	brownfield redevelopment
Budgeting	Delaware County Department of Economic Development	County Agency	N	TA, training

**Table 14 (continued).** Types of technical assistance, including provider and fee information.

<b>Area(s) of Assistance</b>	<b>Provider</b>	<b>Type of Entity</b>	<b>Fee (Y/N)</b>	<b>Methods</b>
Funding	Industrial Development Agency	County Agency	N	Micro-Enterprise Loan Fund
Funding	USDA Rural Development Service	Federal Agency	N	Loans
Funding	Catskill Center for Conservation and Development	NGO	N	Property purchase
Funding	Local Development Corp.	Quasi-governmental org.	N	Loans
Funding	Southern Tier East Regional Planning Development Board	State Agency	N	Funding
Heritage Tourism	Bureau of Land Management	Federal Agency	N	Toolkit
Heritage Tourism	National Trust for Historic Preservation	NGO	Y	toolkit, TA, training
Historic Register	National Park Service	Federal Agency	N	List of Historic Places
Historic Register	New York State Historic Preservation Office	State Agency	N	investment tax credit, TA, historic listing
Interior Design	Lime Hollow Visitor Center	NGO	N	exhibit design suggestions
Marketing	Delaware County Department of Economic Development	County Agency	N	TA, training
Marketing	Hancock Area Chamber of Commerce	NGO	Y	advertising, local business listings
Organization	Internal Revenue Service	Federal Agency	N	federal tax status/identification
Organization	NYS Dept. of State	State Agency	N	legal organization, state tax exemption
Start-up	Delaware County Department of Economic Development	County Agency	N	guide, training program

**Table 15.** Technical Assistance Providers and Contact Information.

<b>Provider</b>	<b>Contact Information</b>
Applied Design Research Associates	Brian Buttner, Architect 5 Main St. PO Box 306, Freeville, NY, 13068 607-844-4601 adra@twcnny.rr.com
Bureau of Land Management	<a href="http://www.blm.gov/heritage/adventures/tourism_2006_toolkit.html">www.blm.gov/heritage/adventures/tourism_2006_toolkit.html</a>
Catskill Center for Conservation and Development	<a href="http://www.catskillcenter.org">www.catskillcenter.org</a> PO Box 504, Rt 28 Arkville, NY 12406-0504 Phone: (845) 586-2611 cccd@catskillcenter.org
Cornell University, Community and Rural Development Institute	<a href="http://www.cardi.cornell.edu">www.cardi.cornell.edu</a>
Delaware County Department of Economic Development	E-Center, Delhi NY 607-746-8595 lori.paulson@co.delaware.ny.us
Foundation Center	<a href="http://foundationcenter.org/newyork">foundationcenter.org/newyork</a>
Hancock Area Chamber of Commerce	<a href="http://www.hancockareachamber.com">www.hancockareachamber.com</a> P.O. Box 525 Hancock, NY 13783-0525
Hancock Partners	<a href="http://www.hancocknewyork.com/hancock_partners.htm">www.hancocknewyork.com/hancock_partners.htm</a>
Industrial Development Agency	<a href="http://www.dcecodev.com/ida">www.dcecodev.com/ida</a>
Internal Revenue Service	<a href="http://www.irs.gov/businesses/index.html">www.irs.gov/businesses/index.html</a>
Lime Hollow Visitor Center	<a href="http://www.limehollow.org/store/index.html">www.limehollow.org/store/index.html</a> Executive Director: Glenn Reisweber
Local Development Corp.	<a href="http://www.dcecodev.com/ida/localdevcorp.htm">www.dcecodev.com/ida/localdevcorp.htm</a> One Gallant Ave., Delhi, NY 607-746-8595
National Park Service	<a href="http://www.nps.gov/history/nr/listing.htm">www.nps.gov/history/nr/listing.htm</a>
National Trust for Historic Preservation	<a href="http://www.nationaltrust.org/community/">www.nationaltrust.org/community/</a>
NYS Department of Environmental Conservation	<a href="http://www.dec.ny.gov/chemical/brownfields.html">www.dec.ny.gov/chemical/brownfields.html</a> Environmental Remediation 625 Broadway, Albany, NY 12233-7012 518-402-9764 Regional Contact: Allan Geisendorfer 518-357-2045 angeisen@gw.dec.state.ny.us 1150 North Wescott Rd. Schenectady, NY 12306
NYS Dept. of State	<a href="http://www.dos.state.ny.us/">www.dos.state.ny.us/</a>
New York State Historic Preservation Office	<a href="http://nysparks.state.ny.us/shop/">nysparks.state.ny.us/shop/</a> Peebles Island PO Box 189, Waterford, New York 12188-0189 (518) 237-8643



**Table 15 (continued).** Technical Assistance Providers and Contact Information.

Provider	Contact Information
Rotary Club of Hancock, NY	www.hancockrotary.org/ First Presbyterian Church 217 West Main Street Hancock, NY, 13783
Southern Tier East Regional Planning Development Board	www.steny.org 375 State Street-2nd Floor Binghamton, New York 13901 Deputy Director: Richard McCormick 607-724-1327, ext. 210
SUNY College of Environmental Science and Forestry	www.esf.edu
Thoma Development Consultants	www.thomadevelopment.com/ 34 Tompkins St. Cortland, NY 13045 607-753-1433
USDA Rural Development Service	www.rurdev.usda.gov/ny/ USDA Rural Development State Office 441 South Salina St, Suite 357, Syracuse, NY 13202 315-477-6400 Rural Business-Cooperative Specialist: Karen McDonnell 315-677- 3552 karen.mcdonnell@ny.usda.gov

**Assessment Summary**

The Delaware County Department of Economic Development provides guidebooks, advising and low cost training programs locally. Other government agencies provide select assistance on issues such as incorporation, tax exemption and Brownfield cleanup. Utilizing their technical assistance services will expedite the development of the Center. A mix of government and NGOs offer assistance with historic preservation and heritage tourism. The local Rotary Club and Chamber of Commerce provide networking and advertising opportunities. Ultimately, members of the development team, including the architect, contractor and lending agencies, will be instrumental in seeing the Hancock Heritage Center through to completion. It is also important to note that this project is eligible for numerous funding programs, primarily loans, but also grants and tax credits, because it is an example of rural community development.

## Funding Opportunities

### Introduction

The purpose of this report is to assess the current government agencies, community agencies and NGOs that could provide possible capital for the development and future operations of the Hancock Heritage Center. Several organizations are discussed, followed by descriptions of pertinent grants for this type of project. The contact information for these organizations and grant sources is listed in two tables below their respective descriptions.

### Government Agencies, Community Foundations, and NGOs

The Central New York Community Foundation stands out as a funding source that is close to and invested in this area of New York. “In 2007, the Central New York Community Foundation Board of Directors approved 78 grants to not-for-profit organizations, totaling \$1,661,472 from unrestricted and field-of-interest funds” (CNYCF, 2007). They have provided grant money for culture and the arts, such as for Onondaga County Public Library to conduct a survey that solicits community input to determine how to improve services, and for Onondaga Historical Association, to purchase donor computer software and hire a part-time database administrator. They have provided grant money for community and public benefit and education among other areas.

The NYS Office of Parks, Recreation and Historic Preservation has a several grant programs, one based around heritage. This organization works statewide and provided grant money to many areas last year, including \$19,000 to Saratoga Springs to provide training and enhancement to a preservation foundation, \$98,386 to Lost Trail Snowmobile Club, Inc in Oneida County to purchase trail maintenance equipment, and \$350,000 to the Center for the Arts of Homer, Inc. to acquire, revitalize and institute further use at the former Homer Baptist Church. This organization has a Heritage Area System Grant Program that we could utilize. To qualify for this grant, the Hancock Heritage Center would need to be designated as a New York State Designated Heritage Area.

The Hancock Area Chamber of Commerce does not appear to have any official grant or contribution system. They do, however, provide media coverage for events in the Hancock area and are a possible source for media support of the development of the Heritage Center, if not for funding.

The Annenberg Foundation is based out of Radnor, PA and their primary goal is to “advance public well-being through improved communication” (Annenberg, [year of last modification not verified]). In 2007, they provided many grants, including \$50,000 to the American Jewish Committee for the implementation of the educational curriculum and booklet, \$75,000 to Creative Time, Inc. to produce a free outdoor production of Samuel Beckett's play ‘Waiting for Godot’, and \$1,000,000 to the Harlem Children’s Zone, Inc. for the endowment campaign of the Harlem Children's Zone Project (Annenberg, [year of last modification not verified]). The vast majority of their New York awarded grants have been centered on businesses and organizations in New York City. However, their investment interests are diverse and many are community and culturally centered.

**Table 16.** Government agencies, community foundations, and NGOs.

<b>Organization Name</b>	<b>Website</b>	<b>phone</b>	<b>E-mail Address</b>
NYS Office of Parks, Recreation and Historic Preservation	<a href="http://www.nysparks.com">www.nysparks.com</a>	518-474-0456	Available through website
Central New York Community Foundation	<a href="http://cnycf.org">http://cnycf.org</a>	315-422-9538	Available through website
Delaware County Chamber of Commerce	<a href="http://www.hancockareachamber.com">www.hancockareachamber.com</a>	800-668-7624 OR 607-637-4756	<a href="mailto:info@delawarecounty.org">info@delawarecounty.org</a>
Annenberg Foundation	<a href="http://www.annenbergfoundation.org">www.annenbergfoundation.org</a>	610-341-9066	<a href="mailto:info@annenbergfoundation.org">info@annenbergfoundation.org</a>

### **Possible Grant Sources**

Of special note is the ‘Community Facilities Direct Loans, Guaranteed Loans, and Grants’ grant heading. As an educational and cultural facility, we would qualify directly for this type of grant. Emphasis would need to be placed on education in addition to interpretation. Staff would need to be brought on to implement education and active interpretation using the facility. This grant will become more of a possibility as the Heritage Center becomes functional.

The Community Development Block Grant Program (CDBG) provides funding that can be used for acquisition and construction of public facilities, among other objectives. This grant could be very useful for the entry phases of our Heritage Center, when our functionality will be almost non-existent. The timeframe on this grant as of 2006, has expired. There are, however, references to the further existence of this grant on a local Catskill revitalization website (WCCRC), but the date of this reference could not be verified.

The Micro-loan Program distributes capitol to small businesses through not-for-profit organizations. These would only be available to us through a parent, not-for-profit organization that has the minimum micro-lending requirements, or through another not-for-profit that fits this description. The availability of this grant is dependent on the neighboring not-for-profits in the Hancock area.

The Heritage Center could get support through an Americorps grant. In the case of the State and National grants, the heritage center would need to put a heavy focus on education and interpretation as soon as the facility is functional in this capacity. It is slightly far fetched to consider education working at the Heritage Center in this way given all that must first occur to make the Center functional, but it is a possibility. The Americorps VISTA is a grant system where-by an Americorps member would be brought on staff at the Center to assist in education, interpretation, or reach out to the community in some other aspect of giving back to community of Hancock. This also would require a working facility in which to operate and many other amenities.

**Table 17.** Grant opportunities.

<b>Grant Name</b>	<b>2006 National Appropriation</b>	<b>Phone</b>	<b>E-mail Address</b>
Americorps State and National (White House, 2006)	\$265,000,000	State: 202-606-6881 Nation: 202-606-7508	<a href="mailto:aholland@cns.gov">aholland@cns.gov</a> or <a href="mailto:americorpsnational@cns.gov">americorpsnational@cns.gov</a>
Americorps VISTA (White House, 2006)	\$95,446,000	202-606-6814	<a href="mailto:PBooker@cns.gov">PBooker@cns.gov</a>
Community Development Block Grant Program (White House, 2006)	\$3,700,000,000	202-708-1577	No e-mail available
Micro-loan Program (White House, 2006)	\$22,000,000	202-205-7532	<a href="mailto:bruce.purdy@sba.gov">bruce.purdy@sba.gov</a>
Community Facilities Direct Loans, Guaranteed Loans, and Grants (White House, 2006)	\$16,830,000 (Grants)	202-720-1500	<a href="mailto:chad.parker@wdc.usda.gov">chad.parker@wdc.usda.gov</a>

**Regarding Our Current Goals and Objectives**

With our current goals for the Hancock Heritage Center, our grant resources will exclude those relating to providing public services about health awareness, HIV/AIDS, and/or reaching out to the community to do service elsewhere besides at the Heritage Center. There are many grants at the federal level that could become open to our Heritage Center based on any future outreach or community programs that are instituted using the facilities. Many of these can be found on the whitehouse.gov website (White House, 2006), which is listed in the bibliography. Organizations related to these issues can also be found on the New York City Employment and Training Coalition website (NYCETC, 2007), which is also listed in the bibliography.

There is also the opportunity to take out loans specific to the type of work required for the Heritage Center, but they would still be loans that require income to be paid back. That course of action is not feasible until we can generate some income through the Heritage Center to pay back said loans. For that reason, ‘loan’ information is not included in this assessment.

**Summary**

Several local organizations, including the Central New York Community Foundation and the NYS Office of Parks, Recreation and Historic Preservation, show great promise as sources of funds for the Hancock Heritage Center. There are also several grants available, some providing that we institute more full-time staff and focus on active interpretation and education as soon as possible. The resources available to the Heritage Center are limited by the current absence of health-related community programs or educational components related to health, HIV/AIDS education, and lack of outreach to better the neighboring community and its youth. Many more organizations and grants would become available to us depending on the nature of future programs at the Heritage Center.

## Monitoring and Evaluation

The purpose of monitoring and evaluating in the context of the Hancock Heritage Center is: 1) to quantify subjective data (opinions, perceptions), 2) to ensure user's (residents/visitors) needs are being met, 3) to track progress, and 4) to ensure goals are being met. Currently, there is little data about tourism in Hancock, NY. There is no data about the future Hancock Heritage Center.

### Data currently available

Little information is available about tourism in Hancock, NY. Demographic and income data is available through the U.S. Census Bureau. This information could be useful in seeing trends in population and income to assist in the planning of the visitor center.

**Table 18.** Population data for the Hancock area (U.S. Census, 2000).

Year	2000
Town population	3449
Village population	1189
Median household income	\$30,449
Per capita income, town	\$16,057
Median house value, town	\$65,100

### First Steps

Our first step should be to collect data regarding opinions about the visitor center from residents and eventually from visitors. We need this feedback during every phase of development. We will need both quantitative and qualitative data such as resident opinions, Visitor/User opinions, number of visitors annually to area/town, and what are visitors doing when they are in town.

### Resident Opinions

The best way to get this data is by asking. We will need to send out (during all phases) comprehensive resident surveys to as many residents as possible. (Cost is a major obstacle here, but manpower and time are also large considerations.) One-on-one interviews could provide a wealth of information but likely would be cost prohibitive.

During the first two phases of development (see page 49), we need to identify general opinions as to what the residents think and want (i.e. Do you want a visitor/community center? What do you want it to offer? Would you use such a facility if it were available to you?). During the final four phases (off-site educational programs, site reconstruction, community room, and complete center open) our questions need to be more specific, centering on resident usage (are they actually using to center and the services offered?) and resident perceptions of the facility (do they feel the same way about the center now that it is underway?)

### Visitor Usage

We also need to carefully track visitor usage. First, we need to track basic demographic information (age, income, why are you using the center? [Education, seeking info about area, just wandered in, etc]). Second, we need actual visitor attendance counts. This information would provide us knowledge about the busiest days, what programs people are using, how close we are to our target numbers, etc. Third, we will need feedback from visitors. How satisfied were they with their

experience? What did they like/dislike? What would they like to see the visitor center provide? These questions should be asked of all users during the final three phases of development.

### **Number of Visitors in Area/What Visitors are Doing**

This is an important piece of information to know when considering a visitor center. It is not currently available. Perhaps the Hancock Chamber of Commerce could begin tracking such information.

### **Track progress and ensure goals are being met**

A major purpose of monitoring and evaluating should be to track our progress and ensure goals and targets are being met on time. Much of this can be accomplished by simply comparing where we currently are with our original plan. Have we done what we set out to do or not?

### **Summary**

In summary, there is little information available about tourism in Hancock, NY and no information available about the feasibility of a visitor/community center. Collecting this data may be an expensive and arduous task, but is necessary to ensure the success of the Hancock Heritage Center.

## **Proposed Heritage Center Budget**

### **Introduction**

This budget development assessment for the Hancock Heritage Center analyzed the budgets of three similar visitor centers to get a clear picture of the expenses that are involved in the annual operation of such a center. These are the budgets of Lime Hollow Nature Center in Cortland, Gateway Information Center of Binghamton, and the New Paltz Regional Chamber of Commerce visitor center. The three visitor centers analyzed had similar yet different structures to their organization depending on variables such as staff size, ownership of property, grants, income, and if it was a business association or municipal or state establishment.

### **Assessment**

The first budget was that of Lime Hollow Nature Center in Cortland New York. It had three full time employees in the visitor center for the year 2007. The salary of the Executive Director was approximately \$39,000 a year, the salary of the Education and Recreation Coordinator was approximately \$15,000 a year and the salary of the Store Manager & Interpretive Designer was approximately \$17,000 a year (Lime Hollow, 2007). They had no rent because the building is owned by the city, but the operations and maintenance totaled approximately \$204,000 a year, counting salaries. A very important element in the Lime Hollow Budget is that \$113,330 in donations and grants comprised approximately 88% of their total 2007 revenue and support. This is a good indication that Lime Hollow is very active in the grant-writing department.

The second budget was that of the Gateway Center on Rt. 81 entering Binghamton, NY. They had five full time people and two seasonal staff members for 1998. The Administrator had a salary of approximately \$33,000 a year, the salary of the senior clerk was approximately \$27,000 a year and the salary of the full time clerk was \$23,000 a year (The Broome Chamber, 1998-99). According to the budget the building is owned by NYS and the money that they receive from NYS to run the center is \$200,000 a year, with operations and maintenance totaling approximately \$77,000 a year (not counting salaries). The Gateway center has an advantageous relationship with NYS in which their “total support required from NYS” proposes \$200,000 for the 1998-99 fiscal year. Since the Gateway Center is cosponsored by NYS Department of Economic Development, it’s clear that 85% of their revenue is directly granted by this NYS operation.

The third budget was that of the New Paltz Regional Chamber of Commerce. New Paltz has a very active business association and has been involved in the community for over a century, they employ five full time people. The figures reflect the year of 2006. The salary of the President was approximately \$31,000 a year, the salary of the Membership Director was approximately \$24,000 a year, and the salary of the Director of Marketing & Communications was approximately \$22,000 a year (Interviews, November 2007). The building location is a rental from a private company, but the business association (chamber of commerce) pays the entire overhead. The operations and maintenance of that location is estimated at \$65,000 a year, not counting salaries. It was not clear what percentage was obtained from donations or grants, but the primary goal of the business association in keeping the visitor center operational was that they will absorb the overhead regardless of whatever amount of donations or grants were obtained.

### **Proposed Hancock Heritage Center Budget**

The next phase of the assessment will propose a reasonable budget for the Hancock Heritage Center. Since the business association in Hancock has a minimal activity level conservative estimates will be maintained to create a cost effective plan that can be well within the reach of Hancock, NY. This assessment will propose three employees to start and may increase after appropriate phasing or growth occurs. The location of the old Louisville Slugger site will be estimated at near to what the company pays the village of Hancock in taxes (approximately \$10,000 a year) so they (Louisville Slugger) experience a break-even-point on the idle property. The estimates on costs such as heat and electricity would vary greatly depending on how much of the building was used for the proposed Hancock Heritage Center.

The Hancock Heritage Center will have a Director with a salary of approximately \$25,000 a year, and after initial start-up is complete, an Interpretive-Educator / Gift-shop position with a salary of approximately \$18,000 a year will be added on. The rent on the building will be estimated at \$1,000 a month or \$12,000 a year, which is a conservative estimate for a complex of that size. A conservative estimate on the amount of money that would be spent on the heat and the electricity would be \$700 a month or \$8,400 a year. Assuming that the business association begins an upward trend, the membership for one year will be \$50. Some values are dependent on Louisville Slugger and the amount of space utilized in the complex. Also Grants would be based on approximately \$84,000 for the first year of operation (2016) and \$72,000 for the second and third years; additional grants will be needed for building reconstruction, landscaping, and exhibit design and construction. It is hoped that by the fourth year of operations, income from the gift shop, fees for use of the interpretive center meeting rooms, donations to the heritage center by visitors, and membership fees will cover operating expenses.

The Budget Assessment is proposed for a three-year period starting 2016, 2017 & 2018. The assessment is on the tables marked with the corresponding year.

### **Summary**

According to the tables 2016, 2017 & 2018, there was a moderate deficit at the end of the first year. This is just start up cost with initial expenditures and should be expected. The Business Association will experience revitalization while this start-up process is occurring. The tables clearly show that for every next year after 2016 there is an additive effect with the Renew Membership. Referring back to the time period that some other business associations have been operating for, it's clear to see that the association will compound wealth after it adjusts the budget and goes through the initial three year start up process.

Donations and grants will be an important contributing element in a budget when it comes to a visitor center supporting economic, cultural and environmental aspects of a village. This budget assessment assumes that a serious consideration will be placed on obtaining funding from these sources. In the last year of budget assessment tables, 2011 receives 89% of its total annual revenue from donations and grants.

The final phase of the assessment will be implementing the plan. If the business association can pull together and become an active part of the Village of Hancock economy then there is a great chance of success. And with the success of the Hancock Heritage Center there will be an upswing in tourism and a revitalization of Hancock's local economy.



**2016**

<b>Expenses</b>	<b>Jan.</b>	<b>Feb.</b>	<b>Mar.</b>	<b>Apr.</b>	<b>May</b>	<b>June</b>	<b>July</b>	<b>Aug</b>	<b>Sept.</b>	<b>Oct.</b>	<b>Nov.</b>	<b>Dec.</b>	<b>Totals for 2016</b>
<b>Fixed expenses:</b>													
Rent	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
Promotion	300	300	300	300	300	1,000	1,000	1,000	300	300	300	300	5,700
Phone/Internet	225	225	225	225	225	225	225	225	225	225	225	225	2,700
Electricity/Heat	700	700	700	700	700	700	700	700	700	700	700	700	8,400
Office supplies	50	50	50	50	50	50	50	50	50	50	50	50	600
Maintenance	200	200	200	200	200	200	200	200	200	200	200	200	2,400
Equipment	1,000	0	0	0	0	0	1,000	0	0	0	0	0	6,000
Building Insurance	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Salary-Interpretive	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	18,000
Salary-Director	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	24,996
Workers Compensation	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Gift shop inventory	1,000	0	0	0	0	0	1,000	0	0	0	0	0	2,000
Miscellaneous	50	50	50	50	50	50	50	50	50	50	50	50	600
<b>Total fixed</b>	<b>8,708</b>	<b>6,708</b>	<b>6,708</b>	<b>6,708</b>	<b>6,708</b>	<b>7,408</b>	<b>9,408</b>	<b>7,408</b>	<b>6,708</b>	<b>6,708</b>	<b>6,708</b>	<b>6,708</b>	<b>86,596</b>
<b>Variable expenses:</b>													
Travel / Gas	50	100	50	100	50	100	50	100	50	100	50	100	900
Fundraising events	100	50	100	50	100	50	100	50	100	50	100	50	900
<b>Total variable</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>1,800</b>
<b>Total monthly expenses</b>	<b>8,858</b>	<b>6,858</b>	<b>6,858</b>	<b>6,858</b>	<b>6,858</b>	<b>7,558</b>	<b>9,558</b>	<b>7,558</b>	<b>6,858</b>	<b>6,858</b>	<b>6,858</b>	<b>6,858</b>	<b>88,396</b>
<b>Income:</b>													
Gift shop	50	50	50	200	200	1,000	1,000	1,000	200	100	100	100	4,050
Membership	1,000	1,000	500	50	50	50	50	50	50	50	50	50	2,950
Fundraising/donations	1,200	100	200	100	200	100	1,200	100	200	100	200	100	3,800
Grants	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	84,000
<b>Total monthly income</b>	<b>9,250</b>	<b>8,150</b>	<b>7,750</b>	<b>7,350</b>	<b>7,450</b>	<b>8,150</b>	<b>9,250</b>	<b>8,150</b>	<b>7,450</b>	<b>7,250</b>	<b>7,350</b>	<b>7,250</b>	<b>94,800</b>
<b>Monthly Net Cash Flow (income – expenses)</b>	392	1292	892	492	592	592	(308)	592	592	392	492	392	
<b>Total projected yearly profit (before taxes)</b>													6,404

2017

Expenses	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug	Sept.	Oct.	Nov.	Dec.	Totals for 2017
<b>Fixed expenses:</b>													
Rent	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
Promotion	300	300	300	300	300	1,000	1,000	1,000	300	300	300	300	5,700
Phone/Internet	225	225	225	225	225	225	225	225	225	225	225	225	2,700
Electricity/Heat	700	700	700	700	700	700	700	700	700	700	700	700	8,400
Office supplies	50	50	50	50	50	50	50	50	50	50	50	50	600
Maintenance	200	200	200	200	200	200	200	200	200	200	200	200	2,400
Equipment	1,000	0	0	0	0	0	1,000	0	0	0	0	0	2,000
Building Insurance	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Salary-Interpretive	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	18,000
Salary-Director	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	24,996
Workers Compensation	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Gift shop inventory	1,000	0	0	0	0	0	1,000	0	0	0	0	0	2,000
Miscellaneous	50	50	50	50	50	50	50	50	50	50	50	50	600
<b>Total fixed</b>	<b>8,706</b>	<b>6,708</b>	<b>6,708</b>	<b>6,708</b>	<b>6,708</b>	<b>7,408</b>	<b>9,408</b>	<b>7,408</b>	<b>6,708</b>	<b>6,708</b>	<b>6,708</b>	<b>6,708</b>	<b>86,596</b>
<b>Variable expenses:</b>													
Travel / Gas	50	100	50	100	50	100	50	100	50	100	50	100	900
Fundraising events	100	50	100	50	100	50	100	50	100	50	100	50	900
<b>Total variable</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>1,800</b>
<b>Total monthly expenses</b>	<b>8,856</b>	<b>6,858</b>	<b>6,858</b>	<b>6,858</b>	<b>6,858</b>	<b>7,558</b>	<b>9,558</b>	<b>7,558</b>	<b>6,858</b>	<b>6,858</b>	<b>6,858</b>	<b>6,858</b>	<b>88,396</b>
<b>Income:</b>													
Gift shop	50	50	50	500	500	2,000	2,000	2,000	500	500	100	100	8,350
Membership/Renewals	2,000	2,000	1,000	50	50	50	50	50	50	50	50	50	5,450
Fundraising/donations	1,200	100	200	100	200	100	1,200	100	200	100	200	100	3,800
Grants	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	72,000
<b>Total monthly income</b>	<b>9,250</b>	<b>8,150</b>	<b>7,250</b>	<b>6,650</b>	<b>6,750</b>	<b>8,150</b>	<b>9,250</b>	<b>8,150</b>	<b>6,750</b>	<b>6,650</b>	<b>6,350</b>	<b>6,250</b>	<b>89,600</b>
<b>Monthly Net Cash Flow (income – expenses)</b>	394	1,292	392	(208)	(108)	592	(308)	592	(108)	(208)	(508)	(608)	
<b>Total projected yearly profit (before taxes)</b>													<b>1,204</b>

**2018**

<b>Expenses</b>	<b>Jan.</b>	<b>Feb.</b>	<b>Mar.</b>	<b>Apr.</b>	<b>May</b>	<b>June</b>	<b>July</b>	<b>Aug</b>	<b>Sept.</b>	<b>Oct.</b>	<b>Nov.</b>	<b>Dec.</b>	<b>Totals for 2018</b>
<b>Fixed expenses:</b>													
Rent	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
Promotion	300	300	300	300	300	1,000	1,000	1,000	300	300	300	300	5,700
Phone/Internet	225	225	225	225	225	225	225	225	225	225	225	225	2,700
Electricity/Heat	700	700	700	700	700	700	700	700	700	700	700	700	8,400
Office supplies	50	50	50	50	50	50	50	50	50	50	50	50	600
Maintenance	200	200	200	200	200	200	200	200	200	200	200	200	2400
Equipment	1,000	0	0	0	0	0	1,000	0	0	0	0	0	2,000
Building Insurance	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Salary-Interpretive	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	18,000
Salary-Director	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	24,996
Workers Compensation	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Gift shop inventory	1,000	0	0	0	0	0	1,000	0	0	0	0	0	2,000
Miscellaneous	50	50	50	50	50	50	50	50	50	50	50	50	600
<b>Total fixed</b>	<b>8,708</b>	<b>6,708</b>	<b>6,708</b>	<b>6,708</b>	<b>6,708</b>	<b>7,408</b>	<b>9,408</b>	<b>7,408</b>	<b>6,708</b>	<b>6,708</b>	<b>6,708</b>	<b>6,708</b>	<b>86,596</b>
<b>Variable expenses:</b>													
Travel / Gas	50	100	50	100	50	100	50	100	50	100	50	100	900
Fundraising events	100	50	100	50	100	50	100	50	100	50	100	50	900
<b>Total variable</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>1,800</b>
<b>Total monthly expenses</b>	<b>8,858</b>	<b>6,858</b>	<b>6,858</b>	<b>6,858</b>	<b>6,858</b>	<b>7,558</b>	<b>9,558</b>	<b>7,558</b>	<b>6,858</b>	<b>6,858</b>	<b>6,858</b>	<b>6,858</b>	<b>88,396</b>
<b>Income:</b>													
Gift shop	100	100	100	1,000	1,000	3,000	3,000	3,000	1,000	1,000	500	500	14,300
Membership/Renewals	3,000	3,000	2,000	100	100	100	100	100	100	100	100	100	8,900
Fundraising/donations	100	100	100	200	200	1,200	1,200	1,200	200	200	200	100	5,000
Grants	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	72,000
<b>Total monthly income</b>	<b>9,200</b>	<b>9,200</b>	<b>8,200</b>	<b>7,300</b>	<b>7,300</b>	<b>10,300</b>	<b>10,300</b>	<b>10,300</b>	<b>7,300</b>	<b>7,300</b>	<b>6,800</b>	<b>6,700</b>	<b>100,200</b>
<b>Monthly Net Cash Flow (income – expenses)</b>	342	2,342	1,342	442	442	2,742	742	2,742	442	442	(58)	(158)	
<b>Total projected yearly profit (before taxes)</b>													11,804

# Recommendations: Proposed site plan for the Hancock Heritage Center

## Hancock Heritage Center

### Proposed Landscape Plan

Katy Johnson  
Scale: 1" = 20'-0"

N ↑

This corner of the site will be framed with Eastern Hemlocks, *Tsuga canadensis*, to screen views of the road and provide **interpretation opportunities about the lumber and tanning industries** in Hancock.

An **amphitheater** built into the slope can serve as an outdoor classroom, event space, or a quiet picnic area to reflect and take advantage of the views to the southeast.

A grove of Ash trees, *Fraxinus spp.*, will be added to provide **interpretation opportunities about the use of these trees for baseball bat production** on this site of the former Louisville Slugger factory.

A **bluestone patio** will highlight the history and use of this major industrial resource within the community while providing outdoor gathering and exhibit space for other interpretive elements.

Many of the building additions will be torn down and replaced with a **single addition** to house a community gathering room, activity center, public restrooms, offices, gift shop, and an information center. The main historic structure will house **exhibits interpreting Hancock's local culture, history, industries, and natural resources**.

A **baseball diamond** will be added to highlight Hancock's role in baseball history, and possible the opportunity for visitors to take a few swings using the same bat dimensions used by Babe Ruth and other baseball legends.

A **retaining wall** along the south end of the site will prevent visitors from getting too close to the train tracks, both improving the appearance of the area and reducing liability.

**Signage** will be added in these areas to welcome visitors to Hancock and signal the entrance to the Hancock Heritage Center respectively.

**Sidewalks** will be added to connect the Hancock Heritage Center to downtown Hancock, perhaps becoming part of a **recreational trail** through the area.

Trees and other vegetation will be used to **screen** the neighboring motel from view.

There will be a **designated area for shuttle** departures to take visitors on a tour of the area or to specific destinations in Hancock.

The **entry plaza** will be made of native bluestone and will feature a **fundraising mechanism** in the form of pavers engraved with the names of people who donate to the Hancock Heritage Center.

**Permeable grass pavers** in this large area will allow for overflow parking, farmers markets, or other events to take place without damaging the lawn.

The existing **pavilion** can be refurbished to fit the character of the site and serve as a more informal gathering space with surrounding picnic area.

A **drainage pond** will be added in this area to hold and filter stormwater runoff from the parking area to prevent the drainage ditch on the west side of the property from being inundated.

## **Recommendations**

### **Phased development for the HHC**

The development of the HHC will be completed in five major phases as follows:

Phase 1: Plan and organize development of the HHC

Phase 2: Establish HHC office and staff

Phase 3: Begin off-site educational programs.

Phase 4: Establish a non-governmental organization.

Phase 5. Obtain needed funding, plans, and permits for HHC reconstruction.

Phase 6: Renovate and open space in HHC for community gatherings and events.

Phase 7: Renovate exhibit space and open entire HHC.

Each phase and its corresponding recommendations are listed on the following pages.

## Phase 1: Plan and organize development of the HHC

Timeframe for initiation and completion: 2008 and ongoing

### Overview of phase

- Create a subcommittee in an existing not-for-profit association (i.e., either Hancock Partners or Hancock Chamber of Commerce) to begin organizing the Heritage Center development effort.
- Generate community support for the HHC.
- Educate local residents about the benefits of having a heritage center in their community (see Goal #2).
- Apply for grants and identify local sponsors to support activities recommended in phase 2.

### Specific recommendations for phase:

**Create a HHC subcommittee in an existing not-for-profit association.** Existing not-for-profit groups (e.g., Hancock Partners or the Hancock Chamber of Commerce) should be contacted to identify if they are willing to support a subcommittee devoted to the development of the HHC.

**Survey Residents.** Determine the level of support for and knowledge of residents of the Hancock area about the Hancock Heritage Center. Find out what the residents want from a potential heritage center. This survey should be started as soon as possible in order to take into account resident opinions and ideas before setting concrete goals.

**Hire or train a grant writer.** We need someone attached to the project who has experience in applying for and appealing for funds and who can focus on this task for us to some degree. This could be someone who is already part of the project and obtains schooling and training in grant-writing skills. This could also be an outside grant writer, consultant, or firm who the HHC contracts with.

**Apply for grants.** It will be important to begin applying for grants early on in the HHC development process. A government entity or not-for-profit organization will need to submit the funding requests. Grants from the Community Development Block Grant Program (CDBG) should be sought. This type of federal grant is listed in the 'Faith-Based and Community Initiatives' section of the federal website [www.whitehouse.gov](http://www.whitehouse.gov). This grant has been used in the past to support projects similar to the Heritage Center. Grants from the Central New York Community Foundation and the NYS Office of Parks, Recreation and Historic Preservation are also suitable for heritage projects in New York. The websites of these prospective sponsors and/or grant sources are <http://www.cnycf.org> and <http://www.nysparks.com>. Since many grants require a match to funds, it is recommended that volunteer hours be used for match. **Timeframe for completion:** 2009 and ongoing.

**Establish a "buy a brick" program.** 'Buy a Brick/Buy a Square' initiatives can encourage community residents and local businesses to support the development of the site. This type of program could generate funds as well as increase community awareness and participation.

***Identify local volunteers.*** Many sources of local volunteers exist in the community. School-aged volunteers should be identified with the assistance of local schools in the area. Senior citizens and other residents should also be asked for assistance with fundraising in this phase. Volunteers from other local groups such as the Rotary Club, Hancock Area Chamber of Commerce, and Hancock Partners could provide assistance with marketing and promotions, build local contacts, and identify potential development team members (attorneys, accountants, lenders, architects, and contractors). **Timeline for completion:** 2009 and ongoing.

***Identify local sponsors.*** In order to achieve the goal of being financially stable, businesses in the area should be requested for sponsorships. Advertising business names on heritage center publications, websites, and exhibits could provide an incentive for businesses to become sponsors. Businesses could potentially sponsor specific parts of the center such as exhibits, buildings, events, visitor programs or services. Local resources (e.g., timber and bluestone), possibly donated by business sponsors, could also be used in the building's reconstruction. **Timeline for completion:** 2009 and ongoing.

***Partner with environmental organizations in the area.*** Working with organizations such as the National Park Service and The Eagle Institute would increase the educational potential of the center. In accordance with this recommendation, The HHC should provide space for meetings, lectures and research for the key players in the management, conservation and education of the Upper Delaware area. These lectures will increase visits to the HHC and foster a deeper connection to nature in the local environment. **Timeline for completion:** 2008 and ongoing

## Phase 2: Establish HHC office and staff

**Timeframe for initiation:** 2010

### **Overview of phase**

- Create and fill either a volunteer or paid (pending grant funding) Heritage Center director position.
- Identify office space for the Heritage Center director in the community.
- Foster networking opportunities between existing local organizations, agencies, and businesses, and the heritage center project.
- Market and promote local attractions and resources to stir interest in the area by local residents and visitors (see Goal #2).
- Identify any remediation needs due to the brownfield designation of the site.

### **Specific recommendations for phase:**

***Identify a HHC director.*** Several possibilities should be considering for funding a director position. First, consider an Americorps position that is focused on interpretation and education programs. Grant information related to development of an Americorps position is listed on the same federal website listed above: [www.whitehouse.gov](http://www.whitehouse.gov). A volunteer from the community could also be selected to act as temporary director, until funding becomes available to hire a director. Office space for the director should be sought in the office of a local not-for profit entity.

***Develop a promotional website.*** The majority of visitor centers across New York State utilize websites as their main promotional tool. Since the Hancock Heritage Center is not slated for full operation until 2018, it would be impossible to fully develop a website promoting it until then. However, a website should be created during this phase to provide educational content and information on local attractions. This website can also promote the Hancock Heritage Center itself as developments take place over the years. The website for the HHC would be used to inform local residents of events, attract tourists from outside of the community, and educate both residents and visitors about the natural, cultural, and historic resources in the Hancock area. The website should make it easy for potential visitors to find the information they need. Links on the homepage of the website should be created for easy access to specific topics (e.g., information about cultural, historic, and natural resources, and events). The website should include the mission of the Hancock Heritage Center and the design of the website should reflect this mission. The homepage should include pictures of the HHC building (once it is renovated), as well as attractive pictures of the natural scenery surrounding the site.

***Enhance statewide promotions.*** The HHC developers should begin working with the I Love NY program or the NYS Heritage Areas Program (through the NYS Office of Parks Recreation and Historic Preservation). Such affiliations will provide the HHC with access to increased promotional funds. In addition, these groups provide access to large market groups.



### Phase 3: Begin off-site educational programs

**Timeframe for initiation and completion:** 2010 and ongoing.

#### **Overview of phase**

- Organize and conduct off-site educational programs that educate residents and visitors about local natural, historic, cultural and industrial resources (see Goal #3).

#### **Specific recommendations for phase:**

***Create classroom outreach programs.*** Once an educator is hired (Phase 2), he/she can begin to create classroom outreach programming for local schools. These programs would be a great way for the community to begin seeing the benefits of the HHC before the center is completed. The outreach programs could include workshops on the area's history, workshops promoting culture and arts similar to those currently being offered by The Old Capitol Theater, or new ones highlighting local forms of art.

***Provide teacher workshops on incorporating local history, culture & art into the classroom.***

One of the largest drawbacks of introducing new activities or subjects into school curriculum is the teachers' need for the information. With this in mind, one of the services offered by the HHC should be teacher workshops. These workshops should show teachers how to incorporate local history, nature, culture and art into their classrooms, and will also introduce local teachers to the HHC and the types of high quality educational programs the HHC offers.

***Create activity boxes for classrooms.*** The HHC should create self-guided activity boxes for use in classrooms. These boxes could contain all the activity ideas needed for a unit on local history, nature, culture or art. Teacher workshops provided by the HHC could introduce teachers to these activity boxes and how to use them. The activity boxes would be provided for loan through the HHC.

***Produce brochures featuring walking tours of the Village of Hancock.*** The HHC will be an attraction for visitors and residents alike, but the HHC should encourage everyone to venture out into the area as well. A great way to do this would be for the center to produce brochures featuring walking tours of the Village of Hancock. The walking tours should include local businesses, attractions and historic sites.

***Work closely with local organizations to create programs.*** The HHC director could work with many local organizations and businesses to create programs. Some examples include:

- Work with The Little Victory Players to create a guided holiday walking tour of the village of Hancock. The tour can bring residents and visitors through the village highlighting local businesses, attractions, and history and holiday decorations. The Players could portray historic characters for the tours. This would be a great way to get residents and visitors interested in the Village, and could be a fundraiser for both the HHC and the Players.
- Work with the Hancock-Checocton Historical Association and the Louise Adelia Read Memorial Library to host programs related to the history of Hancock.
- Work closely with the two local schools (Hancock Central and Family Foundation) to organize programs for the children of Hancock.

***Develop a regional brochure.*** The director of the Hancock Heritage Center should begin consulting with neighboring communities to develop a regional promotional brochure for communities along the upper Delaware River. This brochure would be an economical means for the small communities along the upper Delaware to promote themselves. In addition, by promoting the entire region versus just one community, there will be a much broader market attracted to the area. This brochure would appeal to a broad group of visitors from outside the community, and should focus on the Delaware River as the main attraction linking the communities within it. It will have a number of pages dedicated to the river and the overall region. In addition, each community will have a number of pages to promote itself. The brochure should be placed in information centers along I-81, I-17, I-84 and I-87, and should also be placed in each town's visitor centers and/or community center. The brochure should be made available on the Hancock Heritage Center website as well.

***Monitor attendance counts for educational programs.*** Determine how many participants are using the educational programs. Schools and community groups will be the primary users of these programs. If use is not meeting the pre-determined goals, find out why by informally surveying intended users. Are organizations aware that educational programming is available? Is the quality of programming high? Are the programs appropriate for various age groups? This information can also be used as a baseline for future change.

## **Phase 4: Establish a non-governmental organization.**

**Timeframe for initiation and completion:** 2011

### **Overview of phase**

- Establish a new not-for-profit organization responsible for HHC development. Create a membership base for the organization.
- Create a volunteer educator position with the Heritage Center project.
- Continue to organize and conduct off-site educational programs that educate residents and visitors about local natural, historic, cultural and industrial resources (see Goal #3).
- Continue fundraising activities to support educational programs and HHC site development needs.
- Obtain grants to support any brownfield remediation efforts needed. Begin remediation efforts as soon as possible.

### **Specific recommendations for phase:**

***Create a legal, non-profit entity.*** Create bylaws, and apply for incorporation through the NYS Department of State. Following incorporation, complete the application for federal tax-exempt status from the IRS and then for tax-exemption through New York State. Assume this process will take approximately twelve to eighteen months. Legal and tax status will affect eligibility for grants and loans.

***Create a membership base for the Heritage Center.*** As a non-governmental organization, the HHC will need steady funding from membership fees to maintain itself. Different membership categories and rates should be considered (e.g., member businesses, organizations, families, and individuals). Members should receive discounts on renting meeting space, and should receive information mailed or e-mailed to them about programs, meetings, and other events taking place at the Heritage Center.

***Create a newsletter for the organization.*** To promote the HHC and its programs, a newsletter should be designed and distributed to members. This newsletter would help maintain interest in the progress being made in the development of the center and promote events.

***Utilize existing government resources for environmental remediation assistance.*** Contact the The property is currently a Brownfield site having soils that are contaminated with petroleum products from the oil pumping station that once existed there. Before allowing the public to use the site, all of the contamination must be remediated to protect their health, safety, and welfare. This process has potential to be coordinated and funded through the New York State Department of State Brownfield Opportunities Area (BOA) Program. The NYS Department of Environmental Conservation has published a brochure on brownfields. Both departments provide assistance navigating environmental regulations. The Delaware County Department of Economic Development provides assistance with environmental reviews.

## **Phase 5. Obtain needed funding, plans, and permits for HHC reconstruction.**

**Timeframe for initiation and completion:** 2013

### **Overview of phase**

- Continue fundraising activities for building design and construction plans.
- Consult with an architect to design the reconstruction of the HHC. Obtain reconstruction estimates.
- Obtain any needed building permits prior to the reconstruction.

### **Specific recommendations for phase:**

***Host a cultural festival/fundraiser at the proposed Hancock Heritage Center site.*** It is important to get community support for the Hancock Heritage Center (HHC). One of the best ways to do this would be to get the community involved with creating the center. As soon as the site is safe, a cultural festival should be hosted at the site. It could include tours of the site, an introduction to the design plans, examples of the programming planned for the site, children's games and activities, entertainment provided by local talent, and a silent auction of local crafts, works of art, and gift certificates to local businesses. This would be a great way to highlight to the local community the benefits of the HHC.

***Assemble reconstruction team.*** Assemble a team to complete architectural and construction work as soon as funds are available. Select an architect with experience in renovating buildings for visitor use. Architects provide professional assistance in the form of architectural plans and specifications for the renovated facility. Plans should meet all code requirements and incorporate elements of the existing brick structure. The HHC director should work closely with the architect to insure a functional design that reflects the mission of the HHC.

## **Phase 6: Renovate and open space in HHC for community gatherings and events.**

**Timeframe for initiation and completion:** 2016 and ongoing

### **Overview of phase**

- Renovate the community room portion of the HHC building and open for community gatherings and events (see Goal #4).
- Renovate the grounds of the HHC and open for community gatherings and events.
- Hire one part-time maintenance employee or subcontract with an existing maintenance company to maintain/clean the community room and grounds.

### **Specific recommendations for phase:**

***Remove tin sheet additions.*** The first step in preparing the site for future use as the Hancock Heritage Center is to demolish all of the newer, pole barn additions. Special care must be taken to protect and “button up” the historic brick buildings during this process. All of the scrap metal and construction debris must be removed from the property before other work can begin.

***Complete renovations of brick buildings.*** The brick buildings on the property add tremendous historical character to the site but have been left in disrepair for several years. In order to make the site safe for public use, these buildings should be fully restored prior to holding any events on the site. The interior renovations in particular must take into account the future phases in the development of the Heritage Center buildings in its initial development. At this point in the phasing, one portion of the buildings can be used to host small meetings or other community gatherings. This portion of the building can house a large meeting room, an activity room, kitchen, public restrooms, and offices; a gift shop, information center and exhibits will be included in the main historic brick building reconstructed in phase 7.

***Address drainage with appropriate stormwater management techniques and safety precautions.*** The site has some areas with poor drainage that flow from the site to a drainage ditch. This drainage situation will be inadequate post-development. A small pond would retain and filter runoff and be an aesthetically pleasing addition to the property. Infiltration of stormwater can be increased by planting additional trees and reducing the amount of mowed lawn and impermeable surfaces on the property as well. While addressing the water on the site enhances the use of the site, design considerations (for the pond in particular) must be taken to reduce liability associated with potential slipping or drowning.

***Refurbish pavilion and create other outdoor gathering areas.*** There is a pavilion on the property that is a good size and in an appropriate location, but has the same pole barn-like character as the additions on the site that are to be torn down. This pavilion can be fixed with a few cosmetic adjustments, such as replacing the tin roof with shingles and adding stone piers at the base of the supporting poles. An informal picnic area, amphitheater, and patio can be added to the plan to support various uses on the site.

**Add pedestrian and vehicular circulation within the site.** Circulation infrastructure will have to be installed on the property in the to provide easier access to the site during the construction phase and for future visitors. A parking lot, drop-off, sidewalks, paths, and ramps will have to be incorporated in the plan as needed. The property must be completely ADA accessible. The flat topography will be conducive to this need and minimize construction costs of this task.

**Place road signs on I-17 and at the HHC site.** The proposed Hancock Heritage Center site is a prime location just off of Interstate 17. The site should be promoted with signs along the interstate and at the Hancock exit. These signs would attract interstate travelers outside of the Hancock community interested in experiencing the culture or attractions of the region. The first sign should be about 10 miles outside of Hancock on the east and westbound sides of the highway. It should include the name (Hancock Heritage Center) and the exit number for the center. Another sign, just a mile from the exit, should include the same information. Once off the highway, signs should include the name and arrows directing visitors to the center. A large sign (possibly constructed of bluestone and timber) should identify the entrance to the HHC site itself.

**Use the HHC as a base for community events.** Establish use of the facility for education-related activities, community meetings, and as a hub for community initiative programs. Costs for renting facility space should be low. Some examples of types of community meetings or events include:

- Health related events sponsored by the community health center.
- Farmers' markets.
- Club meetings.
- Theatrical productions hosted by Little Victory Players.
- Community workshops (e.g., art classes taught by local talent, classes to teach historic skills or crafts, teacher workshops).
- Annual cultural festivals (e.g., craft fairs showcasing local products, historic baseball festivals).

**Develop radio message.** An effective means of promoting the Hancock Heritage Center would be to develop a radio message that could be used on either commercial radio stations or the Upper Delaware Recreational River radio station sponsored by the National Park Service. Radio commercials are far less expensive than television commercials. Commercials on popular FM frequencies can be a very effective means of marketing to large, varied groups of individuals.

**Link the HHC site with downtown Hancock.** Considerations at this point should be made to link the Heritage Center site with the downtown and other significant areas. It is recommended that the HHC serve as a major hub and point of departure from which visitors and community members can begin their explorations of the Hancock area. A sidewalk system has been added to the plan to provide a pedestrian route leading from the HHC to downtown Hancock. A shuttle pick-up/drop-off area has been incorporated into the landscape plan to allow people to park at the HHC and take part in guided tours or recreational activities that are structured outside of the immediate property. Timeframe for completion: 2012 for construction, 2016 for shuttle system

**Investigate listing the building on the National Historic Register.** Investigate benefits (historic tax credit eligibility and grants) and limitations (re-use/construction constraints) of listing the HHC building as a National Historic register site. Determine if the original brick structure is eligible for the historic listing. If the structure is eligible, identify what restrictions, if any, would be placed on renovations and reuse of the structure. Then determine if the listing would make the project eligible for historic tax credits.

***Monitor attendance counts for community gatherings.*** Establish how many community events are being held at HHC. If use is not meeting the pre-determined goals, find out why by informally surveying intended users. Are residents aware that the facility is available for community gatherings? Is the facility inappropriate (size, availability, price)? This information can also be used as a baseline for future change.

## **Phase 7: Renovate exhibit space and open entire HHC.**

**Timeframe for initiation and completion:** 2018

### **Overview of phase**

- Renovate the exhibit/information resource/gift shop space in the visitor center and open to residents and visitors (see Goals #3 and 5).
- Hire one full-time visitor center receptionist and one full-time educator.

### **Specific recommendations for phase:**

***Hire a full-time educator.*** To promote the HHC as “the place to go” to learn about the natural history of the Hancock area, it is important that the HHC hire someone who can develop and lead interpretive programming for both children and adult residents and visitors of Hancock. It is important that this person be highly knowledgeable in the flora and fauna, ecology, and natural history of the Hancock area and have the ability to create, implement, and maintain interpretive exhibits for the HHC exhibit area. This person would develop and lead interpretive programs for children and adults, both at the center and in the local environment, that teach residents and visitors about the natural history of the Hancock area.

***Hire a receptionist.*** The HHC receptionist would be responsible for welcoming visitors to the HHC and for handling any sales in the gift shop. The person selected for this job should be friendly and have a background in retail sales.

***Provide staff training.*** Enroll staff in the DCDED Microenterprise Business Program and National Trust for Historic Preservation training, as appropriate and financially feasible. Obtain free toolkits and business start-up guides from these sources as well. Investments in staff development will benefit the development of the Hancock Heritage Center by giving employees the tools needed to effectively and efficiently complete their jobs. Staff development increases employee retention. Another advantage of the DCDED training program is that graduates are eligible for some additional funding.

***Design and implement exhibit space.*** Interpretive panels and displays would be useful for reaching audiences. Displays can offer stand alone interpretation that diminishes the need for higher budget requirements; materials could be updated as seasons and economies change. Four distinct exhibit areas should be included in the HHC.

**1. Natural resource exhibits.** Hancock is the “Gateway to the Delaware.” The HHC should be the place both residents and visitors first think of when they need information about the natural resources and attractions in the Upper Delaware area. Therefore, it is important that the HHC have a comprehensive exhibit area that interprets Hancock’s and the surrounding area’s natural resources. Some potential exhibits include:

- An exhibit that interprets and explains the characteristics of the Upper Delaware Scenic and Recreational River (UPDE). This should include what the UPDE is, how it was formed and a map of the UPDE. A good follow up for this exhibit is a brochure that provides hiking, fishing, and rafting information for the area.



- An exhibit that interprets UPDE fish. This exhibit would provide information on the common fish of the UPDE and why the UPDE provides an ideal habitat for so many species of fish. It would be nice if a fresh water aquarium, holding common UPDE fish species, was included in this exhibit. Follow-up for this exhibit would be to offer brochures that provide information about recreation fishing. This would include the best times of the year and ideal conditions for catching each fish and advertisements for the services of local guide companies and outfitters.
- An exhibit that interprets bald eagles of the UPDE. The highest concentration of bald eagle wintering areas in New York is found in the Upper Delaware area. This is a unique resource in the Hancock area that will make an extremely interesting exhibit. A follow-up brochure for this exhibit should encourage HHC visitors to go out and see these birds for themselves by providing information about viewing sites and interpretive birding programs.

**2. Industry exhibits.** Hancock has the potential to create unique interpretation based on its industrial heritage. There are many aspects to the industrial resources that viewers would find interesting if portrayed in an entertaining fashion. Recommended exhibits could include:

- An interpretive panel with an interactive timeline of the industries of Hancock beginning with a strong foundation in timber and culminating in a bright open ended optimism for the future.
- The depicted progression of an ash log from the hillsides of Hancock to Major League Baseball would play off of the American fascination of baseball. Partnerships with Louisville Slugger and nearby Cooperstown should be considered to truly encourage visitation. Visual aids should be included in the series that would highlight famous individuals with record breaking bats of local lore. Hands-on and multi visual approaches must be instituted by combining real wood/bat samples, panels, and multimedia to reach broader audiences.
- The Bluestone industry should be spotlighted as a resource that puts Hancock on the map. Geologic formation of Bluestone would be applicably described with samples to interact with. Descriptions of historically significant people within Bluestone mining and nationally spotlighted conspicuous bluestone pieces recognized to create a local identity.

**3. Culture and history exhibits.** The culture of the Upper Delaware River, beginning from Native American times to the present, should be highlighted through a series of exhibits. Some examples of these exhibits are:

- “The Hancock Story” exhibits. Residents of the Hancock area take pride in the area’s history. One way to share that history with visitors is through incorporating “The Hancock Story” in HHC exhibit panels. Not only would the panels promote the community productions of the play, but they could tell the history of the area at the same time. This exhibit could also be used to encourage visitors to attend the Little Victory Player’s on-stage production of “The Hancock Story.”
- Create gallery space to exhibit local artwork. This would be a great way to showcase local talent. Several shows of local artwork a year could be displayed. This would include local professional, amateur, and school artwork. The walls of the community room would be a great place to showcase the artwork.

**4. A hands-on children’s gallery.** A great way to get families to come to the HHC would be by offering children’s programs and activities. The gallery should contain a number of hands-on exhibits and activities for children. Examples of exhibits are a simple Velcro shapes board (fits in with the interpretation of art), an area for children to dress up in bluestone mining equipment or historic clothing such as what Fanny Read or “Honest” Eddy Murphy would wear, or a station

where children can listen to bird calls of local birds. Outside exhibits could further enhance the “touchability” of the HHC through a batting cage that uses reproductions of bats created in Hancock for famous baseball players and native plant exhibits.

**Create a series of educational programs for children.** The HHC should provide special educational programs for children and families. The programs should be offered on a weekly or monthly basis. These programs should be free for families. The programs could be offered in different locations throughout the area.

**Feature an “attraction” of the month.** The HHC should feature an “attraction” of the month. The attractions could be anything from local businesses, historic sites, natural sites or industries. The center could promote each attraction by providing interpretation about the attraction, directions to the attraction, and possibly a discount to the attraction. This would be a great way to let residents and visitors know what is in the area and get them to visit other places in the area.

**Integrate interpretive opportunities into the building & grounds and complete landscape plan.** The grounds should be designed in a manner that reflects the interpretive nature of the Hancock Heritage Center and is an attractive and functional destination for both community members and visitors. The resources that are the topic of interpretation can be integrated into the design through material selection and formal design characteristics. Bluestone is extremely relevant to Hancock’s past and present, so this material should be utilized to its fullest throughout the property in retaining walls, patios, and steps. The vegetation itself should utilize native species and reflect some of the industrial history of the area. Eastern hemlock, which was the basis of the lumber and tanning industries, and White Ash, which was milled on-site to produce baseball bats for legendary baseball players like Babe Ruth, should be used throughout the site and incorporate some form of natural resources and industrial interpretation. A historic baseball diamond or a batting cage can serve as an opportunity for visitors and community members to take part in baseball history by practicing their swings with the same bats used by Babe Ruth and other legendary figures.

An amphitheater (see plan) and other informal gathering spaces can serve as outdoor classrooms for school groups or other people engaging in the HHC’s interpretation opportunities or as locations for informal gatherings at a variety of scales. It is recommended that permeable grass pavers be used to create an area on the site as a means to support overflow parking, farmers markets, and other high-intensity purposes without damaging the lawn. A retaining wall should be constructed along the train tracks to stabilize the slope and prevent public access, making this area less of a liability and more attractive at the same time. The rest of the property will be left relatively open to maintain wide viewsheds and accommodate passive recreation or large events that might take place on the site. Lastly, some low-maintenance landscaping will complete the plan and enhance the overall appearance. Please refer to the landscape plan to see specific recommendations and ideas.

***Include local artists in the design of the HHC.*** Local artists and service providers should be contacted to determine if they are willing to help fund an exhibit that pertains to their industry, or provide artistic input into the design. This incorporation has the capacity to further interest in the functionality of the heritage center if residents have a vested interest. Involving local artists is another way of showcasing the skills present within the community. For local residents, a forum of creative work from the community would be a source of community pride. Tourists will experience this sense of community, a desirable characteristic to preserve and foster in a village like Hancock.

**Monitor HHC income and expenses.** Determine whether the HHC is meeting its goal of being financially stable. Compare income (through grants, fundraising, and admissions/fees) to expenses. Compare bottom line numbers to pre-established goals. HHC should not be a drain on the local tax revenue.

**Monitor gift shop sales.** Local artists' work will be on display and available for sale at the HHC gift shop. Monitor the gift shop inventory to see which products are selling and which products are not.

**Survey local business owners.** Determine if local businesses have seen increased sales as a result of the HHC's promotions of local goods and services. This survey may be best accomplished in conjunction with the Hancock Chamber of Commerce.

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