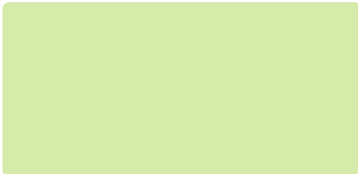
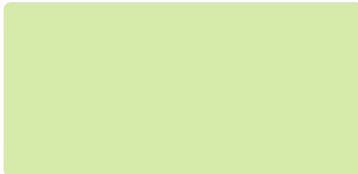
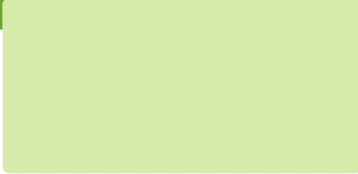
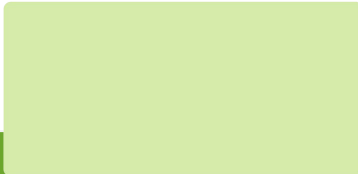




LOCAL FOODS, LOCAL PLACES

Technical Assistance Program



Local Foods, Local Places Community Action Plan for Greenwich, New York

December 2017



For more information about Local Foods, Local Places visit:

<https://www.epa.gov/smartgrowth/local-foods-local-places>

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Community Story

Located among rolling green hills and farmland in Washington County and just south of the Adirondack Mountains is the picturesque village of Greenwich, New York. It is located on the Battenkill River in the Towns of Greenwich and Easton. The village has a rich history, having served as an important station on the Underground Railroad, with local citizens helping enslaved people reach freedom in upstate New York or Canada.



Figure 1 – View of Main Street shops in downtown Greenwich.
Source: Renaissance Planning

Natural resources have long fueled the local economy. Early settlers were attracted to the area by the potential of water power. Grist mills and sawmills were followed by woolen, cotton, flax, and land plaster mills. Later paper mills and farming—especially dairy farms—became the backbone of the economy. Agriculture continues to be the county’s economic engine, with more than 850 farms as of 2012.

Greenwich reached its peak population in 1920 with nearly 2,400 residents. The decline of local manufacturing led to a decrease in population to just under 1,800 residents by 2010. As the population contracted, so did business on Main Street. Other contributing factors to the decline in local businesses include the presence of more big-box retailers, an increase in vehicle miles driven, and more centralized shopping centers. The downtown of Greenwich has been struggling with vacant properties, and village leadership is working to identify what types of businesses will thrive in an age of online shopping and chain stores. A recent success story giving the community hope is the Argyle Brewery, which recently opened on the south end of Main Street. Additionally, Greenwich has a long-running weekly farmers market in a Main Street storefront and there are plans to redevelop and reopen Wallie’s, a key historic restaurant in the community. However, Greenwich is still searching for ways to fully realize the economic potential for connecting the bounty from their local farms to their downtown.

Many local organizations and agencies have expressed their interest in helping the village develop a strategy for using food to revitalize Main Street. These include the village of Greenwich, Comfort Food Community (the local food pantry), the Agricultural Stewardship Association (a non-profit focused on farmland preservation), Battenkill Community Services (an organization with a food enterprise focused on providing employment opportunities for people with disabilities), the local Chamber of Commerce, State University of New York (SUNY) Adirondack, and a base of interested local citizens. In 2016, Greenwich requested planning assistance through the Local Foods, Local Places program to work with these key stakeholders to develop an action plan for fully realizing the potential of their local food system to create a healthier, walkable, and more economically vibrant Main Street.

Among the stated objectives in the village’s application for assistance through Local Foods, Local Places were establishing a sustainable and diversified village economy, strengthening the Main Street business district as a center of commercial activity, and bringing appropriate new uses to strategic redevelopment sites. Additionally, the application stated the community’s desire to expand existing community partnerships, create an environment that encourages food entrepreneurs, and strengthen their existing efforts to develop the local food economy.

The village's goals are consistent with the Local Foods, Local Places program's objectives, which are to create:

- More economic opportunities for local farmers and businesses.
- Better access to healthy, local food, especially among disadvantaged groups.
- Revitalized downtowns, main streets, and neighborhoods.

The Local Foods, Local Places program is supported by the U.S. Environmental Protection Agency, the U.S. Department of Agriculture (USDA), the U.S. Department of Transportation, the Centers for Disease Control and Prevention (, the Department of Housing and Urban Development, the Appalachian Regional Commission, and the Delta Regional Authority. Greenwich was one of 24 communities across the United States selected to participate in the program in 2017.

Upon selection to participate in the program, a variety of community partners came together in Greenwich to form a Local Foods, Local Places steering committee (see Figure 2). The committee intends to continue working together following the technical assistance through regular meetings and partnerships to implement the goals and actions outlined in this report. However, prior to the Local Foods, Local Places process, several of these engaged stakeholders had already achieved successes. In 2009, a vision plan for the village of Greenwich was compiled with help from the SUNY College of Environmental Science and Forestry Center for Community Design Research. The Vision Plan included a vision statement, goals and action strategies, and strategic areas showing where redevelopment could occur within the village. Additionally, with leadership from the village of Greenwich, the community has secured two grants to aid in their downtown redevelopment efforts including the New York State Main Street Grant and the New York State Homes and Community Renewal Anchor Grant. The Main Street grant is supporting the village's efforts to restore the Wallie's Restaurant property as an anchor of Main Street and a hub for locally grown foods.

The remainder of this report and appendices document the engagement process, the workshop activities, and most importantly, the action plan and next steps for achieving the community's goals. Over the course of three planning calls and workshop discussions, the community's goals evolved from those in the initial request for technical assistance to the four shown later in this report. They reflect a holistic and collaborative approach to using the potential of local foods to support community development and Main Street revitalization.

Engagement

The technical assistance engagement process for Local Foods, Local Places has three phases, illustrated in Figure 3 below. The assessment phase consists of three preparation conference calls with the steering committee to establish the workshop goals, agenda, logistics, and stakeholder invitation lists. The

LOCAL FOODS, LOCAL PLACES STEERING COMMITTEE MEMBERS

Mayor Pam Fuller, Village of Greenwich

Julie Callahan, Crandalls Corners Farm and Greenwich Farmers Market Manager

Susan Quillio, Battenkill Community Services

Devin Bulger, Comfort Food Community

Terri Ptacek, Agricultural Stewardship Association

Amie Collins, Greater Greenwich Chamber of Commerce

Jared Woodcock, SUNY Adirondack

Figure 2 - Greenwich Local Foods, Local Places steering committee

convening phase includes the effort’s capstone event—a two-day workshop in the community. The next steps phase includes three follow up conference calls as well as process reporting and documentation.

The community workshop was held on September 7th and 8th, 2017. It included a small lunch gathering with the steering committee members and regional, state, and federal partners; a tour of the community; and an evening community meeting at Greenwich High School (Day 1); and an action-planning session at the Christ of King Spiritual Life Center (Day 2). The community meeting and all-day working session were well attended by key stakeholder groups, residents, and local leaders. The workshop participant list is provided in **Appendix B**.

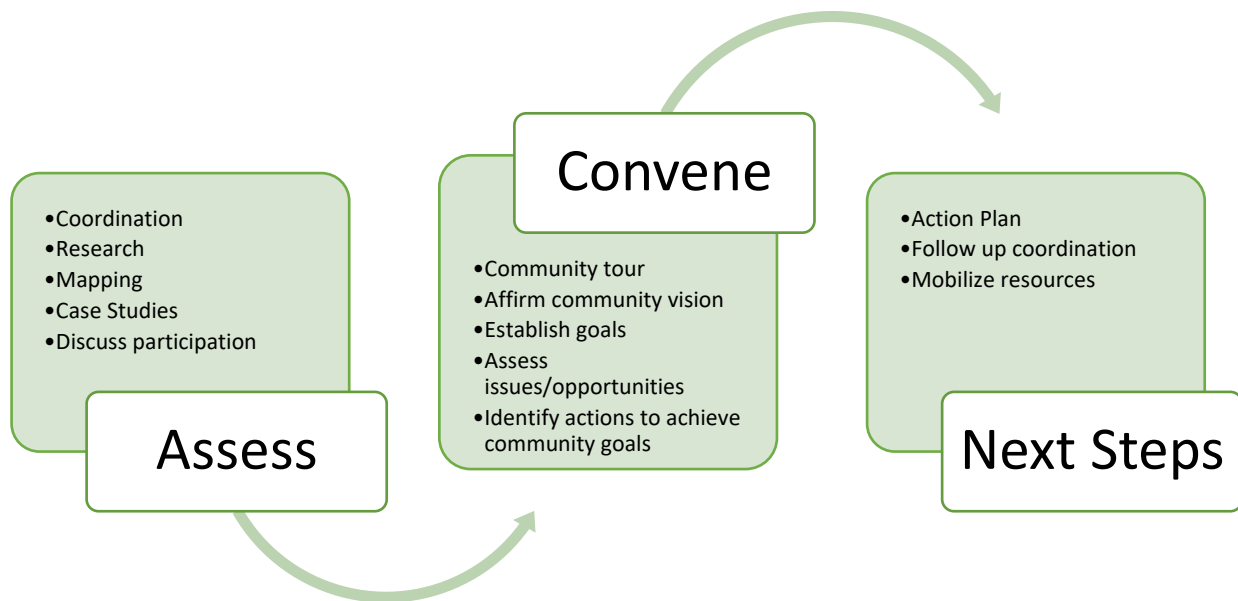


Figure 3 - Local Foods, Local Places Technical Assistance Process Diagram

Community Tour

The Local Foods, Local Places steering committee organized a luncheon on September 7th at the Plow Building on Main Street to introduce the project and the local leadership, consultants, and federal agency representatives. Following the luncheon, the steering committee led a tour of key places and projects in the downtown Greenwich area including the former Wallie’s Restaurant site, the “Yellow Brick House,” Comfort Food Community’s food pantry, the community center garden, Village Hall, Argyle Brewery, a potential site where Battenkill Community Services could host a food hub in collaboration with Comfort Food Community, a potential river access and redevelopment site, and several farms (such as Windflower and Crandalls Corners Farm). The tour provided an overview of the challenges and opportunities facing the community and allowed for discussions about the local food system and how to connect the region’s agricultural bounty to its efforts to revitalize Main Street. Several of the locations visited are shown in pictures in **Appendix C**.

Vision and Values

More than 40 Greenwich residents and several regional partners representing state and federal agencies attended a community meeting on September 7th. Pam Fuller, mayor of the village of Greenwich and organizer of the Local Foods, Local Places steering committee, welcomed attendees to the event and spoke about the community's ongoing efforts. The consultant team outlined the goals of the workshop process and provided a program overview during a short presentation.

The consulting team then led workshop attendees through a series of activities designed to elicit their hopes for the future and perceived challenges and opportunities. First, they wrote on index cards an ideal newspaper headline for Greenwich from the year 2027 reflecting something positive that has happened in the community. Next, they wrote their thoughts on the greatest opportunities and challenges for Greenwich. Those ideas are summarized in Figure 4 and presented in **Appendix D**.

Several themes arose from these activities and discussions, such as the group's desire to see more life and successful businesses on Main Street, more entrepreneurship opportunities afforded by local foods, increasing community pride, and increased coordination among partner organizations. It was against this positive, forward-thinking backdrop of values and visions for the future that the remainder of the workshop was built upon. The first day concluded with a review of the workshop goals and discussion about the direction for action planning to follow the next day. These goals were further refined, evolving into the action plan that is laid out in the following section of this report. In addition to creating an action plan, the second day of the workshop included presentations of case studies by the consultant team covering topics such as downtown revitalization and ideas for how to promote agritourism in the village and region.

VISION, OPPORTUNITIES, AND CHALLENGES

Vision

- Riverfront access from downtown
- Streets alive with people of all ages
- Economically thriving downtown
- Vacant spaces filled with art and light
- Larger farmers market
- Local foods served in public schools
- More year-round entertainment

Opportunities

- Partnerships among organizations looking to expand in Greenwich
- Refreshed downtown with fresh paint and landscaping
- Incentives for food entrepreneurs to locate in vacant downtown spaces
- Improved access to the Battenkill River
- Branding and promotion of the village to the region as an agri-tourism hub
- Renovation of Village Hall with space for a market, training kitchen, and youth programs

Challenges:

- Insufficient infrastructure – broadband and water/sewers
- Lack of senior housing
- High cost of rent and reusing vacant downtown spaces
- Insufficient leveraging of outside assets
- “We don't sell ourselves”

Figure 4 - Workshop Participants' summarized thoughts on their vision for their community and opportunities and challenges relating to the local food system development and downtown revitalization efforts.

Action Plan

The culminating product of the workshop is a strategic action plan to guide implementation of the community's goals. The plan is organized around four goals and includes specific actions for achieving these goals that participants brainstormed during the workshop and follow-up calls. The matrices on the following pages help to further clarify, prioritize, and define roles and responsibilities for moving forward on each action. The goals and actions that are part of this plan are in full detail below. A list of funding resources (**Appendix E**) and references (**Appendix F**) are provided to aid the community in implementing the plan. The action plan is a roadmap to achieve the goals that workshop participants identified as priorities for capitalizing on the potential of local foods to revitalize Main Street:

1. **Collaborate** – Align all parties that are focused on food enterprises and programs.
2. **Enliven** – Connect entrepreneurs and organizations to vacant spaces downtown.
3. **Brand and Promote** – Position Greenwich as the hub of agri-tourism in the region; provide services and other attractions.
4. **Invest in Place** – Improve walkability, river access, arts and culture, trails, wayfinding, and parking.

These goals work together to improve downtown for residents and tourists and raise awareness of what Greenwich has to offer. Each goal is supported by a series of near-term actions that local stakeholders can take to achieve the goal. These action items represent a series of opportunities that Greenwich can implement as resources become available within the community. It is important to recognize that while actions may be categorized into short-, medium-, and long-term timeframes, this action plan is meant to be a living document that adapts over time. A successful plan does not necessarily mean that every action item is accomplished, but rather action items that are most important to the community are prioritized and adapted to the changing needs of the people in the village of Greenwich.

During December 2017, the Local Foods, Local Places steering committee members met as a group to discuss the prioritization of the action items presented in this plan. Members weighted the actions based upon their ease of implementation and their overall importance. The top six actions that emerged as priorities for the steering committee, regardless of timeframes, were:

- **Action 1.1:** Formalize the Local Food, Local Places steering committee as an ongoing group focused on the development of the local food economy in Greenwich.
- **Action 2.1:** Conduct an inventory of the condition, occupancy, and ownership of all buildings on Main Street, including vacant buildings.
- **Action 2.4:** Find a structure or partner for a permanent home for the Greenwich Farmers Market.
- **Action 2.5:** Develop a plan for a “food center” in the village that provides amenities such as a food pantry, coffee shop, farmers market, and educational experiences under one roof.
- **Action 2.3:** Plan for a food hub on Route 40 that supports both for-profit and nonprofit ventures looking to sell local foods to institutions and larger buyers.
- **Action 3.3:** Create a brand and marketing program for both the village and town of Greenwich.

The action items are also arranged by time frame in the following table. The purpose of organizing them in this manner is to aid in the implementation of the plan.

Table 1 - Actions Organized by Expected Implementation Time Frame

SHORT-TERM TIMEFRAME	
GOAL	ACTION ITEM
Goal 1: Collaborate	Action 1.1: Formalize the Local Food, Local Places steering committee as an ongoing group focused on the development of the local food economy in Greenwich.
	Action 1.2: Coordinate the village’s efforts to implement this action plan with the Washington County Agricultural Plan, which has similar goals and actions.
	Action 1.3: Collaborate with the SUNY Adirondack to support potential entrepreneurs in the region, with an emphasis on connecting new businesses with vacant spaces in the village’s Main Street district.
Goal 2: Enliven	Action 2.1: Conduct an inventory of the condition, occupancy, and ownership of all buildings on Main Street, including vacant buildings.
Goal 4: Invest in Place	Action 4.1: Address obstacles to handicapped accessibility for key locations in the village (e.g., Village Hall, farmers market, sidewalks, street crossings, etc.)
MEDIUM-TERM TIMEFRAME	
GOAL	ACTION ITEM
Goal 2: Enliven	Action 2.2: Gather community input for the future usage of Village Hall.
	Action 2.3: Plan for a food hub on Route 40 that supports both for-profit and nonprofit ventures looking to sell local foods to institutions and larger buyers.
	Action 2.4: Find a structure or partner for a permanent home for the Greenwich Farmers Market.
Goal 3: Brand and Promote	Action 3.1: Inventory and highlight the community’s events and historic, recreational, and food-related assets on a map and website.
	Action 3.2: Actively recruit food enterprises to Main Street Greenwich.
LONG-TERM TIMEFRAME	
GOAL	ACTION ITEM
Goal 2: Enliven	Action 2.5: Develop a plan for a “food center” in the village that provides amenities such as a food pantry, coffee shop, farmers market, and educational experiences under one roof.
Goal 3: Brand and Promote	Action 3.3: Create a brand and marketing program for both the village and town of Greenwich.
	Action 3.4: Develop “You Pick” opportunities as agri-tourism assets and educational opportunities.
Goal 4: Invest in Place	Action 4.2: Develop a strategy for using the river as a recreational asset, which may include the study of a Riverwalk behind Main Street and new uses for the Mill property.
	Action 4.3: Establish a business start-up support program to rehabilitate downtown spaces (i.e., business revolving loan fund).

GOAL 1: Collaborate – Align all parties that are focused on food enterprises and programs.

Greenwich is at the center of a county with a rich agricultural heritage, and there are several opportunities to strengthen the ties between food production and the vacant spaces on Main Street. Comfort Food Community, the farmers market, the Agricultural Stewardship Association, and Battenkill Culinary Services are all growing or looking for new space. The rehabilitation of Wallie’s Restaurant also presents an opportunity for a new restaurant and market for locally grown produce. The purpose of the actions below is to maintain a focus on the potentially powerful connection between food and place that is possible on Main Street.

Action 1.1: Formalize the Local Food, Local Places steering committee as an ongoing group focused on the development of the local food economy in Greenwich.

What this is and why it is important	The Local Foods, Local Places workshop generated momentum and commitment to strengthening the connection between the region’s agricultural economy and Main Street. This action is important for continuing this momentum and for capitalizing on opportunities as they arise. The group will focus on the implementation of this plan. The group represents the broad range of experience and perspectives to help to advance both food-specific initiatives, such as planning for a food hub in the long-term, and Main Street initiatives, such as adopting the Main Street 4-point approach (design, promotion, economic vitality, and organization), and connecting the two.
Measures of success	The steering committee is formalized and is meeting benchmarks outlined in the Community Action Plan.
Timeframe	Immediate and ongoing
Lead	Village of Greenwich (to convene first meeting, then delegate to a chair)
Supporting cast	Town of Greenwich; Agricultural Stewardship Association; Battenkill Community Services; Battenkill Culinary; Comfort Food Community; SUNY Adirondack; Greenwich Farmers Market; Greenwich Chamber of Commerce; local eateries and merchants
Costs and/or resources needed	Low cost (staff and volunteer time)
Possible funding sources	N/A

Action 1.2: Coordinate the village’s efforts to implement this action plan with the Washington County Agricultural Plan, which has similar goals and actions.

What this is and why it is important	The county’s recently completed agricultural plan contains similar goals and actions as Greenwich’s community action plan coming out of the Local Foods, Local Places effort. The village’s implementation of this action plan can be a demonstration project or provide “proof of concept” for many of the strategies in the county’s plan. This is important to be able to leverage resources, avoid duplication, and work together in an efficient manner.
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Action 1.2: Coordinate the village’s efforts to implement this action plan with the Washington County Agricultural Plan, which has similar goals and actions.

Measures of success	This action plan serves as a successful pilot for implementing the county plan.
Timeframe	Immediate and ongoing
Lead	Agricultural Stewardship Association
Supporting cast	Local Food, Local Places steering committee (see Action 1.1)
Costs and/or resources needed	Low cost
Possible funding sources	N/A

Action 1.3: Collaborate with the SUNY Adirondack to support potential entrepreneurs in the region, with an emphasis on connecting new businesses with vacant spaces in the village’s Main Street district.

What this is and why it is important	The county is rich in agricultural assets and producers. However, many need assistance to develop businesses around value-added products or to develop their agri-tourism potential. Should they be successful in developing additional businesses, Main Street Greenwich could stand to benefit as a hub of agri-tourism. This action overlaps somewhat with actions under the “Invest in Place” goal but is more focused on the need to communicate and coordinate with SUNY Adirondack.
Measures of success	SUNY Adirondack establishes a resource center and formalizes initiatives.
Timeframe	Begin in spring of 2018 as an ongoing effort
Lead	Village of Greenwich
Supporting cast	SUNY Adirondack; Greenwich Chamber of Commerce
Costs and/or resources needed	Low cost (case-by-case basis depending on programs – grant dependent)
Possible funding sources	SUNY Adirondack

GOAL 2: Enliven – Connect entrepreneurs and organizations to vacant spaces downtown.

Greenwich has a walkable and compact Main Street business district with tremendous potential. While it has many successful businesses and restaurants, it also has many vacant properties calling for new uses. This goal is focused on taking stock of the vacant spaces and identifying new uses for them. The workshop affirmed the potential to fill the spaces with businesses related to the county’s agricultural economy and agri-tourism potential.

Action 2.1: Conduct an inventory of the condition, occupancy, and ownership of all buildings on Main Street, including vacant buildings.

What this is and why it is important	The first step in developing a plan for reusing vacant buildings is to understand the occupancy, ownership, and condition of all buildings in the district. This information will help the village engage developers and recruit potential business owners. It may also help the village implement pop-up shops in vacant buildings and support artists to paint murals on facades or install art installations in empty storefront windows.
Measures of success	A completed dynamic database of properties on Main Street
Timeframe	Short term (by December 31, 2017)
Lead	The village clerk
Supporting cast	Harry Jones; Washington County Real Property Service
Costs and/or resources needed	Staff time; volunteer time
Possible funding sources	N/A

Action 2.2: Gather community input for the future usage of Village Hall.

What this is and why it is important	Village Hall is near the Main Street business district and is a large space that is underutilized. The village owns the building and is considering ways to reuse it in a manner that serves the community. It is historic, centrally located, and has the potential to be a great community asset.
Measures of success	Community support for a plan for the reuse of Village Hall and ratification by village trustees.
Timeframe	Medium term (up to 1 year to consult with the community)
Lead	Mayor, village of Greenwich
Supporting cast	Trustees; community members; current tenants; task force created for this purpose
Costs and/or resources needed	Volunteer time to clean up building; money for an updated engineering study through the State Historic Preservation Office that consolidates information from multiple plans and is reviewed by an architect
Possible funding sources	State Historic Preservation Office; USDA Agricultural Marketing Service design support (Ron Batcher)

Action 2.3: Plan for a food hub on Route 40 that supports both for-profit and nonprofit ventures looking to sell local foods to institutions and larger buyers.

What this is and why it is important	Despite having a large and diverse agricultural economy, the region does not have an organization involved in aggregating and branding locally grown products. Food hubs can take many forms and serve many different markets, but their mission is to connect local growers with local buyers. Their size can vary substantially based on their goals and markets. This action is about developing a plan that would consider the feasibility of a food hub just outside of the village. The food hub is important because it may increase economic opportunities for farmers and food producers and further eliminate food waste.
Measures of success	Develop a plan and find an appropriate location based on space needs, truck access, and markets.
Timeframe	Medium (by December 31, 2018)
Lead	Comfort Food Community; Battenkill Community Services; Agricultural Stewardship Association
Supporting cast	Regional agricultural stakeholders including farmers and customers/buyers
Costs and/or resources needed	Moderate cost for a feasibility study
Possible funding sources	Hunger Prevention and Nutrition Assistance Program (HPNAP) 5-year grant; USDA Local Food Promotion Program; USDA Agricultural Marketing Service design support (Ron Batcher)

Action 2.4: Find a structure or partner for a permanent home for the Greenwich Farmers Market

What this is and why it is important	The farmers market has moved around the Main Street area and is looking for a long-term permanent space. The renovation of Wallie's Restaurant presents one opportunity. Finding and designing a permanent space can help the market increase its vendor and customer base.
Measures of success	Locate and design a permanent space.
Timeframe	Medium
Lead	Julie Callahan, Greenwich Farmers Market
Supporting cast	Local Foods, Local Places steering committee (see Action 1.1); Cornell Cooperative Extension; and SUNY Adirondack (for education)
Costs and/or resources needed	Low cost to locate a permanent space; medium cost to participate with another organization to have space for the market
Possible funding sources	USDA Agricultural Marketing Service (Ron Batcher) for design support

Action 2.5: Develop a plan for a “food center” in the village that provides amenities such as a food pantry, coffee shop, farmers market, and educational experiences under one roof.

What this is and why it is important	Several organizations involved in the local food economy are growing and potentially looking for space. This action is about bringing these organizations and potential new food-related enterprises together in the same space on Main Street. This will establish food as a key resource in Main Street’s revitalization and help bring the community together.
Measures of success	Create a plan and find a suitable location
Timeframe	Long-term (by December 31, 2019)
Lead	Comfort Foods Community (Devin Bulger)
Supporting cast	Community stakeholders, such as the youth center, community garden organizers, village and town of Greenwich governments, school districts
Costs and/or resources needed	Staff time, volunteer time, design concept drawings, license approval
Possible funding sources	New York State Main Street grant, Agricultural Marketing Service design support (Ron Batcher)

GOAL 3: Brand and Promote – Position Greenwich as the hub of agri-tourism in the region; provide services and other attractions.

Washington County has more than 800 farms, and many are engaged in growing fruits and vegetables. These farms present opportunities for on-farm agri-tourism such as u-pick, event spaces, and tasting rooms for value-added products. Successful operations may also find that Main Street in the village of Greenwich is an ideal place for an outlet for their value-added products as their businesses grow. Capitalizing on this opportunity will likely take a combination of support for entrepreneurship and business development, training on laws and regulations, and regional branding and marketing. The actions below are near-term steps the village and its partners on the Local Foods, Local Places steering committee can take.

Action 3.1: Inventory and highlight the community’s events and historic, recreational, and food-related assets on a map and website.

What this is and why it is important	The first step in developing existing assets is to create an inventory of them and identify strengths and opportunities. The Local Foods, Local Places workshop included an exercise to begin this step (see Appendix D). This action will help highlight existing and underutilized assets, build interest inside and outside of the community, connect people engaged or interested in engaging in agri-tourism, and serve as a central information spot. The assets can be documented on a map and website, using commemorative placards and QR codes to direct people to the website.
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Action 3.1: Inventory and highlight the community's events and historic, recreational, and food-related assets on a map and website.

Measures of success	List of assets is created; website traffic; awareness of the directory and website
Timeframe	Medium (6 to 12 months), ongoing update of directory list
Lead	Local Foods, Local Places steering committee (see Action 1.1); potentially outsource the responsibility
Supporting cast	Greenwich Chamber of Commerce; Brian Gilchrist at Cornell Cooperative Extension Washington County
Costs and/or resources needed	Volunteer hours to conduct inventory, maintain list; funds for printed materials
Possible funding sources	Local budgets, USDA Local Food Promotion Program

Action 3.2: Actively recruit food enterprises to Main Street Greenwich.

What this is and why it is important	Greenwich envisions a vibrant Main Street with food and food-related enterprises as major drivers of the revitalization. It is important that Greenwich communicates this vision to entrepreneurs looking for space and demonstrates that the village has a supportive local government. As more enterprises locate on Main Street, it will fuel momentum and demonstrate the advantages of locating in Greenwich.
Measures of success	Increased awareness of the opportunities in Greenwich; increased educational opportunities on how to prepare and grow local foods (to cultivate new food-related entrepreneurs); more promotion of the local history and agriculture as selling points
Timeframe	Short (0 to 6 months for getting the conversation started); Medium (6+ months for creating marketing and incentive packages)
Lead	Economic Development Authority – Washington County
Supporting cast	Village; Local Foods, Local Places steering committee (see Action 1.1); Argyle Brewery
Costs and/or resources needed	Low (staff or volunteer time to develop a pitch and identify targets)
Possible funding sources	Local budgets

Action 3.3: Create a brand and marketing program for both the Village and Town of Greenwich

What this is and why it is important	The village and town have a rich history that can draw visitors. This action is about telling the story and having a cohesive marketing campaign shared by the village and the town.
Measures of success	Logo developed; awareness and recognition of Greenwich as a destination increases
Timeframe	Long (1 year or more)
Lead	TBD – This person should come from Greenwich (Chamber)

Action 3.3: Create a brand and marketing program for both the Village and Town of Greenwich

Supporting cast	Graphic designer; schools (inside or outside of Greenwich); State University of New York Adirondack Early College Academy – Visual/Arts Media Program
Costs and/or resources needed	Funds to develop branding materials; volunteer hours to get the story out about Greenwich
Possible funding sources	Local budgets; in kind support from SUNY Adirondack

Action 3.4: Develop “You Pick” opportunities as agri-tourism assets and educational opportunities.

What this is and why it is important	Greenwich is surrounded by an abundance of locally grown foods, and yet the knowledge of where food comes from, how to prepare food, and how to preserve food is lacking. This action is about supporting “You-Pick” opportunities for their economic and environmental benefits and to raise awareness and understanding of the region’s agricultural heritage. This action will help to develop local food culture, help people who are food insecure, provide information on food seasonality, and get people excited about the topic.
Measures of success	Educational programs at farm sites; more people preparing and preserving local foods, expanding interest in local foods
Timeframe	Long (1 year or more) and ongoing
Lead	Greenwich Free Library; schools
Supporting cast	Future Farmers of America (FFA)
Costs and/or resources needed	Investigate “Cooking Matters” classes as a model
Possible funding sources	TBD

GOAL 4: Invest in Place - Improve walkability, river access, arts and culture, trails, wayfinding, and parking.

The first three goals are focused on developing the local food economy and connecting it to opportunities on Main Street Greenwich. This goal is about providing more assets for people once they are in the village, improving the streetscape to make it more inviting and walkable, and encouraging people to stay or live in Greenwich. The actions in support of this goal are focused on improving the walkability and better access from Main Street to public space along the Battenkill River.

Action 4.1: Address obstacles to handicapped accessibility for key locations in in the village (e.g., Village Hall, farmers market, sidewalks, street crossings, etc.)

What this is and why it is important	Older infrastructure often presents challenges to people with disabilities. This is an important issue to address as the population of the state and community ages, and the village aims to help people age in place. Addressing the accessibility issues may also help to calm vehicle traffic and make walking more pleasant along Route 29 and 40. This is important for safety and having a welcoming nature.
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Action 4.1: Address obstacles to handicapped accessibility for key locations in in the village (e.g., Village Hall, farmers market, sidewalks, street crossings, etc.)

Measures of success	More pedestrian traffic; public spaces are fully accessible
Timeframe	Short (0 to 6 months) and ongoing
Lead	Village of Greenwich; New York State Department of Transportation (NYSDOT)
Supporting cast	Adirondack/Glens Falls Transportation Council; Glen Falls Hospital “Healthy Heart” walking program
Costs and/or resources needed	Moderate cost to improve sidewalks, new crosswalks and curb ramps, and access to buildings
Possible funding sources	Grants; Aging in Place funding; Mary McClellan Foundation; New York State DOT Transportation Alternatives Program

Action 4.2: Develop a strategy for using the river as a recreational asset, which may include the study of a Riverwalk behind Main Street and new uses for the Mill property.

What this is and why it is important	Main Street turns its back to the Battenkill River. This river is rich in history and home to many different species of aquatic life and birds, such as bald eagles. The river has tremendous potential to draw more visitors to Main Street and lead to more investment in vacant spaces as a result. Owego, New York, provides a good example of a community that has rediscovered its riverfront through a trail running behind its Main Street business district. The trail also would provide a safe place for people to walk, promoting healthy lifestyles.
Measures of success	Completed feasibility study, a schedule for developing the trail
Timeframe	Long (1 to 2 years) – Determine if the design is feasible and fund project plan; Long term (2 years or more) – Design and then construction begins after permission is granted from property owners
Lead	Riverwalk Committee (to be formed)
Supporting cast	Community members; Local Foods, Local Places steering committee (see Action 1.1); village, town, and county governments.
Costs and/or resources needed	Medium cost for feasibility (\$50,000 or less), Medium cost for design, and high cost for construction (depends on length and design features)
Possible funding sources	Grants: New York State – Local Waterfront Revitalization Program; New York State Department of Transportation (NYSDOT) Transportation Alternative Program; Office of Parks, Recreation and Historic Preservation (OPRHP) Recreational Trails Program; Boy Scout projects; AmeriCorps

Action 4.3: Establish a business start-up support program to rehabilitate downtown spaces (i.e., business revolving loan fund).

What this is and why it is important	Real estate values in the Main Street district may be too low to attract private investment in the near term. Therefore, some form of support
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Action 4.3: Establish a business start-up support program to rehabilitate downtown spaces (i.e., business revolving loan fund).

	for entrepreneurs willing to take a risk may be needed to kick start the rehabilitation of vacant space. This might be in the form of a revolving loan fund or some form of tax credit for renovation, or support for business startup costs. This action overlaps with the collaboration goal (see Action 1.3). This is important because it encourages entrepreneurship and may inspire people to stay in Greenwich or come back to start their business.
Measures of success	New businesses; business retention
Timeframe	Long (2 years or more)
Lead	Village of Greenwich; Greenwich Chamber of Commerce
Supporting cast	Collaboration with State University of New York Adirondack
Costs and/or resources needed	Moderate cost - funds to capitalize a revolving loan fund (if that's determined to be the appropriate incentive)
Possible funding sources	Start Up NY; U.S. Small Business Administration; SUNY Adirondack

Implementation and Next Steps

Three post-workshop conference calls were held during September, November, and December 2017, following the workshop. The calls were held with the Local Foods, Local Places steering committee. They worked to refine the action plan and add clarifying language. Some of the key actions and post-workshop developments included the following:

- Devin is working to get a task force together for the Village Hall.
 - The group has not yet launched but will begin discussions on 11/13/17 at a community meeting.
 - The purpose of the group will be to capture the building's history, get an up-to-date snapshot of the building's physical structure, take an inventory of the building's current uses, and identify if there will be changes to the building's current uses in the future.
 - Community engagement will be a key focus for the task force as they begin discussions to decide on the best future uses of the building for the public.
 - As of 12/12/17, The Village of Greenwich Board approved the creation of a seven-member task force that will be comprised of key stakeholders and the general public.
- Devin is also working on subdividing the horse property tracts.
 - As of 12/12/17, the real estate portion of the two horse property tracts is complete, and the business dissolution is in progress. Devin will continue to monitor property's progress.
 - Battenkill Culinary Services took over the lease on the Jaager's Restaurant property located at 2530 Route 40.
 - The building is composed of both a restaurant area and an office space.
 - They are currently removing large pieces of commercial equipment that they do not need and preparing the building to be operational by January 1, 2018.

- The building will be used as an interim site for Battenkill Culinary Services until they can find a long-term home.
- Mayor Fuller acquired the Washington County property map mid-November 2017 and will begin the survey of downtown building occupancies as soon as possible.
- Mayor Fuller met with a contact of hers to discuss greenway and water access grants, particularly the New York State – Local Waterfront Revitalization Program grant to see how it could be applied to projects in the action plan.
 - The Battenkill River is a designated waterway and qualifies for potential grant assistance.
- The general contractor is about to be named for the Wallie’s building and will hopefully be able to provide some more information about the site.
- Greenwich Farmers Market Update
 - The Greenwich Farmers Market is still in need of a permanent home. Ideally, they are looking for a year-round indoor space that could be co-located next to other uses.
 - A suggested future home for the farmers market is the “Big Red Building” on Bridge Street near Argyle Brewing Company.
 - This site is believed to be occupied; however, it would provide a great indoor/outdoor space despite the building needing some rehabilitation.
 - In the short-term the farmers market may be able to move into the former spa space downtown, at 70 Main Street, as it is now available.
 - The farmers market distributed surveys to their customers in December 2017 to get an idea of customer’s wants and needs. Many customers noted that they would like to see more prepared foods such as breads and cheeses.

Appendices

- Appendix A – Community Data Profile
- Appendix B – Workshop Participants
- Appendix C – Workshop Photo Album
- Appendix D – Workshop Visioning Exercises & Asset Mapping Documentation
- Appendix E – 2017 Funding Resources
- Appendix F – References