

# Town of Woodstock, New York



Comprehensive Plan 2018  
Adopted November 20, 2018



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**Town of Woodstock, New York**



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## Introduction

Called by some “the most famous small town in the world,” throughout its history Woodstock has drawn both residents and visitors attracted by its natural beauty, its artistic and cultural liveliness, and its generous sense of community. This appeal has survived the social and economic changes that each generation has experienced, as well as an oft repeated fear that the town could lose its distinctive character. Yet protecting the unique qualities of the town, while promoting the changes that help create a vibrant future, is the task of each new generation. The comprehensive plan is a blueprint for accomplishing that mission.

## Executive Summary

### Planning Process

In July of 2016, the Town of Woodstock solicited proposals from area planning and engineering firms to assist the town with creating a new Comprehensive Plan intended to replace the Brown and Anthony Master Plan adopted in 1962, as well as a version proposed in 2003 but not officially adopted. In early 2017, under the guidance of the Town Board, the Comprehensive Plan Committee (CPC) comprised of local residents was formed to partner with the firm Behan Planning and Design. The mandate of the committee was to collaborate with town residents and stakeholders in order to answer the following four basic questions:

**Where Are We Now?** This question takes a snapshot of the current status of the Town of Woodstock. It provides information on existing conditions, resources and demographics, as well as issues the community is facing. A great deal of this work was compiled by the local authors of the Woodstock Inventory, which also carried forward information and observations from the 1962 Brown and Anthony Master Plan. The Woodstock Inventory continues to be an important document for the town, and this plan builds upon it.

**Where Are We Going?** This question examines current trends, community needs and probable development scenarios to look at where the community seems to be heading. This is an important step in identifying possible future pitfalls and foreseeable essential course corrections.

**Where Do We Want to Be?** Perhaps the most important element of this new plan, this question seeks the community vision for the future. Significant public outreach with meetings, presentations, and surveys were utilized to collect ideas and suggestions from a diverse cross section of the population.

**How Do We Get There?** Having recognized the community vision, the final question identifies strategies, policies and methods that will enable achievement of our community goals.

Each of these questions are used to form the basic outline—and act as separate chapters—of this new comprehensive plan.

## Public Outreach

As part of this planning effort, a significant public outreach effort was conducted to include as many people in the community discussion as possible. The goal of the CPC was to help guide and coordinate the comprehensive plan process and review and revise materials provided by the consulting team. The CPC met regularly to discuss planning issues and hear presentations by representatives of town departments and groups, including the Highway Department, Police and Dispatch Departments, Woodstock Land Conservancy, Building Department, Assessor, Town Engineer, Water and Sewer Department, Planning Board, Town Historian, Environmental Commission, Committee on Civic Design, the Tree Committee, the Arts Council, the Chamber of Commerce, the Committee on Climate Change and Sustainability, and the Library. The CPC also initiated a number of community meetings and activities to raise awareness of the effort and solicit input from residents. These included:

- **First Community Meeting.** The first public meeting was held on June 22<sup>nd</sup>, 2017 at the Woodstock Mescal Hornbeck Community Center. The purpose of this meeting was to introduce the project, review some of the initial observations and allow the public to share their thoughts on current issues facing the town.



- **Fire House Meetings.** The CPC hosted a series of four local hamlet meetings in 2017, on August 7<sup>th</sup>, 14<sup>th</sup>, 22<sup>nd</sup> and 28<sup>th</sup> to further inform the public about the comprehensive plan update and discuss issues specifically related to their local neighborhoods. These meetings were conducted in Wittenberg, Lake Hill, Zena and Woodstock.
- **Community Survey.** A town-wide community survey announcement was mailed to over 3,000 local residents and property owners inviting them to participate in an online survey to reach as

many residents as possible. These survey questions resulted in 732 responses. The Comprehensive Plan Survey 2017 can be found on the Town of Woodstock website at [www.woodstockny.org](http://www.woodstockny.org).

- **Second-home Owners' Meeting.** A significant number of Woodstock residents are second-homeowners. In an effort to reach people who were not primary residents, this meeting was held on Saturday, October 21, 2017.
- **Public Visioning Workshop.** A well-attended public workshop was held on October 23, 2017 to discuss the future vision for Woodstock and help define what changes people would like to see implemented in the new comprehensive plan.
- **Focus Group Meetings.** Based on some of the ideas and suggestions heard at the public visioning workshop, a number of focus group meetings were conducted at the Woodstock Primary School on February 27, 2018 to discuss specific items of interest in more detail.

The Town of Woodstock has worked to make this comprehensive plan a collaborative and inclusive effort incorporating a large amount of input from many contributors.

**A Note about the Woodstock Inventory.** Prior to the start of this Comprehensive Plan update, many volunteers from the town worked to compile an inventory and history of the Town of Woodstock. This document, the Woodstock Inventory, presents a detailed study of the town history and the conditions as they existed in Woodstock through 2016, as well as a delineation of the factors that led to these conditions. Since the Woodstock Inventory addresses much of the information required to answer the question, "Where are we now?" this plan will only provide a summary of the findings and the salient points. Anyone who is interested in learning more about the history and current conditions of the town is encouraged to read the Woodstock Inventory, located on the Town of Woodstock website.

**Public Involvement: A priority.** The Comprehensive Plan Committee has made public involvement a key aspect of the process of formulating this plan. The following chapters were developed with extensive public input.

## A Community Vision

A review of the town's current status (Part I) and of regional trends (Part II) provides information that contributes to the creation of a vision (Part III) that incorporates Woodstock's opportunities and challenges. The citizens of our community see a future for Woodstock that will be built on our significant strengths, support our connections with each other, and maintain a welcoming community for all. This vision

- requires strengthening our arts and cultural institutions, protecting and preserving our scenic and natural resources, and expanding and improving our infrastructure.
- includes fostering connections through improving links to each other in multiple ways, whether by expanded trails, paths and sidewalks, by enhanced communications networks, or by recreational opportunities for the whole community to enjoy.

- challenges us to support a diverse and dynamic community through sensible zoning and land use policies, housing strategies for a variety of housing needs, community services and recreational facilities that benefit different groups, and design standards and guidelines that keep the town attractive for all.

The community vision emphasizes that all elements of the Comprehensive Plan are part of an interconnected system contributing to an indispensable economic sustainability.

## Community Action Plan

The Comprehensive Plan provides specific actions (Part IV) to support the community vision. The plan recommends the following:

- Strengthening the arts and culture through a variety of strategies including; supporting arts organizations, the Woodstock Cultural Alliance and a possible Arts Forum; supporting affordable housing for artists; improving communications about resources and events, including through the use of social media and a local events website; coordinating the use of spaces for artists; developing a regular schedule of artistic and cultural events; and engaging the artist community in town beautification projects.
- Preserving scenic and natural resources through: strengthening our conservation activities and finding funding sources; managing our water resources, including the Sawkill watershed, the town aquifer, and local wetlands and watersheds; coordinating actions regarding the water supply systems within the town owned by the City of Kingston, and the NYC Department of Environmental Protection (DEP), or under the regulation of NYS Department of Environmental Conservation (DEC); responding to and planning for climate change; and creating a Natural Resource Conservation Advisory Board.
- Responding to the town's present and future infrastructure needs by: evaluating, improving and expanding communications networks; reactivating the Telecommunications Committee to help review zoning changes related to communications and exploring the advantages and disadvantages of emerging technologies; studying and implementing transportation options including appointing a Complete Streets Advisory Committee to help implement a town Complete Streets policy and plan; evaluating the current water and waste systems and considering improvements; supporting energy efficiency and carbon neutrality policies; educating the town on emergency preparedness; and adopting a disaster mitigation plan.
- Addressing the need for a variety of housing options by: establishing a Housing Options Development Committee; aiming for smaller, distributed housing projects; considering site-identification and pre-development; and regulating short-term rentals.
- Supporting the community vision through zoning policies that: protect natural resources, community character, and scenic overlay standards; encourage renewable energy use; reflect

telecommunications developments; foster increased housing options; and ensure that all the regulations are effectively enforced and are subject to regular review.

- Providing a variety of community services and recreational opportunities by: ensuring that facilities and activities address the needs of all residents; and implementing a plan to maintain and expand recreational facilities.
- Encouraging economic sustainability by: considering the establishment of a business incubator; considering a project for online mapping; and promoting business diversity.

There are two essential recommendations on which there was almost universal community agreement.

1. The Town of Woodstock should aggressively pursue both governmental and private grant funding opportunities for a variety of town projects.
2. The Town of Woodstock should ensure effective enforcement of town zoning regulations and local laws.

## Part I: Where Are We Now?

### History

In order to be relevant to any community's current development, a comprehensive plan must consider the growth patterns and historical events that established the town's foundations. For Woodstock, with its rich and varied history, that is particularly true.

Native Americans had already used trails along the Sawkill, when, in the early 1700's, European settlers established new roads and land use patterns with the introduction of agriculture. In the 1800's industrialization with sawmills, tanning, a glass factory, and bluestone quarrying formed the economic basis of the town. But, by the late 19<sup>th</sup> century, the natural beauty of the land began to be seen as central to the town's future. Hotels were built on the mountainsides and boardinghouses began to offer respite from urban heat and crowding.

In 1903, with the founding of Ralph Whitehead's utopian Byrdcliffe, Woodstock began its identification as the Colony of the Arts. Shortly thereafter, the Maverick arts colony was created and the Arts Students League began operating in Woodstock. Woodstock's increasing reputation as an artistic center continues today. In the 1960's, music was added to Woodstock's cultural contributions and, with the 1969 Woodstock festival (of course not actually held here), the town gave its name to an entire generation.

The unique combination of artistic vitality and environmental delights continues to form the basis of Woodstock's charm, while acknowledging its agricultural and industrial history helps create an essential economic base for the town's future.

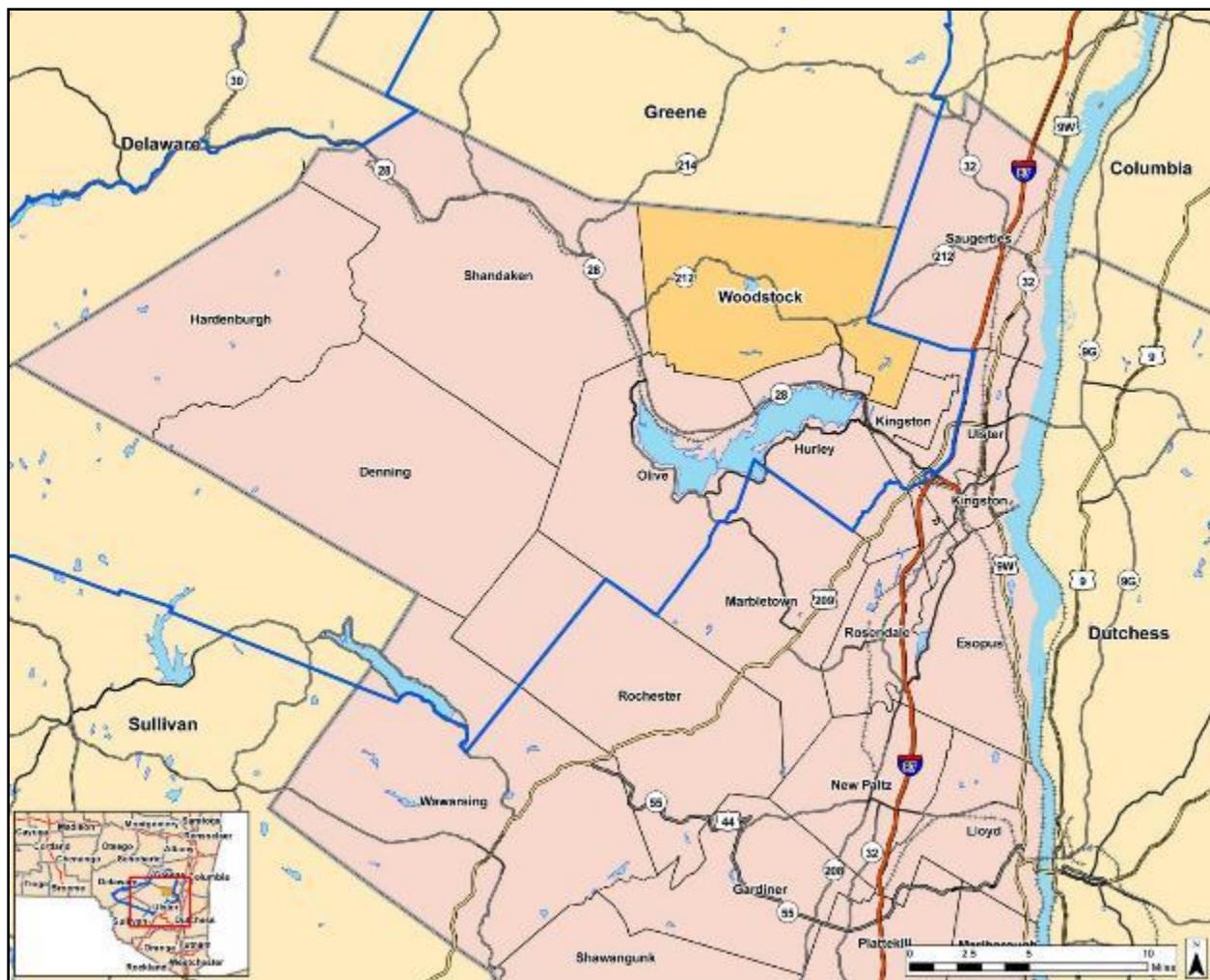
### Location/Environment

Woodstock is located in the eastern escarpment of the Catskill Mountains in the mid-Hudson valley, approximately 100 miles north of New York City. Its topography includes mountain peaks, narrow valleys, and low hills with large areas of the town unsuitable for farming or building. In many areas, too, the soil has limited absorption, further restricting development options.

Woodstock is also located entirely within the Catskill Park which has over 230,000 acres owned by the State with facilities for camping, hiking, fishing, and hunting, as well as nearby skiing centers. The Catskills have become increasingly popular as a resort destination and Woodstock participates in that trend. Overdevelopment, though, is an ongoing concern. As stated decades ago in the Brown and Anthony Master Plan adopted by the town in 1962, "Serious consideration and intelligent conservation and planning of the irreplaceable natural resources are clearly indicated on the very broad regional as well as local levels."

Three major watersheds - the Sawkill, the Beaverkill, and the Little Beaverkill - are located in Woodstock. These contribute to or influence not only the Woodstock water system but also the water supply systems for Kingston and New York City. Lowland areas within these basins are susceptible to flash flooding. Other environmental features include wetlands, floodplains, and forests and wild habitats.

The diversity and extent of the town's natural resources contribute to its scenic appeal and have been identified as a major reason why many residents choose to live in Woodstock. The natural resources also support an environmental resilience that could help the town in an era of increasing climate change.



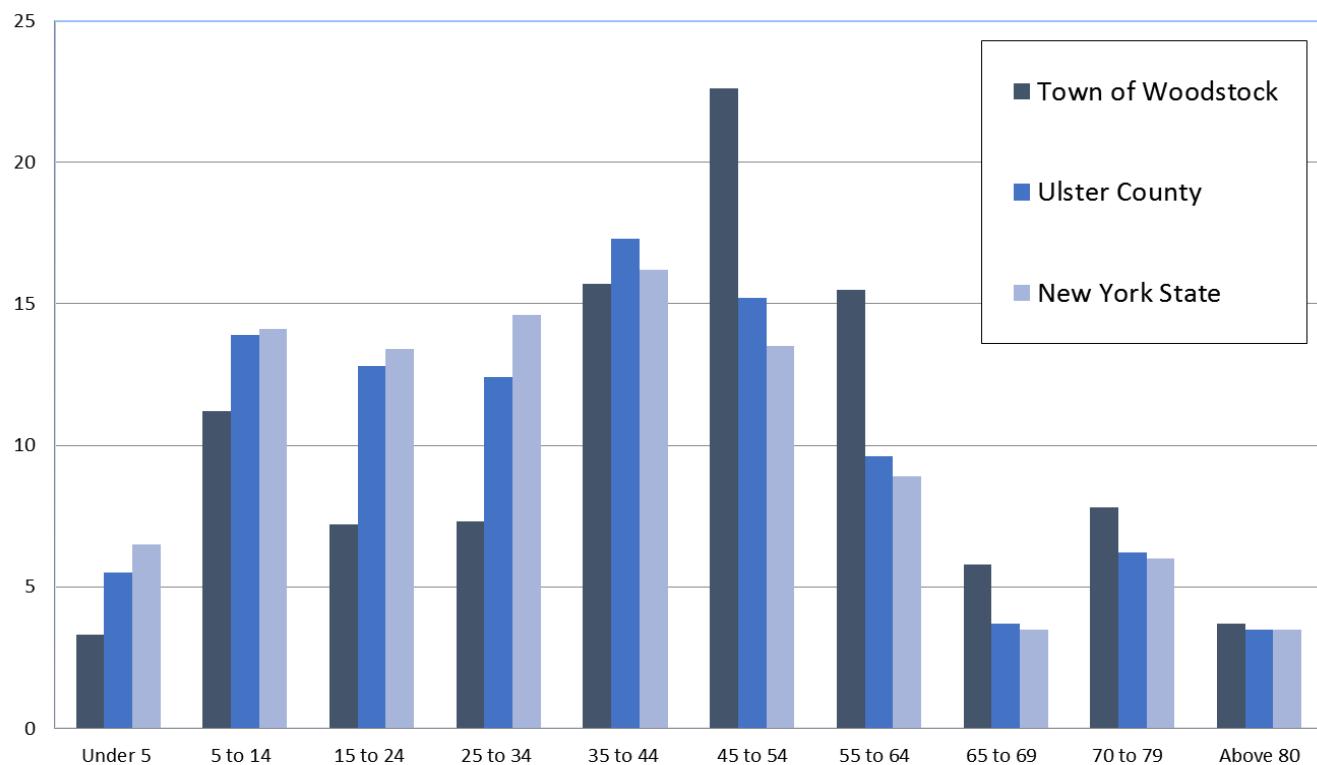
**Location Map.** The Town of Woodstock and surrounding towns in Ulster County.

## Population and Demographics

Woodstock experienced its population peak in the 1980s, declined slightly, and since then has remained relatively stable, currently at 5,890 residents. The town has a larger aging population (44 and above) and significantly fewer younger inhabitants when compared to both the region and the state.

An age diverse population is considered an important factor for the health and vitality of a community and, although Woodstock is part of a national trend, it is important to consider steps to create a greater demographic balance.

**Age Distribution by Percentage**



**Age Distribution.** Age Distribution as a percent of the population, comparing the Town of Woodstock to Ulster County and New York State demographics. Data Source: US Census Bureau.

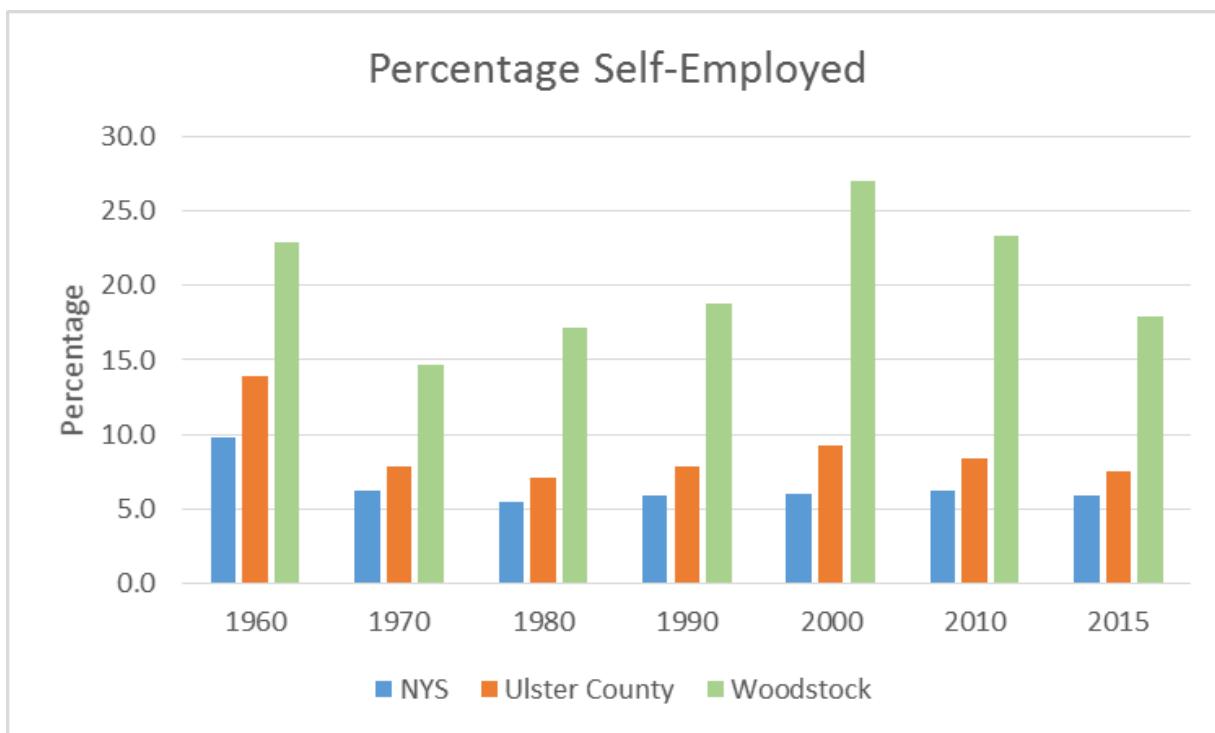
## Local Economy

Although a small town, Woodstock has a varied economic base that includes:

- A large number of dining and entertainment establishments, many oriented towards the weekend and seasonal resident or visitor
- Multiple retail businesses, many focused on tourists
- A large construction industry
- A significant number of home-based businesses serving industries that include education, arts, entertainment, and technology

Many institutions in the town, essential parts of the town economy, also provide opportunities for enjoying the arts and cultural events, including Maverick Concerts, the Catskill Center for Photography, the Historical Society of Woodstock, the Woodstock School of Art, the Woodstock Artist Association and Museum, the Woodstock Byrdcliffe Guild, the Woodstock Playhouse, and Performing Arts of Woodstock. In addition, there are musical performances at a variety of local venues.

Each year Woodstock hosts a number of festivals, including the Woodstock Film Festival, the Woodstock Comedy Festival, the Woodstock Shakespeare Festival, the Woodstock Bookfest, the Woodstock Invitational Luthiers Festival, and the Drum Boogie. Numerous other events throughout the year, cultural venues, and entertainment spaces add to the town's rich recreational cornucopia and contribute to its economic vitality.



**Percentage of Population Self-Employed.** Town of Woodstock compared to surrounding region.

## Land Use

The town's current zoning regulations were adopted in 1989 creating both commercial and residential districts and requiring residential minimum lot sizes of 1.5, 3, 5 and 8 acres. The pattern of development, in general, consists of larger houses being built on larger parcels, following the objectives of the 1989 Zoning Law. Mixtures of light industrial and residential land use exists in some areas.



**Existing Land Use.** Refer to supplemental materials document for copies of larger map.

## Housing

The mean sale price for owner-occupied one family houses in Woodstock is the highest in Ulster County, reported at \$379,638 for 2016. A larger percentage of Woodstock's residents are year-round, compared to Ulster County as a whole.

The rental market in Woodstock has an historic vacancy rate of less than 1%. The combination of the high price of housing, the lack of high density zoning, the low availability of rentals, and the recent transfer of many possible rental homes from long-term to short-term accommodations, such as Airbnb, has created considerable difficulty for young families, and those with lower incomes, in the effort to find affordable housing.

### Rentable Housing Units: Long and Short-Term

Housing Type	Total Number of Rentable Units
Cottages (secondary to main house)	249
Apartments over garages	121
Studios	87
Pool/guest houses	11
Barns with studios	8
Accessory apartments	51
Two-family houses	60 (30 houses)
Three-family houses	18 (6 houses)
Multiple residences on one property (not including primary residence)	214
Apartment buildings (with four or more apts. each)	22
Motel	18
Inn	16
KTD Monastery	53
RUPCO Apartment complex	54
Woodstock Meadows	24

*Source: Town of Woodstock. Data above excludes single family homes. The total number of primary housing units in the Town of Woodstock is approximately 3,361.*

## Transportation

The main roads in Woodstock have been primarily built in the valleys, following the easiest routes through the mountains. The roads in the center of town experience high traffic volume, particularly during the summer. Congestion can be acute at the junction of Route 375, which connects Woodstock to Route 28, a main east-west road, and Route 212, the main thoroughfare through Woodstock, that connects Woodstock to the town of Saugerties. There are also seasonal congestion problems in the center of town, where Route 212 intersects with Rock City Road.

Mass transportation is provided by Ulster County Area Transit Service and commercial bus service to Kingston and New York City. Automotive parking is provided both on the street and in four lots located throughout the Woodstock hamlet.

The town has no current provisions for non-motorized traffic and safety concerns have been expressed for both bicycle riders and pedestrians. The somewhat haphazard development of streets within the Woodstock hamlet and the narrow road shoulders throughout the town have hindered development of safe sidewalks and paths.

## Utilities

Woodstock's watersheds serve several municipal water systems. Although much of the town obtains water from individual wells, the hamlets of Woodstock and Bearsville use a municipal water system. The water system has been extended several times since its original development in 1950 and is sourced by wells located near the Sawkill in Bearsville. A sewer district was established in the 1980s and capital repairs to this thirty-year old system have been done when required.

Much of the town's communications is served by a cable system, currently owned by Spectrum, and updated to fiber optic lines in the early 2000s. There are still some service gaps, particularly in the western areas. Cell service is provided through a cell tower constructed in 2006 and this system, part of emergency communications plans, has significant service gaps outside of the center of town.

## Public Structures

The town has many public structures, some of which are town owned; others are owned by other municipal or non-municipal entities. These include, but are not limited to:

- Town Hall, renovated in 2013, serving as a combined police/emergency dispatch/town justice facility
- Town offices and Supervisor's cottage, located on the Comeau Property purchased in 1979
- Byrd-on-a-Cliff stage, located on the Comeau Property
- Historical Society of Woodstock, located on the Comeau Property
- The Mescal Hornbeck Community Center, renovated in 2015

- Woodstock Youth Center
- A public bathroom in the center of town
- Highway garage in Bearsville, constructed in 2005-2006, and a sand and storage facility, located adjacent to the town's capped landfill
- A sewer treatment facility
- Company 1 Firehouse, an expanded facility built in the early 2000s
- Company 2, 3, and 4 Firehouses, located in Wittenberg, Lake Hill, and Zena, respectively
- Company 5, a medical emergency facility, constructed in the 1970s
- Town Library
- Chamber of Commerce Booth
- Woodstock Primary School

As a consequence of declining enrollment, the Zena Elementary School was sold to a private organization. In addition, the West Hurley Elementary school, serving a smaller number of Woodstock students, was also shut down and sold. The former Woodstock Elementary School, located on Route 375, became the Woodstock Primary School in 2012-2013, serving Woodstock and West Hurley students in grades K-3. Students from grades 4 and above now attend school in Boiceville.

## Recreation / Community Facilities

The town provides a great variety of recreational and entertainment opportunities with a wide appeal, ranging from easy access to outdoor adventures to world class art exhibitions and professional theatrical performances.

For outdoor recreation, both within the town and close by, there are numerous open spaces with trails maintained by the NYSDEC, including the much-used Overlook Mountain. Lands adjacent to the Byrdcliffe colony have trails leading up Mount Guardian. The Woodstock Land Conservancy (WLC), a local not-for-profit organization, also maintains a number of conserved areas with public access, including Snake Rocks and Sloan Gorge.

The Town of Woodstock itself has trails on the Comeau Property, conserved through a WLC easement, and at Big Deep and Little Deep. The Town also maintains two large recreation fields—Andy Lee Field and Rick Volz Field, with an adjacent dog park. The Town sponsors a summer recreation program for children ages 5-15, a year-round youth program and a senior recreation program. A flourishing soccer program plays on fields at the Comeau Property and a youth baseball program plays at the two recreation fields.

Several facilities such as the Town Hall, firehouses and the Mescal Hornbeck Community Center offer space for a wide variety of senior programs and other activities.

## Part II: Where Are We Going? Trends Analysis

In this chapter of the comprehensive plan, some of the important trends which may have an influence on Woodstock are addressed. These include local as well as regional, state, and national trends.



### Regional Economic Trends

With its strong base in tourism, arts, and culture, the local Woodstock economy is helping to contribute to the larger regional trends that show growth in these sectors. The 2016 Mid-Hudson Regional Economic Development Council Report (which covers Ulster, Dutchess, Putnam, Sullivan, Orange, Rockland, and Westchester counties) has documented some positive regional economic trends. Between 2011 and 2015, the largest growth areas occurred in tourism, arts, and culture, as well as the food and beverage, and agricultural industries. These sectors have shown the largest amount of growth in both the number of establishments, as well as overall employment. In contrast, some industries including information technology and high-tech manufacturing, have not fared so well overall --showing the largest declines during that same period. (It should, however, be noted that more recently, in the 2014-2015 period, they were both starting to show a modest increase). Other industry sectors, such as healthcare and financial/professional services are showing only modest or mixed improvements. The bio-tech industry is showing a modest increase in number of establishments; however, the industry is reporting an 8% decline in employment.

Woodstock is currently a regional tourism and recreation center, making it well-positioned to continue these trends, which favor tourism over other industry sectors. As a whole, the region still is having difficulty expanding growth in more modern industry areas. While other municipalities compete for grant funding in

technology and industry, Woodstock may have an advantage in promoting existing strengths, namely as a colony for the arts, recreation, and tourism.

The Regional Economic Development Council currently continues to prioritize and support park, trail, and conservation projects, connecting town centers with open space, cultural, and heritage sites. Part of this focus is a priority in the “Advance the Downtown Revitalization Initiative”, with projects like the Main Street Revitalization of the Tuxedo/Sloatsburg Corridor, which was funded in 2016. Creating more vibrant and healthy community centers is a strong trend which the State of New York is actively supporting with grant funding.

## Tech is Evolving in the Hudson Valley

A recent article in the Poughkeepsie Journal (*Hudson Valley certainly not the next Silicon Valley*, April 26, 2017, Jordan Koschei) reports that an active base of technologists, creative workers, and enthusiasts is evidenced by the growth of groups like Hudson Valley Tech Meetup. Its 2,000-plus members are fostering growth in the local community and recognize that “the Hudson Valley has a particular aesthetic and a particular worldview that goes well with the world of design and technology. The region attracts people who want to do good while doing well — who want to build things that strengthen communities and make products with purpose.” Companies like Foursquare are considering the Hudson Valley as a new home to its engineering division. It is “a welcome escape from the madness of New York City,” said Dennis Crowley, co-founder and executive chairman of Foursquare. (*Triangle Business Journal*, Aug 25, 2017.)

Traditional start-up firms are shifting away from the major metropolitan areas and entrepreneurs are finding their niche in small towns like Woodstock. (“*Where's the Startup Revolution? Try Small Towns*”, *Forbes Agency Council*, January 20, 2017). The 2016 report develops overall regional strategies for economic growth and improvement which are then used to target economic development priorities including projects supported by Consolidated Funding Application (CFA) grants each year. Since 2011, the state has funded 469 CFA projects in the Mid-Hudson region, of which 91% are in progress or complete. While these funding strategies tend to favor more urbanized centers of Poughkeepsie, Kingston, Middletown, Yonkers, and New Rochelle, they also identify and fund global direction for smaller area communities like Woodstock. Projects in each region are tracked and funded under three basic categories: “Live” (Smart Growth, Transportation, Infrastructure); “Work” (General Industry and Employment); and “Play” (Tourism and Recreation). These concepts of live, work, and play are foundations of the Upstate Revitalization Initiative—the state’s economic plan to reinvigorate the upstate economy.

## Arts & Culture

According to a study<sup>1</sup> conducted by SUNY New Paltz’s Center for Research, Regional Education and Outreach (now the Benjamin Center), Mid-Hudson arts and culture organizations attract 2.6 million day visitors and 1 million overnight visitors to the region for cultural events, injecting \$498 million directly into the regional economy every year. The local arts scene also directly and indirectly employs nearly 5,000 residents. Woodstock can continue to play a leading role in this industry with ongoing investment in branding, promotion, and innovation.

<sup>1</sup> [www.newpaltz.edu/benjamincenter/crreo\\_artculture2014.pdf](http://www.newpaltz.edu/benjamincenter/crreo_artculture2014.pdf)

## Healthcare Workforce Growth Expected to Rise in Hudson Valley

According to data drawn from Economic Modeling Specialists International (EMSI), an economic software firm that specializes in employment data and labor market analysis as cited in Mid-Hudson Valley Region Report<sup>2</sup>, *Inventory of Sector-Based Strategies, NYSDOL 2017*, there were 185,106 healthcare and social assistance jobs across the region in 2016. This number is expected to grow over the next 10 years by about 17.5% to about 217,500. Currently this sector is 20% above the national average. This suggests that healthcare and healthcare related jobs will be among the highest demand jobs in the region. The skills required for these jobs vary from entry level support skills to highly technical clinical skills and will provide many and varied career pathways for workers in this industry. Average annual wage in this industry is \$86,502.

## Skilled Trade Occupations—Growth Expected State-Wide

Long-term projection data for skilled trade occupations in New York State are impressive. From 2014 to 2024, the combined total job count in the skilled trades in New York is expected to grow by 116,270, or 17.0%. In addition, the skilled trades in New York State are expected to offer almost 25,000 openings each year, including 11,780 due to employment growth and 13,110 due to replacement need. Many skilled trade occupations are high paying and do not require a college degree. Some examples include: machinist, plumber, electrician, carpenter, industrial machinery mechanics, and heating, air conditioning, refrigeration mechanics and installers. These skills are of particular value in Woodstock given the large number of part-time resident owners and an aging population that requires property maintenance and improvement.



## Development Trends / Future Growth

### Woodstock Development Patterns

As a result of Woodstock's topography, the current development patterns occurred in the most logical places – those areas that are flatter and close to primary transportation routes are those with the greatest development density. Suburban development patterns are clearly evident in the Bearsville Gardens and Zena neighborhoods.

<sup>2</sup> <https://labor.ny.gov/workforcepartners/lwda/midhudson-valley-regional-plan--py-2016.pdf>

The mountainous terrain found away from these transportation corridors tends to support scattered large-lot development. It appears that Woodstock is still considered a premium address for the large-lot residential home purchaser, and that using these lands will continue at the rate of general economic trends in the New York metropolitan area. The town's landscape, however, is not infinite and there is a built-in conflict between this large-lot development pattern and the strong community interest in preserving farm fields, open spaces, and natural resources.

Future growth in Woodstock is most likely to follow this pattern of development along the primary road corridors, ever expanding outward and upward. While in suburban areas, access to public water and public sewer are often the determinate of where growth is located, the same is not necessarily true in Woodstock. Here, development follows real estate opportunities where lots can be created wherever road access exists and where new access roads and driveways can be cost-effectively constructed.

Interestingly, despite the declining overall population trend, Woodstock continues to experience some growth in new residential development. Much of this development is not necessarily for primary residences but for urban dwellers to have an escape from city life—a role the town has been playing for generations.

## Likely Buildable Areas

In trying to better understand the amount of additional development potential remaining on undeveloped land in town, a simplified build-out analysis was conducted in 2017 as part of this planning effort (See Appendix A). A build-out analysis allows a town to mathematically assess the hypothetical amount and location of future development on currently available vacant land in each zoning district under current development regulations. The purpose of this analysis was to see if any patterns emerged which would point to likely areas of future development.

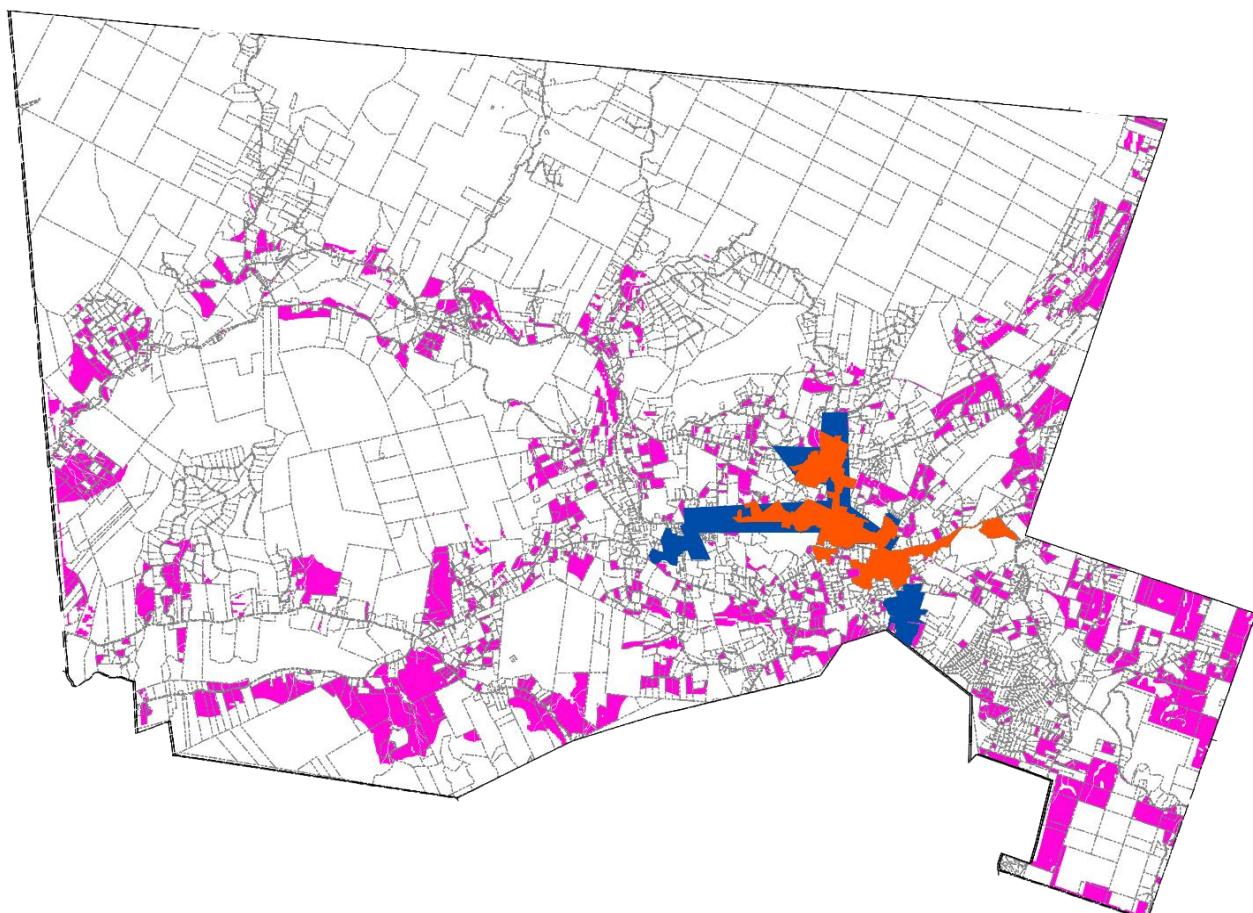
The analysis of the buildable areas in the Town of Woodstock first required excluding all vacant lands areas within the floodway or floodplain, within a wetland, within 100 feet of a stream, on a slope of 15% or greater, or on state or town-owned land. From the findings, there is virtually no vacant Hamlet Residential land (i.e., only two acres of land remains within the Woodstock hamlet that is vacant, privately owned, relatively flat, and outside of a wetland area or stream buffer). Of those parcels that *do* meet these criteria, even fewer are within the sewer and water districts and adjacent to a roadway, making them less appealing for new development. Further, there remains very little vacant land in the Residential 1.5 zoning district (only 25 acres).

Most of the future residential development potential currently lies within the Residential 5 district ( $\approx$  877 new potential lots) and the Residential 3 district ( $\approx$  418 lots). Additional development within Residential 8 zoning district (8-acre minimum lot size) totals about 100 additional lots ( $\approx$  95 lots). The likely buildable areas in town are illustrated in the Estimated Future Growth Areas map shown later in this section.

There are a handful of parcels that are within the water district, but not within the sewer district, located southeast of the hamlet along Route 375 and west along Route 212. There are also a few parcels along Route 212 that are adjacent to or within the sewer district, but not the water district. Primarily, vacant, buildable land is adjacent to roadways outside the Woodstock hamlet – along Route 212 heading west past Shady and

Cooper Lake, passing through Lake Hill and Willow, along Wittenberg Road in Bearsville, and south of the Wilson State Campground in Wittenberg, along Glasco Turnpike heading east of town, and in Zena.

All of these areas are currently predominantly residentially zoned, a mix of R-3 and R-5 districts, with R-3 closer to the hamlet centers and R-5 in the less dense areas. Analysis shows the greatest number of new lot development is in the R-3 and R-5 districts, with limited additional capacity in other residential districts, as well as limited commercial availability and no industrial availability.



**Estimated Future Growth Areas.** The map above shows areas within zoning districts R-3 and R-5 (pink areas) that are vacant and do not have significant development constraints. Lands with similar conditions located in the town water district (dark blue) and sewer district (red) are also shown, as these two areas are more prone to development or denser development.

Interestingly, while many builders and home buyers in the northeast steer clear of steep terrain and mountainside development, the hills of Woodstock continue to draw homebuilders and homebuyers—though not at the rate of earlier housing booms. It is safe to expect continued pressure on developing Woodstock's scenic upland areas—in particular on those properties that have access to existing public roads.

## Building Permit Data

Overall, a vast majority of building permits in the past several years have been for additions, renovations, and miscellaneous improvements, while only a smaller percentage has been for actual new residential and commercial building construction. This indicates that although the town is growing physically, most property owners are re-investing in improvements and modernization of existing structures, with less activity related to commercial construction. We expect this trend to continue.

## Housing Trends

### Home Occupancy Rates

Recent housing statistics indicate that the Town of Woodstock faces much higher residential vacancy and seasonal use rates in comparison to the county, state, and country, despite having much higher owner occupancy rates.

The seasonal use statistic illustrates the high proportion of second-home ownership in the town. The predominant housing type in the town is, by a wide margin, single-family detached residences. The mean sale price of owner-occupied, one-family structures in 2016 was \$379,638. The abundance of second homeowners and its ideal location in the Hudson Valley makes housing in Woodstock expensive and unaffordable for a large segment of Woodstock's working individuals.

*Comparison of Housing Statistics, 2015*

Jurisdiction	Total Housing Units	Occupied Housing Units	% Owner-Occupied	% Renter-Occupied	Vacancy %	Seasonal Use (2010)
Woodstock	4,127	2,911	82.0%	18.0%	29.5%	21.0%
Ulster County	83,733	69,474	69.0%	31.0%	17.0%	8.1%
New York	8,171,725	7,262,279	53.6%	46.4%	11.1%	3.6%
USA	133,351,840	116,926,306	63.9%	36.1%	12.3%	3.5%

### Short-Term Rentals

Since Airbnb's founding in 2008, short-term rental listings through that company have risen to about 250 in Woodstock and that number does not include listings by other providers such as HomeAway or private/realty companies. While property rental has always been a part of tourist towns, the rapid rise of web-based listings has dramatically impacted the market and will continue to in the future. While the direct revenue to the property owners and the indirect benefit of increased local spending by renters are beneficial, a number of concerns arise such as impact to quality of life from increased short-term rental use of residential property, potential instability of this income stream to homeowner who may come to rely on that revenue, potential displacement to traditional lodging providers like inns, hotels and motels, and lack

of affordable rentals for Woodstock natives as owners choose more and more to profit off short-term rentals rather than traditional rental agreements.

## Housing Affordability

Housing is becoming less affordable for the average Woodstock resident; however, it has sometimes experienced a slower rate of cost increase than many of its surrounding communities. During the period from 1980 to 1990, the median gross rent in Woodstock was higher than the rents found in the surrounding communities of Olive, Kingston, Saugerties and Shandaken as well as the county overall, likely reflecting a higher demand for Woodstock as a desired destination. During that same period however, the rent in many of the surrounding towns was increasing at a much faster pace and appeared to be on track to catch up. In 2010 and 2015, we see this trend change. While the median gross rent in Woodstock continued to remain slightly higher than many surrounding towns and the county overall, the rental price increases in Woodstock were significantly higher than surrounding areas, second only to Saugerties. If this trend continues, rental prices in Woodstock will continue to outpace surrounding communities, driving many renters—including young families, employees and seniors—to seek housing options in surrounding towns.

### Median Gross Rent – Woodstock and Surrounding Area

Location	Median Gross Rent						
	1980	1990	% Change 1980 to 1990	2000	2010	2015	% Change 2010 to 2015
<b>Woodstock</b>	\$235	\$459	95.3%		\$945	\$1073	13.5%
<b>Olive</b>	\$179	\$410	129.1%		\$813	\$877	7.9%
<b>Kingston (Town)</b>	\$185	\$450	143.2%		\$1033	\$1109	7.4%
<b>Saugerties (Town)</b>	\$178	\$422	137.1%		\$880	\$1014	15.2%
<b>Shandaken</b>	\$164	\$362	120.7%		\$759	\$740	-2.5%
<b>Ulster County</b>	\$197	\$450	128.4%	No Data Available	\$939	\$1013	7.9%

*Source: 1980, 1990 data per U.S. Census Bureau; 2010, 2015 data per American Community Survey 5-Year Estimates*

According to the most recent data from the American Community Survey (ACS) 2015, there are approximately 2,911 households in Woodstock. (This number may not match the total number of dwelling units from the Town Assessor's data due to differences in definitions and counting methodology.) The average household size is 2.12 for owner-occupied dwelling units and 1.41 for renter-occupied units. For a household size of two people an income level at \$36,120 or less would be considered very low income (as

of March 2015. See table below: Rural Ulster Preservation Company (RUPCO) Program Eligibility: Ulster County Income Guidelines). About 800 households in the town (27%) are at or below 60% of area median income or AMI.

People in Household	1	2	3	4	5	6	7	8
<b>Extremely Low (30%) Income Limits</b>	\$15,810	\$18,060	\$20,310	\$22,560	\$24,390	\$26,190	\$27,990	\$29,790
<b>Very Low (50%) Income Limits</b>	\$26,350	\$30,100	\$33,850	\$37,600	\$40,650	\$43,650	\$46,650	\$49,650
<b>Very Low (60%) Income Limits</b>	\$31,620	\$36,120	\$40,620	\$45,120	\$48,780	\$52,380	\$55,980	\$59,580
<b>Low (80%) Income Limits</b>	\$42,160	\$48,160	\$54,160	\$60,160	\$65,040	\$69,840	\$74,640	\$79,440

*\*Updated: 03/13/2015 RUPCO Program Eligibility: Ulster County Income Guidelines*

The U.S. Department of Housing and Urban Development's standard definition<sup>3</sup> for housing affordability states that households should pay no more than 30 percent of their income on housing costs, including both rent/mortgage and utilities. If 30% of income is the recommended threshold for housing affordability, a family of 2 at 60% AMI should not spend more than \$10,836 per year, or \$903 per month, on housing costs (rent + utilities). As of 2015 ACS data, there were 524 total occupied rental units in Woodstock. Of the 490 units that paid rent, 66.3% of Woodstock renters paid 30% or more of their incomes for rent. This equates to approximately 325 rental units that are beyond the affordable limit, however this number is likely higher if utility costs are added to rent.

Of the 1,375 total mortgaged units, 41.9% of owners (576 units) paid more than 30% of their incomes for housing costs, and of the 968 units without a mortgage, 28.3% of owners (274 units) paid more than 30% of their monthly incomes toward ownership costs.

Eligibility for many of the programs and services offered by RUPCO is determined by the level of combined annual income of all people living in a household. Each program is different but the most commonly used

<sup>3</sup> [www.huduser.gov/portal/glossary/glossary\\_a.html](http://www.huduser.gov/portal/glossary/glossary_a.html)

income levels are shown below. A two-person household making \$50,250 or less could qualify for their low income assistance program.

### **Woodstock – HUD Rental Assistance Income Limits**

<b>Income Threshold</b>	<b>Number of People in Household</b>							
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>
<b>Extremely Low (30%) Income Limits</b>	\$16,500	\$18,850	\$21,200	\$24,600	\$28,780	\$32,960	\$37,140	\$41,320
<b>Very Low (50%) Income Limits</b>	\$27,500	\$31,400	\$35,350	\$39,250	\$42,400	\$45,550	\$48,700	\$51,850
<b>Low (80%) Income Limits</b>	\$44,000	\$50,250	\$56,550	\$62,800	\$67,850	\$72,850	\$77,900	\$82,900

\*Updated: 01/2/2018 - <https://rupco.org/renters/rupco-program-eligibility-ulster-county-income-guidelines/>

As housing prices continue to rise faster than incomes, the ability to live in Woodstock will become increasingly unaffordable.

### **Demographic Trends**

The current population of Woodstock is approximately 5,890 based on the American Community Survey 5-year estimates 2010-2014. This number reflects a slight increase from the 5,884 residents documented in the 2010 Census, though not enough to buck the larger trend of overall population decline.

Woodstock, like the nation as a whole, is experiencing a trend toward an aging population. The percentage of the population aged 55 and over has increased from about 25% in 1960 to almost 50% in 2010. At the same time, the population under 25 has dropped from about 38% to just under 19%. While this is a nationwide pattern, the aging population in Woodstock is nearly double that of New York State, and is also ahead of the rest of Ulster County.

Given the current population characteristics – with a majority of the population being over 45, and nearly half over 55- it appears as though the age disparity will continue, and Woodstock will need to plan for how to adapt and meet the needs of its residents.

There may be an increased need for senior housing. Considerations will also be necessary for accessibility and mobility within the community – making it more walkable or adding transportation services as an alternative to driving.

It is anticipated that this trend will continue in the foreseeable future. If so, adapting to this change is important for Woodstock's future vitality. To create a healthy balance in the population, it will be important to find ways to keep younger members of the community as residents and to attract younger individuals to Woodstock. The most important considerations are bringing employment opportunities, as well as developing affordable housing. It is also essential to invest in supportive infrastructure (including broadband) and provide amenities for recreation and community activities.

Given that an age-diverse community is generally considered healthy, the town may want to try to retain or attract younger generations who would otherwise be drawn to younger communities in larger metro areas.

## Walkable Communities and Complete Streets

It is not unusual for rural towns that evolved around the horse and buggy and subsequently around cars and trucks to find themselves, like Woodstock, with virtually no separate facilities (bike lanes, shared use paths, etc.) for accommodating bicycle traffic in a meaningful way, and with pedestrian sidewalks that have only been provided in the most developed commercial areas.

Many communities have been working to correct this narrow view of how streets should be designed. State and federal policy<sup>4</sup> now requires that new state and federally-funded road projects include consideration of design to accommodate pedestrian and bicycling access and safety.

For pedestrians, sidewalks are present along Route 212 in most of the hamlet commercial area and have also been constructed or improved leading up Rock City Road to Andy Lee Field.

The Town has also improved parking through the acquisition of four properties:

- Bank parking lot on Rock City Road
- Unpaved Mountainview parking lot on Rock City Road (there are plans to landscape and designate parking spaces with fences and bumpers and pave spaces for the handicapped.)
- Tannery Brook parking lot
- Unpaved Lower Comeau parking lot at the foot of Comeau Drive

Mass transportation is provided by commercial bus service to Kingston and New York City, and by the Ulster County Area Transit Service (UCAT), which regularly transports passengers to and from area retail outlets, including service to a large food market that is two miles south of the town in West Hurley. Ulster County Area Transit Service is also planning on developing bus service for transporting passengers from Woodstock to/from the Metro North train station in Poughkeepsie.

## Climate Change / Hazard Mitigation

The Earth's climate is changing. Temperatures are rising, snow and rainfall patterns are shifting, and more extreme climate events – like heavy rainstorms and record high temperatures – are already happening. Woodstock's topography puts the town at some risk due to potential for flash floods and major storm events as was witnessed recently with Hurricane Irene, Tropical Storm Lee, and Hurricane Sandy. Climate-related

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<sup>(4)</sup> A Complete Street is a roadway planned and designed to consider the safe, convenient access and mobility of all roadway users of all ages and abilities. This includes pedestrians, bicyclists, public transportation riders, and motorists; it includes children, the elderly, and persons with disabilities. <https://www.dot.ny.gov/programs/completestreets>

changes will continue to cause problems—some of which are known and obvious like flooding and some of which continue to emerge.

It will be increasingly important for the town to address the effects of climate change and to bring public awareness of the town's emergency preparedness plans. Already the town has participated with Ulster County in the multi-jurisdictional Natural Hazards Mitigation Plan in 2009 and updated in 2017 to include the Town of Woodstock within its study area. Other NY communities have adopted hazard mitigation plans and participate in NYSDEC's Climate Smart Communities Program.<sup>5</sup>

## Regional Communities

In looking at potential trends which may have an effect on Woodstock, it is useful to review other neighboring communities in our region and see their approach to similar issues. Appendix B includes specific information on important issues identified in regional comprehensive plans, including addressing climate change, preserving the town's character, promoting economic and cultural vitality, supporting complete streets, and providing affordable housing.

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<sup>5</sup> [www.dec.ny.gov/energy/50845.html](http://www.dec.ny.gov/energy/50845.html)

## Part III: Where Do We Want to Go?

Woodstock has long been a small town with a large presence and a singular sense of itself. It has maintained its rural character while cultivating its historic and cultural assets. The comments gathered from meetings, presentations and the town-wide survey, were essential in crafting the vision for Woodstock that is focused on preserving the past and present, while moving towards the future with clarity and intention. This Comprehensive Plan outlines that vision and (in section IV) presents some specific strategies for achieving it.

***Building on our Strengths***

***Connecting People***

***Creating a Community for All***

**Building on Our Strengths:** The Town of Woodstock's unique identity is its local arts scene and the beauty of its natural surroundings. These are themes which have been identified throughout the community discussions. This plan recognizes these priorities and makes them central to the plan's message. It also acknowledges that a strong infrastructure is essential to our community's well-being.

**Connecting People:** Another important theme found throughout this planning process is supporting a community which is more inter-connected. Improving streets and trails that allow people to get around their neighborhood without always having to use a car, providing safe walking paths and trails, and encouraging people to park and walk to reduce parking demand are central to this close-knit community. The community is also eager to improve local communications of both wireless and internet communications, connecting the community's residents to each other and to the larger world beyond.

**Creating a Community for All:** A third important theme is the desire to make sure that Woodstock continues to be a welcoming and diverse community for all. With populations generally getting older, one particular challenge is the difficulty for younger people and families to be able to afford to live in the town, so it is important for Woodstock to take proactive steps to be more age-diverse in the coming decades. This will help to provide for a more healthy, active and vibrant community.

## Building on Our Strengths

### Strengthening the Arts

Woodstock is defined in many ways by its unique artistic and creative character. It is a large part of the community personality and identity. The creation of this community plan provides an opportunity to bring varied artists and arts organizations together to coordinate as a single voice which would be louder and stronger than the sum of its parts and could organize new arts and cultural initiatives.

### Strengthening Scenic and Natural Resources

One of the features that attracts many people to Woodstock is its scenic and natural beauty. It is an unfortunate reality that the natural surroundings that draw people to this area are slowly being diminished by its own popularity—Woodstock is at risk of slowly losing the natural beauty that people come here to enjoy in the first place. Recognizing this fact, it is important that we strengthen the scenic and natural resources, both in what they provide and in how we protect them. Strengthening these assets includes enhancing them with added features, trails, recreational opportunities to continue to draw new people, as well as enhancing them with added protections to ensure they will remain for generations to come. This includes both the natural environment, and the man-made “built” environment as well. The plan's vision for our natural resources includes:

- **Land Conservation** - Pro-active town policies and efforts for conserving land and protecting against fragmentation and overdevelopment are essential. This would help safeguard plant and animal habitat, mitigate against the effects of climate change, preserve scenic and recreational resources, maintain iconic viewsheds, and help support clean air initiatives. These policies may include using specific mechanisms for land acquisition (e.g. real estate transfer tax), aggressive pursuit of conservation grants and funding resources, and creating and adopting an open space plan.
- The Town should consider incorporating the Ulster County Habitat Cores Layer information as part of its open space defining efforts. The data is particularly useful on the Town level as a means of determining areas to protect, while directing development pressure to more appropriate locations.
- **Water Resource Management** - including systematic study, planning, and management of the town's water resources.
- **Climate Change Planning and Response** – With the impact on our ecosystem, the trend toward more extreme weather, and the risks of severe flooding, an active response to climate change becomes more imperative daily. Protection of our land and water resources is an essential part of that response. Additionally, the town should maintain and enhance its participation in climate change mitigation activities and prepare for climate related emergencies.

- **Creation** of a Natural Resource Conservation Advisory Board, as a subcommittee of the Woodstock Environmental Commission (WEC).

## Strengthening Our Infrastructure

Evaluating, maintaining and expanding the town's communications, transportation, water and waste, energy, and emergency preparedness systems is an important comprehensive plan priority. Planning for addressing these issues should include incorporating green infrastructure considerations and utilizing the Ulster County Habitat Cores Layer as essential data in infrastructure development.

**Communications:** Addressing ongoing communications issues and preparing for future technological developments is essential to ensure the health and safety of all residents, as well as to attract business and industries that require a more advanced communication structure than has been available in the town of Woodstock.

**Transportation:** As transportation options and preferences evolve and develop, it is important that the town institute policies and adopt designs that accommodate the needs of all its residents and visitors and respond to economic and environmental demands.

Using the approach, known as Complete Streets, provides a good model for the town's transportation strategies. Complete Streets supports safe access for all users, including pedestrians, bicyclists, motorists and transit riders of all ages and abilities.

**Water and Waste:** In addition to the protection of the town's water resources (as identified in the natural resource recommendations) the water and waste infrastructure and privately-owned septic systems should be considered for evaluation and updating.

The town needs to consider a municipal response to the increasing crises in the disposal of solid waste and, in particular, the proliferation of non-bio-degradable plastics.

**Energy:** The town's efforts towards energy efficiency and carbon neutrality should be supported and expanded. The WEC has been recognized as visionary in highlighting the factors of human activity that impact changes to climate and is well positioned to expand these concerns to help lead the town in continuing its achieved goal of carbon neutrality. (The town's Carbon Neutral Initiative received the 2017 New York State Association of Conservation Commissions' (NYSACC's) Environmental Action Award, presented to the WEC for outstanding accomplishments.) As the town looks to future certification and the associated benefits with the New York State Climate Smart Communities, it would be important to continue to explore energy conservation projects and expand the use of renewable energy sources that reduce and control the use of fossil fuels. By continuing to lead in this field and developing an in-depth local climate program, Woodstock would be part of a larger goal of reducing the carbon footprint state-wide 80 percent by 2050.

**Emergency Preparedness:** The town needs to continue to assess its ability to respond to any public emergency that may include natural disasters such as flooding or forest fires, public health dangers, such as

mass injury or contagion, or infrastructure failure, such as an extensive and extended power outage and educate the public on town plans.

**Disaster Mitigation:** A Natural Hazards Mitigation Plan should be developed to identify ways in which the town can be more responsive to the possibility of natural disasters.

## Connecting People

**Connecting To Each Other:** The town should work to enhance its sense of community through access to trails, bike paths, and sidewalks that bring its citizens together; through access to communications that make connections easier, and through access to recreational opportunities that provide everyone with relaxation and enjoyment.

**Connecting to Funding Partners:** The implementation of the comprehensive plan can be a daunting task from a management and local capacity perspective as well as from a financial perspective. To help address the latter concern, the town could retain a grant writer to assist in identifying funding sources.

## Creating a Community for All

**Housing:** By supporting the creation of a variety of housing options through changes to the zoning law and proactively planning for an expanded mix of housing types in Woodstock, the town will be addressing one of the most important needs identified by the community in the development of this plan.

This would attract and support a more diverse population including young families, seniors, artists, low income families and individuals, and persons with disabilities. The aim should not just be to institute policies for “affordable housing” – a term which may have very limiting and specific income requirements – but rather to foster varied housing that works for different populations and is economically sustainable.

**Zoning and Land Use:** Zoning is the backbone of efforts to maintain quality and character of the town that Woodstock's residents and visitors find so appealing. It is essential that regulations preserve all of the town's assets especially those environmentally sensitive areas and open space while accommodating new information and needs. The last major update to the Woodstock Zoning Law was in 1989, with some incremental updates through the years. The goal is to periodically review our zoning, so that it remains relevant as times and needs change.

**Develop New Design Standards / Guidelines.** The Woodstock Commission for Civic Design (CCD) was created in 1980 to oversee the design of Woodstock's public realm. The CCD's primary purpose is to evaluate the historic, architectural value and significance of properties under review and their relationship to the surrounding area. Creating and updating design guidelines for both rural areas and hamlets will continue to keep Woodstock attractive and reduce growth impacts. The Community Design Manual, adopted by the Ulster County Planning Board, is designed with multiple typologies, or place-types, in mind (downtowns, edges, corridors, crossroads, new neighborhoods, and rural). The Town should consider utilizing this manual which can be found at <http://www.ulstercountyny.gov/ref.html>.

**Community Services:** Community Services should be maintained and expanded. The Woodstock Youth Center offers a safe, supervised facility for after school and weekends, when our youth is most at risk. The Youth Program offers a variety of recreational and educational opportunities to local youth ages 11-19. A goal is to expand access to the Youth Center in various ways.

The Mescal Hornbeck Community Center should continue to provide space for various group functions such as the Senior Rec Program, Summer Rec Program, music rehearsals, theater groups and town supported events.

**Recreation:** Recreational facilities as well as services for seniors and youth need to be both maintained and expanded in order to provide support for the town's aging population and attract and assist young families. The town should promote judicious use of the town's natural resources for recreational purposes.

The Woodstock Recreation Task Force, created to provide a wide variety of recreational, leisure, and educational nature-based activities in a clean, safe, well-designed and maintained environment for individuals for all ages, should be supported.

## Economic Sustainability – A Vital Link

Economic sustainability is essential for the town not just to survive but to thrive.

The connections between all elements of the plan should be acknowledged and reinforced. Preserving our natural resources and supporting the arts and cultural institutions directly contributes to our tourist economy. Providing adequate and affordable housing contributes to a diverse population with varied skills and talents and provides a reliable local employee base for both retail services and emerging businesses. Moving towards a sophisticated technological infrastructure supports an economy that can preserve our rural character while providing strong employment opportunities and attracting a diverse population.

## Two Critical Proposals

Two vital recommendations emerged from the planning process that affected every aspect of Woodstock's future.

1. The Town of Woodstock should aggressively pursue both governmental and private grant funding opportunities for a variety of town projects from natural resource protection, to supporting the arts and cultural activities, to improving the infrastructure.
2. The Town of Woodstock should ensure enforcement of town zoning regulations and local laws.

## Part IV: How Do We Get There?

### Implementation Strategy

The Town of Woodstock Comprehensive Plan is not an end in itself, but a means to an end. This chapter outlines the strategic actions required to advance the town's vision.

In some instances, there may be the need to finalize some draft local legislation or change existing law. In other cases, analysis or detailed study and additional funding may be needed before any implementation is ready to occur.

This plan provides a clear and simple roadmap to implementation that reflects the ideas and vision of the townspeople.

### The Arts

Supporting the arts and cultural institutions has been identified as a high priority by the Woodstock Comprehensive Plan Community Survey respondents. Our lively arts and cultural venues and events contribute to the town's identity as Colony of the Arts, and provide strong support for the town's economy, but could benefit from a re-vitalization and re-energizing with particular emphasis on attracting younger artists. Specific recommendations include:

- Supporting Woodstock Cultural Alliance's objectives to collaborate on programming, scheduling of events, cross-promotion and promotion of Woodstock as a longstanding and vibrant center for arts and culture. The Woodstock Cultural Alliance, formed in September 2016, is an association of Woodstock's leading arts and cultural organizations. Its members include the Center for Photography at Woodstock, Historical Society of Woodstock, Maverick Concerts, Woodstock Artists Association and Museum, Woodstock Byrdcliffe Guild, and the Woodstock School of Art.
- Providing greater support for affordable housing for artists.
- Improving communication strategies to provide information about arts and cultural resources and events.
- An early action project could involve development of an improved central communications platform for all residents and visitors to access information on local arts and cultural resources, perhaps building upon an existing website such as the Woodstock Chamber of Commerce. This platform could be developed as a website that provides information on upcoming events, classes, exhibitions, performances and other related activities. A central feature of this tool should include a way to identify and schedule spaces in town which can be booked for rehearsals, exhibits, performances and studio space. It could also be further developed in the future to provide profiles of local artists and organizations in town and welcome new ones.

- Identifying and coordinating of temporary spaces available for use as artist work, rehearsal, and performance locations.
- Supporting arts organizations and their funding efforts.
- Supporting initiatives to strengthen our Colony of the Arts identity.
- Considering a regular Arts Forum where all of the different groups come together to share and compare their future plans/goals, to look for partnership opportunities, coordinate programming, and develop ideas on how to collectively promote Woodstock as an artist's destination.
- Coordinating participation by local artists and organizations to advance a town beautification program, looking for simple, creative ways to improve the visual appeal of the hamlets with local artists' flair that represents Woodstock's unique personality. This could include the incorporation of sculpture and other media into the design of wayfinding signage and banners for special events.
- Strategizing social media initiatives to attract younger artists and visitors to Woodstock as we help promote the town as an artist destination.
- Developing more arts and culture events in the town which would occur on a regular, repeating schedule, such as "First Fridays" or art fairs. Regular events such as these have a greater impact because they become more familiar to people, people look forward to them, and it builds a following which would attract more visitors.

## Scenic and Natural Resources

According to the Woodstock Comprehensive Plan Community Survey, natural resource preservation and protection is the overwhelming priority for the town's residents. Specific recommendations include:

### Strengthening our Conservation Activities

- The town should build upon the Strategic Conservation Plan (Woodstock Land Conservancy, 2013) by creating a Land and Water Conservation Action Program for the town, utilizing other planning resources including but not limited to the Woodstock Inventory (2016) created for this Comprehensive Plan and other references, including the Town of Woodstock Open Space Plan (1984). This conservation action program would establish measurable town objectives for land and water conservation projects and include documentation of priority sites for protection. Priorities should align with the Woodstock Land Conservancy's conservation targets and focus on creating an interconnected network of the town's water resources, scenic landscapes, important forest areas, natural habitats and community connections including trails and public access where appropriate.

- The conservation action program should include identifying sites with high conservation value and coordinating with landowners to advance mutual interests for long term conservation of these resources. It should also include the establishment of a financing strategy and exploration of funding options to implement the conservation action program, such as issuance of municipal bonds, establishing capital reserve funds and allocations in the annual budget process. The town can explore establishing a Community Preservation Fund that may include the use of the transfer fee on certain real estate transactions.

## Water Resource Management

- **The Sawkill** – The Sawkill watershed is the source for the aquifer that provides Woodstock's water supply and is vital to the town's health, welfare and scenic beauty. Identified problems with the Sawkill stream include erosion, turbidity and log jams and require a detailed management plan. The formulation and implementation of this plan might be most effectively addressed with the support of stream management professionals either through collective actions with other towns in the Sawkill watershed or through staged interventions based on a completed management plan.
- **Aquifer protection** - Ensuring an adequate supply of clean water requires a review and adoption of the draft Water Supply Protection Law and a study of the feasibility of using the underground confined aquifer as an economically viable backup water supply.
- **Kingston water supply** - The City of Kingston Water Department owns significant acreage in Woodstock, including Cooper Lake and parcels in Mink Hollow and along the Sawkill. While some of these lands are essential to the Kingston water supply system, some parcels may be considered as nonessential by Kingston. Woodstock should collaborate with the city in planning for the future for those properties, as well as for the other Kingston water resources within the town, so the town's interests can be considered and advanced.
- **NYC water supply** - Over 5000 acres of hydrologically sensitive lands that are part of the NYC water supply system are protected by the NYCDEP and provide collateral conservation benefits for the town. The town should collaborate with the DEP to ensure both the protection of these resources and appropriate access to them.
- **Wetlands and watershed protection** – Wetland maps should be evaluated and updated and watershed protection aligned to be consistent with NYCDEP guidelines.
- **Yankeetown Pond** – This pond is a biodiverse area, is one of the town's biggest DEC regulated wetlands and is within the DEP watershed. Because beaver dams have led to flooding on neighboring properties, property owners, the Town and all involved agencies should research how the beaver population and their neighbors can coexist.

## Climate Change Planning and Response

- Adding the coordination of climate change related activities to the mission of the Woodstock Environmental Commission.
- Continuing involvement in the NYS Climate Smart Community Program and implementation of climate smart initiatives.
- Developing, with the DEC, a forestry management plan.
- Incorporating flood and forest fire education in a hazard mitigation plan (see infrastructure emergency preparedness recommendations).

## Creation of Natural Resource Conservation Advisory Board

- The Natural Resource Conservation Advisory Board, as a subcommittee of the WEC, would have several important functions including identifying and recommending specific projects for preservation, updating the 1984 Open Space Plan and assisting in its passage, coordinating with a Complete Streets Committee on a trails system in the town, and assisting the Town Board in developing and overseeing a potential Community Preservation Fund.

## Infrastructure

Evaluating, maintaining and expanding the town's communications, transportation, water and waste, energy, and emergency preparedness systems are important comprehensive plan priorities. Incorporating design standards is an essential part of infrastructure creation and maintenance.

### Communications

Specific recommendations include:

- Immediately work with cell service providers to develop and implement a plan to extend cell service access to the Western areas of town using existing cell towers.
- Reactivating the Telecommunications Committee to efficiently address all communications issues. The committee could recommend potential areas for new facilities to reach the highest number of people with the lowest impact on visual resources. This would include upgrading existing towers and/or utilizing smaller scale distributed technology, such as small cell systems or distributed antennae.
- Researching both the advantages of and concerns about 5G technology and assessing its possible effective use in providing town-wide mobile access while incorporating an understanding of

possible related health concerns. First responder/resident safety and convenience should also be considered.

- Exploring the cost/benefit of fiber-optic technology in order to provide the infrastructure for companies, such as technology services, software, and multimedia development that require a greater amount of broadband than is found in our current infrastructure. The town should participate in county and state economic development initiatives while continuing to work with local Internet service providers. In particular, the Mid-Hudson Region Upstate Revitalization Initiative could be used to garner support for an upgraded Kingston-to-Woodstock broadband corridor.
- Reviewing the town zoning laws and recommending updates relating to cell tower/telecommunication facility regulations to help facilitate appropriate coverage expansion to meet the town's goals. New infrastructure should be able to be added without introducing adverse health risks or creating significant adverse visual impacts to the community.

## Transportation

Specific recommendations include:

- Appointing a Complete Streets Advisory Committee to create a town-wide Complete Streets policy that addresses needed improvements for state, county, and town roadway systems for safer movement of pedestrians, bicyclists, and persons with disabilities. This would include
  - Coordinating with New York State and Ulster County's Complete Streets policies and programs.
  - Coordinating with New York State Department of Transportation to determine the feasibility of improving the NYS Routes 212 and 375 corridors with widened paved shoulders to accommodate a bicycle lane/walking area. This project could be later expanded to develop a dedicated, fully-separated shared use path either along these corridors or an alternate corridor to address movements in the areas served by the state highway system. The committee would prioritize the scope and extent of improvements in coordination with transportation officials and other stakeholders. Funding for this work could come from a number of sources, potentially through the Ulster County Transportation Council. The council prepares a Unified Planning Work Program (UPWP) on an annual basis that establishes a list of projects supported for planning activities such as studies for complete streets and safe routes to school. The town may want to initiate some of this early work on its own to expedite progress and be considered for inclusion in the next open UPWP to be established in 2019-2020.
  - Focusing first on the NYS highway corridors in town. Given the highly-constrained/limited right-of-way in the center of town, it is suggested that an alternate route for bicycles be explored that is close to the hamlet center but would allow for better movement and reduce potential conflicts.

- Linking bike and pedestrian paths and trails to regional and state linear parks and trails.
- Aligning proposed Complete Streets projects with the town's infrastructure development. For example, any proposed water system extension could include widening roads for pedestrian and bike lanes.
- Improving and expanding existing sidewalks, crosswalks and pedestrian amenities within the hamlet of Woodstock and surrounding residential neighborhoods. These improvements could also include beautification efforts including pedestrian-level decorative lighting, public art, wayfinding signage and other amenities.
- Creating a long-range parking plan based on a thorough analysis of the town's current and projected parking issues. This plan should utilize potential private property arrangements as well as town-owned properties. Parking, especially during peak periods will continue to be a pressing problem and the town should conduct a thorough analysis of the current and future on-street and off-street parking needs and develop a long-range parking plan which details steps the town should take to improve conditions including any capital improvements, lease/sharing arrangements and necessary revisions to the zoning law.
- Conducting a feasibility study for a shuttle system (possibly electric) that would enable residents and visitors to move more easily around the hamlet and surrounding areas. It could, among other benefits, provide access to essential services such as food stores and pharmacies, support varied transportation options for possible sites for future housing, and connect regional trail users to local businesses. Ideally, this effort should be coordinated with surrounding towns and Ulster County. A small-scale starter project—such as a simple loop to several key destinations, could be used as a test run, perhaps operated by volunteers to explore ridership and to identify potential local/regional funding sponsorship. A solar-charged electric vehicle could be an ideal vehicle for such a venture.
- Continuing to voice support for the existing transportation services provided by Ulster County Area Transportation (UCAT) and Trailways. As the town continues to participate with the Ulster County Transportation Council, providing improved and direct connections between Woodstock and the Amtrak-Metro North station in Poughkeepsie during peak season would help the local economy and reduce congestion.
- Strengthening the town's commitment to reducing its carbon footprint through using electric-powered vehicles and promoting car-sharing.
- Conducting a traffic study of patterns, volumes and queues in the Woodstock Hamlet to identify possible alternative traffic patterns.

## Water and Waste

While the most important action is protecting the town's clean water sources, by improving the production, storage and distribution system through a capital improvement program the town water district will

continue to be able to serve its existing customer base and be able to extend service where needed. Specific recommendations are:

- Assessing the condition of the current water system and update as needed.
- Considering expansion of the town water system to neighborhoods that could be added beyond the current systems termination points.
- Conducting a feasibility study to determine the viability of utilizing the lower confined aquifer as a backup/addition to the current unconfined aquifer. A cost-benefit analysis of alternatives including expanding into this deeper aquifer, expanding the wellfield in the surface (currently tapped) aquifer versus expansion of use of the City of Kingston water supply. One of the advantages of the aquifers is they may reduce/eliminate filtration requirements (which is currently required for the Kingston water supply).

While the town's wastewater system has the ability to meet its demand into the near future, by first addressing the serious infiltration and inflow problems coming from storm water and groundwater, the town will be in a better position to support possible expansion of the sewer district to help accomplish the community's economic development goals. Other recommendations include:

- Evaluating expansion of existing waste water system to the western Neighborhood Commercial (NC)/Light Industrial (LI) districts and to properties between the Woodstock Hamlet and the wastewater treatment plant. Any town sewer district expansions should be prioritized to properties zoned for NC or LI uses in proximity to existing sewer lines with available capacity.
- Assessing the condition of privately owned septic systems over the Town aquifer.

Solid waste management, particularly plastics, is an issue that is becoming more critical and the town should consider legislation that restricts the sale of single use plastic bottles and the use of non-biodegradable plastic grocery bags.

## Energy

The town's efforts towards energy efficiency and carbon neutrality should be supported and expanded. This would involve:

- Updating the zoning laws to address all aspects of renewable energy.
- Conducting feasibility studies, including cost/benefit analyses, of renewable energy projects.
- Incorporating green energy into development projects.
- Instituting an annual "cleaner and greener" recognition program that would celebrate local accomplishments at conserving energy resources and transitioning to renewable sources.
- Strengthening Town of Woodstock Environmental Quality Review (TWEQR) regulations to cover power generation and storage facilities.

- Evaluating and implementing larger projects such as community solar fields and reduction of automobile trips through improved bicycle and pedestrian facilities and transit use that would have long-term benefits. These larger projects would be documented in the town's continued participation in the state's climate-smart community program.

## Emergency Preparedness

The Town should create a plan to educate residents on preparations for emergency responses and provide communication information.

Emergency preparation documents should be available to the public on demand.

## Disaster Mitigation

The town should seek funding through the state/federal emergency management offices to support the town (or a multiple-town effort) to prepare and adopt a Natural Hazards Mitigation Plan which would identify ways to make the town more resilient to extreme weather. The plan should identify mitigation projects to reduce flood damage and other natural hazards. It should incorporate a community education campaign on emergency preparedness, "need to know" facts, and tips on what everyday citizens can do to help mitigate problems. It should also incorporate modern communication alternatives to reliably distribute alerts to residents during an emergency.

## Housing

It is important for the Town of Woodstock to demonstrate continued commitment to expand housing options by taking additional actions at the local level. These include the following:

- **Establish a Housing Options Development Committee.** The town should establish a housing options development committee to help implement some of the recommendations of this plan to expand the supply of housing that is affordable for different populations. The responsibilities of the housing committee should include:
  - Identifying potential sites including public and private properties suitable for both large and small-scale housing development
  - Overseeing the preparation of "shovel-ready" sites to help attract the types of development the town desires in the locations best suited for it
  - Securing the participation of housing developers that have a track record of creating quality projects of a type that will help advance town goals
  - Fostering a program of innovative housing initiatives such as home-sharing, co-housing, and rent-to-buy properties

- Participating in updating the zoning law to increase housing options
- Instituting a monitoring and enforcement plan to measure success and address needed improvements over time
- Exploring a variety of funding options for housing development
- **Aim for Smaller, Distributed Projects.** While larger projects attract a lot of attention (and controversy), Woodstock's strategy should also include providing many small housing projects which will more easily integrate into the community. The small scale of this approach matches well with Woodstock's identity.
- **Identify and Pre-Develop Sites.** In addition to consideration of vacant lands, previously developed properties which are vacant or underutilized should be carefully considered as potential candidates for use/adaptive reuse for housing. The town should participate where appropriate to create a "shovel-ready site", ensuring the project is ready for housing development in terms of zoning, utilities, and environmental protection. The town should work with design professionals and the community to develop these sites designed for new projects. A project could be similar to Woodstock Commons or an adaptive reuse of an older building. It is recommended the town consult with RUPCO or similar knowledgeable developers as advisors. Including the community in the design discussion helps to identify obstacles and issues up front and creates a more welcome presence for potential developers who might want to work with the community.
- **Continue Efforts to Enforce Short-Term Rental Controls.** The town is currently investigating ways to address the growing issue of how short-term rental housing can negatively affect the community. It is recommended that the town continue this effort by finalizing an adopted code to address the issue by establishing basic regulatory framework and reasonable limits, and implementing effective enforcement of these regulations.
- **Take steps to increase housing supply.** The housing needs issue can be primarily addressed with increased density in areas of town that can best accommodate it.

## Zoning and Land Use

To fulfill the vision of the townspeople, the following recommendations should be implemented.

### Zoning Law Changes

- **Hamlet Areas.** To relieve the pressure of the Woodstock Hamlet's already populated and commercially dense area, the Town should adopt the Planning Board's draft Neighborhood Commercial (NC)/Light Industrial (LI) changes to the Zoning Law.
- **Large Parcel Areas.** The Residential Cluster Development section should be reviewed for density and number of acres needed for x number of units as well as the number of units in one structure in order to promote the protection of environmentally sensitive areas and of open space and to discourage development on steep slopes.
- **Natural Resources.** In addition to the protections under our Flood Fringe Overlay District and the most current FEMA map, our natural resources would be better protected with floodplains following the same standards provided under our Wetlands and Watercourse Law.

In the Sawkill Watershed, areas of disturbance over 1 acre should require a Storm Water Pollution Prevention Plan (SWPPP) and the NYCDEP regulations that cover the western portion of the town should be applied.

To implement clean water protection standards for the Bearsville aquifer and the Sawkill stream and its watershed, a Water Supply Protection Law should be adopted.

The Aquifer Committee and Planning Board should work together to adopt language and standards for the Sawkill watershed which would be included in our local law or our Zoning Law.

- **Scenic Overlay.** The Scenic Overlay District standards should be strengthened to mitigate the visual impact of structures less than 300 square feet of floor area.

Some landowners, after being issued a permit, went beyond permit approval and cut a significant number of trees to improve their view. Regulations should be more strictly enforced and higher fines be considered to deter homeowners from significant tree cutting.

The Town should review bringing existing structures into compliance with the Scenic Overlay standards.

- **Renewable Energy.** The Solar Access section should be renamed and expanded to include all aspects of renewable energy.
- **Telecommunications.** Updating telecommunications rules, plans, partnerships and initiatives will enable the town to utilize the benefits of the digital age.

The Personal Wireless Service Facilities section should be updated to reflect current technology for cell towers and possible expansion into other districts. Currently, cell towers (personal wireless service facility towers) are only permitted in the R-5 and R-8 zoning districts, which are

the most rural and natural areas of town. The town may want to consider revising this to also permit them in other areas where they may have less of a visual impact or where technology improvements allow for creative, smaller scale installations.

- **Housing.** Currently, multi-family dwelling units are only permitted by special permit. The Town should consider creating a new designation of Mixed-Use Multifamily – ground floor commercial with apartments above in certain districts.

The town should update the Planned Residential Development (PRD) section of the zoning law to address goals which are important to the town such as accommodating a percentage of median income, providing trails, sidewalks and other connections, and granting density bonuses only when these goals are met. This will help to ensure a more appropriate application of the code. It should be flexible enough to create the type of project Woodstock would want, perhaps providing for a larger percentage of dwelling units of unrestricted income to make the project more economically viable while still achieving the goal of providing some more affordable housing.

- **Parking.** Cash payment in lieu of on-site parking should be reviewed for language and its impact on parking, traffic and growth and development through the center of town.
- **Special Permit Uses.** This section should be updated to reflect better control over compliance and should include:
  - Conducting a site visit every 3 to 5 years by the Zoning Enforcement Officer (ZEO).
  - Conducting a site visit by the Planning Board prior to the issuance of the Certificate of Occupancy.
  - Holding in escrow for one year an amount, determined by an algorithm or guideline published by the Planning Board, to address noncompliance issues.
- **Site Plan Review and Approval.** This section should also be updated to reflect better control over compliance and should conclude:
  - Conducting a site visit by the Planning Board prior to the issuance of the Certificate of Occupancy.
  - Holding in escrow for one year an amount, determined by an algorithm or guideline published by the Planning Board, to address noncompliance issues.
  - Considering the principles of Complete Streets and Americans with Disabilities Act (ADA) compliance during the Planning Board site plan review.

## Zoning Enforcement

Zoning enforcement is a high priority issue for Woodstock residents. In addition to enforcement issues mentioned in previous sections, the following is recommended:

- Stricter enforcement of signage and lighting, particularly in the Hamlet.
- Strongly consider assigning the functions of Building Inspector (BI) and Zoning Enforcement Officer (ZEO) to different people to strengthen zoning enforcement.
- Educating businesses and others on the Zoning Law and the importance of enforcement.
- Vigorous upholding by the Town Court of zoning violations issued by the ZEO.

## **Zoning's Future**

To remain current and viable, a Task Force should be created to periodically review the Zoning Law for possible changes.

## **Design Standards /Guidelines**

The Woodstock Commission for Civic Design should consider Architecture + Design, the funding category for a long-standing program of the New York State Council on the Arts that could potentially support the development of updated design guidelines for the town.

## **Community Services/Recreation**

Community services and recreational facilities are essential elements that make a community attractive and livable. Woodstock needs to provide for its aging population while supporting families and children.

### **Community Services**

The Mescal Hornbeck Community Center is a facility used by many local programs, and houses many activities for seniors. The Woodstock Youth Center provides important services for the town and helps attract younger families. Its services should be expanded during times of disaster when families must leave their home and shelter at the Community Center. Installing a generator at the Youth Center or tying into the Community Center's generator would engage the youth in activities such as music or movies during emergency situations. The street lighting along Rock City Road from the Colony to the Youth Center and the Community Center should be improved for better access to these facilities.

### **Recreation**

The Woodstock Recreation Task Force should be supported in its plan to consider all of the locations of the parks and recreation facilities in town, their existing features, and their capacity to support upgraded and new amenities. It can improve our Parks/Recreation system by:

- Considering each location (Rick Volz, Andy Lee, Dog Park, Trails etc.) to obtain a holistic view of the range of amenities the town can offer its taxpayers
- Coordinating plans to avoid redundancy, so that residents are encouraged to visit not just one, but different parks for different reasons
- Diversifying facilities to address the needs of children, teens, adults, seniors, and the disabled, so that all of our residents can benefit from the amenities offered
- Planning to address changing needs of the community based on the latest data regarding safety, health, maintenance and cost-effective infrastructure investment
- Including the development of new facilities and the maintenance of existing ones in the annual Town of Woodstock budget.

## Economic Sustainability

### Business Incubator

Development of “shared workspace” business incubators, providing shared facilities for conferencing, kitchens and strong internet connections, could be specifically encouraged/allowed in the zoning. Typically, a business incubator is located in a vacant or underutilized building where below-market rents are made possible through a grant or other subsidy from an economic development agency. A project similar to this could be spearheaded as part of a joint effort between the town and Ulster County Economic Development Alliance. As a jobs creator, a project like this would be an excellent candidate for a New York State Consolidated Funding Award (CFA) grant.

### Online Mapping

The town should consider the development of an online map, including a corresponding mobile phone app, which would highlight the many varied attractions and establishments in the town, with information on parking, restrooms and other services. This could be combined with information kiosks in parking lots. A low cost approach to doing this is to conduct an audit of the current Google Map and Bing Map listings which are currently shown for the Woodstock area to identify what businesses, attractions and services (such as public parking, restrooms, etc.) may be missing. Identify what attractions may be missing, and work with that establishment to get the proper information to the online maps so that it will be more likely to come up in a local search result.

### Business Diversification

Many of Woodstock's local shops and services tend to cater more to the visitors and tourists than to the local residents. Personal services (such as shoe repair, hair salons) and a local supermarket were noted as

the most requested types of businesses in the Community Survey. The town needs to continue to try and attract the types of businesses which it desires by being more proactive in this regard. The Town Board could collaborate with the local Chamber of Commerce and the Ulster County Office of Economic Development and promote these needs and opportunities. As part of a broader initiative, this collaboration could work to prepare a development package “brochure” which can identify the type of businesses the community wants to attract, laud the virtues of Woodstock, and have this package sent to regional real estate firms, development companies and other members of the regional economic development community.

## Funding Resources

The town should retain a grant writer whose responsibilities include writing grants, and assisting in identifying appropriate local, state and federal funding sources that address the recommendations in this plan. This individual/firm would also coordinate with town departments and committees, as well as local nonprofit organizations participating in projects associated with this comprehensive plan, and fulfill other duties related to a professional grant writer. The grant writer's efforts should be coordinated through and directed by the office of the Town Supervisor to ensure clear line of communication and to keep the town's priorities in proper order and commensurate with the town's capacity to manage and administer the grant-funded projects.

## Conclusion

With no officially adopted comprehensive plan since the 1962 Brown and Anthony Master Plan, Woodstock has had to address issues without the benefit of a more current adopted plan. This may cause an inefficient use of resources, create problems in obtaining grant funding for important projects, and be less effective in achieving some of the town's goals.

Adopting and implementing a comprehensive plan is a better approach. It identifies concerns and opportunities and uses a combination of incentives, regulations, public action and investment to address those concerns and opportunities. The vision for Woodstock's future is intended to build on our strengths and assets, acknowledge the inevitability of change while controlling its course and intensity, and incorporate new developments that move us in a direction that promotes a vibrant and diverse community.

In *Woodstock: History of an American Town*, Alf Evers stated, "It is unlikely that the distinctive unit of social life we call Woodstock can easily be rooted out. It has survived many blows and after each one has risen in added strength. And because of the creative vitality that has kept the Woodstock spirit alive future observers looking out from the Village Green and from the top of Overlook may find what they see stirring to their imagination and emotions in ways we cannot dream of." Evers set this stage for the future of Woodstock; the comprehensive plan hopes to create a blueprint that will take us there.

## Appendix A

### Estimated Build Out Analysis

This simplified analysis calculated the raw acreage of all the vacant parcels in each zoning district (no constraints eliminated) to calculate the number of potential lots. The vacant parcels which were at least of the minimum lot size were each divided by the minimum lot size to calculate the maximum number of potential lots. For the Neighborhood Commercial, Hamlet Residential, and Residential R1 zones, there are three different minimum sizes based on water and sewer conditions on the parcels. For these, calculations were done using the available space under each of the three conditions to provide a range. The results of this simplified analysis are intended to illustrate the extent of development allowed under the current zoning ordinance and establish a basis of comparison by which to evaluate development possibilities.

Based on this analysis, there were approximately 365 vacant parcels that meet the respective minimum size criteria for development. These parcels were estimated for a total build-out of between 1,398 and 1,463 residential lots, and approximately 20-28 commercial lots, as summarized by the table on the next page.

### ***Results of Estimated Build Out***

<b>Zoning District</b>	<b>Acres of Vacant Land</b>	<b>Minimum Lot Size</b>	<b>Vacant Parcels of Minimum Size</b>	<b>Total Acreage of those Parcels</b>	<b>Potential Lots</b>	
					<b>Residential</b>	<b>Commercial</b>
<b>Light Industrial*</b>	0.00	3-8 acres	0		<b>0</b>	<b>0</b>
<b>Hamlet Commercial</b>	3.40	10,000 sf	4	2.91	<b>0</b>	<b>10</b>
<b>Neighborhood Commercial</b>	12.55	25,000 sf - 1 acre	3	11.69	<b>0</b>	<b>10-18</b>
<i>With central water AND common sewer</i>		25,000 sf				<b>18</b>
<i>With central water OR common sewer</i>		30,000 sf				<b>16</b>
<i>Without central water OR common sewer</i>		1 acre				<b>10</b>
<b>Hamlet Residential</b>	2.25	10,000 sf - 30,000 sf	3	2.07	<b>1-8</b>	<b>0</b>
<i>With central water AND common sewer</i>		10,000 sf	3	2.07	<b>8</b>	
<i>With central water OR common sewer</i>		25,000 sf	2	1.83	<b>3</b>	
<i>Without central water OR common sewer</i>		30,000 sf	1	1.18	<b>1</b>	
<b>Residential 1.5</b>	26.43	15,000 sf - 1.5 acres	15	25.06	<b>7-65</b>	<b>0</b>
<i>With central water AND common sewer</i>		15,000 sf	15	25.06	<b>65</b>	<b>0</b>
<i>With central water OR common sewer</i>		40,000 sf	10	21.66	<b>20</b>	<b>0</b>
<i>Without central water OR common sewer</i>		1.5 acres	4	14.27	<b>7</b>	
<b>Residential 3</b>	1,691.17	3 acres	152	1396.13	<b>418</b>	<b>0</b>
<b>Residential 5</b>	5,219.12	5 acres	168	4752.30	<b>877</b>	<b>0</b>
<b>Residential 8</b>	902.70	8 acres	20	814.46	<b>95</b>	<b>0</b>
<b>TOTALS</b>	<b>7,857.6</b>		<b>365</b>	<b>7004.60</b>	<b>1398-1463</b>	<b>20-28</b>

## Appendix B

### Community Plan Excerpts

The following are some excerpts from other community plans in the region:

#### New Paltz

Town and village on the Wallkill River. Home to SUNY College at New Paltz. The New Paltz Comprehensive Plan is dated and the town and village have had several false starts in updating the plan. Like Woodstock, New Paltz went through an earlier process to prepare an updated plan but failed to adopt the plan. Currently the community is focusing on issue-based plans (storm-water management, green infrastructure approaches, climate smart community, clean water and open space/farmland protection, bikeways and safe routes to school, and NYS Route 299 corridor gateway design guidelines). The town adopted an open space plan and successfully passed a bond authorization for \$2.0 million to support the open space program.

#### Saugerties

Town and village on the Hudson River. The Town's 2013 plan recognized trends including large population decline following IBM reductions in the area, then some rebound and current projection is flat to very modest growth and recent shifts toward more rentals (HITS, tourism increase, senior housing). The Town completed an open space plan and is currently updating the town code as recommended in the Comprehensive Plan.

Goals:

- Sidewalk completion in Village, preserve historic character
- Address climate change issues
- Potential municipal service consolidation
- Balance development and open space
- Develop harbor and waterfront areas

#### Rhinebeck

Village and town on Hudson River. The Town's Comprehensive Plan identified several trends including population decline following IBM reductions in the area, and rapid new/recent growth including second home development (NYC) enabled by telecommuting.

Goals:

- Preserve rural atmosphere (through zoning changes)

- Town made comprehensive update to town zoning after adoption of 2009 plan
- Desire for compact village/hamlet center
  - Encourage development of village center and focus commercial growth in targeted areas
- Progressing dual agenda to:
  - Promote the creation of housing that is affordable for Rhinebeck's moderate-income workers and senior citizens
  - Preserve Rhinebeck's open space and natural resources
- Create trail linkages using former rail corridor and other corridors
- Protect historic buildings and landscapes

## Hudson

Small city on Hudson River. 2002 Comprehensive Plan topics included the following:

Concerns:

- Repair urban fabric
- Population decline
- Blue collar population and NYC weekenders

Goals:

- Protect traditional character of downtown and neighborhoods
  - Design manual, historic preservation plan, municipal building consolidation, traffic flow and gateways/parking, public art
- Protect and strengthen sense of community
  - Public safety/community policing, image/festivals, community gardens, neighborhood associations, "open house" meetings, mass transit bus loop
- Promote economic and cultural vitality
  - Balanced economic opportunities, pedestrian streetscape, improve educational opportunities for residents, youth needs, senior needs, bike/pedestrian trails, work with Town of Greenport, community newsletter/website, support creation of an Empire Zone, develop Housing Strategy (affordable), increase economic capital
- Tools for implementation and management
  - Full-time planning staff, Local Waterfront Revitalization Program (LWRP), community involved in decisions and implementation, strategy for tax foreclosed properties, capital improvements plan, zoning modifications (urban waterfront, conservation overlay)

More recent initiatives include successful NYS Downtown Revitalization Initiative (DRI) grant.

The Local Waterfront Revitalization Program (plan) 2011 outlined priority projects:

- Large, previously-utilized parcels for economic development/reuse
- Waterfront and commercial revitalization
- Open space and recreation

## Marlborough

Town on Hudson River. Most recent Comprehensive Plan for this Ulster County town (December 2017) included the following trends, some similar to Woodstock.

- Some decline in total population, faster decline in population of school-aged children similar to Woodstock/Onteora School District.
- Agriculture strengthening and expanding into organic, many wineries, distillery.
- Arts and entertainment growing, e.g, the Falcon in Marlboro hamlet.
- Aging population
- Property tax burden relatively high mainly due to loss/devaluation of electric generation plants

Goals:

- Improved connections to important natural resources—especially the Hudson River
- Enhance agriculture and protect farmland
- Improve highway corridor (NYS Route 9W) into more complete street (pedestrians and bicycles)
- Focus growth in establish hamlet centers
- Advance economic development issues (agriculture, hamlet revitalization, targeted industries)
- Improving infrastructure (wireless communication, sewer in economic development areas)

## Appendix C

### Zoning and Land Use Maps