



LOOKING BACK.
MOVING FORWARD.





THE PARTNERSHIP AT 25: HONORING THE PAST PROGRESSING TOWARD THE FUTURE

The Sullivan County Partnership for Economic Development was founded in 1994. It was a time of technological change and economic challenge. The World Wide Web was born, and Prodigy was the number one web browser. Mobile phones had yet to become “smart,” and if you had one, the battery might have been as big as the phone itself. Amazon and Yahoo were startup companies at the forefront of major technologic disruption that would forever change the way we do business worldwide.

The national economy was recovering from several decades of malaise. And while gas sold for what then was a meager \$1.09 a gallon, the average home mortgage rate was as high as 8.4%. Meanwhile, our local economy was sinking fast with the demise of the big hotels. Community and business leaders in Sullivan recognized it was time to embark on new ways to attract investment and jobs.

We had only to look south and took a cue from the success of our neighbors at the Orange County Partnership for Economic Development. The Sullivan County Partnership was created by the private sector and born out of the Sullivan County Chamber of Commerce and Industry working contractually with county government and the local Industrial Development Agency.



Like any new organization the Partnership had its challenges, but soon hit our stride and has been helping Sullivan County businesses big and small for the past 25 years. We have facilitated and helped ease the process for business startups and expansions for large corporate projects as well as small entrepreneurial businesses— **Kohl's, Morgan Outdoors, Resorts World Catskills, ADM Interiors, Kartrite Resort and Indoor Water Park, Bethel Livestock Farms**, and numerous others over 25 years:

- **6,200 jobs created**
- **\$3 billion invested**
- **The lowest unemployment since 1990**
- **Over 3,100,000 square feet developed**
- **More yet to come.....**

We are in the midst of a most prosperous time in Sullivan County. We look to the future filled with anticipation as we welcome continued investment and job growth. As we cultivate our hospitality, healthcare, and agricultural business sectors, we are focused on attracting light manufacturing to balance our economy well into the future. Our priorities are clear:

- **Create an environment for business to thrive**
- **Seek new opportunities for investment and growth**
- **Help our communities become viable once again**

Twenty-five years is a milestone not so easily achieved, but the support of our members, and those who have served as directors through the years, has been the foundation that ensures the Partnership will continue to carry out its mission for years to come. We thank our investors and our economic development partners for the years of support and throughout our existence. Though there is much work to be done, we are well on our way to making Sullivan County a place for business and for life.

The Sullivan County Partnership for Economic Development promotes and coordinates the economic development of private business in Sullivan County to help enhance the quality of life and improve the standard of living while protecting and preserving the environment.



Jim Bates
Board Chair



Marc Baez
President

WALTER RHULEN AWARD **SIMS AND KIRSTEN FOSTER, FOSTER SUPPLY HOSPITALITY**

Livingston Manor native, Sims Foster and Kirsten, his wife, own and operate Foster Supply Hospitality (FSH), a group of rurally independent small hotels and restaurants in the Sullivan Catskills including The Arnold House, The DeBruce, North Branch Inn, Nine River Road, The Cabin, and Piccolo Paese. They are currently at work on a fifth property, a former boardinghouse in Kenoza Lake that will have 22 rooms, a restaurant and spa, on the 55-acre property when it opens later this year. They are planning a sixth hotel to open outside of Narrowsburg in 2020.



Kirsten and Sims are also partners in Western Sullivan Properties, a real estate investment company that has invested in single family homes in the county as well as development projects. Western Sullivan currently owns and operates the Sullivan County Golf and Country Club in Liberty with plans for a meaningful redevelopment of the 180 acres there.

Sims and Kirsten are brilliant examples of “brain gain” in Sullivan County having each given up a lucrative and lengthy career in New York City in 2016; he in hospitality as the Senior Vice President of Commune

Hotels and Restaurants; she in finance as an economist at the Federal Reserve Bank of New York. Together, they represent a new breed of entrepreneurial businesses who have breathed new energy and vitality into our Sullivan Catskills—encouraging visitation, employing over 125 local residents, and purchasing goods and services from local farmers and construction companies.

They have won rave reviews no less than 40 times in the *New York Times*, *Travel and Leisure*, *Esquire*, *Forbes*, *The Wall Street Journal*, *Bon Appetit* and numerous others. In 2018, *Esquire* named The DeBruce



one of America's best new restaurants and *Conde Nast Traveler* recognized it as one of the best new hotels in the world. Additionally, The North Branch Inn and restaurant, was named one of the "Best Bed and Breakfast Inns in America" by *Time Out New York* magazine.

Their properties cater to city dwellers looking for an authentic back-to-nature, farm-to-table getaway. But make no mistake, local residents and businesses are equally comfortable dining, holding corporate retreats, and participating in community events. The concept of community is core to their belief in life and business and they believe they have responsibility and privilege to affect positive change around them.

This year marks the fourth year of the couple's non-profit program, **A Single Bite**, a nutrition and lifestyle education program, currently for 8th graders in Livingston Manor. Designed to teach children about why good food is important, the goal is to help undo the tragic undermining of our health and food systems that has become status quo in the past 50 years. Working closely with the food & nutrition teacher over the course of a school semester, the 4-part program provides an immersive food experience in which students learn that each of us can make conscious choices about what we put in our bodies. Led by Sims Foster and the Chef team from Foster Supply Hospitality, students follow one rule: they must try 'A Single Bite' of food that perhaps they've never tried before... trout, beets, halloumi, venison, squash, quinoa, kale. The Fosters hope to expand the program which culminates with a trip to NYC for a meal with a celebrity chef who speaks to their experience and passion around food.

Sims is a board member and marketing committee chair for the Sullivan Catskills Visitors Association. He sits on the board of the Catskill Fly Fishing Center and Museum as well as the board of the Lazarre and Charlotte Kaplan Foundation. He soon expects to take a seat with the Sullivan Land Bank.

Prior to founding Foster Hospitality supply, Kirsten's career was exclusively in public service - ranging from public health non-profits, UN agencies and related NGOs, to most recently at FRBNY. Currently she is a trustee of WJFF Radio Catskills, and the SUNY Sullivan Foundation Board.

Sims and Kirsten are the recipients of the Sullivan Catskills Visitors Association Star Award for Business Achievement, the Heart of the Manor Award for Livingston Manor, and a Pride Award from the Sullivan County Chamber of Commerce. They are supporting volunteers with Livingston Manor's Sullivan Renaissance group. And the Arnold House is the host property to Livingston Manor's Rotary Club. Sims and Kirsten live in the Beechwoods area of Sullivan County where they are raising their two children.

DISTINGUISHED SERVICE AWARD

MICHAEL ZALKIN



Michael Zalkin is a Sullivan County native, born in Woodridge, where he currently lives. He graduated from Fallsburg High School, received a B.A. in Economics from Ithaca College, and earned his M.A. and Ph.D. in Economics from the University of Massachusetts at Amherst.

Michael grew up in Woodridge, spending summers at his grandparents' Borscht-Belt hotels. In 1970, his parents converted one hotel to a campground, where Michael worked while growing up. After his studies and several years' research in Nicaragua, Michael became an Assistant Professor of Economics at the University of Notre Dame from 1985-1990. In the late 80s, he was awarded a congressional Fulbright grant to continue his research in Central America.

In 1990, Michael returned to Sullivan County to take over and grow the family business. From 1990-2013, Michael ran the family resort as president and owner. He joined the Jellystone franchise system and the campground became a Jellystone Park. The business won many franchise system awards, including Rookie of the Year, Entrepreneur of the Year, and (the highest award) Camp-Resort of the Year. Through the business, Michael belonged to the Sullivan County Partnership, Sullivan County Chamber of Commerce, Sullivan County Visitors Association, Campground Owners of New York, and National Association of RV Parks and Campgrounds. He was a Fallsburg School Board member from 1997-2009, including four years each as Vice President and President.

In November 2013 Michael sold his camping business to Sun Communities, a large REIT (Real Estate Investment Trust). Currently Michael oversees real estate and other investments held in his company, Birchwood Lodge, Inc. He serves on the boards of the Partnership and Temple Shalom in Monticello. He is semi-retired and pursues other interests as well, such as travel, hiking, playing guitar, and spending time with family. Michael is fluent in Spanish and is conversational in Brazilian Portuguese.

Michael's wife of 35 years, Martha, teaches in the Fallsburg School District. They have two children, Gabriel and Andrea, and are proud grandparents of Hudson, age 6.



LIBERTY COLLISION CENTER

WE HELP SMALL BUSINESS THRIVE

In the world of economic development, it is widely understood that over half of all jobs in America were created by small businesses, (firms with fewer than 500 employees). Not surprisingly then, supporting small business was a priority when we opened for business 25 years ago. We created the **Sullivan Investments Revolving Loan Fund** and prompted other agencies to create similar funds.

Today, we are a one-stop shop that meets small business needs and provides solutions for growth to firms in start-up or expansion mode. Virtually every community hosts a small business that has been assisted by the Partnership through a wide range of services. From restaurants and auto repair centers, window dressers and farmers, to outdoor adventure companies, and natural food stores—the Partnership has helped them grow.



MUNSON DINER

Since 1994 we have helped hundreds of small businesses secure approximately \$2.2 million in loans which leveraged over \$5 million of investment and created hundreds of jobs.



STRATEGIC ALLIANCES IN ECONOMIC DEVELOPMENT

Jobs stimulate economic growth and vitality, which helps improve the quality of life for our residents. Helping businesses build, expand, and find employees, requires meetings, applications, filings, public hearings, advocacy, financing and more. We partner with the following local, regional, state, and national organizations who like us, are also committed to vibrant economies.

MID-HUDSON SMALL BUSINESS DEVELOPMENT CENTERS (SBDC)

This organization provides small business owners and aspiring entrepreneurs with free business consultations and at-cost training to write business plans, access capital, develop marketing, and understand regulatory compliance, international trade and more.

SCORE

SCORE is a county-based volunteer network of skilled, retired executives and volunteers who educate and mentor small business owners and entrepreneurs. They conduct local workshops and events and provide resources, templates, and tools to facilitate business success.

THE COUNTY OF SULLIVAN

The county government outsources economic development projects to us on a fee-for-service basis. We work closely with the Division of Planning and Environmental Management on small and main street development. We also conduct project management with county and business leaders to market our collective resources to companies and visitors looking to relocate here.

COUNTY OF SULLIVAN IDA

Much like our work with Sullivan County government, we are a valued fee-for-service vendor to the county's Industrial Development Agency. The IDA shares our goal of business attraction and expansion to create and retain jobs. The IDA grants loans, incentives, and tax reductions all in efforts to promote economic welfare, recreation opportunities, jobs, tourism trade, and economic prosperity.

HVADC AGRICULTURE

This is a crucial alliance as agri-based business such as craft beer and distilleries continues to grow. It is the only economic development agency in the Hudson Valley that focuses on the growth and viability of the agricultural economy. HVADC assists both new and existing agri-businesses, and supports policies and regulations that recognize and support New York State's agricultural economy.

PATTERN FOR PROGRESS

Pattern is a not-for-profit policy, planning, advocacy and research organization whose mission is to promote regional, balanced and sustainable solutions that enhance the growth and vitality in Columbia, Dutchess, Greene, Orange, Putnam, Rockland, Sullivan, Ulster, and Westchester counties. The organization brings together business, nonprofit, academic and government leaders to collaborate on regional approaches to affordable/workforce housing, municipal sharing, and local government efficiency, best P-12 educational models, land use policy, transportation and other infrastructure issues that most impact the growth and vitality of the regional economy.

EMPIRE STATE ECONOMIC DEVELOPMENT CORPORATION

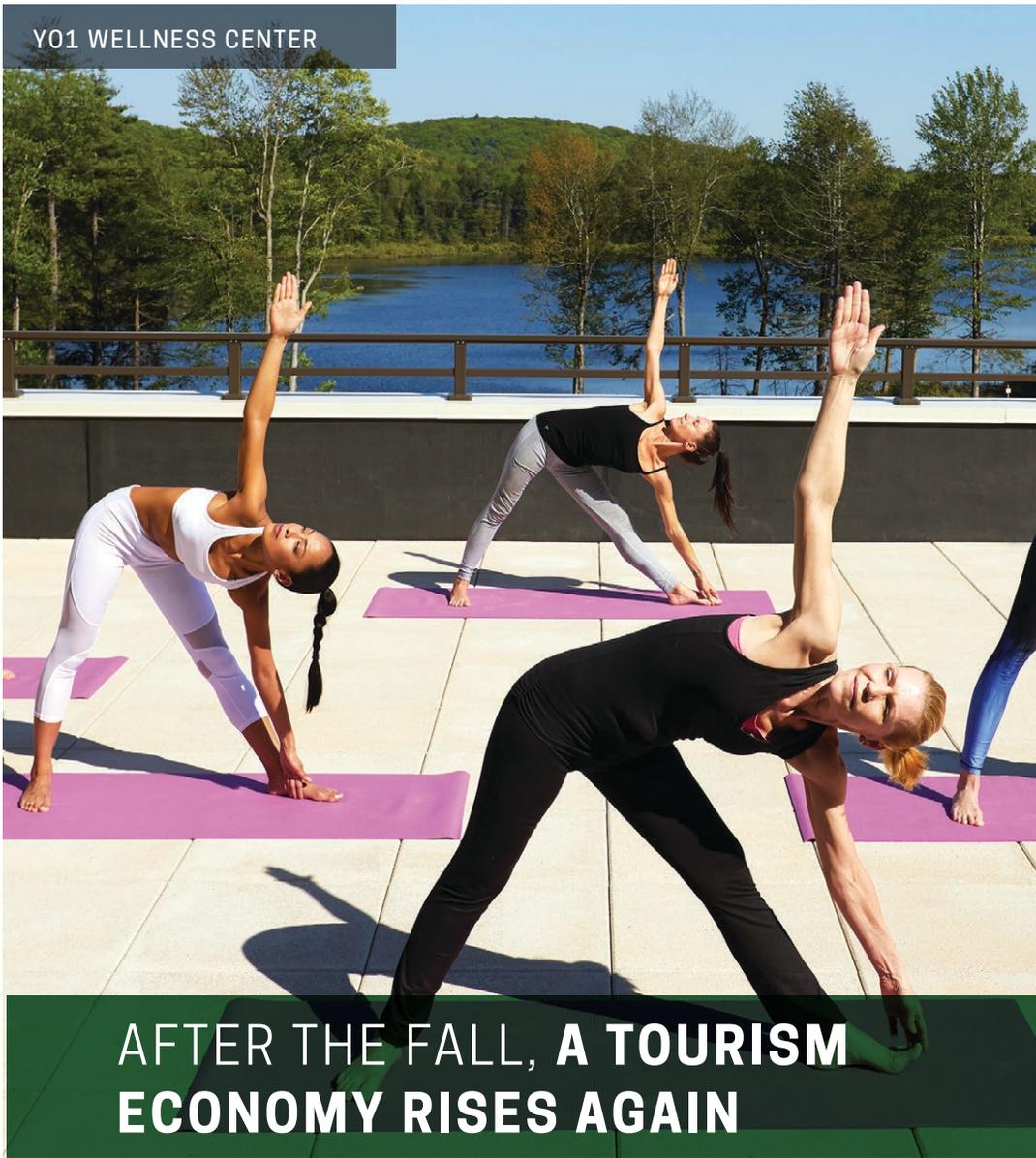
ESD helps spur public and private sector innovation and growth, constantly revising the economic development toolbox to give businesses the competitive advantage they need to succeed in New York.

NEW YORK STATE ELECTRIC & GAS

NYSEG helps make incentive packages even more attractive offering rate discounts and funding assistance.

WORLD ECONOMIC DEVELOPMENT ALLIANCE (WEDA)

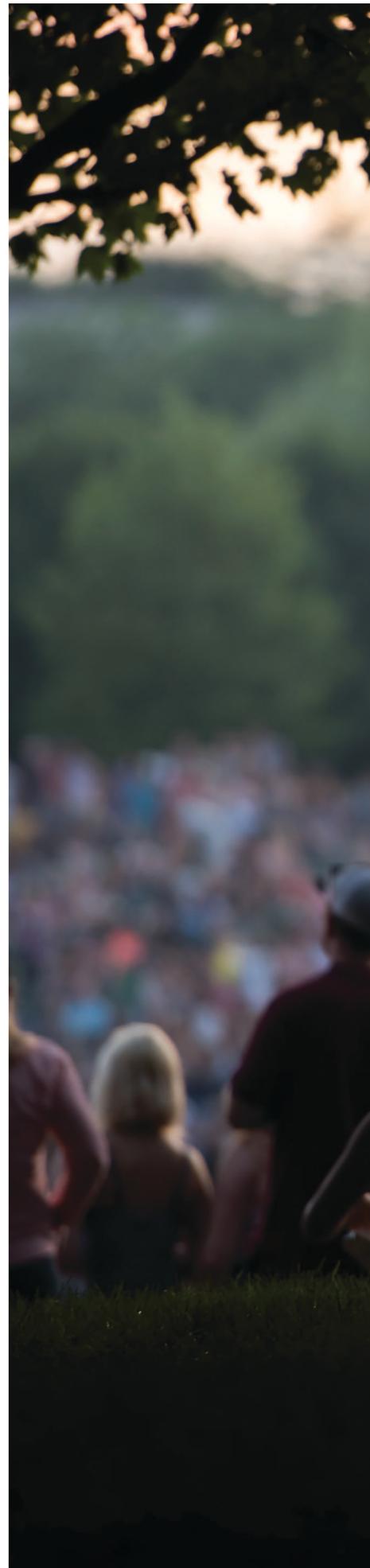
WEDA is a clearinghouse targeting site selectors with suitable locations for companies wishing to relocate or expand. WEDA also offers confidential consulting and free preliminary services to member companies such as ours to aid in their site search.



AFTER THE FALL, A TOURISM ECONOMY RISES AGAIN

Renowned for our rich history of entertainment and hospitality, tourism is in our DNA. Our county's economy suffered deeply in the '80's and '90s with the loss of Grossingers, The Concord, Browns, The Stevensville, and countless small other hotels.

It took time, perseverance, lobbying and advocating, but our tourism economy has rebounded over the last 25 years and we find ourselves in the midst of a renaissance that really began to take hold when Alan Gerry established **Bethel Woods Center of the Arts**, in 2006. Located at the National Register Historic Site of the 1969 Woodstock festival, Bethel Woods has attracted millions of visitors to its lush 800-acre campus since its establishment, and serves as a catalyst to a remarkable resurgence that now includes over \$1.3 billion in new tourism projects—**Resorts World Catskills, Yo1 Wellness Center, The Kartrite Resort and Indoor Water Park**. Together they account for **2,000 jobs** in 2018 alone, and a projected four million additional visitors per year.

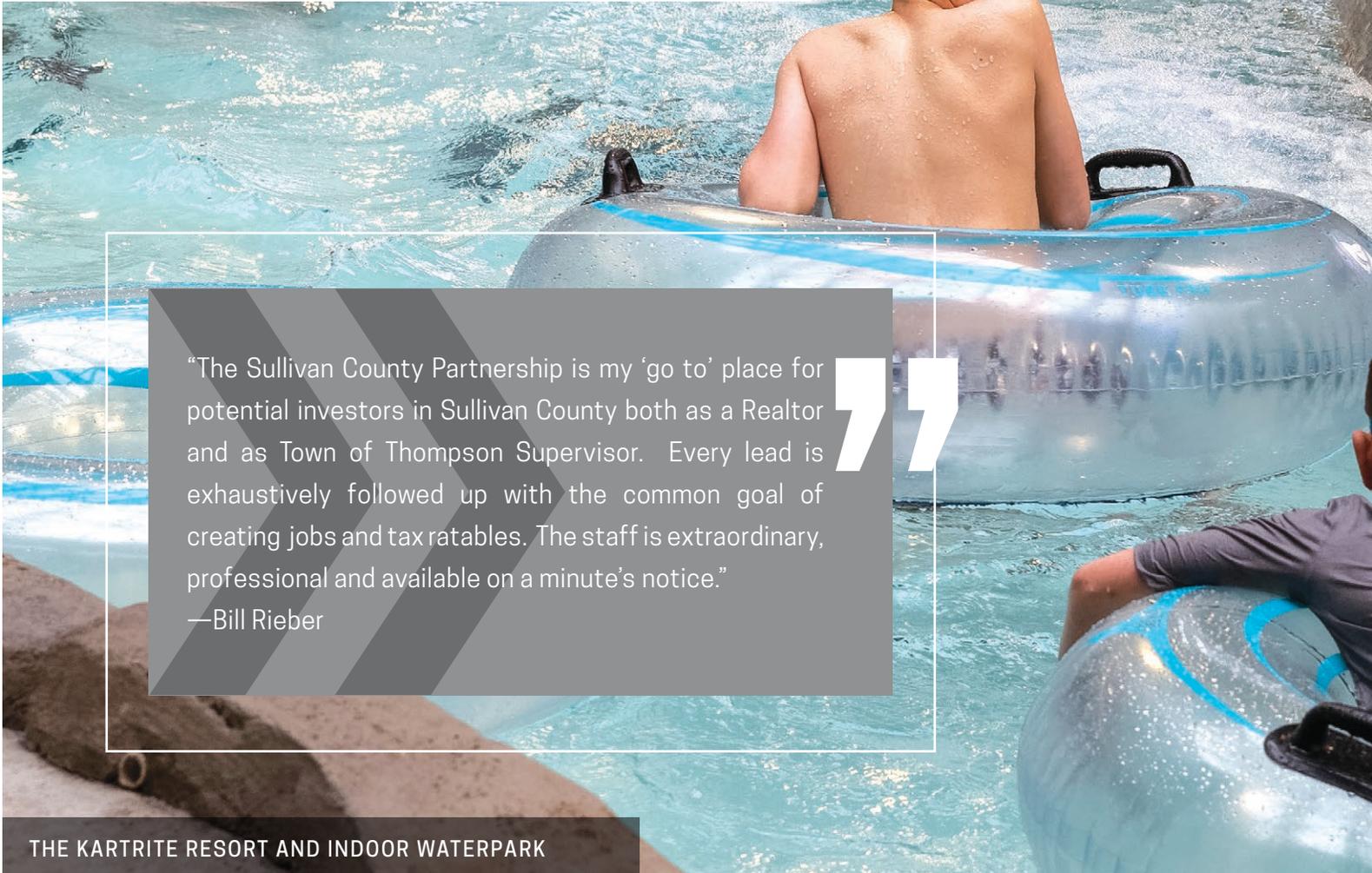




“The Partnership for Economic Development is the most important organization I’ve ever volunteered for.”

—Gerald Skoda, Skoda Enterprises

The newest player to our now prosperous business economy is **The Kartrite Resort and Indoor Water Park**. This family centered water park has had great success attracting families to Sullivan County since its grand opening in May 2019.



“The Sullivan County Partnership is my ‘go to’ place for potential investors in Sullivan County both as a Realtor and as Town of Thompson Supervisor. Every lead is exhaustively followed up with the common goal of creating jobs and tax ratables. The staff is extraordinary, professional and available on a minute’s notice.”
—Bill Rieber

THE KARTRITE RESORT AND INDOOR WATERPARK



Resorts World Catskills became a large player in Sullivan County’s growing tourism business landscape in 2018 offering a new wave of entertainment and luxury to both residents and visitors of Sullivan County. The project reignited the hospitality industry we’re famous for; and includes its newest addition, the **Alder Hotel** where guests can enjoy full access to the services and amenities of Resorts World Catskills.

Other projects underway we’re helping to facilitate will continue to strengthen and bring new experiences to Sullivan County. **Seminary Hill** is a family run cider orchard located in Callicoon, NY. Offering lodging for ten at “The House and Guest House” Seminary Hill is a weekend getaway less than three hours from NYC. Overlooking the Delaware River with uninterrupted views, Seminary Hill is an exceptional venue for a wedding in Sullivan County. A tasting room project is currently underway that will include a ground floor production facility allowing visitors to learn about the complete orchard to bottle process, coming in 2020.

The Eldred Preserve project is currently underway which will highlight three Sullivan County legacy brands—The Eldred Preserve, The Bradstan Country Hotel, and The Old Homestead Restaurant creating a unique hospitality experience to Sullivan County.

Investment continues to grow in Sullivan County’s hospitality and tourism industry as a **Hampton Inn** is in the process of being built next to the Thompson Square Mall and plans for a hotel in downtown Monticello have been approved.



Jeff Bank has been a member of the Partnership since the organization's founding, and I have been a member of the board of directors since 2007. The organization is imperative to promote and attract economic development, helping to create commercial tax ratables and jobs in industries that benefit our communities. The organization helps to ensure the long-term economic viability and sustainability of our county. As a local financial institution with 11 locations in Sullivan County, this is imperative to our company's success.

—George Kinne, CEO



CORPORATE ATTRACTION DIVERSIFYING THE BUSINESS LANDSCAPE

For 25 years a major priority at the Partnership has been attraction and expansion of diversified businesses to our county—particularly manufacturing and logistics companies.

We have played a key role in bringing in, relocating or expanding firms including **Kohl's Distribution, Nonni's, Formaggio Cheese, Ideal Snacks, DC Welding, Hudson Valley Foie Gras, Brey's Eggs**, and others. In all these companies provide jobs for nearly 2,000 people and have remained stable viable businesses for decades.

Recently a new wave of small manufacturers have found a home in Sullivan County including **Aerospace Materials Division, Alumitech, and Sullivan Fabrication**—all of which bring high tech processes and robotics to the area further accentuating the ability to grow manufacturing in a rural setting while enjoying access to key end markets.





SMALL TOWN DESTINATIONS ARE THE BACKBONE OF SULLIVAN COUNTY

Sullivan County is big, spanning 997 square miles. We are however, in many ways, small. Over the past 25 years Sullivan County's villages and main streets have been transformed into vibrant hotspots booming with business and attracting out-of-town as well as local patrons.



THE KAATSKELLAR



PROHIBITION DISTILLERY



ELDRED PRESERVE



MAISON BERGOGNE

At the Northern end of the county, Livingston Manor has changed from a forgotten hamlet to one with a growing variety of arts, culture, food, and other specialty shops catering to visitors who like to curate their own adventures at the hands of small businesses including **Main Street Farms, The Kaatskeller, Morgan Outdoors, Catskill Brewery, Brandenburg Bakery** and others. Just north of Livingston Manor, Roscoe famous for its trout fishing is home to **Roscoe Beer Company, Prohibition Distillery, Northern Farmhouse Pasta**, and others.

Along the New York and Pennsylvania border lie Narrowsburg and Callicoon; two small towns that have evolved dramatically over the past 25 years. Both have seen an increase in second homeowners turned full-time residents. Residents and tourists alike shop for antiques at **Maison Bergogne** and then grab a bite

to eat at one of the riverside restaurants overlooking the Delaware River in Narrowsburg. Callicoon boats no less than six restaurants and a movie theater showing first run films.

On the eastern side of Sullivan County, Mountaintale, recently dubbed “NYC borough north” has seen a dramatic change over the past 25 years attracting a young, urban crowd.

Many of these businesses have worked with the Partnership in various ways to drive economic development in every corner of Sullivan County.

2018 FINANCIAL SNAPSHOT

INVESTMENT REVENUE

2013	\$115,100.00
2014	\$129,700.00
2015	\$162,160.00
2016	\$196,687.00
2017	\$152,872.00
2018	\$172,091.00

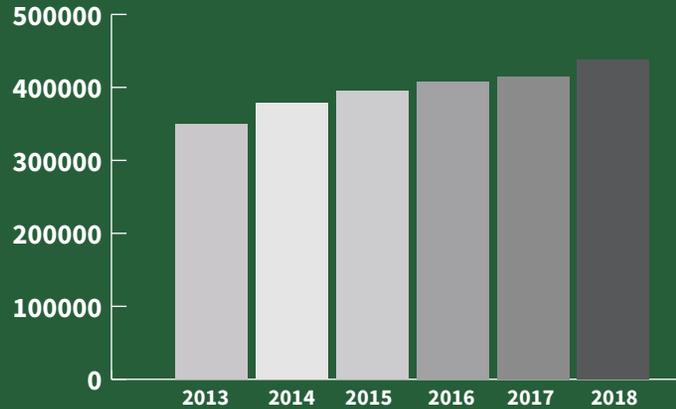
TOTAL REVENUE—ALL SOURCES

2013	\$349,097.00
2014	\$378,974.00
2015	\$395,603.00
2016	\$407,756.00
2017	\$414,477.00
2018	\$437,929.00

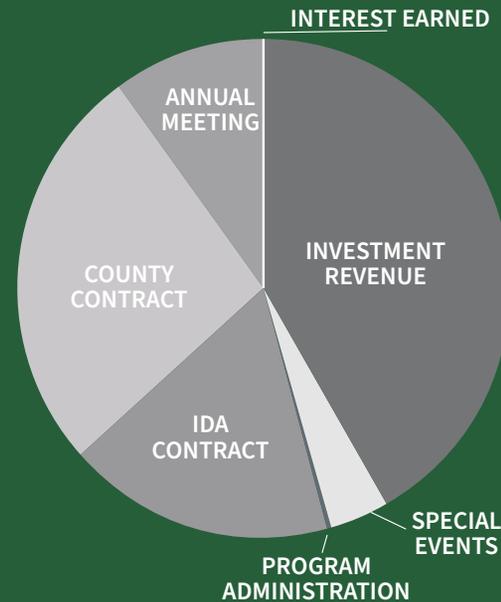
2017/2018 REVENUE

Investment Revenue	\$177,496.00
Special Events	\$16,699.00
Annual Meeting	\$42,330.00
Program Administration	\$1,250.00
Interest Earned	\$154.00
IDA Contract	\$75,000.00
County Contract	\$125,000.00
Grand Total	\$437,929.00

TOTAL REVENUE



2017/2018 REVENUE



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GOLD



SILVER



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2019
2019

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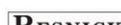
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SUPPORTER



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VIDEO



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 Town of Liberty
 Town of Thompson
 Town of Wallkill Boys
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