

*Open*  
**FOR  
BUSINESS**





*A New Vision for*  
**Mid-Hudson's**  
**Economy**

Regional Economic  
Development Councils  
*Putting New York Back to Work*



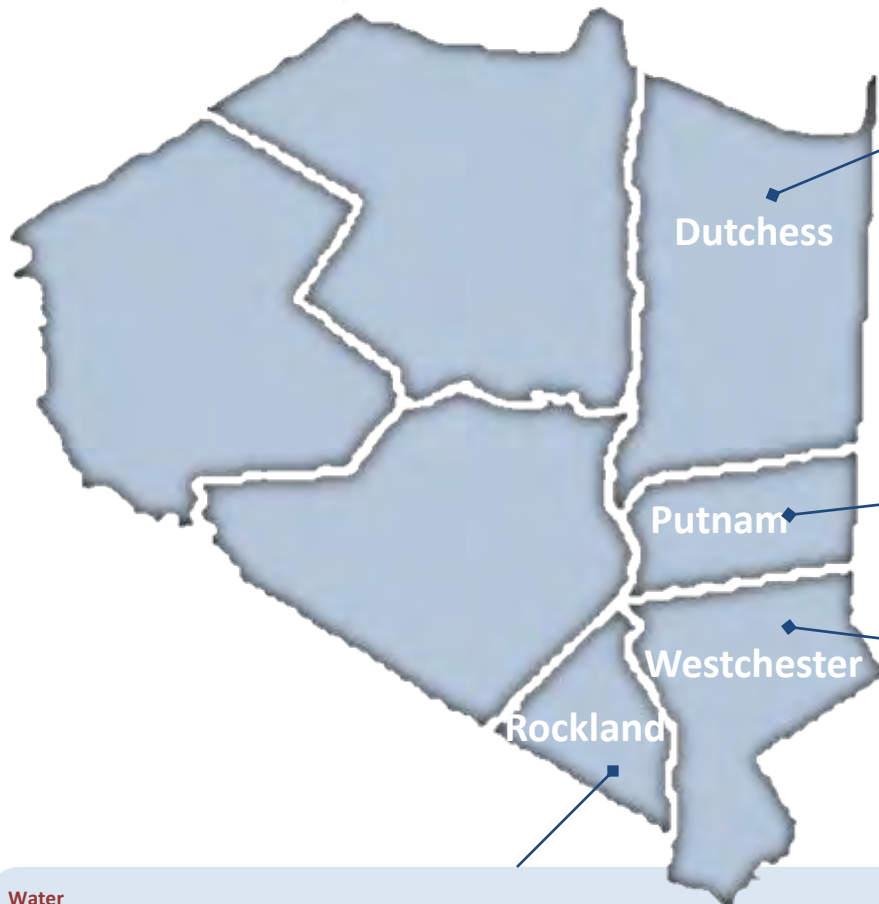
Governor Andrew M. Cuomo  
Lieutenant Governor Robert J. Duffy

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- 
- A large, wide waterfall cascades over a rocky ledge, creating a misty spray at the base. In the foreground, a paved walkway with a metal railing runs along the edge of the waterfall. Several people are visible on the walkway, looking towards the water.
- Environmental Overview
  - Infrastructure
  - Real Estate
  - Culture, Tourism, and Quality of Life

## Environmental Overview



### Water

DEC oversees one of three public boat launches in the county. The Hudson River forms the western boundary and offers much recreational access.

### Fishing

Anglers have access to a variety of species in the Hudson River and on local lakes. DEC stocks trout in many creeks in the county. Other species include black bass and pickerel.

### Open Land

DEC owns nearly 6,400 acres in the county, including the Amenia Multiple Use Area and the Stony Kill Farm Environmental Education Center.

### Water

County has 10 water bodies that are part of the NYC reservoir system. DEC owns one of three public boat launch sites. The short western boundary lies along the Hudson River.

### Fishing

Anglers have access to the reservoir system, as well as lakes and ponds and several major rivers and streams. Species include trout, salmon, walleye and bass.

### Open Land

DEC oversees more than 3,600 acres of open land including the 1,023 acres of Nimham Mountain State Forest, Big Buck Mountain State Forest and the Bog Brook Unique Area.

### Water

There are four public boat launch sites in the county; one is part of Parks and Recreation -- the rest belong to municipalities. The county has five bodies of water that are part of the NYC reservoir system. The Hudson River forms its western boundary.

### Fishing

DEC stocks trout in many rivers and streams here. Anglers also have access to the lakes that are part of the NYC watershed. Other species include pickerel, panfish and bass.

### Open Land

DEC has about 72 acres of land in the county. The agency has oversight over thousands of acres of wetland that border the New York City Watershed. It cooperates with the county government to manage Montrose Point State Forest.

### Water

The county has seven public boat launch sites. The eastern boundary is the Hudson River.

### Fishing

Anglers have access to the Hudson, Delaware and Ramapo Rivers. The county also has 38 lakes and ponds and countless smaller streams. DEC stocks trout in many of these waters.

### Open Land

There are large tidal wetland areas along the Hudson in this county. DEC has less than 100 acres, but there are many State Parks and open lands along the Palisades Interstate Parkway.

## Environmental Overview

### Water

The county has 14 public boat launch sites, seven of which are owned by DEC. The Ashokan Reservoir is part of the NYC water supply system. The Hudson River forms the eastern boundary.

### Fishing

Anglers have access to good fishing on the Hudson River and Esopus Creek, along with many lakes, ponds and reservoirs. Species include trout, walleye and black bass.

### Open Land

DEC oversees nearly 160,000 acres of land here. It includes Balsam Lake Mountain Wild Forest (13,500 acres), Belleayre Mountain Ski Area, Big Indian Wilderness (33,500 acres) and many other lands in the Catskill Forest Preserve.

### Water

Neversink and Rondout Reservoirs, here, are part of the NYC water supply system. DEC owns 13 public boat launch sites in the county. The Delaware River forms the western boundary.

### Fishing

DEC has a fish hatchery in Catskill.

### Open Land

DEC oversees over 18,000 acres and properties that include the Mongaup Valley Wildlife Management Area (11,855 acres), the Bashakill Wildlife Management Area (2,213 acres) and the Neversink Unique Area.

### Water

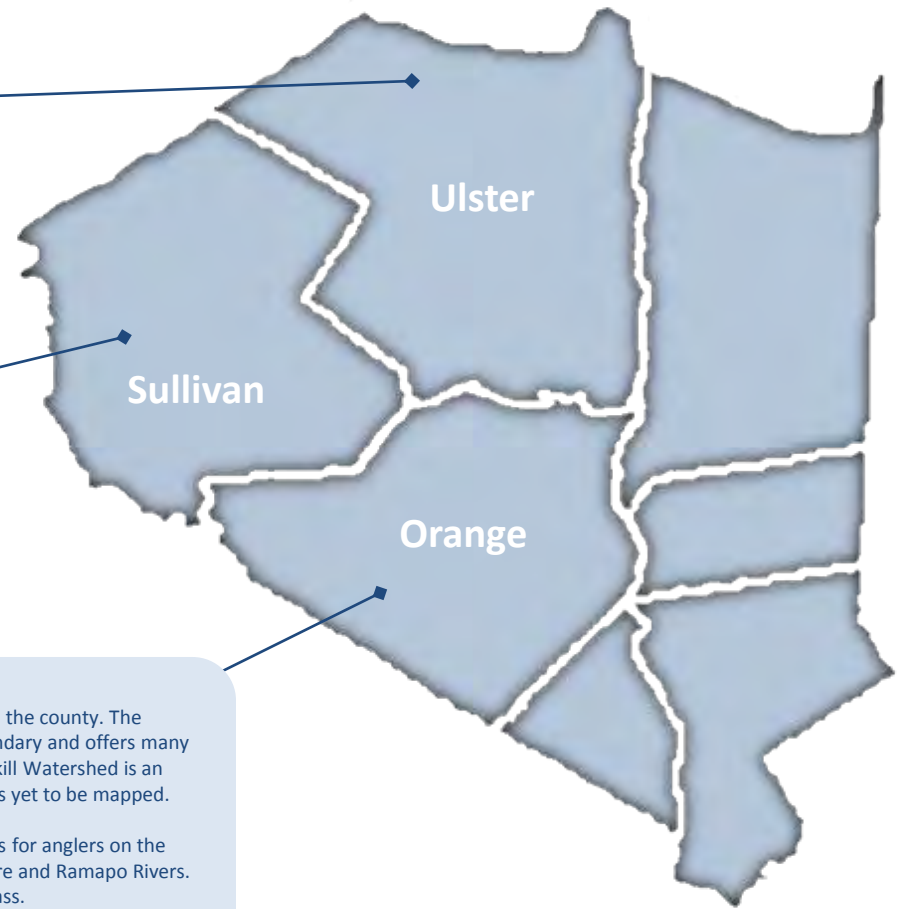
DEC owns 2 of 11 boat launch sites in the county. The Hudson River forms the eastern boundary and offers many recreational opportunities. The Walkkill Watershed is an important wetland area, there, that is yet to be mapped.

### Fishing

The county offers many opportunities for anglers on the lakes, as well as the Hudson, Delaware and Ramapo Rivers. Species include trout, pickerel and bass.

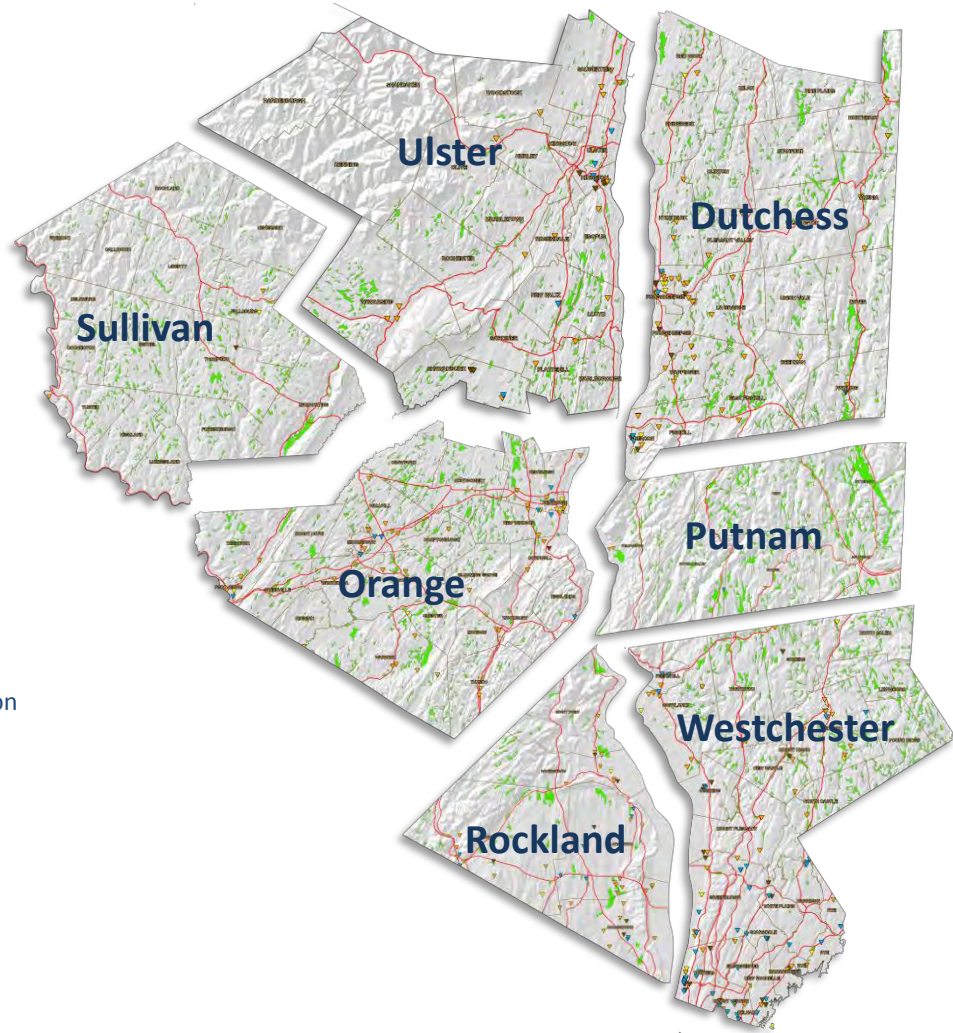
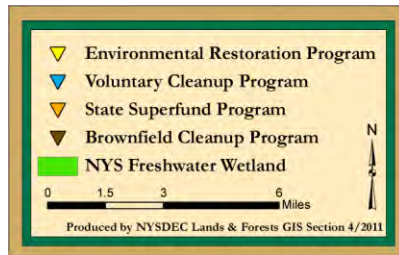
### Open Land

DEC has nearly 10,000 acres of land in the county. Its holdings include Pochuck State Forest (some 500 acres) and Stewart State Forest, which has 6,700 acres.



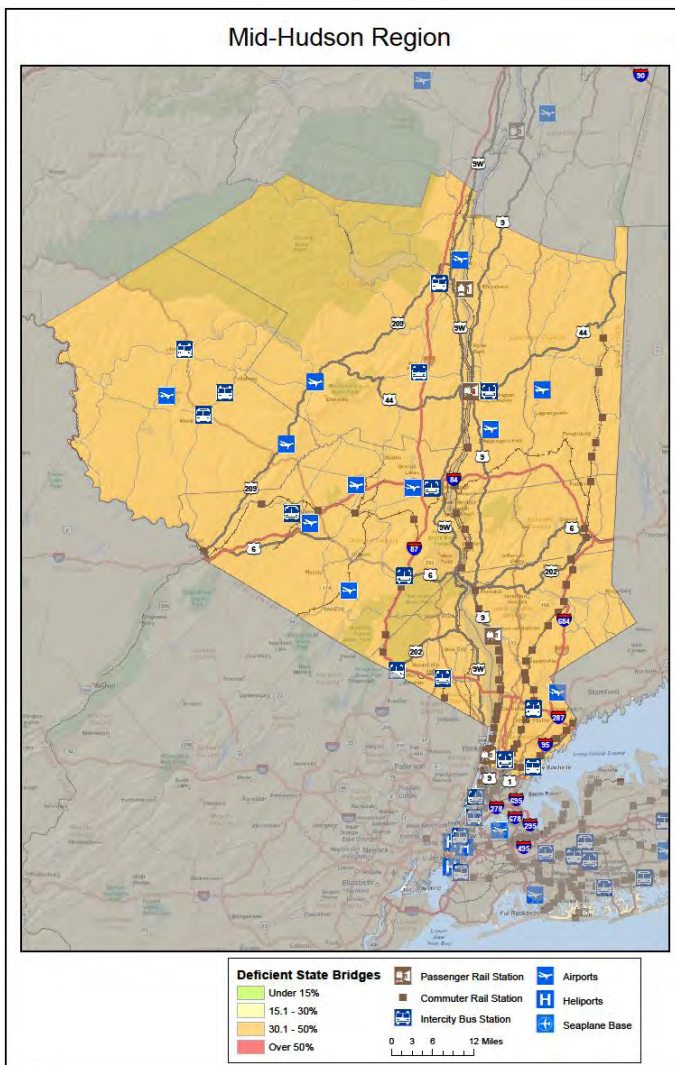
# Environmental Overview

## Environmental Map



Source: NYS Department of Environmental Conservation

# Infrastructure



## Transportation Indicators

Source: NYS Department of Transportation



# Infrastructure



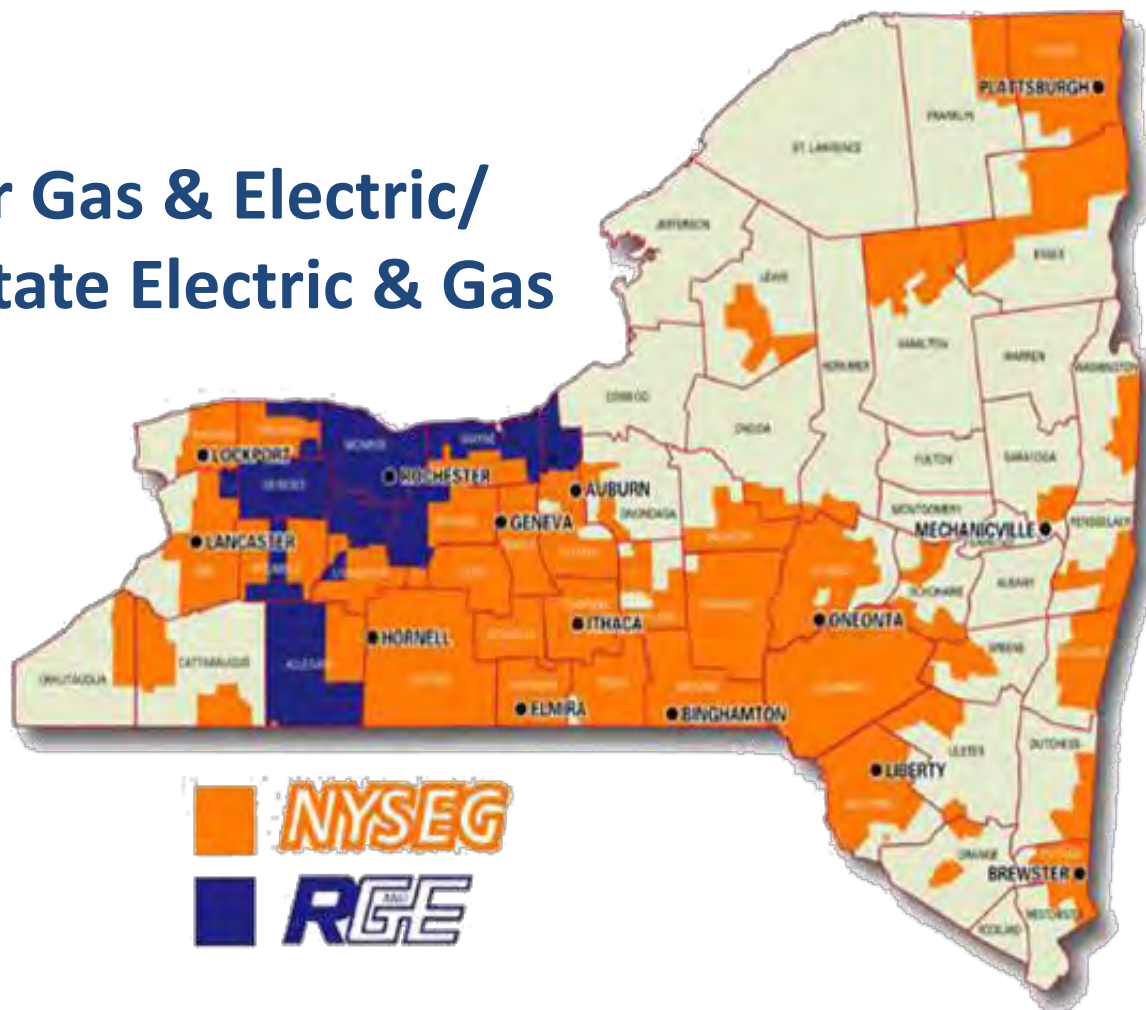
## Mid-Hudson 2008 Clean Water and Sewer Infrastructure Needs Survey

| County             | Amount                 |
|--------------------|------------------------|
| Dutchess County    | \$237,693,604          |
| Orange County      | \$311,941,958          |
| Putnam County      | \$116,898,251          |
| Rockland County    | \$376,675,631          |
| Sullivan County    | \$170,212,408          |
| Ulster County      | \$315,037,366          |
| Westchester County | \$1,219,138,617        |
| <b>Total</b>       | <b>\$2,747,597,835</b> |

Source: NYS Environmental Facilities Corporation; Community-reported data.

# Infrastructure

## Rochester Gas & Electric/ New York State Electric & Gas



# Infrastructure

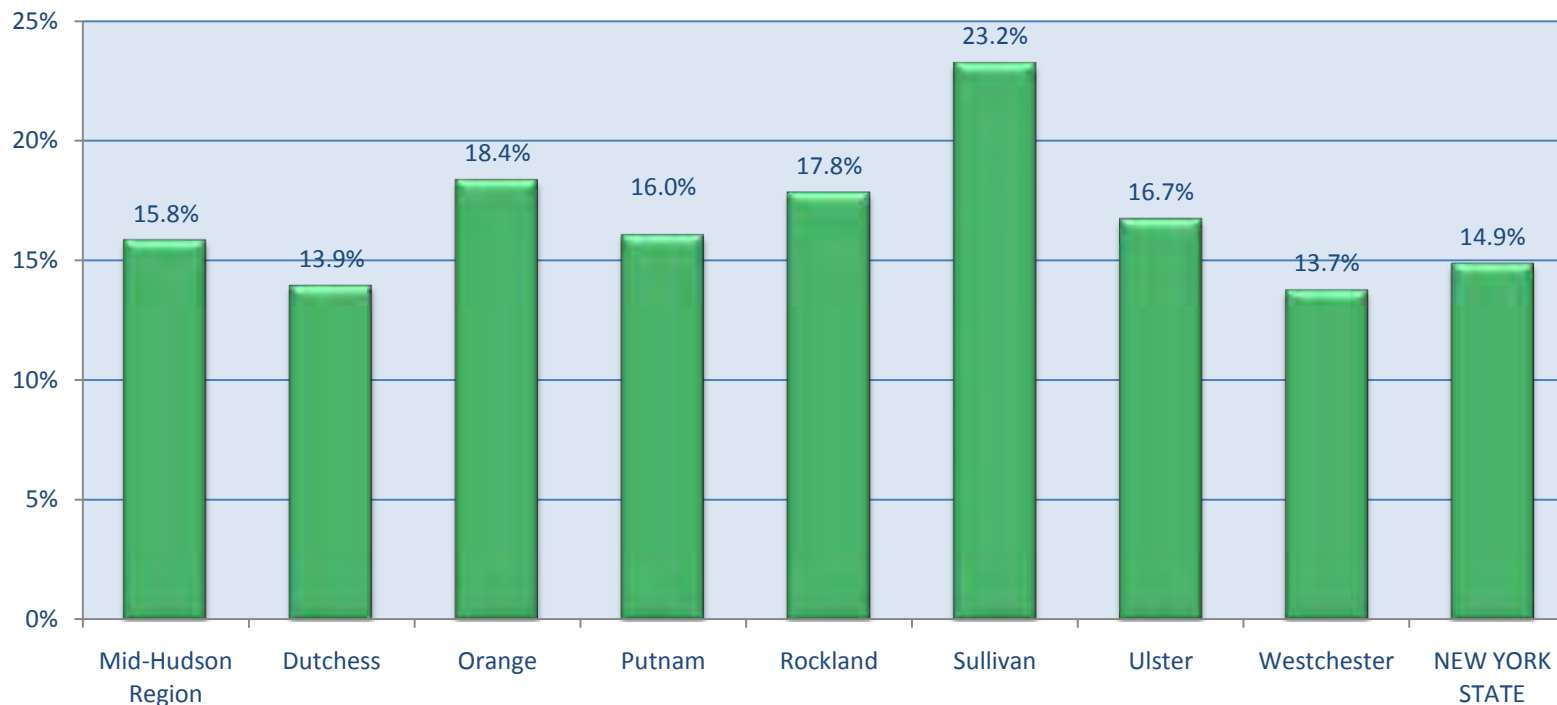
## Orange and Rockland Utilities





# Real Estate

## Pre-foreclosure Filings in 2010 as Percent of Loans Originated 2004-2009



Source: NYS Homes & Community Renewal

## Real Estate

## Median Sales Price of Existing Single-Family Homes

Fourth Quarter 2010 compared to Fourth Quarter 2008

| County      | 4th Quarter 2010p | Percent Change<br>4Q 2008 to 4Q 2010 |
|-------------|-------------------|--------------------------------------|
| Dutchess    | \$277,500         | -2.6%                                |
| Orange      | \$ 252,700        | -6.4%                                |
| Putnam      | \$311,500         | -11.0%                               |
| Rockland    | \$ 404,250        | -6.5%                                |
| Sullivan    | \$ 120,000        | -17.8%                               |
| Ulster      | \$ 212,875        | -2.4%                                |
| Westchester | \$ 577,750        | 1.5%                                 |

Source: NYS Homes & Community Renewal, NYS Association of Realtors

## Real Estate

## Housing Report Card (2006 – 2010)

|             | Rental Preservation Units | New Construction of Rental Units | Homeowner Improvement Units | Homebuyer Assistance Units |
|-------------|---------------------------|----------------------------------|-----------------------------|----------------------------|
| Dutchess    | 820                       | 407                              | 1,143                       | 383                        |
| Orange      | 695                       | 861                              | 1,491                       | 497                        |
| Putnam      | 50                        | 163                              | 144                         | 30                         |
| Rockland    | 459                       | 353                              | 284                         | 274                        |
| Sullivan    | 339                       | 226                              | 435                         | 38                         |
| Ulster      | 337                       | 480                              | 1,108                       | 367                        |
| Westchester | 3,699                     | 1,479                            | 615                         | 624                        |
| Total       | 5,295                     | 3,968                            | 3,303                       | 2,211                      |

*Note:* NYS Homes and Community Renewal records the affordable housing units assisted by programs administered by HCR, the New York State Office of Temporary Disability Assistance and the New York State Office of Mental Health.

*Rental Preservation Units* – HCR-supported units that have either had their affordability period extended for existing and future tenants or assistance for moderate to gut rehabilitation of existing, aging affordable housing which also extends the affordability period.

*Source:* NYS Homes & Community Renewal.

## Real Estate

## Affordable Housing Coverage Rate

|              | Number of Renters at or Below 50% of AMI | Renter Coverage Rate | Number of Owners at or Below 50% of AMI | Homeowner Coverage Rate |
|--------------|--|----------------------|---|-------------------------|
| Dutchess     | 11,730                                   | 10.5%                | 9,930                                   | 15.4%                   |
| Orange       | 16,760                                   | 9.3%                 | 11,480                                  | 17.3%                   |
| Putnam       | 1,560                                    | 13.7%                | 2,090                                   | 8.3%                    |
| Rockland     | 13,220                                   | 6.1%                 | 10,570                                  | 5.3%                    |
| Sullivan     | 4,175                                    | 13.5%                | 2,990                                   | 15.8%                   |
| Ulster       | 9,070                                    | 9.0%                 | 7,000                                   | 21.1%                   |
| Westchester  | 57,655                                   | 9.0%                 | 31,435                                  | 3.9%                    |
| <b>Total</b> | <b>114,170</b>                           | <b>9.3%</b>          | <b>75,495</b>                           | <b>9.3%</b>             |

*Notes:* The HCR Affordable Housing Renter and Homeowner Coverage Rate is a way of measuring the proportion of low-income residents in a county impacted by HCR programs funded 2006-2010.

*AMI* – Area Median Income is the midpoint family income for a metropolitan area or a non-metropolitan county calculated each year by the US Department of Housing and Urban Development for use in determining eligibility for housing programs.

*Source:* NYS Homes & Community Renewal, 2009 HUD Comprehensive Housing Affordability Strategy (CHAS) Data Book.



# Real Estate

## Housing and Affordability Indicators

| County      | Percent of Units that are Renter Occupied | Percent of Housing Units Built Before 1940 | Percent of Renters with 'Severe Cost Burden' | Percent of Owners with 'Severe Cost Burden' | Percent of Residential Addresses that are Vacant |
|-------------|---|--|--|---|--|
| Dutchess    | 28.4%                                     | 21.5%                                      | 23.3%  | 11.6%                                       | 2.5%   |
| Orange      | 28.8%                                     | 24.7%                                      | 27.7%  | 13.3%                                       | 2.6%   |
| Putnam      | 15.2%                                     | 15.8%                                      | 25.7%  | 14.6%                                       | 0.6%   |
| Rockland    | 27.2%                                     | 12.5%                                      | 30.9%  | 16.5%                                       | 1.7%   |
| Sullivan    | 31.0%                                     | 22.0%                                      | 23.7%  | 13.9%                                       | 2.6%   |
| Ulster      | 31.0%                                     | 30.4%                                      | 26.9%  | 13.3%                                       | 1.7%   |
| Westchester | 36.9%                                     | 31.7%                                      | 22.9%  | 16.2%                                       | 2.4%   |

'Severe cost burden' is spending more than 50% of their gross income on housing costs.

Source: NYS Homes & Community Renewal, Quarter 3 2010 HUD Aggregated United States Postal Service Data, 2009 HUD CHAS Data Book.





## Culture, Tourism and Quality of Life

### Economic Impact of Visitor Spending

| <b>County</b> | <b>Amount</b>     |
|---------------|-------------------|
| Dutchess      | \$438.4 million   |
| Orange        | \$374.2 million   |
| Putnam        | \$54.3 million    |
| Rockland      | \$319.2 million   |
| Sullivan      | \$311.7 million   |
| Ulster        | \$420.2 million   |
| Westchester   | \$1,400.0 million |

Source: Tourism Economics, 2009

# Culture, Tourism and Quality of Life



## Mid-Hudson State Parks and Historic Sites

### Annual Attendance

|                           |           |
|---------------------------|-----------|
| Bear Mountain             | 1,829,429 |
| Rockland Lake             | 529,415   |
| Lake Welch                | 398,659   |
| Minnewaska                | 216,905   |
| Harriman                  | 284,474   |
| Franklin Delano Roosevelt | 434,981   |
| Walkway over the Hudson   | 750,000   |
| Rockefeller Preserve      | 282,958   |
| Clarence Fahnestock       | 234,116   |
| Hudson Highlands          | 172,572   |

*The Mid-Hudson Region includes 44 state parks and historic sites with a combined annual attendance of over 7 million.*

Source: NYS Office of Parks, Recreation & Historic Preservation

# Culture, Tourism and Quality of Life

## Mid-Hudson State Parks and Historic Sites

### Economic Impact

An economic impact study estimates that in 2008-09, over 2000 jobs were created and nearly \$200 million in local economic activity was generated by State Parks in the area.

### Quality of Life

The recreational and natural resources created by the area's parks and historic sites benefit this region by:

- Maintaining the state's ecosystem and biodiversity
- Providing opportunities for recreation
- Reducing the negative effects from pollution
- Improving health outcomes
- Preserving areas of historic importance
- Influencing business location decisions by making the community a better place to live

# Culture, Tourism and Quality of Life



## Mid-Hudson State Parks and Historic Sites

### Highlights

#### Walkway Over the Hudson

This is the world's longest elevated pedestrian bridge.

#### Bear Mountain

Two million people visit annually.

#### Franklin Delano Roosevelt's Enormous Pool

It can accommodate over 2000 swimmers.

#### Breakneck Ridge Trail

Hudson Highland's 5.5 mile Breakneck Ridge trail was rated by Newsweek as one of the top 10 day hikes in America.

#### Eight Historic Sites

Region-wide, historic sites make early American history come alive for thousands of visitors.

# Culture, Tourism and Quality of Life




## Mid-Hudson State Parks and Historic Sites

### Regional Capital Needs

The backlog of capital projects in the Mid-Hudson area is estimated to exceed \$187 million.

#### High Impact Projects:

- **Bear Mountain**  
Replace drinking water distribution system \$4,450,000
- **Harriman**  
Rehabilitation of group camps \$4,000,000
- **Minnewaska**  
Carriage road improvement \$1,500,000
- **Franklin Delano Roosevelt**  
Rehabilitate and bring to code three heavily used comfort stations \$1,800,000
- **Walkway over the Hudson**  
Park development \$2,000,000

- 
- A blurred photograph of a busy city street with several pedestrians walking. The image is semi-transparent, allowing the text to be overlaid on it.
- Regional Overview
  - Globalization
  - Changing Demographics
  - Workforce and Education
  - Industry Structure and Concentration

# Regional Overview



## Key Regional Assets

The Mid-Hudson region borders Connecticut, Pennsylvania, and New Jersey. It boasts six interstate highways, easy access to six international airports, and includes the USA's busiest rail corridor. Home to a well educated workforce, the region's seven counties include a mix of urban areas, waterfront cities, rural villages, farmlands, and forests. The region offers major historical, cultural and recreational tourism destinations.

- Proximity to major markets and metropolitan centers
- Excellent public/private colleges
- Top tourism destinations – West Point, Woodbury Commons Premium Outlets, Storm King Art Center
- Established biotechnology/pharmaceutical cluster

## Regional Overview



## Major Economic Development Projects

- Bio/high-tech cluster
- Emerging renewable energy cluster
- Hudson Valley Research Park: home to semiconductor fabrication facilities
- Distribution cluster
- Hot spot for data recovery and back-up
- TechCity
- Stewart Airport



# Regional Overview



## Regional Issues/Challenges

- MTA payroll tax
- Long-term population loss; aging population
- Aging infrastructure
- Distressed communities
- Rising costs of housing

# Globalization

## Poughkeepsie-Newburgh-Middletown MSA at a Glance



Notes: Poughkeepsie-Newburgh-Middletown MSA is Dutchess and Orange Counties.

The rankings are out of the top 100 exporting MSAs in the U.S.

GMP = Gross Metropolitan Product

Source: Brookings Institution

## Globalization

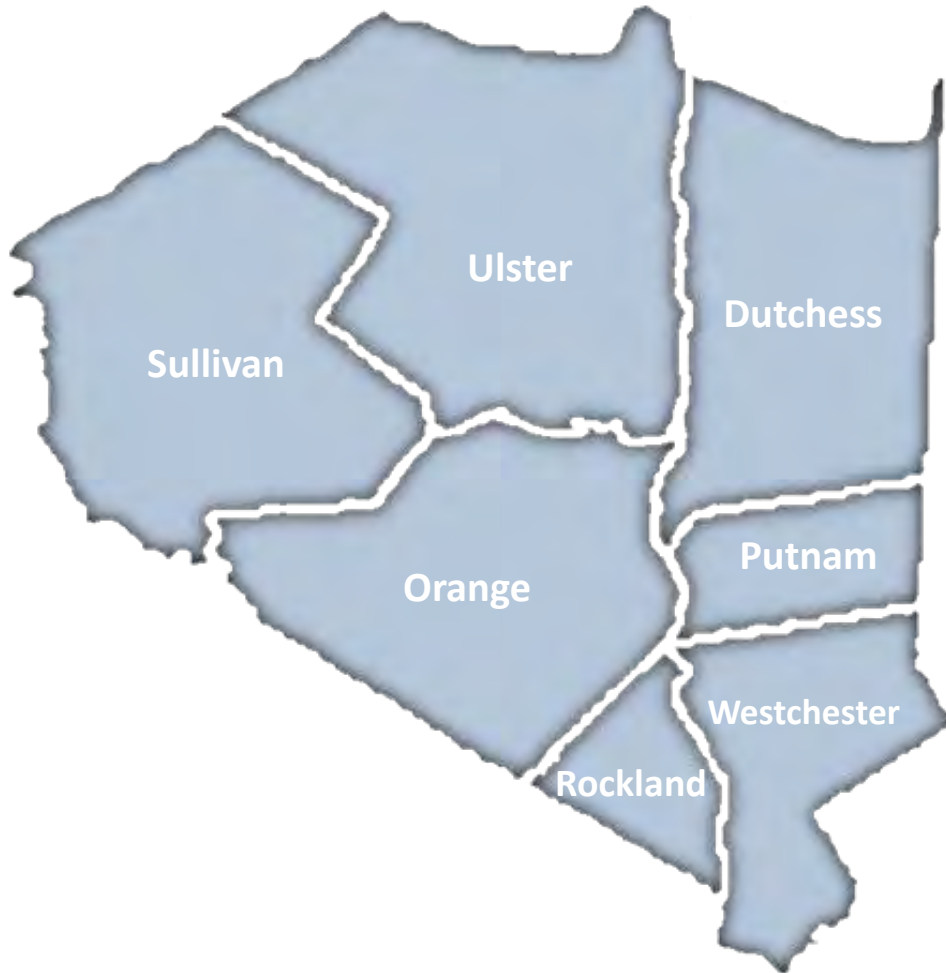
# Poughkeepsie-Newburgh-Middletown MSA

## Key Export Indicators for 2008

|   | Metro    | Metro Rank | 100 Largest Metro Areas | United States |
|---|----------|------------|-------------------------|---------------|
| Exports (\$ billions)                                 | \$2.6    | 80         | \$1,037                 | \$1,609       |
| Exports as a share of GMP                             | 10.1%    | 55         | 10.3%                   | 11.4%         |
| Number of export-related jobs                         | 22,437   | 82         | 7,688,744               | 11,854,390    |
| Real annual growth rate of exports, 2003-2008         | 6.1%     | 75         | 8.7%                    | 9.2%          |
| Average wages in leading export industry              | \$37,740 | 93         | \$66,449                | \$45,563      |
| Number of export clusters                             | 3        | 91         | 6.7                     | N/A           |
| Percentage of exports sold to Brazil, India and China | 9.5%     | 12         | 8.6%                    | 8.8%          |

Source: Brookings Institution

# Changing Demographics

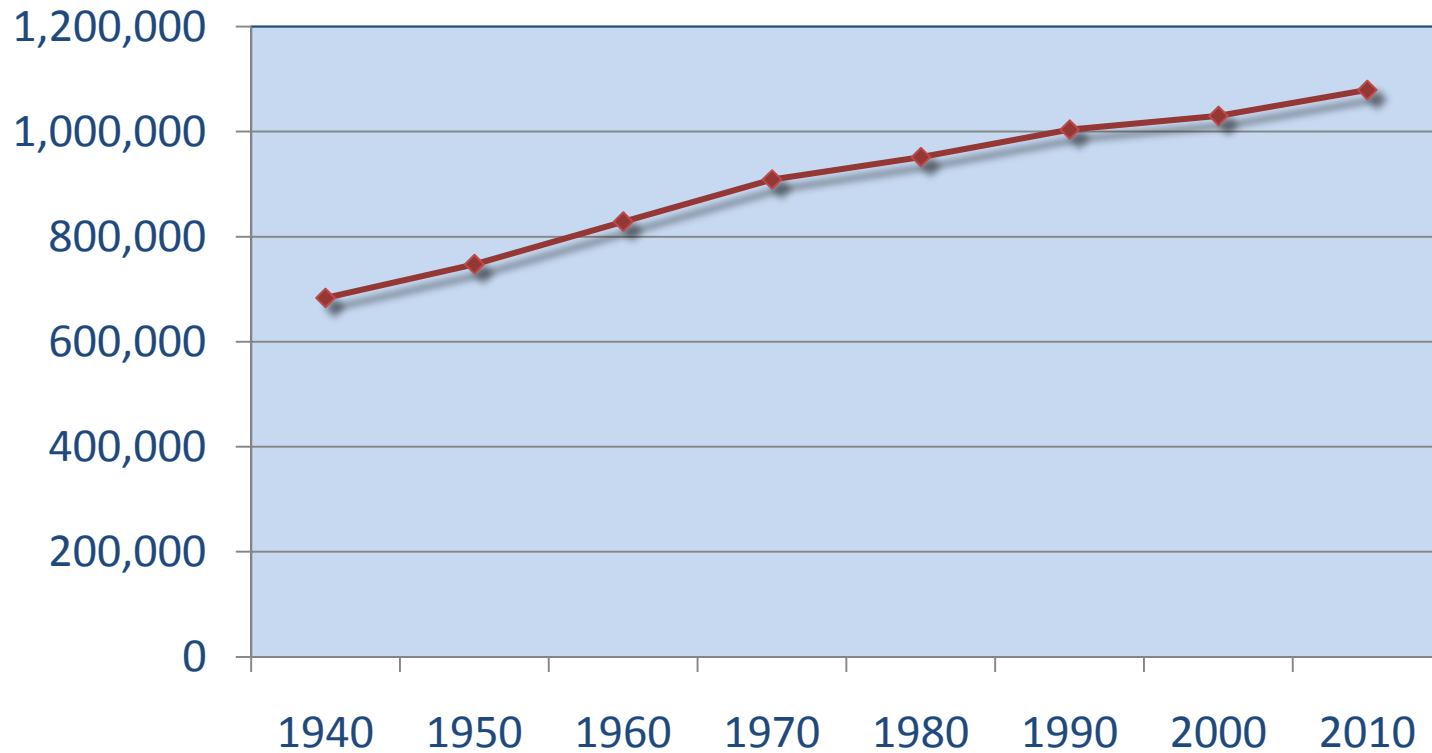


- The seven-county Mid-Hudson Region had the fastest growth of all 10 regions: 5.1% from 2000 to 2010.
- Every county in the region grew faster than the State average of 2.1% and the Mid-Hudson region has three of the top five fastest growing counties (Orange, Rockland, and Dutchess).
- Mid-Hudson has 12 cities, two of which lost population: Mount Vernon (-1.6%) and Port Jervis (-0.4%). Seven of the fastest growing cities in the state are in this region: Middletown (10.9%), Poughkeepsie (8.6%), White Plains (7.1%), New Rochelle (6.8%), Rye (5.1%), and Peekskill (5.1%) and Beacon (5.0%). The other two cities are Kingston (1.8%) and Newburgh (2.1%). Yonkers remained flat (0.0%).
- The Mid-Hudson regional ethnic composition is 66.1% white, 17.1% Hispanic, 10.5% black, and 4.2% Asian.



# Changing Demographics

## Population of the Mid-Hudson Region, 1940-2010



Source: Empire State Development, State Data Center.

# Changing Demographics

## Mid-Hudson Socioeconomic Profile

|                          | Percent of Population Above 61 Years Old | Poverty Rate | Median Household Income |
|--------------------------|--|--------------|-------------------------|
| United States            | 16.2%                                    | 13.5%        | \$51,425                |
| New York State           | 16.7%                                    | 13.8%        | \$55,233                |
| <b>Mid-Hudson Region</b> | <b>16.9%</b>                             | <b>9.4%</b>  | <b>\$73,141</b>         |
| Dutchess County          | 16.9%                                    | 8.0%         | \$68,472                |
| Orange County            | 13.9%                                    | 11.7%        | \$69,255                |
| Putnam County            | 16.0%                                    | 6.6%         | \$88,036                |
| Rockland County          | 16.7%                                    | 11.1%        | \$82,368                |
| Sullivan County          | 18.7%                                    | 14.7%        | \$48,586                |
| Ulster County            | 18.6%                                    | 11.6%        | \$57,485                |
| Westchester County       | 17.9%                                    | 7.9%         | \$79,585                |

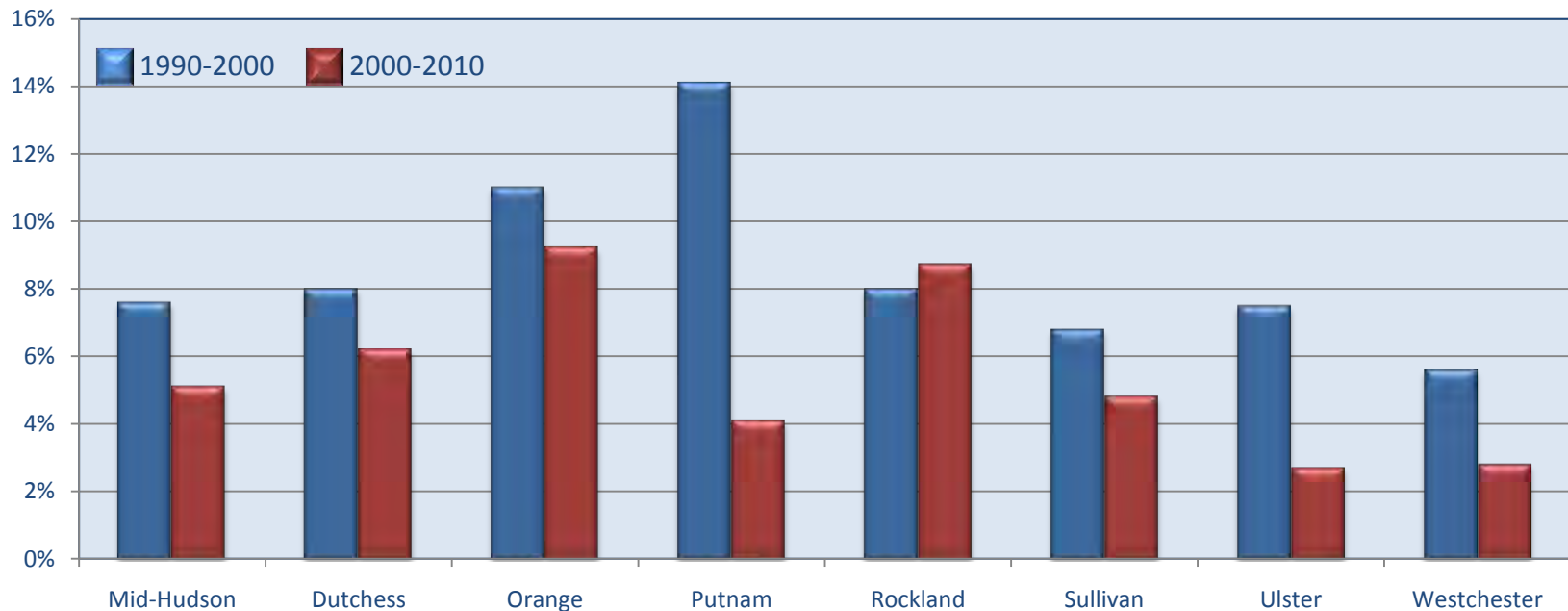
Source: Empire State Development, State Data Center. Age data is from 2010; poverty and income are from 2009.



# Changing Demographics

## Population Change 1990-2000 compared to 2000-2010

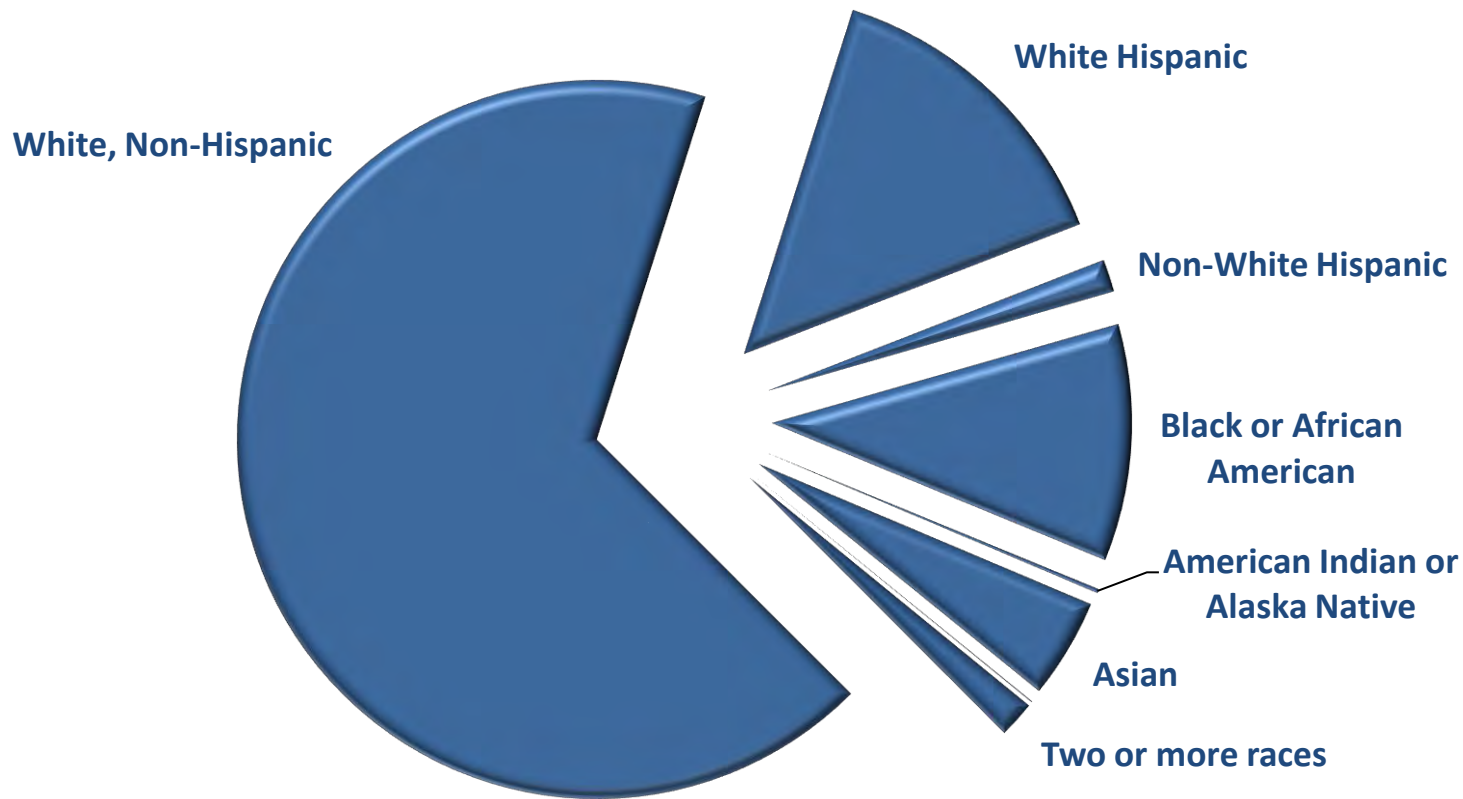
### Mid-Hudson, by County



Source: Empire State Development, State Data Center.

# Changing Demographics

## Mid-Hudson Race/Ethnicity Demographics



Source: Empire State Development, State Data Center.





# Changing Demographics

## Mid-Hudson Hispanic/Latino Population

| County                  | 2000    | 2010    | % Change |
|-------------------------|---------|---------|----------|
| <b>Dutchess County</b>  |         |         |          |
| Hispanic/Latino         | 18,060  | 31,267  | 73.1%    |
| Non-Hispanic/Non-Latino | 262,090 | 266,221 | 1.6%     |
| <b>Orange County</b>    |         |         |          |
| Hispanic/Latino         | 39,738  | 67,185  | 69.1%    |
| Non-Hispanic/Non-Latino | 301,629 | 305,628 | 1.3%     |
| <b>Putnam County</b>    |         |         |          |
| Hispanic/Latino         | 5,976   | 11,661  | 95.1%    |
| Non-Hispanic/Non-Latino | 89,769  | 88,049  | -1.9%    |
| <b>Rockland County</b>  |         |         |          |
| Hispanic/Latino         | 29,182  | 48,783  | 67.2%    |
| Non-Hispanic/Non-Latino | 257,571 | 262,904 | 2.1%     |

| County                    | 2000    | 2010    | % Change |
|---------------------------|---------|---------|----------|
| <b>Sullivan County</b>    |         |         |          |
| Hispanic/Latino           | 6,839   | 10,554  | 54.3%    |
| Non-Hispanic/Non-Latino   | 67,127  | 66,993  | -0.2%    |
| <b>Ulster County</b>      |         |         |          |
| Hispanic/Latino           | 10,941  | 15,909  | 45.4%    |
| Non-Hispanic/Non-Latino   | 166,808 | 166,584 | -0.1%    |
| <b>Westchester County</b> |         |         |          |
| Hispanic/Latino           | 144,124 | 207,032 | 43.6%    |
| Non-Hispanic/Non-Latino   | 779,335 | 742,081 | -4.8%    |

Source: Empire State Development, State Data Center

# Changing Demographics

## In-Migration (to Mid-Hudson)

| Year | In-Migration | Percent of Population |
|------|--------------|-----------------------|
| 2008 | 57,102       | 2.5%                  |

| Top Migratory Regions | In-Migrants |
|-----------------------|-------------|
| Bronx County          | 10,976      |
| New York County       | 6,309       |
| Queens County         | 3,570       |
| Kings County          | 3,332       |
| Fairfield County, CT  | 2,033       |

## Out-Migration (from Mid-Hudson)

| Year | Out-Migration | Percent of Population |
|------|---------------|-----------------------|
| 2008 | 63,470        | 2.8%                  |

| Top Migratory Regions | Out-Migrants |
|-----------------------|--------------|
| Bronx County          | 5,454        |
| New York County       | 4,135        |
| Fairfield County, CT  | 3,684        |
| Kings County          | 2,215        |
| Queens County         | 2,204        |

Source: EMSI Strategic Advantage Model.



# Changing Demographics

## Educational Attainment in the Mid-Hudson Region

| Area              | Percent of Adults with At Least a Bachelor's Degree | Percent of Adults with a Graduate Degree |
|-------------------|---|--|
| Mid-Hudson Region | 37.0%   | 17.3%                                    |
| State             | 31.8%   | 13.6%                                    |
| Nation            | 27.5%   | 10.1%                                    |

Source: Empire State Development, State Data Center; American Community Survey 2005-2009.

Note: 'Adults' are at least 25 years old.

# Workforce & Education



The State University of New York

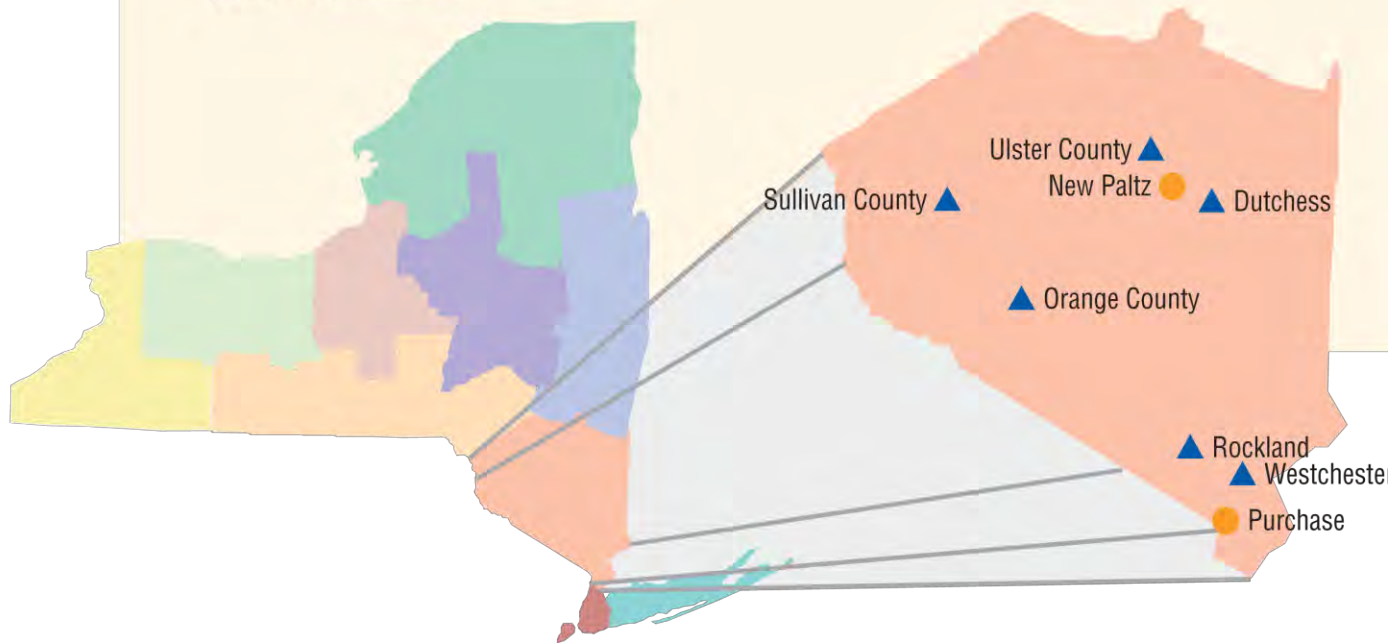


\* Empire State College has 34 locations in seven regions throughout New York state.

# Workforce and Education

## SUNY's Impact on Mid-Hudson Region

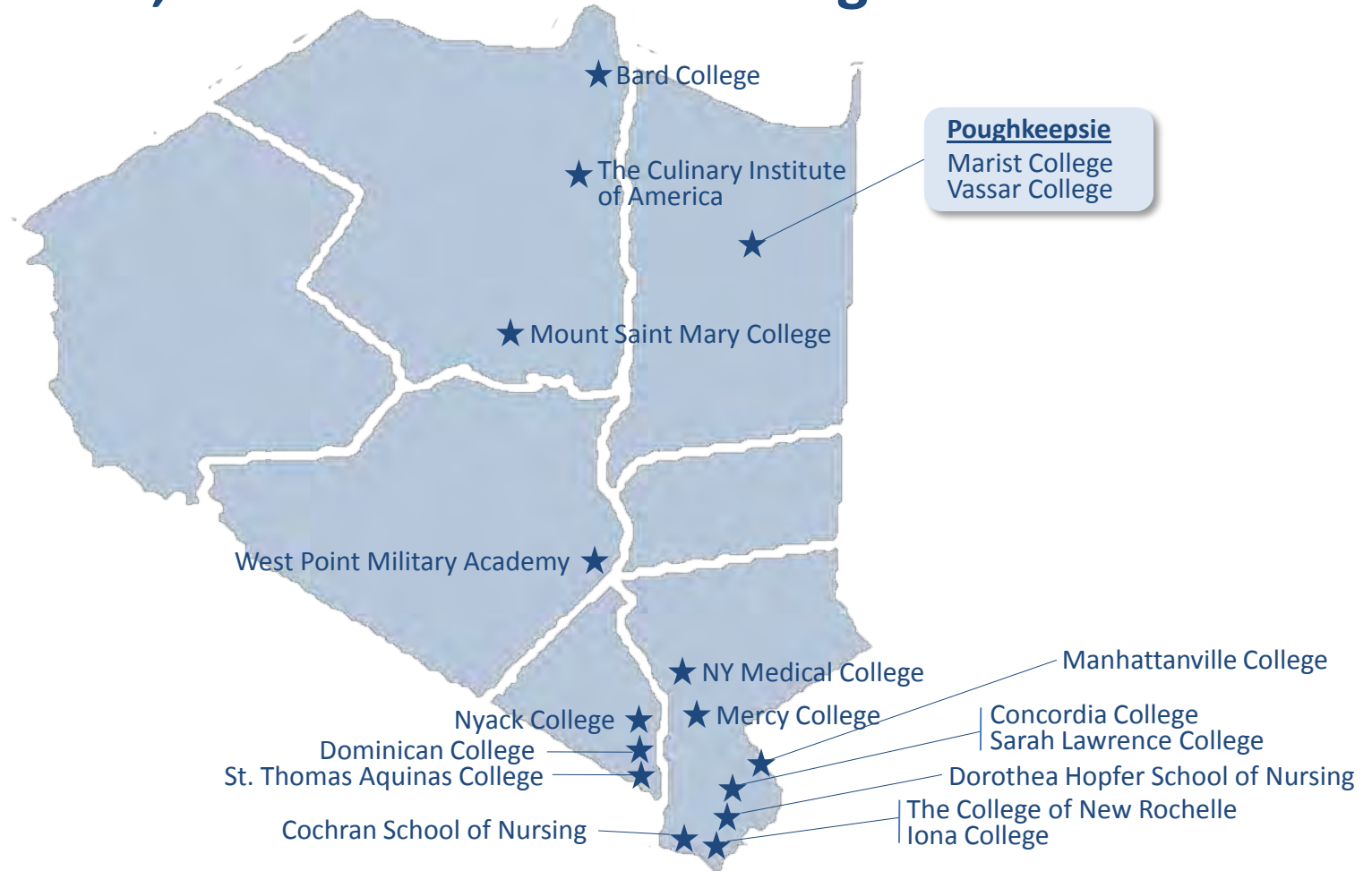
Campuses: 8  
Enrollment: 55,509  
Employees: 7,135  
SUNY Alumni: 217,384  
Degrees Since Inception: 253,893  
Total All Funds Expenditures: \$453.2 million  
Payroll: \$256 million  
Capital Construction: \$49.8 million  
Research: \$35.3 million





# Workforce and Education

## Mid-Hudson Federal, Private, and Not-for-Profit Colleges and Universities



Source: Commission on Independent Colleges and Universities

# Workforce and Education

## Mid-Hudson Labor Market

### Local Area Unemployment Statistics

| Mid-Hudson                     | May<br>2011 | April<br>2011 | May<br>2010 |
|--------------------------------|-------------|---------------|-------------|
| Labor Force                    | 1,118,800   | 1,107,100     | 1,131,200   |
| Unemployment                   | 76,700      | 74,900        | 83,000      |
| <b>Local Unemployment Rate</b> | <b>6.9%</b> | <b>6.8%</b>   | <b>7.3%</b> |
| NY State Unemployment Rate     | 7.8%        | 7.6%          | 8.3%        |
| U.S. Unemployment Rate         | 8.7%        | 8.7%          | 9.3%        |

*Note:* All data not seasonally adjusted.

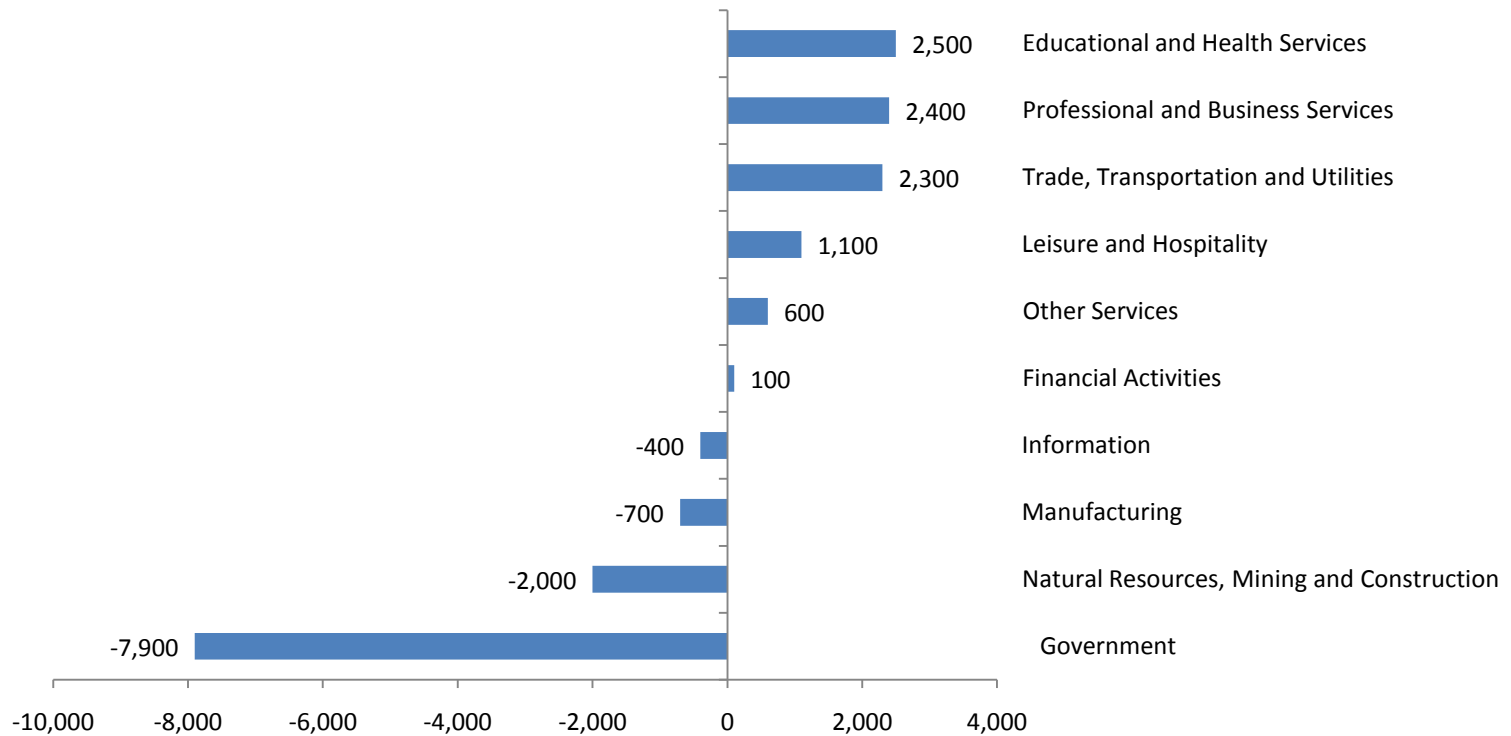
*Source:* NYS Department of Labor.



# Workforce and Education

## Mid-Hudson Labor Market

Change in Jobs, May 2010 to May 2011



Source: NYS Department of Labor.

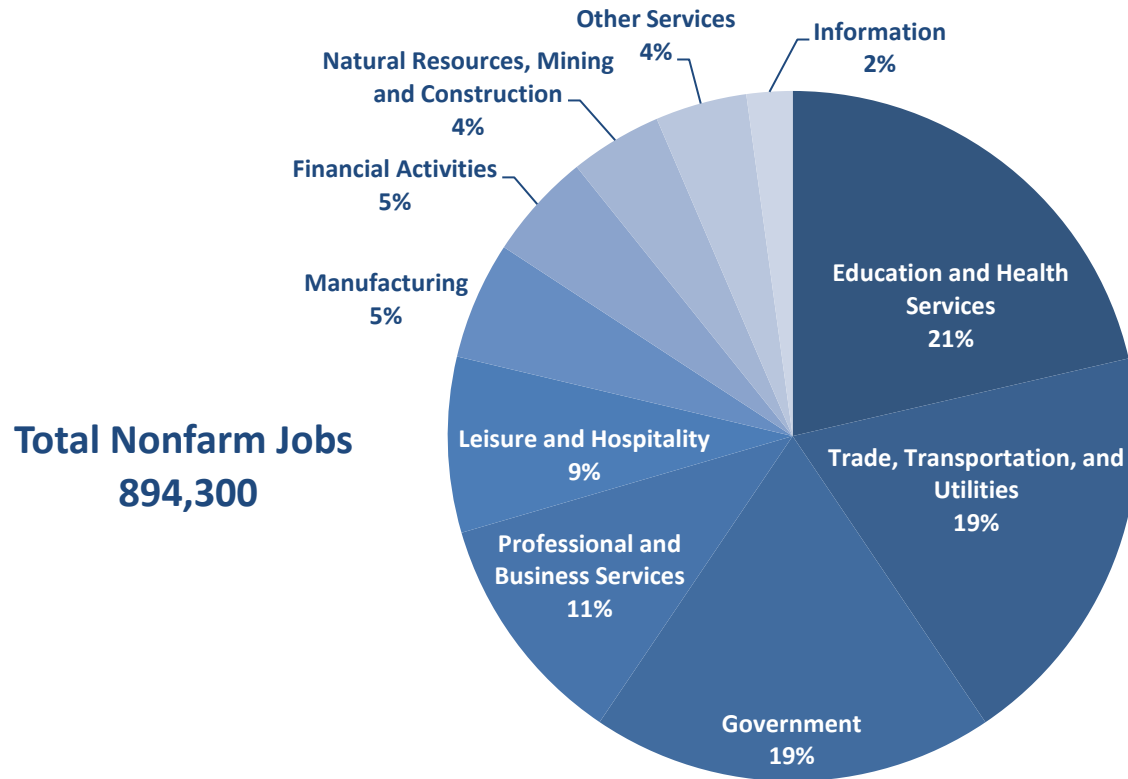




# Workforce and Education

## Mid-Hudson Labor Market

### Distribution of Nonfarm Jobs, May 2011



Source: NYS Department of Labor.

# Workforce and Education



## Unionization Rate

| City  | Share of employed workers |
|---|---------------------------|
| <b>Poughkeepsie-Newburgh-Middletown MSA</b> | <b>26.6%</b>              |
| New York State                              | 24.2%                     |
| United States                               | 11.9%                     |

Source: Current Population Survey, calculations by unionstats.com, 2010.

# Industry Structure and Concentration

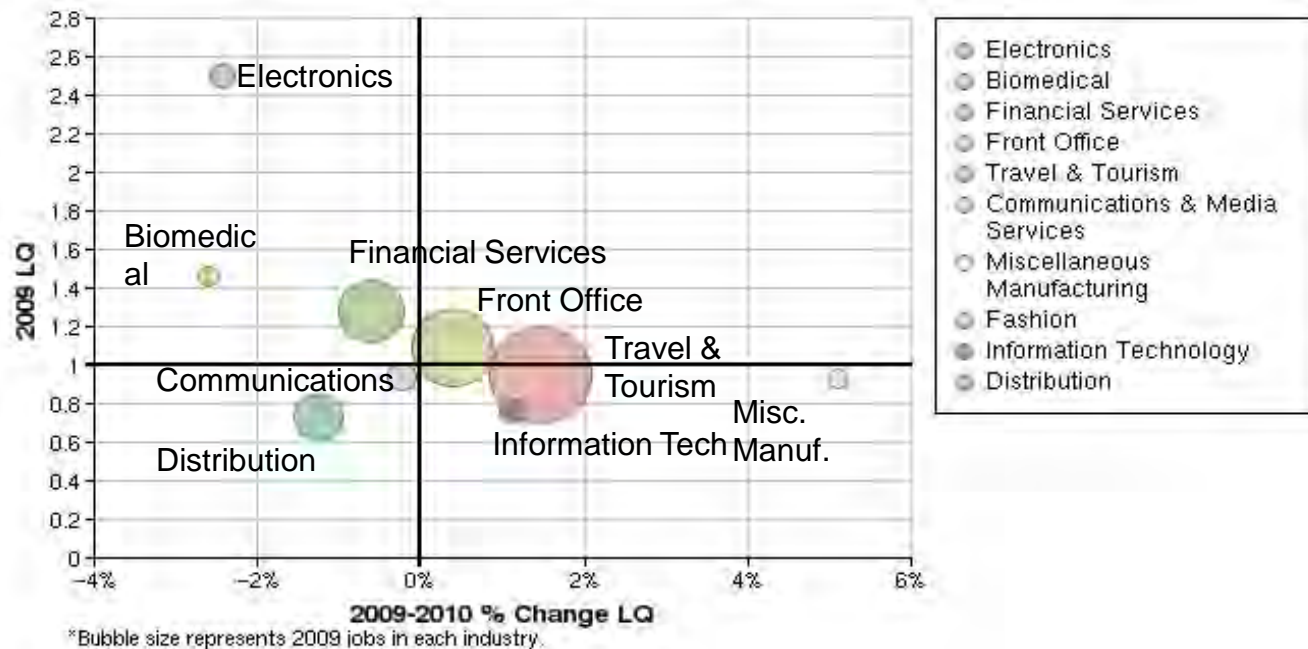
## Growth in Mid-Hudson Industry Sectors

|  | Jobs in 2010 | Growth since 2006 | Average weekly wage 2010 | Projected growth, 2008 to 2018 |
|--|--------------|-------------------|--------------------------|--------------------------------|
| Construction of Buildings                | 8,816        | -25.0%            | \$1,054                  | -6.7%                          |
| Heavy and Civil Engineering Construction | 4,008        | 5.4%              | \$1,550                  | -5.3%                          |
| Specialty Trade Contractors              | 26,386       | -21.9%            | \$1,073                  | -4.9%                          |
| Chemical Manufacturing                   | 7,172        | -19.2%            | \$1,695                  | -14.9%                         |
| Computer and Electronic Product Mfg      | 13,123       | -30.7%            | \$2,725                  | -18.6%                         |
| Credit Intermediation & Related Activity | 11,711       | -20.0%            | \$1,661                  | -15.0%                         |
| Insurance Carriers & Related Activities  | 11,767       | -13.2%            | \$1,721                  | -15.7%                         |
| Professional and Technical Services      | 41,031       | -2.2%             | \$1,566                  | 11.2%                          |
| Management of Companies and Enterprises  | 12,496       | -2.1%             | \$3,416                  | 3.5%                           |
| Administrative and Support Services      | 36,178       | -5.3%             | \$709                    | 0.9%                           |
| Educational Services                     | 102,293      | 2.8%              | \$1,111                  | 7.4%                           |
| Ambulatory Health Care Services          | 50,169       | 13.7%             | \$1,116                  | 26.3%                          |
| Hospitals                                | 39,765       | 1.0%              | \$1,131                  | 3.1%                           |
| Nursing and Residential Care Facilities  | 41,185       | 4.8%              | \$702                    | 24.5%                          |

Source: NYS Department of Labor

# Industry Structure and Concentration

## Location Quotient of Industry Clusters in the Mid-Hudson Region



Location quotient (LQ) is a way of quantifying how concentrated a particular industry, cluster, occupation, or demographic group is in a region as compared to the nation. It can reveal what makes a particular region unique in comparison to the national average.. Source: EMSI Strategic Advantage model.

# Industry Structure and Concentration

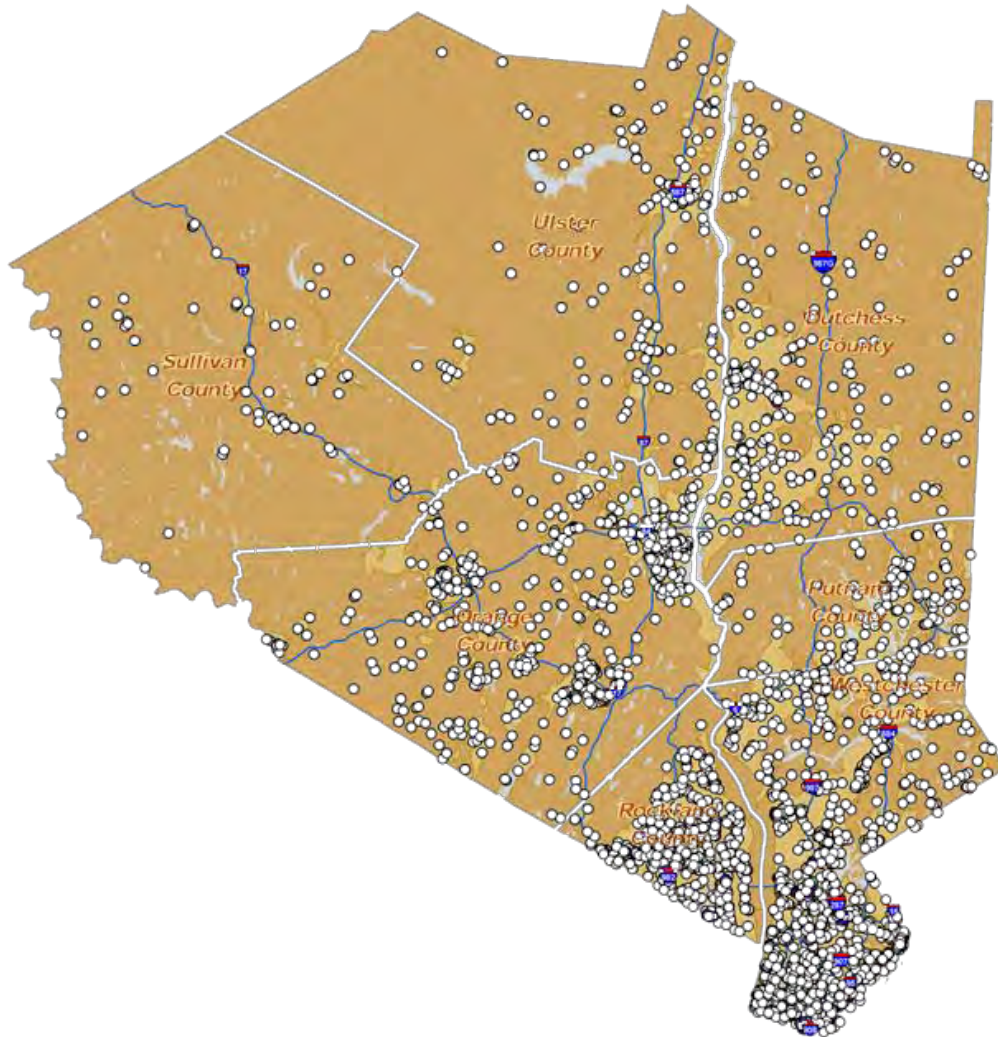


## **New Manufacturing Activity in the Mid-Hudson Region January 2010 to April 2011**

|                                   |                                   |
|-----------------------------------|-----------------------------------|
| Number of New Manufacturers:      | <b>297</b> (12.6% of state total) |
| Number of New Manufacturing Jobs: | <b>680</b> (7.1% of state total)  |

Source: D&B Market Insight

# Industry Structure and Concentration

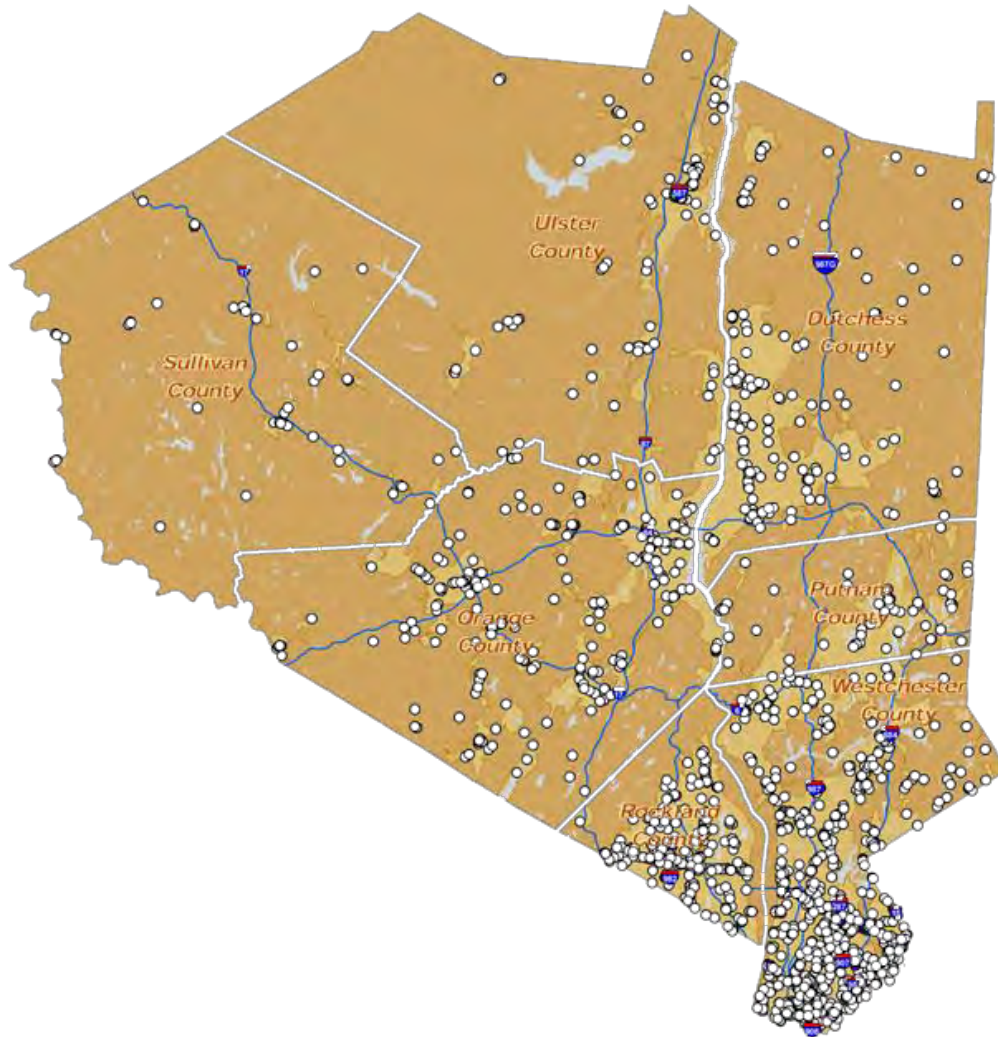


## Distribution Cluster:

**3,710 companies**  
**21,300 employees**

Source: Empire State Development analysis of NYS Department of Labor data, 2008.

# Industry Structure and Concentration

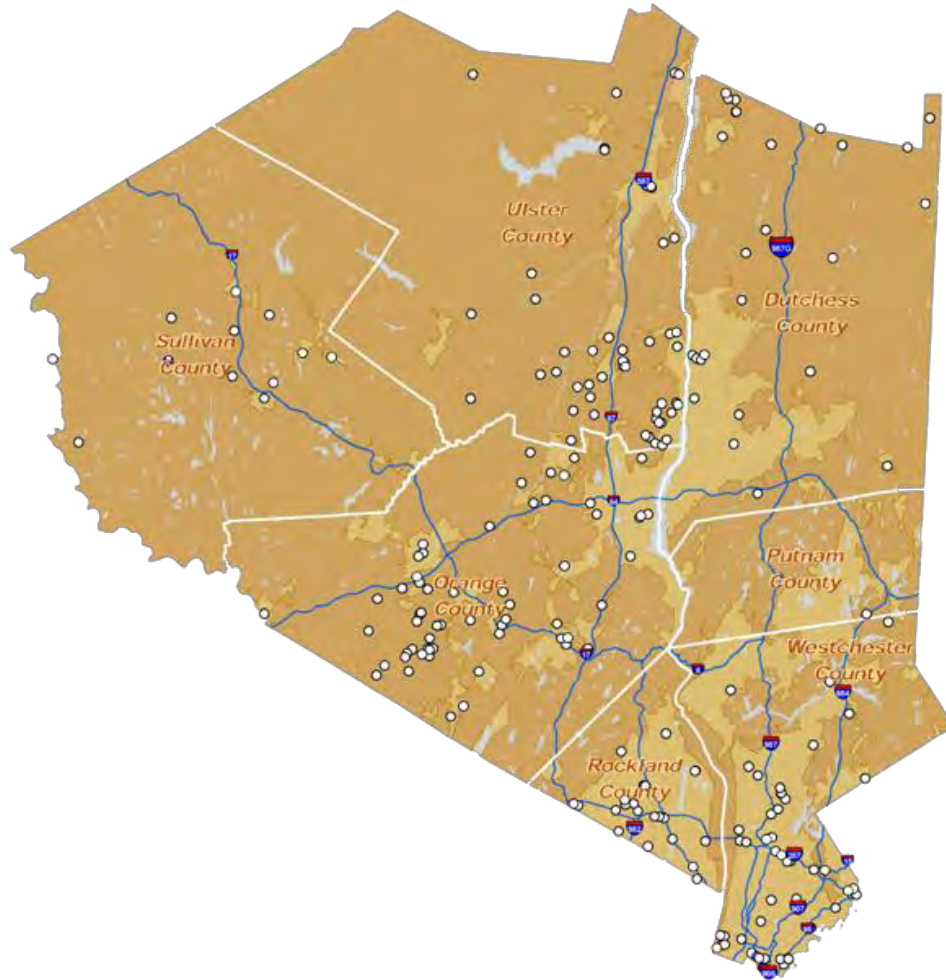


**Financial Services  
Cluster:**

**2,500 companies  
23,000 employees**

Source: Empire State Development analysis of  
NYS Department of Labor data, 2008.

# Industry Structure and Concentration



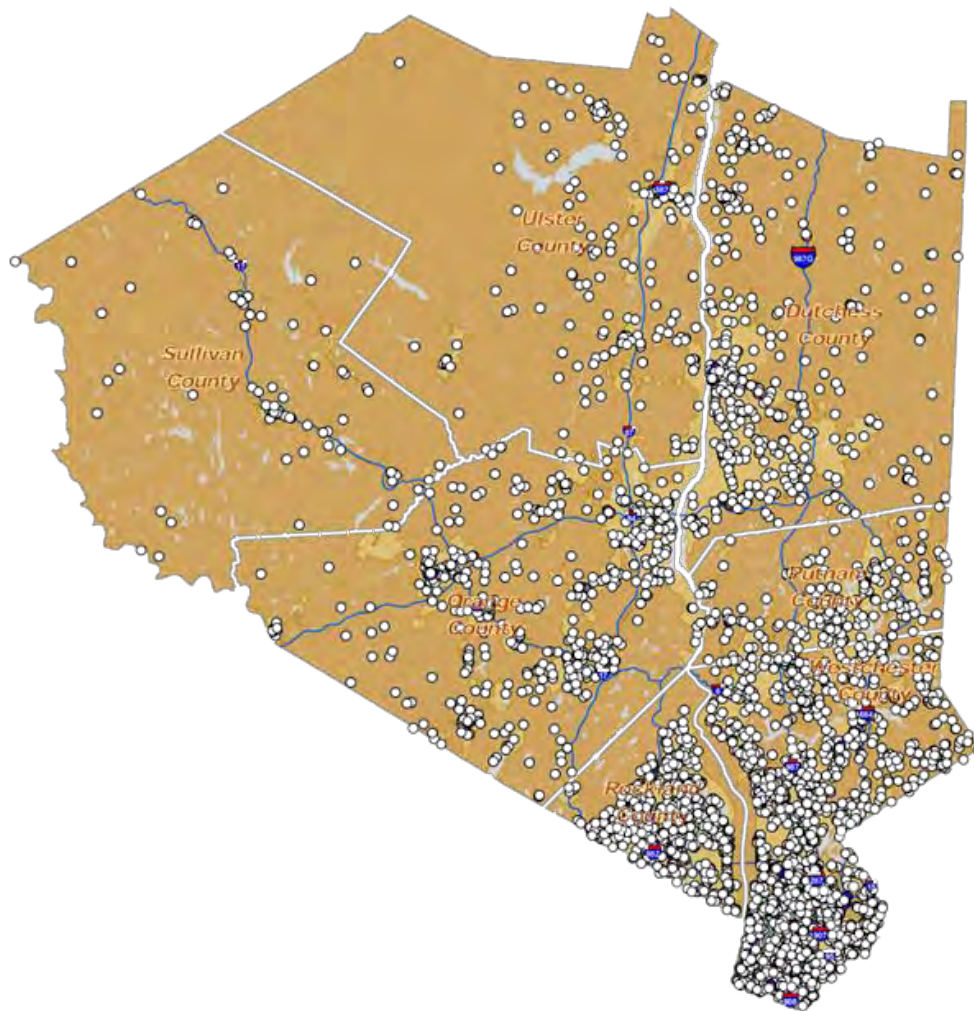
## Food Processing Cluster:

**230 companies**  
**5,440 employees**

Source: Empire State Development analysis of  
NYS Department of Labor data, 2008.



# Industry Structure and Concentration



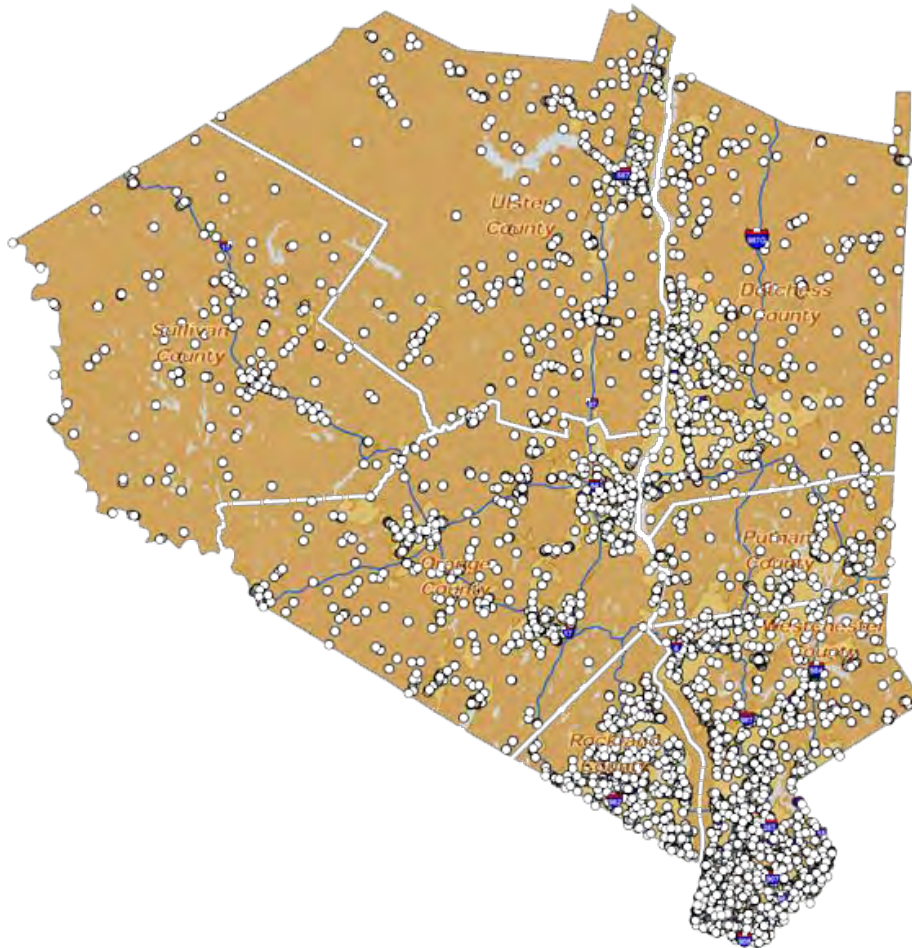
## Front Office Cluster

Headquarters and Related  
Business Services:

**6,270 companies**  
**38,500 employees**

Source: Empire State Development analysis of  
NYS Department of Labor data, 2008.

# Industry Structure and Concentration

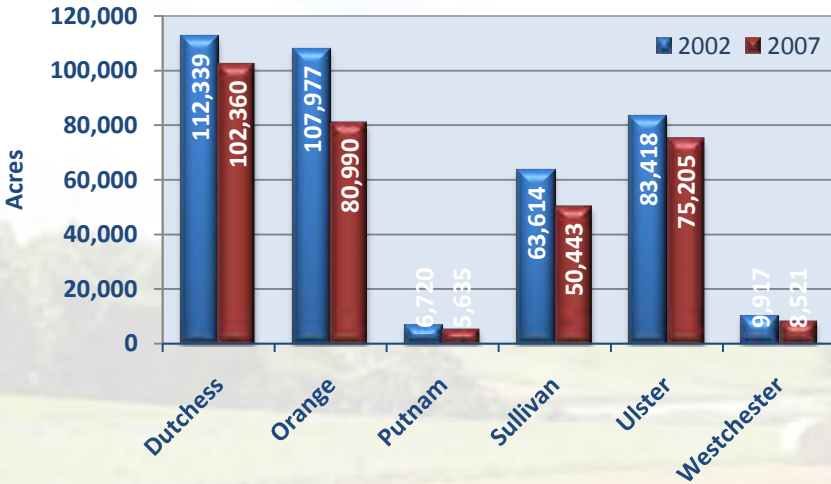


**Tourism Cluster:**  
**7,190 companies**  
**26,420 employees**

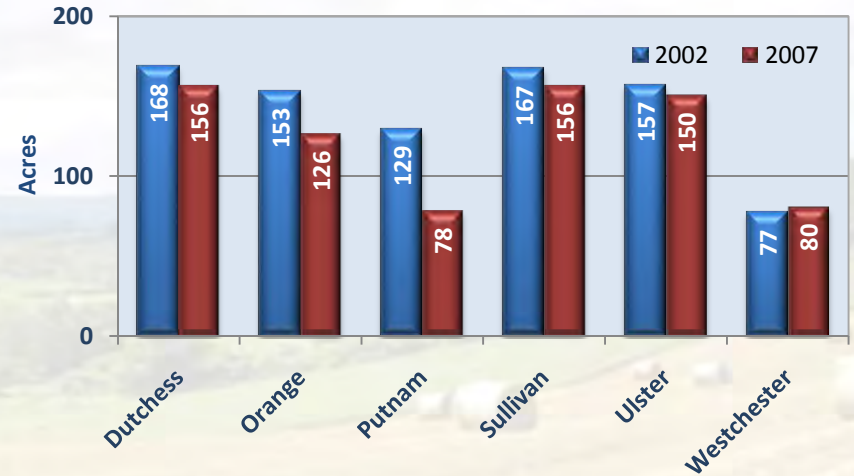
Source: Empire State Development analysis of NYS Department of Labor data, 2008.

# Industry Structure and Concentration

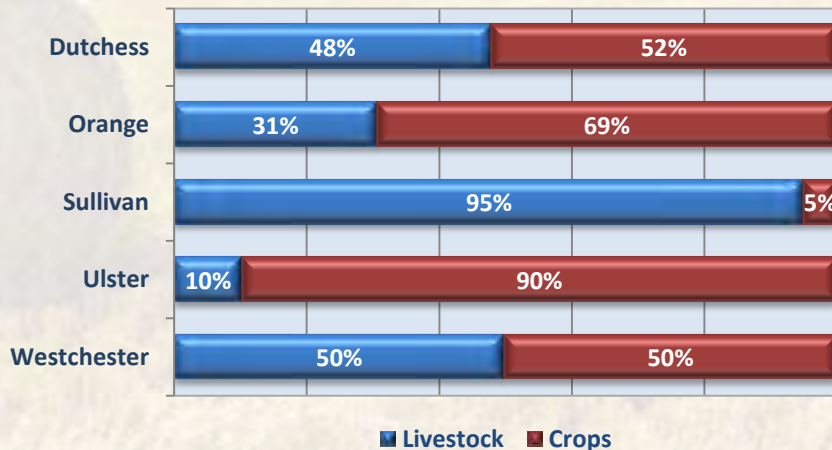
Acres of Farmland 2002/2007



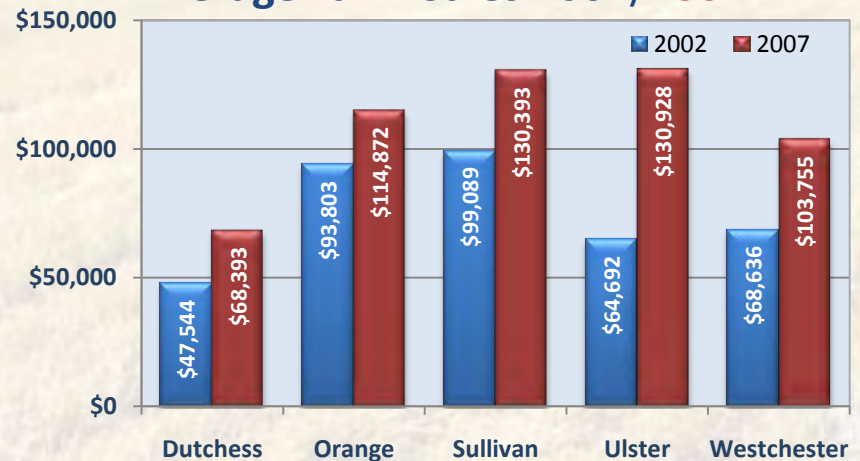
Average Farm Size 2002/2007



Distribution of Farm Sales 2007



Average Farm Sales 2002/2007



Note: Limited data available for Putnam and Rockland Counties

# Policy Environment

- Governance
- Statewide Business Costs and Tax Structure
- Entrepreneurialism, Innovation and Risk-taking



# Governance

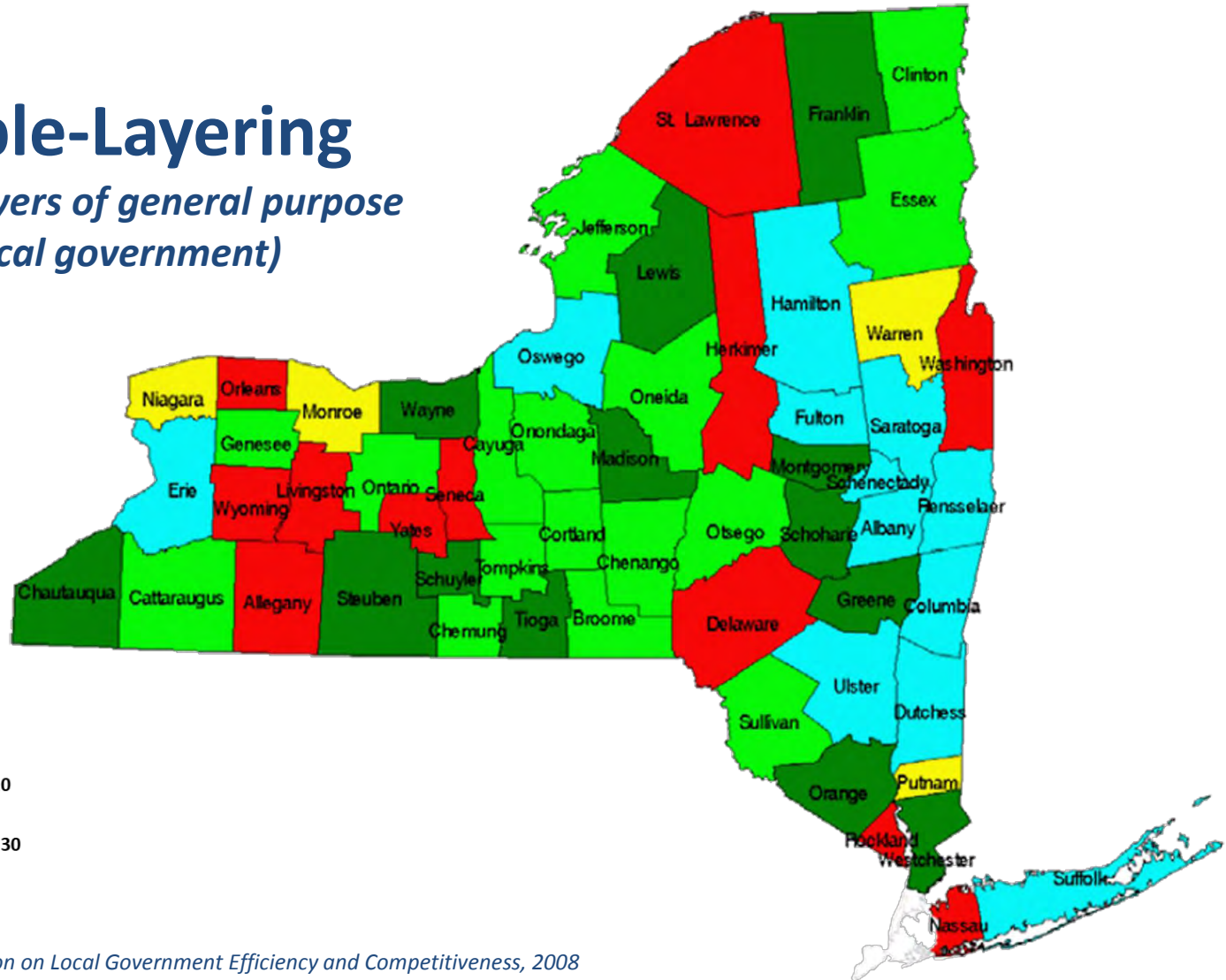
## State and Local Government Expenditures Per Capita

| Category                                | Ranking<br>(1 = Highest Spending,<br>50 = Lowest Spending) |
|---|--|
| State Corrections                       | 17   |
| State Social Insurance Administration   | 10   |
| State Health Administration             | 35   |
| State Hospitals                         | 8  |
| State Public Welfare Administration     | 45   |
| Local Corrections                       | 1  |
| Local Health Administration             | 11   |
| Local Hospitals                         | 11   |
| Local Public Welfare                    | 1  |
| Local Police Protection                 | 1  |
| Local Housing and Community Development | 1  |
| Local Fire Protection                   | 10   |
| Local Police Protection                 | 1  |
| K-12 Instructional Employees            | 13   |
| K-12 Non-Instructional Employees        | 21   |

Source: U.S. Census Bureau "Census of Governments 2007."

# Governance

## Triple-Layering *(three layers of general purpose local government)*



Source: NYS Commission on Local Government Efficiency and Competitiveness, 2008

# Governance



## Villages in the Mid-Hudson Region with a Population Below 500

|                                 |            |
|---------------------------------|------------|
| Grand View-on-Hudson (Rockland) | <b>285</b> |
| Bloomington (Sullivan)          | <b>420</b> |
| Jeffersonville (Sullivan)       | <b>359</b> |

Source: Empire State Development, State Data Center

# Governance



## Local Fiscal Capacity: Municipalities with Financial Stress

|            | Municipalities with Unreserved Fund Balances Less Than 1.5 % of Gross Expenditures | Municipalities with Total Debt as a Percentage of Where Full Value Assessment is Greater Than 3.25% | Municipalities with Total Debt Per Capita in Top 10% of State | Municipalities with Operating Deficits as a Percent of Gross Expenditures in the Top 10% of State |
|------------|--|---|---|---|
| Mid-Hudson | 9.8%   | 3.4%  | 11.2%   | 9.8%  |
| NY State   | 5.7%   | 10.0%   | 10.0%   | 10.0%   |

Source: NYS Environmental Facilities Corporation.



# Statewide Business Costs and Tax Structure

## Mid-Hudson Cost of Doing Business & Cost of Living

| Metro Area                           | Cost of Doing Business Index (US = 100) | Cost of Living Index (US = 100) |
|--------------------------------------|---|---------------------------------|
| Kingston MSA                         | 92                                      | 104                             |
| Poughkeepsie-Newburgh-Middletown MSA | 93                                      | 105                             |

Source: Moody's Analytics, May 2011

# Entrepreneurialism, Innovation and Risk-taking

| Indicator                                | New York's Ranking<br>(1 = Best, 50 = Worst) |
|--|--|
| High-Wage Traded Services                | 3  |
| E-Government                             | 4  |
| Managerial, Professional, Technical Jobs | 6  |
| Broadband Telecommunications             | 6  |
| Overall                                  | 10   |
| Foreign Direct Investment                | 10   |
| IPOs                                     | 10   |
| Entrepreneurial Activity                 | 10   |
| Patents                                  | 10   |
| Workforce Education                      | 12   |
| Migration of U.S. Knowledge Workers      | 12   |
| Fastest-Growing Firms                    | 12   |
| Alternative Energy Use                   | 12   |
| IT Professionals                         | 13   |
| Export Focus of Manufacturing & Services | 14   |
| Venture Capital                          | 14   |
| Online Agriculture                       | 17   |
| Job Churning                             | 19   |
| Investor Patents                         | 21   |
| Immigration of Knowledge Workers         | 24   |
| Manufacturing Value-Added                | 24   |
| High-Tech Jobs                           | 25   |
| Scientists and Engineers                 | 25   |
| Industry Investment in R&D               | 26   |
| Non-Industry Investment in R&D           | 31   |
| Online Population                        | 34   |
| Health IT                                | 39   |

Source: Kauffman Foundation





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Governor Andrew M. Cuomo  
Lieutenant Governor Robert J. Duffy