

Ulster Tomorrow

A Sustainable Economic Development
Plan for Ulster County

Project Sponsors

**Ulster
County**
Development Corporation

UCIDA
Ulster County Industrial
Development Agency

Ulster County

Planning Board



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Appendix A: Inventory of Strategies and Deliverables

Technical Report

Please note: due to their volume, Appendix A and the Technical Report, which contains the detailed research for the plan, are not included in the printing of this document. They are available at the following websites:

http://www.ulsterny.com/ulst_tomorrow/index.htm

<http://www.co.ulster.ny.us/planning/econ.shtml>

Executive Summary

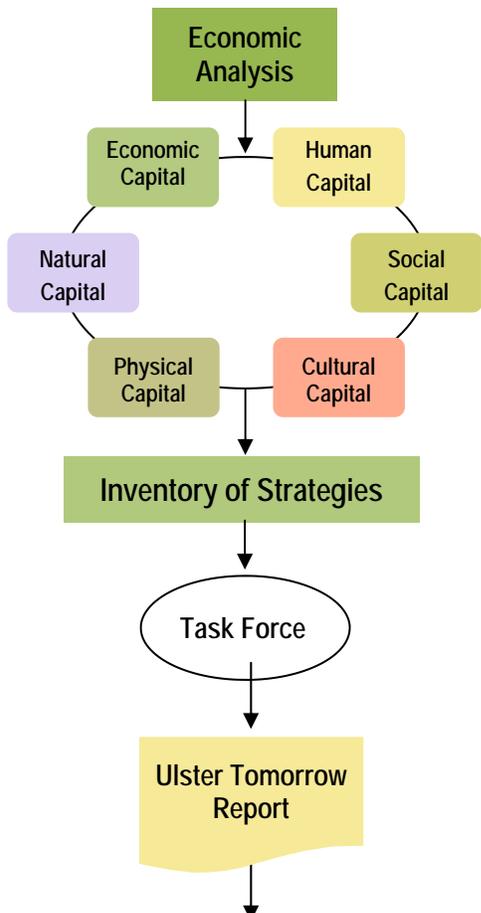
Why do we need this plan for Ulster County?

This strategic planning effort is designed to help our County's delivery of economic development services, coordinate the various activities of the system, and provide focus to the economic development efforts across our large and geographically diverse county. To meet this challenge, the sponsors of this plan are collaborating to:

- ❖ Advance new economic opportunities for existing and new businesses
- ❖ Improve living standards and quality of life while protecting our natural resources
- ❖ Grow good jobs and good investment throughout the county
- ❖ Build stronger communities and widen citizen participation in public life

Ulster Tomorrow's Development

Collaborative Community Engagement



The goals of this plan are to:

- ❖ Focus the Economic Development Process
- ❖ Improve Economic Development Capacity
- ❖ Energize Economic Development Services
- ❖ Strengthen Key Industries

15 strategy teams of citizens formed

10–25 volunteers participating on each team, totaling around 150 volunteers

Each strategy has:

- Deliverables
- Lead Agencies
- Timeframes
- Cost Estimates
- Resources
- Actions Achieved

Four economic development goals:

- Focus Process
- Improve Capacity
- Energize Services
- Strengthen Key Industries

Ulster County has a rich history. From our agrarian beginnings to our emergence as a regional powerhouse, the county has been an integral part of the economy of upstate New York. From the 1990s onward, the changing global economy requires that we adapt to a very different economic climate, including our leadership in the economic development field, the way we work together, how we plan and develop our communities, and how we prepare our workforce for the key industries that can grow and flourish in Ulster County.

The Ulster Tomorrow plan identifies 15 strategies with a large inventory of proposed actions. The Team Leaders are pursuing these strategies as part of the four key economic development goals presented here.

1. Focus economic development process

Economic development is a process. The more focused that process, the more high quality jobs and productive investment it will generate. This goal will strengthen cooperation, alignment of resources, efficiency and accountability of the partner agencies. In addition to the sponsors of Ulster Tomorrow, this includes Ulster County government departments, chambers of commerce, local governments, regional organizations, and nonprofits.

The following strategies support this goal:

- Strategy 1: Cultivate a community of economic development leaders
- Strategy 2: Create a culture of change and collaboration
- Strategy 3: Develop measured accountability
- Strategy 5: Redesign the economic development services network
- Strategy 6: Streamline local permit & review process

How is Ulster Tomorrow different?

Ulster Tomorrow is a research-based, broadly participatory plan that clearly spells out its plan for action and measures its own performance. This plan isn't sitting on a shelf. Implementation of the strategies is underway thanks to the Team Leaders and the many citizens who have volunteered to contribute their time and energy to its success.

Saugerties Shovel Ready Project in the Kings Highway Corridor involves building water and sewer infrastructure to retain and grow jobs, while meeting environmental goals, such as the protection of significant aquifers in the zone. This also advances the Ulster Tomorrow strategy of creating "Priority Growth Areas."



2. Improve economic development capacity

The capacity to do economic development is in direct proportion to the community's physical and human infrastructure and its quality of life. Through strategic capacity-building projects, this goal will stimulate "Smart Growth" and support the growth of workforce and the "knowledge-based industries" able to compete in the global economy.

The following strategies support this goal:

- Strategy 7: Develop appropriate infrastructure
- Strategy 8: Preserve and enhance quality of life
- Strategy 11: Create a labor force capability in line with business needs

Creating a labor force capability in line with business needs was noted in business surveys as a economic development need.

The continuing care facility of Woodland Pond in New Paltz Village is a major investment in the senior housing sector in Ulster County. It is the largest UCIDA project ever with the issuance of a \$117 million bond. It was carefully designed with respect the environmental features of the site.





△
The success of Seven-21 Media Center demonstrates that there is a big demand for “plug-and-play” facilities for people working with digital content, such as recording engineers and film editors.

3. Energize economic development services

The hard work of doing economic development means delivering essential job- and investment-growing services to businesses. This includes assisting the efforts of small and new businesses to grow, recruiting new businesses to the area, and working to retain and expand existing firms. This goal proposes to bolster the efficiency and effectiveness of these services.

The following strategies support this goal:

- Strategy 4: Target assistance to emerging businesses
- Strategy 9: Recruit a diverse business base
- Strategy 10: Retain and expand existing businesses

△
Ulster County has a long history of innovation and meeting the needs of a changing economy. Many manufacturing firms have met the challenges of the changing global economy by evolving their products and workforce skills. Providing services to existing business to meet the demands of the marketplace is one of the key strategies of Ulster Tomorrow.



4. Strengthen key industries

Economic development requires identifying and strengthening industry clusters that operate as economic drivers for the rest of the economy as a whole. After broad citizen input, four key industries emerged.

The following strategies support this goal:

- Strategy 12 a: Enhance travel and tourism
- Strategy 12 b: Maintain viability of agriculture
- Strategy 12 c: Develop “green” and renewable energy technologies
- Strategy 12 d: Nurture creative economy, including knowledge-based industries



△
The launching of The Solar Energy Consortium (TSEC) in Ulster County presents huge opportunities. TSEC’s mission is to drive down the cost and drive up the efficiency of solar systems. With a multi-university research consortium in place, the initiative has already generated exciting solar technology business prospects — startups, recruits, and expansions.

Ulster Tomorrow identifies the arts and creative industries, tourism, and agriculture as key industries. Green technologies and other knowledge-based industries are also key industries for this plan. The goal of strengthening these industries will nurture their strong competitive advantage for Ulster County.



Vision



Our economy will have a diverse base of successful locally and globally competitive businesses that provide meaningful and challenging jobs consistent with our culture, heritage, values, and a high quality of life. This will be achieved through a cooperative system-wide effort to strengthen existing key businesses in the region, capitalize on our natural and physical strengths, and identify and cultivate new opportunities.

Meeting the Challenge

Ulster County Development Corporation (UCDC), Ulster County Industrial Development Agency (UCIDA), and the Ulster County Planning Department (UCPD) collaborated to establish a framework to:

- Advance new economic opportunities
- Improve living standards and quality of life
- Provide greater dignity and autonomy for workers
- Build stronger communities
- Widen citizen participation in public life

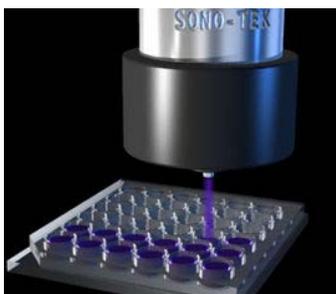
The purpose of this Plan is to provide:

1. An understanding of the factors and forces that shape our County's economy
2. Identification of key opportunities for economic development and growth
3. Ideas that will promote consensus on sustainable economic development initiatives
4. An "Inventory of Strategies" that when implemented will achieve the vision statement

Key Observations

Markets have become global and the pace of globalization is increasing

Economic development policy must consider national and global economic factors for many County and region key employers. Economic development strategy and policy cannot be made in a vacuum or in isolation of these still-unfolding external developments.



Technological innovation continues to advance rapidly

Increasingly rapid advances in technology, product development, production, and distribution are both making our economy more productive, and changing the way goods and services are made and delivered to the marketplace. Encouraging continued growth in productivity (including new investment and a focus on work force preparedness) is one of the keys to our County's ability to compete.

The population of Ulster County is aging faster than the state and national averages, as our population growth has slowed

Roughly 3 of every 10 people (30.7%) in Ulster County will reach the age of 65 years within the next 20 years, the traditional age of retirement. With such a significant portion of our population potentially retiring by 2026, it is unclear where we will find the number of new workers our businesses will need to keep pace with the global marketplace.



The aging Baby-Boom population is expanding and more demanding of a higher quality-of-life

As the baby-boom population ages, more and more people will enter their peak earning years (before they begin to retire). These same aging "Baby-Boomers" are mobile and demand more and better leisure time activities, facilities, and safe communities that contribute to a high quality-of-life.

Key Observations (continued)



The NYC Metropolitan Area connection offers Ulster County access to global markets, intellectual capital, and is relied on by tourism and arts and culture businesses.

The creative class has migrated to Ulster County, forming its own "cluster." This has implications for long term competitive advantages - *those who continue to create continue to succeed* - as well as the importance of quality of life as an economic development factor.



Access to centers of excellence in higher education within the Mid-Hudson Valley and Ulster County has significant potential to create synergies with businesses. This access also helps to attract and create a workforce with lifelong learning goals able to develop flexible skills and capabilities, and a self-confidence that is open to innovation and change.

Our aging population and retirees is an important asset: they have expertise, financial resources, and are willing to contribute and volunteer.

Ulster County has a higher percentage of small businesses than any county in the region. Understanding the challenges and potential of these businesses is essential to our economic growth.



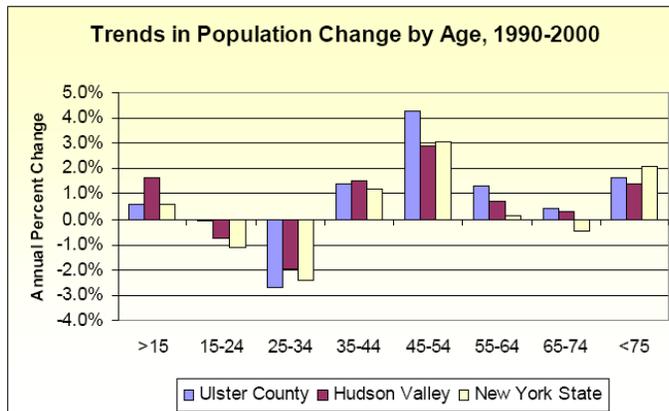
Ulster County has adequate critical infrastructure (water/sewer/transportation) to support growth in many of its central places. Working with local communities to understand how to best utilize this public investment offers the opportunity to meet many of our economic goals.



Recent Trends

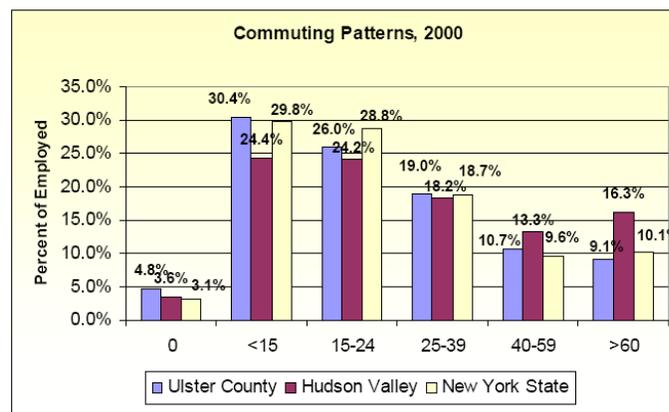
Population Trends

- Ulster County's relatively slow population growth rates and the loss of our younger population base raise some concerns about the depth of our future labor force.
- Roughly one-third of Ulster County's current population will reach retirement age within the next 20 years.
- Ulster County businesses need adequate numbers of skilled workers to succeed in the global marketplace or businesses will invest and grow elsewhere where needed labor force depth exists.



Commuting Patterns

- Increasingly longer commutes are becoming the norm.
- Nearly 1/3 of the County work force now works outside of the County on a daily basis.
- Our proximity to New York City and high quality of life has made our County attractive to "week extenders" who maintain contacts in NYC while working mostly in the County.



Education

- Ulster County's work force appears to be well-positioned to provide workers for many blue-collar professions.
- Ulster County lags behind other regions in occupations and jobs with skill sets that require 4-year and higher degrees.

Recent Trends (continued)

Work Force Housing Affordability

- Young working families need affordable housing, as they comprise our County's next generation of leaders and workers.
- Lack of affordable housing is a negatively compounded barrier for economic development. It discourages businesses from expanding and locating in our County, while at the same time it discourages workers with the necessary skill sets for those businesses from moving into our County. Therefore, it has been and continues to be difficult to support the growth of existing businesses, recruit new businesses, and obtain the required matching work forces.



Job Growth

- Ulster County's population grew at 4 times its employment between 2001 and 2005.
- A significant portion of Ulster County's resident population travels outside of the County for work.
- The national economy as a whole has become more service-oriented.
- Jobs will continue to be an important focus of this, or any, strategic economic development plan for Ulster County in the future.

Personal Income Growth

- The personal income growth rate per person for Ulster County trailed the U.S average from 2001-2004.
- From 1991-2005, the level of Ulster County's average wage paid to its workers declined, relative to the national average.

		Hudson Valley			U.S.
		Ulster County	Region	New York State	
Total Personal Income	1990	\$3,117,886	\$55,001,002	\$237,921,299	\$4,861,936,000
	2001	\$4,726,452	\$94,046,831	\$377,171,882	\$8,716,992,000
	2004	\$5,104,843	\$101,103,673	\$408,373,093	\$9,717,173,000
Measures of Change:					
	1990-2004 Annual Average	3.6%	4.4%	3.9%	5.1%
	1990-2001 Annual Average	3.9%	5.0%	4.3%	5.5%
	2001-2004 Annual Average	2.6%	2.4%	2.7%	3.7%

Source: Bureau of Economic Analysis, U.S. Department of Commerce

Best Practices

Offer Financial Incentives

Existing community economic assets are often the most valuable, which has led to the belief that incentives are most effective if offered first to local, existing businesses before outside businesses hoping to enter the area (Local Government Commission, 2004).

Emphasize Work Force Development

For workers and employers to be as effective as possible, immediate work force development opportunities must exist to augment worker skills necessary to fit new needs of the economy.

Create Sustainable Practices

This is a new practice in the world of economic development. Sustainability in economic development practices refers to "development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (Grunkemeyer & Moss, 1999).

Promote Livable Communities

Livable communities promote the idea of "compact development," (Local Government Commission, 2004, ¶11), which is effective in minimizing economic, social, and environmental costs, and makes better use of resources from existing communities.

Use Measurable Outcomes

Successful economic regions use benchmark outcomes to monitor plan implementation. Measuring outcomes gives organizations quantitative data so they know if their actions are effective. Indicators should measure social, ecological, and economic successes instead of focusing exclusively on one area.

Focus Locally

Economic development focuses at a local level, such as the County level, rather than at a state or even national level. The local focus strategy concentrates on keeping already existing enterprises in the community. Despite the fact that economic development becomes increasingly globalized, local focus continues to be important.



Best Practices (continued)

Advance Cluster-based Economic Development

Clusters are geographically bound groups of similar or complementary businesses. Focusing economic development on clusters can ensure high quality in all aspects of the good or service, from raw materials to manufacturing. Clusters also allow for innovation at a lower cost.



Develop Technology Incubators

Technology incubators improve the start-up success of businesses by providing different types of aid to selected new and emerging businesses. Incubators' success may depend on converting a number of low skilled/low paying jobs to higher skilled/higher paying ones.



Resources Inventory Assessment

As part of this strategic planning effort, an objective analysis of economic development resources—including both assets and challenges—was conducted. The assessment identified what Ulster County currently has to support economic development, business growth, and job creation. It also identified key barriers to progress and helped determine: (1) strengths of the region, (2) what the region is currently and potentially lacking in the area of economic development resources, and (3) economic development resource areas with issues that need addressing through economic development policy and other efforts.



The process utilized a web-based survey, developed and disseminated between August 2006 and November 2006. The survey received 109 responses, with about 40% of responses from export-based businesses (e.g. those selling their product and/or service outside of our County), and roughly 60% from businesses who serve local markets within Ulster County. A majority of the respondents represented a cross-section of motivated business owners and representatives of other stakeholder groups, directly and indirectly involved with economic development in our County.

Summary of Findings

Ulster County's economy is in a favorable condition in terms of our economic and community development resources. Our County was rated to have some significant economic development resource strengths—including a strong work ethic and a very **"high quality of life"**—which are growing increasingly important in the competitive equation for successful economic development. Despite those important strengths, respondents noted several exceptions—including an almost unanimous view that affordable work force housing is a major obstacle to economic development in Ulster County.



Resources Inventory (continued)

Ulster County's Key Strengths

- An available work force with a solid work ethic.
- Access to quality K-12 educational resources.
- Excellent environmental quality and access to four-season recreation resources.
- Access to quality health care—albeit expensive.
- An excellent quality of life.
- Access to major markets by road, rail, and air transportation.
- Access to competitively priced debt capital sources.



Areas That Need Improvement

- Work force availability in our County in higher skilled occupations.
- Training in basic communication and interpersonal skills to improve performance in team-oriented work environments.
- Access to higher education (above the Associate's degree level) and training for skill sets that are in demand by our County's labor market.
- Equity and venture capital resources for technology related opportunities. Sweat equity and organic growth remain the main funding sources for innovation and entrepreneurs in our County.
- Local approvals and the time required to complete the local development review process.
- Cooperation between municipalities and state agencies to address "predictability" concerns that currently are part of the development review process.
- Creative ways of addressing critical timing issues for highly desirable development projects.
- Ensuring our County's economic development assets are properly configured to meet the long-term commercial and industrial development needs of our current and potential key industry sectors.
- Our County's system of technical and "soft-support services" to support entrepreneurs in an increasingly competitive environment.
- Assistance to technology-related companies dependent upon external primary research capacities (e.g. from higher educational institution resources).

Roles and Responsibilities

The Economic Development Service Delivery System

- The current economic development services delivery system consists of myriad service providers and functions. Analysis revealed a complex structure with no recognizable standardized process. A user may enter the system at any number of points, seeking advice from any number of agencies. Information may or may not be shared by agencies, resulting in duplication of efforts, repeated processes, and confusion.
- A streamlined system would bring together representatives from each service provider to create an efficient and effective “body of knowledge,” capable of addressing any user’s needs in a collaborative manner. There would be one, and only one, user point of entry. Here, the agencies would collaborate and implement their processes simultaneously to meet users’ needs, reducing duplication and confusion, while increasing ease of use.

The logos depicted below represent most of the organizations that partly or wholly exist to foster economic development in Ulster County.



Three Pronounced Themes Among Organizations Shown Above

- Environmental focus
- Attracting businesses and developers through financial incentives
- Orientation toward attracting and building high-tech, post-industrial, and knowledge driven industries

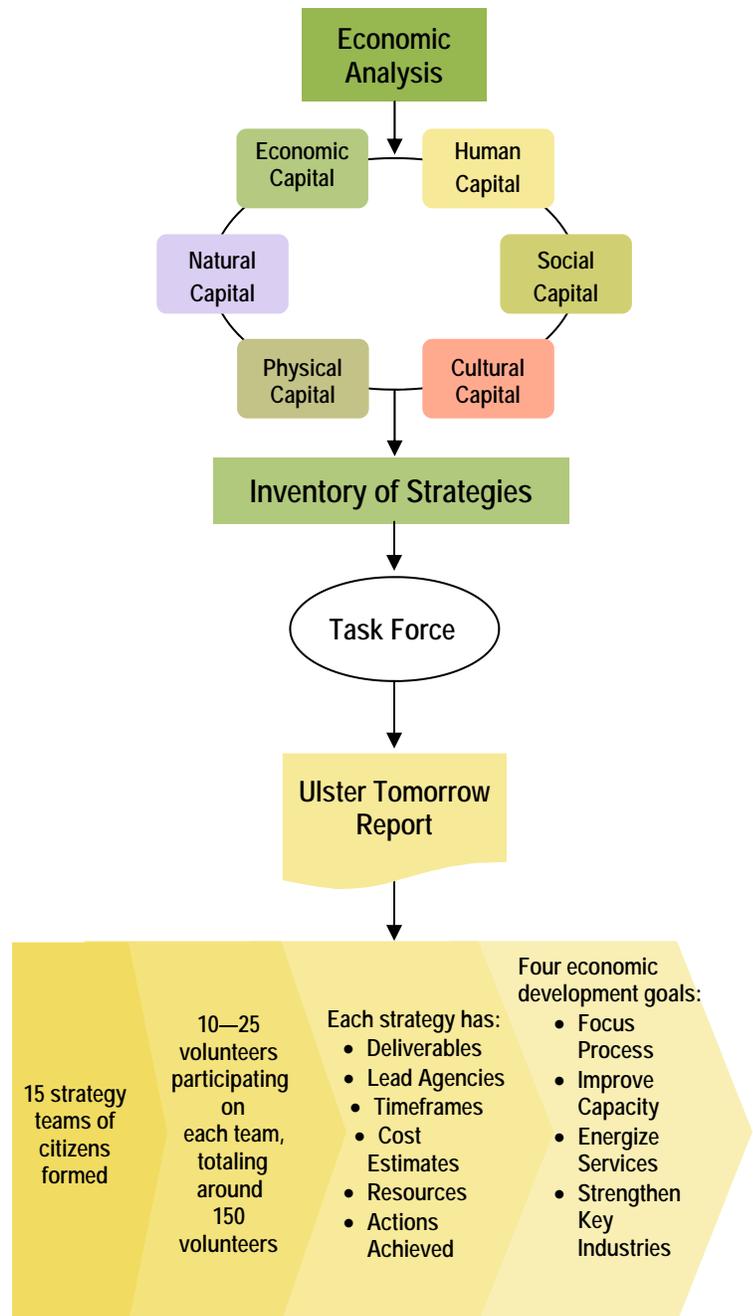
Public Engagement Process

Strategic economic development plans require support from an array of data from a multiplicity of sources. Ulster County's Collaborative Community Engagement (CCE) process utilized both data research and the collective minds of subject matter experts and decision-makers. It brought together stakeholder groups capable of making decisions to analyze diverse data, and create a prioritized list of outcomes required to build a vibrant economy for Ulster County.

The idea for the CCE is based on two facets of developing sound economic development strategies. First, the process must be inclusive, diverse, effective, and efficient. Second, economic data, current and emerging trend information, and opposing opinions must be elements of the community engagement foundation.

The CCE is a process, and as such, it requires inputs, processing, and outputs. Selected individuals with different perspectives on economic issues provided the inputs. The project Steering Committee recruited over 65 individuals from across the County, representing a microcosm of its population. Individuals were assigned to various community capital groups (Roseland, 2005, p. 4-14) to craft strategies relevant to their groups. Trained facilitators guided and managed the process using a formalized structure. Over the course of three days, CCE participants generated outcomes applicable to each capital group.

During the CCE process, facilitators used their copyrighted, flexible card system allowing participants to assign priorities to community outcomes they had identified for a vibrant Ulster County economy. These prioritized outcomes became the inputs for the subsequent Task Force meetings. Each capital group appointed one of its members to the Task Force, whose mission was to create strategies that would become the Inventory of Strategies for economic development in Ulster County. These strategies were then vetted through the Steering Committee and presented back to the public in a public forum.



Inventory of Strategies

An Inventory of Strategies is the genesis of the Ulster County's strategic economic development plan. The Inventory is a culmination of efforts from the Collaborative Community Engagement, Task Force, and Steering Committee inputs. The following table provides a listing of the strategies by group with estimated timelines shown below.

Engaged Leadership	Doing Business for Prosperity	Ingredients for Success	Targeting Key Sectors
Strategy 1: Cultivate a Community of Leaders	Strategy 4: Target Assistance to Emerging Businesses	Strategy 8: Preserve and Enhance Quality of Life	Strategy 12a: Enhance the Travel and Tourist Industry
Strategy 2: Create a Culture of Change and Collaboration	Strategy 5: Redesign Services Network	Strategy 9: Recruit a Diverse Business Base	Strategy 12b: Strengthen & Maintain Economic Viability of Agriculture
Strategy 3: Develop Measured Accountability	Strategy 6: Streamline Local Permit & Review Process	Strategy 10: Retain and Expand Existing Businesses	Strategy 12c: Develop Strategic Advantage in "Green" and Renewable Technologies and Products
	Strategy 7: Develop Appropriate Infrastructure	Strategy 11: Create Labor Force Capability In Line With Business Needs	Strategy 12d: Nurture a Creative Economy

Since the plan was produced in March 2007, fifteen "Strategy Leaders" have been working with strategy "teams" to implement them, including "deliverables" for each strategy. Based on the actions developed by each team, the Strategy Leaders created new groupings of the strategies to reflect the economic development process and services that the lead agencies implementing the plan are pursuing. Appendix A provides the details of the each strategy, including stakeholders, goals, potential action steps, and the deliverables outlined by each team since March 2007. The strategies now reflect more clearly the work program the Strategy Leaders developed as shown below.

Focus economic development <u>process</u>	Improve economic development <u>capacity</u>	Energize economic development <u>services</u>	Strengthen <u>key industries</u>
Strategy 1: Cultivate a Community of Leaders	Strategy 7: Develop Appropriate Infrastructure	Strategy 4: Target Assistance to Emerging Businesses	Strategy 12a: Enhance the Travel and Tourist Industry
Strategy 2: Create a Culture of Change and Collaboration	Strategy 8: Preserve and Enhance Quality of Life	Strategy 9: Recruit a Diverse Business Base	Strategy 12b: Strengthen & Maintain Economic Viability of Agriculture
Strategy 3: Develop Measured Accountability	Strategy 11: Create Labor Force Capability In Line With Business Needs	Strategy 10: Retain and Expand Existing Businesses	Strategy 12c: Develop Strategic Advantage in "Green" and Renewable Technologies and Products
Strategy 5: Redesign Services Network			Strategy 12d: Nurture a Creative Economy
Strategy 6: Streamline Local Permit & Review Process			

Inventory of Strategies (continued)

1. Focus economic development process

Economic development is a process. The more focused that process, the more high quality jobs and productive investment it will generate. This goal will strengthen cooperation, alignment of resources, efficiency and accountability of the partner agencies. In addition to the sponsors of Ulster Tomorrow, this includes Ulster County government departments, chambers of commerce, local governments, regional organizations, and nonprofits.

The following strategies support this goal:

Cultivate a Community of Leaders (Strategy #1)

Need: In order for our County to implement its plans and hold itself accountable, a community of leaders will need to be cultivated and trained.

Overarching Goal: Establish a community of skilled and articulate leaders who understand economic development, can sustain the County's vision for economic development, and can lead all efforts for implementation now and in the future.



Create a Culture of Change and Collaboration (Strategy #2)

Need: Effective implementation of the strategic economic development plan will require changes in behavior, attitude, processes, systems, communications, and skills. It will also require collaboration among many organizations, as well as input from many individuals.

Overarching Goal: Create a positive culture and climate that supports the implementation of the strategic economic development plan and the sustainability of the County's vision for economic vitality.



Develop Measured Accountability (Strategy #3)

Need: Effective implementation of the strategic economic development plan requires that all individuals and stakeholder groups hold themselves accountable.

Overarching Goal: Instill the knowledge, values, and skills necessary for community leaders, municipal leaders, staff members from planning organizations, and other stakeholders to overcome resource limitations and other barriers in order to achieve desired results.

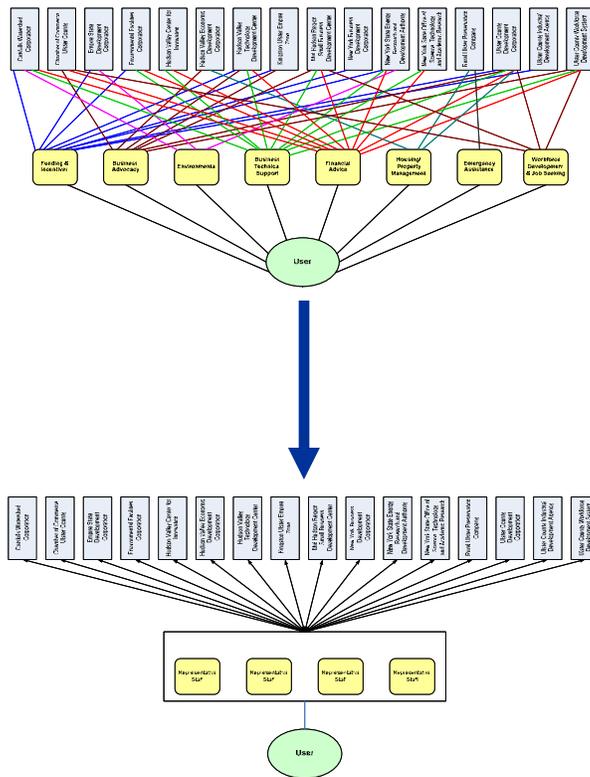


Inventory of Strategies (continued)

Redesign Services Network (Strategy #5)

Need: County economic development and services delivery must evolve to become as flexible, entrepreneurial, and aggressive as its current and potential constituent clients operating in the economy today. The current system is primarily reactionary and is not “strategic or focused” in its approach. The system should re-organize around a market-driven approach that begins with critically important groundwork and moves into higher order efforts after this initial groundwork is completed.

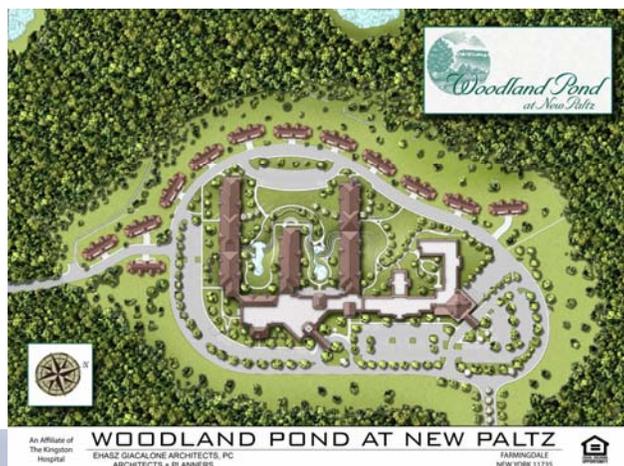
Overarching Goals: Build partnerships with relevant local, state, and federal government entities to create an integrated, flexible, and innovative delivery system that fosters and sustains vibrant economic development. Additionally, create incentives that accommodate development, create predictability for businesses, and are inline with the community



Streamline Local Permit and Review Process (Strategy #6)

Need: The County requires a coordinated and streamlined approach to local permitting. Fairness and predictability for key industries is required to facilitate job retention and new job creation.

Overarching Goal: Develop a coordinated County-wide approach to local permitting and development review.



Inventory of Strategies (continued)

2. Improve economic development capacity

The capacity to do economic development is in direct proportion to the community's physical and human infrastructure and its quality of life. Through strategic capacity-building projects, this goal will stimulate "Smart Growth" and support the growth of workforce and the "knowledge-based industries" able to compete in the global economy.

The following strategies support this goal:

Develop Appropriate Infrastructure (Strategy #7)

Need: Develop appropriate infrastructure (people: public transportation; things: shipping capability; information: communications; land use: development ready sites) to support quality job creation and retention in the County's key industries.

Overarching Goal: Develop an infrastructure that creates and retains jobs in the County's key industries and furthers economic development.



KING'S HIGHWAY ENTERPRISE CORRIDOR - SAUGERTIES, NY
Conceptual Masterplan

Preserve and Enhance Quality of Life (Strategy #8)

Need: Quality of life is increasingly becoming a concern for attracting and retaining businesses and a talented work force. Additionally, high performing regional economies require access to affordable housing to attract and retain a skilled work force, which is a key factor in quality of life.

Overarching Goal: Use social, natural, physical, and cultural resource bases to attract and retain business owners and talented, experienced workers, and improve access to housing for all income levels, and across all price levels and types.

Ulster County Open Space Plan



Resource Protection and Management

Create Labor Force Capability In Line With Business Needs (Strategy #11)

Need: To attract and maintain key industry businesses aligned with current and future development goals.

Overarching Goal: Match and improve the education level and depth of skills of the County work force with current and future job prospects.



Inventory of Strategies (continued)

3. Energize economic development services

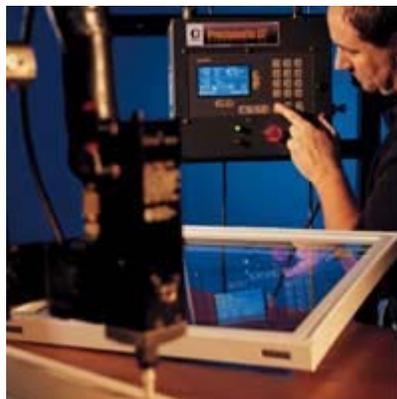
The hard work of doing economic development means delivering essential job- and investment-growing services to businesses. This includes assisting the efforts of small and new businesses to grow, recruiting new businesses to the area, and working to retain and expand existing firms. This goal proposes to bolster the efficiency and effectiveness of these services.

The following strategies support this goal:

Target Assistance to Emerging Businesses (Strategy #4)

Need: New and emerging businesses require access to well developed, integrated support services.

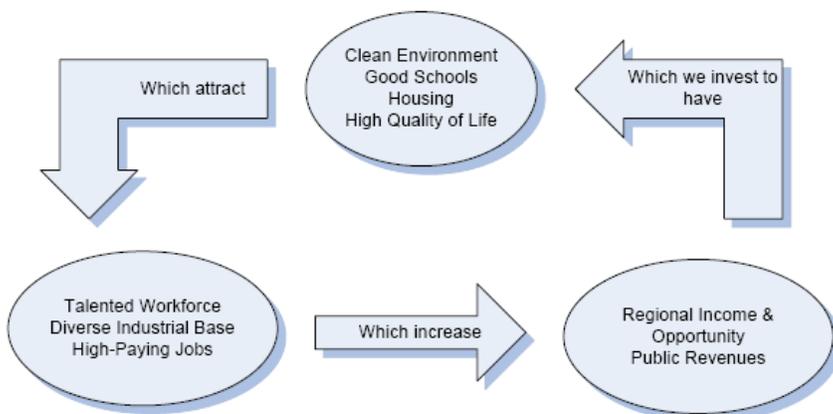
Overarching Goal: Design a collaborative approach to promote access to affordable equity and early stage debt capital.



Recruit a Diverse Business Base (Strategy #9)

Need: The County needs to recruit strategically a more diverse business base to expand the breadth and depth of the County's key industries.

Overarching Goal: Create a diversified portfolio of businesses in line with our key industries.



Diversity is critical to maintaining the "Circle of Prosperity"



Retain and Expand Existing Businesses (Strategy #10)

Need: Maintain current and attract new businesses and investments by understanding global markets, competitions, and business decision structures that encourage and keep local ownership.

Overarching Goal: Help current Ulster County businesses succeed.

Inventory of Strategies (continued)

4. Strengthen key industries

Economic development requires identifying and strengthening industry clusters that operate as economic drivers for the rest of the economy as a whole. After broad citizen input, four key industries emerged.

The following strategies support this goal:

Enhance the Travel and Tourist Industry (Strategy #12a)

Need: Strengthen the County's travel and tourism industries.

Overarching Goal: Improve promotion of the County's tourism sector. Increase the level of collaboration among the County's tourism businesses and other regional attractions/businesses in the Hudson Valley.



Strengthen & Maintain Economic Viability of Agriculture (Strategy #12b)

Need: Keep the environment a healthy, scenic, and productive asset of the County to support a rural working landscape with a critical mass of locally grown food products.

Overarching Goal: Strengthen and maintain the economic viability of agriculture.



Develop Strategic Advantage in "Green" and Renewable Technologies and Products (Strategy #12c)

Need: Demand for "green" construction, operating technologies, and practices are burgeoning throughout the U.S. Located in New York's High-Tech Corridor, Ulster County has an unprecedented opportunity to attract and nurture businesses in this sector.

Overarching Goal: Increase local-regional capacity to participate in U.S. commercialization and development of renewable and "green" technologies.



Nurture a Creative Economy (Strategy #12d)

Need: Cultural and community development inspires and attracts creative business enterprises – highly desirable enterprises which can locate anywhere.

Overarching Goal: Cultivate and promote a thriving arts and creative export sector.



Acknowledgements

Ulster County Strategic Economic Development Planning Partners

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March Gallagher

Chair, Ulster County Development Corporation (UCDC) Board of Directors
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Chair, Ulster County Industrial Development Agency

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