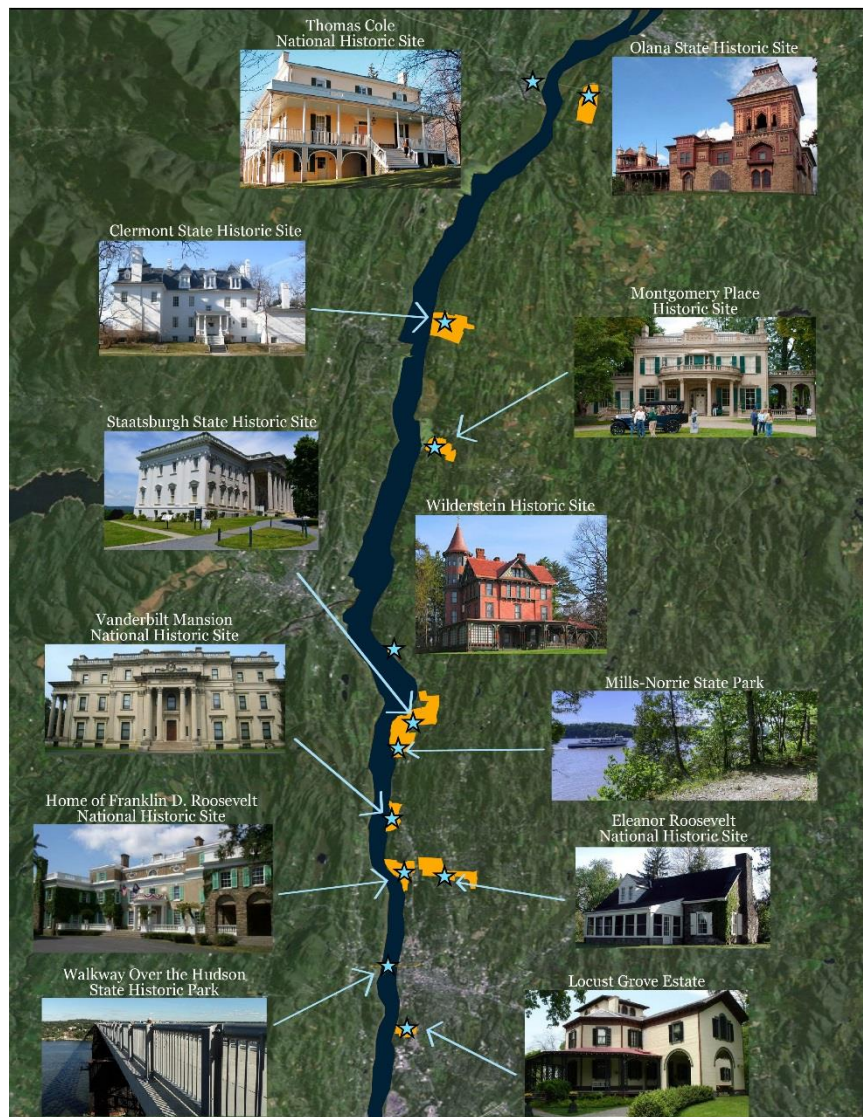


The Economic Importance of the Great Estates Historic Sites & Parks



By Urbanomics, Inc.

October, 2014

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Catskill, NY

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Executive Summary

Twelve federal, state and private nonprofit historic sites located in a 40 mile stretch along the Hudson River comprise the Great Estates Consortium and State Parks. Combined, they attract nearly 1.7 million paid visitors a year, having increased from roughly one million over the past decade, and amount to a tourism draw greater than some western national parks or civil war battlefields. Situated partly in the Hudson River National Historic Landmark District (HRNHLD), and surrounded by the New York State Estates District Scenic Area of Statewide Significance (SASS) and the Hudson River Valley National Heritage Area (HRVNHA), this stretch of historic sites and parks represents not only a wide array of significant American events and architectural styles, but also offers a diverse opportunity to enjoy the cultural achievements, the political history, the natural environment and outdoor recreation resources of the area.

In doing so, the Great Estates also produce an economic and fiscal benefit for the area. Although many of these effects cannot be measured – such as the attraction they have for a burgeoning second home community or the support they lend to a highly creative and cultural university environment – there are specific direct, indirect and induced impacts of an economic and fiscal character that can be quantified. With help from the Taconic Region of the NYS Office of Parks, Recreation & Historic Preservation, this report attempts to measure these benefits, as follows:

The Direct Effect:

- In 2012, total revenues of the Great Estates amounted to \$14.1 million, of which \$7.8 million was earned by national and state historic sites and \$6.3 million by the private nonprofit sites and Friends groups of SHSs.
- Total expenditures of the Great Estates were \$14.6 million in 2012, down from \$17.2 million in 2010. However, operational expenditures (which exclude taxes, investment expenses, and depreciation because they do not typically stimulate local business) rose from \$12 million to \$12.8 million.
- Some 222 full- and part-time workers were employed by the Great Estates and support groups at a total compensation of \$9.0 million in 2012,
- Between 2010 and 2012, a tenfold increase in capital expenditures occurred among the Great Estates as investment in the Walkway and other sites topped \$5.5 million annually.
- In 2012, visitors to the Great Estates spent roughly \$60 million in the local gateway area, some \$47 million of which was spent by nonlocal visitors traveling mostly on a daily basis from outside the area.

The Total Effect:

- The total impact of employee compensation by Great Estates and support groups in 2012 generated \$20 million in business revenues in the local economy as a consequence of strong ripple effects that triggered \$1.21 in additional revenues for every \$1.00 spent.

- Non-salary operational expenditures of \$3.7 million generated \$5.6 million in gross output of the local economy, stimulating production and consumption in such sectors as real estate services, electric power generation and transmission, building services, and construction.
- \$5.5 million of capital investment by the Great Estates and their support groups in 2012 had an \$8.8 million impact on the economy, benefiting such sectors as architectural and engineering services, mining and stone quarrying, financial services, real estate, and offices of physicians, dentists and health care practitioners.
- The \$47.5 million of spending by non-local and overnight visitors to the Great Estates in 2012 directly supported 392 jobs, \$9.3 million in labor income, \$15.4 million in value added, and \$24.7 million in business revenues, excluding the cost of goods on retail sales. As an indirect and induced effect, this spending supported an additional 101 jobs, \$4.0 million in labor income, \$8.9 million in value added and \$13.7 million in business output, for a revenue multiplier of 1.56.
- Collectively, the four measureable economic benefits of the twelve Great Estates and their support groups amounted to a \$65 million positive effect on the Dutchess County economy. This, in turn, generated roughly \$2 million in sales tax revenues for Dutchess County.

In many respects, these estimates are conservative. The secondary effects were simulated in an inter-industry model calibrated on the Dutchess County economy. Had a model for the entire local gateway area been available, defined by the National Park Service as roughly 60 miles around the Great Estates, the ripple effects in the economy would have been greater.

Introduction to the Great Estates Region

In 1979, a Sixteen Mile District bordering the eastern bank of the Hudson River in four towns – Hyde Park, Rhinebeck, Red Hook and Clermont – was listed on the National Register of Historic Places. Encompassing some 30 contiguous estates, several of which were already National Historic Sites, the District was defined by the great estates that traced their historic lineage through blood or marriage to Judge Robert R. Livingston and Margaret Beekman Livingston who built the original Clermont in 1730. Some 300 sites and buildings were situated within the Sixteen Mile District, focused largely upon the once riverfront farming estates of Livingston descendants, transformed by leading architects into the elegant country seats of wealthy industrialists and financiers.

In 1990, the Hudson River Historic District was listed on the National Register, essentially enlarging the Sixteen Mile District by an eastward inclusion of land and buildings within the four town stretch. Now designated as a National Historic Landmark District (shown in Figure 1), the area continues to be bounded by Mills Norrie and Clermont State Parks, but now includes the hamlets of Staatsburg, Rhinecliff and Barrytown, as well as the Village of Tivoli. Nearly 1,800 sites and buildings of the Hudson River Historic District are listed on the National Register, with some 700 in Rhinebeck, 500 in Red Hook, over 350 in Hyde Park, and nearly 200 in Clermont. Aside from the architecturally significant great estates, the District features simpler stone and frame buildings of the 18th and 19th century, an exceptional natural landscape which attracted early American painters and landscape architects, and the historic setting for early Indian settlement, German Palatine immigration, a vibrant agrarian economy and the gilded life.

North and south of the Hudson River National Historic Landmark District, great estates and significant national historic sites (NHS) exist outside of the District. All of these, as well as the Hudson River and the Landmark District, are now part of an even larger New York State Estates District Scenic Area of Statewide Significance (SASS). And beyond this designation, the Hudson River Valley National Heritage Area (HRVNHA) created by Congress in 1996 encompasses ten counties bordering the Hudson River from New York City to just north of Albany. Both the National Heritage Area and the Estates District SASS celebrate and protect the historical and harmonious blend of the built environment with a remarkable natural setting.

Collectively, twelve (12) federal, state and private nonprofit historic sites in a 40 mile stretch overlapping the Landmark District comprise the Great Estates Historic Sites and Parks that are the focus of this study. Although they are only a portion of the major and numerous minor historic sites of the entire area, they annually attract nearly 1.7 million visitors, a draw nearly as large as Glacier National Park. The economic benefits to the area of their annual operations, visitation, and capital investment are presented for the period 2010 to 2012. Figure 1 depicts the boundary of the Hudson River National Historic Landmark District and Figure 2 presents the Great Estates by location, as follows.

South of the Hudson River Historic Landmark District:

- Locust Grove Estate
- Walkway Over the Hudson State Historic Park (The Great Poughkeepsie Railroad Bridge)
- Home of Franklin Delano Roosevelt National Historic Site
- Eleanor Roosevelt National Historic Site (Val-Kill)
- Vanderbilt Mansion National Historic Site

Within the Landmark District:

- Mills Norrie State Park (Ogden Mills & Ruth Livingston Mills Memorial State Park and Margaret Lewis Norrie State Park)
- Staatsburgh State Historic Site
- Wilderstein Historic Site
- Montgomery Place Historic Site (Chateau de Montgomery)
- Clermont State Historic Site

North of the Landmark District:

- Olana State Historic Site, the Frederic E. Church House
- Thomas Cole National Historic Site

Figure 1. The Hudson River National Historic Landmark District

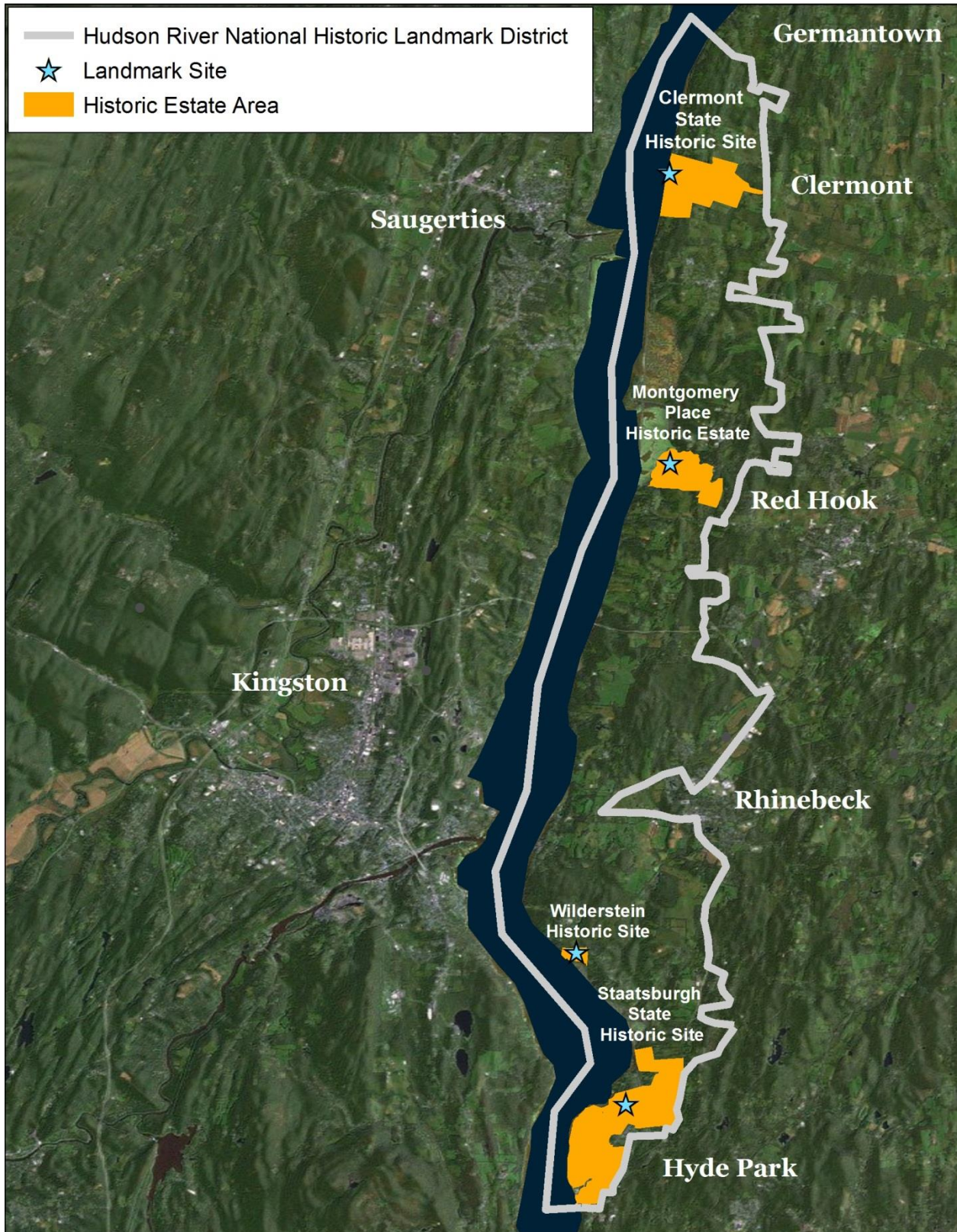
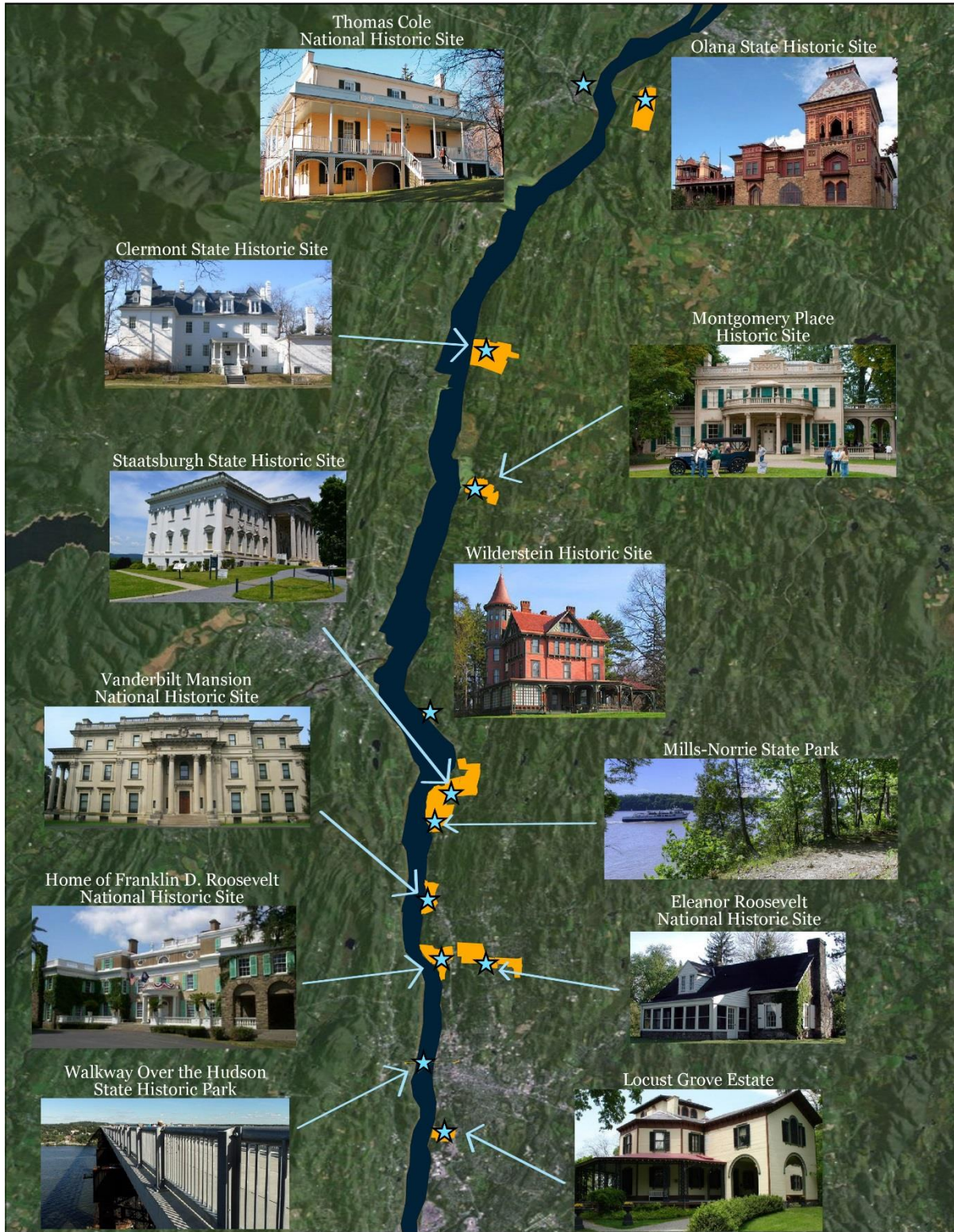


Figure 2. The Great Estates Historic Sites and Parks



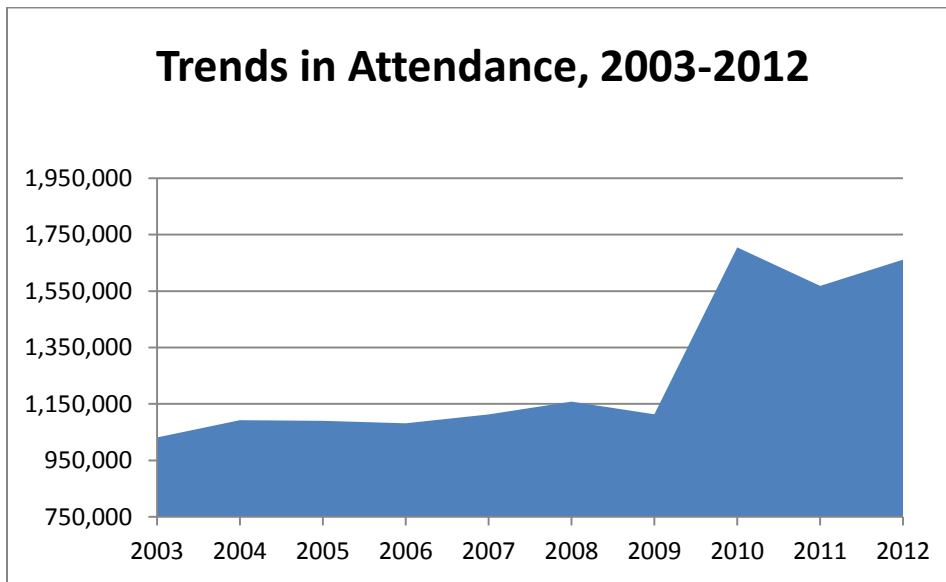
The Sites in Brief

The historic sites and associated State Parks comprise some 3,600 acres of land in the Towns of Poughkeepsie, Hyde Park, Rhinebeck, Red Hook, Clermont, Hudson and Catskill, New York. Held in varying forms of ownership, they include eight (8) properties in public hands – including three owned by the United States Department of Interior (US DOI) for Roosevelt and Vanderbilt sites, four owned by the New York State Office of Parks, Recreation and Historic Preservation (NYS OPRHP) for Staatsburgh, Mills Norrie State Park, Clermont and Olana, and one owned by the New York State Bridge Authority in partnership with NYS OPRHP for Walkway Over the Hudson State Park. Of the four (4) sites in private hands, one is owned by a private operating foundation -- namely the Locust Grove Estate -- while the other three are owned by independent nonprofit organizations, namely Wilderstein Preservation, Historic Hudson Valley and Thomas Cole Historic House. Four New York State properties also have Friends groups, including Staatsburgh, Clermont, Olana and Walkway over the Hudson. These ownership and support differences are reflected in site operations and the resources available for the historic preservation of properties and their collections.

Valued by their respective taxing jurisdictions, the 12 historic sites and parks have a current market value of \$160 million with land valued at \$77 million and improvements at \$83 million. For the mansion sites alone, excluding ancillary buildings and surrounding land, the market value is estimated at \$55 million. Both mansion and full site market valuations are underestimated by current standards, largely because cultural resources in public and nonprofit ownership are not subject to property taxation by New York State Real Property Tax Law. All twelve historic sites and parks, as well as Friends groups, are exempt from county, town, school and village taxation. Despite the legitimacy of this exemption, some sites make payments in lieu of taxation (aka, pilots) to offset their impact on municipal services. Were the sites to lose tax exemption, they would be liable for more than \$3 million in property taxes annually.

These Hudson River sites earn their tax-free status because they preserve important historic assets of the region and educate visitors in the cultural, political and economic development of the nation. Annually, nearly 1.7 million paid visitors now tour the sites, having increased from roughly one million attendees over the past decade. Countless others arrive to hike the landscapes or simply view the River from their promenades. By drawing as much visitation as some national parks – such as all ten national battlefields – the sites collectively represent an important destination. Whether attracting visitors locally or from national or international origins, they stimulate the local economy with visitor outlays for site attendance, museum shops, special events, and off-site spending at local restaurants, village stores and overnight accommodations.

Figure 3. Trends in Attendance, 2003-2012



Source: Attendance reports of the Historic Sites

Purpose of This Study and Approach

In recognition of not only the historic and touristic value of the Great Estates to the region, but also the contribution they make to the local economy, this study was undertaken with assistance from the Taconic Region of NYS OPRHP to measure their beneficial economic and fiscal effects. By employing several hundred local residents, by expending millions of dollars on operations and capital improvements, by causing ripple effects in retail and hospitality accommodations throughout the area, these facilities contribute much more to local economic well-being than standard tourism studies or readily accessible economic indicators would suggest.

This report presents the economic impact of visitor attraction and site operation, as well as capital investment, of the Great Estates for the period 2010-2012. It utilizes the National Park Service methodology for estimating visitor off-site expenditures and an *Implan Pro* inter-industry model for calculating the secondary effects of on-site and visitor expenditures on the local economy, calibrated on the current economic structure of Dutchess County. The fiscal benefits of the Great Estates are measured by sales and payroll taxes that accrue to counties and towns from direct, indirect and induced spending. Collectively, this analysis demonstrates that the twelve historic sites have a significant direct and ripple economic and fiscal effect. Before these findings are demonstrated, a brief description of each historic site is presented.

Locust Grove Estate

The 200 acre Locust Grove Estate in the Town of Poughkeepsie attracted some 78,800 visitors in 2012 to a not-for-profit museum and nature preserve established with the 1975 bequest of philanthropist Annette Innis Young. Young's parents moved to the estate in 1895, attracted by the cruciform Italianate villa, designed in 1852 by architect Alexander Jackson Davis for artist and inventor Samuel Morse. Perched on a bluff overlooking the Hudson, the villa features a four story tower on the west side balanced by a porte-cochere on the east, and is surrounded by the original outbuildings -- Carriage House, Ice House, Garden Pavilion, Barn.

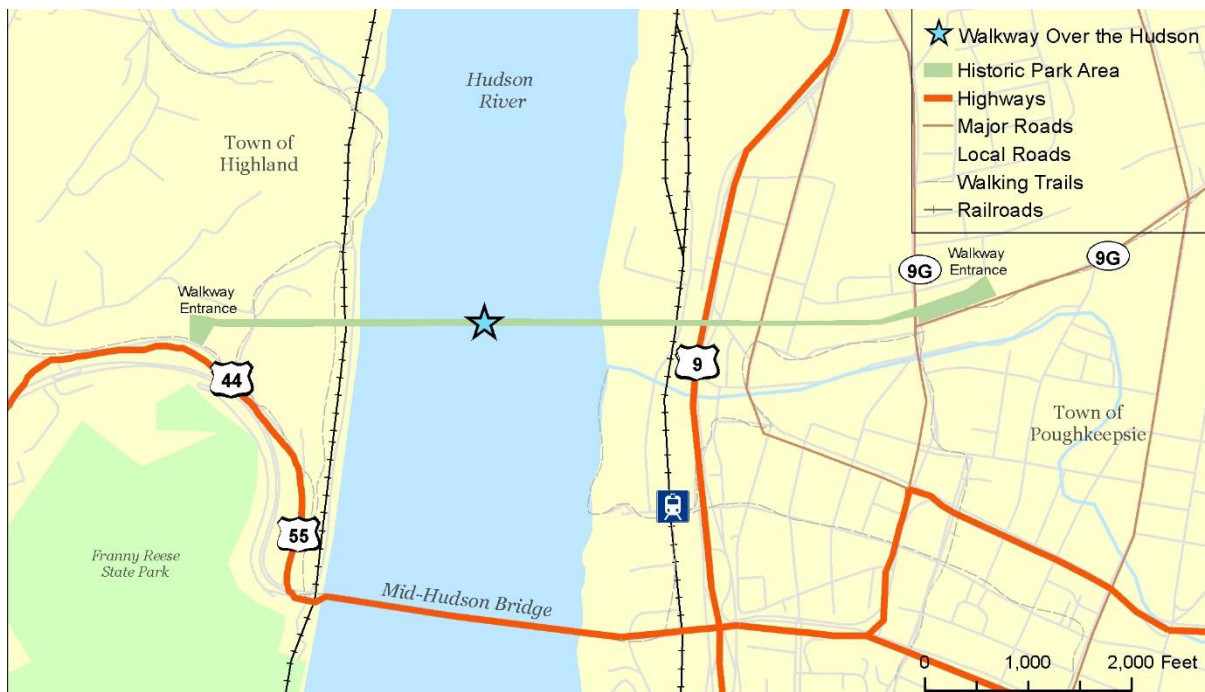
The 25-room mansion highlights the 15,000-piece Young Family Collection of 19th century furniture, paintings and decorative arts, in rooms virtually unchanged since 1901. In the Visitor Center, a gallery contains paintings by Samuel Morse and early telegraph equipment. The grounds of Locust Grove, kept in lawn, pasture, and woodland, are used for outdoor events and ramblings, marked by miles of carriage roads and historic gardens. In 2012, the market value of all assets, including the historic buildings, visitor center, grounds and investments was roughly \$12.5 million. Gross receipts earned from admittance, events, museum sales and investment income were reported at \$1.3 million.



Walkway Over the Hudson (WOTH) State Historic Park

The elevated Poughkeepsie-Highland Railroad Bridge over the Hudson – known as “one of the great bridges of the 19th century” – spans nearly 6,800 feet, including approaches on the Poughkeepsie and Ulster County sides. Originally, the causeway for freight from Pennsylvania coal mines to New England industries, traffic ceased in 1974 when fire ravaged the structure. The bridge was considered a marvel of engineering for its length as a steel structure and its channel span, as well as for innovative solutions required by the depth of river bedrock and height of tides that mandated underwater construction.

Transformed 4 years ago into the longest elevated pedestrian bridge in the world, WOTH attracted more than 525,000 visitors in 2012 and is expected to draw many more when a 21 story river-edge elevator opens in 2014. Managed and maintained by NYS OPRHP, the bridge’s transformation was achieved by a nonprofit entity -- the Poughkeepsie-Highland Railroad Bridge Co., Inc. – which raised over \$30 million in contributions and grants to preserve the structure and turn it into a public park. WOTH and its related Poughkeepsie and Highland parcels are now valued at \$39 million. In 2012, the entity reported \$9.6 million in assets and \$2.3 million in gross receipts.



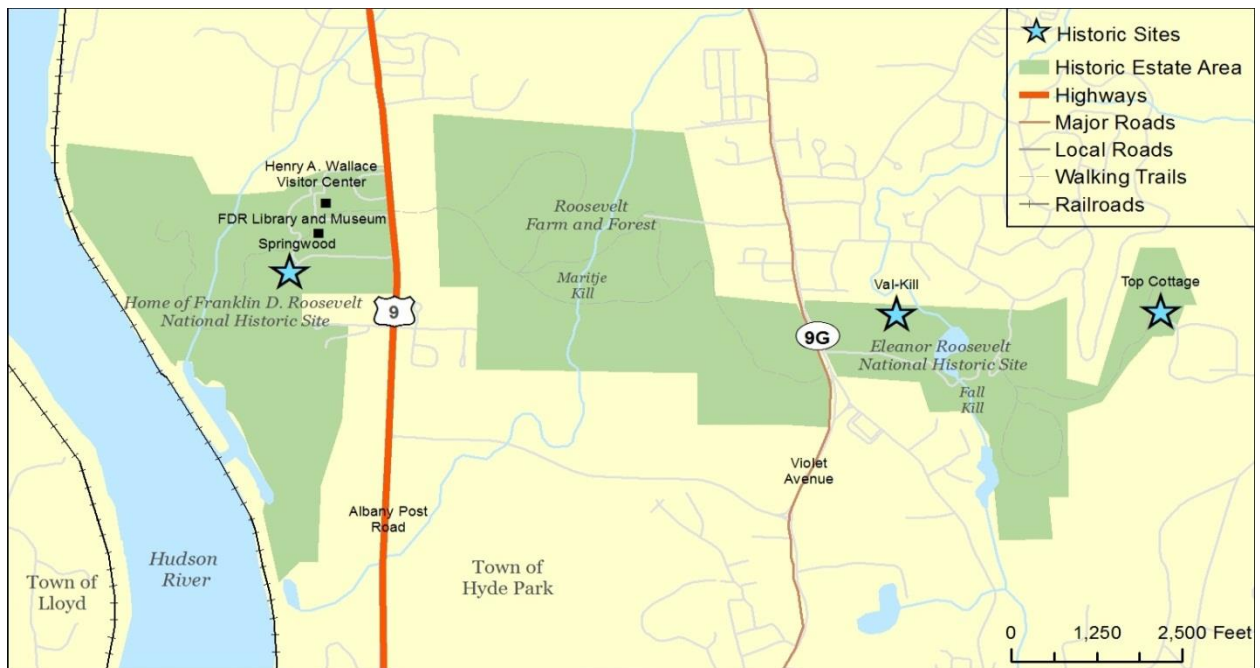
Walkway Over the Hudson
State Historic Park



Franklin D Roosevelt Home and Val-Kill National Historic Sites

Springwood, the home of Franklin Delano Roosevelt, the 32nd President of the United States -- as well as Val-Kill, the Eleanor Roosevelt NHS, and Top Cottage, the retreat designed by FDR -- is owned by the U.S. Department of the Interior and managed by the National Park Service (NPS). With the FDR Library and Museum – the first presidential library conceived and designed by a sitting president – and the Wallace Center, a conference and visitor center on site, the 303 acre national park located in Hyde Park is the centerpiece of the Great Estates region. Although smaller in acreage than original Roosevelt holdings, the park has increased in scale recently through strategic acquisition of farm lands and forests.

The market value of the Roosevelt site was estimated at \$43.8 million for land and improvements. In 2012, nearly 200,000 visitors attended with 136,000 viewing FDR’s home and 55,000 viewing the home of Eleanor Roosevelt. National Park Service revenues, reported on a consolidated basis for the Roosevelt and Vanderbilt properties, amounted to nearly \$7 million in 2012, while all visitors to the Roosevelt sites were estimated by NPS to have spent more than \$3.6 million.



Springwood,
Home of Franklin D. Roosevelt

Val-Kill

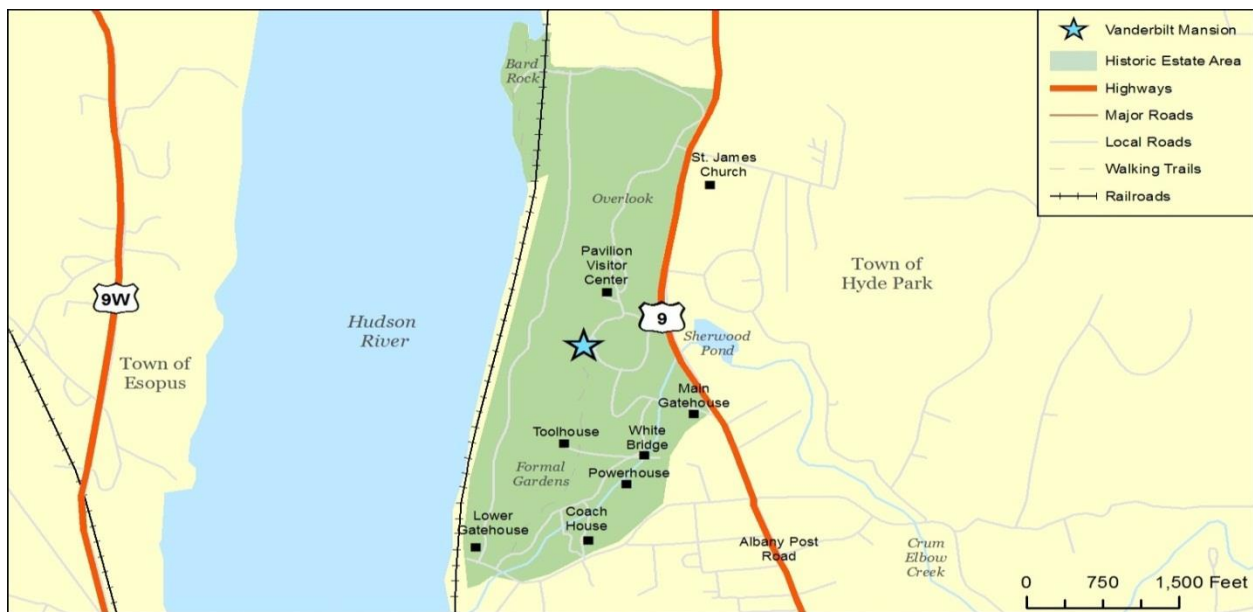
Top Cottage



Vanderbilt Mansion National Historic Site

Vanderbilt Mansion, located several miles north of the home of Franklin D. Roosevelt, is a 50-room Beaux-Arts mansion built in 1896-99 for Frederick W. Vanderbilt, the grandson of “Commodore” Cornelius Vanderbilt, and designed by the firm of McKim, Mead and White. It is owned by the U.S. Department of the Interior and managed by the National Park Service (NPS). Situated on 206 acres today, the original holding was larger, including extensive farm lands and forests. The estate is significant because it depicts the gilded age of 19th Century American financiers and industrialists that emulated the lifestyle of European aristocracy. As a country estate, the mansion was used periodically during spring and fall seasons. Important trends in landscape architecture were incorporated in the estate, including a formal Italian garden, sculptured pools and bridges, and hundreds of specimen trees and shrubs.

The market value of the Vanderbilt Mansion estate was estimated at \$17.8 million for land and improvements. In 2012, some 423,000 visitors were admitted to the mansion and grounds, with countless visitors enjoying the park-like setting. National Park Service revenues, reported on a consolidated basis for the Roosevelt and Vanderbilt properties, amounted to nearly \$7 million in 2012, while all visitors to the Vanderbilt site were separately estimated by NPS to have spent more than \$5.7 million in the gateway area.



Vanderbilt Mansion



Staatsburgh, the Home of Ogden and Ruth Mills in Mills-Norrie State Park

Staatsburgh (formerly Mills Mansion), the home of Ogden Mills and Ruth Livingston Mills, also exemplifies the Gilded Age and social lifestyle of late 19th century financiers and industrialists. Situated on a steep hill overlooking the Hudson, within confines of Mills Norrie State Park, the house is a 65-room Beaux-Arts mansion designed by McKim, Mead and White that was enlarged and remodeled upon an earlier 25-room Greek Revival structure. Expensively furnished at the turn of the century with gilded furniture, silks and tapestries, and oriental rugs, as well as a collection of decorative arts from abroad, the mansion hosted elaborate country getaways and weekend parties, reminiscent of an Edith Wharton story or an episode of *Downton Abbey*.

The 100-acre Staatsburgh SHS and 1000-acre Mills Norrie State Park are owned and operated by NYS OPRHP, making them the largest cultural facility in the Great Estates area. Valued at \$29 million in land and buildings, with \$6.7 million attributable to Staatsburgh, the park and SHS rank third in value behind WOTH State Park and the consolidated Roosevelt NHSs. In 2012, Staatsburgh and Mills Norrie Park attracted roughly 216,000 visitors with a diverse array of activities, including camping, sailing, golf, hiking and house tours. In that year, the combined revenues of Staatsburgh SHS and Friends of Mills Mansion, the nonprofit charitable organization that supports its program and preservation goals, were nearly \$145,000, while the Mills Norrie park revenues exceeded \$713,000.



Wilderstein Historic Site

The 40 acre Hudson River estate owned and managed by Wilderstein Preservation, a nonprofit charitable organization, was the former home of the Suckley family, descendants of the Beekman and Livingston families. The original home, built in the Italianate villa style, was transformed into an elaborate Queen Anne country house in 1888, some 35 years later. With a multi-gabled attic, a five story circular tower, an imposing porte-cochere and a picturesque landscape designed by Calvert Vaux, the estate commanded a prominent position on the bluffs overlooking the Hudson. Joseph Tiffany had appointed its interiors.

Wilderstein was occupied by three generations of Suckleys, until the death of Margaret Suckley in 1991, a cousin and confidante of Franklin Delano Roosevelt. When acquired by Wilderstein Preservation for the purpose of preserving and restoring the architecture, landscape and extensive collections, the estate was in a severe state of decay. Since 1994, extensive restoration has been underway on both the house exterior and interior, while the vast collections are being catalogued and arrayed. Wilderstein now attracts nearly 7,000 house visitors, excluding hikers and event attendees. The mansion is valued at \$2 million and the entire estate at \$2.5 million. In 2012, Wilderstein Preservation reported total assets of \$5.2 million and gross receipts of \$770,000.



Wilderstein Mansion
Home of Thomas Holy Suckley



Montgomery Place Historic Site

Separated from Bard College by the Saw Kill Creek, Montgomery Place is a serene reflection of nearly 200 years of continuous family stewardship. Owned and operated by Historic Hudson Valley, a non-profit educational organization, the 380 acre property features a landscape influenced by Andrew Jackson Downing with a mansion and several outbuildings designed by Alexander Jackson Davis. Constituting a large portion of Annadale-on-Hudson, it is an intact example of Hudson Valley estate life. Visible from the mansion's terrace and north pavilion are inspiring vistas of the Hudson River and Catskill Mountains. The site's woodland trails lead through a hemlock and mixed hardwood forest to the cascading waterfalls of the Saw Kill.

With support from the National Endowment for the Humanities, Historic Hudson Valley recently created American Arcadia at Montgomery Place, an ambitious effort to examine the changing relationship between Americans, landscape, and nature over time. As part of launching this significant interpretation, Historic Hudson Valley developed a comprehensive, standalone website. The site is assessed at \$5.3 million in land and buildings. Historic Hudson Valley pays taxes on portions of the property cultivated as orchards and also subsidizes the orchard's operations.



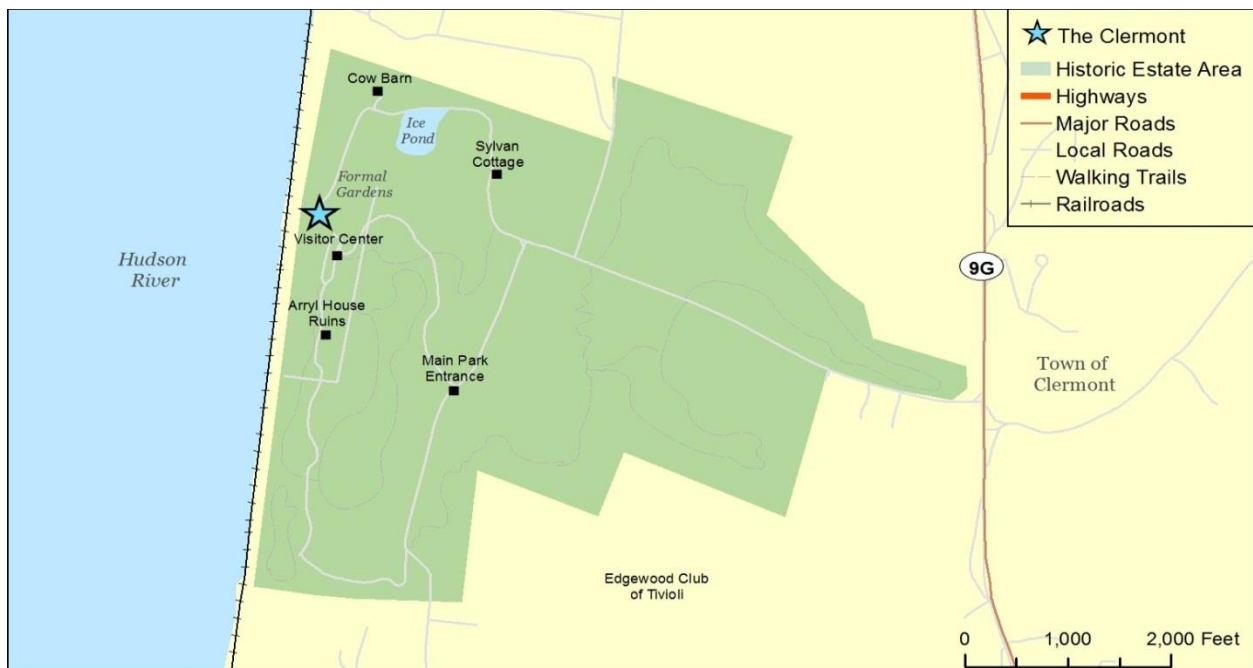
Montgomery Place
Mansion



Clermont State Historic Site

The Clermont SHS is a portion of the original land grant to the Livingston family, the site of Clermont built by Judge Robert Livingston but burned by the British, the rebuilt Clermont of Margaret Beekman Livingston after the Revolutionary War, and the home of Chancellor Robert R. Livingston, her son who was a drafter of the Declaration of Independence, the administer of oath to George Washington, the negotiator of the Louisiana Purchase, and the partner of Robert Fulton in developing the steamboat. As the seat of seven successive generations of the Livingston family, Clermont casts an indelible character on the Great Estates area and the architecture, landscape and interiors of the site.

Clermont SHS and Clermont State Park are owned and managed by NYS OPRHP. Some 557 acres, valued at \$3.9 million in land and buildings, drew more than 91,000 visitors in 2012. The Friends of Clermont, a nonprofit charitable organization that assists NYS OPRHP in operations and programming of cultural activities and capital investments, reported assets of \$2.5 million and gross receipts of \$250,000 in 2012.



The Clermont,
Livingston Family Home



Olana State Historic Site, the Frederic E. Church House

Perched high upon a hilltop, Olana is an anomaly: a Persian castle designed by a premier American painter set amidst the Hudson River School's romanticized landscape. As the house and property of Frederic Church, it encapsulates all his eclectic visual interests. As an example of historic preservation, it is a testimony to the arduous and persistent experience of saving a cultural icon from destruction. The house, designed and built by Church working in conjunction with Calvert Vaux, was first occupied in 1872. By 1891, nine years before his death, the house was essentially completed after several decades of interior design, refinishing, repair and expansion by Church.

The Olana State Historic Site comprises 327 acres, or is roughly the size of Montgomery Place. It is valued at \$8.4 million with \$4.6 million attributed to the mansion. Although the site is owned and managed by NYS OPRHP, its operation and capital support is greatly assisted by The Olana Partnership, a nonprofit charitable organization which reported total assets of \$3.5 million and gross receipts of \$2.1 million in 2012. The curatorial activities, fundraising events, and conservation work of the Partnership were instrumental in attracting more than 112,000 visitors in that year.



The Bell Tower
At the Olana Mansion



The Olana Mansion
Home of Frederic Edwin Church



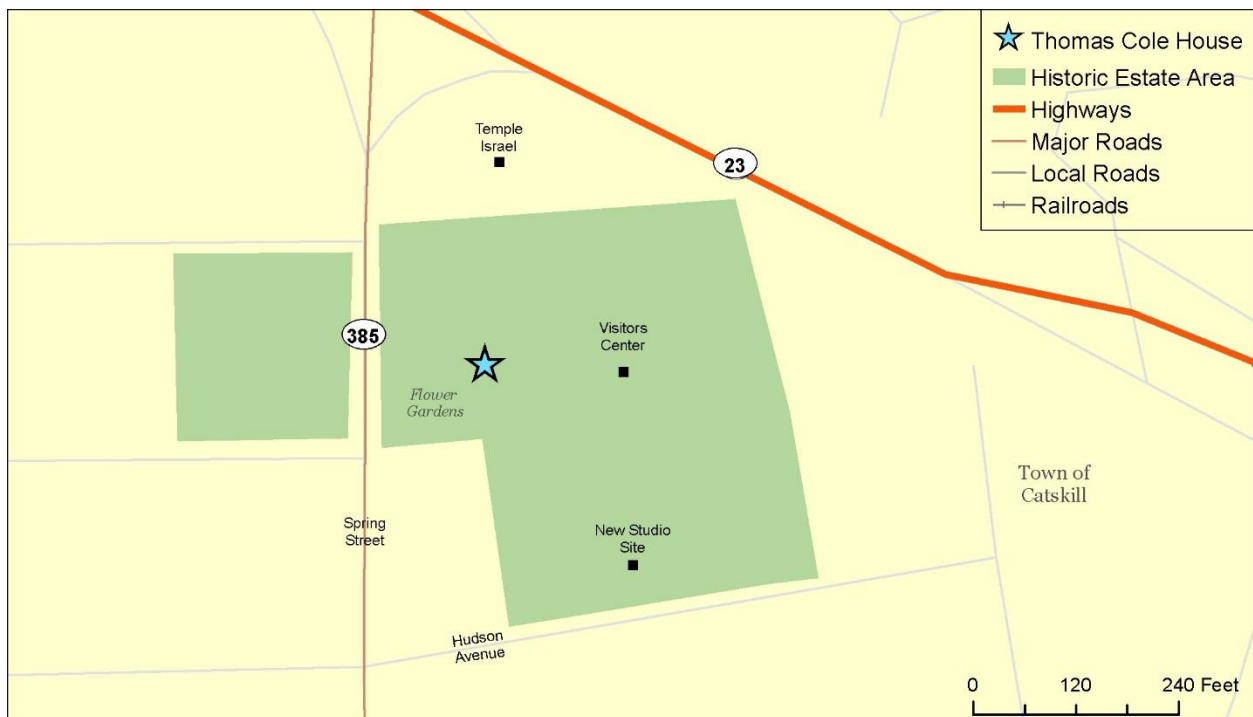
Cosy Cottage



Thomas Cole National Historic Site (TCNHS)

TCNHS, the five acre site owned by an independent nonprofit organization, was the home and studio of the leading landscape artist and essayist of the Hudson River School as well as the mentor of Frederic Church of Olana. Located on the west side of the Hudson in the Town of Catskill, the site commands views of the Catskill Mountains that provided the haunting images of untouched scenery which forged a new American style of art, literary interest and environmental appreciation. No longer a 110 acre farm fronting on the Hudson River, TCNHS is today a home to the 1815 Federal-style house, a visitors center, and several outbuildings used by Cole as studios.

After an uncertain period of preservation and attempts at restoration, the site was opened to the public in 2001. It is currently valued at \$1.4 million and attracts some 9,000 visitors annually. The Thomas Cole Historic House reports total assets of \$2.8 million, including real estate and investments, and gross receipts exceeding \$890,000 from contributions, admissions, lectures and exhibitions, sales of publications, online programs and films in 2012.



Thomas Cole National Historic Site



The Environment and the Economy of the Great Estates Region

Located midway between New York City and Albany, the Great Estates area offers the advantages of a smaller metropolis, an exurban and bucolic rural environment, an economy steeped in high-tech industry, and an institutional base enriched by excellent higher education, health care, and cultural facilities. Tourism has been a mainstay, particularly for Dutchess County, and the presence of museums, parks and historical sites plays a decided role.

Table 1 provides a brief snapshot of the role of museums, parks and historical sites in the overall economies of Dutchess and Columbia counties. As the table shows for private sites in recent years, the number of establishments has increased despite the national recession, while the average employment has not yet recovered from a high of 117 private sector jobs in 2008 to 101 jobs in 2012. However, in nominal dollar terms, this has resulted in relatively higher aggregate – and per worker -- wages over the 2008-2012 period, to a payroll of \$2.6 million by period end. Compared to industry-wide trends in the economy of the two counties, the museum/historic site sector – though small -- has grown faster in establishments and aggregate wage levels. However, average wages are significantly less competitive. It should be noted that public parks and historic sites, of which the public Great Estates account for eight (8), are not included in the museum sector totals of Table 1.

Table 1. Employment & Earnings in Museums, Parks & Historical Sites in Dutchess & Columbia Counties, 2005-2012

Museums, Parks & Historical Sites				All Industries			
Year	Establish-ments	Average Employment	Total Wages	Year	Establish-ments	Average Employment	Total Wages
2005	15	91	\$2,101,686	2005	9,831	138,700	\$5,528,773,992
2006	14	91	\$1,960,281	2006	10,072	138,920	\$5,750,011,744
2007	15	116	\$2,441,077	2007	10,189	137,709	\$5,920,732,128
2008	15	117	\$2,546,936	2008	10,129	135,956	\$6,044,924,321
2009	17	109	\$2,667,779	2009	9,947	131,663	\$5,958,117,867
2010	16	109	\$2,554,403	2010	9,899	130,060	\$5,976,731,524
2011	17	110	\$2,573,483	2011	9,891	130,051	\$6,117,393,754
2012	18	101	\$2,629,148	2012	9,982	130,172	\$6,196,723,797

Source: NYS DOL, Quarterly Census of Employment & Wages

The importance of visitation to parks and historic sites for local economies was borne out by an independent study conducted on tourism throughout New York State. *The Economic Impact of Tourism in New York*¹ estimates that tourism accounts for 6% of the Hudson Valley economy and, collectively, with tourism in New York City and Long Island, nearly 80% of statewide traveler expenditures. Excluding the Catskills, tourism in the Hudson Valley was a \$3.1 million industry in 2011, having grown by 7% over 2010 and nearly 15% over 2009. Lodging,

recreation costs, food and beverages, retail and service station expenditures, transport and second home expenses all contribute to the tourism impact.

The Survey of Great Estates Historic Sites and Parks

In 2013, the 12 federal, state and private nonprofit historic sites and parks of the Great Estates, as well as their associated Friends groups, were asked to submit financial and visitation information for the previous three years to the Taconic Region of NYS OPRHP. This information, which included formal financial statements and IRS 990 returns, provides a picture of the aggregate revenues, expenditures, employment, capital investment and visitor attraction associated with these facilities.

As an economic stimulus to the area, the direct effect of the Great Estates was simulated in a mathematical model of the Dutchess County economy to determine the indirect and induced effects of facility and visitor spending, or the beneficial “multiplier” impacts on residents, businesses and local government, including jobs, labor income, business revenues and taxes. Every effort was taken to capture only spending that occurs within the area, and to portray the economic importance of these activities and their local impacts on a common calendar year basis.

The following profile of annual revenues, expenditures and capital investment by the Great Estates historic sites and parks provides a measure of direct economic activity associated with the facilities, summarized by public versus private sites. Subsequent sections depict the total economic impact or multiplier effect of their operational and investment expenditures, as well as the stimulus associated with consumer spending by visitors attracted to these sites.

Annual Revenues and Expenditures

In 2012, total revenues of the Great Estates amounted to \$14.1 million, of which \$7.8 million was earned by the national and state historic sites, while \$6.3 million was earned by the private nonprofit sites and Friends groups of SHSs. Unrestricted operational revenues in that year amounted to \$11.4 million which excluded grants of \$2.2 million and interest or investment income of \$0.4 million, mostly attributable to the private facilities and Friends groups. 2012 represented a decline from aggregate revenues earned in 2010 at \$17.0 million, but conceivably a modest recovery from 2011 for most facilities. In that year, gross revenues of \$23.7 million were reported, including an exceptionally large single contribution exceeding \$10.4 million which was received by The Poughkeepsie-Highland Railroad Bridge Co, Inc., the nonprofit organization doing business as Walkway Over the Hudson (WOTH).

As Table 2 shows, for national and state historic sites, the trend in unrestricted operational revenue has been relatively steady over the three year period at \$6.9-\$7.0 million, while among the private sites it has been markedly upward at \$2.8 to \$4.4 million, excluding the exceptional year of 2011. Across all sites, admission revenues accounted for roughly \$1 million in annual

earnings, while gift shops and vehicle parking earned \$1.5 million or more. The public facilities which drew the overwhelming share of attendance were the greater beneficiaries of admission and visitor spending. Privately owned facilities and the private support groups were instrumental in attracting revenues through events, contributions, and facility permits or concessions. Overall, contributions comprised 51 percent of Great Estates revenues in 2012, up from 38 percent in 2010, and fully half of the unrestricted earnings of the private nonprofits. Grants, which tend to fund restricted improvements, are also important revenue sources for private nonprofit facilities and support groups, as are interest and investment income sources which also tend not to be used for operational purposes. In 2012, grants and investment income accounted for one quarter of all earnings, down significantly from 42 percent in 2010. .

Table 2. Aggregate Revenues of Great Estates Historic Sites and Parks by Category and Ownership, 2010 to 2012

<i>Type of Revenue</i>	TOTAL REVENUES (In \$000)		
	2010	2011	2012
TOTAL REVENUES	\$16,986	\$23,664	\$14,077
Public NHS & SHS	\$9,753	\$9,238	\$7,779
Private NonProfit	\$7,233	\$14,426	\$6,298
UNRESTRICTED OPERATIONS REVENUE:	\$9,776	\$19,585	\$11,446
Public NHS & SHS	\$6,928	\$6,898	\$7,036
Private NonProfit	\$2,848	\$12,687	\$4,410
* HISTORIC SITES ADMISSION	\$991	\$1,013	\$1,087
Public NHS & SHS	\$602	\$644	\$761
Private NonProfit	\$389	\$369	\$325
* GIFT SHOPS & PARKING	\$1,668	\$1,509	\$1,520
Public NHS & SHS	\$1,444	\$1,271	\$1,259
Private NonProfit	\$223	\$238	\$261
* CONCESSIONS, EVENTS, PERMITS	\$739	\$949	\$1,651
Public NHS & SHS	\$57	\$66	\$80
Private NonProfit	\$682	\$883	\$1,571
* CONTRIBUTIONS	\$6,378	\$16,114	\$7,189
Public NHS & SHS	\$4,825	\$4,917	\$4,936
Private NonProfit	\$1,553	\$11,197	\$2,253
GRANTS	\$6,173	\$3,831	\$2,196
Public NHS & SHS	\$2,825	\$2,340	\$743
Private NonProfit	\$3,348	\$1,491	\$1,454
INTEREST & INVESTMENT INCOME	\$1,037	\$248	\$434
Public NHS & SHS	\$0	\$0	\$0
Private NonProfit	\$1,037	\$248	\$434

Source: Urbanomics, based upon financial statements and IRS 990s

Total expenditures of the Great Estates amounted to \$14.6 million in 2012, down from \$15.8 million in 2011 and \$17.2 million in 2010. For purposes of modeling economic impacts, the operational expenditures are limited to labor payments, utility outlays, professional services, contract and equipment expenses, and the purchase of supplies. Taxes, investment expenses, and depreciation are not included as they typically do not stimulate local business, are write-offs or are expended outside the area.

Between 2010 and 2012, operational expenditures of the Great Estates rose from \$12 million to \$12.8 million. The largest single component was annual and seasonal payroll and benefits, which amounted to \$9 million in 2012 for some 220 workers. More than a third of the increase in expenditures over the period, or nearly \$300,000, was expended on labor payments, while the remainder was outlaid on contracts and equipment, such as landscaping work. Expenditures on utilities declined to \$800,000 annually, while professional services rose to nearly \$880,000, and operational supplies for programs, development and marketing remained at \$1 million annually.

Table 3. Aggregate Expenditures of Great Estates Historic Sites and Parks by Category and Ownership, 2010 to 2012

<i>Type of Expenditure</i>	TOTAL EXPENDITURES (In \$000)		
	2010	2011	2012
TOTAL EXPENDITURES	\$17,213	\$15,795	\$14,556
Public NHS & SHS	\$11,536	\$11,462	\$10,032
Private NonProfit	\$5,677	\$4,333	\$4,524
OPERATIONAL EXPENDITURES:	\$11,993	\$12,312	\$12,771
Public NHS & SHS	\$8,884	\$9,115	\$9,281
Private NonProfit	\$3,109	\$3,197	\$3,490
* LABOR PAYMENTS	\$8,739	\$8,994	\$9,032
Public NHS & SHS	\$7,200	\$7,361	\$7,463
Private NonProfit	\$1,539	\$1,633	\$1,569
* UTILITIES	\$851	\$845	\$794
Public NHS & SHS	\$741	\$738	\$700
Private NonProfit	\$110	\$107	\$93
* PROFESSIONAL SERVICES	\$841	\$873	\$877
Public NHS & SHS	\$279	\$301	\$285
Private NonProfit	\$562	\$572	\$592
* CONTRACT/EQUIPMENT	\$483	\$585	\$1,035
Public NHS & SHS	\$170	\$205	\$261
Private NonProfit	\$313	\$381	\$774
* SUPPLIES	\$1,079	\$1,015	\$1,033
Public NHS & SHS	\$494	\$510	\$572
Private NonProfit	\$585	\$505	\$461

Source: Urbanomics, based upon financial statements and IRS 990s

The national and state historic sites and parks accounted for the bulk of operational expenditures at \$9.3 million, or 73 percent of the Great Estates total. The difference in expenditure patterns was largely attributable to greater staff levels and less reliance on professional services and purchased work. Whereas both public and private outlays rose over the 2010-2012 period, the rate of increase was far greater for private nonprofit activities which saw their expenditures on operations rise to \$3.5 million. This increase was not reflected in payroll or supplies, but rather in contract work, primarily driven by the Friends groups. Collectively, the four support groups of the three state historic sites and WOTH state park accounted for nearly \$2 million of the \$3.5 million in private nonprofit operational expenditures by 2012. Of these, The Olana Partnership had the largest resources, followed by The Poughkeepsie-Highland Railroad Bridge, while the Friends of Mills Mansion and the Friends of Clermont had the least but roughly comparable operational resources.

Not all of the Great Estates sites and parks provided information on their capital expenditures. Currently, the most dramatic improvements are underway at Staatsburgh SHS with restoration of the building exterior and wall, but in 2012 fully \$5 million in capital outlays were made at WOTH state park, as Table 4 shows. Both Walkway and Staatsburgh represent a substantial commitment by New York State to improvements in the historic preservation of cultural and touristic facilities of the Hudson Valley.

Table 4. Capital Expenditures of Great Estates Historic Sites and Parks by Category and Ownership, 2010 to 2012

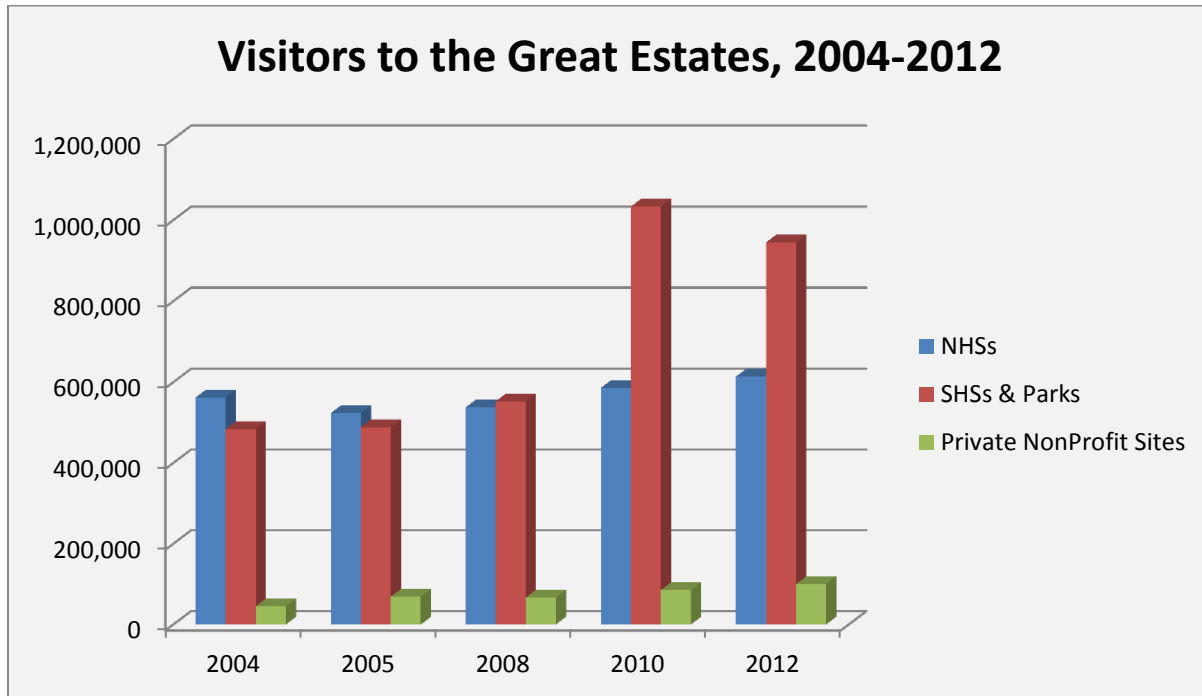
<i>Type of Expenditure</i>	TOTAL EXPENDITURES (In \$000)		
	2010	2011	2012
<i>CAPITAL EXPENDITURES</i>	\$488	\$557	\$5,537
Public NHS & SHS	\$430	\$509	\$4,975
Private NonProfit	\$58	\$48	\$562

Source: Urbanomics based on information provided to NYS OPRHP by the facilities.

Visitors and Visitor Spending

In 2012, the Great Estates received nearly 1.7 million visitors, up from an average of 1.1 million annually in the 2000's. The Roosevelt and Vanderbilt National Historic Sites (NHSs) accounted for 614,000 visitors, a 13 percent increase over the last decade when they averaged 545,000 attendees. However, with opening of the Walkway in 2010, this earlier level was topped by the 550,000 initial visitors to WOTH State Park. Together with three SHSs – Staatsburgh, Clermont and Olana -- the Walkway and Mills Norrie state parks now account for some 945,000 annual visitors, as Figure 4 shows. The remaining one hundred thousand visitors were attracted to the private nonprofit estates of Locust Grove, Wilderstein, Montgomery Place and Thomas Cole. Although all visitor destinations have grown over the last decade, the New York State facilities have accounted for the major increase in attraction.

Figure 4. Visitors to the Great Estates, 2004-2012



Source: Attendance reports of the Historic Sites

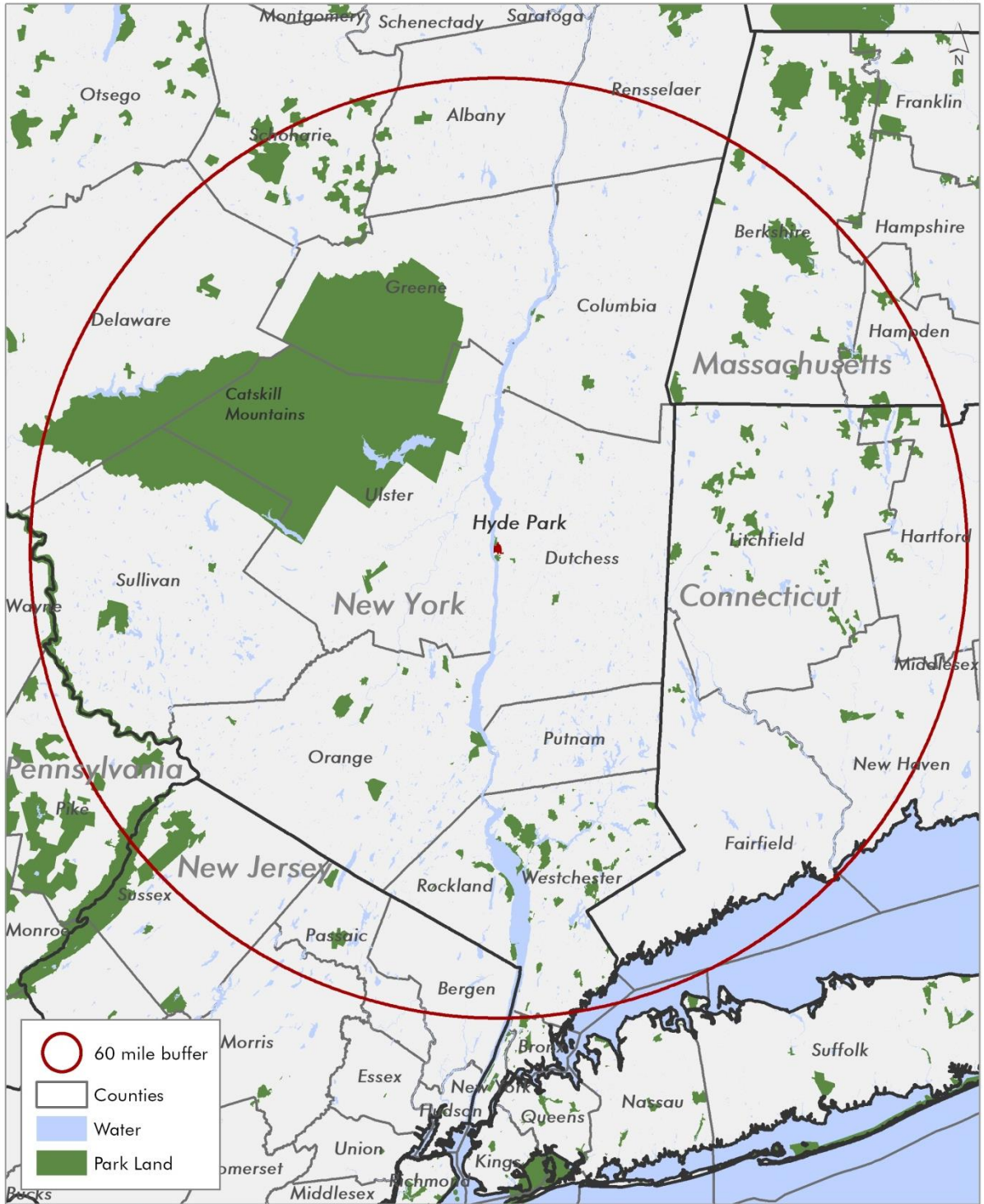
Visitor attendance has a significant economic impact on local economies because visitors tend to come from outside the local area and spend new money on admissions, gift shop items, retail purchases, meals, transportation and other recreation, as well as overnight accommodations. Based on visitor expenditure patterns at all historic sites and parks of the National Park Service (NPS), visitors to the Great Estates are estimated to have spent roughly \$60 million in the local gateway area, or an average \$36 per person.ⁱⁱ The local area is defined by all counties that are partially or completely contained within a 60-mile radius around each site. As shown in Figure 5, this includes a substantial number of counties focused on the Mid Hudson between New York City and Albany. However, because most visitors are daily trippers, not overnight stayers or week-long tourists to the area, their visitation expenditures are more likely to be made in the county of the historic site than spread throughout the local gateway area.

In fact, virtually 80 percent of all visitor expenditures, or some \$47 million, were likely made by nonlocal visitors, traveling mostly on a daily basis from outside the area, while some \$12 million in expenditures were made by local area residents. Viewed from another perspective, the NHSs accounted for \$33 million of visitor expenditures while the SHSs and private estates accounted for \$26 million. On an average expenditure basis, the nonlocal visitors to all sites spent \$45 per person per day while the local visitors to all sites spent \$20 per person. And while those visiting Roosevelt and Vanderbilt National Historic Sites averaged \$54 per visit, those attending SHSs and private estates averaged \$25 per visit.

Figure 5. Local Area of the Great Estates

Local Area of the Great Estates

March 2014



Urbanomics

0 15 30 miles ESRI - water bodies, park land
US Census - places, counties, states

This \$60 million estimate is based upon visitation patterns and visitor spending surveys of NPS that were attributed to the National Historic Sites by the agency, and applied to the SHSs and private estates by Urbanomics based upon their NPS characterization as local, non-local or overnight with associated spending averages. It is noted that because the Great Estates lie within close proximity of one another, and each count visitors separately, several sites may be visited on a single trip by non-local day visitors, thereby double counting the daily expenditure. However, without local survey data that profiles the visitation patterns of the Great Estates, it is not possible to provide a more accurate estimate.

Table 5 presents the aggregate visitor expenditures of 2012 by local residents versus non-local daily and overnight users, known as their economic contribution, versus the direct impact of visitor spending which is comprised of only non-local daily and overnight spending. By convention the outlays of local residents are not included in estimating the economic impact of visitor spending since they were likely to have spent these funds on other local purchases if they had not visited the site. Nor is the full cost of retail items purchased by visitors included in the direct impact, but only the margin added by historic sites or local retailers, since most purchased goods are not manufactured in the local area.

In 2012, the economic contribution of visitor spending amounted to \$60 million while the direct economic impact was \$47.5 million. Of the \$60 million outlaid by all visitors, spending on Gas & Oil accounted for 31 percent of all outlays while spending at Restaurants & Bars placed second at 27 percent, and other Retail Purchases third at 19 percent. As a direct impact on the local economy, these outlays comprised 80 percent of all expenditures by non-local trippers to the Great Estates. Over the 2010-2012 period, with a marginal decline in attendance but an increase in per capita outlays, the economic contribution of all visitors likely rose by more than 5 percent. However, the rise was less attributable to non-local trippers than to resident attendance.

Table 5. Expenditures of Visitors to the Great Estates Historic Sites and Parks in 2012

Visitor Spending in \$000	2012 Economic Contribution			2012 Direct Economic Impact		
	Local Visitor Spending	Nonlocal & Overnight Spending	Total Spending	Local Visitor Spending	Nonlocal & Overnight Spending	Total Spending
Motel, hotel, B&B, Camping	\$0	\$100	\$100	\$0	\$100	\$100
Restaurants & Bars	\$3,588	\$12,324	\$15,911	\$0	\$12,324	\$12,324
Recreation & Entertainment	\$1,175	\$5,518	\$6,693	\$0	\$5,518	\$5,518
Groceries	\$1,768	\$4,519	\$6,287	\$0	\$4,519	\$4,519
Gas & Oil	\$3,142	\$15,149	\$18,292	\$0	\$15,149	\$15,149
Local transportation	\$27	\$847	\$874	\$0	\$847	\$847
Retail Purchases	\$2,425	\$9,064	\$11,489	\$0	\$9,064	\$9,064
GRAND TOTAL	\$12,127	\$47,522	\$59,650	\$0	\$47,522	\$47,522

Source: Urbanomics, based upon data and models of National Park Service (NPS).

The Total Economic Impact on the Local Economy

The economic impact of the Great Estates can be assessed from the perspective of four separate expenditure streams:

- the employment and compensation of workers at historic sites and parks
- the annual non-salary expenditures of historic sites and parks, including operational outlays of the Friends support groups
- the annual capital expenditures of historic sites, parks, and Friends groups, and
- the non-local daily and overnight expenditures of visitors to the historic sites and parks.

The total economic impacts are measured by simulating the indirect and induced effects of direct spending in a local economy by an economic model that estimates the multiplier impacts of re-circulating direct expenditures through layers of interaction with affected producers and consumers. For each of the four expenditure impacts, the Dutchess County *Implan Pro* model has been utilized. Because the local area of the Great Estates is larger than Dutchess County, the total impacts are likely to be greater than those simulated for Dutchess County, as more indirect and induced effects will be triggered throughout a broader network of producers and consumers.

From Employment and Employee Compensation

The Great Estates and support groups employ some 222 full- and part-time workers, including seasonal employees. As shown in Table 6, their total compensation including benefits amounted to \$9.0 million in 2012, or an average of \$40,700 per worker. On a disposable income basis, the resident employed likely had \$30,900 in effective buying power. As Figure 6 shows, virtually all employees reside in the local area, primarily in Dutchess and Columbia counties. As a consequence, the impact of their household expenditures, drawn from salaries earned in the Great Estates, would ripple through the local economy, stimulating further rounds of business sales and labor payments.

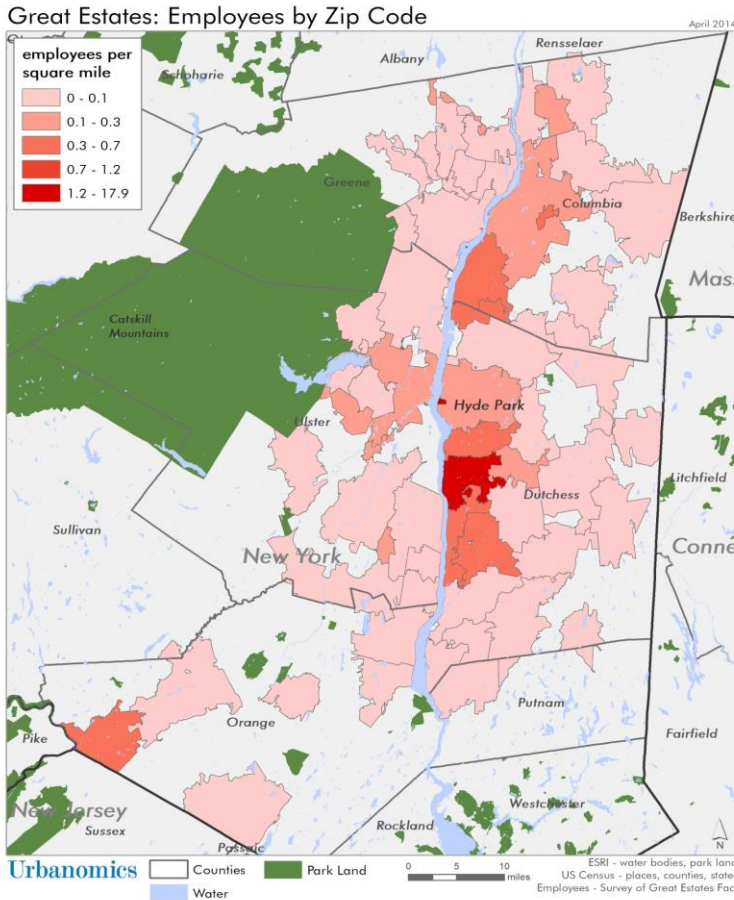
The total economic impact of Great Estates employment, annual payroll and employee benefits ultimately generated \$20 million in business revenues (Gross Output) in the local economy. A strong multiplier created \$1.21 in additional revenues for every \$1.00 in labor payments, largely as a consequence of the induced effect. Some \$7.2 million in consumer spending was induced by the spending of Great Estates workers and those of producers that responded to the consumer demand. As the table shows, the initial compensation expenditures directly supported 302 jobs, \$12.1 million in labor income, \$19.4 million in value added, and \$20 million in business revenues in the local economy.

Table 6. Total Economic Impact of Employment & Employee Compensation in 2012

Impact of Employment & Compensation	Great Estates in 2012 (\$000)			
	Employment	Labor Income	Value Added	Gross Output
Direct Impact	222	\$9,032.0	\$12,104.8	\$9,032.0
Indirect Effect	24	\$863.1	\$2,649.7	\$3,780.4
Induced Effect	56	\$2,244.0	\$4,600.5	\$7,166.5
Total Economic Impact	302	\$12,139.1	\$19,355.0	\$19,978.8
Multiplier				2.21
Publicly Owned Facilities				
Direct Impact	172	\$7,463.0	\$10,002.0	\$7,463.0
Total Economic Impact	238	\$10,030.4	\$15,992.7	\$16,508.2
Private Facilities & Friends Groups				
Direct Impact	50	\$1,569.0	\$2,102.8	\$1,569.0
Total Economic Impact	64	\$2,108.8	\$3,362.3	\$3,470.6

Source: Urbanomics, based on the *Implan Pro* Model for Dutchess County

Figure 6. Great Estates Employees by Zip Codes



From Non-Salary Operational Expenditures

In 2012, the non-salary expenditures of the Great Estates and their support groups amounted to \$3.7 million, or comprised 29 percent of all operational expenditures. As previously noted, these outlays excluded taxes, investment expenses and depreciation. Over the 2010 to 2012 period, non-salary outlays rose by nearly one half million dollars as spending on contractual work expanded, particularly by private nonprofit facilities. Other outlays of non-salary spending – utilities, services and supplies – remained relatively stable.

As Table 7 shows, the direct impact of injecting \$3.7 million of facility expenditures into the local economy triggered over \$1.5 million in producer sales of gross output, as the indirect effect, and roughly one quarter million dollars of consumer purchases, as the induced effect. In total, 12 jobs were supported and \$478,000 of labor income was generated. The expenditure on non-salary goods and services for the Great Estate facilities and their support groups contributed fully \$2.5 million to value added (gross domestic product). Sectors of the local economy most stimulated by these secondary effects were Real Estate, Electric Power generation, Building services, and Construction. For every \$1 dollar of non-salary facility expenditures, an additional \$0.49 of indirect and induced activity was stimulated.

Table 7. Total Economic Impact of Non-Salary Operational Expenditures in 2012

<i>Impact of non-salary operational spending</i>	<i>Great Estates in 2012 (\$000)</i>			
	Employment	Labor Income	Value Added	Gross Output
Direct Impact	0	\$36.3	\$1,272.1	\$3,739.0
Indirect Effect	10	\$357.3	\$1,096.9	\$1,565.0
Induced Effect	2	\$84.1	\$172.3	\$268.3
Total Economic Impact	12	\$477.7	\$2,541.2	\$5,572.3
Multiplier				1.49
	<i>Publicly Owned Facilities</i>			
Direct Impact	0	\$26.4	\$618.5	\$1,818.0
Total Economic Impact	6	\$241.0	\$1,235.6	\$2,709.4
	<i>Private Facilities & Friends Groups</i>			
Direct Impact	0	\$9.9	\$653.5	\$1,921.0
Total Economic Impact	6	\$236.7	\$1,305.6	\$2,862.9

Source: Urbanomics, based on the *Implan Pro* Model for Dutchess County

From Capital Expenditures

Table 8 provides the total economic impact of capital expenditures by the Great Estates and their support groups, shown separately for publicly owned and private facilities. As the table shows, \$5.5 million was directly expended in 2012, the bulk of which represented major improvements

to WOTH. This outlay is estimated to have directly generated 43 temporary jobs (or man years of employment) in the construction sector, entailing some \$2 million in labor payments and contributing \$2.6 million to value added. Local producers of building materials and other suppliers accounted for 10 additional jobs, compensated by one half million dollars, and earned revenues of \$1.4 million as an indirect effect. The earnings of construction and related workers introduced \$1.8 million of consumer spending into the economy, creating \$1.2 million of value added, and generating an additional 14 jobs as the induced effect.

Expressed as a multiplier of total to direct effects, an additional \$0.58 of business activity was generated in the local economy for every \$1.00 of capital spending. The producer and consumer sectors most stimulated by these secondary effects were Architectural & Engineering Services, Mining & Stone Quarrying, Financial Services, Real Estate, and the Offices of Physicians, Dentists and Health Practitioners.

Collectively, the total economic impact of all capital investment by the Great Estates and their support groups in 2012 had an \$8.8 million impact on the economy and contributed \$3.0 million to annual labor income. As the table further shows, the publicly owned facilities of the federal and state governments accounted for the overwhelming share of this benefit, or \$7.9 million from \$5.0 million of direct investment.

Table 8. Total Economic Impact of Capital Expenditures in 2012

<i>Impact of Capital Expenditures</i>	<i>Great Estates in 2012 (\$000)</i>			
	Employment	Labor Income	Value Added	Gross Output
Direct Impact	43	\$1,996.5	\$2,577.2	\$5,537.0
Indirect Effect	10	\$504.9	\$853.2	\$1,406.9
Induced Effect	14	\$570.0	\$1,168.1	\$1,819.5
Total Economic Impact	67	\$3,071.4	\$4,598.6	\$8,763.4
Multiplier				1.58
	<i>Publicly Owned Facilities</i>			
Direct Impact	38	\$1,793.9	\$2,315.7	\$4,975.0
Total Economic Impact	60	\$2,759.6	\$4,131.9	\$7,873.9
	<i>Private Facilities & Friends Groups</i>			
Direct Impact	4	\$202.6	\$261.6	\$562.0
Total Economic Impact	7	\$311.7	\$466.8	\$889.5

Source: Urbanomics, based on the *Implan Pro* Model for Dutchess County

From Non-Local & Overnight Visitor Spending

Table 9 provides the total economic impact of non-local daily user and overnight spending on the local economy. The visitors who traveled to the NHS and SHS sites and parks, as well as the private historic sites of the Great Estates, directly spent a total of \$47.5 million while visiting the sites and local area. As the table shows, these expenditures directly supported 392 jobs, \$9.3 million in labor income, \$15.4 million in value added, and \$24.7 million in output or business revenues in the local economy. In this instance, total spending is not comparable to Gross Output or business revenues because the cost of goods that are purchased is deducted from total sales.

The table also shows that the secondary effects of visitor spending – or the indirect and induced effects of re-circulating visitor expenditures – supported an additional 100 jobs, \$4.0 million in labor income, \$8.9 million in value added, and \$13.7 million in output or business revenues. Combined, the non-local daily and overnight visitor spending supported 493 jobs, \$13.3 million in labor income, \$24.3 million in value added, and \$38.4 million in output in the local economy. The associated multiplier indicated that for every \$1.00 of initial revenue, \$0.56 of additional revenue is created as an economic benefit.

Table 9. Total Economic Impact of Visitor Spending in 2012

<i>Impact of Non-Local Daily & Overnight Spending</i>	<i>Great Estates in 2012 (\$000)</i>			
	Employment	Labor Income	Value Added	Gross Output
Direct Impact	392	\$9,262.6	\$15,367.1	\$24,720.2
Indirect Effect	40	\$1,578.8	\$3,876.9	\$5,880.0
Induced Effect	61	\$2,456.5	\$5,035.7	\$7,844.3
Total Economic Impact	493	\$13,297.8	\$24,279.7	\$38,444.6
Multiplier				1.56

Source: Urbanomics, based on the *Implan Pro* Model for Dutchess County

The Fiscal Impact on the Local Economy

Because the Great Estates and their support groups are either publicly owned, or in the ownership of private nonprofit entities, they are exempt from taxation by all levels of government on the value of property, income and the purchase of taxable goods and services. Their employees, however, are subject to federal and state personal income tax, local property taxes, and sales taxes on taxable consumer purchases. Moreover, visitors to the Great Estates, especially those that provide an infusion of non-local spending, are subject to sales taxes on most

items of their visitor spending. And, the producers and consumers that benefit from secondary impacts triggered by direct expenditures of the Great Estates and their visitors are also subject to taxation.

With a significant share of land use in Dutchess County on tax exempt rolls, including medical and educational institutions as well as historic sites and parks, the property tax base has been declining for several years, resulting in rate increases for residents that are now capped by a statutory limit. With net property tax revenue of the County at \$101 million in 2012, the sales tax collection of \$165 million comprised the major source of revenue for the government. As Table 10 shows, the direct and total economic impacts of the Great Estates contributed at least \$2 million annually to the sales tax revenues despite the tax exempt status of the facilities. Additional sales as well as personal and corporate income taxes were generated at the state level by the effects of the Great Estates, their support groups, and the secondary beneficiaries of their spending.

Table 10. Local Government Sales Tax Revenues from Direct and Total Economic Impacts in 2012

Type of Impact	Economic Impact (\$000)		Fiscal Impact (\$000)	
	Direct	Total	Direct	Total
Employment Payroll	\$9,032.0	\$12,139.1	\$112.3	\$150.9
Non-Salary Operational Expenditures	\$3,739.0	\$5,572.3	\$0.0	\$3.8
Capital Expenditures	\$5,537.0	\$8,763.4	\$0.0	\$25.9
Visitor Spending	\$24,720.2	\$38,444.6	\$1,750.3	\$1,862.1
Total Impacts	\$43,028.2	\$64,919.4	\$1,862.6	\$2,042.7

Source: Urbanomics

ⁱ Prepared for New York State by Tourism Economics, An Oxford Economics Company

ⁱⁱ National Park Service, *2012 National Park Visitor Spending Effects*, Natural Resource Report NPS/NRSS/EQD/NRR – 2014/765, National Park Service, Fort Collins, Colorado, March 2014. Stynes, D.J. *Economic Benefits to Local Communities from National Park Visitation and Payroll, 2010*. Natural Resource Report NPS/NRSS/EQD/NRR – 2011/481, National Park Service, Fort Collins, Colorado, 2011. According to the *2012 Report*, which is based upon the new Visitor Spending Effects (VSE) model, the local area is defined by all counties partially or completely contained within a 60-mile radius around each park boundary. The *2011 Report* and earlier annual estimates of visitor spending were based upon the MGM2 model which tended to define smaller local areas by including only counties completely within a 60 mile radius. Thus estimates of visitor spending over the timeframe of this study are not directly comparable and only 2012 estimates are shown.