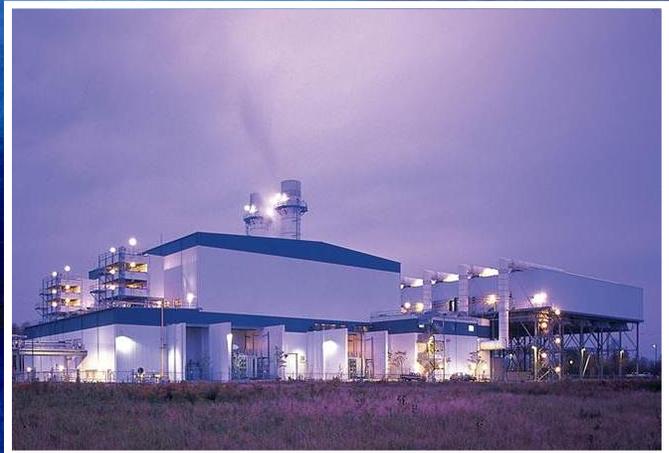


# TOWN OF PLATTSBURGH

## ECONOMIC DEVELOPMENT STRATEGIC PLAN

JULY 2013



**Laberge**  
ENGINEERING  
ARCHITECTURE



**Group**  
SURVEYING  
PLANNING

4 Computer Drive West • Albany, New York 12205  
[www.labergegroup.com](http://www.labergegroup.com)

# **ACKNOWLEDGMENTS**

**July 2013**

## **Town of Plattsburgh Town Council**

Bernard C Bassett  
Tom E Wood  
Marty D Mannix  
Paul D Lamoy  
Gerard A Renadette

## **Planning Advisory Committee**

Diane Akey  
Paul Grasso  
Dr. John Jablonski  
Marty Mannix

Michele Powers  
Phil Von Bargen  
Steve Wible



4 Computer Drive West • Albany, New York 12205  
[www.labergegroup.com](http://www.labergegroup.com)

# CONTENTS

<b>EXECUTIVE SUMMARY</b> .....	<b>IV</b>
<b>INTRODUCTION</b> .....	<b>IV</b>
<b>COMMUNITY OVERVIEW</b> .....	<b>IV</b>
<b>PLATTSBURGH’S HIGHLIGHTS &amp; OPPORTUNITIES</b> .....	<b>V</b>
DEMOGRAPHIC PROFILE HIGHLIGHTS.....	V
ECONOMIC PROFILE HIGHLIGHTS .....	VI
COMMUNITY INVOLVEMENT .....	VII
<b>PLATTSBURGH’S VISION &amp; IMPLEMENTATION</b> .....	<b>IX</b>
DEVELOPMENT OF GOALS & ACTION PRIORITIES .....	IX
BUSINESS ATTRACTION & RETENTION.....	X
INFRASTRUCTURE NEEDS & PRIORITIES .....	X
TOURISM & BRANDING.....	X
WORKFORCE DEVELOPMENT.....	XI
ECONOMIC DEVELOPMENT ASSISTANCE DELIVERY MECHANISM .....	XI
PARTNERING OPPORTUNITIES.....	XI
<b>SECTION 1: PROJECT OVERVIEW</b> .....	<b>1</b>
<b>WHAT IS AN ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN?</b> .....	<b>1</b>
2010 COMPREHENSIVE LAND USE PLAN.....	1
<b>LOCAL &amp; REGIONAL SETTING</b> .....	<b>1</b>
<b>NORTH COUNTY REGIONAL ECONOMIC DEVELOPMENT COUNCIL’S STRATEGIC PLAN</b> .....	<b>2</b>
<b>SECTION 2. COMMUNITY PROFILE</b> .....	<b>4</b>
<b>COMMUNITY OVERVIEW</b> .....	<b>4</b>
<b>DEMOGRAPHIC PROFILE</b> .....	<b>4</b>
POPULATION .....	4
AGE DISTRIBUTION .....	5
HOUSEHOLD COMPOSITION .....	6
EDUCATIONAL ATTAINMENT .....	7
INCOME.....	7
FUTURE TRENDS .....	9
<b>SECTION 3. ECONOMIC PROFILE</b> .....	<b>10</b>
<b>REGIONAL ECONOMY</b> .....	<b>10</b>
ECONOMICS OF TOURISM .....	11
CANADIAN ECONOMIC IMPACT.....	12
MAJOR EMPLOYERS.....	13
EMPLOYMENT .....	14
UNEMPLOYMENT RATES.....	14
EMPLOYMENT BY OCCUPATION .....	15
COMMUTING PATTERNS.....	15
TRANSPORTATION INFRASTRUCTURE .....	16
INDUSTRY CLUSTERS .....	17
ECONOMIC DEVELOPMENT CONSTRAINTS .....	19
<b>RETAIL SALES AND CONSUMER SPENDING</b> .....	<b>20</b>

SPENDING HABITS .....	20
RETAIL MARKET POTENTIAL .....	22
<b>REGIONAL &amp; COUNTY ECONOMIC DEVELOPMENT RESOURCES .....</b>	<b>27</b>
CLINTON COUNTY PLANNING DEPARTMENT .....	27
FRIENDS OF THE NORTH COUNTRY (FONC).....	27
THE DEVELOPMENT CORPORATION .....	27
EMPIRE STATE DEVELOPMENT (ESD) .....	28
NEW YORK POWER AUTHORITY (NYPA).....	28
NORTH COUNTRY ALLIANCE (NCA).....	28
NORTH COUNTRY CHAMBER OF COMMERCE .....	28
ONESOURCE .....	29
NORTH COUNTRY SMALL BUSINESS DEVELOPMENT CENTER.....	30

**SECTION 4. COMMUNITY INVOLVEMENT.....31**

<b>PLANNING ADVISORY COMMITTEE MEETING (PAC) .....</b>	<b>31</b>
<b>STAKEHOLDER ROUNDTABLE WORKSHOP (ECONOMIC SUMMIT) .....</b>	<b>31</b>
BUSINESS ATTRACTION AND RETENTION .....	32
INFRASTRUCTURE NEEDS AND PRIORITIES.....	33
TOURISM AND BRANDING.....	35
WORKFORCE DEVELOPMENT.....	36
ECONOMIC DEVELOPMENT ASSISTANCE DELIVERY MECHANISM .....	37
PARTNERING OPPORTUNITIES.....	38

**SECTION 5. ACTION PRIORITIES & IMPLEMENTATION.....40**

<b>PURPOSE OF THE STRATEGIC ACTION PLAN.....</b>	<b>40</b>
EXPECTED OUTCOMES & REVIEW .....	40
<b>TOWN OF PLATTSBURGH’S VISION .....</b>	<b>40</b>
ACHIEVING THE VISION .....	40
GUIDING PRINCIPALS .....	41
<b>ECONOMIC DEVELOPMENT GOALS &amp; ACTION PRIORITIES.....</b>	<b>43</b>
<b>ECONOMIC DEVELOPMENT GOALS &amp; ACTION PRIORITIES.....</b>	<b>43</b>
BUSINESS ATTRACTION & RETENTION.....	43
INFRASTRUCTURE NEEDS & PRIORITIES .....	46
TOURISM & BRANDING .....	47
WORKFORCE DEVELOPMENT.....	49
ECONOMIC DEVELOPMENT ASSISTANCE DELIVERY MECHANISM .....	50
PARTNERING OPPORTUNITIES.....	51

**LIST OF TABLES**

Table 1: Population Trends.....	5
Table 3: Population Projections by Age (2016) .....	6
Table 4: Household Composition (2010) .....	7
Table 5: Educational Attainment.....	7
Table 6: Household Income (2006-2010) .....	8
Table 7: Levels of Economic Distress.....	8
Table 8: 2011-2016 Projected Changes.....	9

Table 9: Residents Employment by Industry ..... 14  
Table 10: Commuting Patterns..... 16  
Table 11: Industry Cluster Ranking 2011..... 18  
Table 12: Retail Goods and Services Expenditures..... 21  
Table 13: Spending Index Comparison ..... 22  
Table 14: Retail Market Potential..... 23

**LIST OF FIGURES**

---

Figure 1: Trends 2011-2016.....9  
Figure 2: Resident Occupation ..... 15

**LIST OF APPENDICES**

---

Appendix A: Town of Plattsburgh Map  
Appendix B: Public Meeting Materials

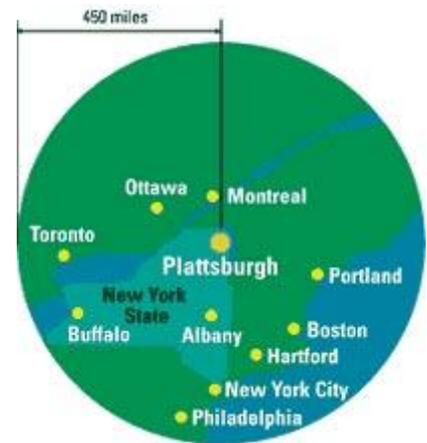
# Executive Summary

# EXECUTIVE SUMMARY

## Introduction

In an increasingly Global Economy the strengths and weaknesses of local communities matter. As a population we are progressively more mobile, and able to seek out communities offering career choices, culture and recreation, good education, good housing, and the feeling that this is good place to raise our families.

To achieve the goal of a livable community with a robust economy it is necessary to understand where we are, define where we want to go, and determine how to get there. This document is intended to facilitate this process by analyzing the Town of Plattsburgh's existing conditions, summarizing our economic assets, identifying the impediments to growth, and ultimately identifying goals and strategies to guide this community into the future.



## Community Overview



Unlike many communities in Clinton County, the Town of Plattsburgh has achieved moderate growth in the past decade. The Town has 11,879 residents whose median age is 41.1 years old. Similar to many other communities in the North Country, Plattsburgh is experiencing the loss of youthful population and close to a third of the population is over 55 years old. The average household size is slightly higher than both the County and the State. On the whole, Town of Plattsburgh residents are slightly less educated than both the County and the State, but earn on average more income than other

Clinton County communities but less than State averages. Approximately a third of the population over the age of 25 holds a college degree, and the median household income is \$53,610. Plattsburgh's economy is driven primarily by the health/education, manufacturing/distribution, and retail business sectors. The economy is also strongly influenced by tourism and proximity to Canada as well as its location on a major water thoroughfare and an interstate highway. Residents working in the Town are most often employed in management, business, science, and arts occupations, and sales and office occupations.

Plattsburgh residents typically spend between \$0.62 and \$0.94 for every \$1.00 spent nationally on retail goods and services. The top categories where residents spend their hard-earned dollars are Healthcare, Education, and Entertainment/Recreation. The Town is fortunate to have many assets that attract business and industry. A strategic location along Interstate 87 within an hour of Montreal and two hours from Albany and points south is a tremendous advantage. The Town, by way of the Grand Isle Ferry on Cumberland Head, is also the gateway to the New England States. Canadians spent over \$310 million in 2004 in Clinton County which in turn generated over \$9 million in sales tax revenue to the County. The Town of Plattsburgh boasts a retail hub that is patronized by County and nearby Canadian residents alike which accounted for much of this spending. In addition, the Town is an easy one hour drive to more than 3 million people!

Another indisputable asset to the Town is the presence of thousands of acres of commercial and industrial parcels. The redevelopment of the 5,000 acre former Plattsburgh Air Base which has attracted more than 60 tenants in a wide variety of industries including aerospace and rail transportation, composites, market research, manufacturing, warehousing, high tech engineering, pharmaceuticals, and health care attests to this advantage. Approximately 700 acres, with key infrastructure and easy access to the interstate, are also available for redevelopment at the site of the former County Airport.

SUNY Plattsburgh, Clinton Community College and CVTec are also significant assets to the Town and local businesses. Millions of dollars in economic benefit are generated annually by the University and Community College; both are two important regional economic drivers.

With a national economy on the slow path to post-recession economic recovery the Town of Plattsburgh is fortunate to have the assets and resources necessary to ensure continued positive economic change. Many municipalities have been forced to reduce services and eliminate positions during this difficult economic period. Some municipalities have begun to override the Governor’s 2% tax levy cap, an effort to stimulate economic growth in the State. The Town has managed to maintain services and programs with budgets that to date have held our levy increases below the cap. Though we have worked together to manage our finances effectively the Town continues to face future economic uncertainty as well. This period of economic challenge has made the Economic Development Strategic Action Plan all the more important if not imperative as we work to build future economic sustainability for the Town of Plattsburgh.

## ***Plattsburgh’s Highlights & Opportunities***

### **Demographic Profile Highlights**

This section highlights a number of trends within the Town of Plattsburgh including population, age, housing, education, and income. Comparisons to Clinton County and/or New York State have also been made where appropriate. These comparisons provide the necessary context required to assimilate an understanding of past and future estimated growth patterns for the Town. The information is gathered primarily from the 2000 and 2010 U.S. Census Data, and ESRI Business Analyst which is utilized where appropriate to show the progression of trends over time.

The following are demographic highlights identified in the Economic Development Strategic Plan (see **Section 2** for more details):

- The total population for the Town of Plattsburgh was 11,870 in the year 2010; a population increase of 6.1 percent since 2000.
- The population increase is indicative of continued economic growth subsequent to the closure of the Air Force Base.
- The majority of households in the Town are families (67.4%) as compared to non-family households (32.6%).
- Plattsburgh residents are on average slightly older than both Clinton County and New York State.
- Approximately 29.2 percent of Plattsburgh’s residents have a post high-school degree, which is slightly higher than Clinton County (30.5%) and only slightly less than that of New York State (37.4%).



- The median household income in the Town (\$53,610) is slightly higher than Clinton County (\$47,489) but lower than New York State (\$55,603).
- Poverty Percentages for the Town were reported at 13.1 percent and are commensurate with the County.

### Economic Profile Highlights

The Economic Profile is intended to identify and understand key socioeconomic conditions and economic drivers within the Town of Plattsburgh. The analysis helps to determine the opportunities available locally and regionally. This section summarizes a number of economic trends, and discusses factors influencing the local economy.

The following are economic highlights identified in the Economic Development Strategic Plan (see **Section 3** for more details):

- The top employment sectors in the Town of Plattsburgh are Manufacturing, Retail, and Health/Education.
- The top industrial clusters by total wages paid are Material Processing, Travel and tourism; and Front Office and Producer.
- The top occupational type for Town residents is tied between “management, business, science, and arts occupations” (31%), and the “sales and office occupations” (31%).
- Area Unemployment Rates were significantly higher (9.9) than the State average (8.2) in 2011.
- Mean travel time to work for residents is 16.3 minutes.
- Neighboring Canada has significant impact on the area with over \$310 million spent generating over \$9 million in sales tax revenue for Clinton County in 2004.
- Plattsburgh residents spend more than Clinton County averages in all categories of consumer goods and services and less than New York State in all categories.
- Retail Goods and Services demand is highest for Brokerage Services, Low Cost Vacations/Getaways, Pet Supplies, and DVD’s.



## Community Involvement

To ensure that a plan is founded upon common goals and objectives, it is imperative that feedback be obtained from the community. In order to solicit community input during the planning process for the Town of Plattsburgh Economic Development Strategic Action Plan the planning advisory committee was enjoined to both directly participate in the process and to solicit participation in a workshop. A Stakeholder Roundtable Workshop was held on October 3, 2012 and attended by over 35 individuals. A diverse range of both local and regional stakeholders participated in the workshop including: representatives from the State University of New York and Clinton Community College, local and regional businesses, banks, museums, and local, County and State government and legislative representatives. Many non-profit agencies and organizations participated as well, including the Chamber of Commerce and other economic development agencies, business assistance groups, and professional organizations.



The feedback obtained through these public outreach efforts combined with additional research formed the basis for the recommendations developed as part of this planning process. **Section 4** summarizes the public outreach and participation that occurred throughout this process. The following is a summary of the Economic Development Summit by the six topic areas.

### **BUSINESS ATTRACTION AND RETENTION**

Overall, a number of themes emerged in discussion related to this topic. Limitations were noted related to workforce availability and support for small businesses. While the importance of the proximity to the Canadian border was cited, a perception problem related to the Town's strategic location and accessibility could be impacting this advantage. One problem that clearly emerged was a lack of cohesiveness. There is some disagreement on branding/marketing the area, along with the observation that local and regional municipalities and agencies do not communicate well with each other.

---

## INFRASTRUCTURE NEEDS AND PRIORITIES

---

One of the more telling things to emerge from this discussion is that there is disagreement on what infrastructure is. While water, sewer, and broadband/fiber optics are clearly agreed to be infrastructure, some voiced the opinion that items such as sidewalks and bike trails should not be considered infrastructure while others disagreed. However, all agreed that work is needed to improve and expand infrastructure.



---

## TOURISM AND BRANDING

---

Consensus was clear that the Town of Plattsburgh can offer a great experience to the traveler. The focus, therefore, should be on telling the story, and attracting greater numbers of visitors and tourists. Expanding accessibility to the area and continually enhancing the amenities will also build awareness of the many things to see and do, as well as encourage spending.



---

## WORKFORCE DEVELOPMENT

---

Interestingly, workforce development issues were mostly seen as endemic to the area rather than part of a larger state or national picture. While lack of funding to counter this was noted as a problem, the larger issue seems to be attitudes towards available jobs. “Brain Drain” is seen as decimating the potential workforce for higher paid jobs, while semi skilled or lower skilled jobs are seen as undesirable and a general lack of work ethic problematic.

---

## ECONOMIC DEVELOPMENT ASSISTANCE DELIVERY MECHANISM

---

Generally, it was agreed that while there are many existing resources too much fragmentation or duplication of services exists. Clearly, there are various local and regional resources, but a business seeking advice must navigate to find assistance under the current system.

---

## PARTNERING OPPORTUNITIES

---

Although partnering is perceived as efficacious, this topic also generated discussion related to the need for consolidation or sharing of services. Although no clear theme or pattern emerged, many ideas were put forth.

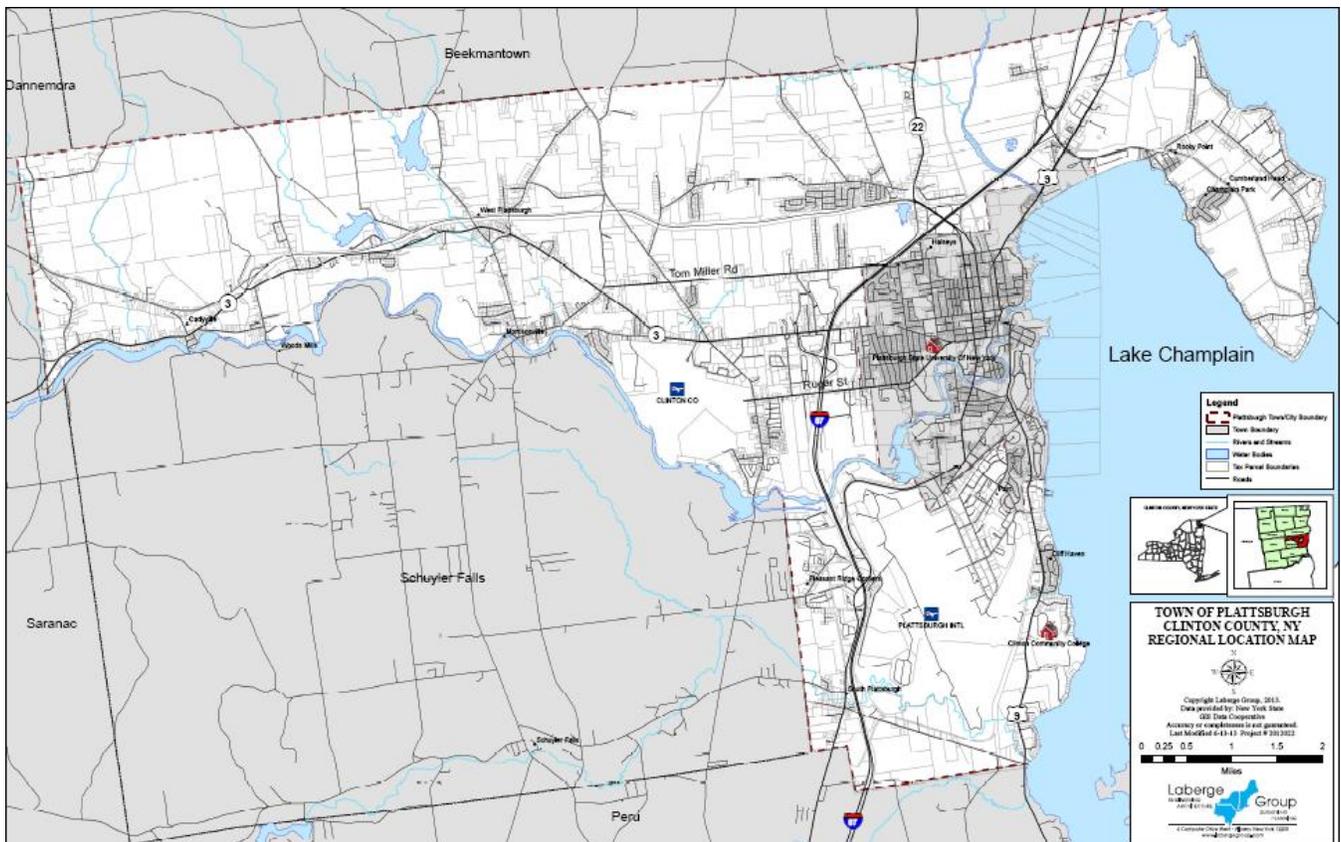
### Vision of Plattsburgh

*The Town of Plattsburgh is committed to developing a prosperous and economically friendly environment for current and prospective businesses and residents, while preserving the rural qualities that make the Town, Clinton County, and the Adirondack Coast unique. The Town of Plattsburgh is dedicated to providing business retention and expansion programs, as well as attractive incentives to strengthen the quality of life, and provide a full range of services regionally.*

### Plattsburgh’s Vision & Implementation

#### Development of Goals & Action Priorities

The goals and action priorities were developed to identify specific ways the Town, County, region, businesses, educational institutions, and entrepreneurs can approach future development decisions. An attempt was made to identify the priorities that best reflect the community’s concerns and desires. With the feedback received, the goals were finalized and further tailored to better reflect the Town’s desired vision of the future. The achievement of these key goals will provide the ultimate aims for economic success in Town of Plattsburgh, including competitiveness and sustainability.



---

### Business Attraction & Retention

**Goal 1: Develop a business friendly environment to retain and expand the Town’s tax base and provide existing and future residents with a wide range of business, employment, and career opportunities.**



*Action Priority #1: Design and implement programs and strategies to improve the aesthetics of the Town’s commercial corridors, particular emphasis on Route 3, Tom Miller Road and Rugar Street.*

*Action Priority #2: Develop the former Clinton County Airport.*

*Action Priority #3: Expand quality housing stock with the Town to improve community desirability.*

*Action Priority #4: Attract prospective new business, manufacturers, distributors, and retail.*

*Action Priority #5: Provide assistance to existing and new businesses.*

---

### Infrastructure Needs & Priorities

**Goal 2: Continue to upgrade and update the Town’s infrastructure in order to improve access, conditions, and service for residents, businesses, and visitors.**

*Action Priority #6: Evaluate and update infrastructure to assist with economic development throughout the Town.*

*Action Priority #7: Continue to support better cell coverage and broadband in the Town and region.*

*Action Priority #8: Continue to support the extension of natural gas in the Town.*

*Action Priority #9: Continue to implement complete streets and healthy living initiatives as part of economic development in the Town and region.*

---

### Tourism & Branding

**Goal 3: Promote tourism as a strength for the local economy**

*Action Priority #10: Develop a First Class Town Recreation Program which will meet the needs and desires of our residents.*

*Action Priority #11: Continue to support regional branding with inter-municipal use of ideas such as “Adirondack Coast,” etc.*



Action Priority #12: Market Plattsburgh as a tourist destination.

Action Priority #13: Embrace the positive Canadian economic impact on the Town and region.

---

### Workforce Development

**Goal 4: Continue to improve and develop the skills of the existing workforce and meet the needs of existing and future businesses.**

*Action Priority #14: Work with our schools, industries, businesses, and community partners to develop and build a 21<sup>st</sup> Century workforce.*

*Action Priority #15: Train our community workforce and future graduates with the skills and knowledge needed to attain employment locally.*



---

### Economic Development Assistance Delivery Mechanism

**Goal 5: Identify and utilize existing public and private resources.**

*Action Priority #16: Designate an economic development coordinator to be responsible for coordinating local and regional tasks and initiatives to foster economic development and tourism for the Town of Plattsburgh and the region.*

*Action Priority #17: Access funding opportunities.*

*Action Priority #18: Utilize one website as a portal to link all local and regional economic development resources.*



---

### Partnering Opportunities

**Goal 6: Promote communication and collaboration between public and private partnerships, residents, businesses, and other government agencies to support and implement the goals of the Economic Development Strategic Plan.**

*Action Priority #19: Form public and private partnerships to assist with implementation of the Economic Development Strategic Plan.*

*Action Priority #20: Keep the media informed of the activities, progress, and successes of the revitalization efforts..*

# Section 1. Project Overview

# SECTION 1: PROJECT OVERVIEW

## *What is an Economic Development Strategic Action Plan?*



An Economic Development Strategic Plan is a written document that, through analysis of a community’s historic and existing economic profile, its local and regional market conditions, and its strategic positioning to take on new economic roles, lays the groundwork for community economic revitalization. An Economic Development Strategic Action Plan identifies actionable goals and objectives by which a community looks to achieve not only sustainable economic viability in a competitive regional market, but also economic growth to meet the future needs of its residents and businesses.

This document includes overviews of the Town of Plattsburgh’s existing conditions and major economic drivers in a regional context, and seeks to identify issues and opportunities related to future development. Finally, this Economic Development Strategic Action Plan outlines an implementation strategy including action items designed to achieve the Plan’s goals.

### 2010 Comprehensive Land Use Plan

In 2010 the Town of Plattsburgh adopted a Comprehensive Land Use Plan. This Plan was developed as a policy guide that focused on Land Use in the Town, and touched on a number of other issues such as Economic Development. In 2012 Town Officials determined that additional emphasis was needed on economic development issues and the decision was made to develop an Economic Development Strategic Action Plan as a supplementary document to the Comprehensive Plan which will build upon needs and issues identified during this earlier planning process.

### Local & Regional Setting

Located in the Northern part of the State along the Canadian Border, Clinton County lies within the area known as the “North Country.”

Clinton County has a rich history influenced, amongst other things, by its proximity to the Canadian Border and Lake Champlain. The Town of Plattsburgh is located in the eastern part of the County, with beautiful Lake Champlain to the East, and the majestic Adirondack Mountains to the West.

Located an hour south of Montreal, the Town of Plattsburgh is the most populous town within the County, and is in the region frequently dubbed “Montreal’s U.S suburb”.



## North County Regional Economic Development Council's Strategic Plan

In 2011, Governor Cuomo established ten Regional Economic Development Councils to represent their respective regions across New York State. The Town of Plattsburgh is located in the North County Regional Economic Development Council. The North County Regional Economic Development Council (NCREDC) prepared the North County Strategic Plan, a five-year plan that is intended to guide, energize, and transform the North Country region. The NCREDC will implement projects in the North Country based on consistency with this plan.



### Vision & Strategies

The North Country’s vision is to “lead the Economic Renaissance of New York State’s Small Cities and Rural Communities.” The Town of Plattsburgh is poised to be a catalyst in this economic renaissance as its future also focuses on the following key vision strategies identified in the NCREDC Strategic Plan:

**THE VISION**  
The North Country Will Lead The  
Economic Renaissance Of New York  
State’s Small Cities And Rural Communities.

- Attract and nurture entrepreneurial pioneers to cultivate innovative clusters in our rural communities
- Catalyze the highest per capita rate of small business start-ups in the State
- Elevate global recognition of the region as one of the special places on the planet to visit, live, work, and study
- Activate tourism as a driver to diversify our economies
- Propagate an agricultural revolution as we help feed the region and the world
- Create the greenest energy economy in the State

**Tourism:** Tourism has the potential to transform the North County. The NCREDC Strategic Plan recommends putting in place tools to attract private investment which will drive demand to revitalize and diversify communities and create a climate which allows entrepreneurs to flourish. The NCREDC Strategic Plan calls for the development of tourism infrastructure to transform the region by driving community development and leveraging private investment. In addition, the North Country should solicit national and international sporting and recreational events to use as a tool for regional recognition, tourism diversity, and economic impact.

**Energy:** The new economy will be highly dependent upon affordable, reliable, and renewable energy. The North Country is in pursuit of being the greenest energy economy in the State. A key strategy to

achieving this vision is identifying communities to participate in renewable energy efforts as a potential micro hydro power. In addition, the NCREDC Strategic Plan promotes smart growth principals by encouraging adaptive reuse of existing structures in the regions hamlets.

**Economic Development:** Small business and entrepreneurial activities are key to the North Country’s success. The Plan further calls for a marketing and outreach programs to inform young adults of the opportunities to work, live, and play in the North Country. A “Welcome Home to the North Country” package identifying the regions resources should be created for new residents and for workforce development/recruitment. There should also be additional business incubators created in the North Country to expand and support economic development.

**Housing:** The North Country Strategic Plan identifies the need to help lower-income households to purchase a home in the North Country through participation in homeownership assistance programs and mortgage-buy-down assistance. These types of programs would assist the Town of Plattsburgh’s residents with closing costs and some repairs. It also recommends a continued support of the Community Housing Rental Program (CHRP) to create new housing stock and induce more rehabilitation of existing older housing stock.

---

# TRANSFORMATIONAL

---

LEADING THE ECONOMIC RENAISSANCE OF NEW YORK’S SMALL CITIES AND RURAL COMMUNITIES  
NORTH COUNTRY REGIONAL ECONOMIC DEVELOPMENT COUNCIL  
STRATEGIC PLAN

## Section 2. Community Profile

# SECTION 2. COMMUNITY PROFILE

## Community Overview

The Town of Plattsburgh has strong ties to Lake Champlain, Canada, and the Adirondacks; all of which have influenced the character of the Town as it is today. The strategic location fostered the Town's early growth as part of major trade routes, and still does today. Proximity to beautiful Lake Champlain and the majestic Adirondacks contribute to the Town's importance in the regional tourism industry.

The area's strategic location fostered the development of the Plattsburgh Air Force base in the 1960's which subsequently contributed to the growth of the area for decades. The closure of the airbase in 1995 resulted in a sharp population loss and economic change. However, the redevelopment of the Air Base as well as the availability of several world-class industrial parks and the newly developed County Airport has attracted a number of large companies back to the area, and the economy continues to rebound.

Today, the Town of Plattsburgh boasts a growing population, a diverse employment base, and innumerable cultural, recreational, and entertainment venues.

## Demographic Profile

This section highlights a number of trends within the Town of Plattsburgh including population, age, housing, education, and income. Comparisons to Clinton County and/or New York State have also been made where appropriate. These comparisons provide the necessary context required to assimilate an understanding of past and future estimated growth patterns for the Town. The information is gathered primarily from the 2000 and 2010 U.S. Census Data, and ESRI Business Analyst which is utilized where appropriate to show the progression of trends over time.

### Population



Local population growth or decline is often dependent upon several factors; including economic expansion, environmental capacity, housing suitability, age driven needs, and regional desirability. According to 2010 Census data, the Town of Plattsburgh's population increased 6.1 percent between 2000 and 2010. This growth is significant in that the population in the previous decade had declined significantly, indicating that Plattsburgh is recovering from the

### Community Profile Highlights:

- The total population for the Town of Plattsburgh was 11,870 in the year 2010; a population increase of 6.1 percent since 2000.
- The population increase is indicative of continued economic growth subsequent to the closure of the Air Force Base.
- The majority of households in the Town are families (67.4%) as compared to non-family households (32.6%).
- Plattsburgh residents are on average slightly older than both Clinton County and New York State.
- Approximately 29.2 percent of Plattsburgh's residents have a post high-school degree, which is slightly higher than Clinton County (30.5%) and only slightly less than that of New York State (37.4%).
- The median household income in the Town (\$53,610) is slightly higher than Clinton County (\$47,489) but lower than New York State (\$55,603).
- Poverty Percentages for the Town were reported at 13.1 percent and are commensurate with the County.

negative economic impact of the Air Base closure. Only two communities in the County grew at a faster rate than the Town of Plattsburgh; the City of Plattsburgh, and the Town of Peru. As of the 2010 census, Clinton County as a whole grew only 2.8%, and many of the towns and all of the villages in the County lost population. Overall, within the County nine towns showed an increase in population and six towns declined.

**Table 1: Population Trends**

Year	(T) Plattsburgh		Clinton County		New York State	
	Number	Growth	Number	Growth	Number	Growth
2000	11,190	--	79,894	--	18,976,811	--
2010	11,870	6.1%	82,128	2.8%	19,378,102	2.1%

Source: US Census Bureau, 2010 DP-1

However, population projections forecasted by ESRI Business Analyst indicate that population in the Town will decline marginally by the year 2016. ESRI forecasts indicate that population will decline over that timeframe by 0.35 percent or 237 people. This trend is expected to somewhat mirror population trends for the State as a whole, which is expected to increase by a mere 0.28 percent. (See **Figure 1** below)

Age Distribution



Local population growth and decline is dependent on several factors including economic expansion, environmental capacity, housing suitability, age-driven needs, and regional desirability. When reviewing community population, it is often helpful to look at the age breakdown of the population to identify recent trends which can assist in projecting future needs. **Table 2** depicts the general age demographics from the 2010 Census for the Town of Plattsburgh.

According to the Census, the largest age cohort in the Town of Plattsburgh is resident’s ages 0-14 years, totaling over 16.7 percent of the population. The age cohort of 45-54 years is the second highest group, comprising approximately 16.2 percent of the total population. Many areas in Upstate New York are confronted with a large aging population, and a declining number of young adults that remain in their hometown areas after receiving education and job training. Interestingly, Plattsburgh has a higher percentage than the State or County of youth in the 15-24 age cohorts, and a higher percentage of age cohorts of 65 and older (those of retirement age). The higher percentage of youth may be due to the presence of the State University of New York, and the Clinton Community College campuses.

The median age in years for Plattsburgh is approximately 41.1 years old, which is older than both Clinton County (39.1) and New York State (38), indicating that the trend of an aging population in the North Country continues. This is significant to community revitalization as goods and services intended to be marketed locally must take into consideration the demographics of a local population. Here we see that 24 percent of the population is under the age of 19, close to a third (28.6%) of the population is over the age of 55, and just under half (47.4%) are between the ages of 20 and 54.

**Table 2: Population by Age (2010)**

Age	(T) Plattsburgh		Clinton County		New York State	
	Total	%	Total	%	Total	%
0-14	1,990	16.7%	12,763	15.5%	3,531,233	18.2%
15-19	870	7.3%	6,581	8.0%	1,366,278	7.1%
20-24	753	6.3%	7,633	9.3%	1,410,935	7.3%
25-34	1,470	12.4%	10,157	12.4%	2,659,337	13.7%
35-44	1,482	12.5%	10,646	12.9%	2,610,017	13.5%
45-54	1,916	16.2%	13,394	16.3%	2,872,691	14.8%
55-64	1,600	13.5%	10,002	12.2%	2,303,668	11.9%
65-74	1,019	8.6%	5,901	7.2%	1,360,602	7.0%
75+	770	6.5%	5,051	6.2%	1,257,341	6.5%
<b>Total</b>	<b>11,870</b>	<b>100.0%</b>	<b>82,128</b>	<b>100.0%</b>	<b>19,372,102</b>	<b>100.0%</b>
<b>Median Age</b>	<b>41.1</b>		<b>39.1</b>		<b>38</b>	

Source: U.S. Census Bureau, Census 2010 DP-1

As can be seen in **Table 3** below, projections indicate that of the small decline in population projected for the Town the most significant impact will be a decline in the 35 to 54 age cohorts and an increase in the 65-74 year age cohort. This indicates a decline in the income earning population, and an increase in the retirement age population. The population’s median age is expected to continue increasing as well.

**Table 3: Population Projections by Age (2016)**

Age	(T) Plattsburgh 2010		(T) Plattsburgh 2016	
	Total	%	Total	%
0-14	1,990	16.7%	1926	16.7%
15-19	870	7.3%	792	6.9%
20-24	753	6.3%	634	5.5%
25-34	1,470	12.4%	1454	12.6%
35-44	1,482	12.5%	1378	11.9%
45-54	1,916	16.2%	1679	14.5%
55-64	1,600	13.5%	1674	14.5%
65-74	1,019	8.6%	1233	10.7%
75+	770	6.5%	773	6.7%
<b>Total</b>	<b>11,870</b>	<b>100.0%</b>	<b>11,543</b>	<b>100.0%</b>
<b>Median Age</b>	<b>41.1</b>		<b>42.1</b>	

Source: U.S. Census Bureau, Census 2010 DP-1 and ESRI Business Analyst

**Household Composition**



The U.S. Census Bureau provides information on household composition, which details the structure of the individuals and families living within the Town boundaries. According to **Table 4: Household Composition (2010)**, the majority of households in the Town are families (67.4%) as compared to non-family households (32.6%). Non-family households also include individuals living alone. In general, the Town has a higher percentage of family households than Clinton County (62.5%) and New York State (63.5%). The average household size in Plattsburgh is 2.41 persons, which is slightly higher than Clinton County and slightly lower than New York State.

**Table 4: Household Composition (2010)**

	(T) Plattsburgh		Clinton County		New York State	
	Total	%	Total	%	Total	%
<b>Total Households</b>	<b>4,731</b>	<b>100.0</b>	<b>31,582</b>	<b>100.0</b>	<b>7,317,755</b>	<b>100.0</b>
Family Households	3,188	67.4	19,752	62.5	4,649,791	63.5
Nonfamily households	1,543	32.6	11,830	37.5	2,667,964	36.5
Households with Children < 18	1,407	29.7	9,117	28.9	2,319,196	31.7
Households with Persons < 65	1,316	27.8	7,882	25.0	1,925,416	26.3
Average household size	<b>2.41</b>		<b>2.37</b>		<b>2.57</b>	
Average family size	<b>2.82</b>		<b>2.86</b>		<b>3.20</b>	

Source: U.S. Census Bureau, Census 2010 DP-1

**Educational Attainment**



In comparing the Town, County, and State, Plattsburgh has a fair percentage of residents over the age of 25 who have pursued higher education.

Approximately 29.2 percent of residents in the Town have an associate, bachelor, or graduate college degree, with an additional 18.9 percent that have some additional college education but no degree. The percentage of residents in the Town with some college is higher than both the County and State, which is likely to be a reflection of the number of college students in the area.

In general, the percentage of post high school education is slightly less than that of Clinton County (30.5%) and less than New York State (37.4%) which may indicate that while many are attending college in the area, they are leaving the area post graduation; a phenomena known as “brain drain”. The majority of Plattsburgh residents have a high school degree or less (51.9%). See **Table 5: Educational Attainment**.

**Table 5: Educational Attainment**

2010 Population by Educational Attainment	(T) Plattsburgh	Clinton County	New York State
Total population over 25 years of age	8,216	55,210	13,012,553
Less than 9th Grade	5.6%	5.8%	6.7%
9th - 12th Grade, No Diploma	11.5%	10.0%	10.3%
High School Graduate	34.8%	37.0%	29.6%
Some College, No Degree	18.9%	16.4%	16.0%
Associate Degree	8.1%	9.0%	7.7%
Bachelor's Degree	11.4%	12.2%	17.1%
Graduate/Professional Degree	9.7%	9.5%	12.6%

Source: U.S. Census Bureau, ACS 2006-2010

**Income**



Household income is the total income of all members of a household regardless of their relationship to each other. The amount of income is an indicator of the local economy. Understanding the income characteristics of the community is also important in determining a community’s health as well as the ability of residents to maintain their housing, contribute to the local tax base, and participate in the economy.

According to the US Census 2006-2010 American Community Survey 5-year estimates the median household income for the Town of Plattsburgh is \$53,610. This represents a higher figure than for Clinton County at \$47,489 but lower than New York State at \$55,603.

As indicated in **Table 6** below, the U.S. Census American Community Survey 5-Year Estimates, indicate that approximately 21 percent of Plattsburgh households earn less than \$25,000 per year. This income bracket is less than Clinton County (29.8%) and slightly less than New York State (23.4%). Median Income for the Town is only marginally (3.8%) less than that of the State as can be seen in **Table 7** below.

**Table 6: Household Income (2006-2010)**

	(T) Plattsburgh		Clinton County		New York State	
	Total Households	% of Total	Total Households	% of Total	Total Households	% of Total
less than \$25,000	991	21%	8,183	26.3%	1,683,358	23.4%
\$25,000 to \$49,999	1,158	24.5%	7,892	25.4%	1,586,172	22.0%
\$50,000 to \$74,999	1,004	21.3%	6,292	20.3%	1,250,942	17.4%
\$75,000 to \$99,999	751	15.9%	4,047	13.0%	878,506	12.2%
\$100,000 or more	816	17.3%	4642	14.9%	1,806,762	25.1%
<b>Total Households</b>	<b>4,720</b>	<b>100.0%</b>	<b>31,056</b>	<b>100.0%</b>	<b>7,205,740</b>	<b>100.0%</b>

Source: U.S. Census Bureau, 2006-2010 American Community Survey 5-Year Estimates

Plattsburgh is characterized by a similar level of socioeconomic distress when compared to Clinton County. Both the Town and the County poverty levels are lower than the State. Poverty levels are calculated by the Census and are based on a set of formulas identifying the number of persons, rather than households considered to be living below the poverty line. Poverty Percentages for the Town were reported at 13.1 percent as indicated in **Table 7**.

**Table 7: Levels of Economic Distress**

Market Area	Median Household Income	Per Capita Income	Poverty Rate
Town of Plattsburgh	\$53,610	\$26,094	13.1%
Clinton County	\$47,489	\$22,660	13.3%
New York State	\$55,603	\$30,948	14.2%

Source: U.S. Census Bureau, 2006-2010 American Community Survey 5-Year Estimates.

**Future Trends**

Future trend projections indicate that the annual rate of change for the Town’s population from 2011 to 2016 will be somewhat slower than State and National trends. Population growth in the Town of Plattsburgh is projected to lag behind the State by a small margin, and the income gap is projected to widen further.

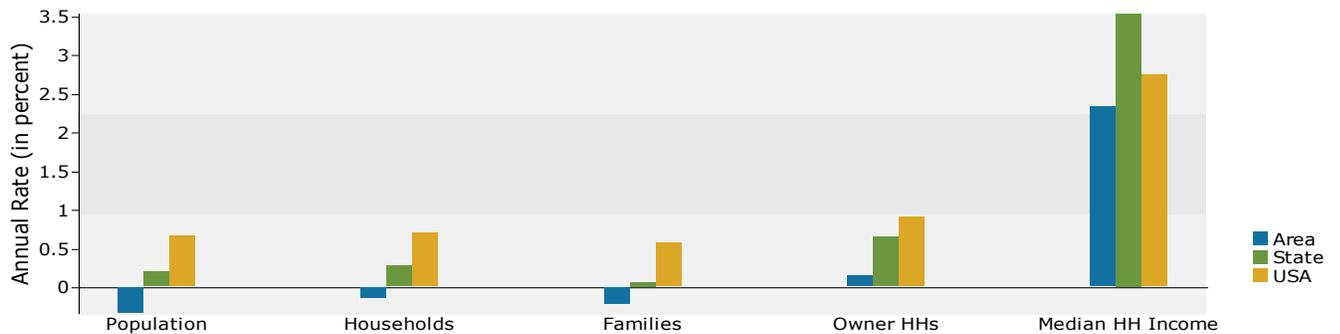
**Table 8: 2011-2016 Projected Changes**

Market Area	2016 Population	% Change	Median Income	% Change	Households	% Change
Town of Plattsburgh	11,543	-.035%	\$55,248	2.34%	4,647	-.015%
New York State	19,378,102	.20%	\$64,366	3.54%	7,440,161	.28%

Source: ESRI Business Analyst

Currently, the median income for the State is approximately 3.8 percent higher than the Town, (see **Table 7**) but by 2016 that gap is projected to increase to 16.4 percent as shown in **Table 8**. It should be noted that these projections are based on the assumption that income declined slightly in both the Town and State from 2010 to 2011. Figure 1 below compares trends for the Town of Plattsburgh, New York State, and all of the USA.

**Figure 1: Trends 2011-2016**



Source: ESRI Business Analyst

## Section 3. Economic Profile

## SECTION 3. ECONOMIC PROFILE

The Economic Profile is intended to identify and understand key socioeconomic conditions and economic drivers within the Town of Plattsburgh. The analysis helps to determine the opportunities available locally and regionally. This section summarizes a number of economic trends, and discusses factors influencing the local economy.

### Regional Economy

Historically, regional growth was driven by forestry and mining. Over time, the region became an important trade corridor bringing goods from Canada down the Hudson River corridor and into New York City and then across the Country. Initially waterway based transportation modes evolved to rail and then road transport via Interstate 87.

The 2012 Comprehensive Economic Development Strategy (CEDS) for the Lake Champlain/Lake George Regional Planning board notes that, *“The region is within one of the world’s richest markets. Half the income, half the population, half of the business and sales of the combined United States and Canada is within one day’s trucking from the region. This market offers tremendous opportunity for a variety of businesses seeking access to major markets.”*

The Town of Plattsburgh boasts a rich history and the Town, City and surrounding area featured prominently in the revolutionary war and war of 1812. Proximity to neighboring Canada, as well as Lake Champlain, an important waterway accessing the Hudson River, has strongly influenced the Town’s development. The strategic location also dictated the establishment of the Plattsburgh Air Force Base which was a major part of the economy from 1961-1995.

Plattsburgh also benefits from the abundance of nearby natural and cultural resources that drive a thriving tourist industry. The Town serves as a primary retail center for Clinton County, as well as the thousands of annual visitors from Canada and other areas.

Proximity to large Canadian markets provides an advantage for many businesses, although some local small businesses view the Canadian Border as a deterrent to doing business given regulatory procedures that must be followed. Similarly, many residents incorrectly perceive Canadian Visitors as a detriment, despite the fact that all evidence indicates that Canadian visitors provide significant economic benefit to the area. The Town also enjoys a comparative advantage of a special sort: it is a good place to live, work, and play.

#### **Economic Profile Highlights:**

- *The top employment sectors in the Town of Plattsburgh are Manufacturing, Retail, and Health/Education.*
- *The top industrial clusters by total wages paid are Material Processing, Travel and tourism; and Front Office and Producer.*
- *The top occupational type for Town residents is tied between “management, business, science, and arts occupations” (31%), and the “sales and office occupations” (31%).*
- *Area Unemployment Rates were significantly higher (9.9) than the State average (8.2) in 2011.*
- *Mean travel time to work for residents is 16.3 minutes.*
- *Neighboring Canada has significant impact on the area with over \$310 million spent generating over \$9 million in sales tax revenue for Clinton County in 2004.*
- *Plattsburgh residents spend more than Clinton County averages in all categories of consumer goods and services and less than New York State in all categories.*
- *Retail Goods and Services demand is highest for Brokerage Services, Low Cost Vacations/Getaways, Pet Supplies, and DVD’s.*

## Economics of Tourism

From a tourism perspective, scenic Clinton County borders Lake Champlain, encompasses the Adirondack region, and is directly accessible to the Canadian border. According to a 2009 study<sup>5</sup>, the recession had a negative impact across the state with visitor spending decreasing close to 14% statewide that year. The study noted that while Tourism spending in the Adirondack region accounted for only 2% of statewide tourism spending; its relative impact to the region is far more important, as Tourism accounted for 17% of employment in the region.



Clinton County is on the Northeast border of the Adirondacks and is a key travel corridor from Montreal. The County therefore attracts tourists visiting Lake Champlain and the Adirondacks as well as travelers along the Northway. The Plattsburgh Airport also facilitates direct access to the County.

Tourism is the largest industry cluster in the North Country<sup>6</sup> in terms of jobs created. The industry is supported by many small businesses including retail, lodging, campgrounds, restaurants, entertainment and attractions, marinas, and agritourism related businesses.

Visitors from Canada are also a key component of the tourism industry, according to the North Country Chamber of Commerce. The total visitor spending in 2004 exceeded \$310 million, with the average Canadian spending \$285 per trip to Clinton County. Spending is clearly impacted by the exchange rate. The Canadian dollar has been increasingly strong since 2007, with the current exchange rate of one Canadian dollar purchasing just over one U.S. dollar.

The North Country Regional Strategic Plan developed by the North Country Regional Council in 2011 recognizes the importance of tourism to the area and has created a regional vision that states, “Vision: Activate tourism as a driver to diversifying our economies”. Preparing to successfully develop the Town’s full potential for cultural, heritage, and agritourism will require comprehensive efforts to include building public/private partnerships with state, county, and local organizations. Tourism is typically best developed and supported on a regional basis as a variety of things to see and do can attract families and visitors with diverse interests.

The Adirondack Coast encompasses all of Clinton County and along the west shore of Lake Champlain in Essex County. The area is featured in a Destination Master Plan for Clinton County that aims to strengthen the regional economy and improve the visitor’s experience. Marketing campaigns featuring the area are intended to promote the region and attract new generations of tourists.

---

<sup>6</sup> New York Department of Labor; Quarterly Census

Canadian Economic Impact

Plattsburgh directly borders Canada, and is located an hour from one of the largest metropolitan cities in the Country, Montreal. This means that the 3.5 million residents of Montreal have easy access to the many businesses, tourist experiences, and services available in Plattsburgh.

The Champlain-Hudson trade corridor is one of five officially recognized cross border economic regions evolving along the north-south transportation systems which link the U.S. and Canada. The border crossing at Champlain/Lacolle is already one of the top three commercial gateways linking trade and business between the U.S. and Canada and activity continues to increase.



According to a 2004 study undertaken by the North Country Chamber of Commerce the overall economic impact of Canada on Clinton County was \$1.53 billion. An estimated value of \$518,060,754 in goods was exported from the County to Canada in 2004.

Canadians spent over \$310 million in 2004 which in turn generated over \$9 million in sales tax revenue to the County. Canadian companies also comprised 14 percent of the County businesses generating over \$160 million in payroll in 2004.

While the impact of neighboring Canada on the region is significant, it could still be improved. A 2009 study entitled *Northeast CanAm Connections: Integrating the Economy and Transportation*<sup>7</sup> concluded that economy of the Northeast Canadian-American (CanAm) Region is hindered by limitations of currently available transportation linkages and services, as well as other competitive factors including institutional and regulatory policies. The study noted that since the North American Free Trade Agreement (NAFTA) was enacted the CanAm region has not experienced the same level of growth as other major trading regions. However, the region has the resources necessary to address this, and the study noted, “Results of the competitive-benchmarking analysis demonstrate that the NE CanAm Region has some of the necessary elements for sustainable economic growth, including a competitive labor force that is highly educated and experienced; important multimodal assets, including the St. Lawrence Seaway and access to a deep-water port capable of handling the very large “Post-Panamax” class of container ships; relatively cost-competitive freight rail rates; and numerous border crossings to facilitate bi-national trade.”

Several recommendations were made to increase economic benefit, including the development of an east-west transportation corridor, and the enhancement of “within-region” trade and tourism through a more complete network of interconnections between the region’s U.S. and Canadian markets. The study noted that the North Country economy will be enhanced by expanded trade route connections with Canada.



In an effort to attract international investment the Immigrant Investor Program, also known as “EB-5,” was created by Congress in the 1990’s to stimulate the U.S. economy through job creation and capital investment. Immigrant investors must invest a minimum of \$500,000 by creating a new commercial enterprise or investing in a troubled business, and must create jobs. The program is managed through Regional Centers, and a Plattsburgh Regional Center was established in

<sup>7</sup> Wilbur Smith Associates: August 2009

2011 to foster international investment. The Center focuses on investment opportunities in economically challenged areas and specified industry sectors, including transportation and aerospace, real-estate development, manufacturing, trade and technology.

Affirming Plattsburgh’s ability to attract investment, Site Selection Magazine ranked the area among the top ten communities in 2008 in America for economic development several years running. The ranking evaluates the number of new or expanding corporate projects investing at least one million dollars.

### Major Employers

The Town of Plattsburgh and surrounding area boasts a large and diverse employment base. Plattsburgh and the surrounding area is fortunate to have a strong business presence. According to National Grid and the Development Corporation figures the ten largest employers in the Plattsburgh area are as follows:

- CVPH Medical Center
- SUNY College at Plattsburgh
- A Schonbeck & Co.
- Meadowbrook Healthcare
- Battat Incorporated
- Clinton Community College
- Bombardier
- Mold-Rite Plastics Inc.
- Nova Bus
- Schluter

Despite the nationwide economic downturn there have been many recent instances of business growth and expansion in the area, and these companies represent only a few of the many area major employers. The “multiplier effect” (an increase in new businesses or investment directly resulting from the initial project) is evidenced by the expansion or relocation of businesses such as APG Neuros and B3CG, both suppliers to Nova Bus. Other businesses, such as Fujitsu, represent the attraction of technology driven businesses.



Plattsburgh’s diverse employment base is largely due to the well planned re-development of the former Plattsburgh Air Base (PARC). With planning initiated in the 1990’s the transformation of the 5,000 acre site is nearly complete. Over the past decade, PARC has attracted more than 60 tenants in aerospace and rail transportation, composites, market research, manufacturing, warehousing, high tech engineering, pharmaceuticals, and health care, to name a few. Thirteen years after closure, the former base is home to businesses, nonprofits, residential neighborhoods, community college facilities, and the new international airport. PARC may be credited with placing over \$100 million of ratables on local tax rolls. Fewer than 20 parcels (from among an original 195) remain to be sold for development and job creation, all shovel-ready.

The Air Base development efforts have ultimately affected commercial sites other than those located directly on the former airbase. Many of the other industrial parks in the Town are now home to many domestic and international businesses that chose Plattsburgh because of the Town’s many strengths and abilities to support commerce and industry.

Another strong economic influence is SUNY Plattsburgh. One of the largest employers in the area, the Campus currently employs over 1,000 as well as 800 students generating millions of dollars in payroll. Approximately 6,000 students attending the University live on campus or nearby and spend their dollars in the community, as do their visiting family and friends. The school spends heavily on capital investment, and is also an important regional cultural resource.

**Employment**

Information on industry relates to the kind of business conducted by a person’s employing organization. According to the U.S. 2006-2010 American Community Survey (ACS) data, **Table 9** illustrates residents’ employment by industry in the Town compared to Clinton County and New York State. The Town’s top three industrial sectors were “educational-health-social services” (29.8%); “retail trade” (16.2%); and “manufacturing” (11.7%). These top industry sectors are commensurate with the top Clinton County sectors, but differ from New York State in that manufacturing is a more significant component of the economy for both the Town and County.

**Table 9: Residents Employment by Industry**

Classification	(T) Plattsburgh		Clinton County	New York State
	#	%	%	%
Agriculture, forestry, fishing/hunting, and mining	72	1.3%	2.2%	0.6%
Construction	323	5.7%	6.2%	5.2%
Manufacturing	659	<b>11.7%</b>	<b>12.1%</b>	10.0%
Wholesale trade	88	1.6%	2.2%	3.4%
Retail trade	912	<b>16.2%</b>	<b>12.7%</b>	<b>10.5%</b>
Transportation and warehousing, and utilities	310	5.5%	6.0%	5.5%
Information	29	0.5%	1.3%	4.1%
Finance, insurance, real estate, and rental and	134	2.4%	3.6%	8.8%
Professional, scientific, management, admin	286	5.1%	5.4%	<b>10.1%</b>
Educational, health and social services	1,681	<b>29.8%</b>	<b>27.1%</b>	<b>24.3%</b>
Arts, entertainment, recreation, and food services	456	8.1%	7.9%	7.3%
Other services (except public administration)	279	4.9%	4.3%	5.1%
Public administration	409	7.3%	9.0%	5.2%
	5,638	100%	100%	100%

Source: U.S. Census 2006-2010 American Community Survey 5-Year Estimates DP03.

**Unemployment Rates**

The Local Area Unemployment Statistics (LAUS) program of the NYS Department of Labor provides up-to-date labor force data, including estimates of the civilian labor force, the number employed, unemployed and the unemployment rate, by place of residence. The civilian labor force is comprised of individuals aged 16 and older, excluding those in the military, who are employed or actively looking for work. Unemployment rates reported through LAUS (August 2011) show that the Plattsburgh Micropolitan Statistical Area (MSA) experienced a significantly higher unemployment rate (9.9%) than New York State (8.2%) in 2011. That trend has continued in 2012, with the Plattsburgh MSA average unemployment

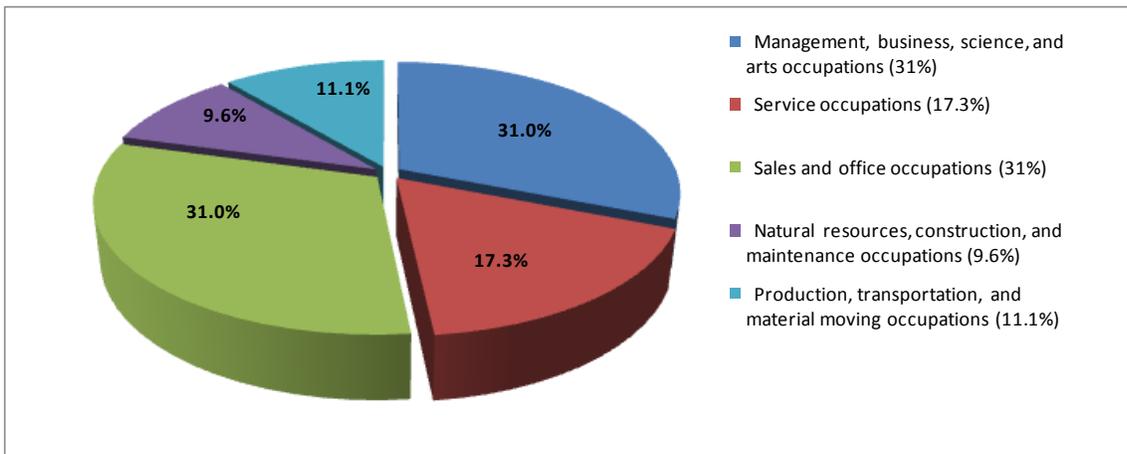
rate to August of 2012 at 10.0 percent while the New York State average over the same period is 8.8 percent.

This indicates that while a strong business base exists in the Town, more work needs to be done to increase job opportunities for area residents.

**Employment by Occupation**

Occupation describes the kind of work the person does on the job. For employed people, the data refers to the person's job during the week. For those who worked at two or more jobs, the data refers to the job at which the person worked the greatest number of hours. **Figure 1** shows a breakdown of Plattsburgh's occupations according to the major categories provided by the most recent American Community Survey. The top occupational type is tied between "management, business, science, and arts occupations" (31%), and the "sales and office occupations" (31%). The next most common occupation is "service occupations" (17.3%). Of the Town's workforce, the least represented category was "natural resources, construction and maintenance occupations" (9.6%).

**Figure 2: Resident Occupation**



Source: U.S. Census, 2006-2010 American Community Survey 5-Year Estimates

**Commuting Patterns**



When analyzing employment opportunities and trends of a community it is important to observe the commuting patterns of residents. In 2010, the majority of Town residents (86.3%) commuted less than 25 minutes to work in one direction.<sup>8</sup> This is most likely the result of the many top employers in Clinton County being located in the greater Plattsburgh area. This short commuting pattern is not common in New York State where approximately 16.2 percent of residents travel 60 or more minutes to work, as opposed to only 3.7 percent of Town residents. The combination of short commuting patterns and lack of long distance commuting patterns are positive attractions to potential residents, businesses, and employers. See **Table 10: Commuting Patterns**.

<sup>8</sup> Residents who work from home were not included in this percentage.

**Table 10: Commuting Patterns**

Workers 16+ by Means of Transportation to Work	(T) Plattsburgh	Clinton County	New York State
	%	%	%
< 10	18.2%	23.4%	10.6%
10-24	68.1%	52.8%	36.3%
25-34	6.4%	10.4%	19.6%
35-44	1.3%	3.8%	7.5%
45-59	2.4%	2.6%	9.8%
>60	3.7%	6.9%	16.2%
<b>Mean Travel Time</b>	<b>16.3</b>	<b>22.5</b>	<b>31.5</b>

Source: U.S. Census Bureau, 2010 and 2011 American Community Survey

**Transportation Infrastructure**

As can be seen in **Table 11**, below, distribution is a significant industry to Plattsburgh. Logistics and transportation are critical issues for businesses with goods to move. Interstate 87 currently provides the most significant form of transportation in the area enabling transport of goods from Canada to the southern portion of the State and beyond. There are also three arterials in the area, Routes 3, 9 and 11 which enable easy access to Interstate Highways and transportation in both east-west, and north-south directions. Businesses in the Town of Plattsburgh also have easy access to the Canadian Pacific rail lines which run north and south across Clinton, Essex and Washington Counties, and to the Port of Montreal.

Plattsburgh International Airport was recently awarded \$6.5 million in expansion funds to add additional jet ways. Converted from a U.S. Strategic Air Command base to a civil aviation facility four years ago the Airport has impressive expansion capacity. Sited on approximately 3,500 acres, the facility has dubbed itself Montreal’s “US Airport”. The site offers the following amenities for businesses:

- An 11,750 foot concrete runway with 1,000 feet of paved overrun at each end
- A 12 million square foot concrete ramp for parking and staging aircraft
- Around the clock access to runways and taxiways.
- 1.5 million square feet of aviation related industrial space
- 108 acres of developable industrial land, with more nearby
- 214 acres of developable ramp space
- Several 28,000 square foot hangars available for use
- Easy access to Interstate-87, with its own interchange
- On-site rail access On-site broadband fiber optic network
- Municipal water and sewer service
- Natural gas service from NYSEG



Laurentian Aerospace has announced plans to build a \$175 million, 273,000-square-foot maintenance and repair facility on the site. If the project moves forward it is expected to create several hundred jobs within the next few years.

## Industry Clusters

Industry clusters are geographic concentrations of inter-related or inter-dependent businesses focused on a particular industry. Cluster based economics tell us that the co-location of companies, their suppliers, partners and institutions creates the potential for creating economic value. Clusters, by definition include not only business entities such as companies, but also universities, trade associations, financial institutions, vocational training providers, economic development agencies, and more.

New York State recognizes 16 industry clusters throughout the state. As can be seen in **Table 11** below, the largest three industry clusters in 2011 ranked by number of jobs in all of New York State are *Front Office and Producer Services*; *Financial Services*; and *Travel and Tourism*.



Within the North Country, *Travel and Tourism* employs the greatest number of individuals by far (7,800). However, many of these jobs are seasonal and the average wages are low. *Front office and Producer Service* is the next largest employment cluster (3,400) and *Distribution* employs the third largest number of individuals (3,300) in the North Country. When ranking by annual average wage levels, the picture is somewhat different. Top salaries are commanded in *Biomedical* (\$72,400), *Transportation Equipment* (\$58,200), and *Information Technology Services* (\$55,300)

Finally, evaluating clusters by total wages paid, which is a measure of economic benefit pumped into a local economy *Materials and Processing* generated the most wages (\$167.1 million), *Travel and Tourism* next (\$163.4 million), and third was *Front Office Producer Services* (\$155.1 million).

While Industry Clusters are an indisputable growth mechanism, it is also clear that diversification of industries can assist an economy to hedge against downturns or major changes that affect a particular industry. The Town of Plattsburgh is fortunate to have both a diversified industrial base and a strong industry cluster focused on distribution.

Table 11: Industry Cluster Ranking 2011

Region	Industry Cluster	Reporting Units	Employment	Clusters Ranked by Employment within Region	Total Wages (\$ mns)**	Clusters Ranked by Wages within Region	Average Wage	Clusters Ranked by Average Wage within Region
New York State	Back Office & Outsourcing	4,965	156,100	6	\$7,211.2	8	\$46,200	13
	Biomedical	1,562	56,700	12	\$4,009.1	11	\$70,700	7
	Communications, Software & Media Services	10,631	248,800	4	\$22,078.6	3	\$88,700	5
	Distribution	41,542	234,000	5	\$14,358.0	4	\$61,400	10
	Electronics & Imaging	678	51,900	13	\$4,733.9	10	\$91,300	4
	Fashion, Apparel & Textiles	6,291	70,400	9	\$5,133.2	9	\$72,900	6
	Financial Services	40,289	558,000	2	\$101,632.1	1	\$182,100	1
	Food Processing	2,449	60,200	11	\$2,453.2	13	\$40,800	15
	Forest Products	1,699	30,100	14	\$1,442.8	15	\$47,900	12
	Front Office & Producer Services	53,152	587,100	1	\$61,497.6	2	\$104,800	3
	Industrial Machinery & Services	3,972	119,700	7	\$7,458.4	7	\$62,300	9
	Information Technology Services	13,255	119,400	8	\$12,944.8	6	\$108,400	2
	Materials Processing	1,893	61,200	10	\$3,541.4	12	\$57,900	11
	Miscellaneous Manufacturing	1,073	17,500	16	\$781.5	16	\$44,700	14
	Transportation Equipment	396	22,500	15	\$1,527.2	14	\$67,800	8
Travel & Tourism	69,345	367,600	3	\$14,249.0	5	\$38,800	16	
<b>Total, All Clusters</b>	<b>New York State</b>	<b>253,192</b>	<b>2,761,100</b>		<b>\$265,052.2</b>		<b>\$96,000</b>	
North Country	Back Office & Outsourcing	44	1,600	9	\$40.2	12	\$24,700	15
	Biomedical	27	800	11	\$60.6	10	\$72,400	1
	Communications, Software & Media Services	189	2,100	8	\$77.3	8	\$37,700	10
	Distribution	567	3,300	3	\$130.8	5	\$39,900	8
	Electronics & Imaging	4	100	16	\$3.8	16	\$26,700	14
	Fashion, Apparel & Textiles	35	600	13	\$19.3	13	\$34,700	11
	Financial Services	428	2,700	5	\$106.3	6	\$39,800	9
	Food Processing	151	2,600	6	\$81.6	7	\$31,800	12
	Forest Products	130	2,500	7	\$131.3	4	\$52,400	5
	Front Office & Producer Services	479	3,400	2	\$155.1	3	\$45,200	7
	Industrial Machinery & Services	50	1,300	10	\$62.4	9	\$48,700	6
	Information Technology Services	73	200	15	\$12.4	14	\$55,300	3
	Materials Processing	74	3,100	4	\$167.1	1	\$53,600	4
	Miscellaneous Manufacturing	17	400	14	\$11.1	15	\$30,700	13
	Transportation Equipment	9	700	12	\$43.3	11	\$58,200	2
Travel & Tourism	1,835	7,800	1	\$163.4	2	\$21,000	16	
<b>Total, All Clusters</b>	<b>North Country</b>	<b>4,112</b>	<b>33,200</b>		<b>\$1,265.9</b>		<b>\$38,200</b>	

Source: New York State Department of Labor, Quarterly Census of Employment and Wages

### Economic Development Constraints

While the recent recession has hampered economic growth throughout the Nation, the Town of Plattsburgh has not experienced the calamitous effect seen in other parts of the State. However, as funding is reduced at the state level, and reduced property tax revenue is felt at the local level, there is no doubt that budgets at all levels have been impacted. This has typically resulted in the need to creatively support long term economic development plans.

There are several factors that must be considered when evaluating economic development strategies, many of which may constrain future efforts. Many issues can be addressed at the local level, while others require advocating at the State or Federal levels. Some of these issues include:

#### **Taxes**

Overall, New York State residents and businesses carry one of the highest tax burdens in the Country. New York State ranks 53 percent above the National Average in State and Local Taxes<sup>9</sup> This issue permeates a variety of levels. At the local level throughout the State, residents typically contend with high property taxes which affect the cost of living. Similarly, New York State has lost thousands of businesses in recent decades that pursued locations with lower costs of doing business.

Clearly a complex issue with no easy solution businesses seeking to expand or locate in the Town of Plattsburgh must contend with factoring in these costs. This has been further exacerbated by the recently enacted statewide property tax cap. According to a recent study by the Rockefeller Institute additional policy actions will be needed in order to avoid increases in rates for properties with declining values.

#### **State and Local Regulations**

For many businesses, state and local licensing and permitting requirements are frustrating and onerous. While rules and regulations cannot be circumvented, assistance can be provided in navigating the processes.

#### **Financing**

Subsequent to the virtual cessation of lending during the recent recession, access to financing has slowly increased. According to a recent report by the Organization for Economic Cooperation and Development, small business lending actually decreased from the end of the recession in 2009 through 2010. Conversely, in Canada small-business loans, as a percentage of total loans in Canada exceeded 2007 levels by 2009 and then held steady in 2010.<sup>10</sup> This is significant for Plattsburgh small businesses that may have more difficulty in securing financing their businesses than their Canadian neighbors, putting them at a competitive disadvantage.

#### **Utility and Energy Costs**

Utility Costs drive many business location decisions, and within the Town of Plattsburgh Energy costs are reasonably competitive. Plans have been proposed for the Canadian firm TDI to build a \$2.2 billion high-voltage (1,000 megawatt) direct current line, known as the Champlain Hudson Power Express. The line would run from the U.S.-Canadian border to the New York metro area traveling underwater through Lake Champlain, the Hudson River, and East River for much of its route, with the remainder of the line

---

<sup>9</sup> 2011-2012 *Comprehensive Economic Development Strategy*; Lake Champlain and Lake George Regional Planning Board

<sup>10</sup> *Small Firm-Loans Lagged in U.S.*; Wall Street Journal April 18, 2012

buried. The project has the potential to reduce energy costs to New York City, but affects on the Champlain area are unlikely to be significant.

Many companies are choosing to invest in green technologies and energy conservation measures as a hedge against consistently rising energy costs. SUNY Plattsburgh, for example, has successfully reduced energy consumption and overall costs significantly in the past five years utilizing energy conservation measures.

### ***Retail Sales and Consumer Spending***



The Town of Plattsburgh is a primary retail center for County residents. The bustling Route 3 corridor is the primary transport link serving a number of shopping malls, SUNY Plattsburgh, and many small businesses. Commercial expansion is occurring in the northern area of Route 9 as well as portions of Tom Miller Road. Both areas are emerging as retail hubs. As economic development efforts attract and support business and industry; new and existing residents alike will be served by the retail businesses in these areas. To ensure that emerging trends are considered when evaluating business potential, we can evaluate the spending habits of the community.

Many communities across the country have researched consumer-spending patterns to understand local trends. In general, consumers prefer to shop for everyday items close to home and are willing to travel farther from home for larger ticket items or take day trips in search of specialty shopping experiences. ESRI uses data from the U.S. Bureau of Labor Statistics' (BLS) Consumer Expenditure Surveys to identify baseline-spending patterns of communities. Data is obtained from a Daily Survey for daily purchases and an Interview Survey for general purchases, which is integrated to provide a comprehensive database on consumer expenditures.

The Spending Potential Index (SPI) is household-based, and represents the amount of money spent for a product or service relative to a National average of 100. However, if a community spends less on specific goods or services, it may reflect that residents obtain those goods at a cheaper cost, local interest is low for those goods, and/or there is less disposable income in the area. It is worthwhile to note that the smaller the community, the more difficult it will be to pinpoint spending habits with complete accuracy given that data samples will be more limited than in a large city. However, the information is a useful tool when combined with other economic analysis.

### ***Spending Habits***

According to the SPI, for every \$1.00 spent nationally on retail goods and services, Town residents spend between \$0.62 and \$0.94. This means that for all the categories listed in the Town's expenditure ranking, there are no areas where Town residents spend equivalent to the national averages (100 SPI), and in fact, Town residents consistently spend less than the national average for all categories. As shown in **Table 12**, the top three retail goods and services expenditures for Town residents are: 1) *Healthcare* (94 SPI); and 2) equal expenditure on *Education* (92 SPI); and *Entertainment/Recreation* (92 SPI).

The lowest expenditure for Town residents is in the *Apparel and Services* category (62 SPI). Overall, Plattsburgh residents spend more than Clinton County averages in all categories, and less than New York State in all categories.

**Table 12: Retail Goods and Services Expenditures**

<b>Consumer Spending</b>	<b>(T) Plattsburgh</b>	<b>Clinton County</b>	<b>New York State</b>
<b>Apparel &amp; Services: Total \$</b>	<b>\$7,209,577</b>	<b>\$40,972,822</b>	<b>\$14,327,194,041</b>
Average Spent	\$1,494.52	\$1,311.21	\$1,973.61
Spending Potential Index	<b>62</b>	<b>55</b>	<b>82</b>
<b>Computers &amp; Accessories: Total \$</b>	<b>\$930,841</b>	<b>\$5,384,559</b>	<b>\$1,771,126,073</b>
Average Spent	\$192.96	\$172.32	\$243.98
Spending Potential Index	<b>88</b>	<b>78</b>	<b>111</b>
<b>Education: Total \$</b>	<b>\$5,402,071</b>	<b>\$30,548,849</b>	<b>\$10,460,536,334</b>
Average Spent	\$1,119.83	\$977.63	\$1,440.97
Spending Potential Index	<b>92</b>	<b>80</b>	<b>118</b>
<b>Entertainment/Recreation: Total \$</b>	<b>\$14,358,685</b>	<b>\$81,566,746</b>	<b>\$26,286,574,146</b>
Average Spent	\$2,976.51	\$2,610.30	\$3,621.05
Spending Potential Index	<b>92</b>	<b>81</b>	<b>112</b>
<b>Food at Home: Total \$</b>	<b>\$19,165,362</b>	<b>\$112,234,901</b>	<b>\$37,453,820,100</b>
Average Spent	\$3,972.92	\$3,591.75	\$5,159.37
Spending Potential Index	<b>89</b>	<b>80</b>	<b>115</b>
<b>Food Away from Home: Total \$</b>	<b>\$14,041,398</b>	<b>\$80,148,142</b>	<b>\$26,644,039,321</b>
Average Spent	\$2,2910.74	\$2,564.91	\$3,670.29
Spending Potential Index	<b>90</b>	<b>80</b>	<b>114</b>
<b>Health Care: Total \$</b>	<b>\$16,870,354</b>	<b>\$98,172,771</b>	<b>\$29,151,953,858</b>
Average Spent	\$3,497.17	\$3,141.73	\$4,015.77
Spending Potential Index	<b>94</b>	<b>84</b>	<b>108</b>
<b>Household Furnishings &amp; Equip: Total \$</b>	<b>\$7,941,756</b>	<b>\$44,376,082</b>	<b>\$14,496,436,301</b>
Average Spent	\$1,646.30	\$1,420.13	\$1,996.93
Spending Potential Index	<b>80</b>	<b>69</b>	<b>97</b>
<b>Investments: Total \$</b>	<b>\$7,292,472</b>	<b>\$42,107,696</b>	<b>\$14,441,921,758</b>
Average Spent	\$1,511.71	\$1,347.53	\$1,989.42
Spending Potential Index	<b>87</b>	<b>77</b>	<b>114</b>
<b>Retail Goods: Total \$</b>	<b>\$104,632,497</b>	<b>\$601,832,399</b>	<b>\$188,984,260,362</b>
Average Spent	\$21,689.99	\$19,259.87	\$26,033.13
Spending Potential Index	<b>87</b>	<b>77</b>	<b>105</b>
<b>Shelter: Total \$</b>	<b>\$68,309,663</b>	<b>\$373,285,100</b>	<b>\$136,586,474,719</b>
Average Spent	\$14,160.38	\$11,945.89	\$18,815.18
Spending Potential Index	<b>90</b>	<b>76</b>	<b>119</b>
<b>TV/Video/Audio: Total \$</b>	<b>\$5,379,954</b>	<b>\$31,138,456</b>	<b>\$10,200,084,403</b>
Average Spent	\$1,115.25	\$996.49	\$1,405.09
Spending Potential Index	<b>90</b>	<b>80</b>	<b>113</b>
<b>Travel: Total \$</b>	<b>\$8,427,119</b>	<b>\$45,023,706</b>	<b>\$15,603,288,830</b>
Average Spent	\$1,746.92	\$1,440.85	\$2,149.40
Spending Potential Index	<b>90</b>	<b>76</b>	<b>114</b>
<b>Vehicle Maintenance &amp; Repairs: Total \$</b>	<b>\$4,132,232</b>	<b>\$23,648,268</b>	<b>\$7,511,480,846</b>
Average Spent	\$856.60	\$756.79	\$1,034.73
Spending Potential Index	<b>91</b>	<b>80</b>	<b>110</b>

Source: ESRI Business Information Solutions (ESRI BIS). Consumer Spending data are derived from the 2006 and 2007 Consumer Expenditure Surveys, Bureau of Labor Statistics.

As shown in **Table 13**, the SPI for most categories in Clinton County is considerably lower than the SPI of the Town, revealing that residents of the Town and County exhibit different spending habits. Town of Plattsburgh residents spend more in all categories than the average Clinton County resident. When

compared to the average State resident, who spends over the national average in all but two categories, residents in Plattsburgh and Clinton County generally do not spend as often or as much on all categories of goods.

**Table 13: Spending Index Comparison**

Category	(T) Plattsburgh	Clinton County	New York State
	SPI	SPI	SPI
Apparel & Services	62	55	82
Computers & Accessories	88	78	111
Education	92	80	118
Entertainment/Recreation	92	81	112
Food at Home	89	80	115
Food Away from Home	90	80	114
Health/Drugs	94	84	108
HH Furnishings & Equipment	80	69	97
Investments	87	77	114
Retail Goods	87	77	105
Shelter	90	76	119
TV/Video/Sound Equipment	90	80	113
Travel	90	76	114
Vehicle Maintenance & Repairs	91	80	110

Source: ESRI Business Information Solutions (ESRI BIS). Consumer Spending data are derived from the 2006 and 2007 Consumer Expenditure Surveys, Bureau of Labor Statistics.



**Retail Market Potential**

A Market Potential Index (MPI) measures the relative likelihood of consumers in a specified area to purchase various categories of consumer goods as compared to national spending patterns. An MPI of 100 represents the US average.

While MPI measures the likelihood of consumer purchase behavior, it does not analyze the existing supply or availability of these goods and services. This data can be used effectively to assist with predicting demand for certain kinds of retail businesses in an area. When combined with an evaluation of the existing area supply of these goods and services this can assist with determining the potential for specific retail businesses. **Table 14** below summarizes consumer purchase patterns for a variety of goods and services. Products with the highest MPI are highlighted.

**Table 14: Retail Market Potential**

Product/Consumer Behavior	Expected Number of Adults/HHs	Percent of Adults/HHs	MPI
<b>Apparel (Adults)</b>			<b>104</b>
Bought any men's apparel in last 12 months	4,757	50.9%	102
Bought any women's apparel in last 12 months	4,555	48.8%	107
Bought apparel for child <13 in last 6 months	2,701	28.9%	102
Bought any shoes in last 12 months	4,929	52.8%	102
Bought costume jewelry in last 12 months	2,042	21.9%	105
Bought any fine jewelry in last 12 months	2,280	24.4%	111
Bought a watch in last 12 months	1,794	19.2%	99
<b>Automobiles (Households)</b>			<b>99</b>
HH owns/leases any vehicle	4,271	91.2%	106
HH bought/leased new vehicle last 12 mo	410	8.8%	91
<b>Automotive Aftermarket (Adults)</b>			<b>105</b>
Bought gasoline in last 6 months	8,585	91.9%	106
Bought/changed motor oil in last 12 months	5,344	57.2%	110
Had tune-up in last 12 months	2,867	30.7%	99
<b>Beverages (Adults)</b>			<b>98</b>
Drank bottled water/seltzer in last 6 months	5,307	56.8%	92
Drank regular cola in last 6 months	4,708	50.4%	99
Drank beer/ale in last 6 months	4,063	43.5%	102
<b>Cameras &amp; Film (Adults)</b>			<b>101</b>
Bought any camera in last 12 months	1,229	13.2%	103
Bought film in last 12 months	2,002	21.4%	113
Bought digital camera in last 12 months	605	6.5%	95
Bought memory card for camera in last 12 months	669	7.2%	94
<b>Cell Phones/PDAs &amp; Service (Adults)</b>			<b>101</b>
Bought cell/mobile phone/PDA in last 12 months	3,252	34.8%	98
Avg monthly cell/mobile phone/PDA bill: \$1-\$49	2,150	23.0%	108
Avg monthly cell/mobile phone/PDA bill: \$50-99	2,943	31.5%	97
Avg monthly cell/mobile phone/PDA bill: \$100+	1,979	21.2%	100
<b>Computers (Households)</b>			<b>103</b>
HH owns a personal computer	3,624	77.4%	104
Spent <\$500 on most recent home PC purchase	434	9.3%	107
Spent \$500-\$999 on most recent home PC purchase	938	20.0%	112
Spent \$1000-\$1499 on most recent home PC purchase	636	13.6%	104
Spent \$1500-\$1999 on most recent home PC purchase	312	6.7%	93
Spent \$2000+ on most recent home PC purchase	292	6.2%	99
<b>Convenience Stores (Adults)</b>			<b>105</b>
Shopped at convenience store in last 6 months	5,735	61.4%	102
Bought cigarettes at convenience store in last 30 days	1,643	17.6%	114
Bought gas at convenience store in last 30 days	3,530	37.8%	113
Spent at convenience store in last 30 days: <\$20	875	9.4%	97
Spent at convenience store in last 30 days: \$20-39	868	9.3%	91
Spent at convenience store in last 30 days: \$40+	3,721	39.8%	111

Product/Consumer Behavior	Expected Number of Adults/HHs	Percent of Adults/HHs	MPI
<b>Entertainment (Adults)</b>			<b>103</b>
Attended movies in last 6 months	5,150	55.1%	94
Went to live theater in last 12 months	1,176	12.6%	95
Went to a bar/night club in last 12 months	2,022	21.6%	113
Dined out in last 12 months	5,023	53.8%	109
Gambled at a casino in last 12 months	1,520	16.3%	101
Visited a theme park in last 12 months	1,788	19.1%	89
DVDs rented in last 30 days: 1	263	2.8%	106
DVDs rented in last 30 days: 2	524	5.6%	121
DVDs rented in last 30 days: 3	290	3.1%	97
DVDs rented in last 30 days: 4	285	3.1%	80
DVDs rented in last 30 days: 5+	1,183	12.7%	96
DVDs purchased in last 30 days: 1	461	4.9%	99
DVDs purchased in last 30 days: 2	389	4.2%	88
DVDs purchased in last 30 days: 3-4	519	5.6%	120
DVDs purchased in last 30 days: 5+	432	4.6%	89
Spent on toys/games in last 12 months: <\$50	632	6.8%	111
Spent on toys/games in last 12 months: \$50-\$99	301	3.2%	117
Spent on toys/games in last 12 months: \$100-\$199	745	8.0%	111
Spent on toys/games in last 12 months: \$200-\$499	1,087	11.6%	108
Spent on toys/games in last 12 months: \$500+	590	6.3%	110
<b>Financial (Adults)</b>			<b>105</b>
Have home mortgage (1st)	1,920	20.6%	107
Used ATM/cash machine in last 12 months	4,794	51.3%	101
Own any stock	915	9.8%	107
Own U.S. savings bond	721	7.7%	113
Own shares in mutual fund (stock)	942	10.1%	107
Own shares in mutual fund (bonds)	595	6.4%	108
Used full service brokerage firm in last 12 months	705	7.5%	121
Have savings account	3,717	39.8%	110
Have 401K retirement savings	1,789	19.2%	108
Did banking over the Internet in last 12 months	2,540	27.2%	99
Own any credit/debit card (in own name)	7,167	76.7%	104
Avg monthly credit card expenditures: <\$111	1,303	13.9%	101
Avg monthly credit card expenditures: \$111-225	736	7.9%	102
Avg monthly credit card expenditures: \$226-450	652	7.0%	93
Avg monthly credit card expenditures: \$451-700	586	6.3%	98
Avg monthly credit card expenditures: \$701+	1,259	13.5%	100
<b>Grocery (Adults)</b>			<b>102</b>
Used beef (fresh/frozen) in last 6 months	6,993	74.9%	106
Used bread in last 6 months	9,048	96.9%	101
Used chicken/turkey (fresh or frozen) in last 6 months	7,315	78.3%	101
Used fish/seafood (fresh or frozen) in last 6 months	4,887	52.3%	99
Used fresh fruit/vegetables in last 6 months	8,354	89.4%	103
Used fresh milk in last 6 months	8,664	92.7%	102

Product/Consumer Behavior	Expected Number of Adults/HHs	Percent of Adults/HHs	MPI
<b>Health (Adults)</b>			<b>102</b>
Exercise at home 2+ times per week	2,962	31.7%	106
Exercise at club 2+ times per week	1,058	11.3%	91
Visited a doctor in last 12 months	7,638	81.8%	106
Used vitamin/dietary supplement in last 6 months	4,705	50.4%	104
<b>Home (Households)</b>			<b>104</b>
Any home improvement in last 12 months	1,730	37.0%	117
Used housekeeper/maid/prof HH cleaning service in the last	728	15.6%	99
Purchased any HH furnishing in last 12 months	1,446	30.9%	103
Purchased bedding/bath goods in last 12 months	2,546	54.4%	99
Purchased cooking/serving product in last 12 months	1,343	28.7%	104
Bought any kitchen appliance in last 12 months	841	18.0%	103
<b>Insurance (Adults)</b>			<b>103</b>
Currently carry any life insurance	4,780	51.2%	108
Have medical/hospital/accident insurance	6,868	73.5%	103
Carry homeowner insurance	5,470	58.6%	112
Carry renter insurance	492	5.3%	85
Have auto/other vehicle insurance	8,170	87.5%	106
<b>Pets (Households)</b>			<b>114</b>
HH owns any pet	2,774	59.3%	115
HH owns any cat	1,230	26.3%	110
HH owns any dog	2,072	44.3%	118
<b>Reading Materials (Adults)</b>			<b>104</b>
Bought book in last 12 months	5,090	54.5%	109
Read any daily newspaper	4,197	44.9%	109
Heavy magazine reader	1,733	18.6%	93
<b>Restaurants (Adults)</b>			<b>101</b>
Went to family restaurant/steak house in last 6 mo	6,879	73.6%	102
Went to family restaurant/steak house last mo: <2 times	2,457	26.3%	103
Went to family restaurant/steak house last mo: 2-4 times	2,552	27.3%	101
Went to family restaurant/steak house last mo: 5+ times	1,869	20.0%	103
Went to fast food/drive-in restaurant in last 6 mo	8,365	89.5%	101
Went to fast food/drive-in restaurant <6 times/mo	3,342	35.8%	102
Went to fast food/drive-in restaurant 6-13 times/mo	2,648	28.3%	98
Went to fast food/drive-in restaurant 14+ times/mo	2,374	25.4%	102
Fast food/drive-in last 6 mo: eat in	3,583	38.4%	102
Fast food/drive-in last 6 mo: home delivery	928	9.9%	95
Fast food/drive-in last 6 mo: take-out/drive-thru	5,164	55.3%	106
Fast food/drive-in last 6 mo: take-out/walk-in	2,230	23.9%	97
<b>Telephones &amp; Service (Households)</b>			<b>105</b>
HH owns in-home cordless telephone	3,218	68.7%	107
HH average monthly long distance phone bill: <\$16	1,372	29.3%	106
HH average monthly long distance phone bill: \$16-25	545	11.6%	102
HH average monthly long distance phone bill: \$26-59	420	9.0%	98
HH average monthly long distance phone bill: \$60+	233	5.0%	112

Product/Consumer Behavior	Expected Number of Adults/HHs	Percent of Adults/HHs	MPI
<b>Television &amp; Sound Equipment (Adults/Households)</b>			<b>99</b>
HH owns 1 TV	752	16.1%	81
HH owns 2 TVs	1,197	25.6%	97
HH owns 3 TVs	1,161	24.8%	111
HH owns 4+ TVs	1,147	24.5%	117
HH subscribes to cable TV	2,868	61.3%	105
HH Purchased audio equipment in last 12 months	406	8.7%	89
HH Purchased CD player in last 12 months	168	3.6%	93
HH Purchased DVD player in last 12 months	474	10.1%	104
HH Purchased MP3 player in last 12 months	847	9.1%	89
HH Purchased video game system in last 12 months	498	10.6%	99
<b>Travel (Adults)</b>			<b>101</b>
Domestic travel in last 12 months	5,062	54.2%	104
Took 3+ domestic trips in last 12 months	1,422	15.2%	102
Spent on domestic vacations last 12 mo: <\$1000	1,205	12.9%	102
Spent on domestic vacations last 12 mo: \$1000-\$1499	823	8.8%	131
Spent on domestic vacations last 12 mo: \$1500-\$1999	397	4.3%	104
Spent on domestic vacations last 12 mo: \$2000-\$2999	380	4.1%	98
Spent on domestic vacations last 12 mo: \$3000+	514	5.5%	109
Foreign travel in last 3 years	2,299	24.6%	94
Took 3+ foreign trips by plane in last 3 years	373	4.0%	83
Spent on foreign vacations last 12 mo: <\$1000	552	5.9%	99
Spent on foreign vacations last 12 mo: \$1000-\$2999	341	3.7%	89
Spent on foreign vacations last 12 mo: \$3000+	439	4.7%	94
Stayed 1+ nights at hotel/motel in last 12 months	4,103	43.9%	108

Source: ESRI Business Information Solutions (ESRI BIS). Consumer Spending data are derived from the 2006 and 2007 Consumer Expenditure Surveys, Bureau of Labor Statistics

When analyzing this information we can conclude that the top three products/consumer behavior as measured by MPI are; Brokerage Services, Low Cost Vacations/Getaways, Pet Supplies, and DVD's. Overall, Town of Plattsburgh residents' demand is high for the following Retail Goods and Services items:

- Fine jewelry
- Motor oil changes
- Low cost personal computers
- Gasoline
- Cigarettes
- DVD's
- Toys and Games
- Brokerage Services
- Home Improvements
- Pet Supply/Services
- Televisions
- Low cost vacations/getaways

It should be noted that although the data is relatively recent, some spending patterns can change fairly quickly. For example, camera film was in high demand at the time this data was collected, but this is unlikely today as digital cameras now prevail in the market.

Several trends emerge when evaluating the data. For example, Travel category demand is high for domestic vacations costing \$1,000 to \$1,499 within last year. This is likely to include weekend trips in the nearby area which supports trending regional tourism growth. It is noteworthy too that expenditure on toys and games is high, dovetailing with the Town’s high population of the under 14 age cohort (See **Table 2**).

### ***Regional & County Economic Development Resources***

Clinton County is serviced by a coordinated partnership of agencies and organizations that provide business incentives, economic development resources, and technical assistance to promote local economic development strategies. This partnership provides a vast array of economic development resources to existing, expanding or newly-locating businesses to encourage investment and job creation in the County.

#### **Clinton County Planning Department**

Clinton County offers planning services to municipalities within the County. The department offers technical assistance to local governments and citizens with zoning and land use planning, economic and community development, agriculture, environmental impact assessment, disaster recovery, recreation, housing and public transportation.



#### **Friends of the North Country (FONC)**

FONC is a rural preservation company offering community development services to communities in Clinton, Essex, and Franklin Counties that include:

- Safe affordable housing
- Public infrastructure
- Historic Preservation
- Main Street revitalization
- Heritage Tourism
- Grant writing



**Friends of the North Country, Inc.**

#### **The Development Corporation**

The Development Corporation (TDC) is the Industrial Development Agency for Clinton County and offers relocation assistance, site selection, and financial incentives to businesses. TDC also administers the County’s Foreign Trade Zone, and is a Regional Center for the EB-5 (Immigrant Investor) program.



The company objectives are to strengthen Clinton County and its business development efforts; foster opportunities for new and existing business growth, and to assist potential and existing businesses to learn more about the available workforce, financing opportunities and available sites. TDC owns three industrial parks in Plattsburgh which are home to over 35 domestic and international businesses including Schonbek Worldwide Lighting, World Warehouse, Spencer ARL, Nova Bus, Global Sugar Art, UPS,

APG Neuros and Fujitsu, just to name a few. The company owns and manages 15 industrial buildings within the parks as well as numerous build-to suit parcels.

### Empire State Development (ESD)

The Empire State Development (ESD) is the lead economic development agency for the State. Clinton County is served by the ESDC North Country offices in Watertown and Plattsburgh which provide area businesses with a wide array of capital, infrastructure, and training programs. ESDC staff contributes to local economic development planning initiatives and is instrumental in supporting Fort Drum growth-related projects.



The North Country region, one of ten regions recognized by ESDC, is also served by a Regional Council. Regional Councils were formed by Governor Cuomo in early 2011, and are intended to serve as a one-stop resource for companies and municipalities seeking economic development assistance and funding from the State.

### New York Power Authority (NYPA)

NYPA, the Country's largest State public power organization, administers nine separate power programs for economic development including among others:



- Power for Jobs
- Economic Development for Power
- Niagara Hydro Power
- Municipal and Rural Cooperative Economic Development Program

NYPA works with state and local entities, including the New York State Economic Development Power Allocation Board (EDPAB) and the Western New York Advisory Group to promote economic development within the State.

### North Country Alliance (NCA)

The North Country Alliance is a consortium of economic development agencies working in the six-county North Country region. The activities of the NCA have been many and varied, but perhaps the most notable are its efforts to provide working capital to small businesses in the region.



### North Country Chamber of Commerce

The North Country Chamber of Commerce is a regional chamber that assists members, primarily businesses, and generally promotes business and industry including cross-border commerce in the area with the goal of strengthening the



economic health of the area. The Chamber serves Clinton, Essex, Franklin, Hamilton, North Warren County and Southern Quebec. One of the largest Chambers in the State the Chamber also promotes area tourism and provides information about education, culture and regional amenities.

### PARC

The Plattsburgh Airbase Redevelopment Corporation was created in 1995 to manage the redevelopment of the former Plattsburgh Air force Base. The facility consists of 5,000 acres and began with 195 sites. Today, PARC leases sites to over 60 tenants, and only 20 sites remain available. PARC considers its mission to be nearly completed and is in the process of winding down activities.



### Plattsburgh Local Development Corporation

The Local Development Corporation (LDC) is an economic development authority formed to assist with economic development efforts in the Town of Plattsburgh including business attraction and retention, job creation, and workforce development. The LDC manages a revolving loan program, and aims to have a substantial positive impact on the economic welfare and prosperity of the Town.

The purposes for which the LDC was created include:

- To promote and to provide for additional and maximum employment;
- To relieve and to reduce unemployment;
- To add and to maintain job opportunities more effectively;
- To instruct or to train individuals to improve or to develop their capabilities for such jobs, for the purpose of aiding the community or geographical area within the Town of Plattsburgh;
- To attract new industry to the Town of Plattsburgh;
- To encourage the development or retention of an industry in the community; and
- To further the public objectives of this corporation by aiding the Town of Plattsburgh by attracting industry to the area, and by encouraging the development and the retention of an industry in the area.

### OneWorkSource

The Career Center administers a variety of employment and training programs under provisions of the Workforce Investment Act of 1998 (WIA). The WIA works hand-in-hand with local employers to increase their employment opportunities in the area. New and expanding businesses can substantially reduce their training costs through participation in the WIA On-The-Job Training (OJT) programs. Through an OJT contract, the eligible individual is hired by the employer, trained on the job, and then maintained in full-time, non-seasonal employment. The employer may receive up to 50% reimbursement for the wages paid to the trainee during the training period.

The North Country Regional Workforce Investment Board (WIB) cooperates with the County in directing Workforce Investment Act (WIA) programs administered by the IDA. The WIB establishes policies under which employment and training programs are delivered to unemployed, underemployed, and economically disadvantaged County residents. To ensure that those most in need of services receive appropriate training, the WIB identifies the specific training programs most likely to lead to unsubsidized employment for participants. The WIB is responsible for, and devotes its energies to, bringing the needs

and resources of private enterprise to deal cooperatively with the problems of unemployment and industrial dislocation in the area.

**North Country Small Business Development Center**

The SBDC offers free direct counseling and a wide range of management and technical assistance services in Clinton County and surrounding communities. SBDC can help start-ups develop a business plan, assist existing businesses prepare to expand, or offer resources for industry-specific topics.



Working with the Town, the SBDC also recently developed and delivered a small business training class specifically for Microenterprise businesses within the Town.

# Section 4. Community Involvement

## SECTION 4. COMMUNITY INVOLVEMENT

To ensure that a plan is founded upon common goals and objectives, it is imperative that feedback be obtained from the community. In order to solicit community input during the planning process for the Town of Plattsburgh Economic Development Strategic Action Plan the planning advisory committee was enjoined to both directly participate in the process and to solicit participation in a workshop. The feedback obtained through these public outreach efforts combined with additional research formed the basis for the recommendations developed as part of this planning process. This section summarizes the public outreach and participation that occurred throughout this process.

*Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has.*

-Margaret Mead

### **Planning Advisory Committee Meeting (PAC)**

The Town created a Planning Advisory Committee (PAC), which was comprised of members of elected and appointed boards, as well as residents and business owners with a broad range of experiences and local knowledge of Plattsburgh's key issues. The PAC served as the "eyes and ears" of the community during the development of the Strategic Plan by representing the Town. The PAC was vital in providing insight on community needs, assisting with data collection, and identifying stakeholders. The Committee also provided constructive input on the Strategic Plan and served as a mechanism to build consensus and generate ideas.

At the project kick-off meeting, the consultant team worked with the members of the PAC to finalize the scope of services in order to ensure the activities and tasks to be performed were directly responsive to the needs of the Town and its residents. Committee members were given a questionnaire intended to elicit opinions on the Town's economic development issues.

### **Stakeholder Roundtable Workshop (Economic Summit)**

A Stakeholder Roundtable Workshop was held in the Plattsburgh Town Hall on October 3, 2012 and attended by over 35 individuals. A diverse range of both local and regional stakeholders participated in the workshop including: representatives from the State University of New York and Clinton Community College, local and regional businesses, banks, museums, and local, County and State government and legislative representatives. Many non-profit agencies and organizations participated as well, including the Chamber of Commerce and other economic development agencies, business assistance groups, and professional organizations.



The purpose of the Workshop was to identify key issues on six previously identified Economic Development topics and then propose potential strategies or solutions related to these issues. In addition, the workshop served to educate the stakeholders regarding the purpose, intent, and the benefits afforded by the Strategic Plan, and the roles and responsibilities of the stakeholders in the success and implementation of the Strategic Plan. Each topic along with the identified issue and potential solution is indicated below. Note that in some cases an issue was identified with no corresponding solution of comment. This is indicated by a no comments bullet point.

**Business Attraction and Retention**

Overall, a number of themes emerged in discussion related to this topic. Limitations were noted related to workforce availability and support for small businesses. While the importance of the proximity to the Canadian border was cited, a perception problem related to the Town’s strategic location and accessibility could be impacting this advantage. One problem that clearly emerged was a lack of cohesiveness. There is some disagreement on branding/marketing the area, along with the observation that local and regional municipalities and agencies do not communicate well with each other. Issues discussed are noted below.

BUSINESS ATTRACTION & RETENTION	
ISSUE	SOLUTION/STRATEGY
Availability of workforce	DEVELOPING SKILL / TRAINING PROGRAMS THAT ALIGN WITH NEEDS PROVIDE "CRADLE-CAREER" COURSES EMPHASIS ON EDUCATIONAL ACHIEVEMENT
Infrastructure Stock	BUILD QUALITY BUILDINGS ENFORCE ZONING/CODES ENFORCEMENT
Zoning/Planning	MASTER PLAN THAT INCLUDES ALL MUNICIPALITIES COORDINATE WITH REGIONAL COUNCILS
Perception of remoteness	REPOSITION OURSELVES TO OUR EXTERNAL MARKETS MARKET THE MAJOR TRAVEL CORRIDOR TEACH PEOPLE TO TELL THE STORY; INTERNET; BRANDING
Build on best practices (FDI)	EMPHASIS ON HIGH QUALITY HIGHER TARGET MARKET
Balance growth with quality of life	EMPHASIS ON IMPROVING QUALITY OF LIFE SUPPORT LOCAL BUSINESSES IMPROVE HISTORICAL PRESERVATION BRANDING
Lack of Incentives	COLLECTIVELY AGREE ON REGIONAL LABEL (BRANDING) EMPHASIS ON "NORTH COUNTY" EMPHASIS ON "HORIZON & COST"
Diversification	SMALL BUSINESS GROWTH/PROMOTION SMALL BUSINESS OPPORTUNITIES SUCH AS COUNTY TRAVEL, DAILY, WEEKENDS
Flight availability to other communities	SMALL BUSINESS OPPORTUNITIES SUCH AS COUNTY TRAVEL, DAILY, WEEKENDS
"Red Tape"	SMALL BUSINESS OPPORTUNITIES TEACH PEOPLE TO TELL THE STORY; INTERNET; BRANDING
Assignations for Business to "No Tool"	TEACH PEOPLE TO TELL THE STORY; INTERNET; BRANDING
Lack of support for small businesses	TEACH PEOPLE TO TELL THE STORY; INTERNET; BRANDING
Create a smart growth/maximum development of former Clinton County Airport	TEACH PEOPLE TO TELL THE STORY; INTERNET; BRANDING

**Availability of Skilled Workforce**

- Develop education/training programs that align with business needs
- Focus on “Cradle to Career” and support programs such as THRIVE (a community-based public/private partnership whose purpose is to increase educational attainment rates in Clinton County by leveraging existing community resources that support learners at every step of the way, from cradle through career.)
- Provide Education on regional industries

**Infrastructure Stock (Industrial, Commercial, Retail Buildings)**

- Build quality buildings
- Enforce zoning and building codes

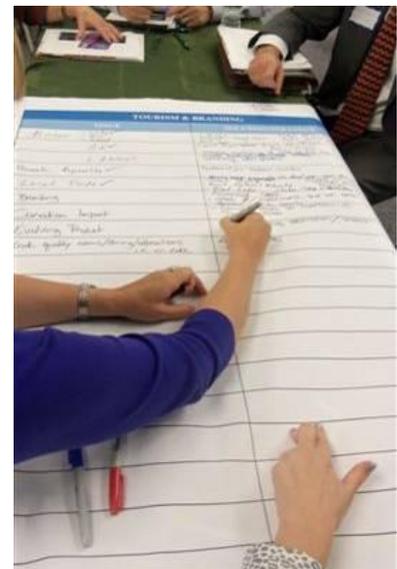
**Zoning/Planning**

- Create Master Plan that includes all Municipalities
- Coordinate with Regional Councils

**Perception of Remoteness**

- Reposition ourselves in our external markets
- Market the major travel corridor (third busiest border crossing)
- Teach people to tell the story; utilize Internet and branding

**Build on Best Practices (Foreign Direct Investment)**



- Expand efforts beyond Quebec
- Identify target market

**Balance Growth with Quality of Life**

- Consider importance of Natural Resources
- Support “Complete Streets”
- Support cultural attractions
- Harness historical resources
- Effective Zoning
- Internet/NG (?)

**Lack of Incentives**

- Some disagreement on this issue
- Existing air/rail/interstate
- Low cost water/sewer already available as well as no local property taxes
- Tax credits and Pilots available

**Collectively Agree on Regional Label (Branding)**

- Embrace “North Country” or “Adirondack Coast” are two options

**Diversification**

- Small business growth and promotion
- Smart “transit” opportunities such as County CCPT Transit – establish dialog with Chittenden County

**Flight Availability to Other Communities**

- Expand terminal capacity

**Red Tape (Town Level)**

- Offer small business seminars at the Town level to assist businesses to navigate the processes
- Offer “shovel ready” areas for both large and small businesses

**Lack of Support for Small Businesses**

- More efforts towards “shop small/shop local” promotion
- Assistance for Businesses to “Re-Tool” their Business Plan to Survive

**Create a Smart Growth-Mixed Use Development at former Clinton County Airport** *(Similar to Mueller Regional Airport in Austin Texas)*

- Get this on people’s radar; get County on board

**Infrastructure Needs and Priorities**

One of the more telling things to emerge from this discussion is that there is disagreement on what infrastructure is. While water, sewer, and broadband/fiber optics are clearly agreed to be infrastructure, some voiced the opinion that items such as sidewalks and bike trails should not be considered

infrastructure while others disagreed. However, all agreed that work is needed to improve and expand infrastructure.

**Water and Sewer**

- Seek public/private partnerships to expand services
- Tax credit opportunity

**Natural Gas**

- Seek public/private partnerships to expand services
- CNG (compressed natural gas)
- Tax credit opportunity

**Broadband**

- Establish partnerships such as DANC and Universities

**Cellular Technology: 4G Service**

- Work with telecom businesses
- Seek grant funding

**PARC Infrastructure Upgrades**

- Collaborate with City and County government for State and Federal grants
- Educate on re-zoning
- Communicate

**Bike/Walkability of Commercial Areas**

- Support Complete Streets
- Explore grant opportunities and partnerships

**Historical Infrastructure**

- Institute for local history could be hosted by SUNY and Clinton Community College in collaboration with museums and associations

**Road Repair affecting smooth flow of multi-modal traffic**

- Night work, trained flaggers

**Beautification – especially in commercial districts**

- Support locally
- Encourage composting

**Garbage & Junk Removal**

- Strategic planning specific to these areas

**Lack of Critical Mass**

- Seek incentives and grants

**Route 3 Corridor Pedestrian Friendly**

- No comments



### **Misconception of what Infrastructure Is**

- Infrastructure includes Safe Routes to School (SRT)
- Bike/Walkability/Beautification are part of Infrastructure
- Include Recreational/Health/Tourism in planning for Infrastructure needs

### **Tourism and Branding**

Consensus was clear that the Town of Plattsburgh can offer a great experience to the traveler. The focus, therefore, should be on telling the story, and attracting greater numbers of visitors and tourists. Expanding accessibility to the area and continually enhancing the amenities will also build awareness of the many things to see and do, as well as encourage spending.

### **Green Corridor/Saranac River Trail**

- Zoning for land conservation
- Tax credit opportunity
- Reciprocal agreements
- Public private partnerships

#### **Access: Air**

- Expand airport service; Google Ad Words, radio, T.V.
- Reverse marketing to cities we fly to

#### **Access: Land**

- Town has plenty of land
- Shared Roadways, Complete Streets
- Connecting trail system
- Pedestrian Traffic

#### **Access: Lake**

- Assist Cumberland Bay Community Boating Center (CBCBC)
- Undertake Study on all Lakefront property; ownership and accessibility
- Market via Google Ad Words, radio spots, TV spots, pamphlet, travel shows, 2013 apps. Note there was some disagreement with this

#### **Promote “Regionality”**

- Develop partnerships between Counties
- Create ambassador program

#### **Local Pride**

- Become better ambassadors
- Showcase history, natural beauty, Lake Champlain
- Educate our citizens; better attitude towards Canadians
- Use “Hug a Canadian” stickers/promote “Have you hugged a Canadian today”

#### **Branding**

- Promote “Adirondack Coast”

- Need locally controlled investment dollars
- “Montreal’s U.S. Suburb”

#### **Canadian Impact**

- Educate locals on importance of Canadians; address biases
- Offer free Quebecois lessons (language and culture)

#### **Evolving Product**

- Need to develop tourism destination product
- Focus on downtown/waterfront development

#### **Lack Quality Rooms/Dining/Attractions**

- Need lakefront hotel, dining, boat access
- Marginalize slumlords
- “Adventure Capital”
- Expedite ABC liquor license

#### **Celebrate Staycations**

- Promote packages/contests
- Embrace all 4 seasons

#### **Encourage Tourists, travelers, college parents to stay another day**

- “Trolley” system
- Better use of Social Media Outlets

### **Workforce Development**

Interestingly, workforce development issues were mostly seen as endemic to the area rather than part of a larger state or national picture. While lack of funding to counter this was noted as a problem, the larger issue seems to be attitudes towards available jobs. “Brain Drain” is seen as decimating the potential workforce for higher paid jobs, while semi skilled or lower skilled jobs are seen as undesirable and a general lack of work ethic problematic.

#### **Continually decreased funding**

- Take a different approach
- Create additional efficiencies in administration
- Student Loan forgiveness (some disagreement with this)

#### **Lack of critical mass in specific (and unidentified) skill areas**

- Identify common skills across job types

#### **Lack of career progression opportunities**

- Promotion of the trades and promotion of CVTech
- Certificate programs

#### **Unemployment and public assistance more attractive than working**

- Workfare (*recipients must meet participation requirements to receive welfare benefits*)

#### **Available agriculture jobs are too hard**

- No comments

**Lack of work ethic; too much entitlement attitude & need for instant gratification**

- Higher expectation from educators and parents
- Interning
- “Externing”

**Lack of career planning in middle/high school; stigma of Tech schools & BOCES**

- Career exploration programs
- Jr. High exploration
- Interning/externing

**Caps on enrollment on CVTECH**

- Enforcement of laws in place (schools cannot cap)

**Perception that everyone should go to college**

- Continue expanding technical skills programs targeted for industry
- Reposition the perception and utilization of attraction to area
- BOCES

**Lack of internships/externships and ability to make connections**

- Continue Workforce Investment Board (WIB) connecting business forums
- Expand I/E
- Educate the educators (board of regents focus must change)
- Educate guidance counselors and job placement officers

**Better recruitment of qualified “white collar” candidates (many of whom want to come here)**

- Increase advertising for white collar workers
- Reverse brain-drain (student loan forgiveness)

**Promote more technical training**

- Educate to eliminate/reduce stigma

**Train our community workforce (so individuals gain employment here after education)**

- Encourage and promote workforce Investment Board (WIB)

**Economic Development Assistance Delivery Mechanism**

Generally, it was agreed that while there are many existing resources too much fragmentation or duplication of services exists. Clearly, there are various local and regional resources, but a business seeking advice must navigate to find assistance under the current system.

**Town, Village, City, County, State, Federal Access to investment capital**

- One point of contact coordinating resources (e.g. Regional Economic Development Councils.”

**Educating the Town Population on Resources Available**

- One entity responsible to coordinate education
- Representation should be diverse

**Fragmentation of available resources (no one point of contact)**

- Create/establish single point of contact
- Point of contact focus should be informational not jurisdictional
- Ensure all resources working together

**Unstable economy**

- Some noted that the economy is stable, but flat
- Diversify and coordinate planning and timelines
- More capital administered effectively
- Development incubator
- “Red Carpet Days” sponsored by Chamber (some noted that this only serves a small minority)
- More links on Town Website

**Lack of Venture Capital/Angel Funds**

- Promote EB5 program (Investor Visa)
- Put some economic focus on identifying Angel Funds that can be accessed to assist Plattsburgh businesses

**CFA Process (economic development does not happen on an annual basis, lead times don’t match with CFA timelines)**

- Advocate for quarterly CFA’s
- Advocate for more funding streams that meet economic and workforce needs

**Economic Development programs are not geared towards regional criteria**

- Advocate to change Excelsior to include weighted regional criteria
- 10-20 jobs in Town of Plattsburgh has same impact of 500 jobs in Westchester

**Lack of One-Stop economic development resource**

- All websites should link/point to one common page so information is consistent and “shoppers” are all referred to same resources

**Networking for startups/entrepreneurs**

- Regular meetings sponsored by Chamber or other entity to support and link entrepreneurs

**Partnering Opportunities**

Although partnering is perceived as efficacious, this topic also generated discussion related to the need for consolidation or sharing of services. Although no clear theme or pattern emerged, many ideas were put forth.

**Communicating opportunities**

- Centralize data; means to communicate in a compelling way to others

**Identify partners/define players**

- Create networking opportunities
- Break down barriers

**Avoiding (perceived or real) duplication of effort, services or responsibilities**

- No comments

**Cultivating relationships of partners**

- Continue with activities such as Vision to Action

**Lack of public/private partnerships**

- Need grassroots effort
- Historical associations
- Agricultural/tourism associations
- Seek “volunteerism”

**Public participation (democracy)**

- No comment

**Layers of Government**

- Create independent body to guide the community
- Identify and relocate relevant elements of SUNY-Clinton Community College partnership

**Restrictions on mission and ability to partner**

- Need more local accountability on funds and how spent

**Combine Administrative Services**

- Superintendent should be combined; currently is one for County, School districts, Town and City.

**City and Town of Plattsburgh are not communicating**

- Get the City and Town to communicate please!



## Section 5. Action Priorities & Implementation

## SECTION 5. ACTION PRIORITIES & IMPLEMENTATION

### *Purpose of the Strategic Action Plan*

This Action Plan is to be used by the Town of Plattsburgh as part of its implementation of the Town’s Economic Development Strategic Plan. The Action Plan is a tool for the Town of Plattsburgh to utilize as part of their efforts to ensure consistency with the overall goals of the Town and region. In addition, the Town of Plattsburgh, as part of its implementation efforts will also benefit from the wide consultation with various economic organizations, partnerships, businesses, communities and individuals to ensure a greater ownership of the implementation of the goals, strategies and actions identified as part of the Town’s Economic Development Strategic Plan.

*“The block of granite which was an obstacle in the pathway of the weak becomes a stepping-stone in the pathway of the strong.”*

*-Thomas Carlyle*

The Action Plan also facilitates better recognition of the predominant issues in the Town and region, as mainstreamed throughout the document and encourages integrated strategic thinking for the region as a whole. In addition, the Town is more focused on action and therefore these priority goals and actions reduce the perception of a “wish list” agenda. The purpose of this Action Plan is to encourage a better focus on a smaller number of high-level, evidence-based strategic priorities.

### *Expected Outcomes & Review*

As part of the public outreach efforts, an attempt was made to identify the key priorities for action that best reflect the community’s concerns and desires. The Action Plan is intended to provide clearer roles for the Town and its partners, with improved guidance to access funds for implementation. In addition, the Action Plan develops a greater focus on delivery and monitoring, including a framework created that will enable the Town of Plattsburgh to effectively support the delivery of, and efficiently monitor progress towards achievement of targets.

### *Town of Plattsburgh’s Vision*

The Town of Plattsburgh is committed to developing a prosperous and economically friendly environment for current and prospective businesses and residents, while preserving the rural qualities that make the Town, Clinton County, and the Adirondack Coast unique. The Town of Plattsburgh is dedicated to providing business retention and expansion programs, as well as attractive incentives to strengthen the quality of life, and provide a full range of services regionally.

### *Achieving the Vision*

Monitoring and reporting of the completion of strategies contained in the Economic Development Strategic Plan will show measurable results associated with the business community, industrial sectors, tourism, and sustainability associated with infrastructure and energy efficiencies. Increases in number of

businesses, income, earnings, and productivity, as well as new residential start-ups will serve as economic indicators that demonstrate success. Implementation of the plan will assist residents and the workforce of the region to fully realize their potential by achieving higher skills enabling them to access better quality employment and earnings.

The Town of Plattsburgh and the region are at a turning point. The Town can either continue an economic development path that has brought about positive growth, or it can commit to making substantive changes to move to the next level by building upon previous studies, task forces, and discussions. Feedback received throughout the development of this plan indicated that the Town of Plattsburgh's goal is to build a sustainable, high-performance economy that produces better opportunities for future generations throughout the region, while protecting the quality of life that has attracted the Town's residents and businesses. This high-performance economy will:

- Be more balanced and resistant;
- Create a more reliable, sufficient and growing tax base; and
- Support a vibrant business climate that enables businesses to be more efficient and increase their value.

Building a competitive economy requires long-term investments, both financial and human. Given limited resources, the Town of Plattsburgh must focus and prioritize its efforts to deliver the desired results and continue to build partnerships that support not only the Town but the region.

### Guiding Principals

Nine key principals have been identified and are designed to increase the long-term sustainability of the Town of Plattsburgh's economy and assure for continued success. These nine key principals were utilized in the development of the Action Plan and will be instrumental in its implementation. Together these principals, with the established Action Plan, will create a high-performance economy.

These nine guiding principles are:

1. **Long-term strategy drives short-term actions.** Although the plan will identify the long-range goals for Town of Plattsburgh, it will be built on successfully accomplishing measurable short-term actions.
2. **It's about better, not just bigger.** The goal is to restructure the relative mix or concentration of the economy toward higher-value activities, so that the economy gets better by upgrading what it already has instead of merely attracting more.
3. **The plan must be focused to achieve maximum impact.** Rather than trying to be all things to all people, Town of Plattsburgh has identified a manageable number of actions that create substantial economic impact. The Town's priorities do not exclude or replace community or regional priorities.
4. **Continue to improve infrastructure, energy costs, and fiscal policies.** The current limitations of these key foundations are common impediments to economic development and ultimately being or remaining competitive in a challenging economy.
5. **The identity for the Town of Plattsburgh must be realistic.** The identity will be based on current strengths/assets and the businesses and industries in which Town of Plattsburgh and the region either currently have or can build a competitive advantage.

6. **What gets measured gets done!** Implementation of the plan will be carried out by the Town and its many partners. Each partner has a critical role and stake in successfully implementing this plan. The Town of Plattsburgh will monitor the implementation of the Strategic Plan, the effectiveness of the plan, and make modifications as necessary to make progress towards its goal.
7. **Success requires everyone's strategic help.** Both the public and private sectors have roles in supporting and executing the plan and must be held specifically accountable. Government's role is to establish a stable and predictable macroeconomic environment and to improve the quality and efficiency of economic foundations; the private sector will add value by building broad-based collaboration to ensure that resources are leveraged and connected.
8. **Set priorities.** Trying to do everything for everyone ensures that efforts are diluted to the point of being non-effective and that the economy's identity becomes "fuzzy." To get the most return, the Town of Plattsburgh should focus on its priorities. Should funding or available resources become available earlier, these priorities are flexible and can be shifted to maximize results for the Town.
9. **Provide funding.** Implementation of the Action Plan will necessitate obtaining the needed financial resources; an inventory of current funding resources has been developed in connection with the Action Plan and designates who is responsible for securing such funds. The funding resources should be reviewed annually to determine any new state or federal programs available to assist with implementation. In addition, the Town should continue to identify funding gaps that may exist to actively pursue other sources to ensure the priority is implemented and maintain momentum.



## Economic Development Goals & Action Priorities

The following goals and action priorities were developed to identify specific ways the Town, County, region, businesses, educational institutions, and entrepreneurs can approach future development decisions. An attempt was made to identify the priorities that best reflect the community’s concerns and desires. With the feedback received, the goals were finalized and further tailored to better reflect the Town’s desired vision of the future. The achievement of these key goals will provide the ultimate aims for economic success in Town of Plattsburgh, including competitiveness and sustainability. In addition, these goals and priorities strongly reflect the strategies of the Economic Development Plan prepared by the North Country Regional Economic Development Council and many of these key strategies are highlighted below.

### Business Attraction & Retention

**Goal 1: Develop a business friendly environment to retain and expand the Town’s tax base and provide existing and future residents with a wide range of business, employment, and career opportunities.**

*Action Priority #1: Design and implement programs and strategies to improve the aesthetics of the Town’s commercial corridors, particular emphasis on Route 3, Tom Miller Road and Rugar Street.*

- Continue to encourage property and business owners to invest along gateways and commercial corridors to improve the aesthetic appeal. Address issues such as vacant or dilapidated buildings, broken or boarded up windows, unscreened dumpsters, uninviting fencing and building facades, cluttered sidewalks, and unattractive signs.
- Adopt and implement Streetscape Guidelines (crosswalks, signage, sidewalks, landscaping, traffic calming treatments, etc.) to improve aesthetics and promote pedestrian and bicycle safety and access throughout the Town. Streetscape improvements will result in more inviting and pedestrian friendly commercial areas. In addition, the aesthetics should be continued to be improved through the use of street trees, pedestrian benches, pedestrian-scale lighting, and other amenities.
- Establish regulations that encourage an appropriate mix of uses along Route 3, Tom Miller Road, and Rugar Street to accommodate future economic opportunity.

*Action Priority #2: Develop the former Clinton County Airport.*

- Prepare a GEIS for the former Clinton County Airport to evaluate desired land uses that create maximum benefit for the Town and utilize impact fees for future development. Future land uses should maximize Smart Growth-Mixed Use Development (similar to Mueller Regional Airport in Austin Texas).
- Work with The Development Corporation and the LDC to advertise and market the remaining Airport Industrial Park sites as well as the former Clinton County Airport sites.

#### **Strategy 1: Create a Business Retention and Expansion Plan for existing large manufacturers**

Actions Year 1:

- Identify those large manufacturers in the region that are critical to the North Country region’s economy and create plans to keep the manufacturers, local and regional government entities, and economic development resources connected so that they can continue to grow and support our economy.

**North Country Regional Economic Development Strategy**

*Action Priority #3: Expand quality housing stock with the Town to improve community desirability.*

- Create a Housing Task Force consisting of Town and City representatives, developers, builders, realtors, etc to understand the housing market needs and develop strategies to attract new residents and retain existing residents in the Plattsburgh region.
- Apply for grant funding for Town-wide housing rehabilitation programs. New York Main Street, HOME, and CDBG funding can assist with rehabilitating low-income housing and commercial mixed use buildings to improve the general quality of life to attract and retain workforce.
- Pursue federal, state, and local funding opportunities to assist property owners in making needed repairs and upgrades to bring buildings up to code.
- Prepare a Hamlet Design Guidelines and market the Town’s numerous hamlets to young and new families by promoting each hamlet’s individual identity, character, and unique sense of place.

**Strategy 2: Promote Smart Growth principles by encouraging adaptive reuse of existing structures and new residential construction in or near villages and hamlets.**

**North Country Regional Economic Development Strategy**

*Action Priority #4: Attract prospective new business, manufacturers, distributors, and retail.*

- Recruit business and services to compliment the industrial and business sectors growing in the Town and region. Recruit manufacturers to complement existing industrial sectors and utilize local materials.
- Streamline the development process to make future development predictable, foster a cooperative environment conducive to business development, and marry the needs of developers, entrepreneurs and the region.
- Identify potential re-development sites and take proactive approach to have them shovel ready. Such sites or areas for re-development can then be initiated by developers in a timely fashion with minimal bureaucracy.
- Identify new leasable space for both large and small businesses. The Development Corporation is in need of more buildings to recruit and attract new or expanding businesses.
- Create a Site Book or portfolio of available properties in the Town and the City of Plattsburgh. Work with the City of Plattsburgh to collaboratively market and develop properties.
- Attract additional spin-off businesses to support Laurentian Aerospace by working with The Development Corporation to identify new sites. Work with both Clinton

**Strategy 2: Expand the vendor base for manufacturing facilities, keeping more money in the region and the State and helping the manufacturers to better compete in the global marketplace.**

**North Country Regional Economic Development Strategy**

**Strategy 2: Airport Infrastructure Improvements**

**ACTIONS YEARS 1 THROUGH 5:**

- Actively facilitate and promote the continued development of facilities and infrastructure at Plattsburgh International Airport and communities adjacent to Fort Drum, in support of the attraction and accommodation of aerospace, aviation and defense related investment and job creation as a priority opportunity for successfully growing employment in the North Country.

**North Country Regional Economic Development Strategy**

Community College and Plattsburgh State to prepare our workforce to support related aerospace businesses and technology.

**Strategy 4: Aerospace Marketing**

**North Country Regional Economic Development Strategy**

- Continue to improve public infrastructure and facility space for businesses like Laurentian Aerospace, a state-of-the-art maintenance repair and overhaul (MRO) facility for wide-body aircraft at the Plattsburgh International Airport.

*Action Priority #5: Provide assistance to existing and new businesses.*

- Promote business opportunities for attracting non-traditional professionals (telecommuters) who work from home most of the time. Foster development of economic sectors requiring a large range of skill levels. Home occupations are a growing field and should continue to be encouraged.
- Expand microenterprise revolving loan/grant program to assist small business owners. The funding can be used to assist with machinery and equipment purchase, working capital, or other forms of business expansion assistance. Funding to support this program can be sought from the State. Alternatively, participate in the existing countywide program offered by the Local Development Corporation.
- Collaborate with existing resources to create a business assistance program to assist existing businesses and attract new businesses.

**Combined Vision for entrepreneurial pioneers and small business start-ups: To attract and nurture entrepreneurial pioneers to cultivate innovative clusters in our rural communities and to catalyze the highest per capita rate of small business start-ups in the State**

**North Country Regional Economic Development Strategy**

- Facilitate countywide entrepreneur assistance program to assist existing and new business ventures in developing effective marketing programs. Continue to assist existing businesses in identifying and pursuing appropriate funding and grant opportunities, as well as advising businesses on local regulations, acting as their advocate, and providing other types of assistance. Expand training and loan programs to increase opportunities for businesses located in Town and Region.
- Offer small business seminars at the Town level to assist businesses to navigate the processes
- Promote “shop small/shop local” in the Town and the region.
- Coordinate with North Country Small Business Development Center (SBDC) to provide assistance for businesses to “Re-Tool” their Business Plan to Survive.
- Explore adopting the use of the 485-b exemption for existing and future businesses in the Town.
- Create a business incubator for new entrepreneurs. Consider partnering with Clinton County Community College or Plattsburgh State to host the program on their campus.

**Infrastructure Needs & Priorities**

**Goal 2: Continue to upgrade and update the Town’s infrastructure in order to improve access, conditions, and service for residents, businesses, and visitors.**

*Action Priority #6: Evaluate and update infrastructure to assist with economic development throughout the Town.*

- Create a 5-year Capital Improvement Plan (CIP) that will highlight the infrastructure needs for economic development and growth. Include an investment/funding strategy that will link together local funds with state and federal funds to implement the CIP.
- Create a development plan that demonstrates long-term buildout analysis under the Town’s zoning to under infrastructure capacity and understand long-term needs.
- Evaluate existing infrastructure to understand and plan for future repairs, as well as to expand and develop future infrastructure.
- Upgrade and update infrastructure to accommodate expansion and improve services to create shovel ready sites.
- As development sites are chosen, a feasibility analysis of the costs to extend infrastructure to the site should be completed to provide long-term planning and enable capacity building.
- Update Plattsburgh’s Corridor Study for Route 3, Tom Miller Road and Rugar Street, and include potential improvements to the Exit 37 ramp to improve access to both the former County Airport property and Plattsburgh State.

***Strategy 3: The NCREDC will continuously support transportation investments and enhancements in the region that will improve supply chain connections and distribution activities, including but not limited to east-west highway investments, rail improvements, and developments in support of air cargo opportunities.***

***North Country Regional Economic Development Strategy***

***Strategy 2: Support affordable broadband access throughout the North Country region.***

***North Country Regional Economic Development Strategy***

***Strategy 3: Plan and permit a natural gas extension pipeline in non-service areas of the North Country, including a North-South linkage through Ticonderoga.***

***North Country Regional Economic Development Strategy***

*Action Priority #7: Continue to support better cell coverage and broadband in the Town and region.*

- Support broadband expansion throughout the Town and the region. Establish partnerships such as DANC and Universities to advance improvements.
- Support cellular technology improvements throughout the Town and the region, such as 4G Service. Work with telecom businesses and seek grant funding.

*Action Priority #8: Continue to support the extension of natural gas in the Town.*

- Develop a public/private partnership with NYSEG to bring Natural Gas to more residents and businesses within the Town. Share future development plans with NYSEG to encourage and promote the expansion of natural gas.

*Action Priority #9: Continue to implement complete streets and healthy living initiatives as part of economic development in the Town and region.*

- Improve the Route 3 corridor to be accessible for cyclists and pedestrians.
- Connect walking and biking trails with other communities.
- Create a sidewalk improvement plan to enhance connectivity throughout the Town.
- Include Recreational/Health/Tourism in planning for Infrastructure needs
- Provide bicycle infrastructure to include bicycle lanes, signage, street arrows, markings, and bicycle racks.
- Work with the Clinton County Health Department to create a Healthy Communities Initiative Brochure and Program and promote healthy lifestyle choices, including the benefits of walking and bicycling for all ages.

### Tourism & Branding

#### **Goal 3: Promote tourism as a strength for the local economy**

*Action Priority #10: Develop a First Class Town Recreation Program which will meet the needs and desires of our residents.*

- Extend the Saranac River trail. Work in partnership with neighboring towns to expand the Saranac River Trail.
- Encourage a range of high profile events (i.e. fishing tournaments, sailing, etc.) to spur year round local and regional investment.

*Action Priority #11: Continue to support regional branding with inter-municipal use of ideas such as “Adirondack Coast,” etc.*

- Promote “Regionality” and embrace the Adirondack Coast brand on websites, signage, codes, and through design standards.
- Endorse the Adirondack Coast Visitors Bureau as the tourism marketing arm for the Town of Plattsburgh.
- Utilize a decorative flag of the “Adirondack Coast” as part of the Town’s branding and marketing program.

*Action Priority #12: Market Plattsburgh as a tourist destination.*

- Promote Plattsburgh as a hub for regional tourism. Market to “day trippers” by encouraging packaged tours throughout Clinton County, northern Adirondacks, and the Adirondack Coast. Create incentives for tourists to stay; promote a “stay just a little bit longer” campaign. Encourage

***Vision: Elevate global recognition of the region as one of the special places on the planet to visit, live, work and study.***

*North Country Regional Economic Development Strategy*

***Strategy 3: Solicit recreational and competitive sporting events/competitions on the national and international level to leverage regional identity, sports tourism and economic activities.***

*North Country Regional Economic Development Strategy*

***Vision: Activate tourism as a driver to diversify our economies.***

*North Country Regional Economic Development Strategy*

the development of bed and breakfasts and motel/hotel establishments to accommodate longer visits.

- Cooperate with regional agencies such as the North Country Regional Economic Development Council and neighboring communities to financially support local economic development initiatives. Encourage linkages between businesses and educational institutions.
- Encourage Canadian visitors. A specific outreach program to nearby Canadian communities promoting Plattsburgh events, recreation arts, shopping and dining should be developed.
- Promote heritage and cultural tourism focusing on the region’s resources. Integrate the arts into community local economic development plans. Establish project partners with organizations involved with transportation, agriculture, parks and recreation, forestry, historic preservation, youth development, and education. Engage artists, craftspeople, and musicians in planning and community building to strengthen and build the Town and region’s creative economy.
- Coordinate marketing, promotion, and outreach efforts of the County’s Chambers (i.e. Adirondack Regional Chamber of Commerce), and other development organizations to strengthen and expand the business community.
- Enhance and promote Town resources in order to attract a greater percentage of the tourism industry.
- Create a welcoming package for new residents and businesses. Inform newcomers of the many resources and attractions of the Town and County.
- Continue to emphasize “Local Pride” and be an ambassador for the Town and region. Showcase history, natural beauty, Lake Champlain, etc.
- Market the Town via Google Ad Words, radio spots, TV spots, pamphlet, travel shows, 2013 apps.

**Strategy I: The North Country Regional Economic Development Council will lead initiatives to fully tap the power of the dynamic international border by actively and aggressively broadening and deepening its already powerful economic relationship with Ontario and Quebec, creating the most attractive, supportive and dynamic location for Canadian-based investment, travel and other economic activity in the United States. The Council will build upon the North Country’s two existing bi-national corridor coalitions to steadily broaden and deepen its economic connectivity with Ontario and Quebec.**

**North Country Regional Economic Development Strategy**



**Action Priority #13: Embrace the positive Canadian economic impact on the Town and region.**

- Market the major travel corridor to entice Canadian visitors to stay and play in Plattsburgh.
- Educate locals on importance of Canadians and address biases.
- Offer free Quebecois lessons (language and culture).

**Workforce Development**

**Goal 4: Continue to improve and develop the skills of the existing workforce and meet the needs of existing and future businesses.**

*Action Priority #14: Work with our schools, industries, businesses, and community partners to develop and build a 21<sup>st</sup> Century workforce.*

- Continue to reinforce higher expectations from educators and parents.
- Support programmatic assistance to education and training efforts.
- Work with Clinton Community College, Plattsburgh State, local businesses, and high schools to provide opportunities for students to gain formal career awareness experiences through apprenticeships, work internships, Job Shadowing, part-time employment, and education/training programs that align with local business needs
- Focus on “Cradle to Career” and support programs such as THRIVE (a community-based public/private partnership whose purpose is to increase educational attainment rates in Clinton County by leveraging existing community resources that support learners at every step of the way, from cradle through career.)
- Encourage career planning in middle/high school and to eliminate the stigma of Tech schools & BOCES. Continue expanding technical skills programs targeted for industry.
- Establish a semi-annual forum with the Town, the LDC, the North Country Chamber of Commerce, and Clinton County Community College, and North Country Small business Development Center to assist local businesses with the development process and business education.
- Work with Clinton County Community College and Plattsburgh State to create a strategic plan to aggressively and quickly pursue unique economic development opportunities afforded through the proposed Tax-Free NY program for educational campuses.

*Action Priority #15: Train our community workforce and future graduates with the skills and knowledge needed to attain employment locally.*

- Work with the Workforce Investment Board to improve and expand their ability to service the business community throughout Clinton County.

***Strategy I: Develop a strong workforce development system to support the needs of employers in the targeted clusters using a combination of new and incumbent worker training, certificate programs, degree programs, and recruitment assistance.***

***North Country Regional Economic Development Strategy***

***Vision: Mobilize the creativity and capacity of the graduates of our outstanding places of higher learning***

***North Country Regional Economic Development Strategy***

***Strategy I: Recognize the North Country’s higher education cluster and design and implement incentives for collaborative research and entrepreneurial activity among and between them.***

***North Country Regional Economic Development Strategy***

- Support the North Country Workforce Investment Board in its efforts to connect local workforce with employment opportunities, find out about career development training opportunities, and connect to various programs locally.
- Work with the educational institutions and local businesses to reverse brain-drain by assisting high school and college graduates to find employment locally.
- Create a semi-annual “Job Discovery” program that is hosted by and encourage local businesses to participate.
- Work with the Chamber to identify or produce brochures about individual careers including any educational requirements for various local businesses.
- Survey local businesses to understand their needs and desired skill sets to link to local workforce.



### Economic Development Assistance Delivery Mechanism

#### **Goal 5: Identify and utilize existing public and private resources.**

*Action Priority #16: Designate an economic development coordinator to be responsible for coordinating local and regional tasks and initiatives to foster economic development and tourism for the Town of Plattsburgh and the region.*

- Create one point of contact, possible Town Economic Development/Community Development staff person to coordinate local and regional resources and agencies. Point of contact should be informational not jurisdictional.
- Educate and promote the Town’s residents and business of the resources available locally and regionally.

*Action Priority #17: Access funding opportunities.*

- Apply for grant funding as it becomes available to implement the Economic Development Strategic Plan.
- Identify “Angel Funds” that can be accessed to assist Plattsburgh businesses.

*Action Priority #18: Utilize one website as a portal to link all local and regional economic development resources.*

- Promote the website to inform prospective business owners, land purchasers, and developers of opportunities throughout the Town and region.
- Allow local businesses to have ad space on the regional website.
- Utilize site information from local realtors to market available sites internationally on the website.
- Advertise shovel ready sites for developers.
- Use the website to market local businesses, special events, seasonal activities, and programs.
- Encourage businesses that have their own websites to link to the website.

### Partnering Opportunities

#### **Goal 6: Promote communication and collaboration between public and private partnerships, residents, businesses, and other government agencies to support and implement the goals of the Economic Development Strategic Plan.**

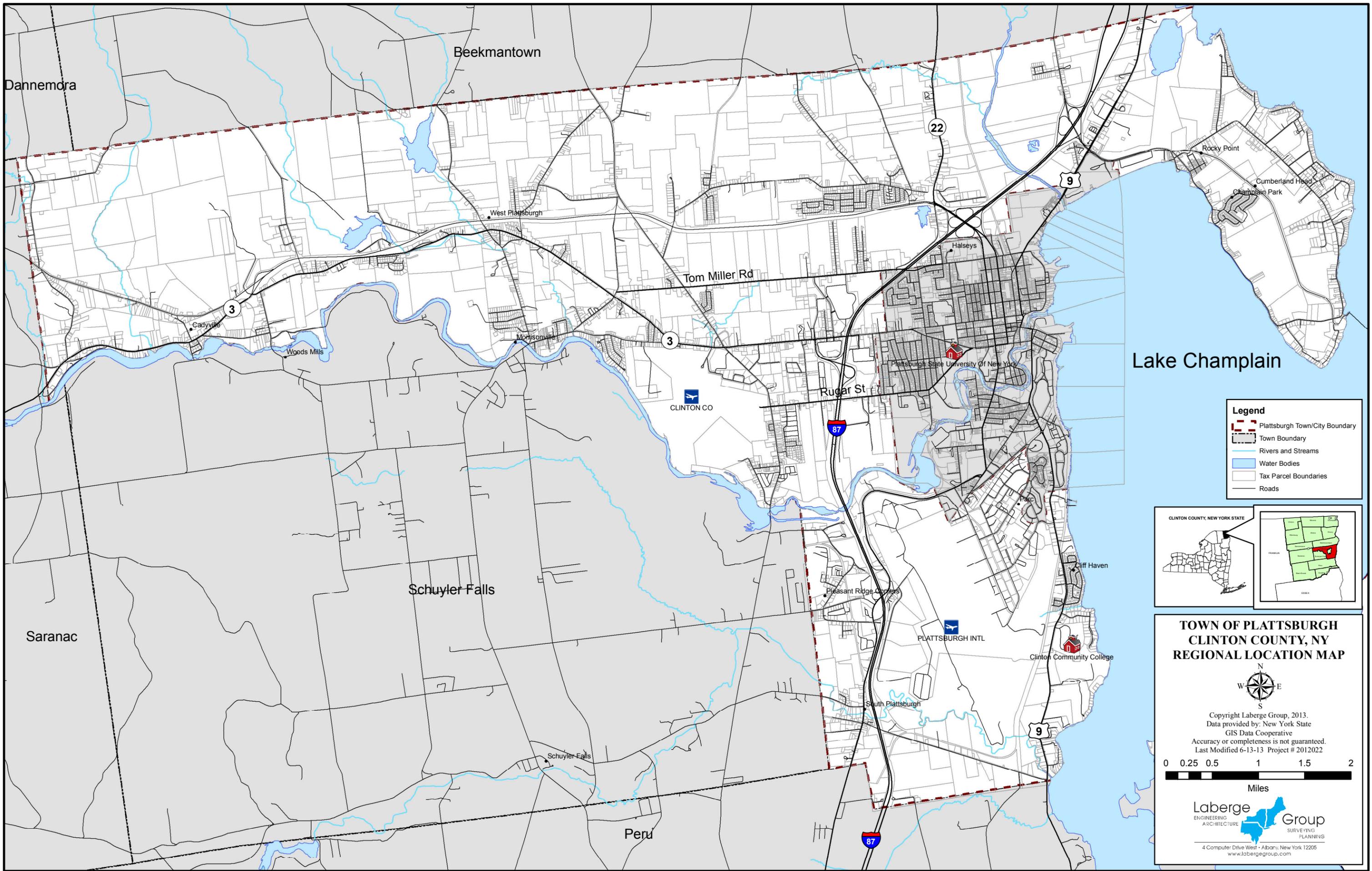
*Action Priority #19: Form public and private partnerships to assist with implementation of the Economic Development Strategic Plan.*

- Identify all potential partners and cultivate relationships to advance economic development opportunities that compliment not compete with existing resources.
- Establish a communication process to update all of the Town’s boards, committees, departments, agencies, and volunteers of each partner’s efforts and needs. This will help to utilize resources and energy in an efficient and effective manner to benefit the Town and region.
- Establish strategic partnerships to redevelop difficult properties. Utilize existing organizations to facilitate acquiring and developing properties that the private sector will not undertake.
- Collaborate with strategic partners to build economic development initiatives. The economic growth of the entire region will benefit Plattsburgh beyond the growth of the Town alone. Cooperate with local and regional governments to financially support local economic development organizations. Encourage linkages between businesses and educational institutions to create networking opportunities.
- Work with Clinton Community College and the College’s department heads to identify direct linkages between each department’s curriculum and the various jobs, roles, and responsibilities within the Town. This will help develop a skilled local workforce with real experience, and encourage them to stay local upon graduation.

*Action Priority #20: Keep the media informed of the activities, progress, and successes of the revitalization efforts.*

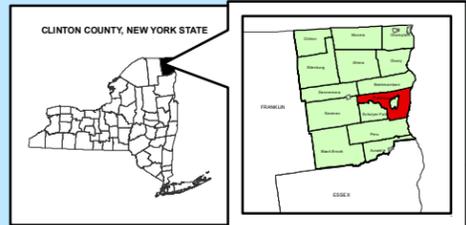
- Appoint a public relations person to prepare media releases, provide interviews, and one-on-one contact in order to better keep the public involved and aware of the Town’s successes. Utilize the “I Love New York” website and regional newspapers to promote the Town.
- Utilize informational portals, including websites, local and regional newspapers, and community organizations, for the distribution of economic development information.

# Appendix A. Town of Plattsburgh Map



**Legend**

- Plattsburgh Town/City Boundary
- Town Boundary
- Rivers and Streams
- Water Bodies
- Tax Parcel Boundaries
- Roads



**TOWN OF PLATTSBURGH  
CLINTON COUNTY, NY  
REGIONAL LOCATION MAP**



Copyright Laberge Group, 2013.  
Data provided by: New York State  
GIS Data Cooperative  
Accuracy or completeness is not guaranteed.  
Last Modified 6-13-13 Project # 2012022



4 Computer Drive West • Albany, New York 12205  
www.labergegroup.com

# Appendix B. Public Meeting Materials



# Town of Plattsburgh

## Economic Development Strategic Action Plan

### Roundtable Discussion Workshop



Laberge Group October 3, 2012



## Introductions

Bernard Bassett, Town Supervisor

Planning Advisory Committee:

Diane Akey	Devi Momont
Paul Grasso	Michele Powers
John Jablonski, PhD	Phil Von Bargaen
Marty Mannix	Steve Wible

Ronald J. Laberge, P.E., Vice President, Principal in Charge  
 Benjamin H. Syden, A.I.C.P., Director in Charge – Laberge Group  
 Laura Oswald, Economic and Community Development Manager – Laberge Group

Laberge Group October 3, 2012



## What is Economic Development?

*Improvement in the Standard of Living and Economic Well Being of a Community*

To accomplish this a Community must identify and create projects intended to grow the Community's economic base including:

- Support and attract businesses
- Make the Community a desirable place to live and work
- Increase the net gain of money flow into the Community
- Ensure residents see an improvement in the Quality of Life.

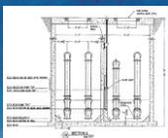
Laberge Group October 3, 2012



## An Economic Development Strategic Action Plan is ...

... A "Blueprint for Action" ...

- To establish a community vision & provide direction on how to attain it
- To respond to changes in the community & region
- To enhance ongoing economic development & revitalization efforts
- To improve the local economy
- To provide direction to governmental agencies
- To improve access to financial & technical assistance



Laberge Group October 3, 2012



## Economic Development in Plattsburgh

*Snapshot: Plattsburgh in the 1990's*

- Population in 1990 was 17,231
- Healthy and growing community
- Plattsburgh Airbase was a major economic driver; Base population was 6,689 with an additional 2,000 living off base
- Other Important Industries Included:
  - Education
  - Manufacturing
  - Retail
- 1995 economic hurdle: The Base closes
- Planned transition begins



Laberge Group October 3, 2012



## Economic Development in Plattsburgh

*Snapshot: Plattsburgh in the 2000's*

- Population in 2000 was 11,190; almost a third of the population lost
- A decade of transformation is ushered in and diversification ensues
- International commercial and passenger airport opened
- Retail along the Route 3 corridor has grown and serves the region; retail along Route 9 is also growing
- Millions in grant funding assisted with redevelopment efforts including:
 

•Wallace Hill Sewer	•Archie Bordeaux	•Cadyville Water
•Lakfront Park	•Wastewater Study	•SFF
•Cumberland Head	•Lake Champlain Canal	•Schluter
•Natec, Inc	•Shared Wastewater	•Nova Bus
•Byway Bike Trail Design	•Route 3Theatre	•Fujitsu Frontech
•South Platts Water	•Housing Programs	•Microenterprise
•Cedar Knolls	•Comprehensive Plan	
•Multina	•Champlain Pump Station	

Laberge Group October 3, 2012

## Economic Development in Plattsburgh

*Snapshot: Plattsburgh in the 2010's*

- Population in 2010 was 11,870 and continues to increase
- Attention is given to branding Lake Champlain and Adirondack Coast
- Infrastructure has expanded and improved
- Exciting new opportunities such as Laurentian on the table
- Industry mix now includes significant presence in:
  - Healthcare
  - Manufacturing
  - Retail
  - Distribution
  - Education




Laberge Group October 3, 2012

## Where We Want to Go From Here.....

### Vision Statement

*"In 2020 the Town of Plattsburgh will be the commercial, employment, and recreation hub of New York's Lake Champlain region. Townspeople will work in a mix of manufacturing, financial, government, retail, hospitality, aviation, business and human services, green and high tech industries. The Town will have succeeded in attracting a new generation of businesses that pay higher wages, and with them has come a more diverse and affluent middle class. Broadband telecommunication service is available throughout the Town, with a resultant expansion of home based employment and a reduction in transportation needs, energy use, and need for daycare."*

...Town of Plattsburgh 2010 Comprehensive Plan

... So, What Do We Have To Work With?

Laberge Group October 3, 2012

## Assets

- Lake Champlain
- Strategic Location
  - Proximity to Canada/Northway
  - Proximity to Port of Montreal
- Educational Resources
  - SUNY
  - Clinton Community College
- Recreational Environment
- Former Airbase
- Clinton County Airport
- Nearby Cultural Venues
- Workforce
- Natural Beauty of Region
- Cost of Living
- Quality of Life



Laberge Group October 3, 2012

## Impediments

- Broadband
- Infrastructure
- Lack of Job Opportunities
- Low Wages
- Workforce Education
- Attitude
- Taxes
- Quality of Housing Stock
- Better Access to Vermont
- Lack of Commitment from Companies Receiving Tax Breaks
- Limited Flights In and Out of Airport
- Disconnect Between Local, City, County Governments
- Money and Time!



Laberge Group October 3, 2012

## The Workshop

### Group Session Procedures:

- Appoint a Note Taker
- For Each of 6 Topics:
  - Issue Identification – 10 minutes
  - Solutions/Strategies – 10 minutes
- At Conclusion
  - Table presentations – 5 minutes
- Lunch and General Discussion



Laberge Group October 3, 2012

## Workshop Discussion Topics

- Workforce Development
- Tourism and Branding
- Business Attraction and Retention
- ED Assistance Delivery Mechanism
- Infrastructure Needs and Priorities
- Partnering Opportunities

Laberge Group October 3, 2012