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Plattsburgh Downtown/ Waterfront

Economic
Enhancement
Strategy
2003

This report was prepared for the City of Plattsburgh and the New York Department of State, Division of Coastal Resources, with funds provided by the New York State Environmental Protection Fund under Title 11.

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July 17, 2003

Mayor Daniel L. Stewart, Common Council Members, &
Members of the Process Committee
City of Plattsburgh
41 City Hall Place
Plattsburgh, NY 12901

RE: ***Plattsburgh Downtown/Waterfront
Economic Enhancement Strategy 2003***

Dear Mayor Stewart, Common Council Members,
& Members of the Process Committee:

In accordance with our contract for professional services, HyettPalma, Inc., is pleased to present the following report titled: ***Plattsburgh Downtown/Waterfront Economic Enhancement Strategy 2003.***

The document presents the findings of a comprehensive analysis of Downtown's commercial markets. These findings were used to define a specific economic enhancement strategy for the Downtown/waterfront project area. The recommended strategy was tailored to enable Downtown to attain the community's defined vision as well as the identified market opportunities.

Thank you for the opportunity to lend our firm's expertise to this very important project. We hope you will keep us informed of your success and know that we stand ready to assist in any way we can as you proceed with Plattsburgh's Downtown/Waterfront enhancement effort.

Sincerely,



Doyle G. Hyett



Dolores P. Palma



Process Committee Members

At the request of HyettPalma, Inc., the City of Plattsburgh established a Process Committee to oversee this project. HyettPalma would like to thank the members of the Process Committee, listed below, for all their time, hard work, and dedication in preparing for and participating in completing the ***Plattsburgh Downtown/Waterfront Economic Enhancement Strategy 2003***.

Daniel L. Stewart, Mayor of Plattsburgh
Glenn E. Olds, Plattsburgh Common Council Member
John Gallagher, Clinton County Legislator
Rodney Brown, Clinton County Planning Director
Carole Czaja, Plattsburgh Downtown Association
Carol Eaton, Clinton County Community College
Carolyn Harding, Visitors and Convention Bureau
John Homburger, Plattsburgh SUNY
Karla Oehler, Downtown business owner
John Masella, Plattsburgh/North Country Chamber of Commerce
Robert W. Parks, Press-Republican
Rosemarie E. Schoonmaker, Plattsburgh Community Development Director
Jerry Sherwin, Champlain National Bank
Peter Walsh, Department of State, Division of Coastal Resources
Daniel E. Wieneke, Plattsburgh Airbase Redevelopment Corporation

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Overview

OVERVIEW

This document presents the community's vision for Downtown Plattsburgh and its waterfront, as well as the findings of a market analysis conducted for the area. Downtown, when referred to in the balance of this document and as the title of this document indicates, includes both Plattsburgh's traditional Downtown and the portions of Downtown located on the waterfronts of both Lake Champlain and the Saranac River.

The boundaries of the project area are shown on the following page of this document.

The vision and the market analysis results were used as the foundation upon which to develop an economic enhancement strategy for Downtown Plattsburgh. The economic enhancement strategy was specifically crafted to further strengthen Downtown and to guide its future development -- in keeping with the community's vision and the market analysis findings.

The assignment was commissioned by the City of Plattsburgh. The enhancement strategy was completed by HyettPalma, Inc., in conjunction with the Process Committee formed to oversee the project.

The community's vision for Downtown was defined through a series of meetings which were moderated by HyettPalma. A compilation of the resulting vision is included in this document.

The market analysis portion of the project was conducted for the following purposes:

- To gain a higher level of knowledge concerning the business operations and market orientation of Downtown Plattsburgh;
- As the basis for developing an economic strategy to enhance existing businesses currently operating in Downtown Plattsburgh;
- To attract additional businesses which complement the project area's existing businesses; and

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Downtown/ Waterfront Plattsburgh, NY



Plattsburgh Downtown/Waterfront
Economic Enhancement Strategy 2003

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- To guide the further enhancement of Downtown Plattsburgh.

The recommended course of action was developed in accordance with the community's vision and the findings of the market analysis and is presented in the second portion of this document.

The research completed in association with this assignment included:

- A review of all available and previously completed planning studies and market analyses pertaining to Downtown Plattsburgh;
- The findings of Downtown customer, employee, and university student focus group sessions;
- The findings of a community forum open to the public;
- The findings of an area resident and business owner survey;
- An inventory of retail space, office space, and housing in the project area;
- An assessment of the project area's current business environment;
- An assessment of commercial districts which represent some degree of competition for the commercial offerings found in Downtown Plattsburgh;
- Analysis of a demographic and socio-economic profile of primary trade area residents prepared by ESRI;
- Review of all relevant statistical information published by the U.S. Department of Commerce; and
- Field research conducted by the City of Plattsburgh, the Process Committee, and HyettPalma, Inc.

The research model employed in this assignment was developed by HyettPalma, Inc., and has been used extensively throughout the United States.

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Downtown Plattsburgh Today

DOWNTOWN PLATTSBURGH TODAY

Downtown Plattsburgh has many assets in place which can be built upon to create greater economic prosperity. Among these are Downtown's:

- Setting on the beautiful Saranac River, on stunning Lake Champlain, and with a view of the majestic Green Mountains;
- Prominence as Clinton County's seat and the region's hub;
- Convenient location within a dynamic region that includes Montreal, the I-87 corridor, and numerous day-trip destinations, such as Burlington, Vermont;
- Location within the Adirondacks -- a destination with very strong and positive name recognition;
- Combination of history, art, and water -- which creates an alluring "package" that is very marketable;
- Beautiful architecture, a proud military history, the exceptional Kent-Delord House Museum (located just outside the project area boundaries), and inspiring monuments;
- Variety of specialty businesses and eating establishments;
- Art groups which offer exhibits, performances, and classes;
- Walkability and low vacancy rates;
- Proximity to the re-invented air force base, residential historic district, and adjacent neighborhoods; and

- Anchors, which include City Hall, the Clinton County Courthouse, Plattsburgh Public Library, museums and art spaces, YMCA, post office, MacDonough Park and Lion's Bandshell, River Walk, farmers market, cluster of restaurants, and specialty shops.

Downtown Plattsburgh is also fortunate to enjoy the strong support of Mayor Stewart and the Common Council, strong backing of a dedicated City staff, interest of business owners and residents, and the confidence of investors.

At the same time, Downtown's image has improved in recent years -- as has the City's. According to community members, Downtown's image has changed from "declined" to "reviving" -- mostly due to improvements made by and stimulated by City Hall. And, the City's image has changed from being seen as primarily a university and military town to being viewed as a much more multi-faceted, waterfront community. In short, Plattsburgh is gaining the image of being a "real" city that has considerable amenities and a small town, friendly Downtown -- located in a dynamic region and within a short drive of large cities.

While the community appreciates Downtown and its improvements, it is not without concerns for Downtown's future. The key concerns expressed as a part of this project include:

- Loss of Downtown retail to service businesses;
- The "split personality" of Downtown -- being occupied by workers, government office users, and shoppers during the day and by bar patrons at night;
- The perception that there are "not enough reasons to come Downtown;"
- The perceived lack of cleanliness and level of public safety; and
- The question of whether Downtown is "shifting" to the former airforce base or to the lakefront.



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In addition, community members are not without hopes and dreams for Downtown's future. These include a desire to:

- Make Downtown a destination that attracts local residents, regional residents, Canadian leisure travelers, and area tourists;
- Develop the lakefront for all to enjoy;
- Make Downtown the "day-trip capital" of the region -- meaning day-trippers would make Plattsburgh their base as they visit regional attractions;
- Stimulate a greater level of private investment;
- Tie Downtown, the former airbase, and the lakefront together so they complement each other and share users;
- Broaden recognition of the fact that Plattsburgh is "not just Exit 37 off of I-87;" and
- Create "even more momentum" in Downtown.

As part of this project, community members also defined the image Downtown should have as a result of the enhancement effort. This vision can be summarized as follows:

***A Downtown that is
quaint, clean, green, and safe,
as well as fun and lively,
with unique businesses, art, culture, and entertainment
set in a wholesome environment that all can enjoy.***

***A place that invites community interaction,
that has a unified look,
where old buildings have been saved, and
where a Class A hotel has been built.***

The recommendations contained in this document were crafted to address the community's concerns for Downtown and to enable the community's Downtown vision to be attained.

In implementing those recommendations, the following will be extremely important:

- Stressing civility in Downtown and taking actions which increase the level of civility found there; and
- Embracing the "Triangle of Excellence" effort and concept -- in which Plattsburgh is participating on a regional level -- to create

***A Local Triangle of Excellence
that is comprised of Downtown,
Downtown's lakefront,
and the former airforce base.***

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Resident and Business Surveys

RESIDENT AND BUSINESS SURVEYS

As a part of this project, two surveys were conducted to gauge the health of Downtown Plattsburgh, as perceived locally. These were a survey of owners/managers of businesses located in the project area and a telephone survey of residents living in Downtown's primary trade area. A summary of the survey responses follows.

- ***Use of Downtown***

Primary trade area residents surveyed reported coming to Downtown with considerable frequency -- 61% said they come Downtown between 1 and 7 times a week. One-quarter (25%) of residents surveyed said they come to Downtown with moderate frequency -- from 3 times a month to 6 times a year. And, only 11% of those surveyed said they seldom or never come to Downtown Plattsburgh. It should be noted that another 3% said they come Downtown only during the Summer.

- ***Purpose of Trips***

When asked why they currently come to Downtown Plattsburgh, the top two reasons were cited by nearly the same percentage of residents. These were "eating in restaurants" (21%) and "shopping" (20%). Therefore, 41% of respondents said they now come Downtown for one of these two reasons.

The next three most often cited responses were given with the same frequency. These were "recreation," "conducting personal business," and "conducting government business" -- with each mentioned by 8% of those surveyed.

The remaining 35% of survey respondents mentioned a wide variety of reasons for coming to Downtown Plattsburgh. These were:

- Banking (5%);
- Work (5%);
- Service businesses (5%);
- Post Office (4%);
- Entertainment (4%);
- Visiting friends or family (4%)

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- Passing through (4%);
- Library (1%);
- Church (1%);
- Bars (1%); and
- Live there (1%).

- ***Shopping Area of Choice***

Those surveyed were asked where they do most of their family shopping at this time, other than grocery shopping. The top location -- Route 3 -- was mentioned by 86% of those surveyed. This response included Consumer Square, Champlain Centers, and Route 3 in general.

The remaining 14% of those surveyed said they primarily shop out of town (Burlington, Vermont, Montreal, and Lake Placid), in outlets, by Internet, and through catalogues.

When asked why they choose to shop in a particular area, residents stressed the importance of convenience (cited by 42%) and the variety/selection offered (cited by 38%). The remaining 20% said they choose a shopping area primarily based on price.

- ***Downtown Characteristics***

Residents and business owners surveyed were asked to rate a list of 19 Downtown characteristics as being "good," "fair," or "poor" at this time.

Ten characteristics were rated "good" by a majority or significant percent of both residents and business owners. However, resident and business owners agreed on only eight of those characteristics.

The eight characteristics rated "good" by a majority or significant percent of both residents and business owners were:

- Feeling of safety (77% residents, 61% business owners);
- Quality of restaurants (73% residents, 70% business owners);
- Helpfulness of salespeople (72% residents, 74% business owners);
- Quality of service businesses (63% residents, 51% business owners);
- Prices at restaurants (60% residents, 58% business owners);
- Knowledge of salespeople (59% residents, 67% business owners);

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- Business hours (48% residents, 68% business owners); and
- Variety of restaurants (46% residents, 56% business owners).

The characteristics rated "good" by a majority or significant percent of either residents or business owners were:

- Cleanliness of area (51% residents, 21% business owners);
- Attractiveness of buildings (48% residents, 25% business owners);
- Quality of retail goods (43% residents, 54% business owners); and
- Prices at service businesses (39% residents, 47% business owners).

It is clear from the above lists that residents were more pleased with Downtown's safety, service business quality, cleanliness, and attractiveness of buildings. On the other hand, residents were not as pleased as business owners with Downtown's business hours, restaurant variety, retail quality, or service business prices.

- ***Downtown Improvements***

Residents and business owners were asked to rate a list of possible Downtown improvements as being "very important," "somewhat important," or "not important" at this time.

Seven improvements were rated "very important" by a majority or significant percent of both residents and business owners. However, residents and business owners agreed on five of these possible improvements.

The five improvements rated "very important" by a majority or significant percent of both residents and business owners were:

- Recruit additional retail businesses (80% residents, 74% business owners);
- Increase the variety of retail goods (69% residents, 63% business owners);
- Improve the convenience of parking (68% residents, 74% business owners);

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- Improve the availability of parking (60% residents, 76% business owners); and
- Physically improve buildings (47% residents, 50% business owners).

The four improvements rated "very important" by a majority or significant percent of either residents or business owners were:

- Keep stores open later in the evenings (50% residents, 26% business owners);
- Improve the quality of retail goods (49% residents, 30% business owners);
- Improve Downtown cleanliness (45% residents, 61% business owners); and
- Improve traffic flow (30% residents, 54% business owners).

The above lists show that residents are more interested than business owners in improvements that will improve retail variety, retail quality, and business hours. This is important to note since residents said they primarily choose a shopping area based on variety/selection and convenience. Business owners, on the other hand, were more concerned than residents in having improvements made to parking and traffic flow.

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***Downtown
Plattsburgh
Tomorrow***

DOWNTOWN PLATTSBURGH TOMORROW

A series of discussions, focus groups, and meetings were held to define the community's preferred vision of Downtown Plattsburgh -- as it would ideally exist in the year 2008. A compilation of the thoughts and preferences expressed during those sessions is shown below.

By the year 2008, Downtown Plattsburgh would be filled with culture, entertainment, restaurants, small boutiques, and fun stores. These, along with Downtown's architecture and history, would give people reasons to come Downtown. In addition, regularly scheduled social and cultural events would allow Downtown to offer "something for everybody."

Downtown's stores would be open later in the evenings "to make Downtown for community members" and a Downtown ice rink would "get people out of their homes in the winter."

Downtown's architectural history and architectural "eccentricity" would be recognized as "precious." Based on this, a "community theme" would be established to ensure that Downtown's existing buildings are saved and appropriately restored -- and that new buildings, such as the desired lakefront hotel, are in-keeping with the old.

A Downtown "hub" would be identified and created. Benches, trees, and fountains would be added to Downtown to "give people places to congregate" and interact.

Downtown would be further "cleaned-up." This would include picking up litter, repairing streets, fixing-up buildings, and cleaning lots where buildings once stood. Public and business signs would be improved -- with redundant public signs being removed and business signs being more creative and in-keeping with Downtown's architecture. These actions would help make Downtown more comfortable and "charming."

Downtown's streets would be made more friendly for pedestrians by Downtown residents keeping their dogs on leashes and cleaning-up after them. And, efforts would be made to clean-up bird droppings. Adjacent neighborhoods would be made a part of Downtown by creating a "permeable membrane," instead of barriers.

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Downtown would include businesses and services that are needed by Downtown residents and residents of adjacent neighborhoods. Downtown's pedestrian crosswalks would be enforced. And, a great feeling of public safety would exist so that people would want to walk and stroll in Downtown.

Downtown's lakefront would be "opened-up" to make views available wherever possible. In addition, the lakefront would be developed with restaurants, a Class A hotel, conference center, and lake access for boaters. However, this development would not block views of the lake.

Downtown would have adequate and convenient parking for customers. On-street parking would not be used by Downtown workers and other all-day parkers. An "overall look" would be given to Downtown's system of one-way streets. Signs would be in place to direct motorists to Downtown from Route 3, from the north, and from the south. Signs would also lead motorists to Downtown's attractions and points of interest. Through truck traffic would be prohibited from using Downtown streets.

Finally, there would be a realization that "outsiders won't save us." Instead, the local business community, investors, non-profits, and the larger community would make a commitment to work on and fund the Downtown enhancement effort. A "central, focal area" of Downtown would be identified -- the area in which to focus the enhancement effort -- "so we don't bite off more than we can chew." And, the Downtown business community would be progressive, "taking the time to turn our visions into actions and garner volunteer and government support."

As Downtown is further enhanced it would be able to more fully attract and appeal to the following users:

- Residents of the City and of Clinton County;
- Customers of businesses located along Route 3;
- Ferry users and the residents of Burlington;
- Special event-goers;
- Users of the new airport who would "stay an extra day;"

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- Area-wide conventioners;
- Outdoor recreation enthusiasts;
- Visitors from Quebec; and
- I-87 travelers going between Montreal and New York City -- "get them to spend an extra day or two here."

Downtown's enhancement would balance cultural/heritage tourism with attracting local residents. This means that Downtown would not just be a tourist destination. Instead, Downtown would be "a home place" that is welcoming to visitors.

By the year 2008, Downtown Plattsburgh would have the following image.

A year-round destination that is filled with great shopping, restaurants, and culture.

A historic, clean, pleasant, fun place to be -- with a river running through it -- that has the arts and entertainment.

An interesting, entertaining, and exciting Downtown that is unique and never imitative.

A Downtown of beautiful places and fun, quaint shops you wouldn't find at malls.

A Downtown with "our own charm" that makes you say "I'm going to spend the day walking around Downtown Plattsburgh."

A Downtown that is full of life, where people gather and interact with one another, and that has a strong sense of community.

A safe and eclectic Downtown that welcomes people of all ethnicities and income levels.

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***A Downtown that includes and embraces
-- rather than isolates --
one of the most beautiful lakes in the world.***

***A friendly, great place to spend time,
a place people can be proud of,
a place people want to come to,
a place that enhances Plattsburgh's image as
the Lake City.***

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Downtown Market Analysis

DOWNTOWN MARKET ANALYSIS

To ensure long-term economic results and success, Plattsburgh's Downtown enhancement effort must be market-driven. This means that the effort must be one that results in all of Downtown's investors -- business owners, property owners, developers, patrons, the City government, etc. -- being able to realize an increasing return on their investments. This can only be achieved via an enhancement effort that is based on a sound, realistic understanding of Downtown's economic potentials. The following chapter quantifies Downtown's economic potentials in terms of retail, office, and housing development.

Downtown Retail Opportunities

Retail Trade Area -- Downtown Plattsburgh's primary retail trade area has been defined as the geographic area from which the majority of retail customers are currently drawn and the geographic area which presents the greatest opportunity in the immediate future for gaining additional retail customers. Based on current customer travel patterns, discussions with local business leaders and government officials, and the opinion of HyettPalma, Inc., Downtown's primary retail trade area has been identified as the area shown on the following page.

Retail Economic Indicators -- Downtown's primary retail trade area can be currently characterized by the following economic indicators.

THE PRIMARY TRADE AREA HAS AN ESTIMATED POPULATION OF 61,125 -- WITH AN ESTIMATED 23,450 HOUSEHOLDS (Source: ESRI estimate)

THE AVERAGE HOUSEHOLD SIZE IS 2.42 PERSONS, WHICH IS LESS THAN THE NATIONAL AVERAGE OF 2.59 (Source: ESRI estimate)

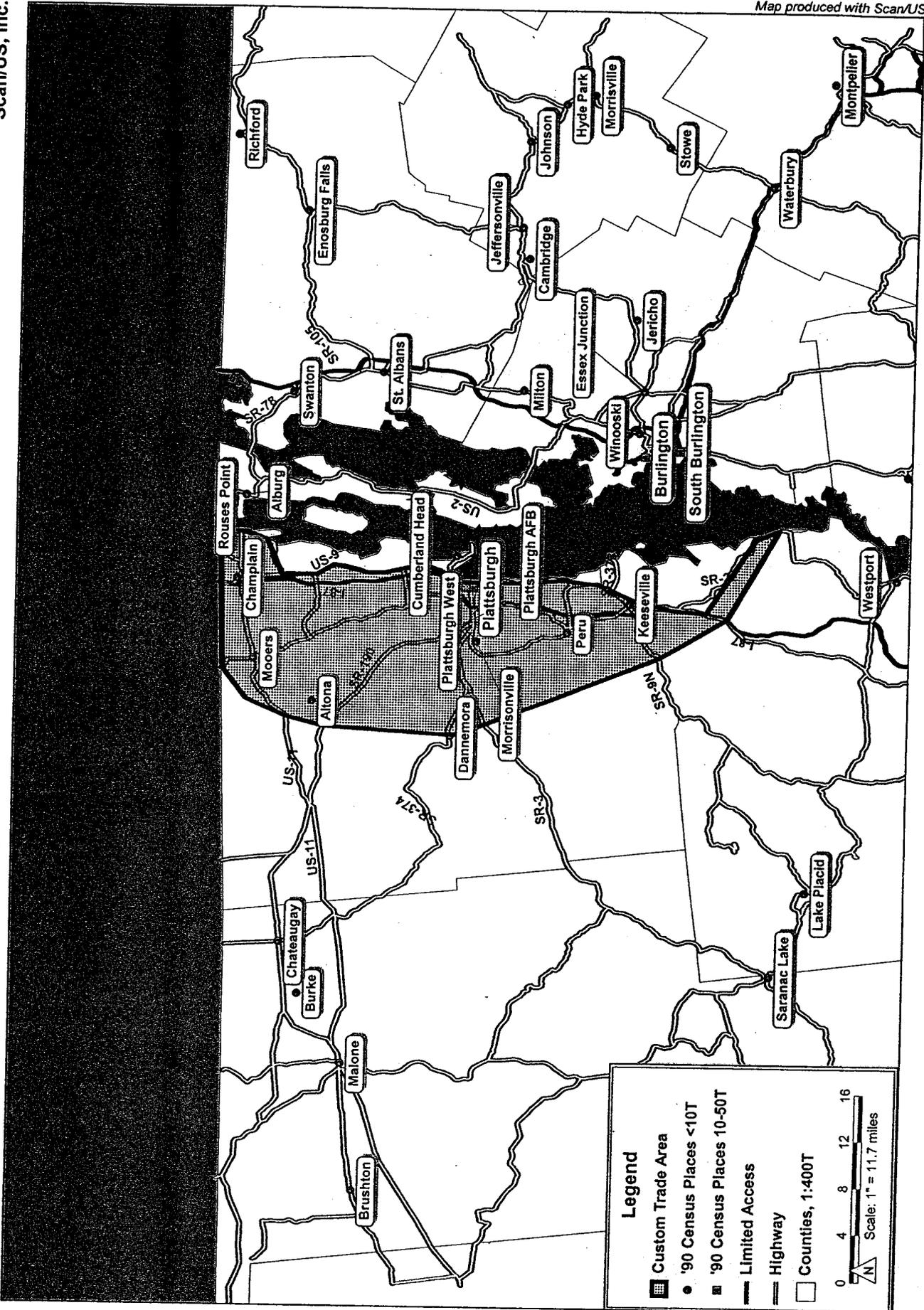
Downtown Plattsburgh, NY Trade Area

Scan/US, Inc.

Map produced with Scan/US

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THE TOTAL COMBINED INCOME OF HOUSEHOLDS WITHIN THE PRIMARY TRADE AREA IS APPROXIMATELY \$1,145,000,000 PER YEAR (Source: ESRI estimate)

THE AVERAGE HOUSEHOLD INCOME FOR THOSE IN THE PRIMARY TRADE AREA IS APPROXIMATELY \$48,808 (Source: ESRI estimate)

Current Retail Businesses -- Downtown Plattsburgh currently contains approximately 77 retail businesses, which occupy approximately 245,000 square feet of building space. The retail inventory was completed by the City of Plattsburgh and is shown on the following pages.

Downtown/Waterfront Plattsburgh Retail Businesses by SIC Code

<u>SIC CODE</u>	<u>BUSINESS TYPE</u>	<u># BUS.</u>	<u>TOT. SQ. FT.</u>
<u>54</u>	<u>Food Store</u>		
5411	Grocery Store	3	8,104
<u>55</u>	<u>Automotive Dealers and Service Stations</u>		
5521	Used Cars	1	3,000
5531	Auto/Home Supply	5	41,045
5541	Gas Service Station	1	1,595
<u>57</u>	<u>Furniture and Home Furnishings</u>		
5712	Furniture Store	3	40,000
5714	Drapery/Upholstery	1	400
5731	Radio/TV/Electronics	1	700
5734	Computers/Software	2	1,800
5736	Musical Instruments	1	1,800
<u>58</u>	<u>Eating/Drinking</u>		
5812	Eating Places	18	61,665
5813	Drinking Places	8	13,929
<u>59</u>	<u>Miscellaneous Retail</u>		
5932	Antiques	7	19,000
5941	Sporting Goods	2	6,800
5942	Books	1	600
5944	Jewelry	1	1,500
5945	Hobby/Toys/Games	1	900
5947	Gift/Novelty	1	2,551
5949	Sewing/Piece Goods	1	1,500
5992	Florist	1	2,500
5993	Tobacco Stand	1	600
5999	Miscellaneous Retail	8	8,468
	<u>Select Support Services</u>		
7231	Beauty Shops	4	6,000
7241	Barber Shops	2	1,200
7251	Shoe Repair/Shine	1	800
7832	Motion Picture Theater	1	12,414

Downtown/Waterfront Plattsburgh Retail Businesses by SIC Code

SIC CODE	BUSINESS TYPE	# BUS.	TOT. SQ. FT.
	<u>Amusement and Recreation Services</u>		
7999	Mic. Amusement/Recreation	1	5,660
TOTAL NUMBER OF RETAIL BUSINESSES		77	
TOTAL SQUARE FEET OF OCCUPIED RETAIL BUSINESS SPACE			244,531
TOTAL NUMBER OF VACANT RETAIL SPACES		7	
TOTAL SQUARE FEET OF VACANT RETAIL BUSINESS SPACE			6,396

Source: City of Plattsburgh

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Retail Potential -- Currently, within Downtown's primary trade area, the total estimated demand for retail products is approximately \$371,000,000 per year. This demand is shown on the following graphs. A complete presentation of retail product demand for the primary trade area is shown in **THE RETAIL REPORT®**, contained in the Appendix of this document.

As a conservative estimate, it is assumed that Downtown Plattsburgh retail businesses now generate an average (blended figure) of approximately \$150 per year per square foot in retail sales.

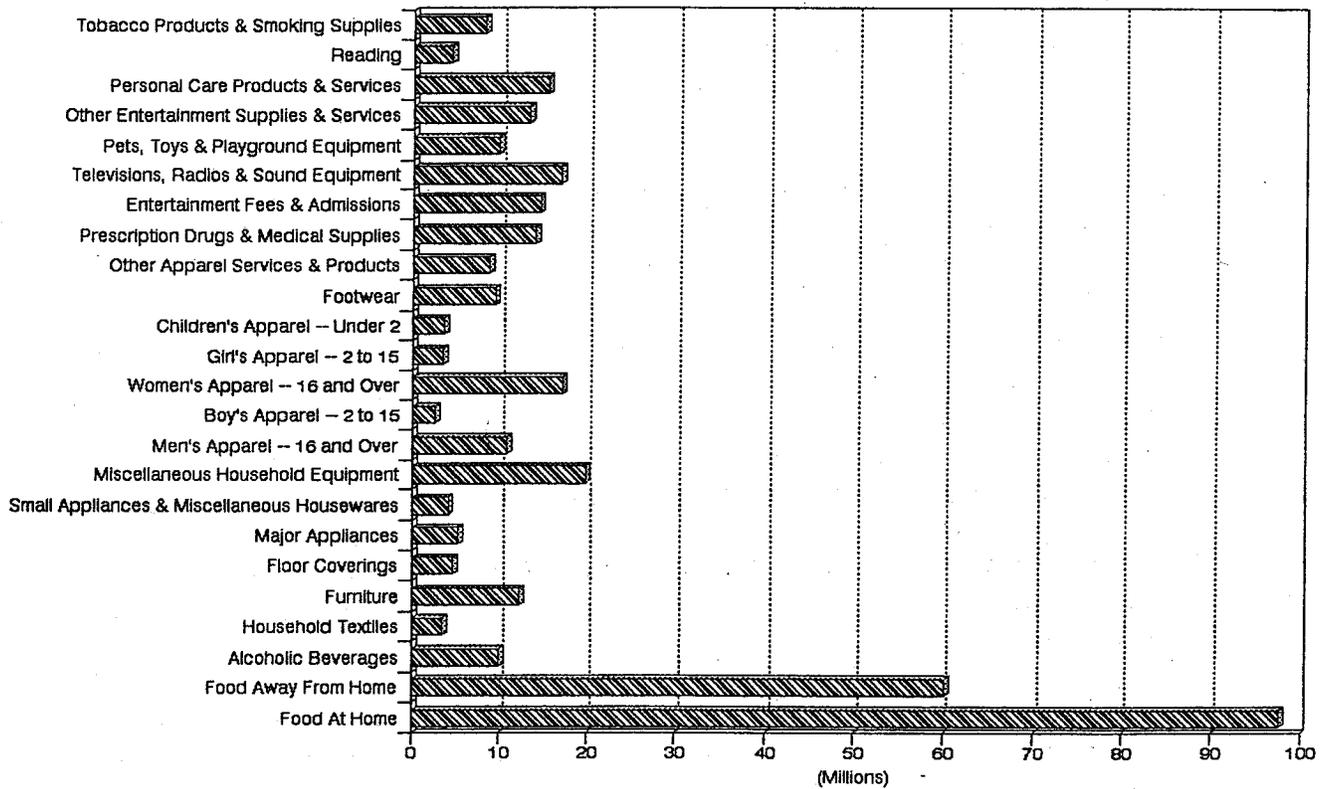
Since Downtown currently contains approximately 245,000 square feet of occupied retail space, Downtown Plattsburgh should currently be generating approximately \$37,000,000 in retail sales per year.

By dividing the project area's estimated annual retail sales -- \$37,000,000 -- by the total estimated demand for retail products within the primary trade area -- \$371,000,000 -- it can be concluded that Downtown Plattsburgh may currently be capturing approximately 10% of the retail sales potential within the primary trade area. And, the balance of the demand is being captured by businesses within other parts of the primary trade area and/or by businesses in other trade areas.

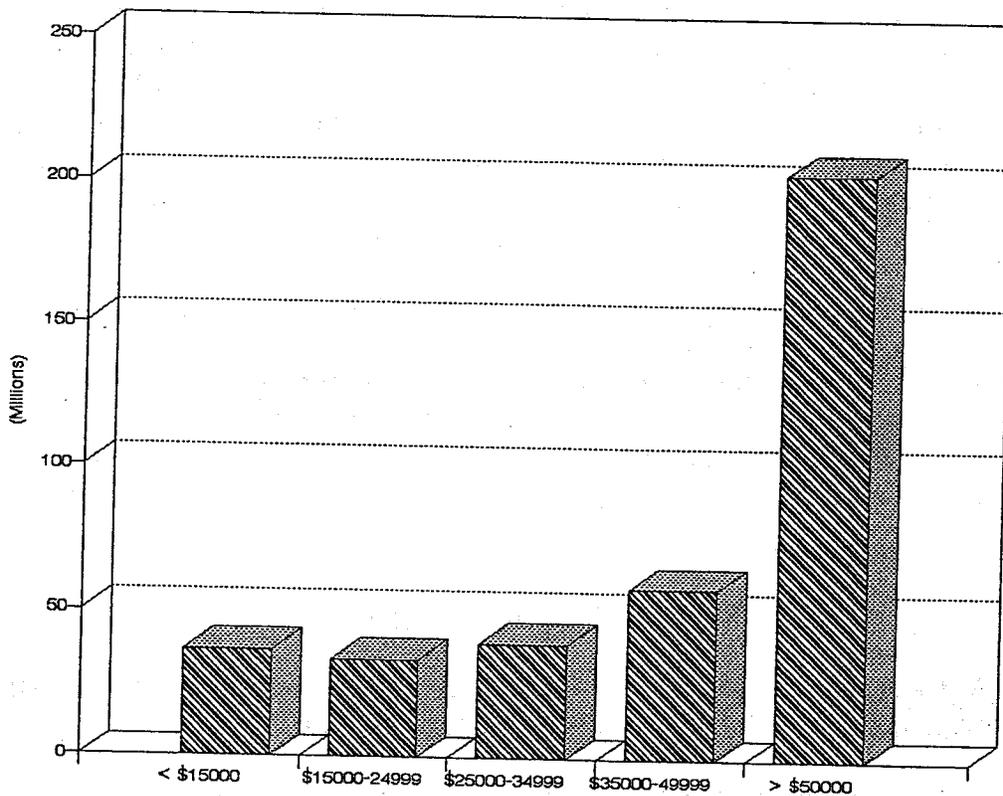
Taking steps to further enhance Downtown Plattsburgh, and barring a significant decline in the national or regional retail economy, it is conservatively anticipated that Downtown may have the potential to increase its share of retail sales in its primary trade area from the current level of approximately 10% to between 11.5% and 12% by the year 2008. This should be considered a goal of the economic enhancement program.

If Downtown Plattsburgh is able to increase its market share to between 11.5% and 12% by the year 2008, it is possible that the project area may be able to increase its total capture of retail sales to between \$43,000,000 and \$45,000,000 by the year 2008 -- considered in constant 2003 dollars.

TOTAL PRODUCT DEMAND BY PRODUCT TYPE



TOTAL PRODUCT DEMAND BY INCOME GROUP



This increase in total retail sales could potentially support the development of between approximately 40,000 and 53,000 net square feet of additional retail space by the year 2008 -- which could include expansions or sales increases by existing Downtown Plattsburgh retail businesses and/or the construction of some limited amount of new retail space.

It must be noted that Downtown's ability to gain a larger market share will be contingent on efforts to enhance its business climate, enhance and expand its existing businesses, and recruit additional retail businesses to the area. If such efforts are aggressively and diligently implemented -- on an on-going basis -- the actual growth in Downtown's market share could potentially be **much higher** than projected. Conversely, by the year 2008, Downtown Plattsburgh's market share could be much less than projected above if efforts to enhance the area and expand/recruit businesses are not diligently and continually pursued.

Retail Business Development -- Based on the findings of this retail market analysis, the opportunity exists to enhance and expand certain types of retail businesses that are currently located in Downtown Plattsburgh. In addition, the opportunity also exists to attract additional businesses to Downtown. A list of the types of retail businesses recommended for potential enhancement, expansion, and attraction is presented in the chapter of this document titled ***Course of Action***.

Downtown Office Opportunities

Office Market Indicators -- Several key economic indicators which characterize the current office operations within Downtown Plattsburgh follow.

- Downtown Plattsburgh currently has a total of approximately 79 various office occupants which occupy approximately 292,000 square feet of building space.
- Downtown's occupied office space serves, primarily, the personal needs of those who live within the community and primary trade area, with the largest concentrations of space in finance, health services, legal services, social services, professional services, and government.

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- Downtown Plattsburgh has little vacant office space, with a healthy office occupancy rate of 98%.

Current Office Uses -- The variety of office occupants found in Downtown can be seen in the following table, in which office tenants are listed by SIC numbers. The office inventory was completed by the City of Plattsburgh.

Office Potential -- It is anticipated that most of Downtown's office market growth will continue to consist of office uses which, primarily, serve the personal needs of those who live in, or in proximity to, Downtown Plattsburgh's primary trade area, as is currently the case.

Communities nationwide have experienced the fact that -- as improvements are made in the overall economic and physical conditions of their Downtowns -- an associated increase in demand for office space normally follows. This is also expected to hold true for Downtown Plattsburgh.

Therefore, it is estimated that approximately 20,000 to 30,000 square feet of additional office space could potentially be supported in Downtown Plattsburgh between now and the year 2008.

It must be noted that the actual growth in Downtown's office demand could be **higher** if Downtown is able to attract general offices, or back office operations from outside the area, as is currently happening; to attract office occupants currently located elsewhere in the community; or to experience significant expansion by current Downtown office operations.

Office Business Development -- A listing of office types recommended for recruitment and expansion in Downtown Plattsburgh is presented in the chapter of this document titled ***Course of Action***.

Downtown/Waterfront Plattsburgh Offices by SIC Code

<u>SIC CODE</u>	<u>BUSINESS TYPE</u>	<u># BUS.</u>	<u>TOT. SQ. FT.</u>
<u>27</u>	<u>Publishing</u>		
271	Newspapers	1	29,947
<u>47</u>	<u>Transportation Services</u>		
472	Passenger Trans. Arrangement	1	600
<u>48</u>	<u>Communications</u>		
483	Radio & TV Broadcasting	1	6,688
<u>60</u>	<u>Depository Institutions</u>		
602	Commercial Banks	7	37,055
<u>61</u>	<u>Non-Depository Credit Institutions</u>		
616	Mortgage Bankers/Brokers	1	1,996
<u>62</u>	<u>Security and Commodity Brokers</u>		
621	Security Brokers	2	2,500
<u>63/64</u>	<u>Insurance</u>		
631	Life Insurance	1	2,400
641	Insurance Agents/Brokers	4	4,300
<u>65</u>	<u>Real Estate</u>		
653	Real Estate Agents/Mgrs.	2	3,640
654	Title Abstract Offices	2	2,475
<u>73</u>	<u>Business Services</u>		
731	Advertising	1	2,200
733	Mailing/Reproduction/Comm.	3	11,937
738	Misc. Business Services	4	3,800
<u>80</u>	<u>Health Services</u>		
801	Offices/Clinics of Doctors	6	34,752
802	Offices/Clinics of Dentists	1	1,200
804	Offices of Other Medical	1	3,978
<u>81</u>	<u>Legal Services</u>		
811	Legal Services	17	38,422

Downtown/Waterfront Plattsburgh Offices by SIC Code

SIC CODE	BUSINESS TYPE	# BUS.	TOT. SQ. FT.
<u>82</u>	<u>Educational Services</u>		
823	Library	2	15,426
<u>83</u>	<u>Social Services</u>		
832	Individual/Family Services	4	42,400
833	Job Training Services	1	4,000
<u>86</u>	<u>Membership Organizations</u>		
864	Civic/Social Organizations	1	4,125
<u>87</u>	<u>Engineering/Management Services</u>		
871	Engineering/Architecture	4	14,395
872	Accounting/Bookkeeping	2	4,800
874	Management/Public Relations	1	1,200
<u>89</u>	<u>Services Not Elsewhere Classified</u>		
899	Services	2	1,200
<u>91</u>	<u>General Government</u>		
919	General Government	6	15,144
	<u>Offices Not Elsewhere Classified</u>		
	Not Elsewhere Classified	1	1,600
TOTAL NUMBER OF OFFICE BUSINESSES		79	
TOTAL SQUARE FEET OF OCCUPIED OFFICE BUSINESS SPACE			292,180
TOTAL NUMBER OF VACANT OFFICE SPACES		7	
TOTAL SQUARE FEET OF VACANT OFFICE BUSINESS SPACE			11,328

Source: City of Plattsburgh

Downtown Housing Opportunities

Downtown Plattsburgh currently contains a significant number of housing units within the project area's defined boundaries. Based on a field survey conducted by the City of Plattsburgh, the area currently contains approximately 227 apartment units and 3 single-family homes. These units are occupied by approximately 386 residents.

As has been found throughout the nation during the past two decades -- regardless of community size -- as a Downtown's physical environment and mix of businesses is improved, it is very likely that the demand for housing in and near the Downtown will also increase. This can also be expected in Downtown Plattsburgh. And, housing demand should also increase as further improvements are made to Plattsburgh's waterfront areas, especially if housing is created with views of the water.

While housing of all types is in high demand in quality Downtowns throughout the nation, conventional, market-rate housing is thriving. Every effort should be made, consistent with the implementation of the overall Downtown enhancement program, to introduce more quality housing -- both market-rate housing and affordable housing -- in and, as market conditions allow, in proximity to Downtown and Downtown Plattsburgh's waterfront areas.

As market conditions allow, every effort should be made to introduce:

- More market-rate loft apartments in the upper floors of existing structures;
- Housing units constructed as part of new infill development in all areas of Downtown; and
- More owner-occupied units.

Rather than placing arbitrary or artificial limits on the number of housing units appropriate for Downtown Plattsburgh -- and in neighborhoods near the commercial district -- it is suggested that the absorption of units in the marketplace be used as the indicator of demand. And, that every effort be made to develop the greatest number of quality units possible in and near Downtown when market conditions allow.

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Course of Action

COURSE OF ACTION

The following *Course of Action* was crafted specifically to allow Downtown Plattsburgh to attain the community's vision and to capture the economic opportunities revealed through the market analysis. This *Course of Action* should be:

- Used to direct, create, and manage Downtown's future character; and
- Implemented -- by both the private and public sectors, in concert -- to create the best possible future for Downtown Plattsburgh.

The recommended strategies are divided into three sections:

- Districts;
- Quick Hits, and
- Big Deals.

Districts

The enhancement effort should be used to create -- and market -- the following three Downtown districts which are discussed below and shown on the following page.

1. Arts & Entertainment District

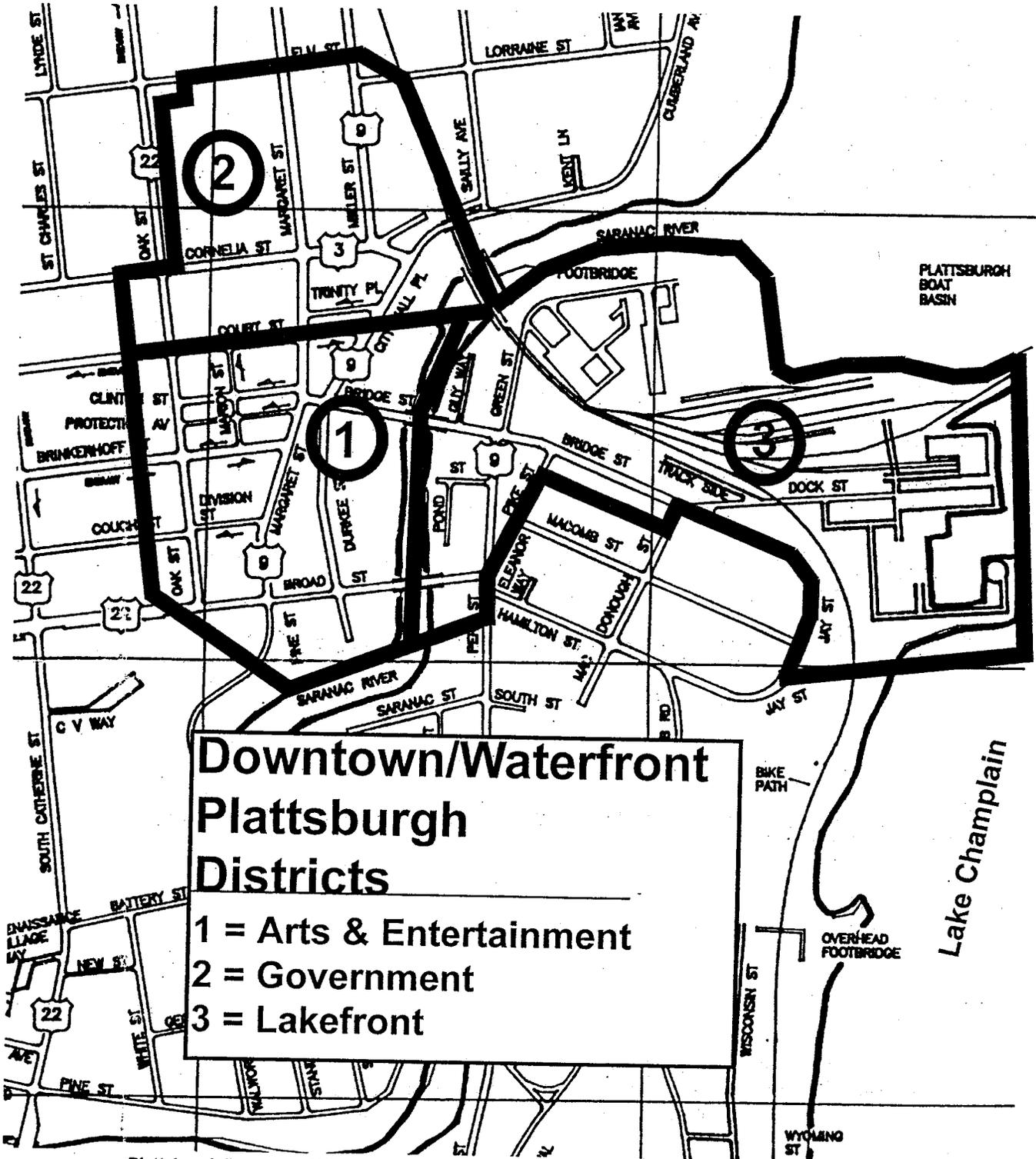
This district is Plattsburgh's traditional, historic Downtown. As such, it should be enhanced to create the following moniker, economic niches, and mix of uses.

- **Moniker**

The Arts & Entertainment District should be conditioned, positioned, and operated to symbolize:

***An authentic, historic, lakefront and riverfront Downtown,
distinctively defined by its
fun, lively, safe, clean, pedestrian-
and family-friendly ambience.***

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- ***Economic Niches***

The Arts & Entertainment District's offerings should fill several distinct economic niches, as follows:

- First floor spaces throughout the district should be filled with art, entertainment, specialty retail, and food; and
- The upper floor spaces throughout the district should be filled with housing and offices.

- ***Thrust of Efforts***

All development within the Arts & Entertainment District should place an emphasis on preservation and appropriate, compatible infill construction. Specific emphasis should be focused on the further enhancement of the following specific areas:

- Margaret Street, from Brinkerhoff Street to Court Street;
- Brinkerhoff Street, Protection Avenue, and Clinton Street, from Oak Street to Margaret Street;
- Bridge Street, from Margaret Street to the Saranac River; and
- Durkee Street, from Bridge Street to Broad Street (infill development on City parking lot).

- ***Uses***

The following uses are most appropriate for clustering within Plattsburgh's Arts & Entertainment District.

Prepared Food

- Fine Dining and Moderate Priced Restaurants;
- Sandwich Shops;
- Bistros;
- Coffee Houses;
- Delis;
- Bakeries;
- Candy/Ice Cream/Yogurt Shops;
- Pubs/Taverns -- with Atmosphere/Operation Welcoming to Families; and
- Ethnic Foods -- i.e., Italian, Greek, French, Chinese, Creole, Latin, etc.

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Arts & Entertainment District Uses (Continued)

Food for Home

- Convenience Grocer;
- Green/Organic Grocer;
- Gourmet Grocer; and
- Health Foods.

Entertainment

- Live Theater;
- Entertainment in Restaurants -- i.e., piano player, guitarist, small combos, dancing, etc.; and
- Movie Theater.

Specialty Retail

- Antiques;
- Art Galleries, Framing and Supplies;
- Bike/Ski Shop;
- Boat Rentals, on waterfront;
- Books;
- Cameras and Photo Supplies;
- Casual Apparel and Accessories;
- Computers/Software;
- Florist;
- Gifts, Stationery and Cards;
- Home Decorating Products and Design Services;
- Music (Recorded and Sheet) and Instruments;
- Newsstand;
- Office/School Supplies;
- Optical Products;
- Radio/TV/Electronics;
- Sewing Supplies;
- Shoes, Dress and Casual;
- Small Variety Store;
- Sporting Goods;
- Tobacco Shop;
- Toys, Games and Crafts;
- Traditional and Costume Jewelry; and
- Wall Coverings and Paint.

Convenience Retail/Select Services

- Barber Shops;
- Beauty Shops;
- Dance Studio;

Arts & Entertainment District Uses (Continued)

Convenience Retail/Select Services (Continued)

- Dry Cleaners/Tailor Shop;
- Gas Service Station;
- Pharmacy;
- Physical Fitness Facility;
- Shoe Repair/Shine; and
- Video Rental.

Offices

- Accounting, Auditing, Bookkeeping;
- Advertising;
- Commercial Banks;
- Computer and Data Processing;
- Credit Reporting and Collection;
- Credit Unions;
- Dentists Offices;
- Doctors Offices;
- Engineering, Architectural Services;
- Fire, Marine Casualty Insurance;
- Health and Allied Services;
- Home Health Care Services;
- Legal Services;
- Library;
- Life Insurance;
- Management and Public Relations;
- Medical Service and Health Insurance;
- National Security;
- Newspapers and Other Media;
- Passenger Transportation Arrangement;
- Personnel Supply Services;
- Photographic Studios;
- Print Shops;
- Real Estate Agents and Managers;
- Residential Care;
- Savings Institutions;
- Security Brokers and Dealers;
- Subdividers and Developers;
- Tax Services; and
- Title Abstract and Insurance Offices.

Arts & Entertainment District Uses (Continued)

Housing and Other Uses

- Housing above first floor uses;
- Infill buildings on redeveloped lots, underutilized lots and surface parking lots;
- Churches;
- Farmers Market; and
- Hotel facilities, if market conditions prove feasible.

2. Government District

This district is Plattsburgh's center of government -- both City and Clinton County government. As such, it should be enhanced to create the following moniker, economic niches, and mix of uses.

• Moniker

The Government District should be conditioned, positioned, and operated to symbolize:

***Downtown's traditional seat of both Plattsburgh
and Clinton County governments.***

• Economic Niches

The Government District's offerings should fill several distinct economic niches, as follows:

- The district should be filled with government uses, offices, and limited support convenience retail; and
- Every effort should be made to retain the post office, specifically the retail portion of the operation.

• Thrust of Efforts

All development within the Government District should place an emphasis on preservation and select infill on the sites of deteriorated or underutilized properties. Every effort should be made to retain all government uses currently located in the district and any future demand for government uses in Downtown Plattsburgh should be accommodated in this district, if feasible.

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• *Uses*

The following uses are most appropriate for clustering within Plattsburgh's Government District.

Prepared Food

- Fine Dining and Moderate Priced Restaurants;
- Bistros;
- Coffee Houses; and
- Ethnic Foods.

Convenience Retail/Select Services

- Barber Shops;
- Beauty Shops;
- Dry Cleaners/Tailor Shop;
- Florist; and
- Physical Fitness Facility.

Offices

- Accounting, Auditing, Bookkeeping;
- Administration of Educational Programs;
- Administration of Public Health Programs;
- Administration of Veterans' Affairs;
- Administration of Economic Programs;
- Administration of Utilities;
- Advertising;
- Child Care Services;
- Commercial Banks;
- Computer and Data Processing;
- Courts;
- Credit Reporting and Collection;
- Credit Unions;
- Dentists Offices;
- Doctors Offices;
- Engineering, Architectural Services;
- Executive Offices of Government;
- Fire, Marine Casualty Insurance;
- General Government;
- Health and Allied Services;
- Home Health Care Services;
- Individual and Family Services;
- Legal Services;
- Legislative Bodies;
- Life Insurance;

Government District Uses (Continued)

Offices (Continued)

- Management and Public Relations;
- Medical Service and Health Insurance;
- National Security;
- Newspapers;
- Passenger Transportation Arrangement;
- Personnel Supply Services;
- Photographic Studios;
- Print Shops;
- Public Order and Safety;
- Real Estate Agents and Managers;
- Residential Care;
- Savings Institutions;
- Security Brokers and Dealers;
- Subdividers and Developers;
- Tax Services; and
- Title Abstract and Insurance Offices.

Housing and Other Uses

- Housing above first floor uses and in free-standing buildings;
- Churches; and
- Infill buildings on redeveloped lots, underutilized lots and surface parking.

3. Lakefront District

This district is Downtown Plattsburgh's connection with beautiful Lake Champlain. As such, it should be enhanced to create the following moniker, economic niches, and mix of uses.

- **Moniker**

The Lakefront District should be conditioned, positioned, and operated to symbolize:

***A vibrant marine community,
offering local residents and visitors
a quality range of lakefront nautical,
lodging, and dining venues.***

- **Economic Niches**

The Lakefront District's offerings should fill several distinct economic niches, as follows:

- The district should be filled with lodging, restaurants, marine-related and convenience retail uses, and -- where deemed appropriate -- housing which commands dynamic views of Lake Champlain; and
- The district should be free of non-marine-oriented retail/service businesses.

- **Thrust of Efforts**

All development within the Lakefront District should place an emphasis on the creation of an attractive and vibrant waterfront community. Viable pedestrian links should be made and maintained with the adjacent historic neighborhood through trails and sidewalks. And, anticipated redevelopment of property on Jay Street should include the removal of industrial-related buildings and the introduction of low intensity, non-commercial uses -- such as housing -- with any new development placed to retain lake vistas and enable public access to the waterfront via trail or walkway connections.

- **Uses**

The following uses are most appropriate for clustering within Plattsburgh's Lakefront District.

Prepared Food

- Fine Dining and Moderate Priced Restaurants.

Entertainment

- Entertainment in Restaurants -- i.e., piano player, guitarist, small combos, dancing, etc., and
- Boat Rides.

Convenience Retail

- Boat Rentals, Sales, and Services, on waterfront; and
- Marine Supplies, Apparel, and Gifts.

Housing and Other Uses

- Housing above first floor uses, commanding water views; and
- Hotel facilities.

Quick Hits

The actions recommended below should be taken immediately since they can yield results -- and enhance momentum -- relatively quickly.

1. Cleanliness

A concerted and continuous effort is needed to keep all of Downtown's public spaces -- including sidewalks and streets -- meticulously clean at all times.

It must be noted that doing so is the responsibility of the private sector as well as the public sector. Therefore, Downtown's business owners must work with City Hall and must assume a higher level of responsibility in keeping Downtown clean on a regular basis. This is extremely important since a Downtown that is not well-maintained is perceived as being unsafe -- and actually invites crime. And, such a situation repels potential investors and customers.

The cleanliness effort should entail:

- One or two "Downtown Spruce-Up Days" events held annually;
- Daily removal of litter and business trash/waste throughout Downtown;
- Daily clean-up by drinking and eating establishments of trash discarded by customers;
- Daily sweeping of entrances and sidewalks by all Downtown shop owners;
- Appropriate and covered containers for business trash and waste;
- Regular weeding;
- An appropriate number of receptacles for pedestrian trash;
- On-street public ashtrays;

- Aggressive enforcement of litter laws, leash laws, pooper scooper laws, and any other legislation pertaining to Downtown's cleanliness;
- Speedy ice and snow removal; and
- Re-striping of on-street parking spaces and crosswalks.

The clean-up effort should be highly publicized throughout the community. Downtown's being clean should become a matter of fact -- and not an exception. And, this should be accomplished through the coordinated efforts of both the private and public sectors.

Keeping public spaces adjacent to their businesses clean must be viewed by Downtown's business owners as a daily part of doing business. And, this should be done voluntarily. However, if Downtown business owners do not act on this responsibility, the City should consider instituting a fine system which would penalize those business owners.

2. *Public Safety*

Downtown must both be safe and be perceived as safe. This is critical if Downtown is to attract customers, clients, residents, businesses, and investors.

An enhanced perception of Downtown public safety should be achieved through the following.

- *Police Presence*

The Plattsburgh Police Department should continue to maintain a high level of aggressive law enforcement throughout Downtown -- with officers in cars, on foot, and on bicycles. And, if deemed appropriate, assistance from state and federal resources should be sought when needed to address specific concerns which may be beyond the purview of local authorities.

- *Public Intoxication*

Bar owners, Plattsburgh SUNY, and the Courts should be involved in fostering both responsible bar ownership and responsible drinking in Downtown, as recommended below.

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Discussions should be held with bar/tavern owners to stress the importance of their:

- Discontinuing service to visibly intoxicated customers; and
- Cleaning-up areas around their establishments.

For bar owners who are chronically uncooperative in this regard, the City should consider making every effort to have their liquor licenses removed, if they choose to continue to operate in Downtown.

Discussions should be held with the President of Plattsburgh SUNY to identify ways that the university can instill a higher degree of responsible citizenship in students. Since students become members of the Plattsburgh community for several years, they should be expected to respect the values of the community.

Discussions should also be held with the Courts to ensure that those cited for public intoxication or related crimes are required to do community service work. And, that service should be in the form of cleaning-up Downtown. It should also be noted that Plattsburgh SUNY should be encouraged to institute academic penalties on students who are required to perform community service work and do not do so.

3. Pedestrian Safety

One of Downtown's attributes is that it is extremely walkable. However, to maximize this attribute, Downtown must be made more pedestrian-friendly through the following actions:

- Aggressively enforcing speed limits;
- Clearly marking cross-walks;
- As part of the wayfinding system (discussed below), installing attractive and eye-catching pedestrian right-of-way signs;
- Aggressively enforcing the pedestrian right-of-way law; and
- As feasible, returning as many one-way streets as possible to two-way traffic.

Regarding two-way streets, it is realized that the City has returned several Downtown streets to two-way traffic. It is also recognized that the return of two-way streets has been somewhat controversial in the community. However, it must be noted that one-way streets are being returned to two-way traffic in Downtowns throughout the nation. This is being done in the name of "traffic calming" -- a national movement aimed at slowing traffic in order to improve pedestrian safety. While some might think crossing two-way traffic -- and having to look both ways -- would be more dangerous for pedestrians, this is not the case. The fact is that one-way traffic is aimed at moving vehicles as quickly as possible from one point to another. Two-way traffic, on the other hand, slows traffic and makes the driver more aware of the presence of pedestrians. Therefore, a goal of the Downtown enhancement effort should be to have as many of Downtown's streets as possible be two-way.

It should be noted that on-street parking should not be removed to create two-way streets in Downtown. In fact, consideration should be given to retaining one-way traffic on Clinton Street and:

- Creating diagonal parking on the north side of the street; and
- Allowing parallel parking to remain on the south side.

Doing so would increase the number of on-street parking spaces as well as slow traffic, making Clinton Street even more pedestrian-friendly.

4. Wayfinding

A wayfinding system -- a series of creative and distinctive signs that direct motorists to Plattsburgh and all of its destination points -- is greatly needed. The community is fortunate to have a forward thinking City Administration that has recognized this need and taken steps to create such a system.

To ensure that the wayfinding system serves Downtown well, it is suggested that it include signs:

- Directing motorists to Downtown from I-87 and all major entry points to Plattsburgh;

- Directing motorists to -- and marking -- all key destination points within Downtown;
- Directing motorists to Downtown public parking facilities;
- Marking public parking lots as being such; and
- Noting pedestrian crosswalks and rights-of-way.

In addition, signs should be in both English and French, as is now the case, to reinforce the community's history, character, and unique sense of place.

5. Incentives

The City of Plattsburgh should be commended for making a variety of financial incentives available to Downtown business and property owners. These incentives are aimed at stimulating building facade improvements, business development, and housing development. Since these are all extremely important ventures in further enhancing Downtown Plattsburgh, it is suggested that the City continue to:

- Aggressively market these incentives;
- Seek funds to replenish the incentive programs; and
- Recycle repaid loan funds for re-use in Downtown.

6. Design Guidelines

The citizens of Plattsburgh appear to be very proud of the City's history and architecture, and rightfully so. The following steps should be taken to protect and preserve Downtown's architecture, which is nothing less than a visual manifestation of the community's local history and a portion of our nation's history.

- A professional preservation architect or architectural historian should be retained to develop exterior design guidelines for Downtown. The guidelines should delineate the appropriate treatment of building facades and business signs as well as the compatible design of new, infill structures.

- At a minimum, use of the City's financial incentives should immediately be tied to use of the design guidelines. In other words, applicants should not receive financial incentives without adhering to the design guidelines.
- If the community is serious about saving and maintaining the integrity of Downtown's older structures, consideration should be given to appointing a design review board and making use of the design guidelines mandatory.

7. Trails

The Lake Champlain Bikeways Network and Plattsburgh Heritage Trail should be completed to ensure viable links to Downtown from the historic district and adjacent neighborhoods as well as links between Downtown and the base.

8. Six Points

A tremendous opportunity exists to create a visual showcase at the Downtown location where six "points" come together. This is at the intersection of:

- Margaret Street;
- Brinkerhoff Street;
- Protection Avenue;
- Clinton Street;
- City Hall Place; and
- Durkee Street.

Not only is this a highly visible location within the heart of Downtown, but it also serves as a "terminated vista" for those walking into the Arts & Entertainment District from the lake. Therefore, the Six Points area should be beautified to act as a draw that entices pedestrians to walk from the lakefront into the Arts & Entertainment District.

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Creating the Six Points showcase should be accomplished by creating an overall design for this intersection. In doing so, the following should be considered:

- Maximizing landscaping;
- Adding colorful, creative flags that add motion;
- Installing a small water feature;
- Adding pedestrian-friendly streetscape improvements and amenities;
- Removing the brick enclosure that was constructed here in the 1970s;
- Introducing distinctive, decorative pavers to the roadway;
- Stressing public improvements that are beautifying rather than utilitarian in nature; and
- Encouraging food establishments with outdoor seating to locate all along this intersection.

Six Points must be made beautiful, eye-catching, and alluring. And, the design must be unified, in scale, professional, and respectful of Downtown's older architecture. Therefore, a professional landscape architect should be retained to design the Six Points showcase.

9. Streetscape Link

As is currently planned by the City, streetscape improvements should be implemented to create a link between Six Points and Lake Champlain. The affect of these improvements should be to make the distance from the lakefront to Six Points attractive, comfortable, convenient, and enticing for pedestrians.

10. Artwalk

Currently, an open space exists, running from Margaret to Durkee Street, roughly midway between Brinkerhoff and Division Streets. To reinforce the niche of the Arts & Entertainment District, this space should be reinvented as an Artwalk. The Artwalk should be created by:

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- Opening up the view from the Artwalk to the lake, by removing the existing, vacant block building facing Durkee Street;
- Adding landscaping and flowers;
- Working with local and area arts groups to create a public art sculpture garden in the space;
- Ensuring public safety by maintaining open and clear lines of sight;
- Including the open space in front of the Federal Building and placing a water feature at this point; and
- Considering extending the Artwalk across Durkee Street and to the river.

11. Performances

The Arts & Entertainment District is fortunate to already have a number of spaces in which performances are or can be held. Among these are:

- The Strand Theater;
- The City Hall auditorium;
- The riverfront staging area;
- Art spaces operated by non-profit groups; and
- Restaurants.

Performances should be held in each of these venues -- on a regular basis -- in order to create a strong image for the Arts & Entertainment District and to draw additional people to Downtown continuously. In particular:

- The Strand Theater should be returned to its 1924 glory and offer movies and live performances on a regular basis throughout the year;

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- Acoustics permitting, a series of performances should be offered in City Hall auditorium on a regular basis;
- Non-profit art groups should be encouraged to continue and, if possible, increase the number of performances they offer; and
- Downtown's restaurateurs should be encouraged to offer dining-appropriate music on weekend evenings.

And, these performances should be marketed as a group to demonstrate the numerous and varied entertainment options available Downtown.

12. Business Retention

A concerted effort should be made by the Downtown director (mentioned later in this document) to visit on a regular basis with business owners in the Arts & Entertainment District. These visits should be used to:

- Open and maintain clear lines of communication;
- Address any comments or questions owners might have about the enhancement effort; and
- Discuss issues with which business owners are struggling so they can be assisted or referred to appropriate service providers, such as SCORE and the Small Business Development Center.

13. Targeted Business Recruitment

Plattsburgh is fortunate to have a healthy collection of quality existing businesses which serve a broad base of customers from throughout the community, trade area, and beyond. However, there are several additional businesses which should be added to Downtown's collection in order to better serve the identified desires and needs of the marketplace, and provide additional offerings with which Downtown's existing businesses can share customers.

In a healthy, attractive Downtown, where the demand for and value of building space is substantial and the strength of the market is seen as solid by potential business prospects, many civic leaders and Downtown advocates simply wait for aggressive building owners and realtors to seek appropriate businesses when vacancies occur.

While this approach has served many older business districts well -- including Plattsburgh -- it appears that the leadership of Plattsburgh does not want to simply wait for all opportunities to surface through natural market channels. Rather, it is obvious that those interested in the well-being of Downtown Plattsburgh wish to take a more selective and aggressive approach to attracting businesses recognized as being needed and desired by the community.

Therefore, following is a specific approach which should be considered to selectively recruit additional businesses for Downtown Plattsburgh.

- A close working relationship should be maintained, at all times, with the owners of building space in Downtown Plattsburgh, or their designated representatives, such as realtors or management agents. The identified market needs of and planned initiatives to further enhance Downtown Plattsburgh -- as documented in this *Economic Enhancement Strategy* -- should be shared with Downtown real estate owners, agents, and representatives. Their participation in attracting and placing appropriate uses in appropriate locations in Downtown Plattsburgh should be sought and maintained at all times. With the market strength and appeal of Downtown Plattsburgh, a high level of participation in business attraction by owners, agents, and representatives should always be cultivated, nurtured, and, to a significant degree, expected.
- However, in even the most successful older business districts, the private sector, acting alone, does not always aggressively work to attract appropriate additional businesses. Therefore, it is strongly recommended that Plattsburgh have an alternative approach which can be employed when private sector owners, agents, and representatives do not aggressively seek appropriate business prospects when building space becomes available.
- When the private sector has not responded in a timely manner to recruit and place desired/needed uses, the Downtown Partnership (discussed later in this document) and staff should do so by working cooperatively and collaboratively with Downtown building owners, agents, and representatives. Retail business prospects should be sought from within the trade area and throughout Northern and

Central New York and Vermont -- and beyond if deemed appropriate, including Canada. Business prospects should be sought through field research, personal outreach, and personal contact between staff and business prospects. Mass mailings or other non-personal contact with business prospects should be avoided, since similar approaches employed in communities throughout the nation have not proven successful in attracting businesses -- particularly independent retail businesses which are the appropriate type to seek for Downtown Plattsburgh.

- When business prospects are identified, they should be personally invited to visit Downtown Plattsburgh, view appropriate building space, and relocate to Plattsburgh or open an additional operation in Downtown Plattsburgh.
- To help condition the marketplace to understand new business opportunities available in Downtown Plattsburgh, the marketing initiative -- described later in this document -- should be used to inform the market of Downtown enhancement actions and improvements, the depth and strength of Downtown's current offerings, and the range of goods and services being sought for Downtown Plattsburgh.
- A packet of information should be prepared that can be provided to new business prospects. The packet should contain:
 - A summary of the *Economic Enhancement Strategy*; and
 - Information about the specific properties identified as appropriate for each prospect.

The packet should be of very high quality and allow for personalization. The more personalized the packet, the better the reception it will receive from the prospect.

While all the types of business noted as appropriate for Downtown Plattsburgh should be sought when building space is available, an effort should be made to first

attract the following specific additional businesses to Downtown Plattsburgh's Arts & Entertainment District:

- Restaurants of varying price points, particularly additional ethnic offerings, with major emphasis on outdoor dining during season;
- Casual apparel and accessories;
- Entertainment -- theater, dance, music, magic, comedy, etc.
- Art and crafts -- including galleries and studios;
- Cameras and supplies;
- Optical products and services; and
- Home and office gifts and accessories.

14. Management

For a number of years, the City's Community Development Department has taken the lead on implementing the Downtown enhancement effort, in partnership with the Plattsburgh Downtown Association -- which is a Special Assessment District (SAD) organization. In addition, there are a number of other entities and non-profits whose work or projects are related to Downtown.

The following management arrangement is suggested to ensure that the recommendations in this document are implemented as quickly as possible, in an atmosphere of cooperation, with active communication, and in a way that leverages the actions and resources of all involved.

- Lead

The Plattsburgh Community Development Department should continue to spearhead the Downtown enhancement effort -- since this department's staff has proven to be committed, dedicated, professional, and effective in improving Downtown's economic health.

- Partnership

To ensure that the recommendations contained in this document are implemented -- and that the Downtown enhancement effort becomes a high profile endeavor and a community priority -- it is suggested that a partnership of the private and public sectors be formed.

This partnership has been started in the form of the Process Committee, created by the City to participate in defining this Downtown enhancement strategy. Since the Process Committee was created to be purposely representative of all key entities involved in Downtown, that Committee should form the basis of the Downtown Partnership.

To form a true private-public partnership -- and a strong leadership group -- the Downtown Partnership would optimally be comprised of:

- The Mayor of Plattsburgh;
- A Plattsburgh Common Council Member;
- A Clinton County Legislator;
- The Clinton County Manager;
- The President of the Plattsburgh Downtown Association (PDA);
- A highly respected Downtown business owner(s);
- A highly respected Downtown property owner(s);
- The CEO of a Downtown Bank;
- The Board Chair of the Plattsburgh/North Country Chamber of Commerce;
- The CEO of the Plattsburgh Airbase Redevelopment Corporation (PARC);

- The Board Chair of the Lake City Local Development Corporation (LCLDC);
- The CEO or Board Chair of the Clinton County Historical Association;
- The Board Chair of the North Country Cultural Center for the Arts;
- The Board Chair of the Council on the Arts for Clinton County;
- The President of Plattsburgh State University of New York; and
- The President of Clinton County Community College.

It is assumed that the Plattsburgh Community Development Department will act as staff to the Downtown Partnership and that the Department's staff will actively participate in all Partnership meetings.

The sole mission of the Downtown Partnership should be to implement and oversee implementation of the ***Plattsburgh Downtown/Waterfront Economic Enhancement Strategy 2003***.

- Staff

This Downtown enhancement strategy includes a large number of recommendations to be implemented. As was said earlier, the City's Community Development Department does an excellent job. However, due to this added workload -- and the fact that the Department's mission is City-wide -- it is suggested that the City hire a Downtown Director to serve as staff to the Downtown Partnership and implement the enhancement strategy in conjunction with the Partnership. The Downtown Director should be housed in the Community Development Department and answer to that Department's Director.

- Funding

Funds to implement this Downtown enhancement strategy will most likely be needed -- beyond the level now generated by the SAD. The Director and staff of the Community Development Department have an impressive track record of obtaining grants to fund Downtown initiatives. Therefore, efforts to secure grants should be continued. In addition, as needed, funds should be sought area-wide from:

- Business owners and commercial property owners;
- Developers;
- Banks;
- Utilities;
- Institutions, including colleges and universities;
- Service clubs (to sponsor projects recommended in the enhancement strategy);
- Foundations;
- Major employers area-wide;
- Area-wide corporations and industry;
- Government -- city, town, county, state, federal; and
- Any individual, entity, or institution that stands to benefit from an enhanced Downtown Plattsburgh.

Big Deals

It can be assumed that the projects recommended below will take a considerable amount of time to complete. However, their implementation should be started in 2003.

1. Lakefront Development Project

Mayor Daniel L. Stewart has initiated a major project that entails seeking a developer to build a 125 room, all-suites, 4-star hotel with conference facility, restaurants, and a degree of marine-oriented retail space on the lakefront. In addition, the City would build a public boat launch. This is a project that would have a tremendous impact on the future of Downtown and should, therefore, be moved forward. In doing so, care should be taken to:

- Ensure that retail businesses that locate along the lakefront are marine-related and not general retail or specialty retail -- since such businesses should be located in Downtown's Arts & Entertainment District;
- Work toward having all businesses located on the lakefront operate on a year-round basis;
- Screen the existing waste water treatment plant from view; and
- Provide an appropriate location for boat trailers -- to ensure that these vehicles do not interfere with commerce or mar lake views.

Efforts to implement this project should be supported and the project should be moved forward as quickly as possible. However, it should be noted that this project cannot be viewed as a "silver bullet" or panacea that will cause "everything else in Downtown to take care of itself." Instead, it should be viewed as one element in Downtown's overall enhancement; one that will not preclude the need to act on all of the other recommendations contained in this document. And, if -- for some unfortunate reason -- this development project does not come to fruition, Downtown's enhancement should still be continued, since it can become a reality even if this project does not.

2. *Durkee Street Infill Project*

Mayor Stewart has also initiated a major infill development project at the site of the City's off-street parking lot on Durkee Street, between Bridge and Broad Streets. This project would include construction of a public parking deck and ice sheet/rink. The design of this project should include:

- Creating "ribbon retail" spaces -- meaning spaces that are not deep -- on the street level of the parking deck along Bridge Street;
- Considering the creation of ribbon retail along some portion of the Durkee Street facade of the parking deck's first floor, perhaps at the Artwalk intersection;

- Considering the sale of air rights, for the space above the parking deck, to private developers who commit to building housing units with river and lake views;
- Extending the Artwalk across Durkee Street and to the Saranac River, as mentioned earlier;
- Maintaining open vistas to the river and lake;
- Maintaining public access along the river, via trails;
- Incorporating the existing farmers market into the site's design, if at all possible; and
- Designing the site's infill structures so that they are compatible with and complementary of Downtown's older architecture.

3. *Clinton Street Renaissance Project*

Clinton Street is one of Downtown's most inviting and beautiful streets, in terms of pedestrian-scale and architecture. However, this is perhaps one of the most neglected historic portions of Downtown. Therefore, a third major project should be initiated -- the Clinton Street Renaissance Project.

Clinton Street is currently suffering from vacancies, deteriorated buildings, and lack of streetscape improvements. Therefore, the renaissance project should include:

- Clean-up;
- Visible on-street police presence;
- Streetscape improvements -- which need not be as extensive as those implemented elsewhere in Downtown;
- Facade and building improvements;
- Recruitment of businesses recommended in this document for the Arts & Entertainment District -- especially first floor art galleries, cafes, and restaurants; and

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- Upgrading upper story housing.

This should be accomplished by:

- Targeting, in this area, the use of all available incentives;
- Contacting every Clinton Street property owner to discuss the renaissance project and available incentives;
- Seeking owner cooperation in actions, or assisting owners in finding buyers for their property who will be more participatory in the area's renaissance;
- Considering the introduction of angled parking on the north side of Clinton Street, as recommended earlier; and
- Creating the Artist Loft program, mentioned below, and targeting its use on Clinton Street.

4. Upper Story Housing

Downtown contains 230 housing units at this time, which is a considerable number. This number should be increased by:

- Striving to create market-rate apartments in Downtown, as a means of balancing the mix of housing; and
- Creating an artist loft program to induce artists to live, work, and show their art in Downtown.

Examples of Downtown artist loft programs should be obtained from Peekskill and Monticello.

5. Inappropriate Uses

Inappropriate uses in a Downtown serve to stifle pedestrian movement, deter investors, and detract from the area's family-oriented image. Therefore, uses that have this affect on Downtown Plattsburgh should be discouraged from locating in Downtown by:

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- Encouraging large, first floor government offices **that are located in the Arts & Entertainment District** to locate out of Downtown -- possibly locating on the air base and creating a cluster of related government services; and
- Prohibiting the sale of drug paraphernalia throughout Downtown -- and seeking assistance from appropriate government agencies to ensure compliance.

6. **Marketing**

A number of activities are now conducted which draw attention to and market Downtown Plattsburgh. These include:

- The Battle of Plattsburgh Victory Celebration;
- The Mayor's Cup Festival and Regatta;
- The Plattsburgh Downtown Association's annual play and garage sale;
- Christmas activities held at the Kent-Delord House Museum;
- The Web site maintained by the Downtown Plattsburgh Association; and
- A Downtown brochure titled *Downtown Plattsburgh Yours to Explore*, developed by the Plattsburgh Community Development Office, the Plattsburgh Downtown Association, and SUNY Plattsburgh's Internship program.

These activities should be augmented in the following manner.

- Family-friendly

Care should be taken to ensure that all special events now held in Downtown are family-friendly in all ways.

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- Signature Event

A new, annual special event should be created in Downtown. This should serve as an additional signature event that is unique and draws large numbers to Downtown. One event that should be considered to serve this purpose is an ice sculpture contest that would be held in the Arts & Entertainment District.

- French Theme

Consideration should be given to holding special events that celebrate the City's French heritage. This could be done in a small way -- such as organizing a waiter's race on Bastille Day or a wine tasting event on Beaujolais Nouveau Day -- or by creating a major Downtown special that has a French theme.

- French & English

As is being promoted by some with the Chamber of Commerce, Downtown restaurant menus posted in windows should be printed in French as well as English. In addition, any brochures created to market Downtown should be printed in both languages. Doing so will reinforce the City's heritage and, thereby, reinforce the fact to area visitors that Downtown Plattsburgh is a special and unique place.

- Web Site

The Downtown Plattsburgh Association now maintains a Web site. This should be recognized as an especially important tool in communicating with the buying public -- especially with university students and tourists, both of whom choose to obtain much of their shopping/tourism information on-line.

- Story Placement

Downtown's image must be strengthened -- and to some degree, re-invented -- as a not-to-be-missed destination for art, entertainment, specialty shopping, dining, waterfront fun, and scenic beauty. In part, this should be accomplished by working closely with all major media, throughout the region, to get positive stories placed about Downtown. The story placement effort should be concerted and continuous. Regional media that should be targeted include those in New York, Vermont, and Canada.

- Brochure/Visitor Guide

As was stated earlier, a brochure titled *Downtown Plattsburgh Yours to Explore* has been created to market Downtown. A new print piece should be created to act as

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a Downtown brochure and visitor guide. The piece should be comprised of the following:

- A "slick," professionally designed brochure/visitor guide -- having a long shelf-life -- that extols Downtown as one of the region's not-to-be-missed destinations, portrays its new image, and conveys its unique ambience -- both in photos and in text;
- An insert to the brochure/guide that lists all of Downtown's businesses and attractions -- that can be updated relatively inexpensively, as needed; and
- An insert that serves as an arts and entertainment guide -- by listing all of the exhibits, classes, and performances scheduled in Downtown, perhaps on a monthly basis.

The brochure/guide should be widely distributed at all major points where area residents and visitors gather. In addition to city, town, and county residents, the piece should be placed at locations that will enable it to reach:

- Plattsburgh SUNY students, parents, and visitors;
- Area special event-goers,
- Ferry users;
- Day-trippers throughout the region;
- A full-range of winter and summer outdoor enthusiasts (boaters, fishers, skiers, snow shoers, snow boarders, trail users, etc.);
- Cultural tourists -- those interested in history and the arts;
- Canadian leisure travelers; and
- I-87 travelers.

Implementation Sequence

IMPLEMENTATION SEQUENCE

This document contains numerous actions recommended for revitalizing Downtown Plattsburgh. The ***Plattsburgh Downtown/Waterfront Economic Enhancement Strategy 2003*** includes actions that should be taken to attain the Downtown vision and Downtown's market potentials. This chapter shows the recommended actions which should be carried out during the **first year** of the enhancement effort.

The ***Downtown/Waterfront Economic Enhancement Strategy*** is designed to guide the overall enhancement of Downtown Plattsburgh during the next five to seven years. At the end of each year, the Downtown Partnership should update the implementation sequence. And, within six years, consideration should be given to updating the entire ***Plattsburgh Downtown/Waterfront Economic Enhancement Strategy 2003***, depending on the level of program accomplishments realized.

Year-1 Implementation Sequence Plattsburgh Downtown/Waterfront Economic Enhancement Strategy 2003

Partnership and Management Actions

1. Formal adoption by the City Council of the *Plattsburgh Downtown/Waterfront Economic Enhancement Strategy 2003* as the official guide for the further enhancement of Downtown Plattsburgh.
2. Form Downtown Partnership, as recommended by *Economic Enhancement Strategy*.
3. Plattsburgh Community Development Department continues to staff the Downtown enhancement effort, working with the Downtown Partnership and including the addition of a new Downtown Director position.
4. Place uses in and enhance Downtown districts consistent with recommendations of *Economic Enhancement Strategy*.

Quick Hits Actions

1. Public and private sectors initiate concerted and continuous effort to keep all of Downtown's public and private spaces meticulously clean at all times, consistent with the recommendations of the *Economic Enhancement Strategy*.
2. Ensure the provision of the highest level of public safety throughout Downtown Plattsburgh, consistent with the recommendations of the *Economic Enhancement Strategy*.
3. Improve pedestrian safety throughout Downtown, consistent with the recommendations of the *Economic Enhancement Strategy*.
4. Design and install wayfinding system.

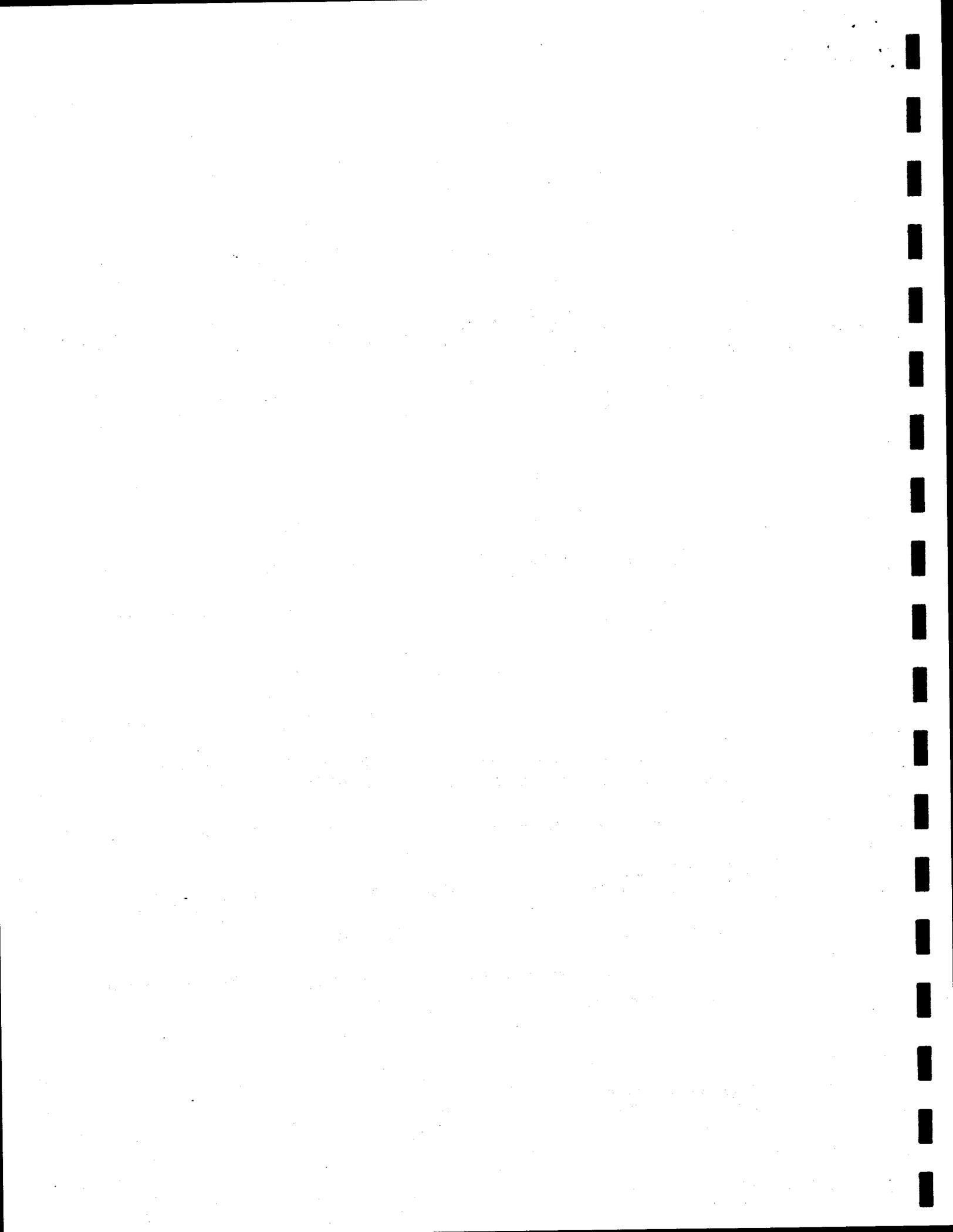
Year-1 Implementation Sequence Plattsburgh Downtown/Waterfront Economic Enhancement Strategy 2003 (Continued)

Quick Hit Actions (Continued)

5. Maintain and aggressively market all available incentives aimed at stimulating building facade improvements, business development, and housing development.
6. Prepare and use Downtown design guidelines -- linked to financial incentives.
7. Complete trail links to Downtown/historic district/ neighborhoods.
8. Plan and, as funds allow, implement "Six Points" project.
9. Plan and, as funds allow, implement streetscape link between Six Points and Lake Champlain.
10. Plan and, as funds allow, implement Artwalk project.
11. Plan and present performances in Arts & Entertainment District in all venues.
12. Downtown Director undertakes business retention efforts, consistent with recommendations of ***Economic Enhancement Strategy***.
13. Organize for business recruitment --seek businesses as needed.

Big Deals Actions

1. Continue to implement Lakefront Development Project -- completing ASAP.
2. Continue planning of Durkee Street Infill Project.
3. Start clean-up effort on Clinton Street, paving way for Clinton Street Renaissance Project.



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Appendix

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THE RETAIL REPORT®

**Downtown Plattsburgh
Primary Retail Trade Area**



1600 Prince Street • Suite 110
Alexandria, Virginia 22314

Phone 703 683 5126
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E-mail: info@hyettpalma.com
www.hyettpalma.com



THE RETAIL REPORT®

THE RETAIL REPORT, presented within this document, was specifically prepared for Downtown Plattsburgh, New York. This document presents information concerning the characteristics of the Downtown Plattsburgh primary retail trade area. The report was prepared in 2003 by HyettPalma, Inc.

THE RETAIL REPORT presents:

- The current demographic and socio-economic characteristics of customers in the Downtown Plattsburgh primary retail trade area;
- A five year projection of changing demographic and socio-economic conditions in the Downtown Plattsburgh primary retail trade area;
- A projection of the number of retail dollars that residents in the Downtown Plattsburgh primary retail trade area spend on retail goods; and
- A projection of the total retail spending potential for 24 classes of retail goods sought by customers in the Downtown Plattsburgh primary retail trade area.

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DEMOGRAPHIC AND SOCIO-ECONOMIC CHARACTERISTICS



Demographic and Income Profile

Downtown Plattsburgh, NY Trade Area

Site Type:

Trade area

Summary	2000	2003	2008
Population	61,031	61,125	60,967
Households	23,168	23,450	23,894
Families	14,952	14,942	15,085
Average Household Size	2.45	2.42	2.37
Owner Occupied HUs	15,354	15,611	15,964
Renter Occupied HUs	7,813	7,838	7,930
Median Age	35.2	36.2	37.9

Trends: 2003-2008 Annual Rate

	Area	State	National
Population	-0.05%	0.46%	1.18%
Households	0.38%	0.61%	1.37%
Families	0.19%	0.54%	1.31%
Owner HHs	0.45%	0.62%	1.53%
Median Household Income	2.49%	3.27%	3.11%

Households by Income	2000		2003		2008	
	Number	Percent	Number	Percent	Number	Percent
< \$15,000	4,754	20.5%	4,432	18.9%	4,012	16.8%
\$15,000 - \$24,999	3,317	14.3%	3,114	13.3%	2,880	12.1%
\$25,000 - \$34,999	3,167	13.7%	3,162	13.5%	2,728	11.4%
\$35,000 - \$49,999	4,063	17.5%	4,032	17.2%	3,858	16.1%
\$50,000 - \$74,999	4,468	19.3%	4,449	19.0%	4,916	20.6%
\$75,000 - \$99,999	2,092	9.0%	2,369	10.1%	2,576	10.8%
\$100,000 - \$149,999	919	4.0%	1,347	5.7%	2,037	8.5%
\$150,000 - \$199,999	216	0.9%	282	1.2%	461	1.9%
\$200,000+	183	0.8%	261	1.1%	428	1.8%
Median Household Income	\$36,054		\$38,341		\$43,359	
Average Household Income	\$44,030		\$48,808		\$56,020	
Per Capita Income	\$17,439		\$19,593		\$22,915	

Population by Age	2000		2003		2008	
	Number	Percent	Number	Percent	Number	Percent
0 - 4	3,210	5.3%	3,172	5.2%	3,093	5.1%
5 - 14	8,343	13.7%	7,633	12.5%	6,681	11.0%
15 - 19	5,199	8.5%	5,182	8.5%	5,193	8.5%
20 - 24	5,868	9.6%	6,086	10.0%	6,185	10.1%
25 - 34	7,650	12.5%	7,441	12.2%	7,220	11.8%
35 - 44	9,961	16.3%	9,375	15.3%	8,154	13.4%
45 - 54	8,050	13.2%	8,743	14.3%	9,672	15.9%
55 - 64	5,338	8.7%	5,861	9.6%	6,807	11.2%
65 - 74	4,141	6.8%	4,192	6.9%	4,241	7.0%
75 - 84	2,374	3.9%	2,511	4.1%	2,714	4.5%
85+	896	1.5%	929	1.5%	1,009	1.7%

Race and Ethnicity	2000		2003		2008	
	Number	Percent	Number	Percent	Number	Percent
White Alone	58,102	95.2%	58,184	95.2%	58,023	95.2%
Black Alone	1,257	2.1%	1,264	2.1%	1,263	2.1%
American Indian Alone	224	0.4%	224	0.4%	228	0.4%
Asian Alone	447	0.7%	452	0.7%	456	0.7%
Pacific Islander Alone	12	0.0%	11	0.0%	9	0.0%
Some Other Race Alone	413	0.7%	417	0.7%	419	0.7%
Two or More Races	575	0.9%	572	0.9%	569	0.9%
Hispanic Origin (Any Race)	1,071	1.8%	1,077	1.8%	1,079	1.8%

Data Note: Income is expressed in current dollars.

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. ESRI BIS forecasts for 2003 and 2008.

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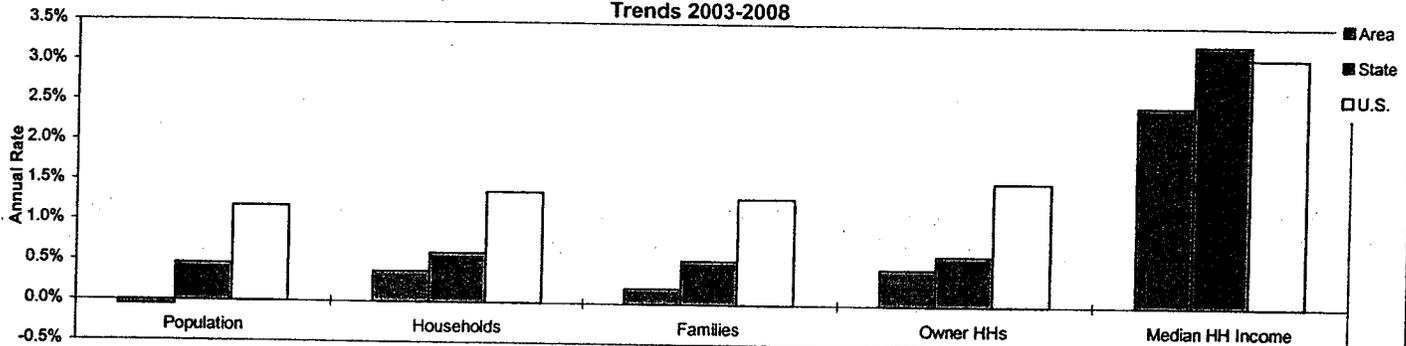
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Downtown Plattsburgh, NY Trade Area

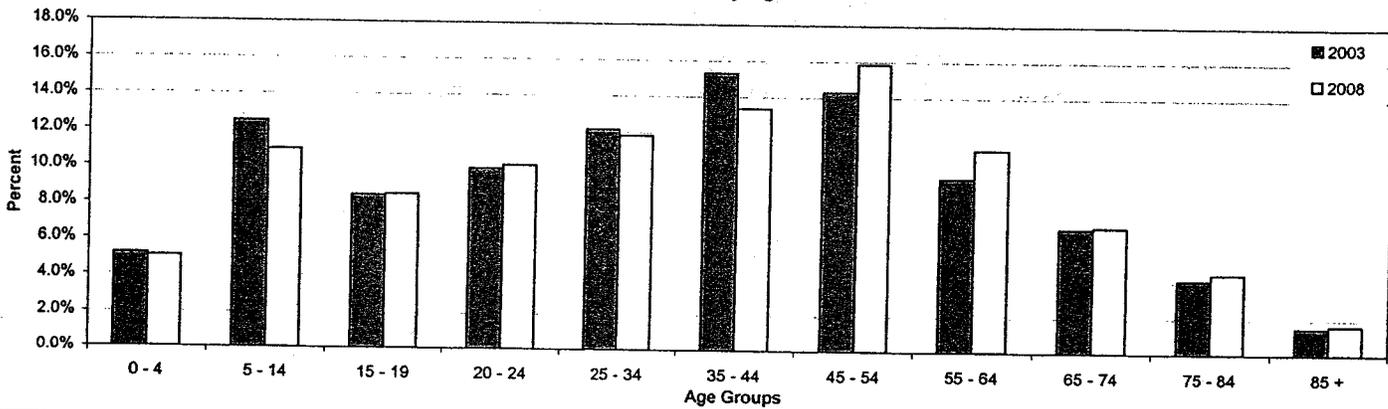
Site Type:

Trade area

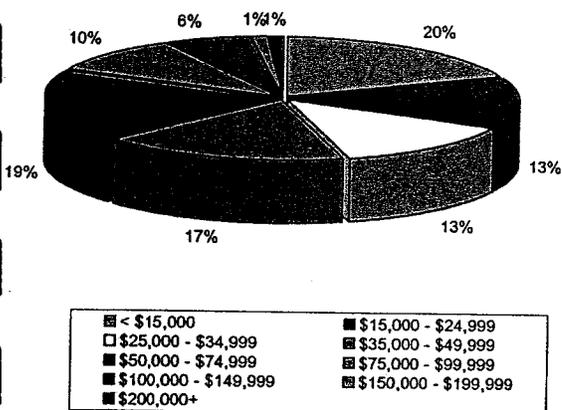
Trends 2003-2008



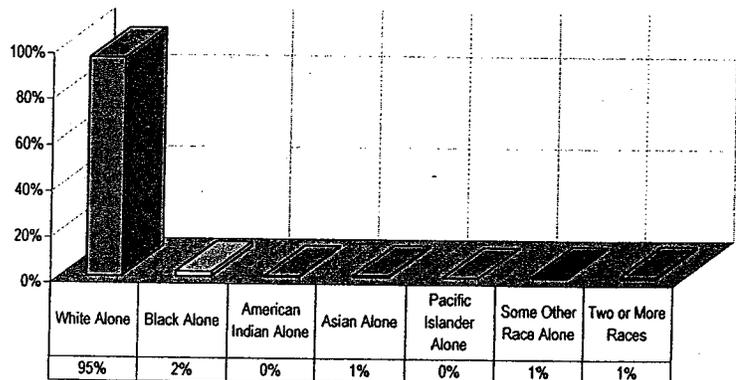
Population by Age



2003 Household Income



2003 Population by Race



2003 Percent Hispanic Origin

2%

Source: ESRI BIS forecasts for 2003 and 2008.

2003 ESRI BIS

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5/22/2003

**PRODUCT DEMAND
BY INCOME GROUP**

DOWNTOWN PLATTSBURGH'S RETAIL TRADE AREA
COMPUTATION OF TOTAL RETAIL PRODUCT DEMAND
BY INCOME GROUP

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,432	8,320	36,874,240
\$15000-24999	3,114	10,714	33,363,396
\$25000-34999	3,162	12,402	39,215,124
\$35000-49999	4,032	14,620	58,947,840
> \$50000	8,708	23,314	203,018,312
TOTAL DEMAND FOR PRODUCT			= \$371,418,912

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Food at home, food away from home, alcoholic beverages, household textiles, furniture, floor coverings, major appliances, small appliances and miscellaneous housewares, miscellaneous household equipment, men's apparel, women's apparel, boy's apparel, girl's apparel, children's apparel, shoes, other apparel products and services, prescription drugs and medical supplies, entertainment fees and admissions, televisions, radios, sound equipment, toys, playground equipment, entertainment equipment, personal care products and services, reading products, tobacco products and smoking supplies.

PRODUCT DEMAND BY PRODUCT TYPE

DOWNTOWN PLATTSBURGH'S RETAIL TRADE AREA
COMPUTATION OF TOTAL RETAIL PRODUCT DEMAND
BY PRODUCT TYPE

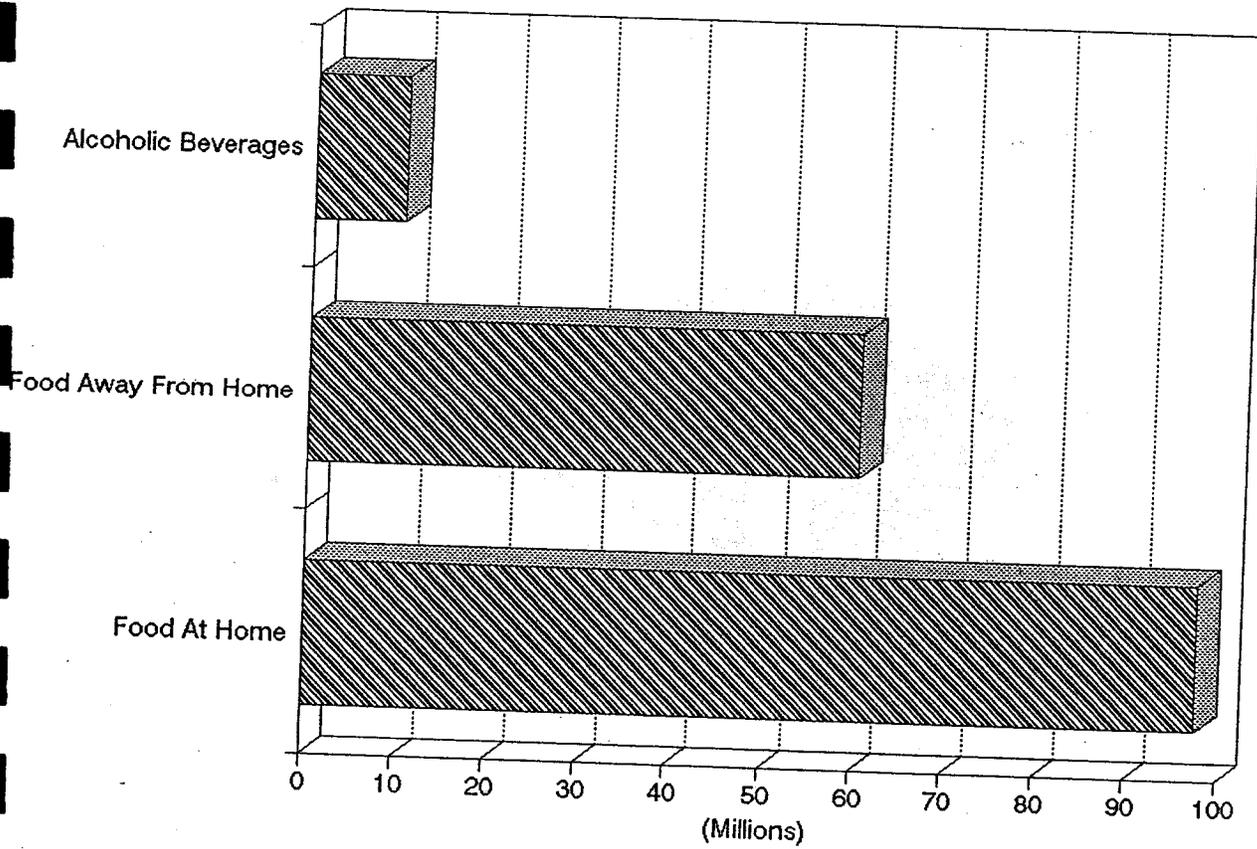
PRODUCT	DEMAND
Food At Home	97,688,070
Food Away From Home	60,177,940
Alcoholic Beverages	10,043,478
Household Textiles	3,525,956
Furniture	12,281,588
Floor Coverings	4,826,374
Major Appliances	5,267,250
Small Appliances & Miscellaneous Housewares	4,343,848
Miscellaneous Household Equipment	19,721,948
Men's Apparel -- 16 and Over	10,940,776
Boy's Apparel -- 2 to 15	2,729,712
Women's Apparel -- 16 and Over	17,232,280
Girl's Apparel -- 2 to 15	3,545,510
Children's Apparel -- Under 2	3,712,750
Footwear	9,483,006
Other Apparel Services & Products	8,808,292
Prescription Drugs & Medical Supplies	14,113,772
Entertainment Fees & Admissions	14,587,250
Televisions, Radios & Sound Equipment	16,950,616
Pets, Toys & Playground Equipment	9,884,428
Other Entertainment Supplies & Services	13,397,498
Personal Care Products & Services	15,484,990
Reading	4,393,570
Tobacco Products & Smoking Supplies	8,278,010
TOTAL DEMAND BY PRODUCT TYPE	= \$371,418,912

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEMAND FOR FOOD PRODUCTS

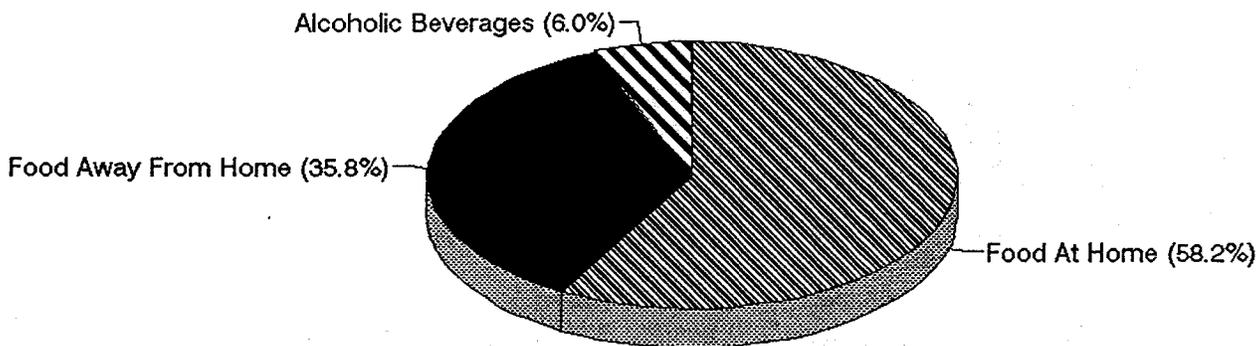
FOOD PRODUCTS

\$ DEMAND BY PRODUCT TYPE



FOOD PRODUCTS

% DEMAND FOR EACH DOLLAR



DOWNTOWN PLATTSBURGH'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: FOOD AT HOME

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,432	2,561	11,350,352
\$15000-24999	3,114	3,333	10,378,962
\$25000-34999	3,162	3,686	11,655,132
\$35000-49999	4,032	4,126	16,636,032
> \$50000	8,708	5,474	47,667,592

TOTAL DEMAND FOR PRODUCT = \$97,688,070

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Food at grocery stores or other food stores.

DOWNTOWN PLATTSBURGH'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: FOOD AWAY FROM HOME

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,432	1,284	5,690,688
\$15000-24999	3,114	1,487	4,630,518
\$25000-34999	3,162	1,853	5,859,186
\$35000-49999	4,032	2,284	9,209,088
> \$50000	8,708	3,995	34,788,460
TOTAL DEMAND FOR PRODUCT =			\$60,177,940

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All food at restaurants, carryouts and vending machines.

DOWNTOWN PLATTSBURGH'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: ALCOHOLIC BEVERAGES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,432	295	1,307,440
\$15000-24999	3,114	260	809,640
\$25000-34999	3,162	299	945,438
\$35000-49999	4,032	401	1,616,832
> \$50000	8,708	616	5,364,128
TOTAL DEMAND FOR PRODUCT =			\$10,043,478

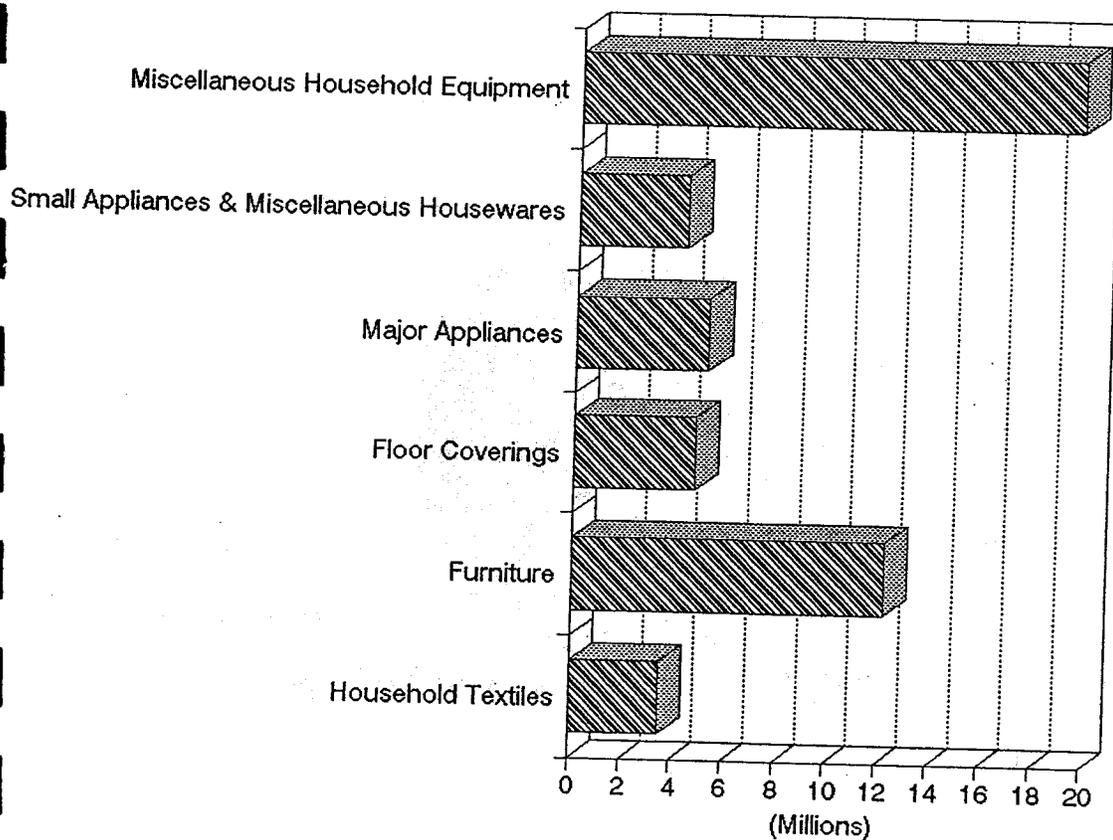
SOURCE: U.S. Department of Labor, Consumer Expenditure
Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All alcoholic beverages.

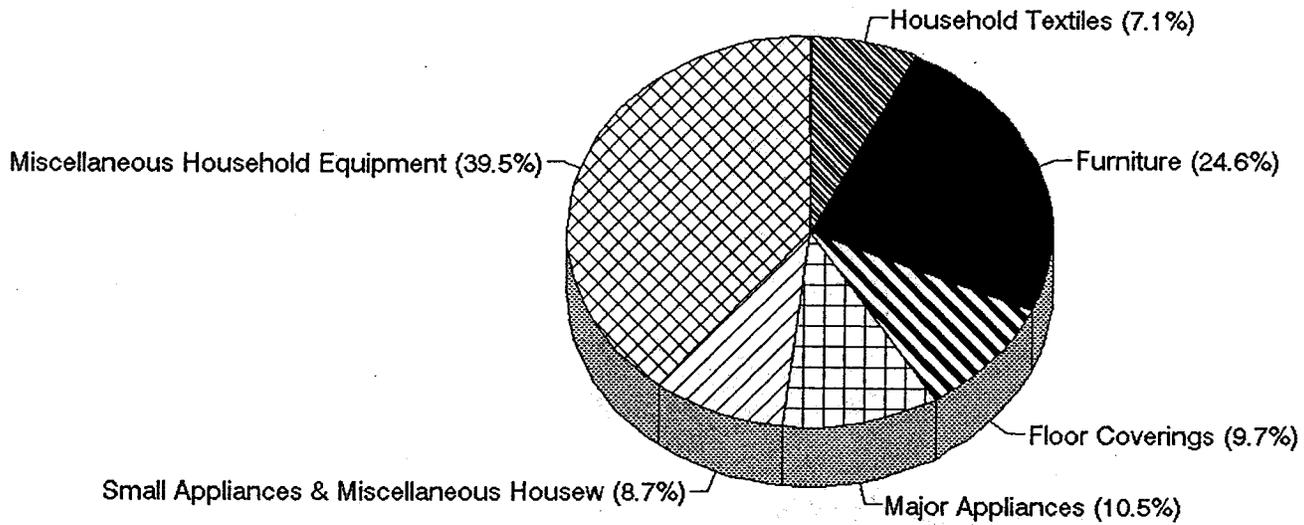
DEMAND FOR HOME PRODUCTS

HOME PRODUCTS \$ DEMAND BY PRODUCT TYPE



HOME PRODUCTS

% DEMAND FOR EACH DOLLAR



DOWNTOWN PLATTSBURGH'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: HOUSEHOLD TEXTILES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,432	58	257,056
\$15000-24999	3,114	78	242,892
\$25000-34999	3,162	88	278,256
\$35000-49999	4,032	107	431,424
> \$50000	8,708	266	2,316,328
TOTAL DEMAND FOR PRODUCT =			\$3,525,956

SOURCE: U.S. Department of Labor, Consumer Expenditure
Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Bathroom, bedroom, kitchen, dining room, and other linens,
curtains and drapes, slipcovers, pillows and sewing
materials.

DOWNTOWN PLATTSBURGH'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: FURNITURE

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,432	239	1,059,248
\$15000-24999	3,114	270	840,780
\$25000-34999	3,162	322	1,018,164
\$35000-49999	4,032	385	1,552,320
> \$50000	8,708	897	7,811,076
TOTAL DEMAND FOR PRODUCT =			\$12,281,588

SOURCE: U.S. Department of Labor, Consumer Expenditure
Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All indoor and outdoor furniture.

DOWNTOWN PLATTSBURGH'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: FLOOR COVERINGS

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,432	105	465,360
\$15000-24999	3,114	126	392,364
\$25000-34999	3,162	161	509,082
\$35000-49999	4,032	141	568,512
> \$50000	8,708	332	2,891,056
TOTAL DEMAND FOR PRODUCT =			\$4,826,374

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Carpet, rugs and other soft floor coverings.

DOWNTOWN PLATTSBURGH'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: MAJOR APPLIANCES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,432	80	354,560
\$15000-24999	3,114	140	435,960
\$25000-34999	3,162	165	521,730
\$35000-49999	4,032	225	907,200
> \$50000	8,708	350	3,047,800
TOTAL DEMAND FOR PRODUCT =			\$5,267,250

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Refrigerators, freezers, dishwashers, stoves, ovens, garbage disposals, vacuum cleaners, microwaves, air conditioners, sewing machines, washing machines, dryers, and floor cleaning equipment.

DOWNTOWN PLATTSBURGH'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: SMALL APPLIANCES & MISC. HOUSEWARES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,432	84	372,288
\$15000-24999	3,114	108	336,312
\$25000-34999	3,162	150	474,300
\$35000-49999	4,032	203	818,496
> \$50000	8,708	269	2,342,452
TOTAL DEMAND FOR PRODUCT =			\$4,343,848

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Small electrical kitchen appliances, portable heaters, china and other dinnerware, flatware, glassware, silver and serving pieces, nonelectrical cookware and plastic dinnerware.

DOWNTOWN PLATTSBURGH'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: MISCELLANEOUS HOUSEHOLD EQUIPMENT

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,432	376	1,666,432
\$15000-24999	3,114	400	1,245,600
\$25000-34999	3,162	530	1,675,860
\$35000-49999	4,032	691	2,786,112
> \$50000	8,708	1,418	12,347,944
TOTAL DEMAND FOR PRODUCT =			\$19,721,948

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

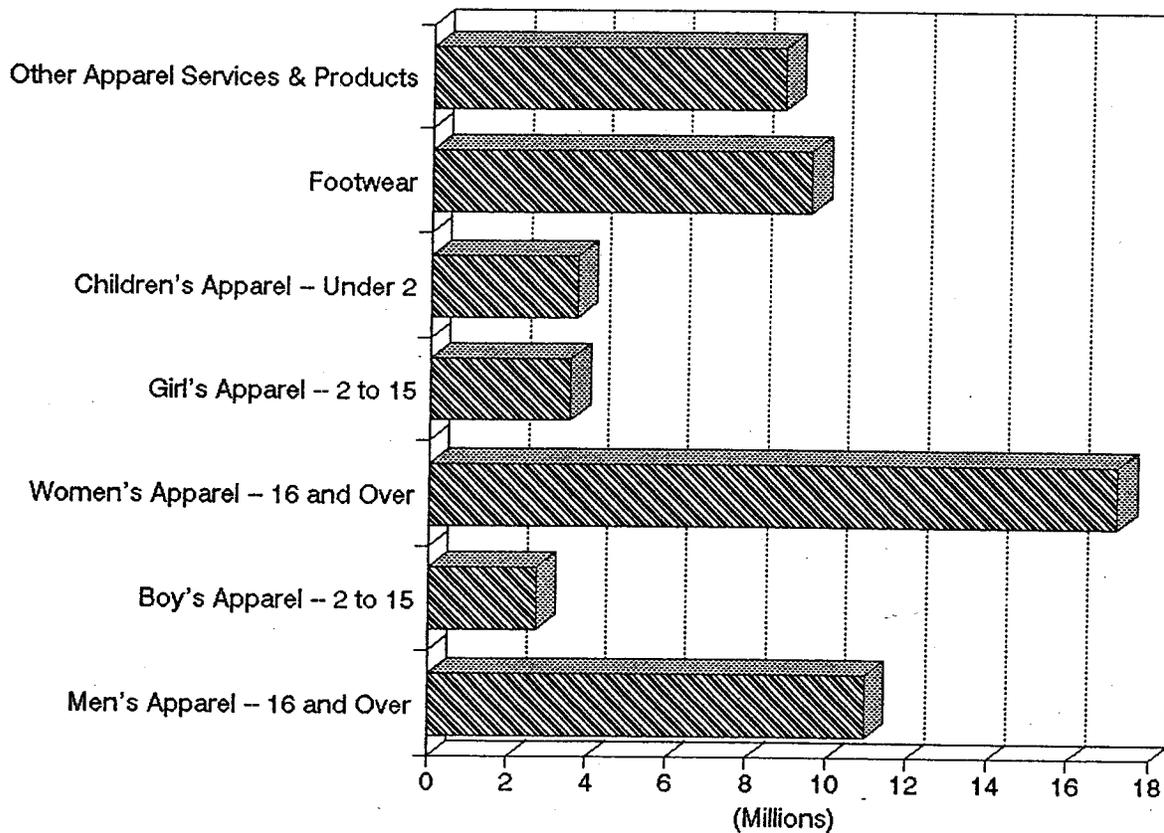
DEFINITION OF PRODUCT:

Typewriters, luggage, lamps, light fixtures, window coverings, clocks, lawnmowers, garden equipment, hand and power, tools, telephone devices, computers, office equipment, house plants, outdoor equipment, and small miscellaneous furnishings.

DEMAND FOR APPAREL PRODUCTS

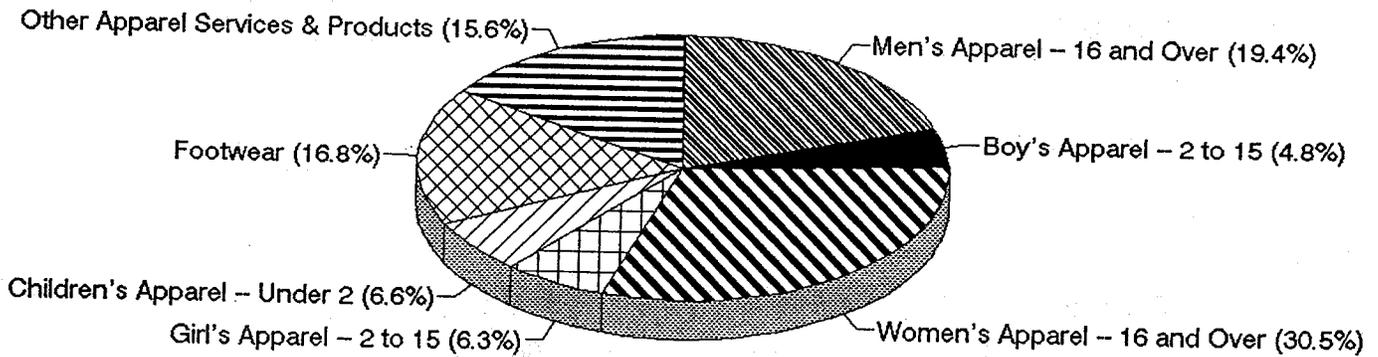
APPAREL PRODUCTS

\$ DEMAND BY PRODUCT TYPE



APPAREL PRODUCTS

% DEMAND FOR EACH DOLLAR



DOWNTOWN PLATTSBURGH'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: MEN'S APPAREL -- 16 AND OVER

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,432	215	952,880
\$15000-24999	3,114	285	887,490
\$25000-34999	3,162	329	1,040,298
\$35000-49999	4,032	403	1,624,896
> \$50000	8,708	739	6,435,212

TOTAL DEMAND FOR PRODUCT = \$10,940,776

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All apparel items and accessories, excluding footwear.

DOWNTOWN PLATTSBURGH'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: BOY'S APPAREL -- 2 TO 15

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,432	55	243,760
\$15000-24999	3,114	83	258,462
\$25000-34999	3,162	95	300,390
\$35000-49999	4,032	100	403,200
> \$50000	8,708	175	1,523,900
TOTAL DEMAND FOR PRODUCT =			\$2,729,712

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All apparel items and accessories, excluding footwear.

DOWNTOWN PLATTSBURGH'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: WOMEN'S APPAREL -- 16 AND OVER

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,432	363	1,608,816
\$15000-24999	3,114	455	1,416,870
\$25000-34999	3,162	527	1,666,374
\$35000-49999	4,032	728	2,935,296
> \$50000	8,708	1,103	9,604,924
TOTAL DEMAND FOR PRODUCT =			\$17,232,280

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All apparel items and accessories, excluding footwear.

DOWNTOWN PLATTSBURGH'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: GIRL'S APPAREL -- 2 TO 15

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,432	63	279,216
\$15000-24999	3,114	90	280,260
\$25000-34999	3,162	111	350,982
\$35000-49999	4,032	146	588,672
> \$50000	8,708	235	2,046,380

TOTAL DEMAND FOR PRODUCT = \$3,545,510

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All apparel items and accessories, excluding footwear.

DOWNTOWN PLATTSBURGH'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: CHILDREN'S APPAREL -- UNDER 2

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,432	85	376,720
\$15000-24999	3,114	107	333,198
\$25000-34999	3,162	126	398,412
\$35000-49999	4,032	160	645,120
> \$50000	8,708	225	1,959,300
TOTAL DEMAND FOR PRODUCT =			\$3,712,750

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All apparel items and accessories, including footwear.

DOWNTOWN PLATTSBURGH'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: FOOTWEAR

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,432	223	988,336
\$15000-24999	3,114	300	934,200
\$25000-34999	3,162	325	1,027,650
\$35000-49999	4,032	400	1,612,800
> \$50000	8,708	565	4,920,020
TOTAL DEMAND FOR PRODUCT =			\$9,483,006

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All footwear, except for children under 2 and special footwear used for sports such as bowling or golf shoes.

DOWNTOWN PLATTSBURGH'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: OTHER APPAREL SERVICES & PRODUCTS

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,432	147	651,504
\$15000-24999	3,114	216	672,624
\$25000-34999	3,162	230	727,260
\$35000-49999	4,032	272	1,096,704
> \$50000	8,708	650	5,660,200
TOTAL DEMAND FOR PRODUCT =			\$8,808,292

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

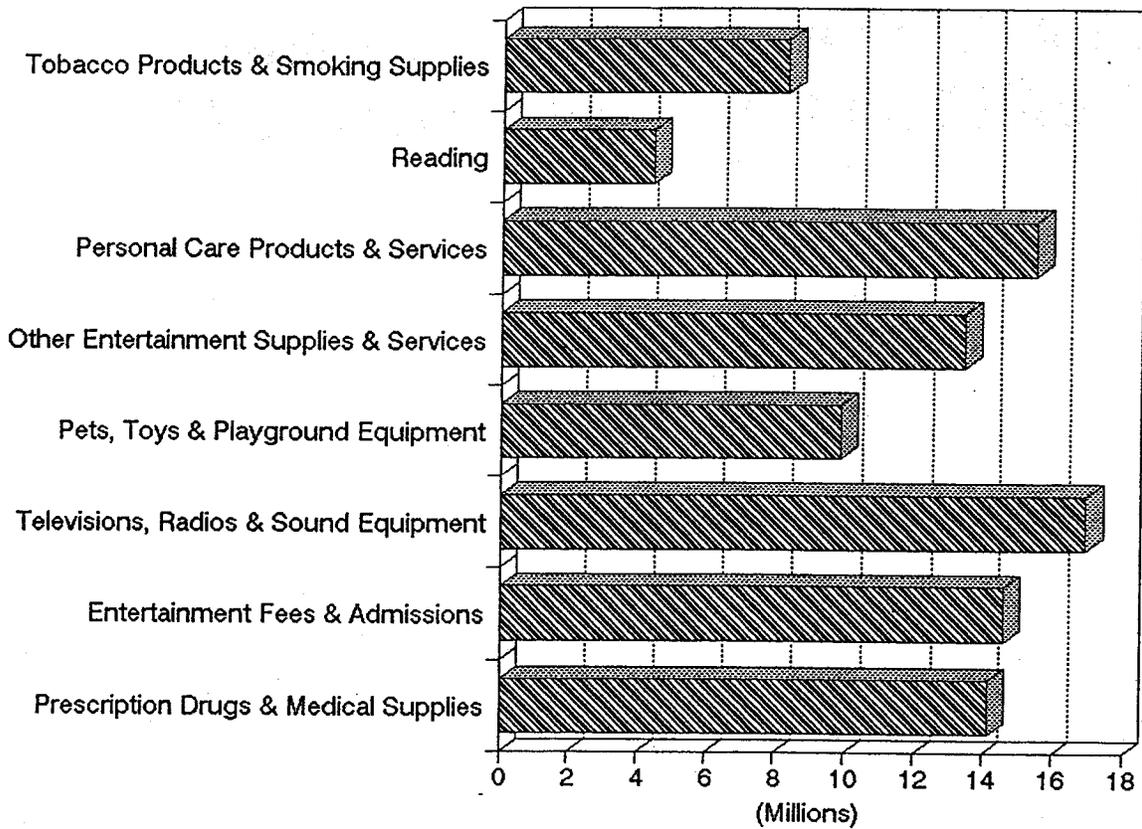
DEFINITION OF PRODUCT:

Material for making clothes, shoe repair, alterations, sewing patterns and notions, clothing rental, clothing storage, dry cleaning, and jewelry.

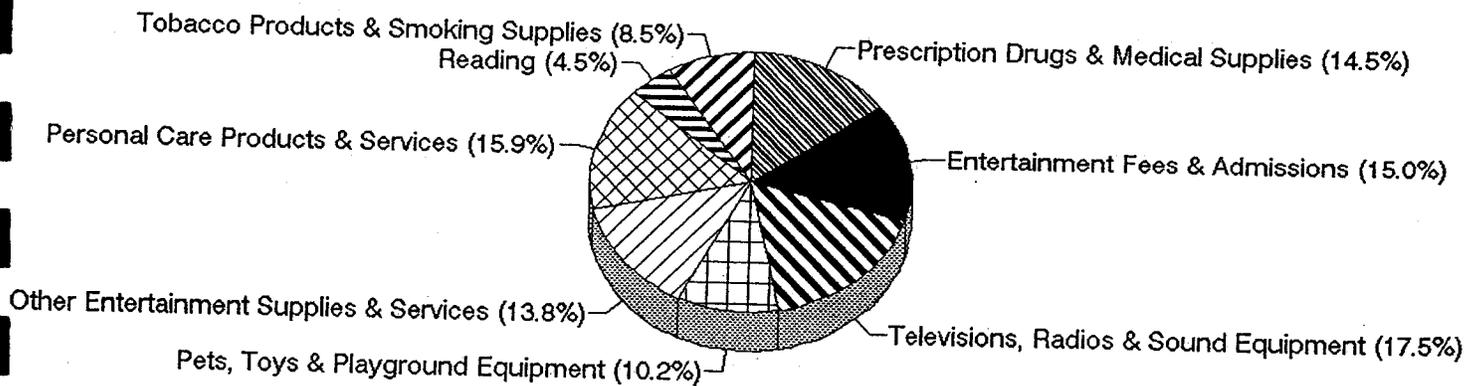
HyettPalma

DEMAND FOR PERSONAL CARE AND ENTERTAINMENT PRODUCTS

PERSONAL CARE/ENTERTAINMENT \$ DEMAND BY PRODUCT TYPE



PERSONAL CARE/ENTERTAINMENT % DEMAND FOR EACH DOLLAR



DOWNTOWN PLATTSBURGH'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: PRESCRIPTION DRUGS & MEDICAL SUPPLIES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,432	466	2,065,312
\$15000-24999	3,114	671	2,089,494
\$25000-34999	3,162	611	1,931,982
\$35000-49999	4,032	587	2,366,784
> \$50000	8,708	650	5,660,200
TOTAL DEMAND FOR PRODUCT			= \$14,113,772

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Prescription drugs, over-the-counter drugs, dressings, medical appliances, contraceptives, eyeglasses, hearing aids, rental medical equipment, and medical accessories.

DOWNTOWN PLATTSBURGH'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: ENTERTAINMENT FEES & ADMISSIONS

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,432	225	997,200
\$15000-24999	3,114	275	856,350
\$25000-34999	3,162	350	1,106,700
\$35000-49999	4,032	400	1,612,800
> \$50000	8,708	1,150	10,014,200
TOTAL DEMAND FOR PRODUCT =			\$14,587,250

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Admissions to sporting events, movies, concerts, plays, and movie rentals.

DOWNTOWN PLATTSBURGH'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: TELEVISIONS, RADIOS & SOUND EQUIPMENT

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,432	372	1,648,704
\$15000-24999	3,114	500	1,557,000
\$25000-34999	3,162	606	1,916,172
\$35000-49999	4,032	720	2,903,040
> \$50000	8,708	1,025	8,925,700
TOTAL DEMAND FOR PRODUCT =			\$16,950,616

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Television sets, video recorders, tapes, video game hardware and cartridges, radios, phonographs and components, records and tapes, musical instruments, and rental of the same equipment.

DOWNTOWN PLATTSBURGH'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: PETS, TOYS & PLAYGROUND EQUIPMENT

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,432	165	731,280
\$15000-24999	3,114	250	778,500
\$25000-34999	3,162	328	1,037,136
\$35000-49999	4,032	416	1,677,312
> \$50000	8,708	650	5,660,200
TOTAL DEMAND FOR PRODUCT =			\$9,884,428

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Pets, pet food, toys, games, hobbies, tricycles and playground equipment.

DOWNTOWN PLATTSBURGH'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: OTHER ENTERTAINMENT SUPPLIES & SERVICES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,432	154	682,528
\$15000-24999	3,114	380	1,183,320
\$25000-34999	3,162	425	1,343,850
\$35000-49999	4,032	475	1,915,200
> \$50000	8,708	950	8,272,600
TOTAL DEMAND FOR PRODUCT =			\$13,397,498

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Indoor exercise equipment, athletic shoes, bicycles, camping equipment, sporting goods, and photographic equipment and supplies.

DOWNTOWN PLATTSBURGH'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: PERSONAL CARE PRODUCTS & SERVICES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,432	345	1,529,040
\$15000-24999	3,114	425	1,323,450
\$25000-34999	3,162	550	1,739,100
\$35000-49999	4,032	650	2,620,800
> \$50000	8,708	950	8,272,600
TOTAL DEMAND FOR PRODUCT =			\$15,484,990

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Services and products for hair, oral hygiene products, cosmetics, and electric personal care appliances.

DOWNTOWN PLATTSBURGH'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: READING

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,432	80	354,560
\$15000-24999	3,114	125	389,250
\$25000-34999	3,162	160	505,920
\$35000-49999	4,032	175	705,600
> \$50000	8,708	280	2,438,240
TOTAL DEMAND FOR PRODUCT =			\$4,393,570

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Books, newspapers and magazines.

DOWNTOWN PLATTSBURGH'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: TOBACCO PRODUCTS & SMOKING SUPPLIES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,432	280	1,240,960
\$15000-24999	3,114	350	1,089,900
\$25000-34999	3,162	375	1,185,750
\$35000-49999	4,032	425	1,713,600
> \$50000	8,708	350	3,047,800
TOTAL DEMAND FOR PRODUCT =			\$8,278,010

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Tobacco products and smoking accessories.

The Retail Report®

USER GUIDE

The Retail Report is a business development tool customized for your Downtown. In it, HyettPalma has targeted the kinds of retail businesses that Downtowns across the country are attracting.

The Retail Report brings effective data to your business development efforts in a user-friendly format. Tables, graphs and charts interpret and present information critical to your Downtown's future. And, the report is customized for YOUR Downtown, containing information unique to your Downtown.

In The Retail Report, demographic and socio-economic data are amplified and taken to a new level of detail. Households in your trade area are segmented by income bands, and consumer spending habits are analyzed by these income groupings. This allows you to determine which income groups to target in your business development program.

Business prospects will expect to review information like this prior to making a commitment to Downtown. The Retail Report shows them your Downtown -- and your Downtown enhancement program -- are one step ahead of the competition.

The following pages list numerous ways you can use The Retail Report to improve the economy of your business district.

What Does The Retail Report Tell You ?

The Retail Report reveals what you can expect the customers in your defined retail trade area to spend in 2003.

The Retail Report shows the number of dollars residents of your trade area spend each year on over 100 different types of products -- products such as food at home, food away from home, furniture, appliances, apparel, prescription drugs, toys, reading material, etc.

The Retail Report is not a listing of national figures or projections; it is a customized report that gives you accurate and definitive information for your own trade area.

A demographic and socio-economic profile of trade area residents is included -- both a snapshot of their characteristics today and a five year projection of their changing characteristics.

Who Can Benefit By Using The Retail Report ?

Current owners of businesses within a given trade area;

Business owners who are thinking of opening a store in the trade area;

Entrepreneurs who are determining what type of business to open or who are deciding on a business location;

Bankers and others who are deciding whether or not to invest in specific types of retail businesses;

Downtown directors and other economic development professionals whose work entails business retention, entrepreneur development and business recruitment; and

Downtown revitalization leaders, Downtown directors, economic development professionals, and local elected officials who want sound information that lets them speak with certainty about their Downtown's potential to sustain specific types of retail businesses.

How Can Downtown Directors and Economic Development Professionals Use The Retail Report ?

To attract customers to Downtown by creating a mix of strong businesses which appeal to trade area residents.

To raise the confidence of investors in the profitability of your business district.

To help existing businesses become more profitable -- so that Downtown's rate of business turnover is lessened.

To fill building vacancies with the types of retail businesses that can succeed and thrive in your district.

To strengthen existing businesses and lessen business closings by:

- showing existing business owners what trade area residents are spending their money on;

- helping business owners determine how to cater to those shopping preferences -- and capture more shopping dollars; and

- enabling them to develop a business plan that is based on realistic market data.

To improve the variety and selection of retail goods offered in the business district by:

- showing existing business owners that there is money to be made by expanding or revising the types of retail goods they sell;

- showing existing business owners that there is money to be made by opening additional types of retail businesses in the business district; and

- targeting specific types of retail businesses -- so that you can actively recruit those businesses having the greatest potential to succeed and remain in your Downtown.

To attract additional businesses to the business district by:

providing definitive data that shows a market exists for the retail goods they sell.

How Can Business Owners Use The Retail Report ?

Business owners frequently ask, "How much money do residents of Downtown's trade area spend on the retail goods I sell?" Or stated another way, "How do I know there's money to be made in Downtown?"

The Retail Report allows you to answer these questions with certainty and authority by quantifying:

what the market is for particular retail products;

the spending potential of residents in your trade area for particular retail goods; and

the current "economic pie" -- how much money is being spent on various retail goods by residents in your Downtown's trade area.

To better plan, manage, and grow your business -- by using the information in The Retail Report, business owners can:

set annual benchmarks for how much of the "economic pie" they intend to capture for their business -- measured in anticipated gross sales receipts for YOUR Downtown;

set an annual budget based on their gross receipts benchmarks;

make informed budgeting decisions about how much to spend each year on inventory, overhead, advertising, staff, etc.; and

complete a business plan that persuades their banker to extend a commercial loan to them.

How Can Entrepreneurs Use The Retail Report ?

The Retail Report shows the sales potential within a given trade area for over 100 types of retail businesses. This would be invaluable in order to:

- compare the markets for a variety of different retail products;
- determine what type of retail business to open;
- complete a realistic business plan before opening that business; and
- persuade bankers and investors that a strong market exists for the type of retail business being opened.