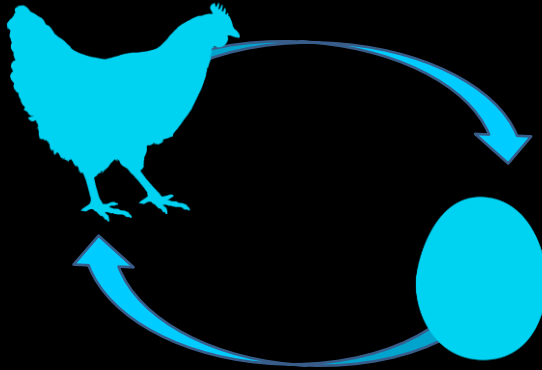


Plan It and They Will Come

PART 1 — CHICKEN AND THE EGG:
Does Economic Development Lead to
Infrastructure Development or Vice Versa?



AOT Annual Meeting and Training School



MICHAEL S. CASHMAN
SUPERVISOR,
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BEN SYDEN
AICP
VICE PRESIDENT,
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PLANNING SERVICES
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AGENDA

- Introductions
- Fiscal Responsibility
- Common Development Goals
- Common Challenges to Meeting Development Goals
- The Conundrum (Chicken and Egg)
- Leading with Planning
- Case Study – Town of Plattsburgh
Uses Planning to Support Development
of an Underutilized Asset



FISCAL RESPONSIBILITY

TOWN SUPERVISOR AND BOARD ARE
FINANCIAL STEWARDS OF COMMUNITY RESOURCES



COMMON DEVELOPMENT GOALS

TOWNS THROUGHOUT NEW YORK
WANT THE SAME THINGS

- Jobs
- Rateables
- Shift Tax Burden from Residents to the Commercial Base
- Healthy Mix of Uses:



RESIDENTIAL COMMERCIAL INDUSTRIAL



COMMON DEVELOPMENT GOALS

TOWNS THROUGHOUT NEW YORK
WANT THE SAME THINGS

- Jobs
- Rateables
- Shift Tax Burden from Residents to the Commercial Base
- Healthy Mix of Uses:



RESIDENTIAL COMMERCIAL INDUSTRIAL

CAN'T GET THESE WITHOUT THE INFRASTRUCTURE TO SUPPORT THEM



COMMON CHALLENGES

FACING SOME OF THE MOST DIFFICULT
FISCAL TIMES IN THE LAST DECADE

- Change in Soft Taxes
- Stagnant and/or Reduced Revenues
- Increased Costs
- Challenges Raising Funds
- Increased Competition for Grants
- Many Communities Don't have Capital Improvement Plans

TAX CAP



WHAT DO WE DO?

GIVEN THESE CONSTRAINTS,
HOW DOES A TOWN MAKE PROGRESS
ON ECONOMIC DEVELOPMENT GOALS?



REDEVELOPMENT OPPORTUNITY

PROPERTY WITH POTENTIAL



- Improve health of business community
- Provide jobs for residents
- Increase and diversify tax base



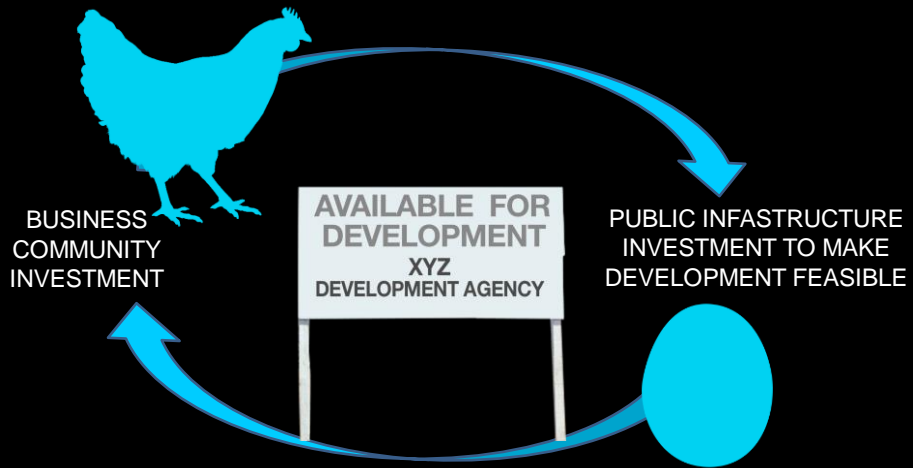
REDEVELOPMENT REALITY



- Map, Plan and Report
- Feasibility Study
- Project Funding for Water and Sewer Infrastructure



THE CONUNDRUM



INTRODUCE PLANNING AS THE LEADING STEP

ALTERNATIVE FRAMEWORK
TO CHICKEN / EGG CONUNDRUM



INTERTWINED OBJECTIVES INTEGRATED APPROACH



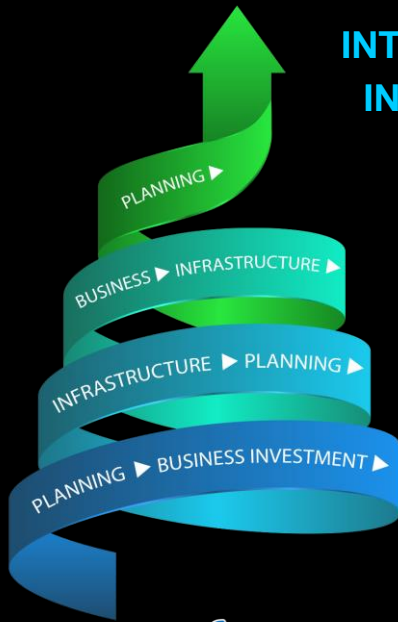
INTERTWINED OBJECTIVES INTEGRATED APPROACH



INITIAL INVESTMENT
IN PLANNING
FUELS A POSITIVE CYCLE
THAT FEEDS BOTH
ECONOMIC DEVELOPMENT
and
INFRASTRUCTURE
SUSTAINABILITY



INTERTWINED OBJECTIVES INTEGRATED APPROACH



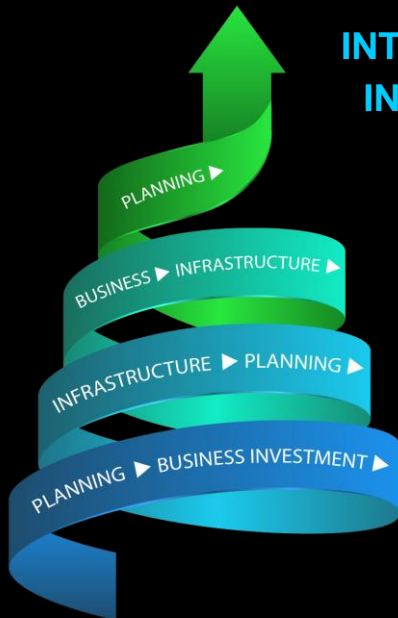
THIS POSITIVE CYCLE:

- Improves health of business community
- Provides employment opportunities for residents
- Increases and diversifies tax base

Laberge Group



INTERTWINED OBJECTIVES INTEGRATED APPROACH



THIS POSITIVE CYCLE:

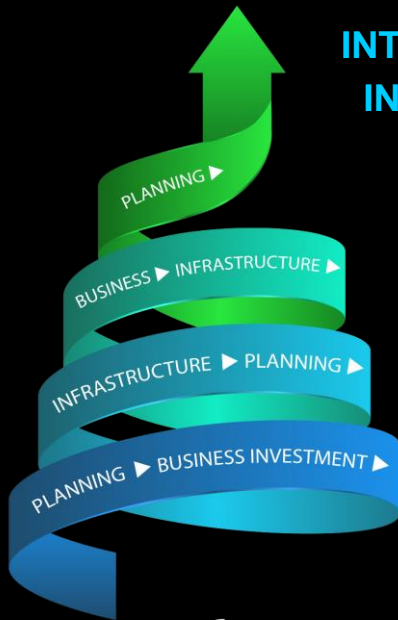
- Improves health of business community
- Provides employment opportunities for residents
- Increases and diversifies tax base

Increases community support
for infrastructure improvements
directly tied to job development

Laberge Group



INTERTWINED OBJECTIVES INTEGRATED APPROACH

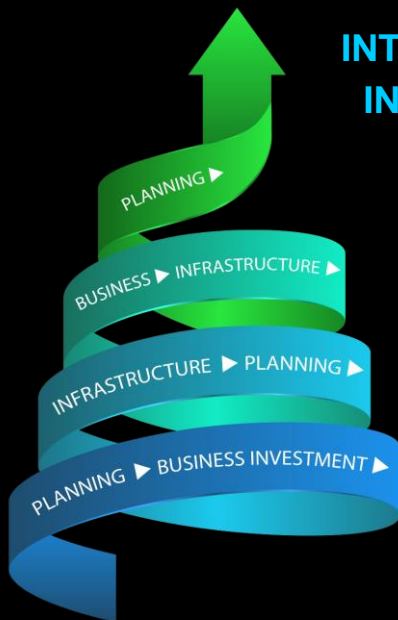


THIS POSITIVE CYCLE:

- Improves health of business community
- Provides employment opportunities for residents
- Increases and diversifies tax base

Additional public support for infrastructure initiatives that help shift the tax burden from residential tax base to commercial

INTERTWINED OBJECTIVES INTEGRATED APPROACH



- Plan findings also support grant funding and other financing opportunities:
 - Strengthens documentation to bolster infrastructure grant proposal success
 - Opportunities expand to include potential for economic development grant funding and financing

PLANNING AS THE LEADING STEP

1

PLANNING

- Conduct studies
- Identify desirable business uses
- Determine exactly what's needed to make the property viable for development
- Quantify costs

2

BUSINESS

- Property owners can use detailed information for marketing
- Businesses can plan using accurate up-front cost info and understanding of allowed uses
- Initial commitments

3

INFRASTRUCTURE

- Anchor businesses, new business investments, current business expansions will require pre-identified infrastructure improvements and built-out



CASE STUDY – FORMER CLINTON COUNTY AIRPORT

REDEVELOPMENT OF UNDER-UTILIZED ASSET



- Adaptive re-use opportunity with the potential to:
 - Foster growth & health of business community
 - Retain current businesses by offering expansion solutions
 - Provide new jobs and safeguard current jobs for residents
 - Increase and diversify tax base



REDEVELOPMENT OF
CLINTON COUNTY AIRPORT

CASE STUDY – FORMER CLINTON COUNTY AIRPORT

THE CASE FOR PLANNING FOR REDEVELOPMENT



- Businesses demonstrated interest in investing.
- Because of the prospect of commercial investment, public funds were invested in readying the site for development through public planning that determined what the infrastructure needs and costs would be to for a full build-out of the property.
- Initial business investments led to job creation, which in turn led to public support for capital improvement infrastructure investment to enable the full build-out. That in turn promises to lead to further economic development and additional jobs.



REDEVELOPMENT OF
CLINTON COUNTY AIRPORT

1

PLANNING AS THE LEADING STEP



A

COMPREHENSIVE PLANNING

COMPREHENSIVE PLAN (2010)

- Identified Assets
 - Identified former County Airport's redevelopment potential
- Established Clinton County Airport Sub-Committee
 - Examined the property's best uses
 - Conducted analyses
 - Prepared legislation supporting redevelopment of the site
 - Conducted initial evaluation of infrastructure to support development
- Paved the way for Economic Development Strategic Plan



A

ECONOMIC DEVELOPMENT PLANNING

ECONOMIC DEVELOPMENT STRATEGIC PLAN (2013)

- Identified the Former County Airport as an Indisputable Asset
- Stipulated Business Retention, Attraction, and Expansion Strategies
 - Action Priority #2: Develop the Former Clinton County Airport
 - Prepare a GEIS to evaluate land uses
 - Maximize smart growth, mixed-use development
 - Work with partners to advertise
- Identified Need to Further Evaluate Infrastructure Requirements
- Findings Facilitated Funding Support for Further Planning
 - Economic Development Grant awarded for an Evaluation Planning Report
 - Assistance from Clinton County and the Development Corporation



B

ENGINEERING ANALYSIS

INFRASTRUCTURE EVALUATION PLANNING REPORT (2016)

Objectives

- Ascertain infrastructure capacities and other data of interest to prospective business developers of the former Clinton County Airport
- Assess augmentation needs and pricing
- Encourage business investment by providing accurate information to facilitate prospective developers' fiscal and operational planning
- Provide precise and accurate information for active marketing

Evaluated / Delivered

- Existing capacities
 - Water Supply, Storage, and Distribution
 - Sanitary Sewer Collection /Treatment
 - Transportation Network
 - Gas & Electrical Supply / Transmission
 - Data / Communications Networks
- Identification of preferred alternatives
- Specified cost and other non-monetary factors
- Concept plans for anticipated development needs



B

ENGINEERING ANALYSIS

INFRASTRUCTURE EVALUATION PLANNING REPORT (2016)

Advantages

- Flat Terrain
- Unencumbered Transportation Access
- Access to Public Town-Owned Water and Sewer
- Minimal Need for Stormwater Conveyance and Treatment
- Natural Gas, Electricity, and Broadband Available Adjacent to Property

Augmentation Needs

- Existing Town water supply was nearing capacity. Town secured additional supply and built storage as components of CIP.
- Wastewater collections system has limited capacity.
 - Presented plan for routing wastewater to larger sewer system and provided approximate costs of off-site improvements
 - Rehabilitation of Route 3 Sanitary Pump Station



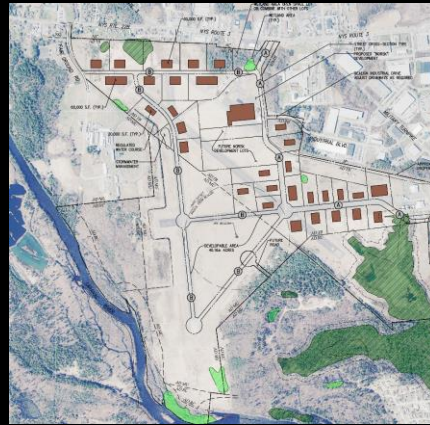
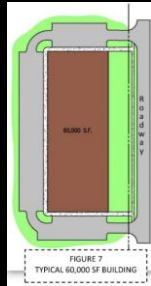
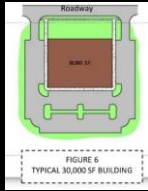
B

ENGINEERING ANALYSIS

INFRASTRUCTURE EVALUATION PLANNING REPORT (2016)

Concept Plans

Drive the overall development pattern of the property and provide a framework for determining development costs



C

LAND USE & ZONING

Objectives

- Identify appropriate business uses
- Review / assess current code
- Provide definitive allowable land-use information to prospective developers to facilitate planning and ensure unambiguous code

Findings

- No code revisions necessary at this time
- Established an explicit process for re-zoning petition if required by a prospective developer



D

ENVIRONMENTAL REVIEW

Objectives

- Shovel-ready site process
- Identify restrictions / issues
- Identify required permitting processes, mitigation, or remediation for each issue

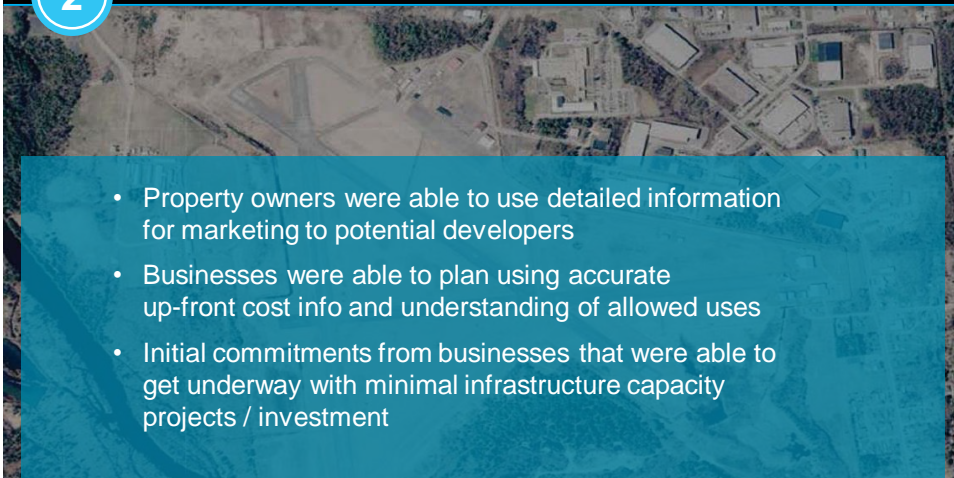
Findings

- Minimal environmental restrictions
- Regulated Wetlands
 - Identified required permitting process
 - Identified process for regulatory compliance
- Potential of endangered species
 - Outlined mitigation procedures
- Materials in limited number of existing buildings
 - Specified appropriate remediation / abatement where needed



2

INITIAL BUSINESS INVESTMENT



- Property owners were able to use detailed information for marketing to potential developers
- Businesses were able to plan using accurate up-front cost info and understanding of allowed uses
- Initial commitments from businesses that were able to get underway with minimal infrastructure capacity projects / investment



2

INITIAL BUSINESS INVESTMENT

INITIAL INVESTMENTS BUILD MOMENTUM TOWARD EMERGENCE OF A REGIONAL MANUFACTURING HUB

- **Monaghan Medical Corporation Expansion**
 - 65,000 square foot facility on 35 acres of property
 - Create 10 new jobs and retain 72 “at-risk” positions
- **Norsk Titanium**
 - 80,000 square foot facility
 - More than 100 people employed
 - Higher than average wages
 - Impetus for an effort to gather a “cluster” of suppliers and service providers that cater to high-tech 3D printing



1

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3

3

INFRASTRUCTURE INVESTMENT

- ✓ **Route 3 Pump Station Rehabilitation:** 40 year-old pump station redesigned - modifying it from a dry-well station to a submersible station, building to house the control systems, improving access and ease-of-operation, and improving safety.
- ✓ **Increased Water Capacity and Storage to Meet Additional Demand:** Additional supply has been secured, and additional storage capacity has been made available through rehabilitation and new construction. Part of a Town-Wide Capital Improvement Plan to support not only this property, but others like it.
- **Additional Wastewater Collection and Treatment Capacity:** Preferred solution identified: route wastewater to a larger sewer system bypassing the existing inadequate system. Approximate associated costs have been provided (approx. \$2.5 million) and may be bourn by various combinations of Town, County, and Developers.



1

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D

2

3

A LOOK AT THE PROS AND CONS

PRO

- Strong way to get started leveraging an economic development opportunity in the absence of a blank check (much smaller investment than jumping to infrastructure investment)
- Building partnerships / Creating buy-in
- Enticement for developers by reducing their up-front financial investment and risk

CON

- Can be a prolonged timeframe to see payoff – potential for multi-administration timeframe
- Coordination complexity – multiple municipalities / county / development corporation / state / business community
- Timeline for Return on Investment unknown

Secret sauce that makes it more likely to be pros than cons:
AN AGGRESSIVE PROACTIVE COMMUNICATION STRATEGY



Thank you!