



As the primary advocate for business and economic excellence in the North Country, the Plattsburgh-North Country Chamber of Commerce has a vital role to play in grasping the opportunities and confronting the challenges of the 21st century. We are committed to doing so with vision, innovation, determination, courage and enthusiasm.

From our logistical advantages, our manufacturing growth and our home grown enterprise to our people, our communities and our natural wonders, the Plattsburgh-North Country Region has all of the ingredients for prosperity and progress in the years ahead. We embrace the following as **KEY STRATEGIC COMMITMENTS** in pursuit of our region’s full potential:

- ❖ **WE WILL MAINTAIN A UNIQUE AND LEADING ROLE IN ECONOMIC DEVELOPMENT IN THE NORTH COUNTRY, FOCUSING ON ENDEAVORS, WHICH STRATEGICALLY POSITION THE REGION AND OUR MEMBERS FOR MAXIMUM SUCCESS IN THE FUTURE.**

We approach our commitment to “strategic positioning” with two fundamental precepts in mind:

- ➔ **THROUGHOUT HISTORY, WHERE THINGS MOVE IS WHERE PROSPERITY OCCURS.** This argues for a strong commitment to the strategic aspects of transportation in all forms, and to the identification and exploitation of opportunities inherent in our changing place in the global logistical landscape.
- ➔ **TO ACHIEVE GREAT THINGS, SMALL AREAS MUST DETERMINE WHAT IT IS THAT IS BIGGER THAN THEMSELVES THAT THEY CAN MAKE THEMSELVES A “CONTRIBUTING PART” OF,** thus enhancing the chances for inclusion, access and a return.

- ❖ **WE WILL GRASP THE ENTIRE ARRAY OF ECONOMIC OPPORTUNITIES INHERENT IN OUR EVOLVING RELATIONSHIP WITH MONTREAL, TAKING THE FULLEST POSSIBLE ADVANTAGE OF OUR EMERGENCE AS MONTREAL’S U.S. SUBURB AND OF MONTREAL’S EMERGENCE AS A PRIME LOGISTICAL HUB AND HIGH-TECH CENTER FOR ALL OF NORTH AMERICA.**

- ❖ **WE WILL TURN OUR GATEWAY LOCATION WITHIN THE MERGING NORTH AMERICAN ECONOMY INTO A THRIVING CENTER OF GLOBALLY ORIENTED ENTERPRISE INCLUDING THE EMERGING GREEN ECONOMY AND OUR COMMITMENT TO QUEBEC-NEW YORK AS A “GREEN CORRIDOR.”** To that end, we will continue to co-lead and facilitate the development of the **QUEBEC-NEW YORK CORRIDOR** to its fullest potential as a vibrant, globally connected, bi-national economic region within which Plattsburgh and the North Country have a substantial place and a key role.

- ❖ **WITHIN THE NORTH COUNTRY, WE WILL PROMOTE REGIONALISM AS THE ONLY EFFECTIVE MEANS OF BUILDING SUFFICIENT CAPACITY TO CARRY OUT MEANINGFUL ECONOMIC DEVELOPMENT STRATEGIES, DEVELOP AND DELIVER THE SERVICES NEEDED BY BUSINESS, BE AN EFFECTIVE VOICE FOR THE NORTH COUNTRY ECONOMY, AND TO SOLVE REAL PROBLEMS AND GRASP THE GREATEST OPPORTUNITIES.**

In further support of these over-arching strategic aims, we also remain committed to the following strategic objectives:

- ❖ **WE WILL COMMIT OUR SKILLS AND ABILITIES TOWARD MAKING THE NORTH COUNTRY A WINNING REGION IN THE CHALLENGING FIELD OF WORKFORCE DEVELOPMENT, WORKING IN PARTNERSHIP WITH OTHERS WHILE ACTING AS THE PRIMARY REPRESENTATIVE AND ADVOCATE FOR BUSINESS AND EMPLOYERS.**
- ❖ **WE WILL NURTURE NEW ENTERPRISE AND SUPPORT SMALL BUSINESS AS THE CONTINUED BACKBONE OF THE NORTH COUNTRY ECONOMY, WORKING WITH KEY PARTNERS TO SUSTAIN AND BUILD A SMALL BUSINESS COMMUNITY THAT IS STRONG, PROSPEROUS AND CONTINUALLY ADAPTABLE TO CHANGE.**
- ❖ **WE WILL HELP TO TAP THE NORTH COUNTRY'S INCREDIBLE NATURAL AND MANMADE ATTRACTIONS, AS WELL AS ITS HISTORY AND STRATEGIC LOCATION, IN WAYS THAT ENCOURAGE TOURISM WHILE ALSO ENHANCING THE QUALITY OF LIFE.**
- ❖ **WE WILL BE THE ACTIVE AND EFFECTIVE VOICE OF NORTH COUNTRY BUSINESS AND THE NORTH COUNTRY ECONOMY IN WASHINGTON, ALBANY AND ALL OTHER PLACES WHERE CRITICAL DECISIONS ARE BEING MADE THAT CAN OR WILL IMPACT OUR ECONOMIC FUTURE.**
- ❖ **WE RECOGNIZE THAT A QUALITY ECONOMY CAN ONLY BE SUSTAINED BY A QUALITY COMMUNITY. SUCH A COMMUNITY MUST HAVE A HIGH QUALITY OF LIFE IN ALL RESPECTS, WITH OPPORTUNITIES FOR ALL OF ITS PEOPLE TO BE A PART OF IT. WE WILL WORK IN PARTNERSHIP WITH OTHERS TO CONTINUALLY BUILD AND SUSTAIN SUCH A COMMUNITY IN OUR NORTH COUNTRY REGION.**
- ❖ **AS A CHAMBER WE WILL CONTINUALLY PROVIDE SUCH EXCELLENT AND RESPONSIVE SERVICE TO OUR MEMBERS AND TO THE REGIONAL ECONOMY THAT IT WILL BE UNTHINKABLE FOR ANY BUSINESS NOT TO BE A PART OF THE TEAM.**

BUSINESS PLAN 2011 PRIORITIES

#1 - MONTREAL AND THE QUEBEC-NEW YORK CORRIDOR:

- **QUEBEC-NEW YORK:** Continued dedication to broadening and deepening our connectivity with Montreal and Quebec as a crucial component of all of our major strategic aims, including economic development, airport development, and tourism. This will include maximum efforts to engage the new administration in Albany in our established Quebec-New York Corridor process, including a proposed Summit in 2011, as well as expanded activity with partners such as the Montreal World Trade Center.
- **HIGH SPEED RAIL:** We will continue our active advocacy for passenger rail investment in the Montreal-New York City corridor as a core strategic objective of Quebec.
- **BORDER:** We will maintain our active commitment to optimizing border fluidity for all modes of transportation, including working with our Quebec partners toward facility enhancements at Lacolle.

#2 - PLATTSBURGH INTERNATIONAL AIRPORT:

- Continued strong commitment to marketing and development, for both aerospace and air Service, and active engagement in the finalization of the Airport Master Plan process and the terminal expansion design process.

#3 - STRATEGIC ECONOMIC DEVELOPMENT:

- **ADIRONDACKS:** We will play a key role in the pursuit of new and appropriately tailored economic development strategies and support mechanisms within the Adirondack Park.
- **TRANSPORTATION:** We will continue to work aggressively in Washington and elsewhere in support of our transportation equipment cluster and the generation of contract opportunities, including reauthorization of SAFETEA-LU by Congress.
- **TRANSITIONS:** Active oversight of the Pfizer and Lyon Mountain Transition Coordinating Councils, and strong engagement in related marketing efforts.
- **EB-5 REGIONAL CENTER:** Successful start-up of a North Country EB-5 Regional Center as a new economic development tool and resource for our region.
- **WORKFORCE DEVELOPMENT:** Reinforcement of our established strategic and service roles in regional workforce development.

#4 - GOVERNMENT AFFAIRS:

- **TRANSITION:** Effective political transitions, maintaining or enhancing our ability to successfully advocate for the North Country economy in Albany and Washington.
- **A PRO-GROWTH AGENDA IN ALBANY:** Maintaining our strong engagement in coalitions such as Unshackle Upstate to promote and obtain a pro-growth agenda in Albany in 2011.

#5 - REGIONALISM:

- **NORTH COUNTRY:** Continued commitment to uniting and solidifying the business community in Clinton, Essex, Franklin, Hamilton and northern Warren Counties.
- **CORRIDOR:** Continued commitment to building regional connectivity within our north-south corridor region, including New York's Tech Valley.

#6 - TOURISM DEVELOPMENT:

- **DESTINATION DEVELOPMENT:** Completion of our Destination Marketing Plan and establishment of a process for its pursuit and implementation.