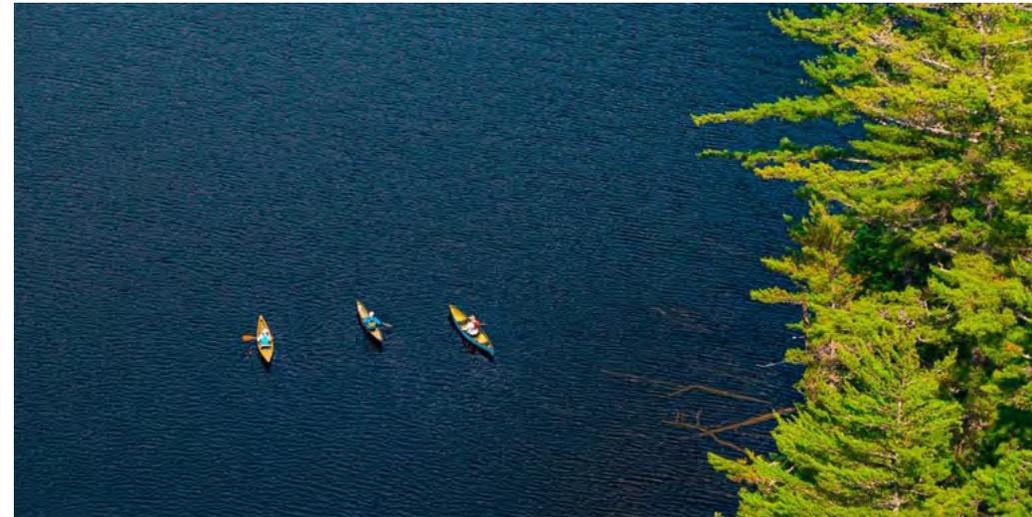
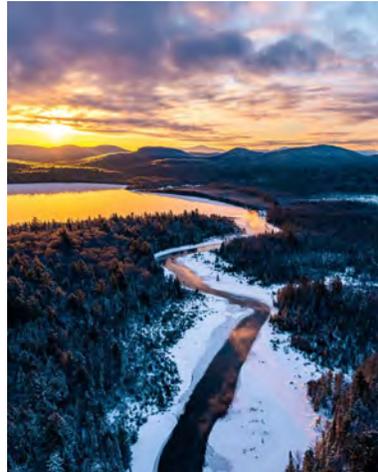


FRANKLIN COUNTY CEDS

A Comprehensive Economic Development Strategy: 2025-2030



November 2025

**FRANKLIN
COUNTY**
ECONOMIC DEVELOPMENT CORP.

 camoin
associates

 HIGHLAND PLANNING

Melissa McManus LLC

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1 INTRODUCTION

With its rural landscapes, close-knit communities, and an evolving economy, Franklin County is poised for a new chapter in its economic development journey. The 2025-2030 Comprehensive Economic Development Strategy (CEDS) offers an updated roadmap for the county's future, reflecting both its unique assets and the partnerships required to address complex, community-centered challenges.

The previous CEDS, adopted in December 2014, has guided the Franklin County Economic Development Corporation (FCEDC) in setting long-term goals and supporting target industries and small businesses. Over the past decade, initiatives such as the major expansion of broadband infrastructure, led by the County Legislature, have laid critical groundwork for future growth.

The CEDS was developed through in-depth data analysis and a review of historic trends, while incorporating fresh insights into emerging economic opportunities. Stakeholder engagement was central to this process, including site visits across the county, focus groups, and input from the CEDS Committee and other local representatives. The CEDS also takes into consideration the regional nature of economic development in Franklin County, and more broadly, New York's North Country. Innovative, rural economic development necessitates working across municipal boundaries and recognizing where there are pockets of strength to advance core initiatives. These valued regional partners are referred to throughout this document and listed in the Action Plan Matrix.

The result is a collaborative strategy designed to strengthen Franklin County's economy and uncover ways to amplify the county's competitive factors and solidify a shared vision.

THIS EFFORT BUILDS ON THE FOUNDATIONS CONTRIBUTED BY MANY PARTNERS THROUGHOUT THE COUNTY. PREVIOUS REPORTS CONSIDERED FOR THE CEDS INCLUDE:

- Franklin County CEDS 2014
- Franklin County Economic Strategic Analysis and Action Plan
- Franklin County Strategic Destination Marketing Plan 2024
- Meeting the Needs of Adirondack Communities: Challenges and Opportunities, Communities 2019
- Most Promising Jobs of the Adirondack North Country 2024
- Village of Malone Downtown Strategic Plan 2023
- Village of Saranac Lake Saranac Lake DRI Strategic Plan 2019
- Village of Tupper Lake Junction Connectivity Study 2022
- Village of Tupper Lake Strategic Investment Plan 2022
- Building Balanced Communities for the North Country: A Comprehensive Housing Study and Strategy 2023
- State of the Region: North Country 2023 Strategic Plan

INTRODUCTION

PROGRESS SINCE THE 2014 CEDS

Since the adoption of Franklin County's 2014 Comprehensive Economic Development Strategy, the Franklin County Economic Development Corporation (FCEDC), together with the County Legislature and regional partners, has advanced a series of initiatives that have reshaped the county's development landscape. These efforts have laid critical groundwork for the next phase of strategic investment.

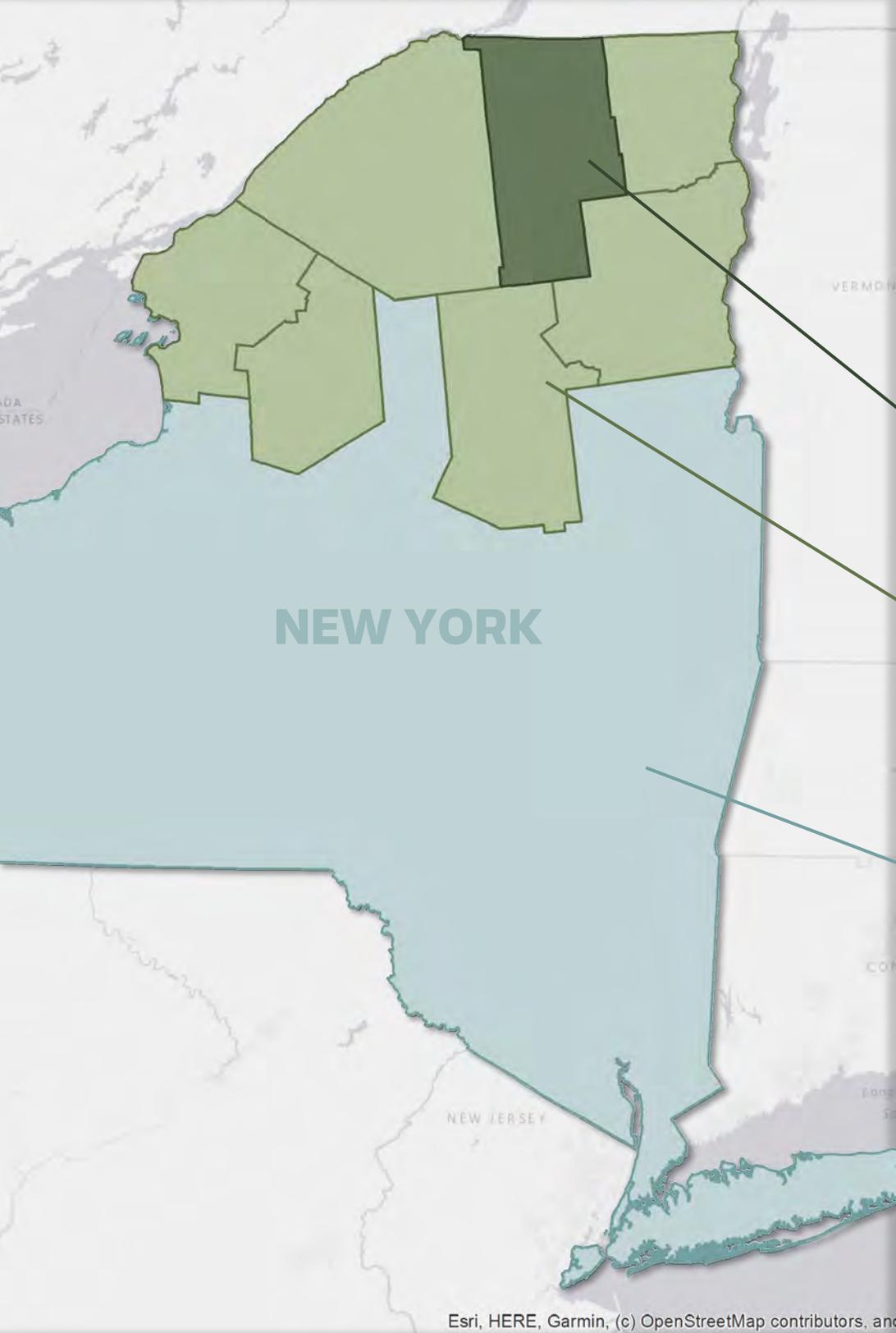
LOOKING AHEAD

These achievements represent significant progress since the last CEDS. Yet, despite these advances, Franklin County continues to face urgent challenges: population loss, workforce shortages, housing constraints, and underutilized sites. The 2025-2030 CEDS builds on the momentum of the past decade, setting forth a plan to confront these realities with targeted, collaborative action.



NOTABLE FCEDC ACTIVITY SINCE THE 2014 CEDS

- Maintained a strong focus on fostering an entrepreneurial culture, supporting both legacy and emerging industries.
- Grew the loan portfolio to support the expansion of small businesses.
- Expanded direct services to businesses through the Main Street Program and Small Business Program, which provide technical assistance and funding opportunities.
- Provided technical support for the successful Saranac Lake, Tupper Lake, and Malone Downtown Revitalization Initiative efforts.
- Completed a major rebranding effort in 2021, creating the Adirondack Frontier identity and launching a suite of digital tools that have elevated Franklin County's profile for resident and business attraction and investment.
- Marketed Franklin County as a destination for remote workers and entrepreneurs, leveraging broadband expansion and new coworking centers.
- Managed the county's tourism program for two years during the transition to county management, which included creating and administering three successful tourism grant programs.
- Established the Carry coworking centers in Saranac Lake and Malone, creating shared spaces that serve both residents and visitors.
- Administered the Resilient & Ready Storm Recovery program in 2024 in response to the widespread damage caused by Tropical Storm Debby.
- Supported major broadband expansion projects that are improving business and educational opportunities.



REGIONAL CONTEXT

Franklin County is in the northern part of New York State, nestled in the Adirondack Mountain region. The county shares its northern border with the Canadian provinces of Quebec and Ontario. Franklin County is approximately 90 miles southwest of Montreal, Canada, and about 165 miles north of Albany, NY.

FRANKLIN COUNTY

Franklin County (referred to herein as Franklin County or the county) is shown in dark green on the map.

NORTH COUNTRY REDC

The North Country Regional Economic Development Council region (referred to herein as North Country REDC or NCREDC) includes Clinton, Essex, Franklin, Hamilton, Jefferson, Lewis, and St. Lawrence counties.

NEW YORK STATE

The state of New York was used as a benchmark for Franklin County.

WORK COMPLETED

The following tasks were completed to gain greater insights into the current and emerging concerns and opportunities for Franklin County:

ENGAGEMENT

- **Focus Groups:** A series of focus groups covered different topic areas. These included:
 - Food/Agribusiness
 - Childcare
 - Education/Workforce
 - Healthcare
 - Infrastructure
 - Technology
 - Local Government
 - Care Providers
- **CEDS & Elected Advisory Committee Meetings:** Ongoing engagement and discussions with the CEDS Committee to ensure alignment with the regional perspectives and guidance.
- **Community Survey:** Franklin County residents were surveyed to better understand their perspectives on strengths, challenges, and threats to Franklin County's economy. 223 responses were received as of publication.
- **Site Visit:** In July 2025, the consultant team visited Franklin County to tour businesses, meet with business owners, facilitate a meeting with the CEDS Committee, and deepen capacity conversations with the FCEDC.

RESEARCH

- **Summary Background:** A comprehensive data collection and analysis process was conducted to establish an understanding of the economic, demographic, and industry-related data that is impacting Franklin County's ability to be economically successful. The full report is included in Appendix I.
- **Target Industry Profiles:** Also found in Appendix I, the Target Industry Profiles catalog trends within the 6 target industries established for Franklin County.
- **SWOT:** All data and engagement findings were distilled into strengths, weaknesses, opportunities, and threats for Franklin County.

CALL TO ACTION

For Franklin County to grow its economy, it must first confront its most pressing challenge: population decline. A shrinking population, particularly among working-age adults, erodes the foundation needed for economic development. Businesses struggle to find workers, schools and services become harder to sustain, and investment opportunities are limited. These are not hypothetical situations, these are experiences that were shared through stakeholder engagement and were verified through economic data.

As much as the CEDS reflects economic priorities and opportunities, it is also centered around Franklin County's people. Without the heart and soul of the communities that make up Franklin County, economic goals cannot be advanced.

Therefore, this CEDS sets a concise vision, with a call to action for economic and community development partners.

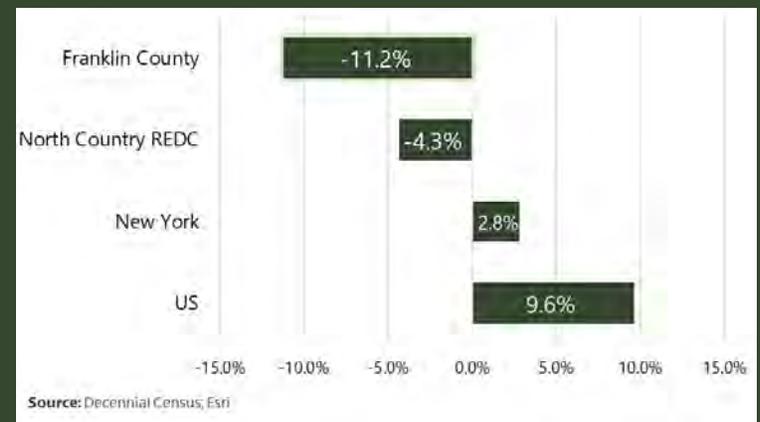
VISION: BY 2030, FRANKLIN COUNTY WILL SEE A 2% NET INCREASE (ABOUT 224 INDIVIDUALS) IN THE NUMBER OF RESIDENTS BETWEEN THE AGES OF 20 AND 39.

CALL TO ACTION: Franklin County and North Country partners will share resources and expertise to come together to make progress towards this vision. Without a concerted effort to stabilize and grow its prime working-age population, even the most well-planned economic strategies will fall short. Reversing this trend is the prerequisite for expanding local businesses, revitalizing main streets, and sustaining the next generation of community leaders. This work will also further support the ability of Franklin County to attract businesses from outside the region. We recognize that achieving the vision requires attraction AND retention of the target demographic.

While population loss and an aging workforce are not contained to Franklin County, it does stand out, even among its North Country peers. Between 2010-2024, Franklin County's population shrank by just over 11%. Across the North Country as a whole, the population was down about 4%. It must be acknowledged that one of the factors driving Franklin County's population change is the 2014 closure of Chateaugay Correctional Facility. Yet, that only accounts for a small proportion of overall population loss, and long-term trends show a steady outward migration of working-age individuals.

Franklin County's population declined at a rate 2.6 times faster than the North Country overall.

Percentage Change in Population, Comparison 2010-2024



FRANKLIN COUNTY'S WORKING-AGE POPULATION

Looking at the dynamics of the age cohorts within Franklin County, it is apparent that the population losses are seen most acutely in Young Adults (defined as 20–39-year-olds) and Middle-Aged individuals (defined as 40–59-year-olds). Franklin County lost over 2,900 Young Adults and over 4,200 middle-aged individuals between 2010 and 2024. Younger Seniors and Older Seniors were the only two age cohorts to expand in the fourteen-year time-period, growing by about 38% and 14%, respectively.

These age dynamics present serious challenges for all aspects of economic and community development in Franklin County, from the ability to maintain volunteer fire departments to hiring an adequate number of EMTs to shrinking student enrollment in the public school system. As tactics to retain and grow the population are advanced through the CEDS and other strategic efforts, a clear focus on Young Adults will help to stabilize other parts of the community.

Addressing population outmigration is a complex endeavor that absolutely requires regional and state partnerships. One promising opportunity is the Next Move NY program, which supports soldiers at Fort Drum as they transition to civilian careers. These transitioning service members possess highly transferable skills and are trained to work under pressure, adapt quickly, and lead effectively in team-based environments—traits that align well with many of the in-demand roles in Franklin County.

Franklin County lost over 2,900 young adults between 2010–2024, a decrease of over 20%.

Franklin County Change in Population by Age Cohort - 2010 to 2024

	2010	2024	2010 to 2024 Change	
			Level	Percent
Children & Adolescents (0-19)	12,258	10,401	-1,857	-15.1%
Young Adults (20-39)	14,102	11,181	-2,921	-20.7%
Middle Age (40-59)	15,434	11,166	-4,268	-27.7%
Younger Seniors (60-79)	7,981	10,990	3,009	37.7%
Older Seniors (80+)	1,824	2,084	260	14.3%
Total	51,599	45,822	-5,777	-11.2%

Source: Esri

2 PLAN DEVELOPMENT

The Summary Background Report thoroughly examines Franklin County's economic conditions and trends, providing valuable insights to inform our understanding and guide our strategic approach to developing the 2025 CEDS. For more data analysis, see Appendix I.

FRANKLIN COUNTY DATA:

2025 Population: **46,190**

Annual Growth Rate - Population

- 2010-2020: **-0.8%**
- 2020-2025: **-0.6%**

2024 Household size: **2.25**

- Household change 2010-2024: **0.4%**

Median Age:

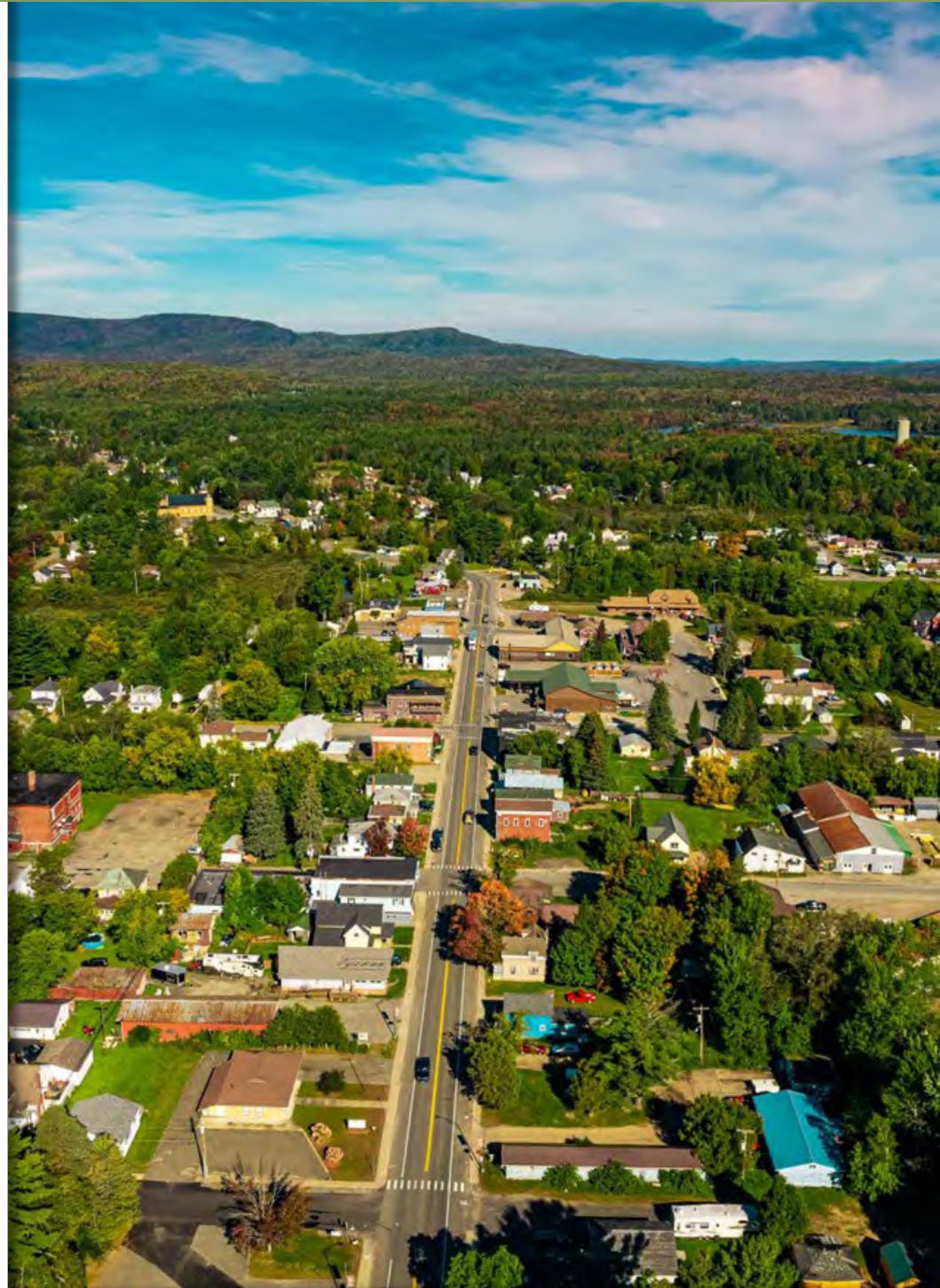
- 2010: **39.1**
- 2024: **42.4**

Median Household Income (2024):

- \$62,552 vs. New York \$83,109

Total Number of Jobs (2024): **18,898**

2019-2024 Job Change: **-3.8%**



INDUSTRY & EMPLOYMENT DATA

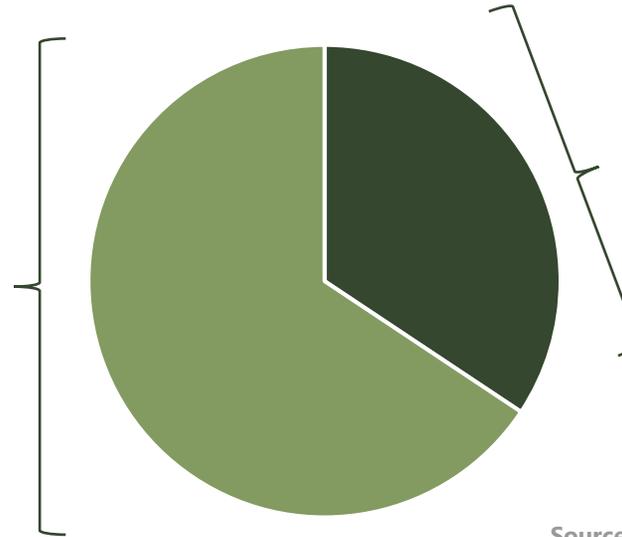
53% of Franklin County residents are in the labor force, which is below the statewide rate of 60%.

44% of employers who responded to the survey, struggle to find workers.

61% of survey respondents believe there are limited opportunities for career growth in Franklin County.

Franklin County Unemployment vs Job Openings, 2023

Total Annual Job Openings:
2,778



Total unemployed population:
954
accounting for **34%** of annual job openings

Source: Lightcast, and the American Community Survey

TARGET CLUSTERS:

FOREST AND WOOD PRODUCTS:

2024 Jobs: **221**

2024 GRP*: **\$20.8 M**

% Regional GRP: **1%**

BIOTECH AND LIFE SCIENCES:

2024 Jobs: **121**

2024 GRP*: **\$13.2 M**

% Regional GRP: **.5%**

AGRIBUSINESS:

2024 Jobs: **823**

2024 GRP*: **\$327.8 M**

% Regional GRP: **12%**

ENERGY INFRASTRUCTURE:

2024 Jobs: **242**

2024 GRP*: **\$64.7 M**

% Regional GRP: **2%**

OUTDOOR RECREATION AND TOURISM:

2024 Jobs: **1,345**

2024 GRP*: **\$95.5 M**

% Regional GRP: **4%**

ALL OTHER MANUFACTURING:

2024 Jobs: **95**

2024 GRP*: **\$12.4 M**

% Regional GRP: **.5%**

*Gross Regional Product or GRP, measures the final market value of all goods and services produced within a specific region over a given period (often annually or quarterly).

COMMERCIAL REAL ESTATE & HOUSING DATA

CATEGORY	CURRENT STATUS	OUTLOOK & CONSIDERATIONS
RETAIL	Dominant but unpredictable	Requires strategic tenant attraction to community hubs and market stabilization. Retail makes up 59% of the nearly 4 million sf of nonresidential real estate in Franklin County.
INDUSTRIAL	Underutilized	Presents an opportunity for redevelopment or adaptive reuse, tenant attraction needed for vacant or unique properties.
OFFICE	Stable but stagnant	Needs modernization or repositioning to meet evolving demand.
MULTIFAMILY	Stable but stagnant, could be market opportunities from pent-up demand	Limited growth; may benefit from mixed-use development or targeted incentives.
HOSPITALITY	Stable and growing	The future of hospitality, while it has been strong, could be significantly impacted by declining Canadian border crossings.

AVAILABLE LAND:

189 developable properties within Franklin County were identified, totaling well over **18,000 acres**. Of the **96 listed for sale**, the price per acre registers just over **\$20,000 per acre on average**.

AGING HOUSING STOCK:

2/3 of all homes in the county were built 40+ years ago.

HOUSING INVENTORY BREAKDOWN:

53% of the occupied housing units in Franklin County are owner-occupied.

21% of the occupied housing units in Franklin County are renter-occupied.

26% of Franklin County's housing is vacant. This figure is driven by the area's seasonality. About **2/3** of "vacant" properties are considered seasonal.

INFRASTRUCTURE

TRANSPORTATION INFRASTRUCTURE

Franklin County enjoys access to Burlington, VT (via ferry), Lake Placid, Montreal, Ottawa, Syracuse, and Albany, making it a well-connected base for regional, cross-border, and Adirondack-area access. The transportation networks provide prime opportunities for collaboration with the adjacent communities and Canada.

ROAD INFRASTRUCTURE:

- **NY 3** connects Saranac Lake to the Adirondack Northway (I-87) and Watertown
- **NY 30** runs north-south through Tupper Lake and Malone
- **NY 86** links Saranac Lake and Lake Placid
- **U.S. Route 11** is a major east-west corridor through Malone
- **I-81** links to Syracuse and Canada
- **Bus transportation** offers a mix of fixed-route, demand-response, and commuter services across the northern and southern parts of the county. Weekday fixed and demand-response service covers all major towns. Micro transit options are growing to expand options in remote areas, although greater access is needed.
- **Ride-sharing services** and other short-term options are expanding throughout the region, with more needed.

AIR INFRASTRUCTURE:

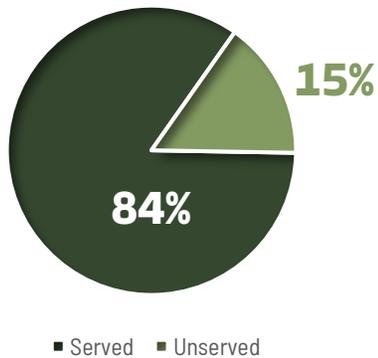
- Airports serving the region include Adirondack Regional Airport in Saranac Lake, Plattsburgh International Airport, Burlington International Airport in Vermont, Albany International Airport, and Montreal-Pierre Elliott Trudeau International Airport in Canada.



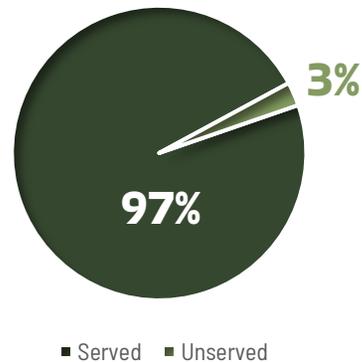
BROADBAND INFRASTRUCTURE

Recognizing that broadband access is essential to both quality of life and economic development, Franklin County has made tremendous strides through the ConnectALL Municipal Infrastructure Grant Program. The County has been awarded two additional projects (Franklin County DANC Expansion and Franklin County MIP Phase III) totaling \$15.6 million to expand its broadband infrastructure by constructing 180 miles of fiber and installing five poles for wireless links to improve coverage. Once complete, the project will deliver high-speed, symmetrical internet service to around 3,200 previously underserved locations and 3,500 households. The County has received additional funding through USDA which will also expand and improve service.

Franklin County
Broadband Coverage

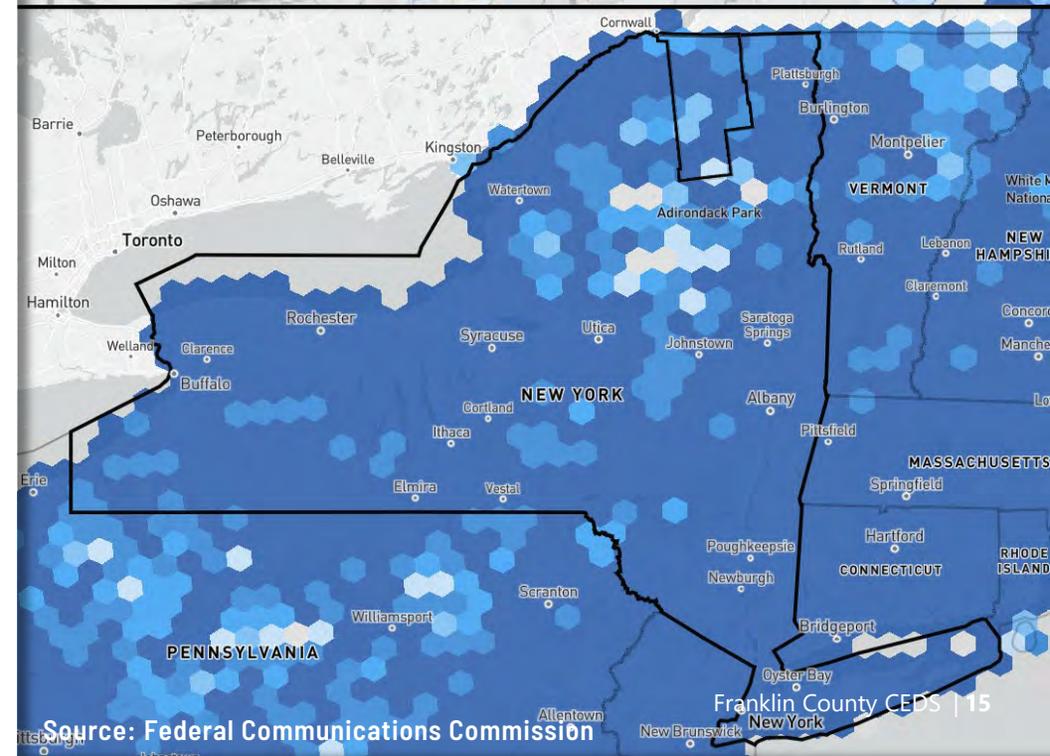
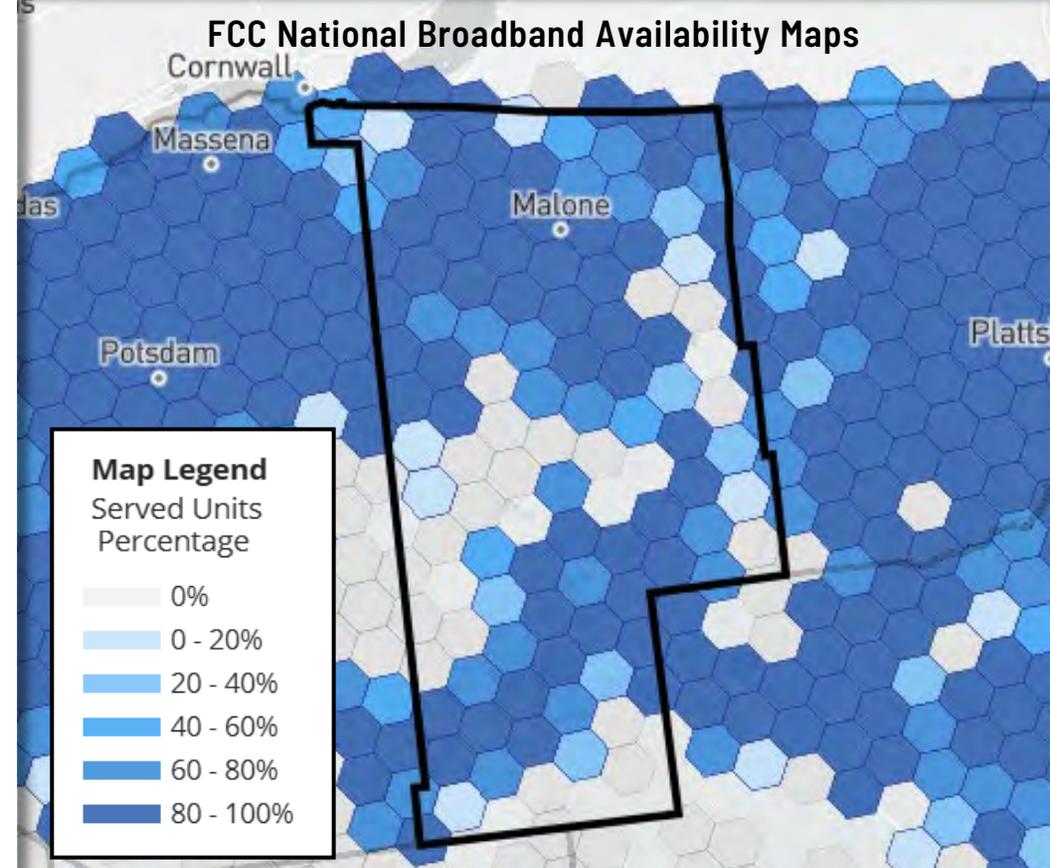


New York State
Broadband Coverage

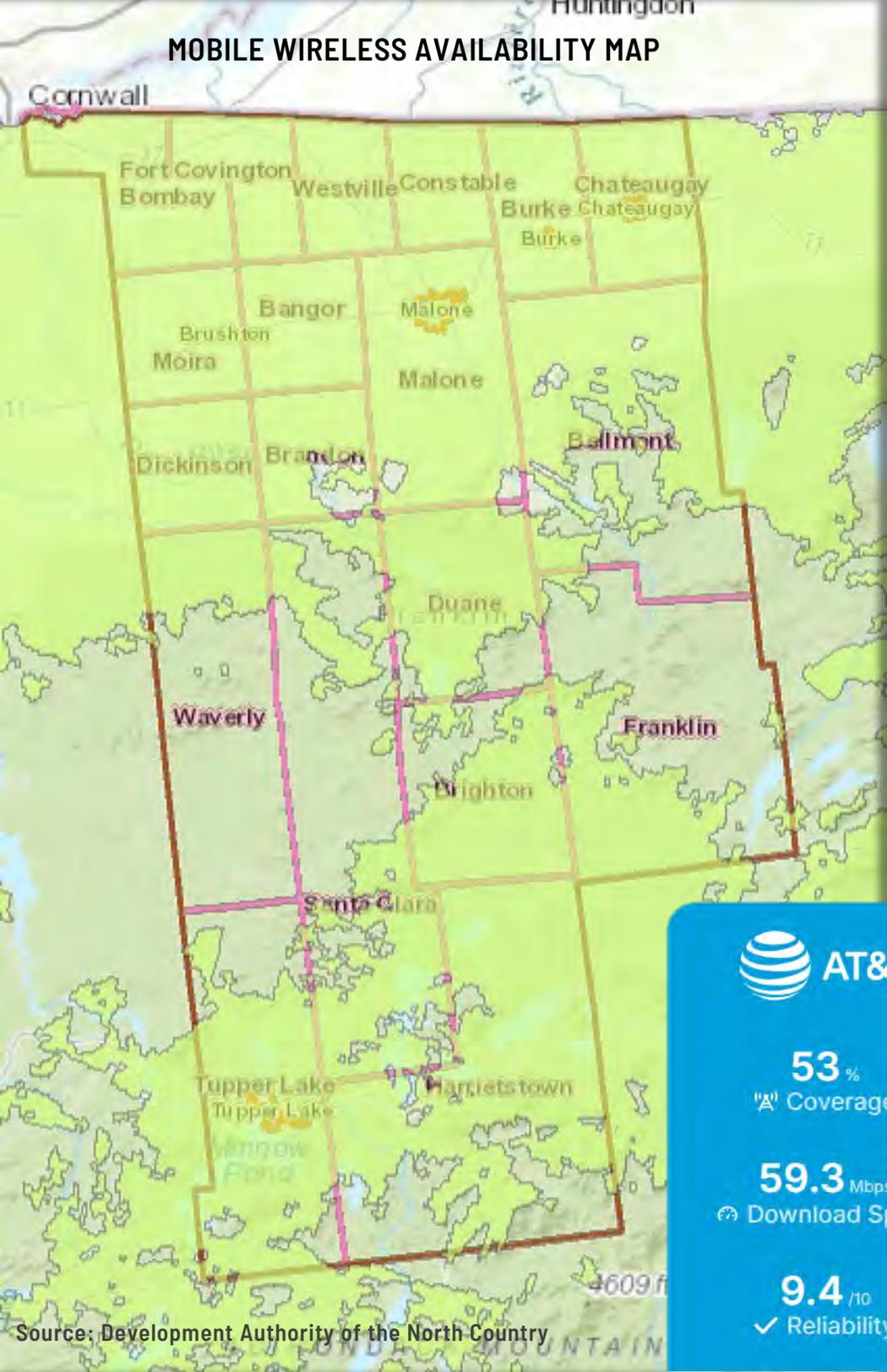


Served: Any location with at least two internet service providers and at least one such provider offers high-speed internet service (at least 100 Mbps download and at least 10 Mbps upload)

Underserved: Any location that has fewer than two internet service providers has internet speeds of at least 25 Mbps download but less than 100 Mbps download available.



MOBILE WIRELESS AVAILABILITY MAP



CELL INFRASTRUCTURE

While broadband access is improving for both residents and businesses, reliable cell service remains a challenge in several areas of the county. Gaps in coverage on major roads and even in some developed areas were frequently cited as concerns due to their negative impact on business operations, public safety, and the county's ability to attract and retain talent.

Expanding mobile infrastructure remains difficult, particularly within the Adirondack Park. To address these challenges, local officials continue to push for more streamlined permitting and increased funding to support countywide access to both broadband and mobile networks.



53%
"A" Coverage

59.3 Mbps
Download Speed

9.4 /10
✓ Reliability



16.6%
"A" Coverage

101.3 Mbps
Download Speed

8.9 /10
✓ Reliability



67.1%
"A" Coverage

61.8 Mbps
Download Speed

8.6 /10
✓ Reliability

Source: Development Authority of the North Country

Source: Coveragemap.com

WORKFORCE DEVELOPMENT INFRASTRUCTURE

Franklin County's workforce and education system face challenges in meeting local labor needs. FEH BOCES programs are at capacity. Schools still prioritize college over trades, contributing to a shortage of skilled labor. Adult education remains limited, especially for non-traditional and reentry learners. The forestry sector has untapped potential but lacks innovation.

Despite these challenges, opportunities exist. BOCES can grow successful programs in health, trades, and heavy equipment, while introducing new ones. Employer-educator partnerships could support agrotourism and value-added forestry, and tourism operators can expand into new markets. Employers in life sciences and hospitality can also build pipelines through scholarships and internships. However, the NY Reconnect Program, which provides community college tuition for residents between the ages of 25 and 55 pursuing degrees in high-demand fields, is showing early success in Franklin County. With targeted investment and stronger collaboration, Franklin County can revitalize its workforce and better link education with economic development.

CARE AND EDUCATION SYSTEM INFRASTRUCTURE

Franklin County faces a severe shortage of affordable, accessible childcare, worsened by the pandemic. Program closures due to retirements, relocations, and financial strain have left many families without reliable care. With average costs around \$18,000 per child annually and limited subsidies, childcare is out of reach for many low-income families.

Rural areas are often childcare deserts, especially for young parents without family support. Non-traditional care options like evening or overnight care are virtually nonexistent, creating barriers for shift workers.

32%

of respondents believe that workforce skills gaps are the biggest economic challenge facing residents

59%

of respondents were not aware of job training or workforce development opportunities

44%

Survey respondents cited "limited access to childcare" as an economic challenge; employers echo concerns



COMMUNITY INPUT

Stakeholder input, business, and community engagement were important parts of strategy development. Elements of the engagement channels are showcased below.

SITE VISITS

The consultant team visited Franklin County in July 2025. This visit included sit-downs with economic development leadership, focus groups, a legislative meeting, and a CEDS Committee meeting. This firsthand assessment highlighted the unique factors of the county, drawing out shared challenges and opportunities.

COMMUNITY SURVEY

A digital community survey was sent out during the spring of 2025. The survey had 223 respondents, and it provided insights into existing businesses' future expectations and current conditions. Question topics included:

- **Housing & Employment**
- **Current Economic Conditions In Franklin County**
- **Business Owners/Employers**
- **Quality Of Life & Cost Of Living**
- **About The Franklin County EDC**
- **Demographics**

INTERVIEWS

Economic and community leaders were interviewed both in person and digitally to gather on-the-ground information for the county.

CEDS COMMITTEE

The FCEDC CEDS Committee represents economic, community, non-profit, philanthropic, and private sector interests. It was involved digitally and in person throughout the entire planning process. The committee vetted strategies and provided feedback to ensure that the actions proposed were ambitious but attainable.

PUBLIC COMMENT PERIOD

The CEDS engagement concluded with a 30-day public comment period. Comments were submitted via an online form and considered for the final product.

WHAT WE LEARNED THROUGH ENGAGEMENT

Through the multi-faceted approach to engagement, a series of informing issues rose to the top, including:

WORKFORCE GAPS AND OUTMIGRATION:



Employers struggle to find skilled workers. Youth outmigration is fueled by low wages, limited training programs, and a lack of wraparound services. Adult education and vocational pathways are underdeveloped.

LIMITED CAREER ADVANCEMENT:



Most survey respondents feel Franklin County lacks diverse, high-quality job opportunities and career advancement pathways, especially for younger and skilled workers.

HOUSING CHALLENGES:



Affordability, quality, and availability of housing are major concerns. Seasonal and vacation rentals reduce the long-term housing stock, and aging homes are hard to renovate due to high costs and grant barriers.

UNDERUSED ECONOMIC DEVELOPMENT PROGRAMS:



Some residents and businesses are unaware of FCEDC services, workforce development programs, and other available support systems.

BARRIERS TO BUSINESS GROWTH:



Business owners report difficulties due to a limited customer base, workforce shortages, and high operational costs. There is strong demand for more funding, technical assistance, and networking support.

NEED FOR CHILDCARE ACCESS:



A lack of affordable and flexible childcare, especially for non-traditional hours, creates a major barrier to workforce participation, particularly for parents and shift workers.

SECTOR-SPECIFIC OPPORTUNITIES:



Industries like agribusiness, forestry, healthcare, and tourism show potential. Ideas include expanding agrotourism, vocational programs tied to local needs, and small business incubation.

STRONG DESIRE FOR CROSS-SECTOR COLLABORATION:



There is wide support for deeper partnerships between schools, employers, nonprofits, and governments to align training programs with workforce needs and create shared solutions.

VISION FOR A RESILIENT, LOCALLY-ROOTED ECONOMY:



Respondents envision a locally focused future built on economic diversification, improved quality of life, expanded community amenities, and strategies to attract and retain residents and businesses.

INFRASTRUCTURE SHORTFALLS:



Gaps in broadband, transit, public services, and aging facilities hinder job access, remote work, and service delivery. These are especially pronounced in the most rural areas of Franklin County.

SWOT ANALYSIS: FRANKLIN COUNTY

As Franklin County plans for the future, it is important to understand the county's current position. What is working well, where do challenges exist, and what opportunities lie ahead? This SWOT analysis draws from community input, local data, and on-the-ground realities to examine Franklin County's strengths, weaknesses, opportunities, and threats.

Franklin County stands at a pivotal moment in its economic development journey. With strategic advantages like proximity to Canada, abundant natural assets, and stable legacy clusters, the county has a solid foundation for growth. However, it also faces pressing challenges, including population decline, housing shortages, limited job opportunities, and underinvestment, which hinder long-term progress.

This SWOT analysis highlights the internal strengths and weaknesses, along with the external opportunities and threats, which shape Franklin County's economic outlook. It serves as a tool to inform strategy, focus investment, and support the development of a more diverse economic base. By identifying areas of success and pinpointing where attention is needed, this analysis offers a clear path to guide future growth in a way that is maintainable and aligned with community priorities.



SWOT ANALYSIS

STRENGTHS:

- Strategic Location
- Natural Assets & Rural Quality of Life
- Institutional Anchors & Education Assets
- Relatively Affordable Housing Costs
- Strong Community Engagement & Momentum
- Stable Legacy Clusters & Targeted Industry Focus

WEAKNESSES:

- Population Loss & Aging Demographics
- Housing Shortages & Affordability Gaps
- Limited Job Growth & Advancement Paths
- Childcare, Wraparound Services & Workforce Barriers
- Fragmented Business Environment
- Under-marketed Career Opportunities
- Coordination Gaps
- Broadband & Transit Deficiencies
- Maternal Health & Medical Care

OPPORTUNITIES:

- Return Migration, Remote Work , & Availability of Jobs
- Agrotourism & Value-added Products
- Targeted Industry Growth
- Adult & Alternative Education Models
- Downtown & Real Estate Revitalization
- Cross-sector Collaboration
- Leverage Regional And Philanthropic Funding
- Adirondak Rail Trail

THREATS:

- Continued Outmigration & Talent Drain
- Underinvestment Compared To Neighboring Counties
- Limited Local Workforce Support
- Seasonal Economy Volatility
- Aging Infrastructure & High Development Costs
- Low Visibility Of Support Services
- Limited Housing Capacity & Development Support

STRENGTHS

- **STRATEGIC LOCATION**
 - Proximity to Canada (Montreal, Ottawa) and key US metros that could support additional trade, tourism, and regional integration.
- **NATURAL ASSETS & RURAL QUALITY OF LIFE**
 - Adirondack Park, lakes, trails, and scenic landscapes contribute to a high quality of life and attract tourists and remote workers.
- **INSTITUTIONAL ANCHORS & EDUCATION ASSETS**
 - The presence of Paul Smith's College, North Country Community College, and Franklin-Essex-Hamilton BOCES (FEH BOCES) provides strong workforce training in healthcare, trades, outdoor recreation, hospitality, and building construction.
 - Recent record enrollments and new hybrid nursing and trades programs provide a platform for talent development.
- **RELATIVELY AFFORDABLE HOUSING VALUES**
 - While supply is constrained, average home values remain below state and national averages, providing a cost-of-living advantage for residents and newcomers.
- **STRONG COMMUNITY ENGAGEMENT & MOMENTUM**
 - High response rates to surveys, active advisory committees, engaged stakeholders, and focus groups indicate strong local interest and buy-in in economic development planning efforts and demonstrate civic capacity.
- **LEGACY CLUSTERS & TARGETED INDUSTRY FOCUS**
 - Economic development efforts are organized around six target sectors: Forestry/Wood Products, Agribusiness, Outdoor Recreation/Tourism, Other Manufacturing, /Life Sciences, and energy infrastructure, creating a framework for diversified growth.

WEAKNESSES

- **POPULATION LOSS & AGING DEMOGRAPHICS**

- 11% population loss since 2010, with a particularly sharp decline in working-age residents.
- Median age rising faster than regional/state averages.

- **HOUSING SHORTAGES & AFFORDABILITY GAPS**

- Aging stock (35% built before 1940), limited rental and multi-unit housing, and high seasonal vacancy limit options for workers and families, creating a major barrier to retention and recruitment.
- Low household incomes limit the benefits of affordable home prices and constrain purchasing power and economic mobility.

- **LIMITED JOB GROWTH & ADVANCEMENT PATHS**

- Limited perception of job opportunities and few clear trajectories in professional careers make it especially challenging to retain young adults.
- Most jobs are concentrated in lower-wage sectors; high-earning occupations have low employment numbers.

- **CHILDCARE, WRAPAROUND SERVICES & WORKFORCE BARRIERS**

- The lack of affordable, accessible childcare and support services limits workforce participation and especially affects women and low-income families.

- **ECONOMIC VULNERABILITIES**

- Seasonal volatility in tourism creates economic fragility and limits full-time employment growth.
- Over 40% of local GRP is generated by the public sector, exposing the economy to policy and budget shifts.
- Business counts declined by 1.6% from 2019 to 2024, compared to growth in nearby counties.
- Multiple efforts are underway, but there is a lack of a unified recruitment narrative or infrastructure to consistently retain talent.

- **UNDER-MARKETED CAREER OPPORTUNITIES**

- 44.7% of businesses report hiring difficulties due to gaps in technical and soft skills.
- Many residents and businesses are unaware of available jobs and workforce and business development resources.

- **CELL COVERAGE & TRANSIT DEFICIENCIES**

- Infrastructure gaps in cell coverage, long distances, and challenges for lower-income families to have reliable transportation restrict connectivity, business growth, and workforce flexibility.

OPPORTUNITIES

- **RETURN MIGRATION & REMOTE WORK**

- Franklin County can leverage its affordability and access to outdoor amenities, such as the Adirondack Park, lakes, and trails, to attract returning residents and remote workers. Strategic investments in marketing and infrastructure can help convert this interest into long-term population growth and economic vitality.

- **SMALL-SCALE/SPECIALTY AGRICULTURE & VALUE-ADDED PRODUCTS**

- Farm- and forest-based tourism, local food systems, maple production, wood products, outdoor recreation, and cultural offerings could help build a stronger year-round economy.

- **TOURISM**

- While visitor markets are shifting, tourism remains a core part of the Franklin County economy and has the potential to grow as awareness about amenities reaches new audiences.
- The Adirondack Rail Trail presents an opportunity to continue to grow visitation related to outdoor recreation.
- Agritourism was acknowledged as a strong area of growth as well. Yet, agricultural producers typically do not have the time to promote activities or cultivate market demand, and therefore growing agritourism requires strong partnerships with regional tourism entities and technical assistance from the FCEDC.

- **TARGETED INDUSTRY GROWTH**

- If properly supported, emerging clusters in energy infrastructure and advanced manufacturing offer long-term competitive potential. With the right workforce pipelines and real estate strategies, these sectors could become long-term anchors beyond tourism and government.

- **ADULT & ALTERNATIVE EDUCATION MODELS**

- Hybrid and flexible learning models (evening, weekend, micro-credentials) can meet the needs of adult learners and reentry populations, especially for trade and healthcare jobs, because of the presence of North Country Community College and its responsiveness to local needs.

- **DOWNTOWN & REAL ESTATE REVITALIZATION**

- Repositioning vacant or underutilized storefronts in hamlets for local businesses, childcare, or housing can spark small-town renewal.

- **CROSS-SECTOR COLLABORATION**

- Schools, nonprofits, businesses, and public agencies have shown interest in aligning around workforce, childcare, and entrepreneurship strategies.

- **LEVERAGE REGIONAL AND PHILANTHROPIC FUNDING**

- Advocate with the NCREDC and federal agencies for site readiness, housing, and innovation projects; diversify funding through philanthropic partnerships. Federal and state programs (e.g., ConnectALL broadband, NY Reconnect Program, childcare innovation funds, USDA rural development) are available to support catalytic projects if the county can position itself effectively

THREATS

- **CONTINUED OUTMIGRATION & TALENT DRAIN**
 - Without clear and appealing career pathways for students and young adults, Franklin County risks ongoing population loss, threatening long-term economic stability and the vitality of its tax base.
- **UNDERINVESTMENT COMPARED TO NEIGHBORING COUNTIES**
 - Franklin County has received less public and private investment than neighboring counties, making it harder to stay competitive, slowing economic growth.
- **LIMITED LOCAL WORKFORCE SUPPORT**
 - The 4-county workforce board has limited capacity to meet local employer needs directly.
- **SEASONAL ECONOMY VOLATILITY**
 - A heavy reliance on seasonal tourism creates economic volatility, housing pressure, and employment instability.
- **AGING INFRASTRUCTURE & HIGH DEVELOPMENT COSTS**
 - Roads, civic buildings, and utilities increase the cost and complexity of business expansion and housing.
- **LOW VISIBILITY OF SUPPORT SERVICES**
 - Some residents, students, and employers are unaware of the programs, incentives, and development tools available.
- **LIMITED HOUSING CAPACITY & DEVELOPMENT SUPPORT**
 - Without a coordinated housing response, employers are losing hires due to a lack of housing options.

KEY TAKEAWAYS

- Affordable housing, childcare access, and strong community amenities are essential to talent attraction, retention, and business growth.
- Franklin County must modernize its infrastructure to compete with peer regions by continuing to close broadband gaps and expanding the cellular network.
- Support for entrepreneurs and small businesses must grow through targeted programs, capital access, and technical assistance, especially in vacant or underused real estate assets.
- Target industry clusters, particularly life sciences, energy infrastructure, and agrotourism, show long-term promise but require workforce pipeline development, R&D investment, and sustained marketing.
- Improving awareness and access to development resources is essential. Many residents are unaware of available programs and career paths. A clear, coordinated communications strategy is needed to boost participation.
- Franklin County has the raw materials for a rural economic revival, but success will depend on bold leadership, regional collaboration, and a focus on long-term capacity-building.

3 STRATEGIC DIRECTION

CEDS VISION: BY 2030, FRANKLIN COUNTY WILL SEE A 2% NET INCREASE (ABOUT 224 INDIVIDUALS) IN THE NUMBER OF RESIDENTS BETWEEN THE AGES OF 20 AND 39.

To achieve this vision, three goal areas were identified, noted to the right. Within each goal area are strategies designed to accomplish them. The following pages contain the narrative description of these goals and strategies. The Action Plan Matrix, with additional implementation details, can be found on page 40.

GOAL 1

Connect students and young adults to local employers with in-demand career pathways that support long-term careers in Franklin County.

GOAL 2

Seek opportunities to infuse innovation in Franklin County's core industries and retain them locally, while also supporting resources for emerging industries.

GOAL 3

Build and revitalize homes, neighborhoods, and downtowns to expand housing options and enhance Franklin County's quality of place.

GOAL 1

Connect students and young adults to local employers with in-demand career pathways that support long-term careers in Franklin County.

Rationale:

Persistent population loss has placed Franklin County at a significant disadvantage as it works to grow its industries and economic base. Many existing businesses operate with limited staff and could expand if a larger, more stable workforce were available. It is imperative that population loss is reversed to further advance economic development objectives. Addressing this challenge requires more than attracting new residents; it depends on reversing population loss by creating clear, compelling pathways for students and young adults to pursue meaningful, career-oriented employment within the county.

Progress Indicators:

1. Population change, migration in/out of the 20-39 age group annually, over the next five years. Source: American Community Survey
2. Franklin County labor force participation rate, quarterly. Source: Bureau of Labor Statistics

Elevate the career pathways into healthcare, trades, professional careers, or agriculture.

Franklin County's economic future depends on strengthening and showcasing the career pathways available to its youngest generations. Early exposure to industries that are evolving in the county and reaching students in middle and high school must be a priority. Partners like Franklin-Essex-Hamilton BOCES are already making strides at their Malone and Saranac Lake campuses with training programs tied directly to real-world job opportunities in the area. Continued collaboration with guidance counselors, school systems, and families is essential to maintain awareness and momentum. North Country Community College (NCCC) is expanding access to higher education and career preparation through initiatives such as its hybrid nursing program, which provides a direct pipeline into healthcare careers in high demand locally. Increasing the number of private sector employers involved in early-stage work-based learning opportunities, such as job shadowing, internships, and pre-apprenticeships, is a valuable initiative to attract interested students to a particular line of work. With record enrollments in career/technical education for FEH BOCES, successful job placements for trades positions, and a new hybrid nursing program, there is positive momentum to build from. Engaging more local employers in trades training programs and spotlighting unexpected business success stories will strengthen community interest and investment in these pathways.

Convene a coalition of major employers to develop a formal infrastructure supporting the recruitment and retention of workers.

For the scope and scale of work around workforce recruitment and retention, an established group of major employers must be convened to focus directly on this issue. The group could be formed out of an already existing collaborative of employers who met in another capacity. Working in tandem with FCEDC, the objective of the group is to develop tangible resources and initiate steps to address the workforce. An initial first step could be to develop a resident recruitment package that coalition members can use to market the county's quality of life, amenities, and revitalization efforts to prospective employees. Employers across sectors can work together to strengthen recruiters' understanding of Franklin County's assets, such as recreational opportunities, downtown investment, and schools, so they can more effectively communicate the benefits of living and working in the region. The coalition can also coordinate community tours and meet-and-greets to welcome candidates and foster a sense of belonging early in the recruitment process. Recruiting local champions and ambassadors will help new workers build social connections and find activities that interest them in the community. Additionally, the coalition can address dual-career challenges by collaborating on efforts to connect spouses to job openings and family-friendly activities, ensuring the whole household is considered in relocation decisions.

Strategy

1.C

Recruit more private employers to expand the awareness and options for work-based learning opportunities like internships and apprenticeships.

To strengthen the pipeline from education to employment, Franklin County must deepen private sector involvement in work-based learning opportunities, including internships, apprenticeships, job shadowing, and workforce fairs. While some businesses are already engaged through BOCES and the regional workforce system, expanding these partnerships across more sectors, whether through formal programs or informal connections, will lead to more students gaining real-world experience. When young people are integrated into meaningful, hands-on opportunities, they are more likely to envision a future in the region and commit to building their careers locally.

Strategy

1.D

Re-engage populations that have been disconnected from the workforce or face obstacles to entry-level positions.

Expanding the local labor pool requires actively re-engaging populations that face barriers to entering the workforce, have been out of the workforce for an extended period, or are seeking to transition into new industries. This includes Fort Drum veterans, former correctional employees, small dairy farmers, and others. Adult education and lifelong learning opportunities are essential to supporting these groups, and success often depends on addressing non-training barriers such as transportation, childcare, and other critical supports. Partnerships with organizations like Citizen Advocates will be crucial to expanding labor force participation in Franklin County, while veteran transition efforts, such as Next Move NY, can further strengthen the talent pipeline. The NCCC enhances these opportunities through the SUNY Reconnect program, which offers free tuition for high-demand occupations. A deliberate collaboration between FCEDC and NCCC could maximize the impact of this initiative by helping employers promote the program in ways the college cannot do alone. Combined with public investment in housing and infrastructure, and with expanded employer participation, these efforts offer a promising path to rebuilding a robust local trades workforce.



Regional Efforts to Attract Population: Next Move NY

As Franklin County continues to address workforce shortages across key sectors, particularly in the skilled trades and healthcare, it is critical to pursue innovative talent pipelines. One promising opportunity is the Next Move NY program, which supports soldiers at Fort Drum as they transition to civilian careers.

These transitioning service members possess highly transferable skills and are trained to work under pressure, adapt quickly, and lead effectively in team-based environments—traits that align well with many of the in-demand roles in Franklin County.

Strategic collaboration with military transition partners and the North Country REDC will help address critical labor shortages while reinforcing the region's commitment to supporting veterans and growing its resident workforce.

CASE STUDY FOR FRANKLIN COUNTY WORKFORCE DEVELOPMENT

Initiative Name: Montana Rural Water Systems Apprenticeship Program

Location: Rural communities across Montana

Overview: Montana Rural Water Systems (MRWS), a statewide nonprofit association of water and wastewater utilities, launched a registered apprenticeship program for water and wastewater operation specialists through the National Rural Water Apprenticeship Program. The initiative combines classroom instruction with paid, on-the-job training in a two-year program managed by MRWS. By engaging local employers to lead the training, the program helps ensure Montana's rural communities have access to a reliable, skilled utility workforce. MRWS collaborates with the Montana Department of Environmental Quality, local health districts, USDA Rural Development, the EPA, and other supportive agencies to strengthen and sustain its member systems.

Challenges Addressed: Many rural Montana utilities not only struggle with limited technical staff and an aging workforce, but also with aging infrastructure. Local systems lacked trained operators necessary for safe water delivery and regulatory compliance. The registered apprenticeship program aims to build skilled local talent and reduce reliance on short-term staff or out-of-state hires.

Initiative Administration and Funding Structure: MRWS oversees classroom instruction and coordinates on-the-job training with participating utilities. Participating employers hire apprentices as staff and provide mentors and job pay, while MRWS facilitates the academic component through the state apprenticeship framework. The State of Montana's apprenticeship framework outlines that employers must hire and pay apprentices as staff.

Impact: Apprentices complete the program as certified operators and stay in Montana, strengthening local utilities. The initiative has built a stable pipeline of trained specialists in rural communities across the state.

GOAL 2

Seek opportunities to infuse innovation in Franklin County's core industries and retain them locally, while also supporting resources for emerging industries.

Rationale:

Franklin County's evolving economy requires a clear understanding of how it fits into a world where remote work, technology, and professional services are rapidly growing sectors. At the same time, the county's legacy industries, such as Forestry and Wood Products, Manufacturing, and Outdoor Recreation, remain vital to its identity and economic base, with strong potential for innovation and reinvestment. To remain competitive for investment from US, Canadian, and global companies, Franklin County must take a proactive role in shaping its future. This includes preparing development-ready sites, leveraging state and federal resources, and building local support to diversify funding streams. These are actions that require public, private, and non-profit support.

Progress Indicator:

1. Number of new and retained jobs in Franklin County's target industries. Sources: Franklin County IDA and Lightcast

Establish regular meetings and follow-up measures with leaders in emerging sectors, such as Life Sciences and tech-led industries. Schedule regular meetings and follow-up measures with legacy industries, such as Agribusiness, Healthcare and Wellness, and Forestry and Wood Products.

Retaining existing businesses is essential to the long-term stability and growth of Franklin County's economy. FCEDC has successfully convened industry forums in the past, and consistent follow-up from these engagements is critical. Ongoing check-ins with businesses should not be viewed as merely routine conversations; they are a vital source of intelligence that can reveal emerging trends, identify potential red flags, and uncover new opportunities. While maintaining the confidentiality of sensitive business information, this outreach enables FCEDC to track patterns across sectors and respond proactively. This effort will be distinct from the business support work led by local chambers of commerce, which typically focuses on retail and service sectors. Where appropriate, state and local partners should be included in business visits to reinforce alignment and resource sharing. To support this work, FCEDC must implement a system for capturing and managing business engagement data. This will start with a simple CRM and scale up as organizational capacity allows.

Support partner initiatives that are working towards an attractive and welcoming tech ecosystem.

The Adirondack Innovation Initiative (A2I) has gained momentum over the past year by engaging remote workers, fostering peer connections, identifying community needs, and advocating for infrastructure improvements. Recognizing that broadband is essential for remote work, the County has expanded access in recent years and continues to improve connectivity with support from federal funding. Remote work presents a promising opportunity to grow Franklin County's population, particularly among younger professionals and families who contribute both economically and socially, especially to local school systems. The Carry co-working space in Malone, which opened in June 2025, has already seen increased demand for shared space, highlighting the need to promote it as a regional resource. A second location is also available in Saranac Lake. To fully support remote workers and entrepreneurs, the County and its partners must focus on providing mentorship, facilitating community connections, and exploring funding and workforce development support for those seeking to grow their businesses. As industries across the county are impacted by the quickly evolving world of AI, A2I and their partners will be well-positioned to help businesses understand the prospects and concerns of artificial intelligence.

Broadband Expansion Continues in Franklin County

Franklin County and the Development Authority of the North Country (DANC) were awarded \$2.4 million to provide internet to 1,600 unserved locations through the toughest terrain in the county.

[-July 2024, Adirondack Daily Enterprise](#)

Strategy

2.C

Actively build an inventory of potential sites (public and private) for industrial or flex development.

Franklin County must proactively build a real estate pipeline to support its economic development strategy. Sites such as the Chateaugay Business Park, warehousing space in Bombay, the Tupper Lake Industrial Park, as well as vacant buildings and underutilized downtown parcels, represent opportunities for redevelopment and growth. While these locations may present challenges, often requiring layered and creative financing, they also hold the greatest potential for transformation. To capitalize on these assets, the County must begin by developing a comprehensive inventory of both public and select private properties that meet key criteria for business expansion, housing, and redevelopment. This includes identifying infill opportunities and smaller-scale sites in community centers. Establishing this pipeline will position the County to market sites for business attraction and support stronger applications for state and federal funding programs such as FAST NY and the EDA's site readiness initiatives.

Strategy

2.D

Attract significant federal and private-sector resources to fuel transformative projects in Franklin County.

FCEDC has strong relationships with many regional partners, and maintaining those connections will be critical to advancing the priorities outlined in this strategy. There is also an opportunity to deepen engagement with federal partners such as the United States Economic Development Administration (EDA) and the United States Department of Agriculture (USDA) Rural Development. As Franklin County seeks investment, the value proposition must be clear and demonstrate how local efforts contribute to broader regional goals. Targeted messaging to North American and global investors that showcase Franklin County's distinct offerings will be critical to attract meaningful outside investment. Finally, diversifying funding through private philanthropy and mission-aligned partners will also be essential to building long-term resilience.

Make the Pitch to Funders: Franklin County's Value Proposition

It is community-driven and focused. Local organizations like the FCEDC are already convening stakeholders, implementing workforce and housing strategies, and managing projects with tangible momentum.

It is rural, but not remote. With improved broadband, proximity to the Canadian border, and access to Adirondack tourism and forest economies, Franklin County is both geographically and economically strategic.

It is a testbed for scalable rural solutions. The county's challenges, like an aging housing stock, workforce retention, infrastructure needs, mirror those faced by rural regions across the US. Lessons learned here can inform broader policy and practice.

It has catalytic projects underway. With the Carry coworking hubs, large-scale adaptive reuse, and Life Sciences activity that distinguishes it from other rural locations, Franklin County is laying the foundation for place-based economic vitality.

Expand childcare availability through public-private partnerships that can assist childcare businesses through capital and technical assistance.

Even before the COVID-19 pandemic came into focus for the world and Franklin County, childcare was a noted massive challenge for the North Country. The Adirondack Community Foundation reported in 2019 that 14 of Franklin County's census tracts, about 75% of total tracts, were designated as "childcare deserts." Other North Country counties ranged between 66-89% in terms of the percent of their census tracts that were also designated childcare deserts. Entities across the region have collaborated to form public-private partnerships, advocate at the state level, and raise money to obtain childcare spaces. There is additional work to be done, especially as it pertains to identifying spaces for potential childcare locations, training individuals to staff locations, and the availability of wrap-around services like transportation or housing.



GOAL 3

Build and revitalize homes, neighborhoods, and downtowns to expand housing options and enhance Franklin County's quality of place.

While housing is essential to safe, vibrant neighborhoods and overall quality of life in Franklin County, it is also a key driver of economic opportunity. The county's housing stock is aging; the median year homes were built is 1964, and approximately 35% of all homes were constructed before 1940. Although there were waves of development in the 1970s through the 1990s, new housing construction has declined sharply in recent decades.

In a countywide survey with over 220 responses, residents identified their top housing priorities as renovating aging homes, implementing policies to make homeownership more affordable, and increasing the availability of long-term rental units. Business owners in Franklin County echoed these concerns of the wider public, emphasizing that the lack of quality, affordable housing, along with limited childcare options and a shortage of skilled labor, makes it difficult to attract and retain workers. For businesses to remain stable in current economic conditions and thrive in the future, housing must be on the agenda for economic development partners.

Progress Indicators:

1. New or rehabbed housing units to contribute to the overall housing goal set by the 2023 Comprehensive Housing Study and Strategy by Lake Champlain-Lake George Regional Planning Board.
2. Downtown commercial vacancy rate (for select locations). Sources: Locally collected

Enlist and formalize a network of small to mid-sized real estate developers and contractors and help pair them with development or rehab opportunities.

Municipalities and developers face challenges in finding reliable, local partners to carry out rehab work, particularly for small-scale or scattered-site projects. The scale and character of new housing development in Franklin County must align with the rural fabric of its communities. To sustain progress, it is essential to cultivate a local market of small- to mid-sized developers who can take on both new construction and home rehabilitation projects. Strengthening the local labor pool reduces reliance on outside builders and helps retain economic benefits within the county. With this strategy, there is an opportunity to build this capacity through regional educational institutions. For example, the Building Trades program at Franklin-Essex-Hamilton (FEH) BOCES successfully supported students in constructing a modular home that was later sold through a public bid in early 2025. Expanding initiatives like this and creating clear pathways for students to apply their skills locally will be vital for meeting future housing needs and strengthening the county's construction workforce.

Invest in quality of place by supporting community-led development of parks, cultural assets, and outdoor recreation options.

The neighborhoods and public spaces that make up communities throughout Franklin County are a critical component of housing development. It is essential to ensure that communities offer the types of public spaces and gathering places that make them attractive to both returning residents and new workers. By supporting local governments and nonprofits in developing parks, arts and cultural centers, trails, childcare facilities, and vibrant downtown centers with a mix of retail and services, Franklin County can complement its workforce development investments with built assets that foster social connection and civic life. These spaces not only enhance livability but also help integrate newcomers into the community, critical for sustaining long-term population and talent growth. FCEDC can play a catalytic role by aligning funding, planning, and technical assistance with grassroots community visions for revitalized shared spaces.

Quality of place is a decisive factor in workforce recruitment and retention, particularly for younger populations and professionals with location flexibility.

Elevate FCEDC's role as a partner in housing development financing and support new and expanding housing initiatives.

Numerous entities, ranging from nonprofit organizations that provide technical assistance and gap financing to philanthropic funders that support project-level investments, are actively engaged in addressing housing needs. However, many stakeholders lack a comprehensive understanding of the full suite of financing tools and resources available across the region. FCEDC, as a 501(c)3 local development corporation and Industrial Development Agency (IDA), holds key tools that can support housing development, even though this has not traditionally been a core focus. Given the scale of the need, FCEDC must grow its involvement to organize local efforts and ensure that partners are aligned. While regional organizations such as the Lake Champlain-Lake George Regional Planning Board (LCLGRP) have taken a proactive approach in other areas, Franklin County is not currently part of that network (although it did provide financial support and participate in LCLGRP's Regional Housing Study) and must therefore cultivate its own set of solutions.

Customize housing support by tailoring engagement and resources to meet each municipality's level of planning and development readiness.

There is no one-size-fits-all solution to housing in Franklin County. Communities are at different stages of readiness, with some just beginning to build capacity. Others have taken proactive steps, such as achieving New York State Pro-Housing Community certification, which signals a clear intent to advance housing development. The next step is identifying priority parcels suitable for a range of housing types. This may also involve assistance with conducting site readiness assessments, facilitating pre-development conversations, coordinating infrastructure, and discussing financing, as well as attracting developers. In addition to the Pro-Housing Community certification, a range of regional partners play a crucial role in addressing the severe regional housing shortage. The Franklin County Land Bank, established in 2023, will play a strong role in increasing the proportion of workforce housing across the county. They are acquiring properties to rehabilitate and get back into the market. In 2025, the Franklin County Land Bank received a \$1.25 million grant from the New York Land Bank Initiative to accelerate its work of addressing the regional housing crisis.

Regional Efforts to Develop Housing: Building Balanced Communities for the North Country

In 2023, the Lake Champlain-Lake George Regional Planning Board (LCLGRP) embarked on a regional housing assessment and strategy, seeking tangible mechanisms to address the growing housing crisis within its footprint.

While Franklin County is outside the organization's footprint, it did participate in the regional housing strategy. The strategy identified that Franklin County needs **944 new workforce housing units over the next decade.**

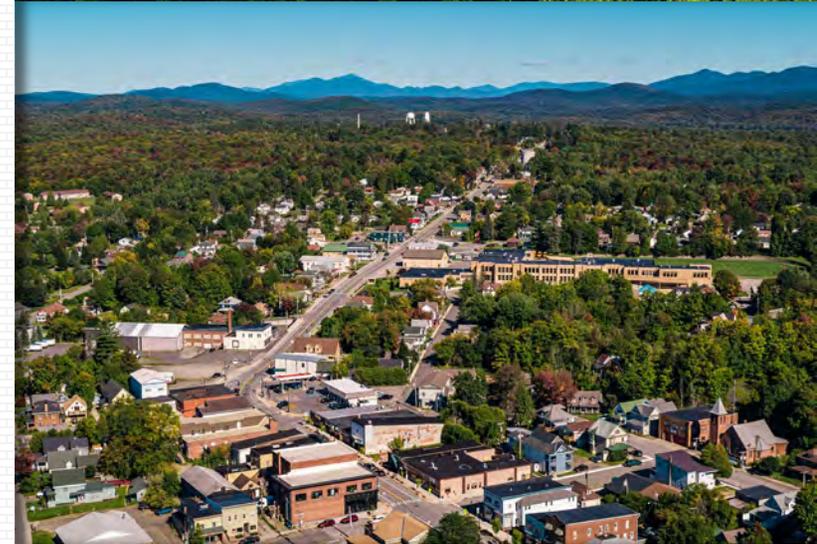
Ten recommendations were developed, and since then, the LCLGRP has advocated for and developed tools that support housing efforts. One of these tools developed a Workforce Housing Revolving Loan Fund.

Build on FCEDC's Main Street Program to activate local economies and strengthen partnerships with municipalities.

Downtowns are the heart of Franklin County's communities, and their revival is central to attracting new residents, retaining young people and a workforce, and strengthening Franklin County's economy. The FCEDC has been a catalyst in these efforts, providing Main Street planning, strategic support, and small business funding. FCEDC stands ready to help other communities pursue their own revitalization goals with targeted outreach and conversations to foster projects in smaller communities across the county.

With strong municipal leadership, Saranac Lake, Tupper Lake, and Malone have each secured New York State Downtown Revitalization Initiative (DRI) funding, an achievement few counties can claim. These investments are transforming public spaces, energizing small businesses, and creating a renewed sense of place. There is an opportunity to leverage these successes in smaller hamlets throughout Franklin County, where recreation, small business, or other strengths can be explored for economic growth.

Additionally, the New York Forward program may offer a "right-sized" opportunity for Franklin County's smaller towns and villages to revitalize their community centers. FCEDC can provide technical assistance, planning expertise, and direct resources to help local leaders take advantage of this opportunity.



CASE STUDY FOR FRANKLIN COUNTY MAIN STREET REVITALIZATION COMPETITION

Initiative Name: Evolution Wytheville (as part of Downtown Wytheville, Inc.)

Location: Wytheville, Virginia (rural Southwest Virginia)

Overview: In 2018, Downtown Wytheville Inc. launched Evolution Wytheville, a small business competition linked to the community's placemaking goals around revitalizing its downtown district. Upon securing funding through a Community Business Launch Grant from the Virginia Department of Housing and Community Development, the organization began by forming partnerships with the Virginia Department of Housing & Community Development, the local chamber, and the Joint Industrial Development Authority. It then led a regional awareness campaign using local media outlets and social media to promote the opportunity to prospective entrepreneurs. Following a competitive selection process, four businesses each received \$75,000. In addition to financial support, the winners benefited from capacity-building services and public exposure to help them succeed.

Challenges Addressed: Following an industrial downturn, Wytheville experienced decades of retail decline, vacant storefronts, and waning foot traffic. The town needed to reanimate Main Street and build human capital to support new startups. The initiative targeted both physical improvements and business activation.

Initiative Administration and Funding Structure: Downtown Wytheville Inc. oversaw the competition, with state grant funding via the Community Business Launch Grant and partnerships with local property owners offering reduced rent incentives. Through its partnerships, some local property owners even offered reduced rent to support new businesses in relocating downtown.

Impact: The competition resulted in the four winners opening two breweries, a bakery, and an art school in the downtown area. Wytheville used this momentum to continue bolstering its small business environment downtown, such as through free business classes, marketing assistance for residents, and incentives for building infrastructure and signage improvements.

4 ACTION PLAN MATRIX

The Action Plan Matrix presents the Strategic Direction as a roadmap for the FCEDC and its partners to achieve the shared vision.

ACTION PLAN MATRIX LEGEND

GOALS

Big ideas, what we hope to achieve, and vision statements.

STRATEGY

What we'll do to achieve our goals.

PRIORITY

This column indicates a "high" or medium" level of priority.

PARTNERS

This column indicates FCEDC's role, drawn from the list to the right, along with related partners for the strategy. Note that this is an initial list of anticipated partners that will grow over the duration of this strategy.

PROGRESS INDICATOR

This is a measurable way to track progress in each goal.

FCEDC ROLES

As rural economic development evolves, so too must the roles of each partner within Franklin County. The Action Plan Matrix notes the FCEDC's role within each strategy. It is important to recognize that these may evolve or change over time, and this tool will be updated throughout the CEDS's five-year lifespan.

LEAD

As a leader, the FCEDC drives strategic initiatives, collaboration, and innovation to advance Franklin County's growth and long-term vitality. Convening partners across sectors to align goals and coordinate action, engaging residents, employers, and institutions to ensure strategies reflect local perspectives, and /or serving as the principal storyteller and promoter of the region's assets, opportunities, and successes, attracting talent, investment, and visitors.

SUPPORT

In the support capacity, the FCEDC acts as a catalyst and resource to help partners implement shared goals. Providing funding tools or helping secure financing to advance key initiatives, serving as a trusted source of data, providing technical assistance, and best practices to inform decisions, and / or connecting businesses, communities, and organizations to the right resources, partners, and opportunities that enable growth and innovation. As a supporter, the FCEDC also assists local leaders, businesses, and community organizations by offering capacity-building and strategic support to move priority projects forward and strengthen overall implementation capacity.

GOAL 1

Connect students and young adults to local employers with in-demand career pathways that support long-term careers in Franklin County.

Strategy	Priority	FCEDC Role/Partners
1.A Elevate the career pathways into healthcare, trades, professional careers, or agriculture.	High	FCEDC: Lead Franklin Essex Hamilton BOCES North Country Workforce Development Board North Country Community College Paul Smith's College Middle and High School Guidance Counsellors, Administrators, Teachers
1.B Convene a coalition of major employers to develop an infrastructure supporting the recruitment and retention of workers.	High	FCEDC: Support Franklin Essex Hamilton BOCES North County Workforce Development Board North Country Community College North Country Chamber of Commerce Paul Smith's College St. Regis Mohawk Tribe Economic Development Large Employers
1.C Recruit more private employers to expand the awareness and options for work-based learning opportunities like internships and apprenticeships.	Medium	FCEDC: Support Franklin Essex Hamilton BOCES North Country Workforce Development Board North Country Community College North Country Chamber of Commerce Paul Smith's College Franklin County School Districts
1.D Re-engage populations that have been disconnected from the workforce or face obstacles to entry-level positions.	Medium	FCEDC: Support Citizen Advocates North Country Workforce Development Board North Country Community College

Progress Indicators:

1. Population change, migration in/out of the 20-39 age cohort, annually, over the next five years. Source: American Community Survey
2. Franklin County labor force participation rate, quarterly. Source: Bureau of Labor Statistics

GOAL 2

Seek opportunities to infuse innovation in Franklin County's core industries and retain them locally, while also supporting resources for emerging industries.

Strategy	Priority	FCEDC Role/Partners
<p>2.A Establish regular meetings and follow-up measures with leaders in emerging sectors like specialty contracting, Life Sciences, and tech-led industries. Schedule regular meetings and follow-up measures with legacy industries like Agribusiness, Health Care and Wellness, and Forestry and Wood Products.</p>	High	<p>FCEDC: Lead Chambers of Commerce Large Employers</p>
<p>2.B Support partner initiatives that are working towards an attractive and welcoming tech ecosystem.</p>	High	<p>FCEDC: Support Adirondack Community Foundation through A2I Chambers of Commerce</p>
<p>2.C Actively build an inventory of potential sites (public and private) for industrial or flex development.</p>	Medium	<p>FCEDC: Lead Municipalities</p>
<p>2.D Attract significant federal and private-sector resources to fuel transformative projects in Franklin County.</p>	Medium	<p>FCEDC: Lead North Country Regional Economic Development Council Lake Champlain-Lake George Regional Planning Board Cloudsplitter Foundation North Country Chamber of Commerce Adirondack Community Foundation</p>
<p>2.E Expand childcare availability through public-private partnerships that can assist childcare businesses through capital and technical assistance.</p>	Medium	<p>FCEDC: Support Childcare Coordinating Council Adirondack Community Foundation - Birth to Three Alliance</p>

Progress Indicator:

1. Number of new and retained jobs in Franklin County's target industries. Sources: Franklin County IDA and Lightcast

GOAL 3

Build and revitalize homes, neighborhoods, and downtowns to expand housing options and enhance Franklin County's quality of place.

Strategy	Priority	FCEDC Role/Partners
3.A Enlist and formalize a network of small to mid-size real estate developers and contractors, and help pair them with development or rehab opportunities, training, and support.	High	FCEDC: Lead Private sector contractors and developers St. Regis Mohawk Tribe Economic Development Real Estate Brokerages
3.B Invest in quality places by supporting community-led development of parks, cultural assets, and outdoor recreation options.	Medium	FCEDC: Support Chambers of Commerce Saint Regis Mohawk Tribe Economic Development Municipalities
3.C Elevate FCEDC's role as a partner in housing development financing and support new and expanding housing initiatives.	Medium	FCEDC: Lead Franklin County Land Bank Local Housing Authorities Regional Housing Partners For-profit and non-profit developers
3.D Customize housing support by tailoring engagement and resources to meet each municipality's level of planning and development readiness.	Medium	FCEDC: Support Franklin County Land Bank Municipalities New York State Homes and Community Renewal Regional Housing Partners
3.E Build on FCEDC's Main Street Program to activate local economies and strengthen partnerships with municipalities.	High	FCEDC: Lead Municipalities

Progress Indicators:

1. New or rehabbed housing units to contribute to the overall housing goal set by the 2023 Comprehensive Housing Study and Strategy by Lake Champlain-Lake George Regional Planning Board.

2. Downtown commercial vacancy rate (for select locations). Sources: Locally collected

5 EVALUATION FRAMEWORK



IMPLEMENTATION OF THE CEDS

While the CEDS establishes a long-term vision for the next five years, market conditions, regional dynamics, and external factors outside the control of Franklin County partners may influence implementation. FCEDC will use a flexible framework to adapt to these changes while staying aligned with the strategy's goals.

- 1. Annual CEDS Advisory Committee Review:** The CEDS Advisory Committee will meet annually to review progress, provide input on the past year's work, and contribute to the development of annual reports. Members' expertise will also be leveraged for specific projects as needed.
- 2. Board Adoption and Alignment:** FCEDC's Board formally adopted the strategy, ensuring that the three goal areas are integrated into the organization's priorities, work plans, and staff responsibilities.
- 3. Partnership Engagement:** FCEDC will convene necessary partners to accelerate progress on high-priority initiatives outlined in the strategy.
- 4. Transparent Communication:** Regular updates will be shared with partners and the public to ensure stakeholders are informed and engaged throughout the implementation process.
- 5. Monitoring and Reporting:** FCEDC will track progress on key indicators for each goal area and publish annual reports documenting outcomes and adjustments to the strategy.

GROWING REGIONAL PARTNERSHIPS

The Lake Champlain-Lake George Regional Planning Board (LCLGRP) serves a five-county region, Clinton, Essex, Hamilton, Warren, and Washington, providing strategic planning, technical assistance, financing, and grant management support to local governments and businesses. As a designated Economic Development District (EDD), LCLGRP receives funding from the US Economic Development Administration to carry out economic development activities in its service area. Although Franklin County is not currently within the LCLGRP's official service area, it did participate and contribute financially to the 2023 Comprehensive Housing Study and Strategy, which set housing goals for each county for the coming decade.

As regional collaboration becomes increasingly important for accessing resources and technical expertise, early conversations have begun about the possibility of LCLGRP expanding its boundaries to include Franklin County. These discussions are in preliminary stages, and further evaluation is needed. Membership would require a financial contribution from Franklin County, although the amount has not yet been determined.

Potential benefits to Franklin County from a formal partnership with LCLGRP include:

- Co-sponsoring housing readiness and pre-development initiatives
- Coordinating cellular and broadband infrastructure expansion with regional planning efforts
- Leveraging the Revolving Loan Fund (RLF) to support local business investments
- Participating in *Forward Together*, LCLGRP's long-range economic resiliency plan



Comprehensive Economic Development Strategy

Franklin County

SUMMARY BACKGROUND REPORT

APPENDIX I

FRANKLIN COUNTY

ECONOMIC DEVELOPMENT  CORP.

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY SUMMARY BACKGROUND

JUNE 2025



Melissa McManus LLC

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INTRODUCTION

The Summary Background Report for Franklin County provides the data-informed foundation for the Comprehensive Economic Development Strategy (CEDS). Understanding the population, labor force, industries, economy, and real estate of the region lays the groundwork for the community and business engagement and strategy development to come.

The Summary Background Report covers the first two data sections of the CEDS. They are as follows:

Demographic, Economic, and Target Cluster Profiles:

The demographic and economic profiles cover a range of demographic data, including existing and projected trends for population, households, median age, race and ethnicity, and education. Economic indicators on industries, the labor market, employment, and commuting trends. Key findings are presented on pages 4 – 6 to highlight notable trends or elements in Franklin County’s economy.

Real Estate Profile:

This real estate profile reviews the real estate landscape of Franklin County across various types of real estate building types, including office, retail, industrial, lodging, flex spaces, and residential multifamily space. The data is provided at the county level. Key findings are presented on page 7 with highlights of the real estate inventory.

Franklin County CEDS – SCHEDULE

- Demographic profile
- Economic Profile
- Target Cluster Profile
- Real estate profile

Upcoming work:

- Stakeholder and partner organization engagement
- Business resiliency inventory
- Situational assessment
- Strategy development



DEMOGRAPHIC PROFILE

KEY FINDINGS

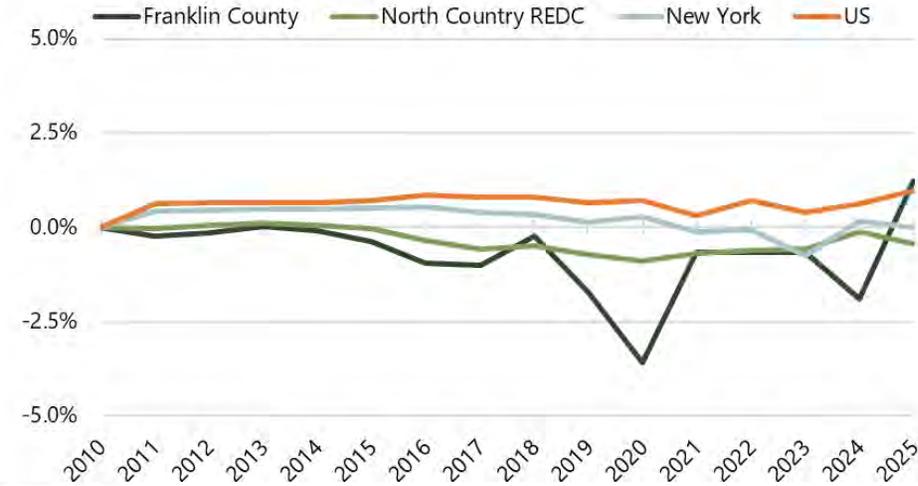
Franklin County’s population and demographic trends mirror those of rural America. With an 11% (~5,409) decline in population between 2010 and 2025, there was a simultaneous uptick in households. This trend, decreasing population totals with increasing number of households, was also observed in the North Country REDC region. Divergence between population change and the change in the number of households indicates a shift in household composition, with fewer people living in more housing units.

While a common occurrence across rural parts of the US, the fact remains that population decline will continue to dampen economic and investment prospects for Franklin County. As recognized by the CEDS Committee in the initial kickoff meeting, the CEDS must be tied as much to population retention and expansion as it is to job growth or industry opportunities.

One positive indicator among socioeconomic data is Franklin County’s median net worth (\$188,376). While the county’s per capita and household incomes are only moderately above the regional minimums, its net worth is substantially higher than Jefferson County’s (\$89,505) and relatively competitive with Clinton County’s (\$198,730) despite the latter’s significantly higher household income (\$72,522 vs. \$62,552). This suggests Franklin County residents may have better wealth accumulation or asset retention characteristics than their income levels alone would predict. Overall, Franklin County occupies a solid middle position, with particular strength in net worth

relative to its income metrics, indicating some level of economic stability despite not reaching the wealth levels of the North County’s most affluent counties.

Year-Over-Year Population Change, 2010-2025



Source: Esri



ECONOMIC PROFILE

KEY FINDINGS

Franklin County’s overall job losses in the last five years are more severe than in the North County as a whole. Between 2019 and 2024, Franklin County experienced a 3.8% employment reduction (-742 jobs) – while the North County as a whole experienced a -2.3% decline in its total employment base.

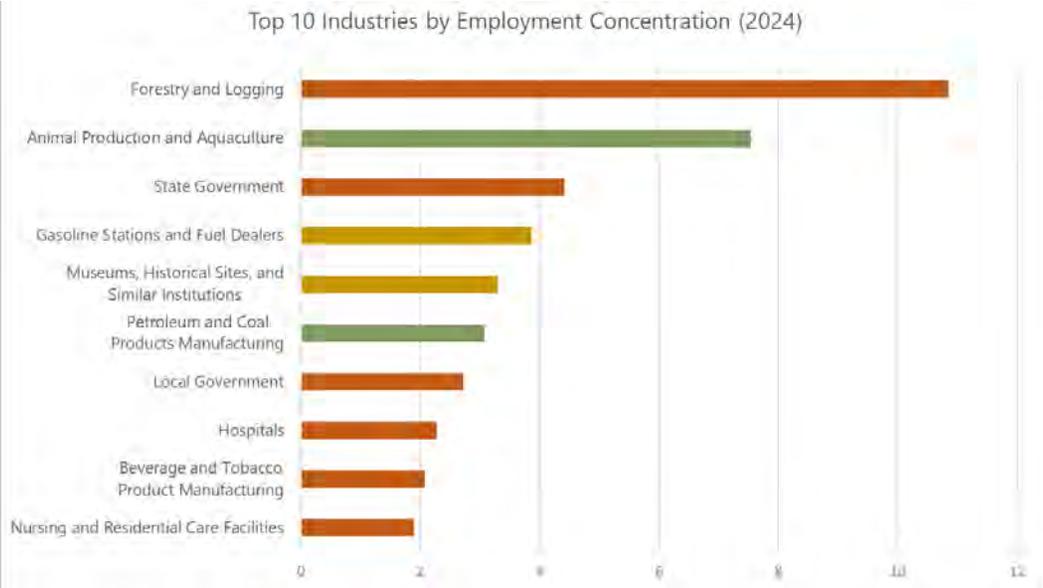
A significant portion of Franklin County’s most concentrated industries are experiencing employment contraction. This points to an urgent need for economic diversification and strategic workforce planning, particularly in sectors tied to manufacturing, agriculture and tourism.

The chart to the right shows the county’s top ten industries by concentration. These are industries that are highly specialized based on the size and scale of Franklin County. The coloring of the bars indicates if the industry’s employment declined, grew, or stayed stable in the last five years. The analysis shows that:

60% of industries declined

20% of industries grew

20% experienced little to no change



Employment Concentration

*Industries listed in this table represent 3-digit NAICS Codes.



TARGET CLUSTER PROFILE

KEY FINDINGS

Franklin County's six target industries were analyzed to determine market opportunities and recent job trends. Profiles for each target industry can be found starting on page 38.

FOREST AND WOOD PRODUCTS TRENDS ANALYSIS: The Forest and Wood Products Cluster in Franklin County encompasses 21 industries related to timber operations, wood manufacturing, and construction activities. Jobs in this cluster declined by 7% from 2019 to 2024, decreasing from 238 to 221 positions. This decline represents a loss of 17 jobs over the five-year period. However, the cluster shows signs of stabilization with minimal projected growth expected between 2024 and 2029. Tariffs and trade policies shifts at the federal level are having significant impacts on this industry, and there will be uncertainty about the status of the industry for the foreseeable future.

OUTDOOR RECREATION AND TOURISM TRENDS ANALYSIS: The Cluster encompasses 41 industries related to hospitality, food service, entertainment, recreation, and cultural activities. Jobs in this cluster declined by 5% from 2019 to 2024, decreasing from 1,421 to 1,345 positions. This decline may reflect the significant impact of the COVID-19 pandemic on the tourism and hospitality industries. Despite the recent contraction, the cluster shows signs of stabilization with modest job growth expected between 2024 and 2029.

AGRIBUSINESS TRENDS ANALYSIS: The Cluster encompasses 87 industries related to agricultural production, support, manufacturing, and wholesalers. Jobs in this cluster declined by 5% from 2019 to

2024, decreasing from 865 to 826 positions. Despite the recent contraction, the cluster shows signs of stabilization with a projected 6% increase in cluster jobs.

BIOTECH AND LIFE SCIENCES: The Franklin County Biotech & Life Sciences Cluster is comprised of 26 industries, with three industries driving its economic activity. Despite its limited presence, the cluster demonstrates strong growth and specialization in key areas like R&D and testing labs.

ENERGY INFRASTRUCTURE TRENDS ANALYSIS: The Energy Infrastructure cluster includes 37 industries spanning power generation, electrical distribution, construction, equipment manufacturing, and engineering services. Most job growth came from construction-related sectors and maintenance services, while manufacturing industries contributed little to employment in the county during this period. While foreign direct investment in this sector has been growing across North Country counties, Franklin County does not demonstrate the same pattern.

ALL OTHER MANUFACTURING TRENDS ANALYSIS: The Other Manufacturing Cluster in Franklin County includes thirteen active industries across 240 manufacturing industries. While jobs in this cluster grew by 142% from 2019 to 2024, the cluster's contribution is small, with only 95 total jobs as of 2024. This substantial growth contrasts favorably with typical manufacturing trends and represents potential opportunities for the county.



COMMERCIAL REAL ESTATE PROFILE

KEY FINDINGS

While performance in some real estate segments in Franklin County compares favorably to broader regional or state-level trends, future success will depend on targeted investment, adaptive reuse of existing properties, and enhanced public-private coordination to better align the county’s real estate assets with long-term economic needs.

Franklin County’s nonresidential real estate totals nearly 4 million square feet (msf), with a notable majority (59%) being made up of retail space. This contrasts with the larger North Country REDC region, where retail, still the largest sector, falls well below half (45%) of all noncommercial space.

By percent share of total space, the proportion dedicated to office (9%) and lodging (10%) in Franklin County remains roughly consistent with the North Country REDC.

The county also contains 824 investment-grade multifamily residential units. These see an average rental rate around \$950 per month – roughly 9% below the seven-county REDC region level.

The current market conditions and outlook for real estate by category are documented below.

Category	Current Status	Outlook & Considerations
Retail	Dominant but unpredictable	Requires strategic tenant attraction to community hubs and market stabilization
Industrial	Underutilized	Presents an opportunity for redevelopment or adaptive reuse, tenant attraction needed for vacant or unique properties
Office	Stable but stagnant	Needs modernization or repositioning to meet evolving demand
Multifamily	Stable but stagnant, could be market opportunities from pent-up demand	Limited growth; may benefit from mixed-use development or targeted incentives
Hospitality	Stable and growing	The future of hospitality, while it has been strong, could be significantly impacted by declining Canadian border crossings

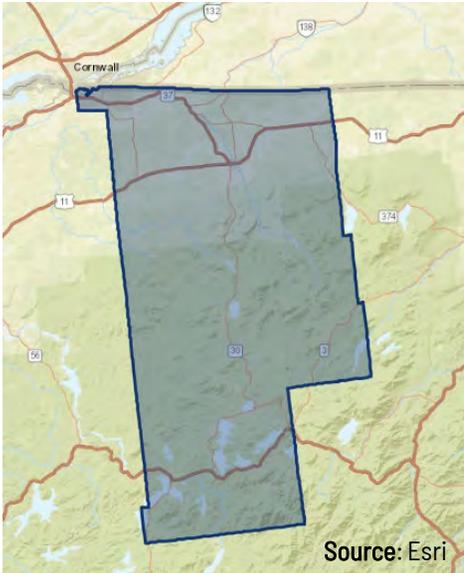


REGIONAL CONTEXT

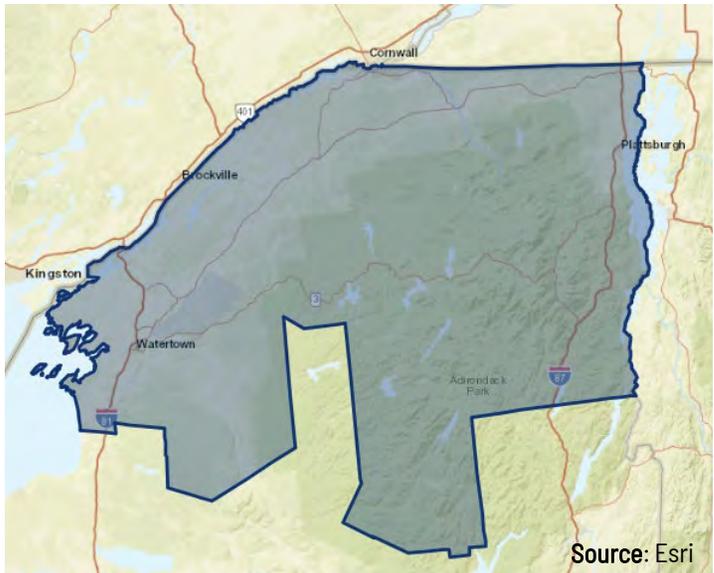
Franklin County is in the northern part of New York State, nestled in the Adirondack Mountain region. The county shares its northern border with the Canadian provinces of Quebec and Ontario. Franklin County is approximately 90 miles southwest of Montreal, Canada, and about 165 miles north of Albany, NY.

To better understand the economic and demographic makeup of Franklin County, this report examines the county as well as the surrounding regions. Specifically, we look at the North Country Regional Economic Development Council region, which is composed of Clinton, Essex, Franklin, Hamilton, Jefferson, Lewis, and St. Lawrence counties, and New York. By examining Franklin County along with these larger geographies, we can better understand the city's strengths, weaknesses, and contributions.

FRANKLIN COUNTY



NORTH COUNTRY REDC



NEW YORK STATE



ALL STUDY GEOGRAPHIES



DEMOGRAPHIC PROFILE

POPULATION TOTALS

As of 2025, Franklin County had an estimated population of 46,190. Between the 2010 and 2020 Census counts, the county experienced an average annual decline of approximately -0.8%, with the population decreasing from 51,599 to 47,555. This downward trend continued between 2020 and 2024, though at a slower rate. Between 2024 and 2025, however, the county's population rebounded slightly, increasing from approximately 45,636 in 2024 to 46,190 in 2025. During the next five years, the population is anticipated to decline by -0.3% annually, to 45,446 by 2030.

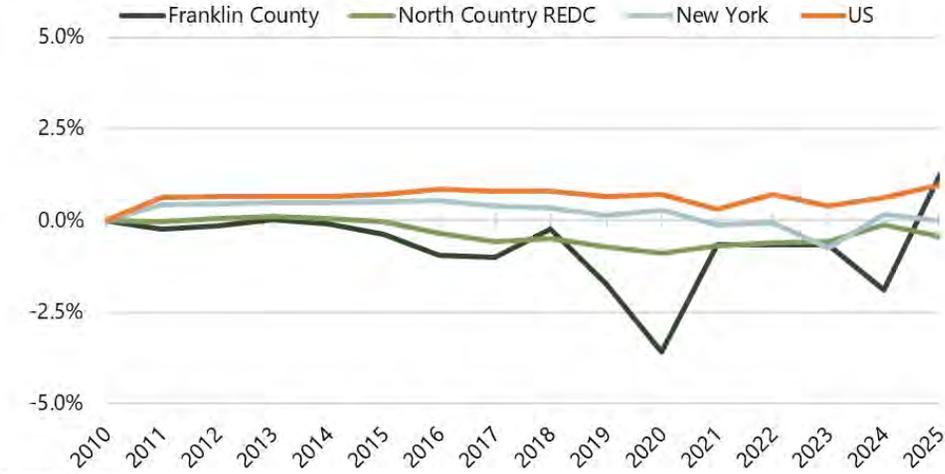
The year-over-year chart also shows signs of short-term recovery after a sharper dip around 2020-2021, indicating potential for resiliency and renewed growth efforts. Compared to the broader North Country REDC, Franklin County's recent rebound in 2024-2025 stands out as a positive shift in an otherwise challenging demographic landscape.

Population Trends by Geography, 2010-2030

	Franklin County	North Country REDC	New York	US
Population				
2010	51,599	433,193	19,378,097	308,745,538
2020	47,555	421,694	20,201,249	331,449,281
2025	46,190	411,119	19,998,175	339,887,819
2030 (Proj.)	45,466	403,073	19,911,436	347,149,422
Annualized Population Change				
2010-2020	-0.8%	-0.3%	0.4%	0.7%
2020-2025	-0.6%	-0.5%	-0.2%	0.5%
2025-2030	-0.3%	-0.4%	-0.1%	0.4%

Source: Decennial Census; Esri

Year-Over-Year Population Change, 2010-2025



Source: Esri



POPULATION CHANGE WITHIN FRANKLIN COUNTY

Between 2020 and 2025, population change across County Subdivisions in Franklin was mixed, with most areas experiencing modest decline.

The three fastest-growing subdivisions were:

- Duane Town
- St. Regis Mohawk Reservation
- Dickinson Town

The subdivisions that experienced the largest declines were :

- Brighton Town
- Tupper Lake Town
- Waverly Town

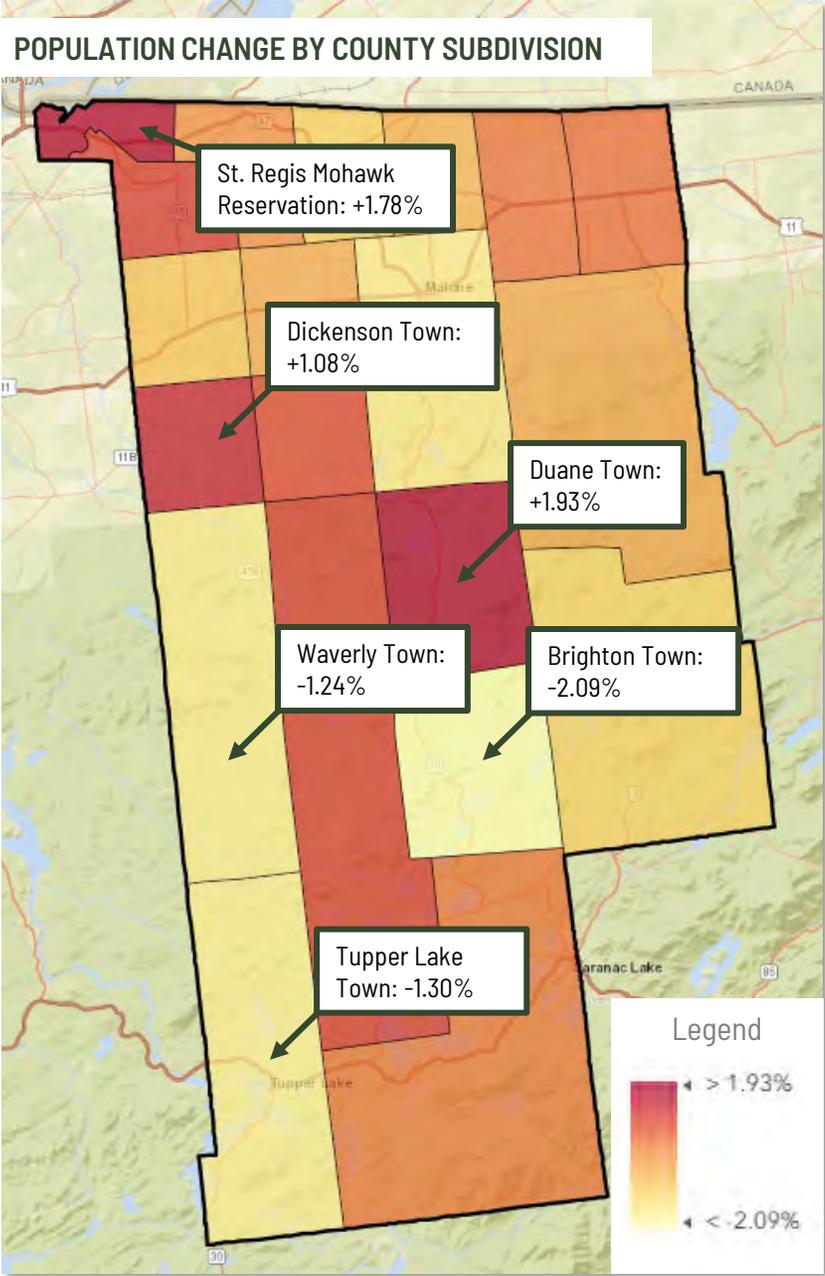
Overall, population decline was widespread between 2020 and 2025; however, there were pockets of growth during the period.

Population Change by Location, Franklin County, 2020-2025

Compound Annual Growth Rate		Compound Annual Growth Rate	
County Subdivision	Growth Rate	County Subdivision	Growth Rate
Brighton Town	-2.09%	Fort Covington Town	-0.50%
Tupper Lake Town	-1.30%	HarrietsTown Town	-0.26%
Waverly Town	-1.24%	Burke Town	-0.20%
Malone Town	-1.13%	Chateaugay Town	-0.15%
Franklin Town	-0.91%	Brandon Town	0.27%
Westville Town	-0.85%	Santa Clara Town	0.40%
Moira Town	-0.82%	Bombay Town	0.44%
Constable Town	-0.78%	Dickinson Town	1.08%
Bangor Town	-0.76%	St. Regis Mohawk Reservation	1.78%
Bellmont Town	-0.74%	Duane Town	1.93%

Notes: The compound annual growth rate (CAGR) is the annualized average rate of change between two given years, assuming the change takes place at an exponentially compounded rate. A county subdivision is a geographic area commonly used for administrative, statistical, or planning purposes.

Source: Esri



POPULATION SHIFTS

The county has witnessed notable net out-migration since 2010 with population declines averaging nearly 500 residents per year.

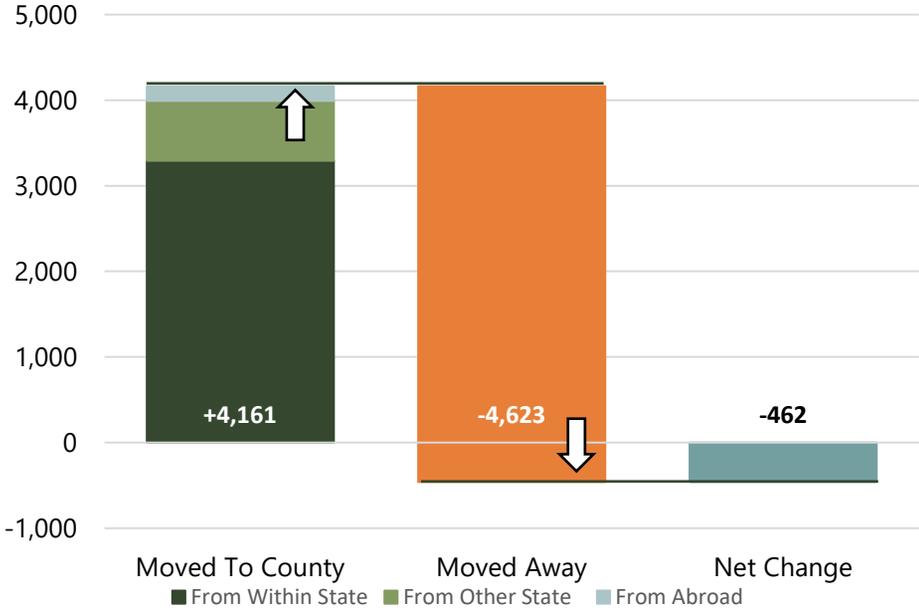
Over the past decade, an average of 4,161 new arrivals moved to Franklin County, but this was more than offset by an average of 4,623 relocating outside of the county. These flows of residents brought an average net change in population of -462 from 2013 to 2023.

Nearly four-fifths (79%) of new arrivals relocated from elsewhere in New York. Another one out of six (17%) new residents moved from other states. The balance (4%), came from abroad.

The primarily states of origin over the past five years were in New England, along with North Carolina, Tennessee, and New Jersey.

Conversely, residents leaving Franklin County most frequently moved to other New York counties, but outside the state, popular destinations included the New England region, Florida, California, and Pennsylvania.

Average Annual Migration To/From Franklin County - 2013 to 2023



Source: American Community Survey report S0701



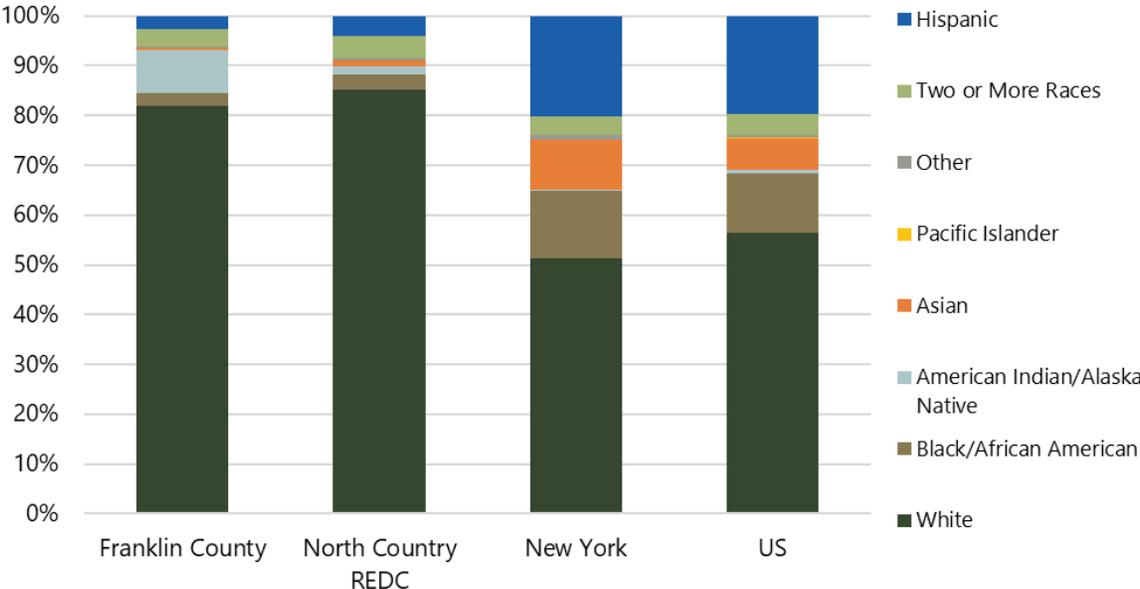
POPULATION COMPOSITION BY RACE AND ETHNICITY

Franklin County's population composition shows distinct differences when compared to regional and national demographics. The most notable characteristic of Franklin County is its American Indian/Alaska Native population at 9%, which is substantially higher than the North Country REDC (1%), New York State (0%), and national (1%) shares. This reflects the presence of the St. Regis Mohawk Reservation (Akwesasne) within the county.

At 82% white, Franklin County closely aligns with the North Country REDC's 85% white population, but both significantly exceed New York State (51%) and national (56%) figures. The Black/African American population in Franklin County (3%) matches the North Country REDC average but is considerably lower than both New York State (14%) and national (12%) figures.

Overall, Franklin County exhibits less racial and ethnic diversity than New York State and the nation as a whole, with its demographic profile being characterized by a predominantly white population and a significant Native American presence.

Population Composition by Race and Ethnicity, 2024



Note: Population share for non-Hispanic portion of each race category shown. Hispanic population may be of any race.
Source: Esri

Population Composition by Race and Ethnicity, 2024

Race/Ethnicity	Franklin County	North Country REDC	New York	US
White	82%	85%	51%	56%
Black/African American	3%	3%	14%	12%
American Indian/Alaska Native	9%	1%	0%	1%
Asian	0%	1%	10%	6%
Pacific Islander	0%	0%	0%	0%
Other	0%	0%	1%	1%
Two or More Races	3%	4%	4%	4%
Hispanic	3%	4%	20%	20%
Total	100%	100%	100%	100%

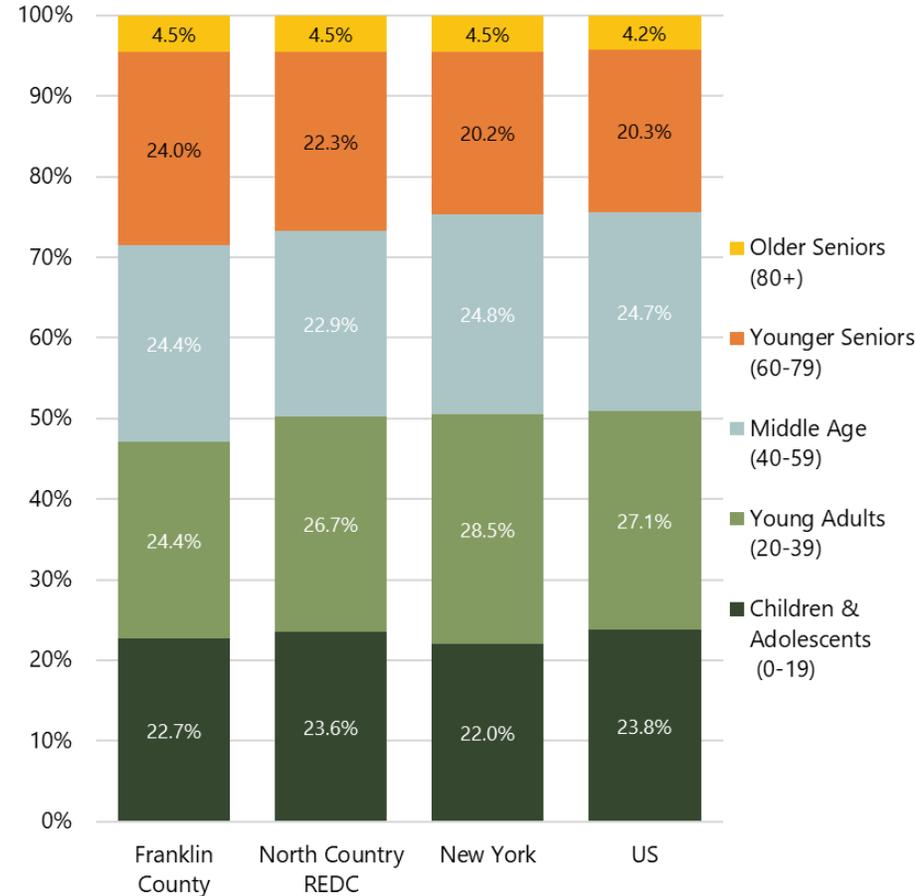
Note: Population counts provided for non-Hispanic portion of each race category. Hispanic population may be of any race.
Source: Esri



AGE TRENDS

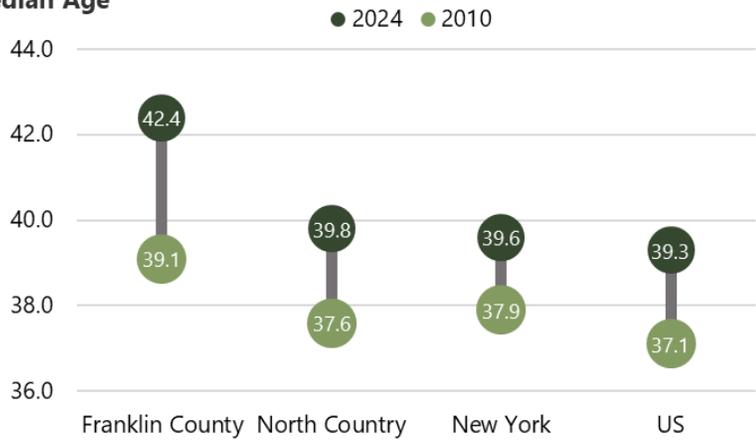
Franklin County's median age increased from 39.1 years in 2010 to 42.4 years in 2024. The county's increase in the median age outpaced the median age increases in the North Country REDC, New York State, and the nation as a whole.

Composition by Age Cohort, 2024



Source: Esri

Median Age



Source: Decennial Census; Esri

Franklin County has the highest proportion of younger seniors (60-79) at 24.0% of the population, exceeding the North Country REDC (22.3%), New York State (20.2%), and national (20.3%) figures. In contrast, the county's young adult population (20-39) is lower at 24.4%, compared to the North Country REDC (26.7%), New York State (28.5%), and national average (27.1%). This suggests a potential "missing middle" demographic, possibly due to young adults leaving the area for education or employment opportunities.

Franklin County's middle-age population (40-59) stands at 24.4%, higher than the North Country REDC but slightly lower than New York State and the national average. The proportion of children and adolescents (0-19) in Franklin County is slightly lower at 22.7% compared to the North Country REDC and national average, but higher than New York State.

Overall, this age distribution reflects Franklin County's aging population trend, with a combined 28.5% of residents aged 60 and above, and relatively fewer young adults - demographic factors that may impact future workforce development, healthcare needs, and community services.



POPULATION CHANGE BY AGE COHORT

Between 2010 and 2024, Franklin County's population losses have been heavily concentrated among younger age groups.

Those age cohorts under 60 lost 9,046 residents. Children and adolescents (ages 0-19) declined by 1,857 people – a 15% drop. The young adult population (ages 20-39) fell by over 2,900, for a 21% decrease, but the middle-aged group (ages 40-59) experienced the largest decline, shrinking by 4,268 individuals, a sharp 28% reduction.

Losses among younger residents have been partially offset, however, by gains among older age groups. During the same timeframe, the number of younger seniors (ages 60-79) jumped over 3,000 residents, a 38% increase, while the population of older seniors (ages 80 and over) also showed gains, climbing 14%.

These shifts reflect a rapidly aging population, with fewer young residents remaining in or moving to the county. The demographic trend has important implications for the local labor force, school enrollments, healthcare demand, and long-term community planning.

Franklin County Change in Population by Age Cohort - 2010 to 2024

	2010	2024	2010 to 2024 Change	
			Level	Percent
Children & Adolescents (0-19)	12,258	10,401	-1,857	-15.1%
Young Adults (20-39)	14,102	11,181	-2,921	-20.7%
Middle Age (40-59)	15,434	11,166	-4,268	-27.7%
Younger Seniors (60-79)	7,981	10,990	3,009	37.7%
Older Seniors (80+)	1,824	2,084	260	14.3%
Total	51,599	45,822	-5,777	-11.2%

Source: Esri

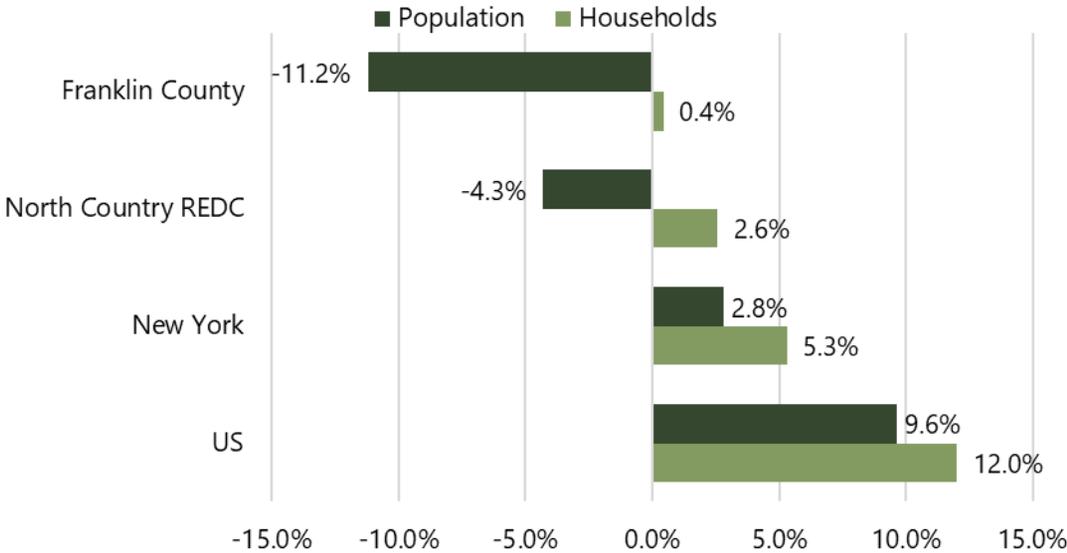


HOUSEHOLD GROWTH

Franklin County maintains the smallest average household size among all comparison regions at just 2.25 persons per household in 2024, down from 2.37 in 2010, reflecting both a steeper decline and consistently smaller households than the North Country REDC, New York State, and national averages—a trend that aligns with the county's aging population and lower proportion of young families.

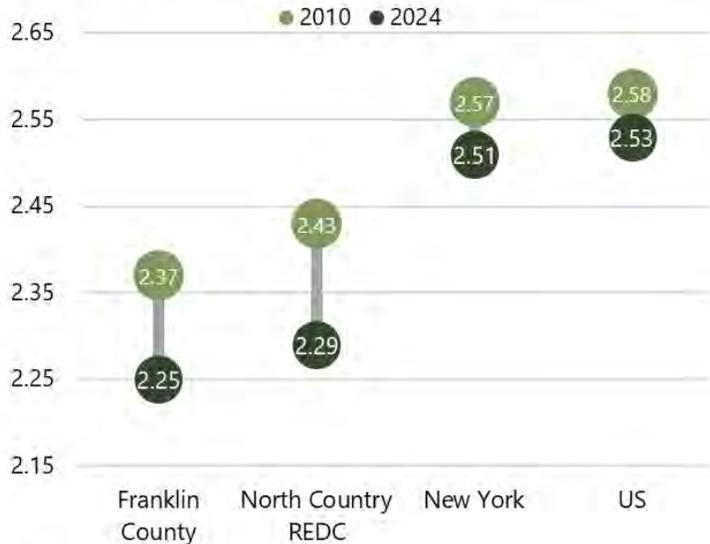
Between 2010 and 2024, Franklin County's population declined by around 11% while the number of households in the county increased slightly (0.4%). This trend, decreasing population totals with increasing number of households, was also observed in the North Country REDC region. Divergence between population change and the change in the number of households indicates a shift in household composition, with fewer people living in more housing units.

Change in Population and Households, 2010-2024



Source: Decennial Census; Esri

Average Household Size



Source: Decennial Census; Esri

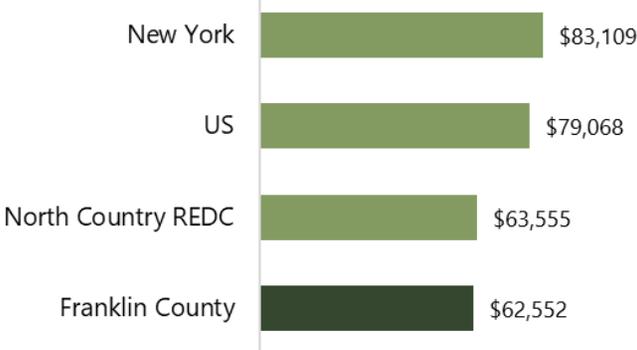
Both New York State and the nation demonstrate more typical patterns, with population and household numbers growing in tandem, though household growth outpaces population growth in both geographies.

Franklin County's population and household pattern may be explained by a variety of factors, including but not limited to an aging population with more seniors living alone after losing spouses, growth in vacation or second homes, and/or smaller family sizes among remaining residents.



HOUSEHOLD INCOME

Median Household Income, 2024



Source: Esri

At the lower end of the spectrum, Franklin County shows higher proportions of economically vulnerable households, with 18.5% earning under \$25,000 compared to New York State (16.7%) and the nation (14.9%). Households earning less than \$50,000 represent 37.1% of all households in Franklin County, similar to the North Country REDC (38.5%) but higher than New York State (31.7%) and national (31.7%) levels.

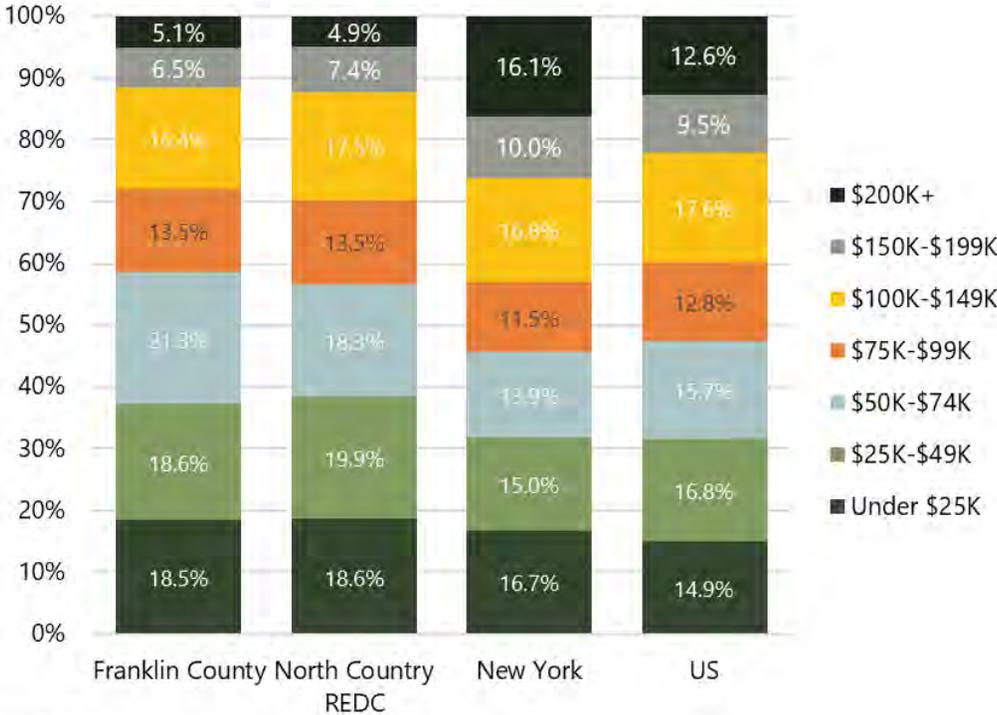
Looking at the higher income brackets, only 5.1% of Franklin County households earn \$200,000+, comparable to the North Country REDC (4.9%) but lower than New York State (16.1%) and national (12.6%) figures. Similarly, the \$150,000-\$199,000 bracket represents just 6.5% of Franklin County households versus 10.0% for New York State.

Overall, Franklin County exhibits a more compressed income distribution with stronger middle-income representation and fewer high-income households compared to state and national patterns. This mirrors broader rural economic trends and may reflect limited high-wage employment opportunities within the county.

In 2024, Franklin County's median household income was \$62,552 which falls below New York State's (\$83,109) and the nation's (\$79,068) medians. The county's figure is more in line with the North Country REDC region's median of \$63,555.

Franklin County has a notably higher concentration of households in the middle-income brackets, with 21.3% of households earning \$50,000-\$74,000. This is a higher share than the North Country REDC region (18.3%), New York State (13.9%), and the US overall (15.7%).

Households by Income Group, 2024



Source: Esri

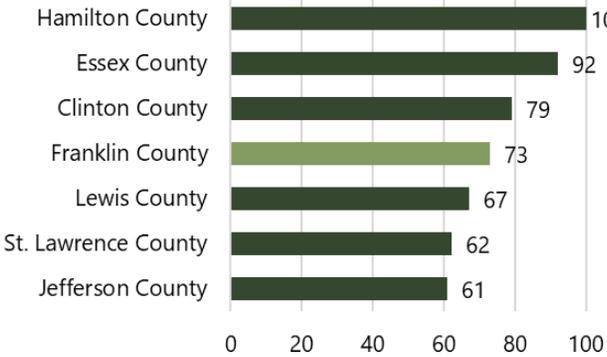


COUNTY ANALYSIS: INCOME AND WEALTH EXPLORED THE NORTH COUNTRY REDC REGION

Franklin County demonstrates a moderate economic position within its regional context, ranking third among seven compared counties with a Wealth Index of 73. With a per capita income of \$35,255 and median household income of \$62,552, Franklin County sits slightly above the regional midpoint for both measures, exceeding Jefferson and St. Lawrence Counties while falling below the more affluent Clinton, Essex, and Hamilton Counties.

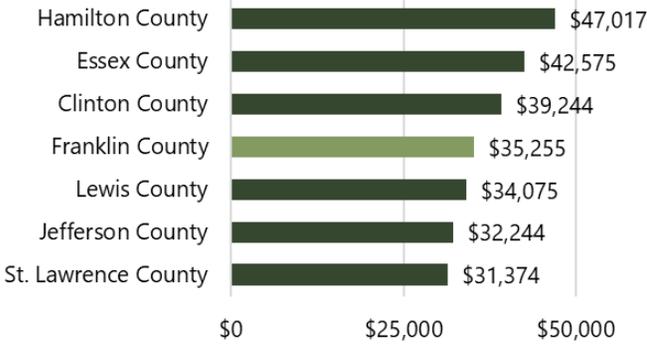
Most notably, Franklin County's median net worth (\$188,376) reveals interesting economic dynamics in the region. While its per capita and household incomes are only moderately above the regional minimums, its net worth is substantially higher than Jefferson County's (\$89,505) and relatively competitive with Clinton County's (\$198,730) despite the latter's significantly higher household income (\$72,522 vs. \$62,552). This suggests Franklin County residents may have better wealth accumulation or asset retention characteristics than their income levels alone would predict. Overall, Franklin County occupies a solid middle position, with particular strength in net worth relative to its income metrics, indicating some level of economic stability despite not reaching the wealth levels of the region's most affluent counties.

2024 Wealth Index



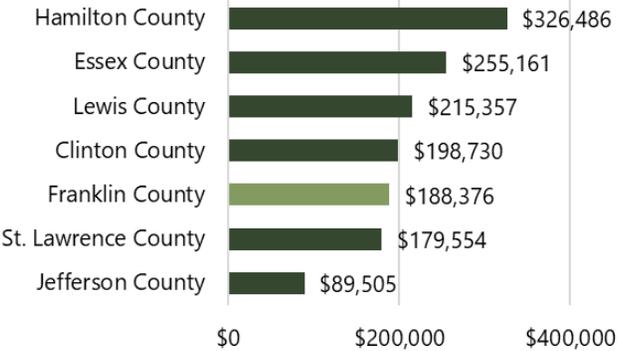
Wealth Index Defined: Esri's wealth index represents a scale of an area's wealth relative to the national level. An index of 100 represents wealth on par with the national average. An area with a wealth index below 100 has lower than average wealth and vice versa.

2024 Per Capita Income



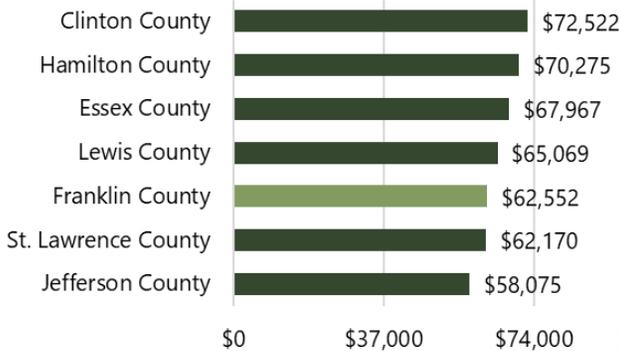
Per Capita Income Defined: This is the average income for all persons calculated from the aggregate income of persons 15 years and older.

2024 Median Net Worth



Net Worth Defined: The total household wealth minus debt, secured and unsecured. Net worth includes home equity, equity in pension plans, net equity in vehicles, IRAs, business equity, stocks, etc.

2024 Median Household Income



Median Income Defined: This is the value that divides the distribution of household income into two equal parts.

Source: Esri



POVERTY AND LIVING WAGE

The federal poverty level (FPL) is a common indicator for assessing the number of households facing financial hardships in a community. The FPL, however, is “not based on the current cost of basic household necessities, and except for Alaska and Hawaii, it is not adjusted to reflect cost of living differences across the US”. To address issues related to the FPL, we looked at the Massachusetts Institute of Technology’s Living Wage Calculator. The living wage calculator shows the hourly rate an individual in a household must earn to support themselves and/or their family, working full-time, or 2,080 hours per year. It accounts for geography-specific costs and is adjusted for inflation using the 2024 Consumer Price Index for All Urban Consumers.

Based on the MIT Living Wage Calculator, a single adult in Franklin County requires \$20.74 per hour (\$43,139 annually) to meet basic needs, while two working adults with two children each need \$27.28 per hour (\$56,742 annually per adult) to earn the living wage.

In Franklin County, the median household income was \$62,552 in 2024. Almost \$20,000 above the living wage for a single adult with no children. However, it is only about 55% of the \$113,484 needed to support a family with two working adults and two children. Please note that the average household size in Franklin County is 2.25, meaning these disparities may be less prevalent given that many households have fewer members than the two-adult, two-child family example used in this analysis.

When comparing these thresholds to actual household income distribution, approximately 37% of Franklin County households (7,111 out of 19,139) earn less than \$50,000 annually—placing them below or near the living wage for even a single adult. Nearly 60% of households (13,781) earn below \$100,000 annually falling short of the combined \$113,484 needed for two working adults to support two children.

Franklin County’s newly enacted minimum wage of \$15.50 per hour (\$32,240 annually), falls short of the living wage by over \$5 per hour for

single adults and nearly \$12 per hour for adults supporting children. Despite being well above the federal poverty wage (\$7.52-\$7.73 per hour), the minimum wage provides only 75% of what a single adult needs and just 57% of what parents supporting children require for basic economic security in Franklin County.

Living Wage, Franklin County, 2024

	Single Adult, No Children	Two Working Adults, Two Children
Hourly Earnings		
Poverty Wage	\$7.52	\$7.73
Minimum Wage	\$15.50	\$15.50
Living Wage	\$20.74	\$27.28
Annual Earnings (hourly earnings * 2,080 hours)		
Poverty Wage	\$15,642	\$16,078
Minimum Wage	\$32,240	\$32,240
Living Wage	\$43,139	\$56,742

Note: In households with two working adults, all hourly values reflect what one working adult is required to earn to meet their families’ basic needs, assuming the other adult also earns the same.

Source: MIT Living Wage Calculator, Camoin Associates

Data Note: Information on the federal poverty level is available at: <https://www.healthinsurance.org/glossary/federal-poverty-level/>, and more information on the Massachusetts Institute of Technology’s Living Wage Calculator can be found at: <https://livingwage.mit.edu/pages/methodology>



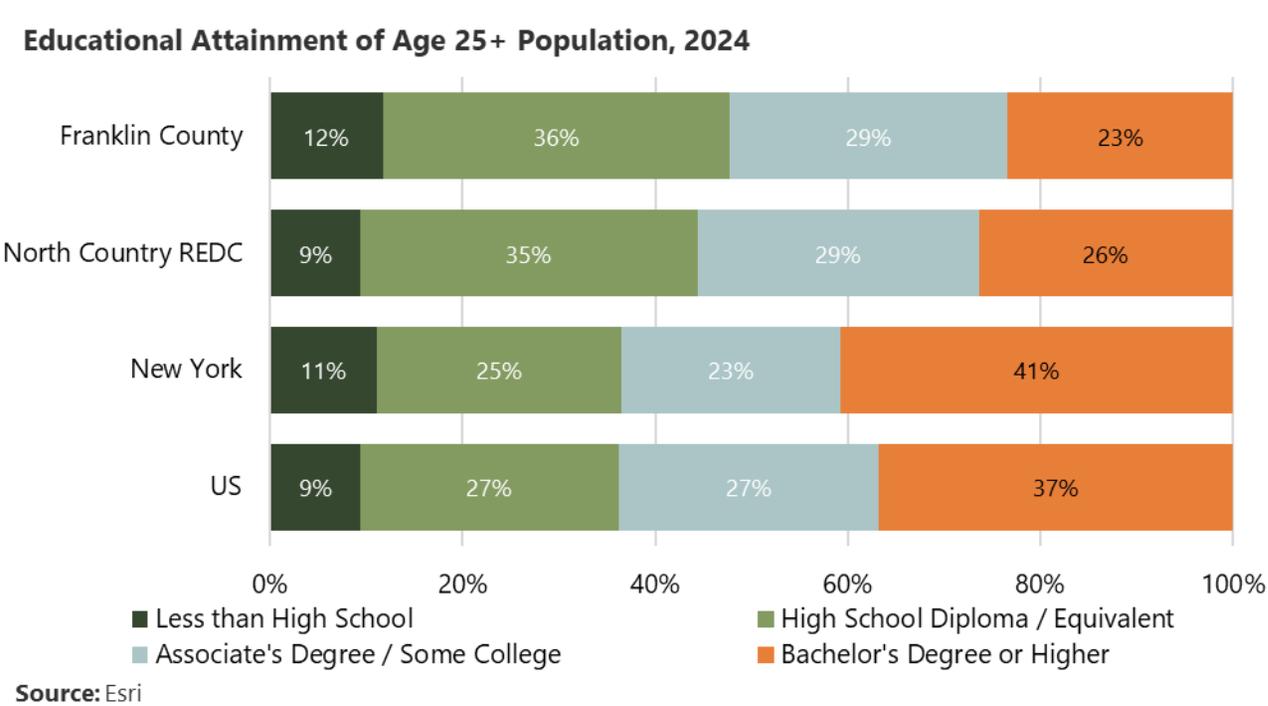
EDUCATIONAL ATTAINMENT

In Franklin County, 23% of residents age 25 and older hold a bachelor's degree or higher. This share is notably lower than the North Country REDC region (26%), New York State (41%), and the US (37%). Conversely, the county shows a notably higher concentration of residents with only a high school diploma or equivalent (36%), exceeding all comparison geographies. This overrepresentation at the high school level, combined with a higher percentage of residents without a high school diploma (12% versus 9% nationally), indicates educational achievement challenges within the county.

Franklin County's mid-level educational attainment – associate's degrees and some college attendance – stands at 29%, which aligns

with the North Country REDC region and exceeds New York State's rate (23%) but is comparable to the national figure (27%). This may reflect the presence of North Country Community College and Paul Smith's College. Both schools offer associate's degrees, with Paul Smith's College also offering Bachelor's and Master's degree programs.

The overall educational profile reflects Franklin County's rural economic structure, with fewer jobs requiring advanced degrees, and limited higher education institutions within the county.



SHIFTS IN EDUCATIONAL ATTAINMENT

While Franklin County may be declining in total population over the past decade or more due to net out-migration, those moving to the county bring with them higher levels of education than those departing.

From 2013 to 2023, population dropped by nearly 2,600. Over that same timeframe, however, the number of residents who had completed college *increased* by more than 2,000 – a 34% increase.

The net result is an increase in the share of those with a bachelor’s degree or higher, climbing from 16% to 24% over this ten-year span.

The county may be lagging the rest of the state and the nation with respect to the proportion of residents holding post-secondary degrees, but this recent trend shows great promise for the community to shift to a more knowledge-based local economy.

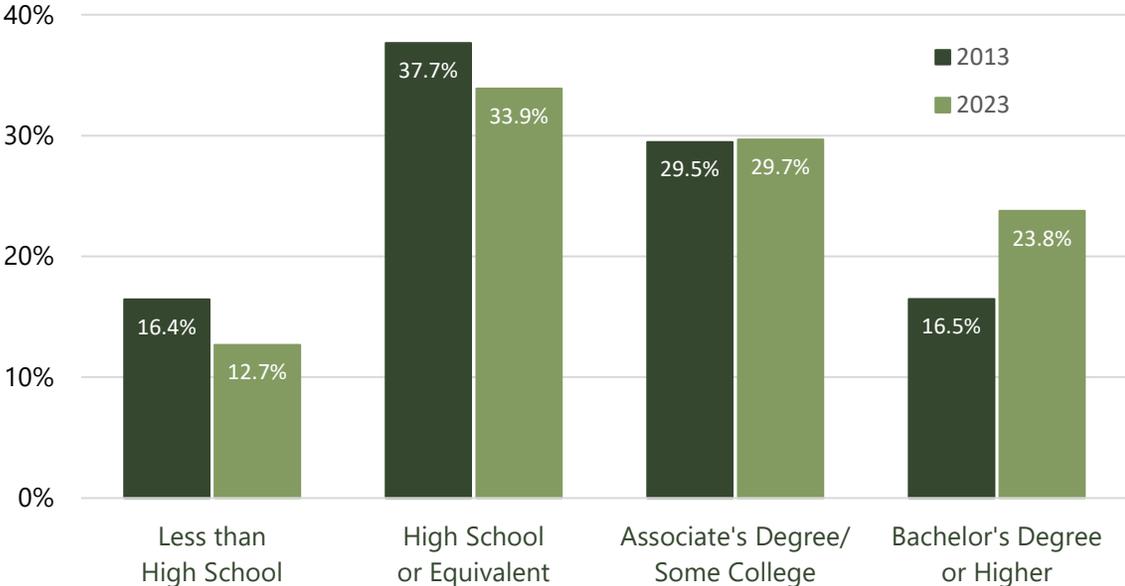
Note that the overall increase in higher-educated residents was seen throughout the county, with double-digit gains reported in Saranac Lake (up 18%), Tupper Lake (up 31%), and Malone (up 45%).

Educational Attainment of Age 25+ in Franklin County - 2013 to 2023

Educational Attainment	2013	2023	Change
Less than High School	16.4%	12.7%	-3.8%
High School Diploma / Equivalent	37.7%	33.9%	-3.8%
Associate's Degree / Some College	29.5%	29.7%	0.2%
Bachelor's Degree or Higher	16.5%	23.8%	7.3%
Total	100.0%	100.0%	0.0%

Source: American Community Survey report S0701

Shift in Educational Attainment in Franklin County - 2013 to 2023



Source: American Community Survey report S0701

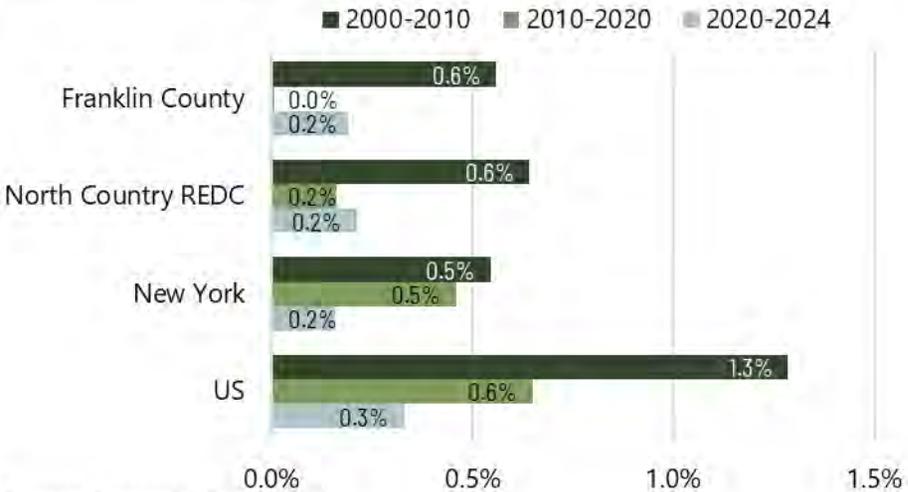


HOUSING

Franklin County's housing inventory growth has experienced significant fluctuations over the past two decades, starting with modest 0.6% annual growth from 2000-2010 (on par with the North Country REDC and slightly exceeding New York State), before coming to a complete standstill (0.0%) during 2010-2020. The county has shown a slight recovery in the 2020-2024 period with 0.2% annual growth, aligning with regional and state trends but still below the national rate of 0.3%.

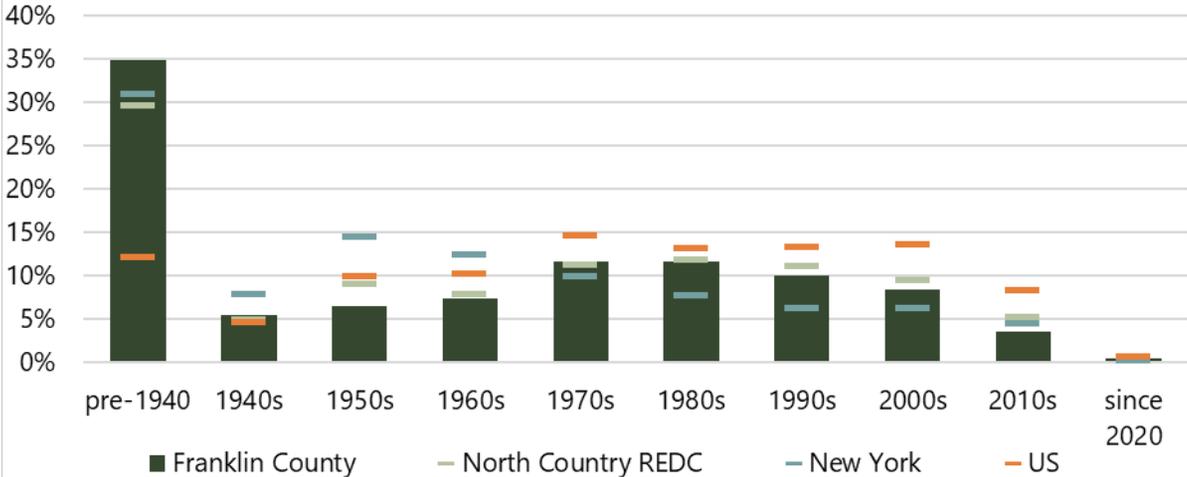
Franklin County's housing stock is significantly older than national averages, with a median build year of 1964 compared to 1979 nationally. The county's housing inventory is dominated by historic structures, with 35% of homes built in 1939 or earlier—nearly triple the national rate of 12% and even exceeding the high percentages seen across New York State (31%) and the North Country REDC (30%). Conversely, Franklin County shows minimal recent construction, with just 4% of homes built since 2010, half the national rate of 9% for the same period. This aging housing inventory reflects decades of limited new development and economic challenges, presenting significant implications for housing quality, maintenance costs, and accessibility.

Annualized Change in Housing Inventory, 2000-2024



Source: Decennial Census; Esri

Housing Stock by Year Built, 2022



Source: Esri



HOUSING CONTINUED

In 2024, Franklin County's housing inventory was 53% owner-occupied (higher than both New York State at 46% and the North Country REDC at 49%), with a lower proportion of renter-occupied housing at just 21% (compared to 44% statewide and 32% nationally). The county had a high vacancy rate at 26%—more than double the state (11%) and national (10%) averages—potentially reflecting the area's role as a seasonal vacation destination.

Franklin County's housing stock is dominated by single-family detached homes, which account for 71% of all housing units—higher than both the North Country REDC (68%) and the US (61%).

Multi-unit housing is notably less common in Franklin County compared to national figures. Medium and large apartment complexes (5+ units) comprise only 7% of the county's housing stock, which is below the national rate of 19%. Similarly, attached single-family homes represent just 1% of Franklin County housing compared to 6% nationally, indicating limited townhouse or rowhouse development.

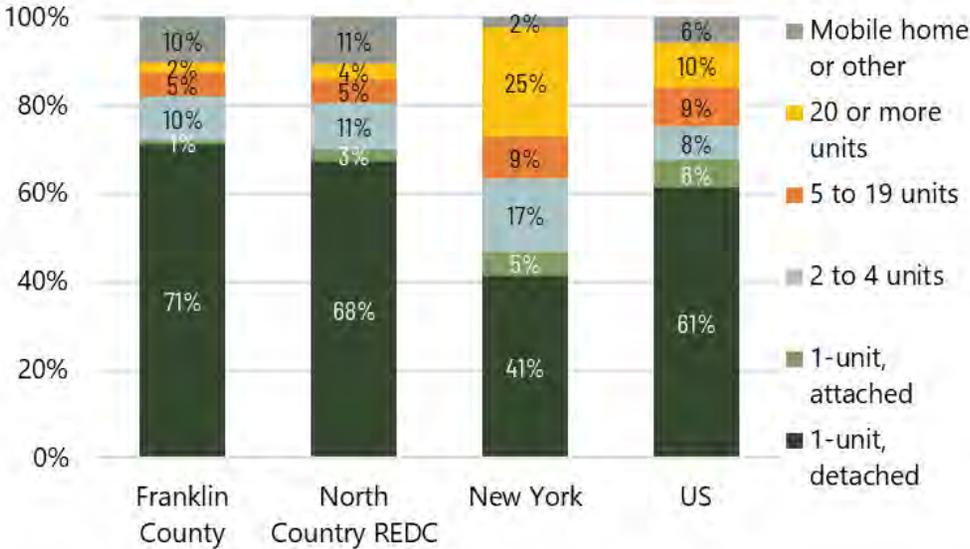
The county shows comparable rates of 2-4 unit structures (10%) to both the North Country REDC (11%) and national average (8%), possibly representing converted older homes and small apartment buildings. Mobile homes and other alternative housing types make up 10% of Franklin County's housing—similar to the North Country REDC (11%) but notably higher than the national average (6%). Overall, Franklin County's housing structure composition reveals a predominantly rural, single-family housing market with limited housing diversity compared to national patterns.

Housing Inventory, 2024

	Franklin County	North Country REDC	New York	US
Number of Units by Occupancy Type				
Owner-Occupied	13,612	112,675	3,949,213	84,133,084
Renter-Occupied	5,527	56,302	3,756,568	46,583,487
Vacant	6,661	60,055	916,469	14,468,255
Total	25,800	229,032	8,622,250	145,184,826
Share of Units by Occupancy Type				
Owner-Occupied	53%	49%	46%	58%
Renter-Occupied	21%	25%	44%	32%
Vacant	26%	26%	11%	10%
Total	100%	100%	100%	100%

Source: Esri

Housing Units in Structure by Share, 2022



Source: American Community Survey via Esri



HOUSING CONTINUED

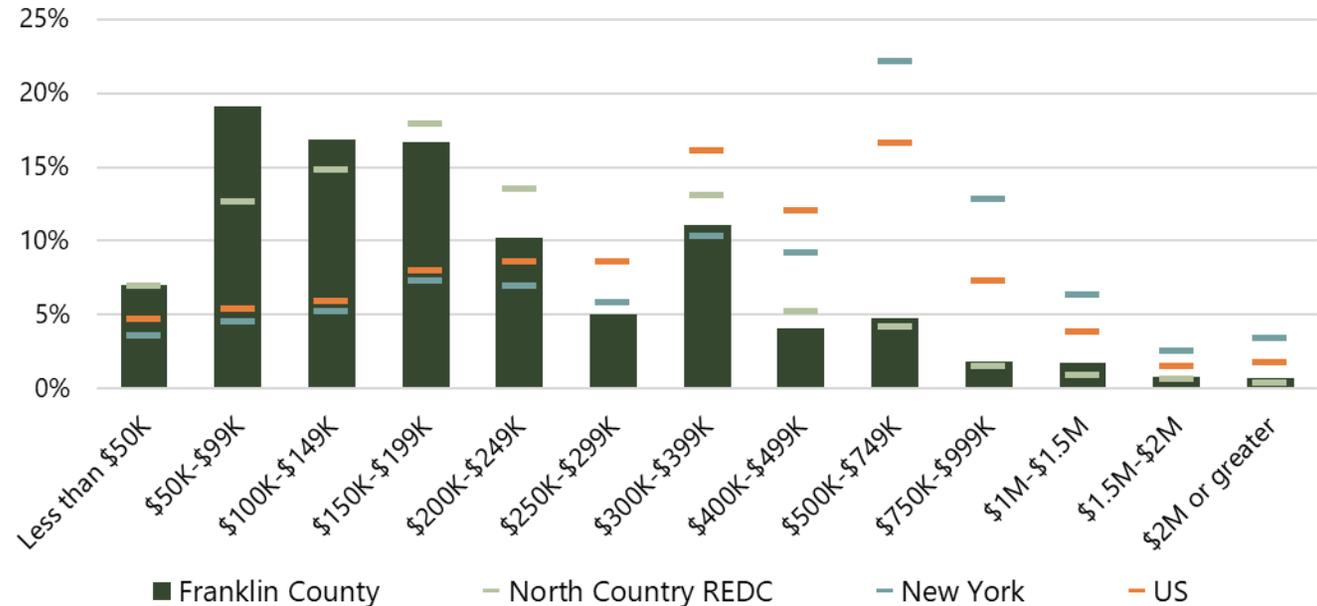
As of 2024, Franklin County’s median home value was \$171,019 – significantly lower than the North Country REDC (\$193,799), less than half the national median (\$355,577), and only 36% of New York State’s median value (\$469,072).

The county’s housing market is heavily concentrated in lower price tiers, with 60% of owner-occupied homes valued below \$200,000, compared to just 20% statewide and 24% nationally.

Franklin County has minimal representation in high-value segments. Only 11% of homes are valued at \$500,000 or above, compared to 46% in New York State and 31% nationally. Homes valued above \$750,000 represent just 6% of the county’s housing stock versus 24% statewide.

This compressed value distribution may be influenced by several factors: the county’s rural character, older housing stock, lower median household incomes, and distance from major employment centers. The lower housing costs provide affordability advantages for residents but may also indicate limited property appreciation potential for homeowners and challenges in financing major repairs for lower-value homes. Additionally, the limited high-value inventory may be an obstacle when it comes to attracting higher-income professionals or executives to the region.

Home Value Distribution, Owner-Occupied Homes, 2024



Source: Esri



ECONOMIC PROFILE

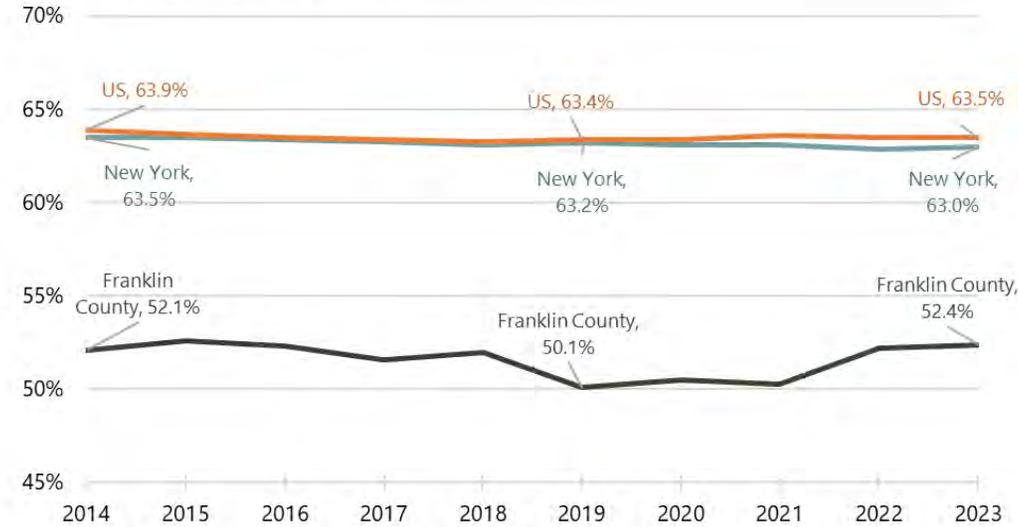
LABOR FORCE PARTICIPATION AND UNEMPLOYMENT

The Labor Force Participation Rate (LFPR) is the percentage of the population aged 16 or over that is working or actively seeking work. This measure is important as it indicates how actively working-age adults are participating in the overall labor market. When labor force participation rates increase, it indicates that more people are working or looking for work; when labor force participation rates decrease, the opposite is true.

In Franklin County, the LFPR declined between 2014 and 2019 but rebounded between 2019 and 2023. Throughout the past decade, the county's LFPR has consistently lagged behind both the state and national levels.

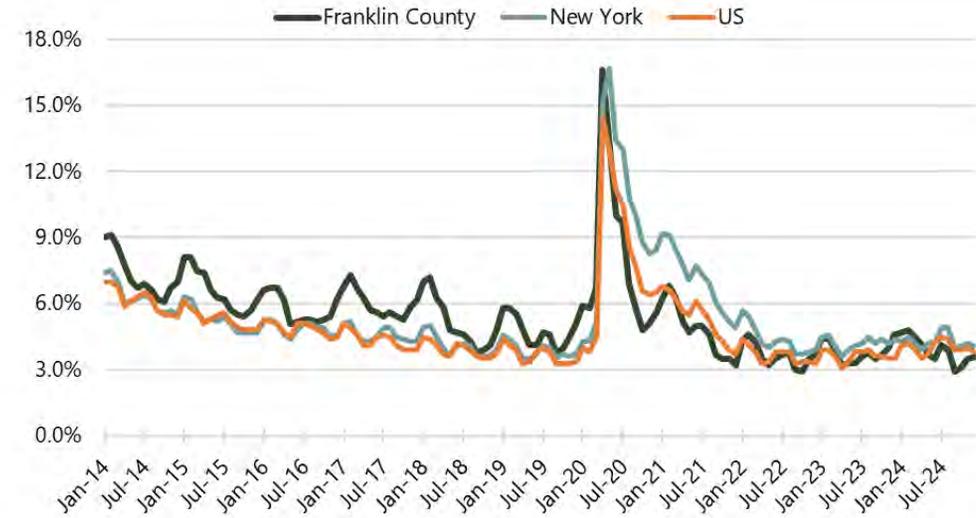
Prior to the COVID-19 pandemic, Franklin County experienced higher unemployment rates compared to New York State and the US. During the pandemic peak in mid-2020, the county's unemployment rate spiked to approximately 17%, similar to the state's peak level. However, Franklin County recovered more quickly than New York State overall. During the post-pandemic period (2022-2024), the county's unemployment rate declined to around 3-4%, aligning more closely with both state and national rates.

Annual Labor Force Participation Rate



Source: ACS 5-year estimates, 2014-2023

Monthly Unemployment Rate by Geography



Note: Rates are not seasonally adjusted
 Source: BLS LAUS (below national level) and CPS (national level)

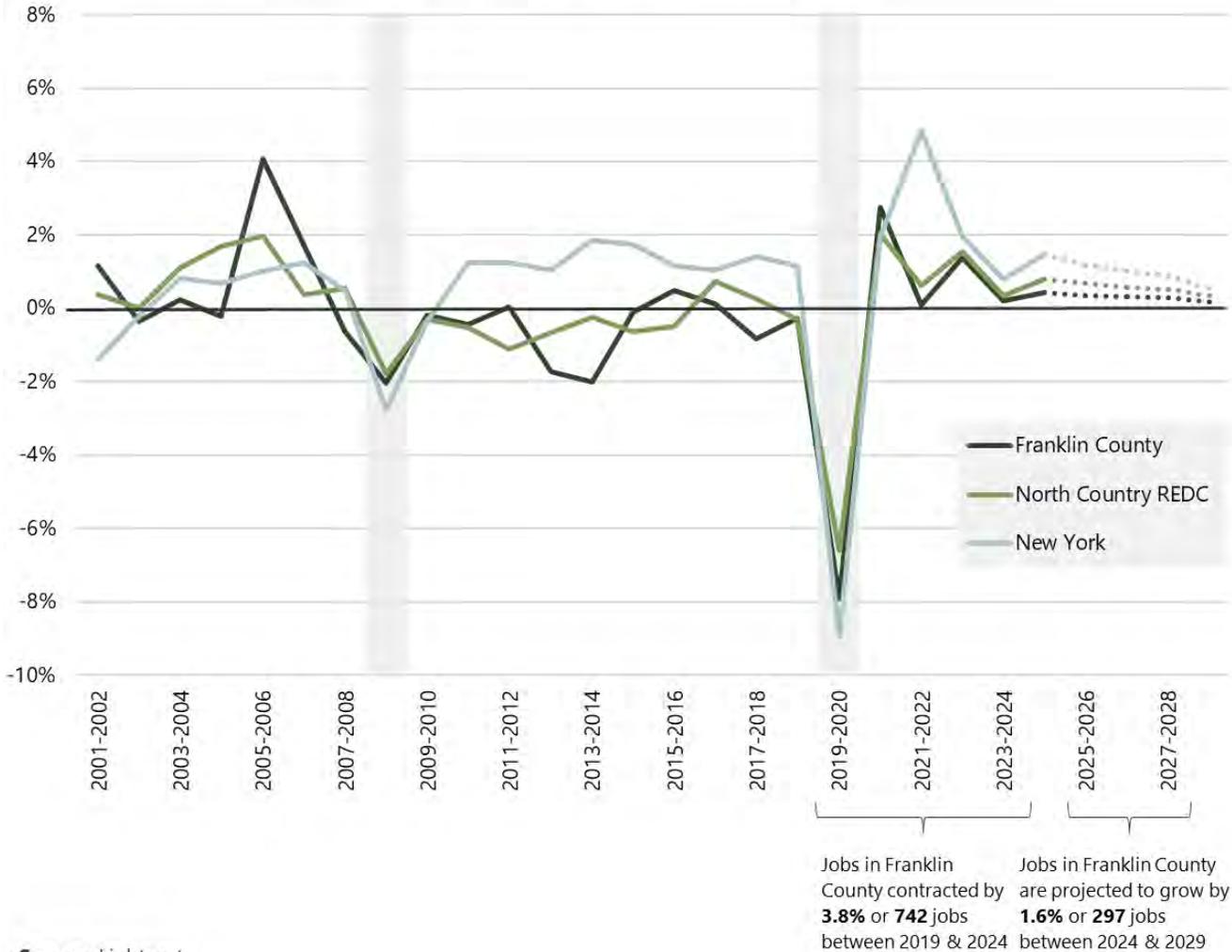


HISTORIC JOB GROWTH

The county saw notable job growth around 2005-2006, reaching approximately 4% year-over-year growth, prior to the 2008 recession. Following the recession, Franklin County experienced negative or stagnant job growth while the state experienced consistent positive growth. Between 2019 and 2020, the number of jobs in Franklin County declined by 8%. This loss exceeded job losses in the North Country REDC (-7%) but was less severe than losses experienced at the state level (-9%).

Despite recent contractions, the outlook appears positive with projections showing modest 1.6% job growth (297 jobs) between 2024-2029, though this anticipated growth is slightly less robust than state and regional projections.

Historic and Projected Job Growth, Year-Over-Year, 2001-2029



Source: Lightcast

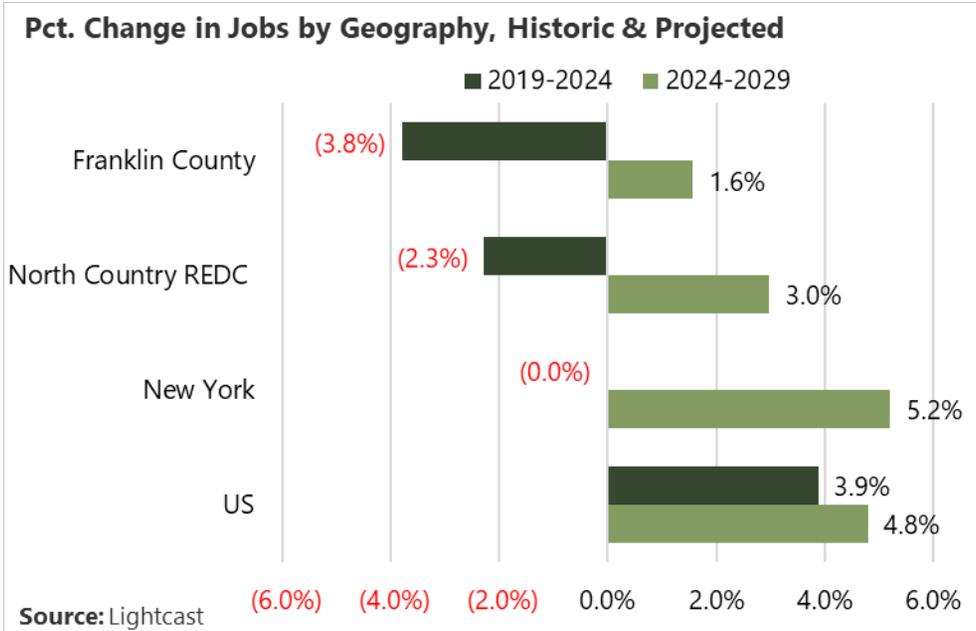
Note: The shaded area indicates the onset of the 2008 recession and COVID-19 pandemic. The dotted lines represent projected job growth.



JOBS OVERVIEW

Between 2019 and 2024, Franklin County experienced a 3.8% job loss (742 jobs)—a decline that was more severe than the North Country REDC region’s 2.3% contraction and exceeded New York State’s negligible job losses (-0%) during the same period. These trends were not observed for the US overall, which added 6.5 million jobs (3.9% growth) despite pandemic disruptions.

Looking ahead to 2024-2029, Franklin County is projected to recover modestly with anticipated growth of 1.6% (297 jobs). This projected growth rate is approximately half the North Country REDC region's expected 3.0% growth. Job growth for the state and the nation is projected to far exceed growth in the region and the county.



Job Change by Region

Region	2019 Jobs	2024 Jobs	2029 Jobs	2019-2024 Change in Jobs	2024-2029 Change in Jobs
Franklin County	19,640	18,898	19,195	(742)	297
North Country REDC	182,511	178,360	183,674	(4,151)	5,313
New York	10,554,614	10,554,390	11,104,072	(224)	549,682
US	167,043,685	173,519,385	181,834,577	6,475,700	8,315,192

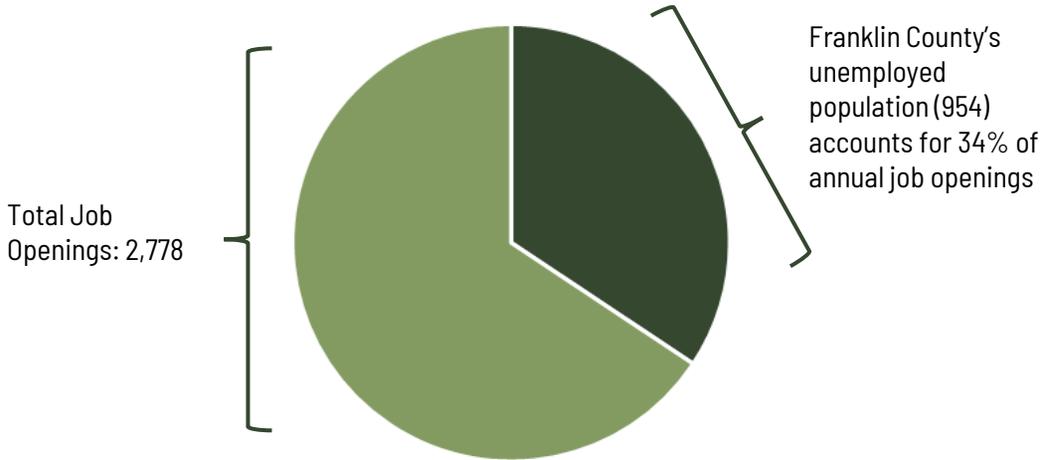
Source: Lightcast



JOB OPENINGS AND UNEMPLOYMENT

The chart below shows that in 2023, there were far more job openings in Franklin County than there were people looking for work. With 2,778 job openings and only 954 unemployed residents, the local workforce could only fill about a third of the available positions. Even if every unemployed person found a job, many positions would still go unfilled. This data finding is supported by the focus groups and community survey findings, detailed in Appendix III.

Unemployment vs Job Openings, 2023

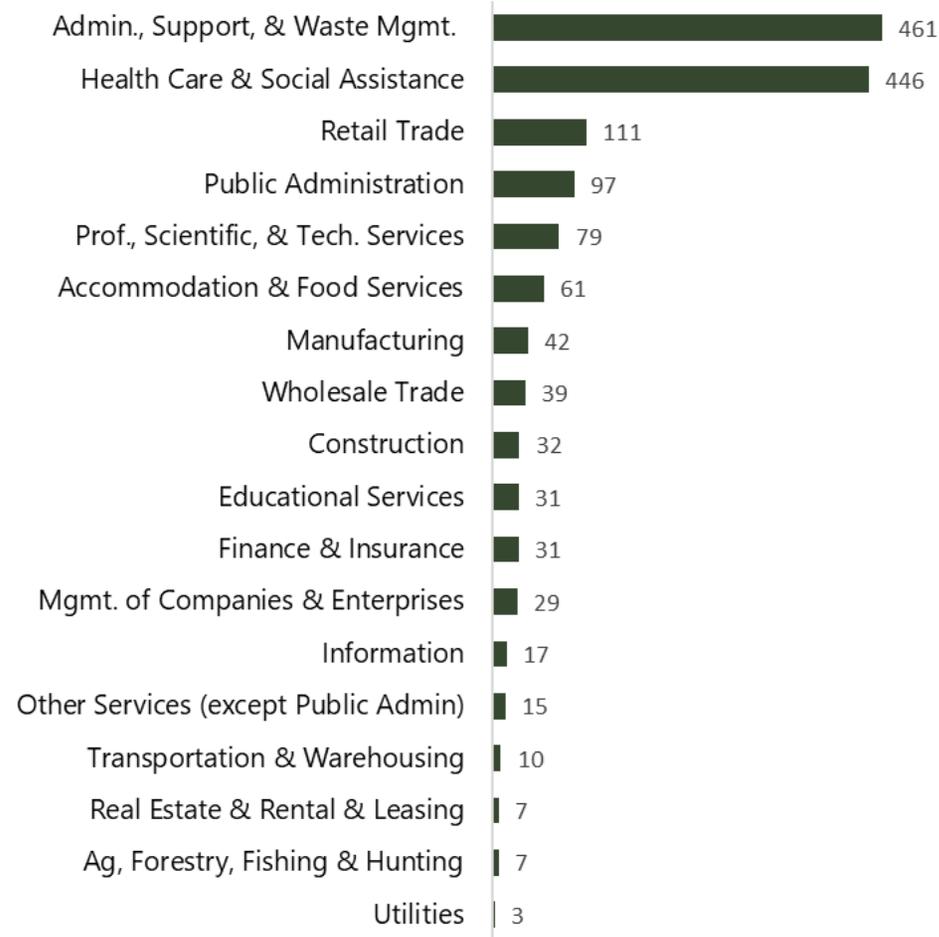


Source: Lightcast, American Community Survey



JOB POSTINGS

Unique Job Postings in Franklin County, Jan 2025 - Jun 2025



Between January and June 2025, there were 1,518 job postings in Franklin County. The largest number of postings came from the Administrative Support & Waste Management and Health Care & Social Assistance sectors, with 461 and 446 unique postings, respectively. In contrast, industries such as Utilities, Agriculture, Forestry, Fishing & Hunting had the fewest postings, each with fewer than 10.

Source: Lightcast



INDUSTRY OVERVIEW

This chart displays how these sectors compare. Each sector is classified as **leading**, **emerging**, **maturing**, or **lagging**.

Leading industries experienced job growth over the last five years and have a location quotient greater than 1.

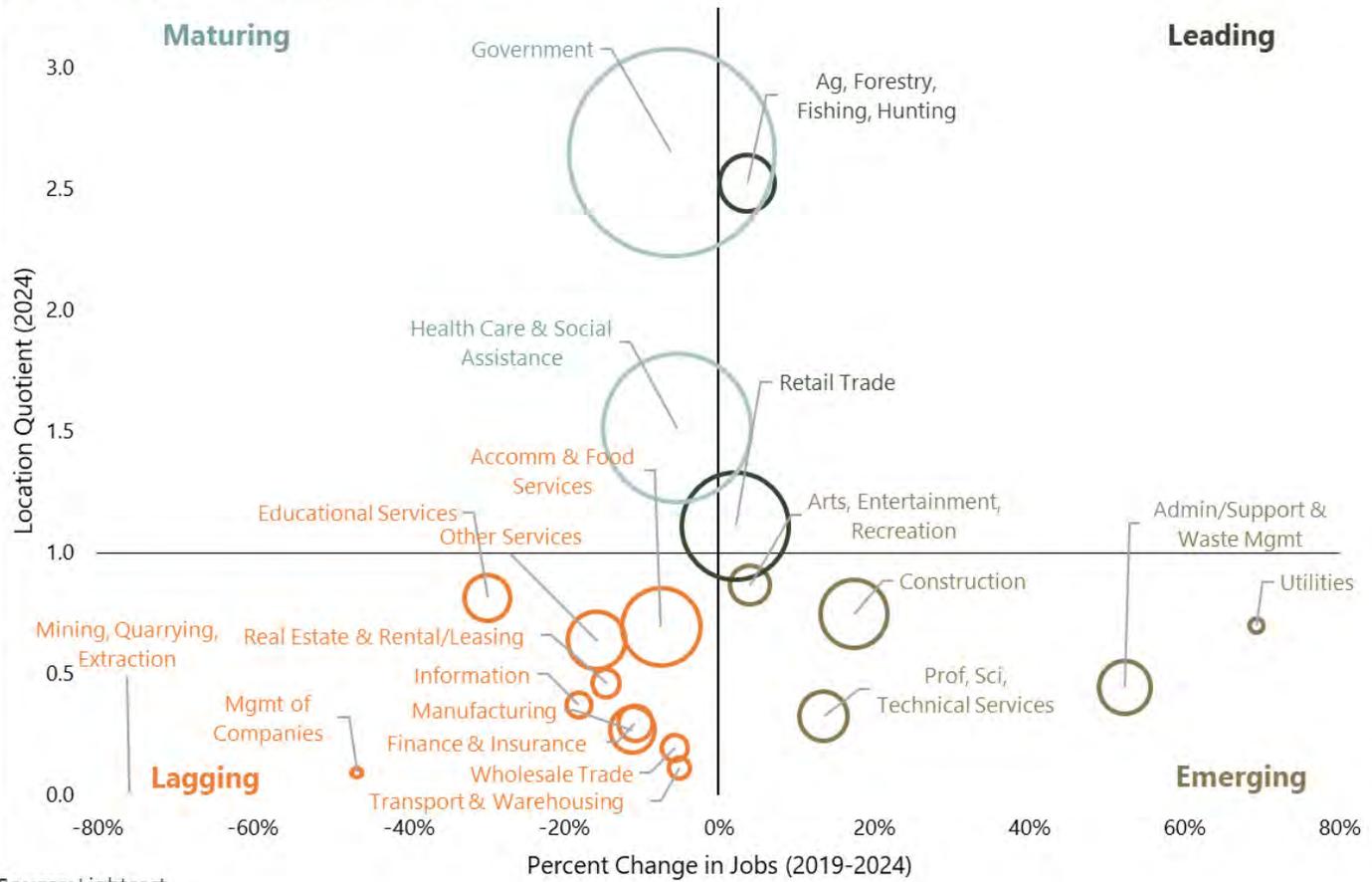
Emerging industries saw positive job growth over the last five years but have a location quotient of less than 1.

Maturing industries have a location quotient greater than 1 but had negative job growth over the last five years.

Lagging industries have a location quotient of less than 1 and saw negative job growth over the last five years.

Key Industry Metrics by Sector, Franklin County

Bubble size indicates 2024 job count



Source: Lightcast

Agriculture, Forestry, Fishing & Hunting; and Retail Trade are the county's leading industries. Utilities; Construction; Professional, Scientific, & Technical Services; Admin. & Support & Waste Management & Remediation Services; and Arts, Entertainment, & Recreation are considered emerging. Government, and Health Care, & Social Assistance are the county's largest industries by number of jobs. Adirondack Health and the University of Vermont Health Network – Alice Hyde Medical Center are two of the county's largest healthcare providers.

Data Note: Location quotient (LQ) is a way of quantifying how concentrated a particular industry is in a region compared to the nation. It can reveal what makes a particular region "unique." For example, if the educational services industry accounts for 10% of jobs in an area but 1% of jobs nationally, then the area's education industry has an LQ of 10.



A CLOSER LOOK AT THE GOVERNMENT SECTOR

In Franklin County, the Government Sector plays a significant role in the local economy, representing the largest share of county employment. Within this sector, State Government (excluding Education and Hospitals) constitutes the largest employment category, partially due to the workforce required by Franklin Correctional Facility. This correctional institution is a major employer in the region, providing stable government jobs with benefits that help anchor the local economy.

The Local Government sector (excluding Education and Hospitals) also employs a significant portion of Franklin County workers. Due to tribal ownership and specific data reporting requirements, jobs at the Akwesasne Mohawk Casino Resort are captured under this industry accounting and represent an important economic driver in the region.

Breakdown of Six-Digit Industries within the Government Sector

NAICS	Description	2024 Jobs	2019 - 2024 Change	2019 - 2024 Pct. Change	Avg. Earnings Per Job
901149	US Postal Service	76	(18)	(19%)	\$ 77,460
901199	Federal Government, Civilian, Excluding Postal Service	92	22	31%	\$ 155,207
901200	Federal Government, Military	66	2	3%	\$ 26,896
902622	Hospitals (State Government)	253	177	231%	\$ 202,817
902999	State Government, Excluding Education and Hospitals	2,403	(329)	(12%)	\$ 192,218
903611	Elementary and Secondary Schools (Local Government)	1,812	95	6%	\$ 89,994
903612	Colleges, Universities, and Professional Schools (Local Government)	267	(34)	(11%)	\$ 44,224
903999	Local Government, Excluding Education and Hospitals	2,259	(388)	(15%)	\$ 74,635

Source: Lightcast



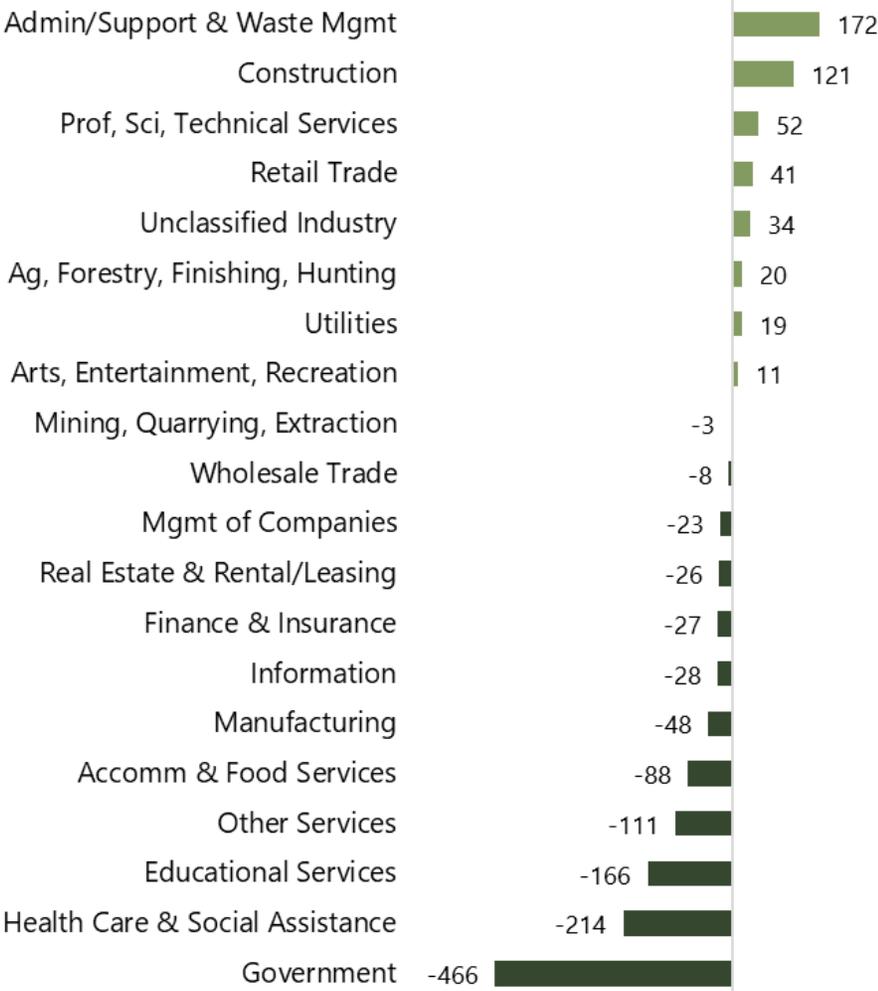
JOB CHANGE BY SECTOR

From 2019 to 2024, Franklin County lost 742 total jobs across all sectors with job counts increasing in 8 sectors while job counts decreased in 12 sectors.

The Admin. and Support and Waste Management and Remediation Services and the Construction sectors were the leaders in job growth from 2019 to 2024, adding 172 and 121 jobs, respectively.

The Government Sector lost the most jobs during the five-year period, decreasing by 466 jobs. This decline was driven by job declines in both State and Local Government, Excluding Education and Hospitals. Jobs losses in the Health Care and Social Assistance Sector were driven by losses in the Vocational Rehabilitation Services Industry. Combined, the Government and Health Care and Social Assistance sectors accounted for almost half the county's total jobs in 2024.

Change in Jobs by Sector, 2019-2024, Franklin County



Source: Lightcast



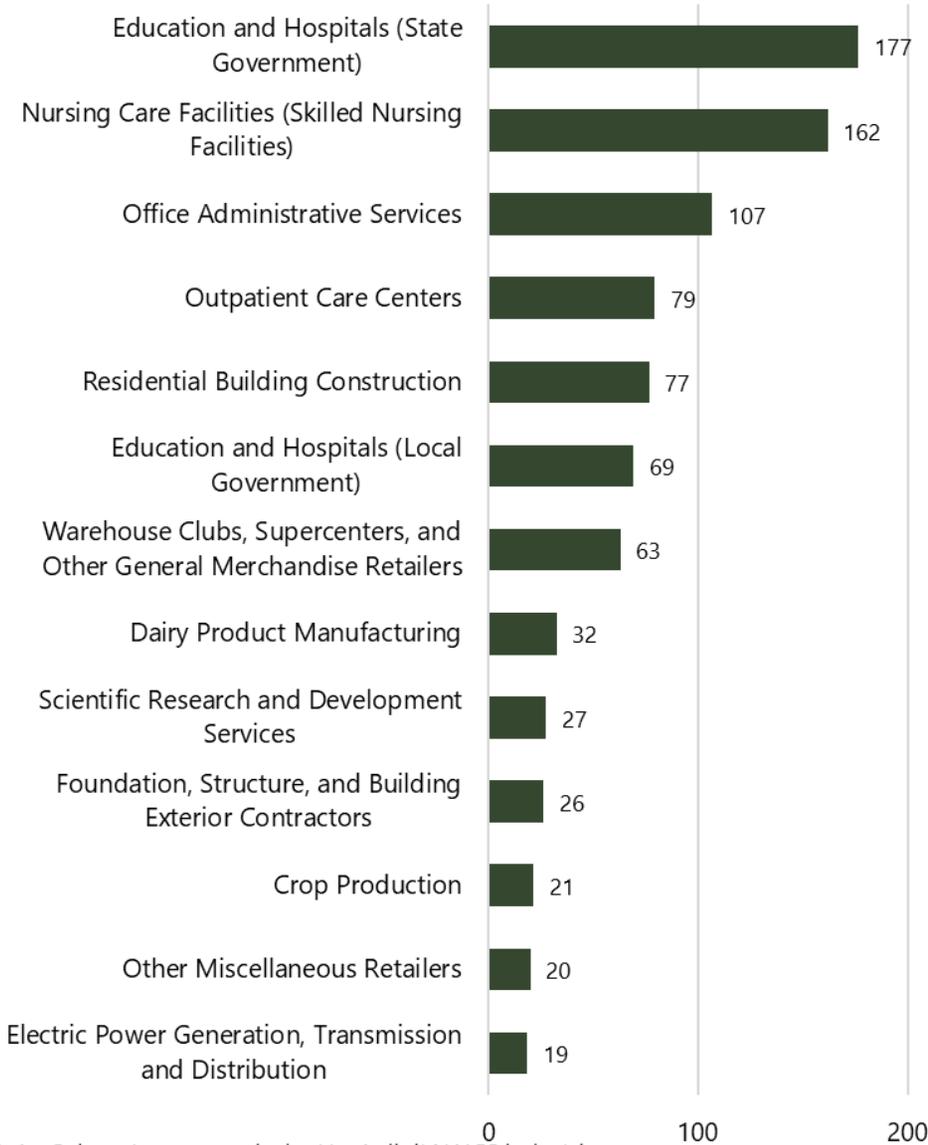
EMPLOYMENT GROWTH BY SUB-SECTOR

Between 2019 and 2024, Franklin County experienced the most significant job growth in the public and healthcare sectors. The top-growing sub-sectors were Education and Hospitals (State Government) with a gain of 177 jobs, followed closely by Nursing Care Facilities (Skilled Nursing Facilities) with 162 jobs. These job gains, however, were not large enough to offset the overall job decline in the Government and Healthcare and Social Assistance sectors.

Other notable areas of growth included Office Administrative Services (+107 jobs) and Residential Building Construction (+77 jobs). These job increases contributed to the overall job growth observed in the Admin. and Support and Waste Management and Remediation Services and the Construction sectors.

Together, these leading sub-sectors added 1,054 jobs over the last five years.

Top Sub-Sectors by Growth, Franklin County, 2019-2024



Note: Sub sectors are equivalent to 4-digit NAICS industries
Source: Lightcast



AVERAGE EARNINGS

Of all industries, Utilities had the highest average earnings in 2024 while Accommodation and Food Services had the lowest average earnings. Utilities jobs include electrical powerline installers and repairers, and water system operators, as well as related managerial, business, and financial personnel. Average earnings for jobs related to Government and Health Care and Social Assistance were also strong.

Average Earnings per Job, 2024, Franklin County



Note: Due to insufficient data, the Mining, Quarrying, and Oil and Gas Extraction Sector has been excluded from this chart.

Source: Lightcast



INDUSTRY COMPETITIVE EFFECT AND SHIFT SHARE

Shift share values are presented as a measure of the region’s competitiveness. The Competitive Effect shows how much of the job change from 2019-2024 was the result of a unique competitive advantage for that particular industry in the county by comparing national job changes to county changes.

The Competitive Effect is calculated by the following equation:
 [Actual regional job change] - [Expected job change] = Competitive Effect

This calculation reveals that the city lost 1,353 jobs as a result of competitive forces. Job losses due to competitive forces were also observed in the North Country REDC region and the state. Jobs related to Administrative and Support and Waste Management and Remediation Services, however, increased by almost 175 as a result of the competitive effect, indicating that the county may have a competitive advantage in the sector.

Components of Shift Share, 2019-2024

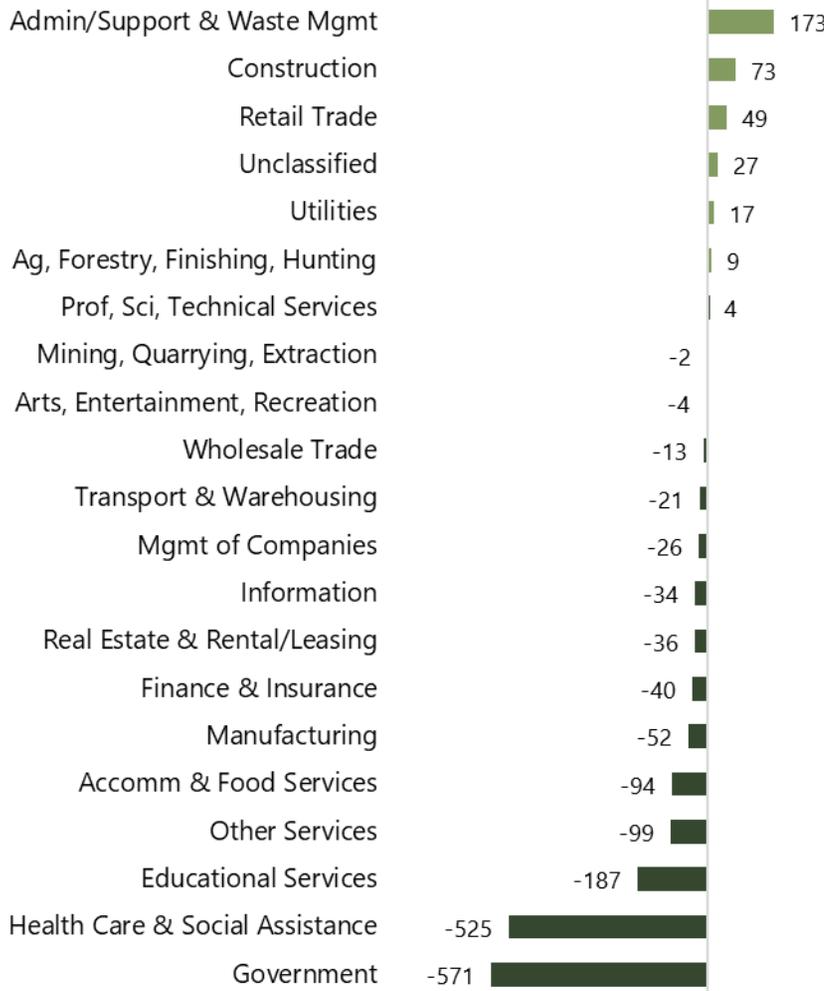
Geography	Industrial Mix Effect	National Growth Effect	Expected Change	Actual Change	Competitive Effect
Franklin County	(150)	761	611	(742)	(1,353)
North Country REDC	(1,659)	7,075	5,416	(4,151)	(9,567)
New York	60,171	409,166	469,336	(224)	(469,560)

Note: Shift share calculations are based on 2019-2024 jobs numbers

Source: Lightcast

Data Note: The Industrial Mix Effect is the number of jobs a region would be expected to gain/lose for a given industry based on that industry’s national growth/decline. The National Growth Effect shows the number of jobs an industry is expected to have gained/lost based on to total national job growth. The Expected Change is the amount of job growth/decline expected for a particular regional industry based on the national growth and the industry mix effects combined. The regional competitive effect, in turn, indicates how much of the overall job change within a given region is the result of a unique competitive advantage (or disadvantage) of the region, after accounting for the Industrial and National influences.

Shift Share Competitive Effect by Sector, 2019-2024, Franklin County



Source: Lightcast



GROSS REGIONAL PRODUCT (GRP) AND PAYROLLED BUSINESS LOCATIONS

Franklin County's economy demonstrates a strong dependence on government employment, which constitutes 41% (\$1,102.2 million) of the county's total GRP of \$2,693.0 million. Health Care and Social Assistance is the second-largest sector in terms of GRP contributions. Adding 15% or 412.2 million to the County's total GRP in 2024. All other sectors individually contributed less than 10% of the county's total GRP in 2024.

Gross Regional Product (GRP) Contribution by Sector, Franklin County, 2024

Description	GRP (\$ Millions)	Share of County GRP
Government	\$ 1,102.2	41%
Health Care and Social Assistance	\$ 412.2	15%
Retail Trade	\$ 246.9	9%
Agriculture, Forestry, Fishing and Hunting	\$ 124.2	5%
Accommodation and Food Services	\$ 76.1	3%
Finance and Insurance	\$ 56.3	2%
Utilities	\$ 44.2	2%
Administrative and Support and Waste Management and Remediation Services	\$ 38.2	1%
Other Services (except Public Administration)	\$ 33.1	1%
Information	\$ 23.7	1%
Educational Services	\$ 23.6	1%
Transportation and Warehousing	\$ 20.6	1%
Arts, Entertainment, and Recreation	\$ 19.6	1%
Management of Companies and Enterprises	\$ 2.3	0%
Total, All Sectors	\$ 2,693.0	100%

Source: Lightcast

Franklin County experienced a decline in payrolled business locations between 2019 and 2024, with a loss of 18 establishments, representing a 1.6% decrease. This negative trend is in contrast to the growth observed at all other geographic levels, with the North Country REDC region growing modestly at 1.5%, New York State showing robust growth of 9.5%, and the national economy expanding dramatically by 17.8%. The declining business count may reflect challenges in entrepreneurship, business retention, and economic diversification.

Payrolled Business Locations

Geography	2019 Payrolled Business Locations	2024 Payrolled Business Locations	2019-2024 Change	2019-2024 Pct. Change
Franklin County	1,135	1,117	-18	-1.6%
North Country REDC	10,131	10,286	155	1.5%
New York	643,198	704,286	61,088	9.5%
US	10,232,653	12,053,533	1,820,880	17.8%

Source: Lightcast

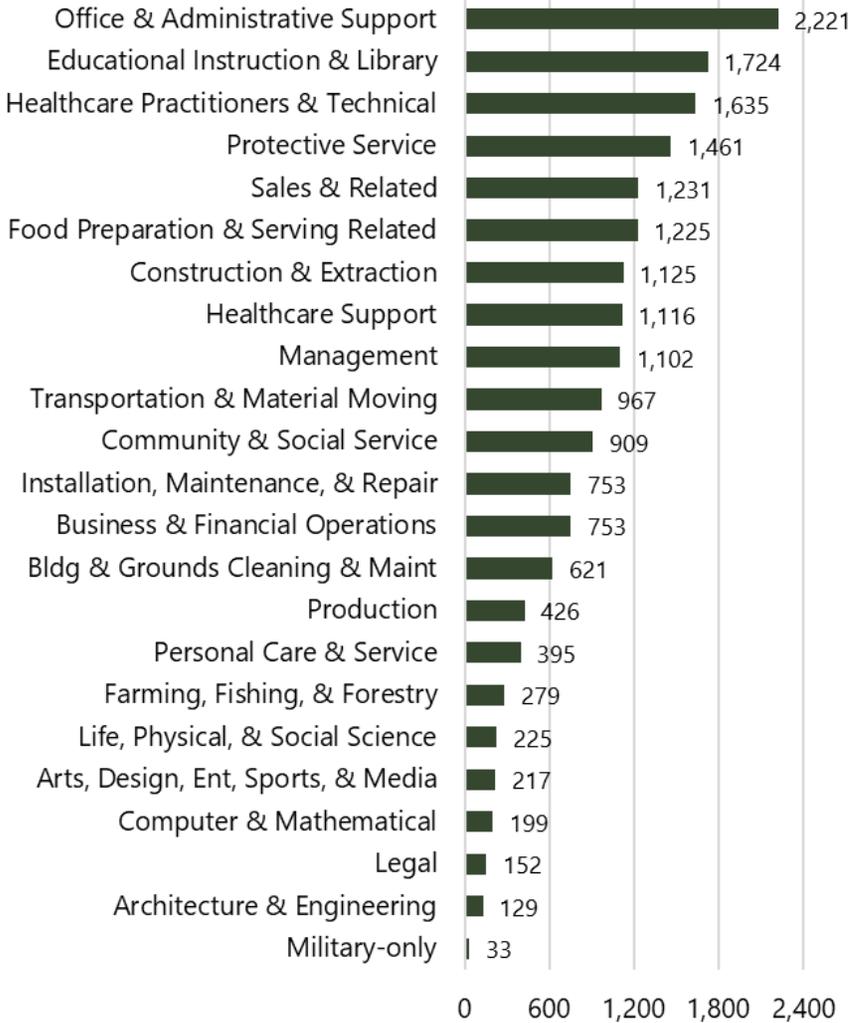


JOB NUMBERS BY OCCUPATION GROUP

Franklin County's occupational distribution in 2024 shows a workforce dominated by administrative and public service roles, aligning with its government-centric economy. Office and Administrative Support leads with 2,221 jobs, followed by Education (1,724) and Healthcare Practitioners (1,635), together comprising the backbone of the county's employment structure. The strong presence of Protective Service occupations (1,461) further emphasizes the government sector's importance. Despite Agriculture contributing 5% to GRP, Farming, Fishing, and Forestry Occupations account for just 279 jobs, suggesting either high productivity or capital-intensive operations rather than more traditional, labor-intensive approaches.

The county's highest-paying occupations have relatively few positions – Legal (152 jobs) and Computer and Mathematical (199 jobs) – revealing limited opportunities in these lucrative fields.

Occupation Group by Number of Jobs, Franklin County, 2024



Note: The occupation group refers to the the 2-digit SOC occupation
Source: Lightcast



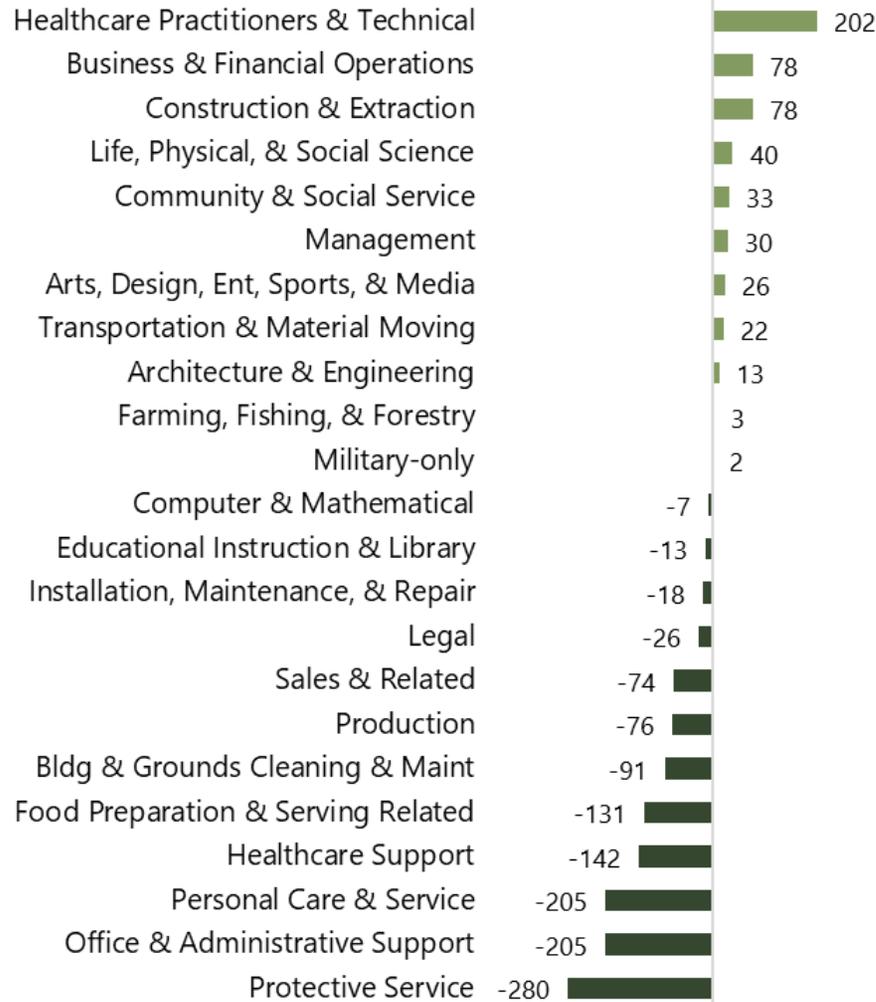
JOB CHANGE BY OCCUPATION

From 2019 to 2024, Franklin County lost 742 total jobs across all occupations. Eleven occupation groups increased employment while 12 occupation groups decreased in employment.

Healthcare Practitioners and Technical Occupations, Business and Financial Operations Occupations and Construction and Extraction Occupations experienced the most job growth. These three occupations added more than 350 jobs the five-year study period.

Protective service occupations showed the greatest absolute decline between 2019 and 2024. This is likely reflected in the decline in local and state government sectors. Office and Administrative Support and Personal Care Service Occupations also experienced substantial declines. These occupational declines align with the job losses observed in the industry analysis.

Change in Jobs by Occupation Group, 2019-2024, Franklin County



Source: Lightcast



EMPLOYMENT GROWTH BY OCCUPATION

In Franklin County, Legal professionals earned the highest median hourly wage at \$51.47, creating a notable gap even compared to the next highest-earning occupation—Management, at \$40.23. Other high-paying roles were concentrated in professional fields tied to the county’s key government and healthcare sectors. These include Healthcare Practitioners (\$38.23) and Business and Financial Operations Professionals (\$35.92). In contrast, traditional resource-based occupations such as Farming, Fishing, and Forestry earn a median of \$16.75 per hour. Service occupations face some of the lowest wages, with Food Preparation and Personal Care roles earning just \$16.60 and \$16.63 per hour, respectively. Notably, there is a large wage disparity within the healthcare sector, with median earnings for Healthcare Practitioners at \$38.23, nearly double the median hourly wage of Healthcare Support Staff.

Median Earnings by Occupation Group, 2024, Franklin County



Source: Lightcast



COMMUTER PROFILE

COMMUTING PATTERNS

In 2022, Franklin County included 9,274 individuals who both lived and worked in the county, filling about 56% of the County’s jobs. The city supported roughly 16,498 jobs, with 7,224, or 44%, of workers working inside but living outside the County. There were 7,984 working residents living in the County who had jobs outside of the County. This indicates that Franklin County is a net exporter of labor, with around 760 residents commuting out of the county for their jobs than workers coming into the county for employment.

Referring to the tables below, a larger share of county workers live within 10 miles of their job (43.2%) compared to county residents (40.5%). 19.2% of individuals working in the county commute between 10 and 24 miles compared to only 17.7% of county residents. Out of individuals who work in the county, 21.2% commute more than 50 miles. By comparison, 25.4% of county residents travel more than 50 miles to work. Overall, the distances workers travel to their jobs in the county are similar to the distances county residents travel to their jobs. This suggests that job opportunities in the county are likely comparable to those in the broader region.

Inflow/Outflow Job Counts, 2022



Commuting Distances, Franklin County, 2022

Distance	Residents		Workers	
	Count	Share	Count	Share
Less than 10 miles	6,990	40.5%	7,128	43.2%
10 to 24 miles	3,062	17.7%	3,170	19.2%
25 to 50 miles	2,827	16.4%	2,703	16.4%
Greater than 50 miles	4,379	25.4%	3,497	21.2%
Total, All Jobs	17,258	100%	16,498	100%

Source: Census OnTheMap



COMMUTING PATTERNS

The majority of working county residents (53.7%) are employed in Franklin County. Outside of Franklin County, county residents most commonly work in St. Lawrence (8.4%), Essex (8.2%), and Clinton (7.8%) counties. The City of Plattsburgh (Clinton County), Lake Placid Village (Essex County), and Massena Village (St. Lawrence County) are popular employment destinations for Franklin County residents working outside the county.

Where Franklin County Workers Live, 2022

	Count	Share
Franklin County	9,274	56.2%
St. Lawrence County	2,194	13.3%
Clinton County	1,180	7.2%
Essex County	1,180	7.2%
Onondaga County	202	1.2%
Albany County	149	0.9%
Jefferson County	148	0.9%
Saratoga County	148	0.9%
Oneida County	130	0.8%
Erie County	98	0.6%
All Other Locations	1,795	10.9%
Total	16,498	100.0%

Source: OnTheMap

Data Note: OnTheMap data does not have a way to differentiate individuals working remotely from those commuting to the physical site location. An employee's work location is listed as an establishment of their employer even if they're working from home. For example, a proportion of Franklin County residents who work in Monroe County may work remotely or have a hybrid position with an establishment in Monroe County.

Where Franklin County Residents Work, 2022

	Count	Share
Franklin County	9,274	53.7%
St. Lawrence County	1,450	8.4%
Essex County	1,420	8.2%
Clinton County	1,354	7.8%
Albany County	562	3.3%
Onondaga County	247	1.4%
Monroe County	230	1.3%
Chittenden County, VT	205	1.2%
Warren County	183	1.1%
Oneida County	178	1.0%
All Other Locations	2,155	12.5%
Total	17,258	100.0%

Source: OnTheMap

Individuals working in Franklin County primarily live in Franklin County (56.2%). Around 13.3% of the county's workers commute from St. Lawrence County. Commuters from Clinton County and Essex County each account for 7.2% of the county's workers. Within Franklin County, Malone Village, the Akwesasne Territory, Saranac Lake Village, and Tupper Lake Village are popular employment centers.



REGIONAL INVESTMENT PROFILE

FOREIGN AND DOMESTIC INVESTMENT OVERVIEW

During the last 20 years, annual foreign and domestic direct investment (FDI) in the North Country REDC region totaled more than \$3.7 billion. These investments varied significantly by year, with a notable peak in 2020 (\$997 million). Investments have increased in recent years with 78% of the region’s total taking place between 2019 and 2024.

Within the North Country REDC region, St. Lawrence County received over half of the region’s total investment at \$1.87 billion. Jefferson County followed with \$868.7 million, and Clinton County with \$639 million. Essex and Lewis counties received considerably less, at \$259.5 million and \$64.3 million, respectively. Notably, Franklin and Hamilton counties did not record any direct investment deals during this period.

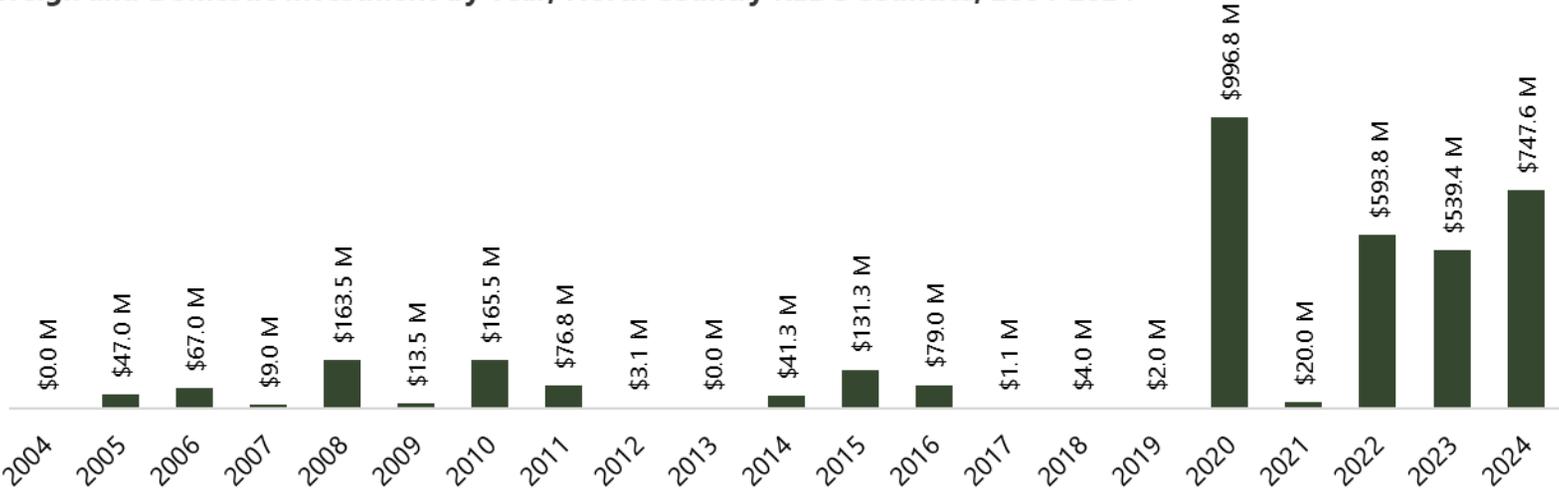
North Country REDC Counties Receiving Foreign and Domestic Investment, 2004-2024

County	Investment
St Lawrence County	\$1870.2 M
Jefferson County	\$868.7 M
Clinton County	\$639.0 M
Essex County	\$259.5 M
Lewis County	\$64.3 M
Total	\$3701.7 M

Note: Franklin and Hamilton counties did not record any direct investment deals between 2004 and 2024

Source: fDi Markets

Foreign and Domestic Investment by Year, North Country REDC Counties, 2004-2024



Source: fDi Markets



FOREIGN AND DOMESTIC INVESTMENT

St. Lawrence County captures the largest share of investment (51% or \$1,870.2M) in the North Country REDC region, with energy infrastructure representing the dominant portion of this investment (\$1,746.0M). Jefferson County follows with 23% (\$868.7M), again with energy infrastructure as its primary sector (\$747.6M). Clinton County received 17% (\$639.0M) with a more diversified investment profile across multiple sectors, including automotive OEM (\$178.3M), aerospace (\$111.8M), and pharmaceuticals (\$91.6M). Essex County (7%) and Lewis County (2%) attracted significantly less investment, with Essex focusing on energy infrastructure (\$249.2M) while Lewis County only received investment in food & beverages (\$64.3M). Overall, energy infrastructure is overwhelmingly dominant at 74% of total investment (\$2,742.8M), with automotive OEM and pharmaceuticals tied for a distant second at 5% each. The data shows substantial geographic concentration of investment in St. Lawrence County and extreme sector concentration in energy infrastructure across the region. See Appendix A for a more detailed breakdown of the investment by county.

Sectors Receiving Foreign and Domestic Investment in North Country REDC Region, 2004-2024



Note: Automotive OME (Original Equipment Manufacturer) are entitles that produce components specifically for use in new vehicles by the vehicle's manufacturer.
Source: fDi Markets



FOREIGN AND DOMESTIC INVESTMENT CONTINUED

The North Country REDC region received international and domestic investment between 2004-2024. Internationally, Canada was the dominant investor, contributing \$1,004.3 million (75% of the \$1,335.1 million total foreign investment), followed by Sweden at 13% (\$178.3 million). Canada has primarily invested in energy infrastructure projects while the \$178.3 million investment by Sweden was related to Automotive industry and was made by the Volvo Group.

Domestically, investment was primarily sourced by two states—Pennsylvania and Colorado—which together accounted for 66% of the \$2.4 billion in total U.S. investment (\$816 million and \$748 million respectively). Investments from both states were primarily related to the energy infrastructure industry. Virginia and Massachusetts each contributed around 11%. Investments from all four states were predominantly related to the energy infrastructure industry.

Domestic investment (\$2,367 million) significantly exceeded international investment (\$1,335.1 million), indicating stronger interest from US states than foreign countries in developing this region over the 20-year period.

States Investing in North Country REDC Region, 2004-2024

State	Capital Investment	Share
Pennsylvania	\$816 M	34%
Colorado	\$748 M	32%
Virginia	\$260 M	11%
Massachusetts	\$249 M	11%
Ohio	\$85 M	4%
New Jersey	\$75 M	3%
Maryland	\$67 M	3%
Vermont	\$41 M	2%
California	\$10 M	0%
New Hampshire	\$9 M	0%
Minnesota	\$3 M	0%
Maine	\$2 M	0%
Illinois	\$2 M	0%
Total	\$2367 M	100%

Source: fDi Markets

Countries Investing in North Country REDC Region, 2004-2024

Country	Capital Investment	Share
Canada	\$1004 M	75%
Sweden	\$178 M	13%
Norway	\$61 M	5%
Japan	\$56 M	4%
France	\$20 M	1%
Germany	\$16 M	1%
Total	\$1335 M	100%

Source: fDi Markets



TARGET CLUSTER PROFILE

WHAT IS A TARGET CLUSTER?

A target industry cluster represents a network of businesses, suppliers, and organizations that are highly interconnected, yet transcend traditional North American Industry Classification System (NAICS) taxonomies.¹ Rather than conforming to rigid single-sector definitions, target clusters comprise carefully selected combinations of six-digit NAICS codes that collectively capture complementary activities, supply chains, and supporting services demonstrating comparative advantage within a specific geographic region.

HOW WERE THESE CLUSTERS DEFINED?

Building on industry clusters identified in Franklin County's 2014 Comprehensive Economic Development Strategy and the 2022 North Country Regional Economic Development Council Workforce Development Strategy, we conducted a current industry baseline assessment to further refine target clusters. This refinement process focused on developing enhanced clusters that align with the county's unique assets and emerging market opportunities.

WHY THESE INDUSTRY CLUSTERS?

Based on national and local trends, supporting these clusters is a strategic move to leverage the county's assets and position within the North Country REDC region. These clusters – Forestry and Wood

Products, Outdoor Recreation and Tourism, Agribusiness, Biotech and Life Sciences, Other Manufacturing, and Energy Infrastructure—highlight Franklin County's strengths and align with industry support efforts being made in the broad region. Three of these clusters, Forestry and Wood Products, Agribusiness, and Other Manufacturing, are considered legacy clusters because of their historic importance in Franklin County or the regional economy. Biotech and Life Sciences, and Energy Infrastructure are considered to be emerging, creating new opportunities for Franklin County to explore. Note that while Outdoor Recreation and Tourism are historically important, the ever-changing demand in the tourism industry continually presents new opportunities for Franklin County.

HOW ARE THE CLUSTERS EVALUATED?

Each cluster is assessed according to its performance in key economic indicators. An analysis of occupational trends provides insights into Franklin County's labor force dynamics. Finally, trends in research and development, and investments are examined to understand the county's innovation environment.

¹ A NAICS code is a number used by businesses and government agencies to classify industries in the US, Canada, and Mexico. NAICS codes follow a hierarchical structure, with two-digit codes being the broadest and six-digit codes being the most specific.

FRANKLIN COUNTY TARGET CLUSTERS		
Forestry and Wood Products	Other Manufacturing	Biotech and Life Sciences
Outdoor Recreation and Tourism	Agribusiness	Energy Infrastructure



FOREST AND WOOD PRODUCTS

The Forest and Wood Products Cluster encompasses raw material harvesting (timber operations and logging), specialized forestry support services, construction-related trades (framing, roofing, carpentry, and flooring), and manufacturing operations (sawmills, millwork, wood products, furniture, and manufactured homes). This resource-based cluster leverages local natural assets, supporting traditional craftsmanship alongside modern manufacturing techniques, and providing diverse employment opportunities across skill levels.

TRENDS ANALYSIS: The Forest and Wood Products Cluster in Franklin County encompasses 21 industries related to timber operations, wood manufacturing, and construction activities. Jobs in this cluster declined by 7% from 2019 to 2024, decreasing from 238 to 221 positions. This decline represents a loss of 17 jobs over the five-year period. However, the cluster shows signs of stabilization with minimal projected growth expected between 2024 and 2029.

PERFORMANCE METRICS:

JOBS: There were 221 jobs in the Forest & Wood Products Cluster in Franklin County, representing a relatively small but specialized segment of the local economy.

JOBS CHANGE: Overall, jobs in the Forest and Wood Products Cluster declined from 2019 to 2024. This decline was not uniform across all industries, with some experiencing significant growth while others contracted. Notable growth occurred in Sawmills, Wood Kitchen Cabinet and Countertop Manufacturing, and Finish Carpentry Contractors.

KEY INDUSTRIES: Logging accounts for the largest share of both jobs (37%) and GRP (36%) within the cluster, despite experiencing a 20% job decline from 2019 to 2024. Finish Carpentry Contractors represents the second-largest share of both jobs (23%) and GRP (20%), and displayed positive job growth during the study period. Sawmills and Manufactured Home Manufacturing are also significant contributors.

GRP: \$20.8 million in 2024. Logging contributes the largest share at 40% of the cluster's total GRP, followed by Finish Carpentry Contractors at 20%.

LOCATION QUOTIENT: Logging has an exceptionally high LQ of 11.83, indicating this industry is nearly 12 times more concentrated in Franklin County than the national average. Manufactured Home Manufacturing (LQ 6.91) and Support Activities for Forestry (LQ 2.96) also show significant regional specialization. Sawmills (LQ 2.13) and Finish Carpentry Contractors (LQ 1.67) demonstrate more moderate specialization.

Note: A detailed table showing industry-level performance is included in Appendix A

Franklin County Forest & Wood Products Cluster Economic Performance Metrics

2019 Jobs	238
2024 Jobs	221
2029 Jobs	223
2019-2024 % Change in Jobs	-7%
2024-2029 % Change in Jobs	1%
2024 Avg. Earnings Per Job	\$59,698
2024 Location Quotient	1.21
2024 GRP	\$20.8 M
2024 Share of Regional Jobs	1%
2024 Share of Regional GRP	1%

Source: Lightcast



FOREST AND WOOD PRODUCTS TOP OCCUPATIONS

Top Occupations by 2024 Job Counts for Forest and Wood Products

Req. Ed. Level	Description	2024 Jobs	% of Total Cluster Jobs	Median Earnings	Req. Work Experience	On-The-Job Training
No formal credential	Construction Laborers	10	5%	\$20.72	None	Short-term
	Laborers and Freight, Stock, and Material Movers, Hand	6	3%	\$20.96	None	Short-term
High school or equiv.	Logging Equipment Operators	44	20%	\$17.58	None	Moderate-term
	Carpenters	19	9%	\$25.35	None	Apprenticeship
	Miscellaneous Assemblers and Fabricators	7	3%	\$21.14	None	Moderate-term
	Cabinetmakers and Bench Carpenters	6	3%	\$20.40	None	Moderate-term
	First-Line Supervisors of Farming, Fishing, and Forestry Workers	6	3%	\$23.43	< 5 years	None
	Furniture Finishers	5	2%	\$14.46	None	Short-term
Post-secondary nondegree	Heavy and Tractor-Trailer Truck Drivers	13	6%	\$22.38	None	Short-term
Bachelor's	Managers, All Other	7	3%	\$36.96	< 5 years	None

Source: Lightcast

Top occupations by 2024 job numbers in the Forest and Wood Products cluster reflect the industry's range from harvesting to manufacturing activities, with diverse educational requirements. Logging Equipment Operators represent the largest occupation group at 20% of cluster jobs (44 positions), offering moderate earnings at \$17.58/hour and requiring only a high school diploma with moderate on-the-job training. Carpenters follow at 9% of jobs (19 positions) with higher earnings at \$25.35/hour. Heavy and Tractor-Trailer Truck Drivers comprise 6% of the workforce (13 jobs) and require post-secondary non-degree credentials, earning \$22.38/hour. The cluster shows varied accessibility with 8% of top positions requiring no formal credentials, 40% requiring high school education, and only 3% requiring bachelor's degrees. Management positions (Managers, All Other) offer the highest earning potential at \$36.96/hour, significantly above the cluster median, while Furniture Finishers earn the lowest wages at \$14.46/hour. The cluster's top occupations generally provide moderate earning potential, with median wages ranging from \$14.46 to \$36.96/hour, and primarily require modest educational attainment supplemented by on-the-job training.

Data Note: Lightcast's compensation model uses the Occupational Employment and Wage Survey (OEWS) wage data, job postings, and individual minimum wage laws. The OEWS is a three-year rolling survey with an additional year's lag before the data is published. Because of this lag, it is possible to see wage results that are below an area's minimum wage.

TOP OCCUPATIONS BY HISTORIC JOB GROWTH (2019-2024)

- 1) General and Operations Managers
- 2) Tile and Stone Setters
- 3) Carpenters
- 4) Industrial Truck and Tractor Operators
- 5) Construction Managers

TOP OCCUPATIONS BY PROJECTED JOB GROWTH (2019-2024)

- 1) Laborers and Freight, Stock, and Material Movers, Hand
- * Only one occupation is projected to grow during the five-year period



OUTDOOR RECREATION AND TOURISM

The Outdoor Recreation and Tourism Cluster encompasses entertainment and cultural assets (performing arts venues and museums), sports and recreation facilities (golf courses, fitness centers, and recreational instruction), hospitality services (hotels, restaurants, and beverage establishments), and nature-based activities (environmental organizations, camping, and water recreation). This experience-focused cluster provides diverse employment opportunities, attracting visitors from outside the region, and enhancing the quality of life for residents.

TRENDS ANALYSIS: The Cluster encompasses 41 industries related to hospitality, food service, entertainment, recreation, and cultural activities. Jobs in this cluster declined by 5% from 2019 to 2024, decreasing from 1,421 to 1,345 positions. This decline may reflect the significant impact of the COVID-19 pandemic on the tourism and hospitality industries. Despite the recent contraction, the cluster shows signs of stabilization with modest job growth expected between 2024 and 2029.

PERFORMANCE METRICS:

JOBS: There were 1,345 jobs in the Outdoor Recreation & Tourism Cluster in Franklin County in 2024, representing 7% of the county's jobs.

JOBS CHANGE: Overall, jobs in the Outdoor Recreation & Tourism Cluster declined by 5%, representing a loss of 76 jobs between 2019 and 2024. This trend was not uniform across industries: Notable growth occurred in Snack and Nonalcoholic Beverage Bars (+26%, adding 26 jobs). Environment, Conservation and Wildlife Organizations had the largest percent increase growing by 16 jobs or 227%.

KEY INDUSTRIES: Food service dominates employment, with Full-Service Restaurants (25.5% of cluster jobs), Limited-Service Restaurants (22.3%), and Drinking Places (6.7%) collectively accounting for over half of all cluster employment. Hotels and Motels represent the largest share of cluster GRP at 30% (\$28.3 million), despite accounting for only 11% of jobs. Museums show strong regional specialization (LQ 6.51) and represent 6% of cluster jobs and 6% of GRP.

GRP: The cluster contributed \$95.5 million to Franklin County's GRP in 2024. Hotels (except Casino Hotels) and Motels contribute the largest share at 30% of the cluster's total GRP.

LOCATION QUOTIENT: Museums (LQ 6.51) and Skiing Facilities (LQ 6.91) show exceptional concentration, at more than six times the national average. Recreational and Vacation Camps (LQ 3.78), Bowling Centers (LQ 2.72), and Environment, Conservation and Wildlife Organizations (LQ 2.64) also demonstrate significant regional specialization.

Note: A detailed table showing industry-level performance is included in Appendix A

Franklin County Outdoor Recreation & Tourism Cluster Economic Performance Metrics

2019 Jobs	1,421
2024 Jobs	1,345
2029 Jobs	1,358
2019-2024 % Change in Jobs	-5%
2024-2029 % Change in Jobs	1%
2024 Avg. Earnings Per Job	\$32,400
2024 Location Quotient	0.72
2024 GRP	\$95.5 M
2024 Share of Regional Jobs	7%
2024 Share of Regional GRP	4%

Source: Lightcast



OUTDOOR RECREATION AND TOURISM TOP OCCUPATIONS

Top Occupations by 2024 Job Counts Outdoor Recreation and Tourism

Req. Ed. Level	Description	2024 Jobs	% of Total Cluster Jobs	Median Earnings	Req. Work Experience	On-The-Job Training
No formal credential	Fast Food and Counter Workers	227	17%	\$16.44	None	Short-term
	Waiters and Waitresses	154	11%	\$17.38	None	Short-term
	Bartenders	68	5%	\$17.43	None	Short-term
	Cooks, Restaurant	61	5%	\$17.68	< 5 years	Moderate-term
	Dining Room and Cafeteria Attendants and Bartender Helpers	59	4%	\$15.22	None	Short-term
	Cooks, Fast Food	53	4%	\$15.14	None	Short-term
	Dishwashers	34	3%	\$14.47	None	Short-term
High school or equiv.	First-Line Supervisors of Food Preparation and Serving Workers	82	6%	\$19.18	< 5 years	None
	Maintenance and Repair Workers, General	33	2%	\$22.64	None	Moderate-term
Bachelor's	General and Operations Managers	29	2%	\$39.81	5+ years	None

Source: Lightcast

Top occupations in the Outdoor Recreation and Tourism cluster are predominantly food service positions requiring minimal formal education. Fast Food and Counter Workers represent the largest occupation group at 17% of cluster jobs (227 positions), offering moderate earnings at \$16.44/hour. Waiters and Waitresses follow at 11% (154 jobs) with slightly higher earnings at \$17.38/hour. Food service roles collectively account for 49% of the cluster's top jobs, with seven of the ten leading occupations being food-related positions. First-Line Supervisors of Food Preparation and Serving Workers represent 6% of jobs (82 positions) and require a high school education with earnings of \$19.18/hour. The cluster demonstrates high employment accessibility with 49% of top positions requiring no formal credentials, 8% requiring high school education, and only 2% requiring bachelor's degrees. General and Operations Managers offer the highest earning potential at \$39.81/hour, substantially above other positions. Overall, this cluster provides numerous entry-level employment opportunities with limited educational barriers, but correspondingly offers modest earning potential for most positions, with median wages ranging from \$14.47 to \$39.81/hour.

Data Note: Lightcast's compensation model uses the Occupational Employment and Wage Survey (OEWS) wage data, job postings, and individual minimum wage laws. The OEWS is a three-year rolling survey with an additional year's lag before the data is published. Because of this lag, it is possible to see wage results that are below an areas minimum wage.

TOP OCCUPATIONS BY HISTORIC JOB GROWTH (2019-2024)

- 1) Cooks, Fast Food
- 2) First-Line Supervisors of Food Preparation & Serving Workers
- 3) General & Operations Managers
- 4) Exercise Trainers & Group Fitness Instructors
- 5) Hotel, Motel, & Resort Desk Clerks

TOP OCCUPATIONS BY PROJECTED JOB GROWTH (2019-2024)

- 1) Exercise Trainers & Group Fitness Instructors
- 2) Cooks, Restaurant
- 3) General & Operations Managers
- 4) Bartenders
- 5) Ushers, Lobby Attendants, & Ticket Takers



AGRIBUSINESS

The Franklin County Agribusiness Cluster encompasses primary agricultural production (crop and animal farming), agricultural support services (soil preparation and harvesting), food and beverage manufacturing, agricultural input industries (fertilizer, pesticide, and farm machinery), and specialized distribution networks (farm supplies, food wholesalers, and warehousing). The cluster creates important economic linkages between producers, processors, and distributors while supporting strong food systems and local agricultural expertise.

TRENDS ANALYSIS: The Cluster encompasses 87 industries related to agricultural production, support, manufacturing, and wholesalers. Jobs in this cluster declined by 5% from 2019 to 2024, decreasing from 865 to 826 positions. Despite the recent contraction, the cluster shows signs of stabilization with a projected 6% increase in cluster jobs.

PERFORMANCE METRICS:

JOBS: There were 823 jobs in the Outdoor Recreation & Tourism Cluster in Franklin County in 2024, representing 4% of the county’s jobs.

JOBS CHANGE: Overall, jobs in the Agribusiness Cluster declined by 5%, representing a loss of 47 jobs between 2019 and 2024. This trend was not uniform across industries: Notable growth occurred in Cheese Manufacturing (+33%, adding 32 jobs). Crop Production added the second most jobs, increasing by 21 positions over the study period.

KEY INDUSTRIES: Cheese manufacturing experienced a job growth rate of 33% between 2019 and 2024 and has a location quotient of 19.41, indicating that the region is extremely specialized in cheese manufacturing compared to national averages. The economic contribution is substantial, with Cheese Manufacturing generating \$28.7 million in Gross Regional Product (GRP) in 2024, accounting for 8.8% of the cluster’s total GRP. Animal production employed 377 workers in 2024 and generated \$102.6 million in GRP, which represents 31.3% of the cluster’s total economic output.

GRP: The cluster contributed \$327.8 million to Franklin County’s GRP in 2024. Tobacco Manufacturing contributes the largest share at 48.3% of the cluster’s total GRP. Animal Productions generates the second largest share at 31% of the cluster’s total.

LOCATION QUOTIENT: In addition to tobacco manufacturing and wholesaling industries, Cheese Manufacturing is highly specialized in the county with an LQ of 19.41. Animal production is also highly specialized (LQ 7.49).

Note: A detailed table showing industry-level performance is included in Appendix A

Franklin County Agribusiness Cluster Economic Performance Metrics

2019 Jobs	865
2024 Jobs	823
2029 Jobs	871
2019-2024 % Change in Jobs	-5%
2024-2029 % Change in Jobs	6%
2024 Avg. Earnings Per Job	\$63,182
2024 Location Quotient	1.19
2024 GRP	\$327.8 M
2024 Share of Regional Jobs	4%
2024 Share of Regional GRP	12%

Source: Lightcast



AGRIBUSINESS TOP OCCUPATIONS

Top Occupations by 2024 Job Counts Agribusiness

Req. Ed. Level	Description	2024 Jobs	% of Total Cluster Jobs	Median Earnings	Req. Work Experience	On-The-Job Training
No formal credential	Farmworkers and Laborers, Crop, Nursery, and Greenhouse	96	12%	\$15.39	None	Short-term
	Farmworkers, Farm, Ranch, and Aquacultural Animals	49	6%	\$15.56	None	Short-term
	Agricultural Workers, All Other	27	3%	\$17.26	None	Short-term
	Laborers and Freight, Stock, and Material Movers, Hand	27	3%	\$20.96	None	Short-term
High school or equiv.	Farmers, Ranchers, and Other Agricultural Managers	189	23%	\$16.31	5+ years	None
	Packaging and Filling Machine Operators and Tenders	33	4%	\$19.04	None	Moderate-term
	Food Batchmakers	26	3%	\$16.34	None	Moderate-term
	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	21	3%	\$28.00	None	Moderate-term
	Maintenance and Repair Workers, General	16	2%	\$22.64	None	Moderate-term
Post-secondary nondegree	Heavy and Tractor-Trailer Truck Drivers	19	2%	\$22.38	None	Short-term

Source: Lightcast

Top occupations in the Agribusiness cluster reflect the sector's focus on agricultural production and processing with varied skill requirements. Farmers, Ranchers, and Other Agricultural Managers represent the largest occupation group at 23% of cluster jobs (189 positions), requiring high school education and extensive experience while offering modest earnings at \$16.31/hour. Farmworkers and Laborers for crop, nursery, and greenhouse operations follow at 12% (96 jobs) with lower earnings at \$15.39/hour and no formal educational requirements. The cluster shows high accessibility with 24% of top positions requiring no formal credentials, 35% requiring high school education, and only 2% requiring post-secondary non-degree credentials. Sales Representatives offer the highest earning potential at \$28.00/hour, while entry-level agricultural workers earn the lowest wages at \$15.39-\$15.56/hour. Despite representing nearly a quarter of all jobs, management positions (Farmers and Ranchers) offer earnings only slightly above entry-level positions, reflecting the economic challenges of agricultural management. Overall, top occupations in this cluster provide substantial employment opportunities with limited educational barriers, but generally modest earning potential, with median wages ranging from \$15.39 to \$28.00/hour and heavy reliance on practical experience rather than formal education.

TOP OCCUPATIONS BY HISTORIC JOB GROWTH (2019-2024)

- 1) Food Batchmakers
- 2) Agricultural Workers, All Other
- 3) Farmworkers, Farm, Ranch, and Aquacultural Animals
- 4) Stockers and Order Fillers
- 5) Farmers, Ranchers, and Other Agricultural Managers

TOP OCCUPATIONS BY PROJECTED JOB GROWTH (2019-2024)

- 1) Farmworkers and Laborers, Crop, Nursery, and Greenhouse
- 2) Farmworkers, Farm, Ranch, and Aquacultural Animals
- 3) Food Batchmakers
- 4) Agricultural Workers, All Other
- 5) Agricultural Equipment Operators



BIOTECH AND LIFE SCIENCES

The Franklin County Biotech and Life Sciences cluster represents a diverse ecosystem of advanced manufacturing, research, and healthcare support services. This knowledge-intensive cluster encompasses pharmaceutical and medicinal manufacturing, specialized medical device production, precision instrument manufacturing, and extensive research capabilities in biotechnology, nanotechnology, and the physical sciences. The cluster is strengthened by a robust network of supporting industries, including specialized medical wholesalers, testing laboratories, diagnostic imaging centers, medical laboratories, and blood and organ banks.

TRENDS ANALYSIS: The Franklin County Biotech & Life Sciences Cluster includes 26 industries, with three serving as primary drivers of economic activity. Although the cluster remains relatively small, it shows notable growth and specialization in critical segments.

PERFORMANCE METRICS:

JOBS: In 2024 the cluster supported 121 jobs, representing a modest but specialized segment of Franklin County's economy. Research and Development in the Physical, Engineering, and Life Sciences accounts for the majority of positions (61%), followed by Testing Laboratories (37%).

JOBS CHANGE: Employment in the cluster grew by around 58% from 2019-2024, adding 45 new positions. This growth far outpaces typical employment trends and demonstrates the cluster's expansion. Projections suggest continued growth of 30% (37 additional jobs) through 2029.

KEY INDUSTRIES: The cluster is anchored by two primary industries: (1) Research and Development in the Physical, Engineering, and Life Sciences generates 53% of the cluster's economic output while supporting 60.8% of jobs. (2) Testing Laboratories contribute 43% of the cluster's economic value while comprising 37% of employment

GRP: The cluster contributed \$13.2 million to Franklin County's GRP in 2024. Research and Development in the Physical, Engineering, and Life Sciences contributes the majority (53%) of the cluster's GRP, while Testing Laboratories account for 43%, demonstrating the high-value nature of these knowledge-intensive activities.

LOCATION QUOTIENT: Testing Laboratories show significant regional specialization with an LQ of 2.33, while Research and Development in Physical Sciences maintains a healthy concentration at 1.22. These indicators suggest emerging competitive advantages in these specialized fields.

Note: A detailed table showing industry-level performance is included in Appendix A

Franklin County Biotech & Life Sciences Cluster Economic Performance Metrics

2019 Jobs	77
2024 Jobs	121
2029 Jobs	158
2019-2024 % Change in Jobs	58%
2024-2029 % Change in Jobs	30%
2024 Avg. Earnings Per Job	\$81,512
2024 Location Quotient	0.40
2024 GRP	\$13.2 M
2024 Share of Regional Jobs	0.6%
2024 Share of Regional GRP	0.5%

Source: Lightcast



BIOTECH AND LIFE SCIENCES TOP OCCUPATIONS

Top Occupations by 2024 Job Counts Biotech and Life Sciences

Req. Ed. Level	Description	2024 Jobs	% of Total Cluster Jobs	Median Earnings	Req. Work Experience	On-The-Job Training
High school or equiv.	Inspectors, Testers, Sorters, Samplers, and Weighers	10	9%	\$24.09	None	Moderate-term
	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	3	2%	\$21.03	None	Short-term
Associate's	Environmental Science and Protection Technicians, Including Health	7	6%	\$17.60	None	None
	Chemical Technicians	3	2%	\$24.31	None	Moderate-term
Bachelor's	Chemists	7	6%	\$36.69	None	None
	General and Operations Managers	7	6%	\$39.81	5+ years	None
	Natural Sciences Managers	4	3%	\$50.69	5+ years	None
	Project Management Specialists	3	2%	\$39.08	None	None
	Electronics Engineers, Except Computer	3	2%	\$40.52	None	None
PhD or prof.	Medical Scientists, Except Epidemiologists	8	7%	\$39.38	None	None

Source: Lightcast

Top occupations in the Biotech and Life Sciences cluster reflect the industry's highly technical and scientific nature, with substantial educational requirements. Unlike other clusters, this sector shows a strong preference for advanced credentials, with 19% of top positions requiring bachelor's degrees and 7% requiring doctoral degrees. Inspectors, Testers, Sorters, Samplers, and Weighers represent the largest occupation group at 9% of cluster jobs (10 positions), requiring only a high school education while offering solid earnings at \$24.09/hour. Medical Scientists follow at 7% (8 jobs) with substantially higher earnings at \$39.38/hour, but requiring doctoral-level education. Natural Sciences Managers command the highest wages at \$50.69/hour, requiring bachelor's degrees and extensive experience. The cluster demonstrates limited accessibility with only 11% of top positions requiring high school education or less, while 89% require postsecondary education ranging from Associate's to doctoral degrees. Overall, this cluster provides high earning potential compared to other sectors, with median wages ranging from \$17.60 to \$50.69/hour, but with correspondingly significant educational barriers to entry and a clear correlation between educational attainment and compensation levels.

TOP OCCUPATIONS BY HISTORIC JOB GROWTH (2019-2024)

- 1) Environmental Science & Protection Technicians
- 2) Chemists
- 3) Inspectors, Testers, Sorters, Samplers, & Weighers
- 4) Medical Scientists, Except Epidemiologists
- 5) General & Ops Managers

TOP OCCUPATIONS BY PROJECTED JOB GROWTH (2019-2024)

- 1) Inspectors, Testers, Sorters, Samplers, & Weighers
- 2) Medical Scientists, Except Epidemiologists
- 3) General & Ops Managers
- 4) Chemists
- 5) Environmental Science & Protection Technicians



ENERGY INFRASTRUCTURE

Energy Infrastructure Cluster encompasses a wide range of industries that support the generation, distribution, and advancement of energy systems. This cluster includes various forms of power generation, such as hydroelectric, solar, wind, geothermal, and biomass energy, as well as electric power transmission and distribution. It also incorporates construction and installation services crucial for building the infrastructure that supports energy.

TRENDS ANALYSIS: The Energy Infrastructure Cluster includes 37 industries spanning power generation, electrical distribution, construction, equipment manufacturing, and engineering services. From 2019 to 2024, the cluster grew by 31%, reaching a total of 242 jobs in 2024. Most job growth came from construction-related sectors and maintenance services, while manufacturing industries contributed little to employment in the county during this period. The cluster has a relatively low LQ of 0.47, indicating that energy infrastructure activities are less concentrated in Franklin County than in the nation overall.

PERFORMANCE METRICS:

JOBS: In 2024, the cluster employed 242 people, reflecting a 31% increase (57 new jobs) since 2019. *Electrical Contractors and Wiring Installation* was the largest employer within the cluster, supporting 119 jobs.

JOBS CHANGE: Cluster job growth was driven by construction-related and technical service industries. *Other Scientific and Technical Consulting* experienced the largest absolute job growth, gaining 15 jobs during the study period. The cluster is projected to grow by another 8% between 2024 and 2029.

KEY INDUSTRIES: *Electrical contractors and wiring installation* remained the largest employer within the cluster, providing 119 jobs, which accounted for 49% of total cluster employment. Engineering Services and Technical Consulting together made up 16.8% of all jobs, with both industries demonstrating strong growth trends in recent years. Although Hydroelectric Power employed a relatively small number of workers, it stood out for having the highest average earnings per job at \$183,546, as well as making the largest contribution to the cluster’s GRP.

GRP: The largest contributor was electric power distribution, generating \$23.7 million (about 36.6% of total cluster GRP). Hydroelectric power generation followed closely with \$19.6 million, while electrical contractors and wiring installation contributed another \$13.0 million.

LOCATION QUOTIENT: The cluster has an LQ of 0.47, meaning the cluster is less concentrated in Franklin County compared to national norms. However, individual sectors like Hydroelectric Power Generation showed exceptionally high concentration, with an LQ of 20.10. Electric Power Distribution was also moderately specialized with an LQ of 1.08.

Note: A detailed table showing industry-level performance is included in Appendix A

Franklin County Energy Infrastructure Cluster Economic Performance Metrics

2019 Jobs	185
2024 Jobs	242
2029 Jobs	260
2019-2024 % Change in Jobs	31%
2024-2029 % Change in Jobs	8%
2024 Avg. Earnings Per Job	\$90,112
2024 Location Quotient	0.47
2024 GRP	\$64.7 M
2024 Share of Regional Jobs	1%
2024 Share of Regional GRP	2%

Source: Lightcast



ENERGY INFRASTRUCTURE TOP OCCUPATIONS

Top Occupations by 2024 Job Counts Energy Infrastructure

Req. Ed. Level	Description	2024 Jobs	% of Total Cluster Jobs	Median Earnings	Req. Work Experience	On-The-Job Training
No formal credential	Construction Laborers	9	4%	\$20.72	None	Short-term
High school or equiv.	Electricians	52	21%	\$29.82	None	Apprenticeship
	First-Line Supervisors of Construction Trades and Extraction	12	5%	\$32.08	5+ years	None
	Electrical Power-Line Installers and Repairers	11	5%	\$45.11	None	Long-term
	Helpers--Electricians	11	5%	\$14.90	None	Short-term
	Industrial Machinery Mechanics	6	2%	\$28.06	None	Long-term
	Welders, Cutters, Solderers, and Brazers	5	2%	\$20.73	None	Moderate-term
	Office Clerks, General	4	2%	\$19.52	None	Short-term
Some college	Bookkeeping, Accounting, and Auditing Clerks	5	2%	\$22.20	None	Moderate-term
Bachelor's	General and Operations Managers	9	4%	\$39.81	5+ years	None

Source: Lightcast

Top occupations in the Energy Infrastructure cluster are dominated by skilled trades and construction-related positions with varying educational requirements. Electricians represent the largest occupation group by far at 21% of cluster jobs (52 positions), requiring high school education and apprenticeship training while offering strong earnings at \$29.82/hour. First-Line Supervisors of Construction Trades and Electrical Power-Line Installers each comprise 5% of the workforce, with notably different earnings (\$32.08/hour and \$45.11/hour) despite similar educational requirements, reflecting the specialized nature of power-line work. Electrical Power-Line Installers command the highest wages at \$45.11/hour without requiring advanced degrees, while Helpers-Electricians earn the lowest. Overall, this cluster provides substantial earning potential, particularly for specialized skilled trades, with median wages ranging from \$14.90 to \$45.11/hour, and demonstrates clear pathways for wage advancement through experience and specialized training rather than traditional higher education.

Data Note: Lightcast's compensation model uses the Occupational Employment and Wage Survey (OEWS) wage data, job postings, and individual states' and cities' minimum wage laws. The OEWS is a three-year rolling survey with an additional year's lag before the data is published. Because of this lag, it is possible to see wage results below an area's minimum wage.

TOP OCCUPATIONS BY HISTORIC JOB GROWTH (2019-2024)

- 1) Helpers--Electricians
- 2) First-Line Supervisors of Construction Trades & Extraction Workers
- 3) General & Operations Managers
- 4) Electrical Power-Line Installers & Repairers
- 5) Industrial Machinery Mechanics

TOP OCCUPATIONS BY PROJECTED JOB GROWTH (2019-2024)

- 1) Electricians
- 2) Industrial Machinery Mechanics
- 3) General & Operations Managers
- 4) Electrical & Electronics Repairers, Powerhouse, Substation, & Relay
- 5) Electrical Power-Line Installers & Repairers



OTHER MANUFACTURING

The Other Manufacturing cluster in Franklin County encompasses a diverse range of production activities spanning textiles and apparel, chemicals, plastics, metals, machinery, etc. In other words, this cluster encompasses manufacturing industries that are not specifically included in the other five target clusters. While the cluster currently has a small presence in Franklin County, its regional economic significance necessitates ongoing monitoring of both county and regional developments. By monitoring ongoing activity, Franklin County may be able to identify and capture new opportunities in manufacturing as they arise.

TRENDS ANALYSIS: The Other Manufacturing Cluster in Franklin County includes thirteen active industries across a total of 240 manufacturing industries. While jobs in this manufacturing cluster grew by 142% in from 2019 to 2024, the cluster’s contribution is small with only 95 total jobs as of 2024. This substantial growth contrasts favorably with typical manufacturing trends and represents potential opportunities for the county.

PERFORMANCE METRICS:

JOBS: There were 95 jobs in the Other Manufacturing Cluster in Franklin County in 2024. The cluster is projected to continue growing, adding 20 more jobs (21% growth) by 2029.

JOBS CHANGE: Overall, jobs in the Other Manufacturing Cluster increased by 142%, representing 56 additional jobs since 2019. The most substantial job growth occurred in Plastics Packaging Film and Sheet Manufacturing (+18 jobs, 2,852% growth), Sporting and Athletic Goods Manufacturing (+14 jobs, 162% growth), and Machine Shops (+8 jobs, 302% growth).

KEY INDUSTRIES: Sporting and Athletic Goods Manufacturing accounts for 24% of all jobs and 20% of the cluster’s total GRP (\$2.5 million). Plastics Packaging Film and Sheet Manufacturing is the second-largest industry by employment, contributing 19% of the cluster’s jobs and 17% of GRP (\$2.1 million). Asphalt Paving Mixture and Block Manufacturing represents 9% of jobs but contributes 20% of the cluster’s GRP (\$2.4 million), indicating high productivity.

GRP: \$12.4 million in 2024. Sporting and Athletic Goods Manufacturing contributed the largest share at 20% of the cluster’s total GRP.

LOCATION QUOTIENT: Plastics Packaging Film and Sheet Manufacturing (LQ 6.81), Asphalt Paving Mixture and Block Manufacturing (LQ 4.28), and Sporting and Athletic Goods Manufacturing (LQ 4.13) show high levels of specialization in Franklin County. All other industries have LQ values below 1.0, indicating lower concentration relative to national averages.

Note: A detailed table showing industry-level performance is included in Appendix A

Franklin County Other Manufacturing Cluster Economic Performance Metrics

2019 Jobs	39
2024 Jobs	95
2029 Jobs	116
2019-2024 % Change in Jobs	142%
2024-2029 % Change in Jobs	21%
2024 Avg. Earnings Per Job	\$70,649
2024 Location Quotient	0.10
2024 GRP	\$12.4 M
2024 Share of Regional Jobs	0.5%
2024 Share of Regional GRP	0.5%

Source: Lightcast



OTHER MANUFACTURING TOP OCCUPATIONS

Top Occupations by 2024 Job Counts Other Manufacturing

Req. Ed. Level	Description	2024 Jobs	% of Total Cluster Jobs	Median Earnings	Req. Work Experience	On-The-Job Training
No formal credential	Laborers and Freight, Stock, and Material Movers, Hand	3	3%	\$20.96	None	Short-term
High school or equiv.	Miscellaneous Assemblers and Fabricators	12	13%	\$21.14	None	Moderate-term
	First-Line Supervisors of Production and Operating Workers	4	4%	\$31.25	< 5 years	None
	Molding, Coremaking, and Casting Machine Setters, Operators, and Tenders, Metal and Plastic	3	3%	\$17.65	None	Moderate-term
	Inspectors, Testers, Sorters, Samplers, and Weighers	3	3%	\$24.09	None	Moderate-term
	Machinists	3	3%	\$22.56	None	Long-term
	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	3	3%	\$28.00	None	Moderate-term
Post-secondary nondegree	Heavy and Tractor-Trailer Truck Drivers	3	3%	\$22.38	None	Short-term
Bachelor's	General and Operations Managers	3	3%	\$39.81	5+ years	None

Source: Lightcast

Top occupations in the Other Manufacturing cluster represent diverse production and support roles with moderate educational requirements. Miscellaneous Assemblers and Fabricators constitute the largest occupation group at 13% of cluster jobs, requiring a high school education and offering earnings at \$21.14/hour with moderate-term on-the-job training. First-Line Supervisors of Production and Operating Workers follow at 4% of jobs with higher earnings at \$31.25/hour, reflecting their supervisory responsibilities despite similar educational requirements. The cluster shows a clear wage progression from entry-level positions to technical specialties to management, with median wages ranging from \$17.65 to \$39.81/hour. Overall, this manufacturing cluster provides moderate earning potential with primarily high school educational requirements supplemented by various levels of on-the-job training.

TOP OCCUPATIONS BY HISTORIC JOB GROWTH (2019-2024)

- 1) Miscellaneous Assemblers & Fabricators
- 2) First-Line Supervisors of Production & Operating Workers
- 3) Molding, Coremaking, & Casting Machine Setters, Operators, & Tenders
- 4) General & Operations Managers
- 5) Inspectors, Testers, Sorters, Samplers, & Weighers

TOP OCCUPATIONS BY PROJECTED JOB GROWTH (2019-2024)

- 1) Miscellaneous Assemblers & Fabricators
- 2) Machinists
- 3) Molding, Coremaking, & Casting Machine Setters, Operators, & Tenders
- 4) First-Line Supervisors of Production & Operating Workers
- 5) Computer Numerically Controlled Tool Operators



REAL ESTATE OVERVIEW

Franklin County’s nonresidential real estate totals nearly 4 million square feet (msf), with a notable majority (59%) being made up of retail space. This contrasts with the larger North Country REDC region, where retail, still the largest sector, falls well below half (45%) of all noncommercial space.

By percent share of total space, the proportion dedicated to office (9%) and lodging (10%) in the county remains roughly consistent with the REDC region.

Countering the strength of retail, however, is an offsetting diminished proportion dedicated to industrial uses - this includes both manufacturing and warehouse distribution space. For these structures, the county shows just over one-fifth (22%) of its space dedicated to these uses, while the REDC holds well over one-third (38%) in this capacity.

The county also holds 824 investment-grade multifamily residential units. These see an average rental rate around \$950 per month - roughly 9% below the seven-county REDC region level.

Investment Real Estate in Franklin County, 2025

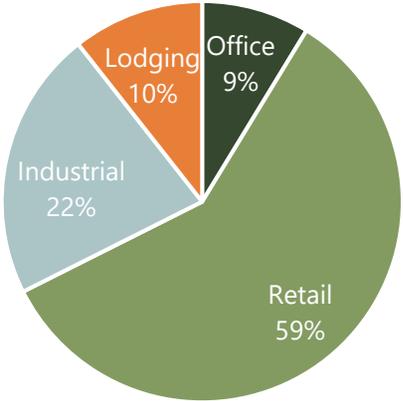
Non-Residential	Buildings	Inventory (SF)	Regional Share	Vacancy Rate	Rent (SF/Yr)
Office	34	337,998	7.2%	4.1%	NA
Retail	257	2,283,049	8.8%	9.6%	NA
Industrial	29	844,974	3.9%	22.8%	\$12.72
Lodging	21	411,421	7.7%	NA	NA
Total	341	3,877,442	6.7%	NA	NA

Hospitality	Buildings	Inventory (Rooms)	Regional Share	Occupancy Rate	Daily Rate
Lodging	21	821	9.5%	54.0%	\$148

Residential	Buildings	Inventory (Units)	Regional Share	Vacancy Rate	Rent (Monthly)
Multifamily	43	824	3.4%	4.7%	\$953

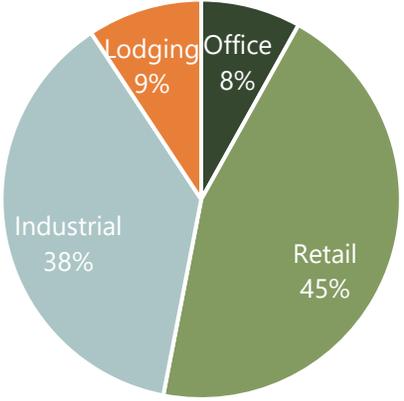
Source: CoStar

Franklin County Non-Residential Real Estate Inventory By Type - 3.9 msf in 2025



Source: CoStar

North Country Non-Residential Real Estate Inventory By Type - 57.7 msf in 2025



Source: CoStar



RETAIL

Retail stands out as one of the more dynamic real estate sectors in Franklin County. Over the past decade, retail has seen a net increase of just over 36,000 sf of new space mixed with significant swings in occupancy.

From 2015 through 2017, overall demand grew sharply with net absorption up 120,000 sf. Vacancies dropped below 4% and rental rates jumped significantly.

Over the subsequent years, however, nearly all of that net new demand has been lost, with absorption posting negative figures in all but one of the intervening years.

Vacancies grew by two and a half fold, approaching 10% by early 2025. And, while rental rates held up for most of this period, recent weakening shows rents down 15% from their 2017 peak.

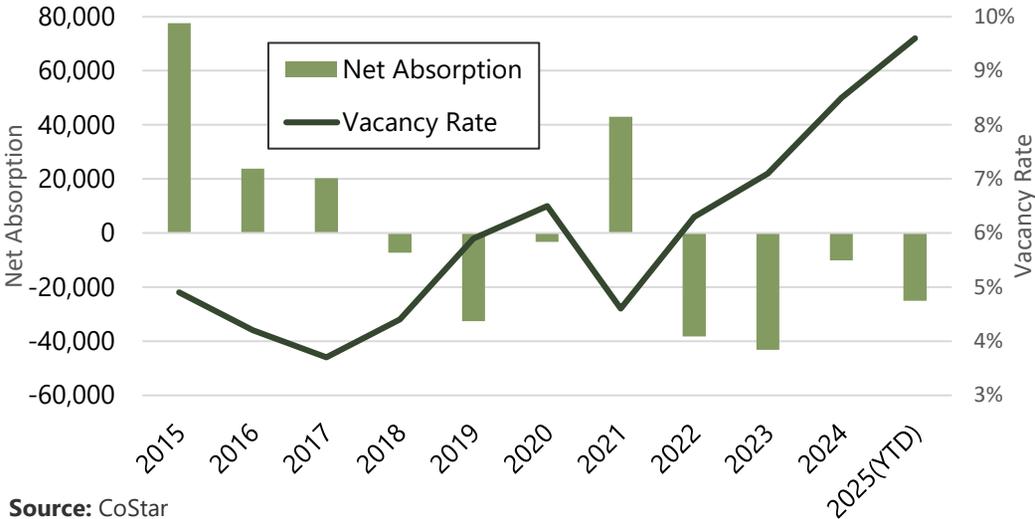
With the market softening so markedly at the county level, there would seem to be little impetus for new development. This does not always generalize to each community, however. There are currently plans for a new 25,000 sf storefront to be developed along Broadway in Saranac Lake.

Franklin County Retail Real Estate Market Metrics

	Inventory		Demand		Rental Rate
	Buildings	Area (SF)	Net Absorption	Vacancy Rate	(per SF)
2015	253	2,246,767	77,625	4.9%	\$8.64
2016	254	2,254,792	23,781	4.2%	\$9.16
2017	255	2,263,892	20,260	3.7%	\$11.55
2018	256	2,273,640	-7,244	4.4%	\$11.44
2019	256	2,273,640	-32,653	5.9%	\$11.42
2020	257	2,284,357	-3,285	6.5%	\$11.40
2021	257	2,284,357	42,972	4.6%	\$10.70
2022	257	2,284,357	-38,300	6.3%	\$10.39
2023	256	2,257,961	-43,176	7.1%	\$10.00
2024	257	2,283,049	-10,115	8.5%	\$9.78
2025(YTD)	257	2,283,049	-25,084	9.6%	NA

Source: CoStar

Retail Space Dynamics in Franklin County



Source: CoStar



OFFICE

As measured by CoStar, Franklin County includes just over 330,000 sf of office space, and changes in leasing activity have proven to be minimal over the past decade

As recently as 2018, overall office vacancies registered just over 1%. Some negative net absorption in 2019, however, boosted vacancies up to nearly 5%. Despite this jump, this modest-sized market remained fairly well balanced.

A modest increase in net demand again brought vacancies back to 4% in 2021, where they remain.

The larger North Country REDC shows an even tighter market with vacancies standing at just 1% since 2022. This is also a sharp contrast to the statewide picture, where vacancies have stood at nearly 11% over the past two years.

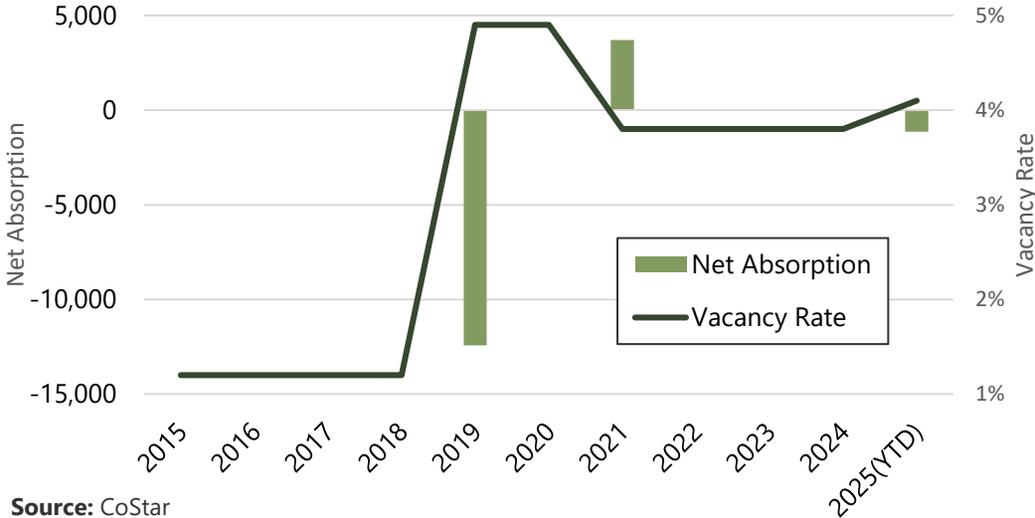
For the county overall, there appears to be little activity in general for this market. Despite the modest vacancy rate, there nevertheless currently remains nearly 14,000 sf of unoccupied space. In lieu of a potential client coming forward with some specific needs, the likelihood of new office development seems slim.

Franklin County Office Real Estate Market Metrics

	Inventory		Demand	
	Buildings	Area (SF)	Net Absorption	Vacancy Rate
2015	34	337,998	-	1.2%
2016	34	337,998	-	1.2%
2017	34	337,998	-	1.2%
2018	34	337,998	-	1.2%
2019	34	337,998	-12,427	4.9%
2020	34	337,998	-	4.9%
2021	34	337,998	3,712	3.8%
2022	34	337,998	-	3.8%
2023	34	337,998	-	3.8%
2024	34	337,998	-	3.8%
2025(YTD)	34	337,998	-1,145	4.1%

Source: CoStar

Office Space Dynamics in Franklin County



Source: CoStar



INDUSTRIAL

There has been no new industrial building activity for nearly two decades, with total inventory fixed at 845,000 sf since 2008. While demand showed notable improvement through the 2015-2017 timeframe, increasing by more than 135,000 sf, subsequent weakness has shown a steady and, at times, precipitous decline in overall demand.

Even at its strongest, vacancies stood well above 11%, and this most recent step back in demand has now pushed them above 22%.

Note that the outstanding property contributing to these exceptionally high vacancies is found along State Route 11 in Chateaugay. The former Chateaugay Correctional Facility includes nearly 100,000 sf and is being actively marketed as potential industrial space.

Aside from this property, however, the overall market remains weak. Excluding the former prison from the overall market estimations, the county still holds nearly 100,000 sf of vacant space and would register a vacancy rate of well over 12%.

This is in sharp contrast to figures seen at the regional level. The North Country REDC currently sees industrial vacancies well below 3% – this despite fairly lackluster demand for the seven-county area overall.

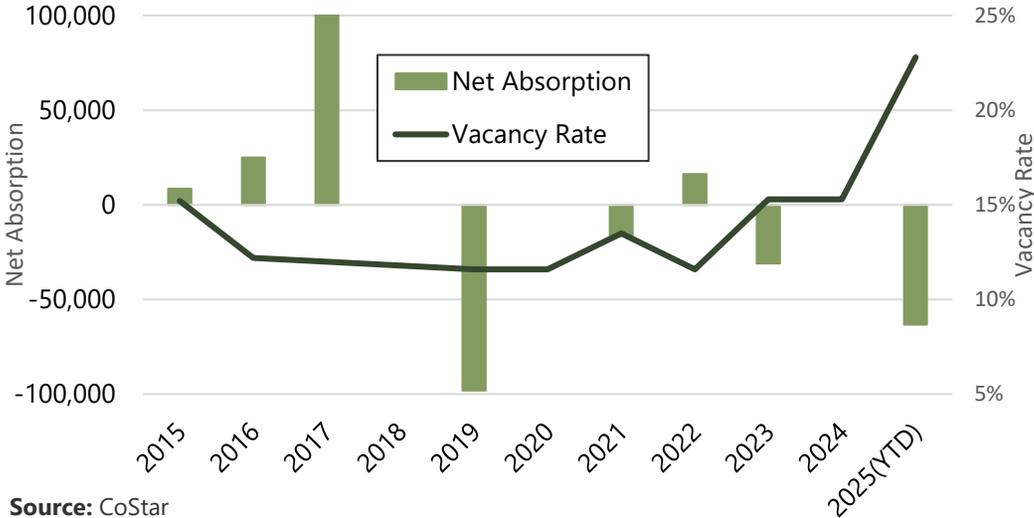
Notably lower vacancies so nearby signal that there is opportunity for Franklin County to improve, though the prospects of reduced trade with Canada may make that more difficult.

Franklin County Industrial Real Estate Market Metrics

	Inventory		Demand	
	Buildings	Area (SF)	Net Absorption	Vacancy Rate
2015	29	844,974	8,640	15.2%
2016	29	844,974	25,116	12.2%
2017	29	844,974	103,000	12.0%
2018	29	844,974	-	11.8%
2019	29	844,974	-98,000	11.6%
2020	29	844,974	-	11.6%
2021	29	844,974	-16,350	13.5%
2022	29	844,974	16,350	11.6%
2023	29	844,974	-31,000	15.3%
2024	29	844,974	-	15.3%
2025(YTD)	29	844,974	-63,235	22.8%

Source: CoStar

Industrial Space Dynamics in Franklin County



Source: CoStar



HOSPITALITY

Rebounding from the pandemic-period setback when occupancy rates dropped to 36%, lodging properties have more recently seen these rates rebound to their historical pace in the low-to-mid-50% range. This echoes the overall regional market, with occupancies registering a similar 53% for the North County REDC in 2024.

Despite the pandemic-period hiccup, room rates have witnessed strong gains over the past decade, currently standing 44% above levels seen just ten years prior. This rate of growth in fact out-paced the REDC (up 35%) over the same timeframe.

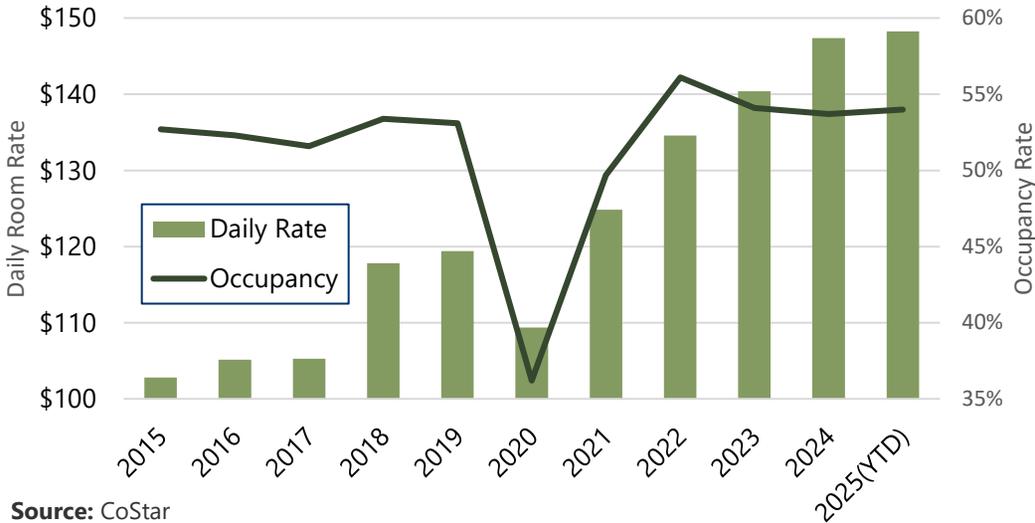
While healthy rental rates and reasonable occupancy rates may attract new development, no plans are currently found in the planning pipeline. Furthermore, with the prospects for reduced Canadian visitations, the likelihood of additional development in the near term is likely diminished.

Franklin County Hospitality Real Estate Market Metrics

	Inventory		Daily Room	
	Buildings	Rooms	Occupancy	Rate
2015	22	839	52.7%	\$103
2016	22	839	52.3%	\$105
2017	22	839	51.6%	\$105
2018	22	853	53.4%	\$118
2019	22	853	53.1%	\$119
2020	22	853	36.2%	\$109
2021	22	853	49.7%	\$125
2022	22	853	56.1%	\$135
2023	21	827	54.1%	\$140
2024	21	821	53.7%	\$147
2025(YTD)	21	821	54.0%	\$148

Source: CoStar

Hospitality Space Dynamics in Franklin County



Source: CoStar



MULTIFAMILY

The number of rental apartments (as tracked by CoStar) continues to stand at 824 units in Franklin County, unchanged over the past decade. With no new development and moderate demand growth, vacancies have, in the end, edged down since 2015 to just below 5%. This belies the churn of rental occupancy during the pandemic period, however, when vacancies jumped to well over 7%.

Meanwhile, rental rates have managed notable gains over the past decade, rising by 28% to \$950 by early 2025. This growth rate is on par with the broader North Country REDC (up 24%). Rental rates in Franklin County, however, stand on average a full 9% below the regional level (\$1,050).

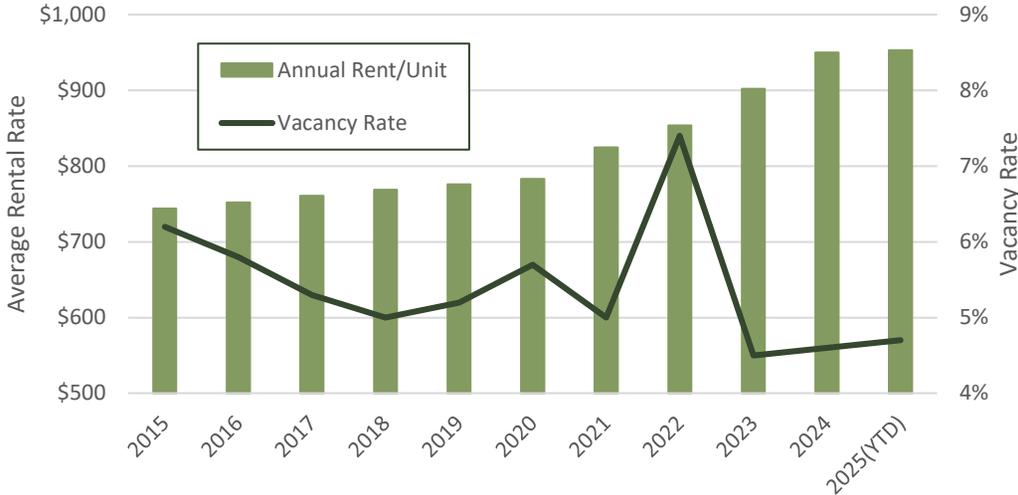
With this healthy growth in rental rates, combined with moderately low vacancies, there appears to be an opportunity for multifamily investment. Given the exceptionally high cost of new development, however, this is unlikely to occur without substantial grant funding.

Franklin County Multifamily Real Estate Market Metrics

	Inventory		Vacancy Rate	Rental Rate (per Unit)
	Buildings	Units		
2015	43	824	6.2%	\$744
2016	43	824	5.8%	\$752
2017	43	824	5.3%	\$761
2018	43	824	5.0%	\$769
2019	43	824	5.2%	\$776
2020	43	824	5.7%	\$783
2021	43	824	5.0%	\$825
2022	43	824	7.4%	\$854
2023	43	824	4.5%	\$902
2024	43	824	4.6%	\$950
2025 YTD	43	824	4.7%	\$953

Source: CoStar

Multifamily Space Dynamics in Franklin County



Source: CoStar



AVAILABLE LAND

CoStar identifies 189 developable properties within Franklin County, totaling well over 18,000 acres. Of those 96 listed for sale, the average price per acre registers just over \$20,000 per acre.



COMMERCIAL REAL ESTATE DEFINITIONS

RETAIL

A retail property's primary intended use is to promote, distribute or sell products and services to the general public. It will often be in high-traffic or easily accessible areas. Retail buildings are configured for the display of merchandise or the interaction of company sales personnel with others.

Retail structures include, but are not limited to:

- Stand-alone (convenience stores to department stores)
- Storefronts
- Strip centers (no anchors)
- Neighborhood, community, regional, and super-regional malls
- Power centers
- Factory outlet centers
- Fashion or specialty centers

Offerings at these locations include auto dealerships, banks, convenience stores, department stores, drug stores, fast food outlets, garden centers, health clubs, mixed-use retail plus office/residentials, movie theatres, restaurants, service stations and other auto repair facilities, supermarkets, truck stops, and other retail product and service providers.

OFFICE

The primary intended use of an office property is to house employees of companies that produce a product or service, primarily for support services such as administration, accounting, marketing, information processing and dissemination, consulting, human resources management, financial and insurance services, educational and medical services, and other professional services. Office buildings are characterized by work-efficient floor plans, work areas, comfortable heating and cooling, cabling for phones and computers, and other conveniences that allow people to conduct business. The interior finish and the structural design of the building support the activities of the employees.

Office structures include, but are not limited to:

- Office buildings
- Loft & creative spaces
- Medical office space (general practice, dental, surgical, and other practices)
- Telecom hotel/data hosting (office-based)



INDUSTRIAL

Industrial buildings are adapted for a combination of uses such as assemblage, processing, and/or manufacturing products from raw materials or fabricated parts. Additional uses include warehousing, distribution, and maintenance facilities. Self-storage facilities are also tracked as an industrial type.

Industrial structures include:

- Distribution facilities
- Manufacturing sites
- Truck terminals
- Telecom hotel/data hosting (industrial)
- Vehicular service facilities
- Warehouses
- Other types of industrial space include airplane hangars, industrial plants, food processing, refrigeration/cold storage facilities, self-storage, and showrooms.

FLEX

Flex buildings are designed to be versatile and may be used in combination with office, research and development, quasi-retail sales, and include, but are not limited to, industrial, warehouse, and distribution uses. At least half of the rentable area of the building must be used as office space. Flex buildings typically have ceiling heights under 18', with light industrial zoning. Flex buildings have also been called Incubator, Tech, and Showroom buildings in markets throughout the country.

Flex uses can include a mix of:

- Office
- Light industrial (manufacturing, distribution, and warehousing)
- R&D
- Showrooms (Flex)
- Telecom hotel/data hosting (Flex)



HOSPITALITY

This type of property includes all types of lodging facilities including hotels and motels.

Hotels are facilities that offer lodging accommodations and a wide range of other services, e.g., restaurants, casinos, convention facilities, meeting rooms, recreational facilities, and commercial shops. These facilities can be labeled Resort, Mixed Use, Luxury, Full Service, Extended Stay, Convention, Apartment, All Suite, etc., and are not primarily designed to serve those traveling by car, such as a motel.

Motels are typically located on or near a highway and are designed to serve the needs of travelers by offering lodging and parking. Amenities may include food and beverages, meeting and banquet rooms, recreational areas, a swimming pool, or shops.

MULTIFAMILY

Multifamily residential structures are a classification of housing where multiple separate housing units for residential inhabitants are contained within one building or several buildings within one complex. This includes:

- Apartments that typically contain five or more dwelling units and may also include common areas and facilities, e.g., entrances, lobby, elevators or stairs, mechanical space, walks, grounds, recreational facilities, and parking, both covered and open. Varieties of multifamily structures include:
 - Garden apartments with 1 to 3 Stories and 4 or more buildings
 - Low-rise with 1 to 3 Stories
 - Mid-Rise with 4 to 14 Stories
 - High-rise with 15+ Stories
- Condominiums (multifamily) are apartment units owned by an individual. These may include a mix of individual-owned units and units owned by a real estate organization. They can also have every unit in the community individually owned.
- Military multi-dwelling housing, commonly located on military bases, is a community in which residents must be military or military family members to live.

Note that data collected by CoStar excludes two- and three-family buildings and duplexes.



VACANT SPACE

Vacant space refers to all space not currently occupied by a tenant, regardless of any lease obligation that may be on the space. Vacant space could be space that is either available or not available. For example, sublease space that is currently being paid for by a tenant but not occupied by that tenant would be considered vacant space. Likewise, space that has been leased but not yet occupied because of finishing work being done would also be considered vacant space.

VACANCY RATE

Expressed as a percentage, the vacancy rate identifies the amount of vacant space divided by the existing rentable building area. This measure can be used for individual buildings or for a larger market area.

OCCUPANCY RATE (HOTELS)

In the hotel industry, the occupancy rate represents the number of occupied rooms during a certain time period divided by the total number of available rooms. Occupancy is usually expressed as a percentage. This figure can be calculated at a daily frequency or over a week, month, or year.

AVERAGE DAILY RATE (HOTELS)

Average daily rate (ADR) is the measure of the average paid for rooms sold in a given time period. The metric covers only revenue-generating guestrooms.

The average daily rate is an essential measurement in the benchmarking process because of its direct relationship with demand, guest types and their price points, channels for distributing rooms and room promotions.



APPENDIX A: DATA TABLES

Franklin County Economic Base by 2-Digit NAICS Sector

NAICS	Description	2024 Jobs	2019-2024	2019-2024	2024-2029	2024-2029	2024 Avg.	2024	2019-2024	2024	2024	2024
			Change in Jobs	Pct. Change in Jobs	Change in Jobs	Pct. Change in Jobs	Earnings Per Job	Location Quotient	Competitive Effect	Payrolled Business Locations	Sector Share of GRP	
11	Agriculture, Forestry, Fishing and Hunting	557	20	4%	25	5%	\$58,188	2.53	9	30	4.6%	
21	Mining, Quarrying, and Oil and Gas Extraction	1	(3)	(76%)	(0)	(20%)	\$20,448	0.01	(2)	0	0.2%	
22	Utilities	45	19	69%	5	10%	\$163,139	0.70	17	4	1.6%	
23	Construction	817	121	17%	58	7%	\$60,954	0.75	73	111	2.9%	
31	Manufacturing	387	(48)	(11%)	31	8%	\$71,986	0.27	(52)	29	7.8%	
42	Wholesale Trade	132	(8)	(6%)	11	9%	\$69,115	0.19	(13)	20	1.1%	
44	Retail Trade	1,961	41	2%	24	1%	\$43,833	1.11	49	159	9.2%	
48	Transportation and Warehousing	93	(5)	(5%)	9	9%	\$61,201	0.11	(21)	15	0.8%	
51	Information	127	(28)	(18%)	(2)	(2%)	\$59,333	0.37	(34)	16	0.9%	
52	Finance and Insurance	227	(27)	(11%)	(10)	(4%)	\$79,615	0.30	(40)	40	2.1%	
53	Real Estate and Rental and Leasing	153	(26)	(14%)	4	3%	\$53,989	0.46	(36)	36	3.4%	
54	Professional, Scientific, and Technical Services	432	52	14%	39	9%	\$84,998	0.33	4	56	2.1%	
55	Management of Companies and Enterprises	26	(23)	(47%)	(11)	(43%)	\$60,229	0.09	(26)	4	0.1%	
	Administrative and Support and Waste											
56	Management and Remediation Services	500	172	52%	142	28%	\$49,996	0.45	173	33	1.4%	
61	Educational Services	391	(166)	(30%)	(35)	(9%)	\$47,750	0.81	(187)	8	0.9%	
62	Health Care and Social Assistance	3,789	(214)	(5%)	140	4%	\$92,215	1.52	(525)	112	15.3%	
71	Arts, Entertainment, and Recreation	293	11	4%	33	11%	\$41,228	0.87	(4)	28	0.7%	
72	Accommodation and Food Services	1,094	(88)	(7%)	(21)	(2%)	\$29,488	0.69	(94)	108	2.8%	
81	Other Services (except Public Administration)	599	(111)	(16%)	(45)	(7%)	\$33,701	0.64	(99)	99	1.2%	
90	Government	7,235	(466)	(6%)	(116)	(2%)	\$121,505	2.65	(571)	155	40.9%	
99	Unclassified Industry	42	34	468%	16	39%	\$43,832	1.42	27	57	Insf. Data	
Total		18,898	(742)	(4%)	297	2%	\$86,186		(1,353)	1,117	100.0%	

Source: Lightcast



APPENDIX A: DATA TABLES

Franklin County Occupations by 2-Digit SOC Group

SOC	Description	2019 Jobs	2024 Jobs	2029 Jobs	2019-2024	2019-2024	2024-2029	2024-2029	2024	2024	2019-2024
					Change in Jobs	Pct. Change in Jobs	Change in Jobs	Pct. Change in Jobs	Median Hourly Earnings	Location Quotient	Competitive Effect
11-0000	Management Occupations	1,072	1,102	1,157	30	3%	55	5%	\$40.23	0.8	(257)
13-0000	Business and Financial Operations Occupations	674	753	779	78	12%	27	4%	\$35.92	0.6	(66)
15-0000	Computer and Mathematical Occupations	206	199	210	(7)	(4%)	11	6%	\$37.20	0.3	(30)
17-0000	Architecture and Engineering Occupations	116	129	137	13	11%	8	6%	\$35.27	0.4	14
19-0000	Life, Physical, and Social Science Occupations	186	225	236	40	21%	11	5%	\$35.18	1.3	23
21-0000	Community and Social Service Occupations	876	909	963	33	4%	54	6%	\$25.95	2.7	(33)
23-0000	Legal Occupations	179	152	144	(26)	(15%)	(9)	(6%)	\$51.47	0.9	(40)
25-0000	Educational Instruction and Library Occupations	1,737	1,724	1,774	(13)	(1%)	50	3%	\$28.64	1.6	(22)
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	191	217	222	26	14%	5	2%	\$24.81	0.6	15
29-0000	Healthcare Practitioners and Technical Occupations	1,433	1,635	1,798	202	14%	163	10%	\$38.23	1.5	71
31-0000	Healthcare Support Occupations	1,258	1,116	1,059	(142)	(11%)	(58)	(5%)	\$19.84	1.3	(258)
33-0000	Protective Service Occupations	1,741	1,461	1,352	(280)	(16%)	(109)	(7%)	\$35.52	3.6	(312)
35-0000	Food Preparation and Serving Related Occupations	1,356	1,225	1,226	(131)	(10%)	1	0%	\$16.60	0.8	(124)
37-0000	Building and Grounds Cleaning and Maintenance Occupations	711	621	609	(91)	(13%)	(12)	(2%)	\$17.48	1.0	(85)
39-0000	Personal Care and Service Occupations	600	395	392	(205)	(34%)	(3)	(1%)	\$16.63	0.8	(175)
41-0000	Sales and Related Occupations	1,305	1,231	1,250	(74)	(6%)	19	2%	\$16.83	0.8	(5)
43-0000	Office and Administrative Support Occupations	2,426	2,221	2,168	(205)	(8%)	(53)	(2%)	\$21.12	1.0	(77)
45-0000	Farming, Fishing, and Forestry Occupations	277	279	297	3	1%	17	6%	\$16.75	2.2	15
47-0000	Construction and Extraction Occupations	1,047	1,125	1,152	78	7%	26	2%	\$25.12	1.3	64
49-0000	Installation, Maintenance, and Repair Occupations	771	753	763	(18)	(2%)	10	1%	\$23.72	1.0	(60)
51-0000	Production Occupations	502	426	454	(76)	(15%)	28	7%	\$20.63	0.4	(57)
53-0000	Transportation and Material Moving Occupations	945	967	1,021	22	2%	54	6%	\$20.61	0.6	(66)
55-0000	Military-only occupations	32	33	34	2	5%	0	1%	\$16.54	0.3	2
99-0000	Unclassified Occupation	0	0	0	0	0%	0	0%	\$0.00	0.0	0
Total		19,640	18,898	19,195	(742)	(4%)	297	2%	\$26.43		(1,463)

Source: Lightcast



APPENDIX A: DATA TABLES

Franklin County Forestry & Wood Products Cluster Economic Performance Metrics

NAICS	Description	2024 Jobs	2019-2024	2019-2024	2024-2029	2024-2029	2024 Avg. Earnings Per Job	2024 Location Quotient	2024	Share of Cluster Jobs	Share of Cluster GRP
			Change in Jobs	Pct. Change in Jobs	Change in Jobs	Pct. Change in Jobs			Payrolled Business Locations		
113110	Timber Tract Operations	1	0	15%	0	13%	\$18,437	1.38	0	0.3%	0.1%
113310	Logging	81	(20)	(20%)	(5)	(6%)	\$71,462	11.83	7	36.7%	35.9%
115310	Support Activities for Forestry	8	(4)	(32%)	(0)	(5%)	\$75,082	2.96	1	3.5%	7.4%
238130	Framing Contractors	5	1	29%	(1)	(20%)	\$46,265	0.39	1	2.1%	1.5%
238160	Roofing Contractors	5	(2)	(28%)	0	7%	\$40,579	0.15	0	2.1%	2.5%
238170	Siding Contractors	5	0	9%	0	2%	\$41,797	0.81	1	2.4%	1.5%
238330	Flooring Contractors	3	0	6%	(1)	(25%)	\$40,579	0.16	0	1.1%	1.0%
238350	Finish Carpentry Contractors	50	10	26%	2	4%	\$52,034	1.67	7	22.7%	20.4%
321113	Sawmills	20	10	114%	2	11%	\$67,407	2.13	2	8.8%	14.5%
321911	Wood Window and Door Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.1%
321912	Cut Stock, Resawing Lumber, and Planing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
321918	Other Millwork (including Flooring)	1	(0)	(24%)	(0)	(10%)	\$32,621	0.21	0	0.4%	0.3%
	Wood Container and Pallet										
321920	Manufacturing	0	(1)	(100%)	0	0%	\$0	0.00	0	0.0%	0.1%
	Manufactured Home (Mobile Home)										
321991	Manufacturing	23	(6)	(22%)	1	2%	\$50,044	6.91	1	10.3%	8.1%
	Prefabricated Wood Building										
321992	Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
	All Other Miscellaneous Wood Product										
321999	Manufacturing	1	(0)	(22%)	(0)	(1%)	\$32,621	0.38	0	0.7%	0.5%
	Wood Kitchen Cabinet and Countertop										
337110	Manufacturing	14	9	202%	2	12%	\$43,723	1.00	2	6.3%	3.1%
	Nonupholstered Wood Household										
337122	Furniture Manufacturing	2	(19)	(91%)	(0)	(12%)	\$44,263	0.55	1	0.8%	0.4%
	Custom Architectural Woodwork and										
337212	Millwork Manufacturing	1	1	0%	0	17%	\$42,678	0.27	0	0.4%	0.3%
423210	Furniture Merchant Wholesalers	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
	Lumber, Plywood, Millwork, and Wood										
423310	Panel Merchant Wholesalers	3	3	0%	2	58%	\$71,763	0.23	1	1.3%	2.0%
Total		221	(17)	(7%)	1	1%	\$59,698	1.21	24	100.0%	100.0%

Source: Lightcast



APPENDIX A: DATA TABLES

Sectors Receiving Foreign and Domestic Investment in North Country REDC Counties , 2004-2024

Sector	Clinton County	Essex County	Jefferson County	Lewis County	St Lawrence County	Total Investment	Share of Investment
Renewable energy	\$0.0 M	\$249.2 M	\$747.6 M	\$0.0 M	\$1746.0 M	\$2742.8 M	74%
Automotive OEM	\$178.3 M	\$0.0 M	\$0.0 M	\$0.0 M	\$0.0 M	\$178.3 M	5%
Pharmaceuticals	\$91.6 M	\$0.0 M	\$0.0 M	\$0.0 M	\$75.2 M	\$166.8 M	5%
Food & Beverages	\$0.0 M	\$0.0 M	\$80.0 M	\$64.3 M	\$0.0 M	\$144.3 M	4%
Aerospace	\$111.8 M	\$0.0 M	\$0.0 M	\$0.0 M	\$0.0 M	\$111.8 M	3%
Business machines & equipment	\$75.6 M	\$0.0 M	\$0.0 M	\$0.0 M	\$0.0 M	\$75.6 M	2%
Consumer products	\$66.7 M	\$0.0 M	\$0.0 M	\$0.0 M	\$0.0 M	\$66.7 M	2%
Metals	\$61.2 M	\$0.0 M	\$0.0 M	\$0.0 M	\$0.0 M	\$61.2 M	2%
Electronic components	\$10.3 M	\$0.0 M	\$0.0 M	\$0.0 M	\$38.0 M	\$48.3 M	1%
Non-automotive transport OEM	\$23.6 M	\$0.0 M	\$2.2 M	\$0.0 M	\$0.0 M	\$25.8 M	1%
Business services	\$0.0 M	\$0.0 M	\$18.9 M	\$0.0 M	\$0.0 M	\$18.9 M	1%
Industrial equipment	\$6.8 M	\$0.0 M	\$10.6 M	\$0.0 M	\$0.0 M	\$17.4 M	0%
Paper, printing & packaging	\$0.0 M	\$0.0 M	\$3.5 M	\$0.0 M	\$9.0 M	\$12.5 M	0%
Financial services	\$0.0 M	\$10.3 M	\$0.0 M	\$0.0 M	\$0.0 M	\$10.3 M	0%
Plastics	\$4.3 M	\$0.0 M	\$5.9 M	\$0.0 M	\$0.0 M	\$10.2 M	0%
Transportation & Warehousing	\$5.0 M	\$0.0 M	\$0.0 M	\$0.0 M	\$0.0 M	\$5.0 M	0%
Automotive components	\$3.0 M	\$0.0 M	\$0.0 M	\$0.0 M	\$0.0 M	\$3.0 M	0%
Real estate	\$0.0 M	\$0.0 M	\$0.0 M	\$0.0 M	\$2.0 M	\$2.0 M	0%
Ceramics & glass	\$0.8 M	\$0.0 M	\$0.0 M	\$0.0 M	\$0.0 M	\$0.8 M	0%
Total	\$639.0 M	\$259.5 M	\$868.7 M	\$64.3 M	\$1870.2 M	\$3701.7 M	100%
Share of Investment	17%	7%	23%	2%	51%	100%	

Source: fDi Markets



APPENDIX A: DATA TABLES

Franklin County Outdoor Recreation & Tourism Cluster Economic Performance Metrics

NAICS	Description	2024 Jobs	2019-2024		2024-2029		2024 Avg. Earnings Per Job	2024 Location Quotient	2024		
			Change in Jobs	Pct. Change in Jobs	Change in Jobs	Pct. Change in Jobs			Payrolled Business Locations	Share of Cluster Jobs	Share of Cluster GRP
423910	Sporting and Recreational Goods and Scenic and Sightseeing Transportation,	0	(5)	(100%)	0	0%	\$0	0.00	0	0.0%	0.0%
487210	Water	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
512110	Motion Picture and Video Production	3	(5)	(67%)	0	12%	\$52,218	0.09	0	0.2%	0.4%
512131	Motion Picture Theaters (except Drive-Ins)	16	6	63%	5	34%	\$28,328	1.19	1	1.2%	1.1%
512230	Music Publishers	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
512240	Sound Recording Studios	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
512250	Record Production and Distribution	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
516110	Radio Broadcasting Stations	2	1	35%	(1)	(48%)	\$56,269	0.32	1	0.2%	0.3%
516120	Television Broadcasting Stations	0	(0)	(100%)	0	0%	\$0	0.00	0	0.0%	0.2%
541620	Environmental Consulting Services	10	(2)	(17%)	(0)	(4%)	\$81,763	0.80	1	0.8%	1.6%
561510	Travel Agencies	3	1	76%	0	16%	\$44,211	0.26	0	0.2%	0.2%
611620	Sports and Recreation Instruction	9	1	9%	1	9%	\$33,888	0.34	1	0.7%	0.4%
711110	Theater Companies and Dinner Theaters	2	(1)	(42%)	(0)	(10%)	\$44,882	0.17	0	0.1%	0.2%
711130	Musical Groups and Artists	2	(1)	(41%)	(0)	(2%)	\$44,882	0.25	0	0.1%	0.2%
711211	Sports Teams and Clubs	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
711212	Racetracks	0	(1)	(100%)	0	0%	\$0	0.00	0	0.0%	0.0%
711219	Other Spectator Sports	1	(2)	(76%)	(0)	(26%)	\$27,076	0.19	0	0.1%	0.1%
711310	Promoters of Performing Arts, Sports, and Similar Events with Facilities	12	7	143%	4	29%	\$65,866	0.81	4	0.9%	1.7%
711320	Promoters of Performing Arts, Sports, and Similar Events without Facilities	1	0	13%	(0)	(11%)	\$59,597	0.19	0	0.1%	0.2%
711410	Agents and Managers for Artists, Athletes, Entertainers, and Other Public Figures	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%



APPENDIX A: DATA TABLES

Independent Artists, Writers, and										
711510 Performers	33	6	22%	5	16%	\$46,155	0.83	0	2.4%	2.1%
712110 Museums	74	7	10%	11	15%	\$44,683	6.51	5	5.5%	6.3%
713110 Amusement and Theme Parks	13	(12)	(47%)	(3)	(22%)	\$37,911	0.61	1	1.0%	1.4%
713120 Amusement Arcades	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
713290 Other Gambling Industries	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
713910 Golf Courses and Country Clubs	41	10	30%	(0)	(1%)	\$41,612	0.86	4	3.1%	2.5%
713920 Skiing Facilities	35	(5)	(12%)	1	3%	\$35,249	6.91	2	2.6%	1.8%
713930 Marinas	9	(10)	(51%)	(1)	(13%)	\$49,606	1.70	2	0.7%	0.6%
713940 Fitness and Recreational Sports Centers	30	14	82%	12	40%	\$31,133	0.39	3	2.2%	1.4%
713950 Bowling Centers	21	3	18%	2	9%	\$33,279	2.72	3	1.6%	1.0%
All Other Amusement and Recreation										
713990 Industries	18	(4)	(18%)	2	12%	\$34,938	0.59	3	1.4%	0.9%
721110 Hotels (except Casino Hotels) and Motels	146	(52)	(26%)	(11)	(7%)	\$38,384	0.85	10	10.8%	29.6%
721191 Bed-and-Breakfast Inns	1	1	0%	0	25%	\$73,913	0.42	0	0.1%	1.0%
721199 All Other Traveler Accommodation	5	(7)	(57%)	(2)	(44%)	\$43,285	2.32	2	0.4%	2.0%
RV (Recreational Vehicle) Parks and										
721211 Campgrounds	8	2	36%	1	7%	\$35,131	1.90	3	0.6%	1.3%
Recreational and Vacation Camps (except										
721214 Campgrounds)	17	3	25%	0	1%	\$35,069	3.78	4	1.2%	2.0%
722410 Drinking Places (Alcoholic Beverages)	89	1	2%	5	5%	\$23,172	1.90	11	6.7%	2.5%
722511 Full-Service Restaurants	343	(44)	(11%)	(12)	(3%)	\$27,643	0.58	38	25.5%	16.1%
722513 Limited-Service Restaurants	300	(31)	(9%)	(20)	(7%)	\$26,419	0.59	29	22.3%	16.4%
722515 Snack and Nonalcoholic Beverage Bars	78	26	50%	9	11%	\$29,298	0.75	7	5.8%	3.0%
Environment, Conservation and Wildlife										
813312 Organizations	23	16	227%	5	20%	\$45,163	2.64	6	1.7%	1.4%
Total	1,345	(76)	(5%)	13	1%	\$32,400	0.72	140	100.0%	100.0%

Source: Lightcast



APPENDIX A: DATA TABLES

Franklin County Agribusiness Cluster Economic Performance Metrics

NAICS	Description	2024 Jobs	2019-2024		2024-2029		2024 Avg. Earnings Per Job	2024 Location Quotient	2024		
			Change in Jobs	Pct. Change in Jobs	Change in Jobs	Pct. Change in Jobs			Payrolled Business Locations	Share of Cluster Jobs	Share of Cluster GRP
111000	Crop Production	57	21	60%	15	27%	\$57,570	0.59	5	6.9%	2.8%
112000	Animal Production	377	18	5%	15	4%	\$57,000	7.49	17	45.8%	31.3%
115111	Cotton Ginning	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
115112	Soil Preparation, Planting, and Cultivating	2	1	52%	(0)	(12%)	\$64,719	0.53	0	0.2%	0.2%
115113	Crop Harvesting, Primarily by Machine	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
115114	Postharvest Crop Activities (except Cotton Ginning)	1	1	0%	0	1%	\$64,719	0.07	0	0.1%	0.0%
115115	Farm Labor Contractors and Crew Leaders	26	1	4%	1	5%	\$30,307	0.70	0	3.2%	0.4%
115116	Farm Management Services	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
115210	Support Activities for Animal Production	3	1	30%	(1)	(20%)	\$64,719	0.72	0	0.4%	0.4%
311111	Dog and Cat Food Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
311119	Other Animal Food Manufacturing	3	(6)	(66%)	(2)	(57%)	\$66,935	0.79	1	0.4%	0.1%
311211	Flour Milling	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
311212	Rice Milling	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
311213	Malt Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
311221	Wet Corn Milling	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
311224	Soybean and Other Oilseed Processing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
311225	Fats and Oils Refining and Blending	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
311230	Breakfast Cereal Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
311313	Beet Sugar Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
311314	Cane Sugar Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
311340	Nonchocolate Confectionery Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
311351	Chocolate and Confectionery Manufacturing from Cacao Beans	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
311352	Confectionery Manufacturing from Purchased Chocolate	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
311411	Frozen Fruit, Juice, and Vegetable Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
311412	Frozen Specialty Food Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%



APPENDIX A: DATA TABLES

311421 Fruit and Vegetable Canning	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
311422 Specialty Canning	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Dried and Dehydrated Food										
311423 Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
311511 Fluid Milk Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
311512 Creamery Butter Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
311513 Cheese Manufacturing	132	32	33%	16	12%	\$90,623	19.41	1	16.0%	8.8%
Dry, Condensed, and Evaporated Dairy										
311514 Product Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Ice Cream and Frozen Dessert										
311520 Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
311611 Animal (except Poultry) Slaughtering	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
311612 Meat Processed from Carcasses	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Rendering and Meat Byproduct										
311613 Processing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
311615 Poultry Processing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Seafood Product Preparation and										
311710 Packaging	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
311811 Retail Bakeries	5	2	51%	0	5%	\$17,212	0.37	0	0.6%	0.0%
311812 Commercial Bakeries	1	(0)	(29%)	(0)	(19%)	\$16,861	0.04	0	0.1%	0.0%
Frozen Cakes, Pies, and Other Pastries										
311813 Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
311821 Cookie and Cracker Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Dry Pasta, Dough, and Flour Mixes										
311824 Manufacturing from Purchased Flour	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
311830 Tortilla Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Roasted Nuts and Peanut Butter										
311911 Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
311919 Other Snack Food Manufacturing	8	8	0%	5	62%	\$47,398	1.41	1	0.9%	0.4%



APPENDIX A: DATA TABLES

311920 Coffee and Tea Manufacturing	7	3	56%	2	34%	\$86,081	2.26	1	0.9%	0.4%
Flavoring Syrup and Concentrate										
311930 Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Mayonnaise, Dressing, and Other										
311941 Prepared Sauce Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
311942 Spice and Extract Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
311991 Perishable Prepared Food Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
All Other Miscellaneous Food										
311999 Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
312111 Soft Drink Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
312112 Bottled Water Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
312113 Ice Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
312120 Breweries	9	(6)	(42%)	1	6%	\$27,770	0.71	2	1.1%	0.4%
312130 Wineries	0	(1)	(100%)	0	0%	\$0	0.00	0	0.0%	0.1%
312140 Distilleries	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
312230 Tobacco Manufacturing	65	(42)	(39%)	(16)	(24%)	\$65,419	55.26	3	8.0%	48.3%
325311 Nitrogenous Fertilizer Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
325312 Phosphatic Fertilizer Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
325314 Fertilizer (Mixing Only) Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Pesticide and Other Agricultural Chemical										
325320 Manufacturing	1	(86)	(99%)	(0)	(9%)	\$180,327	0.33	1	0.1%	0.2%
Farm Machinery and Equipment										
333111 Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
333241 Food Product Machinery Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Farm and Garden Machinery and										
423820 Equipment Merchant Wholesalers	6	6	0%	2	34%	\$57,246	0.45	1	0.7%	0.2%
General Line Grocery Merchant										
424410 Wholesalers	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Packaged Frozen Food Merchant										
424420 Wholesalers	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%



APPENDIX A: DATA TABLES

Dairy Product (except Dried or Canned)											
424430	Merchant Wholesalers	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Poultry and Poultry Product Merchant											
424440	Wholesalers	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
424450	Confectionery Merchant Wholesalers	28	12	80%	8	28%	\$60,357	3.82	1	3.4%	1.0%
424460 Fish and Seafood Merchant Wholesalers											
0		0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Meat and Meat Product Merchant											
424470	Wholesalers	5	2	85%	(1)	(21%)	\$48,696	0.98	1	0.6%	0.1%
Fresh Fruit and Vegetable Merchant											
424480	Wholesalers	1	(1)	(55%)	(0)	(36%)	\$46,745	0.09	0	0.1%	0.1%
Other Grocery and Related Products											
424490	Merchant Wholesalers	27	10	56%	2	5%	\$74,177	0.99	3	3.3%	1.2%
Grain and Field Bean Merchant											
424510	Wholesalers	1	(0)	(3%)	0	8%	\$22,327	0.29	0	0.2%	0.1%
424520	Livestock Merchant Wholesalers	1	0	2%	0	19%	\$22,327	0.33	0	0.1%	0.0%
Other Farm Product Raw Material											
424590	Merchant Wholesalers	1	(0)	(1%)	0	7%	\$22,327	0.58	0	0.1%	0.1%
424810 Beer and Ale Merchant Wholesalers											
0		0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Wine and Distilled Alcoholic Beverage											
424820 Merchant Wholesalers											
0		0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
424910	Farm Supplies Merchant Wholesalers	2	(11)	(83%)	(1)	(50%)	\$108,284	0.17	2	0.3%	0.2%
Flower, Nursery Stock, and Florists'											
424930 Supplies Merchant Wholesalers											
0		0	0	0%	0	0%	\$0	0.00	0	0.0%	0.3%
Tobacco and Tobacco Product Merchant											
424940	Wholesalers	29	0	1%	(1)	(2%)	\$75,999	10.56	3	3.5%	2.2%
493120	Refrigerated Warehousing and Storage	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
493130 Farm Product Warehousing and Storage											
0		0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Process, Physical Distribution, and											
541614 Logistics Consulting Services											
0		0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
541940	Veterinary Services	26	(5)	(15%)	2	8%	\$53,261	0.49	3	3.1%	0.7%
Total		823	(41)	(5%)	47	6%	\$63,182	1.19	46	100.0%	100.0%

Source: Lightcast



APPENDIX A: DATA TABLES

Franklin County Biotech & Life Sciences Cluster Economic Performance Metrics

NAICS	Description	2024 Jobs	2019-2024 Change in Jobs	2019-2024 Pct. Change in Jobs	2024-2029 Change in Jobs	2024-2029 Pct. Change in Jobs	2024 Avg. Earnings Per Job	2024 Location Quotient	2024	Share of Cluster Jobs	Share of Cluster GRP
									Payrolled Business Locations		
325411	Medicinal and Botanical Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
325412	Pharmaceutical Preparation Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
325413	In-Vitro Diagnostic Substance Manufacturing Biological Product (except Diagnostic)	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
325414	Manufacturing Other Pressed and Blown Glass and	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
327212	Glassware Manufacturing Electromedical and Electrotherapeutic	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
334510	Apparatus Manufacturing Instruments and Related Products Manufacturing for Measuring, Displaying, and Controlling Industrial Process Variables Totalizing Fluid Meter and Counting Device	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
334513	Manufacturing Instrument Manufacturing for Measuring and Testing Electricity and Electrical Signals Analytical Laboratory Instrument	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
334514	Manufacturing Irradiation Apparatus Manufacturing Other Measuring and Controlling Device	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
334515	Manufacturing Surgical and Medical Instrument	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
334516	Manufacturing Surgical Appliance and Supplies	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
334517	Manufacturing Dental Equipment and Supplies	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
334519	Manufacturing Ophthalmic Goods Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
339112	Manufacturing Dental Laboratories Medical, Dental, and Hospital Equipment	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
339113	Manufacturing and Supplies Merchant Wholesalers	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
339114	Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
339115	Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
339116	Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
423450	Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%



APPENDIX A: DATA TABLES

423460 Ophthalmic Goods Merchant Wholesalers	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
541380 Testing Laboratories	45	22	97%	13	30%	\$91,861	2.33	1	37.2%	43.0%
Research and Development in										
541713 Nanotechnology	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Research and Development in Biotechnology										
541714 (except Nanobiotechnology)	1	(3)	(81%)	(0)	(39%)	\$205,404	0.02	1	0.7%	1.6%
Research and Development in the Physical, Engineering, and Life Sciences (except										
541715 Nanotechnology and Biotechnology)	74	31	73%	24	33%	\$73,280	1.22	2	60.8%	53.0%
621511 Medical Laboratories	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
621512 Diagnostic Imaging Centers	2	(5)	(76%)	(0)	(19%)	\$106,333	0.17	1	1.4%	2.4%
621991 Blood and Organ Banks	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Total	121	45	58%	37	30%	\$81,512	0.40	5	100.0%	100.0%

Source: Lightcast



APPENDIX A: DATA TABLES

Franklin County Other Manufacturing Cluster Economic Performance Metrics

NAICS	Description	2024 Jobs	2019-2024		2024-2029		2024 Avg. Earnings Per Job	2024 Location Quotient	2024		
			Change in Jobs	Pct. Change in Jobs	Change in Jobs	Pct. Change in Jobs			Payrolled Business Locations	Share of Cluster Jobs	Share of Cluster GRP
313110	Fiber, Yarn, and Thread Mills	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
313210	Broadwoven Fabric Mills	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
	Narrow Fabric Mills and Schiffli Machine										
313220	Embroidery	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
313230	Nonwoven Fabric Mills	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
313240	Knit Fabric Mills	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
313310	Textile and Fabric Finishing Mills	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.1%
313320	Fabric Coating Mills	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
314110	Carpet and Rug Mills	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
314120	Curtain and Linen Mills	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
314910	Textile Bag and Canvas Mills	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
	Rope, Cordage, Twine, Tire Cord, and										
314994	Tire Fabric Mills	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
	All Other Miscellaneous Textile Product										
314999	Mills	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
315120	Apparel Knitting Mills	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
315210	Cut and Sew Apparel Contractors	2	2	0%	0	18%	\$28,371	0.55	0	1.8%	0.6%
	Cut and Sew Apparel Manufacturing										
315250	(except Contractors)	1	1	0%	0	15%	\$28,371	0.24	0	1.4%	0.5%
	Apparel Accessories and Other Apparel										
315990	Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
316110	Leather and Hide Tanning and Finishing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
316210	Footwear Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
	Other Leather and Allied Product										
316990	Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%



APPENDIX A: DATA TABLES

321114	Wood Preservation	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
	Hardwood Veneer and Plywood										
321211	Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
	Softwood Veneer and Plywood										
321212	Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
	Engineered Wood Member										
321215	Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
	Reconstituted Wood Product										
321219	Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
322110	Pulp Mills	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
322120	Paper Mills	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
322130	Paperboard Mills	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
	Corrugated and Solid Fiber Box										
322211	Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
322212	Folding Paperboard Box Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
	Other Paperboard Container										
322219	Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
	Paper Bag and Coated and Treated										
322220	Paper Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
322230	Stationery Product Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
322291	Sanitary Paper Product Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
	All Other Converted Paper Product										
322299	Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
	Commercial Printing (except Screen and										
323111	Books)	9	(1)	(8%)	(2)	(21%)	\$36,103	0.31	3	9.5%	5.2%
323113	Commercial Screen Printing	0	(2)	(100%)	0	0%	\$0	0.00	0	0.0%	0.1%
323117	Books Printing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
323120	Support Activities for Printing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
324110	Petroleum Refineries	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
	Asphalt Paving Mixture and Block										
324121	Manufacturing	8	5	179%	(4)	(45%)	\$108,226	4.28	2	8.6%	19.5%
	Asphalt Shingle and Coating Materials										
324122	Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%



APPENDIX A: DATA TABLES

Petroleum Lubricating Oil and Grease											
324191	Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
All Other Petroleum and Coal Products											
324199	Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
325110	Petrochemical Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
325120	Industrial Gas Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
325130 Synthetic Dye and Pigment Manufacturing											
Other Basic Inorganic Chemical											
325180	Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
325193	Ethyl Alcohol Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Cyclic Crude, Intermediate, and Gum and											
325194	Wood Chemical Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
All Other Basic Organic Chemical											
325199	Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Plastics Material and Resin											
325211	Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
325212	Synthetic Rubber Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Artificial and Synthetic Fibers and											
325220	Filaments Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
325315	Compost Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
325510	Paint and Coating Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
325520	Adhesive Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Soap and Other Detergent											
325611	Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Polish and Other Sanitation Good											
325612	Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
325613	Surface Active Agent Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
325620	Toilet Preparation Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	1.3%
325910	Printing Ink Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
325920	Explosives Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Custom Compounding of Purchased											
325991	Resins	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Photographic Film, Paper, Plate, and											
325992	Chemical Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%



APPENDIX A: DATA TABLES

All Other Miscellaneous Chemical Product											
325998 and Preparation Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%	
326111 Plastics Bag and Pouch Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%	
Plastics Packaging Film and Sheet											
326112 (including Laminated) Manufacturing	18	18	2852%	6	33%	\$65,128	6.81	1	19.0%	16.8%	
Unlaminated Plastics Film and Sheet											
326113 (except Packaging) Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%	
Unlaminated Plastics Profile Shape											
326121 Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%	
Plastics Pipe and Pipe Fitting											
326122 Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%	
Laminated Plastics Plate, Sheet (except											
326130 Packaging), and Shape Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%	
326140 Polystyrene Foam Product Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%	
Urethane and Other Foam Product											
326150 (except Polystyrene) Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%	
326160 Plastics Bottle Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%	
326191 Plastics Plumbing Fixture Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%	
326199 All Other Plastics Product Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.7%	
326211 Tire Manufacturing (except Retreading)	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%	
326212 Tire Retreading	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%	
Rubber and Plastics Hoses and Belting											
326220 Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%	
Rubber Product Manufacturing for											
326291 Mechanical Use	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%	
326299 All Other Rubber Product Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%	
Pottery, Ceramics, and Plumbing Fixture											
327110 Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%	
Clay Building Material and Refractories											
327120 Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.1%	
327211 Flat Glass Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%	
327213 Glass Container Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%	



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Glass Product Manufacturing Made of										
327215 Purchased Glass	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.6%
327310 Cement Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
327320 Ready-Mix Concrete Manufacturing	9	8	2427%	4	43%	\$80,698	0.73	2	8.9%	9.7%
327331 Concrete Block and Brick Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
327332 Concrete Pipe Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
327390 Other Concrete Product Manufacturing	4	4	1156%	1	33%	\$79,061	0.69	1	4.5%	5.0%
327410 Lime Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
327420 Gypsum Product Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
327910 Abrasive Product Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Cut Stone and Stone Product										
327991 Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.2%
Ground or Treated Mineral and Earth										
327992 Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
327993 Mineral Wool Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
All Other Miscellaneous Nonmetallic										
327999 Mineral Product Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Iron and Steel Mills and Ferroalloy										
331110 Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Iron and Steel Pipe and Tube										
331210 Manufacturing from Purchased Steel	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
331221 Rolled Steel Shape Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
331222 Steel Wire Drawing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Alumina Refining and Primary Aluminum										
331313 Production	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Secondary Smelting and Alloying of										
331314 Aluminum	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Aluminum Sheet, Plate, and Foil										
331315 Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Other Aluminum Rolling, Drawing, and										
331318 Extruding	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Nonferrous Metal (except Aluminum)										
331410 Smelting and Refining	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.8%
Copper Rolling, Drawing, Extruding, and										
331420 Alloying	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Nonferrous Metal (except Copper and Aluminum) Rolling, Drawing, and										
331491 Extruding	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%



APPENDIX A: DATA TABLES

Secondary Smelting, Refining, and Alloying of Nonferrous Metal (except											
331492	Copper and Aluminum)	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
331511	Iron Foundries	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
331512	Steel Investment Foundries	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
331513	Steel Foundries (except Investment)	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
331523	Nonferrous Metal Die-Casting Foundries	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
331524	Aluminum Foundries (except Die-Casting)	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Other Nonferrous Metal Foundries											
331529	(except Die-Casting)	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
332111	Iron and Steel Forging	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
332112	Nonferrous Forging	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
332114	Custom Roll Forming	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
332117	Powder Metallurgy Part Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Metal Crown, Closure, and Other Metal											
332119	Stamping (except Automotive)	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Metal Kitchen Cookware, Utensil, Cutlery, and Flatware (except Precious)											
332215	Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
332216	Saw Blade and Handtool Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Prefabricated Metal Building and											
332311	Component Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Fabricated Structural Metal											
332312	Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
332313	Plate Work Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
332321	Metal Window and Door Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
332322	Sheet Metal Work Manufacturing	1	(4)	(76%)	0	8%	\$54,784	0.11	0	1.5%	1.9%
Ornamental and Architectural Metal Work											
332323	Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
332420	Metal Tank (Heavy Gauge) Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%



APPENDIX A: DATA TABLES

332431 Metal Can Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
332439 Other Metal Container Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
332510 Hardware Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
332613 Spring Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Other Fabricated Wire Product										
332618 Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
332710 Machine Shops	11	8	302%	5	45%	\$71,558	0.36	2	11.1%	7.0%
332721 Precision Turned Product Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Bolt, Nut, Screw, Rivet, and Washer										
332722 Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
332811 Metal Heat Treating	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Metal Coating, Engraving (except Jewelry and Silverware), and Allied Services to										
332812 Manufacturers	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Electroplating, Plating, Polishing,										
332813 Anodizing, and Coloring	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
332911 Industrial Valve Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Fluid Power Valve and Hose Fitting										
332912 Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Plumbing Fixture Fitting and Trim										
332913 Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Other Metal Valve and Pipe Fitting										
332919 Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
332991 Ball and Roller Bearing Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
332992 Small Arms Ammunition Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Ammunition (except Small Arms)										
332993 Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Small Arms, Ordnance, and Ordnance										
332994 Accessories Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Fabricated Pipe and Pipe Fitting										
332996 Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
All Other Miscellaneous Fabricated Metal										
332999 Product Manufacturing	1	(0)	(4%)	0	21%	\$53,025	0.06	0	0.6%	0.3%



APPENDIX A: DATA TABLES

Lawn and Garden Tractor and Home Lawn and Garden Equipment											
333112	Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
333120	Construction Machinery Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Mining Machinery and Equipment											
333131	Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Oil and Gas Field Machinery and Equipment Manufacturing											
333132	Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Sawmill, Woodworking, and Paper Machinery Manufacturing											
333243	Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
All Other Industrial Machinery											
333248	Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.3%
333511	Industrial Mold Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.3%
Special Die and Tool, Die Set, Jig, and Fixture Manufacturing											
333514	Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Cutting Tool and Machine Tool Accessory											
333515	Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
333517	Machine Tool Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Rolling Mill and Other Metalworking Machinery Manufacturing											
333519	Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
333912	Air and Gas Compressor Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Measuring, Dispensing, and Other Pumping Equipment Manufacturing											
333914	Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Elevator and Moving Stairway Manufacturing											
333921	Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Conveyor and Conveying Equipment Manufacturing											
333922	Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Overhead Traveling Crane, Hoist, and Monorail System Manufacturing											
333923	Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Industrial Truck, Tractor, Trailer, and Stacker Machinery Manufacturing											
333924	Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
333991	Power-Driven Handtool Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Welding and Soldering Equipment											
333992	Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
333993	Packaging Machinery Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Industrial Process Furnace and Oven Manufacturing											
333994	Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Fluid Power Cylinder and Actuator Manufacturing											
333995	Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%



APPENDIX A: DATA TABLES

Fluid Power Pump and Motor											
333996	Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
All Other Miscellaneous General Purpose											
333998	Machinery Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.3%
334111	Electronic Computer Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
334112	Computer Storage Device Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Computer Terminal and Other Computer											
334118	Peripheral Equipment Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
334210	Telephone Apparatus Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Radio and Television Broadcasting and Wireless Communications Equipment											
334220	Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Other Communications Equipment											
334290	Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Audio and Video Equipment											
334310	Manufacturing	0	(0)	(100%)	0	0%	\$0	0.00	0	0.0%	0.0%
334412	Bare Printed Circuit Board Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Capacitor, Resistor, Coil, Transformer, and Other Inductor Manufacturing											
334416	Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
334417	Electronic Connector Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Printed Circuit Assembly (Electronic											
334418	Assembly) Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Search, Detection, Navigation, Guidance, Aeronautical, and Nautical System and											
334511	Instrument Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Manufacturing and Reproducing											
334610	Magnetic and Optical Media	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Residential Electric Lighting Fixture											
335131	Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.2%
Commercial, Industrial, and Institutional											
335132	Electric Lighting Fixture Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Electric Lamp Bulb and Other Lighting											
335139	Equipment Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%



APPENDIX A: DATA TABLES

335210 Small Electrical Appliance Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Major Household Appliance										
335220 Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
335921 Fiber Optic Cable Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Noncurrent-Carrying Wiring Device										
335932 Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Automobile and Light Duty Motor Vehicle										
336110 Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
336120 Heavy Duty Truck Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
336211 Motor Vehicle Body Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
336212 Truck Trailer Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
336213 Motor Home Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
336214 Travel Trailer and Camper Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Motor Vehicle Gasoline Engine and										
336310 Engine Parts Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Motor Vehicle Electrical and Electronic										
336320 Equipment Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Motor Vehicle Steering and Suspension										
Components (except Spring)										
336330 Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Motor Vehicle Brake System										
336340 Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Motor Vehicle Transmission and Power										
336350 Train Parts Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Motor Vehicle Seating and Interior Trim										
336360 Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
336370 Motor Vehicle Metal Stamping	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
336390 Other Motor Vehicle Parts Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
336411 Aircraft Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Aircraft Engine and Engine Parts										
336412 Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%



APPENDIX A: DATA TABLES

Other Aircraft Parts and Auxiliary											
336413 Equipment Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.1%	
Guided Missile and Space Vehicle											
336414 Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%	
Guided Missile and Space Vehicle											
Propulsion Unit and Propulsion Unit Parts											
336415 Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%	
Other Guided Missile and Space Vehicle											
Parts and Auxiliary Equipment											
336419 Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%	
336510 Railroad Rolling Stock Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%	
336611 Ship Building and Repairing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%	
336612 Boat Building	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.2%	
Motorcycle, Bicycle, and Parts											
336991 Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.5%	
Military Armored Vehicle, Tank, and Tank											
Component Manufacturing											
336992 Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%	
All Other Transportation Equipment											
336999 Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%	
Upholstered Household Furniture											
337121 Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%	
Household Furniture (except Wood and											
Upholstered) Manufacturing											
337126 Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%	
337127 Institutional Furniture Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%	
337211 Wood Office Furniture Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%	
Office Furniture (except Wood)											
337214 Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%	
Showcase, Partition, Shelving, and Locker											
337215 Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%	
337910 Mattress Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%	
337920 Blind and Shade Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%	
339910 Jewelry and Silverware Manufacturing	1	(0)	(6%)	(0)	(3%)	\$45,175	0.37	0	1.1%	1.2%	
Sporting and Athletic Goods											
339920 Manufacturing	23	14	162%	8	35%	\$74,628	4.13	1	23.8%	20.4%	



APPENDIX A: DATA TABLES

339930 Doll, Toy, and Game Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Office Supplies (except Paper)										
339940 Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
339950 Sign Manufacturing	8	4	99%	2	21%	\$79,604	0.79	1	8.2%	5.8%
Gasket, Packing, and Sealing Device										
339991 Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
339992 Musical Instrument Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Fastener, Button, Needle, and Pin										
339993 Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
339994 Broom, Brush, and Mop Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
339995 Burial Casket Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
339999 All Other Miscellaneous Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.3%
Total	95	56	142%	20	21%	\$70,649	0.10	13	100.0%	100.0%

Source: Lightcast



APPENDIX A: DATA TABLES

Franklin County Clean & Renewable Energy Cluster Economic Performance Metrics

NAICS	Description	2024 Jobs	2019-2024	2019-2024	2024-2029	2024-2029	2024 Avg. Earnings Per Job	2024 Location Quotient	2024	Share of Cluster Jobs	Share of Cluster GRP
			Change in Jobs	Pct. Change in Jobs	Change in Jobs	Pct. Change in Jobs			Payrolled Business Locations		
221111	Hydroelectric Power Generation	18	12	176%	2	11%	\$183,546	20.10	1	7.6%	30.3%
221114	Solar Electric Power Generation	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
221115	Wind Electric Power Generation	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
221116	Geothermal Electric Power Generation	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
221117	Biomass Electric Power Generation	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
221118	Other Electric Power Generation	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
	Electric Bulk Power Transmission and										
221121	Control	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
221122	Electric Power Distribution	27	7	34%	3	10%	\$149,161	1.08	3	11.1%	36.6%
	Water and Sewer Line and Related										
237110	Structures Construction	13	13	3041%	1	6%	\$88,157	0.56	2	5.5%	2.5%
	Power and Communication Line and										
237130	Related Structures Construction	0	(5)	(100%)	0	0%	\$0	0.00	0	0.0%	0.0%
	Electrical Contractors and Other Wiring										
238210	Installation Contractors	119	1	0%	4	3%	\$75,744	0.92	9	49.2%	20.0%
	Power Boiler and Heat Exchanger										
332410	Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
333242	Semiconductor Machinery Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
	Commercial and Service Industry										
333310	Machinery Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
	Industrial and Commercial Fan and										
	Blower and Air Purification Equipment										
333413	Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
	Heating Equipment (except Warm Air										
333414	Furnaces) Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
	Air-Conditioning and Warm Air Heating										
	Equipment and Commercial and										
	Industrial Refrigeration Equipment										
333415	Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
	Turbine and Turbine Generator Set Units										
333611	Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%



APPENDIX A: DATA TABLES

Speed Changer, Industrial High-Speed										
333612 Drive, and Gear Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Mechanical Power Transmission										
333613 Equipment Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
333618 Other Engine Equipment Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Semiconductor and Related Device										
334413 Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Other Electronic Component										
334419 Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Automatic Environmental Control										
Manufacturing for Residential,										
334512 Commercial, and Appliance Use	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Power, Distribution, and Specialty										
335311 Transformer Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
335312 Motor and Generator Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Switchgear and Switchboard Apparatus										
335313 Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Relay and Industrial Control										
335314 Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
335910 Battery Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Other Communication and Energy Wire										
335929 Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Current-Carrying Wiring Device										
335931 Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Carbon and Graphite Product										
335991 Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
All Other Miscellaneous Electrical										
Equipment and Component										
335999 Manufacturing	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
541330 Engineering Services	15	3	28%	0	1%	\$107,125	0.11	2	6.1%	3.8%
Geophysical Surveying and Mapping										
541360 Services	0	0	0%	0	0%	\$0	0.00	0	0.0%	0.0%
Other Scientific and Technical Consulting										
541690 Services	26	15	142%	4	14%	\$56,475	0.90	1	10.7%	2.7%
Commercial and Industrial Machinery and										
Equipment (except Automotive and										
811310 Electronic) Repair and Maintenance	24	11	91%	5	23%	\$49,890	0.75	2	9.7%	4.0%
Total	242	57	31%	18	8%	\$90,112	0.47	19	100.0%	100.0%

Source: Lightcast



APPENDIX B: DATA SOURCES



Lightcast (formerly Emsi Burning Glass) is a global leader in labor market analytics, offering a data platform that gives a comprehensive, nuanced, and up-to-date picture of labor markets at all scales from national to local. Key components of the platform include traditional labor market information, job postings analytics, talent profile data, compensation data, and skills analytics. Lightcast integrates government data with information from online job postings, talent profiles, and resumes to produce timely intelligence on the state of the labor market. Job and compensation data is available by industry, occupation, educational program, and skill type. [Click to learn more.](#)



Esri ArcGIS Business Analyst combines proprietary statistical models covering demographic, business, and spending data with map-based analytics to offer insights on market opportunities for industries, businesses, and sites. Business Analyst integrates datasets covering a wide range of topics including demographics, consumer spending, market potential, customer segmentation, business locations, traffic counts, and crime indexes, which can be overlaid spatially to produce customizable maps and uncover market intelligence. Data can be pulled for standard and custom geographies, allowing for valuable comparison between places. [Click to learn more.](#)



PolicyMap is a spatial analysis and data tool that facilitates the creation of compelling, interactive maps from 50,000+ indicators related to public policy. Geospatial analysis, including advanced querying and filtering facilitated by data-rich maps, can be used for storytelling and decision-making. PolicyMap's library of variables spans topics such as demographics, housing, lending, quality of life, economy, education, health, and government programs. Functionality is optimized for use by policymakers in government, business, healthcare, universities, academic, and others. [Click to learn more.](#)



CoStar is a comprehensive source of commercial real estate intelligence, offering an inventory of over 6.4 million commercial properties spanning 135 billion square feet of space in 390 markets across the US. CoStar covers office, retail, industrial, hospitality, and multifamily markets. Property- and market-level data on absorption, occupancy, lease rates, tenants, listings, and transactions are researched and verified through calls to property managers, review of public records, visits to construction sites, and desktop research to uncover nearly real-time market changes. [Click to learn more.](#)



The **American Community Survey (ACS)** is an ongoing statistical survey by the US Census Bureau that gathers demographic and socioeconomic information on age, sex, race, family and relationships, income and benefits, health insurance, education, veteran status, disabilities, commute patterns, and other topics. Mandatory to fill out, the survey is sent to a small sample of the population on a rotating basis. The questions on the ACS are different than those asked on the decennial census and provide ongoing demographic updates of the nation down to the block group level. [Click to learn more.](#)

APPENDIX B: DATA SOURCES



Conducted every ten years in years ending in zero, the **US Decennial Census of Population and Housing** is a complete count of each resident of the nation based on where they live on April 1st of the Census year. The Constitution mandates the enumeration to determine how to apportion the House of Representatives among the states. The latest release of the 2020 Census contains data for a limited number of variables, including: total population by race/ethnicity, population under 18, occupied and vacant housing units, and group quarters population. [Click to learn more.](#)



The **Local Area Unemployment Statistics** (LAUS) program estimates total employment and unemployment for approximately 7,500 geographic areas on a monthly basis, from the national level down to the city and town level. LAUS data is offered through the US Bureau of Labor Statistics (BLS) by combining data from the Current Population Survey (CPS), Current Employment Statistics (CES) survey, and state unemployment (UI) systems. [Click to learn more.](#)



The **Census of Agriculture** provides a detailed picture of US farms and ranches and the people who operate them. It provides uniform, comprehensive agricultural data for every state and county in the US on topics including agricultural land, animal and crop production, employment, worker demographics, farm business operations, and the environment. and employment. It is conducted by the US Department of Agriculture (USDA) every five years, in years ending in 2 and 7. [Click to learn more.](#)

OnTheMap | US Census Bureau

OnTheMap is a tool developed through the US Census Longitudinal Employer-Household Dynamics (LEHD) program that helps to visualize Local Employment Dynamics (LED) data about where workers are employed and where they live. It offers visual mapping capabilities for data on age, earnings, industry distributions, race, ethnicity, educational attainment, and sex. [Click to learn more.](#)



Weldon Cooper Center professionals are known for conducting top quality research, independently and under contract, on a range of topics in the public interest. Cooper Center expert researchers know how to ask the right questions, responsibly analyze data, and develop sound, practical conclusions for public and private organizations across Virginia. [Click to learn more.](#)

Comprehensive Economic Development Strategy

Franklin County

ECONOMIC RESILIENCE REPORT

APPENDIX II

ECONOMIC RESILIENCE

Franklin County's economic resiliency is challenged by structural vulnerabilities, including minimal industry diversification, demographic pressures, labor market mismatches, and underinvestment.

INDUSTRY CONCENTRATION AND LIMITED DIVERSIFICATION

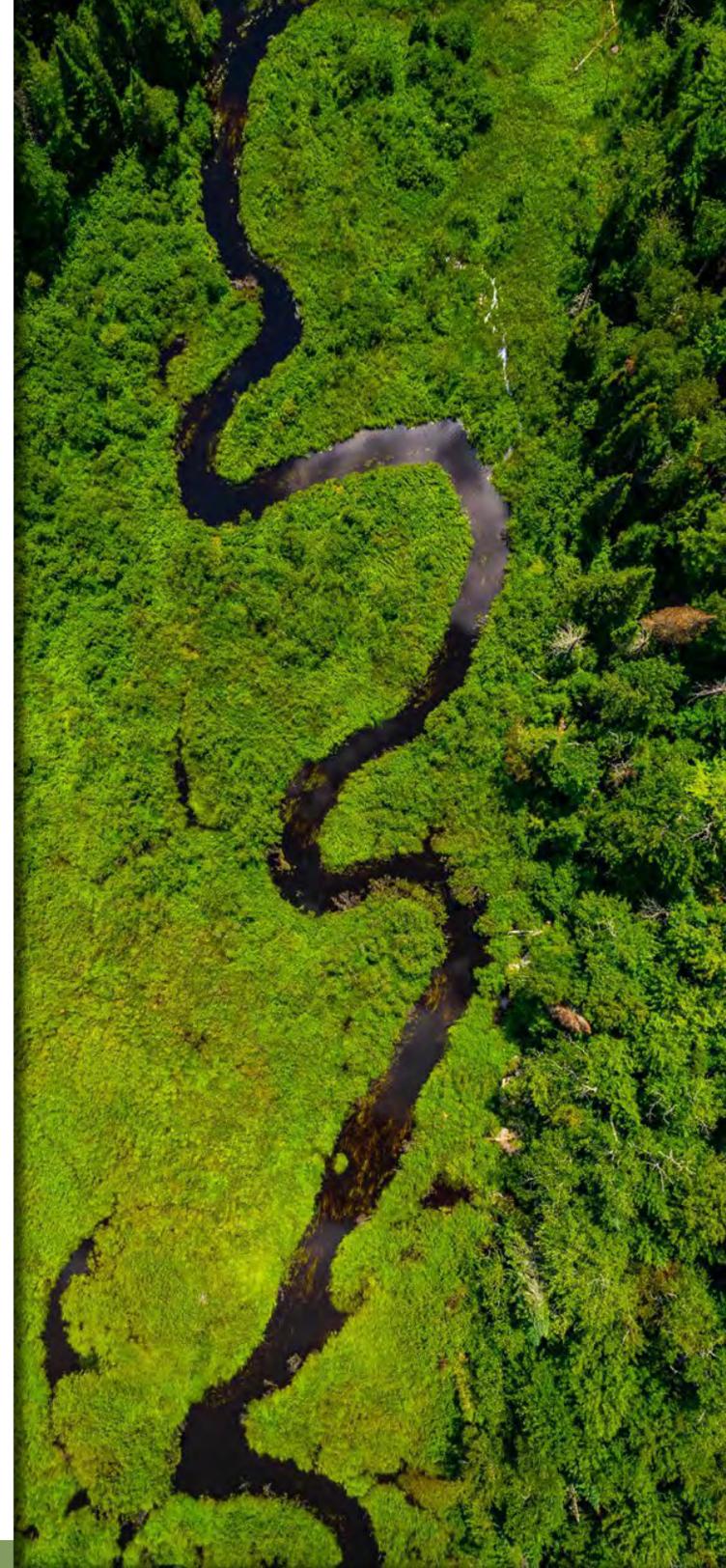
Franklin County's economy is heavily reliant on government and healthcare, which together account for more than half of total jobs and over 55% of Gross Regional Product (GRP). This concentration leaves the county vulnerable to shifts in public policy, state funding, and/or demographic pressures that could impact these sectors.

This risk was realized when New York State closed several correctional facilities due to declining incarceration rates. The closure of the Chateaugay Correctional Facility in July 2014 resulted in the loss of approximately 100 jobs, many of which were not replaced locally (Franklin County 2014 Comprehensive Economic Development Strategy). Jobs relating to New York State's Correctional Facilities have continued to decline in Franklin County, even in recent years, with occupations such as Bailiffs, Correctional Officers, and Jailers declining from 1,073 jobs in 2019 to 828 jobs in 2024.

At the same time, key traditional sectors of the county, including agriculture, forestry, and tourism, face challenges. While Franklin County maintains a higher-than-average concentration in agriculture and forestry industries, these sectors have exhibited stagnation or modest job losses in recent years. Tourism, another economic pillar, has not compensated for declines elsewhere, leaving the local economy vulnerable.

LABOR MARKET MISMATCH AND UNFILLED JOB OPENINGS

In 2023, there were nearly three times as many job openings as unemployed residents. Yet many jobs remain unfilled due to skill gaps, demographic mismatch, and limited in-migration. The labor force participation rate remains below state and national averages, and certain high-earning fields (e.g., legal, tech) have a very limited presence locally.



ECONOMIC RESILIENCE

AGING HOUSING STOCK AND LIMITED REAL ESTATE FLEXIBILITY

Franklin County's housing stock is notably aging, with 35% of homes built before 1940. The county also has a high vacancy rate and a limited supply of multi-family or mixed-use housing. Commercial real estate is disproportionately dominated by retail space, which restricts opportunities to accommodate a broader range of business types. The combination of older housing and a lack of diverse housing options presents a growing challenge, particularly as the population continues to age. Many seniors seek low-maintenance homes that are accessible and equipped with features like ramps, single-floor layouts, and wider doorways.

However, most older homes are not designed to meet these needs and can be costly to retrofit. Without strategic investment in new housing development and accessibility upgrades, the county risks a widening gap between its aging population and the types of homes available to support them.

LOW LEVELS OF EXTERNAL INVESTMENT

According to FDI Markets, Franklin County did not record any direct foreign or domestic investments between 2004 and 2024, in contrast to select neighboring counties that attracted millions in energy infrastructure, manufacturing, and logistics projects. This gap may represent a missed opportunity to catalyze economic diversification and resilience. Evolving federal trade policies with Canada have led to uncertainty among foreign partners. This adds another layer of complexity for Franklin County and will influence Franklin's ability to maintain and expand beneficial Canadian partnerships. Given Franklin County's proximity to the border, Canadian partnerships could be instrumental in improving investment and providing diversification opportunities.

INITIATIVES FOR A RESILIENT ECONOMY:

- Develop a proactive site readiness and investment attraction strategy that identifies priority sites, streamlines permitting, and packages incentives.
- Pursue regional partnerships to co-market assets with nearby counties and capitalize on cross-border (Canada-US) opportunities.
- Diversify into high-growth and knowledge-based industries such as energy infrastructure, which have shown early signs of momentum.
- Support entrepreneurship and small business growth through access to capital, technical assistance, and incubator space.
- Expand workforce development initiatives focused on upskilling and reskilling residents for in-demand occupations (e.g., electricians, lab technicians, healthcare support).
- Improve childcare access, transportation, and housing options to reduce barriers to workforce participation for underemployed groups.
- Invest in housing rehabilitation programs and upgrades to improve the aging housing stock.
- Pursue adaptive reuse of vacant retail and historic structures for co-working spaces, tech incubators, or light industrial use.
- Develop a proactive site readiness and investment attraction strategy that identifies priority sites, streamlines permitting, and packages incentives.
- Pursue regional partnerships to co-market assets with nearby counties and capitalize on cross-border (Canada-US) opportunities.

These initiatives are considered for future action within the Strategic Direction.

Comprehensive Economic Development Strategy

Franklin County

ENGAGEMENT REPORT

APPENDIX III



ENGAGEMENT REPORT

FRANKLIN COUNTY CEDS

JULY 2025



OVERVIEW

The Franklin County Economic Development Corporation (FCEDC) is preparing an update to the County's 2014 Comprehensive Economic Development Strategy (CEDS). The CEDS is a framework that will guide job creation, business support, and community resilience, and will contribute to economic development in Franklin County through a locally based and regionally driven planning process.

Throughout the planning process, the FCEDC and consultant team engaged with community leaders, the private sector, and the public to establish a strategic roadmap for regional collaboration and economic development in Franklin County. The FCEDC's main goal for this extensive outreach process was to ensure that the CEDS would be largely shaped by community input and result in a bank of strategies that are aspirational yet achievable through the tools and resources at the disposal of the FCEDC and its partners. The engagement process for the CEDS update was a multi-pronged effort across various platforms and channels, as listed below:

- Project website: <https://adirondackfrontier.com/ceds/>
- Community survey
- Focus groups representing legacy and emerging industries and municipal administrators in Franklin County

The engagement process spanned a 5-month period from March to July 2025 and reached over 300 individuals through 7 focus groups, 10 interviews, and more than 220 survey responses. The FCEDC also formed two advisory committees to provide input on outreach, data gathered, and strategy recommendations.

- **CEDS STRATEGY COMMITTEE**

The CEDS Strategy Committee is a 32-member group representing a broad range of organizations and interests across Franklin County. With representatives from regional economic development groups, educational and civic institutions, large-scale employers, local businesses, and philanthropic organizations working in the region, the Committee played a key role in gathering local knowledge and industry expertise, identifying interdisciplinary goals and strategies, and assess the effectiveness and implementation capacity of proposed strategies.

- **FRANKLIN COUNTY ELECTED OFFICIALS' COMMITTEE**

The Elected Officials' Committee consists of representatives from eleven municipalities across Franklin County – the Towns of Belmont, Burke, Chateaugay, Constable, Fort Covington, Franklin, Harrietstown, Malone, and Tupper Lake, and the Villages of Malone and Tupper Lake. This Committee provided local context correlating with regional workforce and industry trends, issues, and opportunities.

This report provides a summary of the various engagement activities and the resulting findings from the survey and focus groups.

PROJECT WEBSITE

The project website, <https://adirondackfrontier.com/ceds/>, is a public interface where residents, business owners, and all other interested and impacted parties can access information regarding the Franklin County CEDS Update. It provides an introduction to the CEDS program, an overview of the planning process, and clearly establishes the goals of the Franklin County CEDS. It also introduces the CEDS Strategy Committee and outlines its role in the CEDS Update.



Figure 1: CEDS Process and CEDS Strategy Committee fact sheets

The website hosts a digital copy of the 2014 CEDS Report and a concise factsheet summarizing the purpose of the CEDS, as well as the role of the CEDS Strategy Committee, providing visitors with ample background context as they approach the 2025 update. It also acted as a launchpad for the online survey, which was open between April and July 2025, inviting County residents, businesses, and organizations to share their perspectives. Additionally, the website encourages visitors to sign up for the FCEDC's email list to stay informed and engaged throughout the planning process.

COMMUNITY SURVEY

SURVEY DESIGN, PROMOTION, AND RESPONSES

The FCEDC and consultant team launched a community survey on April 21, 2025, to invite residents and business owners to provide their feedback and perspectives on Franklin County’s economic landscape, vision for economic development in the County, and the opportunities and resources they would like to see in order to spur economic growth.

The survey was accessible online through the FCEDC website (<https://adirondackfrontier.com/ceds/>) between April 21, 2025, and July 09, 2025, and was available in English. It was promoted through several channels, including a press release, social media posts, flyers, email blasts, as well as the communication networks of the FCEDC and CEDS Strategy Committee.

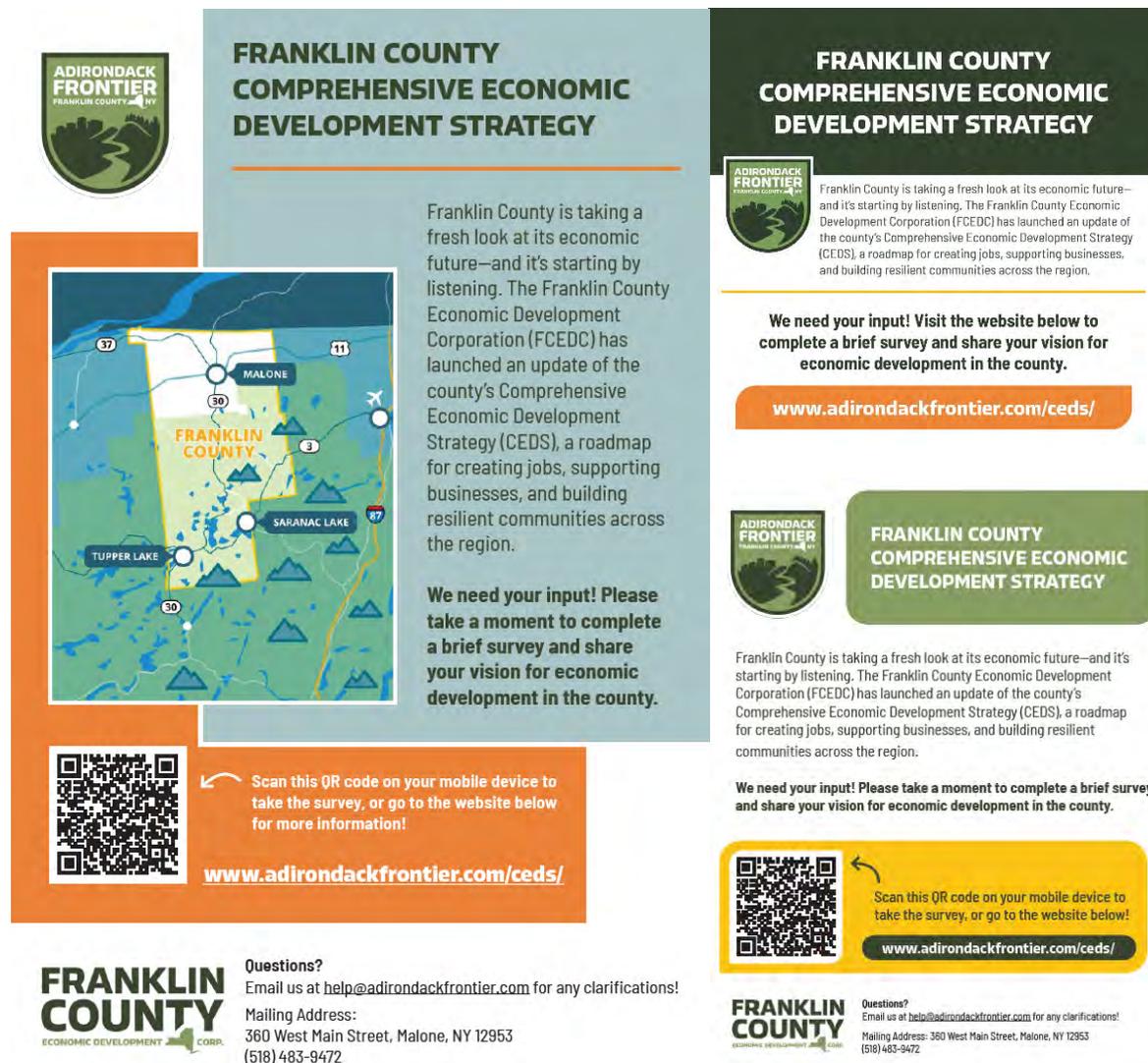


Figure 2: Various promotional materials used for public outreach and to promote the community survey

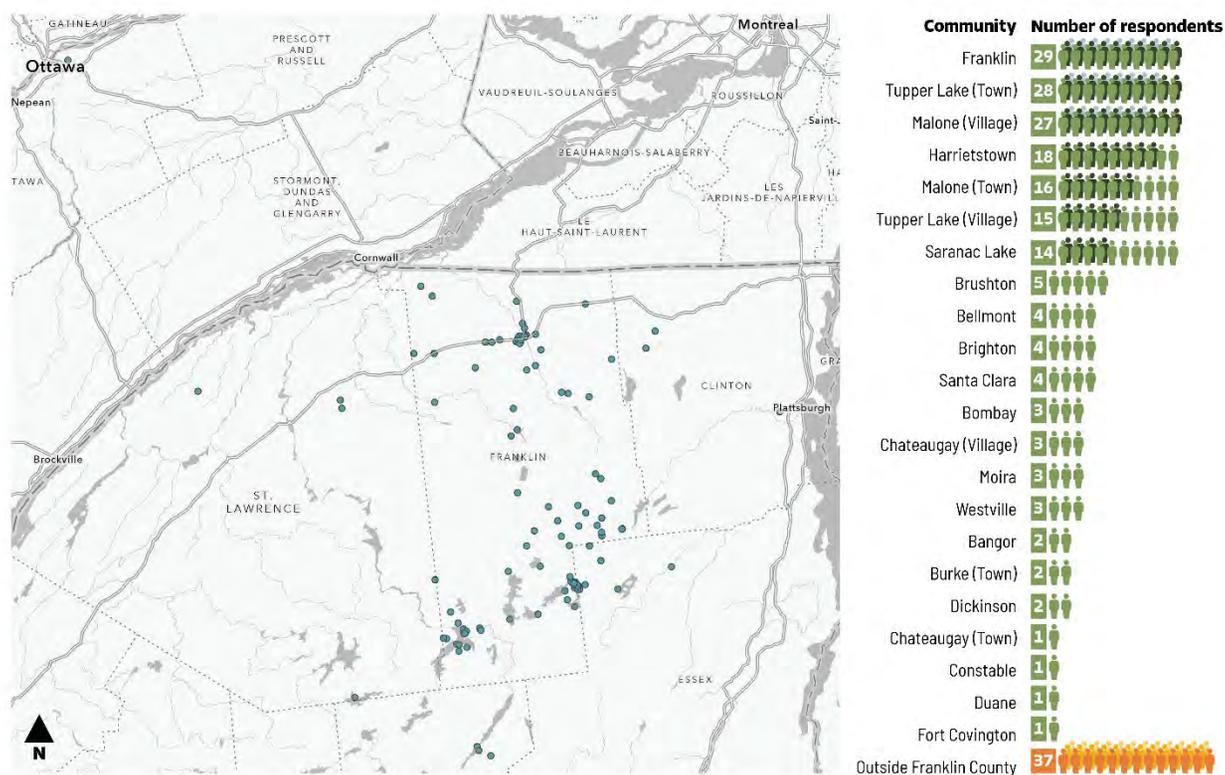


Figure 3: Distribution of survey respondents as recorded on July 16, 2025

The survey received a total of 223 responses, of which 186 (83.4%) of respondents live in Franklin County. Adults aged 45 and over were the main respondent group, accounting for 73.5% of responses. Proximity to family, employment, and access to nature were respondents' top reasons for living in the County.

The survey included a combination of mandatory multiple-choice questions and optional open-ended questions to comprehensively understand respondents' perspectives on the current economic conditions in Franklin County, their visions for its future, and the priorities and strategies they envisioned towards achieving that vision. The complete survey analysis is presented in Appendix III.

The survey was divided into the following six sections:

- Housing and Employment
- Current Economic Conditions in Franklin County
- Questions for Business Owners / Employers
- Quality of Life and Cost of Living
- About the Franklin County EDC
- Demographic Questions (optional)

SURVEY ANALYSIS AND FINDINGS

1 HOUSING AND EMPLOYMENT

This section aimed to understand work opportunities, travel patterns, and housing context in the County.

73.5% of employed respondents work in Franklin County, where employment is largely in-person. 90.1% of in-person employees commute by car or personal vehicle. 59.6% of survey respondents believe that Franklin County offers limited opportunities for career advancement, indicating a need for improvement in the region's level of job diversity and ability to adapt to workforce trends now and into the future.

While a majority of respondents (86.6%) own their homes, many cited difficulties in finding housing that matches their needs and expressed concerns about the affordability, availability, and quality of the existing housing stock in the County. Some respondents inherited homes, while others built homes to suit their needs due to the shortage of suitable housing stock in the communities they wished to live in, within the County.

Respondents' top priorities for addressing the shortage of affordable and quality housing include support for renovating aging homes, policies to make homeownership more affordable, and increasing the availability of long-term rental housing.

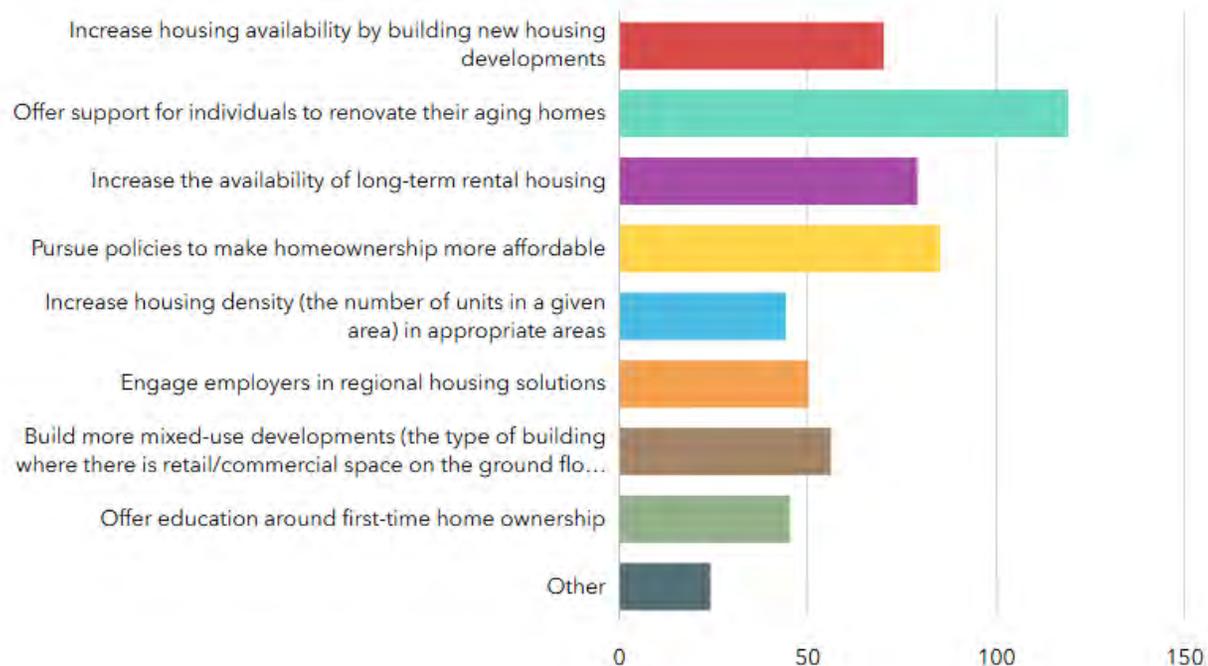


Figure 4: Respondents' priorities to address housing shortage in Franklin County (up to 8 selections)

2 CURRENT ECONOMIC CONDITIONS IN FRANKLIN COUNTY

roadways, public transportation, and broadband connectivity), and a highly seasonal tourism economy that leads to sporadically active town centers and a lack of year-round community amenities.

To overcome these perceived barriers, respondents most frequently suggested measures such as more government-led initiatives and investments, business attraction strategies, expanded outreach to inform residents and local businesses of support and funding opportunities, and support for affordable and quality housing throughout the County, through monetary, technical, and policy-based assistance.

3 BUSINESS OWNERS / EMPLOYERS

This section aims to understand concerns and needs specific to business owners and operators in Franklin County, and their perspectives on how the FCEDC could better support businesses and employment in the County.

21.1% of respondents reported owning or operating a business in Franklin County. The most significant challenges they identified in running their businesses were a limited customer base, difficulty finding employees, and high operating costs. In terms of attracting and retaining a skilled workforce, business owners cite the lack of access to affordable and quality housing, a shortage of skilled local labor, and limited access to childcare as the biggest barriers.

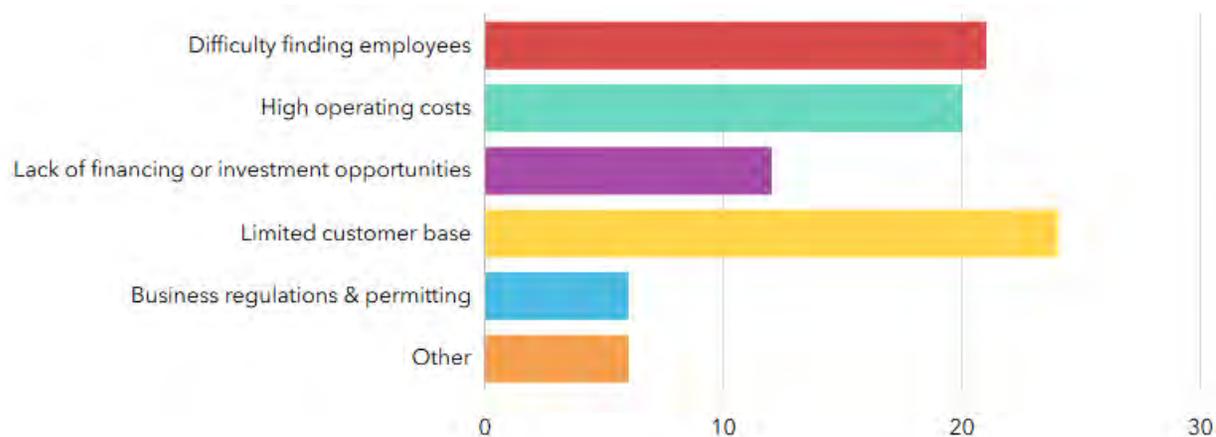


Figure 6: Challenges facing business owners and employers in Franklin County (up to 5 selections)



Figure 7: Current/prospective business owners' priorities on the nature of support required for business development (up to 8 selections)

Both current and prospective business owners and employers were asked to identify the top means of support that the FCEDC could provide to increase the ease of doing business. The highest priorities that emerged were access to funding for startups and local businesses, training through local economic development workshops and events, and business networking opportunities.

4 QUALITY OF LIFE AND COST OF LIVING

This section aimed to understand respondents' perception of the quality of public infrastructure, housing, community assets, and amenities in Franklin County.

When asked about the factors that make Franklin County a great place to live, a majority of respondents cited its scenic beauty, easy access to nature, and outdoor recreation options. Many also highlighted its peaceful rural lifestyle and relative affordability compared to nearby urban areas, while still being proximate to larger cities such as Montreal, Ottawa, and Albany.

Respondents echoed this sentiment further by rating the County's hiking and snowmobile trails, public parks, and outdoor spaces as strong assets, while noting that essential infrastructure such as roadways, emergency services, broadband connectivity, healthcare, and public transit could improve to various degrees. While the

County’s schools and family destinations were favorably ranked, other community amenities and wraparound services, such as childcare, elder care, and workforce development, were noted as needing much improvement.



Figure 8: Factors that would encourage young people to stay in or return to the community (up to 5 selections)

Respondents noted that better career pathways and job opportunities, more affordable housing options and expanded social and recreational opportunities would encourage young people to stay, or return to their communities, with one respondent saying *“More vibrant community spaces that include spaces to work, dine, meet, and be – e.g. coffee shops, cafes, and other places that invite people to come in and be with a group or by yourself. Many Franklin County communities only have a gas station.”*

Across the board, respondents strongly felt that Franklin County has a need for more cultural, entertainment, and retail options, as well as improved essential services, including healthcare. Additionally, many also expressed a desire for more visionary leadership, actionable policy, improved quality of life, and lower cost of living to ensure that residents across the County would be happy to remain, as well as to attract newer, younger, and more diverse populations.

5 ABOUT THE FRANKLIN COUNTY EDC

This section aims to understand public perception of the FCEDC and its work and initiatives.

53.4% of respondents indicated that they were aware of the FCEDC and the services it offers, demonstrating the need for more widespread outreach efforts to connect with people across the County, especially employers, existing and prospective business owners, and institutional partners. Respondents also showed a keen interest in the FCEDC’s initiatives, with 43.1% signing up for the organization’s mailing list.

6 DEMOGRAPHICS

A majority of responses to this survey came from older adults, with 73.5% of respondents aged 45 and over. 75% of respondents also hold a bachelor's degree or higher, indicating a high level of educational attainment among the respondents. 67.4% of respondents reported a household income of over \$75,000, placing them well above Franklin County's median household income of \$63,747 (as of 2023). 92.6% of respondents identified as White, with limited representation from other racial or ethnic groups. This mirrors Franklin County's overall racial/ethnic makeup, where 82.1% of the population identifies as White, 8.7% as Native American or Native Alaskan, and the remaining 9.2% identify as Black, Asian, Hispanic/Latino, or a mix of races.

FOCUS GROUP DISCUSSIONS

As part of the CEDS update process, the consultant team conducted a series of focus groups to gather insight into the challenges, opportunities, and priorities facing key industries and business sectors across the county. These sessions were designed to surface sector-specific concerns, emerging issues, risks, and vulnerabilities, and identify pathways for growth and collaboration. A central goal of the effort was to better understand how the FCEDC can support the ongoing work and development efforts of local organizations; help to catalyze coordinated, cross-sector progress; and promote comprehensive, inclusive economic development throughout the region.

THE FOCUS GROUPS WERE CATEGORIZED AS FOLLOWS:

- Food and Agribusiness
- Childcare
- Education and Workforce
- Healthcare
- Infrastructure
- Technology
- Local Government
- Care Providers

The focus groups highlighted a common set of cross-sector concerns and opportunities, paving the way for County-wide strategies to mitigate common concerns and leverage shared opportunities.

COMMON CONCERNS ACROSS INDUSTRIES AND SECTORS

HOUSING

The shortage of quality affordable housing hinders workforce attraction and retention across all sectors. One of the most frequently cited concerns is that the rising number of seasonal homes and vacation rentals has led to a shrinking pool of suitable long-term housing stock across Franklin County’s municipalities, deterring immigration of professionals and young families. High construction costs and restrictive eligibility requirements to qualify for housing rehabilitation grants also make building new homes or renovating existing homes to suit the needs of people a challenge. Housing stock that is labeled as ‘affordable housing’ is sometimes stigmatized or visually distinct from market-rate housing, hindering community acceptance and integration.

WORKFORCE

Labor shortages are a common challenge, especially in filling skilled or licensed positions such as educators, healthcare professionals, and direct support staff. Employers are unable to compete with urban wage levels, resulting in a perceived exodus of recent college graduates from the County. Many focus group participants also noted the gap between existing educational programs and the skill requirements for job openings across the County. In addition, the scarcity of wraparound services such as childcare, healthcare, civic amenities, and employment opportunities for partners of those potentially relocating to Franklin County is cited as a barrier to attracting and retaining employees from outside the County. These concerns are further compounded by decreasing youth enrollment in vocational training, thus putting long-term succession and trade stability at risk.

INFRASTRUCTURE AND CIVIC AMENITIES

Outdated infrastructure and gaps in essential services are identified as a strain on existing resources, particularly in the healthcare, education, and technology sectors. Aging facilities are seen as expensive to maintain, and as diverting resources away from creating new infrastructure and amenities essential for job diversification and relevant skill development. A lack of public transit options, particularly in rural areas of the County, further the divide between residents and their employers, healthcare services, and educational institutions. Telehealth, digital commerce, online training, and remote work options are also hindered by limited broadband access, along with community resistance to changing previously established and ‘trusted’ ways of operating.

FUNDING AND RESOURCES

Recent reductions in federal and state funding have led to concerns about the continuation and longevity of existing grants, subsidies, and investment initiatives in job diversification and workforce development. This also creates a need to identify and secure alternative funding sources, including corporate and philanthropic organizations, in order to continue supporting initiatives and projects in education, workforce development, and infrastructure. Many of the organizations engaged through the focus groups expressed a shortage of staffing capacity, time, and/or resources to pursue grants, particularly in cases where support programs require matching funds. Essential wraparound services, such as healthcare, childcare, and business support initiatives, are especially vulnerable to these cuts, as they already face a significant shortage of staff and resources, further reducing access in the County.

YOUTH OUTMIGRATION

The shrinking availability of essential services, as well as community amenities, is seen as leading to young graduates and professionals leaving the County to find better opportunities for their careers, their children's education, and easier access to healthcare, childcare, and transportation options. This, in turn, is causing a shortage in the available workforce, which is compounded by low wages and low affordability.

LIMITED AWARENESS AND OUTREACH

Initiatives supporting workforce development, education, and housing are underutilized due to low public awareness about these programs. Often, outreach is driven by word of mouth and referrals, which reduces the chances of reaching individuals and organizations that need assistance.

COMMON OPPORTUNITIES ACROSS INDUSTRIES AND SECTORS

Focus group participants also identified several opportunities to address the concerns they raised during the conversations. A significant number of these opportunities can be seen across various sectors, and pave the way for County-wide strategies to effectively leverage them.

CROSS-SECTOR COLLABORATION

Strong collaboration between education institutions, employers, and nonprofit organizations is critical to aligning training programs with the needs of local employers and filling gaps in the trades, while ensuring the funding to run these programs. These partnerships are essential for sustaining community services, expanding access to student scholarships, and creating clear pathways to employment and career advancement.

ALTERNATIVE EDUCATION PATHWAYS

Adult and non-traditional learners need access to flexible educational models such as evening, weekend, and hybrid programs to support GED completion, reentry preparation, and learners with diverse needs. Innovative and collaborative approaches to workforce development are becoming increasingly vital to expanding access and addressing long-standing and emerging barriers to higher education.

WORKFORCE ATTRACTION AND RETENTION

Some communities in Franklin County are reporting trends of return migration, particularly among younger residents who are choosing to come back to the County and invest in local businesses. This is an opportunity to support a new generation of digitally literate and locally rooted entrepreneurs and promote business and trade succession.

Participants highlighted the interlinked nature of concerns around workforce attraction and retention and envision an equally integrated approach towards solving them. Specifically, initiatives that integrate housing, health, legal, financial, and childcare support could improve quality of life while enhancing workforce stability.

Additionally, participants identified the County’s natural assets as potential drivers for economic diversification and workforce attraction. Specifically, supporting local institutions, businesses, and other partners to expand into agrotourism, various and all-season forms of outdoor recreation, value-added forestry products, and hospitality training could offer lucrative and complementary alternatives to support traditional sectors and create new jobs and income streams.

Lastly, the endurance of remote work, especially in tech-dominated fields, was seen to open the possibility of attracting a highly skilled workforce who would be interested in a more rural or peaceful lifestyle with close access to nature.

SECTOR-SPECIFIC CONCERNS AND OPPORTUNITIES

FOOD AND AGRIBUSINESS	
CONCERNS	OPPORTUNITIES
<ul style="list-style-type: none"> • Small-scale farms are struggling to operate at a profit due to cuts in federal funding and subsidies, driving up product prices and reducing customer base. • There is a significant lack of experienced and willing farmhands and industrial agriculture/dairy farming employees. Immigrant workers often face language and transportation barriers to obtain required licenses or travel to work • The increasing occurrence of extreme weather events and shifting weather patterns delays farming cycles and demands new adaptation and mitigation strategies that require additional funding. 	<ul style="list-style-type: none"> • Agrotourism initiatives that expose children and youth to farming practices at an early age can help build awareness of the agricultural sector and foster interest in farm-related careers. • Offering short training sessions, events, and workshops can provide accessible entry points for individuals interested in agriculture and other hands-on industries. <ul style="list-style-type: none"> ○ For example, a model implemented in Michigan involved high school students working on farms for school credit as part of a vocational training program—an approach that could be adapted for implementation in Franklin County.
CHILDCARE	
CONCERNS	OPPORTUNITIES
<ul style="list-style-type: none"> • Franklin County has lost several childcare programs since the COVID-19 pandemic, largely due to provider retirements, relocations, and financial strain. • Childcare costs remain high - averaging \$18,000 per year per child - and federal subsidies are insufficient, limiting access for many families. 	<ul style="list-style-type: none"> • Integrating daycare starting at six months of age into the school system, supported by school district funding, could expand access to early care and learning. • Refurbishing unused school buildings to house childcare and early education programs would help address facility needs and create opportunities to extend universal free kindergarten offerings.

<ul style="list-style-type: none"> • The County lacks early intervention providers, prompting some families to seek childbirth services in Canada or relocate to urban areas to meet their children's developmental needs. • Rural areas are often childcare deserts, particularly for young parents without nearby family support. • There are also no non-traditional childcare options, such as evening, weekend, or overnight care, leaving shift workers without adequate support. 	<ul style="list-style-type: none"> • Upgrading or developing housing to meet code requirements for childcare centers could expand availability, especially if residents are incentivized to operate home-based childcare. • Municipal buildings could offer low-cost or rent-free space for individuals to run childcare programs, increasing access while reducing overhead for providers. • The Tri-Share initiative, which splits childcare costs between parents, employers, and a grant-operating organization, offers a promising model already in use in other states. Schools and local employers—such as North Country Community College, Stewart's, Maplefields, and Mountain Marts—could serve as pilot partners to test this approach in Franklin County.
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EDUCATION AND WORKFORCE

CONCERNS	OPPORTUNITIES
<ul style="list-style-type: none"> • BOCES programs are facing capacity limits, with some career and technical programs struggling to update curricula to keep pace with emerging technologies, such as electric vehicles. • Efforts to diversify BOCES offerings, such as previous attempts at an ag-tech program, have been constrained by insufficient enrollment. • Cultural messaging in schools continues to emphasize college over trades, leaving students underprepared for local employment opportunities and contributing to trade labor shortages. • Adult education, particularly for non-traditional learners and those seeking reentry, remains underdeveloped and under-resourced in many parts of the county. • Forestry, though abundant in resources, is facing market stagnation and limited innovation in value-added processing or alternative land uses. 	<ul style="list-style-type: none"> • BOCES can build on existing momentum in fields like health occupations, building trades, and heavy equipment operation, while exploring new programs in office tech, med tech, and clerical roles. • Local institutions and BOCES should collaborate to explore agrotourism management training, tapping into the potential for farm-based tourism as part of the broader tourism economy. • Educational institutions should act upon the strong interest in programs such as cybersecurity, teacher education, and radiologic technology, which may warrant further expansion. • Forestry sector stakeholders in Tupper Lake could explore partnerships to develop value-added processing industries and integrate conservation with tourism or carbon markets. • Tourism operators can tap into new visitor markets—especially as visitation from Canada shifts—by developing infrastructure and experiences that differentiate Franklin County from nearby overburdened destinations. • Regional employers in sectors like biotech (e.g., Bionique) and hospitality can develop scholarship or internship pipelines for local students, ensuring talent stays in-region and is aligned with workforce demand.

HEALTHCARE

CONCERNS

- Healthcare training programs are constrained by a small number of available clinical placements, limiting how many students can complete credentialed pathways.
- Health literacy levels are declining, and there is growing non-compliance with medical recommendations among residents.
- Existing school-based campaigns addressing smoking, vaping, and drug use have had limited effectiveness.

OPPORTUNITIES

- Healthcare employers and nonprofits are creating innovative workforce models, such as micro-credentialing for direct support professionals and employment reentry programs.
- Introducing a basic medical curriculum in high schools, along with internship opportunities, could improve health literacy and expose students to healthcare careers.
- Building public trust in the evolving healthcare system will require strategies that familiarize residents with remote care options and emphasize the long-term benefits of preventive health practices and informed decision-making.

INFRASTRUCTURE

CONCERNS

- Municipal services and community infrastructure are limited by state funding shortfalls, inflation, and rising tax delinquencies, particularly in economically distressed areas.
- Supply chain disruptions and rising costs are a major concern for businesses of all sizes, making it increasingly difficult to manage day-to-day operations and plan for future growth.
- Companies that must build their own substations or other infrastructure face significant financial hurdles, which can delay or derail key development projects.
- While remote work enables some individuals to return to the region, it also increases competition for roles that previously prioritized local candidates.

OPPORTUNITIES

- Support downtown revitalization efforts in small towns like Tupper Lake by engaging informal sellers on platforms such as Facebook Marketplace and Instagram and home-based entrepreneurs who may be unaware of available grants, coaching, and business development resources, helping bring them into the formal economy and filling vacant commercial spaces with locally rooted businesses.
- Mobile business support units could present an opportunity to deliver coaching, tools, and resources directly to entrepreneurs in rural or underserved areas, increasing access to business development assistance where it is most needed.

FRANKLIN COUNTY EDC SUPPORT FOR LOCAL ECONOMIC REVITALIZATION

Among the opportunities and strategies identified by the focus groups, there was a range that the FCEDC is uniquely positioned to lead or implement, in order to advance economic development efforts in the County.

TECHNICAL ASSISTANCE

Participants view the FCEDC as well-positioned to provide targeted technical and grant-writing assistance in support of both immediate and long-term workforce goals. By sharing up-to-date labor market data and projected industry trends with local education partners, the FCEDC can help shape program offerings at these institutions to accurately reflect employer needs and long-term regional priorities.

With its access to State and Federal data, the FCEDC can also support institutions, businesses, and organizations that are looking to apply for grants and investments in education, technical, and capital projects for infrastructure and workforce development. Additionally, the FCEDC can further assist by connecting grant seekers with financial organizations that offer bridge loans and other fiscal instruments that applicants can use to match funding requirements. It can play a vital role in helping municipalities and employers advocate for essential infrastructure investments, such as housing, broadband, and public amenities that underpin long-term talent attraction.

Additionally, technical assistance to businesses and nonprofits seeking to expand wraparound services, such as childcare, transportation, and employee upskilling, can directly improve retention and workforce participation.

Similar to the CEDS and as part of this overarching outreach strategy, the FCEDC can lead a forward-looking regional strategy specifically tailored to education and workforce alignment. Guiding this process in collaboration with employers, educators, and community partners can help ensure that training investments remain responsive to evolving industry needs and that the region is positioned for long-term resilience.

FACILITATE CONNECTIONS AND COLLABORATION

Facilitating partnerships across sectors is a significant opportunity for the FCEDC. Connecting employers and training providers to co-design responsive programming and offer scholarship support through philanthropic or industry partnerships can help build strong career pathways. Matching retiring business owners and tradespeople with emerging entrepreneurs and young graduates can help preserve local businesses, maintain community services, and retain generational and institutional knowledge.

MARKETING AND OUTREACH

Strategic marketing of existing programs through digital platforms, local government channels, and community outreach can boost awareness and participation in workforce, housing, and business support initiatives. Echoing this, the CEDS survey indicates a strong community desire to be informed of the FCEDC's offerings and initiatives. Additionally, the CEDS Strategy Committee has proven to be a valuable and extensive network that spans the County, which can be leveraged to enhance the FCEDC's communication reach and effectiveness.

To capitalize on the return or in-migration of young professionals and residents, the FCEDC can connect returning residents and new entrepreneurs with mentorship opportunities, capital, and technical resources that help them integrate successfully into the community, as well as provide support for business development.

30-DAY PUBLIC COMMENT PERIOD COMMENTS

The draft Comprehensive Economic Development Strategy (CEDS) for Franklin County was made available for public review and comment for a 30-day period, from September 5 through October 6, 2025. During this time, community members, business leaders, and partner organizations were invited to review the document and share feedback on the region's vision, goals, and strategies for economic growth. Input received during the comment period helped ensure the final CEDS reflects the priorities, perspectives, and aspirations of the Franklin County community. Below is the list of comments received during the public comment period.

- To attract young families, the most important factor is to have great schools. Schools that are off the charts high on rankings will bring new families.
- The overall recommendation of retaining/attracting young people with remote work is a good one, assuming there is a reliable broadband infrastructure. I can attest to working remotely in Newcomb NY from a cabin throughout the Covid crisis doing Contact Tracing and related work. It enabled me to stay and live in the town for a year and utilize and pay for its resources. I am still up there retired, but I know many young people looking to relocate to the ADK area if there is remote work opportunity with reliable broadband and affordable housing.
- In order to get this county to grow, you need to get to our younger teenagers to give them some enthusiasm to be able to stay home. With the cost of living no places to rent not very many people around the only thing to do is to leave town. My suggestion is opening up more Boces or trade schools to keep our kids in our county instead of them going out to college, which is none essential to keep people here in our county. With more trade schools keeping the students in the county that want to work here would be a big help but if the work isn't here then again they're going to go somewhere else. Fighting the Adirondack park is another thing. I understand keeping our Park, but it also is keeping out our people and raising our prices of our lands that nobody that was born raised here can survive. Drinking water is another problem I live in Tupper Lake. It is unbelievable that our water is so bad and that nobody wants to recognize that the cancer people that are in this town and they're not blaming the water. How can you live in the mountains with all the surrounding springs and all the clean water and that the Tupper Lake are drinking bad water that isn't even suitable for animals. How about some studies being done of how many people have lost dogs or how many people just Tupper Lake that have cancer. There was a person that works in the hospital from Tupper Lake that discreetly told me that 75% of the patients that are getting cancer treatments are from Tupper Lake why? So you better figure out how people can stay here and live and survive before we can even add jobs or companies or give them reasons to stay. I have two sons that work in construction and make good money and they're only two hours away but there's nothing here? So in order to keep people here we've got to fix the water. We've got to fix the housing. We've got to fix jobs and education trying to keep the interest to the people that want to stay here.
- This is another suggestion all the old buildings that are just sitting around with nobody in them. My suggestion is to offer some of these old buildings to new people that want to come in and give them like 10 years, free taxes, or big savings to utilize the space and the old building so that we don't have old buildings falling down and need repair making our towns look old dilapidated. Instead of selling them new places and letting them build new buildings use up some of these old ones that are falling down or To Toe reuse and regenerate plastic and everything else why can't we reuse and regenerate our buildings that are sitting there falling apart or using up the space in a town where it could be utilized really well. We need some young kids and some new ideas and get people from that behind their desks and out of their faces out of their computers.

- While current political issues likely discourage this, welcoming international immigrants would be a significant way of growing the population and workforce, keeping our small, rural schools open, and cultivating diversity. Immigrants often will take the lower paying jobs that our own citizens dislike, even though they may have more skills, and at the same time often have the goals to living "the American dream" - there is much opportunity for that here in Franklin County. My parents lived in a small city in Kentucky that saw rapid industrial growth and didn't have the labor force to support it, so they developed a program that welcomed Bosnian refugees. Many came and they had the benefit of having their own little community, and opened ethnic restaurants and retail businesses that were definitely positive contributions to life in the city. Other immigrant groups were also welcomed and the city has grown by leaps and bounds!
- Another thing I did not see much attention given to is the value of our rural and small community life - the peace and quiet, family-owned businesses, and our immediately accessible nature and the outdoors. This is a real asset that Franklin County owns and community development should always try to protect.
- In the various discussions of the aging population, I did not see any reference to the fact that there are people choosing to retire here. It's not just that local residents are getting older, but older people are also relocating here. They are building or renovating homes, pay taxes, and enjoy the nature and arts and culture that flourish here. That actually helps the local economy. And as they age out or need to be closer to family or other services for the elderly, those homes will be on the market for the younger generation. Of course broadband and cell service are important, as well as the proximity of excellent health care services. However I definitely understand the need for attracting young families - young workers and the children that will keep our schools open. I believe it is the Newcomb school district that has a residential program that attracts foreign students to attend their high school - perhaps that is something that some of our school districts should consider. And it could even just be for families in urban areas who wish to have their kids experience small community life and nature. Another opportunity to expand diversity too.
- While I did not read every single page - I did not notice any data on the homeless population. It may not be very high because of our winter weather, compared to other parts of the country, but is it a percentage of the population that should deserve some attention? Obviously housing, human services, and jobs would do much to improve things.
- Lastly, I've often spoken up about the value added by arts and culture to any region. I do believe we have an abnormally large percentage of artists, musicians, writers, performers, etc. - perhaps due to the inspirational qualities of the natural environment - and our rural, small community lifestyle. Most work other jobs to earn a living and do their art on the side - but they still contribute to life in Franklin County. The abundance of arts and culture should certainly be used to encourage families to move here. I did not really see much reference to the not-for-profit sector of the economy either - maybe they are included in the other work/job categories. But just looking at Saranac Lake, I see Pendragon, Historic Saranac Lake, the Adirondack Center for Writing, Saranac Lake ArtWorks, and other not-for-profits, contribute a great deal to the quality of life here - as well as jobs. They provide entertainment and enrichment for residents and visitors alike and are certainly an asset that should be used to attract people to move here and investors to invest.
- This is a bold plan for Franklin County and very well presented. Thank you."
- "On page 21 (and following), there is a key lacuna in the list of weaknesses: Medical care, and especially maternal health care. This is a major obstacle to increasing the young population (and will be an issue for our aging population). It should be its own bullet point in weaknesses.

- My wife and I are personally deeply invested in having a large family for personal and religious reasons, but it is very difficult for us knowing that we need to drive an hour from Malone to get to either of the two hospitals in the North Country that deliver babies and have even acceptable reputations for natal care. My wife has heard other mothers explicitly state that a big reason they do not want to have any more children is because of the travel and quality of natal care.
- It would also be worth focusing some energy on childcare options for more non-traditional things like part-time care. There are stay-at-home moms who work part-time (like my wife) and struggle to find, e.g., mothers' helpers. Additionally, living in Malone, we would be really interested in options like forest schools (such as the one in Canton), Waldorf (like the one in Saranac Lake) classical schools, etc.
- Additionally, though I know that there can be a certain hesitance about homeschoolers, homeschoolers in Franklin County, by and large, love this area passionately and want to contribute. Many remote workers (like myself) value remote work in part because of the ability to homeschool their children. Speaking from my experience as someone who was homeschooled in Franklin County, being homeschooled meant that I took part in many more civic events than the vast majority of my public-schooled peers and had the chance to really get to know more local businesses. Additional support could really help.

Comprehensive Economic Development Strategy

Franklin County

DETAILED SURVEY REPORT

APPENDIX VI



DETAILED SURVEY REPORT

FRANKLIN COUNTY CEDS

AUGUST 2025



OVERVIEW

The Franklin County Economic Development Corporation (FCEDC) is preparing a Comprehensive Economic Development Strategy (CEDS) to assess the current state of and propose implementable actions towards promoting economic development in Franklin County. Through this locally based and regionally driven planning process, the FCEDC engaged with community leaders, the private sector, and the public to establish a strategic roadmap for regional collaboration and economic development in Franklin County.

The FCEDC and its consultant team launched a community survey on April 21, 2025, to invite residents and business owners to provide their feedback and perspectives on Franklin County's economic landscape, vision for economic development in the County, and the opportunities and resources they would like to see in order to spur economic growth.

SURVEY ACCESSIBILITY

The survey was accessible online through the FCEDC website (<https://adirondackfrontier.com/ceds/>) and was available in English.

SURVEY PROMOTION

The survey was promoted through the following methods:

- Press release
- Social media posts
- Email blasts
- At the CEDS Committee meeting on March 11, 2025
- At the Franklin County Elected Officials Committee meeting on April 2, 2025
- Shared through the communications channels of the FCEDC team and CEDS Committee

SURVEY PERIOD

The survey was open from April 21, 2025, through July 9, 2025.

SURVEY RESPONSES

The public survey received a total of 223 responses. Of these 223 responses, 186 (83.4%) respondents live in Franklin County. Respondents from other American states or other countries mentioned that they were either originally from Franklin County or own summer / vacation homes in the County.

SURVEY ORGANIZATION

The survey was divided into six sections, which are listed below:

1. Housing and Employment
2. Current Economic Conditions in Franklin County

3. Questions for Business Owners / Employers
4. Quality of Life and Cost of Living
5. About the Franklin County EDC
6. Demographic Questions

The survey included a combination of mandatory multiple-choice questions and optional open-ended questions to comprehensively understand respondents' perspectives on the current economic conditions in Franklin County, their visions for its future, and the priorities and strategies they envisioned towards achieving that vision. All questions in the demographics section were optional for respondents.

The survey included conditional logic questions, meaning certain answers would prompt respondents to answer specific additional questions. This allowed the survey to be tailored to each respondent's personal / professional experience and knowledge.

KEY TAKEAWAYS

Who Took the Survey (Demographics)

- Respondents were predominantly older adults. Most respondents were aged 45 and above, with 38.8% falling between 45 and 64, and 34.7% being 65 or older. Only 4.6% of responses came from those aged 20–29, and none from individuals under 20.
- A majority of respondents (67.8%) reported holding a bachelor's or master's degree, with an additional 7.2% holding a doctorate or associate degree, indicating a high rate of educational attainment amongst survey respondents.
- Nearly 45.7% of respondents reported household incomes of \$100,000 or more, while 25% fell between \$35,000–\$74,999. A smaller portion (7.5%) reported annual incomes of less than \$35,000.
- The majority of respondents (92.6%) identified as White, with very limited representation from other racial or ethnic groups.

Housing and Employment

- Most respondents live and work in Franklin County, with 83.4% residing within the County and 73.5% of employed respondents also working there. Among the non-residents, most live in nearby New York counties or own seasonal homes in the area.
- Long-term residency is common amongst respondents, with nearly three-quarters (74.7%) of local respondents having lived in Franklin County for more than 10 years. The most frequently cited reasons for living in the County were proximity to family (46.2%), employment (41.9%), and access to nature (41.4%).
- The majority of residents own their homes (86.6%), though only about half (55.3%) found it easy to find housing that met their needs. Others either inherited, built, or opportunistically acquired housing, and many expressed concerns about affordability and availability in today's market.
- Key housing solutions prioritized by respondents include support for home renovations (64%), policies to make homeownership more affordable (45.7%), and increasing the availability of long-term rentals (42.5%). There was less enthusiasm for denser or mixed-use developments, though these were still supported by some.

- Employment is largely in-person and car-dependent, with 58% of survey respondents working on-site and 90.1% of in-person workers commuting by personal vehicle.
- 59.6% of respondents believe Franklin County offers limited career advancement opportunities, suggesting a strong need for new economic development strategies and job diversification to adapt to current and future work trends.

Current Economic Conditions in Franklin County

- Most respondents view the county's economic conditions negatively, with over 60% using terms like "poor," "stagnant," or "challenging." A smaller share expressed neutral or optimistic views, often citing recent improvements in specific communities, such as Malone or Saranac Lake.
- The top economic challenges cited by residents include housing affordability (61.4%), limited job opportunities (60.5%), and lack of career advancement options (49.3%). Access to childcare, transportation, and reliable broadband were also commonly identified as barriers to economic stability.
- Awareness of job training and workforce development opportunities remains limited. Fewer than half of respondents were familiar with such programs, suggesting a disconnect between existing resources and community knowledge or access.
- Respondents envision a more diverse, resilient, and community-centered economy. Top priorities include reducing reliance on tourism and state institutions, revitalizing downtown areas, expanding affordable housing options, supporting small businesses, and creating higher-paying, year-round jobs in emerging sectors.
- Lack of visionary public leadership and coordination is viewed as a significant barrier to progress. Nearly 29% of respondents cited mistrust in government, slow response times, and a perceived absence of long-term planning as obstacles to achieving economic transformation.
- Supportive civic infrastructure - including childcare, elder care, healthcare, and education - was emphasized as essential to economic growth and workforce participation. Respondents also flagged limited community amenities and social services as deterrents for attracting and retaining residents.
- Respondents proposed a range of solutions, including government investment, business attraction, infrastructure upgrades, expanded housing options, and education and job training programs. Many advocated for policies to promote affordability and livability for long-term residents.
- Improved outreach and communication emerged as a recurring theme. Respondents called for improved public visibility of programs, clearer communication from government and institutions, and stronger engagement with residents to rebuild trust and increase access to opportunities.

Business Owner / Employer Perspectives

- Most businesses owned / operated by respondents are small-scale, with over half being sole proprietorships. 53.2% of business owners operate alone, and another 31.9% employ fewer than 10 people, reflecting a business landscape largely driven by small, locally operated enterprises.
- The affordability of commercial real estate is unclear or mixed. While 53.2% of respondents said commercial or industrial real estate is "somewhat affordable," nearly 30% were unsure, and only a small portion considered it "very affordable" - suggesting variability across the County, or barriers to access.
- Limited customer base, high operating costs, and labor shortages are major challenges. Over half the business owners (51.1%) cite a small market as a barrier, while 44.7% struggle to find employees and 42.6% face high costs. Access to investment and burdensome permitting processes were also noted.
- Workforce recruitment is heavily impacted by housing and childcare gaps. Nearly half (46.8%) stated that housing availability and affordability are significant barriers to attracting workers, with other key issues including a lack of skilled labor, soft skill gaps, and limited wraparound services such as healthcare and childcare.

- Canadian cross-border trade and tourism remain significant for many businesses. While over a third (36.2%) report relying on Canadian shoppers and tourists, only a small share of respondents engage in import/export activities or receive investment from Canada, indicating that most cross-border interaction centers on customer traffic among survey respondents.
- Business owners seek stronger financial and professional support systems. Nearly half (48.5%) said access to startup and local business funding is their top need, followed by local economic development events (37.9%), networking opportunities (30.3%), and expanded market access (28.8%). Others seek help with affordability, remote work infrastructure, and tailored training partnerships.

Quality of Life and Cost of Living

- Natural beauty and close-knit communities are key assets in Franklin County. Respondents overwhelmingly cited Franklin County's scenic landscapes, access to outdoor recreation, and a strong sense of community as core reasons they enjoy living in the region. Many highlighted the rural character, clean air, and slower pace of life as factors that enhance the quality of life.
- Public infrastructure needs to be improved – while the County offers strong outdoor recreational amenities, public infrastructure and services related to mobility and healthcare are lacking according to survey respondents. Snowmobile and hiking trails, public parks, and emergency services were rated most positively. In contrast, public transit, airports, and healthcare received lower ratings, and infrastructure like sidewalks, roads, and broadband were largely rated as only fair.
- Community services and amenities need improvement according to survey respondents. While primary and secondary schools and family-friendly destinations received some positive ratings, most community services, including childcare, elder care, cultural institutions, and workforce development, were rated fair to poor.
- Housing and downtown amenities are major pain points in the County. Housing availability, affordability, entertainment, retail options, and access to jobs were consistently rated poor. No elements of this category received a "good" rating, highlighting widespread concern about livability and economic opportunity in town centers.
- Job opportunities and housing are top priorities for retaining youth. To attract and retain young people, respondents emphasized the need for more career pathways (88.8%), affordable housing (75.3%), and improved recreational and social opportunities (59.6%), alongside stronger education, increased civic engagement, and comprehensive wraparound services.
- Residents want more vibrant and inclusive communities. Many respondents expressed a desire for revitalized downtowns with year-round businesses, cultural amenities, and inclusive social spaces. Respondents also called for better planning and a more welcoming environment, particularly for newcomers and underrepresented groups.
- Infrastructure, affordability, and transportation are critical to future growth and resident retention. Respondents advocated for improvements in healthcare, elder care, roads, and broadband, as well as expanded transit options. Concerns about rising costs and limited affordable housing were also tied to broader issues of economic stability and regional competitiveness.

Awareness of the Franklin County EDC

- Public awareness of the FCEDC is limited. Just over half of respondents (53.4%) are familiar with the Franklin County Economic Development Corporation and its services, indicating a need for broader outreach and visibility.
- There is interest in staying informed about economic development. 43.1% of respondents expressed a desire to receive updates about economic development efforts in the County, signaling an opportunity to build stronger engagement through regular communication.

DETAILED SURVEY ANALYSIS

SECTION 1

HOUSING AND EMPLOYMENT

Survey respondents were asked about their place of residence and workplace. This section aimed to understand work opportunities, travel patterns, and housing context in the County.

1.1 Do you live in Franklin County?

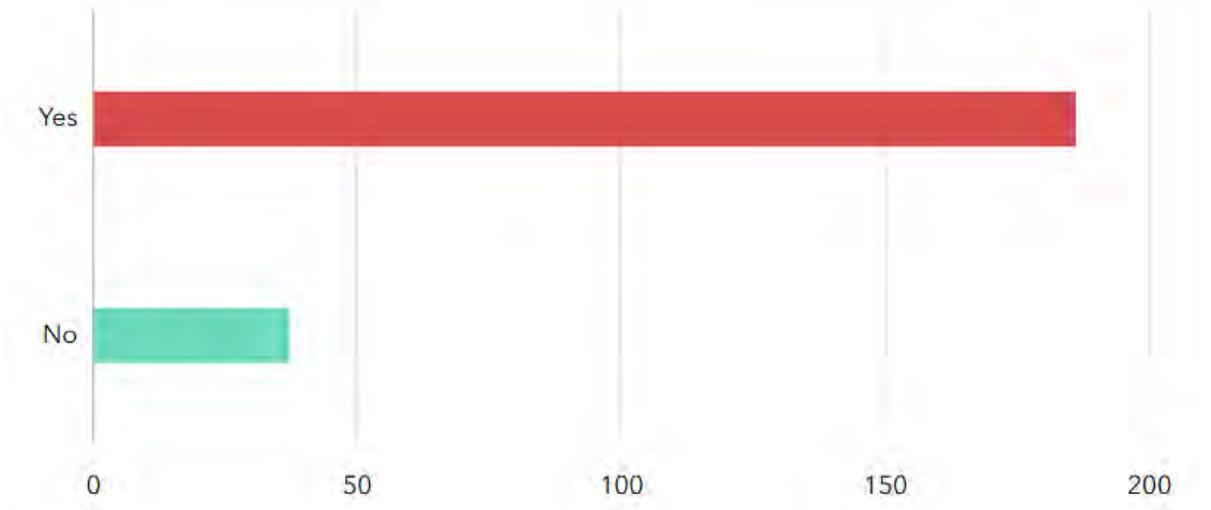
Of the 223 total responses, 83.4% of respondents said they live in Franklin County, while 16.6% said they live outside of Franklin County.

The 37 respondents who replied that they do not live in Franklin County were prompted to answer the following open-ended question:

1.1-A Where do you live? Please include the name of your municipality and County.

Of the 37 respondents who stated they live outside of Franklin County, 75.7% reside in various parts of New York State, while 10.8% reside in other parts of the US, and 13.5% reside abroad, specifically in Canada and the United Kingdom. Of those who live outside New York State, 8.1% of respondents own seasonal homes in Franklin County.

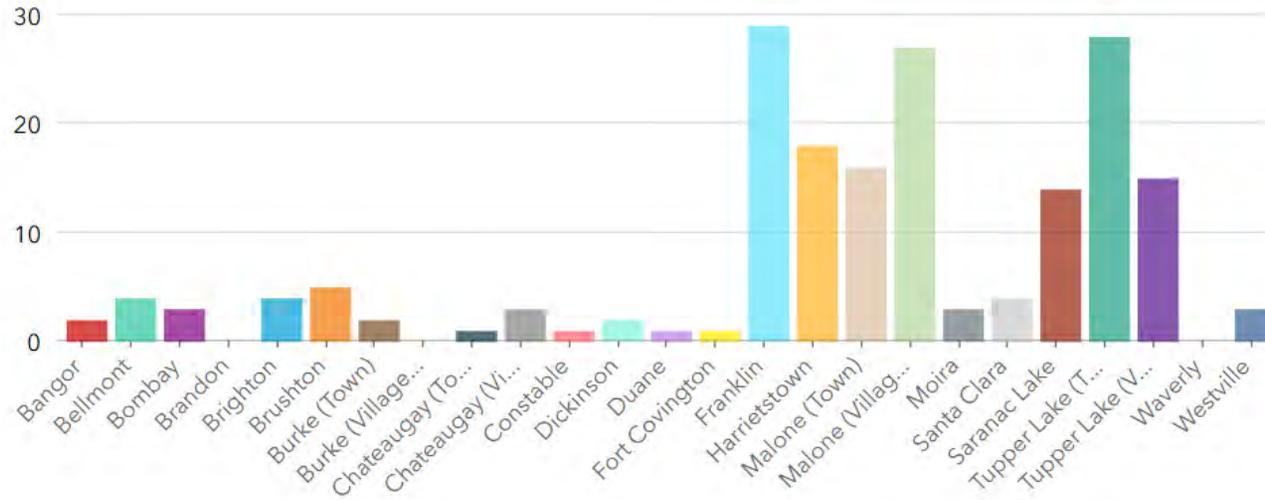
The 186 respondents who said they live in Franklin County were prompted to answer the following questions:



Country	State	County	Count
United States of America	New York	Essex	12
		St Lawrence	5
		Clinton	4
		Hamilton	2
		Saratoga	2
		Dutchess	1
		Cortland	1
		Erie	1
	Pennsylvania	1	
	North Carolina	1	
	Georgia	1	
California	1		
Canada			4
United Kingdom			1

1.1-B In which municipality do you live?

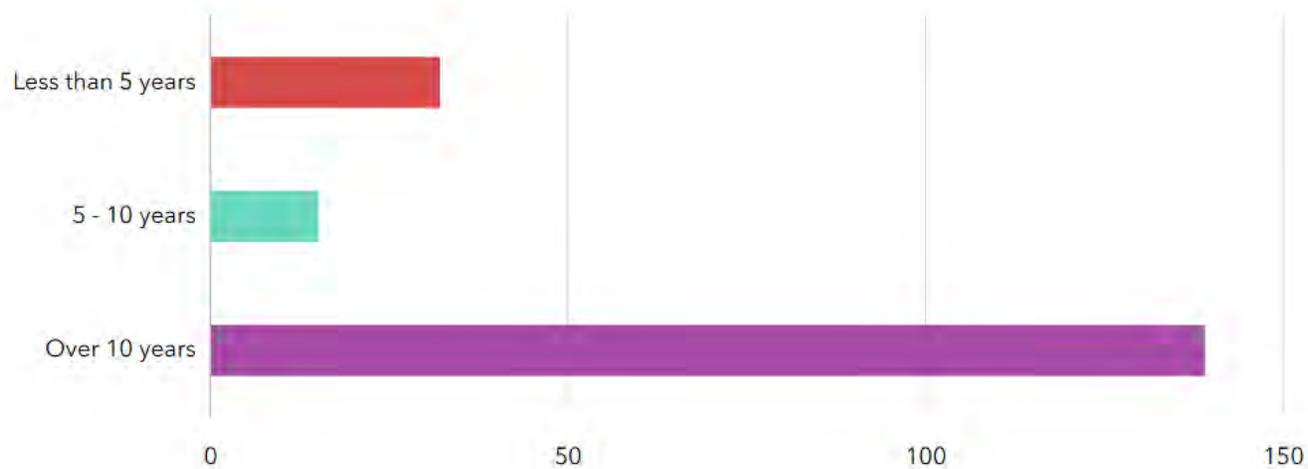
Of the 186 responses, the highest number of respondents live in Franklin (15.6%), Tupper Lake Town (15%), and the Village of Malone (14.5%).



MUNICIPALITY	COUNT
Franklin	29
Tupper Lake (Town)	28
Malone (Village)	27
Harrietstown	18
Malone (Town)	16
Tupper Lake (Village)	15
Saranac Lake	14
Brushton	5
Bellmont	4
Brighton	4
Santa Clara	4
Bombay	3
Chateaugay (Village)	3
Moir	3
Westville	3
Bangor	2
Burke (Town)	2
Dickinson	2
Chateaugay (Town)	1
Constable	1
Duane	1
Fort Covington	1
Brandon	0
Burke (Village)	0
Waverly	0

1.1-C HOW LONG HAVE YOU LIVED IN FRANKLIN COUNTY?

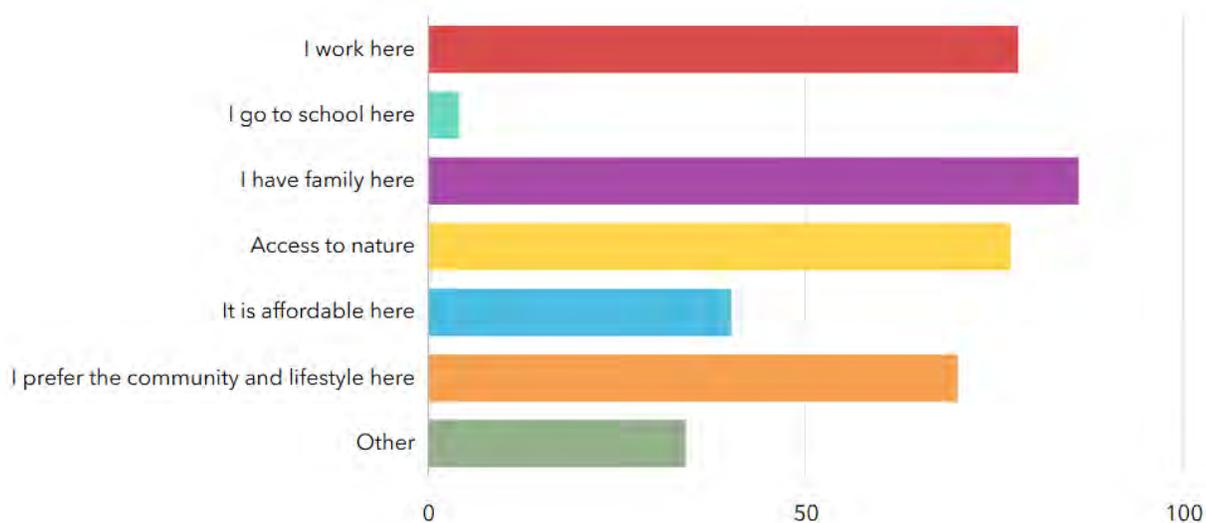
Of the 186 responses, 74.7% have lived in Franklin County for over 10 years, while 17.2% have lived in the County for less than 5 years, and 8.1% have been Franklin County residents for 5 - 10 years.



1.1-D WHY DID YOU CHOOSE TO LIVE IN FRANKLIN COUNTY? (Choose all that apply)

Of a total of 186 responses, the most common reasons for respondents to live in Franklin County are proximity to family (46.2%), employment (41.9%), and access to nature (41.4%). The least frequent reasons were education (2.1%). Beyond the reasons provided as part of the choices, some other reasons that respondents cited for living in the County included that they or their partners were born/raised here, had returned after retirement, or had found the opportunity to purchase and/or develop property in the region.

I work here	41.9%
I go to school here	2.1%
I have family here	46.2%
Access to nature	41.4%
Affordable	21.5%
Prefer community + lifestyle	37.6%
Other	18.3%



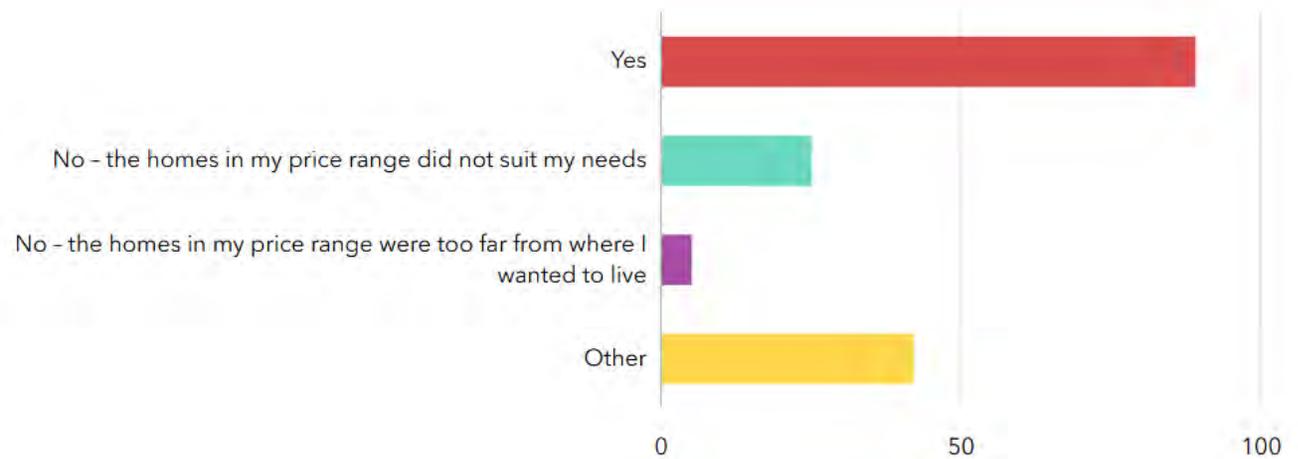
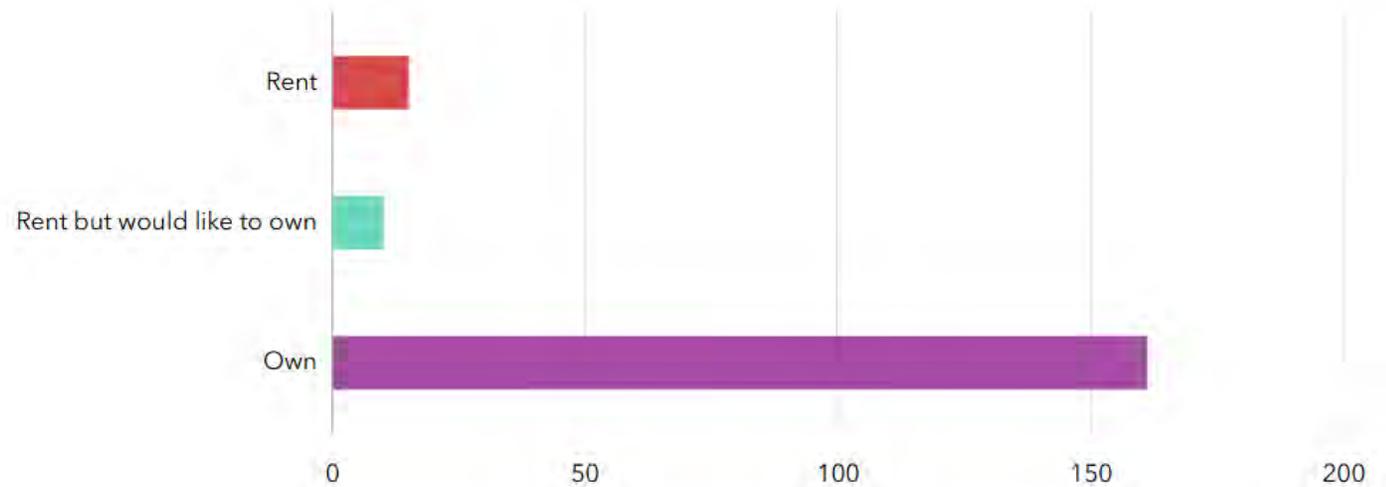
1.1-E DO YOU RENT OR OWN YOUR HOME?

Of the 186 responses to this question, 86.6% of respondents own their homes, while 8.1% rent their homes; the remaining 5.3% currently rent their homes but would like to own them.

The 161 respondents who said that they own their homes were asked the following question:

WAS IT EASY TO FIND A HOME TO SUIT YOUR NEEDS?

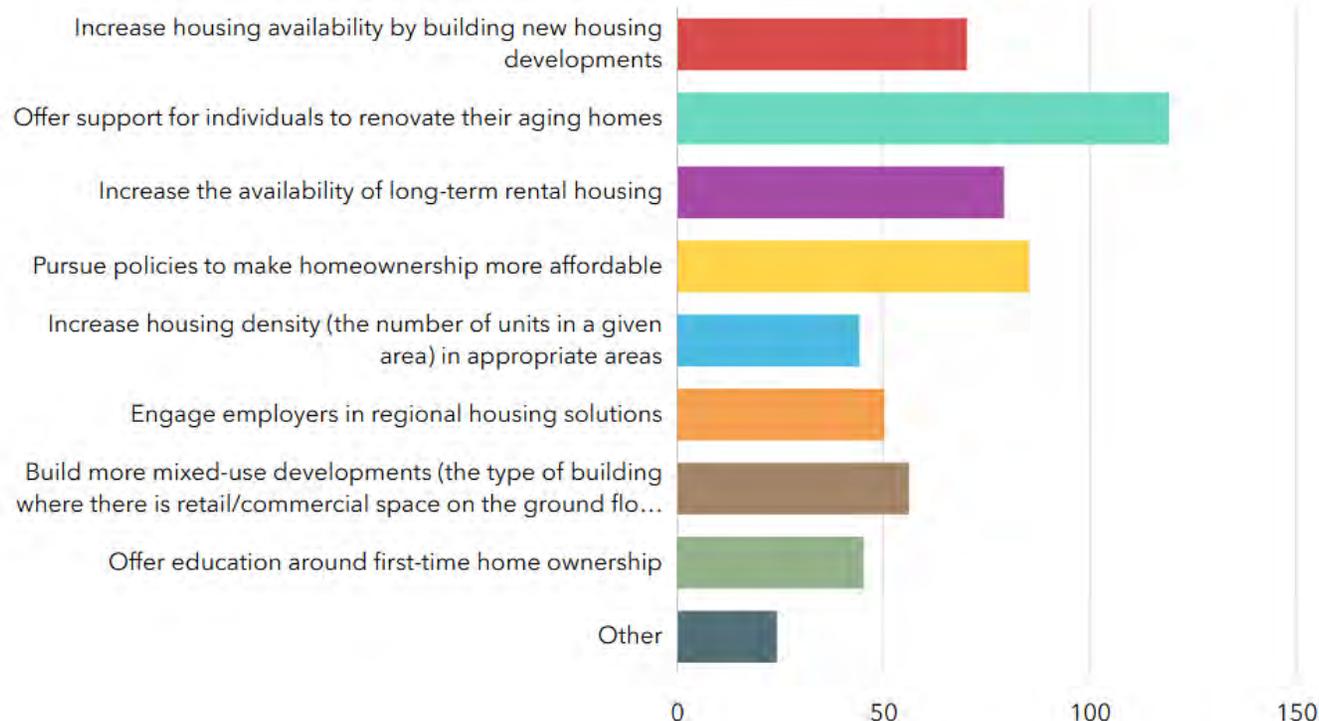
55.3% of the 161 respondents reported that it was easy to find a home that suited their needs. 15.5% of respondents reported that finding a home was difficult because the homes in their price range did not suit their needs, while 3.1% stated that it was difficult because the homes in their price range were too far from the neighborhoods they wished to live in. The remaining 26.1% of respondents reported that they either inherited their homes, built their own homes, bought and renovated homes, or inadvertently found opportunities to purchase property in the County. Many respondents who either inherited property or moved back to their family homes felt that current property rates and taxes, and limited housing stock would prohibit them from buying homes.



1.1-F WHAT ACTIONS SHOULD BE PRIORITIZED TO ADDRESS HOUSING SHORTAGES IN YOUR COMMUNITY?

Of the 186 responses to this question, the actions that respondents prioritized the most to address housing shortages were as follows:

1. Offer support for individuals to renovate their aging homes – 64%
2. Pursue policies to make homeownership more affordable – 45.7%
3. Increase the availability of long-term rental housing – 42.5%

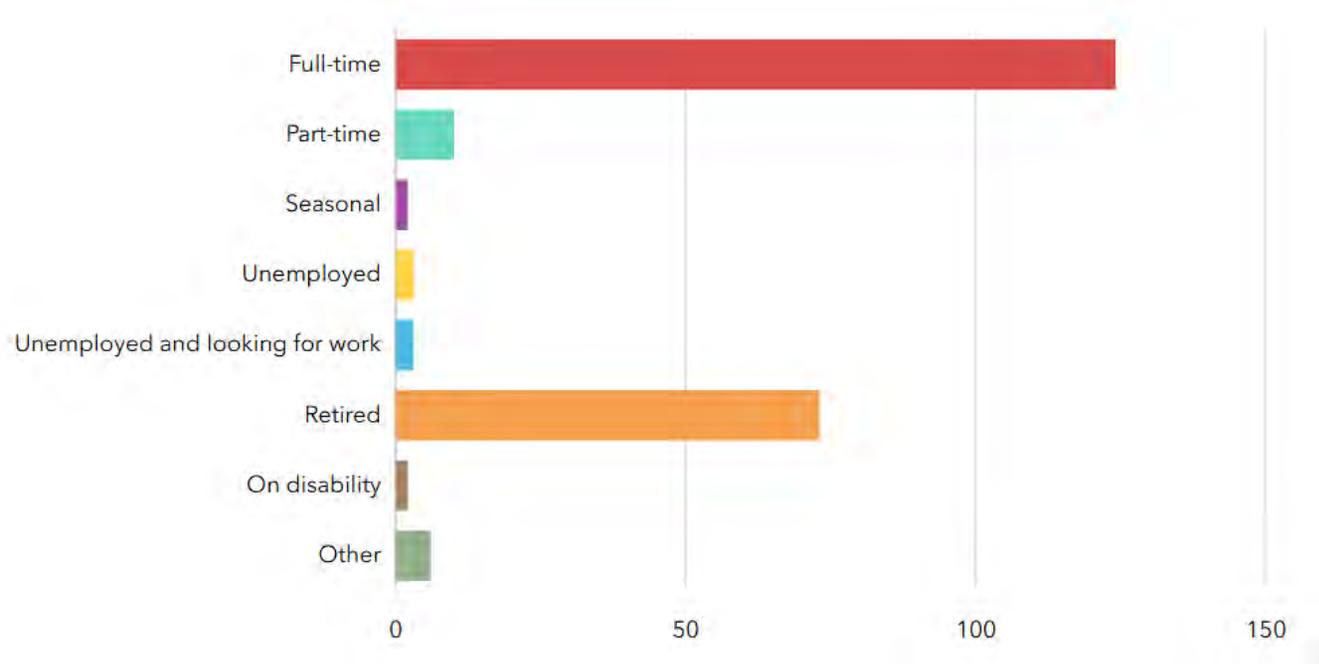


Increase the overall inventory of housing by building new housing developments	37.6%
Offer support for individuals to renovate their aging homes	64%
Increase the availability of long-term rental housing	42.5%
Pursue policies to make homeownership more affordable	45.7%
Increase density (the number of units in a given area) in appropriate areas	23.7%
Engage employers in regional housing solutions	26.9%
Build more mixed-use style developments (the type of building where there is retail/commercial space on the ground floor and residential on the upper floors)	30.1%
Offer education around first-time home ownership	24.2%
Other (please specify)	12.9%

1.2 WHAT IS YOUR EMPLOYMENT STATUS?

Of the 223 responses to this question, 55.6% of respondents are full-time employees, while 32.7% are retirees. 5.5% of respondents are either part-time or seasonal employees, while 1.4% are unemployed and actively seeking employment, and an additional 1.4% are unemployed but not actively seeking employment. Additionally, 1% of respondents are on disability. 2.7% of respondents reported being self-employed.

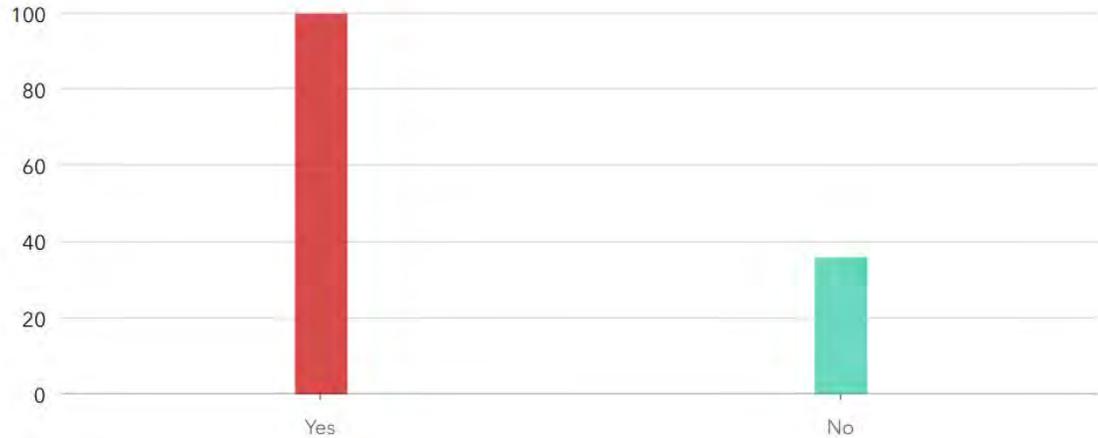
The 136 respondents who noted that they are employed full-time, part-time, or seasonally were prompted to answer the following question:



1.2-A DO YOU WORK IN FRANKLIN COUNTY?

Of the 136 respondents, 73.5% work in Franklin County, while the remaining 26.5% work outside the County.

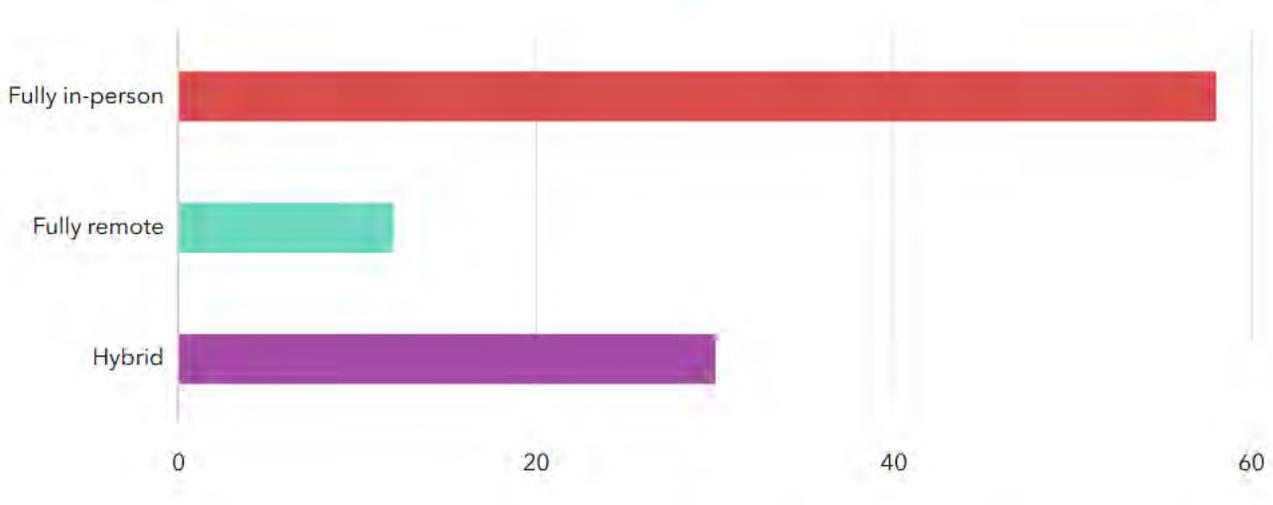
The 100 respondents who said they work in Franklin County were asked the following questions:



WHAT IS YOUR MODE OF WORK?

Of the 100 respondents, 58% work fully in-person, while 30% work in a hybrid format, and 12% work fully remotely.

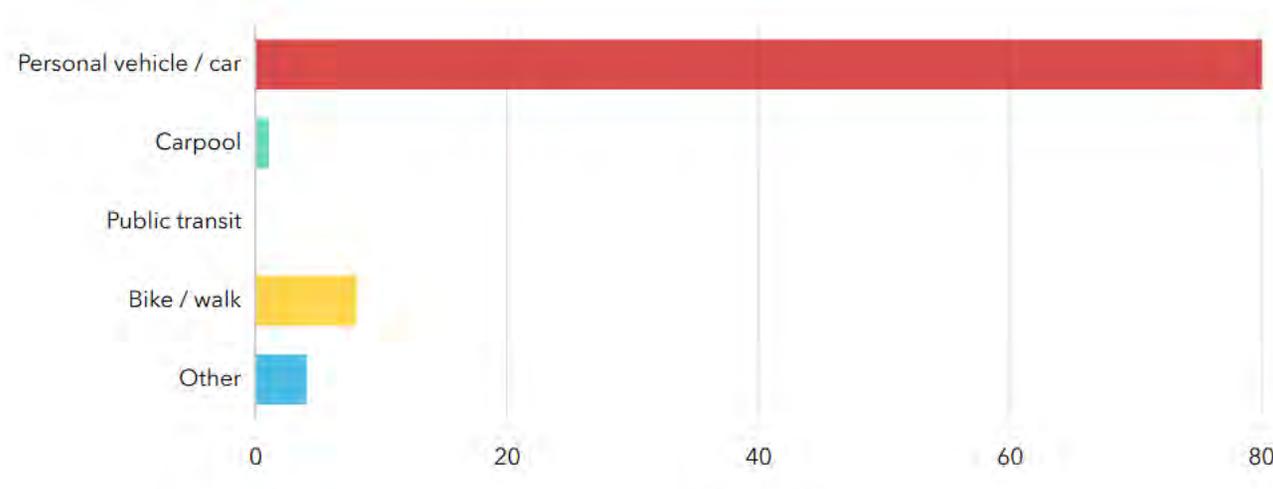
The 88 respondents who said they work in-person or in a hybrid format were asked the following question:



HOW DO YOU COMMUTE TO WORK?

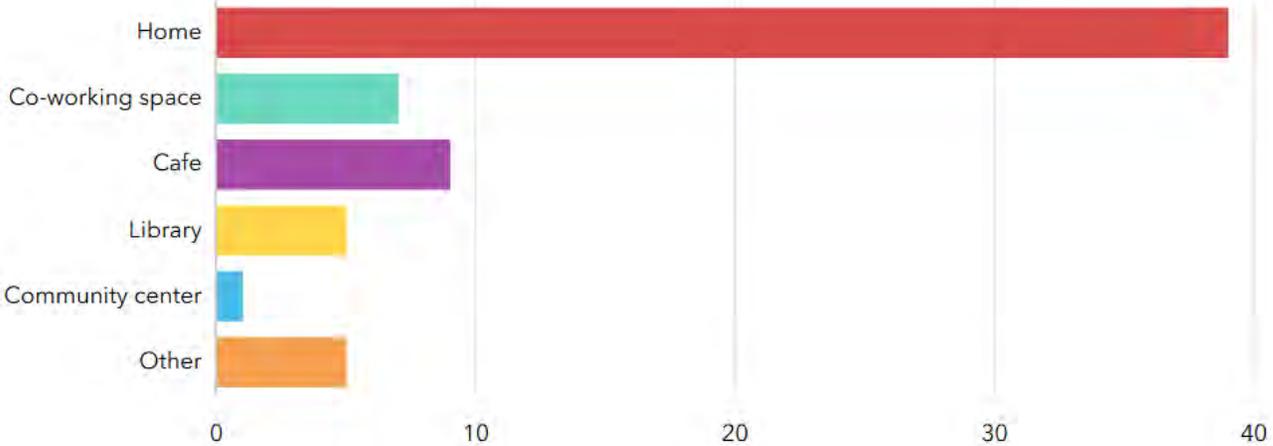
Of the 88 respondents, 90.1% use a personal vehicle or car to commute to work, while 1.1% carpool and 9.1% bike or walk. None of the respondents use public transport.

The 42 respondents who said they work fully remote or in a hybrid format were asked the following question:



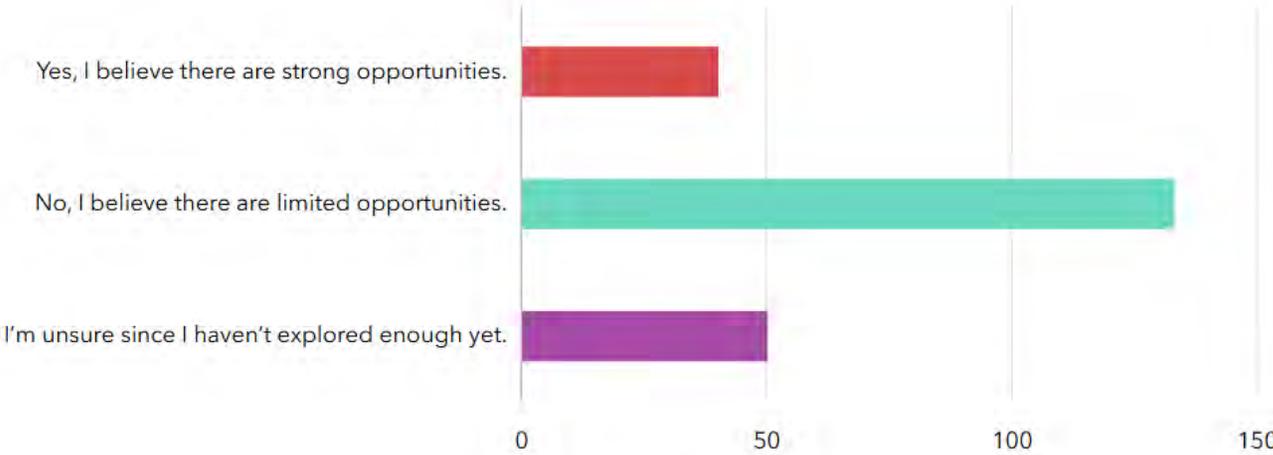
WHICH OF THE FOLLOWING LOCATIONS DO YOU USE FOR HYBRID OR REMOTE WORK?

Of the 42 responses to this question, 92.9% of respondents work from home, while 21.4% work from a café, 16.7% use a co-working space, 11.9% work from a library, and 2.4% work from a community center.



1.3 DO YOU FEEL THAT FRANKLIN COUNTY OFFERS GOOD OPPORTUNITIES FOR YOUR CAREER GROWTH?

Of the 223 responses to this question, 59.6% of respondents believe that Franklin County has limited opportunities for career growth, 22.4% are unsure/unaware, and 17.9% believe that the County offers good opportunities for career growth.

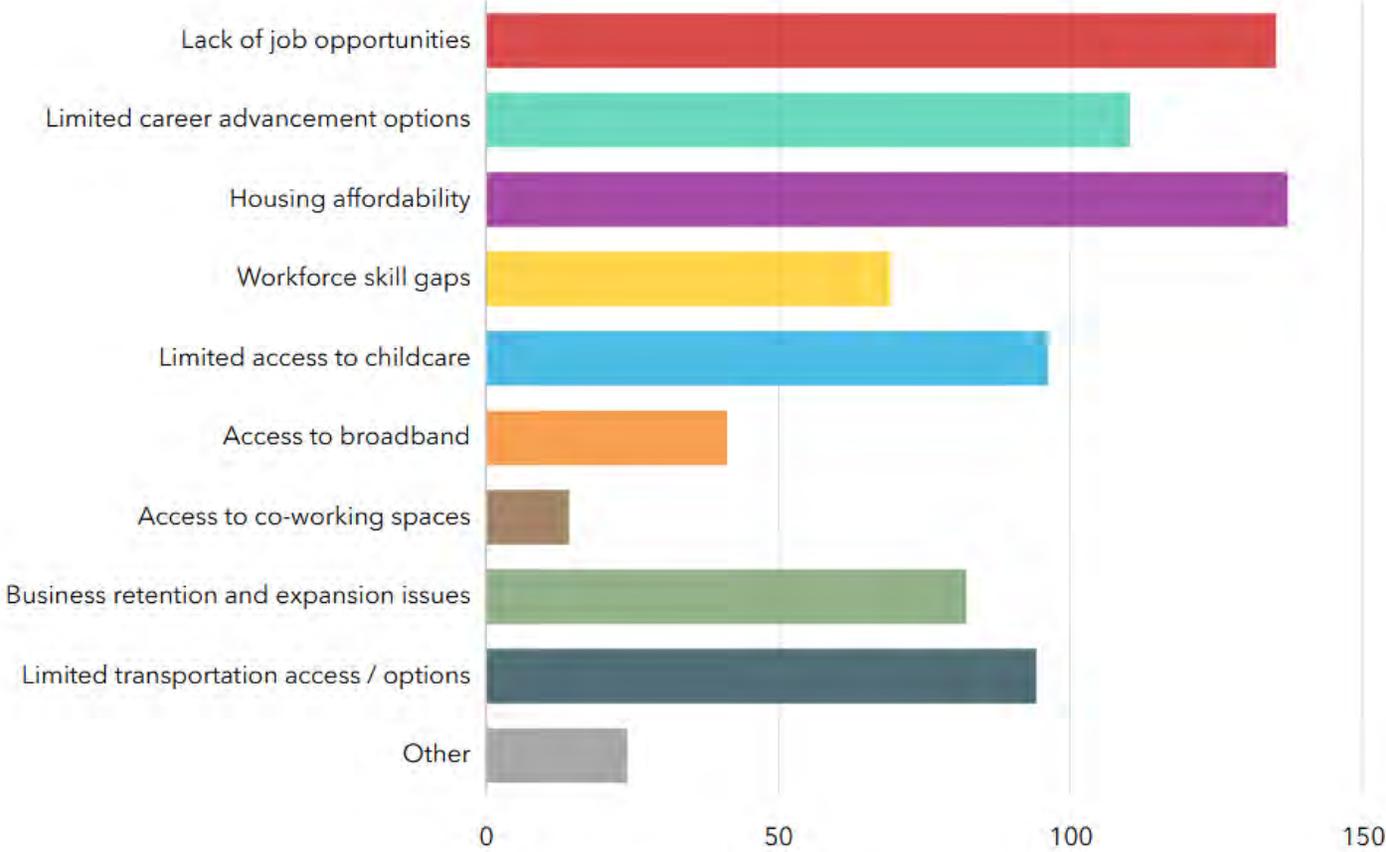


2.2 WHAT ARE THE BIGGEST ECONOMIC CHALLENGES FACING RESIDENTS OF FRANKLIN COUNTY?

Of the 223 responses to this question, the biggest economic challenges that respondents identified were as follows:

1. Housing affordability – 61.4%
2. Lack of job opportunities – 60.5%
3. Limited career advancement options – 49.3%

Lack of job opportunities	60.5%
Limited career advancement options	49.3%
Housing affordability	61.4%
Workforce skill gaps	30.9%
Limited access to childcare	43.1%
Access to broadband	18.4%
Access to co-working spaces	6.3%
Business retention and expansion issues	36.8%
Limited transportation access / options	42.2%
Other	10.8%



- Sustainable development and revitalization - 20.2% of respondents show significant interest in responsible growth, adaptive reuse of existing buildings, and revitalizing downtowns to create community-focused microeconomies.
- Tourism - While some responses express concern about overreliance on tourism, 19.1% of respondents see potential in developing a more robust, sustainable tourism economy centered on outdoor recreation, cultural attractions, and year-round activities.
- Support for local businesses and entrepreneurship - 17.4% of respondents envision a future built around small, locally owned businesses and entrepreneurial ventures that serve residents and contribute to community identity.
- Affordable housing - 15.7% of respondents note housing availability and affordability as critical to retaining residents and attracting new families, workers, and entrepreneurs.
- Civic and social infrastructure 12.4% of respondents emphasize the necessity of wraparound services for the local workforce, such as childcare, elder care, and healthcare access, to attract and retain long-term populations.
- Higher-paying job opportunities - 11.2% of respondents highlight the need for better-paying, year-round employment - especially in remote work, trades, and emerging sectors.
- Cultural amenities and downtown vitality - 11.2% of respondents envision vibrant, walkable town centers with arts, cafes, music venues, and spaces that foster a sense of place and attract both residents and visitors.
- Infrastructure improvements - 6.7% of respondents see transportation, broadband, and utility upgrades as the basis to enable broader economic development.
- Education - 4.5% of respondents point to the need for funding for public school districts, early childhood care, and workforce development programs as ways to attract skilled, young professionals and their families to the County.
- Government roles and partnerships - 3.4% of respondents recognize the importance of local government in facilitating public-private collaboration, streamlining development processes, and investing in long-term strategies.
- Healthcare - 1.7% of respondents note the need for expanded healthcare access across all age groups and communities, and also recognize healthcare as an industry with employment opportunities in Franklin County.

2.5 IN YOUR OPINION, WHAT ARE THE BIGGEST BARRIERS TO ACHIEVING YOUR VISION?

This open-ended question received 164 responses. Overall, respondents call for more foundational support systems, local investment by government and private entities, and visionary leadership.

Some of the key challenges that respondents identified are listed below:

- Affordable housing – 27.4% of respondents identified affordable housing and limited housing stock as a barrier to economic development, noting the lack of year-round, livable housing options—particularly for young families, seasonal workers, and new residents.
- Government mistrust or lack of visionary public leadership – This issue was highlighted by 28.7% of respondents, who expressed frustrations with bureaucracy, a perceived lack of coordination across agencies, underinvestment, and missed opportunities for forward-looking policies.
- Lack of high-paying jobs – 23.2% of respondents called for diverse avenues of employment that offer livable wages, career advancement, and year-round stability.
- Limited support for local businesses – 13.4% of respondents noted this as a barrier and spoke about challenges in attracting new employers to the area. Common concerns about business attraction include access to capital, the state of commercial real estate, and the influence of outside investors.
- Public infrastructure gaps (such as unreliable transportation, broadband, and utilities) – 9.8% of respondents identified gaps in public infrastructure as barriers to both resident quality of life and business growth.
- Seasonal, tourism-based economy – 9.1% of respondents view this as a limitation, especially in regard to off-season employment and business viability.
- Lack of educational and job training opportunities – 7.9% of respondents cited this as a barrier, particularly in relation to skilled trades, remote work, and workforce readiness.
- Limited civic services (including childcare, elder care, and healthcare access) – 5.5% of respondents flagged the lack of wraparound services as a major drawback towards workforce participation and quality of life.
- Lack of community amenities and vibrant town centers – 6.7% of respondents called for the revitalization of downtowns, with specific mentions of more "third spaces" and family-friendly destinations, higher frequency of events, and revitalized local experience.
- Drug use, mental health, and related social issues – 2.4% of respondents noted a rise in drug use-related and mental health-related issues and called for more supportive services.

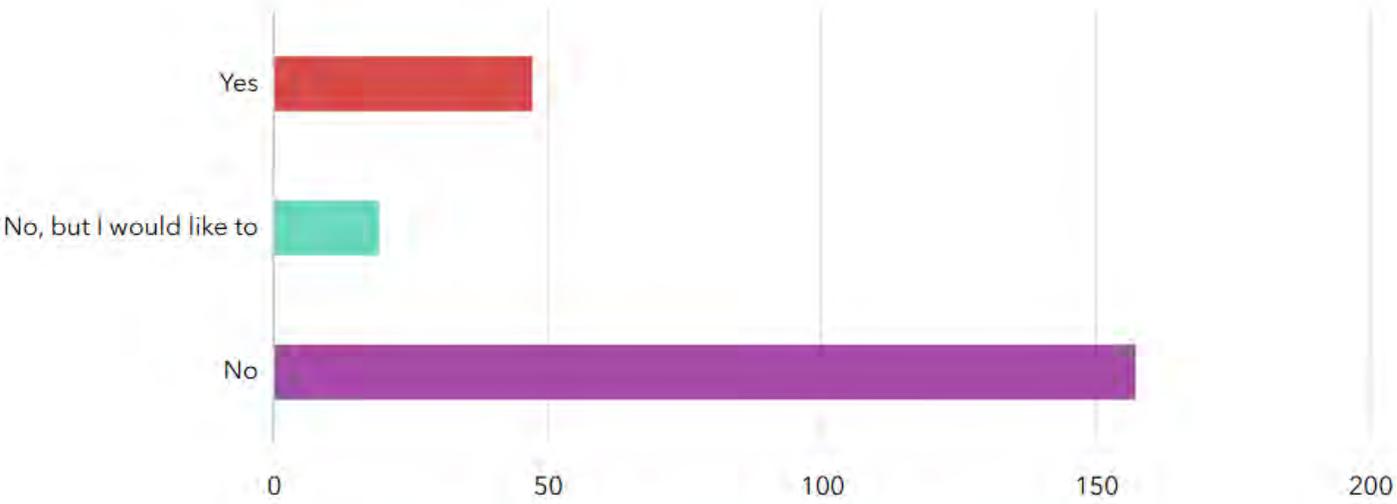


- 11. Support for local businesses - 6.1% of respondents proposed stronger local business support, including access to capital, business startup education, and façade / building renovation grants.
- 12. Improved community services - 4.8% of respondents called for improved community services such as childcare, elder care, and access to healthcare to support working families and aging populations.

SECTION 3

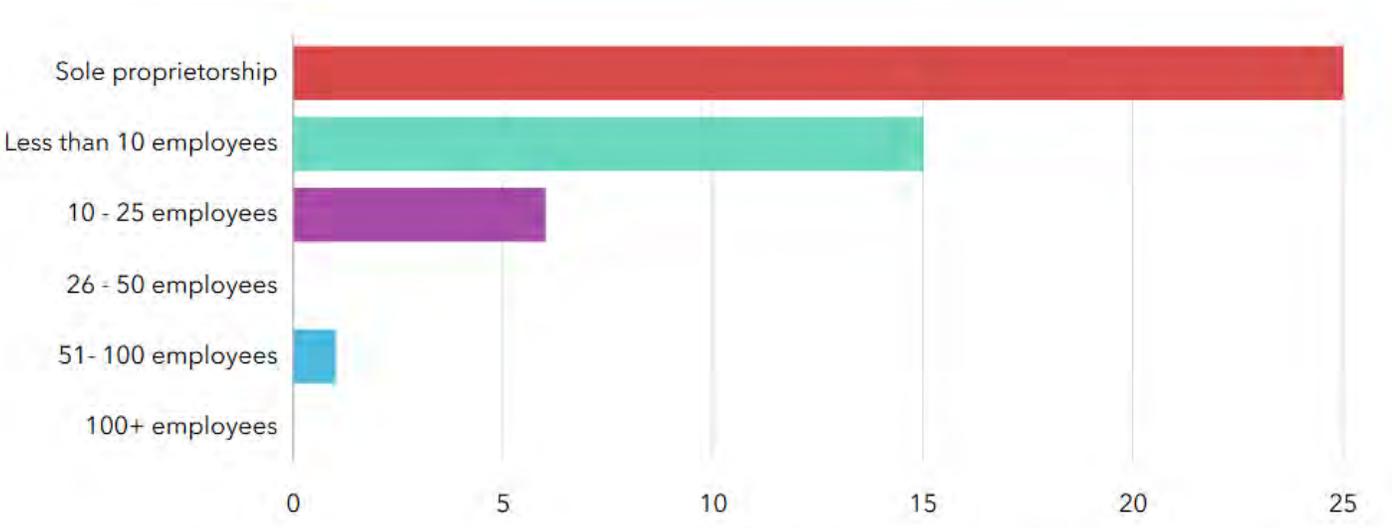
FOR BUSINESS OWNERS / EMPLOYERS

This section aims to understand concerns and needs specific to business owners and operators in Franklin County, and their perspectives on how the FCEDC could better support businesses and employment in the County. Respondents were first asked if they own or operate a business in the County. The 47 respondents who said that they own / operate a business in the County were asked the following questions.



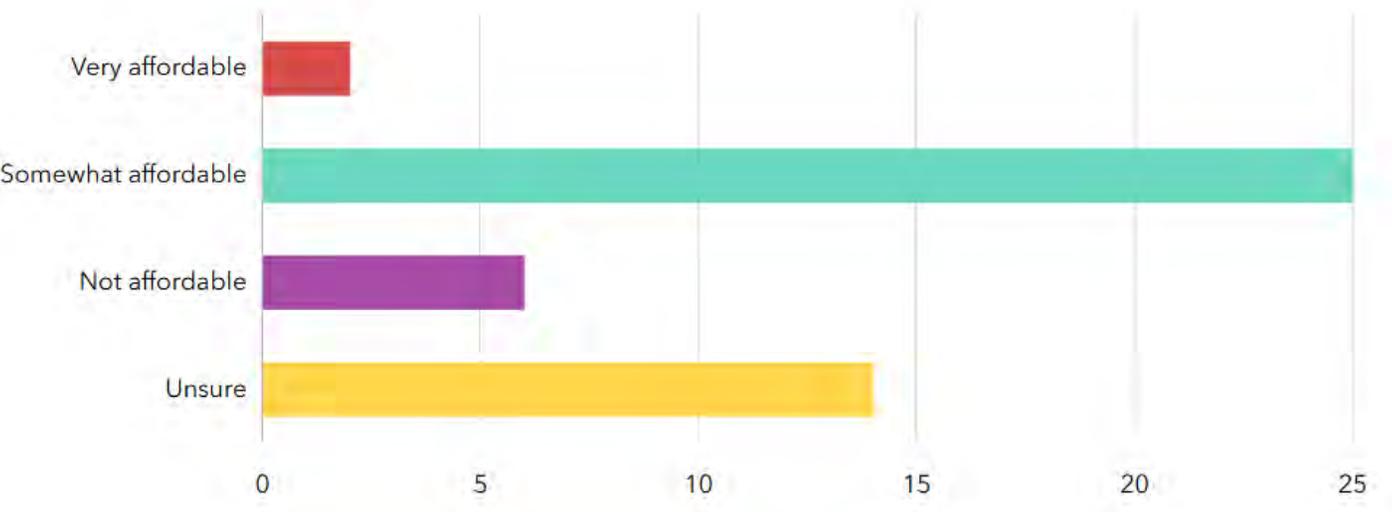
3.1 HOW MANY PEOPLE DOES YOUR BUSINESS EMPLOY?

Of the 47 respondents who own a business in Franklin County, 53.2% own a sole proprietorship business, while 31.9% of respondents employ under 10 people, 12.8% of respondents employ 10 – 25 people, and 2.1% of respondents’ businesses have 51 – 100 employees.



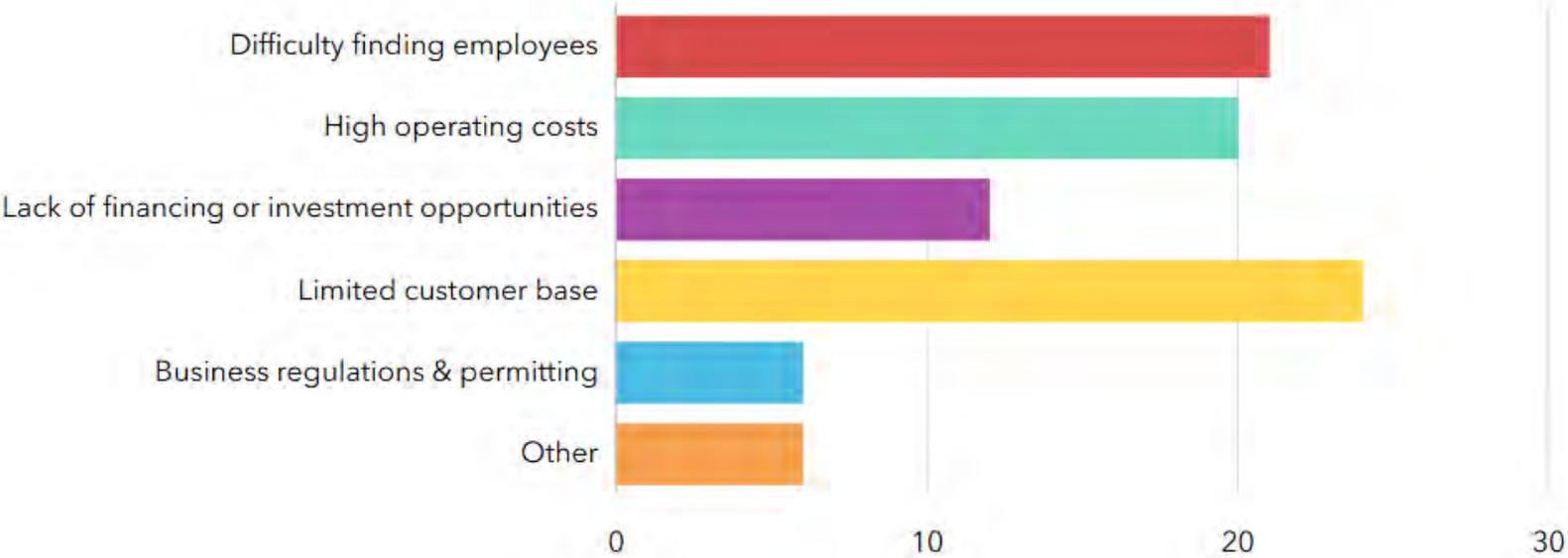
3.2 HOW AFFORDABLE IS COMMERCIAL / INDUSTRIAL REAL ESTATE IN THE REGION?

Of the 47 total responses to this question, 53.2% of respondents said that commercial real estate is somewhat affordable, while 29.8% were unsure. 12.8% believe that commercial real estate is not affordable, while 4.3% state that it is very affordable.



3.3 WHAT CHALLENGES DO YOU FACE AS A BUSINESS OWNER / EMPLOYER?

Of the 47 responses to this question, 51.1% of respondents said that a limited customer base is a significant challenge. 44.7% of employers have difficulty finding employees, and 42.6% of respondents also cited high operating costs as a challenge. 25.5% of respondents find the lack of financing or investment opportunities to be a barrier to business operations, while 12.8% highlight business regulations and permitting as a challenge. Some other reasons provided by respondents include the seasonal lulls in customer base, and employees unable to find affordable housing and wraparound services such as childcare.

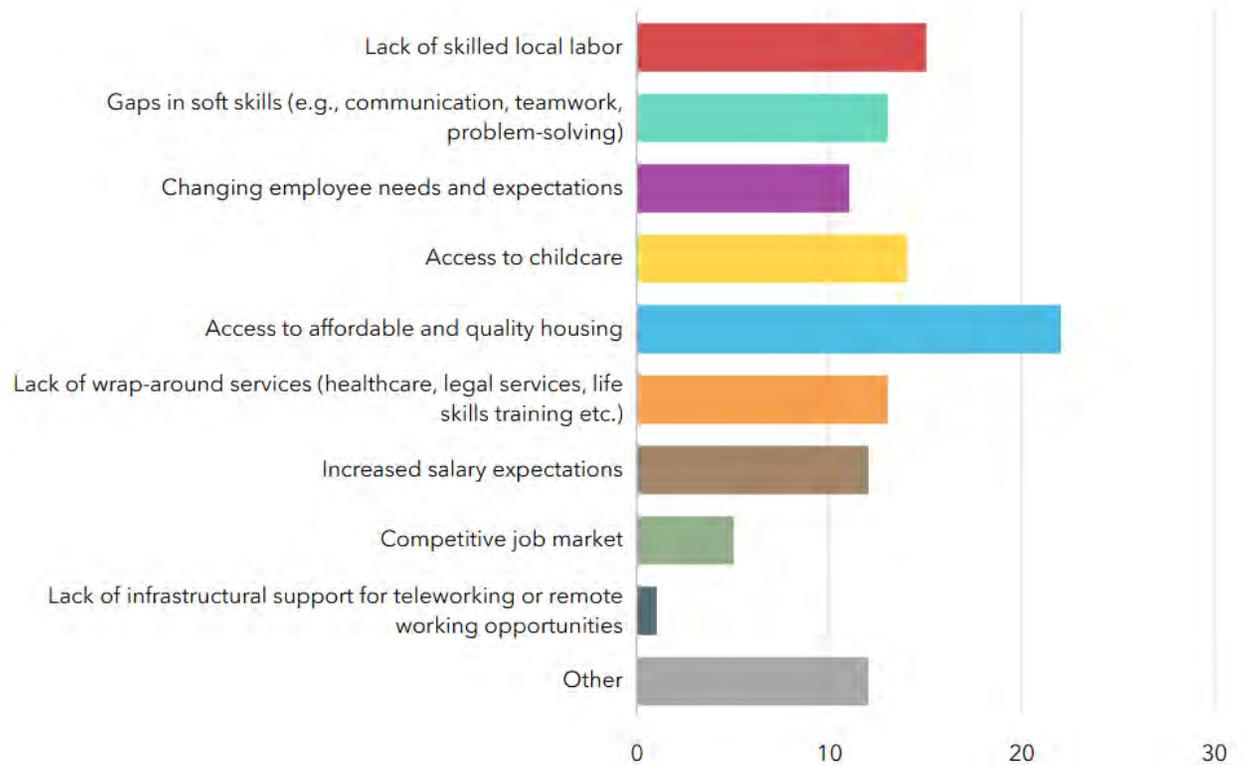


3.4 WHAT ARE THE CHALLENGES YOU FACE IN ATTRACTING AND RETAINING A SKILLED WORKFORCE IN THE COUNTY?

Of the 47 responses to this question, 46.8% of respondents cite the lack of access to affordable and quality housing as a barrier to attracting and retaining a skilled workforce.

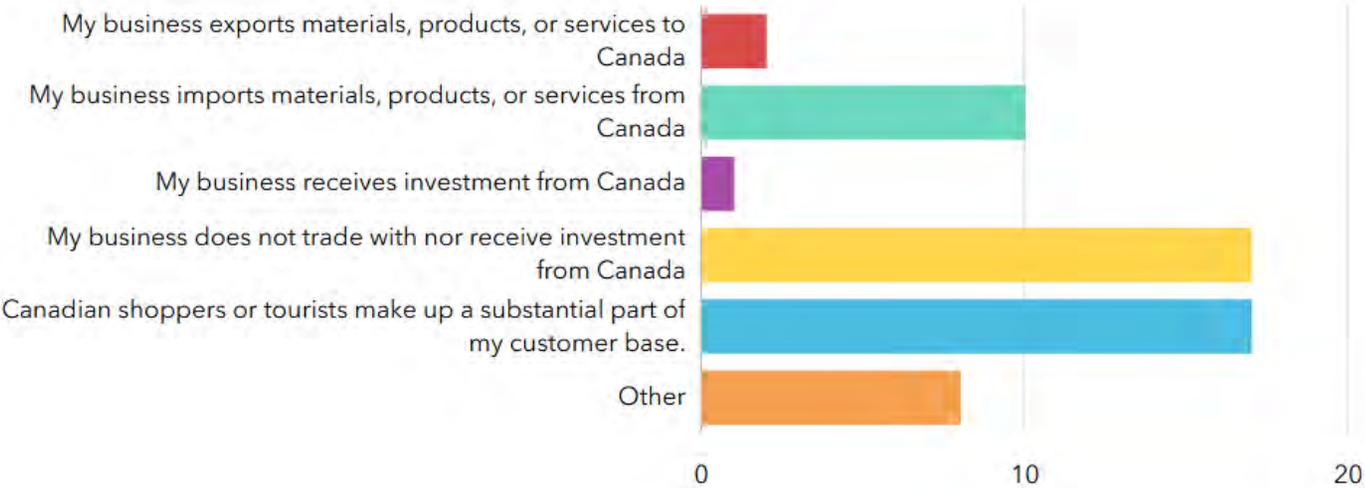
Other reasons that respondents quoted are listed below:

Access to affordable and quality housing	46.8%
Lack of skilled local labor	31.9%
Access to childcare	29.8%
Gaps in soft skills (communication, teamwork, problem-solving, etc.)	27.7%
Lack of wraparound services (healthcare, legal services, life skills training, etc.)	27.7%
increased salary expectations	25.5%
Changing employee needs and expectations	23.4%
Competitive job market	10.6%
Lack of infrastructural support for teleworking or remote working opportunities	2.1%
Not applicable	12.8%



3.5 TO WHAT DEGREE DOES YOUR BUSINESS RELY ON CANADA?

Of the 47 responses to this question, 36.2% of respondents stated that their businesses do not receive investment from, or trade with, Canada, while 36.2% of respondents said that Canadian shoppers or tourists make up a significant part of their customer base. 21.3% of respondents' businesses import materials, products or services from Canada, while 4.3% of respondents export the same to Canada. 2.1% of respondents stated that their business receives investment from Canada, while 8.5% of respondents stated that their businesses do not rely on Canada at all.

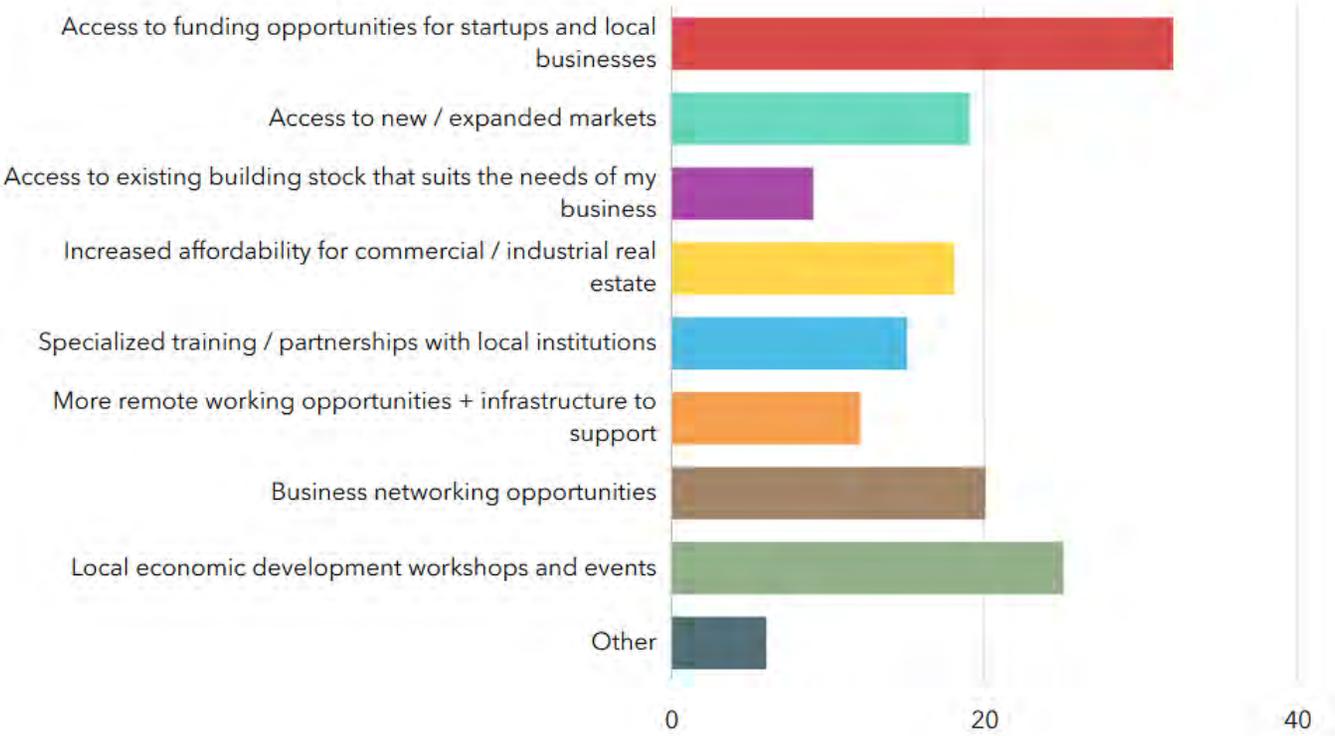


The 66 respondents who stated that they are current or prospective business owners in the County were asked the following question:

3.6 WHAT SUPPORT WOULD YOU NEED AS A CURRENT / PROSPECTIVE BUSINESS OWNER IN FRANKLIN COUNTY?

Of the 66 responses to this question, 48.5% of respondents stated that access to funding for startups and local businesses would be the most ideal form of support for businesses, while 37.9% of respondents favored local economic development workshops and events.

A summary of all responses is listed below:



Access to funding opportunities for startups and local businesses	48.5%
Local economic development workshops and events	37.9%
Business networking opportunities	30.3%
Access to new / expanded markets	28.8%
Increased affordability for commercial / industrial real estate	27.3%
Specialized training / partnerships with local institutions	22.7%
More remote working opportunities + infrastructure to support	18.2%
Access to existing building stock that suits the needs of my business	13.6%

- Historic and cultural value – 3.8% of respondents view the region’s heritage, historic towns, and unique cultural character as assets that add value to their daily lives.
- Access to services (healthcare, utilities, etc.) - While not widely cited, 3.2% of respondents mentioned the availability of, and well-maintained, essential services such as roads, healthcare, and utilities.
- Jobs and businesses – 1.3% of respondents cited employment opportunities related to tourism and access to a wide variety of businesses as a key reason to reside in the County.

The following three questions asked respondents to assess the quality of specific elements of public infrastructure, housing, community assets, and amenities in Franklin County on a three-point scale from ‘Good’ to ‘Fair’ to ‘Poor’, or ‘Unsure’.

4.2 PLEASE RATE THE QUALITY OF PUBLIC INFRASTRUCTURE IN FRANKLIN COUNTY.

Respondents rated snowmobile trails, hiking trails, and public parks as strong assets. Emergency services received mixed reviews (good to fair), while roads, sidewalks, and the internet were rated fair. Healthcare was perceived as fair to poor, and public transit and airports were generally regarded as subpar.

	NUMBER	GOOD	FAIR	POOR	UNSURE
a. Roadways	228	22.8%	50.0%	25.0%	2.2%
b. Sidewalks and walking infrastructure	225	9.3%	47.1%	37.3%	6.2%
c. Biking infrastructure	228	21.5%	32.5%	29.4%	16.7%
d. Snowmobile trails	226	40.3%	20.8%	3.1%	35.8%
e. Hiking trails	227	62.6%	23.3%	1.8%	12.3%
f. Public transit	227	2.6%	22.5%	59.5%	15.4%
g. Airports	226	15.0%	31.3%	38.5%	15.0%
h. Internet / broadband	228	20.6%	45.2%	26.8%	7.5%
i. Public parks and open spaces	227	57.7%	33.9%	6.2%	2.2%
j. Emergency services	228	39.5%	39.0%	11.4%	10.1%
k. Healthcare	228	27.2%	35.5%	31.1%	6.1%

4.3 PLEASE RATE THE QUALITY OF COMMUNITY ASSETS IN FRANKLIN COUNTY.

Primary and secondary education and family-friendly destinations were rated from good to fair, while trade schools, colleges, cultural institutions, and youth programming were seen as fair. Workforce development, childcare, and elder care were rated as fair to poor, with no assets consistently rated as good or poor.

	NUMBER	GOOD	FAIR	POOR	UNSURE
a. Primary and secondary education	222	34.2%	38.3%	11.3%	16.2%
b. Trade schools	221	18.1%	31.7%	22.2%	28.0%
c. Workforce development	218	5.1%	35.8%	30.7%	27.4%
d. Higher education (Colleges and universities)	222	27.2%	37.5%	25.7%	9.6%
e. Cultural institutions	220	21.2%	39.3%	33.4%	6.1%
f. Childcare	219	2.3%	15.4%	49.8%	32.5%
g. Eldercare	220	2.6%	21.3%	45.9%	30.2%
h. Family-friendly destinations	221	40.7%	40.7%	13.5%	5.1%
i. Youth programming	221	16.1%	35.3%	24.9%	23.7%

4.4 PLEASE RATE THE QUALITY OF HOUSING AND DOWNTOWN AMENITIES IN FRANKLIN COUNTY.

Housing and downtown amenities were identified by respondents as a crucial gap in Franklin County, negatively impacting the quality of life across several parameters. Food and beverage options were rated fair, while housing availability and affordability, retail and entertainment destinations, and access to jobs were consistently rated poor. No amenities were rated as good.

	NUMBER	GOOD	FAIR	POOR	UNSURE
a. Housing availability	223	3.1%	27.4%	61.0%	8.5%
b. Housing affordability	223	5.4%	24.2%	34.1%	6.3%
c. Retail destinations	221	7.2%	37.1%	53.8%	1.8%
d. Entertainment destinations	220	14.5%	36.8%	46.8%	1.8%
e. Food & beverage options	222	20.7%	43.7%	34.7%	0.9%
f. Access to jobs	221	5.0%	34.8%	47.5%	12.7%

A summary of the responses is listed below:

- More vibrant downtowns – 31.6% of respondents called for more restaurants, shopping, arts venues, and entertainment options to enhance quality of life and create year-round activity.
- Career growth – 17.3% of respondents expressed a need for better-paying jobs, local career growth opportunities, and expanded training in trades and professional fields.
- Essential infrastructure and services – 17.3% of respondents found improving roads, healthcare access, elder care, and other basic services to be a priority, especially in rural areas of the County.
- Planning and policy – 14.3% of respondents wanted stronger planning efforts, policy reforms, and equitable distribution of resources across the county.
- Overall affordability and lower taxes – 10.2% of respondents mentioned high property taxes and the overall cost of living as barriers to long-term stability.
- Affordable and quality housing – 9.2% of respondents were concerned about the condition and cost of available rentals and homes, and requested better measures for quality control and incentives to improve housing stock.
- Transportation – 8.2% of respondents called for expanded public transportation and better interconnectivity between towns and out-of-county destinations.
- Welcoming communities – 5.1% of respondents stressed the need to make the community more welcoming for everyone, especially new residents and those who may feel underrepresented.
- Access to nature – 4.1% of respondents advocated for expanding and improving public access to outdoor amenities like trails, parks, and waterways.
- Indoor and child-friendly gathering spaces – 3.1% of respondents suggested more indoor spaces for children and families, especially during cold months, to encourage engagement across age groups.

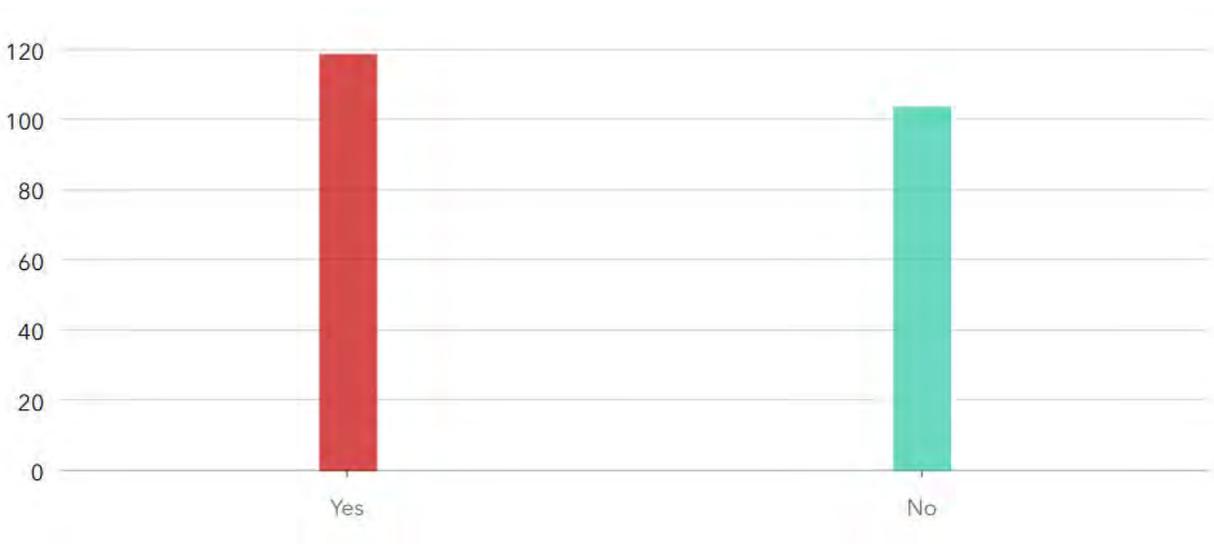
SECTION 5

ABOUT THE FRANKLIN COUNTY EDC

This section aims to understand the public's perception of the FCEDC and its work and initiatives.

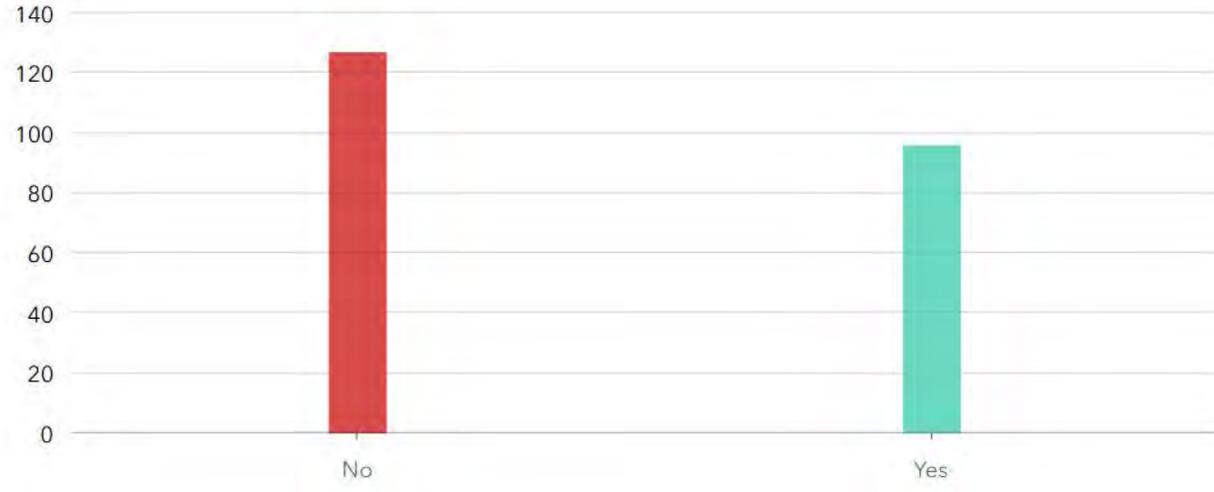
5.1 ARE YOU FAMILIAR WITH THE FRANKLIN COUNTY ECONOMIC DEVELOPMENT CORPORATION AND THE SERVICES IT OFFERS?

Of the 223 responses to this question, 53.4% of respondents said that they are aware of the FCEDC and its services, while the remaining 46.6% said that they are unaware.



5.2 WOULD YOU LIKE TO RECEIVE UPDATES ON FRANKLIN COUNTY'S ECONOMIC DEVELOPMENT EFFORTS?

Of the 223 responses to this question, 43.1% of respondents said that they would like to receive updates on Franklin County's economic development efforts and provided email IDs as a means of contact.



SECTION 6

DEMOGRAPHICS

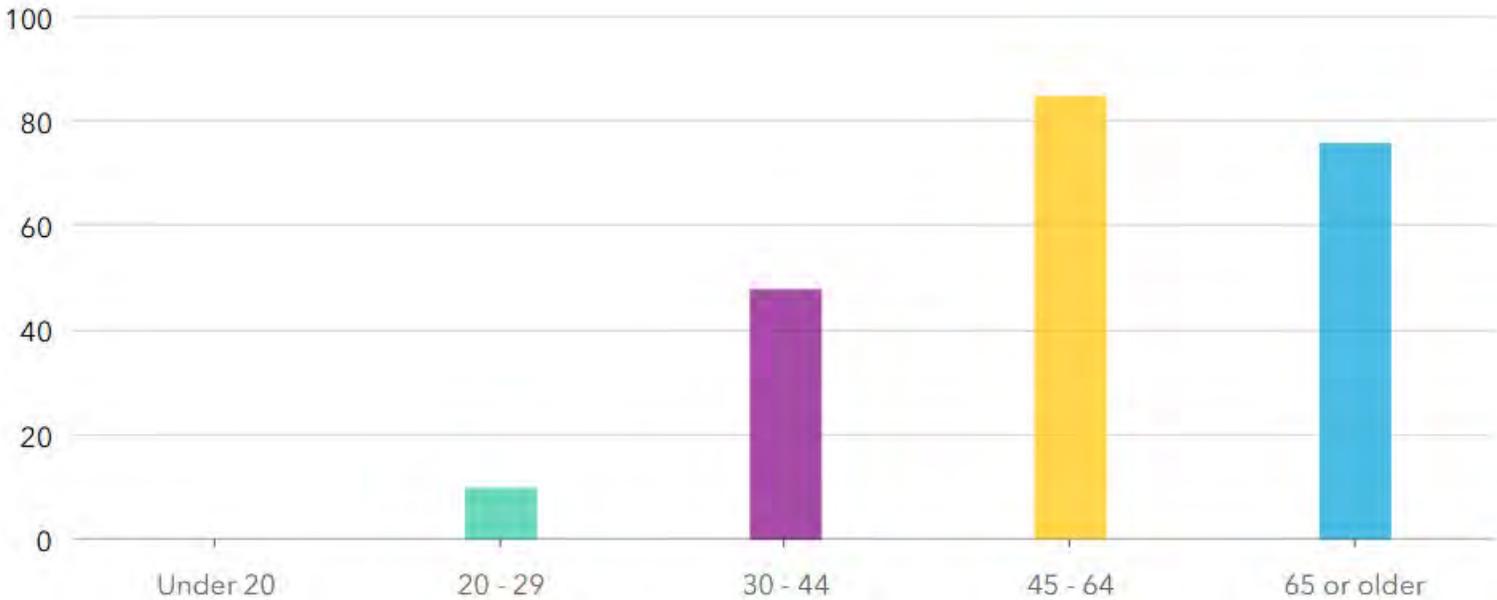
This section was entirely optional for respondents to answer and aimed to understand who was answering the survey. Midway through the survey period, this information was used to conduct specific, targeted outreach to communities or age groups that hadn't responded to the survey and invite feedback and input from them.

6.1 WHAT IS THE PRIMARY LANGUAGE SPOKEN IN YOUR HOUSEHOLD?

This question received 207 responses, of which 100% of respondents stated that English was the primary language in their household. 1% of respondents additionally mentioned French.

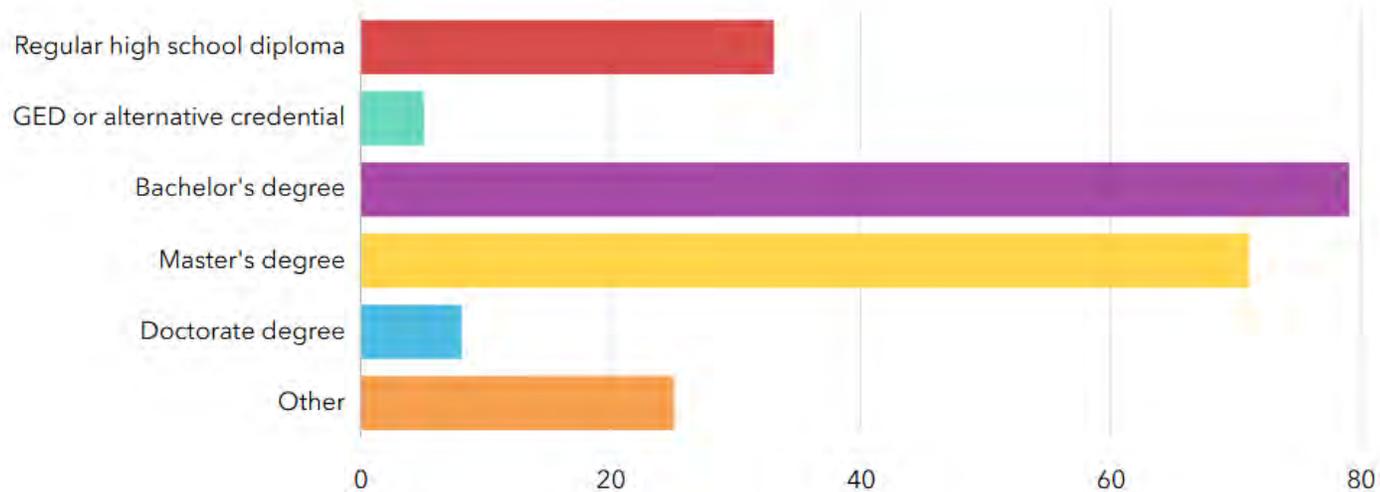
6.2 WHAT IS YOUR AGE?

Of the 219 responses to this question, the highest number of responses came from respondents aged 45-64 (38.8%), followed by respondents aged 65 or older (34.7%). 21.9% of respondents were aged between 30 and 44, while 4.6% were from the 20-29 age group. There were no responses from anyone younger than 20.



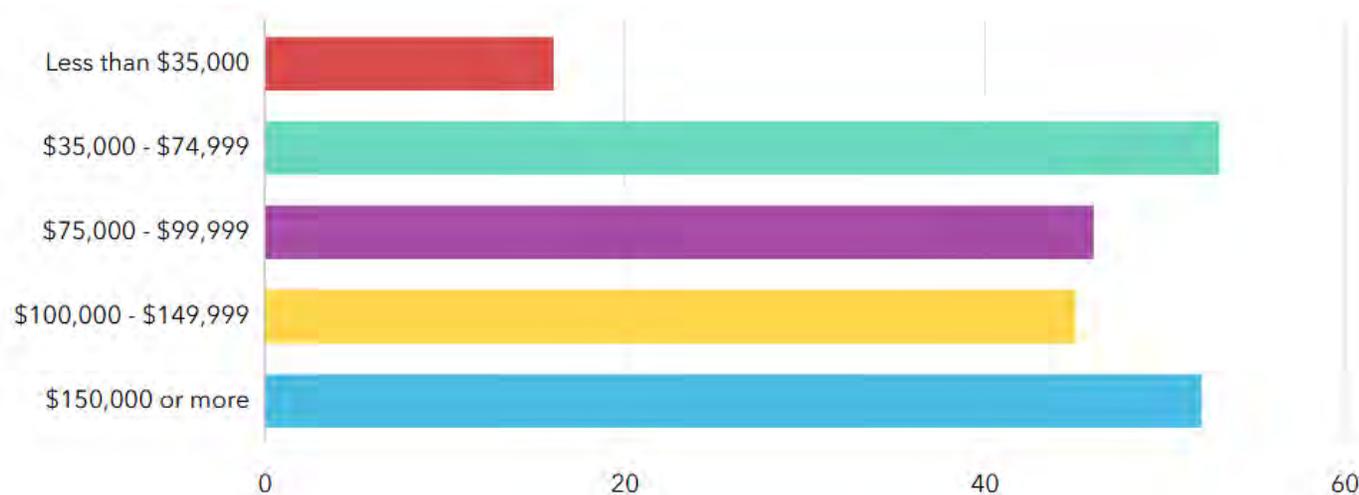
6.3 WHAT IS THE HIGHEST DEGREE OR LEVEL OF SCHOOL YOU HAVE COMPLETED?

This question received 221 responses, of which 35.7% of respondents have completed a bachelor's degree, and 32.1% of respondents have completed a master's degree. 14.9% of respondents have completed a regular high school diploma, while 2.3% have a GED or equivalent alternate credentials. 3.6% of respondents hold a doctorate degree, while an additional 3.6% of respondents have an associate degree.



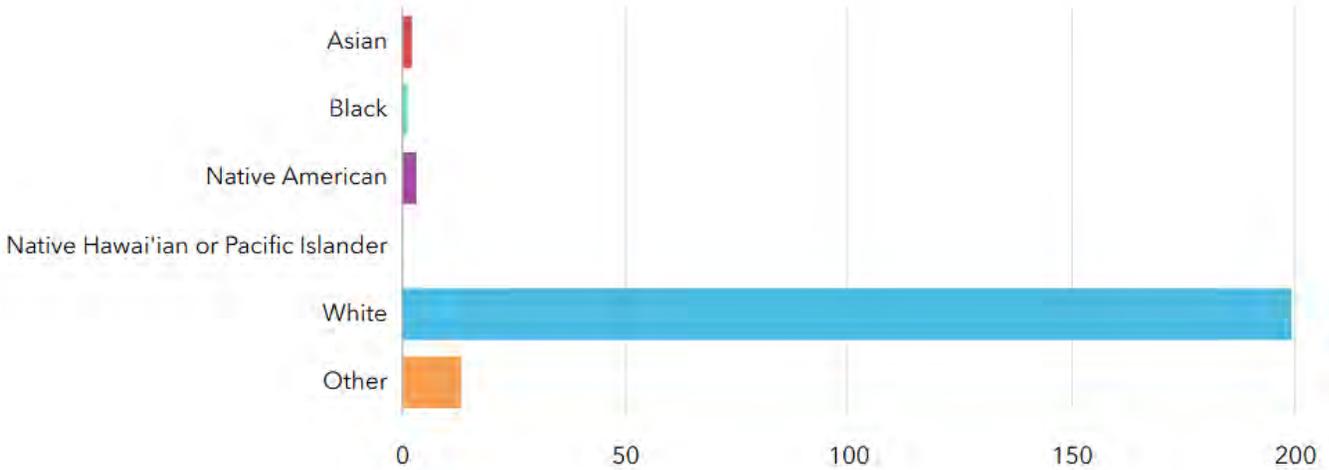
6.4 WHAT IS YOUR APPROXIMATE HOUSEHOLD INCOME?

Of the 212 responses to this question, 25.0% of respondents' household income ranges between \$35,000 and \$74,999, followed by 24.5% of respondents with an annual household income of over \$150,000. 21.7% of respondents' households have an income of \$75,000 - \$99,999, while 21.2% of respondents' household incomes range from \$100,000 to \$149,999. 7.5% of respondents have a household income of less than \$35,000 per year.



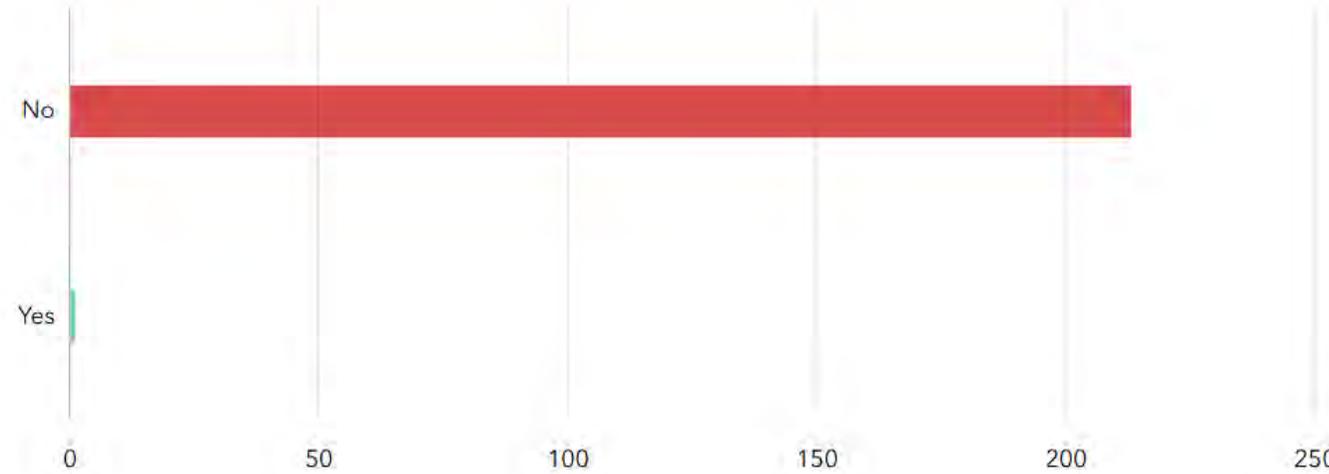
6.5 WHICH BEST DESCRIBES YOUR RACE OR ETHNICITY?

This question received 215 responses. 92.6% of respondents identify as White, 1.4% as Native American, 1% as Asian, and 0.5% as Black. 6.0% of respondents stated their race / ethnicity as 'Other' than the options provided.



6.6 ARE YOU OF HISPANIC ORIGIN?

This question received 214 responses, of which 99.5% of respondents are not of Hispanic origin, while 0.5% are of Hispanic origin.



ABOUT CAMOIN ASSOCIATES

As the nation’s only full-service economic development and lead generation consulting firm, Camoin Associates empowers communities through human connection backed by robust analytics.

Since 1999, Camoin Associates has helped local and state governments, economic development organizations, nonprofit organizations, and private businesses across the country generate economic results marked by resiliency and prosperity.

To learn more about our experience and projects in all of our service lines, please visit our website at www.camoinassociates.com. You can also find us on [LinkedIn](#), [Facebook](#), and [YouTube](#).

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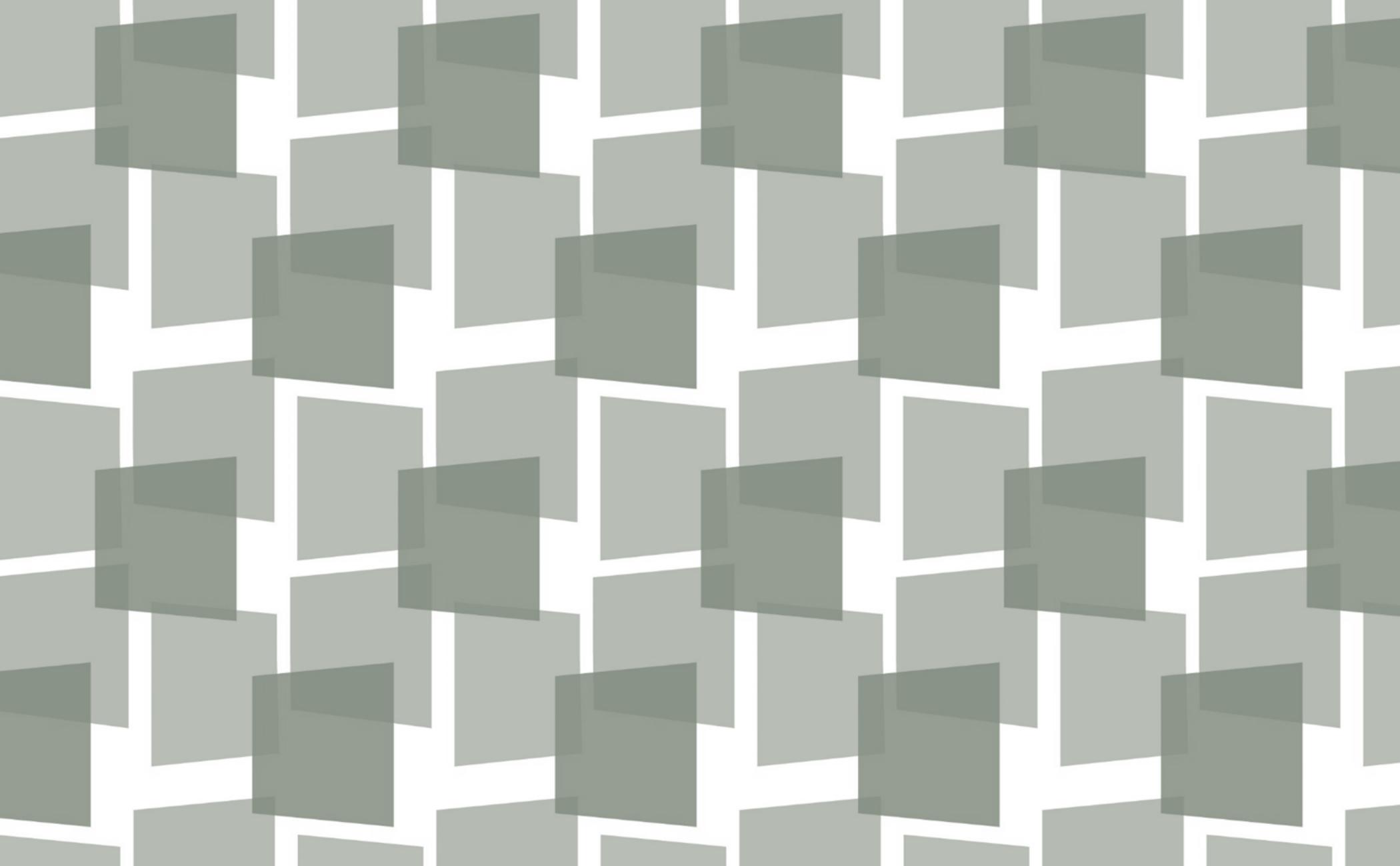
DAWN HAMMOND

Analyst

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