



Department
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Champlain Smart Growth Comprehensive Plan Task 10 Visioning Workshops Report June 2025

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Introduction

The Town and Village of Champlain Smart Growth Comprehensive Planning process included two public-facing visioning/community workshops held on December 5, 2024, and May 22, 2025.

The December 5, 2024, workshop was held at the Champlain Catholic Men's Club (CCMC), 3 Oak Street, Champlain NY for the purpose of informing the public about the findings of the planning process conducted to that point and to solicit public input on existing resources, community character, and future growth. The CCMC is a well-known community venue that hosts weddings and other social events. Refreshments were served. The Workshop ran from 5:30 p.m. to 7:30 p.m. A series of seventeen 24"x36" posters were hung on easels around the hall. Attendees were welcomed to stroll throughout the venue to view each poster at their leisure. Post-it notes and pens were provided for written comments. The Workshop was advertised on the Town and Villages' social media pages, on the Town's Comprehensive Plan website, and on fliers distributed at key locations throughout the town. Approximately two dozen people attended the event. A report was prepared by AES Northeast, Project Consultants dated February 12, 2025. The results of which are consolidated in Section 3 and 4 of this report.

The May 22, 2025, workshop was held at the St Mary's Parish Community Center, 86 Church Street, Champlain, NY. The event ran from 6:00 p.m. to 8:00 p.m. Refreshments were served. The Workshop was advertised on the Town and Villages' social media pages, on the Town's Comprehensive Plan website, and on fliers distributed at key locations throughout the town. Approximately 22 local folks attended the event. Having heard from the community through surveys, interviews, and the first workshop, the second workshop/community meeting was all about moving forward. The community leadership wanted to go beyond opinions and work

together on real, practical ideas that can help Champlain grow in a smart, fair, and sustainable way. Workshop Goals included talking through ideas for how the community can grow and improve; finding realistic solutions—things we can actually do; working together to figure out what's most important to focus on first. Accordingly, the Comprehensive Plan Committee Members served as facilitators of four focused small group discussion tables. The Mayor and Town Supervisor “floated” amongst the various tables and served as meeting hosts. An evaluation form was handed out at the conclusion of the event. Participants approved of the approach, contents, and the opportunity to engage in dialogue with each other. Participants suggested that future events be heavily advertised, and that additional time be planned for discussion and exchange of ideas.



This Report has four major sections:

Section 1: Provides a *Strawman Visioning Statement* that continues to develop based upon each engagement activity.

Section 2: Provides results from the May 22, 2025, event organized by each table topic.

Section 3: Presents a cumulative Strengths/Weaknesses/Opportunities/Threats (SWOT) statement generated from the stakeholder interview results (See Task 7b Report dated 01/10/2025) with content contributions from the December 2024 and May 2025 Visioning events.

Section 4: Provides a discussion of outstanding issues and an accumulating list of programs, projects, and important ideas for the record going forward. Together with the results of the community survey the

SWOT and Section 4 can be used to inform the Comprehensive Plan document as it is developed.

While this report will serve as an “appendix” to the Comprehensive Plan document, excerpts will be used to inform the plan document as it evolves and rolls out. A comparison between the Community Survey, Visioning Events, Stakeholder Interviews, and other community engagement results will help determine the consistency of community input over the various public participation avenues.

Section 1: A Vision For Champlain's Future

We are proud to be a clean, kid-friendly, hospitable, close-knit, affordable, and bustling border community on beautiful Lake Champlain.

We like being less than one hour's drive to Burlington, Vermont, Plattsburgh, and Montreal, Canada for work, shopping, and other services.

Our abundant and rich farmland gives us plenty of open space that complements our Lake Champlain and Chazy River shorelines.

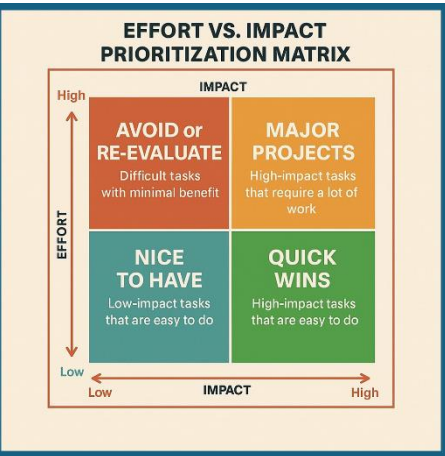
We are well placed with plenty of affordable housing, varied recreational opportunities, services, and businesses giving easy access and convenience to our diverse residents.

We love our Town and intentionally strive to grow purposefully and carefully.



Section 2: May 22, 2025, Community Visioning Event Results

Table-Based Breakout Discussions and Group Presentations: Growth Challenges & Solutions



While the goal of the small group discussions was to wrestle with the questions guiding discussion, we also asked the participants to organize their final recommendations based upon the 2x2 prioritization matrix in order to understand effort and impact. The results are also organized by how the various table's envisioned their suggestions according to the matrix criteria.

There was also general discussion about the Town/Village's relationship with the North Country Chamber of Commerce, which is largely centered on Plattsburgh, but serves, and has membership from throughout the region. Champlain Town/Village leaders reported at the meeting that efforts to build more bridges between the community and the Chamber are ongoing and that incremental progress is being made to gain attention and access the resources of the Chamber to the benefit of Champlain, its businesses, and its people.

It was also suggested that non-member businesses host an independent networking event to discuss Champlain-focused business issues and concerns to supplement the efforts of the Town and the Chamber.

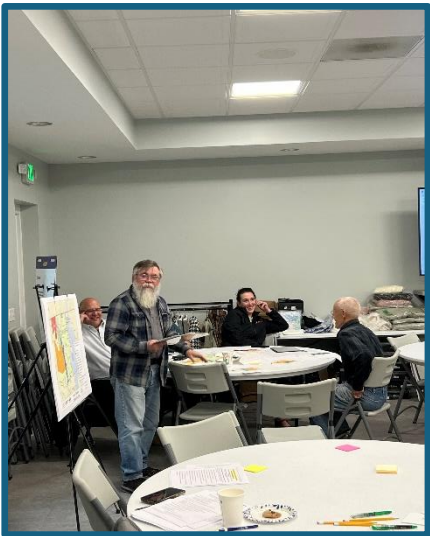


Table 1- Smart Growth Integration in Housing and Development Environmental Sustainability and Resilience

Questions Guiding the Discussion:

Smart Growth principles advocate for sustainable, walkable, and diverse housing solutions that prevent urban sprawl.

- *What zoning or policy changes could help create more affordable housing while preserving community character?*
- *How can Town and Village policies encourage public-private partnerships to develop mixed-income housing solutions?*
- *What financial mechanisms (e.g., tax incentives, land trusts, community land banks) could support sustainable housing growth?*
- *How can the Town and Village balance development with environmental conservation and prevent displacement?*

Sustainable growth requires integrating environmental protection into planning.

- *What regulatory or incentive-based strategies could encourage developers to integrate green building practices?*
- *What local policies could help mitigate flooding, protect water quality, or reduce heat islands?*
- *How can we create incentives for property owners to install renewable energy or adopt sustainable landscaping?*
- *How can we repurpose underutilized spaces into green spaces or community gardens?*

Participant Commentary:

Major Project:

- Improve pedestrian amenities along main roads.
- Miromar – encourage a mixed-use housing development (Seniors, Single Family, Duplex) development with commercial infill such as stores and restaurants. Develop as if a gated community without the “gate.”
- Flood mitigation on the river in the Village and out to the mouth of the river, including dredging to remove buildup of sediment that is a hindrance to development since boats can’t get upstream from the lake when they used to be able to.
- Reimagine and Connect the Town and Village communities in a more “all encompassing” way:
 - Make the focal point “the river”--nearer the river more recreation and seasonal uses, such as boat launch on River Street, farmers market, summer series/bandshell, etc.
 - Less proximate to the river, buildings, and housing.
 - Improve connections between Route 11 and the Village Center: Bridge development on Route 11 to downtown Village of Champlain-including multi-use walking, biking, sidewalks.
 - Would encourage greater development, return of people to the Village.
 - Bring people and boaters to the Village without worry of being stuck on the river due to sediment build up and access limitations.

Table 2 : Economic Growth and Workforce Development Transportation, Mobility, and Infrastructure

Questions Guiding the Discussion:

Smart Growth supports economic diversity, transit-oriented development, and local business vitality. Participants design a "Future Business Development Plan" that includes specific policies and incentives.

- *What workforce training or educational programs could help prepare residents for emerging industries?*
- *How can we streamline regulatory processes to encourage local entrepreneurship?*
- *What types of infrastructure investments (e.g., broadband, coworking spaces) would help attract new businesses and remote workers?*
- *What Town and Village policies can ensure commercial districts remain accessible and pedestrian-friendly?*

Participant Commentary:

Major Projects:

- Water and Sewer service for commercial and residential use to Rouses Point down Route 11
- Natural gas utility service for commercial and residential use along Rt 9 to support commercial growth

Nice to Have:

- New Restaurants and Lodging Businesses for business travels and visitors
- Clinton County Public Transportation Expansion: What are the current routes, and should they be expanded or changed?

Smart Growth emphasizes multimodal transportation networks and connectivity. Participants co-design a "Sustainable Mobility Plan," ranking feasible improvements based on impact and cost.

- *What low-cost, high-impact solutions could improve walkability and bikeability in the short term?*
- *How can Town and Village policies support public transit, electric vehicle infrastructure, and shared mobility options?*
- *How can we fund transportation improvements equitably without overburdening taxpayers?*
- *Are you aware of any successful transit models that can be adapted to our needs?*

Quick Wins:

- Maintain character of Village while expanding business opportunities
- Ensure that training/courses are offered locally to workforce; offer night courses at NCCS middle and high school; such a program needs to be heavily publicized to be successful; include adult classes; could be online courses; Mooers library does a good job; Ticonderoga as an example; internships
- North Country Chamber of Commerce – have them promote Champlain; they're starting to
- Invest in the golf course would be a tough loss to the community; there is a reversionary clause in the title

Table 3. Public Services, Community Health, Equity, and Recreation

Questions Guiding the Discussion:

Ensuring Smart Growth aligns with equitable service distribution and accessibility. Participants prioritize potential solutions.

- *How can we ensure all residents have equal access to parks, healthcare, and cultural spaces?*
- *What policies could encourage mixed-use developments that integrate services into neighborhoods?*
- *How can we use data (e.g., demographic trends, community surveys) to allocate resources effectively?*
- *How do we leverage Town and Village land and resources to create more inclusive public spaces?*
- *How can we develop more outdoor and indoor recreation opportunities that serve all age groups and capacities?*

Participant Commentary:

Major Project:

- Create a community center that can serve multiple ages, i.e., seniors, youth etc. Location: possibly the old Walgreens bldg.
- Need eyecare/optical service
- Need mental health services, for youth. School has services but there are many on the list

Nice to Have:

- A Drive-In Movie Theatre
- Need bar/restaurant for social gatherings
- Indoor Playground/Trampolines (Monkey Do in Williston, Vermont is a good example)
- Beach maintained by the Village

Table 4. Future-Ready Planning: Preparing for Technological and Social Change

Questions Guiding the Discussion:

Smart Growth integrates flexibility for future trends. Participants explore different growth trajectories and propose adaptive strategies.

- *How can we proactively design policies to accommodate emerging technologies (autonomous vehicles, AI-driven services, smart innovations)?*
- *What flexible zoning or land-use policies could allow for adaptation as economic and demographic trends shift?*
- *What infrastructure investments will be critical to our community's resilience in the face of climate change?*
- *How can the Town and Village help build stronger regional partnerships to share resources and knowledge?*

Participant Commentary:

Major Project:

- New Internet Service Provider (ISP) (affordable options)
- Electricity from Rouses Point
- Establishing a Senior Center
- Mitigating Flooding on Route 11/Perry's Mills/North Star Road
- Dredge/Cleanup of Great Chazy River (Delta/Outfall into Lake Champlain)
- More bike paths
- Collaborative Projects

Avoid/Re-evaluate:

- Wind Technology

Quick Wins:

- Strengthen communication within the community about events
- Install digital/electronic sign board/message board to announce events (like this one) – may require a zoning revision to allow
- Hold more town hall meetings
- Revise zoning to allow mixed uses and more kinds of housing, including double-wide's.
- More collaboration and networking with NYS, other local governments, and communities

Section 3: Generative Themes SWOT (Strengths/Weaknesses/Opportunities/Threats)

Strengths (Internal assets and capacities to build upon.)

Natural & Geographic Assets

- ✓ Lake Champlain and the Chazy River enable water recreation, potential for kayaking, boat trips, and tourism-related development.
- ✓ Open spaces and high-quality farmland offer potential for sustainable land use and food systems.
- ✓ Recreational trail and park development is already underway.

Community Characteristics

- ✓ Strong sense of pride and identity ("Pride of Place"); described as hospitable, family-friendly, and close-knit.
- ✓ Good school system, state-of-the-art soccer field, softball, and track facilities accessible to the public.
- ✓ A healthy mix of newcomers and multigenerational residents maintains continuity and welcomes change.

Infrastructure & Services

- ✓ Solid public infrastructure: reliable water, sewer, emergency, and medical facilities.
- ✓ Strategic location at the crossroads of Route 11 (E–W) and Interstate 87 (N–S).
- ✓ Affordable land and housing stock, including ranch-style homes (950–1200 sq ft) appealing to both baby boomers and new homeowners.
- ✓ Strong use of grants by local leadership for infrastructure and development.

Business & Economy

- ✓ Existing businesses include grocery stores, gas stations, banks, and hardware stores.
- ✓ Telecommunications services maintained by a long-standing, independently owned local provider.
- ✓ Second busiest U.S./Canada border crossing enhances commerce and logistics.

Opportunities (External conditions to leverage for growth.)

Redevelopment & Reuse Sites

- ✓ Miromar site: proposed for mixed-use development (seniors, single-family, duplexes, and commercial uses).
- ✓ Pfizer, Fort Montgomery, former slaughterhouse, and brownfield sites available for adaptive reuse.
- ✓ Rouses Point's electricity grid supports high-load users, ideal for AI/data centers.

Housing & Mixed-Use Development

- ✓ High demand for one-story homes suitable for aging in place and starter homes (e.g., 50-unit market potential in Champlain).
- ✓ Support for intergenerational housing with on-site child care and shared space.
- ✓ Developers show interest in underutilized land.

Recreation, Tourism & Culture

- ✓ Reimagine Chazy Riverfront within the Village with seasonal attractions: boat launch, farmers market, summer concert series.
- ✓ Indoor/outdoor recreation centers modeled after Monkey Do in Vermont; lakeshore campsites and kayak put-ins proposed.
- ✓ Embrace shipbuilding history through heritage tourism and Chazy River-Lake Champlain boat excursions.

Workforce, Education & Engagement

- ✓ Localize workforce training via night and adult courses at NCCS schools; online learning examples from Mooers and Ticonderoga.
- ✓ Small incubator spaces (10K sq ft) to promote neighborhood-scale entrepreneurship.
- ✓ Use vacant buildings (e.g., Walgreens) for multi-age community centers or senior centers.

Strategic & Regional Partnerships

- ✓ North Country Chamber of Commerce's recent engagement in promoting Champlain.
- ✓ Encourage shared services and lessen municipal boundary divisions.
- ✓ Expand Clinton County public transportation
- ✓ Explore natural gas utility along Route 9.

Weaknesses (Internal limitations or barriers.)

Civic Capacity & Communication

- Fewer volunteers and limited leadership development opportunities.
- Communication on local events is sporadic; lack of a coordinated platform (electronic signboard suggested).
- Need for regular town hall meetings and a welcome newsletter for new residents.

Housing & Infrastructure Deficits

- Insufficient affordable housing for middle-income families; demand for starter and intergenerational homes is unmet.
- Deferred maintenance and derelict properties (e.g., former Anchorage Hotel, vandalized structures) negatively impact visual appeal.
- Lack of sidewalks and walkability on Route 11 limits accessibility.

Zoning & Grant Barriers

- Zoning regulations are outdated or inflexible (Pfizer site zoning doesn't support pharmaceutical redevelopment).
- Village of Rouses Point's perceived isolation undermines cooperation; longstanding reluctance to collaborate with Champlain or the Village.

Service & Amenity Gaps

- Lack of local lodging options (hotels, motels); visitors rely on B&Bs only.
- Shortage of entertainment venues, restaurants, and social gathering spots.
- Lack of community center; indoor recreation (e.g., trampoline park) and beach facilities.

Threats (External risks that could undermine local progress.)

Environmental Risks

- Flooding on Route 11, Perry's Mills, and sediment build-up at the Chazy River mouth hinder recreational and economic access.
- Climate change: increased storms, less snow, more flooding, possibility of wildfire, and environmental degradation (water quality) on Lake Champlain.

Social & Safety Concerns

- Drugs, crime, and illicit activities noted as rising concerns.
- Lack of compassion among absentee property owners for the upkeep of derelict buildings.
- Immigration and border enforcement affect social services.

Demographic & Market Trends

- Aging population with fewer young families; "aging in place" without adequate housing transitions.
- Missed opportunities to invest in "shovel-ready" sites—underprepared for funding or development interest especially for housing demand.
- Declining property conditions in certain areas despite community efforts.

Policy & Implementation Gaps

- Risk that a new Comprehensive Plan could be adopted but not implemented or periodically reviewed.
- Zoning rigidity limits innovative land use, delays in zoning reform stunt growth.

Section 4: Analysis and Discussion

Throughout the engagement process, representatives of the Town talked with citizens, business owners, residents, and social/human/economic service organizations-- all of whom have a stake in the success or outcomes from Champlain's planning efforts. Many insights, suggestions, and feedback identified needs, expectations, concerns, and pain points about living and working in Champlain.

Common and Popular Commentary: Continuing Themes Moving Forward

Fixed Assets

From an historical and contemporary perspective, the international border with Canada, the proximity of the City of Montreal, the cross-border economics, as well as the cultural and the familial French-Canadian constitution of the Town and Village define Champlain and are its strongest assets. Fluctuations in monetary exchange rates, Federal (USA and Canada) immigration policies, the COVID Pandemic, boating access to Lake Champlain-- and, most recently the imposition of tariffs and imperialism policies towards Canada-- also drive cross-border traffic and economics. The Town and Village have limited impact on existential policies of both Federal Governments, but the assets of having an international border and urban proximity retain their lasting value.

More recently, the state border with Vermont, easy access via Rouses Point Bridge and Cumberland Head Ferry, and the high cost of living in northwestern Vermont (Burlington Metro Area) have created housing demand in Champlain. These influence most aspects of the Champlain economy, transportation, housing, and related services by changing the dynamics, increasing demand, and changing the demographics of the population.

A well-developed transportation system that includes north-south interstate system connecting NYC and Montreal (I87) and an east-west major State Route (11) linking Watertown and Vermont are supporting assets that promote accessibility to and from the Town.

Plentiful private land resources also exist in the Town and Village. Arable, flat, developable lands with associated transportation, water/sewer infrastructure, internet and cell service round out Champlain's fixed assets that continue to provide lasting value to the community. Furthermore, the proximity of Lake Champlain, the Great Chazy River, and the Adirondacks represent important fixed assets to the community.

Tangible Assets

A diverse retail and service base continues to change (and grow) in the Town and Village responding to demographic changes from the influx of Canadians and Vermonter as well as the changes associated with remote work, continued urban out-migration from the COVID Pandemic and the availability of land, homes, and business locations. For example, citizens note increased trucking-related

enterprises and services, more gas stations, and convenience stores, and the very new primary health center. Excellent public services, including a good school system were also noted.

Recreational assets such as the Golf Course, Lake Champlain/Chazy Marinas, Recreational Center(s), trail systems and parks, while located on fixed assets, could also change their use over time (hence their tangible nature). These basic assets are important to the Citizens, but there are concerns that their maintenance, opportunities for expanded use, and accessibility constrain their value.

Lastly, derelict buildings, such as Miromar, Pfizer, Burger King, Drug Store, etc., while considered tangible assets that could add value to the community, remain vacant, and continue to deteriorate to the disadvantage of the community. Citizens want to see actions taken to recycle and reuse properties in order to create new economic opportunities.

Intangible Assets

Leadership in the community was noted by interviewees as exemplary, and concern was raised that succession planning for community leadership is an important component of planning going forward.

Pride in the community is a very important intangible asset. Champlain is proud to be a clean, kid-friendly, hospitable, close-knit, affordable, and bustling border community.

Worries and Liabilities

Existential concerns about US/Canadian trade policies, immigration, and monetary exchange rates are strong influencers on the community and there is very limited control on the outcomes of international matters. However, the Town and Village must respond to these concerns in real time and find it challenging to predict the future.

Lake and river flooding as a result of the climate crisis require adaptation and resilience planning that continues to accelerate in pace and scope. Citizens are concerned that the cost associated with mitigation and adaptation requires a stronger investment from outside the community.

Housing affordability, availability, and responsiveness to market demand are not keeping up with the times. Lack of developers and investors to build affordable and diverse housing types is keeping people from moving in or staying in the community.

Vacant buildings are both an asset and a liability. They are a visual, economic, and tax burden. Again, lack of developers and investors to acquire and repurpose the dozen or so buildings in the community is a concern. Furthermore, absentee ownership and lack of owners' interest in selling properties is a disadvantage and a strong pain point to informants.

The unproductive relationship between the Village of Rouses Point and the Town and Village of Champlain continues to be a problematic legacy. Informants would like to see Rouses Point join with the Town and Village of Champlain and not stand outside a collaborative relationship. There are too many overlapping issues and concerns that might benefit from a cooperative inter-municipal relationship.

Areas that Need More Exploration

An overarching effort to understand opportunities for interactive housing, economic/services, and recreational land development targeted at retaining and expanding middle income/professional/family/elderly households' ability to live in Champlain would be useful.

- ✓ Repurposing of existing derelict properties requires further consideration and understanding of the tax implications, the role of Clinton County taxation, investment climate, ownership patterns, brownfield and zoning issues, etc. going forward.
- ✓ A reconnaissance analysis of land availability and development opportunities for mixed use, age, and unit-diverse affordable housing in order to prospect for investors and developers needs further consideration.
- ✓ Development of a recreational master plan for the community that links existing and proposes new 4-season recreational opportunities would be helpful to ascertain gaps in access, use, and availability.

A comparison between the Community Survey, Visioning Engagements, Stakeholder Interviews, and engagement workshops will be necessary to determine the consistency of community input (or identify other issues/concerns/pain points) noted in this report.

The following table provides further commentary and information to carry forward as the comprehensive plan is developed.

<u>Housing Choices</u>	<u>Reuse/Repurpose Existing Properties</u>	<u>New Economic Opportunities</u>	<u>Service/Recreational/Tourism Opportunities</u>
Nice housing	Pfizer Reuse Brownfield Management (#9)	More entrepreneurial neighborhood-based activity.	We need lodging, don't have motels/hotels, just B&B's. Need more lodging especially in RP
Every demographic-single individual, studio units available. (#7)	Champlain, Industrial Park, has a lot of capability to increase business and housing opportunities. (#2)	Trucking business is major sector	Beach, Lake Access, Kayak put in's River and Lake (#3) also south of RP in Town

<u>Housing Choices</u>	<u>Reuse/Repurpose Existing Properties</u>	<u>New Economic Opportunities</u>	<u>Service/Recreational/Tourism Opportunities</u>
Intergenerational housing-on-site child-care center-shared space	Miromar reuse (#9)	Hub development-Like Plattsburgh /RP has cheap electric	Recreation-Indoor and outdoor (#2)
Senior Housing, Assisted Living	Fort Montgomery (#3)	Small Incubator 10K square feet start	Chazy River -making navigable again-Yacht Club
More starter homes and middle-income homes; growing trend of Vermonters purchasing homes on our side of the lake	Brownfield inventory-in the future, locate parcels, suitable for x Y z;	Green energy possibilities, in the appropriate locations, solar/wind	Places to go out and have dinner. (#3)
Not a proponent of subsidized lower income housing in our region-yes some, overabundance of that development because transportation system is not accommodating,	Northway interchange-business opportunities-old buildings	Data center-VRP capacity, servers for AI (#2) AI will be critical to any industry, esp. in Health Care, RP has the capacity to do that with their electrical capacity.	Physical fitness gym type of place.
Ranch housing that are about 950-1200 sq feet; new homeowners; other end are baby boomers, moved out to suburbs; one story house-both young and old going after the same thing-building one story, small economic and efficient housing; two parts of the market-baby boomers-30 years in the market; starter housing; condominiums and lake country; HOA; one story; aging in place-no stairs. Market: 100 one-story units; clear in 3 months in Plattsburgh; in Champlain maybe 50 units pulled from Mooers and Chazy; Move surrounding communities to go to PC	Former slaughterhouse property-near the border. Idle properties.	Climate Migration-People will relocate here	Another child care center, learning center

<u>Housing Choices</u>	<u>Reuse/Repurpose Existing Properties</u>	<u>New Economic Opportunities</u>	<u>Service/Recreational/Tourism Opportunities</u>
and HHHN; that much closer to move there. Land rich/cash poor-perfectly good sites; local developers; capacity to develop.			
	Vandalized properties, buy something and fix it up.	Zoning laws need to be more flexible to accommodate growth.	Lodging at the golf course; cabins constantly full. How to get lodging there and serve the lake.
			The school has undertaken leap-state of the art facilities, accessed by the community- Soccer field at school. Softball , track, great thing.
			Campsites on Lakeshore
			Transportation across region

Finances	Intermunicipal Relationships & Strategy	Land Use	Economics
If there isn't support at the state and federal level and without this support, finding those partnerships are key to accomplishing projects.	VRP-quite a wall. Challenge; maintain cooperation, between Village/towns both have a point of view. RP has always looked at itself as an independent place, probably connected by accident; RP has not perceived that it has a lot to gain from cooperation.(#2)	Zoning is an issue, RP several recommendations made for Pfizer zoning for pharmaceutical zoning needs to change.	Probably lack of jobs, more people, strong residential base. Workforce --lack of (#2)
Finances are always a big thing- Financial -everything costs money	Marketing PR image-gearred towards low income, right messaging and NIMBY's get the whole community on board. Those in need-were not in need-won't embrace.	Townwide look at zoning in terms of development and industry.	Taxes in NYS are high, getting better for MFG.
	Gary Douglas could be a big help if he wanted to. Attend more chamber functions.	Former Anchorage Hotel	Developers/investment No-investment potential here, somebody finding a way to build it will come. (#2)
	Lack of control immigration policy	Real estate prices, lack of affordable housing	Absentee Owners
	Lack of control over NYS Police Resources	Aging population in our town, additional senior housing options, snow bird option; move from single family to sell out and be part time residents.	
	Need a Roadmap-strategy to guide them	Turn key housing.	
	Bandwidth and capacity		