

TOWN OF HORICON

WARREN COUNTY, NEW YORK



COMMUNITY DEVELOPMENT STRATEGIC PLAN

AUGUST 2008



Acknowledgments

The Town of Horicon would like to recognize and thank the many people and organizations whose assistance has made the completion of the *Community Development Strategic Plan* a reality.

Planning Advisory Committee

William Bruce, Chairperson
Doug Patton
Dennis Doyle
Brandon J. Himoff
Norma Body

Town Board and Town Staff

Ralph Bentley, Town Supervisor
Robert Olson, Councilman
Frank Hill, Councilman
Kenneth Higgins, Councilman

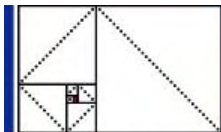
Dawn Higgins, Director of Finance
Arlene Mayer, Town Clerk
Christine Smith-Hayes, Secretary/Clerk

Others

Harvey Leidy
Jim Himoff
William J. Bruce
Jamie White, Warren County LDC
Joyce Houck, North Warren
Chamber of Commerce
Laura Moore, Warren County Department of
Planning & Community Development

Consultants & Funding Agencies

This project has been funded in part by a grant from the New York State Environmental Protection Fund through the Adirondack Smart Growth Program of the New York State Department of Environmental Conservation and a CDBG Small Cities Technical Assistance Grant.



SYNTHESIS

PO Box 383 • 162 Jay Street • Schenectady, New York 12308 • 518 370-1576 • www.SynthesisLLP.com



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Executive Summary

Purpose

A well-prepared Community Development Strategic Plan is a tool that develops a vision for the community, identifies specific community development and revitalization goals, and sets forth clear steps that can be taken to implement and achieve these goals. The Plan can be used to understand changing economic conditions, identify resident's attitudes toward community characteristics and needs, and to identify housing and economic development opportunities.

Residents, business-owners and local officials recognize the need to develop a Strategic Plan to coordinate revitalization activities while maximizing the effectiveness of these activities by leveraging community assets with outside funding resources. The strategic planning process will assist the Town of Horicon with understanding the local issues and conditions that affect economic development in the Town. Furthermore, the plan will assist the community in prioritizing community projects, developing timelines for completion, increasing local commitment, and identifying funding sources to support these projects.

Planning Process

The development of the Community Development Strategic Plan began when the Town of Horicon was awarded a Small Cities Community Development Block Grant for Technical Assistance and an Adirondack Smart Growth Grant for the completion of

the Plan. The Town Board determined that the Strategic Plan would complement the newly drafted Comprehensive Plan by focusing on ways to improve existing housing conditions, address affordable housing needs, and identifying opportunities for job creation, retention and new business development. The Strategic Plan has a strong focus on strategies to enhance and revitalize the Hamlets of Brant Lake and Adirondack to encourage walkable neighborhoods, mixed use buildings, aesthetically pleasing landscaping, and a sense of place.

After determining the best way to proceed with the Plan, the Town Board appointed the Planning Advisory Committee. The Planning Advisory Committee was created with the intent of representing a large cross section of the community, including members of the Planning Board, residents and business owners with a wide range of personal and professional experiences.

The Planning Advisory Committee met approximately once a month between January, 2008 and June, 2008 to discuss key issues and develop recommendations to address the issues. Consultants conducted an inventory and analysis of the community housing and economic development resources as a basis for developing recommendations for the Plan. Field surveys provided documentation for the existing housing conditions, transportation and streetscape conditions, while demographic statistics and market research provided the background for a socio-economic analysis of the area.

To ensure effective community outreach and participation, the Town provided many opportunities for public participation. Local residents and business-owners were invited to attend a Hamlet Design and Visioning Workshop and a Business Roundtable Discussion. Notices of the public workshops were posted in the Town Newsletter and fliers were posted in Town Hall as well as hand delivered by volunteers. An invitation to the Business Roundtable Discussion was mailed to all businesses-owners in the Town.

Culling all the feedback from the public participation efforts, goals and strategies were developed to build on the assets of the community and capitalize on the many opportunities that were identified during the planning process for the Hamlets of Brant Lake and Adirondack, and for the Town as a whole. In addition, Design Guidelines and Conceptual Improvement Plans were developed for the Hamlets to maintain and improve the community character and quality of life within the Hamlets. The Design Guidelines are intended to help transform Brant Lake and Adirondack into attractive destinations that will continue to reflect the traditional Adirondack character while making both Hamlets places where residents and visitors will feel comfortable walking, driving, eating, working, playing, and living.

I. Introduction

What is a Strategic Plan?

A Community Development Strategic Plan is a written document that establishes a community's vision with specific goals and strategies to revitalize the local economy and guide future growth. The strategy is intended to provide local government, businesses, and citizens with guidelines for planning for, implementing, and monitoring the progress of community revitalization. The Plan acts as a *blueprint for the future*; it summarizes the community's assets, analyzes existing conditions, and outlines strategies that will guide the community towards its desired vision.

In order for the Town of Horicon to continue to be socially and economically sustainable it must respond to changing conditions. The future vitality of the Town requires a strategic vision that weaves together: the changing economic conditions, the importance of quality design for new development, the need for affordable housing, the value of community services, pedestrian safety and connectivity, and recreational opportunities.

Regional Setting

The Town of Horicon is located in the southeastern section of the Adirondack Park between Lake George to the south and Schroon Lake to the north. It is readily accessible via the Adirondack Northway (I-87), which lies just beyond the Town's western border. The major through route within the Town is NYS Route 8 that connects I-87 with Hague and Ticonderoga

to the east. Horicon is bounded by the towns of Schroon to the north, Hague to the east, Bolton to the south, and Chester to the west. (*See the Regional Location Map located in Appendix A*).

The dominant physical features in Horicon are Brant Lake, which is centrally located within the Town, and Schroon Lake, a portion of which lies in the northwestern section of Town. Schroon River flows southward and forms the Town's western border. In addition, the Town is characterized by large amounts of forested lands (both public and private) together with extensive lake, pond, and river frontage. State Forest Preserve lands occupy about one-quarter of its area, and open water accounts for an additional 8 percent.



The major settlements are Brant Lake Hamlet, located on Brant Lake outlet along NYS Route 8, and Adirondack Hamlet located on the shoreline of Schroon Lake in the north. Other population concentrations are found along the shorelines of Schroon Lake and portions of the Brant Lake.

Horicon's year-round population numbered 1,479 in the year 2000, and swells in the summer with an influx of seasonal residents and occupants of camps and resorts. The nearest regional shopping, service, and employment center is Glens Falls, 20 to 30 miles to the south. The Town of Horicon is located within commuting distance of the Glens Falls metropolitan area. It is well situated to attract a commuting population drawn to rural character and scenic beauty. It also possesses favorable characteristics to attract retirees and seasonal residents due to its accessibility within the Adirondack Park, relatively good access to services, and its natural amenities.

The Town is not well situated to attract general commercial development, as it is not along a major highway with high traffic volume. However, there is great potential for business development in the form of smaller businesses to serve the local population, and seasonal business related to tourism and recreation.¹

Brant Lake Hamlet

Brant Lake is a hamlet area as delineated by the Adirondack Park Agency on the Adirondack Park Land Use and Development Plan Map. The Town's Commercial Residential (CR- 20,000 square feet) zoning district generally corresponds with the APA defined hamlet boundary, although it has been expanded to include some additional contiguous areas.



The total area of Brant Lake hamlet area (as legally defined by the APA or local zoning) is relatively large, but the proportion of it that is suitable for development is much smaller. Future development is constrained by areas of wetland and steep slope, and lands occupied by existing uses including the Town Landfill. Suitable soils for future housing and businesses exist in rather narrow corridors along Route 8, Horicon Avenue, and Tannery Road. "In-fill" development on vacant lands interspersed within these corridors offers limited opportunities for future growth within the Hamlet.

Four sub-areas can be identified within Brant Lake Hamlet. First, the area around the Mill Pond has long been established as the town center and focal point of activity. Maintenance of the Mill Pond's picturesque character is of special concern. This area provides a "sense of place," with a unique combination of buildings (often older historic buildings that provide a link to the Town's past) and natural landscape that makes it different from anywhere else. Second, lands along State Route 8 both north and south of the Mill Pond lie along a scenic travel corridor. Here, the needs of commercial development and preservation of aesthetic values must be balanced. The third area includes other lands suitable for

¹ Regional Setting section has been excerpted from the Draft Town of Horicon Comprehensive Plan, August 2007. (See Comprehensive Plan Hamlet Maps)

development, including those along Horicon Avenue and Tannery Road. Lastly are the lands not suitable for development due to steep slope, wetland or other factors.²

Adirondack Hamlet

Adirondack is a small, compact, hamlet both in its physical form and as defined by the APA hamlet boundary. The Town zoning law divides the Hamlet into a Commercial Residential (CR – 20,000 sq. ft.) and a Residential (R1 – 20,000 sq. ft.) zoning district. Existing commercial uses and public uses are located within the CR district, while the R1 district contains existing residential uses and vacant lands.

Some vacant land for development exists in the Hamlet, most of which is located within the portion zoned as R1. Soils and other physical elements are generally favorable for development.



² Hamlet descriptions have been excerpted from the Draft Town of Horicon Comprehensive Plan, August 2007. (See Comprehensive Plan Hamlet Maps)

II. Goals & Strategies

The future economic success of the Town is dependent upon efforts to enhance the image of the community, attract job opportunities, improve existing housing conditions, increase pedestrian access and safety, and increase waterfront access and recreational opportunities. The following Goals and Strategies will provide local government, businesses, and citizens with a guide for future decisions, and will have a positive impact on the local economy. The success of the Town of Horicon's Community Development Strategic Plan will be determined by the achievements reached cooperatively by the Town Board and the community as they together strive toward fulfilling the publicly created community vision to revitalize the Hamlets of Brant Lake and Adirondack.

Housing

Goal 1: Preserve and enhance existing residential neighborhoods by promoting the rehabilitation and maintenance of existing residential structures.

Strategy 1. Continue to aggressively seek funding from Federal and State sources to rehabilitate sub-standard housing, and facilitate affordable home-ownership. The initial Housing Conditions Windshield Survey conducted in 2007-2008 revealed that there were a number of substandard housing units located within the Adirondack and Brant Lake Hamlets that would likely be eligible for housing rehabilitation grants. See Section III: Population and Housing Profile. Community Development Block Grants and HOME Grants can assist low-and moderate-income residents with housing rehabilitation.

Continue to apply for grant assistance through other federal, state, county, local and philanthropic organizations.

Goal 2: Promote a mix of quality housing options at price ranges that are accessible to all ages and income levels.

Strategy 1. Promote the construction of new affordable housing to families that have incomes at or below 80% of the county median income. The type and scale of the new housing units should be in harmony with existing structures in the area.

Strategy 2. Consider adopting affordable housing regulations that require all new large developments to contain 10% or more dwelling units that are affordable to families that have incomes at or below 80% of the County median income. For subdivisions of 10 or more units or other large housing and mixed-use developments, the Town should require developers to provide at least 10% affordable housing units in their development plans. Positive incentives, such as density bonuses in areas suitable for more dense development can be used for encouragement. With the support of the Affordable Housing Analysis contained herein, the Town could decide to require an affordable housing set aside of an even larger percentage, or for subdivisions of any size.

Strategy 3. Encourage the development of additional senior (55+) housing opportunities in the Town. Development is recommended in areas adjacent to resources and services that can easily be accessed by senior adults, e.g. convenience/grocery stores, retail shops, library, community center, and alternative transportation

options. This housing should include both affordable units as well as market-rate units, to allow existing residents to downsize. A detailed market analysis should be conducted to identify other appropriate uses, including assisted living facilities or cooperative housing development. Density bonuses in areas suitable for senior housing can be used for encouragement. The Zoning and Project Review Law should be updated to properly define “senior housing” and “assisted living facilities” and other related definitions. The Zoning should permit these uses by Site Plan Review, in the R1 – 20,000 sq. ft.) R1 – 2 acres and CR districts.

Strategy 4. Encourage the use of Planned Unit Developments (PUD) in the Town to allow a mix of residential housing types clustered in areas that have, or have the potential to have, water, sewer, recreation areas and/or other community services. PUD regulations allow for more flexibility in the construction process. Use the PUD process to negotiate with developers to reserve a percentage of housing in new projects for income eligible households. PUD’s should be pedestrian friendly and linked to the existing Hamlets with sidewalks and multi-use trails.

Strategy 5. Adopt cluster/conservation subdivision regulations for the hamlet areas to increase development density potential, thereby decreasing the price of per parcel of land. Cluster/conservation subdivision techniques for new single-family home developments can preserve open space and sensitive natural areas and when applied properly, can also allow denser growth to support affordable use of infrastructure and lower development costs.

Strategy 6. Define and allow by conditional use permit, accessory and/or in-law apartments to provide alternative housing opportunities for the citizens of the community. Allow second-

floor residences over commercial space on the ground floor in the Residential Zoning Districts. Make a provision that the second-floor apartment must be a year-round (e.g. winterized) residence. A business owner could occupy this space or it could be rented to the store manager or other local employee that is in need of affordable housing.

Strategy 7. Identify areas in the Town where new construction of owner-occupied two-family homes, or the conversion of existing single-family homes to owner-occupied two-family, could be permitted. Develop in-fill housing on vacant lots in existing Hamlets. Using state or federal assistance (AHC and/or SONYMA mortgages and/or other funds), develop new, affordable one and two-family homes on vacant lots in existing Hamlets for purchase by low-and moderate-income residents.

Strategy 8. Work with the Adirondack Community Housing Trust (ACHT) to identify local homes, potential underutilized buildings that could be managed by the ACHT, and undeveloped lands that could be set aside for new affordable housing construction. Educate residents and developers about the Housing Trust and the benefits of donating land for affordable housing development. As proven in the Affordable Housing Analysis contained herein, residents of low to moderate income cannot afford to purchase land to build a home within the Town of Horicon. With assistance on acquiring land, many of these individuals could afford new homes. The homes themselves could be very similar in style to what already exists or is being built in the surrounding neighborhoods. A combination of programs including NYS Affordable Housing, HOME and the Federal Home Loan Bank are used by other communities in the area to assist potential homebuyers. The Town should also team up with Warren County,

Habitat for Humanity and the Rural Preservation Company to build new homes for low to moderate income families.

Strategy 9. Work with the New York State Division of Housing and Community Renewal and other funding agencies to establish a land bank of potential sites that would be set aside for affordable housing construction. Other potential sources of funding include the NYS Affordable Housing Corporation program and the HOME Program. In addition once land is acquired and potential projects are planned, the Community Development Block Grant Program (CDBG) may be able to assist in project completion. These land bank parcels would be held for future development in which the Town either directly is the developer or sells the land with controls to insure that the land is used to accomplish the provision of affordable housing. The Hamlets contain a number of large vacant parcels that are suitable for development.

Strategy 10. Develop a funding mechanism by which money can be set aside for affordable housing. This can be done in a variety of ways including, obtaining grant funding from available sources, and requiring mitigation fees for affordable housing needs from developers that are building only market-rate homes. The fee would be waived if a developer agrees to build a certain number of moderately priced units. The Town could work with ACHT to manage the funding pool.

Strategy 11. Identify sites that would be suitable for affordable housing if water and sewer served it. Greater densities are needed to reduce the development costs sufficiently to make affordable housing feasible. Such densities generally require municipal infrastructure.

Hamlet Preservation & Enhancement

Goal 1: Build community image and identity. Preserve and enhance the distinctive identities of the Hamlets of Adirondack and Brant Lake through a combination of building and streetscape improvements.

Strategy 1. Adopt and implement the Design Guidelines for Brant Lake and Adirondack Hamlets to foster new commercial, residential, and mixed-use development that retains the small town, historic and natural character of the Hamlets. These guidelines will assist the Town in achieving an acceptable urban pattern through building styles and typologies. Ensure that the Design Guidelines are taken into consideration when evaluating new development proposals and activities within the Hamlets, including commercial structure development, business expansion, signage, and parking areas. The Design Guidelines can be incorporated into the Zoning and Project Review Law by adopting Overlay Districts of the Hamlet study areas of Brant Lake and Adirondack. (*See Appendix D Design Guidelines*)

Strategy 2. Consider appointing a Design Review Board that would utilize the Design Guidelines to review each proposal and make advisory recommendations to the Planning Board for necessary changes to the proposal that will reach the overall vision of the Community Development Strategic Plan.

Strategy 3. Enhance all of the community “Gateways” to welcome motorists/tourists into the Hamlets. Tourist friendly communities celebrate their identity with welcoming signs and information kiosks that announce entry into the community. Elements used in successful gateways include signs, sculpture, lighting, ornamental historic objects and landscaping.

Strategy 4. Develop a recognizable signage and kiosk program for wayfinding and attraction identification within the Hamlets. Tap local and/or youth talent by holding a contest to design a unique theme for interpretive signage. Include information on local historic landmarks, beaches, boat launches, restaurants and shops that may interest visitors. A recognizable theme of banners for each season could also be displayed on existing utility poles to dress up the Hamlets.

Strategy 5. Improve the streetscape of the Hamlet of Adirondack by gradually replacing highway-style lighting with replica vintage lighting, as has been done in Brant Lake's Mill Pond area, to improve aesthetics and better light the sidewalks for pedestrians. Remove the older Niagara Mohawk cobra-head streetlights. New fixtures should include night sky preservation features and existing fixtures should be updated to do the same in order to avoid unnecessary light pollution and direct light only where it is needed. This will also help preserve the Adirondack character of the Hamlets.

Strategy 6. Encourage residents and visitors to walk to destinations within the Hamlets by installing sidewalks and curbing along the major streets within Brant Lake and Adirondack as illustrated in the Conceptual Improvement Plans in Appendix D. Establish a sidewalk fund for the Town to support regular ongoing maintenance and orderly expansion of the sidewalk network. Establish sidewalk standards to ensure new development maintains and connects to the community sidewalk network where appropriate.

Strategy 7. Encourage developers, where feasible, to link new housing developments with existing residential and commercial areas by installing access roads, sidewalks and multi-use

trails, thereby creating walkable and connected neighborhoods.

Strategy 8. Improve the appearance of buildings that do not exhibit historic or Adirondack-characteristic architecture. Apply for façade improvements funds through the New York Main Street Program and the Community Development Block Grant Program (CDBG).

Strategy 9. Provide clearly defined parking areas with signage and landscaping. Amend the Zoning and Project Review Law to provide for more stringent landscaping and screening of commercially created undesirable views from roadways and neighboring buildings. Encourage property owners to screen less attractive views with trees and/or shrubs and to locate service areas and utility equipment in the rear of the property where possible.

Strategy 10. Improve the overall aesthetics of the Hamlets by addressing issues such as vacant or dilapidated buildings, broken or boarded up windows, unscreened dumpsters, junk cars and general rubbish, uninviting fencing and building facades, cluttered sidewalks, and unattractive signs with enhanced local codes and code enforcement. Identify and work with absentee landlords to improve the use and appearance of residential, commercial, or mixed-use buildings throughout the Hamlets.

Strategy 11. Organize community clean up days with activities such as park grooming and picking up litter along streets. Institute a community beautification program that would give recognition and awards to owners for improving their properties.

Strategy 12. Enhance the aesthetics of the Hamlets and road corridors by seeking opportunities for burying utility wires underground or placing new overhead lines

toward the rear of the properties. When major road construction or re-construction is planned, conduit should be placed underground for electric, telephone and cable service.

Goal 2: Improve and enhance community facilities and services.

Strategy 1. Identify historic buildings within the Hamlets for expanded community use. For example, the Adirondack School House in Adirondack needs to be winterized and the church building next to the Town Hall in Brant Lake may have future opportunities for adaptive re-use. Buildings such as these are considered “cultural anchors” and/or “landmarks” that are potentially eligible for grants through the New York Main Street Program, Restore NY, and other funding sources.

Strategy 2. Any new buildings intended for civic or community use should be located within the Hamlets to maintain a concentration of activities within walking distance.

Strategy 3. Develop a plan to improve the current Town beach on the Mill Pond. Conceptual plans are illustrated in the Hamlet Conceptual Improvement Plans contained in Appendix D. If public property or easements can be acquired, the Town should consider relocating the beach to a safer more aesthetically pleasing area.

Strategy 4. Actively pursue a location for a municipal beach on Brant Lake. Public beach access to Brant Lake is currently non-existent. Local residents who do not own lake front property only have access to Brant Lake via the boat launch. The Town should acquire lake front property that is large enough to provide a beach, public parking area and other recreation facilities.

Strategy 5. Take over the responsibility of operations and maintenance of the Brant Lake boat launch, which is currently maintained and operated through a lease agreement between the Town and the NYS Department of Environmental Conservation. The Town should immediately initiate the process of release from the current lease, which if not acted upon, will automatically renew in 2014. Local control of the boat launch will allow the Town to develop a permit system for local residents and a fee system for non-resident use of the launch.

Strategy 6. Take advantage of the attractive streamside setting of the Town-owned park in Adirondack by developing trails and building a bridge over the stream linking the residents to businesses such as the Adirondack General Store. Redesign the public parking area serving the park by adding landscaping and designated parking spaces. See the Adirondack Hamlet Conceptual Improvement Plans contained in Appendix D.

Strategy 7. Promote existing and new programs and family activities for adults and youth. Appoint an individual to act as recreational activities director and recruit volunteers to teach or coordinate activities. Design activities for all ages: fly-fishing, swimming lessons, guided nature walks, canoeing, kayaking, ballroom dancing, astronomy, craft-making and classic movie night and are just some examples. Coordinate the programs as appropriate with the day-care facility on the Mill Pond, the Friends of Horicon Free Library, and the North Warren Central School District. The relative lack of heated recreational facilities for the general public puts increased importance on the Horicon Community Center during summer rainy days and winter months. Facilitating activities or exercise programs targeted toward teen-aged

youth and adults would help address winter recreational and activity needs. The Town should consider setting aside occasional open hours for teens and/or adults for yoga, aerobics or other indoor activities.

Strategy 8. Enhance the public parks with additional recreational and cultural amenities. The provision of additional park amenities will increase the versatility of the already attractive areas. Future amenities could include additional trails, picnic areas, tourist information facilities such as kiosks or display areas, and a gazebo or bandstand for concerts and public events. Seek funding from NY State Council on the Arts for expanded music performances or fine arts related programming.

Strategy 9. Strongly enforce existing building codes. Develop, expand and enforce current codes, establish clear procedures for enforcement and increase education opportunities for the code enforcement officer. Where necessary, update local building code language to reference planning and zoning procedures to ensure coordination of decision making and approvals. Consider hiring a full time Code Enforcement Officer/Building Inspector.

Goal 3: Improve and enhance the transportation infrastructure for the safety, convenience and efficiency of drivers, cyclists and pedestrians.

Strategy 1. Work with the Warren County Board of Supervisors and the New York State Department of Transportation (NYSDOT) to study the feasibility of installing a three-way stop at the intersection of East Shore Drive and Johnson Road in Adirondack. A speed limit reduction or other traffic calming devices should be considered at this location as traffic approaches the Hamlet.

Strategy 2. Work with the Warren County Board of Supervisors and the New York State Department of Transportation to study the feasibility of installing a three-way stop at the intersection of Route 8 and Horicon Avenue in Brant Lake. This would serve as a traffic-calming device which would greatly improve pedestrian safety, while also helping to "anchor" the Hamlet and provide additional public parkland adjacent to Mill Pond. In the immediate future, create a raised planting bed in the triangular area at the center of the current intersection to calm traffic, reduce unnecessary pavement, and significantly enhance the overall aesthetics of the Hamlet.

Strategy 3. Install pedestrian crosswalks, utilizing more visually appealing colored street imprint (stampcrete), or other New York State Department of Transportation (NYSDOT) approved alternative material, rather than painted strips at key intersections such as Johnson Road and East Shore Drive in Adirondack and Route 8 and Horicon Street in Brant Lake.

Strategy 4. Work with the NYSDOT to identify potential locations for on-street bicycle lanes.

Strategy 5. On local roads, consider utilizing traffic-calming techniques such as changes in paving medium, narrowing of roadways and creation of landscaped islands at busy intersections to encourage drivers to slow down and watch for pedestrians and bicyclists.

Strategy 6. Encourage new commercial and higher density residential development in high traffic areas to share driveways, or ingress/egress points in order to decrease vehicle and pedestrian hazards. Protect the integrity of pedestrian pathways by working with the

County and DOT to limit the number of curb cuts along county and state routes.

Strategy 7. Encourage businesses that have property fronting the Mill Pond to provide parking areas behind or on the side of their buildings rather than on the shoulder between Route 8 and the Mill Pond. The Town could consider arranging for a limited number of shared temporary parking spaces at the Community Center to provide ample parking area while protecting the shoreline of Mill Pond and keeping it free from the clutter of parked cars. This will help create a safer and more inviting pedestrian atmosphere, while also helping to stabilize the banks of the Mill Pond.

Strategy 8. Work with Warren County Office for the Aging to increase availability of county-subsidized transportation for local residents, especially senior citizens, to provide access to shopping areas and health care facilities. In addition support and encourage the formation of a volunteer driving service and/or ride share program for senior citizens.

Economic Development

Goal 1: Strengthen and diversify the economic base of the Hamlets of Adirondack and Brant Lake. Encourage a mix of commercial, civic and residential buildings within the two Hamlets to provide a variety of necessary goods, services and attractions for year-round and seasonal residents and tourists. Retain existing employment opportunities and attract new businesses to the Town.

Strategy 1. Maximize investment in the Hamlets of Adirondack and Brant Lake, including but not limited to infrastructure, streetscape, housing and building façade

improvements. Focus on making financial assistance available to new and existing businesses with the Hamlets.

Strategy 2. Continue to apply for grant assistance through federal, state, county, local and philanthropic organizations. Focus on making financial assistance available to existing and new businesses to rehabilitate and re-use existing commercial buildings within the Hamlets. Target vacant or underutilized ‘anchor’ buildings in the Hamlets for rehabilitation and adaptive re-use with special marketing, outreach to prospective tenants, and incentives.

Strategy 3. Work with Warren County in developing a Micro-Enterprise Loan program designed and directed to new and existing small businesses either located in or considering locating in Horicon which employ five people or less, including the owner. The funding can be used to provide relocation and start-up expenses, and to assist existing businesses with the purchase of equipment or inventory, capital improvements and business expansion.

Strategy 4. Work with the Warren County Department of Planning and Community Development and the Warren County Economic Development Corporation (EDC) to recruit new businesses to fill empty commercial structures and to attract and retain employment opportunities within the Hamlets. Create and maintain a vacant land and building inventory to easily identify potential redevelopment sites. In the short term, businesses should be recruited that the local market can support, such as a grocery store, small convenience store, casual restaurant/deli or bakery. As the revitalization efforts gain momentum, recruit businesses that need the support of the regional tourism market such as specialty gift and craft shops, recreational outfitters, bed and breakfast’s, and

entertainment facilities to support the tourism market.

Strategy 5. Work with the Warren County Department of Planning and Community Development and Warren County Economic Development Corporation (EDC) to initiate a Main Street Program to assist local businesses with building rehabilitation capital improvements, and business expansion.

Strategy 6. Coordinate with the Warren County Local Development Corporation (LDC), which administers the Small Business Loan Program for Warren County. Ensure that local business owners are aware of the programs administered by the LDC.

Strategy 7. Appoint an economic development liaison to stay abreast of county and regional economic development programs, attend meetings and communicate Horicon's position on key issues to existing economic and tourism agencies such as the Adirondack Regional Chambers of Commerce, North Warren Chamber of Commerce, the Warren County Economic Development Corporation (EDC) and Warren County's Planning and Community Development Department.

Strategy 8. Develop a Business Assistance Program. The program could include a revolving loan fund that is designed and directed to new and existing businesses either located in or considering a Horicon location. Revolving loan funding uses include, but are not limited to: relocation and start up expenses; purchase of equipment or inventory; the engagement of professional technical assistance, leasehold improvements; and working capital. The funding could also be used to assist with capital improvements, façade and sign enhancements, business expansion and second and third story rehabilitation.

Strategy 9. Consider the creation of a paid Economic Development Coordinator. The individual would be the initial point of contact for business expansion, retention, and attraction efforts for the Town of Horicon. In addition, the Coordinator would assist the business community in navigating the permit process, identifying economic and community development grant opportunities, and both grant writing and management. Finally, the Coordinator would represent the Town of Horicon on local, County, and regional economic development organizational meetings.

Strategy 10. Ease the regulatory burden upon expanding or opening new businesses in the Hamlets. Utilize the Hamlet Design Guidelines to ensure that new development is compatible with the surrounding neighborhoods. Designate Overlay Districts for the hamlet study areas within Brant Lake and Adirondack (*see Appendix D Design Guidelines*) and consider amending the Commercial/Residential Zoning Districts to allow certain appropriate small-scale neighborhood businesses to locate within the Overlay Districts with site plan review and approval from the Planning Board (or a newly appointed Design Review Board) rather than conditional use review.

Strategy 11. Redefine "restaurant" and "restaurant-fast food" in the Zoning and Project Review Law. Currently the definitions imply that outdoor eating areas are not permitted. Conversely, the special requirements for "fast food restaurants" which include the sale of ice cream and other carry-out food sales require that outdoor eating areas be behind the building and not visible from the roadway. Outdoor eating areas can be charming, if designed well, and also attract tourists.

Strategy 12. Seek out and encourage prospective businesses that resonate with Adirondack traditions like woodworking, forestry and tour guiding. Recruit an outdoor recreational outfitter that could sell and rent a variety of outdoor recreational gear and necessities, and offer guided canoe, kayak, horseback riding, fishing, hunting, mountain biking, hiking and snowmobiling trips.

Strategy 13. Recruit a willing entrepreneur to open a new General Store or develop a business plan to create a Brant Lake Community Store on the Mill Pond utilizing an existing underutilized building or available vacant land in the Hamlet. The Community Store could be a publically-owned venture that could be funded in a variety of ways and modeled upon the Saranac Lake Community Store.

Strategy 14. Encourage restaurant and lodging businesses-owners to diversify and cater to winter sports enthusiasts to boost the winter tourism industry, e.g., cross country and downhill skiing, snowmobiling, snowshoeing and ice fishing. The Town should remain supportive of business and winter tourism needs.

Goal 2: Promote the Town's resources to cultivate the tourism industry.

Strategy 1. Continue to cooperate with the North Warren Chamber of Commerce to ensure that Horicon tourism resources, (e.g. lodging, campgrounds, restaurants, recreational amenities, community activities and other local attractions) are identified on their promotion materials and website. Encourage local business-owners to join and support the North Warren Chamber of Commerce so that it can better assist them. Recent efforts by the Chamber include the creation of a new map of the Town locating area businesses, which all Horicon retail

owners should make available to their customers.

Strategy 2. Cooperate with municipal governments from adjacent towns, villages and Warren County on mutual goals, and coordinated efforts for economic development. Schedule annual or semi-annual meetings to bring leaders together to discuss common issues and concerns. Maintain open communication and cooperation amongst municipal officials, business-owners and local residents to ensure that all parties are considering the inter-municipal impacts of development proposals and that decisions are made with the consideration of mutual concerns.

Strategy 3. Keep the media and the Town website updated with news, progress and successes of the revitalization efforts. Appoint a public relations person to facilitate getting the website updated in order to better keep the public involved and aware of successes. The website can be used to post timely information on local community happenings and/or events calendar. Local residents should also be kept informed of local happenings via the Town Newsletter and the Town bulletin board at Town Hall. Be sure to provide links on the website to the Adirondack Regional Chambers of Commerce, Warren County Department of Planning and Community Development, Warren County Economic Development Corporation and other regional tourism and economic development entities.

Strategy 4. Foster relationships with the North Warren Central School District to supplement local organizations and volunteers. High school students can be instrumental in offsetting the costs of marketing efforts. In return, the students gain valuable experience in their areas of study and interest. For instance,

students can assist in website maintenance and development, as well as the development of marketing and promotional materials such as logos, maps and brochures.

Strategy 5. Continue to participate in regional events, programs and services that already exist and appeal to tourists. It is important for the Town continue to participate in such events to secure its place in a regional economy

Strategy 6. Continue to support and promote a variety of local cultural and recreational events in the Town to bring families, friends and neighbors together. Events and activities could include, but are not limited to: street fairs, food festivals, holiday celebrations, winter festivals, Adirondack art and craft fairs, historic walking tours, town-wide garage sales, flea markets, and farmers markets. These types of events can also attract tourists throughout the year and inspire community spirit and pride. Use and promote an annual/biannual Adirondack crafts/art sale or other type of event as a regional attraction that is held on a regular basis. Tourists enjoy visiting a community that offers sale of local crafts and artwork. Appoint a committee to be responsible for organizing community enhancement and clean-up days and for coming up with new ways to engage the public in community activities and programs.

Strategy 7. Consider creating an annual event such as a canoe or kayak race, a regatta or other type of event that is unique to the Town of Horicon. Alternate the location, hosting the event one year on Schroon Lake and another year on Brant Lake. The Town should work with recreational groups to identify the best locations for canoe/kayak portage areas and create signage and small parking areas where appropriate.

Strategy 8. Encourage local businesses and businesses from neighboring towns to attract visitors year-round via cooperative marketing efforts.

Goal 3: Form public-private partnerships with the ability to oversee the implementation of the Community Development Strategic Plan.

Strategy 1. Designate a Community Revitalization Program Steering Committee to review the goals, recommendations and strategies of the Comprehensive Plan and Community Development Strategic Plan, and make recommendations for immediate actions that should be pursued by the Town to revitalize the Hamlets of Brant Lake and Adirondack. The Committee should have representation from the following groups: business and property owners, historic preservation groups, representatives from local civic groups like the Brant Lake Foundation and the East Shore Schroon Lake Association, and a representative from the North Warren Chamber of Commerce. A Town staff member or a member of the Town Board should serve as a liaison to the Steering Committee and report to the Town Board on a regular basis. Consider hiring the services of a grant writer to aggressively pursue and take advantage of all private, state, county and federal aid that may be available to accomplish the strategies outlined in this plan.

Strategy 2. Form Brant Lake Hamlet and Adirondack Hamlet organizations similar to the Brant Lake Foundation and East Shore Schroon Lake Association and appoint a liaison to attend all Town Board, Planning Board, and Zoning Board of Appeals meetings to remain involved in the day-to-day planning process, and ensure that key issues of Hamlet residents are brought to the governing boards attention.

Strategy 3. Appoint a Business Assistance Committee that can foster prospective business-owners through the local development review process and make business-owners aware of technical assistance and funding opportunities that are available through the regional and state economic development organizations. The Committee should be made up of a local resident that is very familiar with the development

review and approval process, local business-owners and other local residents who are skilled in business and financial planning. The Committee should create an easy to understand, step-by-step process or a list of Frequently Asked Questions and Answers for the convenience of local residents and business-owners.

III. Implementation Matrix

The adoption of the Community Development Strategic Plan is only the beginning. The mere statements of goals and strategies of this Plan will not produce the desired results unless the Town implements the concepts through land use regulations, public investment and cooperation, and/or the formation of public-private partnerships.

Once the Strategic Plan is adopted, the Town Board should designate a Community Revitalization Program Steering Committee to review the goals and strategies of the Community Development Strategic Plan, and make recommendations for immediate actions that should be pursued by the Town to revitalize the Hamlets of Brant Lake and Adirondack. The Committee should have representation from the following groups: business and property owners, historic preservation groups, representatives from local civic groups like the Brant Lake Foundation and the East Shore Schroon Lake Association, and a representative from the North Warren Chamber of Commerce. A Town staff member or a member of the Town Board should serve as a liaison to the Steering Committee and report to the Town Board on a regular basis.

The proposed Steering Committee should utilize the Implementation Matrix as the “road map” for future actions. The Committee should work on each strategy in the order of importance established by the “time frames” given within the matrix, however, it is likely that priorities may change with the availability of funding sources for particular projects.

A time frame has been designated for each strategy, projecting when the action should be accomplished. The time frame covers the next five years and is indicated by the following code:

S – Short-term: 0 – 1 Year - By the end of year 2009.

I – Intermediate-term: 1 – 3 Years - By the end of year 2012.

L – Long-term: 3 – 5 Years - By the end of year 2014.

O – On-going: 0 – 5 - To be addressed continuously or at any time over the next five years.

A responsible party has also been designated for each recommendation indicated by the following code:

TB - Town Board

PB – Planning Board

CEO – Code Enforcement Officer

CC – Chamber of Commerce

The following acronyms may be used in the Implementation Matrix:

Implementation Matrix Acronym List

Acronym	Full Name
ACHT	Adirondack Community Housing Trust
AGFTC	Adirondack Glens Falls Transportation Council
ADKSG	Adirondack Smart Growth
AFGP	Assistance to Firefighters Grant Program
CCE	Cornell Cooperative Extension
CHAMBER	North Warren Chamber of Commerce
CW/CA	Clean Water/Clean Air Bond Act
DASNY	Dormitory Authority State of New York
EFC-CWSRF	Environmental Facilities Corp. Clean Water State Revolving Fund
EFC-DWSRF	Environmental Facilities Corp. Drinking Water State Revolving Fund
ESDC	Empire State Development Corp – Restore NY Communities Initiative
ESDC-WCG	Empire State Development Corp – Wireless Communities Grant
HHS CSBG	Health & Human Services – Community Service Block Grant
IMLS	Institute of Museum & Library Services
LOCAL	Local Municipality
MANY	Museum Association of New York
NG	National Grid Resource Center for Economic Development
NPS - LWCF	National Park Service – Land & Water Conservation Fund
NYSDA	NYS Dept. of Aging
NYSAG&MK	NYS Dept of Agriculture and Markets
NYSBD	NYS Banking Dept.
NYSBDC	NYS Business Development Corporation
NYSCA	NYS Council on the Arts
NYSEDC	NYS Economic Development Council
NYSERDA	NYS Energy Research and Development Authority
NYSDEC - SG	NYS Dept of Environment Conservation, Smart Growth Program
NYSDHCR-OCR	NYS Division of Housing & Community Renewal - Office for Community Renewal (Former Governor’s Office of Small Cities)
NYSDHCR- OCD	NYS Division of Housing & Community Renewal - Office for Community Development
NYSDOS-BOA	NYS Brownfield Opportunity Areas
NYSDOS-SMSI	NYS Shared Municipal Services Incentive Program
NYSDOL	NYS Department of Labor
NYSHFA	NYS Housing Finance Agency
NYMS	NYS Main Street Program (through NYSDHCR-OCR)

Implementation Matrix Acronym List

Acronym	Full Name
NYRWA	NYS Rural Water Association
NYSOSC	NYS Office of the State Comptroller
NYSOPRHP	NYS Office of Parks, Recreation & Historic Preservation
NYPF	New York Planning Federation
NYSDOT TEP	NYS Dept. of Transportation Enhancement Program
NYSDOT TIP	NYS Dept. of Transportation Improvement Program
PF	Private Funding Sources, i.e., Private Foundation
PNY	Preserve New York
RCAP	Rural Community Assistance Program
RUS	Rural Utility Service
SAFTEA-LU	Safe, Accountable, Flexible, Efficient, Transportation Equity Act
SARA	State Archives and Records Administration
SBA	Small Business Administration
SBF	Scenic Byways Foundation
USDA - RUS	US Dept of Agriculture – Rural Utilities Services
USDA - RHS	US Dept of Agriculture – Rural Housing Services
USDOI - RICA	US Dept. of the Interior, Rivers Trails, & Conservation Assistance
WC	Warren County
WCEDC	Warren County Economic Development Corporation
WCLDC	Warren County Local Development Corporation
WWIDA	Warren/Washington County Industrial Development Agency

Strategy (Action Task)	Time Frame	Responsible Party	Possible Funding or Assistance Source	
HOUSING				
Goal 1: Preserve and enhance existing residential neighborhoods by promoting the rehabilitation and maintenance of existing residential structures.				
1.1	Continue to aggressively seek funding from Federal and State sources to rehabilitate substandard housing, and facilitate affordable home-ownership. The initial Housing Conditions Windshield Survey conducted in 2007-2008 revealed that there were a number of substandard housing units located within the Adirondack and Brant Lake Hamlets that would likely be eligible for housing rehabilitation grants. See Section III: Population and Housing Profile. Community Development Block Grants and HOME Grants can assist low-and moderate-income residents with housing rehabilitation. Continue to apply for grant assistance through other federal, state, county, local and philanthropic organizations.	O	TB	NYS DHCR(OCR), NYS DHCR(OCD)
Goal 2: Promote a mix of quality housing options at price ranges that are accessible to all ages and income levels.				
2.1	Promote the construction of new affordable housing to families that have incomes at or below 80% of the county median income. The type and scale of the new housing units should be in harmony with existing structures in the area.	L	TB, PB	LOCAL, NYSDHCR(OCR), ACHT, USDA(RHS)

Strategy (Action Task)		Time Frame	Responsible Party	Possible Funding or Assistance Source
2.2	Consider adopting affordable housing regulations that require all new large developments to contain 10% or more dwelling units that are affordable to families that have incomes at or below 80% of the County median income. For subdivisions of 10 or more units or other large housing and mixed-use developments, the Town should require developers to provide at least 10% affordable housing units in their development plans. Positive incentives, such as density bonuses in areas suitable for more dense development can be used for encouragement. With the support of the Affordable Housing Analysis contained herein, the Town could decide to require an affordable housing set aside of an even larger percentage, or for subdivisions of any size.	I	TB, PB	LOCAL, DEC(SMART GROWTH)
2.3	Encourage the development of additional senior (55+) housing opportunities in the Town. Development is recommended in areas adjacent to resources and services that can easily be accessed by senior adults, e.g. convenience/grocery stores, retail shops, library, community center, and alternative transportation options. This housing should include both affordable units as well as market-rate units, to allow existing residents to downsize. A detailed market analysis should be conducted to identify other appropriate uses, including assisted living facilities or cooperative housing development. Density bonuses in areas suitable for senior housing can be used for encouragement. The Zoning and Project Review Law should be updated to properly define “senior housing” and “assisted living facilities” and other related definitions. The Zoning should permit these uses by Site Plan Review, in the R1 – 20,000 sq. ft.) R1 – 2 acres and CR districts.	I	TB, PB	LOCAL, PF, DASNY, ESDC(RESTORENY), NYSHFA, NYSDHCR(OCR- CDBG & NYMS), NYSDHCR(OCD)
2.4	Encourage the use of Planned Unit Developments (PUD) in the Town to allow a mix of residential housing types clustered in areas that have, or have the potential to have, water, sewer, recreation areas and/or other community services. PUD regulations allow for more flexibility in the construction process. Use the PUD process to negotiate with developers to reserve a percentage of housing in new projects for income eligible households. PUD’s should be pedestrian friendly and linked to the existing Hamlet areas with sidewalks and multi-use trails.	L	TB, PB	LOCAL, DEC(SMART GROWTH)

Strategy (Action Task)		Time Frame	Responsible Party	Possible Funding or Assistance Source
2.5	Adopt cluster/conservation subdivision regulations for the Hamlets to increase development density potential, thereby decreasing the price of per parcel of land. Cluster/conservation subdivision techniques for new single-family home developments can preserve open space and sensitive natural areas and when applied properly, can also allow denser growth to support affordable use of infrastructure and lower development costs.	L	TB, PB	LOCAL
2.6	Define and allow by conditional use permit, accessory and/or in-law apartments to provide alternative housing opportunities for the citizens of the community. Allow second-floor residences over commercial space on the ground floor in the Residential Zoning Districts. Make a provision that the second-floor apartment must be a year-round (e.g. winterized) residence. A business owner could occupy this space or it could be rented to the store manager or other local employee that is in need of affordable housing.	S	TB, PB	LOCAL
2.7	Identify areas in the Town where new construction of owner-occupied two-family homes, or the conversion of existing single-family homes to owner-occupied two-family, could be permitted. Develop in-fill housing on vacant lots in existing Hamlets. Using state or federal assistance (AHC and/or SONYMA mortgages and/or other funds), develop new, affordable one and two-family homes on vacant lots in existing Hamlets for purchase by low-and moderate-income residents.	L	TB, PB	NYSDHCR(OCR), RCAP, NYSHFA, ACHT

Strategy (Action Task)	Time Frame	Responsible Party	Possible Funding or Assistance Source
<p>2.8 Work with the Adirondack Community Housing Trust (ACHT) to identify local homes, potential underutilized buildings that could be managed by the ACHT, and undeveloped lands that could be set aside for new affordable housing construction. Educate residents and developers about the Housing Trust and the benefits of donating land for affordable housing development. As proven in the Affordable Housing Analysis contained herein, residents of low to moderate income cannot afford to purchase land to build a home within the Town of Horicon. With assistance on acquiring land, many of these individuals could afford new homes. The homes themselves could be very similar in style to what already exists or is being built in the surrounding neighborhoods. A combination of programs including NYS Affordable Housing, HOME and the Federal Home Loan Bank are used by other communities in the area to assist potential homebuyers. The Town should also team up with Warren County, Habitat for Humanity and the Rural Preservation Company to build new homes for low to moderate income families.</p>	I	TB, ACHT	LOCAL, NYSDHCR(OCR), NYSDHCR(OCD), ACHT
<p>2.9 Work with the New York State Division of Housing and Community Renewal and other funding agencies to establish a land bank of potential sites that would be set aside for affordable housing construction. Other potential sources of funding include the NYS Affordable Housing Corporation program and the HOME Program. In addition once land is acquired and potential projects are planned, the Community Development Block Grant Program (CDBG) may be able to assist in project completion. These land bank parcels would be held for future development in which the Town either directly is the developer or sells the land with controls to insure that the land is used to accomplish the provision of affordable housing. The Hamlets contain a number of large vacant parcels that are suitable for development.</p>	L	TB	NYSDHCR(OCR), NYSDHCR(OCD), USDA(RHS), ACHT, NYSHFA

Strategy (Action Task)		Time Frame	Responsible Party	Possible Funding or Assistance Source
2.10	Develop a funding mechanism by which money can be set aside for affordable housing. This can be done in a variety of ways including, obtaining grant funding from available sources, and requiring mitigation fees for affordable housing needs from developers that are building only market-rate homes. The fee would be waved if a developer agrees to build a certain number of moderately priced units. The Town could work with ACHT to manage the funding pool.	L	TB, ACHT	LOCAL, ACHT
2.11	Identify sites that would be suitable for affordable housing if water and sewer served it. Greater densities are needed to reduce the development costs sufficiently to make affordable housing feasible. Such densities generally require municipal infrastructure.	L	TB	LOCAL

Strategy (Action Task)	Time Frame	Responsible Party	Possible Funding or Assistance Source	
HAMLET PRESERVATION AND ENHANCEMENT				
Goal 1: Build community image and identity. Preserve and enhance the distinctive identities of the Hamlets of Adirondack and Brant Lake through a combination of building and streetscape improvements.				
1.1	Adopt and implement the <u>Design Guidelines for Brant Lake and Adirondack Hamlets</u> to foster new commercial, residential, and mixed-use development that retains the small town, historic and natural character of the Hamlets. These guidelines will assist the Town in achieving an acceptable urban pattern through building styles and typologies. Ensure that the Design Guidelines are taken into consideration when evaluating new development proposals and activities within the Hamlets, including commercial structure development, business expansion, signage, and parking areas. The Design Guidelines can be incorporated into the Zoning and Project Review Law by adopting Overlay Districts of the Hamlet study areas of Brant Lake and Adirondack. (See Appendix D, Design Guidelines)	S	TB, PB	LOCAL
1.2	Consider appointing a Design Review Board that would utilize the Design Guidelines to review each proposal and make advisory recommendations to the Planning Board for necessary changes to the proposal that will reach the overall vision of the Community Development Strategic Plan.	L	TB	LOCAL
1.3	Enhance all of the community “Gateways” to welcome motorists/tourists into the Hamlets. Tourist friendly communities celebrate their identity with welcoming signs and information kiosks that announce entry into the community. Elements used in successful gateways include signs, sculpture, lighting, ornamental historic objects and landscaping.	S	TB	LOCAL, NYSDOT(TEP), NYSDHCR(OCR- NYMS), NYSCA, ESDC

Strategy (Action Task)		Time Frame	Responsible Party	Possible Funding or Assistance Source
1.4	Develop a recognizable signage and kiosk program for wayfinding and attraction identification within the Hamlets. Tap local and/or youth talent by holding a contest to design a unique theme for interpretive signage. Include information on local historic landmarks, beaches, boat launches, restaurants and shops that may interest visitors. A recognizable theme of banners for each season could also be displayed on existing utility poles to dress up the Hamlets.	I	TB	LOCAL, CHAMBER, NYSCA NYSDOT(TEP)
1.5	Improve the streetscape of the Hamlet of Adirondack by gradually replacing highway-style lighting with replica vintage lighting, as has been done in Brant Lake’s Mill Pond area, to improve aesthetics and better light the sidewalks for pedestrians. Remove the older Niagara Mohawk cobra-head streetlights. New fixtures should include night sky preservation features and existing fixtures should be updated to do the same in order to avoid unnecessary light pollution and direct light only where it is needed. This will also help preserve the Adirondack character of the Hamlets.	O	TB	LOCAL, NYSDOT(TEP), NG, NYSDHCR(OCR-NYMS)
1.6	Encourage residents and visitors to walk to destinations within the Hamlets by installing sidewalks and curbing along the major streets within Brant Lake and Adirondack as illustrated in the Conceptual Improvement Plans in Appendix D. Establish a sidewalk fund for the Town to support regular ongoing maintenance and orderly expansion of the sidewalk network. Establish sidewalk standards to ensure new development maintains and connects to the community sidewalk network where appropriate.	L	TB	LOCAL, NYSDOT(TEP)(TIP), SAFTEA-LU
1.7	Encourage developers, where feasible, to link new housing developments with existing residential and commercial areas by installing access roads, sidewalks and multi-use trails, thereby creating walkable and connected neighborhoods.	O	TB, PB	LOCAL
1.8	Improve the appearance of buildings that do not exhibit historic or Adirondack-characteristic architecture. Apply for façade improvements funds through the New York Main Street Program and the Community Development Block Grant Program (CDBG).	S	TB	NYSDHCR(OCR-NYMS), ESDC(RESTORE NY)

Strategy (Action Task)		Time Frame	Responsible Party	Possible Funding or Assistance Source
1.9	Provide clearly defined parking areas with signage and landscaping. Amend the Zoning and Project Review Law to provide for more stringent landscaping and screening of commercially created undesirable views from roadways and neighboring buildings. Encourage property owners to screen less attractive views with trees and/or shrubs and to locate service areas and utility equipment in the rear of the property where possible.	S	TB, PB	LOCAL, DEC(SMART GROWTH)
1.10	Improve the overall aesthetics of the Hamlets by addressing issues such as vacant or dilapidated buildings, broken or boarded up windows, unscreened dumpsters, junk cars and general rubbish, uninviting fencing and building facades, cluttered sidewalks, and unattractive signs with enhanced local codes and code enforcement. Identify and work with absentee landlords to improve the use and appearance of residential, commercial, or mixed-use buildings throughout the Hamlets.	O	TB, CEO	LOCAL, ESDC(RESTORE NY), NYSDHCR(OCR-NYMS)
1.11	Organize community clean up days with activities such as park grooming and picking up litter along streets. Institute a community beautification program that would give recognition and awards to owners for improving their properties.	S	TB	LOCAL, CHAMBER
1.12	Enhance the aesthetics of the Hamlets and road corridors by seeking opportunities for burying utility wires underground or placing new overhead lines toward the rear of the properties. When major road construction or re-construction is planned, conduit should be placed underground for electric, telephone and cable service.	L	TB, PB	LOCAL
Goal 2: Improve and enhance community facilities and services.				
2.1	Identify historic buildings within the Hamlets for expanded community use. For example, the Adirondack School House in Adirondack needs to be winterized and the church building next to the Town Hall in Brant Lake may have future opportunities for adaptive re-use. Buildings such as these are considered “cultural anchors” and/or “landmarks” that are potentially eligible for grants through the New York Main Street Program, Restore NY, and other funding sources.	I	TB	LOCAL, NYSCA, NYSOPRHP, PNY, PF, NYSDHCR(OCR), ESDC(RESTORE NY)

Strategy (Action Task)	Time Frame	Responsible Party	Possible Funding or Assistance Source
2.2 Any new buildings intended for civic or community use should be located within the Hamlets to maintain a concentration of activities within walking distance.	O	TB, PB	LOCAL
2.3 Develop a plan to improve the current Town beach on the Mill Pond. Conceptual plans are illustrated in the Hamlet Conceptual Improvement Plans contained in Appendix D. If public property or easements can be acquired, the Town should consider relocating the beach to a safer more aesthetically pleasing area.	S	TB	LOCAL, NYSOPRHP
2.4 Actively pursue a location for a municipal beach on Brant Lake. Public beach access to Brant Lake is currently non-existent. Local residents who do not own lake front property only have access to Brant Lake via the boat launch. The Town should acquire lake front property that is large enough to provide a beach, public parking area and other recreation facilities.	O	TB	LOCAL, NYSOPRHP, NPS-LWCF
2.5 Take over the responsibility of operations and maintenance of the Brant Lake boat launch, which is currently maintained and operated through a lease agreement between the Town and the NYS Department of Environmental Conservation. The Town should immediately initiate the process of release from the current lease, which if not acted upon, will automatically renew in 2014. Local control of the boat launch will allow the Town to develop a permit system for local residents and a fee system for non-resident use of the launch.	S	TB	LOCAL
2.6 Take advantage of the attractive streamside setting of the Town-owned park in Adirondack by developing trails and building a bridge over the stream linking the residents to businesses such as the Adirondack General Store. Redesign the public parking area serving the park by adding landscaping and designated parking spaces. See the Adirondack Hamlet Conceptual Improvement Plans contained in Appendix D.	S	TB	LOCAL, NYSOPRHP

Strategy (Action Task)	Time Frame	Responsible Party	Possible Funding or Assistance Source
<p>2.7 Promote existing and new programs and family activities for adults and youth. Appoint an individual to act as recreational activities director and recruit volunteers to teach or coordinate activities. Design activities for all ages: fly-fishing, swimming lessons, guided nature walks, canoeing, kayaking, ballroom dancing, astronomy, craft-making and classic movie night and are just some examples. Coordinate the programs as appropriate with the day-care facility on the Mill Pond, the Friends of Horicon Free Library, and the North Warren Central School District. The relative lack of heated recreational facilities for the general public puts increased importance on the Horicon Community Center during summer rainy days and winter months. Facilitating activities or exercise programs targeted toward teen-aged youth and adults would help address winter recreational and activity needs. The Town should consider setting aside occasional open hours for teens and/or adults for yoga, aerobics or other indoor activities.</p>	O	TB, CC	LOCAL, NYSCA, CHAMBER
<p>2.8 Enhance the public parks with additional recreational and cultural amenities. The provision of additional park amenities will increase the versatility of the already attractive areas. Future amenities could include additional trails, picnic areas, tourist information facilities such as kiosks or display areas, and a gazebo or bandstand for concerts and public events. Seek funding from NY State Council on the Arts for expanded music performances or fine arts related programming.</p>	L	TB	LOCAL, NYSOPRHP, NYSCA
<p>2.9 Strongly enforce existing building codes. Develop, expand and enforce current codes, establish clear procedures for enforcement and increase education opportunities for the code enforcement officer. Where necessary, update local building code language to reference planning and zoning procedures to ensure coordination of decision making and approvals. Consider hiring a full time Code Enforcement Officer/Building Inspector.</p>	O	TB, CEO	LOCAL

Strategy (Action Task)	Time Frame	Responsible Party	Possible Funding or Assistance Source	
Goal 3: Improve and enhance the transportation infrastructure for the safety, convenience and efficiency of drivers, cyclists and pedestrians.				
3.1	Work with the Warren County Board of Supervisors and the New York State Department of Transportation (NYSDOT) to study the feasibility of installing a three-way stop at the intersection of East Shore Drive and Johnson Road in Adirondack. A speed limit reduction or other traffic calming devices should be considered at this location as traffic approaches the Hamlet.	L	TB	NYSDOT(TIP), SAFTEA-LU
3.2	Work with the Warren County Board of Supervisors and the New York State Department of Transportation to study the feasibility of installing a three-way stop at the intersection of Route 8 and Horicon Avenue in Brant Lake. This would serve as a traffic-calming device which would greatly improve pedestrian safety, while also helping to "anchor" the hamlet and provide additional public parkland adjacent to Mill Pond. In the immediate future, create a raised planting bed in the triangular area at the center of the current intersection to calm traffic, reduce unnecessary pavement, and significantly enhance the overall hamlet aesthetic.	L	TB	NYSDOT(TIP), SAFTEA-LU
3.3	Install pedestrian crosswalks, utilizing more visually appealing colored street imprint (stampcrete), or other New York State Department of Transportation (NYSDOT) approved alternative material, rather than painted strips at key intersections such as Johnson Road and East Shore Drive in Adirondack and Route 8 and Horicon Street in Brant Lake.	I	TB	LOCAL, NYSDOT(TEP)
3.4	Work with the NYSDOT to identify potential locations for on-street bicycle lanes.	I	TB	NYSDOT(TEP)

Strategy (Action Task)		Time Frame	Responsible Party	Possible Funding or Assistance Source
3.5	On local roads, consider utilizing traffic-calming techniques such as changes in paving medium, narrowing of roadways and creation of landscaped islands at busy intersections to encourage drivers to slow down and watch for pedestrians and bicyclists.	O	TB, PB	LOCAL, NYSDOT(TEP)
3.6	Encourage new commercial and higher density residential development in high traffic areas to share driveways, or ingress/egress points in order to decrease vehicle and pedestrian hazards. Protect the integrity of pedestrian pathways by working with the County and DOT to limit the number of curb cuts along county and state routes.	O	TB, PB	LOCAL, NYSDOT(TEP)
3.7	Encourage businesses that have property fronting the Mill Pond to provide parking areas behind or on the side of their buildings rather than on the shoulder between Route 8 and the Mill Pond. The Town could consider arranging for a limited number of shared temporary parking spaces at the Community Center to provide ample parking area while protecting the shoreline of Mill Pond and keeping it free from the clutter of parked cars. This will help create a safer and more inviting pedestrian atmosphere, while also helping to stabilize the banks of the Mill Pond.	I	TB	LOCAL
3.8	Work with Warren County Office for the Aging to increase availability of county-subsidized transportation for local residents, especially senior citizens, to provide access to shopping areas and health care facilities. In addition support and encourage the formation of a volunteer driving service and/or ride share program for senior citizens.	S	TB	LOCAL, WC

Strategy (Action Task)	Time Frame	Responsible Party	Possible Funding or Assistance Source	
ECONOMIC DEVELOPMENT				
Goal 1: Strengthen and diversify the economic base of the Hamlets of Adirondack and Brant Lake. Encourage a mix of commercial, civic and residential buildings within the two Hamlets to provide a variety of necessary goods, services and attractions for year-round and seasonal residents and tourists. Retain existing employment opportunities and attract new businesses to the Town.				
1.1	Maximize investment in the Hamlets of Adirondack and Brant Lake, including but not limited to infrastructure, streetscape, housing and building façade improvements. Focus on making financial assistance available to new and existing businesses with the hamlets.	O	TB	NYSDHCR(OCR - NYMS), ESDC(RESTORE NY), WCEDC, WCLDC
1.2	Continue to apply for grant assistance through federal, state, county, local and philanthropic organizations. Focus on making financial assistance available to existing and new businesses to rehabilitate and re-use existing commercial buildings within the hamlets. Target vacant or underutilized ‘anchor’ buildings in the hamlets for rehabilitation and adaptive re-use with special marketing, outreach to prospective tenants, and incentives.	O	TB	NYSDHCR(OCR-NYMS) ESDC(RESTORE NY), PNY WCEDC, WCLDC
1.3	Work with Warren County in developing a Micro-Enterprise Loan program designed and directed to new and existing small businesses either located in or considering locating in Horicon which employ five people or less, including the owner. The funding can be used to provide relocation and start-up expenses, and to assist existing businesses with the purchase of equipment or inventory, capital improvements and business expansion.	L	TB	NYSDHCR(OCR - CDBG), WC

Strategy (Action Task)		Time Frame	Responsible Party	Possible Funding or Assistance Source
1.4	Work with the Warren County Department of Planning and Community Development and the Warren County Economic Development Corporation (EDC) to recruit new businesses to fill empty commercial structures and to attract and retain employment opportunities within the hamlets. Create and maintain a vacant land and building inventory to easily identify potential redevelopment sites. In the short term, businesses should be recruited that the local market can support, such as a grocery store, small convenience store, casual restaurant/deli or bakery. As the revitalization efforts gain momentum, recruit businesses that need the support of the regional tourism market such as specialty gift and craft shops, recreational outfitters, bed and breakfast's, and entertainment facilities to support the tourism market.	I	TB	LOCAL, WC, WCEDC
1.5	Work with the Warren County Department of Planning and Community Development and Warren County Economic Development Corporation (EDC) to initiate a Main Street Program to assist local businesses with building rehabilitation capital improvements, and business expansion.	I	TB	WCEDC, NYSDHCR(OCR-NYMS)
1.6	Coordinate with the Warren County Local Development Corporation (LDC), which administers the Small Business Loan Program for Warren County. Ensure that local business owners are aware of the programs administered by the LDC.	S	TB	LOCAL, WCLDC
1.7	Appoint an economic development liaison to stay abreast of county and regional economic development programs, attend meetings and communicate Horicon's position on key issues to existing economic and tourism agencies such as the Adirondack Regional Chambers of Commerce, North Warren Chamber of Commerce, the Warren County Economic Development Corporation (EDC) and Warren County's Planning and Community Development Department.	S	TB	LOCAL

Strategy (Action Task)		Time Frame	Responsible Party	Possible Funding or Assistance Source
1.8	Develop a Business Assistance Program. The program could include a revolving loan fund that is designed and directed to new and existing businesses either located in or considering a Horicon location. Revolving loan funding uses include, but are not limited to: relocation and start up expenses; purchase of equipment or inventory; the engagement of professional technical assistance, leasehold improvements; and working capital. The funding could also be used to assist with capital improvements, façade and sign enhancements, business expansion and second and third story rehabilitation.	L	TB	LOCAL, NYSDHCR(OCR), WCEDC, WCLDC
1.9	Consider the creation of a paid Economic Development Coordinator. The individual would be the initial point of contact for business expansion, retention, and attraction efforts for the Town of Horicon. In addition, the Coordinator would assist the business community in navigating the permit process, identifying economic and community development grant opportunities, and both grant writing and management. Finally, the Coordinator would represent the Town of Horicon on local, County, and regional economic development organizational meetings.	L	TB	LOCAL
1.10	Ease the regulatory burden upon expanding or opening new businesses in the Hamlets. Utilize the Hamlet Design Guidelines to ensure that new development is compatible with the surrounding neighborhoods. Designate Overlay Districts for the hamlet study areas within Brant Lake and Adirondack (see Design Guidelines Appendix A) and consider amending the Commercial/Residential Zoning Districts to allow certain appropriate small-scale neighborhood businesses to locate within the Overlay Districts with site plan review and approval from the Planning Board (or a newly appointed Design Review Board) rather than conditional use review.	I	TB, PB	LOCAL, NYPF
1.11	Redefine “restaurant” and “restaurant-fast food” in the Zoning and Project Review Law. Currently the definitions imply that outdoor eating areas are not permitted. Conversely, the special requirements for “fast food restaurants” which include the sale of ice cream and other carry-out food sales require that outdoor eating areas be behind the building and not visible from the roadway. Outdoor eating areas can be charming, if designed well, and also attract tourists.	S	TB, PB	LOCAL

Strategy (Action Task)	Time Frame	Responsible Party	Possible Funding or Assistance Source
1.12 Seek out and encourage prospective businesses that resonate with Adirondack traditions like woodworking, forestry and tour guiding. Recruit an outdoor recreational outfitter that could sell and rent a variety of outdoor recreational gear and necessities, and offer guided canoe, kayak, horseback riding, fishing, hunting, mountain biking, hiking and snowmobiling trips.	O	TB	LOCAL, WCEDC, WCLDC, WCIDA, NYSDHCR(OCR)
1.13 Recruit a willing entrepreneur to open a new General Store or develop a business plan to create a Brant Lake Community Store on the Mill Pond utilizing an existing underutilized building or available vacant land in the Hamlet. The Community Store could be a publically-owned venture that could be funded in a variety of ways and modeled upon the Saranac Lake Community Store.	I	TB	LOCAL, WCEDC, WCLDC, WCIDA, NYSDHCR(OCR)
1.14 Encourage restaurant and lodging businesses-owners to diversify and cater to winter sports enthusiasts to boost the winter tourism industry, e.g., cross country and downhill skiing, snowmobiling, snowshoeing and ice fishing. The Town should remain supportive of business and winter tourism needs.	O	TB	LOCAL, NYSDHCR(OCR)
Goal 2: Promote the Town’s resources to cultivate the tourism industry.			
2.1 Continue to cooperate with the North Warren Chamber of Commerce to ensure that Horicon tourism resources, (e.g. lodging, campgrounds, restaurants, recreational amenities, community activities and other local attractions) are identified on their promotion materials and website. Encourage local business-owners to join and support the North Warren Chamber of Commerce so that it can better assist them. Recent efforts by the Chamber include the creation of a new map of the Town locating area businesses, which all Horicon retail owners should make available to their customers.	O	TB, CC	LOCAL, CHAMBER

Strategy (Action Task)		Time Frame	Responsible Party	Possible Funding or Assistance Source
2.2	Cooperate with municipal governments from adjacent towns, villages and Warren County on mutual goals, and coordinated efforts for economic development. Schedule annual or semi-annual meetings to bring leaders together to discuss common issues and concerns. Maintain open communication and cooperation amongst municipal officials, business-owners and local residents to ensure that all parties are considering the inter-municipal impacts of development proposals and that decisions are made with the consideration of mutual concerns.	O	TB	LOCAL, NYSDOS(SMSI)
2.3	Keep the media and the Town website updated with news, progress and successes of the revitalization efforts. Appoint a public relations person to facilitate getting the website updated in order to better keep the public involved and aware of successes. The website can be used to post timely information on local community happenings and/or events calendar. Local residents should also be kept informed of local happenings via the Town Newsletter and the Town bulletin board at Town Hall. Be sure to provide links on the website to the Adirondack Regional Chambers of Commerce, Warren County Department of Planning and Community Development, Warren County Economic Development Corporation and other regional tourism and economic development entities.	O	TB, CC	LOCAL, CHAMBER,
2.4	Foster relationships with the North Warren Central School District to supplement local organizations and volunteers. High school students can be instrumental in offsetting the costs of marketing efforts. In return, the students gain valuable experience in their areas of study and interest. For instance, students can assist in website maintenance and development, as well as the development of marketing and promotional materials such as logos, maps and brochures.	I	TB	LOCAL
2.5	Continue to participate in regional events, programs and services that already exist and appeal to tourists. It is important for the Town continue to participate in such events to secure its place in a regional economy.	O	TB, CC	LOCAL, CHAMBER

Strategy (Action Task)		Time Frame	Responsible Party	Possible Funding or Assistance Source
2.6	Continue to support and promote a variety of local cultural and recreational events in the Town to bring families, friends and neighbors together. Events and activities could include, but are not limited to: street fairs, food festivals, holiday celebrations, winter festivals, Adirondack art and craft fairs, historic walking tours, town-wide garage sales, flea markets, and farmers markets. These types of events can also attract tourists throughout the year and inspire community spirit and pride. Use and promote an annual/biannual Adirondack crafts/art sale or other type of event as a regional attraction that is held on a regular basis. Tourists enjoy visiting a community that offers sale of local crafts and artwork. Appoint a committee to be responsible for organizing community enhancement and clean-up days and for coming up with new ways to engage the public in community activities and programs.	O	TB, CC	LOCAL, CHAMBER
2.7	Consider creating an annual event such as a canoe or kayak race, a regatta or other type of event that is unique to the Town of Horicon. Alternate the location, hosting the event one year on Schroon Lake and another year on Brant Lake. The Town should work with recreational groups to identify the best locations for canoe/kayak portage areas and create signage and small parking areas where appropriate.	I	TB, CC	LOCAL, CHAMBER
2.8	Encourage local businesses and businesses from neighboring towns to attract visitors year-round via cooperative marketing efforts.	O	TB, CC	LOCAL, CHAMBER

Strategy (Action Task)	Time Frame	Responsible Party	Possible Funding or Assistance Source	
Goal 3: Form public-private partnerships with the ability to oversee the implementation of the Community Development Strategic Plan.				
3.1	Designate a Community Revitalization Program Steering Committee to review the goals, recommendations and strategies of the Comprehensive Plan and Community Development Strategic Plan, and make recommendations for immediate actions that should be pursued by the Town to revitalize the Hamlets of Brant Lake and Adirondack. The Committee should have representation from the following groups: business and property owners, historic preservation groups, representatives from local civic groups like the Brant Lake Foundation and the East Shore Schroon Lake Association, and a representative from the North Warren Chamber of Commerce. A Town staff member or a member of the Town Board should serve as a liaison to the Steering Committee and report to the Town Board on a regular basis. Consider hiring the services of a grant writer to aggressively pursue and take advantage of all private, state, county and federal aid that may be available to accomplish the strategies outlined in this plan.	S	TB	LOCAL
3.2	Form Brant Lake Hamlet and Adirondack Hamlet organizations similar to the Brant Lake Foundation and East Shore Schroon Lake Association and appoint a liaison to attend all Town Board, Planning Board, and Zoning Board of Appeals meetings to remain involved in the day-to-day planning process, and ensure that key issues of Hamlet residents are brought to the governing boards attention.	I	TB	LOCAL

Strategy (Action Task)	Time Frame	Responsible Party	Possible Funding or Assistance Source
<p>3.3 Appoint a Business Assistance Committee that can foster prospective business-owners through the local development review process and make business-owners aware of technical assistance and funding opportunities that are available through the regional and state economic development organizations. The Committee should be made up of a local resident that is very familiar with the development review and approval process, local business-owners and other local residents who are skilled in business and financial planning. The Committee should create an easy to understand, step-by-step process or a list of Frequently Asked Questions and Answers for the convenience of local residents and business-owners.</p>	S	TB	LOCAL

IV. Community Outreach Process

The foundation of a good Community Development Strategic Plan is the incorporation of public input early and often throughout the Plan's development. In order to develop an action plan built upon public consensus on key issues and common goals, receiving input from the Town's elected and appointed leaders, business owners and residents is imperative.

This section summarizes the multi-faceted public outreach and participation process that occurred during the winter and spring of 2008. Beginning with obtaining input from the Town Board, Planning Board and Town staff, the next step involved the Town Board appointing a Planning Advisory Committee, with the intent of ensuring representation from the entire community. The individuals appointed to the Planning Advisory Committee are residents and business owners as well as members of elected and appointed boards, and bring a wide range of experiences and local knowledge of key issues facing the Hamlets of Adirondack and Brant Lake.

A second approach targeted the general public for the purpose of obtaining feedback. A public workshop was held to solicit input from residents on design ideas and improvements to many aspects of the Hamlets of Adirondack and Brant Lake. Participants discussed possible design improvements, the potential of each, and contributed additional ideas for future improvements to the Hamlets.

A third approach focused on business owners in the Town of Horicon. A business-owner

roundtable was held in which issues and concerns and potential solutions were discussed.



Advisory Committee Meetings

The Planning Advisory Committee began meeting on a monthly basis in January 2008 to discuss issues and gather information. Committee members and consultants conducted fieldwork, planned public workshops and gathered other data to be incorporated into the final Draft Plan.

Early in the planning process, it is useful to identify key issues confronting a community. The key issues serve as a starting point for discussions about a community's current conditions and needs, which are then addressed and incorporated into a community's strategic plan.

Key Issues

At the Advisory Committee kick-off meeting, committee members were asked to identify the most important issues facing the Town of Horicon and the Hamlets now and in the future. The following key issues

emerged as the major topics discussion at many of the Advisory Committee meetings.

- Providing affordable housing that fits the character of the Town.
- Recruiting new businesses and services (i.e. groceries, hardware, and laundry) and supporting the expansion of existing businesses in the Hamlets of Adirondack and Brant Lake. A new General Store is a top priority for Brant Lake.
- Providing more employment opportunities to residents and youth.
- Enhancing the *sense of place* within the Hamlets and revitalizing the Hamlets to be more inviting places for residents, businesses and visitors. Creating design guidelines for the Hamlets of Adirondack and Brant Lake.
- Marketing key assets of the Town: the Mill Pond, Mill Creek, the lakes, the historic buildings, the scenic vistas, and accessibility the many recreational activities available within the Adirondack Park.
- Renewing the community spirit.



Workshops & Public Meetings

Public Visioning Workshop

In order to gather further public input for the Community Development Strategic Plan, the Town of Horicon hosted a Hamlet Design & Visioning Workshop on Thursday April 10, 2008. The goal of the Hamlet Design Workshop was to provide a framework that will help transform the Hamlets into attractive destinations that will reflect the rural Adirondack character of Horicon while making them places where residents and visitors will feel comfortable walking, driving, eating, playing and living. The event began with a walking tour through the Hamlet of Adirondack and continued with a walking tour around the Mill Pond in the Hamlet of Brant Lake.

Following the walking tours, the public participants reconvened at the Community Center for the Design Workshop. A brief presentation identifying urban design characteristics contributing to a successful hamlet was given as a preface to the workshop exercise. See Appendix B. Some of the keys to successful hamlets include, 1) drive-ability, 2) walk-ability, 3) civic and economic anchors, 4) cultural heritage and architectural integrity, 5) mix of uses within the hamlet, (residential, commercial, recreational, 6) landmarks and gateways, 7) quality outdoor spaces and design, 8) protection or sustainable use of natural resources, 9) smart and effective planning and zoning.

Participants discussed their observations in the field and were encouraged to think about the future and the potential of Horicon and brainstorm about what improvements could be made to the two Hamlets. To kick off the

brainstorming, draft Conceptual Design Improvement Plans for the Hamlets of Adirondack and Brant Lake were shown and discussed by the consultants. The discussion focused on pedestrian connectivity, the condition of many of the existing structures, gateway improvements, and the potential for redevelopment of vacant and underutilized structures and land. Participants provided ideas to explore and solutions to overcome shortcomings in the surrounding environment (suggestions for beautification of the Hamlets, ideas for development that is sensitive to space and scenic resources such as the hillsides and lakes, and improvements to local parks, beaches and recreation areas), community connectivity (solutions for improving access to and between various points of interest within the Hamlets for both pedestrians and motorists, suggestions for problems with pedestrian and bicycle safety, traffic routing, speed), community resources (ideas and suggestions for utilizing and revitalization of existing buildings and local features such as views and historical landmarks).

Workshop Format

Meeting participants were divided into small groups of 4-6 people following the design presentation. Each group was provided with copies of the draft conceptual design improvement plans, markers, and meeting materials to record what they liked and did not like about each conceptual design. All groups were asked to provide input on each design, and to present their thoughts to all attendees at the end of the workshop. The feedback from the workshop was incorporated into the final draft Conceptual Design Improvement Plans included in Appendix D.

Adirondack Hamlet

The following represents the observations made by public participants during both in the Adirondack Hamlet walking tour and the discussions on the draft Conceptual Design Improvement Plans. For illustrations of these concepts, see Appendix D.

- The Hamlet needs a community center but existing building (old Adirondack School) needs improvements such as heat in the winter, more volunteers and a improved front entrance.
- Need signs identifying Adirondack (gateway) and Schroon Lake.
- Need sign directing motorists to the Hamlet's public parking lot.
- Parking lot needs some landscaping for screening.
- More picnic tables needed near General Store.
- Would like sidewalks (maybe on one side of street only).
- Intersection redesign could slow traffic down at Johnson Road intersection.
- Town Beach needs improvements and more parking is needed.
- Like the proposed park next to brook with boardwalk and trails connecting the Adirondack Lodges to the town park.
- Improve parking area near tennis/basketball courts and baseball diamond.
- Post Office needs facade improvements.
- Give Adirondack a unique identity.

Brant Lake Hamlet

The following represents the observations made by public participants during both the Brant Lake Hamlet walking tour and the discussions on the draft Conceptual Design Improvement plans:

- Consider moving the beach to Market Street side of Mill Pond near the former Town Hall or improve the existing beach area by enlarging it and buffering it from the street.
- Like the proposed park where current Market Street unimproved parking area exists.
- Bridge and waterfall area need landscaping and improvements to spruce up the gateway.
- Need a General Store.
- Need gateway signs identifying the Mill Pond and Brant Lake.
- Visually improve the gateway entrance at intersection of Route 8 and Horicon Street by Firehouse.
- Would like walkways around the Mill Pond.
- Need to slow traffic down on Route 8.
- Improve parking for Post Office.
- Remove old Niagara Mohawk cobra-head streetlights where the decorative lighting is now available.
- Move or make façade improvements to the Firehouse, post office and auto repair shop.
- Would like a senior citizen living center or senior housing on the Mill Pond.
- Make use of the church building next to the Town Hall.
- Create canoe and kayak portage areas to link Schroon River and Mill Pond.
- Make dry hydrants more attractive.
- More fishing access is needed, for instance, a fishing pier that is ADA compliant.
- Acquire the former Town Hall and use it for either a community center or a General Store.
- Prefer that Mill Pond area improvements remain community-oriented (like a park) or commercial (like a General Store) - no more seasonal residences.

Business Roundtable Discussion

On Thursday April 22, 2008 at Town Hall in Brant Lake, the Laberge Group met with local business owners and other interested individuals via a roundtable discussion. The purpose of this meeting was to discuss business-related issues, gather information to supplement existing data sources and build support for the implementation of the Community Development Strategic Plan's recommendations. The Business Development Coordinator from the Warren County Local Development Corporation (LDC) distributed literature describing the kinds of services that the LDC can provide to business owners.

Highlights

Meeting participants introduced themselves to the group and stated what business they represented. Lively discussion followed with some highlights listed below:

- Brant Lake has lost its sense of community. The General Store was the heart of the community - a gathering place for residents - the glue that holds it all together. Everyone is behind the establishment of a new General Store.
- The business climate is declining. Year-round businesses struggle and many operate at a loss in the winter. People have to go to other communities to buy basics (milk, bread).
- Land values are so high and infrastructure is limited, so building in town is very costly.

- Need to stimulate growth. The Town needs to rollout the red carpet to potential business-owners. The land use regulations are confusing and complicated; prospective business owners need someone to walk them through the process.
- The business climate needs a jump start. Financing may be available through Warren County LDC and IDA to get started.
- The area is tourism driven. Businesses are dependent on seasonal residents and tourists. Need to support tourism while maintaining a balance of natural beauty, activities and services.
- Businesses need to diversify and cater to winter sports and tourism. Cater to downhill skiers. Gore is only a ½ hour away. Cater to snowmobile riders. They provide a necessary boost to the winter economy. Use snowmobile trails for bikes too.
- Need to expand on the tourism market. Need to promote. Give people opportunities, places to stay, things to do. Need to promote passive recreation (hiking, kayaking, canoeing, fishing).
- Increase community activities and special events that bring local residents and tourist together, e.g., ice festivals, fireworks, kayak races, fishing derby, summer fest, pug parade.
- Need a place to focus events and have concerts.
- Lack of affordable housing is an issue for business owners. The labor force has to live out of town or move away because of lack of available affordable housing.
- Senior living communities, retirement resort communities and assisted living facilities would provide jobs (though again housing is an issue for workers) and give senior residents stay-in-place housing opportunities.
- Business-owners, Town Board and residents need to keep working together. Nurture civic culture and sense of community.

V. Population & Housing Profile

This section provides information about the Town of Horicon in a variety of subject areas and will help paint a picture of the community's current social, physical and economic conditions. With examination of past, present and future population trends, recommendations can be made concerning the projected land use and socio-economic make-up of the community. In addition to the Town data provided in this section, comparisons to Warren County, New York State and other nearby communities have been made where appropriate. These comparisons will provide a level of context required to assimilate an understanding of past and future estimated growth patterns for the Town of Horicon in comparison to the region.

The information has been compiled utilizing data from the 1990 and 2000 United States Census and the population projections and other forecasts were obtained from ESRI Business Analyst Online (BAO). BAO is a web-based tool that provides reports and maps to help understand the lifestyle and buying behaviors of the households in a particular area.

Highlights & Opportunities

- *The Town of Horicon experienced a 16.5% population increase between 1990 and 2000, the second largest population increase in all Warren County municipalities. During that same period, the number of households grew by 32%.*
- *Population projections show the Town will continue to grow through 2012, but at a slower rate of 7.6%*
- *The Town experienced a significant in-migration of middle to older aged residents and a modest out-migration of younger residents between 1990 and 2000.*
- *Compared to Warren County and New York State, the Town has a much older population. In 2000, 19% of the population was 65 and over and 32% was between the ages of 45 and 64. A large part (nearly 16%) of this age cohort will reach their retirement years by the 2010 Census.*
- *Projections show that the median age of Town residents will be 53 by 2012, as compared to the 2000 median age of 45.*
- *Between 2000 and 2006, approximately 160 new housing units were constructed.*
- *Sixty percent (60%) of the Town's housing stock is seasonal, and only about 5% of the units in the Town are rentals. This statistic supports the conclusion that more affordable housing units are needed in the Town.*
- *A windshield survey of the exterior conditions of housing units, utilizing HUD standards, revealed that approximately 18% of the housing units in the Brant Lake Hamlet are in severely sub-standard condition, while only 7.5% in the Adirondack Hamlet are in severe/sub-standard condition.*
- *The median value of a single-family home in the Town in 2000 was \$103,300. The median value is projected to \$260,700 by 2012.*

- *With a Median Household Income (MHI) of \$36,481, and a median monthly income of \$3,040, a household could spend \$912 on rent without spending beyond 30% of their income on housing. The Town had a gross median monthly rental rate of \$528 according to the 2000 Census.*
- *With only 5% rental units, the Town has a lack of affordable housing for those households earning below the Median Household Income.*
- *The Fair Market Rent (FMR) for a two-bedroom apartment in Warren County in 2007 was estimated to be \$662. According to the National Low Income Housing Coalition (NLIHC), in order to afford the FMR, without paying more than 30% of income on housing, a household must earn \$2,207 monthly or \$26,480 annually. Assuming a 40-hour work week, 52 weeks per year, this level of income translates into a Housing Wage of \$12.73 per hour.³*
- *In Warren County, the estimated mean (average) wage for a renter in 2005 was \$9.23 an hour. An affordable rent for this wage earner would be \$480 per month. In order to afford the FMR (\$662/month) for a two-bedroom apartment at this wage, a renter must work 55 hours per week, 52 weeks per year. Or, working 40 hours per week year-round, a household must include 1.4 worker(s) earning the mean renter wage in order to make the two-bedroom FMR affordable.*
- *Housing value estimates for 2007 indicate a significant increase in the price of homes in the Town, which may result in the diminished affordability of homes for low to moderate-income residents in the future.*

³ National Low Income Housing Coalition

Population Trends

Local population growth or decline is often dependent upon several factors, including economic expansion, environmental capacity, housing suitability, varying cultural needs, and overall regional desirability. During the last decade, the Town of Horicon and the towns of Johnsburgh, Bolton, Chester and Warren County have each experienced different population trends than the trends of New York State.

According to the US Census Bureau, the population of the Town of Horicon increased by 16.5% between 1990 and 2000, from 1,269 to 1,479 persons. Horicon had the second highest percentage rate of population change among Warren County towns, preceded by the Town of Hague with an increase of 22.2%. This relatively rapid growth rate may be attributed to the attractiveness of its natural environment and lakeshores, its easy access via the Adirondack Northway, and the availability of land for development compared to other towns in the County.

During the same period, the Town of Bolton also experienced a large population increase of 14%, while the neighboring towns of Johnsburgh and Chester experienced a more stable increase of about 4%. The County as a whole increased by 6.9% between 1990 and 2000, and is projected to continue this growth trend. (*See Table 1*)

According to population projections by ESRI, the population of the Town of Horicon will grow by an additional 7.6% between 2007 and 2012. An increasing population trend is also forecasted for the towns of Johnsburgh, Bolton, Chester and Warren County as a whole. New York State is

projected to grow by 2.1% over the next four years.

Population projections are merely extensions of past trends that may or may not hold true in the future. They are not predictions, but estimates based upon certain assumptions. The projections supplied herein apply only to the year-round population, not seasonal residents⁴



⁴ Draft Town of Horicon Comprehensive Plan, August 2007. Richard Lamb, Author.

Table 1: Population History and Projections, 1990-2012

	1990	2000	2007	2012	% Change 1990-2000	% Change 2007-2012
Town of Horicon	1,269	1,479	1,676	1,804	16.5%	7.6%
Town of Bolton	1,855	2,117	2,288	2,410	14.1%	5.3%
Town of Chester	3,465	3,614	3,884	4,082	4.3%	5.1%
Town of Johnsburgh	2,352	2,450	2,530	2,616	4.2%	3.4%
Warren County	59,209	63,303	67,837	71,273	6.9%	5.1%
New York State (NYS)	17,990,455	18,976,457	19,581,872	19,995,757	5.5%	2.1%

Source: U.S. Bureau of the Census, 1990 & 2000 Census Population and Housing, ESRI forecasts for 2007 & 2012

Seasonal Population

The number of seasonal residents in the Town of Horicon is not enumerated by the U.S. Census, and an accurate count of the seasonal population is unavailable.⁵ Such a count of the seasonal population would include seasonal residents in individual residences such as summer homes or condominiums, seasonal residents who occupy camping sites, cottages, or rooms in lodges and bed and breakfast inns, and seasonal staff and campers who attend the camps.

According to the 2000 Census, there were 1,061 housing units identified for seasonal recreational/occasional use in the Town. Multiplying this by an average of 2.30 persons per household (the Town's average household size) provides an estimate of an additional 2,440 seasonal residents occupying summer homes that were not counted in the total 2000 Census population figure of 1,479. In addition, there are approximately 173 seasonal units available

in campgrounds, lodges, cottages, and bed and breakfast inns. Assuming an average occupancy of 2.30 persons per unit provides an estimate of 403 additional seasonal residents. The total staff and camper population of the four summer camps located in Horicon numbers approximately 1,600. Therefore, the population of Horicon can swell dramatically from 1,479 to a summer peak of approximately 5,922, an increase of 4,333 or 300%.

As is common in many Adirondack towns, Horicon's population swells during those times when seasonal homes and tourist accommodations are occupied. The second home market is typically made up of households whose heads are in their 40s and early 50s with incomes in the top 10 percent of all households.⁶ They are typically drawn from metropolitan areas where stress of everyday life is a motivation to own property in a completely different environment. Most

⁵ The US Census counts population according to a person's residence on April 1st of the census year.

⁶ Real Estate Market Analysis: A Case Study Approach. Authors Adrienne Schmitz and Deborah Brett. Publisher Urban Land Institute, copyright 2005, pg 51.

prefer detached cottages, cabins or condominiums. In addition portions of this market purchase a building lot in anticipation of erecting a second home in the future, but many never build.

Age Distribution

Examination of the age structure of the Town of Horicon population reveals that it has a demographic profile created by two major trends during the past decade: a sizeable in-migration of middle to older aged persons, and a modest out-migration of younger persons.⁷ (See Table 2) The in-migration trend might be expected in communities with amenities such as lakes, mountains, open space and scenic beauty that attract retirees and that are within longer range commuting distance of major employment centers such as Glens Falls.

The out-migration trend of younger persons is characteristic of rural areas where employment opportunities are scarce, and may be exacerbated by lack of affordable housing due to an influx of higher income families (sometimes referred to as “gentrification”) that raise land values.

Table 3 reveals that the Town of Horicon has a much older population than Warren County or the State of New York. According to the 2000 Census, the 65 and older age group comprised 19% of the population, a much higher proportion of the total population than in the County or the State. The town also has a large number of residents between the ages of 45 and 64, making up 32% of the population, 7% higher than the County and 10% higher than the State. Conversely, younger persons aged 20

to 34, comprised only 11% of the total population, a lower proportion of the total population than in the County or the State.

One of the local and statewide demographic trends that will impact the Town of Horicon in the future is a pronounced increase in the number of senior citizens. There is a bulge in the Town’s population age graph currently centered on people aged 45 to 64. This group will shortly reach their retirement years when the income of many will significantly decline, thereby creating an increased need for affordable housing.



⁷ Draft Town of Horicon Comprehensive Plan, August 2007.

Table 2: Horicon Population Change by Age Group, 1990-2000

Age in 2000	Number of persons		Change 1990 to 2000		Change in the 1990 Cohort (*) Number
	2000	1990	Number	Percent	
5 to 14 years	195	180	15	8.3%	
15 to 24 years	147	153	-6	-3.9%	-33
25 to 34 years	123	191	-68	-35.6%	-30
35 to 44 years	220	183	37	20.2%	29
45 to 54 years	241	122	119	97.5%	58
55 to 64 years	232	144	88	61.1%	110
65 to 74 years	172	130	42	32.3%	28
75 to 84 years	88	61	27	44.3%	-42
85 years and over	21	8	13	162.5%	-48

Source: Draft Town of Horicon Comprehensive Plan, August 2007. 1990 and 2000 Census Population and Housing (*) For example, in 1990 there were 122 persons aged 45 to 54. This same age group numbered 232 in 2000 when they were aged 55 to 64. There was therefore an increase of 110 persons in this cohort during the decade, reflecting a very large gain due to immigration of persons in this age group during the decade.

Table 3: Population Age Group Comparisons, 2000

Age Group	Horicon % of Total	Group %	County % of Total	Group %	State % of Total	Group %
0 - 4	2.7%		5.4%		6.5%	
5 - 9	4.9%	22.8%	6.9%	26.6%	7.1%	27.5%
10 - 14	8.3%		7.4%		7.0%	
15 - 19	6.9%		6.9%		6.8%	
20 - 24	3.0%		4.9%		6.6%	
25 - 29	2.7%	11.4%	5.2%	16.9%	6.9%	21.1%
30 - 34	5.6%		6.7%		7.7%	
35 - 39	6.4%	14.9%	8.2%	16.3%	8.3%	16.2%
40 - 44	8.5%		8.1%		7.9%	
45 - 49	7.8%		7.7%		7.1%	
50 - 54	8.5%	32.0%	7.2%	25.1%	6.4%	22.3%
55 - 59	7.6%		5.8%		4.9%	
60 - 64	8.1%		4.4%		4.0%	
65 - 69	6.3%		4.1%		3.5%	
70 - 74	5.3%		4.0%		3.3%	
75 - 79	3.9%	19.0%	3.2%	15.2%	2.7%	12.9%
80 - 84	2.1%		2.0%		1.8%	
85+	1.4%		1.9%		1.6%	
Total	100.0%	100%	100.0%	100%	100%	100%

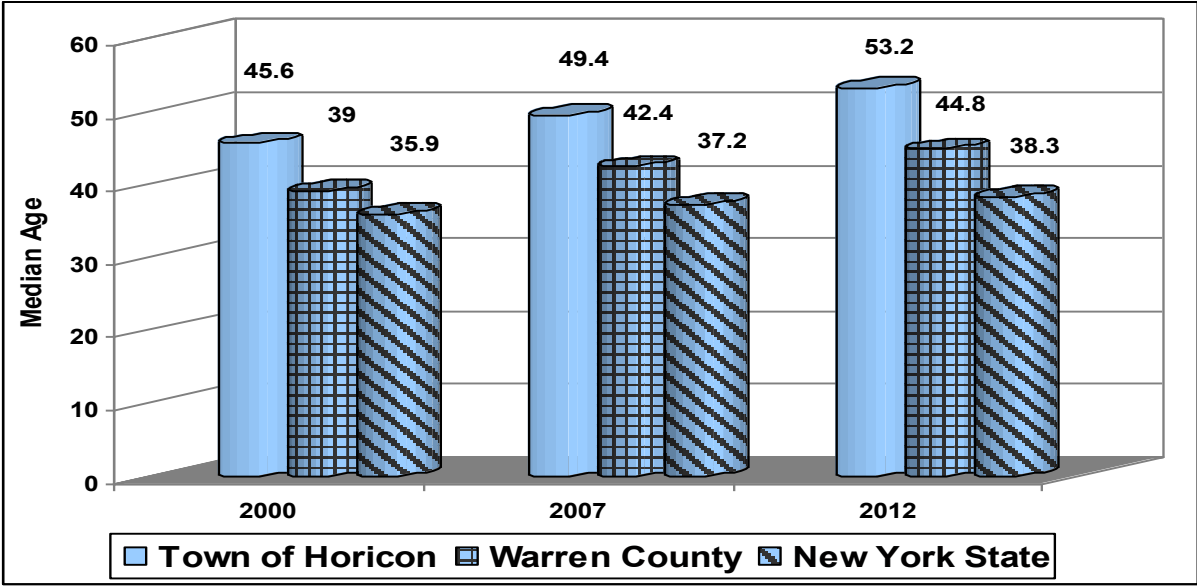
Source: U.S. Bureau of the Census, 2000 Census Population and Housing

The following Figures 1 – 4, illustrate the projected increase in the median age in the Town, County and State and the projected changes in age groups between 2000 and 2012. By the year 2012, the Town median age is projected to be approximately 53, which is 15 years older than the projected median age of the State and 8 years older than the median age of the County.

A growing elderly population might suggest a need for an active adult or retirement community and elder care facilities. However, the Town must consider the fact that moving to a retirement community for a younger senior in good health is a lifestyle choice not a necessity. Not all seniors who can afford to relocate to an age-restricted community will want to spend their money on shelter, and some simply do not want that kind of lifestyle. Health and need for assistance determine whether they will move and what level of housing care they will need. Only 4 to 5% of seniors move each year in the United States, compared to 16% of the general population.⁸ Demand projections based solely on age and income cohorts could result in overbuilding.

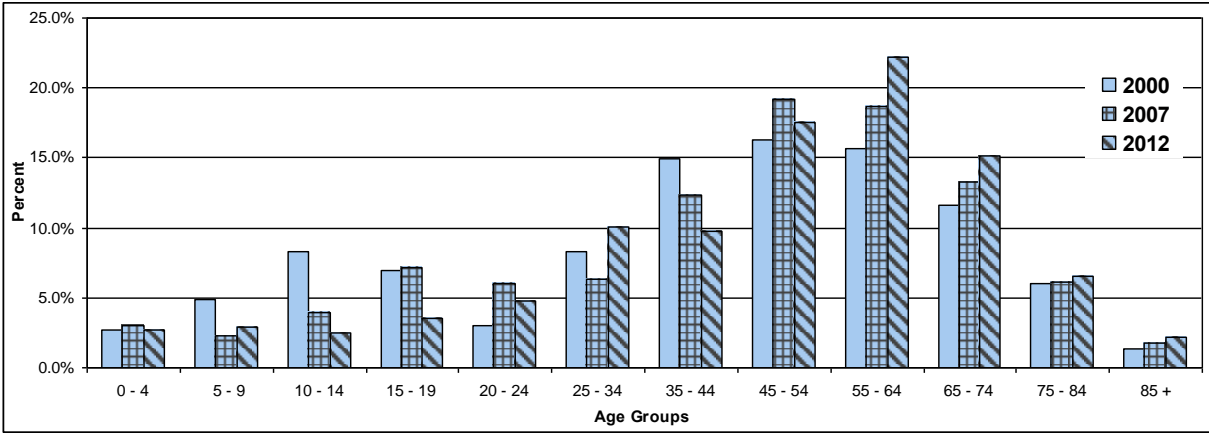
⁸ Real Estate Market Analysis: A Case Study Approach. Authors Adrienne Schmitz and Deborah Brett. Publisher Urban Land Institute, copyright 2005, pg 48.

Figure 1: Comparative Median Age Trends, 2000 – 2012



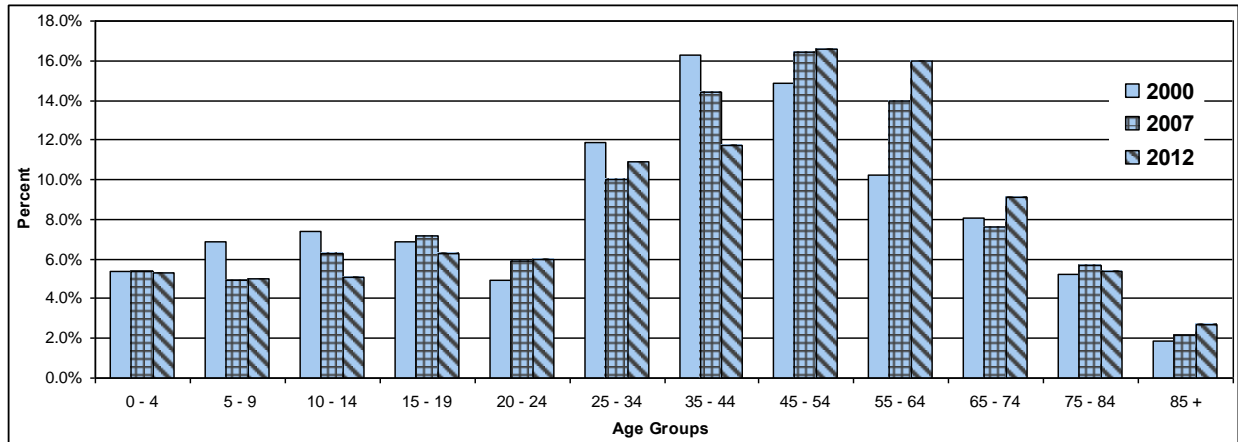
Source: U.S. Bureau of the Census, 2000 Census, ESRI forecasts for 2007 & 2012

Figure 2: Town of Horicon Age Distribution, 2000-2012



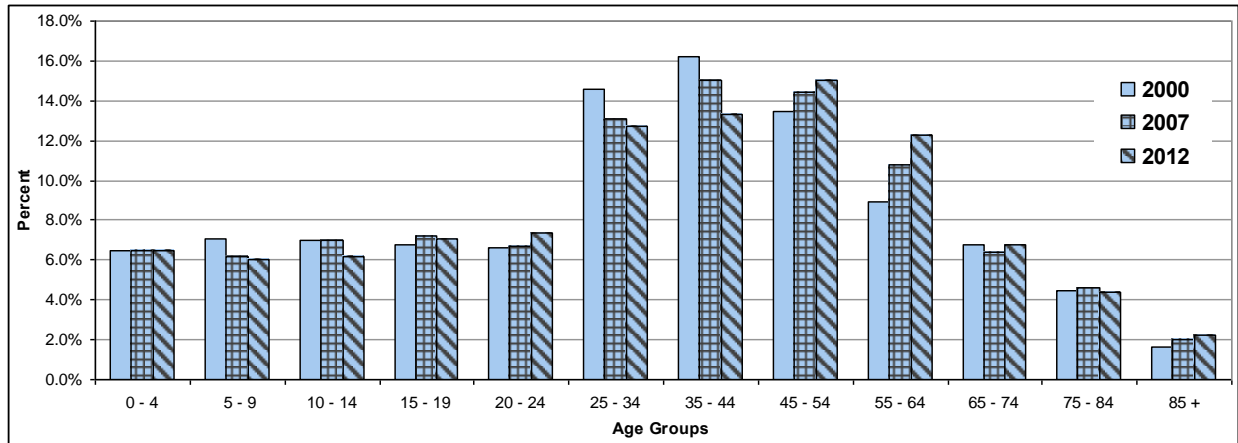
Source: U.S. Bureau of the Census, 2000 Census, ESRI forecasts for 2007 & 2012

Figure 3: Warren County Age Distribution, 2000-2012



Source: U.S. Bureau of the Census, 2000 Census, ESRI forecasts for 2007 & 2012

Figure 4: New York State Age Distribution, 2000-2012



Source: U.S. Bureau of the Census, 2000 Census, ESRI forecasts for 2007 & 2012

Household Growth

Table 4, compares the rate of growth in households against the growth rate of the entire population in the Town of Horicon. While the overall population grew by 16.5% between 1990 and 2000, the number of households grew by 32%. If steady demand for new housing units is measured by the rate of new household formation; in the future, unless supply of housing increases proportionately, housing demand will drive up housing cost. However, demand for new

housing is usually more closely tied to workers moving into an area. Job availability and the opportunity for career advancement are the magnets that draw newcomers, both transferees and young job seekers entering the market.⁹ In the case of the Town of Horicon, housing demand is also very closely tied to the vacation and retirement

⁹ Real Estate Market Analysis: A Case Study Approach. Authors Adrienne Schmitz and Deborah Brett. Publisher Urban Land Institute, copyright 2005, pg 43.

Table 4: Comparison of Household & Population Growth, 1990-2012

	1990	2000	2007	2012	% Change 1990-2000	% Change 2007-2012
Households	486	642	740	804	32.1%	8.6%
Population	1,269	1,479	1,676	1,804	16.5%	7.6%

Source: U.S. Bureau of the Census, 1990 & 2000 Census, ESRI forecasts for 2007 & 2012

home market because of its many natural amenities in the Adirondack Park and desirable locations near Brant Lake, Schroon Lake, and Schroon River.

Housing Characteristics

The year 2000 Census of Housing reveals some significant differences in the housing stock of the Town of Horicon compared to both Warren County and the State of New York. (See Table 5)

There are an exceptionally large number of seasonal housing units in the Town of Horicon. Fully 60% of the Year 2000 housing stock was counted by the Census enumerators as seasonal, compared to 17% and 5% in Warren County and NY State, respectively.

The percentage of rental units in the Horicon is much lower than in either the County or the State, with only about 5 % of the units in the Town being rentals, compared with 19% and 43%, respectively. This statistic supports the conclusion that more affordable housing units are needed in the Town. The mix of building ages in Horicon reflects its relatively rapid growth that began in the

1960's and peaked during the 1980's. (See Year Structure Built column in Table 5)

The average household size is smaller than that of either Warren County or New York State. This is undoubtedly a reflection of its older population age profile with a relatively high proportion of older persons lacking school-aged children.

The median value of owner occupied housing is somewhat higher than in the County. This could be related to the high demand for housing lots due to the attractiveness of Horicon as a residential environment, and the higher land values associated with shoreline lots. The median gross rent, however, is lower than in the County.

The percentage of mobile homes, sometimes referred to as manufactured housing, is also much higher in Horicon than in the County or the State. While about 11% of the housing units in the Town were in the form of manufactured homes, they represented only about 7% and 3% of the housing units in the County or the State. It is unknown how many of the manufactured housing units enumerated in the Census are for seasonal use only

Table 5: Housing Data, Comparison with Warren County & NY State

	Town of Horicon #	Town of Horicon%	Warren County	NYS
Total Housing Units by Occupancy				
	1767			
Owner-occupied	563	31.9%	42.7%	48.7%
Renter-occupied	79	4.5%	18.5%	43.2%
Seasonal or recreational use	1061	60.0%	17.2%	5.0%
Vacant	64	3.6%	21.7%	3.1%
Units in Structure				
1 unit	1510	85.5%	73.8%	46.6%
2 units	22	1.2%	7.2%	10.9%
3 or more units	34	1.9%	11.9%	39.8%
Mobile home	193	10.9%	6.9%	2.7%
Boat, RV, van, etc.	8	0.5%	0.1%	0.1%
Year Structure Built				
1999 to March 2000	10	0.6%	1.4%	0.9%
1995 to 1998	110	6.2%	5.0%	2.6%
1990 to 1994	131	7.4%	7.7%	3.4%
1980 to 1989	334	18.9%	15.4%	7.7%
1970 to 1979	333	18.8%	16.4%	11.3%
1960 to 1969	231	13.1%	11.0%	14.6%
1940 to 1959	260	14.7%	18.6%	28.3%
1939 or earlier	358	20.3%	24.5%	31.2%
Average Household Size		2.3	2.41	2.6
Median value, owner occupied units		\$103,300	\$97,500	\$148,700
Median gross rent, renter occupied units		\$528	\$557	\$672

Source: Draft Town of Horicon Comprehensive Plan, August 2007. Census, 2000

According to the Warren County Real Property Service database, as of 2006 there were 162 manufactured homes in the Town. It is unclear if this value includes those

homes that are located within manufactured housing parks.

The Real Property Service database further reveals that 160 new homes were built in the Town between 2000 and 2006. Home types

include, but are not limited to, log homes, town homes, cape, contemporary and ranch style homes of various sizes. This data was retrieved from the “year structure built” column of the database. If known to the assessor, the date of construction is listed for buildings on the property. It should be cautioned that this information is not totally complete and is not an accurate reflection of growth rates in Town because the year of construction is sometimes left blank.

Housing Value

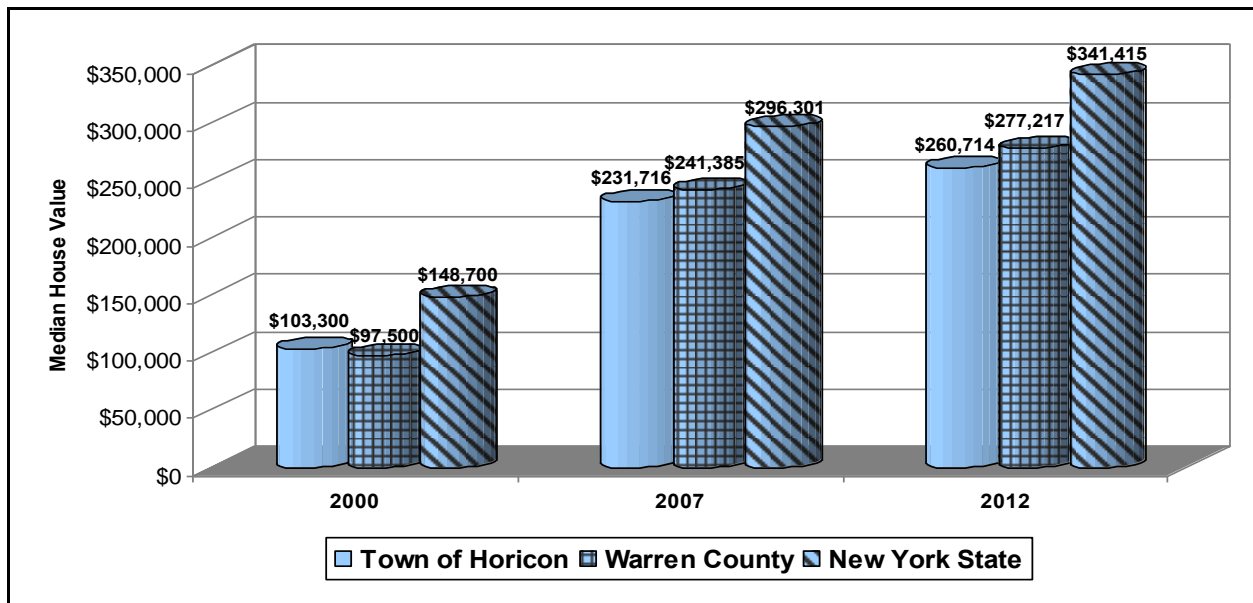
Table 6 below shows the value of owner-occupied units reported to the 2000 Census.

According to the 2000 Census, 41% of the Town’s owner-occupied units were valued between \$50,000 and \$99,999. This figure was lower than the County (48%), but higher than the State (26.6%). Conversely, the Town has more higher end homes compared to the County. Approximately 20% of the Town housing units have values of \$200,000 or more, compared to the County’s 10%. **Figure 5** illustrates the current and projected median value of owner-occupied units of the Town, County and State between 2000 and 2012.

Table 6: Comparative Owner-Occupied Housing Units by Value, 2000

Value	Town of Horicon		Warren County		New York State	
	Number	%	Number	%	Number	%
Less than \$50,000	27	7.2%	676	4.7%	151,310	5.6%
\$50,000 - \$99,999	154	41.1%	6,918	48.0%	714,774	26.6%
\$100,000 to \$149,999	71	18.9%	3,648	25.3%	491,060	18.3%
\$150,000 to \$199,999	43	11.5%	1,637	11.4%	468,384	17.4%
\$200,000 to \$299,999	38	10.1%	899	6.2%	501,839	18.7%
\$300,000 to \$499,999	40	10.7%	411	2.9%	252,136	9.4%
\$500,000 or more	2	0.5%	211	1.5%	110,225	4.1%
Total	375	100.0%	14,400	100.0%	2,689,728	100.0%

Source: U.S. Census of Population and Housing, 2000

Figure 5: Comparative Median Housing Value, 2000-2012

Source: U.S. Census of Population and Housing, 2000 and ESRI Business Solutions population estimates.

Housing Needs Assistance Programs

Housing rehabilitation is considered to be a top priority in the Town of Horicon. The Warren County Department of Planning and Community Development administer a number of federal and state programs related to housing rehabilitation. These include, but are not limited to, the New York State Division of Housing & Community Renewal (DHCR) HOME Program, Access to Home Program, RESTORE Program, New York Main Street (NYMS) Program and the Community Development Block Grants.

The Town of Horicon has worked with the County Planning and Community Development Department to successfully rehabilitate 23 homes over the past two years with funding through the NYS Housing Trust Fund HOME program and the Office for Small Cities CDBG program. Through this program 23 sub-standard homes were rehabilitated and 5 mobile homes were replaced. The average amount of grant

dollars spent to rehabilitate individual homes was \$16,000. The average cost to replace a dilapidated mobile home was \$95,800.

The total value of the grant funding applied to the Town of Horicon through each of these programs in the past two years is \$380,000 HOME and \$150,000 CDBG. The County Planning Department works with the Board of Supervisors each year to determine what funding will be applied for based upon the community's needs for housing assistance, small business retention, infrastructure, and other community development opportunities. At this time the County Planning Dept maintains a waiting list of income eligible homeowners and currently there are 6 applicants from the Town of Horicon on this list. It is likely that the Town will remain interested in sharing potential grant funding to serve the needs of elderly, disabled, and low-to-moderate income residents.

Housing Conditions Windshield Survey 2008

The quality of the housing stock is a key factor in a community revitalization plan, as it contributes to the overall image and desirability of the community. Quality housing that is available to residents of all income ranges helps to make the Town a desirable place to live, visit and do business.

In order to assess the current conditions of housing units within the Hamlets of Brant Lake and Adirondack, a Housing Rehabilitation Specialist from Laberge Group visited the Hamlets and conducted a housing conditions windshield survey based upon Housing and Urban Development (HUD) standards.



A windshield survey typically consists of a visual inspection of a neighborhood from the street to preview housing conditions.¹⁰ This method is used prior to conducting a comprehensive housing conditions inspection in areas that have been previously designated

¹⁰ It should be noted that some of the windshield surveys were completed between late fall and early winter, when some properties within the Hamlets were snow-covered. Therefore, it was sometimes difficult for the Housing Rehabilitation Specialist to see the condition of some of the housing components such as, foundations, porches and exterior stairs.

as meeting the Low-to-Moderate Income (LMI) Area Benefit test or for a project that is providing a Direct Benefit to LMI households in scattered locations. The 2007-2008 Housing Condition Survey was developed for the purpose of previewing and ranking housing conditions for CDBG and HOME grants. The survey methodology follows:

Structural Components: An inspection of those components that could be assessed from the street were categorized as primary, mechanical, or secondary using the classifications listed below.

Primary Components: Foundation, exterior wall structure, roof structures, floor structures, columns, joists, and partitions.

Mechanical Components: Windows and doors, plumbing, heating, electrical, wells and septic systems.

Secondary Components: Siding material, roofing material, porches, and exterior stairs and railings, chimneys, flooring material, ceilings, lighting, ventilation, interior stairs, and railings.

Degree of Deficiency: After the structural components were classified as primary, mechanical or secondary, they were assessed for the degree of deficiency as follows:

Critical Defects: Component is badly deteriorated, sinking, leaning, non-operative or non-functional, out of plumb, or unsafe to an extent requiring complete replacement.

Major Defects: Component is badly deteriorated and in need of major repair or replacement.

Minor Defects: Component is worn, loose, or cracked and in need of repair.

Sound: Component needs no more than normal maintenance.

Structural Conditions: Once the degree of deficiency was identified, the structural condition of the housing unit was determined using the following definitions:

- **Standard:** Have no major or critical structural defects. This condition requires no more than normal maintenance or only slight observable deficiencies.
- **Substandard:** Housing units that have one or more major and/or critical structural defects are classified as substandard. The Degree of Substandard is either moderate or severe according to the following:

Degree of Substandard

The following ranking outcomes will be used to determine those housing units that will need to receive comprehensive conditions inspections:

- **Moderately Substandard:** Less than three major defects and can be restored to a standard condition for a reasonable cost. (NOTE: No critical defects)
- **Severely Substandard:** Three or more major defects OR at least one critical defect and can be restored to a standard condition for a reasonable cost.
- **Dilapidated:** Units that are determined to be substandard to a degree requiring clearance or buildings which have three or more critical deficiencies that cannot be repaired to a standard condition for less than a reasonable amount. In these instances a local determination must be made concerning the economic feasibility and public benefit of such projects.

Scoring Formulas

A scoring formula was developed consistent with the Small Cities Determination of Substandard Housing whereby each Major Defect was given a weighted value of 1 and each Critical Defect was given a score of 3. Housing units that had three or more critical deficiencies and could not be repaired were gauged as dilapidated.

Windshield Survey Results

The following table presents a brief summary of the conditions of the structures surveyed within the Brant Lake and Adirondack Hamlets. According to the visual inspection, of the 135 structures surveyed in the Brant Lake Hamlet, 54 structures, or 40% were considered standard; 55 structures, or 40.7% were considered moderately substandard; 25 structures, or 18.52% were considered severely substandard, and 1 structure, or <1% was considered dilapidated. (See Table 7 and Figure 6)

The visual inspection also included 67 structures in the Adirondack Hamlet. Of the total structures surveyed, 43 structures, or 64.18% were considered standard; 19, or 28.36% were considered moderately substandard; and 5 structures, or 7.46% were considered severely substandard. No structures in this Hamlet were found to be dilapidated (See the *Housing Conditions Survey Maps for Adirondack and Brant Lake in Appendix A*).

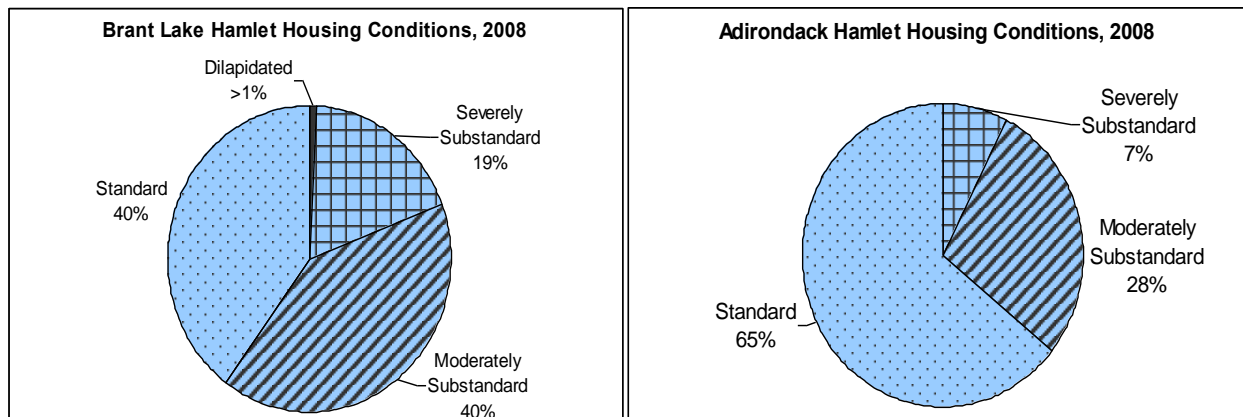
Common defects among the units in both Hamlets that were considered severely substandard and dilapidated include inadequate roofing material, poorly maintained windows and doors, deteriorated siding, and dilapidated porches, stairs and railings.

Table 7: Numbers & Condition of Housing in Hamlets

	Hamlet of Brant Lake			Hamlet of Adirondack	
	No.	%		No.	%
Standard	54	40 %		43	64.18 %
Moderately Substandard	55	40.7 %		19	28.36 %
Severely Substandard	25	18.52 %		5	7.46 %
Dilapidated	1	< 1 %		0	0 %
Total Structures Surveyed	135	100 %		67	100 %

Source: Housing Conditions Windshield Survey, 2007-2008

Figure 6: Housing Conditions for the Hamlets of Brant Lake and Adirondack, 2008



Source: Housing Conditions Windshield Survey 2008

Housing Affordability

There are several ways to determine if housing is generally affordable in a community. Since the adoption of the Urban and Rural Recovery Act of 1983, the 30% Rule has been the Federal standard for determining housing affordability. In other words, housing is generally considered to be affordable if no more than 30% of a household’s monthly income is spent on

housing related expenses.¹¹ Housing related expenses include not only rent but also utilities paid by the tenant such as heat, hot water, water and sewer charges. Some additional typical expenses such as telephone and cable TV are not included.

The National Low Income Housing Coalitions publishes housing wage figures annually in a document titled *Out of Reach*. The most recent edition of *Out of Reach*

¹¹ National Low Income Housing Coalition, “Putting the Housing Wage to the Test”, Research Note # 07-03. <http://www.nlihc.org/template/index.cfm>.

2006 provides data on how much a person needs to earn to afford modest rental housing. *Out of Reach* offers a side-by-side comparison of wages and rents in every County, Metropolitan Area, (MSAs/HMFAs), combined non-metropolitan area and State in the United States. For each jurisdiction, the report calculates the amount of money a household must earn in order to afford a rental unit in a range of sizes (0, 1, 2, 3, and 4 bedrooms) at the area's Fair Market Rent (FMR), based upon the generally accepted affordability standard of paying no more than 30% of income for housing costs. It is from these calculations that the hourly wage a worker must earn to afford the FMR for a two-bedroom home is derived. This figure is referred to as the *Housing Wage*. It reflects the hourly wage that a person working 40 hours per week, 52 weeks a year must earn to afford an apartment at HUD's Fair Market Rent (FMR), taking the 30% Rule into consideration. (See Table 8)

According to the 2000 Census, the Median Household Income (MHI) in the Town was \$36,481; therefore, the median monthly income was \$3,040. To meet the 30% Rule, a household could spend \$912 on rent. With a median gross monthly rental rate of \$528, the rental rates as of the 2000 Census would be considered affordable for those households earning at or above the MHI. Home - ownership could also be considered affordable for those earning at or above the MHI, considering the Median Monthly Owner Cost for Units with a Mortgage was \$798 in 2000.



In 2007, the estimated Median Household Income for Horicon residents is \$44,136,¹² translating to a monthly income of \$3,678 for the Town. Therefore, Horicon households that are earning at or above the MHI are estimated to be able to reasonably afford \$1,103 for rent. The 2007 estimated monthly rental rates are not available for the Town: however, according to the National Low Income Housing Coalition (NLIHC), the Fair Market Rent (FMR) for a two-bedroom apartment in Warren County in 2007 was estimated to be \$662. The FMR for three-bedroom units is \$835, and a four-bedroom unit is \$941. Therefore, rental costs in Horicon appear to be affordable today for certain households, but not necessarily for those who make less than the median household income.

According to the National Low Income Housing Coalition (NLIHC), in Warren County, in order to afford the Fair Market Rent (FMR) for a two-bedroom apartment of \$662 per month, without paying more than 30% of income on housing, a household must earn \$2,207 monthly or \$26,480 annually. Assuming a 40-hour workweek, 52 weeks

¹² ESRI Business Information Solutions, Inc.

per year, this level of income translates into a Housing Wage of \$12.73 per hour.¹³

In Warren County, a minimum wage worker earns an hourly wage of \$7.15. A minimum wage earner could only afford a rent of \$371 per month, applying the 30% Rule. In order to afford the FMR (\$662/month) for a two-bedroom apartment, a minimum wage earner must work approximately 71 hours per week, 52 weeks per year. Or, a household must include 2 minimum wage earner(s) working 40 hours per week year-round in order to make the two-bedroom FMR affordable.

The estimated mean (average) wage for a renter in Warren County, in 2005, was \$9.23 an hour. An affordable rent for this wage earner would be \$480 per month. In order to afford the FMR (\$662/month) for a two-bedroom apartment at this wage, a renter must work 55 hours per week, 52 weeks per year. Or, working 40 hours per week year-round, a household must include 1.4 worker(s) earning the mean renter wage in order to make the two-bedroom FMR affordable.

Monthly Supplemental Security Income (SSI)¹⁴ payments for an individual living alone in 2008 are \$724 in New York State. If SSI represents an individual's sole source of income, an affordable monthly rent would be only \$217, while the FMR for a one-bedroom in Warren County is \$526. (See Table 8)

¹³ National Low Income Housing Coalition

¹⁴ Supplemental Security Income is a federal program that provides monthly cash payments to people in need. SSI is for people who are 65 or older, as well as for blind or disabled people of any age including children. See About SSI In New York <http://www.ssa.gov/pubs/11146.html#pay>

Table 8: Affordable Housing Wage Data for New York vs. Warren County

	New York	Warren County
Number of Households (2000)		
Total	7,056,860	25,726
Renter	3,317,613	7,752
% Renter	47%	30%
2006 Area Median Income¹		
Annual	\$70,627	\$53,700
Monthly	\$5,886	\$4,475
30% of AMI ²	\$21,188	\$16,110
Maximum Affordable³ Monthly Housing Cost by % of Family AMI		
30%	\$530	\$403
50%	\$883	\$671
80%	\$1,413	\$1,074
100%	\$1,766	\$1,343
2007 Fair Market Rent (FMR)⁴		
Zero-Bedroom	\$873	\$498
One-Bedroom	\$949	\$526
Two-Bedroom	\$1,076	\$662
Three-Bedroom	\$1,331	\$835
Four-Bedroom	\$1,496	\$941
Annual Income Needed to Afford FMR		
Zero-Bedroom	\$34,928	\$19,920
One-Bedroom	\$37,944	\$21,040
Two-Bedroom	\$43,051	\$26,480
Three-Bedroom	\$53,231	\$33,400
Four-Bedroom	\$59,831	\$37,640
2006 Renter Household Income		
Estimated Median ⁵	\$35,969	\$29,326
Percent Needed to Afford 2 BR FMR	120%	90%
Rent Affordable at Median	\$899	\$733
% Renters Unable to Afford 2 BR FMR ⁶	56%	45%
2005 Renter Wage		

	New York	Warren County
Estimated Mean Renter Wage ⁷	\$18.52	\$9.23
Rent Affordable at Mean Wage	\$963	\$480
2008 Minimum Wage		
Minimum Wage	\$7.15	\$7.15
Rent Affordable at Minimum Wage	\$371	\$371
2008 Supplemental Security Income		
Monthly SSI Payment	\$724	\$724
Rent Affordable at SSI	\$217	\$217
Housing Wage		
Zero-Bedroom	\$16.79	\$9.58
One-Bedroom	\$18.24	\$10.12
Two-Bedroom	\$20.70	\$12.73
Three-Bedroom	\$25.59	\$16.06
Four-Bedroom	\$28.76	\$18.10
Work Hours/Week at Minimum Wage Needed to Afford FMR		
Zero-Bedroom	100	57
One-Bedroom	108	60
Two-Bedroom	123	75
Three-Bedroom	152	95
Four-Bedroom	170	107
Work Hours/Week at Mean Renter Wage Needed to Afford FMR		
Zero-Bedroom	36	42
One-Bedroom	39	44
Two-Bedroom	45	55
Three-Bedroom	55	70
Four-Bedroom	62	78
Full-time Jobs at Minimum Wage Needed to Afford FMR		
Zero-Bedroom	2.5	1.4
One-Bedroom	2.7	1.5
Two-Bedroom	3.1	1.9
Three-Bedroom	3.8	2.4
Four-Bedroom	4.3	2.7
Full-time Jobs at Mean Renter Wage Needed to Afford FMR		
Zero-Bedroom	0.9	1
One-Bedroom	1	1.1

	New York	Warren County
Two-Bedroom	1.1	1.4
Three-Bedroom	1.4	1.7
Four-Bedroom	1.6	2

Source: National Low Income Housing Coalition – Out of Reach, 2006

Chart Footnotes

1. HUD Area Median Income, 2006 based on the Glens Falls Metropolitan Statistical Area (MSA)

2. Annual income of 30% of AMI or less is the federal standard for Extremely Low Income households. Does not include HUD-specific adjustments.

3. "Affordable" rents represent the generally accepted standard of spending not more than 30% of income on housing costs.

4. HUD, 2006; final as of October 1.

5. Census 2000 median renter household income, adjusted to a 2006 value using HUD's income adjustment factor.

6. Estimated by comparing the percent of renter median household income required to afford the two-bedroom FMR to the percent distribution of renter household income as a percent of the median within the state, as measured using 2005 American Community Survey Public Use Microdata Sample. States are the most local level for which these data are available.

7. Estimated mean renter wage is based on BLS data and adjusted using the ratio of renter to total household income reported in Census 2000.

Home-Ownership Affordability Ratio

One common analysis tool to determine the affordability of ownership housing units is to compare the median value of single-family ownership units with median household income. Nationally, a ratio of 2 or less is considered "affordable". For instance, to affordably purchase a home costing \$200,000, the household should earn an income of \$100,000 to achieve a ratio of 2.

In 2000, the affordability ratio for the Town was 2.8. The affordability ratio for Warren County was 2.5 and for New York State was 3.4. Therefore, in 2000, homes in Horicon could be considered generally affordable, but on the high side, for the median household.

Homes would not be affordable to households with incomes below median. (See Table 9)

Housing estimates for 2007 indicate a significant increase in the price of homes in the Town, which has resulted in a diminished affordability of home buying power. According to 2007 housing value estimates, the median housing value for the Town more than doubled between 2000 and 2007. The affordability ratio in 2007 was 5.3 for the Town of Horicon. It should be noted that prices have gone up comparatively across the County and the State as a whole. (See Table 10)

Table 9: Comparative 2000 Housing Affordability Ratio

	Town of Horicon	Warren County	New York State
Median house value	\$103,300	\$97,500	\$148,700
Median household income	\$36,481	\$39,198	\$43,393
Affordability Ratio	2.8	2.5	3.4

Source: U.S. Census of Population and Housing, 2000 Source.

Table 10: Comparative 2007 Estimated Housing Affordability Ratio

	Town of Horicon	Warren County	New York State
Median house value	\$231,716	\$241,385	\$296,301
Median household income	\$44,136	\$48,636	\$56,704
Affordability Ratio	5.3	5.0	5.2

Source: ESRI Business Solutions population estimates

Average home sale prices in a municipality can impact a community’s ability to bring home younger residents that left the community for higher education. As previously discussed, the Town of Horicon population reveals that it has a demographic profile created by two major trends during the past decade: a sizeable in-migration of middle to older aged persons, and a modest out-migration of younger persons. The out-migration trend of younger persons is characteristic of rural areas where higher education and employment opportunities are scarce, and may be exacerbated by lack of affordable housing due to an influx of higher income families (sometimes referred to as gentrification) that raise land values.

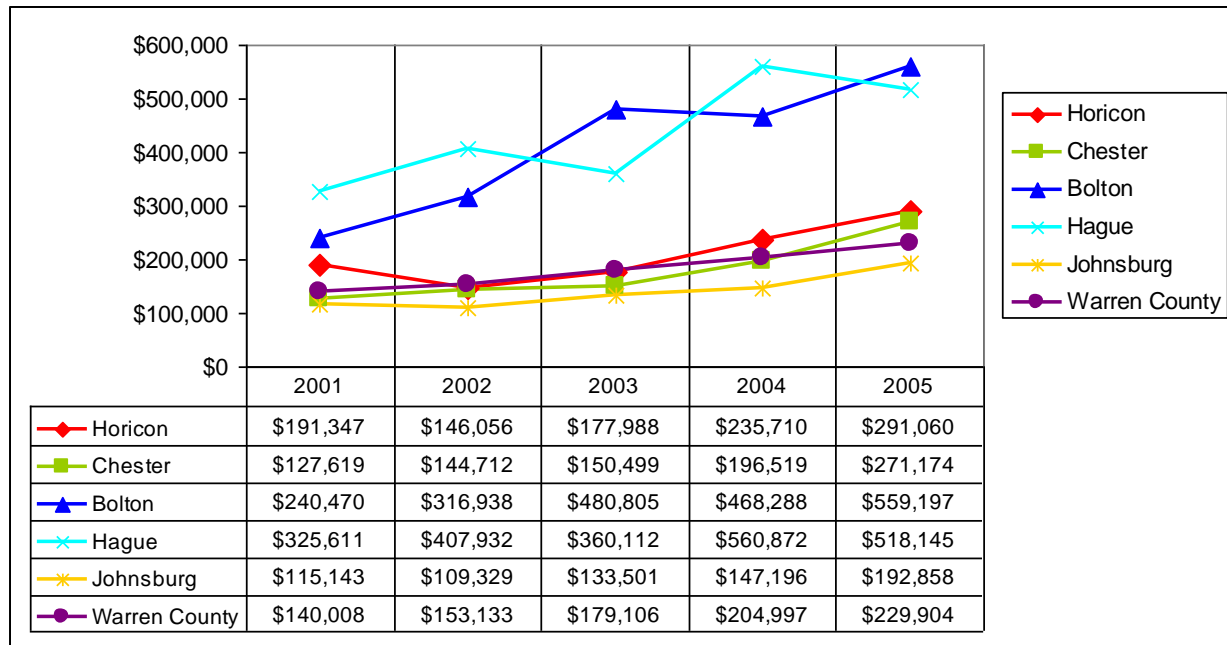


Town of Horicon is \$67,275¹⁵, including waterfront properties, and \$12,000 per acre for land that does not have waterfront access.

Current real estate listings further reveal that the average price of an acre of land in the

¹⁵ Figure is based upon a listing of 21 properties advertised for sale on www.realtor.com and www.upstatenyls.com accessed on 1-31-08 and 2-6-07. Seven of the 21 properties were waterfront properties.

Figure 7: Average One Family Home Sale Prices for Selected Municipalities



Source: *A Comparative Analysis of Land Use and Residential Housing in Warren County, New York, Arms' Length Sales Data*

According to the Analysis of Land Use and Housing in Warren County¹⁶, the average one-family home sale price between 2001 and 2005 was \$207,779. (See Figure 7)

According to the Multiple Listing Service,¹⁷ the current average advertised cost of a home in the Town is \$435,067, with a median home sale price of \$350,000 including waterfront properties. Excluding waterfront properties, the average advertised cost of a single-family home in the Town is \$249,000, with a median of \$222,000. In comparison, in Warren County as a whole, of the 64 single-family homes sold in December 2007, the

median sale price was \$166,200.¹⁸ The 2007 statewide annual median selling price was \$237,000.¹⁹

Existing Residential Land Use Patterns

According to the Town of Horicon Comprehensive Plan,²⁰ higher value housing tends to be clustered near lakeshores, especially Schroon Lake, Brant Lake, Crystal Lake and Sherman Lake, and in some newer land developments. Housing in the lower third of the value range, the more affordable housing, tends to be located along town roads in the more rural areas, including portions of Duell Hill Road, Hayesburg

¹⁶ A Comparative Analysis of Land Use and Residential Housing in Warren County, New York, University at Albany, SUNY, Topics in Planning Summer Session 2006, Instructor Bob Breglio, MRP.

¹⁷ Figure is based on the sale price of 33 listed homes in the Town on www.realtor.com and www.upstatenyls.com accessed on 1-31-08 and 2-6-07.

¹⁸ New York State Associating of Realtors Monthly Housing Survey. Median Sales Price of Existing Single-Family Homes Dec 2005-2007 and Nov 2007.

¹⁹ New York State Housing Statistics as of Jan 2008. www.nysar.com/consumers/stats.asp.

²⁰ Draft Town of Horicon Comprehensive Plan, August 2007. Richard Lamb, Author

Road, Granger Road, Harris Road, Alder Brook Road, Pease Hill Road, East Schroon River Road, Johnson Pond Road, Beaver Pond Road, Valentine Pond Road, and Shaw Hill Road. Areas with the greatest mix of housing values appear to be in the Brant Lake Hamlet, the general vicinity of the north end of Brant Lake, and along the southern section of Valentine Pond Road.

Mobile homes are most numerous along portions of Duell Hill Road, Hayesburg Road, Granger Road, Harris Road, Pease Hill Road, Valentine Pond Road, and Johnson Road, and within the Brant Lake Hamlet. In addition, there are four mobile home parks near Brant Lake.

Seasonal housing is most concentrated near shorelines, including those of Schroon Lake, Brant Lake, Sherman Lake, Beaver Pond, and the Schroon River.²¹

Future Residential Land Use Potential

It is apparent from the data collected for this plan that Horicon is primarily a residential community, both year round and seasonal, and that its growth potential lies primarily in the residential sector rather than commercial. It follows that preserving the quality of the environment and rural lifestyles are paramount considerations in land use planning for the town.

Five types of residential areas may be identified in the Town of Horicon. They generally correspond to existing zoning districts:

Higher Value Lakeshore Areas: Most of the land within R1 Residential zoning districts can be classified in this category.



High value lakeshore areas are found around Schroon Lake and Brant Lake, as well as Crystal Lake and portions of Sherman Lake. They are characterized by higher than average housing values, a high proportion of seasonal dwellings, and very few mobile homes. Future growth will be constrained by a dwindling number of available building lots with access to the water. Preservation of scenic and environmental quality, including water quality, is the key to sustaining the character of these areas.

Mixed Residential Hamlets: The Hamlets of Brant Lake and Adirondack contain a mix of housing types, including older homes, newer homes, higher value homes, affordable housing, and some rental housing. The two Hamlets are of a somewhat different character in that Brant Lake Hamlet is spread out over a large area while Adirondack Hamlet is more compact. Relatively little residential growth has occurred in Brant Lake Hamlet during the past three decades, and if past trends continue not much change can be anticipated in the future. In contrast, many new units have been constructed as

²¹ Land Use section has been excerpted from the Draft Town of Horicon Comprehensive Plan, August 2007.

part of the Adirondack Lodges residential development in the Adirondack Hamlet. However, without major subdivision, or cluster type development of some of the large lots in the Hamlet, comparatively little change may be expected in the future. Preservation of the rural, small-town, and historical flavor of the Hamlets is a planning concern in these areas, as well as providing affordable housing close to services.



Rural Affordable Housing Areas: A relatively high proportion of the homes in these areas are in the lower one-third of the value range for the Town of Horicon, and/or are mobile homes, but they are interspersed with higher value properties. In the past these areas have provided a supply of more affordable building lots for local residents. Included is much of the existing R2 Residential zoning district land along portions of Duell Hill Road, Hayesburg Road, Granger Road, Harris Road, Alder Brook Road, Pease Hill Road, East Schroon River Road, Johnson Pond Road, Beaver Pond Road, Valentine Pond Road, Shaw Hill Road and other roads, as well as South Horicon. A significant amount of future development might be expected in these areas. Primary planning considerations are

providing affordable rural lots and allowing for traditional uses of rural property while preserving the quality of the environment.

Mixed Value Rural Areas: These lands contain a mixture of rural year-round housing types, ranging from high value homes to more affordable housing and mobile homes. They are found within portions of the RRD Recreational River, R2 Residential, and LC Land Conservation zoning districts. Much future growth can be anticipated here. Preservation of environmental quality and land values while providing for traditional uses of rural property are important planning considerations for these areas.

Sparsely Settled Forested Lands: Much of land currently zoned as LC Land Conservation is sparsely settled containing a mixture of housing types, including seasonal dwellings, or contains no housing at all.



Future development in many of these areas is constrained by lack of suitable highway access, although such access does exist in some locations such as along Beaver Pond Road, Bean Road, Grassville Road, as well as along some of the shorter dead-end roads.

Large parcels of vacant land exist in these areas, which at some time in the future could attract developments or land subdivisions. Due to the zoning density requirements these subdivisions would contain large amounts of

open land. Important planning considerations are preserving the open space character of the landscape, and insuring that the town highway system can adequately support any planned development

VI. Economic Profile & Analysis

This section looks at Horicon's economic characteristics including: employment trends, commuter travel times, consumer spending patterns, supply and demand, existing land use patterns, and future land use potential, to help identify segments of the economy that have potential for growth or for decline. The analysis uses data from the Real Property Tax Office, 2000 Census, and ESRI Business Analyst Online (BAO), which provides reports that help businesses understand the lifestyle and buying behaviors of the households in a particular market.

This section will allow Town officials, as well as existing and future business owners, to understand the market potential in the Town. The information is used to identify the following: 1) the lifestyle characteristics of existing and potential consumers; 2) trends that may influence consumer-spending patterns in and around the Town; 3) spending habits of local and regional area residents; 4) current retail sales in the Town; 5) the strengths and weaknesses of the economy; and 6) the market and land use potential for various types of businesses in the Town.

Highlights & Opportunities

- *The Town's major employment sectors are Education, Health & Social Services, Retail Trade, Arts, Entertainment, Recreation, Accommodation & Food Services, and Construction.*
- *The majority of Town residents (76%) commute to work and the average travel time was 28 minutes as of the 2000 Census.*
- *The Town's median household income was \$36,481 in 2000, and is projected to increase to \$49,829 by 2012.*
- *As of January 2008, the unemployment rate for Warren County as a whole was 6.3%, while the State's unemployment rate is only 5.6%.*
- *According to the analysis of Consumer Spending Patterns, Horicon residents spend more than the national average on Recreational Vehicles and Fees, Pets, Maintenance and Remodeling Materials, Prescription Drugs and Lawn and Garden.*
- *According to the analysis of Supply and Demand, Horicon is already attracting sales in the categories of Other Motor Vehicle Dealers, Home Furnishings Stores, Other General Merchandise Stores, Used Merchandise Store Retailers and Other Miscellaneous Store Retailers.*
- *According to the analysis of Supply and Demand, there is a large amount of local demand for Automobile and Auto-accessory Supply Dealers, Furniture Stores, Electronics and Appliances, Building Materials and Garden Supplies, Food and Beverage Stores, Gasoline Stations, Clothing and Clothing Accessory Stores, Sporting Goods, Hobby, Book and Music Stores, Department Stores, Florists, Full-service Restaurants, Pubs and Specialty Food Services. These categories have potential for new business development in the Town.*

- *There are currently only 68 properties classified by Real Property as a commercial use in the Town. Additional small home-based businesses exist but are not classified as commercial.*
- *Horicon has available land to support future resort and recreation-oriented businesses, both near lakeshores where there is available land and in rural areas and retail and service businesses that provide for the general needs of year-round residents (groceries, wine and liquor, gasoline) and smaller and home based businesses throughout the town.*

Employment

Analyses of employment trends will help identify segments of the economy that have potential for growth or for decline. The following analysis uses data from the 2000 Census, which profiles those individuals that live within the Town, but do not necessarily work at industries located within the Town.



Historically, forestry was the mainstay of the Town's economy, but as illustrated in **Table 11**, today only about 1% of the labor force is employed in the primary industries of agriculture, forestry, and mining. Most persons commute to job destinations outside the town to find employment, as reflected in the high percentage of the population who commute to work, with the average travel time of about 29 minutes. Major employment sectors for the local population are retail trade, the tourism and resort industry, services, and construction. The Town's percent of families below the poverty level in Horicon is somewhat lower than either the County or the State. As of January 2008, the unemployment rate for Warren County as a whole was 6.3%, while the State's unemployment rate is only 5.6%.²²

²² New York State Department of Labor – Workforce New York <http://www.labor.state.ny.us/workforceindustrydata>
Downloaded 3-5-08

Table 11: Civilian Employment Characteristics

	Town of Horicon #	Town of Horicon %	Warren County %	New York State %
Commuting To Work				
Car, truck, or van - drove alone	479	76.3%	80.8%	56.3%
Car, truck, or van – carpooled	88	14%	10.7%	9.2%
Public transportation (including taxicab)	1	0.2%	1.1%	24.4%
Walked	21	3.3%	3.4%	6.2%
Other means	2	0.3%	0.8%	0.8%
Worked at home	37	5.9%	3.1%	3%
TOTAL	628			
Mean travel time to work (minutes)		28.6	21.4%	31.7%
Employment by Industry				
Agriculture, forestry, fishing, hunting, and mining	8	1.2%	1.1%	0.6%
Construction	77	11.8%	7.0%	5.2%
Manufacturing	44	6.7%	11.9%	10%
Wholesale trade	8	1.2%	2.5%	3.4%
Retail trade	106	16.2%	13.3%	10.5%
Transportation and warehousing, and utilities	26	4.0%	3.9%	5.5%
Information	15	2.3%	2.9%	4.1%
Finance, insurance, real estate, rental and leasing	48	7.3%	6.1%	8.8%
Professional, scientific, management, administrative, and waste management services	47	7.2%	6.4%	10.1%
Educational, health and social services	110	16.8%	23.0%	24.3%
Arts, entertainment, recreation, accommodation and food services	84	12.8%	11.8%	7.3%
Other services (except public administration)	38	5.8%	4.2%	5.1%
Public administration	44	6.7%	6.0%	5.2%
Poverty Level				
Percent below poverty level - families		6.3%	7.2%	7.8%
Percent below poverty level - individuals		9.7%	9.7%	11.6%
Unemployment Rate				
			6.3%	5.6%

Source: Draft Town of Horicon Comprehensive Plan, August 2007. U.S. Bureau of the Census, 2000 Census Population and Housing and New York State Department of Labor

Sales Tax Revenue

Warren County has a sales tax of 7% and out of that 7%, 3% goes to the County, and 4% goes to the State. Sales tax is collected by the County and then a portion is allocated to the towns and village within the County based on full assessed values. The State does

not track how much actual sales tax was generated by each town, village or hamlet so there is no way to provide the amount of sales tax generated by Horicon, Brant Lake or Adirondack. The following table illustrates how much sales tax was allocated to the Town of Horicon between 1999 and 2007.

Table 12: Town of Horicon County Sales Tax Revenue

Year	Sales Tax Revenue Distributed to the Town of Horicon
1999	\$750,894.20
2000	\$810,117.86
2001	\$781,287.22
2002	\$853,597.11
2003	\$891,402.67
2004	\$1,029,928.84
2005	\$1,159,614.80
2006	\$1,094,240.03
2007	\$931,578.34 (1st three quarters)

Source Warren County Official Website <http://www.co.warren.ny.us>

Travel Time to Work

Table 13 below compares the time taken by Town residents to travel to work according to the 1990 and 2000 Census. As indicated in **Table 13**, between 1990 and 2000, overall commuter times increased. In 1990, about 42.3% of commuters took less than 20 minutes to travel to work. This percentage decreased to 38.9% in 2000. Those commuters traveling between 25 and 34

minutes increased by 5.8% over the ten-year period.

In 1990, about 86.3% of commuters took less than an hour to commute to work as compared to 85.4% in 2000. In 1990, only 7.5% of commuters took more than an hour to travel to work as compared to 8.8% in 2000. In 1990, the average travel time to work for Town residents was 24.4 minutes compared to 28.6 minutes in 2000.

Table 13: Time Travel to Work, 1990 - 2000

Workers 16+	1990 Percentage	2000 Percentage
Less than 5 minutes	5.4%	4.8%
5 to 9 minutes	12.1%	9.7%
10 to 19 minutes	24.8%	23.9%
Less than 20 minutes	42.3%	38.4%
20 to 24 minutes	15.4%	10.7%
25 to 34 minutes	14.4%	20.2%
35 to 44 minutes	5.0%	8.8%
45 to 59 minutes	9.2%	7.3%
Less than 1 hour	86.3%	85.4%
60 to 89 minutes	4.8%	5.6%
90 or more minutes	2.7%	3.2%
Worked at Home	6.3%	5.9%
Did not Work at Home	93.8%	94.1%
Total	100.0%	100.0%
Average Travel Time to Work (in minutes)	24.4	28.6

Source: U.S. Bureau of the Census, 1990 and 2000 Population and Housing

Household Income

Table 14 and **Figure 8** compares the Median Household Income (MHI) in the Town to Warren County and New York State. In 1990, the Town had the smallest MHI at \$27,083, however by 2000 the Town's MHI had increased by approximately 34% to \$36,481. During that same decade (1990–

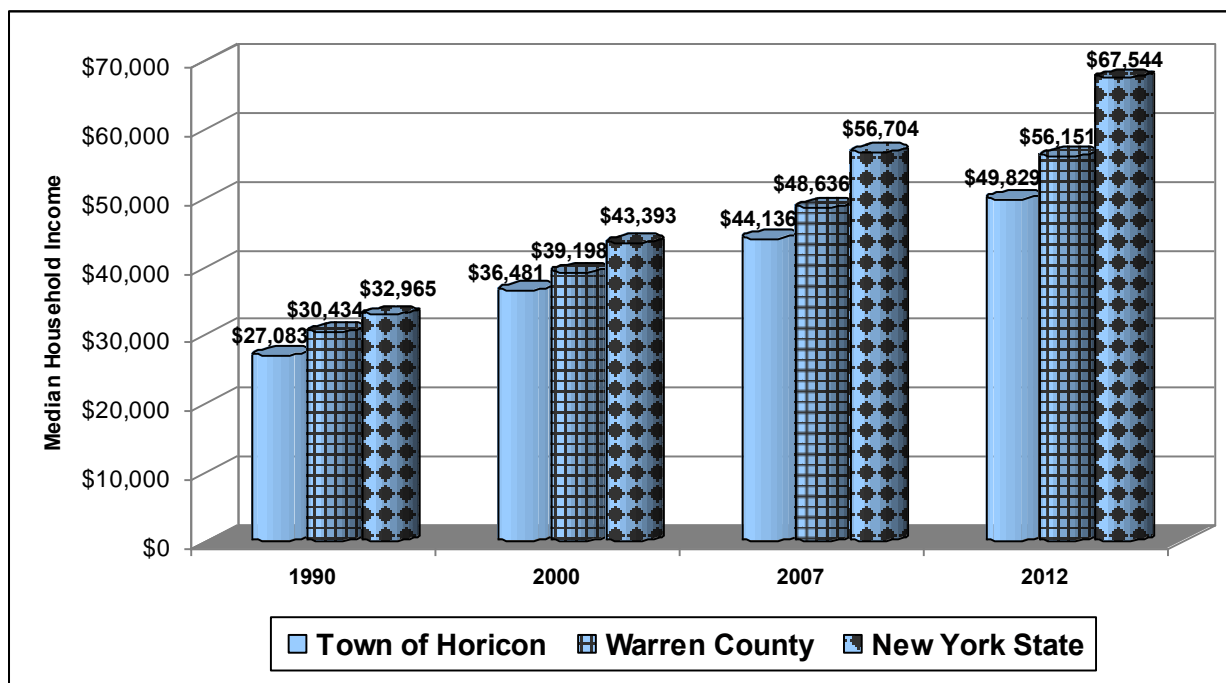
2000), the County MHI increased by only 29%, while the State MHI increased by 32%. The estimated figures for 2007 and 2012 show that increases in median household income for the Town, County and State will be more gradual over the next few years, with the Town having a slower rate of growth in income than the County or State.

Table 14: Median Household Income Comparison, 1990-2012

	1990	2000	2007	2012	% change 1990-2000	% change 2000-2007	% change 2007-2012
Town of Horicon	\$27,083	\$36,481	\$44,136	\$49,829	34.7%	21.0%	12.9%
Warren County	\$30,434	\$39,198	\$48,636	\$56,151	28.8%	24.1%	15.5%
New York State	\$32,965	\$43,393	\$56,704	\$67,544	31.6%	30.7%	19.1%

Source: U.S. Bureau of the Census, 1990 & 2000 Census, ESRI forecasts for 2007 & 2012

Figure 8: Median Household Income Comparison, 2000-2012



Source: U.S. Bureau of the Census, 1990 & 2000 Census, ESRI forecasts for 2007 & 2012

Consumer Spending Patterns

Due to the presence of relatively few retail businesses in the Town of Horicon, residents frequently leave the Town for a variety of goods and services. In an effort to identify how various types of businesses might under serve residents locally, and in order to learn about the spending patterns of Horicon residents, a Retail Goods and Services Expenditure report was obtained from ESRI Business Analyst Online (BAO). Business

surveys, including the weekly Diary Survey for daily purchases and quarterly Interview Survey for general purchases, are used to refine the spending estimates. BAO integrates data from both surveys to provide a comprehensive database on all consumer expenditures.

Many communities across the country have researched consumer-spending behaviors to understand local trends. In general, consumers prefer to shop for everyday items close to home. These items include goods and services such as groceries, home cleaning supplies, personal care items, alcohol, cigarettes, automobile repair, beauty salon services, and restaurants. In contrast, consumers are willing to travel farther from home for larger ticket items such as furniture, furnishings, appliances, electronics, clothing, entertainment, automobiles, recreational vehicles and medical services. Finally, consumers are willing to take longer day trips from home in search of specialty shopping experiences that may include dining, entertainment, and recreation.

Analyst Online (BAO) provides reports and maps to businesses to help them understand the lifestyle and buying behaviors of the households in a particular market in order and to find optimal sites for new store locations. BAO combines Geographic Information technology with extensive demographic, consumer, and business data to deliver more than 50 reports and maps over the Web. BAO uses data from the U.S. Bureau of Labor Statistics' (BLS) Consumer Expenditure Surveys to identify baseline spending patterns. Data from additional

Analysis

Table 15 details the spending patterns and potential for residents of the Town of Horicon. The Spending Potential Index (SPI) is household-based, and represents the amount of money spent for a product or service relative to a national average of 100. Therefore, an SPI of 120 shows that average spending by local consumers is 20 percent above the national average. Analysis of this data helps businesses identify important changes and significant trends in consumer spending and buying habits in a particular market and help identify the best areas to market specific products and services. These figures are not meant to represent annual expenditures made within the town. Rather, the figures represent the potential total annual expenditures of town residents as might be spent both within and outside the town.

While local spending habits are compared to a national average, the expenditure outlays are not corrected for regional inflation. Therefore, that a given community spends less on specific goods or services may reflect one of several things: (1) local residents are able to obtain the desired goods or services

at a cheaper cost; (2) local residents' interests in such goods and services falls short of the national average or the goods and services are not easily available, or (3) local residents have less disposable income to spend on such items.

Table 15 shows in detail the spending habits of Horicon residents, as compared to a nationwide standard for all Retail Goods and Services categories. For every \$1 spent nationally on retail goods and services, Horicon residents spend between \$0.47 and \$1.14. Of the categories listed in the Town's expenditure ranking, there are several areas where Town residents spend equivalent or slightly above the national averages (SPI of 100).

Areas where Town residents spend over the national average are in the sub-categories Recreational Vehicles and Fees (SPI 114)

and Pets (SPI 101), which are both listed under the major category Entertainment and Recreation; Maintenance and Remodeling Materials (SPI 106), listed under the Home category; Prescription Drugs (SPI 109), listed under the Health category, and Lawn and Garden (SPI 111), listed under the Household Operations category. With the Town's location within the Adirondack Park and a population with a median age of approximately 50 years old, many of which are likely "empty nesters", it is not surprising that much of the spending occurs on recreational vehicles and fees, maintenance and remodeling materials, lawn and garden, and pets. On the other hand, Town residents spend far lower than national averages on Investments (SPI 47), listed under the Financial category, and Childcare (SPI 49), listed under Household Operations.

Table 15: Town of Horicon Retail Goods and Services Expenditures

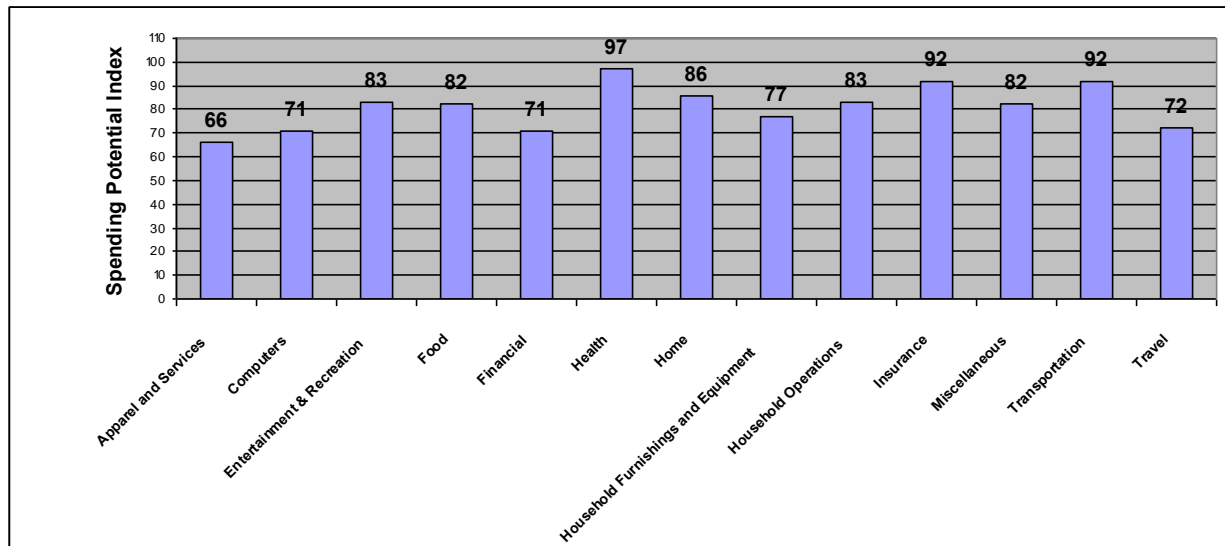
Retail Goods & Services Categories	Spending Potential Index (S.P.I)	Average Spent per Household	Total Spent per year
Apparel and Services	66	\$1,814.27	\$1,342,560
Men's	70	\$347.53	\$257,175
Women's	65	\$626.86	\$463,874
Children's	72	\$315.68	\$233,606
Footwear	58	\$297.27	\$219,983
Watches & Jewelry	64	\$127.39	\$94,266
Apparel Products and Services (1)	67	\$99.54	\$73,656
Computer	71	\$91.29	\$135,100
Computers and Hardware for Home Use	74	\$162.36	\$120,146
Software and Accessories for Home Use	68	\$20.21	\$14,954

Retail Goods & Services Categories	Spending Potential Index (S.P.I)	Average Spent per Household	Total Spent per year
Entertainment & Recreation	83	\$2,850.91	\$2,109,672
Fees and Admissions	64	\$388.47	\$287,469
Membership Fees for Clubs (2)	69	\$108.92	\$80,598
Fees for Participant Sports, excl. Trips	67	\$75.91	\$56,174
Admission to Movie/Theatre/Opera/Ballet	59	\$88.42	\$65,429
Admission to Sporting Events, excl. Trips	63	\$36.25	\$26,823
Fees for Recreational Lessons	61	\$78.98	\$58,445
TV/Video/Sound Equipment	77	\$898.48	\$664,875
Community Antenna or Cable Television	82	\$549.50	\$406,630
Color Televisions	67	\$92.35	\$68,342
VCRs, Video Cameras, and DVD Players	77	\$29.88	\$22,110
Video Cassettes and DVDs	80	\$48.41	\$35,821
Video Game Hardware and Software	73	\$23.97	\$17,739
Satellite Dishes	90	\$1.39	\$1,028
Rental of Video Cassettes and DVDs	71	\$42.21	\$31,236
Sound Equipment (3)	67	\$106.83	\$79,055
Rental and Repair of TV/Sound Equipment	68	\$3.94	\$2,914
Pets	101	\$442.84	\$327,704
Toys and Games	79	\$143.77	\$106,392
Recreational Vehicles and Fees (4)	114	\$516.32	\$382,077
Sports/Recreation/Exercise Equipment (5)	83	\$192.12	\$142,169
Photo Equipment and Supplies (6)	77	\$105.73	\$78,240
Reading (7)	77	\$163.17	\$120,240
Food	82	\$6,861.44	\$5,077,466
Food at Home	85	\$4,263.16	\$3,154,739
Bakery and Cereal Products	84	\$607.75	\$449,733
Meat, Poultry, Fish, and Eggs	87	\$1,141.90	\$845,008
Dairy Products	86	\$471.16	\$348,655

Retail Goods & Services Categories	Spending Potential Index (S.P.I)	Average Spent per Household	Total Spent per year
Fruit and Vegetables	80	\$701.44	\$519,063
Snacks and Other Food at Home (8)	86	\$1,340.92	\$992,280
Food Away from Home	77	\$2,598.28	\$1,922,727
Alcoholic Beverages	69	\$428.25	\$316,906
Nonalcoholic Beverages at Home	90	\$391.25	\$316,906
Financial	71	\$3232.73	\$4,784,432
Investments	47	\$700.63	\$518,463
Vehicle Loans	94	\$5,764.82	\$4,265,969
Health	97	\$272.88	605,788
Nonprescription Drugs	92	\$112.16	\$82,997
Prescription Drugs	109	\$631.95	\$467,645
Eyeglasses and Contact Lenses	90	\$74.52	\$55,146
Home	86	\$3014.56	\$17,846,198
Mortgage Payment and Basics (9)	73	\$6,338.99	\$4,690,852
Maintenance and Remodeling Services	81	\$1,594.19	\$1,179,697
Maintenance and Remodeling Materials (10)	106	\$396.81	\$293,638
Utilities, Fuel, and Public Services	85	\$3,728.26	\$2,758,912
Household Furnishings and Equipment	77	\$133.11	\$788,022
Household Textiles (11)	77	\$106.71	\$78,969
Furniture	70	\$452.34	\$334,731
Floor Coverings	73	\$65.78	\$48,676
Major Appliances (12)	96	\$283.55	\$209,827
Housewares (13)	79	\$83.03	\$61,445
Small Appliances	87	\$32.19	\$23,824
Luggage	58	\$5.96	\$4,413
Telephones and Accessories	74	\$35.32	\$26,137
Household Operations	83	\$357.80	\$1,059,077
Child Care	49	\$205.09	\$151,768

Retail Goods & Services Categories	Spending Potential Index (S.P.I)	Average Spent per Household	Total Spent per year
Lawn and Garden (14)	111	\$498.08	\$368,580
Moving/Storage/Freight Express	82	\$43.89	\$32,479
Housekeeping Supplies (15)	89	\$684.12	\$506,250
Insurance	92	\$1049.49	\$3,106,497
Owners and Renters Insurance	93	\$444.29	\$328,774
Vehicle Insurance	85	\$1,247.35	\$923,036
Life/Other Insurance	92	\$587.77	\$434,953
Health Insurance	98	\$1,918.56	\$1,419,734
Miscellaneous	82	\$309.28	\$686,598
Personal Care Products (16)	80	\$378.16	\$279,841
School Books and Supplies (17)	68	\$81.76	\$60,501
Smoking Products	97	\$467.91	\$346,256
Transportation	92	\$2,771.74	\$6,153,261
Vehicle Purchases (Net Outlay) (18)	95	\$5,448.50	\$4,031,889
Gasoline and Motor Oil	96	\$1,949.13	\$1,442,356
Vehicle Maintenance and Repairs	86	\$917.59	\$679,016
Travel	72	\$992.92	\$735,754.92
Airline Fares	67	\$272.03	\$201,301
Lodging on Trips	78	\$318.64	\$235,794
Auto/Truck/Van Rental on Trips	64	\$27.85	\$20,610
Food and Drink on Trips	80	\$374.40	\$277,057

Source: ESRI Business Information Solutions (ESRI BIS). Expenditure data are derived from the 2001, 2002 and 2003 Consumer Expenditure Surveys, Bureau of Labor Statistics. ESRI forecasts for 2006 and 2011.

Figure 9: Town of Horicon Spending Potential Index (S.P.I)

Source: ESRI Business Information Solutions (ESRI BIS). Expenditure data are derived from the 2001, 2002 and 2003 Consumer Expenditure Surveys, Bureau of Labor Statistics.

Figure 9: Town of Horicon Spending Index represents the averages of all of the major retail goods and services categories in the Town. As seen in **Figure 9**, the top three retail goods and services categories by expenditures for the Town of Horicon are Health (SPI 97), Insurance (SPI 92) and Transportation (SPI 92). The category with the lowest average expenditure ranking is Apparel and Services (SPI 66).

Retail Category Description

(1) Apparel Products and Services includes material for making clothes, sewing patterns and notions, shoe repair and other shoe services, apparel laundry and dry cleaning, alteration, repair and tailoring of apparel, clothing rental and storage, and watch and jewelry repair.

(2) Membership Fees for Clubs includes membership fees for social, recreational, and civic clubs.

(3) Sound Equipment includes sound components and systems, CDs, tapes, records, needles, tape recorders, radios, musical instruments and accessories, and rental and repair of musical instruments.

(4) Recreational Vehicles & Fees includes docking and landing fees for boats and planes, purchase and rental of RVs or boats, and camp fees.

(5) Sports/Recreation/Exercise Equipment includes exercise equipment and gear, game tables, bicycles, camping equipment, hunting and fishing equipment, winter sports equipment, water sports equipment, other sports equipment, and rental/repair of sports/recreation/exercise equipment.

(6) Photo Equipment and Supplies includes film, film processing, photographic equipment, rental and repair of photo equipment, and photographer fees.

(7) Reading includes newspapers, newspaper subscriptions, magazines, magazine subscriptions, and books.

(8) Snacks and Other Food at Home includes candy, chewing gum, sugar, artificial sweeteners, jam, jelly, preserves, margarine, fat, oil, salad dressing, nondairy cream and milk, peanut butter, frozen prepared food, potato chips, nuts, salt, spices, seasonings, olives, pickles, relishes, sauces, gravy, other condiments, soup, prepared salad, prepared dessert, baby food, miscellaneous prepared food, and nonalcoholic beverages.

(9) Mortgage Payment and Basics includes mortgage interest, mortgage principal, property taxes, homeowners insurance, and ground rent.

(10) Maintenance and Remodeling Materials includes supplies/tools/equipment for painting and wallpapering, plumbing supplies and equipment, electrical/heating/AC supplies, materials for hard surface flooring, materials for roofing/gutters, materials for plaster/panel/siding, materials for patio/fence/brick work, landscaping materials, insulation materials, and materials to finish a basement, for owned homes.

(11) Household Textiles includes bathroom linens, bedroom linens, kitchen linens, dining room linens, other linens, curtains, draperies, slipcovers, decorative pillows, and materials for slipcovers and curtains.

(12) Major Appliances include dishwashers, disposals, refrigerators, freezers, washers, dryers, stoves, ovens, microwaves, window air conditioners, electric floor cleaning equipment, sewing machines, and miscellaneous appliances.

(13) Housewares include plastic dinnerware, china, flatware, glassware, serving pieces, non-electric cookware, and tableware.

(14) Lawn and Garden includes lawn and garden supplies, equipment and care service, indoor plants, fresh flowers, and repair/rental of lawn and garden equipment.

(15) Housekeeping Supplies includes soaps and laundry detergents, cleaning products, toilet tissue, paper towels, napkins, paper/plastic/foil products, stationery, gift-wrapping supplies, postage, and delivery services.

(16) Personal Care Products includes hair care products, no electric articles for hair, wigs, hairpieces, oral hygiene products, shaving needs, perfume, cosmetics, skincare, bath products, nail products, deodorant, feminine hygiene products, and personal care appliances.

(17) School Books and Supplies include books and supplies for college, elementary school, high school, and preschool.

(18) Vehicle Purchases (Net Outlay) includes net outlay for new and used cars, trucks, vans, motorcycles, and motor scooters.

Supply and Demand Analysis

Businesses that successfully understand and respond to growing consumer demands must know where to find area demand for their products and services. A Retail Market Place Profile database is designed to help retailers analyze retail sales generated in a given area, and to see if customers are traveling outside the area to shop. The Profile also highlights retail sectors that represent the area's biggest demand. Capitalizing on this information, retailers can make smarter decisions about

site selection, product offerings, and more. More importantly, the availability of this information can assist Town officials in making educated decisions when reviewing plans for new commercial development, and to encourage the establishment of long-term sustainable businesses in the Town.

A Retail Market Place Profile for the Town of Horicon is represented on the following pages. Using data from ESRI Business Analyst Online (BAO), this table compares the supply of retail sales available in the Town to the demand. Data for BAO's estimates of sales (supply) originated with the 2002 Census of Retail Trade from the U.S. Census Bureau. The base is updated via additional information from a variety of demographic and business databases, including InfoUSA business database, the Bureau of Economic Analysis, Current Population Survey, and NPA Data Services. Supply estimates also incorporate data from the Census Bureau's Nonemployer Statistics (NES) division. Consumer spending (demand) is estimated from the Bureau of Labor Statistic's annual Consumer Expenditure Surveys, which provides consumer spending information on households.

In comparing the supply with demand, a Leakage/Surplus Factor is identified. This is the difference between what local area residents purchase and what local area retailers sell. A "Leakage" occurs when residents are buying more than what is sold in the area; therefore, the residents must be traveling outside of the area to shop. A "Surplus" is when residents are purchasing less than the amount actually being sold in the area. This indicates local retailers are attracting shoppers from outside the area to their stores.

Analysis

According to **Table 16**, Town of Horicon retailers in five sub-categories, Other Motor Vehicle Dealers, Home Furnishings Stores, Other General Merchandise Stores, Used Merchandise Store Retailers and Other Miscellaneous Store Retailers are attracting sales from outside the Town, and are thus experiencing a surplus. These categories each show a positive percentage in the Leakage/Surplus Factor column of **Table 16**. These retail categories supply \$7,500,175 to the local market.

Retailers in categories that are not represented within the Town and therefore, fail to meet all of the Town residents retail demands are indicated by a (- 100) in the Leakage/Surplus Factor column of **Table 16**, meaning all dollars spent by Town residents in these categories are being completely leaked to other towns or metropolitan areas. For these retail categories, Horicon is losing \$15,880,443 in potential revenue to other towns or metropolitan areas. These retail sectors include:

- Automobile Dealers;
- Auto Parts, Accessories, and Tire Stores;
- Furniture Stores;
- Electronics & Appliance Stores;
- Building Materials & Supplies Dealers;
- Lawn and Garden Equipment and Supplies Stores;
- Grocery Stores;
- Specialty Food Stores;
- Beer, Wine, and Liquor Stores;
- Health & Personal Care Stores;
- Gasoline Stations;
- Clothing Stores;
- Shoe Stores;

- Jewelry, Luggage, and Leather Goods Stores;
- Sporting Goods/Hobby/Musical Instrument Stores;
- Books, Periodical, and Music Stores;
- Department Stores;
- Florists;
- Electronic Shopping and Mail-Order Houses;
- Vending Machine Operators;
- Full-Service Restaurants;
- Special Food Services;
- Drinking Places (Alcoholic Beverages).
-

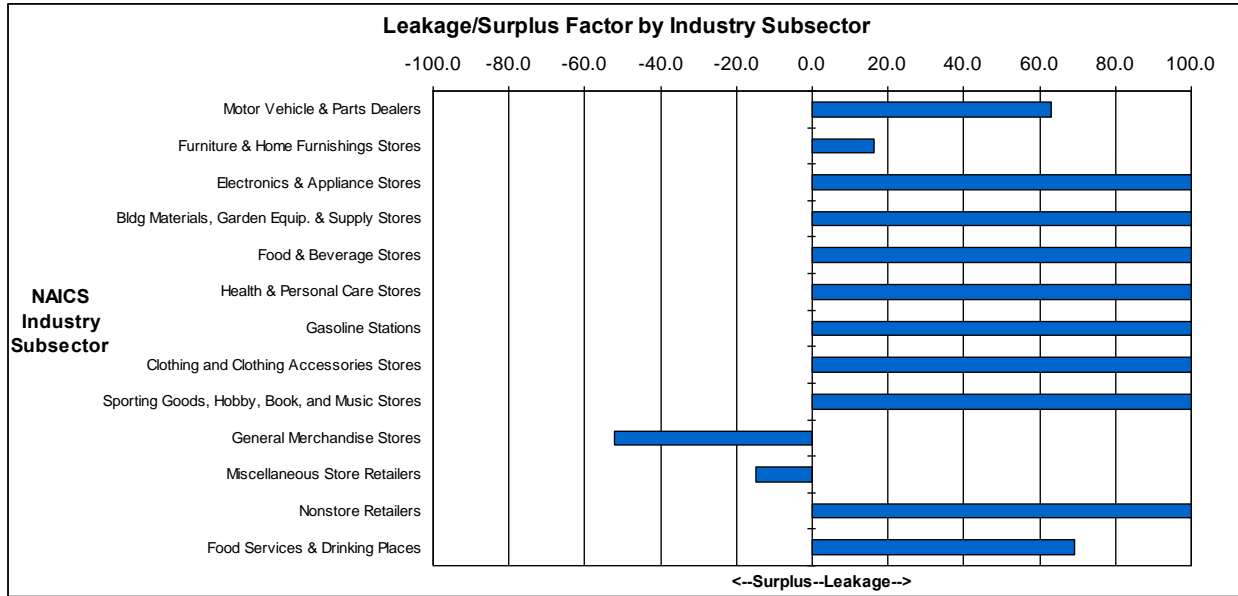
Table 16: Town of Horicon Retail Sales Leakage and Market Capture

Retail Category	Supply (Retail Sales)	Demand (Retail Potential)	Leakage/Surplus (Demand-Supply)	Leakage/Surplus Factor
Motor Vehicle & Parts Dealers	\$1,114,809	\$4,912,351	-\$3,797,542	-63.0
Automobile Dealers	\$0	\$4,171,705	-\$4,171,705	-100.0
Other Motor Vehicle Dealers	\$1,114,809	\$470,380	\$644,429	40.7
Auto Parts, Accessories, and Tire Stores	\$0	\$270,266	-\$270,266	-100.0
Furniture & Home Furnishings Stores	\$408,469	\$566,377	-\$157,908	-16.2
Furniture Stores	\$0	\$276,684	-\$276,684	-100.0
Home Furnishings Stores	\$408,469	\$289,693	\$118,776	17.0
Electronics & Appliance Stores	\$0	\$189,013	-\$189,013	-100.0
Bldg Materials, Garden Equip. & Supply Stores	\$0	\$882,708	-\$882,708	-100.0
Building Material and Supplies Dealers	\$0	\$712,338	-\$712,338	-100.0
Lawn and Garden Equipment and Supplies Stores	\$0	\$170,370	-\$170,370	-100.0
Food & Beverage Stores	\$0	\$3,013,454	-\$3,013,454	-100.0
Grocery Stores	\$0	\$2,781,556	-\$2,781,556	-100.0
Specialty Food Stores	\$0	\$51,328	-\$51,328	-100.0
Beer, Wine, and Liquor Stores	\$0	\$180,570	-\$180,570	-100.0
Health & Personal Care Stores	\$0	\$1,114,984	-\$1,114,984	-100.0
Gasoline Stations	\$0	\$2,563,159	-\$2,563,159	-100.0
Clothing and Clothing Accessories Stores	\$0	\$999,113	-\$999,113	-100.0
Clothing Stores	\$0	\$787,755	-\$787,755	-100.0
Shoe Stores	\$0	\$145,460	-\$145,460	-100.0

Retail Category	Supply (Retail Sales)	Demand (Retail Potential)	Leakage/Surplus (Demand-Supply)	Leakage/ Surplus Factor
Jewelry, Luggage, and Leather Goods Stores	\$0	\$65,898	-\$65,898	-100.0
Sporting Goods, Hobby, Book, and Music Stores	\$0	\$252,960	-\$252,960	-100.0
Sporting Goods/Hobby/Musical Instrument Stores	\$0	\$193,249	-\$193,249	-100.0
Books, Periodical, and Music Stores	\$0	\$59,711	-\$59,711	-100.0
General Merchandise Stores	\$5,490,038	\$1,734,438	\$3,755,600	52.0
Department Stores (Excluding Leased Depts.)	\$0	\$854,949	-\$854,949	-100.0
Other General Merchandise Stores	\$5,490,038	\$879,489	\$4,610,549	72.4
Miscellaneous Store Retailers	\$530,621	\$394,329	\$136,292	14.7
Florists	\$0	\$55,200	55,200	-100.0
Office Supplies, Stationery, and Gift Stores	\$43,762	\$145,529	-101,767	-53.8
Used Merchandise Store Retailers	\$129,350	\$47,192	\$82,158	46.5
Other Miscellaneous Store Retailers	\$357,509	\$146,408	\$211,101	41.9
Non-store Retailers	\$0	\$111,115	-\$111,115	-100.0
Electronic Shopping and Mail-Order Houses	\$0	\$93,225	-\$93,225	-100.0
Vending Machine Operators	\$0	\$17,890	-\$17,890	-100.0
Direct Selling Establishments	\$0	\$0	\$0	0.0
Food Service & Dining Places	\$389,940	\$2,142,692	-\$1,752,752	-69.2
Full-Service Restaurants	\$0	\$972,387	-\$972,387	-100.0
Limited-Service Eating Places	\$389,940	\$1,017,559	-\$627,619	-44.6
Special Food Services	\$0	\$112,502	-\$112,502	-100.0
Drinking Places (Alcoholic Beverages)	\$0	\$40,244	-\$40,244	-100.0

Source: Business data provide by InfoUSA, Omaha, NE Copyright 2004. All rights reserved. 2005, ESRI Forecasts Data Note: Supply (retail sales) estimates to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) represents the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor is a measure of consumer demand relative to supply, ranging from 100 (total surplus) to (-) 100 (total leakage). ESRI uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector.

Figure 10: Leakage/Surplus Factor by Industry Subsector



Source: ESRI Business Information Solutions (ESRI BIS). Expenditure data are derived from the 2001, 2002 and 2003 Consumer Expenditure Surveys, Bureau of Labor Statistics

There are two retail and services categories, Office Supplies, Stationery, and Gift Stores and Limited-Service Eating Places where Town businesses are losing smaller percentages of the potential demand. These retailers are indicated by a negative percentage less than 100 in the Leakage/Surplus Factor column. These limited categories supply \$433,702 to the local economy, but are losing \$729,790 in potential revenue to other towns or metropolitan areas.

changes in a business. In addition, reliance upon mailing addresses to identify business location may result in location misidentification.

It should be noted that ESRI Business Information Solutions uses data from InfoUSA, a data compiler for creation of the Retail Market Place Profile. As InfoUSA uses a variety of data sources, including phonebooks, business directories, and other databases of public record, it may not include every establishment located within a community and it may not reflect recent

Life Style Segmentation Analysis

Premised on the belief that the spending habits of the lifestyle segments will remain consistent over time, Lifestyle Segmentation reports are used to predict future consumer behavior, preferences, and expenditure patterns. Developing a “geo-demographic cluster system,” an area-specific segmentation analysis, is one method communities can use to identify current customer trends and behaviors. Conducting such an analysis can allow a community to more effectively target economic development and community revitalization efforts, whether the intent is to attract local shoppers or potentially, tourists.

Geo-demographic cluster systems are based on the premise that “birds of a feather tend to flock together.” In other words, households living in socially and economically similar areas share a number of similar views, attitudes, values, and, consequently, buying behaviors. By identifying these clusters, a clearer understanding of an area’s common lifestyle preferences (and prevailing market tendencies) can be gained. For businesses, potential new customers and markets can be identified; for communities, potential retail market needs (and viable commercial development opportunities) can be revealed.

A Life Style Segmentation Analysis was conducted to gain a better understanding of Horicon consumers and determine the potential demand for particular products and activities within the Town. The geo-demographic cluster system used for this study was the Community Tapestry Segmentation, developed by ESRI Business Information Solutions, Inc. This system uses more than 60 attributes, including income,

source of income, employment, home value, housing type, occupation, education, household composition, age, and other key determinants of consumer behavior to create 65 lifestyle segments.

According to the Community Tapestry Segmentation, Town of Horicon residents fall into this particular segment: Rural Resort Dwellers.

Rural Resort Dwellers follow the scenic route. Favoring milder climates and pastoral settings, the population resides in rural non-farm areas throughout the U.S. Their communities are small, but growing—primarily single-family or mobile homes, including a significant inventory of seasonal housing. The population is older, with a median age of 46 years, and most are married with no children at home. Although retirement officially looms for many, most are employed. Many are self-employed. The median household income is \$43,000.

Existing Commercial Land Use Patterns

Existing land use patterns represent a snapshot of the current and potential future pattern and extent of development potential in the Town. Land use patterns in the Town have been greatly influenced by many factors, including: historic settlement characteristics, natural constraints, lakefront properties, protected forestland, wetlands, ponds and streams, the existing road network, modern building codes, local zoning and subdivision requirements and Adirondack Park Agency intensity regulations.

There are four general spatial patterns of existing commercial development in the Town of Horicon: (1) Water oriented resort and recreation uses located near Brant Lake, including group camps, a lodge, a marina and associated businesses. (2) Rural oriented resort and recreation uses such as campgrounds and dude ranches. (3) Local retail and service oriented business, as well as home based businesses, located in the Hamlets. (4) Home based businesses located in rural areas.

Year 2006 property information available from the NYS Real Property Service classifies 36 properties as commercial use. It is apparent from a field survey of the town, however, that this data may not include some of the smaller businesses that are a secondary use on a property. Of particular note is the lack of a convenience or grocery store in the Hamlet of Brant Lake. The traditional general store on the Mill Pond was destroyed by fire in 2006, and has not been replaced. It is a need recognized by the community, and the town has been active in

seeking interested entrepreneurs and grant funds to help reestablish the general store.²³

Future Commercial & Industrial Land Use Potential

Resort and Recreation Oriented Businesses: The potential exists for future development of resort and recreation oriented businesses. Lack of available land near lakes and ponds may limit the possibilities for water oriented businesses, but large open properties exist in the more rural sections of town that could be viable locations for campgrounds, dude ranches, golf courses, or other such uses. Resort and recreation businesses bring money into the community from other regions and therefore are important in promoting the town's economy.²⁴

Hamlet Oriented Community Businesses: As the population of the Town grows, both year round and seasonally, there will be an increasingly viable market for stores and services to provide daily needs of community residents. The traditional location for such uses as convenience and general stores, retail gasoline sales, restaurants, antique and craft shops and the like, is within Hamlets or near them on routes with the highest traffic volume.

²³ The Commercial Land Use section has been excerpted from the Draft Town of Horicon Comprehensive Plan, August 2007. (See Comprehensive Plan - Commercial Uses Map)

²⁴ The Commercial Land Use section has been excerpted from the Draft Town of Horicon Comprehensive Plan, August 2007.

Table 17: Town Commercial Business Census, 2008

Commercial Type	Number
Agriculture	3
Boat Manufacturing	1
Group Camp	4
Car Repair	3
Contractor	20
Crafts	4
Lodging and Campsites	11
Marinas or Boat Storage	3
Real Estate	5
Recreation	1
Restaurant	2
Retail Store	3
Services	6
Storage	2
TOTAL	68

Source Draft Town of Horicon Comprehensive Plan, June 2008

Highway Oriented Commercial: Commercial establishments that depend upon highway dependent uses include convenient marts, gas stations, motels, fast foods, restaurants, and automobile sales lots. Some traffic dependent uses may not be viably located within existing Hamlets due to lack of space for parking and buildings.

Traffic volumes in Horicon are too low to support much highway oriented commercial development. Some limited potential for such uses, especially seasonal businesses, may exist along portions of State Route 8 between I-87 and Brant Lake. But much of this route is winding with poor site distance and lacks suitable commercial building sites.

Rural Commercial Uses: There are many commercial uses that are not particularly dependent upon a high traffic volume and

through traffic volume need to locate along heavily traveled major highways. Typical location, although visibility from such a highway may be a benefit. Such uses have the potential of locating almost anywhere with suitable highway access in a rural area.



They include auto body shops, vehicle repair shops, snowmobile sales and service, hair

dressers, junk yards, kennels, antique sales, home based businesses involving equipment including independent contractors, truckers, well drillers and excavators, home based office type businesses using digital communication and thereby not dependent upon automobile travel, and others.

Some rural type businesses already exist in the Town of Horicon, and more may be anticipated in the future as the area develops, depending upon whether they are permitted by local zoning. Good site design of such uses is necessary to insure compatibility with neighboring properties. The town's zoning law could be amended to establish conditional use and site plan approval standards regulations for certain uses in order to fulfill this objective.

There is some potential for commercial development in the Town of Horicon. Opportunities exist: (1) within the Hamlet of Brant Lake for community retail and service businesses, (2) for resort and recreation businesses, both near lakeshores where there is available land and in rural areas, and (3) for smaller and home based businesses throughout the town.

The Town has no significant location advantages for industrial businesses. Primary industrial location factors include proximity to a labor force, proximity to suppliers and markets, good highway access, and availability of suitable sites with public infrastructure. The Town's location in northern Warren County renders it less accessible to a labor force than communities further south. It does have good highway access due to its location near I-87, but is not near suppliers and markets except for being close to sources of timber. It lacks good sites, i.e. flat land with acceptable soils and

serviced by a public water supply that some industries seek for fire insurance purposes. Moreover, there are such sites available in the nearby Town of Chester which would compete for any possible industry interested in locating in Horicon.

A study prepared for the Town of Johnsbury,²⁵ a community in many respects similar to the Horicon, concluded that while that town is generally not favorably situated for industrial development, some specific types of industry might be attracted. These included: (a) wood using industries such as log home and roof truss producers, and (b) wood craft products, including furniture and home manufactured products. It can be concluded that the industrial uses most feasibly located Town of Horicon may be small wood using industries, or home based manufacturing of craft products.

²⁵ North Creek Action Plan, Saratoga Associates, 1993.

VII. Tourism & Economic Development Resources

Horicon's location within Adirondack Park and its proximity to both Brant Lake and Schroon Lake ensure that tourism is an important part of its future economic vitality. In fact, Horicon's borders have hosted tourists since the mid-1880s when the first lodge was built on the shores of Brant Lake.

While industrial development generally calls for communities to compete on terms of a standardized set of criteria (such as workforce skills, transportation networks, and cost-of-living), establishing a tourism center challenges a community to "develop its assets."²⁶



A successful tourism development approach must be multi-faceted. By enhancing the community's attractions and highlighting the unique qualities, tourism promoters market their areas to attract guests; create products to encourage lingering; and develop leisure activities to keep guests busy, all the while infusing dollars into the local economy. In

order to be successful, the tourism "product" must appeal to travelers and to people seeking leisure time activities.



²⁶ Glover, Robert E. "Tourism as Economic Development: A Brief Guide for Communities and Entrepreneurs." Economic Development Net, 1998.
http://www.economicdevelopment.net/tourism/glover_tpd_98.htm

Highlights & Opportunities

- *Tourism is a key segment of Horicon's economy, especially because of the year-round recreational opportunities of the Adirondack Park, Brant Lake, Schroon Lake, Schroon River, Pharaoh Lake Wilderness Area, and the Lake George Wild Forest.*
- *Recreational tourism focuses on active outdoor recreational activities such as hiking, swimming, rock-climbing, camping, hunting, fishing, boating, picnicking, horseback riding, snowmobiling, skiing (water, downhill, and x-country), kayaking and canoeing. Horicon's own lakes, ponds, rivers and streams, its access to trails, and its natural Adirondack beauty promote outdoor recreation year-round.*
- *There are two NYS DEC boat launches, and two town beaches in Horicon, one on Brant Lake and one on Schroon Lake. The Brant Lake launch is currently being investigated for potential expansion of the parking area. The Town also has two baseball fields, a playground, and a tennis court, as well as two libraries and two post offices.*
- *In 2006, Warren County tourist spent \$568 million, of which, \$ 440 million, was spent during the height of the tourist season, between the months of May and September. Twenty-six (26) percent of the total \$568 million was spent on recreation, 23% on shopping, 22% on food, 21% on lodging, and 9% on transportation.*
- *Warren County outperforms the state average for per capita spending in a number of tourism sensitive categories. Spending in the accommodations and food service category is more than double the state average, and more than triple the state average in the arts, entertainment and recreation category. Spending on gasoline is 58% more than the state average and the food and beverage category is 46% more than the state average. Additionally, spending in the general merchandise category in Warren County is 57% above the state average.*
- *Tourist expenditures throughout Warren County are estimated to have generated over \$43 million in local government revenues. Government revenues include items such as sales taxes, occupancy taxes, property taxes, licenses, fees, and income taxes on dollars earned by people whose work is supported by tourism.*
- *Horicon shares in Warren County's rich tourism industry. Among the outstanding natural features within Warren County are over 20 lakes, and over 1,000 miles of rivers and streams. Large tourist attractions in the region include, but are not limited to, Gore Mountain Ski Area, Barton Garnet Mine, Natural Stone Bridge & Caves, Six Flags Great Escape & Splashwater Kingdom, Fort William Henry, the Factory Outlets in Lake George, and Up Yonda Farms Environmental Education Center.*

- *The Warren County Planning and Community Development Department assists local municipalities with grant writing through various federal and state programs relating to economic and community development. The County administers and manages the Micro-Enterprise Loan Program, Entrepreneurial Training, the Warren County Empire Zone Program and the Main Street Program.*
- *The Warren County Economic Development Corporation (EDC), a not-for-profit 501 (c) 3 organization that is dedicated to improving the quality of life for Warren County residents by helping business and industry grow, prosper and create quality jobs. Warren County EDC is actively involved in efforts to provide individuals with the skills needed for job access through coordinated programs and services. Warren County EDC is considered to be the economic development engine for Warren County.*
- *Warren/Washington Industrial Development Agency (WWIDA) is authorized to issue both tax exempt and taxable industrial development bonds for projects involving manufacturing, commercial and civic facilities.*
- *Warren County works in a three-county consortium called the Saratoga-Warren-Washington Counties Workforce New York, to receive and allocate funds and a system of services designed to assist job seekers and employers in the tri-county region.*
- *The Adirondack Regional Chambers of Commerce serves a five-county region including Warren County. The Chambers provide assistance for improvement and development of businesses in the Adirondack region, hosts networking events to connect members, and acts as a clearinghouse for information. The Chambers promote economic development and encourage tourism. Economic Impact of Tourism on Warren County*

Economic Impact of Tourism on Warren County

In 2007, the Northern New York Travel and Tourism Research Center prepared a regional and county Economic Impact of Tourism Expenditures report using regional, and county-specific data from calendar year 2006. The Economic Impact of Expenditures by Tourists on Northern New York State study covers the Adirondack Region counties of Clinton, Essex, Franklin, Hamilton, Herkimer, Lewis and Warren, and the Thousand Islands/Seaway Region counties of Jefferson, Oswego and St. Lawrence. The results are expressed by Northern New York as a whole, by each region, and by county.²⁷

The purpose of the study is to measure the economic benefits derived by Northern New York residents and governments from the dollars spent in the region by tourists. According to the report, these economic benefits include:

²⁷ Davidson-Peterson Associates for The Northern New York Travel and Tourism Center, SUNY, Potsdam “2006 Economic Expenditures of Tourists on Northern New York State”, http://www.nnytourismresearch.org/uploads/Warren_Cty_06_EI_profile.pdf

- Total expenditures made by visitors;
- Number of full-time equivalent jobs supported by these expenditures;
- Wages, salaries and proprietary income earned by area residents; and
- State and local government revenues generated.



The results of the study “document the importance of tourism as a key segment of Northern New York’s economy, and underscore the need to continue to support the expenditure of time, effort and dollars to support tourism growth and to track the results of Northern New York’s tourism marketing efforts”.

According to the study results, tourists of Northern New York spent nearly \$1.7 billion in 2006, with the total visitor expenditures in Warren County exceeding \$568 million in 2006. Of this \$568 million, Warren County visitors spent the most - \$148 million – on recreation, accounting for 26% of all expenditures. Warren County visitors spent \$128.4 million on shopping, which accounts for 23% of all expenditures, and an additional \$126.1 million on food, which accounts for 22% of all their spending, which are similar to the Northern New York averages. Over \$116 million (21%) was spent on lodging and \$48.9 million (9%) on

Transportation in Warren County. The vast majority of dollars (78% of the total expenditures, or \$440 million) are spent by tourists between May and September.

The following is an excerpt from the Economic Impact of Expenditures by Tourists on Northern New York - Warren County Results:

“Economic impact begins when a visitor to an area spends any amount of money on any product or service in that area. The direct recipients of visitor expenditures use these dollars to earn income, pay wages, and pay taxes, thus creating a direct impact on the local economy. But the benefits to the local economy extend beyond the direct impact of these dollars. Visitor expenditures create a chain effect. When businesses and their employees spend their income in the state, they create an indirect impact by supporting additional jobs, wages, salaries, proprietary income and tax revenues. The sum of direct and indirect impact equals the total economic impact of tourist expenditures. The estimated economic impact of the visitor expenditures is measured in four ways: by the number of full-time equivalent jobs supported; the amount of wages, salaries and proprietary income generated; state government revenues generated; and local government revenues generated.”

In Warren County, an estimated 11,578 jobs were supported by both direct and indirect tourist expenditures. Wages and salaries earned by residents, as well as income earned by business owners due to tourist expenditures, were estimated to total over \$252 million in 2006. Visitor expenditures throughout Warren County are estimated to have generated over \$34 million in state government revenues and over \$43 million in

local government revenues. Government revenues include items such as sales taxes, occupancy taxes, property taxes, licenses, fees, and income taxes on dollars earned by people whose work is supported by tourism.

Without tourism expenditures in 2006, unemployment in Warren County would have climbed to 42% and local resident taxes would have increased an estimated \$1,678 per household in order to maintain government services at current levels.

County Tourism Profile

Statistical tourism “profiles” for Warren County and nine other counties in northern New York have been recently created by the Northern New York Travel and Tourism Research Center.²⁸ These profiles use several potential indicator categories of information to provide users with a statistical view of the tourism industry in each county and, to a limited extent, its effects on the local economy. This data can be used by entrepreneurs when creating business plans, by economic developers in tourism-related business recruitment, and by community leaders to assist in planning and zoning efforts, strategic planning, and as a tool for smart growth. A copy of the Warren County Tourism Profile is contained in Appendix C.

According to the 2004 Warren County Tourism Profile, Horicon has seven (7) lodging establishments that include a total of 38 rooms. Five (5) of the seven (7) establishments are only open seasonally.

Horicon also has two (2) private camping facilities with a total of 97 campsites. Warren County outperforms the state average for per capita spending in a number of tourism sensitive categories. Spending in the accommodations and food service category is more than double the state average, and more than triple the state average in the arts, entertainment and recreation category. Spending on gasoline is 58% more than the state average and the food and beverage category is 46% more than the state average. Additionally, spending in the general merchandise category in Warren County is 57% above the state average.

Local Tourism Resources

The Town of Horicon offers access to the entire shoreline of Brant Lake, the eastern shore of Schroon Lake, the southern portion of Pharaoh Lake Wilderness Area, and the western portion of Lake George Wild Forest. The Schroon River serves as the Town’s western boundary and the Town’s entire land area is dotted with ponds and streams.

Horicon, and its neighboring Adirondack Park communities, offer many types of outdoor activities and recreation year-round. The prevalent type of tourism throughout Warren County is environmental tourism, which focuses on an area’s natural resources, and can include ecotourism and recreational tourism.

²⁸ 2004 County Tourism Profiles are available at <http://www.nnytourismresearch.org/reports.asp>



Ecotourism activities minimize the adverse effects of traditional tourism on the natural environment by promoting conservation, sustainability, low-impact visitor behavior, and education. Examples of ecotourism include bird watching, nature photography, and guided educational tours. Nearby Up Yonda Farm Environmental Center, in Bolton Landing is a Warren County-managed property that promotes the natural environment and offers educational programs and guided tours year-round. Recreational tourism focuses on active outdoor recreational activities such as hiking, fishing, picnicking, camping, hunting, skeet shooting, archery, horseback riding, skiing, kayaking, canoeing, rock-climbing, and cave exploration. Horicon's own lakes, ponds, rivers and streams, its access to trails into Pharaoh Lake Wilderness and Lake George Wild Forest and its natural Adirondack beauty promote outdoor recreation year-round.

Recreational Trails

In addition to the public foot trails on state forest preserve lands such as Pharaoh Lake Wilderness and Lake George Wild Forest; there are several state funded snowmobile trails. Some of these are located within the Lake George Wild Forest area on state lands,

and others run through a combination of private lands and lightly traveled town roads. One of the local snowmobile clubs, the North Warren Trailblazers, grooms and maintains over eighty miles of trails that connect Brant Lake, Chestertown, Pottersville, and Warrensburg.²⁹

Town Beaches

The Town of Horicon owns and operates the Town Beach on Schroon Lake in the Hamlet of Adirondack and leases and operates the Town Beach on the Millpond in the Hamlet of Brant Lake.



Boat Launches

NYS DEC owns and operates a public boat launch on Schroon Lake off East Schroon River Road. This large and much used facility can accommodate 50 vehicles with trailers and an additional 5 vehicles without trailers.

²⁹ Draft Town of Horicon Comprehensive Plan, August 2007. Richard Lamb, Author



The Brant Lake “Fishing Access Site” is located on land owned by the Town of Horicon, but is maintained and operated by NYS DEC as authorized by a lease agreement that expires in May 2014. There is only room for 11 vehicles with trailers and an additional 2 vehicles without trailers. The site is often full, and the NYS DEC recognizes that “the present amount of parking is insufficient for this lake which is over 130 acres in surface area.”³⁰ There are plans to pursue expansion of this facility stated in the Draft Lake George Wild Forest Draft Unit Management Plan:

“Since the construction of the Brant Lake Boat Launch in 1994, the facility has become very popular with boaters, both local and non-resident. During the initial 5-year planning period of this unit management plan, no expansion of the present facility is anticipated. However, during the planning period the DEC and the Town of Horicon will investigate the potential for expanding the capacity of the site by acquiring nearby property. This investigation will include determining local support for an expansion

of the present facility and an assessment of Brant Lake’s boating use carrying capacity utilizing methodology agreed to in further interagency discussions. If there is local support for an expansion of the facility and nearby property is available, the Town and DEC will pursue acquisition of this land.

Throughout the public participation process of this Community Development Strategic Plan, Horicon residents have expressed the desire for the Town to take over the responsibility of operations and maintenance of the Brant Lake Fishing Access Site/Boat Launch.

Sports Fields and Playgrounds

The Town maintains two baseball fields, one in Brant Lake located behind the Town Hall, and the other in Adirondack Hamlet. The Brant Lake recreation area also has a playground, and the Adirondack facility includes tennis courts.³¹

Community Facilities

Nearly all of Horicon’s community facilities are located in or near the Hamlets of Brant Lake and Adirondack. The Town Hall, Fire Department, a Post Office, the Town Library, ball field, playground, the Historical Society Museum, the Town highway garage, the town landfill, a town beach, NYS DEC maintained fishing access site, as well as churches and cemeteries are located within the Hamlet of Brant Lake.

Within Adirondack Hamlet are a town beach, public parking lot, post office, a general

³⁰ Draft Town of Horicon Comprehensive Plan, August 2007. Richard Lamb, Author. Lake George Wild Forest Draft Unit Management Plan, November 2006, NYS DEC, pg 170

³¹ Draft Town of Horicon Comprehensive Plan, August 2007. Richard Lamb, Author

store and recreation facilities, as well as a church and cemeteries.³²



Regional Tourism Resources

Horicon shares in the region's rich tradition of recreational tourism. A wide variety of activities are available in the Adirondack region to residents and visitors alike, including but not limited to boating, fishing, golfing, skiing, camping and hiking.

Among the outstanding natural features within Warren County are over 20 lakes, including well-known Lake George which forms the County's eastern boundary, over 1,000 miles of rivers and streams, among them, the Hudson, Schroon and the Sacandaga Rivers and the Natural Stone Bridge and Caves, an attraction that features a series of marble caves with pools and waterfalls. Water-oriented recreational opportunities abound and include but are not limited to canoeing, boating, kayaking, swimming, fishing, and whitewater rafting. Since a large portion of Warren County lies within the boundaries of Adirondack Park, thousands of acres of state-owned forestlands are accessible for activities such as hiking, camping, horseback riding, backpacking,

rock climbing, and mountain biking. Warren County has nine scenic golf courses for all levels of players within its boundaries as well as an indoor driving range. The Barton Garnet Mine in North River allows visitors to hunt for the rare type of garnet only found there on Gore Mountain and conducts tours of their operations.

In the winter, snowshoeing, cross-country skiing, sledding, and snowmobiling (Warren County has 251 miles of snowmobile trails and is home to three snowmobile clubs) beckon the outdoor enthusiast while nearby Gore Mountain Ski Area in North Creek and West Mountain Ski Area in Glens Falls offer downhill skiing, snowboarding and tubing. Garnet Hill Lodge in North River is home to one of the top ten cross-country skiing centers in the country. Frozen lakes and ponds host ice fishing. The Hague Winter Carnival is held in February with events such as an ice fishing derby, snow sculpture contests, a Polar Bear swim and an ice augur contest. The Up Yonda Farm Environmental Education Center in Bolton Landing holds maple-sugaring events in March and guided snowshoeing tours all winter.

The Six Flags Great Escape & Splashwater Kingdom is Warren County's largest attraction, welcoming nearly 1 million visitors a year, and employing more than 1,500 local residents. The Fort William Henry Museum, a French & Indian War stronghold, also ranks highly among the regional attractions with more than 35,000 annual visitors. Other museums in Warren County include the World Awareness Children's Museum, The Chapman Historical Museum and The Hyde Collection, all in Glens Falls as well as the Lake George Historical Museum and Association in Lake George. Stores like The Factory Outlets of

³² Draft Town of Horicon Comprehensive Plan, August 2007. Richard Lamb, Author

Lake George and Sutton’s Marketplace in Queensbury provide a variety of shopping experiences.

Cultural events are well represented since visitors and residents can enjoy the Glen Falls Symphony Orchestra’s performances six times yearly, The Upper Hudson’s Music

Arts chamber music concerts and the Adirondack Theatre Festival’s month-long event featuring new works from American playwrights. The Lake George Arts Project sponsors summer concerts, an annual jazz festival and temporary art exhibits in its Courthouse Gallery.

Table 18 :Town of Horicon Tourism Profile

Type of Business	Number of Units	Name	Location
Lodging			
	4	Adirondack Pines B&B	Adirondack
	4	Hillcrest Cottages	Brant Lake
	4	Hummel Haus	Brant Lake
	2	Raymond’s Sand Beach Mountain Cottages	Brant Lake
	49	Sunset Mountain Lodge (including motor home park)	Brant Lake
	2	Watson’s Housekeeping Cottages	Adirondack
Campgrounds			
	18	Park Mountain Campgrounds	Adirondack
	86	Hidden Pond Campsites	Brant Lake

Source: North Warren Chamber of Commerce, Warren County Tourism Profile, 2004

Visitors require lodging and Warren County has a wide variety and a large number from which to choose, ranging from hotels and motels, to cabins and cottages, and inns and bed and breakfasts.

Nearly two-thirds of the lodging properties are seasonal in nature and there are almost exactly twice as many lodging rooms as campsites. Camping is also popular and to meet the demand, Warren County offers 39 private and public campgrounds, reporting slightly fewer than 5,000 campsites. Two of the campgrounds, Park Mountain Campground and Hidden Pond Campsites, and six of the lodging establishments are

within the town of Horicon itself as shown in **Table 18.**³³



³³ Adirondack Regional Tourism Council Lodging database

Regional & County Economic Development Resources

Warren County is within the Glens Falls Metropolitan Statistical Area (MSA), which has achieved steady economic growth since 2000. Recent statistics from the NYS Department of Labor show the County is outpacing the Capital Region in job growth, up 2.6 percent compared to 0.7 percent.³⁴ For the past three years, the Glen Falls MSA has achieved a top-100 ranking by the Milken Institute, a publicly supported independent think tank. The Institute’s Best Performing Small Cities Index ranks the top 179 small U.S. metropolitan areas based on their economic performance and their ability to create, as well as keep, the greatest number of jobs in the nation.³⁵

Warren County Incentives and Programs

Warren County Department of Planning and Community Development: The Warren County Department of Planning and Community Development performs proposal development and fields funding requests for various federal and state programs relating to economic development projects and programs that improve or develop public facilities for local municipalities. It administers and manages the Micro-Enterprise Loan Program and Entrepreneurial Training on behalf of the Warren County Local Development Corporation and certifies projects to be assisted through the Warren County Empire Zone Program. Additionally, it develops and manages a countywide “Main Street Program” consistent with the program

initiated by the National Trust for Historic Preservation.

Warren County Economic Development Corporation (EDC): EDC is a not-for-profit 501 (c) 3 organization governed by a private board of directors dedicated to improving the quality of life for Warren County residents by helping business and industry grow, prosper and create quality jobs. Warren County EDC collaborates to empower individuals and groups to improve social, cultural, recreational and other aspects of livability within the County’s communities and is actively involved in efforts to provide individuals with the skills needed for job access through coordinated programs and services. Warren County EDC has a partnership with the Counties of Warren/Washington Industrial Development Agency (WWIDA), which is authorized to issue both tax exempt and taxable industrial development bonds for projects involving manufacturing, commercial and civic facilities. EDC also has an alliance with the Warren County Local Development Corporation (LDC), a county-sponsored corporation that furthers projects and programs to enhance the economic well being of Warren County and its communities. Warren County EDC is considered to be the economic development engine for Warren County and has a contract from the county to provide the following services:

- Support existing companies through technical and regulatory assistance and act as a liaison between business and government;
- Facilitate communication with state and regional economic development programs and individuals within the business community;

³⁴ www.edcwc.org

³⁵ http://bestcities.milkeninstitute.org/bc179_2007.html

- Administer the Warren County Empire Zone;
- Administer the Warren County Foreign Trade Zone;
- Assist local companies seeking regulatory, financial and technical assistance from local, state and federal agencies;
- Develop marketing plans to attract prospective employers, funding, and investors to the region from the public and private sectors;
- Serve as a clearinghouse for regional economic data and information, including a comprehensive database of open commercial property inventory;
- Reduce “red tape” and increase inter-municipal cooperation;
- Offer site selection, supported by real estate analysis and market research, to interested businesses, sponsor workshops and seminars.³⁶

The Employment & Training Administration (ETA): This County entity operates the Workforce Investment Act (WIA) program. It is a federally funded program, with funds distributed by the New York State Department of Labor. Warren County works in a three-county consortium called the Saratoga-Warren-Washington Counties Workforce New York, with Saratoga and Washington Counties to receive and allocate funds. Functioning as a system of services designed to assist job seekers and employers in the tri-county region, Warren County has access to the following:

Workforce Investment Board – appointed jointly by Warren, Washington and Saratoga Counties and includes a variety of other workforce related agencies which share

responsibility with the counties for oversight of the local WIA programs;

One Stop Center – located in Queensbury and provides core employment services and access to services of other partner agencies;

Core Services – designed to assist the job seeker by providing workforce related information or exploring training opportunities;

Career Center – provides a variety of job related informational workshops and a structured job search program for individuals;

Training Services – provides limited funds for financial aid and support services to qualified individuals for specific in-demand occupations such as nursing and on the job training with local employers;

Business Services – includes accessing grants and grant information, providing training resources, access to E-learning computer programs, job fairs, and access to Department of Labor services;

Youth Services – offers services for both in-school and out-of-school youth that include summer and year-round work and learning programs.

Chamber of Commerce

The Adirondack Regional Chambers of Commerce serves a five-county region including Warren County. The Chambers provide assistance for improvement and development of businesses in the Adirondack region, hosts networking events to connect members, and acts as a clearinghouse for information. The Chamber not only promotes economic development in the Adirondack region but also encourages tourism, offering an array of information on events, lodging,

³⁶ <http://www.co.warren.ny.us/depts.php>.

activities, and restaurants on its website as well as at its offices in Glens Falls.

The Adirondack Regional Chambers of Commerce provide cost saving services to its members through a group health and dental insurance program and membership discounts. It assists local job seekers and employers through the sponsorship of the Job Zone, a website featuring job listings, local events advertisement and resume posting services.

The main initiatives of Adirondack Regional Chambers of Commerce include: Adirondack tourism information, small business seminars, business-to-business (B2B) showcases, business consulting services, Quality of Life Guides, newsletter publication, Leadership Adirondack program, Network for Enterprising Women and the Welcome Home new resident outreach program.

The smaller North Warren Chamber of Commerce is located in Chestertown and concentrates on providing guests and residents alike with information on local businesses and organizations including a business directory, local events and news, brochures on activities and local attractions, lodging and restaurant listings and descriptions as well as a website which organizes all the above mentioned information and makes it available on-line.

Local Infrastructure

Water & Sewer

Water supply and sewage disposal is provided either by individual on-lot systems or by systems owned and operated by private entities that service a group of properties.

There is no town water supply or sewage collection and treatment system.

Road Network

Horicon is served by a network of State, County and Town highways, as well as by private roads and drives. State Route 8 is the major travel corridor through town, serving both local and long distance traffic. It is an arterial highway connecting the Adirondack Northway (I-87) to the west with Hague and Lake George to the east. State Route 8 is designed to serve heavier traffic volumes than county or town roads, and is constructed of materials suitable to withstand truck traffic. However, site distance is limited due to the many curves along the route.³⁷



County highways generally serve as “collector” roads, an intermediate highway classification between arterial highways and local roads, with traffic volumes also intermediate between that of arterials and local roads. County highways in the Town of Horicon generally appear to be of adequate design to carry the intended traffic volumes. Site distance, however, varies considerably depending on the terrain. In particular, Palisades Road following the western shore

³⁷ Draft Town of Horicon Comprehensive Plan, August 2007. Richard Lamb, Author.

of Brant Lake is extremely winding with poor site distance.

The Town of Horicon maintains several miles of roads, some relatively lengthy and some very short dead-ends or loop streets serving a small number of dwellings. Town roadways can be classified as “local highways,” the primary function of which is to provide access to the highway system, i.e. to serve as residential roads. Short dead-end roads and residential loop streets need not be designed to high speed design standards. Adequate width is necessary for safety and plowing reasons, but asphalt paving is not essential. Many persons may in fact prefer a gravel surface in order to retain the forested open space character, and to lower vehicular speeds. However, lengthier town highways should be designed to higher design standards needed for higher traffic volumes and vehicle speeds

In addition to public highways there are many private roads and drives in the Town of Horicon with names assigned for 911 emergency purposes. Some of these were constructed to serve new residential developments, and are maintained by property owners associations.³⁸

Freight & Passenger Rail Transport

Freight travels via the Canadian Pacific Rail Line out of Albany. Amtrak provides passenger service with two local stations: Albany-Rensselaer and Saratoga Springs. Amtrak also has daily stops in Fort Edward, about 15 miles from the Lake George Area. Car rentals, taxi and Greater Glens Falls

Transit System shuttles are available by appointment from the Fort Edward station.³⁹

Bus Transport

There is no public bus service in the Town. Adirondack Trailways and Greyhound maintain a regular schedule to the Lake George area.

Air Transport

Air transportation is provided by two airports. Floyd Bennett Memorial Airport in Queensbury is open to private planes and charters. Albany International Airport is about 80 miles south of the Hamlet of Brant Lake and provides approximately 110 commercial arrivals and departures every day. Commercial airline providers include; Air Canada, American Eagle, Continental, Continental Connection, Delta, Northwest, Southwest, United/United Express, US Airways/US Airways Express.

Electric & Gas

National Grid provides electrical power to the Town. There is no natural gas service in the Town.

Telephone, Cable & Internet Access

Frontier provides local land-line telephone, high-speed internet and Dish Network television services to many customers in Horicon. Time Warner Cable provides cable, high-speed internet and phone services as well.⁴⁰

³⁸ The Transportation System section has been excerpted from the Draft Town of Horicon Comprehensive Plan, August 2007.

³⁹ The Lake George Area in the Adirondacks, <http://www.visitlakegeorge.com/directions.cfm>.

⁴⁰ Warren County EDC – Regional Attributes, <http://www.edcwc.org/regional.htm>.

APPENDICES

Appendix A: Maps

**Appendix B: Public Workshop Materials &
Presentations**

Appendix C: Warren County Tourism Profile

**Appendix D: Design Guidelines for Brant Lake and
Adirondack Hamlets & Conceptual Improvement Plans**
