



Downtown Revitalization Initiative (DRI) Instructions

The North Country Regional Economic Development Council (NCREDC) is accepting Downtown Revitalization Initiative (DRI) applications through May 27, 2016 at 4:00 p.m.

Completed applications can be e-mailed to NYS-NORTHCOUNTRY@esd.ny.gov

Answers to each question on the DRI application are limited to 5,000 characters.

If an answer to a DRI application question references an attached document or addendum, please reference the page number in the answer to the question to allow reviewers to consult the material.

DOWNTOWN REVITALIZATION INITIATIVE – DOWNTOWN TEMPLATE

BASIC INFORMATION

Regional Economic Development Council (REDC) Region: North Country

Municipality Name: Village of Saranac Lake

Downtown Name: Downtown Saranac Lake

County: Franklin

Downtown Description - Provide an overview of the downtown and summarize the rationale behind nominating this downtown for a Downtown Revitalization Initiative (DRI) award):

A vibrant, sustainable Saranac Lake will blaze the trail for the Adirondack Park’s future. Surrounded by mountains and Forever Wild lands and miles of lakes and rivers, the village’s compact, historic downtown embodies the full potential envisioned by New York State for Adirondack hamlets. Generations of New York leaders have sought balance in the Adirondacks between protecting open space and building sustainable communities. In Saranac Lake’s downtown, the DRI can showcase how this vision can succeed.

Downtown Saranac Lake, geographically, is the heart of the Village and encompasses the central business district. The centralization of services, goods, arts, culture and public facilities in the downtown reflects the confluence of natural features occurring there – the Saranac River Valley, with the river flowing through downtown, and the presence of historic, residential neighborhoods within easy walking distance to downtown on the hills to the west (French Hill), to the east (Helen Hill), and to the north (Park Avenue); and Lake Flower to the south.

Downtown’s built environment is quintessentially “small-town.” Buildings of varying architectural style represent the community’s unique heritage as “the Western Hemisphere’s foremost center for the

treatment of pulmonary tuberculosis.” Over 50 downtown buildings are in two registered historic districts, including the iconic Hotel Saranac.

Some recent Village investments in downtown include: (1) new sidewalks and fiber-optic cable; (2) destination tourism marketing; (3) local controls to prohibit first-floor apartments and oversized vehicles; and (4) loan and tax credit programs for businesses and property owners. The Village’s Downtown Advisory Board provides a management structure focused on local marketing, beautification and planning. Village initiatives, including the Saranac Lake 6er program and the 2017 World Snowshoe Championships, begin and end in downtown.

Downtown building owners are stepping forward, proposing millions of dollars of revitalization work. The restoration of the Hotel Saranac is now fully underway, with the opening planned for the end of 2016.

New businesses are opening downtown. Existing businesses are expanding. Small businesses and telecommuters that can live and work anywhere are a growing part of the Village’s economy. Local employers, including Adirondack Health, the Saranac Lake Central School District, North Country Community College, Trudeau Institute, St. Joseph’s Rehabilitation, American Management Association, New York State, and nearby Paul Smiths College, contribute to a stable economic base.

The potential of Saranac Lake’s downtown is also supported by a quality of life in the Village unique among Adirondack communities and attractive to travelers and new residents, from millennials to retirees. This includes:

- A creative economy that includes over 50 studios and galleries, the only year-round professional theater in the Adirondacks, music venues for various genres, and the Adirondack Carousel;
- The planned recreational trail extending from one end of the Tri-lakes to the other, with Saranac Lake at its heart; and
- Municipal docks, a riverwalk, downhill and cross-country skiing facilities, mountain-biking trails, a community beach and parks.

REDC projects including the Hotel Saranac and the Saranac Lake Revitalization Program (SLRP) are fueled by property owners committed to the future of downtown Saranac Lake. Planning for a new resort hotel on Lake Flower is proceeding and the owners remain committed to the project. Planning for a downtown arts center is also underway. Significant opportunities for Downtown Saranac Lake are ripe for action. Examples include:

- A benefactor has pledged to buy a downtown building for the Village’s year-round theater, a cinema and to provide artists’ space;
- The buyer of one the most blighted buildings in downtown, a restaurant on the river formerly known as the Dew Drop Inn, plans fully restore the restaurant;
- Expansions of the riverwalk and connections to downtown businesses; and
- Connections between downtown and the new recreational trail corridor.

In addition, many downtown buildings have vacant or underutilized second and third floors, providing the potential for more mixed-uses, including offices and new or improved housing opportunities.

Downtown Saranac Lake is uniquely positioned to thrive. The significant momentum in the Village, substantial proposals for private investment and philanthropy, and strong community commitment make Saranac Lake the perfect DRI candidate. Myriad recent projects demonstrate that a DRI award would leverage substantial additional investment. Further, as an Adirondack hamlet, the success of Saranac

Lake's downtown will further the State's goals for sustainable economies in the Adirondack Park. The huge impact of the DRI would transform downtown and the entire Village, benefitting the community and all New Yorkers.

DOWNTOWN IDENTIFICATION

This section should be filled out with reference to the criteria set forth in the DRI Guidelines. Answers to each question on the DRI application are limited to 5,000 characters.

- 1) Boundaries of the Downtown Neighborhood.** Detail the boundaries of the targeted neighborhood, keeping in mind that there is no minimum or maximum size, but that the neighborhood should be compact and well-defined. Core neighborhoods beyond a traditional downtown or central business district are eligible, if they can meet other criteria making them ripe for investment.

Downtown Saranac Lake is historically very well-defined by (1) geography, (2) transportation corridors, (3) the presence of traditional building types and (4) a compact development pattern (see Map on Appendix p. 1) . This historic boundary has been reinforced through (5) modern zoning district and parcel boundaries. Each of these is described below.

- (1) The natural boundary is formed on the south by Lake Flower and on the north, east, and west by the steep rises in topography of Mt. Pisgah, Helen Hill and French Hill, respectively. The Village and downtown originally developed around the Saranac River which winds through the surrounding hilly terrain.
- (2) Multiple historic road and railroad routes that followed waterways and flatter terrain all converged in Downtown Saranac Lake. Today, NYS routes 3 and 86 intersect in downtown and the Remsen-Lake Placid Travel Corridor passes along the east side of Downtown. As a result, Downtown continues to be a major transportation hub for regional highway travel and travel within the Village. There are no highway bypasses and it is difficult to get from one neighborhood in the Village to another without passing through Downtown.
- (3) Downtown Saranac Lake is differentiated from other neighborhoods in the Village by the prevalence of multi-story mixed-use row buildings that are typical in traditional downtowns and main streets throughout New York. Downtown also contains prominent civic and commercial buildings that use stone and brick materials and architectural features that project a sense of permanency and civic pride. Downtown includes two State and National Historic Districts (Berkeley Square and Church Street), each with their own character.
- (4) Along Main Street and Broadway in Downtown Saranac Lake many buildings were built close together close to the street. Streets are relatively narrow and block lengths are small. These characteristics created a downtown that is efficient and compact.
- (5) Like most main streets and downtowns Downtown Saranac Lake has experienced the negative effects of the loss of historic buildings to fire and neglect and the introduction of automobile-oriented development. Fortunately, Downtown Saranac Lake retains much of its character and fundamental qualities because it is so well-defined by the overlapping characteristics described above. Since 1988, the Village of Saranac Lake has made efforts to reinforce the boundaries and characteristics of Downtown Saranac zoning district boundaries and zoning regulations. Downtown Saranac Lake has its own zoning district and as is typical for zoning codes the boundary follows the centerlines of streets and parcel boundaries. But while this gives the boundary of downtown a jagged appearance it largely follows and reinforces the natural boundaries described above.

Due to the natural constraints from surrounding hills and waterways and its development prior to widespread use of the automobile Downtown Saranac Lake is very compact. Its total size is 109 acres. It has a maximum length of approximately $\frac{3}{4}$ mile and it averages $\frac{1}{2}$ mile in width. The average pedestrian can walk the entire length of downtown in less than 15 minutes.

As described above Downtown Saranac Lake is well-defined by overlapping and reinforcing characteristics. These characteristics have allowed Downtown to retain much of its unique qualities even during a time when the importance of downtowns to the overall health and strength of communities was not well understood.

- 2) Size.** Outline why the downtown, or its catchment area, is of a size sufficient to support a vibrant, year-round downtown, with consideration of whether there is a sizeable existing, or increasing, population within easy reach for whom this would be the primary downtown.

Downtown Saranac Lake's continued success as a vibrant, sustainable place is supported by at least four reinforcing factors: (1) A growing downtown population, (2) presence of adjacent residential neighborhoods within easy walking distance of downtown, (3) the relatively large size and competitiveness of the catchment area for Saranac Lake, and (4) role of tourism as an economic driver for the community and downtown. Each of these is described below.

- (1) Downtown Saranac Lake's estimated population in 2015 was 879 and is expected to grow to 891 by 2020 (see Appendix p. 2). This year-round downtown population is larger than many hamlets and small villages in the North Country. These residents add a steady rhythm of street life and activity to downtown throughout the day and contribute to the presence and success of full service grocery stores and other primary goods and services businesses downtown that other small communities and downtowns struggle to attract and retain. In addition, there are underutilized buildings and properties within downtown that could provide room for additional residential growth.
- (2) An additional 2,153 residents live within easy walking distance of Downtown, generally accepted to be $\frac{1}{4}$ mile. These residents enjoy the benefits of stable residential neighborhoods and the amenities of downtown, all within a 5 minute walk. Most of the Village's 5,400 residents live within a 10 minute walk from downtown.
- (3) Saranac Lake's catchment area is geographically very large due to its location in the Adirondacks. It was originally identified in the Saranac Lake Area Comprehensive Economic Development Strategy to be the area within a 30 minute drive time of Saranac Lake, which includes Tupper Lake and Lake Placid (see Appendix p. 4). The Village's Community Development Department has refined and updated this area to be between 15 and 45 minutes depending on the product, activity or service being sought by customers and where the customer originates from (see Appendix p. 5). The estimated total population of this area in 2015 was 24,574 and is expected to hold steady through 2020 (see Appendix p. 6). Most residents within this area are 60 minutes away from the larger markets of Malone and Plattsburgh. Analysis of retail sales and potential for the catchment area shows unmet local demand for a variety of retail goods and services suggesting that the area is losing businesses to outside markets but also demonstrating the need and potential for local business growth (see Appendix p. 13). On the other hand, the area is pulling customers from other markets in a number of other categories. The main takeaway from retail marketplace statistics is that the catchment area for Saranac Lake continues to be sustainable and able to compete with larger markets to the north and northeast. (see Appendix p. 15).
- (4) Saranac Lake, including Downtown, benefits from tourism. Compared to most communities and downtowns in the North Country, Downtown Saranac Lake is in unique position because it has a

healthy mix of businesses that provide year-round goods and services to residents in the area and businesses that are more dependent on traveler spending. In the Adirondacks, many communities depend almost exclusively on the seasonal cycles of tourism. Meanwhile, many other communities in the North Country derive very little benefit from tourism spending. The businesses in Downtown Saranac Lake that offer primary goods and services also benefit from traveler spending.

Downtown Saranac Lake isn't the only traditional downtown or main street in the Saranac Lake's catchment area – Lake Placid and Tupper Lake have traditional main street areas also, but it is unique in its size, resident population, central location, and mix of businesses. Buildings are being renovated and new businesses are opening in Downtown, including the historic Hotel Saranac. The success of these business and property owners corroborates what the data show - that Downtown Saranac Lake will not only continue to survive, it will thrive.

3) Past Investments & Future Investment Potential. Describe how this downtown will be able to capitalize on prior, and catalyze future, private and public investment in the neighborhood and its surrounding areas.

Saranac Lake's downtown is uniquely positioned to capitalize on prior, and catalyze future, private and public investment in downtown and its surrounding areas. The DRI will accelerate Downtown's renaissance.

(1) Private/public investments planned or undertaken downtown include:

- Hotel Saranac (Approx. \$10million/\$5 million)
- Lake Flower Hotel (Approx. \$16 million/\$2 million)
- Trudeau/Clarkson partnership (\$35 million)
- Downtown revitalization 2015 (\$500k/\$300k)
- HOME grant 2014 (\$150k/\$300k)
- Purchase/renovation of four buildings by historic redeveloper since 2014 (\$1 million private)
- Purchase/planned restoration of iconic Dew Drop Inn on Saranac River (\$1.3 million private)
- Planned cultural center for theater, cinema and artists (\$5-7 million private/public)
- Extension of the riverwalk & connections to new Tri-lakes recreational trail
- Restoration and repurposing of the Union Depot and historic fire station
- "Green," streetscaped parking lot and Main Street rear façade improvements to tie into the Riverwalk
- Additional \$1-2 million in downtown revitalization for 2016 based 2015 shortfall and new proposals

(2) These examples of ongoing investments in Saranac Lake are building tourism in Downtown as an economic driver and stimulating additional private investment consistent with the REDC's vision and Saranac Lake's Destination Master Plan. They support Saranac Lake's 2013 vision for Downtown from its comprehensive plan: "The function of the downtown as the Village core will be enhanced through maximum utilization of the existing building stock as locations for businesses, residences, private and public service providers to prosper and meet the needs of residents not only from the Village but across the wider region." They offer an attractive downtown for visitors, local employees, new businesses and people who can and live work anywhere but choose Saranac Lake because of quality of life, including downtown.

(3) Downtown is compact and historic, and priority is given to improving existing buildings, but downtown properties located in the vicinity of the Union Depot and along Church Street are appropriate for infilling and/or new mixed-use development or affordable housing. Affordable

housing exists in existing downtown buildings, but is generally substandard and would benefit from a mixture of private and public investment.

- (4) The anchor institutions in or near Downtown have provided letters of support for the Village's selection as part of the DRI, and have been invited to discuss their growth potential and community involvement in those letters. Our anchor institutions provide a stable economic base for Saranac Lake, and Downtown is a key component of what makes Saranac Lake attractive to their employees.
- (5) The Village is deeply committed to Downtown, and has demonstrated this through:
 - Events such as 6er trails program, outdoor concerts and movies, 2017 World Snowshoe Championship
 - Partnership with Local Development Corporation for economic development services
 - Appointment of management structure for downtown by Downtown Advisory Board
 - Significant investments in downtown infrastructure; and
 - Loans/tax credits to new businesses
- (6) Over the past 5 years, the Village has invested \$1 million to rebuild sidewalks in Downtown and new water/sewer infrastructure serving most of downtown. \$16 million in water and \$1.3 million in sewer system improvements Downtown over the same period provides offers substantial new infrastructure and capacity to support downtown development.
- (7) Development of Saranac Lake's downtown epitomizes "Smart Growth" in New York's Adirondack Park. By investing in Saranac Lake, commercial and residential development will be directed to an existing community rather than to surrounding open space. The built environment is compact and historic, with a mixture of land uses, easily walkable to the village's historic neighborhoods. By making Downtown thrive, the neighborhoods will be more desirable, for both permanent and seasonal residents, compared to open space lands outside the Village. Preservation of the Village's heritage, through investment in Downtown and as a consequence of that investment in the "cure cottage" neighborhoods, will contribute to what makes Saranac Lake unique as an Adirondack community.
- (8) Saranac Lake's arts community provides "cultural vitality" and impacts the revitalization of Downtown. Unlike any other Adirondack community, it is a true and growing center for the arts. Pendragon Theater, a 35 year old, year-round professional theater, entertains residents, attracts visitors, employs artists, and inspires youth. Pendragon and its supporters are poised to invest in Downtown. The richness, breadth and number of year-round musical offerings is startling. The number of galleries in downtown alone stands alone in the Adirondack Park. The Village's vision is to leverage this success to make Saranac Lake even more a destination for arts, centered in Downtown.

4) Job Growth. Describe how recent or impending job growth within, or in close proximity to, the downtown will attract professionals to an active life in the downtown, support redevelopment, and make growth sustainable in the long-term.

Saranac Lake is poised to grow jobs as it blazes its trail to sustainability. It has the most diversity in existing employment opportunities and potential for new, diverse job growth in the Adirondack Park.

With over 1,700 businesses employing 16,400 people, employment opportunities in the Saranac Lake trade area are sufficiently abundant and diverse to support a vibrant and sustainable downtown (Source: ESRI see Appendix p. 21). Downtown Saranac Lake has approximately 230 businesses employing 1,378 people resulting in a jobs/resident ratio of 1.57:1 (Source: ESRI see Appendix p. 23). This ratio demonstrates that Downtown Saranac Lake is a strong employment center for the area.

Our major employers are all located less than one mile from our downtown district, easily walkable or bikeable. To the north is the largest private employer in the area, with 850 employees, Adirondack

Health, and they are expanding. To the east is North Country Community College. On the west side is Trudeau Institute, and to the south is the recently expanded St. Joseph's Addiction Treatment & Recovery Center. These institutions rely on a vibrant downtown for employee retention and to provide confidence and interest in future investments. A thriving Downtown will at a minimum increase their stability, and likely contribute to future expansions.

Saranac Lake is home to the Saranac Lake Central School District, with over XXX employees. State and federal employees in Saranac Lake and Ray Brook also provide a significant amount of employment opportunities in the Saranac Lake area.

The newly renovated and restored Hotel Saranac is scheduled to reopen this December with 50-60 year round employees plus 20-30 seasonal. Less than a mile from the center of downtown will be the Saranac Lake Resort planning to open next year with its ~50 new employees. Active Motif, one of the companies in our downtown Bio-Tech Hub is planning to expand at the end of this year adding up to 15 new professional positions. Adirondack Health has recently moved 18-20 employees to offices downtown in the biotech building.

The reopening of the Hotel Saranac, with its new upscale image, combined with the new Resort property within walking distance of downtown, will substantially increase commerce Downtown, resulting in the opening of additional businesses and the expansion of existing businesses.

New, small businesses have recently opened or will be opening in Downtown in anticipation of more "feet on the streets." These include Origin Coffee, Bitters and Bones (tavern), Fiddlehead Bistro, Planet Earth bicycle shop, Wholesale Furniture, Karate School, and Kroked Hills Skate Shop. The newly-purchased, former Dew Drop Inn will be restored as another fine restaurant on the Saranac River, creating a dining hub in Downtown with Fiddlehead and Left Bank Café. All of these restaurants will be hiring new employees or expanding.

Because of the quality of life available in Saranac Lake, telecommuters and people who can live and work anywhere but choose Saranac lake are becoming more a part of Downtown's economy, occupying professional offices in Downtown buildings. These include consultants, architects and computer programmers. With the Village's recent investment in fiber-optic cable for Downtown, this segment of the workforce will continue to expand. That expansion will be accelerated by more investment and improvements in Downtown.

As the arts mecca of the Adirondack Park, there are 50 art galleries in Saranac Lake and many artists either living downtown or within walking distance of downtown. Pendragon Theatre, which employs full-time staff and actors, as well as seasonal actors, is currently located ½ mile from the center of downtown and seeks to relocate Downtown. The arts are a driver for job growth, both directly and through the secondary jobs they create through increased demand at restaurants and lodging establishments.

Our already diverse economy has jobs at all levels, from entry-level to professional, in a multiplicity of fields. We have a strong professional class providing a range of jobs including jobs in health care, education, marketing and managements, attorneys, accountants, surveyors and wellness professionals. Our lodging/restaurant service industry is also strong, and will grown substantially to wait-staff and housekeeping. Professional artists, sound studios, and musicians call Saranac Lake home. We have a true year-round retail sector that caters to the local population as well as visitors, providing both entrepreneurial opportunities and employment. There are engineering and architectural firms, building construction companies, skilled building tradesmen, and building supply companies, all either in Downtown or within walking distance.

In all sectors, the momentum in Saranac Lake and selection of Downtown for the DRI, will accelerate job growth and help Downtown thrive.

5) Attractiveness of the Downtown. Identify the properties or characteristics the downtown possesses that contribute or could contribute, if enhanced, to the attractiveness and livability of the downtown. Consider, for example, the presence of developable mixed-use spaces, housing at different levels of affordability and type, healthy and affordable food markets, walkability and bikeability, and public parks and gathering spaces.

Downtown Saranac Lake owes much of its attractiveness and livability to its rich history as a cultural and commercial district. Most of the downtown buildings were built in the traditional multi-story mixed-use style. In the hey-day of the TB sanatorium era, prominent local women formed the Village Improvement Society, and hired the Olmstead Brothers of Central Park fame to design a village park system. Over the years they purchased land and developed the many public parks that today enhance village life.

Downtown also enjoys a beautiful physical setting surrounded by tree-covered hills with views of higher Adirondack peaks found at almost every turn. Access to Lake Flower via public docks allows boaters to travel from anywhere on the Saranac chain of lakes directly to Downtown to shop and dine. The Saranac River runs through the heart of the village. The Saranac Riverwalk follows its banks and sidewalks along the main street have been rebuilt and trees planted making downtown an enjoyable place to walk and meet other village residents. Shared-lane bicycle markings have been installed to encourage bicycling and the Village is planning connections from Downtown to the planned Tri-Lakes Recreational Trail. Downtown enjoys Walk Scores ranging from 80 to 85 (source: walkscore.com).

Downtown benefits from its Adirondack location and proximity to world-class wilderness and recreational opportunities. The Northern Forest Canoe Trail, a 740-mile water trail linking 4 states passes through the center of Downtown. There are 8 boat launches accessing 4 different waterbodies within 1 mile of the Village. There are countless hiking opportunities close by including popular Baker Mountain. Its trailhead is within walking distance of Downtown and bicycles are often found leaning on its trailhead sign. The Village is leveraging this prime location. The “trailhead” and sign-in kiosk for the Saranac Lake 6er Program, where hikers climb 6 peaks around Saranac Lake, is located downtown. And the course for the 2017 WSSF World Snowshoe Race Championships will crisscross Dewey Mountain Recreation Center but will start and end in Downtown.

In the modern era, Downtown owes much of its vibrancy to the artists who have moved into the village in the past 20 years. “There are now more art galleries than bars” is a commonly heard description of the downtown. The artists were attracted by the natural beauty of the surrounding mountains and lakes and to the charm of the historic village architecture. Artists impart a visual esthetic sensibility that helps to maintain the attractive village “look and feel”. This helps to insure that the Downtown is a place where people want to live and/or visit. Downtown also provides a great “first impression” for recruiting creative businesses. As an example, two small biotech companies recently chose to locate in Downtown because they liked to be in a place where they could walk during breaks and Adirondack Health also relocated its billing office Downtown.

The arts community has grown and greatly contributes to the cultural environment of Downtown. The summer is filled with art, music and movies at our parks. Three arts festivals are held Downtown. Skilled craftspeople have also moved to Saranac Lake. They have chosen to live here partially to serve the tourist industry but also because they simply enjoy living here.

Social events contribute to the downtown environment. There are numerous public gathering sites in the downtown area including the public library, Saranac Laboratory Museum John Black Room, and the historic Harrietstown hall auditorium. When renovations are completed the Hotel Saranac will have an entire first floor devoted to public space. The Waterhole Pub is being transformed into a major music venue for both local music groups and traveling regional bands. Bluseed studios and the Pendragon Theater also host traveling music artists and a community effort is underway to build a theater and arts center downtown.

The Village recently invested over \$100,000 in a project to bring fiber optic broadband service to downtown that will bring competition to the local ISP market and give residents and businesses access to broadband speeds up to 100 mbps. The project will also bring free wi-fi to downtown parks.

Downtown has a variety of housing options including single-family homes, multi-family units and a senior living facility.

Finally there are indirect supports to Downtown that make Saranac Lake an attractive place to live and work. The public schools are good and housing is plentiful and relatively inexpensive. There is a thriving and recently expanded natural food store and a supermarket downtown. Two colleges are in the area, Paul Smiths, and North Country Community College. Saranac Lake also hosts the regional medical center. Health care facilities are readily available and many physicians live here attracted by the quality of life.

6) Policies to Enhance Quality of Life. Articulate the policies in place that increase the livability and quality of life of the downtown. Examples include the use of local land banks, modern zoning codes, complete streets plans, or transit-oriented development. If policies achieving this goal are not currently in place, describe the ability of the municipality to create and implement such policies.

Saranac Lake's future as a trailblazer for sustainable Adirondack communities is guided by existing or developing, progressive policies focused on continually improving livability and quality of life including:

- 2013 Comprehensive Plan, pp ii, 14-16,20-21, 32-35, 38-39, 42-44, 46-49, 78, 82-83, 94 and 112-125 (see Appendix p. 25)
- 2007 Comprehensive Economic Development Study, pp 1-5, 54-55 (see Appendix p. 64)
- 2009 Destination Master Plan, pp 3, 7, 9, 17-21, 26-27, 34-35, 47 (see Appendix p. 72)
- 2013 Bicycle and Pedestrian Trail Plan, Table of Contents, pp 1-3 (see Appendix p. 85)
- 2007 Saranac Lake Vision Concepts, Project Background, District 1, 2 and 5 Redevelopment and Enhancement Opportunities (see Appendix p. 93)
- 2014 local law to prohibit heavy vehicles in downtown except for commercial delivery
- 2014 local law to prohibit 1st floor residential units in downtown
- 2014 local law offering tax exemptions for residential improvements
- 2014 loan program for small businesses in partnership with AEDC
- 2016 complete streets policy (see Appendix p. 111)
- 2016 downtown strategic plan
- New land use code with enhanced architectural and historical standards, and more efficient review process for developers
- Creation and appointment of a Downtown Advisory Board

Many of the actions contemplated by these policies have been or are being implemented, including the local laws, loan program, a complete streets policy, a wayfinding program and new downtown sidewalks. The Village's local development corporation, created to focus on economic development, has become an effective organizational force for stimulating and achieving downtown revitalization goals. The Village, a small rural Adirondack community, has embraced Smart City policies by investing in new broadband and hot spots in downtown, and is expanding into the immediately surrounding neighborhoods. All of these forward-thinking policies share a common objective of creating a thriving, sustainable downtown that enhances livability and quality of life in Saranac Lake through:

- Tourism and economic development, supported by an existing employment base and planned additional lodging opportunities
- Revitalizing existing, historic properties to provide new and improved commercial uses
- Building a vibrant Adirondack arts and cultural mecca, including a downtown theater and cinema
- Providing additional housing and professional office opportunities for mixed uses in existing commercial buildings
- Placing the Saranac River at the heart of the community for businesses and the public
- Developing new pedestrian and bicycling connections to the Tri-lakes recreational trail, Lake Flower, Lake Colby, Baker Mountain and Mt. Pisgah

Saranac Lake's Downtown Advisory Board (DAB) provides the management structure for downtown and is supported by the Village's Community Development office. DAB members are appointed by the Village Board and the board is governed by by-laws, officers and committees. The DAB chairman would convene the local DRI Planning Committee, which would include representation from the Saranac Lake Local Development Corporation, the Saranac Lake Area Chamber of Commerce, the Village's Parks and Trails Advisory Board, Pendragon Theater, Cinema Saranac Lake, the Adirondack Artists Guild and Historic Saranac Lake and other partners.

7) Local Support. Set forth the local and community support that exists for the revitalization of this downtown and the commitment among local leaders and stakeholders to building and implementing a strategic investment plan. Identify an initial local lead for the program that will work with outside experts to convene a local DRI Planning Committee to oversee the plan.

Saranac Lake trailblazers expressing support for the DRI (see Appendix p. 117) include:

- Village of Saranac Lake Board of Trustees
- Town of Harrietstown
- Saranac Lake Local Development Corporation
- Downtown Advisory Board
- Parks and Trails Advisory Board
- Saranac Lake Area Chamber of Commerce
- Saranac Lake Central School District
- Regional Office of Sustainable Tourism
- North Country Community College
- Adirondack Health
- St Joseph's Addiction Treatment and Recovery Centers
- Pendragon Theatre
- Lake Placid Center for the Arts

- Historic Saranac Lake
- Saranac Lake Artworks
- Hotel Saranac
- Saranac Lake Resort
- Chicota Inc. (new owner of former Dew Drop Inn)
- Rob Grant & Associates
- Paul Smiths College
- Say Real Estate
- Trudeau Institute
- AdkAction.org

Saranac Lake’s Downtown Advisory Board (DAB) provides the management structure for downtown and is supported by the Village’s Community Development office. The Community Development Director and Assistant provide the day-to-day coordination and logistical support for DAB’s work. DAB’s adopted mission is to: “Improve the economic vitality by enhancing the experience, image and lifestyle of Downtown Saranac Lake.” To accomplish this purpose and mission, DAB adopted the National Main Street Center Four-Point Approach to downtown revitalization (see Appendix p. 46):

- Organization
- Promotion
- Design
- Economic Restructuring

DAB members are appointed by the Village Board and must be a downtown resident, property owner, business owner or event representative. The board is governed by by-laws, officers and committees (see Appendix p. 151).

The DAB chairman and the Village Community Development Director would convene the local DRI Planning Committee, which would include representation from the Saranac Lake Local Development Corporation, the Saranac Lake Area Chamber of Commerce, the Village’s Parks and Trails Advisory Board, Pendragon Theater, Cinema Saranac Lake, the Adirondack Artists Guild and Historic Saranac Lake, the Regional Office of Sustainable Tourism (ROOST) and other Saranac Lake trailblazers.

8) Other. Provide any other information that informed the nomination of this downtown for a DRI award.

“The Adirondack park land use and development plan....recognizes the complementary needs of all of the people of the state for the preservation of the park’s resources and open space character and of the park’s permanent, seasonal and transient populations for growth and service areas, employment, and a strong economic base, as well” (Adirondack Park Agency Act, Executive Law § 801, State of legislative policies and purposes).

Saranac Lake is unique in the North Country region by virtue of its relative economic stability, its population growth, and its potential as a sustainable and thriving Adirondack hamlet to fulfill this vision of the legislature for the people of the area and the state.

Saranac Lake is unique in the Adirondacks for those reasons and by virtue of its being the largest Adirondack hamlet, its large number of local institutional, educational and public employers, its unmatched fine and performing arts community, and its proximity and synergy with the Lake Placid economy.

A thriving downtown Saranac Lake is vital to the fulfillment of the legislature's vision for the Adirondack Park because it:

- Makes Saranac Lake more attractive as a tourism destination, supporting local businesses and encouraging more investment and new businesses
- Improves the livability and quality of life for employees of local employers, making Saranac Lake more desirable as a place to live and work, supporting employee retention, and spurring additional investment and growth
- Supports the goal of attracting more professionals and telecommuters who can live and work anywhere but choose to live in Saranac Lake
- Encourages seasonal development in the surrounding area, with all of the associated commerce, construction jobs and ongoing professional and other services, by providing an exciting, nearby hub of commercial and cultural activity
- Supports the goal of saving Saranac Lake's historic neighborhoods, all within easy walking distance of downtown – an exciting downtown may lead to preservation of Saranac Lake's "cure cottages" as seasonal residences treasured by millennials or retirees who want to be part of the "Adirondack's Coolest Place."

Saranac Lake's downtown can blaze the trail for the goal of sustainable Adirondack hamlets. It is the heart of Saranac Lake, and is the heart of the Tri-lakes. Because the DRI will go such a long way in downtown Saranac Lake, the selection of Saranac Lake for the DRI, together with existing policies, momentum and demonstrated community commitment, will have a profoundly transformative impact on Saranac Lake and the Tri-lakes that will also benefit the people of the state and show what is possible in the Adirondack Park.

VILLAGE OF SARANAC LAKE
Downtown Revitalization Initiative
Appendix



VILLAGE OF SARANAC LAKE

Downtown Revitalization Initiative

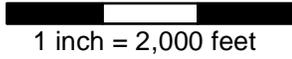
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VILLAGE OF SARANAC LAKE Downtown Revitalization Initiative

0 1,000 2,000 3,000 Feet



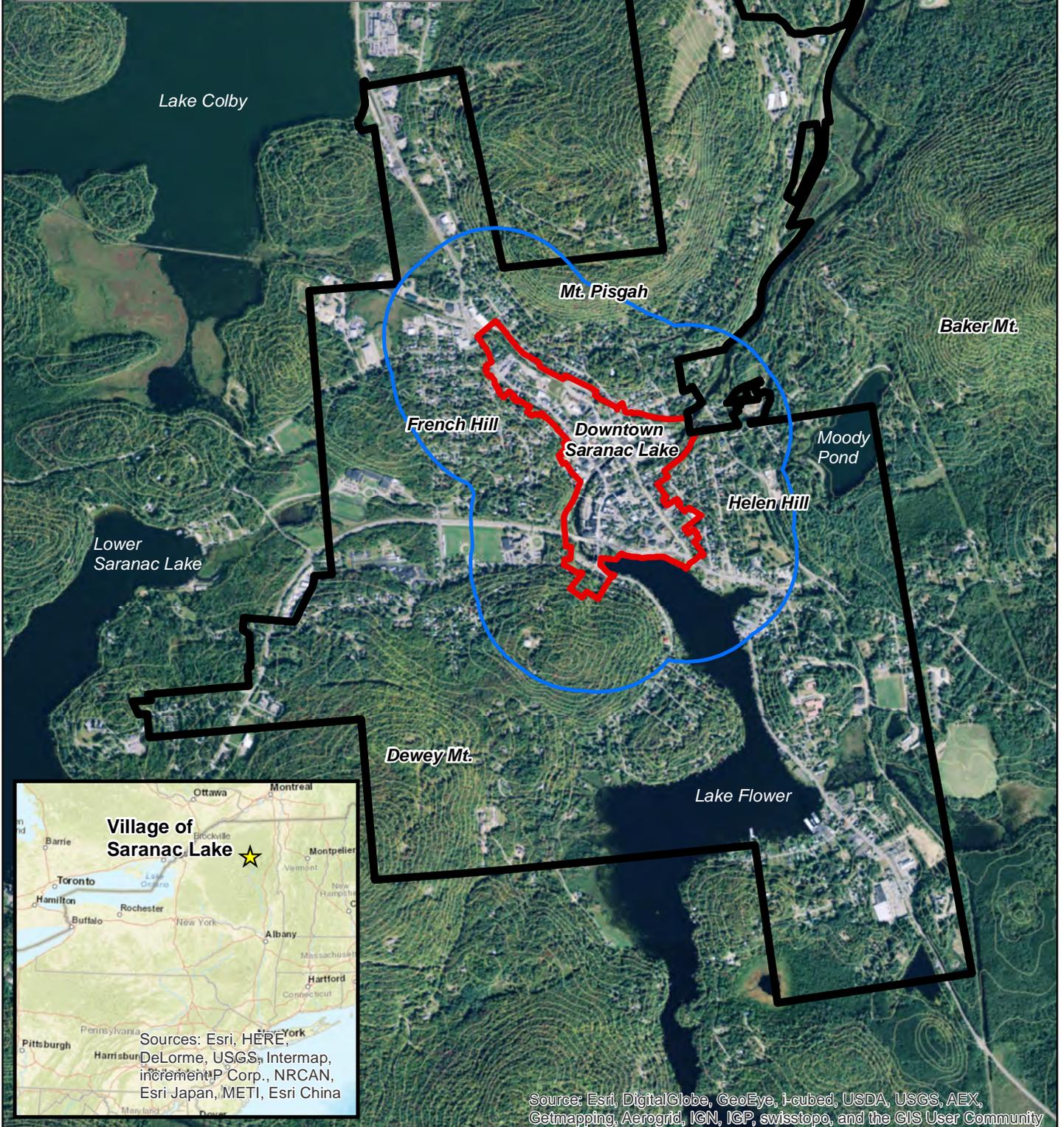
Legend

1 inch = 2,000 feet

2013_Village_Boundary

Downtown_Boundary

1/4 mile walk to Downtown



Sources: Esri, HERE, DeLorme, USGS, Intermap, increment P Corp., NRCAN, Esri Japan, METI, Esri China

Source: Esri, DigitalGlobe, GeoEye, i-cubed, USDA, USGS, AEX, Getmapping, Aerogrid, IGN, IGP, swisstopo, and the GIS User Community



Demographic and Income Profile

Downtown Saranac Lake 3
Area: 0.17 square miles

Prepared by Esri

Summary	Census 2010	2015	2020
Population	855	879	891
Households	479	496	504
Families	174	176	176
Average Household Size	1.66	1.64	1.64
Owner Occupied Housing Units	142	136	135
Renter Occupied Housing Units	337	359	369
Median Age	34.9	36.5	38.7
Trends: 2015 - 2020 Annual Rate	Area	State	National
Population	0.27%	0.42%	0.75%
Households	0.32%	0.46%	0.77%
Families	0.00%	0.39%	0.69%
Owner HHs	-0.15%	0.19%	0.70%
Median Household Income	2.15%	2.84%	2.66%

Households by Income	2015		2020	
	Number	Percent	Number	Percent
<\$15,000	115	23.2%	111	22.0%
\$15,000 - \$24,999	67	13.5%	55	10.9%
\$25,000 - \$34,999	80	16.1%	71	14.1%
\$35,000 - \$49,999	95	19.2%	103	20.4%
\$50,000 - \$74,999	72	14.5%	82	16.3%
\$75,000 - \$99,999	36	7.3%	41	8.1%
\$100,000 - \$149,999	27	5.4%	36	7.1%
\$150,000 - \$199,999	3	0.6%	3	0.6%
\$200,000+	2	0.4%	2	0.4%
Median Household Income	\$32,825		\$36,513	
Average Household Income	\$41,358		\$46,022	
Per Capita Income	\$20,978		\$23,400	

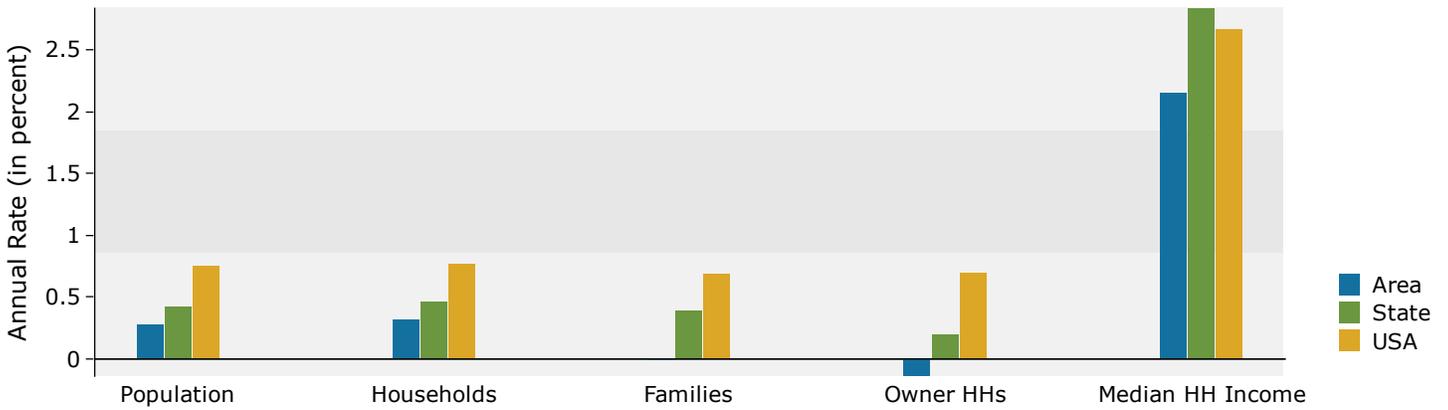
Population by Age	Census 2010		2015		2020	
	Number	Percent	Number	Percent	Number	Percent
0 - 4	43	5.0%	44	5.0%	44	4.9%
5 - 9	27	3.2%	43	4.9%	43	4.8%
10 - 14	34	4.0%	24	2.7%	38	4.3%
15 - 19	54	6.3%	40	4.6%	30	3.4%
20 - 24	124	14.5%	77	8.8%	62	7.0%
25 - 34	147	17.2%	193	22.0%	182	20.4%
35 - 44	100	11.7%	106	12.1%	118	13.3%
45 - 54	126	14.7%	119	13.6%	110	12.4%
55 - 64	100	11.7%	112	12.8%	125	14.0%
65 - 74	52	6.1%	67	7.6%	83	9.3%
75 - 84	35	4.1%	39	4.4%	39	4.4%
85+	13	1.5%	13	1.5%	16	1.8%

Race and Ethnicity	Census 2010		2015		2020	
	Number	Percent	Number	Percent	Number	Percent
White Alone	775	90.5%	773	87.9%	759	85.1%
Black Alone	24	2.8%	30	3.4%	36	4.0%
American Indian Alone	6	0.7%	7	0.8%	9	1.0%
Asian Alone	24	2.8%	39	4.4%	54	6.1%
Pacific Islander Alone	0	0.0%	0	0.0%	0	0.0%
Some Other Race Alone	4	0.5%	5	0.6%	6	0.7%
Two or More Races	23	2.7%	25	2.8%	28	3.1%
Hispanic Origin (Any Race)	19	2.2%	26	3.0%	35	3.9%

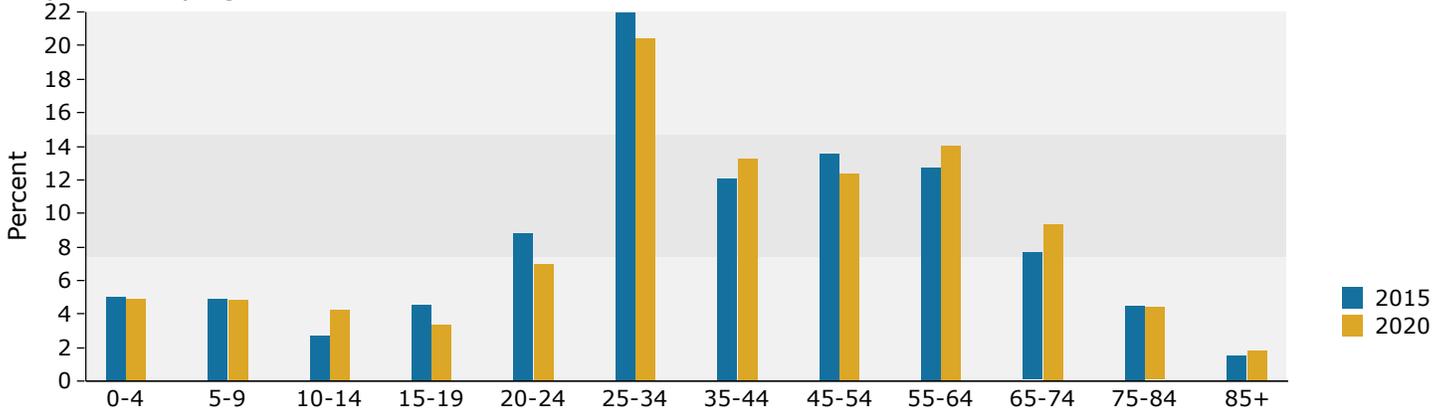
Data Note: Income is expressed in current dollars.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2015 and 2020.

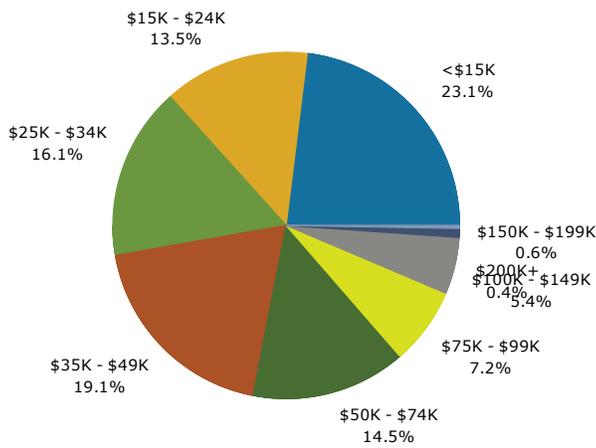
Trends 2015-2020



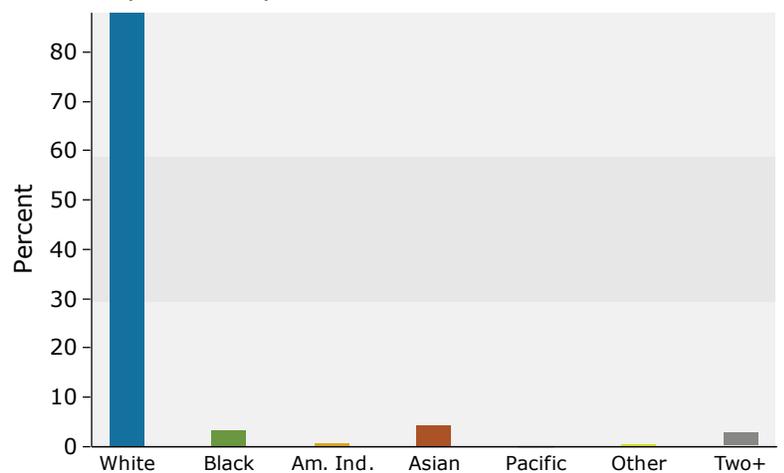
Population by Age



2015 Household Income



2015 Population by Race



2015 Percent Hispanic Origin: 3.0%

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2015 and 2020.

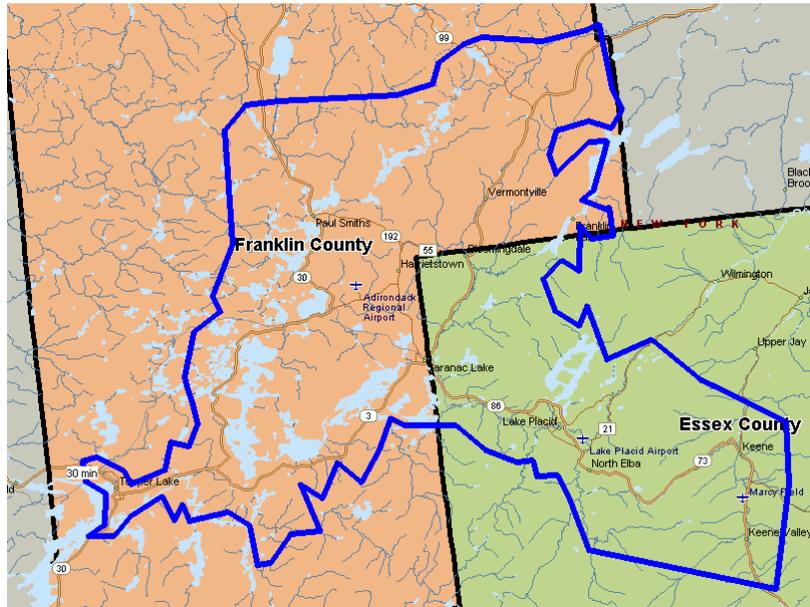
Demographic Trends

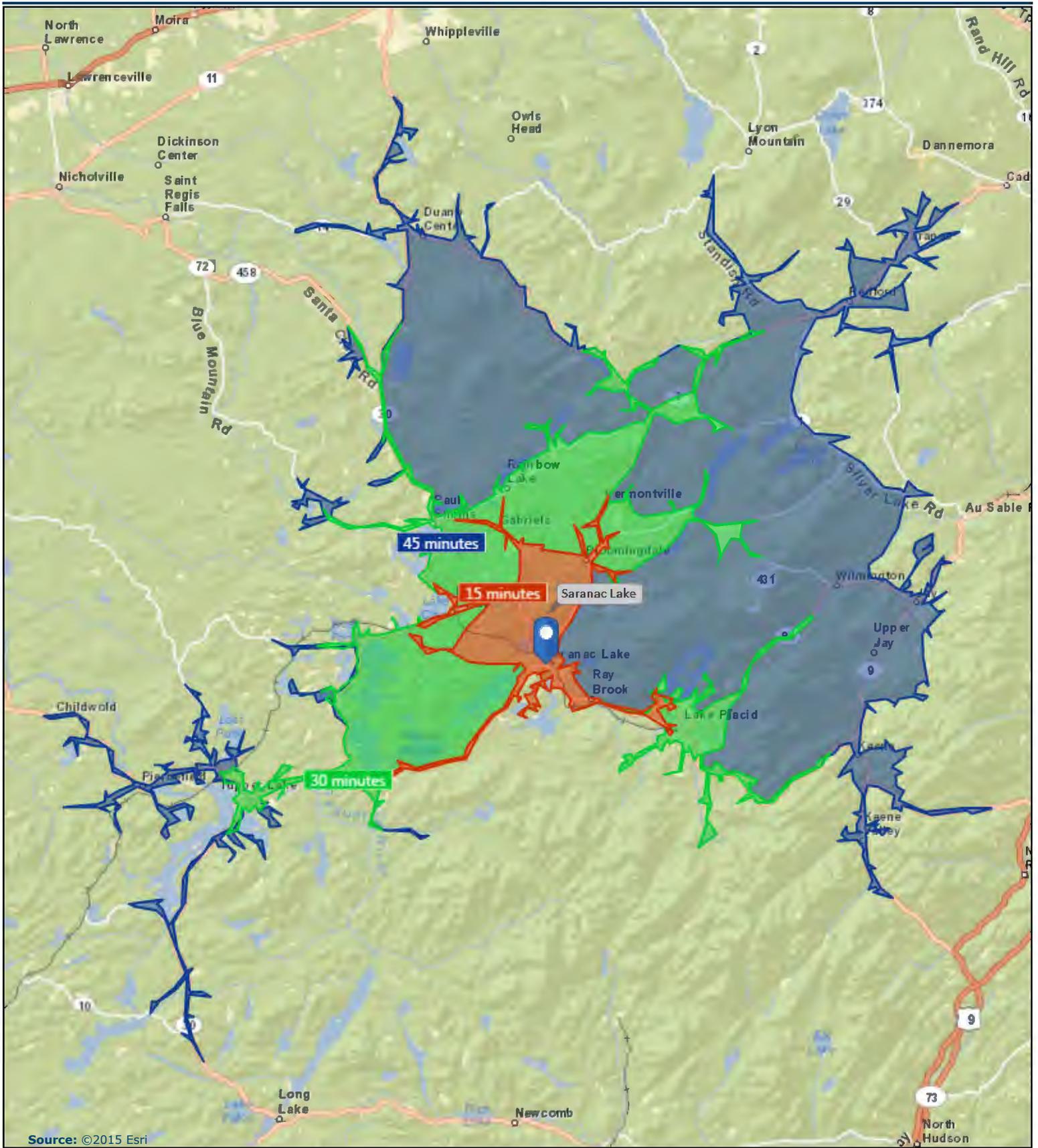
The Village of Saranac Lake, which is split between Franklin and Essex Counties, is located approximately 5 miles to the northwest of Lake Placid and 20 miles east of Tupper Lake. Together, the three municipalities comprise what is commonly known as the tri-lakes area. The area is located within the Adirondack State Park Preserve, which has significant economic development implications (to be discussed later).

During the course of this analysis, data will be depicted for the Saranac Lake trade area, which is intended to represent most of the retail spending captured by local businesses. It takes into account a number of factors including the location of competing shopping areas and their markets, driving distances, and natural features, such as major waterways that impact transportation access and thus influence where people shop and dine.

Some analysts rely on a definition that encompasses the geography within a certain radius of a community. However, this approach does not work well in rural areas, because it does not reflect the actual location of roadways, and population densities are often very low.

The approximate boundaries of the Saranac Lake trade area (see map at left) were drawn based on discussions with Village staff and the committee. These boundaries take into account “pull” from shopping areas in the City of Plattsburgh, as well as the areas located within a 30-minute drive of Saranac Lake, as determined by a mapping program. The trade area captures the Village of Tupper Lake, the Village of Lake Placid, and the Town of Keene Valley. Trade area data and forecasts were obtained through ESRI, a leading national provider of demographic and economic information (www.esri.com/bao).





Source: ©2015 Esri



Demographic and Income Comparison Profile

8 Broadway, Saranac Lake, New York, 12983
 Drive Times: 15, 30, 45 minute radii

Prepared by Esri
 Latitude: 44.32701
 Longitude: -74.13113

	15 minutes	30 minutes	45 minutes
Census 2010 Summary			
Population	7,604	18,063	24,574
Households	3,393	7,860	10,569
Families	1,705	4,258	6,012
Average Household Size	2.04	2.07	2.14
Owner Occupied Housing Units	1,855	4,803	6,963
Renter Occupied Housing Units	1,538	3,057	3,606
Median Age	40.7	40.8	41.9
2015 Summary			
Population	7,555	17,942	24,514
Households	3,402	7,880	10,644
Families	1,696	4,239	6,018
Average Household Size	2.02	2.05	2.12
Owner Occupied Housing Units	1,815	4,714	6,890
Renter Occupied Housing Units	1,588	3,166	3,755
Median Age	41.8	41.7	43.1
Median Household Income	\$42,828	\$45,547	\$48,343
Average Household Income	\$58,783	\$61,179	\$64,132
2020 Summary			
Population	7,528	17,852	24,477
Households	3,402	7,875	10,679
Families	1,687	4,219	6,017
Average Household Size	2.02	2.04	2.11
Owner Occupied Housing Units	1,819	4,702	6,894
Renter Occupied Housing Units	1,582	3,173	3,785
Median Age	42.6	42.4	43.9
Median Household Income	\$47,882	\$51,212	\$53,776
Average Household Income	\$65,987	\$68,853	\$72,120
Trends: 2015-2020 Annual Rate			
Population	-0.07%	-0.10%	-0.03%
Households	0.00%	-0.01%	0.07%
Families	-0.11%	-0.09%	0.00%
Owner Households	0.04%	-0.05%	0.01%
Median Household Income	2.26%	2.37%	2.15%

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2015 and 2020.



Demographic and Income Comparison Profile

8 Broadway, Saranac Lake, New York, 12983
 Drive Times: 15, 30, 45 minute radii

Prepared by Esri
 Latitude: 44.32701
 Longitude: -74.13113

2015 Households by Income	15 minutes		30 minutes		45 minutes	
	Number	Percent	Number	Percent	Number	Percent
<\$15,000	525	15.4%	1,089	13.8%	1,364	12.8%
\$15,000 - \$24,999	362	10.6%	900	11.4%	1,141	10.7%
\$25,000 - \$34,999	435	12.8%	851	10.8%	1,120	10.5%
\$35,000 - \$49,999	623	18.3%	1,429	18.1%	1,849	17.4%
\$50,000 - \$74,999	561	16.5%	1,422	18.0%	2,027	19.0%
\$75,000 - \$99,999	382	11.2%	945	12.0%	1,316	12.4%
\$100,000 - \$149,999	348	10.2%	788	10.0%	1,146	10.8%
\$150,000 - \$199,999	96	2.8%	280	3.6%	407	3.8%
\$200,000+	71	2.1%	176	2.2%	275	2.6%
Median Household Income	\$42,828		\$45,547		\$48,343	
Average Household Income	\$58,783		\$61,179		\$64,132	
Per Capita Income	\$26,420		\$26,435		\$27,682	

2020 Households by Income	15 minutes		30 minutes		45 minutes	
	Number	Percent	Number	Percent	Number	Percent
<\$15,000	482	14.2%	998	12.7%	1,243	11.6%
\$15,000 - \$24,999	287	8.4%	703	8.9%	877	8.2%
\$25,000 - \$34,999	383	11.3%	731	9.3%	950	8.9%
\$35,000 - \$49,999	614	18.0%	1,395	17.7%	1,806	16.9%
\$50,000 - \$74,999	594	17.5%	1,514	19.2%	2,155	20.2%
\$75,000 - \$99,999	404	11.9%	1,017	12.9%	1,414	13.2%
\$100,000 - \$149,999	438	12.9%	971	12.3%	1,418	13.3%
\$150,000 - \$199,999	119	3.5%	341	4.3%	498	4.7%
\$200,000+	82	2.4%	205	2.6%	319	3.0%
Median Household Income	\$47,882		\$51,212		\$53,776	
Average Household Income	\$65,987		\$68,853		\$72,120	
Per Capita Income	\$29,677		\$29,819		\$31,232	

Data Note: Income is expressed in current dollars.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2015 and 2020.



Demographic and Income Comparison Profile

8 Broadway, Saranac Lake, New York, 12983
 Drive Times: 15, 30, 45 minute radii

Prepared by Esri
 Latitude: 44.32701
 Longitude: -74.13113

2010 Population by Age	15 minutes		30 minutes		45 minutes	
	Number	Percent	Number	Percent	Number	Percent
Age 0 - 4	345	4.5%	847	4.7%	1,130	4.6%
Age 5 - 9	333	4.4%	833	4.6%	1,167	4.7%
Age 10 - 14	380	5.0%	928	5.1%	1,328	5.4%
Age 15 - 19	509	6.7%	1,414	7.8%	1,923	7.8%
Age 20 - 24	616	8.1%	1,431	7.9%	1,743	7.1%
Age 25 - 34	1,103	14.5%	2,386	13.2%	3,019	12.3%
Age 35 - 44	960	12.6%	2,143	11.9%	2,983	12.1%
Age 45 - 54	1,237	16.3%	2,971	16.5%	4,133	16.8%
Age 55 - 64	1,052	13.8%	2,505	13.9%	3,541	14.4%
Age 65 - 74	487	6.4%	1,301	7.2%	1,855	7.5%
Age 75 - 84	374	4.9%	897	5.0%	1,234	5.0%
Age 85+	208	2.7%	406	2.2%	517	2.1%

2015 Population by Age	15 minutes		30 minutes		45 minutes	
	Number	Percent	Number	Percent	Number	Percent
Age 0 - 4	324	4.3%	775	4.3%	1,044	4.3%
Age 5 - 9	330	4.4%	824	4.6%	1,145	4.7%
Age 10 - 14	331	4.4%	822	4.6%	1,183	4.8%
Age 15 - 19	459	6.1%	1,331	7.4%	1,794	7.3%
Age 20 - 24	570	7.5%	1,360	7.6%	1,677	6.8%
Age 25 - 34	1,154	15.3%	2,480	13.8%	3,154	12.9%
Age 35 - 44	887	11.7%	2,018	11.2%	2,801	11.4%
Age 45 - 54	1,134	15.0%	2,627	14.6%	3,675	15.0%
Age 55 - 64	1,147	15.2%	2,769	15.4%	3,919	16.0%
Age 65 - 74	634	8.4%	1,616	9.0%	2,350	9.6%
Age 75 - 84	366	4.8%	878	4.9%	1,209	4.9%
Age 85+	219	2.9%	443	2.5%	562	2.3%

2020 Population by Age	15 minutes		30 minutes		45 minutes	
	Number	Percent	Number	Percent	Number	Percent
Age 0 - 4	316	4.2%	765	4.3%	1,023	4.2%
Age 5 - 9	313	4.2%	769	4.3%	1,078	4.4%
Age 10 - 14	337	4.5%	848	4.7%	1,211	4.9%
Age 15 - 19	407	5.4%	1,240	6.9%	1,679	6.9%
Age 20 - 24	507	6.7%	1,260	7.1%	1,520	6.2%
Age 25 - 34	1,193	15.8%	2,481	13.9%	3,145	12.8%
Age 35 - 44	901	12.0%	2,100	11.8%	2,893	11.8%
Age 45 - 54	969	12.9%	2,190	12.3%	3,139	12.8%
Age 55 - 64	1,156	15.4%	2,778	15.6%	3,931	16.1%
Age 65 - 74	796	10.6%	1,996	11.2%	2,912	11.9%
Age 75 - 84	413	5.5%	982	5.5%	1,375	5.6%
Age 85+	221	2.9%	445	2.5%	569	2.3%

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2015 and 2020.



Demographic and Income Comparison Profile

8 Broadway, Saranac Lake, New York, 12983
 Drive Times: 15, 30, 45 minute radii

Prepared by Esri
 Latitude: 44.32701
 Longitude: -74.13113

2010 Race and Ethnicity	15 minutes		30 minutes		45 minutes	
	Number	Percent	Number	Percent	Number	Percent
White Alone	7,014	92.2%	16,997	94.1%	23,344	95.0%
Black Alone	334	4.4%	531	2.9%	559	2.3%
American Indian Alone	48	0.6%	94	0.5%	116	0.5%
Asian Alone	60	0.8%	140	0.8%	179	0.7%
Pacific Islander Alone	0	0.0%	5	0.0%	5	0.0%
Some Other Race Alone	36	0.5%	72	0.4%	80	0.3%
Two or More Races	112	1.5%	223	1.2%	291	1.2%
Hispanic Origin (Any Race)	204	2.7%	363	2.0%	431	1.8%

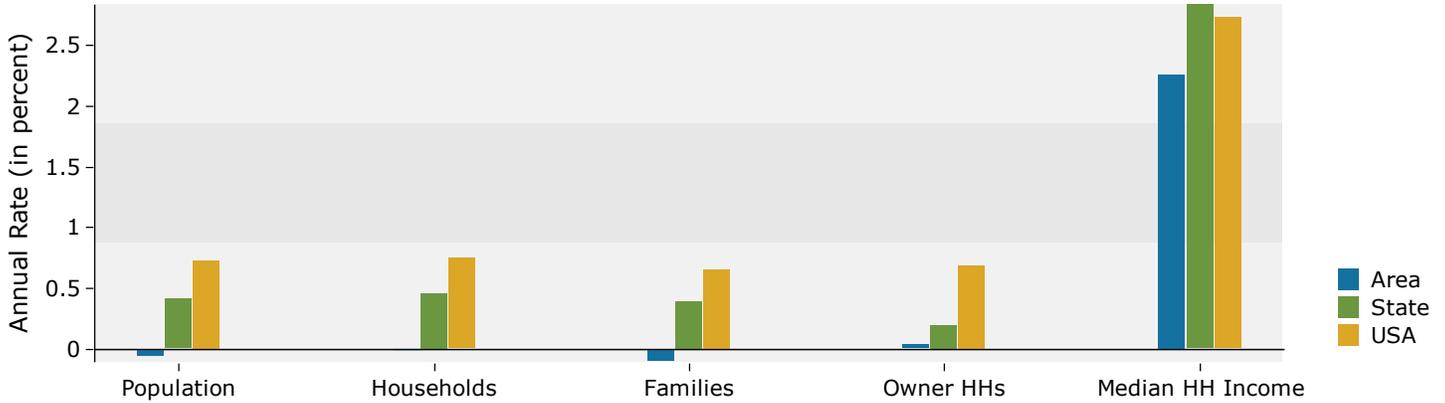
2015 Race and Ethnicity	15 minutes		30 minutes		45 minutes	
	Number	Percent	Number	Percent	Number	Percent
White Alone	6,878	91.1%	16,709	93.1%	23,082	94.2%
Black Alone	365	4.8%	595	3.3%	628	2.6%
American Indian Alone	50	0.7%	96	0.5%	123	0.5%
Asian Alone	89	1.2%	193	1.1%	239	1.0%
Pacific Islander Alone	0	0.0%	5	0.0%	5	0.0%
Some Other Race Alone	45	0.6%	90	0.5%	100	0.4%
Two or More Races	127	1.7%	255	1.4%	336	1.4%
Hispanic Origin (Any Race)	249	3.3%	446	2.5%	536	2.2%

2020 Race and Ethnicity	15 minutes		30 minutes		45 minutes	
	Number	Percent	Number	Percent	Number	Percent
White Alone	6,796	90.3%	16,506	92.5%	22,917	93.6%
Black Alone	376	5.0%	632	3.5%	668	2.7%
American Indian Alone	53	0.7%	101	0.6%	132	0.5%
Asian Alone	118	1.6%	235	1.3%	283	1.2%
Pacific Islander Alone	0	0.0%	5	0.0%	5	0.0%
Some Other Race Alone	48	0.6%	100	0.6%	110	0.4%
Two or More Races	137	1.8%	273	1.5%	361	1.5%
Hispanic Origin (Any Race)	270	3.6%	495	2.8%	595	2.4%

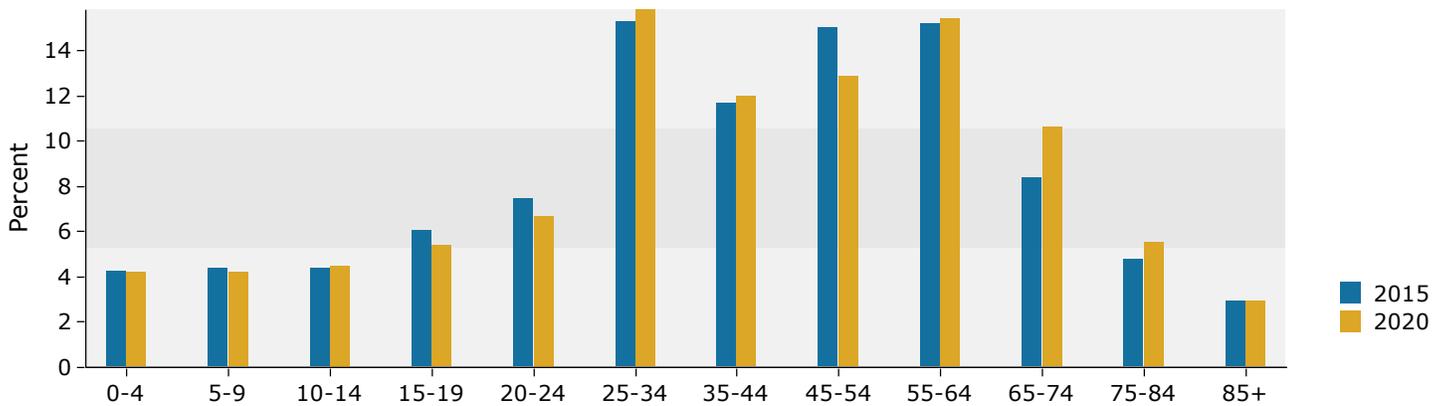
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2015 and 2020.

15 minutes

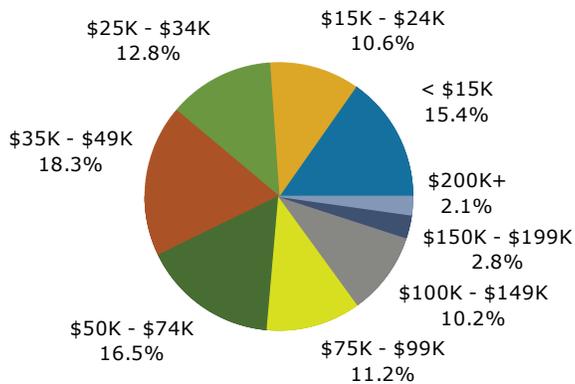
Trends 2015-2020



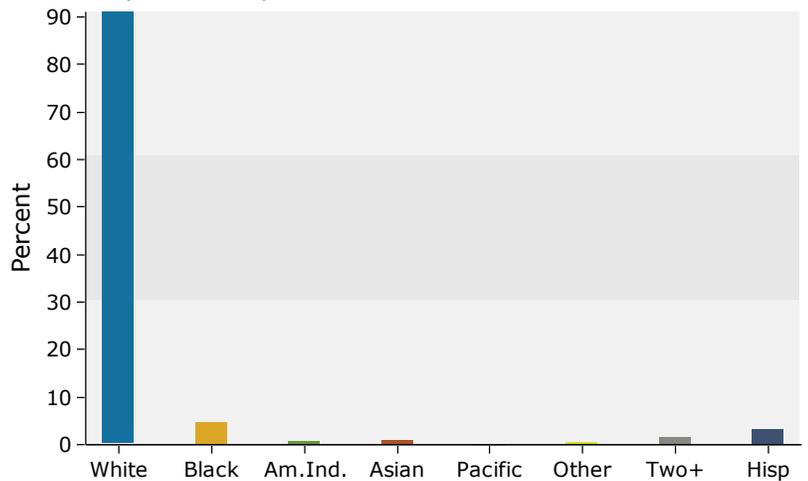
Population by Age



2015 Household Income



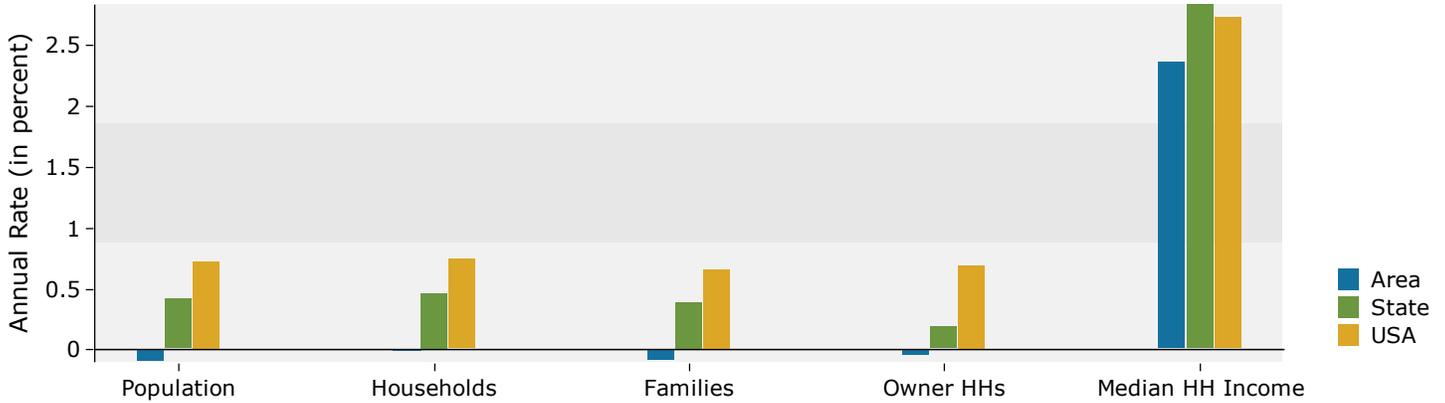
2015 Population by Race



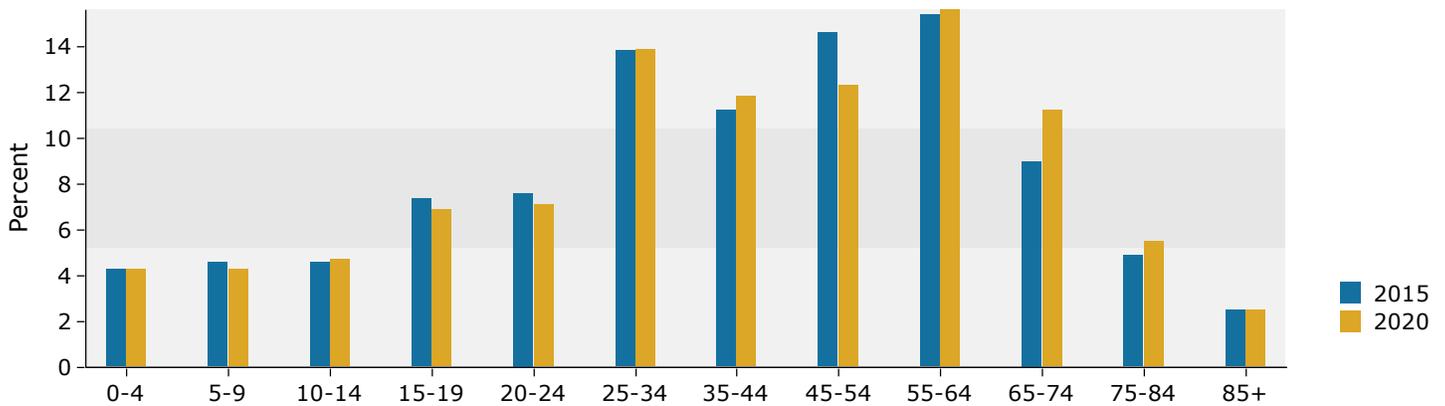
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2015 and 2020.

30 minutes

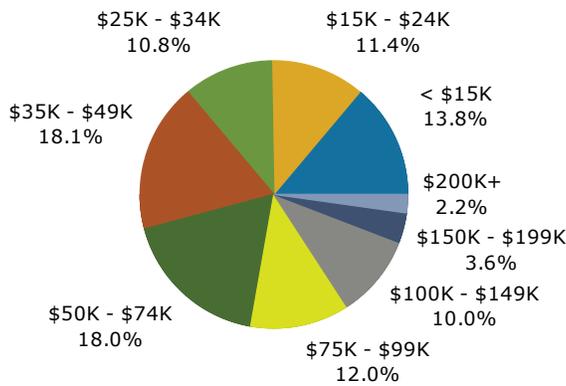
Trends 2015-2020



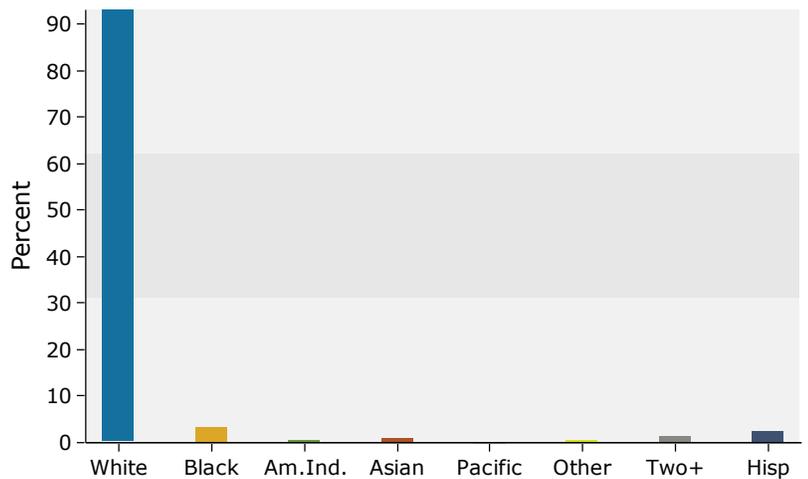
Population by Age



2015 Household Income



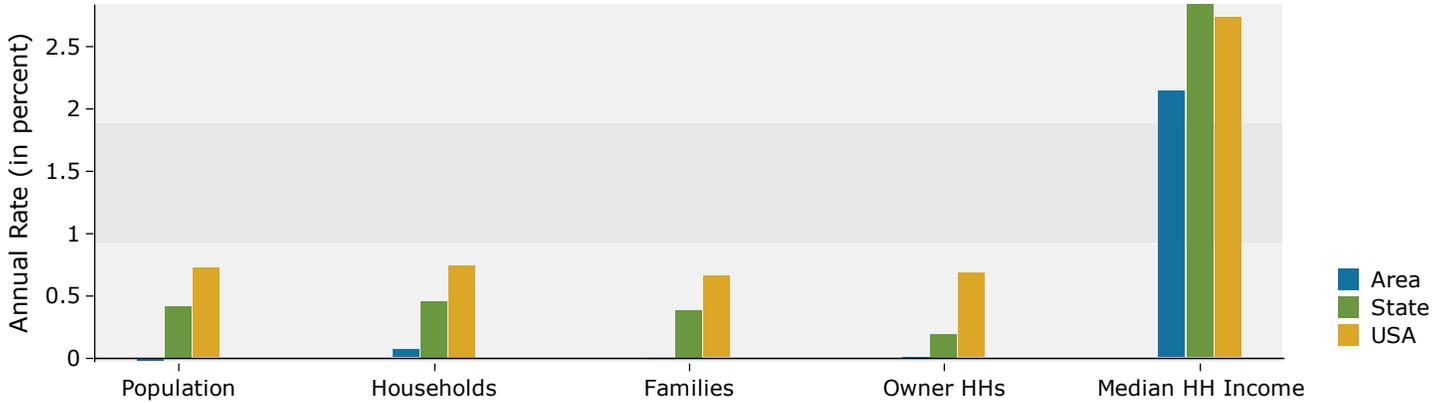
2015 Population by Race



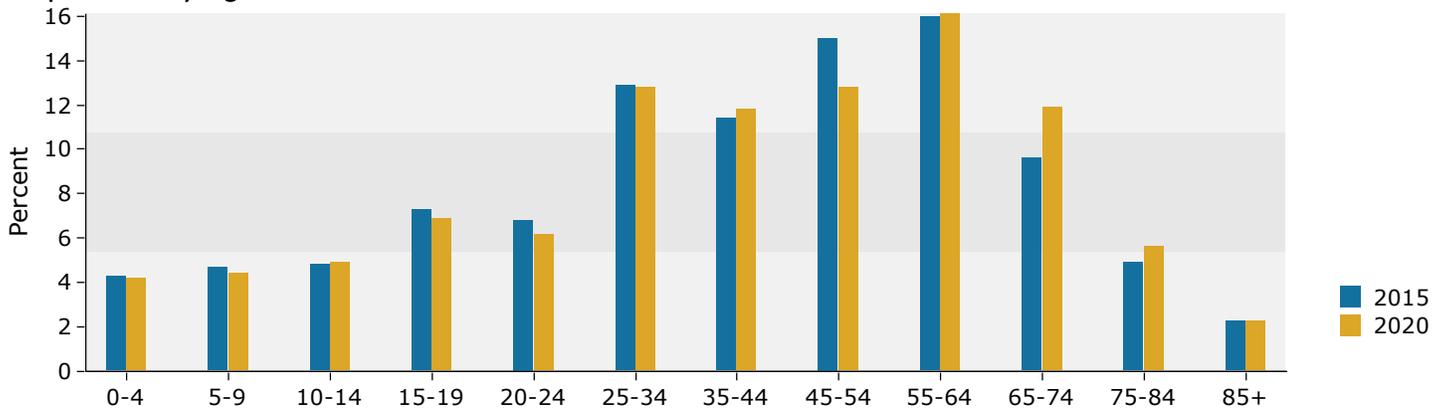
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2015 and 2020.

45 minutes

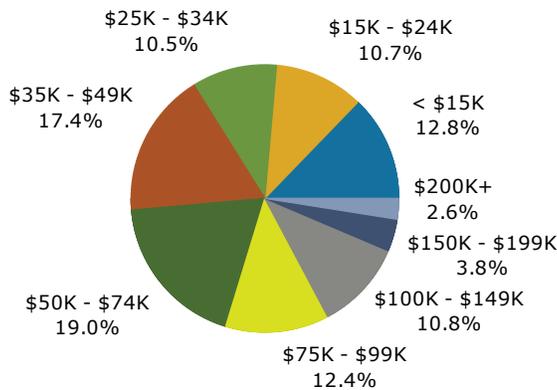
Trends 2015-2020



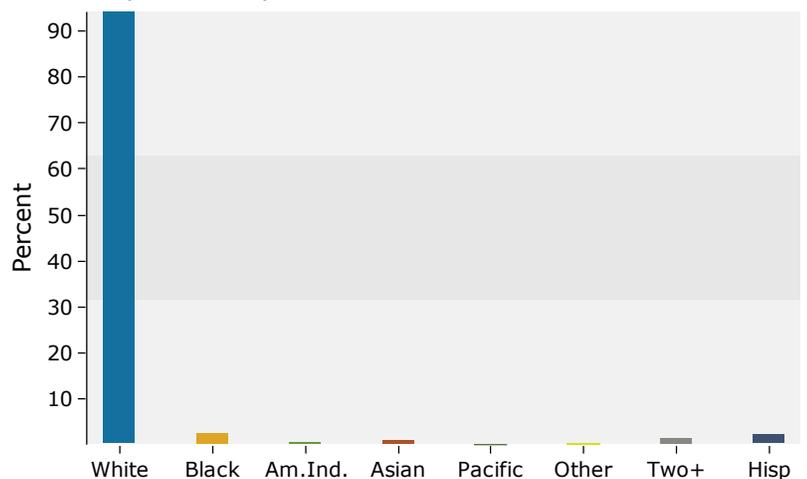
Population by Age



2015 Household Income



2015 Population by Race



Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2015 and 2020.



Retail MarketPlace Profile

Downtown Saranac Lake
Area: 0.17 square miles

Prepared by Esri

Summary Demographics

2015 Population	879
2015 Households	496
2015 Median Disposable Income	\$27,196
2015 Per Capita Income	\$20,978

Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$11,160,380	\$40,276,518	-\$29,116,138	-56.6	62
Total Retail Trade	44-45	\$10,089,651	\$38,265,863	-\$28,176,212	-58.3	50
Total Food & Drink	722	\$1,070,730	\$2,010,654	-\$939,924	-30.5	13

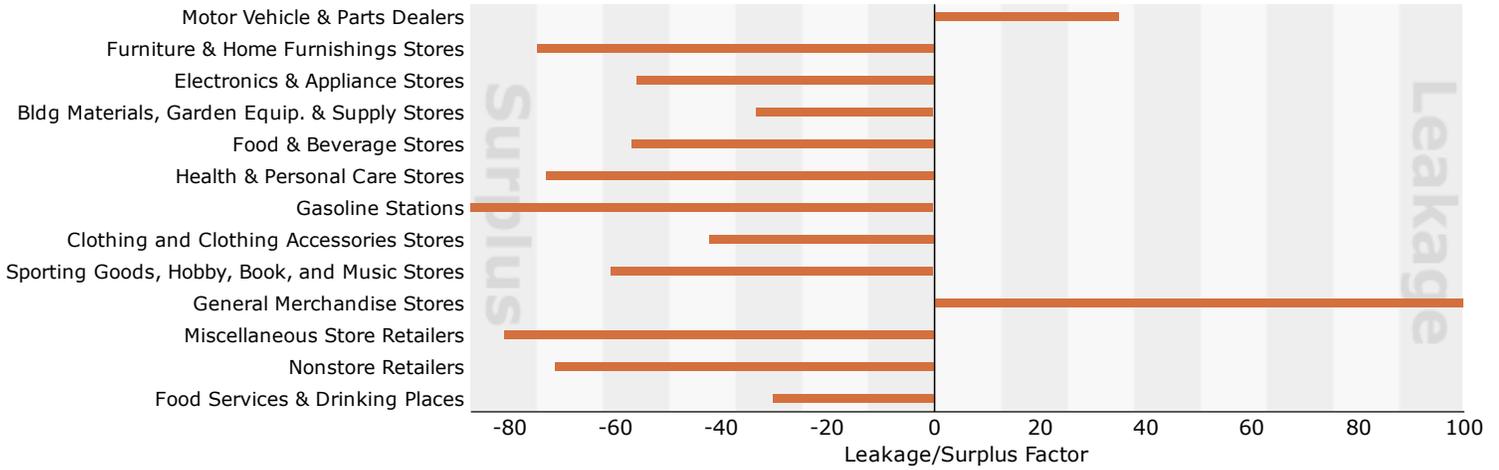
Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$2,132,862	\$1,021,298	\$1,111,564	35.2	2
Automobile Dealers	4411	\$1,803,575	\$751,472	\$1,052,103	41.2	1
Other Motor Vehicle Dealers	4412	\$197,262	\$0	\$197,262	100.0	0
Auto Parts, Accessories & Tire Stores	4413	\$132,025	\$269,827	-\$137,802	-34.3	2
Furniture & Home Furnishings Stores	442	\$333,608	\$2,331,865	-\$1,998,257	-75.0	4
Furniture Stores	4421	\$183,704	\$1,888,817	-\$1,705,113	-82.3	3
Home Furnishings Stores	4422	\$149,903	\$443,048	-\$293,145	-49.4	1
Electronics & Appliance Stores	443	\$720,631	\$2,570,237	-\$1,849,606	-56.2	4
Bldg Materials, Garden Equip. & Supply Stores	444	\$388,425	\$780,347	-\$391,922	-33.5	1
Bldg Material & Supplies Dealers	4441	\$339,852	\$331,610	\$8,242	1.2	1
Lawn & Garden Equip & Supply Stores	4442	\$48,573	\$448,736	-\$400,163	-80.5	1
Food & Beverage Stores	445	\$2,073,915	\$7,576,251	-\$5,502,336	-57.0	5
Grocery Stores	4451	\$1,719,738	\$6,566,817	-\$4,847,079	-58.5	4
Specialty Food Stores	4452	\$227,077	\$0	\$227,077	100.0	0
Beer, Wine & Liquor Stores	4453	\$127,100	\$1,009,433	-\$882,333	-77.6	1
Health & Personal Care Stores	446,4461	\$807,261	\$5,187,318	-\$4,380,057	-73.1	5
Gasoline Stations	447,4471	\$648,383	\$9,596,695	-\$8,948,312	-87.3	3
Clothing & Clothing Accessories Stores	448	\$768,833	\$1,905,962	-\$1,137,129	-42.5	7
Clothing Stores	4481	\$534,973	\$1,905,962	-\$1,370,989	-56.2	7
Shoe Stores	4482	\$95,207	\$0	\$95,207	100.0	0
Jewelry, Luggage & Leather Goods Stores	4483	\$138,653	\$0	\$138,653	100.0	0
Sporting Goods, Hobby, Book & Music Stores	451	\$288,002	\$1,182,179	-\$894,177	-60.8	4
Sporting Goods/Hobby/Musical Instr Stores	4511	\$250,783	\$1,094,747	-\$843,964	-62.7	3
Book, Periodical & Music Stores	4512	\$37,219	\$87,432	-\$50,213	-40.3	1
General Merchandise Stores	452	\$1,211,818	\$0	\$1,211,818	100.0	0
Department Stores Excluding Leased Depts.	4521	\$815,301	\$0	\$815,301	100.0	0
Other General Merchandise Stores	4529	\$396,517	\$0	\$396,517	100.0	0
Miscellaneous Store Retailers	453	\$482,924	\$4,650,534	-\$4,167,610	-81.2	12
Florists	4531	\$31,582	\$219,104	-\$187,522	-74.8	1
Office Supplies, Stationery & Gift Stores	4532	\$82,322	\$1,746,719	-\$1,664,397	-91.0	4
Used Merchandise Stores	4533	\$38,689	\$225,785	-\$187,096	-70.7	2
Other Miscellaneous Store Retailers	4539	\$330,331	\$2,458,926	-\$2,128,595	-76.3	5
Nonstore Retailers	454	\$232,989	\$1,406,616	-\$1,173,627	-71.6	3
Electronic Shopping & Mail-Order Houses	4541	\$177,090	\$0	\$177,090	100.0	0
Vending Machine Operators	4542	\$6,299	\$144,365	-\$138,066	-91.6	1
Direct Selling Establishments	4543	\$49,601	\$1,262,251	-\$1,212,650	-92.4	2
Food Services & Drinking Places	722	\$1,070,730	\$2,010,654	-\$939,924	-30.5	13
Full-Service Restaurants	7221	\$662,003	\$1,347,862	-\$685,859	-34.1	8
Limited-Service Eating Places	7222	\$353,443	\$360,523	-\$7,080	-1.0	2
Special Food Services	7223	\$32,994	\$0	\$32,994	100.0	0
Drinking Places - Alcoholic Beverages	7224	\$22,289	\$302,270	-\$279,981	-86.3	2

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. 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. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement.

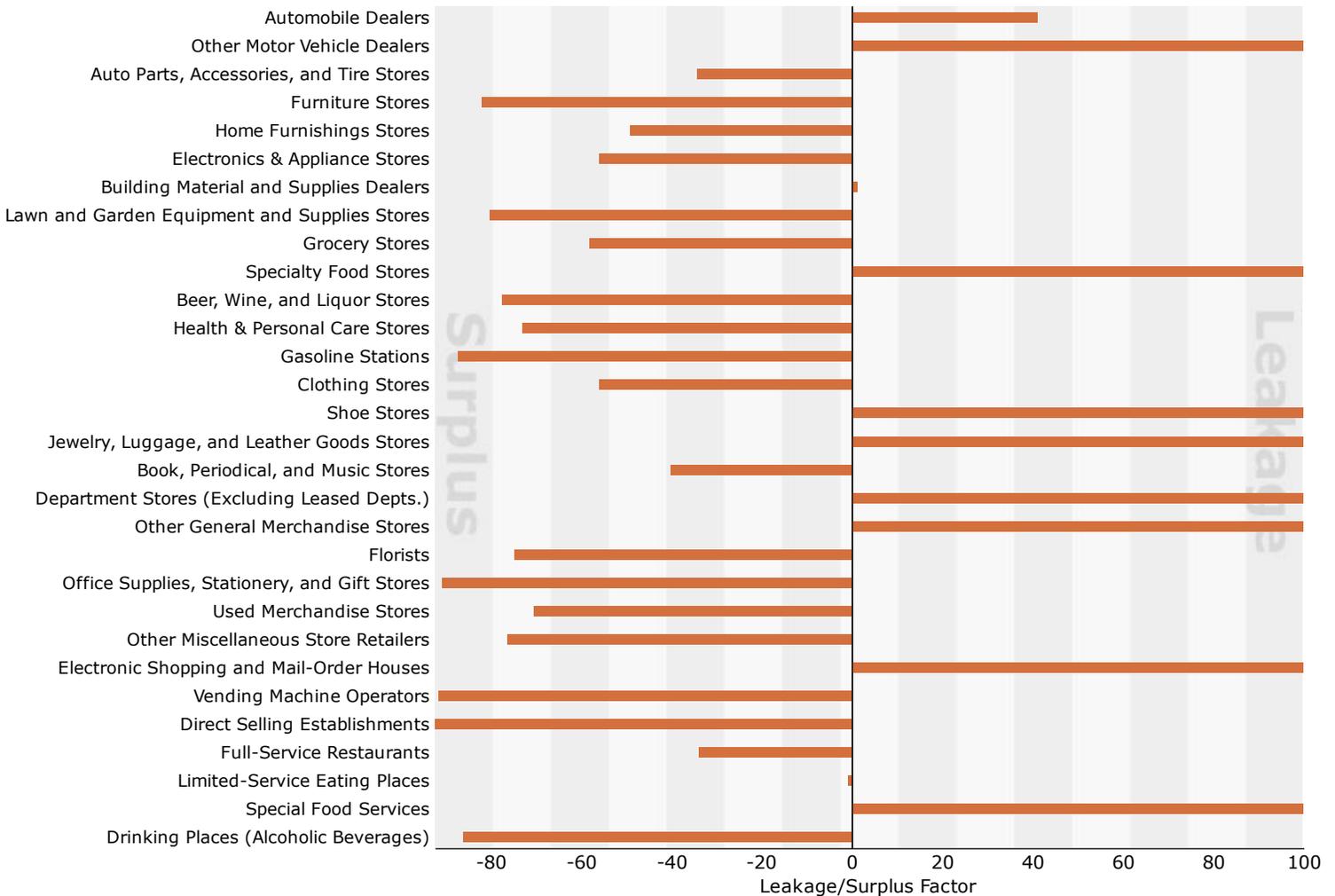
<http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>

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Leakage/Surplus Factor by Industry Subsector



Leakage/Surplus Factor by Industry Group



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Retail MarketPlace Profile

Saranac Lake Trade Area
 8 Broadway, Saranac Lake, New York, 12983
 Drive Time: 15 minute radius

Prepared by Esri
 Latitude: 44.32701
 Longitude: -74.13113

Summary Demographics

2015 Population	8,499
2015 Households	3,547
2015 Median Disposable Income	\$35,478
2015 Per Capita Income	\$25,964

Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$113,407,172	\$136,832,416	-\$23,425,244	-9.4	136
Total Retail Trade	44-45	\$102,862,147	\$126,514,675	-\$23,652,528	-10.3	105
Total Food & Drink	722	\$10,545,025	\$10,317,742	\$227,283	1.1	31

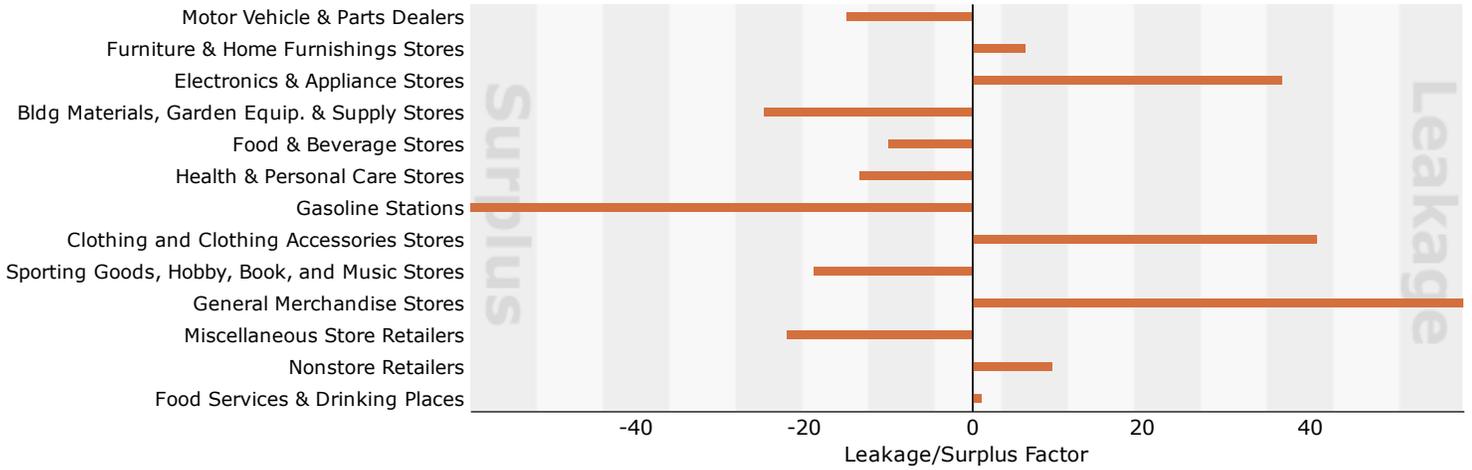
Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$22,619,981	\$30,628,185	-\$8,008,204	-15.0	13
Automobile Dealers	4411	\$18,899,458	\$22,099,592	-\$3,200,134	-7.8	4
Other Motor Vehicle Dealers	4412	\$2,391,835	\$7,530,301	-\$5,138,466	-51.8	5
Auto Parts, Accessories & Tire Stores	4413	\$1,328,688	\$998,293	\$330,395	14.2	4
Furniture & Home Furnishings Stores	442	\$3,431,675	\$3,025,575	\$406,100	6.3	5
Furniture Stores	4421	\$1,854,633	\$2,486,639	-\$632,006	-14.6	3
Home Furnishings Stores	4422	\$1,577,042	\$538,936	\$1,038,106	49.1	1
Electronics & Appliance Stores	443	\$7,289,020	\$3,360,945	\$3,928,075	36.9	6
Bldg Materials, Garden Equip. & Supply Stores	444	\$4,442,814	\$7,392,712	-\$2,949,898	-24.9	7
Bldg Material & Supplies Dealers	4441	\$3,869,862	\$6,511,266	-\$2,641,404	-25.4	6
Lawn & Garden Equip & Supply Stores	4442	\$572,951	\$881,446	-\$308,495	-21.2	1
Food & Beverage Stores	445	\$20,306,612	\$24,872,351	-\$4,565,739	-10.1	12
Grocery Stores	4451	\$16,824,808	\$22,526,966	-\$5,702,158	-14.5	8
Specialty Food Stores	4452	\$2,214,205	\$0	\$2,214,205	100.0	0
Beer, Wine & Liquor Stores	4453	\$1,267,599	\$2,211,298	-\$943,699	-27.1	3
Health & Personal Care Stores	446,4461	\$8,221,123	\$10,792,531	-\$2,571,408	-13.5	7
Gasoline Stations	447,4471	\$6,542,303	\$25,866,611	-\$19,324,308	-59.6	8
Clothing & Clothing Accessories Stores	448	\$7,531,950	\$3,153,420	\$4,378,530	41.0	10
Clothing Stores	4481	\$5,190,053	\$2,635,266	\$2,554,787	32.6	9
Shoe Stores	4482	\$909,577	\$0	\$909,577	100.0	0
Jewelry, Luggage & Leather Goods Stores	4483	\$1,432,321	\$0	\$1,432,321	100.0	0
Sporting Goods, Hobby, Book & Music Stores	451	\$2,993,032	\$4,394,206	-\$1,401,174	-19.0	9
Sporting Goods/Hobby/Musical Instr Stores	4511	\$2,639,641	\$3,777,489	-\$1,137,848	-17.7	6
Book, Periodical & Music Stores	4512	\$353,391	\$616,717	-\$263,326	-27.1	2
General Merchandise Stores	452	\$12,072,855	\$3,179,645	\$8,893,210	58.3	4
Department Stores Excluding Leased Depts.	4521	\$8,142,813	\$0	\$8,142,813	100.0	0
Other General Merchandise Stores	4529	\$3,930,042	\$3,179,645	\$750,397	10.6	4
Miscellaneous Store Retailers	453	\$5,014,858	\$7,865,395	-\$2,850,537	-22.1	23
Florists	4531	\$354,984	\$298,531	\$56,453	8.6	2
Office Supplies, Stationery & Gift Stores	4532	\$841,249	\$2,065,441	-\$1,224,192	-42.1	5
Used Merchandise Stores	4533	\$381,659	\$499,447	-\$117,788	-13.4	5
Other Miscellaneous Store Retailers	4539	\$3,436,966	\$5,001,976	-\$1,565,010	-18.5	11
Nonstore Retailers	454	\$2,395,924	\$1,983,100	\$412,824	9.4	3
Electronic Shopping & Mail-Order Houses	4541	\$1,782,206	\$0	\$1,782,206	100.0	0
Vending Machine Operators	4542	\$61,416	\$181,690	-\$120,274	-49.5	1
Direct Selling Establishments	4543	\$552,301	\$1,619,040	-\$1,066,739	-49.1	2
Food Services & Drinking Places	722	\$10,545,025	\$10,317,742	\$227,283	1.1	31
Full-Service Restaurants	7221	\$6,505,429	\$6,876,300	-\$370,871	-2.8	20
Limited-Service Eating Places	7222	\$3,491,984	\$3,030,165	\$461,819	7.1	8
Special Food Services	7223	\$338,124	\$0	\$338,124	100.0	0
Drinking Places - Alcoholic Beverages	7224	\$209,488	\$387,328	-\$177,840	-29.8	3

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. 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. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement.

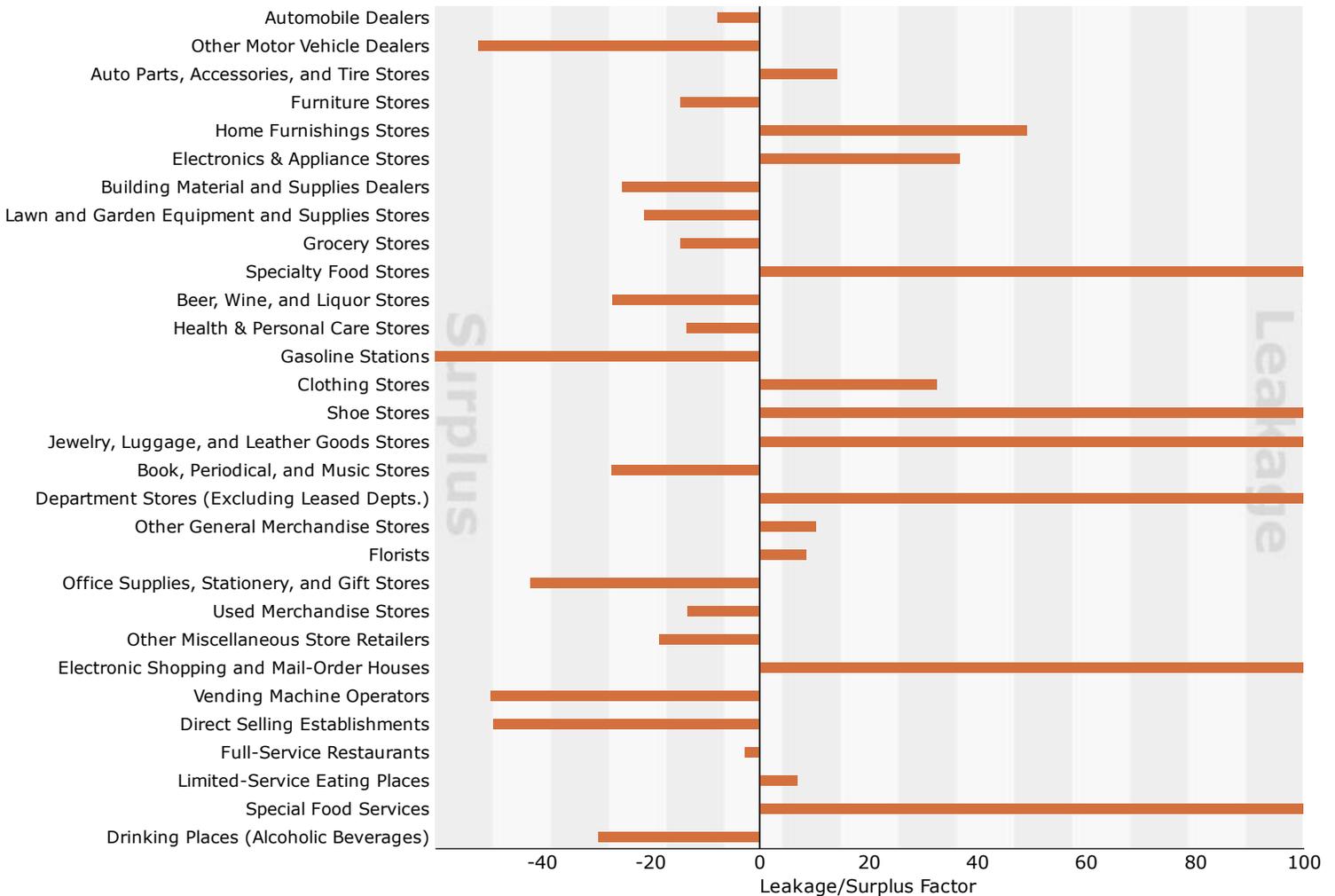
<http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>

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Leakage/Surplus Factor by Industry Subsector



Leakage/Surplus Factor by Industry Group





Retail MarketPlace Profile

Saranac Lake Trade Area
 8 Broadway, Saranac Lake, New York, 12983
 Drive Time: 30 minute radius

Prepared by Esri
 Latitude: 44.32701
 Longitude: -74.13113

Summary Demographics

2015 Population	18,792
2015 Households	7,854
2015 Median Disposable Income	\$37,165
2015 Per Capita Income	\$26,219

Industry Summary

	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$266,833,183	\$313,737,084	-\$46,903,901	-8.1	311
Total Retail Trade	44-45	\$242,871,547	\$273,640,513	-\$30,768,966	-6.0	221
Total Food & Drink	722	\$23,961,636	\$40,096,572	-\$16,134,936	-25.2	90

Industry Group

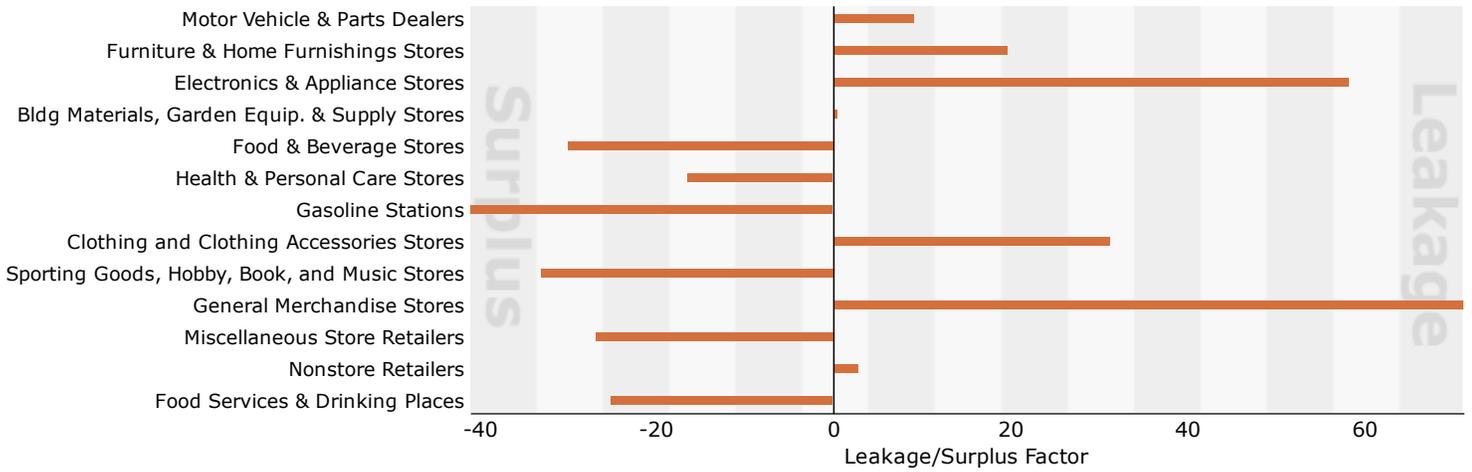
	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$54,390,740	\$45,216,382	\$9,174,358	9.2	23
Automobile Dealers	4411	\$45,242,944	\$32,457,747	\$12,785,197	16.5	7
Other Motor Vehicle Dealers	4412	\$6,102,961	\$10,760,574	-\$4,657,613	-27.6	10
Auto Parts, Accessories & Tire Stores	4413	\$3,044,835	\$1,998,060	\$1,046,775	20.8	7
Furniture & Home Furnishings Stores	442	\$7,941,864	\$5,322,585	\$2,619,279	19.7	10
Furniture Stores	4421	\$4,263,310	\$4,102,406	\$160,904	1.9	5
Home Furnishings Stores	4422	\$3,678,554	\$1,220,179	\$2,458,375	50.2	5
Electronics & Appliance Stores	443	\$16,711,833	\$4,408,612	\$12,303,221	58.3	8
Bldg Materials, Garden Equip. & Supply Stores	444	\$10,637,590	\$10,528,160	\$109,430	0.5	14
Bldg Material & Supplies Dealers	4441	\$9,148,439	\$9,634,223	-\$485,784	-2.6	13
Lawn & Garden Equip & Supply Stores	4442	\$1,489,151	\$893,937	\$595,214	25.0	1
Food & Beverage Stores	445	\$47,646,006	\$88,861,558	-\$41,215,552	-30.2	26
Grocery Stores	4451	\$39,591,545	\$82,694,931	-\$43,103,386	-35.2	16
Specialty Food Stores	4452	\$5,188,903	\$1,605,799	\$3,583,104	52.7	3
Beer, Wine & Liquor Stores	4453	\$2,865,559	\$4,560,828	-\$1,695,269	-22.8	7
Health & Personal Care Stores	446,4461	\$19,695,129	\$27,499,117	-\$7,803,988	-16.5	14
Gasoline Stations	447,4471	\$15,700,359	\$37,594,390	-\$21,894,031	-41.1	12
Clothing & Clothing Accessories Stores	448	\$17,102,222	\$8,932,459	\$8,169,763	31.4	24
Clothing Stores	4481	\$11,828,720	\$5,883,759	\$5,944,961	33.6	19
Shoe Stores	4482	\$2,088,109	\$1,786,589	\$301,520	7.8	2
Jewelry, Luggage & Leather Goods Stores	4483	\$3,185,393	\$1,262,111	\$1,923,282	43.2	3
Sporting Goods, Hobby, Book & Music Stores	451	\$7,049,351	\$14,038,830	-\$6,989,479	-33.1	26
Sporting Goods/Hobby/Musical Instr Stores	4511	\$6,251,755	\$11,943,967	-\$5,692,212	-31.3	20
Book, Periodical & Music Stores	4512	\$797,596	\$2,094,863	-\$1,297,267	-44.8	6
General Merchandise Stores	452	\$28,119,330	\$4,727,007	\$23,392,323	71.2	7
Department Stores Excluding Leased Depts.	4521	\$18,855,886	\$0	\$18,855,886	100.0	0
Other General Merchandise Stores	4529	\$9,263,443	\$4,727,007	\$4,536,436	32.4	7
Miscellaneous Store Retailers	453	\$12,156,108	\$21,111,344	-\$8,955,236	-26.9	51
Florists	4531	\$862,212	\$502,554	\$359,658	26.4	5
Office Supplies, Stationery & Gift Stores	4532	\$1,969,811	\$3,528,495	-\$1,558,684	-28.3	14
Used Merchandise Stores	4533	\$872,248	\$2,276,638	-\$1,404,390	-44.6	12
Other Miscellaneous Store Retailers	4539	\$8,451,837	\$14,803,656	-\$6,351,819	-27.3	20
Nonstore Retailers	454	\$5,721,015	\$5,400,069	\$320,946	2.9	5
Electronic Shopping & Mail-Order Houses	4541	\$4,155,839	\$842,866	\$3,312,973	66.3	1
Vending Machine Operators	4542	\$143,425	\$184,053	-\$40,628	-12.4	1
Direct Selling Establishments	4543	\$1,421,752	\$4,373,151	-\$2,951,399	-50.9	3
Food Services & Drinking Places	722	\$23,961,636	\$40,096,572	-\$16,134,936	-25.2	90
Full-Service Restaurants	7221	\$14,762,119	\$30,351,771	-\$15,589,652	-34.6	60
Limited-Service Eating Places	7222	\$7,970,009	\$8,572,343	-\$602,334	-3.6	20
Special Food Services	7223	\$771,644	\$151,151	\$620,493	67.2	2
Drinking Places - Alcoholic Beverages	7224	\$457,863	\$1,021,307	-\$563,444	-38.1	8

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. 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. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement.

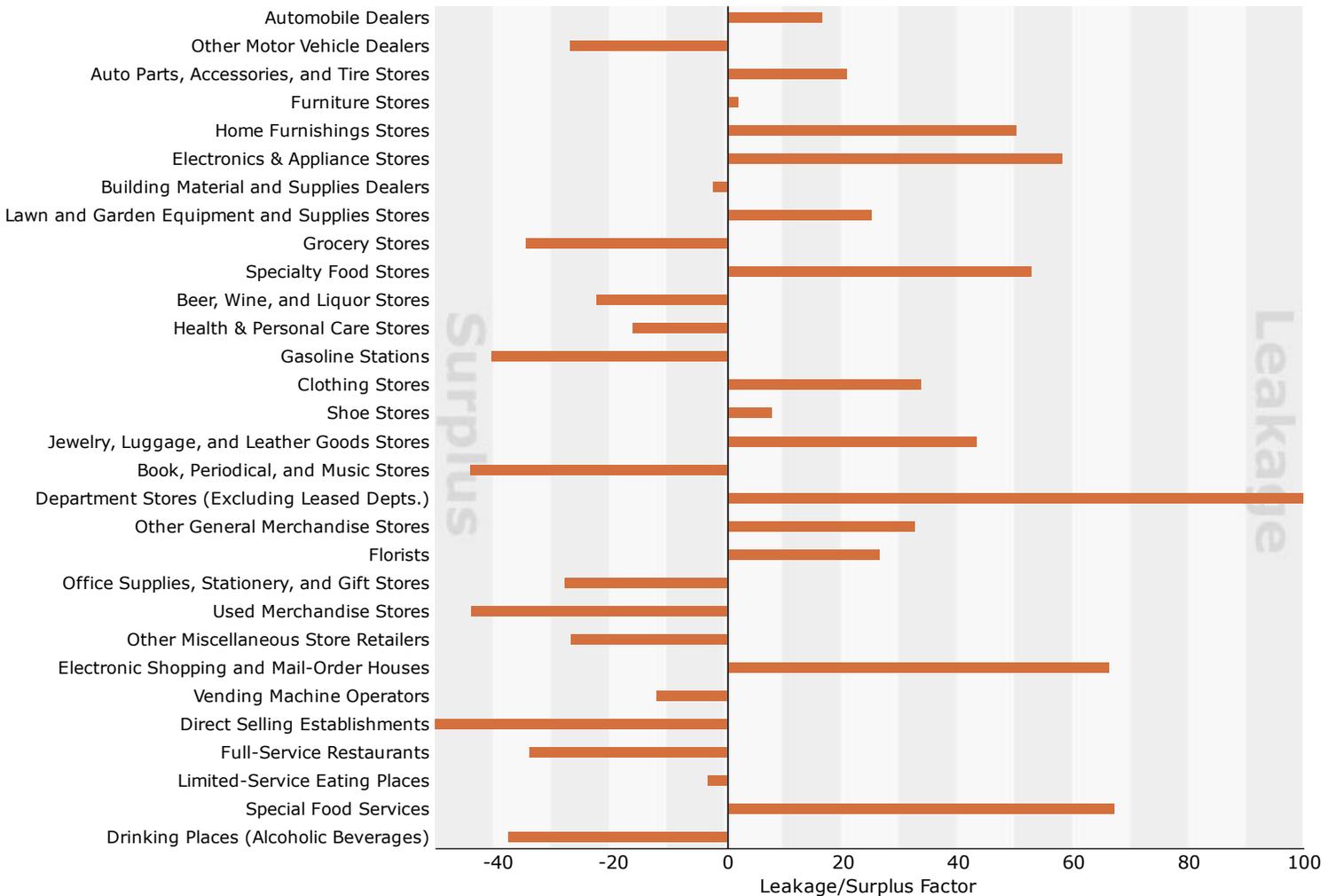
<http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>

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Leakage/Surplus Factor by Industry Subsector



Leakage/Surplus Factor by Industry Group



Source: Esri and Infogroup. Copyright 2015 Infogroup, Inc. All rights reserved.



Retail MarketPlace Profile

Saranac Lake Trade Area
 8 Broadway, Saranac Lake, New York, 12983
 Drive Time: 40 minute radius

Prepared by Esri
 Latitude: 44.32701
 Longitude: -74.13113

Summary Demographics

2015 Population	23,232
2015 Households	9,767
2015 Median Disposable Income	\$38,116
2015 Per Capita Income	\$27,115

Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$344,477,415	\$373,275,384	-\$28,797,969	-4.0	374
Total Retail Trade	44-45	\$313,855,827	\$320,949,966	-\$7,094,139	-1.1	264
Total Food & Drink	722	\$30,621,588	\$52,325,418	-\$21,703,830	-26.2	111

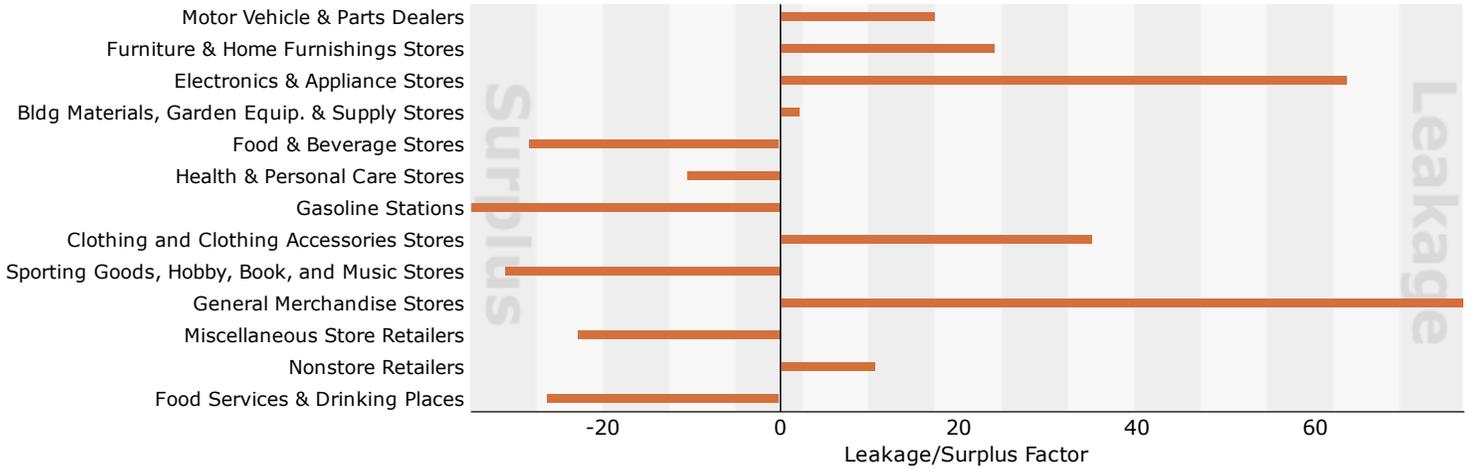
Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$70,598,672	\$49,661,136	\$20,937,536	17.4	26
Automobile Dealers	4411	\$58,428,234	\$35,550,251	\$22,877,983	24.3	8
Other Motor Vehicle Dealers	4412	\$8,251,609	\$12,112,824	-\$3,861,215	-19.0	10
Auto Parts, Accessories & Tire Stores	4413	\$3,918,830	\$1,998,060	\$1,920,770	32.5	7
Furniture & Home Furnishings Stores	442	\$10,219,003	\$6,256,145	\$3,962,858	24.1	14
Furniture Stores	4421	\$5,425,245	\$4,664,971	\$760,274	7.5	7
Home Furnishings Stores	4422	\$4,793,758	\$1,591,174	\$3,202,584	50.2	7
Electronics & Appliance Stores	443	\$21,465,480	\$4,765,505	\$16,699,975	63.7	9
Bldg Materials, Garden Equip. & Supply Stores	444	\$14,121,927	\$13,526,310	\$595,617	2.2	18
Bldg Material & Supplies Dealers	4441	\$12,131,653	\$12,473,116	-\$341,463	-1.4	16
Lawn & Garden Equip & Supply Stores	4442	\$1,990,274	\$1,053,193	\$937,081	30.8	2
Food & Beverage Stores	445	\$61,303,197	\$109,524,371	-\$48,221,174	-28.2	33
Grocery Stores	4451	\$50,954,618	\$100,665,928	-\$49,711,310	-32.8	20
Specialty Food Stores	4452	\$6,671,006	\$3,996,384	\$2,674,622	25.1	5
Beer, Wine & Liquor Stores	4453	\$3,677,573	\$4,862,059	-\$1,184,486	-13.9	8
Health & Personal Care Stores	446,4461	\$25,508,178	\$31,484,475	-\$5,976,297	-10.5	17
Gasoline Stations	447,4471	\$20,261,367	\$41,892,630	-\$21,631,263	-34.8	13
Clothing & Clothing Accessories Stores	448	\$21,813,955	\$10,478,343	\$11,335,612	35.1	28
Clothing Stores	4481	\$15,050,798	\$7,079,017	\$7,971,781	36.0	22
Shoe Stores	4482	\$2,663,977	\$1,786,589	\$877,388	19.7	2
Jewelry, Luggage & Leather Goods Stores	4483	\$4,099,179	\$1,612,736	\$2,486,443	43.5	4
Sporting Goods, Hobby, Book & Music Stores	451	\$9,155,235	\$17,369,555	-\$8,214,320	-31.0	33
Sporting Goods/Hobby/Musical Instr Stores	4511	\$8,145,664	\$14,786,277	-\$6,640,613	-29.0	26
Book, Periodical & Music Stores	4512	\$1,009,571	\$2,583,278	-\$1,573,707	-43.8	7
General Merchandise Stores	452	\$36,078,237	\$4,758,830	\$31,319,407	76.7	7
Department Stores Excluding Leased Depts.	4521	\$24,137,492	\$0	\$24,137,492	100.0	0
Other General Merchandise Stores	4529	\$11,940,745	\$4,758,830	\$7,181,915	43.0	7
Miscellaneous Store Retailers	453	\$15,866,406	\$25,209,097	-\$9,342,691	-22.7	60
Florists	4531	\$1,120,686	\$514,738	\$605,948	37.1	5
Office Supplies, Stationery & Gift Stores	4532	\$2,551,415	\$4,021,528	-\$1,470,113	-22.4	17
Used Merchandise Stores	4533	\$1,116,437	\$3,209,100	-\$2,092,663	-48.4	14
Other Miscellaneous Store Retailers	4539	\$11,077,868	\$17,463,731	-\$6,385,863	-22.4	24
Nonstore Retailers	454	\$7,464,170	\$6,023,571	\$1,440,599	10.7	6
Electronic Shopping & Mail-Order Houses	4541	\$5,357,684	\$1,088,579	\$4,269,105	66.2	1
Vending Machine Operators	4542	\$184,165	\$184,053	\$112	0.0	1
Direct Selling Establishments	4543	\$1,922,321	\$4,750,940	-\$2,828,619	-42.4	4
Food Services & Drinking Places	722	\$30,621,588	\$52,325,418	-\$21,703,830	-26.2	111
Full-Service Restaurants	7221	\$18,860,842	\$41,209,337	-\$22,348,495	-37.2	76
Limited-Service Eating Places	7222	\$10,206,486	\$9,817,132	\$389,354	1.9	24
Special Food Services	7223	\$977,192	\$153,045	\$824,147	72.9	2
Drinking Places - Alcoholic Beverages	7224	\$577,069	\$1,145,903	-\$568,834	-33.0	9

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. 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. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement.

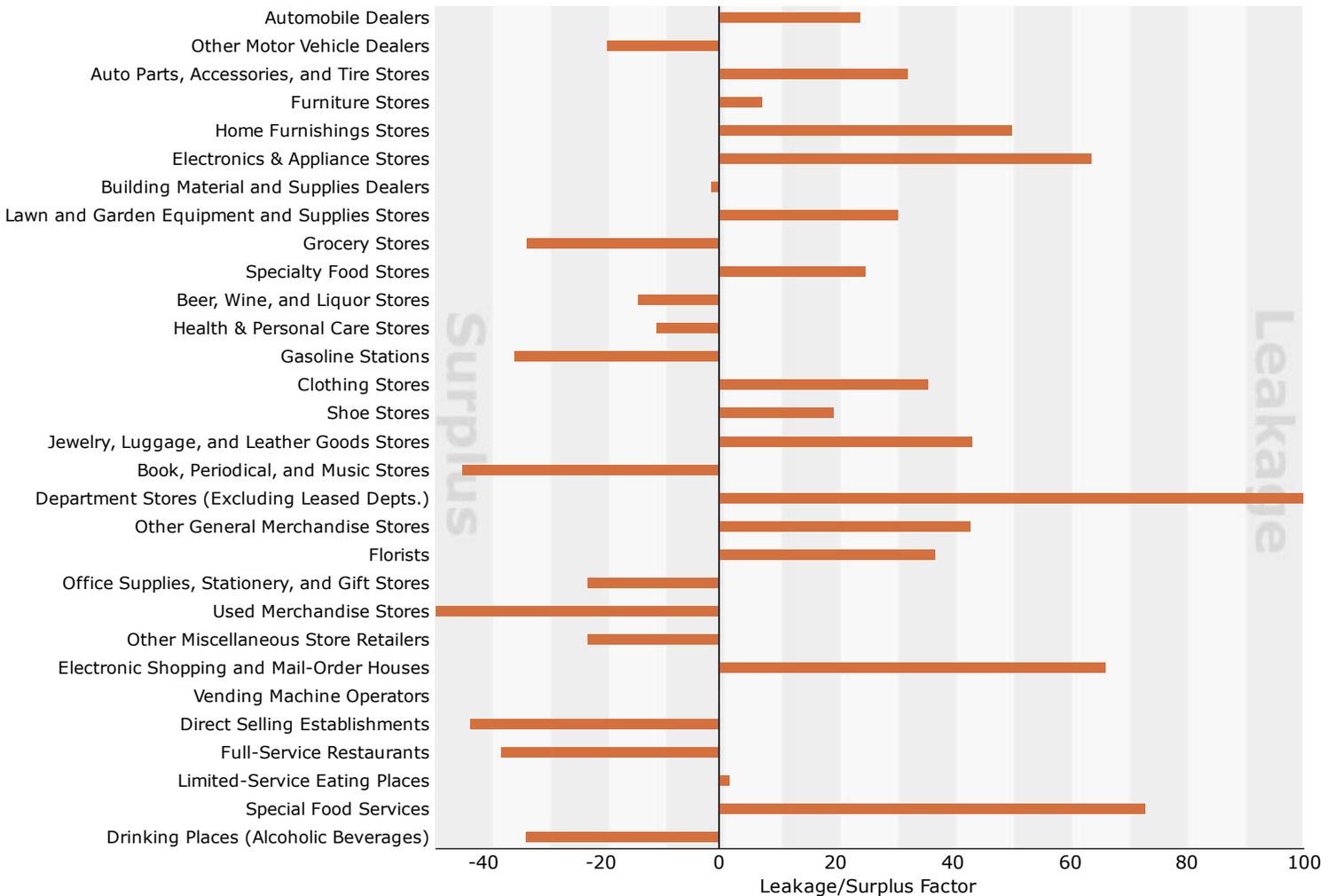
<http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>

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Leakage/Surplus Factor by Industry Subsector



Leakage/Surplus Factor by Industry Group



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Business Summary

Saranac Lake Trade Area
 8 Broadway, Saranac Lake, New York, 12983
 Drive Times: 15, 30, 45 minute radii

Prepared by Esri
 Latitude: 44.32701
 Longitude: -74.13113

Data for all businesses in area	15 minutes	30 minutes	45 minutes
Total Businesses:	620	1,316	1,719
Total Employees:	5,414	13,137	16,414
Total Residential Population:	8,523	18,756	25,290
Employee/Residential Population Ratio:	0.64:1	0.7:1	0.65:1

by SIC Codes	Businesses		Employees		Businesses		Employees		Businesses		Employees	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Agriculture & Mining	7	1.1%	32	0.6%	21	1.6%	88	0.7%	30	1.7%	130	0.8%
Construction	36	5.8%	187	3.5%	81	6.2%	399	3.0%	113	6.6%	522	3.2%
Manufacturing	16	2.6%	103	1.9%	36	2.7%	258	2.0%	49	2.9%	422	2.6%
Transportation	21	3.4%	111	2.1%	45	3.4%	286	2.2%	60	3.5%	344	2.1%
Communication	4	0.6%	46	0.8%	6	0.5%	54	0.4%	8	0.5%	61	0.4%
Utility	2	0.3%	15	0.3%	4	0.3%	48	0.4%	8	0.5%	86	0.5%
Wholesale Trade	16	2.6%	125	2.3%	26	2.0%	182	1.4%	34	2.0%	233	1.4%
Retail Trade Summary	143	23.1%	967	17.9%	316	24.0%	2,527	19.2%	405	23.6%	3,243	19.8%
Home Improvement	7	1.1%	75	1.4%	14	1.1%	119	0.9%	20	1.2%	181	1.1%
General Merchandise Stores	4	0.6%	26	0.5%	7	0.5%	39	0.3%	8	0.5%	39	0.2%
Food Stores	16	2.6%	193	3.6%	35	2.7%	538	4.1%	45	2.6%	661	4.0%
Auto Dealers, Gas Stations, Auto Aftermarket	17	2.7%	132	2.4%	30	2.3%	201	1.5%	37	2.2%	235	1.4%
Apparel & Accessory Stores	11	1.8%	32	0.6%	21	1.6%	67	0.5%	24	1.4%	80	0.5%
Furniture & Home Furnishings	12	1.9%	40	0.7%	21	1.6%	62	0.5%	29	1.7%	77	0.5%
Eating & Drinking Places	32	5.2%	278	5.1%	87	6.6%	1,001	7.6%	113	6.6%	1,358	8.3%
Miscellaneous Retail	44	7.1%	191	3.5%	102	7.8%	500	3.8%	129	7.5%	611	3.7%
Finance, Insurance, Real Estate Summary	90	14.5%	195	3.6%	170	12.9%	416	3.2%	209	12.2%	497	3.0%
Banks, Savings & Lending Institutions	55	8.9%	57	1.1%	94	7.1%	109	0.8%	116	6.7%	133	0.8%
Securities Brokers	6	1.0%	16	0.3%	11	0.8%	37	0.3%	13	0.8%	43	0.3%
Insurance Carriers & Agents	7	1.1%	25	0.5%	16	1.2%	59	0.4%	19	1.1%	67	0.4%
Real Estate, Holding, Other Investment Offices	22	3.5%	98	1.8%	49	3.7%	211	1.6%	61	3.5%	255	1.6%
Services Summary	232	37.4%	3,053	56.4%	483	36.7%	5,936	45.2%	623	36.2%	7,588	46.2%
Hotels & Lodging	20	3.2%	285	5.3%	68	5.2%	1,251	9.5%	109	6.3%	1,954	11.9%
Automotive Services	15	2.4%	51	0.9%	26	2.0%	79	0.6%	33	1.9%	91	0.6%
Motion Pictures & Amusements	15	2.4%	141	2.6%	44	3.3%	398	3.0%	57	3.3%	593	3.6%
Health Services	35	5.6%	865	16.0%	59	4.5%	1,381	10.5%	67	3.9%	1,454	8.9%
Legal Services	5	0.8%	15	0.3%	14	1.1%	46	0.4%	17	1.0%	53	0.3%
Education Institutions & Libraries	19	3.1%	774	14.3%	37	2.8%	1,254	9.5%	48	2.8%	1,497	9.1%
Other Services	123	19.8%	925	17.1%	236	17.9%	1,527	11.6%	294	17.1%	1,946	11.9%
Government	43	6.9%	560	10.3%	99	7.5%	2,893	22.0%	143	8.3%	3,228	19.7%
Unclassified Establishments	11	1.8%	19	0.4%	28	2.1%	48	0.4%	37	2.2%	60	0.4%
Totals	620	100.0%	5,414	100.0%	1,316	100.0%	13,137	100.0%	1,719	100.0%	16,414	100.0%

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Business Summary

Saranac Lake Trade Area
 8 Broadway, Saranac Lake, New York, 12983
 Drive Times: 15, 30, 45 minute radii

Prepared by Esri
 Latitude: 44.32701
 Longitude: -74.13113

by NAICS Codes	Businesses		Employees		Businesses		Employees		Businesses		Employees	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Agriculture, Forestry, Fishing & Hunting	1	0.2%	7	0.1%	8	0.6%	40	0.3%	15	0.9%	77	0.5%
Mining	0	0.0%	0	0.0%	0	0.0%	1	0.0%	0	0.0%	11	0.1%
Utilities	1	0.2%	8	0.1%	2	0.2%	30	0.2%	6	0.3%	66	0.4%
Construction	37	6.0%	191	3.5%	84	6.4%	417	3.2%	118	6.9%	545	3.3%
Manufacturing	12	1.9%	53	1.0%	32	2.4%	192	1.5%	43	2.5%	331	2.0%
Wholesale Trade	15	2.4%	124	2.3%	25	1.9%	179	1.4%	33	1.9%	230	1.4%
Retail Trade	109	17.6%	683	12.6%	223	16.9%	1,505	11.5%	282	16.4%	1,857	11.3%
Motor Vehicle & Parts Dealers	13	2.1%	92	1.7%	23	1.7%	140	1.1%	27	1.6%	157	1.0%
Furniture & Home Furnishings Stores	5	0.8%	19	0.4%	10	0.8%	34	0.3%	15	0.9%	42	0.3%
Electronics & Appliance Stores	6	1.0%	19	0.4%	8	0.6%	25	0.2%	10	0.6%	28	0.2%
Bldg Material & Garden Equipment & Supplies Dealers	7	1.1%	75	1.4%	14	1.1%	119	0.9%	20	1.2%	181	1.1%
Food & Beverage Stores	15	2.4%	178	3.3%	32	2.4%	511	3.9%	41	2.4%	632	3.9%
Health & Personal Care Stores	7	1.1%	72	1.3%	14	1.1%	156	1.2%	17	1.0%	179	1.1%
Gasoline Stations	5	0.8%	40	0.7%	7	0.5%	61	0.5%	10	0.6%	79	0.5%
Clothing & Clothing Accessories Stores	11	1.8%	33	0.6%	24	1.8%	75	0.6%	28	1.6%	90	0.5%
Sport Goods, Hobby, Book, & Music Stores	9	1.5%	39	0.7%	26	2.0%	112	0.9%	35	2.0%	142	0.9%
General Merchandise Stores	4	0.6%	26	0.5%	7	0.5%	39	0.3%	8	0.5%	39	0.2%
Miscellaneous Store Retailers	24	3.9%	80	1.5%	51	3.9%	201	1.5%	64	3.7%	251	1.5%
Nonstore Retailers	3	0.5%	12	0.2%	5	0.4%	34	0.3%	6	0.3%	37	0.2%
Transportation & Warehousing	17	2.7%	65	1.2%	34	2.6%	143	1.1%	47	2.7%	185	1.1%
Information	12	1.9%	121	2.2%	21	1.6%	210	1.6%	30	1.7%	258	1.6%
Finance & Insurance	68	11.0%	98	1.8%	122	9.3%	206	1.6%	148	8.6%	242	1.5%
Central Bank/Credit Intermediation & Related Activities	55	8.9%	57	1.1%	94	7.1%	109	0.8%	116	6.7%	133	0.8%
Securities, Commodity Contracts & Other Financial	6	1.0%	16	0.3%	11	0.8%	37	0.3%	13	0.8%	43	0.3%
Insurance Carriers & Related Activities; Funds, Trusts &	7	1.1%	25	0.5%	16	1.2%	59	0.4%	19	1.1%	67	0.4%
Real Estate, Rental & Leasing	30	4.8%	150	2.8%	69	5.2%	301	2.3%	84	4.9%	351	2.1%
Professional, Scientific & Tech Services	38	6.1%	132	2.4%	74	5.6%	282	2.1%	92	5.4%	423	2.6%
Legal Services	5	0.8%	15	0.3%	15	1.1%	46	0.4%	18	1.0%	54	0.3%
Management of Companies & Enterprises	0	0.0%	1	0.0%	1	0.1%	3	0.0%	1	0.1%	3	0.0%
Administrative & Support & Waste Management & Remediation	11	1.8%	63	1.2%	31	2.4%	157	1.2%	39	2.3%	183	1.1%
Educational Services	19	3.1%	779	14.4%	37	2.8%	1,262	9.6%	47	2.7%	1,566	9.5%
Health Care & Social Assistance	60	9.7%	1,081	20.0%	98	7.4%	1,791	13.6%	110	6.4%	1,915	11.7%
Arts, Entertainment & Recreation	16	2.6%	135	2.5%	41	3.1%	443	3.4%	54	3.1%	640	3.9%
Accommodation & Food Services	52	8.4%	567	10.5%	158	12.0%	2,263	17.2%	225	13.1%	3,324	20.3%
Accommodation	20	3.2%	285	5.3%	68	5.2%	1,251	9.5%	109	6.3%	1,954	11.9%
Food Services & Drinking Places	33	5.3%	282	5.2%	90	6.8%	1,012	7.7%	116	6.7%	1,370	8.3%
Other Services (except Public Administration)	65	10.5%	575	10.6%	128	9.7%	765	5.8%	163	9.5%	911	5.6%
Automotive Repair & Maintenance	11	1.8%	38	0.7%	17	1.3%	53	0.4%	22	1.3%	62	0.4%
Public Administration	44	7.1%	562	10.4%	102	7.8%	2,898	22.1%	145	8.4%	3,233	19.7%
Unclassified Establishments	11	1.8%	19	0.4%	28	2.1%	48	0.4%	37	2.2%	60	0.4%
Total	620	100.0%	5,414	100.0%	1,316	100.0%	13,137	100.0%	1,719	100.0%	16,414	100.0%

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Business Summary

Downtown Saranac Lake
Area: 0.17 square miles

Prepared by Esri

Data for all businesses in area

Total Businesses:	231
Total Employees:	1,378
Total Residential Population:	879
Employee/Residential Population Ratio:	1.57:1

by SIC Codes	Businesses		Employees	
	Number	Percent	Number	Percent
Agriculture & Mining	0	0.0%	2	0.1%
Construction	7	3.0%	48	3.5%
Manufacturing	4	1.7%	39	2.8%
Transportation	5	2.2%	29	2.1%
Communication	0	0.0%	0	0.0%
Utility	1	0.4%	3	0.2%
Wholesale Trade	5	2.2%	30	2.2%
Retail Trade Summary	63	27.3%	308	22.4%
Home Improvement	1	0.4%	9	0.7%
General Merchandise Stores	0	0.0%	1	0.1%
Food Stores	8	3.5%	80	5.8%
Auto Dealers, Gas Stations, Auto Aftermarket	3	1.3%	19	1.4%
Apparel & Accessory Stores	7	3.0%	19	1.4%
Furniture & Home Furnishings	9	3.9%	30	2.2%
Eating & Drinking Places	13	5.6%	56	4.1%
Miscellaneous Retail	22	9.5%	92	6.7%
Finance, Insurance, Real Estate Summary	41	17.7%	103	7.5%
Banks, Savings & Lending Institutions	25	10.8%	33	2.4%
Securities Brokers	4	1.7%	8	0.6%
Insurance Carriers & Agents	5	2.2%	18	1.3%
Real Estate, Holding, Other Investment Offices	7	3.0%	45	3.3%
Services Summary	85	36.8%	709	51.5%
Hotels & Lodging	3	1.3%	46	3.3%
Automotive Services	3	1.3%	7	0.5%
Motion Pictures & Amusements	4	1.7%	21	1.5%
Health Services	18	7.8%	202	14.7%
Legal Services	2	0.9%	7	0.5%
Education Institutions & Libraries	5	2.2%	126	9.1%
Other Services	51	22.1%	300	21.8%
Government	19	8.2%	107	7.8%
Unclassified Establishments	1	0.4%	0	0.0%
Totals	231	100.0%	1,378	100.0%

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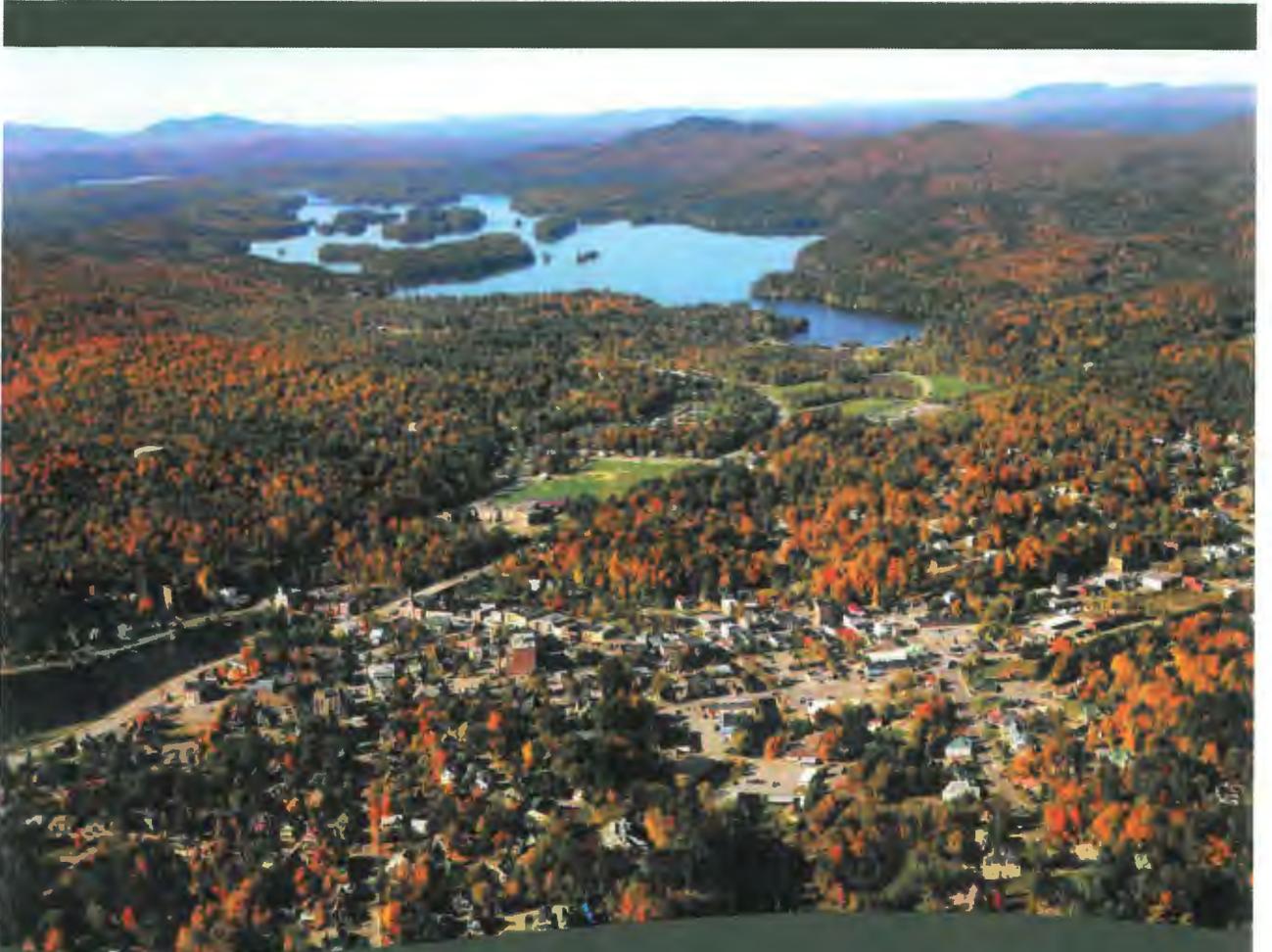
Business Summary

Downtown Saranac Lake
Area: 0.17 square miles

Prepared by Esri

by NAICS Codes	Businesses		Employees	
	Number	Percent	Number	Percent
Agriculture, Forestry, Fishing & Hunting	0	0.0%	0	0.0%
Mining	0	0.0%	0	0.0%
Utilities	1	0.4%	3	0.2%
Construction	7	3.0%	48	3.5%
Manufacturing	3	1.3%	5	0.4%
Wholesale Trade	5	2.2%	30	2.2%
Retail Trade	50	21.6%	251	18.2%
Motor Vehicle & Parts Dealers	2	0.9%	5	0.4%
Furniture & Home Furnishings Stores	4	1.7%	15	1.1%
Electronics & Appliance Stores	4	1.7%	15	1.1%
Bldg Material & Garden Equipment & Supplies Dealers	1	0.4%	9	0.7%
Food & Beverage Stores	7	3.0%	66	4.8%
Health & Personal Care Stores	5	2.2%	41	3.0%
Gasoline Stations	1	0.4%	14	1.0%
Clothing & Clothing Accessories Stores	7	3.0%	19	1.4%
Sport Goods, Hobby, Book, & Music Stores	4	1.7%	10	0.7%
General Merchandise Stores	0	0.0%	1	0.1%
Miscellaneous Store Retailers	12	5.2%	48	3.5%
Nonstore Retailers	3	1.3%	8	0.6%
Transportation & Warehousing	4	1.7%	28	2.0%
Information	5	2.2%	44	3.2%
Finance & Insurance	33	14.3%	58	4.2%
Central Bank/Credit Intermediation & Related Activities	25	10.8%	33	2.4%
Securities, Commodity Contracts & Other Financial	4	1.7%	8	0.6%
Insurance Carriers & Related Activities; Funds, Trusts &	5	2.2%	18	1.3%
Real Estate, Rental & Leasing	10	4.3%	57	4.1%
Professional, Scientific & Tech Services	14	6.1%	46	3.3%
Legal Services	2	0.9%	7	0.5%
Management of Companies & Enterprises	0	0.0%	0	0.0%
Administrative & Support & Waste Management & Remediation	1	0.4%	3	0.2%
Educational Services	5	2.2%	130	9.4%
Health Care & Social Assistance	27	11.7%	249	18.1%
Arts, Entertainment & Recreation	3	1.3%	14	1.0%
Accommodation & Food Services	15	6.5%	102	7.4%
Accommodation	3	1.3%	46	3.3%
Food Services & Drinking Places	13	5.6%	56	4.1%
Other Services (except Public Administration)	29	12.6%	200	14.5%
Automotive Repair & Maintenance	3	1.3%	7	0.5%
Public Administration	20	8.7%	109	7.9%
Unclassified Establishments	1	0.4%	0	0.0%
Total	231	100.0%	1,378	100.0%

Source: Copyright 2015 Infogroup, Inc. All rights reserved. Esri Total Residential Population forecasts for 2015.



Village of Saranac Lake
Comprehensive Plan

April 2013

A. Introduction

Perhaps the words “special” or “unique” or “distinctive” are not used with more accuracy than when describing the Village of Saranac Lake. Many communities can point to distinctive natural qualities such as rural character or special places like historic districts. Still others have unique architecture among their building stock or unique approaches to regulating land use and managing development as it occurs. The Village of Saranac Lake has all of these attributes, but as unique and distinctive as they are none compare to the special and distinctive qualities of the community’s greatest asset:

The people who make this community their home.



Photo courtesy of Mark Kurtz Photography



Section 1. Introduction

The Village of Saranac Lake represents a unique blend of heritage, setting (built and natural environments) and most importantly people coming together resulting in a remarkably pleasing and attractive sense of community.

The Village’s historic image as a “healing community” comes from the natural environment in which it exists and thrives. The characteristics of this environment include dramatic topography both within and surrounding the Village, extensive wilderness and forest lands offering quality habitats for varying species of plants and animals, and abundant access to rivers, lakes, and mountains, in unusual proximity to each other. The heritage as a healing community is in direct reference to the establishment of the Village as a renowned center for curing tuberculosis in the latter part of the 19th century. However, over time this heritage, in combination with the increasing opportunities for recreating within the natural environment, has contributed to an identity as a “healthy community”. Numerous activities and related facilities are available that promote exercise and fitness through outdoor recreation while interfacing with the dramatic natural landscapes surrounding the Village. Recently, Saranac Lake has renewed its tradition as a healing community through the establishment of a leadership initiative to support successful reintegration of veterans and their families into civilian life.

The built environment is described as quintessentially “small-town”. A key element to the small-town character of the Village is its attractive downtown. The downtown, as the central resource for services, goods, arts, culture and public facilities, is the core of the community. As such, the downtown is host to businesses and shops offering



C. Community Vision



a range of vital goods and services to residents and visitors alike. These shops and businesses are housed in buildings of varying architectural style that are representative of the community's unique heritage as "the Western Hemisphere's foremost center for the treatment of pulmonary tuberculosis"³. The influence of recent prototypical commercial development patterns fundamentally consisting of larger building formats have been, for the most part, resisted in favor of the retention of older buildings continuing to house businesses and service providers. Therefore, the small-scale and compact qualities of the built environment in the downtown area have not only been retained but continue to provide the primary means by which the day-to-day needs of the resident population are met.

The downtown core is surrounded by distinct residential neighborhoods in close and walk-able proximity to one another and the downtown area. Although in close proximity and adjoining one another, the neighborhood areas each have their own identity and feel. This is due in large part to their locations on hilltops encircling the downtown and with architecture as varied as the buildings downtown. The "cure cottages" built predominantly in the early 20th century and concentrated through several neighborhood areas are continuing testament to the heritage of the community as the center for treatment of tuberculosis. In summary, the built environment is compact and intimate and contributes directly, by this structure, to a strong sense of community through facilitating resident interaction.

The people of the community are recognized for their friendly volunteerism and welcoming nature. Hard-working and self-reliant, they have taken worthy pride in the uniqueness of this place, not only in the regional context of the Adirondack Mountains but even nationally as one of the finest examples of an American small town.

With the uniqueness of the Village so evident in its environment, its architecture and its people, the vision for the future is equally as evident and that is to conserve and enhance the charming qualities of this genuine community. Threats exist in the form of a challenging economy, evidence of deterioration among the some of the building stock, and pressure to homogenize future growth.

3 Gallos, Phillip L. (1985). "Cure Cottages of Saranac Lake", Historic Saranac Lake



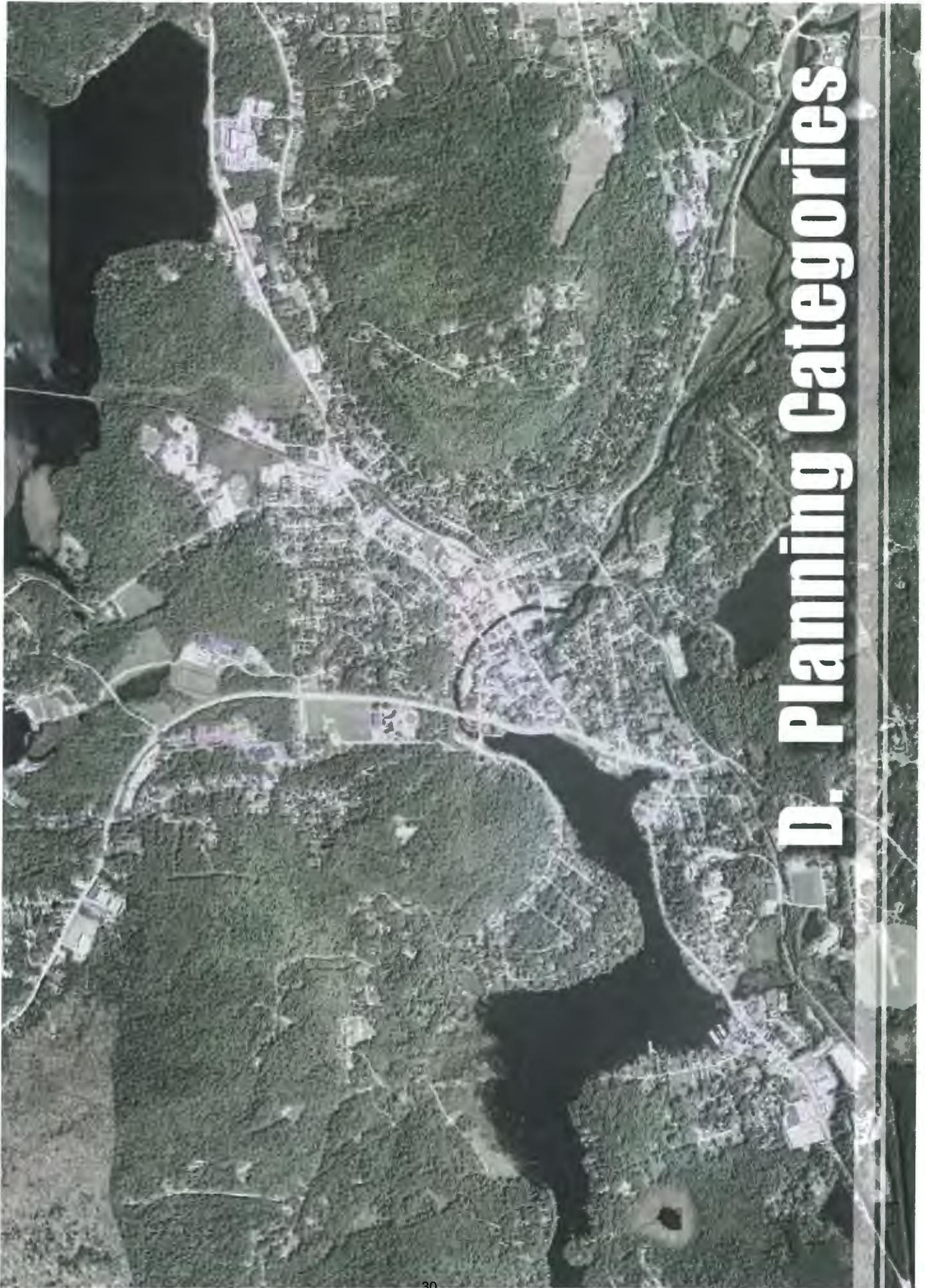
Section 2. Vision for the Future

The vision for the future is positive as it seeks to build upon the strengths as described above: The Village's most intrinsic asset – the people of Saranac Lake. Their hard-working yet engaging and friendly nature is a direct result of the physical qualities of the setting in which the Village is located. The natural surroundings instill a sense of self-reliance that will not only endure but will be the basis for all elements of the community vision that follow:

- The community will build upon its heritage as a healing community and embrace its identity as a healthy community through continued support and expansion of outdoor recreation, supportive services for veterans and their families, and strengthening the presence of bio-technology companies;
- Well-planned future development will be aggressively pursued and will serve to infill vacant properties and invigorate underutilized buildings;
- The Village will seek to strengthen its connection to the natural setting that envelopes the community through increased contact and linkages to the abundant natural resources (i.e. hiking and bicycle pathways; river and stream corridors; cross country and downhill ski trails);
- The function of the downtown as the Village core will be enhanced through maximum utilization of the existing building stock as locations for businesses, residences, private and public service providers to prosper and meet the needs of residents not only from the Village but across the wider region;
- A center for the fine arts and locally crafted goods that exemplify the skills and cultural depth of the artisans and craftsmen that have made the Village their home will be fostered;
- The neighborhoods encircling the downtown will continue to provide an attractive and charming, small town quality for residents of all income levels while the rehabilitative needs of those homes that have fallen into disrepair are met;
- Visitors to the Village will find a genuine community, and a richly diversified destination during their stay: Including abundant recreational pursuits, cultural enrichment, stimulating activities, relaxing lodging and fine dining;
- The Village government will provide needed services and suitable infrastructure in an efficient manner and in support of the day-to-day needs of residents and local business;
- The Village will seek to encourage major and emerging not-for-profit institutions in Saranac Lake to serve as anchors to leverage and attract other businesses, visitors and services to the community;
- Furthermore, the Village government will administer a local land use code that serves to manage and guide community development in a manner that conserves the unique qualities of the natural and built landscape while encouraging prudent and properly scaled growth.

These outcomes when considered in their entirety constitute a holistic vision for the Village of Saranac Lake and the means to effectuate this vision is embodied in the Comprehensive Plan that follows.





D. Planning Categories

Section 1. Community/Economic Development

A. Introduction and Explanation:

Community and economic development is the process of a community strengthening itself as it strives to meet its full potential. Community development is often seen as an action or series of actions that are purposely directed towards altering conditions in a positive way⁴. Economic development is the broadening of opportunities for residents to improve their income while increasing their level of fulfillment derived from employment. These processes provide a basis for social and economic development which benefits the entire community by representing all segments of the locale. The development of community and in community can, and should, take place together. One does not preclude the other. Only by developing strong, local social bonds can more effective, focused and reliable community development plans be established. In assessing the comments received, the category of community and economic development was the topic that received the largest number of comments. The comments received generally recognized that economic security is a key aspect towards achieving long-term sustainability of the Village and its unique qualities. Definite needs relating to the community and economic development are expressed in the comments received: increased higher quality employment opportunities; improved wages; a focused program for business retention and targeted expansion; stabilization if not outright reduction in property taxes paid; retention of youth and attraction of young adults and families; maintenance and expansion of events and activities to further enrich recreational and cultural attractiveness of the community; and enhanced vitality of major and emerging not-for-profit institutions.

It is clear that economic advancement and prosperity should not occur to the detriment of the community's character and small town qualities. Therefore, goals relating to community and economic development must be set in a manner that maintains and enhances these characteristics while providing the residents opportunities to advance their economic condition and the Village economy as a whole. The residents emphasized the unique quality of life that exists in the community and that this is rooted in a well-scaled and balanced built environment set within one of the most unique natural settings in the country. Therefore, opportunities to enhance, protect, and build upon the Village's "small-town charm" will be an important element of successful community and economic development strategies.

Based on the community input received in preparation for this plan, goal-setting as it relates to community/economic development has been divided into eight (8) elements. These elements have been derived directly from the comments and concerns as expressed by the residents during the public outreach effort in the fall of 2011 and from the input gathered from related and past planning efforts in the Village.

4 Luloff, A.E., and J. Bridger. 2003. "Community Agency and Local Development." Pp. 203-213 in *Challenges for Rural America in the Twenty-First Century*, edited by D. Brown and L. Swanson. University Park, PA: Pennsylvania State University Press.



B. Goals:

The eight (8) elements of community/economic development and the associated goals are as follows:

Employment:

The provision of meaningful and diverse job opportunities.

Goals relating to employment are as follows:

- a. Private sector employment opportunities;
- b. Private sector employment will complement the skills of the work force and characteristics of the infrastructure;
- c. Opportunities will be increased across the employment spectrum: From full-time, year-round, to part-time, year-round to seasonal, full-time to seasonal, part-time; and,
- d. Comprehensive skills development and job training programs.

Wages/Salaries:

The income derived from labor performed. At a minimum the wage structure in the economy should provide a “living wage” that meets the basic needs for shelter (mortgage, property taxes and energy costs for heat), food, medical expenses and transportation. However, it also is intended that efforts to improve the wage structure will ultimately provide sustained prosperity for the residents of the Village.

Goals relating to wages/salaries are as follows:

- a. Long-term and sustained increases in household incomes will be provided through a diversified offering of employment opportunities;
- b. Employment well-matched to resident interest and skill sets; and,
- c. Incomes will be improved in a balanced manner across the wage scale.

Business Retention/Attraction/Recruitment:

Maintaining the current level of business activity while undertaking measures to thoughtfully expand the commercial and industrial base in the Village. In light of the comments received relating to business retention and expansion the goals must be carefully set within the parameters of the existing land use pattern. The residents offering input relating to this topic uniformly remarked about the qualities of the Village that makes it such a special community. The qualities mentioned include the charming nature of the downtown; the historic architecture of the residential and commercial building stock; the heritage of the Village as a “healing community”; its setting in a pristine, natural wilderness; its desirability as a destination for visitors and incoming residents; the presence of a thriving arts community; the traditional appeal of the downtown; and immediate access to abundant outdoor recreational activities.

When considered in total these qualities provide a unique and well-defined framework under which business retention/attraction/recruitment goals can be set. The uniqueness of the built environment in the Village and natural setting surrounding it as noted in the referenced qualities speak to the need to undertake business development in a manner that fits into the existing development pattern, and works to enhance it and not

THIS IS SARANAC LAKE:

Development of BioTech Cluster

The Trudeau Institute of Saranac Lake was founded in 1884 as a tuberculosis treatment and research facility and has been committed to improving wellness through continued medical research. The Institute is home to eight research teams and employs 100 persons.

The Lake Placid-Saranac Lake region is home to three additional biotech companies: Active Motif, Myriad RBM, and Bionique. After learning that both companies had outgrown their current locations, the Village approached Myriad RBM and Active Motif about relocating to Saranac Lake to expand and be in closer proximity to Trudeau Institute. In 2012 the Village leased 2,400 sq. ft. in the Water Building at 17 Main Street to Active Motif. In 2011 the Village leased all 8,100 sq. ft. of the former Village Offices at 3 Main Street to Myriad RBM. The projects will immediately bring 30 jobs to downtown and create up to 21 additional jobs.

To continue this momentum the Village is seeking to construct a 10,000 sq. ft. incubator facility to house bio-tech and manufacturing businesses.



This project is funded through the New York State Department of State with funds provided under Title 11 of the Environmental Protection Fund.

D. Planning Categories

THIS IS SARANAC LAKE:

The Saranac Lake Local Development Corporation

“The Saranac Lake Local Development Corporation exists to relieve and reduce unemployment; promote and provide additional and maximum employment; improve and maintain job opportunities; attract new industry; retain existing industries; and lessen the burdens of government.

The public objectives of the corporation are to apply for grants and loans to achieve its purposes; to acquire real or personal property, or interests therein, for use by others as industrial or manufacturing plants or commercial enterprises; to foster and encourage the location or expansion of industrial or manufacturing plants and other commercial enterprises in the Village of Saranac Lake.”

be in conflict. The limits of this framework need not be viewed as a constraint as the sheer quality of the noted characteristics yield living conditions in the community that are very attractive and highly desirable. This attractiveness and desirability, if properly managed, can yield an equally attractive business environment – high quality of life for employers/employees while achieving on-going profitability.

Goals relating to business retention/attraction/recruitment are as follows:

- a. Improved entrepreneurial spirit of existing businesses and residents;
- b. Existing local and regional businesses and entrepreneurs will be consulted about their needs, future plans and how they could expand within or into the Village;
- c. Active lines of communication within the development community (commercial land owners, real estate representatives, business developers, and regional and national chain retailers);
- d. Communication with members of the North Country Regional Economic Development Council will be established and maintained;
- e. Currently vacant land and/or under-utilized buildings within the core of the community will be in-filled;
- f. Economic development initiatives consistent with the policies (Policies 2.1 through 2.5) of the Village’s Local Waterfront Revitalization Program (LWRP);
- g. Business retention/attraction/recruitment and tourism marketing and visitor attraction initiatives will be undertaken as outlined in the Saranac Lake Region Comprehensive Economic Development Strategy (CEDS); and,
- h. Coordinated elements of the economic/community development delivery system.

Land Use Pattern – Maintenance and Future Modifications:

The existing land use pattern in the Village is reflective of a community that has been evolving since its incorporation in 1892. In basic terms the historic nature of the development pattern is concentric with a commercial core serving as a center for goods and services and “rings” of residential development concentrated around this core. The 1988 Village Master Plan Update refers to the existence of seven hills around the Village at the top of which residential development has been concentrated⁵. Travel corridors were established through the interconnected lowlands. Typically, in communities with such extensive heritage, the residential pattern is less dense further from the core. The onset of automobile travel over time has effectively fragmented this pattern as commercial uses have concentrated along roadway corridors as they seek to locate in close proximity to travelers along arterials and collector roads. Therefore, commercial land use patterns typically take on a linear shape as they follow travel corridors in and out of the core area. The travel corridors serve as physical divisions between the neighborhoods, fragmenting residential areas.

However, the compact nature of the Village totaling approximately 2.49 square miles (1,597 acres) requires that existing land uses ranging from vacant and open spaces to residential to commercial to industrial and institutional occur in a highly integrated manner, thus contributing to the small-town feeling as overwhelmingly noted by the residents as a strong attribute. Therefore, maintenance of the integrity of the existing land use pattern while fostering development within the Village is a key premise to goal setting relating to land use planning.

⁵ Saranac Lake Master Plan Update, page 33; Lane, Frenchman and Associates, Inc.; January 1988



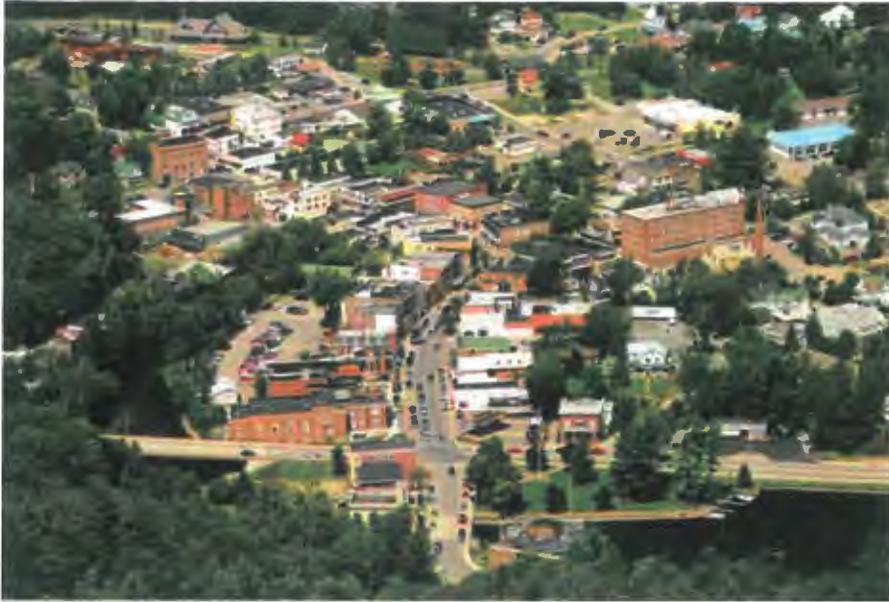


Photo courtesy of Mark Kuntz Photography

Goals relating to land use are as follows:

- a. Land uses that foster prosperity and enhance the natural, cultural, and small town qualities of the Village;
- b. Characteristics of residential neighborhoods in the Village will be maintained;
- c. The downtown area will be the recognized commercial center of the Village and the region;
- d. Existing commercial areas will host diverse uses that are responsive to needs of the local and regional market, aid in the provision of increased employment and have maximum impact on the growth of the taxable property base;
- e. The vitality of the downtown area and commercial corridors will be increased through encouragement of concentrated, compact, and properly scaled mixes of land uses;
- f. Thoughtful review of opportunities for annexation;
- g. Neighborhood associations will be formed as a practical means for residents to come together and discuss common goals and needs and communicate these goals and needs to elected officials and Village staff;
- h. Well-planned expansion of institutional uses will be encouraged to enhance the heritage of the community and extend opportunities for education; and,
- i. The land use law will be modified and strengthened to better advance the Village's goal of encouraging compact, mixed uses in the downtown area while maintaining important local assets, including the residential character of Village neighborhoods.

Annexation:

Villages are typically municipalities with comparatively small footprints comprised of smaller parcels and relatively dense patterns of mixed land use. Yet as with other municipal formats (cities, towns, counties) villages can experience growth both demographically (total population) and physically (new and/or expanded building stock – residential, commercial, institutional and industrial; infrastructure – roads, utilities; and



Section 2. Recreational Resources/Facilities and the Arts

A. Introduction and Explanation:

The recreational and cultural facilities and resources of the Village are best described as a system of appealing resources, facilities and opportunities for all Village residents and visitors for their enjoyment as they pursue a healthier life style. Examples of component parts include fishing, hunting, hiking, camping, snowmobiling, bicycling, boating, canoeing, municipal parks – active and passive, multi-purpose trails and pathways, playgrounds, theaters, studios, and galleries. During the workshops held at the outset of plan preparation the residents consistently remarked about the positive contributions recreation and the arts make to their daily life. The abundant recreational facilities and resources in and in close proximity to the Village enrich the qualities of daily living. Similar comments were noted regarding the importance of the arts community. Although at one time fledging in its reach within the Village, the community of artists and the associated variety – visual (drawing, painting, sculpture, architecture and video) performing (dance, music, and theatre), applied arts (crafts and design), healing, and literary arts are growing in number and variety. The presence of a strong arts community provides not only an opportunity for expression of individual skills and creativity, but is also a means by which the heritage of the community can be broadened and expressed.

Recreation and the arts make meaningful contributions to the economic vitality of the Village. As such, as these facilities and resources build and grow to a critical mass they act as an economic driver in the region by attracting recreationalists of all types (hunters, fishermen, snowmobilers, climbers, hikers, cyclists, boaters, canoeists, skiers) and patrons and collectors of the arts. These activities appeal to residents as well as draw visitors from a wide area thereby directly increasing economic vitality through the sale of associated goods and services and indirectly through increased activity in complementary business sectors (i.e. lodging and food services).

Planning for recreation and the arts is a deliberate process of decision making about the future management of these resources and opportunities. Plan development must consider the existing resources and facilities and their available capacities and current conditions; voids in the programs and facilities as they are compared to the interests of the public; how these resources fit into a larger regional system; how their potential recreation alternatives might effectively contribute to regional recreation diversity; and what opportunities exist to responsively grow and link to larger systems.

B. Goals:

The eight (8) elements of recreational resources/facilities and the arts and the associated goals are as follows:

Access/Linkages/Connectivity:

The Village is ideally positioned both geographically and in the capacity of its built environment (lodging, food service, galleries, and recreation facilities) to have a strong and continuing interface with recreation and arts in the region. Also, see Section 6.



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Infrastructure and Utilities, B. Sidewalks and Pathways; and Section 9. Transportation, B. External Transportation.

Goals relating to access/linkages/connectivity are as follows:

- a. The Village will be at the center of a network of multi-use trails and pathways that are strategically connected, internally and externally;
- b. Safe and convenient movement of pedestrians, cyclists, and hikers through, into and out of the Village;
- c. The trails and pathways will be well-signed providing meaningful and informative direction to users of the network;
- d. The marketing of the trails and pathways will draw visitors to the Village from across the country; and,
- e. Public/private facilities will be integrated with trails and infrastructure to connect points of interest.

Activities for Children and Young Adults:

The declining population among children, teenagers and young adults is a broad-based issue not only in Saranac Lake but in communities across the Adirondack Park. It is the observation of many of the attendees to the public workshops held in preparation of this plan that increased recreational and “arts-oriented” activities and events can be an important element in the overall program of initiatives that is intended to reverse this trend.

Goals relating to activities for children and young adults are as follows:

- a. Varied events and activities throughout the calendar year with a focus towards the interests of families with children;
- b. Village residents will successfully establish adequate facilities (pathways, trails, a skate board park, playgrounds, recreation fields, ball fields, etc.) that diversify and accommodate the expanded needs for the recreational and leisure-time activities for children and young adults;
- c. The events and activities experience high levels of participation from residents and visitors;
- d. The activities and events will be integral to marketing of the Village as a destination for visitors from across the country; and,
- e. Numerous cultural attractions to the benefit of children and young adults.

Variety and Diversity:

An inherent quality of recreational and arts-oriented activities and events is their flexibility and adaptability to the interests of a wide range of groups and interests benefiting residents and visitors alike. Therefore, increasing the diversity and variety of recreation, recreational facilities (i.e. recreation fields) and the arts in a manner that complements the strengths of the Village setting will further enhance the quality of living in the Village and further establish the community as a vibrant destination.

Goals relating to increasing the variety and diversity of recreation and art are as follows:

- a. The arts, including theater and visual and musical arts, advances Saranac Lake’s future by encouraging tourism, and promoting the overall quality of life in the village;

THIS IS SARANAC LAKE:

Saranac Lake ArtWorks

“ArtWorks is supported by a membership of artists, galleries, theatre and art related businesses in the greater Saranac Lake, New York region. Our mission is to promote the community through the arts and help the village of Saranac Lake become the arts destination of the Adirondacks.”



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- b. Diverse art venues and recreational activities;
- c. Art and recreation events and activities will span the seasons of the year;
- d. Art and recreation events will emphasize healthy living;
- e. Art and recreation events will provide opportunity for artisans and recreationalists to pursue their interests in outdoor as well as indoor venues;
- f. Recreation-oriented tournaments, races and competitions make strategic use of the outdoor assets of the region;
- g. Recreation-oriented activities will fulfill the day-to-day non-competitive, leisure time pursuits of residents and visitors to the region;
- h. The range of recreational activities in the Village will be expanded to include agricultural pursuits; and,
- i. Support for academic events and recognition, the arts, sports programs and competitions, and cultural activities in the local school district as part of the education and culture of youth in Saranac Lake.

Reinforce and Grow the Image of the Village as a “Healthy Community”:

Perhaps the most identifiable characteristic of the Village is its heritage as a “healing” community. The climate of the Village is so pure that mere residence within it has proven to be a “rest cure” for tuberculosis. This heritage in association with the abundant recreational opportunities in and around the Village contributes to an image of wellness and health.

Goals relating to reinforcing and growing image of the Village as a healthy community are as follows:

- a. The Village as the center for the healing arts in the region;
- b. Support will exist for healing initiatives in Saranac Lake; and,
- c. Village residents will successfully establish complementary facilities that enhance the overall health of the community.

Complementary Administration/Marketing:

A key element to the success of recreation and arts-oriented pursuits is a strong and highly coordinated program of administration, execution and marketing. Often occurring “behind the scenes” and well in-advance of the actual occurrence of the event or activity, successful planning, marketing and execution must occur through a well-managed process overseen by involved and committed individuals.

Goals relating to complementary administration and marketing are as follows:

- a. A successful and enduring program of events, activities and festivals;
- b. The resulting success will be a direct result of organized and well managed event and activity planning and administration; and,
- c. The Village will encourage the successful planning, marketing and execution of events, activities and festivals through a well-managed process overseen by involved and committed individuals.

Artisan Support and Expansion:

The number of artisans moving into the region surrounding the Village has increased significantly over the last ten years. The Village and surrounding setting have proven to provide a favorable environment to foster creativity and skills development.





Furthermore, the downtown is an excellent location for the display and sale of arts and crafts as demonstrated by the success of the members of ArtWorks. This success not only establishes the community as a premier location for new artisans in which to settle but also has an increasingly positive impact on local commerce and the economy in general.

Goals relating to artisan support and expansion are as follows:

- a. The number of artisans living and performing in the Village and surrounding region will reach a critical mass to the extent that the arts both in practice and commerce provide a significant boost to the local economy and overall culture of the Village;
- b. Events related to the support of the arts will be conducted in public parks across the Village; and,
- c. The Village will endeavor to promote the arts through events and support of the local arts community.

Waterfront Access:

The desire to stay in contact with the waterfront areas of the Village is a strong among the residents. The relationship between residents and the waterfronts in the Village is well documented throughout the history of the Village in numerous plan documents and projects. The result is waterfront parks, a boat launch, a public beach and the Riverwalk as tangible evidence of the heritage and prominence that access to the water bodies of the Village takes among residents and visitors.

Also, in 2004 the Village adopted a Local Waterfront Revitalization Program (LWRP) that sets forth a vision and strategies for improvement of waterfront areas throughout



Section 3. Historic and Cultural Resources

A. Introduction and Explanation:

The heritage of a community is often times a core determinant in the development of a community's character and identity. This precept is especially true in the Village of Saranac Lake. Its heritage as a "healing community" not only provided a basis for the community's identity that is still relevant today but it actually shaped the architecture of many of the buildings that comprise the built environment. The cure cottages by accommodating maximum exposure to the outside air are recognized by abundant exterior porches. The architecture of these buildings is noteworthy across the Village. Furthermore, the curing nature of the air aided in the establishment of a medical treatment and research center that built and supported the local economy, an economy that flourished through the middle of the 20th century. The result is a pattern of development and buildings from the late 19th century through the first half of the 20th century that remains largely intact.

Contrary to past approaches in community planning that sought to demolish older buildings in favor of less interpretive, modern structures, many communities, as reflected in their comprehensive plans, opt to retain their historic structures as evidence of unique qualities and characteristics. The comments from the residents attending the community workshops in October 2011 reflect strong pride in the heritage of their community and the qualities that provide a unique and pleasing living environment. Commenters noted the historical architecture; the heritage associated with treatment of tuberculosis; the compact nature of the downtown, the well-scaled nature of the older buildings and how they match well with the surrounding environment, natural or man-made; residential neighborhoods in close proximity to one another as well as the downtown core; and the resulting "walk-able" nature of the environment. When considered in total a strong sense of pride in the heritage of the community runs through the comments received and associated sense that these qualities are deserving of conservation to ensure their continued use and enjoyment by current and future generations.

However, in addition to the sense of appreciation of the form of this environment there are also associated comments that suggest, with attention to proper planning, that the built environment can functionally support growth of the Village as well.

B. Goals:

The goals relating historical and cultural resources are divided among three (3) elements as follows (also see Section 8 – Housing):

Preservation:

The historical characteristics of the built environment in the Village are viewed as being high in quality and unique. These are strong attributes that justify a planned approach emphasizing retention, restoration and continued use or adaptive reuse. While the characteristics are recognized for their heritage and uniqueness, there is also awareness that the conditions among some of the buildings and structures are deteriorating and in need of repairs. In undertaking this approach to retention,

THIS IS SARANAC LAKE:

Village Improvement Society

In 1907 a group of visionary businessmen recognized the beauty of the community and retained the Olmsted Brothers, landscape architects, who completed designs for noteworthy parks including Central Park in Manhattan and Fenway Park in Boston. The "Olmsted Plan" was submitted in 1908 and set aside in 1909 as being too expensive and called for removal of too much commercial property from the tax rolls. Not to be deterred, on April 10, 1910, a group of local women formed the Village Improvement Society (VIS) as a means to advance the plans as called for in the Olmsted document.

In 1912 the VIS purchased a small triangular shaped piece of land at Church and River Streets to be preserved as a park. Today that park is known as Veteran's Park and is arguably the most prominent park area in the Village.

The VIS has been active since its inception buying land, developing parks and deeding many to the Village, while owning and maintaining others. The VIS also spearheads downtown beautification efforts through flower baskets and plantings. In 1985, in recognition of long standing contributions to the Village the VIS was awarded the President's Volunteer Action Award.



D. Planning Categories

maintenance and restoration, emphasis cannot rest solely with form of the building or structure but also with its function or use going forward. The degree to which historic buildings or structures can accommodate uses that meet the needs of the community through the 21st century will be meaningful in their continued and long-term viability.

Goals relating to preservation of historic and cultural resources are as follows:

- a. Mixed uses among the historic buildings in the downtown area;
- b. Historic residential buildings and cure cottages, including accessory or secondary buildings (i.e. carriage houses and garages) in the Village to the extent practicable, will be retained and/or restored to their original configurations;
- c. Preservation efforts relating to historic buildings, cure cottages, and associated accessory or secondary buildings, and cultural resources, to the extent possible, will include elements that facilitate continued use, or adaptive reuse; and,
- d. New infill development in the downtown area and in residential neighborhoods, when appropriate, will architecturally respect and complement the historic and cultural context of the setting.

Outlook and Perception:

The degree to which conservation efforts are successful is directly related to the awareness and support among the residents and property owners. As indicated in the comments from residents, appreciation for the attractiveness and increased value associated with restored and preserved buildings, structures, and cultural resources can build enthusiasm for the program while furthering an overall sense of pride in the community.

Also, it is important that protective and restorative efforts occur under a proactive framework that provides guidance and assistance rather than being simply viewed as another hurdle to cross or obstruction to get by. A coordinated program should be developed that includes volunteer efforts, supportive and active participation from



D. Planning Categories

property owners, meaningful financial incentives for participation and a set of locally endorsed guidelines to assist in steering restorative efforts.

Goals relating to the outlook and perception of historic and cultural resources are as follows:

- a. The residents of the Village will take pride in the history and cultural resources of the Village;
- b. Ways to expand the reach and impact of historic and cultural resources will be continually explored and enthusiastically supported;
- c. Local guidelines for preservation and management of historic resources provide meaningful direction to owners and developers seeking continued use of these buildings and structures; and;
- d. The residents of the Village thoroughly understand the economic benefits associated with preservation efforts.

Contribution:

Historical and cultural resources provide meaningful contributions to a community. Contributions include the means by which the unique identity of the community is defined, the heritage of the community is preserved, and the unique talents and skills of residents are shared among fellow residents and visitors.

Goals relating to contributions of historical and cultural resources are as follows:

- a. Historical and cultural resources continue to be widely enjoyed by residents and visitors alike.

C. Priority Initiatives and Next Steps:

Conservation; and Outlook and Perception:

Step #1: Preservation of Qualifying Commercial/Industrial Buildings – It is suggested that a meeting between representatives from the Village Department of Community Development, Historic Saranac Lake and the Village Local Development Corporation (LDC) be conducted for the purpose of discussing how elements of incentivized investment programs based upon available historic tax credits through the state and federal government could be coordinated with available funding assistance programs as primary elements to a formalized commercial/industrial building retention and reuse program. Once formalized, the program would be used to recruit new owners and investors into the Village as a means to restore the historic elements of qualifying buildings while achieving the highest and best mix of uses (commercial, light-industrial, residential, office, institutional, etc.).

Upon formalization of the program it is further suggested that the historic commercial/industrial building investment program be coordinated with the business retention and recruitment efforts and marketing strategy as described in Section 9 – Community/Economic Development: Priority Initiatives and Next Steps: Employment; Wages/Salaries; Business Retention/Attraction/Recruitment; Property Tax Stabilization/Reduction; Retention of Youth.



Section 4. Commercial and Industrial Facilities

A. Introduction and Explanation:

Commercial and industrial facilities are those components located within the Village that serve to assist with the execution of commerce and industry. Examples include buildings used to house industrial or commercial operations and/or support structures that complement these operations. These facilities provide the means for workers to conduct their skills; manufacturers and assemblers to fabricate and build their products, shopkeepers and store owners to market their products, and service providers to perform their functions. As such, these facilities provide vital functions relating to sustaining and growing the economy of the Village and the surrounding region.

Based on the community input received, goal-setting as it relates to commercial and industrial facilities has been divided into four (4) elements. These elements have been derived directly from the comments and concerns as expressed by the residents during the public outreach effort in the fall of 2011 and from the input gathered from related and past planning efforts in the Village.

B. Goals:

The four elements of commercial and industrial facilities and the associated goals are as follows:

Scale/Use/Location:

Fundamental considerations of the residents commenting on this topic related to the scale of commercial and industrial facilities, how they are used and where they are located. These facilities play a vital role as locations for the provision of goods and services (discretionary and non-discretionary; public and private) to the residents of the Village and the wider region. This is particularly applicable in Saranac Lake as the Village is recognized as a centralized destination for such services. The residents expressed a desire for a mix of uses at an appropriate size as part of well-designed projects that are responsive to the needs of the community as well as visitors. Associated with these fundamental aspects is a further desire for these facilities to be attractive with architectural characteristics that are in keeping with the existing building stock.

Furthermore, the Comprehensive Economic Development Strategy from 2007 concluded that retail sales in the area are fairly strong; the Village needs to differentiate itself in order to capture a greater proportion of retail sales; demand from area residents is likely to remain similar to current levels; the area is “vastly underserved” by general merchandise stores; the number of second homeowners is another underlying reason for strong retail sales; and while shopping was among the most popular activities among visitors they were generally unsatisfied with the overall quality of their experience¹⁰ (also see Section 8.C. – Housing).

THIS IS SARANAC LAKE:

The Community Store in Saranac Lake

The concept for a community-owned retail store was actually born out of an effort to recruit a national retailer into the Village. In 2006 dedicated residents formed the “Alternative Options” committee to investigate replacement of the recently closed Ames department store. As the market was not sufficient, focus shifted to the “community store” concept. The specific store investigated was the Powell Mercantile or “Merc” in Powell, Wyoming – a community remarkably similar to Saranac Lake.

Sharon Earhart, president of The Merc, visited Saranac Lake in June 2006 to present the concept to the community. A plan was then developed and on July 17, 2007 a share offering began at \$100 per share. The offering closed on December 21, 2011, with 5,417 shares sold to over 700 investors. The grand opening of the Store was held on November 19, 2011. The Store is located at 97 Main Street and is open 7 days per week. In keeping with the original concept, the merchandise is tailored to the needs of the community and a suggestion book is at the cashier for patrons to suggest additional offerings.

10 Saranac Lake Region Comprehensive Economic Development Strategy: Conclusions – Retail Market Analysis; pp. 23-24; Camoin Associates, 2007



Goals relating to the scale/use/location of commercial and industrial facilities are as follows:

- a. The underutilized and/or vacant commercial and industrial facilities across the Village will be rehabilitated to reflect their architectural heritage;
- b. The underutilized and/or vacant commercial and industrial facilities across the Village will be utilized to their maximum capacity;
- c. New commercial and industrial facilities will be developed in a manner that complements the architectural integrity of the existing building stock;
- d. New commercial/industrial facilities serve the needs of the community as well as visitors to region;
- e. New and/or expanded commercial and industrial facilities will be of the same scale and character of the traditional commercial buildings of the Village;
- f. Small-scale retail and service-related outlets will be conveniently located within residential areas; and,
- g. Home occupations will be encouraged.

Employment:

The public comments received concerning Commercial and Industrial Facilities recognize the direct relationship between the availability of adequate facilities and the capacity to provide job opportunities for the residents of the Village. Furthermore, these facilities should be oriented towards employment that is year-round in nature and is well-paying (defined as a livable wage to meet the relative expenses for housing, food, clothing, utilities and typical discretionary expenditures of households in the Village).

Goals relating to employment in association with commercial and industrial facilities are as follows:

- a. The existing commercial and industrial building stock and associated support structures in the Village will be upgraded to maximize year-round employment opportunities; and,
- b. Newly developed facilities; whether through expansion, infill or new construction; will emphasize job growth.

Occupancy:

The occupants of these facilities are equally important to their successful function in the overall landscape of the community. Regarding this aspect of commercial and industrial facilities, residents expressed a desire for diversity and variety among the uses offered while providing a context for quality employment as described above.

Goals relating to the occupancy of commercial and industrial facilities is as follows:

- a. Occupancy of existing commercial and industrial facilities will result in these facilities being improved;
- b. Occupancy of commercial and industrial facilities will occur at optimal levels;
- c. Occupancy of commercial and industrial facilities will occur with minimal impact to adjoining neighbors and residential areas;
- d. Occupants of commercial and industrial facilities will represent a diverse range of uses; and,
- e. Commercial and industrial facilities provide a wide variety of goods and services to the residents of the Village and visitors to the region.



D. Planning Categories



Opportunities:

Although the existing commercial and industrial facilities have demonstrated the capacity to meet the needs of the resident population, it is expected that this demand will continue to evolve and grow with the corresponding growth in the population of both residents and visitors over the coming years. Influencing this demand will be the ever-changing nature of technological influences on the day-to-day lives of community residents. Furthermore, commercial and industrial land uses have physical and regulatory boundaries that logically limit their expansion. Therefore, how commercial and industrial spaces are used is ever changing while the opportunities to simply add more space are limited. Under this scenario advancements that contribute to efficient use of these spaces (horizontally and vertically) will be needed if the Village is to continue to grow. Furthermore, efficiently using existing land and commercial and industrial buildings represent opportunities to maximize the effective and productive return of these assets to the community.

Goals relating to the opportunity to use commercial and industrial facilities are as follows:

- a. Commercial and industrial facilities in the Village, both existing and newly built, will represent state-of-art use of design and technology; and,
- b. These facilities will maximize their return to Village residents in terms of employment offered, property tax revenue generated, and on-site attributes to increase productivity.

C. Priority Initiatives and Next Steps: Scale/Use/Location; Employment; Occupancy; and Opportunities:

It is recommended that the initiatives to address the goals for commercial and industrial facilities be pursued in a holistic manner. The needs relating to these facilities as reflected in the goals above are, by their nature, highly integrated. Moreover, implementation of responsive initiatives need to be integrated as well. Therefore, a series of steps to address the stated goals are as follows:



Step #1: Update the inventory and analysis of the commercial and industrial building stock and vacant land. A prior inventory was prepared in July 1982 summarizing existing land uses, physical constraints, areas suitable for development, and inventory of the commercial and industrial buildings and lands in the downtown core of the Village. Updating this inventory is a logical first step in understanding the immediate opportunities for maximizing the use of existing commercial and industrial buildings. It is recommended that the inventory include a site and/or building assessment of condition and availability of telecommunication infrastructure as a means to adaptively reuse buildings.

Step#2: A public/private approach is recommended for comprehensively rehabilitating substandard conditions, restoring facades, upgrading technological infrastructure, and marketing vacant and/or underutilized buildings in the interest of attracting new, proactive ownership and/or tenants into the buildings. Design of rehabilitation efforts should consider:

- Maximum flexibility of uses (i.e. light industry, commercial, office, residential, etc.);
- Conservation measures relating to energy and water use;
- Restoration of historic elements where practicable; and,
- As part of the partnership effort, it is envisioned that the Village, where possible would access funding programs as made available from relevant state and federal agencies.

It is further suggested that where possible rehabilitative efforts maximize the use of state and federal funding assistance programs. These programs may provide supplemental assistance for the repair of primary structural components, substandard conditions and/or building facades.

Step #3: The development of the business retention and recruitment initiatives and the market strategy as outlined in Section 9: Community/Economic Development, should occur in a manner that reflects the attributes and characteristics of the existing available and/or underutilized commercial and/or industrial facilities in the Village. Target businesses with needs that are well suited in terms of scale and setting should be priority considerations for these types of initiatives and should be one of the prime focuses of the market strategy. It is further suggested that similar consideration should be given to opportunities for enabling the mixed use of commercial/industrial facilities. Depending upon the specific circumstances, there may be opportunity for mixing a range of land uses from light assembly to manufacturing to office-related uses to retail/wholesale sales to multi-family residential.



D. Planning Categories

Goals relating to housing are as follows:

- a. A blend of older and newer units across a spectrum of types;
- b. Occur on infill and/or subdivided parcels;
- c. Appropriately divided between owners and renters;
- d. Offer a variety of amenities and at a wide range of cost; and,
- e. Provide practical options for housing the elderly and other persons with challenges that limit their capability to live in a traditional, stand-alone residence.

Affordability:

In consideration of the number of comments received, the capacity for residents to own or rent housing is an increasing concern among the residents of the Village. The total housing cost in practical terms, especially in the climate of Saranac Lake, is not limited to purchase but also includes heating costs and property taxes.

Goals relating to housing affordability are as follows:

- a. Continual participation in federal and state housing programs;
- b. New housing will be at purchase costs in line with the median household income of the Village;
- c. A comprehensive and coordinated housing program;
- d. An expanded tax base and a growth rate of the property tax levy that will be consistent with inflation; and,
- e. The residents of the Village become less reliant on housing subsidies.

Location:

The comments relating to location recognize the significance of housing to the downtown area and its continued viability and economic growth. Housing in the downtown area provides a means to productively utilize the upper floors of buildings while placing residents directly within the downtown environment and all the shops and amenities found there. This approach to mixed use of these buildings is beneficial to the building owner through maximization of building use and return on investment; to the Village through maximization of assessed valuation and to the shop owners through increased patronage from downtown residents (also see Section 4. Commercial and Industrial Facilities).

Goals relating to housing location are as follows:

- a. There will be ample supply of housing on upper floors of the downtown area; and,
- b. New housing will be built in close proximity to recreation facilities and service providers.

Condition:

The residents commenting on housing condition expressed concern over the deterioration of building elements that may be a threat to the health and safety of occupants. In some instances structural and mechanical elements in buildings dating back to the early to mid-twentieth century or earlier have fallen into disrepair to the point where they are not only a blighting influence to the neighborhood but a potential threat to safe and healthful occupancy. In these instances the residents expressed need for rehabilitation of the existing buildings, particularly in instances where the cure cottages have fallen



Section 9. Transportation

A. Introduction and Explanation:

The discussion of transportation focuses on the support infrastructure needed for the movement of people and goods to function in a safe and efficient manner. In the Village transportation basically occurs at two levels; local or within the Village boundary and referred to as “intra-village” and, “external” meaning outside the municipal boundary and across the region.

In terms of why people move through an area the destinations and reasoning for travel are highly variable and are dependent on the needs of the traveler, the distance needed to be traveled, and/or the function being fulfilled (i.e. goods leaving or coming into the Village). Correspondingly, the modes of transportation must be equally variable to meet these wide-ranging needs. Therefore, goals for improving transportation facilities to address these needs are broken down into intra-village goals for within the Village boundary and external goals to transportation improvements outside of the Village.

B. Goals:

Intra-village Transportation:

At the intra-village level alternative modes such as pedestrian and bicycle are viable as distances between destinations are shorter and the Village primary pedestrian infrastructure, sidewalks, are reasonably available for use. Bicycling is also a highly viable option and by comparison to pedestrian travel affords reduced travel time. As a practical consideration the winter season and associated conditions on roads can inhibit these alternative forms. Residents in speaking to transportation within the Village support increased use of alternative transportation particularly in consideration of increased costs for fuel and the health-related benefits associated with walking and bicycling. As such, related infrastructure in terms of sidewalks, bicycle lanes, and strategically located bicycle racks need to be in place and regularly maintained as means to facilitate the use of these alternative modes. Public transit is also an increasingly viable form of transportation particularly as rising fuel costs adversely impact the feasibility of individual vehicle usage.

The provision of parking is a vital accessory function to the transportation of residents and visitors to the Village.

In the downtown area the private land owners and/or building tenants are not required to provide off-street parking. The Village, as a public service, offers public off-street and on-street parking available with no direct fee to parking patrons. On street, parallel spaces and off-street parking lots are provided and maintained by the Village throughout the downtown area. As a practical consideration this service is provided at a year-to-year cost in terms of lease payments for some areas, maintenance and snow removal. Longer term maintenance of Village owned lots can involve more significant funding for resurfacing, striping and retaining wall repair. Parking volume in the downtown area requires constant monitoring as the land use pattern and associated density changes and fluctuates over time.

THIS IS SARANAC LAKE:

The Olympic Scenic Byway

The Olympic Scenic Byway is one of nine byways that guide travelers through the heart of millions of acres in the Adirondack Mountain region. In many places, Scenic Byways are designed to take travelers off an area's main transportation routes and onto roads with special intrinsic qualities that create exceptional driving, cycling and hiking experiences. The byways of the Adirondack North Country are much more than a trail or a road. They are, in fact, the routes used every day by the people who live and work here. They are the vital lifelines that connect more than 200 communities whose residents enjoy the region's long, rich history. The byways serve as gateways to areas of exceptional scenic beauty and allow for direct contact with the unique attributes this region has to offer.



Outside of the downtown area parking needs across the spectrum of land uses (residential, industrial, commercial, office-related, institutional, recreational) are, for the most part, met through the provision of off-street parking. The land use code continues to impose the requirement for off-street parking at varying ratios depending on the nature of the associated land use. On this basis parking needs are met as land uses change and evolve.

Goals relating to intra-village transportation are as follows:

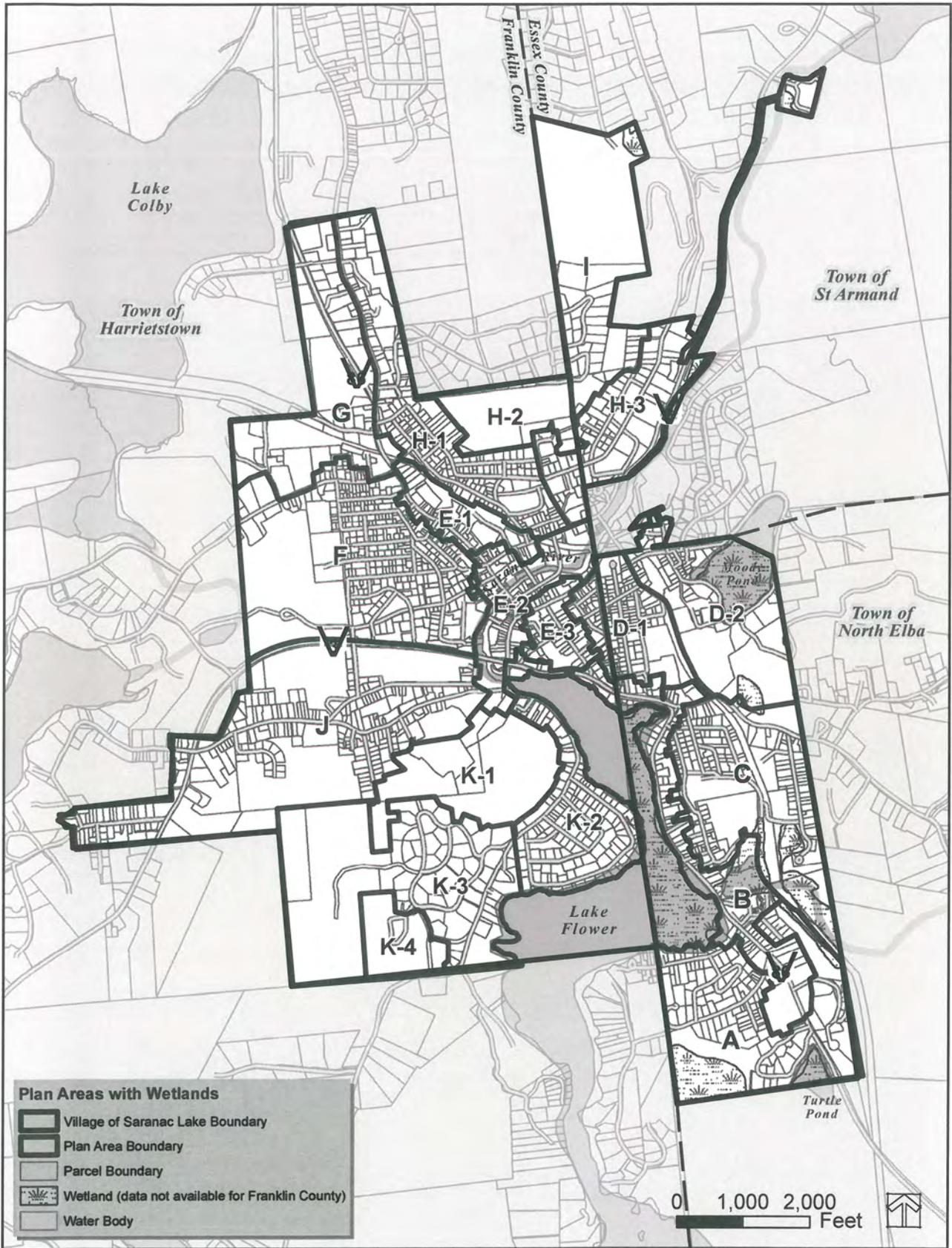
- a. The Village transportation infrastructure (roads, sidewalks, public parking areas, support drainage structures) will be in good condition and complement the scale and character of the community;
- b. Major access corridors are complete and provide facilities for all modes of transportation (vehicular, pedestrian and bicycle-based). These elements will be provided within the existing publically-owned right-of-way, preferably without the purchase of additional private property;
- c. Village transportation infrastructure will enable safe, comfortable access for all users. Pedestrians, bicyclists, persons with disabilities, and motorists of all ages and abilities will be able to safely move along and across the streets of the Village. Travelers will find it easy to cross the Village streets, walk to local shops, and bicycle to work;
- d. Village-provided public vehicular and bicycle parking in the downtown area will be well-balanced with the needs of the land use mix in the downtown area and on-street spaces and Village-owned parking areas are well-maintained;
- e. Transportation infrastructure will support effective linkage between popular destinations including but not limited to, recreation destinations, places of employment, service providers, and shops and stores;
- f. The travel needs of people, including elderly residents, moving among the varied destinations in the Village will be increasingly met through a public transit system; and,
- g. In keeping with its heritage as a healing and healthy community Village residents will be renowned for their healthy life-style resulting from, in part, use of the Village's accommodation of alternate modes of transportation such as walking and bicycling.

External Transportation:

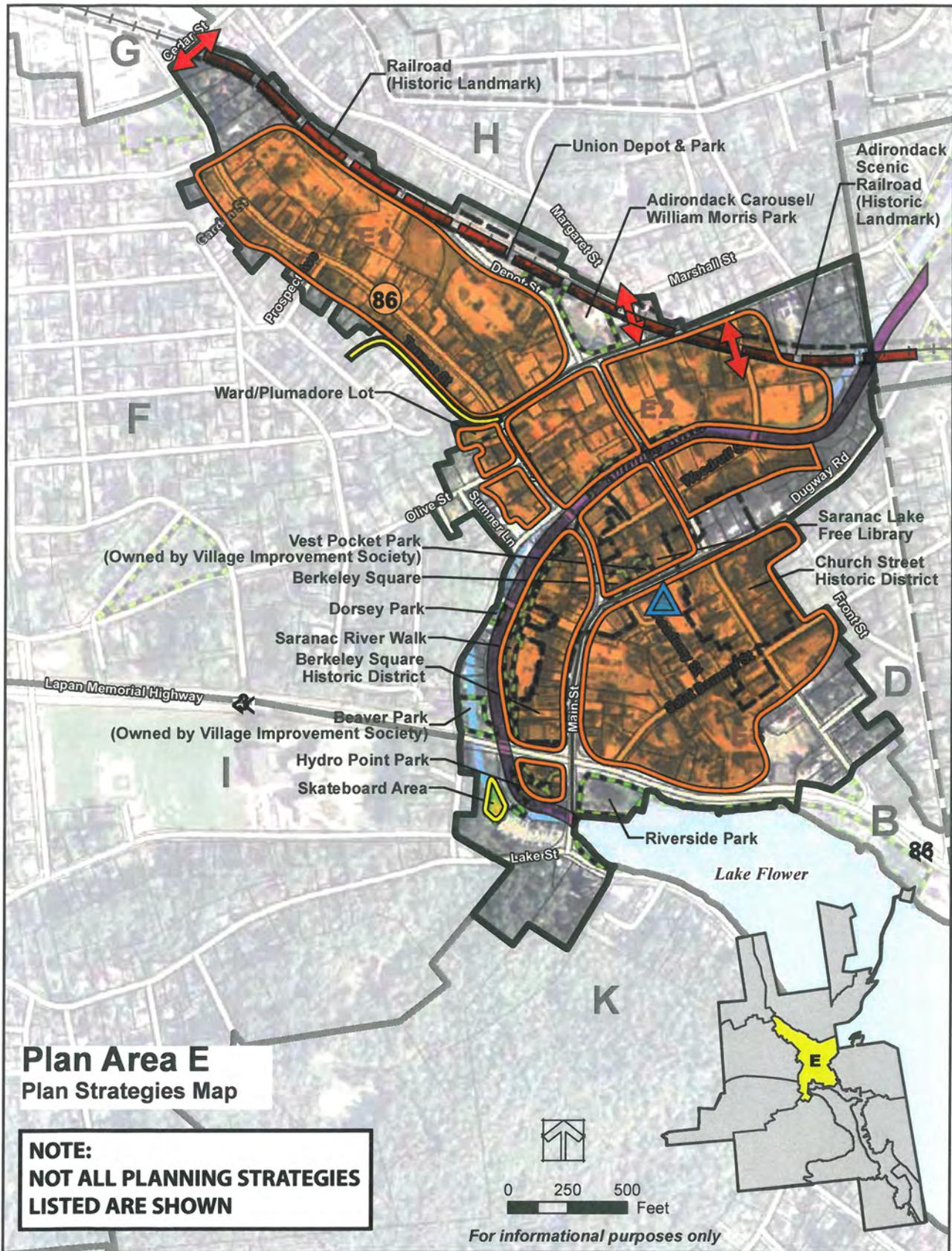
The principal means for people and goods to move in and out of the Village continues to be land-based vehicles coming into and out of the Village via a network of local, county and state highways. This system is highly dependent upon support infrastructure (roads, sidewalks, bridges, associated drainage structures) and shared maintenance by the municipal, county, state and federal levels of government. The residents expressed a concern that transportation infrastructure is in disrepair. The condition of transportation infrastructure in and out of the Village and the wider region is critically important as successful commerce, including tourism, is heavily dependent upon safe and convenient travel throughout the region.

As an additional consideration Bloomingdale Avenue (NYS Route 3) and Broadway/Lake Colby Drive (NYS Route 86) are part of the Olympic Byway. The Olympic Byway is one of three designated byways that comprise the Adirondack North Country Scenic Byways. The Byway system provides visitors and travelers of all types with information and guidance as to the unique attributes the region has to offer.





This project is funded through the New York State Department of State with funds provided under Title 11 of the Environmental Protection Fund.



Plan Area E
Plan Strategies Map

NOTE:
NOT ALL PLANNING STRATEGIES LISTED ARE SHOWN

For informational purposes only



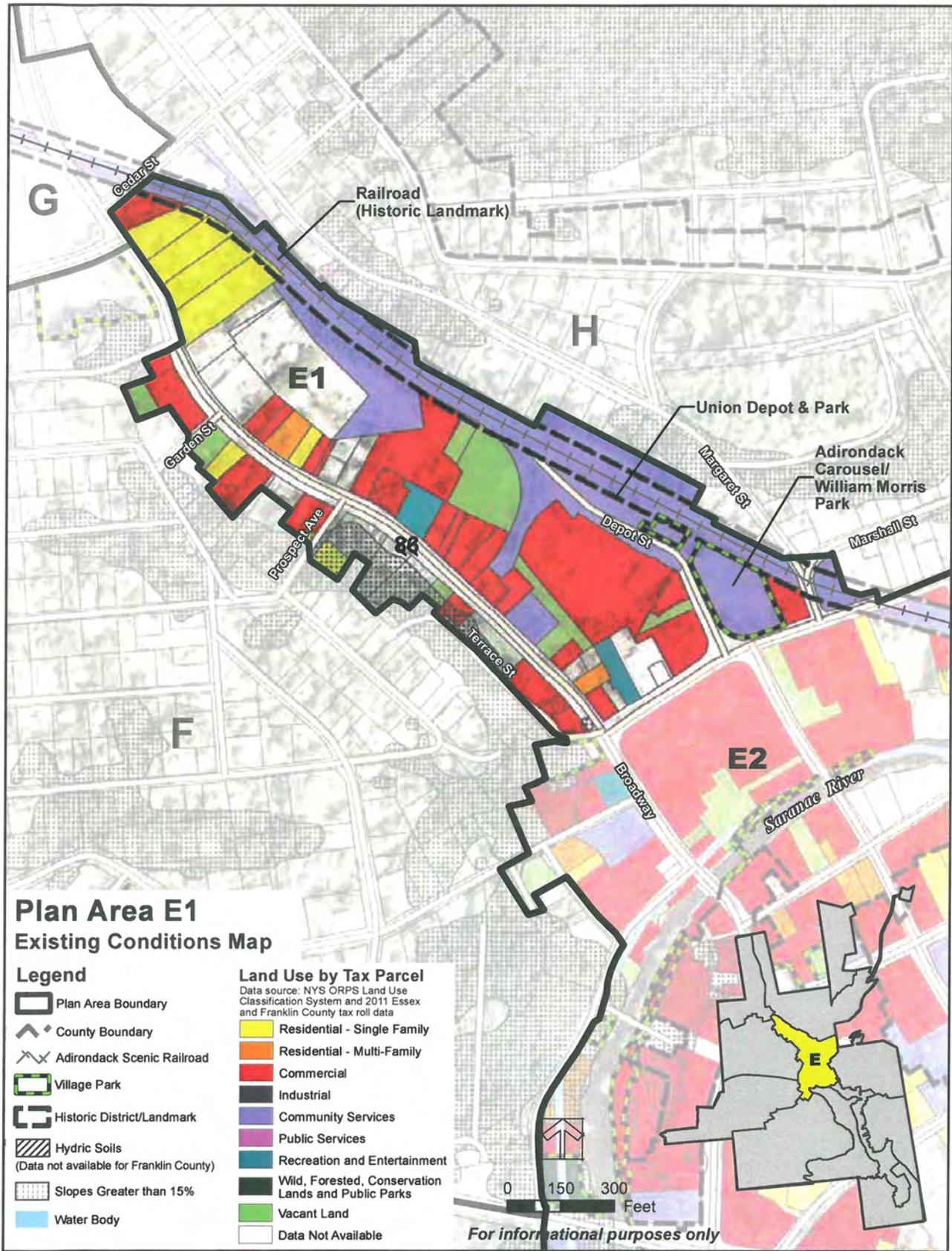
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Plan Area E:

General Planning Strategies:

1. Maximize reuse of the existing building stock through rehabilitation and continued mixed use
2. Monitor and maintain adequate vehicular and bicycle parking in consideration of the mix of uses occurring throughout the downtown area
3. Encourage safe and convenient bicycle and pedestrian features/access during the review of development/redevelopment projects
4. Employ access management principles (defined access points, consolidated driveways, reduction of conflicting turning movements, etc.) during review of development/redevelopment projects
5. Construct public rest rooms according to initiatives as specified in Section 6 - Infrastructure and Utilities
6. Encourage revisiting the concept of designating a truck route through the area as a means to reduce truck traffic through Main Street and Broadway as the main thoroughfares for pedestrians, bicyclists and passenger vehicles
7. Improve the directional and wayfinding signage within the Riverwalk access system
8. Encourage development of multi-story buildings on vacant or underutilized lots
9. As new development/redevelopment occurs encourage the use of alternative energy sources to meet the needs for cooling and heating individual buildings
10. Consider development of an informal partnership between the Village and downtown businesses as a means to facilitate mutually desired improvements
11. Consider development of “form-based” design guidelines as part of the review process for new development and redevelopment of parcels fronting on Lake Flower Avenue and River Street
12. Replace the existing lighting fixtures to illuminate both the pedestrian and vehicular zones of the travel corridors with ornamental style fixtures that complement the historic and architectural characteristics of the area
13. Improve pedestrian and bicycle connections as per the Village of Saranac Lake Bicycle and Pedestrian Trail Plan
14. Work with the NYS Department of Transportation to coordinate the improvement of signage and wayfinding
15. Continue to allow development and redevelopment of parcels in the downtown area without off-street parking
16. Update the analysis of public parking that is needed to properly service the needs in the downtown area and periodically update the analysis to ensure that balance exists between the demand for parking and the supply





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Plan Area E(1):

Location and Features:

This area is centrally located in the heart of the Village and encompasses the central business district. The centralized nature of goods and services reflects the confluence of natural features occurring here – the Saranac River Valley and the presence of hills to the west (French Hill); to the east (Helen Hill) and to the north; and Lake Flower to the southwest.

Plan Area E - Parcel and Land Use Statistics: (Source: County RPS)

Total Acres	108		
Total Number of Parcels	264		
Single Family Residential Acres	6	Industrial Acres	0
Single Family Residential Parcels	30	Industrial Parcels	0
Multi-Family Residential Acres	3.6	Open Space Acres	1.6
Multi-Family Residential Parcels	17	Open Space Parcels	2
Commercial Acres	38	Other Parcels Acres	18
Commercial Parcels	131	Other Parcels	69
Institutional Acres	26		
Institutional Parcels	15		
Area Road Length (miles)	2.8		

Existing Characteristics: Natural and Geological:

- Saranac River Valley
- Surrounding ridges to the east, west and north resulting in changes in slope
- Locally and regionally significant views of the river and surrounding mountains

Existing Characteristics: Built Environment:

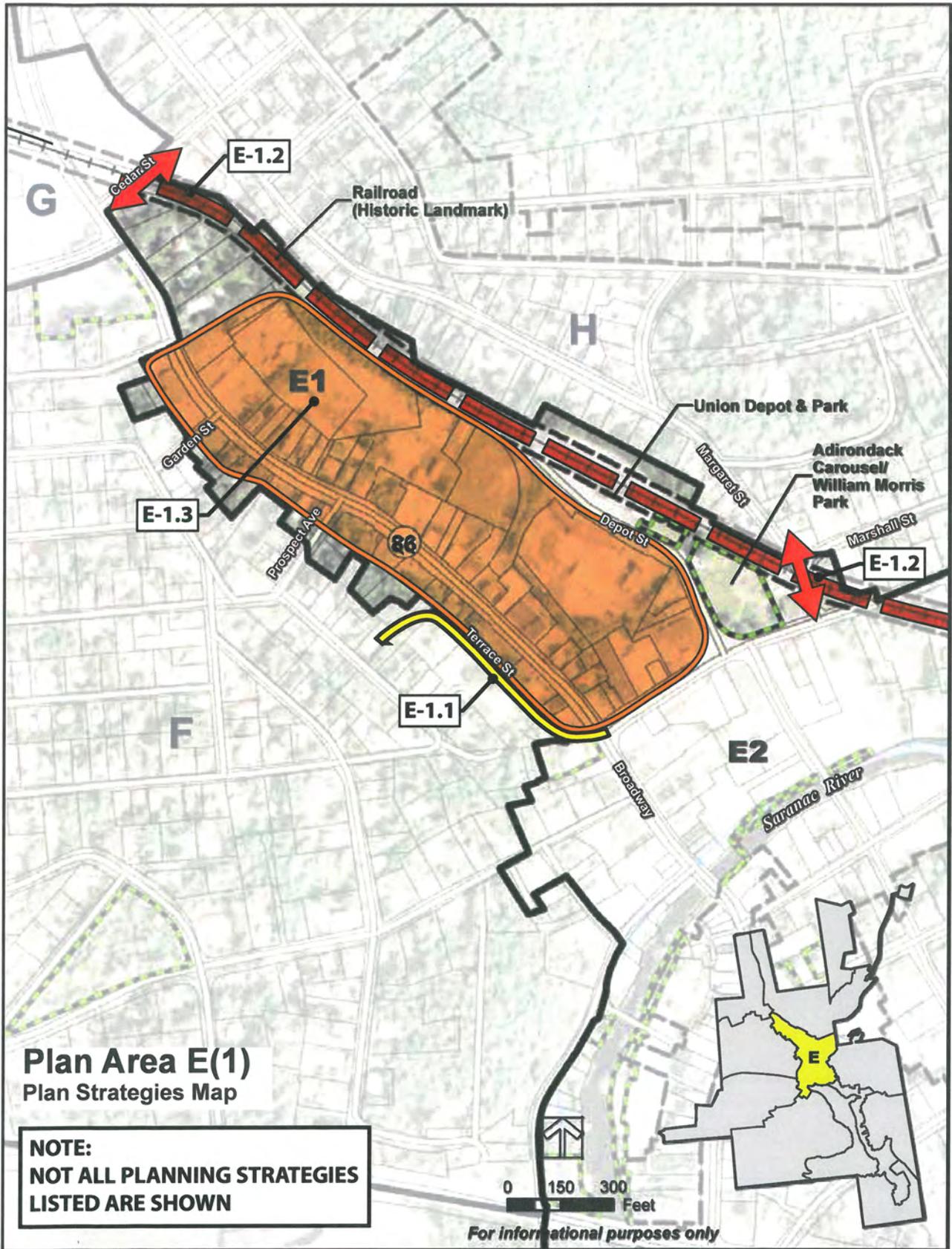
- Centrally located to residential neighborhoods and attractions (parks, trails, historic features, etc.)
- Village commercial/service center
- High degree of mixed and diverse uses
- Predominance of older, historically significant buildings
- Berkeley Square and Church Street Historic Districts
- Zero-lot line setbacks as required in the Village Land Use Law
- Downtown is the key element to the Village economy
- Diverse attractions: Riverwalk, carousel, parks, shopping, lodging, dining
- Walkable, dense built environment
- Public on/off street parking

Recent Developments within the Area:

- The Union Depot was restored and Adirondack Scenic Railroad began use of the railroad for a tourist train between Lake Placid and Saranac Lake
- Paul Smiths College sold the Hotel Saranac to a private owner
- New sidewalks were installed along Main Street
- Sections of the “Riverwalk” were constructed
- The Adirondack Carousel was constructed in William Morris Park
- Several new businesses have been developed along the waterfront
- Railroad was listed on the state and federal register of historic places



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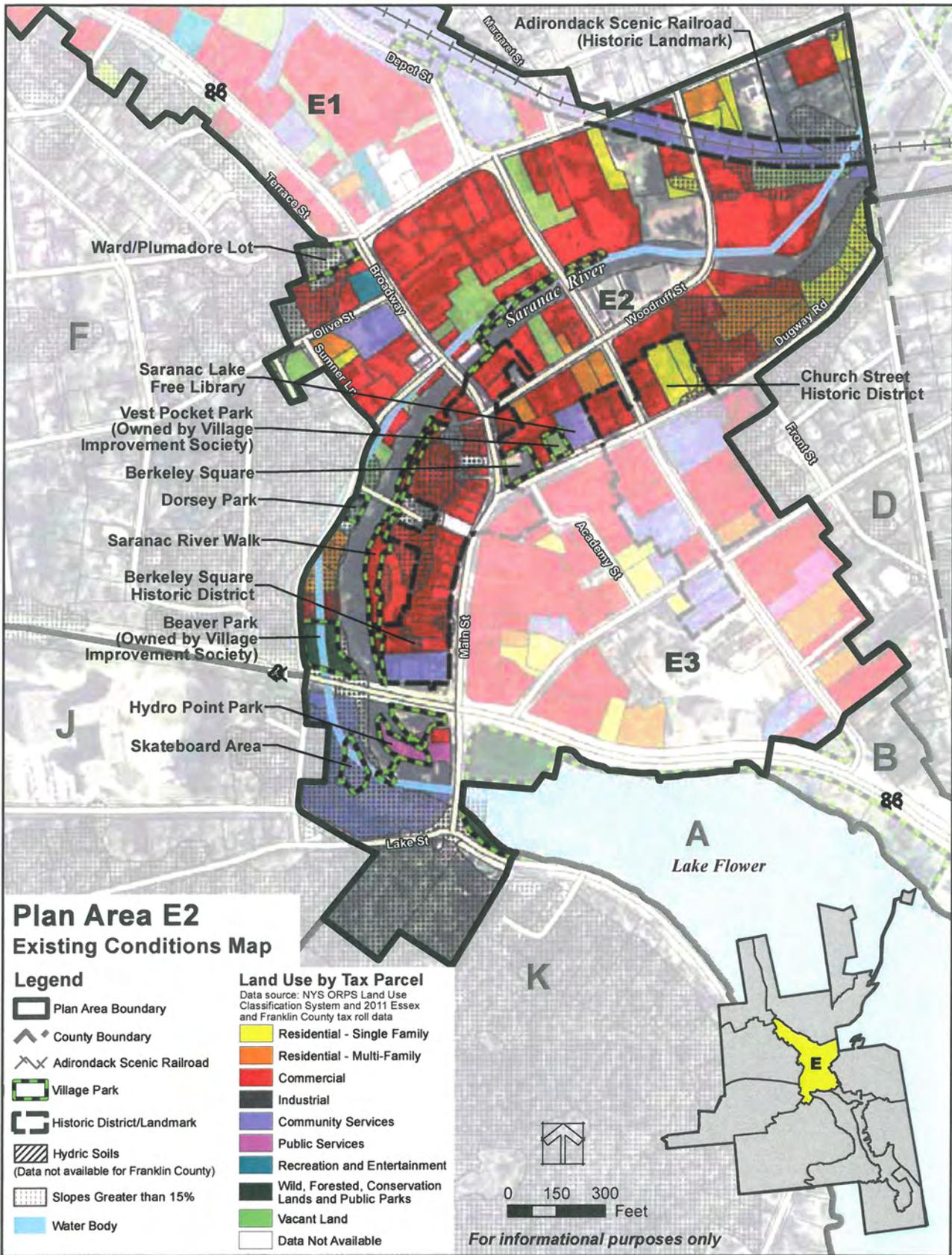
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Plan Area E(1):

Planning Strategy for Sub-area E(1):

1. Consider stabilization and restoration of the former Alpine Terrace intersection with Broadway as a pedestrian/bicycle pathway reestablishing a vital connection to downtown for the residents of the French Hill neighborhood. Such consideration should first include an assessment of feasibility and any associated liability with reuse as a pedestrian pathway
2. Extend the multi-modal rail-trail from the Union Depot to Cedar Street
3. Develop a plan targeting coordinated improvements and optimal use of underutilized buildings and lots within the Depot Street area. Such a plan should encourage first floor commercial uses with mixed uses including residential on upper floors. Any new development should be of appropriate scale and architecture, with buildings oriented to the street and front facades with ample window space and direct pedestrian entry points. This plan should include an update of the building and parcel inventory for the area specified





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Plan Area E(2):

Location and Features:

This area is centrally located in the heart of the Village and encompasses the central business district. The centralized nature of goods and services reflects the confluence of natural features occurring here – the Saranac River Valley and the presence of hills to the west (French Hill); to the east (Helen Hill) and to the north; and Lake Flower to the southwest.

Plan Area E - Parcel and Land Use Statistics: (Source: County RPS)

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Total Number of Parcels	264		
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Institutional Acres	26		
Institutional Parcels	15		
Area Road Length (miles)	2.8		

Existing Characteristics: Natural and Geological:

- Saranac River Valley
- Surrounding ridges to the east, west and north resulting in changes in slope
- Locally and regionally significant views of the river and surrounding mountains

Existing Characteristics: Built Environment:

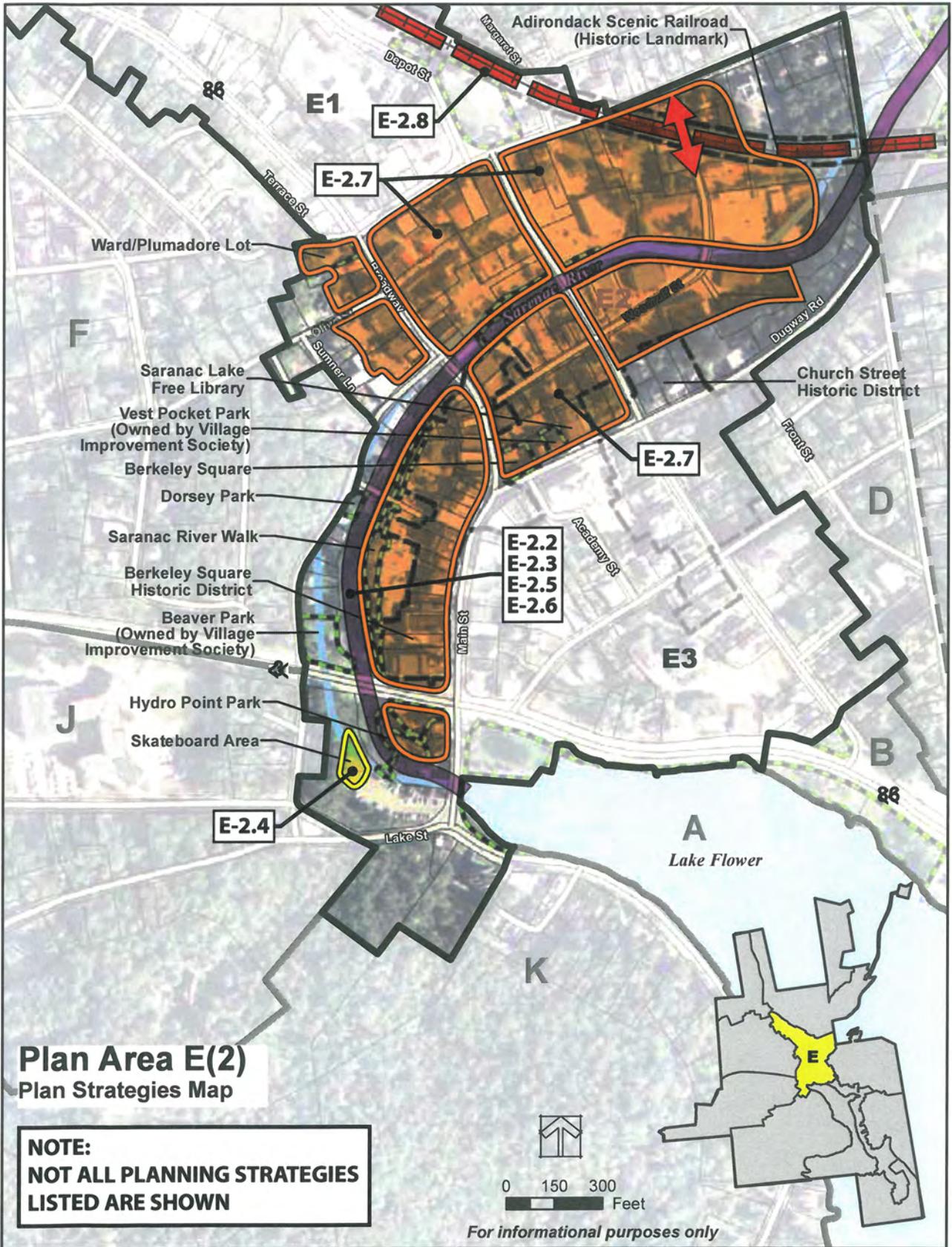
- Centrally located to residential neighborhoods and attractions (parks, trails, historic features, etc.)
- Village commercial/service center
- High degree of mixed and diverse uses
- Predominance of older, historically significant buildings
- Berkeley Square and Church Street Historic Districts
- Zero-lot line setbacks as required in the Village Land Use Law
- Downtown is the key element to the Village economy
- Diverse attractions: Riverwalk, carousel, parks, shopping, lodging, dining
- Walkable, dense built environment
- Public on/off street parking

Recent Developments within the Area:

- The Union Depot was restored and Adirondack Scenic Railroad began use of the railroad for a tourist train between Lake Placid and Saranac Lake
- Paul Smiths College sold the Hotel Saranac to a private owner
- New sidewalks were installed along Main Street
- Sections of the “Riverwalk” were constructed
- The Adirondack Carousel was constructed in William Morris Park
- Several new businesses have been developed along the waterfront
- Railroad was listed on the state and federal register of historic places



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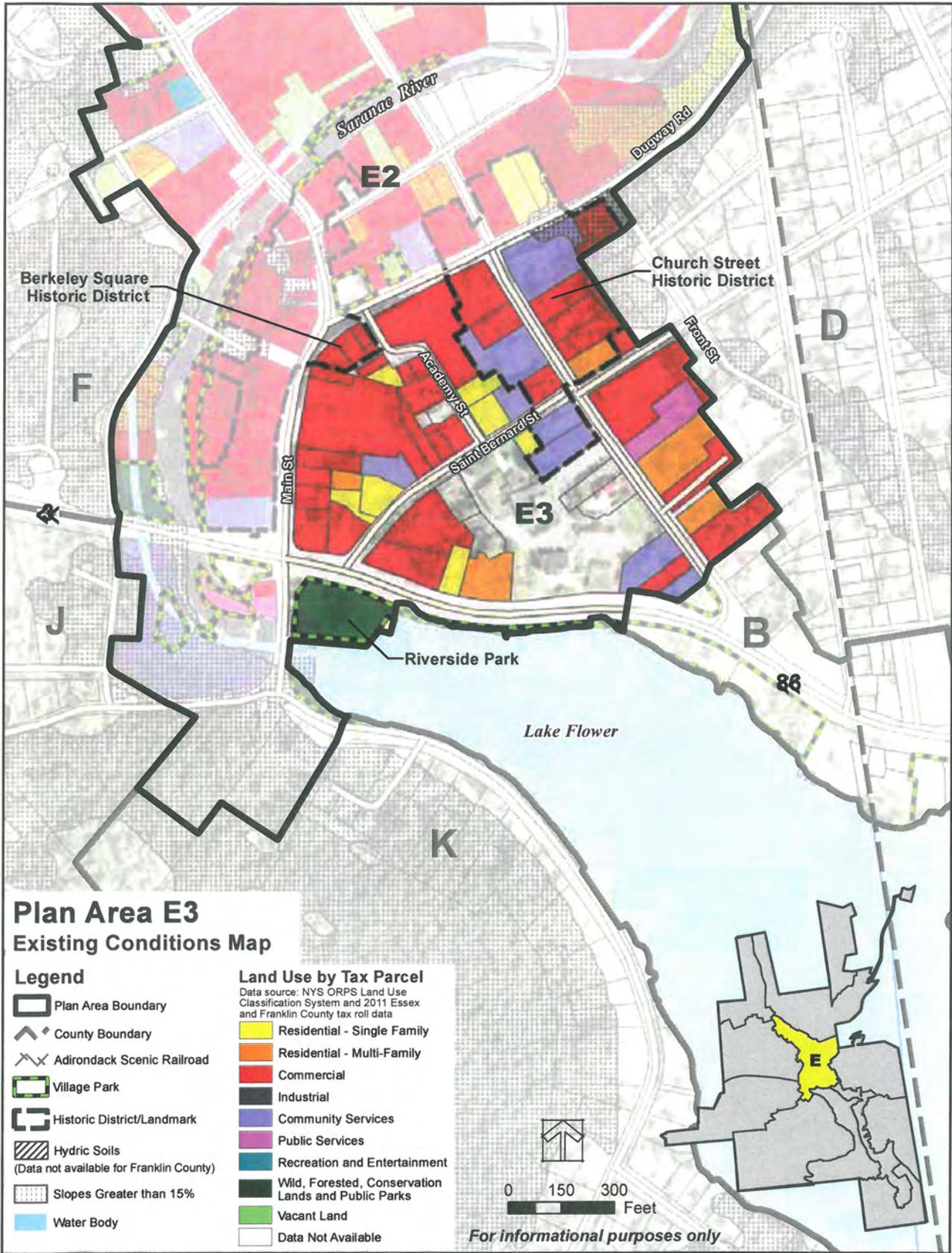
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Plan Area E(2):

Planning Strategy for Sub-area E(2):

1. Identify methods to encourage residents and visitors to access the waterfront area
2. Identify methods to improve the development of a mix of land uses along waterfront areas
3. Incorporate the planned maintenance of the Riverwalk into the Village Capital Improvement Program
4. Strive to complete the vision for improvements to the skate board park adjoining the former Village Hall
5. Require use of proper stormwater management, erosion control, and maintenance of existing vegetation along the shoreline. These measures should be applied to redevelopment of areas adjoining or in close proximity to the Saranac River shoreline
6. Update the plan and complete the Riverwalk
7. Develop a plan targeting coordinated improvements and optimal use of underutilized buildings and lots within the Main Street, Woodruff Street, Church Street and Broadway area. Such a plan should encourage first floor commercial uses with mixed uses including residential on upper floors. Any new development should be of appropriate scale and architecture, with buildings oriented to the street and front facades with ample window space and direct pedestrian entry points. This plan should include an update of the building and parcel inventory for the area specified
8. Establish a multi-modal rail/trail through the railroad corridor with connections and linkages to the Downtown area





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Plan Area E(3):

Location and Features:

This area is centrally located in the heart of the Village and encompasses the central business district. The centralized nature of goods and services reflects the confluence of natural features occurring here – the Saranac River Valley and the presence of hills to the west (French Hill); to the east (Helen Hill) and to the north; and Lake Flower to the southwest.

Plan Area E - Parcel and Land Use Statistics: (Source: County RPS)

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Area Road Length (miles)	2.8		

Existing Characteristics: Natural and Geological:

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- Surrounding ridges to the east, west and north resulting in changes in slope
- Locally and regionally significant views of the river and surrounding mountains

Existing Characteristics: Built Environment:

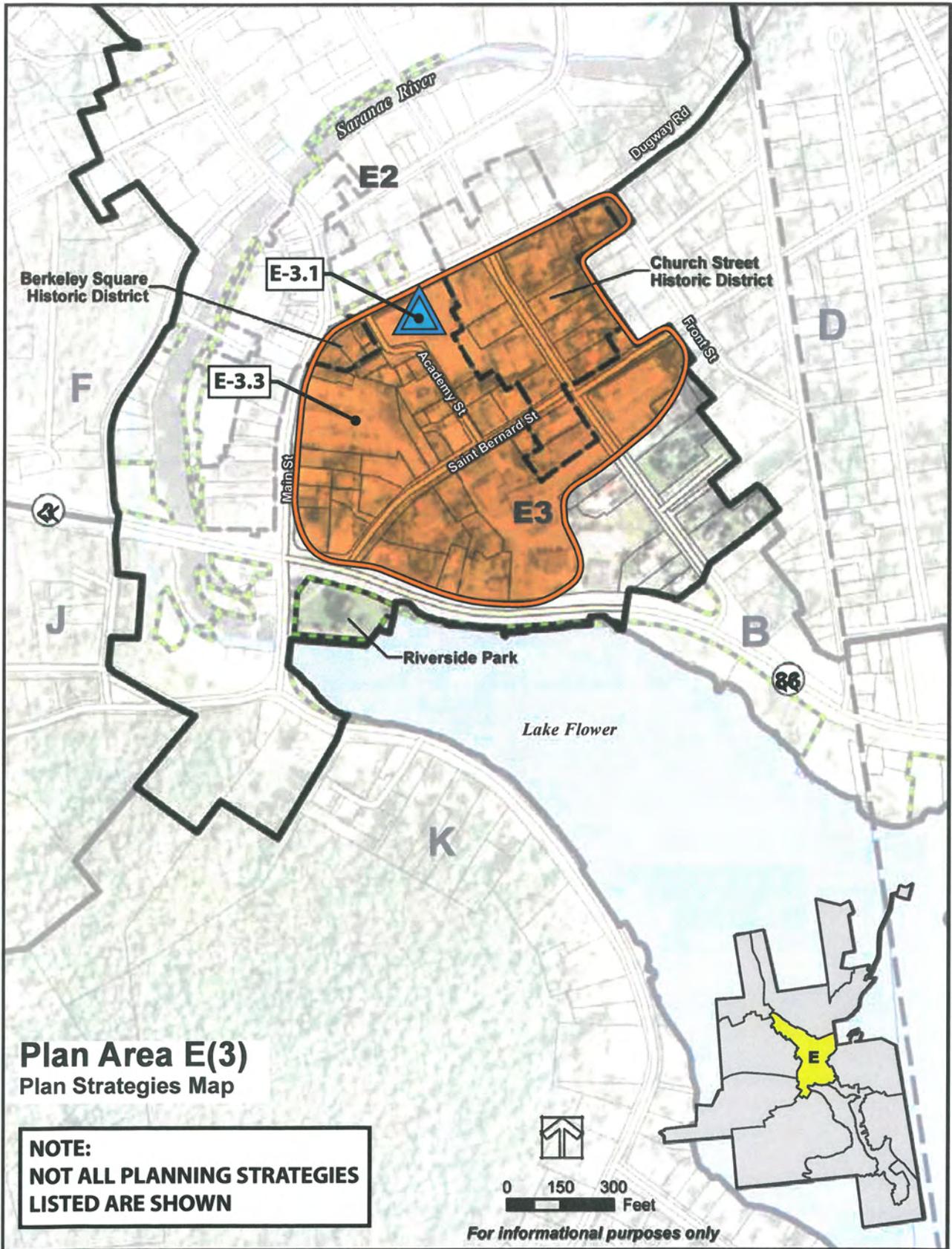
- Centrally located to residential neighborhoods and attractions (parks, trails, historic features, etc.)
- Village commercial/service center
- High degree of mixed and diverse uses
- Predominance of older, historically significant buildings
- Berkeley Square and Church Street Historic Districts
- Zero-lot line setbacks as required in the Village Land Use Law
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Plan Area E(3):

Planning Strategy for Sub-area E(3):

1. Encourage and facilitate restoration and development of Hotel Saranac as a destination for lodging and other mixed-uses
2. Develop a plan targeting coordinated improvements and optimal use of underutilized buildings and lots within the Church Street, Academy and Saint Bernard Street area. Such a plan should encourage first floor commercial uses with mixed uses including residential on upper floors. Any new development should be of appropriate scale and architecture, with buildings oriented to the street and front facades with ample window space and direct pedestrian entry points. This plan should include an update of the building and parcel inventory for the area specified



Saranac Lake Region

Comprehensive Economic Development Strategy

Prepared for:

Village of Saranac Lake
Town of Harrietstown
Town of North Elba
Town of St. Armand

Contact:

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Village of Saranac Lake
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Saranac Lake, NY 12983
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camoin associates
ECONOMIC DEVELOPMENT

Executive Summary

The Comprehensive Economic Development Strategy (CEDS) for the Saranac Lake region was developed through the Village of Saranac Lake Office of Community Development with support from its Economic Development Advisory Committee. The objective of the CEDS was to build on the prior planning efforts of the Saranac Lake Area Chamber of Commerce and Red Carpet Team to establish economic development goals and related initiatives, programs and policies that support a new vision for the region's future.

The project work plan included the following tasks:

- A review of relevant plans, reports and studies;
- An analysis of demographic, economic and labor force trends;
- Development, distribution and analysis of a summer visitor survey;
- A retail market analysis;
- An assessment of major market opportunities;
- A review of potential areas for redevelopment and investment in the region;
- Interviews with local stakeholders and experts;
- Development and understanding of regional strengths, weaknesses, opportunities and threats; and
- Formulation of economic development initiatives and a community vision for its economic future.

Based on the findings of the project, the following market opportunities have been identified for the Saranac Lake region. These opportunities are accompanied by a number of economic development initiatives.

Long-Term Opportunities

Environmental Enterprises - One of the most significant opportunities for economic transformation is to establish the region as a center for applied environmental science, business and commercial product development. This opportunity will advance the interests and potential partnerships with the numerous college and university programs located within a 50 mile radius of Saranac Lake. Furthermore, the state and not-for-profit organizations are already conducting or funding environmental research and preservation projects. This opportunity involves a number of critical steps, including establishing public-private partnerships that will ultimately lead to the commercialization of products and services resulting from environmental science research. This ultimately will promote the Saranac Lake region as a center of activity that advances the community's environmental values, while contributing to local economic transformation.

Biological Enterprises - The second long-term opportunity for the region involves building on the existing cluster of biological-science businesses and research facilities already located in the immediate Saranac Lake area. These entities include Trudeau Institute, Bionique/Safe Cell and a number of spin-offs resulting from the relocation of Serologicals. This opportunity is similar to the environmental science research concept detailed above in that it involves the creation of public-private partnerships to advance research that may

ultimately lead to the development of new products. In addition, this opportunity is further supported by the recently established NY Loves Bio initiative.

Short-Term Opportunities

The region also has a number of near term opportunities that can be developed. Although these opportunities are not expected to be major drivers of economic transformation, they can contribute to the tax base and provide employment for area residents.

Tourism – The region is a clear and distinctive destination for arts, history and culture travelers. Its significant mountain terrain, forests and waterways have attracted visitors that participate in hiking, camping, boating, fishing, and hunting. While the region was once a leading destination, it has been faced with competition from other developing areas including Vermont and the Berkshire Mountains of Massachusetts. These locations have developed cultural attractions and have seen significant private investment in modern lodging and other tourism facilities. The Saranac Lake regional arts and historic community provides an opportunity for the region to greatly enhance what it has to offer, and to effectively compete as a tourist destination.

Retail Center – The Saranac Lake area is currently serving as a local micro retail center for North Country residents. In fact, North Country residents traveling to the Saranac Lake area spend considerably more per day than other visitors (see table on page 14). These residents, which come from communities as far away as Long Lake, Piercefild and Keene, consider Saranac Lake their retail center because others areas such as Plattsburgh and Glens Falls are too distant.

The sales leakage analysis indicates that local resident retail spending outside of the trade area is currently being offset by visitor spending. However, this data indicates that with further retail offerings the region could capture additional retail sales from permanent residents and visitors.

Professional Services / Office Space - consistent with national trends, several professional service sectors are anticipated to grow over the next several years. While these projections do not represent a significant gain, an existing limited supply of Class A and B office space in the region, combined with its central location in the tri-lakes area, offers an opportunity for the Saranac Lake region to become an affordable location for new and growing professional service businesses.

Saranac Lake Region Vision Statement

The vision represents a new and innovative direction for the region. Ultimately it is the region's objective to support the creation of meaningful job opportunities for permanent residents and their children, as well as to rebuild a commercial tax base that supports public services and reduces the residential property tax burden.

Based on the region's strengths and development opportunities, the Economic Development Advisory Committee established the following vision statement:

"The greater Saranac Lake region of the Adirondacks is poised to become a distinguished location for environmental and biological based businesses. The region will become home to an increasing number of private businesses engaged in the development of products and services to fill the needs of a global, knowledge-based economy. Skilled employment opportunities for residents will be supported by well planned business locations, quality office space, world-class telecommunications and broadband infrastructure and a superb quality of life. Along with a unique mountain lifestyle, supporting health and wellness industries, the region will offer quality housing; a downtown with extensive retail shopping; arts, entertainment, cultural venues; and enjoyable public areas."

Economic Development Initiatives

To achieve its vision, the Economic Development Advisory Committee has established the following goals and objectives:

Business Attraction

- Develop a Micro-Enterprise Program that Supports Entrepreneurs in Downtown Saranac Lake
- Develop a Target Retail List and Design and Develop Marketing Material
- Further Explore the Feasibility of the Region as a Location for an Applied Environmental/Biological Science Corridor
- Identify or Develop a Seed Capital Revolving Loan and Equity Fund to Support New Business Development
- Re-Brand the Saranac Lake Region as an Applied Environmental/Science Hub
- Develop Marketing and Operating Plans for the Harrietstown Industrial Park

Business Retention & Expansion

- Develop a Formal Business Retention & Expansion Program

Commercial Redevelopment

- Complete Comprehensive Plan Update and Zoning Revisions to Accommodate All Identified Development Plans
- Create a Commercial Building Improvement Program (CBIP) for Interior Commercial Space Investment
- Develop and Secure Funding for a Lodging Improvement Program to Improve the Quality of Existing Facilities
- Promote Private Investment in the Development/Redevelopment of Underutilized Target Areas

Tourism Marketing & Visitor Attraction

- Develop a Marketing Strategy That Targets the Key Tourism Market Segments
- Develop and Implement a Signage Plan to Improve Signage for Visitor Venues Including Arts, Cultural and Outdoor Attractions

- Encourage Investment in Existing Arts, Historic, Cultural and Entertainment Attractions
- Explore a Regional Marketing Campaign with Lake Placid and Tupper Lake

Housing

- Promote Mixed-Use Development in Downtown Saranac Lake; Promote New Housing on Upper Floors of Commercial Properties
- Identify Vacant and Underutilized Parcels and Buildings for New Market Rate and/or Workforce Residential Housing Development
- Modify Zoning to Require Combinations of Market Rate, Workforce, and Affordable Housing in New Developments.

Quality of Place Improvements

- Develop a Saranac Lake Downtown Streetscape Redevelopment Plan
- Aggressively Implement the Local Waterfront Revitalization Plan (LWRP) to Improve Recreational Opportunities and the Attractiveness of the Area
- Implement State-of-the-Art Telecommunications including Open-access Broadband Network Connectivity for Voice, Video, and High-speed Broadband Services and the Development of a Downtown Wireless Network
- Develop Appropriate Property Maintenance Regulations and Code Enforcement Efforts.

Organizational Support for Initiatives

- Establish a Local Development Corporation (LDC), which provides a mechanism for Property Assembly, Ownership and Development
- Identify and Secure a Leader to Facilitate Development of the Environmental Research/Science Concept
- Identify and Select a Board Experienced and Networked with Private Environmental Businesses, Research, Economic Development and Government Agencies

Short-term Opportunities

1. Build the Region's Arts, Historical and Cultural Tourism Offerings – while the region's current limited access to labor, business and consumer markets is a primary weakness, its natural beauty and isolated setting also make the region a significant destination for travelers. Tourism has and will continue to offer opportunities for regional economic development. While this sector does not offer high quality jobs, visitor spending supports a commercial tax base and amenities that might not otherwise be available to residents in a rural community (hospital, boat launch, hiking trails, ski facilities, etc).

Target Tourism Market Segments

Research and visitor survey findings identified the following segments that define the art, historical and cultural market theme:

i.) **Out-of-State Visitors** – Out-of-state travelers have the most significant impact on Saranac Lake. As determined by the summer visitor survey, these individuals represent 39% of all local spending on retail goods and services. These out-of-state visitors also represent 37% of all visitors and stay longer than the average tourist. In addition, most out-of-state visitors are learning about Saranac Lake while visiting Lake Placid. As such, marketing efforts should be focused on attracting these visitors through advertisements at Lake Placid venues. Like other respondents, these visitors appreciate historical and cultural attractions and noted an absence and need for these venues in the Saranac Lake region.

ii.) **Finger Lakes & Central NY Residents** – This region of the State, particularly the Finger Lakes area, represents a significant tourism market for the Saranac Lake region. Saranac Lake offers what consumers from this geographic market desire in a travel destination including boating, kayaking, canoeing, hiking, and other outdoor activities. Finger Lakes and CNY region visitors also stay longer, spend more, and combined represent approximately 18% of total tourism spending and 16.5% of the total visitors to the community.

iii.) **Baby-boom/retirees** - This opportunity is the result of the rapidly growing empty nesters residing throughout upstate New York and northern New Jersey. Forty-two percent (42%) of visitor survey respondents were traveling with a spouse/partner and without children. As an aside, this consumer segment may also be looking for a 2nd home location and eventually a full or part-time retirement residence. With waterfront property no longer affordable, they are beginning to look for properties within a 2 to 3 hour drive of their permanent residence and in communities that offer cultural, entertainment, shopping and outdoor recreation amenities.

The geographic and demographic tourism segments above represent a growing sector of the travel market with high participation rates in art, history, and cultural attractions. This theme complements, rather than competes, with the region's natural beauty and neighboring Olympic venue attractions.

Note: While Capital Region visitors represent almost 9% of all Saranac Lake tourists, they have shorter stays and spend less per day than the average traveler. As a result, the

Capital Region as a whole is not considered a target market opportunity. Furthermore, based on today's changing conference market, there is no indication that the Saranac Lake area will be competitive in attracting business travelers for retreats and conferences. These events now occur in larger more accessible metropolitan areas with ample lodging facilities.

2. Establish the Saranac Lake Region as a Retail Center for North Country Residents – Visitor surveys indicated that the Saranac Lake area serves as a retail center for residents living in the surrounding region. Compared to other visitors, North Country respondents spent almost twice as much as other shoppers on clothing/apparel and gifts. Trade area retail sales data, combined with Saranac Lake's central location in the Tri-lakes, indicate that the community is ideally positioned as a retail center location that serves permanent North Country residents.

3. Establish the Saranac Lake Region as a Convenient Location for Professional Services for Area Residents– As illustrated in the economic analysis memo, professional service employment is one of the few segments expected to maintain a healthy growth rate in Franklin and Essex Counties over the next decade. Demand for office space is a direct function of changes in professional service employment. The Village's central location between Lake Placid and Tupper Lake, combined with the recent and anticipated future increases in professional service regional employment growth provide the Saranac Lake area with an opportunity to serve as a location for professional service businesses. This will result in increased job opportunities, increase demand for quality office space, increase commercial property values and improve the region's commercial tax base.

4. Pursue Attraction of a Diversity of Small to Medium Sized Businesses – Small professional service businesses that do not require proximity to their customers, an ample supply of skilled labor, or a highly technical and specialized labor force make an ideal target for business attraction. While not anticipated to be a driver of major economic growth on its own, this group of businesses can provide sustainable job growth for area residents.

Simultaneously, these businesses are expected to be owned by entrepreneurs with a strong desire for the Tri-lakes lifestyle. Most of them are likely to have experienced the Tri-lakes area as a vacation destination or as resident youth looking to return with their own young family. One such example is Auleron Technologies Group, which recently relocated to the Lake Placid area because its owner wanted to return home.

After identifying and voting on the SWOT, a draft vision statement for the region was developed. This draft vision was presented and discussed during numerous work sessions. The following vision statement was ultimately developed for the Saranac Lake region.

Saranac Lake's Destination Master Plan

***Designed by organizations and leaders
from the destination of Saranac Lake, New York***

Facilitated by Egret Communications
Through the Essex County Destination Master Planning Process

(The planning process was largely funded by a DEC Smart Growth Grant to the Lake Placid/Essex County Visitors Bureau and matched by some funds from the bureau. No county or residents' tax funds were used in the execution of this planning project.)

November 2009

Saranac Lake will improve its economy and enhance local quality of life by offering new tourism experiences, targeting key visitors, upgrading public and private tourism infrastructure, becoming leaders in stewardship, and strengthening the partnership that enables tourism. Saranac Lake will focus strongly on outdoor experiences – sharing those with visitors who can learn from local guides how to “feel at home” in the outdoors and enjoy the many recreation opportunities Saranac Lake has to offer.

Executive Summary

Saranac Lake will strengthen the local economy and improve quality of life by becoming a stronger, more defined, tourism destination.

Saranac Lake's push to become a more successful destination will center around outstanding natural resource experiences that can be delivered year-round to visitors, stewardship of those resources, a focus on pairing visitors with local guides, and both development and enhancement of public and private tourism infrastructure. Further, Saranac Lake will take steps to position itself out of the shadow of Lake Placid tourism, asserting its own identity in the marketplace, and building products and experiences that strengthen that image.

Core to the initiative, Saranac Lake will develop, market, and deliver "learning" vacation experiences designed to attract and serve travelers who wish to connect with nature and try some of the many outdoor recreation opportunities, but don't have the skills or confidence to try on their own. Those travelers will rely on a growing sector of guides and guided experiences to teach them outdoor skills, keep them safe, and help them appreciate the natural world. In the process, those travelers will funnel economic gain to guides, lodging, dining, and retail enterprises – and support Saranac Lake's growing art community.

Saranac Lake will grow its tourism infrastructure by expanding available current and competitive lodging opportunities, clustering dining and retail into the ever more visitor-friendly downtown district and along the river walk, encouraging more businesses to be open year-round, and expanding its network of trails. Visitor arrival corridors will become more inviting, parking will be more available, and public transportation between Saranac Lake and Lake Placid will be improved.

Saranac Lake intends to become a regional leader in stewardship of public resources, building a partnership among users and managers of public resources, and developing and standardizing a strong set of practices related to the stewardship of natural resources.

Saranac Lake will support the development of the above initiatives through strong and targeted marketing, a coordinated database of experiences and products, by erasing the county line in terms of promoting the tourism economy, and by engaging in hospitality training. New businesses will be supported and incubated.

Saranac Lake Assessment

Intro Statement

Saranac Lake sits in the ideal position to be a hub for those wanting to explore the rich paddling and power boating experiences of the Adirondacks. From a Saranac Lake base, one can explore hundreds of miles of paddling trails among some of the most gorgeous scenery in North America. The creation of Adirondack Park has preserved this opportunity in a way that spawns countless recreation opportunities for those seeking time on the water – and, in doing so, has set the stage for a sustainable tourism economy for Saranac Lake.

Saranac Lake is about more than water. It is the center of the Tri-Lakes where all the roads come together. It is also about hiking, arts, history and wellness. It can be symphony to blue grass. These, added to the draw the water presents, will enable Saranac Lake to build a rounded tourism experience.

Unfortunately, at least for now, nearby Lake Placid offers a broader selection of more up-to-date lodging opportunities along with a much more diverse selection of dining. Lake Placid also provides ample retail opportunities and has places one can rent canoe and kayak gear. Indeed, when driving through Lake Placid one is taken with the number of vehicles bearing canoes and kayaks parked along the shopping strip or in hotel parking lots.

Saranac Lake isn't as up-to-date as it might be in its selection of lodging with necessary amenities and dining, but there is a clear community initiative to "make over" Saranac Lake so that it is oriented to river and lake frontage. If this initiative results in opportunities to lodge and dine "on the water" and in other great settings, then Saranac Lake has huge potential to grow revenues from its existing base of recreational travel. If the area along Lake Flower and the Saranac River through downtown were to become pedestrian friendly, visually stimulating, and filled with great retail and dining opportunities, Saranac Lake will, potentially, see a huge economic return.

There are several tiers of canoe and kayak recreation and paddling events. In the first tier the visitor brings his/her own (or borrowed) craft to the region. Those paddlers leave behind economic impact from lodging, dining, and retail – however they are also more prone to longer voyages involving camping. In the second tier, paddlers rent kayaks and, often, pay to be dropped off and picked up, generating additional jobs and business opportunities. The third tier of paddlers is even more rewarding to the economy. These paddlers, likely to be novices, want to be guided. They feel enough out of their element to want the safety of a talented guide out on the water (or in a remote campsite). And, they benefit by getting lessons and natural history interpretation. They still buy lodging and dining, spend money in retail and patronize other tourism experiences.

Saranac Lake Analysis

Saranac Lake sits in a great position to deliver great outdoor experiences, especially those related to water, climbing, winter sports, camping, and hiking. The Adirondack Park protects those opportunities into the future.

There is strong local interest in wellness and arts.

Saranac Lake currently has a greater set of experiences than it does products. Many people come to paddle or powerboat in nearby waters and others come to hike, camp, and climb in the region.

Saranac Lake has some lodging, but is currently losing a fair share of its lodging and dining patrons to Lake Placid, which has a larger diversity of more current offerings on both.

Where does one start in Saranac Lake?

We see two key areas that need work: lodging and the conversion of outdoor experiences into tourism products.

Saranac Lake needs to add lodging that is current in its set of amenities and oriented to the experiences that draw visitors to this great region. And Saranac Lake needs to upgrade much of its existing lodging.

New lodging should reinforce and facilitate the directions taken in product development. In fact, great resource oriented lodging may lead its marketing moves with the experiences one can have from that base.

New lodging should target a mid and upper-mid range clientele, building with the expectation that the patrons are expecting quality and will stay multiple nights.

Once the capacity, quality, and appeal of Saranac Lake lodging begins to change, the patronage of the lodging products will fuel the marketing process that will help solidify new experience-based products and local retail and dining.

Saranac Lake needs to draw on its outdoor appeal to create its own place in the market – its own niche. Discussions have recently led to a focus on attracting urbanites (of all ages and physical abilities) and helping them learn the skills to fully enjoy the experiences that Saranac Lake is famous for.

These “Adirondack Learn to...” vacations would call on existing local skills, share this magnificent region with people who are eager to learn, spread the economy over four seasons, and develop a long term relationship between Saranac Lake and great set of patrons.

A partial list of “learn to...” experiences includes:

- Camping
- Kayaking
- Canoeing
- Hiking
- Climbing
- Backpacking
- Fishing
- Cooking Outdoors
- Mountain Biking
- Skiing (cross country and downhill)
- Snowshoeing
- Ice Fishing
- Birding
- Wildlife Spotting (including sign and tracks)
- Identifying Trees and Wildflowers
- Creating Adirondack crafts (strong emphasis on gathering and using local materials)

Those learning products each call on skills that are widely available amongst the population of Saranac Lake – opening the door for many to participate in the economy at entrepreneurial or employee levels.

Saranac Lake will need a full complement of supporting tourism products as well.

As patrons come to participate in these learning experiences, those visits and the experiences themselves will open the door for more outdoor adventure-related retail. Clustering this retail with other visitor-related retail will help build a flow of visitors into the downtown.

Saranac Lake will profit from opening more dining opportunities, some located close to tourism-related retail in the downtown, some associated with the riverwalk development, and others oriented to resources.

There is a strong interest and history in Saranac Lake related to wellness. And there is an aptitude among locals both for helping visitors attain healthy lifestyles and facilitating the experiences of those with physical limitations. Being and eating healthy is a great supporting theme for the “learn to...” niche. Further, supporting the efforts by those who are challenged to “learn to...” is both noble and a strong niche market itself.

Saranac Lake is a haven for artists and a stronghold for artisans. Some of that can be reflected in the “learn to” thrust as visitors are coached in art and craft making that is rooted in regional themes and materials. As the local economy becomes more firmly established, the demand for world class art (including performing) will grow – and the presence of a vibrant arts community will add balance to the developing sense of destination.

Saranac Lake already has strong businesses that rent canoes, kayaks, and other watercraft – and guide, drop and pick up, teach, and otherwise support watercraft related adventures. We see demand for these businesses increasing.

We also see demand for all kinds of guided experiences increasing by those who have taken “learn to...” instruction, but still want the security of having an experienced outdoors person along.

Next Steps

Over the next few months, the Saranac Lake working group will explore the issues related to expanding key products and infrastructure, lodging, strengthening downtown, and managing the sense of arrival. We’ll explore this “learn to...” niche and see if it’s truly a “fit” for Saranac Lake and the people who call it home. We’ll see if there are people ready to step up and bring new products to the table that can become the nucleus of an exciting new aspect to Saranac Lake’s economy. We’ll examine whether there are ways the public sector (town and park) can compliment private sector initiative and energy to change the quality and profitability of tourism for Saranac Lake.

Goals for Saranac Lake Tourism

- Grow existing tourism economy
- Base Saranac Lake brand on Adirondack outdoor recreation, wellness, history and arts
- Create jobs and business opportunities
- Make historic downtown more inviting to visitors
- Grow quantity and quality of local lodging
- Enhance nightlife for residents and visitors
- Encourage people who recreate in Saranac Lake to lodge in Saranac Lake
- Increase accessibility
- Improve approaches to Saranac Lake
- Increase guided tour options
- Strengthen relationship with neighboring destinations
- Increase diversity and number of dining options
- Make sure tourism contributes to quality of life in Saranac Lake
- Foster public/business/resident partnerships to share homegrown fun with visitors
- Work to make this a sustainable destination
- Build a reputation as a safe, fun and friendly destination

2. Brand Saranac Lake as an independent destination

Related Goals:	<ul style="list-style-type: none"> • Grow existing tourism economy • Base Saranac Lake brand on Adirondack outdoor recreation, wellness, history and arts • Encourage people who recreate in Saranac Lake to lodge in Saranac Lake • Strengthen relationship with neighboring destinations • Increase diversity and number of dining options • Foster public/business/resident partnerships to share homegrown fun with visitors • Work to make this a sustainable destination • Build a reputation as a safe, fun and friendly destination
Action:	Brand Saranac Lake as an independent destination under the Adirondack brand umbrella
Responsible Players:	TMC & LPECVB
Timeline:	Within 6 months
Expected Outcomes:	Saranac Lake will be considered for its strong tourism strengths, leading visitors to plan a vacation that is based in Saranac Lake. Saranac Lake will have more self respect as a destination if it doesn't see itself as an overflow market for Lake Placid.
Notes and Details:	<ul style="list-style-type: none"> ○ Use learning vacations to establish the destination as unique ○ Build on great outdoor experiences ○ Ground the destination in wellness, history, and arts ○ Establish the destination as "forever green" ○ Establish the destination as outside "the shadow" of Lake Placid ○ Highlight the multi-season nature of the destination
Related Actions:	<ul style="list-style-type: none"> • Build a strong practice of stewardship • Promote and sell local products • Cluster and expand dining and nightlife options • Add two shoulder season events • Build and market "learning vacations" • Make Saranac Lake arrival more welcoming • Engage in hospitality training • Expand the selection of current and competitive lodging • Develop Riverwalk activities and line it with visitor-related retail and dining • Create a pedestrian-friendly, visitor-friendly downtown • Develop Trail Masterplan to integrate paths, Riverwalk, trails, corridors • Erase the county line in terms marketing

	<ul style="list-style-type: none">• Establish a new point to disburse visitor information and make visitor contact• Market to campground visitors• Develop coop advertising opportunities with the private sector• Engage in website development• Establish an ongoing "Saranac Lake Tourism Council"
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7. Cluster and Expand Dining and Nightlife Options

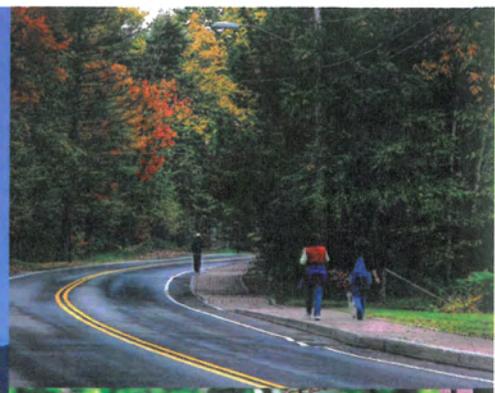
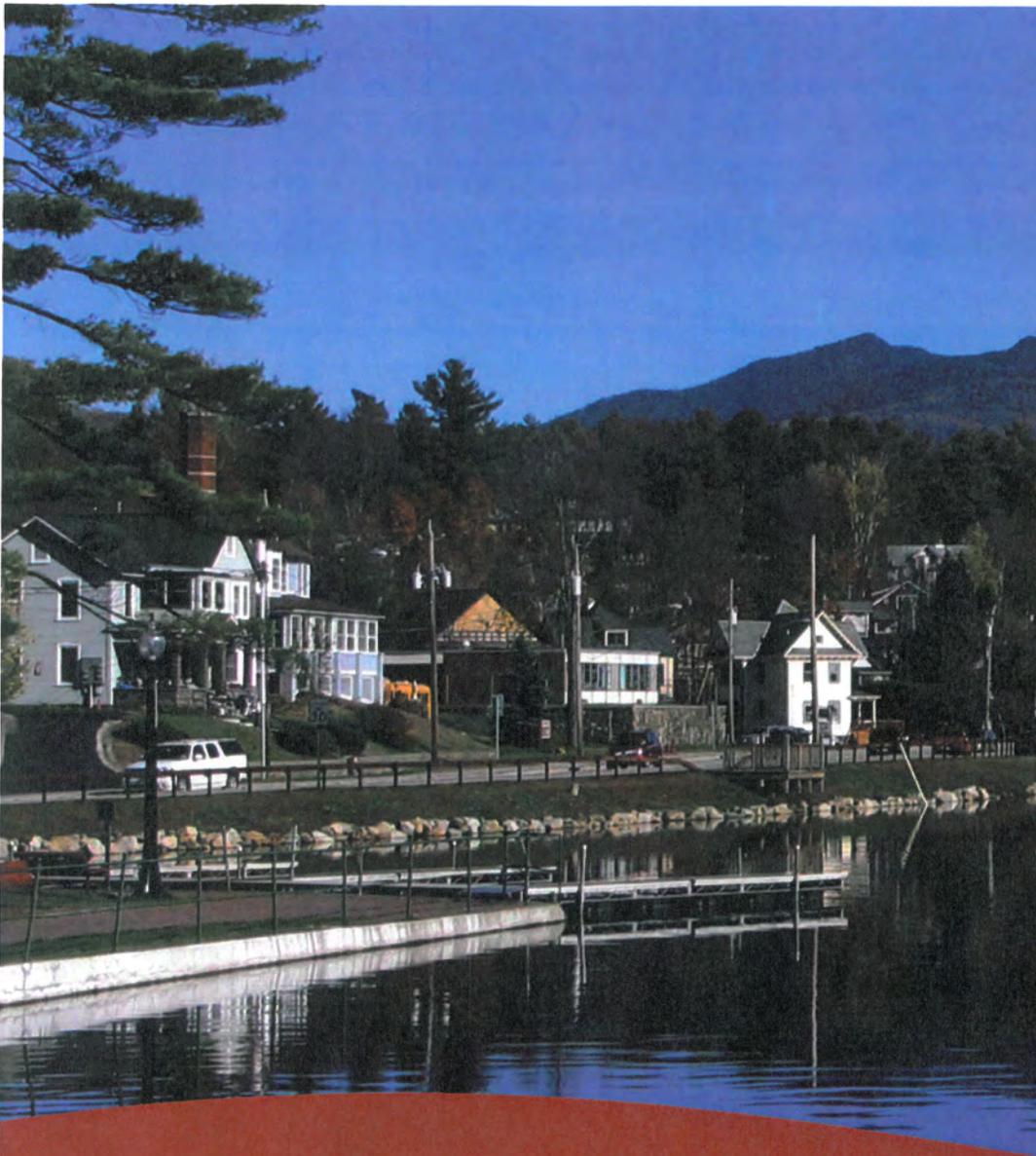
Related Goals:	<ul style="list-style-type: none"> • Grow existing tourism economy • Create jobs and business opportunities • Make historic downtown more inviting to visitors • Grow quantity and quality of local lodging • Enhance nightlife for residents and visitors • Encourage people who recreate in Saranac Lake to lodge in Saranac Lake • Improve approaches to Saranac Lake • Increase diversity and number of dining options • Make sure tourism contributes to quality of life in Saranac Lake
Action:	Cluster and Expand Dining and Nightlife Options
Responsible Players:	TC, AEDC/Mike Conway, CD/Jeremy Evans
Timeline:	Ongoing
Expected Outcomes:	Visitors and locals will have more choices, better quality, and more diversity in dining options. Visitors will value that set of options and be inclined to stay longer, spend more dining dollars in Saranac Lake, and return.
Notes and Details:	<ul style="list-style-type: none"> • Dining with a view is a must if Saranac Lake intends to establish itself as an outdoor-oriented destination. • Dining that is integrated into the downtown/Riverwalk/lakefront zone is also very important.
Related Actions:	<ul style="list-style-type: none"> • Brand Saranac Lake as an independent destination under the Adirondack brand umbrella • Add two shoulder season events • Build and market “learning vacations” • Make Saranac Lake arrival more welcoming • Engage in hospitality training • Expand the selection of current and competitive lodging • Develop Riverwalk activities and line it with visitor-related retail and dining • Create a pedestrian-friendly, visitor-friendly downtown • Improve and/or establish public transportation in Saranac Lake and between Saranac Lake and Lake Placid • Make parking easily available and easy for visitors to find • Erase the county line in terms marketing • Establish a new point to disburse visitor information and make visitor contact • Market to campground visitors • Develop coop advertising opportunities with the private sector • Engage in website development

8. Create a pedestrian-friendly, visitor-friendly downtown

Related Goals:	<ul style="list-style-type: none"> • Grow existing tourism economy • Base Saranac Lake brand on Adirondack outdoor recreation, wellness, history and arts • Create jobs and business opportunities • Make historic downtown more inviting to visitors • Grow quantity and quality of local lodging • Encourage people who recreate in Saranac Lake to lodge in Saranac Lake • Increase accessibility • Improve approaches to Saranac Lake • Increase diversity and number of dining options • Make sure tourism contributes to quality of life in Saranac Lake
Action:	Create a pedestrian-friendly, visitor-friendly downtown
Responsible Players:	HIAB & Georgeanne Gaffney
Timeline:	Ongoing
Expected Outcomes:	Visitors who move through a destination on their feet usually have more fun than those who have to find a new parking place for every stop. That fun translates into spending and repeat visits. The view of visitors walking through a friendly-looking tourism zone stimulates others to participate – much more than advertising or promotion.
Notes and Details:	Link downtown to lakefront and Riverwalk – with no traffic barriers.
Related Actions:	<ul style="list-style-type: none"> • Brand Saranac Lake as an independent destination under the Adirondack brand umbrella • Promote and sell local products • Cluster and expand dining and nightlife options • Add two shoulder season events • Build and market “learning vacations” • Make Saranac Lake arrival more welcoming • Engage in hospitality training • Expand the selection of current and competitive lodging • Develop Riverwalk activities and line it with visitor-related retail and dining • improve and/or establish public transportation in Saranac Lake and between Saranac Lake and Lake Placid • Make parking easily available and easy for visitors to find • Establish a new point to disburse visitor information and make visitor contact • Market to campground visitors • Develop coop advertising opportunities with the private sector • Engage in website development

20. Develop Riverwalk activities and line it with visitor-related retail and dining

Related Goals:	<ul style="list-style-type: none"> • Grow existing tourism economy • Base Saranac Lake brand on Adirondack outdoor recreation, wellness, history and arts • Create jobs and business opportunities • Make historic downtown more inviting to visitors • Grow quantity and quality of local lodging • Encourage people who recreate in Saranac Lake to lodge in Saranac Lake • Increase accessibility • Improve approaches to Saranac Lake • Increase diversity and number of dining options • Make sure tourism contributes to quality of life in Saranac Lake
Action:	Develop Riverwalk activities and line it with visitor-related retail and dining (shops in backs of existing buildings)
Responsible Players:	CD/Jeremy Evans, AEDC, HIAB
Timeline:	Ongoing
Expected Outcomes:	The Riverwalk opens a key opportunity (as discovered by numerous other destinations) to tie dining and retail to a positive water-oriented outdoor environment. Saranac Lake can build this into such a positive experience that it will be difficult for other regional destinations to compete.
Notes and Details:	The ability to have an outdoor meal, grab an ice cream, shop for local crafts, etc. while wandering the Riverwalk gives Saranac Lake an economic return on the Riverwalk.
Related Actions:	<ul style="list-style-type: none"> • Brand Saranac Lake as an independent destination under the Adirondack brand umbrella • Build a strong practice of stewardship • Promote and sell local products • Cluster and expand dining and nightlife options • Add two shoulder season events • Make Saranac Lake arrival more welcoming • Expand the selection of current and competitive lodging • Create a pedestrian-friendly, visitor-friendly downtown • Improve and/or establish public transportation in Saranac Lake and between Saranac Lake and Lake Placid • Make parking easily available and easy for visitors to find • Develop Trail Masterplan to integrate paths, Riverwalk, trails, corridors • Establish a new point to disburse visitor information and make visitor contact • Market to campground visitors • Engage in website development



Village of Saranac Lake Final Bicycle + Pedestrian Trail Master Plan

May, 2013

PREPARED BY:
Alta Planning + Design

PREPARED FOR:
Village of Saranac Lake



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Village of Saranac Lake Bicycle and Pedestrian Trail Plan

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Executive Summary

This Bicycle and Pedestrian Trails Plan implements a priority recommendation in the Village's adopted LWRP and advances the goals of the Adirondack Park Land Use Plan by promoting sustainable development and reinforcing the Village as a regional center destination for commercial activity. This plan results in a comprehensive bicycle, pedestrian and trail network that will enhance community livability through alternative transportation options, a network of open spaces, and promotion of a healthy active lifestyle.

A series of pedestrian and bicycle infrastructure improvements are outlined to increase connectivity between community centers and recreational assets, resulting in every home becoming a trailhead. Pedestrian improvements include an expansion upon Saranac Lake's recent sidewalk improvement program and intersection improvements. The bicycle improvements described provide the ability for families to commute and connect to recreational opportunities through signage, roadway space, and shared use paths. Additional recreational opportunities for hiking, mountain biking, canoe, kayaking, and x-country skiing are also identified.

Pedestrian Improvements

- Broadway
- Main Street
- Route 3
- Edgewood Road
- Lake Street
- Kiwassa Road
- Pine St / McKenzie Pond Rd
- Brandy Brook
- Canaras Ave

Bicycle Improvements

- Main St - Broadway
- Lake Flower Avenue
- Route 86
- Church St
- Route 3
- River St
- Moody Pond Loop
- Lake St – Petrova Ave
- Trudeau Rd
- Park Ave – Baker St – Cedar St
- Ampersand Ave
- Edgewood Rd

Intersection Improvements

- Main Street & Pine Street
- Brandy Brook & Pine Street
- River Street & Lake Flower Ave
- Lake Street & Petrova Ave (west)
- Main Street & Broadway
- River Street & Church Street
- River Street & Main Street
- Broadway & Bloomingdale Ave
- Broadway & Ampersand Ave
- Bloomingdale Ave & Church Street
- Railroad crossings (3)

A comprehensive bicycle and pedestrian network goes beyond linear bicycle and pedestrian improvements. Several location specific improvements and community wide programs are described in the plan that will continue to encourage walking and bicycling throughout the community.

- Riverwalk
- Route 3 Pedestrian Bridge
- Moody Pond
- Prescott Park
- Village Mountain Bike Park
- Wayfinding / Signage
- Main Street Pedestrian-Only Events
- Grate Replacement
- Complete Streets
- Safe Routes to School (SRTS)
- Saranac Lake Trail Map
- Bicycle Parking
- Safe Passage / Share the Road Campaign

Ten priority projects were chosen based on feasibility, significance, and public input. Two additional design concepts were developed; one at a community wide scale and the other at street scale. The following projects were determined to have the highest importance and impact in the Village of Saranac Lake:

- Rail-with-trail
- Mount Pisgah to Downtown Trail
- Baker Mountain to Downtown
- Dewey Mountain to Mount Pisgah Trail
- School Loop with Extension to Dewey Mountain
- Riverwalk
- Safe Routes to School Program
- Intersection Improvements
- River Street Trail
- Sidewalk Improvements
- Main Street & Broadway
- Wayfinding Signage



This document was prepared for the New York State Department of State with funds provided under Title II of the Environmental Protection Fund.



1 Introduction

The Village of Saranac Lake sought to develop this bicycle and pedestrian trail master plan to help implement its Local Waterfront Revitalization Program. The master plan results in a comprehensive approach to the development of bicycle and pedestrian infrastructure that will benefit residents and attract visitors. Enhancing pedestrian and bicycle movement reinforces the Village as a regional destination for water- and outdoor-based recreation and related tourism activity by creating a plan for a comprehensive trail network linking the downtown and waterfront areas with surrounding public lands and regional trails such as the Jack Rabbit Trail or proposed Saranac Lake/Lake Placid Multi-use Trail. The recommended projects also enhance community livability by reducing auto dependency, providing alternative transportation options, creating a network of public open spaces, and promoting a healthy active lifestyle. The bicycle and pedestrian trail master plan includes:

- An inventory and assessment of existing bicycle and pedestrian infrastructure;
- Identification of potential linkages between existing trails and informal paths;
- Proposed new trails and infrastructure needed to create a cohesive trail network;
- Identification of maintenance needs; and
- Prioritization of capital improvements.

This Bicycle and Pedestrian Trails Plan implements a priority recommendation in the Village's adopted LWRP and advances the goals of the Adirondack Park Land Use Plan by promoting sustainable development and reinforcing the Village as a regional center destination for commercial activity. It also reaffirms the regional tourism and community revitalization goals of the Olympic Scenic Byway.

2 Study Area Boundary

2.1 Local Boundary

A local study area boundary is a circle with a two mile radius from the center of the Village. This local boundary includes the Village, portions of the Towns of Harrietstown, North Elba, and St. Armand, and the three surrounding mountain peaks, Mount Pisgah, Dewey Mountain, and Baker Mountain. A greater focus is placed on the local boundary to propose pedestrian, bicycle, and trail opportunities. Specific destinations are considered including local schools, trailheads, and shopping centers. See Figure 1 for the Local Study Area Boundary Map.

2.2 Regional Boundary

A regional boundary was determined that included additional communities surrounding Saranac Lake, including Lake Placid, Ray Brook, and Bloomingdale. This area was considered for bicycle and pedestrian gaps and opportunities at a high scale, while considering regional activities and connections. See Figure 2 for the Regional Study Area Boundary Map.

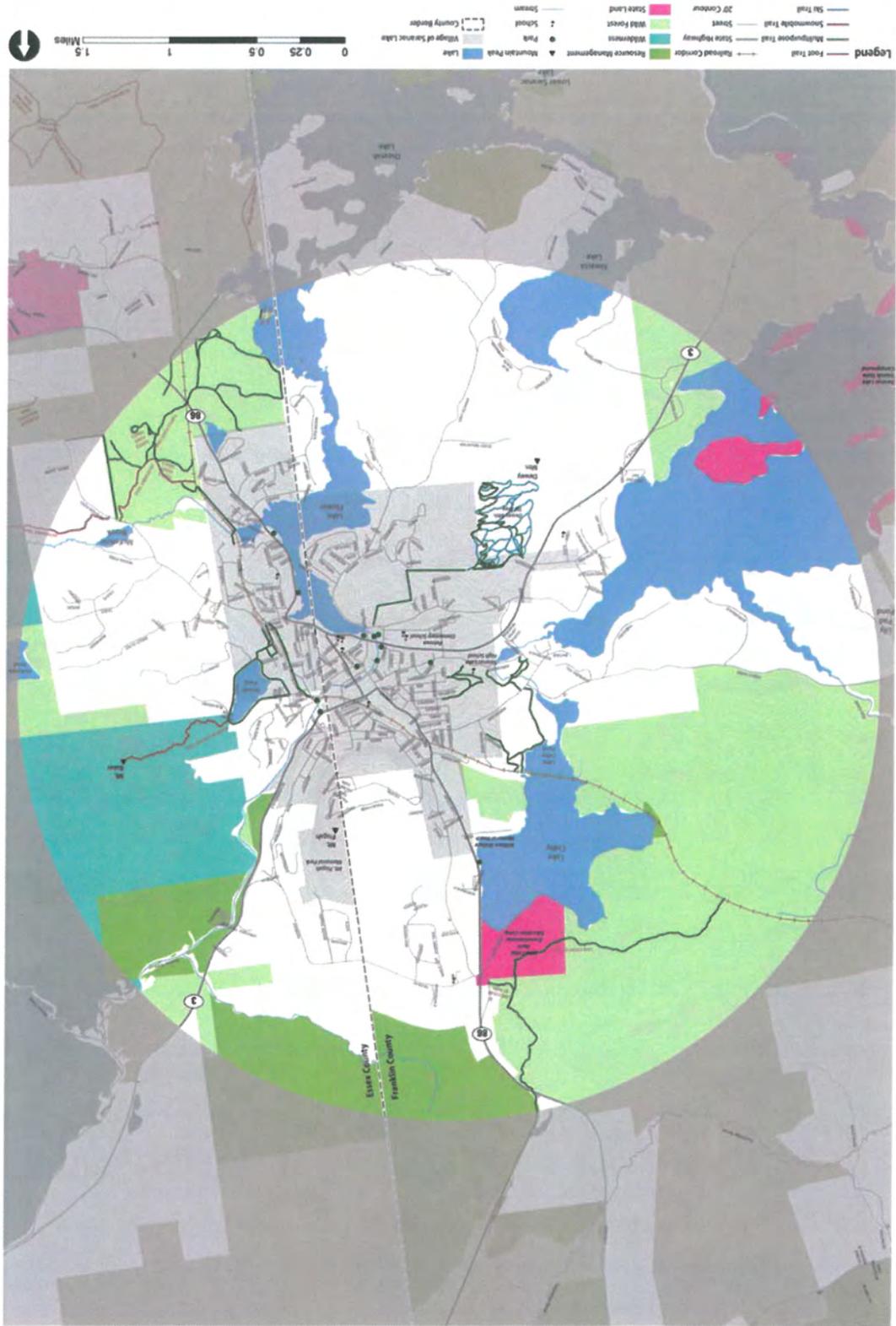


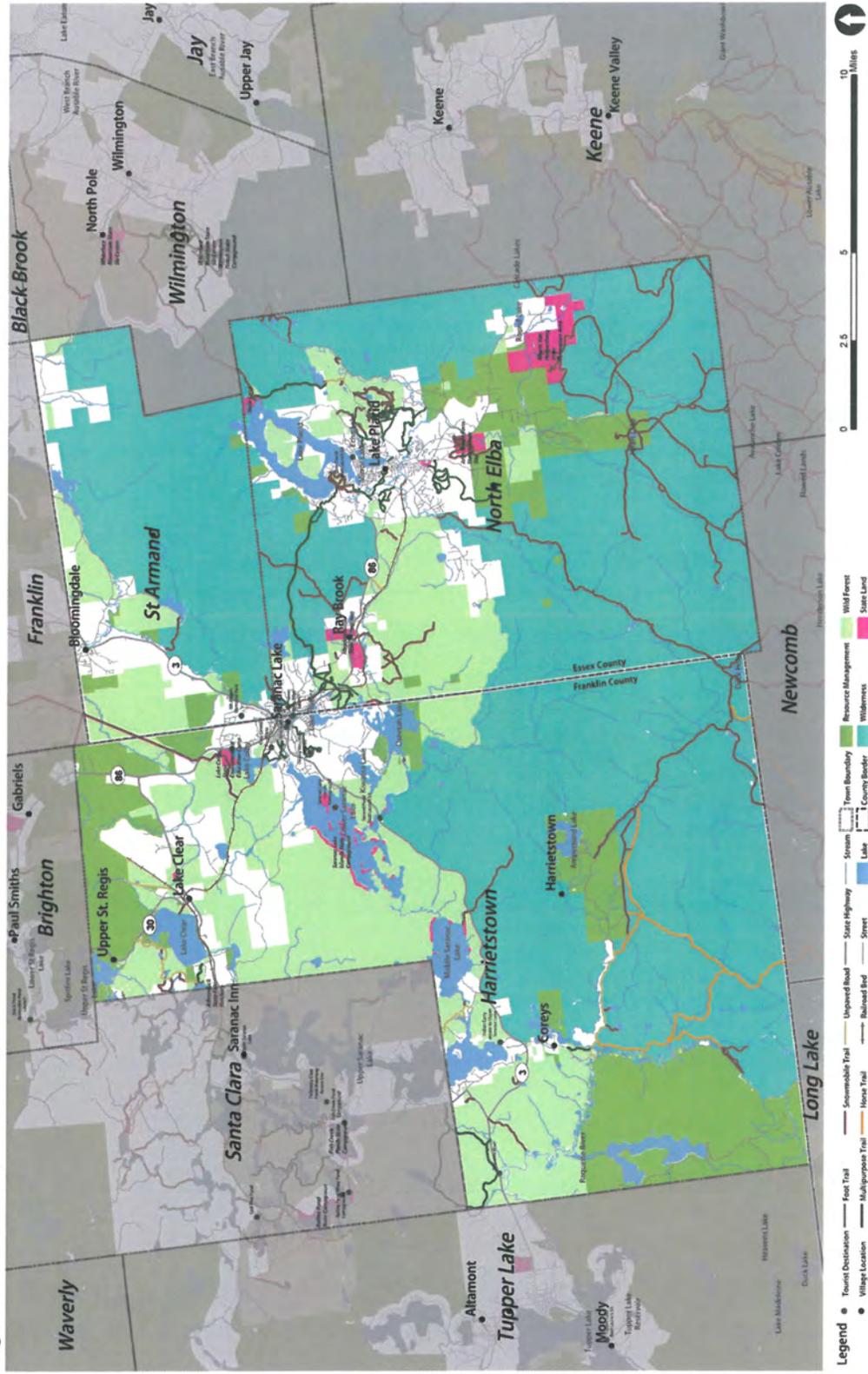
Figure 1

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Figure 2
Regional Connections



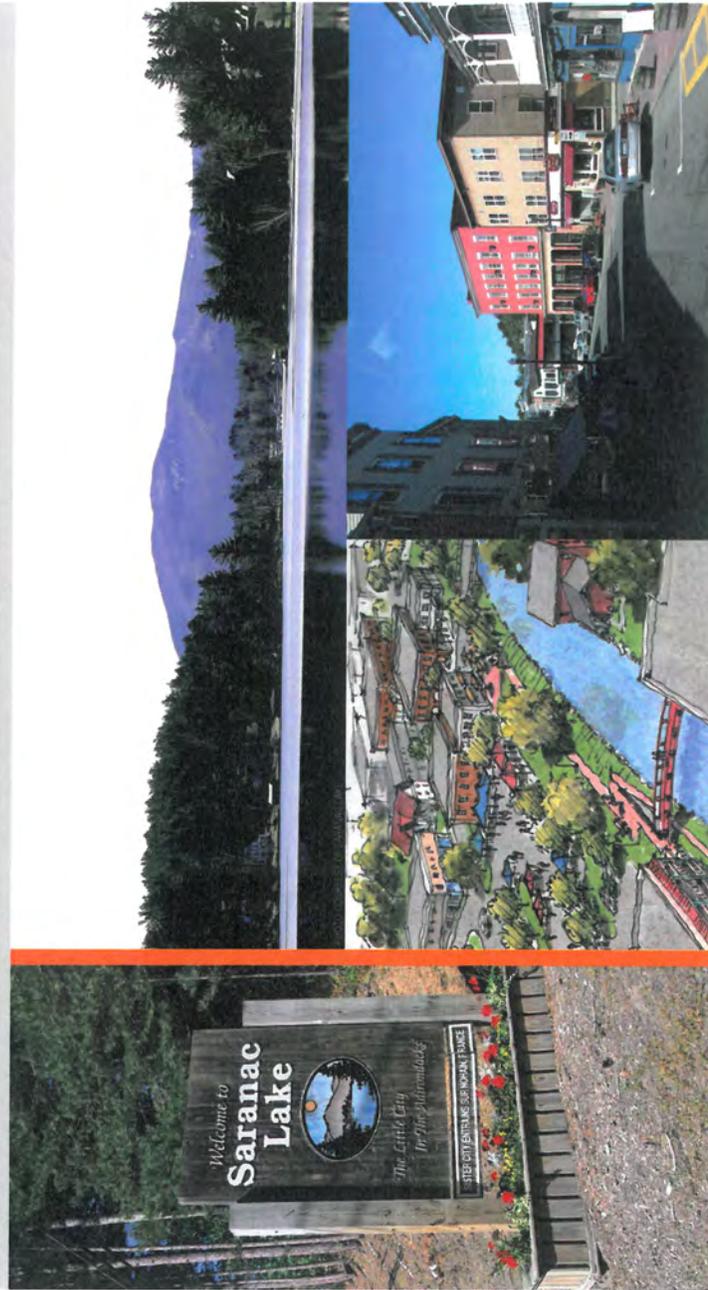
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SARANAC LAKE VISION CONCEPTS

A GENUINE PLACE TO LIVE, WORK, SHOP AND EXPERIENCE CULTURE IN THE HEART OF THE ADIRONDACKS



SARANAC LAKE, NEW YORK
DECEMBER 2007



Project Background & Executive Summary

Section 1 Community Context

- Environmental & Community Features Framework Map
- District Redevelopment Program Opportunities

Section 2 District Redevelopment Issues and Opportunities

- District 1 Church Street
- District 2 Broadway
- District 2 Union Depot
- District 3 North Shore
- District 4 Eastern Gateway
- District 5 Dorsey Street

Section 3 District Redevelopment Enhancement Opportunities

- Composite District Enhancement Plan
- District 1 Church Street & 5 Dorsey Street
- District 1 Church Street Perspective
- District 5 Dorsey Street Perspective
- District 2 Broadway and the Union Depot
- District 2 Broadway and the Union Depot Perspective
- District 3 North Shore
- District 3 North Shore Perspective
- District 4 Eastern Gateway
- District 4 Eastern Gateway Perspective



SARANAC LAKE VISION CONCEPTS

PROJECT BACKGROUND

Saranac Lake is a unique, vibrant place forged in the rugged Adirondack Mountains where people come to live, shop, experience culture, gather for events and celebrations, or just to simply connect with a friend or neighbor year-round. It is an affordable place in which the residents have a significant amount of pride and history. Saranac Lake is committed to sustainability and environmental stewardship while providing for new regional economic opportunity.

With this Vision Concept, Saranac Lake has set a foundation for government policies, goals and benchmarks that will ensure that the Village, its businesses and its residents are able to meet ongoing environmental and economic challenges as well as capitalize on new, emerging opportunities. The Village of Saranac Lake recognizes that significant economic, social and environmental benefits will accrue by integrating sustainability as an operational objective.

This Vision Concept sets the stage for the Village to take on the challenges of the 21st century – to embrace economic change and restructuring to further enhance the Adirondack region as a highly desirable place to not only visit, but also live, work, and explore. The core of this Vision Concept is the Village's Riverwalk. The Riverwalk will become the spine of a fully connected pedestrian system; a system that links public spaces, neighborhoods, cultural institutions and commercial establishments, all while forming the framework around which high quality public and private investment will be organized. In future planning initiatives, the Village of Saranac Lake looks to integrate the work completed in this Vision Concept as a foundation.

The proposed concepts outlined here have the potential to enrich the image of Saranac Lake by building on its authentic, hometown character as a fundamental element to any future initiative. Reinvestment in the areas of opportunity highlighted here will enhance the character and function of Saranac Lake's place in the region with new cultural, residential, research and educational opportunities, all of which will add to the vitality of the community. This Vision Concept conveys a strong and clear vision for the future of the Village that is compelling and inspiring, a vision that imagines new possibilities.

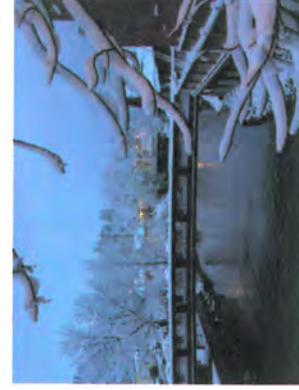
The Riverwalk will become the spine of a fully connected pedestrian system; a system that links public spaces, neighborhoods, cultural institutions and commercial establishments



Improve visual access to the Saranac River



Celebrate Saranac Lake as a year-round destination



Build on Saranac Lake's authentic hometown character

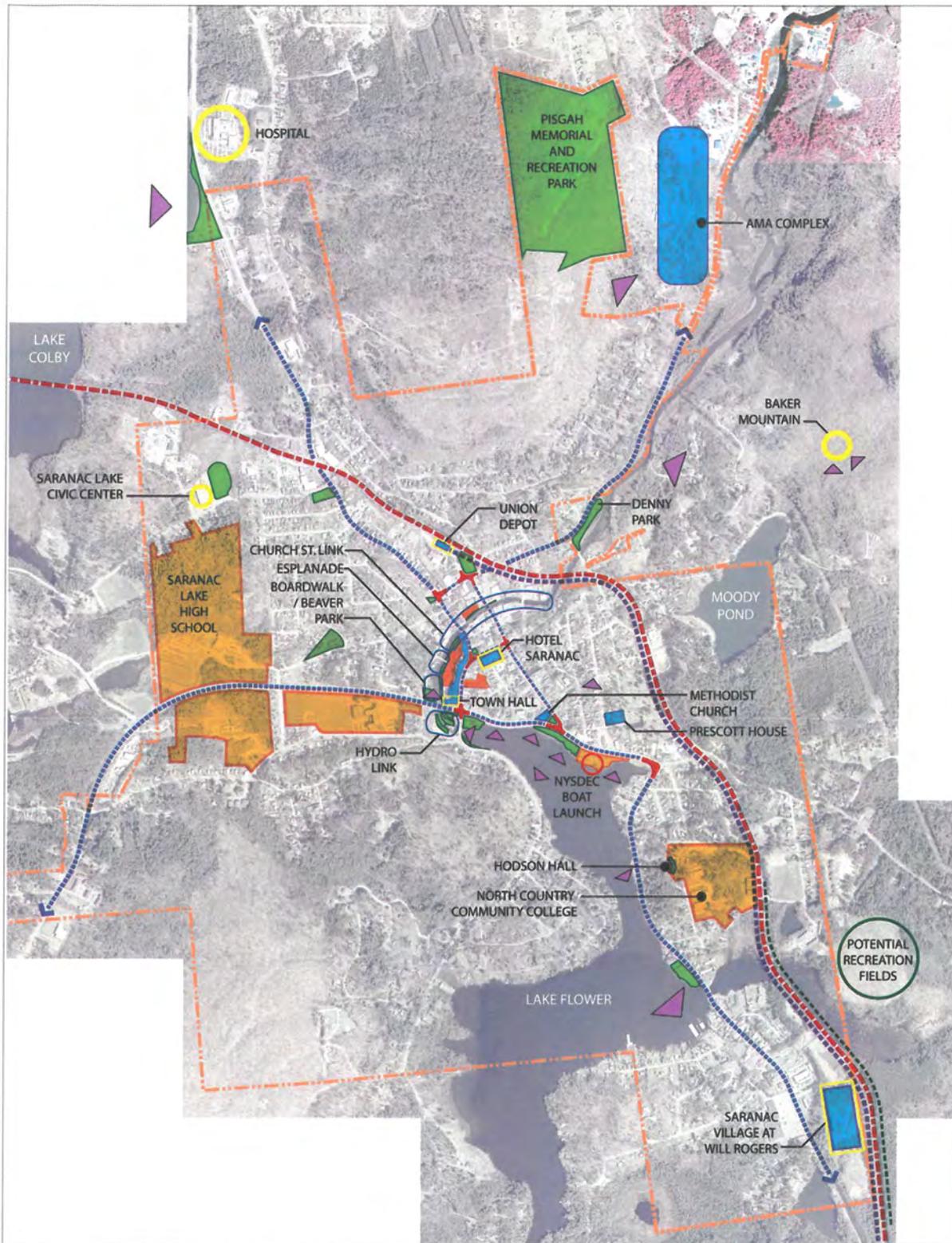




SECTION 1:

COMMUNITY CONTEXT





ENVIRONMENTAL & COMMUNITY FEATURES

The Village of Saranac Lake
Visions Concepts

December, 2007

KEY

- LAKE PLACID / SARANAC LAKE BIKE PATH (PROPOSED)
- ADIRONDACK SCENIC RAILROAD
- MAJOR VEHICULAR ROUTES
- JACK RABBIT TRAIL (JRT)
- MAJOR INTERSECTIONS
- STATE \ MUNICIPAL LAND
- PARKS \ GREENSPACE
- HISTORIC ARCHITECTURE
- AREAS OF INFLUENCE
- SARANAC LAKE RIVER WALK SYSTEM
- MUNICIPAL PARKING
- VIEWS

0 600 1200 1800 2400 Feet

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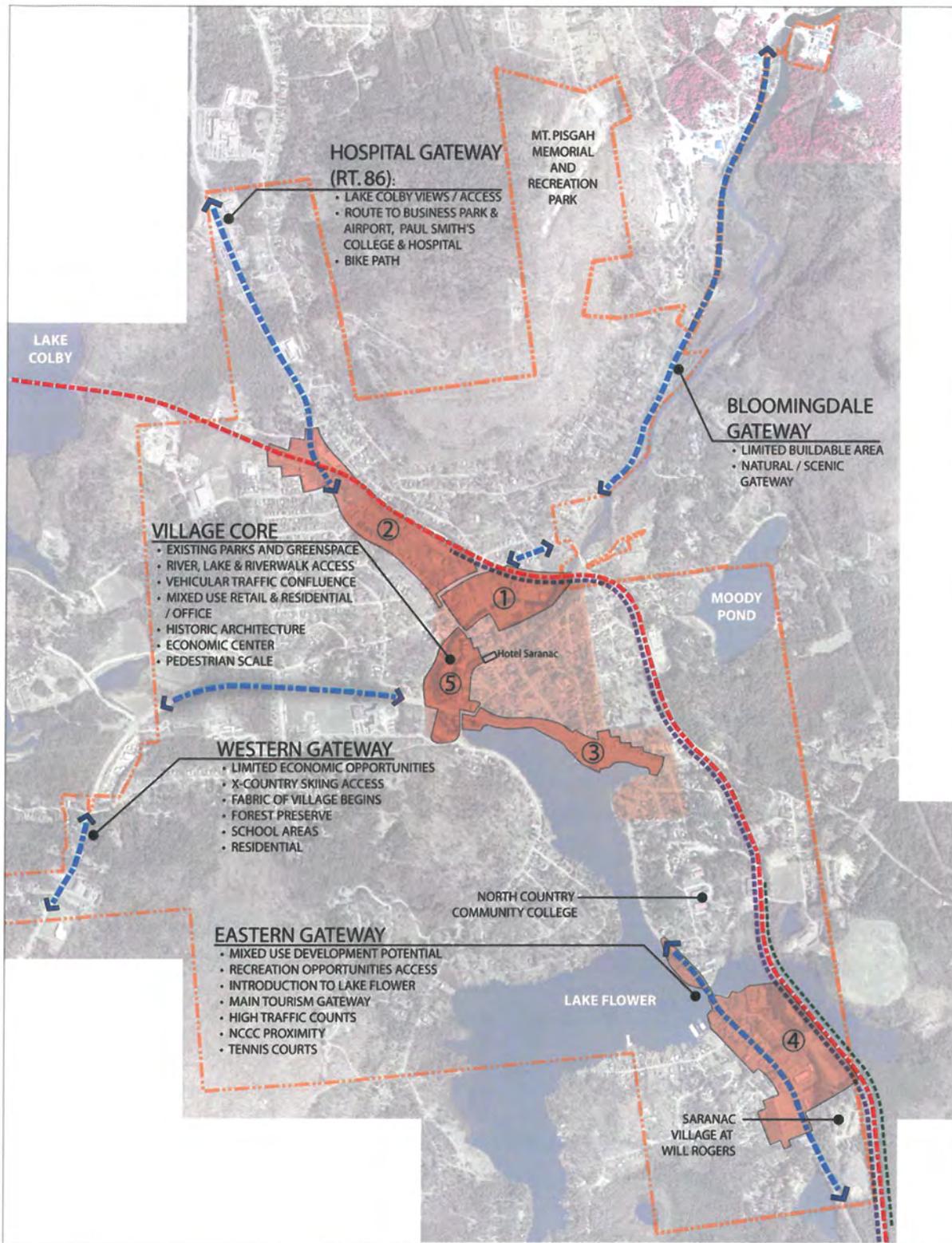
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THE VILLAGE OF SARANAC LAKE



FRAMEWORK MAP

KEY

- LAKE PLACID / SARANAC LAKE BIKE PATH (PROPOSED)
- ADIRONDACK SCENIC RAILROAD
- JACK RABBIT TRAIL (JRT)
- VILLAGE GATEWAY CORRIDORS
- GATEWAY/ DEVELOPMENT DISTRICTS
- URBAN CORE DISTRICT



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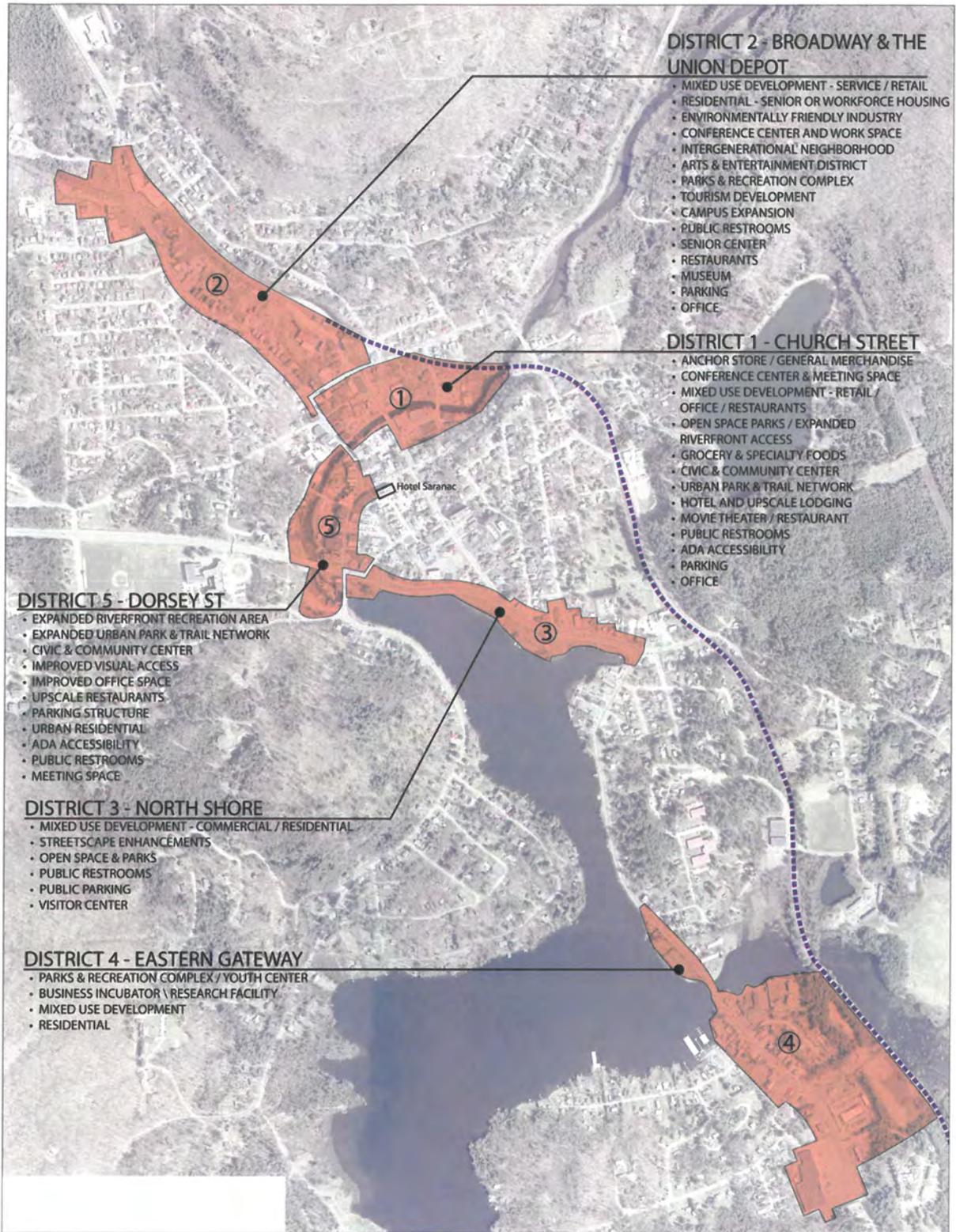
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THE VILLAGE OF SARANAC LAKE

The Village of Saranac Lake
Visions Concepts

December, 2007



- DISTRICT 2 - BROADWAY & THE UNION DEPOT**
- MIXED USE DEVELOPMENT - SERVICE / RETAIL
 - RESIDENTIAL - SENIOR OR WORKFORCE HOUSING
 - ENVIRONMENTALLY FRIENDLY INDUSTRY
 - CONFERENCE CENTER AND WORK SPACE
 - INTERGENERATIONAL NEIGHBORHOOD
 - ARTS & ENTERTAINMENT DISTRICT
 - PARKS & RECREATION COMPLEX
 - TOURISM DEVELOPMENT
 - CAMPUS EXPANSION
 - PUBLIC RESTROOMS
 - SENIOR CENTER
 - RESTAURANTS
 - MUSEUM
 - PARKING
 - OFFICE

- DISTRICT 1 - CHURCH STREET**
- ANCHOR STORE / GENERAL MERCHANDISE
 - CONFERENCE CENTER & MEETING SPACE
 - MIXED USE DEVELOPMENT - RETAIL / OFFICE / RESTAURANTS
 - OPEN SPACE PARKS / EXPANDED RIVERFRONT ACCESS
 - GROCERY & SPECIALTY FOODS
 - CIVIC & COMMUNITY CENTER
 - URBAN PARK & TRAIL NETWORK
 - HOTEL AND UPSCALE LODGING
 - MOVIE THEATER / RESTAURANT
 - PUBLIC RESTROOMS
 - ADA ACCESSIBILITY
 - PARKING
 - OFFICE

- DISTRICT 5 - DORSEY ST**
- EXPANDED RIVERFRONT RECREATION AREA
 - EXPANDED URBAN PARK & TRAIL NETWORK
 - CIVIC & COMMUNITY CENTER
 - IMPROVED VISUAL ACCESS
 - IMPROVED OFFICE SPACE
 - UPGRADE RESTAURANTS
 - PARKING STRUCTURE
 - URBAN RESIDENTIAL
 - ADA ACCESSIBILITY
 - PUBLIC RESTROOMS
 - MEETING SPACE

- DISTRICT 3 - NORTH SHORE**
- MIXED USE DEVELOPMENT - COMMERCIAL / RESIDENTIAL
 - STREETSCAPE ENHANCEMENTS
 - OPEN SPACE & PARKS
 - PUBLIC RESTROOMS
 - PUBLIC PARKING
 - VISITOR CENTER

- DISTRICT 4 - EASTERN GATEWAY**
- PARKS & RECREATION COMPLEX / YOUTH CENTER
 - BUSINESS INCUBATOR / RESEARCH FACILITY
 - MIXED USE DEVELOPMENT
 - RESIDENTIAL

DISTRICT REDEVELOPMENT PROGRAM OPPORTUNITIES

The Village of Saranac Lake
Visions Concepts
December, 2007

- KEY**
- LAKE PLACID \ SARANAC LAKE BIKE PATH (PROPOSED)
 - ⓪ URBAN CORE DISTRICT



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THE VILLAGE OF SARANAC LAKE



SECTION 2:

**DISTRICT REDEVELOPMENT ISSUES
AND OPPORTUNITIES**

DISTRICT 1 'CHURCH ST. EXT & BLOOMINGDALE AVE.'

Issue and Opportunities
The Village of Saranac Lake
Visions Concepts
December, 2007

KEY

- DISTRICT 1
- ADJACENT DISTRICTS
- ADIRONDACK SCENIC RAILROAD
- RIVERWALK TRAIL & PARK
- MAJOR THOROUGHFARE

PROS:

- River Access
- Proximity to River & Riverwalk, Grocery Store & Train Depot
- Location of Riverwalk Termination
- Mix-Use Development Possibility
- Good Location for Parking Garage/ Municipal Parking, Streetscape Improvements & Facade Improvements

CONS:

- Excessive Pavement
- Not Pedestrian Oriented
- Poor Condition of Stores
- Heavy Traffic on Church St. Ext.
- Lack of Destination

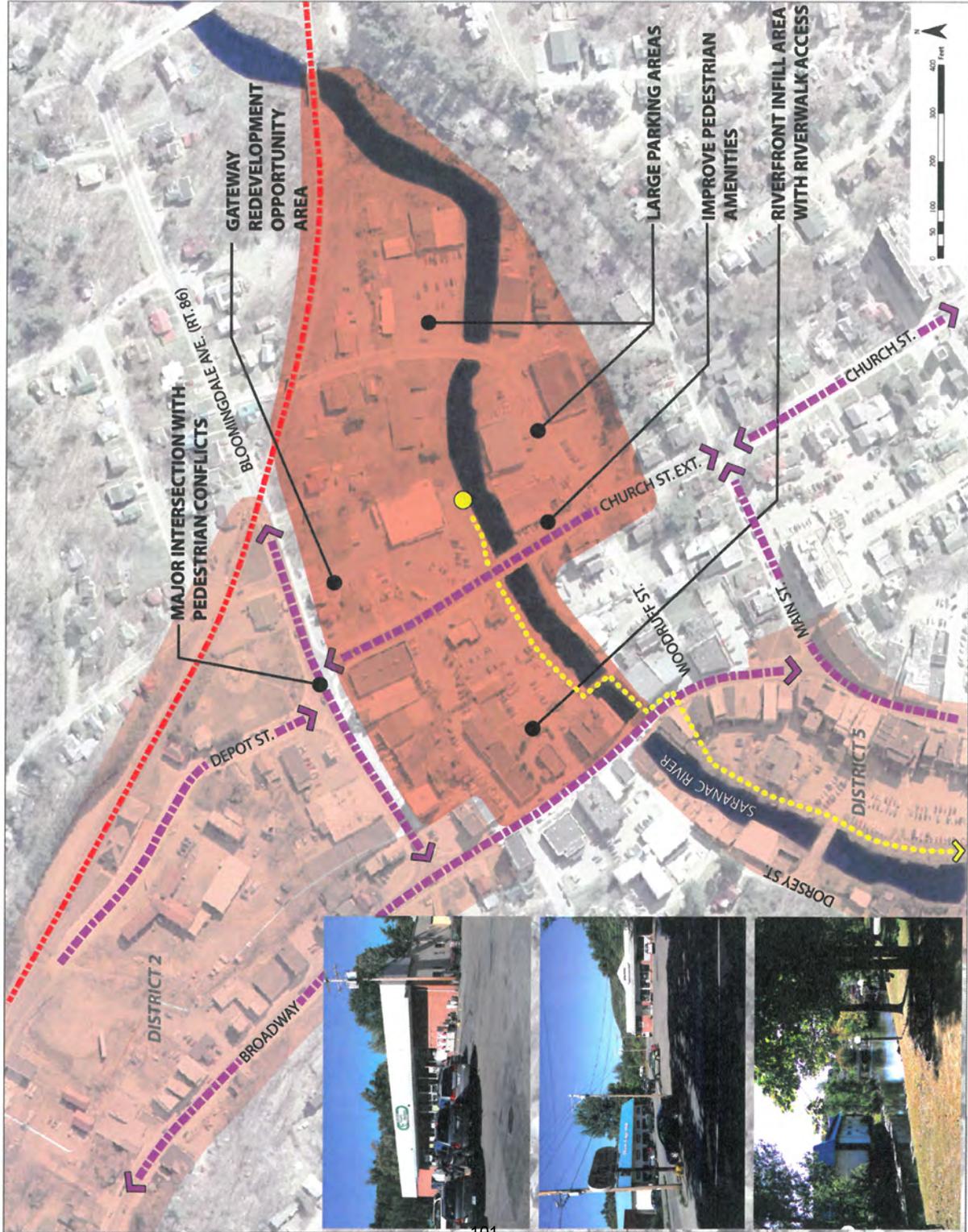
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THE VILLAGE OF
SARANAC LAKE



DISTRICT 2 'BROADWAY'

Issue and Opportunities
The Village of Saranac Lake
Visions Concepts
December, 2007

KEY

- DISTRICT 2
- ADJACENT DISTRICTS
- ADIRONDACK SCENIC RAILROAD
- RIVERWALK TRAIL & PARK
- MAJOR THOROUGHFARE

PROS:

- New Merchants / Offices
- Building Rehab Occurring
- "Traditional" Architecture
- Mixed-Use: Charlie's Grocery, Fire Dept.
- Targeted to Younger Tenants
- More Affordable Housing
- Adult Center Redevelopment Opportunity
- Opportunity to Become Enhanced Gateway

CONS:

- Labeled Substandard
- Deterior Buildings and Businesses
- Narrow Pedestrian Walks
- Viable Businesses in Undesirable Location
- Lack of Code Enforcement
- Steep Grade
- Dangerous?

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**THE VILLAGE OF
SARANAC LAKE**



DISTRICT 2 'THE DEPOT'

Issue and Opportunities
The Village of Saranac Lake
Visions Concepts
December, 2007

KEY

- DISTRICT 2
- ADJACENT DISTRICTS
- ADIRONDACK SCENIC RAILROAD
- RIVERWALK TRAIL & PARK
- MAJOR THOROUGHFARE

PROS:

- Tourism Gateway
- Historic Structure(s)
- Planned Carousel Installation in William Morris Park
- Possible Development Area
- Existing Artist Studio
- Hub for Recreational Bikers
- Adjacent Properties Could Provide Connection to Broadway

CONS:

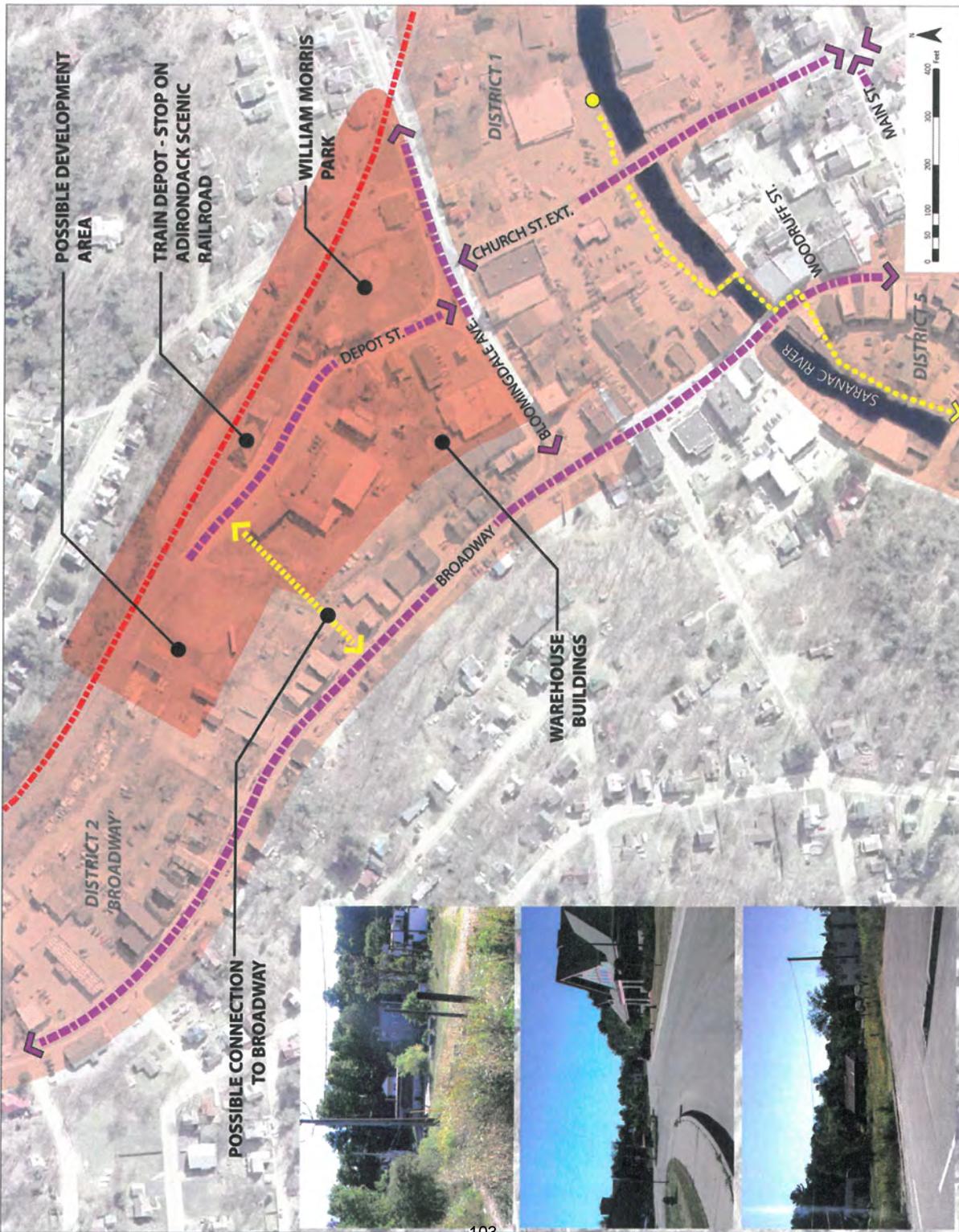
- Adjacent Industrial Site
- No Direction for Train Patrons
- Hard to Find, Not Visible
- NYSDOT Owns Depot
- Existing Building Condition

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THE VILLAGE OF SARANAC LAKE



DISTRICT 5 'DORSEY ST. & BEAVER PARK AREA'

Issue and Opportunities
The Village of Saranac Lake
Visions Concepts
December, 2007

KEY

- DISTRICT 5
- ADJACENT DISTRICTS
- ADIRONDACK SCENIC RAILROAD
- RIVERWALK TRAIL \ PARK
- MAJOR THOROUGHFARE

- PROS:**
- Connects to Main St. & Broadway \ Grand Entrance to Village
 - Connects to Beaver Park
 - Kayak Access to Slalom Course
 - Middle and Elementary Schools Nearby
 - Connects Under RT. 3
 - Municipal Parking

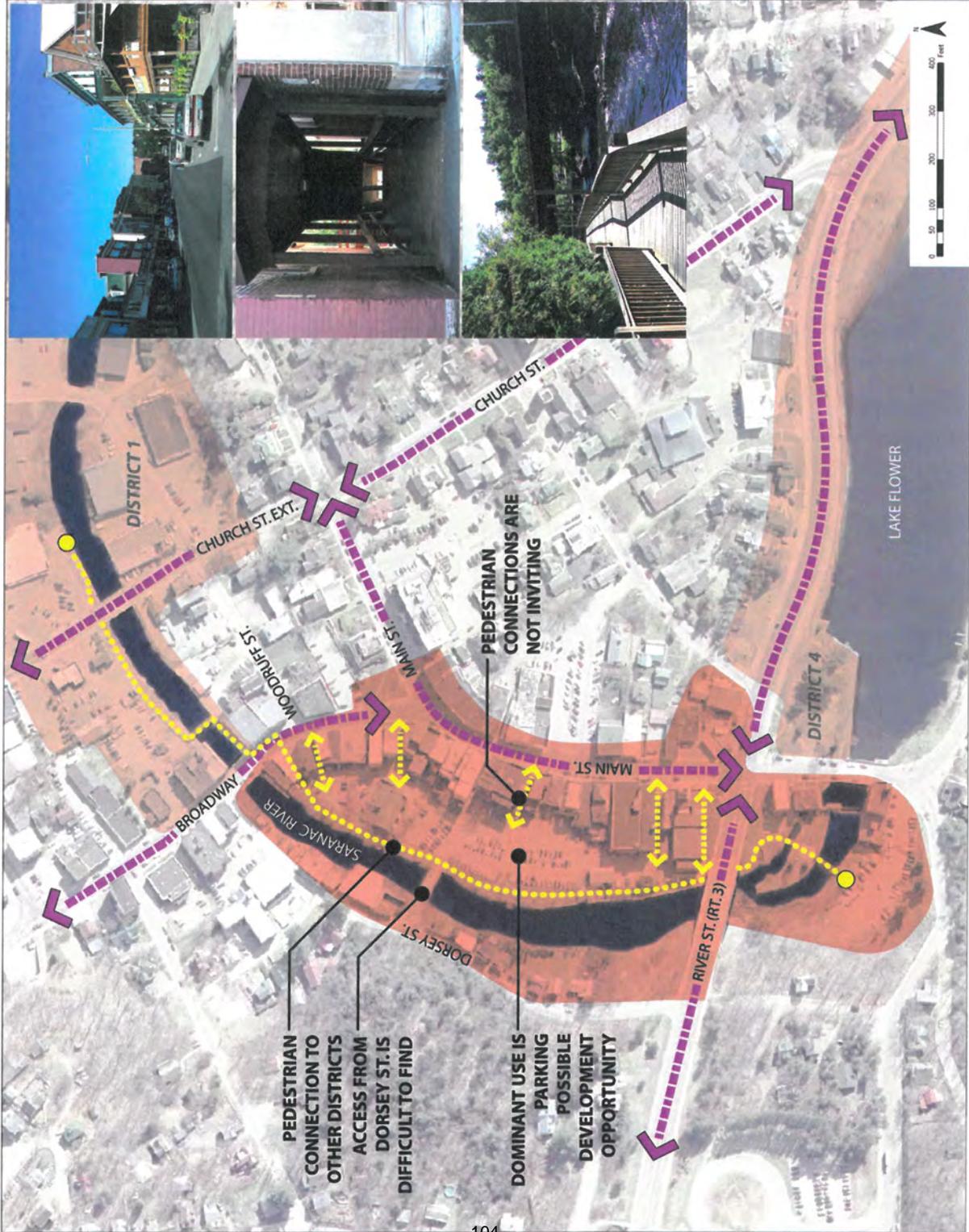
- CONS:**
- Underutilized Riverfront \ Hidden
 - Parking is Dominant Use
 - Part of a Larger Parking Problem
 - Connections From Main St. are Uninviting
 - Signage From Main St. is Unnoticeable

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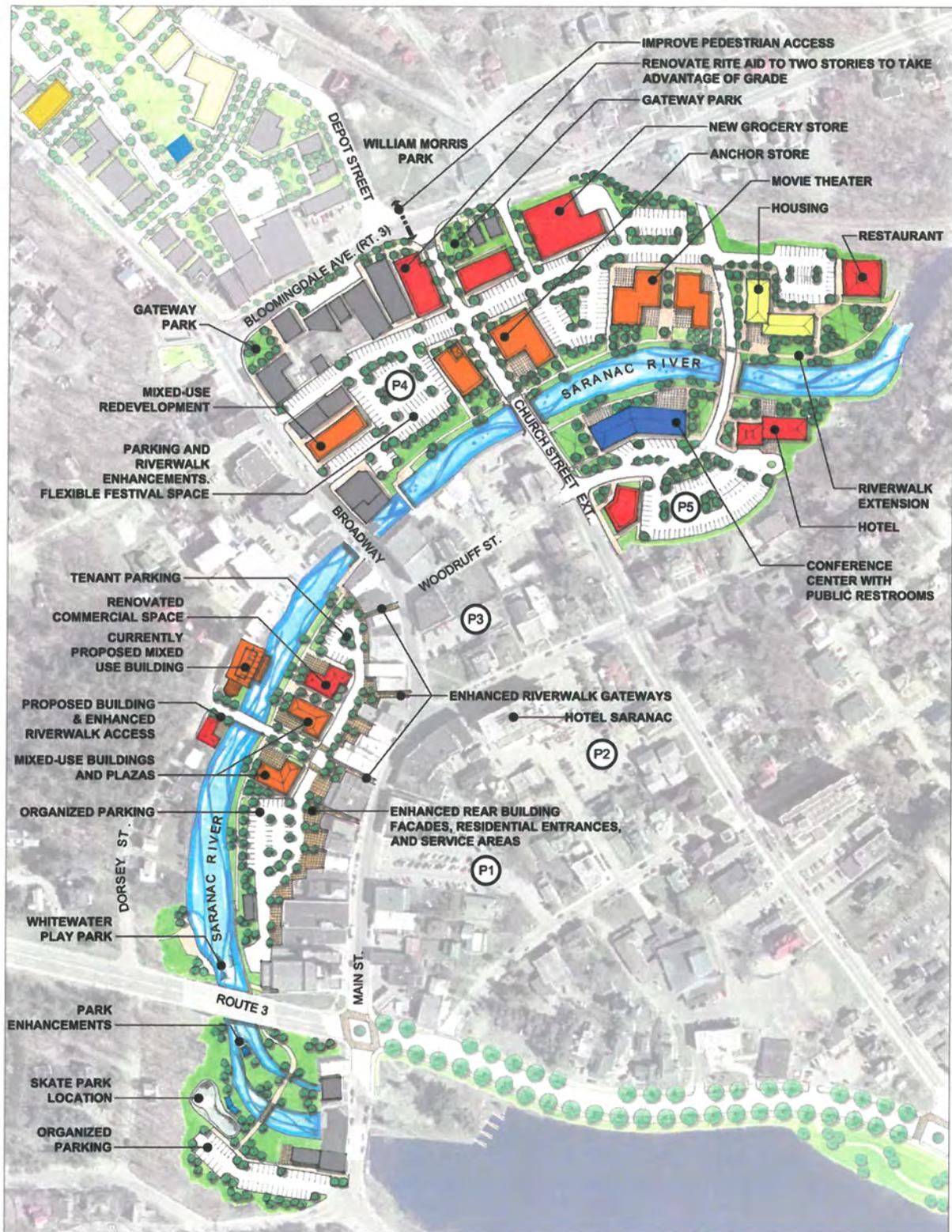
**THE VILLAGE OF
SARANAC LAKE**





SECTION 3:

**DISTRICT REDEVELOPMENT
ENHANCEMENT OPPORTUNITIES**



**DISTRICT 1 & 5 -
CHURCH ST. &
DORSEY ST.
ENHANCEMENT
OPPORTUNITIES**

Village of Saranac Lake
Vision Concepts

December, 2007

KEY

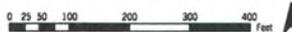
- NEW INSTITUTIONAL / CIVIC STRUCTURES
- NEW COMMERCIAL
- EXISTING STRUCTURES
- NEW HOUSING
- NEW MIXED-USE
- GREEN SPACE AND PARK SYSTEM

PROPOSED FOOTPRINT AREA:
 INSTITUTIONAL/CIVIC: 11,700 SQ.FT.
 COMMERCIAL: 48,900 SQ.FT.
 HOUSING: 9,500 SQ.FT.
 MIXED-USE: 51,000 SQ.FT.

PROPOSED PARKING: 380 SPACES

(P1) CONCEPTUAL PARKING GARAGE LOCATIONS

*REDEVELOPMENT IN DISTRICTS 1 & 5 WILL REQUIRE FURTHER PARKING ANALYSIS



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VILLAGE OF SARANAC LAKE

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**DISTRICT 1 - CHURCH ST.
 ENHANCEMENT RENDERING**
 Village of Saranac Lake
 Vision Concepts
 December 2007

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**DISTRICT 2 -
BROADWAY & THE
UNION DEPOT DISTRICT
ENHANCEMENT
OPPORTUNITIES**

Village of Saranac Lake
Vision Concepts

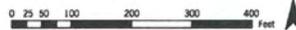
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KEY

- EXISTING STRUCTURES
- NEW HOUSING
- NEW INSTITUTIONAL / CIVIC
- NEW MIXED-USE
- GREEN SPACE AND PARK SYSTEM

PROPOSED FOOTPRINT AREA:
HOUSING: 39,250 SQ.FT.
INSTITUTIONAL/CIVIC: 23,300 SQ.FT.
MIXED-USE: 4,900 SQ.FT.

PROPOSED PARKING: 266 SPACES



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**VILLAGE OF
SARANAC LAKE**



VILLAGE OF SARANAC LAKE

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DISTRICT 2 - BROADWAY & THE UNION
DEPOT ENHANCEMENT RENDERING
Village of Saranac Lake
Vision Concepts
December 2007

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FINAL DRAFT

Village of Saranac Lake

Complete Streets Policy

LOCAL LAW ## OF 2016

LOCAL LAW AMENDING CHAPTER 57 ENTITLED "STREETS AND SIDEWALKS" OF THE VILLAGE OF SARANAC LAKE MUNICIPAL CODE

BE IT ORDAINED AND ENACTED by the Board of Trustees of the Village of Saranac Lake, New York, as follows:

SECTION ONE: That Article III entitled "Complete Streets" is hereby added, as follows:

ARTICLE ##

Complete Streets

##. Definition.

"Complete Streets" means streets that are designed and operated to enable safe access for all users, in that pedestrians, bicyclists, motorists and public transportation users of all ages and abilities are able to safely move along and across a street.

##. Policy.

The Village shall develop and maintain safe, reliable, efficient, integrated and connected multimodal transportation facilities that will promote access, mobility and health for all users, and will ensure the safety and convenience of all users of public transit, people of all ages and abilities, motorists, emergency responders, freight providers and adjacent land users.

##. Scope of Applicability.

A. All Village-owned transportation facilities in the public right-of-way including, but not limited to, streets, bridges and all other connecting pathways shall be designed, constructed, operated, and maintained so that users of all ages and abilities can travel safely and independently.

B. Developers and owners of privately constructed streets and parking lots are encouraged to adhere to this policy.

C. The Village shall foster partnerships with the State of New York, Franklin and Essex Counties, neighboring towns, businesses, property owners and school districts to develop facilities and accommodations that further the Village's complete streets policy and continue such infrastructure beyond the Village's borders.

D. The Village shall approach every transportation improvement and public works infrastructure project that occurs within or adjacent to transportation corridors as an opportunity to create safer, more accessible streets for all users. These phases may include, but are not limited to: planning, programming, design, right-of-way acquisition, construction, construction engineering, reconstruction, operation and maintenance.

##. Exceptions.

A. Any exception to this policy must be reviewed and approved in writing by the Village Manager only after receipt of written recommendations from the Superintendent of Public Works and the Community Development Director. The written decision shall include and be supported by publically available data that indicates the basis for the decision.

B. Exceptions may be considered for approval when:

(1) An affected roadway prohibits, by law, use by specified users (such as an interstate freeway or pedestrian mall), in which case a greater effort shall be made to accommodate those specified users elsewhere, including on roadways that cross or otherwise intersect with the affected roadway;

(2) The activities are ordinary maintenance activities designed to keep assets in serviceable condition (e.g. mowing, cleaning, sweeping, spot repair and surface treatments such as chip seal or interim measures);

(3) The Superintendent of Public Works recommends an exception in writing after concluding that the application of Complete Streets principles is unnecessary, unduly cost prohibitive, or inappropriate because it would be contrary to public safety; or

(4) Other available means or factors indicate an absence of need, including future need.

##. Design Standards.

The Village shall follow accepted or adopted design standards and use the best and latest design standards available. These standards include, but are not limited to: ITE Designing Walkable Urban Thoroughfares: A Context Sensitive Approach; AASHTO Guide for Planning, Designing and Operating Pedestrian Facilities; AASHTO Guide for the Development of Bicycle Facilities, 4th Edition; FHWA Manual on Uniform Traffic Control Devices; NYS DOT Highway Design Manual; NACTO Urban Street Design Guide; and NACTO Urban Bikeway Design Guide.

In recognition of context sensitivity, public input and the needs of many users, a flexible, innovative and balanced approach that follows other appropriate design standards may be considered, provided that a comparable level of safety for all users is present.

##. Performance Measures and Reporting.

A. The Village shall measure the success of this Complete Streets policy by implementing performance measures which may include but which are not limited to, the following:

- (1) Total miles of bike lanes/shared lanes/usable shoulders
- (2) Linear feet of new and reconstructed pedestrian accommodation
- (3) Number of new curb ramps installed along village streets
- (4) Crosswalk and intersection improvements

B. The Healthy Infrastructure Advisory Board shall prepare and submit to the Village of Saranac Lake Board of Trustees an annual progress report that tracks the Village's performance in implementing this policy.

##. Implementation.

A. The Village of Saranac Lake shall view Complete Streets as integral to everyday transportation decision-making practices and processes. To this end:

(1) The Department of Public Works, the Department Community Development, and other relevant departments, agencies, or committees will incorporate Complete Streets principles into all existing plans, manuals, checklists, decision-trees, rules, regulations, and programs as appropriate (including but not limited to the Local Waterfront Revitalization Program, the Comprehensive Plan, and other appropriate plans, standards and specifications);

(2) The Department of Public Works, the Department of Community Development, and other relevant departments, agencies, or committees will periodically review and update design standards and specifications, including subdivision regulations which apply to new roadway construction, to ensure that they reflect the best available design standards and guidelines, and effectively implement Complete Streets, where feasible;

(3) When available, the Village shall encourage staff professional development and training on non-motorized transportation issues through attending conferences, classes, seminars, and workshops;

(4) Village staff shall identify all current and potential future sources of funding for street improvements and recommend improvements to the project selection criteria to support Complete Streets projects;

(5) The Village shall promote inter-departmental project coordination among Village departments with an interest in the activities that occur within the public right-of-way in order to better use fiscal resources;

(6) Village staff shall use the Saranac Lake Bike and Pedestrian Trails Master Plan to identify priority sidewalks, intersections, and bikeways in need of improvement;

(7) Every Complete Streets project shall include an educational component to ensure that all users of the transportation system understand and can safely utilize Complete Streets project elements.

##. Healthy Infrastructure Advisory Board.

The Healthy Infrastructure Advisory Board shall provide recommendations to the Village Board of Trustees to facilitate the implementation of the Saranac Lake Bike and Pedestrian Trail Master Plan and the Complete Streets Policy. The Healthy Infrastructure Advisory Board shall also have the opportunity to review capital project and maintenance plans during the design phase and provide recommendations on how such plans can be improved to conform to the Complete Streets Policy

This local law shall take effect ten (10) days after publication of a notice which shall give the title and describe same in summary form.

Complete Streets Checklist for Infrastructure Projects

PROJECT AREA

Project Title	
Project Location	
Description	
Segment	
Street Type	<input type="checkbox"/> Primary <input type="checkbox"/> Secondary <input type="checkbox"/> Gateway/DOT Highway
Special Zone	<input type="checkbox"/> Downtown <input type="checkbox"/> School Zone <input type="checkbox"/> NA

1. Do any adopted plans call for the development of bicycle or pedestrian facilities in or linking to the project area? No Yes

- Comprehensive Plan
- Bike & Pedestrian Trails Master Plan
- Local Waterfront Revitalization Program
- Sidewalk Improvement Plan
- Wayfinding Signage Plan
- Other:

2. Is the proposed project consistent with these plans?

- Yes
 No
 NA

If not, describe reasons/constraints:

3. What trip generators (existing and future) are in the vicinity of the proposed project that might attract walking or bicycling customers, employees, students, visitors, or others?

- | | |
|---|---|
| <input type="checkbox"/> Schools
<input type="checkbox"/> Downtown
<input type="checkbox"/> Shopping areas
<input type="checkbox"/> Parks
<input type="checkbox"/> Other: | <input type="checkbox"/> Government buildings
<input type="checkbox"/> Senior centers
<input type="checkbox"/> Low-income housing complexes
<input type="checkbox"/> Medical centers |
|---|---|

4. Will the proposed project remove an existing bicycle/pedestrian facility or block or hinder bicycle or pedestrian movement?

- Yes
 No

If yes, please describe the situation in detail.

5. What bicycle and pedestrian facilities currently exist in the project area?

6. What bicycle and pedestrian facilities are included in the proposed project?

*Street/Zone Type**

<input type="checkbox"/>	ADA compliant sidewalk(s)
<input type="checkbox"/>	Sidewalks buffered from moving traffic
<input type="checkbox"/>	Curb ramps with detectable warnings
<input type="checkbox"/>	High visibility crosswalks
<input type="checkbox"/>	Curb extensions
<input type="checkbox"/>	Pedestrian traffic signals
<input type="checkbox"/>	Bike lanes
<input type="checkbox"/>	Shared-lane markings (sharrows)
<input type="checkbox"/>	Paved shoulders
<input type="checkbox"/>	Bicycle-safe inlet grates (see VSL policy)
<input type="checkbox"/>	On-street parking (see VSL policy)
<input type="checkbox"/>	Curb bulbs where there is on-street parking
<input type="checkbox"/>	Bicycle parking
<input type="checkbox"/>	Connections to bicycling/walking facilities
<input type="checkbox"/>	Connections to key destinations
<input type="checkbox"/>	Sidewalks or curb ramps that do not meet ADA standards
<input type="checkbox"/>	Landscaping, street trees, planters, buffer strips
<input type="checkbox"/>	Pedestrian-scale lighting
<input type="checkbox"/>	Public seating or benches
<input type="checkbox"/>	Truck route signage
<input type="checkbox"/>	Wayfinding signage

<input type="checkbox"/>	ADA compliant sidewalk(s)
<input type="checkbox"/>	Sidewalks buffered from moving traffic
<input type="checkbox"/>	Curb ramps with detectable warnings
<input type="checkbox"/>	High visibility crosswalks
<input type="checkbox"/>	Curb extensions
<input type="checkbox"/>	Pedestrian traffic signals
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<input type="checkbox"/>	Bicycle-safe inlet grates (see VSL policy)
<input type="checkbox"/>	On-street parking (see VSL policy)
<input type="checkbox"/>	Curb bulbs where there is on-street parking
<input type="checkbox"/>	Bicycle parking
<input type="checkbox"/>	Connections to bicycling/walking facilities
<input type="checkbox"/>	Connections to key destinations
<input type="checkbox"/>	Access management: reduce conflict points between pedestrians, bicyclists and vehicles
<input type="checkbox"/>	Minimize curb cuts and driveways to create continuous sidewalk
<input type="checkbox"/>	Traffic calming
<input type="checkbox"/>	Landscaping, street trees, planters, buffer strips
<input type="checkbox"/>	Pedestrian-scale lighting
<input type="checkbox"/>	Public seating or benches
<input type="checkbox"/>	Truck route signage
<input type="checkbox"/>	Wayfinding signage
<input type="checkbox"/>	Relocate utility poles

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***Refers to Priority Elements Matrix**
P=Primary Road; S=Secondary Road; G=Gateway/DOT Hwy; D=Downtown; Sc=School Zones

7. If the proposed project does not incorporate any recommended bicycle or pedestrian facilities list reasons why the project cannot be re-designed to accommodate these facilities.



Village of Saranac Lake 39 Main Street, 2nd Floor Suite 9 • Saranac Lake, NY 12983-2294 • Phone: (518) 891- 4150 • www.saranaclakeny.gov

Whereas, Governor Andrew M. Cuomo has launched a Downtown Revitalization Initiative as a “comprehensive approach to transform communities ripe for development into vibrant neighborhoods where the next generation of New Yorkers will want to live and work.”

Whereas, in announcing the initiative Governor Cuomo stated that “A thriving downtown can provide a tremendous boost to the local economy.... This initiative will transform selected downtown neighborhoods into vibrant places for people to live, work and raise a family – which will also help attract new investments and businesses for years to come.”

Whereas, the North Country Regional Economic Development Council will select one North Country community for the Downtown Revitalization Initiative and is accepting applications through May 27, 2016.

Whereas, Saranac Lake is the Capital of the Adirondacks, the largest municipality in the Adirondack Park, surrounded by lands constitutionally-protected as Forever Wild and miles of pristine lakes and rivers.

Whereas, Saranac Lake has the largest geographic public school district in New York, and is home to Trudeau Institute, Adirondack Health, North Country Community College, St. Joseph’s Rehabilitation and nearby Paul Smiths College, all long-term employers and solid members of the Saranac Lake community.

Whereas, Saranac Lake is also home to many small businesses, most of which are locally owned, including a substantial number of new small businesses that have recently opened, are opening or are expanding in Saranac Lake, supported by venture capital and private investment, adding to our growing economy.

Whereas, an ever-increasing number of telecommuters are calling Saranac Lake home, combining access to technological infrastructure, including the Village’s investment of \$100,000 in the installation of fiber optic cable in downtown Saranac Lake, with the quality of life offered by this idyllic community.

Whereas, the population of the Saranac Lake area is expanding, based on the most recent census.

Whereas, in addition to access to the vast forest and water resources of the Adirondack Park, Saranac Lake offers unparalleled recreational amenities among Adirondack Park communities and beyond, including Dewey Mountain and Mt. Pisgah, which provide downhill and cross-country skiing facilities as well as extensive mountain-biking trails, a community beach, parks, and will soon be at the heart of Governor Cuomo’s planned recreational trail that will run from one end of the Tri-lakes to the other.

Whereas, Saranac Lake is known as the center for arts in the Adirondacks, whose creative economy includes over 50 studios and galleries in the downtown and surrounding area, the only year-round professional theater in the Adirondacks, music venues for genres from classical to country, and the Adirondack Carousel.

Whereas, Saranac Lake is thriving as a heritage tourism destination, with the Saranac Laboratory Museum, the Robert Louis Stevenson Cottage and the Bartok Cabin attracting visitors to learn about our unique history as a world renowned center for scientific research and patient care.

Whereas, Saranac Lake has preserved its compact, historic, intact downtown consisting of extraordinary building stock.

Whereas, Saranac Lake is an architecturally unique village, with over 230 properties listed on the National Register of Historic Places and seven National Register districts.

Whereas, as the historic home for tuberculosis "curing," Saranac Lake remains a center for wellness and spiritual growth in the Adirondacks.

Whereas, Saranac Lake is becoming a leading Adirondack tourism destination, marketed by the Regional Office of Sustainable Tourism as the Adirondacks' Coolest Place, with tourists drawn by the natural resources surrounding the Village, historic and cultural attractions, and events such as the renowned Saranac Lake Winter Carnival and the 2017 World Snowshoe Championship, and with more diverse tourism accommodations soon to be offered by the downtown Hotel Saranac and a new resort on Lake Flower.

Whereas, Saranac Lake is in the midst of implementing a downtown revitalization program spearheaded by the Village's local development corporation that includes major improvements to fourteen commercial properties, with additional revitalization projects being developed for the 2016 CFA round that may include the extension of the Village's Riverwalk and connections to businesses located along the river.

Whereas, Saranac Lake's downtown is the heart of the community, serving as a commercial and cultural focal point for residents, active second home owners, and tourists alike, and is loved and prized by Saranac Lakers past and present.

Whereas, the Village's downtown is immediately surrounded by its residential neighborhoods, with most people who live in the Village within ten minutes or less walking distance from the center of the Village's downtown, the park at Berkeley Green.

Whereas, the Village's Downtown Advisory Board and Community Development office are providing vision and leadership for downtown, and are working with partners to implement policies that increase livability and quality of life including support of the burgeoning creative economy via a community arts center for the visual and performing arts.

Whereas the community including both full time and summer residents has a reputation for coming together in support of community priorities

Whereas, for all of the foregoing reasons, Saranac Lake's downtown is unique among Adirondack communities and has the potential to truly fulfill New York's vision of a vibrant and sustainable Adirondack hamlet as described by the legislature in the Adirondack Park Agency Act and supported by Governor Andrew M. Cuomo and his predecessors, both Democrat and Republican, since the early 1970's.

Whereas, selection of Saranac Lake's for the Downtown Revitalization Initiative would have a profound and transformative impact on the Village's entire downtown, as well as the surrounding residential neighborhoods and other commercial areas of the Village.

Now, ~~therefore~~, be it resolved that:

I. The Village of Saranac Lake Board of Trustees enthusiastically supports the Downtown Revitalization Initiative and, if selected for participation, commits to ensuring that the investment in Saranac Lake fully achieves New York State's objectives for the program and provides the benefits of a vibrant and sustainable Adirondack community to residents and visitors from present and future generations.

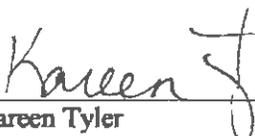
II. The Village's Community Development Director shall work with partners, including but not limited to the Downtown Advisory Board, the Saranac Lake Area Chamber of Commerce and the Saranac Lake Local Development Corporation, to develop and file an application for the Downtown Revitalization Initiative on or before May 27, 2016.

The question of the adoption of the foregoing resolution was duly put to a vote on *May 23, 2016* roll call which resulted as follows:

Mayor Rabideau			
Trustee Shapiro	Aye	Trustee Van Cott	Aye
Trustee Catillaz	Aye	Trustee Pelletieri	Aye

I, Kareen Tyler, Village Clerk of the Village of Saranac Lake, Franklin County, New York, hereby certify that I have compared the preceding Resolution with the original thereof filed in my office and that the same is a true and correct copy of said original and of the whole thereof.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of the said Village of Saranac Lake this *23rd day of May, 2016*.



Kareen Tyler
Village Clerk





TOWN OF HARRIETSTOWN
FRANKLIN COUNTY, NEW YORK
39 MAIN STREET
SARANAC LAKE, NEW YORK 12983

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TOWN CLERK AND RECEIVER OF TAXES
PATRICIA A. GILLMETT

SUPERINTENDENT OF HIGHWAYS
CRAIG DONALDSON

CODE ENFORCEMENT OFFICER
EDWIN K. RANDIG

SOLE ASSESSOR
MARTEN TICHENOR

AIRPORT MANAGER
COREY HURWITZ

Mary 26, 2016

Mr. Anthony G. Collins, Co-Chair
Mr. Garry Douglas, Co-Chair
North Country Regional Development Council
61 Area Development Drive
Plattsburgh, NY 12901

Dear Mr. Collins and Douglas:

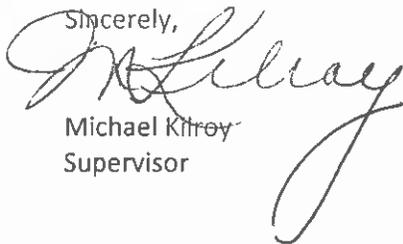
RE: Downtown Revitalization Initiative

The Town of Harrietstown would like to offer its support of the Village of Saranac Lake's application for the Downtown Revitalization Initiative. Of the three (3) towns that comprise the Village of Saranac Lake, the Town of Harrietstown represents by far the largest percentage of taxpayers.

As a municipality in the Village of Saranac Lake we know first hand the problems with relying on state and federal aid to accomplish projects deemed necessary to enhance the community. This initiative, should the Village receive funding, would certainly have a profound impact on not only the downtown area but also on the adjoining neighborhoods in the area as well.

In an area such as Saranac Lake which boasts of its beauty, large tracts of state and private lands and parks makes it all the more important to have a thriving downtown. The success of our tourism business makes it imperative to do whatever is necessary to improve and revitalize the downtown area.

The Town of Harrietstown fully supports the Village of Saranac Lake's applicaton for the Downtown Revitalization Initiative.

Sincerely,

Michael Kilroy
Supervisor



**SARANAC LAKE
LOCAL DEVELOPMENT
CORPORATION**

39 Main Street Suite 9
Saranac Lake, NY 12983
Tel.: 518-891-4150
e-mail: slldcchairman@outlook.com

Our Adirondack Community, Our Adirondack Future

May 27, 2016

Directors

Paul Van Cott
Chair
Keith Wells
Vice Chair
Sharon Elrod
Secretary
Stacey Allott
Tim Baker
Deborah Roedel

Anthony "Tony" G. Collins, Co-chair
Garry Douglas, Co-chair
North Country Regional Economic Development Council
61 Area Development Drive
Plattsburgh, NY 12901

RE: Downtown Revitalization Initiative

Dear Co-chairmen Collins and Douglas:

Advisors

Amy Catania
Alyse Holstein
Leslie Karasin
Johnny Muldowney
Katy Van Anden

Thank you for this opportunity to write in support of the Village of Saranac Lake's application for the Downtown Revitalization Initiative (DRI). We are committed to working with the Village and other community partners to develop a plan for the revitalization of Saranac Lake's downtown.

We are helping to lead community efforts to revitalize downtown Saranac Lake, and are 100% confident in its potential to thrive. We are working to improve the facades and commercial space of existing buildings, to encourage and obtain new investment, and to fill the storefronts of downtown Saranac Lake.

We endorse the Village's vision of itself as a vibrant and sustainable Adirondack community, and agree that Saranac Lake is unique in the Adirondack Park. Having a community such as Saranac Lake, surrounded by mountains, lakes and rivers and offering a thriving downtown and growing population, contributes in many ways to the mix of private and public lands and uses that makes the Adirondacks special, regionally, nationally and globally.

Saranac Lake's downtown is unique in the North Country region, particularly in the Adirondack Park. The downtown is vital to tourism, the seasonal industry in the area including local construction and professional and other services, to the sustainability of existing employers, to the future of Saranac Lake's historic neighborhoods, and to the future of arts in the community, because of what it contributes, and has the potential to contribute, to livability and the quality of life in this Adirondack hamlet. The DRI would have a profound, transformative impact on Saranac Lake's future.

Sincerely,

Paul Van Cott, Chairman



Downtown Saranac Lake
39 Main Street, Suite 9
Saranac Lake, NY 12983
Phone: 518-891-4150
info@downtownsaranaclake.com
www.downtownsaranaclake.com

Improve the economic vitality by enhancing the experience, image, and lifestyle of Downtown Saranac Lake.

**DOWNTOWN
ADVISORY BOARD**

May 25, 2016

**TIM FORTUNE,
CHAIR**
business owner

Anthony "Tony" G. Collins, Co-chair
Garry Douglas, Co-chair
North Country Regional Economic Development Council
61 Area Development Drive
Plattsburgh, NY 12901

BRANDON DEVITO
event coordinator

RE: Downtown Revitalization Initiative

CJ HAGMANN
business owner

Dear Co-chairmen Collins and Douglas:

DOUG HANEY
business owner

As the Chairperson of the Downtown Advisory Board (DAB) I am writing you in support of the Village of Saranac Lake's application for the Downtown Revitalization Initiative. Our Board remains committed to working with the Village and other community partners to develop a plan for the revitalization of Saranac Lake's downtown.

ADAM HARRIS
*business owner,
property owner*

KATHY STEINBRUECK
*business owner,
property owner*

We are building on the success of recent initiatives, including facade improvements, and see a bright future for a community with a positive "can do" attitude. Partnering with the Saranac Lake Community Development Office and the Village Trustees of Saranac Lake, DAB has been meeting monthly to finalize a downtown streetscape plan, develop a more professional digital presence, collect information from downtown businesses regarding our customer base and other initiatives while building a consensus to improve our economic well-being and quality of life.

PETER WILSON
*business owner,
property owner*

We endorse the Village's vision of itself as a vibrant and sustainable Adirondack community, and agree that Saranac Lake is quite special in the Adirondack Park. We have a unique and attractive physical presence with our meandering streets and varying elevations with changing views as one drives or walks the downtown area. We are surrounded by mountains, lakes and rivers and offer a downtown with a welcoming human scale, appreciated by all who live here or visit. With nature as a backdrop, we have established ourselves as a vibrant arts community with a long history focusing on health and respect for our historic downtown. With this grant Saranac Lake would become a quintessential model for other small communities that dot the landscape of the North Country.

Because of the ongoing hard work of our community and businesses over the years Saranac Lake has had some remarkable accomplishments, through an extensive volunteer base of community activists, culminating in an All-America City award in 1998. A few of these finished projects are the Mt. Pisgah Ski Lodge, the Carousel, Dewey Mt. Lodge, the River Walk, and most recently, a skatepark in Downtown. In addition to the DAB efforts our downtown Hotel Saranac is undergoing a transformation to restore it to its historic glory



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Improve the economic vitality by enhancing the experience, image, and lifestyle of Downtown Saranac Lake.

and combined with their repurposing of the Church St. building it will bring approximately 100 more available rooms to downtown. A feasibility study has been initiated by Pendragon Theatre to start the process of locating a multi-purpose Art Center in the downtown area as well. All downtown stakeholders have been meeting on a regular basis to help push this idea forward.

The DRI grant would be transformative in a community that has time and again proven its resolve to improve the quality of life for Saranac Lake residents and visitors alike.

Sincerely,

Tim Fortune, Chair

VILLAGE OF SARANAC LAKE

Parks and Trails Advisory Board

39 Main Street, Suite 9, Saranac Lake, New York 12983

May 25, 2016

Anthony "Tony" G. Collins, Co-chair
Garry Douglas, Co-chair
North Country Regional Economic Development Council
61 Area Development Drive
Plattsburgh, NY 12901

Subject: Downtown Revitalization Initiative

Dear Co-chairmen Collins and Douglas:

Thank you for this opportunity to write in support of the Village of Saranac Lake's application for the Downtown Revitalization Initiative. The Parks and Trails Advisory Board enthusiastically supports the Village of Saranac Lake's application. Saranac Lake has numerous community partners who work in concert with the Village for the revitalization of Saranac Lake's downtown. The plan established under this Downtown Revitalization Initiative will act as a catalyst, expanding and improving the Village and community efforts.

We are proud to be a community member in Saranac Lake, and believe in its potential. The Village of Saranac Lake established the Parks and Trails Advisory Board (PTAB) to work with the Village and partner with other community organizations, to enhance Saranac Lake as a walkable, ridable, active life community. PTAB has focused on different topics such as walking, road biking, mountain biking, accessibility, and policy concerns such as connecting Village residential neighborhoods with business districts, long term maintenance of trail infrastructure, use of local knowledge and volunteers, connecting with other communities, and bicycle and pedestrian safety education needs. We have partnered with the Village, as well as key community groups such as the Healthy Heart Network, BETA, and civic groups.

The Saranac Lake community has benefited from this forward looking effort, establishing the Saranac Lake Bicycle and Pedestrian Trail Master Plan through PTAB along with representatives from the Towns of Harrietstown, North Elba, and St. Armand. This community plan builds on many of the unique walking and biking opportunities located in the Village. There are a number of community driven initiatives under way like the mountain bike trails at Dewey Mountain, new cross country ski trails at Mt. Pisgah and the Saranac Lake to Lake Placid trail. The Bike and Pedestrian Master Plan has identified everything we have and figure out how to connect each component and enhance the walking and biking experience in the community.

Connectivity of trails is a key focus. An integrated bicycle and pedestrian trail network for the community has been conceptualized, including a two mile walking loop around the Village of Saranac Lake, that would connect Downtown with key assets such as Riverside Park, Prescott Park, the trail along the rail corridor, and the SkatePark. Wayfinding signage has been a key

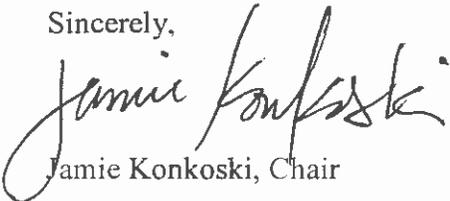
project of the Bicycle and Pedestrian Trail Master Plan, with signage designed, fabricated, and ready to install.

Non-smoking parks policy enhances the children's park experience. Complete Streets policy has been created and a Complete Streets checklist has been adopted by the Department of Public Works. Street projects have implemented much needed sidewalk improvements that enhance our downtown and Safe Routes to School accessibility, improving our quality of life. These include widening sidewalks to allow more universal accessibility, installing sidewalks at key locations, assuring drainage grates are oriented to minimize biking issues, replacing non-conforming grates, establishing painted bike sharrows, and painting traffic calming 6r logo at our key downtown intersection. PTAB, in partnership with the Village and Community Development Director Jeremy Evans, has initiated a Village parks strategy process, based on a public input and prioritizing projects that can expand the Village parks amenities and improve their usefulness to our community.

We support the Village's vision of itself as a vibrant and sustainable Adirondack community. We support Saranac Lake as it is unique in the Adirondack Park, with an active-life community that utilizes its mountains, lakes and rivers fully. Saranac Lake offers a thriving downtown and growing population, contributes in many ways to the mix of private and public lands and uses that makes the Adirondacks special, regionally, nationally and globally.

Because of its size, and the compact nature of Saranac Lake's downtown and its adjoining neighborhoods, selection of Saranac Lake for the Downtown Revitalization Initiative would have a profound and transformative impact on the downtown, its residential neighborhoods and other commercial areas of the Village.

Sincerely,



Jamie Konkoski, Chair



SARANAC LAKE AREA CHAMBER OF COMMERCE
193 River Street
SARANAC LAKE, NY 12983
(518) 891-1990
www.saranaclake.com

May 26, 2016

Anthony "Tony" G. Collins, Co-chair
Garry Douglas, Co-chair
North Country Regional Economic Development Council
61 Area Development Drive
Plattsburgh, NY 12901

RE: Downtown Revitalization Initiative

Dear Co-chairmen Collins and Douglas:

I am writing in support of the Village of Saranac Lake's application for the Downtown Revitalization Initiative. We are committed to working with the Village and other community partners to develop a plan for the revitalization of Saranac Lake's downtown.

We are proud to be a community member in Saranac Lake, and believe in its potential. The Saranac Lake Area Chamber of Commerce is a membership organization with the purpose of advancing the commercial, industrial, civic, cultural and general interest and welfare of the Greater Saranac Lake area. A significant number of our members are either in the downtown district or are within a mile of it. For the majority of our members, the health and vibrancy of the downtown area is vital to their business health.

The Village of Saranac Lake is a vibrant and growing community, a rarity in the Adirondacks. Surrounded by mountains, lakes and rivers and yet being able to provide the amenities of a small city allows us to attract both residents and visitors that contribute to the use of a mix of private and public lands that makes the Adirondacks special.

Because of its size, and the compact nature of Saranac Lake's downtown and its adjoining neighborhoods, selection of Saranac Lake's for the Downtown Revitalization Initiative would have a profound and transformative impact on the downtown, its residential neighborhoods and other commercial areas of the Village.

Sincerely,

Richard Shapiro
President
Saranac Lake Area Chamber of Commerce



SARANAC LAKE CENTRAL SCHOOL DISTRICT

79 CANARAS AVENUE
SARANAC LAKE, NEW YORK 12983-1500



DISTRICT OFFICE — (518) 891-5460
DISTRICT FAX — (518) 891-6773
WEBSITE — www.slcs.org

May 25, 2016

Anthony "Tony" G. Collins, Co-chair
Garry Douglas, Co-chair
North Country Regional Economic Development Council
61 Area Development Drive
Plattsburgh, NY 12901

RE: Downtown Revitalization Initiative

Dear Co-chairmen Collins and Douglas:

We are writing in support of the Village of Saranac Lake’s application for the Downtown Revitalization Initiative. The Saranac Lake Central School District is committed to working with the Village and other community partners to develop a plan for the revitalization of Saranac Lake’s downtown.

The Village of Saranac Lake has shown itself to be dedicated to the health and welfare of its children. The Adirondack Carousel and the recently completed Saranac Lake Skateboard Park, both located in Downtown Saranac Lake, are examples of the community’s commitment to providing healthy recreational opportunities for our children. Just as importantly, our community offers these opportunities in a safe, supportive environment where families are comfortable with their pre-teens and teens moving independently throughout the village. There are few communities in the Adirondacks with an active “downtown” that so many children are able to access without transportation.

The District endorses the Village’s vision of itself as a vibrant and sustainable Adirondack community, and agree that Saranac Lake is unique in the Adirondack Park. Having a community such as Saranac Lake, surrounded by mountains, lakes and rivers and offering a thriving downtown and growing population, contributes in many ways to the mix of private and public lands and uses that makes the Adirondacks special, regionally, nationally and globally.

Because of its size, and the compact nature of Saranac Lake’s downtown and its adjoining neighborhoods, selection of Saranac Lake’s for the Downtown Revitalization Initiative would have a profound and transformative impact on the downtown, its residential neighborhoods and other commercial areas of the Village.

Sincerely,

Clyde Baker
President, Board of Education

Sincerely,

Diane Fox
Superintendent of Schools

ROOST

REGIONAL OFFICE of SUSTAINABLE TOURISM

adirondacks, usa

May 26, 2016

Anthony "Tony" G. Collins, Co-chair
Garry Douglas, Co-chair
North Country Regional Economic Development Council
61 Area Development Drive
Plattsburgh, NY 12901

RE: Downtown Revitalization Initiative

Dear Chairmen Collins and Douglas,

I am writing to show my strong support for the Downton Revitalization Initiative application being submitted by the Village of Saranac Lake.

The Regional Office of Sustainable Tourism (ROOST) is contracted for promotion of the Village of Saranac Lake, Town of Harrietstown, and Franklin County. We are proud to have worked with the Village of Saranac Lake for several years, working on increasing travel to Saranac Lake with the objective of economic development and increased quality of life for the residents. Downtown revitalization is key to Saranac Lake's tourism success.

We endorse Saranac Lake's vision of itself as a vibrant and sustainable Adirondack community, and agree that Saranac Lake is unique in the Adirondacks. Because of its size, and the compact nature of Saranac Lake's downtown, selection of Saranac Lake's for the Downtown Revitalization Initiative would have a profound and transformative impact on the downtown environment, its residential neighborhoods, and other commercial areas of the Saranac Lake.

Sincerely,



James B. McKenna
President/CEO
Regional Office of Sustainable Tourism
(518)621-3646 (office)
(518)524-6973 (mobile)
james@roostadk.com

Regional Office of Sustainable Tourism
Destination Marketing Organization for Essex, Hamilton, & Franklin Counties

2608 Main Street
Lake Placid, New York, 12946



May 25, 2016

SARANAC LAKE . MALONE . TICONDEROGA

Anthony "Tony" G. Collins, Co-chair
Garry Douglas, Co-chair
North Country Regional Economic Development Council
61 Area Development Drive
Plattsburgh, NY 12901

RE: Downtown Revitalization Initiative

Dear Co-chairmen Collins and Douglas:

Thank you for this opportunity to write in support of the Village of Saranac Lake's application for the Downtown Revitalization Initiative. North Country Community College is committed to working with the Village and other community partners in their desire to develop a plan for the revitalization of Saranac Lake's downtown.

We are proud to be an integral part of the Saranac Lake community, and the College believes in Saranac Lake's potential. The revitalization of the Hotel Saranac was the first major step toward revitalization of the downtown area. Downtown now has the potential to become a major destination for tourism and business if there is a means to support the rehabilitation of streetscapes and building facades. The College will directly benefit from any of these targeted revitalization efforts as the quality of the "face" of the downtown area has an impact on how the College recruits students. Prospective students and family members often visit downtown when they attend a recruiting function on campus. The experience these College visitors have downtown is part of the overall "amenities" review that plays a part in the decisions that students make in selecting a college.

The College endorses the Village's vision of itself as a vibrant and sustainable Adirondack community. Having a community such as Saranac Lake, surrounded by mountains, lakes and rivers and offering a thriving downtown and growing population, makes the Adirondacks special, regionally, nationally and globally.

Because of its size, and the compact nature of Saranac Lake's downtown and its adjoining neighborhoods, selection of Saranac Lake for the Downtown Revitalization Initiative would have a profound and transformative impact on the downtown, its residential neighborhoods and other commercial areas of the Village.

Sincerely,

A handwritten signature in black ink, appearing to read "Steve Tyrell", written in a cursive style.

Dr. Steve Tyrell
President

North Country Community College

Office of the President . 23 Santanoni Avenue . PO Box 89 . Saranac Lake . NY . 12983
www.nccc.edu . president@nccc.edu . 518-891-2915 x1201



ADIRONDACK HEALTH

ADIRONDACK MEDICAL CENTER
2233 State Route 86
PO Box 471
Saranac Lake, NY 12983
518-891-4141

ADIRONDACK MEDICAL CENTER/
LAKE PLACID
29 Church Street
Lake Placid, NY 12946
518-523-3311

MERCY LIVING CENTER
114 Wawbeek Avenue
Tupper Lake, NY 12986
518-359-3355

UINLEIN LIVING CENTER
185 Old Military Road
Lake Placid, NY 12946
518-523-2464

ADIRONDACK DENTAL SERVICES
29 Church Street
Lake Placid, NY 12946
518-523-1122

LAKE PLACID HEALTH CENTER
29 Church Street
Lake Placid, NY 12946
518-523-1717

MOUNTAIN HEALTH CENTER
2841 State Route 73
Keene, NY 12942
518-576-9771

SARANAC LAKE HEALTH CENTER
285 Old Lake Colby Road
Saranac Lake, NY 12983
518-897-2850

TUPPER LAKE HEALTH CENTER
7 Stetson Road
Tupper Lake, NY 12986
518-359-7000

www.adirondackhealth.org

May 25, 2016

Anthony "Tony" G. Collins, Co-chair
Garry Douglas, Co-chair
North Country Regional Economic Development Council
61 Area Development Drive
Plattsburgh, NY 12901

RE: Downtown Revitalization Initiative

Dear Co-chairmen Collins and Douglas:

Thank you for this opportunity to write in support of the Village of Saranac Lake's application for the Downtown Revitalization Initiative. We are committed to working with the Village and other community partners to develop a plan for the revitalization of Saranac Lake's downtown.

We are proud to be a community member in Saranac Lake, and believe in its potential. As the largest private employer in the Adirondack Park with an annual economic impact of \$148 million, Adirondack Health is equally committed to both the physical health and economic health of the communities we serve. We applaud Saranac Lake's vision for a sound economic future, and we are eager partners in this application.

We endorse the Village's vision of itself as a vibrant and sustainable Adirondack community, and agree that Saranac Lake is unique in the Adirondack Park. Having a community such as Saranac Lake, surrounded by mountains, lakes and rivers and offering a thriving downtown and growing population, contributes in many ways to the mix of private and public lands and uses that makes the Adirondacks special, regionally, nationally and globally.

Because of its size, and the compact nature of Saranac Lake's downtown and its adjoining neighborhoods, selection of Saranac Lake for the Downtown Revitalization Initiative would have a profound and transformative impact on the downtown, its residential neighborhoods and other commercial areas of the Village.

Sincerely,

Chandler M. Ralph
President & CEO
Adirondack Health

**LAKE PLACID
OLYMPIC TRAINING
CENTER**

Official Hospital

Leading care for a healthy community.



ST Joseph's
ADDICTION TREATMENT
& RECOVERY CENTERS

May 25, 2016

Anthony "Tony" G. Collins, Co-chair
Garry Douglas, Co-chair
North Country Regional Economic Development Council
61 Area Development Drive
Plattsburgh, NY 12901

RE: Downtown Revitalization Initiative

Dear Co-chairmen Collins and Douglas:

In 1971 St. Joseph's founders chose the Village of Saranac Lake, due to the community's natural beauty, history of healing and progressive culture, to establish an addiction treatment center. Throughout the following 45 years, St. Joseph's has grown to employ over 200 staff, most of whom live in and around Saranac Lake, and now generates an approximate \$26 million in economic impact to the local economy. Most importantly, St. Joseph's has provided the gift of sustained recovery to thousands of men, women, teen, and their families.

St. Joseph's success could not have occurred without the enduring support of the people of Saranac Lake, from government officials who have allied with us as vital strategic partners, to the greater citizenry who remain welcoming, compassionate, and unflagging in their support of our mission of hope and healing.

It is, therefore, with appreciation for the Village's unique qualities as a sustainable, vibrant community blessed with natural beauty and strong public spirit that contribute to the lives of so many of New York's citizens, that I, on behalf of all in the extended St. Joseph's family, heartily endorse Saranac Lake's selection for the Downtown Revitalization Initiative.

This imperative will have a profound and positive effect on the downtown, residential, and commercial areas of the Village and further Saranac Lake's well deserved reputation as a jewel of the Adirondacks.

Sincerely,

Robert Ross
President / CEO



15 Brandy Brook Avenue
Saranac Lake, New York 12983

www.pendragontheatre.org

p: 518.891.1854 • f: 518.891.7012

Karen Lordi-Kirkham
Executive Artistic Director

Tara Palen
Managing Director

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May 25, 2016
Anthony 'Tony' G. Collins, Co chair
Garry Douglas, Co chair
North Country Regional Economic Development Council
61 Area Development Drive
Plattsburgh, NY 12901

RE: Downtown Revitalization Initiative

Dear Co-chairmen Collins and Douglas:

Pendragon Theatre strongly supports the Village of Saranac Lake's application for the Downtown Revitalization Initiative.

We have worked with the Village and other community partners over the last two years to develop a plan for the revitalization of Saranac Lake's downtown, using the principles of NEA and ArtPlace's Creative Placemaking, leveraging the art community which has already so positively impacted the overall economy of the area.

We believe Saranac Lake has all the elements for success and is poised to be a perfect candidate to provide the success the North Country wants for the DRI.

As the only year-round professional theatre in the Adirondacks, and with the support of other arts organizations, we believe strongly enough in this initiative that we are committing to move our 37-year-old theatre downtown as part of the revitalization already underway. We jointly believe such an active anchor institution will accelerate the revitalization by enriching residents and attracting visitors both to the theatre and to downtown restaurants and galleries.

The DRI will accelerate that move and its impact on Village revitalization.

With the kind of investment offered by the DRI, we believe the Village can become a destination for the arts. Saranac Lake's unique combination of natural beauty, committed residents, and active second homeowner population already supports over 50 studios and galleries in the area. A thriving and creative downtown can attract employees for all businesses, support artists, enrich residents, and significantly increase tourist business.

Saranac Lake's size, supportive and collaborative arts community, the compact nature of Saranac Lake's downtown and its adjoining neighborhoods, and the momentum of the revitalization underway through the Hotel Saranac and the Main Street grant being implemented by over a dozen businesses, means selection of Saranac Lake for the Downtown Revitalization Initiative would have a profound and transformative impact on the downtown and the residents of and visitors to the region.

Sincerely,

Holly C. Wolff
President, Pendragon Theatre

Pendragon Theatre is an ensemble of artists, based in the Adirondacks, dedicated to preserving the vitality and enhancing the quality of professional theatre through year-round performance and educational programs.



May 25, 2016

Anthony "Tony" G. Collins, Co-chair
Garry Douglas, Co-chair
North Country Regional Economic Development Council
61 Area Development Drive
Plattsburgh, NY 12901

RE: Downtown Revitalization Initiative

Dear Co-chairmen Collins and Douglas:

Thank you for this opportunity to write in support of the Village of Saranac Lake's application for the Downtown Revitalization Initiative. We are proud to be a community member in Saranac Lake, and believe in its potential. With that said, we are committed to working with the Village and other community partners to develop a plan for the revitalization of Saranac Lake's downtown.

We endorse the Village's vision of itself as a vibrant and sustainable Adirondack community, and agree that Saranac Lake is unique in the Adirondack Park. Having a community such as Saranac Lake, surrounded by mountains, lakes and rivers and offering a thriving downtown and growing population, contributes in many ways to the mix of private and public lands and uses that makes the Adirondacks special, regionally, nationally and globally.

Because of its size, and the compact nature of Saranac Lake's downtown and its adjoining neighborhoods, selection of Saranac Lake's for the Downtown Revitalization Initiative would have a profound and transformative impact on the downtown, its residential neighborhoods and other commercial areas of the Village.

Sincerely,

James Lemons
Executive Director

17 Algonquin Drive, Lake Placid, NY 12946
www.LakePlacidArts.org / info@lakeplacidarts.org / 518.523.2512

Dedicated to presenting and fostering quality arts which inspire, enrich, educate and entertain people of all ages.

AT THE SARANAC LABORATORY MUSEUM
89 Church Street, Saranac Lake, NY 12983
(518) 891-4606



mail@historicsaranaclake.org
www.historicsaranaclake.org
hsl.wikispot.org

May 25, 2016

Tony Collins, Co-chair
Garry Douglas, Co-chair
North Country Regional Economic Development Council
61 Area Development Drive
Plattsburgh, NY 12901

Dear Co-chairmen Collins and Douglas:

On behalf of the Board of Directors of Historic Saranac Lake, please accept this letter of support for the Village of Saranac Lake's application for the Downtown Revitalization Initiative. Together with the Village and community partners, we are committed to working for the continued revitalization of Saranac Lake's historic downtown.

Founded in 1980, Historic Saranac Lake has worked for over 35 years for the restoration and revitalization of our unique village. Serving tourists and the local population with tours, events, and museum programs, we play a vital role in the economic growth of the village, and we add to the quality of life of our residents by fostering a strong sense of place.

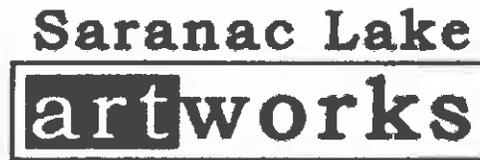
Historic Saranac Lake has nominated and listed over 230 local properties to the State and National Registers of Historic Places. This has raised awareness about the economic value of preservation and made the state and federal rehabilitation tax credit available for building repairs. In 2007, we opened the Saranac Laboratory Museum in downtown Saranac Lake. Today, the museum serves the growing heritage tourism economy in Saranac Lake.

Saranac Lake stands out from other small towns in New York as a compact, walkable Main Street community that is not drained by suburban sprawl. Our historic downtown is surrounded instead by the beautiful wilderness of the Adirondack Park. The Downtown Revitalization Initiative would not only have a transformative impact on our community, but it would also serve to showcase Saranac Lake as a model of the Smart Growth principles that we have embraced.

Sincerely,

A handwritten signature in cursive script that reads "Amy Catania".

Amy Catania
Executive Director



Saranac Lake ArtWorks

PO Box 1274, Saranac Lake, NY 12983

info@saranaclakeartworks.com SaranacLakeArtWorks.com

Anthony "Tony" G. Collins, Co-chair
Garry Douglas, Co-chair
North Country Regional Economic Development Council
61 Area Development Dr
Plattsburgh, NY 1201

May 24, 2016

RE: Downtown Revitalization Initiative

Dear Co-chairmen Collins and Douglas:

It is with great enthusiasm that Saranac Lake ArtWorks supports the Village of Saranac Lake's application for the Downtown Revitalization Initiative. The arts have always been a vital part of the community and we have a number of galleries and artists' studios in downtown locations. We are committed to working with the Village and other community partners to develop a plan for the revitalization of Saranac Lake's downtown.

ArtWorks has always had a vision of developing Saranac Lake as the premier "arts destination" of the Adirondacks and we see great potential for economic growth that would benefit the quality of life of the entire community.

We heartily endorse the Village's vision of Saranac Lake as a vibrant and sustainable Adirondack community - it is truly unique in the Adirondack Park. Our history, our arts, and our outstanding recreational opportunities all contribute to making this a great place to live and work during all four seasons of the year.

Revitalization of the downtown area would have a very positive effect on the future and set the stage for a new Saranac Lake. One that celebrates our unique past, preserving our architectural heritage, and the quality of small village life, but ready for economic growth and development.

Sincerely,

Tim Fortune, Sandra Hildreth, Mark Kurtz, Larry Poole
Steering Committee
Saranac Lake ArtWorks

May 22, 2016

Anthony "Tony" G. Collins, Co-chair
Garry Douglas, Co-chair
North Country Regional Economic Development Council
61 Area Development Drive
Plattsburgh, NY 12901

1134 Gibbons Highway
P O Box 598
Wilton, NH 03086

603 654 2040
603 654 6005 fax

RE: Downtown Revitalization Initiative

Dear Co-chairmen Collins and Douglas,

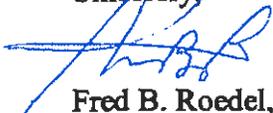
Roedel Companies is proud and excited to be an investor in Saranac Lake through our Hotel Saranac project. Saranac Lake is a very unique and special community within New York and the Adirondack Park. It provides a foundation that properly invested in will not only impact the Village, but also provide a significant stabilizing economic impact to a significant area around it. Since we initiated our investment and our work on the Hotel, we have been impressed with the commitment of the Village, its businesses and its citizens to invest in other areas of the community concurrent with us.

Due to its location within the Park, its unmatched mix of businesses (Trudeau Institute, American Management Association, regional retail, start-up enterprises, recreation), education (Paul Smiths College, North Country Community College), health and recreation; we believe Saranac Lake offers the best chance for the State to maximize its return on invested dollars. Selection of Saranac Lake for the Downtown Revitalization Initiative would have a profound and transformative impact on the downtown, its residential neighborhoods and other commercial areas of the Village.

We endorse the Village's vision of itself as a vibrant and sustainable Adirondack community, and agree that Saranac Lake is unique in the Adirondack Park. Having a community such as Saranac Lake, surrounded by mountains, lakes and rivers and offering a relevant, active and thriving community compliments the mix of private and public lands and uses that makes the Adirondacks special and attractive, regionally, nationally and globally to individuals and businesses alike.

We are committed to working with the Village and other community partners to develop a plan for the continued revitalization of Saranac Lake's downtown and support of the Village of Saranac Lake's application for the Downtown Revitalization Initiative.

Sincerely,


Fred B. Roedel, III

May 25, 2016

Anthony "Tony" G. Collins, Co-chair
Garry Douglas, Co-chair
North Country Regional Economic Development Council
61 Area Development Drive
Plattsburgh, NY 12901

RE: Downtown Revitalization Initiative

Dear Co-chairmen Collins and Douglas:

Thank you for this opportunity to write in support of the Village of Saranac Lake's application for the Downtown Revitalization Initiative. We are committed to working with the Village and other community partners to develop a plan for the revitalization of Saranac Lake's downtown.

We are proud to be a community member in Saranac Lake, and believe in its potential. Saranac Lake Resort, LLC recently submitted its final application to the Village Planning Board for approval of our resort hotel and restaurants on the waters of Lake Flower in Saranac Lake. We expect to receive approval for the project this summer and to immediately start construction of the 17 million dollar investment this fall with an opening 12 months later. The annual marketing budget for the resort after opening will be over \$500,000 annually with the majority of that budget dedicated to promoting the Village of Saranac Lake. Having a strong downtown with retail, hotels, restaurants all packaged in a beautiful infrastructure will be an absolute key to the success of our investment.

We endorse the Village's vision of itself as a vibrant and sustainable Adirondack community, and agree that Saranac Lake is unique in the Adirondack Park. Having a community such as Saranac Lake, surrounded by mountains, lakes and rivers and offering a thriving downtown and growing population, contributes in many ways to the mix of private and public lands and uses that makes the Adirondacks special, regionally, nationally and globally.

Because of its size, and the compact nature of Saranac Lake's downtown and its adjoining neighborhoods, selection of Saranac Lake's for the Downtown Revitalization Initiative would have a profound and transformative impact on the downtown, its residential neighborhoods and other commercial areas of the Village.

Sincerely,



Jacob G. Wright

May 25, 2016

Anthony "Tony" G. Collins, Co-chair
Garry Douglas, Co-chair
North Country Regional Economic Development Council
61 Area Development Drive
Plattsburgh, NY 12901

RE: Downtown Revitalization Initiative

Dear Co-chairmen Collins and Douglas:

Thank you for this opportunity to write in support of the Village of Saranac Lake's application for the Downtown Revitalization Initiative. We are committed to working with the Village and other community partners to develop and implement a plan for the revitalization of Saranac Lake's downtown.

We are proud to be a new community member in Saranac Lake and believe in its potential. Our startup company's mission is to make a positive impact in the community by

- Restoring the underutilized property at 27 Broadway (the former Dew Drop Inn) and returning it to commercial viability
- Establishing and operating a profitable restaurant and bar business on the premises

This project will directly benefit the Saranac Lake economy, its residents and visitors by

- Returning a vacant, historic downtown building to commercial use
- Increasing property values in the downtown area
- Adding to the character and appeal of Saranac Lake as a tourist destination and a 'great place to live'
- Providing year-round, public access to the western portion of the Saranac Lake River Walk from Broadway
- Employing local residents
- Paying taxes
- Improving Saranac Lake dining options by offering inspired menus, high quality food and drink and professional service in a locally iconic setting

We chose to start a business in Saranac Lake now because of the positive economic signs we've seen in the area lately: the rejuvenation of the Hotel Saranac, the governor's approval of the rail trail, the success of several new small businesses in town, the expansion of Tupper Lake's Wild Center and the Big Tupper project. All of these indicate to us a renewed interest and investment in the Adirondacks and we want to be part of the opportunity this presents to area business owners.

We endorse the Village's vision of itself as a vibrant and sustainable Adirondack community and agree that Saranac Lake is unique in the Adirondack Park. Having a community such as Saranac Lake, surrounded by mountains, lakes and rivers and offering a thriving downtown and growing population, contributes in many ways to the mix of private and public lands and uses that makes the Adirondacks special, regionally, nationally and globally.

Because of the compact nature of Saranac Lake's downtown and its adjoining neighborhoods, selection of Saranac Lake for the Downtown Revitalization Initiative would have a profound and transformative impact on the downtown, its residential neighborhoods and other commercial areas of the Village.

Sincerely,

A handwritten signature in black ink, appearing to read 'Calli', with a long, sweeping horizontal line extending to the right.

Dr. Calli G. Shelton
President, Chicota, Inc.



May 25, 2016

Anthony "Tony" G. Collins, Co-chair
Garry Douglas, Co-chair
North Country Regional Economic Development Council
61 Area Development Drive
Plattsburgh, NY 12901

RE: Downtown Revitalization Initiative

Dear Co-chairmen Collins and Douglas:

Thank you for this opportunity to write in support of the Village of Saranac Lake's application for the Downtown Revitalization Initiative. We are committed to working with the Village and other community partners to develop a plan for the revitalization of Saranac Lake's downtown.

We are proud to be a community member in Saranac Lake, and believe in its potential.

We endorse the Village's vision of itself as a vibrant and sustainable Adirondack community, and agree that Saranac Lake is unique in the Adirondack Park. Having a community such as Saranac Lake, surrounded by mountains, lakes and rivers and offering a thriving downtown and growing population, contributes in many ways to the mix of private and public lands and uses that makes the Adirondacks special, regionally, nationally and globally.

Because of its size, and the compact nature of Saranac Lake's downtown and its adjoining neighborhoods, selection of Saranac Lake's for the Downtown Revitalization Initiative would have a profound and transformative impact on the downtown, its residential neighborhoods and other commercial areas of the Village.

Sincerely,

Rob Grant

May 25, 2016

Anthony "Tony" G. Collins, Co-chair
Garry Douglas, Co-chair
North Country Regional Economic Development Council
61 Area Development Drive
Plattsburgh, NY 12901

RE: Downtown Revitalization Initiative

Dear Co-chairmen Collins and Douglas:

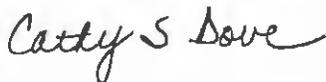
Thank you for this opportunity to write in support of the Village of Saranac Lake's application for the Downtown Revitalization Initiative. We are committed to working with the Village and other community partners to develop a plan for the revitalization of Saranac Lake's downtown.

We are proud to be a community member in Saranac Lake, and believe in its potential. Paul Smith's College has been a significant partner with the Village since the college's inception. Many of our faculty, staff and students call Saranac Lake home – and one need only to glance at the business directory to see the number of alumni who own businesses downtown. In May of 2015 Saranac Lake recognized our long partnership by presenting Paul Smith's College with a Key to the Village.

We endorse the Village's vision of itself as a vibrant and sustainable Adirondack community, and agree that Saranac Lake is unique in the Adirondack Park. Having a community such as Saranac Lake, surrounded by mountains, lakes and rivers and offering a thriving downtown and growing population, contributes in many ways to the mix of private and public lands and uses that makes the Adirondacks special, regionally, nationally and globally.

Because of its size, and the compact nature of Saranac Lake's downtown and its adjoining neighborhoods, selection of Saranac Lake for the Downtown Revitalization Initiative would have a profound and transformative impact on the downtown, its residential neighborhoods and other commercial areas of the Village.

Sincerely,



Cathy S. Dove

Cathy S. Dove, President
7833 New York 30
Paul Smiths, NY 12970
president@paulsmiths.edu
518.327.6223



May 25, 2016

Anthony "Tony" G. Collins, Co-chair

Garry Douglas, Co-chair

North Country Regional Economic Development Council

61 Area Development Drive
Plattsburgh, NY 12901

RE: Downtown Revitalization Initiative

Dear Co-chairmen Collins and Douglas:

Thank you for this opportunity to write in support of the Village of Saranac Lake's application for the Downtown Revitalization Initiative. We are committed to working with the Village and other community partners to develop a plan for the revitalization of Saranac Lake's downtown.

We are proud to be a community member in Saranac Lake, and believe in its potential. In the Real Estate business we meet people every day moving here to work from home or for one of our major employers; young professional couples with children and the retirement age sector who have all chosen Saranac Lake for the life style and sense of community it offers.

We endorse the Village's vision of itself as a vibrant and sustainable Adirondack community, and agree that Saranac Lake is unique in the Adirondack Park. Having a community such as Saranac Lake, surrounded by mountains, lakes and rivers and offering a thriving downtown and growing population, contributes in many ways to the mix of private and public lands and uses that makes the Adirondacks special, regionally, nationally and globally.

Because of its size, and the compact nature of Saranac Lake's downtown and its adjoining neighborhoods, selection of Saranac Lake's for the Downtown Revitalization Initiative would have a profound and transformative impact on the downtown, its residential neighborhoods and other commercial areas of the Village.

Sincerely,

Cherrie Sayles

Owner/Broker

TRUDEAU INSTITUTE

IMPROVING HEALTH THROUGH MEDICAL RESEARCH

May 25, 2016

Anthony "Tony" G. Collins, Co-chair
Garry Douglas, Co-chair
North Country Regional Economic Development Council
61 Area Development Drive
Plattsburgh, NY 12901

RE: Downtown Revitalization Initiative

Dear Co-chairmen Collins and Douglas:

Thank you for this opportunity to write in support of the Village of Saranac Lake's application for the Downtown Revitalization Initiative. We are committed to working with the Village and other community partners to develop a plan for the revitalization of Saranac Lake's downtown.

We are proud to be a community member in Saranac Lake, and believe in its potential. The Trudeau Institute, a major research center based in Saranac Lake employs over 50 biomedical staff. A new plan being put in place projects the Trudeau will double in size over the next 5 years, thereby significantly contributing to the economic base by hiring additional research professionals and support staff. All who will be contributing to the local economy. Also an increase in visitors to the Trudeau is expected which will likely patronize local hotels and restaurants.

We endorse the Village's vision of itself as a vibrant and sustainable Adirondack community, and agree that Saranac Lake is unique in the Adirondack Park. Having a community such as Saranac Lake, surrounded by mountains, lakes and rivers and offering a thriving downtown and growing population, contributes in many ways to the mix of private and public lands and uses that makes the Adirondacks special, regionally, nationally and globally.

Because of its size, and the compact nature of Saranac Lake's downtown and its adjoining neighborhoods, selection of Saranac Lake's for the Downtown Revitalization Initiative would have a profound and transformative impact on the downtown, its residential neighborhoods and other commercial areas of the Village.

Sincerely,



Robert A. Curtis, Pharm.D.
Executive Chairman

518-891-3080 | Trudeau Institute
fax 518-891-5126 | 154 Algonquin Avenue
www.trudeauinstitute.org | Saranac Lake, NY 12983



Board of Directors

Dave Wolff, Chair	Steve Maikowski
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Airlie Lennon	

May 27, 2016

Anthony "Tony" G. Collins, Co-chair
Garry Douglas, Co-chair
North Country Regional Economic Development Council
61 Area Development Drive
Plattsburgh, NY 12901

RE: Downtown Revitalization Initiative

Dear Co-chairmen Collins and Douglas:

Thank you for this opportunity to write in support of the Village of Saranac Lake's application for the Downtown Revitalization Initiative. We are committed to working with the Village and other community partners to develop a plan for the revitalization of Saranac Lake's downtown.

AdkAction.org strongly supports the Village of Saranac Lake's application for the Downtown Revitalization Initiative. We have developed and implemented a number of important projects that are deeply connected to the Saranac Lake community, and are a key part of the broader revitalization effort.

We have partnered with the Village on the following projects toward revitalization:

To help promote the local art community, AdkAction.org designed, manufactured, and worked with the Village to mount Art Banners on the streets of Saranac Lake, pointing both residents and visitors to the many art galleries and artist events taking place in downtown Saranac Lake.

We were instrumental in helping the Village of Saranac Lake find a fiber optic solution that will connect homes and businesses in downtown Saranac Lake, with public hotspots on Main Street and Broadway. This connectivity will provide a key base for the continued revitalization of the Village by enabling people to telework, which will attract more entrepreneurs to Saranac Lake, as well as part-time workers and retirees who need high speed internet access in order to live and work in Saranac Lake.

In addition, we have worked with the Saranac Lake school system to promote the use of technology. For example, we began a program of sponsoring a teacher from the Saranac Lake school system to attend the Building Learning Communities Conference in Boston, an annual national education conference on how to better use technology in the classroom. The impact of the conference was so positive that the district is now sending five teachers to the conference with an eye to integrating use of the Internet throughout the school's curricula. Harnessing the positive power of the Internet in education will help maintain the high quality of Saranac Lake's education system, a key component of the Village's continued revitalization.

We endorse the Village's vision of itself as a vibrant and sustainable Adirondack community, and agree that Saranac Lake is unique in the Adirondack Park and the North Country. Having a community such as Saranac Lake, surrounded by mountains, lakes and rivers and offering a thriving downtown and growing population, contributes in many ways to the unique mix of private and public lands and uses that makes the Adirondacks special, regionally, nationally and globally. We look forward to continuing to partner with the Village on its revitalization.

Because of its size, and the compact nature of Saranac Lake's downtown and its adjoining neighborhoods, selection of Saranac Lake for the Downtown Revitalization Initiative would have a profound and transformative impact on the downtown, its residential neighborhoods and other commercial areas of the Village.

Sincerely,



Dave Wolff
Chair

The Main Street Approach

Over the past 35 years, the National Main Street Center has led the development of a national network of over 2,000 historic downtowns and neighborhood commercial districts – what we refer to as Main Streets - all united by these communities' tireless dedication to create vibrant, people-centered places to live, work, and play. The people who make up the Main Street network are passionate advocates, dedicated volunteers, influential stakeholders, and community organizers who work every day to turn the tide in their communities - catalyzing reinvestment, creating jobs, and fostering pride of place.

Main Street-style transformation is a combination of art and science: communities first need to learn about the local economy, its primary drivers, and its regional context (the science), but they also need to convey that special sense of place through storytelling, preserving the older and historic structures that set it apart, broad and inclusive civic engagement, and marketing (the art). To support this powerful network, the National Main Street Center has a revitalization framework – the Main Street Approach - that helps communities leverage both the art and science of downtown revitalization to create a better quality of life for all.

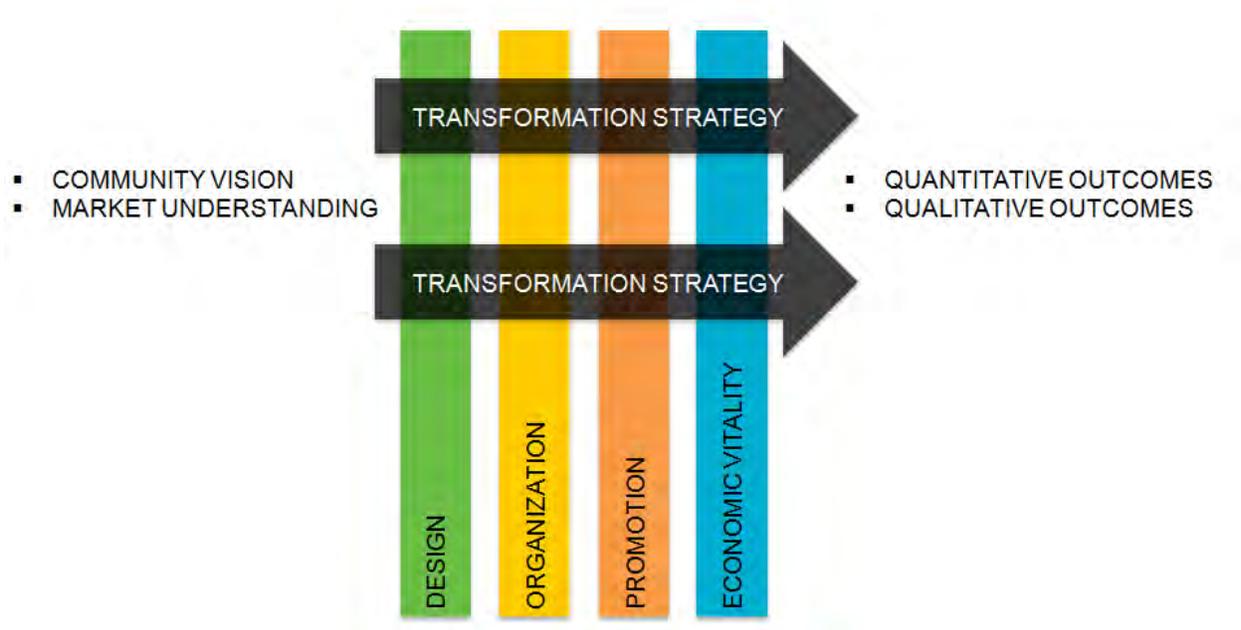
The Main Street Approach is most effective in places where community residents have a strong emotional, social, and civic connection and are motivated to get involved and make a difference. This approach works where existing assets – such as older and historic buildings and local independent businesses – can be leveraged. It encourages communities to take steps to enact long term change, while also implementing short term, inexpensive and placed-based activities that attract people to the commercial core and create a sense of enthusiasm and momentum about their community. Throughout the country, both small-city downtowns and urban neighborhoods are renewing their community centers with Main Street methodology.

Ultimately, the result of these community-driven efforts are places with strong social cohesion and economic opportunity; they are places that support and sustain innovation and opportunity; places where people of diverse perspectives and backgrounds come together to shape the future.

The Refreshed Main Street Approach

The refreshed Main Street Approach is a common-sense, strategy driven framework that guides community-based revitalization efforts. The Main Street Approach harnesses the social, economic, physical, and cultural assets that set a place apart, and ultimately leads to tangible outcomes that benefit the entire community.

It's helpful to think of the new Main Street Approach consisting of three tightly integrated components: community vision and market understanding (the inputs), transformation strategy (implemented using the Four Points), and impact and measurement (the outcomes).



Identify the Community Vision for Success

The Main Street Approach begins with creating a vision for success on Main Street that is rooted in a solid understanding of the market realities of the district, and is informed by broad community engagement. Main Street promotes a community-driven process that brings diverse stakeholders from all sectors together, inviting them to be proactive participants in the revitalization process. This essential component provides a foundation for outlining the community's own identity, expectations, and ideals while confirming real and perceived perceptions, needs and opportunities. It also ensures that the vision is a true reflection of the diversity of the community.

Some communities may decide they want to become regional arts and culture hubs, others may want to become innovation districts, and others may want to focus on creating a supportive environment for minority-owned businesses. Still others may decide they want simply to be able to offer better retail and services to local residents. Whatever the vision, the goal is holistic transformation of Main Street, accompanied by rigorous outcome measurement to demonstrate results.

Create Community Transformation Strategies

A vision of success alone is not enough. Communities must work together to identify key strategies, known as **Community Transformation Strategies** that will provide a clear sense of priorities and direction for the revitalization efforts. Typically communities will find two to three Community Transformation Strategies are needed to help reach a community vision. These strategies will focus on both long and short-term actions that will move a community closer to achieving its goals.

For example, if a Main Street decides that “aging in place” is a critical element of its community vision, the organization would develop a series of Community Transformation Strategies to help realize that vision. A short-term strategy could be to implement a special senior discount at cooperating businesses. A longer-term strategy could be to partner with other advocacy groups and the Department of Transportation to encourage Transit Oriented Development in the district.

Implementation of these strategies is carried out through work that aligns with the four key areas Main Streets have been using as a guiding framework for over 35 years: Economic Vitality, Promotion, Design, and Organization, known collectively as the Main Street Four Points.

Economic Vitality

Revitalizing a downtown or neighborhood commercial district requires focusing on the underlying Economic Vitality of the district. This work is rooted in a commitment to making the most of a community’s unique sense of place and existing historic assets, harnessing local economic opportunity and creating a supportive business environment for small business owners and the growing scores of entrepreneurs, innovators, and localists alike. With the nation-wide growing interest in living downtown, supporting downtown housing is also a key element of building Economic Vitality.

Design

A focus on Design supports a community’s transformation by enhancing the physical elements of downtown while capitalizing on the unique assets that set the commercial district apart. Main Streets enhance their appeal to residents and visitors alike with attention to public space through the creation of pedestrian friendly streets, inclusion of public art in unexpected areas, visual merchandising, adaptive reuse of older and historic buildings, more efficiently-designed buildings, transit oriented development, and much more.

Promotion

Promoting Main Street takes many forms, but the ultimate goal is to position the downtown or commercial district as the center of the community and the hub of economic activity, while creating a positive image that showcases a community's unique characteristics. This can be done through highlighting cultural traditions, celebrating and preserving important architecture and history, encouraging local businesses to market cooperatively, offering coordinated specials and sales, and hosting special events aimed at changing perceptions of the district and communicating to residents, investors, businesses, and property-owners that this place is special.

Organization

A strong organizational foundation is key for a sustainable Main Street revitalization effort. This can take many forms, from a standalone non-profit organization, to a special assessment district, to a program housed in a municipality or existing community development entity. Regardless of the organizational type, the focus is on ensuring that all organizational resources (partners, funding, volunteers, etc.) are mobilized to effectively implement the Community Transformative Strategies.

Impact and Measurement

To succeed, Main Street must show visible results that can only come from completing projects – both shorter and longer-term activities that add up to meaningful change. Activities aligned with shorter-term strategies focus on highly visible changes that are a reminder that the revitalization effort is under way and succeeding, helping to secure buy-in from community members and rallying volunteers. Placemaking strategies – those actions which focus on what can be achieved “lighter, quicker, and cheaper” are particularly effective and important in energizing the community and demonstrating short-term progress.

While shorter-term, highly visible activities are critical to Main Street's success, communities must also sustain focus on implementation of longer-term projects and activities that are the building blocks for substantial change over time. Identifying milestones for these longer-term projects can be important in creating a sense of forward momentum and reinforcing to the community the need for sustained focus on revitalization efforts.

Additionally, Main Streets must forge cross-sector and non-traditional partnerships in order to achieve long-term success. One of Main Street's greatest strengths has always been as convener, and as the horizons of the community revitalization field broaden to include more players from the housing, social justice, employment, sustainability, real estate fields, and more, this role is more important than ever.

Main Street programs occupy a central place in their communities, acting as “community quarterbacks” by creating a forum for bringing together diverse stakeholders.

Coinciding with implementation is an equally important focus on measuring progress and results. Healthy Main Streets are built on a commitment to measure outcomes. We live in a time where public resources are scarce, and competition for private resources is fierce. Main Streets must be able to demonstrate the wise use of resources, which translates to real change on the ground: new jobs added to a Main Street, new businesses open, buildings redeveloped, and numerous other metrics of success. The National Main Street Center, together with our network of over 45 Main Street Coordinating Partners, works to make measuring results on Main Street easier and accurate.

BETA

**Village of Saranac Lake
DOWNTOWN ADVISORY BOARD
BY-LAWS
Adopted May 6, 2014**

I - NAME

The name of the advisory board shall be the Downtown Advisory Board, hereinafter referred to as the "Advisory Board."

II - PURPOSE

The purpose of the Advisory Board is to make recommendations to the Saranac Lake Village Board of Trustees regarding policies and undertake actions that support the following mission statement:

"Improve economic vitality by enhancing the experience, image and lifestyle of Downtown Saranac Lake."

To accomplish this purpose and mission, the Advisory Board shall adopt the four points and eight guiding principles of the National Trust of Historic Preservation Main Street Four-Point Approach as listed below:

Four Points

- Organization
- Promotion
- Design
- Economic Restructuring

Eight Guiding Principles

- Comprehensive
- Incremental
- Self-help
- Partnerships
- Identifying and capitalizing on existing assets
- Quality
- Change
- Implementation

III - DUTIES

The Advisory Board shall have the power and be required to:

- 1) Act in advisory capacity in matters pertaining to issues, policies, actions that affect Downtown Saranac Lake.
- 2) Assist in the planning and implementation of downtown events, promotions, beautification, fundraising, infrastructure improvements, and stimulate public interest therein; and seek cooperation of public and private entities.

- 3) Act as a liaison between Downtown stakeholders and the Board of Trustees.
- 4) Advocate for the implementation of adopted plans and policies related to Downtown Saranac Lake.

IV - MEMBERSHIP

The Board of Trustees for the Village of Saranac Lake shall appoint an Advisory Board of no more than nine (9) voting members each serving two-year, staggered terms; who shall not be paid officers or employees of the village; and who shall serve without compensation. Appointments shall be made in an effort to represent a variety of Downtown Saranac Lake stakeholders as well as diversity with respect to age, ability, race and gender. There shall also be one (1) ex-officio member who shall be a member of the Village Board of Trustees who shall act as a liaison between the Advisory Board and the Village Board of Trustees. The Village Board may remove any member of the Advisory Board for misconduct or neglect of duty. Vacancies on the Advisory Board occasioned by removal, resignation or for any other cause shall be filled for the remainder of the term by the Village Board of Trustees upon recommendation of the Advisory Board.

Any voting member appointed to the Advisory Board is automatically removed from the Board upon filing with the Clerk of the Village of Saranac Lake, the official roster indicating failure to comply with the attendance policy for advisory boards.

Voting Member Qualifications: Members must be a downtown resident, downtown property owner, downtown business owner, or downtown event representative.

Downtown Boundaries: For the purposes of this Advisory Board, Downtown Saranac Lake is defined as the area defined in Exhibit 'A'.

Department/Staff Liaison: Village of Saranac Lake Community Development Director

V - OFFICERS

Officers of the Board shall consist of a Chairperson, a Vice-Chairperson and a Secretary. The term of office shall be one year beginning January 1st through December 31st.

The nomination of the Advisory Board's Chairperson, Vice-Chairperson and Secretary shall come from the floor in either a voice or paper ballot. Appointment of the nomination will be decided by a simple majority vote.

The Chairperson shall lead the meetings and is responsible for developing the Board agendas and notices. The Chairperson is also responsible for developing the Advisory Board Annual Workplan.

The Vice-chair shall assist the Chair in leading the meetings. If the Chair cannot attend a meeting, the Vice-chair shall lead the meeting.

The Secretary will be responsible for taking and developing meeting minutes. Staff/ interns to the Board shall assist in the development of the Board's Annual Workplan, meetings, agendas, minutes and notices. The Secretary shall take attendance at all meetings.

VI - MEETINGS

1) By-Laws

The Advisory Board shall conduct an organizational meeting to determine its bylaws, including, but not limited to: a regular meeting schedule; protocols for quorum or consensus; attendance policy; unscheduled absences and the appointment of officers. Meeting minutes shall be submitted to the Village Clerk following each meeting.

Regular Meetings

The Downtown Advisory Board is an advisory committee to the Board of Trustees of the Village of Saranac Lake and is subject to the open meetings law. Public notice of all Advisory Board meetings shall be posted at least 24 hours in advance and all meetings shall be open to the general public. Individuals and organizations wishing to speak before the Advisory Board shall adhere to rules set forth by the Advisory Board in its bylaws.

The Advisory Board shall meet as often as necessary in order to meet its responsibilities. However, regular Board meetings shall be held once each month. There shall be in place a mandatory attendance policy. All Advisory Board members must be present at a minimum of ten (10) of the regularly scheduled monthly Board meetings. Special meetings may be called by the Chairman or a majority of the Board with two (2) days advance written notice to members.

An Advisory Board member is considered in attendance at a regular Board meeting when said member is present for at least two-thirds of the total length of the meeting. Board members can attend by telephone conferencing; however, they will be unable to vote and cannot be counted in the quorum.

At all meetings of the Advisory Board, the presence in person of one more than half of the Advisory Board voting members shall constitute a quorum for the transaction of business. In the absence of a quorum, those present may, without notice other than by announcement at the meeting, recess the meeting from time to time, until a quorum shall be present. At any such recessed meeting any business may be transacted which might have been transacted at the meeting as originally called.

At all meetings of the Advisory Board at which a quorum is present, all matters, except as otherwise expressly required by law or these By-laws, shall be decided by the vote of a majority of the members of the Board present.

All voting Advisory Board members, including the Chair of the Board, must vote on all official actions taken by the Board unless when there appears to be a possible conflict of interest with a member or members of the Board.

2) Conflict of Interest

Prior to the vote being taken, member(s) must publicly state to the Advisory Board the nature of his or her interest in the matter on which the vote is taken. Within fifteen days of the vote, the member(s) shall disclose the nature of his or her interest as public record.

VII - STAFF/ INTERNS

The Board will rely on staff provided by the Village of Saranac Lake. Staff shall assist the Officers of the Advisory Board and Board-designated Committees in fulfilling their duties and responsibilities.

VIII - COMMITTEES

In accordance with the Main Street Four-Point Approach, the following committees may be established as necessary to accomplish the purpose and mission statement of the Advisory Board: Organization, Promotion, Design, and Economic Restructuring. Other temporary committees may be designated by the Chairperson as necessary to investigate and report on specific subject areas of interest to the Advisory Board.

IX - CONDUCT OF BUSINESS

The Advisory Board and committees serving the Board shall conduct business in accordance with Robert's Rules of Order, latest revised edition except when in conflict with these By-laws.

X - PUBLIC INPUT

Individuals/organizations wishing to address the board should contact the chair at least one week prior to the meeting to be placed on the agenda. As time permits, the board will set aside 10 minutes immediately following the chair's call to order for those individuals/organizations wishing to comment that are not on the official agenda. Written comments may be submitted at any time and will be duly noted in the minutes of the next regular meeting.

XI- ADOPTION AND AMENDMENT

These By-laws shall be adopted by a majority vote of the Board members present at a regular meeting provided they have been distributed to each member at least seven (7) days prior to the date of the meeting.

These By-laws may be amended by a majority vote of the Board members at a regular meeting provided that the proposed amendments have been distributed to each member at least seven (7) days prior to the day of the meeting.

XII - CERTIFICATION

The undersigned hereby certifies that he/she is the Chair of the Downtown Advisory Board (DAB) to the Village of Saranac Lake and that the foregoing is a full, true, and correct copy of the By-laws of this Board as adopted by the Downtown Advisory Board on Date _____

Signed _____

Exhibit 'A'

