



Downtown Revitalization Initiative

APPLICATION

Applications for the Downtown Revitalization Initiative will be received by the Regional Councils. Applicant responses for each section should be as complete and succinct as possible. Applications should be submitted as Word documents and must be received by the appropriate Regional Council by 4:00 PM on June 1, 2018 at the email address provided at the end of this application. Application guidance is provided in the *Downtown Revitalization Initiative Guidebook* found on the DRI website at www.ny.gov/dri.

BASIC INFORMATION

Regional Economic Development Council (REDC) Region: North Country

Municipality Name: Village of Saranac Lake

Downtown Name: Downtown Saranac Lake

County Name: Franklin

Vision for Downtown. Provide a brief statement of the municipality's vision for downtown revitalization.

Downtown Saranac Lake is a place that's authentically Adirondack and decidedly different. At first glance, it's a historic village where the lakes and mountains are as accessible as they are beautiful. A closer look reveals a downtown with an urban vibe where creative energy flows freely. Art, music, and healthy living help define the culture of this inspiring place. Downtown Saranac Lake is a hub that connects surrounding communities. This is where the concentration of restaurants, retail, and services are found.

Investment in Saranac Lake's downtown will sustain economic vitality, enhance entrepreneurial spirit, and strengthen the sense of place. It is possible for Saranac Lake's downtown to extend its impact and benefits for the region and present opportunities to raise the quality of life for its residents, generate jobs and business opportunities. When we build a place worth experiencing, we're building a place that has enduring wealth.



JUSTIFICATION

Provide an overview of the downtown area nominated for the DRI program, highlighting the area's defining characteristics and the reasons for its selection. Explain why the downtown is ready for Downtown Revitalization Initiative (DRI) investment, and how that investment would serve as a catalyst to bring about revitalization.

Saranac Lake is exceptionally well positioned to capitalize on prior investments and catalyze future private and public investment in downtown. The Village has demonstrated a disciplined and sustained approach to downtown revitalization, which will only be improved and accelerated by a DRI award.

- Downtown Saranac Lake is well-defined by geography, transportation, building types and its development pattern and it has been identified as distinct neighborhood by the Village in its Comprehensive Plan and zoning code.
- The Village and stakeholders have shown an ongoing commitment to downtown revitalization through planning initiatives, building organizational and administrative capacity, public infrastructure improvements, and private investment for many years.
- A sustained and incremental approach to downtown revitalization has recently led to many small successes and built a more resilient downtown.
- The restoration and reopening of the Hotel Saranac is a transformative project that has increased the confidence of business owners and the interest of investors in downtown.
- The Village's prior planning initiatives and adoption of a new zoning code, all of which included robust public engagement, insure that new development will have broad community support and enhance, not detract from, the defining character of Downtown Saranac Lake.
- The Village has demonstrated a long-term commitment in capacity and partnership building to be able to successfully undertake a sustained downtown revitalization program and already has the administrative capacity in place to successfully manage a DRI award.
- Downtown Saranac Lake is small enough that the DRI and leveraged private investment would make a transformative and highly visible impact but it is also large enough, as demonstrated by recent investments and identified potential projects, to fully utilize the award.
- Saranac Lake's location in the Adirondack Park provides a unique opportunity to utilize the DRI to attract private investment to a hamlet area and create a model for sustainable development in the Adirondack Park. A DRI award for Saranac Lake will have a profoundly transformative impact on Saranac Lake and the Tri-Lakes that will also benefit the state and show what is possible in the Adirondack Park.

Revitalization of Downtown Saranac Lake is firmly underway. The groundwork has been laid, interest is high, the momentum is here and the time for a \$10 million investment from the DRI is now. Downtown Saranac Lake is ready to complete its transformation.

“Saranac Lake is not only special and unique but also, in my opinion, uniquely poised to make a decisive move to build more sophistication and appeal to those of more cosmopolitan taste without losing our current Adirondack charm”

Atsuo Kuki, Ph.D.
President , Trudeau Institute

DOWNTOWN IDENTIFICATION

This section should be filled out with reference to the list of desired attributes for participation in the DRI as set forth in the *Downtown Revitalization Initiative Guidebook*.

1) Boundaries of the proposed DRI area. Detail the boundaries of the targeted neighborhood, keeping in mind that there is no minimum or maximum size, but that the neighborhood should be concentrated and well-defined. Neighborhoods beyond a traditional downtown or central business district are eligible, if they can meet other criteria making them ripe for investment. Attach a map that clearly delineates the area to be included in the downtown revitalization area.

- Downtown Saranac Lake is compact, with a boundary well-defined by geography, transportation corridors, building types, and traditional development pattern
- Downtown Saranac Lake is a designated Walk Friendly Community at the Silver Level
- Downtown Saranac Lake is the tradition central business district and includes two National Register Historic Districts

The boundary for Downtown Saranac Lake encompasses 108 acres with a highly concentrated collection of commercial and residential buildings on 258 parcels. The downtown neighborhood is well-defined by (1) geography, (2) transportation corridors, (3) the presence of traditional building types and (4) a compact development pattern (see Map on p. 5). This historic boundary has been reinforced through (5) modern zoning district and parcel boundaries. Each of these is described below.

1. *Geography.* 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. *Transportation.* Downtown Saranac Lake has long been a major transportation hub for regional highway travel because NYS Routes 3 and 86 intersect Downtown (see Map on Appendix p. 1). Historically, the railroad also played an important role in shaping and defining Downtown Saranac Lake and today the Remsen-Lake Placid Travel Corridor (DEC proposed rail trail) defines the eastern boundary of Downtown. Most travel from one neighborhood in the Village to another, regardless of mode, passes through Downtown. The historic local and regional travel patterns that led to the development of Downtown Saranac Lake over a century ago are still very strong and continue to help define its character and boundary today.

3. *Building Types.* 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. *Development Pattern.* Along Main Street and Broadway in Downtown Saranac Lake many buildings were built close together and close to the street. Streets are relatively narrow and block lengths are small. These characteristics created a downtown that is efficient, compact and scaled for people.

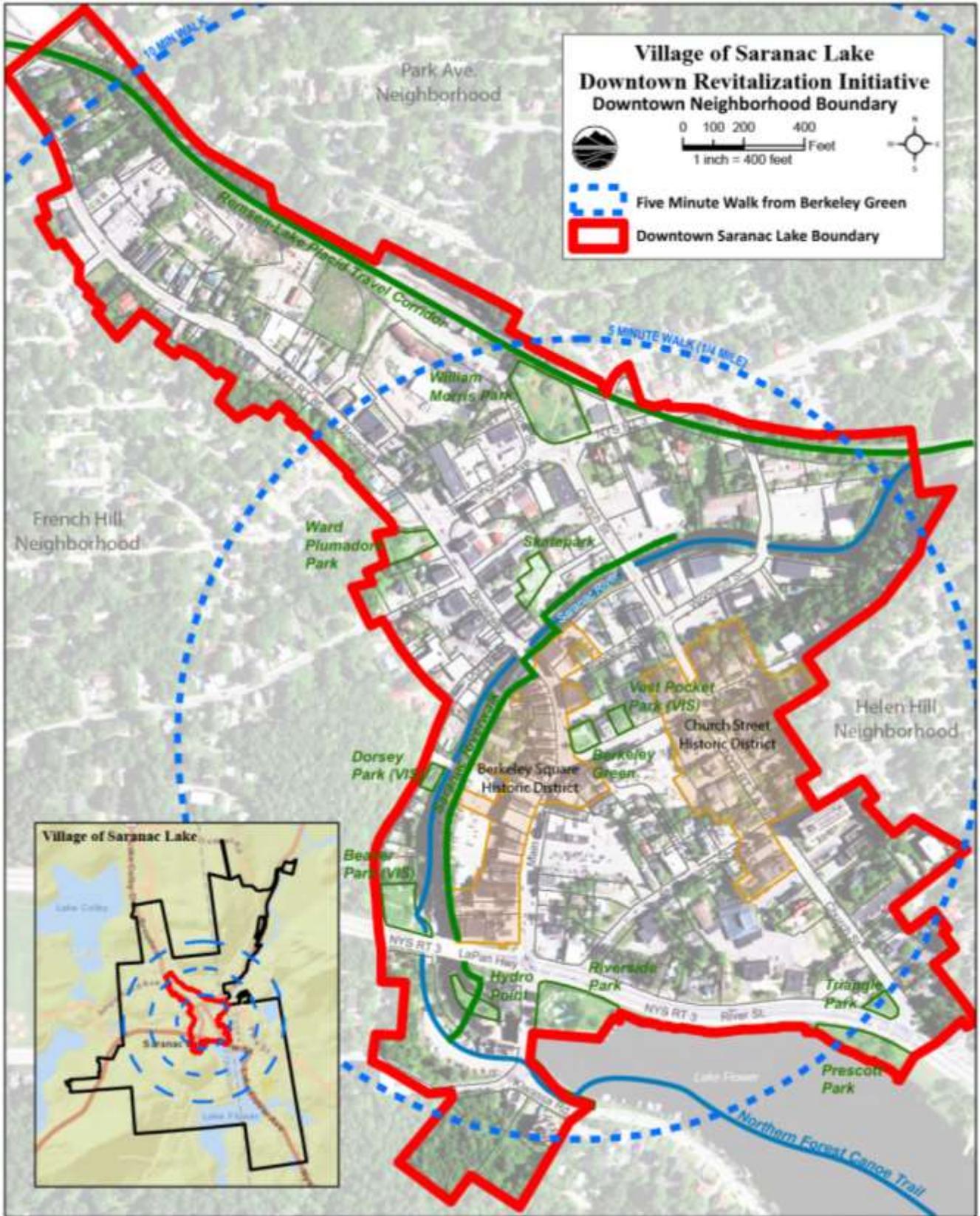
5. *Zoning.* Like most main streets and downtowns Downtown Saranac Lake has experienced the negative effects of the loss of historic buildings to fire and neglect and the introduction of automobile-oriented development. Fortunately, Downtown Saranac Lake retains much of its character and fundamental 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 Lake through zoning district boundaries and zoning regulations. Downtown Saranac Lake has its own zoning district.

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. 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.

52% of all jobs in the Village of Saranac Lake are located in Downtown. 34% of employees who work in the Village work Downtown. All in an area that makes up 4% of the land area of the Village. The compact and mixed-use nature of the buildings within Downtown make this neighborhood the most economically productive area within the village. In other words, based on a per acre calculation, more businesses, jobs, and tax revenue are generated Downtown than anywhere else in the Village.

Despite its inherent strengths and significant public and private investment in Downtown over the last several years there are several areas that remain underutilized or vacant. These areas represent an opportunity for Downtown development and will accommodate much of its future growth. These areas are all identified as priorities in previous planning initiatives but all remain underutilized. The priority area for redevelopment are identified as Broadway/Depot, Church St., and Dorsey on the map of Priority Areas and Potential Projects on page 34.

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) Description of catchment area. Outline why the proposed DRI area, 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 destination.

- The population of the catchment area for Downtown Saranac Lake is 24,159 plus ~1,600 college students and seasonal residents.
- Most of the anchor institutions in Saranac Lake are within 1 mile of downtown.
- Regionally, Saranac Lake has the most complete downtown providing amenities that support and enhance downtown living and quality of life.

Downtown Saranac Lake is the bedrock of the community for the 5,400 residents of the Village, the largest community in the Adirondacks. It is also the primary downtown for the ~1,600 college students attending North Country Community College and Paul Smith's College. Downtown Saranac Lake's catchment area is not limited to the Village boundary. The catchment area is identified in the Saranac Lake Area Comprehensive Economic Development Strategy to be between 15 and 45 minutes driving distance depending on the product, activity or service being sought by customers and where the customer originates from (see map on page 8). The estimated total population of this area in 2017 was 24,159 and is expected to hold steady through 2020. The catchment area also includes seasonal residents who have higher incomes, higher levels of education and have an affinity for arts and cultural attractions, and who are not captured in these population estimates.

Downtown Saranac Lake's estimated population is 890 consisting of a mix of professionals, college students and low-income residents living in approximately 637 housing units. In addition, downtown has 200 businesses with nearly 1,300 employees. These residents and employees 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 that other small communities and downtowns struggle to attract and retain.

An additional 2,153 residents live within a 5 minute (¼ mile) walk from Downtown. These residents enjoy the benefits of stable residential neighborhoods and the amenities of downtown. Most of the Village's residents live within a 10-minute walk from downtown. Downtown Saranac Lake has a [Walk Score](#) of 84, which means most errands can be accomplished on foot. Saranac Lake was recently designated as a [Walk Friendly Community](#) at the Silver Level due to the impressive walk-to-work mode share and excellent planning efforts. Saranac Lake is the smallest community in the nation to achieve the silver level designation.

Three of Saranac Lake's anchor institutions, Adirondack Health, Saranac Lake Central School District and NCCC, are within one mile from downtown while Trudeau Institute and American Management Association are within two miles of downtown. Other major employers in the catchment area include Paul Smith's College, DEC Region 5 Offices, Adirondack Park Agency, Adirondack Correctional Facility, Ray Brook Federal Correctional Institution, Sunmount DDSO and ORDA.

Both residents and visitors want interesting places to explore and downtown Saranac Lake offers just that. Downtown has a rich concentration of commercial, cultural, and recreational assets which makes this area the social and economic hub of the community. It is the place where friends meet, ideas are born, and plans are hatched. Regionally, Saranac Lake has the most complete downtown providing amenities that support and enhance downtown living and quality of life:

Historic Landmark Hotel. Hotel Saranac

Healthy foods. Two full-service grocery stores, the largest Farmers Market in the Adirondacks (operates June-December) and three convenience stores.

Accessible recreation opportunities. Seven Village parks are within downtown including Saranac Riverwalk and Adirondack Carousel. Northern Forest Canoe Trail, Jackrabbit Ski Trail and the planned Adirondack Rail Trail are regional trail systems that pass through downtown. Kayak launches, boat docks, a dance studio, martial arts center, yoga studios, and private gyms are located within downtown.

Arts & cultural. Downtown contains over 9 art galleries & artists' studios, Saranac Lake Laboratory Museum, Adirondack Center for Writing, and Waterhole Upstairs Music Lounge.

Medical services. Eye care, orthodontics, dentist, pharmacies, psychologists, chiropractors and audiology are all available.

Restaurants & pubs. A variety of styles and flavors are available to appease the full range of tastes.

Civic buildings. An intact central business district means that Town Hall, Village Offices, Adult Center, police station, elementary schools, preschools, Public Library, and post office are all located downtown.

Diverse retail/shopping. A diverse range of locally owned businesses provide residents and visitors with everything from basic goods to unique gifts. Downtown is the home of the Saranac Lake Community Store, the only community-owned department store in New York now in its 7th year of operation.

Events for all ages. Downtown is the center for an array of community events including Winter Carnival, Music on the Green outdoor concerts, First Night, outdoor movies, parades, Art Walks, canoe and kayak races, Paddlefest, Summer Fun Runs and many smaller events.

Unique Architecture. Downtown boasts two National Register Historic Districts with over 40 listed buildings. There are two additional historic districts located adjacent to downtown, which contain cure cottages from the tuberculosis curing era.

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. 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.

Saranac Lake, including Downtown, benefits from tourism. Compared to most communities and downtowns in the North Country, Downtown Saranac Lake is in a 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. 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 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. There are many exciting development projects and new businesses that are just on the verge of coming to fruition. Many of these developments could capitalize on the availability of underutilized buildings and properties within downtown. An

infusion of economic development funding would accelerate these projects in a way that would be transformational for downtown Saranac Lake.

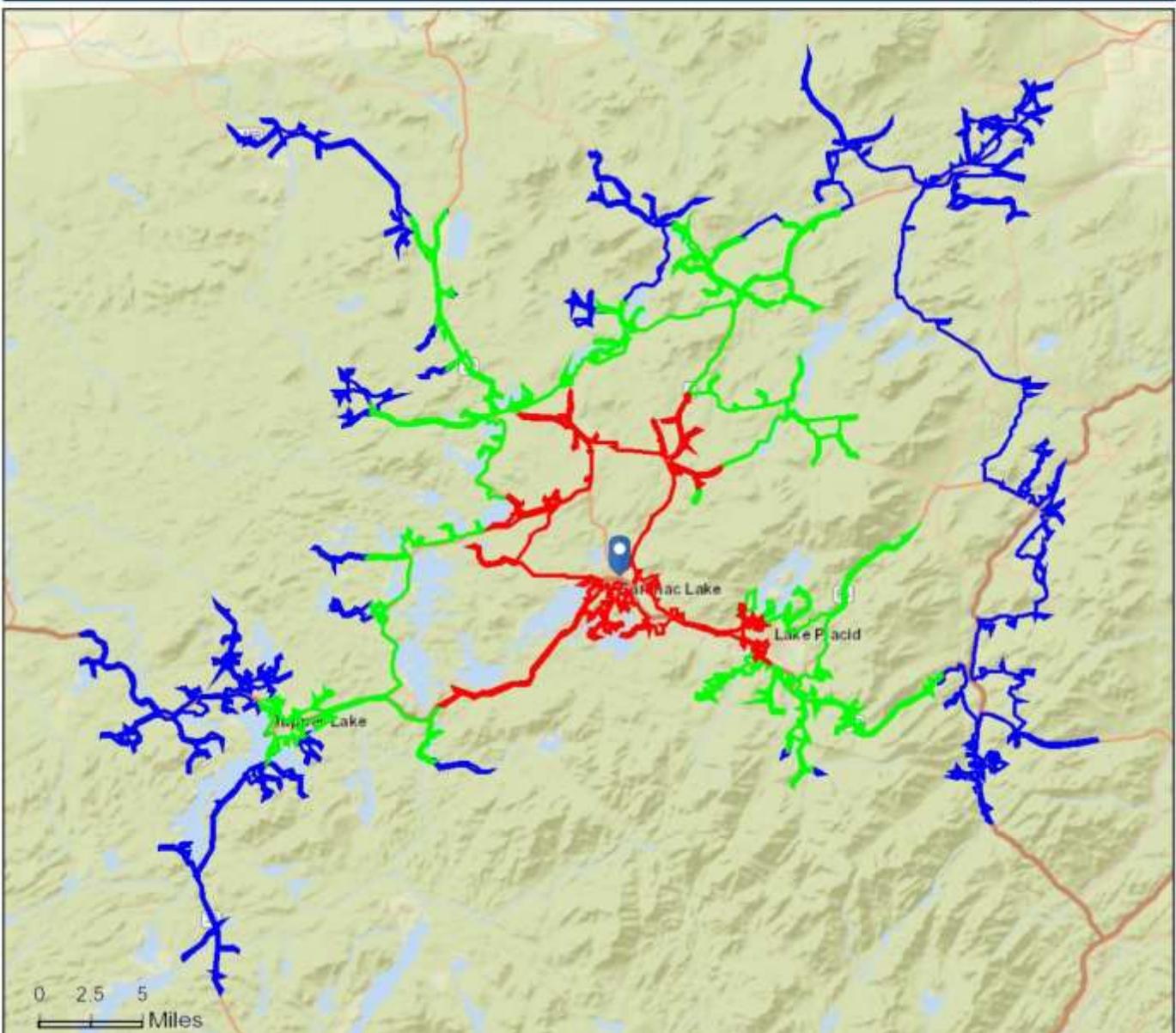
Saranac Lake Catchment Area



Site Details Map

2 Broadway, Saranac Lake, New York, 12983
Drive Time: 15, 30, 45 minute radii

Site Details Map
Latitude: 44.32691
Longitude: -74.13134



3) Past Investment, future investment potential. Describe how this DRI area will be able to capitalize on prior private and public investment, or catalyze future investments in the neighborhood and its surrounding areas.

Saranac Lake is uniquely positioned to capitalize on prior investments and catalyze future private and public investment in downtown. Saranac Lake is experiencing a downtown renaissance that has been fueled by a concentration of creative individuals and thoughtful public planning. Steady, incremental changes have been implemented over the last 5-6 years. The re-opening of the historic Hotel Saranac has sparked new interest and investments in downtown. The many years of dreaming about the possibilities for downtown and creating plans to bring those dreams to life are finally being rewarded. For the first time, downtown revitalization is a priority at the local, regional and state levels. During the last 10 years over \$45 million in public and private funds have been invested in downtown Saranac Lake.

REDC Awards

During the past seven REDC rounds, projects in Downtown Saranac Lake have been awarded \$7.3 million. \$5 million of the REDC awards funded the renovation of Hotel Saranac and \$1.3 is dedicated to the planned Lake Flower Resort. These projects address a shared goal of creating better lodging options in the North Country. An additional \$1 million was awarded to leverage private investment for building renovations, new and expanded businesses, facade renovations, housing rehabilitation, planning, and public infrastructure. Each category is summarized below.

Future Investments

In preparing this application we have identified 50 projects planned in downtown that represents over \$23 million in potential investments. There are so many great ideas which could come together to create the next big step in the evolution of Saranac Lake. Saranac Lake has and will continue to make small, incremental improvements in Downtown. But a \$10 million public investment through the DRI would catalyze transformative changes that we could not accomplish on our own.

Local Plans

Over the past 5 years, \$395,250 in public funding has been invested in local planning initiatives. Funding has been awarded by various state agencies, including Department of State, Attorney General’s Office, and Council on the Arts as well as the NY Preservation League.

Table 1. Grant Funding Awarded for Local Plans

Project	Public Investment
Arts & Culture Master Plan	\$49,500.00
Zombie' Housing Grant	\$75,000.00
Pendragon Theater Relocation Studies	\$36,000.00
3 Main St. Conditions Report	\$9,750.00
Bike & Pedestrian Master Plan	\$45,000.00
Zoning Code/Comprehensive Plan	\$150,000.00
Parks Vision Plan	\$30,000.00
TOTAL	\$395,250.00

Each plan builds off of previous plans and have guided downtown revitalization efforts. Many of the proposed DRI projects are recommended in these plans. All of the local plans represent continuity with the North Country REDC’s vision by focusing on arts and cultural amenities, transportation options, tourism, attraction of entrepreneurs, and enhancing overall quality of life.

Recent Investments

Over \$45 million has been invested in downtown projects over the past 10 years, with the majority of the investments occurring in the last 5 years. \$11.6 million of public investments has leveraged \$33.6 million in private investments (see Table 2). These investments were made to improve mixed-use buildings, create new businesses, expand existing businesses, improve downtown housing units, and improve parks and public infrastructure.

Table 2. Summary of Recent Public and Private Investments in Downtown Saranac Lake

Projects	Public Investments	Private Investments	# Jobs Created
Building & Façade Renovations	\$6,715,000.00	\$30,076,190.00	
New & Expanded Businesses		\$2,657,920.00	179
Housing Investments	\$575,000.00	\$713,000.00	
Parks & Infrastructure	\$4,385,060.00	\$237,923.00	
TOTAL	\$11,675,060.00	\$33,685,033.00	179

Building & Facade Renovations

\$36.7 million has been invested in downtown buildings. 32 buildings have been renovated to create improved commercial spaces, new and improved residential units on upper floors, office space, and restored historic facades.

The most significant and highest profile renovation project was restoration of the historic Hotel Saranac. This is Saranac Lake’s downtown anchor, which provides upscale lodging, fine-dining, event space, a salon and spa. It is the crown jewel of downtown and a source of great pride for residents.

The former Dew Drop Inn, located on the Saranac River, had fallen into disrepair after many years of neglect, but Chicota recently purchased the building and has already invested nearly \$1 million to bring the mixed-use building back to life. Once complete, this project represents a \$2.4 million investment in downtown.

The Saranac Lake LDC was awarded a New York Main Street grant for facade renovations in Downtown. The facades of 7 mixed-use buildings in the Berkeley Square Historic District were restored, which represents a public-private investment of \$530,000 in the area adjacent to the Hotel Saranac. The LDC raised \$113,500 in private donations to assist property owners renovate facades of buildings that were outside the target area of

the grant. The re-opening of the Hotel Saranac and the promise of more tourists in downtown inspired many building owners to invest in facade improvements without public funding. Some developers with a fondness for Saranac Lake have recently started to purchase historic buildings and restore them. The palpable buzz created by these renovations and the Hotel Saranac has inspired many other property owners to plan for building improvements and facade renovations, which is demonstrated in our list of proposed DRI projects.

New & Expanded Businesses

The entrepreneurial spirit is alive and well in Saranac Lake as evidenced by over \$2.5 million invested in new and expanded businesses in the past 5-6 years. 15 new Main Street businesses were created and 5 downtown businesses expanded.

The owners of Nori's Village Market recently invested over \$1 million to purchase and renovate a former automotive garage on the corner of Church and Woodruff Streets. These brave entrepreneurs made a giant leap by taking on a neglected property in an area that is in desperate need of revitalization. In just a few months they were able to renovate half of the building and open their doors to customers. The other half of the building should be fully renovated this summer.

The owner of Grizzle T's pub recently purchased the building that is home to his business and is investing \$85,000 to add a kitchen and a back deck to the building, which faces the Dorsey Street parking lot and Saranac River. This is the first major rear facade improvement in an area that has long been targeted for transformation because the rear of the buildings face the Saranac River. This leap of faith has generated interest in rear facade renovations from at least 6 other building owners. Improving rear facades along Main Street and Broadway has been identified in planning documents dating back to 1978. We have finally reached a point in our downtown revitalization efforts when this important goal will be fulfilled.

Entrepreneurs have invested over \$1.3 million to establish businesses in Downtown Saranac Lake. The owners of Origin Coffee, Northeast Tae Kwon Do, State of Mind, The Book Nook, The Dance Sanctuary, and Earthshine Yoga renovated and filled vacant commercial spaces. Others purchased and renovated entire buildings. A local couple purchased a vacant building on the Saranac River and invested \$664,000 to establish Fiddlehead Bistro. Two local men returned to their hometown, invested \$175,000 to create Bitters and Bones Tavern, and just a few years later have plans for a brewery expansion.

Housing

Saranac Lake has struggled for many years with substandard housing conditions. Very few of the upper floors of mixed-use downtown buildings had been renovated until recently. Many of the building renovations mentioned above included upgrades for residential units. The renovation of 7 affordable units in a historic downtown building were just completed this week with \$175,000 HOME grant and \$113,000 from the property owner. A 12-unit apartment building and adjacent vacant parcel was recently purchased for \$600,000 in the Upper Broadway area. \$85,000 has already been invested in the residential units and the new owners have a proposal to construct 6 new townhouses on the vacant parcel. \$400,000 from the REDC was recently invested in the Lake Flower Apartments to make accessibility improvements and the Housing Authority is planning a \$2 million facade project that will improve the overall appearance of one of the largest buildings in downtown and help preserve 78 subsidized housing units. In addition, two developers have expressed interest in building new housing in the Depot Area once the planned road, water and sewer projects are complete.

Parks & Infrastructure

The Village of Saranac Lake has invested over \$600,000 in the construction of the Saranac Riverwalk, a linear park that follows the Saranac River through downtown. Planning for the Riverwalk began in 1992 and completing it has been a community priority ever since. The Village has secured grants from DOS for the design and construction of a section of the Riverwalk that will bridge a gap between the Dorsey Street parking lot and Broadway. The new route will be constructed along the renovated Dew Drop Inn. The current terminus of the Riverwalk is at Tops Friendly Market on Church Street but the plan is to make a connection to the proposed Adirondack Rail Trail on Woodruff Street.

Other recent investments in parks include the construction of the Adirondack Carousel in William Morris Park, which is a unique feature and attraction for both residents and visitors and the Skatepark, located near the river between Broadway and Church St.

The Village of Saranac Lake has made significant investments in downtown infrastructure in recent years. A million-dollar bond was issued to reconstruct sidewalks and \$820,000 was directed to downtown. \$2.4 million in water and sewer upgrades have been completed on Main Street and Broadway and \$110,000 was invested in fiber-optic cable for high-speed internet in downtown. That investment also included the creation of two free Wi-Fi hotspots in downtown parks. \$20,000 has been invested in wayfinding signage throughout downtown. The Village has plans to invest \$75,000 to replace sidewalks in downtown this year. A \$295,000 combined water, sewer road project is planned for Woodruff Street in the next two years, which presents the perfect opportunity to implement a streetscape enhancement on this important connection between Broadway and the revitalization projects taking place on Church Street, including the new Nori's Village Market and proposed relocation of Pendragon Theater. The Village has been working diligently to ensure that the public realm in Downtown is attractive and can support exciting new private developments.

Development/Redevelopment Opportunities

Three priority areas for redevelopment have been identified within Downtown: Dorsey Street, Church Street, and Broadway/Depot. These areas have been targeted for redevelopment for many years, but until recently had not seen any significant investments despite their potential. However, the tides are turning and revitalization projects are underway in each area. The priority for the Church Street area is streetscape enhancements to complement the recent and pending investments in vacant properties within the area. The Depot Area has 6 acres of property available for redevelopment. Long neglected properties on Broadway are being revitalized which makes it the right time to create a connection between the Depot area and Broadway. The Parks Vision Plan that was recently completed includes a concept design for the Dorsey Street parking lot and the Village has secured a grant for engineering and site plans. One rear facade is being renovated now which has generated interest from others in activating rear facades.

"We believe Saranac Lake is a great place to invest. It is one of the best North Country villages and has managed to hold onto its small-town charm while being squarely in the 21st Century in terms of amenities. We started investing in Saranac Lake about one and a half years ago, and we have continued to add to our portfolio. We are committed to assisting in the resurgence of this historic town."

Paul Levitt, Steven Sidrane, Nancy Levitt,
& Karen Sidrane
Partners
135 Broadway Apartments, LLC

In summary, revitalization of Downtown Saranac Lake is firmly underway and a number of community plans are being used to guide future development and leverage private investments. The groundwork has been laid, interest is high, the momentum is here and the time for a \$10 million investment from the DRI is now. Downtown Saranac Lake is ready to complete its transformation.

4) Recent or impending job growth. Describe how recent or impending job growth within or near the DRI area will attract professionals to an active life in the downtown, support redevelopment, and make growth sustainable in the long-term.

- There are over 16 new and expanding small businesses in Downtown Saranac Lake employing over 40 people.
- The historic Hotel Saranac recently reopened creating 94 new jobs in Downtown.
- The Lake Flower Resort is planning to open next year creating 50 new jobs within walking distance of Downtown.
- St. Joseph's Addiction Treatment and Recovery Center is expanding services at two new locations which will result in 14 new jobs.
- Saranac Lake's largest employers rely on a strong and vibrant community with a thriving downtown as a key tool for recruiting new employees.
- The diverse local economy has jobs at all levels, from entry-level to professional, in a multiplicity of fields.
- The proposed Main St. Incubator Project will develop the skills of emerging entrepreneurs in Saranac Lake, including students from founding partners' Paul Smith's College and North Country Community College looking for ways to remain in the Region upon graduation, and foster businesses to scale thus leading to substantial job growth in a variety of sectors.
- Saranac Lake is home to Point Positive, Inc., the only angel investor group in the Region. Since its establishment four years ago, Point Positive has committed over \$2.2 million to seven start-ups and early stage ventures, including Crua Outdoors based in Saranac Lake.

Saranac Lake and its partners recognize that downtown is both an economic center for quality jobs and a recruitment tool for drawing jobs and investment to the community. We have long realized that our quality of life, resulting from the historic urban character of the community combined with our location in the heart of the Adirondack Park, is our greatest asset in terms of attracting and retaining employers and jobs. Saranac Lake offers the perfect combination of amenities and nature that support a unique lifestyle. The lifestyle is what attracts and retains employers, investors, entrepreneurs, students, visitors and residents. Today, Saranac Lake has the most diversity in existing employment opportunities and potential for new, diverse job growth in the Adirondack Park.

With over 1,470 businesses employing almost 17,000 people, employment opportunities in the Saranac Lake trade area are sufficiently abundant and diverse to support a vibrant and sustainable downtown. Downtown Saranac Lake has approximately 200 businesses employing 1,300 people resulting in a jobs/resident ratio of 1.54:1. This ratio demonstrates that Downtown Saranac Lake is a strong employment center for the area. Trade area unemployment rate is estimated to be 3.7%.

Many of Saranac Lake's major employers are all located less than one mile from downtown. To the north is the largest private employer in the Adirondacks, with 850 employees, Adirondack Health. To the east is North

Country Community College and American Management Association. To the west is the Saranac Lake Central School District, with 279 employees, and Trudeau Institute, with 50 employees, and to the south is the recently expanded St. Joseph's Addiction Treatment & Recovery Center (240 employees). Paul Smith's College, located nearby, is also an important local employer. These institutions rely on a vibrant downtown for employee retention and to provide confidence and interest in future investments. A thriving Downtown is a recruiting tool for these anchor institutions and will likely contribute to future expansions.

State and federal agencies in Saranac Lake, Ray Brook, Lake Placid and Tupper Lake (DEC Region 5 Offices, Adirondack Park Agency, Adirondack Correctional Facility, Ray Brook Federal Correctional Institution, ORDA, and Sunmount DDSO) also provide a significant amount of employment opportunities in the Saranac Lake area.

Recent & Potential Job Growth

The newly renovated and restored Hotel Saranac opened in January with 64 year-round employees and 30 seasonal employees. Less than a mile from the center of downtown the Saranac Lake Resort plans to open next year with approximately 50 new employees. Ampersand Biosciences and Carpe Insectae are small industrial businesses that used downtown buildings as incubators. Both businesses are looking to expand in 2019. Adirondack Health recently moved 20 employees to offices downtown. St. Joseph's will create 12 new jobs when the new crisis/detox center opens in six months and 2 support staff positions will be created when a new transitional home for veterans begins operating later this year. Chicota Inc. is restoring the iconic Dew Drop Inn on the Saranac River and will create 39 new jobs.

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 foot traffic and commerce Downtown, resulting in the opening of additional businesses and the expansion of existing businesses.

16 new, small locally-owned businesses have recently opened or were expanded in Downtown in anticipation of more "feet on the streets." These include Origin Coffee, Bitters and Bones Tavern, Fiddlehead Bistro, Human Powered Planet Earth bicycle shop, Wholesale Furniture, Northeast Taekwondo School, The Dance Sanctuary, and The Book Nook. These businesses are filling vacant and recently renovated storefronts. The Dew Drop Inn will include a restaurant and cooking school on the Saranac River, contributing to what is now referred to as "Restaurant Row" in Downtown with Fiddlehead Bistro and Left Bank Café. All of these new Main Street businesses are helping to create a robust mix of shopping, dining, entertainment and service options for residents and visitors and created over 40 jobs at a variety of skill and salary levels.

The quality of life available in Saranac Lake attracts telecommuters and people who can live and work anywhere but are choosing Saranac lake. This group of professionals is expanding the Downtown economy, occupying professional offices in Downtown buildings. These include consultants, architects and computer programmers. To capitalize on this trend the Village recently partnered with SLIC Network Solutions and made a significant investment to install fiber-optic broadband throughout Downtown.

As the arts mecca of the Adirondack Park, there are at least 10 art galleries and studios 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 in the Village but is planning 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.

There are a number of interesting new business and non-profit ideas proposed for Saranac Lake, including two breweries, a cidery, children’s museum, and a movie theater. Funding from the DRI would enable the Village and our partners to jump start this potential through the creation of a Main Street Business Incubator and Downtown Startup Challenge Grant, renovation of vacant and underutilized storefronts, and redevelopment of the Depot Area.

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. Our lodging/restaurant service industry is also strong and will grow substantially. 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.

With a very low unemployment rate within the trade area it will be increasingly difficult for employers to fill available positions. An attractive and thriving Downtown Saranac Lake, with a transformation accelerated by the DRI, will help employers attract workers and accelerate job growth in the area.

“As we work to continue recruiting and retaining quality healthcare professionals, we recognize the inherent value of a strong and vibrant community with a thriving downtown. For many healthcare providers, the decision to accept any particular offer of employment centers on quality of life in the place they will call home.”

Sylvia Getman
President & CEO
Adirondack Health

5) Attractiveness of physical environment. Identify the properties or characteristics that the DRI area possesses that contribute, or could contribute if enhanced, to the attractiveness and livability of the downtown for a diverse population of varying ages, income, gender identity, ability, mobility, and cultural background. Consider, for example, the presence of developable mixed-use spaces, varied housing types at different levels of affordability, walkability and bikeability, healthy and affordable food markets, and public parks and gathering spaces.

Perhaps the most striking feature of downtown Saranac Lake is the interplay between nature- trees, mountains, water, and buildings. The juxtaposition of the urban form against the natural elements creates a visual drama. The Saranac River winds through downtown intersecting with both Broadway and Church Street. The river flows into Lake Flower forming the southern border of the downtown. The downtown is framed by Dewey Mountain to the south, Mount Pisgah to the north, and Baker Mountain to the east. All of the mountains have forested hillsides. There is a mountain or lake vista at each point of exit from the downtown. These natural elements also form the backdrop for the landmark buildings from varying angles.

Academic, Cultural, and Entertainment Amenities

When we build a place worth experiencing, we are building a place that has enduring wealth. The happenings in downtown are perhaps the district’s greatest strength. The streets fill with artists, vendors and musicians for monthly Third Thursday Art Walks throughout the summer, creating a community spirit of celebration and

pride. There are weekly concerts and musical performances in the centrally located Berkeley Green that coincide with the finish time of community bike rides.

The most-loved downtown event is the annual Winter Carnival Gala Parade, where the sidewalks are overflowing with hundreds of spectators and even more people fill the balconies and upper floors of the historic buildings. It is an event that showcases and encourages people of all ages to display their creative side. Another favorite annual event is First Night, a celebration on New Year's Eve featuring live music at venues throughout downtown. A variety of events take place at the numerous public gathering sites in downtown, including the public library, Saranac Laboratory Museum John Black Room, and the historic Harrietstown Town Hall. Additional events take place at the four churches within downtown.

The Waterhole Upstairs Music Lounge is a major music venue hosting local, regional and national bands. The Waterhole also hosts a free outdoor Party on the Patio every Thursday in May through September, which creates a festive vibe and draws large crowds and coincides with the Third Thursday Art Walks. These are events that leave lasting impressions and elicit strong emotional attachments to Saranac Lake.

Downtown Saranac Lake also 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. There are 2 National Register Historic Districts within downtown, one of which is nominated for expansion. This concentration of 70 historic buildings provides a rich architectural heritage and contributes to the aesthetically pleasing urban character of Downtown.

Historic Saranac Lake restored the Saranac Laboratory in downtown Saranac Lake and operates the building as a museum interpreting Saranac Lake's unique role in history as a world-famous center for the fresh air treatment of tuberculosis. The museum hosts changing exhibits, talks, and special events for thousands of visitors, year-round.

The arts community has grown over the last 25 years and has been a catalyst to the revitalization accomplishments which have led to abundant choices for creative outlets in the downtown area.

The largest collective of artists is the Saranac Lake ArtWorks, which is a collaboration of 41 artists, arts-related businesses, and organizations with the goal of promoting the Arts in Saranac Lake and the surrounding Adirondack communities.

BluSeed Studios is a one-of-a-kind venue that hosts live performances and art exhibitions and offers classes and workshop for all ages facilitated by professional artists. It also offers residencies to international artists to come, work, teach and display their art.

Pendragon Theatre serves 4000 patrons including year-round as well as seasonal residents and tourists from US and Canada. The theatre has committed to moving downtown and helping drive downtown revitalization. Pendragon is becoming a regional destination, offering productions which challenge boundaries, captivate the imagination, and enrich and engage the community.

Saranac Lake also benefits from its academic institutions. North Country Community College is located less than a mile from Downtown Saranac Lake. Paul Smith's College is a 15-minute drive from the center of downtown. Many students and professionals from both institutions make their home within downtown or the adjacent neighborhoods. The excellent public schools are located close to downtown and adjacent neighborhoods. Petrova Elementary recently hosted the 5th Annual Walk & Bike to School Month, which sees increased student participation each year.

Housing Affordability & Type

Downtown Saranac Lake is a traditional mixed-use neighborhood with over 200 businesses and 637 residential units. Housing is available in historic buildings with residential units on upper stories, there is both public and subsidized housing available in two multi-story residential buildings, and adjacent residential neighborhoods include both single- and multi-family housing. 33% of downtown residential units are contained within two buildings which provide subsidized and affordable housing for the elderly and disabled. The variety of housing in Downtown supports a diverse residential population including students, low- to moderate-income families, seniors, professionals, and entrepreneurs.

The development of market rate housing downtown and rehabilitation of existing housing in village neighborhoods is a top priority for the Village. The Village recognizes availability of new and improved housing is essential to attract additional professionals and families to Saranac Lake. The tax revenue generated by these purchases will help decrease the property tax burden on existing property owners and generate revenue for further infrastructure improvements that –in turn – will improve the quality of life for all residents.

Main Street Businesses & Access to Healthy Foods

Many people experience the Adirondacks as “the place to go to” to relax or embark on an outdoor adventure while others are lucky to call this special place “home.” Downtown Saranac Lake is more than just a tourist destination. It is an authentic hometown with enough amenities to attract visitors and second homeowners. Saranac Lake enjoys a greater variety of commercial and retail businesses than anywhere else in the Adirondack Park. 200 businesses, predominately locally owned, fill downtown storefronts. These entrepreneurs are vested not only in the success of their business, but in making Downtown a vibrant, fun, welcoming place to live, work and play.

Downtown has a variety of eateries that satisfy a wide range of taste and price preferences. Offerings include a bakery, French bistro, gastropub, diner, two cafes, fine dining, family-style dining, pizza parlors, fast food, and ethnic cuisine. Two new restaurants sited in recently renovated buildings are scheduled to open soon.

At a time when many communities are trying to attract grocery stores in downtowns we are lucky to have two conveniently located in the center of our downtown. Tops Friendly Market is a traditional grocery store located on Church Street, just one block from the De Chantal senior housing apartments. Tops is accessible by foot from all of the neighborhoods adjacent to downtown. Nori’s Village Market is a natural foods store, cafe and deli located next door to Tops. There are also three convenience stores located in Downtown, one of which specializes in Indian grocery items.

The Saranac Lake Farmers Market takes place on Saturdays in June through October in downtown Riverside Park. Since starting in 2009 it has grown to become the largest in the Adirondacks with over 30 vendors. Several of the farms participating in the market offer CSA shares and designate the market as a “pick up” location for patrons.

Multi-modal Transportation

Downtown is the epicenter of Saranac Lake’s intermodal transportation network. NYS Routes 3 and 86 intersect in downtown where several village parking lots plus on-street parking are available for vehicles. An electric vehicle charging station is scheduled for installation in one of the village parking lots this month. Both Uber and local taxi service is available for local and long-distance trips.

Franklin County Transportation provides bus service between Malone and Lake Placid with two stops in Saranac Lake. There are three busses per day that travel this route, providing access to regional employment centers. Trailways offers scheduled bus service throughout New York with a daily stop in Downtown Saranac Lake.

Downtown has many features that contribute to the walkability of the district. Downtown Saranac Lake has a [Walk Score](#) of 84, which means most errands can be accomplished on foot. Saranac Lake was recently designated as a [Walk Friendly Community](#) at the Silver Level due to the impressive walk-to-work mode share, excellent planning efforts, and Safe Routes to School program. Saranac Lake is the smallest community in the nation to achieve the silver level designation. Neighborhoods are well connected to Downtown and to other community destinations.

Its size, compact development pattern and existing infrastructure make Saranac Lake a bikeable community. There are bike lanes or shared lane markings on all major roads through the Downtown.

Recreation & Public Spaces

In the heyday of the TB sanatorium era, prominent local women formed the Village Improvement Society and hired the Olmsted Brothers of Central Park fame to design a village park system. Over the years they purchased land and developed many public parks that today enhance village life. Downtown contains eight of the Village's eleven significant parks offering a range of recreational amenities. Three of the village parks are along the downtown waterfront. Access to Lake Flower via public docks at Riverside park allows boaters to travel anywhere on the Saranac chain of lakes directly to Downtown to shop and dine. The Saranac River runs through the heart of downtown. The Saranac Riverwalk is a linear park that follows its banks.

Berkeley Green, in the center of downtown, and the waterfront parks in Downtown are used for a variety of community events. People find refuge in several downtown parks owned and maintained by the Village Improvement Society. Berkeley Green boasts the "trailhead" and sign-in kiosk for the Saranac Lake 6er Hiking Challenge. Hikers climb the 6 peaks surrounding Saranac Lake. Mount Pisgah and Dewey Mountain Recreation Centers are located in Saranac Lake. These centers are used for a variety of year-round recreational activities.

Downtown benefits from its Adirondack location and proximity to world-class wilderness and recreational opportunities. The Northern Forest Canoe Trail, a water trail linking 4 states, passes through downtown. The Jackrabbit Ski Trail offers a unique opportunity for cross-country ski touring between Paul Smiths and Keene. The planned Adirondack Rail Trail also passes through Downtown and is one of the reasons redevelopment of the Depot Area is a community priority. There are 8 boat launches accessing 4 different bodies of water within a mile of the Village. There are countless hiking opportunities nearby including popular Baker Mountain. Its trailhead is within walking distance of Downtown and bicycles are often found leaning on the trail sign.

Access to Health Care

Saranac Lake residents and visitors have access to a dedicated team of skilled healthcare professionals and quality services that are unique for a region so large and rural. The continuum of healthcare at Adirondack Health incorporates a complete range of healthcare services at Adirondack Medical Center in Saranac Lake. There are also a variety of other medical services offered in the community, many of them located within downtown, including dental, eye care, orthodontics, chiropractic, massage, audiology, mental health, and urgent care. St. Joseph's Addiction Treatment and Recovery Center provides services to individuals and their families suffering from addiction.

- 6) Quality of Life policies.** 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, comprehensive plans, complete streets plan, transit-oriented development, non-discrimination laws, age-friendly policies, and a

downtown management structure. If policies achieving this goal are not currently in place, describe the ability of the municipality to create and implement such policies.

The Village of Saranac Lake has long acknowledged that the greatest driver of economic development in the community is the quality of life made possible by the interplay between the urbanity of the community and the surrounding Adirondack forests and lakes. Therefore, the Village has a long history of proactively developing plans and policies to protect and enhance quality of life, with a particular focus on downtown.

These plans do not sit on shelves. They have been incrementally implemented over the years. Recent plans build on prior plans so that goals are complementary creating a synergistic impact. The result is a community that is authentically Adirondack and decidedly different. Here is what residents and visitors have to say about Saranac Lake: <https://youtu.be/vHRn7t3U1k>

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

Village of Saranac Lake Comprehensive Plan (2013)

The Comprehensive Plan is the culmination of over two years of planning with interactive, dynamic and sustained outreach throughout the process. The comprehensive plan sets forth needs, goals, planning initiatives and strategies for the Village. The Comprehensive Plan recognizes the importance of the downtown as a commercial center for the village and the region. The projects proposed in the DRI application are based on the vision and goals contained in the Comprehensive Plan.

Village of Saranac Lake Local Waterfront Revitalization Program, LWRP (2004)

The Village of Saranac Lake has water resources that pass directly through the center of the village. The goals for waterfront revitalization primarily focus on improved public access to water resources, stimulating economic development in downtown, protecting natural resources, and improving pedestrian safety to and from waterfront areas. The Village has been aggressively implementing the LWRP. The goals in LWRP have guided all subsequent planning and infrastructure projects undertaken by the Village and serve to inform all land use decisions. The LWRP ensures that the protection and enhancement of downtown and waterfront areas remains a top priority for the Village.

Village of Saranac Lake Bicycle and Pedestrian Trail Master Plan (2013)

The Bicycle and Pedestrian Plan includes inventories, programs, priority projects, design guidance, and a plan for implementation that will enhance community livability through alternative transportation options, a network of open spaces, and promotion of healthy active lifestyles. Under the direction of the Village's Parks and Trails Advisory Board (PTAB), the Village has made significant progress implementing the Bicycle and Pedestrian Plan. Recent improvements in downtown include reconstruction of sidewalks, improved crosswalks, shared lane markings for bicycles, wayfinding signage, and intersection improvements.

Village of Saranac Lake Arts & Culture Master Plan (2018)

The objective of the Arts & Culture Master Plan is to build on Saranac Lake's history and vibrant culture to provide actions that can be taken to strengthen the arts, artists, and the economy. Implementation of the plan

will be directed by the Village's newly created Arts and Culture Advisory Board with support from the Community Development Department.

Parks Vision Plan (2018)

The Village of Saranac Lake utilized an inclusive public outreach process to update the priority projects and goals for 11 parks within the Village's local waterfront revitalization area. The purpose of the Plan is to create a comprehensive strategic vision for substantial incremental improvements within these key parks as funding is available. This effort represents continued planned investment by the Village, resident volunteers, state agencies and supports various regional recreational initiatives.

Downtown Plans

Plans for Downtown Saranac Lake date back as early as 1978 when a facade study was prepared in an effort to keep downtown competitive with other shopping centers and the increased sophistication of corporate and chain stores. A 5-Year Strategic Plan for Downtown Revitalization was drafted in 1996 and many of the recommendations were accomplished in subsequent years. The Vision Concepts plan was completed in 2007 with a focus on areas in need of reinvestment. This document has guided public and private investments in downtown over the last decade, however some districts are still in need of revitalization and have been identified as priority areas for the DRI.

Other Planning Initiatives

The Village of Saranac Lake has several other planning documents that have had an impact on livability and quality of life in downtown including:

- Saranac Lake Comprehensive Economic Development Strategy CEDS (2008)
- Adirondack Tri-Lakes Housing Assessment (2010)
- Saranac Lake Tourism Destination Master Plan (2009)

The Village has put forth great effort to address housing needs, but it remains a challenge due to substandard conditions. Efforts to implement the CEDS and Destination Master Plan have been extremely successful with both plans almost fully implemented.

Zoning

In 2016 the Village of Saranac Lake adopted a new Development Code that implements recommendations from the Village's LWRP, Trail Master Plan, CEDS and Comprehensive Plan. The code encourages infill development and redevelopment downtown that includes mixed-uses, enhances walkability and leads to the adaptive reuse of historic buildings. Components that preserve and enhance the essential qualities of Downtown include:

- No minimum building setbacks, lot coverage or height limits for downtown developments.
- No minimum number of parking spaces for new development anywhere in the Village
- Architectural standards for buildings located within historic districts.
- Architectural design standards for all commercial non-residential buildings in the Village and additional specific standards for buildings located in downtown.
- Prohibition or restriction of new automobile-centric uses downtown such as drive-through restaurants and gas stations.

- Prohibition of 1st floor residential units in certain key sections of downtown.

Transportation Policies

The Village of Saranac Lake has policies to ensure the safety of pedestrians of all ages and abilities. In August 2016, the Village adopted a Complete Streets Policy. The policy includes a checklist that must be completed during the planning phase of all infrastructure and transportation projects to ensure consistency with the Bicycle & Pedestrian Master Plan and that opportunities to fill gaps in the network are not missed. In November 2017, the Village Board of Trustees adopted a resolution in support of the International Charter for Walking as a demonstration of the Village's commitment to work with community partners to create a culture where people choose to walk.

Other Policies

In 2014 the Village of Saranac Lake passed a local law that prohibits heavy vehicles in downtown except for commercial delivery and another law offers tax exemptions for residential improvements. The Village also established a loan program for small businesses and a grant program that provides matching funds to business and property owners to make accessibility improvements.

Age-Friendly Community Eligibility

In 2010, Mercy Care for the Adirondacks convened a group of stakeholders to develop action plans to identify the most important priority actions needed to create livable communities for aging in place in the Tri-Lakes region of the Adirondacks. The final report includes the Saranac Lake Aging in Place Action Plan. The action plan is based on surveys, interviews and focus groups. The Village has been working to implement a number of recommendations in the action plan and will continue to address identified needs by working with community partners. Based on progress made to date Saranac Lake would be a good candidate for Age Friendly Community Certification.

Sustainability

The Village of Saranac Lake is a Clean Energy Community after completing four [high impact actions](#). The Village Board recently adopted the Climate Smart Communities Pledge and appointed a local Coordinator and Task Force who will be responsible for developing a local Climate Action Plan over the coming months. The Village is installing its first dual-port electric vehicle charging station in a public parking lot and recently converted to LED light fixtures in all municipal buildings. In addition, the Village is committed to implementing an LED streetlight conversion project.

Downtown Organization

The Saranac Lake Downtown Advisory Board (DAB) was created in 2014. The purpose of DAB is to make recommendations to the Saranac Lake Village Board of Trustees regarding policies and undertake actions that improve economic vitality by enhancing the experience, image and lifestyle of Downtown Saranac Lake. With staff support and technical assistance from the Community Development Department, DAB uses the [Main Street Approach](#), created by the National Trust of Historic Preservation, as a framework for community-based downtown revitalization. Four transformation strategies are implemented through comprehensive work in four broad areas: Economic Vitality, Design, Promotion, and Organization. In addition, the Village's local

development corporation has become an effective organizational force for stimulating and achieving downtown revitalization.

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.

Awards & Recognition



7) Public Support. Describe the public participation and engagement process conducted to develop the DRI application, and the support of local leaders and stakeholders for pursuing a vision of downtown revitalization. Describe the commitment among local leaders and stakeholders to preparing and implementing a strategic investment plan. Identify an initial local lead for the program that will work with outside experts to convene a DRI Local Planning Committee to oversee the plan.

The Village sought the DRI nomination in 2016 and has been planning to re-submit since then. In 2017, the Village Board of Trustees appointed a planning committee to coordinate the 2018 DRI application. The committee includes local leadership and representatives from the Downtown Advisory Board, business community, county economic development office, IDA, local development corporation, and community development department.

The DRI committee relied on adopted Village plans, which were created with strong public input, to synthesize a vision, goals and strategies for downtown revitalization that would inform this application. Many of the proposed DRI projects come directly from those plans.

The DRI committee conducted a robust community engagement process before finalizing a vision for downtown and a preliminary list of projects that could be included in a DRI Strategic Investment Plan. Committee members conducted over 20 meetings and presentations to stakeholder groups and engaged individual business owners, property owners, developers and investors in discussions about potential downtown projects. A Downtown Revitalization Project Proposal form was widely distributed through traditional and social media channels in the community and mailings, which resulted in over 30 private project proposals.

The DRI planning committee hosted 3 open house meetings that were attended by over 170 people at different downtown businesses. Participants were introduced to the vision and had the opportunity to comment on

downtown needs and proposed projects. The materials from the open house were on display at the public library and available on the Village website. Social media was also used to engage the public in the development of the application. Outreach efforts resulted in over 200 comments addressing support for projects and needed improvements in downtown.

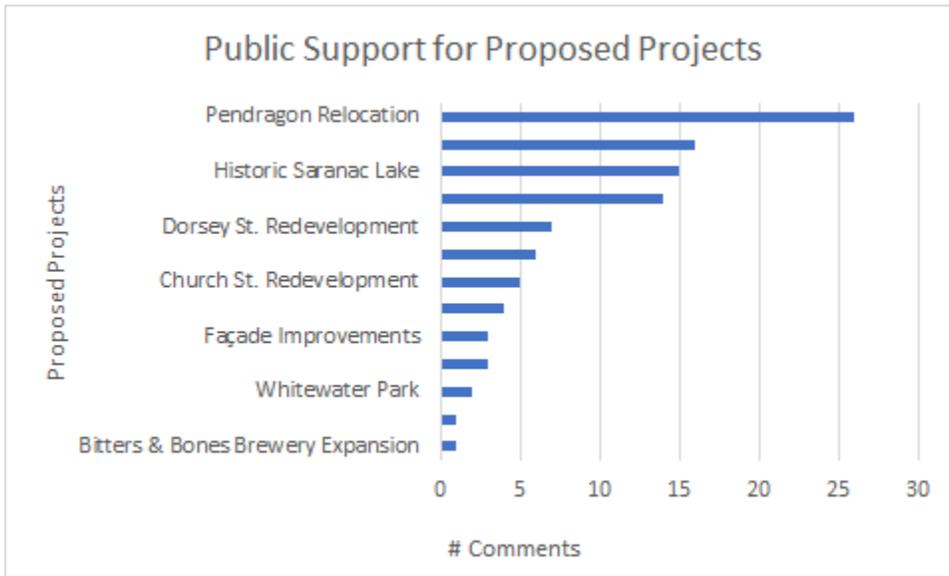
Support for downtown revitalization is conveyed through numerous letters and resolutions received from local leaders, organizations and businesses. The letters express commitments to partner with the Village to realize the vision for downtown revitalization and create a Strategic Investment Plan. Based on the letters we expect the following partners to participate in the Local Planning Committee should Saranac Lake be nominated for the DRI:

Adirondack Health
Harrietstown Housing Authority
Historic Saranac Lake
Franklin County IDA/LDC
North Country Community College
Pendragon Theater
Paul Smith's College
Saranac Lake Parks & Trails Advisory Board
Saranac Lake Downtown Advisory Board
Saranac Lake Arts & Culture Advisory Board
Regional Office of Sustainable Tourism
Saranac Lake School District
St. Joseph's Addiction Treatment and Recovery Center
Trudeau Institute
Franklin County Economic Development
Village of Saranac Lake Board of Trustees
Point Positive

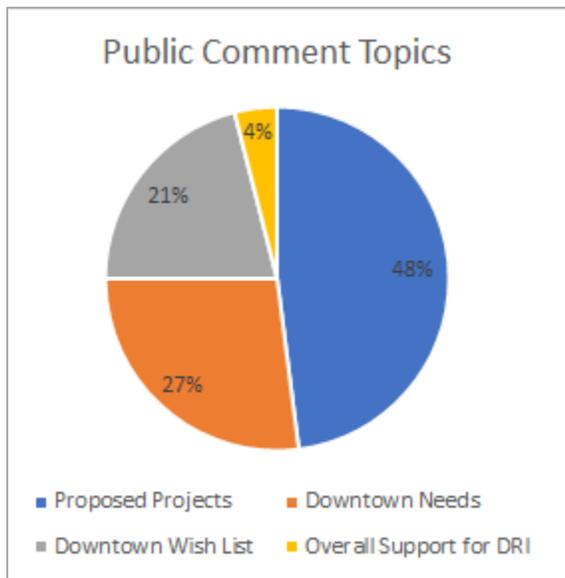
The initial local lead for the program will be Jamie Konkoski, the Village's Community Development Director. She will work with outside experts to convene the local DRI Planning Committee and recruit additional members as needed to oversee the plan.

Saranac Lake's efforts in downtown revitalization and the potential to leverage additional investments for real community transformation is recognized by other municipalities in the region. The governing boards of the towns of Duane, North Elba, Tupper Lake and Harrietstown along with the villages of Malone, Lake Placid, and Tupper Lake all passed resolutions in support of Saranac Lake's DRI application.

Summary of Public Input Receive from Open House Meetings & Social Media



Wish List



8) Project List to Demonstrate Readiness: Describe opportunities to build on the strengths described above by providing a list of transformative projects that will be ready for implementation with an infusion of DRI funds within the first one to two years (depending on the scope and complexity of the project) and which may leverage DRI funding with private investment or other funds. Such projects could address economic development, transportation, housing, and community development needs. While such projects should have demonstrated public support, it is recognized that projects will ultimately be vetted by the Local

Planning Committee and the State. Explain how most projects proposed for DRI funding demonstrate their readiness for implementation.

The DRI planning committee has assembled the following list of transformative projects to meet the goals outlined in the Village's Downtown Revitalization Plan:

- Strengthen Sense of Place
- Sustain Economic Vitality
- Enhance Entrepreneurial Spirit

Each project is either recommended in an adopted community plan or was proposed through the Downtown Revitalization Project Proposal form by an individual or group. As a result, the projects included in this application are real and are a direct result of public engagement. A map on page 34 provides a geographic overview of the Priority Areas and Potential Projects.

Broadway/Depot Area Transformation Area

This area north of Bloomingdale Avenue consists of a number of residential and commercial buildings that are in need of rehabilitation and large amounts of vacant, underutilized land. There are two projects proposed for this area with a focus on housing. Targeted investments in this area will catalyze additional investments. The proposed Adirondack Rail Trail borders the Depot Area. There are a number of private and non-profit projects proposed for downtown that have not yet identified a preferred location. The vacant property in the Depot Area would be the ideal location for a number of these projects, including the ADK Play Children's Museum, Main Street Business Incubator, or Adirondack Loon Center. There are several entrepreneurs planning businesses that would also be a good fit for this location such as a movie theater, brewery and cidery.

1. Depot Area Redevelopment. The goal of this project for the DRI is to create a clean site ready for mixed-use development that includes housing and arts, culture, or entertainment amenities. The scope of work required to catalyze this type of investment includes:

- Construction of a road that connects to Broadway and relocation of a major sewer line. Cost: \$2.11 million
- Relocation propane tanks (which business owners have agreed to do)
- Assessment and remediation of any environmental contamination. Cost: TBD
- Once these improvements are made proposals for housing construction would be sought from developers. All current property owners are willing partners. Cost: \$2 million

2. Broadway Revitalization. The Depot area is adjacent to Broadway, where three properties were recently purchased by motivated investors who have proposed improvements for each property.

- 6 new townhouses on a vacant lot at 133 Broadway. Cost: \$850,000
- Rehabilitation of 12 housing units and 2 commercial spaces at 135 Broadway. Cost \$100,000
- Facade renovation of a mixed-use building at 139 Broadway. Cost: \$115,000

Dorsey Street Transformation Area

Plans to redevelop the area between the Saranac River and buildings along Main Street have been in existence since 1978. The Village began construction of the Riverwalk along the banks of the Saranac River in 1996 but the full potential of this area has yet to be realized. The next phase of Riverwalk design and construction is set to begin this summer and one property owner is in the process of renovating a rear facade, which has sparked renewed interest in this area. A public-private partnership is proposed to transform this area into a vibrant part of downtown. The proposed projects include:

- Redesign of the parking lot with landscaping, curbing and pedestrian walkways connecting Main Street to the Riverwalk;
- Renovating rear facades of buildings (at least 5 property owners have committed to renovations and 3 others have expressed interest should the DRI be awarded to Saranac Lake);
- Completion of the Riverwalk all the way to the proposed Adirondack Rail Trail.

Project	Cost
Riverwalk Completion	\$210,000
Dorsey St. Parking Lot Redesign	\$142,000
79 Main St. Rear Facade Renovation	\$60,000
77 Main St. Rear Facade Renovation	\$120,000
55 Main St. Rear Facade Renovation	\$65,000
43 Main St. Rear Facade Renovation	\$26,500
9 Broadway Rear Facade Renovation	\$20,000

Church Street Transformation Area

Nori's Village Market recently invested over \$1 million to renovate and relocate the natural foods store and cafe in a vacant automotive garage. The former home improvement store adjacent to Nori's is currently vacant and is the proposed new location for Pendragon Theater. These two projects represent significant private investment in an area in need of improvements. Church Street will be transformed as a result of 4 key projects:

1. Relocation of Pendragon Theatre to 56 Woodruff Street. Project Cost: \$6 million

Pendragon's project to move the nearly 40-year-old theatre program to 56 Woodruff St. is the embodiment of the goals of DRI. The project will:

- Contribute to a strong sense of place, through increasing popular activities in a walkable location for both students and restaurant goers, and accessible to seniors
- Create jobs both direct and indirect, boosting local tax revenues
- Increase tourism, by strengthening Pendragon's and Saranac Lake's already substantial reputations for artistic excellence.

Pendragon Theatre, as an anchor project for downtown Saranac Lake revitalization, is envisioned to include a corner marquee, and a thrust-stage theater with variable seating of 150-175. It would include a larger gallery/lobby to showcase local artists, male/female dressing areas, larger bathrooms, dedicated wing space, and rehearsal space which could also be used for events and meetings. Environmentally responsible construction is planned.

Pendragon has completed a feasibility study, preliminary site design, has site control (right-of-first-refusal), and has \$886,000 in funding commitments from private donors as a result of a capital campaign that was just launched last month.

Rendering of Pendragon Theatre at 56 Woodruff St.



2. Renovation of Tops Friendly Market. Project Cost: \$500,000

Saranac Lake Center LLC is planning on performing a \$500,000 renovation of their tenant's Tops Friendly Markets grocery store. This includes an updated facade, new mechanicals within the building, replacing the flooring, lighting, ceiling, and reconfiguring and updating the interior space to create a better experience for the customers. Additionally, it could attract new tenants to lease the remaining available portions of the property (which may in turn create more jobs). Most importantly, it will entice Tops Friendly Markets to stay at this location and retain its 27 employees that it currently has on staff.

3. Nori's Outdoor Seating & Landscaping. Project Cost: \$100,000

Nori's Village Market is completing the renovation of the former automotive garage this summer. The renovation will double the floor space of the business. The final phase of the renovations will be to add a pocket park with outdoor cafe seating, improved pedestrian access, and landscaping to replace some of the paved areas.

4. Woodruff Street and Church Street Streetscape Improvements. Project Cost: \$1.62 million

The purpose of the Woodruff Street Streetscape design is to create an inviting connection to Church Street businesses by adding artistic lights or an archway, banners, hanging baskets & light poles, a two-way bike lane, new sidewalk, and improve the crossing at Church Street (\$845,000).

The goal of the Church Street Streetscape design is to create a more pedestrian-friendly streetscape by adding trees throughout the corridor, decorative light poles and banners, landscaping to all parking lots, and reducing curb cuts (\$775,000).

New Businesses & Business Expansion

A number of new businesses and business expansions have been proposed for Downtown Saranac Lake.

1. Museum and Historic Building Rehabilitation at 118 Main St. Cost: \$825,000

Historic Saranac Lake (HSL) is under contract to purchase the former Trudeau home and medical office at 118 Main Street and rehabilitate the currently vacant building into a mixed-use, public/private facility. The building will be renovated to create three second floor apartments, rented ground floor office and/or retail space, and museum space consisting of exhibits, collections, a retail shop, and public space for arts and cultural events. The integrity of the building's exterior will be restored, enhancing the historic character of Main Street.

This project meets all five of the village's goals for downtown revitalization. The project links two National Register buildings with a shared past, creating a walkable downtown museum campus experience that will attract more visitors to downtown Saranac Lake. In April, HSL launched a capital campaign seeking pledges of support to leverage state grants. To date, they have secured pledges totaling \$191,000. The goal is to raise an additional \$249,000 in private and foundation support. Any shortfall will be made up by a mortgage.

2. Play ADK Children's Museum. Cost: \$1.6 million

Play ADK is a not-for-profit organization working to bring a children's museum/play center to Saranac Lake. The space will be large enough in scope and size to be a significant draw for visitors with young children, promoting increased family tourism to the Tri-Lakes and the broader Adirondacks region. Space will also be dedicated to resources to support community parents and families. Based on industry-standard space requirements, it is assumed a 10-12,000 sq. ft. space would be needed.

Play ADK offers a unique opportunity to bring in the audiences who would otherwise pass by outdoor experiences by accessing the untapped potential of Millennial tourists and their families. A recent survey

conducted by ROOST examined the potential for attracting Millennial tourists. An interesting picture emerged with the discovery that 37%, more than one-third, of the study participants were also parents. As parents, 85% said that they will choose trips based around their children's needs. Even more indicated that having amenities for children was a critical factor even as they wanted their children to be flexible and learn new skills.

Millennials across the study expressed a strong interest in having cultural/local experiences during their trips, a niche which PLAY ADK is designed to fill. PLAY ADK, in conjunction with the Adirondack Carousel and Saranac Lake's position along the routes to other attractions, can provide a critical mass to make Saranac Lake the destination rather than a stop along the way.

Play ADK has a thorough business plan and has completed both a feasibility study and market study. \$230,590 from private foundations is currently awarded or pledged to this project.

3. Bitters and Bones Brewery Expansion. Cost: \$515,700

Born and raised in Saranac Lake the owners of Bitters and Bones set out to see the world only to find there was no true competition to the beauty and vibe happening in the Adirondack Mountains. They returned to Saranac Lake to create a unique tavern, which opened three years ago after a full renovation of a vacant building at 65 Broadway in downtown. Now, the owners of Bitters & Bones are planning a brewery and patio expansion that will provide a large outdoor area adjacent to a village park creating a hybrid business/recreation and entertainment space at a busy intersection in downtown. In addition, the addition of a small brewery will give locals a hometown beer to be proud of as well as another reason for tourists to visit downtown.

The owners of Bitters & Bones have completed a business plan for the brewery expansion, a feasibility study and a market study. They own the building where the business is located and recently purchased vacant land adjacent to their property to accommodate the expansion. The brewery project will create new jobs for 2 brewers and 2 new bartender/servers

4. Renovation of two National Register Historic Buildings to create new B&B Lodging.

A local couple recently purchased the Dr. Lawrason Brown House at 115 Main Street, across from Hotel Saranac, and have plans to redevelop the property as a Bed and Breakfast. The new owners plan to create a commercial space on the first floor, update all 5 apartments, and renovate the exterior. The owners have completed a conceptual design, architectural design and cost estimate (\$200,000).

The Kinghorn-Stevenson Tea Room at 78 Church Street was purchased several years ago and operated as a tea room open to the public until the owners moved out of town. The owners are moving back to Saranac Lake in June and have plans to restore the exterior, update the commercial space on the ground floor, and renovate the second floor for 5 Bed and Breakfast units. The project is expected to cost \$182,490.

5. ADK Loon Center for Conservation Expansion. Cost: ~\$450,000

The ADK Loon Center is seeking to move to a new, larger location in downtown to provide a broader experience for visitors to Saranac Lake to learn about one of the Park's most charismatic icons, the Common Loon. A new site will house a mix of (1) a gift shop highlighting loon-related merchandise created by local artisans; (2) an educational facility for Adirondack residents and visitors to learn about Adirondack wildlife and environmental conservation, using loons as an indicator species; and (3) a small public space for programs, as well as office space for the Center's staff.

Support for Entrepreneurs

1. Main Street Business Incubator. Cost: ~\$265,000

Paul Smith's College, North Country Community College, the Franklin County IDA, and Franklin County Economic Development Office are developing the Main St. Incubator, which will be located in a highly visible downtown storefront in Saranac Lake, and which will be modeled after the thincUBATOR ("Thinc") in Utica, NY. The approach will be to nurture collaboration and entrepreneurship from the ground up among aspiring "Main St." entrepreneurs whose ventures are small, independent operations. The goal of the incubator is to nurture and grow an entrepreneurial culture that will contribute to a thriving region. The incubator will also serve as a "one stop shop" by steering the aspiring entrepreneurs to the resources that they need. The facility will have an open floor plan to encourage collaboration but will also have at least one private meeting room. The founding project partners have also engaged with and expect to partner with the Small Business Development Center, Adirondack North Country Association, and the North Country Innovation Hotspot Program at the Shipley Center.

2. Retail Incubator Program. Cost: \$24,000

Downtown Saranac Lake has always been an affordable and attractive location for new retail businesses to open. However, finding success in retail can be challenging and too many retail start-ups fail. As rents rise and vacancies fall it will be even more difficult for retail entrepreneurs to get started and succeed. The Franklin County IDA is working to develop a retail incubator program that includes access to training and resources for prospective retail entrepreneurs who want to locate in Downtown Saranac Lake and funding to subsidize their rent for the first two years.

3. Downtown Startup Challenge Grant. Cost: \$60,000

The Franklin County IDA, Point Positive, and Franklin County Economic Development Office are developing a Downtown Startup Challenge Grant Competition. Entrepreneurs with ideas for new businesses to be located in Downtown Saranac Lake would apply to receive training and assistance with developing the idea. At the end of the program the most promising entrepreneurs will pitch their ideas to a panel of judges that will select a winner. The winner of the competition will receive a \$30,000 grant that can be used to help start the business.

Building Renovations - Facades, Mixed-Use & Housing

Saranac Lake has administered several New York Main Street grants for facade renovations. This program is positively viewed by property owners and the public so the Village has identified it as a high priority. A number of mixed-use buildings have recently been purchased and renovated by local and out-of-state developers, which

has improved commercial spaces and apartments on upper floors. The Village has found a significant number of substandard housing units in mixed-use buildings through the rental inspection program. To encourage more of these projects, both Mixed-Use and Facade Renovations were included as a category on the DRI Project Proposal Form that was distributed to downtown property owners. As a result, the following projects have been identified. Each proposed project includes a scope of work, conceptual design, and cost estimate. All buildings are owned by the party who submitted the project proposal.

Proposed Facade Renovations

Property	Cost
16 Academy St	\$350,000
23 Main Street	\$150,000
88 Church St.	\$100,000
139 Broadway	\$115,000
37-39 Broadway	\$175,000
23 Broadway	\$120,000
15 Broadway	\$150,000
42 Main St.	\$200,000

All but one of the buildings proposed for facade renovations are mixed-use buildings. Several of the buildings are historic. The project on Academy Street would add a second story with loft or office space.

Proposed Mixed-Use Building Rehabilitation

Property	Cost
76-84 Main St. - Historic Coulter Block	\$250,000
19 Broadway	\$125,000
28 Broadway - Historic Starks Hardware Building	\$211,878
70 Main Street	\$1,200,000

The proposed mixed-use building rehabilitation projects would improve commercial spaces, create new office space, and rehabilitate existing residential units. The project at 70 Main St. would replace a parapet wall with a second story for residential units.

Proposed Housing Rehabilitation

Property	Cost
18-22 Woodruff St.	\$31,500
14 Kiwassa Road	\$1,999,875

14 Kiwassa Road is a mixed-use building which houses the Harrietstown Housing Authority offices and 78 apartments that provide affordable independent living options for low income households, including the elderly and people with disabilities. The façade of this building, constructed in 1972, is deteriorating. Working with an architectural/engineering (A/E) firm, the Authority hopes to repair the failing areas and apply a new panel cladding façade. An A/E firm has prepared both a draft detailed cost estimate and a draft preliminary rendering. The Authority is working with HUD and New York State to secure funds and the Authority, itself will contribute to the project. It is hoped the DRI will increase the chances of this project becoming a reality.

The property at 18-22 Woodruff St. is owner-occupied multi-family housing in need of facade renovations. The owners of the property recently placed a large sculpture of a sea serpent in the side yard that has drawn praise from the community and is an example of the creativity that pervades the community.

Public Improvements

The Village completed a Park Vision Plan in March following an extensive public visioning process. The following 7 priority park projects are included in the Vision Plan and were selected for inclusion in the DRI application because they would be high profile improvements that would improve quality of life for residents and would improve the visitor experience in downtown. The Village has a conceptual design and cost estimate for each proposed park project.

Project	Cost
Berkeley Green Enhancements	\$150,000
Riverside Park Improvements	\$15,000
William Morris Park Improvements	\$25,000
Kayak/SUP Rentals	\$10,000
Ward Plumador Park Improvements	\$498,000
Saranac River Whitewater Park	\$250,000
Prescott & Riverfront Park Improvements	\$30,000

The Village’s Bicycle and Pedestrian Trail Master Plan was adopted in 2013 and has been aggressively implemented, however a few priority projects remain incomplete in downtown. The following 2 streetscape projects were selected for inclusion in the DRI application. The River St. project would improve pedestrian connections to the planned Lake Flower Resort. The Main Street & Broadway project would improve the pedestrian experience in the areas where facade renovations were recently completed.

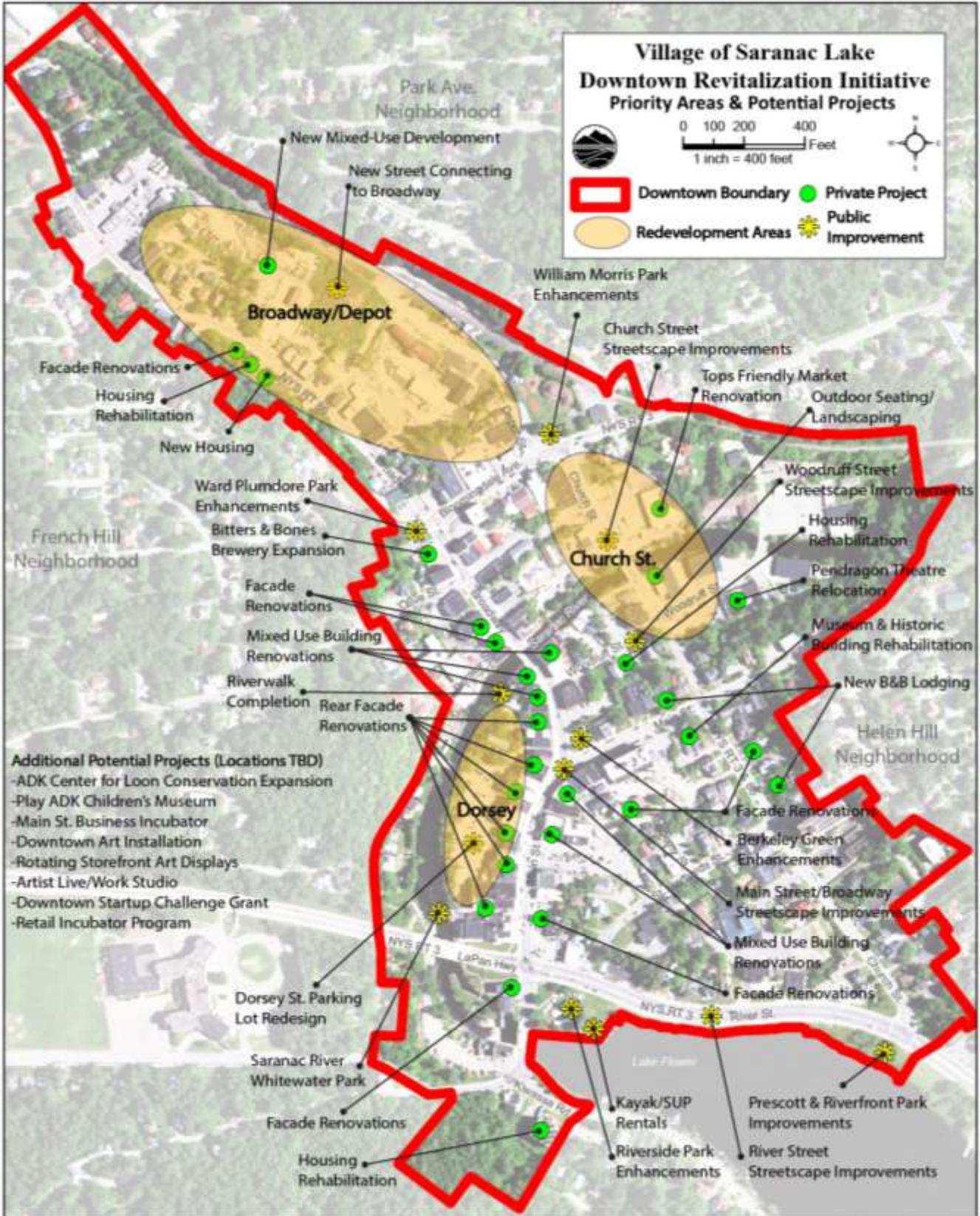
Project	Cost
River St. Streetscape Improvements	\$168,500
Main & Broadway Streetscape Improvements	\$45,000

Arts & Culture

The Village of Saranac Lake adopted an Arts & Culture Master Plan in March. One of the goals identified in the plan is arts and culturally driven economic development. The 3 projects identified below are recommended strategies for achieving these goals. The projects would contribute to downtown revitalization.

Project	Cost
Rotating Storefront Art Displays	\$5,000
Artist Live/Work Studio	\$30,000
Downtown Art Installation	\$10,000





9) Administrative Capacity. Describe the extent of the existing local administrative capacity to manage this initiative, including potential oversight of concurrent contracts once projects are selected for award.

- The Village of Saranac Lake has successfully administered many state and federal grant programs concurrently.
- Village staff have over 40 years of combined experience in grants management.
- The Community Development Director is currently managing \$4.5 million of state grant funds for 14 different projects.
- The Franklin County IDA, Saranac Lake Downtown Advisory Board and Local Development Corporation are key partners that increase local administrative capacity for downtown revitalization.

The Village of Saranac Lake has successfully administered many grants from numerous state and federal agencies over the years, including NYS Department of State, NYS Department of Environmental Conservation, NYS Empire State Development, NYS Council on the Arts, NYS Attorney General, NYS Environmental Facilities Corporation, NYS Parks, NYS Office of Homes and Community Renewal, and NY Preservation League. Village staff is currently managing nine concurrent contracts worth over \$1 million. Three grant projects were completed within the last three months and the Village was recently awarded five additional grants totaling \$3 million. The Village also manages a \$400,000 Community Development Fund. The Village has a proven ability to manage concurrent contracts.

The Village's grants are managed primarily by the Community Development Director and Treasurer with administrative support from four staff members. It is unusual for such a small village to have a full-time community development director but the position has been supported for over 30 years. This team has over 40 years of combined experience with grants management. The Saranac Lake Downtown Advisory Board and Local Development Corporation have also played an important role in assisting the Village with the administration of grant programs to revitalize downtown. Saranac Lake has a strong spirit of volunteerism that enables a small village to achieve big goals.

The Franklin County IDA has been instrumental in the development of this application. The IDA identified downtown revitalization in Franklin County as a major priority and is in the process of creating a Regional Main Street Program. The IDA will be a key partner for administering the DRI should it be awarded to Saranac Lake and has committed to providing technical and administrative support to the Village as needed.

The Village has demonstrated that it is capable of administering a variety grant programs and leveraging private investments. Saranac Lake's success in attracting grant funding for community and regional projects is a testament to the community's commitment to thoughtful planning with robust community input.

10) Other. Provide any other information that informs 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.

SEE ATTACHMENT – Letters of Support
