



*The Village of*  
**Saranac Lake**  
*New York*

# Arts and Culture Master Plan

## Phase II Update Report Presentation

November 2017



for the Arts and  
Entertainment  
Industries

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# Progress Review



# Arts and Cultural Master Plan Progress Review

## Phase I

### Situation Analysis

- Background Review
- Kick-off Meeting
- Stakeholder Interviews
- Phase I Report

## Phase II

### Listening and Understanding

- Market Analysis
- Patron File Analysis
- Community Survey
- Facility Analysis
- Visioning Workshop  
Defining Success
- Update Report – Phase II  
Presentation

## Phase III

### Arts and Cultural Master Plan

- Draft Recommendations
- Draft Master Plan
- Community Meeting
- Presentation of Master Plan

# Market Research



# Task Overview

- **Market Analysis**

- A “trade area” surrounding the Village of Saranac Lake was determined and local household demographics, behaviors, and affinities were analyzed.

- **Patron Analysis**

- Address records were collected from various Saranac Lake arts and culture organizations patron lists and mailing lists, which were used to create a profile of Saranac Lake arts and culture consumers.
- Patron demographics, behaviors, and affinities were compared side-by-side with trade area data to understand key similarities and differences.

- **Community Survey**

- With the assistance of the Village of Saranac Lake Arts and Cultural Master Plan Committee, AMS Planning & Research created and distributed a survey to understand community engagement and support for arts and cultural activities in the Village of Saranac Lake.
- The survey remained open for community input for three weeks, after which the AMS team reviewed and analyzed community responses.

# Key Market Research Findings

## Trade Area Residents

- **Older population** that may decline in the coming years – greater interest in **adult education activities** than children and family activities.
- Predominantly **white** – arts organizations could **diversify arts and cultural** experiences.
- More likely to work service or farm jobs and enjoy **outdoor activities** – may inform **programs and partnerships**.

## Seasonal Homeowners/Visitors

- **Progressive, tech-savvy**, and likely to learn about arts and cultural activities on the internet and purchase tickets online – **enhanced online presence and marketing strategy** could increase awareness and attractiveness.
- Greater levels of affluence and affinities toward arts and culture – could be **key patrons and potential donors** to arts and culture.

## Arts and Cultural Marketplace

- Arts and culture are recognized as **vibrant additions** to the Village and **vital economic drivers**.
- **Music, theater, visual arts, and movies** represent highest interest and attendance. **Comedy, culinary arts, and literature** represent unmet demand.
- Stakeholders appreciate the **high quality of local artists** – **facilities may be renovated** to reflect the quality of artists.
- **Internet and social media** drive arts and cultural awareness – encourage increased usage of **online activity calendar**.

# North Country Region Economic Profile

The AMS team studied the October 2017 “Special Report: North Country Region Economic Profile” by the Office of the New York State Comptroller.

During the creation of the master plan, AMS will keep in mind the state’s future efforts regarding economic vitality in the North Country:

- State and local leaders are working to boost economic development through community-based projects to **expand tourism**, improve workforce talent through **education and training**, and spur growth in **agriculture and manufacturing**.
- Leaders are modernizing local **infrastructure**, including water systems, wastewater treatment facilities, bridges, and telecommunication.
- **Project entitled 27 Broadway Renovations**: As one of 5 proposed priority projects, renovation of the former Dew Drop Inn in Saranac Lake’s downtown district would **increase jobs** and establish a “**food experience**” business.

# Market Analysis

## Demographics



# Methodology

- This analysis uses **ZIP Code data** taken from a cleaned and appended set of records.
- The records include **patron data** (i.e. ticket buyers) and **mailing list data** (i.e. individuals who express interest in arts and culture).
- The market definition begins by **plotting the geographical distribution** of all records to examine the market footprint.
- Using this footprint, a contiguous 30-minute drive time surrounding the Village of Saranac Lake was identified as the **Primary Trade Area**.
- Subgroups including the **Total Trade Area** and **Seasonal Homeowners or Visitors** were then analyzed with respect to this common trade area.
- Data from the Claritas PRIZM Premier® system was then used to understand the **demographics, lifestyle behaviors, and affinities** of these groups, compared against national data.\*

\*The demographic analysis does not consider the seasonal homeowners/visitors analysis group, since patrons could not be consolidated into a contiguous market area.

# The Village of Saranac Lake's key markets:

## Primary Trade Area

- 30 minute drive time
- **Population:** 19,996
- **Households:** 8,444

## Total Trade Area

- 48 zip codes
- **Population:** 186,821
- **Households:** 78,624

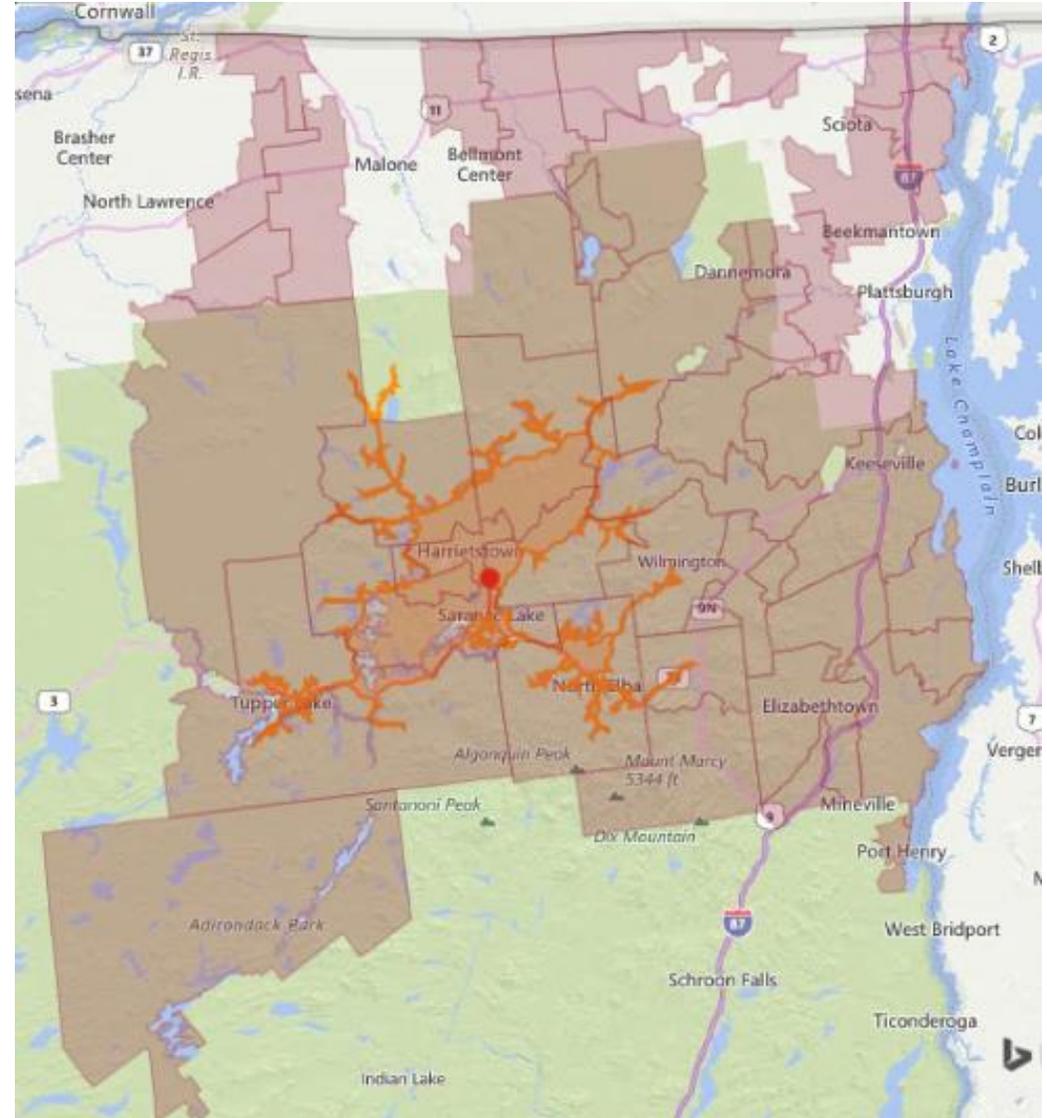
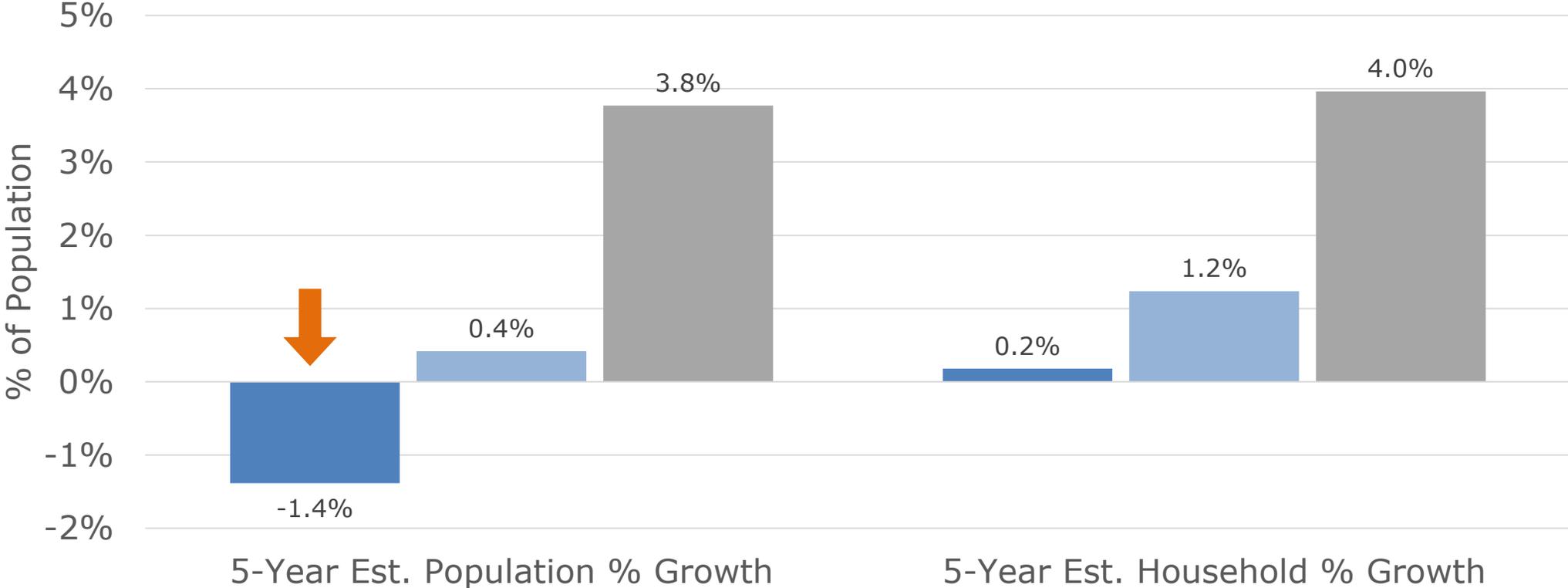


Figure 1: Trade Area (orange) and Permanent Resident Zip Codes (red)

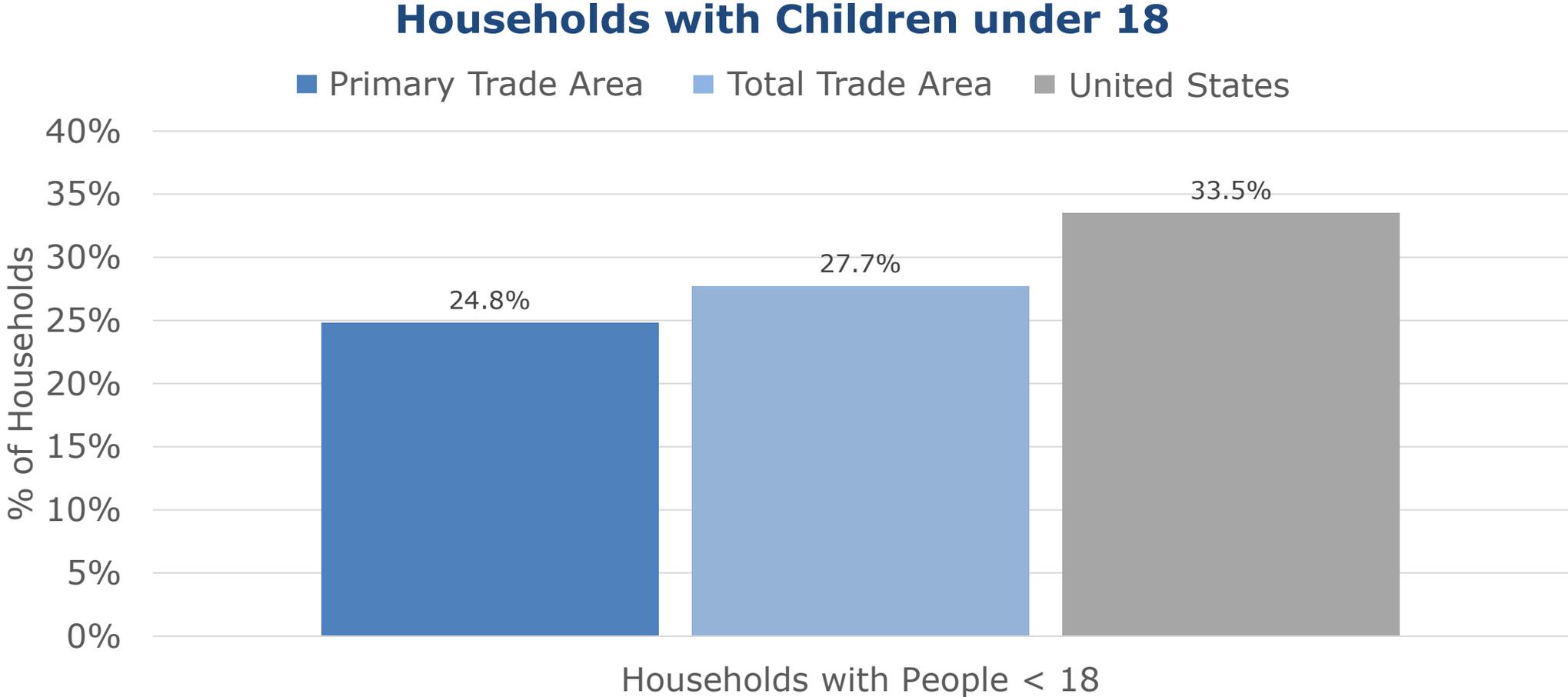
# The Village's primary trade area is estimated to experience a population decline

## Est. 5-Year Population & Household Growth

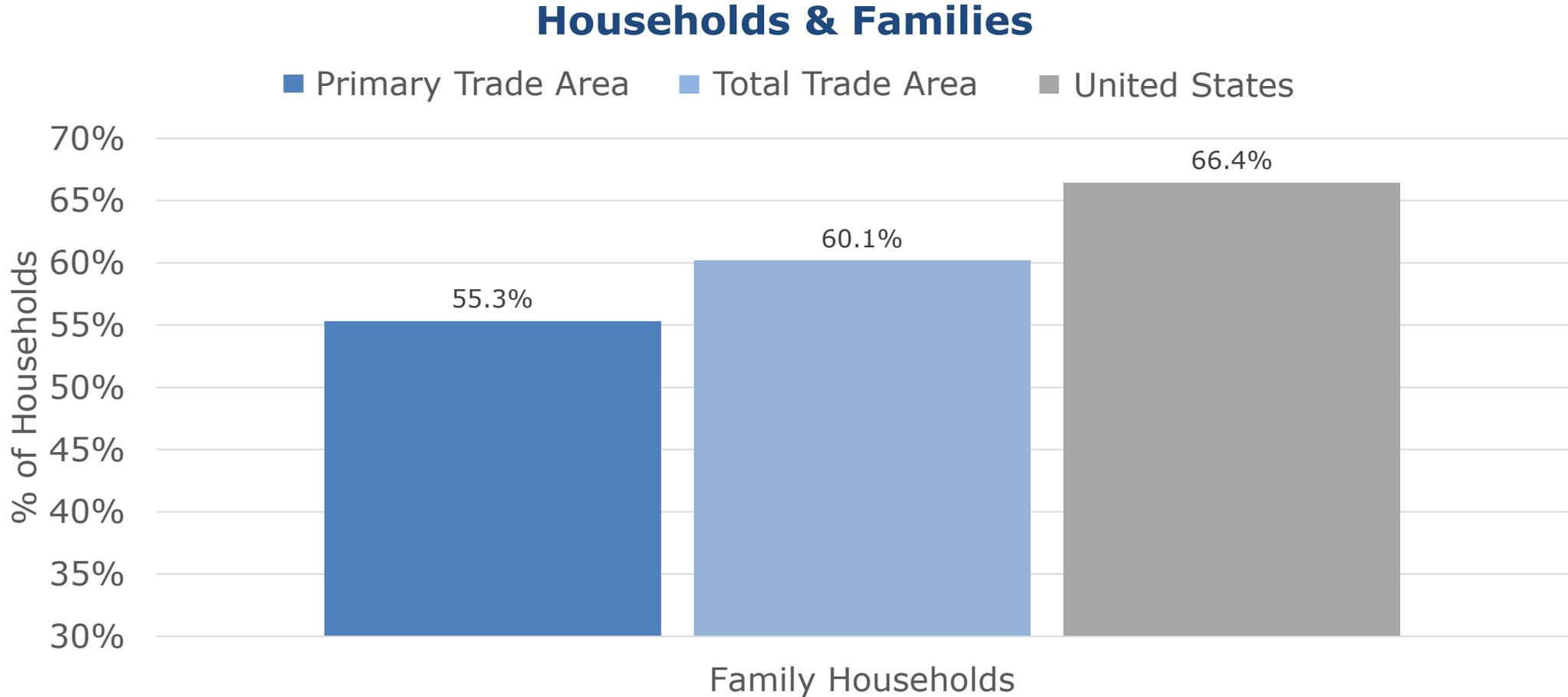
■ Primary Trade Area   ■ Total Trade Area   ■ United States



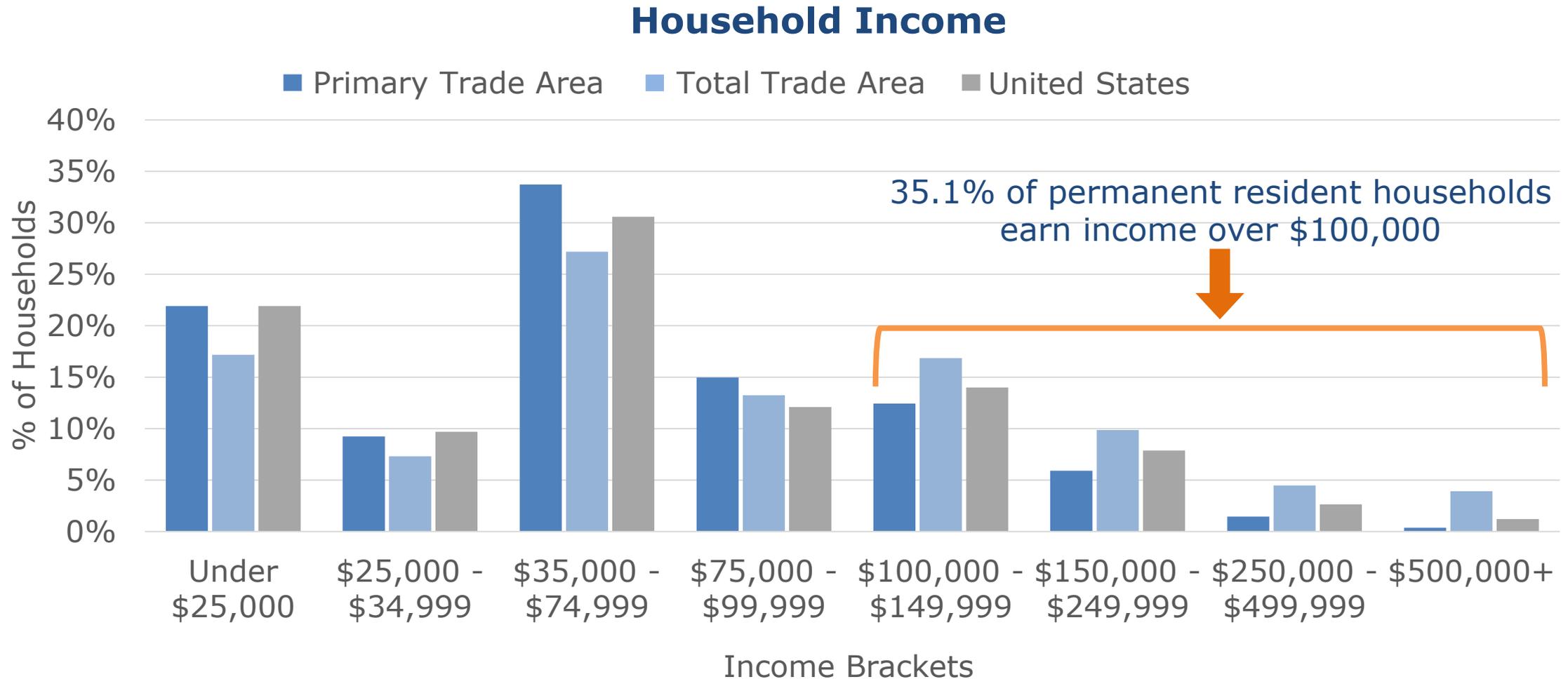
# The Village's key markets have fewer households with children than the U.S.



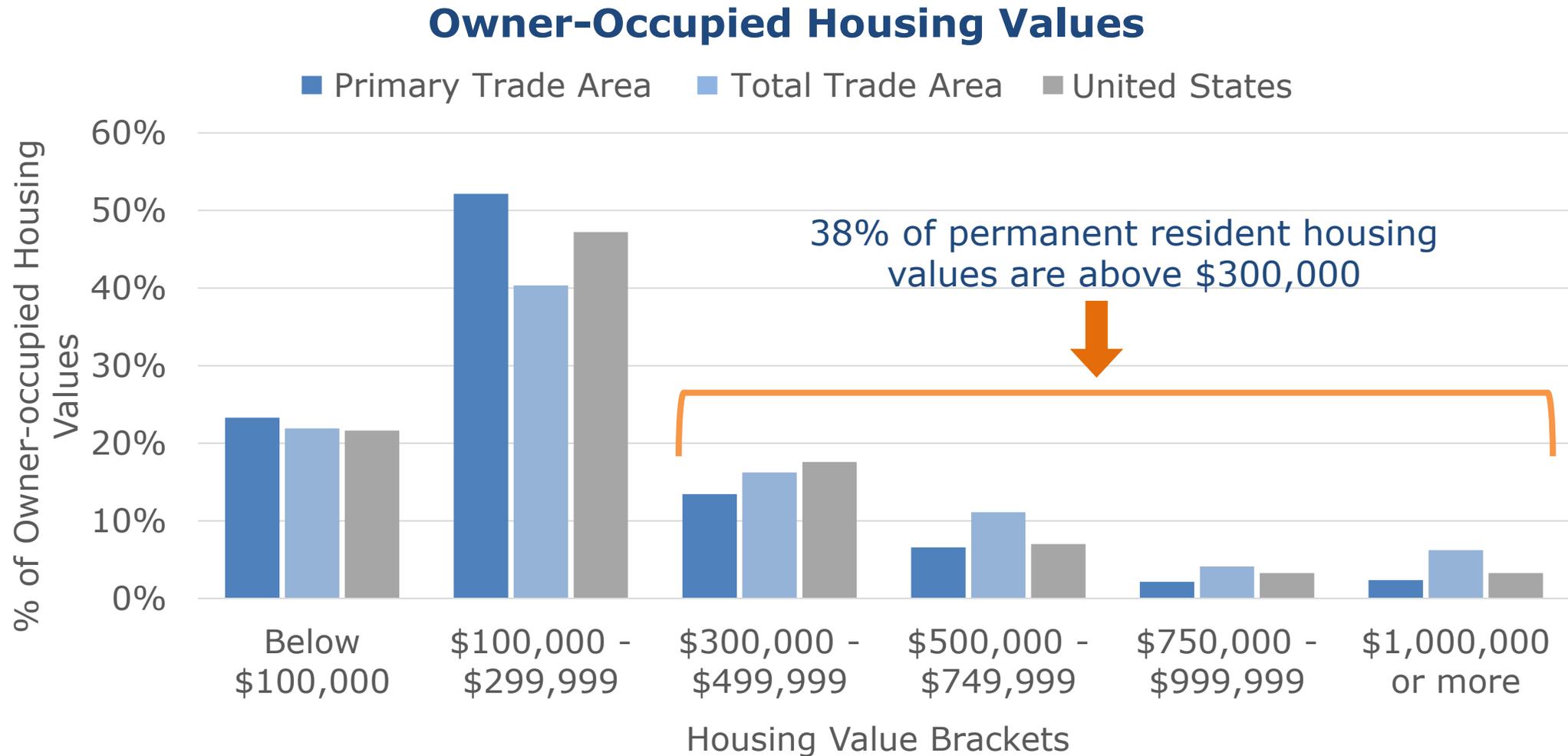
# The Village's key markets have fewer family households than the U.S.



# Patrons earn relatively high income, while the trade area demonstrates middle and low income



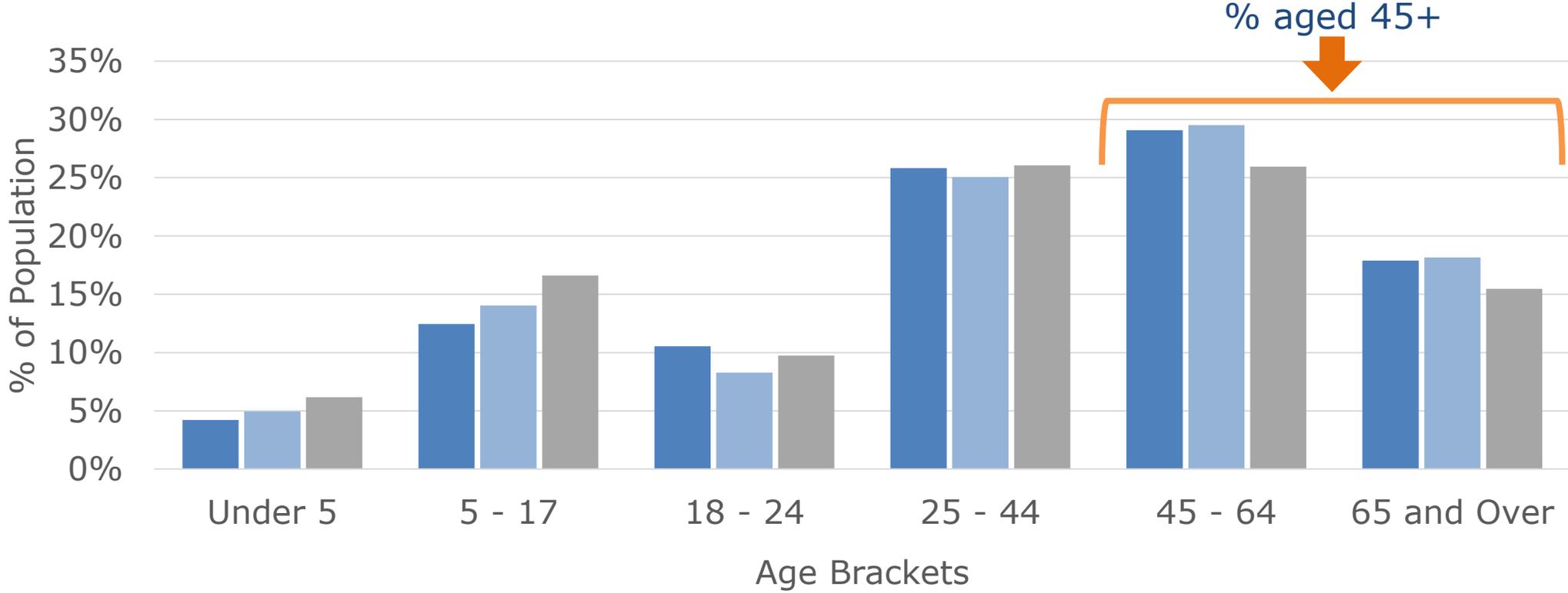
# Patron home values exceed the trade area average and the U.S. average



# The Village's key markets have a higher % of residents aged 45+

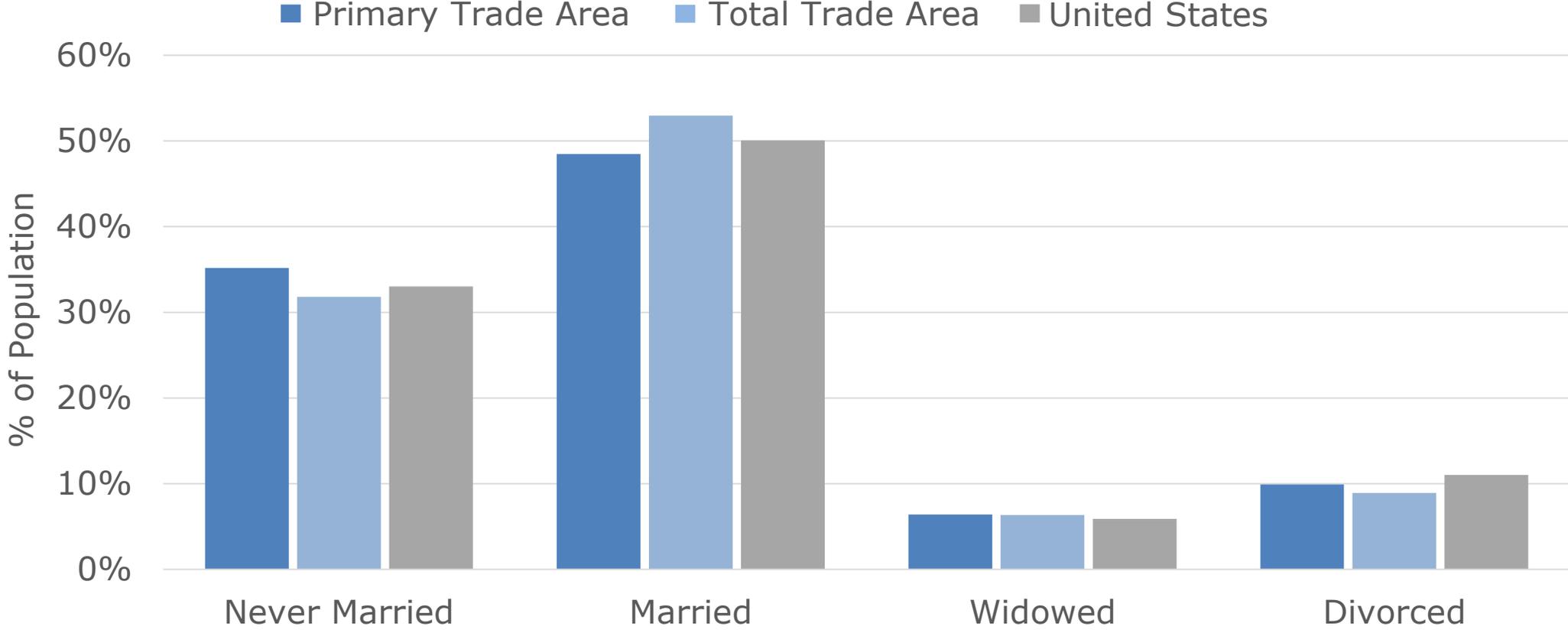
### Population by Age

■ Primary Trade Area   ■ Total Trade Area   ■ United States



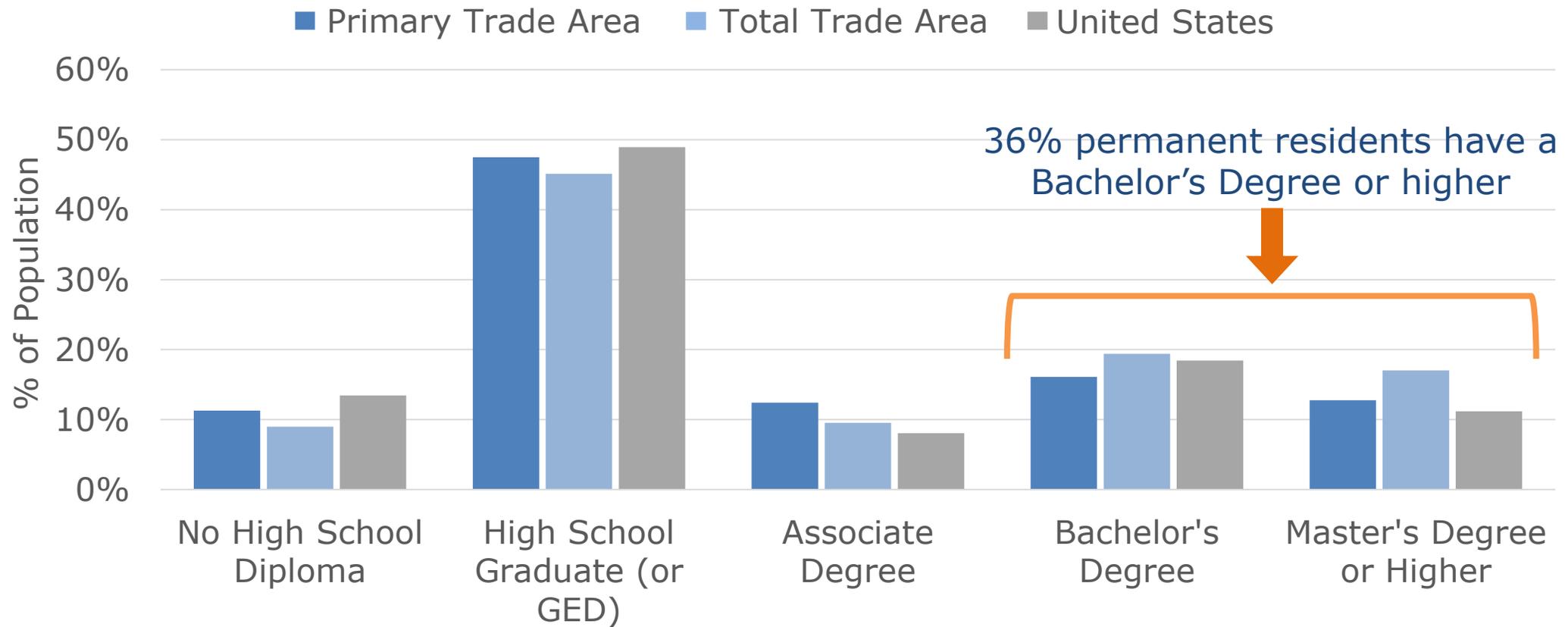
# The Village's key markets have marriage rates which reflect national averages

## Population (Age 15+) by Marital Status



# Patrons demonstrate higher levels of educational attainment than the trade area and the U.S. average

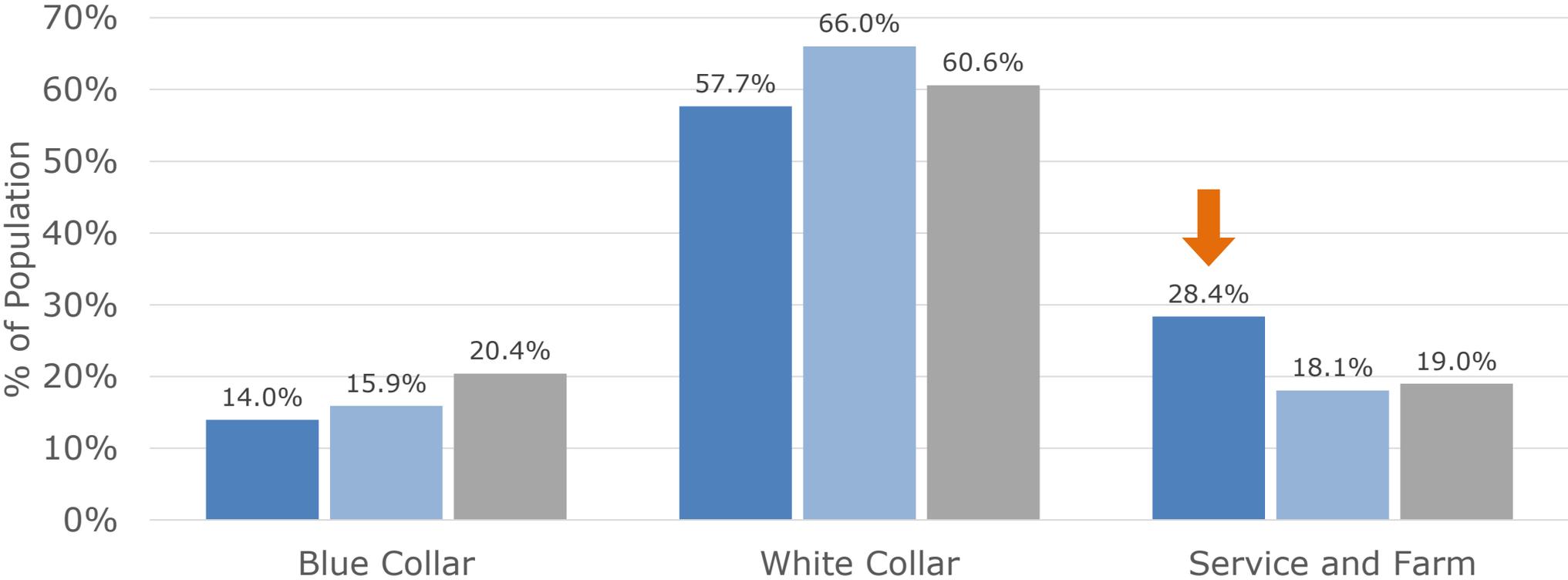
## Population (Age 25+) by Education Attainment



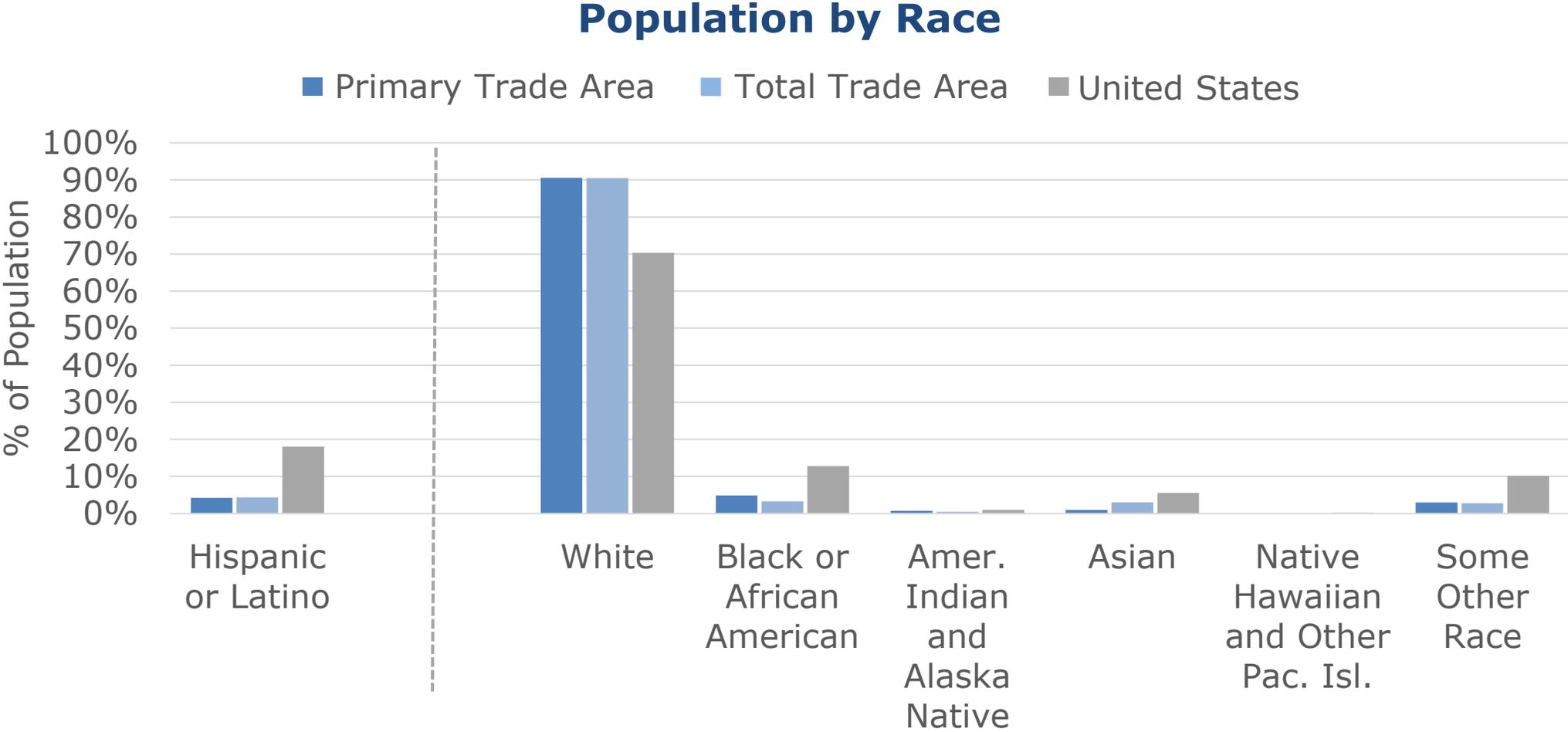
# A relatively high % of the trade area works service and farm jobs

## Population (Age 16+) by Occupation Classification

■ Primary Trade Area   ■ Total Trade Area   ■ United States



# The Village's key markets identify as predominantly white with little racial diversity



# Market Analysis Segmentation



# A summary of the segments in the Village's key markets

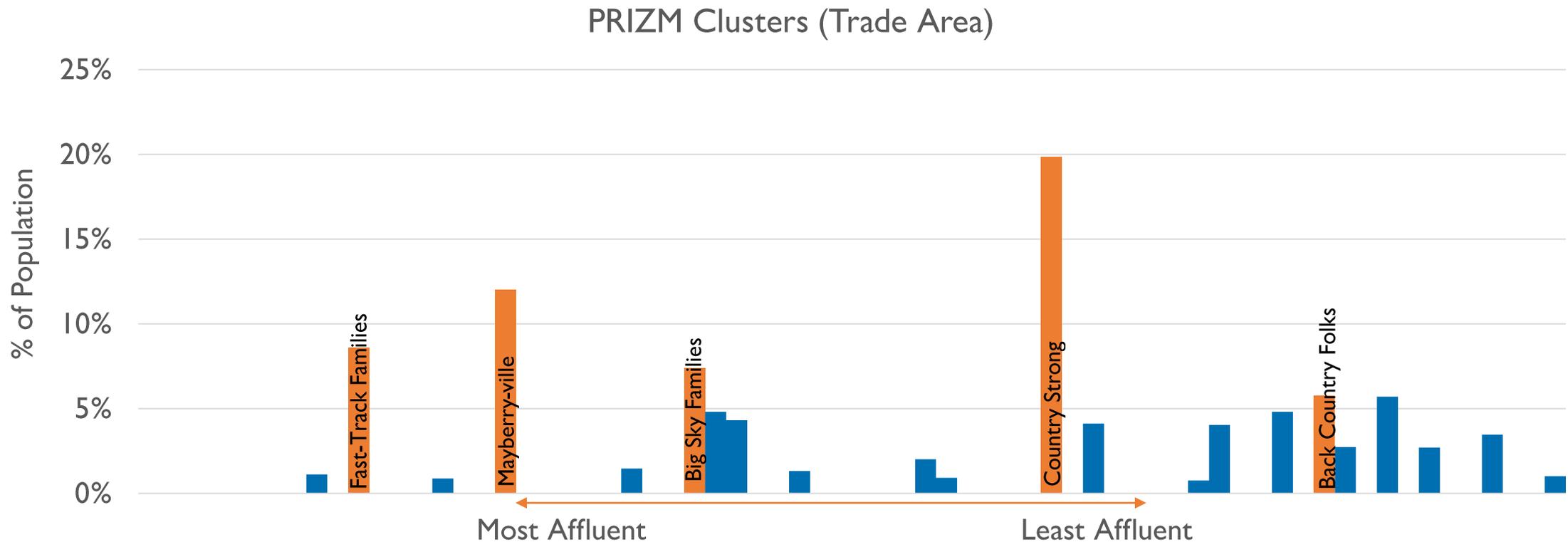
- The Total Trade Area represents **varying levels of socioeconomic status**, while Seasonal Homeowners and Visitors are generally **more affluent**.
- The Total Trade Area residents tend to lead **“old-fashioned” ways of life** with less interest toward the latest technology, while Seasonal Homeowners and Visitors are **progressive and tech-savvy**.
- The most represented segments across all markets are **inclined to seek entertainment outside of the home**, including outdoor activity and **cultural events**.

# 54% of households in the Primary Trade Area are represented by 5 segments

The most represented segment is **Country Strong** (19.9%), followed by:

**Mayberry-ville** (12%) **Fast-Track Families** (8.6%)

**Big Sky Families** (7.4%) **Back Country Folks** (5.8%)



# Top 5 PRIZM Premier cluster profiles for the Primary Trade Area



“**Country Strong**” are **lower middle class families** in rural areas that embrace their day-to-day lives. They are **focused on their families** and prefer hunting and country music to keeping up with the latest technology.



“**Mayberry-ville**” Like the old Andy Griffith Show set in a quaint picturesque burg, Mayberry-ville harks back to an **old-fashioned way of life**. In these small towns, **upscale couples** prefer outdoor activities like fishing and hunting during the day, and stay home and watch TV at night. Overall, their use of technology trails that of others at their same asset level.



“**Fast-Track Families**” lead **busy, active lives** often centered around the schedules and **interests of their children**. Always on the go, they are frequent restaurant diners, drive larger SUVs, visit Pinterest, and tend to shop in bulk at wholesale clubs.



“**Big Sky Families**” Scattered in **placid towns** across the American heartland, Big Sky Families is a segment of **middle-aged rural families** who have turned high school educations and blue-collar jobs into busy, upper-middle-class lifestyles. Residents enjoy country music and all types of team sports and outdoor activities, especially hunting. To **entertain their families**, they buy virtually every piece of sporting equipment on the market.



“**Back Country Folks**” Strewn among **remote farm communities** across the nation, Back Country Folks are a long way away from economic paradise. The residents have **below average incomes** and live in older, modest-sized homes and manufactured housing. Typically, life in this segment is a **throwback to an earlier era** when farming dominated the American landscape.

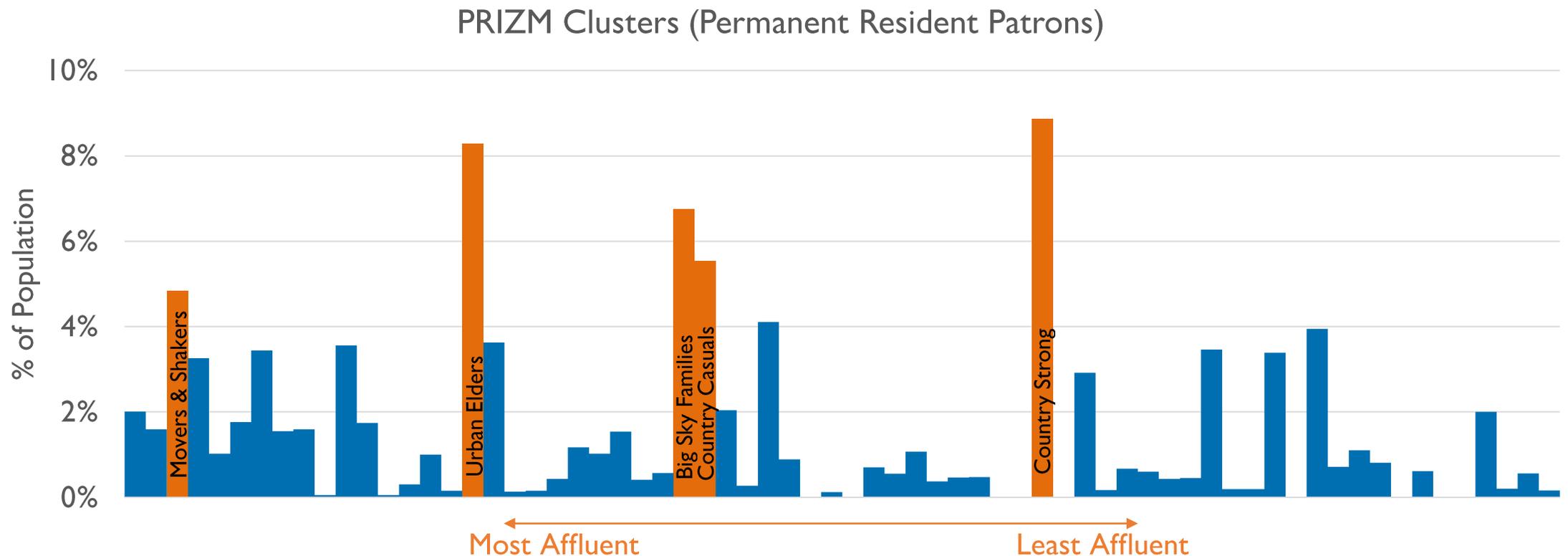
**Segments include varying levels of affluence, but all demonstrate high affinities for outdoor activities.**

# The Total Trade Area represents a greater number of segments than the Primary Trade Area

The most represented segment is **Country Strong** (8.9%), followed by:

**Urban Elders** (8.3%) **Big Sky Families** (6.8%)

**Country Casuals** (5.5%) **Movers & Shakers** (4.8%)



# Top 5 PRIZM Premier cluster profiles for the Total Trade Area



**"Country Strong"** are **lower middle class families** in rural areas that embrace their day-to-day lives. They are **focused on their families** and prefer hunting and country music to keeping up with the latest technology.



**"Urban Elders"** --a segment located in the **downtown neighborhoods** of such metros as New York, Chicago, Las Vegas, and Miami--are more likely to be renters than other households in their age cohort. They **enjoy the cultural options** available to them in their communities, frequently attending musical performances and other live events.



**"Big Sky Families"** Scattered in **placid towns** across the American heartland, Big Sky Families is a segment of **middle-aged rural families** who have turned high school educations and blue-collar jobs into busy, upper-middle-class lifestyles. Residents enjoy country music and all types of team sports and outdoor activities, especially hunting. **To entertain their families**, they buy virtually every piece of sporting equipment on the market.



**"Country Casuals"** There's a **laid-back atmosphere** in Country Casuals, a collection of older, **midscale empty-nest households**. Today, these Baby-Boom couples enjoy outdoor activities and going out to eat but are not likely to be up-to-date on technology.



**"Movers & Shakers"** is home to **America's business class**: a wealthy suburban world of dual-income couples who are **highly educated**, typically between the ages of 45 and 64. Given its high percentage of executives and white-collar professionals, there's a decided business bent to this segment: members of Movers & Shakers rank near the top for reading business publications and visits to business oriented websites.

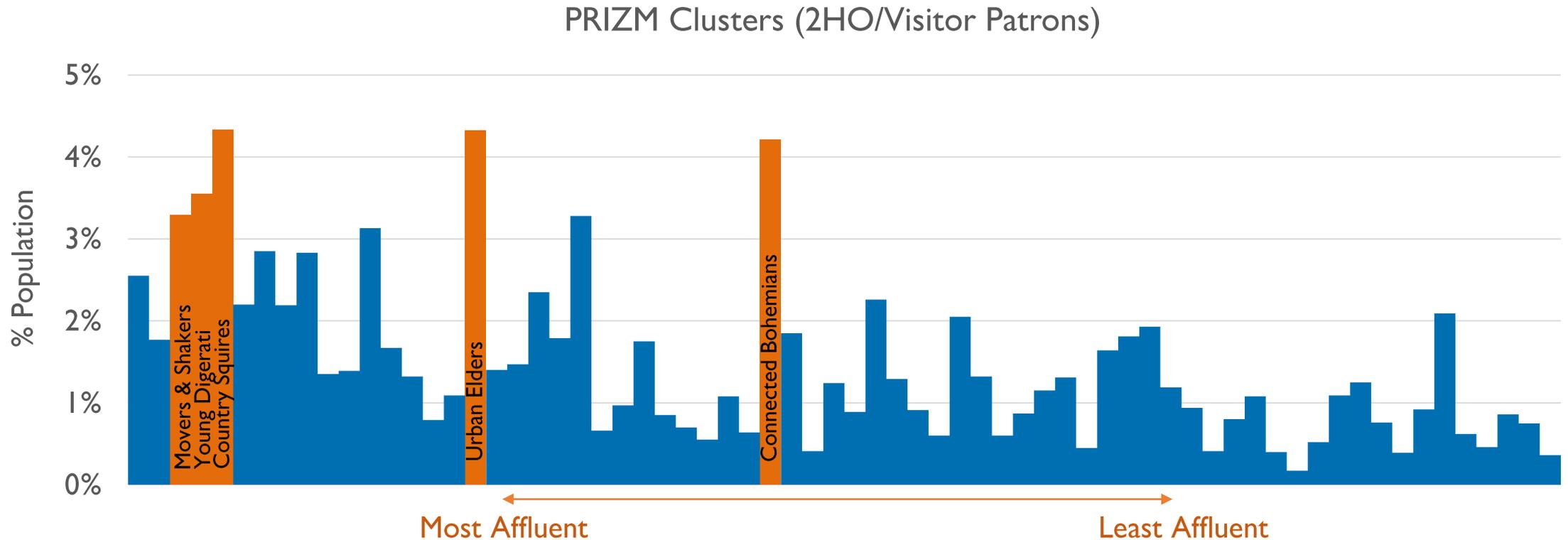
**Segments are generally middle to upper class and demonstrate high affinities for music and cultural activities.**

# Seasonal Homeowners and Visitors are distributed across each of the 68 clusters

The most represented segment is **Country Squires** (4.33%), followed by:

**Urban Elders** (4.32%)   **Connected Bohemians** (4.21%)

**Young Digerati** (3.55%)   **Movers & Shakers** (3.29%)



# Top 5 PRIZM Premier cluster profiles for Seasonal Homeowners and Visitors



**"Country Squires"** The **wealthiest residents in exurban America** live in Country Squires, an oasis for **affluent Baby Boomers** who've fled the city for the **charms of small-town living**. In their bucolic communities noted for their recently built homes on sprawling properties, the **families of executives** live in six-figure comfort.



**"Urban Elders"** --a segment located in the **downtown neighborhoods** of such metros as New York, Chicago, Las Vegas, and Miami--are more likely to be renters than other households in their age cohort. They **enjoy the cultural options** available to them in their communities, frequently attending musical performances and other live events.



**"Connected Bohemians"** A collection of **mobile urbanites**, Connected Bohemians represent the nation's **most liberal lifestyles**. Its residents are a **progressive mix** of tech savvy, young singles, couples, and families ranging from students to professionals. In their funky row houses and apartments, Bohemian Mixers are the **early adopters** who are quick to check out the latest movie, nightclub, laptop, and microbrew.



**"Young Digerati"** Young Digerati are **tech-savvy** and live in fashionable neighborhoods on the urban fringe. **Affluent and highly educated**, Young Digerati communities are typically filled with **trendy** apartments and condos, fitness clubs and clothing boutiques, casual restaurants and all types of bars--from juice to coffee to microbrew. Many have chosen to start families while remaining in an urban environment.



**"Movers & Shakers"** is home to **America's business class**: a wealthy suburban world of dual-income couples who are **highly educated**, typically between the ages of 45 and 64. Given its high percentage of executives and white-collar professionals, there's a decided business bent to this segment: members of Movers & Shakers rank near the top for reading business publications and visits to business oriented websites.

**Segments include high levels of education and affluence, and are often following the most recent trends.**

# Market Analysis Affinities



# Arts and cultural market potential in the Village of Saranac Lake's key markets

Lifestyle Attribute (National Average = 100)	INDEX Primary Trade Area	INDEX Total Trade Area	INDEX 2HO/ Visitor
Attended a Country Music Concert	128	111	94
Did Photography	103	107	106
Played a Musical Instrument	98	102	107
Attended the Circus	94	87	94
Attended Paid Music Concert	88	105	114
Attended the Zoo	86	94	104
Attended Live Theater	85	111	119
Attended a Rock Concert	83	103	115
Attended a Dance or Ballet Performance	82	107	116
Attended a Symphony or Opera Performance	77	113	124
Contributed to Arts/Cultural Organizations	76	120	130
Bought Movie Tickets on the Internet	69	102	119
Visited an Art Museum	69	108	124
Listened to Public Radio	67	113	129
Attended a Comedy Club	66	93	114
Bought Cultural Event Tickets on the Internet	64	121	133
Listened to Classical Radio	64	116	133
Attended an R&B/Rap/Hip-Hop Concert	55	79	108
Listened to Jazz Radio	35	102	128

# Cultural consumers in the Primary Trade Area

In the Primary Trade Area, in a single year, an estimated:

<b>% of HH</b>	<b># of HH</b>	<b>Lifestyle attribute</b>
32%	2,700	will go to live theatre
23%	1,900	will go to a paid music concert
18%	1,500	will go to an art museum
10%	800	will go to a dance or ballet performance
7%	600	will contribute to an arts/cultural organization

# Cultural consumers in the Total Trade Area

In the Total Trade Area, in a single year, an estimated:

<b>% of HH</b>	<b># of HH</b>	<b>Lifestyle attribute</b>
41%	32,000	will go to live theatre
28%	22,000	will go to a paid music concert
29%	23,000	will go to an art museum
14%	11,000	will go to a dance or ballet performance
10%	8,000	will contribute to an arts/cultural organization

# Cultural consumers who are Seasonal Homeowners and Visitors

For Seasonal Homeowners/Visitors, in a single year, an estimated:

<b>% of HH</b>	<b># of HH</b>	<b>Lifestyle attribute</b>
44%	4,950,000	will go to live theatre
30%	3,390,000	will go to a paid music concert
33%	3,710,000	will go to an art museum
15%	1,690,000	will go to a dance or ballet performance
11%	1,240,000	will contribute to an arts/cultural organization

# Community Survey



# Methodology

The Village of Saranac Lake online community survey was designed to:

- Measure community **interest and participation** in arts and culture
- Identify **demand** for arts and cultural activities
- Gather feedback regarding the Village's arts and cultural **programming and facilities**
- Understand **drivers of attendance**
- Understand the community's **willingness to pay** for arts and cultural activities
- Identify **priorities for investment** in the Village's arts and cultural marketplaces

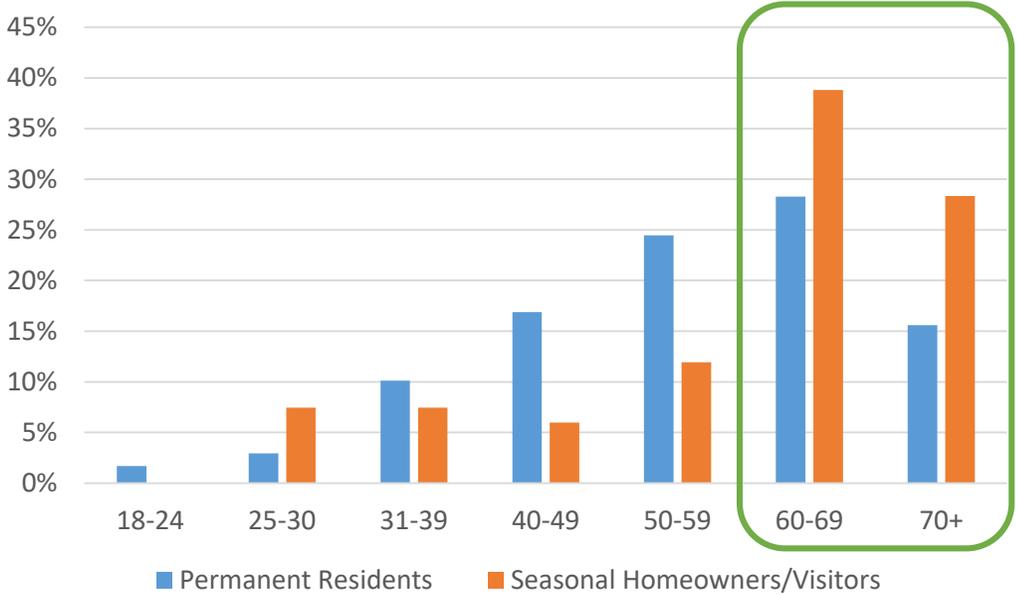
The survey was completed by a wide variety of Saranac Lake community members:

- 326 unique respondents
- Included 4 self-identified analysis groups, based on residential status\*:
  - **Permanent Resident** – Resides in or around the Village of Saranac Lake throughout the year.
  - **Seasonal Homeowner** – Resides in or around the Village of Saranac Lake during part of the year; second homeowner.
  - **Visitor** – Does not reside in or own a home in or around the Village of Saranac Lake, but has visited the Village one or more times; tourist.
  - **College Student** – Temporarily resides in or around the Village of Saranac Lake while pursuing a degree at a local college.

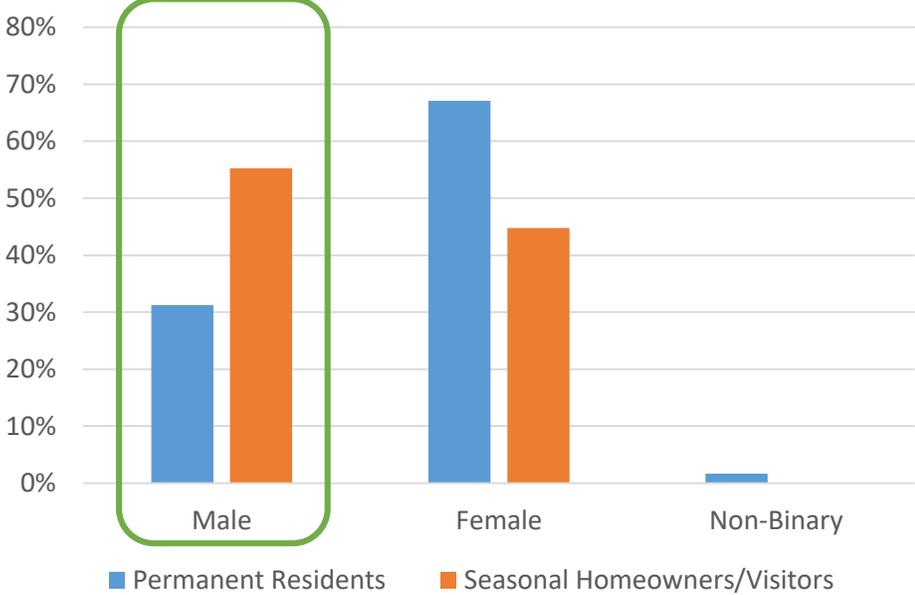
\*Due to an insufficient number of responses from College Students, we were unable to conduct a statistically significant analysis for this group. Due to a shortage of responses from Seasonal Homeowners, we combined Seasonal Homeowners and Visitors for the analysis.

# Seasonal homeowners and visitors are generally older and more likely to identify as male

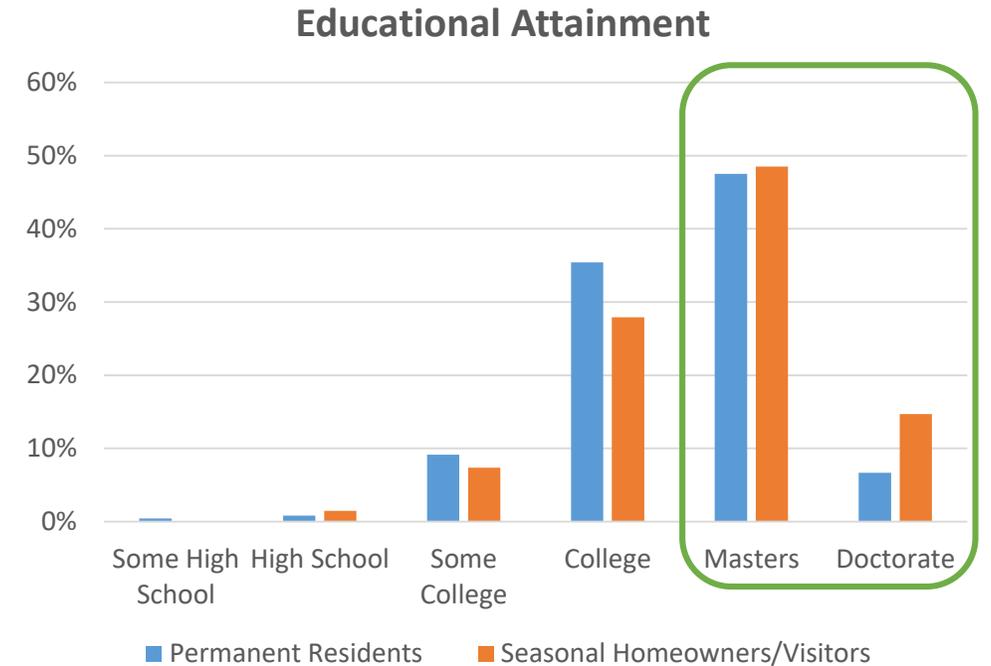
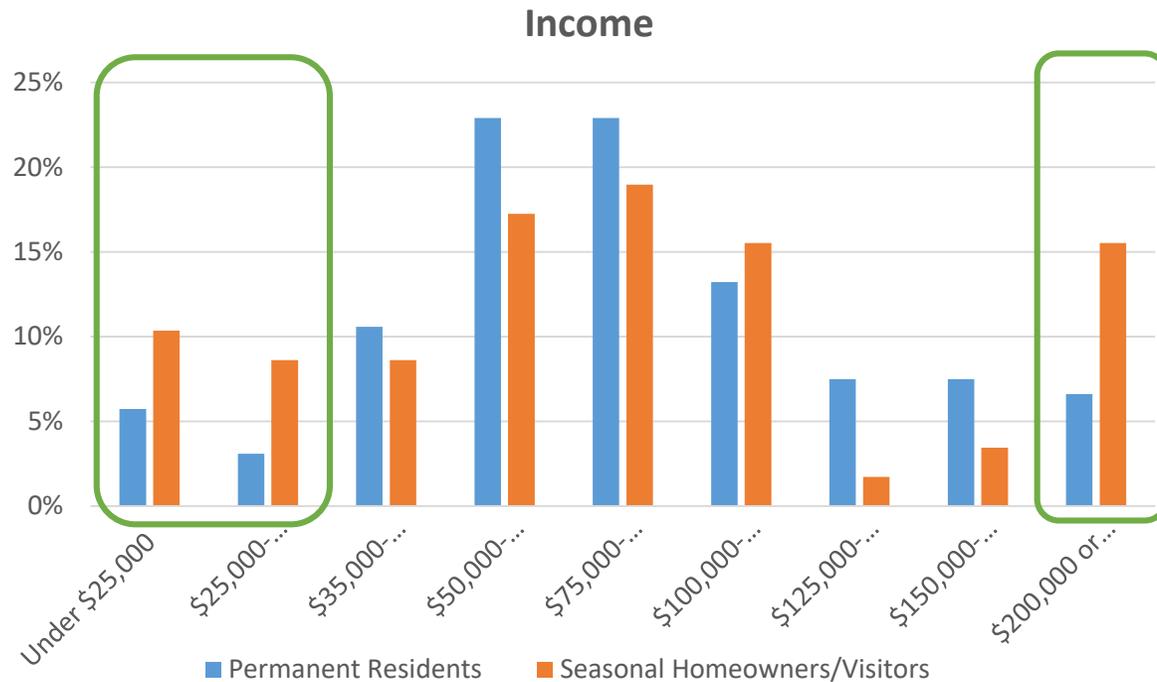
Age



Gender

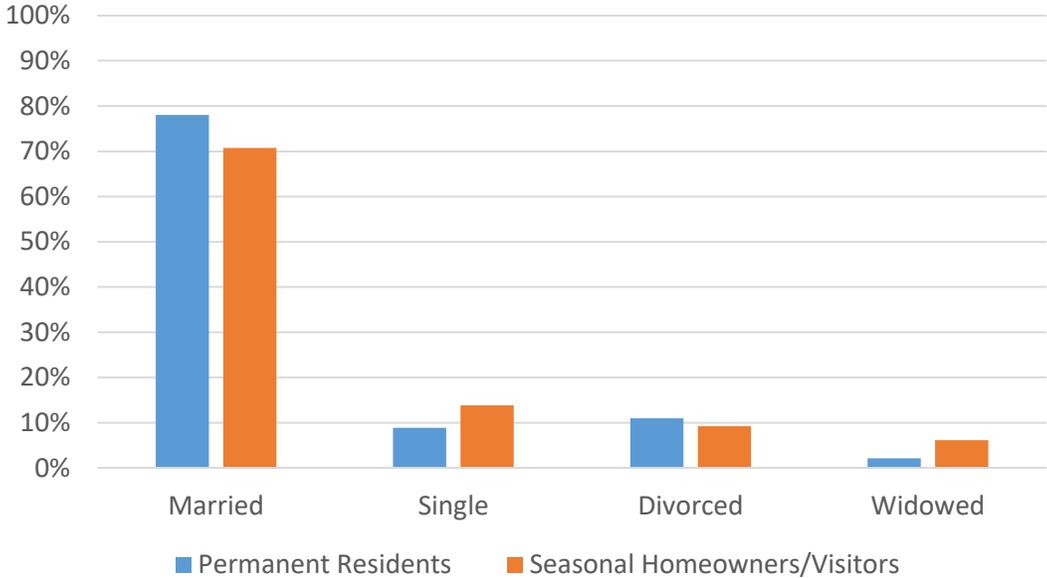


# Seasonal homeowners and visitors reported variable incomes and higher levels of educational attainment

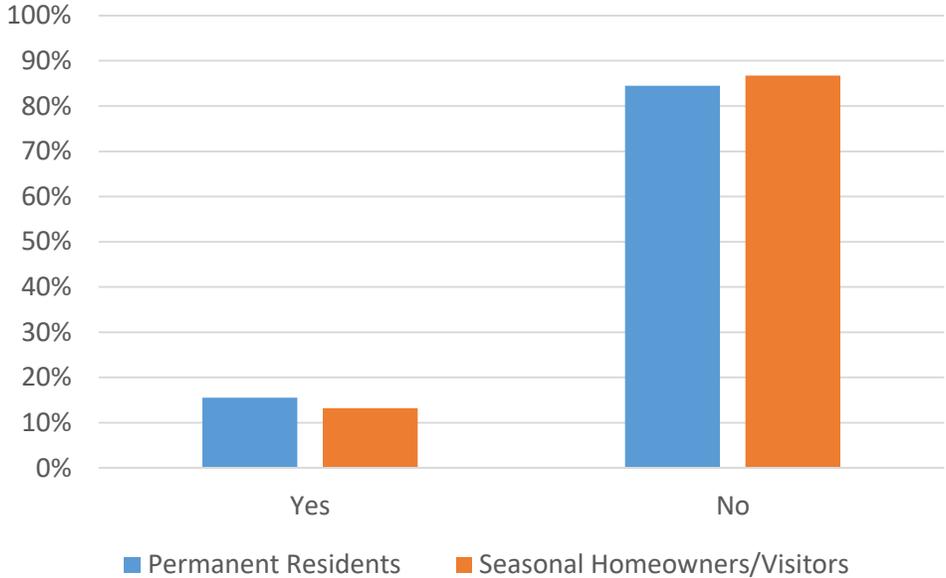


# Seasonal homeowners and visitors are slightly less likely to be married

### Marital Status

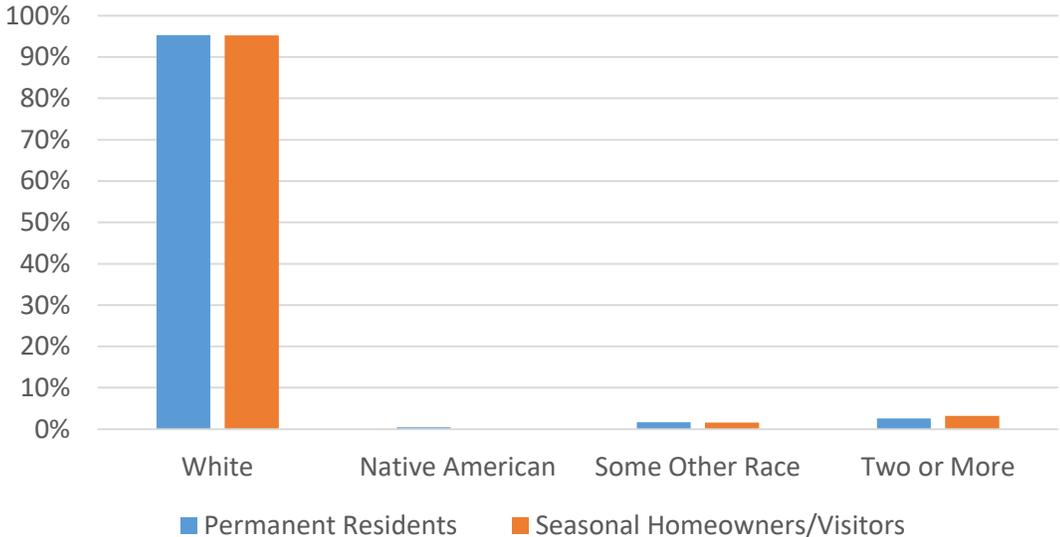


### Children < 18

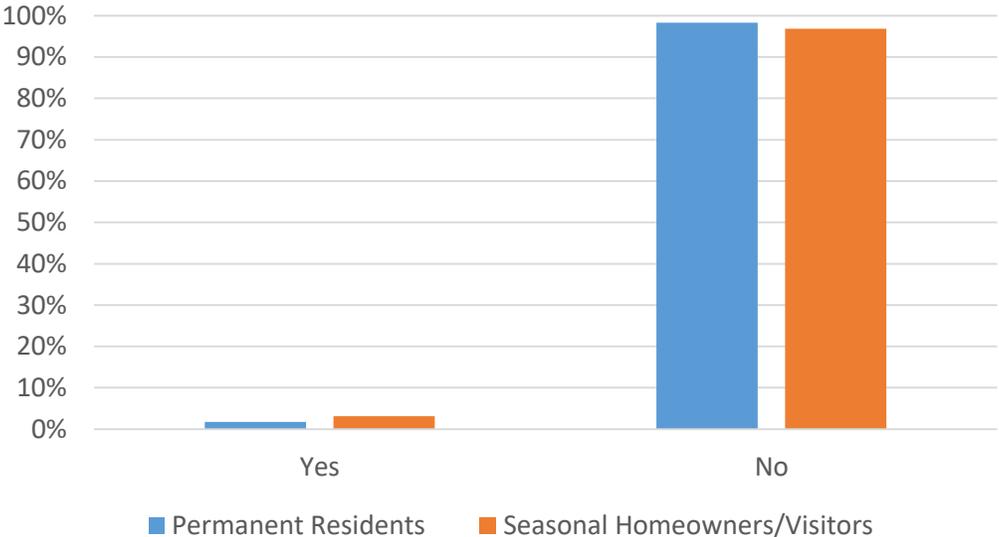


# Survey respondents identified as predominantly white, with little ethnic diversity

### Race



### Hispanic



# Survey respondents reported highest interest and attendance in traditional performing arts/cultural genres

Seasonal homeowners and visitors demonstrated higher levels of interest and attendance in theater genres, visual arts, and historic genres, but lower levels of interest and attendance in movies, culinary arts, and healing arts as compared to permanent residents.

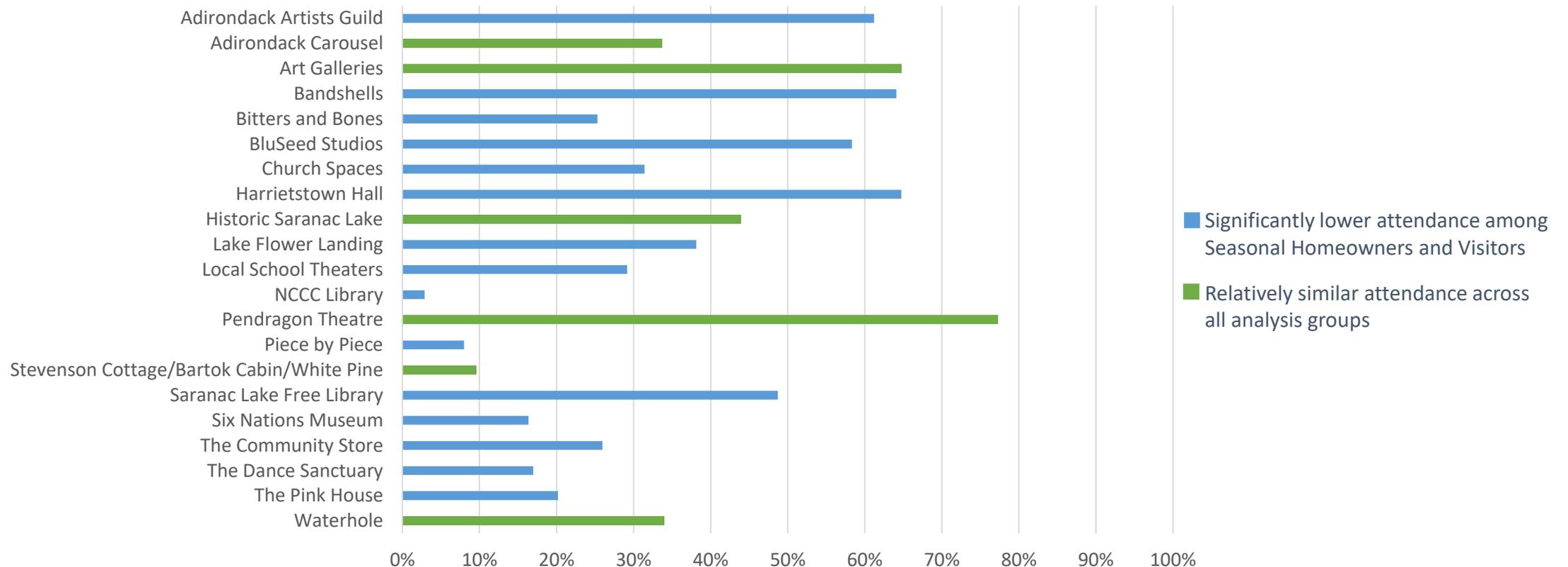
“Which of the following categories of activity are you interested in?  
Which have you attended in the past 12 months?”



# The Village's most-attended venues largely reflect interest and attendance by genre

Seasonal homeowners and visitors reported significantly lower attendance at most arts and cultural venues, with the exception of six venues which reflect their key interests.

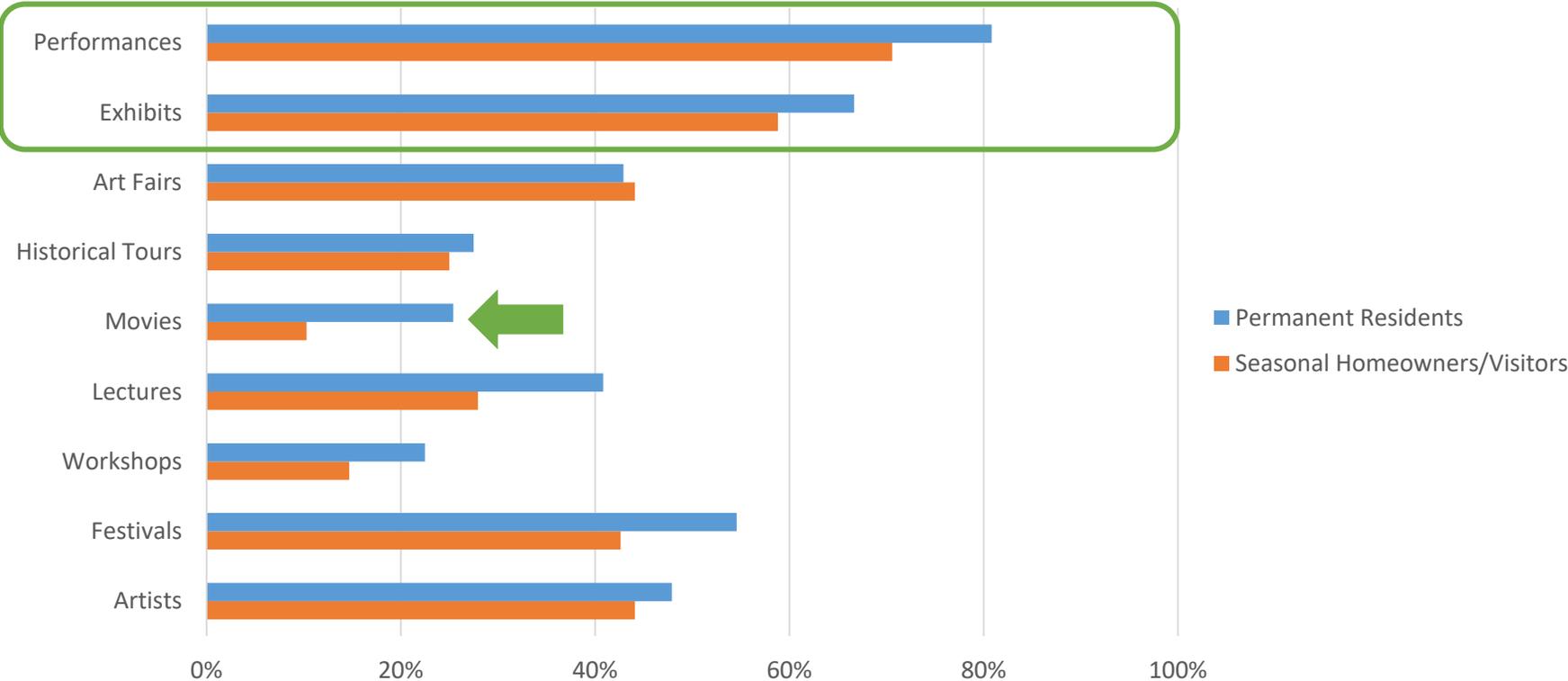
“Where do you attend or participate in arts and culture activities in the Village of Saranac Lake?”



# The community's engagement with arts and culture centers around performances and exhibitions

Seasonal homeowner and visitor engagement generally falls below permanent resident engagement, particularly in the movies category.

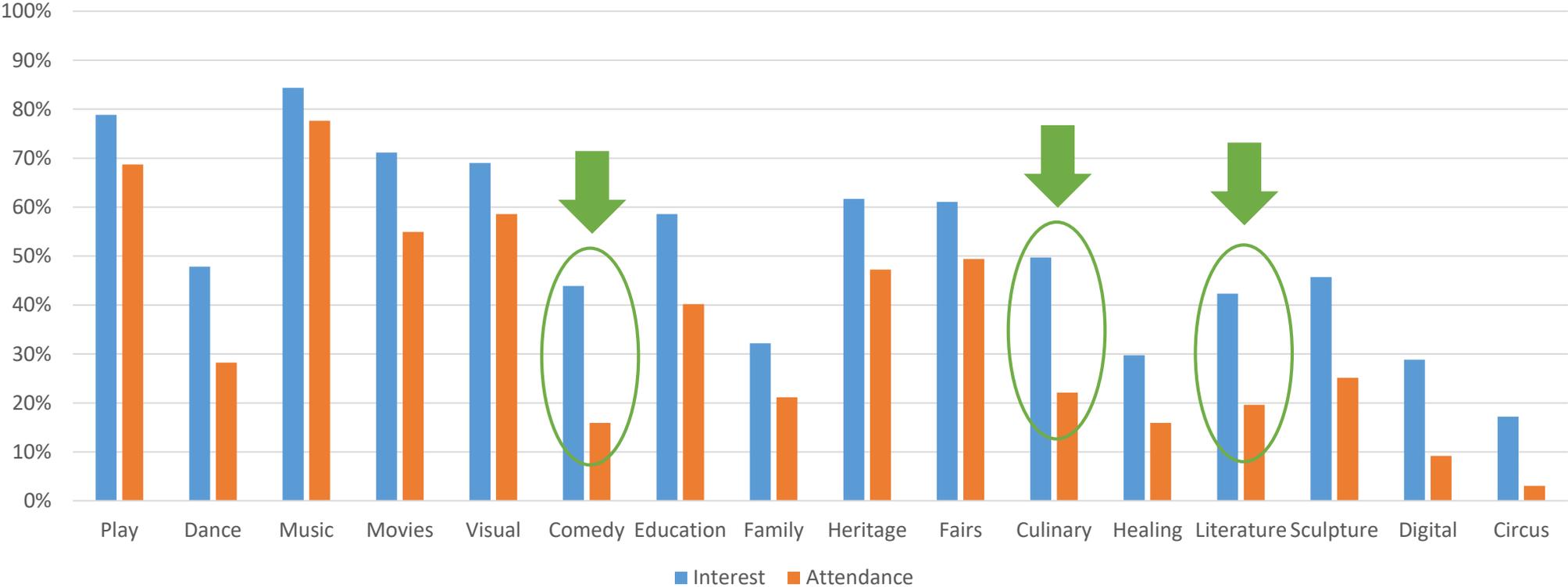
"In what ways do you engage with arts and culture in the Village of Saranac Lake?"



# Survey respondents reported unmet demand in comedy, culinary, and literary arts

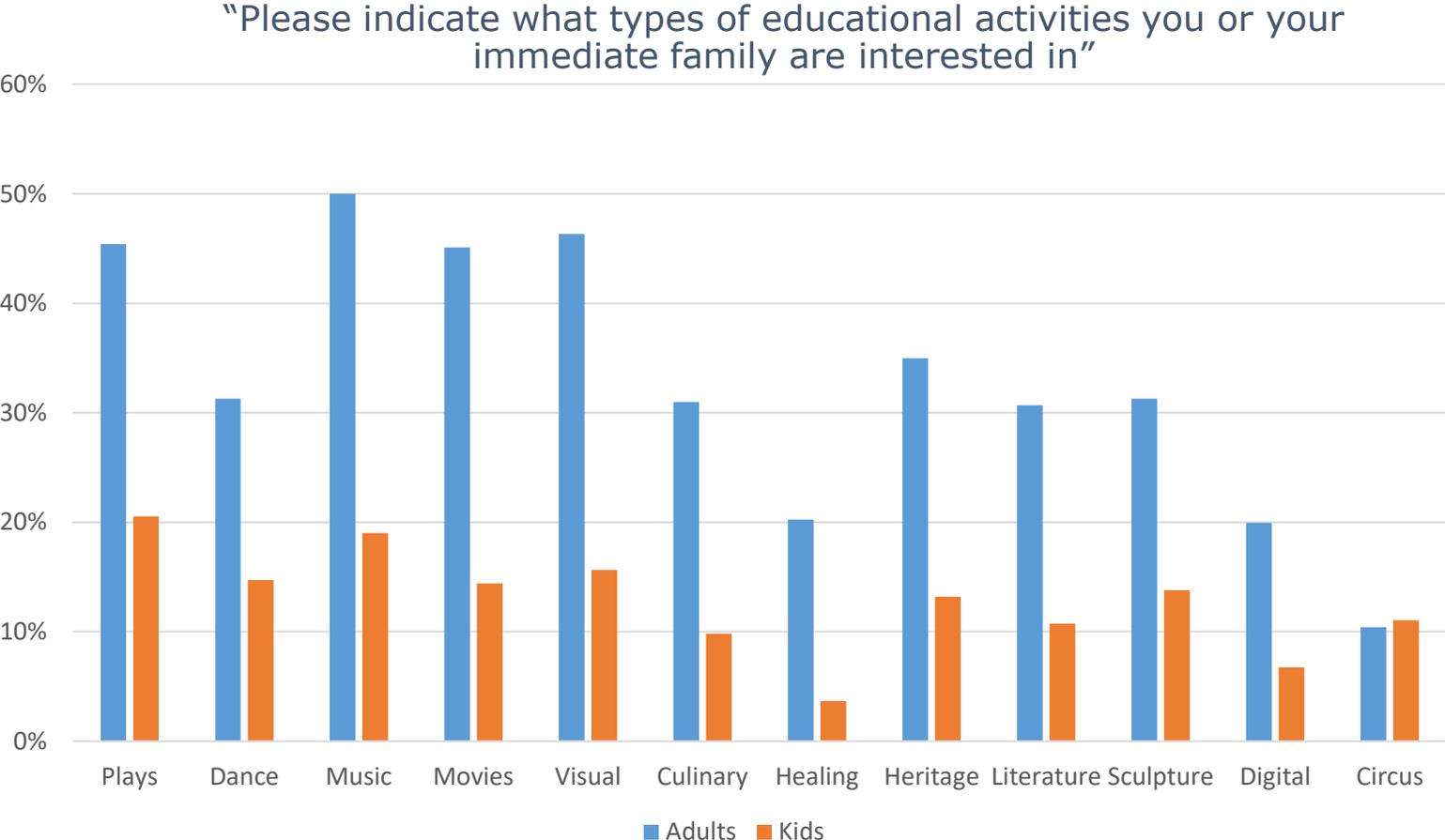
Demand for various arts and cultural genres remained relatively similar across analysis groups.

“Which of the following categories of activity are you interested in?  
Which have you attended in the past 12 months?”



# Interest in adult education is significantly higher than youth education across genres

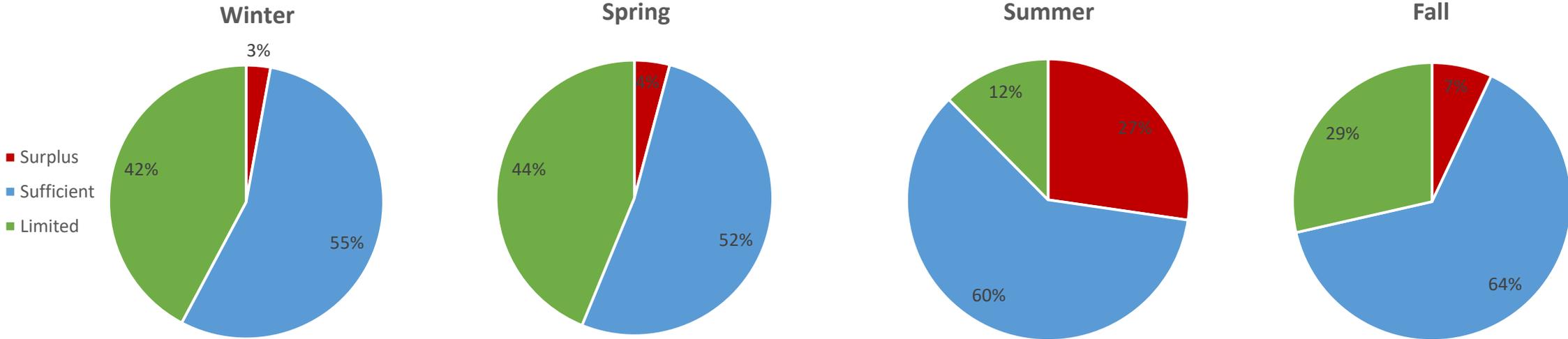
Seasonal homeowners and visitors generally reported lower interest in educational activities, particularly for movies, culinary arts, and digital arts; but higher interest in heritage.



# The majority of respondents agree that each season has a sufficient number of events

A significant percentage believes the number of offerings falls below demand in the Winter and Spring.

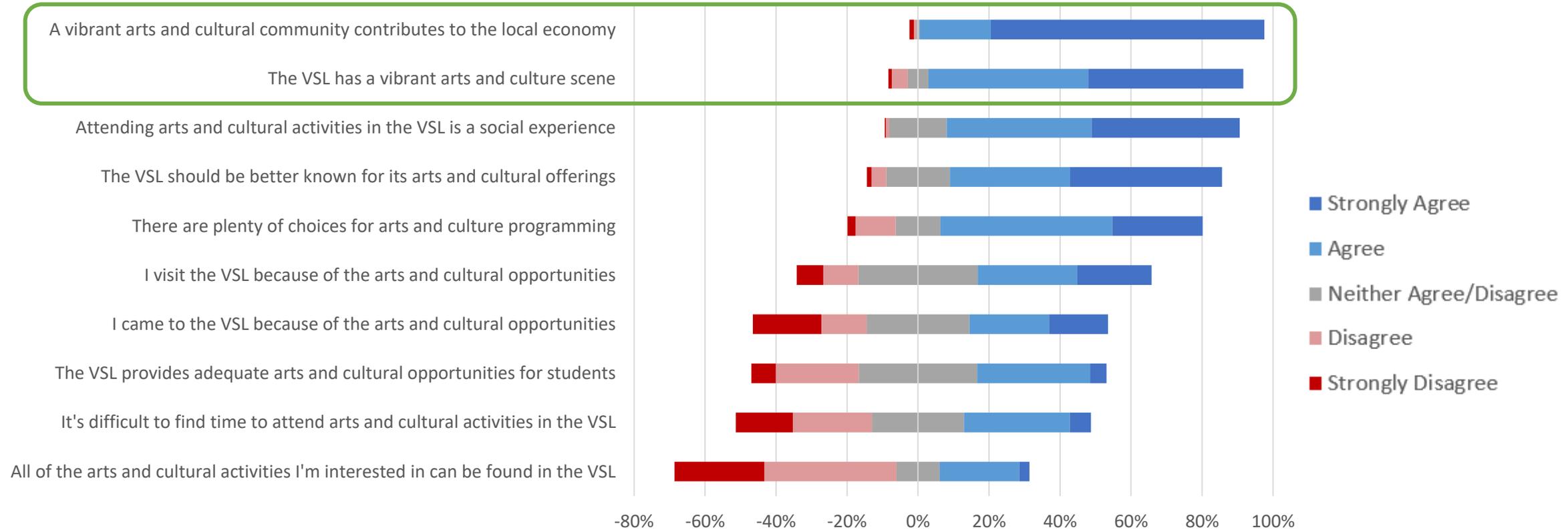
“Please assess the number of arts offerings in the Village of Saranac Lake by season”



# Survey respondents agree the Village has a vibrant arts and cultural scene which contributes to the economy

Permanent residents are more likely to agree that attending arts and cultural activities in the Village is a social experience, and it's difficult to find time to attend.

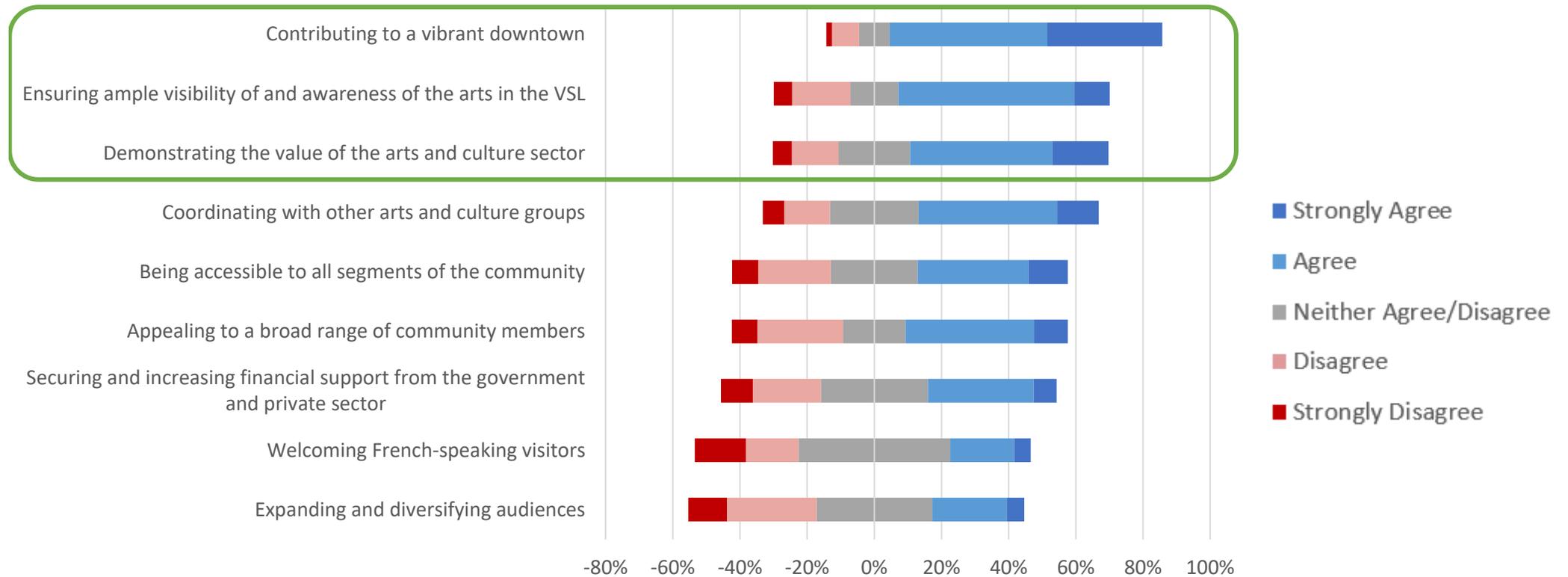
"Please indicate whether you agree or disagree with each of the following statements:"



# Respondents believe arts and culture do a good job of adding to the vibrancy, visibility, and value of the Village

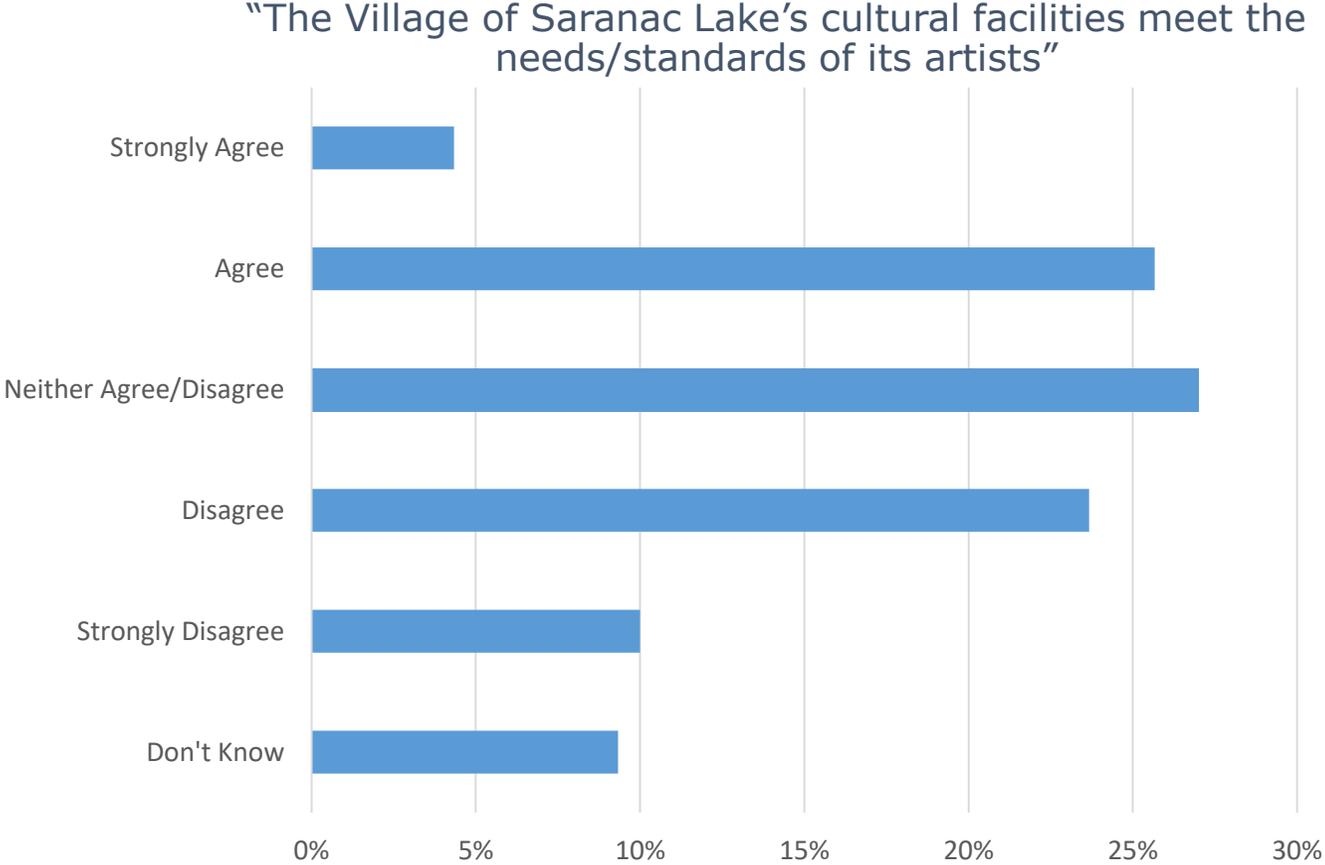
Seasonal homeowners and visitors are less likely to agree the Village’s arts and culture contribute to a vibrant downtown, and more likely to agree they do a good job of being accessible and expanding and diversifying audiences.

“Arts and culture in the Village of Saranac Lake do a good job of...”



# Survey respondents are undecided as to whether the Village's facilities meet the needs of its artists

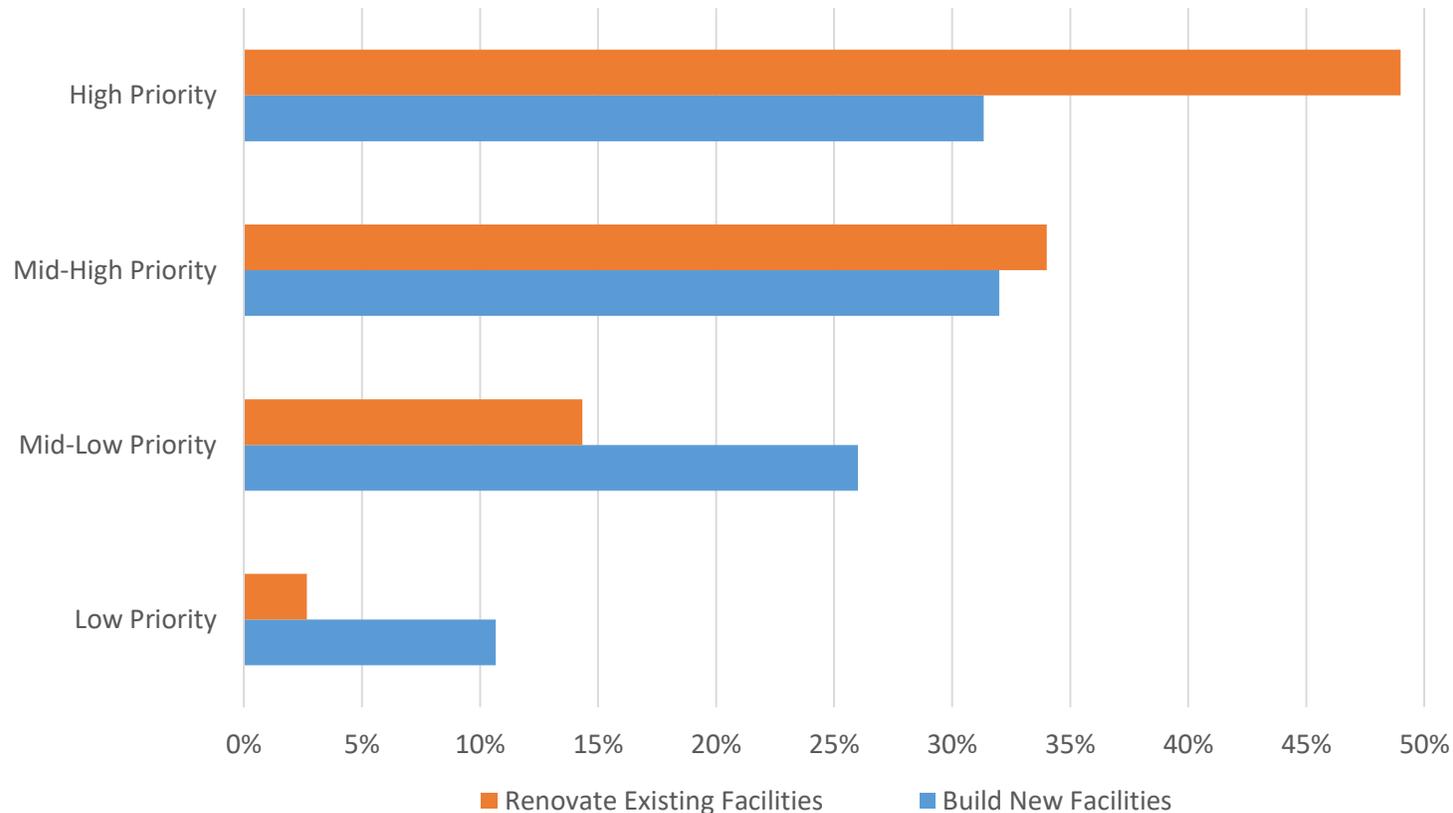
Permanent residents are more likely to agree the Village's facilities meet local needs.



# Survey respondents believe facility renovations should be a higher priority than building new facilities

Seasonal homeowners and visitors are more likely to view renovated and/or new facilities as a high priority.

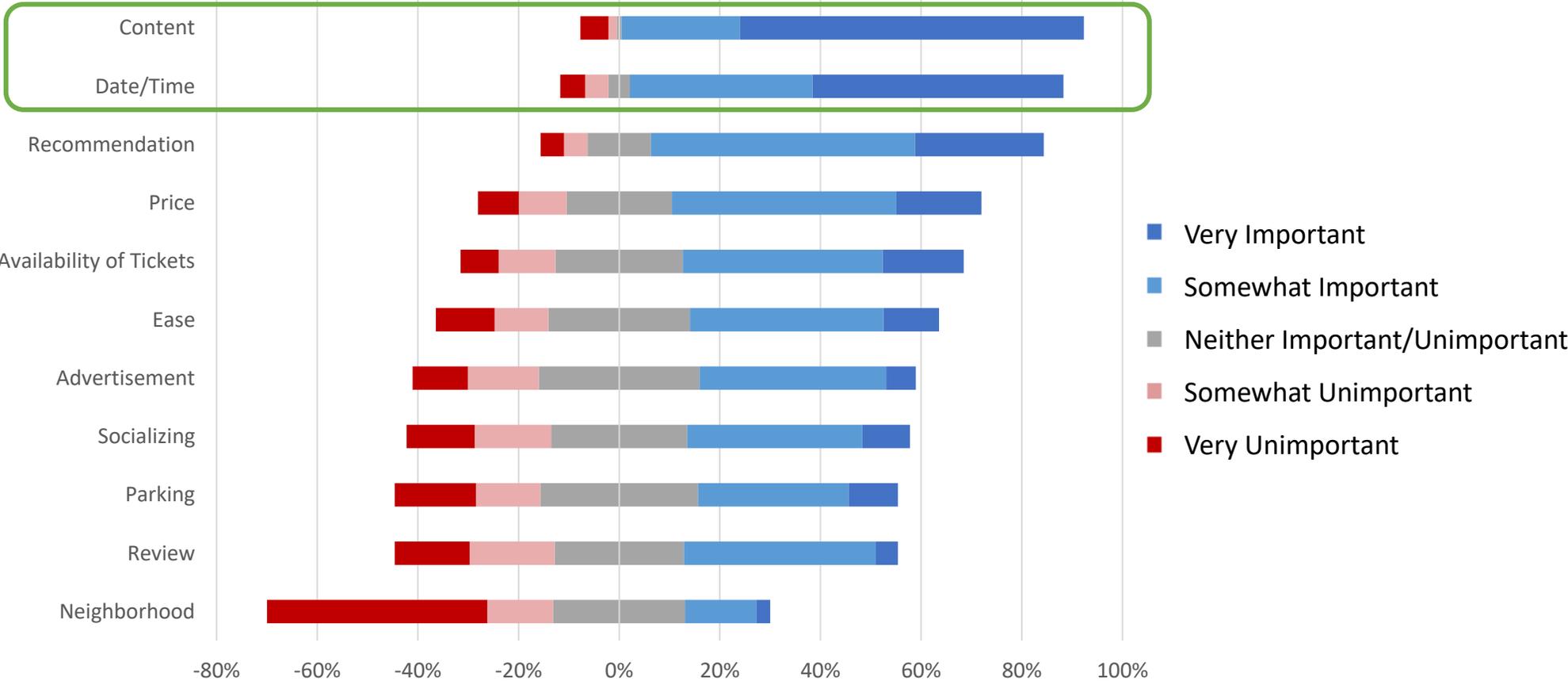
“If you could recommend additional investment in arts and culture in the Village of Saranac Lake, which would you like to see receive more support?”



# Content and timing are the main drivers of attendance for all survey respondents

Recommendations and advertisements are more influential for seasonal homeowners and visitors, whereas ticket prices, reviews, and opportunities for socializing are more influential for permanent residents.

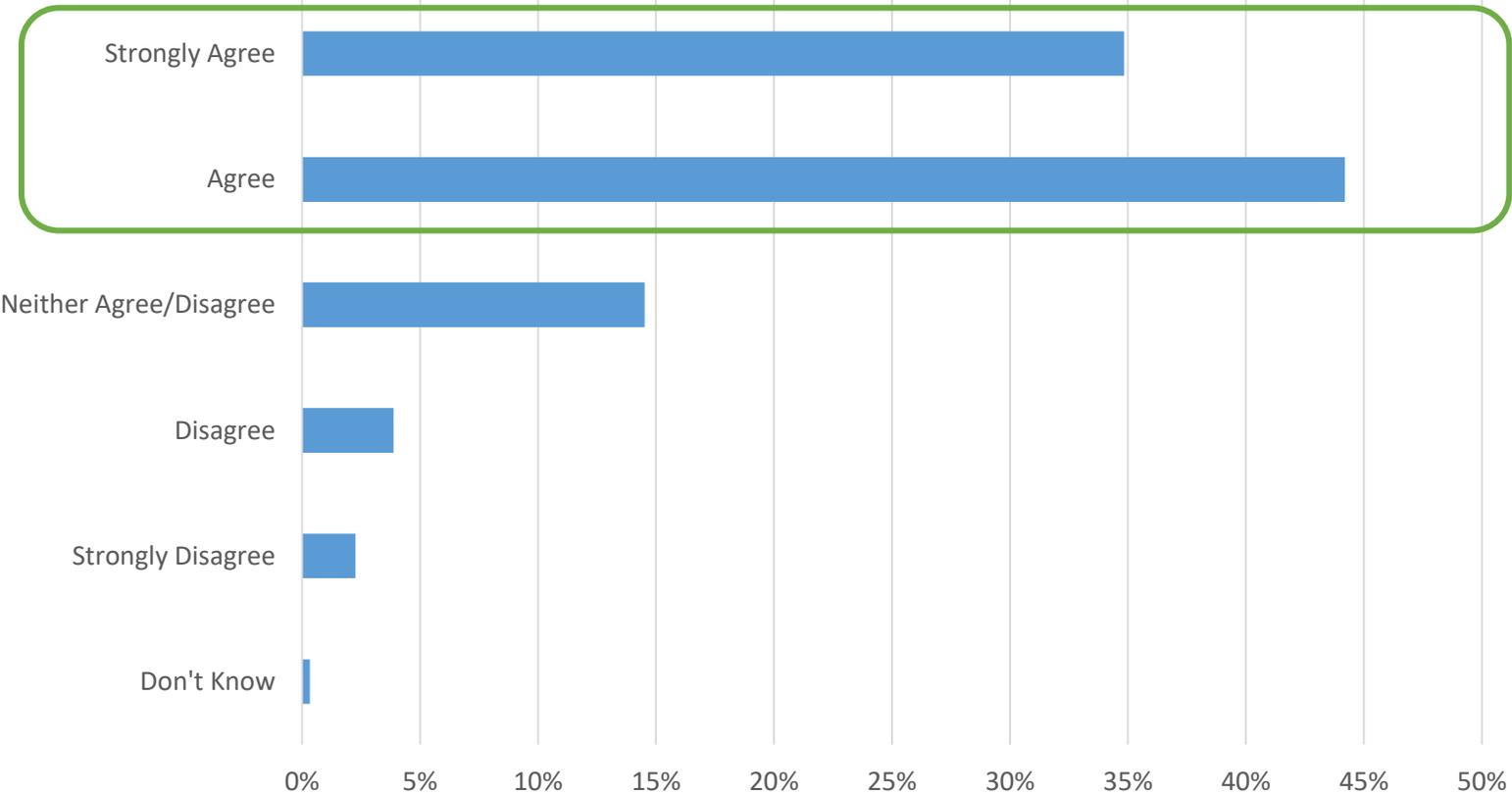
“How important are the following factors in influencing your decision to attend an arts and cultural activity?”



# Respondents agree the Village's arts and cultural venues are conveniently located

As such, venue locations do not present a barrier to access for arts and cultural activity.

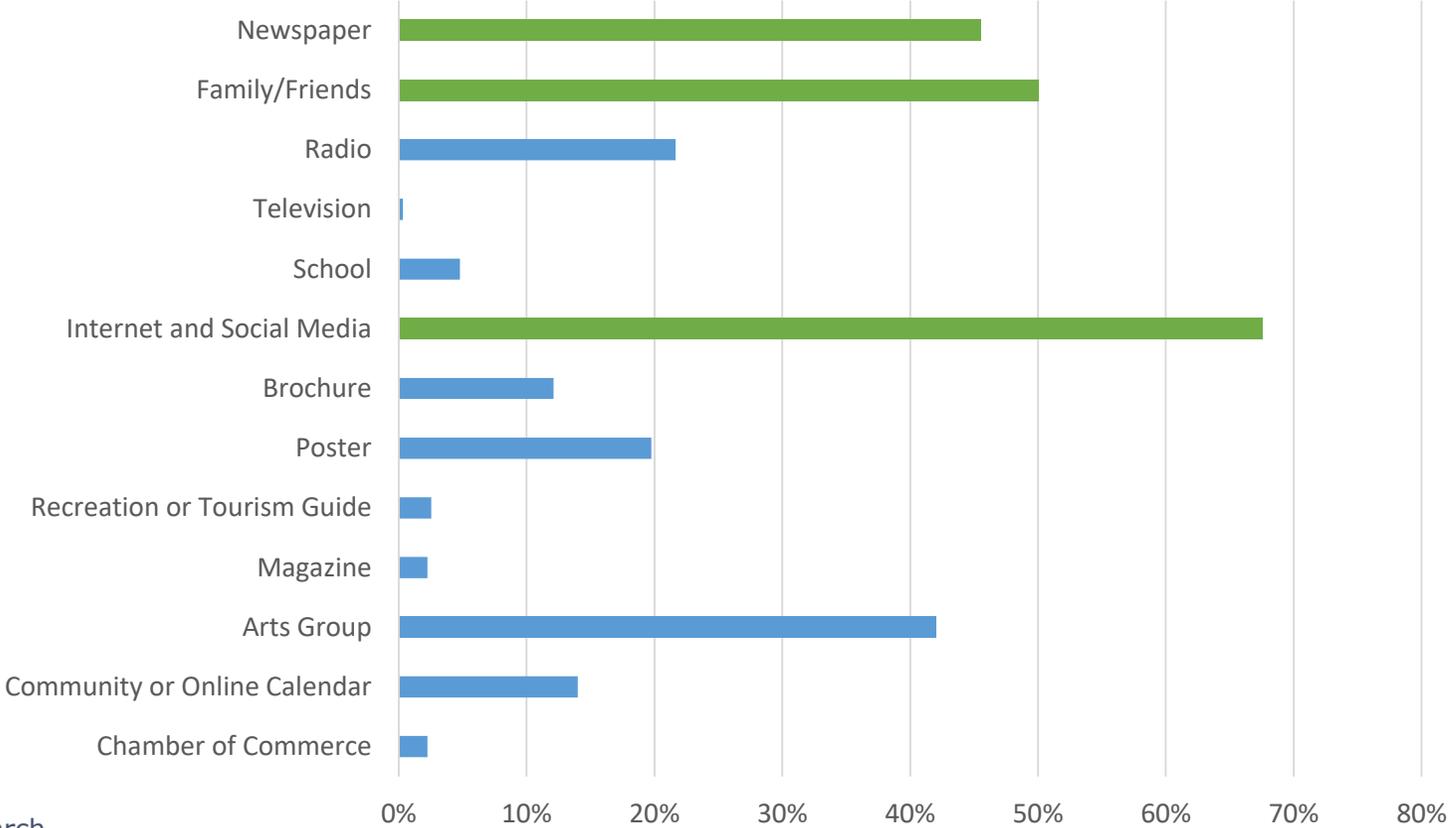
"Please indicate whether you agree or disagree: Getting to and from the Village of Saranac Lake's arts and cultural venues is convenient"



# The internet and social media drive awareness about arts and cultural activity in the Village

Internet and social media and the newspaper are more common ways for permanent residents to learn about activities, while arts groups and community or online calendars are more common ways for seasonal homeowners and visitors to discover upcoming events.

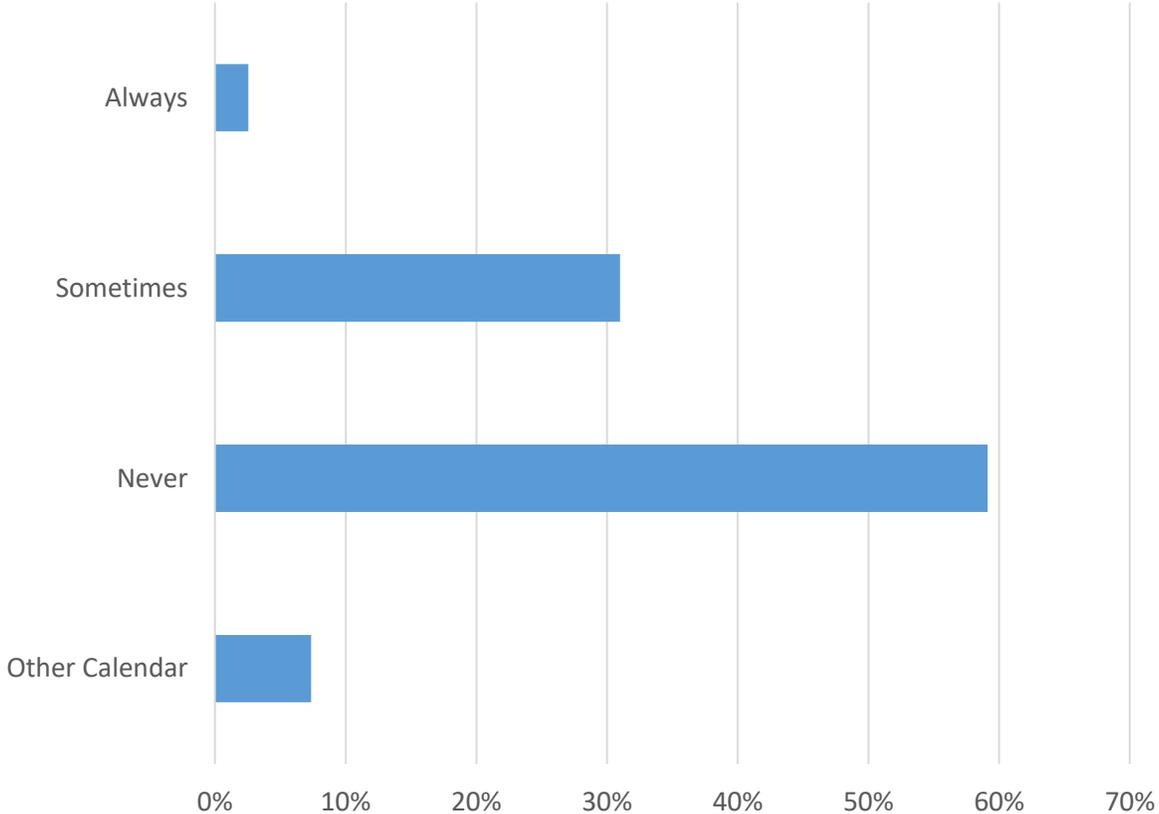
“What are the top 3 ways you learn about arts and cultural activities in the Village of Saranac Lake?”



# Most survey respondents do not use an online calendar to learn about arts and cultural activities

Seasonal homeowners and visitors are more likely to use an online calendar.

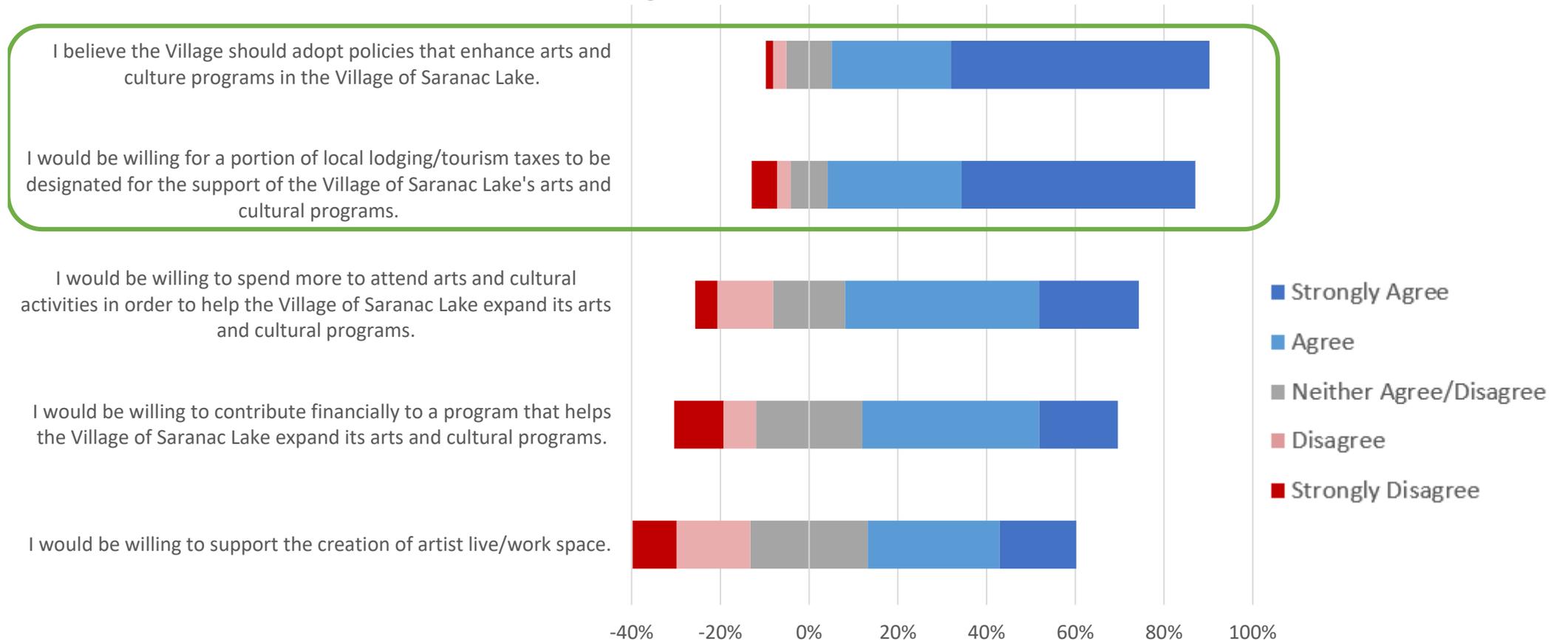
“Do you use an online calendar of the Village of Saranac Lake’s arts and cultural activities?”



# Survey respondents support the arts by way of government efforts more so than personal efforts

Seasonal homeowners and visitors are more likely to support the arts through increased spending, financial contributions, and Village policies.

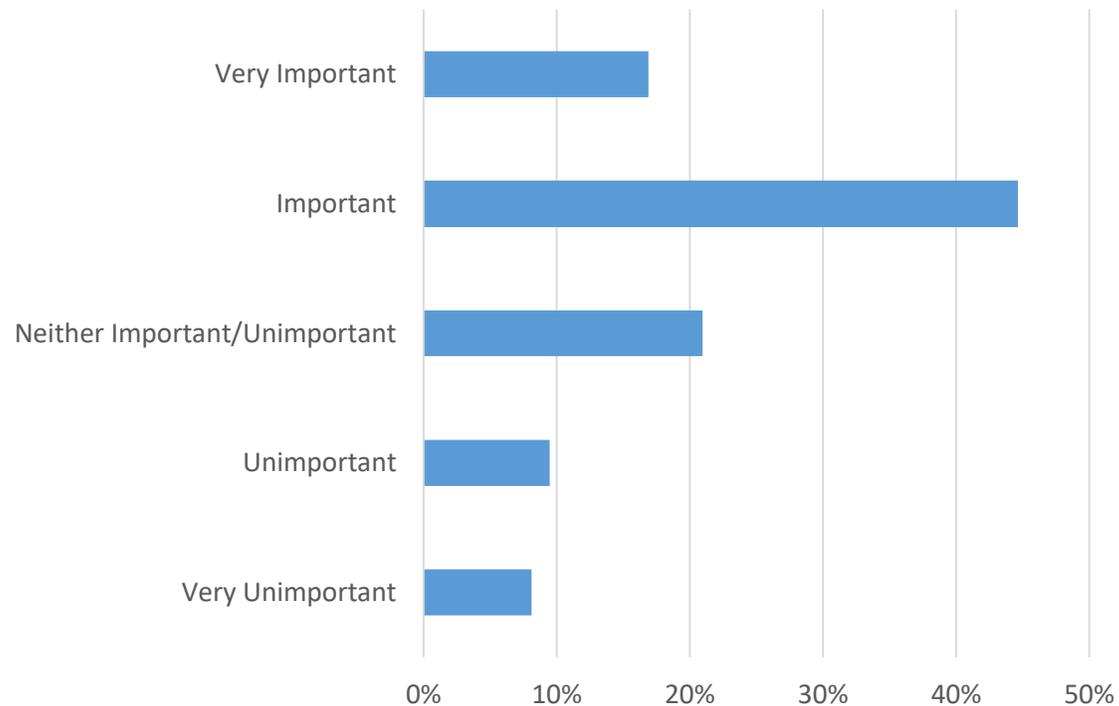
“Please indicate whether you agree or disagree with each of the following statements:”



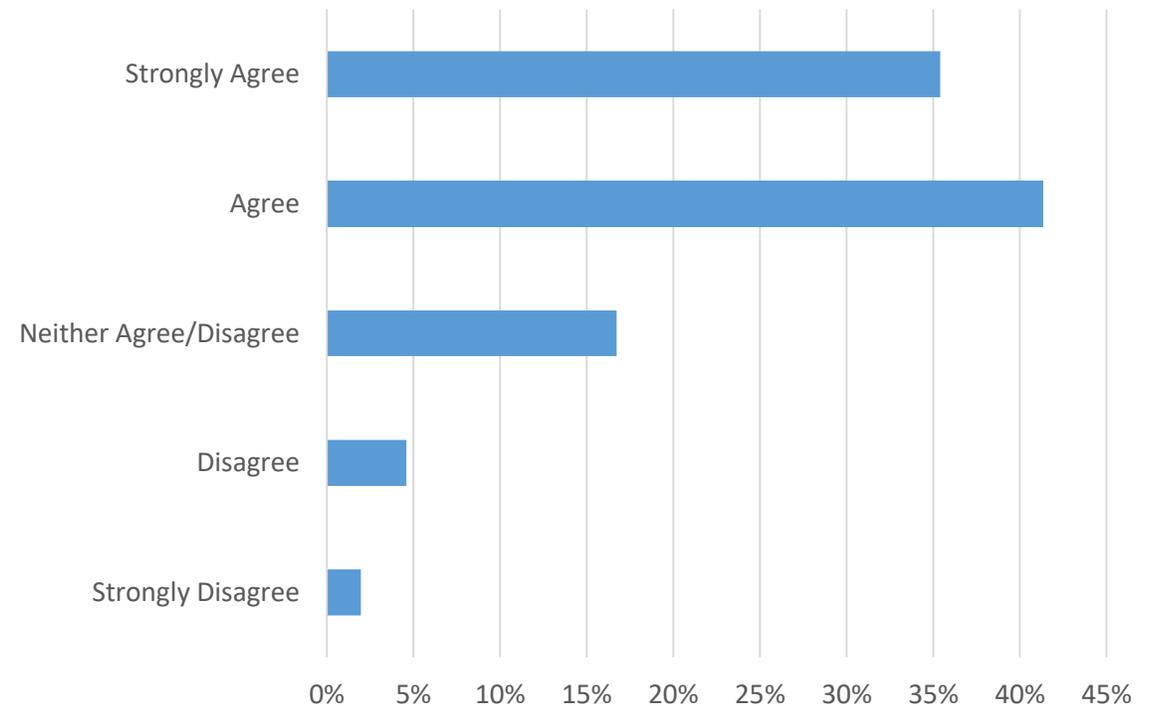
# Price is important to survey respondents, but it does not represent a barrier to access

Permanent residents are more likely to base their decision to attend an arts or cultural activity on ticket price.

“How important is ticket price in influencing your decision to attend an arts and cultural activity?”



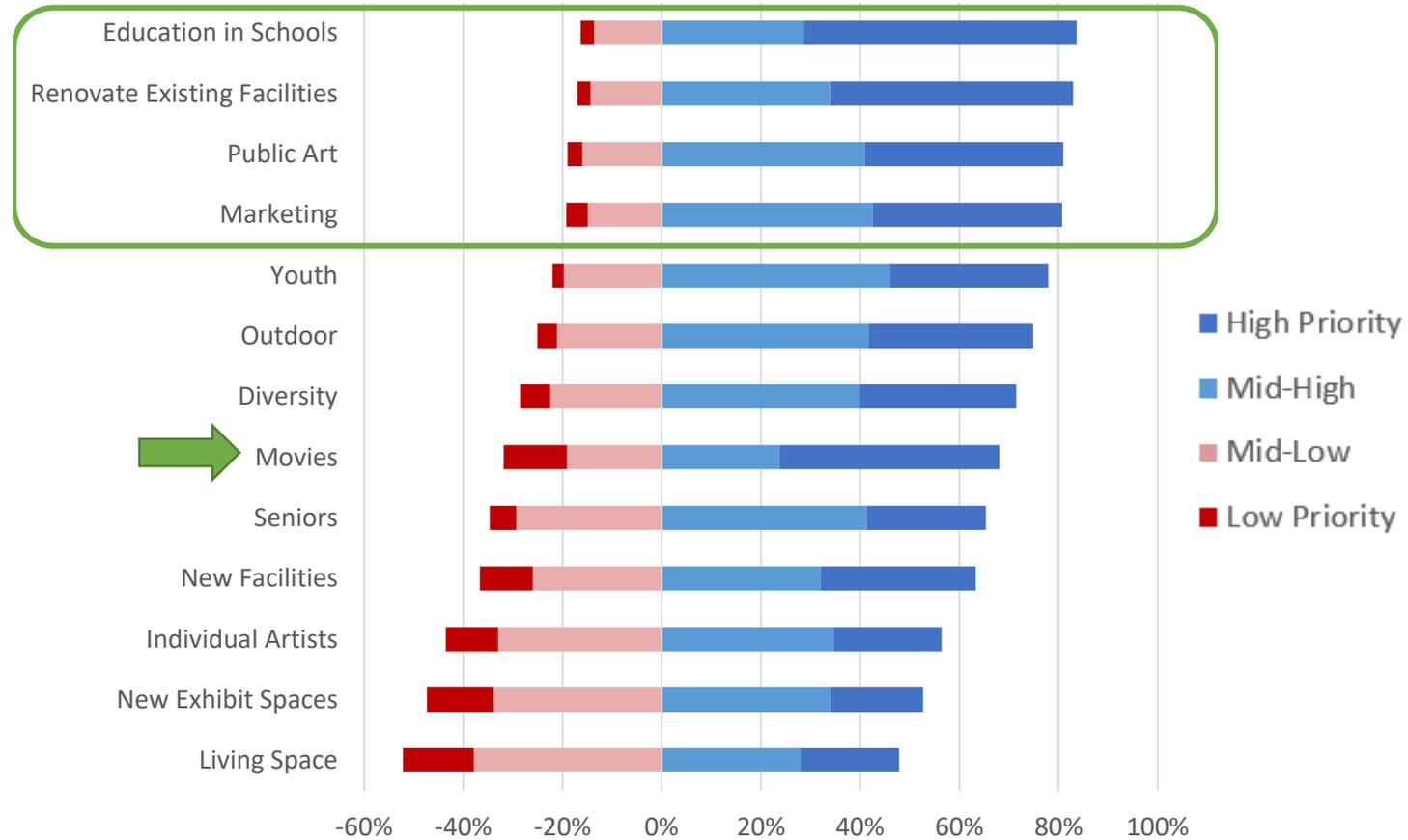
“Please indicate whether you agree or disagree: Prices for arts and cultural activities in the VSL are affordable.”



# Arts and cultural education in schools is the highest priority for investment among survey respondents

Permanent residents are more likely to prioritize programs for youth, diversity initiatives, and movies, while seasonal homeowners and visitors would prioritize facilities, individual artists, programs for seniors, and public art.

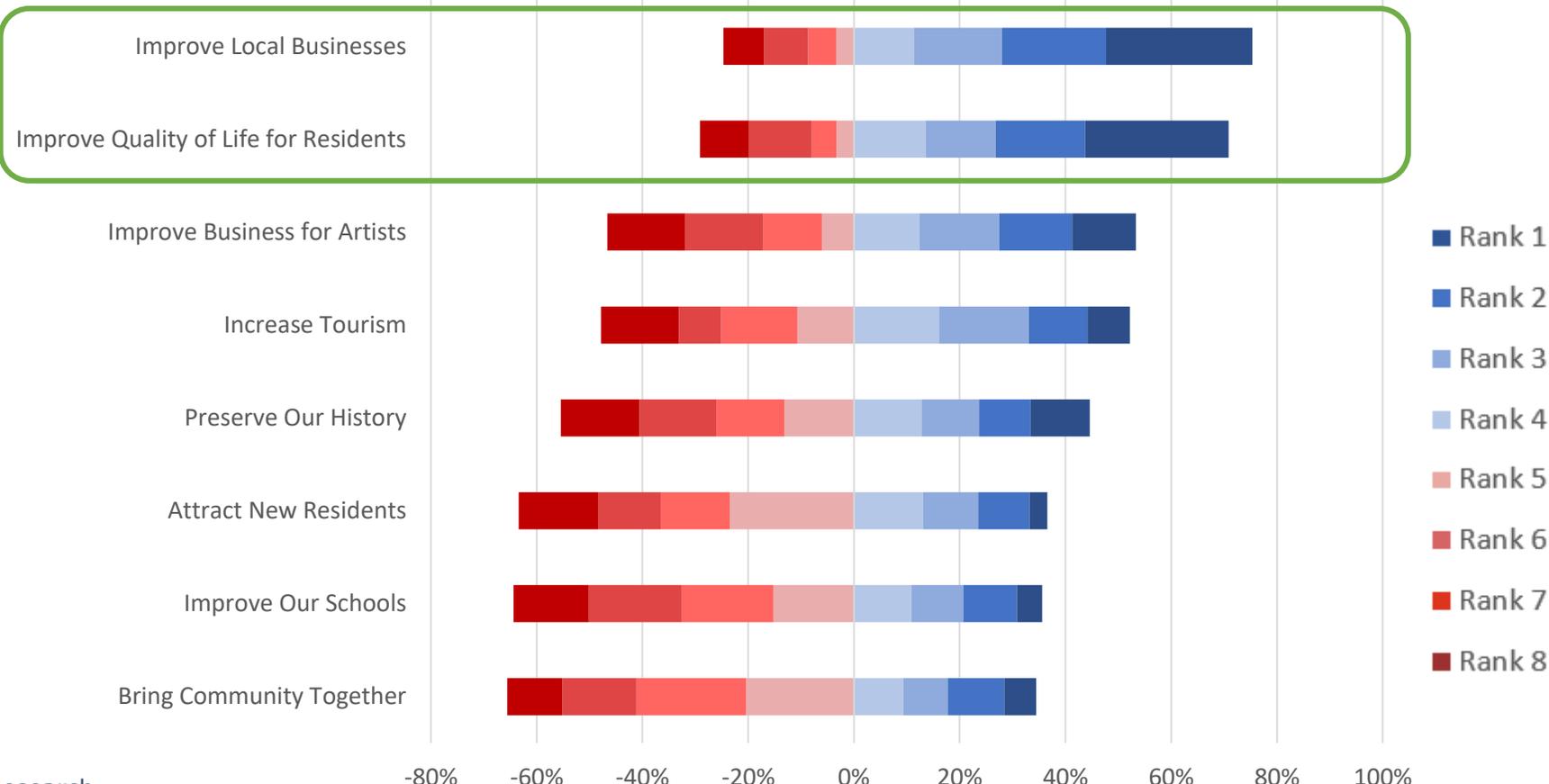
“If you could recommend additional investment in arts and culture in the Village of Saranac Lake, which would receive more support?”



# Respondents believe it is most important for the arts to improve local business and quality of life

Significant variation in rankings suggests that community goals may need to be aligned.

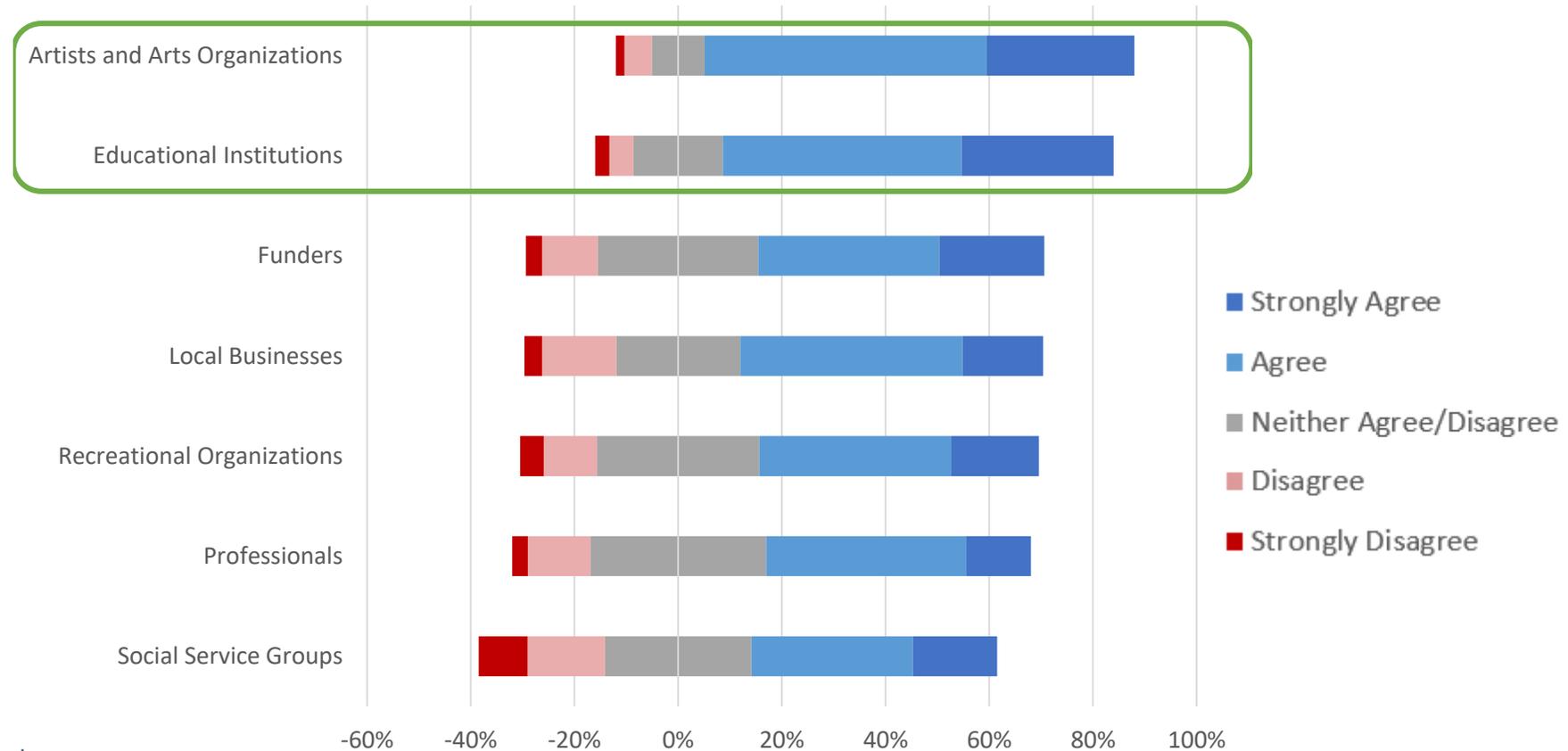
“Please indicate which of these community priorities arts and culture should address:”



# Respondents believe arts and education pose the greatest opportunities for partnerships

Opportunities for partnerships were agreed upon across analysis groups.

“To what extent do you agree that there are opportunities for arts and cultural organizations in the VSL to partner with the following entities?”



# Facility Analysis



# Task Overview

## Facility Analysis Task

In order to gain an understanding of the current condition of existing arts and cultural facilities, AMS partnered with theatre consulting firm Fisher Dachs Associates (FDA). This effort built on the existing inventory of programs and facilities. The focus was on a functional and technical assessment of the existing facilities, and included programming observations with information gathered by way of a facility survey, interviews and site-visits.

# Facility surveys garnered feedback from a wide variety of venues

- Pendragon
- Lake Placid Center for the Arts
- Middle School Theater
- High School Theater
- Dance Sanctuary
- BluSeed
- Town Hall Auditorium
- Bitters and Bones



- Cantwell Community Room – Saranac Lake Free Library
- Historic Saranac Lake/John Black Room
- St. Bernard’s Church
- United Methodist Church
- Wild Center
- Will Rogers
- Hotel Saranac

# Facilities Visited

- Waterhole Upstairs
- BluSeed Studios
- Pendragon
- Dance Sanctuary
- Hotel Saranac
- John Black Room
- Cantwell Room
- Bitters and Bones
- Anderson Bandshell
- Dewey Mountain Stage



- Berkeley Green Bandshell
- Town Hall Auditorium
- Middle School Theater
- High School Theater
- Wild Center
- United Methodist Church
- St. Bernard's Church
- Will Rogers
- Left Bank Café

# Facility Analysis Preliminary Finding

## Attendance

- Arts and cultural organizations are experiencing steady growth in attendance.
- Arts and cultural organizations are not necessarily competing with each other for audiences, but rather with the natural environment.

## Spaces

- Suitable rehearsal space is limited.
- Several organizations reported insufficient administrative/office space.
- Reasonable performer support spaces (dressing/changing rooms that support cast sizes, restrooms, access to the stage, access for those with disabilities) are lacking.
- Systems and technology enhancements are needed to make facilities welcoming and accessible to the modern public as well as efficient to upkeep and maintain.

# Performance Facility Analysis

	State of Physical Facility	Audience Experience	Performer Experience	Performance Technical Accommodations	Disabled Access
PENDRAGON THEATRE	Facility is not commensurate with the quality of performances	Some are put off by aesthetics of facility, loyal patrons grin and bear it	Highly challenged with no sperate gender changing and inadequate restrooms	Minimal stage technology, lack of wing space or backstage area limits productions; makes co-productions ( a tenant of regional theatres) impossible	Very limited access for disabled or those with mobility issues due to building's inherent limitations
DANCE SANCTUARY	Newly leased space has great location, draws a large body of students and is considered very successful	Not used for formal performance and greatly limited for recitals due to size, waiting area with viewing is an amenity	Limited footprint, height, columns in the middle of the room, and slightly odd shape limit possibilities	No technical infrastructure for performance	No disabled access, those with mobility issues are probably not joining dance classes
BLUSEED STUDIOS	Historic warehouse building is a defining part of Bluseed, seems to work well for visual arts, less so for performance, and has infrastructure challenges	Upper level gathering space has limited height and concerns about occupancy, Bluseed has capital projects plan for improvements	No performer accommodations related to the stage area	No technical infrastructure for performance	Ground floor is accessible to the disabled, upper level has no provisions for disabled or those with mobility issues

# Performance Facility Analysis

	State of physical facility	Audience experience	Performer experience	Performance technical accommodations	Disabled access
ANDERSON BANDSHELL	Well-maintained	Outdoors / informal / no facilities at venue	No amenities, but meets expectations of performers	No support, restrooms and storage would be ideal	Audience lawn is accessible, stage is raised and a ramp may be able to be added?
BERKELEY GREEN BANDSHELL	Well-maintained	Outdoors / informal / no facilities at venue	No amenities, but meets expectations of performers	No support, but none desired	Portions of audience lawn are accessible, stage is raised but a ramp is easily added ad hoc
TOWN HALL AUDITORIUM	Well-maintained	Varies by event, main floor is flat, which can be problematic for seeing depending on presentation	No performer accommodations related to the stage area, no real wing space, but meets majority of user's expectations	Limited technical infrastructure for performance, but meets majority of user's expectations	Main floor (and front of balcony?) is accessible to the disabled, stage is raised and not accessible
DEWEY MOUNTAIN	"Pop-up" stage that has been left in place	Stage in the woods with wood benches, audience expectations are low	Stage in the woods with no walls or backstage, meets expectations	Some temporary audience and stage lighting	Accessible with difficulty via woodland trails

# Performance Facility Analysis

	State of physical facility	Audience experience	Performer experience	Performance technical accommodations	Disabled access
<b>HOTEL SARANAC</b>	Under construction, should be very high quality	Well appointed, modern meeting / rental facility	No amenities, but not intended for most performance types	Modern A/V, no other performer facilities, but none expected	Fully compliant
<b>JOHN BLACK ROOM</b>	Could not access, appeared well maintained through windows	No audience amenities, meets expectations for community room with historic atmosphere	No amenities, but meets expectations of performers	Unknown, no traditional performance accommodations apparent	Unknown
<b>CANTWELL ROOM</b>	Well maintained, columns limit configurations	No audience amenities, meets expectations for community room	No amenities, but meets expectations of performers	A/V support via library, kitchenette	Accessible via elevator
<b>WILL ROGERS</b>	Could not visit, assumed to be well maintained	Unknown	Understood to have no performer accommodations, but meets majority of user's expectations	Understood to have limited technical infrastructure for performance, but meets majority of user's expectations	Assumed to be fairly accessible due to resident mobility concerns

# Performance Facility Analysis

	State of physical facility	Audience experience	Performer experience	Performance technical accommodations	Disabled access
<b>BITTERS AND BONES</b>	Well kempt bar	Atmosphere suits live music	No separate amenities	Amplification provided	Not accessible, performance area is in back up steps
<b>LEFT BANK CAFÉ</b>	Could not access, appeared well maintained through windows	Atmosphere suits live and acoustic music	No separate amenities	Unknown	Appears to be accessible from street
<b>WATERHOLE UPSTAIRS</b>	A bit rough, but in keeping with overall bar's aesthetic	Atmosphere suits live music	No separate amenities	Amplification provided	Unknown, but does not appear to be accessible to upstairs
<b>MIDDLE SCHOOL THEATRE</b>	Could not visit, assumed to be well maintained	Typical for school auditorium	Mostly used by students, no complaints	Basic technical infrastructure with stage and orchestra pit	Assumed to be fairly accessible due to municipal aspect
<b>HIGH SCHOOL THEATRE</b>	Well-maintained	Typical for school auditorium	Use of practice rooms and classrooms for dressing, some wing space onstage, no complaints	Orchestra pit, limited rigging support, limited lighting support but upgrades planned, modern and updated A/V	Audience seating and stage fully accessible

# Performance Facility Analysis

	State of physical facility	Audience experience	Performer experience	Performance technical accommodations	Disabled access
UNITED METHODIST CHURCH	Reasonably maintained main hall, closed during winter when lower gathering hall is used	Typical place of worship accommodations, wooden pews, large catering area in lower hall	No separate amenities, need to work around the bema, organ and apse	No particular support, amplification may be available	Elevator installed for access to main hall and lower hall from street
ST. BERNARD'S CHURCH	Well-maintained	Typical of modern place of worship, lots of circulation space, appears acoustically challenging	No separate amenities, need to work around the topography of the bema	Amplification provided	Accessible audience access, stage/bema is stepped
FIRST PRESBYTERIAN CHURCH	*Unknown* Could not visit				
WILD CENTER	Well-maintained	Appropriate to a lecture/video presentation hall at a museum	No separate amenities - no backstage, no dressing rooms	Modern A/V systems, live-streaming capable, robotic stage lighting, no rigging	Fully accessible to audience, stage is raised, does not appear accessible

# Visioning Workshop



# What Makes Saranac Lake Special?

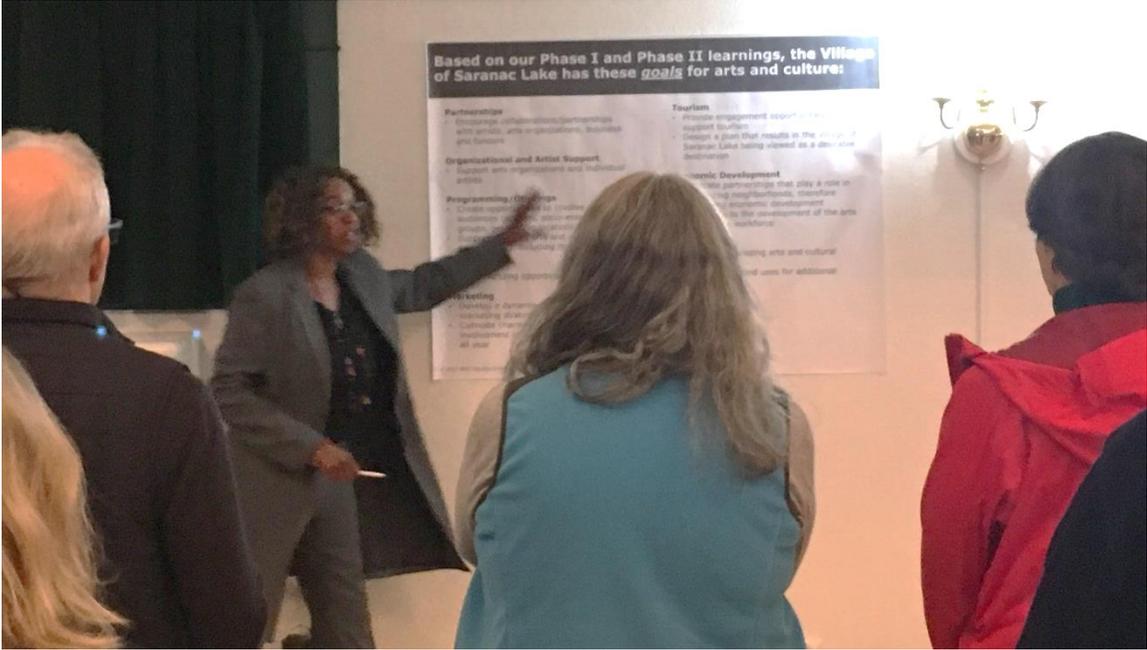
## Arts and culture can enhance these attributes

### *Saranac Lake is Alive with Vibrancy*

- The combination of a diversity of cultural offerings and beautiful natural surroundings makes Saranac Lake a desirable place to live, work and visit
- Saranac Lake is eclectic with a great sense of community
- More than a tourism destination; Saranac Lake is a place grounded in authenticity
- Rich heritage and history
- Socially integrated town
- Great restaurants

***Saranac Lake prides itself on having a strong sense of community***

# Collective Community Input



# Task Overview

The Village of Saranac Lake Arts and Culture Master Plan Visioning/Success Workshop was held on Thursday, 10/26. The workshop was attended by 22 community stakeholders\* representing a wide range of affiliations, a number of whom are on the Arts and Culture Master Plan Committee. The workshop consisted of two components:

- **Review of Findings to Date:** The AMS team shared the findings from the work that was completed in Phase I and Phase II of the cultural planning effort, including an in-depth report on the market and patron analysis and the community survey. Preliminary facility analysis findings were also reported.
- **Active Thinking Exercises:** The group engaged in four facilitated discussions and exercises to define “success” for the master plan:
  - 1) Vision Statement draft
  - 2) Assets, Challenges, and Opportunities
  - 3) Measuring Success
  - 4) Goal Prioritization exercise

# Methodology

## **Vision Statement**

AMS presented a preliminary vision statement; workshop participants discussed and offered feedback.

## **Assets, Challenges, and Opportunities**

Based on learnings to date, AMS compiled a list of assets, challenges, and opportunities. Workshop participants discussed and appended the list.

## **Measuring Success**

Through research and discussions, the AMS team and workshop participants drafted 11 main goals for the arts and cultural master plan. Workshop participants then worked in groups of 5-6 to attach measures of success to each goal.

## **Goals Prioritization**

Workshop participants were given 9 colored dots: 3 red, 3 green, and 3 yellow. Red signified high priority, green medium priority, and yellow low priority. Participants then assigned each of their dots to one of the identified master plan goals, based on their perception of its priority level.

# Key Visioning Workshop Findings

## Primary Goals (in order of importance):

1. Locate funding opportunities
2. Develop a dynamic, Village-focused marketing strategy
3. Create a sense of "destination"

## Primary Measures of Success:

- Increased number of artists, organizations, facilities, volunteers, events, participation, and funding sources
- Walkable downtown with fewer empty storefronts and enhanced foot traffic
- Positive media coverage

## Success = Diverse Activities



# Village of Saranac Lake Arts and Cultural Master Plan Vision Statement

## What is a Vision Statement?

An aspirational description of what the Village of Saranac Lake would like to achieve or accomplish in reference to arts and culture. Its purpose is to serve as a clear guide for choosing current and future courses of action.

## Master Plan Vision Statement (updated)

Instilling Village pride, historic Saranac Lake supports thriving arts, cultural, and community institutions, in an all-inclusive environment that fosters the creative economy, downtown revitalization, and a myriad of diverse year-round offerings within outstanding natural surroundings.

# The Village of Saranac Lake's arts and cultural assets, challenges, and opportunities

## Assets:

- Village location
- Individual artists
- Arts organizations
- Facilities
- Package deals
- Existing programs
- Art galleries and studios
- Accommodating visitors
- Diverse artistic offerings
- Heritage/history
- Paul Smith's culinary schools
- Walkable downtown
- Healing arts
- Quality of arts
- Longevity of arts community
- Collaboration

## Challenges:

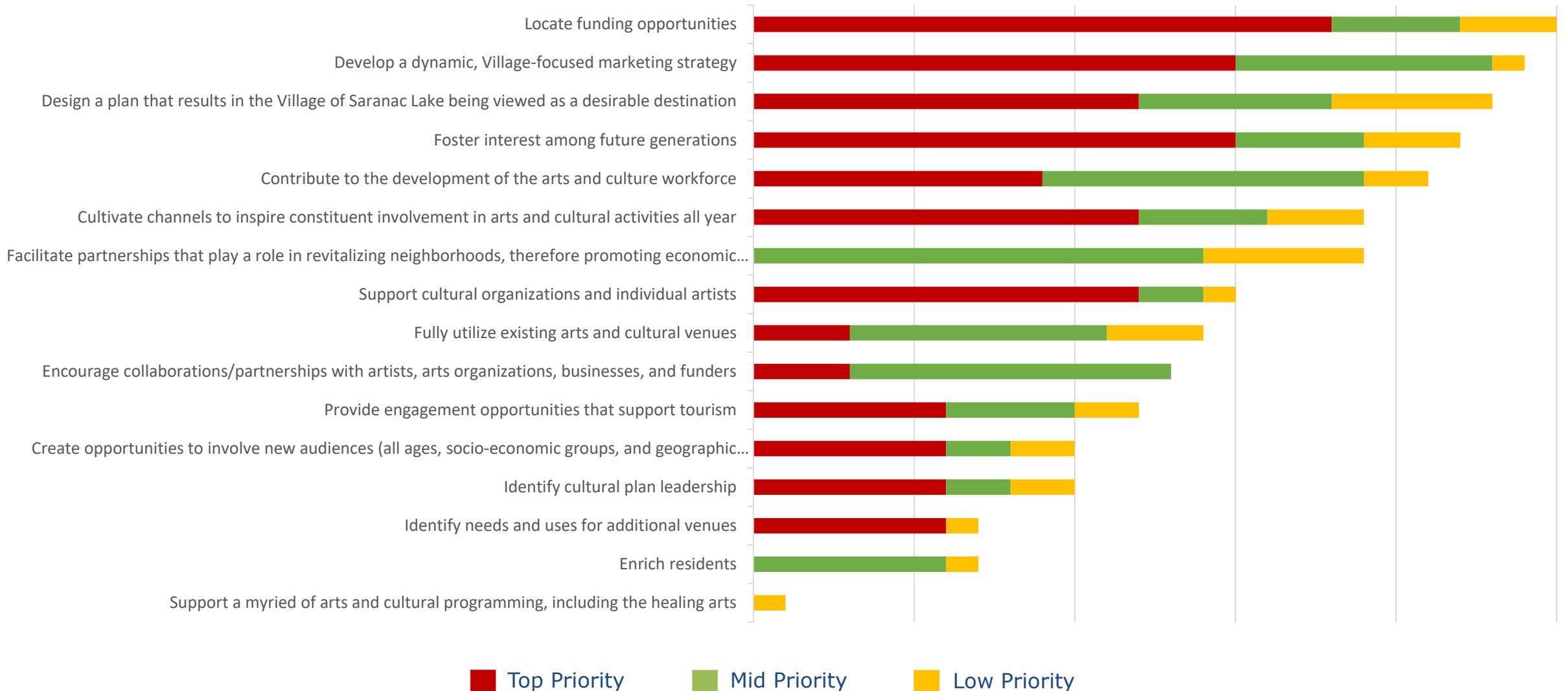
- Village location
- Year-round participation
- Developing diverse funding support
- Niche/Target marketing
- Attracting visitors
- Diverse range of tastes between residents and seasonal homeowners/visitors
- Awareness
- Segment of population, especially students, who can't afford arts and cultural activities
- Lack of capacity to act on all these good ideas

## Opportunities:

- Niche/Target marketing
- Increased partnerships, including local and area links
- Promote existing online community calendar
- Coordinated volunteer effort
- Cultural Master Plan leadership
- Empty storefronts
- Internships
- Redeveloping river walk
- Redeveloping train depot



# Arts and Culture Master Plan goals in order of priority



# Learnings



# Synthesis of Phase I and II Learnings

## Market Research

- Greatest interest in music, theater, and movies
- Comedy, culinary, and literary arts are in demand
- The Village's trade area has fewer households with children and is expected to experience a population decline
- Socioeconomic statuses of potential constituents vary, so pricing options may need to be tiered to accommodate the spectrum

## Stakeholder Interviews

### Themes

- Partnerships between arts organizations and local organizations, and people
- Support for individual artists
- Funding opportunities for individual artists, arts facilities and arts organizations
- Optimization of existing arts and cultural facilities
- Community engagement through the arts
- Tourism opportunities and experiences
- Arts and cultural offerings during the winter months

## Facility Analysis

- Facilities are in need of enhanced systems and technology
- Rehearsal space is limited and many facilities have insufficient office space
- Several facilities lack reasonable venue amenities
- Steady growth in attendance reports
- Natural environment competes with arts and cultural activity

## Visioning/Success Workshop

- Priority goals for the arts and culture plan include locating funding opportunities, dynamic marketing strategy and Saranac Lake seen as a destination
- Opportunities include increased partnerships, coordinated volunteer efforts, and incorporating outdoor assets with arts & cultural activities
- Key measures of success include:
  - Downtown revitalization
  - Fully utilized facilities
  - Increased number of artists/organizations

# Next Steps

AMIS

PLANNING & RESEARCH

for the Arts and  
Entertainment  
Industries

# Phase III

- **Draft Recommendations**
- **Draft Master Plan**
- **Community Meeting**
- **Presentation of Master Plan**



# Timeline

## Village of Saranac Lake Arts and Cultural Master Plan

September 2017 Updated Project Schedule

★ site meeting

Month x approximate duration

	JULY				AUGUST					SEPTEMBER				OCTOBER				NOVEMBER				DECEMBER				JANUARY				FEBRUARY			
	Wk1	W2	W3	W4	Wk1	Wk2	Wk3	Wk4	Wk5	Wk1	W2	W3	W4	Wk1	W2	W3	W4	Wk1	W2	W3	W4	Wk1	W2	W3	W4	Wk1	W2	W3	W4	Wk1	W2	W3	W4
<b>Phase I Situation Analysis</b>																																	
1.1 Background Review																																	
1.2 Kick-off meeting																																	
1.3 Informant Interviews																																	
1.4 Phase One Report																																	
<b>Phase II Listening and Understanding the Market</b>																																	
2.1 Market Analysis																																	
2.2 Patron File Analysis																																	
2.3 Community Survey																																	
2.4 Facility Analysis																																	
2.5 Visioning Workshop																																	
2.6 Phase II Update Presentation Report																																	
<b>Phase III Arts Master Plan</b>																																	
3.1 Draft Recommendations																																	
3.2 Draft Master Plan																																	
3.2 Community Meeting																																	
3.3 Presentation of Master Plan																																	

# Success



# Appendix

AMIS

PLANNING & RESEARCH

for the Arts and  
Entertainment  
Industries

# Appendix Contents

1. Committee Members and Visioning Workshop Attendees
2. Arts and Culture Master Plan Vision Statement
3. Measures of Success Responses

# Committee Members and Visioning Workshop Attendees

## Committee Members

Name	Affiliation
John Sweeney	Village Manager
Paul VanCott	Village Trustee
Jamie Konkoski*	Community Development Director, Village of Saranac Lake
Tim Fortune*	Artist, downtown advisory board, member of SL ArtWorks, owner Small Fortune Studio
Holly Wolff*	Board member, Pendragon Theater
Sandra Hildreth*	Artist, Saranac Lake ArtWorks
Jim Hotaling*	Retired architect, Chair of BluSeed board
Jake Vennie-Vollrath	Reginal Advocacy Coordinator, Adirondack North Country Association
Aurora Wheeler	Oral History Coordinator, Historic Saranac Lake (HSL)
Mark Kurtz*	Photographer, Saranac Lake ArtWorks
Nathalie Thill	Executive Director, Adirondack Center for Writing
Helen Demong*	Choral Director, Retired Educator
Adrienne Relyea*	Executive Director, Chamber of Commerce
Tara Palen*	Producing Director, Pendragon Theatre
Kelly Brunette	Saranac Lake Regional Marketing Manager, ROOST
Amy Catania*	Executive Director, Historic Saranac Lake
Carol Vossler	Founder and Artist, BluSeed Studios
Brittany Christiansen*	Executive Director, ADK Action
Keith Wells	Local Development Corporation

## Workshop Attendees

Name	Affiliation
Jeremy Evans	Franklin County IDA
Maria DeAngelo	Middle school art teacher, artist
Harry Gordon	Architect
Peter Wilson	Cinema Saranac Lake
Vanessa Palen	The Dance Sanctuary
Georgeanne Gaffney	Artist, teacher
Lee Keet	President, Vanguard Atlantic Ltd.

# Arts and Culture Master Plan Vision Statement

## Original Vision Statement

A collaboration of arts, business, education and government leaders will develop an actionable plan based on our vibrant arts, history, and cultural resources [which] will enhance the Saranac Lake area's reputation as a special place on the planet to visit, work, study, raise a family, and retire. Implementation will build new markets, revitalize downtown, and help artists not just survive, but thrive. Fostering the creative economy will increase tourism, benefit the region's businesses and foster further private investment. It will exemplify to other communities across New York how the arts can lead community growth.\*

## AMS Draft Vision Statement

The Village of Saranac Lake **celebrates** a **thriving** arts and cultural community, **supporting** artists and arts organizations, in an environment that **fosters** the creative economy and tourism activity, **benefits** local industry, **sustains** a **revitalized** downtown, and **instills** Village pride.

## AMS Revised Vision Statement

Instilling Village pride, historic Saranac Lake supports thriving arts, cultural, and community institutions, in an all-inclusive environment that fosters the creative economy, downtown revitalization, and a myriad of diverse year-round offerings within outstanding natural surroundings.

# “Measures of Success” Responses

- **Supports thriving artists and cultural organizations**

- Maintain and increase number of artists and organizations and facilities
- Live/work space for artists
- Increased employment in arts and culture
- More events
- Increase attendance
- Higher sales tax revenues
- Business surveys of changes in business attributable to arts – aggregate

- **Promotes partnerships**

- Number of package deals bringing in visitors (packages between art and business)
- Partnerships between arts and culture organizations
- Arts and culture partnerships with human services and local government
- Collaboration of calendars and other communities
- Event sponsorship
- Evidence of diversity of offerings – “passport” idea – check off list
- Number of shared venues and number and size of shared events (both lots of small and bigger single events – Art Walk, Art Works and BluSeed)
- More arts in businesses and institutions

- **Contributes to a revitalized downtown**

- Longer-term patronage (over several businesses)
- Fewer vacant storefronts
- Feet on the street
- Location of arts venues
- Downtown diversity – arts
- Public art – good design i.e. bike racks, flowers
- Neighborhood/district projects and improvements

- **Fosters the creative economy**

- More festivals/bigger festivals and events
- Local government support for arts and culture organizations and events
- Number of arts-oriented businesses
- More arts education in the schools
- Provide information for interested entrepreneurs
- Low barriers to entry into arts – open to new ideas
- Mentorships, showing – education
- Business supporting artists
- Arts/culture/professional (designers, architecture, etc.)
- “Adirondack Entrepreneurs” (multiple talents and directions)

- **Increases patronage**

- More ticket sales
- Hotel occupancy/bed tax
- Increase in geographic reach
- Walkable downtown/more feet on the street in the evening
- Hacking using various analytics
- Happy medium
- Businesses open later
- Little parking problem

# “Measures of Success” Responses, cont’d

- **Enhances the Saranac Lake area’s reputation**
  - New residents
  - Tourist surveys
  - Keep quality of life in forefront
  - First impressions are important – evidenced downtown architecture and arts
  - Feedback on social media
  - Trip Advisor raves
  - National/international press mention/media coverage
  - Number of arts studios and groups
- **Recognizes resources needed to implement the plan**
  - More grants
  - More Village funding
  - Increased donations and patron input
  - Input and participation from local not yet involved/disenfranchised
  - Diversity of funding sources
  - Local philanthropy
  - Community Development Director is present
  - Resource needed – Community Arts Director
  - Talking points for Arts Master Plan supporters
  - Support of local leaders
- **Identifies projects for which we can seek funding**
  - Successful grant applications
  - Resource needed – Community Arts Director
  - Have projects ready when resources become available
- **Instills Village pride**
  - More volunteers
  - Positive letters to editor/media
  - Local participation in arts and culture/town improvement activities
  - Local connection and patronage
  - Aesthetics – flowers – public arts – historic buildings – river walk
  - Unique happening and events
  - Homes and neighborhood improvements and pride
- **Enriches residents**
  - Diverse offerings that attract a broad audience
  - General satisfaction and lifestyle improvement
  - Creative partnerships between human/social service organizations and arts and culture groups
  - Play the lottery
- **Fosters interest among future generations**
  - Strong art in schools – number of programs in school
  - Formal and informal arts education in and out of school
  - Number of kids participating
  - Co-op opportunities with schools
  - Bring back former local students to expose current kids