

Where Celebrated Cultural Arts + Exceptional Natural Beauty Converge

Village of Saranac Lake
Arts and Cultural Master Plan



**Council on
the Arts**



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Introduction



Introduction

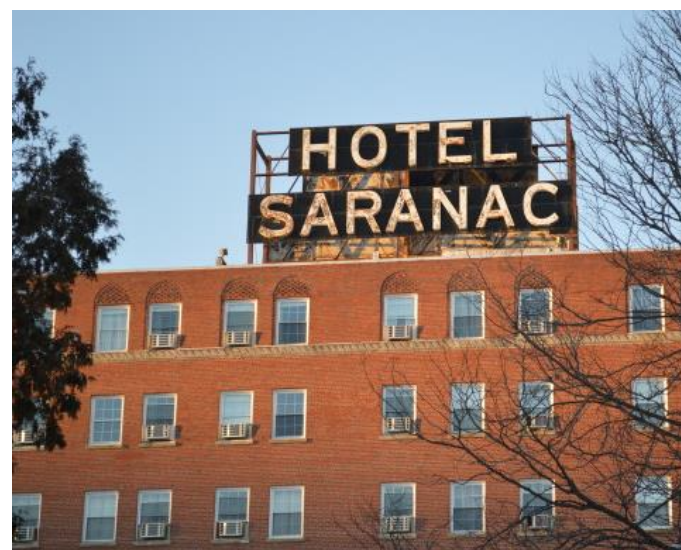
The Village of Saranac Lake

Nestled in New York's Adirondack Mountains, the Village of Saranac Lake is considered "The Adirondacks' Coolest Place"¹. As the largest village in the Adirondacks, the Village of Saranac Lake is a unique union of two counties and three townships; it has a population of just over 5,000² and is governed by a Mayor and Board of Trustees. Together with Lake Placid and Tupper Lake, the Village of Saranac Lake comprises the "Tri-Lakes region".

First settled in 1819, the Village of Saranac Lake's fresh mountain air attracted Dr. Edward Livingston Trudeau in 1873, and many subsequent tuberculosis patients. The Village's historic architecture includes many original "cure cottages" used during its tuberculosis healing era.

Presently, the Village's rich natural beauty, recreational appeal, and vibrant arts and culture attract residents and visitors from around the globe. It was ranked 11th in the 100 Best Small Towns in America, as well as one of the Dozen Distinctive Destinations by the National Trust for Historic Preservation. Almost 200 of its buildings are included on the National Register of Historic Places.³

Saranac Lake has a wide array of arts and cultural offerings, from its galleries, artist studios, museums, and graphic arts businesses, to its theatre, dance, music and literary arts programs. Festivals like the Plein Air Festival, special events, and attractions like The Adirondack Carousel contribute to Saranac Lake's unique and authentic character.



¹ <http://www.saranaclake.com/>

² 2010 United States Census

³ https://en.wikipedia.org/wiki/Saranac_Lake,_New_York

AMS Planning & Research

For over 28 years, AMS Planning & Research (AMS) has made the business of arts and culture our business. Founded with a deep commitment to the role of the arts in our communities, we've dedicated ourselves to working with arts and community leaders to develop ventures that are both effective and vital.

Our notion of moving organizations beyond “sustainable” to “vital” enterprises is built on fundamental changes in how success is defined for arts and culture, and how arts enterprises engage with their communities and their partners. As a result, success is measured not only by the level of activity and excellence, but also by the effectiveness and entanglement in the community: the creation of lasting public value.

Our Charge

Communities across the nation are faced with a range of challenges far beyond the abilities of any one organization to address. Thriving cultural environments have proven especially capable of promoting community growth and prosperity. AMS works with local governments, arts groups, businesses, educational institutions, and foundations in cities across the U.S. to develop strategies which promote the long-term success of their arts, cultural and entertainment entities, harnessing that success for the benefit of the entire community.

In June 2017, AMS was engaged by The Village of Saranac Lake to work with the Village and community to collaboratively develop an Arts and Cultural Master Plan. Our objective was to build upon Saranac Lake's history and vibrant cultural community to provide

actions that can be taken to strengthen the arts, artists, and the economy, and to support the Saranac Lake area's reputation as a world-class destination for arts and culture.

Methodology

In conjunction with the Village of Saranac Lake Arts and Cultural Master Plan Committee and a wide variety of community stakeholders, AMS undertook three phases of research and planning:

Phase I: Situation Analysis

Phase I included a background review, kickoff meeting, and stakeholder interviews. These tasks allowed the AMS team to develop an understanding of local, regional, and state goals that should be aligned with the Arts and Cultural Master Plan. Based on the information gathered throughout this phase, AMS compiled a Phase I Report to articulate key findings and emerging priorities for the Plan.⁴

Phase II: Listening and Understanding the Market

Phase II involved a market analysis, patron file analysis, community survey, facility analysis, and visioning workshop. The market and patron file analyses allowed AMS to understand the Village of Saranac Lake's distinct market composition, and the community survey, facility analysis, and visioning/success workshop served to further define the Village's vision, key cultural assets, goals, and measures of success. These tasks culminated in a Phase II

⁴ The complete Phase I report, including a list of interviewees, may be found in the Appendix.

Presentation Report which conveyed research findings and summarized learnings to date.⁵

Phase III: Arts and Cultural Master Plan

Phase III comprised draft Master Plan recommendations, a community meeting for feedback on the draft recommendations, the development of the Master Plan, and a presentation of the final document to Village residents. This inclusive process ensured that the Plan is a realistic and actionable roadmap for achieving the Village of Saranac Lake's arts and cultural goals.

Vision

The vision statement is an aspirational way of describing what the Village envisions accomplishing in terms of arts and culture.

AMS worked in tandem with the Arts and Cultural Master Plan Committee and other community stakeholders to create a Master Plan vision statement. Returning to this statement on a continual basis will help ensure the Plan stays on course.

The Master Plan recommendations align with the vision, which encompasses an abundance of arts and cultural activity, the beautiful Adirondack outdoors, and ways the arts and the natural environment can intertwine.



Vision Statement

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

⁵ The complete Phase II report may be found in the Appendix.

Key Contributors

Committee Members Affiliations

John Sweeney	Village Manager
Paul VanCott	Village Trustee
Jamie Konkoski*	Community Development Director, Village of Saranac Lake
Tim Fortune*	Artist, downtown advisory board, SL ArtWorks, owner Small Fortune Studio
Holly Wolff*	President, Pendragon Theatre Board
Sandra Hildreth*	Artist, Saranac Lake ArtWorks
Jim Hotaling*	Former Chair of BluSeed Board
Jake Vennie-Vollrath	Regional 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*	Managing Director, Pendragon Theatre
Kelly Brunette	Saranac Lake Regional Marketing Manager, ROOST
Amy Catania*	Executive Director, Historic Saranac Lake
Carol Vossler	Founder and Artistic Director, BluSeed Studios
Brittany Christenson*	Executive Director, ADKAction.Org
Keith Wells	Local Development Corporation



Workshop Participants Affiliations

Jeremy Evans*	CEO, Franklin County IDA
Maria DeAngelo*	Middle school art teacher, artist
Harry Gordon*	Architect
Peter Wilson*	Cinema Saranac Lake
Vanessa Palen*	The Dance Sanctuary
Georgianne Gaffney*	Chair, BluSeed Board, Artist, Teacher
Lee Keet*	Trustee, Cloudsplitter Foundation

Confirmed Interested Master Plan Partners

Village of Saranac Lake	Historic Saranac Lake
ArtWorks and BluSeed	ADKAction.org
ADK Center for Writing	ROOST
Saranac Lake Chamber of Commerce	Saranac Lake Free Library
Adirondack Lakes and Mountains Outfitting	Downtown Advisory Board
Adirondack Center for Writing	Saranac Lake School District

*Vision/Success Workshop Participants

**Where We Were,
Where We Are,
Where We're Going**



Where We Were, Where We Are, Where We're Going

The Village of Saranac Lake has a rich arts and cultural history, dating back to the early 20's and the presence of the National Vaudeville Artists⁶. Various well-known artists and activities are recorded, including Al Jolson's solo at the Pontiac Theatre on Broadway. In the 1950's, the Pontiac Theatre featured first-run movies and live vaudeville shows.⁷ In 1954, Saranac Lake hosted the world premiere of the Biblical epic film *The Silver Chalice*, Paul Newman's film debut. Other notable artists include comic strip creator Garry Trudeau, composer Bela Bartok, and author Robert Louis Stevenson. Stevenson's winter cottage still stands in Saranac Lake today, serving as a museum dedicated to his life.

A number of arts and cultural organizations also have a long history in the Village. For example, the first Winter Carnival Ice Palace was sculpted in 1899 – a tradition that continues to be a part of the Winter Carnival today. Landscape painting has also been an artistic staple, with beautiful natural backdrops as inspiration (note the painting *Saranac Lake, Morning* by Homer Dodge Martin in 1857). Museums and churches serve as long-standing cultural pillars, with the Saranac Laboratory Museum dating back to 1894 and St. Luke's Episcopal Church dating back to 1879.

Fast forward to today, and the Village of Saranac Lake has the professional Pendragon Theatre, which is approaching its 40th year and is still going strong. The Village is also home to nearly a dozen artists' galleries, including the 23-year-old Small Fortune Studio, and approximately 30 artists who live and work in the area. Also worth noting is that Adirondack Artists Guild, a co-op gallery, just celebrated its 20th anniversary. The Waterhole, though it was home to activities other than live music in its early days, has been in existence for over 40 years; the Dance Sanctuary provides a

flourishing space for dance education. BluSeed Studios, with a mission to “provide space & opportunities where artists & educators can collaborate, experiment, diverge, exhibit, and perform; to move ideas and aesthetics forward; to share this diversity with the community,” has made a substantial impact in the Village for the past 17 years.

With this vibrant array of activity, a strong foundation has been laid to expand a thriving arts and cultural community. As we examine the current marketplace and envision the future, we recognize that arts and culture can encompass a wide variety of traditional and non-traditional art forms. This ranges from contemporary dance, to traditional drama, to folk music, literary arts, healing arts, culinary arts, and quilting. The Master Plan endeavors to create an inclusive arts and cultural environment, encompassing this diverse range of artistic mediums.

As we make note of being inclusive of many art forms, we also consider inclusivity as a whole. This includes buildings that are fully accessible, pricing options that allow all economic groups to participate, and activities that reach all geographic areas, in and beyond the Village proper.



The Pontiac Theatre (1950's)



The Dance Sanctuary (current)

⁶ The National Vaudeville Artists (NVA) started life as the Vaudeville Managers Association (VMA). It was a union of vaudeville performers and managers.

⁷ <http://www.bunksplace.com/pontiactheater.jpg>

Partnerships

“Coming together is a beginning; keeping together is progress; working together is success.”

Henry Ford

Partnerships – def’n: the state or condition of being a partner; participation; association; joint interest.⁸ The successful integration of the myriad of arts and cultural organizations, artists, businesses, government, social agencies and interested individuals will be necessary in order for the Arts and Cultural Master Plan to reach the highest possible success. The Village of Saranac Lake has an abundance of capable, willing, and passionate parties that are eager to be a part of the Plan’s efforts; the result is a Plan that incorporates many voices and addresses the needs of the full community.

A prime arts partnership is Saranac Lake ArtWorks; members of this 10-year-old collaboration include galleries, theatre, music and literary groups, individual artists and craftspeople who have been working together to promote Saranac Lake as an arts and cultural destination. Non-cultural entities have also partnered with cultural entities to produce initiatives such as the repainting of a mural by high school students, the display of art by local businesses, and the joint effort between Dewey Mountain and Pendragon Theatre⁹. The Plein Air Festival has been a very successful example of how arts and nature can work together, and the community expressed interest in additional arts and outdoor partnerships. By way of example, a community representative who owns a local outdoor

business, coordinates outdoor fairs and festivals, and is a graphic artist, enthusiastically endorses partnerships that provide locals and visitors with opportunities to enjoy both outdoor and cultural activities.

This speaks to the power of creative placemaking; in creative placemaking, public, private, not-for-profit, and community sectors partner to strategically shape the physical and social character of a neighborhood, town, tribe, city, or region around arts and cultural activities.¹⁰ This is a critical part of the vision for Saranac Lake.

⁸ <http://www.dictionary.com/browse/partnership>

⁹ Pendragon coordinated with Dewey Mountain Recreation Center in building an outdoor performance space on the mountain where Pendragon’s production of Shakespeare’s *A Midsummer Night’s Dream* was performed.

¹⁰ <https://www.arts.gov/NEARTS/2012v3-arts-and-culture-core/defining-creative-placemaking>

Listening and Understanding the Market



Listening and Understanding the Market

As described in **Our Methodology**, “Phase II: Listening and Understanding the Market,” included market research, a facility analysis, and a visioning workshop.

Market Research

The market and patron file analyses utilized the Claritas PRIZM® Premier system to provide insight into the demographics, lifestyles, and affinities of key arts and cultural stakeholders.¹¹ Through this research, AMS learned that the Saranac Lake area’s population includes predominantly white households with low to mid income and few children. Almost 30% of the local population holds a service or farm job, as compared to the national average of 19%. The local population demonstrates high affinities toward outdoor activities and country music. This information should be considered as programming efforts are enhanced and developed; for example, offering affordable ticket prices and highlighting country music programming could be effective programmatic strategies.

According to Claritas data, seasonal homeowners and visitors to Saranac Lake are also predominantly white and older in age. They are more likely to have higher levels of education, hold white collar jobs, and earn higher incomes than the permanent resident population. Seasonal homeowners and visitors have high affinities toward arts and cultural activities. This population demonstrates the ability to pay higher ticket prices, so a tiered ticketing program may be appropriate in order to attract a wide range of patrons.

The community survey further informed local preferences.¹² Survey respondents reported greatest interest in music, theatre, movies, and visual arts; comedy, culinary, and literary arts had the highest

unmet demand, as well as adult education opportunities. Most constituents learn about arts and cultural activities online, and believe that arts education, facilities, public art, and marketing require investment.

Facility Analysis

Conducted by theatre planners Fisher Dachs Associates, the facility analysis culminated in a report which assessed the Village’s performing arts and cultural venues.¹³ For a community of its size, the Village of Saranac Lake has a large number of facilities; 19 were visited, with additional information provided by way of a venue survey, a review of facility materials (tech. riders, plans, etc.), and interviews with venue leadership. The analysis determined that many spaces host a wide variety of programming in addition to their primary uses. These multi-use spaces are valuable community assets, but often lack adequate rehearsal, performance, and office space. In terms of improving the user and audience experience, the Village’s performing arts and cultural facilities are in need of enhanced systems and technology, as well as improved accessibility for those with permanent or temporary disabilities. Despite this, venues are operating successfully and reporting steady growth in attendance.

Visioning/Success Workshop

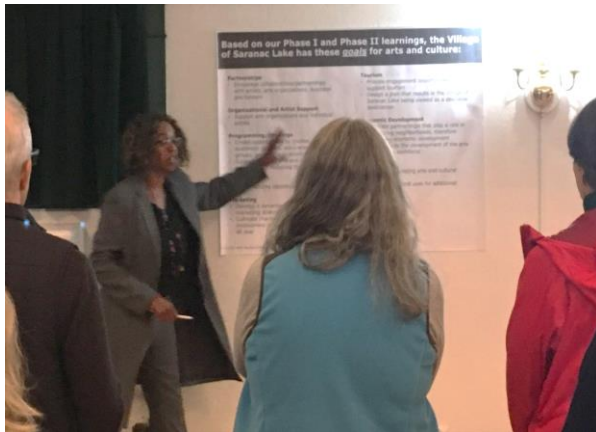
A milestone of the planning process was the Visioning/Success Workshop, which was attended by 18 community members: 11 Arts and Cultural Master Plan Committee members and 7 additional community stakeholders. The goal of the workshop was to define success for arts and culture in the Village of Saranac Lake; interactive activities included receiving feedback on the draft vision statement, identifying assets, challenges, and opportunities, developing measures of success for the Plan, and prioritizing the

¹¹ Market research findings are in the Phase II Report, which may be found in the Appendix.

¹² Community survey methodology and analysis are included in the market research report.

¹³ The complete facility analysis report may be found in the Appendix.

Master Plan goals. The workshop provided a platform for consensus building and guidance that advanced the development of the Plan. The results of the workshop follow.



Visioning/Success Workshop 10/17

Assets, Challenges, and Opportunities

Based on Phase I and Phase II research, AMS and Visioning/Success workshop participants compiled a list of assets, challenges, and opportunities that play a role in the Village of Saranac Lake's arts and cultural ecosystem. While many of the assets, challenges, and opportunities are distinct, some are perceived as both an asset and a challenge, or as a challenge and an opportunity.

Assets include the Village's location and rich history, as well as the quality and longevity of its arts and cultural marketplace. The Village's walkable downtown and attractiveness to visitors support its vibrant cultural scene, which includes arts and cultural organizations, individual artists, facilities, and a wealth of diverse programming. The collaborative spirit of those who live in the Village also spurs arts and cultural activity and growth.

While it is rich in natural beauty, the Village can be difficult to reach. As such, year-round participation and visitor appeal become challenging, as many are unable or unwilling to travel in inclement weather. Per visioning/success workshop participants, it can be difficult to develop a marketing campaign that both increases awareness of the Village as an arts and cultural destination, and caters to the varied tastes of residents and visitors. Lack of diverse funding support and personnel capacity also present challenges for the Village's arts and cultural constituents.

In light of these assets and challenges, the Village has many opportunities to advance its arts and cultural marketplace. These include Master Plan leadership, a coordinated volunteer effort, increased partnerships, and a comprehensive activity calendar. The Village's infrastructure also provides opportunities for arts and cultural participation in revitalizing the Riverwalk, train depot, and empty storefronts. Furthermore, arts and cultural stakeholders may offer additional internships to mentor and engage youth and further their interest in the arts; this could support efforts to retain youth in the Saranac Lake area beyond high school and college years.



Goals



Goals

Based on the background review, stakeholder interviews, market research, facility analysis, visioning/success workshop, committee/community input, and industry knowledge and experience, five Village of Saranac Lake Arts and Cultural Master Plan goals have been identified. The goals are listed below, followed by recommendations, resources needed to achieve the goals, parties responsible for implementation, an order of magnitude timeline, and measures of success. The Village of Saranac Lake Advisory Board will lead the charge of implementing the Plan.

A few notes should be considered when reading the Implementation Plan:

- Recognizing that the required costs and efforts are substantial, the Plan includes short-term, mid-range, and long-term timeframes. The short-term timeframe is 1-3 years, mid-range is 3-5 years, and long-term is 5-10 years.
- “Qualified personnel” signifies due diligence in determining the specific skills needed to take on the identified tasks.
- The dollar figures are not confirmed budgets, but rather estimates to assist in the assessment of potential cost. Numerous variables can impact cost, such as material cost or artist fees. These figures should be revisited and adjusted accordingly as the Plan is implemented.
- Additional details and examples can be found in the Appendix for strategies marked with this symbol: †.



- 1. Arts and Cultural Community Engagement**
- 2. Master Plan Funding Acquisition**
- 3. Targeted Arts Marketing Campaign**
- 4. Organizational and Artist Support**
- 5. Arts and Culturally Driven Economic Development**

1. Arts and Cultural Community Engagement

The pillar of a successful Arts and Cultural Master Plan for the Village will be the engagement of multiple parties who believe in the power of the arts, and attest to the arts' contribution to the fabric of life for its residents and visitors. The Village has a strong foundation of partnerships with arts organizations, individual artists, educational institutions, businesses, and social service agencies, who are interested in collaborating to advance the Village's arts and cultural experiences. This effort has the potential to more deeply engage those who are already involved in arts and cultural activities, as well as provide first-time engagement opportunities for those who have not yet participated.

2. Master Plan Funding Acquisition

In order to achieve Master Plan recommendations, funding will be required. Some recommendations may be accomplished through in-kind donations, while others will require a substantial funding commitment. Research into other cultural planning efforts, in both small and large communities, shows that funding can come from state, city, and county government, hotel/motel/city and other taxes, grants, private philanthropy, and foundations. A combination of funding sources is highly recommended, since a diversity of sources provides a secure financial foundation and alleviates risk should a single source be significantly reduced or become unavailable. Based on the funding estimates in the Implementation Plan, the Master Plan has the potential to cost between \$77,750 and \$259,000, with individual priorities and projects determined by the Advisory Board. The goal of Master Plan funding acquisition is to secure sufficient funding to achieve Master Plan recommendations.

3. Targeted Arts Marketing Campaign

The Village is a unique, authentic community. Its natural environment and abundance of arts activity for a community of 5,000 render it distinctly marketable. ROOST, the Chamber of Commerce, the Tourism Council, arts and cultural institutions, and artists are already playing a role in advancing marketing efforts. A strategic arts and culture-specific marketing effort has the ability to increase awareness and patronage. This effort may include centralized resources, digital enhancements, and place branding. Targeted marketing can be beneficial, for example a marketing effort may specifically target the millennial generation, 76% of whom are interested in local culture, history or attractions during travels and 88% of whom use digital means to find cultural activities.¹⁴ This is a population the Village is interested in engaging.

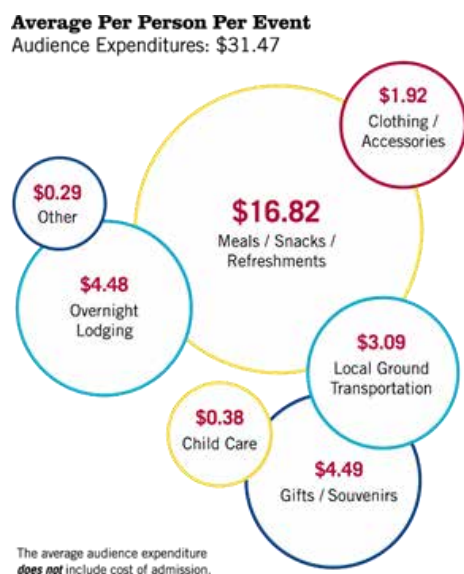
4. Organizational and Artist Support

Throughout the planning process, we heard that artists, as well as arts and cultural organizations, are a cornerstone of the community and that their efforts require support. Key opportunities for support include providing training, sharing calendars, coordinating volunteers, and optimizing facilities.

¹⁴ "Connecting Millennials To The Adirondacks", The Wild Center, 2016

5. Arts and Culturally Driven Economic Development

A cultural “experience” encompasses much more than an event itself; it may also include dining out, purchasing souvenirs, and compensating for childcare. The most recent Americans for the Arts study, “Arts and Economic Prosperity 5,” finds that the nonprofit arts and culture industry generated \$166.3 billion in total economic activity – \$63.8 billion in spending by arts and cultural organizations and an additional \$102.5 billion in event-related spending by their audiences. On average, arts and cultural patrons spend \$31.47 per event in addition to the cost of admission.



In 2017, Americans for the Arts estimated that over 600,000 arts-related businesses employed 3.48 million people throughout the United States. In Franklin and Essex Counties, an estimated 141 arts-related businesses employ 1,624 individuals.¹⁵ This reflects the economic impact of the entire “creative economy”¹⁶, which includes arts-related businesses such as design companies and architecture firms, in addition to arts and cultural organizations.

There is no doubt that measuring the economic impact of the arts provides useful information for communities, as it demonstrates the arts’ economic benefits in addition to its quality of life benefits. This is important to community members, funders, and prospective new residents. It is wise to keep in mind, however, that these predictions are not fail proof; the definition of “arts” varies across the board, and the results are dependent on the quality of the data provided. That said, the efforts expended to measure the economic impact of the arts continue to serve an important and worthwhile purpose.¹⁷

¹⁵<https://www.americansforthearts.org/sites/default/files/aep5/2017%20AEP5%20Study%20Announcement>. June 2017

¹⁶ The creative economy is defined as the businesses and individuals involved in producing cultural, artistic, and design goods and services. <https://www.kcet.org/shows/artbound/what-is-the-creative-economy>.

¹⁷ Additional economic development resource information may be found in the Appendix.

Implementation Plan



I Arts and Cultural Community Engagement

RECOMMENDATION	Strategy	Resources Needed	Responsible Party	Timeline	Measures of Success
a. Expand arts and cultural offerings to meet demand	<p>Provide content for genres with greatest unmet demand – comedy, culinary arts, literary arts, and film†</p> <p>Create “A Day in the Life” – an interactive arts day with a variety of activities in multiple Village venues†</p> <p>Infuse public art installations into natural environment†</p>	<p>Venues, program organizer, equipment \$3,000-\$10,000</p> <p>Venues, event organizers, artists \$3,000-\$15,000</p> <p>Artists, local partners, materials \$2,000-\$30,000</p>	<p>Program Organizers</p> <p>Event Organizers</p> <p>Village of Saranac Lake Advisory Board</p>	<p>Ongoing</p> <p>Mid-Range</p> <p>Long-Term</p>	<p>Community actively participates in new activities</p> <p>Community actively participates in broad range of activities</p> <p>Increase in first-time arts participation</p>
b. Increase arts education programing	<p>Develop inclusive intergenerational arts education activities in and beyond the Village proper†</p> <p>Create a Saranac Lake Passport to the Arts program</p> <p>Build and enhance partnerships with local K-12 schools and colleges†</p> <p>Enhance the Saranac Lake Sister City relationship†</p>	<p>Venues, staff/artists \$1,000-\$10,000</p> <p>Local partnerships, passport document \$5,000-\$15,000</p> <p>Venues, school partnerships, staff/artists, \$0-\$2,000</p> <p>Program organizers</p>	<p>Arts and Cultural Organizations</p> <p>Village of Saranac Lake Advisory Board</p> <p>Schools, Program Partners, Youth in the Arts Committee</p> <p>Leftbank Café</p>	<p>Mid-Range</p> <p>Mid-Range</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Enrollment from wide geographic reach</p> <p>Increased participation in cultural activities</p> <p>Increased youth interest in local cultural offerings</p> <p>Communities actively participate in sister city activities</p>
c. Host an Arts and Business Assembly	<p>Plan networking events, conferences, and guest speakers</p> <p>Identify opportunities for shared services†</p>	<p>Venues, program organizer, arts and business leaders</p> <p>Arts and business leaders</p>	<p>Village of Saranac Lake Advisory Board</p> <p>Village of Saranac Lake Advisory Board</p>	<p>Ongoing</p> <p>Mid-Range</p>	<p>Increased partnerships between arts and businesses</p> <p>Shared services implemented</p>

2

Master Plan Funding Acquisition

RECOMMENDATION	Strategy	Resources Needed	Responsible Party	Timeline	Measures of Success
a. Apply for NYSCA, foundation, and corporate support	Prioritize Master Plan initiatives to be included in funding requests	Qualified personnel	Village of Saranac Lake Advisory Board	Ongoing	Funding requests submitted and selected for support
	Determine joint application opportunities and/or a collective impact model	Qualified personnel	Village of Saranac Lake Advisory Board	Ongoing	Partnership entities identified; Funding requests submitted and selected for support
b. Ensure that arts and cultural initiatives are identified in downtown revitalization plan	Prioritize initiatives for Village support	Qualified personnel	Village of Saranac Lake Advisory Board	Ongoing	Initiatives included in downtown revitalization efforts
c. Encourage seasonal homeowner patronage and financial support	Target seasonal homeowners in arts marketing campaign†	Qualified personnel	Village of Saranac Lake Advisory Board	Ongoing	Increased seasonal homeowner patronage
	Provide arts and cultural offerings tailored to seasonal homeowner preferences	Arts and cultural partners	Arts and Cultural Organizations	Ongoing	Increased seasonal homeowner patronage and support

3

Targeted Arts Marketing Campaign

RECOMMENDATION	Strategy	Resources Needed	Responsible Party	Timeline	Measures of Success
a. Create a centralized “Arts in Saranac Lake” website	<p>Provide links to all arts and cultural entity websites</p> <p>Develop an outlet to capture community feedback</p> <p>Include an artist registry to advertise arts events, offerings, and educational opportunities</p>	<p>Web developer, local arts and cultural partners, \$5,000-\$15,000</p> <p>Web developer, qualified local personnel</p> <p>Web developer, local arts and cultural partners</p>	<p>Village of Saranac Lake Advisory Board, ROOST</p> <p>Village of Saranac Lake Advisory Board, ROOST</p> <p>Village of Saranac Lake Advisory Board, ROOST</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Web engagement from total trade area</p> <p>Feedback provided and implemented</p> <p>Registry actively updated and utilized</p>
b. Incorporate Place Branding*	<p>Partner with NY Tourism Campaign to develop communication plan†</p>	<p>Qualified local personnel</p>	<p>ROOST</p>	<p>Ongoing</p>	<p>Positive press and social media feedback</p>
c. Establish unified social media branding	<p>Institute hashtag to be utilized across Saranac Lake arts entities</p>	<p>Arts and cultural entities with social media platforms</p>	<p>Village of Saranac Lake Advisory Board</p>	<p>Ongoing</p>	<p>Increased social media traffic</p>
d. Build a “Visit Saranac Lake” app	<p>Identify full inventory of items to be included in the app</p> <p>Collaborate with professional app designers to develop, test, and upgrade app†</p>	<p>Informed local personnel</p> <p>App developer \$35,000-\$75,000</p>	<p>Village of Saranac Lake Advisory Board</p> <p>Village of Saranac Lake Advisory Board</p>	<p>Long-Term</p> <p>Long-Term</p>	<p>Thorough inventory list developed</p> <p>Increased ticket purchases tracked through app</p>

*Place Branding is “the process of image communication to a target market” (https://en.wikipedia.org/wiki/Place_branding)

4

Organizational and Artist Support

RECOMMENDATION	Strategy	Resources Needed	Responsible Party	Timeline	Measures of Success
a. Provide business training opportunities for arts and cultural organizations and individual artists	Institute one-on-one and group training sessions on key topics [†]	Qualified personnel, in-kind donation of time and expertise	Saranac Lake ArtWorks	Ongoing	Newly attained skills lead to increased revenue
	Develop internships and mentoring opportunities for artists of various mediums	Qualified artists, in-kind donation of time and expertise	Saranac Lake ArtWorks	Ongoing	Newly attained skills lead to increased revenue
b. Develop a shared activity calendar, utilizing existing platforms as appropriate	Centralize arts and cultural activities into a single online platform	Web developer Local arts and cultural partners \$5,000-\$15,000	Village of Saranac Lake Advisory Board	Mid-Range	Consistent web traffic Increased ticket sales
c. Coordinate arts and cultural volunteer efforts	Create a centralized online portal for organizations to post opportunities and for volunteers to register	Web developer Local arts and cultural partners \$5,000-\$15,000	Chamber of Commerce	Mid-Range	Consistent web traffic Optimized volunteer processes
d. Fully utilize current arts and cultural venues, and address facility inventory improvements	Improve accessibility [†]	Building operators \$5,000-\$25,000	Village of Saranac Lake Advisory Board	Short-Term	All area venues meet modern accessibility standards
	Relocate Pendragon Theatre	\$5,000,000*	Pendragon Board and core team	Mid-Range	Space adequately serves the organization's needs

*estimate provided by Pendragon

5

Arts and Culturally Driven Economic Development

RECOMMENDATION	Strategy	Resources Needed	Responsible Party	Timeline	Measures of Success
a. Establish a Welcoming Committee for visitors and second homeowners	Host regular “meet and greets” to welcome visitors and second homeowners	Qualified Personnel, venue	Chamber of Commerce	Short-Term	Visitors and second homeowners actively /consistently engaged
	Distribute Village maps of all arts and cultural destinations	Qualified Personnel, Village map, \$1,000-\$3,000	Chamber of Commerce	Short-Term	Increased foot traffic and ticket sales
	Offer first-time visitors a Village tour highlighting arts and cultural activities and package deals	Qualified Personnel	Chamber of Commerce	Short-Term	Regular tours, increased ticket and package sales
b. Creatively repurpose empty storefronts	Develop rotating art installations	Storefronts, artists, \$5,000	Community Develop. Dept., ArtWorks	Mid-Range	Positive press and social media feedback
	Establish artist live/work space	Storefronts, materials	Community Develop. Dept., ArtWorks	Long-Term	Younger generation of artists remain in or relocate to Village
	Create arts education pop-ups	Storefronts, qualified artist teachers, materials, \$250-\$1,000	Community Develop. Dept., ArtWorks	Short-Term	Community actively participates
c. Form package deals to join arts and culture with local partners	Institute culture and recreation partnerships†	Recreation partners, arts and cultural partners	Tourism Council	Short-Term	Increased package sales, businesses open later
	Institute culture and cuisine partnerships†	Cuisine partners, arts and cultural partners	Tourism Council	Short-Term	Increased package sales, businesses open later
	Institute culture and lodging partnerships†	Lodging partners, arts and cultural partners	Tourism Council	Short-Term	Increased package sales and visitor stays
d. Visually brand the Village as an arts and cultural destination through public art	Commission prominent art installation to signify arrival “downtown”	Commissioned artist \$1,000-\$10,000	Village of Saranac Lake Advisory Board	Long-Term	Installation established
	Customize public amenities with locally-designed arts†	Local artists, art materials, \$500-\$3,000	Village of Saranac Lake Advisory Board	Mid-Range	Increased visual arts presence in Village
	Establish a Village-wide mural project with both modern and historic focus	Qualified artists, \$1,000-\$10,000	Village of Saranac Lake Advisory Board	Long-Term	Increased foot traffic downtown

Conclusion

This collaboratively developed Arts and Cultural Master Plan for the Village of Saranac Lake provides a multi-pronged approach to arts and cultural development and engagement.

The Plan offers building blocks for creating an all-inclusive arts and cultural environment that will serve the entire Village: youth and adults, arts and cultural organizations and individual artists, businesses and service organizations, and second homeowners and visitors.

With its strategic implementation, the Plan is a springboard that can further enhance the Village's reputation as a desirable place to live, work, play, and visit.

Appendix



Appendix

- A. Implementation Plan Details and Examples
- B. Interview Protocol
- C. Phase I Report – Situation Analysis
- D. Community Survey Protocol
- E. Facility Analysis Report

- F. Phase II Report – Listening and Understanding the Market
- G. Economic Development Resource Information
- H. Village of Saranac Lake Arts and Cultural Programs

A. Implementation Plan Details and Examples

Goal 1a: Expand arts and cultural offerings to meet demand

Provide content for genres most in demand – comedy, culinary arts, literary arts, and film

- Institute Monday night comedy series at the Waterhole.
- Partner with Paul Smith’s Culinary Management Program.
- Expand Adirondack Center for Writing pop-up poetry events.
- Develop a themed film series.

Create “A Day in the Life” – interactive arts day with a variety of activities in multiple Village venues

- Takes place in the spring or summer
- Indoor activities could include: music workshops, cooking experiences, face-painting.
- Outdoor activities could include: community mural painting, singing out-of-doors.

Infuse public art installations into natural environment

- “Paint” the ski slopes (pioneered in Gstaad, Switzerland by artist Olaf Breuning).
- Create Art Parks.
 - Chazen Companies, the firm hired to develop the Village of Saranac Lake Parks Master Plan, recommends art installations in the Riverwalk, Riverfront, and Prescott Parks.

Goal 1b: Increase arts education programming

Develop inclusive intergenerational arts education activities in and beyond the Village proper

- Children’s Storytelling Festival
 - Interactive sessions could include author talks, storytelling, illustration, and improvisation.
 - Examples: the Redbridge Literature Festival at the Kenneth More Theatre (London); the Children’s Storytelling Festival at Bocas Lit Fest (Trinidad and Tobago).
- Photography Nature Walk Workshop
- Health and healing activities
- “Cure Porch on Wheels” partnership with Historic Saranac Lake
- PLAY CENTER/CHILDREN’S MUSEUM (PLAY ADK)

Build and enhance partnerships with local K-12 schools and colleges

- Local schools include Saranac Lake School District, North County Community College, Paul Smith's College, and Northern Lights School.
- SLSD art club walking tours
- SLSD student exhibitions in local venues
- Local artist presentations and workshops
- Expand on NCCC's Center for Lifelong Learning programs, such as the Monthly Women's Drum Circle.

Enhance the City of Saranac Lake Sister City Relationship

- Dinner and Paris themed movie nights
- Meet the Author sessions
- French conversation nights
- Arts classes for French students at local schools

Goal 1c: Host an Arts and Business Assembly

Identify opportunities for shared services

- Shared services could include bulk purchases of office supplies, strategic joint marketing, etc.

Goal 2c: Encourage seasonal homeowner patronage and financial support

Target seasonal homeowners in arts marketing campaign

- Partner with real estate agents who sell second homes to provide brochures and other information on the Village's cultural offerings.
- Partner with local clubs/societies as part of the benefits package they offer members.
- Book and advertise headliners during peak seasons.

Goal 3b: Incorporate Place Branding

Partner with NY Tourism Campaign to develop communication plan

- Develop a vision for the Village of Saranac Lake brand, centered around its unique and authentic character which includes arts and culture.
- Compile a powerful collection of images or commission the photography of new images which reflect this brand.
- Initiate a series of “on-brand” actions to market the Village, including advertising investments, infrastructure developments, arts and cultural programs and events, and local and regional partnerships.

Goal 3d: Build a “Visit Saranac Lake” app

Collaborate with professional app designers to develop, test, and upgrade app

- See “Visit Chautauqua County, NY” and “Discover Saratoga, NY” for example content, format, and flow.

Goal 4a: Provide business training opportunities for arts and cultural organizations and individual artists

Institute one-on-one and group training sessions on key topics

- Topics may include marketing, web presence, bookkeeping, grant writing, studio/exhibit design, etc.

Goal 4d: Fully utilize current arts and cultural venues, and address facility inventory improvement recommendations

Improve accessibility

- Install wheelchair ramps where appropriate.

Goal 5c: Form package deals to join arts and culture with local partners

Institute culture and recreation partnerships

- Discount art classes with ski or snowshoe rental
- Group hiking trip during day, then theatre show during evening

Institute culture and cuisine partnerships

- Local dinner with live music
- Paint and sip
- Make your own bowl at BluSeed, then have noodle night at Bitters and Bones

Institute culture and lodging partnerships

- Discount room rate with arts purchase
- Showcase local art in lobbies and rooms
- Local hotels host performances, exhibitions, fundraisers/galas at low or no cost to arts organizations

Goal 5d: Visually brand the Village as an arts and cultural destination through strategic public art projects

Customize public amenities with locally-designed arts

- Commission artist-designed banners lining Main Street, street lights, benches, trash cans, wayfinding elements, etc.
- Artist Alley