



**Village of Saranac Lake  
Arts and Cultural Master Plan  
*Appendices B-H***

**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**

## Village of Saranac Lake Arts and Cultural Master Plan

AMS Planning & Research has been engaged by the Village of Saranac Lake to work in tandem with the Village to create an Arts and Cultural Master Plan for the Village of Saranac Lake. This inclusive process includes **Stakeholder Interviews**, which will consist of Individual interviews (up to 20) with community leaders and representatives of the arts, education, business, entertainment, government and other sectors of the community. Interviews not conducted on-site will be completed by phone. Some **small group meetings** may also take place in order to gain feedback from stakeholders. The purpose of the interviews are to gain input from a wide range of stakeholders with regard to the role arts and culture can play in the community, feedback on current successes and challenges in terms of programs and facilities, suggested partnership opportunities and the vision for the role arts and culture can play in the success of the Village of Saranac Lake.

“Arts and Culture” is being broadly defined as including Performing arts (theatre, music, dance), multi-disciplinary arts (film, opera, performance art), visual and studio arts, public art, museums, literary arts, healing and culinary arts, arts and cultural events, and beyond. One definition of the arts is *Works produced by human creative skill and imagination*<sup>1</sup>, therefore activities included as “arts” are by design diverse.

### Village of Saranac Lake Arts and Cultural Master Plan Stakeholder Interview and Small Group Protocol July 2017

Date: \_\_\_\_\_

Name: \_\_\_\_\_

Affiliation: \_\_\_\_\_

Email: \_\_\_\_\_

Phone: \_\_\_\_\_

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<sup>1</sup> <https://en.oxforddictionaries.com/definition/art>

## **Internal Reference Document**

### **Confidential Interviews**

#### **Background Information**

1. Please provide a brief description of your background and your involvement with arts and culture in the Village of Saranac Lake.
2. If arts and culture impact your life and/or business, describe in what way(s)

#### **Community**

3. What should we know about the Village of Saranac Lake community and surrounding communities?
4. Are there any issues or developments in the Village of Saranac Lake which might enhance or hinder the success or minimize the impact of arts and culture in Saranac Lake?

#### **Feedback on Arts and Culture Successes and Challenges in terms of Programs and Facilities**

5. What are the strengths/best examples of the arts and culture sector in the Village of Saranac Lake, (*current base line*) and how do these strengths make arts and culture successful in the Village of Saranac Lake? How do they positively impact the Village?
6. What, if anything, is missing from the arts and culture marketplace (examples: resources, leadership, etc.?) What, if any arts and cultural activities are needed?
7. Are the existing facilities adequate in what they provide, for either the existing arts and culture activities, or activities you envision for the future? (*have list on hand*) What investments, if any are necessary? What if anything is missing from the facility inventory? For new activity, what activities/programming should take place there? For whose use?

#### **Partnerships**

8. What partnerships will be beneficial in helping the plan be a success? (examples: arts organizations co-producing programs?, arts organizations partnering on grant applications?, visual artists working to provide art opportunities with service organizations?, etc.)

## **Success**

9. How can arts and culture benefit Saranac Lake?
10. What are the most important things you hope the arts and cultural sector in the Village of Saranac Lake will accomplish over the next five years? Over the next 20 years?
11. In what ways will these accomplishments further enhance Saranac Lake?
12. How will you know the plan has been successful?
13. What are some likely sources of funding for implementation of plan Recommendations? (i.e. government, foundations, businesses, individuals)

## **Other**

14. Is there any other information that might be helpful in our work? What questions, if any do you have?

## **Small Group Meetings**

*Additional questions may be added depending on the specific focus of the small group attendees once those groups have been determined.*

### **Those who have moved to Saranac Lake**

- Why did you retire or move to the Village of Saranac Lake? Did the cultural environment have an impact on your decision? If yes, please explain.

### **Businesses/Corporation**

- Does the cultural environment impact hiring? Examples?
- How much impact do arts and arts events (Thursday night art walks; theater productions; concerns; Plein Air festival) have on you and your business?

### **Artists**

- What one thing could be done to improve your livelihood as an artist?



**Current Facilities**

<b>Performing Arts Venues</b>	<b>Museums</b>	<b>Galleries</b>	<b>Literary Arts</b>
Anderson Bandshell	Historic Saranac Lake / Trudeau Lab	Small Fortune Studio	Wendy's Place
Bluseed Studios	Robert Louis Stevenson Cottage	Georgeanne Gaffney Studio	The Community Store
Berkley Green Bandshell	Bartok Cabin	Adirondack Carousel	Saranac Lake Free Library
Harrietstown Town Hall	Charles Dickert Wildlife Collection at the Saranac Lake Free Library	Adirondack Artists Guild	North Country Community College Library
Waterhole Upstairs		Mark Kurtz Photography	
Pendragon Theatre		Bluseed Studios	
Saranac Lake Central School Theater		Saranac Lake Free Library Gallery	
Petrova Middle School Theater		Northwind Gallery	
Saranac Laboratory John Black Room		Spectrum Fine Art Studio and Gallery	
The Dance Sanctuary		Pendragon Theatre Gallery	
Bitters and Bones		The Pink House	
Lake Flower Landing		Cape Air Gallery	
Various church spaces		Piece by Piece Quilt Gallery	



# Village of Saranac Lake

**Arts and Cultural Master Plan**

**Phase I Report**

**Situation Analysis**

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August 2017

AMS Planning & Research Corp.



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## Introduction

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AMS Planning & Research was engaged by the Village of Saranac Lake to work in partnership with the Village's Arts and Cultural Master Plan Committee to develop an Arts and Cultural Master Plan. Participating committee members can be found in the appendix to this report.

## Approach

AMS's approach includes a three-phase work plan, as outlined below.

By design, it is an inclusive process that provides an opportunity to receive input from a variety of community stakeholders, with points designed throughout the process to revisit and confirm (or make adjustments to) the cultural planning approach. Wide-ranging engagement embraces varied viewpoints regarding how the plan can best serve the community, and it results in the voices of those the plan is intended to serve playing an important role in the plan's development.

### Phase I: Situation Analysis

- Background Review
- Kickoff Meeting
- Stakeholder Interviews
- Phase I Report

### Phase II: Listening and Understanding the Market <sup>1</sup>

- Market Analysis
- Patron Analysis
- Community Survey
- Visioning Workshop/Defining Success
- Update Report

### Phase III

- Draft Recommendations
- Community Meeting
- Deliverable: Village of Saranac Lake Arts and Cultural Master Plan

This Phase I report shares our findings from the background review, as well as observations from the kick-off meeting and the stakeholder interviews.

## Project Objectives

Four key objectives have been identified for the arts and cultural planning project.

**Market research** will explore the demand for arts and cultural products and activities in the region. The market research includes a regional market analysis, a patron file analysis, and a community survey. This is supplemented by stakeholder interviews, at least one

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<sup>1</sup> The means by which a Facility Analysis will be conducted, and the possible addition of a Community Meeting were being determined at the publishing of this report, the results of which will be shared at the conclusion of Phase II.

community meeting, and a visioning session with the Village of Saranac Lake Arts and Cultural Master Plan Committee.

An **inventory and assessment** of existing cultural assets and how they might work collaboratively together to enhance arts and cultural experiences will be conducted.

With data/information from the aforementioned tasks complete, **cultural plan recommended actions** will be created and prioritized.

Ultimately, an Arts and Cultural Master Plan will be developed and will include **implementation strategies** with actionable outcomes, including an understanding of likely investments, to strengthen the arts and cultural sector and bolster the local economy.

## Background Review

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In order to gain a full understanding of arts and culture in the Village of Saranac Lake area, as well as the economic and political climate and local and state goals, AMS undertook a thorough review of documents pertinent to our areas of inquiry. AMS examined previous studies and documents, as well as other recent planning initiatives. This research provided AMS with information that will be considered during the planning process, and will align with the outcome of the cultural plan. In total, AMS studied nearly 40 documents; a list of these documents can be found in the appendix.

Particular attention was given to documents that specifically noted arts and culture, be it by way of goals, strategies, or recommendations made to support the arts and cultural sector. This information was shared at the project's kick-off meeting, where participants made note of the degree to which some of the goals/recommendations had been addressed. This information,

reported below, will provide insight as the arts and cultural master plan is designed. Successful efforts will be noted and suggested action that has not yet been realized may find a role in the new plan.

### **NYSCA's Regional Economic Development Council Arts and Culture Initiatives (2017)**

Through NYSCA's Regional Economic Development Council program, **arts and cultural projects focused on economic and community development will:**

- Develop the arts and culture workforce
- Engage new audiences
- Revitalize neighborhoods
- Generate collaborative projects among non-profit organizations, for-profit entities, artists and municipal and local government
- Drive and support tourism through events that serve as destinations for regional, national and international visitors
- Enhance resources for communities experiencing poverty, geographic isolation or other barriers to participation in or access to arts and cultural activities

### **Adirondack Economic Development Strategy (2014)**

The local arts, cultural, and heritage sites and programs are a largely untapped economic driver that can operate year-round.

- **More focus on arts, cultural, heritage, foods** and other forms of non-sports tourism

- Build on existing recreational trails such as snowmobile and cycling routes, water trails, and localized hiking trails while overlaying the thematic trails such **as arts and culture, heritage**, food and drink
- Develop, refine and implement the Adirondack Trail Towns Initiative strengthening visitor amenities across the Park and addressing **entertainment and recreation related to the arts, culture, historic preservation, hamlet revitalization, local food**, agriculture, and many other interests

### **Village of Saranac Lake Comprehensive Plan (2013)**

The community of artists and the associated variety – visual (drawing, painting, sculpture, architecture and video) performing (dance, music, and theatre), applied arts (crafts and design), healing, and literary arts are growing in number and scope. Goals include:

- **Artisan support and expansion, and improved and expanded recreation and arts facilities**
- The existence incorporation of a **thriving and growing arts and cultural community** in the Marketing Strategy
- Outreach effort to establish a regular dialogue regarding the **conditions within the business and arts and culture communities**
- Consideration of the **existing resources and facilities and their available capacities and current conditions; voids in the programs and facilities** as they are compared to the interests of the public
- A **variety of arts-oriented activities for children** and youth
- The Village as a **center for healing arts**

### **Saranac Lake Destination Master Plan (2009)**

There is a strong local interest in **wellness and arts**; the presence of a **vibrant arts community** will add balance to the developing sense of destination.

- To further enhance Saranac Lake's active arts and crafts community, base the Saranac Lake brand on Adirondack outdoor recreation, wellness, history and **arts**.
- The Village of Saranac Lake offers **arts and culture** experiences and products that contribute to a sense of destination.

### **Comprehensive Economic Development Strategy**

The Economic Development Advisory committee vision statement includes the region **offering arts, entertainment and cultural venues**.

- Invest in **existing arts, historic, culture and entertainment attractions**
- Establish a clear and distinctive **destination for arts, history, and culture travelers**
- Develop and implement a signage plan to improve signage for Visitor Venues including **arts, culture** and outdoor attractions

## Kick-Off Meeting

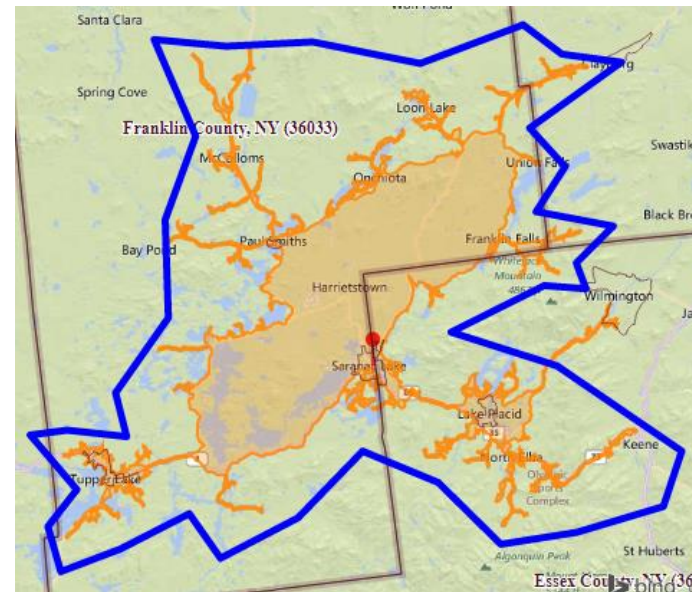
AMS facilitated a kick-off meeting with the Village's Arts and Cultural Master Plan Committee. During this meeting, the group discussed the project objectives, scope of work, and components needed to position the plan for success.

A detailed discussion took place concerning the stakeholder interviews, the market research tasks, and the facility analysis.

## Market Research Discussion

AMS's preliminary definition of the market area was shared during the kick-off meeting. This market area was identified by way of a map in the Comprehensive Economic Development Strategy report, which was included in the AMS background review. AMS used this map as a point of reference, and then layered on the 30-minute drive time (the orange jagged lines seen on the map).

The map's boundaries encompass the areas located within a 30 minute drive of Saranac Lake, as well as the "pull" from shopping areas in the City of Plattsburgh. The trade area captures the Village of Tupper Lake, the Village of Lake Placid, and the Town of Keene Valley. AMS may refine boundaries of this area if the patron file analysis reveals adjustments which should be made.



## Facility Analysis Discussion

During the kick-off meeting, the Village's Arts and Cultural Master Plan Committee began to discuss the facility analysis task, which will be included in Phase II of the planning process. The committee considered the advantages and disadvantages of hiring a sub-consultant for the facility analysis, or performing the facility analysis in-house and allocating the money toward an additional community meeting. The Village's Arts and Cultural Master Plan Committee will continue this discussion and inform AMS of its final decision.

## Stakeholder Interviews

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AMS conducted stakeholder interviews in the Village of Saranac Lake on July 24<sup>th</sup> and 25<sup>th</sup>, 2017. The AMS team interviewed 28 individuals, including Saranac Lake artists, business owners, arts patrons, arts organization owners and leaders, and municipal employees.

During these interviews, stakeholders expressed pride in the Village of Saranac Lake's authentic, welcoming community and its active arts and culture scene. A number of challenges were also shared; limited lodging and parking options, a shortage of funding opportunities, seasonality of arts and culture offerings, and facility limitations all affect the success of arts and culture in Saranac Lake. Stakeholders generally believe that a successful arts and cultural marketplace could increase downtown vibrancy, stimulate economic growth, unify the community, and attract diverse new visitors and residents.

Through the stakeholder interviews, AMS identified seven common themes. These themes will be considered in the development of the Arts and Culture Master Plan, being refined as deemed beneficial, and will play a role in informing Phase II of our research. As the creation of the plan progresses, AMS may include additional themes. To date, the themes are:

### **I. Partnerships between arts organizations and local organizations, businesses, and people.**

Stakeholders discussed a range of partnerships which could advance the success of arts and culture in Saranac Lake. These include partnerships between arts organizations and schools, social organizations, recreational organizations, restaurants, volunteers, neighboring towns, and funding

sources, as well as partnerships amongst arts organizations themselves.

### **2. Support for individual artists.**

Many of the interviewed artists expressed a desire to receive support in areas which would help them create, promote, and sell their work. Main areas of support include business training, grant writing, internet usage skill development, publicity, and live/work space.

### **3. Funding opportunities for individual artists, arts facilities, and arts organizations.**

Saranac Lake artists and arts organizations utilize many funding resources. Stakeholders discussed a need to locate and acquire additional funds to support the work of individual artists, the upkeep of arts facilities, and the staffing and operations of arts organizations.

### **4. Optimization of existing arts and cultural facilities.**

While stakeholders considered the number of arts and culture facilities in Saranac Lake to be sufficient, they discussed opportunities for optimizing the existing facilities. This could include improving the quality of existing facilities, relocating certain arts activities, and reimagining new uses for existing arts spaces.

### **5. Community engagement through the arts.**

Stakeholders communicated a desire to advance community engagement efforts in three areas: increased participation by diverse communities, increased engagement of underserved communities, and increased educational activities and resources for youth.



## **6. Tourism opportunities and experiences.**

While stakeholders defined Saranac Lake as a true year-round community, they also acknowledged the economic benefits of tourism. Stakeholders believe arts and culture can act as drivers for increased tourism, and a unified arts and culture brand may increase Saranac Lake's marketability.

## **7. Arts and cultural offerings during the winter months.**

Stakeholders noted Saranac Lake's reduced arts and cultural offerings during the winter, due to inclement weather and transportation issues. Many described a desire for year-round programming, while setting realistic goals and expectations for the winter season.

## **Summary**

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Phase I of the Village of Saranac Lake Arts and Cultural Master Plan, Situation Analysis, provides a solid foundation as planning moves into the next phase. The background review, kick-off meeting, and stakeholder interviews have resulted in a considerable amount of information, creating initial themes to help guide the development of the master plan. The quantitative research that will be undertaken in Phase II, Listening and Understanding the Market, will provide additional data that will help inform the components of the arts and cultural plan as the process advances.

The Village of Saranac Lake and its community members have demonstrated a strong commitment to enhancing the already vibrant arts and cultural climate of the area, and it is anticipated that this attitude and collective engagement will continue to make a positive contribution to the arts and cultural planning effort moving forward.

## Appendices

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### A. Kick-Off Meeting PowerPoint

### B. List of Background Materials

- 2017: Regional Economic Development Councils – Available CFA Resources NYSCA Arts and Cultural Initiatives
- 2017: Saranac Lake Area Tourism Council/Saranac Lake Brand Letter
- 2016: Development Code
- 2015: Letter of Map Revision
- 2014: Development Code
- 2014: PUDD Local Law 17-2014
- 2014: Article on Tourism, Brian
- 2014: Lake Flower Beach Feasibility Study
- 2014: Lake Flower Beach Feasibility Study Map
- 2014: Statewide Comprehensive Outdoor Recreation Plan for 2014-2019
- 2014: Franklin County CEDS
- 2014: Adirondack Economic Development Strategy
- 2013/2014: Local Waterfront Revitalization Program
- 2013: Bicycle and Pedestrian Trail Master Plan
- 2012: Lake Placid to Tupper Lake Trail Development Final
- 2012: Adirondack Park Recreational Strategy
- 2011: North County Regional Economic Development Council Strategic Plan
- 2011: Scenic Railroad Economic Impact Analysis
- 2010: Tri Lakes Housing Needs Assessment
- 2010: Government restructuring

- 2010: Statewide Trails Plan
- 2010: Perspectives on the Adirondack
- 2009: Adirondack Park Regional Assessment Project
- 2009: Saranac Lake Destination Master Plan
- 2007: Saranac Lake Vision Concepts
- 2005: Zoning Districts Map
- 2005: Parking Study
- 2004: Olympic Scenic Byway
- 2002: Land Use Code
- 2001: Subdivisions Regulations
- 1996: Five Year Strategic Plan for Downtown Revitalization for 1996-2001
- 1992: The Saranac River Walk
- 1989: Long Term Rec Plan
- 1982: Historic Saranac Lake Housing Survey
- 1978: Downtown Saranac Lake Technical Report
- Adirondack Great Walks
- Planned Unit Development Guide
- Comprehensive Economic Development Strategy

### C. Arts and Cultural Master Plan Committee Members

- John Sweeney: Village Manager
- Paul VanCott: Village Trustee
- Jamie Konkoski: Community Development Director, Village of Saranac Lake
- Tim Fortune: Artist, heads 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, former 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
- Johnny Muldowney: 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, ADKAction.org
- Keith Wells: Local Development Corporation






#### **D. Names/Affiliation of Interviewees**

- Jeremy Evans; CEO of County of Franklin Industrial Development Agency
- Shelly Maggs; Resident Arts Patron
- Anne Schoff; Resident Arts Patron, former Pendragon Board Member
- Mark Coleman; Music Store Owner
- Keen Riley; Rock and Jewelry Store Owner
- Mark Kurtz; Photographer, Photography Studio Owner
- Johnny Williams; Restaurant Owner
- John Faden; Native American Museum Owner
- Harry & Christa Gordon; Architect, Pendragon Board Member
- Jim Hotaling; Retired Architect, Former Chair of BluSeed board Carol Vossler; Co-Owner of BluSeed
- Paul Van Cott; Village Trustee
- Jim McKenna; CEO of ROOST
- Kelly Brunette; Saranac Lake Regional Marketing Manager, ROOST
- Tim Fortune; Artist, Studio Owner
- Helen Demong; Director of Northern Lights Choir
- Kiki Sarko; The Waterhole
- Eric Munley; The Waterhole
- Kathy Ford; Graphic Designer
- Lonnie Ford; Actor and Singer
- Allison Studdiford; Director and Actor
- Georgeann Gaffney; Artist, Construction, BluSeed Board
- Susan Whiteman; Artist
- Amy Catania; Executive Director of Historic Saranac Lake
- Tara Palen; Managing Director of Pendragon
- Sandra Hildreth; Artist
- Brittany Christiansen; Executive Director of ADK Action
- Kate Fish; Executive Director of Adirondack North Country Association
- Joe Dockery; Former Pendragon Board Member, musician
- Ernest E. (Lee) and Nancy Keet, Philanthropists

## Village of Saranac Lake Arts and Culture Master Plan Community Survey

### ► What is your level of interest in arts and cultural activities?





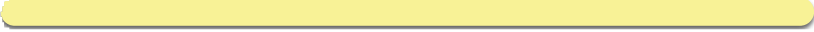












Arts and cultural activities may include: attending live performances of music, dance, or theater; visiting museums and galleries; attending fairs and festivals; or creating art yourself such as painting, writing, quilting or performing.

		Response percent	Response total
Extremely interested		<b>57.06%</b>	<b>186</b>
Very interested		<b>30.06%</b>	<b>98</b>
Somewhat interested		<b>9.51%</b>	<b>31</b>
Not very interested		<b>2.45%</b>	<b>8</b>
Not at all interested		<b>0.92%</b>	<b>3</b>

Statistics based on **326** respondents;

► Which of the following categories of arts and cultural activities are you interested in?





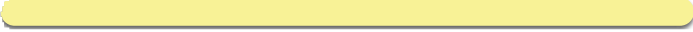












*Please check all that apply.*

		Response percent	Response total
Plays / Musicals / Opera		<b>81.59%</b>	<b>257</b>
Dance		<b>49.52%</b>	<b>156</b>
Music		<b>87.3%</b>	<b>275</b>
Movies / Film Screenings		<b>73.65%</b>	<b>232</b>
Visual Arts		<b>71.43%</b>	<b>225</b>
Comedy		<b>45.4%</b>	<b>143</b>
Arts and culture educational activities		<b>60.64%</b>	<b>191</b>
Family-oriented performances		<b>33.33%</b>	<b>105</b>
Heritage Sites / Museums / Historic Tours		<b>63.81%</b>	<b>201</b>
Fairs and Festivals		<b>63.18%</b>	<b>199</b>
Culinary Arts		<b>51.43%</b>	<b>162</b>
Healing Arts		<b>30.79%</b>	<b>97</b>
Literary Arts / Spoken Word		<b>43.81%</b>	<b>138</b>
Ceramics / Sculpture / Crafts		<b>47.3%</b>	<b>149</b>
Digital Arts / Graphic Design		<b>29.84%</b>	<b>94</b>
Circus Arts / Magic		<b>17.78%</b>	<b>56</b>
Other arts and cultural activities (please specify)		<b>6.98%</b>	<b>22</b>

Statistics based on **315** respondents;

► **In the last 12 months, did you attend the following arts and cultural activities?**

*Please check all that apply.*

		Response percent	Response total
Plays / Musicals / Opera		<b>71.34%</b>	<b>224</b>
Dance		<b>29.3%</b>	<b>92</b>
Music		<b>80.57%</b>	<b>253</b>
Movies / Film screenings		<b>57.01%</b>	<b>179</b>
Visual Arts		<b>60.83%</b>	<b>191</b>
Comedy		<b>16.56%</b>	<b>52</b>
Arts and culture educational activities		<b>41.72%</b>	<b>131</b>
Family-oriented performances		<b>21.98%</b>	<b>69</b>
Heritage Sites / Museums / Historic Tours		<b>49.05%</b>	<b>154</b>
Fairs and Festivals		<b>51.27%</b>	<b>161</b>
Culinary Arts		<b>22.93%</b>	<b>72</b>
Healing Arts		<b>16.56%</b>	<b>52</b>
Literary Arts / Spoken Word		<b>20.38%</b>	<b>64</b>
Ceramics / Sculpture / Crafts		<b>26.12%</b>	<b>82</b>
Digital Arts / Graphic Design		<b>9.55%</b>	<b>30</b>
Circus Arts / Magic		<b>3.19%</b>	<b>10</b>
Other arts and cultural activities		<b>3.19%</b>	<b>10</b>

Statistics based on **314** respondents;

► **In the last 12 months, how many times did you attend or participate in the following arts and cultural activities?**

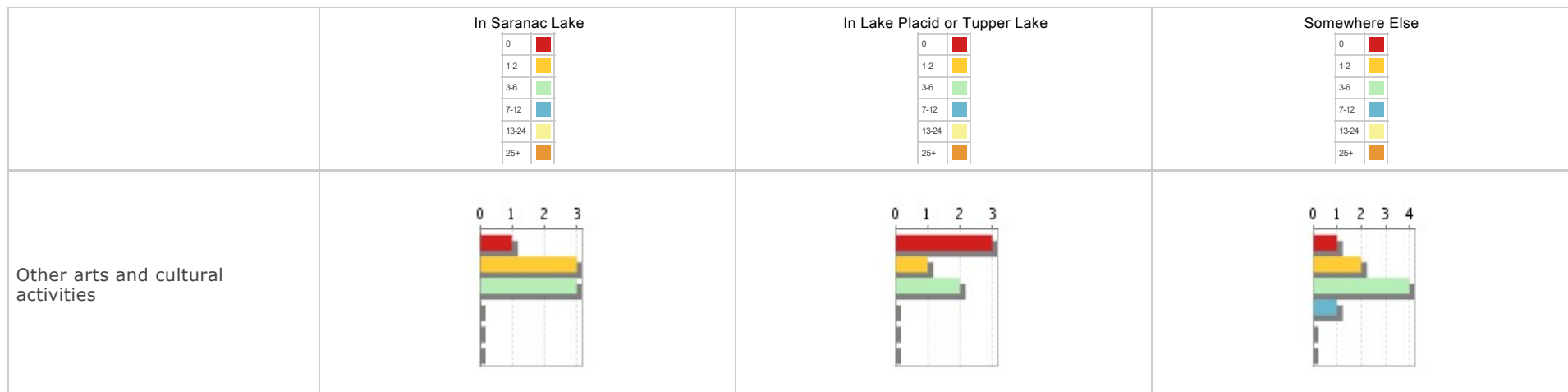
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Statistics based on **308** respondents;

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










		Response percent	Response total
Performances		<b>81.31%</b>	<b>248</b>
Exhibitions		<b>66.56%</b>	<b>203</b>
Art fairs		<b>44.26%</b>	<b>135</b>
Historical tours		<b>28.2%</b>	<b>86</b>
Movies		<b>23.28%</b>	<b>71</b>
Lectures / Conferences / Seminars / Story Slams		<b>39.02%</b>	<b>119</b>
Workshops		<b>20.98%</b>	<b>64</b>
Festivals		<b>52.79%</b>	<b>161</b>
Artist: professional or amateur		<b>48.2%</b>	<b>147</b>

Statistics based on **305** respondents;

**► Where do you attend or participate in arts and culture events or activities in the Village of Saranac Lake?**  
*Please check all that apply.*

	Response percent	Response total
--	------------------	----------------

Adirondack Artists Guild		<b>61.22%</b>	<b>191</b>
Adirondack Carousel		<b>33.65%</b>	<b>105</b>
Art Galleries		<b>64.74%</b>	<b>202</b>
Bandshells		<b>64.1%</b>	<b>200</b>
Bitters and Bones Restaurant		<b>25.32%</b>	<b>79</b>
BluSeed Studios		<b>58.33%</b>	<b>182</b>
Church Spaces		<b>31.41%</b>	<b>98</b>
Harrietstown Town Hall		<b>64.74%</b>	<b>202</b>
Historic Saranac Lake / Saranac Laboratory Museum / John Black Room		<b>43.91%</b>	<b>137</b>
Lake Flower Landing		<b>38.14%</b>	<b>119</b>
Local School Theaters		<b>29.17%</b>	<b>91</b>
North Country Community College Library		<b>2.89%</b>	<b>9</b>
Pendragon Theatre		<b>77.24%</b>	<b>241</b>

		Response percent	Response total
Piece by Piece Quilt Gallery		<b>8.01%</b>	<b>25</b>
Stevenson Cottage / Bartok Cabin / White Pine		<b>9.62%</b>	<b>30</b>
Saranac Lake Free Library (including Gallery / Charles Dickert Wildlife Collection)		<b>48.72%</b>	<b>152</b>
Six Nations Museum		<b>16.35%</b>	<b>51</b>
The Community Store		<b>25.96%</b>	<b>81</b>
The Dance Sanctuary		<b>16.99%</b>	<b>53</b>
The Pink House		<b>20.19%</b>	<b>63</b>
Waterhole		<b>33.97%</b>	<b>106</b>
Other (Please specify)		<b>14.42%</b>	<b>45</b>

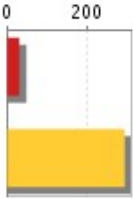
Statistics based on **312** respondents;



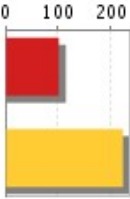
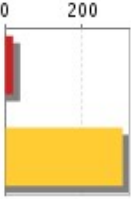
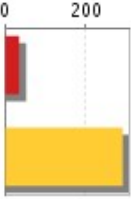
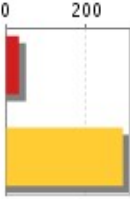
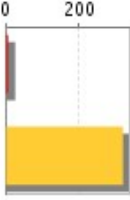
**▶ You indicated you were interested in arts and cultural educational activities. Please indicate what type(s) of educational activities you or someone else in your immediate family are interested in.**

***Please check all that apply.***

	Activities for children	Activities for adults
	<input type="checkbox"/> Checked <input type="checkbox"/> UnChecked	<input type="checkbox"/> Checked <input type="checkbox"/> UnChecked

Plays / Musicals / Opera	<p>A bar chart with a vertical axis labeled '0' and '200'. The red bar is approximately 50 units high, and the yellow bar is approximately 150 units high.</p>	<p>A bar chart with a vertical axis labeled '0' and '100'. The red bar is approximately 80 units high, and the yellow bar is approximately 70 units high.</p>
Dance	<p>A bar chart with a vertical axis labeled '0' and '200'. The red bar is approximately 20 units high, and the yellow bar is approximately 150 units high.</p>	<p>A bar chart with a vertical axis labeled '0', '100', and '200'. The red bar is approximately 80 units high, and the yellow bar is approximately 150 units high.</p>
Music	<p>A bar chart with a vertical axis labeled '0' and '200'. The red bar is approximately 40 units high, and the yellow bar is approximately 150 units high.</p>	<p>A bar chart with a vertical axis labeled '0' and '100'. The red bar is approximately 90 units high, and the yellow bar is approximately 70 units high.</p>
Movies / Film screenings	<p>A bar chart with a vertical axis labeled '0' and '200'. The red bar is approximately 20 units high, and the yellow bar is approximately 150 units high.</p>	<p>A bar chart with a vertical axis labeled '0' and '100'. The red bar is approximately 80 units high, and the yellow bar is approximately 70 units high.</p>
Visual Arts	<p>A bar chart with a vertical axis labeled '0' and '200'. The red bar is approximately 30 units high, and the yellow bar is approximately 150 units high.</p>	<p>A bar chart with a vertical axis labeled '0' and '100'. The red bar is approximately 80 units high, and the yellow bar is approximately 70 units high.</p>

	<b>Activities for children</b> <input type="checkbox"/> Checked  <input type="checkbox"/> UnChecked 	<b>Activities for adults</b> <input type="checkbox"/> Checked  <input type="checkbox"/> UnChecked 
Culinary Arts		
Healing Arts		
Historical Displays and Tours		
Literary Arts / Spoken Word		

	<b>Activities for children</b> <input checked="" type="checkbox"/> Checked  <input type="checkbox"/> UnChecked 	<b>Activities for adults</b> <input checked="" type="checkbox"/> Checked  <input type="checkbox"/> UnChecked 
Ceramics / Sculpture / Crafts		
Digital Arts / Graphic Design		
Circus Arts / Magic		
Other		

Statistics based on **326** respondents;





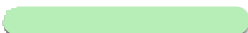










► In the previous question, you indicated you are interested in "other" arts and cultural educational activities. Please specify which other arts and cultural educational activities you are interested in:

		Response total
		<b>9</b>

Statistics based on 9 respondents;



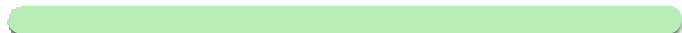

► What are the top 3 ways that you learn about arts and cultural events and activities in the Village of Saranac Lake?

*Please select 3 choices.*

		Response percent	Response total
Newspaper		<b>45.54%</b>	<b>143</b>
Family/Friends		<b>50%</b>	<b>157</b>
Radio Station		<b>21.66%</b>	<b>68</b>
Television		<b>0.32%</b>	<b>1</b>
Through schools		<b>4.78%</b>	<b>15</b>
Internet and Social media		<b>67.52%</b>	<b>212</b>
Brochures in the mail		<b>12.1%</b>	<b>38</b>
Posters		<b>19.75%</b>	<b>62</b>
Recreation or tourism guides		<b>2.55%</b>	<b>8</b>
Magazines		<b>2.23%</b>	<b>7</b>
Arts group mailings, emails, or website		<b>42.04%</b>	<b>132</b>
Community or online calendar (ROOST, Art in the Adirondacks, Village, etc.)		<b>14.01%</b>	<b>44</b>
Chamber of Commerce		<b>2.23%</b>	<b>7</b>
Other (please specify)		<b>4.14%</b>	<b>13</b>






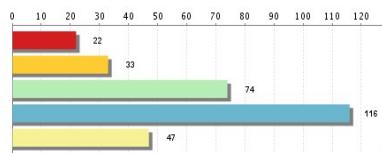
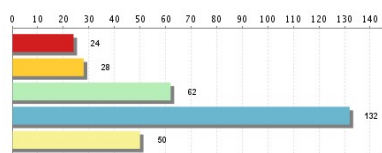
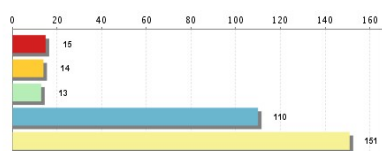
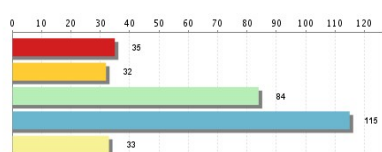
Statistics based on 314 respondents;

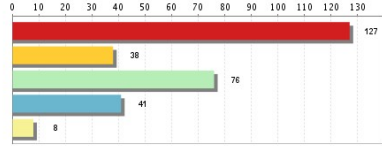
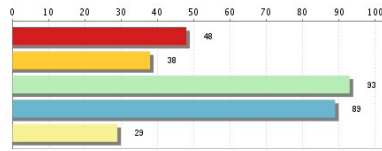
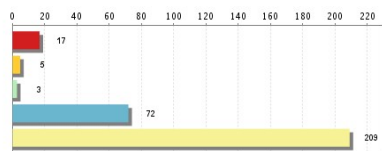
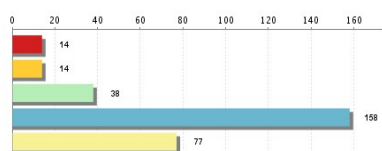
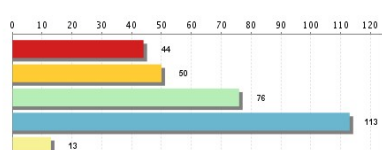
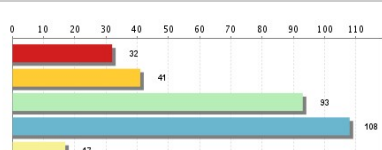
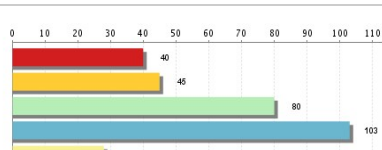
▶ **Do you use an online calendar of the Village of Saranac Lake's arts and cultural activities?**

		Response percent	Response total
Always		<b>2.56%</b>	<b>8</b>
Sometimes		<b>30.99%</b>	<b>97</b>
Never		<b>59.11%</b>	<b>185</b>
I use a different online calendar (please specify)		<b>7.35%</b>	<b>23</b>

Statistics based on **313** respondents;

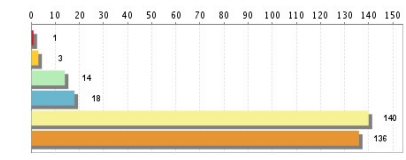
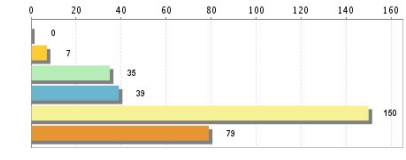
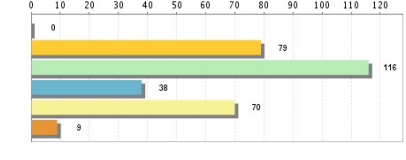
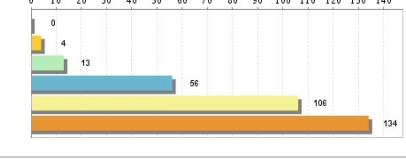
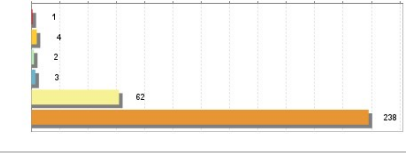
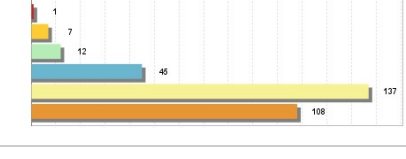
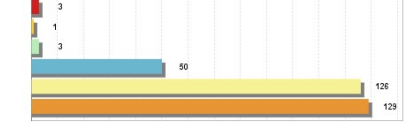
▶ **How important are the following factors in influencing your decision to attend an arts and cultural activity? Please answer the categories that apply.**

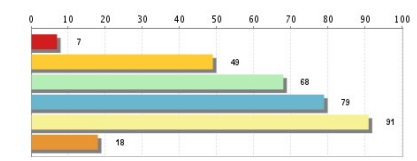
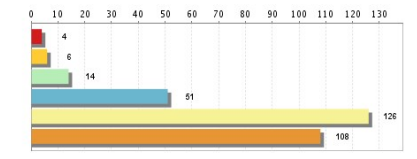
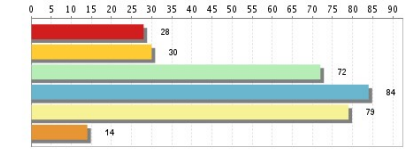
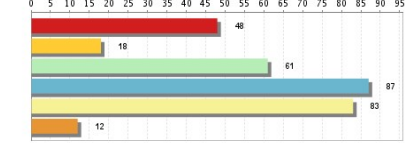
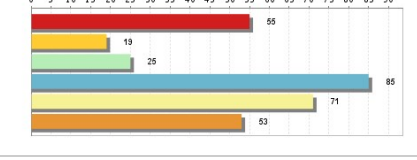
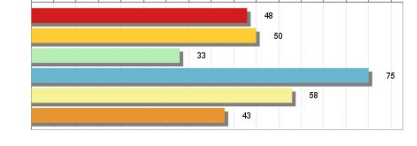
	Very Unimportant 	Somewhat Unimportant 	Neither Important or Unimportant 	Somewhat Important 	Very Important 		Response total
Ticket availability	7.53% (22)	11.3% (33)	25.34% (74)	39.73% (116)	16.1% (47)		<b>292</b>
Ticket price	8.11% (24)	9.46% (28)	20.95% (62)	44.6% (132)	16.89% (50)		<b>296</b>
Date and time of activity	4.95% (15)	4.62% (14)	4.29% (13)	36.3% (110)	49.84% (151)		<b>303</b>
Ease of getting to the venue	11.71% (35)	10.7% (32)	28.09% (84)	38.46% (115)	11.04% (33)		<b>299</b>

	Very Unimportant ■	Somewhat Unimportant ■	Neither Important or Unimportant ■	Somewhat Important ■	Very Important ■		Response total
Impression of the neighborhood where the venue is located	43.79% (127)	13.1% (38)	26.21% (76)	14.14% (41)	2.76% (8)		<b>290</b>
Easy access to parking	16.16% (48)	12.8% (38)	31.31% (93)	29.97% (89)	9.76% (29)		<b>297</b>
Program content	5.56% (17)	1.63% (5)	0.98% (3)	23.53% (72)	68.3% (209)		<b>306</b>
Recommendation from a friend/family member	4.65% (14)	4.65% (14)	12.63% (38)	52.49% (158)	25.58% (77)		<b>301</b>
Review in newspaper or online	14.87% (44)	16.89% (50)	25.68% (76)	38.18% (113)	4.39% (13)		<b>296</b>
Advertising	11% (32)	14.09% (41)	31.96% (93)	37.11% (108)	5.84% (17)		<b>291</b>
Opportunities for socializing	13.51% (40)	15.2% (45)	27.03% (80)	34.8% (103)	9.46% (28)		<b>296</b>

Statistics based on **310** respondents;

► Please indicate whether you agree or disagree with each of the following statements.

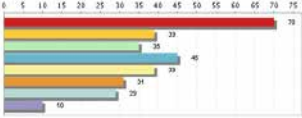
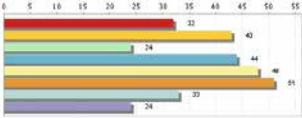
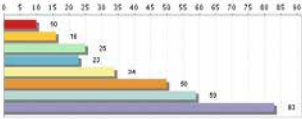
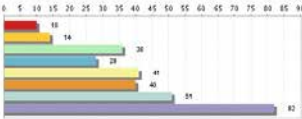
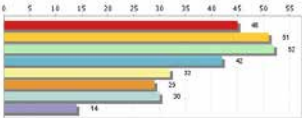
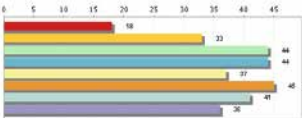
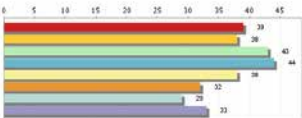
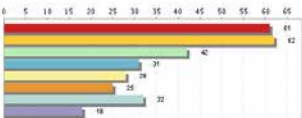
	Don't know/Does not apply ■	Strongly disagree ■	Somewhat disagree ■	Neither agree nor disagree ■	Somewhat agree ■	Strongly agree ■		Response total
The Village of Saranac Lake has a vibrant arts and culture scene.	0.32% (1)	0.96% (3)	4.49% (14)	5.77% (18)	44.87% (140)	43.59% (136)		<b>312</b>
There are plenty of choices for arts and culture programming in the Village of Saranac Lake.	0% (0)	2.26% (7)	11.29% (35)	12.58% (39)	48.39% (150)	25.48% (79)		<b>310</b>
All of the arts and cultural activities I am interested in can be found in the Village of Saranac Lake.	0% (0)	25.32% (79)	37.18% (116)	12.18% (38)	22.44% (70)	2.89% (9)		<b>312</b>
The Village of Saranac Lake should be better known for its arts and cultural offerings.	0% (0)	1.28% (4)	4.15% (13)	17.89% (56)	33.87% (106)	42.81% (134)		<b>313</b>
A vibrant arts and cultural community contributes to the local economy.	0.32% (1)	1.29% (4)	0.65% (2)	0.97% (3)	20% (62)	76.77% (238)		<b>310</b>
Getting to and from the Village of Saranac Lake's arts and cultural venues is convenient.	0.32% (1)	2.26% (7)	3.87% (12)	14.52% (45)	44.19% (137)	34.84% (108)		<b>310</b>
Attending arts and cultural activities in the Village of Saranac Lake is a social experience.	0.96% (3)	0.32% (1)	0.96% (3)	16.03% (50)	40.39% (126)	41.35% (129)		<b>312</b>

	Don't know/Does not apply ■	Strongly disagree ■	Somewhat disagree ■	Neither agree nor disagree ■	Somewhat agree ■	Strongly agree ■		Response total
It's difficult to find time to attend arts and cultural activities in the Village of Saranac Lake.	2.24% (7)	15.71% (49)	21.8% (68)	25.32% (79)	29.17% (91)	5.77% (18)		<b>312</b>
The prices for arts and cultural activities in the Village of Saranac Lake are affordable.	1.29% (4)	1.94% (6)	4.53% (14)	16.51% (51)	40.78% (126)	34.95% (108)		<b>309</b>
The Village of Saranac Lake's cultural facilities meet the needs/standards of its artists.	9.12% (28)	9.77% (30)	23.45% (72)	27.36% (84)	25.73% (79)	4.56% (14)		<b>307</b>
The Village of Saranac Lake provides adequate arts and cultural opportunities for students.	15.53% (48)	5.83% (18)	19.74% (61)	28.16% (87)	26.86% (83)	3.88% (12)		<b>309</b>
I visit the Village of Saranac Lake because of the arts and cultural opportunities, such as art galleries, music, history, and theater.	17.86% (55)	6.17% (19)	8.12% (25)	27.6% (85)	23.05% (71)	17.21% (53)		<b>308</b>
I came to the Village of Saranac Lake because of the arts and cultural opportunities, such as art galleries, music, history, and theater.	15.64% (48)	16.29% (50)	10.75% (33)	24.43% (75)	18.89% (58)	14.01% (43)		<b>307</b>

Statistics based on **314** respondents;

► Please indicate which of these community priorities arts and culture should address. Using a scale of 1 (*least important*) to 8 (*most important*), please rank each community priority.

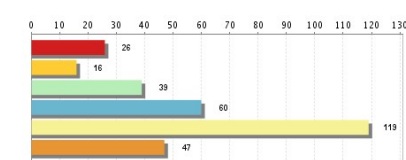
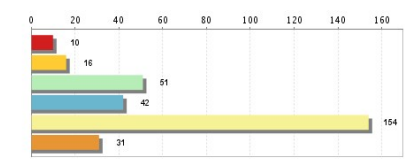
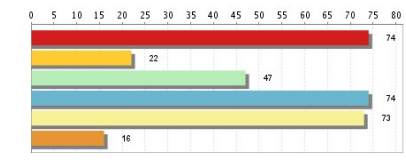
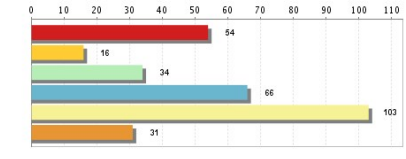
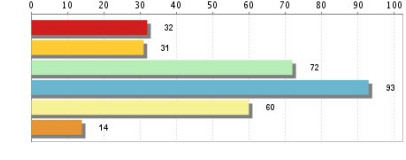
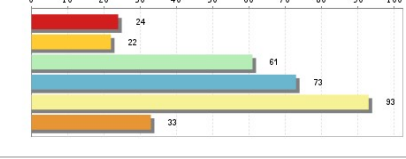
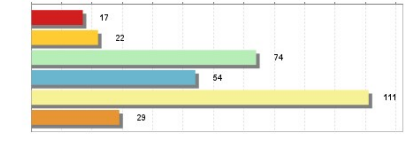
*You may select each column only once.*

	1 (least important) ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■	8 (most important) ■		Response total
Attract new residents who re-locate from other cities or towns	23.49% (70)	13.09% (39)	11.75% (35)	15.1% (45)	13.09% (39)	10.4% (31)	9.73% (29)	3.36% (10)		<b>298</b>
Increase tourism draw	10.7% (32)	14.38% (43)	8.03% (24)	14.72% (44)	16.05% (48)	17.06% (51)	11.04% (33)	8.03% (24)		<b>299</b>
Improve business environment/revitalize downtown	3.33% (10)	5.33% (16)	8.33% (25)	7.67% (23)	11.33% (34)	16.67% (50)	19.67% (59)	27.67% (83)		<b>300</b>
Improve quality of life for residents	3.31% (10)	4.64% (14)	11.92% (36)	9.27% (28)	13.58% (41)	13.25% (40)	16.89% (51)	27.15% (82)		<b>302</b>
Improve our schools	15.25% (45)	17.29% (51)	17.63% (52)	14.24% (42)	10.85% (32)	9.83% (29)	10.17% (30)	4.75% (14)		<b>295</b>
Improve business for existing artists	6.04% (18)	11.07% (33)	14.77% (44)	14.77% (44)	12.42% (37)	15.1% (45)	13.76% (41)	12.08% (36)		<b>298</b>
Preserve our local history and architecture	13.18% (39)	12.84% (38)	14.53% (43)	14.87% (44)	12.84% (38)	10.81% (32)	9.8% (29)	11.15% (33)		<b>296</b>
Bring different segments of our community together	20.4% (61)	20.74% (62)	14.05% (42)	10.37% (31)	9.37% (28)	8.36% (25)	10.7% (32)	6.02% (18)		<b>299</b>

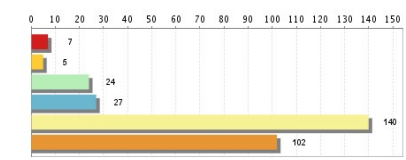
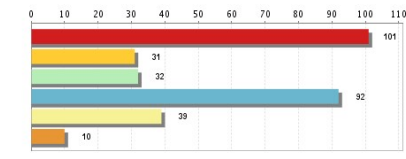
**▶ Please assess the number of arts offerings in the Village of Saranac Lake by season.**

	Limited - The number of arts offerings fall below audience demand. 	Sufficient - The number of arts offerings match audience demand. 	Surplus - The number of arts offerings exceed audience demand. 		Response total
Winter	42.22% (133)	54.92% (173)	2.86% (9)		<b>315</b>
Spring	43.81% (138)	52.06% (164)	4.13% (13)		<b>315</b>
Summer	12.38% (39)	60.32% (190)	27.3% (86)		<b>315</b>
Fall	28.57% (90)	64.44% (203)	6.98% (22)		<b>315</b>

**▶ Please consider the following issues, and then indicate how much you agree or disagree.**

	Don't know/Does not apply	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree		Response total
Demonstrating the value of the arts and culture sector and arts education	8.47% (26)	5.21% (16)	12.7% (39)	19.54% (60)	38.76% (119)	15.31% (47)		307
Ensuring ample visibility of and awareness of the arts in the Village of Saranac Lake	3.29% (10)	5.26% (16)	16.78% (51)	13.82% (42)	50.66% (154)	10.2% (31)		304
Securing and increasing financial support for arts and culture from the government and the private sector	24.18% (74)	7.19% (22)	15.36% (47)	24.18% (74)	23.86% (73)	5.23% (16)		306
Coordinating with other arts and culture groups	17.76% (54)	5.26% (16)	11.18% (34)	21.71% (66)	33.88% (103)	10.2% (31)		304
Expanding and diversifying audiences	10.6% (32)	10.27% (31)	23.84% (72)	30.8% (93)	19.87% (60)	4.64% (14)		302
Being accessible to all segments of the community	7.84% (24)	7.19% (22)	19.94% (61)	23.86% (73)	30.39% (93)	10.78% (33)		306
Appealing to a broad range of community members	5.54% (17)	7.17% (22)	24.1% (74)	17.59% (54)	36.16% (111)	9.45% (29)		307

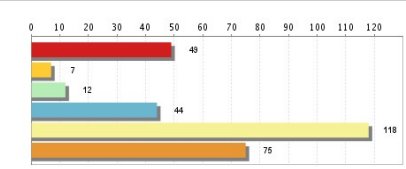
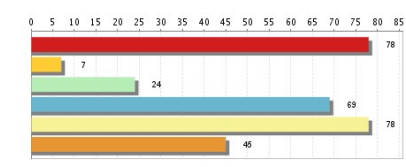
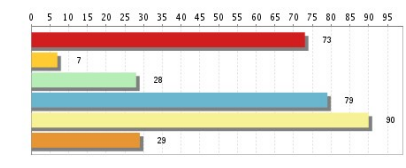
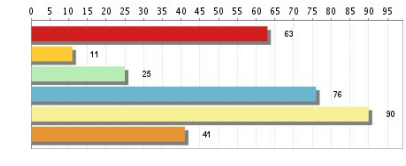


	Don't know/Does not apply	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree		Response total
Contributing to a vibrant downtown	2.3% (7)	1.64% (5)	7.87% (24)	8.85% (27)	45.9% (140)	33.44% (102)		305
Welcoming French-speaking visitors	33.12% (101)	10.16% (31)	10.49% (32)	30.16% (92)	12.79% (39)	3.28% (10)		305

Statistics based on 308 respondents;

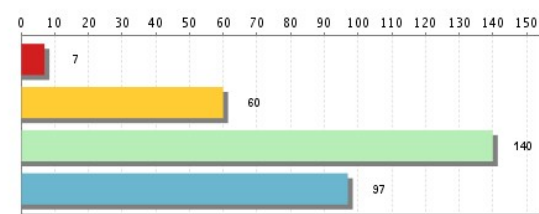
**▶ To what extent do you agree that there are opportunities for arts and cultural organizations in the Village of Saranac Lake to partner with the following entities?**



	Don't know/Does not apply	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree		Response total
Other artists and arts organizations	19.87% (61)	1.3% (4)	4.24% (13)	8.14% (25)	43.65% (134)	22.8% (70)		307
Social service organizations, such as veteran's organizations, prisons, homeless shelters, etc.	23.53% (72)	7.19% (22)	11.44% (35)	21.57% (66)	23.86% (73)	12.42% (38)		306
Non-arts businesses	22.22% (68)	2.61% (8)	11.11% (34)	18.63% (57)	33.33% (102)	12.09% (37)		306





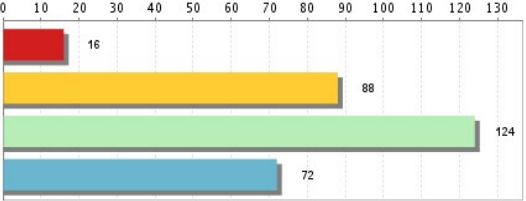
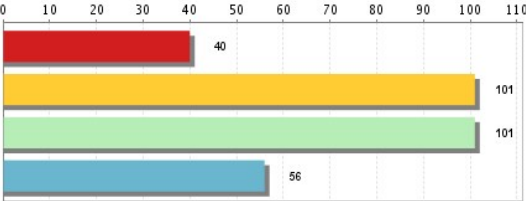
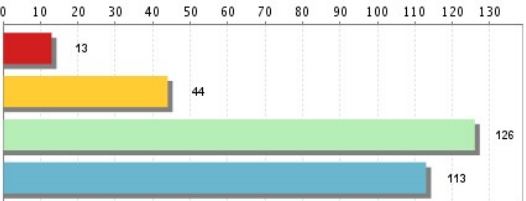
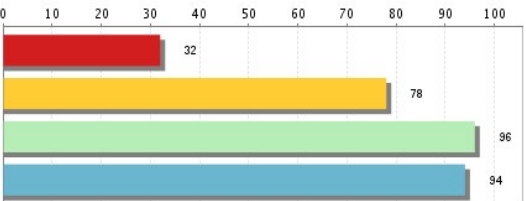
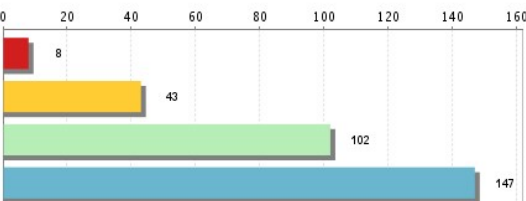
	Don't know/Does not apply ■	Strongly disagree ■	Somewhat disagree ■	Neither agree nor disagree ■	Somewhat agree ■	Strongly agree ■		Response total
Educational institutions	16.07% (49)	2.3% (7)	3.93% (12)	14.43% (44)	38.69% (118)	24.59% (75)		<b>305</b>
Funders	25.91% (78)	2.33% (7)	7.97% (24)	22.92% (69)	25.91% (78)	14.95% (45)		<b>301</b>
Business professionals	23.86% (73)	2.29% (7)	9.15% (28)	25.82% (79)	29.41% (90)	9.48% (29)		<b>306</b>
Parks and recreation, sports organizations	20.59% (63)	3.6% (11)	8.17% (25)	24.84% (76)	29.41% (90)	13.4% (41)		<b>306</b>





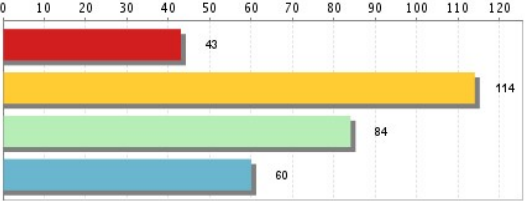
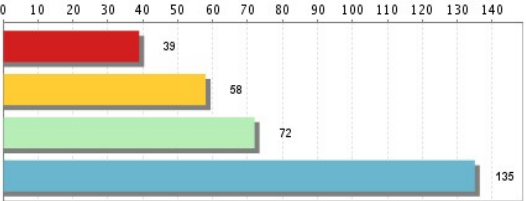
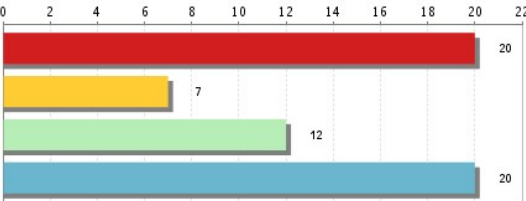
Statistics based on **309** respondents;

**► If you could recommend additional investment in arts and culture in the Village of Saranac Lake, which arts and cultural activities and stakeholders would you like to see receive more support?**

	Low priority 1 ■	2 ■	3 ■	High priority 4 ■		Response total
Programs for youth and families	2.3% (7)	19.74% (60)	46.05% (140)	31.91% (97)		<b>304</b>

	Low priority 1 	2 	3 	High priority 4 		Response total										
Arts education in schools	2.67% (8)	13.67% (41)	28.67% (86)	55% (165)	 <table border="1"> <tr><th>Priority</th><th>Count</th></tr> <tr><td>1</td><td>8</td></tr> <tr><td>2</td><td>41</td></tr> <tr><td>3</td><td>86</td></tr> <tr><td>4</td><td>165</td></tr> </table>	Priority	Count	1	8	2	41	3	86	4	165	<b>300</b>
Priority	Count															
1	8															
2	41															
3	86															
4	165															
Outdoor fairs and festivals	4.01% (12)	21.07% (63)	41.81% (125)	33.11% (99)	 <table border="1"> <tr><th>Priority</th><th>Count</th></tr> <tr><td>1</td><td>12</td></tr> <tr><td>2</td><td>63</td></tr> <tr><td>3</td><td>125</td></tr> <tr><td>4</td><td>99</td></tr> </table>	Priority	Count	1	12	2	63	3	125	4	99	<b>299</b>
Priority	Count															
1	12															
2	63															
3	125															
4	99															
Multicultural events and diversity programs	6.04% (18)	22.48% (67)	39.93% (119)	31.54% (94)	 <table border="1"> <tr><th>Priority</th><th>Count</th></tr> <tr><td>1</td><td>18</td></tr> <tr><td>2</td><td>67</td></tr> <tr><td>3</td><td>119</td></tr> <tr><td>4</td><td>94</td></tr> </table>	Priority	Count	1	18	2	67	3	119	4	94	<b>298</b>
Priority	Count															
1	18															
2	67															
3	119															
4	94															
Art in public places	3% (9)	16% (48)	41% (123)	40% (120)	 <table border="1"> <tr><th>Priority</th><th>Count</th></tr> <tr><td>1</td><td>9</td></tr> <tr><td>2</td><td>48</td></tr> <tr><td>3</td><td>123</td></tr> <tr><td>4</td><td>120</td></tr> </table>	Priority	Count	1	9	2	48	3	123	4	120	<b>300</b>
Priority	Count															
1	9															
2	48															
3	123															
4	120															
Support for individual artists	10.56% (32)	33% (100)	34.65% (105)	21.78% (66)	 <table border="1"> <tr><th>Priority</th><th>Count</th></tr> <tr><td>1</td><td>32</td></tr> <tr><td>2</td><td>100</td></tr> <tr><td>3</td><td>105</td></tr> <tr><td>4</td><td>66</td></tr> </table>	Priority	Count	1	32	2	100	3	105	4	66	<b>303</b>
Priority	Count															
1	32															
2	100															
3	105															
4	66															

	Low priority 1 	2 	3 	High priority 4 		Response total										
Arts and culture programs for senior citizens	5.33% (16)	29.33% (88)	41.33% (124)	24% (72)	 <table border="1"> <tr><th>Priority</th><th>Count</th></tr> <tr><td>1</td><td>16</td></tr> <tr><td>2</td><td>88</td></tr> <tr><td>3</td><td>124</td></tr> <tr><td>4</td><td>72</td></tr> </table>	Priority	Count	1	16	2	88	3	124	4	72	<b>300</b>
Priority	Count															
1	16															
2	88															
3	124															
4	72															
Development of new spaces for artists to exhibit their work	13.42% (40)	33.89% (101)	33.89% (101)	18.79% (56)	 <table border="1"> <tr><th>Priority</th><th>Count</th></tr> <tr><td>1</td><td>40</td></tr> <tr><td>2</td><td>101</td></tr> <tr><td>3</td><td>101</td></tr> <tr><td>4</td><td>56</td></tr> </table>	Priority	Count	1	40	2	101	3	101	4	56	<b>298</b>
Priority	Count															
1	40															
2	101															
3	101															
4	56															
Promotion and marketing for arts and culture	4.39% (13)	14.87% (44)	42.57% (126)	38.18% (113)	 <table border="1"> <tr><th>Priority</th><th>Count</th></tr> <tr><td>1</td><td>13</td></tr> <tr><td>2</td><td>44</td></tr> <tr><td>3</td><td>126</td></tr> <tr><td>4</td><td>113</td></tr> </table>	Priority	Count	1	13	2	44	3	126	4	113	<b>296</b>
Priority	Count															
1	13															
2	44															
3	126															
4	113															
Development of new arts and cultural facilities	10.67% (32)	26% (78)	32% (96)	31.33% (94)	 <table border="1"> <tr><th>Priority</th><th>Count</th></tr> <tr><td>1</td><td>32</td></tr> <tr><td>2</td><td>78</td></tr> <tr><td>3</td><td>96</td></tr> <tr><td>4</td><td>94</td></tr> </table>	Priority	Count	1	32	2	78	3	96	4	94	<b>300</b>
Priority	Count															
1	32															
2	78															
3	96															
4	94															
Renovation and upgrades of existing arts and cultural facilities	2.67% (8)	14.33% (43)	34% (102)	49% (147)	 <table border="1"> <tr><th>Priority</th><th>Count</th></tr> <tr><td>1</td><td>8</td></tr> <tr><td>2</td><td>43</td></tr> <tr><td>3</td><td>102</td></tr> <tr><td>4</td><td>147</td></tr> </table>	Priority	Count	1	8	2	43	3	102	4	147	<b>300</b>
Priority	Count															
1	8															
2	43															
3	102															
4	147															

	Low priority 1 	2 	3 	High priority 4 		Response total
Development of new artist living and working spaces	14.29% (43)	37.87% (114)	27.91% (84)	19.93% (60)		<b>301</b>
Development of a new movie theater	12.83% (39)	19.08% (58)	23.68% (72)	44.41% (135)		<b>304</b>
Other	33.9% (20)	11.86% (7)	20.34% (12)	33.9% (20)		<b>59</b>







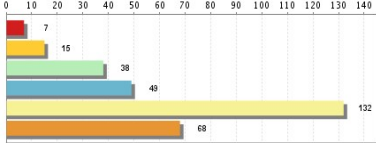
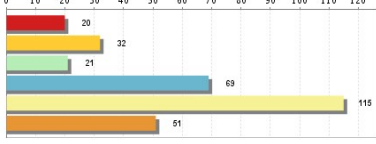
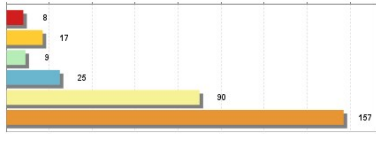
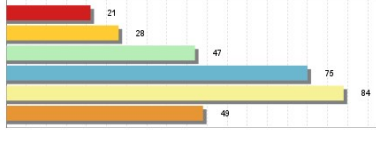
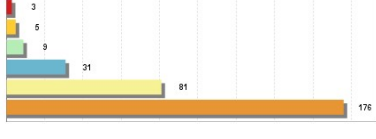
Statistics based on **311** respondents;

**▶ In the previous question, you indicated you thought "other" arts and cultural activities should receive more support. Please specify which other arts and cultural activities should receive more support:**

	Response total
	<b>18</b>

Statistics based on **18** respondents;




▶ Please indicate how much you agree or disagree with the following statements.

	Don't know/Does not apply 	Strongly disagree 	Somewhat disagree 	Neither agree nor disagree 	Somewhat agree 	Strongly agree 		Response total
I would be willing to spend more to attend arts and cultural activities in order to help the Village of Saranac Lake expand its arts and cultural programs.	2.27% (7)	4.85% (15)	12.3% (38)	15.86% (49)	42.72% (132)	22.01% (68)		<b>309</b>
I would be willing to contribute financially to a program that helps the Village of Saranac Lake expand its arts and cultural programs.	6.49% (20)	10.39% (32)	6.82% (21)	22.4% (69)	37.34% (115)	16.56% (51)		<b>308</b>
I would be willing for a portion of local lodging/tourism taxes to be designated for the support of the Village of Saranac Lake's arts and cultural programs.	2.61% (8)	5.56% (17)	2.94% (9)	8.17% (25)	29.41% (90)	51.31% (157)		<b>306</b>
I would be willing to support the creation of artist live/work space.	6.91% (21)	9.21% (28)	15.46% (47)	24.67% (75)	27.63% (84)	16.12% (49)		<b>304</b>
I believe the Village should adopt policies that enhance arts and culture programs in the Village of Saranac Lake.	0.98% (3)	1.64% (5)	2.95% (9)	10.16% (31)	26.56% (81)	57.71% (176)		<b>305</b>

Statistics based on **310** respondents;



**You're almost done! We just want to ask you a few questions about yourself. Please know that all survey questions are for research purposes only; your answers are strictly confidential.**

▶ **What is your gender?**

		Response percent	Response total
Male		<b>36.45%</b>	<b>113</b>
Female		<b>62.26%</b>	<b>193</b>
Non-binary		<b>1.29%</b>	<b>4</b>

Statistics based on **310** respondents;

▶ **Do children under the age of 18 reside in your household?**

		Response percent	Response total
Yes		<b>15.39%</b>	<b>48</b>
No		<b>84.62%</b>	<b>264</b>





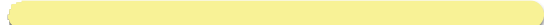

Statistics based on **312** respondents;

▶ **What is your marital status?**

		Response percent	Response total
Married/Life Partner		<b>75.97%</b>	<b>234</b>
Single/Never Married		<b>10.39%</b>	<b>32</b>
Divorced / Separated		<b>10.39%</b>	<b>32</b>
Widowed		<b>3.25%</b>	<b>10</b>





Statistics based on **308** respondents;

► **What is the highest level of education you attained?**

		Response percent	Response total
Some High School		<b>0.32%</b>	<b>1</b>
High School or GED Degree		<b>0.96%</b>	<b>3</b>
Some College		<b>8.6%</b>	<b>27</b>
Associate or Bachelor's Degree		<b>34.4%</b>	<b>108</b>
Master's or Professional School Degree		<b>47.13%</b>	<b>148</b>
Doctorate Degree		<b>8.6%</b>	<b>27</b>



Statistics based on **314** respondents;

► **What is your race/ethnic background?**

		Response percent	Response total
White		<b>95.4%</b>	<b>290</b>
Black or African American		<b>0%</b>	<b>0</b>
Native American or Alaska Native		<b>0.33%</b>	<b>1</b>
Asian		<b>0%</b>	<b>0</b>
Native Hawaiian or Other Pacific Islander		<b>0%</b>	<b>0</b>
Some Other Race		<b>1.65%</b>	<b>5</b>
Two or More Races		<b>2.63%</b>	<b>8</b>



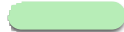






Statistics based on **304** respondents;

► **Are you of Hispanic, Latino or Spanish origin?**








		Response percent	Response total
Yes		<b>1.98%</b>	<b>6</b>
No		<b>98.02%</b>	<b>297</b>







**▶ What is your approximate household income?**

		Response percent	Response total
Under \$25,000		<b>6.87%</b>	<b>20</b>
\$25,000 - \$34,999		<b>4.47%</b>	<b>13</b>
\$35,000 - \$49,999		<b>10.31%</b>	<b>30</b>
\$50,000 - \$74,999		<b>21.65%</b>	<b>63</b>
\$75,000 - \$99,999		<b>21.65%</b>	<b>63</b>
\$100,000 - \$124,999		<b>13.75%</b>	<b>40</b>
\$125,000 - \$149,999		<b>6.19%</b>	<b>18</b>
\$150,000 - \$199,999		<b>6.87%</b>	<b>20</b>
\$200,000 or more		<b>8.25%</b>	<b>24</b>

**▶ Please select your age group.**

		Response percent	Response total
18-24		<b>1.94%</b>	<b>6</b>
25-30		<b>3.87%</b>	<b>12</b>
31-39		<b>9.68%</b>	<b>30</b>
40-49		<b>14.52%</b>	<b>45</b>
50-59		<b>21.29%</b>	<b>66</b>
60-69		<b>30.32%</b>	<b>94</b>
70+		<b>18.39%</b>	<b>57</b>

▶ Which of the following residential statuses pertains to you?

		Response percent	Response total
Permanent Resident of Saranac Lake area		<b>77.42%</b>	<b>240</b>
Seasonal Homeowner in Saranac Lake area		<b>7.1%</b>	<b>22</b>
Visitor to Saranac Lake area		<b>14.84%</b>	<b>46</b>
College student		<b>0.65%</b>	<b>2</b>

Statistics based on **310** respondents;

▶ Which of the following describes your place of residence?

		Response percent	Response total
United States		<b>98.08%</b>	<b>307</b>
Canada		<b>1.28%</b>	<b>4</b>
Other		<b>0.64%</b>	<b>2</b>

Statistics based on **313** respondents;

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# Village of Saranac Lake

Saranac Lake, NY

## **Performance Venue Facilities Assessment** for the Village of Saranac Lake Arts and Cultural Master Plan

*Issued: 5 December 2017*

*Revised: 11 December 2017*

*Revised: 23 January 2018*

*Revised: 9 February 2018*

*Revised: 2 March 2018*



December 11, 2017

To: Jamie Konkoski, AICP  
Community Development Director  
Village of Saranac Lake

From: Adam T Huggard  
Associate Principal  
Fisher Dachs Associates

Ref: Village of Saranac Lake Arts and Culture Master Plan, Facility Analysis

Fisher Dachs Associates (FDA) were engaged by AMS Planning & Research to participate in the Village of Saranac Lake (VSL) Arts and Cultural Master Plan by contributing a Performance Venue Facilities Assessment. The intent of a facilities assessment is to understand the objectives of the organization, how the current facility responds to those needs, and to recommend changes to the current inventory to better serve the needs of the organizations and community.

Facilities applicable to the effort were identified by VSL. As part of the assessment of these facilities, our process included:

- A written survey distributed to the venues. The survey requested information about:
  - Presenting season – programs, quantity, type
  - Cast(s) and crew(s) – people and accommodations
  - Facilities and type – existing and ideal
  - Audience
- A tour of the venues, as well as a meeting with administration or leadership of the venues (where applicable and depending on availability) to better understand the physical spaces, in addition to expanding on the written responses to the survey:
  - What events are ongoing in each of the venues on a weekly, seasonal, and yearly basis
  - What events work best in each venue and why (in terms of acoustics, stage equipment, logistics, operations, support spaces, etc.)
  - What events do not work well in each venue
- A review of any materials (tech riders, plans, etc.) from each venue that was helpful in the facility review phase.
- A physical, acoustical, and technical assessment at the onsite meeting to validate the data provided and document the venues' capabilities and limitations, especially with respect to sightlines and acoustics.

- An assessment of the existing stage equipment for each venue, including stage rigging, lighting, and audio and video systems.
- Identification of the performance categories that are best suited for the venues without regard to current usage. It was noted that many spaces are used for performance types where the physical attributes of the space are not well suited.
- Recommendations for improvement, as applicable, to make the venues more effective, and suggested facilities types that would satisfy any perceived needs in the facilities' inventory.

On October 23<sup>rd</sup> and 24<sup>th</sup>, 2017 FDA was onsite to conduct the facilities assessment. The following 21 spaces are included in this report, although not all spaces were available at the time of the onsite survey.

- BluSeed Studios
- Pendragon Theatre
- Dance Sanctuary
- Lake Placid Center for the Arts
- Hotel Saranac
- John Black Room
- Cantwell Room
- Bitters and Bones
- Left Bank Café
- Waterhole Upstairs
- Anderson Bandshell
- Berkeley Green Bandshell
- Town Hall Auditorium
- Middle School Auditorium (\*)
- High School Auditorium
- Paul Smith's College Visitor Interpretive Center (VIC)
- First Presbyterian Church (\*)
- United Methodist Church
- St. Bernard's Church
- Will Rogers (\*)
- Dewey Mountain Stage

(\*) could not visit and/or no survey information to provide an analysis. If enough information was available, the facility was included.

## **SUMMARY**

After our review and assessment of the performance venues and associated shops and storage areas, we made some general conclusions:

- The arts organizations in the area are not necessarily competing for audience, but rather with the natural environment (in the summer season)
- The arts organizations are seeing steady growth in attendance
- Suitable rehearsal space is limited
- Several organizations responded that their current administrative or office space is insufficient
- Reasonable performer support spaces (dressing/changing rooms that support cast sizes, restrooms, access to the stage, access for those with disabilities) are lacking in most facilities
- Systems and technology enhancements are suggested to make facilities welcoming and accessible to the modern public, as well as efficient for upkeep and maintenance
- There is a significant amount of live music in the area and a large diversity of venues
  - Live music is flourishing and doesn't appear to need direct village intervention to continue to do so
  - The diversity of venue type and size seems appropriate to the acts that are being booked. Nothing of note has been turned away due to facility limitations.
  - The addition of the renovated Hotel Saranac to the local inventory will only increase opportunities
- Dance programs are currently education-oriented with a limited number of presentations
  - The Dance Sanctuary is doing very well in their first year in a new downtown space
    - The facility has limitations, such as columns in the studio and limited support spaces due to the nature of the found space. As the program grows, a more suitable space would be advisable.
  - The Lake Placid Center for the Arts also has a dance education program with studio space, but doesn't appear to be competing with the village's market
    - While cooperation between the programs is possible, scheduling conflicts and, more importantly, the location of LPCA are likely to make this a difficult partnership
- Pendragon, the professional theatre organization in the area, appears to have the greatest challenges from a facilities standpoint
  - The existing facility may have served the organization in the past, but it is now holding back this growing company

The matrix below illustrates the primary and secondary uses of the facilities, as well as tallies the uses. From this matrix, one can see the clustering of types of accommodation.

		Amplified Live Music	Acoustic Live Music	Drama	Musical Theatre	Opera	Spoken Word	Dance	Chorus	Worship	Visual Arts
Arts Organizations	<b>BluSeed</b>	■	■	■	■		■				■
	<b>Pendragon</b>	■	■	■	■		■				■
	<b>Dance Sanctuary</b>							■			
	<b>LPCA</b>	■	■	■	■	■	■	■	■		■
Rental	<b>Hotel Saranac</b>	■	■				■				
	<b>John Black Room</b>	■	■				■		■		■
	<b>Cantwell Room</b>			■			■				■
	<b>Bitters &amp; Bones</b>	■	■				■				
	<b>Left Bank Café</b>		■				■				
	<b>Waterhole Upstairs</b>	■									
Municipal	<b>Andersen Bandshell</b>	■	■								
	<b>Berkeley Green Bandshell</b>	■	■								
	<b>Harrietstown Town Hall</b>			■	■		■	■			
Educational	<b>Middle School Theater</b>	■	■	■			■		■		
	<b>High School Theater</b>	■	■		■	■	■	■			
	<b>Paul Smith's College VIC</b>	■	■	■			■		■		■
Worship	<b>First Presbyterian Church</b>	■	■	■			■		■	■	
	<b>United Methodist Church</b>	■	■	■			■		■	■	
	<b>St. Bernard's Church</b>	■	■				■		■	■	
Presenters / Other	<b>Will Rogers</b>	■	■	■			■				■
	<b>Dewey Mountain Stage</b>	■		■			■				
facilities within category		18	16	12	5	2	17	4	9	3	7

■ Indicates primary use  
 ■ Indicates secondary use

VENUE	PENDRAGON THEATRE
Current Activities	Producer and presenter of professional and amateur works Drama / Musical Theatre, and music incl. some space for visual arts presentations/visual arts displayed in lobby
Qty of Programs	6 summer + 3-4 year round
Qty of Performances	12-15 per production, 130 total
State of the Facility	Facility is a repurposed barn / carriage house that is proving ill-suited to the work of the organization. While Pendragon has done very well with this found space for the past four decades, the facility provides little support or opportunity for the organization to flourish and grow. Lack of insulation and type/age of heating systems lead to high ongoing utility costs.
Planning: Performance Space & Audience Area	<p><u>Existing:</u> Endstage configuration works well for performance style, but lack of wing space severely limits production possibilities for actors, as well as stage designers. Audience seating is adequate with reasonable sightlines, however limited access into and out of the theatre. A constrained lobby size, and only two restrooms for 125 people, mean that many patrons choose to stay in their seats during intermission.</p> <p><u>Recommendation:</u> It is difficult to imagine improving the existing facilities, as the problems are fundamental to the building and would require significant reconstruction to address. The organization has outgrown the facility and should be seeking a replacement. Additionally, the seat count, stage size, and lack of wing space work against the institution's ideals of becoming a regional theatre, as co-productions with peers are a mainstay of this form.</p>
Planning: Back-of-house	<p><u>Existing:</u> BOH area is limited. Dressing room is co-ed with a single restroom for all cast. No rehearsal space. Single office is located in theatre wing. No sound and light locks to stage. Scenic, lighting, and costumes facilities are onsite.</p> <p><u>Recommendation:</u> See above.</p>
Disabled or Limited Mobility Access	<p><u>Existing:</u> Performance space has minimal accommodations, but does provide ramped access to the auditorium, lobby, and restrooms. Dressing rooms and restroom are at a different level than the stage without an accessible connection. No accommodations for disabled technicians (such as control booth access) exist.</p> <p><u>Recommendation:</u> Per above, significant reconstruction would be required to address the lobby and performance space. Dressing room level could be raised to match the stage with ramped access to this level. However, this would have an impact on useable area. Technician access would require adding an elevator to access the booth and costume shop currently located in the attic.</p>
Technical Systems	<p><u>Existing:</u> Limited rigging capabilities. Dead hung pipes overstage and over the audience, primarily for stage lighting. Stage lighting system consists of portable dimmer racks in the attic with soft cabling to the fixtures. A/V systems are similarly soft cabled. Most equipment is rented seasonally.</p> <p><u>Recommendation:</u> Rigging capabilities suit current production style, but existing locations should be inspected by an engineer. Long term upgrades to the lighting system should include a migration to LED (vs incandescent) fixtures to save energy/ongoing costs. Already the facility has replaced over half of their lights with LED; grant submitted for new sound system. A/V technology changes rapidly and rental is a good option. Technical upgrades should be put in the context of a facilities replacement per above.</p>



## PENDRAGON THEATRE



Stage and audience area



Dressing Room

VENUE	BLUSEED STUDIOS
Current Activities	<p>BluSeed is a visual arts workshop (papermaking, printing, bookbinding, letterpress, ceramics) providing classes and facilities for students and professionals. They occupy a historic railroad warehouse that also contains a performance and presentation space on the second floor. They currently present mostly live music, sometimes for rehearsals and for dance or drama, but also use the space as a community room for weddings, baby showers, and retirement parties. There is also an outdoor area, adjacent to a proposed rail trail that has been used for open air events.</p>
Qty of Programs	15 different programs per year
Qty of Performances	8 - usually 4 plays, 4 concerts
State of the Facility	<p>As a historic structure, BluSeed has had to work around many aspects of the building, but the primary structure/the bones of the building are in good shape. The lower level contains the visual arts studios and is reconfigurable, as the partition walls are not load bearing. The upper level performance space is mostly open with a few open web riveted columns dividing it.</p>
Planning: Performance Space & Audience Area	<p><u>Existing:</u> The upper level performance space is a flat-floor venue, which allows for the multiple uses listed above. Due to its flat, long nature, sightlines to the stage can be difficult, especially with a standing room audience. The walls, floor, and ceiling are all hard surfaces causing some concern about acoustic intelligibility and harshness.</p> <p><u>Recommendation:</u> Seldom have there been complaints about seeing within the space, so the audience is accepting of the sightline issues. Although, these could be addressed for seated performances with some portable risers or platforming for a limited number of rows of seats (limited due to the head height available). The hard surfaces in the room, which likely work well for acoustic music and the spoken word, could be tempered for amplified events by adding temporary absorptive materials on the two long walls.</p>
Planning: Back-of-house	<p><u>Existing:</u> No stage support spaces can be accessed from the stage. An artist's apartment is also used as guest artist accommodations and is located opposite the stage.</p> <p><u>Recommendation:</u> Future plans were discussed to add a stair behind the stage to connect to the lower level and provide some stage support spaces. Barring this idea, a simpler alternative might be to relocate the stage and use the artist apartment spaces as the backstage area. The current location of the primary access stair might complicate this idea.</p>
Disabled or Limited Mobility Access	<p><u>Existing:</u> No elevator or ramped access to the upper level. Stage is an elevated platform for sightlines that is not accessible.</p> <p><u>Recommendation:</u> A capital projects plan was shared that includes the addition of another stair tower with elevator to address both able-bodied emergency egress as well as disabled access.</p>
Technical Systems	<p><u>Existing:</u> A modest package of sound reinforcement and lighting is owned by the facility.</p> <p><u>Recommendation:</u> Upgrades to the technical systems did not seem to be a concern, with the assumption that if an act or rental required something greater it could be rented.</p>



**BLUSEED STUDIOS**



Upstairs event space with art exhibit, stage in the right corner



A recent exhibition opening at BluSeed Studios. Photo by Shaun Ondak

Same space used as a gallery

VENUE	DANCE SANTUARY
Current Activities	Somewhat recently leased and renovated space has reinvigorated the dance scene in the Village. Currently teaches classes, some of them culminating in a recital, but no formal performances as of yet. Location on Main Street across from café drives foot traffic.
Qty of Programs	Classes daily
State of the Facility	Newly renovated
Planning: Performance Space & Audience Area	<p><u>Existing:</u> Facility consists of the main dance studio, waiting room, changing rooms, and an office. Studio is a somewhat asymmetrical, with columns in the room, a constrained ceiling height (for dance), and insufficient length for some styles of dance. The space works well for the types of programs currently on offer.</p> <p><u>Recommendation:</u> As the space has been recently leased, it is unlikely to be modified in the short term. In the long term, the organization should be on the lookout for a space with a more suitable footprint in the neighborhood of 40x60', column-free.</p>
Planning: Back-of-house	<p><u>Existing:</u> No separate BOH facilities. Studio is not set up for performance.</p> <p><u>Recommendation:</u> Nothing in current space, due to limitations of the building.</p>
Disabled or Limited Mobility Access	<p><u>Existing:</u> Studio is on the second floor up a steep flight of stairs. No elevator access.</p> <p><u>Recommendation:</u> Concerns about accessibility include both patrons and students with disabilities. If dance performance is desired, an alternate space should be sought at the end of the lease term.</p>
Technical Systems	<p><u>Existing:</u> No permanently installed stage lighting, rigging, or A/V. Musical accompaniment provided by portable equipment.</p> <p><u>Recommendation:</u> No lighting or rigging is recommended for current use. Strong points would be beneficial for certain dance and movement work such as aerials or silks, but those are not in the current program. Portable audio system is typical of dance studios and easier to upgrade than permanent infrastructure, so no changes are necessary.</p>



### DANCE SANCTUARY



Looking South



Looking North

VENUE	LAKE PLACID ARTS CENTER
Current Activities	LPCA is a visual and performing arts center that provides classes and rentals. They present popular music, symphony, drama, choral, and chamber music, as well as professional and amateur musical theatre.
Qty of Programs	125, but not all with performances
Qty of Performances	Approximately 100 days/year
State of the Facility	Well-kempt and maintained facility with adjacency to VSL. However, being located in Lake Placid, there is limited overlap between programming at LPCA and VSL's organizations.
Planning: Performance Space & Audience Area	<p><u>Existing:</u> The facilities include a 355-seat proscenium theatre, a dance studio, as well as an array of visual arts spaces and artist housing. The theatre is a bit large for the programming presented and would likely benefit from a reseating plan to reduce quantity and increase patron comfort (row-to-row spacing). The acoustics of the space are fixed and so do not cover the wide variety of events, which range from amplified bands to acoustic music and the spoken word. The facility would benefit from a variable acoustics system as is now typical in most modern facilities.</p> <p><u>Recommendation:</u> Not part of VSL inventory, included for comparison so no recommendations other than observations above.</p>
Planning: Back-of-house	<p><u>Existing:</u> Formal dressing rooms and green room are available for performers. Stagehouse is slightly too low for some aerial work that has gained popularity in the past few decades; however, raising the stagehouse height is a substantial undertaking and not recommended unless ROI from aerial events makes this feasible.</p> <p><u>Recommendation:</u> Not part of VSL inventory, included for comparison so no recommendations other than observations above.</p>
Disabled or Limited Mobility Access	<p><u>Existing:</u> The facility is approximately 4 decades old and therefore does not have adequate disabled access. Performer areas are a particular concern, but the facility does its best to accommodate needs when they arise. The public facing spaces have been addressed piecemeal with plans to include ADA restrooms in the near future.</p> <p><u>Recommendation:</u> Not part of VSL inventory, included for comparison so no recommendations other than observations above.</p>
Technical Systems	<p><u>Existing:</u> Stagehouse with counterweight fly system in the proscenium theatre. System is generally in decent shape, but the age of the system means that yearly safety inspections are mandated. Stage lighting has recently been supplemented with LED fixtures. A/V systems are available for amplification and presentation of HD video content.</p> <p><u>Recommendation:</u> Not part of VSL inventory, included for comparison so no recommendations.</p>

## LAKE PLACID ARTS CENTER



Auditorium



Stage



VENUE	HOTEL SARANAC
Current Activities	The hotel is currently undergoing renovations and was nearing completion at the time of the survey/site visit
State of the Facility	Currently incomplete. Hotel is a high finish property leveraging the historic hotel, and including food and beverage as well as retail spaces in addition to guest rooms and event space. Spaces appear to be an attractive, upscale addition to the Village's inventory.
Planning: Performance Space & Audience Area	<p><u>Existing:</u> The Grand Ballroom, The Great Hall and outdoor Terrace are available for rentals. In terms of performance, the rental spaces are most likely to be used for amplified music, with other functions possible, but not directly accommodated.</p> <p><u>Recommendation:</u> None, typical of a ballroom rental</p>
Planning: Back-of-house	<p><u>Existing:</u> Some ancillary rooms can be rented in addition to the main spaces and can serve as waiting or staging areas, but there are no separate changing or other more typical performance BOH areas.</p> <p><u>Recommendation:</u> None, typical of a ballroom rental</p>
Disabled or Limited Mobility Access	<p><u>Existing:</u> Renovations include upgrades to egress and making all spaces fully accessible/compliant.</p> <p><u>Recommendation:</u> None</p>
Technical Systems	<p><u>Existing:</u> Up-to-date A/V is scheduled to be provided.</p> <p><u>Recommendation:</u> None, typical of a ballroom rental</p>



## HOTEL SARANAC



Event Room (rendering)



Great Room (rendering)

VENUE	JOHN BLACK ROOM
Current Activities	This space is a community room typically used for lecture or presentation, but occasionally used for small live music.
Qty of Performances	Unknown, no survey materials
State of the Facility	Appears to be well-maintained in a historic building.
Planning: Performance Space & Audience Area	<p><u>Existing:</u> The space is one medium sized room for +/- 40 people in folding chairs. Provisions for any performance are temporary in nature.</p> <p><u>Recommendation:</u> None, meets audience expectation for community room with historic atmosphere.</p>
Planning: Back-of-house	<p><u>Existing:</u> While the building was unavailable for a tour, it is understood that no additional BOH spaces exist.</p> <p><u>Recommendation:</u> None, meets audience expectation for community room</p>
Disabled or Limited Mobility Access	<u>Existing:</u> The space was unavailable for tour and the parties accompanying the tour did not know if the space was accessible.
Technical Systems	<p><u>Existing:</u> No stage lighting or rigging, A/V is portable equipment.</p> <p><u>Recommendation:</u> It was difficult to tell, but the space did not appear to have permanent overhead lighting, which would seem to limit usage. With the stated use for presentation, blackout shades (vs the visible solar shades) would be a prudent upgrade, as would dimmable lighting.</p>



Looking in through the window

VENUE	CANTWELL ROOM
Current Activities	This is a library community room accommodating about 120 people on the lower level, used for cultural and educational events.
Qty of Programs	Used nearly every day of the year.
Qty of Performances	Not typically used for traditional performance.
State of the Facility	Reasonable condition, well-kempt. Columns limit configurations.
Planning: Performance Space & Audience Area	<p><u>Existing:</u> No audience amenities, but meets most expectations for a community room.</p> <p><u>Recommendation:</u> None</p>
Planning: Back-of-house	<p><u>Existing:</u> No performer amenities, but meets most expectations for a community room. Includes adjacent kitchenette.</p> <p><u>Recommendation:</u> None</p>
Disabled or Limited Mobility Access	<p><u>Existing:</u> Lower level is accessible via elevator. Flat floor means no barriers.</p> <p><u>Recommendation:</u> None</p>
Technical Systems	<p><u>Existing:</u> Sound system, projector, and smart board are available.</p> <p><u>Recommendation:</u> None</p>



**CANTWELL ROOM**



Looking West



Looking South

VENUE	BITTERS AND BONES
Current Activities	The facility is a bar that occasionally presents live music.
Qty of Performances	Approximately 2 per month
State of the Facility	Modern renovation of the facility into its current form, which is well-kempt.
Planning: Performance Space & Audience Area	<p><u>Existing:</u> Atmosphere suits live music. As a bar, patron amenities are typical of this.</p> <p><u>Recommendation:</u> None</p>
Planning: Back-of-house	<p><u>Existing:</u> Nothing specific for performers when onstage. Did not visit “upstairs” or “downstairs” spaces on tour, but it is mentioned in the survey for performer accommodations.</p> <p><u>Recommendation:</u> None recommended for current use.</p>
Disabled or Limited Mobility Access	<p><u>Existing:</u> Performance area is in the back, up a set of steps, prohibiting disabled access. However, music fills the bar.</p> <p><u>Recommendation:</u> Facility should evaluate accessibility - simply relocating the performer for certain events maybe the least intrusive solution.</p>
Technical Systems	<p><u>Existing:</u> Amplification provided</p> <p><u>Recommendation:</u> It was noted on the survey that a lighting upgrade would be welcome.</p>





VENUE	LEFT BANK CAFÉ
Current Activities	Café space that serves food and wine, with occasional live and acoustic music and spoken word events.
Qty of Performances	Unknown
State of the Facility	Modern renovation that is well-maintained
Planning: Performance Space & Audience Area	<u>Existing:</u> Performance “area” in the middle of the space with baby grand piano.  <u>Recommendation:</u> None, fits expectations for café with light entertainment
Planning: Back-of-house	<u>Existing:</u> None  <u>Recommendation:</u> None, fits expectations for café with light entertainment
Disabled or Limited Mobility Access	<u>Existing:</u> Accessible from the street for patron or performer access.  <u>Recommendation:</u> None
Technical Systems	<u>Existing:</u> None apparent. It is unknown if a sound system is present.  <u>Recommendation:</u> Current use does not indicate technical needs.



VENUE	WATERHOLE UPSTAIRS
Current Activities	This is the music room of a bar on Main Street. The bar presents local and regional amplified live music.
Qty of Performances	Weekly
State of the Facility	Upstairs space is in reasonable shape, but bears the wear and tear that bar patrons can have. Facility was inaccessible at the time of the site visit, but visible through the windows.
Planning: Performance Space & Audience Area	<p><u>Existing:</u> The performance area is a large flat floor with L-shaped balcony above and a raised stage. The flat floor makes it possible to use for other types of events, but these are not common.</p> <p><u>Recommendation:</u> No changes are suggested as the current configuration appears to work well for the acts and facility.</p>
Planning: Back-of-house	<p><u>Existing:</u> Unknown, but no specific areas mentioned.</p> <p><u>Recommendation:</u> None, stage area only is typical for a bar.</p>
Disabled or Limited Mobility Access	<p><u>Existing:</u> Unknown if an elevator exists in the building, as a site visit was not possible. The performance space is located upstairs. Stage is raised.</p> <p><u>Recommendation:</u> Verify conditions.</p>
Technical Systems	<p><u>Existing:</u> Limited permanent lighting, no rigging, it is understood that the sound system is provided by the act.</p> <p><u>Recommendation:</u> A modest lighting system upgrade would be an improvement, but not a necessity.</p>



Looking East



VENUE	ANDERSON BANDSHELL
Current Activities	The bandshell on the lower tip of Lake Flower is used during the temperate summer months for outdoor music, as well as part of various fairs and festivals.
State of the Facility	Mostly wooden structure is exposed to the elements year-round and so has seen some weathering, but appears reasonably maintained.
Planning: Performance Space & Audience Area	<p><u>Existing:</u> Stage area is enclosed by the bandshell and partially protected from the elements. Audience seating is entirely on the adjacent lawn, with no protection other than what people bring themselves.</p> <p><u>Recommendation:</u> Arrangement works well for existing uses.</p>
Planning: Back-of-house	<p><u>Existing:</u> No back of house or staging exists within a structure. Events are staged in the area behind the bandshell. It is understood that rental portable toilets are available.</p> <p><u>Recommendation:</u> None, no concerns about the current conditions were expressed.</p>
Disabled or Limited Mobility Access	<p><u>Existing:</u> Lawn is accessible from the street. Bandshell is raised with steps from the lawn.</p> <p><u>Recommendation:</u> The raised stage would require a ramp for disabled performers, and adequate space appears to exist for the ramp to be added on an as needed basis.</p>
Technical Systems	<p><u>Existing:</u> Power only, no lighting, rigging or A/V provided.</p> <p><u>Recommendation:</u> Use of the shell could be extended into the nighttime hours by including a modest system of lighting, if desired. Rigging does not appear to be a concern and audio is provided by the act.</p>





VENUE	BERKLEY GREEN
Current Activities	The facility consists of an open-air pavilion adjacent to a paved area and tiered lawn seating. The green primarily hosts live music or spoken word events. When not used for performances, space is used for public gathering, picnicking, as well as housing the 6er Challenge Bell.
Qty of Performances	Unknown, but used seasonally during temperate weather
State of the Facility	Structure appears to be in good condition with lawn and pavers well-maintained.
Planning: Performance Space & Audience Area	<p><u>Existing:</u> Slightly raised stage as part of covered pavilion structure provides modest protection from weather.</p> <p><u>Recommendation:</u> None, functions as intended and expected.</p>
Planning: Back-of-house	<p><u>Existing:</u> None</p> <p><u>Recommendation:</u> None</p>
Disabled or Limited Mobility Access	<p><u>Existing:</u> Audience seating area is accessible from Main Street sidewalk. Stage is raised by a single step, but is currently not accessible.</p> <p><u>Recommendation:</u> Ramp could be added to stage in a temporary or permanent manner.</p>
Technical Systems	<p><u>Existing:</u> Power provided, but no lighting or A/V support. Portable equipment seems to suit the informal character of the space.</p> <p><u>Recommendation:</u> None</p>



VENUE	HARRIETSTOWN TOWN HALL AUDITORIUM
Current Activities	The Town Hall Auditorium is used for any rental opportunity that thinks it can use the space – from traditional performances of drama or dance to craft shows and exhibitions.
Qty of Programs	Unknown, but reportedly events weekly during summer months and sporadic during the colder months.
State of the Facility	Well-maintained auditorium within the town administrative office building.
Planning: Performance Space & Audience Area	<p><u>Existing:</u> The flat floor in the auditorium is the feature that allows its use for non-performance events and in that way is an amenity. However, it does compromise the sightlines to the event on the stage. The original designers of the space took this into account with a highly raised stage. Unfortunately, this high stage makes certain events, such as dance, difficult as being able to see a dancer's feet is considered a prerequisite. The balcony does not have that concern.</p> <p><u>Recommendation:</u> The stage height and sightline concern is original to the structure and would likely be untenable to modify.</p>
Planning: Back-of-house	<p><u>Existing:</u> It is understood that no back-of-house spaces specific to the auditorium exist, but that some spaces can be pressed into service when necessary. Stage access is difficult.</p> <p><u>Recommendation:</u> The sense was that the users' needs for the limited number of performances could be accommodated within the existing inventory of rooms.</p>
Disabled or Limited Mobility Access	<p><u>Existing:</u> The town hall building has an elevator access to the various levels including the main audience level and the balcony. However, the stage is raised from the audience area and not accessible. Portable stairs are used to connect the audience to the stage, but an equal means of access was not available.</p> <p><u>Recommendation:</u> A portable wheelchair access lift should be considered by the town to satisfy accessibility to the stage.</p>
Technical Systems	<p><u>Existing:</u> Permanent speaker locations were noted, as well as stage draperies in the stage area, but there did not appear to be stage lighting from the front-of-house to the stage.</p> <p><u>Recommendation:</u> The primary users of the auditorium have modest technical requirements, so the town purchasing equipment is not advised. Permanent hanging locations for stage lighting should be considered.</p>

**TOWN HALL AUDITORIUM**



Auditorium



Stage



VENUE	HIGH SCHOOL AUDITORIUM
Current Activities	The high school auditorium is a workhorse of the school and the community, presenting a wide variety of events, including drama, dance, ballet, musical theatre, opera, symphony, chorus, chamber music, recitals, and contemporary music events. Its 933 seated/standing capacity is the largest of all the venues surveyed.
Qty of Programs	11 school related
Qty of Performances	15-20 / yr
State of the Facility	As an educational facility, the auditorium is built with durable materials, so it appears to be holding up well to the wear and tear of the student body.
Planning: Performance Space & Audience Area	<p><u>Existing:</u> Stage size adequately covers the current uses by the student body, as well as outside groups. The tiered seating in the audience has decent sightlines to the stage and the chairs are in good shape and reasonably comfortable. There are no sound and light locks into the audience chamber or the stage, making entry/exit during a performance noticeable to others.</p> <p><u>Recommendation:</u> While it would be ideal to add sound and light locks, the physical area required would be difficult or impossible to incorporate into this existing building.</p>
Planning: Back-of-house	<p><u>Existing:</u> There are no dedicated dressing or holding rooms for the auditorium. When a production requires space, negotiations with the music department to make practice rooms, storage rooms, and/or offices available are necessary. Storage of stage equipment appears to be in the stage wings.</p> <p><u>Recommendation:</u> None. Providing rooms as needed is reported to work well for the school and balances classroom needs with the auditorium.</p>
Disabled or Limited Mobility Access	<p><u>Existing:</u> Stage and auditorium are accessible via corridors. Control booth is not accessible.</p> <p><u>Recommendation:</u> An in-the-house control position could be used if a technician with a disability were part of the student body.</p>
Technical Systems	<p><u>Existing:</u> Newer audio and projection equipment is an excellent amenity and in good working order. 20-year-old stage lighting system is in need of refreshing (fixtures and controls). Onstage rigging consists of dead-hung pipes, although space exists to allow a modest fly system if ever desired. Student use argues for simple and safe systems, hence omitting a manual fly system, although this would certainly enhance productions.</p> <p><u>Recommendation:</u> Plan for lighting system upgrades within the next half decade utilizing LED fixtures for energy efficiency, as well as exposure of current tech to students.</p>

## HIGH SCHOOL AUDITORIUM



The audience chamber with students meeting veterans



A view of the stage from the first row of the house

VENUE	PAUL SMITH'S COLLEGE VISTOR'S INTERPRETIVE CENTER
Current Activities	The theatre at the VIC is used daily when the museum is open for film screenings. It is also available for community uses such as meetings, films, live music, and drama.
Qty of Programs	Daily museum events
Qty of Performances	Approximately 20 outside events per year
State of the Facility	Very well maintained by dedicated staff and college facilities department
Planning: Performance Space & Audience Area	<p><u>Existing:</u> Modern, straightforward hall with decent sightlines and comfortable seats.</p> <p><u>Recommendation:</u> None. Current facilities meet users' expectations.</p>
Planning: Back-of-house	<p><u>Existing:</u> No back of house. Control booth in the theatre.</p> <p><u>Recommendation:</u> None. Current facilities meet users' expectations.</p>
Disabled or Limited Mobility Access	<p><u>Existing:</u> Ramped access from museum lobby to audience seating. Stage is a raised platform with level or ramped access from the audience. Stage is accessible via door leading directly to the outside.</p> <p><u>Recommendation:</u> The current building code does not allow for separate routes for able-bodied (stairs within the room) and disabled access (outside entry) to the stage. A portable wheelchair access lift may want to be considered for full compliance.</p>
Technical Systems	<p><u>Existing:</u> Limited stage lighting, no stage rigging, but well-equipped A/V with provisions for distance learning and live-streaming of presentations.</p> <p><u>Recommendation:</u> None. Current equipment appears to fit the needs of the various users' expectations.</p>





VENUE	UNITED METHODIST CHURCH
Current Activities	Main Hall of the church is used by musical, choral, and drama groups throughout the warmer months. During winter, congregation moves downstairs to the fellowship hall, which is typically not used for performance.
Qty of Performances	Sporadic, but generally events every other month
State of the Facility	Aging historic facility is struggling with upkeep, but is generally in fine shape for performance.
Planning: Performance Space & Audience Area	<p><u>Existing:</u> Congregation hall has typical pews and built up deus/altar that makes performance a challenge. Main hall has larger seat count with balcony section, but this is in disuse and fairly remote/disconnected from the deus. Raised deus has good sightlines, even though main floor is flat, but most performances use the non-raised area in front of the deus, which is sightline constrained. Downstairs fellowship hall has a raised stage, which is shallow, but appears to be better suited to presentation/performance than the main hall.</p> <p><u>Recommendation:</u> No changes to the physical structure, but some renters should be directed to the fellowship hall, which might better serve their needs.</p>
Planning: Back-of-house	<p><u>Existing:</u> No adjacent back-of-house spaces to the main congregation hall, but the fellowship hall has a large catering/pantry area for events.</p> <p><u>Recommendation:</u> No recommendation that would not be disruptive to the primary use of the church</p>
Disabled or Limited Mobility Access	<p><u>Existing:</u> Elevator provides disabled access to the main congregation hall and the fellowship hall.</p> <p><u>Recommendation:</u> None</p>
Technical Systems	<p><u>Existing:</u> No apparent systems were in place. Tour guide did not know extents of systems, but PA system was assumed in both halls</p> <p><u>Recommendation:</u> Renters should supplement the space with temporary equipment as needed</p>

## UNITED METHODIST CHURCH



Main Hall



Downstairs Meeting Hall

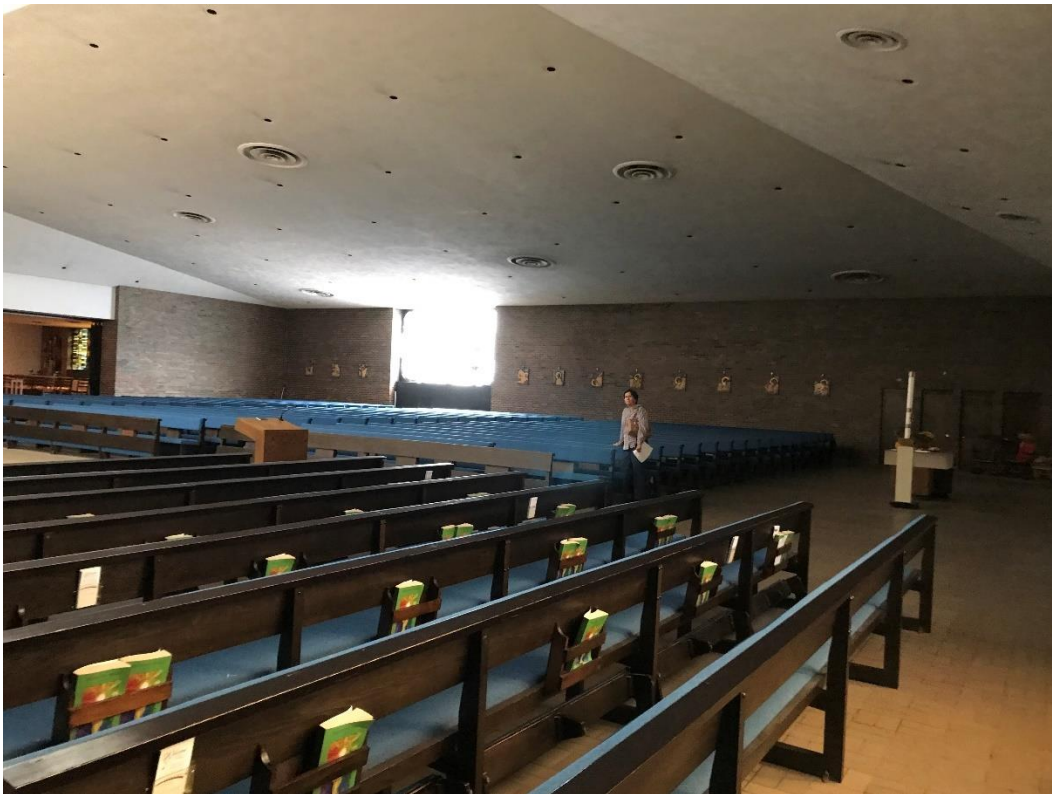


VENUE	ST. BERNARD'S CHURCH
Current Activities	This large (~600 seat) modern church is also used for performances for choirs, school concerts, and other musical events.
Qty of Performances	Unknown
State of the Facility	The facility appears well-maintained.
Planning: Performance Space & Audience Area	<p><u>Existing:</u> The raised deus/altar makes staging events challenging. The large open space above the bema and the lower planar ceiling above the audience make the acoustics particularly challenging. Lots of natural light and large open space make the room attractive for events.</p> <p><u>Recommendation:</u> Engage an acoustical consultant to provide feedback on modest treatments to the room that could improve the acoustics of the space for more functions.</p>
Planning: Back-of-house	<p><u>Existing:</u> The only performer-specific facilities are the choir room. Restrooms are used for dressing and there is no staging area.</p> <p><u>Recommendation:</u> The primary use as a place of worship makes permanent performance specific accommodations unrealistic. "Pipe and drape" could be used to define performer areas, if needed.</p>
Disabled or Limited Mobility Access	<p><u>Existing:</u> "Stage" area is raised on steps making disabled access impossible without temporary ramping. Restrooms used for dressing, as well as choir room and chapel (used as a performers lounge), are at a different level than the audience or stage.</p> <p><u>Recommendation:</u> Permanent disabled access provisions would be a benefit to both the worship function as well as any renters.</p>
Technical Systems	<p><u>Existing:</u> Amplification is provided, but no stage lighting or rigging.</p> <p><u>Recommendation:</u> Nothing specific to the facility. Rental equipment could provide any missing support.</p>

## ST. BERNARD'S CHURCH



Bema



Seating

VENUE	WILL ROGERS
Current Activities	A variety of performance (mostly music and spoken word), as well as visual arts, are presented to the residents of this retirement community.
State of the Facility	Unknown, could not visit during tours
Planning: Performance Space & Audience Area	It is understood the facility's Great Room is used as multi-purpose space. Seating is ad hoc.
Planning: Back-of-house	It is understood that no back-of-house exists, including no performer accommodations, but it meets the majority of users' expectations.
Disabled or Limited Mobility Access	It is assumed that the facility is fully accessible, considering its resident population.
Technical Systems	It is understood that the facility has limited technical infrastructure, but meets the majority of the users' expectations.



Understood to be the meeting room used for performance.



VENUE	DEWEY MOUNTAIN STAGE
Current Activities	Built as a joint venture between Pendragon and Dewey Mountain. The stage was initially built for A Midsummer Night's Dream, performed by Pendragon, but is in continuous use by Dewey Mountain for its summer programs including live music and summer camp use.
State of the Facility	The Dewey Mountain Stage is a bare-bones outdoor venue, making use of the beautiful surroundings to accentuate the performance. While in reasonable condition at the moment, aspects will deteriorate quickly over time with exposure to the elements.
Planning: Performance Space & Audience Area	<p><u>Existing:</u> Stage consists of an elevated platform. Audience seating are rough bench slabs without backs. No facilities are present for intermission gathering or restrooms.</p> <p><u>Recommendation:</u> Stage timber should be treated and sealed against the elements to keep it in good repair against the ravages of the elements.</p>
Planning: Back-of-house	<p><u>Existing:</u> No back-of-house exists. Actors are exposed for entrances to the stage.</p> <p><u>Recommendation:</u> It is not known whether a desire for better back of house facilities is necessary, as the stage is understood to meet current needs.</p>
Disabled or Limited Mobility Access	<p><u>Existing:</u> While the path to the seating is "level" from the parking area, the path is a woodland trail. It poses significant difficulty for those with mobility impairments.</p> <p><u>Recommendation:</u> The facility should carefully consider this stage's use when open to the public.</p>
Technical Systems	<p><u>Existing:</u> Technical support was provided for the single production, with the majority being removed afterwards. A string of houselighting was left in place, presumably with other electrical service.</p> <p><u>Recommendation:</u> Temporary accommodations based on the specific needs of the production.</p>



## **CONCLUSION**

The Village has a flourishing arts scene, punctuated by a lively and widespread presentation of live music. Many spaces support a wide variety of programming in addition to their primary uses. These multi-use spaces are valuable community assets, but often do not support the physical needs of performance.

Many of the facilities surveyed support their primary uses well — and sometimes secondary uses, too. There are some exceptions, and these excepted facilities present traditional performance such as theatre and dance. These are the organizations most in need of better physical space, as well as appropriate technical support. While space and technology does not in and of itself make for good performance, it does facilitate the art and that is the primary function of any building — to facilitate its users. As per the report, there are some facilities that currently do not successfully provide their primary function.

With regard to accessibility and barrier-free access, in general the performance spaces in the VSL area were built in an era that was not accommodating to persons with disabilities. As patrons demand greater levels of accessibility not just for persons with disabilities, but for the elderly or those with a temporary condition (cast and crutches, for instance), facilities should be constantly working to improve overall accessibility. Small changes can make big differences to the patron experience and that's what makes for repeat audience members.

The intent of this assessment is to provide a high-level report of certain physical aspects of the performance facilities in the VSL area. Further detailed study and refinement of the recommendations is advised.



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

# Arts and Culture Master Plan

## Phase II Update Report Presentation

November 2017



# Table of Contents

1. Progress Review
2. Market Research
3. Facility Analysis
4. Visioning Workshop
5. Phase II Learnings
6. Next Steps
7. Appendix

# 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

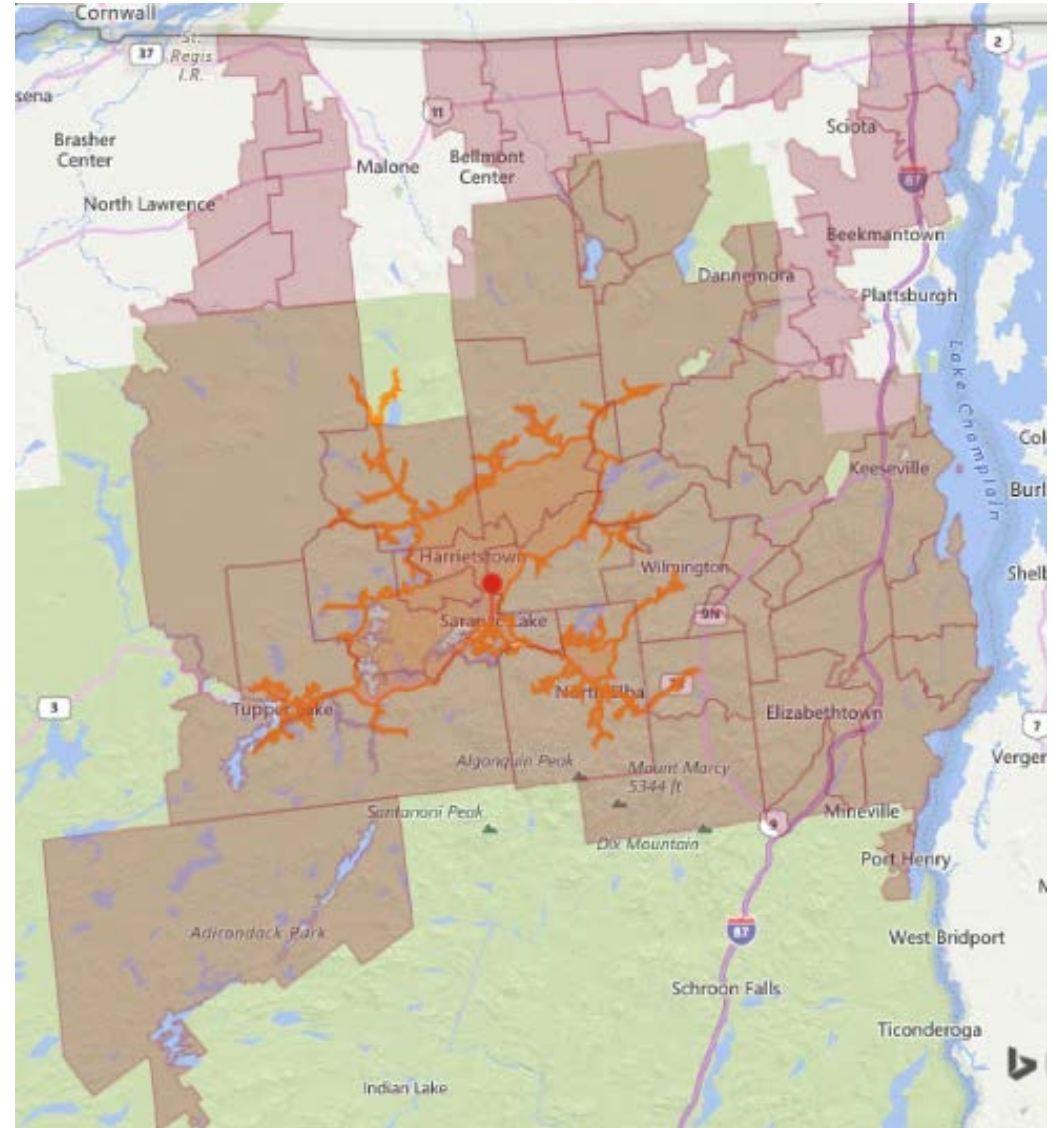


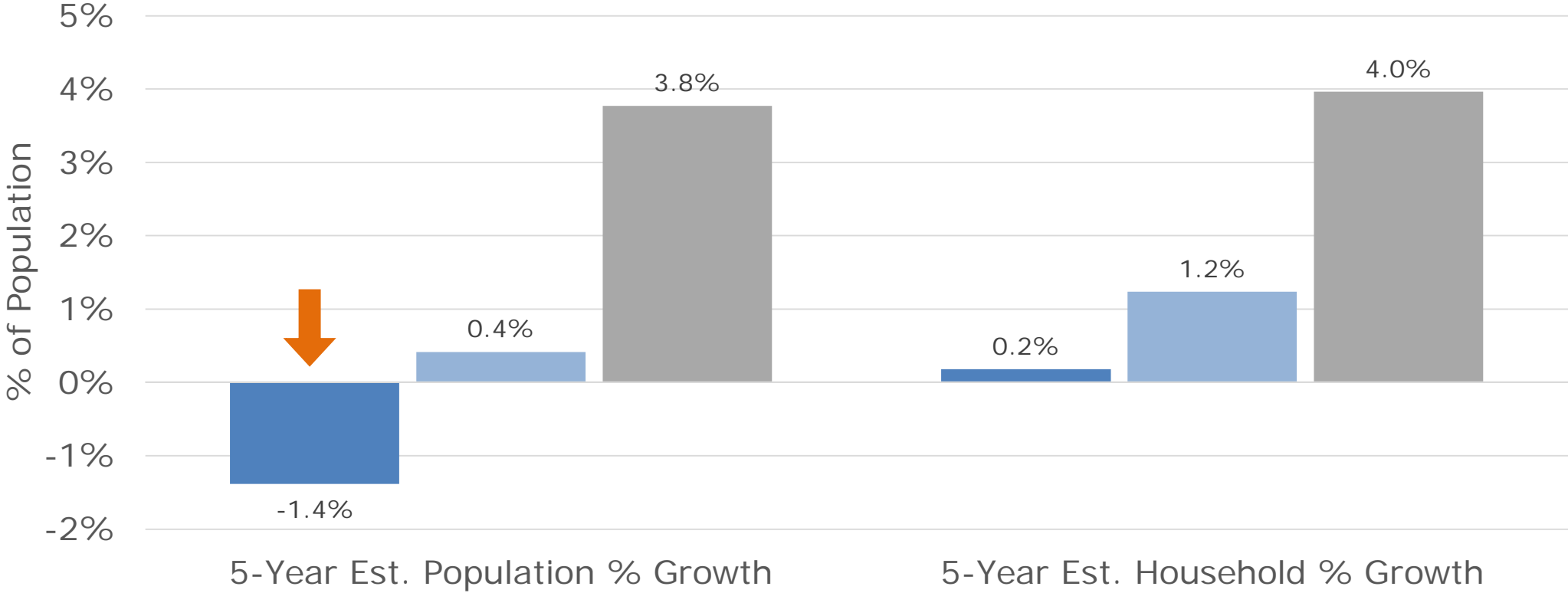
Figure 1: Trade Area (orange) and Permanent Resident Zip Codes (red)



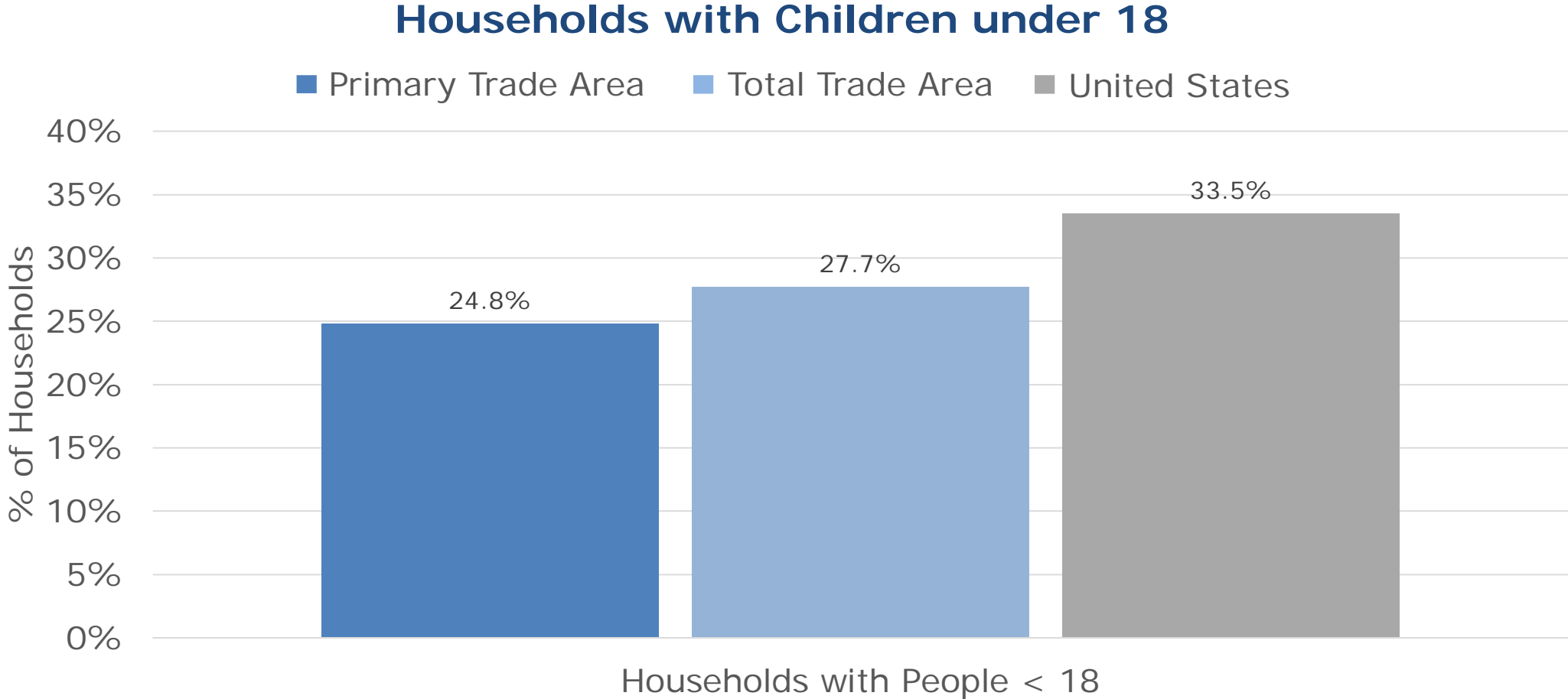
# The Village's primary trade area is estimated to experience a population decline

## Est. 5-Year Population & Household Growth

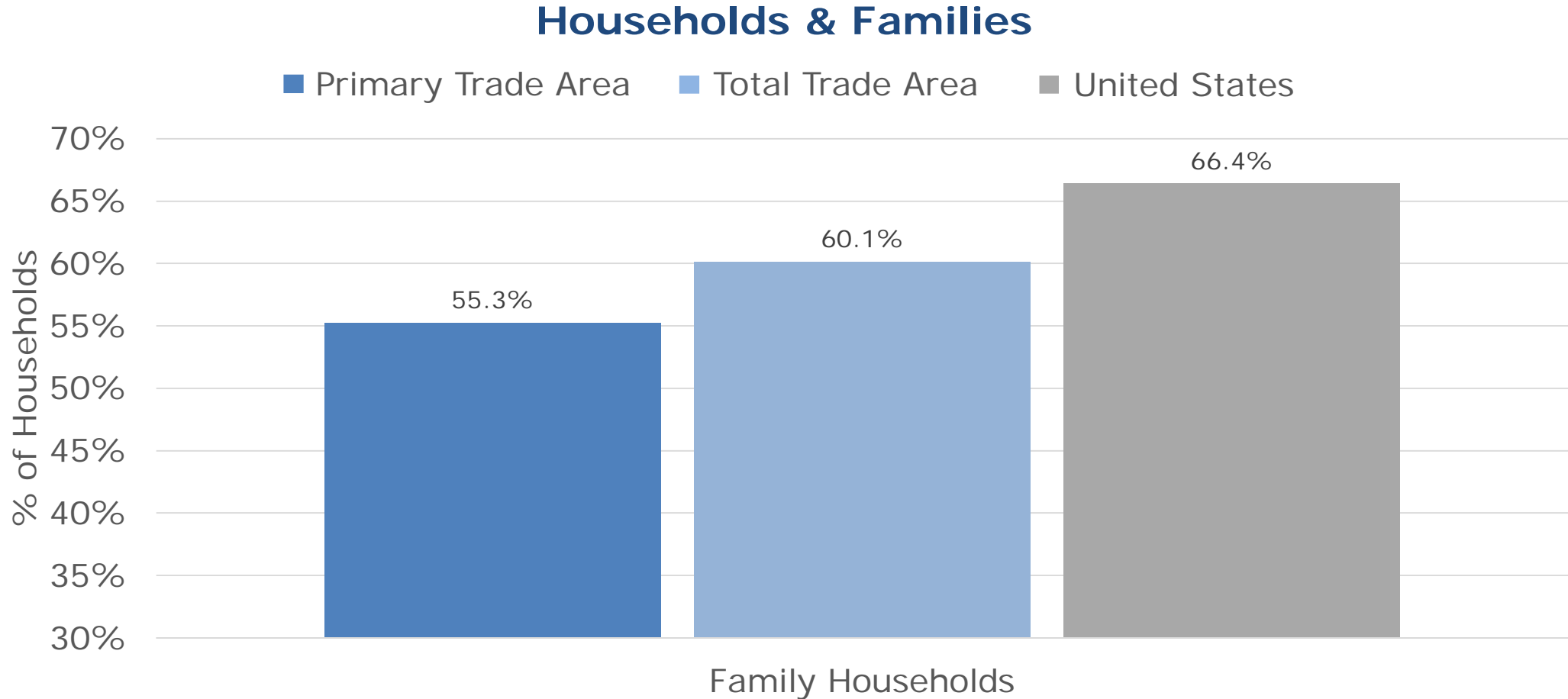
■ Primary Trade Area   ■ Total Trade Area   ■ United States



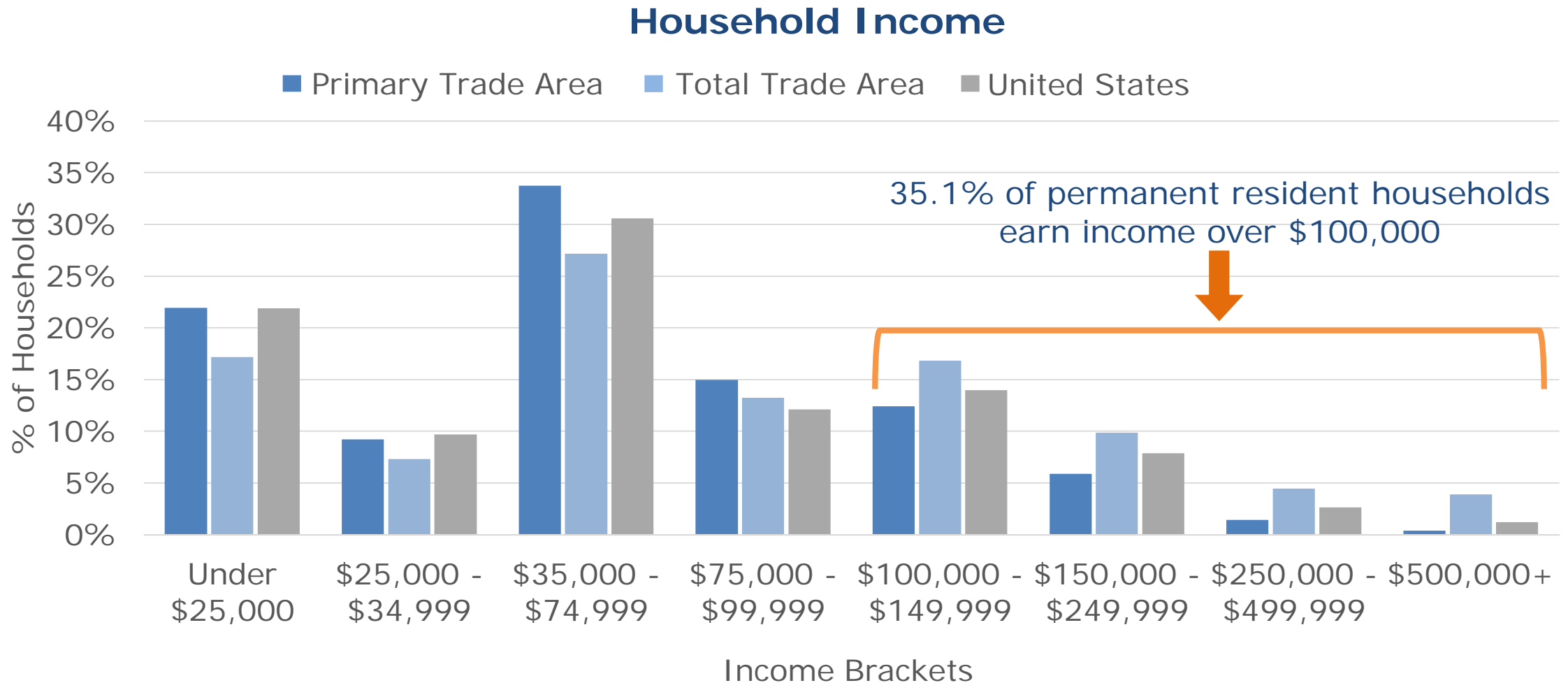
# The Village's key markets have fewer households with children than the U.S.



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

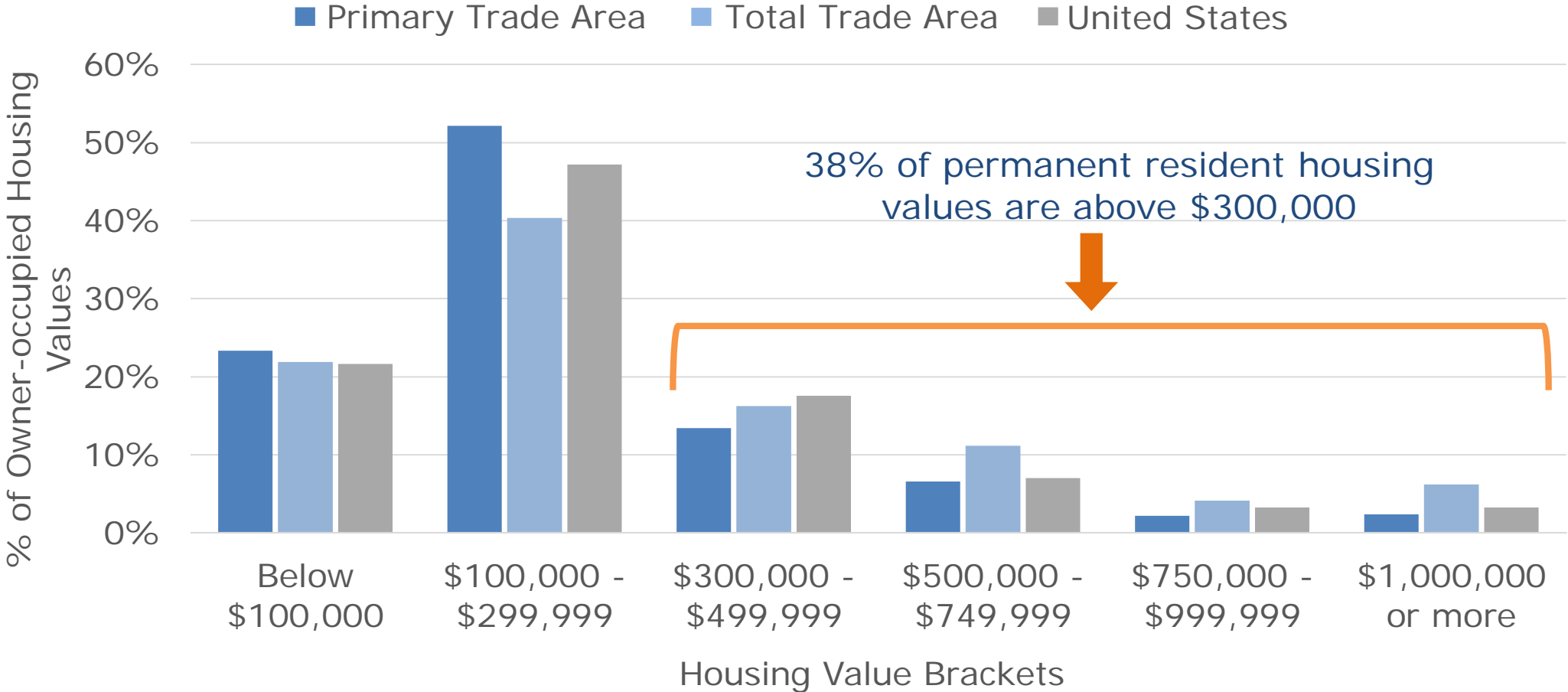


# Patrons earn relatively high income, while the trade area demonstrates middle and low income

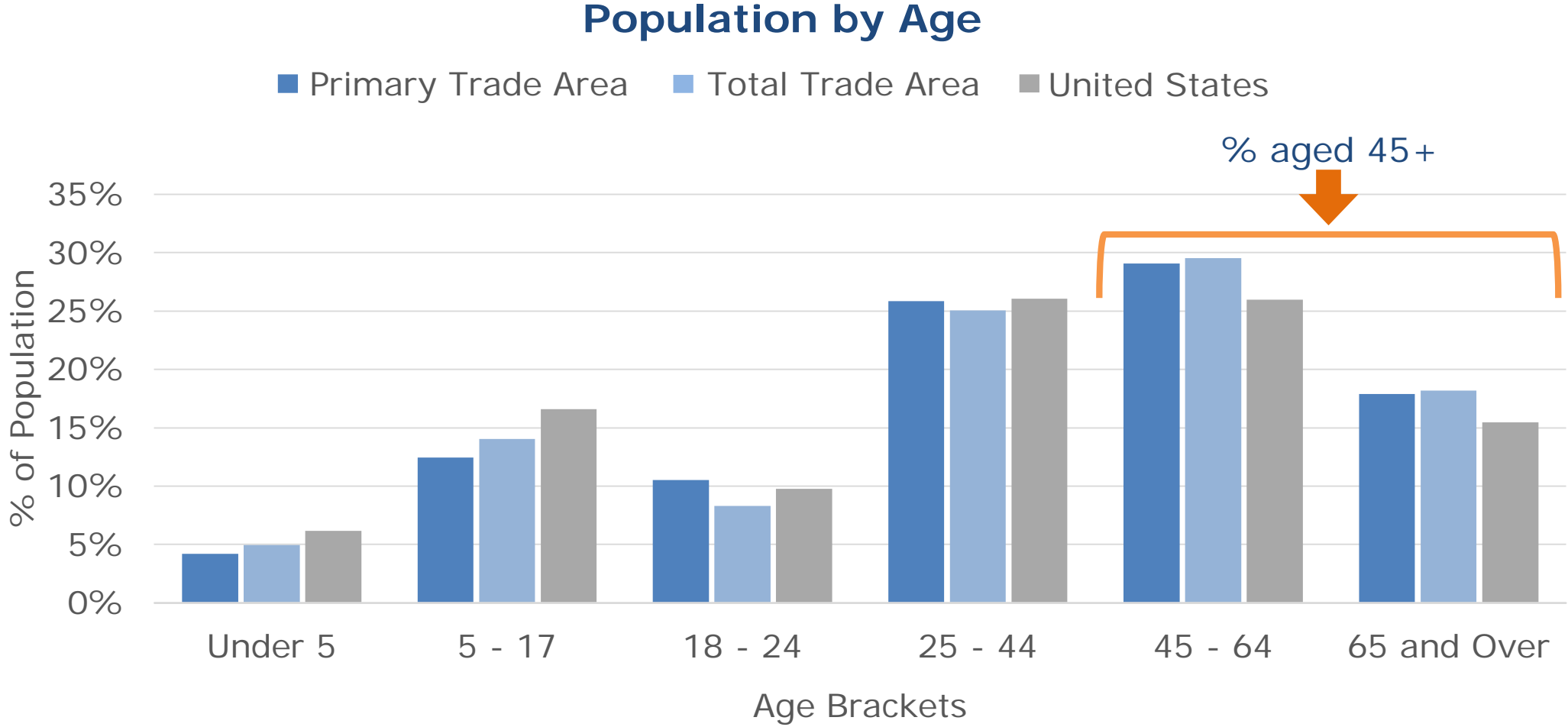


# Patron home values exceed the trade area average and the U.S. average

## Owner-Occupied Housing Values



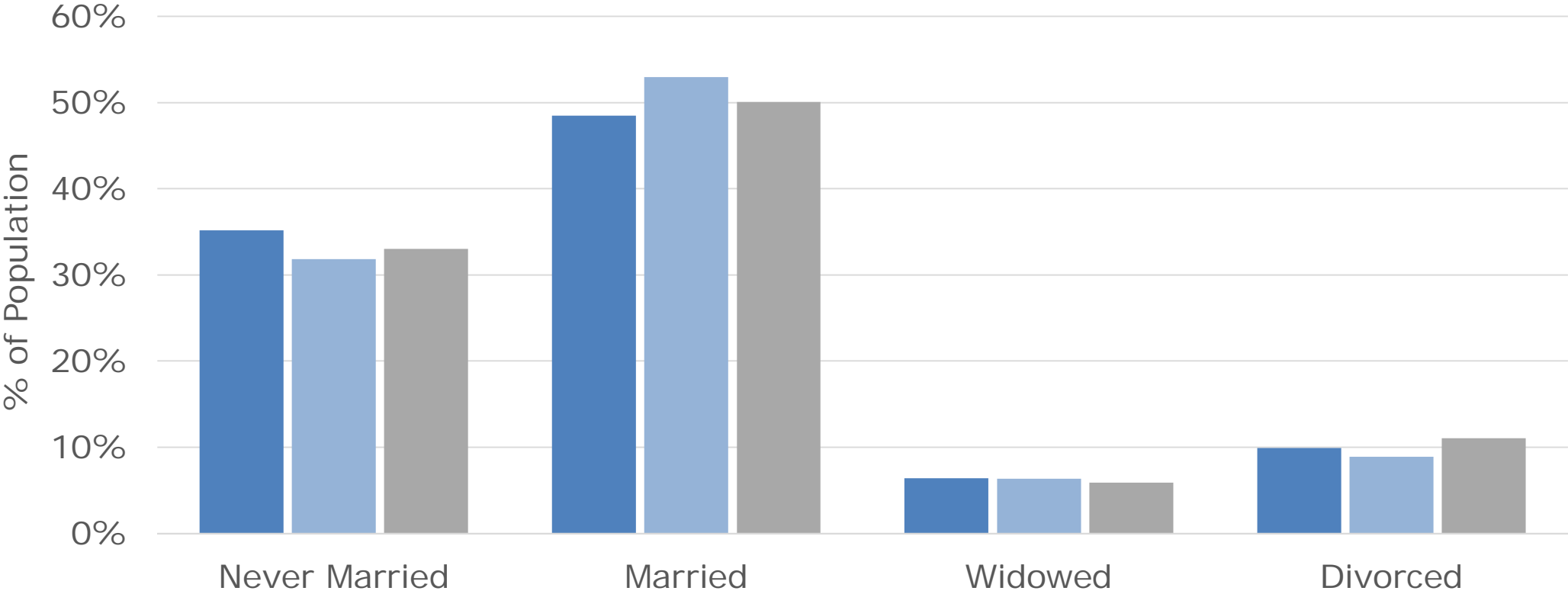
# The Village's key markets have a higher % of residents aged 45+



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

### Population (Age 15+) by Marital Status

■ Primary Trade Area   ■ Total Trade Area   ■ United States

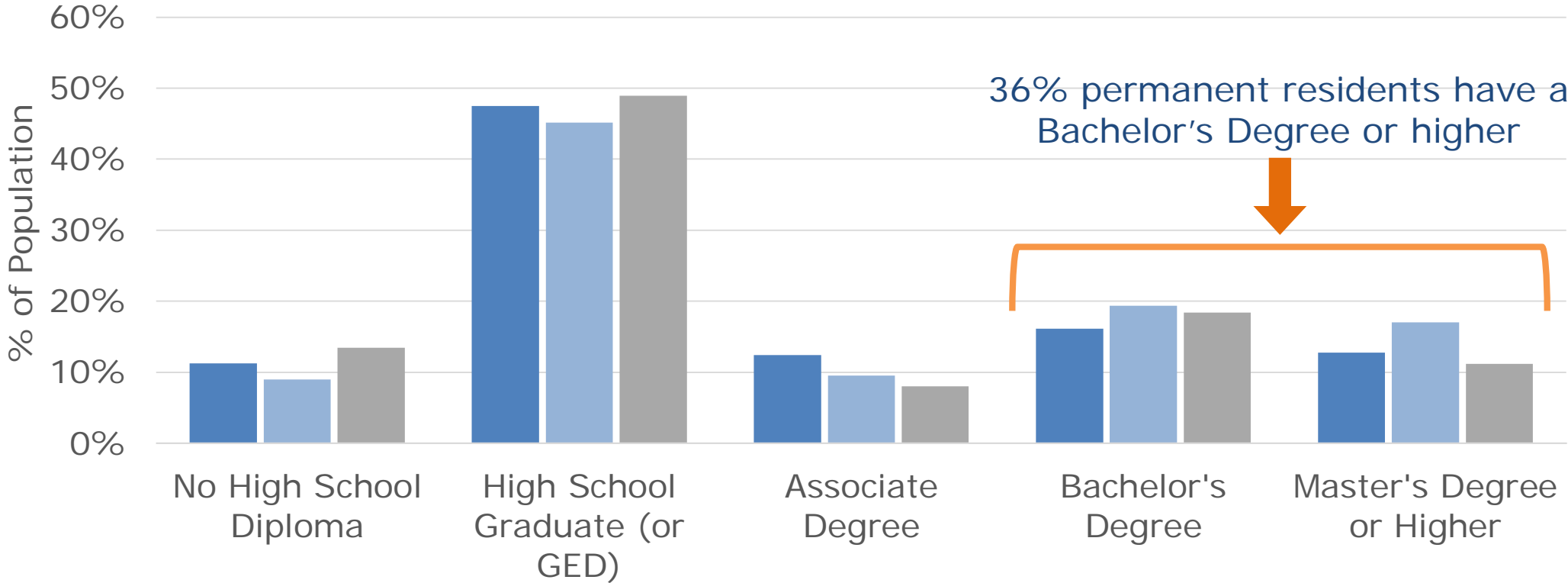




# Patrons demonstrate higher levels of educational attainment than the trade area and the U.S. average

### Population (Age 25+) by Education Attainment

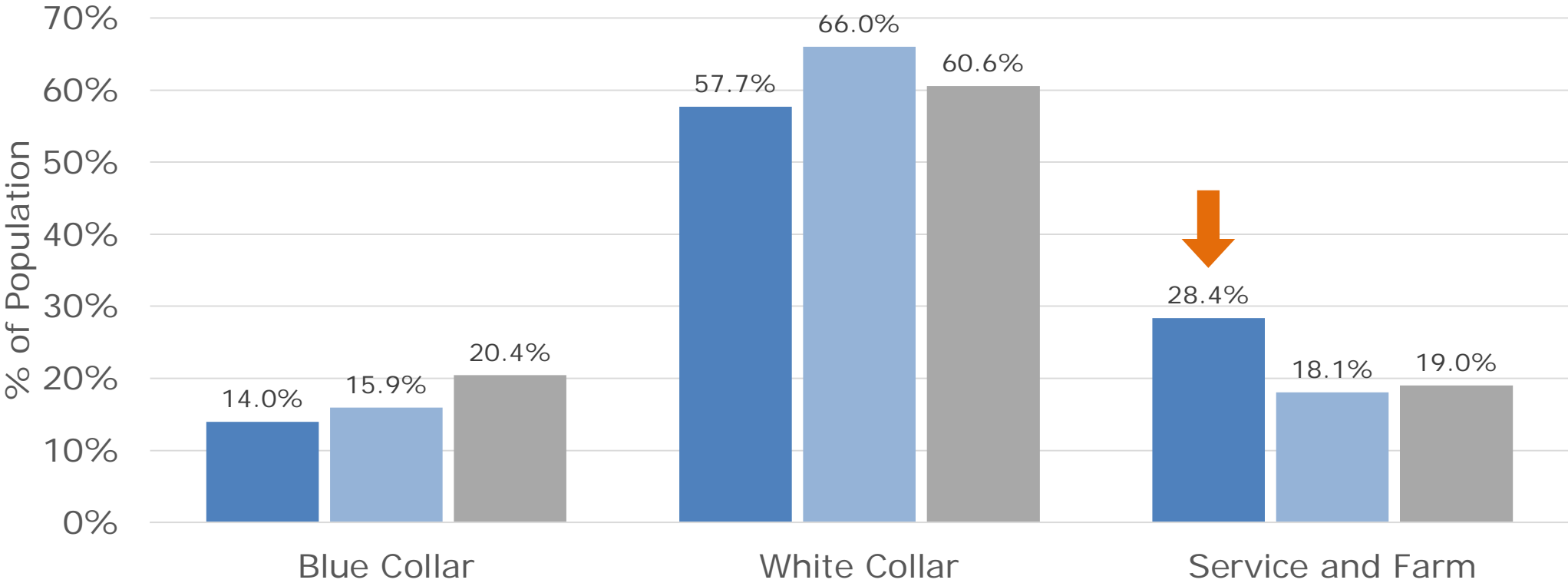
■ Primary Trade Area   ■ Total Trade Area   ■ United States



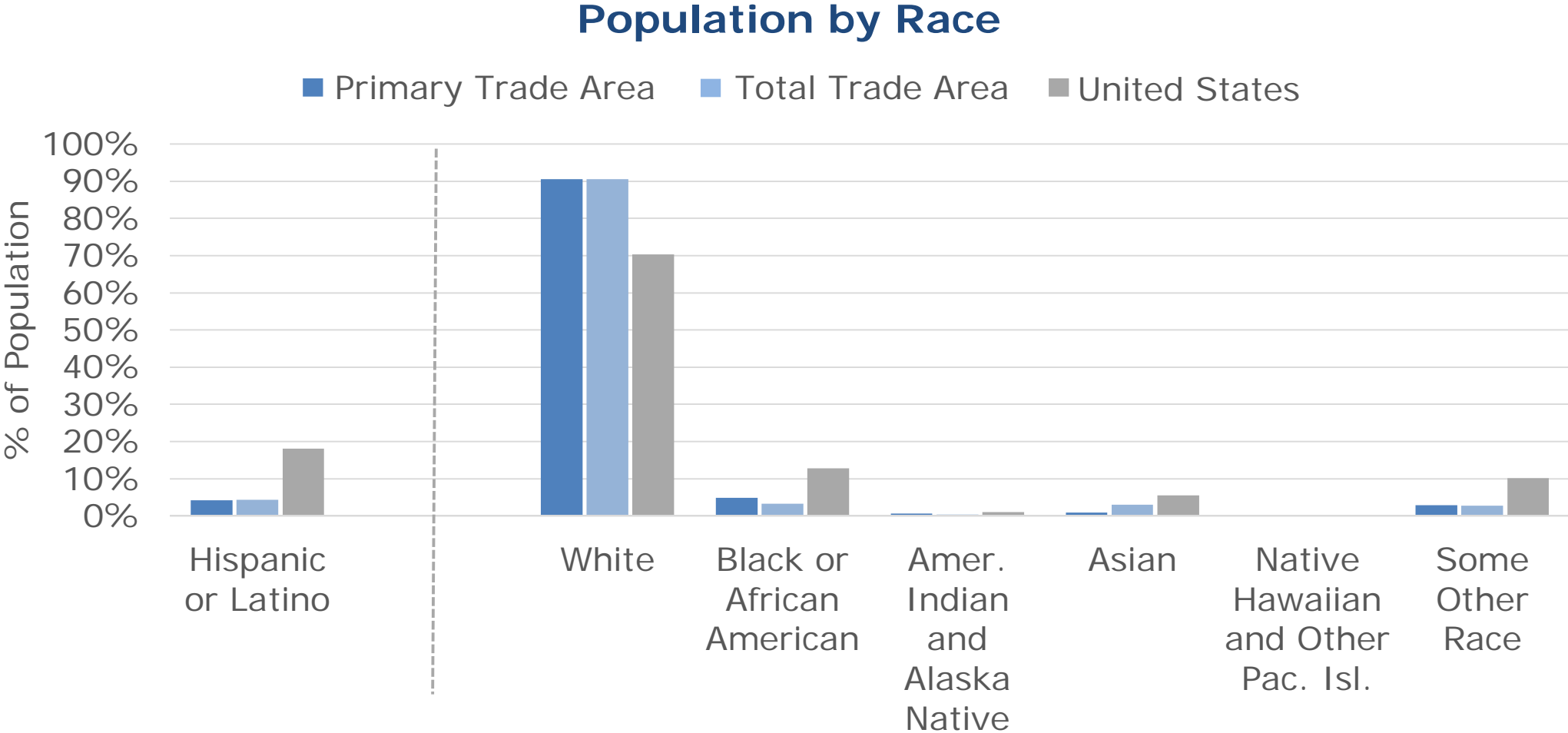
# A relatively high % of the trade area works service and farm jobs

## 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

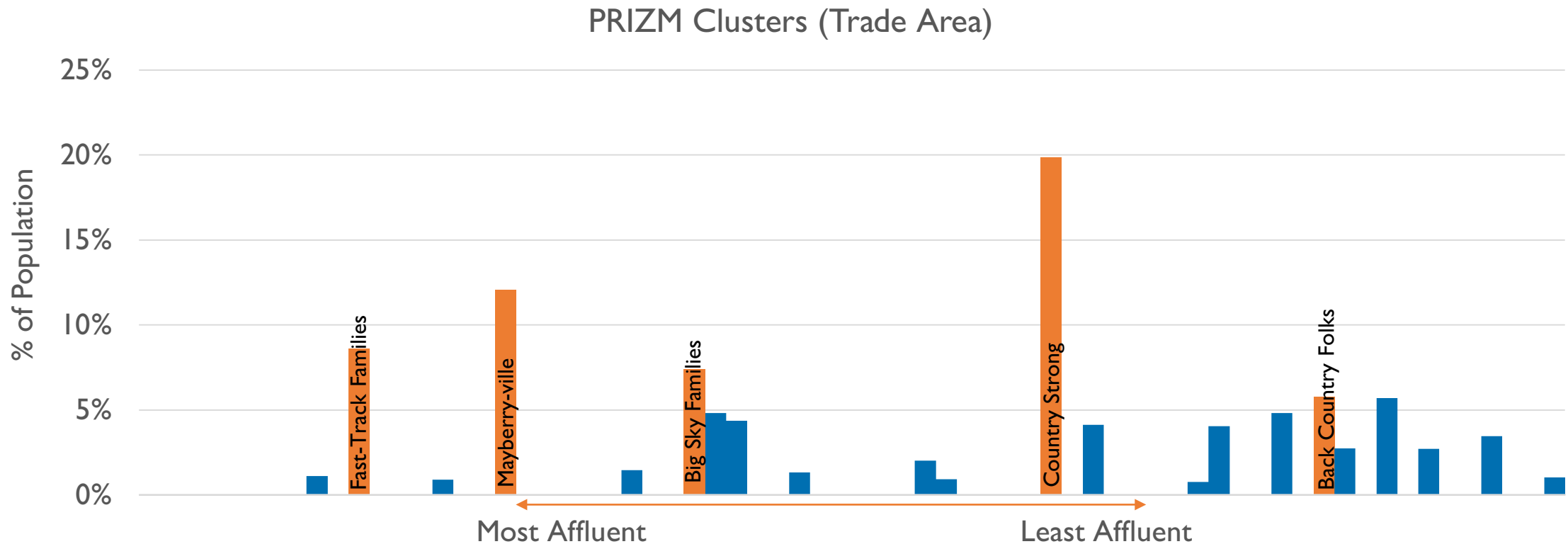
- The Total Trade Area represents **varying levels of socioeconomic status**, while Seasonal Homeowners and Visitors are generally **more affluent**.
- The Total Trade Area residents tend to lead **“old-fashioned” ways of life** with less interest toward the latest technology, while Seasonal Homeowners 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.

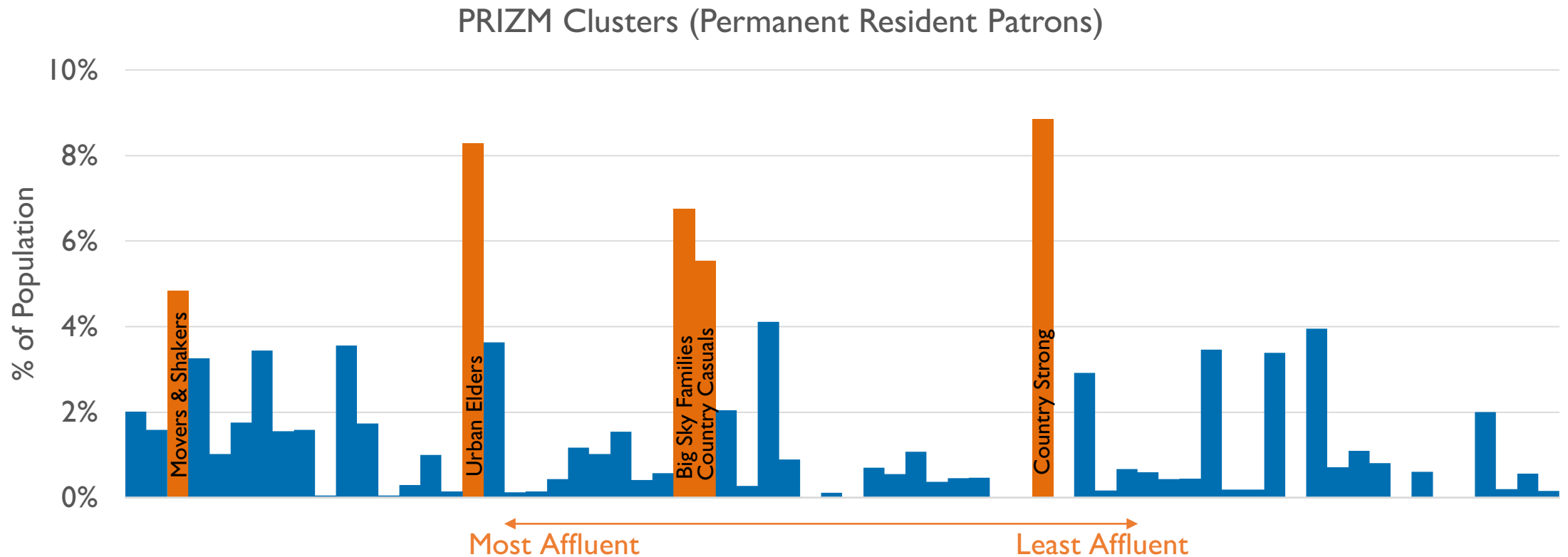
**Segments include varying levels of affluence, but all demonstrate high affinities for outdoor activities.**

# 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.

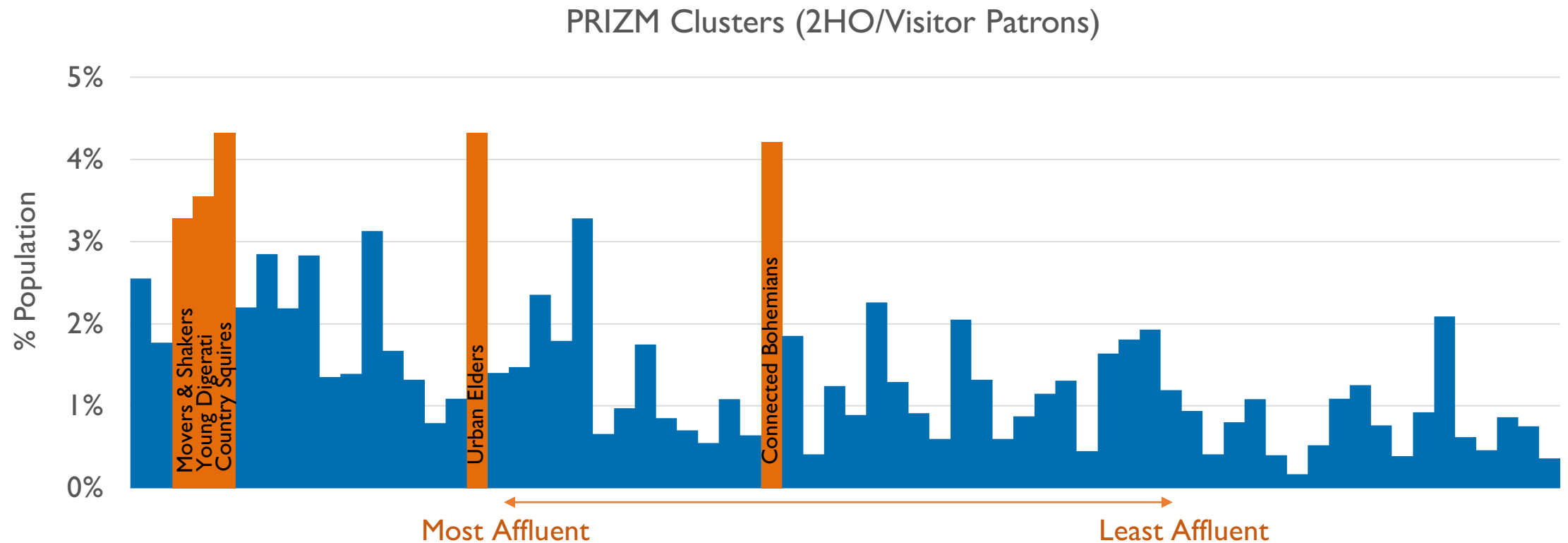
**Segments are generally middle to upper class and demonstrate high affinities for music and cultural activities.**

# 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:

% of HH	# of HH	Lifestyle attribute
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

\*4.9M represents the number of households within the zip codes identified as places of residence for seasonal homeowners and visitors to the Village of Saranac Lake who are likely to attend live theatre. This methodology holds true for all numbers in the “# of HH” column.

# 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

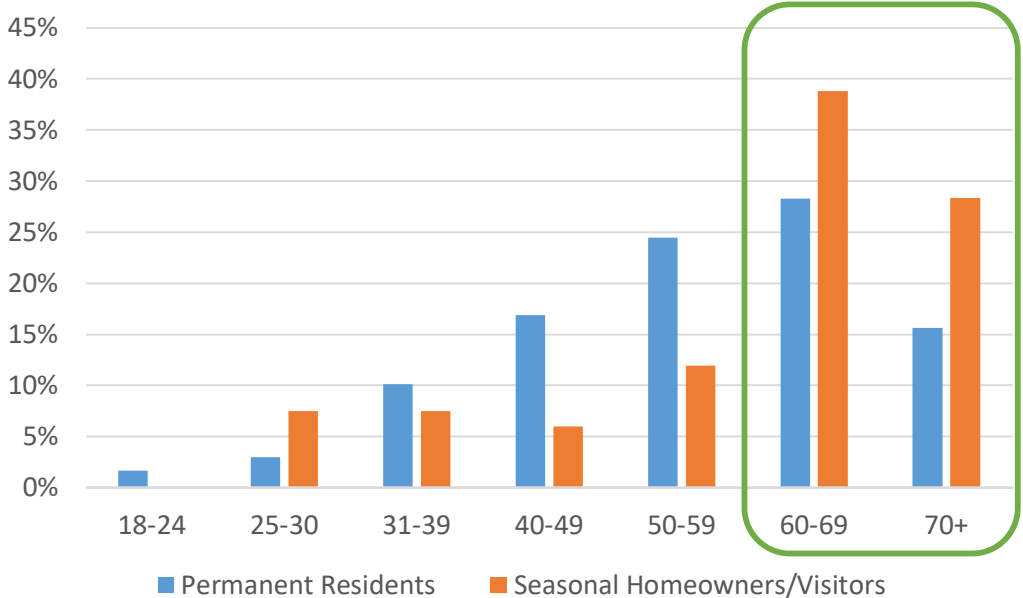
The survey was completed by a wide variety of Saranac Lake community members:

- 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.

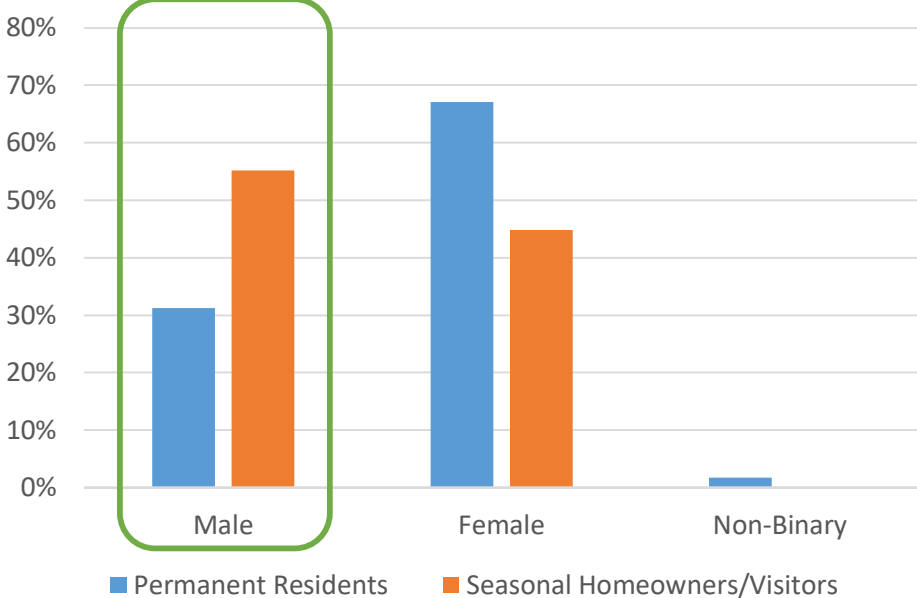
\*Due to an insufficient number of responses from College Students, we were unable to conduct a statistically significant analysis for this group. Due to a shortage of responses from Seasonal Homeowners, we combined Seasonal Homeowners and Visitors for the analysis.

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

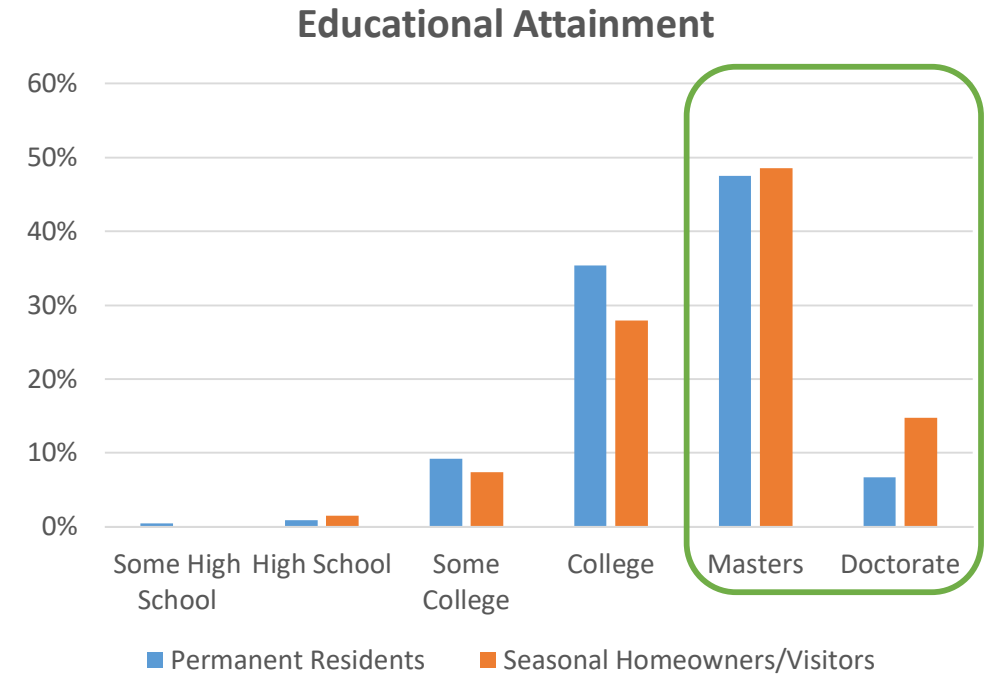
Age



Gender



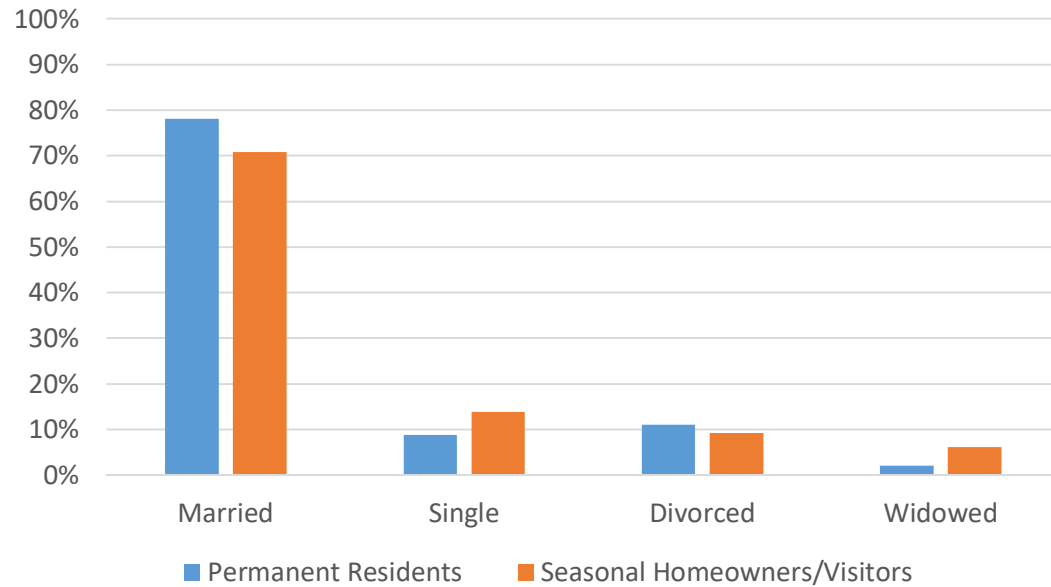
# Seasonal homeowners and visitors reported variable incomes and higher levels of educational attainment



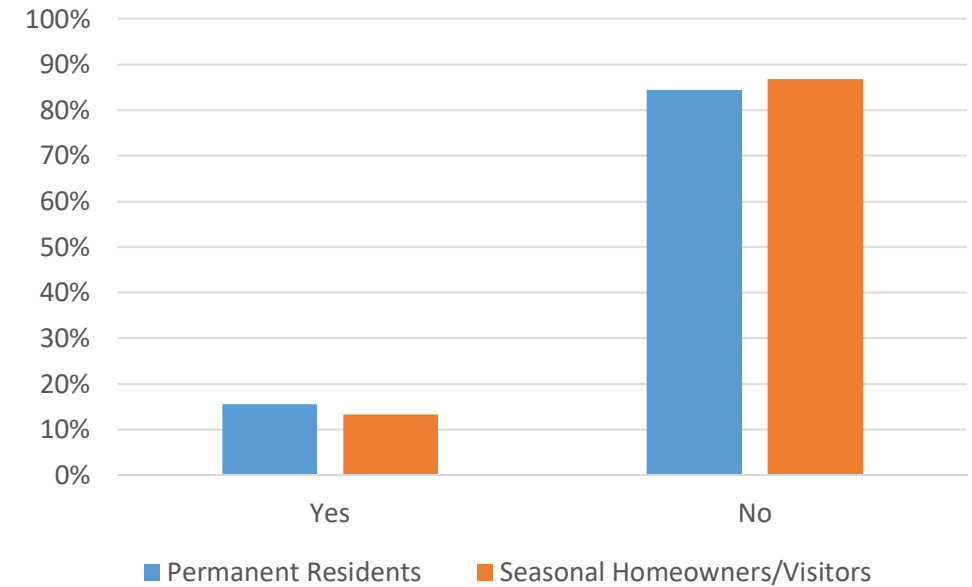


# Seasonal homeowners and visitors are slightly less likely to be married

## Marital Status

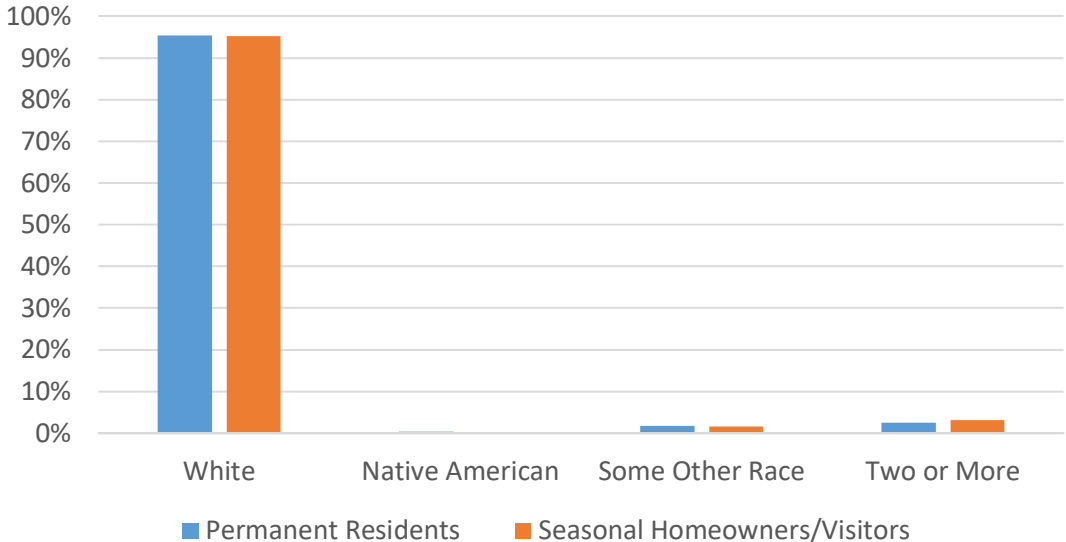


## Children < 18

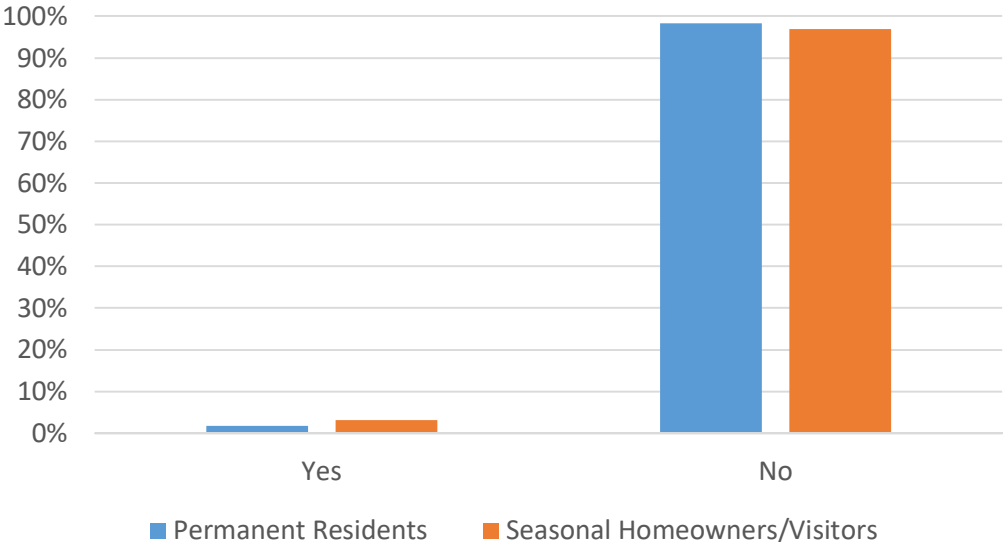


# Survey respondents identified as predominantly white, with little ethnic diversity

### Race



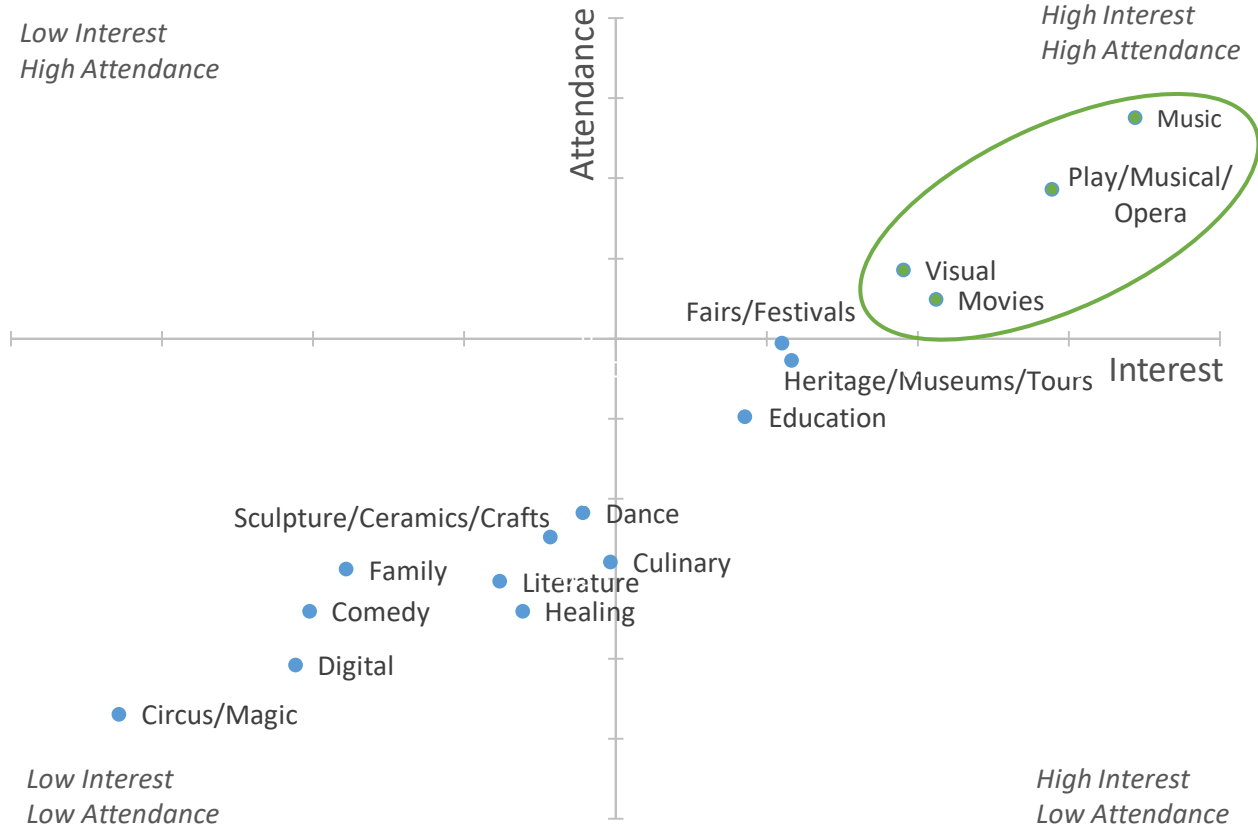
### Hispanic



# 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.

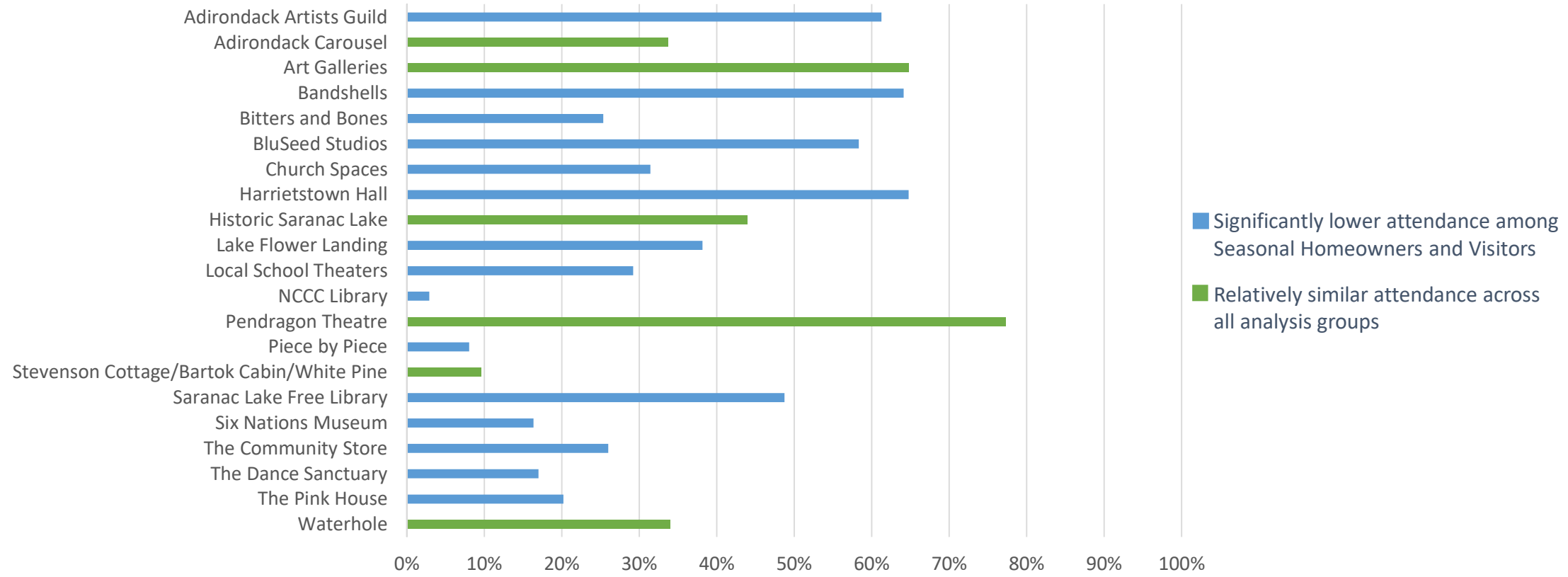
“Which of the following categories of activity are you interested in?  
Which have you attended in the past 12 months?”



# 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.

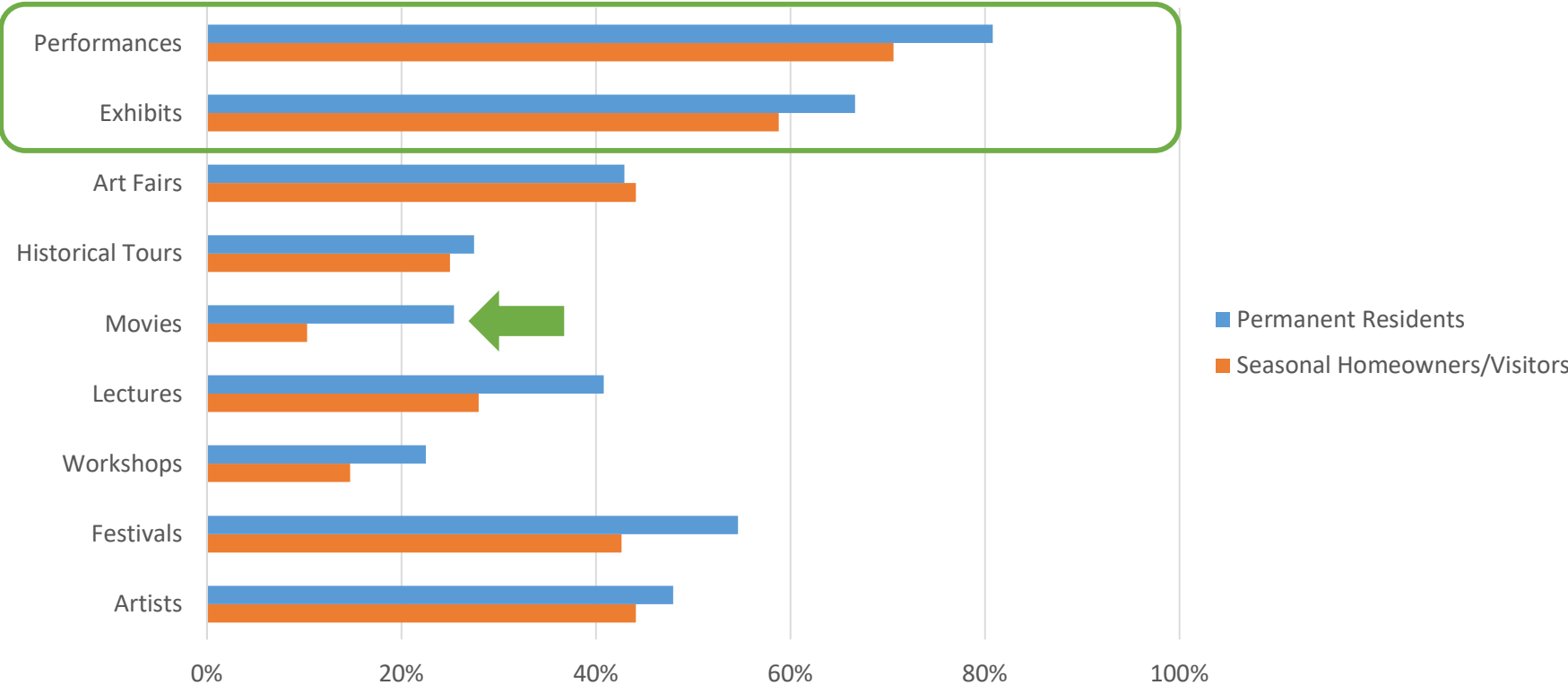
“Where do you attend or participate in arts and culture activities in the Village of Saranac Lake?”



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

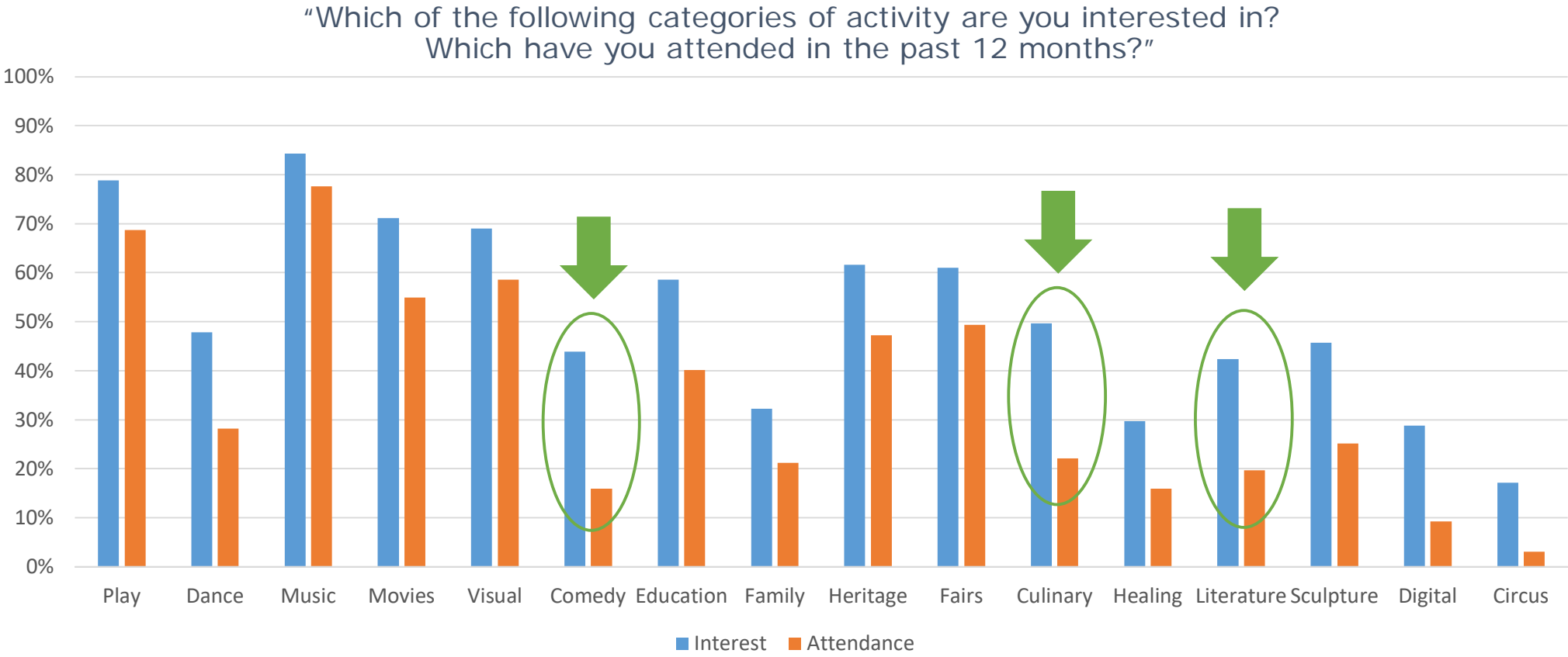
Seasonal homeowner and visitor engagement generally falls below permanent resident engagement, particularly in the movies category.

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



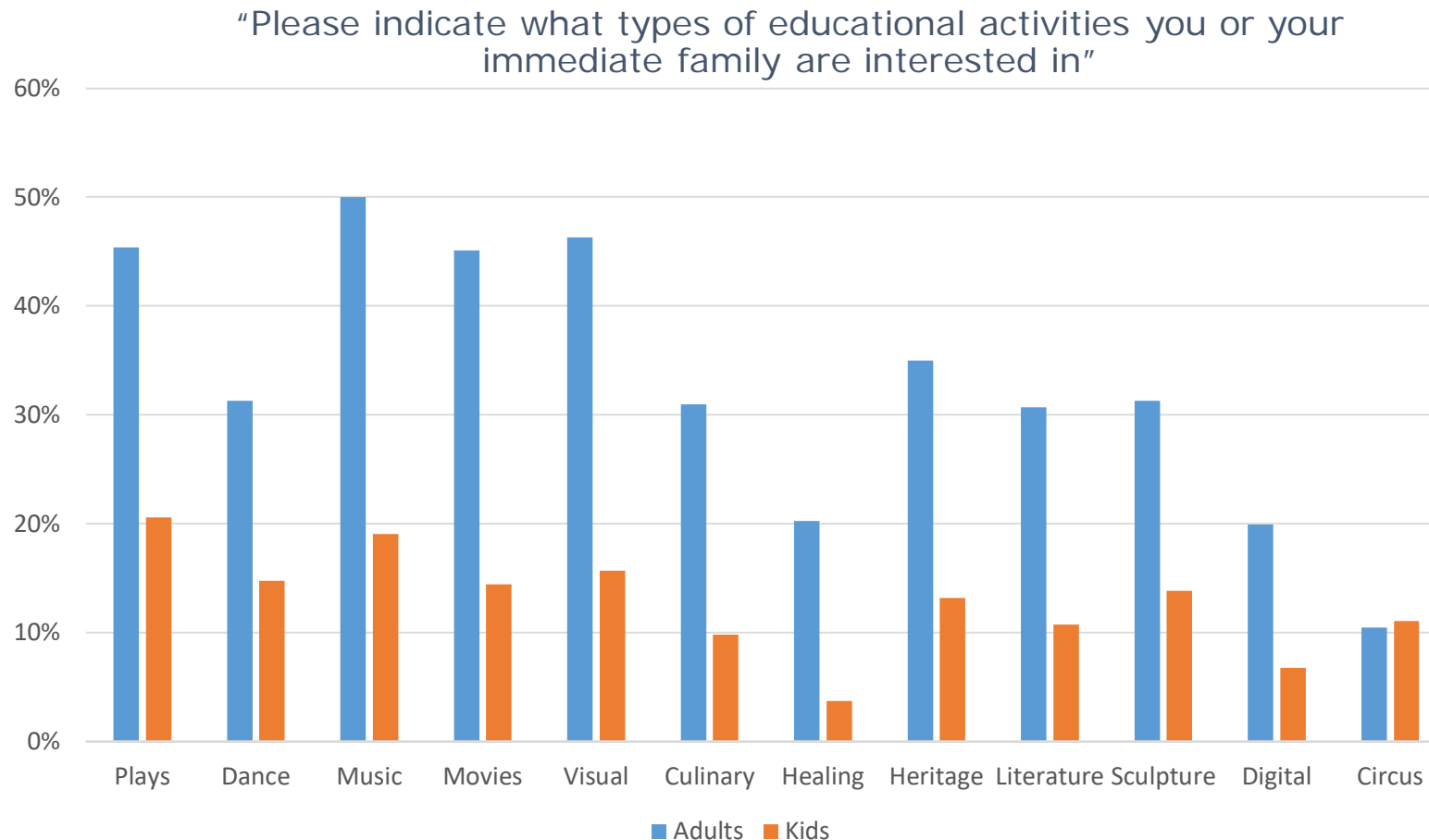
# Survey respondents reported unmet demand in comedy, culinary, and literary arts

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



# 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.

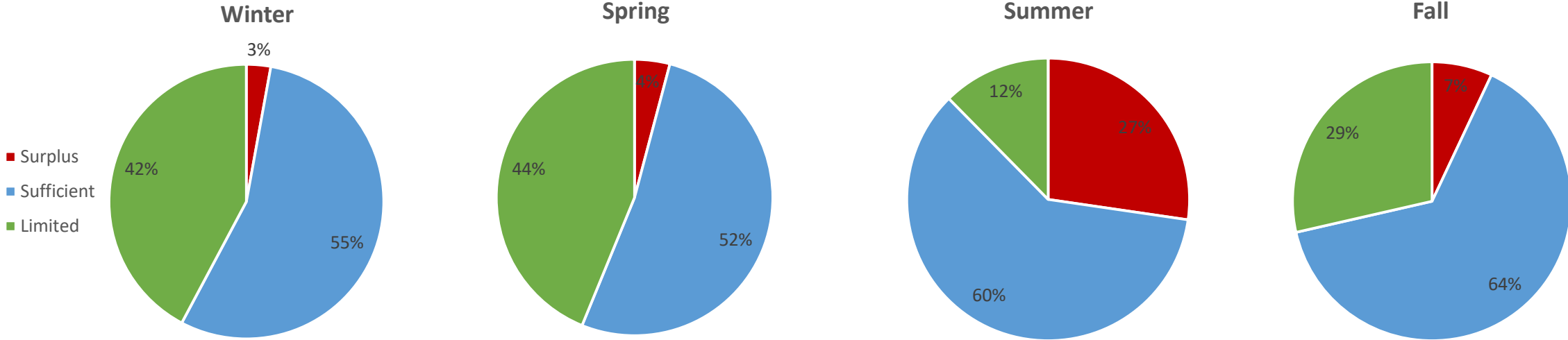




# The majority of respondents agree that each season has a sufficient number of events

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

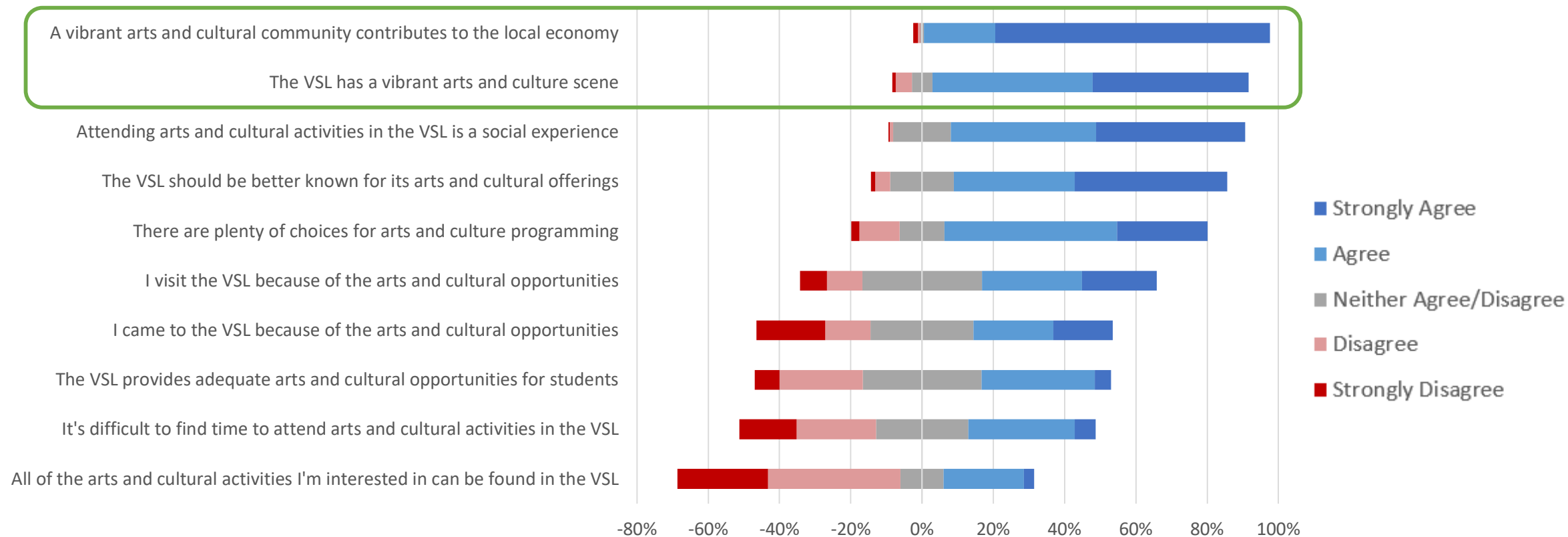
“Please assess the number of arts offerings in the Village of Saranac Lake by season”



# 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.

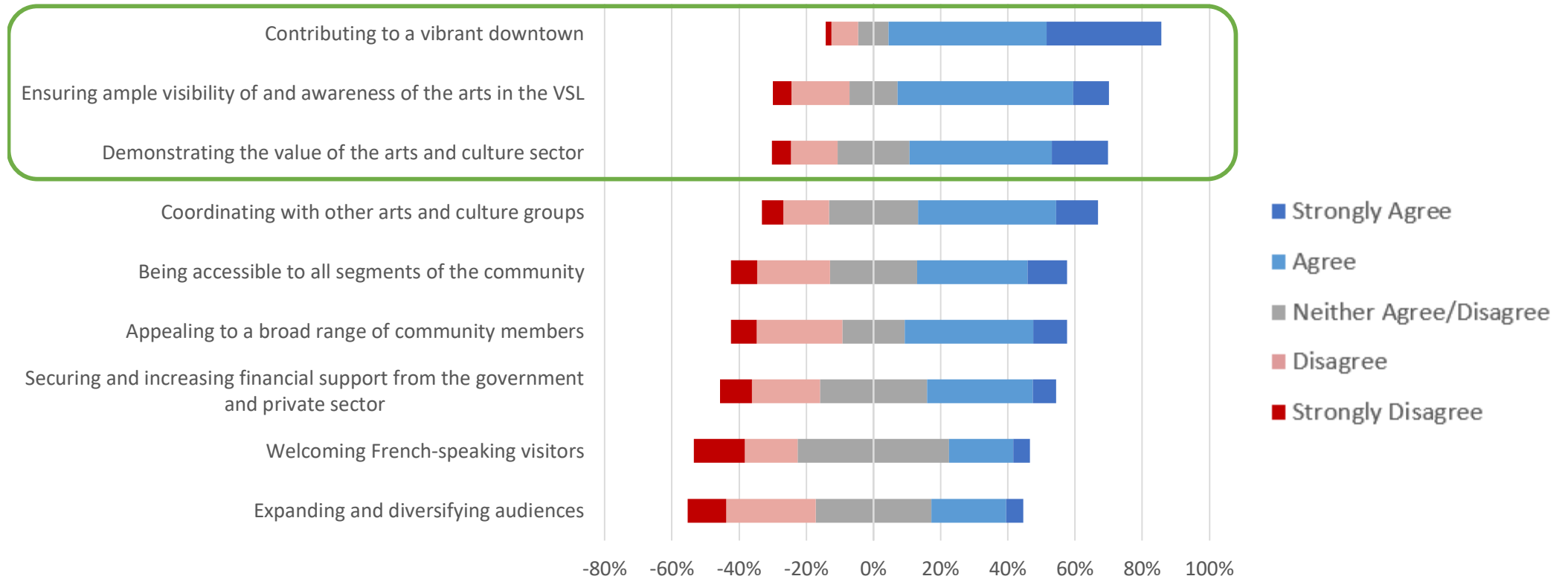
"Please indicate whether you agree or disagree with each of the following statements:"



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

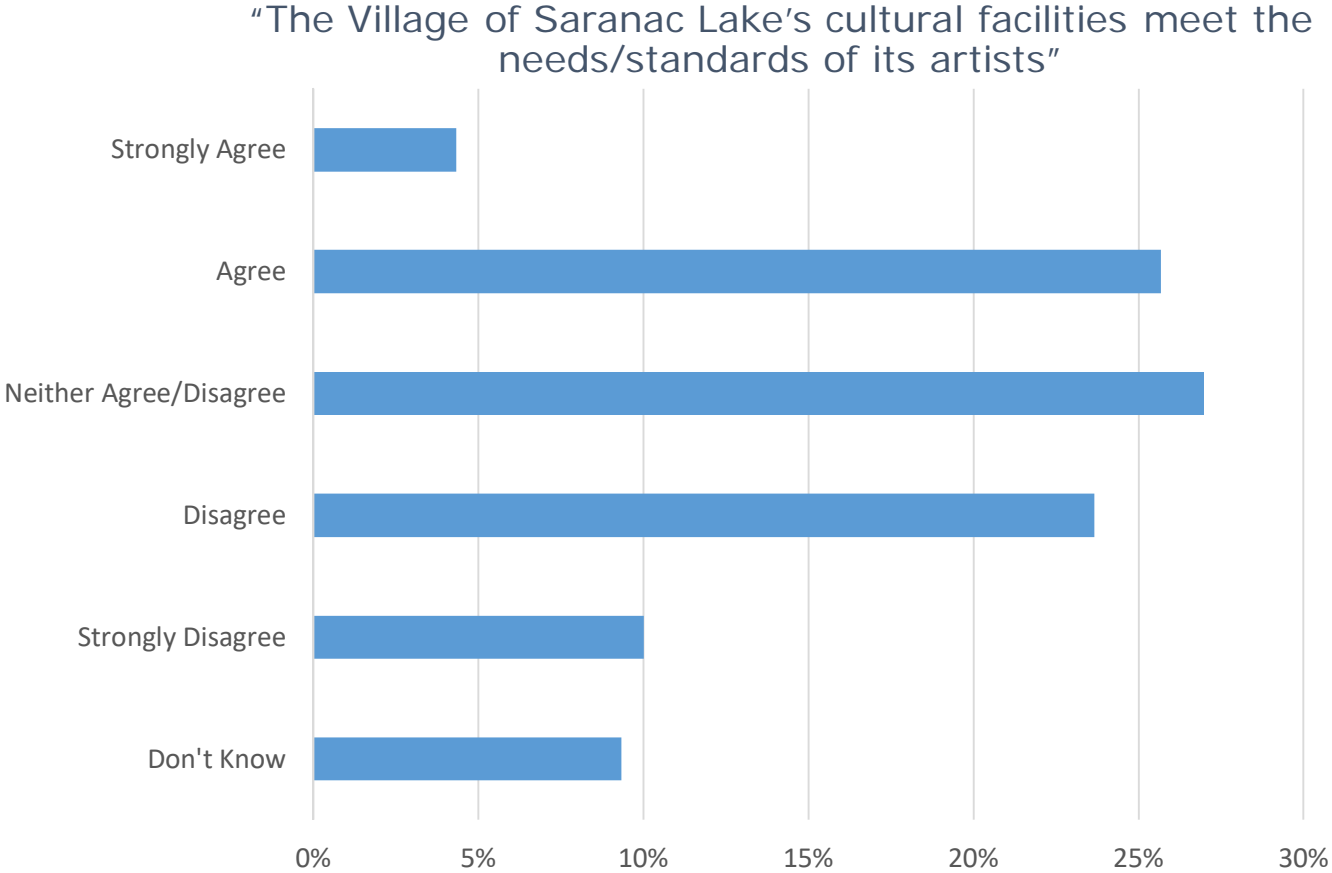
Seasonal homeowners and visitors are less likely to agree the Village's arts and culture contribute to a vibrant downtown, and more likely to agree they do a good job of being accessible and expanding and diversifying audiences.

"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

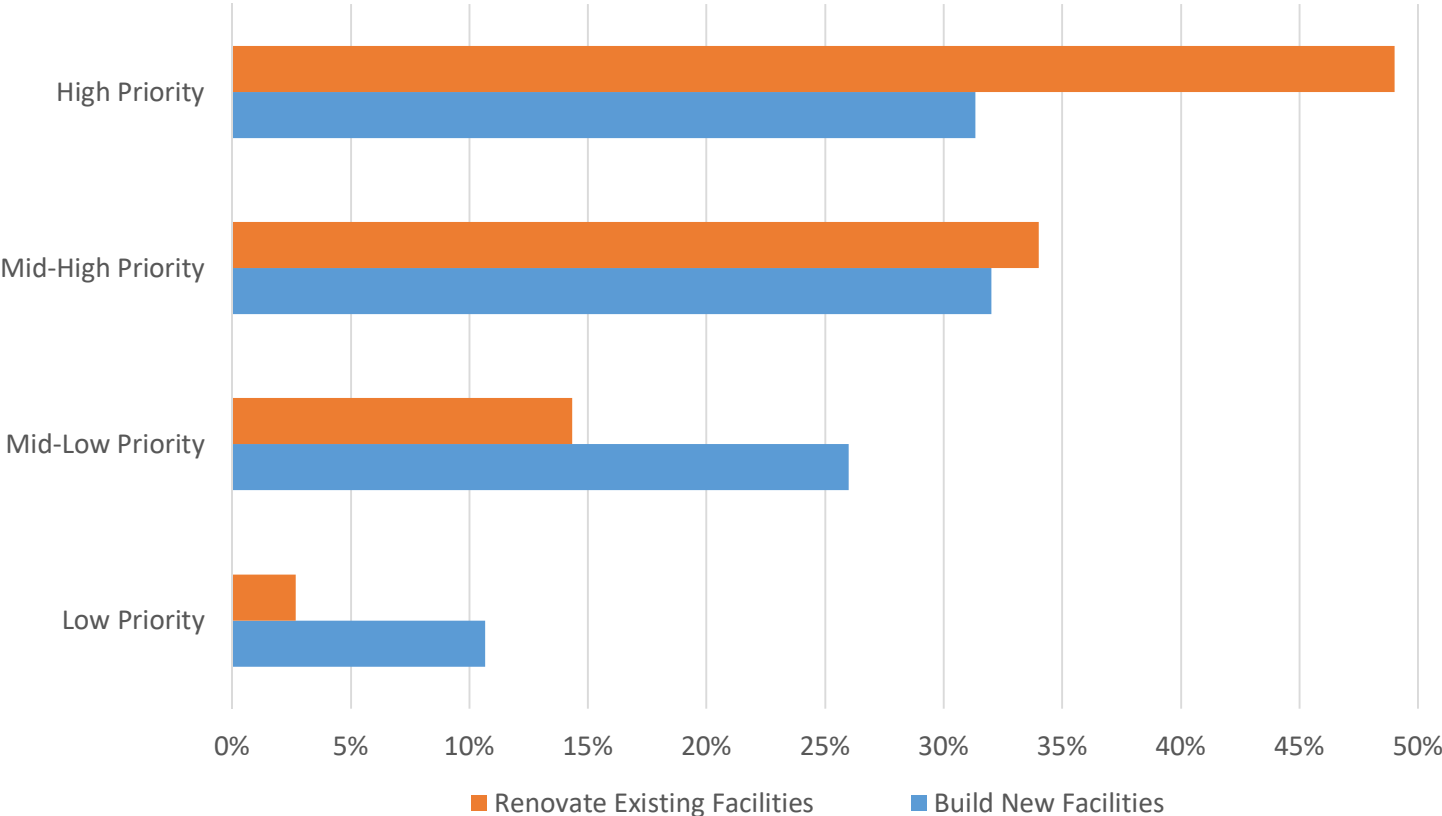
Permanent residents are more likely to agree the Village's facilities meet local needs.



# 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.

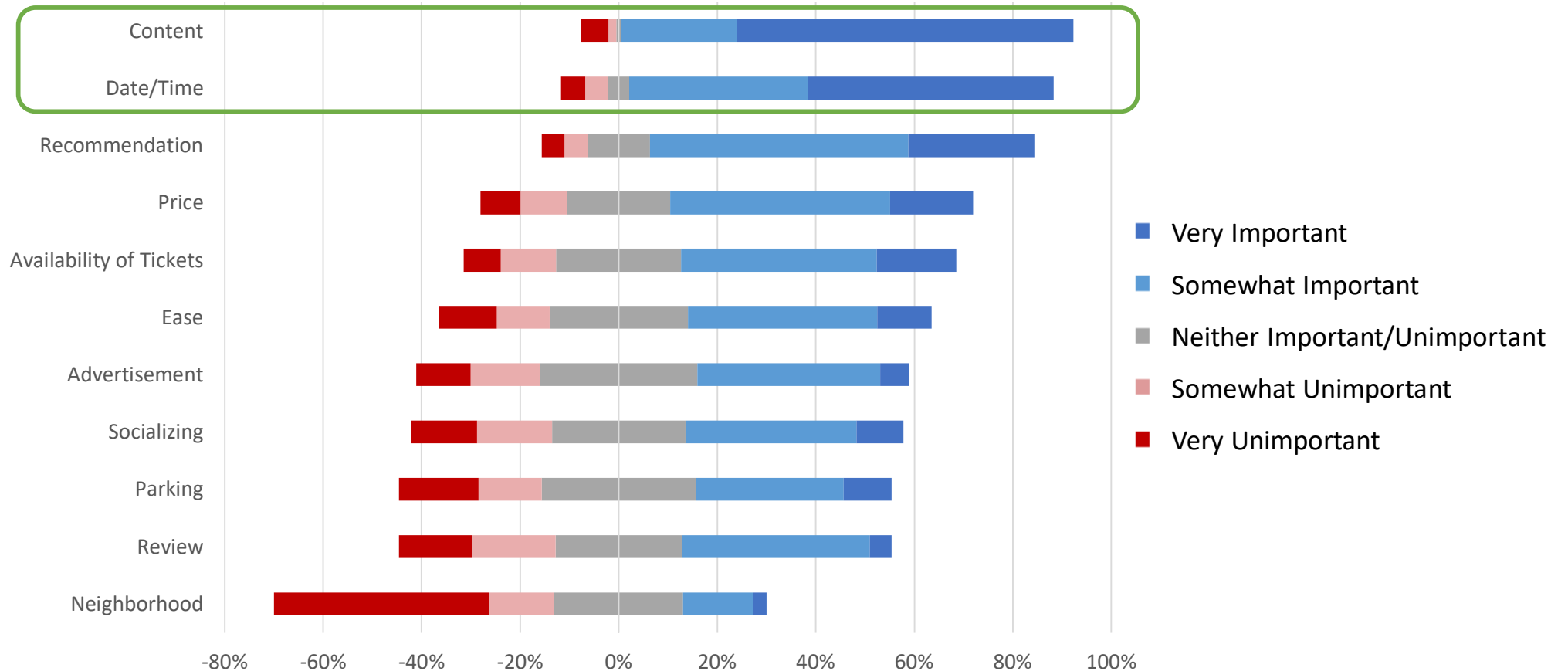
“If you could recommend additional investment in arts and culture in the Village of Saranac Lake, which would you like to see receive more support?”



# 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.

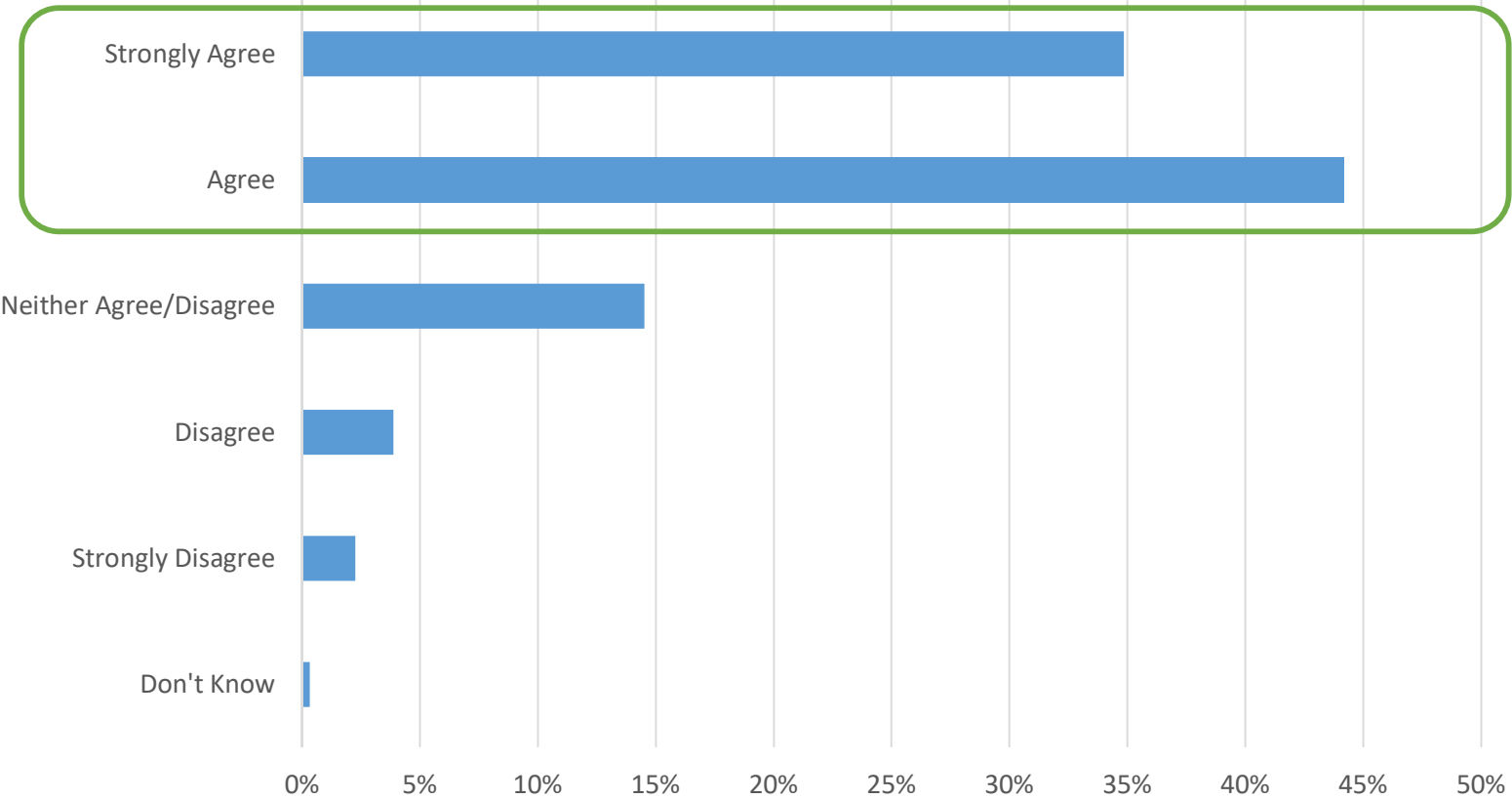
“How important are the following factors in influencing your decision to attend an arts and cultural activity?”



# 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"

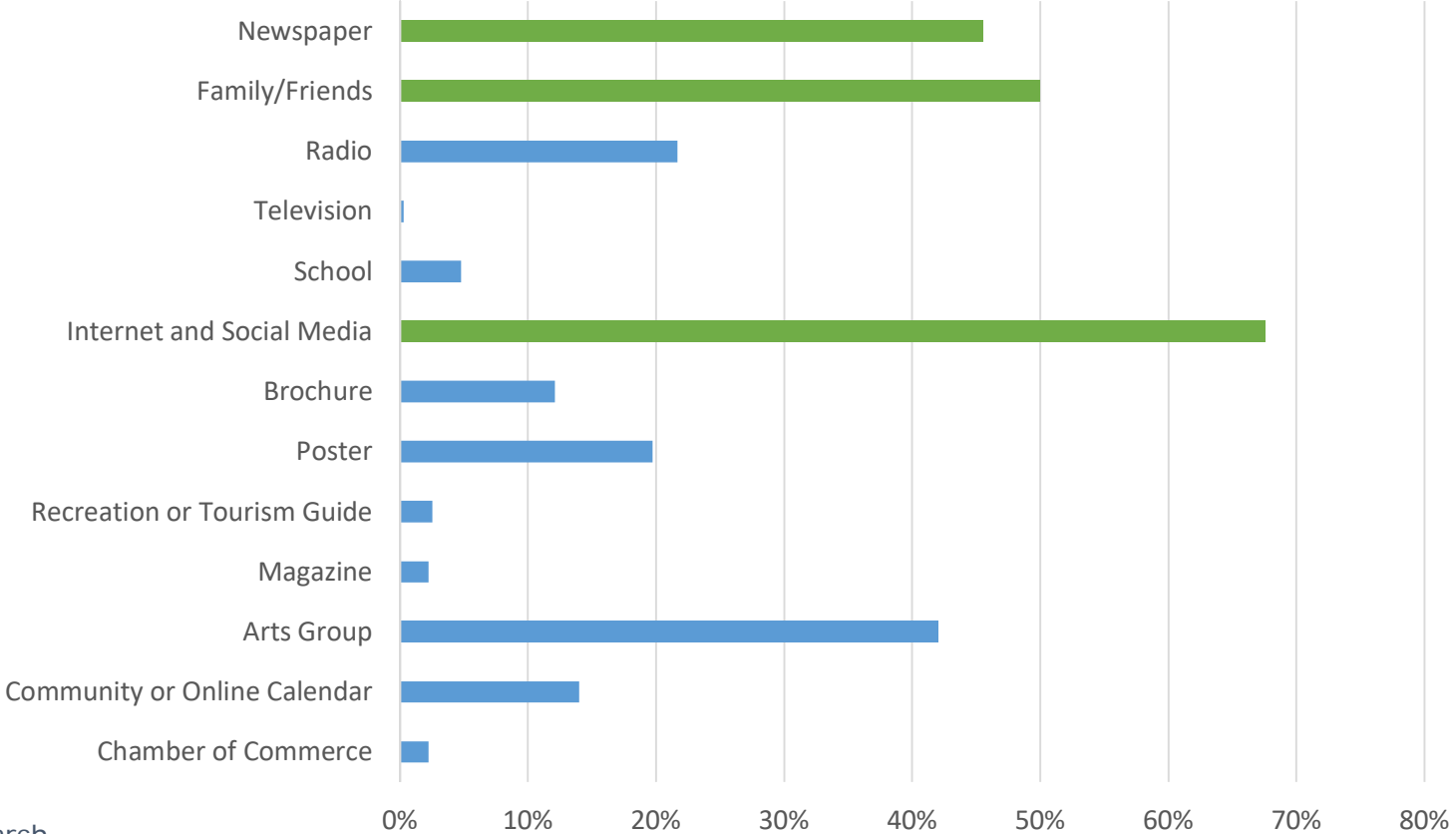




# The internet and social media drive awareness about arts and cultural activity in the Village

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.

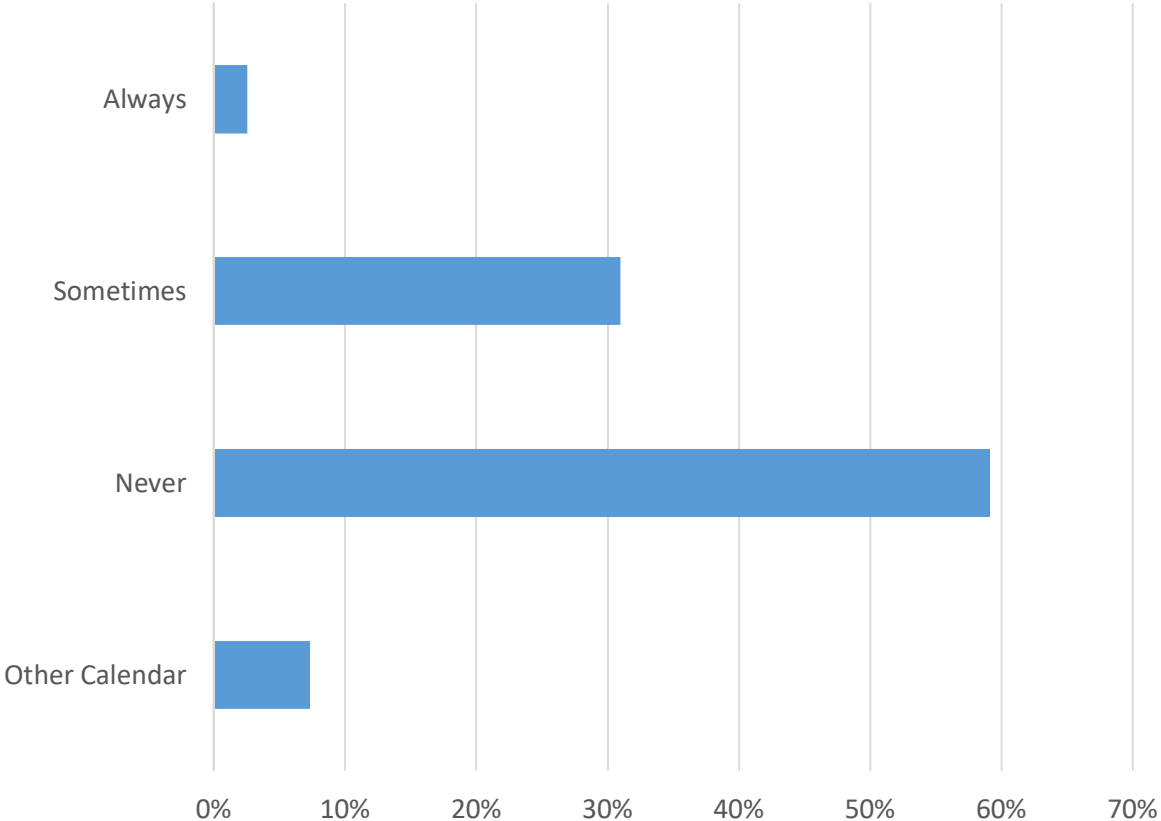
“What are the top 3 ways you learn about arts and cultural activities in the Village of Saranac Lake?”



# 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.

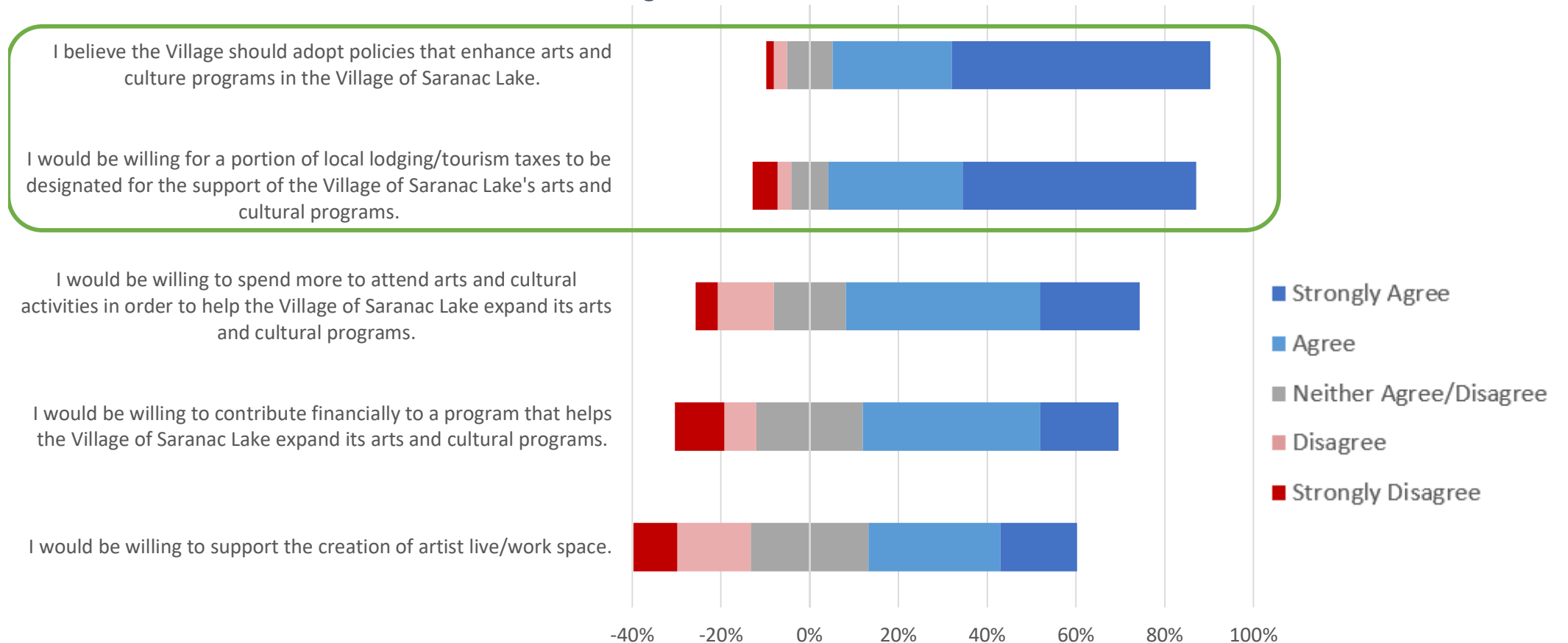
“Do you use an online calendar of the Village of Saranac Lake’s arts and cultural activities?”



# 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.

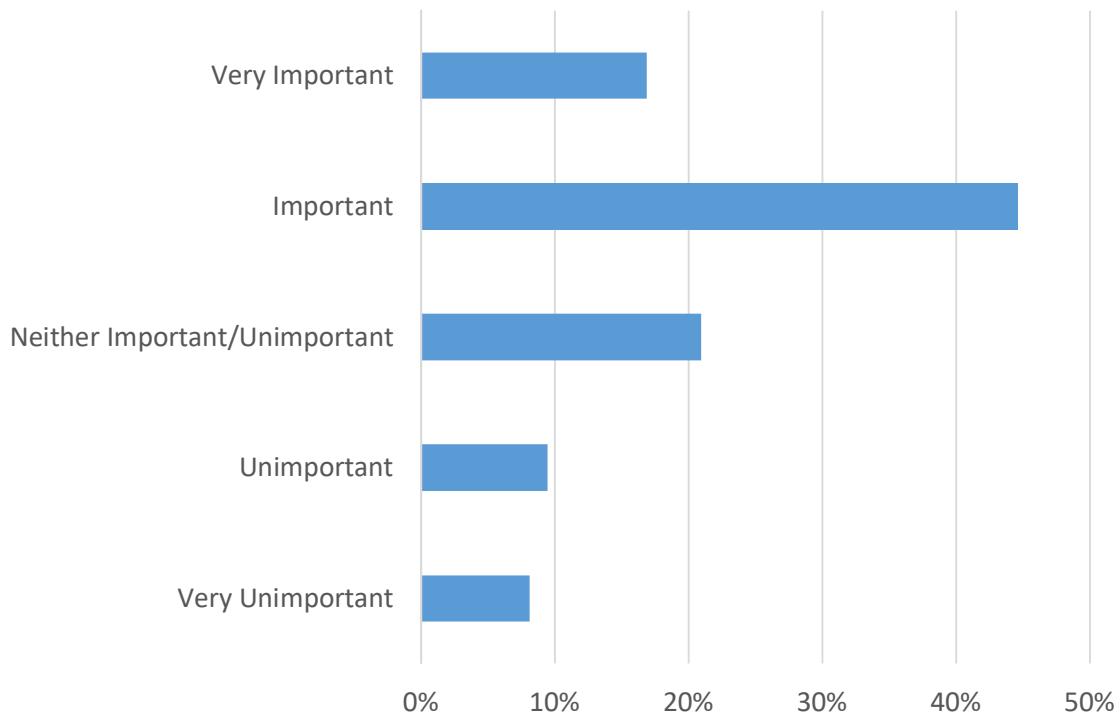
"Please indicate whether you agree or disagree with each of the following statements:"



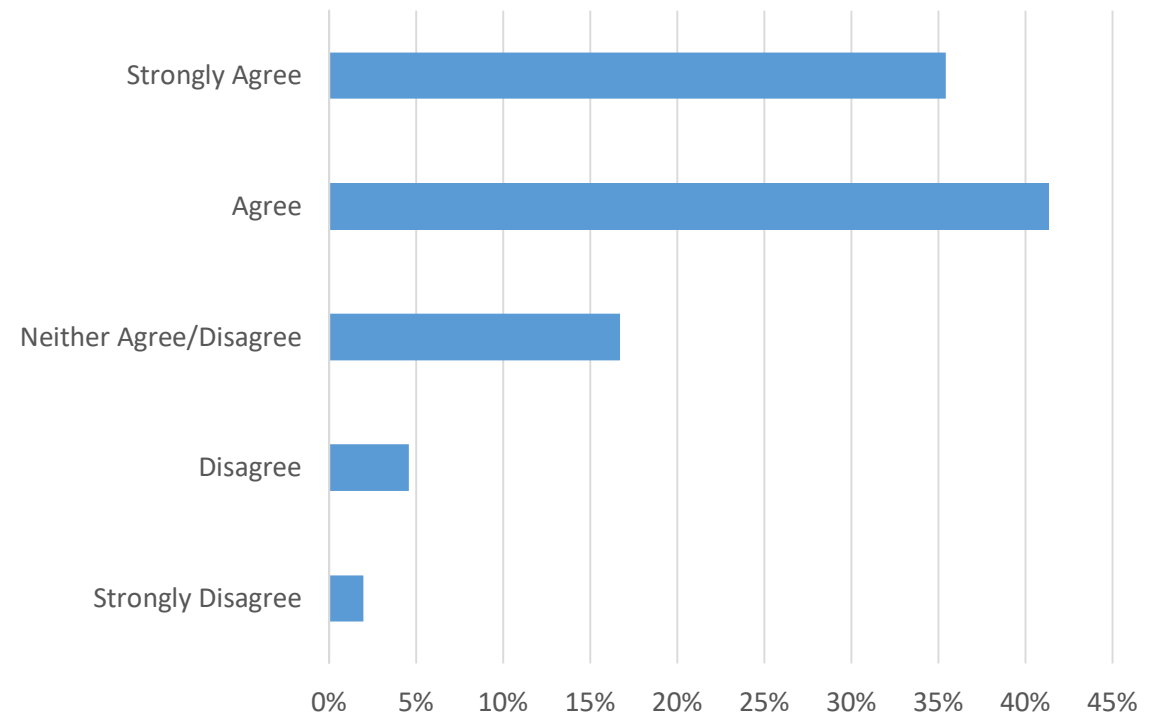
# Price is important to survey respondents, but it does not represent a barrier to access

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?”



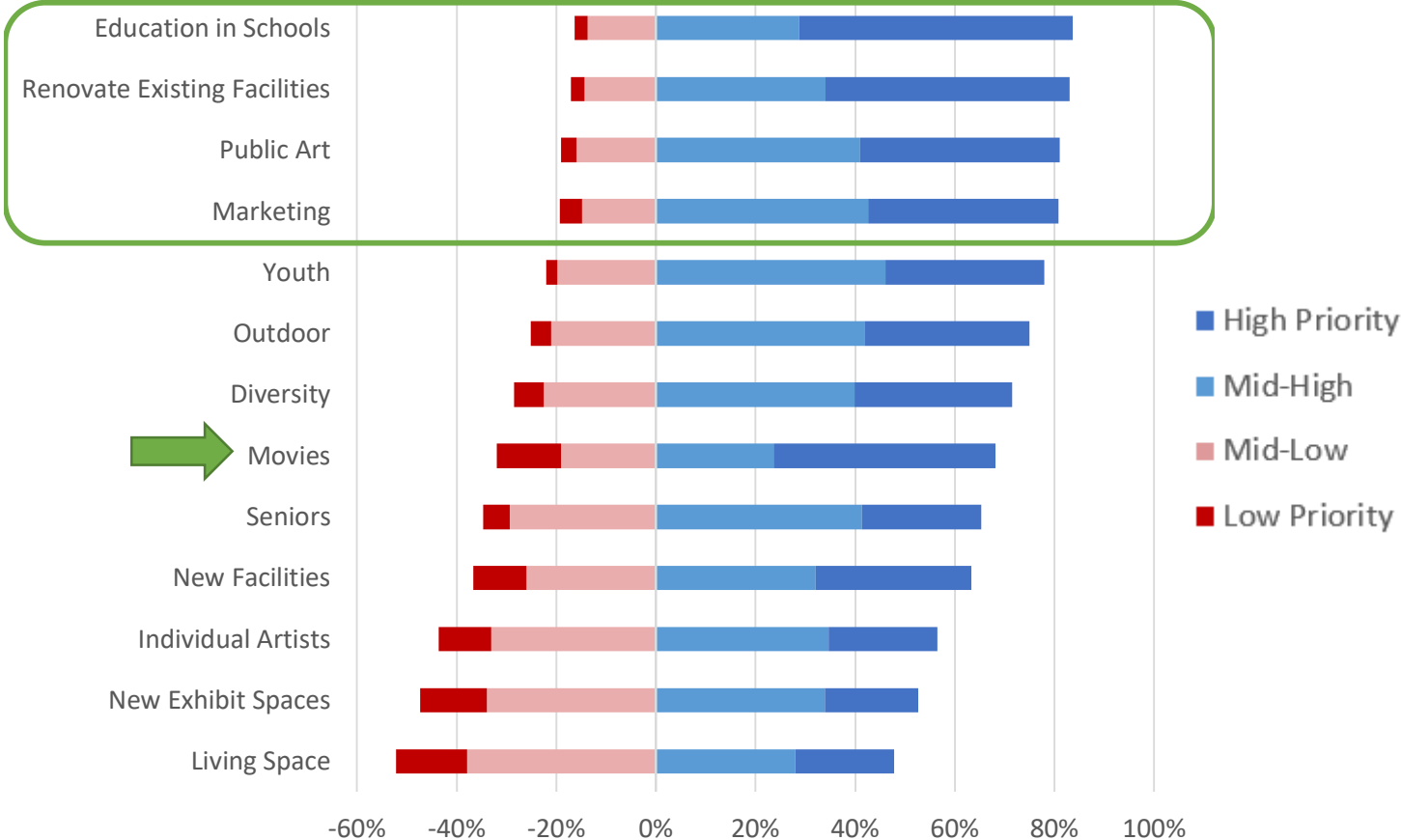
“Please indicate whether you agree or disagree: Prices for arts and cultural activities in the VSL are affordable.”



# 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.

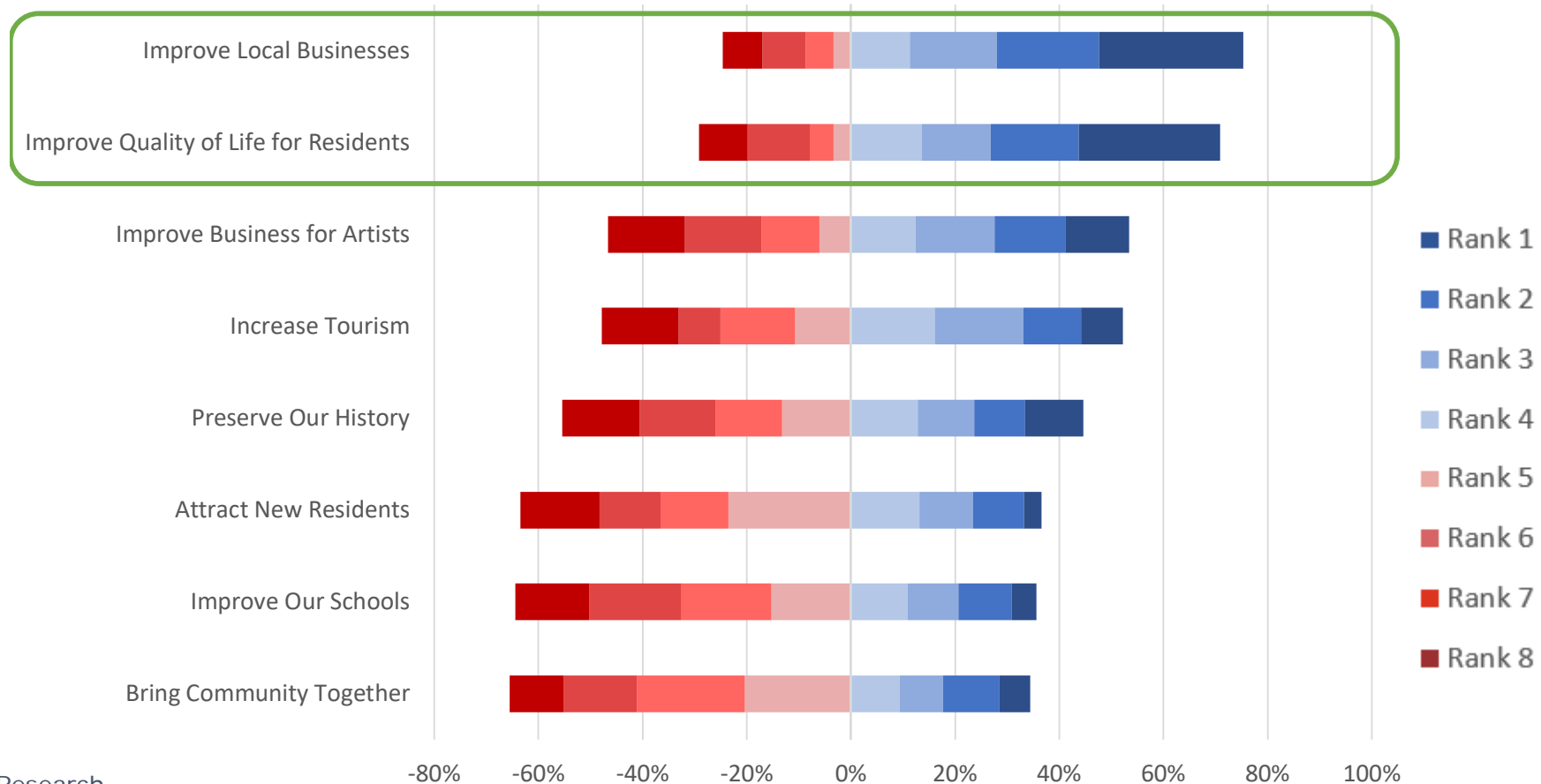
“If you could recommend additional investment in arts and culture in the Village of Saranac Lake, which would receive more support?”



# 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.

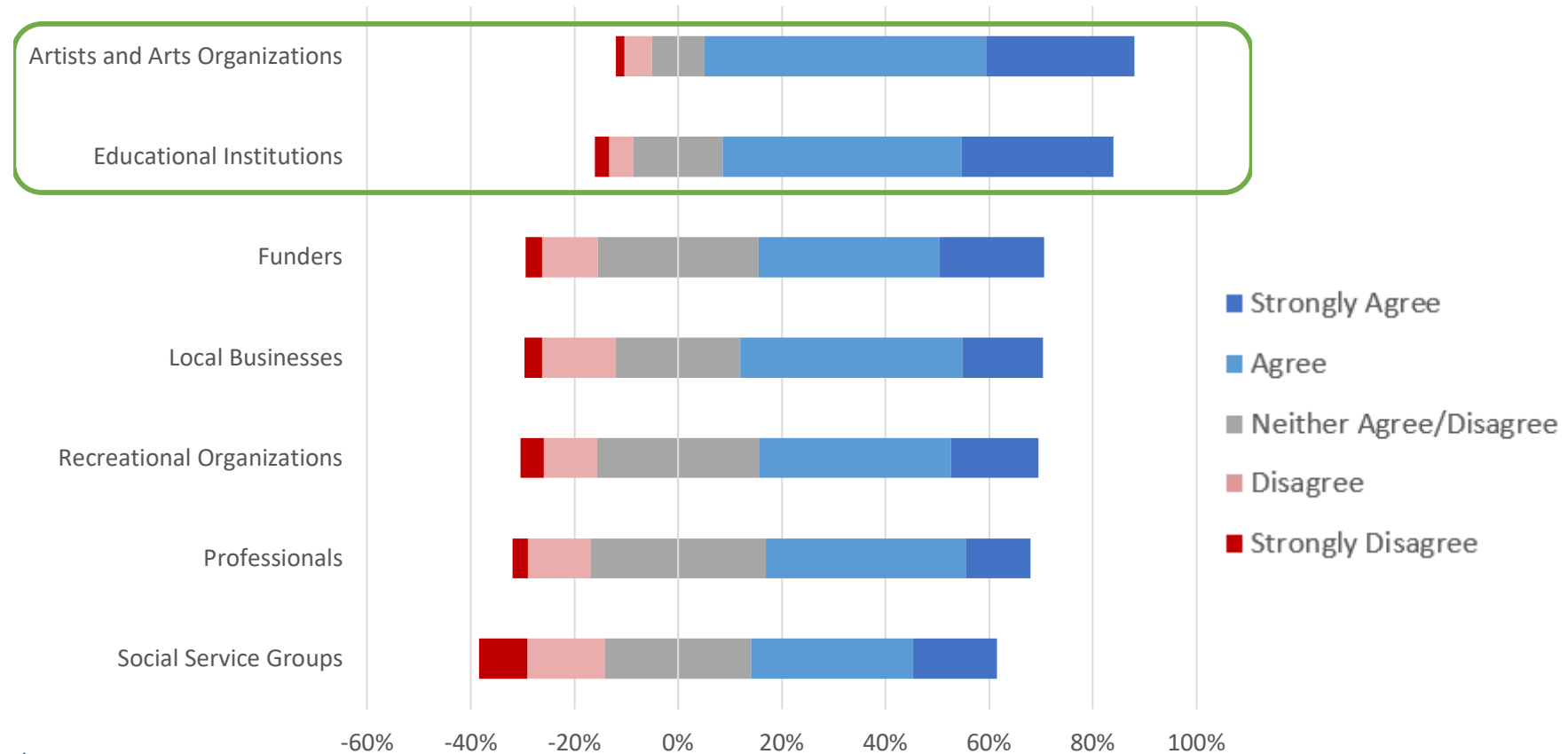
“Please indicate which of these community priorities arts and culture should address:”



# 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
- Paul Smith's College: VIC
- 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
- Paul Smith's College: VIC
- 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
<b>PENDRAGON THEATRE</b>	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 separate gender changing and inadequate restrooms	Minimal stage technology, lack of wing space or backstage area limits productions; makes co-productions (a tenet of regional theatres) impossible	Very limited access for disabled or those with mobility issues due to building's inherent limitations
<b>DANCE SANCTUARY</b>	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
<b>BLUSEED STUDIOS</b>	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 users' expectations	Limited technical infrastructure for performance, but meets majority of users' 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
HOTEL SARANAC	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
JOHN BLACK ROOM	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
CANTWELL ROOM	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
WILL ROGERS	Could not visit, assumed to be well maintained	Unknown	Understood to have no performer accommodations, but meets majority of users' expectations	Understood to have limited technical infrastructure for performance, but meets majority of users' 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				
PAUL SMITH'S COLLEGE: VIC	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?

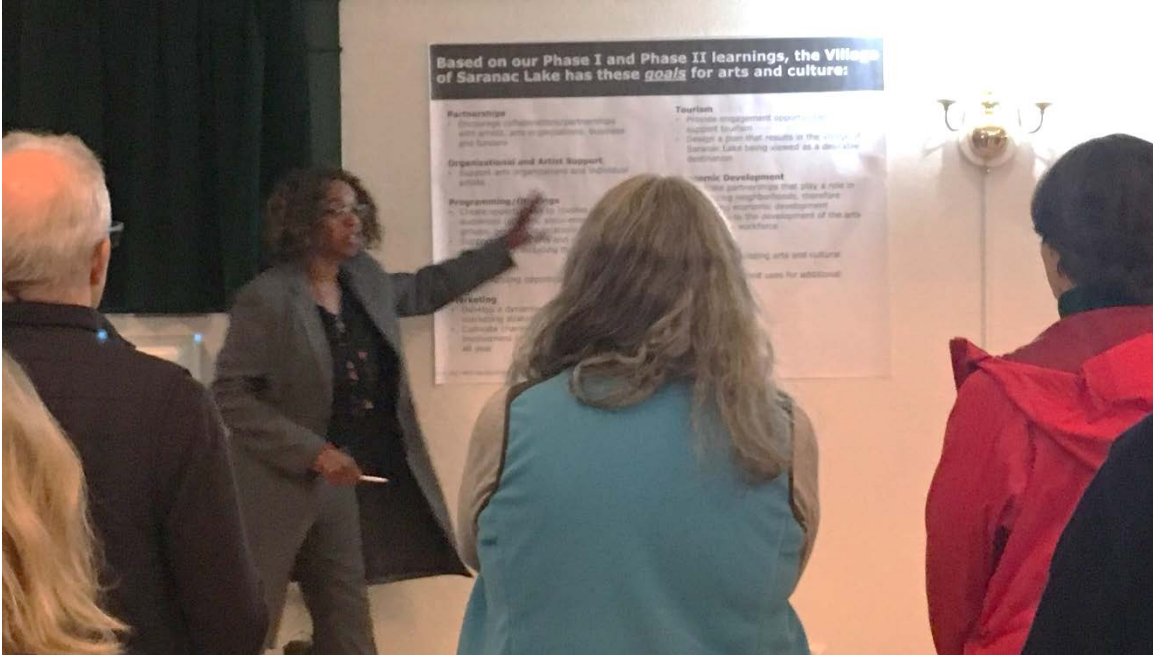
## Arts and culture can enhance these attributes

### *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”
4. Foster interest among future generations

## 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
- Village of Saranac Lake accommodates visitors
- Diverse artistic offerings
- Heritage/history
- Paul Smith's culinary schools
- Walkable downtown
- Healing arts
- Quality of arts
- Longevity of arts community
- Collaboration

## Challenges:

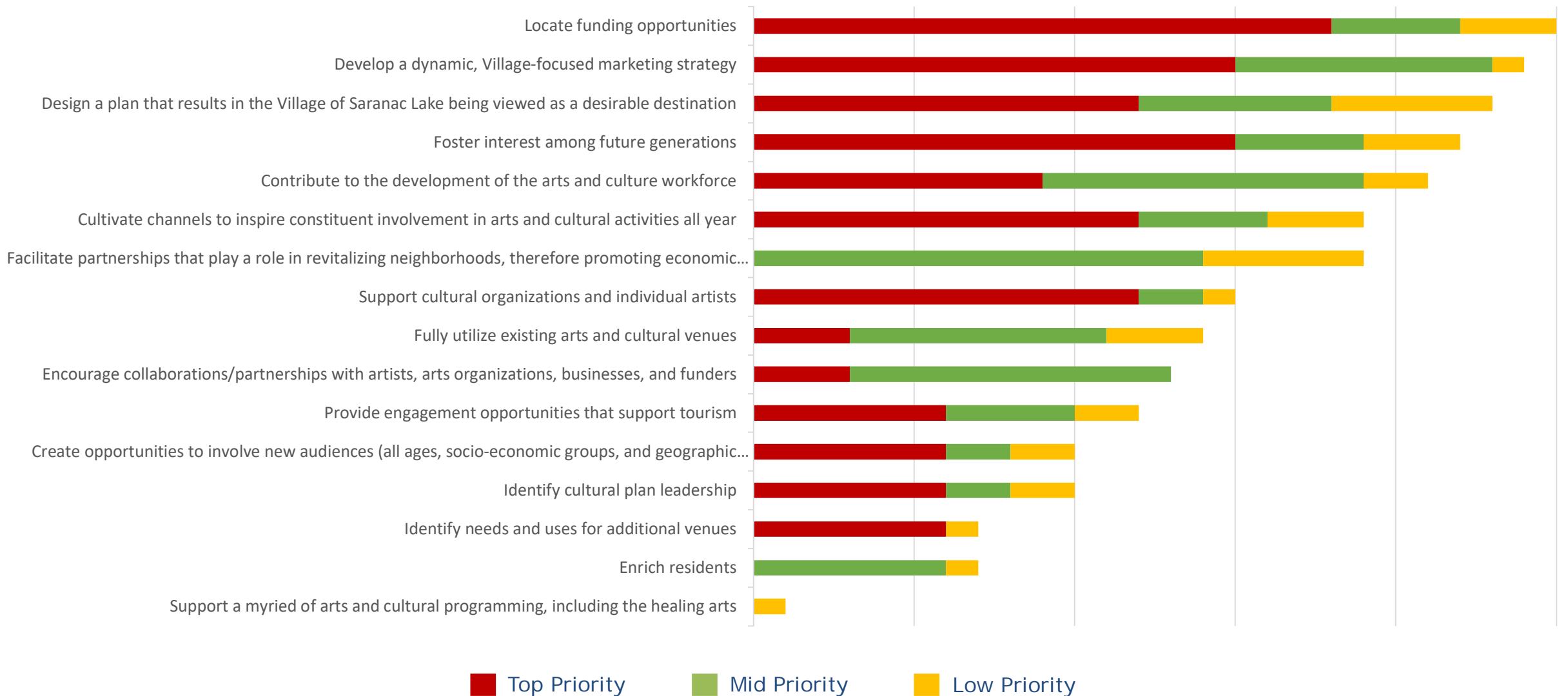
- Village location
- Year-round participation
- Developing diverse funding support
- Niche/Target marketing
- Attracting visitors
- Diverse range of tastes between residents and seasonal homeowners/visitors
- Awareness
- Segment of population, especially students, who can't afford arts and cultural activities
- 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, movies, and visual arts
- 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
- **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

## **G. Economic Development Resource Information**

### **“Arts and Economic Prosperity 5”**

Americans for the Arts

<http://www.americansforthearts.org/by-program/reports-and-data/research-studies-publications/arts-economic-prosperity-5/learn/national-findings>

### **“The Arts and Economic Growth”**

National Endowment for the Arts

<https://www.arts.gov/infographic-arts-and-the-economy>

### **“Arts & the Economy – Using Arts and Culture to Stimulate State Economic Development”**

National Governors Association

<https://www.nga.org/files/live/sites/NGA/files/pdf/0901ARTSANDECONOMY.PDF>

### **“Economic Vitality – How the Arts and Culture Sector Catalyzes Economic Vitality”**

American Planning Association

[https://planning-org-uploaded-media.s3.amazonaws.com/legacy\\_resources/research/arts/briefingpapers/pdf/vitality.pdf](https://planning-org-uploaded-media.s3.amazonaws.com/legacy_resources/research/arts/briefingpapers/pdf/vitality.pdf)

### **“Captivate – The Capital Region’s Creative Economy”**

Upstate Alliance for the Creative Economy

[https://creativeconomy.ny.files.wordpress.com/2013/11/captivate\\_november2014.pdf](https://creativeconomy.ny.files.wordpress.com/2013/11/captivate_november2014.pdf)

### **“Small Towns, Big Ideas”**

McKnight Foundation

[https://www.mcknight.org/system/asset/document/912/original/FFT\\_JUNE2015.pdf](https://www.mcknight.org/system/asset/document/912/original/FFT_JUNE2015.pdf)

### **“How Small Towns and Cities Can Use Local Assets to Rebuild Their Economies”**

Environmental Protection Agency

[https://www.epa.gov/sites/production/files/2015-05/documents/competitive\\_advantage\\_051215\\_508\\_final.pdf](https://www.epa.gov/sites/production/files/2015-05/documents/competitive_advantage_051215_508_final.pdf)

## H. Village of Saranac Lake Current Arts and Cultural Programs (as identified by the Planning Committee)

### Theatre

- Pendragon productions
- School District productions
- Community Theater Players productions

### Music

- Waterhole Upstairs Music Lounge concerts
- Bitters and Bones concerts
- BluSeed concerts
- Left Bank Café concerts
- Northern Lights Choir concerts
- School District concerts
- Outdoor concerts (Anderson and Berkeley Green Bandshells)
- Music on the Green
- Hobofest
- Will Rogers concert series
- Loon Lake Live concert series
- Friday Night Ski Jams at Dewey Mountain

### Dance

- Dance Sanctuary classes

### Visual Art

- Plein Air Festival
- Art Walks
- Studio tours and openings
- Museum tours, activities and openings
- Art classes/workshops
- Art gallery events

### Literary

- Poem Village
- Howl Story Slams

- Performance Poetry events
- Pop-up poetry events
- Meet the Author events at Left Bank Café

### Schools

- Historic Saranac Lake school outreach (programs are a combination of arts and history and often involve collaborations with other artists and organizations)
- Middle & High School Art Clubs
- Young Playwright's Festival
- Pendragon Summer Theater Camp
- High School Writing Retreat
- Cooking Club
- After School Workshops
- French cooking classes at Left Bank Café (Sister City partnership) – High School and Paul Smiths College students
- Northern Lights School
- St. Bernard's Elementary

### Other

- Historic tours
- Historic Saranac Lake film series
- Paul Smith's College film series
- Adirondack Carousel
- First Night Saranac Lake
- Winter Carnival
- Brown Bag Lunch series (at the Library)
- Dinner & a movie nights at Left Bank Café