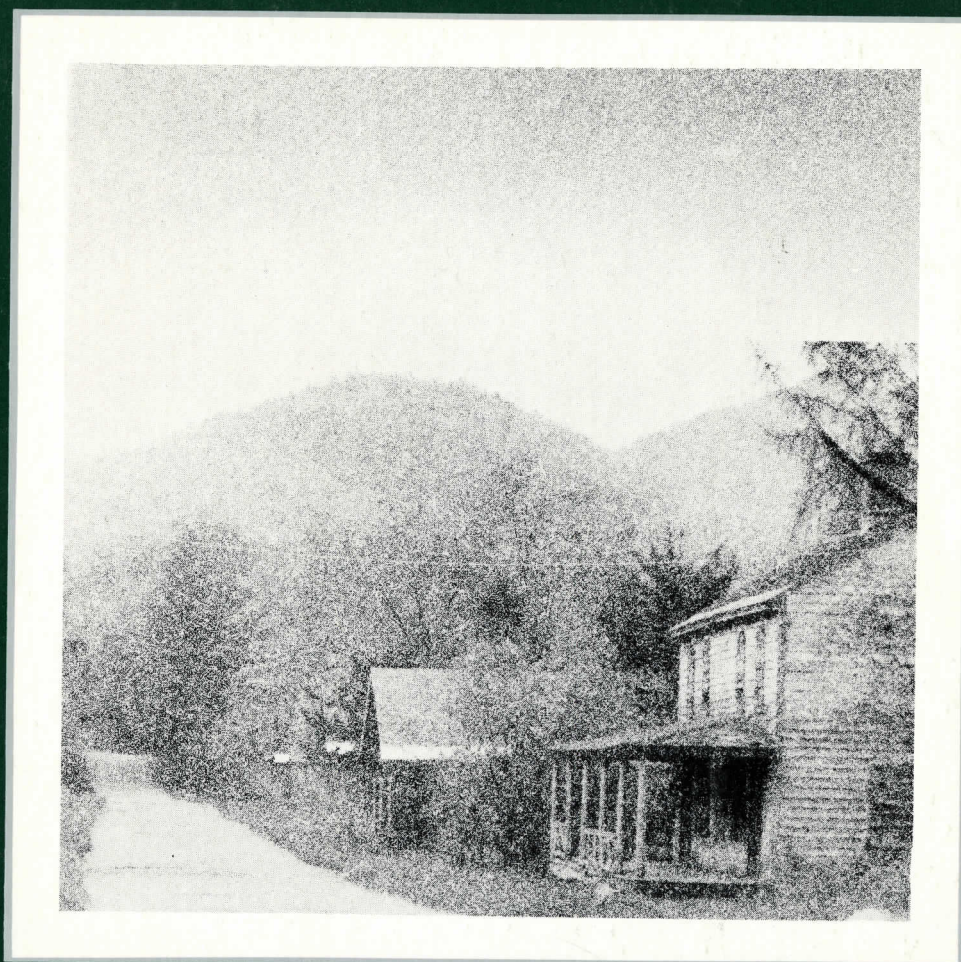




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Hamlets of the Adirondacks

Development Strategies



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Hamlets of the Adirondacks

A Manual of Development Strategies

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Roger Trancik was principal-in-charge; Dan Krall and Paula Horrigan project planners; Julie Campoli, Allison Platt, Rick Manning and Barbara Pulleyblank project assistants. The work was performed for and with the continued involvement of the four participating county directors: Fred Aufschläger, AICP, Clinton County; William Johnston, AICP, Essex County; Ernest Lorenzen, Hamilton County; and Mary Burns Verlaque, St. Lawrence County. Staff members of each county planning office also made significant contributions. James Hotaling, Chief of Local Government Services of the Adirondack Park Agency, provided valuable and ongoing input.

We are also most grateful to the workshop participants in the twelve sample communities who hosted the project team's site visits and provided helpful insights and information. Many other individuals and groups provided encouragement and assistance throughout the development of both phases of the work and are credited in the Phase I publication. The preparation of this manual was financially aided through public funds from the New York State Council on the Arts and the Adirondack North Country Association. The Housing Assistance Program of Essex County provided administrative assistance. The contents reflect the views of many individuals and institutions yet do not represent the official position of any sponsoring agency.

August, 1985

Cover image:

"Old Adirondack" today - historic home of the McIntyre Iron Works, one of the earliest Adirondack developments.

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Part One

Introduction



The issue of the Adirondacks: How will the hamlets survive?

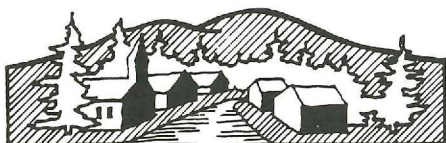
About this Manual

This document, *Hamlets of the Adirondacks: Development Strategies*, is a combined catalog and workbook—a “how-to” manual of physical planning and economic development approaches for Adirondack hamlets. Its intended audience is the villages and hamlets of the Adirondack Park. Its purpose is to present concepts, ideas, problems and success stories of hamlet redevelopment.

Each village and hamlet in the Park is unique physically and culturally, but common problems, opportunities and experiences exist which should be shared. This manual examines these common areas of concern and illustrates specific, feasible hamlet restoration projects which can be achieved at the local level as a means of creating economic development opportunities. As a reference, the manual

attempts to cover the broadest spectrum of redevelopment topics applicable to Adirondack hamlets.

The visible deterioration of the hamlets within the Adirondack Park Region has been the result of a number of factors including a lack of capital, technical assistance and human resources. Stimulated by these common concerns, four Adirondack county planning directors from Clinton, Essex, Hamilton and St. Lawrence Counties participated in a research and planning effort with support from the Adirondack Park Agency (APA) Local Planning Assistance Program (Phase I) and the New York State Council on the Arts (Phase II). Working with this group, Roger Trancik, urban design consultant, explored creative and realistic ways to effect problem solving in the hamlets at the regional and local level.



Introduction

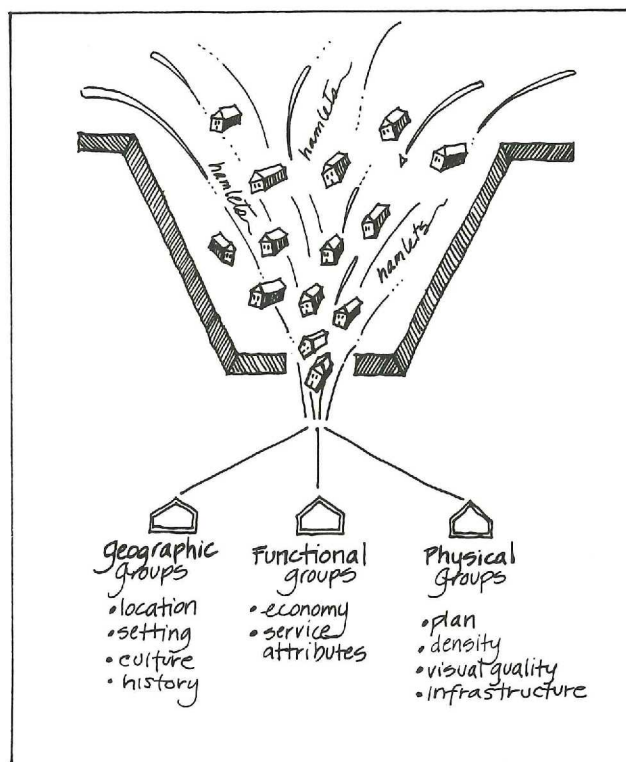
"Phase I looked at the settlement areas in the Park and determined how and why they came into existence."

The study, begun in January 1983, had two major goals—Phase I: to conduct a descriptive survey and analysis of all hamlets within the Adirondack Park Region and, Phase II: to develop specific planning, marketing and investment guidelines for the hamlets. The results of Phase I formed the basis for the publication *Hamlets of the Adirondacks: History, Preservation and Investment*. This document represents the work of Phase II.

Phase I Summarized

As a descriptive survey and analysis, Phase I introduced 135 Adirondack hamlets to people inside and outside of the region. The distinct qualities of the Adirondack hamlets were described, including their location and setting, historic characteristics, economic base, regional or local service attributes, and physical structure including the visual quality (landscape) and infrastructure. This analysis resulted in three major hamlet groupings which brought together similar attributes, potentials and problems. The three categories were Geographic Groupings, Functional Groupings, and Physical Types and are summarized in Chapter Four of *Hamlets of the Adirondacks: History, Preservation and Investment*.

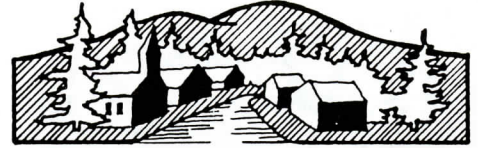
The outcome of Phase I discussed the relationship between economic development (primarily recreation and industry) and improvements in the physical environment. Of great concern was the appearance and maintenance of public landscape and communal areas. Together these considerations suggested a marketing approach for the hamlets; recognizing that the often undeveloped and unmarked potential of the hamlets—including landscape setting, history, people, spaces, buildings and districts—need identification and revitalization. Even more important is the mobilization of people, agencies and institutions which is the crux of any attempt at problem-solving in the region.



The hamlets were sorted into three major groups: geographic, functional, and physical.

Phase I Groupings

Phase I concluded by laying the groundwork for developing a series of actions in Phase II. Twelve sample communities were selected from among the 135 Adirondack hamlets to participate in Phase II (see page 54 *Hamlets of the Adirondacks: History, Preservation and Investment*). The twelve communities were selected as a result of criteria based on population, location, geographic group and functional and physical characteristics. Together they represent a cross-section of the hamlets in the Park, exhibiting opportunities and problems shared by most Adirondack communities. As a part of the Phase II study, sample communities provided the arena in which actions for development and revitalization were prescribed.



This manual represents the culmination of Phase II, providing citizens and local governments with information and options for revitalizing both the physical and economic fabric of their communities. This Phase focuses on the local level where problem-solving is most likely to occur and be effective. It is intended that the concepts outlined on the following pages will initiate not only interest but tangible accomplishments to reverse the trend of economic and physical deterioration of hamlets evident throughout the entire Adirondack Park Region.

Goals

Four major goals guided the Phase II process:

- **DEVELOP SPECIFIC STRATEGIES AND ACHIEVABLE PROJECTS**—aimed toward problem-solving with useful tools for making improvements and stimulating economic development.
- **ENCOURAGE INVESTMENT**—demonstrate how public investment in redevelopment programs in a hamlet (physical, financial and human) can attract private dollars.
- **ILLUSTRATE DESIGN GUIDELINES**—outline specific ways to improve the physical attractiveness of the hamlet and the public spaces in its central area in order to increase community pride and interest.
- **IDENTIFY WAYS TO BEGIN...A PLACE TO START**—provide guidance, information and suggestions on how communities can get going on the process of community revitalization.

Phase II Approach

With these goals in mind, the project team established a four-step process to achieve the following objectives:

Step One: Identification of Redevelopment Issues.

Step Two: Conducting Workshops in Sample Communities.

Step Three: Developing Tools to be Applied to Hamlets.

Step Four: Developing a Manual/Workbook for use by hamlets in the Adirondack Park Region.

This four-step process served to organize the project and establish the scope of what was to be undertaken by the consulting team.

Following is a brief description of each of the four steps.

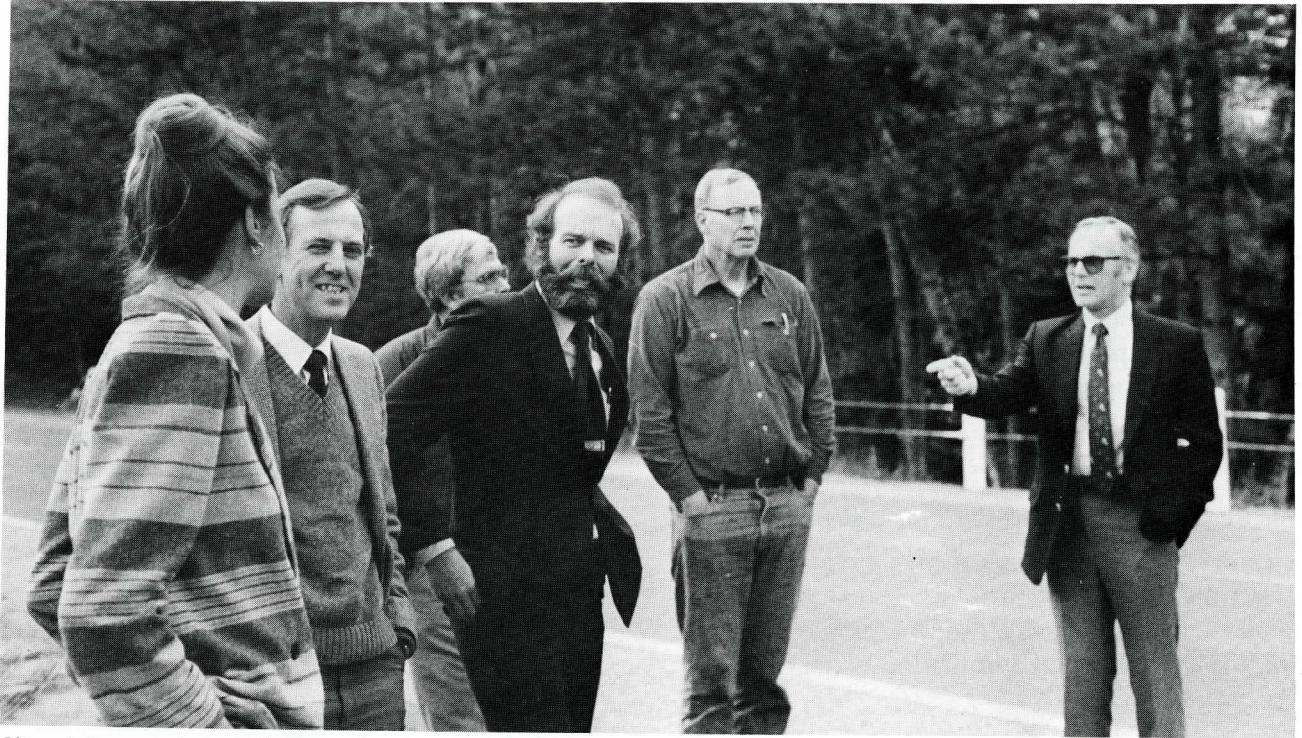


Local residents, county planners, and the consultant discuss the issues.



Introduction

"Issues fell into eight key redevelopment strategies."



Site visits - an integral part of each workshop.

Step One: Identifying Redevelopment Issues

The project team reviewed the results of Phase I and identified the leading issues and problems which most of the hamlets of the Adirondacks face to a greater or lesser degree. The issues resulted in eight key redevelopment strategies needed in order to solve problems at the local level:

1. **How to Revitalize Waterfronts**—and other important relationships to natural landscape features.
2. **How to emphasize recreation and tourism**—seasonal programs; parkwide subregional and local.
3. **How to attract industry**—resource-based, non-recreational, manufacturing.
4. **How to preserve and reuse important historic resources**—both buildings and sites.
5. **How to redevelop important sites within hamlets**—promoting infill and cluster development (see page 81), innovations in public/private ownership, temporary improvements, maintenance.
6. **How to improve the quality of public places**—views from the road, entry points into a hamlet, pedestrian areas and facilities, important neighborhoods.
7. **How to improve water and sewer systems**—small-scale, site-specific approaches that are environmentally sound and affordable.
8. **How to develop coordinated information programs and community interest**—through local histories, place names, tourist and marketing information, identifying the "movers and shakers," special interest groups meetings, workshops, planning community events and activities, promoting local pride.

"The Phase II Hamlet Study was developed as a 'trouble-shooting' document."



Introduction

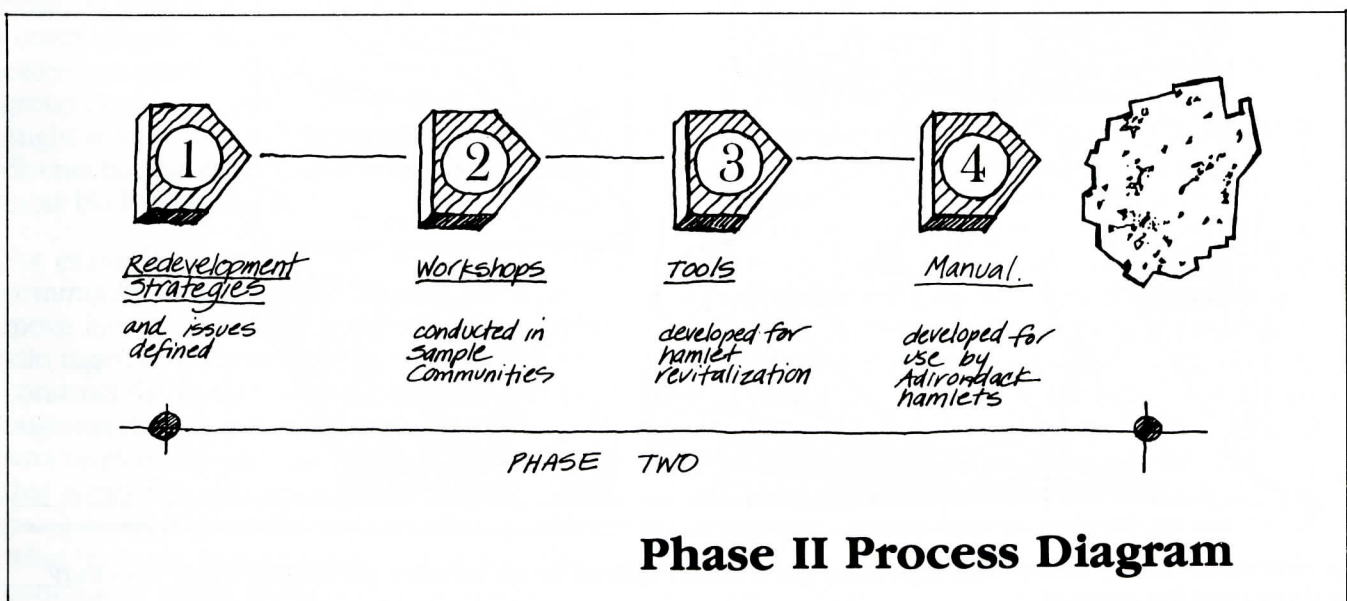
Step Two: Workshops in Sample Communities

The eight redevelopment issues outlined above were used as a checklist for workshops held in each of the 12 sample communities. Letters were sent to local residents in each of the hamlets asking them to think about the leading issues and problems which they perceived in their communities. A copy of the Phase I report accompanied this request. Following this initial contact, a workshop was scheduled in each hamlet.

The four participating county planners and the consultant team attended a workshop in each of the sample communities meeting with citizens, town supervisors and mayors. The hamlet's problems and opportunities were discussed at length and a tour of the settlement area took place. This enabled the group to discuss and observe key sites and attributes of the hamlet. The results of each of these workshop sessions is presented in Part Two of this manual, entitled "Sample Communities Introduced."

Step Three: Tools and Applications

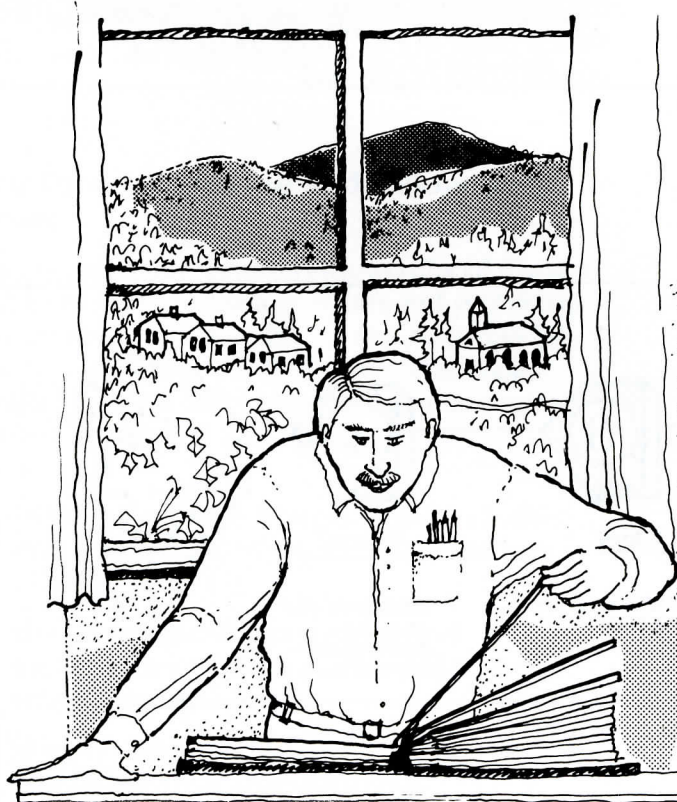
After the workshops were held in the sample communities, the consultant team conducted follow-up site visits for individual hamlets, groups of hamlets and settlement in the Park as a whole. Sketch plans and proposals were developed as illustrative tools which contain suggestions concerning, for example: how to enhance a public green, park, waterfront or main intersection in a hamlet center; or plans for reorganizing pedestrian and traffic circulation and parking areas to accommodate commercial and recreational needs; or how to make sites more attractive to potential developers and investors. These illustrations are featured on pages 98-111 in the section entitled "Public Spaces." Examples of subregional approaches are illustrated in the "Recreation and Tourism" section found on pages 55-59; and parkwide strategies are contained in several sections throughout the report. Generally speaking, the sketch plans in Part Three focus on a combination of physical





Introduction

design improvements, marketing and investment concepts and community image-building. There are also technical "how to's" in Part Three. For instance, the section on Water and Sewer Systems explains why many Adirondack hamlets encounter what seem to be unresolvable issues and financial woes when they attempt to solve sewer and water problems. This often happens because small communities are unaware of the alternatives available to them for overcoming these obstacles and engineering consultants may not design solutions responsive to the scale of the community and its needs. State and federal agencies similarly may not be sensitive to the need to match problem and response. Part Four goes through a step-by-step process of defining what needs to be done, where to begin, and where ultimately is the appropriate place to seek advice and assistance.

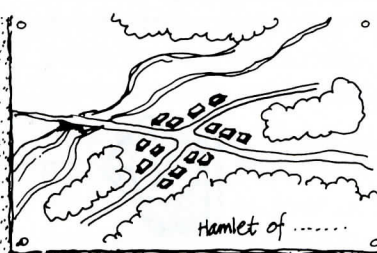


A concerned citizen, business person, local government official or an investor are among those who may want to use the manual.

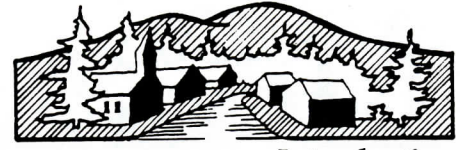
Step Four: Manual Preparation

The Phase II publication is organized as a trouble-shooting document. It is intended to be used as a workbook by any hamlet in the Adirondack Region. In summary, the manual is divided into four parts which include:

- Part One: **Introduction**—describes the purpose and value of the manual, and how to use it.
- Part Two: **The 12 Communities Introduced**—reviews the workshops and outcome.
- Part Three: **Redevelopment Strategies**—
 - Waterfront Revitalization
 - Recreation and Tourism
 - Industrial Development
 - Reuse of Historic Resources
 - Infill Redevelopment
 - Public Spaces
 - Water and Sewer
 - Human Resources
- Part Four: **Model Action Programs**—illustrates how to begin implementing redevelopment objectives.



"It is not necessary to read the manual from beginning to end to get information from it."



Introduction

Use of the Manual

Adirondack residents, no matter how involved in local government, have a vested interest in their communities. No one likes to see decisions made which disagree with, or which do not represent the interests and concerns of the community. Often citizens give up their power to influence change and delegate decision-making to a handful of people. A pattern of bitterness and resentment creeps in and any idea, good or bad, is met with a negative response. By generating new interest in community improvement and by offering realistic and affordable alternatives, this manual intends to address such situations.

In the hamlets of the Adirondacks, the old adage, "you've got to accomplish more with less" couldn't be truer—there is less money, fewer people, less access to channels of influence and power. However, even more of these things would not guarantee progress. The solutions for hamlet redevelopment have to begin in the region itself—in every hamlet—and have to fit the size, the scale and the context of the Adirondacks.

Who might find the information contained in this manual helpful? A concerned citizen, a business person, a local government official, a county planner, an investor, a cooperative extension agent, members of a community group or organization—any of these people might want to use this manual. It is from such diverse backgrounds that change in hamlets is most likely to be ignited.

For example, an issue might arise in a community because a supermarket plans to move into the hamlet. A group of citizens might join together because the developer plans to construct the building on the edge of the business district and remove two historic structures in the process. While it may not seem that issues like this would assume crisis proportions in a small hamlet, that is, in fact, what happens. In a situation such as this, the community group could contact its county

planning office to get advice on where to start. This manual can help put the issue into a community perspective by identifying possible public concerns. Sections in this manual about Infill Redevelopment, Historic Resources and Public Spaces would be useful to consult. The manual can aid the group in understanding what possibilities exist to ensure that the facility will be located in a place with adequate business traffic and circulation, where it will have the least impact on the physical and historic fabric of the hamlet core and improve the appearance of the hamlet. The manual would also be helpful in developing guidelines for the building's size, height, materials and the landscaping features which accompany it.

Regardless of who uses this manual, there are several key facts that should be kept in mind. First, the actions suggested do not discourage change and development in a hamlet—they merely ensure that development occurs in a manner which will, in the long term, be the most beneficial to the interests of the community *and* the developer.

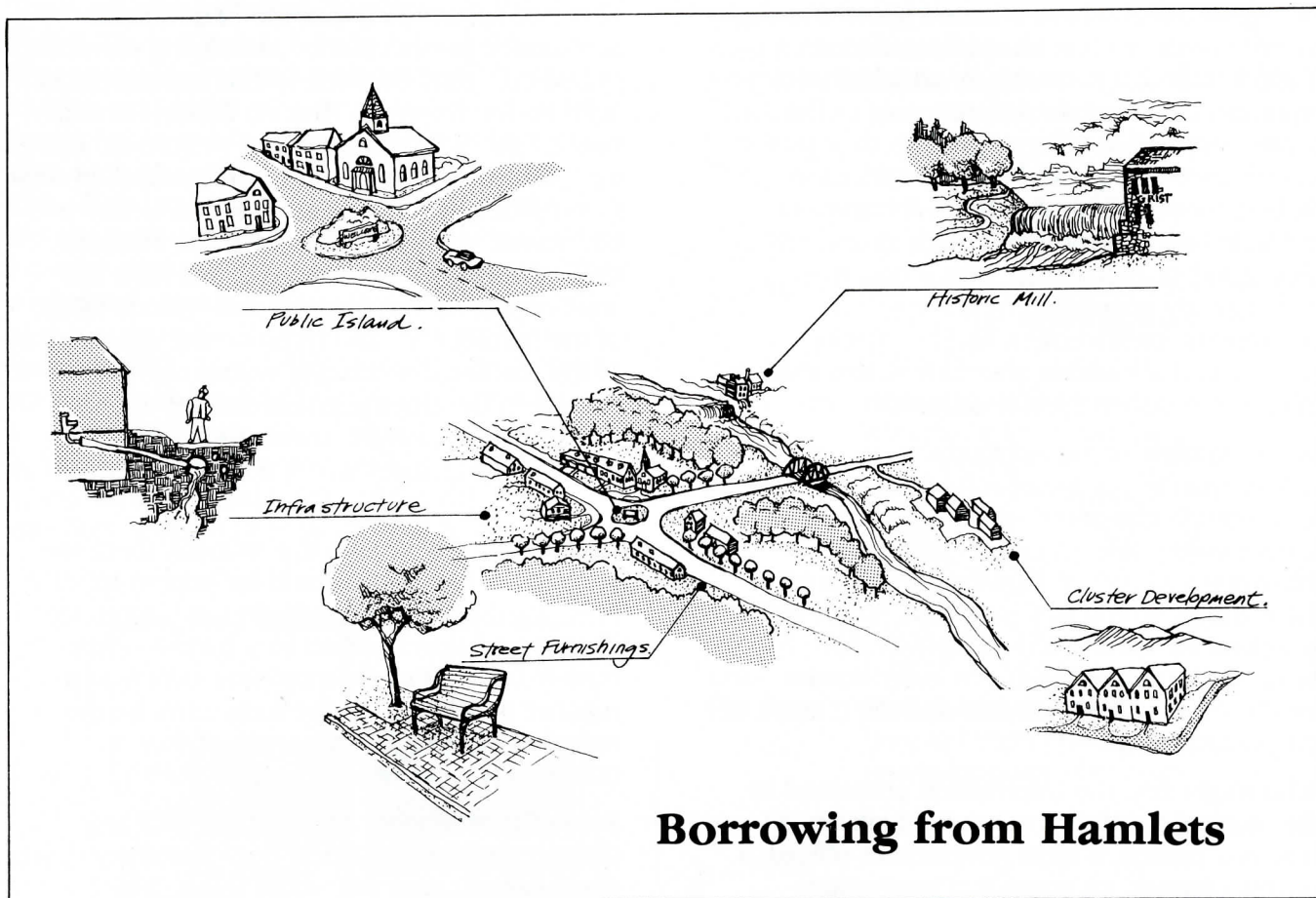
Secondly, remember that you can pick and choose useful information from the manual; you don't have to read the whole thing. It is organized so that you can leaf through it and look for what you want. For example, if a community has a lakeside waterfront area that needs landscaping, public access and reconnection to the hamlet core, look under the Waterfront Revitalization section of Part Three. This section includes illustrations of the different types of waterfronts and waterfront problems that are encountered by hamlets throughout the Park. The section also contains sketch plans and descriptions of "success stories." A success story is an example of a hamlet that has identified its problems and opportunities and taken the initiative to change and revitalize its waterfront, business district or economic base.



Introduction

"Common opportunities exist among many hamlets which should be shared."

The manual enables communities to share development ideas among themselves.



A final point to remember is that the manual is based on the idea that a community can learn from the mistakes and successes of other hamlets. This manual may inspire a community group, an individual or a local government to get in touch with another hamlet in the Adirondacks. Exchanging ideas and creating dialogue begins to overcome the fear of isolation and inability to get things done. This manual is a resource for communities which want to increase the level of communication between hamlets and individuals. It can be added to or altered in order to reflect the needs of the user. It is intended to be used as a tool to stimulate ideas and plans for the future of a community.

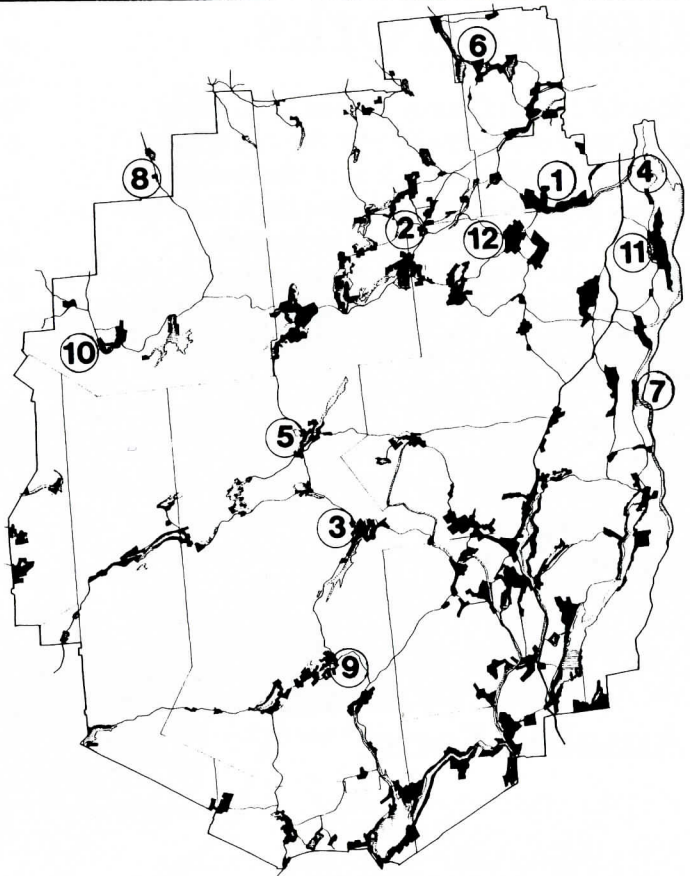


The village green at Crown Point—an attractive open space that other hamlets can refer to.

Part Two

Sample Communities

- 1 Ausable Forks
- 2 Bloomingdale
- 3 Indian Lake
- 4 Keeseville
- 5 Long Lake
- 6 Lyon Mountain
- 7 Port Henry
- 8 South Colton
- 9 Speculator
- 10 Star Lake
- 11 Willsboro
- 12 Wilmington



The locations of the twelve sample hamlets which are highlighted in this workbook.

Introducing the Sample Communities

In this section the twelve Sample Communities selected to participate in the Phase II Study are introduced and discussed. They are located in Clinton, Essex, Hamilton and St. Lawrence Counties. The material presented on the following pages was developed in the workshops conducted in each community and illustrate concerns facing many Adirondack settlements today. The text for each community has been organized around:

- 1) **issues** based on present problems and existing conditions in the hamlet;
- 2) **initiatives** or current actions taken by the local residents; and
- 3) **needs**—what has to be done in the near future to solve unaddressed problems.

The sample communities are described in order to set the stage for design illustrations presented in subsequent sections of the manual.



Sample Communities

"Ausable Forks is an important flow-through point for many visitors to the Adirondacks."

Ausable Forks

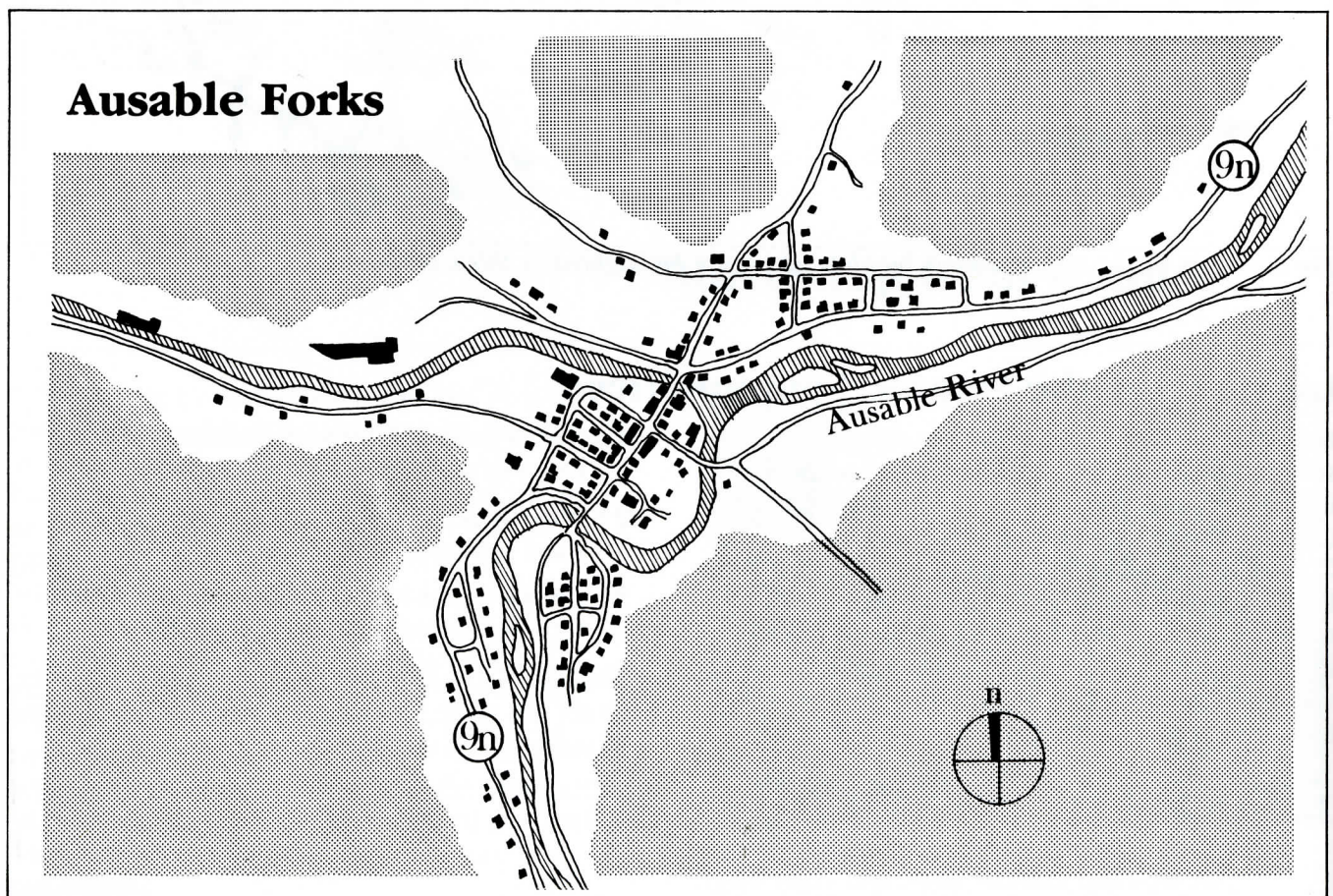
The Essex/Clinton County hamlet of Ausable Forks, located along Route 9 at the confluence of the East and West Branches of the Ausable River, is a gateway into the Adirondack Park for visitors to the High Peaks region from the Northway. Lake Placid, large tracts of State Forest Preserve and the High Peaks Region are within thirty minutes to an hour by car. Its year-round population is 1,500.

Issues

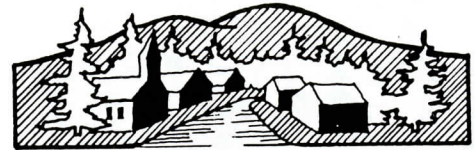
The Ausable River is one of the major fishing streams in New York State, but it is neither very visible nor accessible from the downtown area.

Major flooding often occurs during winter and spring due to ice jams and heavy rains. Any new development must take into account the flooding potential. The Town of Jay already has some flood hazard areas as public park land.

Local workshop participants stressed that they would like to attract environmentally clean industries to Ausable Forks. Two to four firms that would employ between 50 and 100 people could benefit the entire region significantly because of the spin-off effects. Although Canadian firms have been looking for building space in Clinton County in recent years, they are interested primarily in the Plattsburg and Rouses Point areas where Industrial Parks and Foreign Trade Zones have been established.



Ausable Forks is shaped by the confluence of the East and West Branches of the Ausable River.



Sample Communities



Ausable Forks can be developed as a gateway community to the Adirondacks.

Initiatives

The towns of Black Brook and Jay have taken steps to improve the appearance of the Ausable Forks hamlet. Although the towns have cooperated, a comprehensive plan has not been developed. The Self-Help Area Revitalization Program (SHARP) is working on developing a new parking and circulation plan for Ausable Forks, an important component of a general downtown improvement scheme. Community leaders and SHARP have met to discuss various Ausable revitalization schemes. This partnership between public and private business leaders must be fostered through continued cooperation on small projects and simultaneous long-range plans.

Recently the towns of Black Brook and Jay have improved and expanded their public water systems to ensure a high quality water supply with capacity to accommodate new development. There is no sewage treatment system for the Ausable Forks hamlet.

Needs

A cooperative plan for the hamlet should be approved and supported by both towns and area business groups. The community should determine to what extent the lack of a sewer system constrains development. It should also consider the feasibility of a large centralized system. Undeveloped flood zones within the hamlet should be acquired for parks, walking and bicycle trails and as canoe and fishing access points. Within the core of the hamlet some vacant and badly deteriorating structures need to be rehabilitated or demolished and appropriate infill development encouraged. Because Ausable Forks is an important flow-through point for many people visiting the Adirondack Region, it could be an ideal location for a tourist information center.



Sample Communities

Bloomingtondale

Bloomingtondale has a spectacular setting in the northwest corner of Essex County, although it is not well-known as a seasonal resort destination. The community has a year-round population of 600.

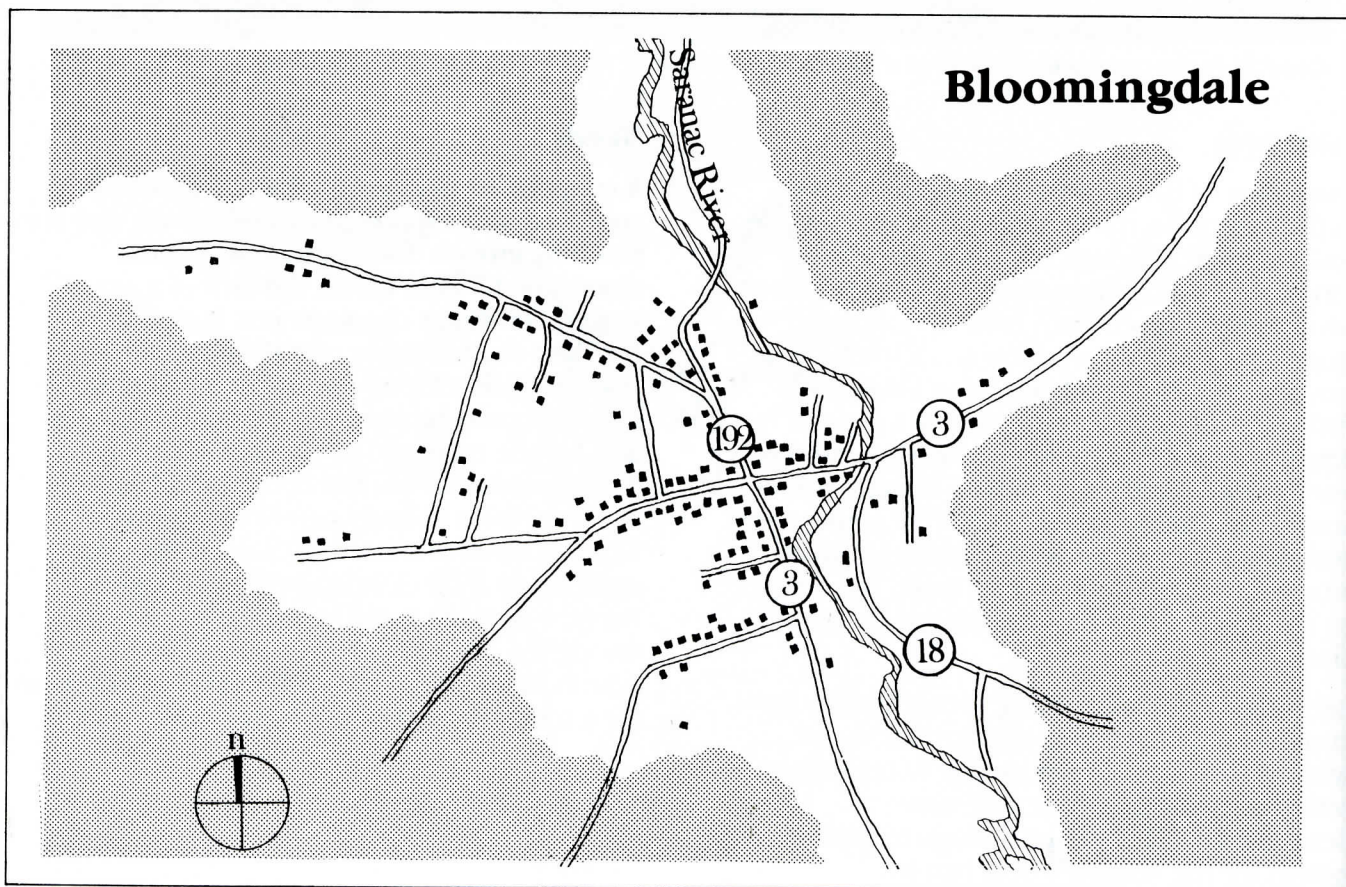
Issues

Major developments in both its water and sewer facilities have produced dramatic and controversial results in this hamlet. Three years ago a new water system was installed, increasing water rates significantly for village consumers. The village has been under strong pressure by New York State and was ordered by the Federal Government to install a new sewer system plant and upgrade lines in order to halt pollution of

the Saranac River. The large, centralized system designed for the village will again raise utility costs for hamlet residents. This series of events contributed substantially to the interest in dissolving the village corporation. A referendum in March overwhelmingly favored village dissolution, which will take effect in December of 1985.

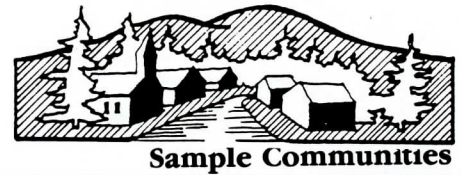
Initiatives

The dissolution of the village government and the transfer of responsibility for village affairs to the town present unknowns regarding initiatives to deal with village issues. Will there be anyone to contend with the problems of the village area? Is there a strongly concerned citizenry wanting to take an active role in shaping the village's future?



Bloomingtondale, situated in the Saranac River Valley, is a low density, crossroads community.

"From a local administration standpoint, it appears that Bloomingdale has some serious challenges."



A visual and historic resource in the hamlet of Bloomingdale.

Needs

Bloomingdale's proximity to Saranac Lake suggests expansion as a residential suburb rather than competition with the commercial offerings of the larger community. One problem is that much of the village's existing housing stock is older. In order to expand its residential base, the community has surveyed and platted several lots in a small subdivision on the edge of the village. Ironically, the subdivision may be an inhibitor of development since it complicates the staging of

utility extensions and decisions as to who should finance such development. Village residents are also concerned that utility rate increases will be a disincentive for development in this subdivision. Reorganization of the subdivided land into common ownership would allow a developer to install an area-wide water and sewer system and include a shared fee in the transaction as part of a new master deed.



Sample Communities

Indian Lake

Indian Lake is the largest community in Hamilton County with a total population of 1,400.

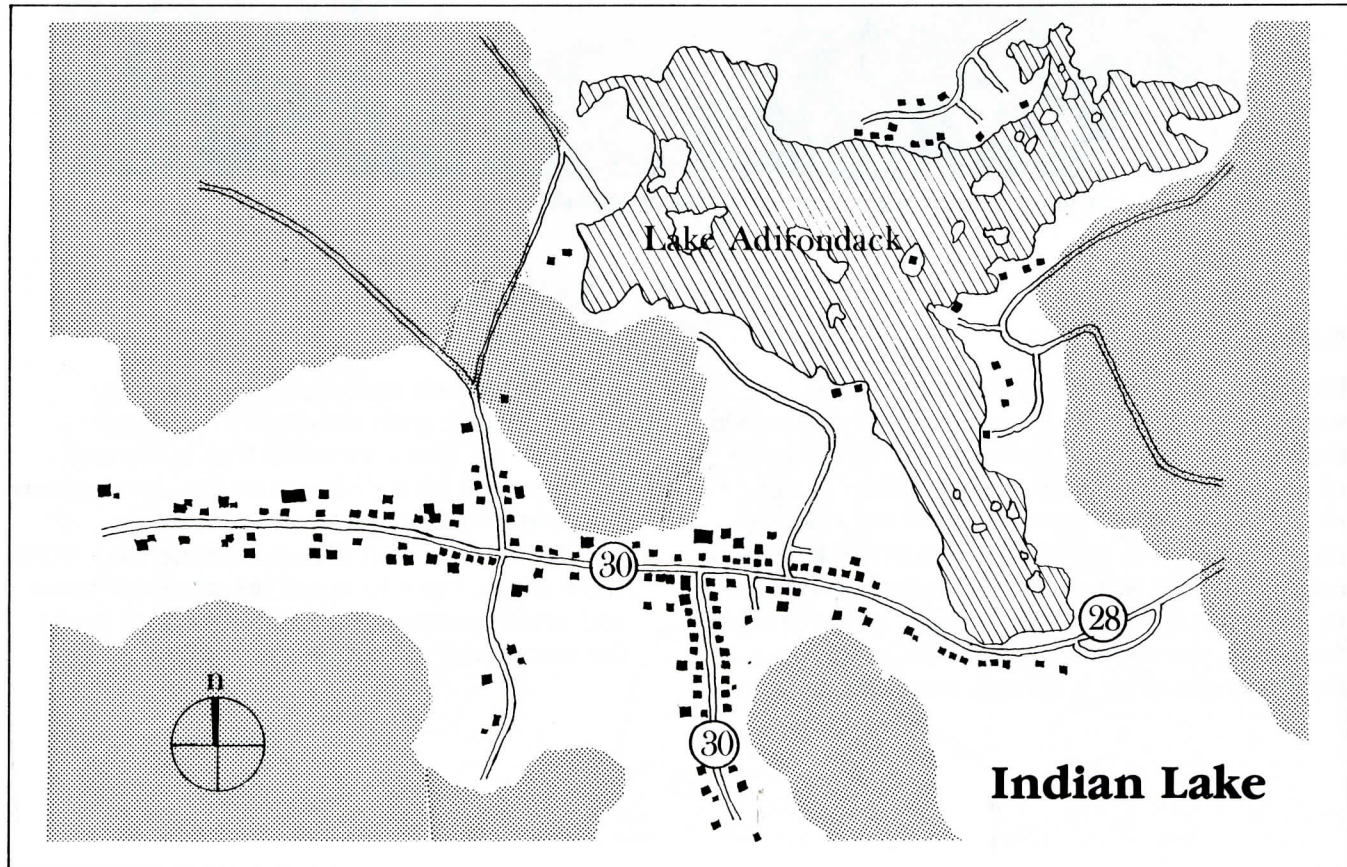
Issues

White water rafting on the Hudson River has a tremendous impact in the spring when available accommodations and restaurants are pushed to their limit. The town provides a daily water release for the benefit of the rafters and assists in launching the rafts. The fees for this service amount to about \$20,000 per year. There are 16 outfitters who can handle about 80 customers per day, creating a total of approximately 1,000 people per day who could enter the river at Indian Lake and exit the Hudson at North Creek. Most white water enthusiasts enjoy the rafting

during the spring, but the number that return for other activities during the remainder of the year appears to be minimal. A large percentage of the white water enthusiasts are from Canada, whereas the majority of the summer, fall and winter tourists are from the United States. This is attributed to the fact that current attractions in Indian Lake are being undersold, particularly Chimney Mountain, Watch Hill, Moose River Plains and 40 miles of cross-country ski trails.

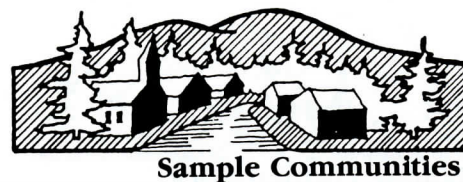
Initiatives

Indian Lake is an active community that is fighting hard for improvements. The infrastructure has recently been upgraded with the introduction of a storm sewer and the rehabilitation of the sanitary sewer system. The highway through the center of town has been improved by new curbs and sidewalks. The sewage treatment plant is now operating



The Hamlet of Indian Lake is formed around a "T-shaped" intersection on the shores of Lake Adirondack.

"Indian Lake residents are actively addressing the problems of redevelopment in their community."



Approaching the Indian Lake Post Office, the center of community activity.

properly and only minor problems exist in the town water supply. Indian Lake is an aggressive community which has made significant improvements and wants to direct these successes into stimulating economic development.

Needs

Downtown revitalization through general facade and signage improvements on existing structures and the promotion of infill development in vacant lots are priority issues (refer to design illustrations on page 100). Steps have been taken toward improving existing buildings. A grant was received from the Division of Housing and Community Renewal (DHCR) which has allowed the community to replace its existing Chamber of Commerce building, and Housing and Urban Development (HUD) money is being used to

rehabilitate structures in the hamlet.

Moving the town beach onto Lake Adirondack would provide an improved connection to the downtown area while improving its scenic quality. The lake is, however, presenting problems for the hamlet. There is a constant need for weed control and the Bureau of Dam Safety has identified structural problems in the dam which will cost \$400,000 to correct.

The hamlet has three state campgrounds and a growing vacation home population, both of which contribute to a stable local economy. Currently Indian Lake has no resorts or conference centers which could help attract visitors throughout the tourist season.



Sample Communities

Keeseville

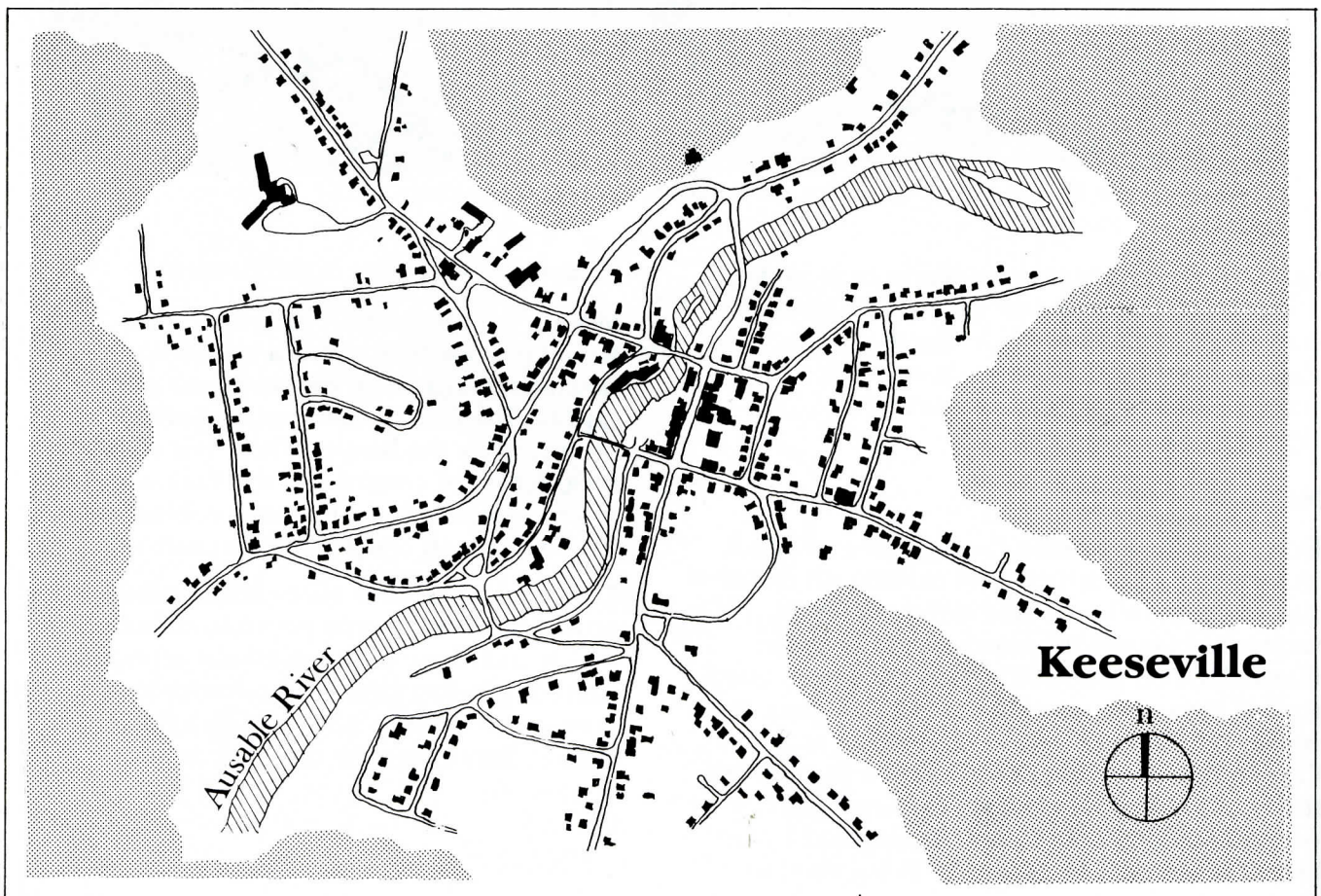
Straddling the Ausable River, the Village of Keeseville is located in both Clinton and Essex Counties. It has a population of just over 2,000.

Issues

Keeseville's kinship with the Ausable River is longstanding. In the past the community relied on the river for power, water and sewage disposal. When it was no longer used as a source for hydropower, the waterfront deteriorated and was ultimately abandoned. Revitalization of this waterfront area emerged as the central issue for the community.

Initiatives

In 1978, with the assistance of the Essex County Planning Office, a Village Planning Board was created and subsequently the Friends of Keeseville (a Rural Preservation Corporation) was organized. Both groups began to address the overall deterioration of Keeseville's physical environment. Riverfront revitalization has been underway since 1980 and has resulted in the Keeseville Riverside Park, a beautiful stretch of downtown waterfront reclaimed for public use. The Friends of Keeseville and the Village of Keeseville are working together to redevelop the Prescott Mill hydro-electric site. This historic hydro site is adjacent to the Riverside Park in downtown Keeseville. The intention is to sell the power and use the revenues from power



The physical form of Keeseville's village center is strongly influenced by the presence of the Ausable River.

"Keeseville has made significant efforts to diversify its economic base in recent years."



Sample Communities



The Ausable River, a source of power, brought mills and factories to Keeseville.

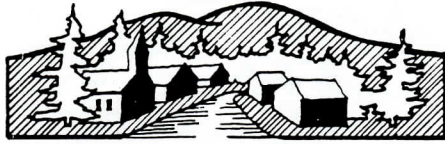
sales to finance the debt on construction. As revenues grow, the net revenues would be used to finance revitalization and public improvements, according to the Village's Revitalization Strategy (part of the Comprehensive Plan).

Development efforts are more advanced in Keeseville than in most hamlets of comparable size because of the Friends of Keeseville, Inc. and several spin-off organizations, including the Chamber of Commerce and an Industrial Development Agency. It has been successful because it focuses on problem-solving, building its constituency by positive accomplishments, and by having a Board of Directors and staff with broad interests and varied experience. At present, the Friends of Keeseville, Industrial Development Agency and Chamber of Commerce are energetically marketing Keeseville as a potential site for businesses and industrial concerns considering relocation.

The Friends of Keeseville has spearheaded many local projects, including the redevelopment of downtown through a Community Development Block Grant Small Cities Program, expansion of three local businesses through the HUD Jobs bill grant program, assistance to 25 youth through a Special Delinquency Prevention grant program, housing rehabilitation and public facilities improvements, and numerous other projects.

Needs

Keeseville needs to maintain the momentum which has been building in the past several years. Several major commercial structures in the Keeseville central business district are deteriorated and in need of rehabilitation. Keeseville will use HUD Community Development Block Grants to purchase and restore these buildings and associated public spaces for mixed residential and commercial uses.



Sample Communities

Long Lake

Long Lake, a Hamilton County community, is located approximately 50 miles from the county seat at Lake Pleasant. It has a year-round population of about 950 people which increases by a factor of 10 during the peak of the summer season.

Issues

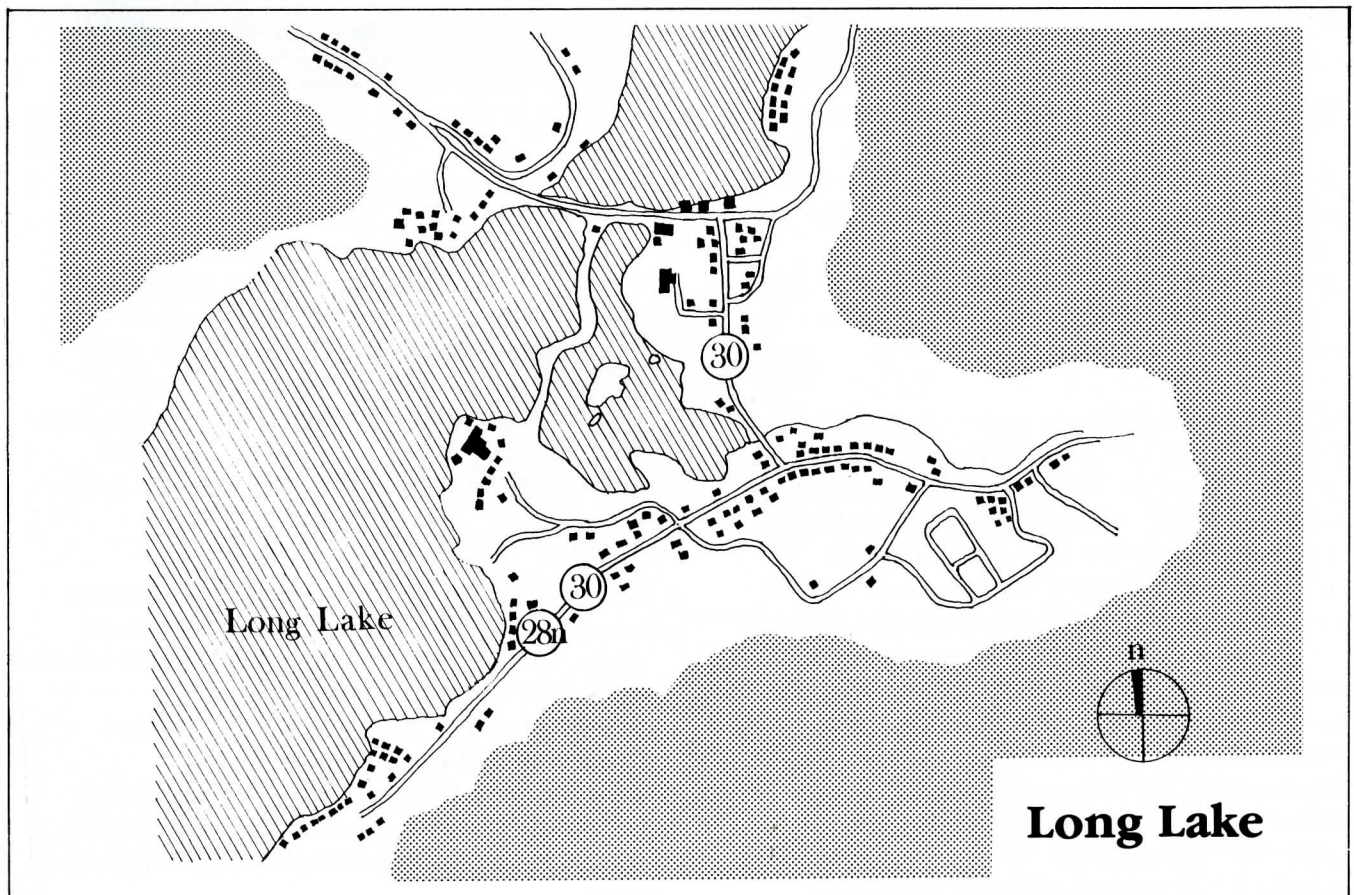
Tourism is the major industry, including a seaplane service that does a brisk business during the tourist season. Some retail and government jobs exist, but generally there are few employment opportunities for Long Lake residents. The most immediate constraint to economic development in the downtown area is

the inadequate sewage facilities. Instead of installing a centralized sewer system throughout the entire community, Long Lake is considering a decentralized cluster-type sewer system similar to that proposed for Willsboro (see Water and Sewer Systems, page 115).

A large increase in the number of second home owners, perhaps as many as 900, is occurring in Long Lake. The latest trend has been to construct homes so they are livable year-round. In many cases the second home owner has camped, hiked, snowmobiled, or visited the area and finds that he wants to have a permanent home in the community.

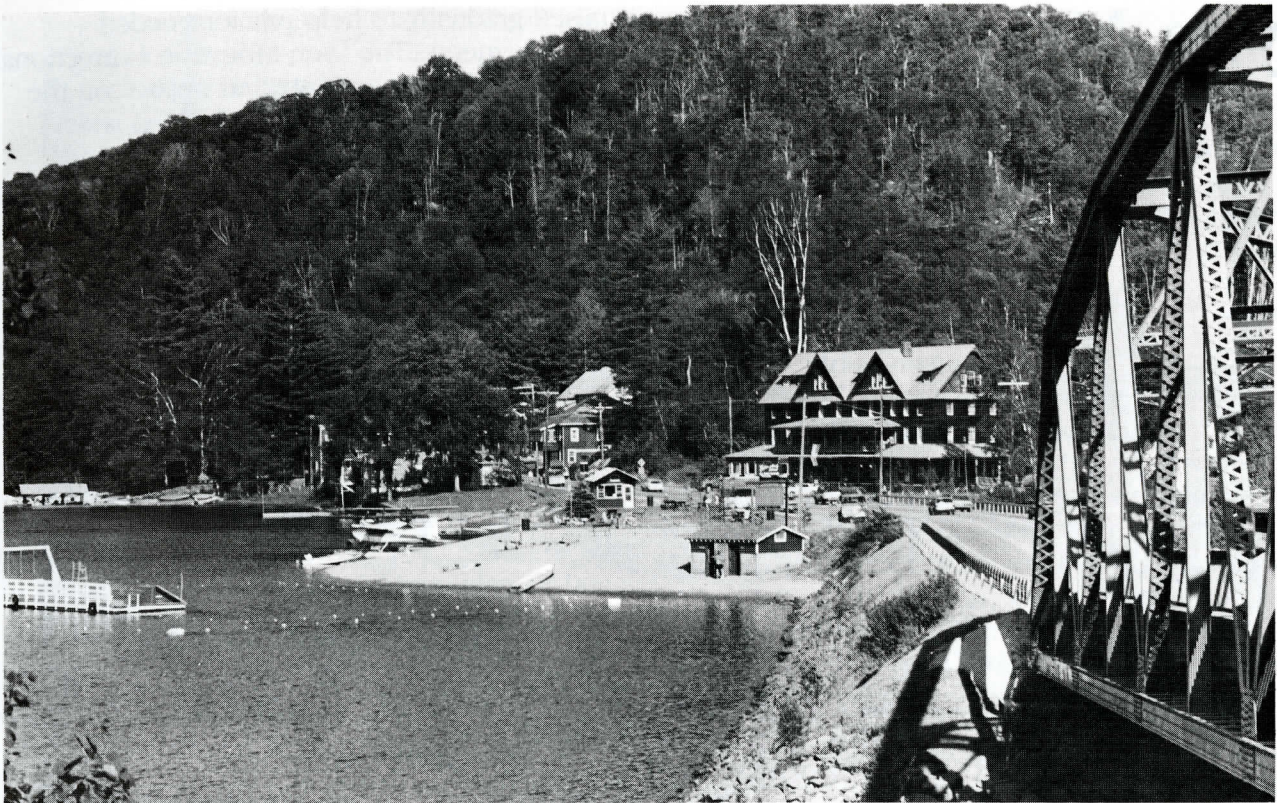
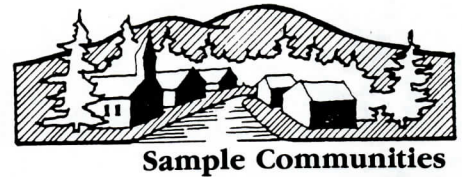
Initiatives

The newly-formed Long Lake Economic Development Committee (LEEDC) is preparing a



Long Lake's linear pattern of growth presents many opportunities for waterfront development.

"With its dramatic natural setting, Long Lake needs to expand year-round recreational opportunities"



The beach at Long Lake - an outstanding amenity located at the Hamlet core.

fishing guide and a business map indicating commercial establishments, hiking trails, and leisure activities in the community. The hamlet is trying to increase the number of off-peak season (primarily winter) visitors by attracting more snowmobilers. There is a large group of snowmobilers not too many miles away at Old Forge, and the town board has discussed clearing a new trail from North Point back to the village itself. In addition, it plans to investigate the installation of a new snowmobile trail that will allow snowmobilers to travel south to Indian Lake.

The LLEDC is also trying to attract light industry to its community. Long Lake does not presently have planning or zoning, but there is agreement that minimal controls are needed before new development can occur.

Needs

Physical improvements are needed in the hamlet core area to provide better parking and pedestrian access in front of the beach and into the retail core (refer to design illustration on page 102). There is also a problem of trailers and abandoned cars that needs to be addressed. The sand pit encountered on entering from the south would be an excellent site for a landscaped parking area with a vista of the lake. Contact has been made with the Regional Director of the New York State Department of Transportation to construct such a parking area but the response was not positive. Planned rehabilitation of the road at the base of this area and the installation of a state highway maintenance site adjacent to this location may make it possible to reopen discussions of the hamlet's needs with the Department of Transportation.



Sample Communities

Lyon Mountain

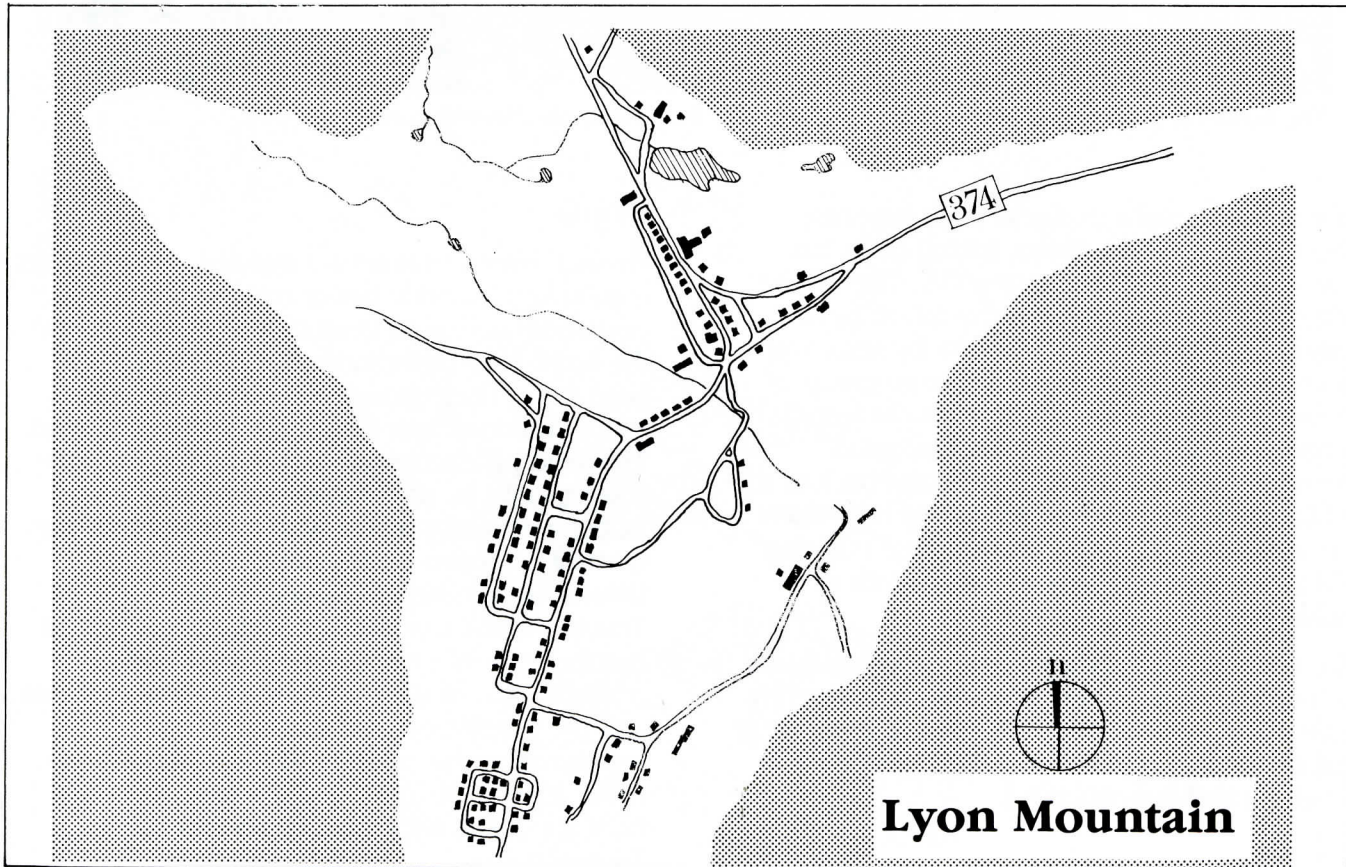
Lyon Mountain is located in Clinton County at the edge of the Adirondack Park. Once a thriving mining town, it is now home for 800 year-round residents.

Issues

Rehabilitating the Lyon Mountain public water system, which serves approximately 200 units, is the number one priority for this hamlet. According to a recent Clinton County Health Department report on this water system, some improvements must be made in the near future to improve aging chlorination systems, inadequate water mains and siltation in the reservoir systems. Residents currently pay \$25/unit/year for water, but rates will have to be

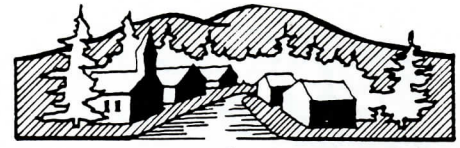
raised gradually to help pay for needed improvements. The Lyon Mountain Correctional Facility will have a substantial impact on the water supply system with a projected water demand of 23,000 gallons per day. Present residential demand is 60,000 gallons per day. A preliminary engineering study of the water system must be done, costing between \$500-\$1500. The Town of Dannemora can apply for HUD Community Development Block Grant/Small Cities funds, but competition for the funds is intense and Lyon Mountain may not be successful. The Farmer's Home Administration has a grant/loan program for water system rehabilitation which is a potential funding source for Lyon Mountain. A third option would be to phase improvements over a period of time and to only gradually increase user rates.

The NYS Department of Correctional Services (DOCS) has developed a 150-bed minimum



Lyon Mountain's location on an upland plateau is typical of the hamlets of the Northern Foothills.

"The Lyon Mountain Correctional facility, located in the old high school, is having a major impact on the community."



Sample Communities



Company workers' housing on Main Street - a strong visual imprint in Lyon Mountain.

security facility at the former Lyon Mountain school site which has had a major impact on the community. Overall, Lyon Mountain has adjusted smoothly to the facility, but the economic benefits for the hamlet have been less than anticipated. The correctional facility currently represents Lyon Mountain's most promising resource.

Community Initiatives

Land tax revenues will be generated by the positive economic influence of the prison on housing, employment and local business. The presence of the facility in Clinton County may enable the town and hamlet of Lyon Mountain to receive assistance from inmates at the facility for labor on certain public works projects. The Supervisor of the Town of Dannemora is researching water rates in the Clinton County

area to determine how much the Correctional facility should be charged for water usage. The facility is now charged \$150/month for water use.

Future Needs

The Town of Dannemora now owns over 300 acres of mine tailing piles and buildings that formerly belonged to Republic Steel. Most of this land appears to be in a hamlet designated area. The mine tailing piles are a very prominent feature of the Lyon Mountain landscape. According to the Town Supervisor, some highway departments in the area use it as a sub-base material for road work. This material has also been used to make building blocks. Portions of this site may provide an opportunity for future development and reuse if the hamlet could generate market interest.



Sample Communities

Port Henry

Port Henry is a Lake Champlain hamlet in Essex County with a year-round population of 1,450. It is situated on a bluff overlooking the lake, and its physical setting is reminiscent of European hilltowns.

Issues

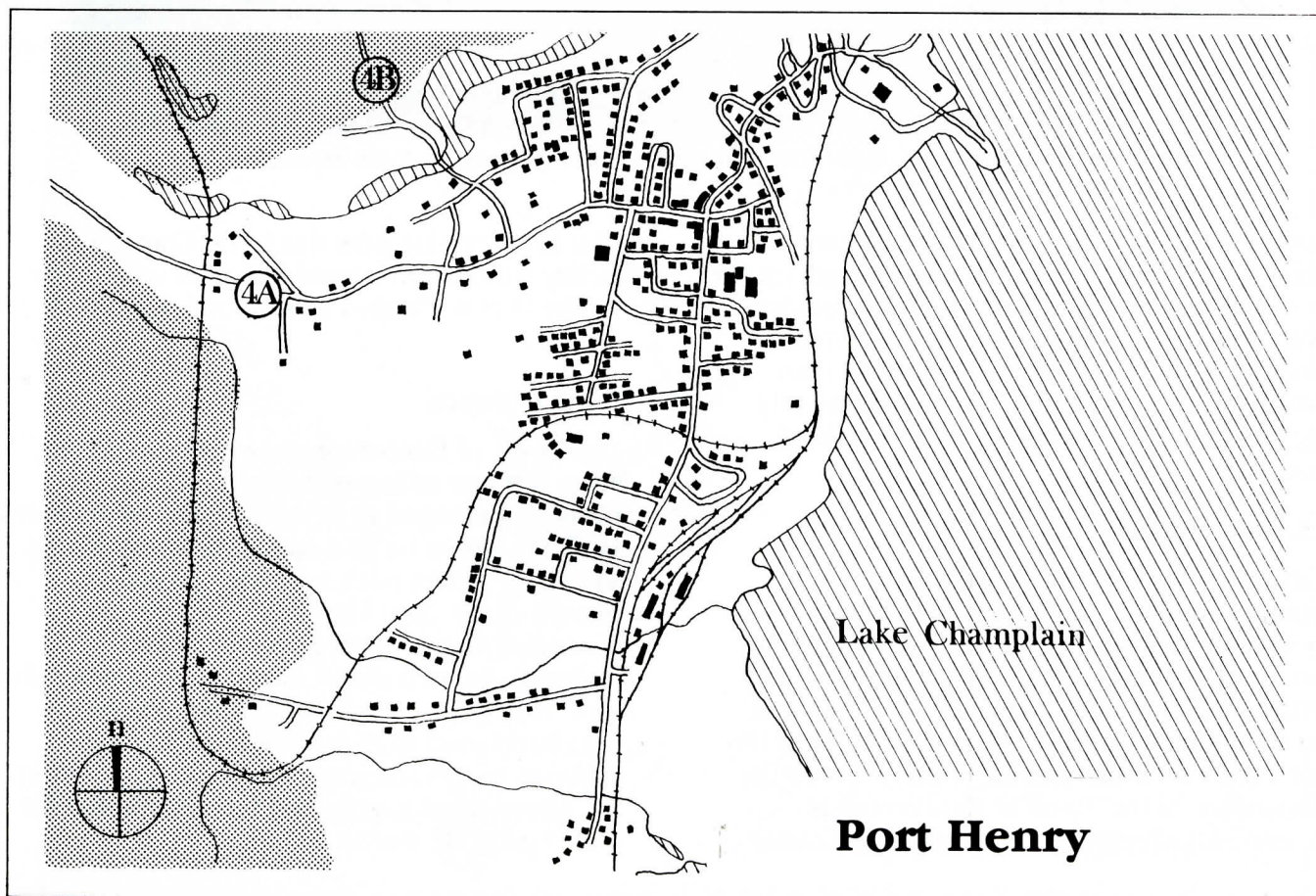
With the closing of the Republic Steel plant in Port Henry, the community would like to attract a number of smaller, more diversified industries. Property formerly owned by Republic Steel, Inc., is a possible site for the development of an industrial park, recreation and residential/mixed uses.

An important employer in Port Henry is the Association for Retarded Children (ARC), a non-

profit intermediate care organization which is a successful growth industry in Essex County.

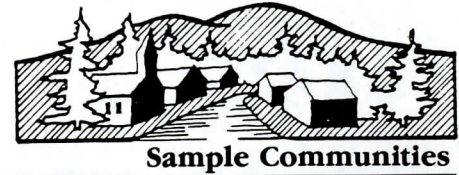
Initiatives

Although the downtown area appears to be in decay with many vacant stores and a closed hotel, there are some signs of reversal. The historic Lee House Hotel on Main Street will be converted to twenty-five elderly apartment units. This should provide a boon to development efforts in the hamlet and represents one of the most successful adaptive reuse projects in the Adirondacks (see page 77 for a detailed account of the Lee House renovation process). The award of a community development block grant will enable some investor-owned properties, including the Donut Pantry—another key downtown structure—to be rehabilitated, along with many owner-occupied housing units.



Port Henry has one of the most well-defined hamlet centers of any community in the Adirondacks.

"Situated on a bluff overlooking Lake Champlain, Port Henry's character is somewhat reminiscent of European hilltowns."



Sample Communities



Arriving at Port Henry's historic center with its many old buildings and urban spaces.

Needs

The waterfront site formerly occupied by Republic Steel should be studied for reuse as a linear industrial park, recreation area, and housing and mixed commercial use area allowing for public access along the entire Port Henry shoreline from the New York State Boat Launch to the Bulwagga Bay Campsite. This could be accomplished through a combination of publicly-owned land and public easements along the shore of the industrial area. The entire area could be designed and planted for visual harmony unifying the separate parcels into one continuous site. The Bulwagga Bay area is inhabited bi-annually by migratory birds as a resting and feeding zone, offering a prime opportunity for birdwatching. This unique use

may further support linear access to the shore by the public.

Within the hamlet, public spaces are dominated by wide streets and heavy automobile traffic and should be upgraded. There are many fine historic structures throughout Port Henry, but they are not complemented by equally attractive public areas. A public space design that links these historic features, improves their appearance and enhances the quality of pedestrian space is needed. The illustration on page 104 suggests a possible public space treatment, including widened sidewalks and mini-squares at the main intersection, the historic site of Port Henry's "Victorian fountain."



Sample Communities

South Colton

South Colton, in St. Lawrence County, is a strategic gateway hamlet on Route 56 serving a predominantly year-round population. South Colton is a bedroom community of around 200.

Issues

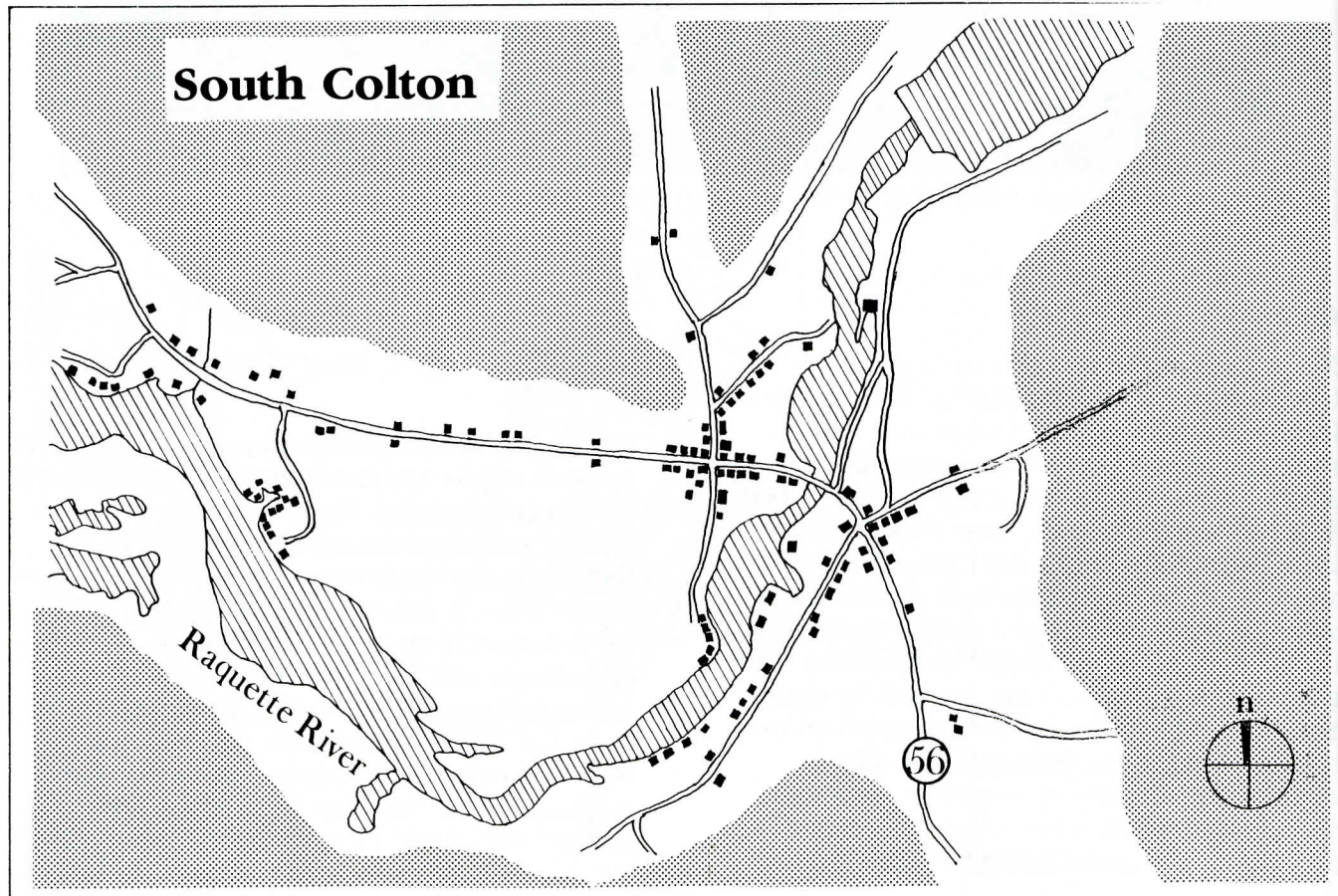
The lack of a strong local economy is not considered a problem in South Colton, except that the low level of activity drives away younger citizens and provides little support for physical rehabilitation. South Colton is one of many rural settlements which is attractive because of its quiet, restful setting. There is no major land marketing going on, although some convenient parcels could accommodate attractive

development.

It is clear that traditional improvement and rehabilitation programs are not possible, necessary or appropriate in South Colton. Rather, a more subtle program has a greater chance for success in preserving the community, heightening its image as a gateway community and accommodating healthy new small-scale development.

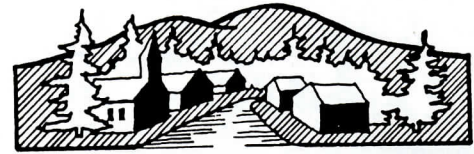
Initiatives

The major drawing cards for the area are Higley Flow State Park and the Niagara Mohawk recreation areas along the Raquette River reservoirs. Beach, boat launch and picnic areas attract day users from the surrounding region, while campgrounds bring in families who patronize local stores, gas stations, restaurants and bars.



Two crossroads and a wide river define the small hamlet of South Colton.

"Major drawing cards for South Colton are Higley Flow State Park and the Niagara Mohawk recreation areas."



Sample Communities



South Colton - a small gateway hamlet at the northern edge of the Park.

Needs

South Colton could be promoted more effectively if tourists and visitors were made aware of the other recreational opportunities in the area. A brochure could stress the "Gateway to the Adirondacks" idea and illustrate how the Thousand Islands, Blue Mountain Lake Museum, and Lake Placid Olympic facilities are all short distances from Higley Flow. Business is concentrated in the summer months due to the seasonal use of the State Park.

There may be need to expand the recreational facilities of the State Park to increase off-season use and generate increased revenues. Possibilities include: development of a golf course; organization of special events and evening entertainment for summer visitors; development of winter-use facilities—perhaps a warm-up hut with food and sanitary facilities, and cross-country skiing and snowmobiling trails.

There are several vacant buildings in the hamlet core and one burnt-out commercial building in a critical location at the river's edge. Adjoining property-owners in the hamlet plan to raze the burnt structure, clear the site and leave it as an open grassy area. One of the vacant buildings was formerly a restaurant. It might be possible to reuse the structure for a family-style restaurant—a needed community business according to local residents.

A number of old, deteriorated signs and storefronts mar the appearance of the hamlet core. A general spruce-up campaign of painting, repairs and some sign replacement could significantly improve the appearance of South Colton. These types of improvements are relatively inexpensive and, if undertaken as a coordinated effort among local merchants, could make the hamlet look more attractive.



Sample Communities

Speculator

Speculator, with a permanent population of 400, is the only incorporated village in Hamilton County. As a popular summer home location, the population increases to over 4,000 throughout the summer months.

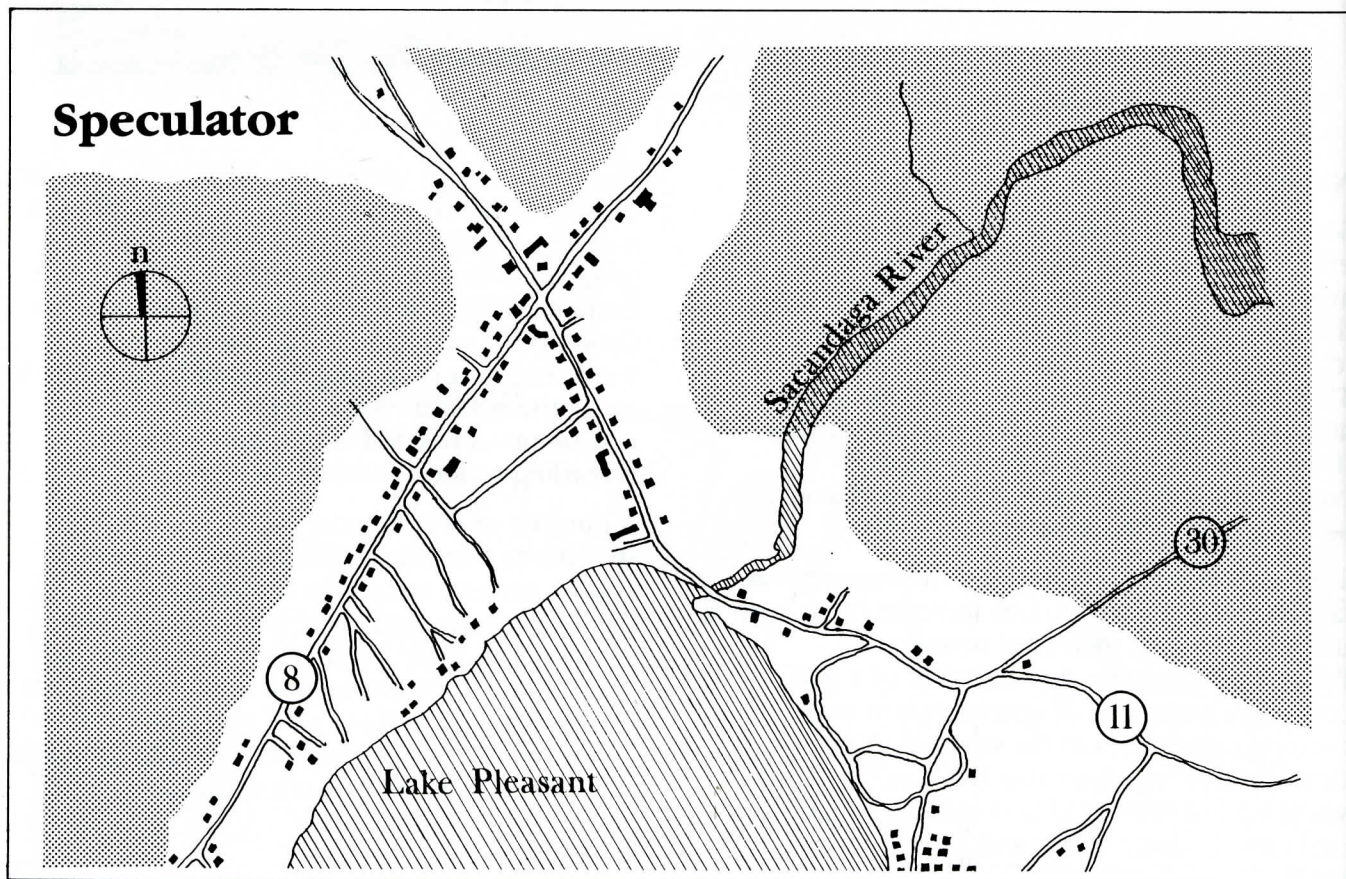
Issues

Speculator is one of the few Adirondack hamlets considered economically healthy even though there is high unemployment in the area. A diversity of job opportunities in the community prevents major economic slowdowns experienced by many resort hamlets. International Paper Company has a mill office providing employment; in addition, the Intensive Care Facility and nearby county government offices employ over 80 county

residents.

Another economic factor in this community is the growth of second homes. These have increased dramatically over the last few years and are a major reason for the large population fluctuation. The lack of commercial competition in Speculator is illustrated by the existence of only one general store and gas station in the community.

In season, recreational activities are the major source of income. One workshop participant observed that, "We have a great many people who come in the summer, which accounts for most people being able to pay their bills. There are transient tourists who come for a few days, and the lakes are surrounded by people who have summer camps—they are here most of July and August and, in many instances, have begun to use the camps more the year-round."



Speculator's linear patterns complement its shorefront relationship to Lake Pleasant.

"Speculator is one of the few Adirondack communities considered economically healthy."



Sample Communities



Charlie John's - a commercial landmark at the Speculator crossroads.

Initiatives

There needs to be greater emphasis on generating and sustaining community support for redevelopment projects. One resident noted that in Speculator "there are money-solvable problems and then there are incentive-solvable problems." He feels that people who live there are not doing what they should—and that includes him. They are not getting together and working to improve problems. There has, however, been some success in attracting new business. A shopping center is planned for the main intersection of the village.

Needs

Oak Mountain is a busy winter ski area and snowmobiling is a popular activity, although it has suffered a decline in the past five years due to the lack of snow. One problem is that Speculator does not really have adequate

housing to bring in large ski or snowmobile groups. For instance, the Gables Motel has approximately 10 motel rooms when, in fact, 20-30 are needed. The Gables sits on a prime piece of lakeshore, and could be enlarged.

A problem exists with the water system and its availability during peak population periods in the hamlet. Even though the system is old, there is no problem of water purity. Rather, it is the lack of pressure during heavy use times that causes difficulty in supply. What is needed is a new submersible pump and at least one new covered reservoir.



Sample Communities

Star Lake

The hamlet of Star Lake, in St. Lawrence County, is a gateway community for visitors entering the northwest corner of the Adirondack Park. The community is populated by 1,200 permanent residents and 100 seasonal residents.

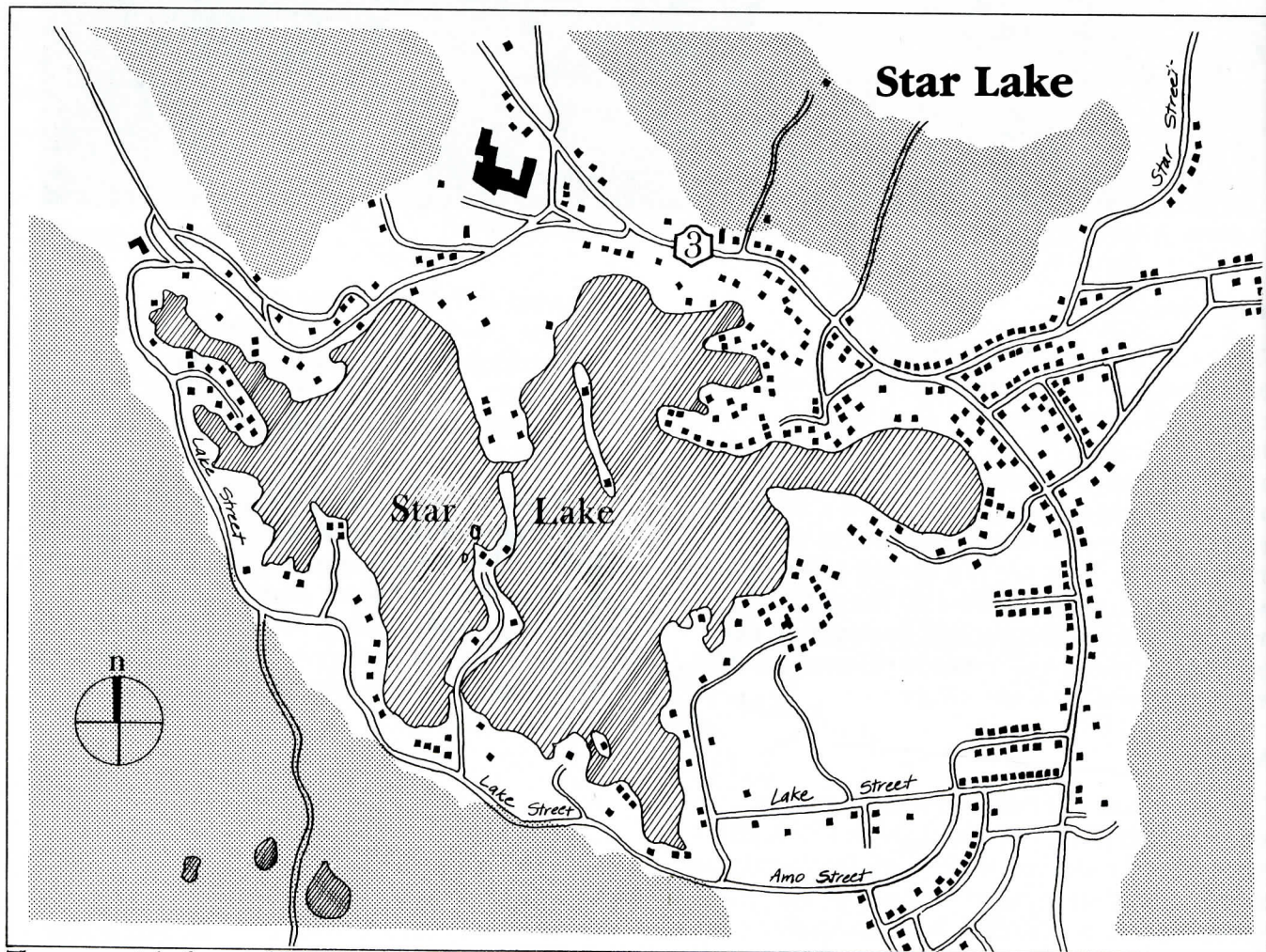
Issues

Star Lake is more of a year-round community than a tourist center. While its location on Route 3 is ideal for attracting visitors on their way to the High Peaks region of the Adirondacks, there are several factors which limit this potential. Access to and views of the lake are extremely

limited, and it is possible to pass through the hamlet without ever seeing the lake.

Almost all the land surrounding the lake is privately owned—predominantly by year-round residents—and there are no overnight accommodations in the hamlet. Star Lake is in the Thousand Islands region of the State Park system which isolates it from its Adirondack counterparts. Recreational brochures and maps which include Star Lake relate to the Thousand Islands rather than to the Adirondacks.

Many residents work in the Newton Falls Paper Mill, but the need for local employment opportunities still exists. Star Lake was seriously hurt by the closing of Benson mines in 1979. Hundreds of jobs were lost and the property



The concentric form of Star Lake is varied by a ragged shoreline of many bays and inlets.

"Star Lake should focus on strengthening its role as a regional service center."



Sample Communities



The central area of Star Lake needs to develop a "sense of place" with amenities for travelers.

went off the tax roles when the County Industrial Development Agency acquired the site. While much of the mining equipment has been removed, the site still possesses a number of permanent features, including railroad access, road access, available water and power, numerous buildings, and industrial zoning, making it a good potential site for other industrial uses.

Initiatives

The community has been quite successful in organizing to address its community development needs. When grant monies were not available, local funds were raised and volunteer labor used to construct a covered arena for ice skating and other activities. Also the local clergy have been active in helping residents participate in the county's housing rehabilitation program: cosigning bank loans for participants and organizing crews of youth carpenters to help homeowners with their housing improvements.

Needs

The hamlet of Star Lake may want to focus on strengthening its role as a regional service center rather than a tourist area by developing a broader range of services. It has some essential facilities to offer surrounding settlements, including: a school, a hospital, a bank, a recreation center, and a range of retail and professional services. Star Lake may also want to discuss with State University officials the feasibility of utilizing the Star Lake campus for certain public and community activities and consider the development of expanded overnight accommodations in the hamlet—perhaps a bed and breakfast business or a small inn. The recreational potential of the Star Lake region could be promoted with coordinated activities like those discussed in the Section entitled Subregional Plans on page 56.

The hamlet of Star Lake is "strung out" along Route 3. There is no real center of the settlement and a number of the buildings are in disrepair.



Sample Communities

Willsboro

Located at the mouth of the Boquet River in northern Essex County, Willsboro, a hamlet of approximately 550 year-round residents, enjoys a scenic location near the shores of Lake Champlain. The community is successfully developing an economic base supported by both recreational and industrial activity.

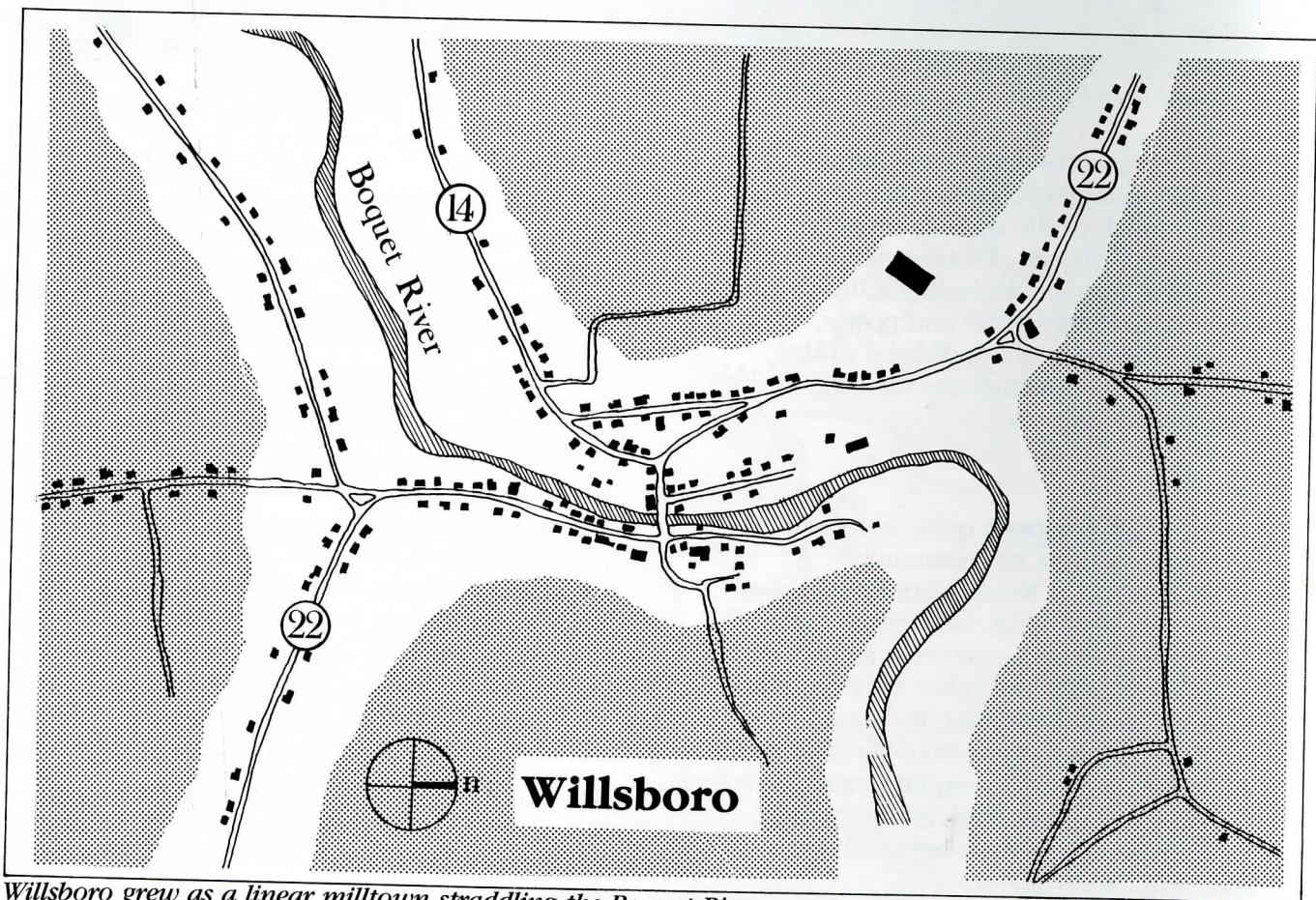
Issues

The hamlet of Willsboro extends along its historic Main Street, parallel to the Boquet River, where a mix of commercial, residential, and public buildings combine to create what could be a very strong hamlet core. To the north and south of the street the hamlet continues to spread, making Willsboro's boundaries difficult

to perceive and dissipating the strength of the hamlet core. The hamlet should adopt a policy which fosters prevention of strip development and growth by expansion and encourages mixed commercial and residential infill development.

Initiatives

An environmental engineering firm has completed an evaluation of wastewater management alternatives in the hamlet of Willsboro. The proposed centralized sewer treatment facility in the vicinity of the ash cinder pile to the north of the hamlet center was criticized because of poor site selection and the system's expense when compared with small, decentralized sewer systems (see Section entitled Water and Sewer Systems for more detailed information on decentralized wastewater treatment systems).



Willsboro grew as a linear milltown straddling the Boquet River.

"Now the ladder's here, people from all over the world will come to Willsboro." (Plattsburgh Press-Republican, 27 Oct. 1982)



Sample Communities



Willsboro's core exhibits a unique collection of important historic structures.

A recent turnover in business owners has brought a positive and enterprising group of new store owners to the hamlet who are willing to counter the discouraging attitudes of many who feel that small business in Willsboro can't compete with the malls in Plattsburgh. At the present time, a lack of organization among business people has kept them from having a bigger impact on the hamlet. Tampax Corporation and Interpace Corporation sustain many local employees and contribute significantly to the local tax base. The presence of a Grand Union downtown as well as the Willsboro-Essex School increase the potential identity of the hamlet as a socially and economically diverse center.

Needs

An inconsistent quality of building types exists along Main Street due to the lack of investment

capital and non-owner occupancy which keeps store owners from upgrading their buildings and facades. Diversification of goods and services, signage improvements and upgrading of storefronts would all contribute to improving the visual quality and the economic activity in the downtown area. Two small public parks constitute the only riverfront open space amenities in the hamlet—the Paine Memorial Library Park on the east bank of the Boquet and adjacent to the bridge, and the town-owned Higby Park on the west bank of the river. The lack of park benches, plant materials or, in the case of Higby Park, the lack of an obvious sign indicating its location, inhibit more extensive use of these open spaces. The Fish Ladder and State-owned parking lot alongside the dam of the Boquet provide the beginnings of a developed open space system to connect Willsboro to its scenic river.



Sample Communities

Wilmington

The hamlet of Wilmington is located on Route 86 and provides easy access to prime recreational opportunities in the Adirondacks. It has experienced the highest growth rate in Essex County, with a current population of 269 year-round and 75 seasonal residents.

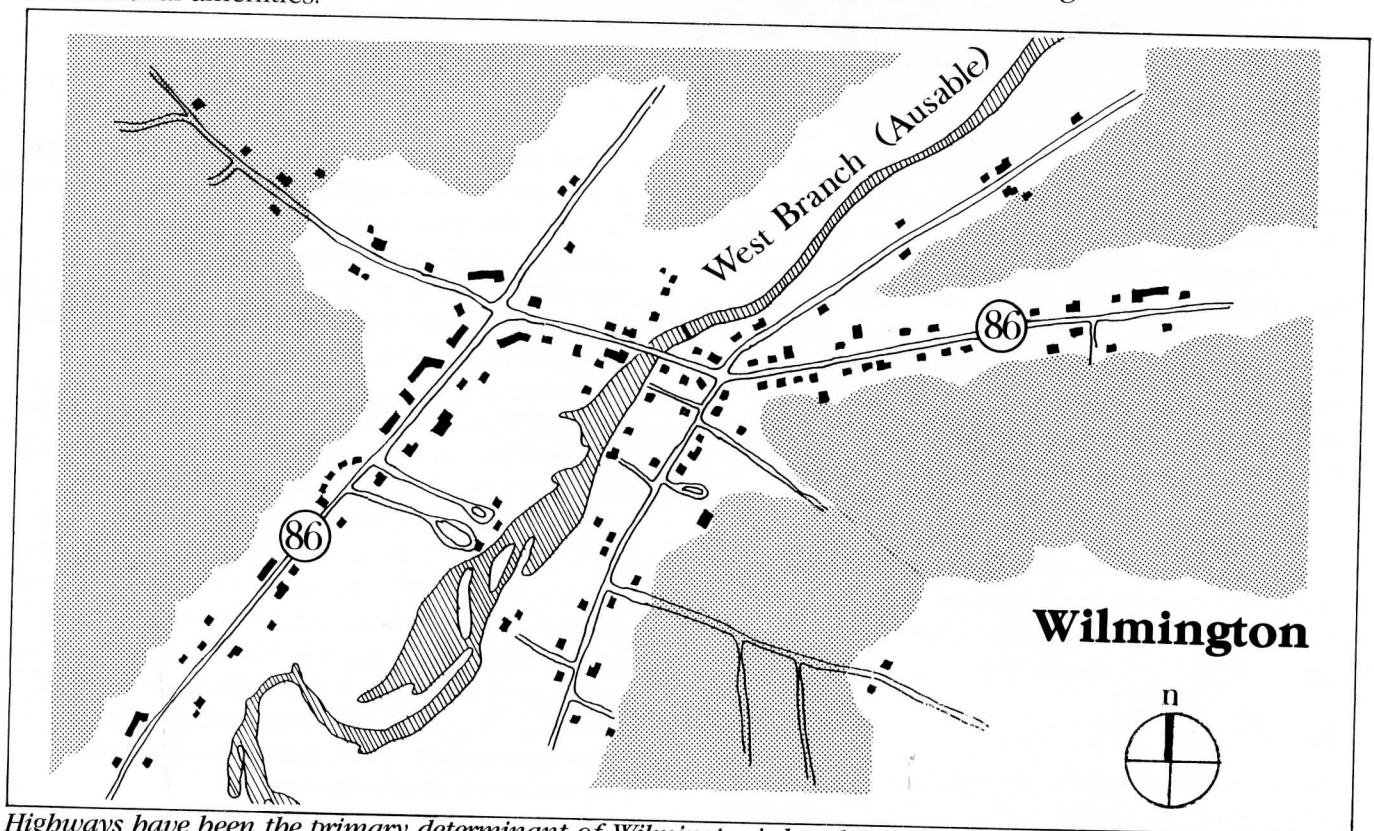
Issues

The Whiteface Chamber of Commerce bills Wilmington as the town at "the foot of Whiteface...centrally located in the heart of the Adirondacks...the site of the 1980 Olympics alpine event" and the town "...smack in the middle of seventeen famous Adirondack attractions." The area offers exceptional fishing along the west branch of the Ausable River. The Adirondack Forest Preserve Lands and privately-owned facilities such as Lake Everest and the High Falls Gorge make the area rich in recreational amenities.

An article in the *North Country Byways* in 1971 described Wilmington as a "hotel-motel avenue." The image of the once historic residential crossroads hamlet located near the Ausable River is now transformed into a linear strip dominated by State Route 86 and catering exclusively to automobile travel. As a result, Wilmington today lacks a centralized core.

Initiatives

An active local government and energetic Chamber of Commerce have developed a number of ideas for community redevelopment. Perhaps the most successful of these was the major housing rehabilitation effort, including complete weatherizing and extensive repairs. Other ideas include plans for a hydro plant, riverfront access and general hamlet beautification. The need is for better coordination and organization of efforts, as well as a realistic program of design development and project follow-through.



Highways have been the primary determinant of Wilmington's hamlet form.

"Wilmington needs a new sense of 'center' or 'main street' more cohesive than the present day motel strip."



Wilmington's proximity to Whiteface Mountain determines much of its economic activity.

Needs

One of the most pressing needs is for a new sense of *center* or *main street* which is more cohesive than the present hotel-motel strip. The new hamlet center should be highly visible and provide a point of arrival to the community. Streetscape improvements are needed to change the orientation of Wilmington from the high-speed automobile to the pedestrian. Spaces to walk, gather or sit should be created, and sidewalks, highway shoulders, planting and lighting should be improved (see design illustration on page 111).

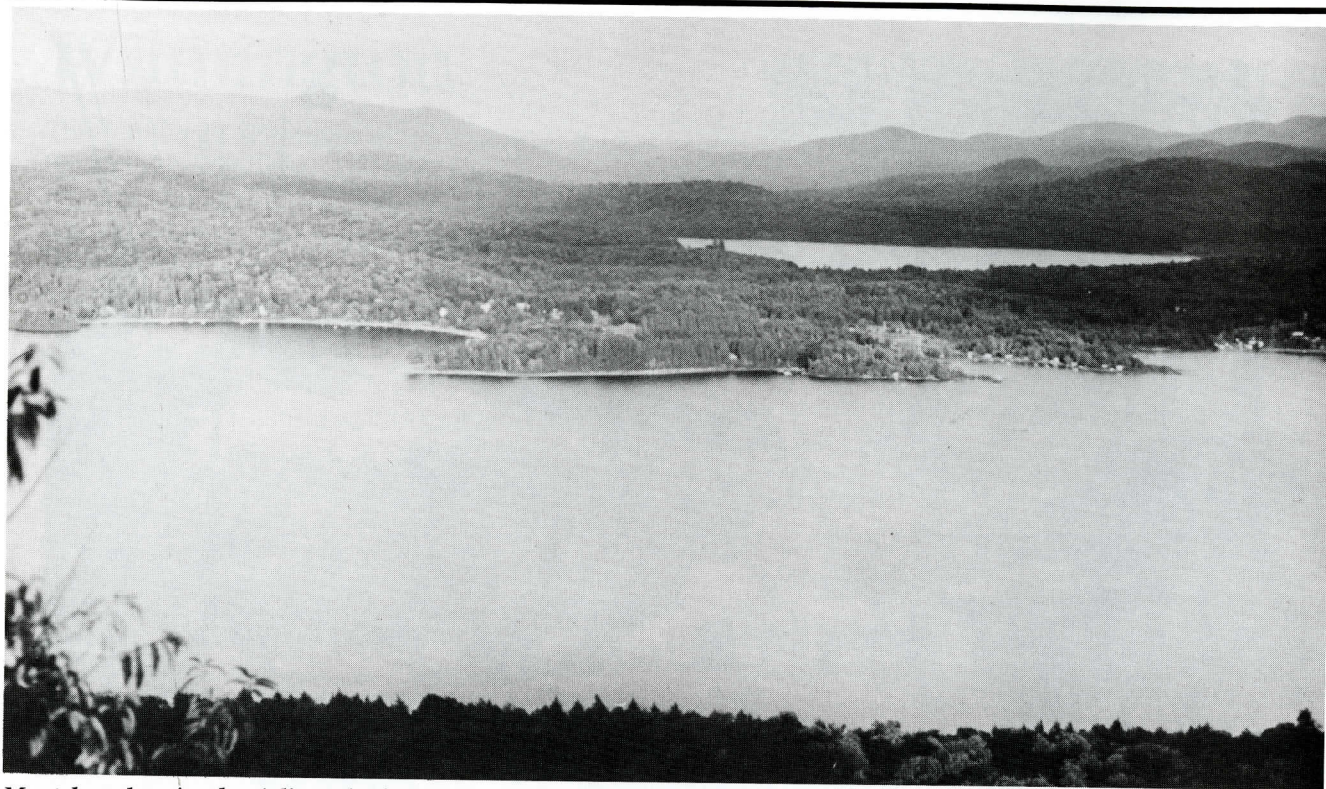
New promotional advertising and marketing to attract visitors and investors should be undertaken. An important part of promoting the village is to illustrate why people want to come

to Wilmington. The community should emphasize its unique settlement and industrial history, and communicate it to the public through educational programs and events, signs, markers and monuments associating place names with historic events. Tourism and investment could be encouraged by physical improvements, planned events (parades, antique car shows, flea markets, etc.) and advertising.

Wilmington also needs to attract sound business entrepreneurs who are willing to invest time, energy and resources toward creating a stable, year-round resort community of the highest possible quality. The economic self-sufficiency and independence of the hamlet should also be increased by permanent income and energy projects such as the hydro site.

Part Three

Redevelopment Strategies



Most hamlets in the Adirondack Park are located along and shaped by waterfronts.

Objectives

The following eight sections illustrate sketch plans and discuss options for redeveloping Adirondack hamlets. The material is intended to suggest directions rather than present completed proposals. Users of the manual can draw from these ideas in addressing problems in their individual communities. Local initiatives, community networking and organization are vitally important to ensure that future development and change occurs.

The eight areas defined as redevelopment strategies are:

WATERFRONT REVITALIZATION
RECREATION AND TOURISM
INDUSTRIAL DEVELOPMENT
HISTORIC RESOURCES
INFILL SITES
PUBLIC SPACES
WATER AND SEWER
HUMAN RESOURCES

Redevelopment Strategy One:

Waterfront Revitalization

An exhibit at the Adirondack Museum in Blue Mountain Lake notes that “the mountains and forests lend glory to the Adirondacks, but abundant and diverse water gives the region a distinction nearly unique to the American landscape.” Waterfronts are a pervasive and critical resource in most Adirondack hamlets, yet the hamlets for the most part have not taken full advantage of this resource as an open space amenity for attracting investment. Strategies for making good use of waterfront features are the topic of this section.

Waterfronts occur in many shapes and forms in the Adirondacks; in fact, the great variety is itself worthy of note. These range from the many trout streams which slice through the core of hamlets to the placid waters of small lakes that provide interesting settings for hamlets in the Park. Community use of water features can also vary from recreation to power generation, to a source for both water supply and sewage disposal.

Some typical problems involving waterfronts and their potential development in many Adirondack hamlets were identified by the consultant team working with the county planners and local residents. Recognizing and understanding these problems represent steps toward developing realistic solutions.

Waterfront Issues

In this study, six major waterfront problems in the hamlets emerged:

Water Quality and Sewage Disposal

This is a critical problem in almost all hamlets near waterways. Surface water in the Adirondacks generally needs to be processed for drinking. A major problem, however, is that numerous communities dump raw, untreated sewage directly into rivers. A similar issue is the location of septic tanks and leach fields in low-lying areas near lakes. Willsboro is a good example of a small community desperately in need of an inexpensive community sewer system.

Flooding

Flooding and its control is another waterfront problem in many communities. A specific example is Ausable Forks. In this community, problems come not so much from heavy rains as from ice jams on the Ausable River in early spring. The movement of ice on the river can create rapid and unpredictable flooding of low-lying hamlet areas.

Access

Three types of access become important in utilizing waterfront areas as a valuable hamlet resource. These are:

- **Vehicular**—Is it possible for boats and trailers to easily get to the waterfront if that is an appropriate use? Are there places for parking and overnight storage of vehicles and equipment for extended water trips?
- **Pedestrian**—Are there specific areas for pedestrians to stroll along and enjoy the waterfront, including beach and parking facilities? Are these connected to parks or other green spaces in the community? Are there areas for parking and other necessary facilities?
- **Visual**—Can the water be seen and enjoyed by visitors passing through the community? Are there opportunities for long views and vistas across water as well as shorter views within the hamlet? This is an issue of particular importance in the hamlet of Star Lake.

Shorefront Land Ownership

How much of the waterfront is privately owned in a community and how much is available for public use? Large areas of privately-owned land generally limit access and create problems for future development.



Waterfront Revitalization

"Different types of waterfronts can generate different kinds of activities and development possibilities."

Federal and State Regulations

Governmental regulations concerning waterfronts are often perceived as problems in a community's development potential. What are the specific regulations and how will these aid in attracting certain types of desirable development to a hamlet's waterfront?

Use of Released Waterfront Sites

Many old industrial sites or tourist hotels which historically occupied prime locations along waterfronts have been removed in recent years offering outstanding sites for possible waterfront development in hamlets. Such a situation occurred in Keeseville with the burning of the old Prescott Mill building in 1968. Through community efforts, the site was transformed into a public park overlooking the Ausable River. A similar area exists in Port Henry along the shoreline on lands once occupied by Republic Steel.

These six problems will be addressed in this section of the manual as we look at development and revitalization possibilities for waterfronts.



Hamlets dot the Lake Champlain waterfront forming the eastern edge of the Adirondack Park.

Waterfront Types

There are several waterfront types found in Adirondack hamlets. To assist hamlets in identifying waterfront characteristics, these types are listed below with assets described for each.

Riverfront

Flow Through—These waterfront areas are along rivers flowing unimpeded through hamlets, such as in Bloomingdale or Ausable Forks. Often they are acknowledged only at bridge crossings and perhaps go unnoticed by visitors. While closely tied physically to the hamlet form, visually they are often ignored. Recreational activities such as fishing and canoeing may occur along these riverfronts, although problems of pollution may deter such activities.

Dammed River—Rivers dammed by old hydropower or industrial structures offer a more accessible opportunity to communities, both as a visual amenity within the hamlet and as an area for increased recreational activity. The visibility and aesthetic quality of such waterfronts can be experienced both in Willsboro and Wilmington. One problem is that of maintenance both of the dam structure and of debris and sediment which collect behind the dam.

Wilderness Shoreline

Rugged Shoreline—This waterfront found in some of the Wilderness Outpost hamlets can occur along either rivers or lakes. The rocky, rugged, and often steep shoreline creates numerous problems of access and use. The visual quality of such areas is generally outstanding and should be maximized as a tourist amenity.

Bog, Swampy—Such waterfronts are not very common in hamlets but do exist in some of them, such as Indian Lake. A high water table, wetland vegetation, and a complex ecosystem suggest such areas are best left undisturbed as natural areas that contribute to the wilderness qualities of a community.

"Waterfronts are a pervasive and critical resource in most Adirondack hamlets."



Waterfront Revitalization



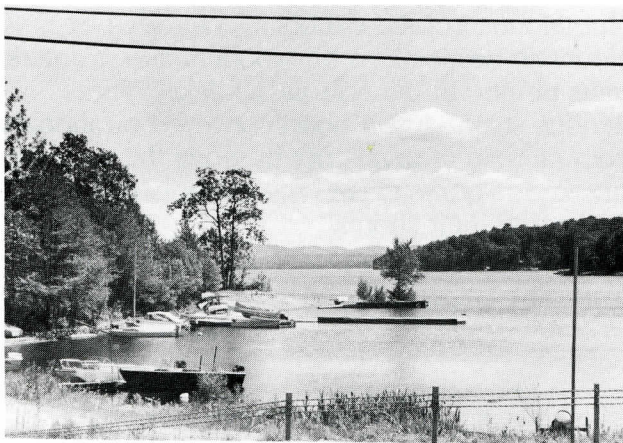
Riverfront

A typical riverfront scene in Ausable Forks.



Wilderness Shoreline

Many Adirondack hamlets are sited on wilderness shorelines such as here at Long Lake.



Lakefront

Cranberry Lake offers the characteristic qualities of the many Adirondack hamlet lakefronts.

Lakefronts

Small Lakes—Waterfronts on small, maintained lakes offer some of the most intimate and picturesque shoreline locations in the Adirondacks. Because these were sought-after locations for summer home vacationers at the turn of the century, many such waterfronts are often almost entirely privately owned, offering little opportunity for tourist access or expanded recreational use today. Star Lake is a good example of this situation. Some unusually small water bodies create the effect of a "lake within a hamlet" offering opportunities for park development such as at Wanakena or in the hamlet of Brant Lake in Warren County.

Large Lakes—Hamlets on large lakes generally acknowledge waterfrontage as the outstanding amenity in the village. A great variety of recreational opportunities is available and should be marketed, including a large beach for swimming and water skiing. The scenery is often beautiful and the setting outstanding for hamlets on these waterfronts. Cranberry Lake and Long Lake are good examples of such communities.

Lake Champlain—Waterfronts along the shores of Lake Champlain have a much different character and offer different opportunities than those along inland lakes. The openness and vast spaces across the lake are in sharp contrast to the intimate spatial quality of the other lakes. Communities are usually much farther from the lake shore, often sitting high on a bluff overlooking the lake, as at Port Henry. The large size of Lake Champlain and its significant recreational boat traffic present many possibilities for marinas and seasonal home developments in, or near, the lakefront hamlets.



Waterfront Revitalization

"Waterfronts have played a major role in most of the historical and cultural development of the Adirondacks."

Historic Importance of Waterfronts

As water has always had a unique meaning and character in the Adirondacks, so have the many waterfronts been the arenas of much of the human history which has taken place in this area over the last two hundred years. Understanding this history helps explain not only the physical forms of hamlet evolution, but also offers clues for redevelopment and revitalization of historic areas and activities along waterfronts.

Following many years of conflict in the late 18th century, settlements began appearing along Adirondack waterfronts. This occurred not only along Lake Champlain, but also inland throughout the vast wilderness. Early settlers invariably located along rivers or lake shores, not for the scenic quality of these sites, but to use the water for power and transportation. The common practice of settling along rivers and lake shores was a major element in the physical forms which these communities took as they evolved through time. River hamlets often became linear settlements straddling a waterway as it cut through the river valley.

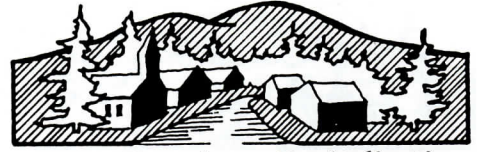
This was not true of lake shore settlements, however. Because the earliest pioneers in the Adirondacks were generally farmers or land speculators, they occupied the higher and more fertile ground away from lake locations. Flat, tillable land was considered more valuable than the sandy, rocky soil often present along lake shores. It was only with the coming of summer vacationers and the concept of water bodies as a scenic resource that the concentric lake communities that we see today began to form.

The industrial enterprises which arrived in the Adirondacks in the mid-19th century greatly increased development along waterfronts. Mills needed water for power as well as for industrial operations such as iron forging and paper making. The rivers became important transportation routes for moving the millions of logs felled in Adirondack forests to mills further down the rivers.

Many of the lakes and rivers of the Adirondack Region were altered during this period as man attempted to adapt waterways to his needs. Rivers such as the Boquet, Ausable and LaChute had scores of dams constructed across them as each industrial site attempted to take best advantage of the river's power. On the Oswegatchie River a major dam was constructed by the State of New York in the 1860's to enable lumbering operations to send logs down the river more easily and throughout the entire year. The great lake created, and on which the hamlets of Cranberry Lake and Wanakena are located, attest to man's involvement in the changing of Adirondack waterways.

Waterfronts were critical to generating the businesses which continue to be the major economic activity in the Adirondacks—tourism and recreation. In the 1850's and 60's early hunters and sportsmen began making treks to the area to indulge in various sports and camp along lakes and rivers. From this activity came the great camps, known for their beautiful and dramatic use of lakefront sites, and the grand and lavish hotels which generally had a lake or riverfront location. The Prospect House, built at Blue Mountain Lake in 1885, had a grand view of the lake from its rocky knoll above the lake.

Blue Mountain Lake visitors also traveled to mountain destinations on wooden lake steamers, crafts unique to the Adirondack lakes. These slender, steam-driven boats conveyed vacationers from railroad terminus points along the intricate lake and river systems to the grand hotels located on their shores.



Waterfront Revitalization

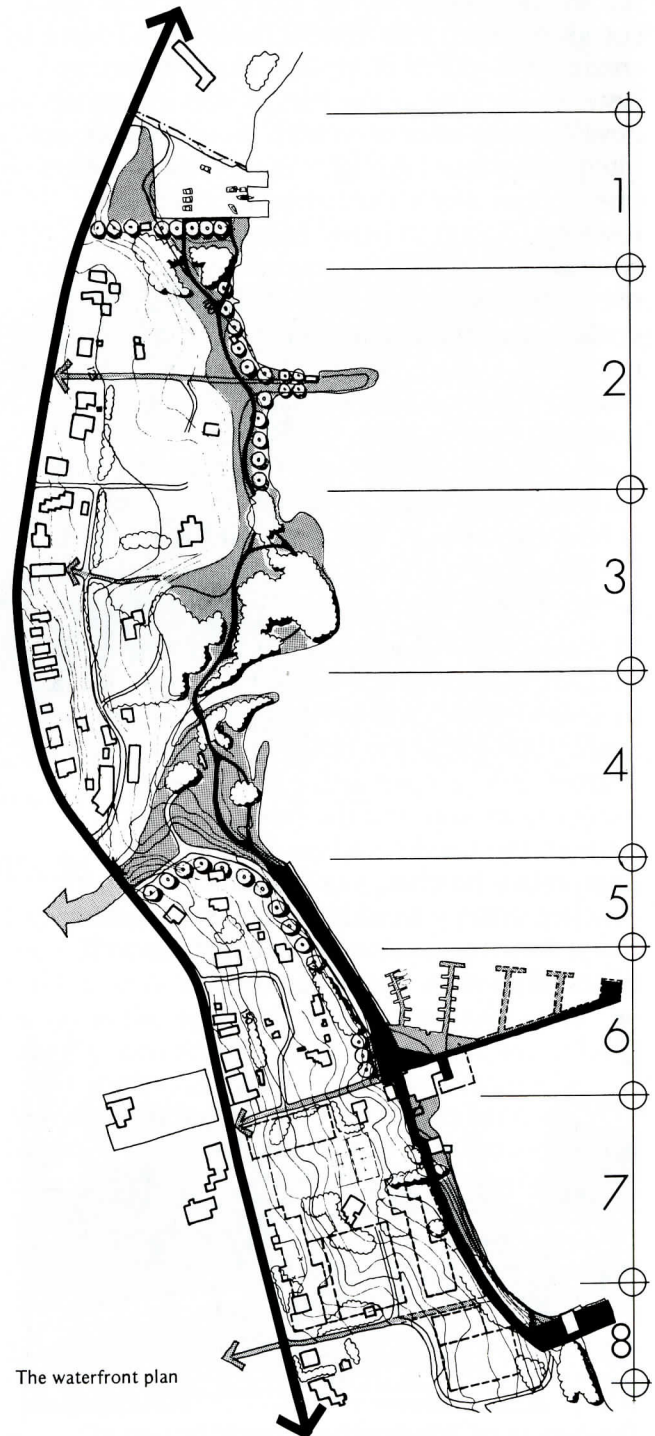
Waterfront Plans

Having identified major problems associated with waterfronts, described generic types, and discussed their historical importance, we can now begin to look at plans which suggest ways to undertake revitalization of specific waterfronts within Adirondack communities. Six examples are described in which communities either have already generated, or are anticipating waterfront revitalization programs. These programs are intended to improve not only the economic value and utilization of land, but the visual and physical quality of the water's edge as well. The six examples are: river trails, beach development, water power, water themes, commercial marinas and waterfront parks.

The Westport waterfront plan is shown here as an example of a community which developed a comprehensive scheme for revitalizing its waterfront in 1977.

The Action Plan and its Parts

1. **Boat Launch** — Owned and operated by the NYS Department of Environmental Conservation. Negotiate for pedestrian link, shared parking facilities and landscape improvements.
2. **Old Wharf** — Acquire property presently for sale and improve. Negotiate pedestrian easement through adjoining private properties.
3. **Village Park** (Village owned) — Screen treatment plant and seek federal grant for developing park, recreation activities program and link up to WADA teen center and community facility.
4. **Village Beach** (Village owned) — Seek grant for improving beach and water quality.
5. **Mill Street** — Acquire easement through private property at water's edge and develop pedestrian promenade with a public improvement grant.
6. **Marina** — Secure improvements loan to expand marina-docking facilities and renovate or construct new utility building(s); provide for additional parking spaces and landscape the area.
7. **Inn Property** — Acquire property presently for sale and request developer proposals with special district zoning conditions and guidelines; eventually re-sell property for development in whole or in parts.
8. **Yacht Club** — Secure developer to acquire property for renovation into restaurant/outdoor cafe, parking and landscape improvements. (The development corporation could also acquire this property and dispose of it as in 7. above.





Waterfront Revitalization

River Trails

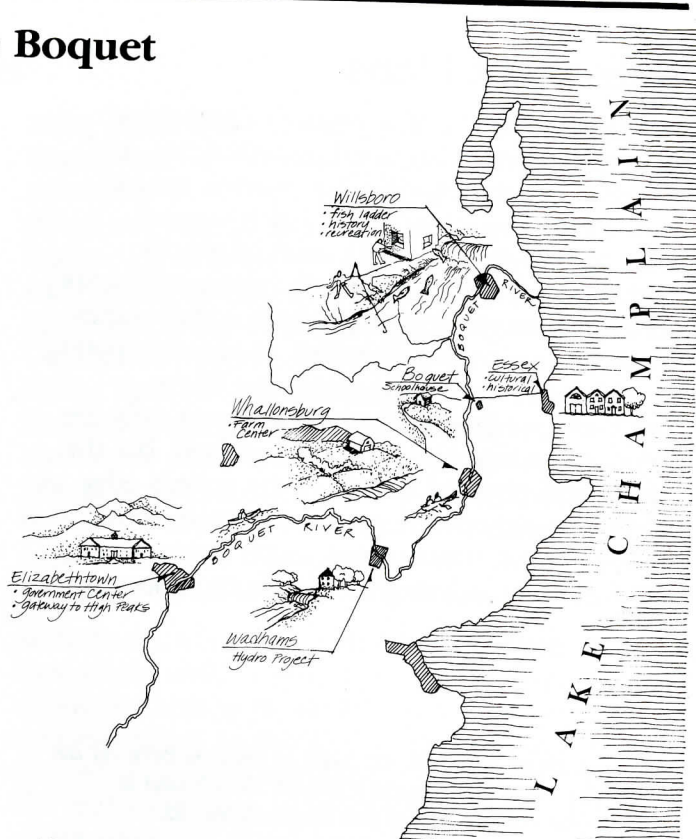
Rivers as Interpretive Trails: The Boquet

We should recognize that many waterways are corridors which link several hamlets and serve to create subregional groupings along waterway systems. Because of the history and industrial development associated with these systems, an interpretive trail highlighting this history offers one opportunity for utilizing the riverfront resources found in many Adirondack communities. While an interpretive trail along a river can be organized within a single community and take advantage of local resources, a more diversified trail could be created by linking several hamlets. Such a possibility exists along the Boquet River in northeastern Essex County. Connecting these hamlets by an interpretive trail would not only enhance the public space within the hamlets, but would also encourage visitors to the Park to spend time in these communities.

The movement along such an interpretive trail from hamlet to hamlet could be accomplished in several ways. One would be the creation of canoe trails along the river. In each community, a small park or open space would allow canoeists to stop, use the facilities, wander through the hamlet and read over the interpretive brochures or plaques in the park. Another strategy would be bike trails, either along the river or along existing roads with identifiable stops in the hamlets.



The hamlet of Whallonsburg could be one of several stops along an interpretive trail featuring the Boquet River.



The proposed plan for the Boquet River interpretive trail system.

In such a group, one could organize a trail which would be unique in each hamlet and yet illustrate a cultural and historical interpretation of the entire region. In the Boquet group, the trail could begin in Elizabethtown with a discussion of community government and the early history of the river valley. Wadhams could demonstrate the role of water power in the industrial history of the area with a possible tour of the restored hydro plant in the hamlet. Whallonsburg would illustrate the role of agriculture in the Champlain Valley region, with its nearby farms and its farm-service businesses as contemporary examples. A stop at the Boquet schoolhouse and a short trip into Essex could highlight the cultural and social history of the area with its beautifully restored shops and homes. A final stop in Willsboro could relate both the historic significance of the hamlet and its emerging role as a recreation center on Lake Champlain.

Beaches



The beach at Long Lake offers spectacular views to the Adirondack wilderness beyond.

Beaches as Summer Recreation Centers

Developing a waterfront area as a major public beach is a common redevelopment theme and can be an outstanding use of such a location if the beach is properly designed and utilized. A beachfront generally contains a large public area for sun bathers and swimmers. Bathhouses and rest rooms are necessary as well as maintenance staff and lifeguards. The location of a beachfront within a hamlet can create a significant visual and recreational amenity but at the same time can cause problems of access, circulation and parking. The hamlet of Long Lake illustrates such a situation where a narrow beach area along the lake is at a major entrance to the community. The beach is an important activity generator and "image-maker" in the hamlet, but in planning for increased usage in the future, beach parking and safe pedestrian access must be provided.

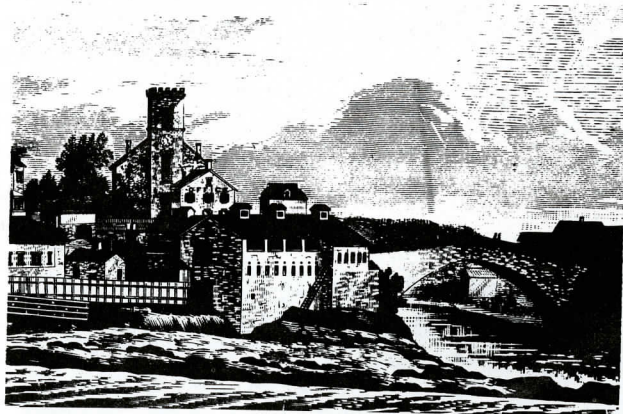
Expanding the use of such an amenity to include other functions increases the activity and utilization of such a beachfront. At Long Lake the beach is the arrival and departure point of Helm's Aero Service, a seaplane company, which offers additional activity and visual interest. An important pedestrian link could be improved between the beach/hotel area and the retail stores, post office and bank located to the immediate south. Year-round functions could also be investigated to increase the use of the beachfront. Long Lake's "100," an annual snowmobile rally held every March, and Saranac Lake's well-known Winter Carnival illustrate such innovative year-round use.



Waterfront Revitalization

Water Power

Rivers as Generators of Power: Keeseville and Ticonderoga

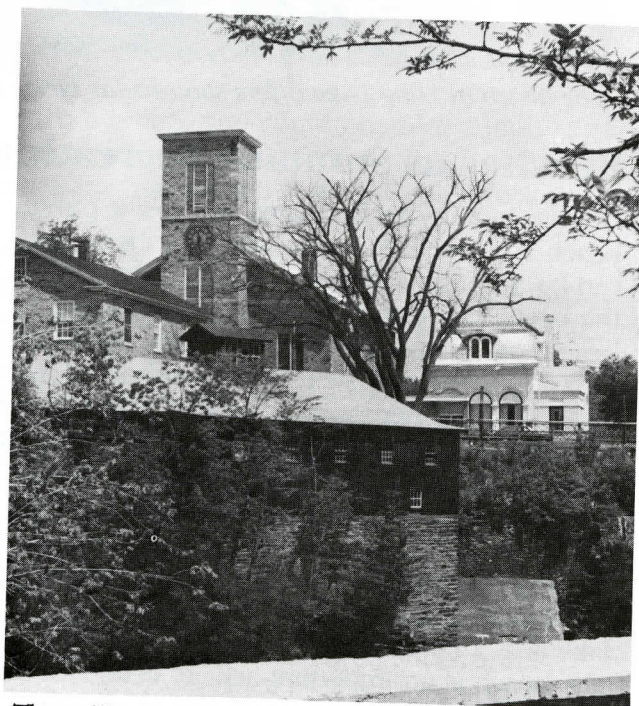


In the early 1800's, the mills along the Ausable River in Keeseville were effectively serviced by water power.

Rivers as a source of power have been a major theme throughout the history of Adirondack hamlets. Water power was an early drawing card to industry in the region and remained so until early in this century. At that time, water power became important in the generation of electricity. Since techniques were not available for insulating long-range transmission lines, communities such as Ticonderoga, Port Henry, Willsboro, Wilmington, Wadhams, Lake Placid, and Keeseville produced their own electricity locally. It is with the remnants of these mills—dams at well-chosen sites, power houses, generating equipment and penstocks in various stages of disrepair—that hydroelectric generation can now be redeveloped at a reasonable cost.

Encouraged by State legislation, the reuse of such water power sites and facilities creates opportunities for redevelopment in numerous Adirondack communities. In Keeseville, this approach is being promoted by the Friends of Keeseville. The site of the hydroplant is the old Prescott Mill buildings constructed in 1835 of Ausable River sandstone. Although the large mill structure was destroyed by fire in 1968, remnants of the water system still exist and will be utilized in the new operations.

To date, the community has spent approximately seventy thousand dollars in predevelopment costs, while the estimated capital cost of the facility is 2.7 million. The Village has filed an application of exemption from the Federal Energy Regulatory Commission (FERC) and is waiting for acceptance of the filing. The money generated from revenues will be split two or three ways—Friends of Keeseville and the Village will take a share, and possibly a third will go to a limited partnership syndication. In order to have a financially feasible project, the community needs to borrow the 2.7 million for forty years at 5% interest. Because this is unlikely, Friends of Keeseville has applied for a one million dollar grant in order to write down the capital investment. If this grant is received, financing from conventional sources will enable the hydro plant to proceed. The hydro plant will produce one megawatt of power.



The mill structures in Keeseville that remain today remind us of the historic importance of water power.



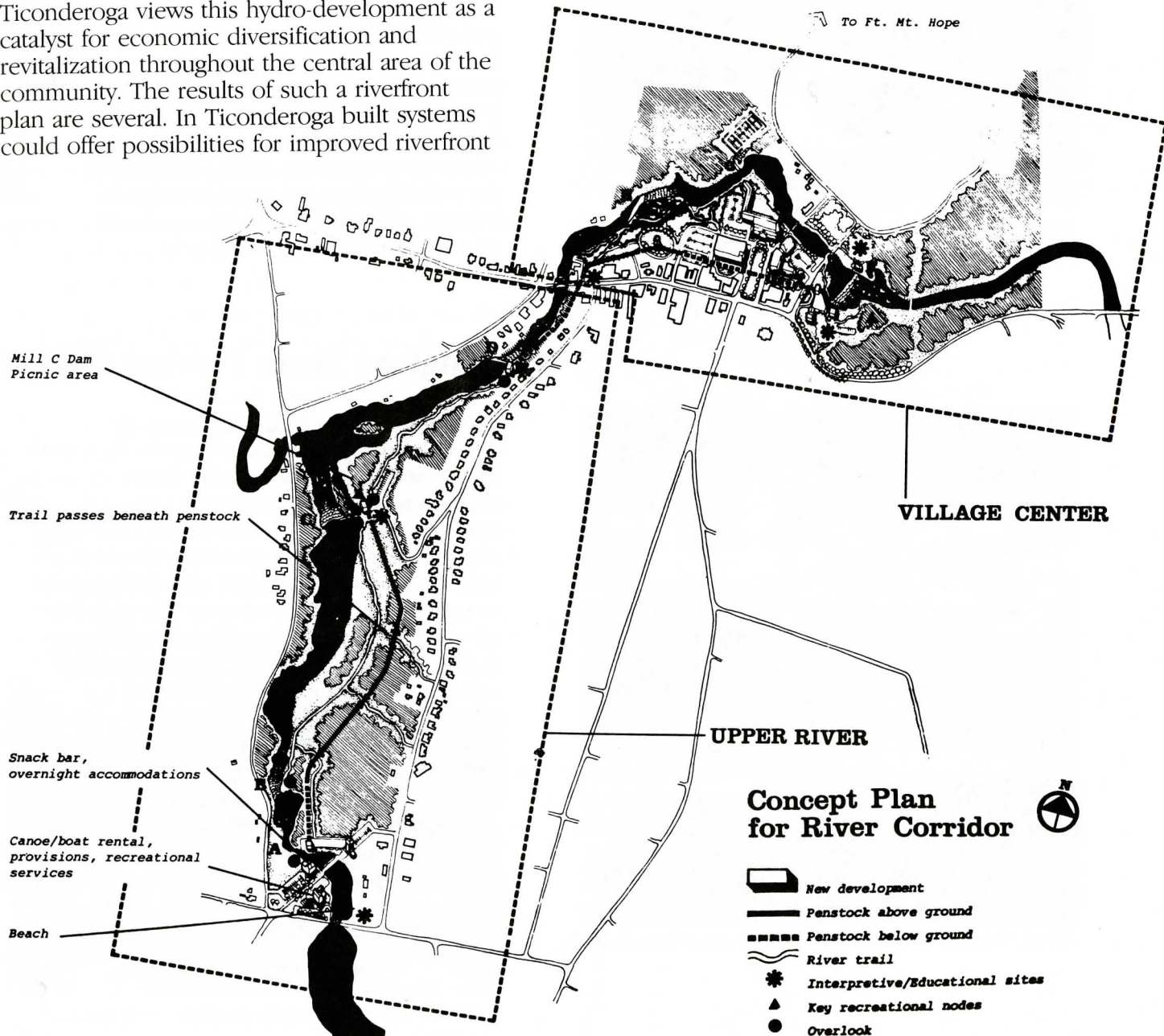
Waterfront Revitalization

A similar opportunity for developing hydropower occurs along the LaChute River in the village of Ticonderoga. Here the spectacular waterway drops over 212 feet through a series of six magnificent waterfalls within the boundaries of the community.

While both Keeseville and Ticonderoga anticipate income from the sale of electricity, Ticonderoga views this hydro-development as a catalyst for economic diversification and revitalization throughout the central area of the community. The results of such a riverfront plan are several. In Ticonderoga built systems could offer possibilities for improved riverfront

parks and open spaces, serve as an interpretive or educational resource for an energy-conscious society, and provide a limited source of income for the community from the sale of the electrical power.

A hydro-park plan for the village of Ticonderoga.

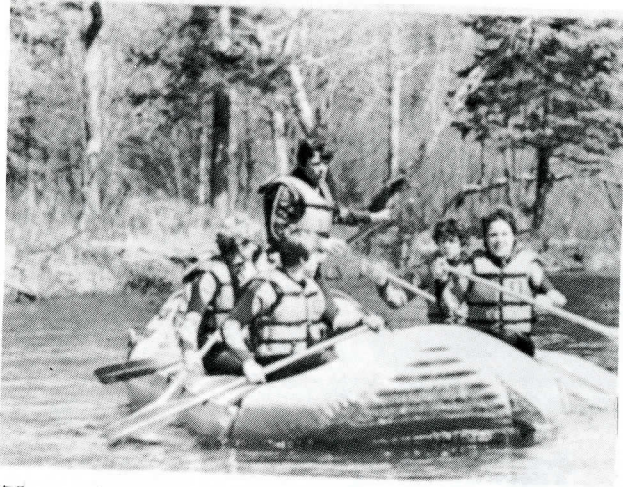




Waterfront Revitalization

Watersport Themes

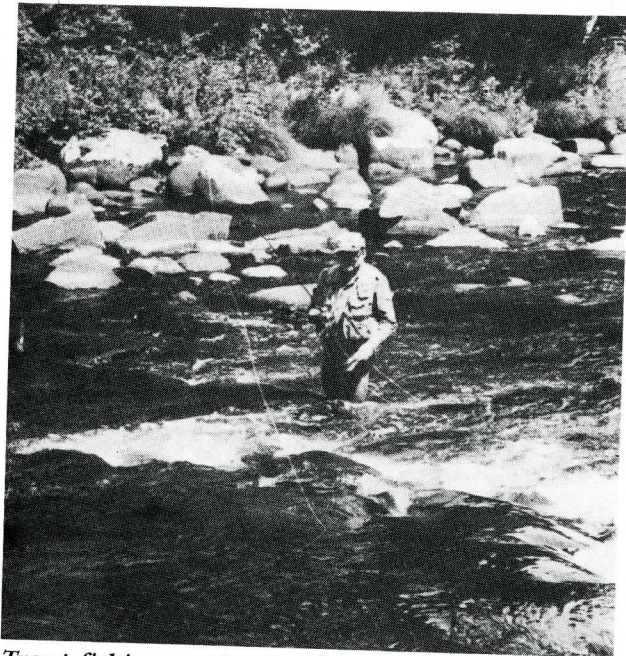
Indian Lake: White Water Rafting



The excitement of rafting near Indian Lake.

A unique recreational opportunity offers a hamlet the chance to revitalize its waterfront by capitalizing on watersport activities. In Indian Lake, white water rafting is taking on such a role. The Hudson River in late spring presents outstanding opportunities for rafting between Indian Lake and communities down-river, including an important terminus at North Creek. Guides, equipment stores, and other outfitters promote economic activity within the hamlet and visitors for restaurants, motels, and other tourist services. This program for development requires cooperation among communities along the river. Starting points and end points must be located, identified and publicized, and facilities must be available to participants.

Wilmington: Trout Fishing Capital



Trout fishing on the Ausable River near Wilmington.

The Ausable River near the hamlet of Wilmington is known as one of the best trout fishing streams in the nation—a reputation which offers a major theme for possible redevelopment. The beauty of trout fishing is that it generates large numbers of visitors and fisherman to a hamlet with minimal levels of investment by the community. The fishermen are drawn by word-of-mouth and other methods of free publicity. Facilities to accommodate such activities, however, need to be developed and made available to visitors. In Wilmington the shop of Francis Betters, well-known fishing authority and author, becomes a landmark which enhances the waterfront theme of the village as a trout fishing capital. Restaurants such as the Hungry Trout serve travelers to Wilmington and also take advantage of recreation activities along the waterfront.

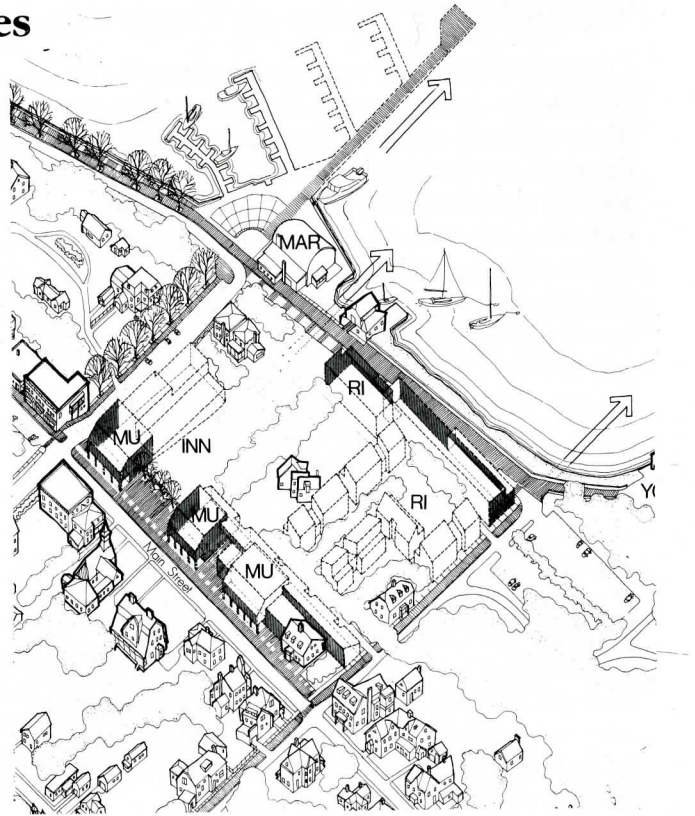
Commercial Marinas



Marinas as Waterfront Opportunities

A growing need for boat and waterfront facilities on Lake Champlain and several large Adirondack lakes suggests the development of marinas and associated activities as a possible waterfront approach for some hamlets. These should be developed at the scale and level of complexity appropriate to the size of the lake and demands of the public. Lake Champlain, in particular, is experiencing a large increase in the number of private pleasure crafts on the lake and is in need of such facilities. Responding to this growing demand is the small hamlet of Westport in Essex County. Although a marina has been located in this community for many years, its current modernization in response to consumer needs is an outstanding example of an effective use of a waterfront resource.

Related development in Westport has included the replication of the old yacht club on the waterfront which now serves as a social center and dining spot for residents and visitors. The new two-story structure revives the style and charm of the old building, which burned in 1982, while functioning as a contemporary facility and income-generator for the hamlet. One potential problem not yet addressed is the acquisition of property or easements to connect the marina, the boat launch, the village beach,



Improving waterfront access is necessary to marina development.

and the yacht club by a pedestrian walkway.

Local grassroots efforts have also promoted waterfront improvement. In 1984, Westport residents concerned with the visual decline of some of the beach areas initiated a major program for beautification with the support of other villagers and funding from the town board. Community commitment has already brought about physical improvement of Lee Park, including the construction of modern playground equipment. Such improvements not only enhance a community's appearance, but contribute to future business and employment conditions.



Rediscovering a village waterfront by intensifying the uses along it.



Waterfront Revitalization

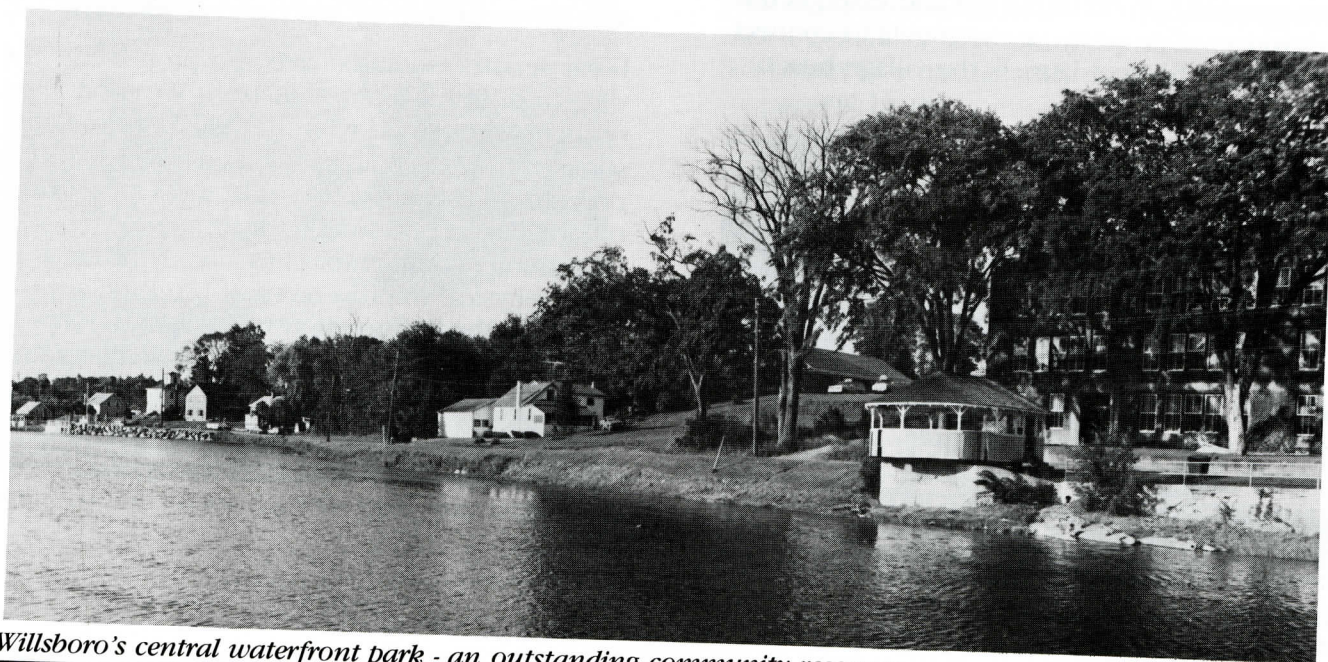
Waterfront Parks

Waterfront Parks as Community Open Space

One possible function of a waterfront within a community is to provide a park or open space. The park may either follow a river or lake edge through a community or be developed at critical locations within the village. Such an open space can enhance the visual characteristics and create activities which would improve the waterfront area around it. The area can give the hamlet a sense of place and serve as the central arrival point for visitors. A tourist or visitor center within the park would allow visitors to enjoy the scenic beauty of the waterfront location while informing them of activities and events occurring in the hamlet and surrounding area. Others might use the park for passive activities such as sitting or strolling along the waterfront. Historic or unique structures, or sites near the park could be identified and emphasized through the design and circulation patterns created within the area. Special events and community activities of all seasons could take place in such a park, generating activity in the old central core of the hamlet.

The hamlet of Willsboro offers a fine example of a community where a waterfront park can create

many of the elements listed. The strength of the old historic hamlet core is being diminished with the removal of government buildings to the community's edge. A waterfront park on the Boquet River would re-emphasize the importance of the older area and offer an inviting physical amenity to both residents and visitors of the hamlet. The linear park should incorporate the new Fish Ladder, the historic mill building, fishing access points, and a future marine park site with small boat launch and possibly camping facilities. The park could feature an interpretive waterfront exhibit of historic mill sites along the river referring to remnant foundations which can still be seen today.



Willsboro's central waterfront park - an outstanding community resource.

Redevelopment Strategy Two:

Recreation and Tourism

Recreation and Tourism

It is hard to overemphasize the importance of recreation and tourism as the major industries of the Adirondack Park. Estimates are that recreational and tourist activities constitute well over 50% of the region's economic base. The very name "park" suggests a wide variety of activities and opportunities which the region offers visitors and residents. These opportunities have historically been one of the reasons for the region's attractiveness to visitors.

The growth of the recreational industry has evolved since its first appearance in the mid-19th century as hunting and camping expeditions, through a period of major hotel and resort destinations, to its current status as a paradise with year-round offerings known the world over. The economic viability of the entire region is inseparably tied to this industry, a fact which creates both problems and opportunities. In looking at recreation and tourism as a redevelopment strategy in hamlets, we must first understand what is meant by these two terms.

RECREATION represents the great range of activities which people do for sport and/or relaxation—primarily outdoors. Skiing, swimming, boating, hiking and snowmobiling are only a few of the recreational offerings of the Adirondacks. Generally these activities require a certain type of location, such as a beach or snowy mountainside; they usually need some preparation or organization of a site, such as a ski lift or a boat dock; and they often demand special equipment, such as skis, canoes, fishing reels or snowmobiles.

TOURISM is a much broader concept and one more difficult to illustrate by listing specific attractions, functions, events, and services which draw visitors to the Adirondacks and enable them to enjoy their stay. In addition to outdoor recreation activities, tourism includes experiences such as theaters, theme parks, and museums. Scenic drives through the park, tours of small villages, and stops at antique shops are part of tourism. This is the industry which

can be seen in the form of motels, restaurants, camping sites, fast food establishments, and amusement parks throughout the Adirondacks. Requirements are as many and varied as the activities themselves. Some are site specific, such as an auto tour of the High Peaks region; others are much more widespread and oriented to people and activities, such as the location of a sporting goods store or gas station.

To utilize recreation and tourism as a concept for redevelopment, we should look at some of the problems they can and do create.

Both are highly susceptible to the quirks of nature—particularly those of weather. A warm winter, rainy Fourth of July, or cold Labor Day can cause real problems in a local economy based on tourism. It has also been suggested that these local economies have merely been early and inevitable victims of inflation and gas shortages. However, the argument can be made that the relative proximity of the Adirondack Park to major urban areas will make it more attractive, not less, to future gas-conscious travelers.

There are other problems specifically related to the Adirondack Park. Because it is labelled a "park," visitors often arrive expecting a cohesive, interconnected experience. This does not happen. Instead they find fragmented information about attractions, facilities, and accommodations. A lack of Park *identity* is emphasized by a lack of programs interpreting natural and cultural resources of the region. Another problem becomes one of the image of services offered to travelers. "Ma and Pa" camping sites, bed and breakfast inns, and quaint restaurants are giving way to large chain hotels and eating establishments with which the smaller, locally-owned facilities cannot compete. If the character of the Park is to remain unique, measures should be taken to preserve small, local businesses.



Recreation and Tourism

"The physical setting and landscape characteristics determine to a great extent what a hamlet can offer in developing recreation and tourism."

Recreation and Tourism: Types and Seasons

The Adirondack region is well-known for the exceptional variety of recreational and tourist opportunities it offers. Separating these into characteristic groups will lead to an understanding of the best ways of encouraging these activities by providing a clearer picture of alternatives available to local governments. Recreational and tourist activities have been grouped under three basic classifications: Wilderness types; Domestic Outdoor types; and Vehicle/Commercial related.

Domestic Outdoor Types

Such activities are often site-specific with certain preparation of the location required, such as a beach or golf course.

Vehicle/Commercial Related

These activities vary from passive auto tours of fall leaf color to the active involvement of visitors in one of the many theme or amusement parks. Activity can be specific to site, or encompass a wide geographic area.

Individual hamlets can capitalize on the different types of recreation and tourism by consciously offering necessary support facilities, including accommodations, food, gasoline and other services.



One of the many camping opportunities throughout the Park.

Wilderness Types

Wilderness activities occur in the most rugged areas of the Park and are generally equipment-oriented rather than specific to a given site. Backpacks, tents, cross-country skis and climbing equipment are necessary in order to partake in wilderness recreation.



Golfing in the Adirondacks.

Park-wide Strategies



Recreation and Tourism



The challenge of mid-winter ski touring.

The Park-wide Approach

Having reviewed recreation and tourism in a broad sense, we will now suggest some specific development ideas for hamlets. These will be offered at three levels. The first will look at parkwide developments which can take advantage of the unique assets offered by the Park as a whole. The second will examine subregional programs applicable to clusters of hamlets. The third will describe guidelines for individual hamlets and the ways these might be applied.

The leadership and financing of a parkwide approach to tourism and recreational development, including capital investment in visitor and information centers, should come from New York State. A regional organization should devise and implement a program which could accomplish several objectives. First, it could create a unified image which presently does not exist for a visitor to the Park. It could coordinate events and activities and make these known to visitors, and provide a camper's guide which would locate and describe camping opportunities throughout the region. Similar guides could be done for beaches, theaters, arts and crafts shops, bus tours, etc. A parkwide program could also undertake interpretive programs of the cultural and historical resources of the entire area, a project critical to the evolving identity of the Adirondack Park as a place.

Three parkwide strategies are essential for the development of a tourism and recreation concept plan:

- LOCATION OF TOURIST INFORMATION CENTERS
- IDENTIFICATION OF AMENITY AREAS
- DEVELOPMENT OF TOURISM ROUTES

A series of maps describing a comprehensive tourism and recreation program for the Adirondacks in a descriptive folder should be made available to the public.

Tourist Information Centers

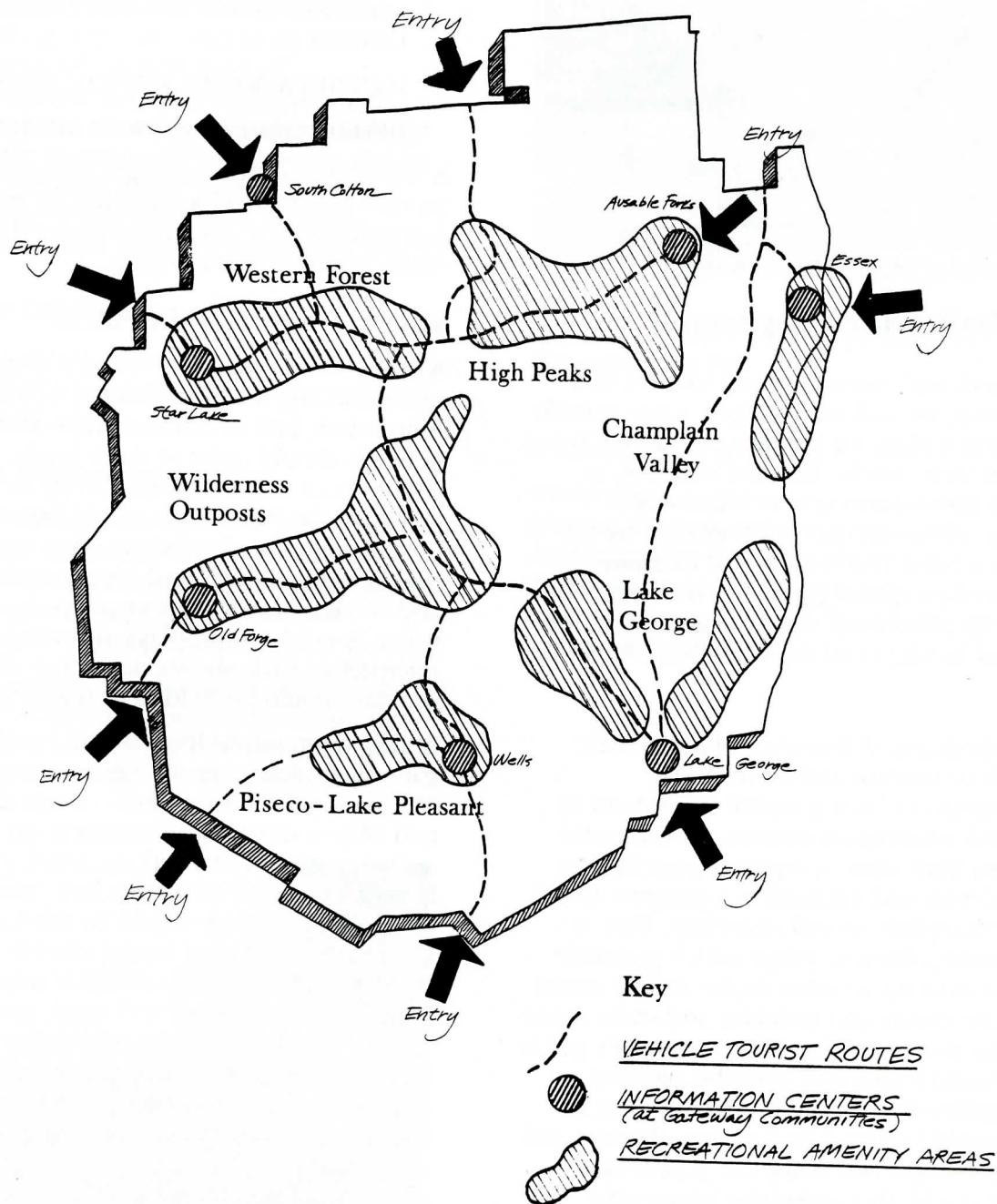
A visitor center network would add greatly to the understanding and appreciation of the Adirondack Park in obvious ways. Such a network should occur at three levels. The first should be a major regional facility near the center of the Park which would become a destination point for visitors. This center would highlight the culture and history of the region and serve as a major information dissemination point. Special events, plays, historical pageants, interpretive slide shows, and other similar activities could be held here regularly.

At the intermediate level would be eight or ten gateway buildings in strategic communities. These would inform visitors of arrival at the Park and offer a variety of information on events, activities, and their locations. Small information booths in numerous Adirondack hamlets throughout the Park would be the local level of tourist centers. These would identify local, hamlet-related facilities available to visitors including travel routes and tours, camping sites and scenic highlights. An information booth in a hamlet would become an important point of interest which would encourage tourists to stop, tour the community on foot, and enjoy local shops and restaurants. Such a coordinated group of information centers would also create a sense of park unity for the traveler visiting different areas of the region.



Recreation and Tourism

"A total recreational development plan for the Adirondack Park should be prepared for the year 2000."



Concept Plan for Future Recreation and Tourism



Recreation and Tourism

Amenity Areas

What are the major recreational amenities which attract visitors to the Adirondack Park?

Identifying these and grouping similar types by geographic locations and seasonal importance suggest another park-wide strategy. For example, if one or two regions within the Park are major ski regions (Whiteface and Gore Mountain), these would be identified as a major amenity area. This concept, discussed under "Amenity Frontage Concept" in the Phase I publication, page 56, encourages hamlets within or adjacent to such areas to use this classification in their own marketing and development programs. Another area might be identified as a major hiking, camping or wilderness experience area. Again, hamlets in this region would emphasize proximity to trails and campsites, encourage bed and breakfast inns, and develop other services appropriate to these activities. Numerous amenity areas could be identified throughout the Park, not only strengthening and clarifying its image as a major recreational and sports destination, but also giving a clearer focus to hamlets as they develop local marketing information.

Tourism Routes

Tourism routes could offer unique experiences to visitors moving through the Adirondack Park. Whether such tours are made by individuals on foot, on bicycles or in cars, or enjoyed as an organized bus tour, carefully designed routes through the area would extend a visitor's enjoyment and opportunities while in the Park. Due to its large size, the Adirondack Park is usually not experienced in its entirety by any one visitor on a single trip. Interesting and informative tours would encourage more travel, additional sightseeing by travelers, and create longer average stays by visitors to the Park. The local hamlets could be logical stops along a tourism route and could benefit significantly from such a comprehensive system.



Beach activities are a major utilization of hamlet waterfronts.

Subregional Approaches

Subregional groupings developed in Phase I of this study offer an invaluable opportunity for clusters of Adirondack communities to collectively display their shared geographic assets and to expand their local attractiveness to Park visitors. This **sharing of resources** in relation to tourism and recreation development allows individual hamlets to identify and embellish their own outstanding offerings while at the same time supporting the activities based in adjoining communities. An increased interaction among hamlets would eliminate the repetition of similar activities while allowing individual activities to be more fully developed within a single hamlet. With the subregional formula, the population needed to support certain recreational facilities is expanded, including increased cooperation and the potential for shared advertising.

Two examples of how the subregional grouping concept could enhance recreation and tourism development are elaborated for the **Western Forest Hamlets** and the **Wilderness Outpost Hamlets**.



Recreation and Tourism

Subregional Plans

Western Forest Hamlets Strategy

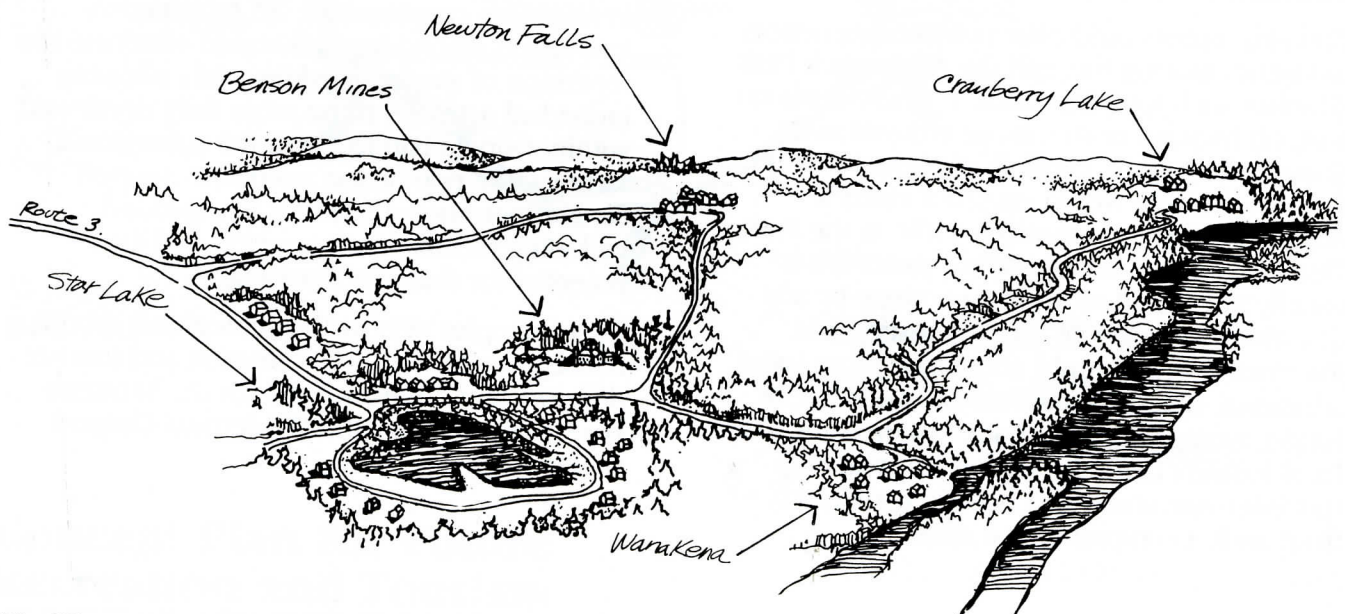
In looking at the Western Forest Hamlets as a subregional group for the development of recreation and tourism, Star Lake emerges as both the geographic and perceived core. The hamlet becomes a *gateway* both into this recreational/tourist district and as an entry point to the Adirondack Park itself. This pivotal role suggests facilities and opportunities the hamlet should offer visitors at this critical location. The community already functions as a major subregional service center. Those services which would be of interest to Adirondack visitors should be emphasized and made inviting to motorists. These would include food markets, gas stations, a post office and banks. As a recreation center, Star Lake would also offer shops or stores selling sports equipment and repair services.

Most important is the need for the hamlet to announce or publicize its key role to Park visitors. Signs and an information center are critical to attracting the attention of motorists driving through the community. Equally important is a place in the hamlet core for the



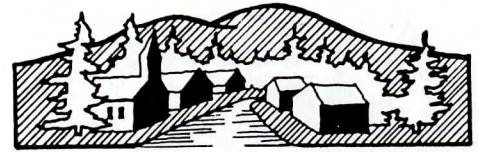
Wanakena offers an important trailhead for recreational tours.

visitor to stop and relax. A major public rest area and visitor center near the lake along Route 3 would be such a location. An information center with a regional map would outline activities and events in the area as well as identify recreation, overnight camping, restaurants and other tourist-related services. Brochures with directional maps would highlight the other hamlets of this group and draw attention to their particular areas of emphasis. Suggested stays of



The Western Forest Hamlets - a subregional development group.

"The sharing of resources among hamlets is a key element in the subregional approach to tourism."



Recreation and Tourism

one night to one week in the area could be outlined with schedules of activities and things to do. Star Lake could expand its services by offering improved eating and overnight accommodations for visitors interested in staying and taking advantage of the recreation offerings in the hamlet group.



Newton Falls Center and Hotel offers the potential site for a paper products museum.

Newton Falls has the special characteristics of an Adirondack pulp mill company town, and would serve as an interpretive and historical destination in the Western Forest Hamlets group. A visitors' parking area in front of the Newton Falls Hotel would allow tourists to pass along the main street of the hamlet, observing the repetitive workers' housing and then arriving at the village open space directly between the mill and company hotel. Here two visitor-related activities could occur. One would be a tour of the working mill illustrating how wood products are manufactured today. The tour could be guided or indicated by well-marked walkways along which a visitor could move unattended. The second activity would be the conversion of the lower portion of the hotel into a lumbering museum illustrating the historical importance of the timber industry in the area and graphically illustrating the growth and evolution of the industry over the last one hundred years.

Cranberry Lake becomes the water sports center of the Western Forest Hamlets group. This function arises from the hamlet's outstanding location on the shores of Cranberry Lake and the lack of opportunities for public water-related activities at either Star Lake or Newton Falls. Swimming, waterskiing, boating and canoeing would all be available to the visitor in this hamlet. The increased use of the lakeshore would require improvement and expansion of beachfront facilities, including parking and a bathhouse for visitors. Weekend events such as organized races or sailing regattas would attract visitors and encourage tourists to stay overnight.

Wanakena is not only an exceptionally scenic community to visit, but offers some unusual opportunities. Tours around the scenic hamlet and along Cranberry Lake are highlighted by a walk across the historic wooden footbridge. Another event is a visit to the State Ranger School, a branch of the New York State College of Environmental Science and Forestry, located just a mile and a half from the hamlet.



Cranberry offers its lakefront and beaches for the development of watersports.



Recreation and Tourism

Subregional Plans

Wilderness Outpost Hamlets Strategy

The Wilderness Outpost Hamlets offer the perfect setting and activities so often envisioned by the visitor to the Adirondacks. The communities of Indian Lake, Blue Mountain Lake, Long Lake and Raquette Lake have a special opportunity to pool their unique resources into an expanded and extraordinary recreational experience. Many of the activities and their necessary facilities are already present in these hamlets. The key, however, is to see this group as a whole which can expand individual opportunities to create a major recreational area.

The resources and activities to be emphasized are those characteristic of the Adirondack wilderness: hiking, camping, canoeing, swimming and, in winter, cross-country skiing and snowmobiling. The major concept is to develop these hamlets as stops along recreational trails emphasizing the interconnected system and developing complementary services and facilities.

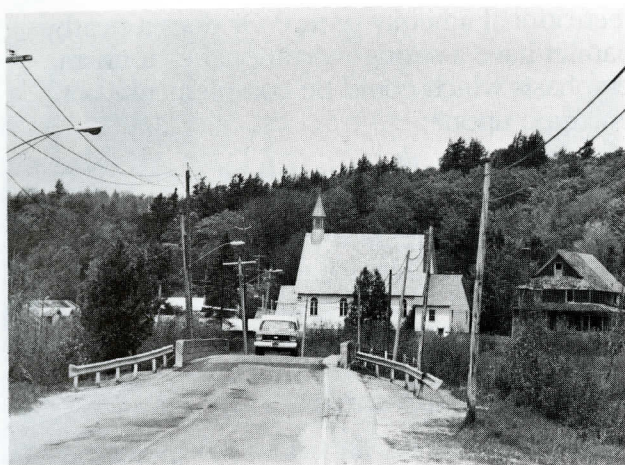


The Wilderness Outpost Hamlets - another possible subregional development group.

"It is important for a hamlet to announce or publicize its key role in a subregional group to Park visitors."



Recreation and Tourism



The settlement at Raquette Lake provides access to a system of wilderness trails.

Hiking trails are the most obvious forms of pedestrian systems, with several existing in the area. The Northville-Lake Placid Trail is a major hiking route bisecting the region, while numerous public trails such as Cascade Lake Trail and Owl's Head have been developed in specific areas. This scheme would expand the connections of the individual trails and identify accommodations by both location and type. A guide or brochure could identify these for the hiker and list services offered. Such a study would also pinpoint areas where services are lacking or where repeated facilities exist. This information would allow for the development of a major hiking area between the outpost hamlets, rather than isolated trails and uncoordinated services in individual communities.

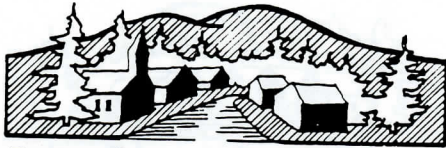
An identical strategy would be used in interconnecting canoe trails, cross-country ski trails, white water rafting trips, etc. If the outpost communities acted in concert, a much more desirable system of canoe routes and service facilities would result, rather than individual offerings in each hamlet.

The recreational opportunities would also be publicized as the offerings of a group of hamlets rather than an individual community.

Within this interconnected group of recreational activities, each hamlet could highlight its unique attractions to visitors. Long Lake has spectacular views and a fine beach which travelers to this hamlet can enjoy. It also has one of the few sea plane services in and out of the Adirondack Park. The Raquette Lake area is renowned as the home of some of William Durant's great camps, including Pine Knot, Sagamore, and Kamp Kill Kare. These are regularly open for tours and would offer tourists a unique Adirondack experience. Indian Lake has a fine beach and a municipal golf course. Adirondack Lake is known for its floating bog islands, an unusual natural phenomenon. As the central hamlet in the group, Blue Mountain Lake holds a special position among Park hamlets as the home of the Adirondack Museum. One of the nation's outstanding regional museums, the facility's grand setting overlooking the lake and creative interpretation of Adirondack history affords travelers a stimulating visit. Arts and crafts shops and a local craft guild, in addition to the museum, make Blue Mountain Lake a cultural center in the central Adirondacks as well as a critical element in the Wilderness Outpost recreational and tourism subgroup.



A system of wilderness lakes interconnects the outpost hamlets.



Recreation and Tourism

Local Approaches

Local approaches in developing recreation and tourism are often the easiest to conceptualize and most difficult to implement. A concerted effort by the people in the hamlet is necessary for them to be successful, both operationally and financially.

The first step in establishing such a concept is understanding the negative and positive points of the hamlet in terms of recreational offerings. Does the hamlet have a beachfront, ski area, good fishing river or other amenity? The physical setting and landscape characteristics and features will determine to a great extent what a particular hamlet can offer.

An individual hamlet should be viewed in terms of the parkwide and subregional approaches just discussed. Is the hamlet located within a group of hamlets that together could create a strong

recreational amenity group? Or does a nearby hamlet have a strong recreational or tourism emphasis which could be complemented or enlarged upon?

Some of these questions will be answered by determining the way in which a hamlet functions for tourists in the Park. Three general classifications of hamlets with regard to local recreation and tourist attributes are defined below:

Gateway Communities

Hamlets located on important transportation routes on the edge of the Park announcing a visitor's arrival can be thought of as *gateway* communities. Though not now clearly identified or developed, these hamlets should become major entry and information points with the Park. South Colton and Ausable Forks are good examples of gateway communities.



Winter recreation in the Adirondacks is becoming as popular as summer activity.

"Seasonal variations are critical in developing recreation and tourism."



Recreation and Tourism



Ausable Forks, a gateway community, should work at trying to benefit from visitor traffic.

Destination Resorts

Such communities and attractions are the places travelers head for in the Park. Lake Placid, with its Olympic facilities and nearby skiing areas, is a well-known destination resort community. So, too, is the Adirondack Museum in Blue Mountain Lake and the Camp-in-the-Woods religious retreat in Speculator. Outstanding natural amenities and theme parks become destinations as well. Santa's Workshop greets many summer visitors as does High Falls Gorge between Wilmington and Lake Placid. Visits to the great camps entice others to head for Raquette Lake or Enchanted Forest in nearby Old Forge. These communities all have some special feature which people come to see or experience and which usually establishes a tourist market of its own.

Flow-through

These communities are generally along major transportation routes and serve neither as gateways nor destinations but are "market-following" places. They are hamlets which travelers drive through on their way to other destinations in the Park. Often the form of such hamlets reflects clearly this pass-through function—long, linear settlements lacking a central core while offering numerous highway

services. This pattern of development is rather common in Adirondack hamlets. Wilmington illustrates this type of community perfectly. Strung out along Route 86, the village has no identifiable core, no clear edges, and an overabundance of underused motels and abandoned gas stations.

Local tourist and recreation attributes determine what kinds of redevelopment approaches should be considered a hamlet. A gateway community needs to work at acquiring a Park visitors' center around which a public open space for visitors can be created—located as close to the center of the community as possible. Improving the appearance of the area would encourage travelers to stroll through the core area and would create the need for shops and restaurants.

Destination resorts need to address two issues. Both the drawing feature of the hamlet and the hamlet itself must be made as attractive to the tourist as possible. Again, this would suggest improving the visual quality of the area. In terms of a unique amenity, such as a large beach or amusement park, this might suggest improving or updating facilities, including access. Destination resorts also need to market the unique features that attract visitors.

Flow-through hamlets have a more difficult task, having no direct attraction for tourists. They should attempt to give the community an identifiable core by encouraging centralized development rather than allowing sprawl to occur at the hamlet edges. An attractive public space in the central area of the village would also encourage visitors to stop. A small park with an information booth, restroom facilities and perhaps a scenic view would be such an amenity. Highway services should also be improved to promote more activity in the community.

Redevelopment Strategy Three: Industrial Development

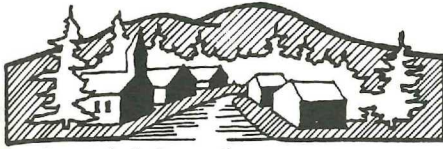
Why Industry?

For many, industrial development is the most important issue of the 80's and 90's in the Adirondacks. A primary goal of the hamlet study from its inception was to establish an approach which balances economic development with the enhancement of the physical landscape and the hamlets in the Park. Therefore sound, sensitive industrial development concepts constitute a significant element in this manual. What we propose is to set the stage for creative industrial development and to illustrate several success stories that can be referred to by hamlets throughout the Park in their individual efforts to attract industry.

There are numerous reasons why it is critical for the health and well-being of a hamlet to have a balanced, strong industrial base. The most obvious reason is to combat the population decline witnessed by so many Adirondack hamlets. Economically stable industries increase job opportunities important in retaining the youth in a community and attracting new population groups. This tends to increase the tax base which helps pay for the preservation of existing services and the creation of new ones. An important industrial development goal is to encourage a diversified local economy that instills a sense of economic security not subject



The W. Alton Jones Cell Center of Lake Placid is a notable model of successful investment in high tech industry in the Adirondacks.



Industrial Development

"Appropriate industries must be located which do not detract from the enhancement of the natural environment."

to the whims of external economic forces which put many single industry hamlets "on the ropes." Successful industrial development provides a host of other positive spin-off effects that lead to a more wholesome quality of life in a hamlet.

Industrial marketing approaches and financial packaging become key elements in a successful industrial development program at the hamlet level. And in order for an approach to become viable, a hamlet must both identify and characterize its outstanding amenities—in short, sell itself to prospective developers. A hamlet must also be ready to negotiate constructively with a prospective industrialist to achieve desirable long-term success. This section intends to assist hamlets by providing insight into key issues, potential problems and useful concepts applicable at the local level.

The Adirondack Park is a unique and outstanding natural landscape amenity—a vast, 6 million acre "Central Park" in the middle of a rapidly urbanizing region. According to Steve Erman, the APA's economic advisor,

"Interviews with economic developers beyond the 'blue line' have confirmed that the Park's open space character is an amenity which assists the industrial marketing efforts of communities in the broader North Country region and the Capital District. From its earliest settlement, the economy of the Adirondacks was defined by its mountainous character and relative isolation from markets. The mountain economy was dependent on timber and mineral extraction supported by decentralized agriculture, trade and service activities. Recreationists who were attracted by the region's unspoiled character in the late 1800's provided additional support to small scale farmers, tradesmen and service providers. Within many communities of the Adirondacks, there have been repeated cycles of boom and bust associated with specific sectors of the economy, especially mining and forest products.

"Today, the Adirondack Park economy is largely based on the harvesting and processing of timber, on the spending of seasonal residents and tourists and on the spending of residents of the region employed within or near the Park. The heavy dependence of many areas of the Park on seasonal residents and tourists has resulted in the types of problems which characterize many other tourism dependent areas of the State. These areas experience wide swings in community income and employment based on seasonality, weather conditions and general economic factors. Many Adirondack communities are also affected by the changing markets for wood fiber which relate to national economic trends.

"The problems in the Adirondack economy are related to a lack of economic diversity within the blue line. An economic development strategy for the region must recognize that the basis for economic expansion is the unspoiled natural features of the area and the prospects for a high quality of life. Since most of the region is mountainous, it is at a competitive disadvantage to lowland areas relative to access to markets and sources of supply (other than timber). The region's greatest economic asset, therefore, remains its natural character. Its economy can be improved through the encouragement of economic development activities which are themselves in close harmony with the environment." (Above quoted from *Economic Development Needs of the Adirondack Park* by Steve Erman.)



Industrial Development

"A balanced approach between economic development and physical landscape enhancement is necessary for the Adirondacks."

Trends in Industrial Development

Thomas Cronin, Managing Director of the Essex County Industrial Development Agency, recently talked about the several "small revolutions" which have taken place in the industrial development situation in the North Country. As positive signs for the future, Cronin noted that, "There has been a marked transition from traditional resource-based industries to new forms of resource-related light manufacturing including a recent move toward high-tech and research and development (R&D) industries, small scale cottage industries, particularly handmade crafts and indigenous artifacts and other emerging environmentally responsive industries appropriate to a setting like the Adirondacks."

Cronin also discussed the influence of national and even international investment trends on industrial development in the Adirondacks. "Shifts in industrial development activity, the influences of new science and high technology and changes in locational imperatives are important trends in today's industries. The principal economic evolution in industry is the major shift from a manufacturing base to a service base." How to readapt workers who have lost jobs in the industrial manufacturing workforce is one of Cronin's major concerns. "While younger workers and students not yet in the force can be prepared for a career in a service industry, it is considerably more difficult to take mature workers and have them shift from the habits of a lifetime into something perceived as being foreign to their personalities as well as to their work skills."

Another problem Cronin identifies is the influence of high technology on the character of the new capital investments. "For example," he notes, "in 1982 of the total capital invested in new plants and equipment, about 25% of it was invested in productivity-enhancing investments contrasted with the past where capital investment was normally for the purpose of capacity-enhancement. The use of computers,

robotics and the whole family of manufacturing assisted components tend to diminish again the size of the workforce needed to maintain a standard of production capacity or even to increase that productive capacity."

Of major importance to the Adirondacks, Cronin observes, is the freedom industry and commerce now have in locating their facilities due to the use of telecommunications, data processing, data transfer and technology transfer—all part of the technological and communication revolution. Cronin notes that, "Many large companies provide support services through data processing or a back office type of operation literally thousands of miles away. For instance many of the large banking houses and insurance companies in major financial centers are now able to provide a good portion of their clerical and recording services at remote distances."

Cronin closed by emphasizing that industry must be continually reminded of the many benefits of the Adirondacks and remove the general perception of the region's remoteness. As Cronin explains, "A bank or insurance company located in midtown Manhattan need no longer have its accounting, data processing and other support operations on the premises in the center of New York City, but can choose locations in the North Country for reasons of lifestyle. Although this point has been frequently made, it is difficult to remove the perceived remoteness of the region."

"The three most important factors in traditional industrial development are location, location, and location."



Industrial Development

Location

While regional location has traditionally been one of the most important considerations for non-computerized industries, it is a factor that is usually beyond the control of a hamlet. The best a hamlet can do is to put forward a positive image in marketing itself, whether individually or as part of a group, and to deliver the amenities of an attractive community. For instance the construction of I-87 created a *windfall* for several hamlets which just happened to be located near its interchanges. Within a township, certain industries are more appropriate for rural sites than hamlet sites because of the requirements of space and raw material location (agriculture, timber, mineral extraction, etc.). However, secondary industries which are part of a larger chain of companies have their own locational agenda—again beyond

the control of local hamlets. Therefore a hamlet must have a clear idea about what is within its grasp and can be achieved at a local level.

Based on known industrial development behavior in the North Country, the following criteria are helpful as guiding principles for industrial location. It is fair to state that non-resource based industries seeking to locate in a particular area, will locate where the highest levels of affordable services and amenities are available. Communities which have properly functioning and adequate central water and sewage disposal systems will have a clear locational advantage in attracting industry. Communities not having at least an adequate water supply should not attempt to attract industry until the water supply is provided. Professional economic or industrial developers will focus their efforts on attracting



Workers' housing units in Newcomb, now vacant, were part of an overall industry development picture when the mines were active.



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industries to industrial parks with the full array of utilities. This puts communities with undeveloped industrial sites at a disadvantage. Industries which are dependent on natural resources will tend to locate as close as possible to the resource base. This implies that such industries will usually not locate in hamlets. Government facilities such as prisons may choose communities because of the availability of an existing usable or convertible structure, making the selection of a particular hamlet an accident of circumstance.

There are certain locational strengths of the Adirondack region that a hamlet might refer to in attempting to attract industrial development (*re* Erman report):

Natural character and high quality-of-life features

Proximity of peripheral areas to major metropolitan centers

Potential for strong regional industry

Northway access to the north and south

Timber resources

High quality state highway network and other public service systems

There are also some weaknesses that a hamlet should be prepared to address:

Low population density

Inaccessibility of central Adirondack areas to major metropolitan centers

Scarcity of low cost, high quality industrial building space

Lack of support business services, i.e. banking, communications, etc. in some areas

Inadequate public transportation (surface)

Inadequate air transportation

A hamlet must be prepared to convince an industry that it indeed has much to offer if the firm decides to locate within the community.



Agriculture remains a viable industry in the Champlain Valley and other areas of the Park.

"Successful industrial development results from enlightened individuals, community interest, planning and foresight."



Industrial Development

Industrial Development Opportunities

The following activities are seen as realistic opportunities for hamlets to expand their economic base (*re* Erman report):

Secondary Wood Products Manufacturing. The Adirondack Park is home to a number of industrial firms currently producing wood products beyond the primary processing of timber into lumber. These products include wooden cutlery, loom spindles and furniture. Their production allows the region to gain additional employment from use of a native resource.

Small Scale Manufacturing Based on the Quality-of-Life Goals of an Entrepreneur. In spite of the location of many parts of the Adirondack Park relative to urban markets and sources of supply, it is realistic to expect the attraction of a range of small manufacturing companies based on the desire of the owner to live in the Adirondack Park. It is likely that many of these operations will be new businesses established by individuals intent on remaining in the Park. "Home grown" businesses will need careful nurturing to ensure their initial success and later expansion. The pay-back to the region will be the growth of year-round employment opportunities by companies which, because of the regional commitment of the owners, are locationally secure.

Small-Scale Agriculture and Food Processing. While many parts of the Adirondack Park are not prime agricultural areas, the Park has an agricultural base, especially in the Champlain Valley and in Franklin County. Among the products currently produced commercially are dairy products, apples, seed potatoes, maple syrup and Christmas trees.

Encouragement of Crafts Artisans. There are a wide range of crafts artisans currently active with the Adirondack Park. Among the items produced are wood carvings, quilts, pottery, leathersgoods and baskets. According to the Empire State Crafts Alliance, crafts production statewide has been increasing at an annual rate of 30 percent during

the past few years. Crafts production should be recognized for its economic development potential, especially in rural areas like the Adirondack Park. Craftsmen are in need of technical assistance including business management, accounting and marketing assistance.

State Data Processing and Training Facilities. The economy of the Adirondack Park has benefitted from the location of the Park Agency's headquarters within the region as well as in the placement of DEC, DOT, State Police and other state facilities within the Park. Consideration should be given to the placement of data processing facilities within the hamlets of the region since modern telecommunication systems presently enable their decentralization from administrative centers.

Tourism Based on the Interpretation of the Region's Natural, Scenic Cultural and Historic Resources. The development of interpretive centers at the gateways to the Adirondack Park and their accompanying promotion could substantially increase the level of year-round tourist visitation. The Adirondack Museum at Blue Mountain Lake is already a major tourist destination which interprets the region's economic, recreational and cultural history. The strategic location of interpretive centers could also be the cornerstone for the revitalization of selected hamlets within the Park. The targeted state investment could leverage private investment in associated activities by providing a magnet for tourist visitation to center locations and beyond.

Research and Development (R&D) Facilities are Likely Development Prospects. The Lake Placid/Saranac Lake area of the Adirondack Park is currently a center for private, non-profit medical research within the region. Lake Placid is the location of the W. Alton Jones Cell Science Center and Saranac Lake is the location of the Trudeau Institute. Both facilities are internationally known and heavily supported by



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federal research funds. Biological research in other villages and hamlets is growing as an economic activity. During 1983, the Cell Science Center expanded its program and doubled its professional staff. A spin-off cellular research facility was also established in Saranac Lake. Discussion is also taking place regarding the establishment of a sports medicine research facility in Lake Placid. The potential positive spin-off of R&D industries in other hamlets could be substantial in the Adirondacks.

Targeting Investments in Hamlets. Shifts in the mining and forest products sectors of the economy and changing tourist visitation patterns in the Adirondacks have had a stimulative effect on many of the area hamlets and a negative effect on others. Carefully targeting investments could assist in the revitalization of Adirondack hamlets. Additional tourist visitation or state employment could provide a stimulus for further private investment in the retail and service sectors. Such targeted investments could include interpretive centers, decentralized state offices and data processing facilities, boat launches, etc.

Seasonal Home Development. The Adirondacks, with its outstanding natural setting and recreational base, is an attractive area for privately-owned seasonal home development. While generally occurring outside the limits of a hamlet, seasonal home developments bring outside dollars into the hamlet, creating a need for expanded retail or community service markets and generating tax revenues.



Seasonal home developments, like this older one in Mountain View, have a long tradition in the Adirondacks.

Success Stories

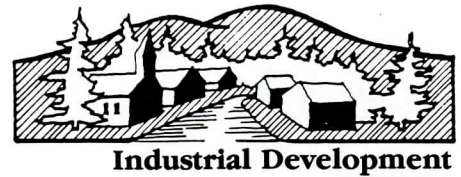
Essex County

Essex County, through its Industrial Development Agency (IDA) has launched a major industrial development campaign in several villages and hamlets. Lake Placid has risen to the challenge by developing a greater variety of recreation and entertainment. By using the facilities built for the 1980 Winter Olympics, village officials brought to the area ice shows, sports events, and a first class horse show. The previously mentioned Cell Science Center located near Lake Placid is a good example of high level research being done in a rural setting. Many residents have found employment at the Federal and State Correctional facilities located between Lake Placid and Saranac Lake at Ray Brook.

Saranac Lake, which lies west of Lake Placid, hosts the main campus of the North Country Community College. A chapter of the American Management Association (AMA) has also made Saranac Lake its home. Westport, a lakeside village on Champlain, has added a new drug store and a combination pub-cafe. Businesses such as the cedar post mill, DIPAK, a marina and Croton Lumber all have recently come under new management and are undertaking improvements. NYCO and the Tampax Plant have added much to the town of Willsboro. The Essex County Government Center and the Elizabethtown Health facilities (the Community Hospital and the Horace Nye Home) are the major employers in Elizabethtown. The Association for Retarded Children, which began operation in 1974, is also an important regional employer. With a main office in Port Henry and five homes in Elizabethtown, Ticonderoga, Port Henry and Crown Point, the ARC provides work for approximately 140 local residents. When future expansion is completed, it will add 60 more positions.

Wilmington, aside from its breathtaking scenic beauty, offers excellent fishing, tours to the top

"The Wilt Industries in Piseco, a newly built manufacturing firm, is a visible result of successful industrial development in Hamilton County"



of Whiteface, Olympic skiing and Santa's Workshop. All of these tourist attractions employ local residents.

Schroon Lake, besides being a resort town, has the large "Word of Life Camp," a Bible camp complex. North of Schroon at North Hudson is Frontier Town. There, visitors can enjoy a nostalgic trip back to earlier times in a recreational setting.

Ticonderoga offers substantial employment opportunities. The local International Paper Co. and the Fort Ticonderoga tourist complex provide jobs for many. Essex has gained new employment through the L.S.P. (Leader Sports Products, Inc.) on Lake Shore Road. The Ausable Falls and Chasm display a natural beauty that attracts visitors and provides jobs in the summer.

Hamilton County

Hamilton County, the planning office, along with the County Board of Supervisors, has recently assembled a booklet entitled *Hamilton County: Commercial Sites for Your Consideration*, which describes available commercial sites for development. The primary purpose of this document is to provide guidance when working with the Central New York Industrial Development Team. This is a seven-county organization whose members are the IDA directors from the various counties. They work in close concert with the Commerce Department and in the past have made several trips out of the area in order to attract industry. Prior to leaving the area, they target a site and then contact the interested group or industry in advance either by phone, letter or, at times, in person. All of the scheduling is done in advance and teams are put together to contact certain groups of industries. In the region, needs range from the small 5- to 15-man operation in Hamilton County to 500 to 1,000 or more in areas outside the county. The Team has been operating for about two years now and is recognized as the most successful such group in the state. This setup has provided an avenue for reaching those industries outside the area that

may be interested in relocating or expanding within the region. The Wilt Industries in Piseco, a newly-built manufacturing facility, is a visible result of this successful industrial development program.

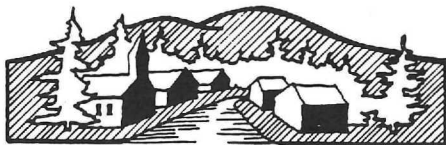


The new Wilt Industries near Piseco in Hamilton County.

St. Lawrence County

The St. Lawrence County Industrial Development Agency has been active in promoting economic development both within and outside the Adirondack Park. The IDA has provided critical financing for various industries in the County, including a bond issue to fund the installation of required pollution control equipment at the Newton Falls Paper Mill. The IDA manages several industrial development sites around the County and also operates the On-the-Job Training Program through the Federal Job Training Partnership Act. This program is currently providing funds to train approximately 140 persons for full-time work in various manufacturing, forestry and service industries; it also provides summer jobs for 350 youths.

Recently the IDA was successful in assembling a financial package for the Norfolk Lumber and Shingle Mill, which enabled the company to purchase equipment to mill new lumber. This has had several positive results for the wood products industry in the County. It has created a



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local source of low-cost, high-quality green lumber (which is being utilized in part by the County's housing rehabilitation program) and has generated considerable demand for local spruce and pine timber. Most of the wood for this project is being purchased from a logging operation in the Town of Piercefield.

Clinton County

Most of Clinton County's economic development activity is located in more urbanized areas outside the Park. However, there are a few success stories in the Adirondack portion of the County worth noting. The Lyon Mountain correctional facility represents one such example of an institutional development that promises to make a positive contribution to the hamlet in the future. The Town of Dannemora and the North Adirondack Central School District had for several years sought a new use for an abandoned elementary school building in the center of the hamlet of Lyon Mountain. The New York State Department of Corrections purchased the building in 1983 and converted it to a minimum security correctional facility for 150 inmates. The people of the hamlet welcome the facility as an opportunity to reverse the economic decline that has occurred in Lyon Mountain since the closing of the Republic Steel Iron Mine. Approximately 100 jobs have been created in the correctional facility.

Hamlets in Clinton County have also had some success in the area of housing rehabilitation and new construction. In 1981, working with a private developer, Ausable Forks implemented a 24-unit senior citizens housing development through an FmHA 515 construction loan program. Under the same program, the Saranac Senior Housing Corporation, a non-profit group, built an 11-unit residential complex at Pickets Corner. Ausable Forks has also been successful in securing sizeable grants from the HUD Small Cities Program for housing rehabilitation and water district improvements.

Implementation Concepts

The above examples owe their success to enlightened individuals, community interest, planning and foresight in the implementation of industrial development goals. But much more has to be accomplished in the Adirondack hamlets before the work can be declared *finished*.

Some of the new and innovative concepts that are on the "cutting edge" of financing and implementing industrial development are elaborated below. Concepts generally include actively marketing sites for future development, lessening the front-end tax burden as an incentive for attracting developers, and providing a cash-flow system with an administrative procedure that makes capital available to businesses. These concepts are intended as tools for achieving realistic projects in the hamlets.

Fast-Track Sites—the pre-targeting, preparation and availability of sites for development including plans, renderings and models for a "shell" building and its landscaping to be located on a site. There are distinct marketing advantages to such an approach, especially when the scheme includes a financial arrangement with local banks willing to sponsor credit-worthy developers.

Developer's Kit—a method that can be used by local government to package specific sites for development by describing conditions that may be of interest to a prospective developer. Conditions of interest include site size, land values, property taxes and tax concessions, zoning and environmental requirements, available utilities, transportation services and more. Developer's kits may also include marketing and promotional material. They are primarily intended to establish interest among possible investors and to ultimately solicit responses in the form of specific development proposals.

Revolving Loan Fund—a cash-flow system to assist new and existing businesses in hamlets by making available venture and working capital

from regional or local lenders coordinated through IDA directors and banks. The Department of Commerce has promoted this idea and provides information on revolving loan funds. The establishing of an Adirondack Development Trust Fund is another related possibility being discussed which could be administered by a consortium of county industrial development agencies. For any of the above loan programs, the organizational structure and administration is important. Revolving loan funds could be applied to attracting new industries or business retention programs to assist failing or vulnerable businesses in hamlets.



Craft industries such as the Leather Artisans in Childwold provide an important opportunity for local industry.



Reuse of Historic Resources

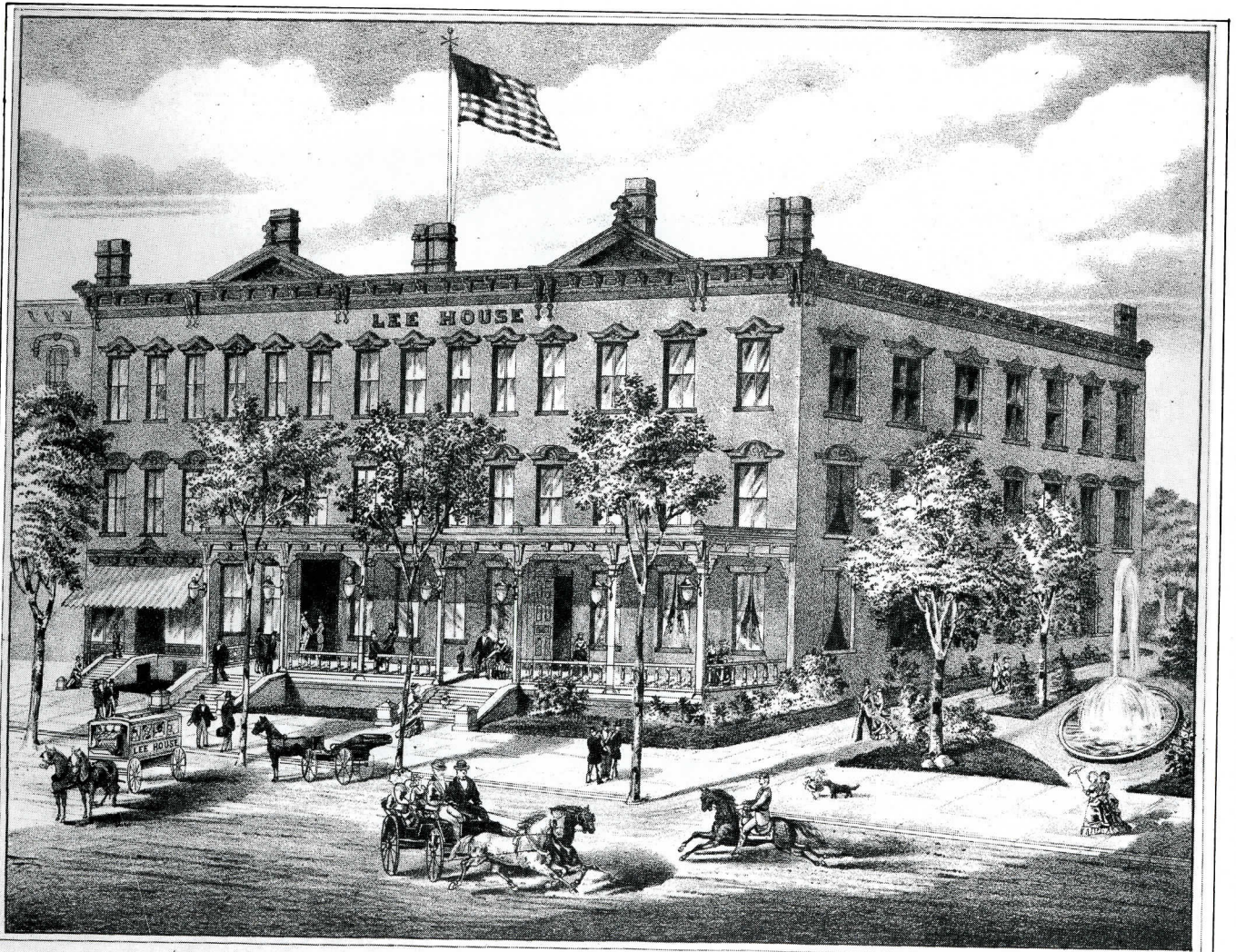
"Preservation of older structures or sites is critical to preserving a community's sense of physical identity."

THE LEE HOUSE

ON LAKE CHAMPLAIN

J.E. McNULTY, PROP.

PORT HENRY, N.Y.



LEE HOUSE, PORT HENRY, ESSEX COUNTY, N.Y. Chas. B. Pease, Prop'r.

Desirably located in the business part of the Village. House and Furniture entirely new and commands an extensive view of the Adirondack and Green Mountains, Ruins of Crown Point Fort, Lake Champlain, Vermont, etc. Also in connection with Daily Mails, Railroads and Steamboats: Has all the modern conveniences, and in a word, one of the most desirable places for the traveler and pleasure seeker in Northern New York.

Port Henry's Lee House in the 1870's.

Redevelopment Strategy Four:

Historic Resources

It is ironic that a region so committed to the preservation and enjoyment of the natural environment has done so little in expressing the same concern for the man-made landscape, specifically the hamlets located within the region. The question of whether such man-made intrusions into the Park are appropriate seems moot since human settlement has been present in the region for over 150 years. The issue should now be how to make this man-made environment as attractive as possible, while at the same time illustrating the unique relationship of the residents of the Park to the natural areas surrounding them. Even more important is maintaining a physical record in the environment of man's cultural and historical evolution in the Adirondacks.

Historic resources and their preservation in the hamlets of the Adirondack Park raises several questions. Those to be discussed in this section are:

- Why should a hamlet be concerned about preserving historic resources?
- What problems develop without a commitment to preserving such resources?
- How does the loss of historic structures and sites occur?
- How can such losses be prevented?

Why Preserve?

Why should a community or group of communities be concerned about historic resources in their hamlet or region? This basic question is at the heart of any program for utilizing historic resources.

Sense of Identity—In Adirondack hamlets, the preservation of older structures or sites is critical to preserving the community's sense of self, its identity as a place. This is especially true of very small villages where one or two buildings or sites establish the community's image. The Lee House in Port Henry and the Village Green

in Jay are good examples of such resources.

Attracting Tourists—A hamlet containing well-preserved and well-maintained older structures which provide visual charm and character is unquestionably attractive to visitors to the Park. Older structures exhibiting unusual architectural style and detailing often encourage travelers to stop in a hamlet, contributing to economic activity.

Encouraging Investment—Preservation activities make a community more attractive to outside investors, whether major industrial enterprises or small, single shop owners. These investors search not only for appealing locations, but also evidence of a community's commitment to its past and physical enhancement.

Bringing Together Old and New—Creating physical locations for investment is one result of preservation. Adapting old structures and/or sites to contemporary uses, whether industrial, commercial, or residential, offers a wide range of possibilities for retaining the historic physical form of a hamlet while promoting the human activity necessary to help it remain economically viable.

Without Preservation

A typical example of what happens when a hamlet ignores its historic resources has been characterized by one county planner as the story of the "4 D's." Those four D's—disuse, deterioration, demolition and destruction—illustrate the problem facing many hamlets in addressing what to do with their historic resources.

Disuse—For various reasons to be discussed, older structures in the central core of hamlets become vacant. Since many of these structures were built for specific purposes, the disuse becomes permanent because new uses for these buildings are difficult to find.

Deterioration—An unused building begins to deteriorate almost immediately. Not only do



Reuse of Historic Resources

vacant structures become prime targets for vandalism, but even minimal maintenance is ignored by an owner when the property is no longer producing revenue.

Demolition—When deterioration reaches its final stages, the structure becomes a safety hazard to the community and must be torn down. While this may be welcomed at the time, it brings with it the destruction of the village core.

Destruction—The destruction of the physical fabric of the hamlet occurs as these older structures are steadily removed from the hamlet core. Holes or gaps along commercial streets not only destroy the character and sense of place in the hamlet, but often become weedy, overgrown sites which downgrade the visual quality of the community. While vacant areas offer prime opportunities for new development in a community, they are rarely utilized for that purpose.

How Do Such Losses Occur?

The loss of historic resources in hamlets has resulted from various economic and social developments of the last 50 years. Declining economic activity has come from the reorganization of shopping patterns caused by increased mobility, first from widespread

automobile ownership and then from improvements in the highway system. Loss of revenues resulted in neglected maintenance as store owners struggled to survive. As businesses failed, many of these structures became the property of people living outside the hamlet. Such absentee landlords often took little interest in maintaining these locations. The changing needs of the community made the reuse of these structures for their original purpose obsolete, rendering them unusable without renovations. Problems of energy consumption and conservation became issues in restoring older structures, often determining reuse possibilities. Natural disasters such as floods also contribute to the loss of many historic resources.

Preventing loss of Historic Resources

Adaptive Reuse of Structures—Finding new uses for old buildings is probably the best method of utilizing historical resources in a community. Such reuse generally means a major renovation or “gutting” of a structure. Two major issues in this process are finding an appropriate use for such a structure and making the renovation affordable.

While reuses are obviously limited by the space and location of the site and structure, all opportunities—industrial, commercial, and residential—should be explored as reuse possibilities. Funding such projects has been made more attractive by federal and state tax laws such as the United States Tax Reform Act originally legislated in 1976 and subsequently amended. Local tax incentives further encourage investors to undertake adaptive reuse projects.

Historic Registry of Structures and Sites—Major historic structures or districts may be eligible for listing on the national or state historic register. This designation would make it more difficult for the structure or site to be destroyed, although it does not mandate its maintenance or preservation. A group of adjacent buildings



Historic resources include outdoor landscapes such as cemeteries.

"A walking tour highlights the outstanding architectural elements of a community."



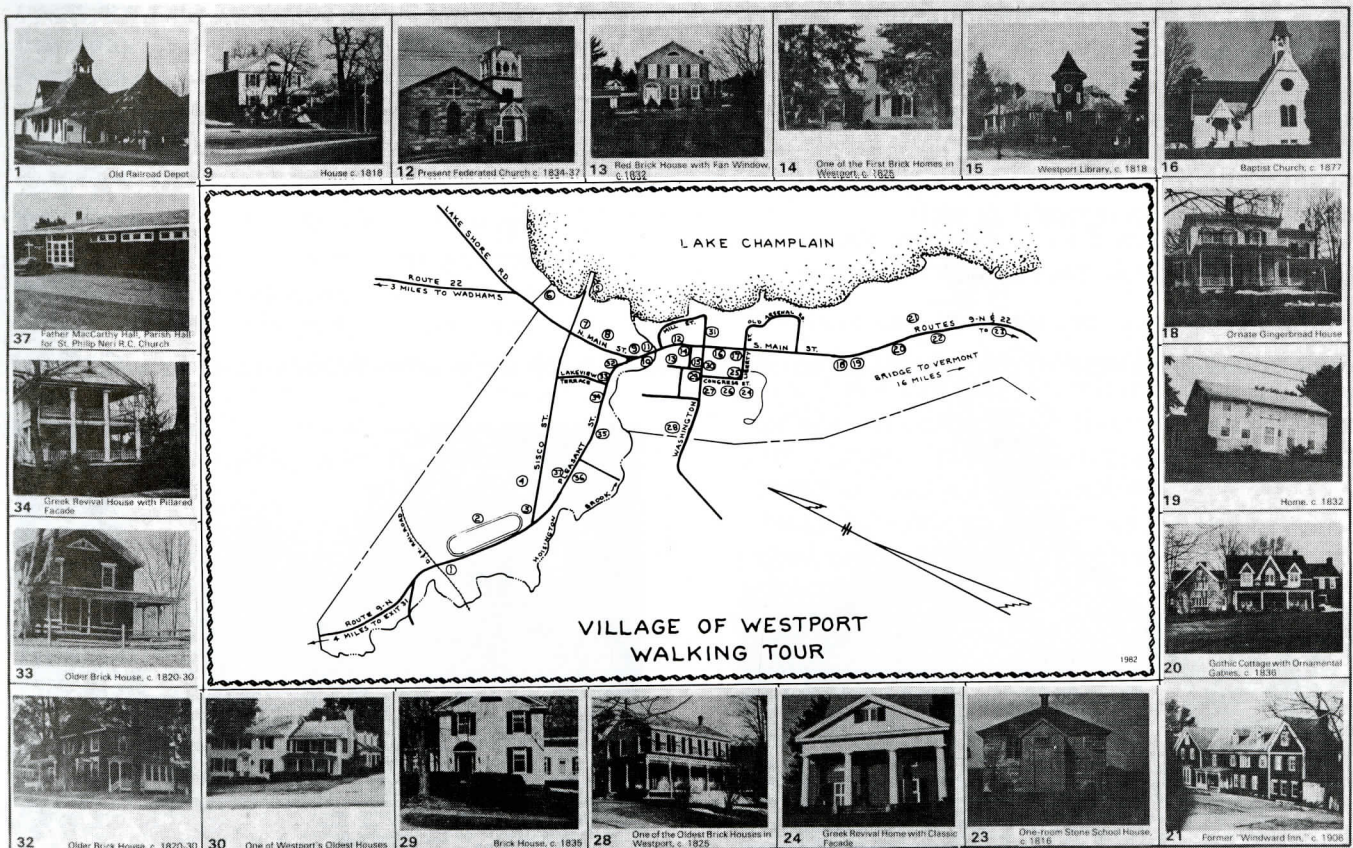
Reuse of Historic Resources

which can be listed as an historic district adds a particular charm and character to a community, as in the hamlets of Essex and Westport.

Temporary Maintenance—One immediate problem for many hamlets is what to do with historic structures until a new use or user can be located. If a minimal level of maintenance is not carried out, the deterioration of the structure becomes so acute that the question of reuse become moot. This issue may require the hamlet to undertake temporary maintenance on structures if the owner cannot be encouraged to do so. Such items as the roof or windows must be intact if a building is to withstand the weathering process. A small financial outlay by the community for basic maintenance can help save a critical structure in the hamlet.

Patterns of Historic Resources: "The Walking Tour"

A creative method of marketing a community's historical resources is to establish a walking tour with an accompanying brochure identifying important structures and sites and explaining their historical significance to the visitor in the hamlet. This interpretive trail highlights the outstanding architectural elements of a community. Such a tour has been designed for Westport and is shown below as an example of what others might do. Similar trails could be developed between hamlets, creating a tour of interesting points within a hamlet group.



Westport's walking tour highlights the hamlet's architectural legacy.



Reuse of Historic Resources

Identification of Historic Resources

Many structures and sites in the Adirondack Park are historic resources. One problem for communities is identifying these resources at the local level.

An historic resource can be almost any place or object that has special meaning in the history of the nation, state, or community. As defined in the National Historic Preservation Act, "resources" are properties significant in American history, architecture, archeology and culture; or objects of state and local importance which possess integrity of location, design, setting, materials, workmanship, feeling or association.

It should be emphasized that there are two key factors in the above definition: local significance and integrity. Traditionally, historic resources were places or objects that had been associated with singularly important events, persons, or styles of architecture, usually of national importance. This is no longer the case. All communities, no matter what their size or relationship to the nation's history, have buildings and elements significant in their own development; these, too, are historic resources, and should be recognized as such.

The integrity of a place or object refers to its present appearance in relation to its original design and setting, and this integrity is important in assessing a site's significance and potential for preservation. It is possible for a place or object to have the necessary qualities of significance, but for those qualities to be hidden through alterations or neglect. These should be thought of as only temporary detractions from a place's significance rather than permanent problems.

Historic resources can take many forms in the Adirondacks, including buildings, sites, landscapes, districts or waterways.

An outstanding example of the reuse of an historic structure - a one-room schoolhouse converted to a residence.





Reuse of Historic Resources

Success Stories

Four examples of successful reuse of historic resources or the contributions of preservation-based citizen groups will be described in the following section to identify some creative solutions to the problems many hamlets face. These are presented in the hope of suggesting ideas for solutions to similar situations in other communities.

Lee House

The transformation of the Lee House in Port Henry to housing for senior citizens represents the successful reuse of an historic hotel whose physical loss would have been a major blow to the central core of the community. The Lee House first opened in the 1870's during a period of commercial and industrial prosperity in Port Henry. The brick structure was greatly enlarged by a new owner in 1909. The now 50-room hotel had one of the first Otis elevators in the nation and was known as one of the best hotels north of Albany. As other structures were built in the downtown, they replicated the height and brick material used in the hotel, making it a critical core structure.

The depression and WWII brought a gradual decline to the hotel business in general, a decline that was worsened locally by the closing of area iron ore mills in 1971. Since then, the hotel changed ownership twice, but efforts to revive the hotel and restaurant business failed both times. The Lee House was taken over by Essex County in 1981 for nonpayment of taxes.

With that acquisition, county and village officials began looking for possible alternative uses for the structure. Commercial and residential options seemed most appropriate with the design for a 25-unit senior citizens apartment complex emerging as the best solution. The development will be carried out with funds from both the USDA and private investors. Work on the project began in late summer of 1985 with completion anticipated in early 1986.

LaChute River Corridor

The LaChute River is one of the most historic riverways in Upstate New York. Near its mouth Fort Ticonderoga, scene of several 18th century battles, has been carefully reconstructed. In the 19th century the Village of Ticonderoga became a major industrial center manufacturing paper, graphite products and machinery, utilizing water power from the river. In recent years, however, virtually all of this industrial complex has disappeared, opening up the LaChute River Corridor for reuse and new development. Due to the large land area available and its proximity to the village core, plus the loss of jobs and the decreasing tax base in the downtown, public officials and concerned citizens began to meet to discuss redevelopment options. Three clear directions emerged:

- One of Ticonderoga's major assets is its history, and this unique story should be emphasized as an image and theme in future development.
- The beauty and recreational potential of the river corridor must be preserved and reintegrated with the fabric of the community.
- Outside resources and investment are essential to realize such development.

With these directions clearly before it, the community is now working with a professional staff and community-based organization called PRIDE to realize some specific goals. These include: developing recreational linkages and facilities; expanding access to and use of the river; capturing the existing tourist trade; new development; and creating a focus for the village center.

To attain these goals in Ticonderoga, the staff has generated several possible projects which would enhance the physical quality of the river corridor as well as encourage economic activity within the community.



Reuse of Historic Resources

"Local historical societies are key organizations in preserving and implementing the reuse of historic resources."

Proposals include a small scale service/recreational development, a river trail system, and an individual commercial project focusing on a new village green. The redevelopment of hydropower on the LaChute River has been the catalyst in bringing about the foregoing, and was, in fact, what stimulated community interest originally.

ECHO

The Essex Community Heritage Organization, founded in 1969, proudly identifies itself as one of the earliest grassroots preservation organizations in the Adirondacks. From its inception the group has been dedicated "to historic preservation in Essex," although the organization's activities have been many and varied. The architectural and economic survival of the hamlet, which in the 1820's was the busiest port on Lake Champlain, generated an historic structure survey in 1972-73 sponsored by ECHO and funded by a New York State Council on the Arts grant. The result of the survey was to place the entire hamlet of Essex on the National Register of Historic Places in 1975.



The restoration of historic building facades, such as this residence in Essex, adds to the visual quality of a hamlet.

Recent years have witnessed continuing progress. Householders, many of them members of ECHO, have completed major restorations of their residences in the hamlet using local craftsmen and materials. In 1984 ECHO, in cooperation with the Town of Essex, restored the exterior of the 1835 Stone Church. Other projects sponsored or promoted by ECHO to preserve and enhance the special character of Essex include:

- Continued street tree planting program in cooperation with the Town
- Involvement with the federal government in the proposed relocation of the Essex Post Office
- Establishing a legal fund to counsel and assist the cause of historic preservation in the historic district
- Sponsoring the third annual appearance in Beggs Park of the Mettawee River Theatre Company
- Sponsoring the fourth annual "Downtown Essex Day," a festive occasion that has made many new friends for Essex
- Publishing a newsletter informing members of events and issues in Essex

E.C.H.O. ESSEX COMMUNITY HERITAGE ORGANIZATION
ESSEX, NEW YORK 12936



Reuse of Historic Resources



Historic Saranac Lake

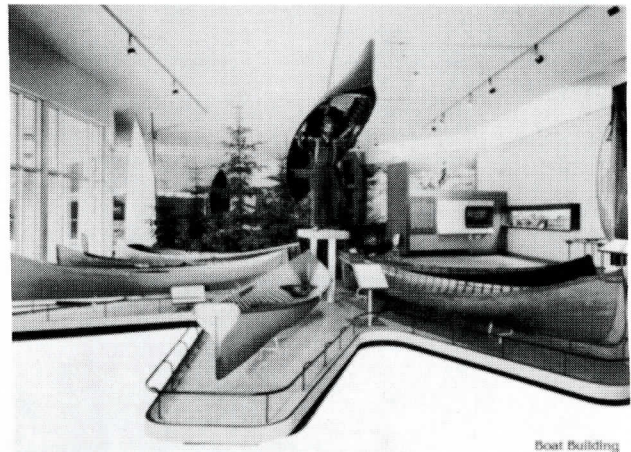
A membership organization, this local citizens' group advocates preservation of structures in the village based on their history as a pioneer health resort for the treatment of tuberculosis.

The group originated in 1978 as a volunteer committee to advise on downtown redevelopment. After receiving funding from NYS Division of Housing and Community Renewal in 1982, the group opened an office, now in space donated by the Town of North Elba.

Projects include a tour brochure, through a comprehensive survey of structures, a multiple resources nomination of 185 buildings to the National Register of Historic Places, and a "Rehabilitating Older Buildings" conference with support from the New York State Council on the Arts. The organization has also established: a Parts Warehouse in the Union Depot to recycle salvaged building materials; the first in a planned series of rehabilitations of vacant buildings for housing; and a book, *Cure Cottages of Saranac Lake*, to be published in the fall of 1985, again with Council on the Arts aid.

Museums

Museums offer a unique resource to advocates of historic preservation both as a source of information and as examples of interpreting the cultural and historical offerings of a community or region. The Adirondack Park is fortunate in having an outstanding variety of museum facilities. Three of these are described below:



The Adirondack Museum high above Blue Mountain Lake - the region's most important museum.

The Adirondack Museum—With the purchase of the Blue Mountain House property in 1953, the dream of William Wessels and Harold Hochschild to establish a major regional museum began moving towards reality. Since the opening of the first facilities in 1957, over 1.8 million visitors have toured the historic displays. Today the museum has 20 exhibit buildings, all dedicated to the task of telling the history of the Adirondacks, its people and their relationship to the majestic Adirondack environment. Museum facilities include an outstanding research library for Adirondack historians and a major collection of early regional photographs.





Reuse of Historic Resources

"Museums play an important role in communicating historic resources to the public."



The Adirondack Center Museum effectively reuses the old Elizabethtown high school.

The Adirondack Center Museum—The Essex County museum, located in the old Elizabethtown high school, is another good source of historic information. The center's collection includes artifacts dealing with early settlements of the area and with domestic and outdoor life, a doll collection, trades and crafts of the area, a colonial garden, research library and contemporary art exhibits by area artists.

Ironville Historic District—The Ironville Historic Village represents the preservation of an old industrial community as a "living museum." Ironville—formerly named Irondale—was one of the first iron ore mining areas in the Adirondacks and the site of the development of the electromagnet, critical to the development of electric motors.

The Penfield Foundation was formed in 1962 to maintain the Penfield Homestead, the center of Ironville, as an historic site and a museum

illustrating the history of the Crown Point area during the early 1800's. The Museum properties now total almost 500 acres, preserving the unique and charming 19th century setting.



The Penfield Homestead is the center of historic Ironville - a hamlet museum of the iron industry.

Redevelopment Strategy Five: Infill Sites

What Does “Infill” Mean?

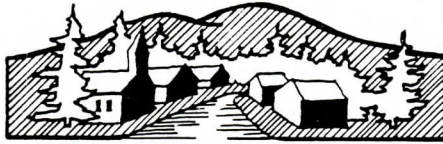
The term “infill development” refers to intentionally directing new private sector construction to important internal sites within a hamlet. It also includes the renovation and reuse of older existing structures in a hamlet. The public sector can influence and even direct the location of private development by creating improved site amenities and other financial incentives, thereby supporting the concept of “infill development.” Infill sites exist in the form of strategically located vacant lots along or near a main street, or larger key land areas within residential neighborhoods. Infill can also mean “filling in” vacant space inside important existing buildings.

Whichever redevelopment infill approach is applicable to a given hamlet, it is critical to understand several rudimentary concepts.

A consolidated pattern of hamlet settlement is better than a diffused or sprawled pattern because present or future roads, water and sewer lines are minimized, thereby cutting installation and maintenance costs incurred by a municipality. Further, consolidated patterns result in shortened distances which encourage people to walk from home to work, to shop or accomplish daily errands on foot. Infill development also encourages a richer variety of uses and activities downtown that



Abandoned service stations are common infill opportunities in hamlets.



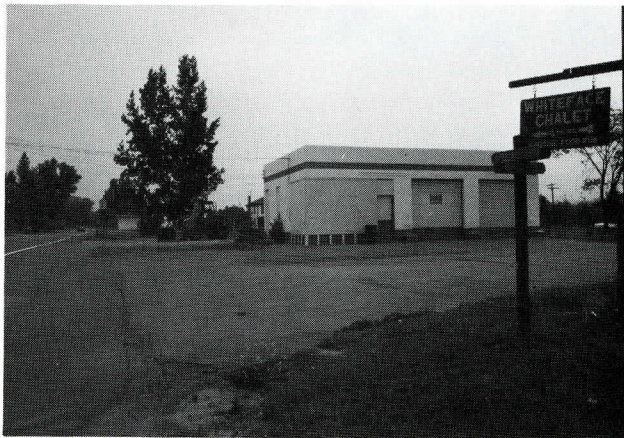
Infill Sites

"Infill development requires a greater effort to assure that new construction is consistent and compatible with the existing community fabric."

helps attract a broader sector of the population. It can also promote more activity in the center over a longer time period each day (i.e. Main Street shouldn't completely close down at 5:00 p.m.). The benefits are many. However, infill development does require a greater effort to assure that new construction is consistent and compatible with the existing, often fragile, community fabric. Siting a new building in an open field at the edge of town is easier than tucking it in between two historic buildings in the center. When administering infill development, great caution must be taken to prevent jarring, eye-sore styles of architecture that can potentially do more harm than good.

Development of the settled areas of the Adirondacks is an often disputed and controversial subject. Everyone agrees that development has the potential to stimulate the local economy, create employment opportunities and enlarge the population to support a broader range of facilities and services. However, random or unplanned development can bring with it unexpected problems including installation and maintenance costs for infrastructure (schools, roads, sewer, water), dispersal of the town center, and buildings or facilities which are out of character with the hamlet. To avoid these situations, a hamlet should consider development as part of an overall hamlet

improvement program. When a community takes an active role in both fostering and guiding development, it has the potential to reap the most benefits and rewards. Revitalizing forgotten amenities, guiding industrial and commercial development, developing parcels where utilities and infrastructure are already in place or making provisions for new infrastructure, and capitalizing on the existing setting are all within the reach of a hamlet. By establishing development and preservation priorities the hamlet begins to establish a framework for implementation of a successful plan. Special district zoning laws, cluster regulations and action plans are among the tools which may assist the process as time goes by.



Developers should be encouraged to reuse centrally located, vacant structures.

"The need for infill development is everywhere evident in Adirondack communities."



Infill Sites

Three Kinds of Infill

In considering the kinds of infill development possibilities which a hamlet can generally take advantage of, different guidelines, limitations and opportunities exist for each depending on the location of the sites and their relationship to the areas which they impact. These development opportunities involve **single lot development**, **building vacancy development** and **land area development**. By understanding these three types of infill, a hamlet can become more aware of what is involved in attracting and guiding future development.

Single Lots

Single lots are very often prime places within the central area of a hamlet. They might be found at the most prominent corner or space along main street, for example. Many single lots have an important relationship with the core of the hamlet because of their prominent locations. Therefore, their development and usage should be given careful forethought. A determination of the best use for these sites should be made which fits the overall context of the hamlet setting and achieves the goals of the community. For example, a vacant lot along a hamlet main street commercial district would be most appropriately developed as a commercial building similar in architectural features, height and size to other buildings already on the street. The type of commercial undertaking should fit the needs and interests determined by the community. Special "overlay" districts involving detailed design guidelines are common procedures.

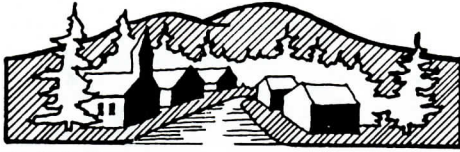
Building Vacancies

An abandoned building or an unused portion of a building also presents opportunities for development. The way in which the building is enlarged, renovated, reconstructed or changed in appearance and ultimately used ought to reflect the greater interests and concerns of the hamlet as well as sound financial investment practices.

Knowing the categories of building use in the hamlet allows the community to act on limiting or extending types of building usage as well. An example of this would be an abandoned grocery store building in a prominent activity center in the hamlet. The community would benefit from a redevelopment approach which favors commercial development and fosters increased business activity downtown. Second story building vacancies in the commercial downtown are common in Adirondack hamlets and present prime development opportunities. These spaces can be redeveloped for housing, an option which has the multiple effect of providing income, housing and increasing activity in the hamlet core to support business services and facilities.

Land Areas

Undeveloped land areas in a hamlet are more or less desirable depending on the location, character of land and the proximity of the land to roads and utilities, or the cost of installation of infrastructure relative to the amount of possible development. A hamlet which takes an active role in large scale land development may encourage, for example, cluster zoning and density and size requirements, or identify road extensions, utilities and site improvements which have to be made by the developer as a condition for subdivision approval. A hamlet may also develop area action plans targeting proposed future streets or roadways which would enable future development to occur. "Zero-lot-line" and other cluster techniques for assuring ecologically sensitive and marketable land area developments could be established.



Infill Sites

"A hamlet has a heart or core where most activity occurs."

Responding to Context

When considering any of the infill types of development, a community is put in the position of deciding where the most critical development and improvement programs should occur. Responding to existing conditions, opportunities and limitations is the first step. For example, the people of the Village of Westport expressed concern that development should allow Westport to remain small and a "rural village close to nature." As a result of community input, a Development and Preservation Program emerged which established guidelines for the development of single residential units, small-scale commercial and open space properties. These development goals responded to the local context as much as possible by stating that new buildings relate to old buildings, that small scale mixed uses of commercial and residential properties be encouraged downtown, that the neglected waterfront be redeveloped by intensifying use and improving accessibility and that the overall setting of the Village be enhanced by landscaped areas and public park improvements. Guidelines for developing land areas also took into account slope, solar orientation, vegetation and accessibility to infrastructure needs. (See Trancik, *Westport Village: Development and Preservation*.)

The opposite situation has occurred in many Adirondack hamlets where development has been encouraged in an uncritical fashion and has led to unforeseen problems and frustrations in the community. Often building lots are subdivided and sold before provisions are made for infrastructure. As a result, the cost of these facilities often far exceeds the revenue taken in by the proposed development. To make matters worse, development property is identified on the fringe of the hamlet before prime sites closer into the core are filled, leaving gaps in the community and unsupported services. Wherever possible, infill development should be explored before expansion or hamlet extensions are encouraged.

These approaches will be less costly in the long run and will benefit the commercial and social activity in the core of the hamlet.

Infill Versus Sprawl

The mix of architecture, natural features, stores, streets and homes make a hamlet an activity crossroads. A hamlet is like a person. It has a very recognizable physical form, size and shape. Most importantly it has a heart or core where most activity occurs. The "heart" is the activity crossroads of the hamlet. Carrying the analogy a step further, revitalizing the hamlet is like aerobic exercise—a good workout strengthens the heart so that the rest of the body can keep going. All hamlets already have "hearts"—a commercial core, a main street district or a physical place where people congregate. However, more often than not the heart is suffering from neglect, which shows itself in vacant buildings, deteriorating structures and empty lots. While signs that a hamlet is "out of shape" create problems, they also present opportunities. Undertaking a program for revitalization begins by recognizing the inherent potential for development in the heart of the hamlet. Infill and development at the activity crossroads creates a tight pattern of settlement and activity. This type of revitalization program at once strengthens the core and the overall community identity.

The strip development which often occurs along traffic corridors as a result of development pressures or lack of planning has the tendency to detract from community character. Many communities in the Adirondacks have experienced the after-effects of sprawl or development which takes place out of the hamlet "heart" or center. For example, the "tug of war" between development on Route 22 and in the downtown area has presented problems for the hamlet of Willsboro. Willsboro has found itself too spread out and lacking the population base and financial resources to fully develop and enhance growth areas. Similarly, the hamlet of

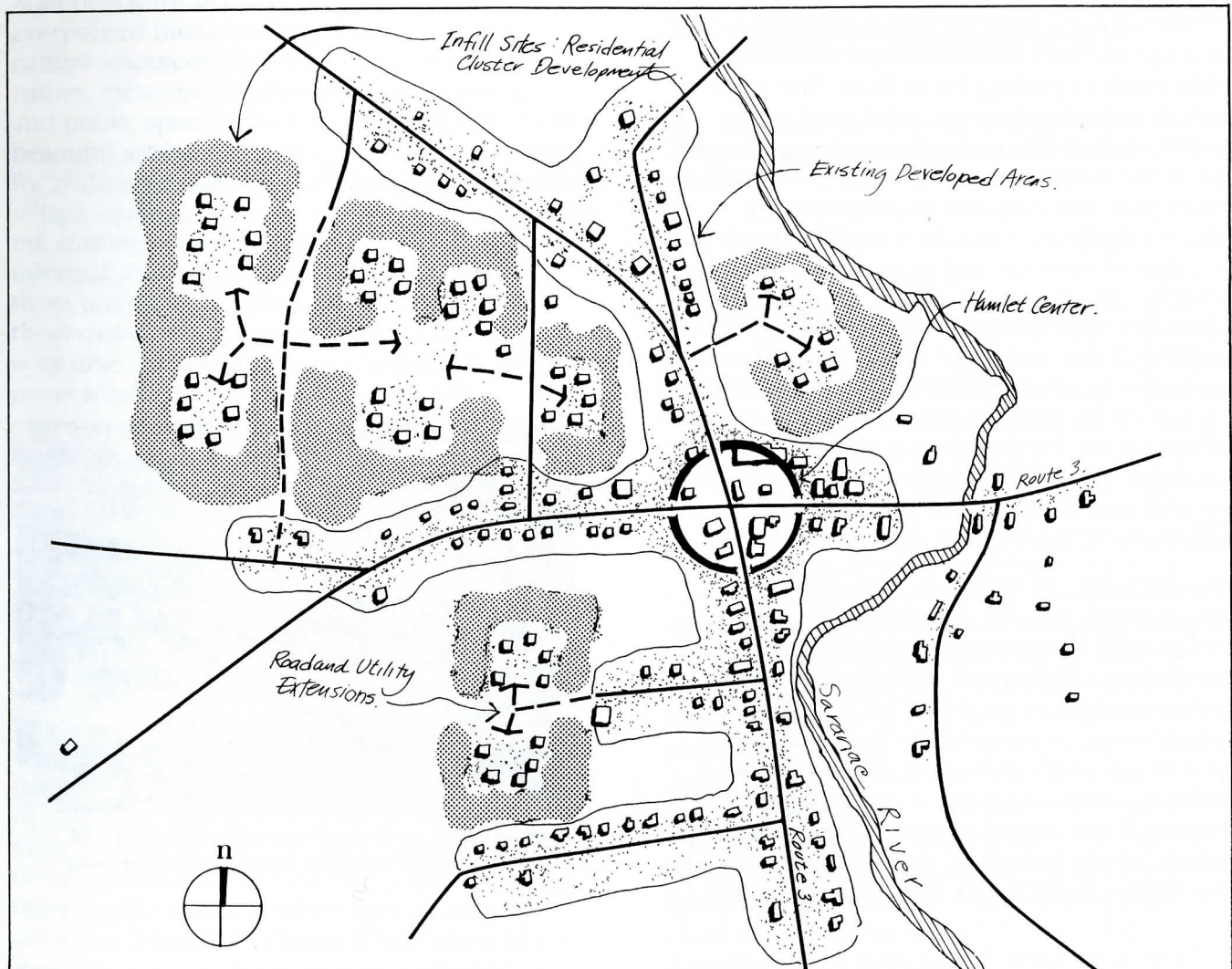


Infill Sites

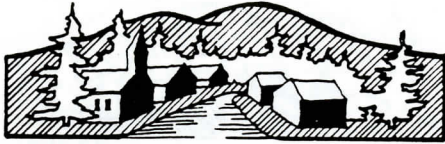
Wilmington has witnessed commercial growth along the travel corridor of Route 86 to Lake Placid—an event which has detracted attention from the historic hamlet center and left it with vacant buildings and neglected lots—a less than welcoming sight for the visitor or local resident. Hamlet infill development programs can prevent this and strengthen the center, the sense of community, and the settlement's attractiveness to private investors.

Mutual Attraction

A depressed economy and a deteriorating hamlet core lead many communities to a state of desperation in which development tends to occur in a knee-jerk fashion. In other words, the first developer who happens along is seen as a “last chance” and every opportunity is created to encourage the likelihood of investment. However, development ought to be as mutually attractive to the would-be developer as it is to the hamlet at large. For example, a hamlet has it within its power and capacity to create development schemes or programs which



Infill development can occur within or near the hamlet core as illustrated above in Bloomingdale.



Infill Sites

encourage a mix of uses in the downtown by ensuring that parking, pedestrian traffic and proximity to other places of business is a balance of public and private input. A hamlet can consciously target public investment into public space improvements in ways that will attract potential private developers to pre-determined core sites. There are many successful precedents of the public/private investment marriage in communities large and small and, in fact, is a prerequisite of the Urban Development Action Grant (UDAG) program, one of the leading public funding sources for urban development.

A recurrent infill example in Adirondack hamlets involves the supermarket which establishes itself on a site set back from the main street with a wide swath of parking lot in front. The grocery store is considered a wonderful asset to the hamlet since it brings income and employment and at the same time gets people downtown where they will continue to shop and use adjacent facilities. A hamlet should be ready for this type of situation and reap maximum possible opportunity from it. It should know where the most attractive location for the building is and what type of parking and landscape features should be provided to fit with the rest of the hamlet context. Furthermore, the hamlet should be prepared to evaluate the possibilities of combining private and public interests and incentives to increase the advantages of this type of development.

Land banking and common ownership arrangements are also effective procedures in a hamlet infill development program. Often it is to the distinct advantage of several neighboring businesspeople to pool land by way of mutual easements or other common land banking approaches—sites behind, at mid-block, or in between stores—to create a more efficient, functional and attractive access and circulation pattern for the benefit of store owners and users. The hamlet municipality might consider land

banking or the outright purchase of key core area sites for temporary maintenance and preparation for future sale. In this arrangement, the hamlet would function as a non-profit development corporation and could retain a remarkable level of control over the composition of development on key sites. However, the problem of front-end capital is often difficult to overcome in this type of arrangement.



Supermarkets, pervasive activity generators in hamlets, need to address public spaces around them.

Redevelopment Strategy Six:

Public Spaces

The Village Green

Attractive public spaces in a hamlet enhance local community pride providing an incentive and a raised level of expectation for individuals to improve and maintain their properties. A hamlet with an attractive environment is also much more marketable to prospective industrial developers and employees searching for a new home. Improving public spaces represents one of several ways of reversing the tide of economic decline in Adirondack hamlets.

Every Adirondacker carries in mind an image of the type of place he or she calls home. The Adirondack hamlet is tied closely to nature and everywhere human activity intermingles with natural resources. However close they are to nature, most communities lack the appearance and public spaces which would complement the beautiful setting. Few have quality public spaces for pedestrian activities, off-street parking, parks, village squares, picnic areas or places to rest, get information, and "take in the town." The informal arrangement of most hamlets makes them unique but at the same time has made them more vulnerable to change and adaptation over time. New England, by comparison, boasts many small villages centered around the *common* or village green—a piece of public space set aside by the earliest founders of the town for public meetings, military drills and social gatherings. Around these commons, the New England town grew with a pattern of closely knit buildings, stores and public landmarks. Unlike New England, the Adirondack hamlets experienced distinctly different settlement patterns as a result of their remote wilderness location and the military and industrial purposes for which they were established. The boundaries of Adirondack hamlets are informal and almost "frontier-like" in character. This lack of physical edge has proven, in many cases, to be a handicap because of the smallness of the hamlets. Often people have trouble knowing when they've actually arrived at a hamlet—a factor which leads to a lowered image of the hamlet as a physical

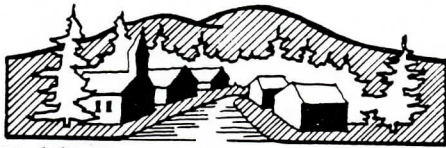
place. The lack of interior spatial definition makes matters worse—holes and gaps remain where buildings once stood and the hamlet appears to be falling apart.



The "common" in Pittsfield, Massachusetts - exemplary of a New England public space tradition.

Negative Factors

Several other factors have contributed to the lack of quality public space in Adirondack hamlets. Many hamlets have been bisected by state highway routes and auto-oriented highway standards of curb cuts, road shoulders and speed zones have been given precedence over pedestrian zones. In order to bring a hamlet back to the people, so to speak, many hamlets may find themselves in negotiation with the New York State Department of Transportation in the future. A second cause of diminished public space has to do with unhindered growth and haphazard development, which has continued to foster a pattern of sprawl in the hamlets (refer to previous Section on Infill Development). This is compounded by the empty lots between buildings which create discomfort in walking from place to place. Thirdly, lack of interest in community beautification and revitalization hampers many hamlets. A lack of cooperative effort and enthusiasm has left dead trees standing or not replaced, allowed landscaped



Public Spaces

"Few Adirondack communities have high quality public spaces for pedestrian activities."



The Westport green - an exceptional public space in the Adirondacks.



Components of Good Public Space

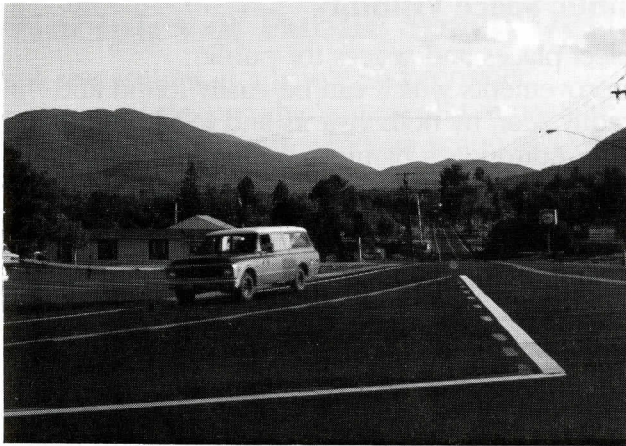
What are the components of quality public spaces? In other words, what are the things that a hamlet should keep in mind when designing—or responding to the suggestions of a designer—regarding the maintenance or creation of open spaces, streets, sidewalks, public parks, parking or information areas in the hamlet? The following list elaborates the components of good public space.

Spatial Definition

Spatial definition means that the visitor or resident senses upon entering the hamlet that he has *arrived* at a place which has distinct edges or boundaries holding it together. Buildings, for example, create an edge on the main street and a feeling of enclosure to the street for the pedestrian. When buildings are torn down or not replaced, these gaps in the street wall detract from the feeling of enclosure. Similarly, a park setting, like a street's spatial enclosure, would be defined by trees or buildings which line its edge. Street trees give a pedestrian or automobile driver the feeling that he is under a canopy of vegetation and along a transparent wall created by the tree trunks.



Jay's attractive green is one of the few prominent spaces in hamlets of the Adirondacks.



Open spaces in many hamlets have become asphalt-covered traffic areas.

areas to be paved over, and discouraged the addition or maintenance of sidewalks, benches and park areas. Adirondack hamlets have fallen victim to many or all of these problems and have remained unaware of how to revitalize or develop the amenities which they do have. The following pages will illustrate what exactly constitutes good public space at a scale appropriate for an Adirondack hamlet. Guidelines and suggestions regarding the tools which would upgrade and improve public spaces in the hamlet are illustrated, and in seven Sample Communities these tools are applied as a result of analyses conducted in the hamlet during this Phase II study.



Public Spaces

"Good public spaces enhance local community pride and encourage investment."

Quality Materials

The selection of materials is critical to the design and construction of quality public spaces which fit into their location, last over time, and improve the visual quality of a place. Often the initial cost of materials may be high, but in the long run durability and permanence will far outweigh the initial investment. The severity of the Adirondack winter demands solid and long-lasting materials. Furthermore, a careful selection of uniform materials will help beautify a hamlet. For example, stone pavers and granite curbing in a hamlet center would delineate pedestrian sidewalks and enhance an otherwise undistinguished streetscape.

Appropriate Size of Public Spaces

Strive for compatibility of public spaces with their uses and users by appropriate decisions on *scale* and size. For example, the scale of parking lots in small hamlet centers is often unnecessarily large. Dispersed, small-scale parking lots or spaces should be favored in a hamlet, rather than the large-scale "sea of asphalt" solution usually chosen in urban or suburban mall situations.

Active Public Spaces

Consider the variety and mixture of uses and bring activity and animation into public spaces. Even the most beautifully designed urban square needs the imagination and assistance of people to develop programs and events that will enliven and activate it. Nothing could be less inviting than an empty park, street or public square. Think of ways to increase and vary the use of public spaces. For example, a "vest-pocket" park in the middle of a hamlet could be designed with a pavilion for summertime entertainment and allow adjacent stores to spill out into the park for open air sales. It could also be the setting for craft fairs, farmers' markets, demonstrations or food booths.

Public Space Visibility

Select places and spaces for public improvements which can be easily found and readily seen by both visitors and local people. In many Adirondack hamlets, the sequence of arrival occurs by rounding a bend, turning a corner or dropping into a valley. Inevitably there is the glimpse of the key spot, property or landmark which becomes the first thing seen on arrival. Places like this are highly significant—they may be the key location for a public space improvement and a prospective future development. Select such places carefully because they may become your greatest asset.

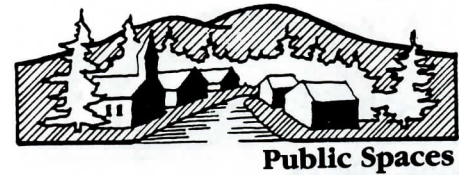
Proper Location for Key Public Spaces

It is important that a hamlet carefully select for improvement the location best serving the hamlet as a whole and generating the best return on investment. The budgeting of financial resources for public space improvements can also be phased over time, according to the hamlet's priorities. For example, a hamlet which is centered at a major crossroads should look immediately at the potential for public space improvements there. This type of targeting of both existing and anticipated activity areas will increase the hamlet's potential for development in the present and the future.

Selecting Forms Which Fit The Purpose

The physical form of the public space should be carefully developed according to the purpose it will serve. For example, a public park which is developed for passive activities should be appropriately designed with benches for sitting, paths for strolling, trees for shade and enclosure, and grass or flower beds to enhance and soften the area. On the other hand, if the park is to be designed for more active uses such as public events, flea markets, etc., then the park might include stage or band shells, outdoor lighting and appropriate paving materials.

Principles of Design



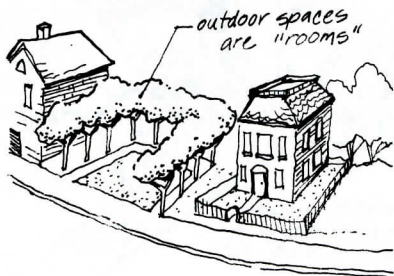
Principles of Public Space Design

Look at a hamlet as a whole and consider principles of design which make all the parts fit together. Inevitably, whenever an action is undertaken in a hamlet the impact is felt in many ways. Public improvements, development and the current character of the hamlet must all be thought of as interrelated. Any modification in the hamlet represents a move which should be considered carefully. The following design principles are used by professional landscape architects and urban designers when they suggest proposals for the design or redevelopment of public townscape areas. These principles include:



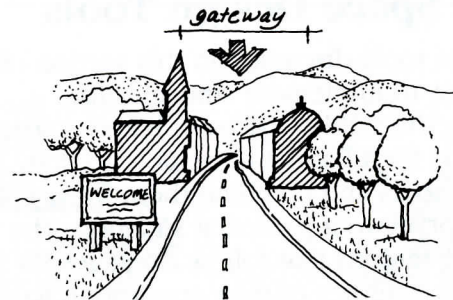
Views:

Consider how to preserve, enhance or create views to important buildings, natural features or landmark destinations.



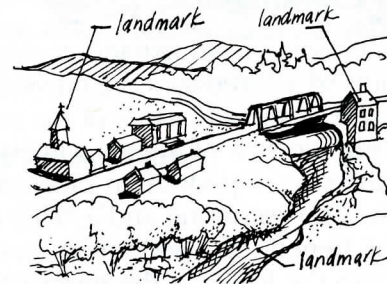
Edges:

Consider how to contain outdoor spaces with edges and encourage activity within them.



Gateways:

Develop and enhance the major exit and entrance points in the hamlet so that it is obvious where it begins and ends.



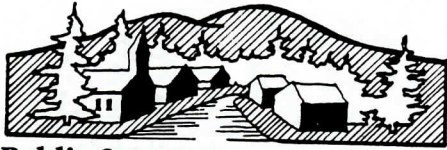
Landmarks:

Historic buildings, architecturally distinct structures (clock towers, church spires, public buildings) and natural features (rivers, village greens) are a hamlet's unique landmarks. If they don't exist, create them!



Building form:

Strive for consistency of size and materials whenever a building goes up. Don't put a one-story building in a three-story block or a concrete-sided building on a street of wooden-sided buildings!

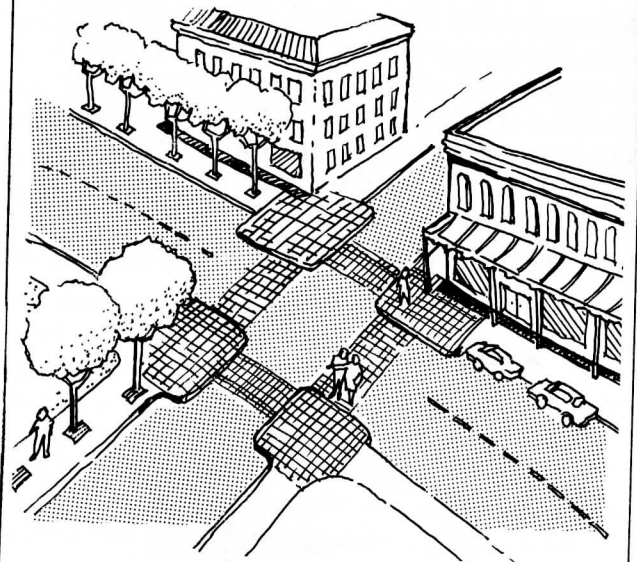


Public Space Design Tools

The design tools discussed in this section offer several easy-to-implement strategies for renovating the public spaces in hamlets. The intention is for a hamlet to be able to draw from this set of tools and combine them in ways that are appropriate to a particular situation. The design illustrations that follow on pages 98-111 provide case studies of their application to site-specific conditions.

Pedestrian Crossings

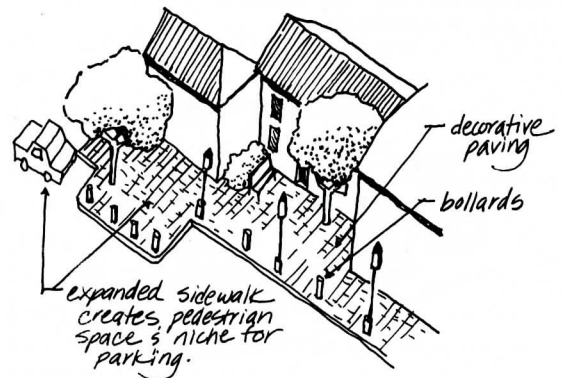
A pedestrian crossing is an expanded sidewalk at an intersection which reduces the crossing distance between opposite sides of the street. While reducing the size of the auto intersection, it increases the size of pedestrian precincts and creates pockets for gathering and activity on the sidewalk. The benefit of a pedestrian crossing is that it improves the looks of the intersection or crossroads and can be further improved with decorative paving or treeplanting areas.



Pedestrian Crossings

Expanded Sidewalks

Increasing the width of the sidewalk can have many benefits for a hamlet center. It enables the streetscape to take on a parklike quality. Expanded sidewalks can reduce unnecessarily wide roads which pass through the hamlet, creating a more intimate pedestrian-oriented feeling. The increased width provides room for tree plantings, benches, lighting and outdoor activity which spills out from adjacent shops. In general, the treatment of the sidewalk as a landscaped public use area creates a unified view of the hamlet and improves the appearance of stores and buildings facing the street.



Expanded Sidewalks

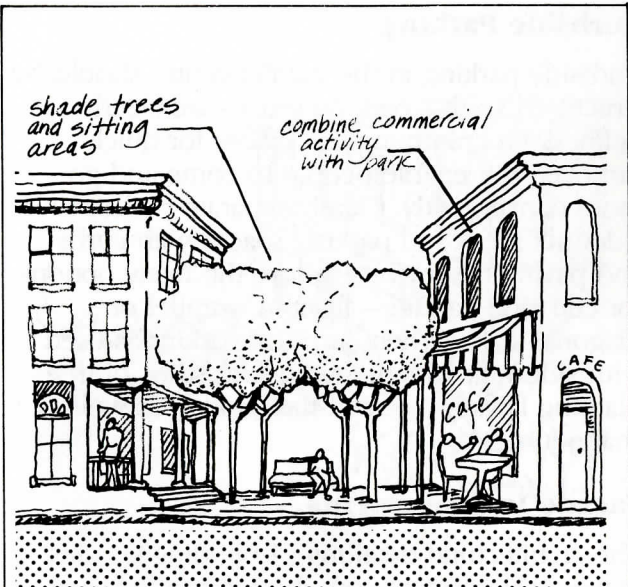
"Design tools should be applied to the making of good public space."



Public Spaces

Vest Pocket Parks

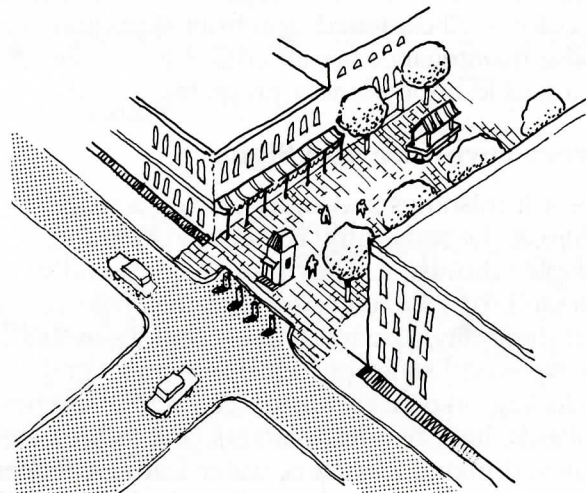
A vest pocket park is a small park in the hamlet center which is generally located in the commercial district. It may be developed on a permanent site or as a temporary use for an empty site which is designated for future development. A vest pocket park functions as a small landscaped oasis and a resting or socializing spot for local, elderly or tourist populations. The proximity of the vest pocket park to bordering stores creates opportunities for side openings which would allow, for example, outdoor cafes and shopping stalls to spill over into the park. The vest pocket park should contain plant materials—moveable or inground—places to sit, and possibly tables and chairs. A water fountain or feature, provisions for shade and sunlit areas could add to the comfort and attractiveness of the space.



Vest Pocket Parks

Street Closings

Street closings are most commonly used to create pedestrian malls. The limitation or removal of traffic should be considered in areas where concentrated shopping and pedestrian outdoor activities take place. Street closings could also be only temporary, for holidays or special events. In addition, changing the circulation pattern in the hamlet by closing streets, creating limited access roads or one-way streets may be considered as a way to control and organize auto movement.



Street Closings

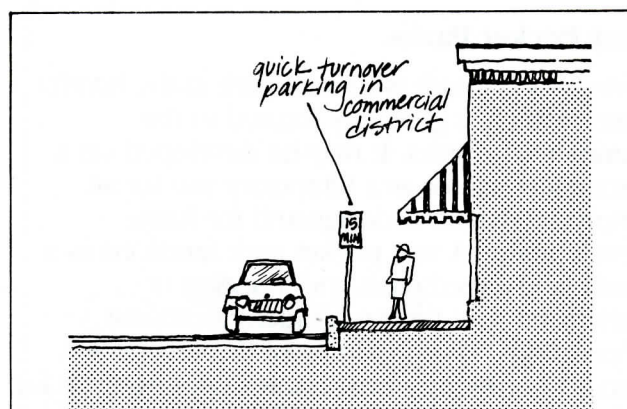


Public Spaces

Design Tools

Curbside Parking

Curbside parking in the hamlet center should be structured so that parking spaces are clearly defined. Programming the spaces for quick-turnover will enable people to come and go more conveniently. Clearly separate pedestrian sidewalk areas and parking spaces with curbs and paving treatment. Explore the many options for curbside parking—front-in, parallel or diagonal stalls. When curbside parking is used with sidewalk widening consider strips of tree planting lawns to screen the parking as well as shade it.



Curbside Parking

Facade Improvements

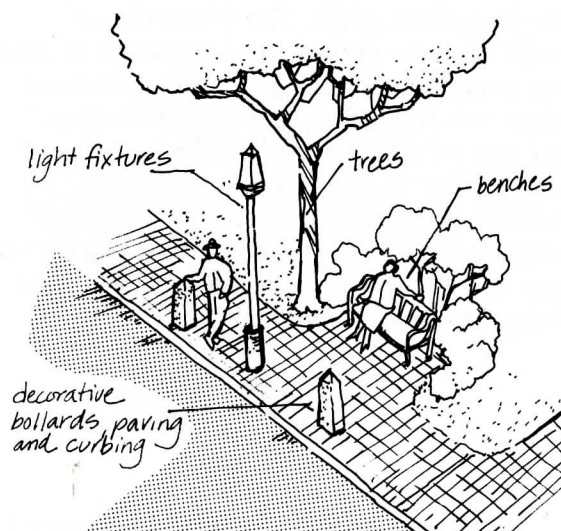
The architectural detailing of building facades makes an important contribution to the visual character of a hamlet. Too often, historically significant commercial facades on Main Street have been covered up by recent modification or are in a state of disrepair. These facades can be cleaned up and restored to their original state with minimal effort and cost. Not only does this add visual consistency when several adjoining facades are restored, but it also displays the richness of a hamlet's heritage. The proper use of color, well-designed storefront signs and on-going maintenance are all critical to the success of a facade improvement program.



Facade Improvements

Street Furniture and Signs

Street furnishings and signs enliven a space while at the same time accommodating the people who use it. They should be carefully selected for style, compatibility, materials, color and durability. There are many options available for types and styles of furnishings and signs, including bike racks, trash receptacles, benches, bollards, light fixtures, planters (moveable), tree grates, drinking fountains, water features, fences, railings, awnings, vendor stalls, telephone booths and information boards. When choosing street furnishings or signs, look at architectural styles and existing or historic furnishings in the hamlet for ideas.



Street Furniture and Signs

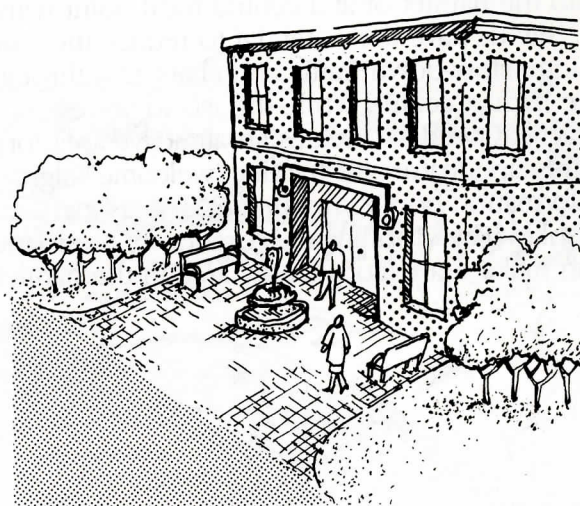
"Small design improvements can make a big difference in the visual quality of a hamlet."



Public Spaces

Pedestrian Square

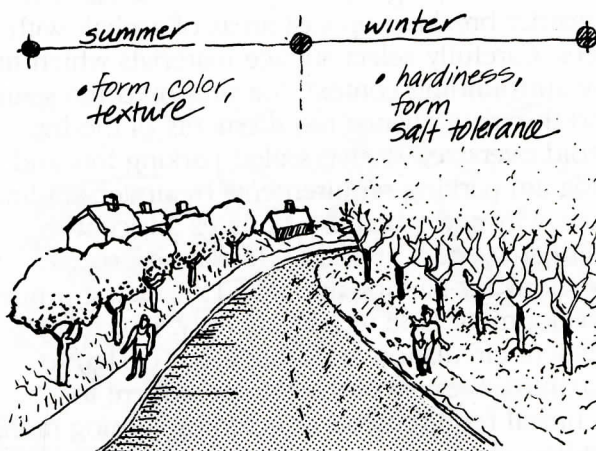
Pedestrian squares are larger-scale hard-surface areas. Usually a square is defined on one side by a building (the threshold to a bank, town hall, church) or is enclosed on more than one side by a number of buildings. Paving is used in the square in a decorative manner allowing it to function like an outdoor carpet which calls attention to the special significance of the place. A heavily used pedestrian area may be the prime place for a pedestrian square where meetings, demonstrations or ceremonial activities could take place. A fountain, sculpture, flagpole, or plaque is commonly used to accent the importance of the space.



Pedestrian Squares

Plant Materials

The careful selection of plant materials will not only improve the appearance of public landscape areas and the hamlet's streetscape, but will ensure that seasonal variety, maintenance and plant hardiness issues are addressed. The suitability of trees for their intended uses should be considered. For example, a high canopied, deciduous, salt-tolerant tree with outstanding fall color might be selected for street tree plantings. Similarly, appropriate ground cover, shrubs and woody evergreen or deciduous plants should be selected for their beauty and function. Explore local initiatives such as a hamlet beautification or tree planting program which encourage these improvements on an ongoing basis.



Plant Materials

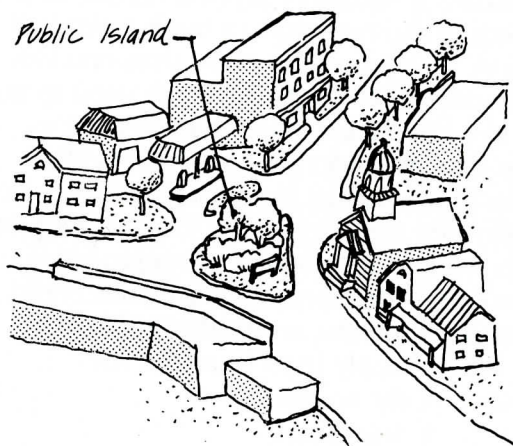


Public Spaces

Design Tools

Islands

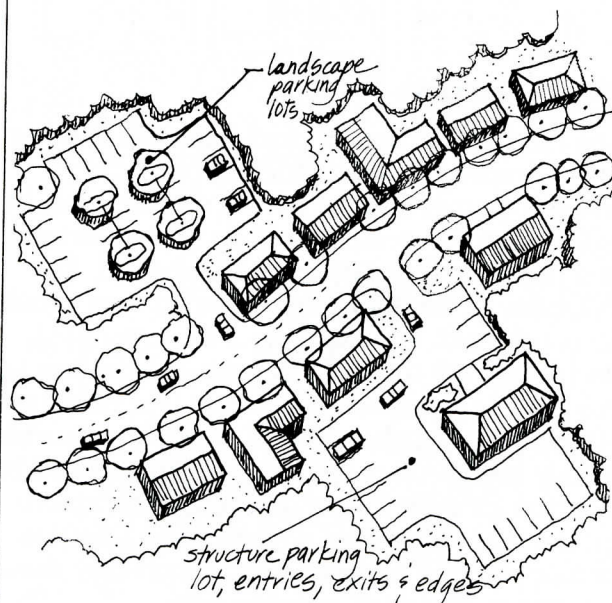
A traffic island or circle occurs at the entrance into the hamlet or at a central focal point within it. Islands have the potential to reduce the road width, slow down traffic and channel it through the hamlet center. While the island serves practical needs, it creates an attractive area for landscape features, a hamlet “welcome” sign, information booth, monument or seasonal display. The visibility and location of the island can make it a major identity area in the hamlet.



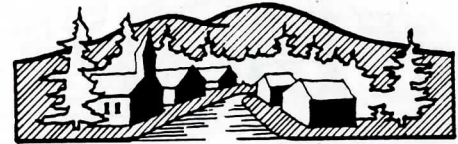
Islands

Parking Lots

Parking lots could be called “car gardens” because they require the same careful design and development that a park or backyard does. When developing a parking lot in the hamlet, consider breaking up vast areas of asphalt with trees. Carefully select surface materials which fit the surrounding context, the proposed life span, and the maintenance requirements of the lot. Avoid oversized or overscaled parking lots and program parking requirements by understanding how, why and when the facilities adjacent to them are used. Carefully select appropriate locations for parking and avoid allocating prime development land to parking only. Structure efficient circulation and stall/space design to maximize the use of the lot and adhere to technical requirements concerning turning radii, grading, drainage, planting strips, sight lines and access and egress. Consider parking lot design which accommodates efficient snow removal. Combine public and private joint-use parking lots to make more efficient use of space.



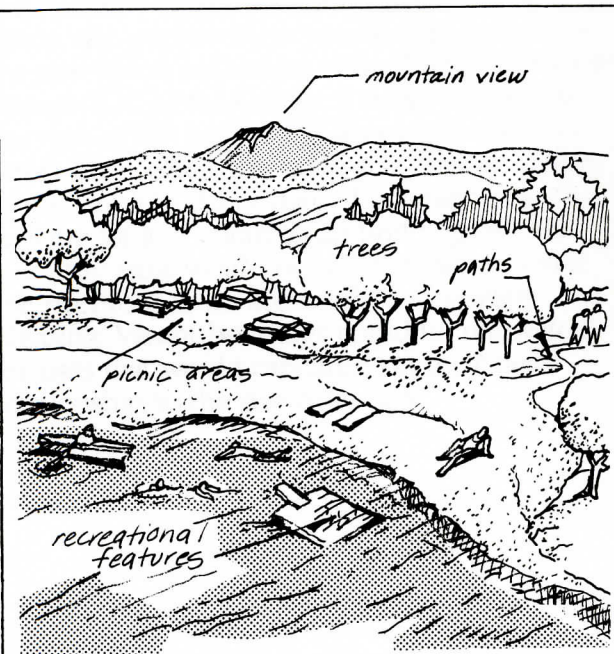
Parking Lots



Public Spaces

Landscaped Parks

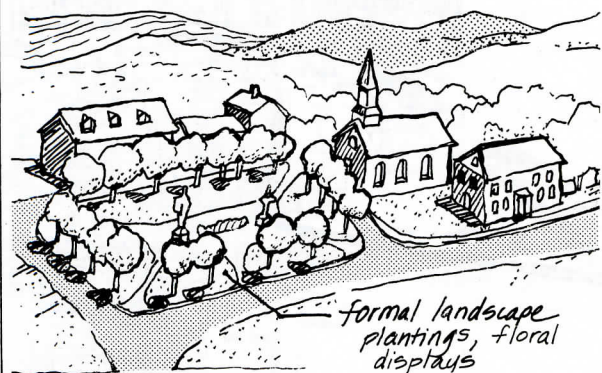
Landscaped parks can be designed for major community recreational use or for more passive activities such as sitting and strolling. Relate parks to natural features in the hamlet—lakes, riverfronts, mountain views, overlooks, slopes, or nature preserves. Design spaces within the park which build upon these features, including trees, shrubs, grasses, paths and trails. Develop a maintenance program for parks (and all public spaces) to ensure continued use and care. Consider how the landscaped park can improve the desirability of properties next to it for development. Select a local or historic name for the park and program special community events there throughout the year.



Landscaped Parks

Village Green

A village green conserves or creates a centralized village space for public use. Commercial or public buildings usually face inward on the space (town hall, church, post office) and the green becomes known as a community gathering space in which the placement of monuments, memorials or historical plaques commemorate aspects of the hamlet's history or identity. The green should be landscaped, but more formally than a landscaped park. Furnishings may include benches, lights, trash receptacles, and the addition of a gazebo, bandshell or pavilion for public events might be considered. The village green is a perfect place for horticultural displays and flower gardens. Its central location and community value should be preserved and enhanced on a continuing basis.

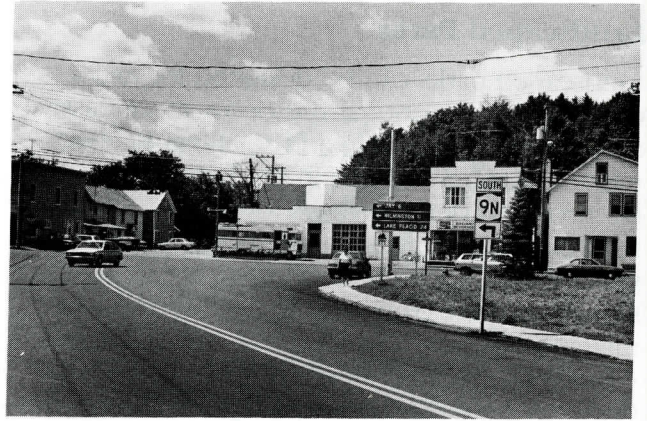


Village Greens

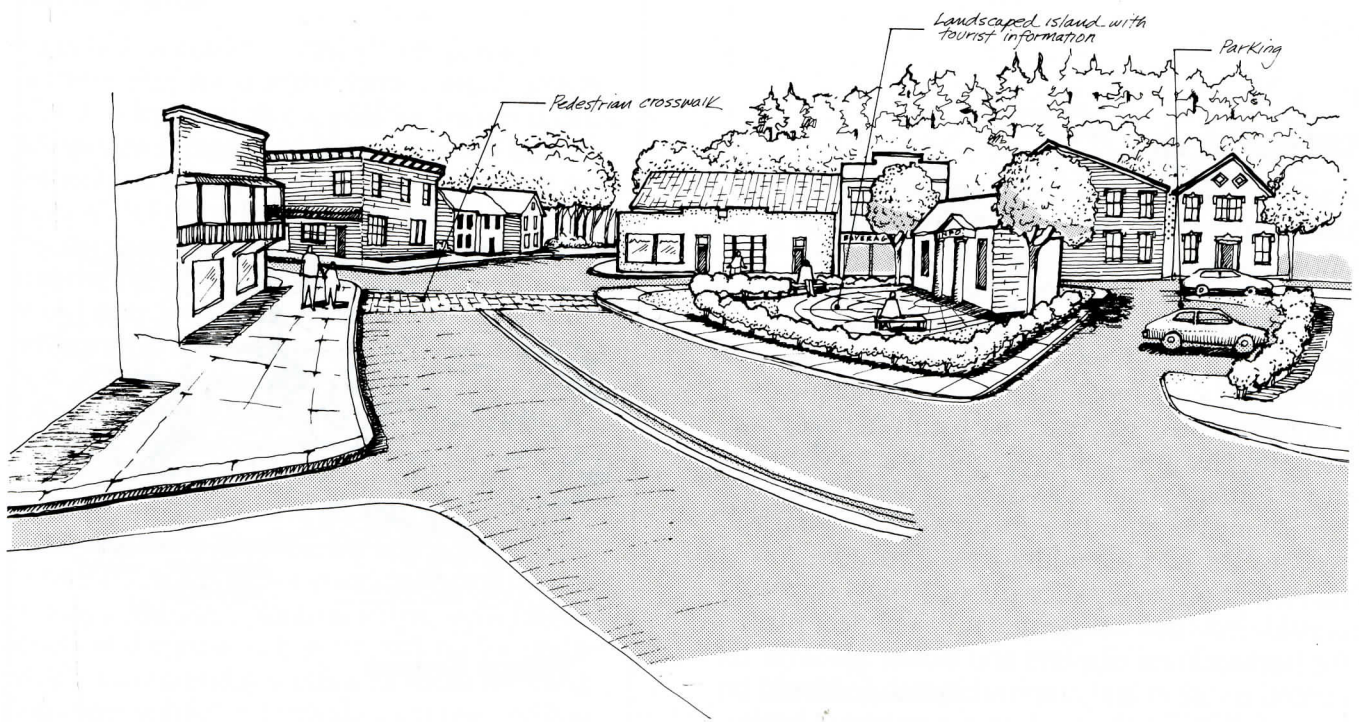


Public Spaces

Design Illustrations



Existing Conditions: The intersection at Main and Ausable offers an ideal site of the proposed tourist information booth and public square.



Proposed: The improved visual quality of the Ausable Forks bridge area can provide incentives for renovation and reuse of the buildings.

"Design illustrations show how the tools can be put to use."

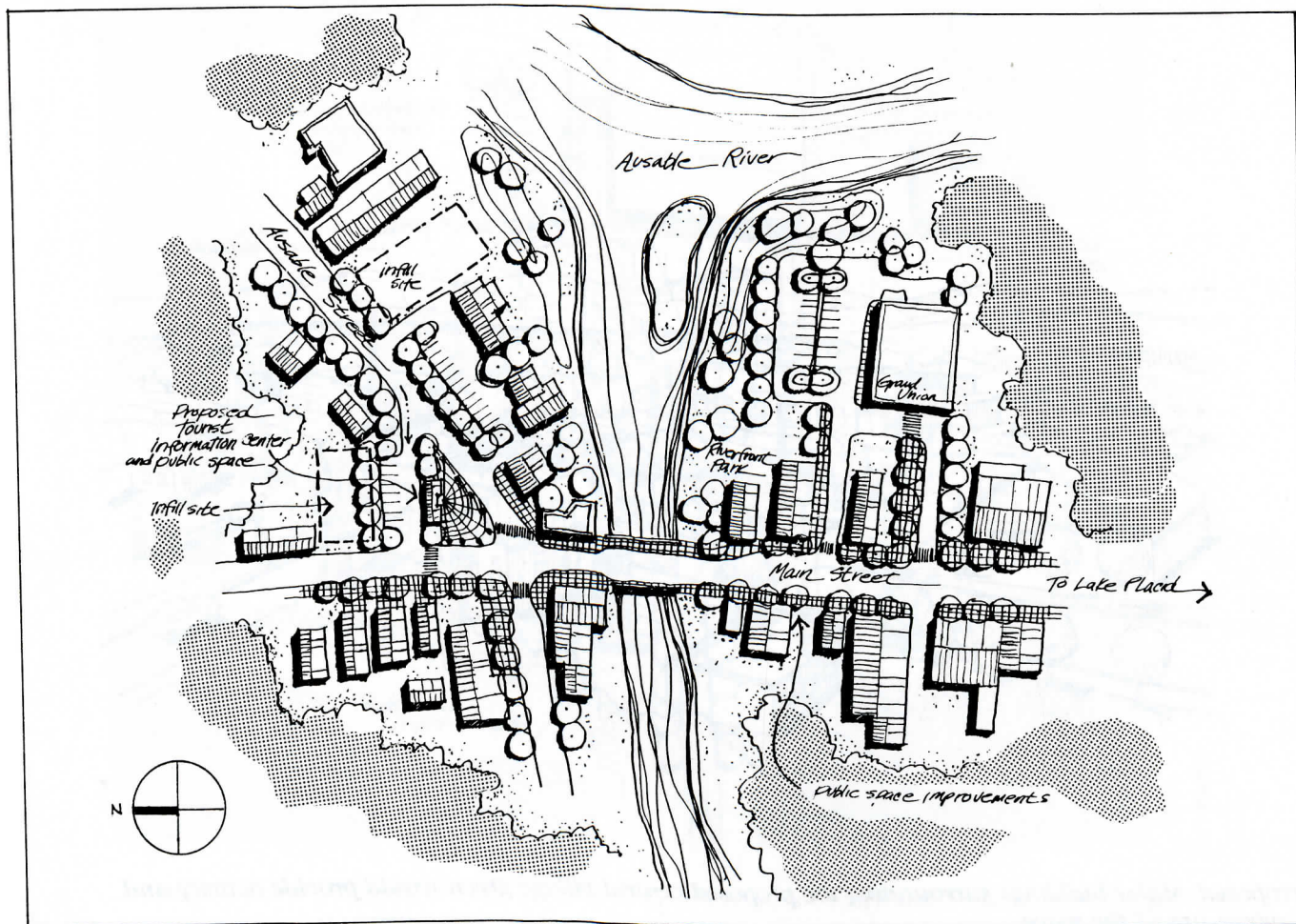


Public Spaces

Ausable Forks Gateway

The proposed design for Ausable Forks strengthens its function as a gateway community into the Adirondack Park. A major entry point from the north just before the bridge is restructured with a public landscaped traffic island. A tourist information building is located there with parking across the street. Traffic is forked around the island for ease of circulation. Tree planting, decorative paving and narrowed curb cuts into the roadway from surrounding buildings reinforce the landscaped character and enclosure at this major gateway intersection. Decorative paving is carried into the street with crosswalks and sidewalk improvements which channel pedestrian flow over the bridge and into

the hamlet's central shopping area. This type of landscape improvement provides the incentive for renovation and reuse of the buildings which surround it. In the design, a riverfront park to the east of the bridge and accessible via Main Street is developed in order to generate activity at the hamlet's major natural amenity area. The parking lot and commercial buildings which currently exist would be redeveloped to make the riverfront more accessible and visually pleasing. Vacant buildings could be renovated for uses that would capitalize on their new relationship to the riverfront park.



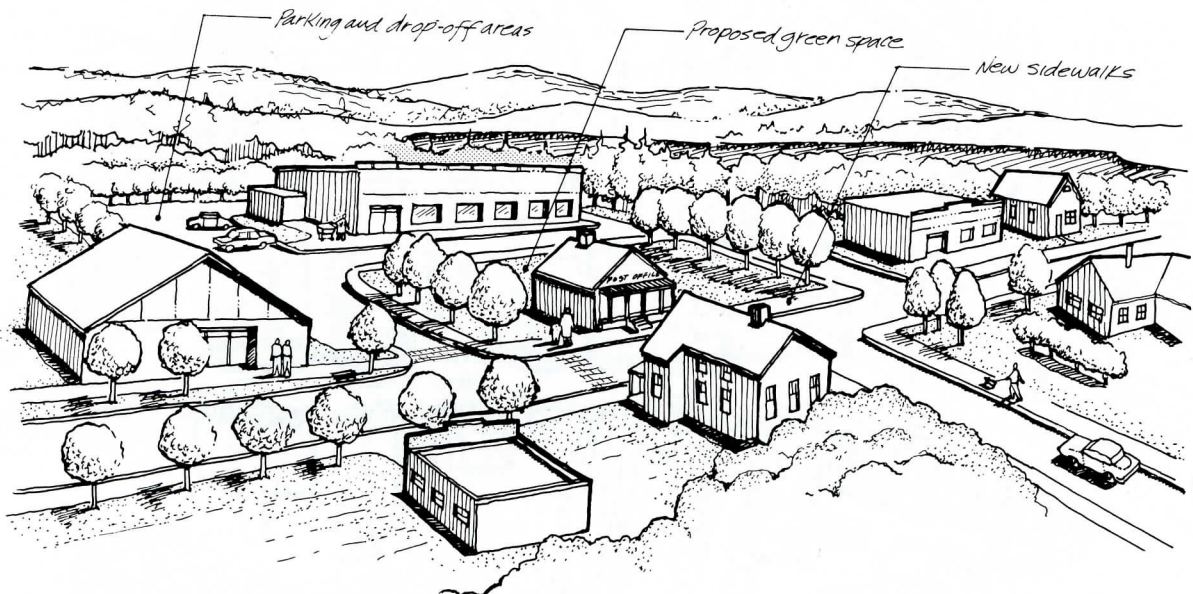


Public Spaces

Design Illustrations



Existing Conditions: The site for the proposed green space is highly visible to residents and visitors of Indian Lake.



Proposed: Major buildings surrounding the proposed central village green would provide activity and support use of the space.

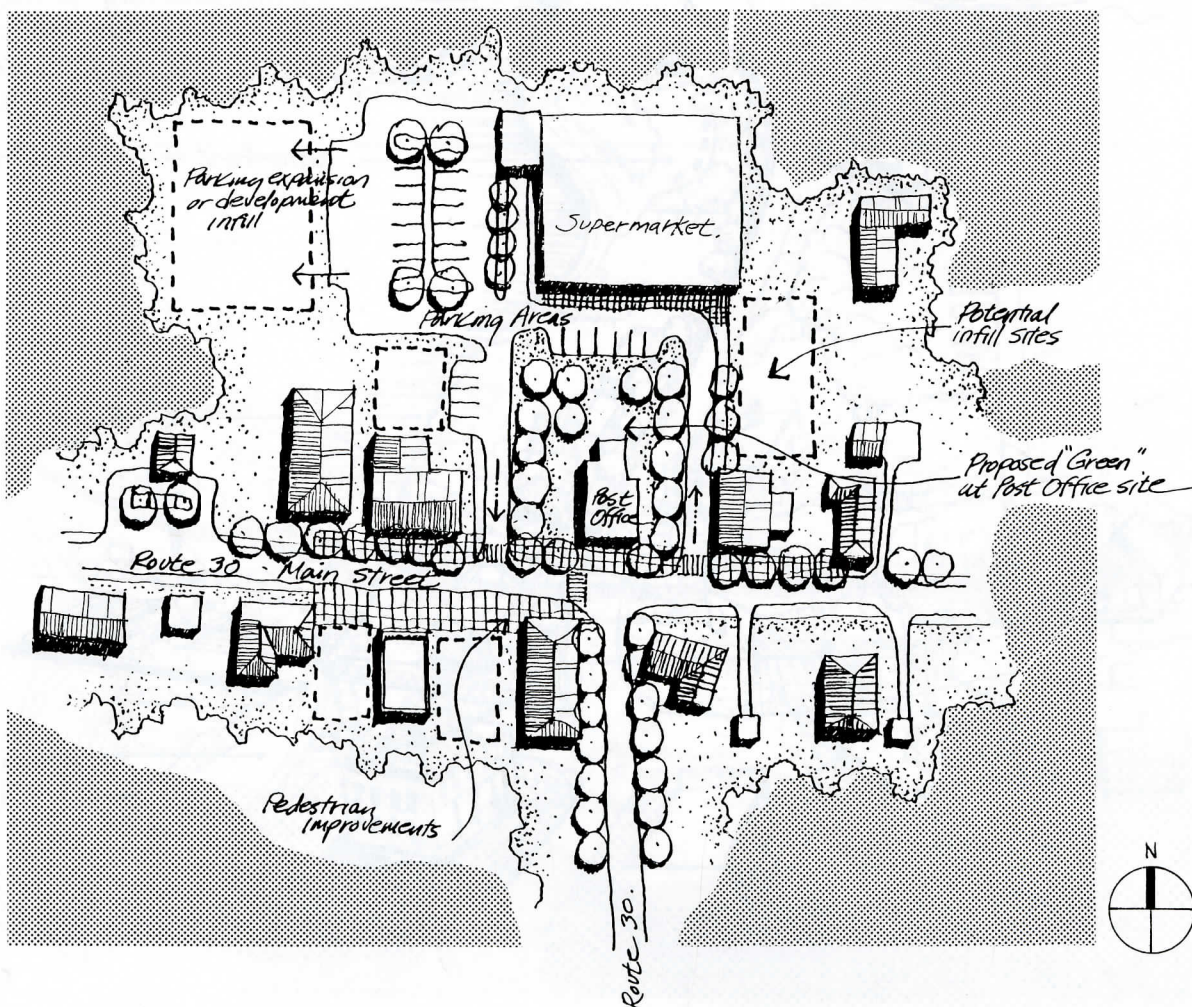


Public Spaces

Indian Lake "T"

Indian Lake has the capacity to develop a village green in the center of the hamlet at the main "T" intersection. Both existing and developable commercial sites and public buildings surrounding the "T" would provide activity and support for the public space improvement. The post office, which currently functions as the focal point upon entering the hamlet from the south, would become the *building on the village green*. Asphalt and parking, which today surround the building, are removed and tucked behind the main street area and to the side of the Grand

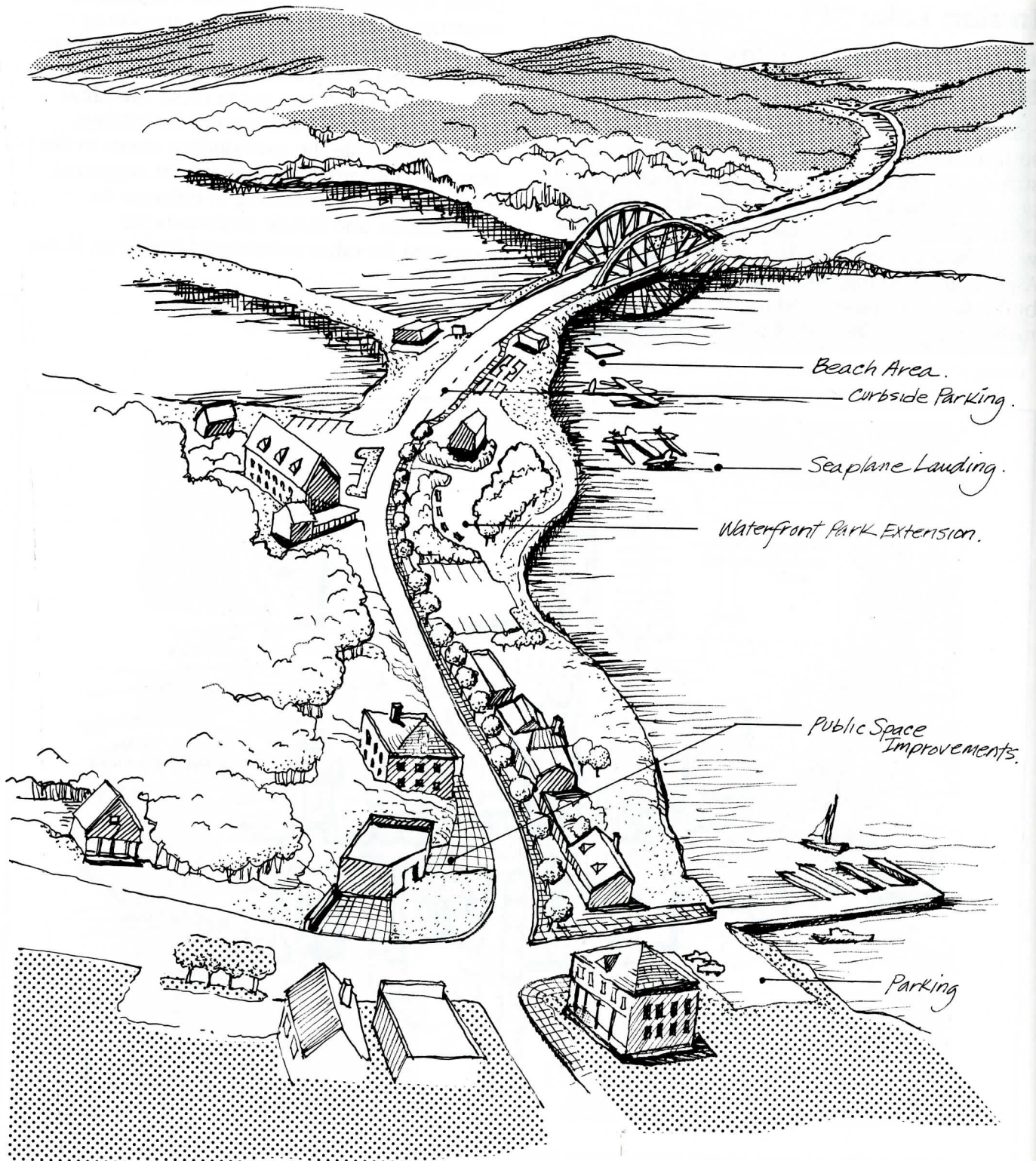
Union Supermarket. This creates a structured sequence of entry and exit ways circulating around the green and provides needed parking spaces. Major tree planting is carried from the green onto Main Street tying these two areas together. Decorative paving and furnishings would also relate the surrounding stores to the green. Architectural renovations are suggested for the post office building to enhance its prominence, and facade treatments are suggested for other commercial buildings in the hamlet.



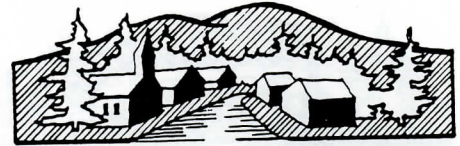


Public Spaces

Design Illustrations



Long Lake's beachfront offers many fine recreational opportunities.

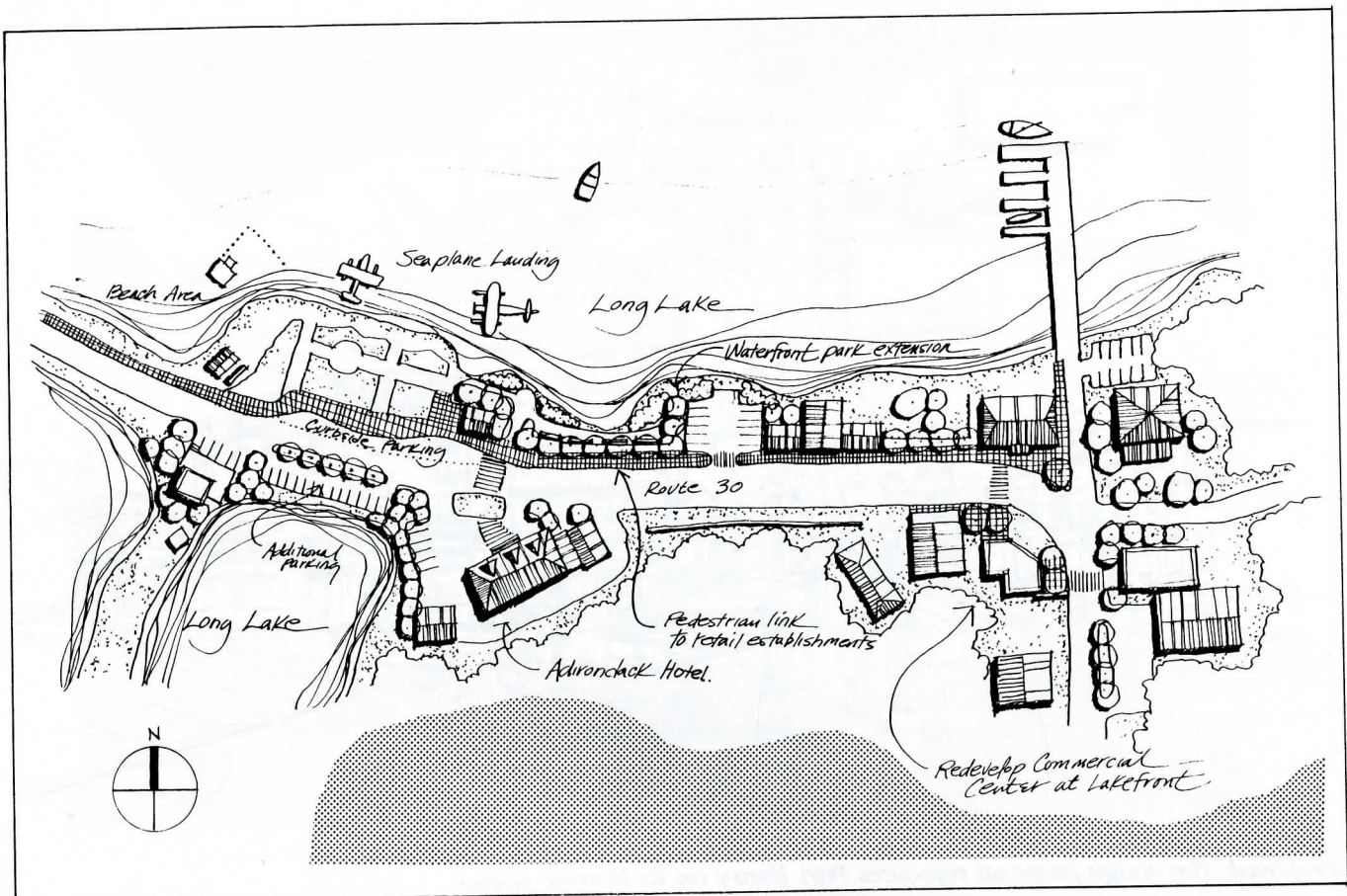


Public Spaces

Long Lake Beach Area

Long Lake's beachfront and adjacent main street area are directly related to the lake shore. The area is defined by the steel trestle bridge to the north and the 90° intersection to the south. These fortuitous edge conditions automatically force visitors by car to slow down at this important center in Long Lake. Design suggestions enhance this relationship by attempting to minimize the conflict between functional parking and circulation requirements and magnificent lake views and locations. Parking in front of the beach is removed and pocketed in areas along the main street closer to the commercial district. Parking spaces are broken up with landscaped areas and an overall street tree enhancement program unifies, shades and softens the linear progression through the hamlet. Suggestions are made for developing and

strengthening the number and mix of facilities in the commercial district. A vest pocket park with views to the lake is located along the line of stores and could be programmed for outdoor cafe activities. The hamlet's major intersection from the south acts as a gateway and offers prime commercial development potential at the sites of the gas station and old theater.



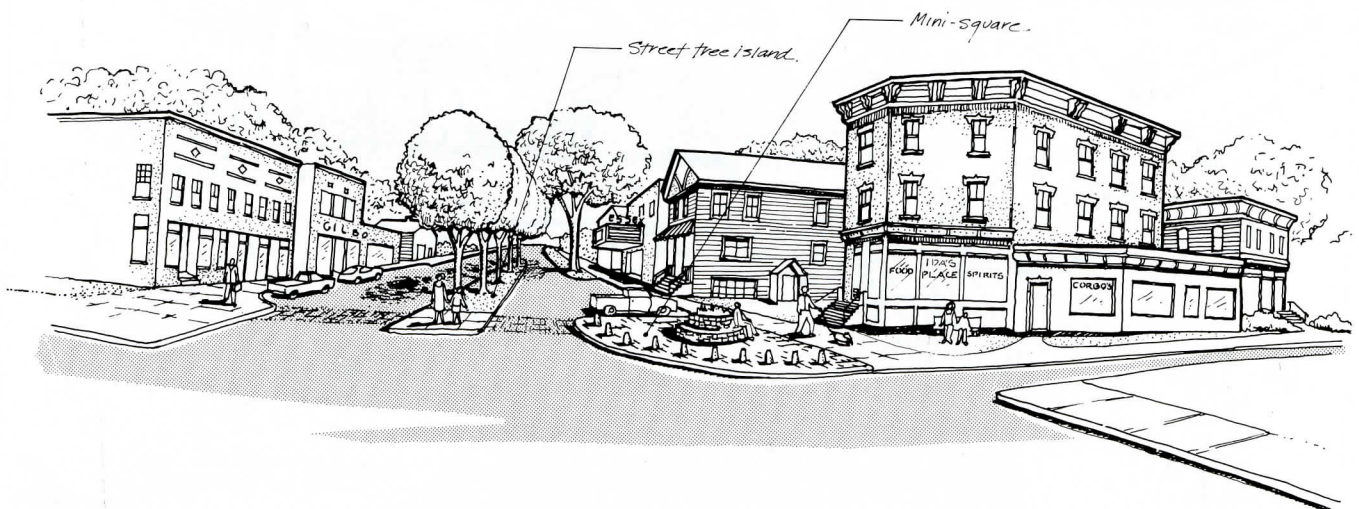


Public Spaces

Design Illustrations



Existing Conditions: View toward the antique shop at the corner of Broad Street and Main in Port Henry.



Proposed: The design proposal refocuses Port Henry on its historic center.

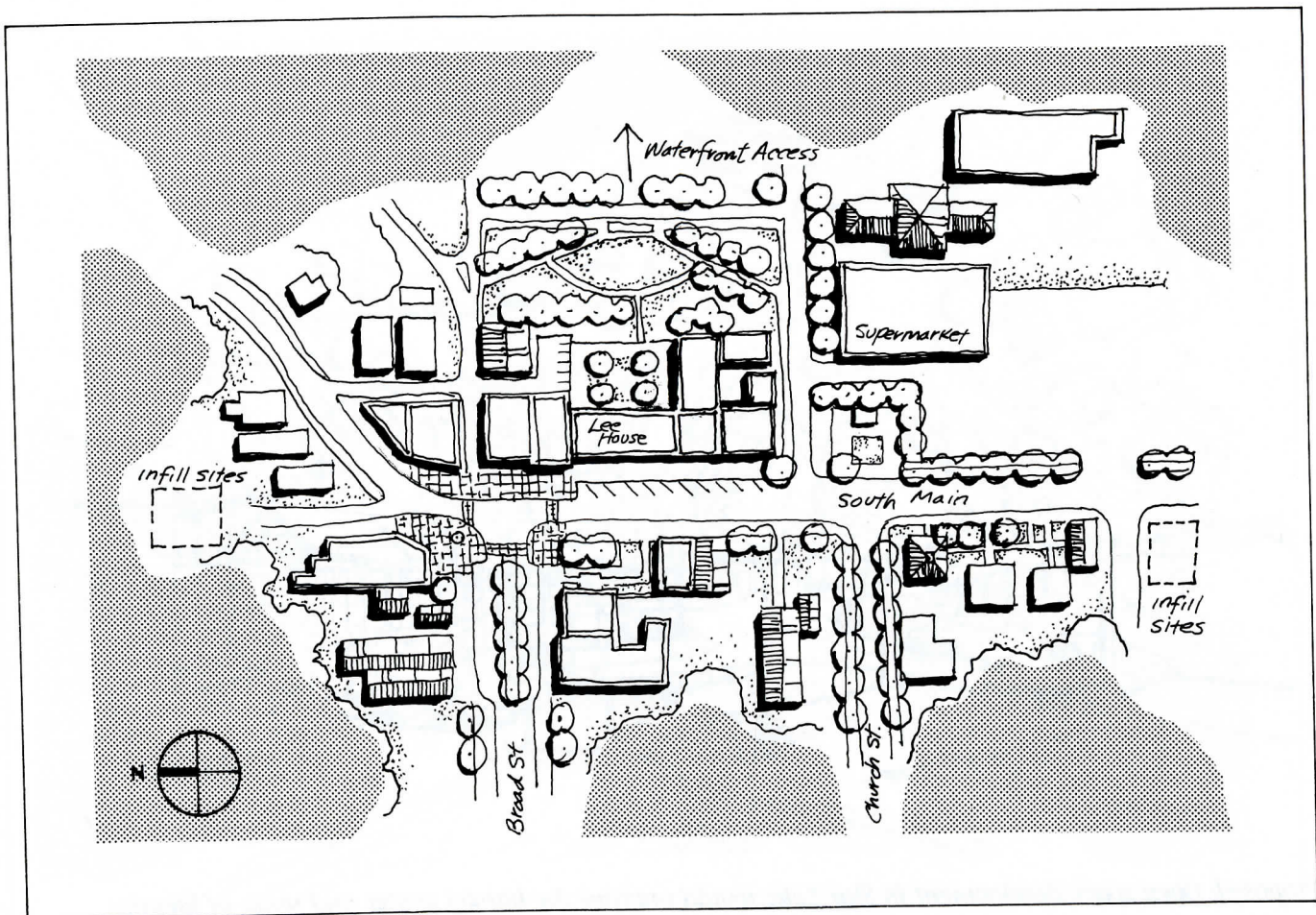


Public Spaces

Port Henry Historic Center

Port Henry's intersection has some of the characteristics of a small urban center complete with interesting multi-story architecture, mixed-use commercial and residential buildings and roadways devoted to parking and automobile traffic. However, it lacks the pedestrian features which successful urban centers usually have—decorative paving, generous sidewalks, obvious linkages to districts and important areas. Therefore, the design illustration suggests a strengthening of the core's identity with *urban* landscape improvements—widening sidewalks into “mini-squares” of decorative paving, providing benches, lights, trash receptacles, cohesive signage, bollards at the corners of the intersection, the location of monuments,

fountains or important historic markers. Clustered parking areas and street trees are recommended in certain areas where they can be incorporated into the paved streetscape. A major link to the waterfront is encouraged in order to promote the use and revitalization of Port Henry's unique site on Lake Champlain.



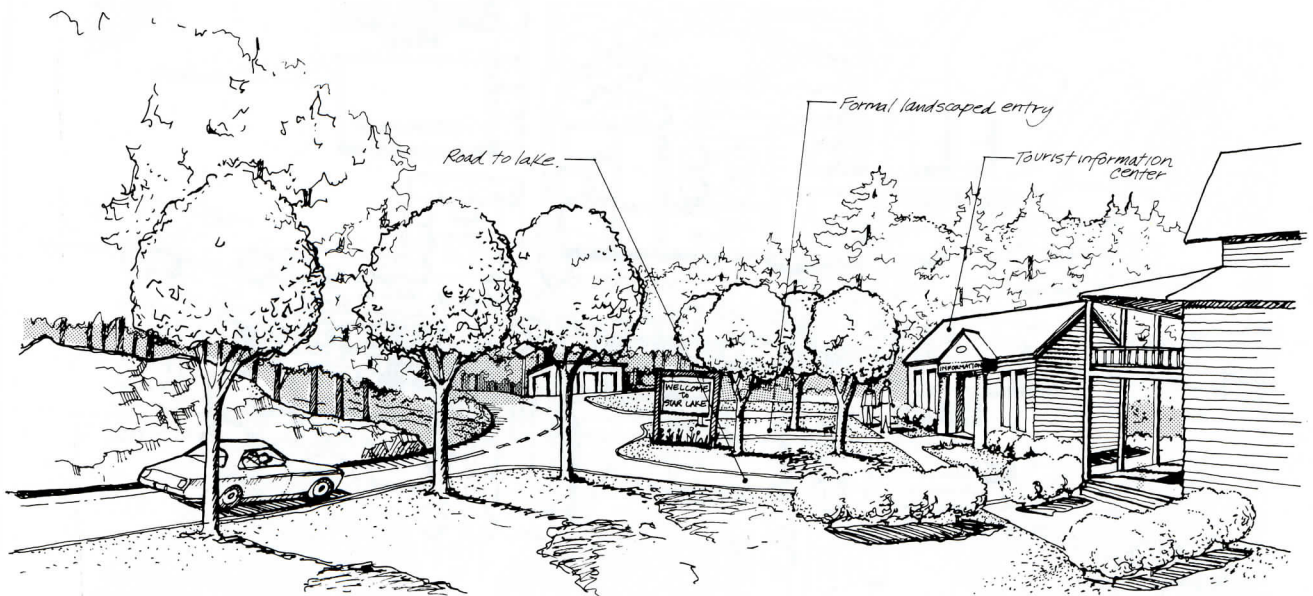


Public Spaces

Design Illustrations



Existing Conditions: Star Lake's bend-in-the-road would make an ideal spot for a public information facility.



Proposed: Open space development in Star Lake would improve the hamlet center and sense of identity.

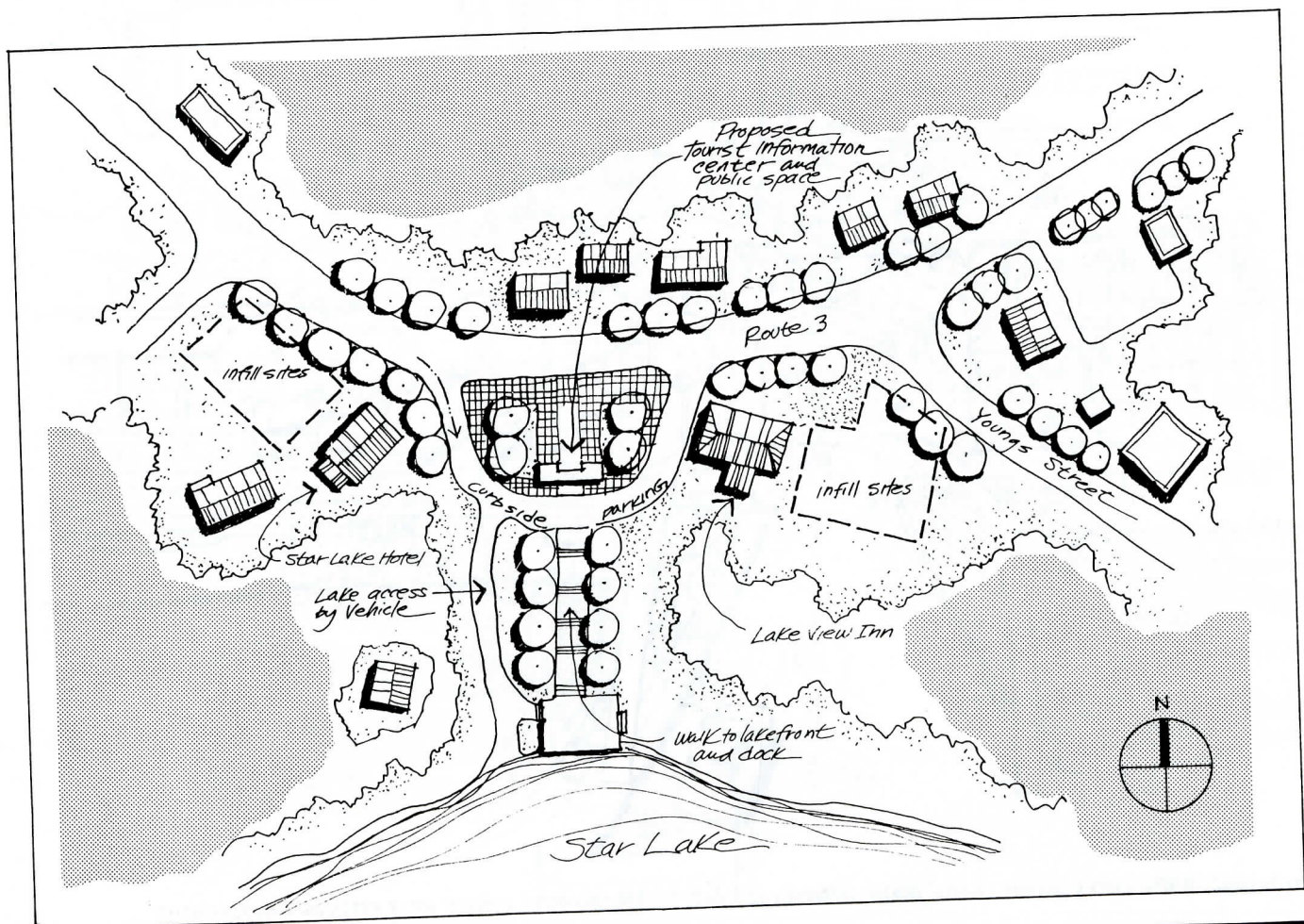


Public Spaces

Star Lake Information Center

Star Lake's lack of recognizable hamlet identity is the result of two factors—first, the sparse scattering of buildings along Route 3, and second, the lack of visual connection to the lake, its major natural feature. The design proposal for the hamlet of Star Lake involves the creation of an information center in the bend of the highway where, at the present, an empty lot intervenes between the Star Lake Hotel and Lake View Inn. This property is a focal point on the approach to the hamlet from either direction, a location which reinforces its attractiveness for redevelopment. This center is also a primary access point to the lakeshore for both pedestrians and vehicles. As proposed, the center would be encircled by a loop road

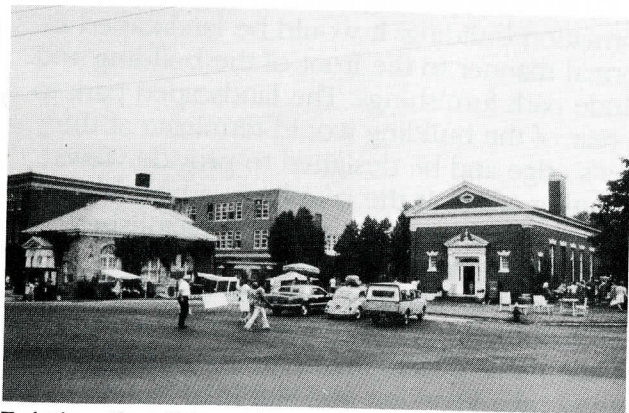
accommodating parking and a small tourist information building. It would be landscaped in a formal manner to the front of the building and include park furnishings. The landscaped park to the rear of the building would terminate at the water's edge and be designed to provide views and sitting areas. At the lakeshore, a boat launch, beach or rental business could be established. The proposed center and connection to the water would strengthen the core of the hamlet while helping to promote commercial activity and economic development around it. The existing Lake View Inn and Star Lake Hotel would be the first benefactors of this open space improvement.





Public Spaces

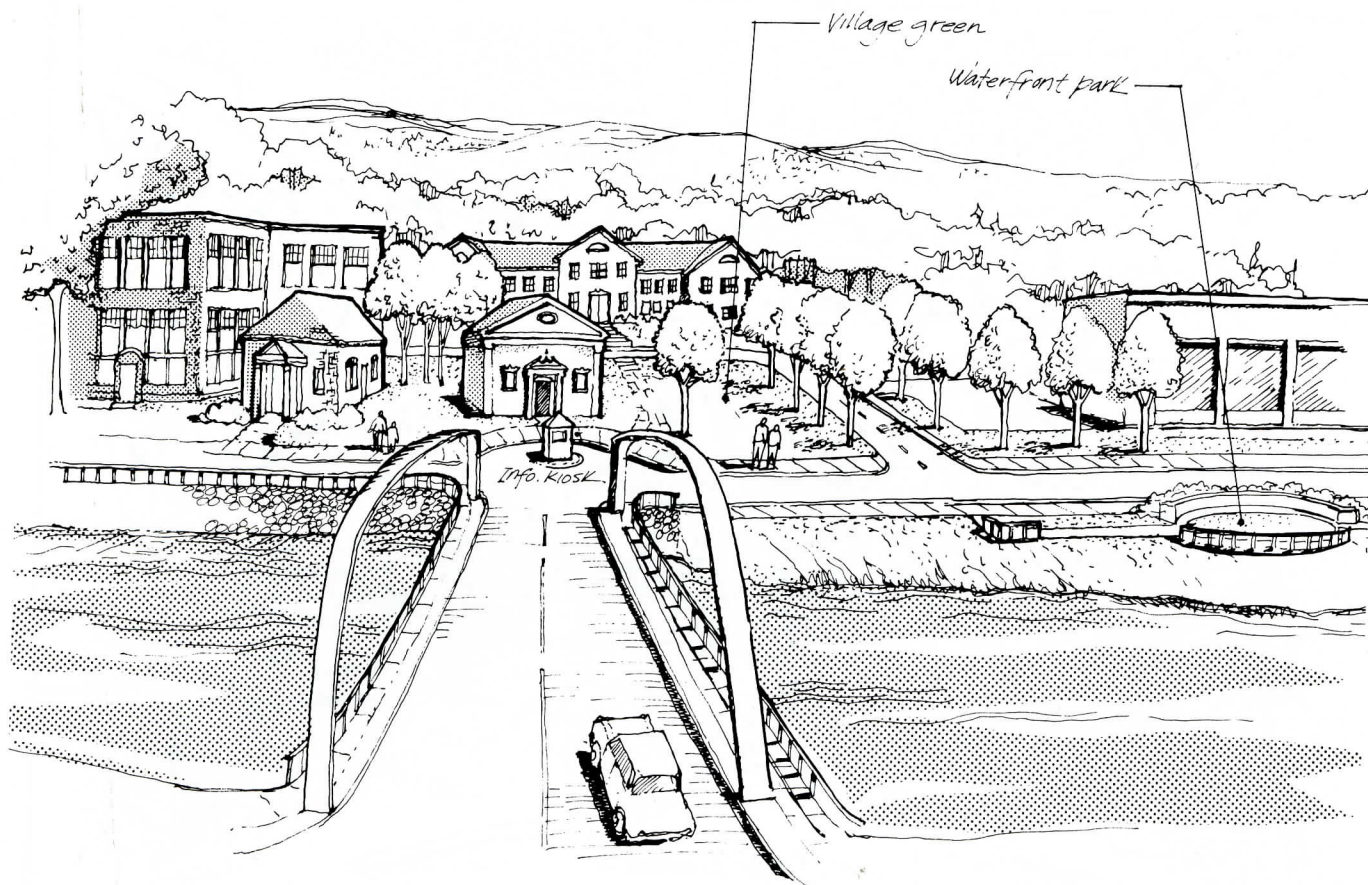
Design Illustrations



Existing Conditions: These two historic buildings in Willsboro would benefit from more of a park-like setting.

Willsboro "Green"

In the hamlet of Willsboro, sprawl and strip development have occurred at great cost to the historic hamlet core. Design recommendations, therefore, involve a consolidation of existing public, commercial, and residential buildings, as well as natural and historic features (river, hydro, fish ladder). A proposed *village green* recalls attention to the hamlet center at a critical intersection where public historic buildings, the water's edge, beautiful views and commercial activity meet. Library Street is realigned to widen the greenspace on which the library and historic



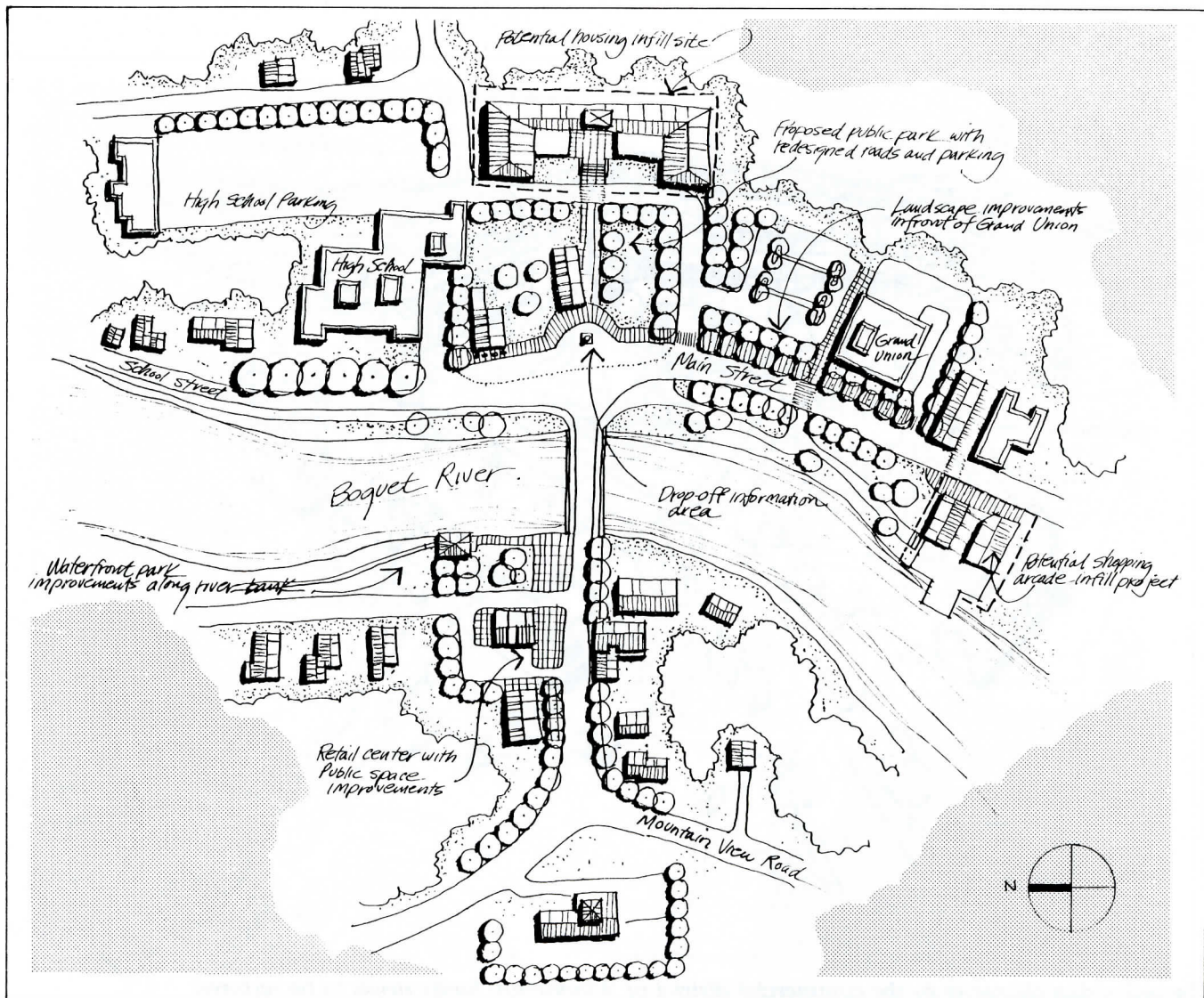
Proposed: Willsboro's green could draw attention back to the hamlet center at a critical intersection.



Public Spaces

school annex building sit. An arrival information kiosk could be placed in front of the village green. The formation of the green opens up land for development to the east. The Grand Union Supermarket parking lot is restructured for access from the realigned Library Street, but at the same time is expanded to the north to accommodate increased usage. Concurrently, the Main Street frontage becomes a landscaped park which includes a war memorial and reconnects pedestrian circulation to the rest of the core. The

commercial area on the west bank of the bridge is redesigned as a unified space by the installation of decorative paving and furnishings. River edge landscape improvements are suggested in order to create easier access and to enhance the overall character of the water's edge. Walkways to the historic mill, fish ladder and fishing sites downstream is also suggested.

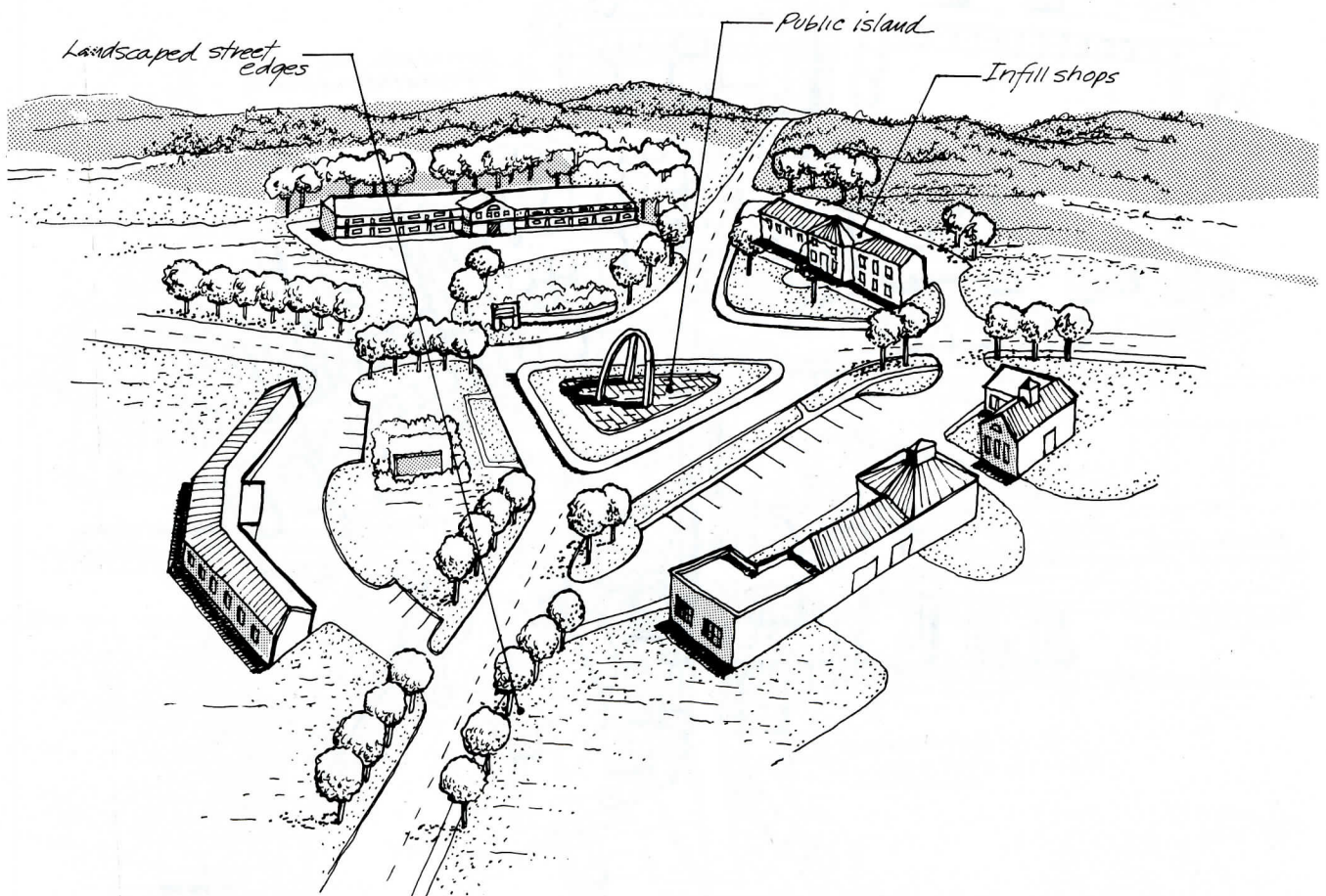




Design Illustrations

Wilmington Island

The hamlet of Wilmington has two distinct districts—a commercial district and a residential/mixed use district. These have both the requirements of independent development and definition as well as connection to one another. Design features are proposed for each district. In the commercial district at the



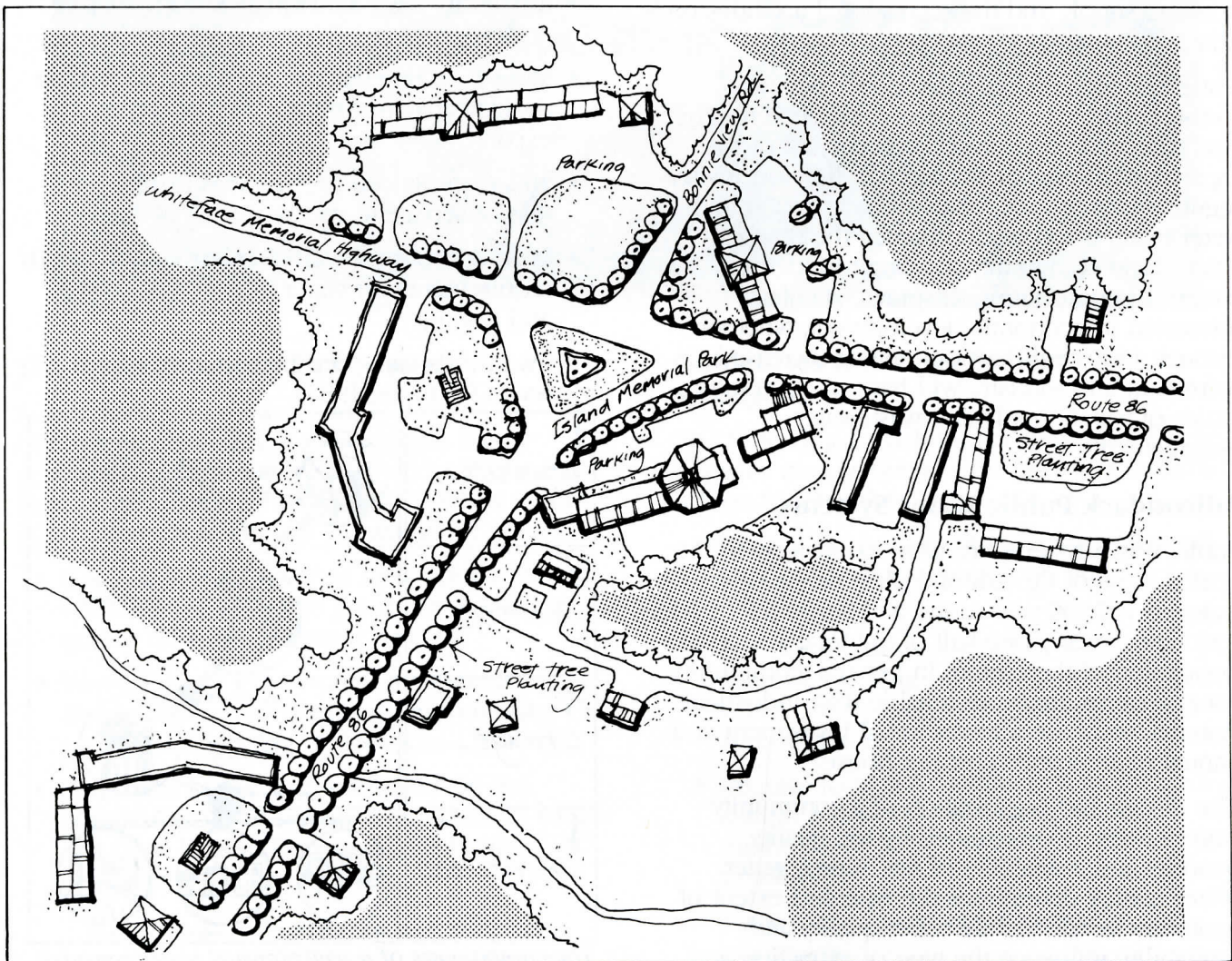
The pedestrian character in the commercial district of Wilmington badly needs to be restored.



Public Spaces

intersection of Route 86 and The Veterans Memorial Highway (illustrated below) a public island is created to accommodate a monument open grass panel and a "Welcome to Wilmington" sign. Street tree planting is encouraged along the highway to soften the commercial "strip" character of the current road. Sidewalk improvements and consolidated curb cuts are suggested to restore a more pedestrian character to the area, especially on the stretch between the commercial and residential/mixed use district. In this district dense tree planting is suggested along the street. It is also recommended that a major community building

on the site of a vacant gas station be considered and that the site be developed as a town green. The building on the site could serve as a tourist information facility and might feature a clock tower to articulate its central and focal position at this major community intersection. Waterfront park improvements are suggested along the Ausable River to encourage the historic interpretation and appreciation of this area as a formerly active hydro/mill site.



Redevelopment Strategy Seven:

Water and Sewer

Adirondack Water Systems

The Adirondack Park evokes images of an abundance of fresh, clean water. The Park's sparse settlement pattern and low-intensity land uses contribute to the perception of clean, pure and abundant water free from chemical and bacterial contamination. In fact, this image is far from reality.

Adirondack hamlets are quickly approaching a critical point in their management of water resources. Developing environmentally sound and affordable solutions to the dumping of raw sewage into the rivers is essential to abate the pollution which is threatening both the public drinking supply and the recreational activities on Adirondack waters.

Water resource planning has an impact on hamlet growth and economic development. The size and configuration of a water main, or the capacity of a sewage treatment facility can invite, regulate or discourage growth. Wastewater and water systems can also influence the physical form of the community, leading to a dense pattern or contributing to sprawl. Hamlets interested in economic development, whether through industrial development or increased recreation and tourism, will have to address the issues of water supply and wastewater management.

Adirondack Public Water Systems

Public water systems are used extensively in the settled areas of the Adirondack Park, supplying water to 102,000 year-round and seasonal residents—nearly one-half of the total population of the region. In general, community water systems are more reliable than individual systems, and have a lower initial investment and annual maintenance cost per house.

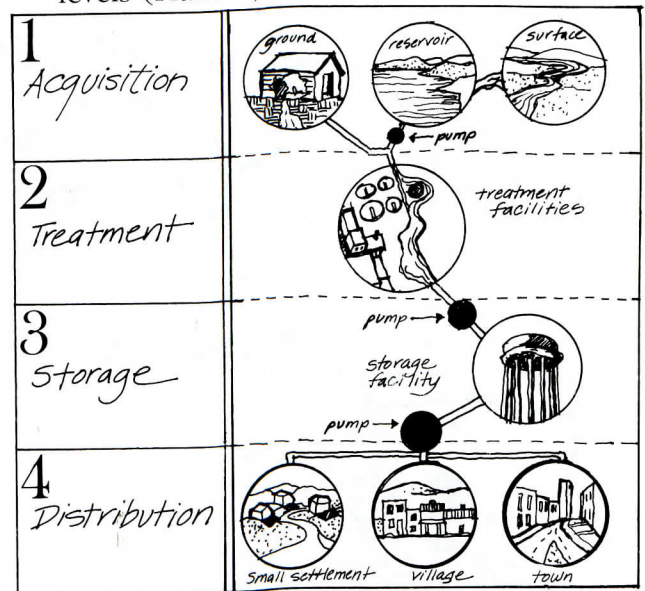
The design and organization of a community water system is determined by the quality, quantity and availability of raw source water. Water quality determines the type and extent of treatment needed while water quality and availability influence the type of extraction and

distribution system, the storage facilities and plant layout. Increasingly complex system operations and declining sources of capital investment funds for system renovation and construction compound the problem of providing an ample and clean water supply.

The Problems

The purpose of a public water system is to supply safe, clean water in sufficient quantity. Most Adirondack public water systems fall short of this mission:

- One-third of public systems cannot meet demand;
- A majority have inadequate storage for fire protection
- More than one-half are at 75%-100% of their design capacity, limiting their ability to expand;
- 40% experienced breakdowns resulting in loss of service to users;
- Most do not meet NYS Department of Health requirements for water quality monitoring and testing;
- Two-thirds exceeded maximum coliform levels (Frances, 1983).



The components of a well-planned water resource system.

any Adirondack hamlets *are* directly discharging
y and partially treated wastewater into rivers
d lakes."



The Typical Adirondack System

Adirondack public water supply systems are very old by engineering design standards. Eighty percent were built before 1940 and not one has been constructed within the last 20 years! Some other interesting statistics are worthy of note:

- 80% use surface water as their primary raw water source, which is generally of a lower quality than ground water sources;
- Two-fifths use gravity pressure systems for distribution which results in uneven water pressure depending on location;
- Four-fifths of the staff who maintain the community water systems are part-time, with one-third lacking Department of Health certification (Frances, 1983).

Guidelines for Water System Management

The following guidelines are important for the effective management of public water systems in Adirondack hamlets:

- Protect and preserve source water through local land-use planning tools and careful monitoring;
- Plan for the development of new water sources, focusing on ground water sources which are typically of higher quality than surface waters;
- Require local staff members responsible for system monitoring and equipment maintenance to be certified, full-time employees;
- Insist that equipment be routinely maintained;

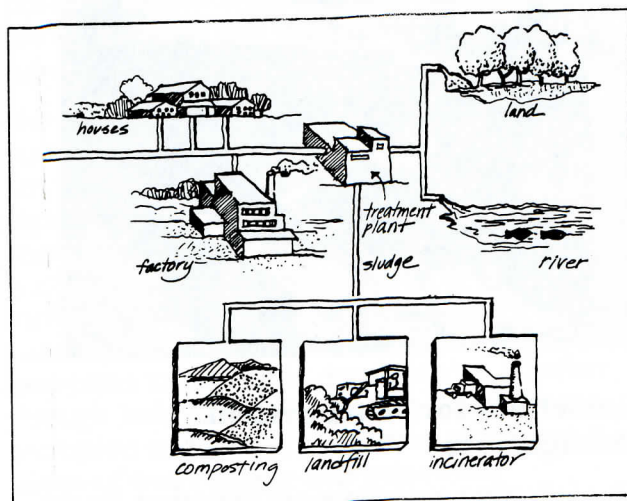


Water and Sewer

"The preservation of source waters is critical for Adirondack public water systems."

- Explore cooperative arrangements with neighboring towns and hamlets in developing and managing a public water system.

A hamlet's economic viability and growth capability is, in part, dependent on its ability to provide an adequate supply of high quality water. Studies suggest that within the next 10 years, three-fourths of the public water supply systems in the Adirondacks will have to undergo major renovation and construction (Frances, 1983). It is, therefore, important for the hamlets to be well-informed about water system installation and management.



Typical centralized sewage system.

Wastewater Management

Central or Decentralized Systems?

Many Adirondack hamlets directly discharge raw and partially treated wastewater into their rivers and lakes. This, in combination with malfunctioning septic systems and acid rain, threatens the water quality of the entire region, particularly in and around the hamlet areas. Selecting the appropriate wastewater management system of a community depends on the proposed system's compatibility with the proposed site and its affordability. Centralized

sewage treatment is a very complex technology which can cause problems in small communities with limited technical expertise. Some communities may need a centralized sewage system to solve their pollution problems. Most hamlets, however, have a viable and more affordable alternative to a centralized sewage treatment system—small-scale, decentralized systems.

Centralized Wastewater Treatment Systems

The traditional remedy to water pollution problems in towns and cities is a centralized wastewater collection and treatment system. In such systems, wastewater treatment usually occurs at two levels: primary treatment, which removes 50% of the solid matter through screening and settling; and secondary treatment, which further cleans wastewater through a complex bacterial process that removes 85% of the solid matter and over half of the toxic substances. Most communities are required to operate both primary and secondary treatment facilities, though in special cases only primary treatment will be required. Sludge, the solid waste removed during treatment, can be disposed of in three different ways as indicated in the accompanying diagram: landfill, incineration and land application after composting.

While centralized systems have been the traditional remedy for a community's pollution problem, they have also been a nightmare in some small towns which could not afford the expense and did not have the technical ability to properly maintain the equipment. The hamlet of Bloomingdale in Essex County is one such example. Decentralized, on-site wastewater treatment systems are being used successfully in rural areas and small towns throughout the country and offer a viable alternative to centralized systems.

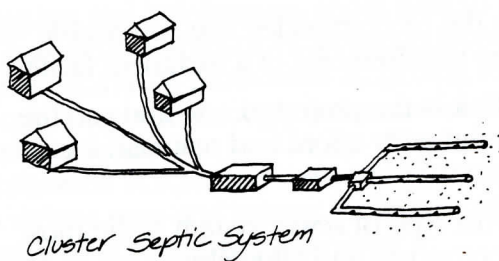
"Hamlets interested in attracting economic development must address the issues of water supply and wastewater management."



Water and Sewer

Small Decentralized Wastewater Systems

Small decentralized wastewater systems are now widely accepted and encouraged as an environmentally sound, cost-effective and permanent alternative to conventional and central treatment of sewage. In fact, federal legislation mandates that a community preparing wastewater facilities plans look at the use of innovative and alternative wastewater management processes along with conventional sewage disposal methods. Financial incentives also exist for a community to construct a small decentralized system. Decentralized wastewater systems operate the same as standard on-site treatment facilities with septic tanks and leaching fields. The only difference is that they are larger in capacity, serving clusters of buildings rather than individual units. There are several environmental and cost advantages in utilizing such systems in Adirondack hamlets. The case of Willsboro offers a good illustration of these advantages.



On-site sewer system alternatives.

Case Study: Willsboro Hamlet

An environmental engineering firm has recently completed an evaluation of wastewater management alternatives in the Town of Willsboro with a focus on the hamlet area. This study, published in 1983, acknowledges the Boquet River pollution problem created by direct discharge of raw wastewater into the river, and assesses the recommendations made in an

earlier report completed for the community in 1982. The 1982 report recommended the installation of a centralized treatment facility in the vicinity of an ash cinder pile to the north of the hamlet center. This scheme was rejected in the 1983 critique because of its incompatibility with the site chosen for the facility (the subsurface material is inadequate for proper drainage). The firm further determined that the facility proposed by the 1982 report was not the system of lowest cost to the users in Willsboro. The firm's alternative is a phased decentralized wastewater management approach that recommends multiple treatment facilities consisting of either individual on-site systems or small cluster communal systems.

The report cites three advantages to the decentralized small systems approach for Willsboro:

- It offers phased implementation;
- It provides a framework for an emphasis on existing problems;
- It allows for an initial focus on problems of greatest significance.

The study also recommends that the town begin identifying "target sites" for small wastewater disposal facilities in the hamlet. These target sites should be coordinated with the planning and development recommendations proposed in the report. The important connection between the firm's recommendations and those outlined in this study is the common emphasis on *clustering* and infill development strategies for the hamlet. The process offered by the report for developing a long-term wastewater management plan is as follows:

PROBLEM IDENTIFICATION: Gather full and complete documentation of all specific problems in the hamlet area. Compile, verify and record information on a lot-by-lot basis to produce a map of the present status of the hamlet's wastewater disposal system;

SETTING PRIORITIES: Select and act on major problems first;



Water and Sewer

"Adirondack hamlets are quickly approaching a critical point in their management of water resources."

DEVELOP AND IMPLEMENT A SPECIFIC SOLUTION: Select a feasible project (high priority) and do it—to cultivate citizen interest and enthusiasm for the overall program/plan;

DEVELOP A LONG RANGE PLAN: In conjunction with developing a feasible project, the hamlet should develop an overall wastewater management plan with an implementation strategy and schedule. The plan would consist of the following:

- An identification of specific solutions (location and system type) for the whole hamlet area;
- An identification of target sites for future development of small wastewater disposal facilities;
- The development of institutional structures to implement the plan;
- The review and revision of wastewater disposal regulations to lay the groundwork for plan implementation (look at town zoning regulations);
- The pursuit of outside financing sources (Farmer's Home Administration, CDBG) and the creation of funds through a long-term capital improvement program.



Hamlets should develop an understanding of funding possibilities for water and sewer improvements.

How to be a Good Client

Planning for Water Resource Development

The most difficult and important step in planning for a community's water and sewer system is to translate the general goals and objectives for a community's viability and future growth into specific physical improvements in a town's water and sewer system. Water and wastewater system configuration and capacity can be used to limit, regulate, or invite growth by determining where growth and development will occur.

When considering a centralized sewer system, a community should get answers to the following questions:

- What level of treatment is best?
- Should the plant discharge into the river or onto land?
- What will be done with sludge left over from the treatment process?
- Is the recommended site compatible with the requirements of a treatment facility?
- What is the projected cost and can the community afford and maintain a centralized system?
- What type of sewer system is the most appropriate and affordable?
- What are the effects on future physical settlement patterns? Or will a decentralized system encourage decentralized growth in the form of urban sprawl?

After answering these questions, it is likely that the typical Adirondack hamlet will choose a consolidated decentralized sewer system since this allows for a phased implementation plan, emphasizes existing problems, and allows for an initial focus on the problems of greater significance.

Redevelopment Strategy Eight: Human Resources

Information and Education Programs

During one of the Sample Communities Workshops, an Adirondack citizen stated that there are two kinds of problems, "money solveable problems and incentive solveable problems." These problems are interconnected. When it comes to money, Adirondack communities often lack the experience or know-how to compete effectively for Federal and State dollars. Another problem is that many of these government programs are not appropriate for Adirondack hamlets. When it comes to incentives, many Adirondack residents are not enthusiastic about any changes that might occur within their hamlets, be they good or bad. Changes that do occur often take place without the input of residents, leaving local citizens feeling powerless about any government or other outside involvement in their hamlet. Many others, like the gentleman quoted above, admit that, "people who live in this town, including myself, aren't doing what they should to solve problems!"

It takes three things to reverse a pattern of frustration and helplessness about how to get things done—**MOTIVATION**, **MOBILIZATION** and **COMMUNICATION**. **Motivation** is...getting excited enough, frustrated enough or interested enough to take or follow the lead to get things done. **Mobilization** is...creating a structure into which you devote time and energy for laying out a strategy to accomplish goals—start a group, give it a name, define goals, designate leadership roles, start planning ahead—get moving! **Communication** and **Action** is...getting the message across, changing the way other people think, influencing decisions—using the press, the community meeting, the living room, the classroom as the arena.

Why is it worth getting organized? All too often *planning* and involvement, when they occur in the Adirondacks and small communities throughout the United States, takes place in reaction to a crisis. **Crisis planning** takes place with people unprepared and scrambling to get

themselves together, often after it's too late.

Long-term planning, on the other hand, gives people the opportunity to get together before the crisis occurs. It enables a community to take a leadership role, anticipate problems and develop solutions all at the same time. It allows the community to direct the course of events and to exercise control over the future of the hamlet.

The Village of Keeseville took such an approach three years ago when the community-based organization called the Friends of Keeseville was formed. Operating with increasing success, the



Parades, festivals and public events help to draw people together to work toward developing a positive community image.



Human Resources

"If you think you can't do anything about your hamlet's problems, you're giving up your power and responsibility to someone else."

mission of the Friends of Keeseville is to guide and implement the non-regulatory planning proposals made by the Planning and Village Boards and to develop a local capacity to deal with community problems. The Friends of Keeseville devote their energy to other aspects of community revitalization, including housing rehabilitation, infrastructure improvements and Main Street revitalization. Because the Friends of Keeseville know that it is increasingly difficult for small communities to secure outside financing, they have devoted much of their effort toward stimulating local funding through a proposed hydro project which would act as a revenue generating enterprise for the Village.

Rural Preservation Companies

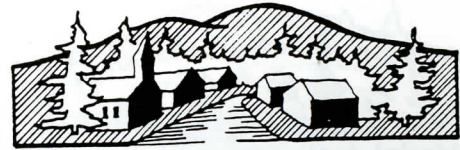
The Friends of Keeseville is a Rural Preservation Company (RPC) funded by the New York State Division of Housing and Community Renewal with supplemental local and state support. Other RPCs in the Adirondack Park Region include the Essex Community Heritage Organization (ECHO-Town of Essex), Historic Saranac Lake, the Housing Assistance Program of Essex County (HAPECO) and PRIDE in Ticonderoga.

Funding for an RPC is targeted for staff costs. The staff, in turn, can develop programs and projects. RPC funds can also be used for architectural analyses of buildings and feasibility studies for projects. These funds cannot be used for the actual work done on a project. This is where private, State and Federal monies must be secured.

Ticonderoga's new Rural Preservation Company was formed as a result of the efforts of the Chamber of Commerce with the assistance of the Essex County Planning Office. Ticonderoga's Chamber of Commerce became concerned about the economic deterioration of their village and impact of this deterioration on real estate values, the tax base, housing quality, appearance of the community and the economic vitality of the Main Street business area. Recognizing these conditions, Chamber members then tried to

determine why these problems were occurring. The lack of money for public and private investment and renewal was leading to the aging and decay of the business center and the relocation of the International Paper Company—a major taxpayer and activity generator in the Village.

The Chamber of Commerce at the same time recognized the community's substantial assets, which include historic resources, tourism, the LaChute River Corridor, attractive lands for recreational and commercial development, a potential for hydropower development and the possibility of combined public/private partnerships for community revitalization in cooperation with the International Paper Company, which is still located in the town. The allocated funds for the RPC Program have been used to hire a program director and staff to oversee development proposals and to help the town and village leaders find and apply for funds for housing rehabilitation, public works renovation and new developments.



Human Resources

Organizing Human Resources

There are many reasons why active community groups such as Friends of Keeseville are successful. The reasons outlined below may assist a community in determining a workable direction for organizing and accomplishing a local program.

- Aim to **SOLVE PROBLEMS** and create **POSITIVE ACCOMPLISHMENTS**—start with a small but highly visible project.
- **ESTABLISH LEADERSHIP ROLES**—Involve a variety of individuals from the community in the group and on the Board of Directors.
- Create a **CLEAR STRATEGY** to attain **GOALS**—be specific, realistic and action-oriented.
- **DELEGATE RESPONSIBILITY**—to individuals who are committed to following through.
- Create **INCENTIVES AND REWARDS**—appoint positions and establish funding for staff members.
- Create **SUPPORTING GROUPS**—use one project to generate other projects.
- **PERFORM CONSTANT OUTREACH and COMMUNICATION**—make full use of papers, television and radio.
- **SPONSOR PROGRAMS** which **BUILD COMMUNITY IMAGE**—through adult, youth and other community-based organizations.
- Don't be afraid to **ASK QUESTIONS**—seek technical assistance from a broad range of resources.
- Select **BOARD MEMBERS** involved in other community organizations—daily communication and information exchange are critical.
- **STRIVE** for **NON-PROFIT STATUS, INCORPORATION** and a **FORMAL DESIGNATION** as a group—establish a sense of security and longevity in the organization.



The Willsboro Fair—displaying local talents and human resources from the hamlet.

An example of such a group is the recently organized Boquet River Association formed by community leaders with support from the Essex County Planning Office. The purpose of the group is to promote tourism through hiking and canoe trips along the Boquet River. The group's organization follows a recent study on the river corridor undertaken by the National Park Service.

Another good example of organizing human resources to achieve physical results is the Saranac Lake Village Improvement Society which is actively engaged in the revitalization of their open space system originally designed by Frederick Law Olmsted in 1909.

No organization is without its problems. The Friends of Keeseville stated in their 1982-1983 Annual Report that "the Friends of Keeseville have a big job ahead of them to reach all of their goals. Historically the community at large has not participated fully...It is imperative that the general public do more than make comments and criticisms. It is their right, privilege and responsibility to become involved with their community" (p. 3 *Friends of Keeseville Annual Report*). Community support and involvement remain the key. Without them the future of Adirondack hamlets will remain uncertain.



Model Action Programs

"All too often 'planning' in the Adirondacks takes place in reaction to a crisis."

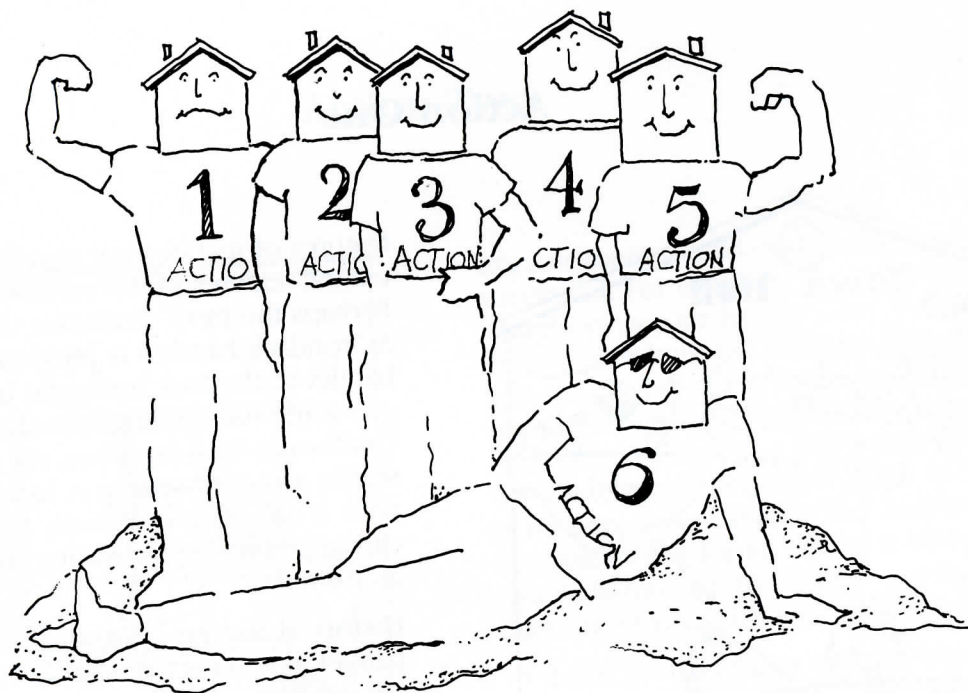
Model Action Programs

More often than not planning begins in response to a crisis. People simply make decisions when they are forced to. Ultimately every place is shaped by the decisions of individuals or groups. However, some decisions leave satisfying results, while others leave the majority sorry that they were made. The worst decisions are those that are not only inherently bad but spread the bad news around. They are like a dangerous illness—the worse things become the harder it is to reverse the situation.

Planning and design may help to structure decisions so that the hamlet is carefully shaped and enhanced over time. This process never works as smoothly as textbooks might suggest because each hamlet is so uniquely different. What might work for one would not necessarily work for all. In a small community or hamlet the "problem-based approach" rather than the "general plan" is the best place to start. This is called TROUBLESHOOTING—zeroing in on the most pressing problem of your hamlet and your hamlet alone. Troubleshoot first and plan for the long range later. Solving the first problem may open the floodgate for redevelopment opportunities and options. It may not be the ideal textbook approach to planning, but it gives a meaningful starting place which seems to work best in Adirondack hamlets.

Part Four

Model Action Programs



"Identify the problem; get it clear in your mind."

"Get others motivated and interested."

"Take concrete steps to solve the problem."

TROUBLESHOOT first... Identify the problem—get it clear in your mind, look at the real opportunities and constraints in the hamlet and establish achievable goals and directions. **Get help if you need it or even if you think you don't need it**—contact your county planner and professionals for technical assistance and help in grant writing. **Get others motivated and interested**—network, delegate, outreach. **Take concrete steps to solve the problem**—link solutions to one problem and to many problems—analyze, develop, implement.

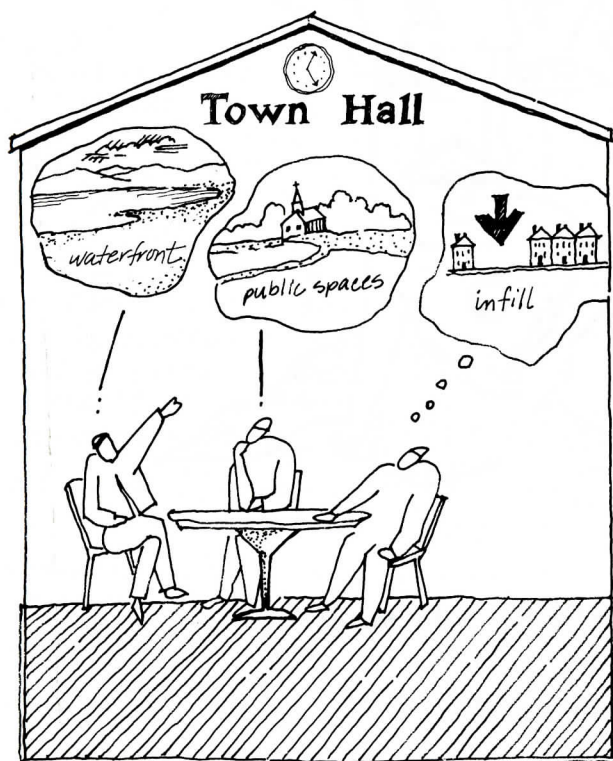
PLAN FOR THE LONG RANGE later... Establish in-place regulations and guidelines for implementation over time—zoning, laws, maps, districts.

On the following pages, six Action Programs for a problem-based approach are described. They intend to link local resources and assistance to specific hamlet redevelopment issues and problems, and can be used to stimulate improvements.



Model Action Programs

Action One



Action One: How to Determine Unique, Marketable Features in a Hamlet

Action ONE involves determining the unique characteristics or attributes in a hamlet that can be optimized for marketing purposes. The first, and sometimes most important, step in attracting development to a hamlet is to sell the positive

features of its historical significance or the natural features of the surrounding landscape. Perhaps the most distinctive characteristic of the Adirondack hamlets is proximity to nature. Every hamlet in the Park has some *amenity frontage* providing outstanding recreational opportunities (trailheads, boat launches, ski slopes, etc.) within a natural setting. A hamlet should define what it can offer as amenity frontage and capitalize on it by providing support facilities and services.

Historical Survey—Historical features are also hamlet amenities that should be comprehensively documented and made known to the public. An historical survey of buildings and sites conducted by an expert is a good place to begin.

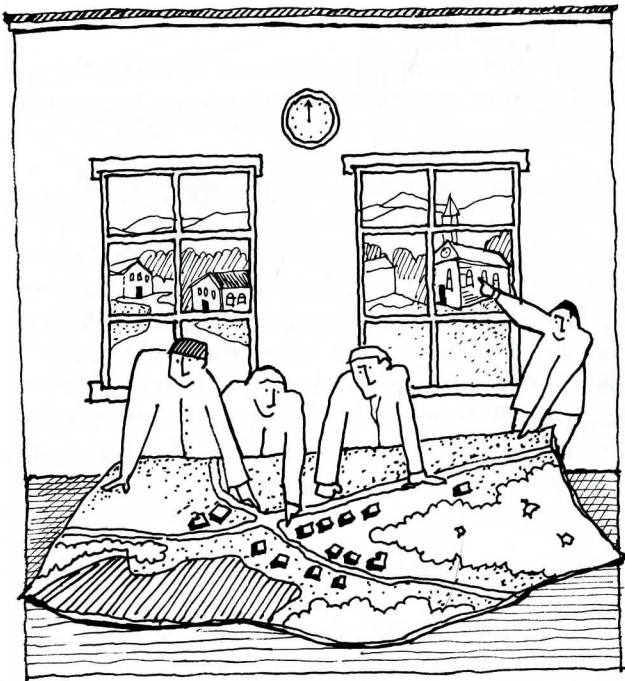
Identity Areas Analysis—Other positive features in a hamlet such as parks, an interesting main street, a waterfront or outstanding views, can also be documented and described through an analysis technique known as “identity area analysis.” A hamlet identity area is an area of distinct character with significant attributes—a commercial core, a town green, a civic center, an historic district. By combining the concepts of amenity frontage, historical surveys and identity area analysis, a hamlet can begin determining the unique and marketable attributes it can offer for redevelopment.

"Community support and involvement remain the key to a hamlet's planned development."



Model Action Programs

Action Two



Action Two: How to Locate a Hamlet's Most Central, Important Space For Public Improvements

Action TWO involves taking the ideas generated in Action ONE and attaching them to real, tangible places in the hamlet where public

improvements could conceivably occur and be successful. For example, if an exceptional waterfront is your hamlet's key feature—determine where the development should take place to ensure the greatest impact on the economic, aesthetic and social vitality of the community. Conduct a Site Survey of your hamlet using on-site observation as a tool. If you don't have a base map of the hamlet, rough one out. Ask others for input and assistance, and as you walk through the hamlet (probably more than once) you'll be looking for the following:

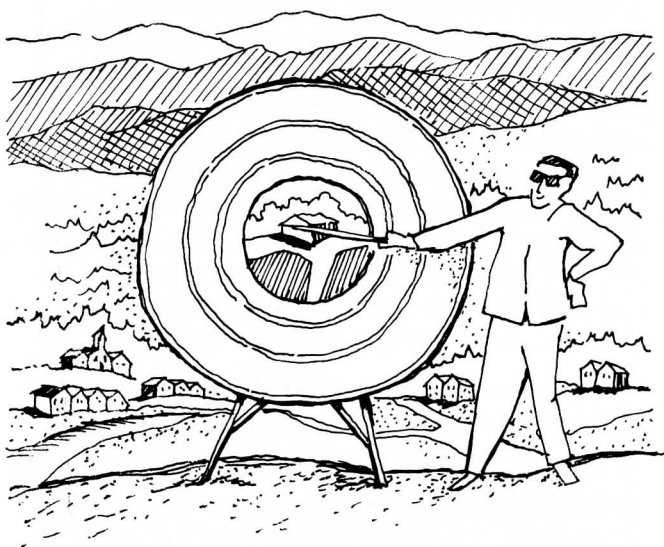
- Look for maximum visibility sites which will have a positive impact on hamlet image
- Consider where the most viable combination of public and private investments are apt to occur
- Look for the site which is apt to stop traffic, "trap" investments and encourage spending
- Look for the site and location where the multiplier effect may occur—where even a small investment will have a big impact
- Look for key physical characteristics and how they interrelate, such as land uses, significant buildings and landscapes



Model Action Programs

"Get help if you need it or even if you think you don't need it."

Action Three



Action Three: How to Target Specific Sites For Future Development Opportunities

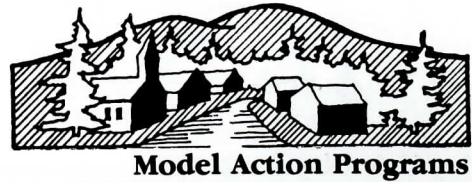
Cost/Benefit—The success of any development, large or small, is measured by a cost/benefit equation. The hamlet should be concerned from the outset with reaping the maximum gains or benefits from a development. This means that the right location for a specific use, improvement or development must be carefully

chosen. For example, misplaced buildings in a small hamlet can have an unforeseen long-term negative impact.

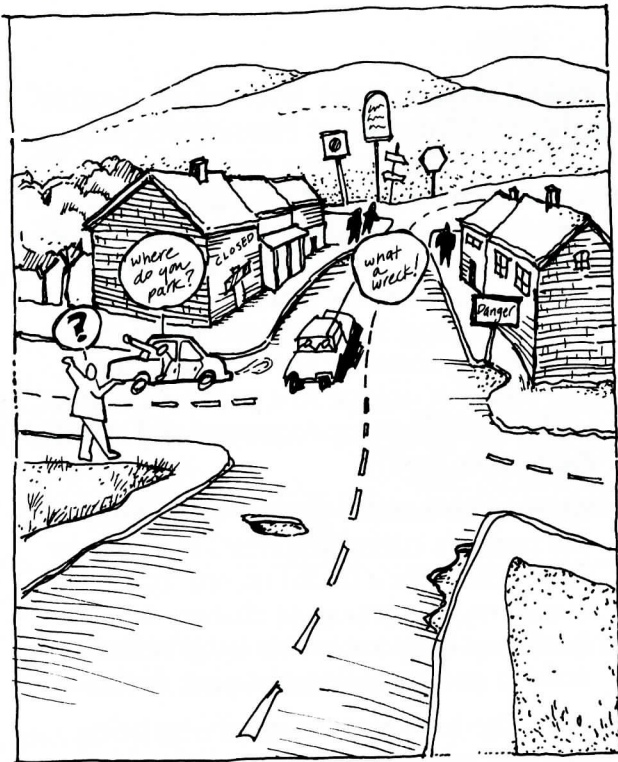
Goal Setting—Furthermore, the type of development which will occur must represent the interests and concerns of the community at large. Setting community goals and directives is the key to ensuring that input occurs. An Action Plan will logically result when the community has the opportunity to express approval or disapproval. Steering a project to success begins with initial public support and involvement; only *then* can an Action Plan become the tool for planning decisions.

Targeting Developable Sites—After a general direction for future development is set, the next step is to locate available sites and begin negotiating between property owners, the municipality, and state or federal funding sources. County planners, IDA agents and APA staff should be consulted for assistance in securing financing, regulatory approvals and development recommendations. This *targeting* approach may involve some of the economic development tools outlined on page 70 such as "fast-track sites" with pre-designed building shells and revolving loan funds.

"Pinpoint problem areas that detract from the quality of life and economic success in your community."



Action Four



Action Four: How to Pinpoint Problem Areas That Detract From Quality of Life and Economic Success

Identifying the typical problems that inhibit a hamlet's capacity to capitalize on its assets and opportunities results from an objective, self-critical analysis. We learn to live with our own peculiarities and handicaps until we forget they exist. A hamlet must look at itself in the mirror

and measure things honestly. Pinpoint the problems and the roots of the problems which detract from the quality of life and economic success of the hamlet. Rather than resigning itself to its problems, a hamlet must be ready to make changes. Issues should be specific—zoom in and identify real cause and effect relationships. Typical problems might include:

- The hamlet lacks parking facilities in the core commercial zone
- The hamlet is not consistently oriented to pedestrians—major gaps in sidewalks exist at specific locations
- Public buildings, including the town hall and library, located at the center of the hamlet, are in need of restoration, painting and signage
- Poor community services in the hamlet are discouraging development, e.g., sewer, water
- The town park has no public amenities—grass is not mowed, plantings are not maintained, benches are non-existent
- The overall hamlet has a worn-out, depressed appearance.

After problems have been identified, the obvious next step is to **DO SOMETHING ABOUT THEM!** Improving the quality of the hamlet is a necessary prerequisite for attracting economic development.



Model Action Programs

"Be sure that short term decisions are not causing long term negative impacts."

Action Five



Action Five: How to Assure That Short-Term Decisions Are Not Causing Long-Term Negative Effects

Making decisions in your hamlet demands a high degree of forward-thinking—that is, thinking about how decisions interrelate now and in the future. The most important consideration when making a decision to develop, enhance or change your hamlet is what long-term impact that decision will have on the community. Avoiding negative problems or solving problems in ways which do not create new problems is not always a simple process.

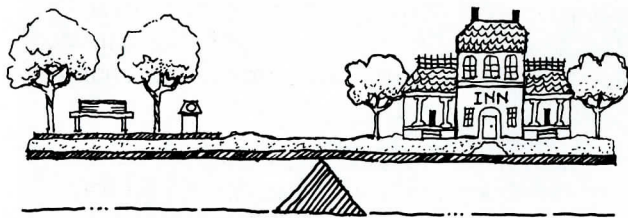
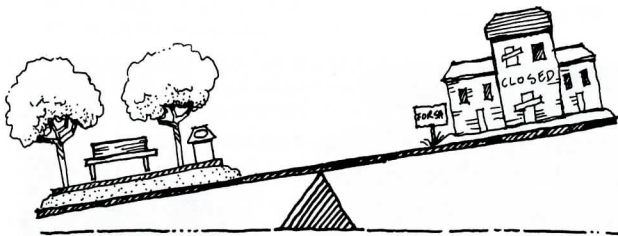
Successful projects result from knowledgeable and thoughtful decisions. Planning for your hamlet's future will involve many levels of understanding about how the physical, cultural and economic environment fits human needs, behavior and goals. **Structures** (buildings, stores, signage), **land activities** (walking, driving, parking, shopping, relaxing) and **living things** (trees, people, animals) are all related to a pattern which is unique to a particular hamlet and subject to future management and change by the hamlet itself.

- **Know your hamlet**—create a data base of the hamlet's critical information in a form which provides a useful record for measuring the impact of change. A hamlet base map is an invaluable tool for both making and recording planning decisions.
- **Keep the long term in mind**—by being cautious when decisions are being made. Remember that planning decisions are cyclical—they begin and end with the definition of goals and directions.
- **Maintain the upper hand**—by protecting your power and responsibility to make decisions concerning the future of your hamlet. A community does not have to sell itself short even to the most "well-intentioned" developer.



Model Action Programs

Action Six



Action Six: How to Leverage One Project Into Other Improvements

Interconnected Projects—All successful urban development processes involve not one, but a series of interconnected public and private projects. For example, a public park is very often developed to the benefit of successful private offices along its perimeter. The restoration of a waterfront often attracts seasonal condominium developers. An understanding of this interconnectedness can be a major advantage in hamlet redevelopment where wisely placed public investment has the power to ignite significant private development. This “joint development” concept is based on leveraging projects with well-designed open space and results in **investment continuity**. Privately

sponsored new resort communities are totally planned around the investment continuity approach which maximizes existing natural amenities and integrates them into a comprehensively designed environment. Adirondack hamlets can and should borrow from this development concept.

Clever Staging—Joint development approaches require well thought-out staging strategies that structure investments into predetermined sequences. Everything can't or shouldn't come at once, but should instead be phased over time. Knowing just when to make what investment is a science attempted by many but mastered only by a few. (James Rouse, the well-known developer of Columbia, Maryland and Quincy Markets, Boston, is one of the notable masters.) An investment staging plan is important to successful hamlet revitalization and local governments should seek help from private consultants and/or county planners and Industrial Development Agencies.

Strong Concept—A strong development concept for a hamlet is essential—in the end it is probably the most important hope for survival and revitalization. The development concept has to evolve from a synthesis of the ideas discussed in this manual overlaid with the unique aspects of a particular hamlet. The most critical factors are an understanding of the individual issues in a community and how these fit into the whole program for a hamlet. Developing a concept might also require outside help to provide assistance to local government in formulating a strong strategy for revitalization.

"A strong redevelopment concept is essential for the survival of Adirondack hamlets."



It's up to the hamlets themselves....

Glossary of Terms

- amenity** Any feature, natural or manmade, which improves or enhances the appearance and experience in or around a hamlet.
- base map** A measured plan of existing physical conditions.
- cluster development** The clustering of buildings and facilities on a site in a manner which preserves common open space for the benefit of the whole development.
- common ownership** Land or facilities owned by multiple parties usually under the legal arrangements of a condominium deed or similar ownership instrument.
- core** The central area of a hamlet, often identified by a cluster of buildings grouped in close proximity, containing activities such as retail shops and services.
- cost/benefit** The ratio of investment of time and money to the gains from said investment.
- fast-track sites** The pre-planning and preparation of development sites in order to rapidly secure approvals and permits for implementation.
- hamlet** A group of 40 or more structures with at least one commercial facility within a prescribed geographic area.
- identity area analysis** A method of determining unique physical/activity areas in a hamlet or village.
- infill** Refers to the "filling in" of major open or vacant spaces with either new structures—residential or commercial buildings—or open space uses such as parks.
- infrastructure** The utilities or public support systems in a community including water, sewage, gas, electric and telephone. In a larger sense the term can also identify roads and sidewalks, bus lines, schools, and other community services.
- investment continuity** Long-term investments which provide continuous economic return.
- kiosk** A freestanding structure 10–12 feet high usually placed in a public space, used for the display of tourist information, bulletins and public announcements.
- land banking** The purchase or control of land by a municipality or public organization for the purposes of reserving property for future development.
- mixed-uses** A planning term used when several different land uses and/or activities are combined within one building, project or site.
- multiplier effect** Benefits accrued by a hamlet beyond an initial improvement or investment.
- node** A location or point of major activity within a hamlet; a place where pedestrians and traffic converge.
- public space** An open area within a hamlet used by the residents and visitors and maintained as a public facility. Areas such as parks and pedestrian squares fronting on major buildings are public spaces.
- released waterfront sites** The change of uses on a waterfront from active industrial to vacant land posing significant opportunities for reuse and development.
- spatial definition** Defined boundaries or edges of a specific space—in this context an outdoor space formed by buildings or landscape features.
- sprawl** A term used for random, unplanned, low density development spread out around the fringes of an established settlement area.
- strip development** Refers to a linear pattern of highway commercial development generally characterized by an abundance of large signs and parking lots.
- subregional** An area of land smaller than the entire Adirondack Park but larger than the area around a specific hamlet or town. Refers to a group of hamlets in fairly close proximity.
- wilderness outpost area** The geographic area approximately in the center of the Adirondack Park containing hamlets, trailheads and boat launch sites which provide access to the vast wilderness region.
- zero-lot-line** A zoning or subdivision term referring to the absence of side-yard setbacks which results in the location of exterior walls of a building directly on a lot-line.

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