

# Saranac Lake's Destination Master Plan

***Designed by organizations and leaders  
from the destination of Saranac Lake, New York***

Facilitated by Egret Communications  
Through the Essex County Destination Master Planning Process

(The planning process was largely funded by a DEC Smart Growth Grant to the Lake Placid/Essex County Visitors Bureau and matched by some funds from the bureau. No county or residents' tax funds were used in the execution of this planning project.)

November 2009

*Saranac Lake will improve its economy and enhance local quality of life by offering new tourism experiences, targeting key visitors, upgrading public and private tourism infrastructure, becoming leaders in stewardship, and strengthening the partnership that enables tourism. Saranac Lake will focus strongly on outdoor experiences – sharing those with visitors who can learn from local guides how to “feel at home” in the outdoors and enjoy the many recreation opportunities Saranac Lake has to offer.*



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### *Vision: Guiding the future of Saranac Lake Tourism*

*Saranac Lake will grow its tourism economy, extend its visitor season, and strengthen its identity as an Adirondack destination by courting visitors seeking experiences in nature, wellness, history, and arts. Saranac Lake will work to improve both quality and quantity of lodging, expand dining, increase tour offerings, cluster retail in a more welcoming downtown, and make the approaches to Saranac Lake more attractive and inviting. These actions will enhance the quality of life of Saranac Lake and help Saranac Lake maintain its hometown character.*



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## Executive Summary

Saranac Lake will strengthen the local economy and improve quality of life by becoming a stronger, more defined, tourism destination.

Saranac Lake's push to become a more successful destination will center around outstanding natural resource experiences that can be delivered year-round to visitors, stewardship of those resources, a focus on pairing visitors with local guides, and both development and enhancement of public and private tourism infrastructure. Further, Saranac Lake will take steps to position itself out of the shadow of Lake Placid tourism, asserting its own identity in the marketplace, and building products and experiences that strengthen that image.

Core to the initiative, Saranac Lake will develop, market, and deliver "learning" vacation experiences designed to attract and serve travelers who wish to connect with nature and try some of the many outdoor recreation opportunities, but don't have the skills or confidence to try on their own. Those travelers will rely on a growing sector of guides and guided experiences to teach them outdoor skills, keep them safe, and help them appreciate the natural world. In the process, those travelers will funnel economic gain to guides, lodging, dining, and retail enterprises – and support Saranac Lake's growing art community.

Saranac Lake will grow its tourism infrastructure by expanding available current and competitive lodging opportunities, clustering dining and retail into the ever more visitor-friendly downtown district and along the river walk, encouraging more businesses to be open year-round, and expanding its network of trails. Visitor arrival corridors will become more inviting, parking will be more available, and public transportation between Saranac Lake and Lake Placid will be improved.

Saranac Lake intends to become a regional leader in stewardship of public resources, building a partnership among users and managers of public resources, and developing and standardizing a strong set of practices related to the stewardship of natural resources.

Saranac Lake will support the development of the above initiatives through strong and targeted marketing, a coordinated database of experiences and products, by erasing the county line in terms of promoting the tourism economy, and by engaging in hospitality training. New businesses will be supported and incubated.



## Saranac Lake Assessment

### Intro Statement

Saranac Lake sits in the ideal position to be a hub for those wanting to explore the rich paddling and power boating experiences of the Adirondacks. From a Saranac Lake base, one can explore hundreds of miles of paddling trails among some of the most gorgeous scenery in North America. The creation of Adirondack Park has preserved this opportunity in a way that spawns countless recreation opportunities for those seeking time on the water – and, in doing so, has set the stage for a sustainable tourism economy for Saranac Lake.

Saranac Lake is about more than water. It is the center of the Tri-Lakes where all the roads come together. It is also about hiking, arts, history and wellness. It can be symphony to blue grass. These, added to the draw the water presents, will enable Saranac Lake to build a rounded tourism experience.

Unfortunately, at least for now, nearby Lake Placid offers a broader selection of more up-to-date lodging opportunities along with a much more diverse selection of dining. Lake Placid also provides ample retail opportunities and has places one can rent canoe and kayak gear. Indeed, when driving through Lake Placid one is taken with the number of vehicles bearing canoes and kayaks parked along the shopping strip or in hotel parking lots.

Saranac Lake isn't as up-to-date as it might be in its selection of lodging with necessary amenities and dining, but there is a clear community initiative to "make over" Saranac Lake so that it is oriented to river and lake frontage. If this initiative results in opportunities to lodge and dine "on the water" and in other great settings, then Saranac Lake has huge potential to grow revenues from its existing base of recreational travel. If the area along Lake Flower and the Saranac River through downtown were to become pedestrian friendly, visually stimulating, and filled with great retail and dining opportunities, Saranac Lake will, potentially, see a huge economic return.

There are several tiers of canoe and kayak recreation and paddling events. In the first tier the visitor brings his/her own (or borrowed) craft to the region. Those paddlers leave behind economic impact from lodging, dining, and retail – however they are also more prone to longer voyages involving camping. In the second tier, paddlers rent kayaks and, often, pay to be dropped off and picked up, generating additional jobs and business opportunities. The third tier of paddlers is even more rewarding to the economy. These paddlers, likely to be novices, want to be guided. They feel enough out of their element to want the safety of a talented guide out on the water (or in a remote campsite). And, they benefit by getting lessons and natural history interpretation. They still buy lodging and dining, spend money in retail and patronize other tourism experiences.

Saranac Lake has an active arts and crafts community. That presents, in itself, an incredible opportunity to boost regional revenue while underscoring local lifestyle. If Saranac Lake can coax a larger percentage of its visitors to sleep there, and if the waterfront redevelopment draws pedestrian explorations (especially during long summer evenings) then authentic local Adirondack arts and crafts become prime attractions – especially if those artists are on hand so visitors can experience the creation of art. And, the Saranac Lake’s art community includes music, theater and culinary arts – all with potential to relate to tourism.

## Snapshot of Current Tourism

The following lists are not prioritized.

Note:

We have lumped jet skis with power boats for this discussion.

### ***Infrastructure***

- Lakes and Rivers
- Canoe and Kayak Rentals and Guiding/Drop-off Services
- Power boat launches
- Lodging associated with boat launch site (Ampersand Bay)
- Lake launch sites for both powered and paddled boats
- Trails
- Tubing
- Lake Colby and beach
- Riverwalk
- Saranac River
- Ampersand Bay
- Mt. Pisgah
- Winter Carnival and Ice Castle
- Physical geography
- 140 buildings on National Historic registry
- Positive hometown appeal

### ***Experiences***

- Power boating
- Paddled boating (river and lake)
- Sailing
- Hiking
- Mountain Biking
- Skinny Tire Biking of Scenic Byways
- Cross Country Skiing
- Downhill Skiing
- Snowshoeing
- Snowmobiling
- Ice Fishing
- Rock Climbing
- Camping
- Touring to see great Adirondack views
- Motorcycling
- History
- Arts and Culture
- Winter Carnival and Ice Castle
- First Night
- Rugby
- Pendragon Theatre

### ***Products***

- Paddling Race
- Canoe and Kayak Rentals and Guiding/Drop-off Services
- Lodging
- Some retail
- Some dining
- Pendragon Theatre

### ***Gaps***

- Adequate lodging (enough rooms and current rooms) oriented to water
- Dining oriented to water and in other great settings
- Pedestrian access that connects dining, retail, and waterfront
- Pub/nightclub for 30-somethings
- More Experiences need to become products
- Hospitality and Skills

### ***Seasons***

When the ice is off the rivers and lakes, there should be demand for water-based tourism. Winter holds much promise, with ice fishing, snowshoeing, skiing, and snowmobiling.

### ***Quality***

The water-based experiences that one can have based from Saranac Lake are world class. There is some concern that mixing powered and paddled vessels diminishes the quality, especially for paddlers. Need for a no-wake zone.

### ***Rates***

### ***Competitiveness***

Like Wilmington, Saranac Lake delivers a lot of experience to people who lodge and dine in Lake Placid. That can be overcome with additions and upgrades to current lodging infrastructure – and new dining opportunities, especially along lake and river fronts. Further, if Saranac Lake can turn more of those great experiences into products, and develop its own brand within the regional brand, it should compete very effectively.

### ***Positive and Negative Impacts***

- The volume of outsiders who use boats has changed the sense of solitude that locals enjoy on the water.
- Undecided about tourism – an identity crisis/want more but don't want to be Lake Placid.

### ***Benefits***

Locals have opportunities to pursue outdoor lifestyle related to tourism

### ***Visitors (demographics)***

- The paddling sports and other outdoor recreation tend to attract patrons who have some level of personal fitness, and a broad spectrum of ages.
- Saranac Lake has a niche market on college orientation programs during August.

### ***Visitor Satisfaction***

People seem really enamored with the set of water-based experiences and other outdoor recreation experiences one can have around Saranac Lake. A fair percentage vote with their wallets and prefer to lodge and dine in Lake Placid.

## Potential New Products and Experiences

- Lodging
- Dining
- Retail
- Organized artisan retail complex
- Saranac River fly fishing

## Community Wants

- Recruit new residents – especially younger families
- Protect lifestyle and hometown community character
- Economic stability
- Sustainability
- Accessibility (remove physical barriers to tourism and doing business)
- Highlight the riverfront and waterfront
- Business and job opportunities – especially those related to environmental and biological training (note that there are a number of graduates in the area with tourism/natural history foci)
- Diversity of visitor experiences
- Undecided about tourism – an identity crisis/want more but don't want to be Lake Placid
- Lake Placid is “open for business” – Saranac Lake is not giving that message

## Community Concerns

- Second home buyers chasing locals out of housing market
- Can people raising families afford to be a part of the Saranac Lake community?
- Undecided about tourism – an identity crisis/want more but don't want to be Lake Placid

## Visitor Perspectives

### ***Products and Experiences that Contribute to a Sense of Destination***

- Kayaking and Canoeing
- Power Boating
- Hiking
- Camping
- Touring to see great Adirondack vistas
- Arts and Culture
- Outdoor Recreation – including winter
- History

### ***Products and Experiences that build on Essex County/Adirondack Sense of Destination***

- Kayaking and Canoeing
- Power Boating
- Hiking
- Touring to see great Adirondack vistas
- Arts and Culture
- Outdoor Recreation
- Winter Events

### ***Products that Conflict with Destination Appeal***

The entryways into Saranac Lake, from all directions, are less than inviting.

### ***What Makes This (or Would Make This) a Destination***

- All the focus on outdoor and water recreation is great
- More (and more current) view and experience oriented lodging and dining would add to the appeal
- Lodging that is water-oriented AND away from traffic would be a great asset
- Bringing the arts community to a pedestrian area along a waterfront would be wonderful
- Omit parking on both sides of the street
- Curb appeal
- Visitor impression of invitation

## Other Issues from Local Input

Saranac Lake has a plan in place to revitalize downtown by refocusing on the Saranac Riverfront and the north shore of Lake Flower. That plan, if successful, will contribute greatly to helping Saranac Lake move from a recreation economy to a tourism economy.

## Summary

Saranac Lake already has a solid constituency for outdoor and water-based recreation. It will take the development of competitive lodging and dining (competitive with Lake Placid) to turn that recreation into a healthy tourism economy. Having those great lakes and other outdoor recreation opportunities protected by the Adirondack Park opens the door to a sustainable economy that can be engineered to produce jobs and business opportunities for locals while protecting local lifestyle. Local people have a strong orientation to the outdoors – and many have the potential to have jobs and entrepreneurial opportunities related to guided tourism.



## Saranac Lake Analysis

Saranac Lake sits in a great position to deliver great outdoor experiences, especially those related to water, climbing, winter sports, camping, and hiking. The Adirondack Park protects those opportunities into the future.

There is strong local interest in wellness and arts.

Saranac Lake currently has a greater set of experiences than it does products. Many people come to paddle or powerboat in nearby waters and others come to hike, camp, and climb in the region.

Saranac Lake has some lodging, but is currently losing a fair share of its lodging and dining patrons to Lake Placid, which has a larger diversity of more current offerings on both.

Where does one start in Saranac Lake?

We see two key areas that need work: lodging and the conversion of outdoor experiences into tourism products.

***Saranac Lake needs to add lodging*** that is current in its set of amenities and oriented to the experiences that draw visitors to this great region. And Saranac Lake needs to upgrade much of its existing lodging.

New lodging should reinforce and facilitate the directions taken in product development. In fact, great resource oriented lodging may lead its marketing moves with the experiences one can have from that base.

New lodging should target a mid and upper-mid range clientele, building with the expectation that the patrons are expecting quality and will stay multiple nights.

Once the capacity, quality, and appeal of Saranac Lake lodging begins to change, the patronage of the lodging products will fuel the marketing process that will help solidify new experience-based products and local retail and dining.

***Saranac Lake needs to draw on its outdoor appeal to create its own place in the market – its own niche.*** Discussions have recently led to a focus on attracting urbanites (of all ages and physical abilities) and helping them learn the skills to fully enjoy the experiences that Saranac Lake is famous for.

These “Adirondack Learn to...” vacations would call on existing local skills, share this magnificent region with people who are eager to learn, spread the economy over four seasons, and develop a long term relationship between Saranac Lake and great set of patrons.

A partial list of “learn to...” experiences includes:

- Camping
- Kayaking
- Canoeing
- Hiking
- Climbing
- Backpacking
- Fishing
- Cooking Outdoors
- Mountain Biking
- Skiing (cross country and downhill)
- Snowshoeing
- Ice Fishing
- Birding
- Wildlife Spotting (including sign and tracks)
- Identifying Trees and Wildflowers
- Creating Adirondack crafts (strong emphasis on gathering and using local materials)

Those learning products each call on skills that are widely available amongst the population of Saranac Lake – opening the door for many to participate in the economy at entrepreneurial or employee levels.

***Saranac Lake will need a full complement of supporting tourism products as well.***

As patrons come to participate in these learning experiences, those visits and the experiences themselves will open the door for more outdoor adventure-related retail. Clustering this retail with other visitor-related retail will help build a flow of visitors into the downtown.

Saranac Lake will profit from opening more dining opportunities, some located close to tourism-related retail in the downtown, some associated with the riverwalk development, and others oriented to resources.

There is a strong interest and history in Saranac Lake related to wellness. And there is an aptitude among locals both for helping visitors attain healthy lifestyles and facilitating the experiences of those with physical limitations. Being and eating healthy is a great supporting theme for the “learn to...” niche. Further, supporting the efforts by those who are challenged to “learn to...” is both noble and a strong niche market itself.

Saranac Lake is a haven for artists and a stronghold for artisans. Some of that can be reflected in the “learn to” thrust as visitors are coached in art and craft making that is rooted in regional themes and materials. As the local economy becomes more firmly established, the demand for world class art (including performing) will grow – and the presence of a vibrant arts community will add balance to the developing sense of destination.

Saranac Lake already has strong businesses that rent canoes, kayaks, and other watercraft – and guide, drop and pick up, teach, and otherwise support watercraft related adventures. We see demand for these businesses increasing.

We also see demand for all kinds of guided experiences increasing by those who have taken “learn to...” instruction, but still want the security of having an experienced outdoors person along.

### ***Next Steps***

Over the next few months, the Saranac Lake working group will explore the issues related to expanding key products and infrastructure, lodging, strengthening downtown, and managing the sense of arrival. We’ll explore this “learn to...” niche and see if it’s truly a “fit” for Saranac Lake and the people who call it home. We’ll see if there are people ready to step up and bring new products to the table that can become the nucleus of an exciting new aspect to Saranac Lake’s economy. We’ll examine whether there are ways the public sector (town and park) can compliment private sector initiative and energy to change the quality and profitability of tourism for Saranac Lake.



## Goals for Saranac Lake Tourism

- Grow existing tourism economy
- Base Saranac Lake brand on Adirondack outdoor recreation, wellness, history and arts
- Create jobs and business opportunities
- Make historic downtown more inviting to visitors
- Grow quantity and quality of local lodging
- Enhance nightlife for residents and visitors
- Encourage people who recreate in Saranac Lake to lodge in Saranac Lake
- Increase accessibility
- Improve approaches to Saranac Lake
- Increase guided tour options
- Strengthen relationship with neighboring destinations
- Increase diversity and number of dining options
- Make sure tourism contributes to quality of life in Saranac Lake
- Foster public/business/resident partnerships to share homegrown fun with visitors
- Work to make this a sustainable destination
- Build a reputation as a safe, fun and friendly destination



## Actions

The actions, as follow, are those specific steps the destination intends to take to accomplish the goals described above.

Each of these actions is tied directly to goals, has a demonstrated relationship to other actions, has a timeline, and has individuals and/or organizations who have taken on the responsibility of pushing those actions to completion by the specified timeline.

Note that one of the actions is to form a “Saranac Lake Tourism Council” which will be responsible for overseeing the execution, review, and renewal of this plan. The structure and duties of that tourism council are described in the first addendum. Expect that council to push each “team” to complete its action.

Each “action” is presented as a detailed description. Those descriptions are followed by the “action tracker” which plots the actions against time, outlines responsible parties, and makes it easy for the destination to follow progress.

## 1. Establish an ongoing “Saranac Lake Tourism Council”

<p><b>Related Goals:</b></p>	<ul style="list-style-type: none"> <li>• Grow existing tourism economy</li> <li>• Base Saranac Lake brand on Adirondack outdoor recreation, wellness, history and arts</li> <li>• Create jobs and business opportunities</li> <li>• Make historic downtown more inviting to visitors</li> <li>• Grow quantity and quality of local lodging</li> <li>• Enhance nightlife for residents and visitors</li> <li>• Encourage people who recreate in Saranac Lake to lodge in Saranac Lake</li> <li>• Increase accessibility</li> <li>• Improve approaches to Saranac Lake</li> <li>• Increase guided tour options</li> <li>• Strengthen relationship with neighboring destinations</li> <li>• Increase diversity and number of dining options</li> <li>• Make sure tourism contributes to quality of life in Saranac Lake</li> <li>• Foster public/business/resident partnerships to share homegrown fun with visitors</li> <li>• Work to make this a sustainable destination</li> <li>• Build a reputation as a safe, fun and friendly destination</li> </ul>
<p><b>Action:</b></p>	<p>Establish an ongoing “Saranac Lake Tourism Council” to oversee the execution and renewal of this plan. Plans are to meet quarterly.</p>
<p><b>Responsible Players:</b></p>	<p>Chamber (Sylvie to Chair), LPECVB/Arlene Day, Arts Guild/Bob Pettee &amp; Georgeanne Gaffney, Local Merchants Group, AEDC (as needed)/Mike Conway, NBT, Village &amp; HIAB/Susan Waters, Franklin County Tourism/Neil Seymour, Local Merchants Group - Lodging (&amp; Town of Harrietstown)/Jim Murmane, Guides/Jack Drury &amp; Jason Smith, Dir. of Community Development/Jeremy Evans</p>
<p><b>Timeline:</b></p>	<p>Within six months</p>
<p><b>Expected Outcomes:</b></p>	<ul style="list-style-type: none"> <li>• The plan gets executed</li> <li>• There is a line of communication among residents, tourism businesses, and government</li> <li>• The momentum carries forward through plan renewal and goal evolution</li> <li>• Saranac Lake is in charge of its future in tourism</li> </ul>
<p><b>Notes and Details:</b></p>	<p>This committee can serve as the nucleus for the council.</p>
<p><b>Related Actions:</b></p>	<ul style="list-style-type: none"> <li>• Brand Saranac Lake as an independent destination under the Adirondack brand umbrella</li> <li>• Build a strong practice of stewardship</li> <li>• Promote and sell local products</li> <li>• Cluster and expand dining and nightlife options</li> <li>• Add two shoulder season events</li> </ul>

	<ul style="list-style-type: none"> <li>• Build and market “learning vacations”</li> <li>• Make Saranac Lake arrival more welcoming</li> <li>• Engage in hospitality training</li> <li>• Expand the selection of current and competitive lodging</li> <li>• Develop Riverwalk activities and line it with visitor-related retail and dining</li> <li>• Create a pedestrian-friendly, visitor-friendly downtown</li> <li>• Improve and/or establish public transportation in Saranac Lake and between Saranac Lake and Lake Placid</li> <li>• Make parking easily available and easy for visitors to find</li> <li>• Develop Trail Masterplan to integrate paths, Riverwalk, trails, corridors</li> <li>• Establish recreational path between Saranac Lake and Lake Placid</li> <li>• Erase the county line in terms marketing</li> <li>• Establish a new point to disburse visitor information and make visitor contact</li> <li>• Incubate new tourism businesses</li> <li>• Market to campground visitors</li> <li>• Develop coop advertising opportunities with the private sector</li> <li>• Engage in website development</li> </ul>
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## 2. Brand Saranac Lake as an independent destination

<b>Related Goals:</b>	<ul style="list-style-type: none"> <li>• Grow existing tourism economy</li> <li>• Base Saranac Lake brand on Adirondack outdoor recreation, wellness, history and arts</li> <li>• Encourage people who recreate in Saranac Lake to lodge in Saranac Lake</li> <li>• Strengthen relationship with neighboring destinations</li> <li>• Increase diversity and number of dining options</li> <li>• Foster public/business/resident partnerships to share homegrown fun with visitors</li> <li>• Work to make this a sustainable destination</li> <li>• Build a reputation as a safe, fun and friendly destination</li> </ul>
<b>Action:</b>	Brand Saranac Lake as an independent destination under the Adirondack brand umbrella
<b>Responsible Players:</b>	TMC & LPECVB
<b>Timeline:</b>	Within 6 months
<b>Expected Outcomes:</b>	Saranac Lake will be considered for its strong tourism strengths, leading visitors to plan a vacation that is based in Saranac Lake. Saranac Lake will have more self respect as a destination if it doesn't see itself as an overflow market for Lake Placid.
<b>Notes and Details:</b>	<ul style="list-style-type: none"> <li>○ Use learning vacations to establish the destination as unique</li> <li>○ Build on great outdoor experiences</li> <li>○ Ground the destination in wellness, history, and arts</li> <li>○ Establish the destination as “forever green”</li> <li>○ Establish the destination as outside “the shadow” of Lake Placid</li> <li>○ Highlight the multi-season nature of the destination</li> </ul>
<b>Related Actions:</b>	<ul style="list-style-type: none"> <li>• Build a strong practice of stewardship</li> <li>• Promote and sell local products</li> <li>• Cluster and expand dining and nightlife options</li> <li>• Add two shoulder season events</li> <li>• Build and market “learning vacations”</li> <li>• Make Saranac Lake arrival more welcoming</li> <li>• Engage in hospitality training</li> <li>• Expand the selection of current and competitive lodging</li> <li>• Develop Riverwalk activities and line it with visitor-related retail and dining</li> <li>• Create a pedestrian-friendly, visitor-friendly downtown</li> <li>• Develop Trail Masterplan to integrate paths, Riverwalk, trails, corridors</li> <li>• Erase the county line in terms marketing</li> </ul>

	<ul style="list-style-type: none"><li>• Establish a new point to disburse visitor information and make visitor contact</li><li>• Market to campground visitors</li><li>• Develop coop advertising opportunities with the private sector</li><li>• Engage in website development</li><li>• Establish an ongoing “Saranac Lake Tourism Council”</li></ul>
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### 3. Build a critical mass of “learning vacation” components

<b>Related Goals:</b>	<ul style="list-style-type: none"> <li>• Grow existing tourism economy</li> <li>• Base Saranac Lake brand on Adirondack outdoor recreation, wellness, history and arts</li> <li>• Create jobs and business opportunities</li> <li>• Grow quantity and quality of local lodging</li> <li>• Encourage people who recreate in Saranac Lake to lodge in Saranac Lake</li> <li>• Increase guided tour options</li> <li>• Increase diversity and number of dining options</li> <li>• Work to make this a sustainable destination</li> <li>• Build a reputation as a safe, fun and friendly destination</li> </ul>
<b>Action:</b>	Build a critical mass of “learning vacation” components that increase guided tourism, to include Health and Wellness, and tap into existing demand to market those learning vacations
<b>Responsible Players:</b>	LPECVB, Chamber, Guiding Services/Jason Smith & Joe Hackett, Health & Wellness/Dan Sullivan, Eco Lodges
<b>Timeline:</b>	Within 6 months
<b>Expected Outcomes:</b>	<ul style="list-style-type: none"> <li>• Learning vacations become a key component of both the local tourism economy and Saranac Lake’s tourism identity.</li> <li>• These vacations reinforce guided tourism in the region, generating jobs and business opportunities.</li> <li>• Learning vacations build lasting relationships between a key group of visitors and Saranac Lake.</li> <li>• Learning vacations cast a critical relationship between visitors and stewardship of resources.</li> <li>• They also provide a key marketing differentiator between Saranac Lake and other regional destinations.</li> </ul>
<b>Notes and Details:</b>	<ul style="list-style-type: none"> <li>○ Guided experiences</li> <li>○ Retreats</li> <li>○ Reservation process</li> </ul>
<b>Related Actions:</b>	<ul style="list-style-type: none"> <li>• Brand Saranac Lake as an independent destination under the Adirondack brand umbrella</li> <li>• Build a strong practice of stewardship</li> <li>• Make Saranac Lake arrival more welcoming</li> <li>• Engage in hospitality training</li> <li>• Expand the selection of current and competitive lodging</li> <li>• Develop Riverwalk activities and line it with visitor-related retail and dining</li> <li>• Create a pedestrian-friendly, visitor-friendly downtown</li> <li>• Make parking easily available and easy for visitors to find</li> <li>• Develop Trail Masterplan to integrate paths, Riverwalk, trails, corridors</li> <li>• Erase the county line in terms marketing</li> </ul>

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#### 4. Build a strong practice of stewardship

<b>Related Goals:</b>	<ul style="list-style-type: none"> <li>• Base Saranac Lake brand on Adirondack outdoor recreation, wellness, history and arts</li> <li>• Make sure tourism contributes to quality of life in Saranac Lake</li> <li>• Work to make this a sustainable destination</li> </ul>
<b>Action:</b>	Develop a partnership by developing, defining & sharing a set of criteria for a strong practice of stewardship.
<b>Responsible Players:</b>	Chamber, Guiding, Eco Lodges - Dan Sullivan, Zoe Smith, Jack Drury
<b>Timeline:</b>	Within 6 months
<b>Expected Outcomes:</b>	Bonding tourism practices to sustainable use of natural resources is a natural with this kind of destination – it’s good for the ecosystem, it builds the right kind of relationship between local people and nature, and it sets a tone that recruits the right visitors and has them oriented to fit in the right way.
<b>Notes and Details:</b>	
<b>Related Actions:</b>	<ul style="list-style-type: none"> <li>• Brand Saranac Lake as an independent destination under the Adirondack brand umbrella</li> <li>• Build and market “learning vacations”</li> <li>• Develop Riverwalk activities and line it with visitor-related retail and dining</li> <li>• Improve and/or establish public transportation in Saranac Lake and between Saranac Lake and Lake Placid</li> <li>• Develop Trail Masterplan to integrate paths, Riverwalk, trails, corridors</li> <li>• Establish recreational path between Saranac Lake and Lake Placid</li> </ul>

## 5. Erase the county line in terms marketing

<b>Related Goals:</b>	<ul style="list-style-type: none"> <li>• Grow existing tourism economy</li> <li>• Base Saranac Lake brand on Adirondack outdoor recreation, wellness, history and arts</li> <li>• Create jobs and business opportunities</li> <li>• Make historic downtown more inviting to visitors</li> <li>• Grow quantity and quality of local lodging</li> <li>• Enhance nightlife for residents and visitors</li> <li>• Encourage people who recreate in Saranac Lake to lodge in Saranac Lake</li> <li>• Improve approaches to Saranac Lake</li> <li>• Increase guided tour options</li> <li>• Increase diversity and number of dining options</li> <li>• Make sure tourism contributes to quality of life in Saranac Lake</li> <li>• Foster public/business/resident partnerships to share homegrown fun with visitors</li> </ul>
<b>Action:</b>	Erase the county line in terms marketing
<b>Responsible Players:</b>	Chamber, LPECVB, Franklin County Tourism/Neil Seymour
<b>Timeline:</b>	Ongoing
<b>Expected Outcomes:</b>	Tourism planning, development, and marketing see the same Saranac Lake that visitors do – one community.
<b>Notes and Details:</b>	In tourism, there is a time for partnerships – and this is it!
<b>Related Actions:</b>	<ul style="list-style-type: none"> <li>• Brand Saranac Lake as an independent destination under the Adirondack brand umbrella</li> <li>• Promote and sell local products</li> <li>• Make Saranac Lake arrival more welcoming</li> <li>• Develop coop advertising opportunities with the private sector</li> </ul>

## 6. Expand the selection of current and competitive lodging

<b>Related Goals:</b>	<ul style="list-style-type: none"> <li>• Grow existing tourism economy</li> <li>• Base Saranac Lake brand on Adirondack outdoor recreation, wellness, history and arts</li> <li>• Create jobs and business opportunities</li> <li>• Make historic downtown more inviting to visitors</li> <li>• Grow quantity and quality of local lodging</li> <li>• Enhance nightlife for residents and visitors</li> <li>• Encourage people who recreate in Saranac Lake to lodge in Saranac Lake</li> <li>• Improve approaches to Saranac Lake</li> <li>• Increase guided tour options</li> <li>• Increase diversity and number of dining options</li> <li>• Foster public/business/resident partnerships to share homegrown fun with visitors</li> <li>• Build a reputation as a safe, fun and friendly destination</li> </ul>
<b>Action:</b>	Expand the selection of current and competitive lodging with a small conference center
<b>Responsible Players:</b>	TC, Village/Mayor Thomas Michael, Community Development Office/Jeremy Evans
<b>Timeline:</b>	Ongoing
<b>Expected Outcomes:</b>	Saranac Lake hosts more overnight visitors and an increasing rate per stay, ushering a new flow of economic return into the local economy. Increased overnight stays support the expansion of dining, retail, guided tourism, and nightlife by enabling a critical mass of visitors to support those economic endeavors. Competitive lodging is a must to compete for visitors who will support the dining, retail, and experience-based products.
<b>Notes and Details:</b>	<ul style="list-style-type: none"> <li>○ Some within the village</li> <li>○ Others (including ecolodges) oriented to resources</li> </ul>
<b>Related Actions:</b>	<ul style="list-style-type: none"> <li>• Brand Saranac Lake as an independent destination under the Adirondack brand umbrella</li> <li>• Build a strong practice of stewardship</li> <li>• Cluster and expand dining and nightlife options</li> <li>• Add two shoulder season events</li> <li>• Build and market “learning vacations”</li> <li>• Make Saranac Lake arrival more welcoming</li> <li>• Engage in hospitality training</li> <li>• Develop Riverwalk activities and line it with visitor-related retail and dining</li> <li>• Create a pedestrian-friendly, visitor-friendly downtown</li> <li>• Develop Trail Masterplan to integrate paths, Riverwalk, trails, corridors</li> <li>• Establish recreational path between Saranac Lake and Lake Placid</li> <li>• Establish a new point to disburse visitor information and make visitor</li> </ul>

	<p>contact</p> <ul style="list-style-type: none"><li>• Incubate new tourism businesses</li><li>• Develop coop advertising opportunities with the private sector</li><li>• Engage in website development</li><li>• Establish an ongoing “Saranac Lake Tourism Council”</li></ul>
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## 7. Cluster and Expand Dining and Nightlife Options

<b>Related Goals:</b>	<ul style="list-style-type: none"> <li>• Grow existing tourism economy</li> <li>• Create jobs and business opportunities</li> <li>• Make historic downtown more inviting to visitors</li> <li>• Grow quantity and quality of local lodging</li> <li>• Enhance nightlife for residents and visitors</li> <li>• Encourage people who recreate in Saranac Lake to lodge in Saranac Lake</li> <li>• Improve approaches to Saranac Lake</li> <li>• Increase diversity and number of dining options</li> <li>• Make sure tourism contributes to quality of life in Saranac Lake</li> </ul>
<b>Action:</b>	Cluster and Expand Dining and Nightlife Options
<b>Responsible Players:</b>	TC, AEDC/Mike Conway, CD/Jeremy Evans
<b>Timeline:</b>	Ongoing
<b>Expected Outcomes:</b>	Visitors and locals will have more choices, better quality, and more diversity in dining options. Visitors will value that set of options and be inclined to stay longer, spend more dining dollars in Saranac Lake, and return.
<b>Notes and Details:</b>	<ul style="list-style-type: none"> <li>• Dining with a view is a must if Saranac Lake intends to establish itself as an outdoor-oriented destination.</li> <li>• Dining that is integrated into the downtown/Riverwalk/lakefront zone is also very important.</li> </ul>
<b>Related Actions:</b>	<ul style="list-style-type: none"> <li>• Brand Saranac Lake as an independent destination under the Adirondack brand umbrella</li> <li>• Add two shoulder season events</li> <li>• Build and market “learning vacations”</li> <li>• Make Saranac Lake arrival more welcoming</li> <li>• Engage in hospitality training</li> <li>• Expand the selection of current and competitive lodging</li> <li>• Develop Riverwalk activities and line it with visitor-related retail and dining</li> <li>• Create a pedestrian-friendly, visitor-friendly downtown</li> <li>• Improve and/or establish public transportation in Saranac Lake and between Saranac Lake and Lake Placid</li> <li>• Make parking easily available and easy for visitors to find</li> <li>• Erase the county line in terms marketing</li> <li>• Establish a new point to disburse visitor information and make visitor contact</li> <li>• Market to campground visitors</li> <li>• Develop coop advertising opportunities with the private sector</li> <li>• Engage in website development</li> </ul>

## 8. Create a pedestrian-friendly, visitor-friendly downtown

<b>Related Goals:</b>	<ul style="list-style-type: none"> <li>• Grow existing tourism economy</li> <li>• Base Saranac Lake brand on Adirondack outdoor recreation, wellness, history and arts</li> <li>• Create jobs and business opportunities</li> <li>• Make historic downtown more inviting to visitors</li> <li>• Grow quantity and quality of local lodging</li> <li>• Encourage people who recreate in Saranac Lake to lodge in Saranac Lake</li> <li>• Increase accessibility</li> <li>• Improve approaches to Saranac Lake</li> <li>• Increase diversity and number of dining options</li> <li>• Make sure tourism contributes to quality of life in Saranac Lake</li> </ul>
<b>Action:</b>	Create a pedestrian-friendly, visitor-friendly downtown
<b>Responsible Players:</b>	HIAB & Georgeanne Gaffney
<b>Timeline:</b>	Ongoing
<b>Expected Outcomes:</b>	Visitors who move through a destination on their feet usually have more fun than those who have to find a new parking place for every stop. That fun translates into spending and repeat visits. The view of visitors walking through a friendly-looking tourism zone stimulates others to participate – much more than advertising or promotion.
<b>Notes and Details:</b>	Link downtown to lakefront and Riverwalk – with no traffic barriers.
<b>Related Actions:</b>	<ul style="list-style-type: none"> <li>• Brand Saranac Lake as an independent destination under the Adirondack brand umbrella</li> <li>• Promote and sell local products</li> <li>• Cluster and expand dining and nightlife options</li> <li>• Add two shoulder season events</li> <li>• Build and market “learning vacations”</li> <li>• Make Saranac Lake arrival more welcoming</li> <li>• Engage in hospitality training</li> <li>• Expand the selection of current and competitive lodging</li> <li>• Develop Riverwalk activities and line it with visitor-related retail and dining</li> <li>• improve and/or establish public transportation in Saranac Lake and between Saranac Lake and Lake Placid</li> <li>• Make parking easily available and easy for visitors to find</li> <li>• Establish a new point to disburse visitor information and make visitor contact</li> <li>• Market to campground visitors</li> <li>• Develop coop advertising opportunities with the private sector</li> <li>• Engage in website development</li> </ul>

## 9. Establish a new point to disburse visitor information & make visitor contact

<b>Related Goals:</b>	<ul style="list-style-type: none"> <li>• Grow existing tourism economy</li> <li>• Base Saranac Lake brand on Adirondack outdoor recreation, wellness, history and arts</li> <li>• Create jobs and business opportunities</li> <li>• Make historic downtown more inviting to visitors</li> <li>• Encourage people who recreate in Saranac Lake to lodge in Saranac Lake</li> <li>• Improve approaches to Saranac Lake</li> <li>• Increase diversity and number of dining options</li> <li>• Make sure tourism contributes to quality of life in Saranac Lake</li> <li>• Foster public/business/resident partnerships to share homegrown fun with visitors</li> <li>• Build a reputation as a safe, fun and friendly destination</li> </ul>
<b>Action:</b>	Establish a new point to disburse visitor information and make visitor contact
<b>Responsible Players:</b>	Chamber, LPECVB
<b>Timeline:</b>	Complete and Ongoing
<b>Expected Outcomes:</b>	Visitors have expanded opportunities to learn about Saranac Lake’s tourism offerings, public infrastructure, events, etc.
<b>Notes and Details:</b>	This is underway.
<b>Related Actions:</b>	<ul style="list-style-type: none"> <li>• Brand Saranac Lake as an independent destination under the Adirondack brand umbrella</li> <li>• Build a strong practice of stewardship</li> <li>• Promote and sell local products</li> <li>• Cluster and expand dining and nightlife options</li> <li>• Add two shoulder season events</li> <li>• Build and market “learning vacations”</li> <li>• Make Saranac Lake arrival more welcoming</li> <li>• Expand the selection of current and competitive lodging</li> <li>• Develop Riverwalk activities and line it with visitor-related retail and dining</li> <li>• Create a pedestrian-friendly, visitor-friendly downtown</li> <li>• Make parking easily available and easy for visitors to find</li> <li>• Develop Trail Masterplan to integrate paths, Riverwalk, trails, corridors</li> <li>• Establish recreational path between Saranac Lake and Lake Placid</li> <li>• Erase the county line in terms marketing</li> <li>• Market to campground visitors</li> <li>• Develop coop advertising opportunities with the private sector</li> <li>• Engage in website development</li> <li>• Establish an ongoing “Saranac Lake Tourism Council”</li> </ul>

## 10. Engage in website development and reservation system and establish a base line of data on visitor quantities, spending, demographics

<b>Related Goals:</b>	<ul style="list-style-type: none"> <li>• Grow existing tourism economy</li> <li>• Base Saranac Lake brand on Adirondack outdoor recreation, wellness, history and arts</li> <li>• Create jobs and business opportunities</li> <li>• Make historic downtown more inviting to visitors</li> <li>• Grow quantity and quality of local lodging</li> <li>• Enhance nightlife for residents and visitors</li> <li>• Encourage people who recreate in Saranac Lake to lodge in Saranac Lake</li> <li>• Increase guided tour options</li> <li>• Increase diversity and number of dining options</li> <li>• Work to make this a sustainable destination</li> <li>• Build a reputation as a safe, fun and friendly destination</li> </ul>
<b>Action:</b>	Engage in website development and reservation system and establish a base line of data on visitor quantities, spending, demographics
<b>Responsible Players:</b>	Chamber & LPECVB, Franklin County Tourism/Neil Seymour
<b>Timeline:</b>	Underway and Ongoing
<b>Expected Outcomes:</b>	Upgrade the current website to reflect the new market position that Saranac Lake intends to occupy, and make that website perform well with the target markets.
<b>Notes and Details:</b>	Needs to link strongly (and fairly) to area tourism businesses.
<b>Related Actions:</b>	<ul style="list-style-type: none"> <li>• Brand Saranac Lake as an independent destination under the Adirondack brand umbrella</li> <li>• Build a strong practice of stewardship</li> <li>• Promote and sell local products</li> <li>• Cluster and expand dining and nightlife options</li> <li>• Add two shoulder season events</li> <li>• Build and market “learning vacations”</li> <li>• Expand the selection of current and competitive lodging</li> <li>• Develop Riverwalk activities</li> <li>• Create a pedestrian-friendly, visitor-friendly downtown</li> <li>• Make parking easily available and easy for visitors to find</li> <li>• Develop Trail Masterplan to integrate paths, Riverwalk, trails, corridors</li> <li>• Erase the county line in terms marketing</li> <li>• Establish a new point to disburse visitor information and make visitor contact</li> <li>• Market to campground visitors</li> <li>• Develop coop advertising opportunities with the private sector</li> </ul>

## 11. Engage in hospitality training

<b>Related Goals:</b>	<ul style="list-style-type: none"> <li>• Grow existing tourism economy</li> <li>• Base Saranac Lake brand on Adirondack outdoor recreation, wellness, history and arts</li> <li>• Create jobs and business opportunities</li> <li>• Make historic downtown more inviting to visitors</li> <li>• Grow quantity and quality of local lodging</li> <li>• Enhance nightlife for residents and visitors</li> <li>• Encourage people who recreate in Saranac Lake to lodge in Saranac Lake</li> <li>• Improve approaches to Saranac Lake</li> <li>• Increase guided tour options</li> <li>• Increase diversity and number of dining options</li> <li>• Make sure tourism contributes to quality of life in Saranac Lake</li> <li>• Foster public/business/resident partnerships to share homegrown fun with visitors</li> </ul>
<b>Action:</b>	Engage in hospitality training
<b>Responsible Players:</b>	LPECVB, WIB/Joe Contol, ACT, Paul Smiths College
<b>Timeline:</b>	Spring 2010
<b>Expected Outcomes:</b>	Visitors will have a more welcoming experience, met by tourism professionals who are trained to serve them well.
<b>Notes and Details:</b>	In tourism, there is a time for partnerships – and this is it!
<b>Related Actions:</b>	<ul style="list-style-type: none"> <li>• Brand Saranac Lake as an independent destination under the Adirondack brand umbrella</li> <li>• Build a strong practice of stewardship</li> <li>• Promote and sell local products</li> <li>• Cluster and expand dining and nightlife options</li> <li>• Build and market “learning vacations”</li> <li>• Expand the selection of current and competitive lodging</li> <li>• Develop Riverwalk activities and line it with visitor-related retail and dining</li> <li>• Create a pedestrian-friendly, visitor-friendly downtown</li> <li>• Improve and/or establish public transportation in Saranac Lake and between Saranac Lake and Lake Placid</li> <li>• Make parking easily available and easy for visitors to find</li> <li>• Erase the county line in terms marketing</li> <li>• Establish a new point to disburse visitor information and make visitor contact</li> <li>• Incubate new tourism businesses</li> <li>• Engage in website development</li> </ul>

## 12. Add two shoulder season events

<b>Related Goals:</b>	<ul style="list-style-type: none"> <li>• Grow existing tourism economy</li> <li>• Create jobs and business opportunities</li> <li>• Grow quantity and quality of local lodging</li> <li>• Enhance nightlife for residents and visitors</li> <li>• Increase diversity and number of dining options</li> <li>• Make sure tourism contributes to quality of life in Saranac Lake</li> <li>• Foster public/business/resident partnerships to share homegrown fun with visitors</li> </ul>
<b>Action:</b>	Add two shoulder season events
<b>Responsible Players:</b>	Chamber & Jason Smith
<b>Timeline:</b>	18 months
<b>Expected Outcomes:</b>	Events, when well managed, bring a host community together. Events can also serve to draw people into a destination in a period of time when occupancy is typically low.
<b>Notes and Details:</b>	Choose events that support the overall quest to stand as an independent destination focused on the outdoors, learning, wellness, history, and the arts.
<b>Related Actions:</b>	<ul style="list-style-type: none"> <li>• Brand Saranac Lake as an independent destination under the Adirondack brand umbrella</li> <li>• Build a strong practice of stewardship</li> <li>• Promote and sell local products</li> <li>• Cluster and expand dining and nightlife options</li> <li>• Build and market “learning vacations”</li> <li>• Expand the selection of current and competitive lodging</li> <li>• Develop Riverwalk activities and line it with visitor-related retail and dining</li> <li>• Create a pedestrian-friendly, visitor-friendly downtown</li> <li>• Improve and/or establish public transportation in Saranac Lake and between Saranac Lake and Lake Placid</li> <li>• Make parking easily available and easy for visitors to find</li> <li>• Erase the county line in terms marketing</li> <li>• Establish a new point to disburse visitor information and make visitor contact</li> <li>• Incubate new tourism businesses</li> <li>• Engage in website development</li> </ul>

### 13. Develop Trail Masterplan

<b>Related Goals:</b>	<ul style="list-style-type: none"> <li>• Base Saranac Lake brand on Adirondack outdoor recreation, wellness, history and arts</li> <li>• Make historic downtown more inviting to visitors</li> <li>• Encourage people who recreate in Saranac Lake to lodge in Saranac Lake</li> <li>• Increase accessibility</li> <li>• Increase guided tour options</li> <li>• Strengthen relationship with neighboring destinations</li> <li>• Make sure tourism contributes to quality of life in Saranac Lake</li> <li>• Work to make this a sustainable destination</li> <li>• Build a reputation as a safe, fun and friendly destination</li> </ul>
<b>Action:</b>	Develop Trail Masterplan to integrate paths, Riverwalk, trails, corridors and enhance accessibility
<b>Responsible Players:</b>	HIAB will take lead, WCS, Georgetanne Gaffney
<b>Timeline:</b>	One year
<b>Expected Outcomes:</b>	There is a full understanding among residents, those involved in delivering tourism experiences, and visitors related to trails, usage and limits on each (both public and commercial), dates of usage, and how those trails connect with each other.
<b>Notes and Details:</b>	Include water trails.
<b>Related Actions:</b>	<ul style="list-style-type: none"> <li>• Brand Saranac Lake as an independent destination under the Adirondack brand umbrella</li> <li>• Build a strong practice of stewardship</li> <li>• Build and market “learning vacations”</li> <li>• Expand the selection of current and competitive lodging</li> <li>• Develop Riverwalk activities and line it with visitor-related retail and dining</li> <li>• Establish recreational path between Saranac Lake and Lake Placid</li> <li>• Establish a new point to disburse visitor information and make visitor contact</li> <li>• Market to campground visitors</li> <li>• Engage in website development</li> </ul>

## 14. Establish recreational path between Saranac Lake and Lake Placid

<b>Related Goals:</b>	<ul style="list-style-type: none"> <li>• Base Saranac Lake brand on Adirondack outdoor recreation, wellness, history and arts</li> <li>• Improve approaches to Saranac Lake</li> <li>• Strengthen relationship with neighboring destinations</li> <li>• Make sure tourism contributes to quality of life in Saranac Lake</li> </ul>
<b>Action:</b>	Establish recreational path between Saranac Lake and Lake Placid
<b>Responsible Players:</b>	HIAB, Chuck Damp, Tom Boothe, Jason Smith & Dick Beamish
<b>Timeline:</b>	Within 5 years
<b>Expected Outcomes:</b>	Residents and visitors have a route to and from Lake Placid for running, biking, cross country skiing, etc.
<b>Notes and Details:</b>	There may be more benefit to residents than visitors on this.
<b>Related Actions:</b>	<ul style="list-style-type: none"> <li>• Build a strong practice of stewardship</li> <li>• Make Saranac Lake arrival more welcoming</li> <li>• Develop Riverwalk activities and line it with visitor-related retail and dining</li> <li>• Create a pedestrian-friendly, visitor-friendly downtown</li> <li>• Improve and/or establish public transportation in Saranac Lake and between Saranac Lake and Lake Placid</li> <li>• Develop Trail Masterplan to integrate paths, Riverwalk, trails, corridors</li> </ul>

## 15. Promote and sell local products

<b>Related Goals:</b>	<ul style="list-style-type: none"> <li>• Grow existing tourism economy</li> <li>• Base Saranac Lake brand on Adirondack outdoor recreation, wellness, history and arts</li> <li>• Create jobs and business opportunities</li> <li>• Make historic downtown more inviting to visitors</li> <li>• Grow quantity and quality of local lodging</li> <li>• Enhance nightlife for residents and visitors</li> <li>• Encourage people who recreate in Saranac Lake to lodge in Saranac Lake</li> <li>• Increase guided tour options</li> <li>• Increase diversity and number of dining options</li> <li>• Make sure tourism contributes to quality of life in Saranac Lake</li> <li>• Foster public/business/resident partnerships to share homegrown fun with visitors</li> </ul>
<b>Action:</b>	Promote and sell local products
<b>Responsible Players:</b>	Chamber, ANCA, Adirondack Harvest
<b>Timeline:</b>	Ongoing
<b>Expected Outcomes:</b>	Tourism functions in such a way that it reinforces visitor spending on products that are locally owned and operated.
<b>Notes and Details:</b>	Local products keep profits and decision making in the immediate area, helping ensure that business decisions take into account local economic and social needs.
<b>Related Actions:</b>	<ul style="list-style-type: none"> <li>• Brand Saranac Lake as an independent destination under the Adirondack brand umbrella</li> <li>• Cluster and expand dining and nightlife options</li> <li>• Add two shoulder season events</li> <li>• Build and market “learning vacations”</li> <li>• Establish a new point to disburse visitor information and make visitor contact</li> <li>• Incubate new tourism businesses</li> <li>• Market to campground visitors</li> <li>• Develop coop advertising opportunities with the private sector</li> <li>• Engage in website development</li> </ul>

## 16. Make Saranac Lake arrival more welcoming

<b>Related Goals:</b>	<ul style="list-style-type: none"> <li>• Grow existing tourism economy</li> <li>• Base Saranac Lake brand on Adirondack outdoor recreation, wellness, history and arts</li> <li>• Create jobs and business opportunities</li> <li>• Make historic downtown more inviting to visitors</li> <li>• Encourage people who recreate in Saranac Lake to lodge in Saranac Lake</li> <li>• Improve approaches to Saranac Lake</li> <li>• Increase diversity and number of dining options</li> <li>• Make sure tourism contributes to quality of life in Saranac Lake</li> <li>• Foster public/business/resident partnerships to share homegrown fun with visitors</li> <li>• Build a reputation as a safe, fun and friendly destination</li> </ul>
<b>Action:</b>	Make Saranac Lake arrival more welcoming
<b>Responsible Players:</b>	Village, Town of Harrietstown/Jim Murmane, ANCA
<b>Timeline:</b>	Ongoing
<b>Expected Outcomes:</b>	Visitors who enter an upbeat and welcoming destination are inclined to stay, recreate, build a relationship, and come back often.
<b>Notes and Details:</b>	
<b>Related Actions:</b>	<ul style="list-style-type: none"> <li>• Cluster and expand dining and nightlife options</li> <li>• Engage in hospitality training</li> <li>• Expand the selection of current and competitive lodging</li> <li>• Develop Riverwalk activities and line it with visitor-related retail and dining</li> <li>• Create a pedestrian-friendly, visitor-friendly downtown</li> <li>• Improve and/or establish public transportation in Saranac Lake and between Saranac Lake and Lake Placid</li> <li>• Make parking easily available and easy for visitors to find</li> <li>• Develop Trail Masterplan to integrate paths, Riverwalk, trails, corridors</li> <li>• Establish recreational path between Saranac Lake and Lake Placid</li> <li>• Establish a new point to disburse visitor information and make visitor contact</li> </ul>

## 17. Incubate new tourism businesses

<b>Related Goals:</b>	<ul style="list-style-type: none"> <li>• Grow existing tourism economy</li> <li>• Base Saranac Lake brand on Adirondack outdoor recreation, wellness, history and arts</li> <li>• Create jobs and business opportunities</li> <li>• Grow quantity and quality of local lodging</li> <li>• Enhance nightlife for residents and visitors</li> <li>• Increase guided tour options</li> <li>• Increase diversity and number of dining options</li> <li>• Foster public/business/resident partnerships to share homegrown fun with visitors</li> <li>• Work to make this a sustainable destination</li> <li>• Build a reputation as a safe, fun and friendly destination</li> </ul>
<b>Action:</b>	Incubate new tourism businesses
<b>Responsible Players:</b>	Chamber, ECIDA, FCIDA, AEDC, Paul Smiths College
<b>Timeline:</b>	Ongoing
<b>Expected Outcomes:</b>	<ul style="list-style-type: none"> <li>• Higher chances that new tourism businesses will survive and thrive</li> <li>• Good atmosphere to encourage investment in new businesses</li> <li>• Builds a stronger relationship among local businesses</li> </ul>
<b>Notes and Details:</b>	Some of the incubation actions can be accomplished with retired volunteers
<b>Related Actions:</b>	<ul style="list-style-type: none"> <li>• Promote and sell local products</li> <li>• Cluster and expand dining and nightlife options</li> <li>• Build and market “learning vacations”</li> <li>• Make Saranac Lake arrival more welcoming</li> <li>• Engage in hospitality training</li> <li>• Create a pedestrian-friendly, visitor-friendly downtown</li> <li>• Erase the county line in terms marketing</li> <li>• Establish a new point to disburse visitor information and make visitor contact</li> <li>• Develop coop advertising opportunities with the private sector</li> <li>• Engage in website development</li> </ul>

## 18. Market to campground visitors

<b>Related Goals:</b>	<ul style="list-style-type: none"> <li>• Grow existing tourism economy</li> <li>• Base Saranac Lake brand on Adirondack outdoor recreation, wellness, history and arts</li> <li>• Create jobs and business opportunities</li> <li>• Enhance nightlife for residents and visitors</li> <li>• Increase guided tour options</li> <li>• Increase diversity and number of dining options</li> <li>• Foster public/business/resident partnerships to share homegrown fun with visitors</li> <li>• Work to make this a sustainable destination</li> <li>• Build a reputation as a safe, fun and friendly destination</li> </ul>
<b>Action:</b>	Market to campground visitors
<b>Responsible Players:</b>	Chamber
<b>Timeline:</b>	Ongoing
<b>Expected Outcomes:</b>	Build a relationship between Saranac Lake and those patronizing campgrounds in the area.
<b>Notes and Details:</b>	
<b>Related Actions:</b>	<ul style="list-style-type: none"> <li>• Brand Saranac Lake as an independent destination under the Adirondack brand umbrella</li> <li>• Build a strong practice of stewardship</li> <li>• Promote and sell local products</li> <li>• Cluster and expand dining and nightlife options</li> <li>• Add two shoulder season events</li> <li>• Build and market “learning vacations”</li> <li>• Make Saranac Lake arrival more welcoming</li> <li>• Engage in hospitality training</li> <li>• Develop Riverwalk activities and line it with visitor-related retail and dining</li> <li>• Create a pedestrian-friendly, visitor-friendly downtown</li> <li>• Make parking easily available and easy for visitors to find</li> <li>• Develop Trail Masterplan to integrate paths, Riverwalk, trails, corridors</li> <li>• Establish recreational path between Saranac Lake and Lake Placid</li> <li>• Establish a new point to disburse visitor information and make visitor contact</li> <li>• Develop coop advertising opportunities with the private sector</li> <li>• Engage in website development</li> </ul>

## 19. Develop coop advertising opportunities with the private sector

<b>Related Goals:</b>	<ul style="list-style-type: none"> <li>• Grow existing tourism economy</li> <li>• Base Saranac Lake brand on Adirondack outdoor recreation, wellness, history and arts</li> <li>• Create jobs and business opportunities</li> <li>• Make historic downtown more inviting to visitors</li> <li>• Grow quantity and quality of local lodging</li> <li>• Enhance nightlife for residents and visitors</li> <li>• Encourage people who recreate in Saranac Lake to lodge in Saranac Lake</li> <li>• Increase guided tour options</li> <li>• Increase diversity and number of dining options</li> <li>• Foster public/business/resident partnerships to share homegrown fun with visitors</li> <li>• Build a reputation as a safe, fun and friendly destination</li> </ul>
<b>Action:</b>	Develop coop advertising opportunities with the private sector
<b>Responsible Players:</b>	Chamber, LPECVB
<b>Timeline:</b>	Ongoing
<b>Expected Outcomes:</b>	Create a mechanism that promotes Saranac Lake as a destination and enables private sector enterprises to promote themselves in conjunction.
<b>Notes and Details:</b>	This can be web based, advertising buys or even a printed piece for distribution to arriving visitors.
<b>Related Actions:</b>	<ul style="list-style-type: none"> <li>• Brand Saranac Lake as an independent destination under the Adirondack brand umbrella</li> <li>• Promote and sell local products</li> <li>• Cluster and expand dining and nightlife options</li> <li>• Add two shoulder season events</li> <li>• Build and market “learning vacations”</li> <li>• Erase the county line in terms marketing</li> <li>• Establish a new point to disburse visitor information and make visitor contact</li> <li>• Engage in website development</li> </ul>

## 20. Develop Riverwalk activities and line it with visitor-related retail and dining

<b>Related Goals:</b>	<ul style="list-style-type: none"> <li>• Grow existing tourism economy</li> <li>• Base Saranac Lake brand on Adirondack outdoor recreation, wellness, history and arts</li> <li>• Create jobs and business opportunities</li> <li>• Make historic downtown more inviting to visitors</li> <li>• Grow quantity and quality of local lodging</li> <li>• Encourage people who recreate in Saranac Lake to lodge in Saranac Lake</li> <li>• Increase accessibility</li> <li>• Improve approaches to Saranac Lake</li> <li>• Increase diversity and number of dining options</li> <li>• Make sure tourism contributes to quality of life in Saranac Lake</li> </ul>
<b>Action:</b>	Develop Riverwalk activities and line it with visitor-related retail and dining (shops in backs of existing buildings)
<b>Responsible Players:</b>	CD/Jeremy Evans, AEDC, HIAB
<b>Timeline:</b>	Ongoing
<b>Expected Outcomes:</b>	The Riverwalk opens a key opportunity (as discovered by numerous other destinations) to tie dining and retail to a positive water-oriented outdoor environment. Saranac Lake can build this into such a positive experience that it will be difficult for other regional destinations to compete.
<b>Notes and Details:</b>	The ability to have an outdoor meal, grab an ice cream, shop for local crafts, etc. while wandering the Riverwalk gives Saranac Lake an economic return on the Riverwalk.
<b>Related Actions:</b>	<ul style="list-style-type: none"> <li>• Brand Saranac Lake as an independent destination under the Adirondack brand umbrella</li> <li>• Build a strong practice of stewardship</li> <li>• Promote and sell local products</li> <li>• Cluster and expand dining and nightlife options</li> <li>• Add two shoulder season events</li> <li>• Make Saranac Lake arrival more welcoming</li> <li>• Expand the selection of current and competitive lodging</li> <li>• Create a pedestrian-friendly, visitor-friendly downtown</li> <li>• Improve and/or establish public transportation in Saranac Lake and between Saranac Lake and Lake Placid</li> <li>• Make parking easily available and easy for visitors to find</li> <li>• Develop Trail Masterplan to integrate paths, Riverwalk, trails, corridors</li> <li>• Establish a new point to disburse visitor information and make visitor contact</li> <li>• Market to campground visitors</li> <li>• Engage in website development</li> </ul>

## 21. Improve and/or establish public transportation in Saranac Lake and between Saranac Lake and Lake Placid

<b>Related Goals:</b>	<ul style="list-style-type: none"> <li>• Grow existing tourism economy</li> <li>• Create jobs and business opportunities</li> <li>• Make historic downtown more inviting to visitors</li> <li>• Increase accessibility</li> <li>• Improve approaches to Saranac Lake</li> <li>• Strengthen relationship with neighboring destinations</li> <li>• Make sure tourism contributes to quality of life in Saranac Lake</li> <li>• Work to make this a sustainable destination</li> <li>• Build a reputation as a safe, fun and friendly destination</li> </ul>
<b>Action:</b>	Improve and/or establish public transportation in Saranac Lake and between Saranac Lake and Lake Placid
<b>Responsible Players:</b>	Village, Franklin County/Neil Seymour, Essex County/Nancy Dugan
<b>Timeline:</b>	By 3 years
<b>Expected Outcomes:</b>	Visitors are able to move easily, without their own vehicles, around the destination and to and from trains and airports. Those seeking guided experiences may not need a local vehicle at all.
<b>Notes and Details:</b>	<ul style="list-style-type: none"> <li>○ To and from Lake Placid</li> <li>○ To and from airport</li> <li>○ To and from Amtrak</li> </ul>
<b>Related Actions:</b>	<ul style="list-style-type: none"> <li>• Build a strong practice of stewardship</li> <li>• Cluster and expand dining and nightlife options</li> <li>• Add two shoulder season events</li> <li>• Make Saranac Lake arrival more welcoming</li> <li>• Expand the selection of current and competitive lodging</li> <li>• Develop Riverwalk activities and line it with visitor-related retail and dining</li> <li>• Create a pedestrian-friendly, visitor-friendly downtown</li> <li>• Make parking easily available and easy for visitors to find</li> <li>• Develop Trail Masterplan to integrate paths, Riverwalk, trails, corridors</li> <li>• Establish recreational path between Saranac Lake and Lake Placid</li> <li>• Establish a new point to disburse visitor information and make visitor contact</li> <li>• Engage in website development</li> </ul>

## 22. Make parking easily available and easy for visitors to find

<b>Related Goals:</b>	<ul style="list-style-type: none"> <li>• Make historic downtown more inviting to visitors</li> <li>• Encourage people who recreate in Saranac Lake to lodge in Saranac Lake</li> <li>• Increase accessibility</li> <li>• Improve approaches to Saranac Lake</li> <li>• Increase diversity and number of dining options</li> <li>• Make sure tourism contributes to quality of life in Saranac Lake</li> <li>• Foster public/business/resident partnerships to share homegrown fun with visitors</li> <li>• Work to make this a sustainable destination</li> <li>• Build a reputation as a safe, fun and friendly destination</li> </ul>
<b>Action:</b>	Make parking easily available and easy for visitors to find – signage, add to maps
<b>Responsible Players:</b>	Village, Chamber
<b>Timeline:</b>	Ongoing
<b>Expected Outcomes:</b>	People can easily find parking and move into a pedestrian relationship with downtown, riverwalk, lake front, and nearby lodging.
<b>Notes and Details:</b>	Parking without tolls would be a refreshing discovery for visitors.
<b>Related Actions:</b>	<ul style="list-style-type: none"> <li>• Build a strong practice of stewardship</li> <li>• Cluster and expand dining and nightlife options</li> <li>• Add two shoulder season events</li> <li>• Make Saranac Lake arrival more welcoming</li> <li>• Develop Riverwalk activities and line it with visitor-related retail and dining</li> <li>• Create a pedestrian-friendly, visitor-friendly downtown</li> <li>• Improve and/or establish public transportation in Saranac Lake and between Saranac Lake and Lake Placid</li> <li>• Develop Trail Masterplan to integrate paths, Riverwalk, trails, corridors</li> <li>• Establish recreational path between Saranac Lake and Lake Placid</li> <li>• Establish a new point to disburse visitor information and make visitor contact</li> <li>• Engage in website development</li> </ul>



## Saranac Lake Destination Master Plan Action Tracker

Updated November 16, 2009

#	Action	Key Actions	Priority	Timeline	Status	Responsible Players
1	Establish an ongoing "Tourism Council" to oversee the execution and renewal of this plan	1	1	1	Chamber will be the 'keeper of the plan' and Sylvie will bring Council together at October meeting	Chamber (Sylvie to Chair), LPECVB/Arlene Day, Arts Guild/Bob Pettee & Georgeanne Gaffney, Local Merchants Group, AEDC (as needed)/Mike Conway, NBT, Village & HIAB/Susan Waters, Franklin County Tourism/Neil Seymour, Local Merchants Group - Lodging (& Town of Harrietstown)/Jim Murmane, Guides/Jack Drury & Jason Smith, Dir. of Community Development/Jeremy Evans
2	Brand Saranac Lake as an independent destination under the Adirondack brand umbrella	1	1	1	By May 1, 2010. Needs to be jump started	TMC & LPECVB

## Saranac Lake Destination Master Plan Action Tracker

Updated November 16, 2009

#	Action	Key Actions	Priority	Timeline	Status	Responsible Players
3	Build a critical mass of "learning vacation" components, increase guided tourism and tap into existing demand to market those learning vacations	1	1	1	Expand guide participation.	LPECVB, Chamber, Guiding Services/Jason Smith & Joe Hackett, Health & Wellness/Dan Sullivan, Eco Lodges
4	Develop a partnership by developing, defining & sharing a set of criteria for a strong practice of stewardship	1	1	1	By January 1, 2010	Chamber, Guiding, Eco Lodges - Dan Sullivan, Zoe Smith, Jack Drury
5	Erase the county line in terms marketing	1	1	7	Complete/ongoing	Chamber, LPECVB, Franklin County Tourism/Neil Seymour
6	Expand the selection of current and competitive lodging with a small conference center	1	1	7	(ongoing)	TC, Village/Mayor Thomas Michael, Community Development Office/Jeremy Evans
7	Cluster and expand dining and nightlife options	1	1	7	Addressed in Comprehensive Plan	TC, AEDC/Mike Conway, CD/Jeremy Evans
8	Create a pedestrian-friendly, visitor-friendly downtown	1	1	7	Summer 2010 & ongoing	HIAB & Georgeanne Gaffney
9	Establish a new point to disburse visitor information and make visitor contact		1	1	Complete	Chamber, LPECVB

## Saranac Lake Destination Master Plan Action Tracker

Updated November 16, 2009

#	Action	Key Actions	Priority	Timeline	Status	Responsible Players
10	Engage in website development & reservation system and establish a baseline of data on visitor quantities, spending, demographics		1	7	underway & ongoing	Chamber & LPECVB, Franklin County Tourism/Neil Seymour
11	Engage in hospitality training		1	2	Spring	LPECVB, WIB/Joe Contol, ACT, Paul Smiths College
12	Add two shoulder season events		1	3	Consider moving August music event to 3rd week in September	Chamber & Jason Smith
13	Develop Trail Masterplan to integrate paths, Riverwalk, trails, corridors and enhance accessibility		1	2	Have funding	HIAB will take lead, WCS, Georgeanne Gaffney
14	Establish recreational path between Saranac Lake and Lake Placid		1	6	There could be existing trails that are over grown	HIAB, Chuck Damp, Tom Boothe, Jason Smith & Dick Beamish
15	Promote and sell local products		1	7		Chamber, ANCA, Adirondack Harvest
16	Make Saranac Lake arrival more welcoming		1	7		Village, Town of Harrietstown/Jim Murmane, ANCA
17	Incubate new tourism businesses		1	7		Chamber, ECIDA, FCIDA, AEDC, Paul Smiths College

## Saranac Lake Destination Master Plan Action Tracker

Updated November 16, 2009

#	Action	Key Actions	Priority	Timeline	Status	Responsible Players
18	Market to campground visitors		1	7		Chamber
19	Develop coop advertising opportunities with the private sector		1	7	ongoing	Chamber, LPECVB
20	Develop Riverwalk activities and line it with visitor-related retail and dining		2	7	1st phase of Riverwalk complete, bringing businesses to face it needs work	CD/Jeremy Evans, AEDC, HIAB
21	Improve and/or establish public transportation in Saranac Lake and to connect Lake Placid with Saranac Lake		3	5	Village-trolley, Franklin & Essex City bus transportation, add more trolley transportation between Lake Placid & Saranac Lake	Village, Franklin County/Neil Seymour, Essex County/Nancy Dugan
22	Make parking easily available and easy for visitors to find signage, add to maps		3	7	On new map & ongoing	Village, Chamber

**Key to Timeline**

By 6 months	1
By 12 months	2
By 18 months	3
By 24 months	4
By 3 years	5
By 5 years	6
Ongoing	7

**Legend to group abbreviations**

TC	Tourism Council
TMC	Chamber Tourism Marketing Committee
WCS	Wildlife Conservation Society
LPECVB	Lake Placid/Essex County Visitors Bureau
AEDC	Adirondack Economic Development
NBT	National Bank & Trust
HIAB	Healthy Infrastructure Advisory Board
WIB	Workforce Investment Board
ANCA	Adirondack North Country Association
ACT	Adirondack Community Trust
CD	Community Development Office
ECIDA	Essex County Industrial Development Agency
FCIDA	Franklin County Industrial Development Agency



## Appendix



## Tourism Council

The tourism council becomes the entity charged with guiding the future of tourism for the destination.

- Executing the DMP
- Renewing the DMP
- Identify necessary types of businesses to succeed
- Building support with government and community for public sector investment and infrastructure
- Partnering with nearby destinations, the county, and Adirondack Park
- Working closely with Essex County Visitors Bureau

The strength of the tourism council comes from building a momentum among government, community members and businesses to achieve those actions which move the destination toward goals outlined in the Destination Master Plan, which is shared openly with the community.

### Mission Statement

The Tourism Council will draw on the public/private partnership of its membership and the destination to guide tourism to be more profitable, to contribute to our quality of life, to protect the natural and cultural assets that tourism depends upon, and to deliver great experiences for our visitors.

### Guiding Principles

- Seeks tourism that is
  - Good for local businesses
  - Good for the community
  - Takes care of Adirondack Park
  - A great experience for visitors
- Strengthening public/private partnerships that help generate year-round employment
- Working collaboratively to raise the “value” of a County wide destination
- Recognition that tourism products are the product of private investment

### Policies and Procedures

1. Membership - a balance of public, community, and tourism business interests
  - a. As vacancies occur, the council will actively recruit to regain that balance
2. Meetings will be scheduled as they are needed

3. Progress will be made by leading businesses and community toward goals that are widely endorsed.
4. Focus of the Tourism Council is on execution of the DMP, except for annual discussions on revision and renewal
5. "Keeper of the Plan" provides administrative function to the Tourism Council