



The Village of
Saranac Lake
New York

Arts and Culture Master Plan

Visioning Workshop: Defining Success

October 26th, 2017



for the Arts and
Entertainment
Industries

Agenda

I. Introductions

II. Workshop Goals and Outcomes

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IV. Market Research

- a. Market Analysis
- b. Patron Analysis
- c. Community Survey

V. Facility Analysis

VI. Emerging Themes

VII. Village of Saranac Lake Arts and Cultural Plan Vision Draft

VIII. Assets, Challenges, and Opportunities

IX. Understanding Success

X. Defining Success

XI. Goals Prioritization Exercise

XII. Next Steps

XIII. Timeline

Introductions

AMIS

PLANNING & RESEARCH

for the Arts and
Entertainment
Industries

Visioning Workshop Goals and Outcomes

Goal

Define success for a future vision of the arts and culture sector in the Village of Saranac Lake Arts and Cultural Master Plan

Outcomes

- Feedback on Vision Statement
- Identify Measures of Success
- Prioritize Goals

Arts and Cultural Master Plan Progress Review

Phase I

Situation Analysis

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

Phase II

Listening and Understanding

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

Phase III

Arts and Cultural Master Plan

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

Project Objectives

1. **Market research:** Exploring the demand for arts and cultural products and activities in the region, as well as engaging community input through interviews, small group meetings, community survey, visioning sessions and a community meeting.

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

3. Prioritization of **cultural plan recommended actions**.

4. **An implementation strategy** with actionable outcomes, including an understanding of likely investments, to strengthen the arts and cultural sector and bolster the local economy.

Important components for the Village of Saranac Lake Arts and Cultural Master Plan process

- **Inclusive** cultural master plan development process
- **Builds upon success** of previous actions/activity
- **Broadly defines arts and culture**
- Plan **includes means of participation** for existing and new participants of all socio-economic groups and geographic locations
- **Embrace** Creative Communities/Creative Placemaking
- Clear **understanding of current assets** (facilities, programs, people) and how they can be an integral part of the plan
- **Identify missing** assets and suggestions for addressing
- **Understanding the market** and using findings to advance the plan recommendations
- **Defines collaborative** facility, organization, and/or programming **opportunities**
- **Realistic** and **actionable recommendations**

Market Research



Market Research Tasks

- **Market Analysis**

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

- **Patron Analysis**

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

- **Community Survey**

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

Market Analysis

Demographics



Methodology

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

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

The Village of Saranac Lake's key markets:

Trade Area

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

Permanent Resident Patrons

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

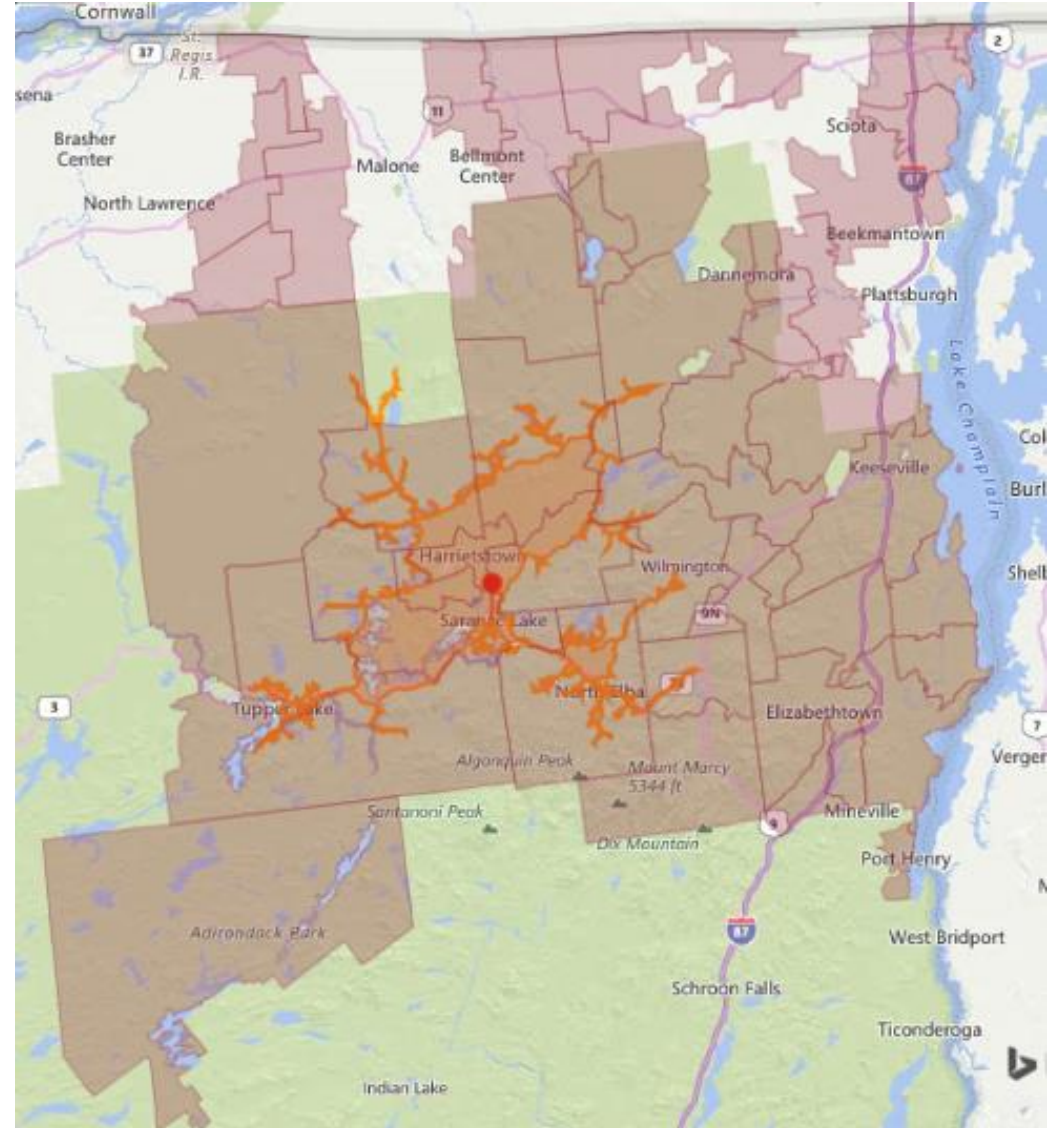
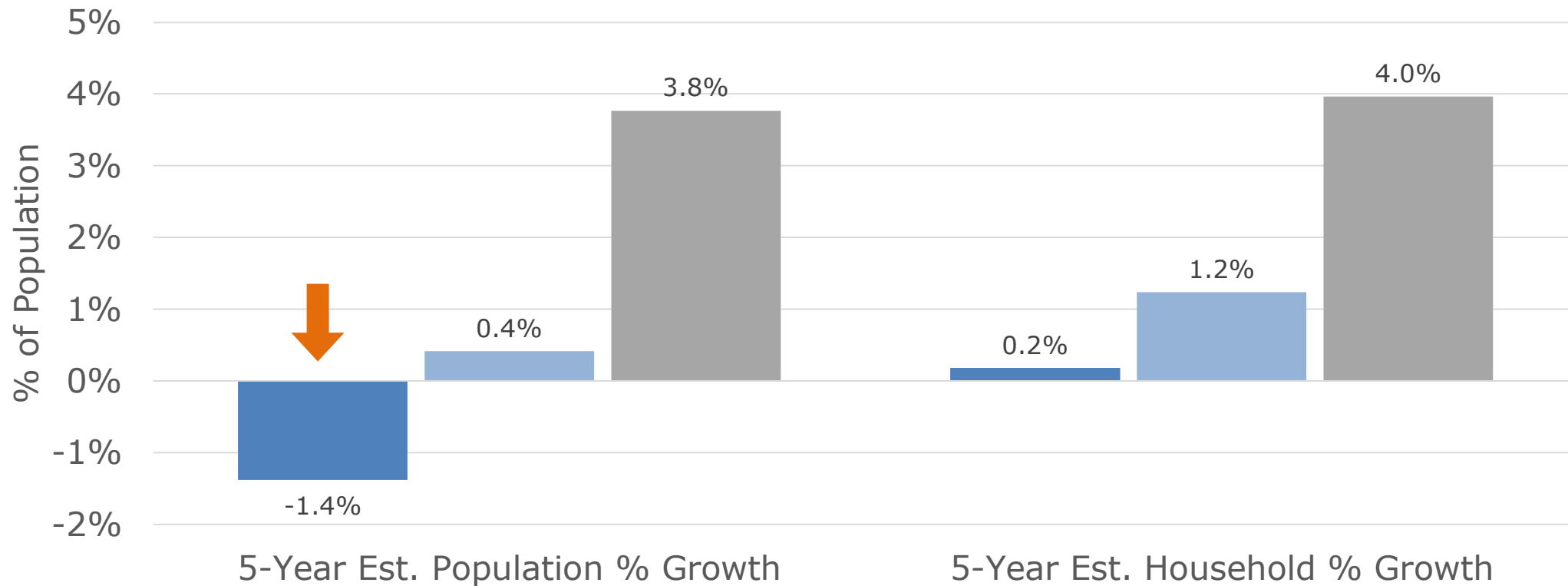


Figure 1: Trade Area (orange) and Permanent Resident Zip Codes (red)

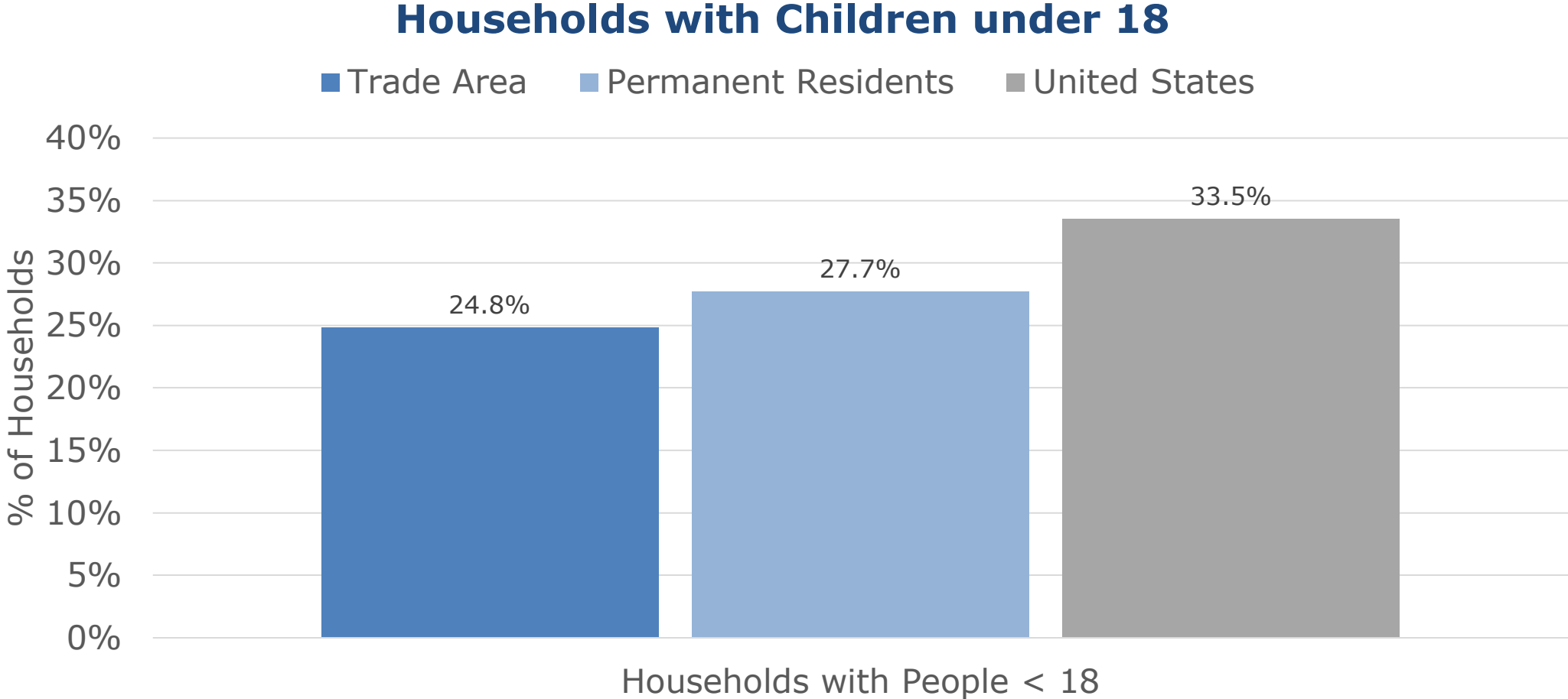
The Village's trade area is estimated to experience a population decline

Est. 5-Year Population & Household Growth

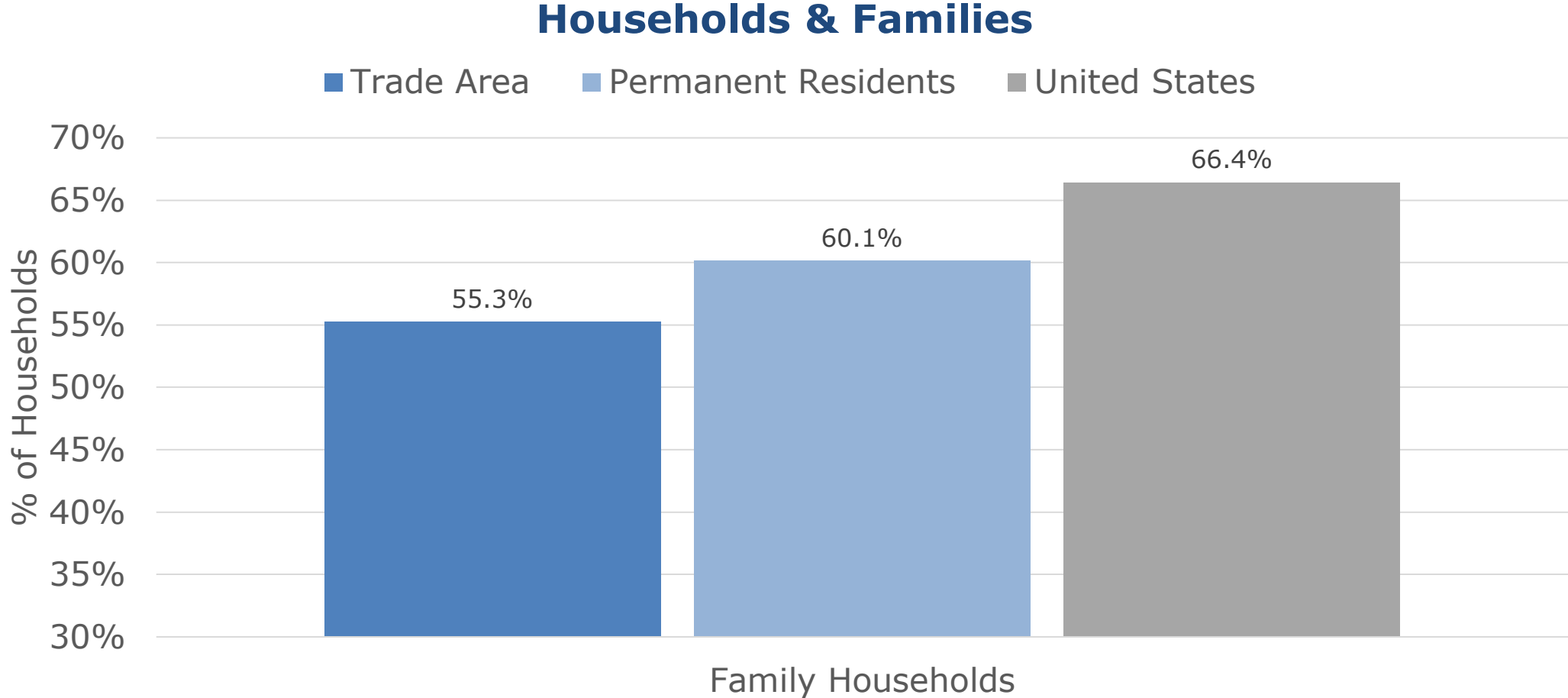
■ Trade Area ■ Permanent Residents ■ United States



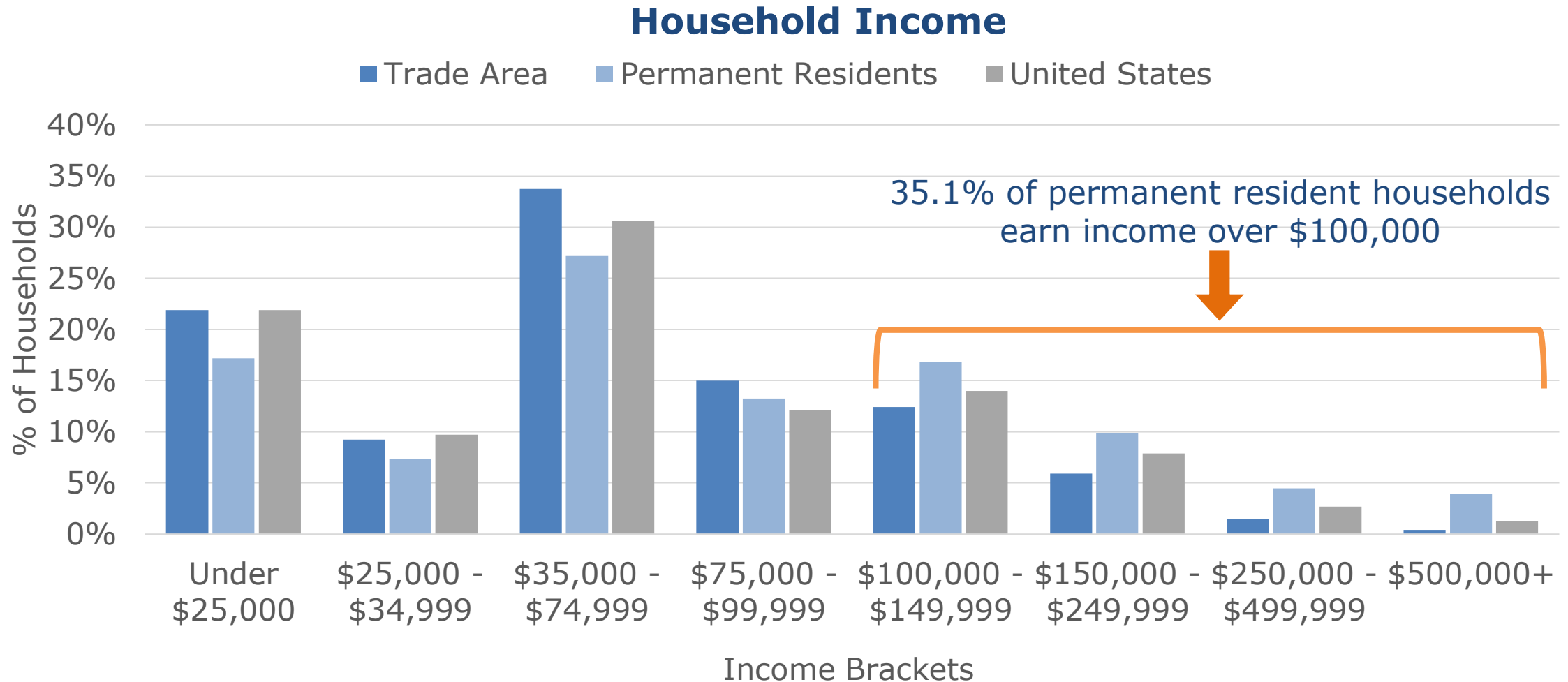
The Village's key markets have fewer households with children than the U.S.



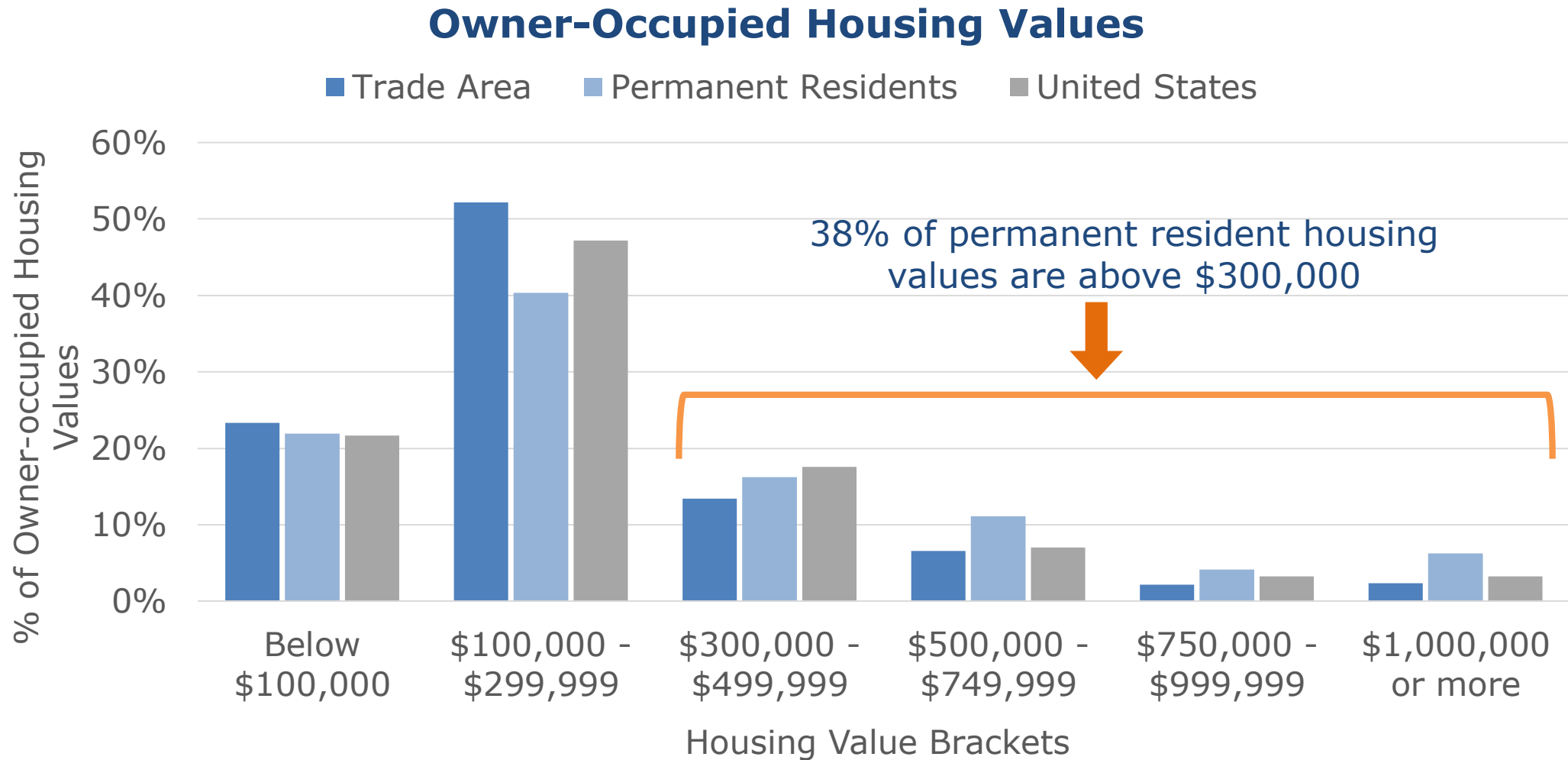
The Village's key markets have fewer family households than the U.S.



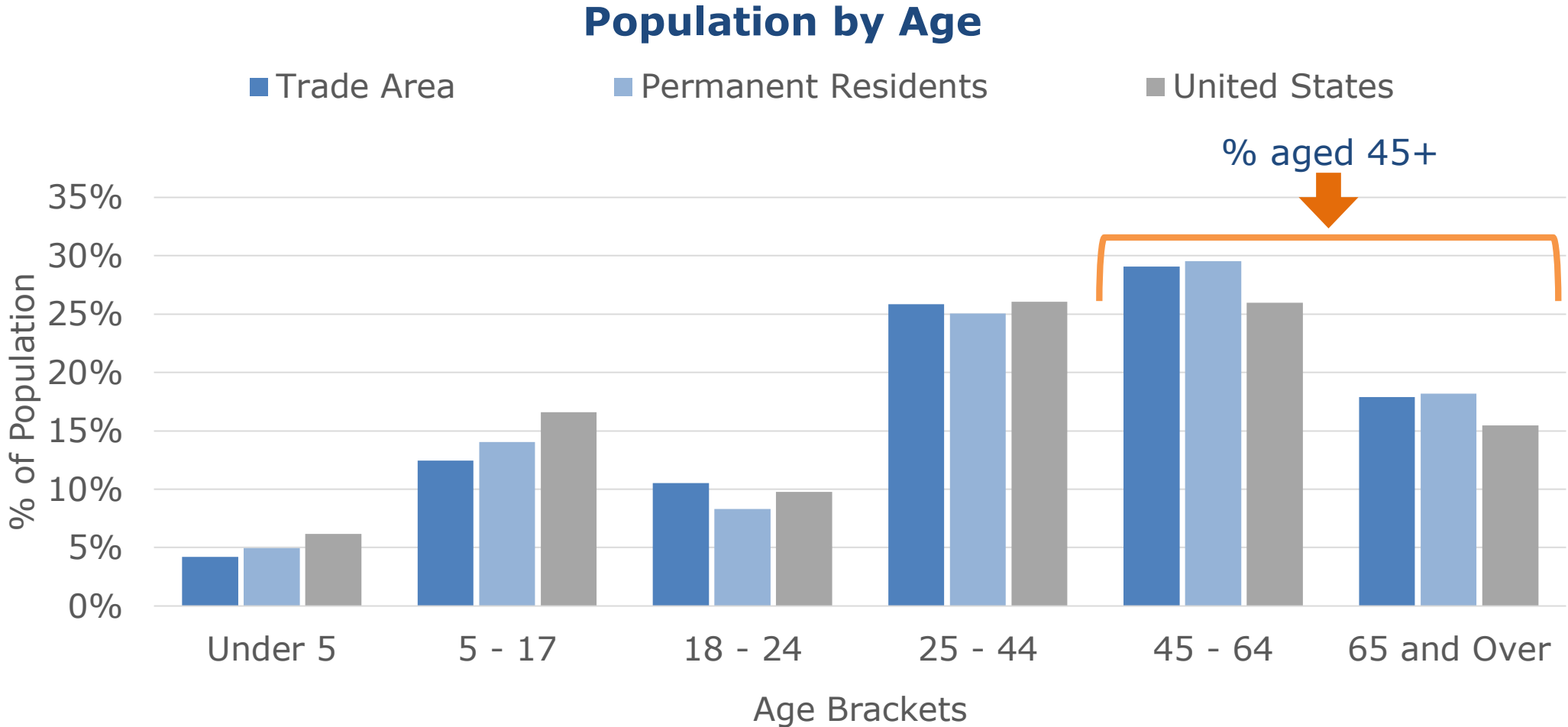
Patrons earn relatively high income, while the trade area demonstrates middle and low income



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



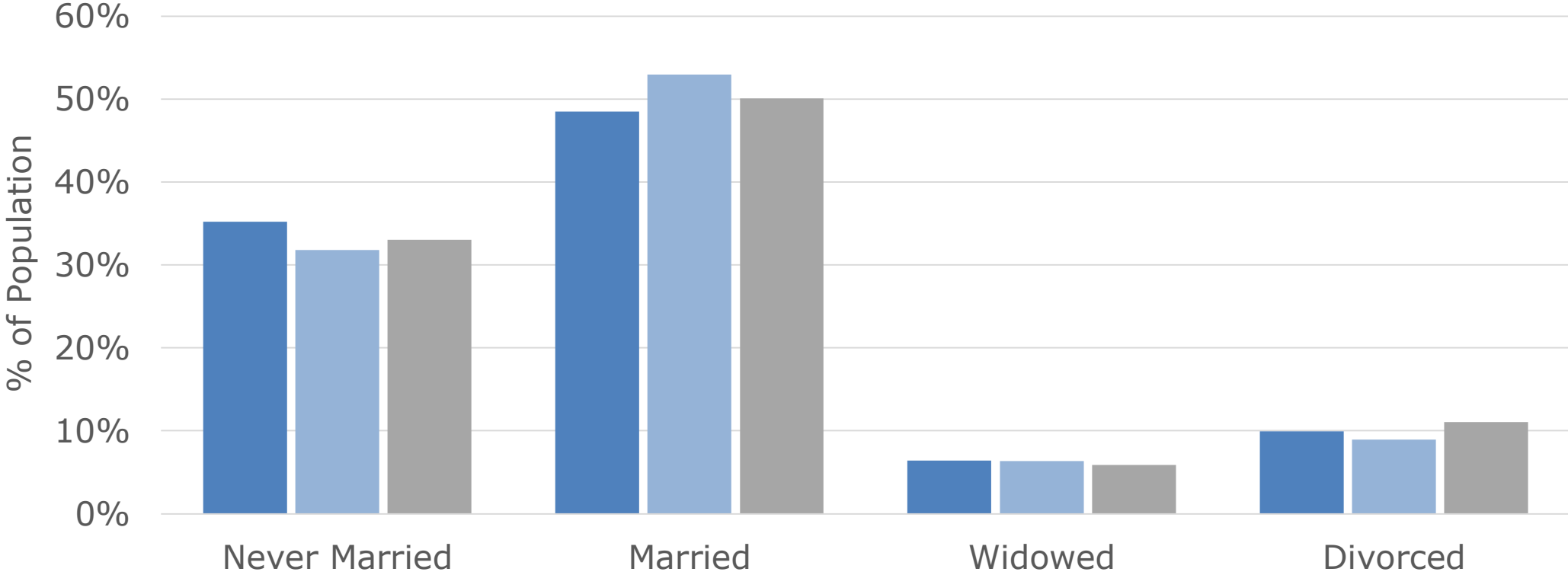
The Village's key markets have a higher % of residents aged 45+



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

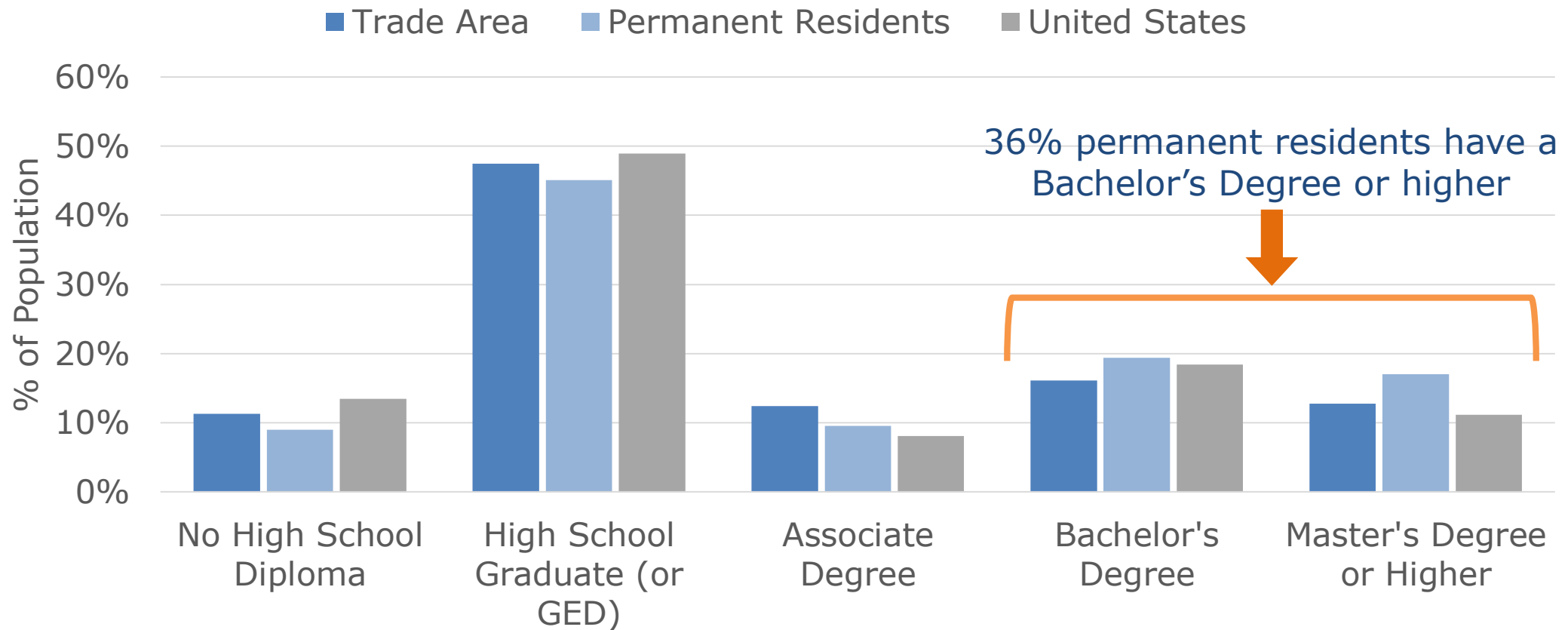
Population (Age 15+) by Marital Status

■ Trade Area ■ Permanent Residents ■ United States



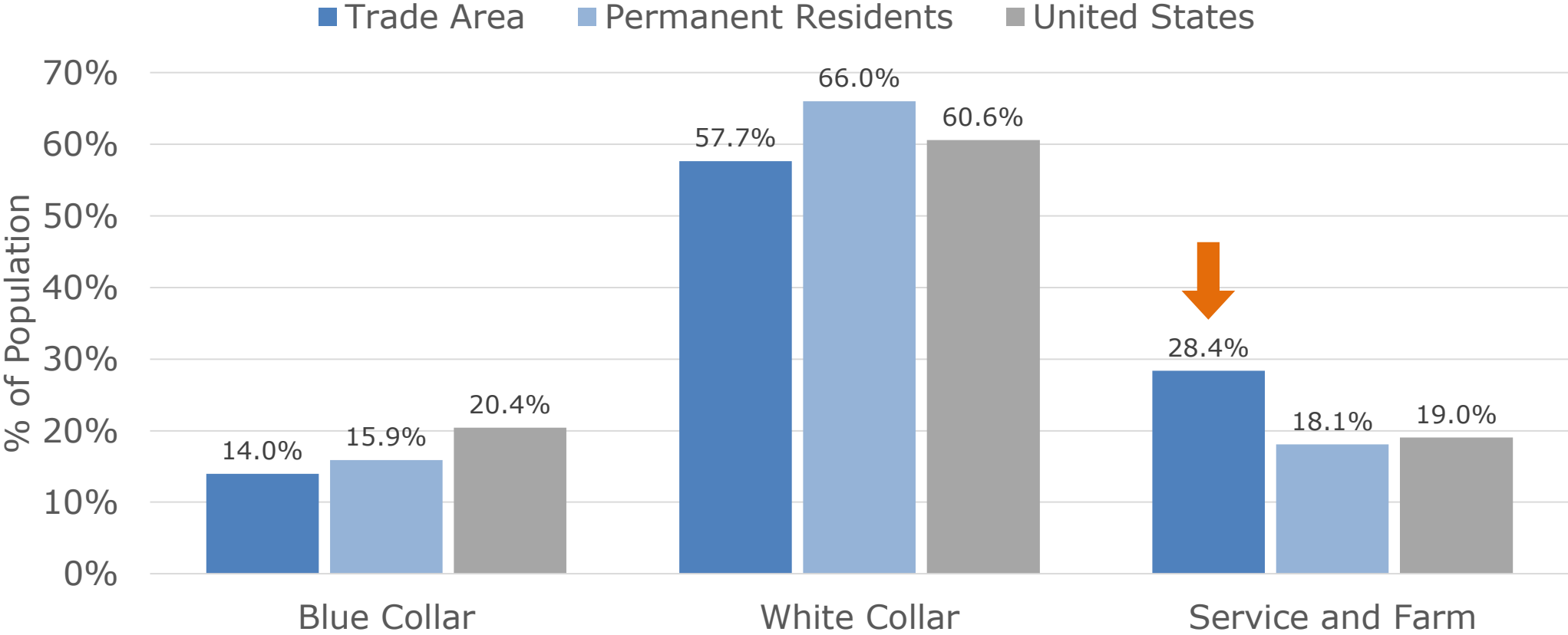
Patrons demonstrate higher levels of educational attainment than the trade area and the U.S. average

Population (Age 25+) by Education Attainment

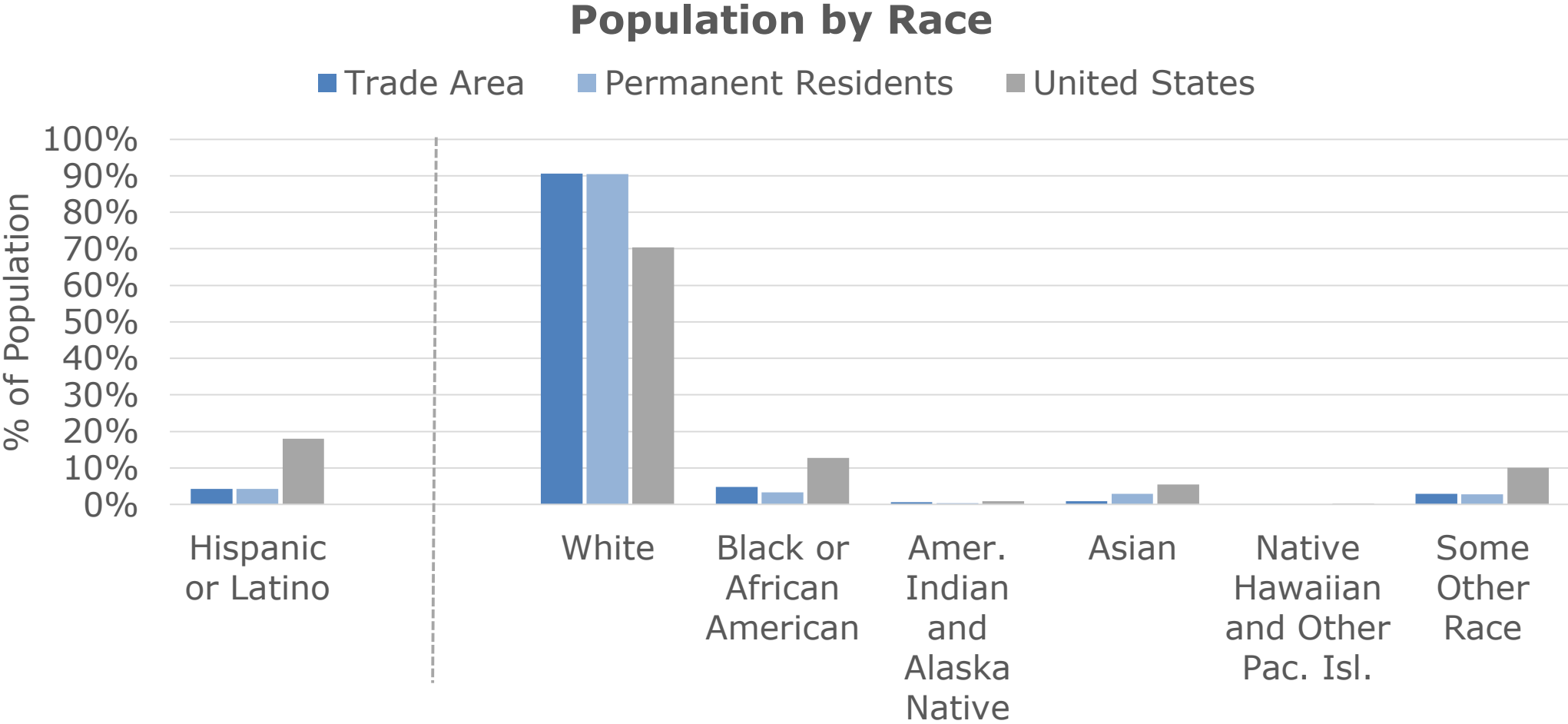


A relatively high % of the trade area works service and farm jobs

Population (Age 16+) by Occupation Classification



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



Market Analysis Segmentation



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

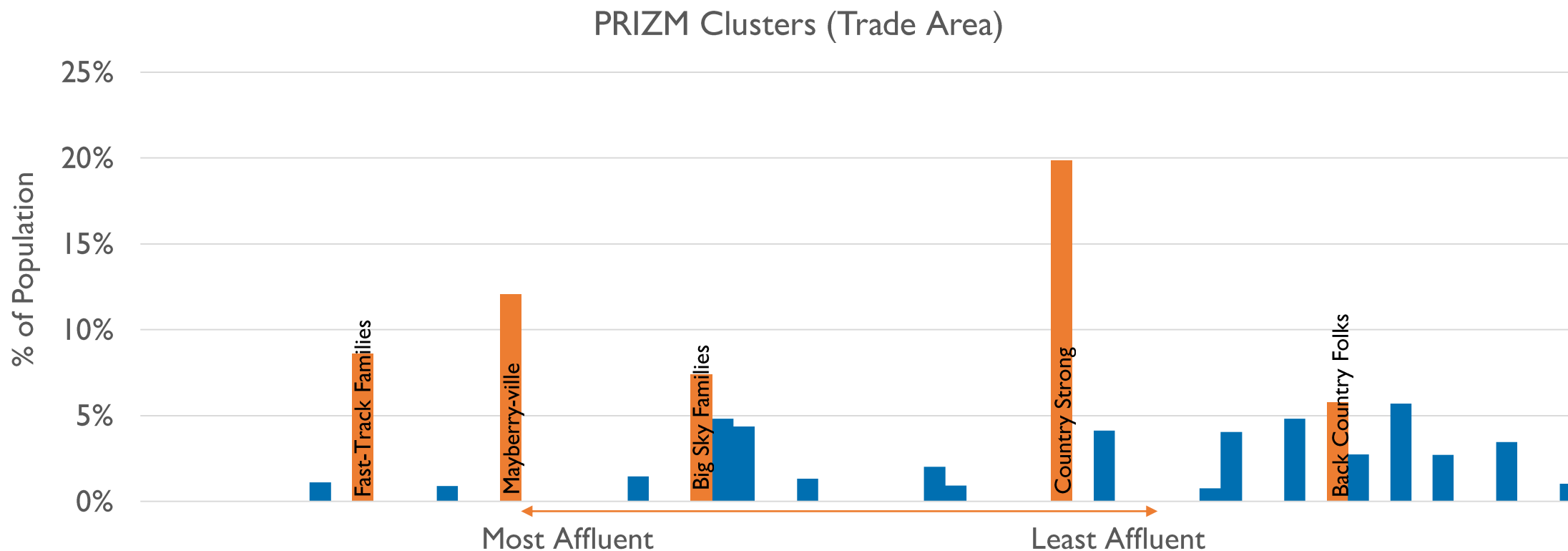
- The Trade Area and patrons who are Permanent Residents represent **varying levels of socioeconomic status**, while patrons who are Seasonal Homeowners and Visitors are generally **more affluent**.
- The Trade Area and patrons who are Permanent Residents tend to lead “**old-fashioned**” **ways of life**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

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

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

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

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



Top 5 PRIZM Premier cluster profiles for the Trade Area



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



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



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



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



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

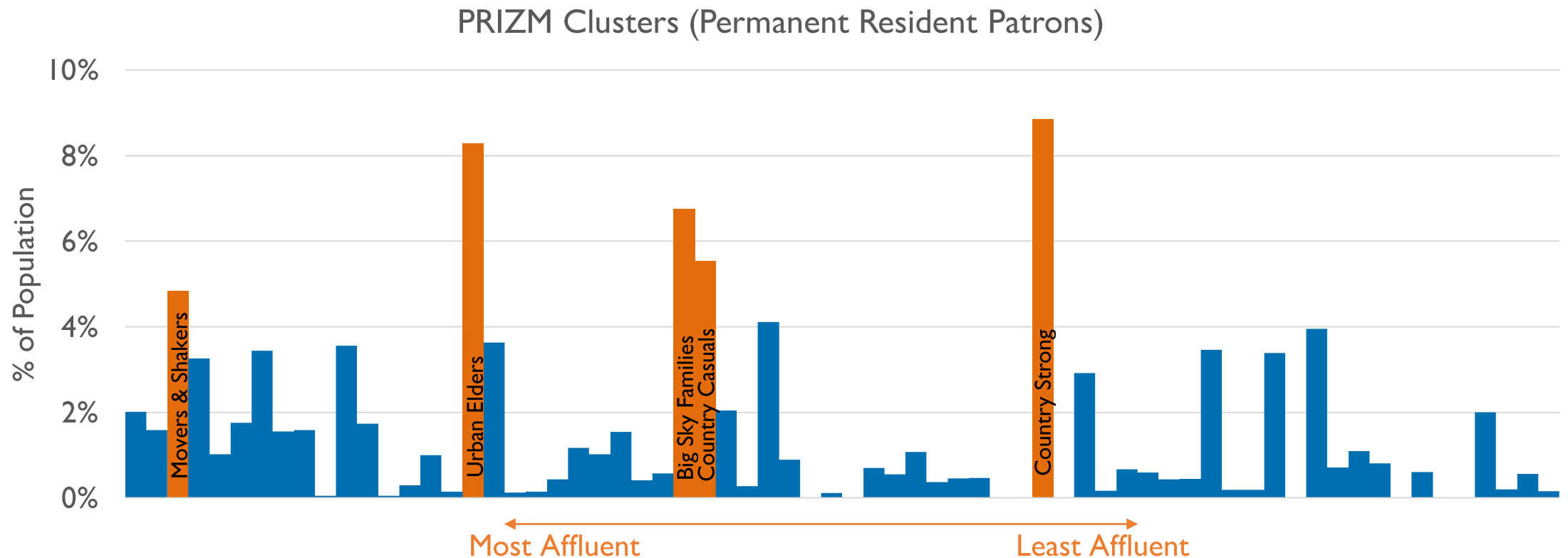
Segments include varying levels of affluence, but all demonstrate high affinities for outdoor activities.

Current Patrons who are Permanent Residents represent a greater number of segments than the Trade Area

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

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

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



Top 5 PRIZM Premier cluster profiles for current Patrons who are Permanent Residents



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



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



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



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



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

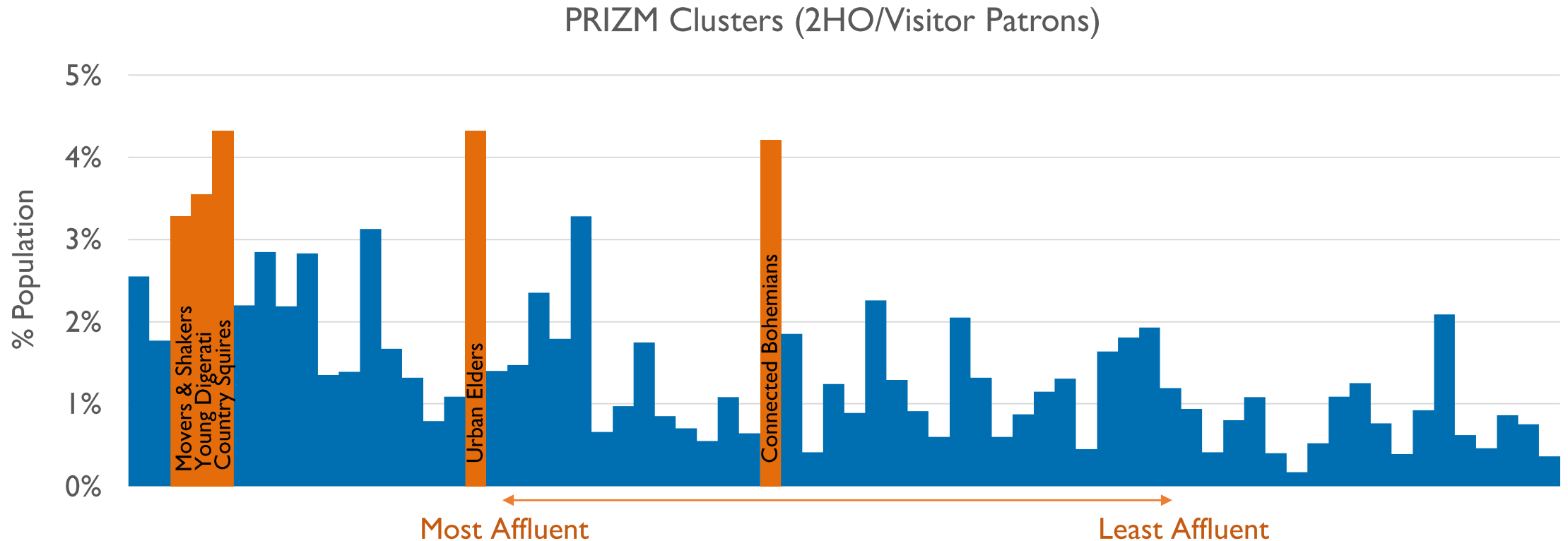
Segments are generally middle to upper class and demonstrate high affinities for music and cultural activities.

Current Patrons who are Seasonal Homeowners and Visitors are distributed across each of the 68 clusters

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

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

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



Top 5 PRIZM Premier cluster profiles for current Patrons who are Seasonal Homeowners and Visitors



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



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



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



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



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

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

Market Analysis Affinities



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

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

Cultural consumers in the Trade Area

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

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

Cultural consumers who are Permanent Residents

For Patrons who are Permanent Residents, in a single year, an estimated:

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

Cultural consumers who are Seasonal Homeowners and Visitors

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

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

Community Survey



Methodology

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

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

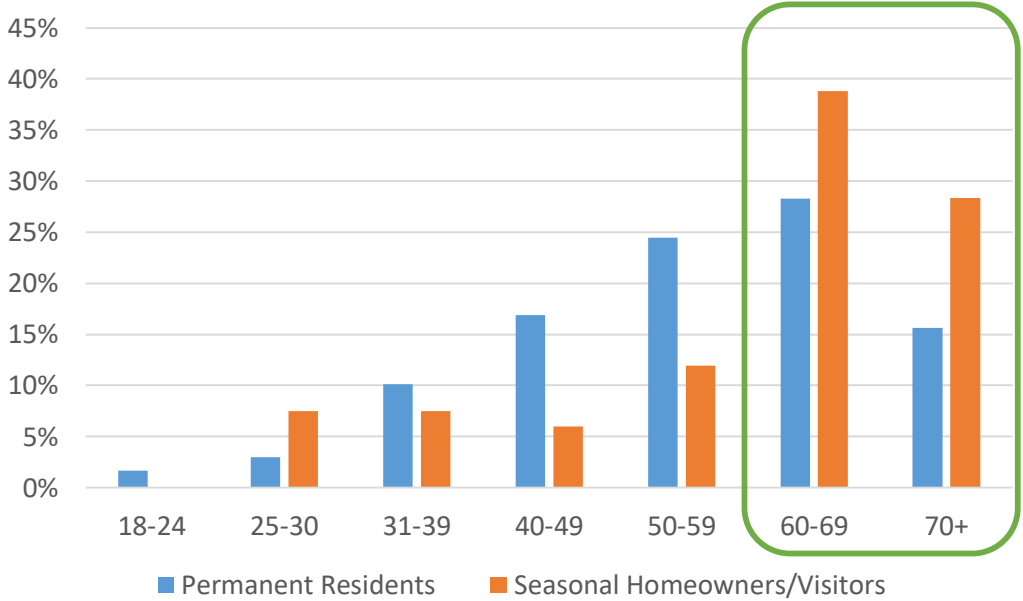
The survey was completed by a wide variety of Saranac Lake community members:

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

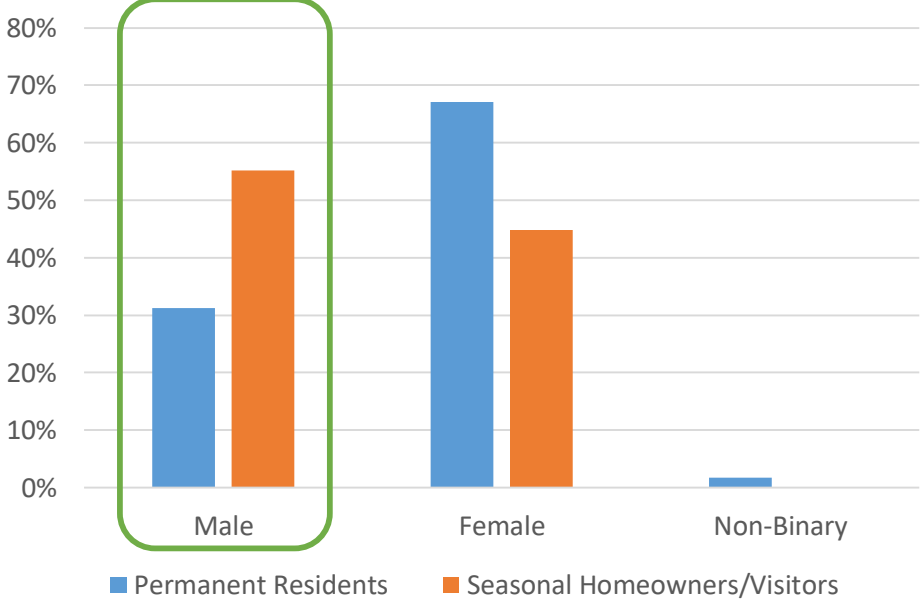
*Due to an insufficient number of responses from College Students, we were unable to conduct a statistically significant analysis for this group. Due to a shortage of responses from Seasonal Homeowners, we combined Seasonal Homeowners and Visitors for the analysis.

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

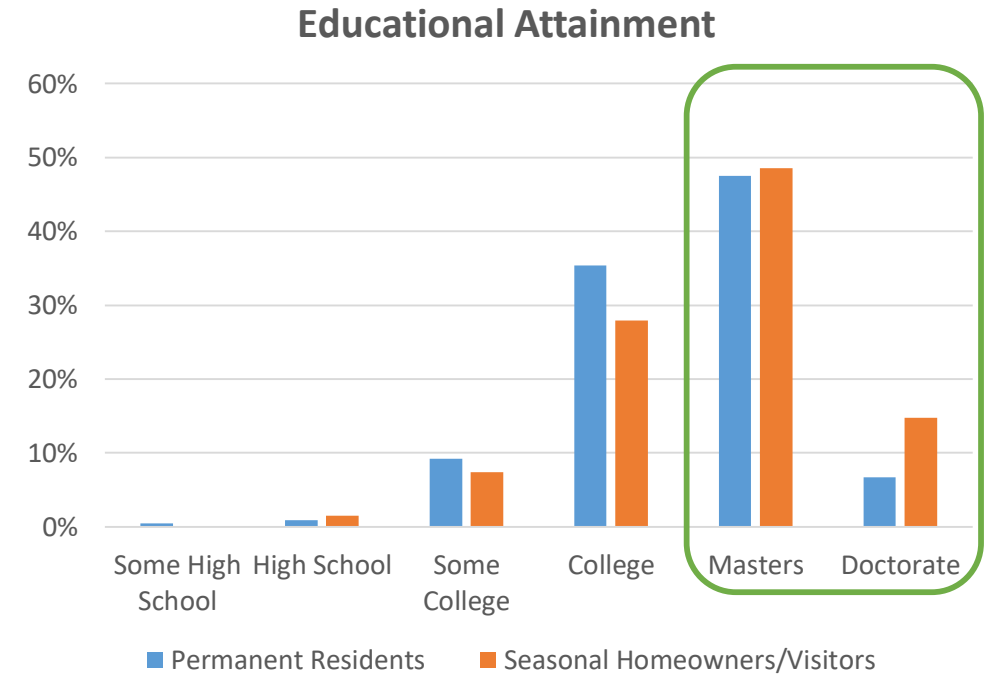
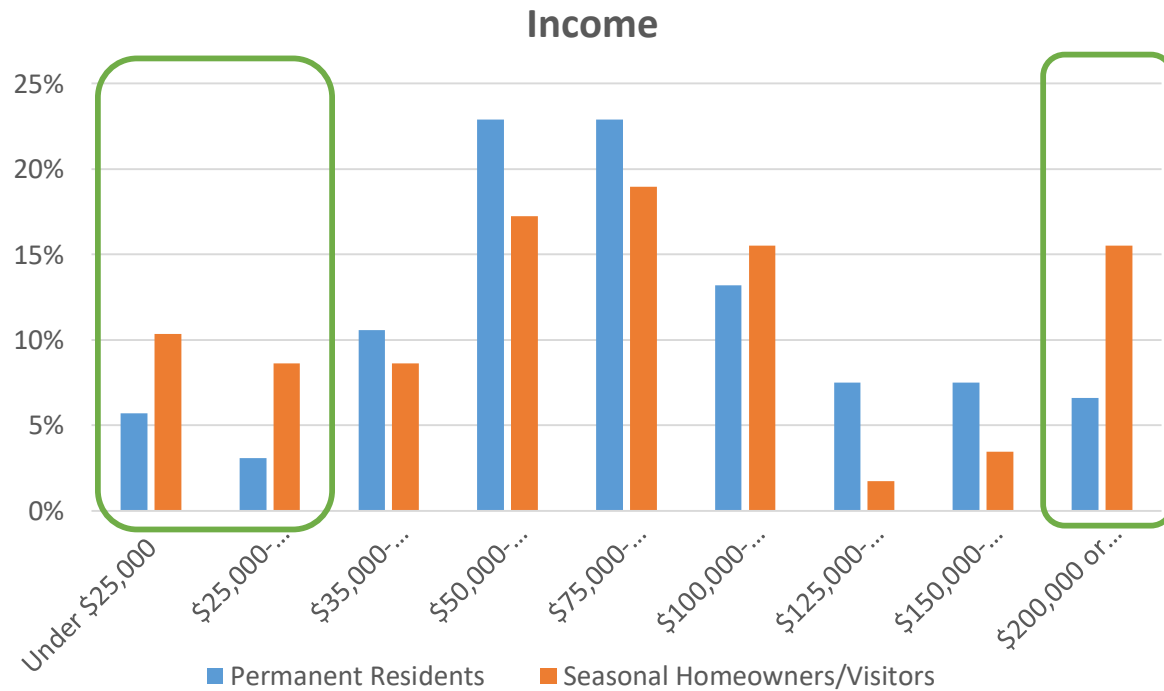
Age



Gender

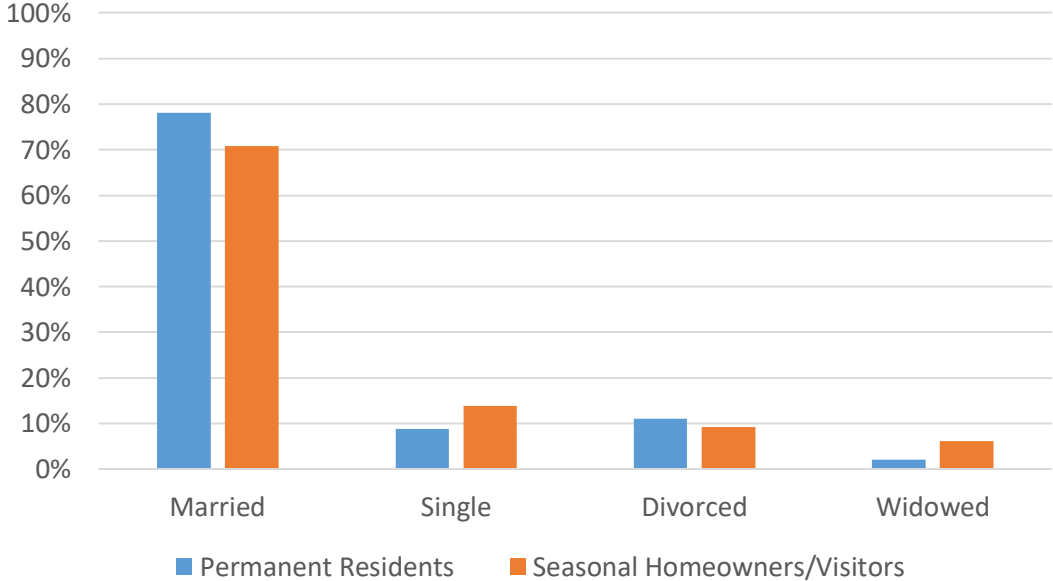


Seasonal homeowners and visitors reported variable incomes and higher levels of educational attainment

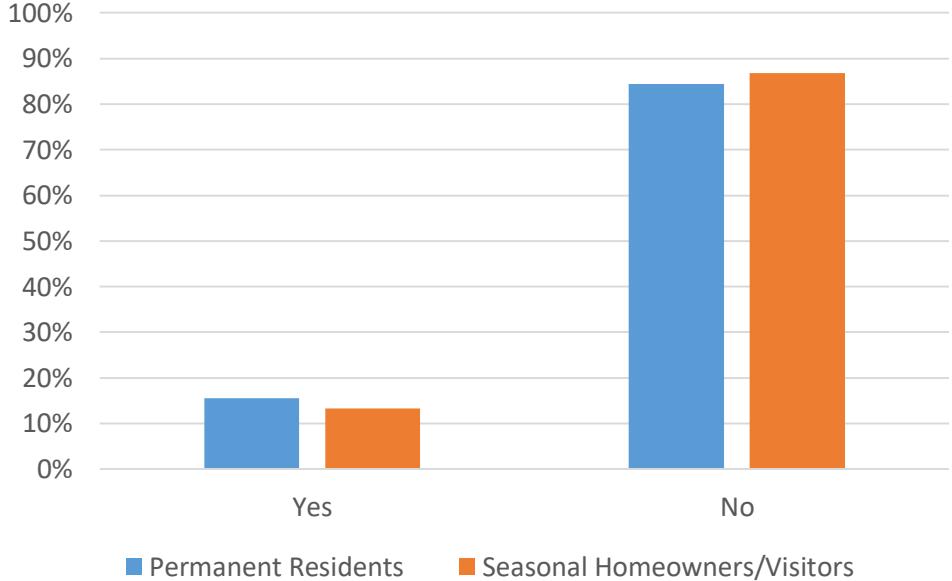


Seasonal homeowners and visitors are slightly less likely to be married

Marital Status

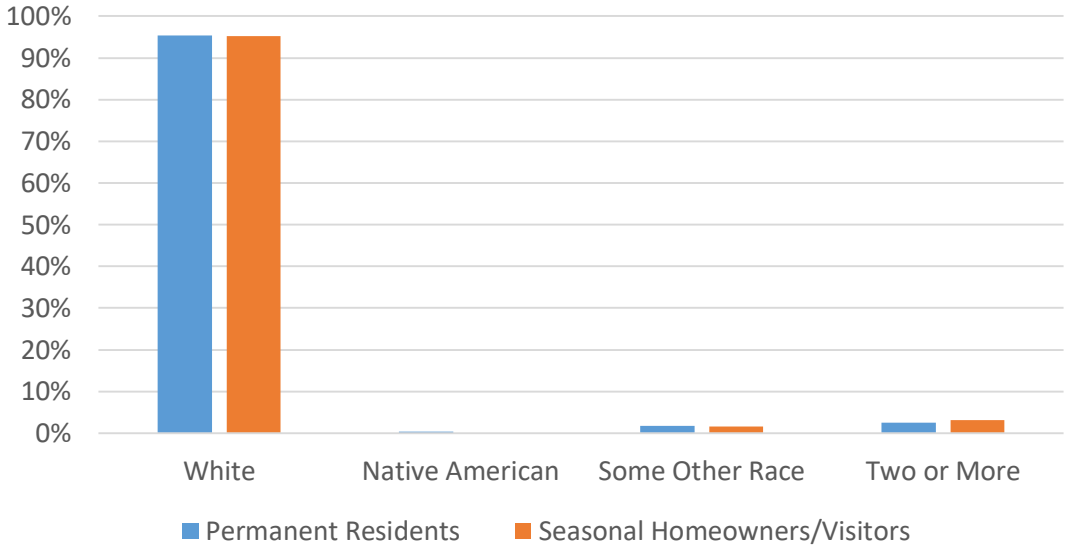


Children < 18

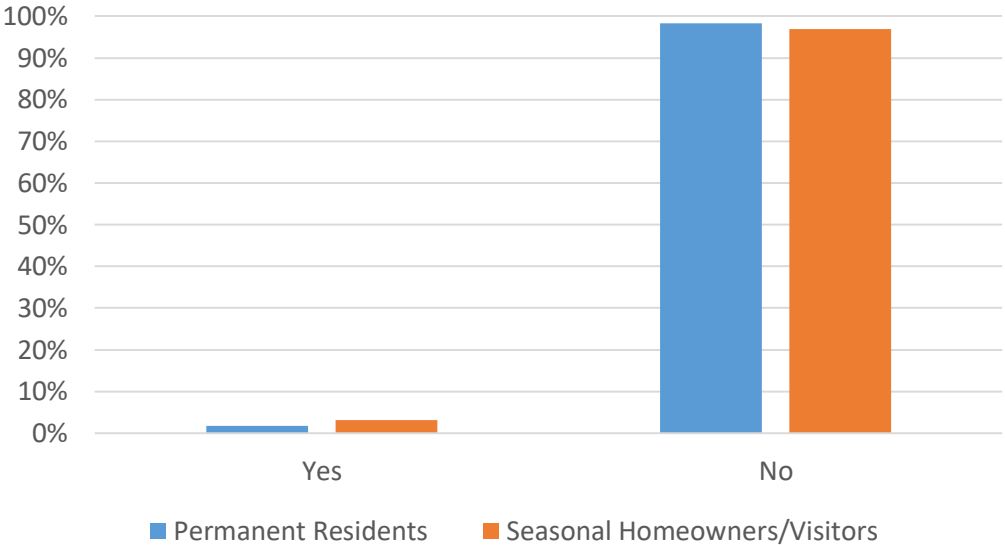


Survey respondents identified as predominantly white, with little ethnic diversity

Race



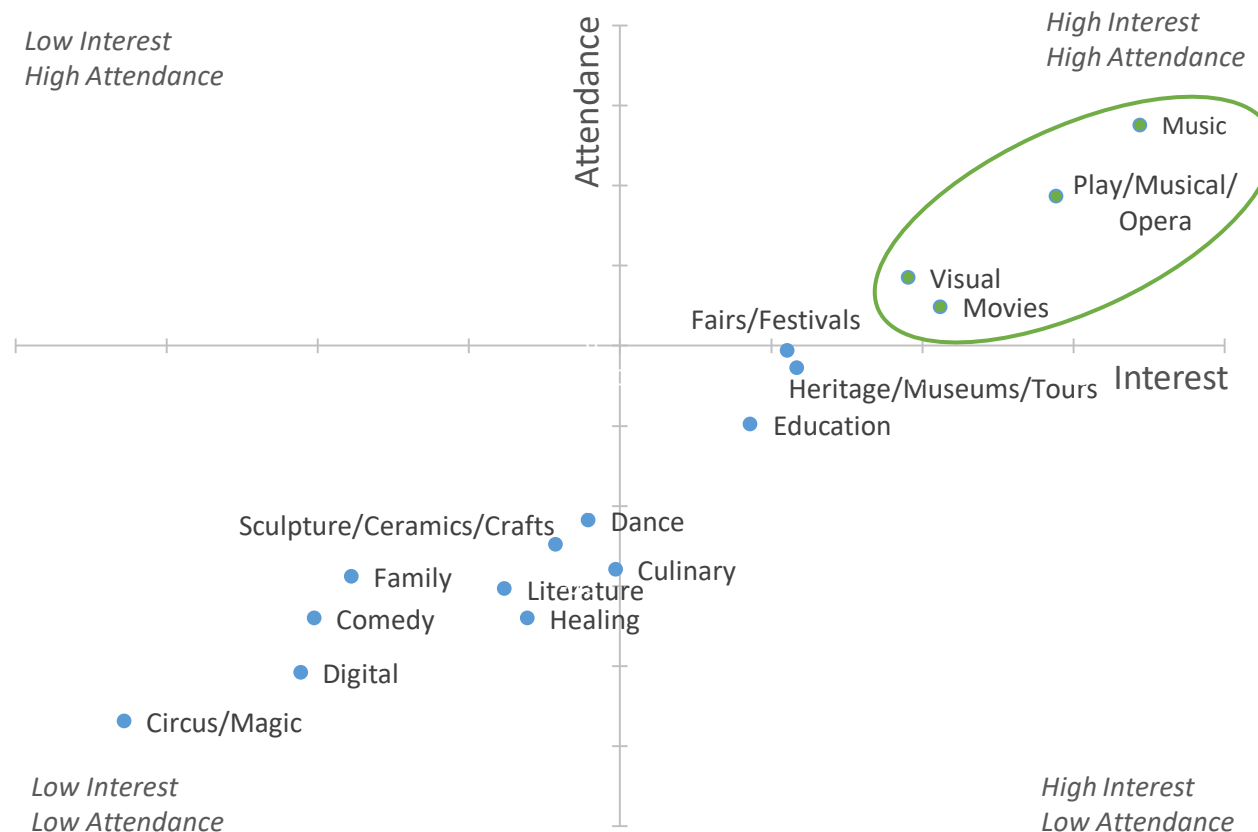
Hispanic



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

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

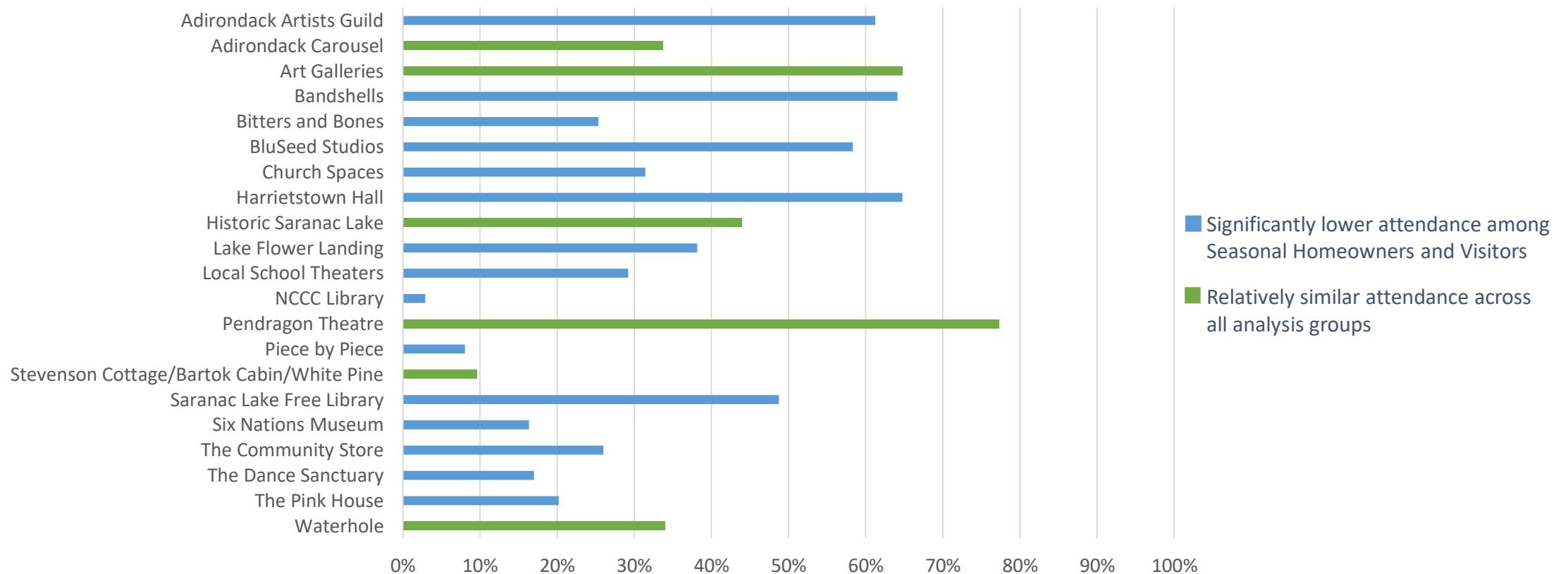
“Which of the following categories of activity are you interested in?
Which have you attended in the past 12 months?”



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

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

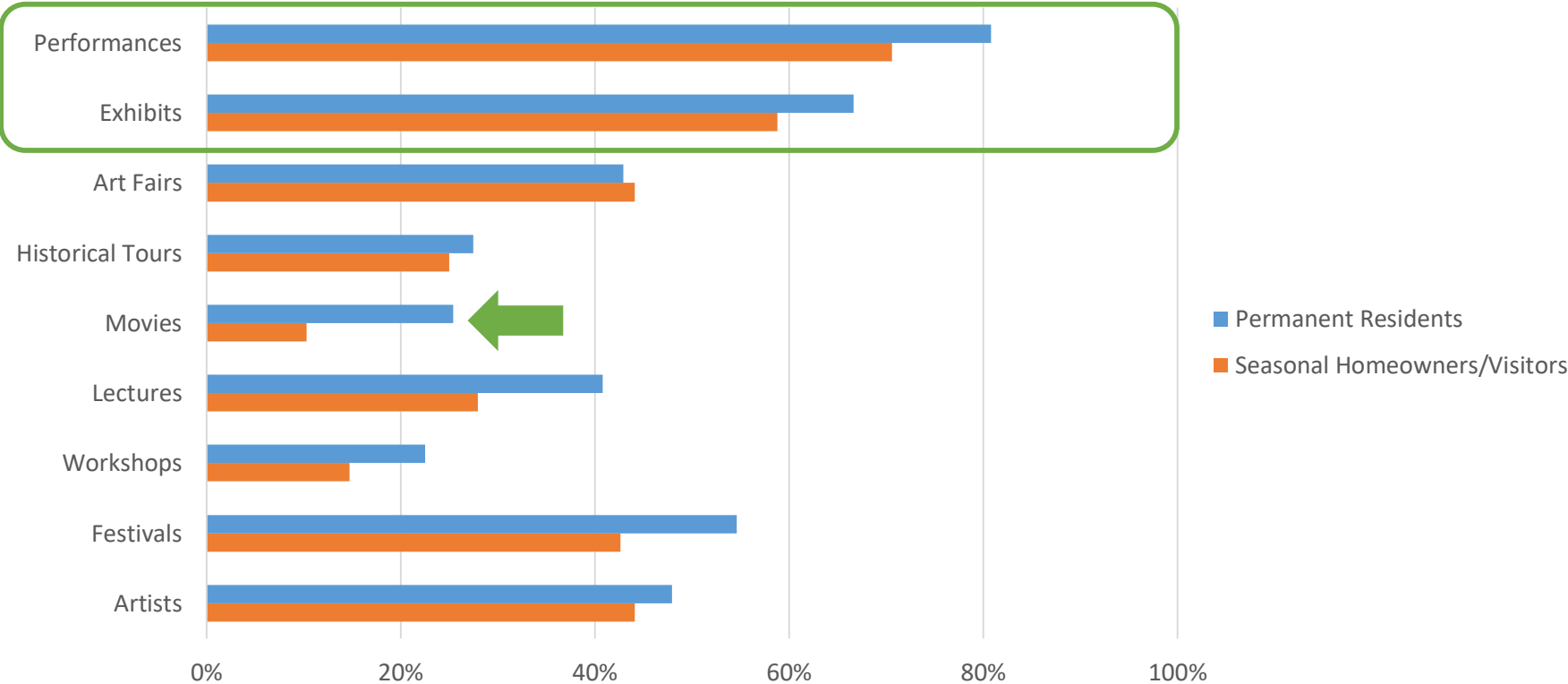
“Where do you attend or participate in arts and culture activities in the Village of Saranac Lake?”



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

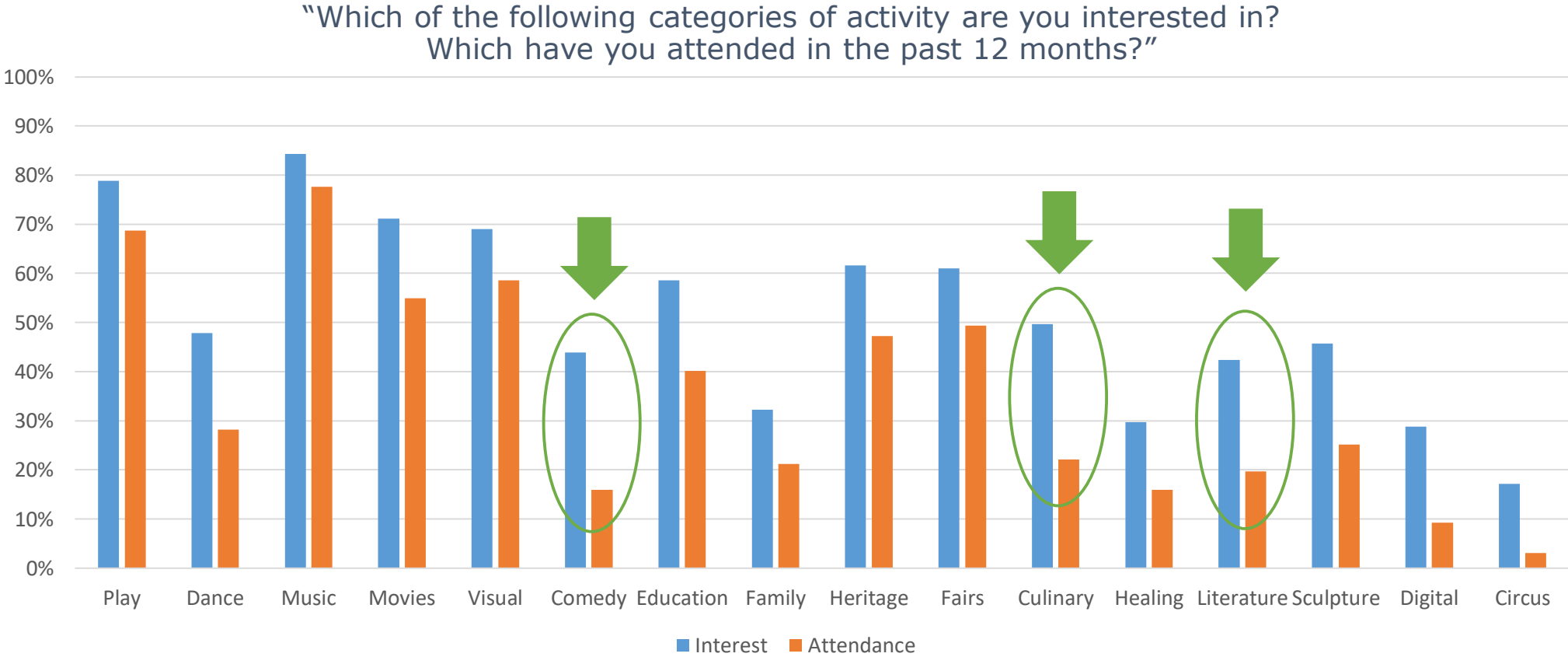
Seasonal homeowner and visitor engagement generally falls below permanent resident engagement, particularly in the movies category.

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



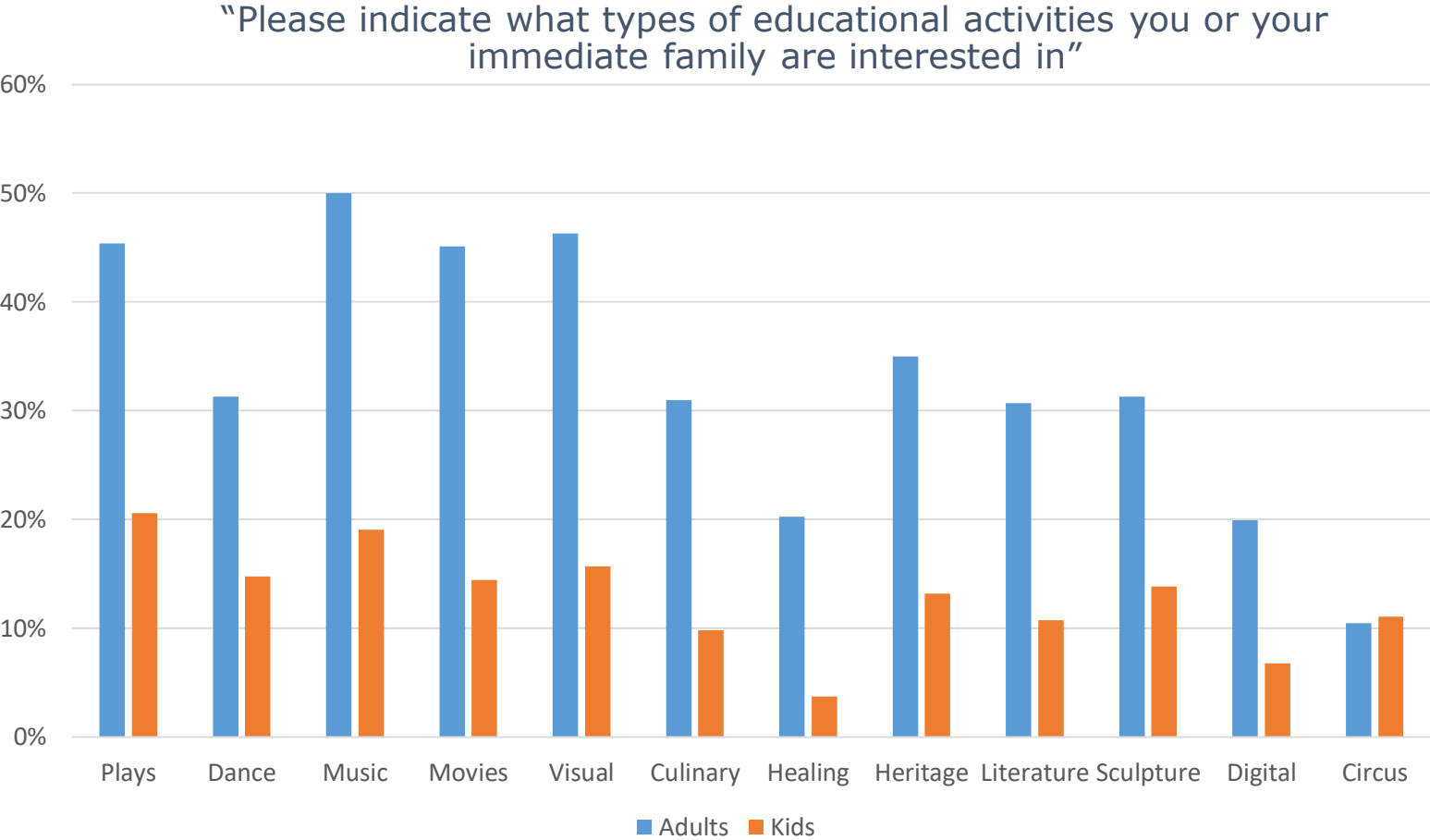
Survey respondents reported unmet demand in comedy, culinary, and literary arts

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



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

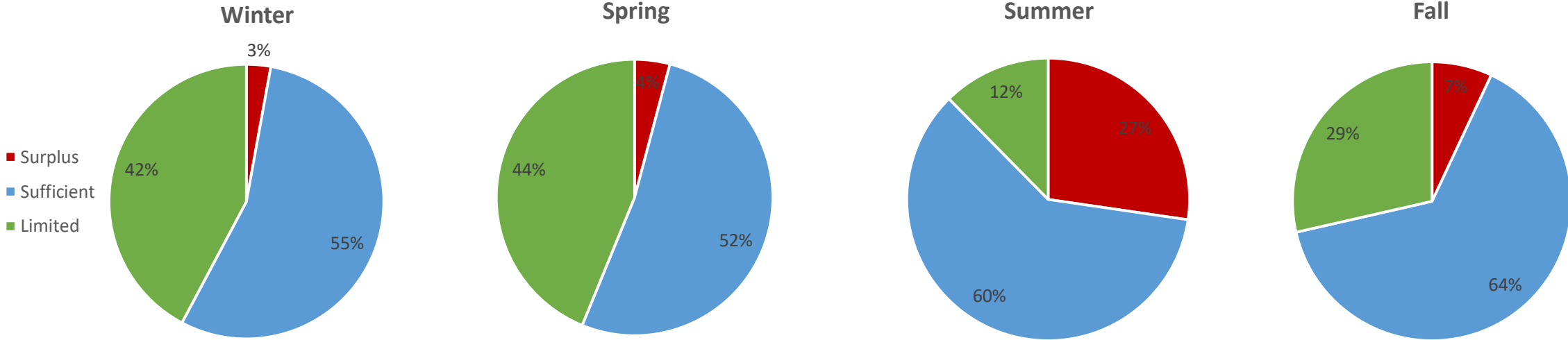
Seasonal homeowners and visitors generally reported lower interest in educational activities, particularly for movies, culinary arts, and digital arts; but higher interest in heritage.



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

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

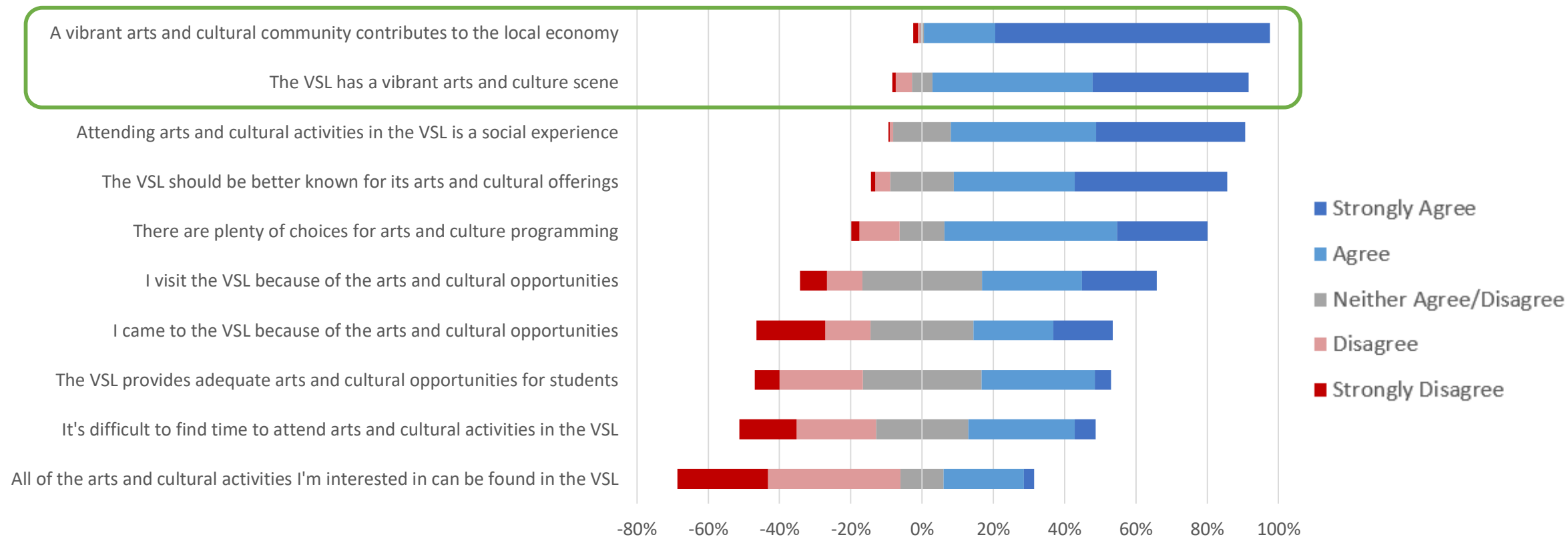
“Please assess the number of arts offerings in the Village of Saranac Lake by season”



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

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

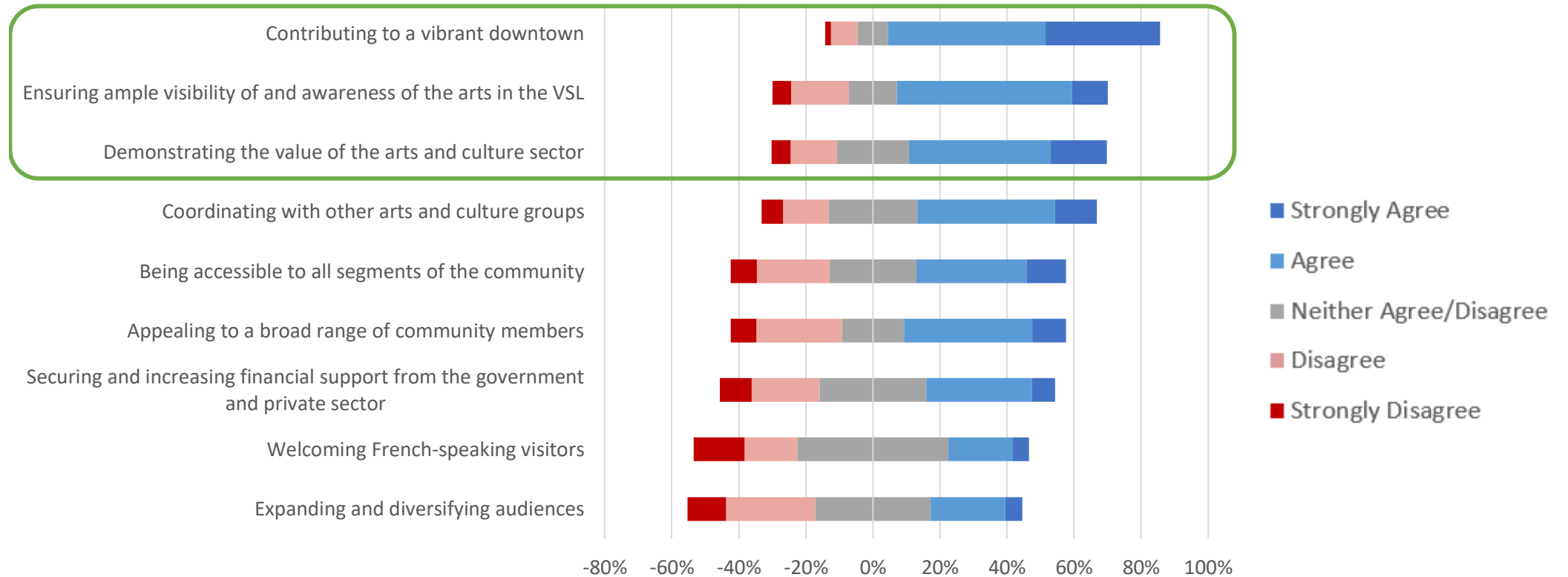
"Please indicate whether you agree or disagree with each of the following statements:"



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

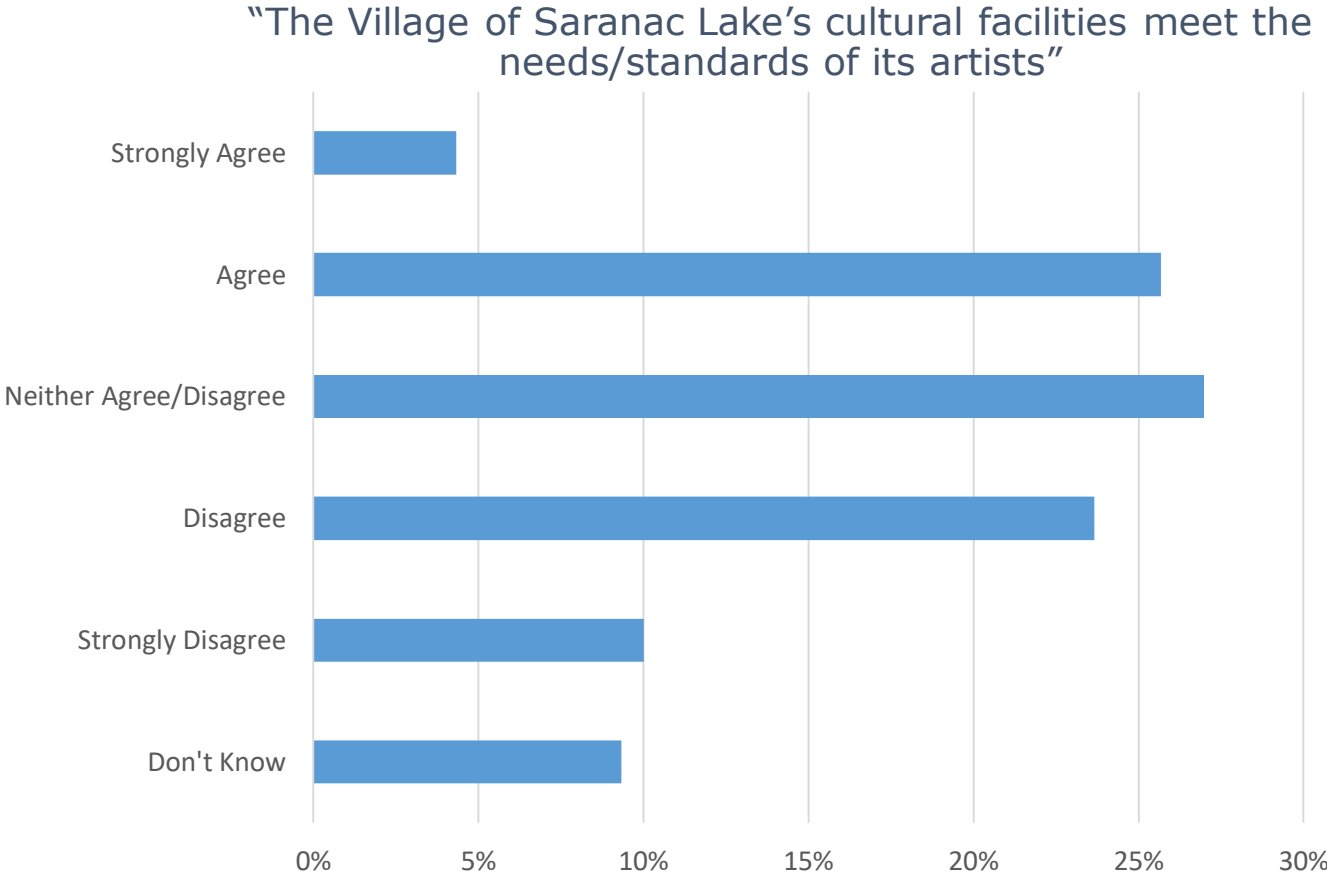
Seasonal homeowners and visitors are less likely to agree the Village’s arts and culture contribute to a vibrant downtown, and more likely to agree they do a good job of being accessible and expanding and diversifying audiences.

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



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

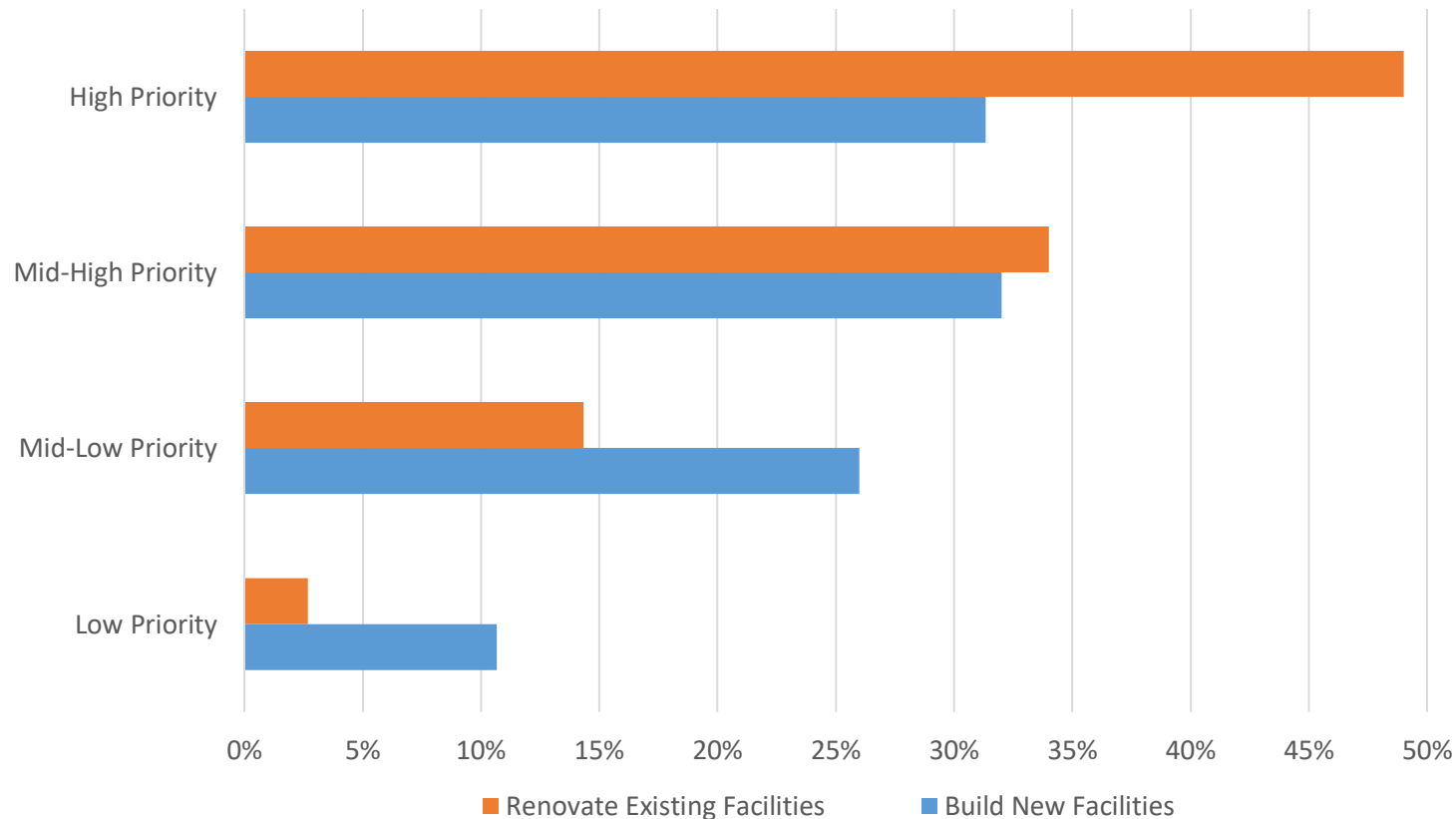
Permanent residents are more likely to agree the Village's facilities meet local needs.



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

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

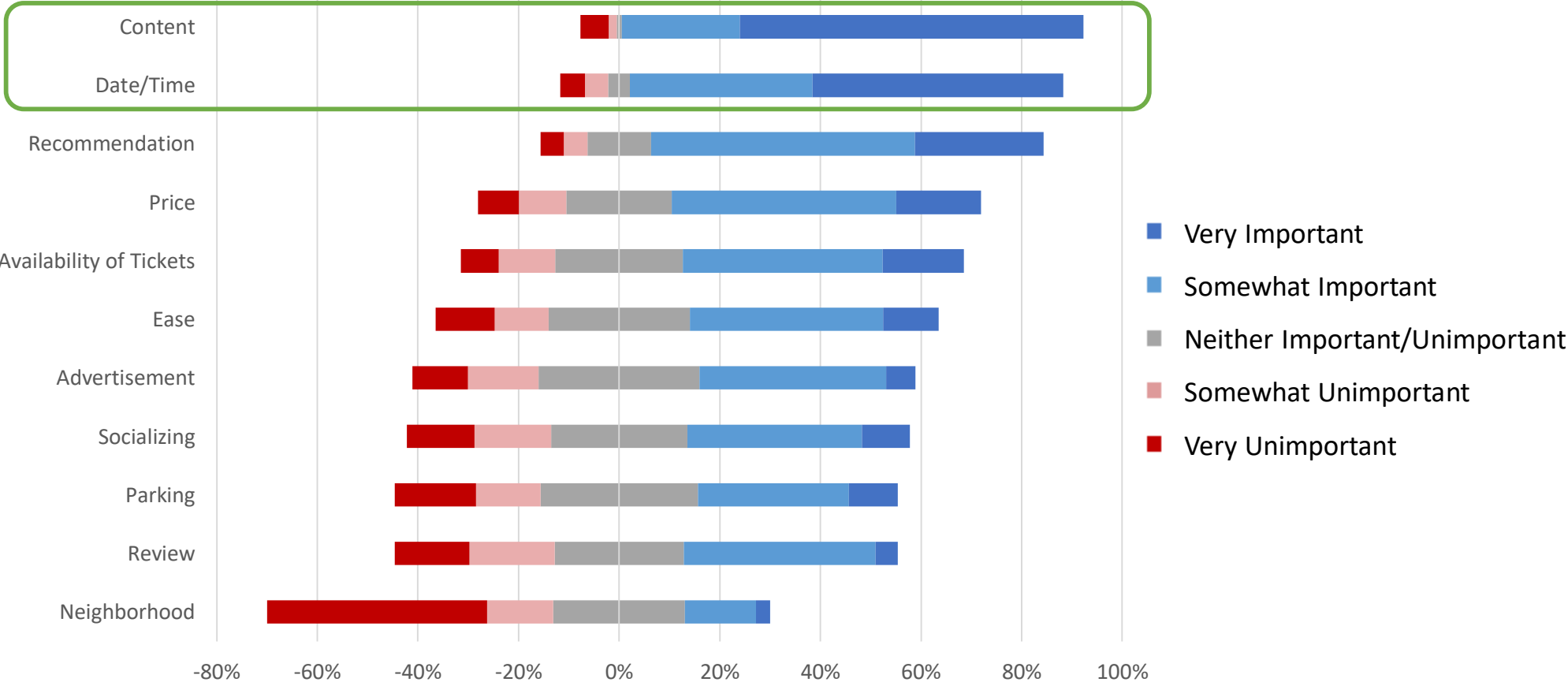
“If you could recommend additional investment in arts and culture in the Village of Saranac Lake, which would you like to see receive more support?”



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

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

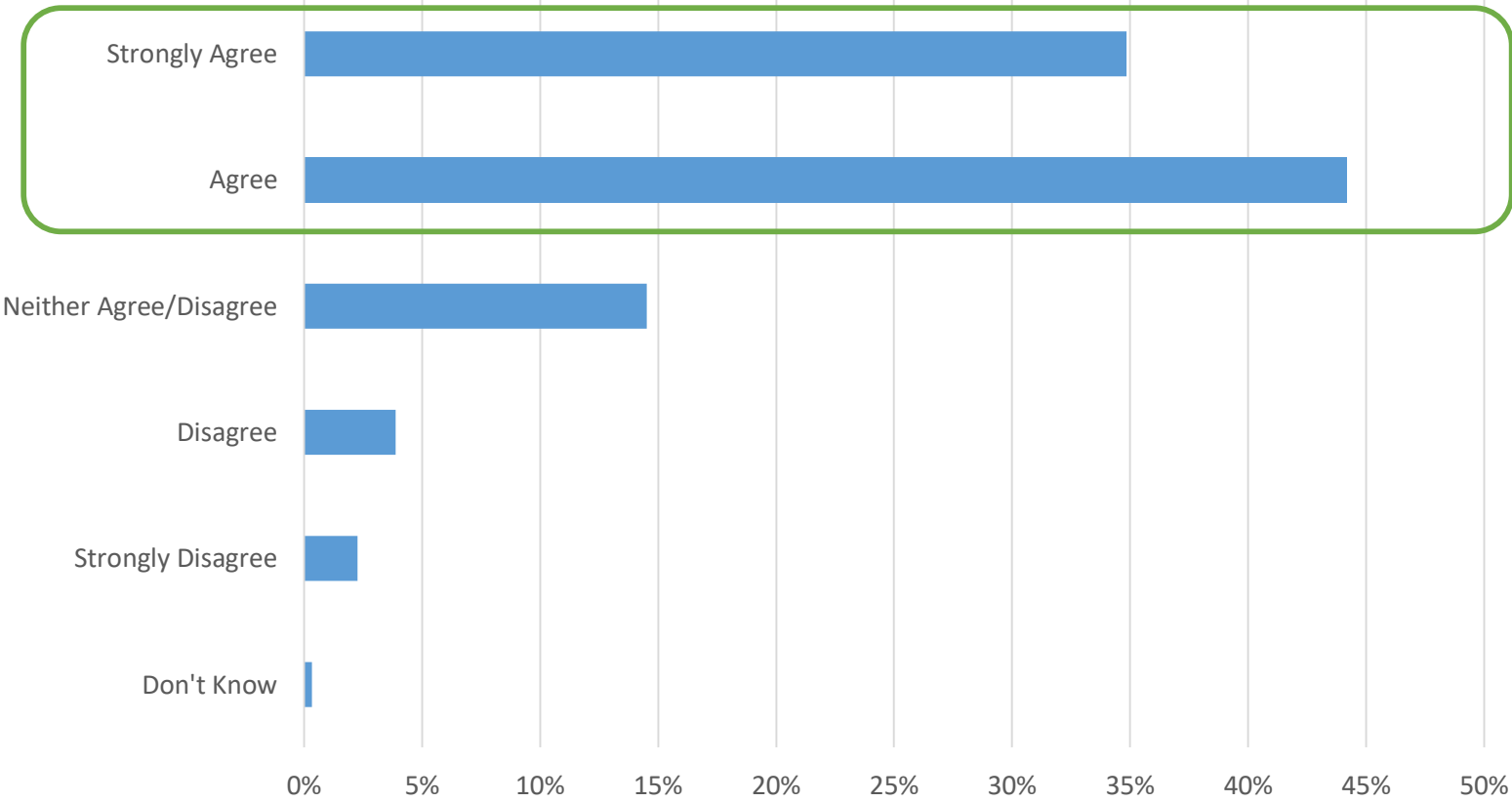
“How important are the following factors in influencing your decision to attend an arts and cultural activity?”



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

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

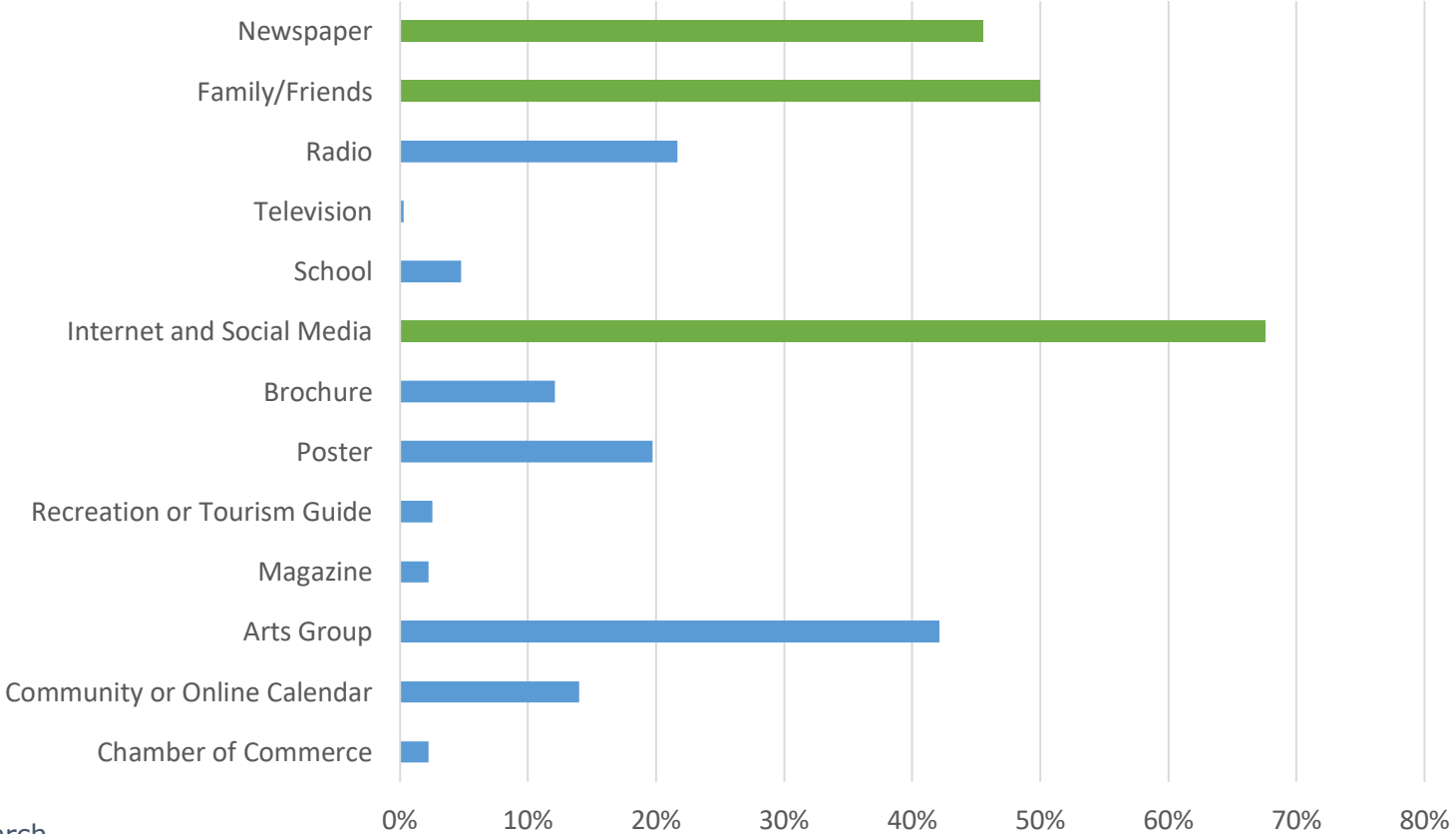
"Please indicate whether you agree or disagree: Getting to and from the Village of Saranac Lake's arts and cultural venues is convenient"



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

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

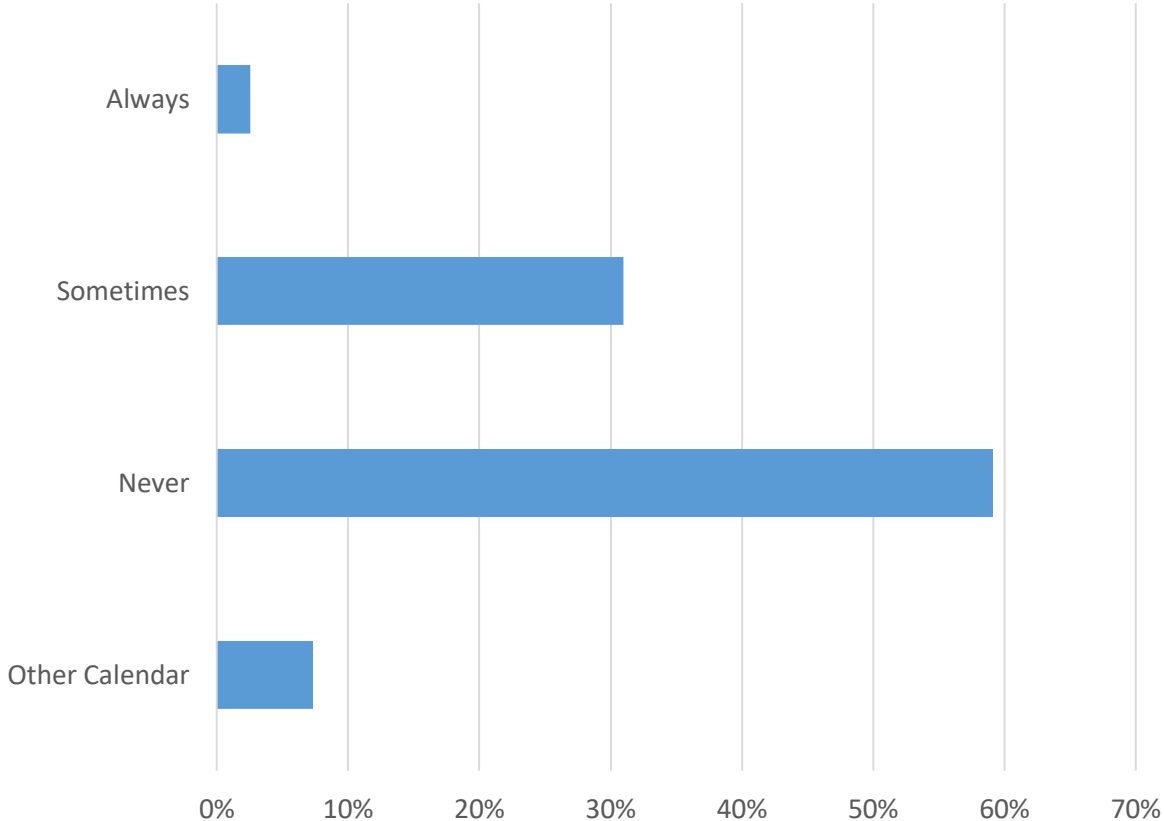
“What are the top 3 ways you learn about arts and cultural activities in the Village of Saranac Lake?”



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

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

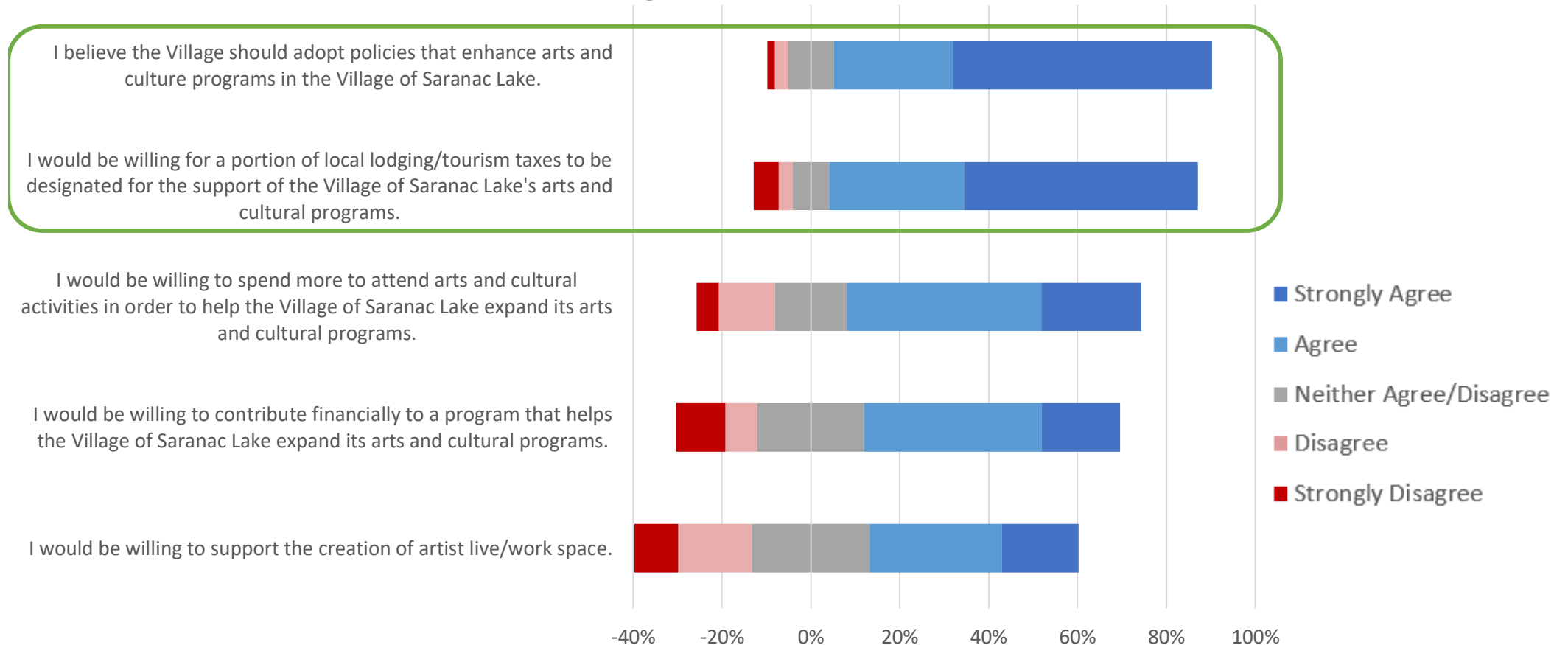
“Do you use an online calendar of the Village of Saranac Lake’s arts and cultural activities?”



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

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

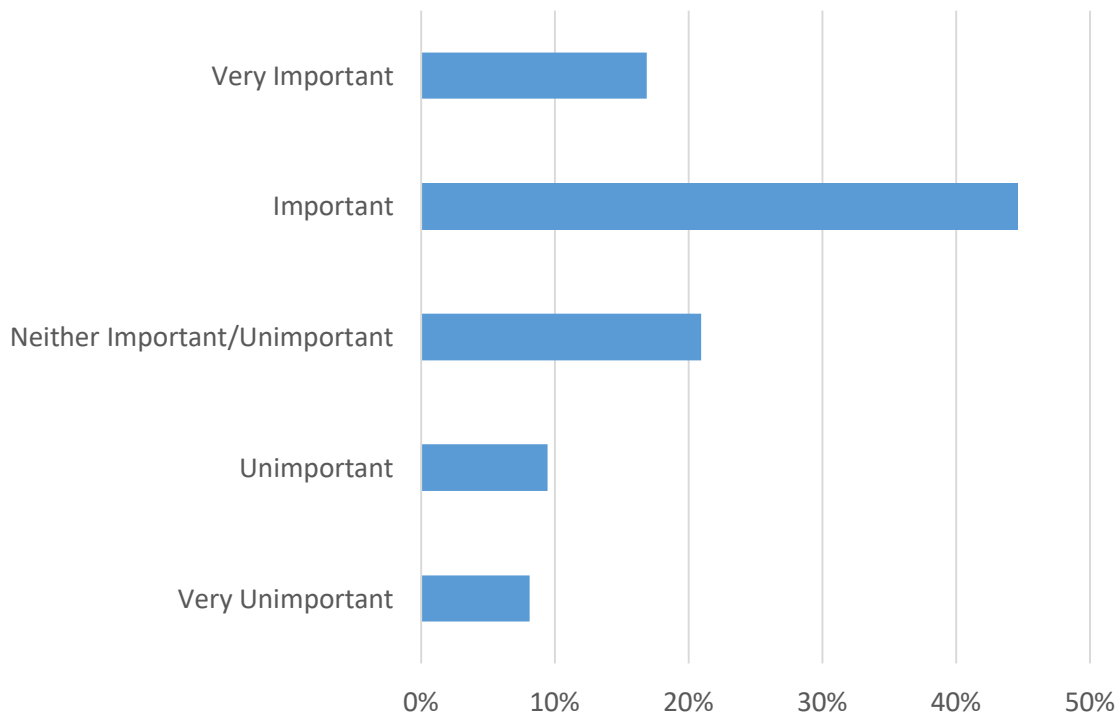
“Please indicate whether you agree or disagree with each of the following statements:”



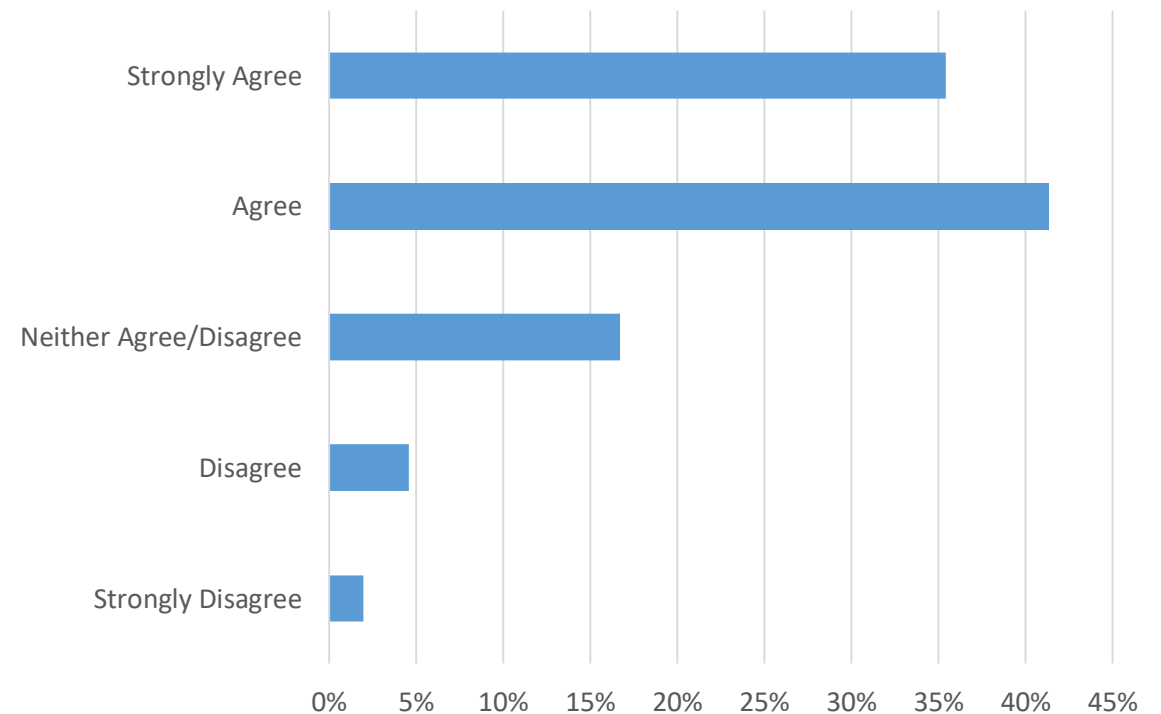
Price is important to survey respondents, but it does not represent a barrier to access

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

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



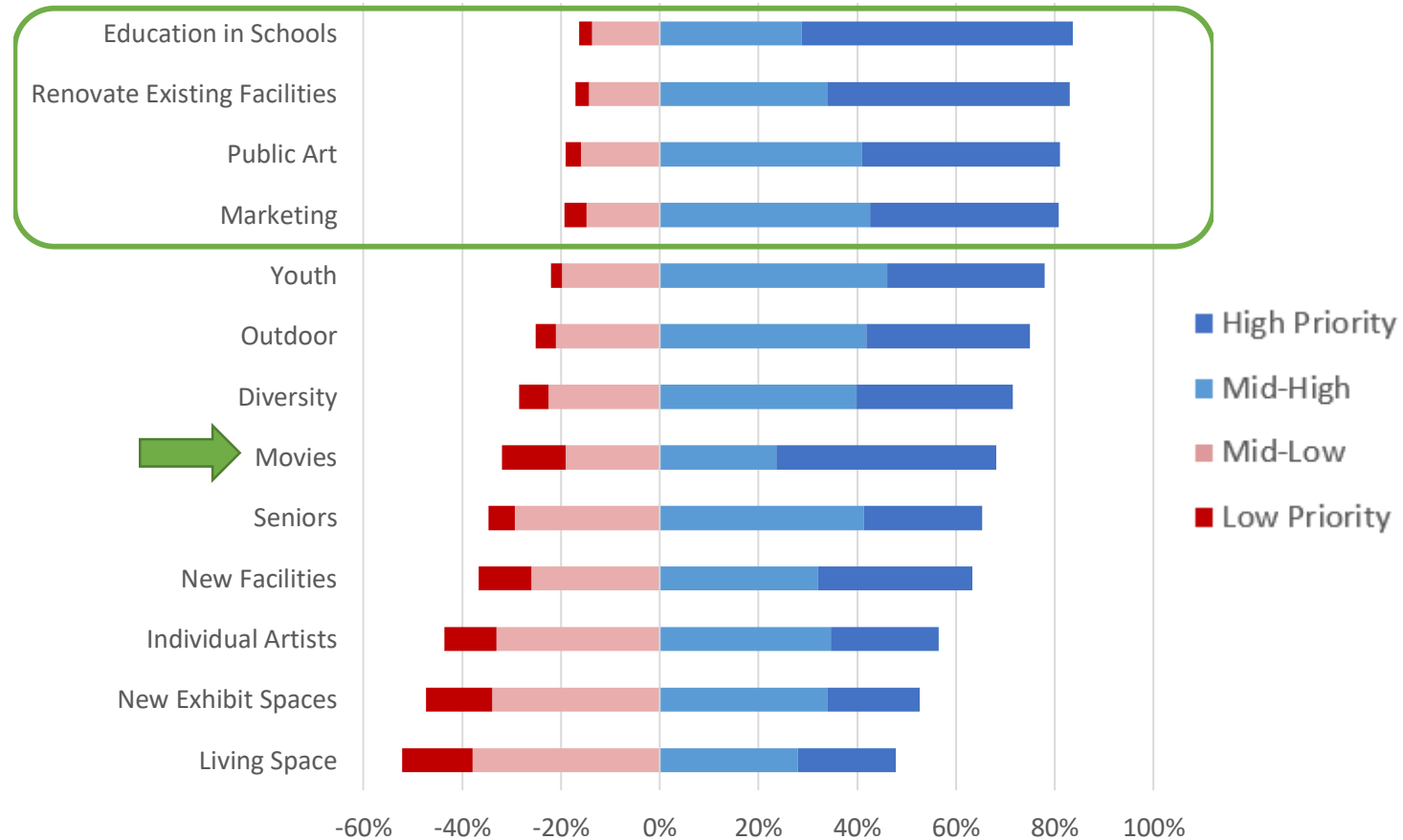
“Please indicate whether you agree or disagree: Prices for arts and cultural activities in the VSL are affordable.”



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

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

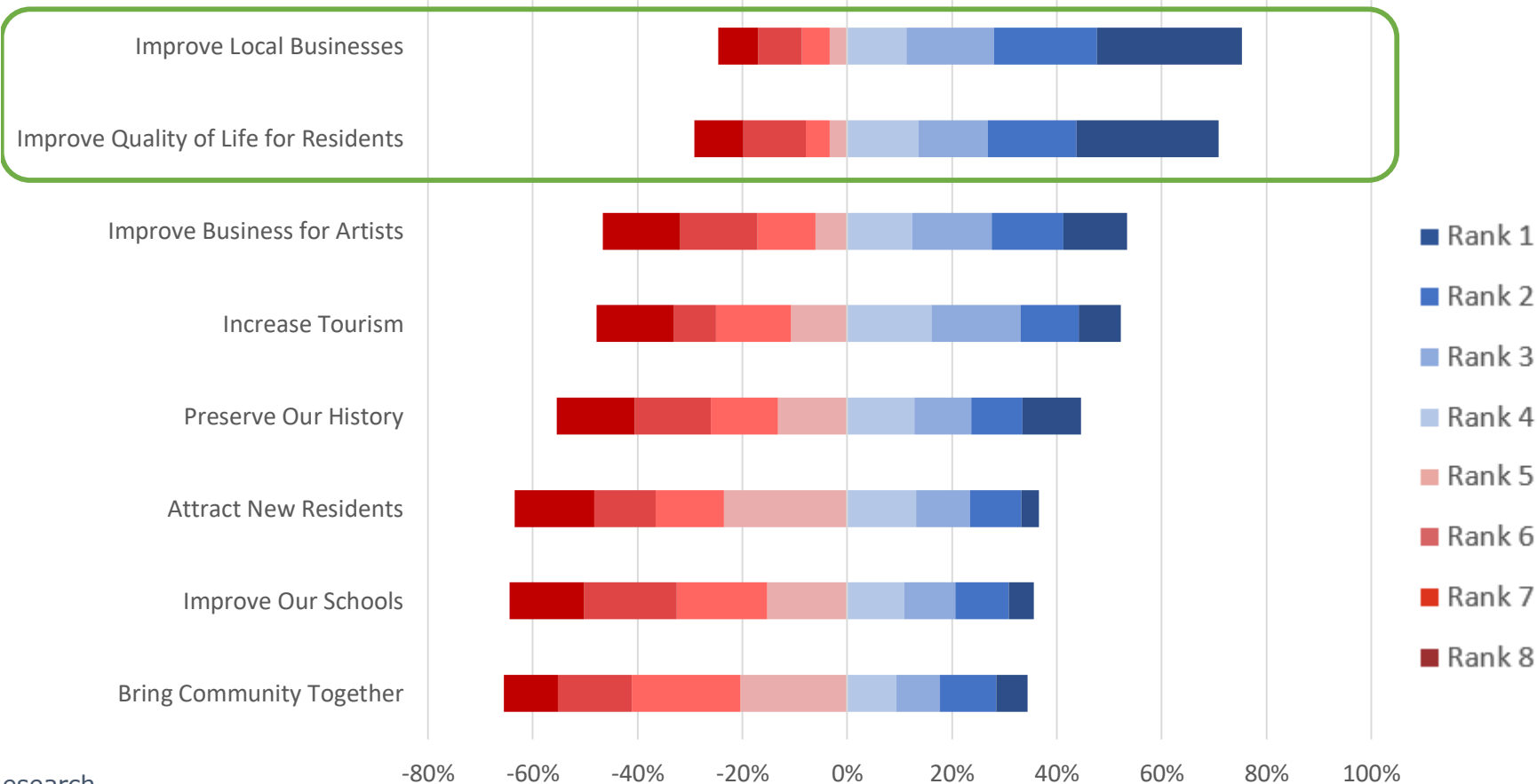
“If you could recommend additional investment in arts and culture in the Village of Saranac Lake, which would receive more support?”



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

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

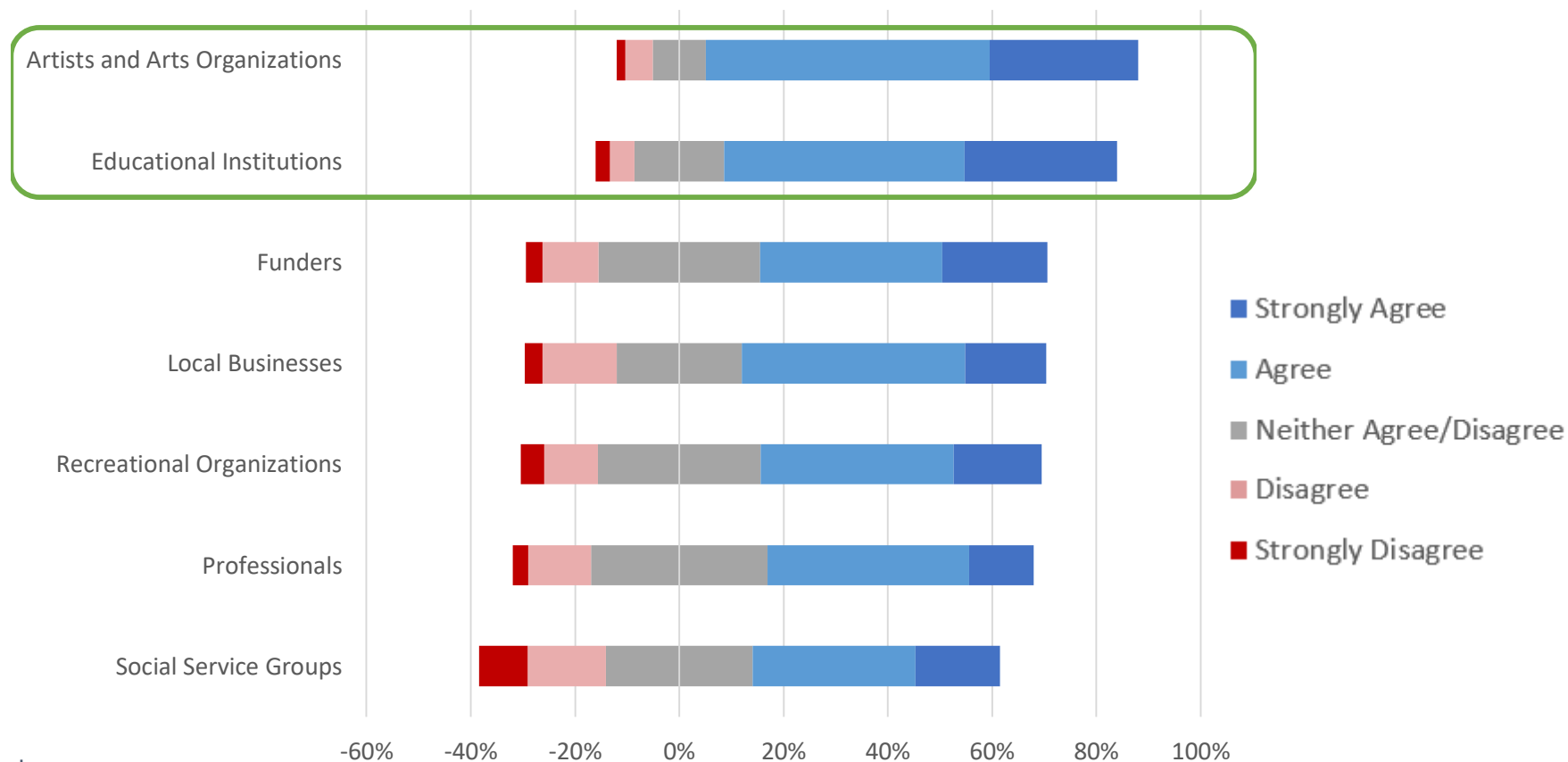
“Please indicate which of these community priorities arts and culture should address:”



Respondents believe arts and education pose the greatest opportunities for partnerships

Opportunities for partnerships were agreed upon across analysis groups.

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



Facility Analysis



Methodology

Facility Analysis Task

In order to gain an understanding of the current condition of existing arts and cultural facilities, AMS partnered with theatre consulting firm Fisher Dachs Associates (FDA). This effort built on the existing inventory of programs and facilities. Our focus was on a functional and technical assessment of the existing facilities, and included programming observations.

Participating Facilities

Onsite this week, FDA gathered a wide range of input from a variety of performing arts facilities around the Village. High level observations follow with detail analysis forthcoming.

Facilities Visited

- BluSeed
- Pendragon
- Dance Sanctuary
- LCPA
- Hotel Saranac
- John Black Room
- Cantwell Room
- Bitters and Bones
- Left Bank Café
- Waterhole Upstairs
- Anderson Bandshell
- Berkeley Green Bandshell
- Town Hall Auditorium
- Middle School Theater
- High School Theater
- Wild Center
- United Methodist Church
- St. Bernard's Church
- First Presbyterian Church (external)
- Will Rogers
- Dewey Mountain Stage

Facility Surveys Received

- Pendragon
- Lake Placid Center for the Arts
- Middle School Theater
- High School Theater
- Dance Sanctuary
- BluSeed
- Town Hall Auditorium
- Bitters and Bones
- Hotel Saranac
- Cantwell Community Room – Saranac Lake Free Library
- Historic Saranac Lake/John Black Room
- St. Bernard's Church
- United Methodist Church
- Wild Center
- Will Rogers

Facility Analysis Preliminary Findings

Attendance

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

Spaces

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

Emerging Themes

Emerging Themes

- Partnerships between arts organizations and local organizations, businesses, and people
- Support for individual artists
- Funding opportunities for individual artists, arts facilities, and arts organizations
- Optimization of existing arts and cultural facilities
- Community engagement through the arts
- Visitor opportunities and experiences
- Arts and cultural offerings during the winter months
- Desire for a local movie theater
- Arts and cultural education, both in schools and in the community
- Arts as an economic driver
- Arts and culture as a catalyst for downtown revitalization

Synthesis of Findings to Date

Permanent Residents

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

Seasonal Homeowners/Visitors

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

Arts and Cultural Marketplace

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

Setting the Stage - Questions to Explore

- What will be the long-term vision for the arts and cultural community of Saranac Lake?
- What impact will the arts and cultural sector have on the region?
How/should this be refined or strengthened?
- How important will program diversity and innovation be?
- How will facility upgrades impact the plan?
- What new opportunities should be considered for future investment?

Discussion Vision/Success Exercises

Village of Saranac Lake Arts and Culture Master Plan *Draft Vision*



Village of Saranac Lake Arts and Cultural Master Plan Vision Statement

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

Current Vision Statement

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

Updated Draft Vision Statement

(Revised version forthcoming per participants' input)

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

Assets, Challenges, and Opportunities

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

Assets:

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

Challenges:

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

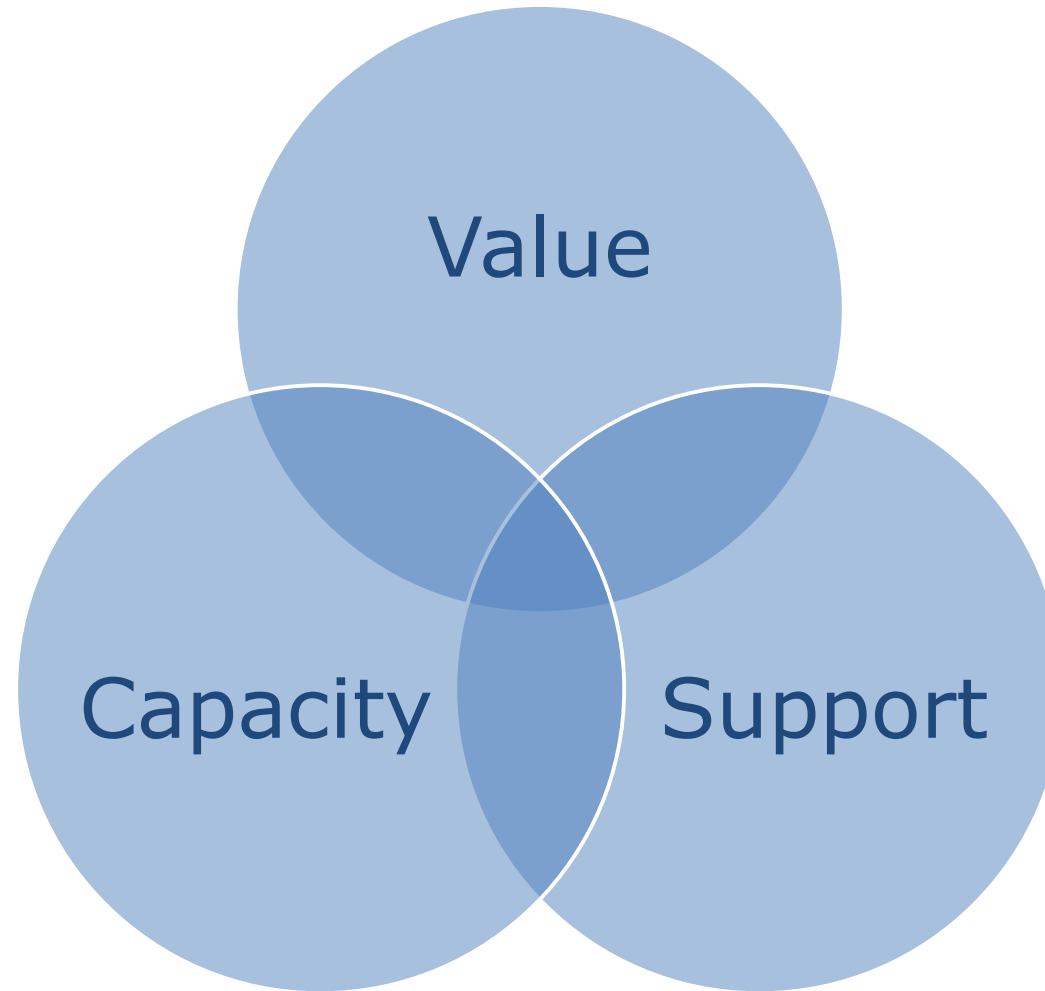
Opportunities:

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

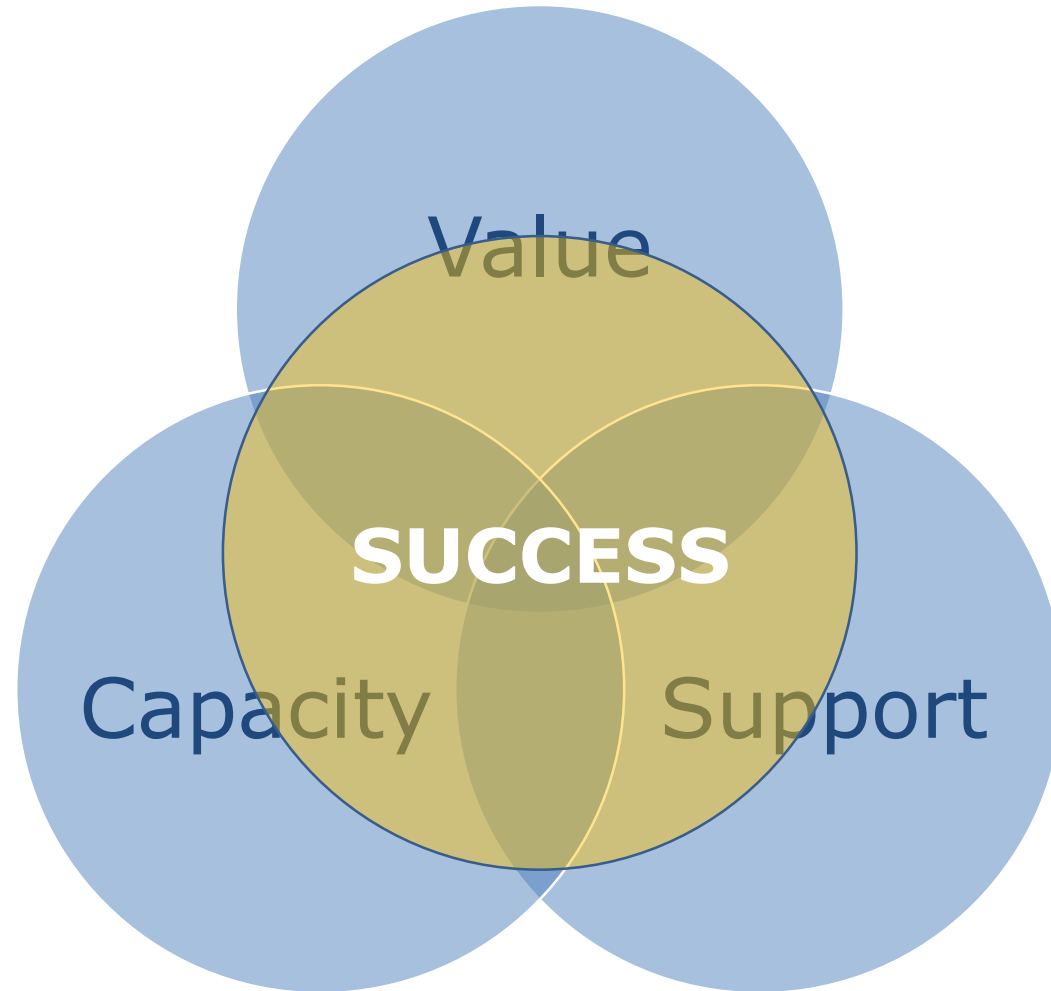
Understanding Success



Understanding Success



Understanding Success



Defining Success

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Village of Saranac Lake Arts and Cultural Master Plan Goals

1. Supports thriving artists and cultural organizations
2. Promotes partnerships
3. Contributes to a revitalized downtown
4. Fosters the creative economy
5. Increases patronage
6. Enhances the Saranac Lake area's reputation
7. Instills Village pride
8. Recognizes resources needed to implement the plan
9. Identify projects for which we can seek funding
10. Enrich residents
11. Foster interest among future generations

What measures will evidence the success of the Master Plan?

Description/ Definition of Success	Key Measures
1. Supports thriving artists and cultural organizations	1. 2. 3.
2. Promotes partnerships	1. 2. 3.
3. Contributes to a revitalized downtown	1. 2. 3.
4. Fosters the creative economy	1. 2. 3.
5. Increases patronage	1. 2. 3.
6. Enhances the Saranac Lake area's reputation	1. 2. 3.
7. Instills Village pride	1. 2. 3.
8. Recognizes resources needed to implement the plan	1. 2. 3.
9. Identify projects for which we can seek funding	1. 2. 3.
10. Enrich residents	1. 2. 3.
11. Foster interest among future generations	1. 2. 3.

Goals Prioritization Exercise

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Industries

Based on our Phase I and Phase II learnings, the Village of Saranac Lake has these goals for arts and culture:

Partnerships

- Encourage collaborations/partnerships with artists, arts organizations, businesses, and funders

Organizational and Artist Support

- Support cultural organizations and individual artists

Programming/Offerings

- Create opportunities to involve new audiences (all ages, socio-economic groups, and geographic locations)
- Support a myriad of arts and cultural programming, including the healing arts

Funding

- Locate funding opportunities

Marketing

- Develop a dynamic, Village-focused marketing strategy
- Cultivate channels to inspire constituent involvement in arts and cultural activities all year

Visitors

- Provide engagement opportunities that support visitor activity
- Design a plan that results in the Village of Saranac Lake being viewed as a desirable destination

Economic Development

- Facilitate partnerships that play a role in revitalizing neighborhoods, therefore promoting economic development
- Contribute to the development of the arts and culture workforce

Facilities

- Fully utilize existing arts and cultural venues
- Identify need and uses for additional venues

Other

- Enrich residents
- Foster interest among future generations
- Identify cultural plan leadership

Next Steps

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Industries

Next Steps

Phase II

- Update Report – Phase II Presentation

Phase III

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

Timeline

Village of Saranac Lake Arts and Cultural Master Plan

September 2017 Updated Project Schedule

★ site meeting

Month x approximate duration

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