



# **Provide Vision: Plan for Prosperity**

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# Overview

- **Introduction – Dan Kelleher**
- **Target Market Analysis - Dan Kelleher**
- **Attracting Visitors - Dan Kelleher, Ian Law**
- **Identifying and Implementing a Vision - Ian Law**



# Economic Overview

- The Adirondack Park's population decreased by 1.3% (1,670 people) from 2000-2010
- 37 towns gained population while 54 lost population
- The Park added 2,602 jobs between 2000 and 2010
- 84% of the Park's businesses have fewer than 10 employees and 64% have fewer than five

# Jobs Overview: Shrinking Sectors

Manufacturing -29.84% (-1,380 jobs)

Public Administration -13.55% (-572 jobs)

Other Services, Except  
Public Administration -12.95% (-335 jobs)

Wholesale Trade -6.08% (-48 jobs)

# Jobs Overview: Growing Sectors

Professional, Scientific, Management,  
Administrative, Waste Management  
Services

36.42% (715 jobs)

Finance, Insurance, Real Estate,  
Rentals, Leasing

19.28% (311 jobs)

Educational Service, Health Care,  
Social Assistance

12.46% (1,398 jobs)

Construction

14.15% (581 jobs)

Retail Trade

6.89% (348 jobs)

# Three Ways

There are three ways to expand the potential for public and private service provision in a town

- Increase Population
- Increase Median Income
- Increase Visitor Usage



# Basic Exporting Industries

Agriculture, Forestry, Fishing, Hunting, Mining 4.10

Construction 1.72

Retail Trade 1.08

Arts, Entertainment, Recreation, Accommodation,  
Food Services 1.45

Public Administration 1.58



# Industry Recruitment

Challenges to traditional industry development requires that Adirondack communities recruit based upon quality of life.



# Market/Growth Segments

- 56% of Americans would like to live in walkable communities where shops, restaurants, and local businesses are within an easy stroll from their homes<sup>1</sup>
- “Resort towns have the responsibility of being better than daily towns. People will not go on holiday unless the experience is better, more like their ideal than their regular places.”<sup>2</sup>

<sup>1</sup>The 2011 Community Preference Survey Conducted by Belden Russonello & Stewart LLC for the National Association of Realtors

<sup>2</sup>*Why are Resort towns so pedestrian-oriented, so cool?. (2003, October 23).*

<http://www.cooltownstudios.com/2003/10/28/why-are-resort-towns-sopedestrian-oriented-so-cool>

# Population Growth, Design and Tourism

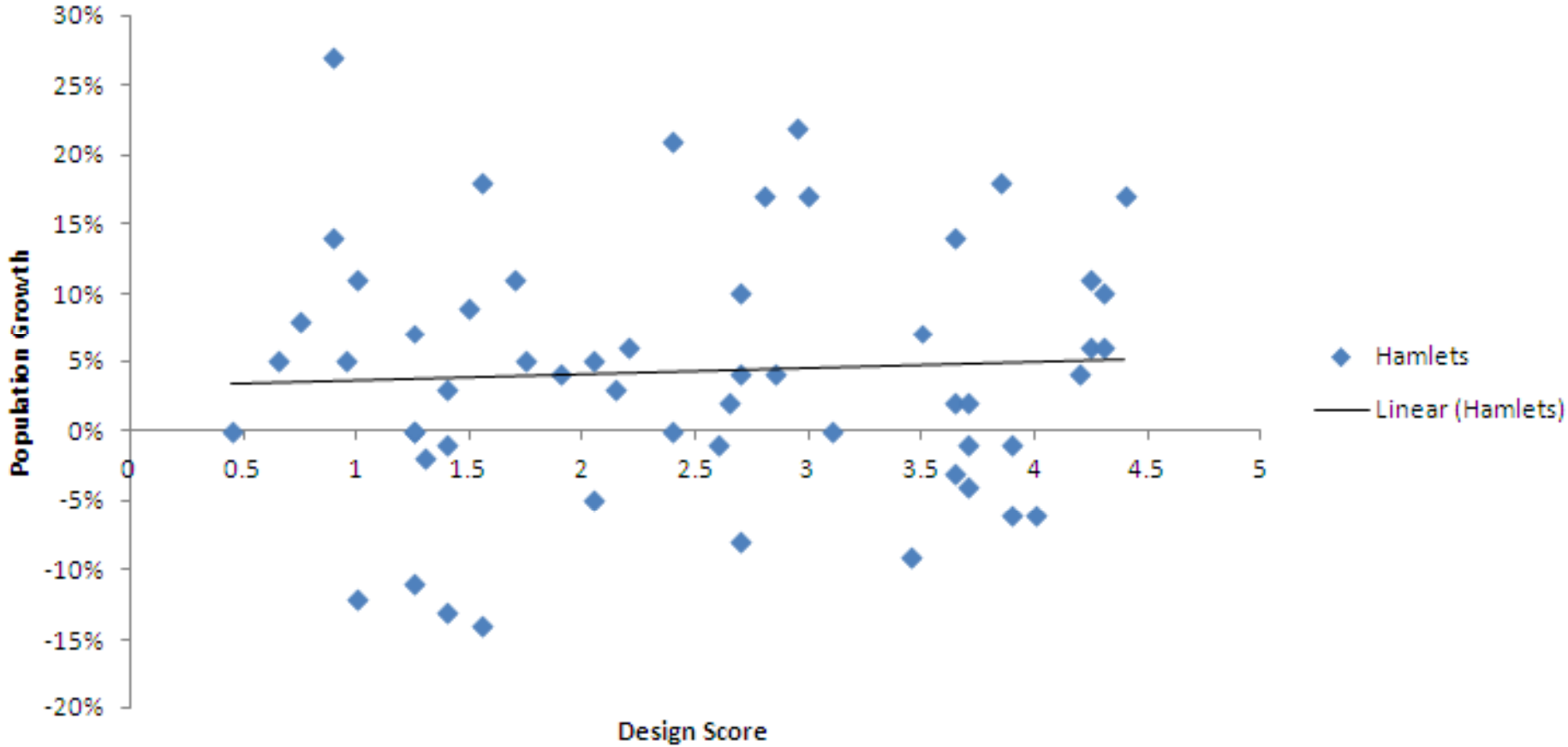


2010 Cornell study on Adirondack hamlets found:

- A significant correlation between hamlet design, tourism employment and population growth/retention
- Design principles included compact development, streetscape ambiance, public space and access to nature

# Strong Main Streets Lead to Growth

## Design Score and Population Growth



# Three Demographic Segments

Generation	Born	2010 Age	2010 Pop.	2010 % of Nation
Eisenhowers	Before 1946	64+	41M	13%
Baby Boomers	1946 – 1964	45 – 64	<u>80M</u>	26%
Gen X	1965 – 1980	29 – 45	62M	20%
Gen Y (Millenials)	1981 – 1999	10 – 29	<u>85M</u>	27%
Gen Z (?)	2000 and After	0 – 10	42M	14%

SOURCES: RCLCO, using Claritas, and National Center for Health Statistics

# Baby Boomers

- Safety with entertainment, retail, and medical services nearby
- Healthy, convenient and low maintenance lifestyle
- Access to nature and recreation from their home: gentle walking trails, kayaking opportunities, safe bicycling, wide sidewalks, parks/village greens
- Opportunities to make friends - mix of uses that encourage civic engagement
- Smaller single-family homes near walkable centers

Sources: RCLCO, The Nielsen Company

# Generation X

- Safe neighborhoods with parks, walkability to work, shopping and entertainment
- Good schools for school-aged children
- Mild access to nature with moderate length hiking trails, abundant sports facilities, diversity of athletic options
- Mid-sized single-family homes with space for children, proximity to “main street” services and parks

Sources: RCLCO, The Nielsen Company

# Generation Y

- Cool places to hang out, wine and dine with friends at “fun” restaurants and bars, see and be seen on the street, diverse retail options
- Diversity of recreation options: kayaking/rafting, mountain biking, moderate to difficult hikes, four season recreation
- Connections with the “virtual world”, widespread WiFi availability
- Diversity of housing within hamlet centers, apartments, townhomes, live-work studios, subdivided single-family homes

Sources: RCLCO, The Nielsen Company



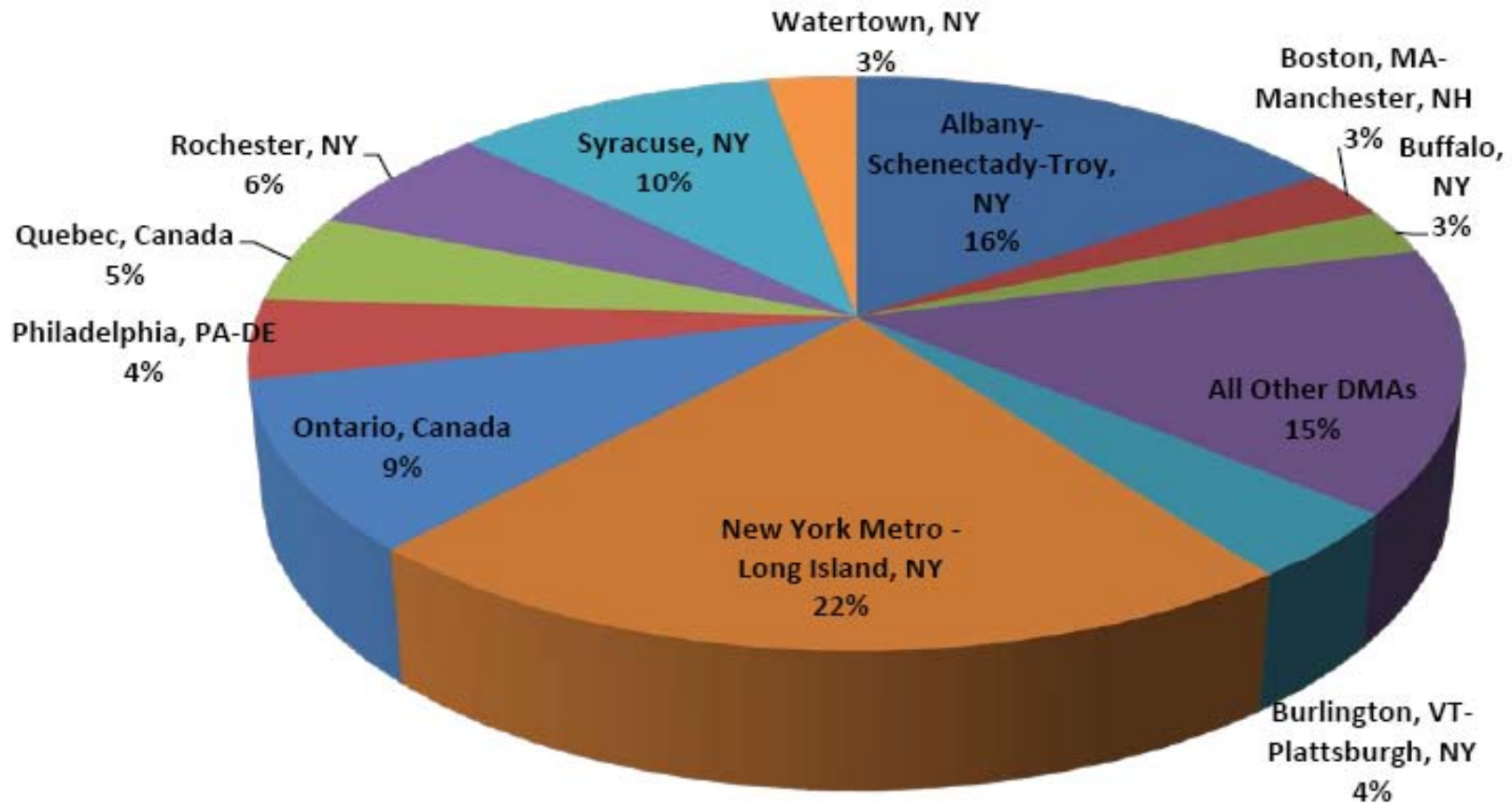
# Tourists

- 73% visit for outdoor activities, 67% visit to relax/dine/shop, 57% visit for sightseeing
- When seeking the outdoors, most looking for “adventure-lite”: 1-4 hour hikes, short canoe/kayaking trips, road cycling, fishing
- 56% of Essex County hotel revenue derived from June-October; 82% of visitor expenditures in Hamilton County occurred from May-September
- Average visitor age of 49 with an average range of family income of \$80,000-\$124,999

Source: Regional Office of Sustainable Tourism

# Where do they come from?

Figure 4. Most Frequent DMAs of Survey Respondents



# Large Impacts

- The average Essex County visitor party (3.8 people) spends \$442 per day
- The average visitor to Franklin County spends \$226 during their stay (includes the average both day and overnight visitors)
- Day-only and overnight visitors spent over \$69 million in Hamilton County in 2006.
- Occupancy taxes contributed over \$3.3 million to Warren County in 2011

Sources: Regional Office of Sustainable Tourism, Warren County, The Northern New York Travel and Tourism Research Center, SUNY Potsdam

# Large Impacts

- 24% of Adirondack residents are employed in tourism-related industries
- 3,400 of the 4,542 jobs created between 1990 and 2000 were related to the tourism industry
- 506 of the 2,602 jobs created between 2000 and 2010 were related to the tourism industry
- Adirondack region tourism spending was \$1.2 B in 2011

Source: Tourism Economics, NYS Empire State Development

# Business Growth

- 1980 Fort Covington (1,804) – 15 Commercial Services
- 1980 Westport (544) – 22 Commercial Services
- Services that Westport had but Fort Covington did not:  
Real Estate, Antiques, Diner, Hardware, Clothing,  
Pharmacy, Large Grocery
- 6 Essex County towns had less population but greater  
amount of commercial services

Sources: Crossroads Surveys performed by Peter Gore, Cornell University

# Market Wrap-Up

- Three key resident target markets and the major economic driver of the Adirondacks, tourists, are desiring the same thing: walkable hamlet communities with a mix of services and nature access points.
- In the Adirondacks, such communities have led to population retention and growth.
- Such growth is self-reinforcing.

# Anatomy of a Vibrant Hamlet

1. Correct Application of the Rural to Urban Transect
2. Landmarks and Gateways
3. Transition Zones
4. Traffic Calming (bumpouts, crosswalks, narrow lanes, street trees, etc.)
5. Walk-ability
6. Sense of Place, Cultural Heritage and Architectural Integrity
7. Civic and Economic Anchors
8. Appropriate mix of Uses within the Hamlet (Residential, Commercial, Recreational)
9. Quality Outdoor Spaces and Design
10. Protection or Sustainable Use of Natural Resources
11. Smart and Effective Planning and Zoning

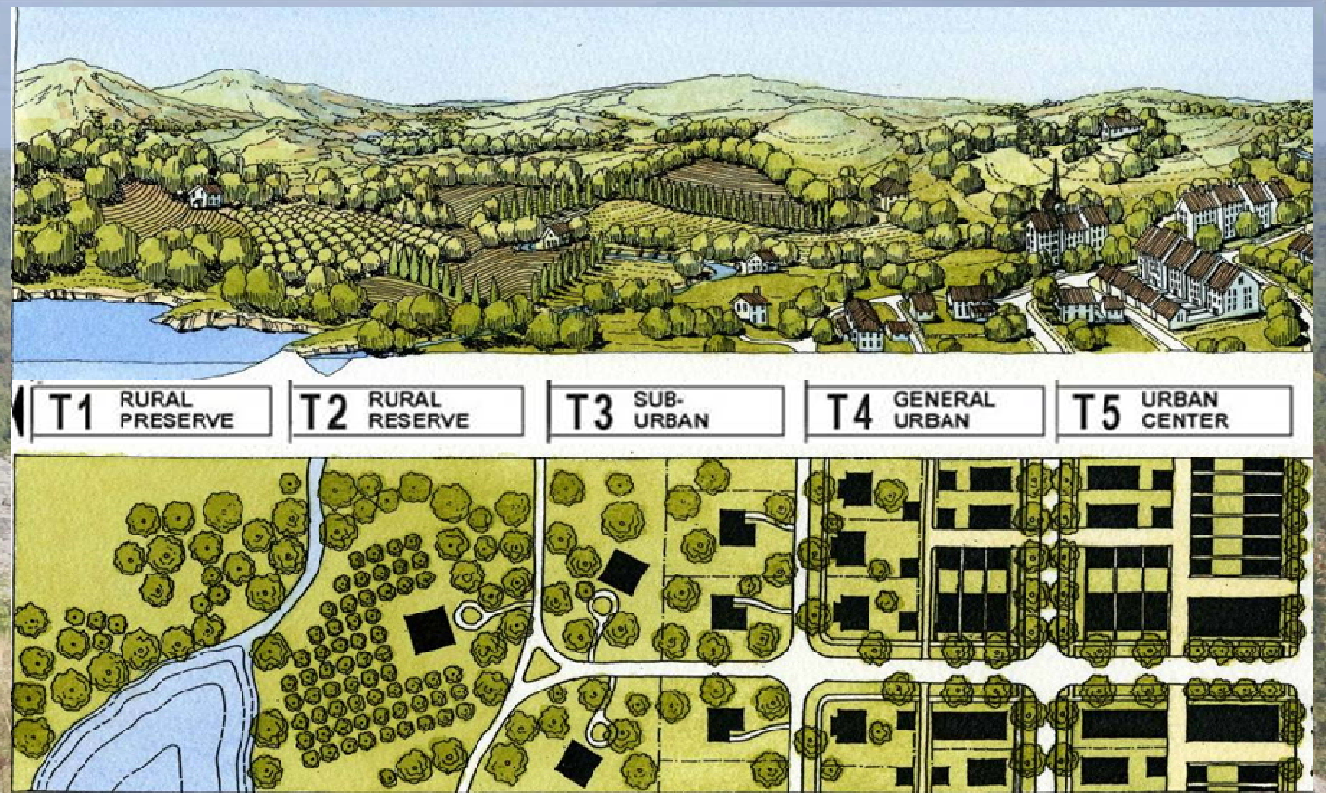


# Anatomy of a Vibrant Hamlet

## *Application of the Rural to Urban Transect*

### The Ideal Sequence

- Wild Adirondacks
- Gateway
- Transition Zone(s)  
(Non-retail and non-pedestrian retail)
- Walkable Center





# Anatomy of a Vibrant Hamlet

## *Landmarks and Gateways*



**Landmarks and Gateways make places memorable and help to bring visitors back again and again.**

# Anatomy of a Vibrant Hamlet

## *Transition Zones – Progression towards the Center*



**Residential**



**Professional Offices**

### *Design Considerations*

- Sidewalks
- Flags / Banners
- Lighting
- Increased Density
- Traffic Calming / Reduced Speed Limit



**Secondary Commercial (Auto Dependent)**

# Anatomy of a Vibrant Hamlet



**Too much pavement and poor first impressions can discourage visitors and pedestrian activity.**

# Anatomy of a Vibrant Hamlet

*Traffic Calming (Bumpouts, crosswalks, narrow lanes, street trees, etc.)*



**Encourage Drivers to Slow Down and Support Local Shops.**

*“Design speed is the single most important choice designers make. The choice of design speed should be made carefully, with full recognition of the context of the project.” – Transportation Research Board*

# Anatomy of a Vibrant Hamlet

*Walk-ability - what makes an area walk-able?*



## **Parking close to destination**

- On street parking
- Parking in rear w/clear pedestrian access back to Main St.

## **Pedestrian safe zones**

- Streetscape (Trees, lighting, bollards, etc.)
- Bump-outs and decorative cross walks

## **Separation of vehicular and pedestrian traffic**

- Street trees, pedestrian scale lighting, ornamental bollards, etc.

# Anatomy of a Vibrant Hamlet

## *Walk-ability*



**Make your Community a Safe and Enjoyable Place to Walk.**

*“Sidewalks are the least expensive and most efficient way to create a real neighborhood” – J. Polk*

# Anatomy of a Vibrant Hamlet

*Sense of Place*

**Versus**



**Versus**



# Anatomy of a Vibrant Hamlet

## *Cultural Heritage and Architectural Integrity*



**Quality architecture provides a sense of place for a hamlet and encourages a mix of uses that support a vibrant social and economic structure.**



# Anatomy of a Vibrant Hamlet

## *Architectural Integrity*



**Less than quality architecture and large setbacks can equally erode the sense of place of the hamlet and weaken the structure of the social and economic fabric.**

# Anatomy of a Vibrant Hamlet

## *Civic Anchors*



**Community Center**



**Town Hall**

## Historic Landmark



**Post Office**

**Municipalities that keep public offices, libraries, community centers and governmental agencies located in their hamlet have the potential to preserve cultural and architectural character while providing important daily destinations for local consumers.**

*“Civic buildings and public gathering places require sites to reinforce community identity and the culture of democracy” – A. Duany*

# Anatomy of a Vibrant Hamlet

## *Economic Anchors*



**Economic anchors within a hamlet draw residents and visitors, which creates activity and encourages spin-off businesses.**

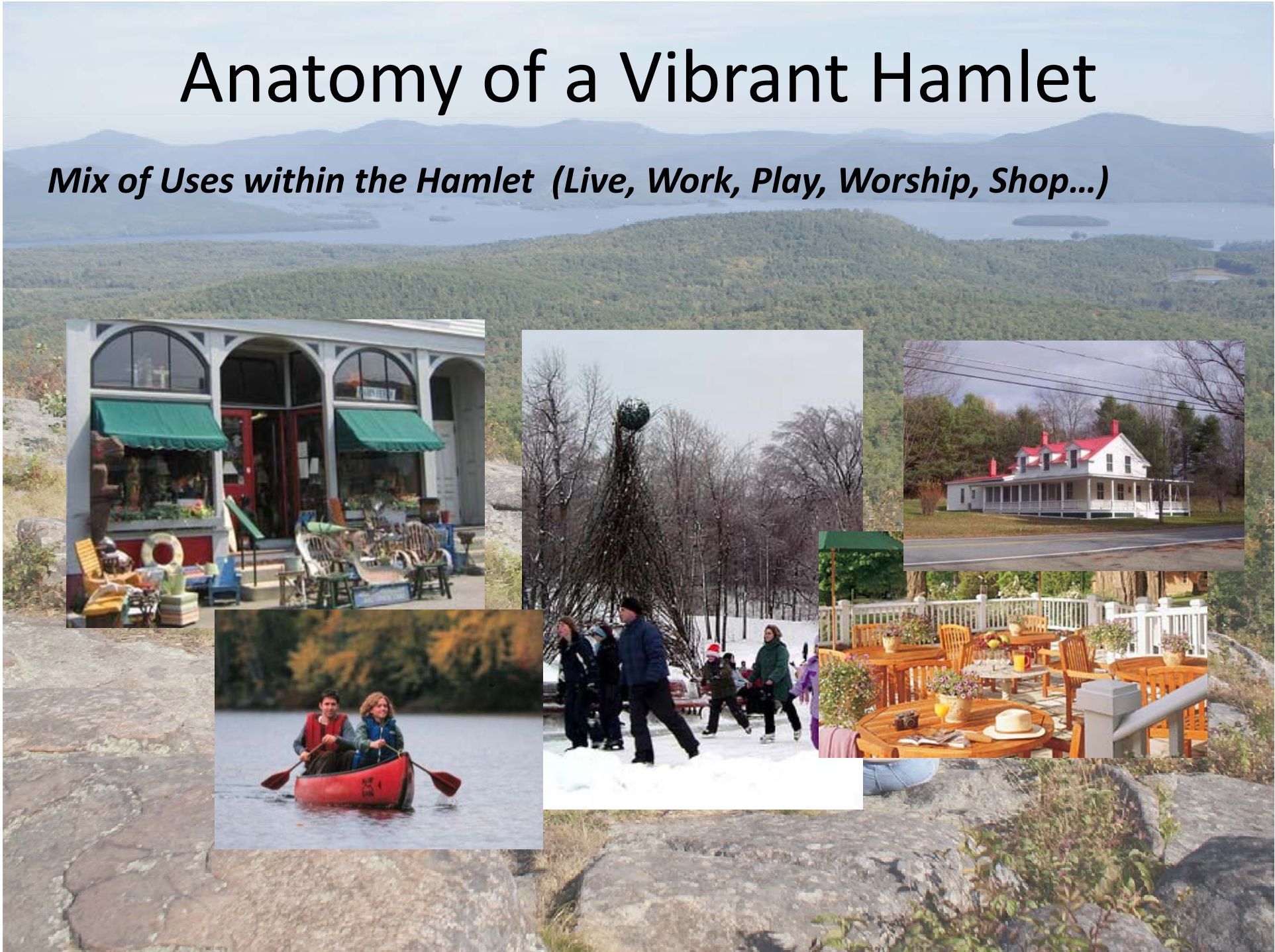
# Anatomy of a Vibrant Hamlet

*Mix of Uses within the Hamlet (Live, Work, Play, Worship, Shop...)*



# Anatomy of a Vibrant Hamlet

*Mix of Uses within the Hamlet (Live, Work, Play, Worship, Shop...)*



# Anatomy of a Vibrant Hamlet

## *Quality Outdoor Spaces and Design*



**Recreation opportunities can serve as a draw and encourage a pedestrian presence.**

# Anatomy of a Vibrant Hamlet

## *Natural Resources/ Environmental Context*



**Preservation, celebration, and effective use of a region's natural resources improves the quality of life and attracts consumers.**

# Case Studies

## 1. Old Forge, New York

(Main Street:  $\frac{1}{4}$  Mile)

## 2. Cedar Run, Pennsylvania

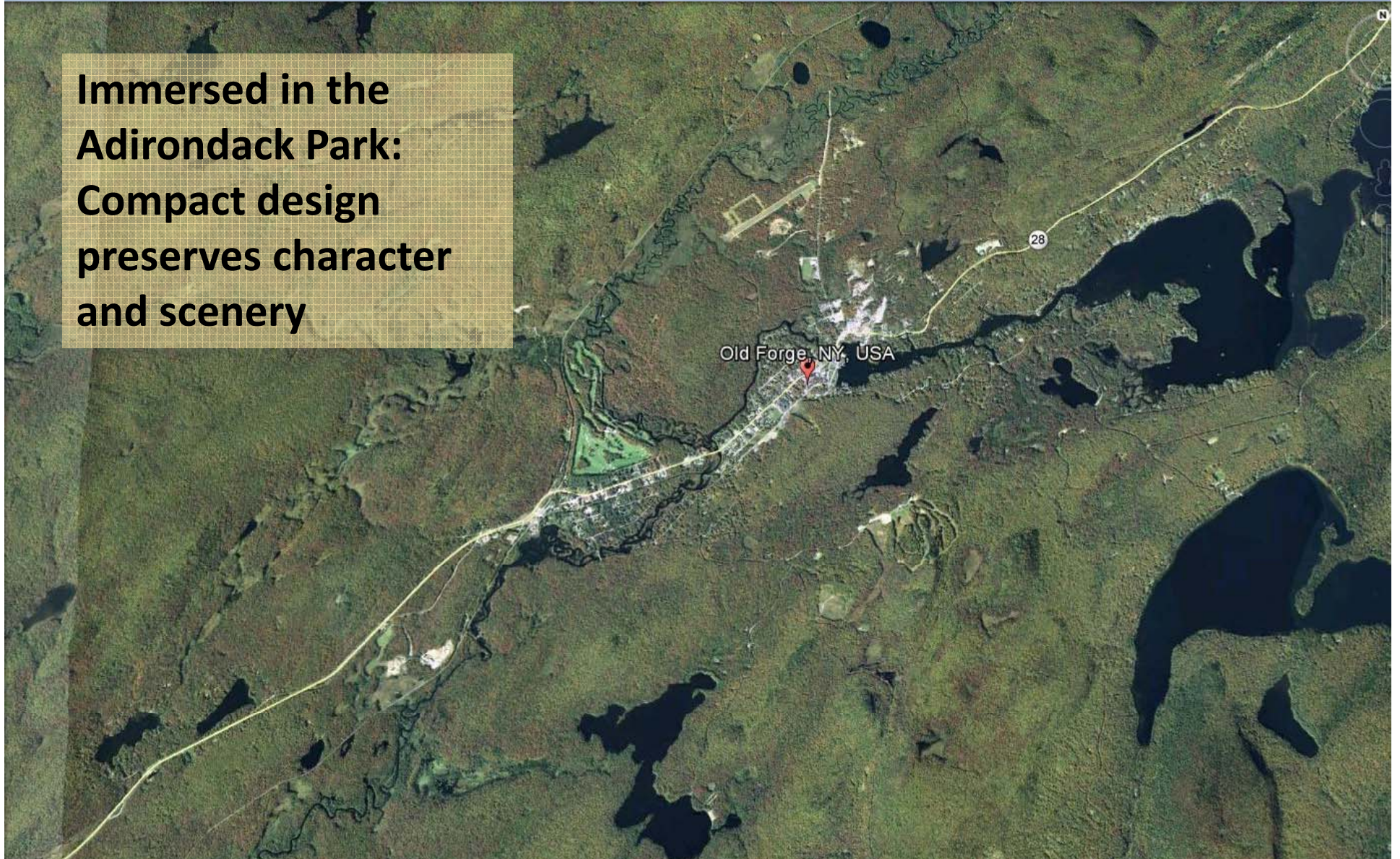
(Main Street:  $\frac{1}{32}$  Mile)





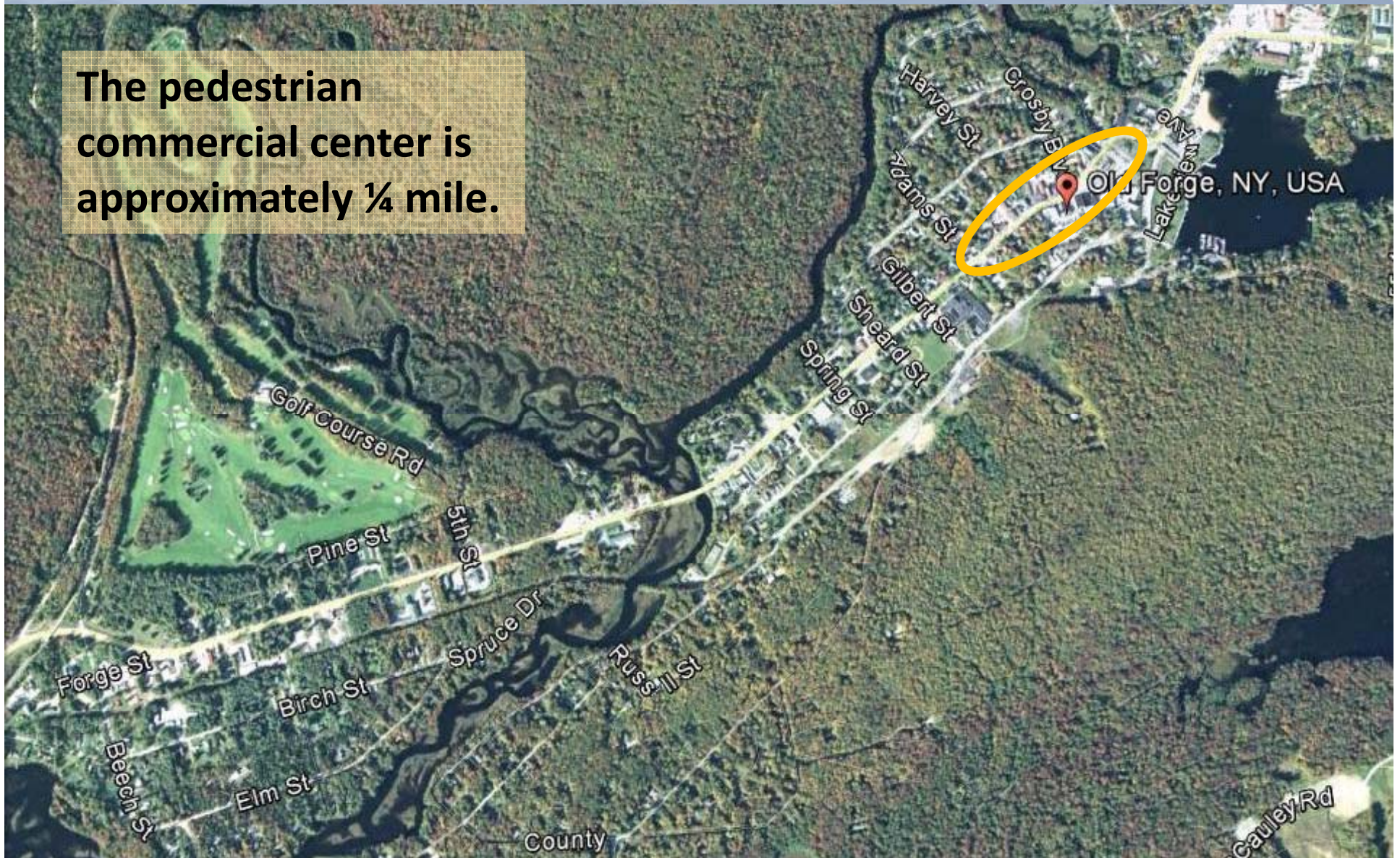
# Old Forge

**Immersed in the  
Adirondack Park:  
Compact design  
preserves character  
and scenery**

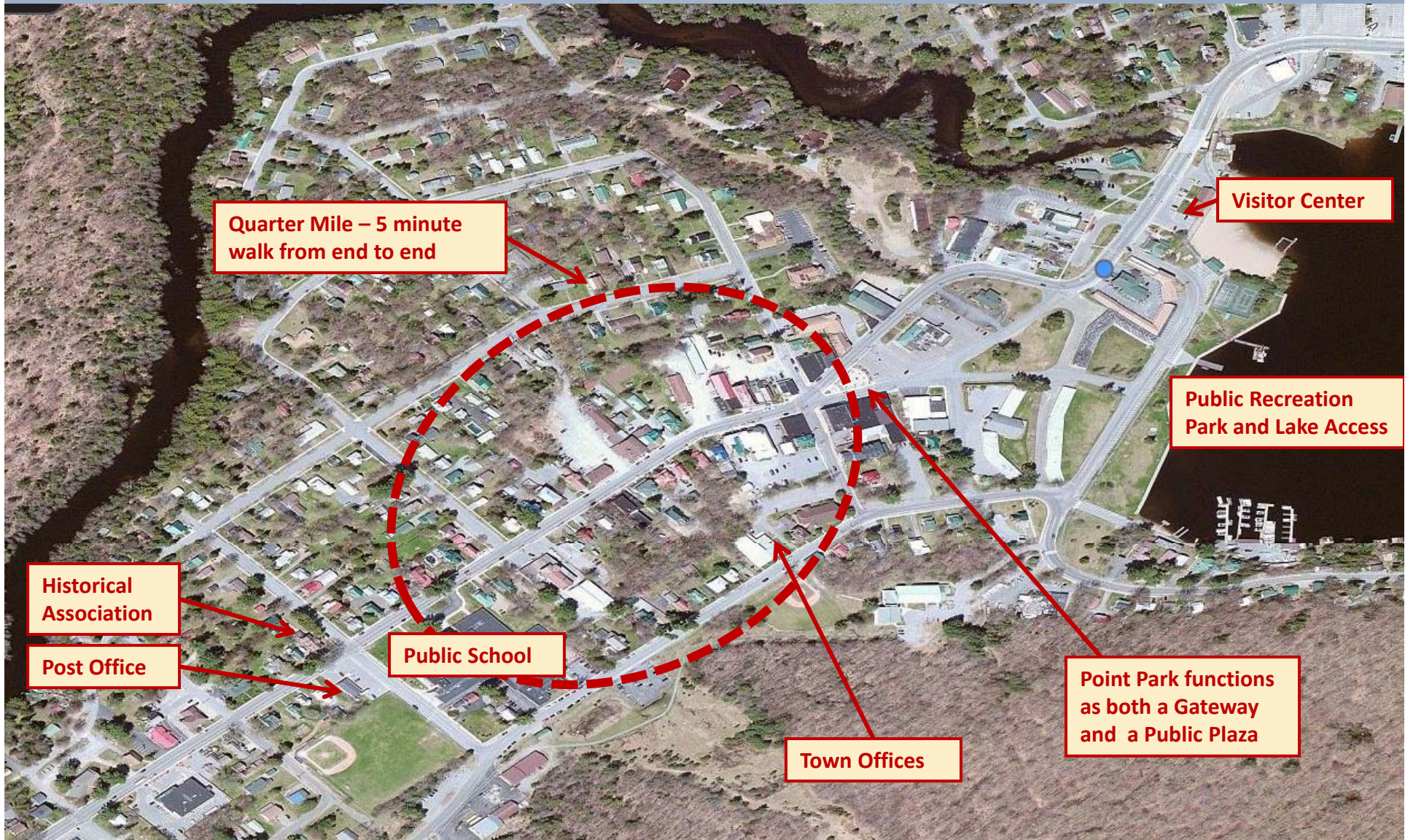


# Old Forge

The pedestrian commercial center is approximately  $\frac{1}{4}$  mile.



# Old Forge



Quarter Mile – 5 minute walk from end to end

Visitor Center

Public Recreation Park and Lake Access

Historical Association

Post Office

Public School

Town Offices

Point Park functions as both a Gateway and a Public Plaza

# Old Forge



VIEW – an  
Adirondack  
Visual and  
Performing Arts  
Center



Historic  
Hardware and  
Camping Supply  
Store



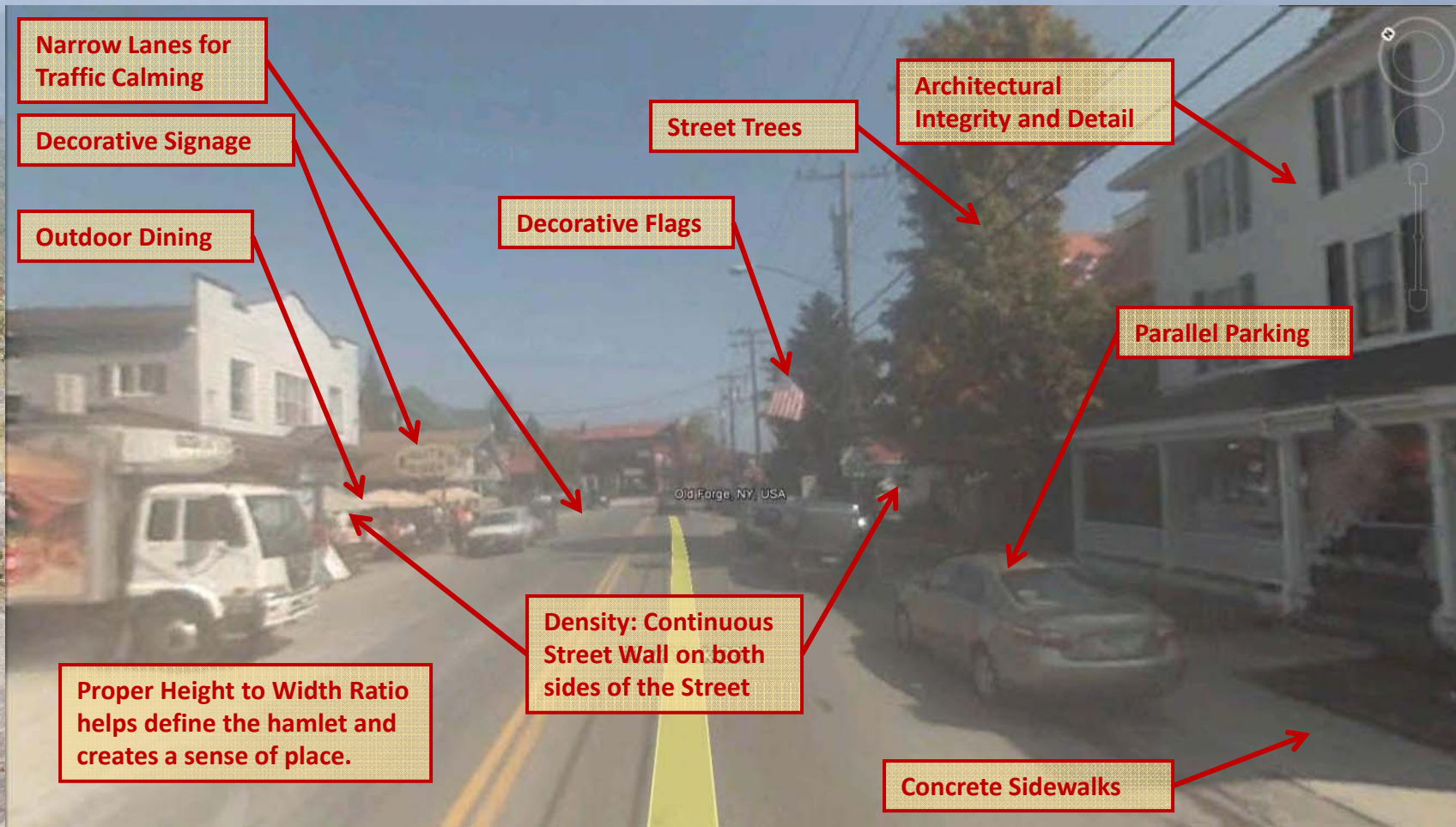
Recreational  
Gear and Rentals



Food and  
Outdoor Dining

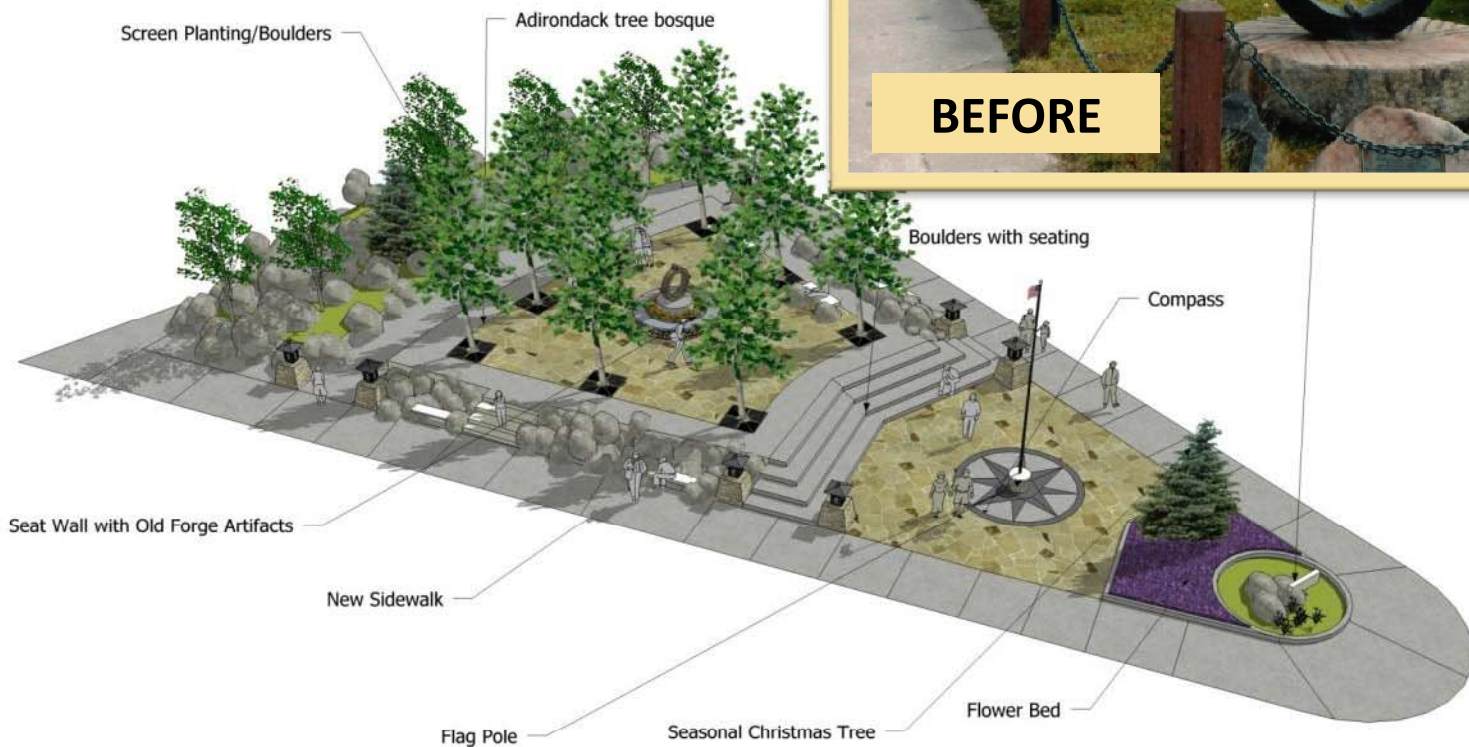
## Tourist Businesses and Attractions

# Old Forge



## Main Street Components

# Old Forge



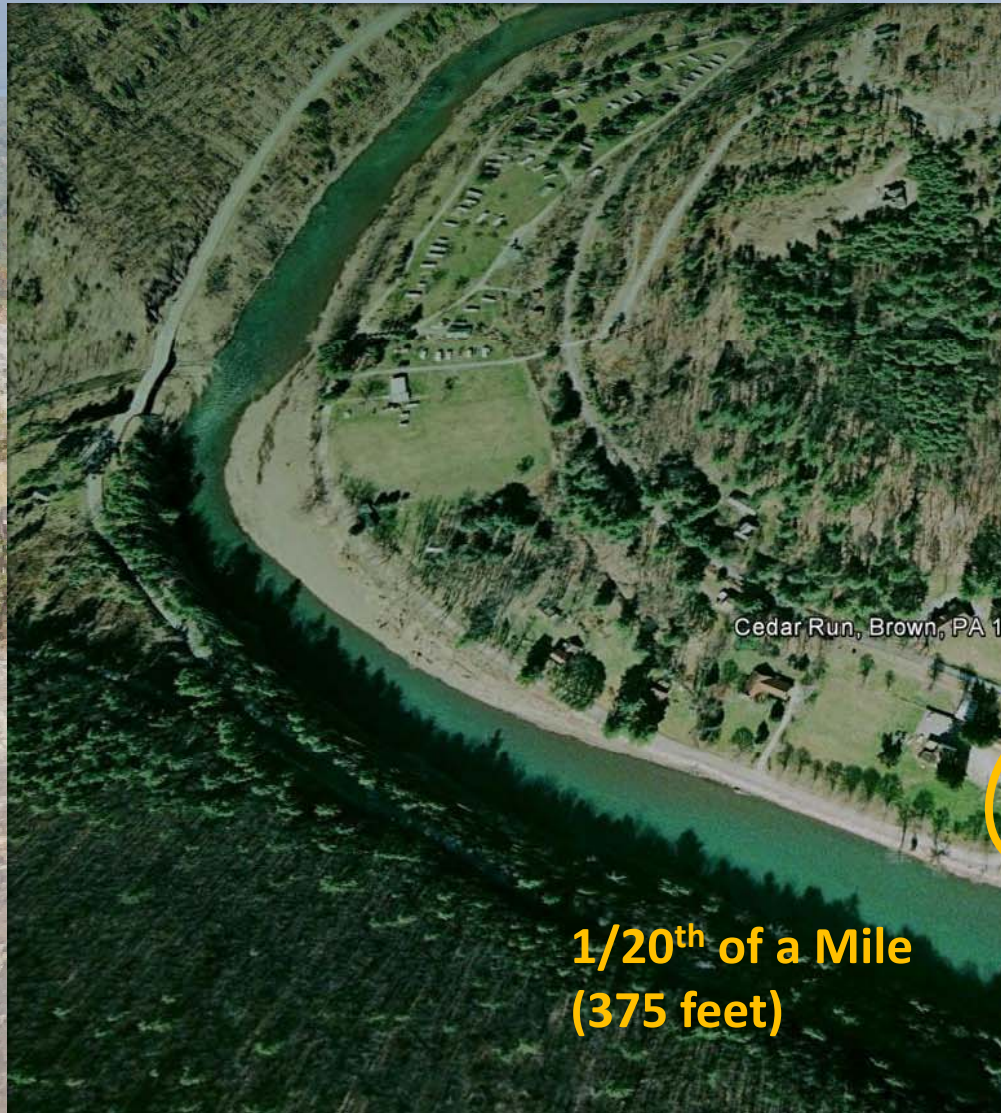
# Gateways – Point Park

# Old Forge



**Gateways – Point Park**

# Cedar Run, Pennsylvania



**1/20<sup>th</sup> of a Mile  
(375 feet)**



# Cedar Run, Pennsylvania



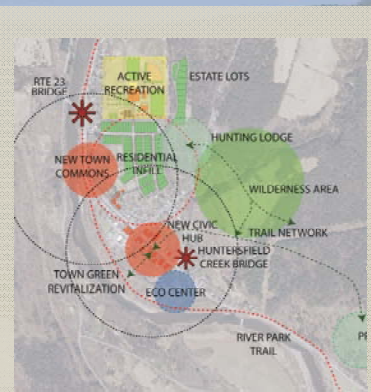
# Identifying and Implementing a Vision



# Elements of Community Visioning



Meeting with  
Project  
Stakeholders



Site Evaluation



Design &  
Visualization –  
Color Rendered  
Site Plan

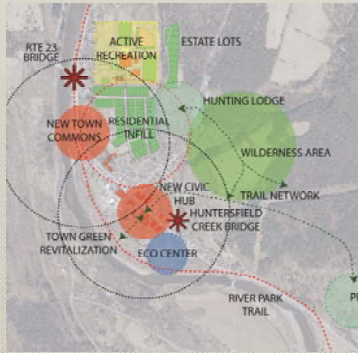


Public  
Presentation



Meeting with  
Project  
Stakeholders





## Site Evaluation





Design  
& Color Rendered  
Plan



Translating the vision into a design that will achieve the vision is both the most critical and the most challenging aspect of any visioning project.



Public  
Presentation



# Designing to the Vision

Scale and context play crucial roles in the design.

## KEY STEPS IN THE PROCESS

- Analyze existing fabric.
- Analyze the location and evaluate if and how to use the 5 minute walk rule of thumb.
- Understand larger context.
- Identify appropriate scale and develop an illustrative plan.
- Consider using phasing or growth rings to ensure growth from the center outward.
- Study the proposed plans from a 3-dimensional perspective.
- Test plan against aerials of successful areas of similar size and context.
- Conduct pro-forma market analysis of illustrative plan and make necessary revisions to reflect context and scale.



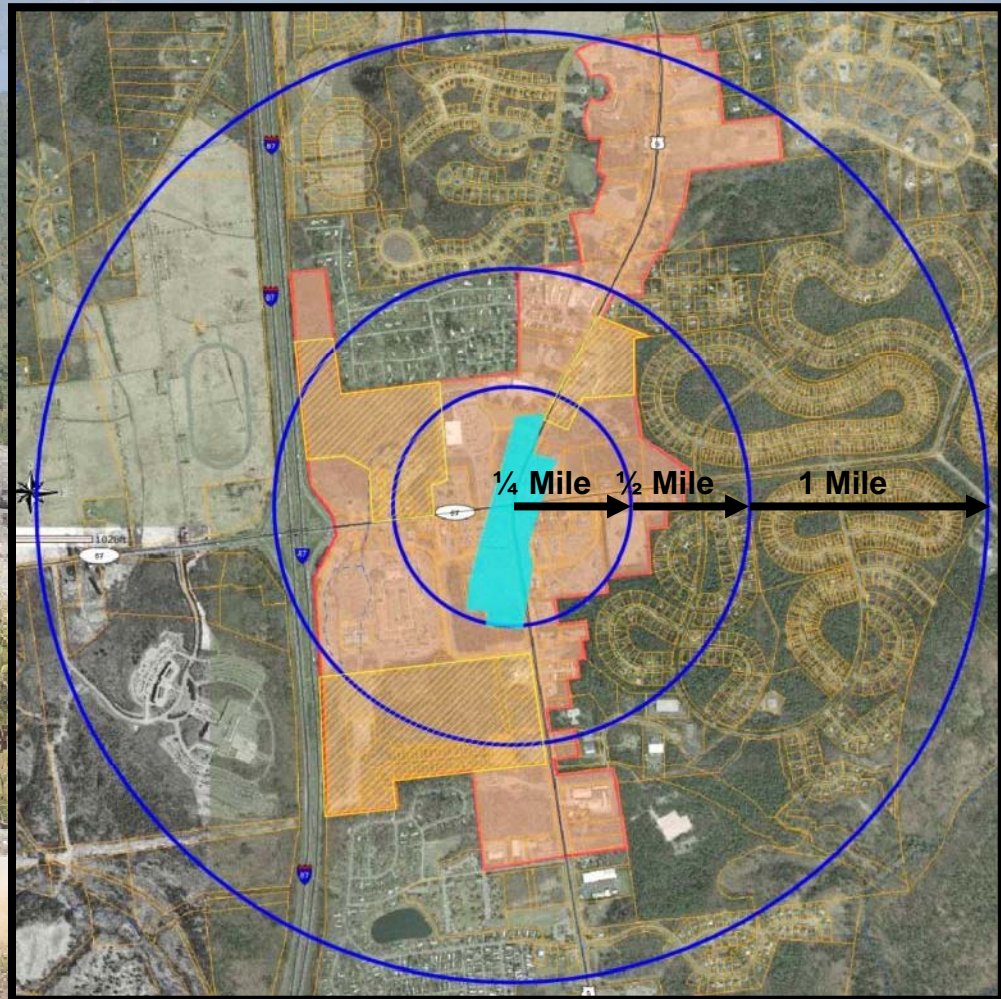
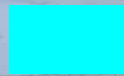


# Common Mistakes : Ignoring Scale and Context

Downtown  
Saratoga

Approved  
Development

Downtown  
Zone



Downtown Saratoga Springs over-laid atop Malta's Downtown District

# Common Mistakes: Thinking 2-Dimensionally

**Ellsworth Commons:**

**Over one year after construction is complete and most of the retail space remains empty.**



# Common Mistakes

If this is the Vision...



# Common Mistakes: Unconsolidated Growth



**Isolated growth limits economic potential.**



# Consolidated Growth



**Compact development fosters spinoff economics.**

# Natural Expansion of Consolidated Growth



**Growing from a compact center creates economically viable, walkable centers.**

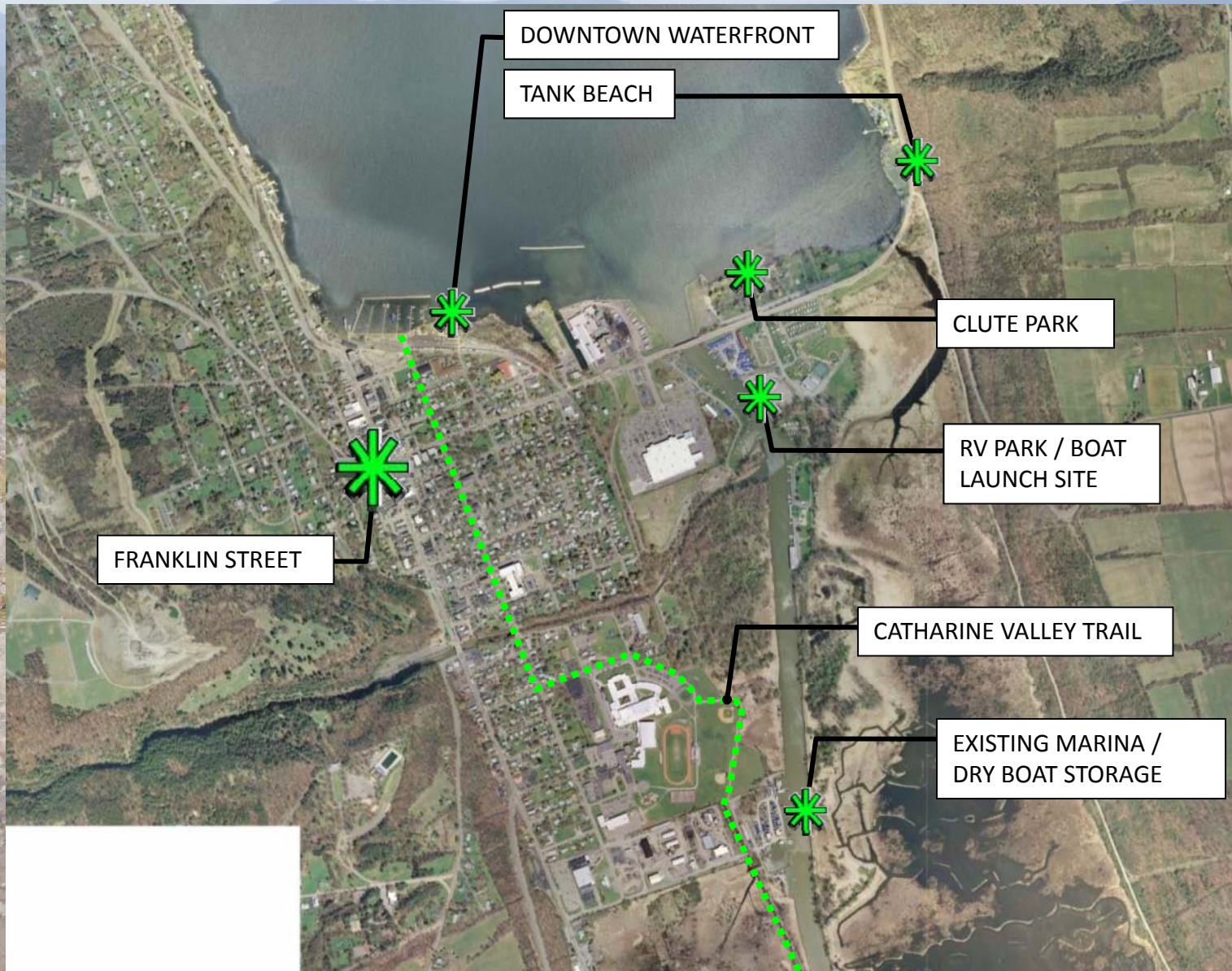


# Watkins Glen on Seneca Lake

- Walk-n-Talk 9:00 AM-11:00 AM
- Design! Design! Design!
- Mini Charette with Stakeholders 1:00 PM
- Public Presentation 7PM-9:30PM
- Review Findings from Workshop #1
- Review Results of “Walk and Talk”
- Key Design Considerations
- Draft Plan Recommendations
- Workshop/Group Presentations
- Questions and Answers

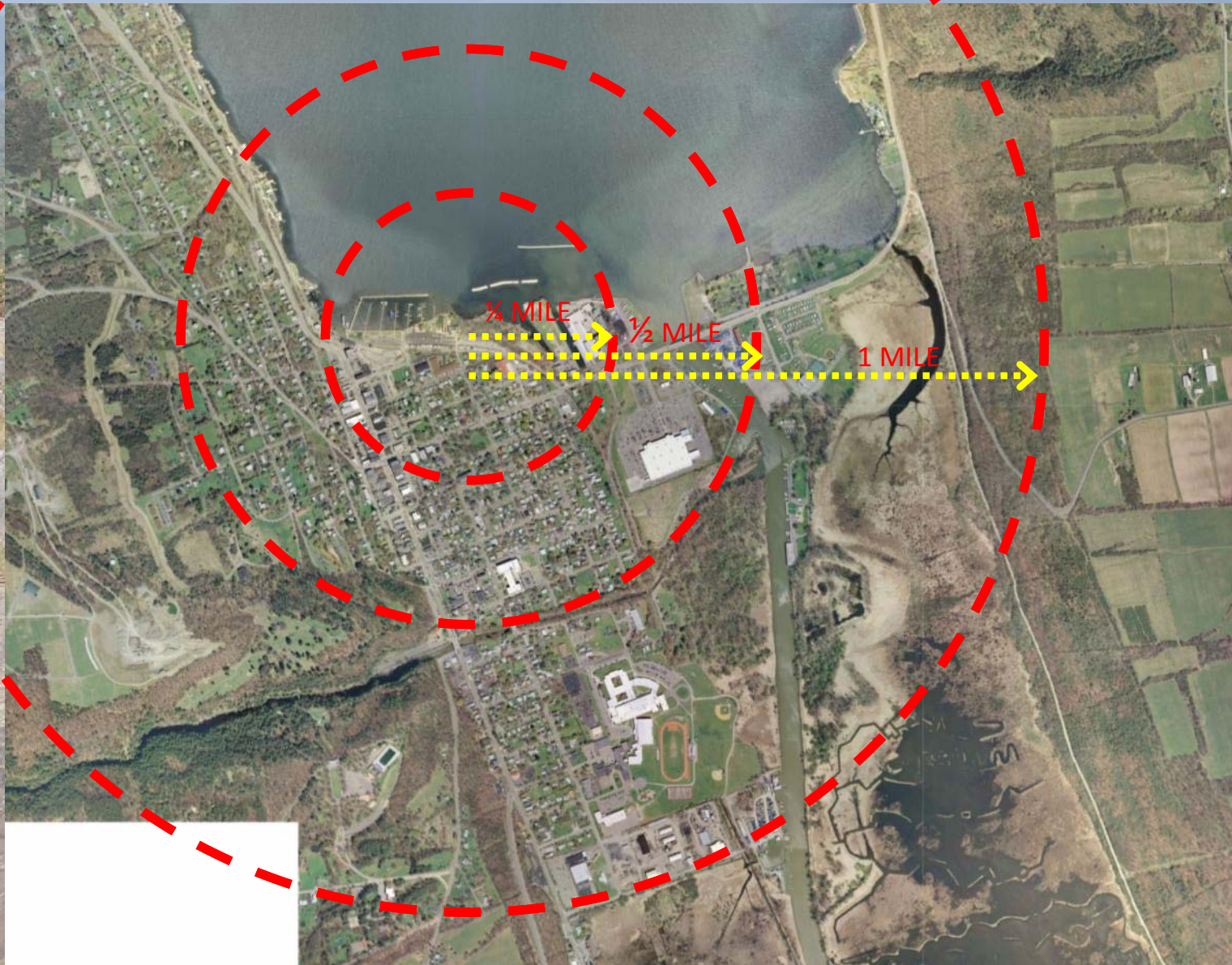


# Watkins Glen on Seneca Lake





# Watkins Glen on Seneca Lake



# Watkins Glen on Seneca Lake



Possible Redevelopment Site



Railroad Easement

Important Axis / Poor Connection

Vehicular Access to Waterfront



Waterfront Sealed From Downtown

# Watkins Glen on Seneca Lake



Existing Seneca Harbor Park Area  
 ←



# Watkins Glen on Seneca Lake



# Watkins Glen on Seneca Lake



# Watkins Glen on Seneca Lake



# Watkins Glen on Seneca Lake



# Watkins Glen on Seneca Lake



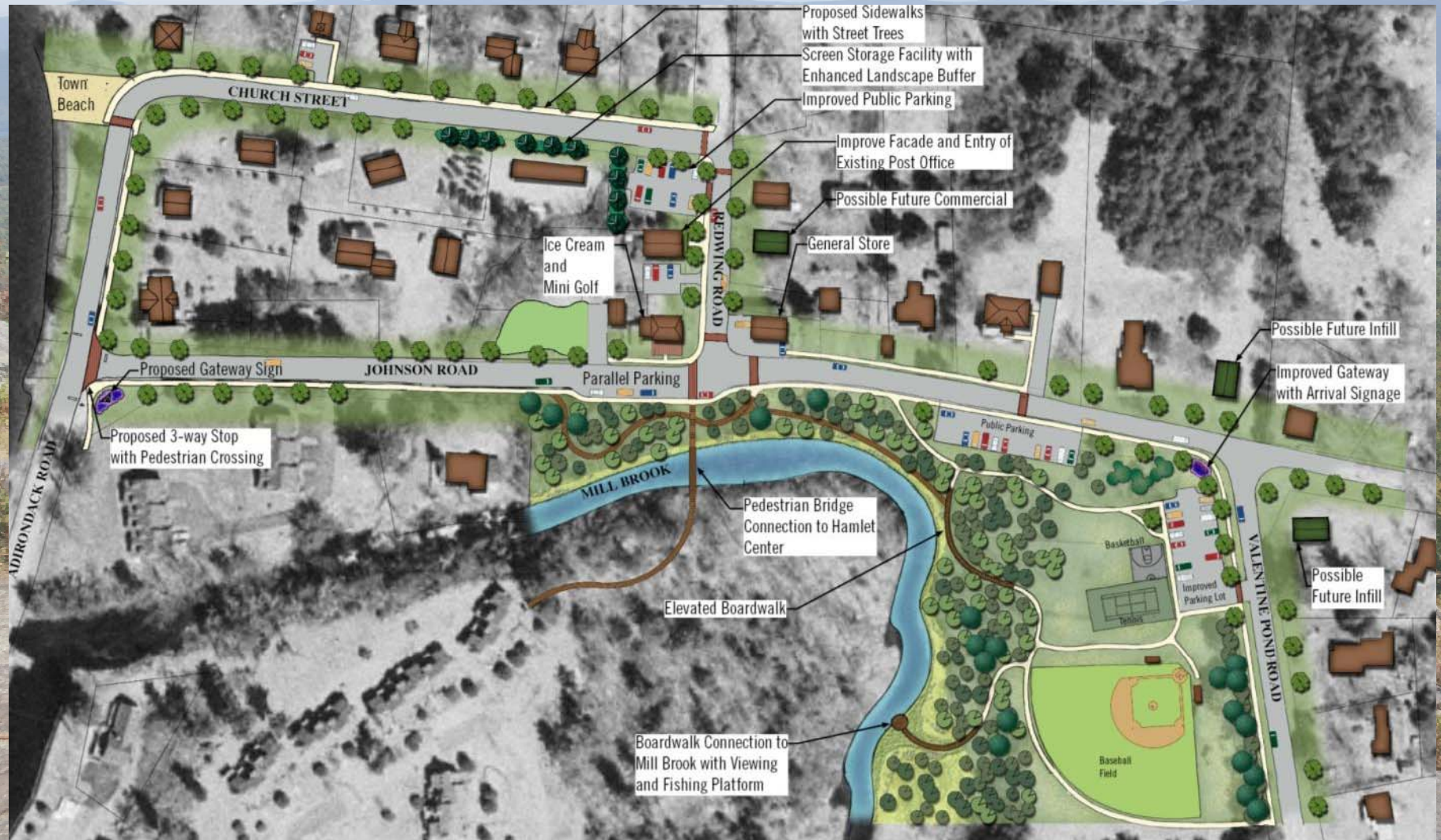


# Regulatory Tools

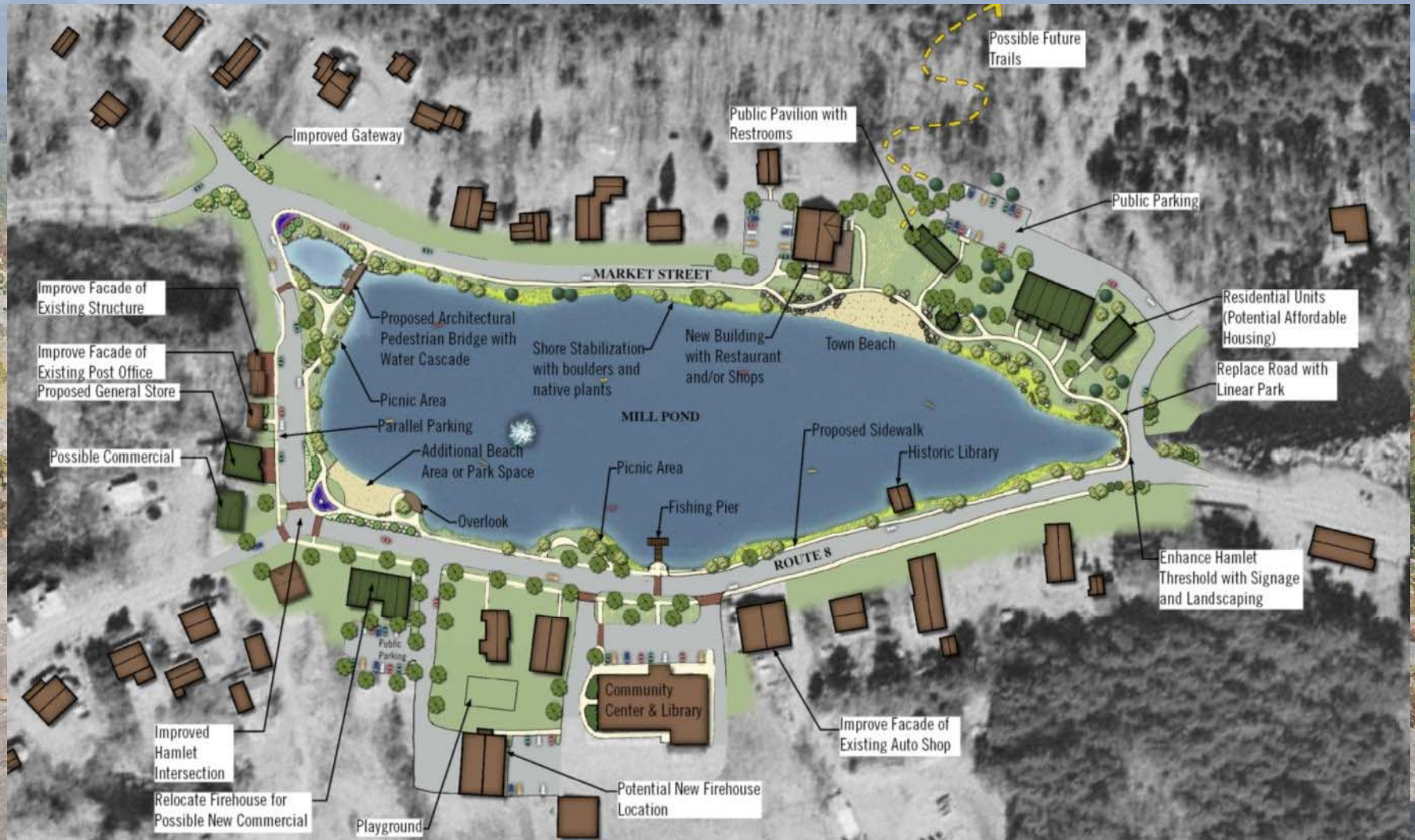
- **Illustrative Master Plans**
- **Form-Based Code**
- **Design Standards / Design Guidelines**



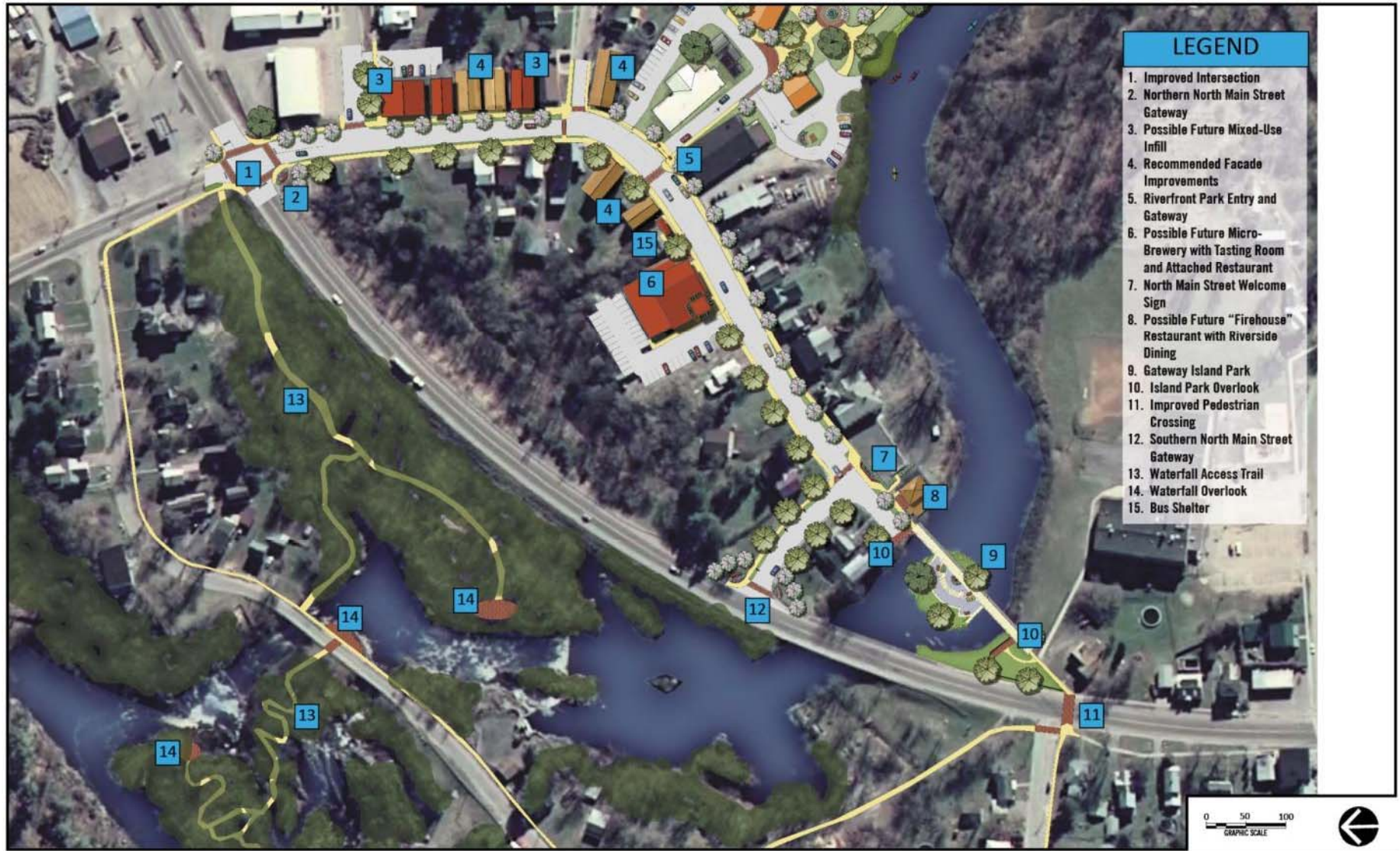
# Illustrative Master Plans: Adirondack Hamlet in Horicon, NY



# Illustrative Master Plans: Brant Lake Hamlet in Horicon, NY



# Illustrative Master Plans: Village of Philadelphia, NY



Downtown Market Analysis and Revitalization Plan

Philadelphia, New York

Main Street Master Plan



# 3-Dimensional Support: Village of Philadelphia, NY



# 3-Dimensional Support: Village of Philadelphia, NY





# 3-Dimensional Support: Town of Prattville, NY





# Form Based Code

**URBAN DESIGN**      **FORM-BASED CODE**

**Illustrative Plan**      **Regulating Plan**      **Building Form Standards**      **Public Space Standards**

- Shopfront Bldgs
- Workplace Bldgs
- Apartment Bldgs
- Townhouse Bldgs
- Commercial Street
- Urban Avenue
- Residential Street
- Rear Alley



# Design Standards / Design Guidelines

FIGURE 1

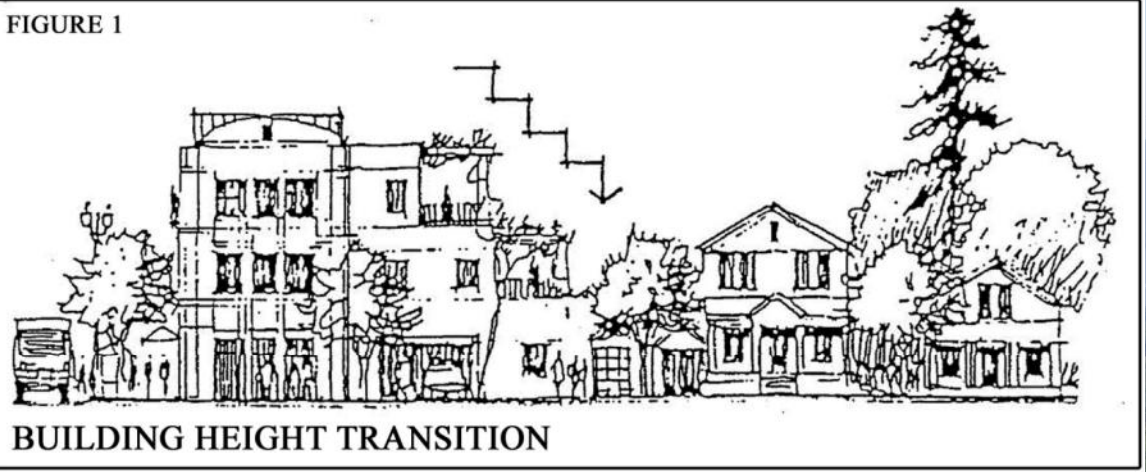
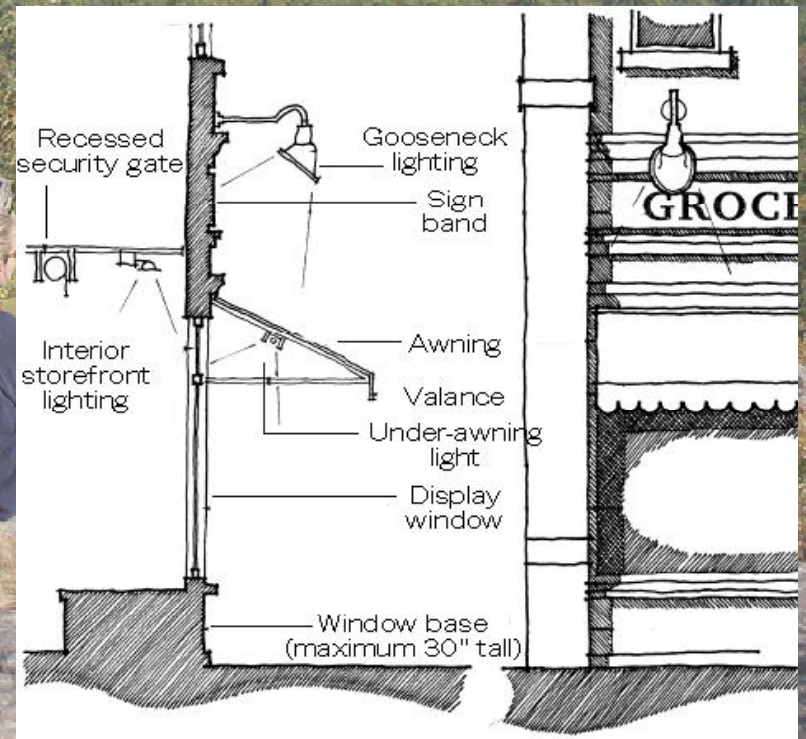
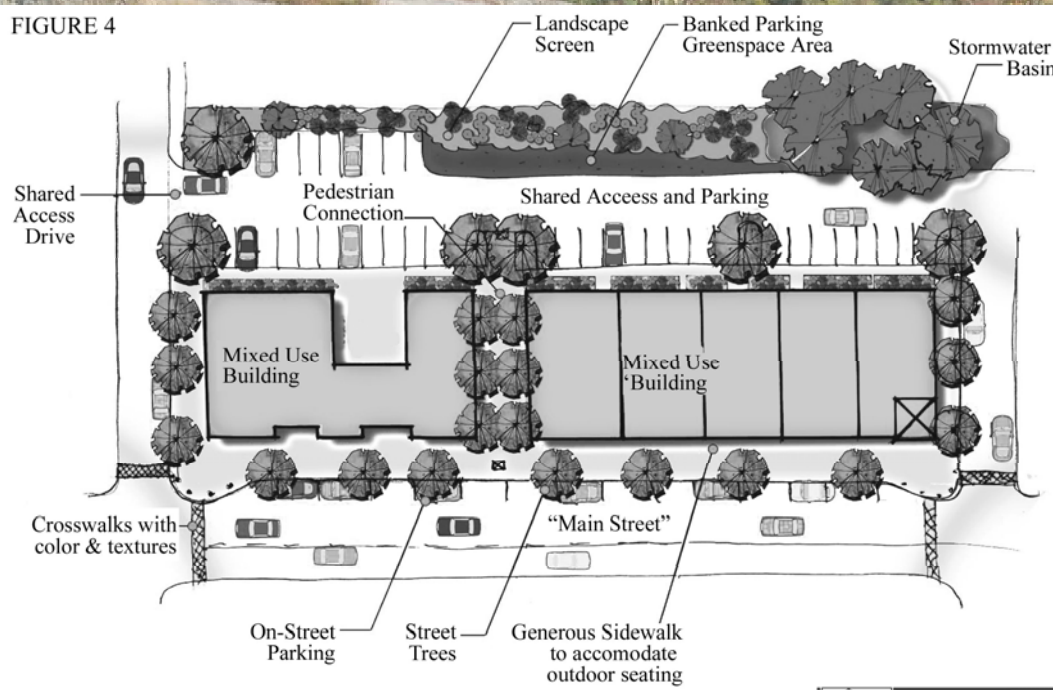
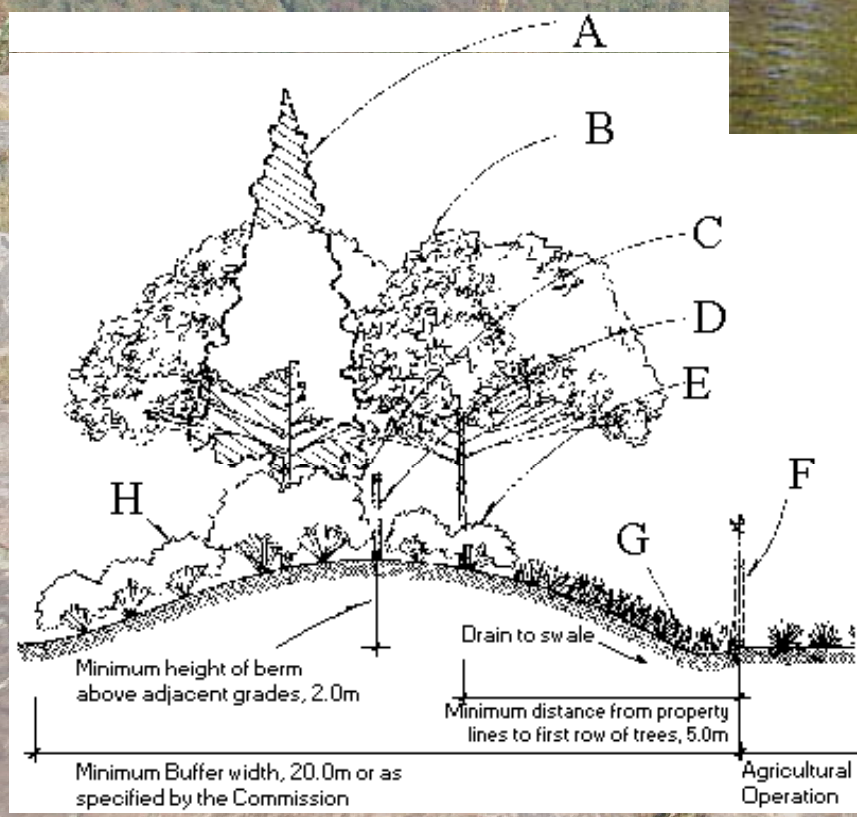


FIGURE 4



# Design Standards / Design Guidelines



# Contact

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