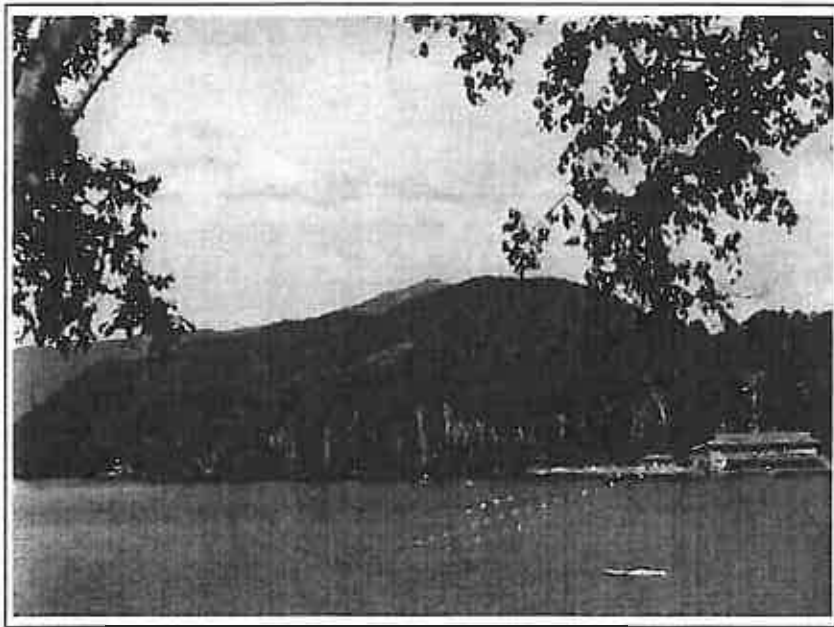


***Joint Comprehensive Plan
Village of Lake Placid/Town of North Elba***

Prepared by:

***The Lake Placid/North Elba Plan Update Committee
The LA Group, P.C.***



March, 1997

Funded in part by the Rural New York Program

The year is 2009. You've been away from Lake Placid for about twelve years. There are some very pleasing differences that catch your eye. You notice the shade tree corridor that is beginning to take shape on Saranac Avenue and Sentinel Road. You notice a lot more people walking on the paverstone sidewalk on one side and bicyclists on the other side. Behind them are a few new commercial buildings with neatly landscaped front yards, parking in the rear and an architecture that is unique to the area. This is interesting. You can't wait to get to Main Street where you find that parking has been eliminated on the west side and sidewalks are full of people visiting the unique shops and restaurants. A shuttle goes by and you notice several buildings have been refurbished to their original condition and that adds to the charm of the streetscape. Further on, the parking lots are almost full and are pleasing to see with the various plantings.

This is what you thought it would look like twelve years ago when you first read the Comprehensive Plan, only better. Mirror Lake glistens in the sun and is dotted with sailboats and canoes. Across the lake you see new development on the site of the former Club, and you can faintly hear music drifting across. The Olympic Center is bustling and there is a clear dome over the Speed Skating Oval.

I wonder how it all happened, how did they do it. I'll have to find out....

**THE
PLAN UPDATE COMMITTEE**

For the Village of Lake Placid:

Bill Billerman	Barbara Marvin
Denise D'Elia	James Rogers
Dean Dietrich	Peter A. Roy
William Hulshoff	T. James Strack

For the Town of North Elba:

Denny Allen	Arthur Lussi
Connie Bonsignore	James Morganson
Kimball W. Daby	Larry Peryea
Kady Goff	Lorraine Vondell
Winnie Lamb	Sally Warner

Co-Chairmen: Bill Billerman and Kimball W. Daby
For the LA Group, P.C.: Sarah A. Clarkin

**THE LAKE PLACID VILLAGE BOARD
AND
THE NORTH ELBA TOWN BOARD
APPOINTED
THE PLAN UPDATE COMMITTEE**

The Lake Placid Village Board:

T. James Strack, Mayor	
Richard L. Cassidy	Kathryn A. McKillip
David W. Jones	Peter A. Roy

The North Elba Town Board:

Shirley W. Seney, Supervisor	
Luke F. Perkins	Jerry F. Strack
Jay J. Rand	Sally Warner



INTRODUCTION

Definition

This Comprehensive Plan represents a blueprint for the Lake Placid/North Elba community. Its contents, a collection of reports, goals, objectives and implementation measures, reflect the aspirations of the area's residents and are intended to guide growth and development through the first years of the next century. It applies to the entire Village of Lake Placid and the major travel corridors within the Town of North Elba. It is a reference for public consumption.

The Comprehensive Plan's Development

In the summer of 1995, in response to increasing concerns about the area's growth and development, the Village and Town Boards of Lake Placid and North Elba, respectively, appointed an all-volunteer Plan Update Committee (the Committee) to undertake the development of a joint Comprehensive Plan.

The Committee's members represented elected and appointed officials, town and village employees, and interested citizens.

The Plan's preparation entailed several steps:

- ♦ inventory of existing resources and conditions
- ♦ an analysis of resources and conditions in light of existing and future trends
- ♦ identification of issues
- ♦ development of goals and objectives
- ♦ development of implementation measures

Public participation occurred throughout the process. The existing resource and condition reports, covering a wide range of topics, were made available for public review and comment. In the winter of 1995/1996 the Committee sponsored a series of three workshops to promote the discussion of issues and their resolution. Following the development of draft goals and objectives, the Committee members chaired sub-committees made up of volunteer citizens to refine the draft goals and objectives and identify appropriate implementation measures. The subcommittees addressed:

- ♦ Government Structure and Function
- ♦ Economy and Tourism
- ♦ Community Facilities and Services
- ♦ Circulation and Parking
- ♦ Environment and Natural Resources
- ♦ Housing
- ♦ Land Use and Design

Once finalized, the Committee held a public workshop to solicit feedback from the community-at-large. The final document was then formally adopted by resolution of the Committee and forwarded to the Village and Town Boards.

The Comprehensive Plan's Contents

The Comprehensive Plan contains three volumes. Volume I contains summaries of the existing resource and condition reports; goals, objectives and implementation measures; and proposed land use maps. It also contains appendices to further the reader's understanding. Volume II contains the existing resource and condition reports and associated maps. Volume III contains information regarding watershed management plans.

Table of Contents

Introduction	v
Mission Statement	xi
Goals, Objectives and Implementation Measures	
Government Structure and Function	1
Economy and Tourism	9
Community Facilities and Services	29
Circulation and Parking	37
Environment and Natural Resources	49
Housing	57
Land Use and Design	63
Proposed Land Use Maps	
Village of Lake Placid	83
Town of North Elba	85
Glossary	87
Acknowledgements	91

List of Figures

Map of the Jack Rabbit Trail	Follows 39
Map of the Keene to Saranac Lake Recreation Path	Follows 39

List of Appendices

A	Suggested Design Guidelines
B	Suggested Amenity Designs
C	ORDA's Goals and Objectives
D	Projected Needs of Emergency Services
E	Reading Materials

MISSION STATEMENT

To provide by cooperation among congenial people and amidst beautiful natural surroundings all the advantages of an ideal place to reside and recreate.

From a Lake Placid Club Publication, Circa 1900

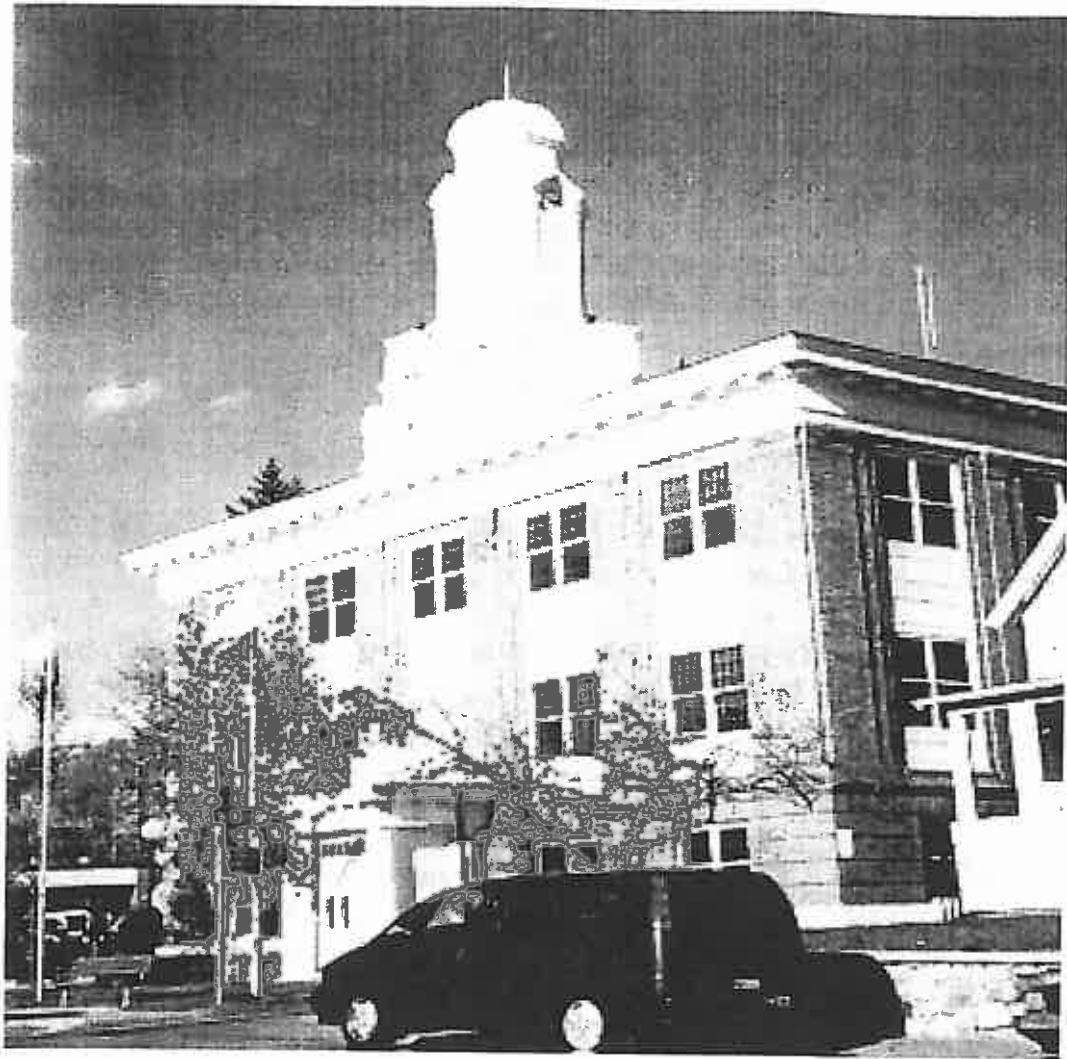
Lake Placid/North Elba is a small, mountain community with an excellent world-wide reputation.

This reputation has come from both its beautiful natural surroundings and its people.

The overall goal of the Comprehensive Plan is to protect and enhance both the community and its natural surroundings.

The Comprehensive Plan recognizes that we are a dual purpose community - that the needs of the residents and our visitors are equally important.

The Comprehensive Plan, based on the foundation of our past, provides the direction to attain our goals as our community enters the 21st century.



GOVERNMENT STRUCTURE AND FUNCTION

Summary

While they are two distinct governmental entities, the Village of Lake Placid and the Town of North Elba cooperate in the operation and/or maintenance of various governmental functions or services. An area where cooperation is recommended is land use. Land use in the Village and Town is so intricately interrelated and interdependent that there is no real physical distinction between the two. It is a major goal of this Comprehensive Plan to consolidate the municipalities' planning functions. This goal and others are listed below.

Goals, Objectives and Implementation Measures

Goal: To consolidate the Village of Lake Placid and Town of North Elba Comprehensive Plans and Land Use Codes.

Objective: To prepare, adopt and implement a joint Village/Town Comprehensive Plan.

Implementation Measures

- ♦ The Village and Town should pass a resolution formally adopting a joint Comprehensive Plan.
- ♦ The appropriate bodies should undertake those measures necessary to allow for the timely implementation of the Comprehensive Plan.

Objective: To develop a joint Land Use Code and Subdivision Regulations for the Village and Town.

Implementation Measures

- ♦ The Village and Town Boards should appoint an "Acting Planning Commission", consisting of a cross-section of the Village and Town populations, to develop a joint Land Use Code reflecting the policies set forth in the joint Comprehensive Plan. The Acting Planning Commission should also draft an outline not only of the responsibilities of the individual Boards but also the

guidelines for the application process and the enforcement of the Land Use Code. It is recommended that the guidelines be clearly and definitively stated.

- ♦ Replace the existing Village and Town Subdivision Regulations with a joint Subdivision Regulations document.

Goal: To restructure and consolidate the planning/zoning-related entities.

Objective: To replace the existing Village and Town Planning Boards with a Planning Commission and an Architectural, Site, Review Board.

Implementation Measures

- ♦ Provide for the abolishment of the existing Planning Boards and the creation of a Review Board in the revised Land Use Code. Review Board responsibilities would include review of site plan, special permit, and subdivision applications.
- ♦ The Town and Village Boards, upon adoption of a joint Land Use Code, should replace the “Acting Planning Commission” with a Planning Commission. The Commission’s responsibilities should include, but not be limited to, the review and possible revision of the Land Use Code and Comprehensive Plan every three and five years, respectively.

Objective: To consolidate the existing Village and Town Zoning Boards of Appeals into one Zoning Board of Appeals.

Implementation Measure

- ♦ Provide for the abolishment of the existing Zoning Boards of Appeals and the creation of one Zoning Board of Appeals. The responsibilities of the one Zoning Board of Appeals would remain as they are set forth in current legislation.

Goal: To improve the operation and functioning of all Village and Town departments.

Objective: To review the operations of all local government entities.

Implementation Measures

- ♦ The Village and Town Boards should appoint a non-partisan committee, consisting of knowledgeable and dedicated individuals, to review the operations of local governmental entities and identify possible improvements to operation and efficiency.
- ♦ Evaluate the capabilities of existing resources, including personnel, to accept additional responsibilities before creating a new position or committee.

Objective: To concentrate efforts on those changes that improve services, are easy to implement, and save money.

Implementation Measure

- ♦ Investigate the possibility of consolidating Village and Town positions or departments with the same or similar responsibilities. Possibilities include: justices, treasurer/budget officers, tax collectors, attorneys, the auto maintenance garage, and the highway department.

Objective: To require each department to prepare five year plans in which goals, objectives and strategies are listed and needed capital improvements identified for inclusion in the annual budget.

Goal: To foster a strong and profitable relationship between public sector agencies.

Objective: To maintain and strengthen the relationship between the State (ORDA), the Village of Lake Placid, Town of North Elba and the school.

Implementation Measures

- ♦ Encourage continued cooperation and open lines of communication between “TVOS” (Town, Village, ORDA, School).
- ♦ Appoint a liaison from each participating body to attend the meetings of the other participating bodies.
- ♦ Encourage a close working relationship between these bodies and the Planning Commission.

Goal: To modernize tourist-related infrastructure.

Objective: To develop a long range plan for the use of collected revenues.

Implementation Measure

- ♦ Engage the participation of the Planning Commission, ORDA, and the Essex County Visitor’s Bureau, the Town and Village Boards.

Objective: To raise the funds necessary to, among other things, build a state-of-the-art convention center and a multi-modal circulation network.

Implementation Measure

- ♦ Investigate the possibility of a locally raised income source such as an occupancy levy or business improvement district.

Goal: To upgrade infrastructure primarily serving the private sector (includes, but is not limited to, residential, commercial and industrial development).

Objective: To investigate methods to raise funds to facilitate the improvement of infrastructure.

Implementation Measures

- ♦ Research the mechanisms needed to implement and administer a revolving loan fund.
- ♦ Research the allowable uses of the Special District Tax funds.
- ♦ Discuss possible financing options with the Essex County Industrial Development Agency, financial institutions, and other available resources.
- ♦ Revise the Land Use Code to ensure that developers pay those fees and costs allowable by law. These include, but are not limited to, application fees and user fees.

Goal: To seek and administer grants to further the goals of the Comprehensive Plan.

Implementation Measures

- ♦ Local and regional departments and organizations should stay abreast of grant-related developments in their respective areas of expertise.
- ♦ Village and Town entities should identify those groups or agencies that provide grants and grant assistance and work with them to define a project related to a goal or objective identified in this plan.
- ♦ The Village and Town Boards should investigate the possibility of using public agencies and private consulting firms to prepare grant applications.
- ♦ Consider hiring a grantswriter for the Town and Village.

Government Structure and Function
Subcommittee Members

Kimball W. Daby
David Jones
Robert Olsen
Roland Urfirer
Sally Warner



ECONOMY AND TOURISM

Summary

The tourism and convention trades are the mainstay of the Lake Placid economy. The area's Olympic connection and natural beauty attract thousands of tourists annually from around the world. Attracting new tourists is only a part of the picture, however. It is equally, if not more, important to increase the level of repeat visitation and extend the average length of stay. These efforts require marketing and promotional campaigns; the development and enhancement of activities and attractions; and, the improvement of the appearances of area entrances, area travel corridors, shops, businesses and attractions. An intensive effort to increase the area's overall accessibility is also needed.

The Olympic venues and United States Olympic Training Center are tangible symbols of the Olympics. The Olympic spirit is an integral part of what makes Lake Placid a tourist destination. Currently the venues are the site of world class competitions, exhibitions, and training. Some are public resources. The Training Center provides housing and support facilities to athletes. The prospect of seeing Olympic or known potential Olympic athletes is exciting and an attraction in and of itself. The time and effort devoted to the venues' and training facilities' upkeep, appearance and maintenance is proportional to their attractiveness to event organizers, sponsors, athletes and the general public. If the venues fall into disrepair or do not compare to state-of-the art facilities elsewhere, the Olympic connection will diminish and attract fewer tourists.

The area's place in nature and history is integral to tourist-related and other economic efforts and represents a potential boon to tourism. The Lake Placid area enjoys a great reputation as a place to renew one's vitality and well-being via the natural environment, recreational and sports activities, the clean mountain air, and relaxation. It is these healthful attributes that led to the founding of the Lake Placid Club, many major hotels and the community's tourism industry. These healthful attributes continue to attract many visitors and have the potential to attract many more.

The single biggest health-related asset, the abundance of publicly-owned land in the immediate area, is a benefit to the area's tourist trade. The rarity of this asset, particularly in the east, should be a cornerstone of all promotional efforts.

The Adirondacks also have a long history of attracting artists, musicians, philosophers, writers, photographers and others involved in the creative and

contemplative arts. Lake Placid has been the home and summer retreat of many artists and music schools and currently supports a variety of cultural institutions and activities. Throughout the nation, the arts and humanities are increasingly used as a major draw for destination resorts. They are especially effective at encouraging repeat visitation. The arts, coupled with the beauty of the landscape and tours of historic Great Camps, represent a particularly attractive inducement to travelers.

The historic Lake Placid Club contributed greatly to Lake Placid's popularity throughout the 20th century. It brought investment, people, ideas, attention and spawned many events and organizations including the 1932 Winter Olympics. The Lake Placid Club properties and their use are immensely important to the area.

Special events and activities, as well as regularly held events and activities, will further define the area's character and enhance its appeal. Activities and events should be targeted to both visitors and residents. Event planners should research activities sponsored by other destination resorts to determine the criteria for successful versus unsuccessful events.

To further enhance the area's image, personal interactions between visitors and service industry personnel should be emphasized. All service industry employees should be well-versed in all aspects of visiting Lake Placid. Visitor information should be accessible in a variety of formats and easy to understand. When the information source is inanimate, a place to go for further information should be available.

While the tourism and convention trades will continue to be the main focus of the economy, expansion of the commercial, light industrial and individual entrepreneur sectors is also important.

A Chamber of Commerce whose mission is to promote and attract new business and support existing business is needed. The area's assets should be promoted and efforts to assist in the development and funding process spearheaded. Land is needed for commercial and light industrial development. The development of this land should be sensitive to the site and the area as a whole. The Lake Placid area, with its high quality of life, is an ideal location for home-based enterprises.

A major component of the economy is education - the mix of public and private educational institutions, ranging from North Country and St. Agnes schools to

Lake Placid High School, Northwood, the National Sports Academy and North Country Community College coupled with the growth in educational seminars, ranging from soccer camps and music seminars to corporate leadership retreats. Cooperation and coordination amongst the educational institutions and with other sectors of the community should be encouraged to strengthen education's role as a vital part of the economy.

Within the Lake Placid region, there are many groups involved in one or more aspects of economic development. Whether directly or indirectly, each is working to promote the Lake Placid area economy and enhance the area's status as a year round destination resort. Working together, these organizations may achieve more than working alone.

Goals, Objectives and Implementation Measures

***NOTE:** The development of an Economic Development Steering Committee (EDSC) to oversee the improvement of the area's economy is a key component of many of the goals, objectives and implementation measures listed below. More detailed information is provided on page 22.*

***Goal:** To better promote the Lake Placid region as an attractive destination for experiencing a variety of activities and/or achieving personal goals.*

Objective: To identify, finance and promote a marketing theme or program for the area.



Implementation Measures

- ♦ Take advantage of the area's Olympic connection and natural beauty in marketing and public relations campaigns.
- ♦ Incorporate the theme of the Olympic ideal and spirit (i.e., striving for one's personal best) into promotional efforts.

- ♦ Incorporate the arts and humanities into promotional materials.
- ♦ Better define and promote the area as a healthful escape from today's fast-paced high-stress society.
- ♦ Emphasize opportunities for the youth and those nearing retirement age.
- ♦ Plan and implement events around which marketing and programming can occur.
- ♦ Investigate the possibility of a locally raised income source such as an occupancy levy or business improvement district.
- ♦ Place advertisements and public relations materials in national and international newspapers, in magazines, in trade journals, and with the broadcast media. Further, utilize the Internet and World Wide Web.

Objective: To establish a Special Events Committee to conduct regular and special indoor and outdoor events to entertain, educate and engage both tourists and residents.

Implementation Measures

- ♦ Recruit local merchants, residents and elected and appointed officials to serve on the Committee.
- ♦ Charge the Special Events Committee to seek and administer event funding.
- ♦ Charge the Special Events Committee to plan for and oversee special events.
- ♦ Plan a variety of annual events.

Examples: International Film Festival, a White Christmas Holiday Festival, a Snow Festival, a Black Fly Festival,

an International Food Festival, a Blues and/or Jazz Festival, an International Puppet Festival, a Fall Harvest Festival.

- ♦ Identify, develop and promote small scale events, experiences or activities targeted to residents and visitors.

Examples: Amateur/theme sporting events, dog sledding, mountaineering, Adirondack crafts, skating, boating, bonfires and tours (guided or self-guided) of architecturally or historically significant properties.

- ♦ Encourage greater collaboration between tourism; arts; and education, scientific, sports, recreation, and environmental agencies in the development of events.

Objective: To provide for a variety of activities appealing to a variety of people.

Implementation Measures

- ♦ Establish a Special Events Subcommittee to identify potential collaborations, activities and strategies for developing and enhancing educational offerings.
- ♦ Pursue established cultural and educational institutions and encourage them to establish summer residences for the purpose of regular performances.
- ♦ Identify, develop and promote unused and/or underused attractions such as the North Elba Horseshow Grounds and the Adirondack Railroad at the Lake Placid Railroad Station.
- ♦ Develop activities that emphasize the area's remoteness and isolation from the fast-paced high-stress working world.

Example: A private sector business offering a variety of Adirondack trips and experiences: fishing, canoeing, hiking, riding, birding, cross-country skiing, ice climbing,

snow shoeing, ice fishing, etc.

- ♦ Investigate the development of European-styled spas.

Example: Programs can be tailored to the individual and range from individual pampering (massage, mud baths, relaxation) to a week or weeks of physical workouts, nutrition counseling and various health-related courses.

- ♦ Increase awareness of sports medicine facilities.
- ♦ Encourage sports medicine facilities to be expanded to include arts medicine (a growing field).
- ♦ Encourage the Visitor's Bureau (through its Web page and Visitor's Guide) to feature sports/arts medicine clinics, etc.
- ♦ Develop opportunities for activities entailing the Olympic venues which place an emphasis on the youth and those reaching retirement age.
- ♦ Encourage greater collaboration between tourism; arts; and education, scientific, sports, recreation and environmental agencies as a means of enhancing current activities and developing new and timely activities of interest to tourists and residents alike.

Goal: To maintain the area's attraction as a tourist destination and conference center.

Objective: To maintain and improve the appearance and quality of the area's commercial base.

Implementation Measures

- ♦ Through zoning and incentives, encourage commercial development in the central business district.
- ♦ Open the rear of lakeside Main Street buildings to



commercial development.

- ♦ Develop a lakefront walkway extending from Peacock Park to Brewster Park to stimulate commercial development in the lakeside portions of Main Street's lakefront buildings.
- ♦ Develop alleyways to link the street-side and lakefront walkways.
- ♦ Encourage infill development and the creative/adaptive reuse of existing structures.
- ♦ See the Land Use and Design section for detailed measures.

Objective: To maintain and, when necessary, improve the quality and appearance of Olympic venues.

Implementation Measures

- ♦ Establish a leadership team consisting of traditional community corporate sponsors, ORDA, relevant local agencies and well-connected community residents to address concerns specific to the Olympic venues. (The Bob Luge Run is a high priority.)
- ♦ Regularly attend to the venues' appearances (graphics, cleanliness, athlete and visitor facilities, landscaping and artwork/murals).
- ♦ Heighten and enhance the visibility of the Visitor's

Bureau entrance and landscaping.

- ♦ Encourage the Town of North Elba, ORDA, USOC and prime user groups and agencies to continue to take advantage of available resources and contacts to ensure timely maintenance and periodic upgrades of all venues and facilities.

Objective: To realize and maintain Governor Pataki's and residents' vision of state-of-the-art Olympic venues.

Regarding his commitment to making Lake Placid a world class winter sports community, Governor Pataki said, "We're going to do everything we can to see that it happens." (September 18, 1996, while visiting the Olympic venues in Lake Placid/North Elba.)

Implementation Measure

- ♦ Seek a combination of private and public funding to rehabilitate the Olympic venues.



Objective: To maintain and improve the balance of the Village's and Town's open space and recreation areas/facilities.

Implementation Measures

- ♦ Organize a task force to evaluate all recreational facilities with an eye towards (1) identifying areas for

improvement, (2) planning for and facilitating their more effective use and, (3) expanding upon cooperative promotional activities.

- ♦ Establish methods and timetables for the development, improvement, and maintenance of recreational facilities which include, but are not limited to, landscaping, color coordination, building repair and access.
- ♦ Prioritize venues in terms of their intrinsic and precedent setting value and develop and initiate public/private efforts for their improvement.
- ♦ Encourage the Town of North Elba, ORDA, USOC and prime user groups and agencies to continue to take advantage of available resources and contacts to ensure timely maintenance and periodic upgrades to all venues and facilities.
- ♦ Initiate demonstration projects to improve the appearance of some existing facilities.

Examples: (1) The Town should transplant pines, balsams and other trees from the landfill to the Town Highway Garage. (2) If possible, utilize the Garden Club's services to improve the Olympic Center's appearance.

- ♦ Develop and implement consistent Village/Town signage in terms of color, scale, typeface, positive language, symbols, graphics and brevity.
- ♦ Increase accessibility to and greater multi-use of recreation areas and facilities.
- ♦ See Land Use and Design section for detailed implementation measures.

Objective: To improve and promote the area's accessibility to tourists.

Implementation Measures

- ♦ Increase funding for airport promotion and improvements for airport growth through private sector funding, i.e., businesses, hotels, foundations and grants.
- ♦ Coordinate with all marketing and tourism promotion efforts to include air service information.
- ♦ Under the auspices of the Economic Development Steering Committee, investigate and, if possible, pursue the institution of regular commercial air service at the Lake Clear Airport.
- ♦ Following the institution of regular commercial air service, implement a shuttle service linking the airport to various commercial facilities.
- ♦ Under the auspices of the Economic Development Steering Committee, investigate and, if possible, pursue the reinstitution of rail service - preferably high speed.
- ♦ Pursue cooperative efforts with Amtrak and other Adirondack communities (particularly along Lake Champlain) to increase public participation in rail-destination experiences.
- ♦ Pursue package air, bus and rail travel excursions with theme weekends.

Objective: To provide timely information and assistance to tourists.

Implementation Measures

- ♦ Inform all residents of planned events and other visitor-related information to ensure the availability and provision of quality service to visitors.
- ♦ Develop a Visitor Center, including an interactive computer bulletin board, at the public parking area opposite the post office.

- ♦ Add welcome/information attendants at the public parking area opposite the post office.
- ♦ Develop and distribute a weekly or monthly newsletter listing and describing important visitor information.

Objective: To develop a convention center within an existing or new building.

Implementation Measure

- ♦ Investigate the possibility of a locally raised income source such as an occupancy levy or business improvement district.

Objective: To provide ongoing education and training in customer relations for all employees who are points of contact for tourists.

Implementation Measures

- ♦ Provide periodic workshops and training forums pertaining to customer relations and make them readily available to all.

Example: Workshop and forum topics should include upcoming special events, regularly scheduled activities, courtesy and respect, and emergency situations.

- ♦ Grant employees time off with pay to attend workshops and forums.
- ♦ Provide for coursework in tourism and hospitality at the Lake Placid High School, National Sports Academy and Northwood.

Objective: To monitor and evaluate marketing/public relations efforts and visitor experiences, and, develop strategies to improve upon the findings.

Implementation Measures

- ♦ Incorporate customer surveys, spot checks and interviews into all aspects of economic development.
- ♦ Encourage local business owners to learn evaluation methods.
- ♦ As part of ongoing evaluation procedures, resort, government and agency personnel should take note of the atmosphere, services and activities offered by other destination resorts while on personal holiday and planned excursions.
- ♦ Share valuable insights and findings with others.

Goal: To enhance and expand the Lake Placid region's role as a center for education and scientific research.

Objective: To encourage the educational institutions to explore possible areas for collaboration and cooperation as a means of strengthening their individual and collective programs.

Implementation Measures

- ♦ Representatives of all educational institutions and programs should be invited to identify their collective economic impact, explore areas for cooperation and collaboration, and identify areas where their facilities, faculty, and students can be used to further enhance the community.
- ♦ Representatives of the hotel, athletic, recreation, environment, cultural and related agencies should be encouraged to work with the educational institutions to the mutual benefit of the participants and community as a whole.
- ♦ Form a regional association of educational institutions.

- ♦ Encourage the creation and marketing of educational experiences that take advantage of the unique assets of the community.
- ♦ Develop a plan for meeting the housing needs of guest faculty, artists, and participants.

Objective: To enhance the community's attractiveness as a place to conduct scientific research and development.

Implementation Measures

- ♦ Establish a task force to determine, based on the experience of existing scientific institutions in the immediate area, methods of enhancing the community's attractiveness as a site of scientific research.
- ♦ Develop a plan for implementing the recommendations, as feasible, to both support existing industries and to help attract others.

Goal: To improve and diversify the area's economy.

Objective: To appoint an Economic Development Steering Committee (EDSC), made up of organization representatives, whose mission is to improve the area's economy.

Implementation Measure

- ♦ Pass a joint Village/Town resolution expressing support for an Economic Development Steering Committee.

Note: Organization representatives should include, but not be limited to, Town and Village governments; Convention and Visitor's Bureau; the Olympic Regional Development Authority (ORDA); area businesses; arts, education, science and health institutions; the Adirondack North Country Association (ANCA); the Adirondack Economic Development Corporation (AEDC); Friends of the North Country; and Essex County Tourism.

Objective: To charge the EDSC with the development and implementation of a detailed long-term economic development plan which meets economic and tourism/convention objectives.

NOTE: The plan should include a mission statement, goals and objectives, a prioritized list of implementation measures, a time line, and cost estimates.

Objective: Within the realm of land use, to encourage and promote appropriate commercial and industrial development, light manufacturing, scientific research and home-based businesses.

Implementation Measures

- ♦ Through zoning, identify areas suitable for commercial and light industrial development. (See Land Use and Design section for specific recommendations.)
- ♦ Develop and implement performance standards to evaluate the suitability of proposed light industrial development.
- ♦ Encourage the establishment and continuation of site-appropriate home-based businesses through land use regulations.



Objective: To market the area to potential businesses and industries.

Implementation Measures

- ♦ Promote the area's assets to those outside the community. Promotional efforts should include:

Workspace Analysis: An inventory of available space

and/or land, including location, area, rent/cost, services, layout, and applicable zoning regulations.

Workforce Analysis: Data on the educational levels, skills and work histories of the available work force.

One-Stop for Answers: Make all information freely available at the Planning/Building Office and distribute to project applicants with application information.

Quality of Life Issues: With its environmental, recreational and cultural assets, the Lake Placid area offers a host of amenities to potential business operators.

Targeting Efforts: All of the above are assets and aids in the identification of target businesses.

A Local Recruitment Committee: This group, perhaps the Steering Committee, should act as an ambassador of sorts, going out to promote the area to prospective developers and answer questions.

- ♦ Promote Lake Placid's quality of life as ideal for the "home professional".
- ♦ At the municipal level, offer direction or guidance to entrepreneurs within the community regarding:
 - Business Start-Ups
 - Marketing Plans
 - Small Business Loans
 - Financial Assistance
 - Grant Programs
 - Tax Implications
- ♦ Encourage the County Industrial Development Agency (IDA) to work closely with area educational institutions like North Country Community College (NCCC) and BOCES to offer programs and coursework in the above-mentioned areas.

- ♦ Promote locally or regionally administered financial programs to assist potential and existing businesses.

Example: Work with area financial institutions to establish a revolving loan fund offering low or no-interest loans to business owners for facade renovations or internal alterations.

Goal: To strengthen the Village's and Town's relationship with ORDA.

Objective: To improve lines of communication.

Objective: To coordinate efforts in the promotion and achievement of mutually beneficial activities.

Objective: To form collaborative development strategies for enabling the Olympic venues to equal or excel world class standards.

Implementation Measures

- ♦ Encourage the Town of North Elba, ORDA, USOC and prime user groups and agencies to continue to take advantage of available resources and contacts to ensure timely maintenance and periodic upgrades to all venues and facilities.
- ♦ Establish a leadership team consisting of traditional community corporate sponsors, ORDA, relevant local agencies and well-connected community residents to address concerns specific to Olympic venues beginning with the rehabilitation of the Bob Luge Run.

Objective: To combine the marketing and public relations efforts of ORDA and the Convention Visitor's Bureau.

Goal: To keep pace with the changes and innovations of the computer and telecommunications industries.

Objective: To strive for and maintain a state-of-the-art

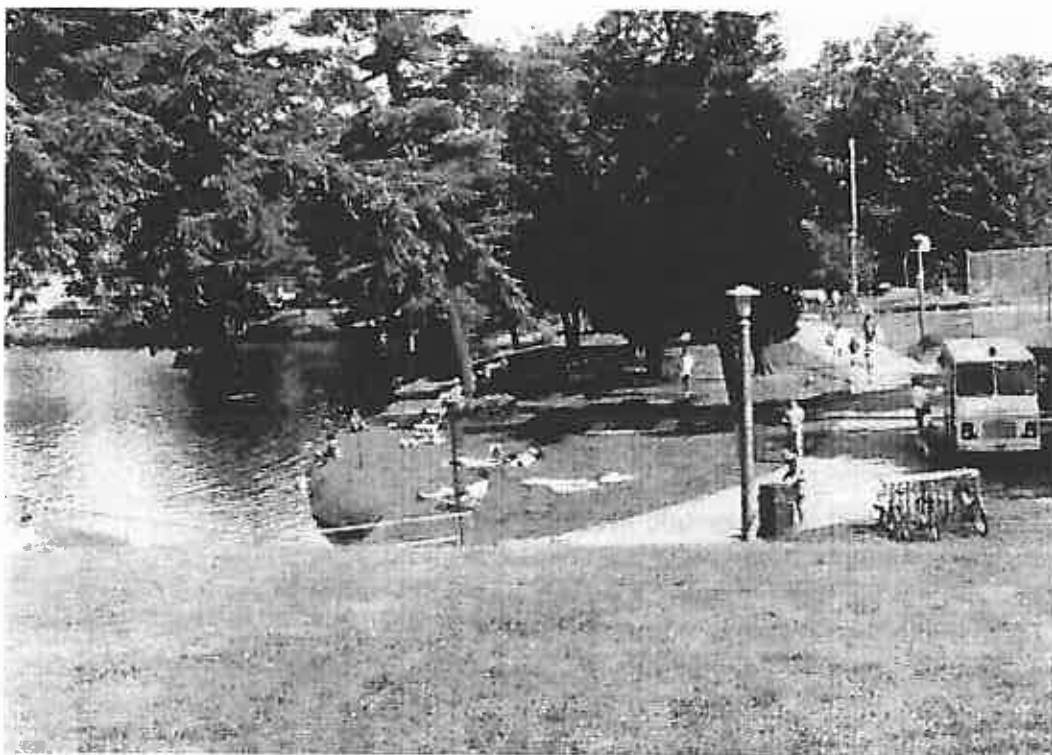
telecommunications system.

Implementation Measures

- ♦ Charge the Economic Development Steering Committee with monitoring communication providers.
- ♦ Encourage cooperation between local government entities and the communication providers.

**Economy and Tourism
Subcommittee Members**

Gwen Bissonette
Michael Butler
Gail Donnelly
Douglas Hoffman
Terry Horrocks
Arthur Lussi
James McKenna
Roy Rosenbarker
Ann Stephens
Naj Wikoff



COMMUNITY FACILITIES AND SERVICES

Summary

The quality and reliability of area community facilities and services influence the quality of life for both residents and visitors. While there are a variety of utilities, protective services and programs available to Lake Placid area residents, the age, size, and/or condition of facilities or equipment sometimes makes the provision of quality services difficult. Equipment, in some cases, is outdated and needs upgrading. Some of the structures housing facilities are less than adequate. Depending upon the specific facility, the facility may need to be refurbished, expanded or replaced. Additional quality “service” people are always needed.

The goals, objectives and implementation measures below set forth the policies for the area’s community facilities and services.

Goals, Objectives and Implementation Measures

Goal: To ensure the efficient high quality operation and maintenance of the public water and sewer system.

Objective: To upgrade distribution systems.

Implementation Measures

- ♦ Install larger diameter water distribution pipes.
- ♦ Install a storage tank in the Averyville area.
- ♦ Enlarge the transmission system on Mirror Lake Drive.

Objective: To continue to investigate the possibility of a low tech, low cost, effective waste water irrigation system and other uses of wastewater effluent.

Implementation Measure

- ♦ Explore funding possibilities to continue investigative efforts.

Goal: To consider the visual impacts of utility lines and components.

Objective: To place utility lines underground where and as possible.

Implementation Measures

- ♦ Through site plan and special permit review, review all proposed utility lines and all major line replacement projects.
- ♦ Work with utility companies and developers to place all utility lines underground where and as possible.

Objective: To site or screen electric meters to eliminate negative visual impacts.

Implementation Measures

- ♦ Using site plan and special permit review, place all meters in rear or side yards if possible.
- ♦ Screen meters with suitable material or indigenous species to provide a year round visual screen.

Goal: To provide quality and reliable protective services to area residents and visitors while ensuring the safety and security of those providing the services.

Objective: To upgrade and refurbish the Village of Lake Placid Fire Department facilities and equipment.

Implementation Measures

- ♦ Develop a five year capital improvement plan to budget for the acquisition of needed items.
- ♦ Refer to Appendix D for Department's list of desired items.

Objective: To provide a better facility, complete with updated

equipment, for the Village Police Department.

Implementation Measures

- ♦ Develop a five year capital improvement plan to budget for the acquisition of needed items.
- ♦ Refer to Appendix D for Department's list of desired items.

Objective: To improve all-around support for the Lake Placid Volunteer Ambulance Service, Inc. (LPVAS).

Implementation Measures

- ♦ Develop a five year capital improvement plan to budget for the acquisition of needed items.
- ♦ Refer to Appendix D for Service's list of desired items.

Objective: To have available at all times a full complement of basic health care services.

Implementation Measure

- ♦ Support and maintain the emergency room service at the Adirondack Medical Center - Lake Placid facility.

Goal: To improve and maintain the quality and quantity of the area's recreational facilities in the most efficient manner possible.

Objective: To place the maintenance and operation of all parks under the jurisdiction of the North Elba Park and Playground District.

Objective: To repair



substandard and dilapidated park components.

Implementation Measures

- ♦ Improve the parks' play areas.
- ♦ Remediate erosion problems at the Bandshell Park and the public beach and toboggan area at Peacock Park.
- ♦ Repair the retaining wall along the shoreline at Peacock Park.
- ♦ Replace or rebuild the bath house at Peacock Park.

Objective: To coordinate the efforts of the various local, state and federal entities to fund the upkeep, improvement and promotion of recreational areas and venues.

Implementation Measures

- ♦ Re-establish quarterly meetings between the Town, Village, ORDA and the school district to foster greater coordination and cooperation.
- ♦ Revive ORDA's Advisory Board.
- ♦ Implement ORDA's venue-specific goals and objectives (see Appendix C).
- ♦ Encourage ORDA and USOC to continue to cooperate in the provision of state-of-the-art training facilities and competitive venues for Olympic hopefuls.
- ♦ Target cooperative efforts of the Town, Village and ORDA towards promotion of ORDA facilities as a tourist attraction.

Objective: To ensure adequate recreation areas/facilities when planning new development.

Implementation Measure

- ♦ Utilize the provisions of New York State Town Law 277 and Village Law 7-730 to require, when appropriate, the dedication of lands for recreational purposes or the payment of money in lieu of land.

Goal: To formalize an area-wide recreation program.

Objective: Through the North Elba Park and Playground District, hire or appoint a current employee to be a Recreation Program Specialist. (This person would work with local recreation-oriented not-for-profits, coordinate programs for people of all ages, and develop health and wellness programming.)

Objective: To reactivate the Youth Commission to enhance a variety of youth programs and services in the community.

Implementation Measures

- ♦ The Village and Town Boards should pass a joint resolution reactivating the Youth Commission.
- ♦ Acquire funding through grants and legislative appropriations.

Objective: To support the efforts of the North Elba Park and Playground District.

Goal: To provide the services necessary to care for all segments of the population.

Objective: To increase the services available for the area's youth and senior populations.

Goal: To support the goals and objectives of the Lake Placid Airport Master Plan.

Objective: To establish and maintain open lines of communication

between the Town, Village, Airport and other relevant entities.

Implementation Measures

- ♦ Include the Airport Manager in meetings wherein policies and actions affecting present or potential future airport operations are discussed and/or taken.
- ♦ Notify and encourage the participation of the Airport Manager when planning-related issues or applications may impact the Airport's present or potential future operation.

**Community Facilities and Services
Subcommittee Members**

Cornelia Bonsignore
Tracey Lamb
David Magurk
Butch Martin
Bob Marvin
Kathryn McKillip
Lorraine Vondell