

ABC

GLOSSARY AND ACKNOWLEDGEMENTS

Accessory Apartment: A separate dwelling unit which is subordinate in size and intensity of use to the primary use of the building on the site in which it is located.

Adult Home: A private home with 24-hour care. Depending on the licensing of the home, personal care and medication may be provided.

Assisted Living: Usually in a home-like setting with own room. Meals are made and served in a common area; housekeeping/laundry services are provided. Assisted living may monitor only personal care or medication. The operator may have a license to dispense a certain level of medication or deliver a certain level of “hands on” care such as bathing.

Buffer/Transitional Zones: An area in which one type of use abuts another.

Community Land Trust: In this Comprehensive Plan, a not-for-profit organization created to assist individuals and family purchase a home.

Continuous Care Retirement Community: One or more buildings with different levels of care, i.e., independent living unit, independent living unit with home health aides, assisted living, nursing home. This is sometimes called “Tri Level” living complex.

Corporate Franchise Design: A site and/or building design which is based on a perceived need for national, state or regional visual recognition. (Note: While the “importation” of site, building and graphic design are important elements to associate the potential customer with a known level of service and/or quality, it is within the public interest to adjust and complement the design approach in order to reflect and harmonize with the locality’s built and natural environments.)

Elder Cottage: Separate and detached living quarters, accessory to a primary residence, for the use of, and occupied by, elderly relatives of the occupants of the primary residence.

Environmentally Sensitive Areas: An area with one or more of the following environmental characteristics: steep slopes; flood plain; soils classified as having a high water table; soils classified as being subject to erosion, unable to meet percolation requirements; stream corridors; aquifer recharge and discharge areas; wetlands; habitats of endangered species; areas that assist in the definition of the area’s visual character; and inactive hazardous waste disposal

sites.

Independent Living: Living in one's own apartment or home. May include home health aides or home health care on an hourly basis.

Integrated Management Plan: Multiple tactics used in a compatible manner in order to maintain green space areas below levels that cause economic or unacceptable aesthetic injury without posing a hazard to humans, domestic animals, and other non-target life forms.

Mixed Use Development: Development entailing a variety of complementary and integrated uses, such as, but not limited to, residential, office, retail, public, recreation, entertainment, or industrial.

Multi-Purpose Building: A building containing two or more uses.

Neo-Traditional Development: Development which emphasizes community in all aspects of the word. Neo-traditional development promotes small scale, pedestrian- and bicycle-friendly mixed-use development. Components include:

- * a grid-like pattern of streets
- * a mix of public and private land uses
- * public open spaces
- * a variety of dwelling types including multi-purpose buildings containing commercial and residential uses, targeted to a wide range of socio-economic groups
- * needed uses within a short distance of one's residence (commercial, educational, professional/business, civic, cultural)
- * shallow setbacks
- * amenities for pedestrians and bicyclists (sidewalks, paths, alley ways, sitting areas, bicycle racks, etc.)
- * street trees
- * on-street parking and/or parking to the side or rear of commercial uses
- * garages to the rear of the principal dwelling or in alleyways
- * buried utilities

Shared Living Residence: Two or more unrelated people living together in the same dwelling unit, sharing living space and expenses. (Note: The zoning law's definition of "family" may affect the implementation of this definition.)

Watershed Management Plan: A working document that describes the activities to be undertaken by government, the private sector and individuals which will result in the optimum use and enjoyment of the lake (or stream) and surrounding land by all members of society.

ACKNOWLEDGEMENTS

The Lake Placid/North Elba Plan Update Committee acknowledges the following individuals and organizations for their assistance and support:

David Ackerman	Robert Marvin
Grace Armstrong	Vinny McClelland
Joseph Barile	Tom McConnell
Lisa Barrie	Michael McGlynn
Scott Benty	James McKenna
Chip Bissell	Kathryn McKillip
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Peter Kroha	Diane Wallace
Tracey Lamb	Joh Watson
Lloyd Levitt	Ray Wilson
John Livermore	Naj Wikoff
David Magurk	Max Wood
Eugene Martin	Corky Wrisley

THE MANY CITIZENS OF THE COMMUNITY WHO
FREELY GAVE THE COMMITTEE THEIR OPINIONS

THE STAFF OF THE OLYMPIC CENTER
THE LAKE PLACID VILLAGE BOARD
THE NORTH ELBA TOWN BOARD

APPENDIX A

SUGGESTED DESIGN GUIDELINES

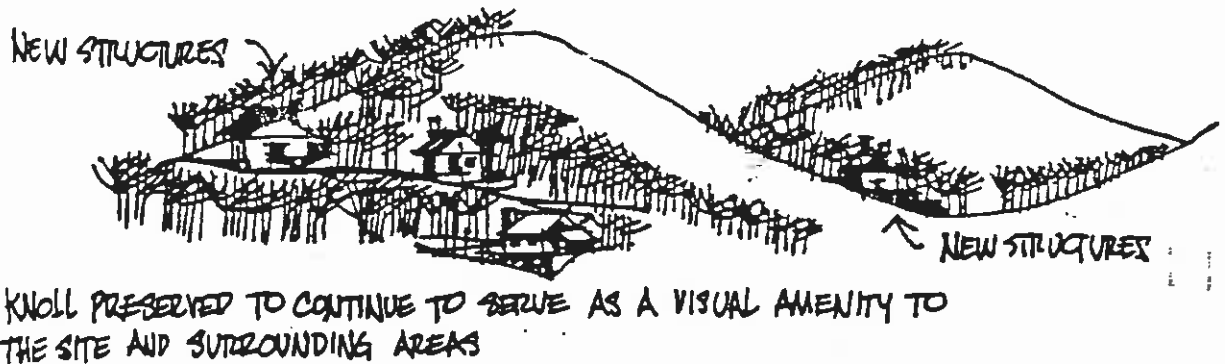
SITE PLANNING

GUIDELINE # 1: Buildings should be sited in a manner that preserves existing land forms.

Natural land forms are important in creating the appeal and the special character of Park City. The objective is to fit buildings to their sites in a way that leaves natural massing and features of the landscape intact. The most prominent parts of the sites should be left in their natural condition. In general construction should be placed in one of three locations:

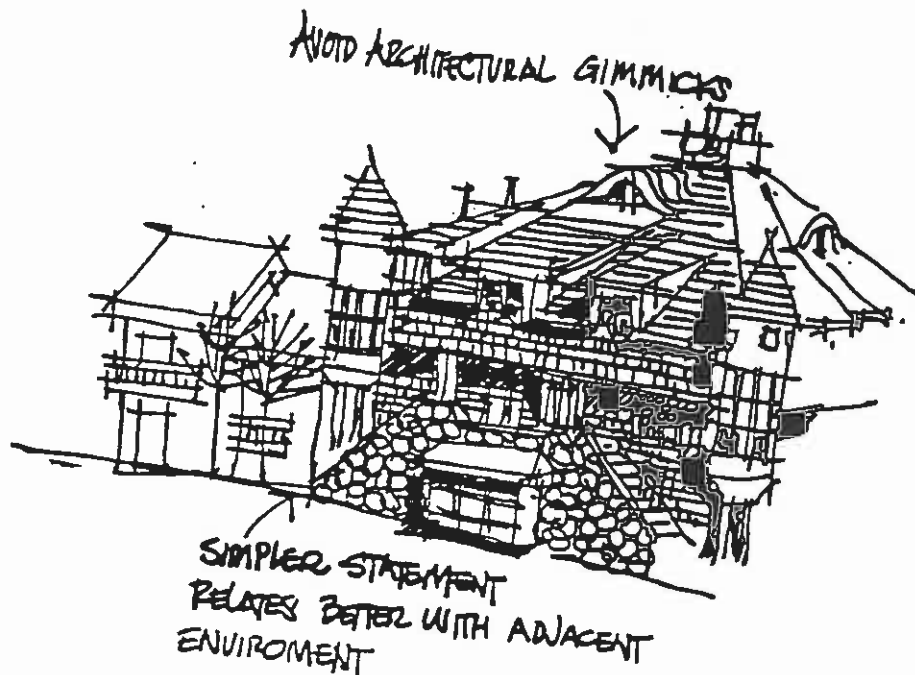
- 1) within tree masses,
- 2) at the edge of tree or land masses overlooking open space or,
- 3) out in the open in areas devoid of trees.

The object is to scale each building so that it does not dominate the site.



GUIDELINE # 2: New construction should be compatible with existing adjacent buildings and uses.

When planning new construction, analyze the setting for the new building. Look at the siting and mass of other buildings in the neighborhood. Notice the setbacks, heights, parking arrangements and building shapes. Observe the building forms and materials of surrounding buildings. Be aware of the elements that are repeated nearby, such as certain roof pitches, window shapes and porch and entrance orientations. Notice how building materials such as shingle siding and window trim have traditionally been used. New construction should blend with the neighborhood without copying other buildings. Avoid architectural gimmicks that sacrifice the integrity of the streetscape to the single structure. Consider the relationship of color, texture and materials between existing and proposed structures as well as height, bulk and configuration. Buildings should be oriented to focus on good views. Relate the location of site uses with adjoining properties to avoid possible conflicts and take advantage of mutual potentials. For example, do not create noise, traffic or use nuisances for adjacent properties.



GUIDELINE # 3: Buildings should be sited in a manner that preserves significant vegetation.

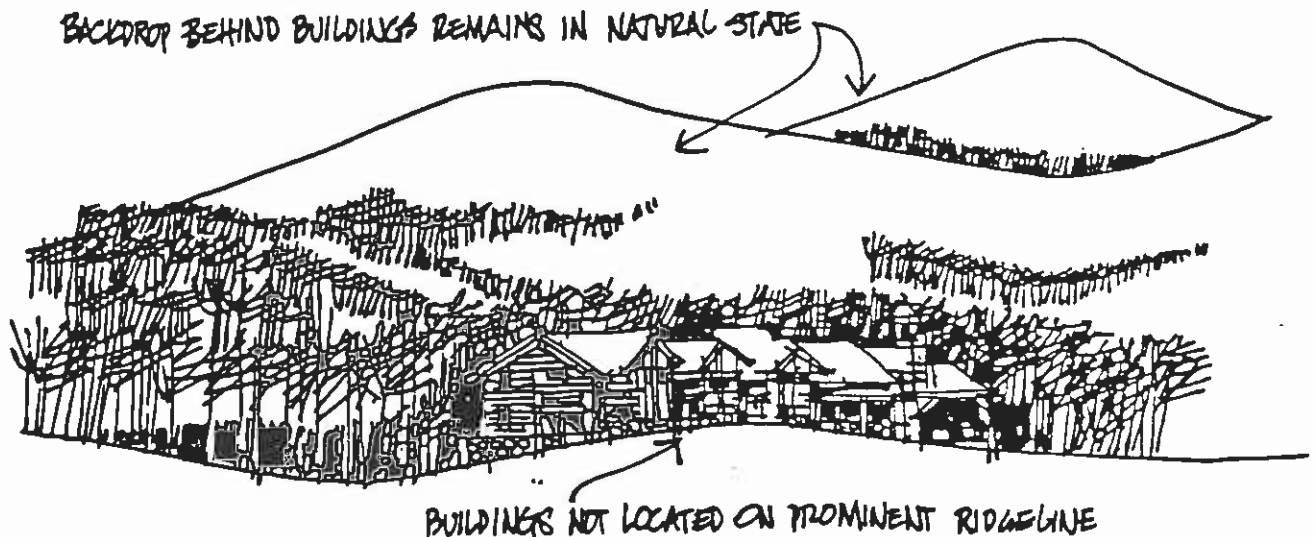
New construction and landscaping shall respect and be compatible with natural vegetative patterns. Consult the Landscape Section on page 3.1 for additional discussion.

GUIDELINE # 4: Buildings should be sited in a manner that preserves significant views.

Views from three vantage points are critical in the siting of buildings. Looking at the site from other areas, looking at other areas from the site and looking through the site from key places within the project. The City's primary concerns relate to maintaining views both to the site and features beyond. Projects should be designed so they complement rather than dominate the natural landscape. Views should also be considered in the preparation of a landscape plan, particularly where plant material will be considerably larger at maturity. On-site simulation or accurate photographic simulations may be required to adequately describe the proposals impact on views.

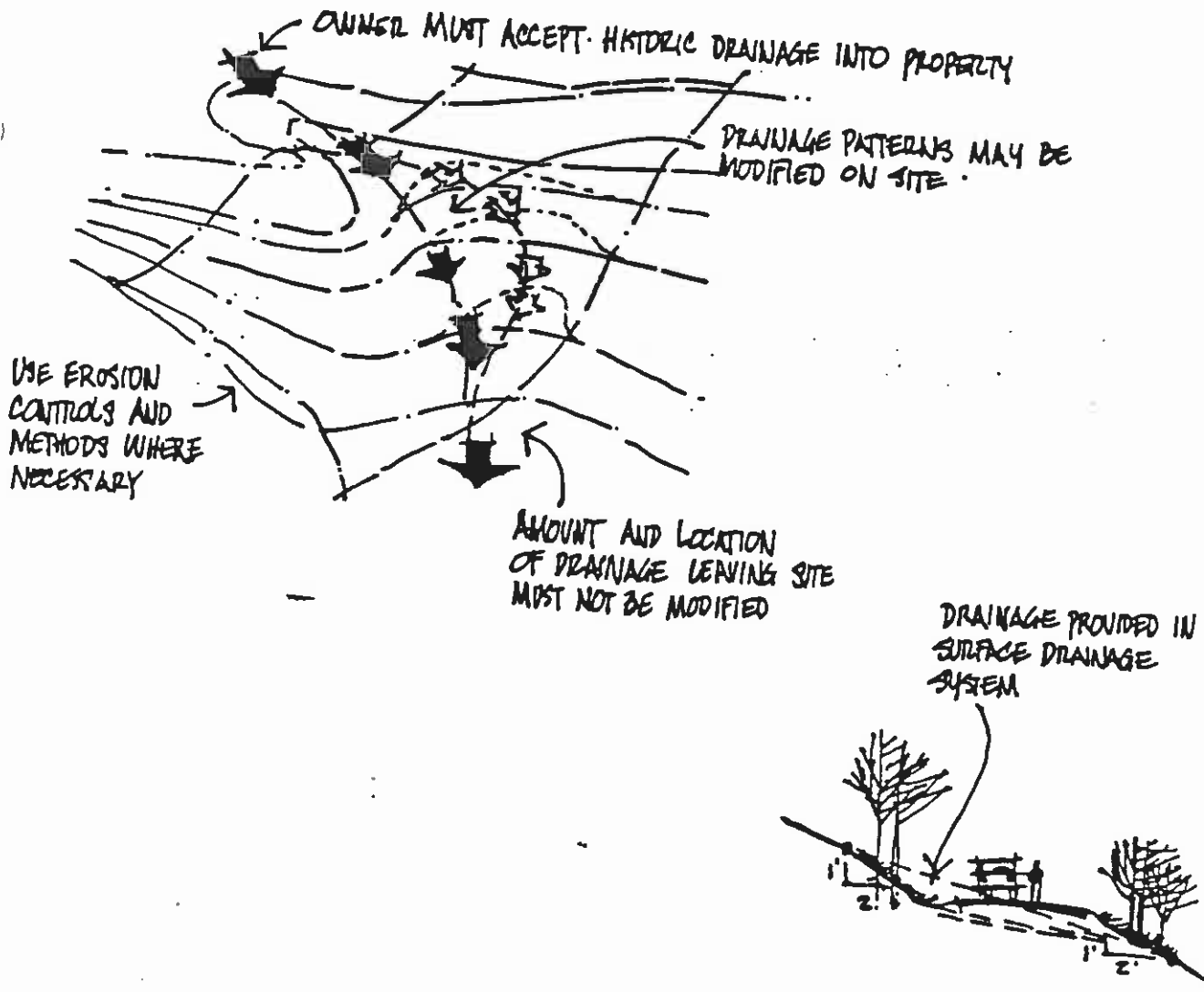
GUIDELINE # 5: Buildings should be sited so that their form does not break prominent skylines.

Skylines are considered to be ridges or hilltops that do not have backdrops behind them. Buildings which are silhouetted against skylines as seen from prominent places give the town a sense of confinement which detracts from the natural mountain atmosphere. Key vantage points will be heavily traveled roads or public areas. On-site simulation or accurate photographic simulations will generally be required in order to describe the proposals impact on views.



GUIDELINE # 6: Site design should not change natural drainage patterns.

Site grading should be sensitive to existing land forms and topography in the area so that the natural setting may be preserved to the greatest extent possible. Every effort shall be made to minimize the limits of construction on the site and all stock piling of materials and equipment storage shall occur within those limits. Abrupt grade changes on property lines are not permitted. Grade changes within tree driplines shall be avoided. When modifications are necessary, surface drainage systems such as swales and retention basins are preferable to underground systems. Drainage designs should avoid the concentration of runoff and acceleration of the rate of runoff. Site design shall be executed in a way which will avoid drainage impacts such as erosion and road damage both on-site as well as downstream. Slopes shall be no steeper than 2-to-1 unless qualified soils engineering information is presented. Cuts and fills should have good surface drainage and must be revegetated and terraced or controlled by retaining walls to protect against erosion and sedimentation.



GUIDELINE # 7: The clustering of buildings and parking is encouraged.

Cooperation among adjoining land owners to achieve coordinated development is encouraged. Efficiencies in design result from building clustering in larger projects. Service needs can be combined in a central location. Access roads and utility services to scattered areas within a site can be reduced and disruption of the natural land forms and vegetation can be minimized through clustering. Building clustering also generally results in a visually more cohesive design solution. Clustering can also provide more usable open space.

SITING BUILDINGS

GUIDELINE # 8. Buildings should be designed so that they

vegetation and sunlight; the surface of a building can play a role in reflecting sunlight into adjoining exterior spaces; color and choice of materials are important in this regard.

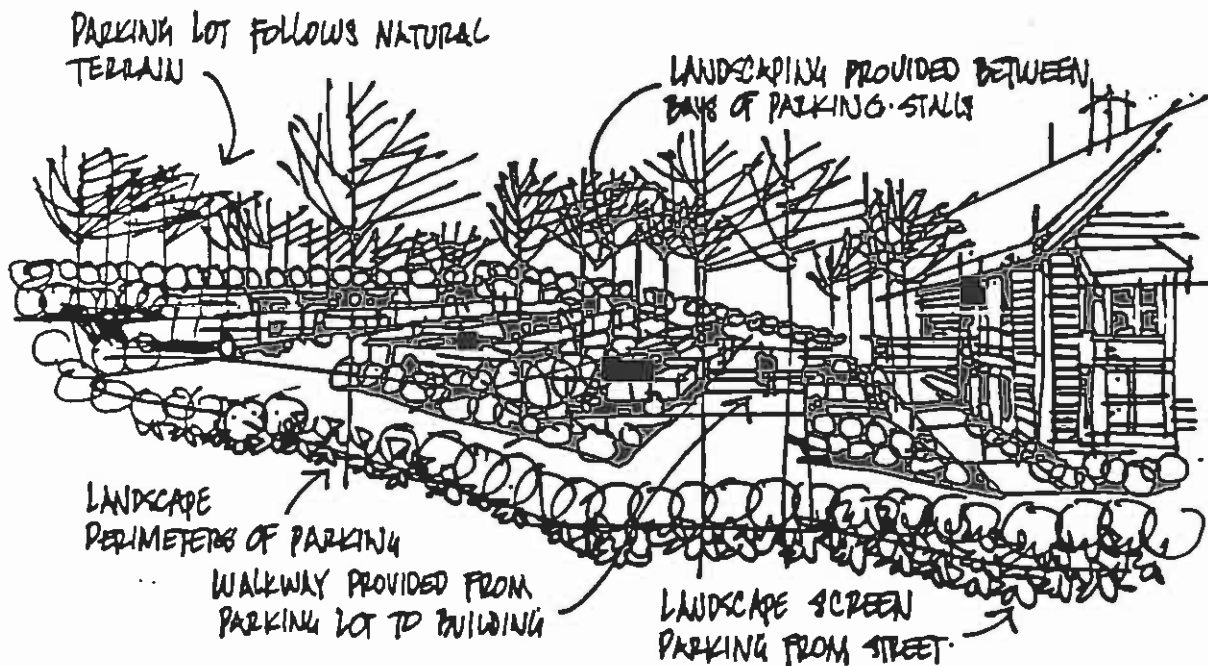
GUIDELINE #15: Site design must consider the placement and screening of service areas and auxiliary structures.

Utility meters and service functions should not be visible on the primary facades of buildings or in front yard areas. Minimize the visual impact of trash storage and pickup areas. Screen trash and service areas with landscaping, berming or fencing. Consider snow accumulation in planning your access to trash receptacles and service areas. Auxiliary structures should be architecturally compatible with the rest of the site development. A good building may be ruined by poorly located mechanical equipment or storage areas.



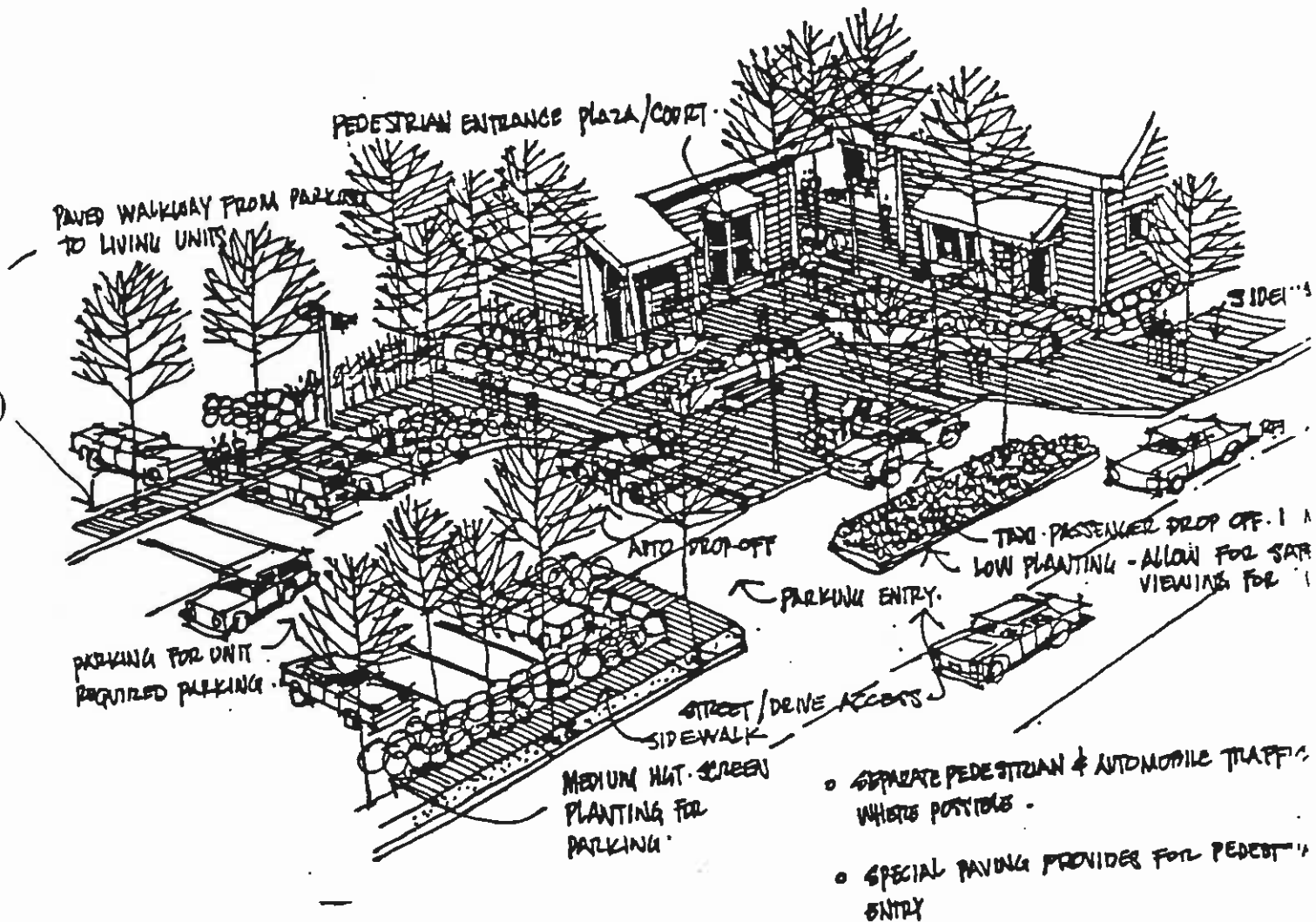
GUIDELINE #16: Minimize the visual impact of off-street parking.

Parking should be located to the rear of buildings or screened so that it does not dominate the streetscape. Fences, hedges, berms and landscaping may be used to screen parking areas. In the design of large parking areas arrange bays of stalls which are separated by landscaping. Design the landscaping to provide snow storage areas in the winter. When parking lots occur on sloping terrain, step the parking lots to follow the terrain rather than allowing the lot surface to extend above natural grade.



GUIDELINE #19: Site design should facilitate pedestrian circulation

Care should be taken to provide pedestrian circulation that is separate from and does not conflict with vehicular circulation. Visitors to Park City will often be without automobiles and thus should be able to reach their units without going through parking lots or garages.

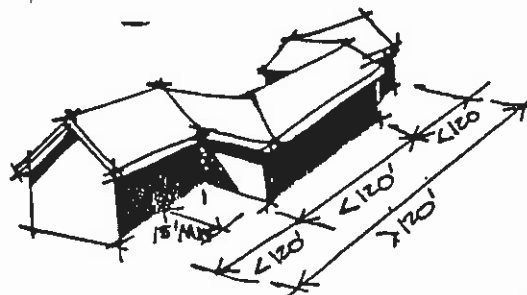
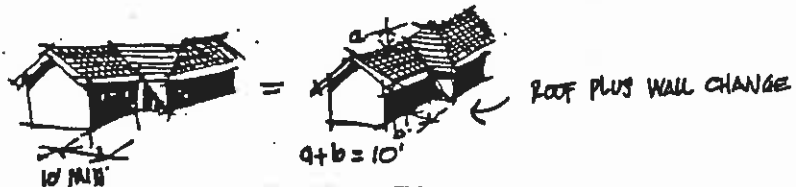
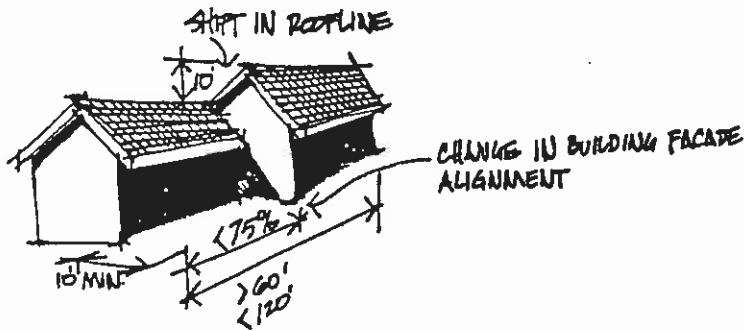


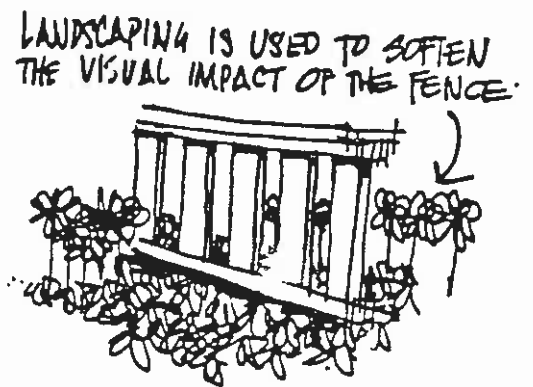
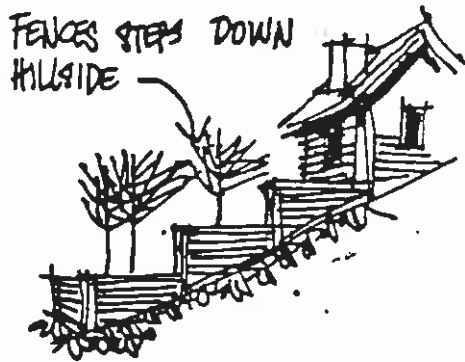
GUIDELINE #30: Facade lengths must be varied.

The objective of this requirement is to ensure that buildings do not become overpowering. A change in the planes of walls, changing the direction or providing some variety in the roof form gives diversity and visual interest. Structures greater than 60' but less than 120' in length must exhibit a prominent shift in the facade of the structure so that no greater than 75% of the length of the building facade appears unbroken. Each shift shall be in the form of either a 10' change in building facade alignment or a 10' change in roofline height, or a combined change in facade and roofline totaling 10'. Structures which exceed 120' in length on any facade shall provide a prominent shift

in the mass of the structure at each 120' interval (or less if the developer desires) reflecting a change in function or scale. The shift shall be the form of either a 15' change in the building facade alignment or 15' change in roofline. A combination of both the roofline and facade change is encouraged. To that end, if the combined change occurs at the same location of the building plane a 15' total change will be considered as full compliance.

- 10' CHANGE IN FACADE ALIGNMENT MEETS REQUIREMENTS
- 5' CHANGE IN ROOFLINE PLUS 5' CHANGE IN FACADE ALIGNMENT EQUALS A COMBINED CHANGE OF 10'.





GUIDELINE #47: Retaining walls should be compatible in form, scale, and materials with the architectural details and materials of nearby buildings

Retaining walls may not be faced with any material disallowed for buildings. Rock facing on walls should be applied in a manner that makes the rock appear as a structural element rather than a veneer. Textured, specially formed and sand blasted concrete are encouraged wall materials. Retaining walls over 24" high may require railings or planting buffers for safety. Low retaining walls may be used for seating if capped with a surface of at least 12 to 16 inches wide.

STRUCTURAL ROCK
WORK USED FOR
BOTH RETAINING WALL
AND HOUSE



- 5) Relate to the architecture as foundation planting if necessary.

GUIDELINE #53: Consider site conditions, drought tolerance and hardiness when selecting plant species.

Soil conditions, exposure, wind, temperatures and other factors vary within different areas of the City, and these factors should be considered in the choice of plant materials. Plant species selected should be compatible with the activity of the particular area.

Drought tolerant plant species shall be used wherever possible to reduce water demand. High water demand plant materials shall be kept to a minimum and confined to areas adjacent to patios and entries, in active sports areas, and in natural water courses. Only plant materials hardy to Park City environment shall be used. (see species list)

GUIDELINE #54: Plant material should be massed in beds

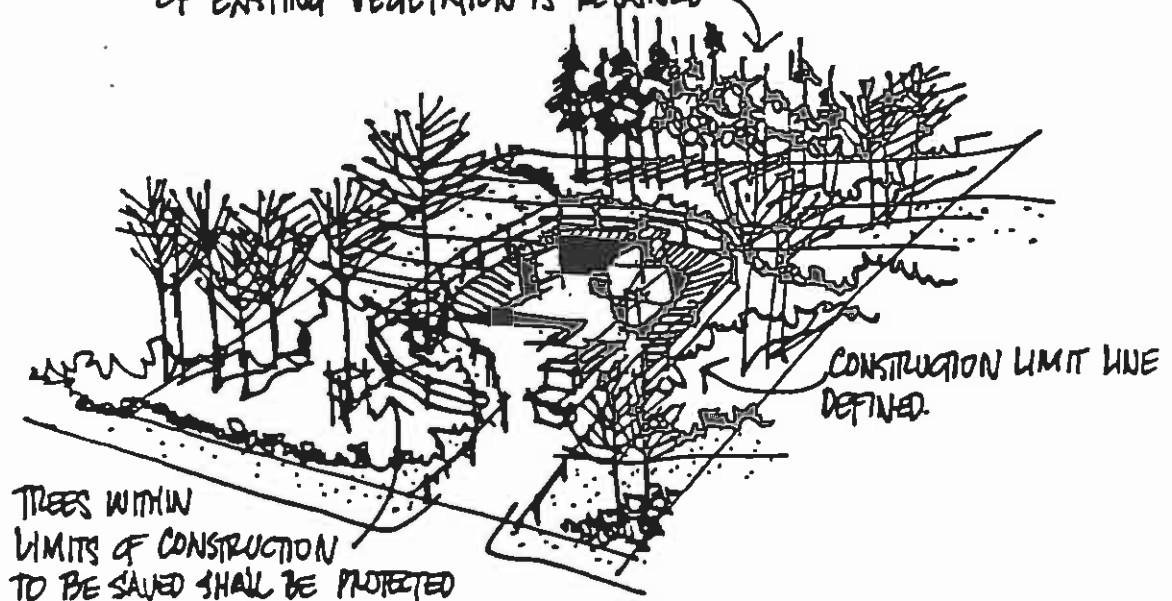
GUIDELINE #61: Significant existing vegetation is an attribute to any site and the vegetation should be retained wherever possible.

Areas that are not disturbed do not have to be revegetated and projects which retain existing vegetation are much more desirable to prospective buyers. In addition, the more areas left undisturbed as a result of construction, the less erosion problems will be produced from the site.

Builders and developers should avoid the following hazardous situations, all of which can kill trees.

- 1) Placing backfill into protected areas or on top of roots of trees to be saved.
- 2) Felling trees into protected areas.
- 3) Driving construction equipment into or through protected areas.
- 4) Bumping into trees with construction equipment and/or driving over the top of their roots.
- 5) Burning in, or in close proximity to protected areas.
- 6) Stacking or storing supplies in protected areas.
- 7) Changing site grades which cause drainage to flow into, or to collect in protected area.

LIMITS OF DISTURBANCE DEFINED FOR PROJECT AND A LARGE AMOUNT OF EXISTING VEGETATION IS RETAINED



GUIDELINE #64: It is recommended that all plant material be nursery grown stock.

All plants should be sound, healthy and free from plant diseases and insect pests or their eggs and should have normal, healthy root systems. Plants should be dug with firm, natural balls or earth of sufficient diameter and depth to encompass the fibrous and feeding root systems necessary for full recovery of the plant. Balls should be securely wrapped with burlap and bound with cord. No balled and burlapped plant should be planted if the ball is cracked or broken. Bare root plants should be handled in a manner that the roots are protected at all times. No plant should be bound with rope or wire in a manner that would damage the bark or break the branches.

Wire baskets shall not be planted with any tree. Paper maché containers shall be frequently cut and removed around the top so that no portion of the pot shall be within 4" of the finished grade.

Guideline #_____

Any renovation that will change the external character of the structure shall require Architectural/Site Review. Including, but not limited to:

1. Windows
2. Awnings
3. Light Fixtures
4. Doors

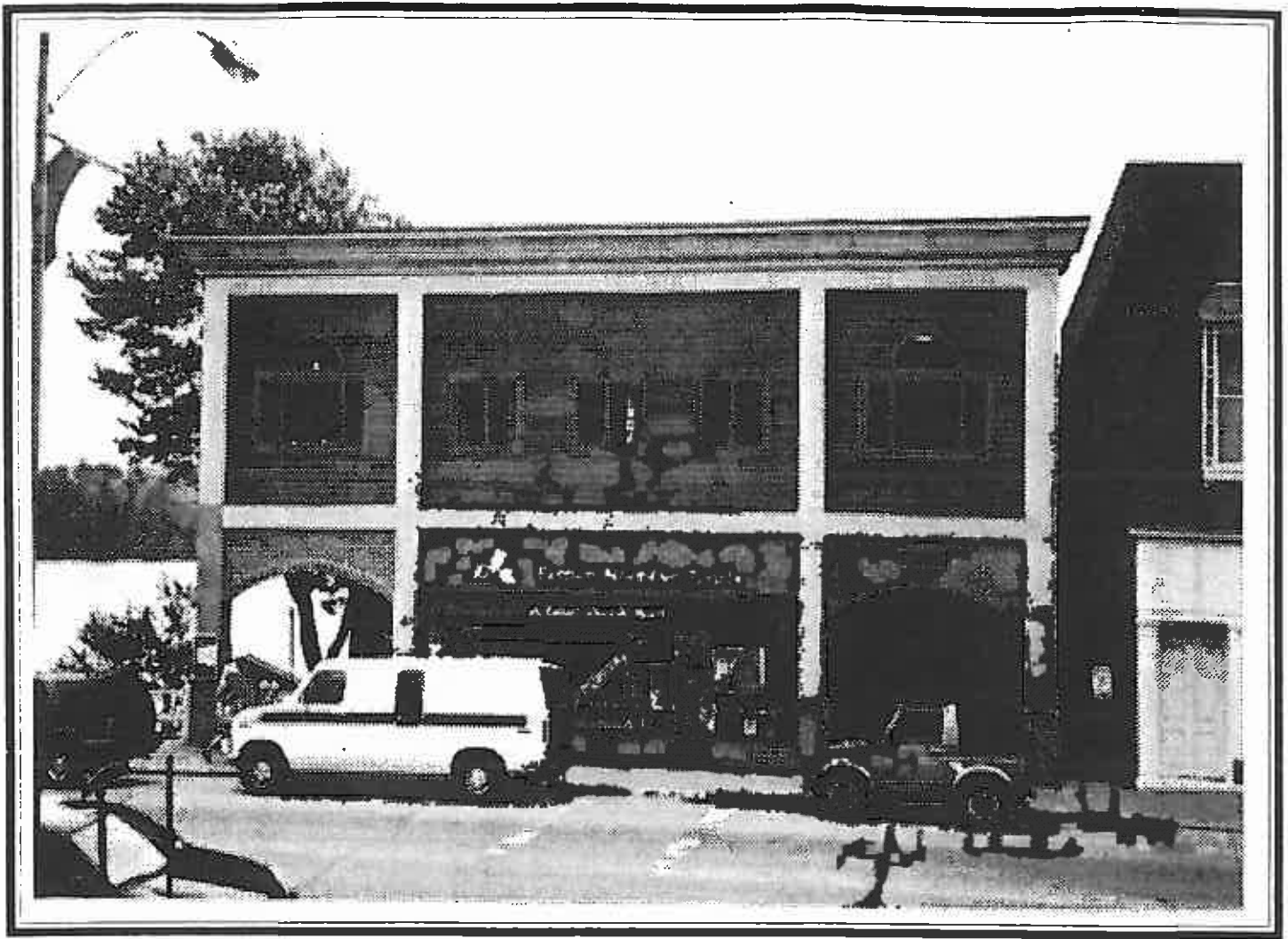
Performance Standards

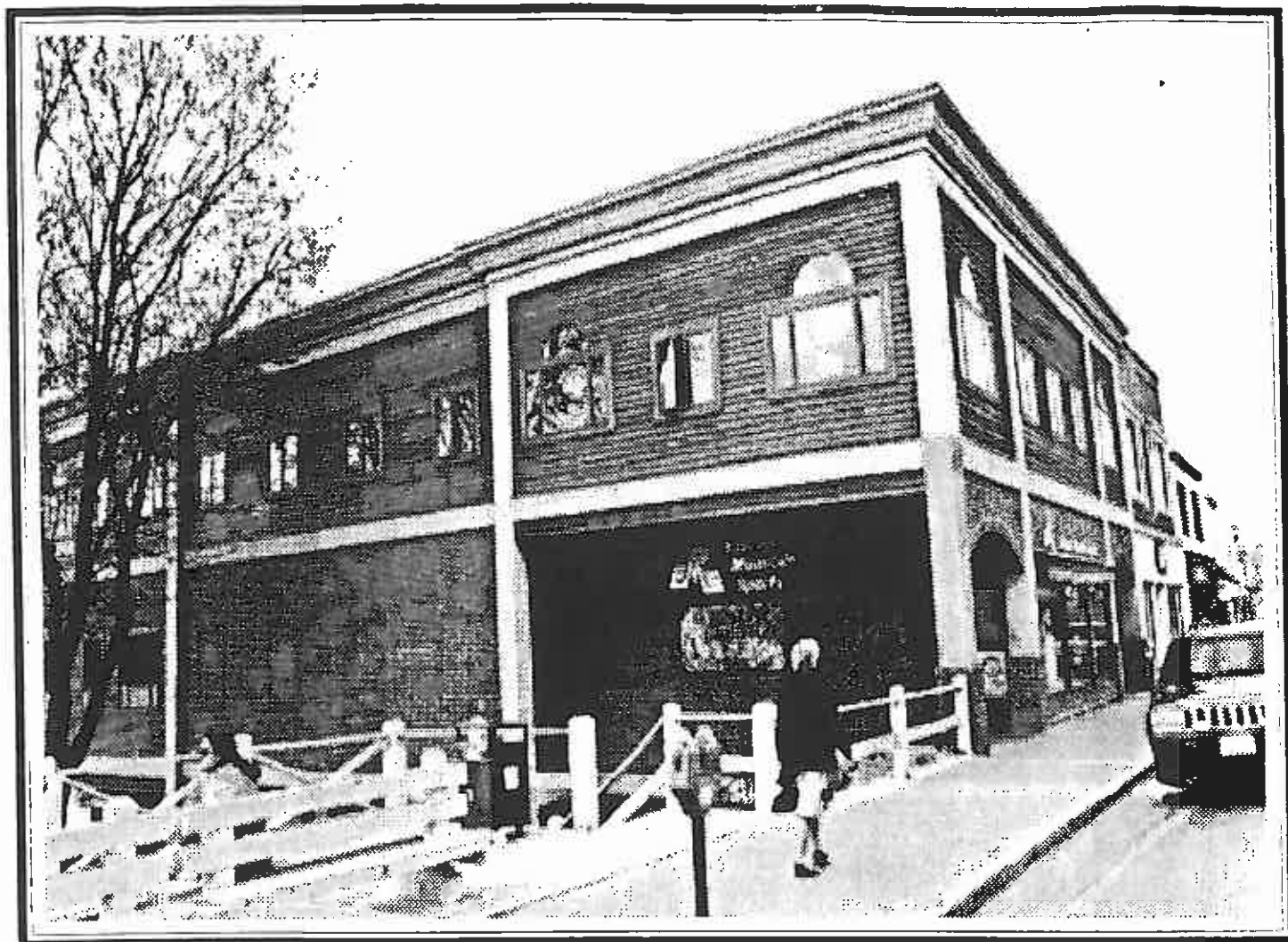
We encourage masonry work both in landscaping and on buildings. Materials used should be, or appear to be, authentic.

Whenever original design features exist, their retention and exposure shall be encouraged (e.g., transoms).

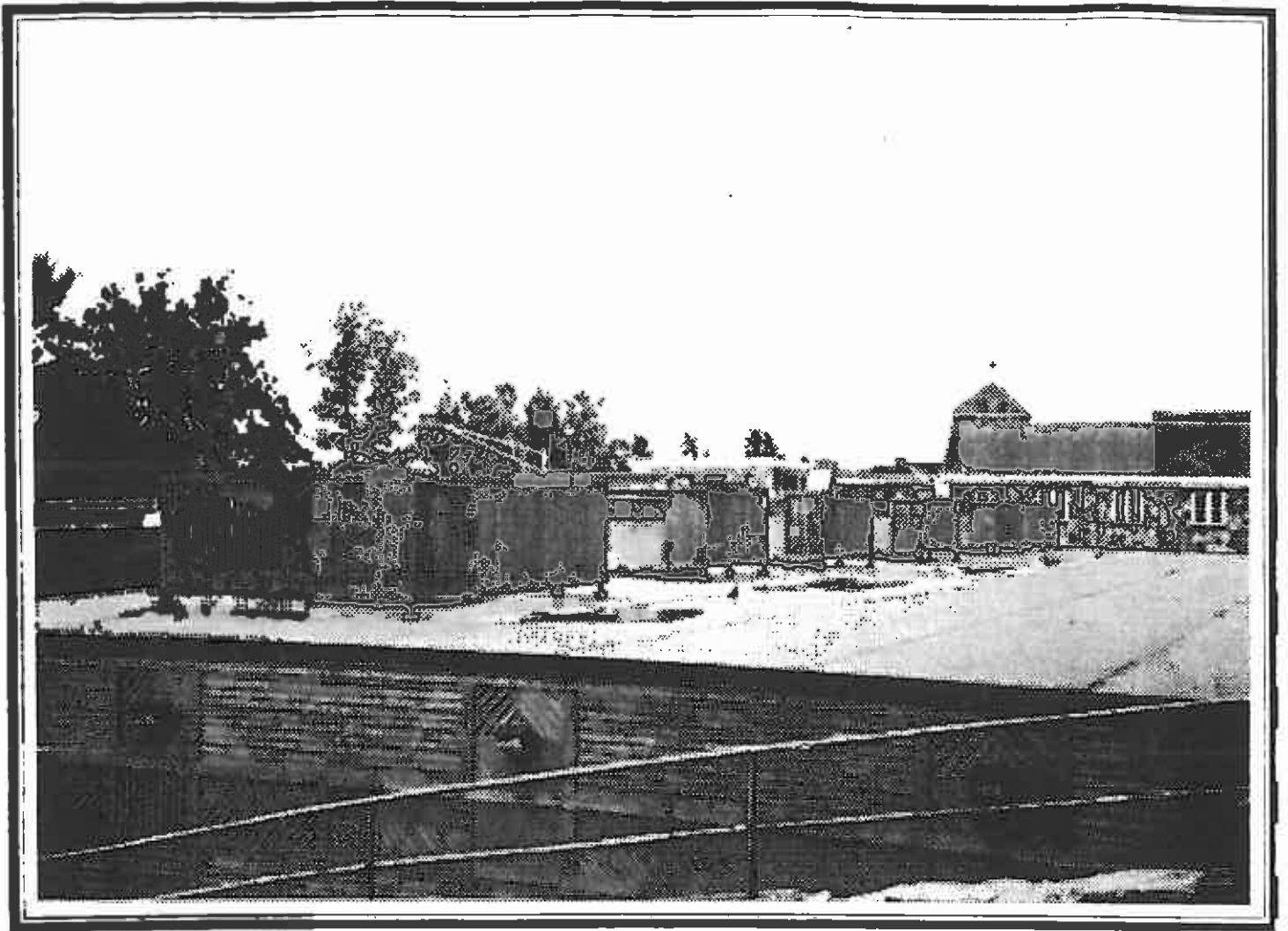
While many building materials are permitted, we recommend vinyl siding only be used in combination with other materials and in inconspicuous locations.

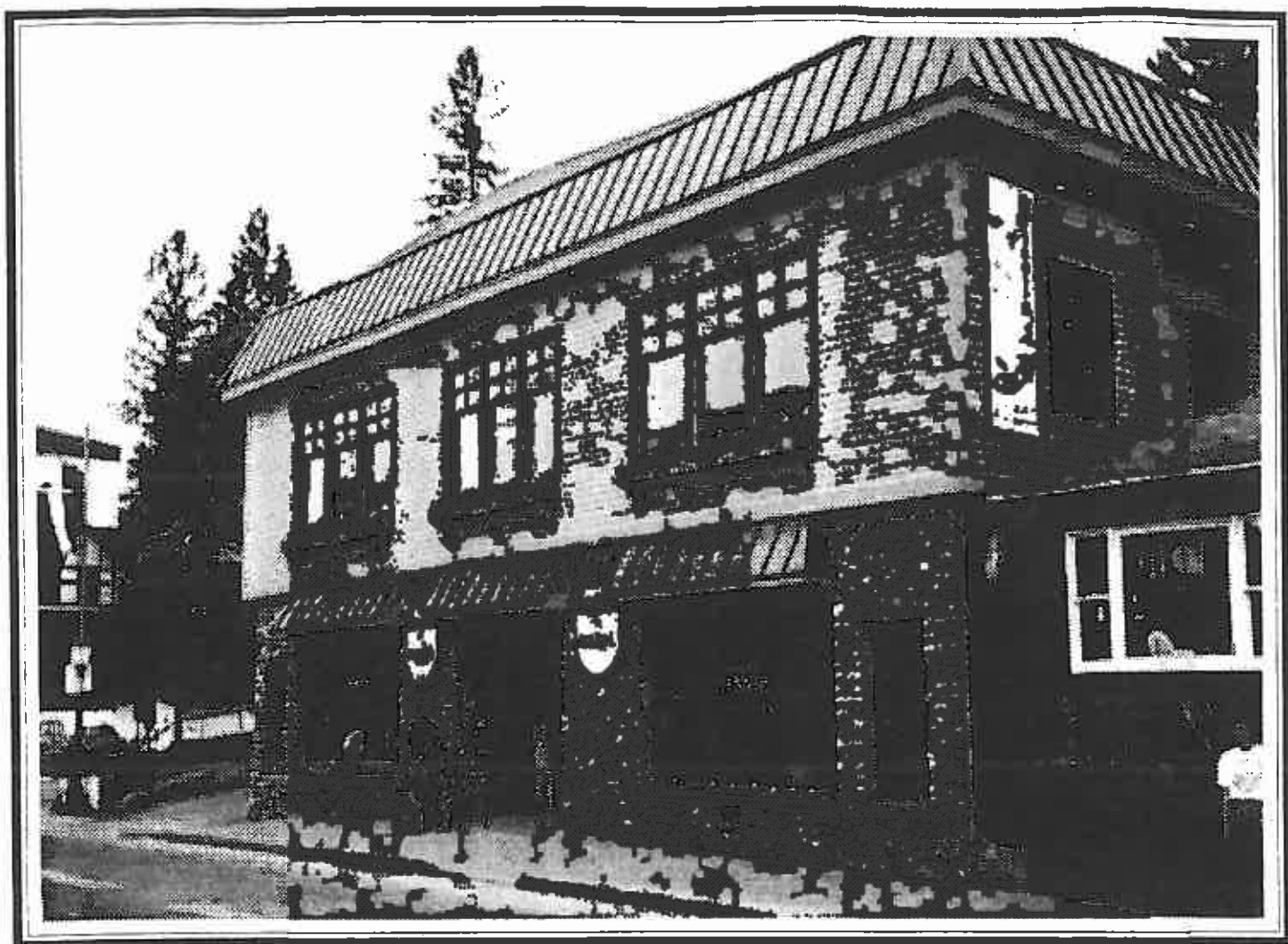
We would encourage the continued maintenance and up-keep of all properties.



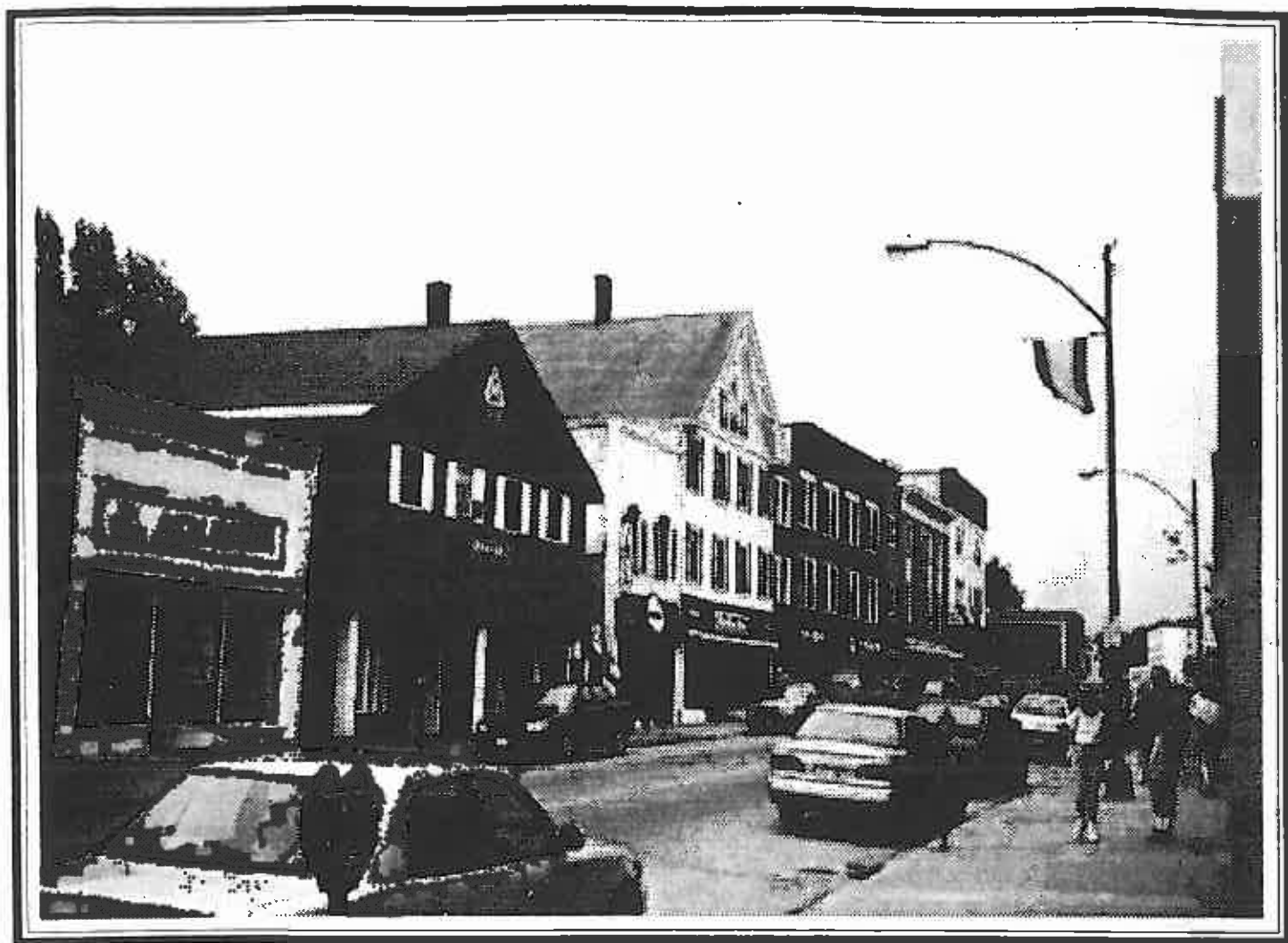




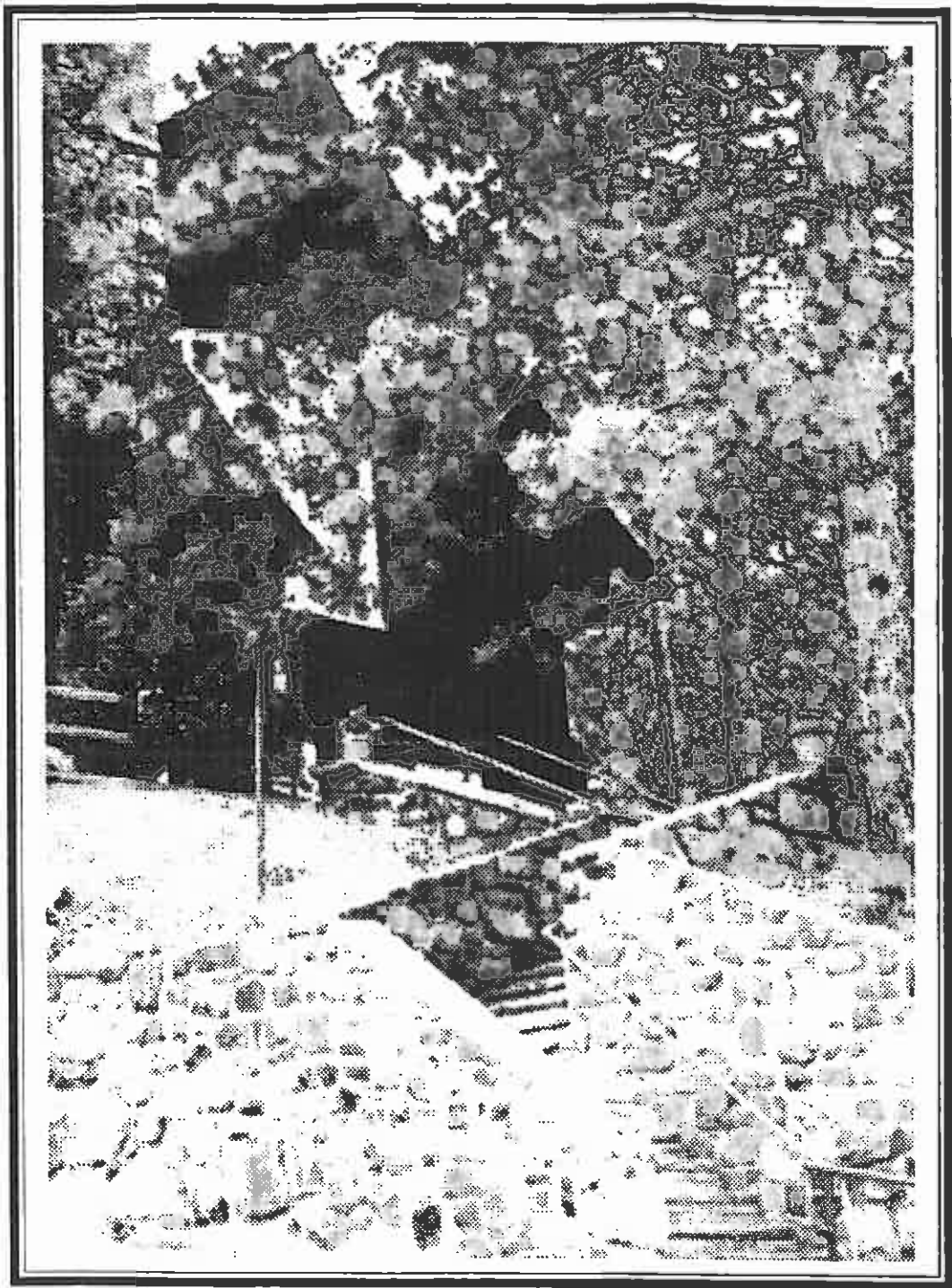


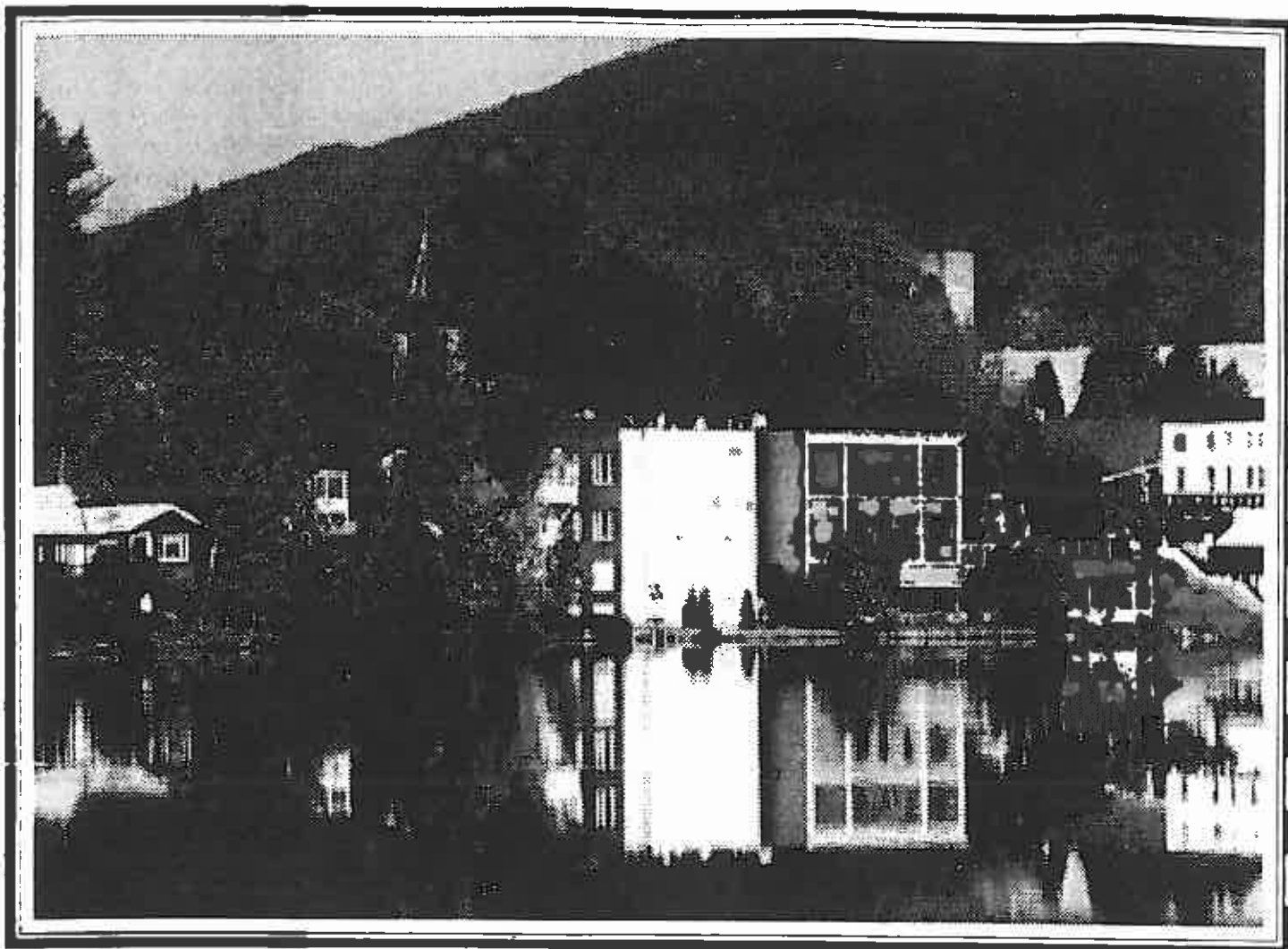


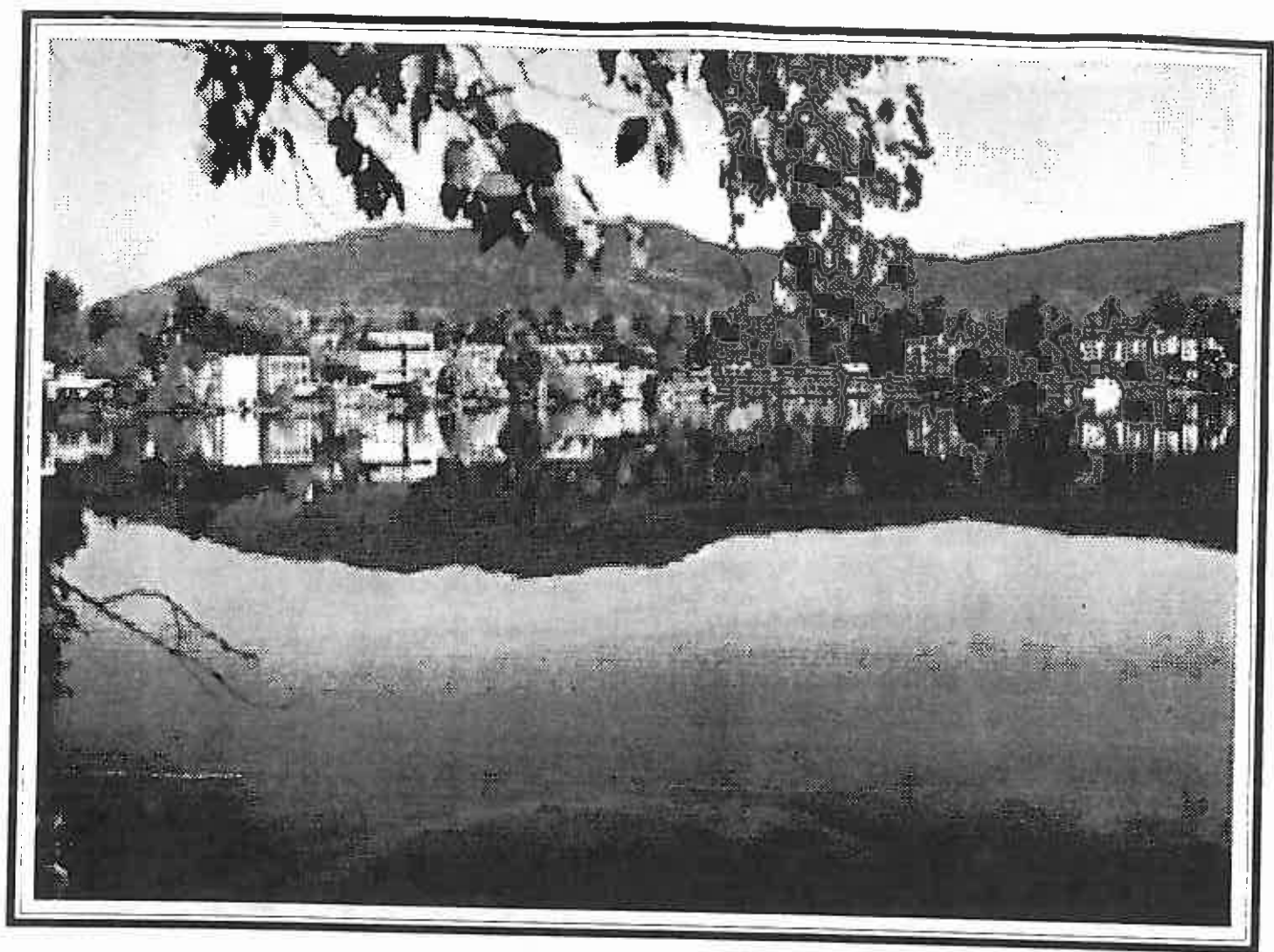






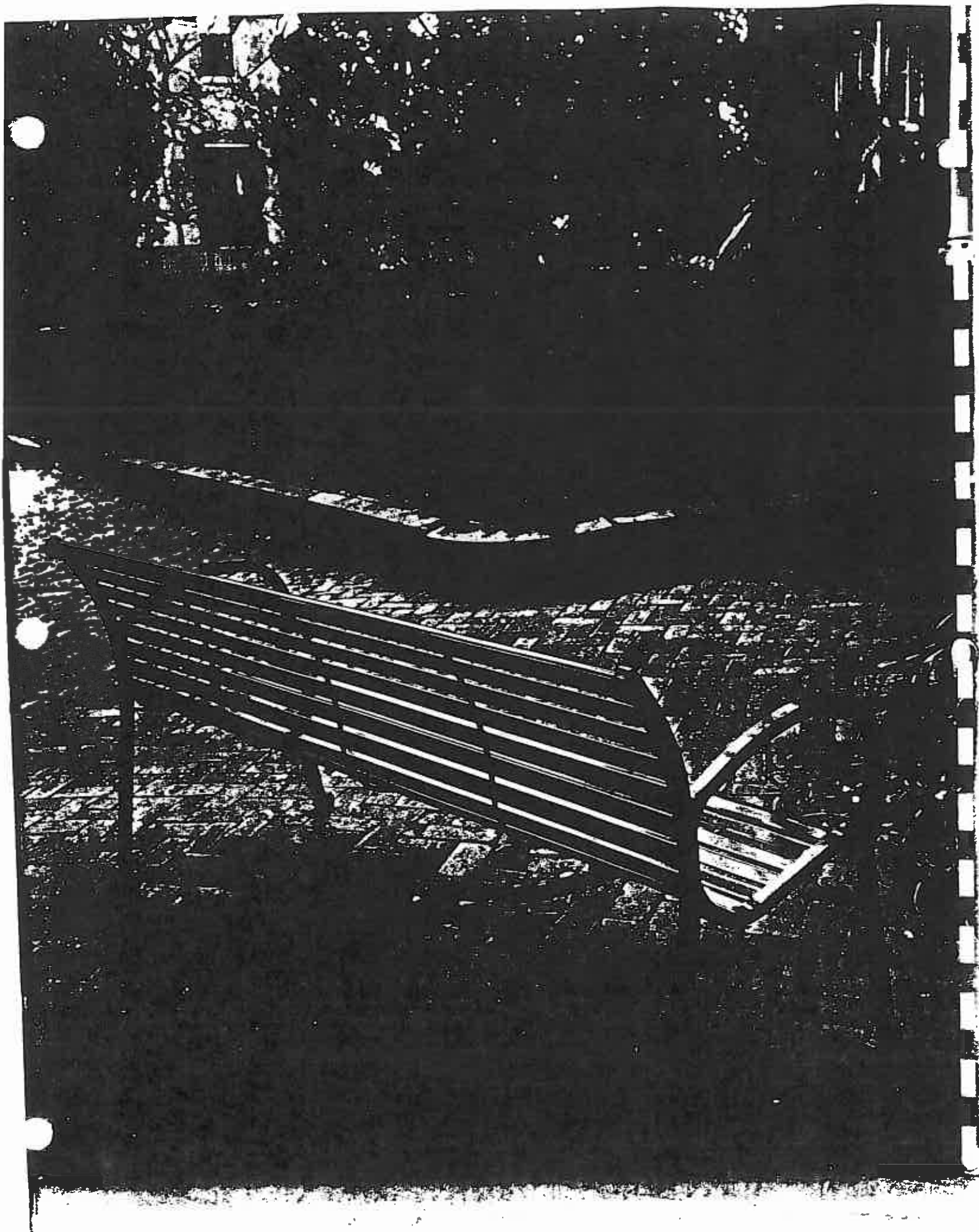


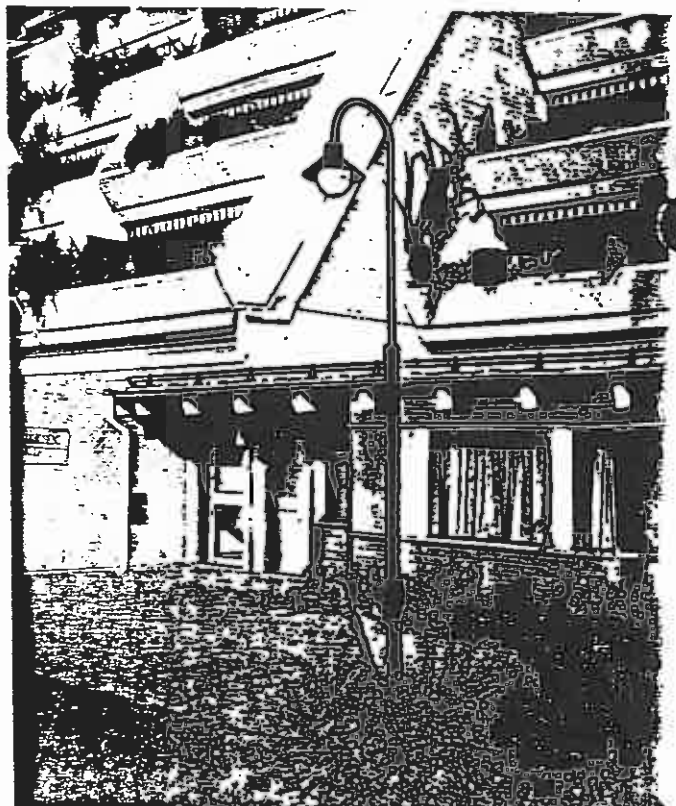
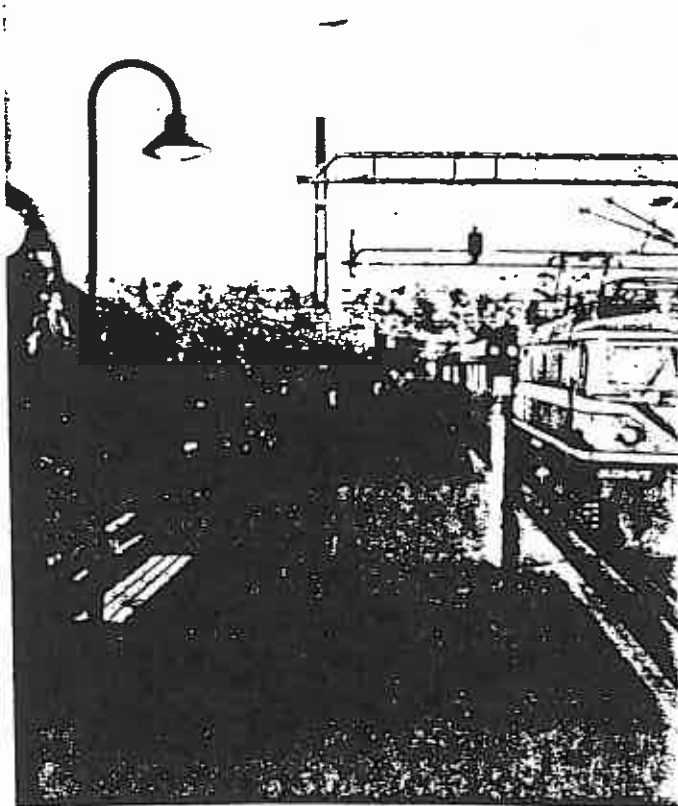
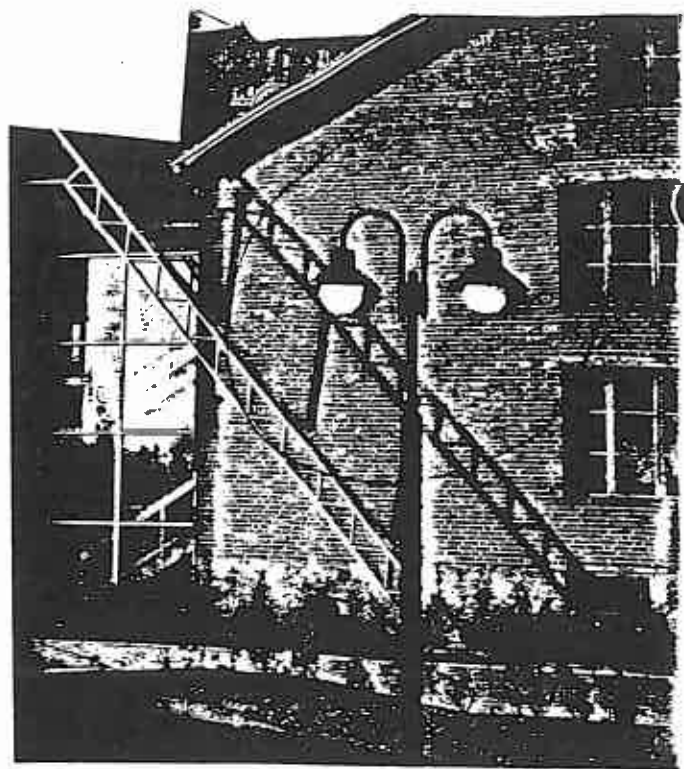
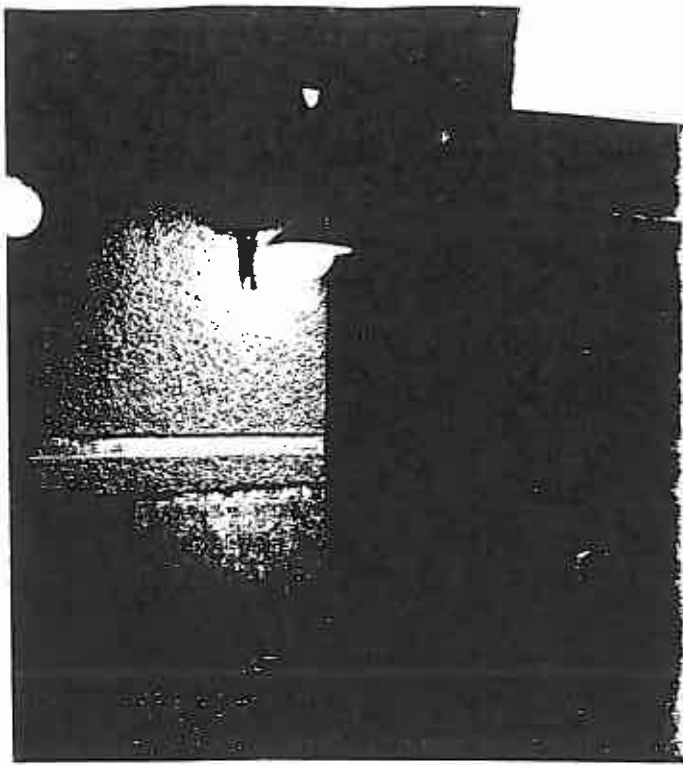




APPENDIX B

SUGGESTED AMENITY DESIGNS





SPECIFICATIONS

SOURCE/WATTAGES		OPTICS					COLOR	
Source	Max W	REFRACTORS		REFLECTORS			Lens	Luminaire
		Type III	Type V	Asymetrical	Symetrical	Bare		
Incandescent	100	N/A	N/A	N/A	N/A	●	Opal (Clear, Tint available upon request)	Black White Gloss Green
Compact fluorescent	28	N/A	N/A	● (flat lens only)	N/A	●		
H.P. Sodium	100	N/A	N/A	● (flat lens only)	N/A	●		
Multi-holce	75	N/A	N/A	● (flat lens only)	N/A	●		

Luminaire
ready for
electrical
wiring set

APPENDIX C

ORDA'S GOALS AND OBJECTIVES

Olympic Regional Development Authority

Mission Statement

The mission of the Olympic Regional Development Authority (ORDA) is to utilize the combined 1980 Winter Olympic infrastructure to provide programs, services and facilities of recreational and entertainment benefits for the general public. In addition, the Authority seeks to work cooperatively with the United States Olympic Committee and the entire range of national and international athletic organizations to provide state-of-the-art training facilities and competitive venues for future Olympic hopefuls.

The Authority will, in cooperation with local interests, promote the facilities of ORDA as a tourist attraction in order to increase the economic strength of the Adirondack Region and provide employment opportunities for its residents. Such opportunities will be provided in a manner that is consistent with compensation and benefits paid to state employees with comparable responsibilities.

The Olympic facilities will be maintained, managed and improved in a manner that will reflect positively upon the State of New York and the Adirondack Region. Recognizing the sensitivity of the facility's locations within the Adirondack Park and areas designated as "Forever Wild," the Authority will pay particular attention to employing sound environmental management practices.

Operating Principals

ORDA has a responsibility to develop and maintain effective working relationships with all state agencies and authorities, as well as local governing bodies, in order to ensure compliance with all applicable statutes and regulatory requirements, and to ensure that the Authority's programs and concerns are clearly understood.

It is important that the Chief Executive Officer assume responsibility for overseeing these relationships so that ORDA is able to respond on a timely basis to requests for reports and inquiries.

Of particular importance on the state level are the Division of the Budget; the Department of Environmental Conservation; the Department of Labor; the Department of Health, the Office

of General Services; the Office of Parks, Recreation and Historic Preservation; the Division of Human Rights; the Office of the State Comptroller; the Office of the Inspector General; and the Executive and Legislative branches.

The importance of communication and cooperation with local government and community bodies can also not be overlooked if the Authority is to achieve a greater degree of economic success.

The Town of North Elba is a primary fiscal supporter of ORDA through an annual contribution based upon a formula established by New York State. In addition, manpower and equipment provided on a regular basis by the town highway department and the Village of Lake Placid's highway, electric and water departments prove an invaluable factor in the success of many Authority projects and special events.

As a gesture of their willingness to assist the Authority even further, the town and village boards should re-establish quarterly meetings aimed at fostering greater cooperation and coordination between the Authority, the municipalities and the local school district.

Also due a tremendous amount of credit are the Lake Placid volunteer service and fire departments, whose expertise and professionalism at Authority events over the years have been invaluable.

To further expand the tremendous potential of the Olympic facilities, efforts should be made to revive the ORDA Advisory Board as an active, involved component of the Authority's operations. Originally established to help determine the proper use of the Authority venues for national and international events, the board's talents and expertise have never been properly recognized nor utilized. The Chief Executive Officer and his designated personnel should make every effort to begin regular, quarterly meetings with this board.

ORDA must also recognize its responsibilities to those public interest groups concerned with the special Adirondack environment, and those individuals and organizations that use the Authority's facilities for recreation and training of athletes. The concerns of all of these groups should be considered in attempting to strike a balance representing fairness and the best interest of the people of the State of New York.

GROWTH IMPACTS, SECONDARY AND CUMULATIVE IMPACTS INFLUENCED BY ORDA OPERATIONS

The primary geographic area of impact is defined as the Village of Lake Placid and the Town of North Elba. Primary geographic area suggests that the majority of businesses in the impacted communities are strongly influenced by the Olympic Sports Complex at Mount Van Hoevenberg and the winter sports facilities provided by the area (Whiteface, the Olympic Ice Rink, the Olympic Jumping Complex and the Village of Lake Placid). Although the winter season provides many recreational opportunities, many individuals also enjoy the region during the spring, summer and fall for hiking, biking, camping and daytripping. Often, these people combine visits to the Olympic sites with other activities.

Secondary impact results from the operation and spending of sports associations whose athletes utilize the Olympic venues. Due to ORDA's presence and active marketing of its facilities, the region has become home to a growing number of these organizations, including the U.S. Luge Association, the Olympic Training Center, and the National Sports Academy. The latter is a nationally known private high school that specializes in the training of winter sports athletes.

ORDA activities draw national television coverage as well as local and regional news coverage. In 1993-94 alone, there were 23 hours of nationally televised coverage from Lake Placid, with shows airing on CBS, ESPN, CBC, TBS, Prime and TSN. Media exposure has a far reaching impact on drawing tourists to the Adirondack region.

Secondary and growth inducing impacts are defined as indirect or induced effects that occur as a result of the project. These include changes in population growth, land use patterns and business creation as a result of increased employment opportunities. Typically, these impacts are difficult to measure or quantify; but certain trends can be projected based upon prior population and development growth records as well as comparisons with other similar communities.

The 1990 Census reported the population of the Town of North Elba to be 7,870. Between 1980 and 1990 the population of North Elba increased by 1,273 persons or 19.30 percent. During this same time period the population of the Village of Lake Placid decreased from 2,490 in 1980 to 2,485 in 1990, constituting a decrease of 0.20 percent. Other towns in the Adirondacks also experienced a growth period during this decade as individuals moved from villages to the less densely populated towns.

During this same time period the Essex County population increased from 36,176 in 1980 to 37,152, representing an increase of 976 (or 2.6%). This compares with the New York State population increase of 2.5% during the same decade.

The median age of the North Elba population is 33.8 years and is comprised of 3,019 males and 3,263 females. Approximately 1588 individuals are institutionalized in the correctional facility in North Elba and the majority of these individuals are male and have been subtracted from these population numbers.

Essex County has one of the lowest county-wide unemployment rates in the Adirondacks. In 1995 Essex County had an unemployment rate of 6.7%, Franklin County 7.1%, Clinton County 6.8% and Herkimer County 7.2%.

Occupational statistics indicate that the North Country Region employs individuals in various occupations, predominantly the occupation categories of "Professional, Paraprofessional, Technical," "Precision Production, Craft and Reproduction," "Service Occupations," and "Administrative Support Occupations/Clerical." The fewest number of employed persons have jobs in the fields related to agriculture, forestry and fishing; writers, artists, entertainers and athletes; law and related occupations.

The Essex County industry that employs the greatest number of people is the International Paper Company in Ticonderoga. The largest local employers include the Olympic Regional Development Authority (ORDA), Uhlein Mercy Center and the Adirondack Medical Center.

Census figures show an increase of 978 jobs in ORDA's primary labor market from 1980 to 1990. The largest increases were in tourism-related retail services.

In Essex County, manufacturing jobs account for the largest average weekly earnings. This has remained constant since 1982.

The leading average weekly earnings in Lake Placid and North Elba are attributable to jobs in the manufacturing industry (\$620/wk in 1993). Those employed in "wholesale and retail trade" represented individuals making the lowest average weekly earnings (\$260/wk in 1993).

The New York State Department of Labor reports that Per Capita Income in 1990 was \$16,501 in New York State, \$11,354 in Essex County, \$12,480 in North Elba and \$14,442 in Lake Placid.

The Adirondack Economic Development Corporation located in Saranac Lake reported the number of residential real estate sales have declined since 1986 when 51 sales of primary residences took place. In 1993, the most recent year data was collected, 28 sales of primary residences were conducted. This is an increase from 16 home sales in 1991.

Second home sales and sales of vacant land have seen similar sales cycles. Second home sales in recent years reached a high of 64 sales in 1987, declined to a low of 16 in 1990 and have climbed back to 27 in 1993. There was \$50 million in second home investment in the Town of North Elba from 1986 to 1993 showing confidence in the future of the community as an attractive and exciting vacation destination. There is a clear association between this growth and the quality and quantity of recreational opportunities provided by ORDA.

Condominium transfer, similar to second home sales, reached maximum recent sales of 51 in 1988, declined in 1991 and climbed again in 1993 to 15 transfers. With average sales prices rising from \$67,500 in 1985 to \$203,585 in 1991. Condominium prices have averaged in the \$160,000's four out of the last six years.

The management actions proposed by ORDA are designed to maintain and strengthen attendance and use of the Olympic Sports Facilities.

Typically, as more people are exposed to an area, interest in real estate also increases. However, land availability, regulatory and infrastructure constraints and a diverse number of other options for home ownership will moderate this potential growth scenario. The demand for seasonally used homes in the future will likely be met by existing home sales rather than reconstruction. Remodeling and renovation may be generated which will have a positive influence on the real estate industry in the North Elba area.

A demand for rental properties for the spring, summer and fall may occur as individuals become familiar with the various recreational opportunities offered by ORDA's facilities and the surrounding region. These individuals may well take advantage of an existing underutilized resource as ski chalets and condominiums and other winter rentals expand to four seasons, or at least expand seasonal availability.

The majority of business in the North Elba/Lake Placid Area exist in conjunction with the recreational/tourist nature of the area. Local residents support businesses year round but tourism benefits are derived at various times of the year including the ski season, "leaf peepers" visiting in the fall, and large scale events in the summer.

ORDA's state-owned facilities include Whiteface Mountain Ski Area, Whiteface Mountain Veteran's Memorial Highway, Gore Mountain Ski Center and the United States Olympic Training Center Facility. ORDA's town-owned facilities include the Olympic Jumping Complex (90 and 120 meter ski jumps, freestyle jumps and Kodak Sports Park, a summer water ramp facility), the Olympic Speed Skating Oval and the Olympic Center (convention facilities and four ice surfaces). ORDA's operations revolve around sports and recreation; however, the cumulative effect of its activities is economic development. ORDA has a direct and secondary impact of \$72.9 million through its payroll and purchases, and its ability to directly stimulate tourism in the region and in New York State. This impact reflects spending of an interdependent Olympic family of organizations that operate in Lake Placid (e.g. USOC and sports associations).

In addition to the economic impact created by ORDA, the Authority provides athletic facilities for youth programs and elite athletes of both New York State and the United States for Olympic training.

Between 1982 and 1994 New York State has placed a substantial number of athletes on the United States Olympic Winter Games teams. This is a direct result of the facilities provided by ORDA.

In addition to the impact of direct spending, global attention is drawn to Lake Placid and New York State through the promotion of the Olympic facilities and the national and international media attention generated by world class competitions.

The Olympic Regional Development Authority had a significant economic impact on the Adirondack North Country Region and the State of New York in 1994. The impact to the region was \$72.9 million and another \$65.9 million was induced as these dollars cycled through the economy. The full economic impact of ORDA, \$138.8 million, is detailed on Table 9-4, "ORDA Economic Impact", and is explained on the following page.

Direct impact is attributable to payroll and purchases, and visitations.

1. **Purchases & Payroll** - ORDA has a gross payroll of \$10,077,820. This covers 855 full time and seasonal employees. Of these 195 are year-round (168 in Lake Placid and 27 at Gore Mt.). ORDA spends \$3,772,210 in the Olympic Region, \$264,833 in the Gore Mt. Region, and \$6,391,433 in the rest of New York State.
2. **Purchases & Payroll - Linked Organizations** - ORDA is contractually linked to the United States Olympic Committee (USOC) through the U.S. Olympic Training Center. The existence of ORDA was a requirement for the USOC to designate a Training Center in New York State. The USOC employs 48 individuals. There are nearly 48,000 athlete user days at the Olympic Training Center accounting for an additional \$714,690 in regional spending. Service America is the concessionaire at the Olympic facilities, employing 150 workers.
3. **Visitations in Lake Placid Area** - Olympic facility activity is multi-faceted. The winter is dominated by skiers at Whiteface Mt., but also includes cross-country skiers, thrill seekers taking bobsled and luge rides, as well as skaters and hockey players. The Olympic Center is busy year-round with conventions, ice hockey and figure skating competitions and entertainment events. There were 237,205 documented overnight guests that used the Olympic facilities and another 214,000 day trip visitors. Table 9-5, "Visitation Impact at ORDA Facilities," details the economic impact of visitation.
4. **Sales Tax Benefits** - There is a direct return to the State of New York through sales tax receipts. Essex County generates 50% of its sales tax receipts from Lake Placid. At present, this figure approaches \$10 million. Essex County derives 28% of its total revenue from sales tax receipts, while the other 14 North Country counties only average 18%. This reflects the importance of tourist spending in this rural county.

According to the 1995 report entitled "Economic Impact of the New York State Olympic Regional Development Authority", tourism-based business in the Lake Placid Region has increased 42% since the 1980 Olympic Games. Off-season business increased 120% during the same period, while winter tourism activity rose 47%.

Research clearly shows that ORDA is the economic engine that drives the tourism economy of the Olympic Region. Tourism is the No. 1 industry in the Adirondacks and is now recognized as the second largest industry in New York State. The annual New York State investment in ORDA clearly leverages a significantly greater level of new private business activity, sales tax receipts, real estate and mortgage taxes from second home development, and personal income taxes.

Through its mandate to maximize the utilization of the Olympic facilities, ORDA in 1994 produced a direct and secondary impact of \$72.9 million. Its total economic impact, including \$65.9 million in induced economic activity, was \$138.8 million.

ORDA has been in existence since 1984 and has contributed to the economic stability of the region by funding and maintaining international caliber recreational facilities in the region.

Single family home sales have fluctuated during the twelve year period that ORDA has been established but has shown an overall growth in the region. Second home sales and sales of vacant land have seen similar sales cycles. During the period from 1986 to 1993, \$50 million in second home investment occurred in the Town of North Elba.

The quality and quantity of the recreational opportunities provided by ORDA since 1980 have most certainly contributed to a portion of this growth. This housing growth is not, however, a direct result of the dollars spent by ORDA in the region. ORDA's direct and secondary impact in 1994 was \$72.9 million. This amount is far above the housing growth in the area. The positive economic impact produced by ORDA's facilities has been primarily received in tourist dollars.

This indicates that although housing (both single family and second home) have shown growth in the region, it is not a dramatic uncontrolled growth stimulated by ORDA's spending in the area. Certainly dollars spent by ORDA result in significant expenditures of tourism dollars. Because this use is transient, local services, such as schools, are not impacted by dramatic growth problems that would be associated with large scale housing growth.

CAPITAL IMPROVEMENTS

In order to maintain its presence and increase the economic strength of the Lake Placid Village/Town of North Elba region, ORDA will continue with a phased capital improvement plan at each Olympic Facility as follows:

A. Olympic Sports Complex

The Olympic Sports Complex is a year-round recreational, day-use sports facility owned by the State of New York under the administrative jurisdiction of the Department of Environmental Conservation. The Complex is currently managed by ORDA under an agreement with the DEC. The Complex is located off NY Route 73 approximately seven miles southeast of the Village of Lake Placid, in the Town of North Elba, Essex County, New York.

The Olympic Sports Complex at Mount Van Hoevenberg is a New York State-owned facility operated by the Olympic Regional Development Authority to provide the public with intensive forms of recreation for both the spectator and participant. It is classified as an "Intensive Use Area" under the Adirondack Park State Land Master Plan, and is located on lands which are under the jurisdiction of the Department of Environmental Conservation.

The Olympic Sports Complex at Mount Van Hoevenberg currently benefits winter recreators and competitive athletes involved in bobsledding, luge, cross-country skiing and biathlon sporting activities. Summer recreators at Mount Van Hoevenberg can mountain-bike, horseback ride, hike on the cross-country and biathlon trails, use the biathlon target range,

ride wheeled bobsleds and luges, and tour the Complex. It is maintained as a sports facility meeting international standards under developed and competitive conditions.

The facility includes approximately 50 km of cross-country ski trails, three lodges, independent bobsled and luge runs, a biathlon target range and a cross-country ski school program.

The following specific objectives have been identified for the Olympic Sports Complex:

1. ORDA will continue to manage the Olympic Sports Complex in an environmentally responsible fashion by complying with all applicable rules and regulations and by maintaining an on-going dialogue with the DEC and APA on matters of environmental concern.
2. ORDA will seek to improve the quality of facilities at the Complex in order to continue to attract competitive and recreational athletes from New York State, the United States and the international sports community, in order that public use may better help promote the economy of the area.
3. ORDA will seek to develop new summer and other off-season events to provide greater year-round use of the facility by the public.
4. ORDA management will seek to establish annual budgets and schedules in support of the proposed capital improvements plan and other management objectives.
5. ORDA will seek to improve equipment reliability in order to reduce the frequency of breakdown, associated staffing requirements and consequent financial drain.
6. ORDA will seek to establish the Olympic Sports Complex as an international caliber facility for competitive events in bobsled, luge, biathlon and cross-country skiing.

The following improvements and upgrades are proposed for the Olympic Sports Complex:

Trails

- Maintain cross-country and biathlon ski trails to applicable International Ski Federation (ISF) and International Biathlon Union (IBU) standards
- Continue trail homologation (international standardization)
- Create three connector ski trails
- Replace bridges on ski trails
- Develop a telemark ski trail
- Construct a snowmaking system on 7.3+/- km of ski trails
- Install night lighting on the same 7.3+/- km of ski trails
- Widen cross-country stadium (the location of race starts and finishes)
- Replace two ski tunnels under the access road
- Construct a warming hut on the Porter Mountain loop
- Upgrade trail signage and trail maps

Bobsled/Luge Run

- Show feasibility of creation of a state-of-the-art combined bobsled/luge track

Biathlon Course Amenities

- Rehabilitate existing biathlon target system
- Phase in construction of a state-of-the-art biathlon target range

Lodges

- Rehabilitate the biathlon lodge as a recreational lodge
- Expand and rehabilitate the cross-country lodge as a training center

Parking

- Restructure the existing cross-country ski center parking lot to accommodate better traffic flow, drop-off area and parking pods
- Restructure the existing biathlon lodge parking area to improve traffic flow, accommodate parking spaces, and provide overflow parking
- Restructure the existing access to the bobsled/luge area by creating a loop road with a vehicle drop-off zone

Miscellaneous

- Construct a pole barn for equipment storage
- Purchase additional grooming equipment
- Maintain and replace security fencing
- Maintain grounds and physical plant (three buildings need roof work, one needs a boiler)
- Develop and schedule off-season events such as horse shows and festivals
- Replace wooden snow fencing on trails with flexible plastic orange construction fence

The improvements identified for the Olympic Sports Complex are proposed to be accomplished in five phases over the next five years. ORDA recognizes that implementation may take longer for a variety of reasons.

Throughout the course of the five phases, progress evaluations will be conducted annually, work compared with the goals and objectives, and the project refocused as deemed necessary by the Olympic Sports Complex and ORDA. The results of this annual review will be a budget for the next phase of work that can be taken to the appropriate agencies for approval prior to the beginning of the work period.

B. Whiteface Mountain Ski Center

Whiteface Mountain is located on NYS Rt. 86 in the Town of Wilmington, Essex County, New York. Whiteface Mountain Ski Center (Whiteface) is a year-round recreational day-use facility located on Forest Preserve Lands within the Adirondack Park. It is a facility owned by the State of New York and under statutory care, custody and control of the New York State Department of Environmental Conservation (DEC). It is operated by ORDA pursuant to the ORDA enabling law and the DEC-ORDA Management Agreement.

Whiteface currently provides a variety of activities including recreational and competitive downhill skiing, cross-country skiing, hiking, mountain biking and summer scenic tours and festivals. Whiteface, rated #1 in the East, has a vertical drop of 3,216' which is the greatest of all ski areas in the East. It currently provides 65 trails which are suitable for all ability levels from beginner to expert. Ski trails cover approximately 170 acres within the 2,910 acres of the Intensive Use Area. Snowmaking capabilities cover 87% or 147.3 acres of trails. There are ten chairlifts including two triple chairlifts, seven double chairlifts and one pony lift. Whiteface supports five parking facilities covering approximately 62,570 square feet, which include all skier services such as a ski shop, five restaurants, an information desk, ticket offices, various administrative offices, ski school offices, ski patrol and infirmary, and other miscellaneous facilities. The ski center is characterized by two mountain masses, Whiteface and Little Whiteface. These areas support the bulk of the ski trails at Whiteface. Kids Kampus is an additional area for children located to the north of the main lodge.

The following overall management objectives were identified for the upgrade of the ski facilities and supporting infrastructure:

1. To bring all of the facilities into balance in a manner whereby the Ski Center will comfortably accommodate peak days;
2. To improve the ability for Whiteface to compete in the modern ski industry through optimizing skier visits and revenues and providing an attractive venue for summer visitors; and
3. To create a pleasing, user-friendly environment that enhances the opportunities for generating tourism and other economic stimuli in the region.

The following specific improvements and upgrades are proposed in five essential phases to update and improve facilities, lifts, ski trails, management, operations and systems at the Whiteface Mountain Ski Center. The primary objective is to continue the maintenance and operation of Whiteface at a constant level over the five-year management period in such a way that will contribute to stabilizing Olympic regional employment, economics, public recreation and governmental administration.

1. Trails

Upper Mountain - Widen and reshape Paron's Run and Ridge Runner and relocate Connector.

Little Whiteface - Selective widening of five expert trails served by Lift G; selective widening of five trails on the lower portion of Little Whiteface; and development of one new trail.

Lower Mountain - Widening of beginner, novice and intermediate trails and the construction of three new trails.

Kids Kampus - Abandon trail network at the top of existing Lift C and allow to revegetate; construct children's snow play area on south side of the lodge.

The above improvements will increase the number of downhill trails to a total of 18.0 miles, which is 1.6 more miles more than the 16.4 miles now in use, but still 7.0 miles less than the maximum of 25 stipulated in Section I of Article XIV of the New York State Constitution.

2. Lifts

- Upgrade one double chair to a triple chair
- Replace three double chairs and one triple chair with fixed grip quad chairs
- Installation of a gondola from the main base area to the top of Little Whiteface
- Redesign of unloading stations of two lifts

3. Snowmaking

- Install Stream Improvement Structure (flow monitoring system)
- Replace selected pumps
- Upgrade water and air capacities
- Improve mountain infrastructure
- Install cooling system for compressed air
- Replace rotary screw compressors to centrifugal compressors
- Replace/install new water pumps

The revised acreage to be covered by snowmaking is based on the proposed trail upgrading at Whiteface Mountain; the increase in snowmaking acreage expands from 139.5 to 179.5 acres, representing 84% of the total expanded coverage.

4. Lodge Facilities/Parking

- Reconfigure entry and drop-off at existing Base Lodge
- Improve/expand space use and internal circulation of Base Lodge
- Expand Kids Kampus Lodge
- Move and expand Mid-Mountain Lodge
- Increase parking by three acres.

5. Utilities

- Complete electrical system improvements
- Expand sewage treatment facility at Main Lodge and Mid-Mountain Lodge
- Increase water usage at Mid-Mountain Lodge

The five phase improvement plan provides an overall direction for the record to become competitive in an increasingly competitive market. Each of the recommended

actions will provide better balance between uphill capacity and downhill acreage, and improved circulation for vehicles, pedestrians, and skiers on the mountain. The plan is to be implemented as capital becomes available. These recommendations have built in flexibility so that management has the option of stretching out a phase or delaying the implementation of later phases.

C. The Olympic Center

The Olympic Center Complex is made up of six facilities, with ties to both the 1932 and 1980 Olympic Winter Games.

The **1932 Olympic Arena** - the Olympic's first indoor ice facility - features an international size surface and a seating capacity of 1,200. The arena is home to the nation's longest-running summer figure skating school and has played host to national curling championships, hockey games and training, public skating, indoor soccer, conventions and a variety of shows.

The **Lussi Rink** was constructed in 1967 as a combination convention center and skating facility. In addition to a studio-size ice surface, the facility houses a catering kitchen, three meeting rooms and the offices of the Lake Placid Convention and Visitors Bureau and Chamber of Commerce. Its seating capacity is 2,000 in a theater-style set-up; 1000 as a banquet facility.

Undoubtedly the most famous of the Center's facilities is the **1980 Olympic Arena** - site of the "Miracle on Ice" U.S. Hockey team's upset of the Soviet Union. When ORDA assumed management of the building in 1982, the rink was converted to a complete entertainment center. The facility now hosts a wide variety of sporting events, concerts, family entertainment, trade shows and conventions. In addition to the international-size ice, the Olympic Rink features 5,000 stadium seats and 3,000 wooden bleacher seats in the upper level. 2,500 portable seats can be placed on the floor.

Between figure skating, hockey and curling, the 1,700-square-foot **U.S. Rink**, located at the west end of the complex, is occupied more hours each year than any of the Center's three larger rinks. Originally intended for use as an indoor tennis facility after the 1980 Olympics, the rink has also hosted home shows, meetings and banquets.

Spanning the distance between the two Olympic rinks is the aptly named **Link Building** which houses ORDA's administrative offices, as well as a cafeteria, gift shop and display case.

The final piece of the Olympic Center puzzle is the **Sheffield Speed Skating Oval** - sight of Eric Heiden's five gold medal performance in 1980. Completed in 1977, the lighted oval includes two racing lanes and a warm-up lane, all fully refrigerated.

The following overall management objectives have been identified to improve the use of the facilities and help stimulate the local economy:

1. Generate increased attendance and revenue by improving programs and customer service.

- Investigate working with additional event promoters to increase use of “name” performers.
- Work with major bus tour companies in scheduling targeted special events in conjunction with the Lake Placid Commerce and Visitors Bureau.
- Continued on-going customer service training for ORDA employees.
- Conduct thorough critiques of each event, soliciting input from employees, local merchants and the public at large.
- Continue to improve and expand marketing techniques, Olympic Center brochure, etc.
- Increase the number of public skating sessions during the fall season and over Winter holidays; combine special themes with skating sessions when appropriate.
- Pursue non-ice use of facilities.

2. Upgrade the figure skating program to attract the world’s finest skaters and instructors.

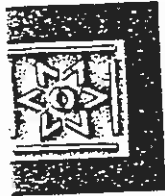
- Continue to improve the summer figure skating program to better reflect the state of competitive skating today.
- Work closely with the Skating Club of Lake Placid.
- Continue to promote and expand skating competitions, local, national and international.
- Pursue innovative guidelines to attract outside professional instructors.
- Increase quantity and quality of off-ice training programs.

3. Improve and/or expand Olympic Center facilities to keep them competitive with similar sports and entertainment complexes across the country.

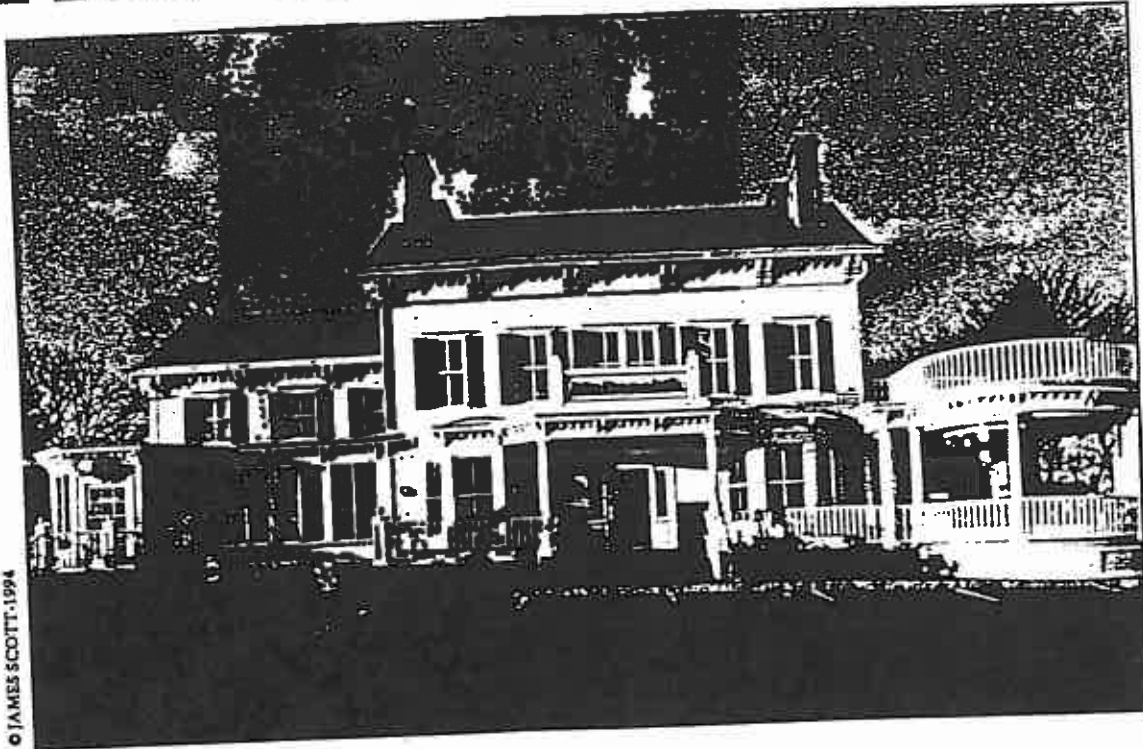
- Implement an energy conservation management system and preventive maintenance program.
- Install new dasher board systems in the USA and 1932 ice arenas.
- Replace seats in the 1980 Field House and 1932 Arena as needed on a continual rotational schedule.
- Replace crash pads on 400 meter skating oval.
- Repair concrete surface as required on 400 meter skating oval.
- Install new dehumidification system in 1932 Arena.
- Replace temporary bleachers in USA Ice Rink with permanent wooden accordion style bleacher seating.
- Re-point masonry exterior on 1932 Arena.
- Implement preventive maintenance roof repair program to eliminate leaks and extend life of all Olympic Center roofs.

APPENDIX E

READING MATERIALS



Main Street



Residents of New Hyde Park, N.Y., convinced McDonald's to restore and use this Greek Revival mansion, built in 1860, instead of demolishing it to build one of its standard eateries.

Fast-Food Restaurants: Achieving Contextual Design

The west entrance to Lewiston, Montana, is one of the most dramatic anywhere. After cresting the hill, the view down Main Street has set the tone for a thousand joyful homecomings over the past 100 years. With the courthouse dome, and downtown in the distance, and the Judith Mountains as a backdrop, sometimes it seems that things will never change, but now add a towering Golden Arches to that picture. Letter to the Editor, Lewistown News

by Edward T. McMahon
McDonald's! Burger King! Taco Bell! Wendy's! Hardee's! Pizza Hut! Subway! Kentucky Fried Chicken! Today, the United States has more than 150,000 fast-food franchises that generate sales in excess of \$80 billion a year.

Ever since Ray Kroc franchised the first McDonald's in 1954, fast-food restaurants have succeeded in deploying their standardized images from coast to coast. In a country of highly varied history, climate, culture and terrain, thousands

of cities and towns now look as though they were put together with interchangeable parts.

Obviously, many people like fast food; if they didn't, fast-food restaurants wouldn't be such an enormous economic





Freeport, Maine

Freeport (pop. 7,200), a bustling tourist town in southeastern Maine, is perhaps best known as home of mail-order giant L.L. Bean; but it is also home to one of America's most famous and attractive McDonald's. In 1982, McDonald's purchased the Gore House, a 130-year-old Federal-style residence on Main Street, with the intention of tearing it down to build a new eatery. Townsfolk objected because downtown Freeport was changing from a locally oriented business district to a tourist-oriented discount center.

The proposed McDonald's required a conditional use permit from the zoning board of appeals. Citizens opposed demolition of the building. The zoning board decided to approve the restaurant, but required McDonald's to reuse the existing building. A new one-level wing was constructed behind the old house; designed to complement the original architecture, the wing holds the kitchen and serving areas. The restored house provides unique seating areas on the first floor and a community meeting room upstairs.

The flap over the Freeport

McDonald's generated national publicity and led the town to adopt a design review ordinance and ban "drive-thru" windows in the community.

Today, Freeport has two fast-food restaurants: the widely admired and highly profitable McDonald's franchise and an Arby's, which is also housed in an attractive, place-responsive building.

Freeport illustrates the value of making fast-food restaurants subject to a "conditional use" or "special use" permit, which gives communities an opportunity to consider building design, size, arrangement on the lot, landscaping, parking, signs, lighting, buffering and other issues before granting a permit. This example also shows that national chains usually have alternative plans they are willing to use to secure approval of new restaurants in desirable locations.

For additional information about Freeport, contact: Freeport Town Planner, Municipal Offices, Freeport, ME 04032; Tel: 207/865-4743.

success, but people here and abroad question the loss of community character and cultural distinctiveness that accompanies the commercial clutter and cookie-cutter architecture that seem to follow us everywhere.

Do fast-food restaurants all have to look exactly alike? Does a McDonald's in New Mexico have to be in the same style building as one in New York or New Hampshire? Does a franchise on Main Street have to look the same as those on the strip outside of town? The answer to all of these questions is "no, of course not." Franchises can be encouraged and, if necessary, required to

make their buildings "fit" with the natural and historic character of each community.

Today, most fast-food chains are willing, sometimes eager, to give their restaurants more individual style. For the most part, however, citizens, elected officials, developers, planners and the public-at-large have no idea that new franchises can be an attractive community asset rather than a homogenizing eyesore.

This article will discuss tools and techniques that cities and towns can use to encourage franchise development that respects community character. It will provide case studies and examples of some

of the numerous communities that have successfully collaborated with national restaurant chains to reuse historic buildings or construct new ones that respect local identity. It will provide additional sources of information on the issue; and, hopefully, it will empower local citizens to reject standardized franchise design when it is inappropriate to their community.

Understanding Franchises

Franchises are contracts granted by national or regional companies; they give the franchisee the exclusive

ONLINE: A BEGINNER'S GUIDE

60
YEARS

Consumer Reports

TEST REPORTS



Swing sets & playgrounds: What's safe? What's fun?

Blue jeans: Which fit best?

Single-use cameras

Refrigerators



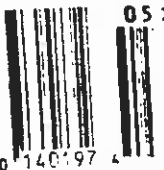
Five sporty coupes

YOUR HOME

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Best mortgage rates, page 18
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05 >

Neighborhoods reborn

After a half-century hiatus, environmental and traffic concerns are bringing back old-style neighborhoods.

IN SHORT

Neighborhoods with an old-style look and layout are being built once more.

Street grids, sidewalks, and hidden parking lots downplay cars and encourage walking.

Still unclear. Will new neighborhoods be affordable for all or a pricey "niche" option?

The millions of Americans who buy homes each year base their decision on a familiar list of choices—the commute to work, the number of bedrooms and baths, the quality of the schools. But they have surprisingly little choice in one important factor: the physical layout of the neighborhood.

Many people dream of buying a home on an old-fashioned tree-lined street with a few shops on the corner—a place where buying a quart of milk, picking up the kids, or eating out doesn't require a stressful drive down the local six-lane arterial. But it's hard to find places like that these days. For a half-century, developers have maintained that tract houses with big front lawns in auto-oriented subdivisions are what Americans want. Moreover, local officials have often made it illegal to build new neighborhoods in the old style—even "tree-lined" may violate the code.

As a result, in many cities 1920s-style homes—in traditional neighborhoods—have become highly desirable, despite their

small closets and baths. "Ask yourself what neighborhood in your hometown people are willing to pay a premium to live in," says D.R. Bryan, a North Carolina builder. "It's probably a neighborhood built between 1890 and 1920."

Over the past decade, the persistent appeal of old neighborhoods has persuaded a small but influential group of designers and developers to advocate building old-style communities for a new era. These "neotraditional" places would look and work like the back streets of a comfortable pre-World War II city, with a rich mix of housing types, cultural centers, and shopping districts within walking distance, and a vibrant public personality. Such neighborhoods are being built in places as different in scale and location as downtown San Diego and rural North Carolina.

We visited several of these neotraditional developments and talked with leading proponents of the approach, as well as with developers, town planners, and residents. We also looked at the traditional neighborhoods that serve as the models. There aren't enough completed examples to tell whether these will be honest copies of old-style, mixed-income communities or just pricey boutique villages for the well-to-do. But we think this style of neighborhood is a choice that buyers ought to have.

We also learned that the forces discouraging such innovation remain embedded in the legal and financial apparatus that controls land development: thousands of local zoning codes, road standards, the requirements of national

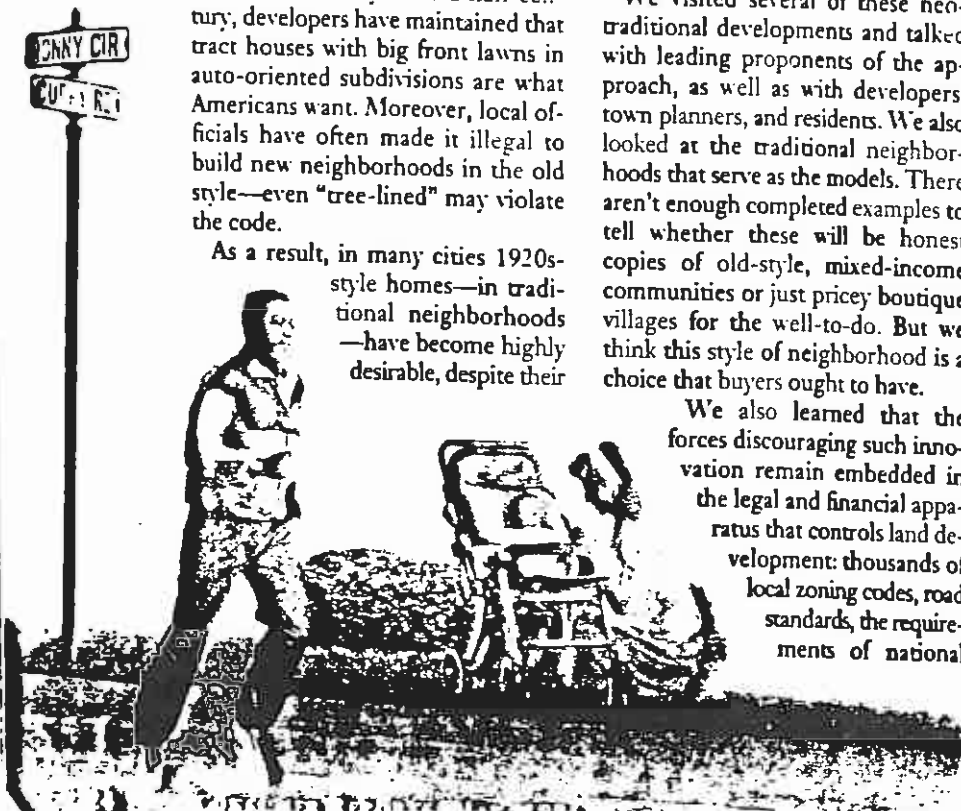
retail chains, and the financial structure of the real-estate development industry. Change, if it does come, will depend largely on decisions that need to be made locally.

"We've been building great houses but lousy communities," says Peter Katz, director of the Congress for the New Urbanism, a national organization of neotraditional designers and developers. "I've never met anyone who has hated the idea" of neotraditionalism. "The only questions have had to do with implementing it."

To build better towns

The critics of suburban sprawl decry land-use designs that tear communities into far-flung fragments and make residents use a car to get anywhere. Instead, they offer this alternative vision:

- Houses occupy small lots clustered around pretty public spaces, such as parks or playgrounds.
- Garages retreat to the rear of the lot or an alley.
- Street grids replace isolated cul-de-sacs and the broader roads that connect them.
- Shopping takes place on intimate Main Streets, with stores lined up along the sidewalk and parking to the rear.
- Walking is encouraged by sidewalks, street trees, front porches, narrow roads that slow down cars, and—most important—commercial and recreational areas located a short walk from most houses.
- Public transportation is made possible by clustering neighborhoods and offices along lines that can readily be served by buses, trolleys, or light-rail lines.
- Housing types are varied in size and price, to facilitate the kind of mix of people found in a city. The mix also means that grown children won't have to move so far away to start a home,



and older people won't have to leave the neighborhood when they retire to a smaller home.

Miami architects Andres Duany and Elizabeth Plater-Zyberk, pioneers of neotraditionalism and its most prominent advocates, believe this vision offers not only a livable alternative to regular suburbia, but also a path away from our environmentally and financially costly dependence on the private auto.

"Americans need to be reacquainted with their small-town heritage," they have said. "[They] have to insist that the happiness of people finally takes precedence over the happiness of cars."

Where do the cars go?

As Duany and Plater-Zyberk point out, it is the handling of cars—not the addition of picket fences or front porches—that really distinguishes neotraditionalism from standard suburban design.

The movement's most radical proposal is to abandon the now-standard street hierarchy that dominates suburbia: Isolated residential loops or cul-de-sacs, which feed broad connector streets, which, in turn, feed busy multilane arterials. Instead, homes would line a grid of neighborhood streets. (See "Getting there," page 27.)

"What we have done with traffic . . . turns out to have been the worst possible thing," says Walter Kulash, an Orlando, Fla., traffic planner and convert to neotraditionalism. "By concentrating traffic on a few arterial streets and prohibiting it from other streets, we've made people hostage to ugly congestion for the six to nine trips the average household makes in a day. It affects the quality of life of everybody who has to do that kind of traveling."

Neotraditionalists also would repeal the long-standing suburban rule that every commercial building must come with on-site parking in the front yard. Instead, they would park cars on the street (to slow passing traffic and serve as a physical and psychological barrier between road and pedestrians); behind the stores (to eliminate the unsightly "strip" store developments laced through many towns, and to encourage people to walk from store to store); and in shared lots (where spaces could be used, say, by bank customers by day and restaurant patrons by night). One architect has

demonstrated that Main Streets served by shared parking garages require fewer than half as many parking spaces as the same stores in strip shopping malls.

All this sounds great to many city and county governments, which are desperately seeking ways to get out from under the financial burden of servicing sprawling suburbs with wide roads, big parking lots, and expensive police and fire protection. City planners also believe neotraditional design

offers a new way of halting or reversing decline in the inner city and in older suburbs. In some cities, they've rewritten their building codes to encourage neotraditional design instead of outlawing it.

The neotraditionalist argument is gaining ground among traffic planners as well. The Institute of Transportation Engineers is in the process of creating street standards for neotraditional communities. These guidelines will endorse a connected road network, allow streets

Designs that differ *Suburban vs. neotraditional*

One goal of neotraditional developers is to create suburban subdivisions that feel more like complete communities and look more like old-fashioned towns. Their methods include laying out grid-like street patterns, building various housing types, and incorporating central shopping areas.

They also design their streets to be public "rooms" that encourage walking and socializing. Some of the deliberate design differences can be seen if you compare the neotraditional development of Kentlands (bottom), in Gaithersburg, Md., with a conventional suburb less than a mile away.



No sidewalks
Sidewalks

Trees in yards
Trees along street

Deep front yards
Shallow yards, porches

Garages forward
Garages on alleys

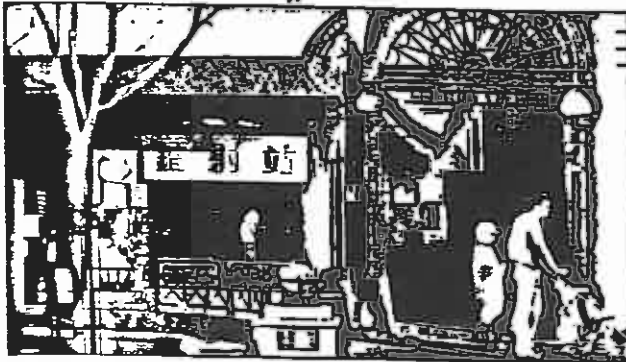


A success story

Reapplying the old rules to old streets

Mountain View, in California's crowded Silicon Valley, revived a moribund downtown (left) by widening sidewalks to accommodate pedestrians and getting rid of on-site parking requirements for stores and restaurants on the main shopping

street. A short walk away, a neotraditional housing development (right) built onto the existing neighborhood street grid fits right in with much older adjoining blocks. It sold out before construction even began.



much narrower than the current suburban norm, and tip the balance away from cars and toward pedestrians. This addition to the existing standards will have far-reaching influence, since cities and towns nationwide rely on them to guide local development.

But what about people who want to live on a quiet street with little traffic? Neotraditionalists say you don't need cul-de-sacs to keep traffic down. In a well-connected grid of streets, they note, traffic distributes itself evenly and thinly as motorists given a choice of routes automatically select the least congested one. What's more, narrow streets, sharp corners, and stop signs force cars to move slowly, which in turn greatly reduces the noise and commotion they generate.

Indeed, in the traditional neighborhoods we visited—both the originals and their modern imitators—we saw no more traffic than in conventional suburbs. And we found driving on their slow-moving, two-lane commercial streets a lot more pleasant than racing down a six-lane arterial, searching for a place to make a U-turn to get to the strip mall we passed a mile back.

The first communities

Big neotraditionalist developments that have gotten the lion's share of attention include: Duany and Plater-Zyberk's Seaside, a resort town on the Florida panhandle; their other

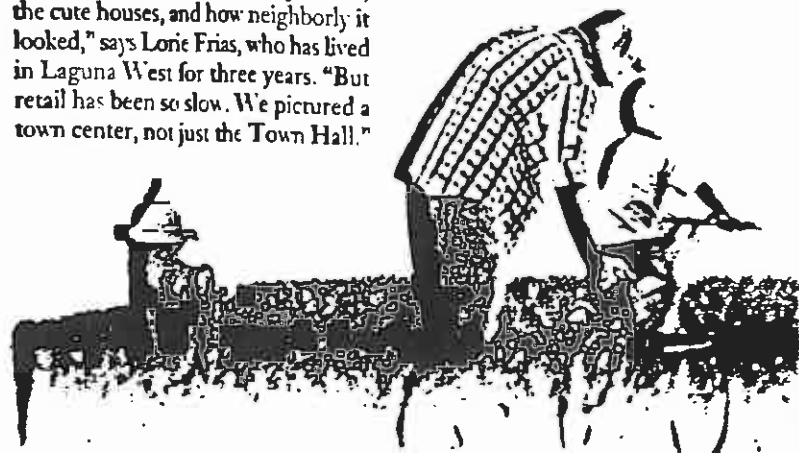
major project, Kentlands, outside Washington, D.C.; Laguna West, south of Sacramento, and Harbor Town, on an island in the Mississippi River across from downtown Memphis.

Though their streetscapes are attractive, none of these developments contains every element of the neotraditional prescription. Laguna West doesn't yet have a single apartment. Only Seaside has a central shopping street. Except for Seaside, a free-standing beach community, all these neighborhoods remain isolated within a surrounding matrix of conventional suburban sprawl, with poor public transportation connections and limited shopping. The center of activity in Laguna West, for instance, is a stylish new community building that bustles day and night with art and exercise classes. But the only nearby businesses are a Jiffy Lube and a gas station.

"We really liked the front porches, the cute houses, and how neighborly it looked," says Lorie Frias, who has lived in Laguna West for three years. "But retail has been so slow. We pictured a town center, not just the Town Hall."

But even as the big neotraditionalist projects have struggled toward completion, smaller-scale developments have quietly been succeeding in many places. Among the ones we found: Fearrington, near Chapel Hill, N.C., which is built alongside an existing cluster of specialty shops and restaurants; and Fairview Village, near Portland, Ore., which will bring a new Main Street-style downtown to a suburban area that never had one. In Mashpee, Mass., and Boca Raton, Fla., neotraditionalist designers built successful downtowns literally on top of the vast parking lots of failed strip malls.

What may be the most complete realization of neotraditional principles is being assembled now on orchard land outside Orlando. The Disney Co. is building an instant small town, called Celebration (see "Now showing," page 28), which from the begin-



ning will include shops, offices, and large apartment blocks as well as single-family homes. The first residents are to move in this summer.

Finally, neotraditionalism is prompting some *real* traditional towns to come full circle. For decades, many tried to re-make themselves as suburbs, by replacing downtowns with enclosed malls and forcing new housing, even in old neighborhoods, to obey zoning and building rules that encourage sprawl. Now, the towns are using neotraditional principles to restore and revitalize those shopping areas and neighborhoods.

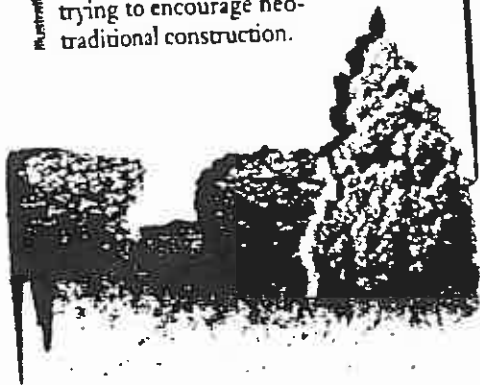
Neotraditionalists are applying their ideas to big cities as well, by treating them as a collection of small, pedestrian-scale neighborhoods. In San Diego, for instance, an empty urban-renewal site now boasts a profitable supermarket (with underground parking) linked to streets densely lined with townhouses. Neotraditionalists have also designed plans for, among other places, downtown Providence and Los Angeles. So far, however, the great majority of neotraditional projects, both urban and suburban, have been for middle- and upper-income residents.

So what's stopping it?

In spite of growing support from city planners, neotraditionalism has a long way to go before it becomes a standard community design. Some reasons:

- Local fire departments worry that the streets will be too narrow for their trucks (a test in Laguna West proved they were wrong).
- Builders are afraid the houses won't sell as well as standard suburban models. "The development industry is full of legends about people who tried something different and went broke," says Steve Tracy, a Sacramento County planner who is trying to encourage neotraditional construction.

Illustrations by Geoff Jandberg



• Neotraditionalism doesn't fit standard patterns of financing developments. A major stumbling block is that developers, as well as the banks and insurance companies that lend them money, tend to specialize in one kind of project—retail, office, or residential. "Right now, we're in heavy conversation with three different banks, who specialize in three different categories," says Richard Holt, developer of Oregon's Fairview Village project.

• Without a big front parking lot, many retailers won't locate in neotraditional downtowns—and might not be able to get a bank loan even if they were willing to come.

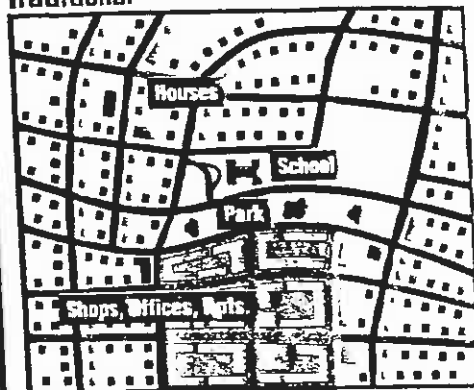
But some retailers are coming around to neotraditionalism. Robert Gibbs, a Michigan-based retail consultant, says that such mall powerhouses as The Gap and Victoria's Secret are seeking out prosperous Main Street locations.

Some neotraditionalists liken the situation to that faced by the automobile industry in the 1970s. "Detroit had this very monolithic version of what car buyers wanted," observes John Massengale, a neotraditionalist planner from Bedford, N.Y. "Then Honda and BMW came in and showed that General Motors may have been right about three-fourths of the market, but nobody was building for the other one-fourth. Developers ignore this. They just look at what's being built today, but they ignore the fact that two miles

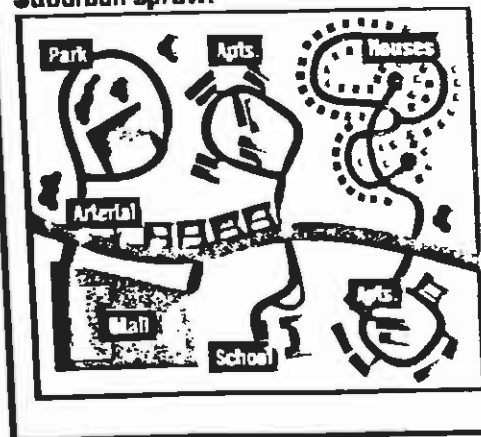
Getting there

In the standard suburban design (bottom), to get to school, office, shopping, or recreation, residents have no choice but to drive on the arterial—which usually ends up congested as a consequence. In traditional neighborhoods, the street grid gives drivers a choice of routes from place to place, and also distributes cars more evenly, thus avoiding congestion.

Traditional



Suburban sprawl



New neighborhoods and the environment

Promoters of neotraditional neighborhoods say their plans would reduce car use and promote public transit. That would be an environmental boon; personal transportation accounts for a big chunk of the emissions causing global warming.

We calculated the carbon dioxide—a key contributor to global warming—generated per commuter in several major cities. It turns out that commute distance and the extent of public transit make a big difference. For average commuters traveling to the central city, the amount of carbon dioxide they generated each day was at least 50 percent greater in San Francisco and Los Angeles than in New York City, Washington D.C., or Philadelphia, where a much higher percentage of commuters use subways, trains, and buses instead of cars.

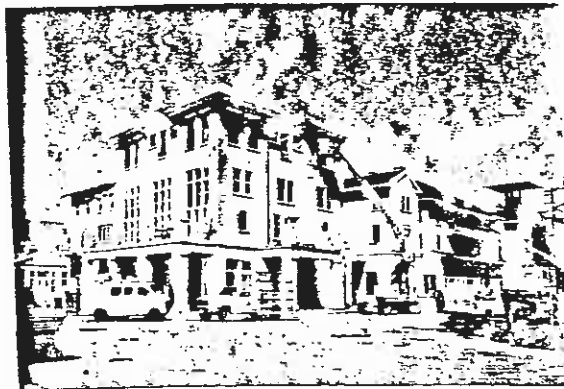
But will building neotraditional neighborhoods

get people out of cars? The evidence is shaky. Numerous transportation studies have shown that, unless a place is much more densely settled than most new neotraditional projects, people prefer to drive. And studies of actual traditional neighborhoods show that residents drive about as much as people living in conventional suburbs.

To make a real dent in emissions of global-warming gases, governments will have to display a more serious commitment to public transportation in cities as well as towns—and to land-use patterns that bring people closer to jobs. Neotraditional planning alone won't make that happen. But unlike conventional suburban sprawl, neotraditionalism—with its mixed-use commercial centers within walking distance of houses and apartments—is fully compatible with these more far-reaching changes.

Now showing *Main Street U.S.A.*

The new town of Celebration, Fla., now being built by the Disney Co. outside Orlando, is one of the most extensive demonstrations to date of neotraditional principles. Unlike several recent old-style subdivisions, which don't have all the amenities of complete communities, this one will have apartments, offices, and—most important—stores already in place when the first homes are completed this summer.



away, an old house with substandard plumbing and wiring is going for twice the price."

Looking ahead

How many places will eventually embrace neotraditionalism is still unclear. Overcoming the resistance of the retail and real-estate finance industries may require inventing entirely new ways of building and financing shopping districts.

Then there's the question of what home buyers want: Neotraditionalism may not be for everyone, any more than a Toyota will satisfy the needs of every car buyer. The market for suburban cul-de-sac neighborhoods remains strong. But researchers have found that many consumers do like traditional neighborhoods—or would, if offered the choice.

Anton Nelessen, a New Jersey planner, conducts innovative "visual preference surveys" in which he shows, side-by-side, slides of traditional and conventional city and suburban streets.

homes, apartments, and commercial districts. Audiences of ordinary citizens of all ages and walks of life overwhelmingly prefer the look of traditional communities.

And studies by real-estate economists of Baltimore, Dallas, and Oakland, Calif., show that when you strip away all the other factors known to influence home prices, buyers are willing to pay a steep premium for a home in a well-preserved traditional neighborhood.

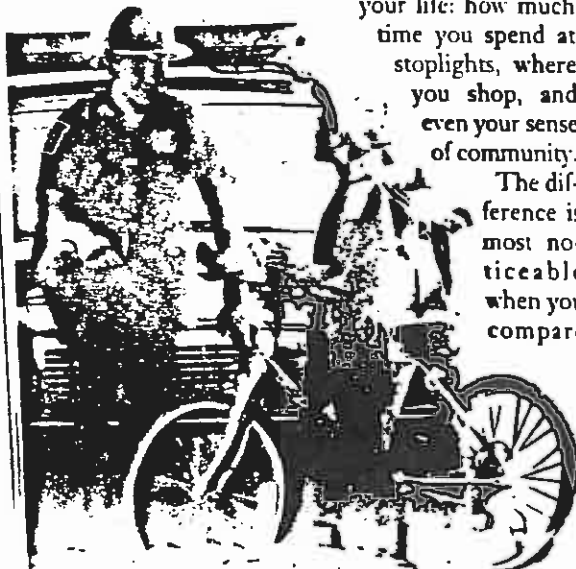
That, in fact, is our biggest worry: that neotraditionalism will become an expensive "niche" product for upper-income homebuyers, maintaining the very socioeconomic uniformity that the movement's advocates are trying to undo. We think neotraditionalism is worth encouraging, even if all it ever does is put a prettier face on the suburbs. But in the long run we hope that these neighborhoods—and the lifestyle they make possible—once more are so common and affordable that they're ordinary. ©

Your community, your life

How the shape of your neighborhood may shape you.

Looking at a house? Before you commit yourself, take a minute to step back from it and consider its surroundings. The lay of the land is likely to have a significant effect on your life: how much time you spend at stoplights, where you shop, and even your sense of community.

The difference is most noticeable when you compare



life at opposite ends of the scale—in neighborhoods built at opposite ends of the century. Though neotraditional design is cropping up in some new neighborhoods, the overwhelming majority of homebuyers still have to make a basic choice between an old house in a pre-World War II neighborhood or a newer house in a post-war-style one.

What are the consequences of choosing one over the other? To find out, we visited people living in both kinds of neighborhood in two fast-growing Sunbelt cities—Sacramento, Calif., and Orlando, Fla.—and asked them how they felt about their neighborhood and how they handled the daily routines of their lives. We also consulted the academic and professional literature on the relationship between urban form and travel patterns. What we learned can be summarized in several key points.

considering no matter where you're planning to buy a house.

What's the traffic?

The standard street pattern in post-war suburbs assures that every single car has no choice but to get on the main drag—the arterial—at some point, for a trip of any length (see "Getting there," page 27). And as new malls, subdivisions, and offices sprout along arterials, traffic inevitably builds from year to year. We didn't find any residents who actually admitted to liking strip-mall development, but many were willing to tolerate it in exchange for a newer house. Also, many appreciated the flip side of heavy arterial traffic: almost no traffic on neighborhood streets, where, as one suburban father told us, "there are more kids' vehicles than cars."

By contrast, people who live in an older neighborhood with a connected grid of streets get a steadier but relatively light flow of traffic past their homes. Meanwhile, these communities' "main" commercial streets never acquire the intense congestion of arterials—something that's a source of

fashioned neighborhoods especially prize. "I really like going downtown, because you can take the back roads instead of those big, congested roads," says James Glazebrook, who lives in Winter Park, a traditional community just north of Orlando.

Homebuyer's tip: Before signing that sales contract, drive or walk to the nearest grocery store, drugstore, and dry cleaner and see how you like the trip because you'll be making it regularly for years to come.

What is my neighborhood?

We found a subtle difference in people's "mental map" of their neighborhoods, depending on what kind they lived in.

In modern subdivisions, where land uses are deliberately kept well separated, people think of their neighborhood as, basically, the streets within the subdivision walls. There, they form strong social bonds with neighbors. In one Orlando subdivision that we visited—a single looped street—mothers who first met each other while out pushing strollers still get together years later for regular potlucks and card games.

But to describe the world outside the development walls, subdivision-dwellers tend to use purely utilitarian terms, not sentimental ones. Asked where they shop for groceries or prescriptions, they answer with a description of how many minutes or miles it takes to get to the nearest neighborhood strip mall.

In contrast, people who have chosen a traditional neighborhood consider the entire neighborhood—not just their block—as a distinctive, cohesive community.

"A wonderful grocery store, the best bakery in town, and an old-fashioned ice cream shop are maybe three blocks from my house," says Ellen Robinson-Haynes, who lives in the traditional Land Park neighborhood in Sacramento. "It's a great neighborhood to walk in. In the spring, summer, and fall the streets are completely overgrown with trees."

Homebuyer's tip: Think hard about your expectations for your neighborhood. If you are community-minded, you might have trouble making all the connections you want in a subdivision on the outskirts of town. If you want lots of privacy,

Worlds apart

What a difference the roads make

Kathy Les and Betsy Keithcart both live in roomy, well-kept houses in Sacramento, Calif. Each is married, and each has one school-aged daughter. They live less than 10 miles apart. Yet they step out their front doors each day into vastly different environments.

Les (below right) lives in a turn-of-the-century neighborhood a few minutes from downtown Sacramento. She can walk to a small grocery store, a bakery, a coffeehouse, a community center. When she drives, she navigates a grid of narrow, tree-shaded streets. Her neighborhood green space is a rectangular city park bordered on all sides by streets and houses.

Keithcart considered locating in Les's part of town, but found she couldn't afford the repairs and renovations an older house would require. Instead, she picked a house in an unincorporated area south

of the city (below left), a neighborhood, so new it doesn't even appear on area maps. When she leaves her pristine, quiet, walled-in development via its curving interior street, it's usually by car. The nearest store: two miles away. To get there she turns onto a four-lane collector road, which in turn leads to an eight-lane arterial where cars race from stoplight to stoplight. What walking Keithcart does is strictly for pleasure, on trails bordering a nature preserve near her home.



though, a traditional neighborhood might feel too "public."

Who needs to walk, and why?

Whether the neighborhood you choose is conducive to travel on foot depends somewhat on whether you want to walk, or you need to walk. People stroll for pleasure and exercise no matter what kind of neighborhood they live in, according to surveys done in California and Texas by Susan Handy, a planning expert at the University of Texas. When we asked residents in Orlando and Sacramento to keep a brief log of car and walking trips, we found exactly the same thing.

A neighborhood where your walk takes you to an actual destination is harder to find. First, it must have schools, stores, and parks.



Homes.

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within a quarter-mile or less. But that's not all: To entice people out of their cars, the walk itself should be along narrow streets that have slow-moving, light-to-moderate traffic, and a variety of appealing things to look at, preferably all shaded by mature trees. It also helps if there's a sidewalk. These elements can be found more readily in traditional neighborhoods than in modern suburban ones.

Walkability is most important for people who don't have the option of driving—older children and some senior citizens. In upscale Winter Park, retirees living in expensive apartments flock to nearby downtown shops and restaurants. And Margaret Sanders, a mother of four, says the family chose the community having previously lived in a spread-out suburb near Milwaukee. "Here the kids can ride their bikes to the library or to get an ice-cream cone downtown."

Homebuyer's tip: If you like or need to walk, get out of the car and take a stroll around the neighborhoods you're considering. You can't assess walkability through the windshield of a moving car.

Will things stay the same here?

When Meg and Jay Clark moved into their new suburban Orlando ranch house in 1984, "we liked it because it was rural," Meg recalls. Just beyond the back yard was a quiet orange grove; the street outside the subdivision walls was a sleepy two-lane road.

Today, a forest of houses has replaced the orange grove, and that quiet country road has become an ever-busier six-lane arterial. Development has brought some advantages—a larger selection of stores nearby—but no one would mistake the Clarks' neighborhood for "rural" any more.

In contrast, traditional neighborhoods, having long since been fully "built out," usually don't offer scenic rural vistas. On the other hand, the best ones do have strategically placed parks. In any case, what you see is likely to be what you'll get for years to come.

Homebuyer's tip: If you're looking at a house at the edge of town, check with the local planning department to see what developments might be permitted there in the future. Don't expect the developer to volunteer this information.