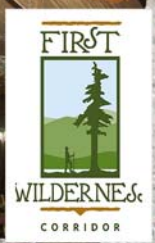




# First Wilderness Building The Future



Request for Funding under the  
Local Waterfront Revitalization  
Program by Warren County, New  
York, June 2008





## Introduction



Rediscovering the First Wilderness is a Plan created to examine the feasibility of re-establishing a functioning rail line along the multi-jurisdictional, 40-mile corridor on the right-of-way for the former Adirondack Branch of the Delaware and Hudson Railroad in an effort to enhance heritage tourism development. The purpose of the First Wilderness Heritage Corridor effort is to provide recommendations that spur economic vitality within each community throughout the corridor by building on existing cultural and historic resources. Funded through the Environmental Protection Fund for the New York State Department of State Division of Coastal Resources, this Plan was prepared for the Warren County Planning Department and the Towns of Johnsbury, Thurman, Warrensburg, Stony Creek, Hadley, Lake Luzerne, Corinth and the Village of Corinth.

The plan provides an in depth inventory and analysis of the corridor, identifies market opportunities, creates an action plan, develops design guidelines and suggests implementation strategies. A critical component of the plan is the action plan. The action plan establishes development principles and specific plans, which will lead to the redevelopment of the Northern Hudson River Corridor through complementary development of specified nodes along the rail line. Each of the participating municipalities is identified as a node. A full range of tourism services, and lodging, active and passive recreation, historic interpretative sites, cultural destinations, and railroad experiences are planned to meet the needs of the adventure and historic cultural travelers in their rediscovery of The First Wilderness.

Adventure travelers and historic cultural travelers share a common goal. Both groups wish to experience the essential character of the places they visit. For the adventure traveler, that character is found somewhere in the natural landscape. For the historic cultural traveler, the essence of a place can be found in how people have cultivated a landscape overtime or a re-creation of a significant historical or cultural event. In both cases, these visitors are seeking a high-quality vacation built around both historic and current facts about the place. Neither is looking for a predigested theme park or preprogrammed set of activities. The Corridor plan provides strategies to create a high-quality destination. These travelers are also seeking authenticity. The places that attract them can offer an experience built upon the area's distinctive character. The basis for its attractiveness is an interpretation of the place that integrates the natural and built environment with arts, crafts and stories from the area. The Northern Hudson River Corridor assisted in establishing the Adirondacks as the First Wilderness and is the logical starting place for the exploration of heritage tourism possibilities. The plan recognizes that a multi-jurisdictional effort of this capacity requires a delicate balancing process. It involves protecting the environmental quality of the Northern Hudson Corridor and maintaining the integrity of corridor's communities and historical character, while nurturing and supporting a variety of tourism opportunities.

The effort proposed in this funding request seeks to continue building upon the Corridor's long-term strengths: a unique culture and history through expansion of the Corridor further into the Adirondacks and by developing the infrastructure necessary to sustain continued economic growth.



**ENVIRONMENTAL PROTECTION FUND  
APPLICATION FOR STATE ASSISTANCE PAYMENTS  
LOCAL WATERFRONT REVITALIZATION PROGRAM, YEAR 2008-2009**

(From WordPerfect Menu - View turn Table Gridlines Off - or in File use Print Preview mode - use Tab to navigate between fields)

**PART A - APPLICATION INFORMATION**

1. APPLICANT MUNICIPALITY:

County/City/Town/Village of:

2. APPLICANT MAILING ADDRESS:

(no. & street) 1340 State Rte 9

(city) Lake George NY (zip) 12845

3. FEDERAL TAX IDENTIFICATION No.

4. CONTACT PERSON: Wayne E LaMothe TITLE: Assistant Director

5. PHONE: ( 518 ) 761.6410 FAX: ( 518 ) 761.6411

6. CONTACT MAILING ADDRESS (*if different from applicant*)

(no. & street)

(city) NY (zip)

**PART B - GENERAL PROJECT INFORMATION**

1. PROJECT NAME: First Wilderness - Building the Future

2. PROJECT LOCATION: COUNTY: Warren Map Attached

NEW YORK STATE SENATE DISTRICT: SD 45<sup>th</sup>

NEW YORK STATE ASSEMBLY DISTRICT: AD 113<sup>th</sup>

3. PROJECT TYPE:

- Visioning and development of local or regional revitalization strategies
- Completing or implementing a Local or Regional Waterfront Revitalization Program
- Preparing or implementing a local or regional waterbody management plan
- Downtown and hamlet revitalization
- Urban waterfront redevelopment
- Creating a Blueway Trail
- Adapting to Climate Change
- Interpreting Waterfront Resources - New York State Coastal Resources Interpretive Program

4. NAME OF WATERBODY: Hudson River

5. NAME OF PRIORITY WATERBODY LISTING SEGMENT (if appropriate):

**PART C - PROJECT TIMING AND COST**

1. Proposed Start Date: July 2009 2. Expected Completion Date: Aug 2011

3. Total Project Costs: \$ 622,770 4. State Assistance Requested: \$ 258,270

5. Local Share: \$ 364,500



**PART D - BRIEFLY DESCRIBE THE PROPOSED PROJECT**

In one paragraph, describe the specific work proposed for funding, its purpose and location, the need for the project and its relationship with an approved LWRP or other revitalization strategy, and what will result if the project is undertaken.

This project is the result of many successful initiatives and represents the next steps in Implementing the First Wilderness Heritage Corridor (FWHC) Plan program involving an unprecedented level of inter-municipal cooperation between Adirondack communities and agencies. The unified effort to create an integrated tourism experience, guided by Warren County has resulted in a vision that has already begun to bring new economic vitality to the corridor, not only by its implementation, but also by the partnerships that were forged during the planning process. This program will add substantially to the region by continuing to focus development in "nodes" and encouraging good stewardship of the natural resources that make the region more attractive to visitors and residents. Specific actions will include updating the North Creek Action Plan, continuation of the Corridor website and further redevelopment of the North Creek water front.

**PART E - MUNICIPAL RESOLUTION AND CERTIFICATION**

Municipal resolution is attached.     Municipal resolution will be submitted by August 29, 2008.

I hereby affirm under penalty of perjury that information provided on this form and attached statements and exhibits is true to the best of my knowledge and belief. False statements made herein are punishable as a Class A misdemeanor pursuant to Section 210.45 of the Penal law.

(print name)    Frederick H. Monroe                      (title)    Chairman                      of (eligible municipality)    Warren County

(Date)    20 June 2008                                      (signature)



# Warren County Board of Supervisors

RESOLUTION NO. 422 OF 2008

Resolution introduced by Supervisors Sokol, Belden, Tessier, Champagne, Merlino, Stec and Taylor

**AUTHORIZING SUBMISSION OF A GRANT APPLICATION TO  
NEW YORK STATE DEPARTMENT OF STATE UNDER THE NEW  
YORK STATE DEPARTMENT OF STATE LOCAL WATERFRONT  
REVITALIZATION PROGRAM ENVIRONMENTAL PROTECTION  
FUND - PLANNING & COMMUNITY DEVELOPMENT**

WHEREAS, Wayne LaMothe, Deputy Director of the Warren County Planning & Community Development Department, has advised that the New York State Department of State is accepting grant applications for the Local Waterfront Revitalization Program Environmental Protection Fund 2008-2009 and that although the Planning & Community Development Department does not have a specific project at this time, said Department would like to submit a grant application, and

WHEREAS, the Planning & Community Development Committee recommends that the Warren County Planning & Community Development Department apply for a grant with the New York State Department of State under the New York State Department of State Local Waterfront Revitalization Program Environmental Protection Fund, now, therefore, be it

RESOLVED, that the Chairman of the Board of Supervisors be, and hereby is, authorized to execute and submit a grant application to the New York State Department of State under the New York State Department of State Local Waterfront Revitalization Program Environmental Protection Fund 2008-2009, and be it further

RESOLVED, that upon receipt of grant funds the Chairman of the Board of Supervisors be, and hereby is, authorized and directed to execute any and all necessary grant documents, in a form approved by the County Attorney.



## **PART F. WORK PROGRAM**

Describe the proposed project, including how it will be undertaken, the objectives to be achieved, problem(s) to be addressed, and anticipated environmental or community benefits. If the project is a construction project, describe, as appropriate, what will be constructed, the management practices or technology to be employed, and land ownership. Attach relevant site plans and design drawings, if available, and include photographs of existing site conditions.

Identify the project's component tasks or stages and their costs, and provide an anticipated schedule for their completion. Clearly identify the nature of the local funding match.

In 1995, Warren County purchased 40 miles of the former Adirondack Branch of the Delaware and Hudson Railroad, which extends from the town of Corinth in Saratoga County to the Hamlet of North Creek in Warren County. Following its acquisition by Warren County, the rail corridor took on a new role in the region, expanding tourism opportunities, economic development, and community growth. In 1999, the Department of State, in coordination with the Warren County Planning Department, funded the development of "Rediscovering the First Wilderness," an action plan for the Northern Hudson River and an Inter-Municipal Redevelopment Strategy for the Town of Johnsburg. As a result of this participatory planning and design process, the community gained a broad-based understanding of the Hudson River Corridor and related resources. The visioning process evolved from a coordinated corridor community vision into implementation of projects that benefit local communities, regional interests, recreation resources, economic development, tourism, and the State of New York. Please see Attachment A – First Wilderness Heritage Corridor Plan Draft Updates for more detailed information on the comprehensive vision for the corridor.

Community Improvements are the primary objective of the previous visioning, planning and funding outlined in the original and recent updates to the First Wilderness Heritage Corridor Inter-Municipal Redevelopment Strategy for the Northern Hudson River. Access to the Hudson river, utilization of an under utilized rail line from Saratoga to North Creek, community growth and economic development are all ingredients in a plan to capitalize on a unique setting, history and experience that can only be provided in the Northern Hudson River. In order to provide modern economic development strategies and tourist amenities within a environmentally sensitive and historically diverse setting it is important to implement public improvements that not only convey the meaning and cultural relevance of this geography but maintain strict sensitivity of the landscape, workplace and visitor destinations.

The North Creek Train Station complex is located between the Hudson River and the Hamlet of North Creek. The Station serves as the northern "anchor of the First Wilderness Corridor. Development and rehabilitation of the station complex has been guided by the *North Creek Action Plan* and the Department of State funded *First Wilderness Heritage Corridor Plan*. Adjacent and to the immediate south of the station are the original stables and supporting structures, now known as the Kellogg Property. The County has been presented the opportunity to take ownership of the Kellogg property. Ownership will allow a restructuring of uses on the property that will allow for better separation of pedestrians and train movements and also afford a significant opportunity to access the Hudson River, thereby linking Main Street to the waterfront.

The North Creek Railroad Station is remembered by historians as the place where Theodore Roosevelt learned of the death of President McKinley and of his own succession to the presidency of the United States. In addition to this well-known story, the station deserves attention for its role as the northernmost terminus of the Adirondack Railroad, a line which played an indispensable role in making the central Adirondacks accessible for recreational and industrial development. The complex is also noteworthy in that it preserves, in microcosm, an intact collection of structures associated with railroad history

The property will be maintained by the Warren County Department of Parks and Recreation. The property has been in a state of disrepair for a number of years until it was purchased by the Open Space Conservancy. Through a Management Agreement (copy in attachment A) the County has been repairing major deficiencies to the structures on the site.

Through this application the County proposes to stabilize the old horse barn and undertake site improvements necessary to make the structures open to the public

**PART F. WORK PROGRAM (Continued)**

The project site is part of the North Creek Train Station complex and will stabilize structures built to support rail and stage coach services to the North Country. The current structures are in disrepair, having been vacant for a number of years. There is significant structural damage that the County will address as part of the work program to be funded under this request. The stable is already included on the National Register as part of the North Creek Train Station Complex and the two adjacent structures are eligible for inclusion on the National Register. The site is unimproved and water and sewer service will be added to the parcel to support public restrooms and operation of the Train Station Museum.

The Open Space Conservancy will donate the property to the County of Warren as part of this project (see letter in Attachment A). The County currently manages the property in conformance with a management agreement with the OSC. The proposal is to stabilize the existing structures for future use as museum/exhibit space and to prepare the site to function as space for the museum and public restrooms for the North Creek Train Station Complex. The County will repair the sills on the historic barn (Building number 1 on the site map in Attachment B) and replace roofing material with materials similar to what is currently on the structure. Review materials for all three buildings on the site have been submitted to SHPO and results are pending. To facilitate public access to these structures, site work will be accomplished to support provision of restrooms in building number three. Site work will include development of a parking area, water lines and sewer with associated infrastructure.

Component 1-1. Design services for repair to the sills in the stable building at the North Creek Train Station Complex. It is anticipated that this building will for public interpretive venues. These design services are estimated at \$30,000 with a grant request of \$15,000. Matching funds are in an existing Capital Fund.

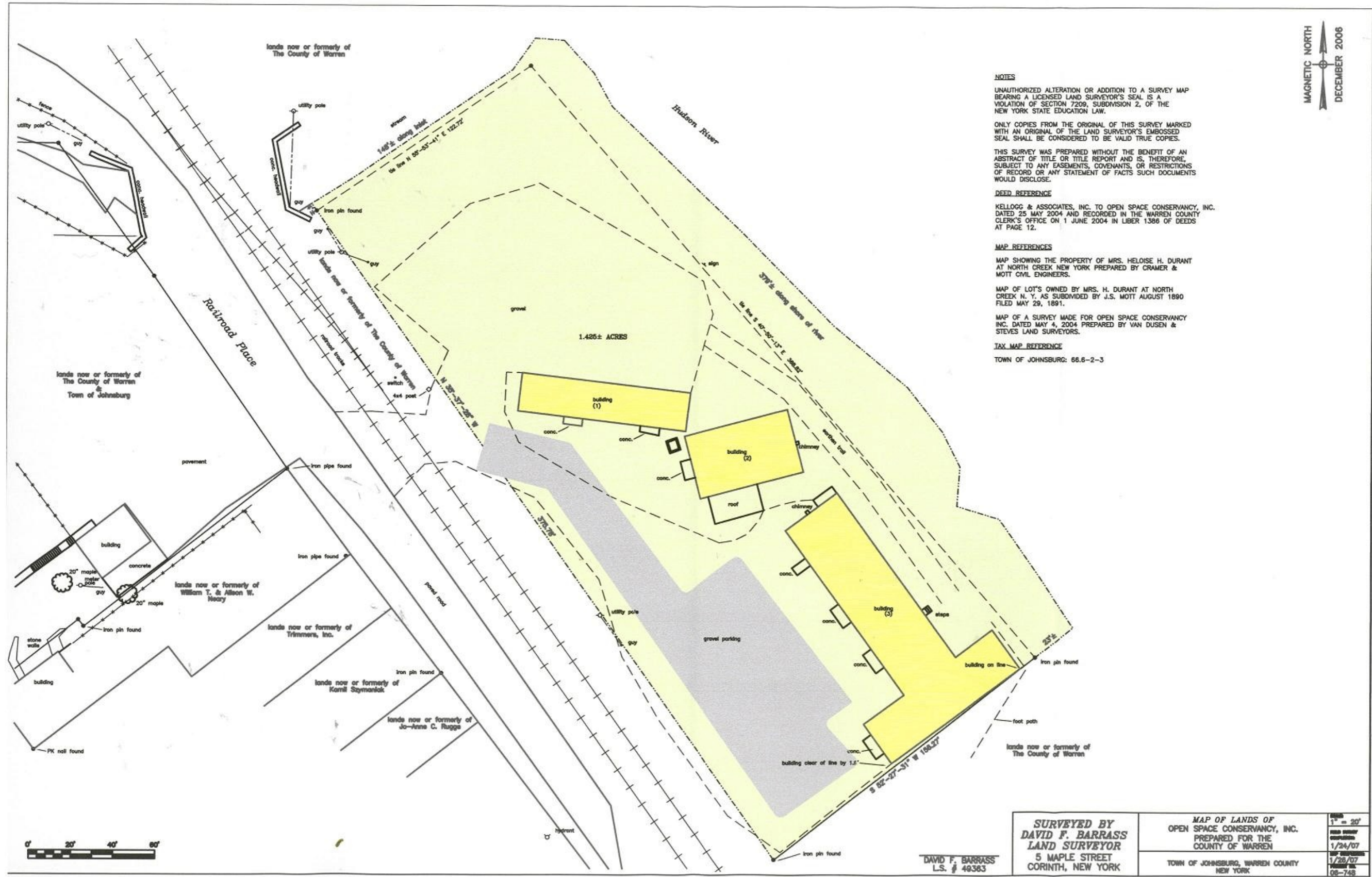
Project construction elements:

<u>Site Development Estimates</u>	<u>Material</u>	<u>Labor</u>
Water Line	\$ 12,000.00	\$3,000.00
Sewer System	\$ 24,000.00	\$6,000.00
Grading, Paving	\$ 15,000.00	\$5,000.00
Electrical	\$ 6,485.00	\$6,400.00
Furnace and Air Conditioning	\$ 4,095.00	\$4,000.00
<u>Total Site Development</u>	\$ 61,580.00	\$24,400.00

<u>Historic Barn (foundation)</u>	<u>Material</u>	<u>Labor</u>
Forms		\$ 3,026.00
Concrete		\$ 3,400.00
Sills and Framing		\$ 1,647.00
Bracing	\$ 628.00	
Roof		\$ 2,589.00
Misc. Hardware, etc.	\$ 500.00	
<u>Total Foundation</u>	\$11,790.00	\$15,000.00
	<u>MATERIAL</u>	<u>LABOR</u>
<u>Grand Totals</u>	\$73,370.00	\$39,400.00

Budget Category	State Assistance	Local Share	Total
Salaries and Wages	\$0	\$39,400	\$39,400
Supplies and Materials	\$73,370	\$0	\$73,370
Equipment	\$0	\$0	\$0
Contractual Services	\$15,000	\$15,000	\$30,000
Other	\$0	\$0	\$0
<b>Total</b>	<b>\$88,370</b>	<b>\$54,400</b>	<b>\$142,770</b>

**PART F. WORK PROGRAM (Continued)**



**NOTES**

UNAUTHORIZED ALTERATION OR ADDITION TO A SURVEY MAP BEARING A LICENSED LAND SURVEYOR'S SEAL IS A VIOLATION OF SECTION 7209, SUBDIVISION 2, OF THE NEW YORK STATE EDUCATION LAW.

ONLY COPIES FROM THE ORIGINAL OF THIS SURVEY MARKED WITH AN ORIGINAL OF THE LAND SURVEYOR'S EMBOSSED SEAL SHALL BE CONSIDERED TO BE VALID TRUE COPIES.

THIS SURVEY WAS PREPARED WITHOUT THE BENEFIT OF AN ABSTRACT OF TITLE OR TITLE REPORT AND IS, THEREFORE, SUBJECT TO ANY EASEMENTS, COVENANTS, OR RESTRICTIONS OF RECORD OR ANY STATEMENT OF FACTS SUCH DOCUMENTS WOULD DISCLOSE.

**DEED REFERENCE**

KELLOGG & ASSOCIATES, INC. TO OPEN SPACE CONSERVANCY, INC. DATED 25 MAY 2004 AND RECORDED IN THE WARREN COUNTY CLERK'S OFFICE ON 1 JUNE 2004 IN LIBER 1386 OF DEEDS AT PAGE 12.

**MAP REFERENCES**

MAP SHOWING THE PROPERTY OF MRS. HELOISE H. DURANT AT NORTH CREEK NEW YORK PREPARED BY CRAMER & MOTT CIVIL ENGINEERS.

MAP OF LOT'S OWNED BY MRS. H. DURANT AT NORTH CREEK N. Y. AS SUBDIVIDED BY J.S. MOTT AUGUST 1890 FILED MAY 29, 1891.

MAP OF A SURVEY MADE FOR OPEN SPACE CONSERVANCY INC. DATED MAY 4, 2004 PREPARED BY VAN DUSEN & STEVES LAND SURVEYORS.

**TAX MAP REFERENCE**

TOWN OF JOHNSBURG: 66.6-2-3

**SURVEYED BY**  
**DAVID F. BARRASS**  
**LAND SURVEYOR**  
 5 MAPLE STREET  
 CORINTH, NEW YORK

DAVID F. BARRASS  
 L.S. # 49363

**MAP OF LANDS OF**  
**OPEN SPACE CONSERVANCY, INC.**  
 PREPARED FOR THE  
 COUNTY OF WARREN

Scale	1" = 20'
Map Date	1/24/07
Map Reference	1/25/07
Sheet No.	08-748

TOWN OF JOHNSBURG, WARREN COUNTY  
 NEW YORK



## **PART F. WORK PROGRAM (Continued)**

### **Activity#2 Update of the North Creek Action Plan:**

The North Creek Action Plan was drafted in the early 1990's and was the first step in the creation of the First Wilderness Heritage Corridor Plan. The action plan identified goals and objectives that lead to the purchase of the rail line from North Creek to Corinth after it was declared surplus by D&H railroad. The action plan was successfully used to raise funding and community awareness for projects in and around North Creek. The Plan received an American Planning Association award for economic development and recognition by the Adirondack Park Agency. As the northern anchor of the First Wilderness Corridor, the North Creek plan needs to be updated to reflect changes in the community and the economy of the region. One key component of the Action Plan will be to establish North Creek's place in the region marketplace, otherwise known as its brand. Marketers engaged in branding seek to develop or align the expectations behind the brand experience, creating the impression that a brand associated with a product or service has certain qualities or characteristics that make it special or unique. A brand image may be developed by attributing a "personality" to or associating an "image" with a product or service, whereby the personality or image is "branded" into the consciousness of consumers. A brand is therefore one of the most valuable elements in an advertising theme.

The activity proposed is in furtherance of the goals identified in the First Wilderness plan on page 32 of the Northern Hudson River Inter-municipal Redevelopment Action Plan Update, published 15 September 2004.

**Goal:** *"Integrate North Creek Action Plan.* Because of the progress over the past few years, it is important to continue to build upon the recommendations in the North Creek Action Plan. The existing committee should be made aware of the recommendations in this report and integrate them into their current activities. In addition, North Creek should consider updating the Main Street Enhancement Plan."

And, Northern Hudson River Inter-municipal Redevelopment Strategy Action Plan Update , September 15, 2004, Page IV-2

**Goal:** *Pursue Gondola Connection from Gore to North Creek* Gore Mountain is one of the largest destinations within in the corridor and efforts should be focused on utilizing the established market to strengthen the entire corridor. One way to establish a major connection from this destination to the corridor is to provide a gondola connection from Gore, through Ski Bowl Park, North Creek and provide direct access to the station in North Creek.

The proposed request to fund and undertake a Community Action Plan will provide North Creek with a greater understanding of it's resources, opportunities and enable the development of strategies to enhance the quality of life for its residents and visitors alike. The scope of work outlined in the tasks below, creates a sequential approach to gathering increasingly important levels of information and detail. The project sponsor will prepare an RFP for consultant services to update the 1992 North Creek Action Plan. This Plan was the precursor to the First Wilderness Corridor Plan and focuses on an Action Plan for revitalization of the Hamlet of North Creek. A copy of selected elements of the Plan is included in Attachment C. The goal of this effort will be to develop a coordinated community strategy to link the North Creek hamlet area to the First Wilderness Corridor and Gore Mountain. This public oriented process will collect current community initiatives and analyze the overarching opportunities to create, utilize and capitalize from a coordinated effort. The desired outcome is to build effective strategies, jointly and independently, between the hamlet of North Creek and other communities in the First Wilderness Corridor. Additionally, this task will identify the breadth, complexity and degree of coordination the desired efforts encompass.

At this critical juncture, Town leaders have rightly paused to consider what is in store for the future. Questions such as, 'What will North Creek be like in five or ten years?' are necessary and appropriate. Planning and economic development activities, such as a strategic downtown enhancement plan, play an important role in setting a course for the future of North Creek and the downtown as a key aspect of community life. Although downtown North Creek serves as the civic and social center of the Town the retailing role has been severely diminished.

In response, the Town is seeking to complete an action plan to:

Systematically identify and create a public record of downtown assets, opportunities, and needs;

## PART F. WORK PROGRAM (*Continued*)

Produce a vision for the future of the downtown that is shared across a variety of community perspectives and interests including neighborhoods, businesses, institutions, and environmental interests;

Outline specific actions to achieve that shared vision;

Produce a physical plan that exhibits the expectations of quality, character and distinctiveness' that is consistent with the branding expectations.

### Proposed Actions:

- ▶ **Task 2-1 – Project Coordination/Initiation & Establishing the Vision:** This task will likely involve numerous subtasks, but the primary purpose will be to work with an established committee to confirm the scope of services, project schedule, and deliverables. This task will also include holding a ½ day Visioning Session with the Committee and other key stakeholders (i.e., business owners) to review key opportunities and challenges facing the downtown. In addition to the Visioning Session, this task will define the public participation process. This will likely include holding public meetings at key points along the way such as the beginning, mid-point, and at the conclusion at the Village Board meetings. The first public meeting will be organized in a manner that introduces the public to the project and then allows for their input in the form of small breakout groups.
- ▶ **Task 2-2 – Market Analysis and Brand Identity:** This task will involve building upon earlier work and determining what aspects of the previous plan have been accomplished. Because the Phase 1 report will largely be an assessment of demographic, economic, and physiographic conditions of the Town, the purpose of this task will be to use the information to determine the market potential for downtown North Creek. The resulting information will be used to inform current and future business owners and investors of North Creek's market potential, and serve as the foundation of information used to design pro-active economic and physical enhancement strategies to further the hamlet. The study will also examine other emerging markets that can fuel customer interest in the hamlet including touring market niches and residents. These market segments will be analyzed for consumer preferences and attitudes as a means to shape the infill opportunities for the hamlet. The product of this task will be Market Positioning and Branding Strategy that outlines and discusses the types of business, market segments, and brand positioning for the downtown. This will include a vision of the business district in the context of a Brand Identity that expresses the services and types of goods and the shopping experience that is desired by the broader community.
- ▶ **Task 2-3 – Physical Development Plan:** The completion of a professional physical assessment of the district to determine, as a minimum, the physical enhancements for parking, circulation, signage, pedestrian comfort and streetscape amenity is necessary in order for the physical quality of the hamlet to be consistent with the Brand Identity. This work will be integrated with the market strategy so that the customer expectations of quality, character and 'distinctiveness' in the hamlet is consistent with the branding expectations.
- ▶ **Task 2-4 Physical Development Concept Plan:** The recommendations will identify the physical improvements, regulatory policies and community investment programs necessary to achieve successful physical enhancements to the district. The physical development concept plan will include:
  - Real Estate development –working with the committee identify underutilized properties and economic redevelopment potential.
  - Streetscape enhancements - prepare an enhancement plan for the downtown that illustrates the public realm components of landscape, streetscape, paving, cross-walks, and furnishings.
  - Building enhancements – discuss the need to provide draft guidelines for enhancing the appearance of commercial buildings in the downtown.
- ▶ **Task 2-5 – Action Plan:** The findings from the previous work tasks will be synthesized into a strategic Action Plan for the downtown, with specific actions to be completed over a one to five-year timeline. The plan will

**PART F. WORK PROGRAM (Continued)**

clearly express the physical development opportunities and enhancements consistent with the market position strategy established in Task 2. In addition, the plan will discuss implementation mechanisms including funding strategies, phasing, regulatory changes, marketing strategy, organizational responsibility and structure.

This task is estimated at \$93,700 with a grant request of \$76,000. Matching funds will consist of \$16,200 of in-kind services for meeting attendance by volunteers and County Staff and the match items listed below.

Meetings	18
People involved	12
Meeting duration/ hrs.	2
Work outside of meetings/ hrs/ mtg	3
Total hours meetings	432
Total hours other time	648
Combined hours	1080
Value of donated time	\$16,200

Budget Category	State Assistance	Local Share	Total
Salaries and Wages			
Supplies and Materials		\$1,500	\$1,500
Equipment			
Contractual Services	\$76,000		\$76,000
Other		\$16,200	\$16,200
<b>Total</b>	<b>\$76,000</b>	<b>\$17,700</b>	<b>\$93,700</b>

**Activity #3 Market Study Opportunities for First Wilderness Corridor Expansion**

The County of Warren will solicit proposals for design services to establish the market support for the expanded properties of the first wilderness corridor and to consolidate and update previous marketing studies. The firm will be responsible for identifying issues regarding the market potential of the natural and built resources and to provide a preferred action plan for each study area with a list of alternative recommendations. The consultant will provide a key role in public presentations and consensus building between communities.

The work product will result in a Market Feasibility Report and Development Program that will be used as the basis for updating the “Rediscovering the First Wilderness, Northern Hudson River Inter-Municipal Redevelopment Action Plan Update.” The Market Study will answer such questions as: Why would the expansion of the First Wilderness Corridor to North River and later to Tahawus be a good public investment? What does this expansion do to the broad-brush economy of the region? How does this expansion impact the existing nodes of the Corridor? What type of economic impact will occur when the corridor is open to Metropolitan New York? The primary focus of this work will include updating the existing tourism market, estimated economic impacts of increasing overnight stays, identifying potential target market segments for tourism in the region and locally; in terms of a two phase expansion of the corridor.

The areas initially identified for study in this proposal combine both public and private lands. The identification and integration of economic activities compatible with the environmental setting will be accomplished through market analysis and assessment of resources available. The consultant will identify business development for both the tourist market and for economic opportunities presented by access to the waterfront and the improved railway transportation network



**PART F. WORK PROGRAM (Continued)**

The Consultant shall undertake a complete economic analysis of the study area and immediate region to determine market demand for a range of potential future land and water uses that are economically viable, compatible, and appropriate for the Hudson River and the rail line corridor and the improvements anticipated.

The analysis shall be based upon existing and projected socio-economic conditions within the study area and the region and shall consider the following: population; labor force and earnings; employment (public and private); transportation factors; land available for development; types of potential future land uses; development impacts; and a description of benefits such as employment, impact on the area targeted for redevelopment, municipal tax revenues, economic benefits from construction and subsequent business operations, and economic multipliers to the municipalities and region from desired future land uses and opportunities.

These services are estimated at \$80,000 and an additional \$1,800 for copying and materials, with a grant request of \$40,900. Matching funds are in an existing Capital Fund.

<b>Budget Category</b>	<b>State Assistance</b>	<b>Local Share</b>	<b>Total</b>
Salaries and Wages			
Supplies and Materials	\$900	\$900	\$1,800
Equipment			
Contractual Services	\$40,000	\$40,000	\$80,000
Other			
<b>Total</b>	<b>\$40,900</b>	<b>\$40,900</b>	<b>\$81,800</b>

**PART F. WORK PROGRAM (Continued)**

**Activity #4 Corridor website Updates and Upgrades**

The County, through staff in the IT department will maintain and upgrade the Corridor website previously developed using LWRP funding. The website provides a means to educate the public about the First Wilderness Corridor and to provide outreach and marketing of Corridor events. Tasks are divided into three areas to include:

**Web Hosting Services :**

- ▶ provide server space and capacity for FWHC
- ▶ provide web security
- ▶ provide sufficient bandwidth
- ▶ provide domain maintenance

**Programming Services:**

- ▶ maintain supporting event/content management system
- ▶ program FWHC web site enhancements including provide periodic/seasonal design and graphic updates
- ▶ maintain associated operating and database systems
- ▶ provide other technical support to FWHC and affiliated entities
- ▶ provide statistical/traffic analysis

**Web Design Services:**

- ▶ secure/provide periodic/seasonal design and graphic updates for FWHC web presence
- ▶ There may also be new major features desired that are not currently recognized, or those not completed in 2008.

These services are estimated at \$30,000. Matching funds will be provided through in-kind services from the IT Department.

Budget Category	State Assistance	Local Share	Total
Salaries and Wages	\$12,000	\$15,000	\$27,000
Supplies and Materials	\$3,000		\$3,000
Equipment			
Contractual Services			
Other			
<b>Total</b>	\$15,000	\$15,000	\$30,000

**Project delivery services:**

Warren County, through its Planning Department, will provide administrative services for this project. The County has successfully implemented a significant amount of grant funds for a variety of purposes. Three staff members from the Office of Community Development will be directly involved with implementing this project. Responsibilities will be assigned as follows:

- ▶ Corridor Coordinator - responsible for overall project implementation including policy development, ensuring compliance with state and federal regulations, establishment of performance schedules, interagency coordination and Liaison efforts with DOS and other Agencies.
- ▶ Senior Account Clerk - responsible for bookkeeping, preparation of draw-downs, payment of authorized bills, monthly audits and file documentation.

**PART F. WORK PROGRAM (Continued)**

- ▶ Cost Coordinator - will work with each project participant to refine design details, interact with engineering firms to ensure compliance with project conditions, collect data necessary to complete reporting requirements and minority contractor participation.

These services are estimated at \$62,500 with a grant request of \$31,000. Matching funds are provided in the adopted County Budget for 2009/2010.

Budget Category	State Assistance	Local Share	Total
Salaries and Wages	\$30,000	\$30,000	\$60,000
Supplies and Materials	\$1,000	\$1,500	\$2,500
Equipment			
Contractual Services			
Other			
<b>Total</b>	\$31,000	\$31,500	\$62,500

**General Match:** The Open Space Conservancy will donate the “Kellogg Property” to the County of Warren as part of this project (see letter in Attachment A). The value of this property is identified at \$205,000. Where necessary, this donation will be used to match LWRP funds.

Budget Category	State Assistance	Local Share	Total
Salaries and Wages			
Supplies and Materials			
Equipment			
Contractual Services			
Other	\$0	\$205,000	\$205,000
<b>Total</b>	\$0	\$205,000	\$205,000



## G. COMPLEMENTARY PROJECTS

Describe (if applicable) how the project proposed for funding complements related activities funded or proposed for funding under the Environmental Protection Fund, other New York State grant programs, federal grant programs, or other sources of funds. (Submission of a chart or other graphic that shows how the proposed project is part of a larger plan of action is encouraged).

The proposed project is a further extension of the Local Waterfront Revitalization Study undertaken in 1999. This process began in 1995 with the purchase of the railway with ISTEAs funding and continued with infrastructure redevelopment, rail line upgrades, the LWRP corridor study, turntable renovation, infrastructure redevelopment at North Creek, rail line and station funding, Ski Bowl Park renovations, updating the LWRP Corridor study "Strengthening the Link," Lake Luzerne Park improvements, and funding awards, including Quality Communities and Multi-Modal awards. In addition, the New York Upstate chapter of the American Planning Association, designated "Rediscovering the First Wilderness: Inter-Municipal Strategy for the Northern Hudson River" report (funded through a previous LWRP awarded in 1999), was the 2003 Outstanding Planning Project of the year for Comprehensive Planning-Special Community Initiative.

<i>Activity</i>	<i>Year</i>	<i>Funding Source</i>	<i>Non-Local Share</i>	<i>Local Share</i>	<i>Total Amount</i>
<i>Warren County purchase of railway</i>	<i>1995</i>	<i>ISTEA</i>	<i>\$1,600,000</i>	<i>\$400,000</i>	<i>\$2,000,000</i>
<i>Infrastructure redevelopment at North Creek</i>	<i>1998</i>	<i>CDBG</i>	<i>\$400,000</i>	<i>\$109,350</i>	<i>\$509,350</i>
<i>Rail line upgrades</i>	<i>1998</i>	<i>TEA 21</i>	<i>\$4,000,000</i>	<i>\$0</i>	<i>\$4,000,000</i>
<i>LWRP study for corridor</i>	<i>1999</i>	<i>LWRP</i>	<i>\$27,500</i>	<i>\$45,000</i>	<i>\$72,500</i>
<i>Property purchase</i>	<i>1999</i>	<i>Local</i>	<i>\$0</i>	<i>\$50,000</i>	<i>\$50,000</i>
<i>Turntable renovation</i>	<i>2000</i>	<i>EPF</i>	<i>\$30,000</i>	<i>\$82,000</i>	<i>\$112,000</i>
<i>Infrastructure redevelopment at North Creek</i>	<i>2000</i>	<i>CDBG</i>	<i>\$218,000</i>	<i>\$85,000</i>	<i>\$303,000</i>
<i>Rail line and Station funding</i>	<i>2001</i>	<i>TEA 21</i>	<i>\$4,000,000</i>	<i>\$0</i>	<i>\$4,000,000</i>
<i>Quality Communities award</i>	<i>2001</i>	<i>QC</i>	<i>\$35,000</i>	<i>\$0</i>	<i>\$35,000</i>
<i>Ski Bowl Park renovations</i>	<i>2001</i>	<i>L&amp;WCF</i>	<i>\$175,000</i>	<i>\$175,000</i>	<i>\$350,000</i>
<i>Multi-Modal award</i>	<i>2002</i>	<i>Multi-Modal</i>	<i>\$0</i>	<i>\$1,800,000</i>	<i>\$1,800,000</i>
<i>Planning Initiatives</i>	<i>2002</i>	<i>LWRP</i>	<i>\$85,000</i>	<i>\$85,000</i>	<i>\$170,000</i>
<i>Strengthening the Link</i>					
<i>Lake Luzerne park improvements</i>	<i>2003</i>	<i>EPF</i>	<i>\$72,125</i>	<i>\$97,125</i>	<i>\$169,250</i>
<i>Lake Luzerne Master Plan</i>	<i>2005</i>	<i>LWRP</i>	<i>\$75,000</i>	<i>\$75,000</i>	<i>\$150,000</i>
<i>FWHC Strengthening the link</i>	<i>2005</i>	<i>LWRP</i>	<i>\$150,000</i>	<i>\$155,000</i>	<i>\$305,000</i>
<i>North Creek MainStreet program</i>	<i>2005</i>	<i>DHCR</i>	<i>\$200,000</i>	<i>\$30,000</i>	<i>\$230,000</i>
<i>Interconnect at Gore with lift and lights at Ski Bowl</i>	<i>2007</i>	<i>CDBG,</i>	<i>\$1,250,000</i>	<i>\$0</i>	<i>\$1,250,000</i>
<i>Corinth Acquisition of Rail and improvements</i>	<i>2007</i>		<i>\$3,500,000</i>	<i>\$650,000</i>	<i>\$4,150,000</i>
<i>FWHC- Making the connection</i>	<i>2008</i>	<i>LWRP</i>	<i>\$620,491</i>	<i>\$505,000</i>	<i>\$1,125,491</i>
<b><i>TOTAL</i></b>			<b><i>\$16,438,116</i></b>	<b><i>\$4,343,475</i></b>	<b><i>\$19,656,100</i></b>

### *Projects to be undertaken 2008-2010*

<i>Additional site work at North Creek Train Station</i>	<i>\$277,000</i>
<i>Construction of Thurman Station and sidings</i>	<i>\$906,581</i>
<i>Construction of Hadley Station and sidings</i>	<i>\$918,428</i>
<i>Total other pipeline projects</i>	<i>\$2,102,009</i>

## H. WATERFRONT REVITALIZATION PROGRAM IMPLEMENTATION

Briefly describe how the proposed project is consistent with the policies or implements a project identified in the applicant municipality's Local or Regional Waterfront Revitalization Program. If the proposal is for the preparation of a waterfront revitalization program or a component of a waterfront revitalization program, describe the issues, opportunities, and resources that will be addressed; note any related recently completed plans.

Local Plans and Initiatives:

As stated elsewhere in this application the proposed projects will further goals and objectives identified in the North Creek Action Plan, the First Wilderness Corridor Plan and the Hadley Hamlet Pedestrian Linkage Study and Main Street Improvement Plan. Copies of pertinent sections of these plans are provided in the attachments.

Specifically, these are:

**Goal:** *“Link to the Train Station, Waterfront Trail, and the Proposed Adirondack Cultural Center.* The proposed walkway through the Mundy property should cross the railroad tracks and connect to the Hudson River waterfront. This in turn would link Main Street, the train station, the train turntable, the proposed Adirondack Cultural and Retail Center, and eventually the trail along North Creek that leads to the Town Park. Near the Kellogg Property a canoe/kayak and whitewater raft launch should be implemented to provide a connection to the riverfront trail. To help preserve water quality and the riverbank, the trail should be set back from the river's edge and be paved with a stone dust rather than asphalt paving.”

**Goal:** *“Integrate North Creek Action Plan.* Because of the progress over the past few years, it is important to continue to build upon the recommendations in the North Creek Action Plan. The existing committee should be made aware of the recommendations in this report and integrate them into their current activities. In addition, North Creek should consider updating the Main Street Enhancement Plan.”

Other specific goals and objectives are provided in Part F with their corresponding work element.

## **I. PROJECT PERSONNEL**

Identify key personnel and briefly describe their qualifications.

Administrative Capacity: Warren County, through its Planning Department, will provide administrative services for this project. The administration of over twenty three million dollars of project and program funds has required a versatile and competent staff capable of coordinating multiple contracts with multiple contractors. Three staff members from the Office of Community Development will be directly involved with implementing this project. Responsibilities will be assigned as follows:

- ▶ Corridor Coordinator - responsible for overall project implementation including policy development, ensuring compliance with state and federal regulations, establishment of performance schedules, interagency coordination and Liaison efforts with DOS and other Agencies.
- ▶ Senior Account Clerk - responsible for bookkeeping, preparation of draw-downs, payment of authorized bills, monthly audits and file documentation.
- ▶ Cost Coordinator - will work with each project participant to refine design details, interact with engineering firms to ensure compliance with project conditions, collect data necessary to complete reporting requirements and minority contractor participation.

Consultants will be utilized on an “as needed” basis. Their qualifications and solicitation will be undertaken in consultation with DOS staff.

The Office of Community Development, through its staff and administrative procedures, has the capacity to insure that all present and future programs and projects will be developed, implemented and completed in accordance with applicable regulations and policy.

## **J. PERMITS AND APPROVALS**

Construction projects should be achievable during the contract period. Indicate permits and approvals needed, status, and the expected issuance date, if they are not already acquired.

The First Wilderness Heritage Corridor Plan has received endorsement from the Adirondack Park Agency with the realization that site-specific issues may require jurisdictional determination. APA staff have conducted a site visit at North Creek and have identified areas of concern. Any activities in those areas will require coordination with APA staff. At this time no activities are planned for those areas.

The State Historic preservation Office has also conducted a site visit to North Creek. Their concerns are noted in their letter provided in the Attachments.

During implementation of this project all necessary permits and approvals will be secured in a timely manner.

## **K. OPERATION AND MAINTENANCE**

Describe the nature of operation and maintenance, and resources to be devoted to each.

Any improvements associated with this project will be maintained through the Warren County Department of Public Works and the Parks and Recreation Department or by the respective Town Public Works agency.

For those project elements located within the right of way of the train tracks, it is the responsibility by contract, of the train operator to maintain

## L. BUDGET SUMMARY

Budget Category	State Assistance	Local Share	Total
Salaries and Wages	\$42,000	\$84,400	\$126,400
Travel			\$0
Supplies and Materials	\$78,270	\$3,900	\$82,170
Equipment			\$0
Contractual Services	\$131,000	\$55,000	\$186,000
Community Seminar Series	\$7,000		\$7,000
Other		\$221,200	\$221,200
<b>Total</b>	<b>\$258,270</b>	<b>\$364,500</b>	<b>\$622,770</b>

### Reasonableness of Cost Certification:

By submission of this application under the 2008-2009 Environmental Protection Fund Local Waterfront Revitalization Program, the Applicant hereby certifies that all components of the requested Total Project Cost are reasonable and necessary for the conduct of the proposed project and that prudent analysis has been undertaken, as outlined below, to insure that all costs are consistent with current prevailing costs for such goods and services in the geographic area benefitting from the project.

In the space provided below, describe how you have determined this reasonableness of cost, and demonstrate that the community has the ability to sustain and complete the project within the parameters of the standard cost reimbursement contract.

### Reasonableness of Cost Certification:

*By submission of this application under the 2006-2007 Environmental Protection Fund Local Waterfront Revitalization Program, the Applicant hereby certifies that all components of the requested Total Project Cost are reasonable and necessary for the conduct of the proposed project and that prudent analysis has been undertaken, as outlined below, to insure that all costs are consistent with current prevailing costs for such goods and services in the geographic area benefitting from the project.*

*In the space provided below, describe how you have determined this reasonableness of cost, and demonstrate that the community has the ability to sustain and complete the project within the parameters of the standard cost reimbursement contract.*

Cost estimates were developed in consultation with Clough Harbor Associates, The Saratoga Associates and Elan Planning and Design, inc. Additionally, personal experience of the staff of the Warren County Planning Department was used to judge if the costs estimates developed were sufficient to undertake the expected scope of work.



**M. BUDGET DETAIL**

**1. SALARIES & WAGES, including fringe benefits (List by title and affiliation.)**

<u>TITLE</u>	<u>ANNUAL SALARY</u>	<u>AMOUNT CHARGED TO THIS PROJECT</u>
Corridor Coordinator	65,000	60000
IT staffing	42,000	27,000
County DPW staff	35,000 (avg)	39,400

SUBTOTAL \$ 126,400

**2. TRAVEL (Indicate purpose and extent of travel and associated costs, and show how this was calculated, e.g., 35 miles x \$0.10/mile = \$3.50.)**

SUBTOTAL \$

**3. SUPPLIES/MATERIALS (Describe and indicate cost by type.)**

Webhosting software updates as may be needed \$3,000  
Various office supplies and software to allow for design monitoring and reproduction of meeting materials and graphics \$5,800  
Construction materials and supplies (see narrative) \$73,370

SUBTOTAL \$ 82,170

**4. EQUIPMENT (Describe and indicate the cost of each item.)**

SUBTOTAL \$

**M. BUDGET DETAIL** (Continued)

**5. CONTRACTUAL SERVICES** (Describe services to be acquired and cost of each, if more than one type of service will be secured.)

Design services for repairs to Structures at N Creek train Station. \$30,000  
Update to N Creek Action Plan \$76,000  
Market Study update \$80,000

SUBTOTAL \$ 186,000

**6. COMMUNITY SEMINAR SERIES** (See Community Seminar Series attachment for more information.)

SUBTOTAL \$ 7,000

**7. OTHER** (List professional volunteer services and time at market rate, and describe the services to be provided. List non-professional volunteer services and time at \$15.00 per hour, and describe the services to be provided.)

It is estimated that approximately 1,080 hours of volunteer time will be utilized for meeting attendance and public input processes with various planning and design elements. \$16,200

Donation of property by OSC \$205,000

SUBTOTAL \$ 221,200



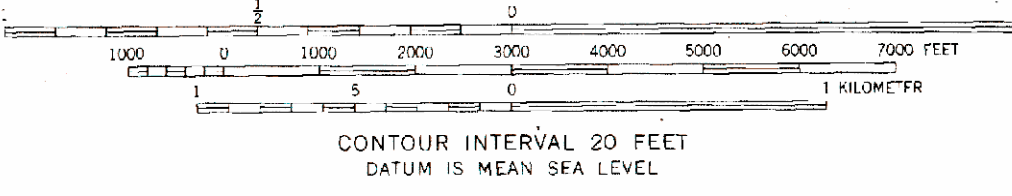
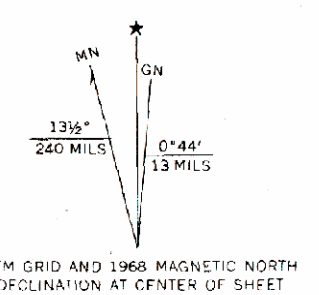
UNITED STATES  
DEPARTMENT OF THE INTERIOR  
GEOLOGICAL SURVEY

STATE OF NEW YORK  
DEPARTMENT OF TRANSPORTATION

NORTH CREEK QUADRANGLE  
NEW YORK - WARREN CO.  
7.5 MINUTE SERIES (TOPOGRAPHIC)  
NW/4 NORTH CREEK 15' QUADRANGLE  
620 000 FEET 73° 52' 30"



Maped, edited, and published by the Geological Survey  
Control by USGS and US&GS  
Topography by photogrammetric methods from aerial photographs  
taken 1965. Field checked 1968  
Polyconic projection. 1927 North American datum  
10,000-foot grid based on New York coordinate system, east zone  
1000-meter Universal Transverse Mercator grid ticks,  
zone 18, shown in blue  
Fine red dashed lines indicate selected fence and field lines where  
generally visible on aerial photographs. This information is unchecked



ROAD CLASSIFICATION  
Primary highway, all weather, Light-duty road, all weather,  
hard surface, improved surface  
Secondary highway, all weather, Unimproved road, fair or dry  
hard surface, weather  
State Route

NORTH CREEK, N. Y.  
NW/4 NORTH CREEK 15' QUADRANGLE  
N4337.5-W7352.5/7.5  
1968  
AMS 6271 III NW-SERIES 1921

THIS MAP COMPLIES WITH NATIONAL MAP ACCURACY STANDARDS  
FOR SALE BY U. S. GEOLOGICAL SURVEY, WASHINGTON, D. C. 20242  
A FOLDER DESCRIBING TOPOGRAPHIC MAPS AND SYMBOLS IS AVAILABLE ON REQUEST

# North Creek Train Station Complex

Map prepared by the Warren County Planning Department in June 2008



## Attachment A

Letter from Open Space Conservancy on transfer of property

National Register information for North Creek Train Station Complex

Management Agreement for Kellogg property in North Creek



# WILDERNESS

## CORRIDOR

Warren County Board of Supervisors  
C/O Paul S. Butler, Director, Warren County Parks, Recreation & Railroad  
4028 Main Street, Warrensburg, NY 12885

June 7, 2007

*Re: Transfer of Kellogg Property (TM Parcel 66.6-2-3)  
from the Open Space Conservancy, Inc. to Warren County Parks, Recreation, and  
Railroad Division*

To Whom It May Concern:

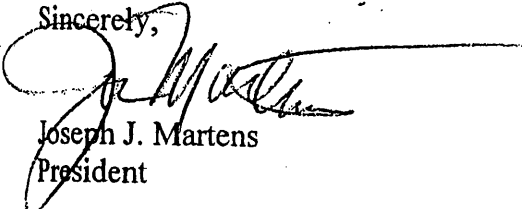
I am writing to inform you of Open Space Conservancy's (OSC's) understanding of and support for the proposed transfer of title of the Kellogg Property, located in the Hamlet of North Creek, from OSC to Warren County.

As you know, the Property is currently owned by OSC, but since 2004 has been managed by Warren County, acting for and on behalf of the Warren County Parks and Recreation Division (WCPRD.) Under the terms of a Management Agreement, WCPRD has been managing and developing the Property, at its sole cost and expense, for the purposes of public recreation. Since taking on management responsibilities in 2004, WCPRD has engaged in development projects on the Property that have enhanced and continue to enhance its public benefit value.

OSC and WCPRD agree that the Property has benefited considerably by WCPRD's management, and that transference of title to WCPRD will further facilitate restoration and/or renovation of the Property building complex as envisioned by the Management Agreement. To this end, WCPRD and OSC are currently drafting board resolutions, and hope to transfer the Property upon approval of such resolutions.

Thank you very much, and please feel free to contact me with questions.

Sincerely,



Joseph J. Martens  
President

UNITED STATES DEPARTMENT OF THE INTERIOR  
NATIONAL PARK SERVICE

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INVENTORY -- NOMINATION FORM**

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North Creek Railroad Station Complex

CONTINUATION SHEET Description ITEM NUMBER #7 PAGE 2

Two other structures, which are located at the southern end of the complex, are intimately related to its history. One of these is a small unused frame building about twelve feet square. It has a gabled roof, beveled siding, and centrally located entrance on a three bay facade. This was the original railroad station, built in 1871 by the railroad's founder, Dr. Thomas Durant. Similarly unused is the horse barn, a functional building which once served the stage line to Blue Mountain Lake.

The railroad station, freight house, round house, tool house and turntable are the property of the Delaware and Hudson Railroad. The old station and stable are owned by a private individual. This nomination includes all the structures enumerated above.



# 8 SIGNIFICANCE

ERIOD	AREAS OF SIGNIFICANCE -- CHECK AND JUSTIFY BELOW				
PREHISTORIC	<input type="checkbox"/> ARCHEOLOGY-PREHISTORIC	<input type="checkbox"/> COMMUNITY PLANNING	<input type="checkbox"/> LANDSCAPE ARCHITECTURE	<input type="checkbox"/> RELIGION	
.400-1499	<input type="checkbox"/> ARCHEOLOGY-HISTORIC	<input type="checkbox"/> CONSERVATION	<input type="checkbox"/> LAW	<input type="checkbox"/> SCIENCE	
.400-1499	<input type="checkbox"/> ARCHEOLOGY-HISTORIC	<input type="checkbox"/> CONSERVATION	<input type="checkbox"/> LAW	<input type="checkbox"/> SCIENCE	
-1500-1699	<input type="checkbox"/> AGRICULTURE	<input type="checkbox"/> ECONOMICS	<input type="checkbox"/> LITERATURE	<input type="checkbox"/> SCULPTURE	
-1600-1699	<input checked="" type="checkbox"/> ARCHITECTURE	<input type="checkbox"/> EDUCATION	<input type="checkbox"/> MILITARY	<input type="checkbox"/> SOCIAL/HUMANITARIAN	
-1700-1789	<input type="checkbox"/> ART	<input type="checkbox"/> ENGINEERING	<input type="checkbox"/> MUSIC	<input type="checkbox"/> THEATER	
X1800-1899	<input type="checkbox"/> COMMERCE	<input type="checkbox"/> EXPLORATION/SETTLEMENT	<input type="checkbox"/> PHILOSOPHY	<input checked="" type="checkbox"/> TRANSPORTATION	
X1900-	<input type="checkbox"/> COMMUNICATIONS	<input type="checkbox"/> INDUSTRY	<input checked="" type="checkbox"/> POLITICS/GOVERNMENT	<input type="checkbox"/> OTHER (SPECIFY)	
		<input type="checkbox"/> INVENTION			

SPECIFIC DATES 1871-74

BUILDER/ARCHITECT

STATEMENT OF SIGNIFICANCE

The North Creek Railroad Station is remembered by historians as the place where Theodore Roosevelt learned of the death of President McKinley and of his own succession to the presidency of the United States. In addition to this well-known story, the station deserves attention for its role as the northernmost terminus of the Adirondack Railroad, a line which played an indispensable role in making the central Adirondacks accessible for recreational and industrial development. The complex is also noteworthy in that it preserves, in microcosm, an intact collection of structures associated with railroad history.

In the middle of the 19th century, the town of Johnsbury was a sparsely settled, remote, mountainous wilderness. As was the case throughout the Adirondacks, the lumber industry and tanneries formed the chief economic base of the community. Lumber could be transported by water on the turbulent Hudson, but hides had to be carted over primitive roads. Many essential goods which could not be produced locally had to be brought from a great distance in this laborious manner.

By this time it was clear that those communities which were being serviced by the cheap transportation of the canals were forging ahead. A general agitation to provide railroad service and better roads ensued throughout the state. The building of the railroad line from Saratoga Springs to North Creek resulted from this pressure.

Several abortive attempts to link the north and central parts of the state by rail were made before the building of the Adirondack Company line, and without the backing provided by Dr. Thomas C. Durant, this particular venture would no doubt have shared the fate of its predecessors.

It was Durant who, secure in his position as Vice President of the Union Pacific and anxious to promote his recreational and industrial ventures in the Adirondacks, purchased the assets of what was then known as the Adirondack Estate and Railroad Company. Previous companies associated with this north-south route had been named the Sacketts Harbor and Saratoga Railway Company and the Lake Ontario and Hudson River

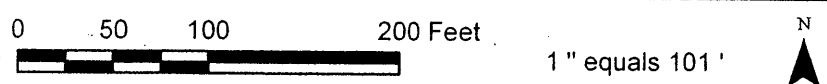
# Parcel Information Sheet Town of Johnsburg

OWNER1  
SALE\_PRICE  
SALE\_DATE  
LOCATION  
MUNI

Open Space Conservancy  
205000  
5/25/2004  
RR PLACE  
North Creek

### IMPORTANT NOTICE AND DISCLAIMER

This map and information is provided as is. We make no warranties or guarantees, expressed or implied. The user assumes all risks and responsibility for determining whether this map is sufficient for purposes intended. The data is deemed reliable but not guaranteed.



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0 50 100 200 Feet



1" equals 101'



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**NATIONAL REGISTER OF HISTORIC PLACES  
INVENTORY -- NOMINATION FORM  
INVENTORY -- NOMINATION FORM**

SEE INSTRUCTIONS IN *HOW TO COMPLETE NATIONAL REGISTER FORMS*  
TYPE ALL ENTRIES -- COMPLETE APPLICABLE SECTIONS

**1 NAME**

HISTORIC

OFFICE COPY

AND/OR COMMON

North Creek Railroad Station Complex

**2 LOCATION**

STREET & NUMBER

Railroad Place

NOT FOR PUBLICATION

CITY, TOWN

North Creek

CONGRESSIONAL DISTRICT

# 29

STATE

New York

VICINITY OF

CODE  
036

COUNTY

Warren

CODE

113

**3 CLASSIFICATION**

CATEGORY

- DISTRICT
- BUILDING(S)
- STRUCTURE
- SITE
- OBJECT

OWNERSHIP

- PUBLIC
- PRIVATE
- BOTH
- PUBLIC ACQUISITION**
- IN PROCESS
- BEING CONSIDERED

STATUS

- OCCUPIED
- UNOCCUPIED
- WORK IN PROGRESS
- ACCESSIBLE**
- YES: RESTRICTED
- YES: UNRESTRICTED
- NO

PRESENT USE

- AGRICULTURE
- COMMERCIAL
- EDUCATIONAL
- ENTERTAINMENT
- GOVERNMENT
- INDUSTRIAL
- MILITARY
- MUSEUM
- PARK
- PRIVATE RESIDENCE
- RELIGIOUS
- SCIENTIFIC
- TRANSPORTATION
- OTHER:

**4 OWNER OF PROPERTY**

NAME

Delaware & Hudson Railway Co. and

Mr. William Waddell  
North Creek, New York

STREET & NUMBER

40 Beaver Street

CITY, TOWN

Albany,

VICINITY OF

STATE

New York

**5 LOCATION OF LEGAL DESCRIPTION**

COURTHOUSE,  
REGISTRY OF DEEDS, ETC.

Warren County Municipal Center

STREET & NUMBER

CITY, TOWN

Lake George,

STATE

New York

**6 REPRESENTATION IN EXISTING SURVEYS**

TITLE

DATE

FEDERAL STATE COUNTY LOCAL

DEPOSITORY FOR  
SURVEY RECORDS

CITY, TOWN

STATE

# 7 DESCRIPTION

CONDITION		CHECK ONE	CHECK ONE
<input checked="" type="checkbox"/> EXCELLENT	<input type="checkbox"/> DETERIORATED	<input checked="" type="checkbox"/> UNALTERED	<input checked="" type="checkbox"/> ORIGINAL SITE
<input type="checkbox"/> GOOD	<input type="checkbox"/> RUINS	<input type="checkbox"/> ALTERED	<input type="checkbox"/> MOVED DATE _____
<input checked="" type="checkbox"/> FAIR	<input type="checkbox"/> UNEXPOSED		
<input checked="" type="checkbox"/> FAIR	<input type="checkbox"/> UNEXPOSED		

## DESCRIBE THE PRESENT AND ORIGINAL (IF KNOWN) PHYSICAL APPEARANCE

The North Creek Railroad Station Complex is located in the hamlet of North Creek in the town of Johnsbury, Warren County. It is in the southeast portion of the Adirondack Forest Preserve. A land use plan prepared by the Adirondack Park Agency shows North Creek to be located on the edge of the wilderness heart of the preserve, with more or less rural lands to the south and east.

As may be anticipated by the name of the hamlet, the North Creek meanders northwards through the center of the hamlet to empty into the Hudson River. The Delaware and Hudson Railroad line hugs the south shore of the Hudson, traversing the hamlet on its way to Tahawus. The station complex is located at the western end of the hamlet on the south bank of the Hudson.

The complex consists of the railroad station, the freight house, round house, tool house, turntable, old station and horse barn. All these structures are remarkably intact and still in use due to the existence of a large garnet mine which still utilizes the service.

Both inside and out, the station is much as <sup>it</sup> was when constructed in 1874. A photograph showing the railroad station in the early 1900's reveals no physical changes to have taken place since this time with the exception of the loss of a few struts.

The station is a simple, rectangular, gable-roofed building with the broad over-hanging, strut-supported roof popularly associated with late 19th century railroad architecture. The exterior of this "stick style" building is covered with boards with batten strips which are placed horizontally on the lower half of the wall and vertically on the upper. The tall narrow window sash has 2/2 lights with label moldings. Attached to the station is a gable-roofed porch which shelters the station platform. Like the station, this porch is executed in the "stick style" idiom with notched rafter ends and a border of scallops at the gable end.

Adjacent to the station, but not attached to it, is the freight house, which is of similar design. It is used as a warehouse. The round house or repair shop is located on the east side of the tracks opposite the station. This is a rectangular, box-like building covered with beveled siding. The tool house and turntable are just south of the round house. The round house, tool house and turntable appear to be later additions to the complex.

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INVENTORY -- NOMINATION FORM**

North Creek Railroad Station Complex

CONTINUATION SHEET Significance ITEM NUMBER #8 PAGE 2

Railroad Company. Now, reorganized once again as the Adirondack Company, Durant made plans to run the line from Saratoga to Ogdensburg. However, after the bed had been completed from Saratoga to North Creek (1871), activity ceased.

There was another name change in 1883, this time to the Adirondack Railway Company. In 1889, William West Durant, Thomas Durant's son, sold the line to the Delaware and Hudson Railroad Company. The latter company never completed the originally planned route to Ogdensburg, but a spur to service the titanium mine at Tahawus was built during World War II (1944).

Although the railroad supplied transportation for the area industries right from the beginning, especially the garnet mine, tannery and Durant's woodworking plant at North Creek, its greatest use became the transporting of summer visitors. In the early days of the railroad, William West Durant operated a stage line from North Creek to the hotels at Blue Mountain Lake. Horses for the stage run were stabled in the large barn which is still located next to the first railroad station, built in 1871. The early one room station was quickly superceded by a larger one (1874) and a freight house was also constructed.

Architecturally a fine example of the typical rural station of the period, the North Creek station has remained almost completely unaltered since the day it was built. The whole complex consisting of the station, old station, horse barn, round house, tool house and turntable is remarkably intact and provides an interesting record of railroad history.

Although the 20th century has seen the demise of the tanneries and a decline in tourism, the North Creek station has remained in use due to the presence of the Barton Garnet mine. The titanium mine (N L Industries) at Tahawus also uses the route.

While railroad history buffs may admire the intact state of this railroad complex, most persons know of the North Creek station as the site where Vice President Theodore Roosevelt learned that he had become president. The following version of the story was reported in the Bell Telephone magazine.



UNITED STATES DEPARTMENT OF THE INTERIOR  
NATIONAL PARK SERVICE

**NATIONAL REGISTER OF HISTORIC PLACES  
NATIONAL REGISTER OF HISTORIC PLACES  
INVENTORY -- NOMINATION FORM**

FOR NPS USE ONLY

RECEIVED

DATE ENTERED

DATE ENTERED

North Creek Railroad Station Complex

CONTINUATION SHEET Significance ITEM NUMBER #8 PAGE 3

In September, 1901, President McKinley had been shot by a would-be assassin. The wound was not fatal, however, and as the President's condition appeared to be satisfactory, Roosevelt left his side to join his family, then vacationing at Tahawus. The mining camp of the defunct Adirondack Ironworks was at this time owned by a sportsmen's club, and the Roosevelts were occupying the old farmhouse. Later, this property became the titanium mine previously mentioned.

Roosevelt and his party were hiking on Mt. Marcy when a guide appeared with a message from Elihu Root informing Roosevelt that the President's condition was grave. A later message reported that McKinley was in a coma. Traveling by horse and carriage through the rain on muddy country roads, Roosevelt arrived at the North Creek Station at dawn. The driver of his carriage on the last lap of the journey had already received word of McKinley's death but had waited until the arrival at North Creek to reveal the news. Young Theodore Roosevelt was now President of the United States.

# 9 MAJOR BIBLIOGRAPHICAL REFERENCES

See continuation sheet.  
see continuation sheet.

## 10 GEOGRAPHICAL DATA

ACREAGE OF NOMINATED PROPERTY 6 ±  
UTM REFERENCES

A	18	581400	4839150	B			
	ZONE	EASTING	NORTHING		ZONE	EASTING	NORTHING
C				D			

VERBAL BOUNDARY DESCRIPTION

LIST ALL STATES AND COUNTIES FOR PROPERTIES OVERLAPPING STATE OR COUNTY BOUNDARIES

STATE	CODE	COUNTY	CODE
STATE	CODE	COUNTY	CODE

## 11 FORM PREPARED BY

NAME / TITLE

Doris Vanderlipp Manley, Research Assistant

ORGANIZATION NYS Parks & Recreation

DATE

2/10/76

Division for Historic Preservation

STREET & NUMBER

TELEPHONE

575-0579

Empire State Plaza

CITY OR TOWN

STATE

New York

Albany

## 12 STATE HISTORIC PRESERVATION OFFICER CERTIFICATION

THE EVALUATED SIGNIFICANCE OF THIS PROPERTY WITHIN THE STATE IS:

NATIONAL

STATE  XX

LOCAL

As the designated State Historic Preservation Officer for the National Historic Preservation Act of 1966 (Public Law 89-665), I hereby nominate this property for inclusion in the National Register and certify that it has been evaluated according to the criteria and procedures set forth by the National Park Service.

STATE HISTORIC PRESERVATION OFFICER SIGNATURE

TITLE

Dep Com - for Hist Pres.

DATE

3/8/1976

FOR NPS USE ONLY

I HEREBY CERTIFY THAT THIS PROPERTY IS INCLUDED IN THE NATIONAL REGISTER

DATE

DIRECTOR, OFFICE OF ARCHEOLOGY AND HISTORIC PRESERVATION

ATTEST:

DATE

KEEPER OF THE NATIONAL REGISTER

UNITED STATES DEPARTMENT OF THE INTERIOR  
NATIONAL PARK SERVICE

FOR NPS USE ONLY
RECEIVED
DATE ENTERED
DATE ENTERED

**NATIONAL REGISTER OF HISTORIC PLACES  
INVENTORY -- NOMINATION FORM  
INVENTORY -- NOMINATION FORM**

North Creek Railroad Station Complex

CONTINUATION SHEET Bibliography ITEM NUMBER #9 PAGE 1

Brown, William H. History of Warren County. Glens Falls:  
Board of Supervisors of Warren County, 1963.

Donaldson, Alfred L. A History of the Adirondacks, Vol. 2.  
New York: The Century Co., 1921.

Smith, H. P. ed. History of Warren County. Syracuse: D.  
Mason and Co., 1885.

Williams, Richmond B. "T R Receives his Summons to the  
Presidency", Bell Telephone Magazine (Autumn, 1951),  
pp. 197-204.

UNITED STATES DEPARTMENT OF THE INTERIOR  
NATIONAL PARK SERVICE

# NATIONAL REGISTER OF HISTORIC PLACES PROPERTY MAP FORM

FOR NPS USE ONLY  
RECEIVED  
DATE ENTERED

SEE INSTRUCTIONS IN HOW TO COMPLETE NATIONAL REGISTER FORMS  
TYPE ALL ENTRIES -- ENCLOSE WITH MAP

**1 NAME**  
HISTORIC

AND/OR COMMON  
North Creek Railroad Complex

**2 LOCATION**

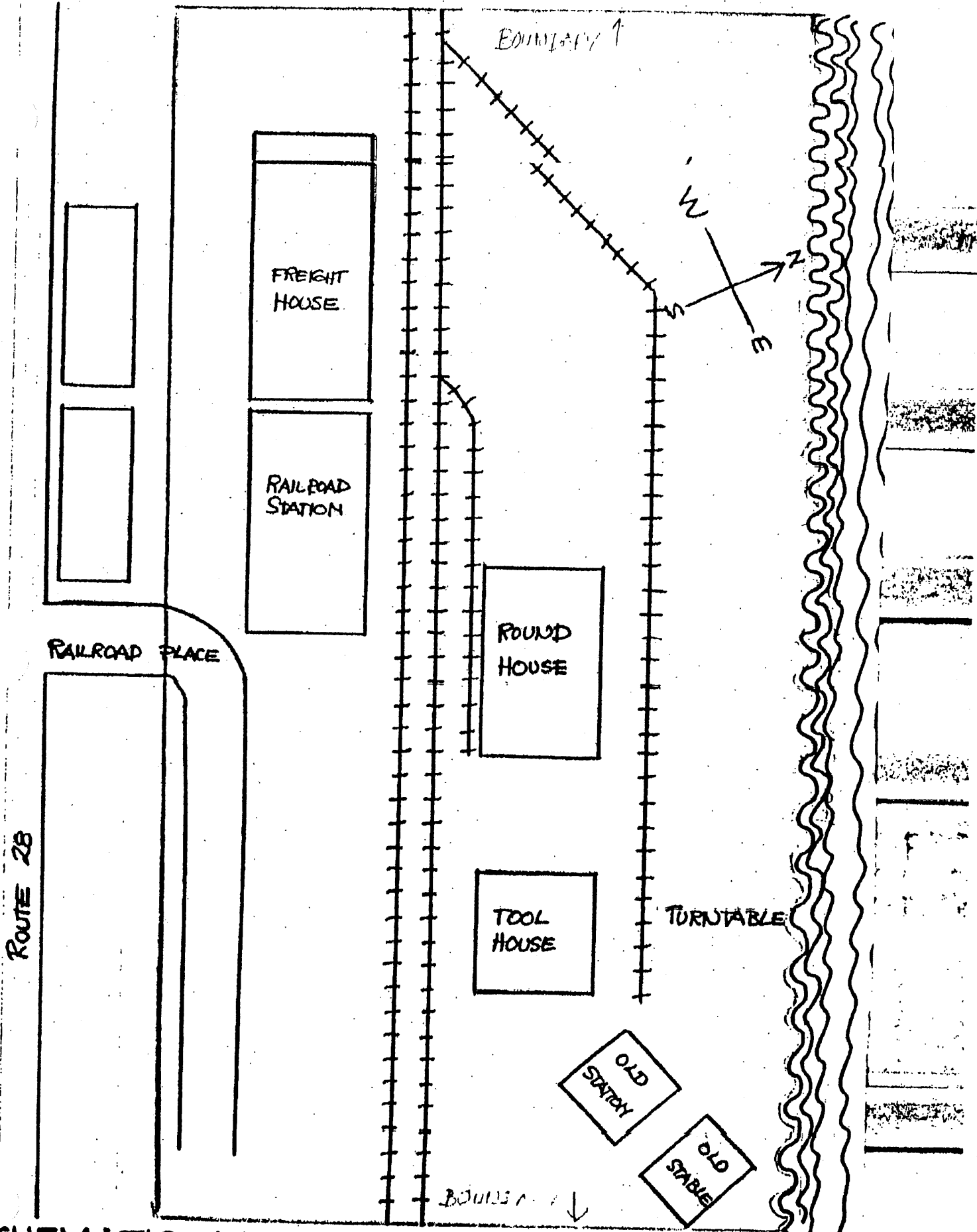
CITY, TOWN North Creek VICINITY OF COUNTY Warren STATE New York

**3 MAP REFERENCE**

SOURCE Schematic map showing relationship of structures  
SCALE no scale DATE 12/1975

**4 REQUIREMENTS**

- TO BE INCLUDED ON ALL MAPS
1. PROPERTY BOUNDARIES
  2. NORTH ARROW
  3. UTM REFERENCES



**SCHEMATIC MAP: NORTH CREEK STATION**  
 12/6/75 DJM  
 no scale

UNITED STATES DEPARTMENT OF THE INTERIOR  
NATIONAL PARK SERVICE

NATIONAL REGISTER OF HISTORIC PLACES  
PROPERTY MAP FORM

FOR NPS USE ONLY

RECEIVED

DATE ENTERED

SEE INSTRUCTIONS IN HOW TO COMPLETE NATIONAL REGISTER FORMS  
TYPE ALL ENTRIES -- ENCLOSE WITH MAP

**1 NAME**

HISTORIC

AND/OR COMMON

North Creek Railroad Station Complex

**2 LOCATION**

CITY, TOWN

North Creek

— VICINITY OF

Warren

COUNTY

STATE

New York

**3 MAP REFERENCE**

SOURCE

USGS Topographic 7.5 Minute Series North Creek

SCALE

1:24000

DATE

1968

**4 REQUIREMENTS**

TO BE INCLUDED ON ALL MAPS

1. PROPERTY BOUNDARIES
2. NORTH ARROW
3. UTM REFERENCES



## MANAGEMENT AGREEMENT

Kellogg Parcel – Hamlet of North Creek

THIS MANAGEMENT AGREEMENT (the "Agreement") is made the 20<sup>th</sup> day of AUGUST, 2004 between OPEN SPACE CONSERVANCY, INC., a New York not-for-profit corporation having an address of c/o Open Space Institute, 1350 Broadway, Room 201, New York, New York 10018 (hereinafter referred to as "OSC"), and WARREN COUNTY, acting for and on behalf of the Warren County Parks and Recreation Division, having an address of 4028 Main Street, Warrensburg, New York 12885 (hereinafter referred to as "WCPRD").

### WITNESSETH:

WHEREAS, OSC is a New York not-for-profit corporation which is exempt from Federal income tax under Section 501(c)(3) of the Internal Revenue Code of 1986, as amended, that works to conserve natural landscapes, and recreational, historic, and cultural resources in New York State for the benefit of the general public; and

WHEREAS, WCPRD is an agency of the County of Warren that works to develop and administer public recreation facilities within the County; and

WHEREAS, OSC owns approximately 1.23 acres of real property located on Railroad Place in the Hamlet of North Creek, Town of Johnsbury, Warren County, New York (hereinafter the "Premises"), including barns having historic significance, which property is located on the Hudson River and is depicted on the map annexed hereto as Exhibit A and described by metes and bounds in Exhibit B annexed hereto; and

WHEREAS, the Premises have public recreation potential as a combination visitor center and mining, forestry and ski industry museum, as well as providing access to the Hudson River; and

WHEREAS, OSC and WCPRD desire to develop and manage the Premises for the purposes set forth above;

NOW, THEREFORE, in consideration of the mutual promises and covenants set forth below, OSC and WCPRD agree as follows:

1. Premises to be Managed by WCPRD. WCPRD hereby agrees, at its sole cost and expense, to manage and operate the Premises, subject to the conditions set forth in this Agreement.

2. Term. This Agreement shall be for a period of 10 years, commencing on the date set forth above. Either party may terminate this agreement upon 30 days' written notice to the other party.

3. Management and Operation of the Premises.

(a) WCPRD agrees to manage and operate the Premises for the benefit of the general public in conformance with a management plan (the "Management Plan") to be prepared by WCPRD, at its sole cost and expense, in consultation with OSC. The Management Plan, and any amendment or supplement thereto, shall be subject to the prior approval of OSC, which approval shall not be unreasonably withheld. The Management Plan, at a minimum, shall include an overall site plan showing the location of proposed public facilities, a narrative description of such facilities, conceptual design sketches, a construction schedule, and a budget.

(b) WCPRD agrees to provide labor and equipment for the removal and disposal of one or more underground storage tanks on the Premises. Such removal and disposal shall be done under the supervision of a qualified environmental consultant to be hired at the sole expense of OSC, and in accordance with any applicable requirements of local, State and/or federal law. OSC shall indemnify, defend and hold harmless Warren County, WCPRD and their officers and employees from and against any cost, claim, suit, or proceeding arising from any environmental contamination on the Premises, including without limitation the contamination of soil, surface water and/or groundwater caused by the presence of such underground tank(s); provided, however, that the foregoing obligation of OSC shall not apply to the extent that such contamination has been caused by the negligent and/or willful act(s) or omission(s) of WCPRD. WCPRD shall indemnify, defend and hold harmless OSC from and against any cost, claim, suit, or proceeding for personal injury and/or property damage arising from the negligent and/or willful act(s) or omission(s) of its employees, agents, and/or contractors.

(c) WCPRD agrees to provide labor and equipment for the removal and disposal of miscellaneous trash and debris on the Premises.

(d) WCPRD agrees that it will police and manage the Premises during the term of this Agreement in a manner similar to the policing and management of other lands under the jurisdiction of WCPRD in order to maintain the Premises in a safe and orderly condition

(e) OSC shall provide certificate(s) demonstrating Insurance Coverage with regard to any negligent acts or omissions by OSC or its officers and employees with regard to obligations assumed under this agreement, provided, however, that such Insurance Coverage shall not be required to extend to the Indemnification provided herein.

4. Taxes and Assessments. At its earliest opportunity OSC intends to apply for exemption from all property, school and other taxes and assessments. Until such application is filed, OSC shall pay all such taxes and assessments. In the event that such application is denied, or if the Premises or any portion thereof shall become subject to

taxes and/or assessments subsequent to the granting of an exemption, WCPRD agrees to pay, before the addition of any fine, interest, penalty or cost may be added for nonpayment thereof, all such taxes and/or assessments. If, by law, any such taxes and/or assessments may be paid by the taxpayer in installments, WCPRD may opt to do so, so long as such installments are paid in a timely manner before the addition of any fine, interest, penalty or cost.

5. Compliance with Applicable Laws, Etc.

(a) WCPRD agrees that it will comply with all applicable laws and regulations as may be applicable to its management of the Premises.

(b) WCPRD agrees that it will not take any action that will result in, or fail to take any action that will allow, the substantial impairment or diminution in the value of the Premises.

6. No Assignment. WCPRD shall not assign this Agreement without the prior written consent of OSC.

7 Public Recognition of the Open Space Institute, Inc. and Orrin Kellogg. In order to give due credit to the role played by the Open Space Institute, Inc. in the acquisition of the Premises for the benefit of the general public, WCPRD agrees to erect a sign or plaque on the Premises in a prominent location clearly visible to the public acknowledging the role of such organization. WCPRD shall also erect a sign, plaque, or display on the Premises describing the role of Adirondack Guide Orrin Kellogg in connection with Theodore Roosevelt's journey from Tahawus to North Creek in 1901. The design and text of such signs or plaques shall be developed jointly by WCPRD and OSC.

8. Additional Provisions.

(a) This Agreement does not in any way constitute WCPRD as the agent, employee, lessee, or legal representative of OSC for any purpose whatsoever, and shall not be construed as creating a co-partnership or lease between OSC and WCPRD.

(b) This Agreement shall be deemed executory only to the extent of monies available to WCPRD for the performance hereof, and no liability shall be incurred by WCPRD beyond the monies available for this purpose.

(c) WCPRD agrees to indemnify, defend and hold harmless OSC and its officers and employees from and against any suit, claim, action or proceeding related to any act or omission by WCPRD, its employees, contractors, and/or agents in connection with this Management Agreement. Any general liability insurance policy held now or in the future by WCPRD shall include OSC and its officers and employees as additional insured parties, and WCPRD shall provide a certificate of insurance to OSC.

(d) OSC agrees to indemnify, defend and hold harmless WCPRD and its officers and employees from and against any suit, claim, action or proceeding related to any act or omission by OSC, its employees, contractors, and/or agents in connection with this Management Agreement. Any general liability insurance policy held now or in the future by OSC shall include WCPRD and its officers and employees as additional insured parties, and OSC shall provide a certificate of insurance to WCPRD.

9. Notices. Any notice or other communication required to be made under this Agreement shall be in writing and shall be deemed to have been duly given if delivered in person or mailed in a sealed envelope, postage prepaid, by certified or registered mail (return receipt requested) addressed to either party as follows:

If to WCPRD:

Director  
Warren County Parks and Recreation Division  
4028 Main Street  
Warrensburg, NY 12885

If to OSC:


Open Space Conservancy, Inc.  
c/o Open Space Institute, Inc.  
1350 Broadway, Room 201  
New York, New York 12210  
Attention: General Counsel

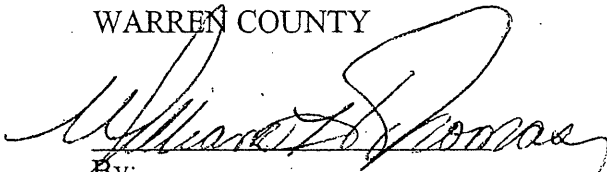
Either party may designate another or further address by notice given in accordance with the terms of this section.

IN WITNESS WHEREOF the parties hereto have caused this Management Agreement to be duly authorized and executed.

OPEN SPACE CONSERVANCY, INC.

WARREN COUNTY

  
By: Joseph J. Martens  
Title: President

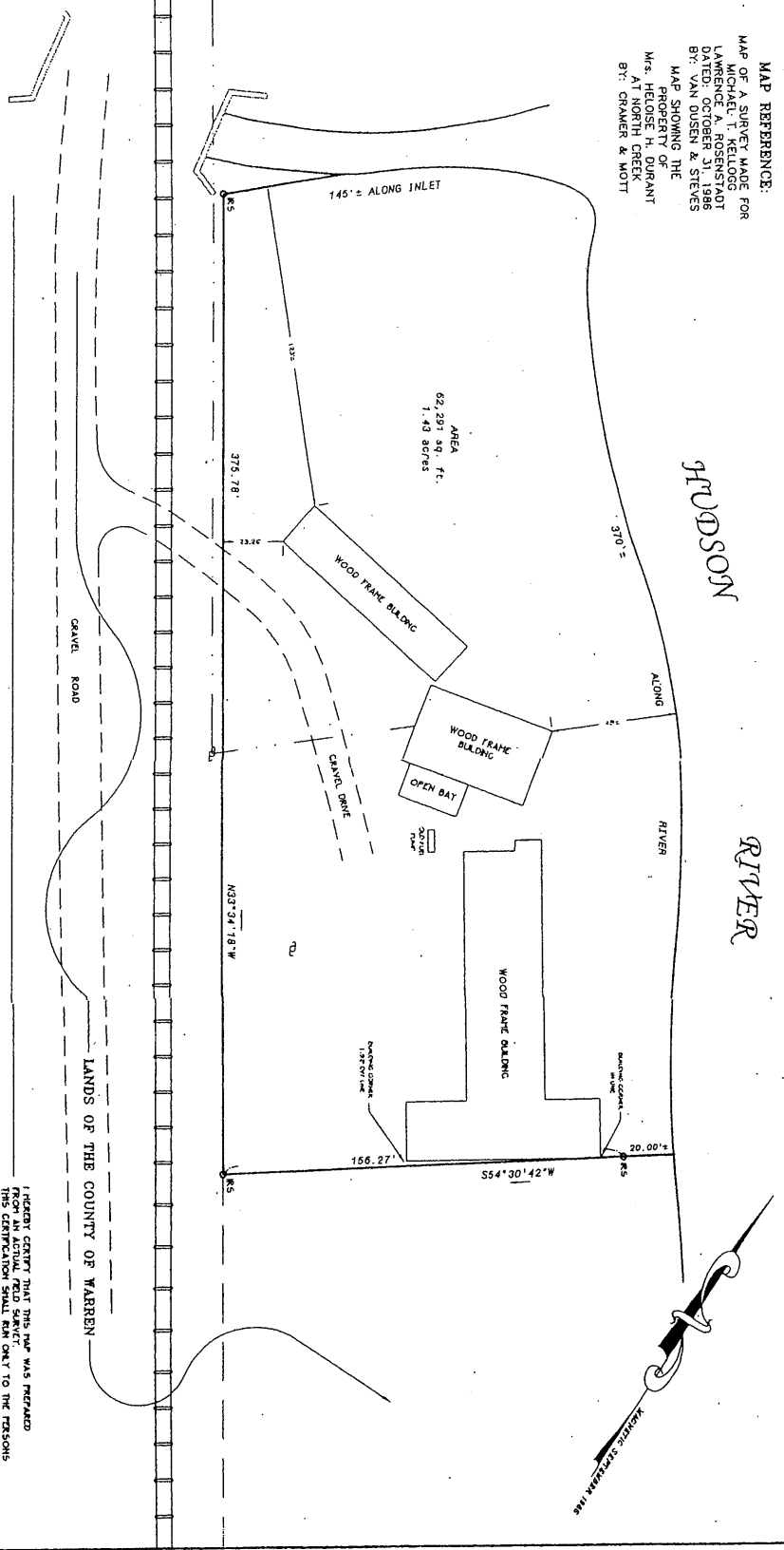
  
By:  
Title: Chairman, Board of Supervisors

Attachment: Exhibit A (Survey Map of Premises)

Approved as to Form:

  
Warren County Attorney

MAP REFERENCE:  
 MAP OF A SURVEY MADE FOR  
 LAWRENCE A. ROSENSTADT  
 DATED: OCTOBER 31, 1986  
 BY: VAN DUSEN & STEVES  
 MAP SHOWING THE  
 PROPERTY OF  
 MRS. HELOISE H. DURANT  
 AT NORTH CREEK  
 BT: CRAMER & WOLFF



I HEREBY CERTIFY THAT THIS MAP WAS PREPARED  
 THIS CERTIFICATION SHALL RUN ONLY TO THE PERSONS  
 FOR WHOM THE SURVEY WAS PREPARED, AND ON THEIR  
 BEHALF THE TITLE COMPANY OR INSTRUMENTAL AGENCY  
 CANNOT BE HELD RESPONSIBLE FOR ANY ERRORS OR  
 OMISSIONS OR SUBSEQUENT OWNERS.  
 CERTIFIED TO: OPEN SPACE CONSERVANCY, INC.  
 OLD REFUGAL NATIONAL TITLE INSURANCE COMPANY



CERTIFIED BY  
 JAMES C. STEVES  
 DATED: MAY 10, 2004

Van Dusen  
 & Steves  
 Land Surveyors  
 169 Reviland Road  
 Queensbury, New York 12804  
 New York Lic. No. 50135

Map of a Survey made for:  
**OPEN SPACE CONSERVANCY INC.**  
 Town of Johnsbury, Warren County, New York

NO.	DATE	DESCRIPTION

Date: MAY 4, 2004  
 Scale: 1" = 30'  
 SHEET 1 OF 1  
 S-1  
 DWG. NO. 0411  
 Q1227

Exhibit B (Deed Description of Premises)

Exhibit B to Management Agreement

All that certain piece or parcel of land situate, lying and being in the Town of Johnsbury, County of Warren and the State of New York, more particularly bounded and described as follows: **BEGINNING** at point in the westerly shore of the Hudson River at the northeast corner of lands of the County of Warren; running thence along said lands, South 54 degrees, 30 minutes and 42 seconds West, a distance of 20.00 feet more or less to an iron rod set in the ground for a corner; thence continuing along said lands of Warren County, South 54 degrees, 30 minutes and 42 seconds West, a distance of 156.27 feet to a point in the easterly bounds of the former Delaware and Hudson Railroad right of way; running thence along the same, North 33 degrees, 34 minutes and 18 seconds West, a distance of 375.78 feet to an iron rod set in the ground for a corner to a point in the southerly bank of an inlet; thence running easterly along said inlet, 145.00 feet more or less to the shore of the Hudson River; thence running southerly along the shore as it winds and turns a distance of 370.00 feet more or less to the point and place of beginning, containing 1.43 acres of land to be the same more or less.

Bearings given in the above description refer to magnetic North.

SUBJECT to easements of record.

BEING the same premises conveyed by Kellogg & Associates, Inc. to Open Space Conservancy, Inc. by deed dated March 25, 2004 and recorded in the Warren County Clerk's office on June 1, 2004 in Liber 1386 of Deeds at Page 11.

EXHIBIT "A"

ALL THAT TRACT OR PARCEL OF LAND, situate in the Town of Johnsburch, County of Warren and State of New York, known and distinguished on a certain map of lots owned by Mrs. H. H. Durant at North Creek, N. Y., as subdivided by J. S. Mott in August, 1891 as lot number 2 in Section "C" and is bounded and described according to the said map and the survey thereof, as follows:

**BEGINNING** at a point in the easterly line of The Adirondack Railway Company's (now Delaware & Hudson Railroad Corporation's) right of way, where a line drawn at right angles to the main track of said Railroad Corporation's line from the inner side of the north abutment at the easterly end of the culvert near the depot would intersect the east line of said right of way, said point being 43 feet and 10 inches easterly from the center line of the main track; running thence north 52 degrees 30 minutes east at right angles to the main track about 119 feet to the bank of the Hudson River at low water mark thereof; thence along the same at low water mark thereof, as the same winds and turns, southerly about 418 feet to a point where the fence standing in the year 1901 intersected the said low water mark; thence along said fence south 50 degrees, 50 minutes west about 175 feet and 6 inches to the easterly line of said railroad Corporation's land; thence along the same north 36 degrees west, 410 feet and 3 inches to the place of beginning.

**ALSO** the right of the party of the second part, his heirs, representatives and assigns in common with Heloise H. Durant, her heirs, representatives and assigns, at all times hereafter, to pass and repass over and upon the lands and premises of the Adirondack Railway Company by themselves and their tenants in person, and also with carts, vehicles, carriages, horses and cattle, as by them shall be necessary or convenient, as such rights were expressly reserved to aid Heloise H. Durant, her heirs, representatives and assigns, in and by a certain deed from her to the Adirondack Railroad Company, dated June 30<sup>th</sup>, 1886, and recorded in the Warren County Clerk's Office June 14<sup>th</sup>, 1888, in Book No. 55 of Deeds at Page 285.

EXHIBIT B

THE PREMISES ARE MORE MODERNLY DESCRIBED according to a survey map prepared by Van Dusen and Steves Land Surveyors dated May 4, 2004, Dwg. No. 04111, as follows:

**ALL THAT CERTAIN PIECE OR PARCEL OF LAND** situate, lying and being in the Town of Johnsburg, County of Warren and the State of New York, more particularly bounded and described as follows: BEGINNING at a point in the westerly shore of the Hudson River at the northeast corner of lands of the County of Warren; running thence along said lands, South 54 degrees, 30 minutes and 42 seconds West, a distance of 20.00 feet more or less to an iron rod set in the ground for a corner; thence continuing along said lands of Warren County, South 54 degrees, 30 minutes and 42 seconds West, a distance of 156.27 feet to a point in the easterly bounds of the former Delaware and Hudson Railroad right of way; running thence along the same, North 33 degrees, 34 minutes and 18 seconds West, a distance of 375.78 feet to an iron rod set in the ground for a corner to a point in the southerly bank of an inlet; thence running easterly along said inlet, 145.00 feet more or less to the shore of the Hudson River; thence running along the shore as it winds and turns a distance of 370.00 feet more or less to the point and place of beginning, containing 1.43 acres of land to be the same more or less.

Bearings given in the above description refer to magnetic North.

SUBJECT to easements of record.

BEING the same premises conveyed to the Grantor herein by administrator's deed dated January 19, 1987 and recorded in the Warren County Clerk's Office on February 13, 1987 in Liber 690 of Deeds at Page 628.



# ACORD CERTIFICATE OF LIABILITY INSURANCE

OP ID RG DATE (MM/DD/YYYY)  
 OPENS-1 08/27/04

PRODUCER  
 Franey Muha Alliant/VA  
 530 Walney Road, Suite 200  
 Mantilly VA 20151  
 Phone: 703-397-0977 Fax: 703-397-0995

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.

INSURERS AFFORDING COVERAGE		NAIC #
INSURER A:	Federal Insurance Company	
INSURER B:		
INSURER C:		
INSURER D:		
INSURER E:		

**RECEIVED**

Open Space Institute  
 1350 Broadway, Rm 201  
 New York NY 10018-7799

**COVERAGES**

AUG 30 2004

THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

County Attorney's Office

INSR ADD'L LTR	INSRD	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YY)	POLICY EXPIRATION DATE (MM/DD/YY)	LIMITS
A		GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC	35360692	10/05/03	10/05/04	EACH OCCURRENCE \$1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$5,000 PERSONAL & ADV INJURY \$1,000,000 GENERAL AGGREGATE \$2,000,000 PRODUCTS - COMP/OP AGG \$2,000,000
A		AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS GARAGE LIABILITY <input type="checkbox"/> ANY AUTO	73241460	10/05/03	10/05/04	COMBINED SINGLE LIMIT (Ea accident) \$1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ AUTO ONLY - EA ACCIDENT \$ OTHER THAN AUTO ONLY: EA ACC \$ AGG \$
A		EXCESS/UMBRELLA LIABILITY <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS MADE <input type="checkbox"/> DEDUCTIBLE <input type="checkbox"/> RETENTION \$	79761850	10/05/03	10/05/04	EACH OCCURRENCE \$5,000,000 AGGREGATE \$5,000,000 \$ \$ \$
		WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? If yes, describe under SPECIAL PROVISIONS below OTHER				<input type="checkbox"/> WC STATUTORY LIMITS <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
A		Volunteer Accident	66000696	10/05/03	10/05/04	Scheduled property
A		Property	35360692	10/05/03	10/05/04	Property \$1,380,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES / EXCLUSIONS ADDED BY ENDORSEMENT / SPECIAL PROVISIONS  
 Re: Insurance Verification for 1.43 acres of unimproved land in the Town of Johnsbury, Warren County, NY. As per written agreement, Warren County Parks & Recreation Department, Warren County NY, its officers and employees are Additional Insured's with respect to the referenced land.

**CERTIFICATE HOLDER**  
 WARRENC  
 County of Warren  
 Warren County Parks & Rec Dept  
 c/o Warren County Atty Office  
 1340 State Route 9  
 Lake George NY 12845

**CANCELLATION**  
 SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING INSURER WILL ENDEAVOR TO MAIL 30 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO DO SO SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE INSURER, ITS AGENTS OR REPRESENTATIVES.  
 AUTHORIZED REPRESENTATIVE

# ACORD CERTIFICATE OF LIABILITY INSURANCE

OP ID LE  
COUN-10

DATE (MM/DD/YYYY)  
08/13/04

**PRODUCER**  
Rose and Kiernan, Inc. (Glens)  
6 E. Washington St.  
Glens Falls NY 12801  
Phone: 518-792-0945 Fax: 518-745-8539

**INSURED**  
Warren County  
Amy Clute c/o Self Insurance  
1340 State Route 9  
Lake George NY 12845

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.

INSURERS AFFORDING COVERAGE	NAIC #
INSURER A: <b>NYMTR - NY Municipal Insurance</b>	20690
INSURER B:	
INSURER C:	
INSURER D:	
INSURER E:	

**COVERAGES**

THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR ADD'L LTR	INSRD	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YY)	POLICY EXPIRATION DATE (MM/DD/YY)	LIMITS	
A		<b>GENERAL LIABILITY</b> <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> <b>EBL</b> GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC	MPLWARR002	01/01/04	01/01/05	EACH OCCURRENCE	\$ 1000000
						DAMAGE TO RENTED PREMISES (Ea occurrence)	\$ 50000
						MED EXP (Any one person)	\$ 5000
						PERSONAL & ADV INJURY	\$ 1000000
						GENERAL AGGREGATE	\$ 3000000
						PRODUCTS - COMP/OP AGG	\$ 1000000
A		<b>AUTOMOBILE LIABILITY</b> <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS	MCAWARR002	01/01/04	01/01/05	COMBINED SINGLE LIMIT (Ea accident)	\$ 1000000
						BODILY INJURY (Per person)	\$
						BODILY INJURY (Per accident)	\$
						PROPERTY DAMAGE (Per accident)	\$
		<b>GARAGE LIABILITY</b> <input type="checkbox"/> ANY AUTO				AUTO ONLY - EA ACCIDENT	\$
						OTHER THAN EA ACC	\$
						AUTO ONLY: AGG	\$
A		<b>EXCESS/UMBRELLA LIABILITY</b> <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS MADE <input type="checkbox"/> DEDUCTIBLE <input checked="" type="checkbox"/> RETENTION \$10000	MECWARR002	01/01/04	01/01/05	EACH OCCURRENCE	\$ 10000000
						AGGREGATE	\$ 20000000
							\$
							\$
							\$
		<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? If yes, describe under SPECIAL PROVISIONS below OTHER				WC STATUTORY LIMITS	OTHER
						E.L. EACH ACCIDENT	\$
						E.L. DISEASE - EA EMPLOYEE	\$
						E.L. DISEASE - POLICY LIMIT	\$
A		<b>Health Care</b> <b>Professional Liab</b>	HCCWARR002	01/01/04	01/01/05	Occurrenc	1000000
						Aggregate	3000000

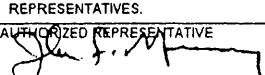
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES / EXCLUSIONS ADDED BY ENDORSEMENT / SPECIAL PROVISIONS  
 Certificate Holder added as an Additional Insured to General Liability as required by written contract or agreement.  
 \*\*\*\*\*SEE PAGE 3 FOR ADDITIONAL INFORMATION\*\*\*\*\*

**CERTIFICATE HOLDER**

OPENS01  
 Open Space Conservancy, Inc.  
 c/o Open Space Institute, Inc.  
 Attn. General Counsel  
 1350 Broadway, Room 201  
 New York NY 12210

**CANCELLATION**

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING INSURER WILL ENDEAVOR TO MAIL 30 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO DO SO SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE INSURER, ITS AGENTS OR REPRESENTATIVES.

AUTHORIZED REPRESENTATIVE  


## IMPORTANT

If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

## DISCLAIMER

The Certificate of Insurance on the reverse side of this form does not constitute a contract between the issuing insurer(s), authorized representative or producer, and the certificate holder, nor does it affirmatively or negatively amend, extend or alter the coverage afforded by the policies listed thereon.

NOTEPAD:

INSURED'S NAME Warren County

CONN-10

PAGE 3

OP ID 17

DATE 08/13/04

\*\*\*\*\*CERTIFICATE OF INSURANCE\*\*\*\*\*

\*\*\*\*\*PAGE 3\*\*\*\*\*

COVERAGE FOR THE ADDITIONAL INSURED IS LIMITED TO CLAIMS OR LAWSUITS  
ARISING OUT OF THE PREMISES OR ACTIVITIES WHICH ARE THE SUBJECT OF AN  
UNDERLYING AGREEMENT.

# Warren County Board of Supervisors

RESOLUTION NO. 358 OF 2004

Resolution introduced by Supervisors Bennett, Belden, O'Connor, Gabriels, Quintal, Monroe, Haskell, F. Thomas and Stec

## AUTHORIZING MANAGEMENT AGREEMENT WITH OPEN SPACE CONSERVANCY FOR MANAGEMENT OF THE KELLOGG PROPERTY LOCATED IN THE TOWN OF NORTH CREEK - PARKS & RECREATION DEPARTMENT

RESOLVED, that Warren County enter into a management agreement with the Open Space Conservancy, Inc. c/o Open Space Institute, 1350 Broadway, Room 201, New York, New York 10018, whereby Warren County will manage what is known as the Kellogg Property located in the Town of North Creek, for a term commencing upon execution and terminating at a date to be determined, not to exceed ten (10) years, and the Chairman of the Board of Supervisors be, and hereby is, authorized to execute said agreement in the form approved by the County Attorney.

**Attachment B**

Existing MOU of First Wilderness Communities exhibiting support for Corridor

FIRST



WILDERNESS

COMMUNITIES

CORRIDOR

EXTENSION AND AMENDMENT TO THE MARCH, 2003,  
INTERMUNICIPAL AGREEMENT BETWEEN WARREN COUNTY AND THE  
TOWNS OF JOHNSBURG, CHESTER LAKE LUZERNE, STONY CREEK,  
THURMAN, WARRENSBURG, HADLEY, CORINTH AND VILLAGE OF CORINTH

WHEREAS, in March of 2003, the County of Warren and the Towns of Johnsburg, Chester, Lake Luzerne, Stony Creek, Thurman, Warrensburg, Hadley, Corinth and Village of Corinth, entered into an Intermunicipal Agreement concerning the Local Waterfront Revitalization Program Grant funds from the Environmental Protection Fund , (attached as Exhibit 1 without exhibits), and

WHEREAS, the Town of Johnsburg, acting as lead Community, prepared an additional grant application and in March 2006 was subsequently awarded funding in the amount of \$150,000 by the NYS Department of State Coastal Resources Program (See attached Exhibit 2), with matching funds of \$150,000 for a total grant project amount of \$300,000 , for the continued implementation of the First Wilderness Heritage Corridor Plan, (FWHC) (first completed in 2000 and updated in 2004), and

WHEREAS, the grant project scope provides that the Town of Johnsburg in partnership with Warren County and the Municipalities of the FWHC, continue to implement recommendations of the FWHC, targeting the 42 mile northern Hudson River Corridor between the Town of Corinth and the Hamlet of North Creek, and

WHEREAS, an extension and amendment of the March 2003 Intermunicipal Agreement is necessary to affirm the parties continued participation in the implementation of the FWHC, in order to add the scope of services in the 2006 grant outlined in attached Exhibit 2 as may be amended to said 2003 Intermunicipal Agreement and to provide matching funds and to continue to allow Warren County to act on behalf of the municipalities for administration and consultation management.

NOW, THEREFORE, in consideration of the foregoing, the municipalities agree as follows:

1. The County of Warren and the Towns of Johnsburg, Chester, Lake Luzerne, Stony Creek, Thurman, Warrensburg, Hadley, Corinth and the Village of Corinth, hereinafter referred to as "the Municipalities" hereby reaffirm their continued participation in the implementation of the FWHC, as described in the preambles of this agreement, with the objective and purpose of this Extension and Amendment Intermunicipal Agreement being implementation of the contractual provisions set forth by the NYS Department of State Coastal Resources Program as relates to the Grant Agreement #C006530 ("Grant Contract"), to be so funded in the amount of \$150,000, with \$150,000 matching funds to be provided in the form of administrative salaries,

municipal in-kind services and County project funds. This Agreement shall also be subject to any other applicable terms and conditions required by the grant contract or amendments thereto.

2. The Town of Johnsbury will serve as Lead Community for purposes of receiving and disbursing funds to Warren County so that the County, in turn, can make any required payments in its capacity as Administrator. The Town of Johnsbury shall have the authority to provide final direction and advisory information in connection with the Grant Contract work program as may be amended, to be undertaken after consultation with other municipalities.

3. Warren County shall act as Administrator and provide Consultant Management for purposes of the Grant Contract work program as may be amended, and the authority of Warren County will include the execution of any agreements with other municipalities and/or for contractual services to be undertaken in accordance with the provisions of the grant contract work program plan, as may be amended.

4. The terms of this agreement shall commence once the same is executed by all participating municipalities and shall terminate at the time that the tasks undertaken under the Grant Contract work program as may be amended and as described in Exhibit 2, are completed, or funding is no longer available.

5. The chief elected officer of each municipality will represent that municipality on a working committee required as part of the Grant Contract work program, as may be amended.

6. The municipalities agree to not assign their respective rights or interests under this agreement without the express consent of all other municipalities and the decision to grant consent shall rest with the sole discretion of each of the municipalities.

7. In the event that there should be a need for formal communications between the municipalities, Wayne LaMothe, Assistant Director of the Planning & Community Development Department, 1340 State Route 9, Lake George, New York 12845 shall be the appropriate party for the County of Warren and the officers executing this agreement shall be the appropriate parties to whom to write and mail formal notices and/or communications.

8. This agreement and any documents to be delivered pursuant to this agreement may be executed in multiple, separate counterparts, each of which shall be deemed an original.

9. This agreement shall not be altered, amended or changed except by similar written agreement executed by the municipalities through their authorized officers.



IN WITNESS WHEREOF, this Intermunicipal Agreement has been executed by the duly

authorized officer of the respective parties.

William H. Thomas  
William H. Thomas, Chairman,  
Board of Supervisors

Date: 3/16/07

William H. Thomas  
William H. Thomas, Supervisor,  
Town of Johnsburg

Date: 3/16/07

Eugene J. Merlino  
Eugene J. Merlino Supervisor,  
Town of Lake Luzerne

Date: 3/16/07

John M. Haskell  
John M. Haskell Supervisor,  
Town of Thurman

Date: 3/16/07

Jeffrey Trotter  
Jeffrey Trotter, Supervisor,  
Town of Hadley

Date: 3-22-07

Brad Winslow  
Brad Winslow, Mayor,  
Village of Corinth

Date: \_\_\_\_\_

Frederick H. Monroe  
Frederick H. Monroe, Supervisor,  
Town of Chester

Date: 3/16/07

Frank E. Thomas  
Frank E. Thomas Supervisor,  
Town of Stony Creek

Date: 3/16/07

Kevin B. Geraghty  
Kevin B. Geraghty Supervisor,  
Town of Warrensburg

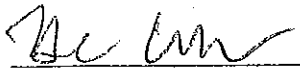
Date: 3/16/07

Richard Lucia  
Richard Lucia, Supervisor,  
Town of Corinth

Date: \_\_\_\_\_

Date: \_\_\_\_\_

Date: \_\_\_\_\_



Brad Winslow, Mayor,  
Village of Corinth

Date: 4-9-07

Jeffrey Trottier, Supervisor,  
Town of Hadley

Date: \_\_\_\_\_

*Richard B Lucia*  
Richard Lucia, Supervisor,  
Town of Corinth

Date: 5-10-07

\_\_\_\_\_  
Brad Winslow, Mayor,  
Village of Corinth

Date: \_\_\_\_\_

STATE OF NEW YORK )

COUNTY OF Saratoga ) ss.:

On the 10<sup>th</sup> day of May, 2007, before me, the undersigned, a Notary Public in and for said state, personally appeared, RICHARD LUCIA, personally known to me or proved to me on the basis of satisfactory evidence to be the individual whose name is subscribed to the within instrument and acknowledged to me that he executed the same in his capacity, and that by his signature on the instrument, the individual or persona upon behalf of which the individual acted, executed the instrument.

Jose Kiselice Rumpf

Notary Public

\_\_\_\_\_  
Notary Public

STATE OF NEW YORK )  
 )ss.:  
COUNTY OF \_\_\_\_\_ )

On the \_\_\_\_\_ day of \_\_\_\_\_, 2007, before me, the undersigned, a Notary Public in and for said state, personally appeared, JEFFREY TROTTIER, personally known to me or proved to me on the basis of satisfactory evidence to be the individual whose name is subscribed to the within instrument and acknowledged to me that he executed the same in his capacity, and that by his signature on the instrument, the individual or persona upon behalf of which the individual acted, executed the instrument.

\_\_\_\_\_  
Notary Public

STATE OF NEW YORK )  
 )ss.:  
COUNTY OF Saratoga )

On the 9<sup>th</sup> day of April, 2007, before me, the undersigned, a Notary Public in and for said state, personally appeared, BRAD WINSLOW, personally known to me or proved to me on the basis of satisfactory evidence to be the individual whose name is subscribed to the within instrument and acknowledged to me that he executed the same in his capacity, and that by his signature on the instrument, the individual or persona upon behalf of which the individual acted, executed the instrument.

NICOLE M. COLSON  
NOTARY PUBLIC STATE OF NEW YORK  
QUALIFIED IN SARATOGA COUNTY  
REG #01C06155091  
MY COMM EXP OCT 30, 2010



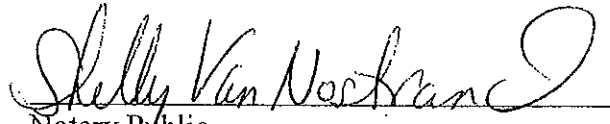
\_\_\_\_\_  
Notary Public

STATE OF NEW YORK )  
 )ss.:  
COUNTY OF \_\_\_\_\_ )

On the \_\_\_\_\_ day of \_\_\_\_\_, 2007, before me, the undersigned, a Notary Public in and for said state, personally appeared, RICHARD LUCIA, personally known to me or proved to me on the basis of satisfactory evidence to be the individual whose name is subscribed to the within instrument and acknowledged to me that he executed the same in his capacity, and

STATE OF NEW YORK )  
 )ss.:  
COUNTY OF WARREN )

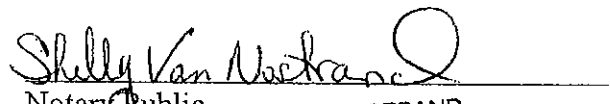
On the 16<sup>th</sup> day of March, 2007, before me, the undersigned, a Notary Public in and for said state, personally appeared, WILLIAM H. THOMAS, personally known to me or proved to me on the basis of satisfactory evidence to be the individual whose name is subscribed to the within instrument and acknowledged to me that he executed the same in his capacity, and that by his signature on the instrument, the individual or persona upon behalf of which the individual acted, executed the instrument.

  
\_\_\_\_\_  
Notary Public

SHELLY VAN NOSTRAND  
Notary Public, State of New York  
No. 01VA4964626  
Qualified in Warren County  
Commission Expires April 2, 2010

STATE OF NEW YORK )  
 )ss.:  
COUNTY OF WARREN )


On the 16<sup>th</sup> day of March, 2007, before me, the undersigned, a Notary Public in and for said state, personally appeared, FREDERICK H. MONROE, personally known to me or proved to me on the basis of satisfactory evidence to be the individual whose name is subscribed to the within instrument and acknowledged to me that he executed the same in his capacity, and that by his signature on the instrument, the individual or persona upon behalf of which the individual acted, executed the instrument.

  
\_\_\_\_\_  
Notary Public

SHELLY VAN NOSTRAND  
Notary Public, State of New York  
No. 01VA4964626  
Qualified in Warren County  
Commission Expires April 2, 2010

STATE OF NEW YORK )  
 )ss.:  
COUNTY OF WARREN )

On the 16<sup>th</sup> day of March, 2007, before me, the undersigned, a Notary Public in and for said state, personally appeared, EUGENE J. MERLINO, personally known to me or proved to me on the basis of satisfactory evidence to be the individual whose name is subscribed to the within instrument and acknowledged to me that he executed the same in his capacity, and that by his signature on the instrument, the individual or persona upon behalf of which the individual acted, executed the instrument.

  
\_\_\_\_\_  
Notary Public

SHELLY VAN NOSTRAND  
Notary Public, State of New York  
No. 01VA4964626  
Qualified in Warren County  
Commission Expires April 2, 2010

STATE OF NEW YORK )  
 )ss.:  
COUNTY OF WARREN )

On the 16<sup>th</sup> day of March, 2007, before me, the undersigned, a Notary Public in and for said state, personally appeared, FRANK E. THOMAS, personally known to me or proved to me on the basis of satisfactory evidence to be the individual whose name is subscribed to the within instrument and acknowledged to me that he executed the same in his capacity, and that by his signature on the instrument, the individual or persona upon behalf of which the individual acted, executed the instrument.

Terry McGarr  
Notary Public

TERRY MCGARR  
Notary Public, State of New York  
No. 01MC6010365  
Qualified in Warren County  
Commission Expires July 20, 20 10

STATE OF NEW YORK )  
 )ss.:  
COUNTY OF WARREN )

On the 16<sup>th</sup> day of March, 2007, before me, the undersigned, a Notary Public in and for said state, personally appeared, JOHN M. HASKELL, personally known to me or proved to me on the basis of satisfactory evidence to be the individual whose name is subscribed to the within instrument and acknowledged to me that he executed the same in his capacity, and that by his signature on the instrument, the individual or persona upon behalf of which the individual acted, executed the instrument.

Shelly Van Nostrand  
Notary Public

SHELLY VAN NOSTRAND  
Notary Public, State of New York  
No. 01VA4964626  
Qualified in Warren County  
Commission Expires April 2, 20 10

STATE OF NEW YORK )  
 )ss.:  
COUNTY OF WARREN )

On the 16<sup>th</sup> day of March, 2007, before me, the undersigned, a Notary Public in and for said state, personally appeared, KEVIN B. GERAGHTY, personally known to me or proved to me on the basis of satisfactory evidence to be the individual whose name is subscribed to the within instrument and acknowledged to me that he executed the same in his capacity, and that by his signature on the instrument, the individual or persona upon behalf of which the individual acted, executed the instrument.

Terry McGarr  
Notary Public

TERRY MCGARR  
Notary Public, State of New York  
No. 01MC6010365  
Qualified in Warren County  
Commission Expires July 20, 20 10

STATE OF NEW YORK )  
 )ss.:  
COUNTY OF Warren )

On the 22nd day of March, 2007, before me, the undersigned, a Notary Public in and for said state, personally appeared, JEFFREY TROTTIER, personally known to me or proved to me on the basis of satisfactory evidence to be the individual whose name is subscribed to the within instrument and acknowledged to me that he executed the same in his capacity, and that by his signature on the instrument, the individual or persona upon behalf of which the individual acted, executed the instrument.

  
\_\_\_\_\_  
Notary Public

DEBORAH T. WEAVER  
Notary Public, State of New York  
Warren County, No. 4867549  
My Commission Expires 11/21/2008

STATE OF NEW YORK )  
 )ss.:  
COUNTY OF \_\_\_\_\_ )

On the \_\_\_\_\_ day of \_\_\_\_\_, 2007, before me, the undersigned, a Notary Public in and for said state, personally appeared, BRAD WINSLOW, personally known to me or proved to me on the basis of satisfactory evidence to be the individual whose name is subscribed to the within instrument and acknowledged to me that he executed the same in his capacity, and that by his signature on the instrument, the individual or persona upon behalf of which the individual acted, executed the instrument.

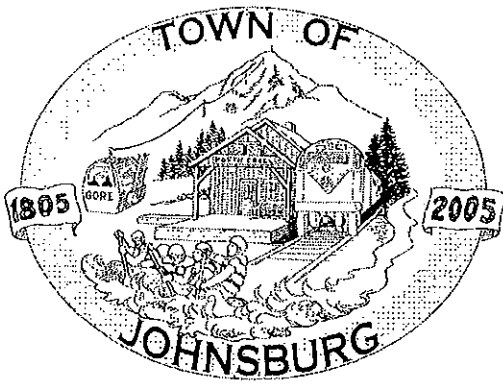
\_\_\_\_\_  
Notary Public

STATE OF NEW YORK )  
 )ss.:  
COUNTY OF \_\_\_\_\_ )

On the \_\_\_\_\_ day of \_\_\_\_\_, 2007, before me, the undersigned, a Notary Public in and for said state, personally appeared, RICHARD LUCIA, personally known to me or proved to me on the basis of satisfactory evidence to be the individual whose name is subscribed to the within instrument and acknowledged to me that he executed the same in his capacity, and that by his signature on the instrument, the individual or persona upon behalf of which the individual acted, executed the instrument.

\_\_\_\_\_  
Notary Public





# Town of Johnsburg

P.O.Box 7, North Creek, NY, 12853  
Ph: 518-251-2421 Fax 518-251-9991

**Bakers Mills  
Johnsburg  
NorthCreek  
North River  
Riparius  
Wevertown**

**Town Supervisor  
William H. Thomas  
(518) 251-2421**

**Town Council  
Eugene M. Arsenault  
Sterling T. Goodspeed  
Arnold F. Stevens  
Alyce H. VanKeuren**

**Highway Superintendent  
Fred W. Hitchcock  
(518) 251-2113**

**Town Clerk  
William R. Rawson  
(518) 251-3011**

**Town Assessor  
Ann P. Deppe  
(518) 251-5559**

## RESOLUTION NO. 262

Mr. Goodspeed presented the following resolution and moved its passage with a second from Mr. Stevens:

### Resolution Authorizing Participation With Warren County and Other Communities For Actions Relating to Continued Implementation of the First Wilderness Heritage Corridor

WHEREAS, as a part of the continued implementation of the First Wilderness Heritage Corridor Plan, the Town of Johnsburg applied for and received grant funds for and received grant funds from the NYS Department of State Coastal Resources Program in the amount of \$150,000.00 in which matching funds will be provided in the form of administrative salaries, in kind services and County project funds, and

WHEREAS, the Town of Johnsburg wishes to further the effort initiated with the First Wilderness Heritage Corridor Plan, and

WHEREAS, a municipal resolution is required to enter into an Extension and Amendment of the 2003 Intermunicipal Agreement (authorized by Resolution 157 of 2002 between Warren County and participating municipalities), now, therefore, be it

RESOLVED, the Town Supervisor, William Thomas be and hereby is authorized and directed to enter into an Extension and Amendment Agreement with Warren County and participating municipalities to continue to implement the First Wilderness Heritage Corridor as defined under the 2006 grant work program executed by the Town of Johnsburg.

With 5 members voting in favor and none opposed the resolution is declared carried. Ayes-5 (Arsenault, Goodspeed, Stevens, VanKeuren, Thomas) Nays - 0

STATE OF NEW YORK )  
COUNTY OF WARREN )  
TOWN OF JOHNSBURG )

I, William E. Rawson, Town Clerk of the Town of Johnsburg, Warren County, New York, hereby certify that I have compared the foregoing copy of Resolution Number 262, adopted by the Town Board of the Town of Johnsburg, Warren County, New York, at a meeting held at the Town Library, in North Creek, New York on the 19<sup>th</sup> day of December, 2006, and that the foregoing is a true copy of said resolution entered in the minutes of said meeting.

In witness whereof, I have set my hand and seal on the 11<sup>th</sup> day of January, 2007.

SEAL

William E. Rawson  
Town Clerk  
Town of Johnsburg

*Town of Chester*

*Bernice M. Roberts*

*Town Clerk/Tax Collector*

*P O Box 467, Chestertown, NY 12817*

*Phone (518) 494-5160*

RESOLUTION #16: RESOLUTION AUTHORIZING PARTICIPATION WITH WARREN COUNTY AND OTHER COMMUNITIES FOR ACTIONS RELATING TO CONTINUED IMPLEMENTATION OF THE FIRST WILDERNESS HERITAGE CORRIDOR.

Introduced by Mr. Shaw, 2<sup>nd</sup> by Mrs. Du Rose:

WHEREAS, as part of the continued implementation of the First Wilderness Heritage Corridor Plan, the Town of Johnsbury applied for and received grant funds for and received grant funds from the NYS Department of State Coastal Resources Program in the amount of \$150,000 in which matching funds will be provided in the form of administrative salaries, in kind services and County project funds, and

WHEREAS, the Town of Chester wishes to participate with the Town of Johnsbury's efforts to further the effort initiated with the First Wilderness Heritage Corridor Plan, and

WHEREAS, a municipal resolution is required for Town of Chester to enter into an Extension and Amendment Agreement of the 2003 Intermunicipal Agreement (authorized by Resolution -- of 200- between Warren County and participating municipalities), now, therefore, be it

RESOLVED, the Town Supervisor of the Town of Chester be and hereby is authorized and directed to enter into an Extension & Amendment Agreement to the March 2003 Agreement with Warren County and participating municipalities to continue to implement the First Wilderness Heritage Corridor as defined under the 2006 grant work program executed by the Town of Johnsbury.

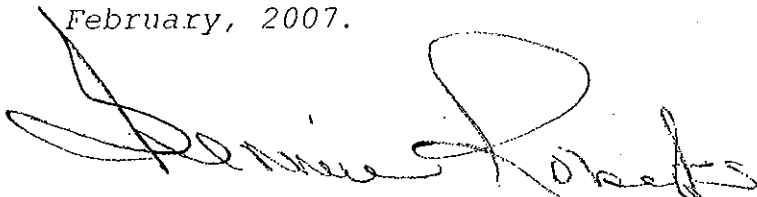
AYE 5            NO 0

State of New York]

County of Warren]

I, Bernice Roberts, Town Clerk of the Town Board of the Town of Chester, Warren County, New York, do hereby certify that the foregoing is a true and correct copy and the whole thereof of a Resolution duly adopted by the Town Board on the 13<sup>th</sup> day of February 2007.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the official seal of the Town of Chester this 22nd day of February, 2007.



**FIRST WILDERNESS CORRIDOR AMENDMENT AND EXTENSION**

**RESOLUTION # 19 OF 2007** – RESOLVED UPON A MOTION BY COUNCILMAN MCLAIN, SECONDED BY COUNCILMAN SHIEL TO AUTHORIZE SUPERVISOR MERLINO TO SIGN CONTRACT WITH WARREN COUNTY AUTHORIZING PARTICIPATION WITH WARREN COUNTY AND OTHER COMMUNITIES FOR ACTIONS RELATING TO CONTINUED IMPLEMENTATION OF THE FIRST WILDERNESS HERITAGE CORRIDOR:

**WHEREAS**, AS PART OF THE CONTINUED IMPLEMENTATION OF THE FIRST WILDERNESS HERITAGE CORRIDOR PLAN, THE TOWN OF JOHNSBURG APPLIED FOR AND RECEIVED GRANT FUNDS FOR AND RECEIVED GRAND FUNDS FROM THE NYS DEPARTMENT OF STATE COASTAL RECOURSES PROGRAM IN THE AMOUNT OF \$150,000 IN WHICH MATCHING FUNDS WILL BE PROVIDED IN THE FORM OF ADMINISTRATIVE SALARIES, IN KIND SERVICES AND COUNTY PROJECT FUNDS, AND

**WHEREAS**, THE TOWN OF LAKE LUZERNE WISHES TO PARTICIPATE WITH THE TOWN OF JOHNSBURG'S EFFORTS TO FURTHER THE EFFORT INITIATED WITH THE FIRST WILDERNESS HERITAGE CORRIDOR PLAN, AND

**WHEREAS**, A MUNICIPAL RESOLUTION IS REQUIRED FOR LAKE LUZERNE TO ENTER INTO AN EXTENSION AND AMENDMENT AGREEMENT OF THE 2003 INTER-MUNICIPAL AGREEMENT BETWEEN WARREN COUNTY AND PARTICIPATING MUNICIPALITIES, NOW, THEREFORE, BE IT

**RESOLVED**, THAT THE TOWN SUPERVISOR OF LAKE LUZERNE BE AND HEREBY IS AUTHORIZED AND DIRECTED TO ENTER INTO AN EXTENSION AND AMENDMENT AGREEMENT TO THE MARCH 2003 AGREEMENT WITH WARREN COUNTY AND PARTICIPATING MUNICIPALITIES TO CONTINUE TO IMPLEMENT THE FIRST WILDERNESS HERITAGE CORRIDOR AS DEFINED UNDER THE 2006 GRANT WORK PROGRAM EXECUTED BY THE TOWN OF JOHNSBURG.

ROLL CALL VOTE: COUNCILMAN MCLAIN, AYE, COUNCILMAN WATERHOUSE, AYE, COUNCILMAN SHIEL, AYE, COUNCILMAN DIEHL, AYE, SUPERVISOR MERLINO, AYE. CARRIED.

JANUARY 8, 2006  
TOWN OF LAKE LUZERNE  
REGULAR TOWN BOARD MEETING

is to certify that this is a true copy of a record on file in  
the office of the Town Clerk.

Signed \_\_\_\_\_  
Town Clerk, Town of Lake Luzerne  
County of Warren, State of NY

*Cynthia Shewood*

1-12-2007

TOWN OF STONY CREEK

YEAR 2006

RESOLUTION NO. 132

DATE: Dec. 19

INTRODUCED BY: Councilman Braman

SECONDED BY: Councilman Aldrich

TEXT:

**RESOLUTION AUTHORIZING PARTICIPATION WITH WARREN COUNTY AND OTHER COMMUNITIES FOR ACTIONS RELATING TO CONTINUED IMPLEMENTATION OF THE FIRST WILDERNESS HERITAGE CORRIDOR.**

WHEREAS, as part of the continued implementation of the First Wilderness Heritage Corridor Plan, the Town of Johnsburg applied for and received grant funds for and received grant funds from the NYS Department of State Coastal Resources Program in the amount of \$150,000.00 in which matching funds will be provided in the form of administrative salaries, in kind services and County project funds, and

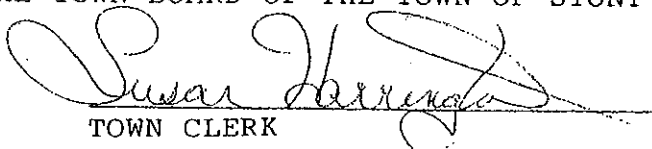
WHEREAS, the Town of Stony Creek wishes to participate with the Town of Johnsburg's efforts to further the effort initiated with the First Wilderness Heritage Corridor Plan and

WHEREAS, a municipal resolution is required for Stony Creek to enter into an Extension and Amendment Agreement of the 2003 Intermunicipal Agreement (authorized by Resolution 132 of 2006 between Warren County and participating municipalities, now therefore, be it

RESOLVED, the Town Supervisor of Stony Creek be and hereby is authorized and directed to enter into and Extension & Amendment Agreement to the March 2003 Agreement with Warren County and participating municipalities to continue to implement the First Wilderness Heritage Corridor as defined under the 2006 grant work program executed by the Town of Johnsburg.

ROLL CALL VOTE: <u>Supervisor Thomas</u>	<u>Yes</u>
<u>Councilman Liebl</u>	<u>No</u>
<u>Councilman Aldrich</u>	<u>Yes</u>
<u>Councilman Braman</u>	<u>Yes</u>
<u>Councilman Ross</u>	<u>Yes</u>

I HEREBY CERTIFY THAT THIS IS A TRUE AND EXACT COPY OF THE RESOLUTION AS PASSED BY THE TOWN BOARD OF THE TOWN OF STONY CREEK.

  
TOWN CLERK

TOWN OF THURMAN  
RESOLUTION # 25 OF 2007

Resolution introduced by David Robinson  
Seconded by Ruth Keller

RECEIVED

JAN 19 2007

County Attorney's Office

Supervisor	John M. Haskell	Yea <input checked="" type="checkbox"/>	Nay <input type="checkbox"/>
Councilman	Charles E. Bills	Yea <input checked="" type="checkbox"/>	Nay <input type="checkbox"/>
Councilwoman	Ruth F. Keller	Yea <input checked="" type="checkbox"/>	Nay <input type="checkbox"/>
Councilman	Leon J. Galusha	Yea <input checked="" type="checkbox"/>	Nay <input type="checkbox"/>
Councilman	David A. Robinson	Yea <input checked="" type="checkbox"/>	Nay <input type="checkbox"/>

Full Board support

RESOLUTION AUTHORIZING PARTICIPATION WITH WARREN COUNTY AND OTHER COMMUNITIES FOR ACTIONS RELATING TO CONTINUED IMPLEMENTATION OF THE FIRST WILDERNESS HERITAGE CORRIDOR

WHEREAS, as part of the continued implementation of the First Wilderness Heritage Corridor Plan, the Town of Johnsburg applied for and received grant funds for and received grant funds from the NYS Department of State Coastal Resources Program in the amount of \$150,000 in which matching funds will be provided in the form of administrative salaries, in kind services and County project funds, and

WHEREAS, the Town of Thurman wishes to participate with the Town of Johnsburg's efforts to further the effort initiated with the First Wilderness Heritage Corridor Plan, and

WHEREAS, a municipal resolution is required for the Town of Thurman to enter into an Extension and Amendment Agreement of the 2003 Intermunicipal Agreement (authorized by Resolution #45 of 2002 between Warren County and participating municipalities), now, therefore, be it

RESOLVED, the Town Supervisor of the Town of Thurman be and hereby is authorized and directed to enter into an Extension & Amendment Agreement to the March 2003 Agreement with Warren County and participating municipalities to continue to implement the First Wilderness Heritage Corridor as defined under the 2006 grant work program executed by the Town of Johnsburg.

STATE OF NEW YORK)

)SS:

COUNTY OF WARREN)

I, Nancy S. Beadnell, Town Clerk of the Town of Thurman of the County of Warren, do hereby certify that the foregoing is a true and correct copy and the whole thereof, of a Resolution duly adopted by the Town Board of the Town of Thurman of the County of Warren, on the 16 day of January, 2007.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the official seal of the Town of Thurman this 16 day of January, 2007.

Nancy S. Beadnell

NANCY S. BEADNELL  
Clerk of the Town of Thurman  
County of Warren

APPROVED

RESOLUTION AUTHORIZING PARTICIPATION WITH WARREN COUNTY AND  
OTHER COMMUNITIES FOR ACTIONS RELATING TO CONTINUED  
IMPLEMENTATION OF THE FIRST WILDERNESS HERITAGE CORRIDOR.

Introduced by: Councilman Barlow  
Seconded by: Councilman Alexander

WHEREAS, as part of the continued implementation of the First Wilderness Heritage Corridor Plan, the Town of Johnsbury applied for and received grant funds for and received grant funds from the NYS Department of State Coastal Resources Program in the amount of \$150,000.00 in which matching funds will be provided in the form of administrative salaries, in-kind services and County project funds, and

WHEREAS, a municipal resolution is required for Warrensburg to enter into an Extension and Amendment Agreement of the 2003 Inter-municipal Agreement (authorized by Resolution #46 of 2003 between Warren County and participating municipalities), now, therefore, be it

RESOLVED, the Town Supervisor of Warrensburg be and hereby is authorized and directed to enter into an Extension & Amendment to the March 2003 Agreement with Warren County and participating municipalities to continue to implement the First Wilderness Heritage Corridor as defined under the 2006 grant work program executed by the Town of Johnsbury.

DULY ADOPTED THIS 24<sup>TH</sup> DAY OF JANUARY, 2007 BY THE FOLLOWING  
VOTE:

AYES: Supervisor Geraghty  
Councilman Alexander  
Councilman Barlow  
Councilman Markey

NAYS: None

ABSENT: Councilman Geraghty







**TOWN OF HADLEY**

**JEFFREY J. TROTTIER, SUPERVISOR**  
4 Stony Creek Road  
P.O. Box 323  
Hadley, New York 12835-0323  
Ph. (518) 696-4797 ext. 1 fax (518) 696-5401  
e-mail: townofhadley@adelphia.net

**TOWN OF HADLEY  
RESOLUTION # 109  
2006**

RESOLUTION # 109 was made by a motion from Susan Wilder seconded by Colleen DeMarsh.

**RESOLUTION AUTHORIZING PARTICIPATION WITH WARREN COUNTY AND OTHER COMMUNITIES FOR ACTIONS RELATING TO CONTINUED IMPLEMENTATION OF THE FIRST WILDERNESS HERITAGE CORRIDOR**

WHEREAS, as part of the continued implementation of the First Wilderness Heritage Corridor Plan, the Town of Johnsburg applied for and received grant funds for and received grant funds from the NYS Department of State Coastal Resources Program in the amount of \$150,000 in which matching funds will be provided in the form of administrative salaries, in kind services and County project funds, and

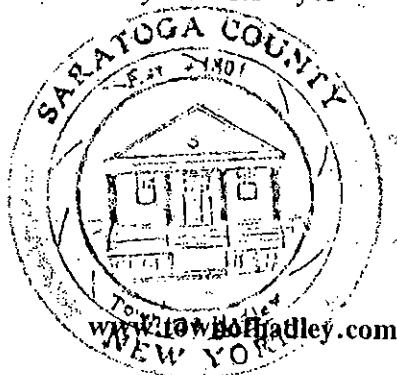
WHEREAS, the Town of Hadley wishes to participate with the Town of Johnsburg's efforts to further the effort initiated with the First Wilderness Heritage Corridor Plan, and

WHEREAS, a municipal resolution is required for the Town of Hadley to enter into an Extension and Amendment Agreement of the 2003 Intermunicipal Agreement (authorized by Resolution 221 of 2002 between Warren County and participating Municipalities), now, therefore, be it

RESOLVED, the Town Supervisor of the Town of Hadley be and hereby is authorized and directed to enter into an Extension & Amendment Agreement to the March 2003 Agreement with Warren County and participating municipalities to continue to implement the First Wilderness Heritage Corridor ads defined under the 2006 grant work program executed by the Town of Johnsburg.

MEMBERS VOTING: Arthur Wright---yes  
Colleen DeMarsh---yes  
Susan Wilder---yes  
James Brewster---yes  
Supervisor Jeffrey Trottier---yes

Jeffrey Trottier  
*Jeffrey Trottier*  
Supervisor



This is to certify that this is a true copy of a record on file in the office of the town clerk.

Signed *Pauline C. Smead*  
Town Clerk, Town of Hadley  
County of Saratoga, State of N.Y.

Date 1-9-2007

# VILLAGE OF CORINTH

260 MAIN STREET  
CORINTH, NEW YORK 12822  
PHONE (518) 654-2012  
FAX (518) 654-6202  
www.villageofcorinthny.com

## MAYOR

BRADLEY H. WINSLOW

## TRUSTEES

MELANIE DENNO

PAULINE DENSMORE

JULIUS ENEKES

LEIGH W. LESCAULT

## ATTORNEY

DAVID B. AVIGDOR

## TREASURER

WILLIAM H. FULLER

518-654-2691

## CLERK

NICOLE M. COLSON

518-654-2012

## DPW/WATER/WWTP SUPERINTENDENT

ARTHUR A. LOZIER III

518-654-2373

## POLICE CHIEF

ROBERT E. KANE, JR.

518-654-6832

## BUILDING INSPECTOR

JOHN JACON

518-654-7334

## FIRE CHIEF

JOHN J. DENTON II

518-654-6789

December 20, 2006

Resolution #90

Offered by Trustee Denno

Seconded by Trustee Enekes

### RESOLUTION AUTHORIZING PARTICIPATION WITH WARREN COUNTY AND OTHER COMMUNITIES FOR ACTIONS RELATING TO CONTINUED IMPLEMENTATION OF THE FIRST WILDERNESS HERITAGE CORRIDOR

WHEREAS, as part of the continued implementation of the First Wilderness Heritage Corridor Plan, the Town of Johnsbury applied for and received grant funds from the NYS Department of State Coastal Resources Program in the amount of \$150,000 in which matching funds will be provided in the form of administrative salaries, in kind services and County project funds, and

WHEREAS, the Village of Corinth wishes to participate with the Town of Johnsbury's efforts to further the effort initiated with the First Wilderness Heritage Corridor Plan, and

WHEREAS, a municipal resolution is required for the Village to enter into an Extension and Amendment Agreement of the 2003 Intermunicipal Agreement (authorized by Resolution #89 of 2003 between Warren County and participating municipalities), now, therefore, be it

RESOLVED, the Mayor of Corinth be hereby authorized and directed to enter into an Extension & Amendment Agreement to the March 2003 Agreement with Warren County and participating municipalities to continue to implement the First Wilderness Heritage Corridor as defined under the 2006 grant work program executed by the Town of Johnsbury.

Present & Voting: Trustee Melanie Denno – aye  
Trustee Pauline Densmore – aye  
Trustee Julius Enekes – aye

# VILLAGE OF CORINTH

260 MAIN STREET  
CORINTH, NEW YORK 12822  
PHONE (518) 654-2012  
FAX (518) 654-6202  
www.villageofcorinthny.com

## MAYOR

BRADLEY H. WINSLOW

## TRUSTEES

MELANIE DENNO

PAULINE DENSMORE

JULIUS ENEKES

LEIGH W. LESCAULT

## ATTORNEY

DAVID B. AVIGDOR

## TREASURER

WILLIAM H. FULLER

518-654-2691

## CLERK

NICOLE M. COLSON

518-654-2012

## DPW/WATER/WWTP SUPERINTENDENT

ARTHUR A. LOZIER III

518-654-2373

## POLICE CHIEF

ROBERT E. KANE, JR.

518-654-6832

## BUILDING INSPECTOR

JOHN JACON

518-654-7334

## FIRE CHIEF

STEVEN J. DENTON II

518-654-6789

## CERTIFICATION

I, Nicole M. Colson, Corinth Village Clerk, do hereby certify that the foregoing is a true copy of resolution # 90 offered, seconded and approved on 12/20/2006 by the Village Board of Trustees.

  
Nicole M. Colson, Clerk

12/27/06  
Date

seal

**RESOLUTION #148**  
**RESOLUTION AUTHORIZING PARTICIPATION WITH**  
**WARREN COUNTY AND OTHER COMMUNITIES FOR ACTIONS**  
**RELATING TO CONTINUED IMPLEMENTATION OF THE FIRST**  
**WILDERNESS HERITAGE CORRIDOR**

A motion was made by Councilman Major, seconded by Councilman Byrnes, and the following resolution was

ADOPTED Ayes 5 Lucia, Brown, Major, Byrnes and Saunders  
Nays 0

WHEREAS, as part of the continued implementation of the First Wilderness Heritage Corridor Plan, the Town of Johnsbury applied for and received grant funds from the NYS Department of State Coastal Resources Program in the amount of \$150,000.00 in which matching funds will be provided in the form of administrative salaries, in kind services and County project funds, and

WHEREAS, the Town of Corinth wishes to participate with the Town of Johnsbury's efforts to further the effort initiated with the First Wilderness Heritage Corridor Plan, and

WHEREAS, a municipal resolution is required for the Town of Corinth to enter into an Extension and Amendment Agreement of the 2003 Inter-municipal Agreement (authorized by Resolution #103 of 2003 between Warren County and participating municipalities), and

WHEREAS, the Extension & amendment Agreement requires no out of pocket expenditure of Town funds, now, therefore, be it

RESOLVED, that the Town Supervisor of the Town of Corinth be and hereby is authorized and directed to enter into an Extension & Amendment Agreement to the march 2003 Agreement with Warren County and participating municipalities to continue to implement the First Wilderness Heritage Corridor as defined under the 2006 grant work program executed by the Town of Johnsbury.





INTERMUNICIPAL AGREEMENT BETWEEN WARREN COUNTY AND THE TOWNS  
OF JOHNSBURG, CHESTER, LAKE LUZERNE, STONY CREEK, THURMAN,  
WARRENSBURG, HADLEY, CORINTH AND VILLAGE OF CORINTH  
CONCERNING LOCAL WATERFRONT REVITALIZATION PROGRAM

WHEREAS, the State of New York made funds available through the Division of Coastal Resources of the Department of New York State, under the title of the Local Waterfront Revitalization Program, and

WHEREAS, the Town of Johnsburg, acting as Lead Community, prepared an application and was subsequently awarded funding under the Local Waterfront Revitalization Program for development of linkages between the Hudson River, the Warren County Rail Line and community centers, and

WHEREAS, the Town of Johnsburg has been awarded additional funding by the New York State Department of State under the Environmental Protection Fund Act, (see attached Exhibit "1"), and

WHEREAS, the project scope included other communities (Towns of Chester, Lake Luzerne, Stony Creek, Thurman and Warrensburg) within Warren County that share both the Hudson River Waterfront and the Warren County Rail Line, and

WHEREAS, the Saratoga County communities of the Town of Hadley, the Village of Corinth and the Town of Corinth have participated or wish to participate in the planning study and wish to continue their participation in the "Strengthening the Link" portion of the Project as outlined in the Appendix "D" of Exhibit "1", and

WHEREAS, an Intermunicipal Agreement is necessary to coordinate community participation, provide for matching funds and allow Warren County to act on behalf of these municipalities for administration and consultant management,

NOW, THEREFORE, IN CONSIDERATION OF THE FOREGOING, THE  
MUNICIPALITIES AGREE AS FOLLOWS:

1. The County of Warren and the Towns of Johnsburg, Chester, Lake Luzerne, Stony Creek, Thurman, Warrensburg, Hadley, Corinth and the Village of Corinth, hereinafter referred to as "the municipalities" hereby provide for continued participation in the Local Waterfront Revitalization Program described in the preambles of this agreement with the program objective and purposes of this Intermunicipal Agreement being the implementation of a study/market strategies consistent with the terms and conditions of an RFP titled Inter-Municipal Redevelopment Strategy for the Northern Hudson River" (WC 62-99), a copy of which is annexed hereto as Exhibit "2", and the agreement between New York State and the Town of Johnsburg. It is understood and agreed that the study shall be undertaken as set forth in the RFP annexed hereto as Exhibit "2" and as set forth in the proposal of The Saratoga Associates, annexed hereto as Exhibit "3" subject to the terms and conditions of the agreement to be in a form approved by Warren County. This agreement shall also be subject to any applicable terms and conditions required by the grant of funds from the State of New York under the Environmental Protection Fund Act.

2. It is understood that the Towns of Hadley and Corinth and the Village of Corinth have contributed Nineteen Thousand Dollars (\$19,000) toward this project in accordance with the contract attached hereto as Exhibit "4".

3. The Town of Johnsbury will serve as Lead Community for purposes of receiving and disbursing funds to Warren County so that the County, in turn, can make any required payments in its capacity as Administrator. The Town of Johnsbury shall have the authority to provide final direction and advisory information in connection with the study after consultation with other municipalities in a manner consistent with the RFP and Proposal annexed hereto.
4. Warren County shall act as Administrator and Consultant Management for purposes of the Program and the authority of Warren County will include the execution of any agreements with design firm(s) or other municipalities (i.e. Saratoga County Municipalities, see agreement dated May 14, 2002, attached hereto as Exhibit "4"), for study(ies)/market strategies made and funded in connection with the Local Waterfront Revitalization Program as well as administering payment of the same from funds received from the Town of Johnsbury and the Saratoga Counties (see Resolution No. 221 of 2002, attached to Exhibit "4"). While Warren County shall execute the agreement for the study/market strategies as aforesaid, it is understood and agreed that Warren County shall bear no responsibility or liability for the study/market strategies, the completeness or accuracy of the study/market strategies, the professional services provided to complete the study/market strategies, or the cost of the study/market strategies.
5. The terms of this agreement shall commence once the same is executed by all participating municipalities and shall terminate at the time that the study/market strategies referred to in paragraph 1 is completed and distributed to the participating municipalities.
6. Each municipality shall set up a working Committee appointed by the (Town Board) or in case of the Village, by the (Village Trustees). The aforesaid Committee shall interact with the consultant(s) retained to perform the study(ies)/market strategies outlined hereinabove, and Warren County, the Town of Johnsbury and others, for purposes of keeping the Towns and Village informed and also providing authorized input back to the Town of Johnsbury, Warren County and the consultant.
7. The municipalities agree to not assign their respective rights or interests under this agreement without the express consent of all other municipalities and the decision to grant consent shall rest with the sole discretion of each of the municipalities.
8. In the event that there should be a need for formal communications between the municipalities, Wayne LaMothe, Assistant Director of the Planning & Community Development Department, 1340 State Route 9, Lake George, New York 12845-3484 shall be the appropriate party for the County of Warren and the officers executing this agreement shall be the appropriate parties to whom to write and mail formal notices and/or communications.
9. This agreement shall not be altered, amended or changed except by similar written agreement executed by the municipalities through their authorized officers.

10. This agreement shall not be effective until such time as the same is authorized by a resolution of the appropriate boards of the municipalities and executed by the appropriate officer of the same.

IN WITNESS WHEREOF, this Intermunicipal Agreement has been executed by the duly

authorized officer of the respective parties.

William H. Thomas  
Chairman, Warren County Board of Supervisors

Date 3/4/03

William H. Thomas  
Supervisor, Town of Johnsburg

Date 3/5/03

Fredrick M. Murre  
Supervisor, Town of Chester

Date 3/5/03

Lawrence M. Bennett  
Supervisor, Town of Lake Luzerne

Date 3-10-03

Richard B. Lucia  
Supervisor, Town of Corinth

Date 3-13-03

John T. O'Neill  
Supervisor, Town of Stony Creek

Date 3-5-03

John K. [Signature]  
Supervisor, Town of Thurman

Date 3/5/03

Jeff O. [Signature]  
Supervisor, Town of Warrensburg

Date 3/5/03

Thomas [Signature]  
Supervisor, Town of Hadley

Date 3-11-03

E. C. [Signature]  
Mayor, Village of Corinth

Date 3-13-03

Approved as to Form:  
[Signature]  
Warren County Attorney

STATE OF NEW YORK )  
 ) ss.:  
COUNTY OF WARREN )

On the 5<sup>th</sup> day of March, in the year 2003, before me, the undersigned, a Notary Public in and for said state, personally appeared William H. Thomas, personally known to me or proved to me on the basis of satisfactory evidence to be the individual(s) whose name(s) is (are) subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their capacity(ies), and that by his/her/their signature(s) on the instrument, the individual(s), or person upon behalf of which the individual(s) acted, executed the instrument.

Marie J. Edmonds  
Notary Public

STATE OF NEW YORK )  
 ) ss.:  
COUNTY OF WARREN )

MARIE I. EDMONDS  
Notary Public, State of New York  
Warren Co. #01ED6056542  
My Commission Expires March 26, 2003

On the 5<sup>th</sup> day of March, in the year 2003, before me, the undersigned, a Notary Public in and for said state, personally appeared Fredrick H. Monroe, personally known to me or proved to me on the basis of satisfactory evidence to be the individual(s) whose name(s) is (are) subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their capacity(ies), and that by his/her/their signature(s) on the instrument, the individual(s), or person upon behalf of which the individual(s) acted, executed the instrument.

Marie J. Edmonds  
Notary Public

STATE OF NEW YORK )  
 ) ss.:  
COUNTY OF WARREN )

MARIE I. EDMONDS  
Notary Public, State of New York  
Warren Co. #01ED6056542  
My Commission Expires March 26, 2003

On the 10<sup>th</sup> day of March, in the year 2003, before me, the undersigned, a Notary Public in and for said state, personally appeared Lawrence M. Bennett, personally known to me or proved to me on the basis of satisfactory evidence to be the individual(s) whose name(s) is (are) subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their capacity(ies), and that by his/her/their signature(s) on the instrument, the individual(s), or person upon behalf of which the individual(s) acted, executed the instrument.

Marie J. Edmonds  
Notary Public

MARIE I. EDMONDS  
Notary Public, State of New York  
Warren Co. #01ED6056542  
My Commission Expires March 26, 2003

STATE OF NEW YORK )

SARATOGA ) ss.:

COUNTY OF WARREN )

On the 13<sup>th</sup> day of March, in the year 2003, before me, the undersigned, a Notary Public in and for said state, personally appeared Richard B. Lucia, personally known to me or proved to me on the basis of satisfactory evidence to be the individual(s) whose name(s) is (are) subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their capacity(ies), and that by his/her/their signature(s) on the instrument, the individual(s), or person upon behalf of which the individual(s) acted, executed the instrument.

*Rose E. Farr*  
Notary Public

ROSE E. FARR  
Notary Public, State of New York  
Residing in Saratoga County  
My Commission Expires 10-31-2006

STATE OF NEW YORK )

) ss.:

COUNTY OF WARREN )

On the 5<sup>th</sup> day of March, in the year 2003, before me, the undersigned, a Notary Public in and for said state, personally appeared John T. O'Neill, personally known to me or proved to me on the basis of satisfactory evidence to be the individual(s) whose name(s) is (are) subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their capacity(ies), and that by his/her/their signature(s) on the instrument, the individual(s), or person upon behalf of which the individual(s) acted, executed the instrument.

*Marie J. Edmonds*  
Notary Public

MARIE I. EDMONDS  
Notary Public, State of New York  
Warren Co. #01ED6056542  
My Commission Expires March 26, 2003

STATE OF NEW YORK )

) ss.:

COUNTY OF WARREN )

On the 5<sup>th</sup> day of March, in the year 2003, before me, the undersigned, a Notary Public in and for said state, personally appeared John Haskell, personally known to me or proved to me on the basis of satisfactory evidence to be the individual(s) whose name(s) is (are) subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their capacity(ies), and that by his/her/their signature(s) on the instrument, the individual(s), or person upon behalf of which the individual(s) acted, executed the instrument.

*Marie J. Edmonds*  
Notary Public

MARIE I. EDMONDS  
Notary Public, State of New York  
Warren Co. #01ED6056542  
My Commission Expires March 26, 2003

STATE OF NEW YORK )

) ss.:

COUNTY OF SARATOGA )

On the 5<sup>th</sup> day of March, in the year 2003, before me, the undersigned, a Notary Public in and for said state, personally appeared Jerald O. Quintal, personally known to me or proved to me on the basis of satisfactory evidence to be the individual(s) whose name(s) is (are) subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their capacity(ies), and that by his/her/their signature(s) on the instrument, the individual(s), or person upon behalf of which the individual(s) acted, executed the instrument.

Marie J. Edmonds  
Notary Public

MARIE I. EDMONDS  
Notary Public, State of New York  
Warren Co. #01ED6056542  
My Commission Expires March 26, 2003

STATE OF NEW YORK )

) ss.:

COUNTY OF SARATOGA )

On the 16<sup>th</sup> day of March, in the year 2003, before me, the undersigned, a Notary Public in and for said state, personally appeared Thomas Mason, personally known to me or proved to me on the basis of satisfactory evidence to be the individual(s) whose name(s) is (are) subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their capacity(ies), and that by his/her/their signature(s) on the instrument, the individual(s), or person upon behalf of which the individual(s) acted, executed the instrument.

Marie J. Edmonds  
Notary Public

MARIE I. EDMONDS  
Notary Public, State of New York  
Warren Co. #01ED6056542  
My Commission Expires March 26, 2003

STATE OF NEW YORK )

) ss.:

COUNTY OF SARATOGA )

On the 13<sup>th</sup> day of March, in the year 2003, before me, the undersigned, a Notary Public in and for said state, personally appeared Edward VonSoggen, personally known to me or proved to me on the basis of satisfactory evidence to be the individual(s) whose name(s) is (are) subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their capacity(ies), and that by his/her/their signature(s) on the instrument, the individual(s), or person upon behalf of which the individual(s) acted, executed the instrument.

Glenda J Benware  
Notary Public State of New York  
Qualified in Warren County  
No. 04BE6011491  
Commission Expires 8/14/04

Glenda J Benware  
Notary Public



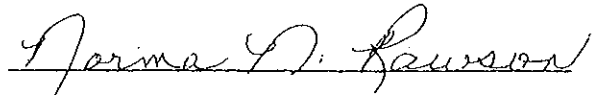


STATE OF NEW YORK )  
COUNTY OF WARREN ) SS  
TOWN OF JOHNSBURG )

I, Norma N. Rawson, TOWN CLERK OF THE TOWN OF JOHNSBURG, WARREN COUNTY, NEW YORK, HEREBY CERTIFY THAT I HAVE COMPARED THE FOREGOING COPY OF RESOLUTION NUMBER 157, ADOPTED BY THE TOWN BOARD OF THE TOWN OF JOHNSBURG, WARREN COUNTY, NEW YORK, AT A MEETING HELD AT THE Tannery Pond Comm. Ctr., IN North Creek, NEW YORK ON THE 19th DAY OF November, 2002, AND THAT THE FOREGOING IS A TRUE COPY OF SAID RESOLUTION ENTERED IN THE MINUTES OF SAID MEETING.

IN WITNESS WHEREOF, I HAVE HEREUNTO SET MY HAND AND SEAL ON THE 27th DAY OF November, 2002.

SEAL



TOWN CLERK

TOWN OF JOHNSBURG

RESOLUTION NO. 157 of Nov. 19, 2002 meeting

Mrs. Cornwall presented the following resolution & moved its adoption, seconded by Mr. Arsenault authorizing and directing the Supervisor to sign an agreement with New York State Environmental Protection Fund for a grant under Title 11 of the EPF, and to enter into an agreement with Warren Co. Planning Dept. to administer the grant for the First Wilderness Corridor Plan, for the purposes of redevelopment of community centers and linkages to the Hudson River along a 42-mile rail corridor owned by Warren County.  
(Resolution declared passed-all members voting aye. Carried.)

DEC. 10, 2002 CONTINUED..

RESOLUTION # 148 OF 2002

AUTHORIZING PARTICIPATION WITH WARREN COUNTY AND OTHER  
COMMUNITIES TO IMPLEMENT THE FIRST WILDERNESS HERITAGE  
CORRIDOR.

MOTION INTRODUCED BY COUNCILWOMAN PERRY, SECONDED BY  
COUNCILWOMAN TRACKEY,

WHEREAS, WARREN COUNTY IS RECEIVING FUNDS FROM THE LOCAL  
WATERFRONT REVITALIZATION PROGRAM ADMINISTERED BY THE  
COASTAL RESOURCES DIVISION OF THE NEW YORK STATE DEPARTMENT  
OF STATE, AND

WHEREAS, THE TOWN/VILLAGE OF LAKE LUZERNE WISHES TO  
PARTICIPATE WITH WARREN COUNTY'S EFFORTS TO FURTHER THE  
EFFORT INITIATED WITH THE FIRST WILDERNESS HERITAGE CORRIDOR  
PLAN, AND

WHEREAS, A MUNICIPAL RESOLUTION IS REQUIRED TO ENTER INTO THE  
AGREEMENT WITH WARREN COUNTY AND PARTICIPATING  
MUNICIPALITIES, NOW THEREFORE, BE IT

RESOLVED, THAT SUPERVISOR LAWRENCE BENNETT IS AUTHORIZED AND  
DIRECTED TO ENTER INTO A MEMORANDUM OF UNDERSTANDING WITH  
WARREN COUNTY AND PARTICIPATING MUNICIPALITIES TO IMPLEMENT  
THE FIRST WILDERNESS HERITAGE CORRIDOR AND TO UNDERTAKE  
ACTIONS IDENTIFIED IN THE CURRENT WORK PLAN.

ROLL CALL VOTE: COUNCILMAN SHIEL, AYE, COUNCILWOMAN PERRY,  
AYE, COUNCILMAN DIEHL, AYE, COUNCILWOMAN TRACKEY, AYE,  
SUPERVISOR BENNETT, AYE.

DATED: DECEMBER 10, 2002

This is to certify that this is a true copy of a record on file  
the office of the Town Clerk.

Signed

*Cynthia Sherman*  
Town Clerk, Town of Lake Luzerne  
County of Warren, State of NY

Date

*12-13-2002*

TOWN OF STONY CREEK

YEAR 2002

RESOLUTION NO. 177

DATE: Dec. 17

INTRODUCED BY: Councilman Liebl

SECONDED BY: Councilman Thomas

TEXT:

Whereas, Warren County is receiving funds from the Local Waterfront Revitalization Program administered by the Coastal Resources Division of the New York State Department of State, and

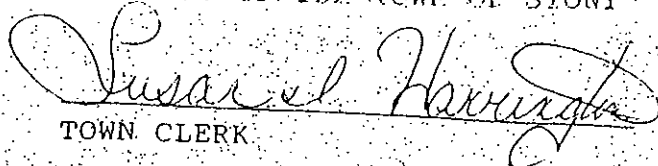
Whereas, the Town of Stony Creek wishes to participate with Warren County's efforts to further the effort initiated with the First Wilderness Heritage Corridor plan, and

Whereas, a municipal resolution is required to enter into the agreement with Warren County and participating municipalities, now, therefore, be it

Resolved, the Town Supervisor is authorized and directed to enter into a Memorandum of Understanding with Warren County and participating municipalities to implement the First Wilderness Heritage Corridor and to undertake actions identified in the current workplan.

ROLL CALL VOTE:	<u>Supervisor O'Neill</u>	<u>Yes</u>
	<u>Councilman Thomas</u>	<u>Yes</u>
	<u>Councilman Liebl</u>	<u>Yes</u>
	<u>Councilwoman Brooks</u>	<u>Yes</u>
	<u>Councilman Rayder</u>	<u>Absent</u>

I HEREBY CERTIFY THAT THIS IS A TRUE AND EXACT COPY OF THE RESOLUTION AS PASSED BY THE TOWN BOARD OF THE TOWN OF STONY CREEK.

  
TOWN CLERK

RESOLUTION # 45 OF 2002

Resolution introduced by David Robinson  
Seconded by John Haskell

Supervisor John M. Haskell	Yea <input checked="" type="checkbox"/>	Nay <input type="checkbox"/>
Councilman Albert C. Martin	Yea <input type="checkbox"/>	Nay <input type="checkbox"/> <i>deceased</i>
Councilman David H. Kenyon	Yea <input checked="" type="checkbox"/>	Nay <input type="checkbox"/>
Councilman Gilbert R. Wood, Jr.	Yea <input type="checkbox"/>	Nay <input type="checkbox"/> <i>absent</i>
Councilman David A. Robinson	Yea <input checked="" type="checkbox"/>	Nay <input type="checkbox"/>

*unanimous  
vote  
members  
present*

RESOLUTION AUTHORIZING PARTICIPATION WITH WARREN COUNTY  
AND OTHER COMMUNITIES TO IMPLEMENT THE FIRST WILDERNESS  
HERITAGE CORRIDOR

WHEREAS, Warren County is receiving funds from the Local Waterfront Revitalization Program administered by the Coastal Resources Division of the New York Department of State, and

WHEREAS, the Town of Thurman wishes to participate with Warren County's efforts to further the effort initiated with the First Wilderness Heritage Corridor plan, and

WHEREAS, a municipal resolution is required to enter into the agreement with Warren County and participating municipalities, now, therefore, be it

RESOLVED, the Town Board of the Town of Thurman authorizes John M. Haskell, Supervisor to enter into a Memorandum of Understanding with Warren County and participating municipalities to implement the First Wilderness Heritage Corridor and to undertake actions identified in the current work plan.

STATE OF NEW YORK)

)SS:

COUNTY OF WARREN)

I, Nancy S. Beadnell, Town Clerk of the Town of Thurman of the County of Warren, do hereby certify that the foregoing is a true and correct copy and the whole thereof, of a Resolution duly adopted by the Town Board of the Town of Thurman of the County of Warren, on the 18 day of December, 2002.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the official seal of the Town of Thurman this 18 day of December, 2002.

Nancy S. Beadnell  
NANCY S. BEADNELL  
Clerk of the Town of Thurman  
County of Warren

APPROVED

STATE OF NEW YORK  
COUNTY OF WARREN  
TOWN OF WARRENSBURG

SS:

I, DONNA A. COMBS, Town Clerk of the

Town of WARRENSBURG WARREN County, New York,  
DO HEREBY CERTIFY, that I have compared the foregoing with the original resolution  
adopted by the Town Board of the Town of Warrensburg

at a meeting of said Board held on the 8th day of January,  
19 2003, and that the foregoing is a true and correct transcript of said original  
resolution and of the whole thereof, and that said original resolution is on file in my office.

I DO FURTHER CERTIFY that each of the members of said Town Board had due notice  
of said meeting, and that Jerold O. Quintal, Supervisor, and  
Austin Markey, Jonathan Geraghty, and  
Joseph Barlow, Councilmen were present at such meeting, and  
Dean Ackley, Town Justice, Councilman was absent.

IN WITNESS WHEREOF, I have hereunto set my hand and the seal of the  
Town of Warrensburg, this 15th day of January, 19 03

Donna A. Combs  
Town Clerk.

(SEAL)

RESOLUTION #46-03  
RESOLUTION AUTHORIZING PARTICIPATION WITH WARREN COUNTY AND OTHER  
COMMUNITIES TO IMPLEMENT THE FIRST WILDERNESS HERITAGE CORRIDOR.

Introduced by: Councilman Geraghty  
Seconded by: Councilman Barlow

WHEREAS, Warren County is receiving funds from the Local Waterfront Revitalization Program administered by the Coastal Resources Division of the New York State Department of State, and

WHEREAS, the Town of Warrensburg wishes to participate with Warren County's efforts to further the effort initiated with the First Wilderness Heritage Corridor plan, and

WHEREAS, a municipal resolution is required to enter into the agreement with Warren County and participating municipalities, now, therefore, be it

RESOLVED, the Town Supervisor is authorized to enter into a Memorandum of Understanding with Warren County and participating municipalities to implement the First Wilderness Heritage Corridor and to undertake actions identified in the current workplan.

DULY ADOPTED THIS 8<sup>TH</sup> DAY OF JANUARY, 2003 BY THE FOLLOWING VOTE:

AYES: Supervisor Quintal, Councilman Barlow, Councilman Geraghty, Councilman Markey

NAYS: None



TOWN OF CORINTH BOARD MEETING  
JANUARY 30, 2003

RESOLUTION # 103 Authorizing participation with Warren County and other communities to implement the first wilderness heritage corridor:

Whereas, Warren County is receiving funds from the Local Waterfront Revitalization Program administered by the Coastal Resources Division of the New York State Department of State, and

Whereas, the Town of Corinth wishes to participate with Warren County's efforts to further the effort initiated with the First Wilderness Heritage Corridor plan, and

Whereas, a municipal resolution is required to enter into the agreement with Warren County and participating municipalities, now, therefore, be it

Resolved, the Town Supervisor is authorized and directed to enter into a Memorandum of Understanding with Warren County and participating municipalities to implement the First Wilderness Heritage Corridor and to undertake actions identified in the current workplan.

The Town Board members present were:

	Aye	Nay
Richard Lucia, Supervisor	X	
William Doherty, Councilman	X	
David Towers, Councilman	X	
Charles Brown, Councilman	X	

Carried: 4-0



# TOWN OF HADLEY

Pauline G. Smead, Town Clerk  
4 Stony Creek Road  
P.O. Box 323  
Hadley, New York 12835  
Ph. 518-696-3112 fax 518-696-5401

RECEIVED

DEC 19 2002

County Attorney's Office

**RESOLUTION # 86 OF THE HADLEY TOWN BOARD DECEMBER 12, 2002  
AUTHORIZING PARTICIPATION WITH WARREN COUNTY AND OTHER  
COMMUNITIES TO IMPLEMENT THE FIRST WILDERNESS HERITAGE  
CORRIDOR**

WHEREAS, Warren County is receiving funds from the Local Waterfront Revitalization Program administered by the Coastal Resources Division of the New York State Department of State, and

WHEREAS, the Town of Hadley wishes to participate with Warren County's efforts to further the effort initiated with the First Wilderness Heritage Corridor plan, and

WHEREAS, a municipal resolution is required to enter into the agreement with Warren County and participating municipalities, now, therefore,

BE IT RESOLVED, the Town Supervisor Thomas Mason is authorized and directed to enter into a Memorandum of Understanding with Warren County and participating municipalities to implement the First Wilderness Heritage Corridor and to undertake actions identified in the current work plan. All Ayes.

Members voting: Councilperson Joan Woodward: yes  
Colleen DeMarsh: yes  
Councilman Arthur Wright: yes  
James Brewster: yes

This is to certify that this is a true copy  
of a record on file in the office of the  
town clerk.

Signed Pauline G. Smead  
Town Clerk, Town of Hadley  
County of Saratoga, State of N.Y.

Date 12

Offered by Trustee Winslow

Seconded by Trustee Woods

**RESOLUTION AUTHORIZING PARTICIPATION WITH WARREN COUNTY AND OTHER COMMUNITIES TO IMPLEMENT THE FIRST WILDERNESS HERITAGE CORRIDOR.**

Whereas, Warren County is receiving funds from the Local Waterfront Revitalization Program administered by the Coastal Resources Division of the New York State Department of State, and

Whereas, the Village of Corinth wishes to participate with Warren County's efforts to further the effort initiated with the First Wilderness Heritage Corridor plan, and

Whereas, a municipal resolution is required to enter into the agreement with Warren County and participating municipalities, now, therefore, be it

Resolved, that Mayor Edward Von Seggern is authorized and directed to enter into a Memorandum of Understanding with Warren County and participating municipalities to implement the First Wilderness Heritage Corridor and to undertake actions identified in the current work plan.

Present & voting:

Trustee Leigh Lescault – aye  
Trustee Bradley Winslow – aye

Trustee Jack Woods – aye

**RECEIVED**

DEC 24 2002

County Attorney's Office

VILLAGE OF CORINTH

260 MAIN STREET  
CORINTH, NEW YORK 12822  
PHONE (518) 654-2012  
FAX (518) 654-6202

MAYOR

EDWARD G. VON SEGGERN

TRUSTEES

WILLIAM K. DENNO

LEIGH W. LESCAULT

BRADLEY H. WINSLOW

JACK E. WOODS

ATTORNEY

DAVID B. AVIGDOR

TREASURER

WILLIAM H. FULLER

518-654-2691

CLERK

WALLACE H. ESTILL

518-654-2012

DPW SUPERINTENDENT

THOMAS C. PLUMMER

518-654-2373

POLICE CHIEF

ROBERT E. KANE, JR.

518-654-6832

BUILDING INSPECTOR

ANDREW J. NEVILLE

518-654-7334

FIRE CHIEF

ANDREW P. KELLEY

518-654-6789

CERTIFICATION

I, Wallace H. Estill, Corinth Village Clerk, do hereby certify that the foregoing is a true copy of resolution # 89 offered, seconded and approved on 12-18-02 by the Village Board of Trustees.

Wallace H. Estill  
Wallace H. Estill, Clerk

12-19-02  
Date

seal

# Warren County Board of Supervisors

RESOLUTION NO. 495 OF 2002

Resolution introduced by Supervisors Bennett, Belden, Gabriels, Quintal, Monroe, Tessier and Moynihan

## AUTHORIZING INTERMUNICIPAL AGREEMENT BETWEEN WARREN COUNTY AND SEVERAL TOWNS IN WARREN AND SARATOGA COUNTIES FOR IMPLEMENTATION OF THE FIRST WILDERNESS HERITAGE CORRIDOR ACTION PLAN AND STATEMENT OF GOALS - PLANNING & COMMUNITY DEVELOPMENT

WHEREAS, the State of New York made funds available through the Division of Coastal Resources of the Department of New York State, under the title of the Local Waterfront Revitalization Program, and

WHEREAS, the Town of Johnsbury, acting as Lead Community, prepared an application and was subsequently awarded funding under the Local Waterfront Revitalization Program for development of linkages between the Hudson River, the Warren County Rail Line and community centers, and

WHEREAS, the project scope included other communities (Towns of Chester, Lake Luzerne, Stony Creek, Thurman and Warrensburg) within Warren County that shared both the Hudson River Waterfront and the Warren County Rail Line, and

WHEREAS, the Saratoga County communities of the Town of Hadley, the Village of Corinth and the Town of Corinth, have expressed a desire to participate in the planning study, and

WHEREAS, an Intermunicipal Agreement is necessary to coordinate community participation, provide for matching funds and allow Warren County to act on behalf of the said municipalities for administration and consultant management, now, therefore, be it

RESOLVED, that Warren County enter into an Intermunicipal Agreement with the communities in Warren and Saratoga Counties identified in the preambles of this resolution as within the project scope or as desirous of participating in the Local Waterfront Revitalization Program

RESOLUTION NO. 495 OF 20 02

Page 2, Continued

which agreement shall, generally, contain the following terms and conditions.

1. The Agreement will be subject to any applicable terms and conditions required by the grant of funds from the State of New York;
2. The Town of Johnsburg will serve as Lead Community for purposes of receiving all funds;
3. The primary purpose of the Intermunicipal Agreement will be to complete the tasks identified in the most recent Local Waterfront Revitalization Program award to the Town of Johnsburg; and
4. Warren County will act as administrator and consultant management for purposes of the Program and the authority of Warren County will include the execution on behalf of all communities of any agreements with design firm(s) for study(ies) made and funded in connection with the Local Waterfront Revitalization Program,

and be it further

RESOLVED, that the Chairman of the Board of Supervisors, be, and hereby is, authorized to execute an Intermunicipal Agreement in a form approved by the County Attorney consistent with the terms and provisions outlined hereinabove, and, be it further

RESOLVED, that said Intermunicipal Agreement shall be deemed executory only to the extent of moneys available to the County for the performance of the terms hereof and no liability on account thereof shall be incurred by the County beyond moneys available to or appropriated by the County for the purpose of said Intermunicipal Agreement and that said Intermunicipal Agreement shall automatically terminate upon the termination of State or Federal funding available for such contract purpose.

**FACE PAGE**

*E. Y. ...*  
(6)

<b>STATE AGENCY (Name and Address):</b>
NYS Department of State 41 State Street Albany, NY 12231-0001

<b>NYS COMPTROLLER'S #:</b>	C006530
<b>ORIG. AGENCY CODE:</b>	19000

<b>CONTRACTOR (Name and Address):</b>
Town of Johnsburg Town Hall - PO Box 7 North Creek, NY 12853

<b>TYPE OF PROGRAM:</b> Environmental Protection Fund Act - 04 LWRP
--

<b>STATE SHARE FUNDING AMOUNT FOR INITIAL PERIOD</b>	\$150,000
<b>LOCAL SHARE FUNDING AMOUNT FOR INITIAL PERIOD</b>	\$150,000

<b>FEDERAL TAX IDENTIFICATION NUMBER:</b> 14-6002258
<b>MUNICIPALITY #</b>

<b>INITIAL CONTRACT PERIOD:</b> FROM: January 1, 2006 TO: December 31, 2007
<b>MULTI-YEAR TERM (If applicable):</b> <b>BEGIN DATE:</b> January 1, 2006 <b>EXPIRATION DATE:</b> December 31, 2008

<b>APPENDICES ATTACHED TO AND PART OF THIS AGREEMENT</b>	
<b>APPENDIX A:</b>	Standard clauses as required by the Attorney General for all state contracts
<b>APPENDIX A1 Including Attachments 1, 2, &amp; 3 thereto:</b>	Agency-specific clauses
<b>APPENDIX B:</b>	Budget
<b>APPENDIX C:</b>	Payment and Reporting Schedule
<b>APPENDIX D:</b>	Program Workplan
<b>APPENDIX X:</b>	Modification Agreement Form (to accompany modified appendices for changes in term or consideration on an existing period or for renewal periods)



IN WITNESS THEREOF, the parties hereto have executed or approved this AGREEMENT on the dates below their signatures.

Contract No. C006530

CONTRACTOR

Town of Johnsbury

By:

*[Signature]*  
William H. Thomas

(Print Name)

Title: Supervisor

Date: 10/2/06

STATE AGENCY:

New York State Department of State

By:

*[Signature]*  
Judith E. Kenny  
DOS Director of Administration

Title: and Management

Date: 1/31/07

State Agency Certification

"In addition to the acceptance of this contract, I also certify that original copies of this signature page will be attached to all other exact copies of this contract."

ACKNOWLEDGMENT

State of New York  
County of WARREN ) ss:

On this 2<sup>nd</sup> day of October, 2006, before me personally came William H. Thomas to me known, who, being by me duly sworn, did depose and say that he/she/they reside(s) in 11 Circle Avenue North Creek 774 (if the place of resident is in a city, include the street and street number, if any, thereof); that he/she/they is(are) the Supervisor (title of officer or employee) of the Town of Johnsbury (name of municipal corporation), described in and which executed the above instrument; and that he/she/they signed his/her/their name(s) thereto by authority of the governing body of said municipal corporation.

*[Signature]*  
NOTARY PUBLIC

DEBORAH T. WEAVER  
Notary Public, State of New York  
Warren County, N.Y. 12158  
My Commission Expires 1/1/08

ATTORNEY GENERAL:

Title: \_\_\_\_\_  
Date: \_\_\_\_\_

APPROVED AS TO FORM  
NYS ATTORNEY GENERAL  
FEB 09 2007  
LEONARD J. PELLICANO  
SUNSHINE STATE ATTORNEY

Approved:

Alan G. Hevesi  
Comptroller

By: \_\_\_\_\_  
Date: \_\_\_\_\_

APPROVED  
DEPT. OF AGRI. & CONTROL  
FEB 27 2007  
FOR THE STATE COMPTROLLER

# STATE OF NEW YORK AGREEMENT

The AGREEMENT is hereby made by and between the State of New York agency (STATE) and the public or private agency (CONTRACTOR) identified on the face page hereof.

WITNESSETH:

WHEREAS, the STATE has the authority to regulate and provide funding for the establishment and operation of program services and desires to contract with skilled parties possessing the necessary resources to provide such services; and

WHEREAS, the CONTRACTOR is ready, willing and able to provide such program services and possesses or can make available all necessary qualified personnel, licenses, facilities and expertise to perform or have performed the services required pursuant to the terms of this AGREEMENT;

NOW, THEREFORE, in consideration of the promises, responsibilities and covenants herein, the STATE and the CONTRACTOR agree as follows:

## I. Conditions of Agreement

A. This AGREEMENT may consist of successive periods (PERIOD), as specified within the AGREEMENT or within a subsequent Modification Agreement(s) (Appendix X). Each additional or superseding PERIOD shall be on the forms specified by the particular State agency, and shall be incorporated into this AGREEMENT.

B. Funding for the first PERIOD shall not exceed the funding amount specified on the face page hereof. Funding for each subsequent PERIOD, if any, shall not exceed the amount specified in the appropriate appendix for that PERIOD.

C. This AGREEMENT incorporates the face pages attached and all of the marked appendices identified on the face page hereof.

D. Subject to the availability of funds, determination by the Department that it is in the best interest of the State, and upon mutual written consent of the parties, the Multi-Year Term of this AGREEMENT may be extended by up to two Contract Periods not to exceed twelve months each.

To modify the AGREEMENT within an existing PERIOD the parties shall revise or complete the appropriate appendix forms(s). Any change in the amount of consideration to be paid, or change in the term, is subject to the approval of the Office of the State Comptroller. Any other modifications shall be processed in accordance with agency guidelines as stated in Appendix A1.

Unless modified as provided herein, this contract shall begin on the date cited on the Initial Contract Period and end on the Expiration Date on the Face Page.

The State shall have the right to terminate this AGREEMENT early for (1) unavailability of funds; (ii) cause; or (iii) convenience. The State may invoke its right to terminate for convenience on the expiration date of the Initial Period and on each subsequent anniversary date of the AGREEMENT (except for the AGREEMENT Expiration Date), provided that the State has given written notice to the CONTRACTOR no later than 30 days or more prior to the date of termination, except with respect to a contract that gives the STATE general right to terminate at any time.

E. The CONTRACTOR shall perform all services to the satisfaction of the STATE. The CONTRACTOR shall provide services and meet the program objectives summarized in the Program Workplan (Appendix D) in accordance with: provisions of the AGREEMENT; relevant laws, rules and regulations, administrative and fiscal guidelines; and where applicable, operating certificates for facilities or licenses for an activity or program.

F. If the CONTRACTOR enters into subcontracts for the performance of work pursuant to this AGREEMENT, the CONTRACTOR shall take full responsibility for the acts and omissions of its subcontractors. Nothing in the subcontract shall impair the rights of the STATE under this AGREEMENT. No contractual relationship shall be deemed to exist between the subcontractor and the STATE.

G. Appendix A. (Standard Clauses as required by the Attorney General for all State contracts) takes precedence over all other parts of the AGREEMENT.

## II. Payment and Reporting

A. The CONTRACTOR, to be eligible for payment, shall submit to the STATE's designated payment office (identified in Appendix C) any appropriate documentation as required by the Payment and Reporting Schedule (Appendix C) and by agency fiscal guidelines, in a manner acceptable to the STATE.

B. The STATE shall make payments and any reconciliations in accordance with the Payment and Reporting Schedule (Appendix C). The STATE shall pay the CONTRACTOR, in consideration of contract services for a given PERIOD, a sum not to exceed the amount noted on the face page hereof or in the respective Appendix designating the payment amount for that given PERIOD. This sum shall not duplicate reimbursement from other sources for CONTRACTOR costs and services provided pursuant to this AGREEMENT.

C. The CONTRACTOR shall meet the audit requirements specified by the STATE.

## III. Terminations

A. This AGREEMENT may be terminated at any time upon mutual written consent of the STATE and the CONTRACTOR.

B. The STATE may terminate the AGREEMENT immediately, upon written notice of termination to the CONTRACTOR, if the CONTRACTOR fails to comply with the terms and conditions of this AGREEMENT and/or with any laws, rules, regulations, policies or procedures affecting this AGREEMENT.

C. The STATE may also terminate this AGREEMENT for any reason in accordance with provisions set forth in Appendix A1.

D. Written notice of termination, where required, shall be sent by personal messenger service or by certified mail, return receipt requested. The termination shall be effective in accordance with terms of the notice.

E. Upon receipt of notice of termination, the CONTRACTOR shall cancel, prior to the effective date of any prospective termination, all outstanding obligations, and agrees not to incur any new obligations after receipt of the notice without approval by the STATE.

F. The STATE shall be responsible for payment on claims pursuant to services provided and costs incurred pursuant to terms of the AGREEMENT. In no event shall the STATE be liable for expenses and obligations arising from the program(s) in this AGREEMENT after the termination date.

#### IV. Indemnification

A. The CONTRACTOR shall be solely responsible and answerable in damages for any and all accident and/or injuries to person (including death) or property arising out of or related to the services to be rendered by the CONTRACTOR or its subcontractors pursuant to this AGREEMENT. The CONTRACTOR shall indemnify and hold harmless the STATE and its officers and employees from claims, suits, actions, damages and costs of every nature arising out of the provision of services pursuant to this AGREEMENT.

B. The CONTRACTOR is an independent contractor and may neither hold itself out nor claim to be an officer, employee or subdivision of the STATE nor make any claim, demand or application to or for any right based upon any different status.

#### V. Property

Any equipment, furniture, supplies or other property purchased pursuant to this AGREEMENT is deemed to be the property of the STATE except as may otherwise be governed by Federal or State laws, rules or regulations, or as stated in Appendix A1.

#### VI. Safeguards for Services and Confidentiality

A. Services performed pursuant to this AGREEMENT are secular in nature and shall be performed in a manner that does not discriminate on the basis of religious belief, or promote or discourage adherence to religion in general or particular religious beliefs.

B. Funds provided pursuant to this AGREEMENT shall not be used for any partisan political activity, or for activities that may influence legislation or the election or defeat of any candidate for public office.

C. Information relating to individuals who may receive services pursuant to this AGREEMENT shall be maintained and used only for the purposes intended under the Agreement and in conformity with applicable provisions of laws and regulations, or specified in Appendix A1.

# APPENDIX A

## Standard Clauses for All New York State Contracts

The parties to the attached contract, license, lease, amendment or other agreement of any kind (hereinafter, "the contract" or "this contract") agree to be bound by the following clauses which are hereby made a part of the contract (the word "Contractor" herein refers to any party other than the State, whether a contractor, licenser, licensee, lessor, lessee or any other party):

1. **EXECUTORY CLAUSE**. In accordance with Section 41 of the State Finance Law, the State shall have no liability under this contract to the Contractor or to anyone else beyond funds appropriated and available for this contract.
2. **NON-ASSIGNMENT CLAUSE**. In accordance with Section 138 of the State Finance Law, this contract may not be assigned by the Contractor or its right, title or interest therein assigned, transferred conveyed, sublet or otherwise disposed of without the previous consent, in writing, of the State and any attempts to assign the contract without the State's written consent are null and void. The Contractor may, however, assign its right to receive payment without the State's prior written consent unless this contract concerns Certificates of Participation pursuant to Article 5-A of the State Finance Law.
3. **COMPTROLLER'S APPROVAL**. In accordance with Section 112 of the State Finance Law (or, if this contract is with the State University or City University of New York, Section 355 or Section 6218 of the Education Law), if this contract exceeds \$15,000 (or the minimum thresholds agreed to by the Office of the State Comptroller for certain S.U.N.Y. and C.U.N.Y. contracts), or if this is an amendment for any amount to a contract which, as so amended, exceeds said statutory amount, or if, by this contract, the State agrees to give something other than money when the value or reasonably estimated value of such consideration exceeds \$10,000, it shall not be valid, effective or binding upon the State until it has been approved by the State Comptroller and filed in his office. Comptroller's approval of contracts let by the Office of General Services is required when such contracts exceed \$30,000 (State Finance Law Section 163.6a).
4. **WORKERS' COMPENSATION BENEFITS**. In accordance with Section 142 of the State Finance Law, this contract shall be void and of no force and effect unless the Contractor shall provide and maintain coverage during the life of this contract for the benefit of such employees as are required to be covered by the provisions of the Workers' Compensation Law.
5. **NON-DISCRIMINATION REQUIREMENTS**. To the extent required by Article 15 of the Executive Law (also known as the Human Rights Law) and all other State and Federal statutory and constitutional non-discrimination provisions, the Contractor will not discriminate against any employee or applicant for employment because of race, creed, color, sex, national origin, sexual orientation, age, disability or marital status. Furthermore, in accordance with Section 220-e of the Labor Law, if this is a contract for the construction, alteration or repair of any public building or public work or for the manufacture, sale or distribution of materials, equipment or supplies, and to the extent that this contract shall be performed within the State of New York, Contractor agrees that neither it nor its subcontractors shall, by reason of race, creed, color, disability, sex, or national origin: (a) discriminate in hiring against any New York State citizen who is qualified and available to perform the work; or (b) discriminate against or intimidate any employee hired for the performance of work under this contract. If this is a building service contract as defined in Section 230 of the Labor Law, then, in accordance with Section 239 thereof, Contractor agrees that neither it nor its subcontractors shall by reason of race, creed, color, national origin, age, sex, or disability: (a) discriminate in hiring against any New York State citizen who is qualified and available to perform the work; or (b) discriminate against or intimidate any employee hired for the performance of work under this contract. Contractor is subject to fines of \$50.00 per person per day for any violation of Section 220-e or Section 239 as well as possible termination of this contract and forfeiture of all moneys due hereunder for a second or subsequent violation.
6. **WAGE AND HOURS PROVISIONS**. If this is a public work contract covered by Article 8 of the Labor Law or a building service contract covered by Article 9 thereof, neither Contractor's employees nor the employees of its subcontractors may be required or permitted to work more than the number of hours or days stated in said statutes, except as otherwise provided in the Labor law and as set forth in prevailing wage and supplement schedules issued by the State Labor Department. Furthermore, Contractor and its subcontractors must pay at least the prevailing wage rate and pay or provide the prevailing supplements, including the premium rates for overtime pay, as determined by the State Labor Department in accordance with the Labor Law.
7. **NON-COLLUSIVE BIDDING REQUIREMENT**. In accordance with Section 139-d of the State Finance Law, if this contract was awarded based upon the submission of bids, Contractor warrants, under penalty of perjury, that its bid was arrived at independently and without collusion aimed at restricting competition. Contractor further warrants that, at the time Contractor submitted its bid, an authorized and responsible person executed and delivered to the State a non-collusive bidding certification on Contractor's behalf.
8. **INTERNATIONAL BOYCOTT PROHIBITION**. In accordance with Section 220-f of the Labor Law and Section 139-h of the State Finance Law, if this contract exceeds \$5,000, the Contractor agrees, as a material condition of the contract, that neither the Contractor nor any substantially owned or affiliated person, firm, partnership or corporation has participated, is participating, or shall participate in an international boycott in violation of the federal Export Administration Act of 1979 (50 USC App. Sections 2401 et seq.) or regulations thereunder. If such Contractor, or any of the aforesaid affiliates of Contractor, is convicted or is otherwise found to have violated said laws or regulations upon the final determination of the United States Commerce Department or any other appropriate agency of the United States subsequent to the contractor's execution, such contract, amendment or modification thereto shall be rendered forfeit and void. The Contractor shall so notify the State Comptroller within five (5) business days of such conviction, determination or disposition of appeal (2NYCRR 105.4).
9. **SET-OFF RIGHTS**. The State shall have all of its common law, equitable and statutory rights of set-off. These rights shall include, but not be limited to, the State's option to withhold for the purposes of set-off any moneys due to the Contractor under this contract up to any amounts due and owing to the State with regard to this contract, any other contract with any State department or agency, including any contract for a term commencing prior to the term of this contract, plus any amounts due and owing to the State for any other reason including, without limitation, tax delinquencies, fee delinquencies or monetary penalties relative thereto.

The State shall exercise its set-off rights in accordance with normal State practices including, in cases of set-off pursuant to an audit, the finalization of such audit by the State agency, its representatives, or the State Comptroller.

10. **RECORDS.** The Contractor shall establish and maintain complete and accurate books, records, documents, accounts and other evidence directly pertinent to performance under this contract (hereinafter, collectively, "the Records"). The Records must be kept for the balance of the calendar year in which they were made and for six (6) additional years thereafter. The State Comptroller, the Attorney General and any other person or entity authorized to conduct an examination, as well as the agency or agencies involved in this contract, shall have access to the Records during normal business hours at an office of the Contractor within the State of New York or, if no such office is available, at a mutually agreeable and reasonable venue within the State, for the term specified above for the purposes of inspection, auditing and copying. The State shall take reasonable steps to protect from public disclosure any of the Records which are exempt from disclosure under Section 87 of the Public Officers Law (the "Statute") provided that: (i) the Contractor shall timely inform an appropriate State official, in writing, that said records should not be disclosed; and (ii) said records shall be sufficiently identified; and (iii) designation of said records as exempt under the Statute is reasonable. Nothing contained herein shall diminish, or in any way adversely affect, the State's right to discovery in any pending or future litigation.

11. **IDENTIFYING INFORMATION AND PRIVACY NOTIFICATION.** (a) **FEDERAL EMPLOYER IDENTIFICATION NUMBER and/or FEDERAL SOCIAL SECURITY NUMBER.** All invoices or New York State standard vouchers submitted for payment for the sale of goods or services or the lease of real or personal property to a New York State agency must include the payee's identification number, the seller's or lessor's identification number. The number is either the payee's Federal employer identification number or Federal social security number, or both such numbers when the payee has both such numbers. Failure to include this number or numbers may delay payment. Where the payee does not have such number or numbers, the payee, on its invoice or New York State standard voucher, must give the reason or reasons why the payee does not have such number or numbers.

(b) **PRIVACY NOTIFICATION.** (1) The authority to request the above personal information from a seller of goods or services or a lessor of real or personal property, and the authority to maintain such information, is found in Section 5 of the State Tax Law. Disclosure of this information by the seller or lessor to the State is mandatory. The principal purpose for which the information is collected is to enable the State to identify individuals, businesses and others who have been delinquent in filing tax returns or may have understated their tax liabilities and to generally identify persons affected by the taxes administered by the Commissioner of Taxation and Finance. The information will be used for tax administration purposes and for any other purpose authorized by law.

(2) The personal information is requested by the purchasing unit of the agency contracting to purchase the goods or services or lease the real or personal property covered by this contract or lease. The information is maintained in New York State's Central Accounting System by the Director of Accounting Operations, Office of the State Comptroller, AESOB, Albany, New York 12236.

12. **EQUAL EMPLOYMENT OPPORTUNITIES FOR MINORITIES AND WOMEN.** In accordance with Section 312 of the Executive Law, this contract is: (i) a written agreement or purchase order instrument, providing for a total expenditure in excess of \$25,000.00, whereby a contracting agency is committed to expend or does expend funds in return for labor, services, supplies, equipment, materials or any combination of

the foregoing, to be performed for, or rendered or furnished to the contracting agency; or (ii) a written agreement in excess of \$100,000.00 whereby a contracting agency is committed to expend or does expend funds for the acquisition, construction, demolition, replacement, major repair or renovation of real property and improvements thereon; or (iii) a written agreement in excess of \$100,000.00 whereby the owner of a State assisted housing project is committed to expend or does expend funds for the acquisition, construction, demolition, replacement, major repair or renovation of real property and improvements thereon for such project, then:

(a) The Contractor will not discriminate against employees or applicants for employment because of race, creed, color, national origin, sex, age, disability or marital status, and will undertake or continue existing programs of affirmative action to ensure that minority group members and women are afforded equal employment opportunities without discrimination. Affirmative action shall mean recruitment, employment, job assignment, promotion, upgradings, demotion, transfer, layoff, or termination and rates of pay or other forms of compensation;

(b) at the request of the contracting agency, the Contractor shall request each employment agency, labor union, or authorized representative of workers with which it has a collective bargaining or other agreement or understanding, to furnish a written statement that such employment agency, labor union or representative will not discriminate on the basis of race, creed, color, national origin, sex, age, disability or marital status and that such union or representative will affirmatively cooperate in the implementation of the contractor's obligations herein; and

(c) the Contractor shall state, in all solicitations or advertisements for employees, that, in the performance of the State contract, all qualified applicants will be afforded equal employment opportunities without discrimination because of race, creed, color, national origin, sex, age, disability or marital status.

Contractor will include the provisions of "a", "b", and "c" above, in every subcontract over \$25,000.00 for the construction, demolition, replacement, major repair, renovation, planning or design of real property and improvements thereon (the "Work") except where the Work is for the beneficial use of the Contractor. Section 312 does not apply to: (i) work, goods or services unrelated to this contract; or (ii) employment outside New York State; or (iii) banking services, insurance policies or the sale of securities. The State shall consider compliance by a contractor or subcontractor with the requirements of any federal law concerning equal employment opportunity which effectuates the purpose of this section. The contracting agency shall determine whether the imposition of the requirements of the provisions hereof duplicate or conflict with any such federal law and if such duplication or conflict exists, the contracting agency shall waive the applicability of Section 312 to the extent of such duplication or conflict. Contractor will comply with all duly promulgated and lawful rules and regulations of the Governor's Office of Minority and Women's Business Development pertaining hereto.

13. **CONFLICTING TERMS.** In the event of a conflict between the terms of the contract (including any and all attachments thereto and amendments thereof) and the terms of this Appendix A, the terms of this Appendix A shall control.

14. **GOVERNING LAW.** This contract shall be governed by the laws of the State of New York except where the Federal supremacy clause requires otherwise.

15. **LATE PAYMENT.** Timeliness of payment and any interest to be paid to Contractor for late payment shall be governed by Article 11-A of the State Finance Law to the extent required by law.

A directory of certified minority and women-owned business enterprises is available from:

16. **NO ARBITRATION.** Disputes involving this contract, including the breach or alleged breach thereof, may not be submitted to binding arbitration (except where statutorily authorized), but must, instead, be heard in a court of competent jurisdiction of the State of New York.

NYS Department of Economic Development  
Minority and Women's Business Development Division  
30 South Pearl Street, 2<sup>nd</sup> floor  
Albany, New York 12245  
<http://www.empire.state.ny.us>

17. **SERVICE OF PROCESS.** In addition to the methods of service allowed by the State Civil Practice Law & Rules ("CPLR"), Contractor hereby consents to service of process upon it by registered or certified mail, return receipt requested. Service hereunder shall be complete upon Contractor's actual receipt of process or upon the State's receipt of the return thereof by the United States Postal Service as refused or undeliverable. Contractor must promptly notify the State, in writing, of each and every change of address to which service of process can be made. Service by the State to the last known address shall be sufficient. Contractor will have thirty (30) calendar days after service hereunder is complete in which to respond.

The Omnibus Procurement Act of 1992 requires that by signing this bid proposal or contract, as applicable, Contractors certify that whenever the total bid amount is greater than \$1 million:

18. **PROHIBITION ON PURCHASE OF TROPICAL HARDWOODS.** The Contractor certifies and warrants that all wood products to be used under this contract award will be in accordance with, but not limited to, the specifications and provisions of State Finance Law §165. (Use of Tropical Hardwoods) which prohibits purchase and use of tropical hardwoods, unless specifically exempted, by the State or any governmental agency or political subdivision or public benefit corporation. Qualification for an exemption under this law will be the responsibility of the contractor to establish to meet with the approval of the State.

(a) The Contractor has made reasonable efforts to encourage the participation of New York State Business Enterprises as suppliers and subcontractors, including certified minority and women-owned business enterprises, on this project, and has retained the documentation of these efforts to be provided upon request to the State;

(b) The Contractor has complied with the Federal Equal Opportunity Act of 1972 (P.L. 92-261), as amended;

In addition, when any portion of this contract involving the use of woods, whether supply or installation, is to be performed by any subcontractor, the prime Contractor will indicate and certify in the submitted bid proposal that the subcontractor has been informed and is in compliance with specifications and provisions regarding use of tropical hardwoods as detailed in §165 State Finance Law. Any such use must meet with the approval of the State, otherwise, the bid may not be considered responsive. Under bidder certifications, proof of qualification for exemption will be the responsibility of the Contractor to meet with the approval of the State.

(c) The Contractor agrees to make reasonable efforts to provide notification to New York State residents of employment opportunities on this project through listing any such positions with the Job Service Division of the New York State Department of Labor, or providing such notification in such manner as is consistent with existing collective bargaining contracts or agreements. The Contractor agrees to document these efforts and to provide said documentation to the State upon request; and

(d) The Contractor acknowledges notice that the State may seek to obtain offset credits from foreign countries as a result of this contract and agrees to cooperate with the State in these efforts.

19. **MACBRIDE FAIR EMPLOYMENT PRINCIPLES.** In accordance with the MacBride Fair Employment Principles (Chapter 807 of the Laws of 1992), the Contractor hereby stipulates that the Contractor either (a) has no business operations in Northern Ireland, or (b) shall take lawful steps in good faith to conduct any business operations in Northern Ireland in accordance with the MacBride Fair Employment Principles (as described in Section 165 of the New York State Finance Law), and shall permit independent monitoring of compliance with such principles.

21. **RECIPROCITY AND SANCTIONS PROVISIONS.** Bidders are hereby notified that if their principal place of business is located in a country, nation, province, state or political subdivision that penalizes New York State vendors, and if the goods or services they offer will be substantially produced or performed outside New York State, the Omnibus Procurement Act 1994 amendments and 2000 amendments (Chapter 684 and Chapter 383 respectively) require that they be denied contracts which they would otherwise obtain. NOTE: As of May 15, 2002, the list of discriminatory jurisdictions subject to this provision includes the states of South Carolina, Alaska, West Virginia, Wyoming, Louisiana and Hawaii. Contact NYS Department of Economic Development for a current list of jurisdictions subject to this provision.

20. **OMNIBUS PROCUREMENT ACT OF 1992.** It is the policy of New York State to maximize opportunities for the participation of New York State business enterprises, including minority and women-owned business enterprises as bidders, subcontractors and suppliers on its procurement contracts.

22. **PURCHASES OF APPAREL.** In accordance with State Finance Law 162 (4-a), the State shall not purchase any apparel from any vendor unable or unwilling to certify that: (I) such apparel was manufactured in compliance with all applicable labor and occupational safety laws, including, but not limited to, child labor laws, wage and hours laws and workplace safety laws, and (ii) vendor will supply, with its bid (or, if not a bid situation, prior to or at the time of signing a contract with the State), if known, the names and addresses of each subcontractor and a list of all manufacturing plants to be utilized by the bidder.

Information on the availability of New York State subcontractors and suppliers is available from:

NYS Department of Economic Development  
Division for Small Business  
30 South Pearl Street, 7<sup>th</sup> floor  
Albany, New York 12245  
518-292-5220

APPENDIX A1  
Agency-Specific Clauses

- I. This Agreement has been entered into pursuant to the following understandings:
- A. Title 11 of the Environmental Protection Fund Act provides for State assistance to municipalities for the State share of the cost of approved local waterfront revitalization projects as defined in the Act.
  - B. The Department is authorized by such Act to evaluate and determine eligibility of applications for funding of projects.
  - C. Based upon information, representations and certifications contained in Contractor's application for funding, including the Work Program as set forth in Appendix D, the Department has made a determination of eligibility of funding for Contractor's project under such Act.
  - D. State funds (Funding Amount set forth on the Face Page) for this Project (Appendix D Program Workplan) are provided pursuant to a reappropriation of funds originally made by Title 11 of the Environmental Protection Fund Act.
  - E. The Contractor has demonstrated its ability to finance its share of the Project and has agreed to fund its portion of the cost of the Project.
  - F. The 2004 "Request for Applications" required the Applicant to budget for costs associated with training for projects which fall under the following categories: Urban Waterfront Redevelopment, Preparing or Implementing Waterbody/Watershed Management Plans, Making the Most of Your Waterfront, and Completing or Implementing a Local Waterfront Revitalization Program.
  - G. Appendix D, Workplan, states which session(s) and how many employees are to attend said training. The Department will advance to the Contractor an amount equal to the cost of the registration fees. This amount is defined in Appendix B, Budget. Within two weeks upon receipt of the advance, the Contractor agrees to submit payment for the required registration fee to the SUNY ESF and agrees to participate in the designated training as described in Appendix D.
  - H. Failure of the Contractor to transmit the registration fees to SUNY ESF or attend the training session(s) as described in Appendix D will result in the withholding of payments in the amount of the advance and could result in this contract being terminated. In no case should the funds allocated for training be used for any other purpose without prior approval of the Department.

II. General

- A. For the purposes of this Agreement, the terms "State" and "Department" are interchangeable, unless the context requires otherwise.
- B. The contract period as set forth on the Face Page is the inclusive period within which the provisions of this Agreement shall be performed.
- C. No liabilities are to be incurred beyond the termination date and no costs will be reimbursed for such liabilities unless: 1) funds have been reappropriated for the Project in the subsequent State fiscal year, 2) the Department determines that it is in the best interest of the Department and the State to provide additional time to complete the Project and 3) an extension agreement is approved in accordance with Section IA. of the Agreement.
- D. The Department shall not be liable for expenses of any kind incurred in excess of the State Funds as set forth on the Face Page, and shall not be responsible for seeking additional appropriations or other sources of funds for the Project.



- E. The Contractor shall perform all services to the satisfaction of the Department. The Contractor shall provide all services and meet the program objectives described in Appendix D in accordance with: provisions of this Agreement; relevant State, federal and local laws, rules and regulations, administrative and fiscal guidelines; where applicable, operating certificates for facilities or licenses for an activity or program, and conditions of applicable permits, administrative orders and judicial orders.
- F. The Contractor shall submit with its request for final payment a Final Project Summary Report in the format described in Appendix A1, Attachment 1, such forms to be provided Contractor by the Department.
- G. The Contractor agrees to proceed expeditiously with the Project and to complete the Project in accordance with the timetable set forth in the Workplan (Appendix D) as well as with the conditions of any applicable permits, administrative orders, or judicial orders and this Agreement.
- H. The Department will provide Contractor with a Quarterly Contractor Report (Appendix A1, Attachment 2) pursuant to the Department's Minority and Women-owned Business Enterprises Program. In the event Contractor utilizes Minority and Women-owned Business Enterprises as discussed in Section XIV in Appendix A1, such report shall be provided to the Department at the address on the Quarterly Contractor Report.
- I. The Contractor shall submit two copies of a "Project Status Report" (Appendix A1, Attachment 3) on a six month basis for the periods ending June 30 and December 31. Reports are due no later than 30 days following the end of each reporting period.

### III. Additional Requirements for Construction Projects

- A. Project design, including preparation of final plans and specifications, and supervision of construction shall be undertaken by a qualified architect and/or engineer licensed to practice in the State of New York. The Contractor shall submit final plans and specifications to the Department for its acceptance before initiating construction work or, if the Contractor intends to subcontract for construction work, before the work is advertised for bidding. No change to project plans may be made without the prior written approval of the Department. The Contractor shall also be responsible for erecting a project sign satisfactory to the Department identifying the Project. The project sign shall remain in place for the useful life of the improvements undertaken pursuant to this Agreement. Upon completion of the Project, the Contractor shall submit to the Department a proper certification from a licensed architect or engineer.
- B. The State shall make periodic inspections of the project both during its implementation and after its completion to assure compliance with this Agreement. The Contractor shall allow the State unrestricted access to work during the preparation and progress of the work, and provide for such access and inspection by the State in all construction contracts relating to the project.
- C. The Contractor shall be responsible for assuring that the project is designed and constructed in conformance with the Uniform Federal Accessibility Standards (UFAS - Appendix A to 41 CFR part 101-19.6), the Americans with Disabilities Act Accessibility Guidelines (ADAAG - Appendix A of Title 9 NYCRR). Where there are discrepancies among the sets of standards with regard to a particular design./construction requirement, the one providing for the greatest degree of accommodation for the disabled shall apply.
- D. It is the Contractor's responsibility, pursuant to Section 57 of the Workers' Compensation Law, to maintain for State audit and review either proof that they have Workers' Compensation coverage for any employees, or a wavier statement from the New York State Department of Labor. The Contractor must also obtain from any contractor or sub-contractor hired to provide a service pursuant to this Agreement, similar proof or waiver from the contractor or subcontractor, and must maintain such documentation on file for audit.

IV. Reports, Documents and Maps

The Contractor shall, where appropriate, identify documents, reports, and maps produced in whole or in part under this Agreement by endorsing on said documents, reports, and maps the following:

"This (document, report, map, etc.) was prepared for the New York State Department of State with funds provided under Title 11 of the Environmental Protection Fund Act."

V. License to use and reproduce documents and other works:

By acceptance of this Agreement, Contractor transfers to the Department a nonexclusive license to use, reproduce in any medium, and distribute any work prepared for or in connection with the Project, including but not limited to reports, maps, designs, plans, analysis, and documents regardless of the medium in which they are originally produced. Contractor warrants to the Department that it has sufficient title or interest in such works to license pursuant to this Agreement. Such warranty shall survive the termination of this agreement. Contractor agrees to provide the original of each such work, or a copy thereof which is acceptable to the Department, to the Department before payments shall be made under this Agreement.

VI. Contractors Insurance Requirements

- A. Prior to the commencement of the Work, the Contractor shall file with the Department of State, Division of Coastal Resources, Certificates of Insurance evidencing compliance with all requirements contained in this Agreement. Such Certificate shall be of form and substance acceptable to the Department.
- B. Acceptance and/or approval by the Department does not and shall not be construed to relieve Contractor of any obligations, responsibilities or liabilities under the Agreement.
- C. All insurance required by the Agreement shall be obtained at the sole cost and expense of the Contractor; shall be maintained with insurance carriers licensed to do business in New York State; shall be primary and non-contributing to any insurance or self insurance maintained by the Department; shall be endorsed to provide written notice be given to the Department, at least thirty (30) days prior to the cancellation, non-renewal, or material alteration of such policies, which notice, evidenced by return receipt of United States Certified Mail which shall be sent to New York State Department of State, 41 State Street, Albany, New York 12231-0001; and shall name the People of the State of New York and their directors officers, agents, and employees as additional insured thereunder.
- D. The Contractor shall be solely responsible for the payment of all deductibles to which such policies are subject.
- E. Each insurance carrier must be rated at least "A" Class "VII" in the most recently published Best's Insurance Report. If, during the term of the policy, a carrier's rating falls below "A Class "VII", the insurance must be replaced no later than the renewal date of the policy with an insurer acceptable to the Department and rated at least "A" Class "VII" in the most recently published Best's Insurance Report.
- F. The Contractor shall cause all insurance to be in full force and effect as of the date of this Agreement and to remain in full force and effect throughout the term of this Agreement and as further required by this Agreement. The Contractor shall not take any action, or omit to take any action that would suspend or invalidate any of the required coverages during the period of time such coverages are required to be in effect.
- G. Not less than thirty (30) days prior to the expiration date or renewal date, the Contractor shall supply the Department updated replacement Certificates of Insurance, and amendatory endorsements.

- H. Unless the Contractor self-insured, Contractor shall, throughout the term of the Agreement or as otherwise required by this Agreement, obtain and maintain in full force and effect the following insurance with limits not less than those described below and as required by the terms of this Agreement, or as required by law, whichever is greater (limits may be provided through a combination of primary and umbrella/excess policies). Where Contractor is self-insured, Contractor shall provide suitable evidence of such to the Department relating to the risks and coverage amounts as provided hereunder.
1. Comprehensive Liability Insurance with a limit of not less than \$1,000,000 each occurrence. Such liability shall be written on the Insurance Service Office's (ISO) occurrence form CG 00 01, or a substitute form providing equivalent coverages and shall cover liability arising from premises operations, independent contractors, products-completed operations, broad form property damage, personal & advertising injury, owners & contractors protective, cross liability coverage, liability assumed in a contract (including the tort liability of another assumed in a contract) and explosion, collapse & underground coverage.
    - a. If such insurance contains an aggregate limit, it shall apply separately to this location.
    - b. Products and Completed Operations coverage shall include a provision that coverage will extend for a period of at least twelve (12) months from the date of final completion and acceptance by the owner of all of Contractors Work.
  2. Where the Project described in Appendix D includes the construction of any structure or building, a Builder's Risk Policy until the Project is completed and accepted in the amount of the total project cost.
  3. Workers Compensation, Employers Liability, and Disability Benefits as required by New York State. Workers Compensation Policy shall include the U.S. Longshore & Harbor Workers' Compensation Act endorsement.
  4. Comprehensive Automobile Liability Insurance with a limit of not less than \$1,000,000 each accident. Such insurance shall cover liability arising out of any automobile including owned, leased, hired and non owned automobiles.
  5. Commercial Property Insurance covering at a minimum, the perils insured under the ISO Special Clauses of Loss Form (CP 10 30), or a substitute form providing equivalent coverages, for loss or damage to any owned, borrowed, leased or rented capital equipment, tools, including tools of their agents and employees, staging towers and forms, and property of DOS held in their care, custody and/or control.
  6. An Owner's Protective Liability Policy with limits no less than \$1,000,000 in the name of the Contractor.
- I. The Contractor shall require that any subcontractors hired, carry insurance with the same limits and provisions provided herein.
- J. Professional consultants retained by the Contractor in connection with the Project shall show evidence of professional liability insurance with limits no less than \$1 million.

## VII. Property

- A. Pursuant to the provisions set forth in Section V, page 3 of this Agreement, the ownership of all property described therein shall reside with the Contractor unless otherwise specified in writing by the Department at any time during the term of this Agreement and up to thirty (30) days following the issuance of the final payment.

- B. Contractor warrants that it has fee simple or such other estate or interest in the site of the Project, where the Project is undertaken at a site, including easements and /or rights -of-way sufficient to assure undisturbed use and possession for the purposes of construction and operation for the estimated life of the Project. Contractor further acknowledges that where such Project is undertaken on or involves the use of lands for active or passive recreational use, it is a material term of this Agreement that such lands shall be available for such recreational use by the People of the State of New York. Additionally, Contractor shall not limit access or discriminate on the operation of the facilities against any person on the basis of place of residence, race, creed, color, national origin, sex, age, disability or marital status.

#### VIII. Date/Time Warranty

- A. Contractor warrants that Product(s) furnished pursuant to this Contract shall, when used in accordance with the Product documentation, be able to accurately process date/time data (including, but not limited to, calculating, comparing, and sequencing) transitions, including leap year calculations. Where a Contractor proposes or an acquisition requires that specific Products must perform as a package or system, this warranty shall apply to the Products as a system.
- B. Where Contractor is providing ongoing services, including but not limited to: i) consulting, integration, code or data conversion, ii) maintenance or support services, iii) data entry or processing, or iv) contract administration services (e.g. billing, invoicing, claim processing), Contractor warrants that services shall be provided in an accurate and timely manner without interruption, failure or error due to the inaccuracy of Contractor's business operations in processing date/time data (including, but not limited to, calculating, comparing, and sequencing) various date/time transitions, including leap year calculations. Contractor shall be responsible for damages resulting from any delays, errors or untimely performance resulting there from, including but not limited to the failure or untimely performance of such services.
- C. This Date/Time Warranty shall survive beyond termination or expiration of this Contract through: a) ninety (90) days or b) the Contractor's or Product manufacturer/developer's stated date/time warranty term, whichever is longer. Nothing in this warranty statement shall be construed to limit any rights or remedies otherwise available under this Contract for breach of warranty.

#### IX. Fees

The Contractor may charge a reasonable fee for the use of any facility which is part of the project.

- A. Except for the imposition of a differential fee schedule for non-residents of the municipality in which the project is located, the establishment of any preferential user fee for any person or entity is prohibited. Fees charged to non-residents shall not exceed twice those charged to residents.
- B. Where there is no charge for residents but a fee is charged to non-residents, non-resident fees cannot exceed fees charged for residents at comparable State or local public facilities.
- C. Reservation, membership or annual permit systems available to residents must also be available to non-residents and the period of availability must be the same for both residents and non-residents.
- D. This provision does not apply to non-residents fishing and hunting license fees.

#### X. Alienation

Where the Project is undertaken on or involves parklands, the following additional provisions apply:

- A. The Contractor shall not at any time sell or convey any facility or any portion of the Project acquired or developed pursuant to this Agreement or convert such facility or any portion of the Project to other than

public park purposes without the express authority of an act of the Legislature, which shall provide for the substitution of other lands of equal fair market value and reasonably equivalent usefulness and location to those to be discontinued, sold or disposed of, and such other requirements as shall be approved by State.

- B. The Contractor agrees to own a property interest sufficient to maintain and operate the project in perpetuity. The Contractor shall not authorize the operation of the project, or any portion thereof, by any other person, entity, or organization pursuant to any management agreement, lease or other arrangement without first obtaining the written approval of the State.

XI. Subcontracting Requirements

- A. The Contractor may subcontract for all or any portion of the activities covered by this Agreement as provided for in Appendix D, subject to prior written approval by the Department of any subcontractor and the terms of any subcontract. Subcontractors shall comply with all applicable requirements of the Agreement between the Contractor and the State.

XII. Compliance with Procurement Requirements

- A. All contracts by municipalities for professional services, all contracts for construction involving not more than \$20,000 and all purchase contracts involving not more than \$10,000 are subject to the requirements of General Municipal Law §104-b, which requires such contracts to comply with the procurement policies and procedures of the municipality involved. All such contracts shall be awarded after and in accordance with such municipal procedures, subject to any additional requirements imposed by the STATE as set forth in Appendix D hereof.
- B. The municipal attorney, chief legal officer or financial administrator of the CONTRACTOR shall certify to the Department of State that applicable public bidding procedures of General Municipal Law §103 were followed for all construction contracts involving more than \$20,000 and more than \$10,000 for purchase contracts. In the case of construction contracts involving not more than \$20,000, purchase contracts involving not more than \$10,000, and contracts for professional services, the municipal attorney, chief legal officer or financial administrator shall certify that the procedures of the municipality established pursuant to General Municipal Law §104-b were fully complied with.

XIII. Requirements for Contract GIS Products (2/04)

- A. GENERAL MAP PRODUCT REQUIREMENTS — The following general cartographic requirements must be adhered to by the Contractor:
  - 1. Map Products -- The Division requires delivery of digital map products, unless otherwise specified in the Request for Proposal (RFP), that meet the specifications outlined in this GENERAL MAP PRODUCT REQUIREMENTS section and the ADDITIONAL DIGITAL CARTOGRAPHIC FILE REQUIREMENTS section. If analog map products are required by the RFP, they must meet specifications outlined in this GENERAL MAP PRODUCT REQUIREMENTS section and the ADDITIONAL DIGITAL-READY MAP PRODUCT REQUIREMENTS section.
  - 2. Deliverable Format -- All digital map and attribute table files must be provided in MapInfo Tab file format on Recordable CD or DVD, 3.5" floppy diskette media, external hard drive, via e-mail attachment (preferably in a WinZIP file) or downloadable from an ftp site on the Internet. Alternatively, the digital products may be provided in ArcInfo/GIS export format (.e00) or ArcView shape file format on the same media types upon approval of the Division. All other digital formats require prior approval of the Division. Coordination with the Division prior to submission of digital media is required to ensure compatibility of the delivered materials.

3. Documentation -- A data dictionary must be included along with the map files describing file contents and file names, as well as metadata for each file including map projection, horizontal and vertical datums used, coordinate system, RMS accuracy and log sheet, information sources and dates, the map maker and date of preparation, and creation methodology. Data provided under federal funds must be provided in a manner which meets Digital Geospatial Federal Geographic Data Committee Metadata Standard as executed by Executive Order 12906, April 11, 1994, "Coordinating Geographic Data Acquisition and Access: the National Spatial Data Infrastructure".
  4. Map Accuracy -- Unless otherwise stated in the RFP, all deliverable map products must conform to National Map Accuracy Standards for horizontal and vertical accuracy as established by the United States Bureau of the Budget, June 10, 1941, revised June 17, 1947. For example, for maps at 1:20,000 or smaller, not more than 10% of the well-defined map points tested must be more than 1/50 inch (0.508 mm) out of correct position. At 1:24,000, this tolerance translates to a required horizontal accuracy of 40 feet. If by prior agreement with the Division the map product does not conform to National Map Accuracy Standards, then a statement of actual map accuracy should be included in the Documentation above. Furthermore, hydrographic surveys and maps should conform to recommended accuracy standard proposed in the joint USGS, NOS, Coastal Mapping Handbook, 1978, Melvin Ellis editor, U.S. Government Printing Office, Appendix 6.
  5. Datums -- Unless otherwise specified in the RFP, all map products should be referenced to the North American Horizontal Datum of 1983 (NAD83) and the National Geodetic Vertical Datum of 1988 (NGVD88).
- B. ADDITIONAL DIGITAL CARTOGRAPHIC FILE REQUIREMENTS --- The following cartographic construction requirements must be adhered to by the Contractor:
1. Edge-matching -- All map sheets must be both visually and coordinate edge-matched with adjacent map sheets. No edge-match tolerance will be allowed. Attributes for splittable features must also be identical.
  2. Common Boundaries -- All features that share a common boundary, regardless of map layer, must have exactly the same coordinate position of that feature in all common layers.
  3. Point Duplication -- No duplication of points that occur within a data string is permitted.
  4. Connectivity -- Where graphic elements visually meet, they must also digitally meet. All confluences of line and polygon data must be exact; "overshoots", "undershoots", "slivers", or "offshoots" are NOT permitted.
  5. Line Quality -- A high quality cartographic appearance must be achieved. Transitions from straight lines to curvilinear elements must be smooth, with angular inflections at the point of intersection. The digital representation must not contain extraneous data at a non visible level. There should be no jags, hooks, or zero length segments. Any lines that are straight, or should be straight, should be digitized using only two points that represent the beginning and ending points of the line.
  6. Polygon Closure -- For area features being digitized, the last coordinate pair must be exactly (mathematically) equal to the first coordinate pair. No line or polygon must cross itself except to join at an actual confluence. All digitized features across map boundaries must be edited to effect smooth and continuous lines.
  7. Graphic Precision -- Positional coordinates for all digital graphic elements should not be reported to a level of precision greater than one thousandth (.001) of a foot.
  8. Digitizer Accuracy -- The required RMS error for digitizer accuracy must be 0.003 or better for digital map registration.

C. ADDITIONAL DIGITAL-READY MAP PRODUCT REQUIREMENTS — The following requirements for large scale, non-digital map products must be followed to facilitate the future conversion of the maps to digital map products. All large format, non-digital map products must be provided on stable base material at a scale stipulated in the RFP. The map products must include an index map to all map sheets and thorough descriptions of all the cartographic elements portrayed on the maps.

1. Base Map Media -- All maps must be created on mylar or other stable base material.
2. Map Scale -- All maps of a similar series should be created using the same base scale. Unless otherwise stated by the Division, all maps should be compiled at 1:24,000. If other map scales are approved by the Division, where possible they will conform to standard map scales such as 1:9600; 1:50,000; 1:75,000; or 1:100,000.
3. Map Registration -- The maps must provide a minimum of four (4) corner and four (4) interior ticks tied to USGS/NYS DOT quadrangle Lat/Long or NYTM coordinates. The maps must be geometrically correct and should register when overlaid on the appropriate USGS/NYS DOT quadrangle control ticks.
4. Map Title and Legend -- The maps must provide a title and legend block describing the information contained on the maps, and including the Documentation and Datums information requested in the GENERAL MAP PRODUCT REQUIREMENTS above and the map scale.
5. Cartographic Quality -- The quality of all map line work and symbolization must conform to items 1 - 6 in the map criteria set forth in the ADDITIONAL DIGITAL CARTOGRAPHIC FILE REQUIREMENTS section outlined above.

#### D. CONTRACT DATABASE STANDARDS

1. Delivery Media — All database and tabular files must be provided on digital media as specified above in Deliverable Format.
2. Software Format -- Database and tabular files can be provided in Corel Quattro, Microsoft Excel or Microsoft Access format. Other formats that are convertible to one of the aforementioned formats may be used with prior approval of the Division.
3. Geographic Attributes -- Database and tabular files that contain elements with a geographic reference must provide a corresponding data field and a geographic coordinate pair for each feature location.

#### XIV. Payment and Records Retention

- A. Payments shall be made as set forth in Appendix C.
- B. The Contractor shall maintain, at its principal place of business, detailed books and accounting records supported by original documentation relating to the incurring of all expenditures, as well as payments made pursuant to this Agreement. The Contractor shall make such records available for review by the Department upon request at any time. The Department shall have the right to conduct progress assessments and review books and records as necessary. The Department shall have the right to conduct an on-site review of the Project and/or books and records of the Contractor prior to, and for a reasonable

time following, issuance of the FINAL payment. The Department shall be entitled to disallow any cost or expense, and/or terminate or suspend this Agreement, if the Contractor has misrepresented any expenditures or Project activities in its application to the Department, or in this Agreement, or in any progress reports or payment requests made pursuant hereto. The Contractor shall maintain such books and accounting records in a manner so that reports can be produced therefrom in accordance with generally accepted accounting principles. The Contractor shall maintain separate fiscal books and records for all funds received through the Department pursuant to this Agreement.

- C. During the term of this Agreement and for a period of six years after its termination, the Contractor shall make all such books and records available to the Department and the Office of the State Comptroller, or their designated representatives, for inspection and audit.

XV. Equal Employment Opportunity

The Contractor hereby assures that it is, and shall be for the duration of this Agreement, in compliance with the Federal Equal Employment Opportunity Act of 1972 (Public Law 92-261), as amended.

XVI. Article 15-A of The New York State Executive Law

The Department of State administers a Minority and Women-owned Business Enterprises (MWBE) Program as mandated by Article 15-A of the New York State Executive Law. This law supersedes any other provision in state law authorizing or requiring an equal employment opportunity program or a program for securing participation by minority and women-owned business enterprises. Under this law, all state agencies must, subject to certain exceptions, establish goals for minority and women-owned business participation in certain state contracts and grants. Where MWBE goals are required, even in circumstances where this goal is zero, a Quarterly Contractor Report is required to be submitted to the Minority and Women-owned Business Program of the Department on forms provided by the Department.

Article 15-A requires that rules and regulations be established for contracts entered into by the Department. In accordance with Article 15-A, goals must be set for contracts entered into by the Department in excess of \$25,000 for labor, services, supplies, equipment, and materials, or any combination of the foregoing, and for contracts entered into by the Department in excess of \$100,000 for acquisition, construction, demolition, replacement, major repair, renovation or improvement of real property. In applying these rules and regulations, the Department must consider the availability of certified minority and women-owned businesses in the region in which the state contract will be performed, the total dollar value of the contract, the scope of work to be performed, and the project size and term.

The contractor will, when required as a part of the bid or proposal, submit a Staffing Plan on the form provided by the Department. This Plan will detail the work force anticipated in the performance of the state contract, reported by ethnic background, gender, and Federal Occupational Categories.

After a bid opening and prior to the award of a state contract, the contractor will submit an Equal Employment Opportunity (EEO) Policy Statement to the Department within the time frame established by the Department. The law requires that, as a precondition to entering into a valid and binding state contract, the contractor will agree to the following stipulations and will include them in the EEO Policy Statement:

- The contractor will not discriminate against any employee or applicant for employment because of race, creed, color, national origin, sex, age, disability or marital status.
- The contractor will undertake or continue existing programs of affirmative action to ensure that minority group members and women are afforded equal employment opportunities without discrimination because of race, creed, color, national origin, sex, age, disability or marital status. For these purposes, affirmative action applies in areas of recruitment, employment, job assignment,



promotion, upgrading, demotion, transfer, layoff, or termination and rates of pay or other forms of compensation.

- The contractor will make active and conscientious efforts to employ and to utilize minority group members and women at all levels and in all segments of its work force on state contracts, and the contractor will document these efforts.
- The contractor will state in all solicitations and advertisements for employees that, in the performance of the state contract, all qualified applicants will be afforded equal employment opportunities without discrimination because of race, creed, color, national origin, sex, age, disability or marital status.
- The contractor will, at the request of the Department, request each employment agency, labor union, or authorized representative of workers with which it has a collective bargaining or other agreement or understanding, to furnish a written statement that such employment agency, labor union, or representative will not discriminate because of race, creed, color, national origin, sex, age, disability or marital status, and that such union or representative will affirmatively cooperate in the implementation of the contractor's obligations herein.
- The contractor will include the provisions regarding the EEO Policy Statement and the Staffing Plan enumerated above in each and every subcontract of a state contract in such a manner that the subcontractor is bound by these requirements.
- Failure to provide an EEO Policy Statement and a Staffing Plan without reasonable written justification or commitment to provide these requirements by a specified date will result in rejection of the contractor's bid or proposal.
- After the award of a state contract, the contractor will submit to the Department a Workforce Employment Utilization Report, on the form supplied by the Department, detailing the work force actually utilized on the state contract, by ethnic background, gender and Federal Occupational Categories, as specified on the form. This Report will be submitted to the Department on a quarterly basis throughout the life of the contract.
- The contractor, and any of its subcontractors, may be required to submit compliance reports relating to their operations and implementation of their affirmative action or equal employment opportunity program in effect as of the date the state contract is executed.

Questions regarding this program should be directed to the Department's Minority and Women-owned Business Program by calling (518) 474-5741. Potential contractors can access the NYS Directory of Certified Minority and Women-owned Business Enterprises on-line through the Empire State Development website at: <http://www.empire.state.ny.us>, double click (left column) on: NY ♡ BIZ (Doing Business in New York); put the cursor over: Small and Growing Business and, from that menu, click on: Minority and Women-Owned Business. From the center column, highlighted in blue, click on the bullet: " Search the Directory of Certified Minority- and Women-Owned Business Enterprises."

The Department makes no representation with respect to the availability or capability of any business listed in the Directory.

## XVII. Notice of Public Proceedings

The Contractor agrees to provide the Department with prompt and timely written notice at least two weeks in advance of all public proceedings, including, but not limited to; public meetings or hearings, relating to the Project.

XVIII. Submission of all correspondence and documentation

- A. The Contractor agrees to provide the Department with original and two copies of all documentation relating to this Project, including, but not limited to: notices of public meetings, products described in Appendix D, and payment request documentation as described in Appendix C.
- B. All information as described in A. above shall include the NYS Comptroller's # as indicated on the Face Page of this Agreement.

XIX. Environmental Review

- A. Contractor agrees to provide the Department, in a timely manner, with all documentation, including but not limited to, permit applications, environmental assessments, designs, plans, studies, environmental impact statements, findings, and determinations, relating to the Project.
- B. Contractor acknowledges that compliance with the State Environmental Quality Review Act is a material term and condition of this Agreement. In no event shall any payments be made under this Agreement until Contractor has provided Department with appropriate documentation that contractor has met any requirements imposed on Contractor by the State Environmental Quality Review Act.

XX. Terminations

- A. In addition to any other actions authorized by this Agreement, the Department may terminate the Agreement in the best interests of the State of New York by providing written notice to the Contractor as provided in this Agreement.
- B. The Contractor shall complete the project as set forth in this Agreement, and failure to render satisfactory progress or to complete the project to the satisfaction of the State may be deemed an abandonment of the project and may cause the suspension or termination of any obligation of the State. In the event the Contractor should be deemed to have abandoned the project for any reason or cause other than a national emergency or an Act of God, all monies paid to the Contractor by the State and not expended in accordance with this Agreement shall be repaid to the State upon demand. If such monies are not repaid within one year after such demand, the State Comptroller of the State of New York may cause to be withheld from any State assistance to which the Contractor would otherwise be entitled an amount equal to the monies demanded.
- C. In the event that the Department has provided written notice to the Contractor directing that the Contractor correct any failure to comply with this Agreement, the Department reserves the right to direct that the Contractor suspend all work during a period of time to be determined by the Department. If the Contractor does not correct such failures during the period provided for in the notice, this Agreement shall be deemed to be terminated after expiration of such time period. During any such suspension, the Contractor agrees not to incur any new obligations after receipt of the notice without approval by the Department.

XXI. Fully-Executed Agreement or Amendment Thereto

- A. If this Agreement or amendments thereto, allocates funds totaling \$15,000 or less, it shall be deemed to be fully executed when approved and signed by the Contractor and the Department.
- B. If this Agreement, or amendments thereto, allocates funds totaling more than \$15,000, it shall be deemed to be full executed when approved by the Office of the State Comptroller.

# FINAL PROJECT SUMMARY REPORT

Final payment of the grant is dependent upon the satisfactory completion and acceptance by the Department of State, *Division of Coastal Resources* of this FINAL PROJECT SUMMARY REPORT along with the requisite documentation. In addition to the other requirements of the contract, the grant recipient is responsible to relay the importance, the significance and the value of the completed project to the community, the region and the state through the completion of the report.

The following outline should be used to complete the FINAL PROJECT SUMMARY REPORT:

1. Project Title: \_\_\_\_\_
2. Name of Municipality: \_\_\_\_\_
3. Actual Project Costs:
  - a. State funds expended (identify source, eg. EPF, Clean Water/ Clean Air Bond Act, etc.): \_\_\_\_\_
  - b. Local funds expended: \_\_\_\_\_
  - c. Other funds expended: \_\_\_\_\_
4. Project Manager: Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Mailing address: \_\_\_\_\_  
  
Tel. number: ( ) \_\_\_\_\_  
Fax number: ( ) \_\_\_\_\_  
E-mail address: \_\_\_\_\_
5. Federal Tax Identification Number: \_\_\_\_\_
6. Project Background (briefly explain in a short paragraph why this project was necessary, what its value is and/or its importance to the community):
7. Project Work (briefly describe the work that was done to complete the project):
8. Project Descriptions (use the following guidelines to describe the project and please be concise in the description):
  - a. For a Planning Project describe the findings or recommended strategies.
  - b. For a Design Project describe what is to be built.
  - c. For a Construction Project describe what was built.
9. Project Documentation: The Department of State, *Division of Coastal Resources* requires a visual documentation of the Environmental Protection Fund projects. Project products should be visually documented using a 35mm camera or a digital camera. The 35mm color slides and/or digital camera disc should be labeled and dated when submitted along with the completed FINAL PROJECT SUMMARY REPORT.

Visuals should illustrate the final project product and, as appropriate, activities undertaken to complete the project. For example, some projects would call for visuals that include photographs of volunteers participating in a wetland restoration project (planting Spartina); photographs of historical signs markers, kiosks, etc. being placed; or photographs of an artist's rendering of a waterfront design.

Design, planning, and construction projects call for different visual documentation. Therefore, the following guidelines are suggested:

- For design projects, visuals of renderings and/or graphics that depict the final product.
- For planning projects, visuals of any graphics, where appropriate, that illustrate the final product.
- For construction projects, visuals of work in progress and the finished project.

In addition to the 35mm color slides/digital camera disc, a video (vhs format) of the project with a verbal description is desirable but not mandatory. The video may be used in a future documentary.



# PROJECT STATUS

As of \_\_\_\_\_

(Submit semi-annually and with each payment request.)

Please list all tasks and indicate the status of each. Attach additional pages if necessary.

- ▶ Task # should match the task number in the Agreement work program
- ▶ A/T indicate if Date of Completion is Actual or Target Date for anticipated completion of the task
- ▶ Products/Accomplishments should list products completed or other accomplishments

<u>Task</u> #	<u>A/T</u>	<u>Date of</u> <u>Completion</u>	<u>Percent of</u> <u>Completion</u>	<u>Products/Accomplishments</u>
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Please note problems encountered, proposed adjustment(s) to work program/schedule, and reason(s) for proposed adjustment(s):

\_\_\_\_\_

Please provide the following information:

Name of contact Person: \_\_\_\_\_

Email Address: \_\_\_\_\_

Phone Number: \_\_\_\_\_

Fax Number: \_\_\_\_\_

Appendix B

BUDGET SUMMARY

A. Salaries & Wages (including Fringe Benefits)	\$0.00
B. Travel	\$150.00
C. Supplies/Materials	\$0.00
D. Equipment	\$0.00
E. Contractual Services	\$284,350.00
F. Other	\$15,500.00
TOTAL PROJECT COST	\$300,000.00
Total State Funds (50% of Total)	\$150,000.00
Total Local Share (50% of Total)	\$150,000.00



E. CONTRACTUAL SERVICES

Website Development .....	\$ 51,000
Planning and design for North Creek and Lake Luzerne improvements .....	\$ 16,000
Improvements to North Creek and Lake Luzerne .....	\$ 60,000
Planning, Design and fabrication of displays, kiosks and signage .....	\$ 102,000
Corridor Coordination and Technical Assistance .....	\$ 55,350

SUBTOTAL \$ 284,350.00

F. OTHER

Training - two staff people to the following training sessions (Registration fee \$125 per person per session)

- I-4 Organization for Implementation of Vision and Capacity Building (1 session)
- L-1 Grants Administration (1 session)

Inter-Municipal Corridor Coordinating Committee Volunteers (local and corridor-wide meetings)  
 1000 hours at \$15.00 per hour/volunteer ..... \$ 15,000

SUBTOTAL \$ 15,500.00



## APPENDIX C

### Payment and Reporting Schedule

#### I. Payment Schedule

- A. Upon approval of the Agreement by the Office of the State Comptroller, an advance in the amount of \$500 will be made.
- B. The Department shall make interim payments for eligible costs incurred up to an amount not to exceed 90% of the State Funds Requested. The final payment will be made upon satisfactory completion of the Project.
- C. Not more frequently than once every 30 days, a properly executed payment request, on forms as prescribed by the Department, and required work products documenting completion of one or more of the tasks set forth in Appendix D, Program Workplan, and total project costs incurred to date, may be submitted.
  1. Payment provided above shall be made to the Contractor upon the submission by the Contractor of properly executed payment request. Such request shall contain the following: (1) "Summary Sheet Documentation Forms" as provided by the Department, for reimbursement of actual and eligible expenditures, (2) the required Detail Study, and (3) a properly executed State Voucher.
  2. Payment requests will be reviewed in accordance with the terms and conditions of this Agreement to determine total allowable project costs incurred and the number and percentage of allowable project tasks completed to date. For the purpose of determining the level of reimbursement, otherwise allowable project costs may be reduced if the percentage of task completion is deemed insufficient.
  3. Total allowable project costs, adjusted pursuant to 2. above, will be prorated between State Funds and Local Share costs in the same proportions as Total State Funds is to Total Local Share as set forth on the Face Page.
  4. Interim payments will be issued in amounts equal to the State Funds calculated in 3. above, less all previous payments to date.
  5. The final payment will be issued upon receipt and approval of a payment request marked "FINAL" documenting all project costs incurred and tasks completed and submission of the Final Project Summary Report. Such final payment request shall be submitted within 60 days following the ending date of this Agreement.

#### II. Reporting

- A. Payment requests as described in I.B. above shall be certified by a duly authorized representative of the Contractor as accurately representing such accomplishments and expenses as recorded in the Contractor's accounting records, including, where goods or services are provided by third parties not party to this Agreement, a certification that any payment obligations arising from the provision of such goods or services have been paid by the Contractor and do not duplicate reimbursement or costs and services received from other sources.

- B. Notwithstanding the above requirements, upon written notification by the Department, the Contractor may be required to submit source documentation and additional verification of allowable expenditures.
- C. Payment requests shall be submitted to:

New York State Department of State  
 Contract Administration Unit - LWRP  
 41 State Street - 10th Floor  
 Albany, New York, 12231-0001

- D. Claimed expenditures per cost category may not exceed the amounts indicated in the Budget, Appendix B, by ten percent (10%) without approval of the Department, provided that the Total Project Cost as set forth in Appendix B, Budget Summary is not exceeded. Any expenditure in excess of such 10% or that changes the State Share or Local Share funding amount shall require an amendment to the Project Budget submitted in writing by the Contractor and approved by the Department. No expenditures shall be allowed for items not set forth in the Project Budget without written approval of the Department.

### III. Other

- A. Notwithstanding the submission of timely and properly executed payment requests, the Department shall be under no obligation to make payment for expenditures incurred without the prior Department approvals and/or amendments required under this Agreement and, further, shall have the right to withhold any such payment pending the execution of such approval and/or amendment.
- B. Interest income earned on funds received pursuant to this Agreement shall be used to further the purpose of this Project or shall be deducted from total eligible cost to determine the net eligible costs to be reimbursed by the Department.
- C. The Department shall have the right to conduct on-site progress assessments and reviews of the Project and Contractor's books and records during the life of this Agreement and for a reasonable time following issuance of the FINAL payment. The Contractor shall furnish proper facilities, where necessary or useful, for such access and inspection.
- D. The Department shall be entitled to disallow any cost or expense, or terminate or suspend this Agreement, if found that the Contractor has misrepresented any expenditures or project activities in this Agreement, or in any progress reports or payment requests made pursuant hereto.
- E. The Contractor shall maintain separate fiscal books and records for all funds received through the Department and project activities conducted pursuant to this Agreement, and shall make all such books and records available to the Department, the Office of the State Comptroller, or their designated representatives for inspection and audit for a period of six years following termination of this Agreement.

## APPENDIX D

### PROGRAM WORK PLAN

Contractor:	Town of Johnsbury
Program Contact Person:	Wayne E. LaMothe, Warren County Assistant Planning Director
Phone: (Office)	518-761-6410
(Fax)	518-761-6411

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#### First Wilderness Heritage Corridor - Implementing the Vision

##### 1. Project Description

This project will implement the First Wilderness Heritage Corridor Plan (first completed in 2000 and updated in 2004 with funding provided by SFY 1998 and SFY 2000 EPF grants from DOS). This plan, developed by previous LWRP grants from the EPF, proposes the redevelopment and economic revitalization of community centers and linkages to and along the Hudson River along a 42-mile rail corridor owned by Warren County and extending into Saratoga County to the City of Saratoga Springs.

The Town of Johnsbury, in partnership with Warren County and the municipalities of the First Wilderness Heritage Corridor (FWHC), will continue to implement recommendations of the FWHC Plan targeting the 42-mile northern Hudson River corridor between the Town of Corinth and the Hamlet of North Creek. Work will include development of a more comprehensive, inter-active website; displays; corridor signage and kiosks; improvements and signage for the North Creek and Lake Luzerne Riverfronts; Southern Corridor Bike Trail; and coordinator positions for project management; corridor technical assistance, and facilitation of meetings and events. This will further work developed under previous EPF awards.

Using the ground work established by the FWHC Plan, the Town will continue its contractual arrangement with Warren County and will utilize the Inter-Municipal Corridor Coordinating Committee, comprised of representatives from all the local governments along the rail corridor. (With the previous 2000 EPF Grant the Inter-Municipal Corridor Coordinating Committee was created to manage future redevelopment and policy decisions concerning allocation of resources along the river/rail corridor from Saratoga Springs to North Creek.)

The focus of this project will be:

##### Marketing and Signage

- The development of a comprehensive, interactive website to allow potential corridor visitors to learn about the corridor. The website will be developed to support many functions, including trip planning, economic and business development, information about the region, and also providing links to other attractions and areas of historic and natural importance.
- A portable community display will be developed and used to educate special interest groups at a variety of venues, to promote regional communities and local organizations, and also for marketing corridor initiatives at related events.
- Development of displays at the Albany International Airport and Rensselaer Train Station to capture tourism markets unfamiliar with the corridor and surrounding region.

- Creation of visitor orientation kiosks and interpretive signage to be placed adjacent to existing and proposed corridor train stations and to provide information on a variety of corridor related topics. *New York State Coastal Resources Interpretive Program (NYSCRIP) standards and guidelines must be used for all signage designed, fabricated and installed for this project.*
- Creation of corridor directional signage to provide a safe and enjoyable experience for the visitor. The signage used in the corridor will include a signature logo, directional, and destination information.

#### Community Improvements

- Improvements at the North Creek Riverfront, including the Mundy and Kellogg properties, as well as the North Creek Train Station. The improvements planned for this location will provide organized public access to the Hudson River, provide connections to the North Creek business district, and improve under-utilized land, structures, and riverfront. A Town park will be designed to provide a setting for viewing the Hudson River from the main street, providing a transition from the central business district, and creating connections to the Train Station and the Hudson River, as well as providing connections to vacant sites and structures known as the Kellogg property. Specific improvements will include: sidewalk connections, benches, decorative lighting, new community open space, a car top boat launch, public access to the Hudson River, renovations and utilization of the structures on the Kellogg property, and improved access to the Train Station and North Creek business district.
- Improvements to the Lake Luzerne Riverfront and Hadley Train Station stop (directly across the River from Lake Luzerne). The improvements will include a waterfront walkway along the Hudson River providing pedestrian access around Rockwell Falls and connecting to the proposed Train Station in Hadley. Specific improvements will include low-level lighting and interpretive signage and kiosks. *New York State Coastal Resources Interpretive Program (NYSCRIP) standards and guidelines must be used for all signage designed, fabricated and installed for this project.* Restroom facilities will also be constructed in an existing structure near the Town Park.
- In an effort to create a multi-modal experience within the FWHC, several forms of transportation are being planned for visitors. A mountain bike trail will be developed as part of this project at the southern end of the corridor and will provide connections to Lake Luzerne, Warrensburg, Thurman, and Hadley. The bike trail will include appropriate directional and interpretive signage.

#### Technical Assistance

- The First Wilderness Heritage Corridor Project has been successful in implementing many planned activities to further the goals of the Corridor Plan. Because of this success, a great deal is happening and is happening quickly. To adequately respond to the challenges presented by this successful fast pace and the large number of municipalities and entities involved, the municipal volunteers and others who manage and implement the Corridor Plan are faced with ever increasing levels of challenge, complexity, and coordination. To address these increasing levels of challenge and complexity, Warren County is proposing to continue and increase its level of project management/coordination and technical assistance to the participant municipalities. Thus, technical assistance will be provided in two forms: (1) for corridor coordination at the policy and management level; and (2) more specific project by project

direct technical assistance throughout the corridor to communities where projects will be implemented to assist municipalities in administering specific project activities. (Note: Warren County intends to provide funding for a Technical Assistance staff position and this grant is for the Corridor Coordinator position.)

Warren County, on behalf of the Town, retained Saratoga Associates for development and implementation of the First Wilderness Corridor Plan. The County may retain the First Wilderness Corridor Plan consultant to further update, refine, and implement the First Wilderness Corridor Plan and to complete various construction-related design and oversight tasks associated with implementing the recommendations of the FWHC Plan. Department of State review and approval of the subcontract with Saratoga Associates will be required prior to the start of Task 1. If the County chooses to hire another consulting firm(s) to further the First Wilderness Corridor Plan and complete this project, then they will complete a RFP process and select a consultant prior to the start of Task 1. Department of State review and approval of any necessary RFP and consultant contract will be required.

Review of all draft and final products by the municipality and the Department of State is required. Comments prepared by the municipality and the Department of State on interim and draft reports will be addressed and reflected in revised reports and products. Maps and other graphics will be reproducible and prepared at an appropriate scale.

*New York State Coastal Resources Interpretive Program (NYSCRIP) standards and guidelines must be used for all signage designed, fabricated and installed for this project.*

## 2. Project Attribution and Number of Copies

The Contractor must ensure that all materials printed, constructed, and/or produced acknowledge the contributions of the Division of Coastal Resources to the project. The materials must include the following acknowledgment:

*"This (document, report, map, etc.) was prepared for the New York State Department of State Division of Coastal Resources with funds provided under Title 11 of the Environmental Protection Fund."*

For construction projects, the Contractor shall erect on the site a sign indicating the source of the grant, as stated in Appendix A-1, Section III A of this contract.

The contributions of the Division of Coastal Resources must also be acknowledged in community press releases issued for the project. Project press releases shall be submitted to the Division of Coastal Resources for review and approval prior to release to ensure appropriate attribution.

The Contractor must submit to the Division of Coastal Resources **three copies** of all written reports and supporting graphics, final design documents, and other project-related printed materials.

## 3. Compliance with Procurement Requirements

The municipal attorney, chief legal officer, or financial administrator for the municipality (Contractor) shall certify to the Division of Coastal Resources that applicable public bidding procedures of General Municipal Law §103 were followed for all construction contracts involving more than \$20,000 and more than \$10,000 for purchase contracts. In the case of construction contracts involving not more than \$20,000, purchase contracts involving not more than \$10,000, and contracts for professional services, the

municipal attorney, chief legal officer, or financial administrator shall certify that the procedures of the municipality established pursuant to General Municipal Law §104-b were fully complied with.

#### 4. Training

A required component of the Title 11 Environmental Protection Fund program is Contractor participation in a training session or sessions focused on developing and implementing revitalization strategies (Appendix A1-I). The Division of Coastal Resources has determined that the Contractor will attend the following training sessions:

2 staff people at I-4 Organization for Implementation of Vision and Capacity Building and L-1 Grants Administration.

The Division of Coastal Resources will issue an advance payment of \$500 on the grant award to the Contractor, who will issue a payment to SUNY ESF in the amount of the advance as payment of registration fees towards the training component. The purpose of these training sessions is to build knowledge and provide support to community leaders to advance revitalization efforts and advance grant priorities.

#### 5. Project Components

Task 1: Subcontract Preparation and Execution for the First Wilderness Corridor Plan Consultant and the Technical Assistance and Corridor Coordinator positions.

If pursuing a contract with the existing consultants, the Contractor shall prepare a draft subcontract or subcontracts to conduct project work with the consultants. The subcontracts shall contain a detailed work plan with adequate opportunity for review at appropriate stages of project completion, a payment schedule (payments should be tied to receipt of products), and a project cost. The subcontracts shall specify the composition of the entire consultant team, including firm name and area of responsibility/expertise, and those professionals from the consultant team or consulting firm that will be directly involved in specific project tasks. The Contractor shall submit the draft subcontracts to the Division of Coastal Resources (DCR) for review and approval, and shall incorporate the DCR's comments in the final subcontracts. A copy of the final, executed subcontracts shall be submitted to DCR. If the Contractor chooses to seek another consultant(s) an RFP process will be followed as outlined in Task 4, 10A and 11A.

The municipal attorney, chief legal officer or financial administrator of the municipality shall certify in writing to the DOS that applicable provisions of General Municipal Law were fully complied with.

The Contractor's procurement record and consultant selection is subject to approval by DOS.

Products: Draft and final, executed consultant subcontracts. Written certification of procurement procedures.

Task 2: Initial Project Scoping Meeting

The Contractors, the Division of Coastal Resources, project partners and any other appropriate entities shall hold an initial meeting to review the project scope, project requirements, roles and responsibilities of project partners, the selection process for procuring consultant services for the project, State Environmental Quality Review Act (SEQRA) compliance requirements, the number of public meetings and techniques for public involvement proposed for the project, and

any other information which would assist in project completion. In addition, the specific roles of the Inter-Municipal Corridor Coordinating Committee shall be discussed during initial project scoping. The Contractor, or a designated project partner, shall prepare and distribute to all project partners a brief meeting summary clearly indicating the agreements/understandings reached at the meeting. Work on subsequent tasks shall not proceed prior to DCR approval of the proposed approach as outlined in the meeting summary.

Products: Scoping meeting with appropriate parties. Written meeting summary outlining agreements/understandings reached. List of members & roles of the Inter-Municipal Corridor Coordinating Committee.

Task 3: Community Training

The Contractor will participate in the Community Training Program as stated in Section 4 above.

Product: Copy of transmittal letter of advance to SUNY. Participation in training session(s).

Task 4: Request for Proposals

The Contractor shall draft a Request for Proposals (RFP) (if needed) including a complete project description with site conditions, expected final results, a schedule for completion, and criteria for selecting a preferred proposal. The Contractor shall submit the RFP to DCR for review and approval prior to release for solicitation of proposals.

Products: Approved RFP released through advisement in local papers, the New York State Contract Reporter, and other appropriate means.

Task 5: Consultant Selection and Compliance with Procurement Requirements

In consultation with DCR, the Contractor and an appropriate review committee shall review all proposals received as a result of the RFP (if needed). At a minimum, the following criteria are suggested for use in evaluating consultant responses:

- Quality and completeness of the response.
- Understanding of the proposed scope of work.
- Applicability of proposed alternatives or enhancements to information requested.
- Cost-effectiveness of the proposal.
- Qualifications and relevant experience with respect to the tasks to be performed.
- Reputation among previous clients.
- Ability to complete all project tasks within the allotted time and budget.

Incomplete proposals that do not address all of the requested components should not be accepted for review and consideration.

For preparation/certification of final designs and construction documents, and for supervision of construction, a professional engineer or licensed architect/landscape architect is required.

The municipal attorney, chief legal officer or financial administrator of the municipality shall certify in writing to the DCR that applicable provisions of General Municipal Law were fully complied with.

The Contractor's procurement record and consultant selection is subject to approval by DCR.

Products: Consultant(s) selected and approved by DCR. Written certification of procurement procedures.

Task 6: Subcontract Preparation and Execution

The Contractor shall prepare a draft subcontract or subcontracts to conduct project work with the consultant(s) selected. The subcontract(s) shall contain a detailed work plan with adequate opportunity for review at appropriate stages of project completion, a payment schedule (payments should be tied to receipt of products), and a project cost. The subcontract(s) shall specify the composition of the entire consultant team, including firm name and area of responsibility/expertise, and those professionals from the consultant team or consulting firm that will be directly involved in specific project tasks. The Contractor shall submit the draft subcontract(s) to DCR for review and approval, and shall incorporate DCR's comments in the final subcontract(s). A copy of the final, executed subcontract(s) shall be submitted to DCR.

Products: Draft and final, executed consultant subcontracts.

Task 7: Second Project Scoping Meeting

In consultation with DCR, the Contractor shall hold a second project scoping meeting with the consultant(s), and other project partners as appropriate, to review project requirements, site conditions, and roles and responsibilities; identify new information needs and next steps; and transfer any information to the consultant(s) which would assist in completion of the project. The consultant(s) shall prepare and distribute a brief meeting summary clearly indicating the agreements/understandings reached at the meeting. Work on subsequent tasks shall not proceed prior to DCR approval of the proposed approach as outlined in the meeting summary.

Products: Scoping meeting with appropriate parties. Written meeting summary outlining agreements/understandings reached.

Task 8: On-going Outreach and Coordination

As identified in the 2003 Inter-Municipal Agreement between Warren County and the Towns of Johnsbury, Chester, Lake Luzerne, Stony Creek, Thurman, Warrensburg, Hadley, Corinth, and the Village of Corinth, Warren County will provide a staff function for the FWHC project. The Warren County Planning Office will perform the staff function. The duties of the Warren County Planning Office will be to provide overall contract management for this project and to provide coordination among all of the municipalities and entities involved. Specifically, these duties will include, but are not limited to the following:

- Attendance at municipal board meetings twice a month on a rotating basis such that every community in the FWHC is visited at least twice each year of the project. Attendance at trade



shows, in conjunction with the respective County tourism offices, to provide promotion for the corridor and to garner feedback from tour providers on the range of visitor experiences the corridor will offer.

- Outreach and education at schools and civic functions to promote the corridor and explain the benefits and activities to be undertaken as part of this project.
- Two special meetings per month throughout the life of the project to coordinate local actions and to provide updates to town boards and local community committees and civic organizations on the progress of the implementation of the FWHC projects.
- Management of the project consultant(s) responsibilities and activities.
- Periodic updates to the language in the inter-municipal agreement (as needed) and project scope outlines as related to implementation of FWHC projects.
- The consultant(s) associated with the project will meet as needed with the Town of Johnsburg, the Corridor Coordinator, the Technical Assistant Coordinator, Warren County, Corridor Municipalities, and local working groups to develop and finalize design and construction related activities related to all marketing and signage components and to construction related improvements at respective locations.

Task 9: Comprehensive Web Site Development

The Contractor shall develop a website for the purpose of providing timely and current information about the investment and development opportunities. Website development will include the design, development, and hosting of a comprehensive website that can be used to develop and enhance tourism, including trip planning, destination locations, links to other regional amenities, recreational activities, events, economic and business development opportunities and strategies, and current information related to investment and real estate development opportunities in the FWHC. A web designer will be retained to assist with this task.

Comments prepared by the Department of State during website development will be addressed and reflected in subsequent website designs.

Products: An operating comprehensive website for the First Wilderness Heritage Corridor project.

Task 10: Portable Community Display for FWHC Presentations; Display at the Albany International Airport; Display at the Rensselaer Train Station; Visitor Orientation Kiosks; and Corridor Signage.

A portable community FWHC project display will be designed and produced for use at trade shows, for use by the corridor communities, the Corridor Coordinator, and at a multitude of venues to educate regional communities and organizations, and also for marketing at related trade and tourism events. The display will be designed and fabricated to provide for updates as the project progresses over time. An experienced and appropriate display designer and fabricator will be retained to assist with this element of the task.

The Airport and Train Station displays will be designed and produced to capture tourism markets unfamiliar with the FWHC and the surrounding region. The displays will be designed and fabricated to create visual interest, convey the character of the corridor, and provide information necessary to establish links to the destination. An experienced and appropriate display designer and fabricator will be retained to assist with this element of the task.

Orientation Kiosks and Interpretive Signage for the FWHC will be constructed adjacent to existing and proposed corridor train stations and will provide information on a variety of panels including the following topics: New York Department of State, Division of Coastal Resources, corridor location, community destinations, community history, information related to Lakes to Locks, and nearby scenic byways. The kiosk and interpretive signage design will integrate the community's architectural vocabulary to create a focal point which will provide pedestrian amenities necessary for a meaningful community gathering area. A total of ten kiosks are planned for the Corridor.

Corridor signage will be developed and installed throughout the Corridor to provide a safe and enjoyable experience for the visitor. The signage used in the corridor will include signature logo, directional, and destination information. The signage vocabulary will be designed to create a template for the development of future signage specific to key destinations, future points of interest, and expansion of the corridor over time. The signage will be coordinated with the driving map prepared by Warren County.

*New York State Coastal Resources Interpretive Program (NYSCRIP) standards and guidelines must be used for all kiosks and signage designed, fabricated and installed for this project.*

For the above display, kiosk, and sign related task elements, the following sub-tasks will be used.

#### Task 10A: Request for Proposals

The Contractor shall draft a Request for Proposals (RFP), to engage the services of a subcontractor or subcontractors to design, fabricate and install the displays, kiosks, and interpretive signs (NYSCRIP standards shall be used for all kiosks and/or low-profile panels and associated hardware). The RFP should include a complete project description with tasks, expected final results, and criteria for selecting a preferred proposal. The RFP must require respondents to indicate projected costs associated with purchasing images and securing new (original) images (photographs).

In addition, if the Contractor does not wish to undertake this task, the RFP should specify that the consultant will be responsible for visual inspection of the signage panels and hardware prior to installation.

The RFP will encourage bid alternates on project tasks according to the task breakdown established by the Contractor. **The RFP will be submitted to the DCR for review and approval prior to release for solicitation of proposals.**

Products: Draft RFP for the DCR review, comment and approval. Upon approval, the RFP shall be released through appropriate means.

## Task 10B: Subcontractor Selection

In consultation with the DCR, the Contractor shall review all proposals received as a result of the RFP. Subcontractor selection is subject to approval by the DCR.

The following five criteria will be used to select the subcontractor:

1. Quality and completeness of the proposed work program. Understanding of the proposed Scope of Work. Applicability of proposed changes or enhancements to the proposal.
2. Cost-effectiveness of the proposal. The budget should reflect the most up-to-date cost analysis for the consultation, design, fabrication and installation of all signage components.
3. Qualifications and relevant experience of the applicant with respect to the tasks to be performed. Graphic design subcontractor must demonstrate ability to work with Quark Express for Macintosh.
4. Reputation among previous clients.
5. Ability to complete all project tasks in allotted time and budget.

Incomplete proposals that do not address all of the project components will not be accepted for review and consideration.

The municipal attorney, chief legal officer or financial administrator of the municipality shall certify in writing to the DCR that applicable provisions of General Municipal Law were fully complied with.

The Contractor's procurement record and consultant selection is subject to approval by DCR.

Products: Written recommendation for selection of preferred subcontractor. DCR approval of subcontractor. Subcontractor selected. Written certification of procurement procedures.

## Task 10C: Subcontractor Contract Preparation and Execution

The Contractor shall prepare a draft contract to conduct work with the selected subcontractor. The contract shall contain a detailed work plan with adequate opportunity to review stages in completion of all components of display, kiosk, or signage design, fabrication and installation, a payment schedule (payments should be tied to receipt of products in the work plan), and a project cost. A draft contract will be submitted to the DCR for review and approval. A copy of the final contract, incorporating the DCR's comments on the draft, will be provided to the DCR.

Product: Draft subcontractor contract for the DCR's review, comment and approval. Upon the DCR's approval, the final subcontractor's executed contract.

## Task 10D: Project Scoping Meeting

The Contractor, project partners and any other appropriate entities, DCR, and the selected subcontractor shall hold a meeting to review NYSCRIP project requirements and site conditions and to transfer information to the subcontractor which would assist in completion of the project.

Subjects to be covered include: the target audience; messages to be interpreted and conveyed; additional subcontractors needed; number of displays, kiosks, and interpretive signs to be designed,

fabricated and installed; location of all displays, kiosks, and interpretive signage; and evaluative methods of the project (reports, photographs, surveys of target audience, *etc.*). The Contractor will prepare a brief meeting summary indicating the agreements/understandings reached at the meeting.

Product: Meeting summary.

Task 10E: Research

The Contractor shall direct the subcontractor to investigate whether existing materials are available to create appropriate text, graphics and images for the displays, kiosks, and interpretive signage. If materials are found, the Contractor will work with the subcontractor to obtain permission to use the materials for the displays, kiosks, and interpretive signage. If materials cannot be found the Contractor will direct the subcontractor to make arrangements to develop them.

Products: Materials located and permissions obtained for use. New materials developed.

Task 10F: Develop Concepts

The Contractor shall direct the subcontractor to develop concepts for visual and written messages to be included in the proposed displays, kiosks, and interpretive signage and submit (e-mail; hard copy if necessary) them to the Contractor and the DCR for review.

Products: Concepts for visual and verbal messages for displays, kiosks, and signs.

Task 10G: Develop Graphics and Text Package to NYSCRIP standards

Based on comments received on the conceptual designs using NYSCRIP standards for images and text, the Contractor shall direct the subcontractor to compile graphics and text (using the NYSCRIP standards) for the displays, kiosks, and signs. This includes written text, graphic images, maps, photographs, *etc.* that will be incorporated into the displays, kiosks, and interpretive signage. Up to three layout options shall be prepared. Layouts should be e-mailed to the Contractor and the DCR for review.

Products: Graphics and text package conforming to NYSCRIP standards.

Task 10H: Hold Review and Revision Meeting

The Contractor shall direct the subcontractor to meet with the project partners and other appropriate entities, and the DCR's project manager to receive comments on the graphics/text layouts.

Product: Summary of meeting discussion and resulting recommendations.

Task 10I: Final Draft Design for Construction and Placement of Displays, Kiosks, and Signs

Based on comments received, the Contractor shall direct the subcontractor to prepare the final draft designs for the displays, kiosks, and signs. Final draft designs will be provided to the DCR at least two weeks prior to the due date for comments. The final draft design will include and reflect all images, graphics, maps, materials, NYSCRIP standards and other requirements identified in the

scoping session. The Contractor will provide the DCR with the placement location for each display, kiosk, and sign. The DCR's comments will be addressed in subsequent revisions of the products and finalization of the design.

Products: Final draft design and placement for displays, kiosks, and signage.

Task 10J: Final Construction Drawings for Interpretive Signage

The Contractor shall direct the subcontractor to prepare the final design and construction drawings, plans, specifications, and cost estimates. The DCR shall review and approve the final drawings, locations, site plans, specifications, and cost estimates. PDF files and Quark Express files of all final display, kiosk, and interpretive signage panels and hardware designs must be submitted to the DCR on a CD-R.

Products: Final design and construction drawings, plans, locations, site plans, specifications, and cost estimates for the displays, kiosks, and interpretive signage. CD-R of PDF and Quark Express files of final designs.

Task 10K: Obtain Construction Permits for Displays, Kiosks, and Signage

Once the final construction drawings are approved by both the Contractor and the DCR, the Contractor shall prepare the necessary permit or other approval applications, as necessary, and obtain the required permits or approvals from the appropriate federal, state, and local agencies for the placement of the displays, kiosks, and signs.

Product: Required permits and approvals for the construction and placement of the displays, kiosks, and signs.

Task 10L: Fabrication, Construction, Inspection and Placement of Displays, Kiosks, and Signage

Upon permit receipt, fabrication and construction work can begin according to the plan/design. The Contractor (and/or the subcontractor) is responsible for visual inspection of the fabricated panels and hardware prior to installation. The DCR will be notified monthly (or more frequently) in writing of work progress, including any delays which have occurred. The Contractor may submit periodic payment requests to the DCR.

Product: Written progress reports, as noted.

Task 10M: Site inspections

The Contractor and the DCR will verify progress and completion of the work through periodic site inspections.

Product: Written progress reports and identification of problems to be addressed.

Task 10N: Display, Kiosk, and Signage Completion

Upon completion of the displays, kiosks, and signage, the Contractor shall direct the subcontractor to submit a statement that all the work has been completed in accordance with the contract, the design and specifications, and all permit requirements. When the Contractor is satisfied work is

complete, it shall file a report with the DCR, including a copy of the completion statement of work by the subcontractor. The DCR shall concur that the work is complete prior to the Contractor remitting payment to the subcontractor and submitting an application to the DCR for Final Payment of grant funds.

Product: Statement of completion, final report from the Contractor. CD-R containing photographs of all the installed displays, kiosks, and signage.

Task 11: North Creek and Lake Luzerne Riverfront Improvements and Southern Corridor Bicycle Trail

*North Creek Riverfront Improvements.* The proposed improvements along the North Creek Riverfront include the Mundy and Kellogg properties, and the North Creek Train Station to maximize organized access to the Hudson River, to provide connections to the North Creek Business District, and to provide access and use of underutilized land, structures, and riverfront. A new Town Park will be established to provide a setting for viewing the Hudson River from the main street in North Creek. Riverfront improvements will include sidewalk connections, benches, decorative lighting, community open space, a car top boat launch, public access to the Hudson River, renovations of structures on the Kellogg property, and improved access to the Train Station and North Creek Business District.

*Lake Luzerne Riverfront Improvements.* The proposed improvements in Lake Luzerne include construction of a waterfront walkway along the Hudson River providing pedestrian access around Rockwell Falls, a link to the Lake Luzerne Business District, and connections to the proposed train station across the River in Hadley. The walkway will include low-level lighting, interpretive signage, and restrooms that will be provided in an existing structure near the waterfront park.

*Southern Corridor Bicycle Trail.* A mountain bicycle trail will be developed at the southern end of the corridor and will provide connections between Lake Luzerne, Warrensburg, Thurman, and Hadley. Although most of the existing trail will require minimal clearing for use as a mountain bike trail, signage will be required for trail identification and orientation to adjacent communities and points of interest.

For the above design and construction-related task elements, the following sub-tasks will be used.

Task 11A: Request for Proposals

The Contractor shall draft a Request for Proposals (RFP) (if needed) including a complete project description with site conditions, expected final results, a schedule for completion, and criteria for selecting a preferred proposal. The Contractor shall submit the RFP to DCR for review and approval prior to release for solicitation of proposals.

Products: Approved RFP released through advisement in local papers, the New York State Contract Reporter, and other appropriate means.

Task 11B: Consultant Selection and Compliance with Procurement Requirements

In consultation with DCR, the Contractor and an appropriate review committee shall review all proposals received as a result of the RFP. At a minimum, the following criteria are suggested for use in evaluating consultant responses:

Quality and completeness of the response.  
 Understanding of the proposed scope of work.  
 Applicability of proposed alternatives or enhancements to information requested.  
 Cost-effectiveness of the proposal.  
 Qualifications and relevant experience with respect to the tasks to be performed.  
 Reputation among previous clients.  
 Ability to complete all project tasks within the allotted time and budget.

Incomplete proposals that do not address all of the requested components should not be accepted for review and consideration.

For preparation/certification of final designs and construction documents, and for supervision of construction, a professional engineer or licensed architect/landscape architect is required.

The municipal attorney, chief legal officer or financial administrator of the municipality shall certify in writing to the DCR that applicable provisions of General Municipal Law were fully complied with.

The Contractor's procurement record and consultant selection is subject to approval by DCR.

Products: Consultant(s) selected and approved by DCR. Written certification of procurement procedures.

Task 11C: Subcontract Preparation and Execution

The Contractor shall prepare a draft subcontract or subcontracts to conduct project work with the consultant(s) selected. The subcontract(s) shall contain a detailed work plan with adequate opportunity for review at appropriate stages of project completion, a payment schedule (payments should be tied to receipt of products), and a project cost. The subcontract(s) shall specify the composition of the entire consultant team, including firm name and area of responsibility/expertise, and those professionals from the consultant team or consulting firm that will be directly involved in specific project tasks. The Contractor shall submit the draft subcontract(s) to DCR for review and approval, and shall incorporate DCR's comments in the final subcontract(s). A copy of the final, executed subcontract(s) shall be submitted to DCR.

Products: Draft and final, executed consultant subcontracts.

Task 11D: Project Scoping Meeting

In consultation with DCR, the Contractor shall hold a project scoping meeting with the consultant(s), and other project partners as appropriate, to review project requirements, site conditions, and roles and responsibilities; identify new information needs and next steps; and transfer any information to the consultant(s) which would assist in completion of the project. The consultant(s) shall prepare and distribute a brief meeting summary clearly indicating the agreements/understandings reached at the meeting. Work on subsequent tasks shall not proceed prior to DCR approval of the proposed approach as outlined in the meeting summary.

Products: Scoping meeting with appropriate parties. Written meeting summary outlining agreements/understandings reached.

Task 11E: Site Reconnaissance and Schematic Designs

A. Site Reconnaissance

The Contractor or its consultant(s) shall conduct site-specific reconnaissance, in preparation for design. Work shall include, at a minimum, identification and mapping of the following:

- Site survey showing extent of project boundary
- Manmade structures, buildings, or facilities on or adjacent to the site
- Above and below ground infrastructure
- Transportation/circulation systems (truck, car, bus, ferry, train, pedestrian, bicycle, etc.) that serve or are located near the site
- Adjacent land and water uses
- Historic and archeological resources
- Soil and, as appropriate, core sampling to determine site stability
- Topography and hydrology
- Natural resources, including location of mature trees
- View corridors
- Zoning and other applicable designations
- Analysis of site constraints, needs and opportunities

Products: Map(s) and written summary describing the above information and any other appropriate information identified during project scoping.

B. Schematic Designs

The Contractor or its consultant(s) shall prepare alternative schematic designs of the facility or facilities, considering and including a summary of the following:

- Best management practices to be employed to avoid or reduce water quality impairments from upland runoff or in-water activities, and
- Impacts, if any, to sensitive resources, and how those impacts should be avoided or mitigated.

Unless otherwise specified during project scoping, the Contractor or its consultant(s) shall prepare a minimum of three alternative schematic designs for review by the project advisory committee and DCR.

In consultation with the DCR and the project advisory committee, the Contractor shall select one of the alternative schematic designs as the basis for final design and engineering/construction plans and specifications, or shall work with the consultant(s) to develop a final schematic design incorporating elements of or building upon the alternative schematic designs. Final design and engineering/construction plans and specifications shall be prepared based on the selected schematic design.

Products: Schematic design alternative selected.



## Task 11F: Public Meeting

In consultation with the DCR, a public information meeting shall be conducted to solicit public input on the schematic designs to assist in selecting a preferred alternative. A written summary of public input obtained at this meeting shall be prepared and provided to the DCR for review and comment.

Products: Public information meeting held. Minutes/Summary of meeting prepared and submitted to the DCR.

## Task 11G: Construction Requirement Analysis

The Contractor or its consultant(s) shall prepare an analysis of all federal, state and local requirements for the selected schematic design alternative, including necessary permits and approvals, and a description of how these requirements will be satisfied by the design. This analysis shall be submitted to appropriate project partners and the DCR for review. A pre-permitting meeting with DCR and the identified federal, state and local entities may be required to discuss any revisions needed to satisfy regulatory requirements. Work on final design shall not proceed prior to DCR approval of the construction requirement analysis and the pre-permitting meeting, if necessary.

Products: Written construction requirement analysis. Pre-permitting meeting with identified entities.

## Task 11H: Environmental Quality Review

The Contractor or its consultant(s) shall prepare all documents necessary to comply with the State Environmental Quality Review Act (SEQRA) through determination of significance. If a positive declaration is made, a Draft Environmental Impact Statement shall be prepared.

Products: SEQRA documents and, if necessary, a Draft Environmental Impact Statement.

## Task 11I: Draft Final Design

The Contractor or its consultant(s) shall prepare a draft final design based on the selected schematic design alternative. The draft final design shall include all required maps, tables, data, written discussions, and other information identified in the contract and subcontract work plans and during project scoping. The draft final design shall be provided to the DCR and the project advisory committee for review at least two weeks prior to the due date for comments. DCR comments must be addressed to the satisfaction of the DCR in subsequent revisions of the products and the final design.

Products: Draft final design and supporting materials.

## Task 11J: Final Design and Construction Documents

The Contractor or its consultant(s) shall prepare the final design and construction drawings, plans, specifications, and cost estimates. The final design and construction documents shall be provided to the DCR and the project advisory committee for review at least two weeks prior to

the due date for comments. Final design and construction documents are subject to approval by the DCR. These documents must be certified by an engineer, architect, or landscape architect and the appropriate seal must be affixed to these documents.

Products: Final design and construction documents, certified by an engineer, architect or landscape architect.

Task 11K: Permits

After the final design and construction documents have been approved by the DCR, the Contractor or its consultant(s) shall prepare the necessary permit or other approval applications and obtain the required permits or approvals. A pre-application meeting with the DCR and the appropriate federal, state and local regulatory authorities may be required to discuss the necessary permit or other approval applications. Prior to filing, the Contractor or its consultant(s) shall submit all applications to the DCR for review and comment.

Potential permitting and approval agencies include but are not limited to:

- federal agencies such as the United States Army Corps of Engineers;
- the DCR, pursuant to the consistency provisions of the federal Coastal Zone Management Act;
- other New York State agencies such as the Department of Environmental Conservation; the Office of General Services pursuant to the Public Lands Law, or similar authorization from the Power Authority (in certain areas of the St. Lawrence Seaway) or Canal Authority (in the State Canal System), in order to use or occupy certain State-owned lands or waters overlying those lands; and the Office of Parks, Recreation, and Historic Preservation or the State Historic Preservation Officer; and
- agencies of a county, city, town, village, or special purpose district, including but not limited to: town boards, boards of trustees, or city councils; planning commissions, boards or departments; and/or building or health officials.

Prior to construction the Contractor or its consultant(s) shall also demonstrate that the project is in compliance with 6 NYCRR Part 502, "Floodplain Management Criteria For State Projects" by obtaining a floodplain development permit, if local regulations establish such requirements, or by submitting a signed certification, by an official authorized to enforce local floodplain management regulations, that the project complies with the requirements of the statute.

Copies of all required permits and approvals shall be submitted to DCR upon receipt.

Products: All required permits and approvals received. Written certification of compliance with floodplain management regulations, if applicable.

Task 11L: Bid Process and Selection of Construction Subcontractor

After the final design and construction documents have been approved by the DCR, the Contractor or its consultant(s) shall prepare and distribute a bid invitation to select a construction subcontractor or subcontractors. Prior to distributing the bid invitation, the Contractor or its consultant(s) shall submit the bid invitation to the DCR for review and comment.

The Contractor or its consultant(s) shall select the construction subcontractor(s) from the bid respondents and shall prepare a draft contract or contract(s) to conduct the work with the selected construction subcontractor(s). The contract(s) shall contain a detailed work plan with adequate opportunity for review at appropriate stages of project completion, a payment schedule (payments should be tied to project milestones), and a project cost. The Contractor must certify to the DCR that applicable public bidding procedures of General Municipal Law were followed for the selection of all construction or other subcontractors.

The Contractor shall submit the draft subcontract(s) to DCR for review and approval, and shall incorporate DCR's comments in the final subcontract(s). A copy of the final, executed subcontract(s) shall be submitted to DCR.

Products: Executed construction subcontract(s). Written certification of procurement procedures.

Task 11M: Construction

After receipt of all necessary permits, the Contractor or its construction subcontractor(s) may begin construction work according to the final design and construction documents. The Contractor or its subcontractor(s) shall notify DCR monthly (or more frequently) in writing of work progress, including any delays which have occurred. The Contractor or its consultant(s) shall submit periodic payment requests to the DCR tied to project milestones identified in contract and subcontract work plans or during project scoping. After 70% of the work is completed, the progress notification will include a punch list of any incomplete items and an estimated schedule for project completion.

Products: Written work progress reports. Punch list and construction completion estimates.

Task 11N: Site Inspections

The Contractor, its consultant(s), and/or the DCR shall verify progress and completion of the work through periodic site inspections. The Contractor or its consultant(s) shall submit to DCR written summaries of progress and identification of problems to be addressed based on periodic site inspections.

Products: Periodic site visits. Written summary of progress and identification of problems to be addressed.

Task 11O: Project Completion

Following satisfaction of punch list items, the Contractor or its consultant(s) shall submit a statement that the work has been completed in accordance with the contract and subcontract(s), the final design and construction specifications, and all permit requirements. The completion statement must be prepared and/or certified by an engineer, architect or landscape architect. Unless otherwise specified during project scoping, the Contractor or its consultant(s) shall submit three copies of As-Built Plans, certified by an engineer, architect or landscape architect. When the Contractor is satisfied work is complete, it shall submit a final project report to DCR,

including a copy of the completion statement and a copy of the As-Built Plans. The Contractor shall not pay its consultant(s) or subcontractor(s) in full, and shall not submit a final payment request to DCR, until DCR concurs that the work is complete.

Products: Statement of completion, certified As-Built Plans, and final project report.

Task 12: Semi-annual Reporting

The Contractor or its consultant(s) shall submit to the DCR semi-annual reports (every six months) on the form provided, including a description of the work accomplished, any problems encountered, and any assistance needed. The report may be submitted as part of a payment request.

Products: Semi-annual reports during the life of the contract.

Task 13: Measurable Results

The Contractor or its consultant(s) shall work with the DCR project manager to complete the Measurable Results Form. Final payment shall not be authorized until the Measurable Results Form has been completed and filed with project deliverables.

Products: Completed Measurable Results Form.

6. Project Management Responsibilities

For this project, the primary contact for the Contractor is Wayne E. LaMothe, Warren County Assistant Planning Director, or his/her representative or successor, under agreement with the Contractor. Warren County, will be responsible for managing and coordinating all project activities, including administration of the grant, execution a contract with DCR, and ensuring the completion of work in accordance with the approved Work Plan. Unless otherwise specified in the Project Description or under Project Components, the Contractor and/or its approved consultant(s) or subcontractor(s) shall conduct all work as described in the component tasks.

**The Contractor:**

- will be responsible for conducting all project work in conformance with the Work Plan included in the executed contract with the DCR.
- will be responsible for all project activities including drafting request for proposals and managing subcontracts with consultants and subconsultants.
- will certify to the DCR that the procurement record for project consultants and subcontractors complies with the applicable provisions of General Municipal Law.
- will receive approval from the DCR for any and all consultant subcontracts before beginning project work.
- will be responsible for submission of all products and payment requests.
- will be responsible for coordinating participation and soliciting comments from local government personnel, project volunteers, and the public.
- will keep the DCR informed of all important meetings for the duration of this contract.
- will receive approval from the DCR before purchase of any equipment.

- will secure all necessary permits and perform all required environmental reviews.
- will ensure that all materials printed, constructed, and/or produced reflect the Division of Coastal Resources logo, feature the Secretary of State and the Governor, and acknowledge the contributions of the Division to the project.
- will ensure that all products prepared as a part of this agreement shall include the NYS Comptroller's Contract # as indicated on the Face Page of this Agreement.
- will ensure the project objectives are being achieved.
- will ensure that comments received from the DCR and the project advisory committee, or other advisory group, are satisfactorily responded to and reflected in subsequent work.
- will recognize that payments made to consultants or subcontractors covering work carried out or products produced prior to receiving approval from the DCR will not be reimbursed unless and until the DCR finds the work or products to be acceptable.
- will participate in a training session or sessions focused on developing and implementing revitalization strategies. The purpose of the training session(s) is to build knowledge and provide support to community leaders to advance revitalization efforts and complete priority projects.

**The Division of Coastal Resources:**

- will review and approve or disapprove of subcontracts between the Contractor and consultant(s) and any other subcontractor(s).
- will participate in initial project scoping and attend meetings that are important to the project.
- will review all draft and final products and provide comments as necessary to meet the objectives.
- must approve any and all design, site plan, and preconstruction documents before construction may begin.

APPENDIX X

Agency Code: 19000  
Contract Period: \_\_\_\_\_

Contract No.: C006530  
Funding for Period: \$85,000

is is an AGREEMENT between THE STATE OF NEW YORK, acting by and through the New York State Department of State, having its principal office at 41 State Street, Albany, New York, 12231 (hereinafter referred to as the STATE), and Town of Johnsbury (hereinafter referred to as the CONTRACTOR), for modification of Contract Number C006530, as amended above and in attached Appendice(s) \_\_\_\_\_.

Terms and conditions of this amendment are subject to continued availability of funds for this contract.

All other provisions of said AGREEMENT shall remain in full force and effect.

IN WITNESS WHEREOF, the parties hereto have executed this AGREEMENT as of the dates appearing under their signatures.

CONTRACTOR SIGNATURE

By: \_\_\_\_\_  
\_\_\_\_\_  
(print name)

By: \_\_\_\_\_  
\_\_\_\_\_  
(print name)

Title: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Date: \_\_\_\_\_

State Agency Certification: "In addition to the acceptance of this contract, I also certify that original copies of this signature page will be attached to all other exact copies of this contract."

ate of New York \_\_\_\_\_ )  
County of \_\_\_\_\_ )ss:

On this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_, before me personally came \_\_\_\_\_ to me known, who, being by me duly sworn, did depose and say that he/she/they reside(s) in \_\_\_\_\_ (if the place of resident is in a city, include the street and street number, if any, thereof); that he/she/they is(are) the \_\_\_\_\_ (title of officer or employee) of the \_\_\_\_\_ (name of municipal corporation), described in and which executed the above instrument; and that he/she/they signed his/her/their name(s) thereto by authority of the governing body of said municipal corporation.

\_\_\_\_\_  
NOTARY PUBLIC

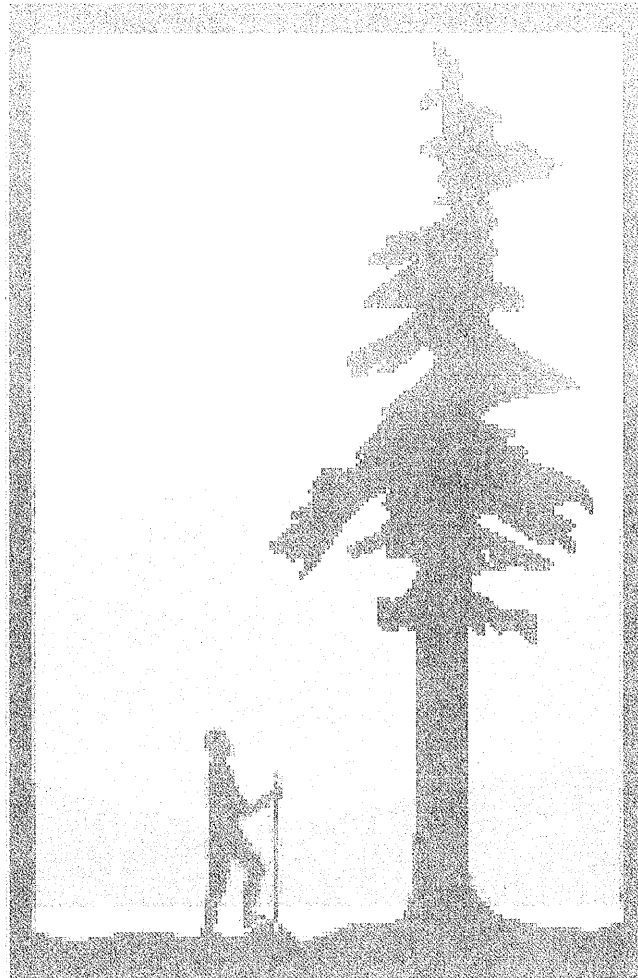
Approved:  
  
Alan G. Hevesi  
Comptroller

By: \_\_\_\_\_  
te: \_\_\_\_\_

# Attachment C

Resolution Adopting First Wilderness Plan

Excerpts from Rediscovering the First Wilderness Action Plan



# WILDERNESS

# CORRIDOR

# REDISCOVERING THE FIRST WILDERNESS

NORTHERN HUDSON RIVER INTERMEDIATE DEVELOPMENT  
ACTION PLAN UPDATE

WITH THE  
WARREN COUNTY PLANNING DEPARTMENT

September 15, 2004

THE SARATOGA ASSOCIATES

■  
Landscape Architects, Architects, Engineers, and Planners, P.C.  
Saratoga Springs ■ New York City ■ Boston



*PREPARED FOR:*

WARREN COUNTY PLANNING DEPARTMENT

AND

THE TOWNS OF:

JOHNSBURG

THURMAN

WARRENSBURG

STONY CREEK

CHESTER

HADLEY

LAKE LUZERNE

CORINTH

AND THE

VILLAGE OF CORINTH

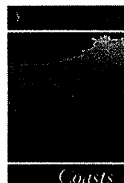
*PREPARED BY:*

THE SARATOGA ASSOCIATES



Landscape Architects, Architects, Engineers, and Planners, P.C.  
Saratoga Springs ■ New York City ■ Boston

This document was made possible with funds provided under  
Title 11 of the Environmental Protection Fund for the  
New York State Department of State  
Division of Coastal Resources



**ACTION PLAN  
TABLE OF CONTENTS**

SECTION I INTRODUCTION .....I-1

SECTION II CREATING AN INTEGRATED TOURISM EXPERIENCE ALONG THE UPPER HUDSON  
CORRIDOR ..... II-1

SECTION III INTEGRATING COMMUNITIES INTO THE FIRST WILDERNESS EXPERIENCE ..... III-1

SECTION IV RECOMMENDATIONS.....IV-1

A. FIRST WILDERNESS CORRIDOR ISSUES .....IV-1

B. TOWN OF JOHNSBURG .....IV-10

1. NORTH CREEK.....IV-10

2. RIPARIUS.....IV-22

3. THE GLEN .....IV-30

C. TOWN OF THURMAN.....IV-37

D. TOWN OF STONY CREEK.....IV-46

E. TOWNS OF HADLEY AND LAKE LUZERNE .....IV-52

F. TOWN & VILLAGE OF CORINTH .....IV-62

SECTION V APPENDICES..... V-1

APPENDIX A: SUMMARY OF ACTION ITEMS ..... A-1

APPENDIX B: FUNDING SOURCES ..... B-1

**LIST OF MAPS**

MAP TITLE	PAGE
FIGURE 1 STATION THEMES .....	III-2

**LIST OF NODE PROJECT GRAPHICS**

GRAPHIC TITLE	PAGE
FIGURE 2 NORTH CREEK COMMUNITY CONNECTIONS.....	IV-8
FIGURE 3 NORTH CREEK.....	IV-9
FIGURE 4 RIPARIUS COMMUNITY CONNECTIONS .....	IV-20
FIGURE 5 RIPARIUS .....	IV-21
FIGURE 6 THE GLEN COMMUNITY CONNECTIONS.....	IV-28
FIGURE 7 THE GLEN.....	IV-29
FIGURE 8 THURMAN STATION COMMUNITY CONNECTIONS .....	IV-35
FIGURE 9 THURMAN STATION .....	IV-36
FIGURE 10 STONY CREEK COMMUNITY CONNECTIONS .....	IV-44
FIGURE 11 STONY CREEK .....	IV-45
FIGURE 12 HADLEY/LAKE LUZERNE COMMUNITY CONNECTIONS .....	IV-50
FIGURE 13 HADLEY/LAKE LUZERNE .....	IV-51
FIGURE 14 TOWN AND VILLAGE OF CORINTH COMMUNITY CONNECTIONS .....	IV-60
FIGURE 15 TOWN AND VILLAGE OF CORINTH .....	IV-61

SECTION I  
INTRODUCTION

## INTRODUCTION

In 1995, Warren County purchased the forty-mile right-of-way for the former Adirondack Branch of the Delaware and Hudson Railroad, extending from the town of Corinth in Saratoga County to the hamlet of North Creek in the Warren County town of Johnsbury. Since the 1860s, that rail line has played a central role in various aspects of Adirondack life. Its original passenger service fostered the proliferation of great camps at the turn of the last century. Its freight operations supported the growth of the wood and paper industries, and served as a vital link for mining operations in Tahawus. In the aftermath of the 1932 Lake Placid Olympics, it transported the first generation of downhill skiers from points south to Gore Mountain.

Following its acquisition by the County, the former Adirondack Branch is taking on a new role in the region. The line remains available to provide freight service to local industry. It has also become the focus of tourism development activities along the Northern Hudson River. A tourism excursion railroad is now operating on an eight-mile segment featuring roundtrips from North Creek to Riparius during the summer and early fall seasons. Warren County is actively developing ways to expand the tourism potential of the railroad right-of-way as a springboard to enhance tourism and economic development along the entire Northern Hudson Corridor from Saratoga Springs to Tahawas.

Warren County's investments, combined with key sources of federal support, established improvements for passenger and freight service extending as far south as Saratoga Springs. Retiring U.S. Rep. Jerry Solomon was instrumental in accessing federal funds through the Intermodal Surface Transportation Enhancement Act (ISTEA). Five million dollars was allocated for improving the rail line between Saratoga and North Creek. An additional \$5 million was utilized for the Saratoga Springs rail station renovation reconstruction project, which was completed in the spring of 2004. An additional \$6 million was set aside for the planning and implementation of a commuter train Demonstration Project between Saratoga Springs and Albany. Congressman John Sweeney from the 20<sup>th</sup> District of New York has also played an important role in securing additional funding and continues to support efforts of the First Wilderness Heritage Corridor.

This Final Design Report shall be presented to the New York State Department of Transportation with representative graphics coordinated through Clough Harbour & Associates LLP which serves as the Design Approval Document for stations proposed in the First Wilderness Heritage Corridor (FWHC), NYSDOT Project Identification Number 1755. This report and action plan establishes development principles and outlines specific plans, which will lead to the redevelopment of the Northern Hudson River Corridor through complementary development of specified nodes within communities located along the rail line. A full range of tourism services, lodging, active and passive recreation, historic interpretive sites, cultural destinations, railroad experience and economic development opportunities are planned to meet the needs of the adventure and historic cultural travelers in their rediscovery of The First Wilderness. This work has been accomplished through an intermunicipal agreement. The Warren County towns of Johnsbury, Thurman, Stony Creek, Warrensburg, Chester and Lake Luzerne have joined with the towns of Hadley and Corinth in Saratoga County to create corridor revitalization plans under the aegis of the New York State Department of State's Local Waterfront Revitalization Program. The original study

“Rediscovering the First Wilderness – Intermunicipal Redevelopment Strategy for the Northern Hudson River” was prepared to analyze the potential of the corridor provides the basis for much of the work proposed in this updated document.

### **The New York State Department of State's Local Waterfront Revitalization Program**

The Department of State's Local Waterfront Revitalization Program promotes the creation of Local Waterfront Revitalization Plans (LWRPs) by local municipalities. Each LWRP formulates waterfront development objectives by adapting statewide legislation and policies to the unique and individual requirements of each municipality. The LWRP also outlines strategies that are used to meet the municipality's objectives.

The LWRP process involves cooperation with State, County, local, and private agencies as well as an appointed LWRP Advisory Committee that included local businesses as well as village and town residents. The LWRP outlines specific projects and policies to encourage environmental protection, foster economic development, protect valuable water resources, and improve public waterfront access. Once enacted into law, the LWRP will ensure that State and local actions proposed within the waterfront area are conducted in a manner consistent with the policies of the LWRP.

One of the components of the LWRP is the identification of long-term uses and specific projects along the waterfront and related lands. These uses and projects, in conjunction with an established management program, can significantly increase a community's ability to attract and manage development activities that complement the unique cultural and natural characteristics of its waterfront.

Once completed and approved by the New York State Secretary of State, the LWRP provides a community with the local controls to guide waterfront development. More importantly, a distinct benefit of the LWRP is the legal ability to ensure that all actions proposed for its waterfront only occurs in a fashion prescribed by the LWRP. This “consistency” provision is a strong tool that assures that State and local governments work in unison, and not at cross purposes, to build a stronger economy and a healthier waterfront environment.

### **Project Approach: The First Wilderness - Enhancing Economic Opportunities by Creating a Corridor-wide Tourism Experience**

The development of a tourism railroad is the first step in revitalizing the Northern Hudson Corridor. The first seasons of operating the Upper Hudson Railroad have met or exceeded expectations. However, tourism railroads become sustainable only if they are developed as one component of a larger tourism experience. Consequently, the challenge and the opportunity presented by the tourism railroad is to use it as a catalyst for integrating the smaller-scale attractions found throughout the corridor into a single experience for visitors.

This report identifies and defines such an experience. The Adirondacks were the first place where Americans realized that wilderness was going to be a distinguishing and *permanent* feature of their

civilization. By the 1880s, more had been written about the Adirondacks than any other wilderness area in America. By the 1890s, the Adirondack Park was created as the largest protected wilderness area east of the Mississippi. Since then, the Adirondack Park has challenged each generation to define the role of wilderness in our increasingly urbanized civilization. As illustrated on the corridor map, the Saratoga-to-North Creek corridor was instrumental in establishing the Adirondacks as the First Wilderness.

The thrust of this study is to define the "First Wilderness" as a consistent tourist experience that can serve as the basis for attracting and retaining tourism activity throughout the corridor. This will involve a continued comprehensive inventory and assessment of community resources; a definition of the tourism market opportunities accessible from the corridor; and development of a tourist experience which integrates existing and potential tourist attractions into a "critical mass," which strengthens the corridor's name recognition and attractiveness in the tourist market place. Corridor, and community issues and actionable items have been developed to implement and enhance the experience and thereby realize the market and economic development opportunities available to communities in the study corridor.

SECTION II  
CREATING AN INTEGRATED TOURISM  
EXPERIENCE ALONG THE UPPER HUDSON  
CORRIDOR



---

## CREATING AN INTEGRATED TOURISM EXPERIENCE ALONG THE UPPER HUDSON CORRIDOR

According to the 1995 Report of the Federal Task Force on Cultural Tourism, sustainable Tourism in the United States may be achieved:

- Where visitation is a recognized part of a local or regional economy. A heritage site or park cut off from a region's wealth and civic life may not have the help it needs when priorities change at the state capital or in Washington.
- Where people visit places in which people work and live.
- Where visitors tour along a circuit so that smaller places get their share of visitors but, at the same time, are not destroyed by over-visitation.
- Where there is a local or regional identity of which residents are proud and of where that identity is interpreted in many ways at many sites.
- Where there is an understanding that tourism requires accomplished hosts as well as visitors who spend the night, and where a community's hospitality is genuine.
- Where traditions—family, church, civic, and cultural—are cherished by everyone and are considered by residents and public officials and businesses as the lifeblood of their community, not only for their economic benefits but also for the qualities that they add to the community.

As Table 1 indicates, the previously mentioned survey of tourism operators in the Adirondack Park suggests that the Adirondacks have the potential to tap into the growing tourism segments related to outdoor recreation and heritage tourism. When asked about the strengths and weaknesses of Adirondack Park tourism, the strengths most often listed by tourism operators related to outdoor recreation and family vacations. The weaknesses generally concerned items related to infrastructure and promotions (e.g., signage, tour bus accommodations, and parking). However, the operators also indicated that the region suffered from a lack of historic and cultural learning opportunities.

**Table 1.**  
**Business Operators' Perceptions on Strengths and Weaknesses**  
**of Adirondack Park Tourism**

**Most Frequently Mentioned:**

<u>Strengths</u>	<u>Weaknesses</u>
Opportunity to see wildlife	Tour bus accommodations
Access to lakes and rivers	Directional signage
Summer recreation opportunities	Historical & cultural learning opportunities
Family vacation experience	Advertising/promotion in outside area
Access to trails	Parking in business districts
Winter recreation opportunities	
Adventure vacations	

Source: Holmes & Higgins, Tourism, Business, Community and Environment in the Adirondack Park February, 1999.

Thus, while the “raw materials” for cultural and heritage tourism exist in the Adirondack Park and Warren County, they need to be packaged in comprehensive interpretive and promotional programming. In the publication, *Getting Started: How to Succeed in Heritage Tourism*, The National Trust for Historic Preservation developed five principles that help create a sustainable heritage tourism industry in communities.

- Focus on authenticity and quality of experience.
- Preserve and protect resources.
- Make sites come alive.
- Find the fit between a community or region and tourism.
- Collaborate.

This original report “Rediscovering the First Wilderness, Inter Municipal Redevelopment Strategy for the Northern Hudson River” discusses an approach for developing the heritage tourism potential of the Upper Hudson Corridor that combines history and culture with the region’s traditional strengths in outdoor recreation. This document serves as an update to the original report, builds upon the success of the initial strategies and further develops long term initiatives to implement the funding mechanisms, facilities and community amenities proposed within the First Wilderness Heritage Corridor.

---

**The “First Wilderness” Experience: Realizing the Potential for Heritage Tourism in the Upper Hudson Corridor.**

*“If there is one thing the history of the Adirondacks teaches, it’s that the meaning of wilderness, like love, changes as soon as it’s defined.”*

Paul Schneider. *The Adirondacks: A History of America’s First Wilderness*. Henry Holt & Company, 1996.

Adventure travelers and historic cultural travelers share a common goal. Both groups wish to experience the essential character of the places they visit. For the adventure traveler, that character is found somewhere in the natural landscape. For the historic/cultural traveler, the essence of a place can be found in how people have cultivated and/or exploited that landscape over time. In both cases, these visitors are seeking a high-quality vacation built around both historic and current facts about the place. Neither of them wants a pre-digested theme park or pre-programmed set of activities that could take place in virtually any suburban location in the United States.

These travelers are seeking authenticity. The places that attract them can offer an experience built upon the area’s distinctive character. The basis for its attractiveness is an interpretation of the place that integrates the natural and built environment with arts, crafts, and stories from the area.

As described in the inventory, the Adirondacks were the first place where Americans realized that wilderness was going to be a distinguishing and *permanent* feature of their civilization. By the 1880s, more had been written about the Adirondacks than any other wilderness area in America. By the 1890s, the Adirondack Park was created as the largest protected wilderness area east of the Mississippi. Since then, the Adirondack Park has challenged each generation to define the role of wilderness in our increasingly urbanized civilization.

The Saratoga-to-North Creek corridor helped establish the Adirondacks as the First Wilderness. It is the logical starting place for those wishing to explore the possibilities of the First Wilderness. In 1771, the Jessup brothers’ one million-acre Totten and Crossfield Purchase from the Mohawks was the first sizeable European purchase in the Adirondacks. In 1813, the Fox Brothers invented log driving along the Schroon/Hudson Corridor.

Indeed, the Adirondacks may have been the place that colored how Americans thought of all their wilderness areas. For example, in 1837, during a trip to Schroon Lake with Thomas Cole, Asher Durand decided to become a landscape painter and began a career that helped define the American notion of wilderness. He helped create the Hudson River School of landscape painting based upon that original experience of the Adirondack wilderness.

In the 1870s, under the leadership of Dr. Thomas C. Durant, the Adirondack railroad was the first line to provide access to the Adirondacks from the New York City area and gave impetus to the development of the Great Camps and eco-tourism. It opened the Adirondacks to urban visitors a generation before similar railroads were completed in the Catskills. Following in the steps of his father Thomas, William West Durant had dreams of extending his line from Saratoga to Ogdensburg, and transforming the Adirondacks into a resort area replete with hotels, golf courses, and great camps. However, due to mismanagement and family squabbles, he failed to extend the tracks any farther than North Creek in Warren County. By the 1890s, the Adirondack Park was designated as a permanent wilderness area. A short time later, Durant left the Adirondacks altogether. Thanks to Durant's railroad (and his failure to extend it to Ogdensburg), this corridor was the place where American popular culture first confronted and first embraced the idea of a permanent wilderness. Since that time, each generation of residents and visitors must wrestle with the task of defining the role of wilderness in American society. That is the core of the attraction the Adirondacks still hold for campers, hikers, hunters, skiers, and all those who visit this area today.

### **PRINCIPLES FOR IMPLEMENTING THE "FIRST WILDERNESS" EXPERIENCE**

As indicated above, the First Wilderness experience can serve as a vehicle to highlight the attractiveness of the Upper Hudson Corridor to high-income travelers interested in outdoor recreation, sightseeing, and rest or relaxation. However, successfully implementing this concept will require more than just the creation and printing of a brochure with a logo. The five principles announced by the National Trust for Historic Preservation provide an excellent framework for discussing how to implement the First Wilderness Heritage Corridor.

#### ***Focus on authenticity and quality of experience.***

A severe climate and a rugged terrain have shaped human life in the First Wilderness. In many areas, this has led to human settlement patterns that are rustic and robust. These conditions communicate something distinct about the First Wilderness. Consequently, redevelopment efforts must avoid "prettification" that is more closely associated with Vermont or Massachusetts. To date, the Hamlets of North Creek and Warrensburg have managed to maintain that rustic character in their redevelopment efforts. Similar care should be taken throughout the corridor.

In addition, part of the First Wilderness experience is about the creative tensions between desires for development versus conservation. These should not be glossed over, but should become an essential part of the interpretive story. Much more profound conflicts have been successfully included in interpretive programs in other areas. For example, tour guides at certain Civil War historic sites sometimes welcome visitors by explaining that the Civil War has been referred to in the South as the "War of the Northern Aggression," introducing the visitor to the notion that divergent views of history still exist. An appropriate approach should be taken to recognize ongoing tensions or conflicts as part of the experience.

***Preserve and protect resources.***

Part of the legacy of the First Wilderness is the Adirondack Park and its commitment to preserve natural resources. This effort should be reflected in the First Wilderness experience. It is equally important to preserve and protect resources that reflect the economic, cultural, and historic legacies of the First Wilderness. The authenticity of the experience is strengthened if—consistent with environmental protection—it includes the continuation of traditional ways of making a living and socializing. While local residents may consider their annual firefighters’ picnic or ice cream social to be fairly ordinary, it may be a very valuable guide to help a tourist appreciate the traditional ways of life that help make up the First Wilderness. Highlighting and promoting such events will enhance the tourist experience and may also serve to infuse new interest and vitality in these local activities.

***Make sites come alive.***

A site that is actually used by a community is a much more compelling heritage tourism experience. Fragile or endangered materials and/or facilities should certainly be protected. However, if it is consistent with sound environmental and historic preservation practices, communities should continue to actively use those sites that illustrate their history and/or culture. To take a far-flung example, part of the appeal of the great European cathedrals to tourists is that these centuries-old structures are still being used for religious services and community gatherings. If traditional places of community life and work can be kept in use, they serve as much stronger attractions to tourists.

***Find the fit between a community or region and tourism.***

Historic/cultural tourism succeeds when the resources communicate what is special about this place, its environment, and its way of life. Such places quickly lose their appeal if efforts to accommodate tourists overwhelm the character of the place. Several places in southern Vermont have suffered from this dynamic. At the same time, if the Corridor is to benefit from tourism, visitors must feel welcome and comfortable. Through coordinated programs of signage and hospitality training, visitors can be directed to the features or event that make the area special. This will provide visitors with an enjoyable experience, while at the same time minimizing any unanticipated disruptions to community life caused by errant or uninformed visitors.

***Collaborate.***

A successful heritage tourism experience comes from the creation of consistent messages and a well-coordinated series of experiences for each visitor. This can only be done through the close collaboration of existing organizations and enterprises. No one single agency could keep track of all the ingredients that make a compelling heritage tourism experience. Even if one agency undertook every tourist-related activity in the area, the resulting experience would be cut off from the local groups and businesses that give the community its distinctive character. So collaboration is essential if visitors are to have an experience that truly reflects community character.

At the same time, collaboration is essential for effective marketing and promotion of historic/cultural experiences. The First Wilderness experience involves outdoor recreation, railroading, dining, local cultural events, and other opportunities to explore the community. Each one of these enterprises must be prepared to refer its visitors to other destinations within the area. Similarly, the “market presence” of such an experience can only be maximized if the participating organizations and enterprises undertake joint marketing and promotional efforts. For example, a local historical society or local restaurant is each more likely to attract new clientele if they are identified as key components of a First Wilderness Experience. This would enable them to each capture new visitors who are attracted by a First Wilderness campaign that is aggressively promoted in markets that either the society or the restaurant could never afford to reach through its own advertising budget.

SECTION III  
INTEGRATING COMMUNITIES INTO THE FIRST  
WILDERNESS EXPERIENCE

## INTEGRATING COMMUNITIES INTO THE FIRST WILDERNESS EXPERIENCE

The purpose of the Action Plan is to establish development principles and specific plans, which will lead to the redevelopment of the Northern Hudson River Corridor through complementary development of specified nodes along the rail line. The recommendations contained herein have been created with the assistance of a working group made up of representatives of all of the communities participating in the study. They are intended to be catalytic while building on the different components of the “First Wilderness” experience. The components include:

### Historic Interpretative Program

- Native Americans
- Logging
- Tanning
- Potash
- Mining
- Tourism
- The Arts

### Orientation to Commerce & Industry

- Mining
- Timber
- Trapping
- Others

### Recreation, Tourism Venues & Orientation

- Railroad
- Rafting/Canoeing/Kayaking
- Skiing
- Hiking & Biking
- Horseback Riding
- Hunting & Fishing

### Natural Resources/Environment

#### Interpretative Program

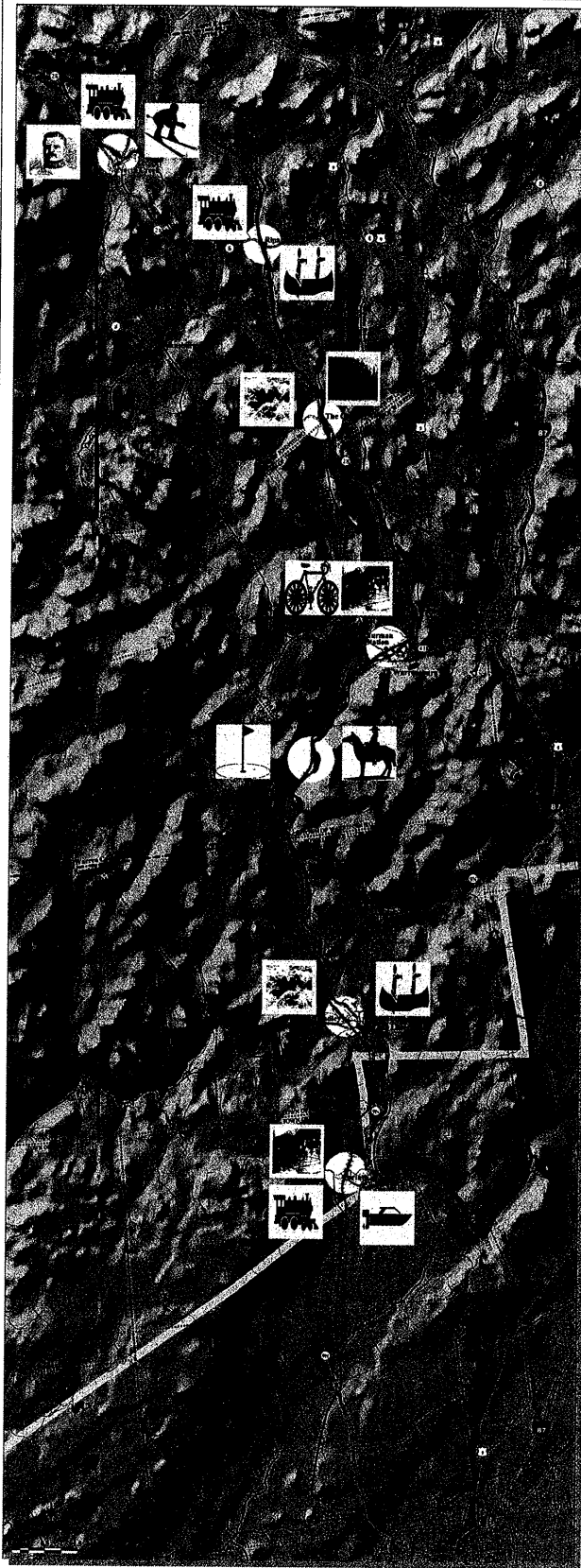
- The Upper Hudson Watershed
- Fisheries and Wildlife
- Unique natural features (Ice Meadows, Wilcox Lake Old Growth Birches, etc.)

The overall intent is to tie each of these components together to provide the opportunity for the tourist to experience wilderness as a setting for day-to-day life. As discussed earlier, the First Wilderness Heritage Corridor has a variety of themes that complement each other. Figure 1 – STATION THEMES graphically illustrates the primary activity at each study node. In addition to the components listed above, each of the recommendations builds on the need to provide tourist amenities to create a comfortable and enjoyable visit. This includes providing cross-promotional information that can help to extend a person’s visit, directional signage and way-finding system, historic and cultural learning opportunities, parking and services, and amenities and lodging.

The Action Plan begins with a brief summary of the key components of each node, outlines the specific recommendations, highlights needs and other pertinent issues, discusses potential funding programs, and outlines the specific steps and estimated time frame for completing the project. The last component of the Action Plan illustrates development guidelines for each of the nodes including providing architectural language that describes the detail of the proposed train stations and platforms.



# THE FIRST WILDERNESS HERITAGE CORRIDOR



STATION THEMES  
Figure 1

## Warren County Office of Planning and Community Development

- |                           |                    |                 |
|---------------------------|--------------------|-----------------|
| Major Roadways            | Rivers and Streams | Lakes and Ponds |
| County Roadways           | County Boundary    | Study Nodes     |
| Minor Roadways            | Municipal Boundary |                 |
| Railroads                 |                    |                 |
| Adirondack Park Blue Line |                    |                 |

Scale: 1:25,000 (approximate)

THE SARATOGA ASSOCIATES  
PLANNING AND ARCHITECTURAL SERVICES  
1000 WEST 10TH AVENUE SUITE 100  
SARATOGA, NY 12158

\* This map was prepared for the New York State Department of State with funds provided under Title II of the Environmental Protection Fund.

Types of Nodes

Prior to discussing the specific nodes, it is helpful to understand the classification of stops along the corridor. Because each community will likely serve a different niche along the railroad, three different rail stops are recommended.

The first is a Destination Stop, which is a dense cluster of activities for people to explore for two to four hours. The components of a destination stop include:

- A formal station and platform to orient visitors to the train, ticketing, and the attractions.
- Ample parking for arriving/departing passengers.
- Restrooms/gift shop/snack bar.
- Walk to restaurants/shopping (within 1,000 feet).
- Easy access to museums/galleries, etc.

The second stop is an Attraction Stop, which provides access to an already well-developed tourist destination that can provide a one- to four-hour experience. The components of an attraction stop include:

- Platform with directional signage to the attraction.
- An existing tourist attraction.
- Parking for arriving/departing passengers (useful but not essential).
- Restrooms/gift shop/snack bar.
- Easy access to the destination by walking (within 1,000 feet), shuttle bus, etc.

The third stop is a Whistle Stop, which is a low-density stop with a single feature for tourists to explore for one hour. The components of a whistle stop include:

- Platform, information kiosk, modest facilities (restrooms/snack bar).
- Easy access to a single space for activity (e.g., picnic grounds, museum/historic site, “train robbery,” boat ride, etc.).
- Some parking provided ancillary to the existing space.

SECTION IV  
RECOMMENDATIONS

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## RECOMMENDATIONS

### A. First Wilderness Corridor Issues

#### ➤ Linking and Managing the “First Wilderness” Experience

The Saratoga to Tahawus corridor helped establish the Adirondacks as the First Wilderness and is a logical starting place for those wishing to explore the possibilities of the First Wilderness Heritage Corridor. Adventure travelers and historic cultural travelers share a common goal, which is to experience the essential character of the places they visit. For adventure traveler that character is found somewhere in the natural landscape. For historic cultural traveler, the essence of a place is found in how people have cultivated the landscape over time. In both cases, these visitors are seeking a high quality vacation built around both historic and current facts about the place. These travelers are seeking authenticity. The places that attract them can offer and experience built upon the area’s distinctive character. The basis for its attractiveness is an interpretation of the place that integrates the natural and built environment with arts, crafts and stories from the area

The Adirondacks was the first place where Americans realized that wilderness was going to be a distinguishing and permanent feature of their civilization. By the 1880s, more had been written about the Adirondacks than any other wilderness area in America. By the 1890’s the Adirondack Park was created as the largest protected wilderness area east of the Mississippi. Since then, the Adirondack Park has challenged each generation to define the role of wilderness in our increasingly urbanized civilization.

Due to the significant cultural, historic, environmental, recreational and economic qualities this corridor possesses, management of its unique resources is paramount to its long-term success and preservation. Some of the primary strategic initiatives include marketing, technical assistance, interpretive systems, securing funding and coordination with other regional organizations and economic agencies to expand the value of the corridor resources into meaningful assets within each community located in the corridor.

#### ➤ Specific Recommendations

##### *Develop a Comprehensive Marketing Program*

The long-term success of the corridor is heavily dependant upon the overall attractiveness and appeal of the experience as a destination for tourism as well as fostering economic growth within the corridor communities. Market awareness, branding, web site development and business development strategies should be implemented to the greatest extent possible. A professional marketing coordinator could assist communities in developing awareness in the market sector, activities that would extend the market season and assist in identification and recruitment of destination retail and consumer services in the corridor. In addition displays should be placed in prominent tourism nodes like the Albany International Airport, the Rensselaer Train Station and regional centers of activity.

*Implement Unifying Elements*

Unifying elements like signage and interpretive kiosks should be implemented throughout the corridor to create visual continuity and way finding and recognizable destinations for visitors. Coordination with Warren County Tourism Bureau and organizations like Lakes to Locks is necessary to fully expand the identification of the corridor in the region. Design standards should be developed and adopted by each community in the corridor from Saratoga County to Tahawus to insure a unified expression of character. Other unifying elements include streetscape and waterfront improvements that should be developed with similar pedestrian elements highlighting the history and unique character of the corridor.

*Pursue Gondola Connection from Gore to North Creek*

Gore Mountain is one of the largest destinations within in the corridor and efforts should be focused on utilizing the established market to strengthen the entire corridor. One way to establish a major connection from this destination to the corridor is to provide a gondola connection from Gore, through Ski Bowl Park, North Creek and provide direct access to the station in North Creek.

*Develop Access and Lodging in Tahawus*

The recent growth of Hiking Lodges in the northeast provides a reasonable likelihood that a proposed Adirondack Lodge would capture the recreational adventure tourist in the corridor. The existing rail lines should be cleared and upgraded to provide rail access from North Creek to many of the High Peaks Trails. The lodge would provide a rail station and lodging for hikers and adventures seeking a wilderness experience.

*Create Pedestrian and Biking Links*

Although many improvements are proposed in established community nodes or at proposed train stations, pedestrian and biking links will provide an additional level of connectivity within the corridor. Many trails exist in the corridor and could be connected to the areas of proposed improvement. Multi-model trails are also present and could be coordinated to access the proposed community enhancements such as dude ranch trails, snowmobile trails, cross country ski trails and hiking trails. Driving and Trail maps could be distributed at key points of interest to further develop linkages in the corridor.

*Analyze Corridor Utilities and Infrastructure*

Many improvements will be required to establish the character and level of amenities associated with the FWHC. One of the most basic elements related to the proposed development is establishment of suitable roads and utilities. A comprehensive analysis of the existing infrastructure should be pursued in order to provide for the future development needs of each community.

**➤ Needs and Considerations***Formal Adoption of the First Wilderness Heritage Corridor Plan*

Formal Adoption of the First Wilderness Heritage Corridor Plan by each municipality in the corridor will give the plan strength to implement a coordinated vision, target funding resources in the areas of greatest

opportunity and establish efficient use of investments. This level of coordination will ultimately provide the greatest level of success for individual communities and the overall corridor.

#### *Secure Use of Tracks in Saratoga County*

The use of the tracks located in Saratoga County are not required for the success of the First Wilderness Heritage Corridor, but will lead to a broader execution of benefit and opportunity for the corridor as well as markets outside the northern Hudson River region. Use of the tracks in Saratoga County will provide access to New York City markets, which were once historically linked with the Snow Train to which provided access to North Creek. Securing use of the Saratoga County Tracks also offers an economic benefit to both Warren County and Saratoga County based on the existing breadth of tourism in the region.

#### *Create an Inter-Municipal Technical Assistance Staff Position*

In addition to federal, state, county and local municipal efforts, much of the success of the FWHC can be attributed to volunteers in each community. However, the introduction of an Inter-Municipal Technical Assistance Coordinator could have profound effects on the efforts of the current initiatives. A technical assistance coordinator would be responsible for coordinating and sharing corridor issues, lessons and resources to all the communities, thus creating a higher level of communication and success related to the proposed initiatives.

#### *Organize Corridor/Community Events*

As the tourism market and the communities grow over time, organized festivals and events are essential to continue the success of the corridor. Organized events can be utilized to further the market awareness and historic and cultural interest of the corridor. Events should be programmed to meet the target market as well as the local communities and should be staged to highlight key historic events and cultural qualities that make the FWHC a unique destination.

#### *Adirondack Park Agency Requirements.*

All of the recommended projects are within the Hamlet Land Use Areas and therefore the APA has no jurisdiction over their construction. The project area is, however, adjacent to the Hudson River; therefore, some minimal shoreline restrictions exist. Not more than 30 percent of the trees over 6 feet in height may be removed within 35 feet of the mean high water mark. Up to 30 percent of the shorefront may be clear of vegetation within 6 feet of the mean high water mark.

#### ➤ **Funding Needs**

Secure funding sources to conduct community studies, update or prepare community regulatory documents or reports, prepare design and construction documents, and implement proposed projects. Specific information regarding possible funding sources is listed in detail below. See *Appendix B Funding Sources* for additional information.

For Public Development:

- NYS Empire State Development Programs: Economic Development Fund, Regional Economic Development Partnership Program (grants and loan/grant combinations), and tourism-related activities.
- NYS Bond Act funding, NYS Office of Parks, Recreation, and Historic Preservation, and Department of State: LWRP grant funding.
- NYS Legislative Member Items.

Local/Regional Foundations: The Hudson River Foundation, Whitney Trust Foundation (if applicable), etc.

In-kind donations and force account to reduce outlay of actual cash \$:

- Use of Town force account for labor.
- Use potential for donation of materials, equipment, and additional labor.
- Integrate into BOCES/School system training programs.
- Utilize NYS Department of Corrections work program for clearance, clean-up, painting, day labor, etc.

For Private Development: Utilize services of Regional Economic Development organizations to help promote business development to access:

- NYS Empire State Development Programs: Economic Development Fund, Regional Economic Development Partnership Program.
- US Department of HUD: Economic development/job creation—if there are plans to incorporate private sector job creation into project development or benefit to low and moderate-income persons, grant funding is possible through CDBG program.
- US Department of Agriculture: Funding through Local and Regional Economic Development Corporations.

➤ **Time Frame and Phasing Options**

Recognizing that, due to financial and time constraints, not all of the components of the project will be completed at one time, a phasing plan is recommended. The intent is to identify immediate (within one year), short-term (between two and three years), and long-term (four years and beyond) components. Understanding the timing of each component will help the Town anticipate future grant programs.

*Immediate Action Items*

ACTION ITEM	ESTIMATED COST
<ul style="list-style-type: none"> <li>▪ Formal adoption of The First Wilderness Heritage Corridor (FWHC) Plan by all municipalities in the corridor.</li> </ul>	N/A
<ul style="list-style-type: none"> <li>▪ Secure a binding agreement with D&amp;H Railroad and Saratoga County regarding use of the rail line located in Saratoga County.</li> </ul>	N/A
<ul style="list-style-type: none"> <li>▪ Web Site Development:               <ul style="list-style-type: none"> <li>○ Continue to develop and enhance tourism and investment interest in the First Wilderness Corridor.</li> <li>○ Continue to gather and provide information on current investment and development opportunities within the First Wilderness Corridor to display on the web site.</li> </ul> </li> </ul>	\$50,000
<ul style="list-style-type: none"> <li>▪ Coordinate with Warren County Tourism Bureau for the implementation of Corridor Orientation Visitors' Kiosks that provide corridor location, community destinations, and community history. The Kiosk should serve as a recognizable focal point for each community's train stop.</li> </ul>	\$50,000
<ul style="list-style-type: none"> <li>▪ Inter-municipal Technical Assistance Staff Position:               <ul style="list-style-type: none"> <li>○ Responsibilities to include developing two or three corridor events/festivals within each community and providing technical assistance to implement recommendations in the FWHC Action Plan. Funding this position would require approximately \$30,000 for operational issues and \$40,000 for salary and fringe benefits annually.</li> </ul> </li> </ul>	\$210,000 (\$70,000 x 3 Years)
<ul style="list-style-type: none"> <li>▪ Develop Market Awareness/Marketing/Branding Program:               <ul style="list-style-type: none"> <li>○ Develop professional marketing staff for rail properties.</li> <li>○ Clearly identify the FWHC market sector</li> <li>○ Explore efforts to expand the market potential throughout the year</li> <li>○ Develop Interpretive/Heritage/Tourism Systems</li> <li>○ Organize First Wilderness Heritage Corridor market opportunities including identification and recruitment of destination stores for corridor hamlets, regional Outfitters and Tour Guides.</li> <li>○ Coordinate FWHC with APA Economic Development.</li> </ul> </li> </ul>	\$300,000 (\$100,000 x 3 Years)
<ul style="list-style-type: none"> <li>▪ Develop corridor-wide community signage design standards for coordination with the FWHC:               <ul style="list-style-type: none"> <li>○ Develop and implement a corridor-wide signage program from Corinth to North Creek.</li> </ul> </li> </ul>	\$40,000



ACTION ITEM	ESTIMATED COST
<ul style="list-style-type: none"> <li>▪ Incorporate “Lakes to Locks” initiatives with the FWHC for enhanced tourism and marketing opportunities:               <ul style="list-style-type: none"> <li>○ Establish a coordinated effort with Lakes to Locks for 2009 Celebration.</li> </ul> </li> </ul>	\$30,000
<ul style="list-style-type: none"> <li>▪ Develop and implement FWHC displays at the Albany International Airport, Rensselaer Train Station, Saratoga Springs Train Station, and Warrensburg, and in coordination with Lakes to Locks.</li> </ul>	\$15,000
<ul style="list-style-type: none"> <li>▪ Develop and implement FWHC portable community display for trade shows and public venues, and in coordination with Lakes to Locks.</li> </ul>	\$7,500
<ul style="list-style-type: none"> <li>▪ Coordinate with Steam Town National Park for fall Teddy Roosevelt Celebration in fall of each year.</li> </ul>	\$TBD
<ul style="list-style-type: none"> <li>▪ Incorporate Marcy Roosevelt Trail Scenic Byway as part of the FWHC.</li> </ul>	\$TBD
<ul style="list-style-type: none"> <li>▪ Incorporate Dude Ranch Trail as part of the FWHC.</li> </ul>	\$TBD
<ul style="list-style-type: none"> <li>▪ Secure an alternate route for the Warren County Snowmobile trail to connect corridor communities without using the rail bed.</li> </ul>	\$TBD
<ul style="list-style-type: none"> <li>▪ Insure that all crosswalks from proposed parking to train stations and platforms in each community are well marked and signed.</li> </ul>	\$75,000

***Short-Term Action Items***

ACTION ITEM	ESTIMATED COST
<ul style="list-style-type: none"> <li>▪ Extend the inter-municipal agreement with all communities.</li> </ul>	N/A
<ul style="list-style-type: none"> <li>▪ Pursue an inter-municipal entity to coordinate activities within the corridor.</li> </ul>	N/A
<ul style="list-style-type: none"> <li>▪ Prepare Driving Map (by Warren County) of corridor, highlighting destinations and historical resources from Saratoga to Tahawus.</li> </ul>	\$35,000
<ul style="list-style-type: none"> <li>▪ Continue position of corridor coordinator.</li> </ul>	\$20,000 (annually)
<ul style="list-style-type: none"> <li>▪ Implement a mountain bike trail, associated signage and connections around the southern end of the corridor from Lake Luzerne to Warrensburg, Thurman, Hadley, and back to Lake Luzerne.</li> </ul>	\$60,000
<ul style="list-style-type: none"> <li>▪ Develop Streetscape Enhancement/Beautification Initiatives in each community throughout the corridor.</li> </ul>	\$100,000
<ul style="list-style-type: none"> <li>▪ Analyze future development infrastructure sewer, storm, and water for each community in the FWHC.</li> </ul>	\$100,000
<ul style="list-style-type: none"> <li>▪ Conduct semi-annual public corridor meetings to inform the communities of progress and to solicit ideas to update the FWHC Plan.</li> </ul>	\$2,500

<b>ACTION ITEM</b>	<b>ESTIMATED COST</b>
▪ Develop marketing strategy and events focusing on the 400 <sup>th</sup> anniversary of Hudson and Champlain expeditions in 2009.	\$15,000
▪ Inventory available lodging accommodations within the corridor.	\$40,000
▪ Coordinate with Independence Trail/Burning Trail	N/A
▪ Implement a corridor-wide signage program from Saratoga Springs to Tahawus.	\$50,000
▪ Formalize design and implementation agreements with Nature Conservancy for activities within the Ice Meadows Area.	\$3,000

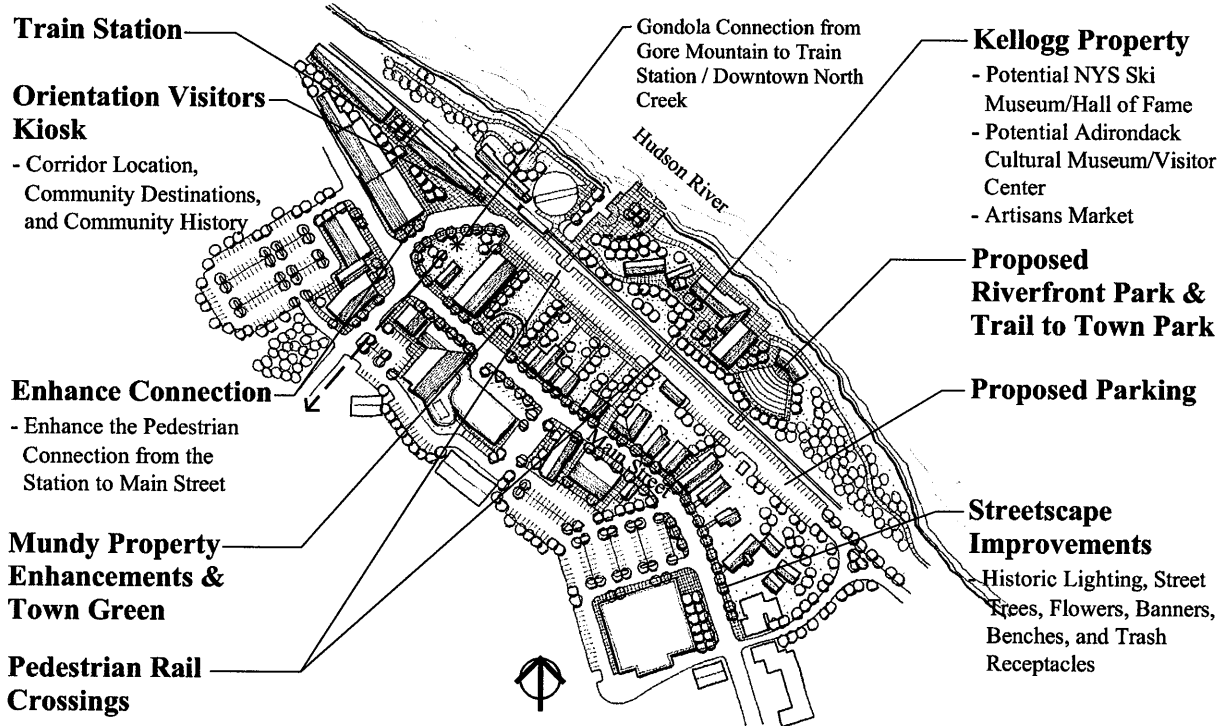
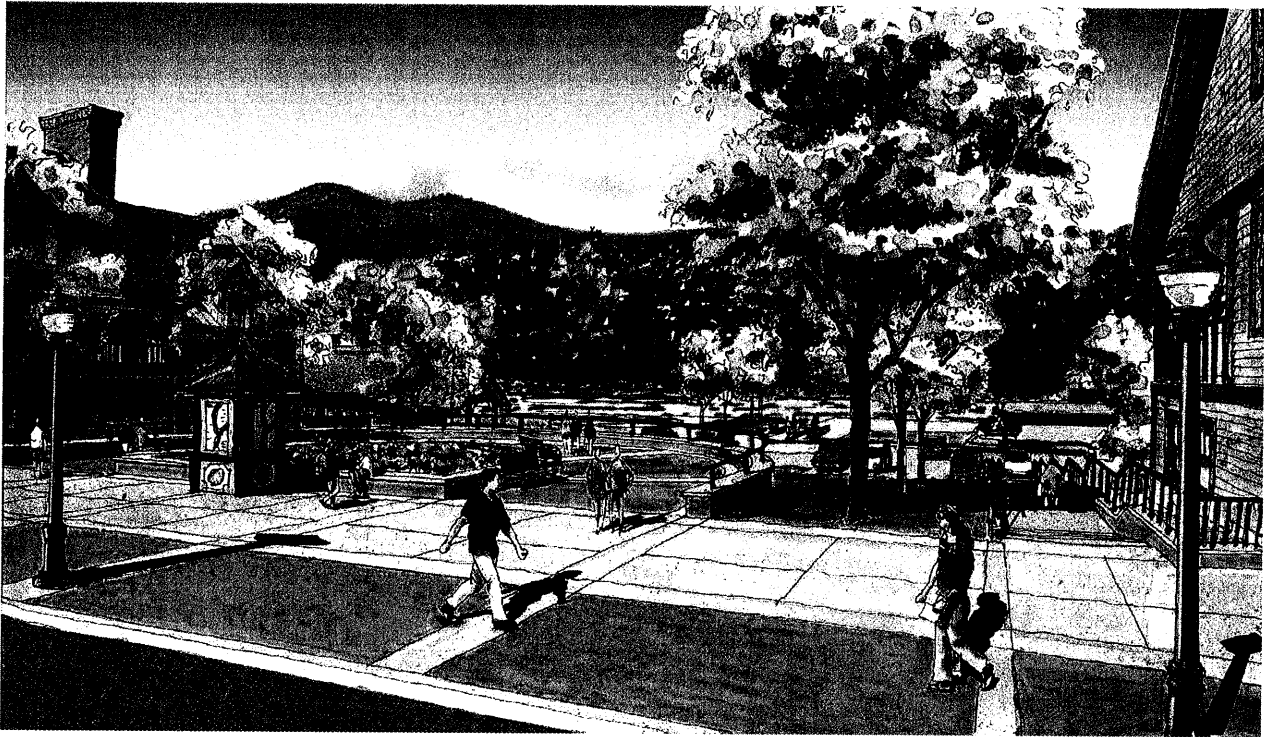
***Long-Term Action Items***

<b>ACTION ITEM</b>	<b>ESTIMATED COST</b>
▪ Continue position of corridor coordinator.	\$20,000 (annually)
▪ Incorporate Scenic Byways Initiatives with FWHC for tourism and marketing opportunities.	\$15,000
▪ Continue to incorporate "Lakes to Locks" initiative with the First Wilderness Corridor for enhanced tourism and marketing opportunities.	\$15,000
▪ Explore the feasibility of acquiring a train turntable from White River Junction, Vermont, to be located at either Thurman or Hadley for historic and practical components of train operations.	\$250,000
▪ Provide rail access to Tahawus from North Creek	\$5 Million
▪ Develop a train station or platform in Tahawus.	\$20,000
▪ Explore the feasibility of an Adirondack lodge and accommodations at Tahawus.	\$TBD
▪ Develop program activities for anniversary of the War of 1812 Battle of Plattsburg. Celebration in 2014.	\$TBD
▪ Investigate Adirondack storyteller for community events.	\$TBD
▪ Insure that businesses throughout the corridor have three-phase power.	\$TBD
▪ Update FWHC Action Plan every two years.	\$TBD

# First Wilderness Heritage Corridor

## North Creek

Figure 3



Warren County Office of Planning and Community Development



**THE SARATOGA ASSOCIATES**

LANDSCAPE ARCHITECTS, ARCHITECTS, ENGINEERS AND PLANNERS, P.C.  
SARATOGA SPRINGS ■ NEW YORK CITY ■ BOSTON, MA.  
PROJECT#2004-002 SEPTEMBER 16, 2004

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## **B. Town of Johnsbury**

### **1. North Creek - Destination Stop**

#### **➤ Link to “First Wilderness” Experience**

The North Creek Destination Stop builds on the First Wilderness experience by capitalizing on a key historic event (i.e., Teddy Roosevelt), downhill and cross country skiing, and the fact that the Hamlet of North Creek is a full-service Hamlet complete with lodging, restaurants, and retail shops. The project site is located on the newly acquired Mundy property that is on Main Street directly across from the Copperfield Inn. The property is a linear parcel perpendicular to Main Street thus connecting Main Street to the North Creek train station and the Hudson River.

The overall purpose of this node is to build upon the recommendations made in the North Creek Action Plan and to provide the next level of services, attractions, and historic interpretive program. Specifically, the purpose of this project is three-fold. The first is to provide a visual and physical linkage for pedestrians from Main Street to the train station and vice versa. The second is to connect to the Hudson River waterfront and the proposed riverfront trail that will provide a linkage south to the trail along North Creek and eventually the Town Park. And the third purpose is to provide a small “Village Green” along Main Street to offer a space for visitors to relax while in the Hamlet of North Creek.

#### **➤ Specific Recommendations**

##### *Create a “Village Green.”*

A small portion of the parcel parallel to Main Street should be retained as a “Village Green.” The space should be decorated with benches, historic/pedestrian-scaled lights, trash receptacles, greenery, and flowers. The Village Green should provide visual and physical links to the Owens House. The intent is to create a pocket park where residents and visitors can sit, relax, and maintain open views to the Hudson River.

##### *Create a Paved Walkway From Main Street to the Train Station.*

A walkway paved with decorative paving surface and aligned with pedestrian-scaled lighting should be constructed through the Mundy property connecting Main Street to the train station and Hudson River and vice versa. To help direct the pedestrian, directional signage should be placed on Main Street and at or near the train station platform. The intent is to provide the wayfinding system that clearly and easily directs the visitor around the Hamlet. Although there will be a visual linkage, appropriate directional signage can remove any “guesswork” and make the visitor’s experience more enjoyable.

##### *Create historic interpretive program.*

Building on the wayfinding system, an historic interpretive program can be created that is centered around Teddy Roosevelt, mining, railroad, and skiing, and other Adirondack themes. The intent is to provide historic and cultural learning opportunities to the visitor. This concept builds upon recent research that

indicated that “tomorrow’s tourist” wants to undertake adventure, be in charge, and understand the local culture and history. This is opposed to “yesterday’s tourist” that wanted a safe vacation that followed the masses without experiencing the local fare.

#### *Infill Retail.*

To help create a strong Main Street destination, small retail shops are proposed in vacant and underutilized areas. The intent is to provide an interesting, pedestrian-friendly Main Street that provides strong visual and physical connections to other key areas of interest: the Village Green, the train station, and the Hudson River. Infill should also be encouraged and developed behind the existing buildings along Main Street, facing the Hudson River, which would create and generate activity along the waterfront park and should integrate with the Kellogg Property. Any infill projects considered for the Mundy Property should strongly relate to the proposed Village Green and could be developed as a multi-use structure potentially including public restroom facilities and Main Street commercial opportunities. Potential infill should be located to maintain views of the Hudson River. Infill development should be in keeping with the current architectural style and scale of the Hamlet (see Design Guidelines in the Northern Hudson River Inter-Municipal Redevelopment Strategy Report).

#### *Parking.*

A portion of this project involves creating parking between the railroad tracks and the riverside of the properties along Main Street. This area should be used for parking provided that a low, decorative, transparent fence is constructed between one row of automobiles and the railroad tracks and that designated pedestrian crossings over the railroad tracks to the waterfront are created. The intent is to provide badly needed parking spaces without creating a visual and/or physical barrier between the Hamlet and the Hudson River. The parking area should be appropriately landscaped and have a pedestrian walkway along the west side near the Main Street properties to prevent the pedestrian from walking in the aisle designated for automobile travel.

#### *Link to the Train Station, Waterfront Trail, and the Proposed Adirondack Cultural Center.*

The proposed walkway through the Mundy property should cross the railroad tracks and connect to the Hudson River waterfront. This in turn would link Main Street, the train station, the train turntable, the proposed Adirondack Cultural and Retail Center, and eventually the trail along North Creek that leads to the Town Park. Near the Kellogg Property a canoe/kayak and whitewater raft launch should be implemented to provide a connection to the riverfront trail. To help preserve water quality and the riverbank, the trail should be set back from the river’s edge and be paved with a stone dust rather than asphalt paving.

### ➤ **Needs and Considerations**

#### *Secure Funding and Conduct a Detailed Property Survey for Kellogg Property.*

Funding shall be secured to stimulate investments in the property at a variety of community levels, to conduct an architectural survey and engineering study of property. To be more proactive in

redevelopment, the Town and/or County may consider constructing the pedestrian walkway and Village Green and seeking public investment for the infill retail activities.

*Complete Streetscape Improvement Program.*

In addition to the pedestrian walkway, historic streetlights, trees, benches, banners, flowers, and trash receptacles should line the walkway through the site and surround the Village Green. Public investment in these amenities will help create a more inviting environment for the pedestrian and spur private investment in and near the site.

*Establish Design Guidelines.*

To ensure infill activity meets with existing character, utilize the design guidelines in the North Creek Action Plan and the Northern Hudson River Inter-Municipal Redevelopment Strategy Report. The intent is to encourage architectural style that is similar to the Hamlet and the Adirondack region rather than a suburban form.

*Adirondack Park Agency Requirements.*

All of the recommended projects are within the Hamlet land use areas and therefore the Adirondack Park Agency (APA) has no jurisdiction over their construction. The project area is, however, adjacent to the Hudson River, so some minimal shoreline restrictions exist. Not more than 30 percent of the trees over 6 feet in height may be removed within 35 feet of the mean high water mark. Up to 30 percent of the shorefront may be clear of vegetation within 6 feet of the mean high water mark.

*Integrate North Creek Action Plan.*

Because of the progress over the past few years, it is important to continue to build upon the recommendations in the North Creek Action Plan. The existing committee should be made aware of the recommendations in this report and integrate them into their current activities. In addition, North Creek should consider updating the Main Street Enhancement Plan.

➤ **Funding Needs**

Secure funding sources to conduct community studies, update or prepare community regulatory documents or reports, prepare design and construction documents, and implement proposed projects. Specific information regarding possible funding sources is listed in detail below. See *Appendix B Funding Sources* for additional information.

For Public Development:

- NYS Empire State Development Programs: Economic Development Fund, Regional Economic Development Partnership Program (grants and loan/grant combinations), and tourism-related activities.

- NYS Bond Act funding, NYS Office of Parks, Recreation, and Historic Preservation, and Department of State: LWRP grant funding.

- NYS Legislative Member Items.

Local/Regional Foundations: The Hudson River Foundation, Whitney Trust Foundation (if applicable), etc.

In-kind donations and force account to reduce outlay of actual cash \$:

- Use of Town force account for labor.
- Use potential for donation of materials, equipment, and additional labor.
- Integrate into BOCES/School system training programs.
- Utilize NYS Department of Corrections work program for clearance, clean-up, painting, and day labor, etc.

For Private Development: Utilize services of Regional Economic Development organizations to help promote business development to access:

- NYS Empire State Development Programs: Economic Development Fund, Regional Economic Development Partnership Program.
- US Department of HUD: Economic development/job creation—if there are plans to incorporate private sector job creation into project development or benefit to low and moderate-income persons, grant funding is possible through CDBG program.
- US Department of Agriculture: Funding through Local and Regional Economic Development Corporations.

➤ **Time Frame and Phasing Options**

Recognizing that, due to financial and time constraints, not all of the components of the project will be completed at one time, a phasing plan is recommended. The intent is to identify immediate (within one year), short-term (between two and three years), and long-term (four years and beyond) components. Understanding the timing of each component will help the Town anticipate future grant programs.

*Immediate Action Items*

ACTION ITEM	ESTIMATED COST
<ul style="list-style-type: none"> <li>▪ Implement Orientation Visitors' Kiosk that provides corridor location, community destinations, and community history.</li> </ul>	\$10,000
<ul style="list-style-type: none"> <li>▪ Mundy Property Enhancements—Prepare Site Design and Construction Documents:               <ul style="list-style-type: none"> <li>○ Develop pocket park with pedestrian amenities.</li> <li>○ Historic lighting, street trees, flowers, banners, benches, and trash receptacles.</li> <li>○ Develop signage.</li> <li>○ Create terraces and winding pathway to train station.</li> <li>○ Provide public restrooms.</li> <li>○ Maintain open views to and from the Hudson River and Main Street.</li> <li>○ Design</li> <li>○ Construction</li> <li>○ Estimated Total with Contingency (20 percent)</li> </ul> </li> </ul>	           \$50,000 \$500,000 \$660,000
<ul style="list-style-type: none"> <li>▪ Enhance the pedestrian connection from the train station, waterfront, and to Main Street:               <ul style="list-style-type: none"> <li>○ Enhance landscape around existing station (Immediate area, up to Kellogg property, and east to the bridge).</li> <li>○ Provide access to existing platform from proposed parking area.</li> <li>○ Organize and sign parking area along the tracks.</li> <li>○ Explore Pedestrian Rail Crossing at or near the Kellogg Property providing access to the waterfront.</li> <li>○ Design</li> <li>○ Construction</li> <li>○ Estimated Total with Contingency (20 percent)</li> </ul> </li> </ul>	           \$15,000 \$150,000 \$198,000



ACTION ITEM	ESTIMATED COST
<ul style="list-style-type: none"> <li>▪ Develop marketing analysis and business strategy for downtown:               <ul style="list-style-type: none"> <li>○ Develop retail strategy for infill of vacancies.</li> <li>○ Encourage critical mass of new business opportunities/openings.</li> <li>○ Provide for business planning and technical assistance.</li> <li>○ Identify insurance/real estate/rental issues.</li> <li>○ Promotion: awareness, branding, logo, cross-promotion (e.g., I Love NY/NY Tourism, Lakes to Locks, DOS Funding through LWRP).</li> <li>○ Provide readily available information packets to visitors. Disperse information through local businesses, website, collaborative materials, brochures, and information kiosks.</li> </ul> </li> </ul>	\$50,000
<ul style="list-style-type: none"> <li>▪ Develop Town-wide signage standards and action plan.</li> </ul>	\$15,000
<ul style="list-style-type: none"> <li>▪ Develop DOT Bicycle path identification:               <ul style="list-style-type: none"> <li>○ North along Route 28 into Indian Lake.</li> <li>○ Southern connection.</li> <li>○ Warren County Bike Path.</li> </ul> </li> </ul>	\$15,000
<ul style="list-style-type: none"> <li>▪ Ice skating enhancements:               <ul style="list-style-type: none"> <li>○ Institute public ice-skating on Town pond.</li> <li>○ Improve conditions at ice hockey rink.</li> </ul> </li> </ul>	\$10,000
<ul style="list-style-type: none"> <li>▪ Explore feasibility of stoplight at the intersection of Route 28 and Ski Bowl Park and/or the potential reconfiguration of the intersection with a new entrance to the ski area.</li> </ul>	\$3,000
<ul style="list-style-type: none"> <li>▪ Develop Landscape care and maintenance standards for Hamlet area. Implement work program and maintenance plan</li> </ul>	\$10,000
<ul style="list-style-type: none"> <li>▪ Clean, maintain, and remove debris from Town Park and Creek.</li> </ul>	\$5,000
<ul style="list-style-type: none"> <li>▪ Enforcement of junk car and trailer regulations.</li> </ul>	N/A

*Short-Term Action Items*

ACTION ITEM	ESTIMATED COST
<ul style="list-style-type: none"> <li>▪ Prepare and/or update community documents, reports, and standards:               <ul style="list-style-type: none"> <li>○ Prepare Hamlet Main Street Enhancement Plan.</li> <li>○ Update Town of Johnsbury Comprehensive Plan.</li> <li>○ Prepare a Local Waterfront Revitalization Plan.</li> <li>○ Update Town of Johnsbury Zoning Codes.</li> <li>○ Prepare Town of Johnsbury Design Standards.</li> <li>○ Estimated Total with Contingency (20 percent).</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>\$20,000</li> <li>\$25,000</li> <li>\$60,000</li> <li>\$40,000</li> <li>\$10,000</li> <li>\$186,000</li> </ul>
<ul style="list-style-type: none"> <li>▪ Develop downtown/Main Street design and construction documents:               <ul style="list-style-type: none"> <li>○ Municipal Sewer System for Hamlet Business District.</li> <li>○ Main Street Streetscape Improvements.</li> <li>○ Sidewalks, signage, banners, trash receptacles, benches, street trees, historic lighting, public restroom facilities.</li> <li>○ Power line relocation behind Main Street, or burial.</li> <li>○ Design.</li> <li>○ Construction</li> <li>○ Estimated Total with Contingency (20 percent)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>\$200,000</li> <li>\$2,000,000</li> <li>\$2,640,000</li> </ul>
<ul style="list-style-type: none"> <li>▪ Utilize funds from Barton Mines to provide photosensitive historic signage/interpretation (signs to continue along the river walkway).</li> </ul>	N/A
<ul style="list-style-type: none"> <li>▪ Occupy currently under-utilized structures/vacancies on Main Street.               <ul style="list-style-type: none"> <li>○ Begin solicitation of private developers for infill retail activities.</li> <li>○ Identify and recruit destination stores/activities to provide a greater commercial draw on Main Street/Downtown.</li> <li>○ Provide incentive programs for local businesses</li> </ul> </li> </ul>	\$90,000
<ul style="list-style-type: none"> <li>▪ Develop a community-wide marketing approach that is inclusive of available tourist destinations and activities.</li> </ul>	\$TBD
<ul style="list-style-type: none"> <li>▪ Install "FWHC signature destination" signage at prescribed locations throughout Town. (Model to be utilized throughout the corridor)</li> </ul>	\$10,000
<ul style="list-style-type: none"> <li>▪ Secure use of the Kellogg Property through a management agreement with The Open Space Institute.</li> </ul>	\$10,000
<ul style="list-style-type: none"> <li>▪ Continue efforts to develop the Adirondack Cultural Center/NYS Ski Museum/Hall of Fame on the Kellogg property:               <ul style="list-style-type: none"> <li>○ Advertise/utilize the fact that Gore had the first commercial ski lift and is the oldest ski area in NYS.</li> <li>○ Coordinate displays with the Adirondack Museum.</li> <li>○ Develop marketing opportunities with local artists.</li> </ul> </li> </ul>	\$250,000

ACTION ITEM	ESTIMATED COST
<ul style="list-style-type: none"> <li>▪ Design of Riverfront Park adjacent to the Railroad Turntable, south to the Kellogg Property structures including the following:               <ul style="list-style-type: none"> <li>○ Town Green/Park.</li> <li>○ Amphitheater/outdoor venue along the waterfront.</li> <li>○ Secure public funding to create parking along the west side of the railroad tracks.</li> <li>○ Include the design of a transparent fence that is in keeping with Adirondack architectural style, sidewalks and landscaping.</li> <li>○ Develop Historic/Nature/Riverfront Walk.</li> <li>○ Develop canoe access and white water rafting access site location and development.</li> <li>○ Design.</li> <li>○ Construction.</li> <li>○ Estimated Total with Contingency (20 percent).</li> </ul> </li> </ul>	<p style="text-align: right;">\$100,000 \$1,000,000 \$1,210,000</p>
<ul style="list-style-type: none"> <li>▪ Repair storm water system close to Mundy property.</li> </ul>	<p style="text-align: right;">\$10,000</p>
<ul style="list-style-type: none"> <li>▪ Develop and coordinate two or three community events/festivals each year with the Inter-municipal Technical Assistance staff position.</li> </ul>	<p style="text-align: right;">\$10,000 Community Investment</p>
<ul style="list-style-type: none"> <li>▪ Restore Owens House/Historic Garden.</li> </ul>	<p style="text-align: right;">\$50,000</p>
<ul style="list-style-type: none"> <li>▪ Investigate the removal of sand banks and ditches along Route 28.</li> </ul>	<p style="text-align: right;">\$TBD</p>
<ul style="list-style-type: none"> <li>▪ Develop design and construction documents for Rail Road Place Street improvements:               <ul style="list-style-type: none"> <li>○ Sidewalks, signage, and historic lighting.</li> <li>○ Continue the road in the park along the Hudson with an exit at the site of the ore dump.</li> <li>○ Design</li> <li>○ Construction.</li> <li>○ Estimated Total with Contingency (20 percent).</li> </ul> </li> </ul>	<p style="text-align: right;">\$25,000 \$250,000 \$550,000</p>
<ul style="list-style-type: none"> <li>▪ Update and implement recommendations from the Community Parking Study (May 1997):               <ul style="list-style-type: none"> <li>○ Provide for up to 150-250 cars throughout the community and in close proximity to the train station.</li> <li>○ Provide for bus parking.</li> </ul> </li> </ul>	<p style="text-align: right;">\$TBD</p>
<ul style="list-style-type: none"> <li>▪ Provide a minimum of eight restroom stalls at or near the train station for peak operations of the train.</li> </ul>	<p style="text-align: right;">\$150,000</p>

ACTION ITEM	ESTIMATED COST
<ul style="list-style-type: none"> <li>▪ Ski Bowl Park/Gore Mountain/North Creek Improvements:               <ul style="list-style-type: none"> <li>○ Provide a ski lift/gondola or public transportation from Gore to Ski Bowl Park, Main Street, and Train Station.</li> <li>○ Pedestrian path and bike loop trail system connecting the Train Station, North Creek, Ski Bowl Park, and riverside trail.</li> <li>○ Relocate entrance to Ski Bowl Park to create a strong visual connection with the Hamlet of North Creek.</li> <li>○ Relocate New Ski Hut per Citizens Committee recommendation.</li> </ul> </li> </ul>	\$TBD
<ul style="list-style-type: none"> <li>▪ Explore and encourage snowmobile use throughout the Town of Johnsburg. Consider Trail access along river and rail corridor.</li> </ul>	N/A
<ul style="list-style-type: none"> <li>▪ Provide landscaping and lawn planting around dentist office and vacant land on Main Street.</li> </ul>	\$5,000
<ul style="list-style-type: none"> <li>▪ Research, identify, and prepare potential public camping sites.</li> </ul>	\$TBD
<ul style="list-style-type: none"> <li>▪ Investigate opportunities for directional and informational signage that leads to the old growth birches near Wilcox Lake.</li> </ul>	N/A

*Long-Term Action Items*

ACTION ITEM	ESTIMATED COST
▪ Implementation of Mundy Property Enhancements	Actual costs determined during design phase
▪ Implementation of the pedestrian connection from the train station to the waterfront and Main Street	Actual costs determined during design phase
▪ Implementation downtown/Main Street Improvements:	Actual costs determined during design phase
▪ Implementation of Riverfront Park Improvements	Actual costs determined during design phase
▪ Implementation of Rail Road Place parking area improvements	Actual costs determined during design phase
▪ Develop history of calico cloth manufacturing.	\$TBD
▪ Investigate potential relocation of Federal Post Office to Main Street.	\$TBD
▪ Explore relocation of the Fire tower along Shaffer Trail.	N/A
▪ Install public camping facilities at recommended sites: <ul style="list-style-type: none"> <li>○ Prepare design and construction documents.</li> <li>○ Install sites.</li> </ul>	\$TBD
▪ Construction of canoe access, and white water rafting access site.	\$50,000
▪ Install connection to activities along the waterfront with a stone dust pathway. Connect the waterfront trail to the trail along North Creek. Add 20 percent contingency to final cost.	\$TBD @ 6.50 l.f.

Attachment D

North Creek Action Plan

FIRST



WILDERNESS

CORRIDOR

# NORTH CREEK ACTION PLAN

MAY 26, 1993

prepared for:

North Creek Hamlet Action Committee  
Warren County Department of Planning and Community Development  
Johnsburg Town Board  
Gore Mountain Region Chamber of Commerce

prepared by:

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TSA JOB NO. 92062

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# TABLE OF CONTENTS

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<u>Contents</u>	<u>Page Number</u>
Table of Contents .....	i-1
Chapter 1. Introduction	
Project Purpose .....	1-1
Project Setting .....	1-1
History .....	1-3
Methodology .....	1-5
Chapter 2. Vision Statement	
Purpose .....	2-1
Origin .....	2-1
Vision Statement .....	2-1
Chapter 3. Goals and Objectives	
Purpose .....	3-1
Goals and Objectives .....	3-2
Chapter 4. Inventory and Analysis	
Purpose .....	4-1
Method .....	4-1
Regional Context .....	4-1
Regional Jurisdiction .....	4-2
Downtown Land Use .....	4-3
Human Resources .....	4-5
Housing .....	4-6
Housing Stock Condition .....	4-7
Main Street Land Use .....	4-12
Summary of Issues and Resources .....	4-16



# TABLE OF CONTENTS

---

<u>Contents</u>	<u>Page Number</u>
Chapter 5. Economic Development	
Economic History .....	5-1
Community Profile .....	5-1
Income .....	5-2
Demographic Trends .....	5-3
Industrial Development .....	5-5
Industries Offering Potential Development Options .....	5-6
Retail Development .....	5-8
Estimation of Potential Market .....	5-8
Recreation Industry Development .....	5-10
Chapter 6. Action Plan	
Purpose .....	6-1
Goals .....	6-1
Development Policy .....	6-1
Proposals .....	6-2
Recommendations .....	6-3
Goal I - Opportunity for Prosperity .....	6-3
Goal II - Preserve the Natural and Built Environment .....	6-8
Goal III - Maintain Quality of Life .....	6-8
Incentives Program .....	6-9
Development Guidelines and Standards .....	6-10
Design Principles .....	6-10
Design Standards .....	6-11
Streetscape Standards .....	6-13
Chapter 7. Implementation Plan	
Purpose .....	7-1
Implementation Plan Structure .....	7-1
Implementation Strategy .....	7-2
Immediate Actions .....	7-2
Future Actions .....	7-5
Implementation Plan Summary .....	7-9

# TABLE OF CONTENTS

---

## Contents

## Page Number

### Appendix

Demographic Data - 1990 U.S. Census .....	A-1
Vacant Properties Inventory .....	A-2
Gore Mountain Regional Attractions .....	A-3
Northern Johnsburg CACI Data .....	A-4
Northwestern Chester CACI Data .....	A-5
North Creek Hamlet CACI Data .....	A-6

### Figures

Figure 1. Project Setting .....	1-1
Figure 2. Location Map .....	1-2
Figure 3. North Creek Sawmill and Mill Pond .....	1-4
Figure 4. North Creek Sawmill and Tail Race .....	1-4
Figure 5. Ski Train .....	1-5
Figure 6. Planning Process .....	1-6
Figure 7. Downtown Existing Land Use .....	4-4
Figure 8. Downtown Opportunities & Constraints .....	4-4
Figure 9. Hamlet Rating .....	4-8
Figure 10. Neighborhood Rating .....	4-8
Figure 11. Neighborhood Map .....	4-8
Figure 12. Tabular Summary of Deficiency .....	4-10
Figure 13. Tabular Summary of Condition .....	4-10
Figure 14. Housing Structure Inventory .....	4-10
Figure 15. 1990 Occupancy and Tenure .....	4-12
Figure 16. Main Street Land Use and Parcel Inventory .....	4-12
Figure 17. Historic Commercial Buildings .....	4-13
Figure 18. Vacant Commercial Building .....	4-13
Figure 19. Main Street Opportunities and Constraints .....	4-14
Figure 20. Historic View of Main Street .....	4-15
Figure 21. Historic Facades on Main Street .....	4-15

# TABLE OF CONTENTS

---

## Contents

## Page Number

Figure 22. The Train Station .....	4-15
Figure 23. Industry - Town of Johnsburg .....	5-2
Figure 24. Educational Attainment .....	5-2
Figure 25. Income in 1989 .....	5-2
Figure 26. Resident Percent Below Poverty Level .....	5-3
Figure 27. North Creek Trade Area .....	5-3
Figure 28. Comprehensive Action Plan .....	6-2
Figure 29. Main Street/Waterfront Connection .....	6-2
Figure 30. Typical Proposed Sitting Area .....	6-3
Figure 31. Conceptual Offstreet Parking Diagram .....	6-11
Figure 32. Facade Fenestrations .....	6-12
Figure 33. Building Infill .....	6-13
Figure 34. Pedestrian-Scaled Lighting Examples .....	6-14
Figure 35. Signage with Building Architecture .....	6-15
Figure 36. Allowable Signage .....	6-16
Figure 37. Subcommittee Structure .....	7-1

---

# Chapter 1

## Introduction

## *Project Purpose*

North Creek is a quaint hamlet tucked away in the Adirondack Park. It is a community which has a history extending back to the mid-1800's. Since inception, the community has ridden the cycles of natural resource industries such as mining, timbering, rafting and skiing. During the season of use or development of the resource, the community prospers. Subsequently, during off-season periods or exhaustion of the resource the community's economic health deteriorates.

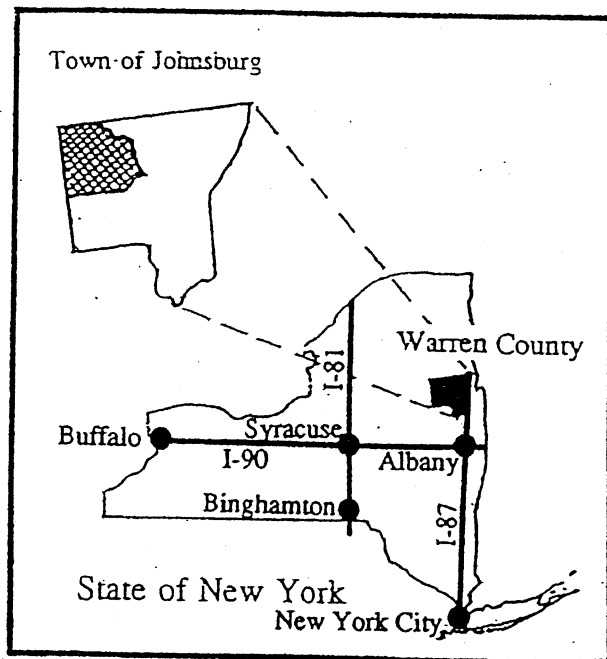
Fortunately for the community, North Creek has had a succession of prosperous resource-based industries. The initial tannery operations were followed by timbering, mining and outdoor recreation. Today, mining and outdoor recreation remain viable components of the community's economic base. Because of these resources, one might conclude that, left as is, North Creek will survive. However, the community leaders recognize that a more diversified economic base is required if long-term health and stability for the community are to be achieved.

The purpose of this study, then, is to identify the economic and development trends within the community and strategies for diversifying the economic base. Obviously, there are numerous issues that could and should be addressed with such an undertaking. However, in order to best use the limited resources allocated to the project, the study will focus on the Main Street area in North Creek, known as the Downtown of Johnsburg. This area was selected because it is functionally and visually the center of the Town of Johnsburg. As such, the study area embodies the economic and community development issues associated with the town

in general. Solving the issues in this setting and expressing the actions to be taken in the form of an Action Plan will be transferable throughout the hamlet and the town.

## *Project Setting*

The Town of Johnsburg is located in the Adirondack Park in the northwest corner of the County of Warren. The town is delineated by the county boundaries to the north and west, the Hudson River to the east and a line just south of Crane Mountain to the south.



*Figure 1. Project Setting. The Hamlet of North Creek (hatched area) is located in the northwest corner of the Town of Johnsburg.*

The town includes the headwaters and most of the East Branch of the Sacandaga River, which begins at Gore Mountain. The town has many small trout brooks, creeks and ponds in a dramatic setting of wooded hills and mountains. Loon Lake and Friends Lake are immediately adjacent to the Town

# INTRODUCTION

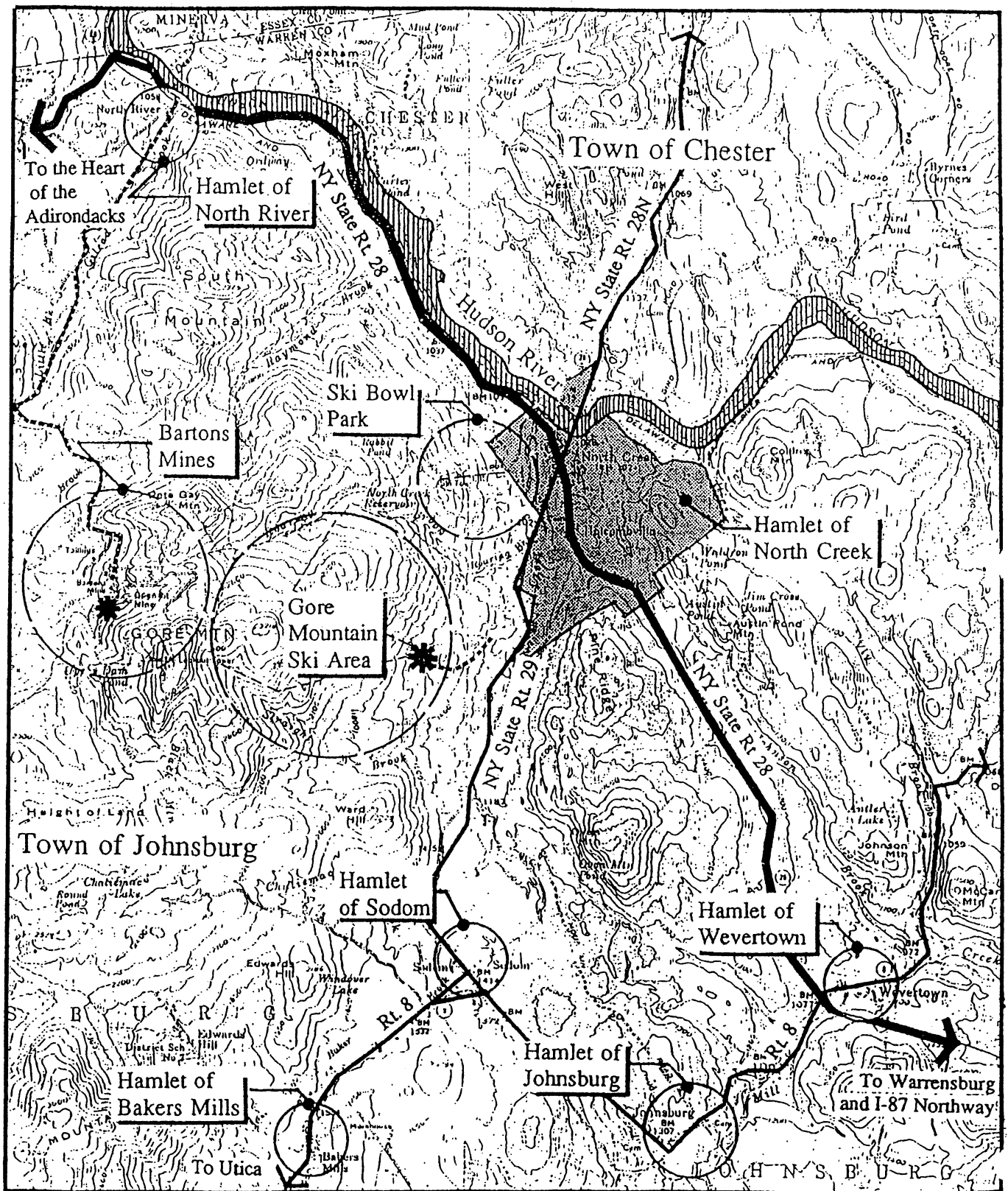


Figure 2. Location Map

of Johnsbury with Schroon Lake, Brant Lake, Indian Lake, Blue Mountain Lake, Lake George and the Sacandaga Reservoir nearby. The region has a good reputation as a vacation destination for those seeking outdoor experiences.

The Hamlet of North Creek, the largest population and income-generating center of the town, is considered the downtown for the entire community. As illustrated on Page 1-2, the hamlet is ringed by the smaller hamlets of North River, Bakers Mills, Sodom, Riparius, The Glen, Johnsbury and Wevertown. Centered in the Town of Johnsbury, the hamlet is nestled between the foot of Gore Mountain and the southwest shore of the upper Hudson River.

North Creek is situated at the crossroads of New York State Highways 28 and 28N. The latter crosses the Hudson and continues eastward into the Town of Chester. The town line is the centerline of the Hudson River. Warrensburg, Lake George, Lake Placid, Glens Falls and Saratoga Springs are all within a one hour drive of North Creek.

Although a little less than half of the land within the town has been designated by the Adirondack Park Agency (APA) as part of the Siamese Ponds Wilderness Area, the hamlet is not within the wilderness area. This part of the wilderness area is in the western-most portion of the town. The southern boundary of the wilderness area follows NYS Route 8 west about eight miles to a point near Eleventh Mountain. The boundary of the Siamese Ponds Wilderness Area continues northwest from Eleventh Mountain to Thirteenth Lake. The Siamese Ponds, themselves, are in the western part of the town.

### *History*

The Town of Johnsbury has a rich history, including many "firsts" that testify to the ingenuity of its residents. Development in Johnsbury began in the early 1800's and flourished in the 1840's and 50's with the establishment of logging camps at the confluence of North Creek and the Hudson River. The first industries developed were water-driven. Logging was the pioneer industry with a ready supply of timber and the Hudson River to transport logs south. Hide tanning and water-powered mills soon followed the logging industry. The Wevertown tannery and tannery dam were in operation from 1832 to 1885. In 1852, a partnership of Wheeler Mead and Milton Sawyer built a large tannery on North Creek. Subsequent development there included a dam, sawmill and homes where tannery workers lived.

Another early industry in the town was the establishment of the first calico printing shop in the eastern U.S. A small garment industry followed, employing dozens of women in garment assembly positions during the first half of this century.

The Adirondack Railway from Saratoga Springs to North Creek was completed in 1871. The railroad carried both freight and passengers to and from the hamlet, and was largely responsible for the early development of a summer tourist industry. The railroad was built by Pacific Railroad magnate Dr. Thomas Durant. Durant envisioned a new resort development at North Creek and actively promoted the hamlet as a vacation destination. He also valued the hamlet as a place to live and work, for he had his home in North Creek.

# INTRODUCTION

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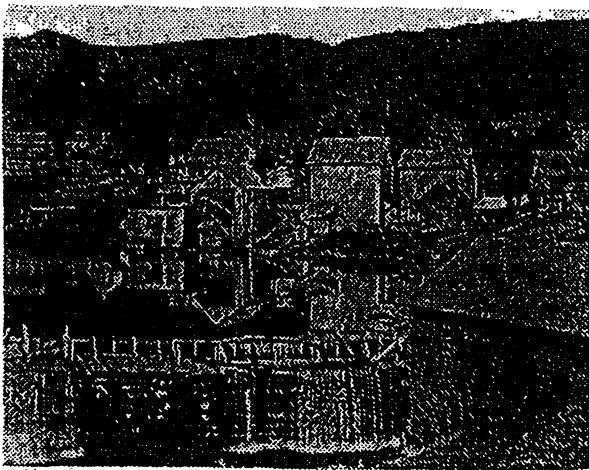


Figure 3. North Creek sawmill and mill pond, circa 1900.

Mining was the primary commercial activity in the Town of Johnsburg in the early 1900's. Henry Hudson Barton, a mineralogist from Philadelphia, developed an industrial abrasive from garnet using garnet ore taken from Gore Mountain. He began the mining industry in North Creek in 1878, which prospered through the years. Today the Barton Mines are still the world's leading producers of garnet ore (which is still shipped to Philadelphia for processing into industrial abrasives). Hooper Mines were also opened early in this period, to process garnet ore at North River.

By 1885 the tan bark sources were depleted and the tannery industry failed. Logging continued through the turn of the century but declined in importance through the 1920's.

By the turn of the century the Hamlet of North Creek was well established with electrified buildings, board sidewalks and a regular pattern of streets serving residences, businesses, hotels and the church. Wood-burning stoves for heating and cooking were universal, hence all areas that had easy access to the hamlet were cleared of timber

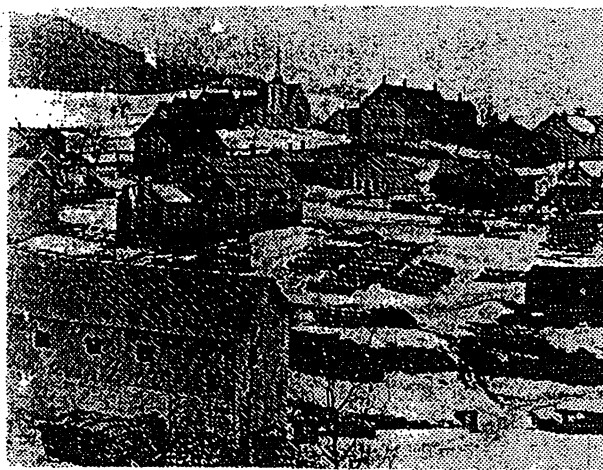


Figure 4. North Creek sawmill and tail race, circa 1900.

and even brush. Development lent a boom-town aura to the area. Consequently, no significant attempts at agriculture were made.

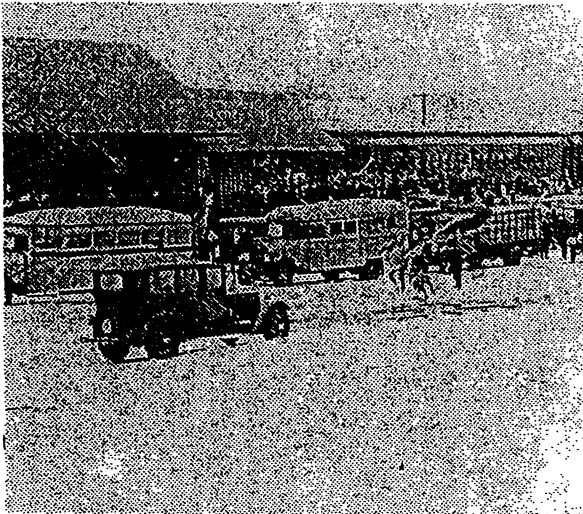
The railroad and the advent of widespread automobile ownership made North Creek and the hamlets accessible to summer residents and weekend visitors. Seasonal boarding houses, private camps, and even hotels at Garnet and Thirteenth Lakes were opened, and flourished, bringing new revenues into the town.

A special facility for transferring titanium from trucks to train cars on the Delaware and Hudson line was located in North Creek. The titanium transfers occurred during the 1940's and were the last major use of the freight lines. The last train to stop at North Creek was a special passenger train in 1984.

In 1933, the first commercial ski area in the eastern U.S. was established at North Creek. The 1932 Winter Olympic Games held in Lake Placid popularized skiing as a recreational sport. Skiers from Albany and New York City rode the Ski Train to North Creek to use the facility at the Ski Bowl.



Skiers were introduced to the "ride-up slide-down" concept by developers who utilized former mining equipment to tow skiers to the top of the Gore Mountain trails. Former logging roads on Gore, Peter Gay and Burnt Mountains were used as downhill ski trails. With regional competition throughout New York and New England, the Ski Bowl at the foot of Gore Mountain declined in popularity through the 1950's. In 1964 the Gore Mountain ski facility was built and became the largest downhill skiing area in New York State. The facility had mixed results until the mid-1980's, when New York State took control of the facilities via the Olympic Regional Development Authority (ORDA).



*Figure 5. Ski Train at North Creek Station, circa 1935.*

Whitewater rafting on the Hudson River began at North Creek in the 1950's. The first organized use of river currents for sport was in 1952, when the first whitewater derby was held. The derby became a national event and a weekend of spring fun for all ages. The sport has developed into a major seasonal draw for the hamlet, as visitors plan day-long excursions on the river guided by local rafting companies. The rafting business began in the early 1970's, and the

enthusiasm generated caused a boom during the 1980's.

The community, from the very first, has maintained its reputation as an Adirondack escape, without compromising the quaint village lifestyle that makes North Creek and the other hamlets desirable places to live and work. The proud heritage of a long history has helped maintain a town-wide regard for the community's roots. This respect for the past has left North Creek an unspoiled treasure, free from the attractions most areas feel necessary to boost tourism.

### *Methodology*

The study has three basic components: an Inventory and Analysis, Action Plan and Implementation Strategy which form the structure for the study process and products.

The study begins with an inventory and analysis focusing on the Hamlet of North Creek. The inventory and analysis identify patterns of growth and change based on economic, market, and physical conditions in the hamlet. This effort included field trips and secondary research.

Concurrently, the community leaders have created a vision statement which summarizes visions and hopes for the future. The vision statement also provides a reference to the issues that the community felt were important, and are, therefore, of primary importance to this study.

Three main development goals have been identified: Opportunity for Prosperity, Preservation, and Quality of Life. The goals are supported by a set of objectives and specific examples that cover a broad range

# INTRODUCTION

of economic and community development issues.

The second phase of the study is the Action Plan, which has been developed in close coordination with the Action Committee. The plan follows from a half-day design charrette that included the consultants and community representatives. The main thrust of the Action Plan proposes conceptual improvements for the study area. The plan also identifies a development theme that draws from the history of the hamlet.

The final phase of the study is the Implementation Plan. The Implementation Plan is a series of recommendations on how to achieve the items in the Action Plan. The implementation strategies are categorized into immediate action and future action (short-term and long-term) programs. The Action Plan, along with the Implementation Plan have been presented to the community in a public meeting.

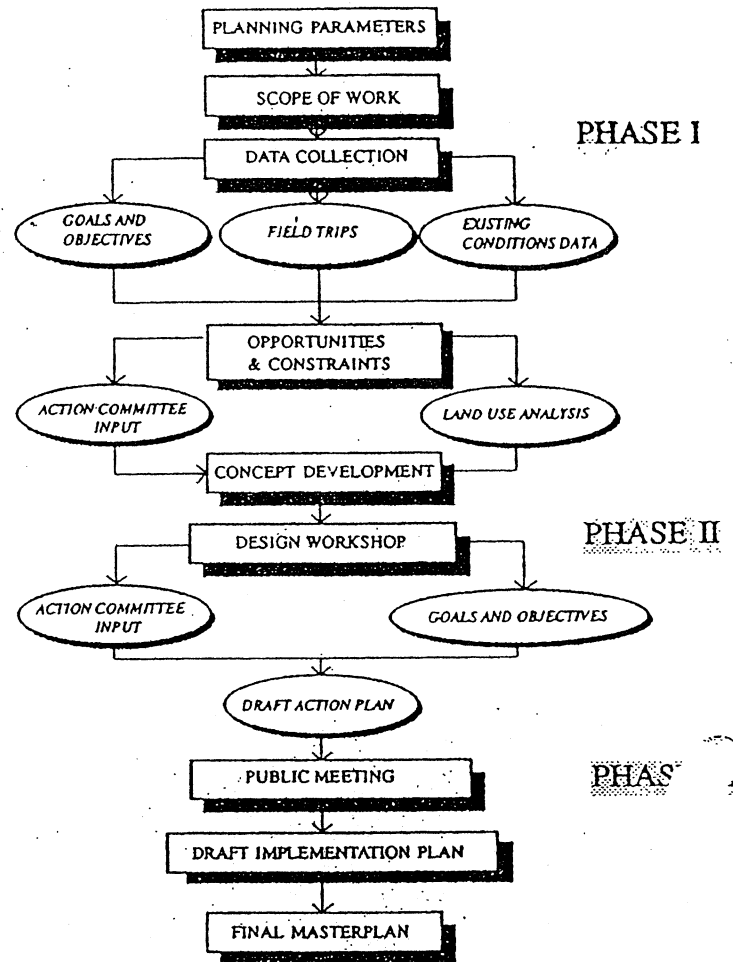


Figure 6. Planning Process.

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# Chapter 2

## Vision Statement

## *Purpose*

The purpose of formulating a vision statement is to project the desired image of the community as expressed by the community. The statement defines what the community would like to become - or change - as it sets about planning for the future. The statement is used by the study team as a list of concerns to be addressed within the Action Plan.

## *Origin*

The vision statement was developed by community leaders in response to the challenge of managing the community's future growth. The statement evolved from several meetings of the Hamlet of North Creek Action Committee and included participation by representatives of both the County and the Town governments.

## *Vision Statement*

The community vision for the Town of Johnsburg is to become "The Adirondack's most improved community in which to live and work." Achieving the vision will require an inspired plan, dedicated support from residents and businesses, and strong support from Town, County, and State governments. While doing this, it is also imperative to preserve the essential character of the community.

In the long term, the community envisions a tree-lined Main Street, attractively lit, with sitting areas and busy shops. The architectural style shall be maintained in all new and remodeled structures. Main Street will be further enhanced by facing the concrete retaining wall with attractive native stone matching the cemetery stone wall.

The hamlet is situated between the Ski Bowl Park to the west and the Hudson River Park to the east. Ski Bowl Park will be enlarged to include the old dump area and a dam that forms a swimming lake, enhancing the natural beauty of the area. The Ski Bowl Park will have newly planted entrances, a ski lift to and trail from the expanded Gore Mountain facility, and walking paths to the village. A golf course and driving range will also be added to support our objective of being a four-season recreation area.

The Hudson River Park includes historic train structures, a rail station that will become a museum, a platform theater, and a riverside picnic area. River Place will extend to Route 28N, with parking, townhouses and retail shops along the way. In keeping with our objective to draw customers into town, walking paths will be incorporated between Main Street shopping, the Hudson River, North Creek, and upstream to the Town Park, Ski Bowl Park, and Gore Mountain.

These parks, with interconnected walking paths to Main Street shopping, will make the village attractive to new residents and visitors alike. All of these improvements, though necessary, are not necessarily sufficient to achieve our vision: "The Adirondack's most improved community in which to live and work." Attaining this vision requires a dramatic increase in the Main Street retail customer base and the attraction of compatible businesses to provide employment opportunities for residents while broadening the economic base.

## VISION STATEMENT

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To broaden this economic base, the community proposes to vigorously market the town as a four-season recreation and retirement area. Success can be achieved by expanding the retail opportunities and services available, targeting the market within a five-hour driving time, offering recreation for each season, and establishing an advertising distribution system that effectively publicizes the area. This marketing activity should be supported by businesses that offer appropriate retail, a fitness center, movie house, indoor tennis, indoor swimming, etc. In addition, aggressive expansion of the outdoor recreation businesses such as downhill skiing at Gore Mountain, bike touring, mountain biking, rafting, outdoor tennis, cross-country skiing, etc., is required.

Finally, attaining the vision requires attraction of compatible businesses to provide employment opportunities and broaden the residential and economic base. The community feels a major effort is required to both fill vacant Main Street buildings and attract new businesses. These businesses may be attracted by the small-town lifestyle, available labor force, recreational offerings, and the natural resources of the area. Potential businesses range from wood products and mining, to other light industries providing products and services such as computer software, insurance, retail mail order, etc.

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Chapter 3  
Goals and Objectives

## GOALS AND OBJECTIVES

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### *Purpose*

The purpose of the Goals and Objectives is to clarify and bring focus to the aim of the project based on the Vision Statement.

There are three basic goals for the action plan: **Opportunity for Prosperity, Preservation, and Quality of Life.**

Opportunity for prosperity represents efforts to improve the business climate in North Creek and throughout the town. Preservation concentrates on areas in both the natural and built environments and represents efforts to identify and maintain the assets of the town. Quality of Life represents efforts to bolster the existing parks and facilities by enhancing them to their full potential.

**Opportunity for Prosperity** - The aim is to create jobs through the recreation industry and other forms of business. It is possible to expand existing business through vertical integration (e.g., wood products), while also considering new business ventures such as a locally based stage lighting company.

**Preservation** - The intention is to protect both the historical and the natural settings; they are an important part of why people come to the Adirondacks. It is important for us to recognize those physical features that define this place called North Creek and to protect the historically significant parts of the community. The history helps to define North Creek and make it special, different from all other communities along Route 28. Preservation is a good business development policy.

**Quality of Life** - The goal is to expand available activities, such as active recreation (swimming, boating, fishing, skiing, hiking and mountain biking), and passive recreation (theater, museum and other forms of entertainment). Improvements in quality will boost morale, improving both the "look" and the "feel" of the community.

# **GOALS AND OBJECTIVES**

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## ***Goals and Objectives***

### **■ Goal I: Opportunity for Economic Prosperity**

Objective I.        Develop a New Business Plan

Objective II.        Develop a Plan for Entertainment Businesses to Serve Year-Round Hospitality Industry and North Creek Merchants

### **■ Goal II: Preservation**

Objective III.        Beautify the Hamlet, Town Park, and Nursing Home Entrances

Objective IV.        Address Existing Problems and Eyesores

Objective V.         Develop a Main Street Improvement Plan

### **■ Goal III: Quality of Life**

Objective VI.        Develop a Marketing Plan for Four-Season Town Recreation

Objective VII.        Support Rail Station Project

Objective VIII.       Beautify the Waterfronts

Objective IX.        Improve the Gore Mountain to North Creek Corridor

Objective X.         Implement the Action Plan

The Action Committee is challenged to drive the project to completion. The Committee should identify Town Plan issues and encourage the Town to resolve them.



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Chapter 4  
Inventory and Analysis

## INVENTORY AND ANALYSIS

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### *Purpose*

The purpose of the Inventory and Analysis is to document existing conditions and identify both areas of opportunity and constraint with regard to achieving the aforementioned goals and objectives. The inventory portion of this project is a "snap-shot" of the current conditions found in North Creek. Because land use is an important barometer of economic activity and resource allocation within a community, careful attention was paid to documenting the existing land uses. The summary portion of this chapter defines the project issues that must be addressed in the Action Plan.

### *Method*

This phase was carried out at three levels of observation - beginning with the geographic region, then focusing on Downtown Johnsburg, and Main Street in North Creek. Each level examined the study area to a different degree. Observations were noted during several field visits by the consultants and members of the Action Committee. The first level of observation was the regional context. Though regional issues were farthest geographically from the study area, they had a proportionally larger impact with less local control than the more-narrowly focused issues.

The next level of observation was the downtown level. The Hamlet of North Creek functions as the downtown for the Town of Johnsburg. The inventory and analysis of Downtown Johnsburg included the area east of NYS Route 28 to the Hudson River. Generally, the local community has more control over downtown issues. Also, it was observed that these downtown issues are pervasive throughout the greater hamlet area.

The final level of observation focused on Main Street in North Creek, extending from River Place to Bridge Street, including the riverfront in that area. Issues discussed at the Main Street level were specific to the study area. It is at this level that concentrated efforts can make a great deal of difference to the hamlet and the town. The residents of North Creek have the most direct control over issues observed at this level.

The following analysis begins with the regional context, discusses the downtown issues and follows with observations at the Main Street level. The summary on page 4-16 addresses the community's goals of Opportunity for Economic Prosperity, Preservation, and Quality of Life at the three levels of observation.

### *Regional Context*

The North Creek region includes the Hamlets of North River, Bakers Mills, Sodom, Riparius, The Glen, Johnsburg, and Wevertown; the Hudson River and Gore Mountain. The mountain currently provides most of the employment in the region, though most economic activity is generated in the Hamlet of North Creek.

Gore Mountain contains the Gore Mountain Ski Area and Bartons Mines. Garnet Hill Lodge and the Highwinds Inn are also situated in the mountains near Bartons Mines. The old mines have recently been closed, but prospects for adjacent mining lodes and the re-opening of the Ruby Mine have assured the continuance of garnet mining at Bartons Mines indefinitely.

Formerly a logging, hunting and mining resource, the mountain is also appreciated year-round for its natural scenic beauty. The

# INVENTORY AND ANALYSIS

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gondola ski lift operates in the fall and winter, and extensive cross-country ski trails remain open in the off-season for mountain biking. Gore Mountain continues to be the primary attraction for visitors.

The Hudson River is another major attraction. Three whitewater rafting companies are busy from spring to fall near North Creek, guiding adventurers on expeditions down the Hudson.

The Ski Bowl Park is also a significant asset to the town. It is the site of the noteworthy T-bar lift, one of the oldest ski lifts in the nation. The lift is not currently operational, but could be maintained as an attraction to people interested in the history of downhill skiing.

The Ski Bowl is a gently sloping bowl-shaped lawn area at the foot of Gore Mountain. These two attractions will be linked by means of recreational hiking trails this year. The Ski Bowl could be improved by adjacently locating town recreational facilities such as a swimming area, picnic area, pavilions, driving range and small golf course. Trail linkage is critical to connect the hamlet to these regional recreational facilities.

The three facilities mentioned above; the mountain, the river, and the Ski Bowl; have different characteristics that offer varying opportunities to visitors and residents alike. Each area is an environment in and of itself and lacks adequate conceptual, visual or physical connection with the hamlet. Trails for hiking, mountain biking, bicycling, cross-country skiing and walking (including considerations for baby strollers and handicapped accessibility), along with attractively crafted signage should be

developed. Reciprocally, the Hamlet should create stronger connections with the three regional facilities.

## *Regional Jurisdiction*

In addition to local zoning regulations, the requirements of the Adirondack Park Agency (APA) must be met. The APA regulates land uses in the town in accordance with the Adirondack Park Land Use and Development Plan (LUDP). Under the LUDP, private lands are managed through six classifications which reflect varying levels of suitability for development. Maximum allowable densities and compatible uses are defined in the LUDP for each classification.

The goal of the LUDP is to concentrate much of the future development in the Adirondack Park around existing communities, where infrastructure is in place. The Plan encourages higher density development in areas designated as Hamlet, Moderate Intensity, and Low Intensity classifications.

North Creek is classified as a Hamlet. Hamlets typically are the growth and service centers, commercial areas, and areas of concentrated tourist development. In this zone, a wide variety of housing, commercial, recreational, social, and professional needs of the Park's residents and visitors are addressed. There are no density requirements in the Hamlet zone.

The Town regulates the installation of septic systems and the County Department of Building Code Enforcement regulates building construction. State Pollution Discharge Elimination System (SPEDES) permits are issued by the town via the Zoning Officer, who also enforces the

sanitary code.

The town has a zoning code last updated in 1962. This document is in the process of being revised in the proposed Comprehensive Plan draft, but no official adoption of the plan has taken place. The proposed zoning has raised some questions regarding conformity with APA land uses, specifically, density swapping to extend the APA hamlet zone north toward North River.

The town also has a recently revised set of subdivision regulations that provide for Town review and controls over most aspects of new development.

### *Downtown Land Use*

*Downtown Johnsbury.* The downtown land uses can be categorized under ten headings including industrial, commercial, institutional, single-family residential, recreational, and multi-family zones. The waterfront has historically seen industrial and railroad uses, and constitutes an **Industrial** zone. Most of this land is abandoned and succumbing to emergent woodland. There are several vacant wood frame buildings formerly used for industrial or railroad activities. Some are in fair condition while others are in ruin. Active industrial uses anchor the area with the North Country Sawmill at the north end and a sand processing plant at the south end.

The Main Street study area is generally a **Commercial** zone. This area is reviewed in depth in the Main Street text following this section.

An **Institutional** zone is apparent at the midsection of Main Street from the bank south to the Town Hall. This area is also

reviewed in depth in the Main Street text following this section.

A **Single-family Residential** zone encircles the study area, forming a crescent to the west and south of Main Street.

The school campus, fire house, and airfield are special uses with both local regional importance. The central school facility and fire department are considered **Institutional** uses while the airfield is a **Recreational** one.

At the south end of the hamlet a **Commercial** zone exists. The Hudson River Rafting Company headquarters, a vacant restaurant building, two gasoline stations, an automobile repair shop, and a thriving restaurant are currently in place. This area is within the APA Hamlet designation and could potentially be developed further.

The Summit, a townhouse development, constitutes a **Multi-family Residential** land use zone. Immediately adjacent to the Commercial zone previously mentioned, this residential zone is also within the APA Hamlet designation and has the potential to be further developed with high quality housing. A new development, Hightop, is an example of appropriate extension of the multi-family zone.

A **Recreational** zone is defined by the Town Park, located in the western half of the study area, on the fringe of downtown. This large recreational land use zone includes North Creek and the Ski Bowl as central features. North Creek is currently being prepared for the new dam that will revive the former swimming area located west of Route 28.

The Ski Bowl Park and town swimming area are primary amenities that make a unique

# INVENTORY AND ANALYSIS

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contribution to the quality of life in the town. The Town has developed recreational amenities along Ski Bowl Road, and the open space of the Ski Bowl lawn functions as a park. The Ski Bowl is adjacent to land in private ownership that may be developed for housing or other uses. Any plans for development in this area should be coordinated with the Town's plans for Ski Bowl Park.

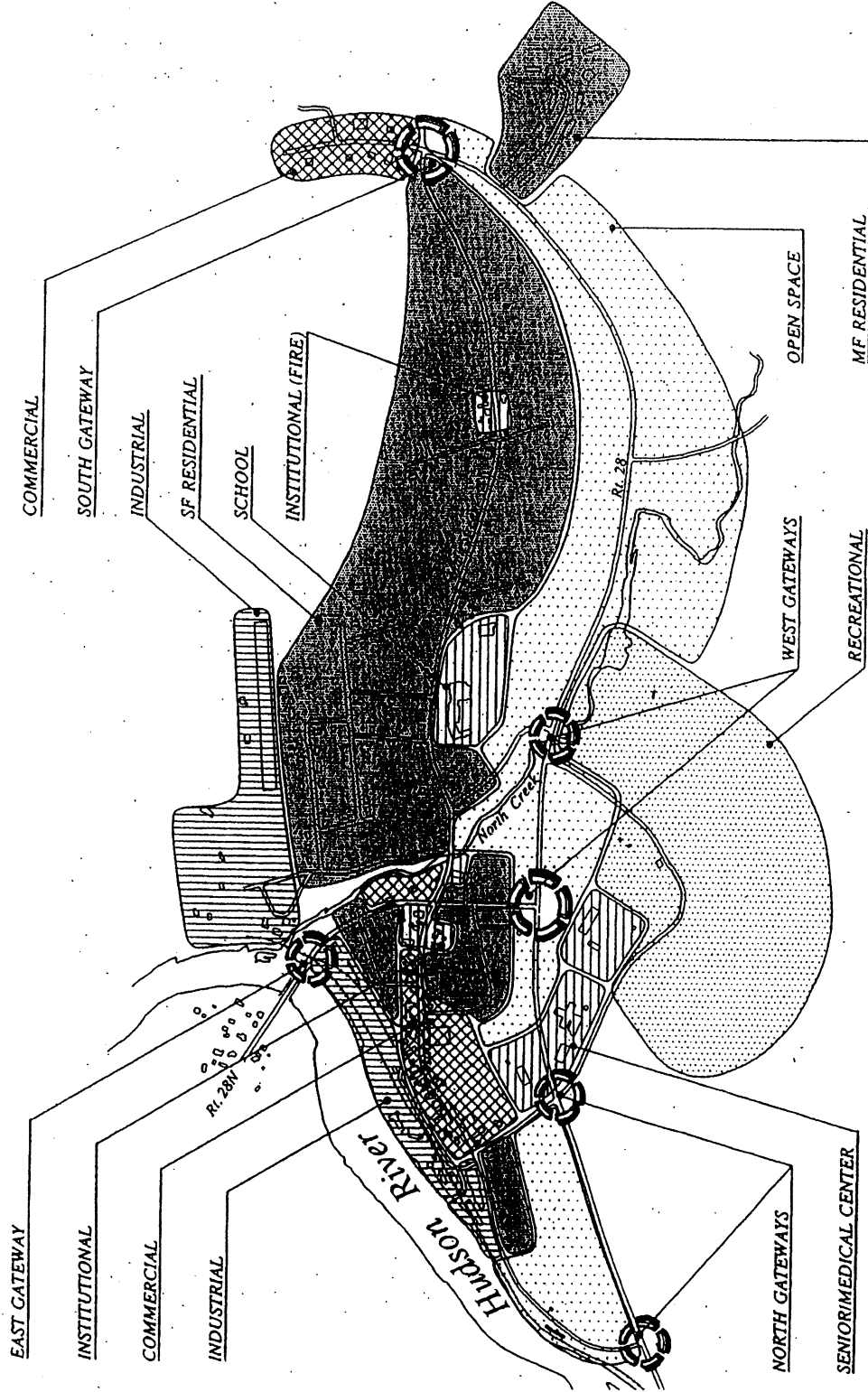
Another **Institutional** use area includes the elderly housing and health center complex. This zone straddles Route 28 at the north end of Ski Bowl Road. These facilities are located 30 to 50 feet above Main Street and, therefore, present significant access problems for elderly residents that might otherwise walk. This area could be expanded with additional construction or enhanced with infill buildings and additions to existing development.

*Downtown Circulation.* Downtown is the area in which a transition from regional to local scale is made. As automobiles slow to enter North Creek or turn for the Gore Mountain Ski Area, orientation information should be offered. This could include a signboard with a weather-resistant pull-off map (legible from a parked car) indicating the shops and services available downtown. This map should also be permanently displayed at the Gore Mountain facility.

Downtown is currently separated from the Ski Bowl and Gore Mountain by NYS Route 28 and a change in grade that is complicated by eskers. Pedestrian crossings should be established in conjunction with a coordinated system of trails, bikeways and walkways. A logical system would include a creek walk along the North Creek corridor.

There are six gateways to downtown: two at the north end, one at the south end, two to the west and one to the east. The primary gateways are at the extreme north and south ends of the hamlet, used most often by locals, and on the west side where 28 and 28N meet. The other gateways are subordinate to these, with the secondary north entrance (Ski Bowl Road) and east entrance (Bridge Street) being more important than the secondary west entrance at Peaceful Valley Road. Despite the many ways to access downtown, many visitors leave the region unaware of the existence of North Creek.

To help identify downtown and capture some of the market potential, several new signage locations have been suggested. Currently there is one attractive sign at the hamlet line on Route 28, behind which are views to the electrical substation and the rear and side of the "Nice 'n Easy" convenience store. Some visitors may believe that they have been through the hamlet after driving by the small commercial development at the south end of downtown on the Route 28 by-pass. A more appropriate location for this type of attractive signage is on Route 28 at the turn for Main Street or the Gore Mountain Ski Area. Another appropriate location would be at the intersection of 28 and 28N. Signage at the intersection of Main Street and 28N that identifies downtown businesses should be coordinated with these proposed signs. Relocation of the green highway signs for North Creek should be considered (where allowable) by application to NYSDOT.



**LEGEND**

[Cross-hatch pattern]	COMMERCIAL
[Horizontal lines]	INSTITUTIONAL
[Vertical lines]	INDUSTRIAL
[Diagonal lines (top-left to bottom-right)]	RESIDENTIAL
[Diagonal lines (top-right to bottom-left)]	RECREATIONAL
[Dotted pattern]	OPEN SPACE

# North Creek

NORTH CREEK HAMLET ACTION COMMITTEE  
 WARREN COUNTY DEPARTMENT OF PLANNING AND COMMUNITY DEVELOPMENT

THE SARATOGA ASSOCIATION  
 LANDSCAPE ARCHITECTS, ARCHITECTS, ENGINEERS AND PLANNERS  
 1100 ALBANY STREET • SARATOGA, NY 12158 • 518/583-1100

## Downtown Existing Land Use

Figure 7



*Downtown Utilities.* Downtown is adequately serviced by Niagara Mohawk Power Corporation for electrical service. There is no natural gas available in the downtown area.

The water supply is of high quality and adequate level of service to meet demand. The Town currently operates five separate wells and three storage tanks that serve independent lines. The wells were last serviced in the late 1980's. While this system is adequate to meet current demand, it operates near capacity for some wells at peak demand. Looping the system by providing interconnections between wells would help to relieve the strain on individual wells. The provision of valves to allow for the partial shut-down of sections of the loop would improve the current condition whereby the entire pipe run is closed to service sections in need of maintenance. The looping would eliminate dead end runs that currently experience occasional pressure drops, and allow for potential extensions of the water lines and district, especially north from the two north wells.

In the long term, the town has indicated that a new well needs to be added to the looped system to provide redundancy and reserve capacity in the event of emergency or scheduled repairs. Additional yield at 100 gpm from a new well would be helpful. For example, the reserve well could be used, since a water storage tank in need of routine cleaning and painting needs to be taken out of service to accomplish the maintenance. It is also important for the proper functioning of the system that the existing wells be telemetered (electronically operated). This would insure continuous water service, rather than depending on the vagaries of manual operation for filling the town's water tanks.

Recent concerns about the adequacy of some local soils to support septic systems, protection of the potable water sources, and protection of the Hudson River from nitrate contamination (due to failing septic systems) has piqued interest in exploring a sanitary sewer system. The new system would support future development and protect existing water resources. It is recommended that a feasibility study for central collection, treatment facilities, and districts be initiated.

A second alternative to individual septic tanks is a common collection system by easement, especially for sensitive areas or large-scale developments. These package treatment plants are less reliable than a central system but may offer a short-term solution. The risk is that the town may be burdened with the long-term maintenance and operation of the package plants. The Warren County Department of Community Development is prepared to aid in grant-writing for communities seeking funding sources for infrastructure improvements.

### *Human Resources*

The downtown area can draw on many community service groups in a valuable human resource pool. With community support and involvement, most of the plan concepts can be implemented. There is immeasurable potential for contributions to redevelopment by these civic-minded groups:

The 1992 Action Plan Committee  
Rotary Club  
GOOFS  
Volunteer Fire Companies  
Fire Company Ladies Auxiliaries  
Save the Train Station Committee  
Gore Mt. Region Chamber of Commerce  
Johnsburg Historical Society, Inc.  
Johnsburg Central Schools PTSA



# INVENTORY AND ANALYSIS

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Volunteer Ambulance Rescue Squad  
Adirondack Tri County Nursing Home Aux.  
Gore Mountain Seniors  
Adirondack Mountain Garden Club  
Johnsburg Youth Commission  
Chamber Beautification Committee

## *Housing*

The report "An Analysis of the Housing Needs of New York State", published in April 1984 by the New York State Division of Housing and Community Renewal (DHCR), identifies Warren County as having a housing gap of 10 - 15.99%. The DHCR defines housing gap as *"the total number of standard units that need to be added to the housing inventory in order to adequately shelter the total population"*. The need is further clarified by saying that more than half of the housing gap can be closed by moderate rehabilitation. The 1990 Census indicates that 11% of the resident population is below the poverty level as established by the federal government. Local surveys indicate that within selected portions of the community one out of two homes in the Town of Johnsburg is severely deteriorated.

The problem with the lack of suitable housing choices is underscored by the conditions under which many lower income families live. Overcrowded conditions in Warren County towns are typically the result of extended families occupying the same dwelling unit. Adult family members who choose to live outside the home may be limited by the quantity and quality of housing in rural communities. Individuals seeking adequate housing may have to relocate to other towns many miles away.

Identification with a hometown or hamlet is an important aspect of rural life, particularly among older residents and families with an

Adirondack heritage. Frequently, the desire to reside close to family, friends and employment (regardless of pay scale) is stronger than the attraction of better or even cheaper housing in other parts of the county.

Since 1977, the County of Warren has provided housing rehabilitation assistance to approximately 100 homes within the Town of Johnsburg. The areas with the highest degree of need have been serviced and the County and Town will continue to seek funds for specific areas. It is estimated that there remain approximately 400 homes that could benefit from a moderate housing improvement program. The problem with this type of program is that it is tied to a target area concept. However, there will be scattered sites where assistance is needed, which cannot be competitive with entire communities during grant reviews. There are also approximately 30 - 55 homes that require serious repair or condemnation. There is a need, therefore, to replace these dwelling units with new construction either on existing sites or at small subdivisions within each community.

The County has an agreement with the Glens Falls Housing Authority that allows for the Authority to administer the Section 8 Rental Assistance Program throughout the County of Warren. There are currently homes available for rental assistance through this program, and vouchers are available for use in its service area. Both programs are fully utilized. It is estimated that an additional 50 units could be filled if they were made available to the County, of which at least eight would be made available to residents of the Town of Johnsburg.

## INVENTORY AND ANALYSIS

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The community has utilized a multiple source approach to determining the extent of this problem. The sources used by the Town in the needs assessment phase were:

*An analysis of 1980 and preliminary 1990 Census information and past surveys conducted by the County for the Town which identifies the housing problems.*

*A resident housing survey to include all year-round housing units.*

*A visual survey of housing conditions undertaken by the Housing Rehabilitation staff of the County Planning Department.*

The conclusions drawn from the process outlined above indicate that the Town of Johnsbury has distressing housing problems. Substandard conditions and lower income households are found throughout the town. The second home market is increasing gentrification in the housing sector and is severely limiting housing options for town residents. The remainder of this section will briefly highlight the conditions of existing housing and focus on the needs of low and moderate income households.

### ***Housing Stock Condition***

An informal inventory was conducted by the Housing Rehabilitation Staff of the Warren County Planning Department to determine the relative conditions of structures in North Creek. Problem areas focused on by the visual survey include:

Electrical Service	Siding
Roof	Structure
Outhouse	Chimney
Debris	Storms & Windows
Painting	Foundation
Steps	Vents
Entry lights	Appearance
Other	General Condition

The categories used in the visual survey were based on a scale of 1 to 6 with 6 representing new conditions and 1 representing severely deteriorated conditions. Based on this classification system the following groupings can be created:

5.0 to 6.0	High quality structure with minimal, if any deficiencies noted - a community asset.
4.5 to 5.0	Minor deficiencies. Still an asset to the community.
4.0 to 4.5	Mostly minor deficiencies, but in an accumulation that noticeably detracts from visual quality of the community.
3.25 to 4.0	Generally a sound structure in need of a moderate amount of structural and cosmetic attention.
less than 3.5	In need of serious attention - may indicate significant structural issues.

# INVENTORY AND ANALYSIS

The following table is a composite listing of all uses within the hamlet of North Creek. The number in the last column is a composite rating for each use.

HAMLET AREA IN TOTAL			
USE	QUANTITY		RATING
Church	14	@	3.55
Business	16	@	4.37
Multi-Use	16	@	4.14
Garage	4	@	2.95
Municipal	3	@	4.88
Residential	175	@	3.97

Figure 9. Hamlet Rating.

Seven neighborhoods were established based on a geographical grouping of similar uses. The following table tallies the number of uses and identifies a composite rating for each neighborhood. The neighborhood numbers reference Figure 11, Neighborhood Map. In the tables, the number in the last column indicates the composite rating for all structures of similar use.

NEIGHBORHOOD			RATING
#1	50	@	4.23
#2	24	@	3.46
#3	29	@	3.43
#4	76	@	4.12
#5	13	@	4.28
#6	33	@	3.99
#7	4	@	4.40

Figure 10. Neighborhood Rating.

The tables that follow hereafter identify the types of uses and the quantity of respective uses in each of the seven neighborhoods.

Neighborhood #1	USE	QUANTITY		RATING
	Church	6	@	3.45
	Business	11	@	4.33
	Multi-Use	13	@	4.37
	Garage	1	@	4.58
	Municipal	1	@	4.75
	Residential	18	@	4.25

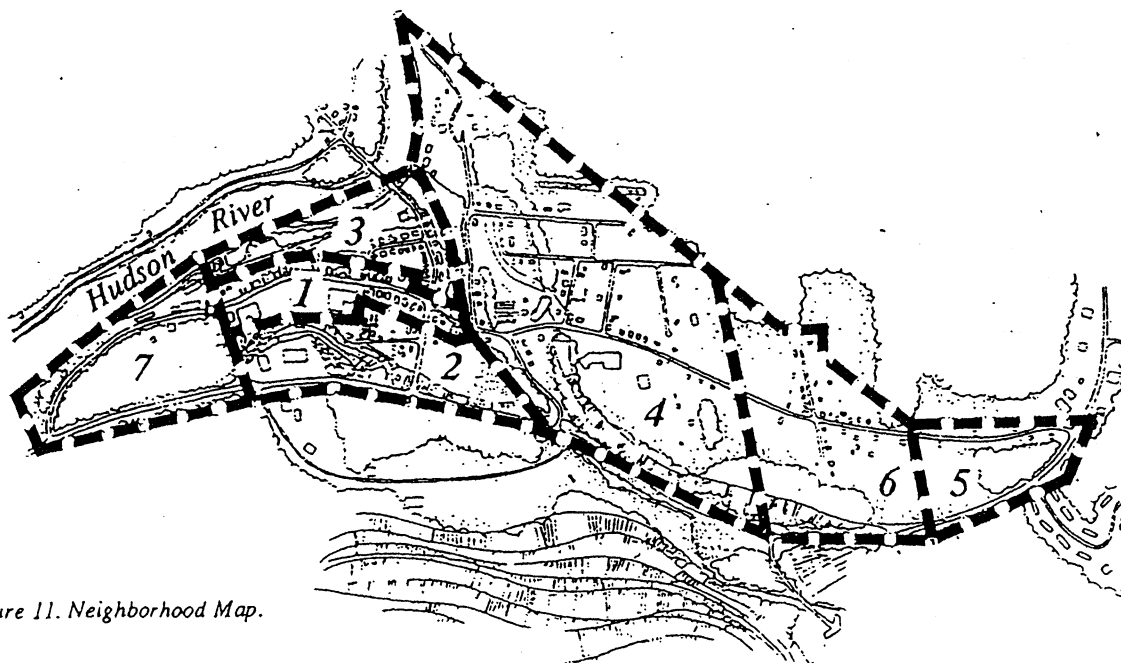


Figure 11. Neighborhood Map.

## INVENTORY AND ANALYSIS

Neighborhood #2			
USE	QUANTITY		RATING
Church	2	@	3.58
Garage	2	@	2.71
Residential	19	@	3.44
Services	1	@	5.00

Neighborhood #3			
USE	QUANTITY		RATING
Church	1	@	3.3
Business	1	@	4.4
Multi-Use	1	@	3.5
Garage	1	@	1.8
Municipal	1	@	4.9
Residential	24	@	3.4

Neighborhood #4			
USE	QUANTITY		RATING
Church	1	@	4.3
Business	1	@	4.8
Multi-Use	1	@	2.4
Municipal	1	@	5.0
Residential	72	@	4.14

Neighborhood #5			
USE	QUANTITY		RATING
Business	1	@	4.0
Multi-Use	1	@	3.5
Residential	11	@	4.37

Neighborhood #6			
USE	QUANTITY		RATING
Church	3	@	3.82
Residential	30	@	4.01

Neighborhood #7			
USE	QUANTITY		RATING
Church	1	@	2.8
Business	2	@	4.54
Residential	1	@	5.0

In general, the results of the inventory illustrated more severe housing problems than were indicated by the housing survey undertaken in 1991 by the Warren County Department of Planning and Community Development. This may be due, in part, to varying definitions of "problem" as seen by the surveyor and the homeowner (subjective interpretation). Housing conditions within the town typically reflect the earnings of residents. The type of housing available is

marginal, at best, and deteriorates as households have limited funds to reinvest in normal upkeep and maintenance. The objectives of the 1991 survey were to:

*Develop a statistical resource which documents the characteristics of households and the problems which exist.*

*Achieve a high response rate through community involvement in the distribution and collection of surveys.*

*Identify neighborhoods having high concentrations of low and moderate income households.*

*Identify neighborhoods with severe housing problems.*

*Ascertain the level of financial resources required to correct stated housing deficiencies.*

A Citizens Committee and interested volunteers delivered the Housing Needs Survey door-to-door. The survey package included a letter of introduction by the Town Board, a survey form and a stamped, self-addressed, return envelope. The County Planning Department assisted the Town Board and the Citizen Advisory Committee in the survey design (with approval from the Buffalo Office of HUD) and data analysis.

# INVENTORY AND ANALYSIS

Figures 12 and 13 (following) identify housing deficiencies and condition based on the survey:

TABULAR SUMMARY OF DEFICIENCY	
TYPE OF DEFICIENCY	RESPONSE
Roof repairs	129 - 48%
Plumbing repairs	96 - 36%
Heating systems	136 - 50%
Insulation	139 - 52%
Electrical services	75 - 28%
Septic systems	100 - 37%
Storms	138 - 51%
Indoor toilets	12 - 4.5%
Provide water	66 - 24%
Other repairs	24 - 8.8%

Figure 12. Tabular Summary of Deficiency.

TABULAR SUMMARY OF CONDITION	
HOUSING CONDITION	RESPONSE
Deficiencies	270
Moderate Deficiencies	70
Severe Deficiencies	154
Deteriorated	43
Low/Moderate	199
% of Low/Moderate	57.9%
Low/Mod w/Deficiencies	173
Low/Mod w/Moderate Deficiencies	37
Low/Mod w/Severe Deficiencies	106
Low/Mod W/Deterioration	30

Figure 13. Tabular Summary of Condition.

Surveys Distributed	619
Surveys Returned	344
Rate of Return	55.6%

Survey responses were tabulated through a computer report format for ease of analysis, and showed that 78.5% of all units are substandard to some degree.

The housing problem is further compounded by the inferior quality construction that has occurred over the years. Housing structures are typically older, two-story, frame constructions with modern conveniences retrofitted. Over 41% of the housing structures were built prior to 1940 (as determined by the 1990 census), and improvements commonly found were one-story additions or attic dormers providing additional space or an indoor bathroom. Typically, these additions have inadequate foundations, improper or undersized framing, insufficient electrical service and lack necessary ventilation. The housing improvements required are not cosmetic, but center around the basic elements that make a house safe and sanitary.

HOUSING STRUCTURE INVENTORY	
YEAR STRUCTURE BUILT	% OF STOCK
1980 to March 1990	12.1
1970 to 1979	18.5
1960 to 1969	13.7
1950 to 1959	9.6
1940 to 1949	4.7
1939 or Earlier	41.4
TOTAL STOCK	100.0

Figure 14. Housing Structure Inventory.

The average value of single-family, detached, year-round housing unit rose from \$12,000 in 1970 to \$32,152 in 1980 and to \$73,800 in 1990. Median rent values rose from \$56 per month in 1970 to \$132 per month in 1980 and \$386 per month in 1990.

## INVENTORY AND ANALYSIS

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The residents of these regions are, on the average, lower income people with little more than 70% having a high school education. To further clarify the significance of resident income levels being low, an example of home ownership ability can be used. The 1990 census identifies that median household income is \$24,279 and that median housing value is \$73,800. Assuming an average family size of three persons per household and utilizing Farmers Home Administration mortgage criteria, the average household could not afford monthly housing costs that exceed \$607 per month. Figuring that taxes and insurance equal about \$2,200 on the average, per year, as determined by the Warren County Real Property Office, the amount of funds available for a mortgage or loan payment is \$424. Assuming that a mortgage lender would require 10 percent down and the average house is valued at \$73,800, then the family would have to mortgage \$66,420. The provision of approximately \$7,400 plus closing costs would be a substantial burden for families at or below median income levels. A 30 year mortgage for \$66,420 yields payments of approximately \$683 per month. This figure is significantly greater than the amount the household could realistically afford. This lack of mortgage capability closes the door on a lot of housing options that are available only to families with higher incomes. The only choice lower income households have is the substandard housing that they already live in. The lack of housing choices is, to put it mildly, distressing to a great number of residents whose only recourse is haphazard renovation to substandard dwelling units.

The condition of housing stock and its affordability to community residents has a significant impact on the retention of people

and jobs within the community. As mentioned elsewhere in this report, there is a migration from the area by youths after completing high school. Some of this loss may be attributed to college-bound students and some due to the lack of housing and jobs. Additionally, there has been a steady outward migration of college educated youths due in part to a lack of jobs and suitable housing choices.

The residents of local communities have displayed a strong desire to remain within their communities. The reality also exists that there is a percentage of those residents who will never aspire to or have the financial means to attain homeownership. There is also a need to provide starter housing in an effort to retain educated youth. For these persons, it is suggested that the construction of FMHA 515 rental housing be explored. The availability of low rent units within the hamlet could seriously reduce the housing crisis in the town. The Town should encourage the continuation of the housing rehabilitation program currently managed by the Warren County Office of Community Development.

The quantity and quality of housing is not sufficient to provide starter homes to meet the existing need. Homes that traditionally have been used as starter or retirement units now demand top dollar as second homes for families from the metro areas of the state. The lower income residents who chose to remain in the area are forced to utilize older camps and mobile homes as first homes. The second home market is so lucrative that even the ability to upgrade to better housing as one's income increases is severely curtailed. Growing families are then forced to construct additions to homes that are already considered substandard. This

moderate rehabilitation to existing marginal dwellings will help close the housing gap which currently exists.

There are few housing options available for elderly residents, especially for those who choose not to own a home. The options available in this situation are also limited by the socio-economic characteristics of the areas in question.

1990 OCCUPANCY AND TENURE	
Occupied housing units	860
Vacant housing units	739
Units with >1 person/room	19
For seasonal, recreational, or occasional use	552
Owner-occupied units	661
Percent owner-occupied	76.9%
Homeowner vacancy rate	6.4%
Persons per owner unit	2.74
Renter-occupied units	199
Rental vacancy rate	15.5%
Persons per rental unit	2.41

Figure 15. 1990 Occupancy and Tenure.

Figure 15 identifies housing occupancy for dwelling units within the Town of Johnsbury. The 1990 census indicates that 23.1% of the households within town are rental units. Considering that the same figure for the County is 30.7%, there is an indication that the provision of decent, affordable, rental units should be considered by the Town.

The Town should investigate all available options for the provision of affordable

housing. Such options may include the formation of a local development fund company to sponsor new housing construction or working with an existing not-for-profit agency to undertake housing initiatives.

The 1990 census indicates that mobile homes comprise 15.7% of the housing stock in the town as compared to 7.0% in 1980. Of the increase in housing units between 1980 and 1990, 54% (160 of 295) were mobile homes. Mobile homes offer the only affordable housing choice to many residents. However, the scenic beauty of the town can be intruded upon by the often haphazard placement and negligent upkeep of mobile homes. In recognition of this information, the Town should ensure that there are areas within the town for mobile home parks and that local land use regulations address the aesthetic issues of mobile home placement.

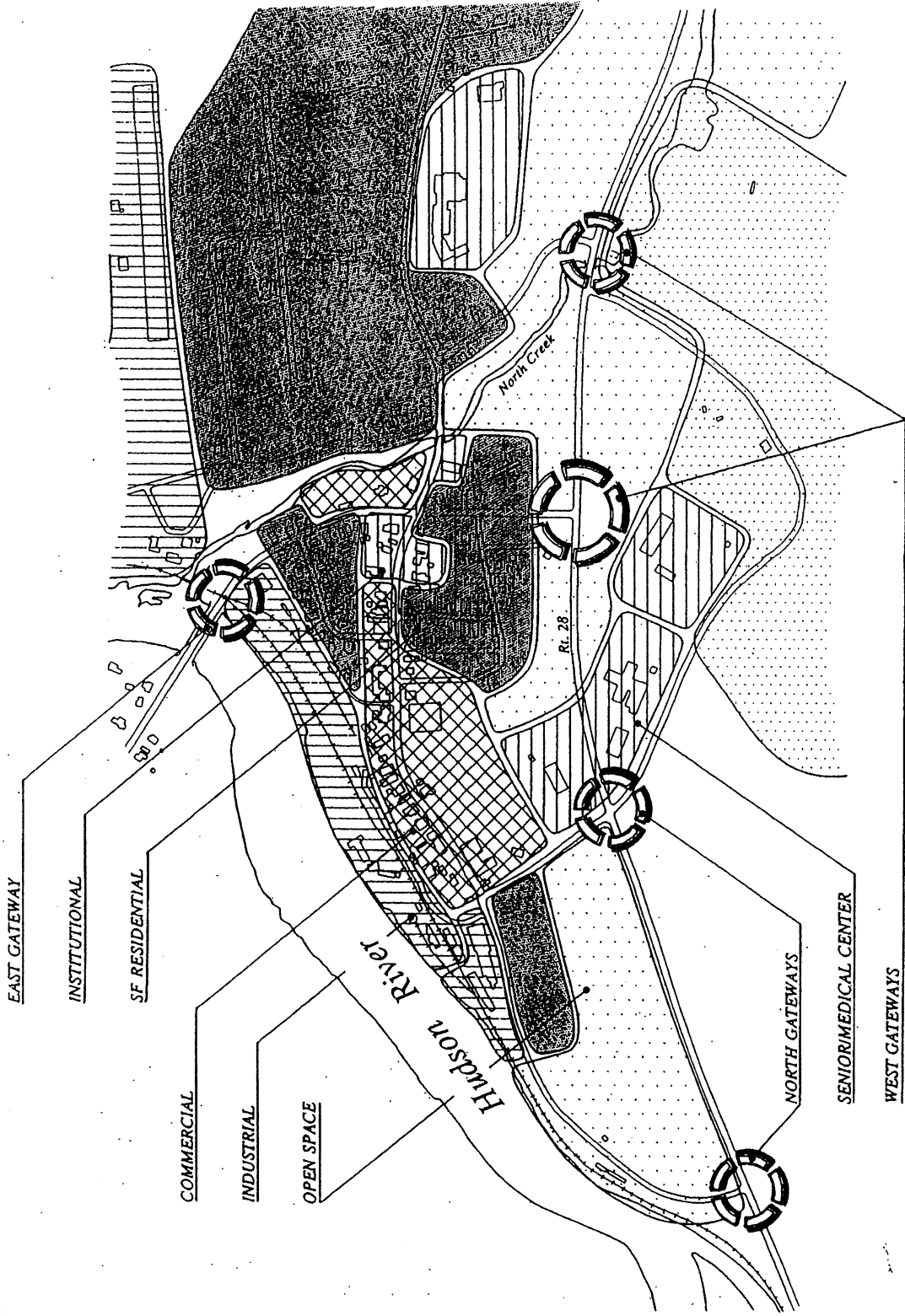
### Main Street Land Use

**Main Street.** The Main Street study area has four distinct land use zones, including Commercial, Institutional, Residential, and Industrial. There is a Commercial land use zone at the north end of the street, and an Institutional land use zone north of the intersection of 28N and Main Street (including the Town Hall and the waterfront zone). The entire waterfront zone is vacant or abandoned, with emergent vegetation overtaking the unused rail lands.

The Commercial boasts several outstanding features. Most notable are the historic buildings on the east side of the street. These structures possess the ambiance of a long-established hamlet and contribute significant character to Main Street. The buildings have bracketed roofs and porch columns, second-

LEGEND

- COMMERCIAL
- INSTITUTIONAL
- INDUSTRIAL
- RESIDENTIAL
- RECREATIONAL
- OPEN SPACE



North Creek

NORTH CREEK HAMLET ACTION COMMITTEE  
WARREN COUNTY DEPARTMENT OF PLANNING AND COMMUNITY DEVELOPMENT

THE SARATOGA ASSOCIATES

LANDSCAPE ARCHITECTS, ARCHITECTS, ENGINEERS AND PLANNERS

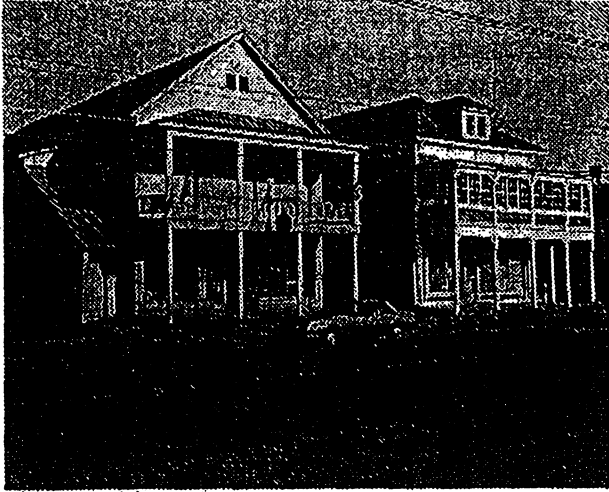
Main Street  
Existing Land Use

Figure 16





story porches, wooden spindle railings, display storefronts and covered exterior stairs. Many of the buildings are from the previous century.

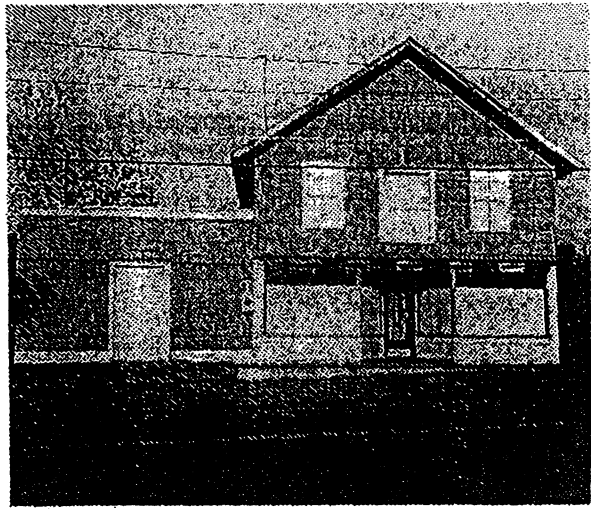


*Figure 17. Historic commercial buildings on the east side of Main St., 1992.*

The Commercial portion of Main Street has significant contemporary development on the west side of the street. The development consists of three large buildings: The Copperfield Inn; the building housing the Chamber of Commerce, Barbara Stolen Real Estate and Whitewater World rafting company; an auto parts store; and the Grand Union Plaza with Sterling Goodspeed's law office, and the Adirondack Spirits liquor store. The first two buildings share a parking lot and the latter has a large parking area north of the one story building.

The Commercial zone also has a disturbing amount of vacant building and lot space on both sides of the street. On the west side of the street there are two large vacant lots, one south of the Chamber of Commerce and one south of the Grand Union. On the east side of the street there are several "missing teeth" in the form of vacant buildings and lots. Please refer to Appendix A-1 following this

text for a complete vacant property inventory.



*Figure 18. Vacant Commercial Building. This vacant building on the east side of Main Street detracts from the commercial neighborhood but has a potentially attractive historic storefront. Photo circa 1992.*

South of the Commercial zone there is a hummock in the street with the bank and churches at the crest. This area is visually separated from the rest of Main Street and has a different character. The buildings on the west side are set back from and well above street level, with trees intervening on the slope between the street and the building facades. This is the Institutional land use zone that includes the bank, GTE, Methodist church and parsonage and Catholic church and rectory. The town hall and two apartment buildings are also included in the zone.

Between the Commercial and Institutional zones, a portion of the Residential land use zone west of Main Street is present on the street front. Four houses, one of which is vacant and another of which is a four unit apartment building make the transition from the automobile parts store (Commercial

## INVENTORY AND ANALYSIS

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zone) to the church property (Institutional zone). A concrete retaining wall separates the homes from the street.

The Industrial waterfront warrants close attention because of its proximity to the Main Street study area and potential to make profound contributions towards realizing the goals of the plan.

The zoning of the waterfront should be reconsidered, as industrial is not the best use category for this area. The historic resources represented by the train station, turn table, switches, and other vintage buildings could be preserved to carry the quaint historic character of Main Street to the waterfront.

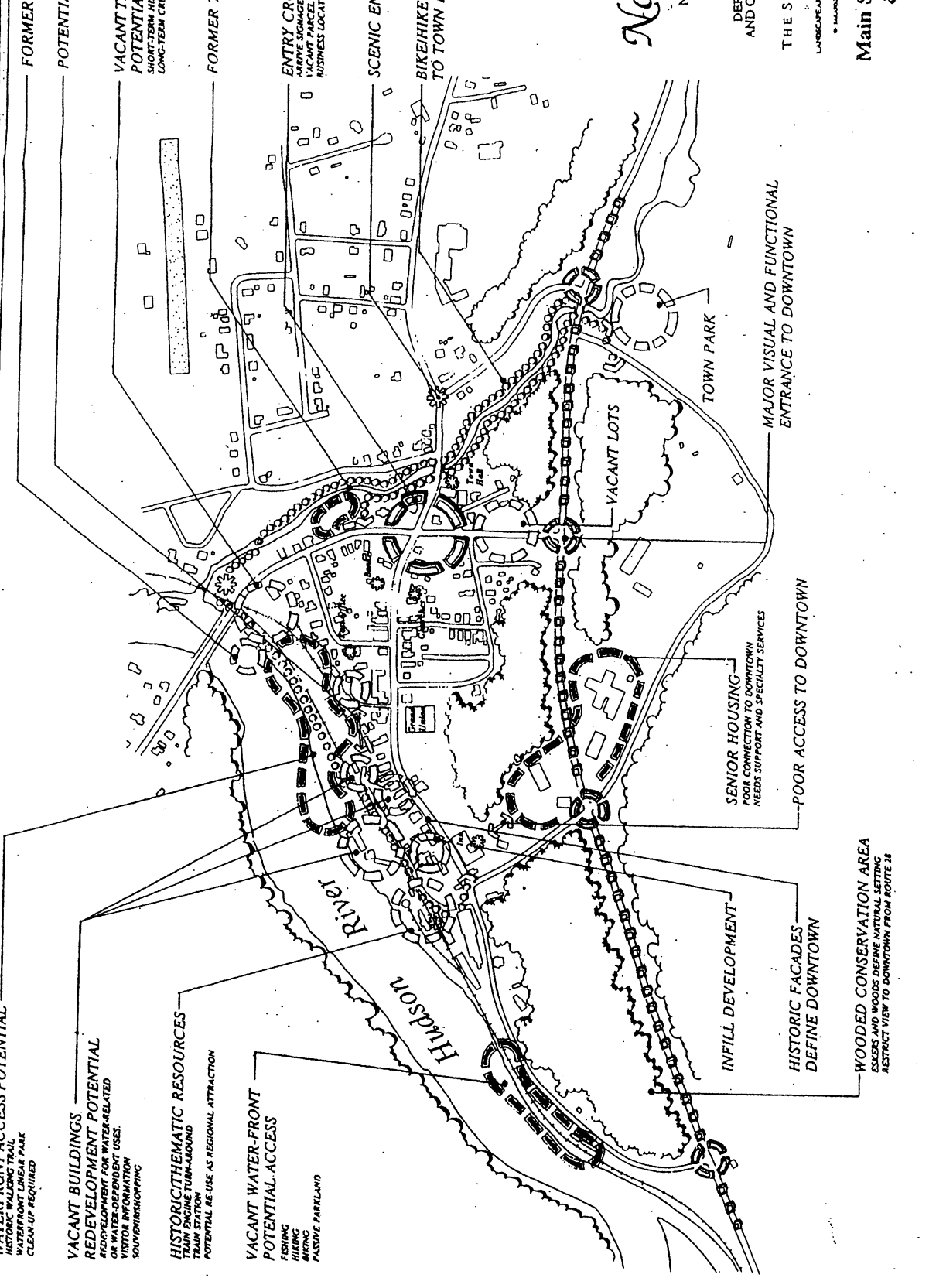
Access to the riverbank is limited by the presence of the railroad. The Canadian Pacific Company has not made its intentions for the waterfront line clear. Obviously, an active freight line would have negative ramifications for waterfront access in the form of a park or trail system. It is also unclear what effect this could have on the train station museum concept. Nonetheless, the waterfront and railroad-related buildings remain a great potential asset for future redevelopment plans. A complete inventory of vacant property in the study area is presented in Appendix A-1.

*Main Street Circulation.* Main Street circulation brings the traveler from highway-speed to hamlet-speed automobile circulation. Parking is convenient and usually can be found adjacent to the destination. Parallel parking is provided on both sides of Main Street, with off-street parking available at the Copperfield Inn, the Grand Union Plaza, the abandoned service station, the Alpine Motel and the bank.

Pedestrian circulation is supported by a complete sidewalk system on both sides of Main Street. Historically, Main Street businesses have had a direct relationship to the sidewalk offering porches, overhangs or awnings to the pedestrian environment. Contemporary exceptions include those businesses listed above with off-street parking.

Bicycle circulation is not overtly supported in the hamlet. The dedication of a bike lane on Main Street or signage that acknowledges bicycles as part of the circulation system would be an improvement. Bicycle racks should be provided as standard street furniture along Main Street.

*Main Street Generators.* The draw of Main Street is attributed to the availability of a full range of shops and services that serve the outlying town. There are several places, however, that are generators of activity, and are routinely used by most people. They are the primary reason for visits to Main Street that might also result in other shopping stops. The generators are noted on the Main Street Opportunities and Constraints drawing as asterisks. (See the plan on the facing page). They include the Post Office, former First American bank, Grand Union grocery store, hardware store and Mountain Sundries pharmacy. In addition, Smith's restaurant plays an informal role as a Main Street gathering and meeting place.



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## Main Street Opportunities & Constraints

Figure 19



*Figure 20. Historic View of Main Street, circa 1940's.*

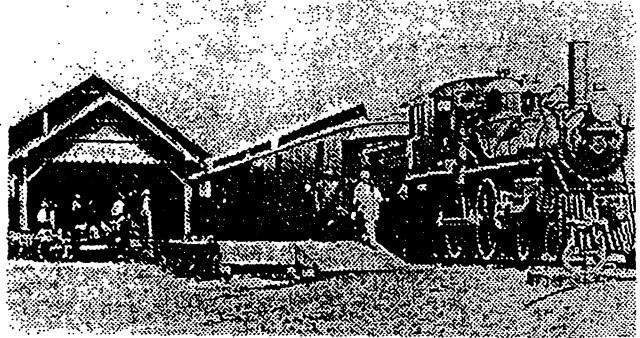
The Copperfield Inn on northern Main Street may evolve into a regional generator as it becomes more widely known. The recent addition to Main Street is already attracting visitors on a regional scale and may expand in the near future to provide further accommodations. The inn acts as the north anchor for the commercial district on Main Street.



*Figure 21. Historic facades on Main Street North Creek, circa 1992.*

Another Main Street study area site, potentially of regional importance, is the historic train station. Efforts to protect and restore this treasure could create another

generator for tourists and townspeople alike. Careful planning of reuse options for the station should be considered.



*Figure 22. The train station in the early days as a passenger terminal well before the turn of the century.*

The importance of the historic character of the east side of Main Street cannot be overstated. The historic buildings, including the vintage IGA market, are a latent source of streetscape and redevelopment themes as well as a unique and attractive resource.

# INVENTORY AND ANALYSIS

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## *Summary of Issues and Resources*

The following is a list of issues identified during the analysis phase of the study. The issues are organized according to the goals under which they fall, and will be addressed in the action plan.

### **GOAL: Opportunity for Promoting Prosperity**

1. **Create a more diversified, year-round employment base** through business development in the hamlet. Identify the proper location for such businesses including vacant riverfront properties, Main Street and the Route 28N corridor. Business types include retail, commercial, office and light industrial activities.
2. **Expand the retail base on Main Street** to achieve a critical mass of shopping activity. The Grand Union, drug store, and other retailers provide a core of activity from which to expand. Infill vacant properties with appropriate supporting development.
3. **Locate four-season passive activities related to the recreation business in the hamlet and on Main Street.** Examples include movie theater, bowling center, indoor pool and tennis, fitness center, cafes and restaurants, train station and museum related activities.
4. **Link Main Street to the Gore Mountain Ski Center** both functionally and programmatically. Identify ski lift and trail connections.
5. **Provide off-street parking** for Main Street businesses. Anticipate business growth and increasing pressures on curbside parking. Plan appropriately to accommodate parking.
6. **Create public/private financing strategy** to accomplish public improvements. Secure public grants to finance improvements.
7. **Improve the visibility/recognition of the hamlet from the Route 28N and 28 corridors.** Provide landscape planting and signage to create an attractive and inviting image.
8. **Establish designated land use patterns and/or zoning** in the hamlet to direct an orderly development of properties. Specific zones which warrant emphasis include the waterfront, Main Street and Route 28N corridor.
9. **Create a business development committee** that would be responsible for promoting/marketing North Creek, attracting businesses and helping to clear the way for approvals.
10. **Create a four-season marketing plan** that promotes the town.
11. **Establish a Main Street sign program.**
12. **Create a program to implement short-term use of vacant store fronts** to enhance the appeal of the Main Street retail area. Considerations include historical and artistic window displays.

13. **Provide appropriate and affordable housing** for town residents.

**GOAL: Maintain Quality of Life**

**GOAL: Preservation of the Natural and Built Environments**

1. **Protect the integrity of residential neighborhoods** from encroachment by and/or adjacency of business zones. Areas of concern include Ordway Lane and Circle Avenue.
  2. **Preserve the architectural heritage of the community through a facade renovation program on Main Street.** Establish design guidelines and standards. Identify public funding sources to assist with improvement costs.
  3. **Preserve the environmental beauty of the hamlet and town** which is critical to maintaining the attractiveness of the region for recreation business. Preserve the esker and wooded buffer that is located on the north side of Route 28 and establish extraction and reclamation controls for the esker sand pit located on the south side of Route 28. Establish important view shed corridors and controls.
  4. **Support the recognition and preservation of historic buildings in the hamlet** as a means to expand recreation-based activities. Projects include the train station, titanium transfer station, tannery row, and dam.
1. **Improve the Town park system** with the addition of a golf course, swimming area, fish stocking program, ski lift renovation, band shell, small theater, river access, picnic facilities etc. Evaluate the role of the existing Town Park and the potential for a park facility along the waterfront.
  2. **Establish a bike/hike trail system** within the hamlet that links residential neighborhoods to Main Street, the Town Park, Town Hall, elderly housing complex, and Gore Mountain trail system.
  3. **Establish a walking tour program** of historic and cultural interpretive sites within the hamlet.
  4. **Improve the pedestrian environment** in the Main Street area. Consider benches, lighting, signage, window displays, seasonal activities, cafes, and facing the concrete retaining wall with stone.
  5. **Improve the range of community facilities** by adding services such as library/reading room or teen center.
  6. **Beautify the hamlet and town entrances** creating attractive and inviting front doors to the community.
  7. **Establish Project Pride** to continue improving the village. Examples include: involve residents in village

## INVENTORY AND ANALYSIS

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improvements and clean-up; "adopt a road" program; involve the youth in a maintenance program. Create an awards program to recognize outstanding property development and maintenance. Start the program with a clean-up of vacant Main Street properties.

8. **Enforce zoning and planning regulations** as a means of protecting property values and quality of life.

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Chapter 5  
Economic Development



### *Economic History*

The development of a region's economy usually can be traced to one of two factors: 1) comparative advantage or 2) result of circumstances. Comparative advantage results from a production benefit of the region over other regions. A result of circumstance is due to a series of non-economic events that may land an entrepreneur in that region (ex. college, vacation spot). In North Creek, however, industrial development has been driven by the region's comparative advantage in resource availability.

Tanning, timbering, mining, skiing, and rafting all are activities that depend on an outstanding resource base. Historically, all major industries in North Creek have been resource-based. Due to remoteness and lack of population density, North Creek has never developed a tradition of manufacturing. Unfortunately, resource-based industries tend to be cyclical, often magnifying the trends of the economy. These "boomtown" areas usually disappear after the resource is spent. (Witness the Village of Burden in Columbia County, that disappeared when iron ore ran out.)

Fortunately, North Creek has had a succession of resource-based industries rather than a dependence on only one. The tanneries were followed by timbering, mining, and outdoor recreation. Though timbering and mining still exist, today's primary industry is outdoor recreation - alpine and Nordic skiing, whitewater rafting, and wilderness hiking. These are based on renewable natural resources and dependent on continued high quality environments.

It would be easy to resolve that North

Creek's economy is destined to remain recreation-based with little manufacturing or industry. However, as mentioned earlier, comparative advantage is only one factor companies consider in choosing location. With refinement, North Creek has the potential to develop an economy beyond resource-based industries. The following discussion is a profile of North Creek's land uses and people, followed by a critical assessment of the industrial, retail, and recreation potential of the region.

### *Community Profile*

The North Creek Hamlet area has 175 single family residences of which 170 (97%) are occupied. This Hamlet area has the most primary residences in the town, and the smallest percentage of seasonal residences. The permanent residences are comprised of 166 (95%) conventional homes and nine (5%) mobile homes. Twenty percent of the permanent town residences are in the Hamlet of North Creek. Not included in these figures are the four multi-family residences and the residential units in the sixteen commercial/residential buildings. The North Creek Hamlet area contains sixteen commercial uses and sixteen commercial/residential uses. Together they represent 64% of all commercial activity in the town and provide major services and retail goods for the surrounding areas.

The North Creek Hamlet area has eighteen public/semi-public areas which represent 40% of all such uses in the town. These include the Johnsburg Central School, the Town Offices, Highway garage and landfill, the Tri-County Nursing Home and the North Creek Firehouse. In addition, there are fourteen churches and related structures, two cemeteries, two public utility facilities, an

# ECONOMIC DEVELOPMENT

American Legion Monument, and the Bennett Airfield. The hamlet also has three industrial uses: The Great Eastern Sawmill, North Creek Woodworking Mill, and A&B Oil Storage Tanks. The two extractive uses in this section are between New York State Route 28 and the Ski Bowl Road and both are used by the Town.

Several parcels of Fischer Act land near Durkin Road represent the commercial forests for this section of the town. There are five outdoor recreation areas in or close to the Hamlet area. They include Gore Mountain Ski Center, the North Creek Ski Bowl, the Ski Barn Touring Center, the Town beach, and the recreational facilities near the Ski Bowl.

LABOR FORCE BY INDUSTRY TOWN OF JOHNSBURG	
Employed person 16 years and over	1,035
Agriculture, forestry and fisheries	<1%
Mining	4.5%
Construction	13.3%
Manufacturing, nondurable goods	1.6%
Manufacturing, durable goods	9.6%
Transportation	4.8%
Communications and other public utilities	<1%
Wholesale trade	1.4%
Retail trade	18.6%
Finance, insurance and real estate	5.0%
Business and repair services	1.6%
Personal services	6.7%
Entertainment and recreation services	6.4%
Health services	7.9%
Educational services	9.4%
Other professional and related services	4.8%
Public administration	2.8%
<b>TOTAL</b>	<b>100%</b>

Figure 23. Town of Johnsburg.

## EDUCATIONAL ATTAINMENT OF PERSONS 25 YEARS AND OLDER %

Less than 9th grade	11.7
9th to 12th grade, no diploma	18.2
High school graduate	36.2
Some college, no degree	13.4
Associates degree	6.4
Bachelor's degree	8.1
Graduate or professional degree	6.2
Percent high school graduate or higher	70.2
Percent bachelor's degree or higher	14.3

Figure 24. Educational Attainment.

## INCOME IN 1989

Households	858
Median household income	\$24,279
Less than \$5,000	3.5%
\$5,000 to \$9,999	12.1%
\$10,000 to \$14,999	13.1%
\$15,000 to \$24,999	23.1%
\$25,000 to \$34,999	18.0%
\$35,000 to \$49,999	15.2%
\$50,000 to \$74,999	10.7%
\$75,000 to \$99,999	2.8%
\$100,000 to \$149,999	< 1%
\$150,000 or more.	< 1%

Figure 25. Income in 1989.

The lack of steady employment opportunities within the town can best be illustrated by 1990 census figures which indicate that over thirty-seven percent of the population work outside of town.

### Income

Basic community services for residents are provided by four or five local businesses. Local residents are forced to pay higher prices for goods because of the limited quantity they purchase and the distance traveled to deliver them. As a result, a majority of consumables basic to survival

cost considerably more than in a large city environment. These factors, distance to

PERCENT BELOW POVERTY LEVEL	
All persons	10.8
Persons 18 years and over	8.1
Persons 65 years and over	9.0
Related children under 18 years	18.5
Related children under 5 years	16.8
Related children 5 to 17 years	19.1
Unrelated individuals	17.4
All families	7.8
With related children under 18 years	11.9
With related children under 5 years	15.8
Female householder families	27.5
With related children under 18 years	41.4
With related children under 5 years	50.0

Figure 26. Percent Below Poverty Level.

major shopping and employment centers, and the higher cost of local goods and services are factors influencing the quality of life for residents. Many residents are of the opinion that the lack of adequate year-round employment is not sufficient reason to abandon the lifestyle and quality of life that they are comfortable with. As a result, a significant number of households do not have incomes sufficient to meet other than basic needs. One result of families surviving on subsistence level incomes is the housing conditions found within the county and town.

An approach that should be considered in alleviating some of the housing problems is stimulation of the local economy, providing for more year-round jobs including benefits and a sense of security. Local economic development activities should stress a public/private partnership and promote expansion of existing industry. Increased

local economic activity will provide more families with the funds necessary to construct housing units and purchase essential goods and services.

*Demographic Trends*

The Hamlet of North Creek is located in the northeastern corner of the Town of Johnsburg, bordering on the Town of Chester. The North Creek trade area seems to primarily be the northern half of Johnsburg (above Route 8) and the northwestern section of Chester. This area will be considered the trade area for assessing the regional labor market and retail trade. For analysis purposes, data has been procured from CACI Incorporated, a data analysis firm. The northern area of Johnsburg is block group 1 of census tract 704 and the northwestern part of Chester is that portion of census tract 750 in the 12853 zip code (see data appendix). The Hamlet data is derived by CACI as that part of zip code 12853 in census tract 740. Figure 27 (following) indicates this trade area.

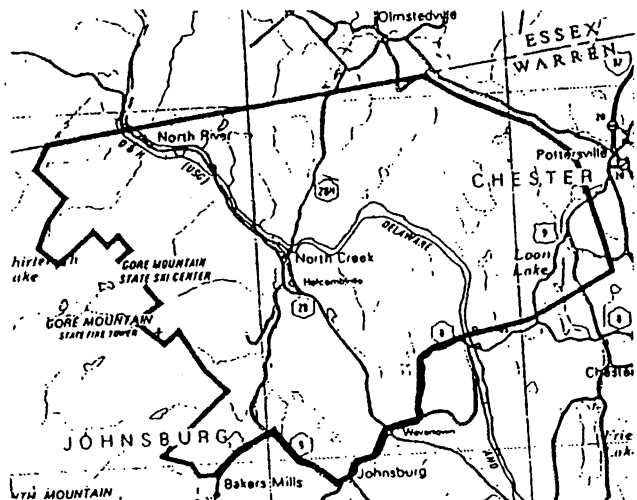


Figure 27. North Creek Trade Area.

*North Creek Trade Area.* The total population of this trade area in 1990 was

## ECONOMIC DEVELOPMENT

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3,238 persons, up nearly 14% from 1980. The population is almost evenly split between the two subareas with 48% in northern Johnsburg and 52% in northwestern Chester. However, northern Johnsburg has slightly more households, 586 compared to 554 for northwestern Chester.

Northern Johnsburg has 1,560 residents. Of this total, 12.7% are below the age of 18 while 19.7% are age 65 and over. Median age has increased from 33.7 years in 1980 to 38 years in 1990. Of those 25 and older, 70.4% are high school graduates while 13.8% have attained a Bachelor's degree.

Median household income, according to the 1990 Census, was \$23,491 and displayed a 6.1% annual growth rate over the decade. This rapid income growth led to a drop in the percentage of residents below the poverty level, from 14.6% in 1980 to 10.4% in 1990.

Northwestern Chester has 1,678 residents. Over eleven percent are under the age of 18 and 14.1% are 65 years or older. Median age has increased from 28.4 years to 31.6 years in 1990. This portion of the trade area is significantly younger than the Johnsburg portion. Of those 25 years and older, 75.3% are high school graduates and 11.7% have attained a Bachelor's degree.

Median household income in 1990 for this subarea was \$25,093, an annual growth rate of 8.8% over the last decade. Residents below the poverty level dropped from 30.1% in 1980 to 13% in 1990.

The 1990 labor force resident in the total trade area was 1,527 persons. Of this, 9%, or 136 persons, were unemployed. The service sector is the largest employer followed by

wholesale and retail trade. Over the 1980 to 1990 decade, the labor force added 498 persons.

*Hamlet of North Creek.* Since North Creek is not incorporated, official statistical information is not kept. The area closest to North Creek is the CACI Incorporated zip code portion located in Johnsburg (census tract 740). The following is a profile of North Creek based on this geography.

The Hamlet of North Creek is the home of an estimated 742 residents, about 5% more than in 1980. It is the largest hamlet in the Town of Johnsburg. Seventy percent of the residents graduated high school and 14% have a Bachelor's degree or higher. North Creek is racially homogeneous, with 99% of the population being white. The 65 and older age group is 17.2% of the population while the under 18 age group is 25% of the population. Average household size is 2.67 persons, with a median household income of \$24,453.

North Creek's 742 residents occupied 271 housing units in 1990. This left 233 units vacant, for sale, or second home units. Twelve percent, or 61 units, have been constructed since 1980. Of the occupied units, 76.8% were owner-occupied while the remaining 23.2% were renter-occupied. Of the sampled home owners and renters, the self-estimate median home value was \$75,446 while the self-estimate contract rent was \$291.

Of the 572 residents age 16 and older, 63.6% considered themselves a part of the labor force. Most North Creek residents who are employed work in the service sector (37%) followed by those working in retail and wholesale trade (20%). The 1990 Census

showed that 10.2% of the residents in the labor force was unemployed.

### *Industrial Development*

The production process involves a combination of five factors: land, labor, materials, capital investment, and energy. A region's comparative advantage usually stems from one or more of these factors. Due to particular strength of a production factor, a group of similar firms can develop in a region. The initial assessment of North Creek's industrial development potential is based on the region's ability to deliver the factors of production.

*North Creek Strengths.* North Creek's primary strength is its idyllic setting. It is this setting that offers a quality of life unmatched by many areas (for those who enjoy a rural wilderness setting). This has attracted a certain type of individual, the Adirondacker, who chooses to live here over many other, more comfortable locations. A product of this is a reasonable labor force: small, but educated and available.

Another strength is more industry in the region than recreation alone. The lumber and mining industries here have found success. Other industries can look at their success as a positive indicator of the workforce and the region's ability to support industry.

*North Creek Weaknesses.* North Creek's primary weakness is the lack of quality sites and available structures for industrial development. This is due in part to the strict APA Land Use Regulations outside of Hamlet area. The pattern of development that has occurred in the hamlet itself is also a factor.

Compounding the siting problem is the lack of high quality infrastructure, including sewer, natural gas, and roads. Sewer service is a particularly troubling problem for any process industries. Natural gas is the low-cost energy alternative for industry. Additionally, many town roads are not paved, making high volume traffic very difficult.

The cost of shipping materials can be a major expense. North Creek is removed from most major markets and superhighways, adding to materials delivery costs. Industries that are transportation cost sensitive may not find North Creek an ideal location.

Finally, there is only one local financial institution. Local institutions are important because they understand the development dynamics of an area and can assist investment by making funds available. Non-area banks are less likely to make these investments.

*Summary.* Many of these weaknesses are inherent to North Creek and cannot be overcome. The weaknesses that can be overcome are the problems of in-hamlet sites for development and attracting additional financial institutions. The strengths, particularly related to the setting and lifestyle, can be fine tuned through community involvement.

The bottom line is that North Creek offers only a very select type of industrial concern, an attractive location. The next section reviews a number of industries that have been identified as attractive targets for North Creek economic development efforts.

# ECONOMIC DEVELOPMENT

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## *Industries Offering Potential Development Options*

The economic development problems of North Creek should not be viewed as structural but as issues of industrial organization. What types of industries can exist here? Insight may be gained by understanding why industries might site here and how to best target marketing efforts to these industries. The industries reviewed include: value-added wood products, secondary wood products and crafts, non-wood crafts, small scale technology-based and assembly industries, and consulting services. The purpose is not to eliminate any potential opportunity, but to give a feel for the factors that will affect the location decision.

*Value-added Wood Products.* Timbering and lumber production still exist in North Creek and the region. The suggestion is a vertical integration of the wood products industry to include the value-added industries - those that produce saleable products derived from lumber. Already, there are two value-added wood companies in the region, a log home producer and a roof truss producer. Other suggested products include pallets, flooring, and pine boxes. The following are the strengths and weaknesses of such organizations setting up shop in North Creek.

*Strengths:* Existing lumber industry can provide raw materials.  
Skilled and unskilled labor is available.

*Weaknesses:* Need industrially-zoned sites with services.

Distance from markets creates expensive transportation problem (cheaper to ship raw materials to market for assembly).

*Craft Wood Products.* Rather than the larger production operations discussed above, there may be opportunities for smaller craft wood producers. Examples include specialty furniture, wooden cutlery, and wooden artwork with local, regional, and mail-order distribution channels.

*Strengths:* Existing lumber industry can provide raw materials.  
Skilled and unskilled labor is available.  
"Adirondack" is a saleable concept.  
Near to 1+ million people in Albany-Glens Falls corridor.

*Weaknesses:* North Creek is behind other areas in the Adirondacks in selling the concept.  
North Creek has no established distribution channel.  
North Creek has no ready space for development.

*Non-wood Crafts.* Wood is not the only resource that has been extracted from the hills of North Creek. Mining of garnet, iron, titanium, calcium, graphite, and building stone have all occurred in the region. Examples of non-wood products include stone-work, mineral products, and jewelry.

*Strengths:* Mining industry can provide some raw materials.  
Skilled and unskilled labor is

## ECONOMIC DEVELOPMENT

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available.

At least for mineral crafts, there is a retail channel.

"Adirondack" is a saleable concept.

*Weaknesses:* North Creek is behind other areas in the Adirondacks in selling the concept.

North Creek has no ready space for development.

*Small Scale Technology-based and Assembly Industries.* These have been the high value-added industries of the last 20 years. Examples include computer software, component assembly, research, etc...

*Strengths:* Idyllic setting and high quality of life.

Skilled and unskilled labor is available.

These industries can function without sewer and gas.

Within commuting distance of the Albany high tech research centers.

A half-hour commute from Glens Falls for additional technical support.

*Weaknesses:* Remote image.

Lack of support services in the community.

Lack of available facilities.

*Consulting.* Consulting relies almost entirely on human resources. The location is a factor, but more for political reasons. Consultants already exist in North Creek, including a mergers and acquisitions company, professional engineers, tourism specialists,

and accounting firms.

*Strengths:* Idyllic setting and high quality of life.

Skilled and unskilled labor is available.

These industries can function without sewer and gas.

A half-hour commute from Glens Falls for client contact.

*Weaknesses:* Remote image.

Lack of support services in the community.

Lack of available facilities.

*Industrial Development Needs.* Using these example industries as a guide, the economic development needs of North Creek become clear. Some of these needs are a matter of personal energy and effort on the part of the citizenry while others involve significant capital investment. The Action Plan will identify the best efforts for the community.

The following issues will be addressed in the Action Plan:

1. Develop land and buildings in properly zoned areas.
2. Provide available infrastructure for target industry.
3. Create a marketing program to emphasize the region's convenient location to the 1+ million person Albany-Glens Falls corridor, as well as its unique history as a mining, tanning, timber, and recreation area.
4. Encourage entrepreneurs to live here. Most entrepreneurial activity occurs in a particular area because the owner chooses to live there.
5. Form the North Creek, Inc.

## ECONOMIC DEVELOPMENT

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Consortium. A package of available, affordable space, shared service centers, business planning and financial experts could lead to the rapid increase in local entrepreneurship.

6. Improve the quality of life by expanding the support services available and beautifying the visual environment in North Creek.
7. Identify or form funding mechanisms for growing businesses.

### *Retail Development*

To appropriately assess the potential for coordinated retail development in North Creek, an analysis of the market support from indigenous and tourist sources must be completed. This potential support can be compared to the existing retail base to estimate real development potential. The first step in this retail analysis is to identify the structure of the existing market in the region. This is followed by an assessment of the strengths and weaknesses of the North Creek retail area. Finally, an analysis of the market will be completed.

*Retail Business Inventory.* According to Gore Mountain Chamber of Commerce information, there are 32 retail establishments in the area. Four are classified as grocery, eight as specialty (liquor, apparel, hardware, etc...), nine are eating and drinking establishments, and seven sell antiques and crafts. Sixteen of these are in the Hamlet of North Creek, including two grocery stores, five specialty retail shops, six eating and drinking establishments, and three craft retailers. There are also 18 lodging facilities, many of which offer meals (five of the eating and drinking establishments included above) and

sell merchandise. Eleven of these are in the hamlet or immediately surrounding Gore Mountain.

Looking specifically at Main Street, there are eight retail establishments and one lodging facility. Of these eight, two are eating and drinking establishments, five are specialty retailers, and one is a grocery store.

*North Creek Strengths.* North Creek is the key crossroads location for over 3,000 residents. Also, the recreation opportunities in the immediate area produce significant tourist traffic. Tourism is a four-season business with whitewater rafting in the spring, hiking in the summer, leaf-pecking and rafting in the fall, and, of course, skiing in the winter. The Gore Mountain Region Chamber of Commerce offers many promotional materials highlighting these businesses.

*North Creek Weaknesses.* A major problem is the Route 28 by-pass, which makes it easy to miss downtown North Creek. Additionally, the lack of visual cues makes it difficult to assess shopping opportunities. Upon entering the business district, one finds no clear arrangement of businesses that create a retail center. The image of a retail core strengthens the idea that a variety of goods are available, attracting potential customers into downtown. This arrangement of shops makes for a pleasant shopping experience, and can greatly enhance the character of an area.

### *Estimation of Potential Market*

The existing retail activity in downtown North Creek is modest, at best. In this section, the retail market potential is identified. The potential market support from



both residents and visitors is estimated.

The following analysis uses information from Sales and Marketing Management magazine, CACI Incorporated, and the 1990 Census of Population and Housing to assess the indigenous and overall retail markets for the Hamlet of North Creek (as approximated by the Johnsbury portion of zip code 12853) and the North Creek trade area (defined previously as northern Johnsbury and northwestern Chester). The purpose of the analysis is to calculate the maximum retail potential for different areas and types of consumers. It is simply an estimate of the market, not a calculation of the actual level of sales. The results are as follows:

	Greater North Creek	North Creek
1990 Population	3,228	742
Av. Household Income	\$30,896	\$33,454
Number of Households	1140	271
Per HH Retail Sales (30% of income)	\$9,269	\$10,036
Total Resident Retail Sales	\$10.6 million	\$2.7 million
Total Non-resident Retail Sales	\$12.6 million	\$2.5 million
Total Potential Retail Sales	\$23.2 million	\$5.2 million

Potential resident sales reflect the total retail expenditures of those who live within each area. The potential non-resident expenditures are derived from Warren County (less Glens Falls) overall retail estimates. The amount is distributed as a per capita estimate. Therefore, this is an estimate of the level of non-resident expenditures in the region, if all expenditures by county region were equal. In reality, North Creek's concentration of businesses is offset by the lack of businesses

in other parts of the trade area. North Creek's downtown businesses should expect a degree of spending that exceeds that of the Hamlet itself. Therefore, the downtown's retail potential is actually bounded by \$5.2 million on the low end and \$23.2 million on the high end.

Downtown North Creek seems to be sized to serve the hamlet market, with the exception of the Grand Union and Stewarts Shop. Including these facilities, downtown is scaled as a small neighborhood center. The Urban Land Institute estimates the population support needed for a small neighborhood center (30,000 square feet) is a minimum of 3,000 residents. The trade area population is just over 3,200. In reality, downtown probably is not the primary destination for the non-hamlet residents and visitors in the North Creek trade area. Significant restructuring of the retail mix needs to occur in order to attract a greater portion of the potential \$23.2 million in retail sales annually.

*Retail Development Needs.* This analysis of North Creek's downtown indicates that a number of development programs are needed to effect an increase in the district's share of indigenous and tourist retail trade. Even without a substantial increase in the market size due to recreation or industrial development, the retail district of North Creek has room to grow. The following is a list of suggestions that will be considered in the retail development portion of the Action Plan.

1. Develop land and buildings in properly zoned areas.
2. Create a formal program to attract retail establishments which are lacking: apparel, general

## ECONOMIC DEVELOPMENT

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- merchandise, eating and drinking, and entertainment establishments.
3. Enhance signage and entryway beautification to entice tourist traffic into the hamlet.
  4. Organize common hours and advertising efforts to create an identity for the district.
  5. Enact a marketing program to fill vacant store fronts.
  6. Encourage lodging establishments to reinforce the shopping opportunities in North Creek.

### *Recreation Industry Development*

The recreation industry is a primary generator of economic activity in North Creek. As indicated above, an estimated 50% of all retail sales in the region may be attributed to tourists. The problem with recreation as a primary economic driver is that it is prone to cyclicalities both due to seasonal variation and the overall business cycle.

To overcome cyclical variations, a selection of four-season activities must be developed. Current strengths of the area include winter snow sports, spring and fall rafting, summer hiking, and an abundance of scenic fall foliage. Lacking are cultural activities and less strenuous physical activities.

Overcoming the business cycle is a much more difficult problem, since destination recreation is often the first thing cut from a family budget when the economy shifts downward. Offering an affordable range of activities is the key to attracting tourists on a budget. Also, setting sights even higher, to wealthy retirees or families, to attract a clientele who may be more resistant to economic downturns, is also a strategy. The

following are some ideas for further developing North Creek's recreation industry.

*Existing Recreation Industry.* The existing recreation industry does span all four seasons. However, most of this activity can be considered physically demanding.

North Creek's busiest season is winter. The primary activities that attract visitors are downhill skiing at Gore Mountain and Nordic skiing at a number of locations including Cunningham's, Black Mountain, Garnet Hill, and Highwinds. Skating was also a popular pastime before the North Creek Dam washed out.

Gore Mountain offers other recreation opportunities, including a large Oktoberfest, a gem show, and fall gondola rides. These activities bring in day and weekend visitors.

Spring and fall usher in whitewater rafting. The upper Hudson River is considered one of the best rafting rivers in the northeastern United States, and is probably the best single day trip in the east. A number of independent rafting companies offer excursions during these two runoff periods.

The Adirondack Park is a target destination for hikers and nature lovers from late spring to late fall. Thirteenth Lake and the nearby Siamese Ponds Wilderness Area are key destinations for these vacationers. Hiking trails also exist on Gore Mountain.

Another attraction is the Barton Mines facility of Gore and Ruby Mountains. As the largest garnet mine in the world, a visit to the site offers a glimpse of an important Adirondack industry.

Some townhouse and vacation home development has occurred in the region. Projects like the Summit and Pine Ridge offer the beginnings of a specialized second home real estate market.

Though there are a number of recreational opportunities in the region, there is room for improvement. The following are a few areas of development which may improve the recreation industry in North Creek.

*Cultural Opportunities.* In order to round out the recreation offerings in the region, North Creek needs to develop cultural attractions that may appeal to non-athletic tourists as well as widening the offerings for those that ski and raft.

A key piece of history is the North Creek rail station which can be developed into a cultural center. The structure represents a tie to the lumber, mining, and recreation industries that have played such a part in the region's history. An ideal use of the structure would be a regional cultural and industrial museum patterned after the urban cultural parks the state has helped develop in other upstate cities.

The difficulty with developing this station is its location. Unlike other communities such as Altamont in Albany County, the rail station in North Creek is not right on the main road. To properly develop the train station into a cultural center, site access and visual entryways must be improved.

*Other Activities.* Golf courses offer an eight month activity for retirees and younger players alike. Adding a golf course to a ski area can turn it into a year round recreation center. Golf courses, however, are very expensive to develop and not inherently

(although potentially) environment-friendly.

Mountain biking will remain attractive to the more physically fit individual, and may be accommodated at local ski areas. Areas that are succeeding with this approach will usually provide lift service to the top of the ski area for bikers. Access to Gore Mountain lifts will become a key to the success of mountain biking in the North Creek area.

Less strenuous activities include a waterfront walking park and guided nature excursions. These activities would be particularly attractive to senior citizens and families with small children. Two waterfront opportunities are the Hudson River waterfront and the former swimming area on North Creek.

*Second Home Industry.* Targeting retirees and wealthier families to purchase a second home in a region can stabilize the recreation economy significantly. These individuals will spend a majority of their vacation income in the region of their second home rather than other more traditional vacation spots. This can sometimes alleviate cyclical economic impacts. This spending also leads to respending, leading to a greater multiplier effect on the local economy.

On the down side, offering up prime real estate to second home uses can significantly raise the cost of housing for year-round residents (witness Manchester, Vermont). This can cause greater hardships for residents than they would otherwise incur from business cycle fluctuations. Concentrating amenities in the area targeted for second home development can help control this effect by creating two distinct markets. This has been the case in northern Vermont where second home activity has been concentrated in the immediate area of

# ECONOMIC DEVELOPMENT

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Smugglers Notch, Stowe, and Jay Peak ski areas while an affordable housing stock has remained in the hamlets.

*Long Term Vacationers.* Retirees may choose to relocate in Florida or Arizona but look to escape southern locations during the warm summer months. These retirees often will target an area offering affordable long term rentals and programmed activities. Nearness to children and other friends can also be important. The target market for North Creek might be former residents of the Utica, Glens Falls, or Albany areas who are looking for a scenic spot near their former homes.

*Recreation Development Needs.* This analysis of North Creek's recreation needs indicates that an overall recreation development program should be considered as part of the Action Plan. Critical to the further expansion of North Creek's recreation industry is the ability to diversify, offering options other than strenuous physical activity. The following list outlines needs that are appropriate to assist in the development of four-season activities, a second home industry, and long-term summer vacation traffic.

1. A cultural and industrial museum in the former North Creek rail station.
2. Recreational activities targeted at senior citizens and less active families such as a waterfront park, easy access nature trails and walkways, and guided nature excursions.
3. Mountain biking and hiking trails to the top of Gore Mountain.
4. A targeted effort to develop second homes and rental property in the vicinity of Gore Mountain. This

effort can only succeed if the appropriate amenities are provided on-site (existing developments do not offer significant amenities).

5. A mechanism to tie the downtown to Gore Mountain, be it a linked system of hiking and biking trails or a ski link between the Ski Bowl and main mountain.
6. Cultural activities and festivals in the downtown area to draw attention to North Creek. These should be tied to other regional events or major tourist weekends.
7. A downtown with a critical mass of stores and restaurants to attract repeat business.

The Town of Johnsbury is endowed with scenic landscapes, recreational facilities and an adequate road network. There is a need to preserve the quality of the environment and to ensure that the major roadways are free from visual clutter. The community must maintain and enhance the existing quality of life for the residents and to provide better services when possible. The Town is highly dependent on the recreation industry and efforts should be made by the Town to preserve or enhance those aspects of the community that appeal to the tourist. Any regulations enacted as a result of this plan should strive to balance the needs of the local residents and the preservation of the rural way of life with the need to provide or promote long term employment opportunities within the community.

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# Chapter 6

## Action Plan

### *Purpose*

The purpose of the Action Plan is to establish development principles and specific plans which lead to the revitalization of the downtown. It is a comprehensive plan which addresses the project goals, including: 1) promoting the opportunity for prosperity; 2) preserving the natural and built environment; and 3) maintaining the quality of life. The central theme of the plan is that Downtown Johnsbury is to be a cohesive community which will serve the needs of residents and visitors in an Adirondack setting.

The recommendations contained herein are deemed by the Action Plan Committee as important, catalytic projects which will support downtown revitalization. The list is by no means complete; it is a dynamic list which will evolve in response to successful implementation.

The Action Plan begins with a brief summary of the project goals, outlines development policy statements and project actions, and finally illustrates development guidelines for Main Street.

### *Goals*

*Prosperity.* The Action Plan is intended to foster opportunities for economic investment in the community. The goals include a more diversified year-round employment base, an expanded retail base, four-season passive activities related to the recreation business, functional and programmatic links between Main Street and Gore Mountain, improved recognition of the Hamlet from Routes 28N and 28, and other initiatives.

*Preservation.* The Action Plan recognizes the

preservation of natural and historic assets of the community as both necessary and desirable. The goals are to protect the integrity of residential neighborhoods, to preserve the architectural style of the community, to preserve the environmental beauty of the hamlet and town, and to support the recognition and preservation of historic buildings in the hamlet and town.

*Quality of Life.* The Action Plan supports the desire to improve the quality of life, making the community highly appealing to both residents and visitors. The goals include the improvement of the Town park system, the establishment of a bike/hike trail system and walking tour program, the improvement of the pedestrian environment and other initiatives.

### *Development Policy*

The policy for development along Main Street must take into account the existing context. For example, Main Street is unlikely to be widened, so the provision of a bicycle lane will mean the loss of some on-street parking. The costs of that loss must be weighed against the benefits of creating a bike-friendly Main Street.

The concept of developing Main Street in accordance with an historic theme is sensible. It is reasonable to use the existing buildings on the east side of the street to draw inspiration for guidelines and standards by which to direct the development of future buildings. It is recommended that all existing structures be grandfathered regardless of compliance with proposed standards, but that all new development follow strictly enforced regulations. Any improvements to or replacements of existing buildings should be subject to this set of guidelines and

## ACTION PLAN

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standards. The historic theme can be used to create an ambiance that has its basis in genuine places and people.

The concern for economic growth should be tempered with the preservation of the irreplaceable assets of the natural and man-made environments. North Creek cannot be all things to all people, but it should work hard to fulfill its potential. The outstanding natural and man-made features should be showcased to express the unique charm and beauty of the region.

A pro-development group should be organized to assess the potential for attracting new businesses to the region. The strengths and weaknesses of North Creek can be used creatively, placing the community in a positive light and marketing the uniqueness of the region.

Changes in the community will occur in stages. Small-scale improvements made by individual property owners will have an amplified affect on the streetscape. The level of quality of the overall street environment is a direct result of the quality of those individual choices. It is essential that standards are set to achieve the highest quality result.

### *Proposals*

The Action Plan proposes the redevelopment of Downtown Johnsburg - the Main Street in North Creek. The area has over thirty vacant lots and buildings, ten of which are in highly-visible Main Street locations. This existing commercial space must be re-used in order to create vitality in the commercial sector. New commercial options will discourage shoppers from the one-point experience, whereby they visit only one

destination on Main Street. Increasing the opportunities for passive recreation will further encourage tourists to spend extra time and take in the more relaxing activities that the hamlet has to offer. Providing passive recreational activities supports the goals of opportunity for economic prosperity and quality of life for town residents. The Action Plan calls for the following key components:

- **Concentrate retail activity on Main Street.** The plan calls for increased quality retail development with facade and streetscape improvements that invite visitors to leave their cars and stroll.

- **Concentrate the recreation business on the waterfront,** with links to Main Street. The proposed re-use of the waterfront includes a "clean and green" effort to allow access and views to the Hudson. A park, Adirondack Center, river and creek trails and train station museum are included as enhancements to the recreation opportunities currently offered.

- **Infill new housing along North Creek and 28N.** These second homes and vacation homes would boost the recreation business while filling a niche in the local housing market. A tourist welcome center at the junction of 28 and 28N could inform visitors of local attractions and services.

- **Provide for non-retail business development** in a park-like setting in the northern portion of the study area.

- **Continue support for the senior and health centers,** perhaps with some expansion of existing facilities.







## Recommendations

The following text summarizes the specific action plan recommendations as related to each project goal and objective:

### GOAL I - Opportunity for Prosperity

**Objective: Expand the retail base on Main Street to achieve a critical mass of shopping activity.**

#### Main Street Market District

The purpose of the Main Street Market District is to foster commercial enterprise in support of the recreation business. The Main Street Market District must make full use of the available commercial space, presenting an unbroken stretch of active storefronts. As the existing space becomes occupied, infill proposals for vacant lots behind Main Street may be considered, as well as infill in ground floor Main Street buildings facing the river.

The Main Street Market District boundaries extend from the former First American Bank at the south end to Railroad Place at the north end. Retail shopping, perhaps to include apparel, cards, antiques, gourmet foods, specialty shops and other dry goods; is a passive activity for day visitors and sports enthusiasts alike. Existing facilities such as the Alpine Motel and Restaurant and the bakery must be restored and reopened. As the existing space becomes occupied, consideration can be given to infill proposals such as those illustrated on the Comprehensive Action Plan. While the east side of Main Street is nearly built-out, there are a few vacant lots behind Main Street on both the east and west sides of the street that may be developed for new commercial

space.

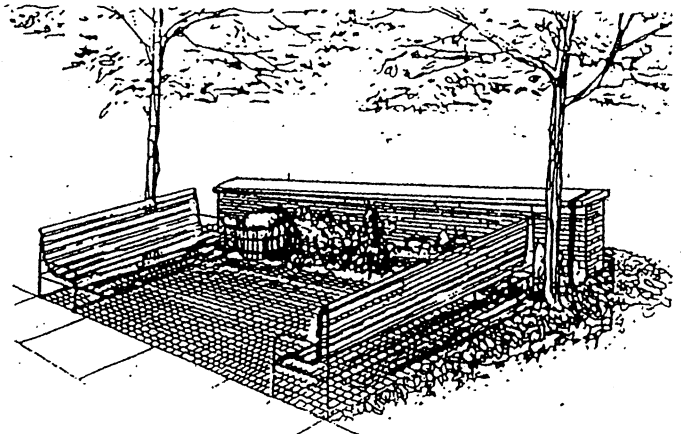


Figure 30. Typical proposed sitting area.

To enhance the pedestrian environment, new sitting areas are proposed that would provide shade, benches, paving and planting among other possible amenities. Pedestrian walkways are proposed to link Main Street to the Hudson River. The walkways would also connect parking lots to Main Street, providing pedestrian-scaled tree and shrub planting, lighting and seating along the walkways.

A new theater building is proposed on Railroad Place adjacent to the train station. Parking is proposed next to the theater, accommodating approximately 12 cars and including a buffer of plantings. This lot could also serve the Train Station Museum during its operating hours.

Five other parking lots are proposed behind Main Street on the east side and one on the west side. A municipal parking lot with 28 spaces is to be located behind the Alpine Motel. Each of these lots will service Main Street businesses as well as the Hudson Riverfront Park.

A new commercial infill building is planned for the area north of the Grand Union

## ACTION PLAN

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parking lot. This building could be developed for small office space, perhaps in conjunction with a business incubator program.

Possible commercial development occurring after the critical mass of activity is achieved on Main Street could be accommodated in four proposed infill buildings west of Main Street behind the existing autoparts store. The new infill would have sidewalks and street tree planting, possibly with a sitting area.

**Objective: Create a diversified, year-round employment base through Hamlet business development.**

### *Center for Adirondack Culture and Products*

The Waddell/Kellog Buildings located between the railroad line and the Hudson should be re-used as a retail center featuring Adirondack products. Scrub, brush and emerging forest vegetation should be cleared and replaced with open lawn, walkways, parking and shade trees. The existing buildings should remain, with cosmetic and structural improvements, where necessary. The Adirondack Center could begin by inviting Adirondack artists for weekend festivals that are gradually extended to the entire week. The buildings might house retail areas, galleries and workshops, perhaps with shops that offer visitors a "hands-on" experience with traditional Adirondack products. Special events such as antiques shows or specialty craft or railroad-related shows could also be introduced at the Center for Adirondack Culture and Products. To make access convenient, the Comprehensive Action Plan locates three new off-street parking areas along Railroad Place in the

immediate vicinity of the proposed Adirondack Center.

### *Train Station Center*

The Train Station Center is envisioned as fully restored with a new function as a museum. The other railroad and train-related structures should also be restored, creating a thematic core of interest that will become a tourist destination and anchor feature for the waterfront redevelopment.

The buildings should provide food, services and restrooms for riverfront visitors. Additional attractions could include a museum, gift shop, restaurant, snack bar or other shops developed on a railroad theme. The project should create a link to the Blue Mountain Lake Adirondack Museum as the transportation center. Railroad Place should be extended to Circle Avenue and provided with off-street parking.

### *Adaptive Re-use*

The former titanium transfer site should be adapted for re-use. The parcel of land at the foot of the 28N bridge to the north is currently vacant and overgrown. The shoreline portion is planned for a riverfront hiking trail. The central portion is reserved, by right-of-way, for railroad activity. The balance of the parcel contains the titanium transfer facility and associated railroad sidings. The former titanium transfer site should be marketed for commercial re-use.

### *North Creek Business Park*

The wooded lot at the north end of the study area is programmed for the development of a business park accommodating non-retail small business space. Approximately twelve

30,000 sq ft. lots are set aside for small business development in an office park setting. The proximity of the business park to the Main Street Market District will encourage use of the retail and restaurant businesses located within walking distance.

Coordinated infrastructure (sewer and water) needs to be constructed if the potential for a business park is to be fully realized. Efforts should be evaluated and coordinated with the Hamlet requirements. In the short term, sewage disposal systems for new development should utilize package sewage treatment plants. In the long term, the solution is central treatment at a municipal sewage plant. A feasibility study should be commissioned to further examine sewage options. In addition, a detailed water study is required.

### *Renewed Commercial and Business Incubator*

The Comprehensive Action Plan calls for the revitalization of commercial activity at the intersection of 28N and Main Street. The existing garage building that is currently vacant could be used for commercial activity such as bicycle rentals. Use of the building could be encouraged through either long-term or short-term leases.

Sale or lease of the Town Hall should be considered as the location for small offices or a business incubator program.

### *Senior Support Center*

The existing Adirondack Tri-County Nursing Home and the health center are positive community assets. Pedestrian links to Main Street and the waterfront should be developed. Consideration should be given to

expanding the housing component and augmenting support services for the elderly. A long-range planning and marketing effort could identify new strategies for the future of this important facility.

**Objective: Locate four-season passive activities related to the recreation business.**

### *Hudson Riverfront Park*

The Action Plan calls for the creation of a riverfront park that will bring pedestrians to the river edge via a shoreline trail. The park would include facilities such as a river/creek trail system, picnic area, canoe launch, platform theater, fishing access, sitting areas, open lawn and swimming.

Brush clean-up will help to reclaim the shore for pedestrians as new park facilities are developed. The existing canoe race that finishes at Riparius currently attracts many enthusiasts. This activity should be expanded into a canoe festival that finishes at North Creek and includes spectators and vendors at the Hudson Riverfront Park.

At the south end of the Hudson Riverfront Park, the North Creek trail would connect with the park at Bridge Street. The proposed North Creek trail, built in part by developers of proposed housing as a public amenity, could include picnic areas, tennis courts, fishing, a fitness trail and skating ice. Rebuilding the tannery dam and/or construction of a new dam to create small impoundments would enhance the residential neighborhoods. The trail would also link the proposed Hudson Riverfront Park to the existing Town Park.

## ACTION PLAN

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At the north end of the Hudson Riverfront Park, there is potential for a swimming area where the river is 6 to 8 feet deep during the summer. A small parking lot is proposed in this area to enhance swimming access. The riverfront trail would connect this relatively remote area to the rest of the riverfront park, and loop through the nearby business park.

### *Residential Development*

The Circle Avenue neighborhood has potential to support primary housing needs as well as the Bed and Breakfast (B&B) industry. Many of the homes in this neighborhood have considerable charm, and could appropriately transition from residential use to B&B. The proposed pedestrian trail system would connect the Circle Avenue neighborhood to the waterfront. Links to this trail system would support the development of a Circle Avenue B&B district. Two trail connections are proposed to link Circle Avenue to the waterfront trail and municipal parking lot.

### *Bridge Street Second Homes*

The entire shoreline of North Creek is proposed as a public pedestrian pathway; however, new housing is proposed in the vicinity of the former tannery dam, behind the existing laundromat.

The intent is to provide for the anticipated rise in demand for second homes. The second homeowners may be people who enjoy North Creek enough to settle here.

### *Hudson River Townhomes*

Townhomes are proposed in the vicinity of the currently unused titanium transfer rail sidings. These may be a mix of affordable

homes and vacation homes with views oriented toward the Hudson River. A tree-lined street between the proposed municipal parking and Route 28N near the foot of the bridge would provide access to the townhomes. The street would also have a sidewalk and ornamental planting along a pedestrian connection to the riverfront trail system.

New residential development is proposed along the shore of North Creek in the form of clustered townhomes. These are intended for those buyers that prefer an extended vacation or that plan on settling in the hamlet. The time sharing concept could be applied to new units that provide direct access to public amenities such as tennis, skating and a fitness trail linked to the pedestrian system.

Finally, new housing is proposed for the north side of the 28N corridor. Views from the proposed homes to motorists on 28N would be screened by dense plantings of evergreen trees. This proposed fifty foot wide forested area would be mirrored on the south side of 28N. Access to the housing would be provided by way of a street proposed parallel to 28N.

### *Mixed Commercial and Residential Development*

A mixed-use of commercial and new homes is proposed for the 28N corridor between Route 28 and Main Street. This area for future development has been designated in the center of the study area, with a formal through street connecting Main Street and 28N. The development should be coordinated to provide a continuous and effective buffer adjacent to the 28N right-of-way and provide coordinated site access and

circulation. Also, the Town should evaluate the opportunity for relocating the Town Hall, perhaps to this new mixed-use area.

### *Municipal Parking*

There are six small parking lots proposed, as illustrated on the Comprehensive Action Plan. The largest municipal lot is to be located behind the Alpine Motel. The lot would be accessed by River Place and a one-way connection from Main Street, north of the Alpine Restaurant. The lot would service Main Street businesses and the Riverfront Park.

Other lots include parking to access the swimming area, River Place theater parking adjacent to the train station, Adirondack Center parking in two locations (across from and in front of the Center), and a small lot on the west side of Main Street behind the GTE building.

**Objective: Improve the recognition of the hamlet from the Route 28 and 28N corridors.**

### *Primary Entrance Gateway*

The intersection of Route 28 and Route 28N is the primary gateway to the Main Street Market District. As such, the intersection should be improved to read more as a gateway than a highway intersection. Proposed improvements include new planting and entry sign, and perhaps some appropriate sculptural elements.

The signage should use native materials such as timber or garnet ore as an expression of local significance. The sign design and message should be coordinated with the

second major entrance to the community located at Main Street and Route 28N.

### *Welcome Center*

The community entrance should provide a hearty welcome to tourists and visitors. To that end, a tourist welcome center is proposed for the existing log cabin, providing an Adirondack image to those who enter North Creek. The welcome center would include information provided by the Chamber of Commerce, seasonal activity promotions, a welcome sign, community bulletin board, and a parking area with a large all-weather map legible from a parked vehicle. The intersection corners could be improved with new planting to emphasize the impression of arrival at a noteworthy place. The Welcome Center would have access from 28N to the proposed parking area.

**Objective: Provide appropriate and affordable housing for town residents.**

### *Housing Action Initiatives*

There is concern about the quality and quantity of single family homes available for community residents. New development is marketed for second homes, which are removing existing affordable housing stock from the financial reach of expanding families. The following initiatives should be undertaken at a Town level to accomplish the housing objective.

Promote small-scale multi-family structures and specific areas and guidelines for their future development.

Actively pursue with the State of New York

## ACTION PLAN

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the development of a group home facility. Such a facility would create additional year-round jobs.

Clearly define areas of the community where multi-family housing should be developed. Such areas may be located along the fringe of existing APA hamlet designated areas.

Investigate all available options for the provision of affordable housing. Such options may include the formation of a local development fund company to sponsor new housing construction or collaboration with an existing not-for-profit organization to undertake housing initiatives.

Mobile homes should be regulated for location, site design and subdivision, as other single family residences are regulated. Those areas having deed restrictions prohibiting mobile homes, in addition to areas where mobile homes are not in character with the surrounding uses, should be zoned as residential without mobile homes.

### **GOAL II - Preserve the Natural and Built Environment**

**Objective: Preserve the architectural heritage of the community through a facade renovation program on Main Street.**

#### *Design Guidelines and Standards*

The Action Plan includes a technical reference outlining streetscape and facade guidelines and standards that are intended to supplement the Town Zoning Ordinance and Comprehensive Plan proposals. The purpose of the guidelines is to establish common standards for development that will result in

a complimentary and inviting built environment.

**Objective: Preserve the environmental beauty of the hamlet and town which is critical to maintaining the attractiveness of the region for recreation business.**

#### *Wooded Roadside Edges*

The wooded roadside edges should be preserved along Route 28 extending south from the proposed business park to the intersection with Main Street. The forest embodies the Adirondack image and reinforces the uniqueness of the setting. The trees also screen the hamlet from the highway, buffering noise and creating a sense of anticipation as the Main Street Market District is revealed through a sequence of gateways with informational signage. The primary gateway at the intersection of Routes 28 and 28N could use some infill planting of evergreen trees, especially on the west side of Route 28.

Post-extractive mitigation plans should be prepared for the Town sand borrow area. Measures should include preserving a portion of the embankment (approximately 6' - 8' in height) in a naturalized landform and planting indigenous species to maintain the natural landscape image of the Route 28 corridor.

### **GOAL III - Maintain Quality of Life**

**Objective: Improve the Town park system.**

The objective is a mandate to: 1) Provide a waterfront bike/hike trail linking the existing

facilities. 2) Evaluate the role of the existing Town Park and the potential of the riverfront area for a park facility. 3) Introduce new activities along the waterfront trail, such as the addition of swimming, skating, fish stocking program, river access, picnic facilities etc.

### *Existing Ski Bowl Park Recreation*

Some improvements to the Ski Bowl site are planned, including its expansion toward Route 28N. The Town DPW sand borrow area is proposed with regrading and lawn cover as part of the remediation effort. This area should be joined with the Ski Bowl Park as passive park land.

Existing Ski Bowl Park recreation should be programmed with additional activities and possibly new facilities. The 271-acre park may be large enough to build a golf course, band shell, playground, etc. Possible physical links to Gore Mountain, both through trails and a shuttle bus or perhaps a lift, should be developed. An exciting link could be established through the renovation of the existing ski lift for limited use, or the development of a small ski museum and theater. The Ski Bowl Park could be a tourist feature, running the lift on festival weekends. A "Ski with History" weekend might draw ski fans who could boast of having ridden on the oldest operating lift in the nation. A ski museum could display equipment both old and new, and run a small theater that featuring old Warren Miller movies, vintage ski clips, or a slide and sound show such as the baseball theater at the Baseball Hall of Fame in Cooperstown. Historic commemorative days, special event weekends for snowboards, ski ballet, handicapped skiing and cross-country, telemark or downhill slalom clinics

could be hosted at the Ski Bowl Park. The park should be a place where the challenge and excitement of skiing is accessible to both beginners and enthusiasts.

### *Bike/Hike Trail System*

The proposed trail links residential neighborhoods to Main Street, the Town Park, Town Hall, Senior Support complex, Gore Mountain Trail system, and the proposed Hudson River Park.

### *Walking Tour Program*

Historic and cultural interpretive sites within the hamlet should be identified and arranged into an informative walking tour program. Brochures should be prepared to tell the story in an organized and attractive manner.

### *Incentives Programs*

#### *Funding*

The town should consider the establishment of targeted revolving loan, assistance and incentive programs. New programs such as a painting program, townwide yard clean-up, P.I.L.O.T. development incentives, business incubator, awards and volunteer recognition, local registry of historic structures and landscapes, etc. should be initiated. The range of programs offered could be supported by combinations of fund-raisers, taxes, grants, bonding or existing state and federal programs.

Public resources such as the N.Y. State Cooperative Extension, Council on the Arts, Department of Environmental Conservation, Adirondack Park Agency, National Endowment for the Arts, U.S. Department of



# ACTION PLAN

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Agriculture Soil Conservation Service or U.S. Forest Service should be examined for existing planning or assistance programs (like the farm fencing program for dairy farmers) to achieve the objectives of the community. The Town and Hamlet should research sources for grants and low-interest loans.

## *Awards Program*

A townwide award for the most improved property or other morale-boosters should be established to give public recognition for making positive changes. This could include several categories, such as residential, farm, commercial and recreation- industry properties.

## *Development Guidelines and Standards*

### *Purpose*

The following principles and standards establish general guidelines for developing the built environment on Main Street. The intent of the guidelines is to assist both property owners and Town Boards with standards that exceed traditional site and subdivision regulations; thereby leading to coordinated and complimentary building action. Standards are established for: circulation and parking, key development sites and waterfront and open space sites. The guidelines and standards will affect the physical form of the existing streetscape through infill guidelines, facade treatment, signage controls, planting and street furniture.

## *Design Principles*

### *Infill*

The infill of vacant lots should assist in reinforcing the overall character of the Main Street study area. Most importantly, infill should reinforce the existing relationship of buildings to public spaces and circulation systems. The infill developments should promote a continuous street wall where building facades extend to the edge of the sidewalk. Off-street parking and service requirements should be met by utilizing Railroad Place and Circle Avenue to access rear yards where possible. Parking areas should not be located between building facades and Main Street. Where possible, pedestrian links from Main Street to the waterfront should be established - for example, on vacant or underutilized properties.

### *Facade*

Facade improvements should protect the existing character of the Main Street study area through the appropriate use of color, materials and detailing. Facade treatments should be within a traditional pallet of choices to help maintain the quaint village character that is the strongest asset of Main Street. This will help to create and reinforce a unique overall identity for the study area.

Some buildings may develop secondary facades that face the Hudson River. Careful planning review of proposals for new facade elements (e.g. new stairs, doors, windows, decks and balconies) will ensure protection of the architectural integrity of the buildings.

*Streetscape*

The streetscape developments shall enhance the pedestrian environment but also ensure the proper functioning of circulation systems and the safety of visitors. The developments should create a unified presentation of streetscape elements that portray a consistent image throughout the Main Street area.

*Signage*

The signage in the downtown and Main Street area should coordinate informational and advertising needs with the goal of maintaining village character. Signage is one of the most powerful means of conveying community image.

*Design Standards*

The following design standards shall apply to the entire Main Street study area. Additional considerations may be made in detailing the riverfront park, allowing for more rustic character, where appropriate.

*Infill Standards*

In the Main Street commercial area, new construction should complement existing conditions. For commercial and mixed commercial/residential development, new structures or additions shall respect the existing scale, bulk and setback patterns. Buildings could be set back a minimum distance of 0' and a maximum distance of 20' from the back edge of the sidewalk, assuming the public right of way is not encroached upon. Lot coverage should not exceed 80% of the property area. The pattern of retail on the first floor with apartment or office space above should be continued in

new buildings.

New development in the vicinity of River Place and the waterfront should be reviewed on a case by case basis, but should generally fit with the character of existing buildings. The waterfront may have a different character than Main Street if a railroad or rustic park theme is adopted to guide waterfront redevelopment.

Off-street parking should be designed at the rear or sides of buildings to allow the building facade to be seen from the public right of way. Parking areas should provide a green area equal to 20% (minimum) of the paved area. Off-street parking shall be accessed by secondary streets such as River Place and Circle Avenue where possible.

For existing or proposed off-street lots with direct access to Main Street, curb cuts shall define one entrance and one exit only for each lot. A planting strip for trees and shrubs shall be provided to screen parking from the public view. Lighting shall conform to Main Street or riverfront standards in off-street lots.

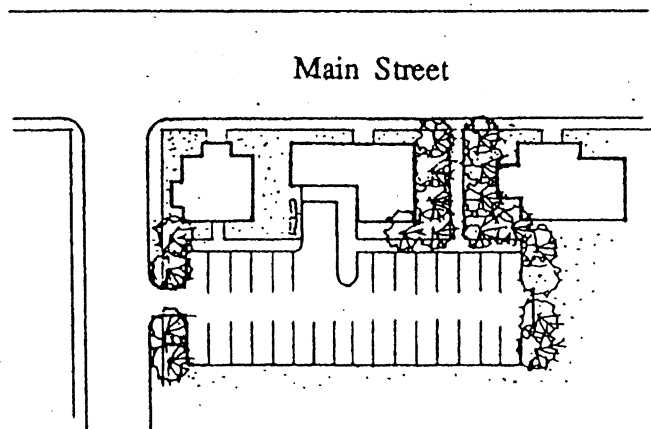


Figure 31. Conceptual offstreet parking diagram.

# ACTION PLAN

## Facade Standards

The facade standards amplify the existing characteristics that make Main Street a special place. New construction or renovations should take visual cues from the neighboring buildings to reinforce the overall character of the district. Strategies for facade restoration include the removal of materials which obscure the architectural integrity of building facades; the repair of existing architectural details and the placement of new details, such as lighting, railings, fencing, storm doors, steps, architectural hardware, etc. in appropriate architectural styles. The minor improvements that owners inevitably make can cause a significant difference in neighborhood character. The purpose of these standards is to guide that difference away from diluting the historic village character towards strengthening it.

### Fenestrations

The proportion of facade opening to solid facade wall is critical to the perception of building character. The existing Main Street village character dictates a fairly rigid standard for the sizing and placement of facade openings. New windows or doorways in existing buildings, including replacement windows, shall respect the existing facade pattern. Window and door openings in historic buildings shall be preserved or restored in similar character wherever necessary.

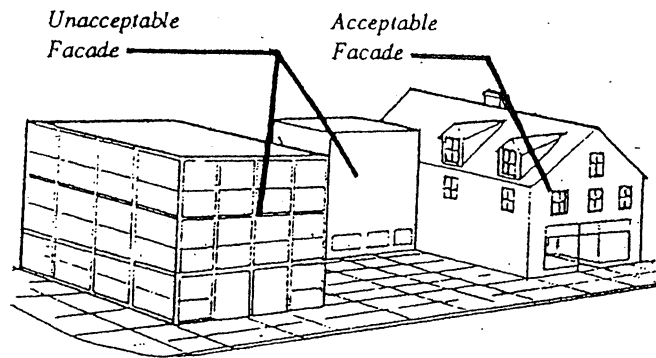


Figure 32. Facade Fenestration Standards showing recommended use of glass on street facades. The set-back building would be acceptable if the area in front of the building were used for a public purpose such as a seating area, outdoor cafe, etc. with the facade line reinforced with tree planting.

For new buildings, the existing context shall be respected. Fenestrations on street-facing walls shall not be greater than 50%, nor less than 30% of the total area of the facade. Therefore, glass curtain walls or spandrel glass are prohibited, as are "dumb" masonry curtain walls or blank walls completely lacking windows. Display windows are permitted only on the first floor, and only two-way transparent glass may be used for all windows. Mirrored or tinted glass is prohibited. Textured, frosted or etched glass, beveled glass, structural block glass and stained glass may be used in special applications where appropriate.

### Color and Materials

Building colors and materials should be compatible with those used in adjacent historic buildings. Most buildings in North Creek are of wood frame construction with wood siding and trim. The use of other exterior materials is discouraged, but natural materials such as brick, stone, cast iron, steel, copper, slate and brass are acceptable.

Contemporary materials such as imitation stone, grooved plywood, plastic, plexiglass and vinyl should not be used in exterior applications.

Nearly all color schemes for exterior surfaces and trim are compatible with existing buildings, with the exception of fluorescent colors. Although they are currently trendy, the permanent application of fluorescent colors, even on commercial buildings, is ill-advised and out of character with the quaint village image.

### *Building Exteriors*

New buildings or additions shall not exceed 3.5 stories maximum height. In general, new development should not contrast with the height, roof lines, scale, massing or lot coverage of neighboring buildings.

In Figure 33, Building Infill, the first sketch shows the existing condition of a vacant lot and the neighboring context. In North Creek the roofs are pitched and the buildings have porches. The other sketches represent potential infill strategies. In example 2, new rooflines and fenestrations create discord in the streetscape. The bulk and scale of the building are acceptable, but the building style does not fit the context. In example 3, the building bulk, scale, and roofline are incompatible with the context.

In example 4, the building is acceptable because it fits with the established context.

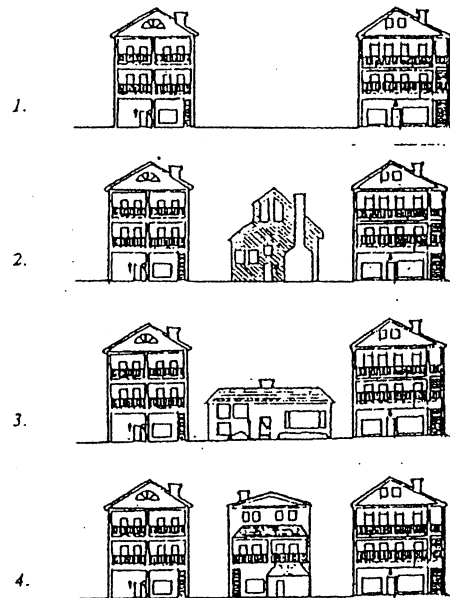


Figure 33. Building Infill.

1. Existing neighborhood with vacant lot.
2. Unacceptable infill.
3. Unacceptable infill.
4. Acceptable infill.

### *Streetscape Standards*

Street trees have the greatest impact on the streetscape of any improvement elements. North Creek, however, has never had a tradition of tree-lined streets. In many cases, the buildings are too tight to the sidewalk for street tree planting, or even a strip of lawn. Trees were grouped in side yards with canopies extending to the adjoining facade lines. We recommend that trees be used to re-create the facade line on the west side of Main Street and provide pockets of tree clusters on the east side as an extension of public seating areas. Trees should be planted in side yards or along the street where buildings have sufficient setback from the sidewalk to allow for a planting strip. The Alpine Motel, former First American Bank

# ACTION PLAN

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and the vacant gas station at the north end of town are all examples of places where trees could be introduced.

New and replacement trees should have the following characteristics:

- Hardiness to plant zone 3
- Tolerance of street conditions
- A low maintenance schedule
- An open, airy growth habit that gives light shade in summer
- Seasonal interest, especially good fall color

Undesirable characteristics for street trees include:

- Dropping substances harmful to automobile finishes
- Production of fleshy fruit
- Prone to disease and insect infestation
- Suckering or multi-stemmed species
- A low or compact habit of growth

## *Lighting and Furniture*

The vehicular-scale lights on Main Street should be replaced or augmented with pedestrian-scaled lighting. Lighting fixtures of the post and lantern style are evocative of a former era and can add to the charm that the study area already possesses.

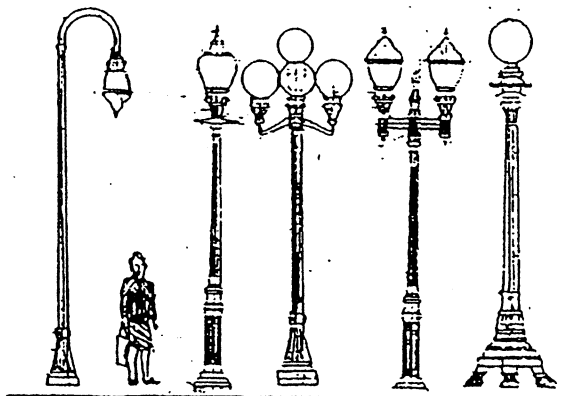


Figure 34. Pedestrian-scaled lighting examples.

## *Signage*

The Town of Johnsbury has drafted a comprehensive signage ordinance as part of the working document for a comprehensive plan. These signage standards are presented in the Appendix section A-8. Because of the strong impact of signage on the streetscape, the Main Street study area must be protected from inappropriate commercial signs that will detract from the character of the neighborhood. The goal is to provide effective presentation of the proprietor's name and business while contributing to the ambiance of the streetscape. To this end, flashing, vehicle-mounted, interior-lit or plastic signs are prohibited. Appropriate materials for signage include, carved and painted wood, brass, steel, cast iron, canvas, nylon and stone. A new local industry of wood signmaking could be supported by requiring all signs to be made of wood. For example, the interior-lit Grand Union sign could have been a carved wooden sign such as the one at the Warrensburg Grand Union. Most major chain stores such as gas stations and fast food stores are prepared to comply with local signage ordinances, using wooden versions of their standard plastic interior-lit signage. The following sign types shall be allowed:

### Address sign

One sign denoting the building or premises address and/or the name or symbol of the occupant shall be allowed.

### Advertising Sign

Any sign which directs attention to a business, commodity, service or entertainment conducted, sold or offered either on the premises or elsewhere is

considered an advertising sign and shall conform to these standards:

All lettering shall be limited in height to 18" or less.

Permanent copy for window signs should not exceed 25% of the window area.

Temporary copy should not exceed 15% of the window area.

Interior neon window signs are allowable.

Where signage is attached to buildings, the signage shall be integrated into the architecture of the building rather than obscuring or altering the architectural intent for the building. Appropriate sign types include sign frieze, signage painted directly on building surfaces, signboards, blade signs, awning signs, custom lighting and banners.

located eight (8) feet above the pedestrian zone. Awnings, banners, flags and blade signs may be placed anywhere above the eight (8) foot minimum allowable height above the sidewalk, including on upper story windows, so long as such placement does not detract from the architectural integrity of the building. These sign types may be of any design, but shall not protrude more than five (5) feet from the face of the building. Advertising logos or lettering displayed on awnings are allowable on the awning valance and side panels only.

Bicycle Route Sign

Signage marking the precise route of bicycle travel, including trail markers and street signage is allowed. The route should be carefully planned, using one-way signage or warning gates at railroad crossings where necessary.

Holiday Decorations

Signs clearly incidental to and commonly associated with any national, local or religious holiday are allowable and are not subject to regulations outlined above. Decorations may be of any type or size and may be displayed for a period of thirty (30) days prior to the holiday. Holiday decorations must be removed within seven (7) days after the holiday.

Illumination

Interior-lit signs are prohibited. Exterior light sources are controlled in the signage ordinance to prohibit an illuminated sign from being placed or directed so as to permit the illumination to be directed or beamed upon any adjacent premises causing glare or reflection that may constitute a nuisance or

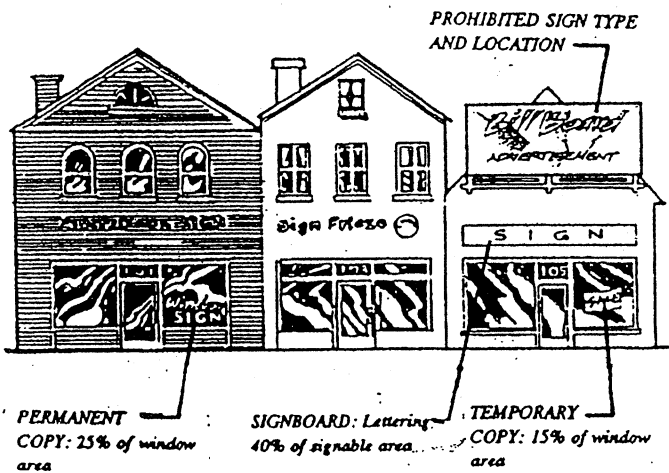


Figure 35. Signage integrated with building architecture.

Billboard signage is prohibited in the study area.

No permanent signage shall obstruct the sidewalks or pedestrian pathways, nor protrude into the public right-of-way unless



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Chapter 7  
Implementation Plan





# IMPLEMENTATION PLAN

## Purpose

The purpose of the Implementation Plan is to define a strategy for accomplishing the Action Plan. The Implementation Plan prioritizes the proposals based on immediate action and future action (short-range or long-range) tasks.

In order to accomplish the plan, it is recommended that the community establish subcommittees to undertake specific plan components. Disaggregating the tasks to a number of subcommittees will spread the work load from any one individual or organization, allowing concentrated efforts by the subcommittees on their delegated responsibilities. These efforts should be coordinated by and responsible to the Action Plan Advisory Committee. There are six Action Subcommittees to augment the Action Plan Advisory Committee: Retail Subcommittee, Tourism, Marketing and Recreation Subcommittee, Business and Employment Subcommittee, Beautification Subcommittee, Railroad Museum Subcommittee and Housing Subcommittee.

The proceedings of these Action Subcommittees may be further supported by related community groups. This effort would personalize the responsibility for revitalizing the community.

## Implementation Plan Structure

The Implementation Plan is organized along the lines of six Action Subcommittees. These groups would take responsibility for the task or proposal and see it through to completion. Some of the proposals are complex and will require the interaction of several related agencies or community groups, however, the lead Action Committee identified in the Implementation Plan would be the catalyst that facilitates action.

It is important to recognize that not all actions can be accomplished simultaneously. Indeed, a phasing plan is required, therefore, the action recommendations are further organized by time. The success of the plan depends on all subcommittees accomplishing objectives in an integrated effort coordinated by the Action Plan Advisory Committee.

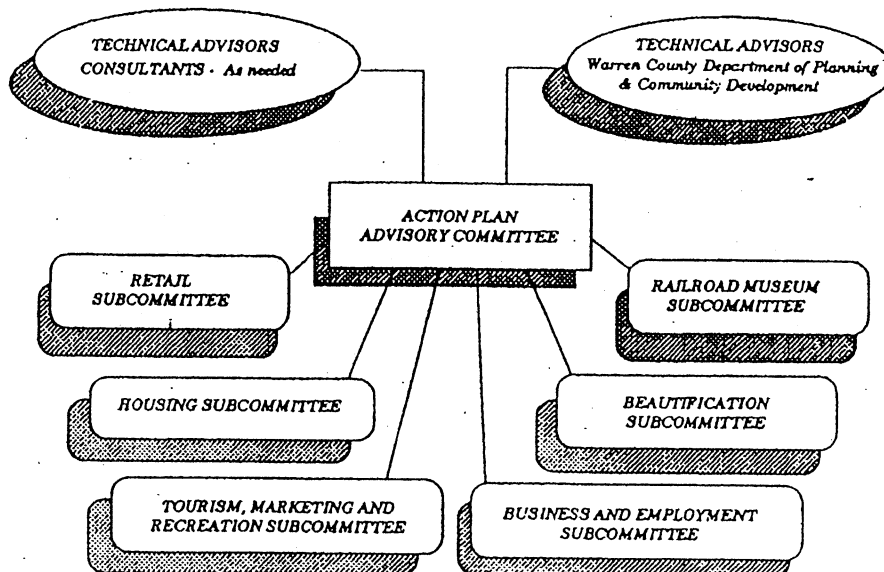


Figure 37. Subcommittee Structure.

# IMPLEMENTATION PLAN

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## *Implementation Strategy*

Implementation of the Action Plan will depend on a combined effort by Town policy-makers and the local Action Subcommittees. Cooperation at the Town level of government is essential to successful implementation of the Action Plan. The Town should formally adopt the Action Plan as a policy guide, and revise the existing Zoning Ordinance accordingly. In addition, the draft comprehensive plan should be refined and accepted as a final document. The document should be revisited with two-year planning updates to ensure viability and continuity despite the four-year cycle of political change.

At the local level, the Action Plan Advisory Committee will continue to serve as the core committee for implementation of the Action Plan. The core committee will be expanded, as explained above, to six subcommittees, which should collaborate to create a Hamlet Development Fund. The Advisory Committee would remain as a steering committee and keep the citizens of North Creek informed of the actions and progress of the subcommittees.

The following projects and activities are recommended to implement the Action Plan. They are grouped according to the Action Subcommittee which will be responsible for carrying out the implementation. The projects have been grouped into two categories - Immediate Action and Future Action projects.

## *Immediate Actions*

### *Immediate Action Items*

The Implementation Plan identifies those proposals which are easily attainable as high priority, or Immediate Action Items. These include proposals of insignificant cost or those which can be accomplished within the means of community resources (usually with volunteers). The immediate action projects are projects with visible outcomes. Immediate Action Items should be initiated and completed in 1993.

### *Retail Subcommittee*

The subcommittee will act as a spearhead responsible for business recruitment, promotion and marketing.

The subcommittee shall create a targeted retail business recruitment plan. This requires developing both a plan of action and tools for marketing, such as a brochure. It is desirable to infill vacant Main Street properties with appropriate supporting development.

The Retail Subcommittee should create a permanent Main Street Market Management Organization responsible for a business recruitment program, coordinating Main Street Market promotion and special retail marketing efforts. The subcommittee should explore interest in a Special Assessment District to support the management organization.

Advertising should be coordinated as a supplement to the Chamber of Commerce's efforts. The subcommittee shall organize and conduct a comprehensive ad campaign, including advertising targeted to town

## IMPLEMENTATION PLAN

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residents. The Chamber of Commerce is an important related agency, and may be the coordinating body. Businesses that are not Chamber members may be represented by subcommittee input at Chamber meetings.

The subcommittee shall coordinate efforts with Gore Mountain, Main Street retailers and recreation business owners. Special promotions could include a slope pass discount, coordinated store hours, and on-slope advertising. The goal is to increase retail traffic by using the Gore Mountain link to the winter sports market and siphon some of the central Adirondack traffic from Route 28.

They should seek input from representatives of business, government, and the Chamber to establish business development standards for the community.

### *Tourism and Marketing Subcommittee*

The subcommittee shall organize and conduct an annual "Adirondack Festival" in North Creek. They should meet with professional festival organizers to establish a support network for this and future events. The subcommittee must identify and pursue funding sources, as well as coordinate and manage festival events.

The subcommittee shall develop an improved Points of Interest and Activities map for tourists. The map should be coordinated with and distributed to area merchants and recreation business people, Gore Mountain, Lake George, Lake Placid, Blue Mountain Lake and Indian Lake. In conjunction with the Johnsbury Historical Society, Inc. (JSH), the subcommittee should create an interpretative walking trail linking North Creek historic sites and buildings.

The JHS could also sponsor historical displays for vacant store windows.

A civic pride and awareness program shall be developed and presented at the public schools. The Rotary Club is a valuable resource in planning programs such as this. One way of engaging students in civic awareness is through a window painting competition for seasonal decoration of storefronts on Main Street.

The subcommittee shall create a Main Street Development Fund to support public benefit projects such as seating, pedestrian walks, or concrete retaining wall treatment.

The subcommittee should seek a relationship with the Lake George Arts Council for planning and funding assistance.

The subcommittee shall establish a public canoe launch on the Hudson River.

### *Business and Employment Action Subcommittee*

The subcommittee shall consider the establishment of a Main Street Market District in the hamlet. They shall secure property owner and Town Board approval for the market district.

The subcommittee shall attract industry and business to the town. The subcommittee shall establish a list of targeted industries, define a marketing plan and create marketing material including a brochure.

The subcommittee must seek aid for the financing of industrial and business development initiatives, including tools for marketing the area to targeted industries. The subcommittee shall establish a link to the Adirondack Regional Chamber of Commerce

## IMPLEMENTATION PLAN

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and the Warren and Washington Counties Industrial Development Authority (IDA) for help with programming and funding.

The subcommittee shall establish planned business parks throughout the town. Initially this requires inventory of suitable lands, industrial zone designations and APA permitting.

The subcommittee shall attract small offices needing less than 1,000 sf to the second story of Main Street buildings.

### *Beautification Subcommittee*

The subcommittee shall establish a "Project Pride" program to promote an annual clean-up drive, awards, and flower enhancement programs. The program could expand on the existing Chamber beautification program and include efforts by the Adirondack Mountain Garden Club. The elements of the "Project Pride" program could be replicated within other hamlet areas of the town.

The subcommittee shall refine, fund and implement the Main Street beautification plan. The subcommittee shall create planting standards and establish a "Plant a Tree Program" for Main Street and Rt. 28N. For help with the tree planting program, the subcommittee should establish a relationship with the Adirondack North Country Association (ANCA).

The subcommittee shall plan and oversee the installation of attractive planting and signage at the dominant Route 28 entrances, as well as, Route 28N and Main Street.

A subcommittee task force should be formed to plan, design and execute sitting areas and associated plantings in the hamlet.

The subcommittee shall paint and maintain the Ski Bowl equipment as a point of historical interest. They shall consider interpretive signage to explain the significance of the site.

The subcommittee shall arrange to "brush hog" and remove debris from waterfront property.

### *Railroad Museum Subcommittee*

The subcommittee shall be responsible for coordinating the train station restoration and reuse project, including arranging funding for the train station restoration project.

The subcommittee shall negotiate with the Blue Mountain Lake Adirondack Museum for exhibits to be located in the train station. The museum is envisioned as an Adirondack train and transportation museum with interpretive grounds to include the North Creek rail lands.

The subcommittee should lead discussions with the railroad to gain right of public access to the waterfront.

### *Housing Subcommittee*

The subcommittee shall continue programs for the improvement of the existing housing stock.

The subcommittee shall work to improve the rental market and specialty housing availability. The subcommittee should coordinate with County planners and officials, especially in seeking funding sources such as U.S. Department of Housing and Urban Development (HUD) grant applications, Farmers' Home or community development/ economic development grants.

## IMPLEMENTATION PLAN

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The subcommittee shall work with Town officials and County planners to establish land use controls and development performance standards to ensure that residential areas are protected from neighboring land uses that produce undue noise, smoke, dust or contamination from other forms of pollution.

The subcommittee shall work with Town officials and County planners to define areas within the community for the placement of multi-family structures. Standards for multi-family housing should be established and incorporated into the subdivision regulations.

The subcommittee shall work with Town officials and County planners to provide specific mobile home standards. Examples of standards include:

Require that all newly-placed mobile homes in the town conform the 1973 HUD code or be certified by the Town Building Inspector that no aluminum wire is present.

Require that all mobile homes be skirted and conform to the same dimensional standards as other single-family homes, including setback requirements.

Require a certificate of occupancy by the Town Building Inspector for newly-placed mobile homes.

### *Future Actions*

#### *Future Action Items*

The Future Action Items include both short-

range and long range projects. The Future Year projects are those for which the foundation will be established in 1993, but attainment will follow in future years.

The short-range proposals are contingent on certain immediate actions such as successful grant applications or marketing efforts. These proposals are in a medium cost range and are supported by existing public programs and policies. They also include more complex proposals that are currently underway.

The long-range proposals are high cost proposals with multiple constraints that must be addressed in a more extensive implementation procedure. These proposals are generally beyond the means of community resources, and therefore, will require input from outside developers, businessmen, financiers, expert consultants, and builders for implementation.

#### *Retail Subcommittee*

The subcommittee shall attract new retailers and develop infill retail behind Main Street and on selected Main Street lots. A movie theater and entertainment businesses might be appropriate future infill.

The subcommittee shall take the lead to organize, fund and implement a Main Street facade restoration program, including identification of public funding sources for specific program elements. The Warren County Planning Department can assist with programs such as the Community Development Block Grant program.

The subcommittee shall establish a design assistance and review mechanism. Main Street building owners should be encouraged

## IMPLEMENTATION PLAN

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to embellish the riverside (east facing) facades of buildings, including new doors, windows, access stairs, and decks that embrace the waterfront.

The subcommittee shall pursue designation and development of off-street parking areas.

The subcommittee, through the Town Board, shall establish and adopt zoning and development standards that support the Action Plan at the Town level.

The subcommittee shall develop physical, functional and programmatic links between Ski Bowl Park and Gore Mountain and between Ski Bowl Park and Main Street.

### *Tourism, Marketing and Recreation Subcommittee*

For recreation development, the subcommittee should begin implementation of the waterfront park and pedestrian links to Main Street.

The subcommittee shall commence formation of a task force to plan and design of the waterfront trail. The task force will have to secure rights to waterfront access, and organize the continued clearing of brush, debris, and other obstructions from the waterfront. Efforts should be coordinated with the countywide trail plan, including consideration for bicycle use.

The subcommittee shall provide for vehicular access to proposed park areas, including pavement improvements to River Place and parking areas for River Place and the proposed swimming area.

The subcommittee shall explore financing options for the waterfront park. These

include, but are not limited to, sale of town property, transfer of development rights (TDR) for the Kellogs in a property swap deal, trail easements from Canadian Pacific and Niagara Mohawk Power Corporation, or purchase option with right of first refusal, and property development rights purchases. Acquisition of waterfront land for public access and park development may be aided by various banking groups such as the Adirondack Land Trust, The Open Space Institute, or Adirondack Nature Conservancy. The subcommittee should consider forming a land trust group to secure the waterfront until transfer to the public sector is completed.

The subcommittee shall set aside waterfront parkland for a platform theater. Funding for the design, construction and programming of the platform theater might come from Youth Bureau Funding, The NY State Council on the Arts, or National Endowment for the Arts (NEA).

The subcommittee shall develop pedestrian connections between Main Street and the waterfront. These connections shall include planting, sitting areas and special paving, and shall be handicapped accessible.

The subcommittee shall support links between the Ski Bowl Park and Gore Mountain. New park structures such as a small theater or ski museum or new recreational facilities should be coordinated with ORDA and the major landholder adjacent to the Ski Bowl.

New activities for the Ski Bowl Park should be programmed by the subcommittee. Public input should be sought.

The subcommittee shall create a made-in-the-Adirondacks retail center. The North

## IMPLEMENTATION PLAN

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Creek Center for Adirondack Culture and Products would be located on the waterfront in the Kellogg buildings and new facilities. The subcommittee shall organize, fund improvements, and lease space to appropriate Adirondack artisans and retailers. Improvements shall include provision of parking, cosmetic and structural improvements to the buildings, and planting.

The subcommittee should create an Adirondack products label and explore franchise possibilities for a market label sold to producers of approved consumer products.

The subcommittee shall create a coordinated trail system in the hamlet, with links to Town and Gore Mountain trail systems. In conjunction with the trail, the subcommittee shall develop a public gathering place on the waterfront, perhaps with a formal promenade. The subcommittee shall design and secure funding and necessary approval for the trail.

The subcommittee shall develop a four-season community marketing plan and materials. Appropriate four-season passive activities related to the recreation business should be identified by the subcommittee.

The subcommittee shall identify possible sites for an 18-hole championship golf course in town. The subcommittee shall then find a developer and follow the project to completion.

The subcommittee should implement public swimming projects including a Hudson River swimming facility.

The subcommittee shall organize and raise funds for a canoe festival, including races, contests, and items for sale. The race shall

end at the North Creek waterfront. Funding for the festival may be available from the Lake George Arts Council.

### *Business and Employment Action Subcommittee*

The subcommittee shall work with property owners to establish support for a business park, to be located at the north end of the hamlet. The subcommittee shall identify and coordinate development and funding plans to promote the business park.

The subcommittee shall find funding for infrastructure improvement projects, specifically for water and sanitary sewer systems. The Warren County Department of Planning and Economic Development can assist with grant applications.

The subcommittee shall explore a link between the local business and industry needs and the Adirondack Community College (ACC). A continuing education program for adults, perhaps at the high school building, should be arranged as a satellite offering of ACC. A business incubator program might also utilize instructors from ACC.

Lease or sale options for the Town Hall building should be presented and marketed. The space is ideal for a business incubator and/or small offices. Revenue from the sale or lease of the Town Hall could be dedicated to fund capital improvements.

The subcommittee should create an Industrial Development Agency (IDA) capability, building from the bi-county IDA effort. A Johnsburg IDA should be established.



# IMPLEMENTATION PLAN

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## *Beautification Subcommittee*

The subcommittee shall undertake a North Creek Dam restoration project.

The subcommittee shall face the concrete retaining wall on Main Street with stone to match the cemetery wall.

The subcommittee should bury the overhead power lines.

The subcommittee shall continue Project Pride.

The subcommittee should establish a facade restoration program including facade design and review services.

The subcommittee should start an "Adopt a Highway" program and an "Adopt a Lot" program to beautify vacant lots and roadside areas.

The subcommittee should consider locations for art in public places, including outdoor sculpture.

## *Railroad Museum Action Subcommittee*

The subcommittee shall continue restoration and reuse of the train station as a museum. The subcommittee shall restore the museum grounds to include other refurbished railroad remnants as historic interpretive features. The turntable, train tracks, switches, servicing car, and other small train-related sheds in the immediate vicinity of the station should be included as features of the railroad and transportation museum. Train history and hobby groups might be helpful in securing funding, placing an old engine or rail cars (as at Watkins Glen) or supplying programming and artifacts for the rail

museum collection.

The subcommittee should work with the Tourism and Marketing Subcommittee to promote the railroad museum. The subcommittee shall also provide public parking for the museum.

## *Housing Action Subcommittee*

The subcommittee should concentrate on affordable and special needs housing development and standards. The efforts should focus on improving housing stock in the rental market. The 515 program, HUD funds for structural repair or additions (in situations of overcrowding), Section 8, Warren County Department of Planning and Economic Development, and volunteers should be coordinated to continue improvements.

The subcommittee must recognize that the predominance of service industry-derived incomes makes loan financing difficult for most town residents. A Community Housing Partnership, including local financiers, is needed to fund housing projects.

The subcommittee shall develop a first-rate trailer park, and set guidelines to which future development of this type must conform. This alternative form of housing should be encouraged in a well-designed setting. Mobile home parks should be defined as three or more mobile homes on a single parcel of land and should be considered as a subdivision. The town subdivision regulations should be amended to provide regulations pertinent to mobile home parks.

### *Action Advisory Committee*

The committee shall be responsible for coordinating efforts of the subcommittees working on overlapping projects. The committee shall direct scheduling of subcommittee tasks where necessary, and be responsible for keeping the town residents informed of the progress of the subcommittees. The committee should determine an appropriate format for regular progress reports. The committee shall push for adoption of the Action Plan by the Town Board.

### *Implementation Plan Summary*

The following lists summarize the issues and actions discussed in the Implementation Plan. The summaries address both the Immediate Action Projects and the Future Projects for each subcommittee.

# IMPLEMENTATION PLAN

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## SUMMARY LIST IMMEDIATE (1993) ACTION PROJECTS

### 1. Retail Subcommittee:

- a. Conduct Main Street merchant promotion and advertising targeted to town residents.
- b. Conduct Main Street special retail marketing.
- c. Organize a targeted retail business recruitment plan, including preparing a marketing brochure.
- d. Explore interest in a Main Street Management Organization, a Special Assessment District and Historic District to support the management, operation, and funding of downtown improvements.

### 2. Tourism, Marketing and Recreation Subcommittee:

- a. Conduct an annual Adirondack Festival - coordinate, manage and fund.
- b. Prepare an area points of interest and activities map, distribute and coordinate with merchants and recreation business people in the Adirondack region.
- c. Develop an interpretative trail map of historic sites and buildings.
- d. Conduct a civic pride and awareness program at the public school and clubs. Engage students in a seasonal window painting competition.
- e. Establish a public canoe launch on the Hudson River as part of the new waterfront park.
- f. Assist with development of a tourist welcome center.

### 3. Business and Employment Subcommittee:

- a. Establish a business district in the Hamlet. Secure owner and Town Board approval.
- b. Establish a link to the Adirondack Regional Chamber of Commerce and the Warren-Washington Counties IDA to assist with funding and marketing.
- c. Create a targeted industry/business plan and prepare a business marketing brochure. Establish business development standards.
- d. Establish planned business parks throughout the town.

### 4. Beautification Subcommittee:

- a. Establish architectural and visual themes compatible with Adirondack community.
- b. Establish Project Pride annual cleanup, awards and flower enhancement programs.
- c. Create a "Plant a Tree" program for Main Street and Rt. 28N.

## IMPLEMENTATION PLAN

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- d. Design and locate primary entrance signs at the intersections of Rt. 28/28N and Main Street/Rt. 28.
- e. Create a subcommittee to plan, design and implement sitting areas and plantings.
- f. Paint and maintain the Ski Bowl as a point of historical interest. Consider interpretive signage to explain the significance of the site.
- g. "Brush hog" and remove debris from waterfront property.

### 5. Railroad Museum Subcommittee:

- a. Continue restoration and financing efforts associated with train station.
- b. Encourage negotiations with Blue Mountain Lake Adirondack Museum for a train and transportation museum and interpretive complex at the North Creek rail lands.
- c. Establish a scenic train route.

### 6. Housing Subcommittee:

- a. Continue existing housing rehabilitation efforts and identify opportunities for affordable housing and funding sources.
- b. Work with the town officials and county planners to establish land use and residential development controls.

## SUMMARY LIST FUTURE ACTION (1994 +) PROJECTS

### 1. Retail Subcommittee:

- a. Initiate, plan and secure funding for a Main Street facade and streetscape restoration project.
- b. Adopt, through the Town Board, development standards and an Action Plan for Main Street.
- c. Establish a physical link between Ski Bowl Park and Gore Mountain.
- d. Establish an Adirondack product label.

# **IMPLEMENTATION PLAN**

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## **2. Tourism, Marketing and Recreation Subcommittee:**

- a. Design and construct a coordinated recreational trail system in the hamlet. Secure funding and property owner approval.
- b. Market "Adirondack" label and products center on the waterfront.
- c. Explore the possibility of a ski museum and mini-theater or other structures (such as a warming hut or announcer's stand) to support special Ski Bowl events.
- d. Develop a four-season community marketing plan and materials.
- e. Implement an 18-hole championship golf course in the town.
- f. Develop a Hudson River swimming facility, including parking and trail access.
- g. Assist with the Hudson River White Water Derby and other local festivals.
- h. Identify funding source, design and construct the waterfront park and pedestrian trails to Main Street.

## **3. Business and Employment Subcommittee:**

- a. Work with the property owner to coordinate an infrastructure plan for the business park.
- b. Secure infrastructure funding for the business park.
- c. Explore the sale or lease of the Town Hall and dedicate revenues to a capital improvement fund.
- d. Establish a link between Adirondack Community College and the North Creek business community in the form of a continuing education program. The college may also help with a business incubator program.
- e. Create a town-wide IDA program.

## **4. Beautification Subcommittee:**

- a. Face the concrete retaining wall with stone to match the cemetery wall.
- b. Consider burying the overhead power lines.
- c. Continue "Project Pride".
- d. Establish a facade restoration program, including design assistance, review and funding.
- e. Undertake restoration project for the Old Mill dam.
- f. Start an "Adopt a Highway" program and establish highway corridor viewshed protection measures.
- g. Start an "Adopt a Lot" program to beautify vacant lots.
- h. Consider locations for art in public places.

5. Railroad Museum Subcommittee:

- a. Restore the train building, turntable and grounds. Provide public parking and links to the waterfront recreational trail and hamlet interpretive trail.
- b. Work with the Tourism and Marketing Subcommittee to promote the railroad and transportation museum.
- c. Create scenic train line operating out of North Creek.

6. Housing Subcommittee:

- a. Establish a Community Housing Partnership to fund affordable housing projects.
- b. Identify qualified developers to undertake primary and secondary housing projects.

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# Appendix

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APPENDIX A-1

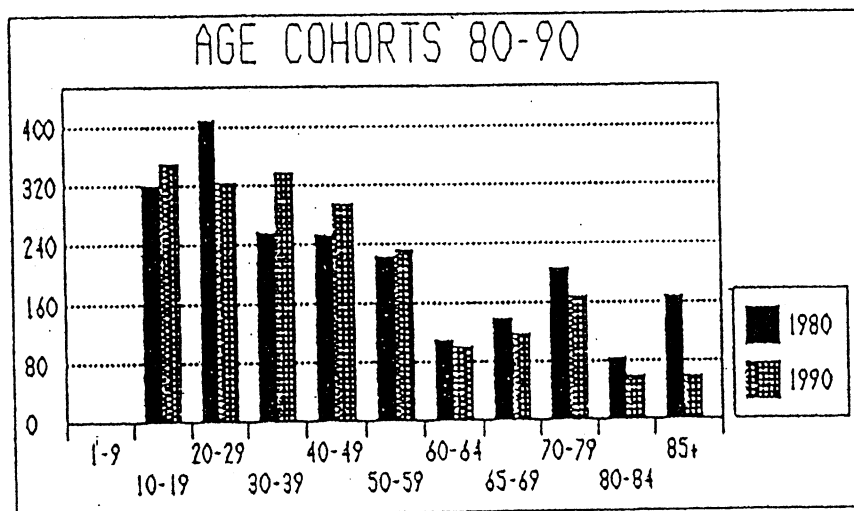
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## POPULATION

*Remainder of the Town.* Population data for the remainder of the Town of Johnsburg is provided by the 1990 Census of Population. Data indicates that there are 2,352 residents reported by the Census for 1990, compared with 2,173 in 1980 and 2,377 in 1970. The Town has not regained their population to the 1970 level, however, the Town had an 8.2 percent (179 additional residents) growth in population between 1980 and 1990. A cohort analysis<sup>1</sup> of the population for the past three decades, reflects a trend in the reduction in the number of individuals in the twenty or twenty-nine year age brackets and an increase in the number of residents in the thirty to forty-nine age bracket. The age group of fifty to fifty-nine has remained stable at an average of 10.8 percent of the Town total population, while the age group sixty to seventy-nine experienced an increasing reduction with the number of persons within this nineteen year age group. Similarly, the age group eighty plus showed a similar trend in the reduction of individuals as the age bracket increased. (See Appendix for detailed age comparison chart).

The methodology used to analyze the eleven age groups and compare the projected with the actual population involved advancing each 1980 age group ten years forward with minimal changes to reflect change due to natural causes (births, deaths, in-migration, and out-migration). For example, while there were 409 ten to fourteen year olds in Johnsburg in 1980, it can be reasoned that there should be the same number in 1990. The fact that there are only 324 twenty to twenty-nine year olds, indicates a loss of individuals - due to primarily out-migration. While the percentage decrease for this age group was 26 percent, it is less than the 54.1 percent for the time period of 1970 to 1980. The fluctuations in the Town of Johnsburg's population paralleled trends for northern rural areas during the seventies and eighties.



<sup>1</sup>This cohort analysis does not utilize any migration variables or mortality rates. Its purpose is to identify changes to highlight that the makeup of the resident population is dynamic and is influenced a number of factors.

A general profile of the residents of the Town, including those of the Hamlet of North Creek, is provided by the 1990 Census Population. The Town's population is almost evenly divided between 1,203 females and 1,149 males. The Town is racially homogenous with 99 percent of the population being white. The second largest racial group at .2 percent of the population are identified as American Indian. The median age is 35.3 years for the Town of Johnsburg. The population 65 years and older is 17.1 percent of the population, while the under 18 population is 25 percent of the population.

The Town's 2,352 residents occupy 860 housing units of the total of 1,599 units. Of these units, 661 are owner occupied and 199 are renter occupied. There are 739 vacant units of which 552 are identified for seasonal, recreational or occasional use. Of the 1,599 units, 46 percent of the units were built before 1949, 42 percent were constructed between 1950 and 1979, and 12 percent of all units were constructed since 1980. The median housing value is \$73,800 and the median rent is \$386. Of the 860 households, 632 or 73.5 percent are families and 228 or 26.5 percent are non-family households. The number of persons per household is 2.67.

The Town has 1,154 persons 16 years and older within the labor force of which 640 are males and 514 are females. Of the 1,035 employed persons, their primary industry employers can be identified as follows: personal, professional and public services (47%), retail and wholesale trade (19%), construction (13%), manufacturing (11%), and transportation/communication (5%). Of the persons 25 years and older (1,550), 70 percent are high school graduates and 14.3 percent have a bachelors or other advance degrees. The median household income is \$24,279. Approximately 11 percent of the 2,352 persons comprising the resident population is below the poverty level.

## 1990 Census of Population and Housing STF1A

040 New York

050 Warren County

060 Johnsburg town

	<u>1990</u>	<u>1980</u>
Total population	2,352	2,173
SEX		
Male	1,149	1,037
Female	1,203	1,136
AGE		
Under 5 years	152	151
5 to 17 years	437	516
18 to 20 years	104	91
21 to 24 years	109	98
25 to 44 years	699	494
45 to 54 years	225	222
55 to 59 years	124	139
60 to 64 years	99	119
65 to 74 years	208	143
75 to 84 years	136	118
85 years and over	59	52
Median age	35.3	33.7
Under 18 years	589	667
Percent of total population	25.0	30.7
65 years and over	403	343
Percent of total population	17.1	15.8
HOUSEHOLDS BY TYPE		
Total households	860	721
Family households (families)	632	562
Married-couple families	540	477
Percent of total households	62.8	66.2
Other family, male householder	29	
Other family, female householder	63	
Nonfamily households	228	159
Percent of total households	26.5	22.1
Householder living alone	189	143
Householder 65 years and over	101	101
Persons living in households	2,292	2,379
Persons per household	2.67	2.93

## GROUP QUARTERS

Persons living in group quarters	60	59
Institutionalized persons	60	59
Other persons in group quarters	0	0

## RACE AND HISPANIC ORIGIN

White	2,335	2,160
Black	4	4
Percent of total population	0.2	0.2
American Indian, Eskimo, or Aleut	7	4
Percent of total population	0.3	0.2
Asian or Pacific Islander	6	1
Percent of total population	0.3	0.1
Other race	0	
Hispanic origin (of any race)	1	3
Percent of total population	0.0	0.1

Total housing units	1,599	1,304
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## OCCUPANCY AND TENURE

Occupied housing units	860	721
Owner occupied	661	574
Percent owner occupied	76.9	
Renter occupied	199	147
Vacant housing units	739	583
For seasonal, recreational, or occasional use	552	217
Homeowner vacancy rate (percent)	6.4	6.61
Rental vacancy rate (percent)	15.5	
Persons per owner-occupied unit	2.74	2.95
Persons per renter-occupied unit	2.41	2.86
Units with over 1 person per room	19	31

## UNITS IN STRUCTURE

1-unit, detached	1,164	890
1-unit, attached	10	5
2 to 4 units	89	86
5 to 9 units	85	38
10 or more units	0	5
Mobile home, trailer, other	251	91

## VALUE

Specified owner-occupied units	358	
Less than \$50,000	65	302
\$50,000 to \$99,000	200	50
\$100,000 to \$149,000	61	0
\$150,000 to \$199,999	20	0
\$200,000 to \$299,999	12	0
\$300,000 or more	0	
Median (dollars)	75,600	30,800

## CONTRACT RENT

Specified renter-occupied units paying cash rent	124	
Less than \$250	39	
\$250 to \$499	79	
\$500 to \$749	6	
\$750 to \$999	0	
\$1,000 or more	0	
Median (dollars)	296	132

## RACE AND HISPANIC ORIGIN OF HOUSEHOLDER

Occupied housing units	860	
White	853	
Black	1	
Percent of occupied units	0.1	
American Indian, Eskimo, or Aleut	5	
Percent of occupied units	0.6	
Asian or Pacific Islander	1	
Percent of occupied units	0.1	
Other race	0	
Hispanic origin (of any race)	0	
Percent of occupied units	0.0	

1990 Census of Population and Housing  
040 New York  
050  
060

Warren County  
Johnsburg town

Total housing units 1,599

YEAR STRUCTURE BUILT

1989 to March 1990	34
1985 to 1988	100
1980 to 1984	57
1970 to 1979	295
1960 to 1969	220
1950 to 1959	153
1940 to 1949	77
1939 or earlier	663

BEDROOMS

No bedroom	24
1 bedroom	160
2 bedrooms	420
3 bedrooms	592
4 bedrooms	282
5 or more bedrooms	121

SELECTED CHARACTERISTICS

Lacking complete plumbing facilities	38
Lacking complete kitchen facilities	19
Condominium housing units	0

SOURCE OF WATER

Public system or private company	397
Individual drilled well	568
Individual dug well	447
Some other source	187

SEWAGE DISPOSAL

Public sewer	106
Septic tank or cesspool	1,453
Other means	40

Occupied housing units 860

## HOUSE HEATING FUEL

Utility gas	2
Bottled, tank, or LP gas	31
Electricity	72
Fuel oil, kerosene, etc	504
Coal or coke	0
Wood	249
Solar energy	0
Other fuel	2
No fuel used	0

## YEAR HOUSEHOLDER MOVED INTO UNIT

1989 to March 1990	125
1985 to 1988	228
1980 to 1984	93
1970 to 1979	173
1960 to 1969	97
1959 or earlier	144

## TELEPHONE

No telephone in unit	35
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## VEHICLES AVAILABLE

Occupied housing units	860
None	59
1.	273
2.	383
3 or more	145

## MORTGAGE STATUS AND SELECTED MONTHLY OWNER COSTS

Specified owner-occupied housing units	380
With a mortgage	146
Less than \$300	14
\$300 to \$499	44
\$500 to \$699	44
\$700 to \$999	31
\$1,000 to \$1,499	11
\$1,500 to \$1,999	0
\$2,000 or more	2
Median (dollars)	560

Not mortgaged	234
Less than \$100	11
\$100 to \$199	74
\$200 to \$299	108
\$300 to \$399	30
\$400 or more	11
Median (dollars)	221

SELECTED MONTHLY OWNER COSTS AS A  
PERCENTAGE OF HOUSEHOLD INCOME IN 1989

Specified owner-occupied housing units	380
Less than 20 percent	243
20 to 24 percent	55
25 to 29 percent	29
30 to 34 percent	19
35 percent or more	34
Not computed	0

GROSS RENT

Specified renter-occupied housing units	167
Less than \$200	3
\$200 to \$299	26
\$300 to \$499	80
\$500 to \$749	17
\$750 to \$999	0
\$1,000 or more	0
No cash rent	41
Median (dollars)	386

GROSS RENT AS A PERCENTAGE OF HOUSEHOLD  
INCOME IN 1989

Specified renter-occupied housing units	167
Less than 20 percent	40
20 to 24 percent	21
25 to 29 percent	9
30 to 34 percent	11
35 percent or more	39
Not computed	47



LABOR FORCE STATUS

Persons 16 years and over	1,813
In labor force	1,154
Percent in labor force	63.7
Civilian labor force	1,154
Employed	1,035
Unemployed	119
Percent unemployed	10.3
Armed Forces	0
Not in labor force	659

Males 16 years and over	866
In labor force	640
Percent in labor force	73.9
Civilian labor force	640
Employed	576
Unemployed	64
Percent unemployed	10.0
Armed Forces	0
Not in labor force	226

Females 16 years and over	947
In labor force	514
Percent in labor force	54.3
Civilian labor force	514
Employed	459
Unemployed	55
Percent unemployed	10.7
Armed Forces	0
Not in labor force	433

Females 16 years and over	947
With own children under 6 years	136
Percent in labor force	64.0
With own children 6 to 17 years only	144
Percent in labor force	72.2

Own children under 6 years in families and subfamilies	185
All parents present in household in labor force	108

Own children 6 to 17 years in families and subfamilies	388
All parents present in household in labor force	247
Persons 16 to 19 years	127
Not enrolled in school and not high school graduate	12
Employed or in Armed Forces	9
Unemployed	3
Not in labor force	0

#### COMMUTING TO WORK

Workers 16 years and over	1,005
Percent drove alone	75.7
Percent in carpools	13.1
Percent using public transportation	0.2
Percent using other means	1.2
Percent walked or worked at home	9.6
Mean travel time to work (minutes)	22.0

#### OCCUPATION

Employed persons 16 years and over	1,035
Executive, administrative, and managerial occupations	104
Professional specialty occupations	116
Technicians and related support occupations	24
Sales occupations	121
Administrative support occupations, including clerical	106
Private household occupations	2
Protective service occupations	9
Service occupations, except protective and household	210
Farming, forestry, and fishing occupations	19
Precision production, craft, and repair occupations	141
Machine operators, assemblers, and inspectors	57
Transportation and material moving occupations	76
Handlers, equipment cleaners, helpers, and laborers	50

## INDUSTRY

Employed person 16 years and over	1,035
Agriculture, forestry, and fisheries	7
Mining	47
Construction	138
Manufacturing, nondurable goods	17
Manufacturing, durable goods	99
Transportation	50
Communications and other public utilities	8
Wholesale trade	14
Retail trade	193
Finance, insurance, and real estate	52
Business and repair services	17
Personal services	69
Entertainment, and recreation services	66
Health services	82
Educational services	97
Other professional and related services	50
Public administration	29

## CLASS OF WORKER

Employed persons 16 years and over	1,035
Private wage and salary workers	712
Government workers	213
Local government workers	108
State government workers	81
Federal government workers	24
Self-employed workers	106
Unpaid family workers	4

## INCOME IN 1989

Households	858
Less than \$5,000	30
\$5,000 to \$9,999	104
\$10,000 to \$14,999	112
\$15,000 to \$24,999	198
\$25,000 to \$34,999	155
\$35,000 to \$49,999	130
\$50,000 to \$74,999	92
\$75,000 to \$99,999	24
\$100,000 to \$149,999	5
\$150,000 or more	8
Median household income (dollars)	24,279

Families	630
Less than \$5,000	8
\$5,000 to \$9,999	42
\$10,000 to \$14,999	66
\$15,000 to \$24,999	160
\$25,000 to \$34,999	121
\$35,000 to \$49,999	113
\$50,000 to \$74,999	83
\$75,000 to \$99,999	24
\$100,000 to \$149,999	5
\$150,000 or more	8
Median family income (dollars)	28,015

Nonfamily households	228
Less than \$5,000	24
\$5,000 to \$9,999	64
\$10,000 to \$14,999	48
\$15,000 to \$24,999	40
\$25,000 to \$34,999	30
\$35,000 to \$49,999	16
\$50,000 to \$74,999	6
\$75,000 to \$99,999	0
\$100,000 to \$149,999	0
\$150,000 or more	0
Median nonfamily household income (dollars)	12,321

Per capita income (dollars) 11,603

#### INCOME TYPE IN 1989

Households	858
With wage and salary income	630
Mean wage and salary income (dollars)	30,215
With nonfarm self-employment income	145
Mean nonfarm self-employment income (dollars)	16,134
With farm self-employment income	4
Mean farm self-employment income (dollars)	4,079
With Social Security income	298
Mean Social Security income (dollars)	7,520
With public assistance income	36
Mean public assistance income (dollars)	3,963
With retirement income	225
Mean retirement income (dollars)	5,900

POVERTY STATUS IN 1989

All persons for whom poverty status is determined	2,279
Below poverty level	245
Persons 18 years and over	1,701
Below poverty level	138
Persons 65 years and over	343
Below poverty level	31
Related children under 18 years	578
Below poverty level	107
Related children under 5 years	149
Below poverty level	25
Related children 5 to 17 years	429
Below poverty level	82
Unrelated individuals	299
Below poverty level	52
All families	630
Below poverty level	49
With related children under 18 years	295
Below poverty level	35
With related children under 5 years	114
Below poverty level	18
Female householder families	51
Below poverty level	14
With related children under 18 years	29
Below poverty level	12
With related children under 5 years	8
Below poverty level	4

Percent below poverty level:

-----	
All persons	10.8
Persons 18 years and over	8.1
Persons 65 years and over	9.0
Related children under 18 years	18.5
Related children under 5 years	16.8
Related children 5 to 17 years	19.1
Unrelated individuals	17.4

All families	7.8
With related children under 18 years	11.9
With related children under 5 years	15.8

Female householder families	27.5
With related children under 18 years	41.4
With related children under 5 years	50.0

URBAN AND RURAL RESIDENCE

Total population	2,352
Urban population	0
Percent of total population	0.0
Rural population	2,352
Percent of total population	100.0
Farm population	4

SCHOOL ENROLLMENT

Persons 3 years and over enrolled in school	534
Preprimary school	61
Elementary or high school	384
Percent in private school	0.8
College	89

EDUCATIONAL ATTAINMENT

Persons 25 years and over	1,550
Less than 9th grade	181
9th to 12th grade, no diploma	281
High school graduate	561
Some college, no degree	207
Associates degree	99
Bachelor's degree	125
Graduate or professional degree	96
Percent high school graduate or higher	70.2
Percent bachelor's degree or higher	14.3

RESIDENCE IN 1985	
Persons 5 years and over	2,200
Lived in same house	1,363
Lived in different house in U.S.	837
Same State	703
Same county	486
Different county	217
Different State	134
Lived abroad	0

DISABILITY OF CIVILIAN NONINSTITUTIONALIZED PERSONS

Persons 16 to 64 years	1,410
With a mobility or self-care limitation	48
With a mobility limitation	29
With a self-care limitation	38
With a work disability	148
In labor force	68
Prevented from working	63
Persons 65 years and over	343
With a mobility or self-care limitation	69
With a mobility limitation	51
With a self-care limitation	52

CHILDREN EVER BORN PER 1,000 WOMEN

Women 15 to 24 years	157
Women 25 to 34 years	1,590
Women 35 to 44 years	2,174

VETERAN STATUS

Civilian veterans 16 years and over	329
65 years and over	81

NATIVITY AND PLACE OF BIRTH

Native population	2,287
Percent born in state of residence	88.1
Foreign-born population	65
Entered the U.S 1980 to 1990	0

LANGUAGE SPOKEN AT HOME

Persons 5 years and over	2,200
Speak a language other than English	88
Do not speak English 'very well'	14
Speak Spanish	6
Do not speak English 'very well'	2
Speak Asian or Pacific Island language	0
Do not speak English 'very well'	0

ANCESTRY

Total ancestries reported	3,008
Arab	19
Austrian	6
Belgian	0
Canadian	14
Czech	4
Danish	2
Dutch	117
English	627
Finnish	14
French (except Basque)	347
French Canadian	78
German	343
Greek	2
Hungarian	7
Irish	482
Italian	81
Lithuanian	0
Norwegian	29
Polish	81
Portuguese	0
Romanian	0
Russian	29
Scotch-Irish	81
Scottish	118
Slovak	27
Subsaharan African	0
Swedish	17
Swiss	0
Ukrainian	14
United States or American	179
Welsh	25
West Indian (excluding Hispanic origin groups)	3
Yugoslavian	0
Other ancestries	262



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APPENDIX A-2

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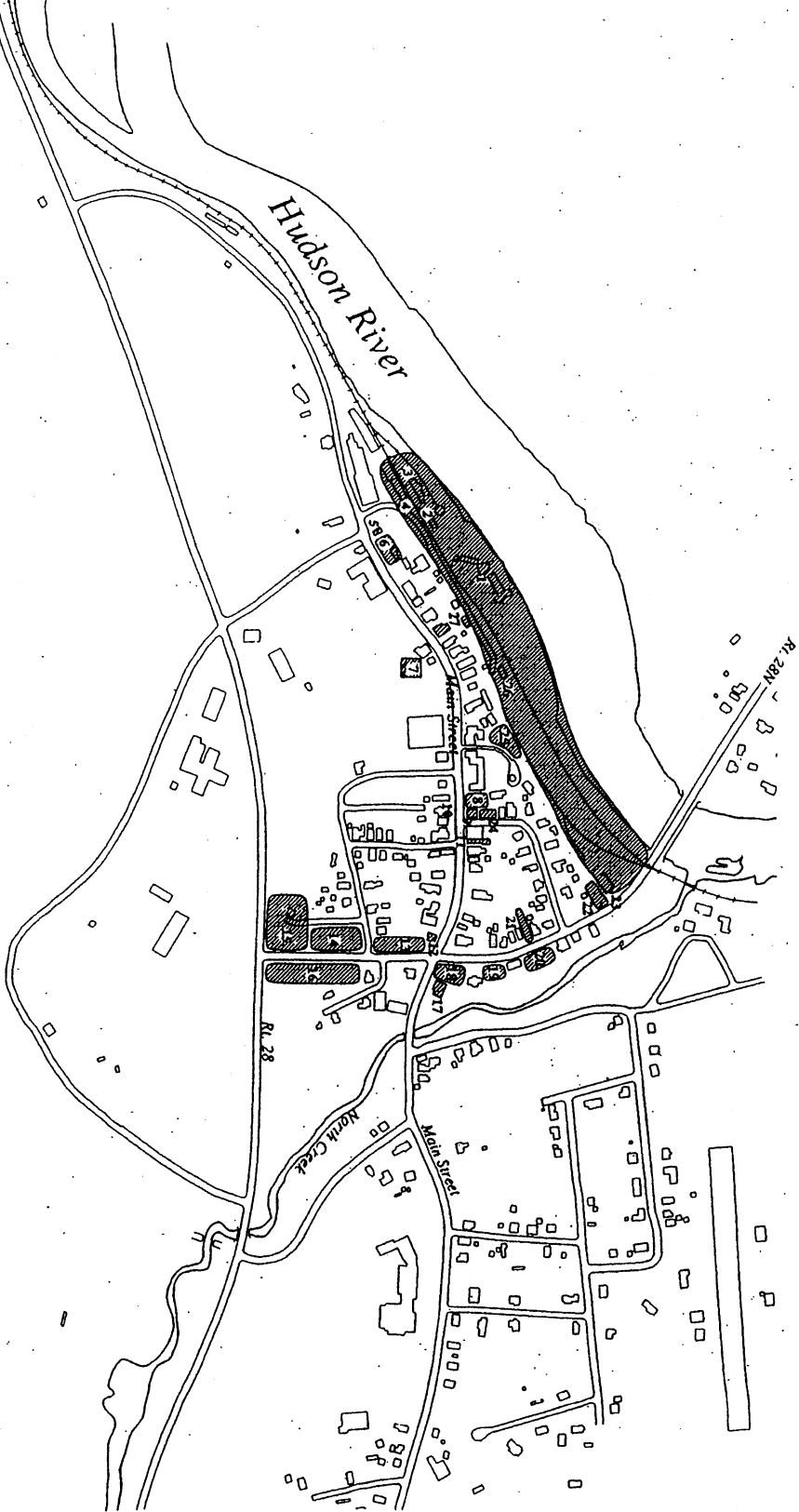
## VACANT PROPERTIES INVENTORY

1. Two-story vintage wood frame industrial buildings
2. Railroad turntable and shed building
3. One and one-half story vintage wood frame rail warehouse
4. Train station
5. Two-story single-family residence in good condition
6. Gas station with off-street parking and service bays
7. Three-story commercial "Sullivan" building
8. Vacant lot, with potential access from Grand Union
9. Vacant lot, commercial
10. Corner commercial building
11. Single-family residence, badly overgrown
12. Apartment building with commercial space
13. Vacant lot, commercial
14. Vacant lots, commercial
15. Commercial log cabin building
16. Vacant lots, commercial
17. Two-story building with service bays
18. Vacant corner lot
19. Vacant lot, commercial
20. Vacant lot, commercial
21. Vacant lot, residential
22. Vacant lot, industrial
23. Titanium storage facility
24. Vacant lot, residential
25. Vacant lot, potential municipal parking lot
26. Industrial/rail shed building
27. Industrial/rail shed building

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APPENDIX A-3

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# North Creek

WARREN COUNTY  
NORTH CREEK HAMLET  
ACTION COMMITTEE  
DEPARTMENT OF PLANNING  
AND COMMUNITY DEVELOPMENT

THE SARATOGA ASSOCIATES

LANDSCAPE ARCHITECTS, ARCHITECTS, ENGINEERS AND PLANNERS  
\* LANDSCAPE ARCHITECTS IN NEW YORK STATE \* REGISTERED

**Main Street  
Vacant Parcel  
Inventory**

Figure A-3



# GORE MOUNTAIN REGION RECREATION AND ATTRACTIONS

## SKIING

Adirondack Hut-to-Hut  
Adirondack Interpretative Center at Newcomb  
Cunningham's Ski Barn  
Friends Lake Inn Touring Center  
Garnet Hill Cross Country Ski Touring Center  
Gore Mountain Ski Area  
Gore Mountain Ski Shop  
Highwinds Ski Touring Center  
North Creek Ski Bowl

## ICE SKATING

Cunningham's Ski Barn  
North Creek Ski Bowl

## WHITE WATER RAFTING

Spring (April through June) and  
Fall (Labor Day weekend through Columbus Day)

Adirondack Hut to Hut  
Adventure Sports Rafting Company  
Hudson River Rafting Company  
Syd & Dusty's River Outfitters  
Unicorn Rafting Expeditions  
Whitewater Challengers  
Whitewater World  
W.I.L.D.W.A.T.E.R.S. Outdoor Adventure Center

## RENTALS

Adirondack Hut to Hut  
Hudson River Rafting Co.  
Shaw's General Store  
Mountaineer Adventures  
Syd & Dusty's River Outfitters

## HIKING, FISHING & HUNTING

Braley & Noxon Hardware  
Mountain Drugs & Sundries  
Shaw's General Store

## HIKING

Adirondack Interpretative Center  
Crane Mountain  
Siamese Ponds Wilderness Area  
Blue Ledges on the Hudson River  
Santanoni Preserve

## TENNIS & BASKETBALL

Johnsburg Central School  
North Creek Ski Bowl  
Minerva Central School  
Minerva Lake Beach

## SWIMMING

Minerva Lake Beach  
Loon Lake Beach  
Garnet Lake, Thirteenth Lake, and The Hudson River

## GOLF

Cronin's Golf Resort  
Green Mansions Golf Course  
Wakely Golf Course

## ATTRACTIONS

Adirondack Lakes Center for the Arts  
Gore Mountain Gondola  
Gore Mountain Garnet Mine  
Lake George Steamboat Company  
Natural Stone Bridge and Caves  
Stock Farm Stables, Inc.

## MUSEUMS

Adirondack Museum  
Chestertown Museum of Local History  
Horicon Museum  
Indian Lake Museum  
Lake George Museum  
Lake Luzerne Historical Society  
Minerva Museum  
Warrensburg Museum

## EVENTS

Hudson River White Water Derby  
Discover Minerva Day  
Adirondack Gem & Mineral Show  
Gore Mountain Oktoberfest

## CAMPING

Thirteenth Lake  
Minerva Lake

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APPENDIX A-4

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WARREN COUNTY, NY  
CENSUS TRACT 740,  
BLOCK GROUP 1

SITE: Geographic Area

	1980 Census	1990 Census	1980-1990 Change	Annual Growth
Population	1441	1560	119	0.8%
Households	491	586	95	1.8%
Families	383	414	31	0.8%
Group Quarters	39	60	21	4.4%
Average Household Size	2.86	2.56	-0.30	-1.1%
Average Family Size	3.34	3.04	-0.30	-0.9%
Median Household Income	\$ 13047	\$ 23491	10444	6.1%
Per Capita Income	\$ 5239	\$ 12156	6917	8.8%

	1980 Census		1990 Census		Annual Growth
	Number	Percent	Number	Percent	
AGE					
0-4	100	7.0	80	5.1	-2.2%
5-9	111	7.7	109	7.0	-0.2%
10-14	136	9.5	99	6.3	-3.1%
15-19	137	9.5	123	7.9	-1.1%
20-24	83	5.8	94	6.0	1.3%
25-34	176	12.2	216	13.8	2.1%
35-44	151	10.5	216	13.8	3.6%
45-54	146	10.2	153	9.8	0.5%
55-59	95	6.6	91	5.8	-0.4%
60-64	76	5.3	72	4.6	-0.5%
65-74	114	7.9	151	9.7	2.9%
75-84	78	5.4	104	6.7	2.9%
85+	35	2.4	52	3.3	4.0%
18+	999	69.5	1205	77.2	1.9%
Median Age*	33.7		38.0		1.2%
RACE					
White	1433	99.3	1551	99.4	0.8%
Black	3	0.2	3	0.2	0.0%
American Indian	3	0.2	1	0.1	-10.4%
Asian/Pacific Islander	3	0.2	5	0.3	5.2%
Other Races	1	0.1	0	0.0	0.0%
HISPANIC ORIGIN*					
Mexican	2	100.0	1	100.0	-6.7%
Puerto Rican	1	50.0	0	0.0	0.0%
Cuban	0	0.0	0	0.0	0.0%
Other Hispanic	0	0.0	0	0.0	0.0%
Other Hispanic	1	50.0	1	100.0	0.0%
HISPANIC BY RACE*					
White	1	50.0	1	100.0	0.0%
Black	0	0.0	0	0.0	0.0%
Other	1	50.0	0	0.0	0.0%

	1980 Census		1990 Census		Annual Growth
	Number	Percent	Number	Percent	
<b>MARITAL STATUS</b>					
Persons 15+ Years	1093	100.0	1272	100.0	1.5%
Never Married	235	21.5	298	23.4	2.4%
Now Married	663	60.7	721	56.7	0.8%
Divorced/Separated	69	6.3	107	8.4	4.5%
Widowed	126	11.5	146	11.5	1.5%
<b>GROUP QUARTERS BY TYPE*</b>					
Institutional	39	100.0	60	100.0	4.4%
Noninstitutional	0	0.0	0	0.0	0.0%
<b>HOUSEHOLDS BY TYPE</b>					
Married-Couple Family	325	66.2	349	59.6	0.7%
Other Family (No Spouse)	58	11.8	65	11.1	1.1%
Male Householder	22	4.5	16	2.7	-3.1%
Female Householder	36	7.3	49	8.4	3.1%
Nonfamily Households	109	22.2	172	29.4	4.7%
Single Person	98	20.0	146	24.9	4.1%
Other	11	2.2	26	4.4	9.0%
<b>HOUSEHOLDS BY INCOME*</b>					
Household Income Base	489	100.0	579	100.0	1.7%
< \$15,000	282	57.7	171	29.5	-4.9%
\$15,000-\$24,999	128	26.2	136	23.5	0.6%
\$25,000-\$34,999	51	10.4	89	15.4	5.7%
\$35,000-\$39,999	7	1.4	34	5.9	17.1%
\$40,000-\$49,999	18	3.7	68	11.7	14.2%
\$50,000-\$74,999	3	0.6	58	10.0	34.5%
\$75,000+	0	0.0	23	4.0	0.0%
Average HH Income	\$ 15437		\$ 32537		7.7%
<b>FAMILIES BY INCOME*</b>					
Family Income Base	382	100.0	413	100.0	0.8%
< \$15,000	187	49.0	73	17.7	-9.0%
\$15,000-\$24,999	122	31.9	105	25.4	-1.5%
\$25,000-\$34,999	47	12.3	71	17.2	4.2%
\$35,000-\$39,999	5	1.3	36	8.7	21.8%
\$40,000-\$49,999	18	4.7	54	13.1	11.6%
\$50,000-\$74,999	3	0.8	51	12.3	32.8%
\$75,000+	0	0.0	23	5.6	0.0%
Average Family Income	\$ 17415		\$ 38576		8.3%
Median Family Income	\$ 15303		\$ 28352		6.4%
<b>POVERTY STATUS</b>					
Persons for Whom Poverty Status is Determined	1389		1488		0.7%
Below Poverty	203	14.6	155	10.4	-2.7%

	1980 Census		1990 Census		Annual
	Number	Percent	Number	Percent	Growth
<b>LABOR FORCE</b>					
Persons 16+ Years	1062	100.0	1224	100.0	1.4%
In Labor Force	560	52.7	761	62.2	3.1%
Armed Forces	0		0		0.0%
Civilian Labor Force	560	100.0	761	100.0	3.1%
Employed	492	87.9	690	90.7	3.4%
Unemployed	68	12.1	71	9.3	0.4%
<b>Females 16+ Years</b>					
In Labor Force	570	100.0	654	100.0	1.4%
Females w/Children <18	213	37.4	350	53.5	5.1%
In Labor Force	197	100.0	182	100.0	-0.8%
In Labor Force	97	49.2	137	75.3	3.5%
<b>Employed Persons 16+:</b>					
<b>INDUSTRY</b>					
Agriculture/Mining	82	16.7	40	5.8	-6.9%
Construction	33	6.7	76	11.0	8.7%
Manufacturing	46	9.4	76	11.0	5.1%
Transport/Comm/Utilities	33	6.7	39	5.7	1.7%
Trade	95	19.4	135	19.6	3.6%
FIRE*	24	4.9	32	4.6	2.9%
Services	146	29.8	271	39.3	6.4%
Public Administration	31	6.3	21	3.0	-3.8%
<b>OCCUPATION</b>					
Managerial/Professional	92	18.8	164	23.8	6.0%
Technical	8	1.6	9	1.3	1.2%
Sales	40	8.2	90	13.0	8.4%
Admin. Support	52	10.6	64	9.3	2.1%
Private HH Service	10	2.0	2	0.3	-14.9%
Other Service	91	18.6	153	22.2	5.3%
Farming/Forestry	13	2.7	11	1.6	-1.7%
Craft and Repair	75	15.3	85	12.3	1.3%
Operator/Mover/Laborer	108	22.1	112	16.2	0.4%
<b>CLASS OF WORKER</b>					
Private Industry	315	64.3	474	68.7	4.2%
Federal Government	5	1.0	16	2.3	12.3%
State Government	51	10.4	70	10.1	3.2%
Local Government	68	13.9	66	9.6	-0.3%
Self-Employed	47	9.6	64	9.3	3.1%
Unpaid	4	0.8	0	0.0	0.0%
<b>PLACE OF WORK</b>					
Workers 16+ Years	447	100.0	667	100.0	4.1%
Worked in Resident County	384	85.9	583	87.4	4.3%
Worked Outside County:					
Same State	60	13.4	82	12.3	3.2%
Outside Resident State	3	0.7	2	0.3	-4.0%
Avg. Travel Time to Work	27.4		20.1		-3.1%

	1980 Census		1990 Census		Annual Growth
	Number	Percent	Number	Percent	
<b>EDUCATIONAL ATTAINMENT*</b>					
Persons 25+ Years	865	100.0	1048	100.0	1.9%
Elementary (0-8 Years)	192	22.2	130	12.4	-3.8%
Some High School	164	19.0	180	17.2	0.9%
High School Graduate	294	34.0	374	35.7	2.4%
Some College*	125	14.5	219	20.9	5.8%
College 4+ Years*	90	10.4			
Bachelor's Degree/Higher*			145	13.8	
<b>OCCUPANCY AND TENURE</b>					
Total Housing Units	852	100.0	1045	100.0	2.1%
Occupied	471	55.3	586	56.1	2.2%
Owner	375	44.0	442	42.3	1.7%
Renter	96	11.3	144	13.8	4.1%
Vacant	381	44.7	459	43.9	1.9%
For Sale or Rent Only	33	3.9	66	6.3	7.2%
Seasonal/Other	348	40.8	393	37.6	1.2%
<b>HOME VALUE*</b>					
< \$50,000	197	85.7	44	17.2	-13.9%
\$50,000-\$99,999	33	14.3	144	56.3	15.9%
\$100,000-\$149,999	0	0.0	41	16.0	0.0%
\$150,000-\$199,999	0	0.0	17	6.6	0.0%
\$200,000+	0	0.0	10	3.9	0.0%
Median Home Value	\$ 30862		\$ 77941		9.7%
<b>RENT*</b>					
<\$200	29	53.7	16	16.3	-5.8%
\$200-\$299	20	37.0	35	35.7	5.8%
\$300-\$499	5	9.3	41	41.8	23.4%
\$500+	0	0.0	6	6.1	0.0%
Median Rent	\$ 191		\$ 295		4.4%
<b>UNITS IN STRUCTURE*</b>					
1, Detached	574	80.8	718	68.7	2.3%
1, Attached	3	0.4	9	0.9	11.6%
2-4	55	7.7	83	7.9	4.2%
5+	24	3.4	85	8.1	13.5%
Mobile Home/Other	54	7.6	150	14.4	10.8%
<b>CONDOMINIUMS*</b>					
Total	0	0.0	0	0.0	0.0%
Occupied	0	0.0	0	0.0	0.0%
Vacant	0	0.0	0	0.0	0.0%

Data in this report have been extracted from 1980 and 1990 Summary Tape Files 1 (complete-count data) and 3 (sample data). Complete-count data from the 1980 census include population, households, age, race, Hispanic origin, marital status, households by type, occupancy and tenure, home value, and condominiums.

Complete-count data from the 1990 census include population, households, families, group quarters, age, race, Hispanic origin, marital status, group quarters by type, households by type, occupancy and tenure, home value, rent, and units in structure.

All other 1980 and 1990 data are sample estimates and may differ from complete-count totals due to sample weighting methods. Sample data are subject to sampling variability.

- \* Median Age is calculated from five-year age intervals.
- \* Persons of Hispanic Origin may be of any race.
- \* Classification of Group Quarters by Type was recorded on a sample basis in 1980; for all group quarters population in 1990.
- \* Household and Family Income for 1980 are in 1979 dollars; income data for 1990 are in 1989 dollars. Data are not adjusted for inflation; so a change, 1980-1990, in money income does not necessarily represent a change in real income.

Average incomes in 1980 are calculated from distributions of 15 intervals for both households and families and may differ from averages derived from more detailed income distributions in 1980.

- \* FIRE refers to Finance, Insurance and Real Estate, under Industry.
- \* Educational Attainment for postsecondary levels are not strictly comparable from 1980 to 1990. The 1990 census distinguished "degrees received" from "years of college completed", unlike the 1980 census. "Some college" includes persons with an associate degree in 1990.
- \* Home Value for specified owner-occupied units excludes housing in multi-unit buildings, mobile homes, houses on 10+ acres, and homes with a business or medical office on the premises. Median home value in 1980 is calculated from a distribution of eight intervals and may differ from the median home value shown on other 1980 census reports. The home value distribution in 1980 is not adjusted for inflation.
- \* Rent for specified renter-occupied units excludes houses on 10+ acres. Rent in 1980 is gross rent (including utilities) and is not adjusted for inflation.
- \* In 1980, Units in Structure data were collected on a sample basis and reported for year-round housing units. In 1990, the data are reported for all housing units.
- \* Condominium data were complete-count in 1980; sample data in 1990.

Source: 1990 Census of Population and Housing, Summary Tape Files 1 & 3

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APPENDIX A-5

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WARREN COUNTY, NY

SITE: Geographic Area

	1980 Census	1990 Census	1980-1990 Change	Annual Growth
Population	1409	1678	269	1.8%
Households	442	554	112	2.3%
Families	338	406	68	1.8%
Group Quarters	153	239	86	4.6%
Average Household Size	2.84	2.60	-0.24	-0.9%
Average Family Size	3.36	3.04	-0.32	-1.0%
Median Household Income	\$ 10825	\$ 25093	14268	8.8%
Per Capita Income	\$ 4047	\$ 10530	6483	10.0%

	1980 Census		1990 Census		Annual Growth
	Number	Percent	Number	Percent	
AGE					
0-4	86	6.1	108	6.4	2.3%
5-9	93	6.6	102	6.1	0.9%
10-14	122	8.7	94	5.6	-2.6%
15-19	195	13.9	213	12.7	0.9%
20-24	150	10.7	162	9.6	0.8%
25-34	165	11.7	244	14.5	4.0%
35-44	129	9.2	204	12.1	4.7%
45-54	137	9.8	163	9.7	1.8%
55-59	61	4.3	75	4.5	2.1%
60-64	80	5.7	81	4.8	0.1%
65-74	121	8.6	143	8.5	1.7%
75-84	50	3.6	75	4.5	4.1%
85+	16	1.1	18	1.1	1.2%
18+	1026	73.0	1319	78.4	2.5%
Median Age*	28.4		31.6		1.0%
RACE					
White	1399	99.4	1659	98.9	1.7%
Black	1	0.1	7	0.4	21.5%
American Indian	0	0.0	2	0.1	0.0%
Asian/Pacific Islander	0	0.0	5	0.3	0.0%
Other Races	7	0.5	4	0.2	-5.4%
HISPANIC ORIGIN*	8	100.0	14	100.0	5.8%
Mexican	7	87.5	5	35.7	-3.3%
Puerto Rican	0	0.0	2	14.3	0.0%
Cuban	0	0.0	0	0.0	0.0%
Other Hispanic	1	12.5	7	50.0	21.5%
HISPANIC BY RACE*					
White	4	50.0	10	71.4	9.6%
Black	0	0.0	0	0.0	0.0%
Other	4	50.0	4	28.6	0.0%

	1980 Census		1990 Census		Annual Growth
	Number	Percent	Number	Percent	
<b>MARITAL STATUS</b>					
Persons 15+ Years	1108	100.0	1374	100.0	2.2%
Never Married	365	32.9	448	32.6	2.1%
Now Married	589	53.2	714	52.0	1.9%
Divorced/Separated	70	6.3	119	8.7	5.4%
Widowed	84	7.6	93	6.8	1.0%
<b>GROUP QUARTERS BY TYPE*</b>					
Institutional	0	0.0	0	0.0	0.0%
Noninstitutional	153	100.0	239	100.0	4.6%
<b>HOUSEHOLDS BY TYPE</b>					
Married-Couple Family	286	64.7	339	61.2	1.7%
Other Family (No Spouse)	52	11.8	67	12.1	2.6%
Male Householder	19	4.3	21	3.8	1.0%
Female Householder	33	7.5	46	8.3	3.4%
Nonfamily Households	105	23.8	148	26.7	3.5%
Single Person	93	21.0	127	22.9	3.2%
Other	12	2.7	20	3.6	5.2%
<b>HOUSEHOLDS BY INCOME*</b>					
Household Income Base	443	100.0	562	100.0	2.4%
< \$15,000	307	69.3	137	24.4	-7.8%
\$15,000-\$24,999	96	21.7	143	25.4	4.1%
\$25,000-\$34,999	9	2.0	113	20.1	28.8%
\$35,000-\$39,999	15	3.4	49	8.7	12.6%
\$40,000-\$49,999	10	2.3	37	6.6	14.0%
\$50,000-\$74,999	6	1.4	68	12.1	27.5%
\$75,000+	0	0.0	15	2.7	0.0%
Average HH Income	\$ 12872		\$ 29163		8.5%
<b>FAMILIES BY INCOME*</b>					
Family Income Base	338	100.0	415	100.0	2.1%
< \$15,000	218	64.5	57	13.7	-12.6%
\$15,000-\$24,999	84	24.9	106	25.5	2.4%
\$25,000-\$34,999	9	2.7	101	24.3	27.4%
\$35,000-\$39,999	15	4.4	49	11.8	12.6%
\$40,000-\$49,999	10	3.0	22	5.3	8.2%
\$50,000-\$74,999	2	0.6	66	15.9	41.9%
\$75,000+	0	0.0	14	3.4	0.0%
Average Family Income	\$ 14360		\$ 35041		9.3%
Median Family Income	\$ 12337		\$ 30766		9.6%
<b>POVERTY STATUS</b>					
Persons for Whom Poverty Status is Determined	1249		1438		1.4%
Below Poverty	376	30.1	187	13.0	-6.7%



	1980 Census		1990 Census		Annual
	Number	Percent	Number	Percent	Growth
<b>LABOR FORCE</b>					
Persons 16+ Years	1080	100.0	1353	100.0	2.3%
In Labor Force	469	43.4	766	56.6	5.0%
Armed Forces	0		0		0.0%
Civilian Labor Force	469	100.0	766	100.0	5.0%
Employed	408	87.0	701	91.5	5.6%
Unemployed	61	13.0	65	8.5	0.6%
Females 16+ Years	561	100.0	679	100.0	1.9%
In Labor Force	154	27.5	321	47.3	7.6%
Females w/Children <18	164	100.0	191	100.0	1.5%
In Labor Force	76	46.3	130	68.1	5.5%
<b>Employed Persons 16+:</b>					
<b>INDUSTRY</b>					
Agriculture/Mining	8	2.0	19	2.7	9.0%
Construction	23	5.7	94	13.4	15.1%
Manufacturing	93	22.9	72	10.3	-2.5%
Transport/Comm/Utilities	20	4.9	40	5.7	7.2%
Trade	73	17.9	147	20.9	7.3%
FIRE*	8	2.0	35	5.0	15.9%
Services	141	34.6	270	38.5	6.7%
Public Administration	41	10.1	25	3.6	-4.8%
<b>OCCUPATION</b>					
Managerial/Professional	110	27.0	142	20.3	2.6%
Technical	0	0.0	10	1.4	0.0%
Sales	33	8.1	53	7.6	4.9%
Admin. Support	24	5.9	87	12.4	13.7%
Private HH Service	3	0.7	2	0.3	-4.0%
Other Service	70	17.2	179	25.6	9.8%
Farming/Forestry	26	6.4	26	3.7	0.0%
Craft and Repair	36	8.8	85	12.2	9.0%
Operator/Mover/Laborer	106	26.0	115	16.5	0.8%
<b>CLASS OF WORKER</b>					
Private Industry	213	52.1	518	74.0	9.3%
Federal Government	8	2.0	10	1.4	2.3%
State Government	41	10.0	15	2.1	-9.6%
Local Government	86	21.0	88	12.6	0.2%
Self-Employed	58	14.2	61	8.7	0.5%
Unpaid	3	0.7	8	1.1	10.3%
<b>PLACE OF WORK</b>					
Workers 16+ Years	380	100.0	676	100.0	5.9%
Worked in Resident County	302	79.5	552	81.7	6.2%
Worked Outside County:					
Same State	70	18.4	124	18.3	5.9%
Outside Resident State	8	2.1	0	0.0	0.0%
Avg. Travel Time to Work	26.6		21.0		-2.3%

	1980 Census		1990 Census		Annual Growth
	Number	Percent	Number	Percent	
<b>EDUCATIONAL ATTAINMENT*</b>					
Persons 25+ Years	760	100.0	1000	100.0	2.8%
Elementary (0-8 Years)	172	22.6	77	7.7	-7.7%
Some High School	147	19.3	170	17.0	1.5%
High School Graduate	245	32.2	393	39.3	4.8%
Some College*	87	11.4	243	24.3	10.8%
College 4+ Years*	109	14.3			
Bachelor's Degree/Higher*			117	11.7	
<b>OCCUPANCY AND TENURE</b>					
Total Housing Units	943	100.0	1114	100.0	1.7%
Occupied	442	46.9	554	49.7	2.3%
Owner	333	35.3	426	38.2	2.5%
Renter	109	11.6	128	11.5	1.6%
Vacant	501	53.1	560	50.3	1.1%
For Sale or Rent Only	26	2.8	37	3.3	3.6%
Seasonal/Other	475	50.4	522	46.9	0.9%
<b>HOME VALUE*</b>					
< \$50,000	154	81.5	47	18.5	-11.2%
\$50,000-\$99,999	33	17.5	130	51.2	14.7%
\$100,000-\$149,999	2	1.1	43	16.9	35.9%
\$150,000-\$199,999	0	0.0	18	7.1	0.0%
\$200,000+	0	0.0	16	6.3	0.0%
Median Home Value	\$ 34143		\$ 79839		8.9%
<b>RENT*</b>					
<\$200	43	57.3	22	21.8	-6.5%
\$200-\$299	29	38.7	30	29.7	0.3%
\$300-\$499	3	4.0	45	44.6	31.1%
\$500+	0	0.0	4	4.0	0.0%
Median Rent	\$ 189		\$ 295		4.6%
<b>UNITS IN STRUCTURE*</b>					
1, Detached	407	80.1	904	81.2	8.3%
1, Attached	3	0.6	9	0.8	11.6%
2-4	50	9.8	61	5.5	2.0%
5+	6	1.2	6	0.5	0.0%
Mobile Home/Other	42	8.3	133	11.9	12.2%
<b>CONDOMINIUMS*</b>					
Total	0	0.0	0	0.0	0.0%
Occupied	0	0.0	0	0.0	0.0%
Vacant	0	0.0	0	0.0	0.0%

Data in this report have been extracted from 1980 and 1990 Summary Tape Files 1 (complete-count data) and 3 (sample data). Complete-count data from the 1980 census include population, households, age, race, Hispanic origin, marital status, households by type, occupancy and tenure, home value, and condominiums.

Complete-count data from the 1990 census include population, households, families, group quarters, age, race, Hispanic origin, marital status, group quarters by type, households by type, occupancy and tenure, home value, rent, and units in structure.

All other 1980 and 1990 data are sample estimates and may differ from complete-count totals due to sample weighting methods. Sample data are subject to sampling variability.

- \* Median Age is calculated from five-year age intervals.
- \* Persons of Hispanic Origin may be of any race.
- \* Classification of Group Quarters by Type was recorded on a sample basis in 1980; for all group quarters population in 1990.
- \* Household and Family Income for 1980 are in 1979 dollars; income data for 1990 are in 1989 dollars. Data are not adjusted for inflation; so a change, 1980-1990, in money income does not necessarily represent a change in real income.

Average incomes in 1980 are calculated from distributions of 15 intervals for both households and families and may differ from averages derived from more detailed income distributions in 1980.

- \* FIRE refers to Finance, Insurance and Real Estate, under Industry.
- \* Educational Attainment for postsecondary levels are not strictly comparable from 1980 to 1990. The 1990 census distinguished "degrees received" from "years of college completed", unlike the 1980 census. "Some college" includes persons with an associate degree in 1990.
- \* Home Value for specified owner-occupied units excludes housing in multi-unit buildings, mobile homes, houses on 10+ acres, and homes with a business or medical office on the premises.- Median home value in 1980 is calculated from a distribution of eight intervals and may differ from the median home value shown on other 1980 census reports. The home value distribution in 1980 is not adjusted for inflation.
- \* Rent for specified renter-occupied units excludes houses on 10+ acres. Rent in 1980 is gross rent (including utilities) and is not adjusted for inflation.
- \* In 1980, Units in Structure data were collected on a sample basis and reported for year-round housing units. In 1990, the data are reported for all housing units.
- \* Condominium data were complete-count in 1980; sample data in 1990.

Source: 1990 Census of Population and Housing, Summary Tape Files 1 & 3

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APPENDIX A-6

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740	750	760
31.54%	48.42%	2.12%

Population	742	1678	27
Median Age	35.5	31.6	45.0
Households	271	554	10
Average Household Size	2.67	2.60	2.70
% Group Quarters Population	2.6%	14.2%	0.0%
Housing Units	504	1114	35
Median HH Income	\$ 24453	\$ 25093	\$ 23750
Urban Population*	0.0%	0.0%	0.0%
Rural Population	100.0%	100.0%	100.0%
RACE			
White	736	1659	27
Black	1	7	0
American Indian	2	2	0
Asian/Pacific Islander	2	5	0
Other Races	0	4	0
HISPANIC ORIGIN*	0	15	0
% Hispanic Origin	0.0%	0.9%	0.0%
Mexican	0	5	0
Puerto Rican	0	2	0
Cuban	0	0	0
Other Hispanic	0	7	0
AGE			
0-4	48	108	1
5-14	104	196	2
15-19	56	213	0
20-24	43	162	1
25-34	114	244	4
35-44	105	204	4
45-54	71	163	4
55-64	70	156	3
65-74	66	143	4
75-84	43	75	1
85+	19	18	0
18+	555	1319	21
Male	362	838	13
Female	377	844	11
HOUSEHOLD TYPE			
Family	199	406	8
Average Family Size	3.11	3.04	2.88
Married Couple	170	339	7
Other Family (No Spouse):			
Male Householder	9	21	0
Female Householder	20	46	1
% HHs with Children	48.2%	46.1%	37.5%
Nonfamily Households	72	148	2
% Single Person	81.9%	85.8%	100.0%
% HHs with Persons 65+	29.2%	31.4%	30.0%

	740	750	760
<b>PLACE OF BIRTH</b>			
Native Born	722	1619	25
Foreign Born	21	58	0
% Immigrated 1980-1990	0.0%	50.0%	0.0%
<b>RESIDENCE IN 1985</b>			
Persons 5+ Years	694	1570	25
Same House	430	834	14
Different House	264	710	11
% Movers, Same County	22.0%	17.1%	24.0%
Different County	111	441	4
% Migrants	16.0%	28.1%	16.0%
<b>LANGUAGE SPOKEN AT HOME*</b>			
Speak English Only	666	1526	24
Speak Other Language	28	44	1
% Do Not Speak English Very Well/Well	7.1%	4.5%	0.0%
<b>EDUCATIONAL ATTAINMENT</b>			
Total, Persons 25+ Years	488	1000	18
% Less than High School	29.9%	24.7%	22.2%
% High School Graduate	70.1%	75.3%	77.8%
% Bachelor's Degree	14.1%	11.7%	16.7%
% Graduate/Professional Degree	6.1%	5.4%	5.6%
<b>LABOR FORCE</b>			
Total, Persons 16+ Years	572	1353	20
In Labor Force	364	766	12
% In Labor Force	63.6%	56.6%	60.0%
Employed (Civilian)	327	701	10
Unemployed	37	65	2
% Unemployed	10.2%	8.5%	16.7%
Females 16+ Years	299	679	10
% In Labor Force	54.2%	47.3%	50.0%
Females with Children <18	90	191	1
% In Labor Force	67.8%	68.1%	100.0%
<b>INDUSTRY*</b>			
Manufacturing	11.0%	10.3%	9.1%
Trade	19.9%	20.9%	18.2%
Services	37.0%	38.5%	36.4%
Public Administration	2.8%	3.6%	9.1%
<b>OCCUPATION*</b>			
Managerial/Professional	21.4%	20.3%	18.2%
Technical	2.4%	1.4%	0.0%
Sales/Admin. Support	21.7%	20.0%	27.3%
Service	21.4%	25.9%	18.2%
Operator/Mover/Laborer	17.7%	16.5%	18.2%

740

750

760

## JOURNEY TO WORK\*

% Drove Alone	79.5%	71.5%	77.8%
% Carpooled	13.9%	16.9%	22.2%
% Used Public Transportation	0.3%	0.0%	0.0%
Average Travel Time to Work	22.0	21.0	29.1

## HOUSEHOLDS BY INCOME\*

Household Income Base	271	562	10
< \$15,000	77	137	3
\$15,000-\$24,999	62	143	2
\$25,000-\$34,999	49	113	4
\$35,000-\$39,999	17	49	0
\$40,000-\$44,999	13	16	0
\$45,000-\$49,999	11	21	0
\$50,000-\$59,999	19	55	1
\$60,000-\$74,999	10	13	0
\$75,000-\$99,999	8	7	0
\$100,000-\$124,999	1	4	0
\$125,000-\$149,999	1	0	0
\$150,000+	3	4	0
Average Household Income	\$ 33454	\$ 29163	\$ 1135

## HOUSEHOLD INCOME BY QUARTILE

Quartile 1: 25%	\$ 13640	\$ 15186	\$ 13750
Quartile 2: 50% (Median)	\$ 24453	\$ 25093	\$ 23750
Quartile 3: 75%	\$ 39125	\$ 37096	\$ 31250

AVERAGE FAMILY INCOME  
BY WORKERS IN FAMILY

No Workers	\$ 7728	\$ 31528	\$ 10178
1 Worker	\$ 25707	\$ 25085	\$ 4572
2 Workers	\$ 45870	\$ 37912	\$ 222
3+ Workers	\$ 35869	\$ 35972	\$ 1899
Average Family Income	\$ 35569	\$ 35041	\$ 182
Per Capita Income	\$ 12253	\$ 10530	\$ 438

## POVERTY STATUS BY AGE

Persons for Whom Poverty Status Is Determined	720	1438	26
% Below Poverty	10.8%	13.0%	7.7%
<18 Years	18.6%	16.3%	14.3%
18 - 64 Years	7.9%	14.3%	6.7%
65+ Years	9.2%	3.4%	0.0%

## POVERTY STATUS BY HOUSEHOLD TYPE

Households Below Poverty	9.3%	11.9%	0.0%
Family Households:			
Married Couple	5.7%	7.4%	0.0%
Other Family (No Spouse):			
Male Householder	12.5%	31.3%	0.0%
Female Householder	25.0%	25.5%	0.0%
Nonfamily Households	13.9%	16.1%	0.0%

	740	750	760
<b>OCCUPANCY AND TENURE</b>			
Occupied	271	554	10
% Owner	76.8%	76.9%	90.0%
% Renter	23.2%	23.1%	10.0%
Vacant	233	560	25
% Vacant	46.2%	50.3%	71.4%
% Usual Home Elsewhere*	3.9%	2.5%	0.0%
<b>HOME VALUE*</b>			
< \$50,000	20	47	0
\$50,000-\$99,999	64	130	3
\$100,000-\$149,999	19	43	1
\$150,000-\$199,999	6	18	0
\$200,000-\$299,999	4	11	0
\$300,000-\$399,999	0	3	0
\$400,000-\$499,999	0	1	0
\$500,000+	0	1	0
Median Home Value	\$ 75446	\$ 79839	\$ 75000
<b>MORTGAGE STATUS/OWNER COST*</b>			
With Mortgage	47	106	0
Average Value	\$ 86626	\$ 126364	\$ 0
Average Monthly Owner Cost	\$ 607	\$ 870	\$ 0
No Mortgage	74	149	2
Average Value	\$ 85026	\$ 83276	\$ 5735
Average Monthly Owner Cost	\$ 228	\$ 223	\$ 303
<b>RENT*</b>			
< \$250	13	37	0
\$250-\$499	24	60	0
\$500-\$749	2	4	0
\$750+	0	0	0
Median Rent	\$ 291	\$ 295	\$ 0
<b>CONDOMINIUMS</b>			
Occupied	0	0	1
% Vacant	0.0%	0.0%	100.0%
<b>UNITS IN STRUCTURE*</b>			
1, Detached	367	904	27
1, Attached	3	9	1
2-4	28	61	0
5+	27	6	1
Mobile Home/Other	79	133	5
Average Number of Rooms*	5.7	5.0	5.4
<b>YEAR STRUCTURE BUILT*</b>			
1985 to March 1990	43	97	6
1980 to 1984	18	33	3
1970 to 1979	93	247	8
1960 to 1969	69	139	4
1959 or Earlier	281	598	14



	740	750	760
Housing Units Lacking Plumbing Facilities	2.4%	0.6%	2.9%
Occupied Units, No Telephone	4.1%	3.1%	0.0%
VEHICLES AVAILABLE			
None	19	23	1
1	86	210	3
2	121	213	4
3+	46	108	2

Data in this report have been extracted from Summary Tape Files 1 (complete-count data) and 3 (sample data). Complete-count data include population, households, group quarters, housing units, race, Hispanic origin, age, sex, household type, occupancy/tenure, home value, rent, units in structure, and rooms. All other data are sample estimates and may differ from complete-count totals due to sample weighting methods.

- \* Urban includes the population of places with at least 2500 persons and urbanized areas; Rural, all population not classified as urban.
- \* Persons of Hispanic Origin may be of any race.
- \* Language Spoken at Home is reported for persons aged 5+ years.
- \* Employment by Industry and Occupation is presented in this report for select groups only. Data are reported for the employed population aged 16+ years.
- \* Journey to Work includes only select modes of transportation; data are reported as a percent of workers aged 16+ years who commuted. Average travel time to work is expressed in minutes.
- \* Household Income refers to the total income received in 1989 by persons aged 15+ years in households. Census data on income do not include "in-kind" payments such as food stamps or medical care.
- \* Usual Home Elsewhere includes housing units that were occupied temporarily at the time of enumeration, but are classified as vacant.
- \* Home Value for specified owner-occupied units excludes housing in multi-unit buildings, mobile homes, houses on 10+ acres, and homes with a business or medical office on the premises.
- \* Monthly Owner Costs for specified owner-occupied units include any mortgage payment(s); real estate taxes; fire, hazard and flood insurance; utilities and fuels.
- \* Rent for specified renter-occupied units excludes houses on 10+ acres.
- \* Units in Structure, Rooms, and Year Structure Built are reported for total housing units.

**Attachment E**

First Wilderness Market Study, upper section 2002

First Wilderness Market Study, lower section 2003



WILDERNESS

CORRIDOR

**WARREN COUNTY**

**NORTHERN HUDSON RIVER INTER-  
MUNICIPAL REDEVELOPMENT STRATEGY**

**FIRST WILDERNESS MARKET STUDY**

*Draft for Discussion Purposes Only*  
Not for Public Distribution

**January 25, 2002**

**LAND, ECONOMIC AND ENVIRONMENTAL PLANNING  
THE SARATOGA ASSOCIATES**

**NORTHERN HUDSON RIVER INTER-MUNICIPAL REDEVELOPMENT STRATEGY  
FIRST WILDERNESS MARKET STUDY  
THE SARATOGA ASSOCIATES: LANDSCAPE ARCHITECTS, ENGINEERS, PLANNERS P.C.**

# FIRST WILDERNESS MARKET STUDY

## BACKGROUND

In 1995, Warren County purchased the forty-mile right-of-way for the former Adirondack Branch of the Delaware and Hudson Railroad, extending from the town of Corinth in Saratoga County to the hamlet of North Creek in the Warren County town of Johnsbury. The southernmost 8 miles of the railroad between North Creek and Corinth are in Saratoga County. The entire 40-mile segment is owned by Warren County. Additionally, Canadian Pacific Railroad owns 17 miles of track between Corinth and Saratoga Springs. Currently, a scenic railroad tourist service operates along 8 miles of the track between Riparius and North Creek.

The development of a tourism railroad is the first step in revitalizing the Northern Hudson River Corridor. But tourism railroads become sustainable only if they are developed as one component of a larger tourism experience. Hence the challenge and the opportunity presented by the tourism railroad is to use it as a catalyst for integrating the smaller scale attractions found along the Hudson River into a single experience for visitors: the First Wilderness Experience.

In order to be sustainable, the First Wilderness Railroad must generate enough revenue to cover operating and maintenance costs. It may not be sufficient to rely on tourist revenue alone, since tourism, although the focal point of the enterprise, will be seasonal in nature, and also face competition from railroads like the Adirondack Scenic Railroad. Thus tourism will give the spirit to the enterprise and spur local economic development along the railroad. But freight may be able to give the enterprise much-needed financial sustainability.

Many tourism railroads like the Catskill Mountain Railroad, Arkansas-Missouri Railroad, Green Mountain Railroad and the Vermont Railway employ a combination of tourist trains, freight operations, inter-modal facilities and/or commuter services to maximize the economic opportunities and local benefits from the railroads.

## POTENTIAL FREIGHT MARKET

America's railroads carry over 40% of the nation's intercity freight, 70% of vehicles from domestic manufacturers, 64% of the nation's coal, and 40% of the nation's grain. It would

take three million trucks to match the capacity of rail cars. What is the potential freight market for the First Wilderness Railroad?

Summarized below is a list of potential users of the First Wilderness Railroad's freight services. The local governance structure can form a First Wilderness Shippers Association, its members consisting of the businesses and industrial sites that will benefit from using the Railroad to ship freight. Dues can be charged in accordance with their use of the railroad. Special marketing and locational advantages can be made available to members to encourage use of the railroad. The market is divided into that of commodities (or intermediate products) and finished products. As is evident, the greater market potential in the Corridor is for commodities or raw materials.

### **Finished Product Market**

1. Occupants of the Warrensburg Industrial Park. This is a 30-acre industrial park located in the Northern end of the Town of Warrensburg that has struggled to find tenants since 1996. (Potential revenue per ton mile: 5.51 cents)
2. Dimensional Mills Inc., a wood pallet manufacturing company. It had said that it would construct a 20,000 sq. ft. building in the Warrensburg Industrial Park, but instead moved its operations to Hudson Falls. (Potential revenue per ton mile: 3.24 cents)
3. Curtis Co., a supplier of home improvement products and builder services in Warrensburg, with headquarters in Ballston Spa. (Potential revenue per ton mile: 5.51 cents)

### **Commodity Market**

4. International Paper Company's Hudson River mill in Corinth, which currently utilizes freight services provided by the Delaware and Hudson (D&H) Railroad. However, in July 2001 IP shut down one of the two paper machines in the mill, eliminating 225 jobs. It is debatable what the status of the mill will be in five years time. (Potential revenue per ton mile: 3.73 cents)
5. Riverside Truss Company, a truss plant (manufacturing component roofs, floors and walls) located in Riparius. When the D&H was in business, they used the railroad to ship lumber from the South. Now they use a different species of

NORTHERN HUDSON RIVER INTER-MUNICIPAL REDEVELOPMENT STRATEGY

FIRST WILDERNESS MARKET STUDY

THE SARATOGA ASSOCIATES: LANDSCAPE ARCHITECTS, ENGINEERS, PLANNERS P.C.

lumber that is shipped from Canada by road. Although their finished products are shipped by truck to individual homes, it is possible that they could use the railroad for getting their raw material, if the railroad were to be connected to their source in Canada. (Potential revenue per ton mile: 3.24 cents)

6. Barton Mines, a producer of industrial garnet abrasive products. Its plant is located in the hamlet of North River and its offices are in Lake George. Barton Mines Corporation has been mining garnet on the top of Gore Mountain since 1924, producing 'Adirondack Crystal Garnet'. The Corporation may potentially utilize rail freight services into/out of their Hudson River plant, if they ensure ultimate connectivity to mainline railroads such as CSX, CP, and CN. (Potential revenue per ton mile: 3.07-5.51 cents)
7. The old titanium mine at Tahawus. The iron and titanium mine in Tahawus was built during World War II by National Lead Co. under a defense contract. Of course, it is derelict and no longer used to mine titanium. The remains of iron ore and titanium can be seen along the road leading to Henderson Lake in the form of piles of mine tailings and mine pits. These tailings can be used to make roads, as was done in the old Republic Mine of Canada. In that case, the First Wilderness Railroad could be used to ship the tailings, especially if connections are provided New York City through Saratoga Springs. But the viability of this will depend on the costs. According to Mr. Medema of Kronos, it is currently cheaper to ship crushed stone from Scotland to New York than to ship it via the railroad from Tahawus. Of course, market pricing can vary over time. A detailed study needs to be conducted to establish the available supply of useable material. (Potential revenue per ton mile: 3.91 cents)

The potential market will possibly grow over the years as the First Wilderness Railroad gets established and spin off effects are felt on tourism related businesses. Although the International Paper Company's Hudson River mill may close down, the Warrensburg Industrial Park could gain tenants as the area becomes more attractive to do business in. Ultimately the economic viability of a freight train will depend upon a) its ability to connect local businesses with their sources of raw and intermediate materials and their primary markets and b) lower shipping costs as compared to trucks. This last should not be difficult. Rail freight rates have been falling steadily over the year (See Attachment 1: Revenue Per Ton Mile in Cents). Detailed surveys and interviews are required to determine whether the railroad would have enough customers to justify the costs of operating a freight train. It could conceivably be part of the next phase when the railroad

NORTHERN HUDSON RIVER INTER-MUNICIPAL REDEVELOPMENT STRATEGY

FIRST WILDERNESS MARKET STUDY

THE SARATOGA ASSOCIATES: LANDSCAPE ARCHITECTS, ENGINEERS, PLANNERS P.C.

is extended to Saratoga Springs, thus establishing connections to New York City and Montreal. A target market does exist, and further discussion and evaluation are recommended.

### **Regulatory Issues**

In addition to the economics of the matter, there are regulatory issues to be considered. After the passing of the Staggers Rail Act in 1980, a large section of economic regulation affecting railroads was removed in order to allow railroading to be more profitable. The powers of the economic regulatory body, the Interstate Commerce Commission (ICC), were gradually either eliminated or transferred to the Surface Transportation Board (STB). In 1995 the ICC was finally terminated. In contrast, safety regulation, the responsibility of the Federal Railroad Administration (FRA), has increased over the years.

According to Tom Lutz, FRA Chief Inspector for Region 1, the FRA will only review the road crossings in conjunction with NYS DOT unless the railroad connects in with the main line south of Corinth. Therefore, once the railroad proposes to offer passenger service south of Corinth and introduces freight service in an effort to subsidize the cost of operations of the tourism line, the railroad will have to conform with the regulations set forth in the following Parts of Title 49 of the Code of Federal Regulations:

- 215 "Railroad Freight Car Safety Standards",
- 213 "Track Safety Standards",
- 218 "Railroad Operating Rules",
- 225 "Railroad Accident/Incidents: Reports Classification Investigations",
- 229 "Railroad Locomotive Safety Standards",
- 231 "Railroad Safety Appliance Standards",
- 232 "Steam Locomotive Inspection and Maintenance Standards" and,
- 240 "Qualifications and Certifications of Locomotive Engines".

The FRA should be contacted prior to undertaking any improvements to the 12 crossings.

### **Track Classification**

The STB classifies railroads as Class 1 if they have over \$259.4 million revenue annually, and all other railroads as Class II. The American Association of Railroads (AAR) defines railroads as Class 1 if they have over \$261.9 million revenue annually, as

Regional Railroads if their annual revenue is between \$40 million and \$261.9 million and/or operate at least 350 miles of road, and all others as Local Railroads. Local Railroads can be further divided into local line-haul carriers and switching and terminal carriers. The latter mostly provide switching and terminal services for other railroads.

The Federal Railroad Administration, on the other hand, defines nine track classes on the basis of operating speed ranging from Class 1 (worst condition with a maximum operating speed of 10 miles an hour) to Class 9 (high speed rail). According to the FRA classification, the track between Corinth and Saratoga is probably a Class 1 or at most Class 2, since the D&H Railroad freight cars move at just about 10 miles an hour. An upgrade will be required over the entire segment to allow passenger service to operate at a maximum speed of 60 MPH (Class 3). (See Attachment 2: FRA Classification)

### **POTENTIAL TOURISM MARKET**

A previous study of the tourist market revealed that Warren County attracted almost 9 million visitors from several states in 1998. It also indicated an important role for Saratoga County (the most populous and affluent county in the region) in the local tourism market. It also laid out an approach to tap into the local and non-local tourist potential and attract people to the First Wilderness Corridor by creating a comprehensive tourist experience that would make the corridor uniquely different from, say, the Battenkill Rambler and the Adirondack Scenic Railroad. However, the First Wilderness Experience will be years in the making. In the meantime, the revival of the Saratoga to North Creek ski train is the logical first step in generating rider-ship on the railroad.

Extending the railroad operations to Saratoga Springs would provide a direct link with New York City, and make possible a ski train from Saratoga to North Creek. The North Creek station was the destination of the first ski trains, run by the D&H in the 1930's. And Gore Mountain in North Creek was one of the Skiing Magazine's top ten picks this year. Linking it up by rail with Saratoga Springs and New York would not only draw new skiing enthusiasts from further away, but also encourage regular visitors to take the train rather than drive themselves. This would reduce congestion on the roads in the skiing season, and generate revenue for local tourism-related businesses. People who travel by train rather than car are more likely to be dependent on local businesses for gear, equipment and food. At the same time, people may prefer to take the train through the wilderness, making that a part of their holiday experience, rather than spend hours on congested highways to get to their destination.



How much revenue would the ski train generate? The answer to that really depends on the number of trips scheduled, physical capacity, and ability to generate demand. We can use the example of Colorado's Denver Ski Train to make a rough comparative assessment. The Denver Ski Train operates a 56-mile route from Denver's Union Station through the 6.2 mile long Moffat Tunnel to Winter Park, has 14 passenger cars and can transport 750 passengers. The train stops less than 100 yards from the base of the ski lifts of Winter Park. It charges \$45 per round trip (\$25 for children between 2-13). In the summer of 2001, it operated nine trips in all. Assuming a full capacity and a 1:4 ratio of children and adults (and leaving club fares and group fares out of the analysis), this translates into revenue of \$2,64,000 in the summer season alone. In the 2001-2002 winter season, it may operate 39 trips, generating \$9,94,500 at 85% capacity. This means annual gross revenue to the tune of \$1,258,500.

But the Denver Ski Train has been running since 1940 and is the largest passenger train of its kind in the US. Additionally there are locational differences that need to be taken into account.

Last year Gore Mountain had 150,000 visitors. The year before, i.e. 1999/2000, saw 120,000 visitors. Just over 50% of their visitors are destination visitors, and just under 50% are day-trip visitors. (Source: Emily Stanton, Gore Mountain). Assuming that the number of visitors is the mean of the last two years, i.e. 135,000, and that just a quarter<sup>1</sup> of them will demand railroad services, this still translates into a potential market of 33,750 visitors. At an average of just \$15 fees per head, this translates into gross revenue of \$506,250.

## **COSTS AND BENEFITS**

The First Wilderness Corridor is a unique and ecologically significant resource that will have economic impacts on tourism, property values, commercial development along its length, local resident expenditures, public sector expenditures, and qualitative factors like enhanced access to environmental resources, and aesthetics.

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<sup>1</sup> A Statewide Attitudinal and Preference survey sponsored by the New York State Metropolitan Planning Organizations in 2000 indicates that 73% of people would consider using public transportation if appropriate improvements are made to the system. So this is a conservative figure, keeping in mind the fact that a sizeable proportion of visitors may not be able to use the railroad connection.

At present, we will not attempt to quantify the myriad indirect and environmental impacts of the railroad, but will gauge how it may become feasible (or self-sustaining) at some point in the future by discussing some financial and logistical issues.

### **Financing Issues Associated with Upgrades**

*Freight:* Nationwide, regional and local railroads earn just 9% of total railroad freight revenue while operating 27% of total route-miles. A potential First Wilderness freight market has been discussed earlier, but further study (aided with a detailed survey of businesses) would need to be carried out to determine whether there will be sufficient demand to justify the capital cost of obtaining freight cars and a locomotive, and the operational expense of running a freight train. To get an idea of the revenue generating potential of a freight train, nationwide each carload of freight generated about \$1,096 gross revenue in the year 2000 (Source: Association of American Railroads).

Of course, it is possible that freight services could be contracted out a mainline carrier, which would then provide the rolling stock and operate the freight train. For instance, right now Canadian Pacific Rail owns the track between Corinth and Saratoga, and the D&H Railroad provides freight services on this segment to International Paper. Forming a partnership with a Class I railroad may prove beneficial in the long run. The Class I railroad could do the long-haul movement while the First Wilderness Railroad could perform local pick up and delivery (in accordance with the typical pattern of partnerships between Class I and local railroads). This logistical issue of determining details of freight operations (and freight operator) for the line between Saratoga and North Creek would be up to the track owners (Warren County and CP Rail) and available providers. Indeed, logistics will drive the economy of the operation, since the demand for freight is a 'derived demand', i.e. derived from a need to ship a product to a particular location. Thus establishing connections with the mainline railroads is imperative.

*Tourism:* An estimate of the revenues that could be generated from a ski train with connections to Saratoga Springs has been put, conservatively, at about \$506,000. It is envisaged that the current rail grant will be sufficient to cover the cost of track upgrades to the point where such a train may operate with a reasonable speed. Currently the scenic railroad tourist service along the 8 miles of the track between Riparius and North Creek is provided by rolling stock leased from the Upper Hudson River Railroad Company. Hence another logistical and financial issue to consider is where the equipment needed in the future will come from and who will operate it. If the current grant is insufficient (unlikely unless

capital investment exceeds expectations and includes freight stock) then the First Wilderness body may consider floating a 20-30 year bond with a 7-8% interest rate.

## **CONCLUSION**

The analysis so far suggests that there are market possibilities for both tourism and freight in the First Wilderness Corridor, but that further study needs to be carried out to conduct a detailed cost benefit analysis of the freight market. Interviews with the potential business users of freight are required to determine the profitability of maintaining separate rolling stock for freight. One possibility that the First Wilderness may consider in the future is a tie-up with a Class 1 railroad to undertake long-haul movement.

A proactive marketing plan must be developed to inform industries and generate business interest in the facilities provided by the railroad. If it turns out that there is sufficient business interest, then various railroad safety regulations need to be addressed, and logistical issues sorted out among the railroad track owners and rail facility operators/providers. It is almost a certainty that for freight operations to achieve a critical mass, connections to mainline railroads will need to be established. Above all, the ownership, management and coordination of the Saratoga County section of the track must be integrated into the First Wilderness Corridor management and marketing plan. It is essential that the First Wilderness governing body coordinate the overall effort for seamless integration across counties.

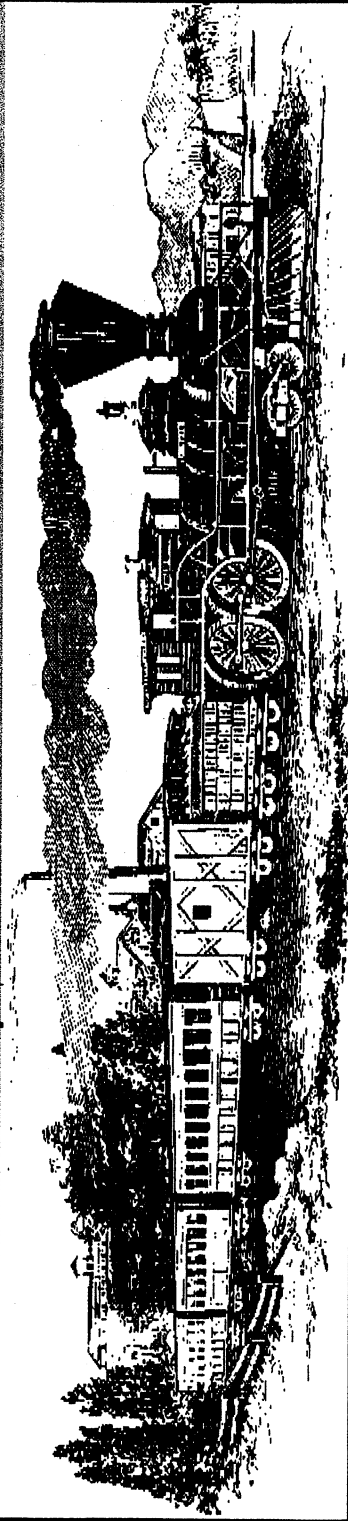
# Summary of First Wilderness Market Potential

## Tourism Market (Ski Train)

- Extending the railroad operations from North Creek to Saratoga Springs would provide a direct link with New York City, and make possible a ski train from Saratoga to North Creek.
- The regional target market of New York and New Jersey States consists of almost 27.4 million persons
- There were almost 9 million visitors to Warren County in 1998
- Potential economic impact of increasing length of stay of visitors is \$39 per person
- In 2000, Gore Mountain had 150,000 visitors. About half were destination visitors, and half were day-trip visitors.

## Freight Market

- The potential market for freight includes:
- Occupants of the Warrensburg Industrial Park
  - Wood pallet manufacturing company in Hudson Falls
  - Home improvement products company in Warrensburg
  - Paper company's Hudson River mill
  - Truss plant in Riparius
  - Garnet abrasive products plant in North River
  - Old titanium mine at Tahawus
- In order to be successful, rail rates must be competitive with trucking alternative.
- Interviews with businesses are required to conduct a detailed cost-benefit analysis.



**Attachment 1: Revenue Per Ton Mile in Cents**

Table A-6. Revenue per Ton-Mile (In Cents)

	STOC	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	
<b>Eastern United States</b>																		
FARM PRODUCTS	01	2.22	2.16	2.19	2.20	2.23	2.19	2.31	2.08	2.12	2.13	2.08	2.14	2.10	2.20	2.20	2.16	
METALLIC ORES	10	3.74	3.74	3.20	3.39	3.36	3.76	3.74	3.93	3.85	3.56	3.70	3.72	3.74	3.73	3.69	3.91	
COAL	11	3.21	3.10	3.01	3.01	2.95	2.96	2.99	2.96	2.78	2.80	2.65	2.70	2.58	2.66	2.67	2.57	
NONMETALLIC MINERALS, EX FUELS	14	3.47	3.78	3.31	3.34	3.31	3.28	3.07	3.07	2.98	2.99	3.01	3.12	3.25	3.17	3.16	3.07	
FOOD AND KINDRED PRODUCTS	20	3.97	3.62	3.53	3.32	3.36	3.29	3.22	3.16	3.07	3.01	3.00	3.01	3.00	2.94	2.93	2.93	
LUMBER AND WOOD	24	3.83	3.54	3.50	3.46	3.56	3.53	3.54	3.46	3.35	3.27	3.27	3.31	3.41	3.30	3.25	3.24	
PULP, PAPER AND ALLIED PRODUCTS	26	3.67	4.00	3.89	3.95	4.06	4.11	4.10	3.99	3.98	3.73	3.71	3.77	3.86	3.69	3.72	3.73	
CHEMICALS	28	4.31	4.32	4.24	4.01	4.04	4.19	4.09	4.09	3.97	3.84	3.76	3.82	3.81	3.78	3.79	3.71	
PETROLEUM AND COAL PRODUCTS	29	4.25	4.21	4.00	4.09	4.18	4.08	4.11	4.31	4.11	4.14	4.04	4.04	4.02	3.90	3.84	3.87	
STONE, CLAY GLASS AND CONCRETE PRODS	32	3.36	3.51	3.39	3.40	3.49	3.53	3.55	3.67	3.65	3.76	3.54	3.59	3.69	3.65	3.70	3.64	
PRIMARY METAL PRODUCTS	33	4.18	3.95	3.84	3.12	3.09	3.05	3.37	3.31	3.33	3.29	3.36	3.41	3.43	3.32	3.38	3.41	
TRANSPORTATION EQUIPMENT	37	11.43	11.50	11.57	11.36	11.82	11.95	12.32	11.88	10.97	11.36	10.95	11.01	10.75	10.40	10.02	10.18	
WASTE AND SCRAP MATERIALS	40	5.42	5.07	5.07	4.78	5.06	4.98	4.73	4.26	3.84	3.61	3.55	3.79	3.81	3.71	3.69	3.65	
MISC. MIXED SHIPMENTS EX. FORWARD	46	4.56	4.47	4.29	4.22	4.09	4.09	4.16	4.07	3.90	4.05	3.98	4.08	4.09	4.12	4.18	4.07	
ALL OTHER COMMODITIES	--	6.53	6.20	6.05	6.00	5.72	5.81	5.79	6.25	5.76	5.71	5.32	5.14	5.12	5.14	5.31	5.51	
TOTAL EAST		4.04	4.03	3.87	3.83	3.85	3.86	3.80	3.78	3.60	3.63	3.51	3.56	3.56	3.55	3.54	3.54	
<b>Western United States</b>																		
FARM PRODUCTS	01	2.29	2.22	2.06	1.87	1.95	1.91	2.04	2.02	2.06	2.17	2.38	2.10	2.15	2.17	2.17	2.06	
METALLIC ORES	10	2.94	3.11	3.44	3.05	2.82	2.37	2.74	2.50	2.29	2.28	2.22	1.92	1.89	2.42	2.69	2.42	
COAL	11	1.83	1.75	1.83	1.50	1.49	1.47	1.47	1.43	1.40	1.34	1.31	1.28	1.22	1.20	1.10	1.10	
NONMETALLIC MINERALS, EX FUELS	14	2.81	2.69	2.84	2.73	2.72	2.66	2.64	2.63	2.63	2.79	2.79	2.70	2.81	2.57	2.57	2.57	
FOOD AND KINDRED PRODUCTS	20	3.39	3.19	3.02	2.83	2.82	2.73	2.70	2.70	2.64	2.68	2.69	2.69	2.85	2.55	2.51	2.49	
LUMBER AND WOOD	24	3.28	2.99	2.78	2.85	2.73	2.81	2.84	2.53	2.45	2.56	2.62	2.62	2.58	2.55	2.53	2.50	
PULP, PAPER AND ALLIED PRODUCTS	26	4.08	3.98	3.88	3.75	3.83	3.77	3.70	3.69	3.55	3.44	3.37	3.43	3.41	3.40	3.45	3.45	
CHEMICALS	28	3.63	3.83	3.62	3.48	3.66	3.51	3.57	3.58	3.50	3.51	3.41	3.38	3.38	3.41	3.35	3.26	
PETROLEUM AND COAL PRODUCTS	29	4.61	4.59	4.35	4.05	3.86	3.83	3.72	3.76	3.56	3.58	3.52	3.34	3.24	3.25	3.19	3.08	
STONE, CLAY GLASS AND CONCRETE PRODS	32	3.77	3.38	3.68	3.28	3.13	3.07	3.04	2.96	3.03	3.14	3.13	3.16	3.07	3.02	3.06	3.01	
PRIMARY METAL PRODUCTS	33	3.43	3.31	3.14	2.93	2.73	2.85	2.69	2.59	2.42	2.40	2.35	2.39	2.39	2.49	2.48	2.48	
TRANSPORTATION EQUIPMENT	37	10.18	10.16	9.87	9.71	9.56	9.09	8.75	7.59	6.07	7.49	8.19	7.54	7.98	7.00	6.59	6.64	
WASTE AND SCRAP MATERIALS	40	4.55	4.30	4.06	3.59	3.62	3.58	3.43	3.33	3.32	3.19	3.22	3.20	3.26	3.28	3.04	2.94	
MISC. MIXED SHIPMENTS EX. FORWARD	46	3.66	3.78	3.64	3.23	2.96	2.72	2.62	2.52	2.47	2.64	2.70	2.58	2.56	2.54	2.56	2.56	
ALL OTHER COMMODITIES	--	4.69	4.69	4.58	4.27	3.98	3.85	4.00	4.08	3.81	3.89	3.83	3.88	3.82	3.81	3.62	3.91	
TOTAL WEST		3.00	2.88	2.80	2.56	2.66	2.48	2.48	2.44	2.41	2.43	2.43	2.31	2.27	2.26	2.16	2.16	

**Attachment 2: FRA Track Classification**

USDOT:FRA:Counsel:Regs:49CFR200\_00

(a) Except as provided in paragraph (b) of this section and §§213.57(b), 213.59(a), 213.113(a), and 213.137(b) and (c), the following maximum allowable operating speeds apply --

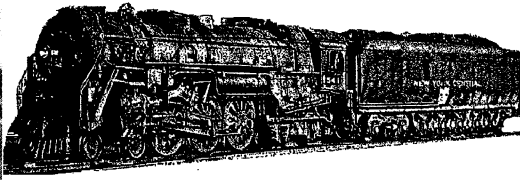
[In miles per hour]

Over track that meets all of the requirements prescribed in this part for--	The maximum allowable operating speed for freight trains is--	The maximum allowable operating speed for passenger trains is--
Excepted track.....	10	N/A
Class 1 track.....	10	15
Class 2 track.....	25	30
Class 3 track.....	40	60
Class 4 track.....	60	80
Class 5 track.....	80	90

(b) If a segment of track does not meet all of the requirements for its intended class, it is reclassified to the next lowest class of track for which it does meet all of the requirements of this part. However, if the segment of track does not at least meet the requirements for Class 1 track, operations may continue at Class 1 speeds for a period of not more than 30 days without bringing the track into compliance, under the authority of a person designated under §213.7(a), who has at least one year of supervisory experience in railroad track maintenance, after that person determines that operations may safely continue and subject to any limiting conditions specified by such person.







# First Wilderness Market Study

**Prepared For:**

Saratoga Economic Development Corporation

And The Towns Of

Hadley, Johnsbury, Lake Luzerne, Chester, Thurman, Stony Creek,  
Saratoga, Greenfield, Corinth, Day and Edinburgh



**January 2003**

**PREPARED BY**

**THE SARATOGA ASSOCIATES**

Landscape Architects, Architects, Engineers, and Planners, P.C.

# FIRST WILDERNESS MARKET STUDY

*JANUARY 2003*

## CONTENTS

*PAGE NO.*

<b>EXECUTIVE SUMMARY.....</b>	<b>1</b>
<b>1 RIDERSHIP ESTIMATES AND ISSUES.....</b>	<b>2</b>
<b>2 SWOT ANALYSIS OF CORRIDOR COMMUNITIES.....</b>	<b>20</b>
<b>3 FIRST WILDERNESS TRAIN LOGISTICS.....</b>	<b>24</b>
<b>4 LOCAL GOVERNANCE STRUCTURES.....</b>	<b>27</b>
<b>5 POTENTIAL FREIGHT MARKET.....</b>	<b>37</b>
<b>6 ECONOMIC IMPACT ANALYSIS.....</b>	<b>42</b>
<b>7 CASH FLOW MODEL.....</b>	<b>46</b>
<b>8 CONCLUSION.....</b>	<b>48</b>

**APPENDIX 1: ANALOGOUS SCENIC TRAINS**

**APPENDIX 2: A MATRIX THEORY MODEL**

**THE SARATOGA ASSOCIATES**  
Landscape Architects, Architects, Engineers, and Planners, P.C.

## **PROJECT INTRODUCTION**

In 1995, Warren County purchased the forty-mile right-of-way for the former Adirondack Branch of the Delaware and Hudson Railroad, extending from the town of Corinth in Saratoga County to the hamlet of North Creek in the Warren County town of Johnsbury. The southernmost 8 miles of the railroad between North Creek and Corinth are in Saratoga County. The development of a tourism railroad is the first step in revitalizing the Northern Hudson River Corridor. But tourism railroads become sustainable only if they are developed as one component of a larger tourism experience. Hence the challenge and the opportunity presented by the tourism railroad is to use it as a catalyst for integrating the smaller scale attractions found along the Hudson River into a single experience for visitors: the First Wilderness Experience.

This report is intended to document the market research and feasibility determination for the First Wilderness project. It is divided into eight sections. Section 1, Ridership Estimates and Issues, discusses national tourism trends before describing and quantifying the main tourism segments to be served by the First Wilderness Railroad. Section 2, SWOT Analysis of Corridor Communities, details the strengths, weaknesses and opportunities that are present for the communities along the First Wilderness Corridor. Section 3, First Wilderness Train Logistics, is a brief look at the practical aspects of running the First Wilderness Train. Section 4, Local Governance Structures, explores the different governance models that may be used to manage the First Wilderness project. Section 5, Potential Freight Market, explores freight issues and opportunities. Section 6, Economic Impact Analysis, uses RIMS II multipliers to gauge the earnings impact of the First Wilderness project on Saratoga County. Section 8, Cash Flow Model, presents a model for the cash flow statement of the First Wilderness Railroad. Section 7, the concluding section, presents the next steps and sums up the findings.

## **1 RIDERSHIP ESTIMATES AND ISSUES**

### **1.1 BACKGROUND**

In 1995, Warren County purchased the forty-mile right-of-way for the former Adirondack Branch of the Delaware and Hudson Railroad, extending from the town of Corinth in Saratoga County to the hamlet of North Creek in the Warren County town of Johnsbury. The southernmost 8 miles of the railroad between North Creek and Corinth are in Saratoga County. The entire 40-mile segment is owned by Warren County. Additionally, Canadian Pacific Railroad owns 17 miles of track between Corinth and Saratoga Springs. Currently, a scenic railroad tourist service operates along 8 miles of the track between Riparius and North Creek.

The development of a tourism railroad is the first step in revitalizing the Northern Hudson River Corridor. But tourism railroads become sustainable only if they are developed as one component of a larger tourism experience. Hence the challenge and the opportunity presented by the tourism railroad is to use it as a catalyst for integrating the smaller scale attractions found along the Hudson River into a single experience for visitors: the First Wilderness Experience.

In order to be sustainable, the First Wilderness Railroad must generate enough revenue to cover operating and maintenance costs. The Saratoga County market will prove an essential component in the financial sustainability of the First Wilderness Railroad. Indeed, extending the railroad to Saratoga Springs and establishing a connection with New York City is key to making the First Wilderness a viable operation.

### **1.2 NATIONAL TOURISM TRENDS**

The Upper Hudson Corridor has the capacity to provide a variety of outdoor recreation experiences, from whitewater rafting to horseback riding. In addition, the region has a wealth of historical resources related to the emergence of the Adirondack Park as an important area for resource-based industries, artistic expression, and recreation. This suggests that the Upper Hudson River Corridor has the capacity to increase visitation among three key segments of the national travel market: Adventure Travelers, History and Cultural Travelers, and Weekend Travelers.

#### Adventure Travelers

- One-half of U.S. adults (50%) or 98 million took an adventure vacation within the past five years. Ninety-two million took a soft adventure vacation. Thirty-one million took a hard adventure vacation. Twenty-five million did both.
- Adventure travelers participated in an average of three different soft adventure activities in the last five years. The top soft adventure activities in the last five years were camping (64.7 million adults or 33%), hiking on gradually changing terrain (44.8 million adults or 23%) and biking (27.2 million adults or 14%).

- Adventure travelers participated in an average of three different hard adventure activities in the last five years. The most popular ones were whitewater rafting/kayaking (14.8 million adults or 8%), snorkeling/scuba diving (12.4 million adults or 6%) and off-road biking or mountain biking (10.8 million or 5%).
- With the variety of activities involved, spending varied widely among adventure travelers. On average, hard adventure travelers spend more than soft adventure travelers (\$465 vs. \$325 per trip, median). For soft adventure, Mature Adults (\$390 median), people living in the Northeast (\$450 median) and upper income households (\$441 median) spend the most.
- In a 1994 study of North American travel consumers, 77% had already taken a vacation involving activities related to nature, outdoor adventure, or learning about another culture in the countryside or wilderness. Of the 23% remaining who had not, all but one respondent stated that they were interested in doing so.

#### History and Cultural Travelers

- Over one-fourth of U.S. adults (53.6 million adults) reported taking at least one trip in the past year which included a visit to an historic place or museum. Seventeen percent of U.S. adults (33.0 million adults) reported taking a trip in the past year, which included a visit to a cultural event or festival. When combined, one-third of U.S. adults (65.9 million adults) reported taking either a historic trip, a cultural trip or both in the past year.
- The key difference which distinguishes historic/cultural travelers from other travelers, is their reason for traveling. They are over twice as likely to travel for entertainment. Also key to understanding this group is how they travel. They are less likely to drive their own cars and more likely to fly. They are also more likely to shop while traveling. Visits to national and state parks are also popular among these travelers.

Cultural travelers take more trips to visit family and friends, whereas historic travelers journey more often for entertainment. Cultural travelers drive their own cars more than historic travelers who fly more frequently. Cultural travelers take more trips by themselves; historic travelers journey more often with children. On average, cultural travelers take more daytrips and stay a shorter time than historic travelers. Historic travelers take longer trips and more often spend the night in hotels, while private homes are used by more cultural travelers. Historic travelers participated more often in virtually every activity, particularly visits to national and state parks. Historic travelers spent, on average, \$688 during their trips, significantly more than the \$557 spent on average by cultural travelers.

#### Weekend Travelers

- Weekends account for half of all travel. Weekend travel comprised 52 percent of the 1.16 billion person-trips taken in 1996, up 10 points from 1986 (42%). Weekend travel is defined as an overnight trip of 1 to 5 nights away, including a Friday and/or Saturday night stay.
- Weekend travel volume rose by a dramatic 70 percent from 1986 (356.8 million person-trips) to 1996 (604 million person-trips). During the same ten year period, the U.S. adult population increased by a much smaller 10 percent.

- Non-weekend travel volume also grew, but by a more modest 15 percent from 1986 (484.5 million person-trips) to 1996 (557.2 million person-trips). Non-weekend travel comprised 48 percent of the 1.16 billion person-trips taken in 1996, down 10 points from 1986 (58%).
- In 1986, the volume of non-weekend travel (484.5 million person-trips) was 36 percent greater than that of weekend travel (356.8 million person-trips). By 1996, it reversed. The absolute volume of weekend travel was 8 percent higher than non-weekend.

About 41% of weekend travel (246.1 million person-trips) includes children on the trip, greater than the 30% among non-weekend travelers (167.2 million person-trips).

- Most weekend travel is by auto. Eighty-five percent of weekend travel (510.7 million person-trips) is by an auto, truck, RV or rental car, 11 points higher than non-weekend travel (412.3 million person-trips or 74%). Average trip length is shorter for weekend travel, 706 miles round-trip, than for non-weekend travel, 986 miles round-trip, consistent with higher air use among non-weekend travelers (23% vs. 13%).
- About 48% of overnight travelers shop while on a trip. Those who shop spend an average of \$333 per trip, with 22% spending over \$500. Contrary to common perception, shopping travelers more often spend on clothes and shoes than on souvenirs. The average daily expenditure on a trip is \$67 with 18% being spent on retail, 24% on food, and the rest of accommodations and other items.

Over one-half of respondents reporting weekend travel are married (56%), and about one-third are single (31%). The majority work full-time (69%), some work part-time (10%), and the rest are retired (11%) or homemakers/students/not employed (10%). The average age of respondents reporting weekend travel is 40, with a large share of 18-34 years olds (42%). The average household income among weekend travelers is \$60,000. About four in ten weekend travelers (42%) have children at home. The gender mix among weekend travelers is 56% men and 44% women.

### **1.3 SARATOGA /WARREN TOURISM MARKET**

Linda Toohey, executive vice president of the Saratoga County Chamber of Commerce, estimated the economic impact of Saratoga County's tourism industry at about \$45 million annually in 1997. Saratoga County is the most populous and affluent county in the region. According to research conducted by the Warren County departments of Planning and Transportation, Warren County attracted almost 9 million visitors in 1998. Of these visitors, 4.6 million (52%) were on day trips. Of the 4.3 million who stayed at least one night, 3.2 million stayed in hotels or motels. Another 1.1 million camped.

Visitors to the Adirondack Region in general have average trip durations of 4.5 days in the summer and 3.6 days in the winter months. About one-third of all visitors to the region stay in either a hotel or motel, one-tenth stay with friends or relatives, and one-quarter of summer

visitors camp. The average trip expenditure reported by visitors in the Adirondacks is \$406 for winter visitors and \$434 for summer visitors, including food, lodging, and “other” trip expenses. These expenditures translate into a per day expenditure of \$113 for winter visitors and \$96 for summer visitors. Thus significant benefits can be attained just by extending the stays of those already visiting Saratoga and Warren Counties.

### **Market Segment Profile**

A previous study of the tourist market laid out an approach to tap into the local and non-local tourist potential and attract people to the First Wilderness Corridor by creating a comprehensive tourist experience that would make the corridor uniquely different from, say, the Battenkill Rambler and the Adirondack Scenic Railroad. However, the First Wilderness Experience will be years in the making. In the meantime, the revival of the Saratoga Springs to North Creek ski train is the logical first step in generating ridership on the railroad. There are eight (overlapping) market segments that a train between Saratoga Springs and North Creek could capture: the Skiers, the Saratoga Springs Visitors, the Convention Center Market, the Regional Summer Tourists, the Corridor Residents, the Train Aficionados, the Fall Foliage Travelers, and the Regional Residents.

#### **The Skiers**

Extending the railroad operations to Saratoga Springs would provide a direct link with New York City, and make possible a ski train from Saratoga Springs to North Creek. The North Creek station was the destination of the first ski trains, run by the D&H in the 1930's. Additionally, Gore Mountain in North Creek was one of the Skiing Magazine's top ten picks this year. Linking it up by rail with Saratoga Springs and New York would not only draw new skiing enthusiasts from further away, but also encourage regular visitors to take the train rather than drive themselves. This would reduce congestion on the roads in the skiing season, and generate revenue for local tourism-related businesses. People who travel by train rather than car are more likely to be dependent on local businesses for gear, equipment and food. At the same time, people may prefer to take the train through the wilderness, making that a part of their holiday experience, rather than spend hours on congested highways to get to their destination.

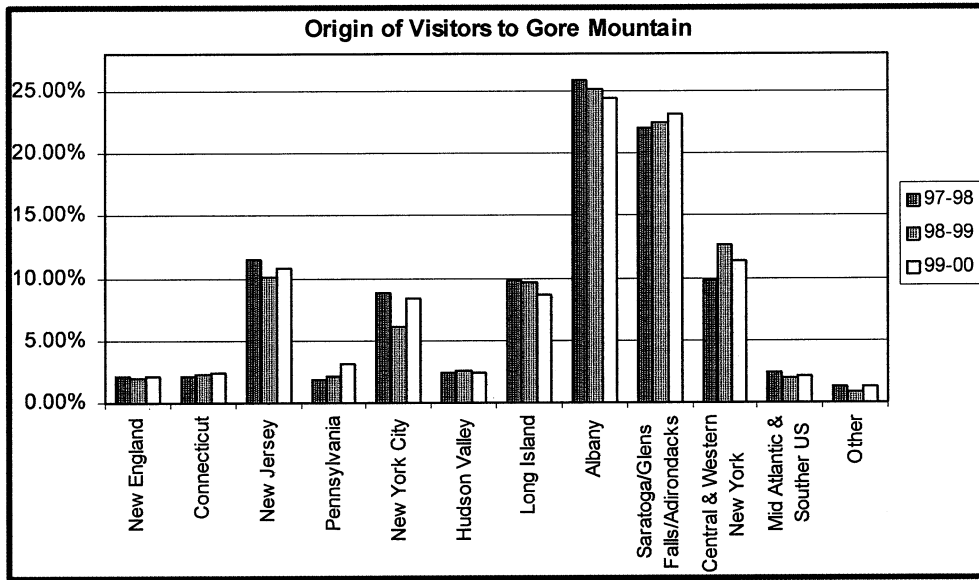
Gore Mountain, which opened in 1964, is a no-frills skier's delight. Since 1995, it has undergone many improvements like new trails, quads, and other lifts; quadrupled snowmaking; and replaced its grooming fleet. There is also a new passenger gondola serving a new peak. Gore Mountain's skiing season lasts from mid-November to mid-April.

In the last six years, Gore Mountain has seen a tremendous increase in popularity. The daily tickets sold increased from 100,000 to 150,000 and the number of season pass-holders jumped from 400 to 3,000. As can be seen from Table 1.1, in just three years the total number of visitors has increased by 45% from 120,000 to 174,000. Visitation in the coming season is projected at



200,000. Evidently Gore Mountain is on a steady positive growth curve. According to Mike Pratt (the General Manager), Gore Mountain's future market objective is to reach the figure of 0.25 million visitors in the next four years. They have the capacity to increase terrain by 30-40%. This raises some crucial issues.

**Figure 1.1: Where do Visitors to Gore Mountain Come From?**



**Table 1.1: Gore Visitation Trends**

Gore Visitation Trends	
1999/2000 Season	120,000 visitors
2000/2001 Season	150,000 visitors
2001/2002 Season	174,000 visitors
2002/2003 Projected	200,000 visitors
2006-2007 Projected	250,000 visitors
Destination Visitors	50%
Day trippers	50%

Firstly, about 45% of Gore Mountain's visitors are from the Saratoga Albany area, and another 45% from the Long Island and New Jersey area. This means that fully 90% of the current and future market will potentially be able to access Gore Mountain via the First Wilderness Train, *if* a connection is provided to Saratoga Springs. Gore Mountain management is excited about the possibilities that a First Wilderness ski train would create, but emphasize that a link to Saratoga Springs, and ultimately to New York City, is essential. It is evidently not enough to have a train from Corinth to North Creek. A ski train to Saratoga Springs would be key in drawing more destination visitors to Gore Mountain.

Secondly, to maintain and enhance the visitor influx via the train would necessitate making available modern facilities and amenities in North Creek. During the peak seasons Gore Mountain visitors fill the available accommodation to capacity. So at the very least, more beds are required.

#### *Skiers' profile<sup>1</sup>*

Who are the people who ski? About 52% of cross-country skiers are women and 75% to 95% of all outdoor recreation participants are Caucasian. Most skiers remain active past age 60. Around 13% of skiers are over 55, and the average age is 38. 45% of skiers are age 35-54. Annual household income is \$21,000-\$40,000 for 10.8% of skiers, \$41,000-\$60,000 for 25.1% of skiers, \$61,000-\$80,000 for 24.2% of skiers, and \$81,000 or more for 38.6% of skiers. 49% of cross-country skiers have household incomes in excess of \$50,000. Approximately 50% of outdoor recreation participants are from 2-3 person households, and 59% are married. Around 41% of skiers are college educated.

#### **The Saratoga Springs Visitors**

Over the years, Saratoga Springs has become a popular local destination for visitors in the Northeast. There appears to be something interesting for everyone quite apart from the racetrack: natural spas and mineral baths, opera and ballet, an exciting and diverse downtown, and a distinctive community character. The city is most famous for its summer racing season. It used to be called "the August place to be" because of the traditional August horseracing season which has now been extended into July and September. According to the New York Racing Association (NYRA), 24,660 people attended the races every day in 1999, up from about 23,000 the year before. Now Saratoga Springs has developed into a year-round destination, though it throngs with visitors in the summer.

Saratoga Springs is known for the Saratoga Performing Arts Center that is the summer home for New York City Ballet and Philadelphia Orchestra. The city is also the gateway to the Adirondacks. People with second homes in the Adirondacks pass through Saratoga Springs on their way and often stop in the downtown. The area also serves as a good base for those who want to do cross-country skiing or snow-mobiling.

People who visit Saratoga Springs are a strong potential market for the First Wilderness Railroad. It would be another marketing niche for the city, a unique and accessible experience that visitors will be drawn to.

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<sup>1</sup> Source: CCSA, NSGA, SGMA, WI Dept. of Tourism & Cross Country Ski Areas Association at [http://www.xeski.org/about\\_xc\\_skiing/about\\_industry.shtml](http://www.xeski.org/about_xc_skiing/about_industry.shtml)

**Table 1.2: Saratoga Springs Visitation**

<b>Venue</b>	<b>Visitation</b>
Saratoga Race Course	24,660 attendance per day in season
Saratoga Performing Arts Center	377,000 attendance in 2001
Saratoga National Historical Park <sup>2</sup>	250,000 annual (battlefield)
Visitor Center	75,000 annual
Hotel Occupancy	65% (330,000 occupied rooms in 2001)
Total overnight Saratoga Springs visitors based on hotel occupancy	118,000 <sup>3</sup>

A survey of overnight visitors conducted by the Saratoga Convention and Tourism Bureau in 1999<sup>4</sup> reveals the profile of visitors to Saratoga Springs and the economic impact of tourism. The survey participants were overnight visitors staying in the Holiday Inn Saratoga Springs, Gideon Putnam Hotel & Conference Center or Sheraton Hotel and Conference Center. According to the study, the average overnight visitor spent \$540 and stayed for three days and two nights. The amount spent on lodging was just 45%, with \$295 being spent on other goods and services such as retail stores, restaurant meals and area attractions. About 68% visitors come from the Northeast i.e. New York (46.8%), Massachusetts (7.5%), New Jersey (5.9%), Connecticut (5%) and Pennsylvania (2.9%). About 92% held a four-year college degree or better, and the household income ranged from \$50,000 to over \$120,000. 55% respondents indicated they used the Internet for their travel plans. These facts begin to give some indication of the market profile to be targeted and the advertising methods to be used for generating interest and enthusiasm for the First Wilderness Railroad.

### **The Convention Center Market**

The Capital Region is a popular destination for conventions and meetings for a variety of reasons. A major chunk of the area's convention business is divided between Albany and Saratoga Springs, and the two cities occupy rather different marketing niches. Whereas Albany attracts meetings and conventions because of its status as the seat of New York State government, Saratoga Springs is promoted as a resort community with plenty of attractions to offer convention participants during their free time. The Saratoga Springs City Center has an occupancy rate of 86%. Indeed, in the key months of the convention business, i.e. March, April, May and October, it is sometimes difficult to accommodate the requests of all the groups who want to come to Saratoga Springs with their meetings.

<sup>2</sup> Source: Champlain Valley Heritage Corridor Inventory, The Official Museum Directory, AAM, Tourism Quebec, and the Office of Thomas J. Martin.

<sup>3</sup>  $330,000 / 2.5 \text{ nights} = 132,000$ .  $132,000 * 1.5 \text{ persons per room} = 198,000$ . 60% of these (118,800) are the normal Saratoga visitors and the rest Group or Convention visitors.

<sup>4</sup> Economic Impact of Tourism Study, Saratoga Convention and Tourism Bureau

**Table 1.3: Delegate Expenditures by Category<sup>5</sup>**

Type of Expenditure	Total Expenditure per Delegate, \$
Lodging and Incidentals	342.5
Hotel Food and Beverage	93.4
Other Food and Beverage	86.4
Tours / Sightseeing	14
Admission fees	7.6
Recreation	7.4
Sporting Events	2.5
Retail Stores	73.7
Local Transport	12.8
Auto Rental	21.9
Gas, Tolls, Parking	11
Other	22.6
<b>Total</b>	<b>695.7</b>

According to the Saratoga Convention and Tourism Bureau tourism study, “Group” (or Convention) visitors generate an additional \$68 per trip by their association. Trade show exhibitors spend an extra \$299.

People who come to conventions often make the time to shop and visit the downtown, and may even extend their trip to explore the area. The First Wilderness Railroad, developing into a unique regional experience, can draw upon convention center visitors for its ridership.

### **The Regional Summer Tourists**

Summer tourists from the region throng Lake George and Lake Placid between June and August every year. The Lake George Chamber of Commerce itself fielded 8,790 visitor requests and mailed 7,400 travel guides in the months of May and June in 2001. Lake George is just 45 minutes away by road from Saratoga Springs, and Lake Placid about an hour and a half. In the year 2000, the seasonal summer population at Lake George Village was estimated to be 394,087. The First Wilderness Railroad could draw some of these summer lake tourists into extending their stay and taking a scenic ride into the wilderness.

The Six Flags Great Escape in Lake George is another regional draw. With an entrance fee of \$33, the park draws 0.8 to 1 million visitors a year. It has evolved from “Storytown” and “Ghostown” in earlier years to a full-fledged amusement park run by Six Flags, the world’s largest theme park company.

<sup>5</sup> Source: International Association of Convention and Visitors Bureau

### **The Corridor Residents**

The proposed stops in the First Wilderness Railroad fall in the Towns of Johnsbury, Chester, Thurman, Warrensburg, Stony Creek, Lake Luzerne, Hadley, and Corinth, serving a total population of over 23,400 residents. This represents an increase of over 6% from 1990. By extending the Railroad from Corinth to Saratoga Springs, rail services and connections to New York City will be provided to the growing upstate population of Warren and Saratoga Counties. Additionally, the railroad will provide convenient and pleasant connections among the towns themselves.

**Table 1.4: The Upstate Population**

<b>Town</b>	<b>1990 Population</b>	<b>2000 Population</b>
Johnsbury	2,352	2,450
Chester	3,465	3,614
Thurman	1,045	1,199
Warrensburg	4,174	4,255
Stony Creek	670	743
Lake Luzerne	2,816	3,219
Hadley	1,628	1,971
Corinth	5,935	5,985
<b>Total</b>	<b>22,085</b>	<b>23,436</b>

### **The Train Aficionados**

The scenic 40-mile route between North Creek and Corinth is sure to appeal to train aficionados. The Adirondack Express between Montreal and New York City is already one of the most popular scenic trains in North America for train lovers. The aficionados on the Adirondack Express will be able to stop in Saratoga Springs and sample the First Wilderness route before going on their way. About 9,700 people rode the Adirondack Express between New York and Saratoga Springs in fiscal year 2001. Nationally, there are estimated to be over a million<sup>6</sup> train aficionados or rail fans. This is a growing and important tourist segment and its potential can be realized when ease of connection is established with a link between Corinth and Saratoga Springs.

### **The Fall Foliage Travelers**

The New England region draws many tourists in the Fall who are motivated to travel to see the colors of Autumn. A study on "The Economic Impact of Tourism in Vermont" by the Department of Community Development & Applied Economics, University of Vermont, reveals the economic significance of the Fall foliage traveler. "Fall foliage tour" was the primary purpose of 20% of

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<sup>6</sup> Conservative figure based on conversations with railroad associations and societies

trips to Vermont in the Fall (September to November) of 1999. The average amount spent per person was \$196. The party size averaged three people. The activities people participated in during the Fall included fall foliage tour (58%), buying products (55%), relaxing in beauty (44%), automobile touring (39%) and visiting historic sites (36%). The total number of person trips to Vermont was 3.6 million in the Fall.

**Table 1.5: Expenditure of Fall Tourists**

<b>Fall Spending, 1999</b>	<b>Average per person per trip</b>	<b>% of Total</b>
Lodging	\$46.3	23.6%
Restaurants	\$41.2	21%
Shopping	\$40.2	20.5%
Recreation & Entertainment	\$12.8	6.5%
Gasoline	\$12.5	6.4%
Grocery stores	\$11	5.6%
Other transportation	\$7.3	3.7%
Skiing	\$6.1	3.1%
Camping	\$3.3	1.7%
Other	\$15.29	7.8%
<b>Total</b>	<b>\$196</b>	<b>100%</b>

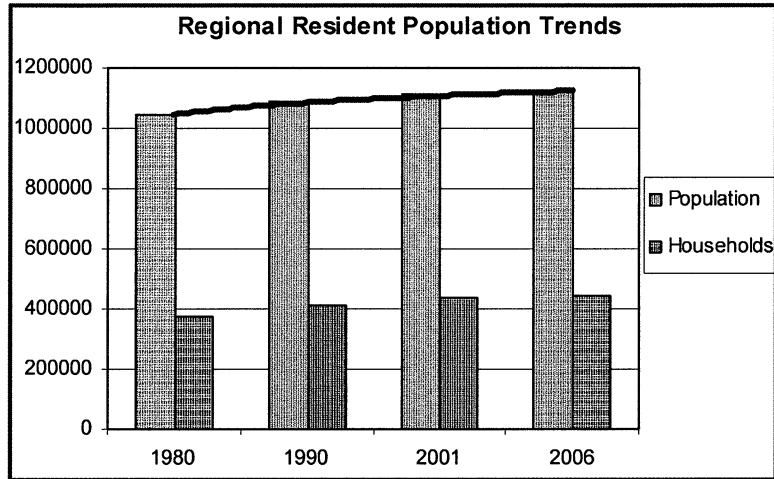
The Fall Foliage Market can be estimated based on the Vermont study and the number of person trips to New York (originating outside the state) in the Fall, i.e. 7,181,000<sup>7</sup>. About 59.8% trips are made for “pleasure” i.e. recreation, sightseeing, visiting friends and relaxing. If fall foliage tour is the primary reason to visit for 20% of these trips, this translates into fall foliage person trips to the tune of 858,847. Almost all fall foliage travelers make only one trip a season, so this is a potential market of 858,847 persons that can be potential riders on the Fall Foliage trips of the First Wilderness Railroad in autumn.

### **The Regional Residents**

The regional resident market for the First Wilderness Railroad can be thought of as a 45-mile radius area with Saratoga Springs at the center, including within it the Capital District. Claritas data reveals a steady growth in population of this area, projected to reach 1.12 million in 2006, a growth of 7.2% from 1980. The number of households is also projected to increase from 373,750 in 1980 to 445,603 in 2006. This area thus displays positive population growth, and will be a primary market for the First Wilderness Train, albeit a non-replenishing one.

<sup>7</sup> Based on American Travel Survey 1995

**Figure 1.2: Regional Resident Population Trends**



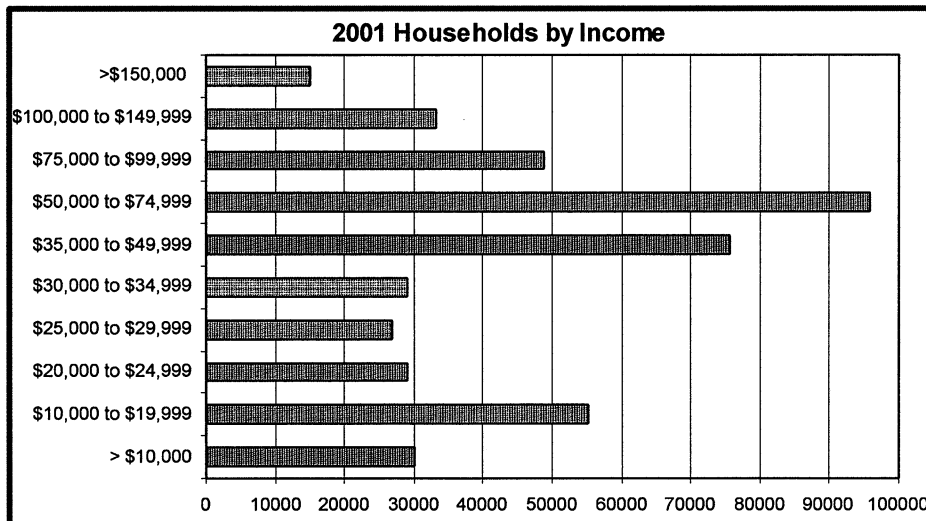
Source: Claritas Inc.

**Table 1.6: Regional Resident Income Trends**

Year	Per Capita Income	Median Household Income
1989	\$14,675	\$31,537
2001	\$22,725	\$44,512

Source: Claritas Inc.

**Figure 1.3: Regional Resident Households by Income**

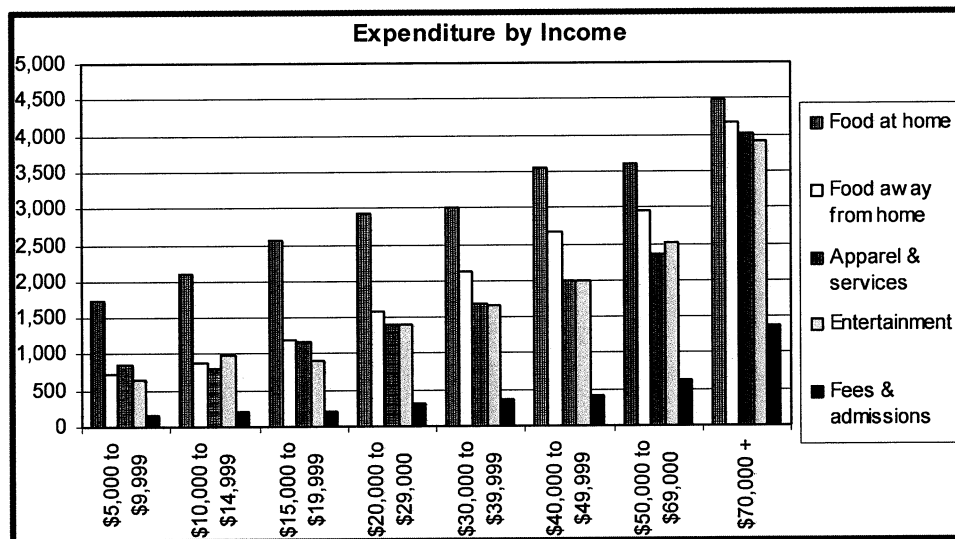


Not only is the population of this area growing but, as is evident from Table 1.4, income is increasing as well. The median household income increased by over 41% between 1989 and

2001. The 2001 median household income of \$44,512 compares favorably with the New York State 2000 average figure of \$43,847.

Figure 1.3 reveals that the maximum number of households in the 45-mile region around Saratoga Springs falls in the \$50,000 to \$74,999 household income category. There are 268,538 households with incomes greater than \$35,000. BLS Consumer Expenditure data reveals that households with income between \$50,000 to \$69,000 spend \$620 a year on fees and admissions for entertainment and recreation. For those with income greater than \$70,000, the figure is \$1,383.

**Figure 1.4: Northeast Households' Expenditure by Income**



#### 1.4 AMTRAK RIDERSHIP TRENDS

Amtrak serves more than 500 stations in 46 states in the United States. Of all these stations, New York's Penn Station is the busiest. In the year 2001, it recorded over 8.5 million boardings<sup>8</sup>. Strong and increasing demand for passenger rail service in the United States is evident from Amtrak's ridership trends.

In 1979 Amtrak had a ridership of 21.4 million. This increased to 23.5 million in 2001. Although the increase appears to be small, the two figures are not comparable because the 1979 figure includes a large number of short distance trains that were subsequently shifted onto regional transit authorities. To take a look at the last year alone, in February 2002 Amtrak ridership was 6.4% greater and passenger revenue 17% higher than in February 2001<sup>9</sup>. Owing to its population

<sup>8</sup> Source: [www.amtrak.com](http://www.amtrak.com)

<sup>9</sup> Source: <http://www.narprail.org>



density and transit systems, the Northeast corridor is likely to face increasing ridership trends in the future as well.

Amtrak continues to be fiscally challenged: in 2002, the Federal Government will provide Amtrak about \$840 million to support its operations and capital needs<sup>10</sup>. But this is not an indication of lack of demand for passenger rail services per se. It is a result of other factors like the linearity of Amtrak's routes that limits the number of city pair markets it can serve, and the artificial subsidy to private transport that has worsened the price differential between passenger rail and other modes of transport.

Despite Amtrak's financial challenges, New York City's Penn Station is likely to continue serving millions of customers every year.

**Table 1.7: Saratoga Springs and Albany Train Ridership (Fiscal Year 2001)**

<b>Train Ridership Trends</b>	
Total Visitors to Albany-Rensselaer Train Station	630,630
Visitors from New York to Albany	488,000
Total Visitors to Saratoga Springs Train Station	22,068
Visitors from New York to Saratoga Springs	15,700

### **1.5 SEASONAL RIDERSHIP**

The ridership will vary during the year depending on the season. However, the First Wilderness Railroad can position itself as an all-season getaway, catering to skiers in winter; fall foliage travelers in fall; regional tourists and Saratoga Springs tourists in summer; and train aficionados and corridor residents year-round. Thus different markets will be targeted in different seasons. In winter the train's USP (Unique Selling Point) would be convenience in reaching Gore Mountain, a key skiing destination in the region. In fall, the train's USP would be providing a scenic and comfortable ride through autumnal colors. In summer and spring the train can provide on-board entertainment and links with campgrounds and other activities like hiking and biking on Gore.

<sup>10</sup> Source: Federal Railroad Administration

**Table 1.8: Seasonal Ridership & Target Markets**

Season	Ridership	Market Segment	USP
Winter	20,000	The Skiers	Convenient, quick and comfortable way to reach Gore, package deal to ski
Summer	11,880	The Saratoga Springs Overnight Visitors	Entertainment on train, package deals with campgrounds, biking, accessibility to lake tourists
	7,882	The Regional Summer Tourists	
Spring and Fall	7,920	Convention Center Market	Entertainment on train
Fall	8,588	Fall Foliage Visitors	Scenic ride through fall colors
Year-round	2,344	The Corridor Residents	Convenient and quick connections to Albany and New York
	5,564	The Regional Residents	
	1,000	The Train Aficionados	Scenic and historic ride

**1.6 SUMMARY OF MARKET ESTIMATES**

Section 1.3 (Saratoga / Warren Tourism Market) described and quantified the annual market size of the eight market segments that have been identified as key ridership sources for the First Wilderness Railroad. Table 1.9 summarizes these market segments and estimates four scenarios of ridership based on the annual market size and likely penetration. The four scenarios are discrete points of optimism ranging from the most optimistic with maximum ridership penetration (Scenario 1) to least optimistic with minimum ridership penetration (Scenario 4). In Section 6 (Economic Impact Analysis) these four scenarios will be used to estimate the economic impacts of the First Wilderness Railroad and in Section 7 (Cash Flow Model) they will be used to predict possible revenue streams and net operating income from the First Wilderness Railroad.

Scenario 4 is predicted to reflect ridership in the first year of operation when the First Wilderness Railroad has just commenced operations. Scenario 3 is predicted as the most likely scenario for the third year of operation of the First Wilderness Railroad. In Scenario 3, 10% is used as penetration rate into the market segments of Skiers, Saratoga Springs Overnight Visitors, Convention Center Market, and Corridor Residents, based on the fact that 10% of all US travelers participate in a cultural/historical event or festival<sup>11</sup>. The market segments of Regional Summer Tourists, Fall Foliage Travelers, Regional Residents, and Train Aficionados have lower penetration rates from 0.1 – 2% because they are regional or national market segment sizes and the rate for a regional draw would be correspondingly lower.

Scenario 2 is more optimistic and uses the penetration rate of 15%. It is predicted that this is a possible scenario after the first 5 years of operation as the First Wilderness Railroad establishes itself as a regional destination. Scenario 1 differs from Scenario 2 in that it envisions higher

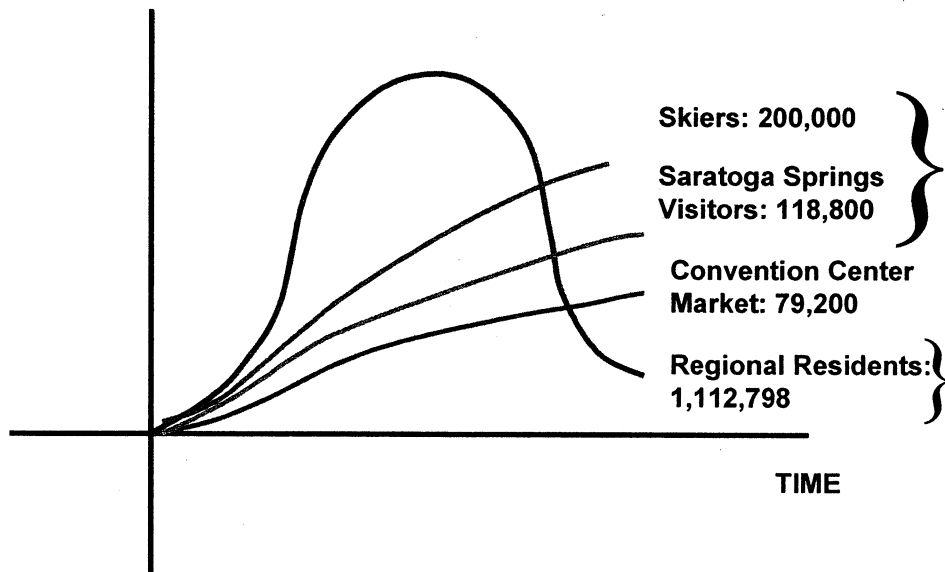
<sup>11</sup> Source: TIA Research Department, Tourism Works for America 2001

success in penetrating the skier market and regional resident market: a result of both successful positioning/advertising, and logistics.

**Table 1.9: Summary of Market Estimates**

Ma	Annual Market Size	Scenario 1	Scenario 2	Scenario 3	Scenario 4
The Skiers	200,000	<b>50,000 (25%)</b>	30,000 (15%)	20,000 (10%)	10,000 (5%)
The Saratoga Springs Overnight Visitors	118,800	17,820 (15%)	17,820 (15%)	11,880 (10%)	5,940 (5%)
The Convention Center Market	79,200	11,880 (15%)	11,880 (15%)	7,920 (10%)	3,960 (5%)
The Corridor Residents	23,436	3,515 (15%)	3,515 (15%)	2,344 (10%)	1,172 (5%)
The Regional Summer Tourists	394,087	15,764 (4%)	15,764 (4%)	7,882 (2%)	3,941 (1%)
Fall Foliage Travelers	858,847	17,176 (2%)	17,176 (2%)	8,588 (1%)	4,924 (0.5%)
The Regional Residents	1,112,798	<b>22,256 (2%)</b>	11,128 (1%)	5,564 (0.5%)	2,782 (0.25%)
The Train Aficionados	1,000,000 (nationally)	2,000 (0.2%)	2,000 (0.2%)	1,000 (0.1%)	500 (0.05%)
<b>Total</b>		<b>140,411</b>	<b>109,283</b>	<b>65,178</b>	<b>33,219</b>

**Figure 1.4: Market Penetration Replenishes Life Cycle**



## 1.7 ANALOGOUS TOURISM RAILROAD CORRIDORS

How much revenue would the ski train generate? The answer to that really depends on the number of trips scheduled, physical capacity, and ability to generate demand. We can use the example of other trains to make a rough comparative assessment.

Colorado's Denver Ski Train operates a 56-mile route from Denver's Union Station through the 6.2 mile long Moffat Tunnel to Winter Park, has 14 passenger cars and can transport 750 passengers. The train stops less than 100 yards from the base of the ski lifts of Winter Park. It charges \$45 per round trip (\$25 for children between 2-13). In the summer of 2001, it operated nine trips in all. Assuming a full capacity and a 1:4 ratio of children and adults (and leaving club fares and group fares out of the analysis), this translates into revenue of \$264,000 in the summer season alone. In the 2001-2002 winter season, it may operate 39 trips, generating \$994,500 at 85% capacity. This means annual gross revenue to the tune of \$1,258,500. But it must be noted that the Denver Ski Train has been running since 1940 and is the largest passenger train of its kind in the US. Additionally there are locational differences that need to be taken into account.

The Battenkill Rambler is a scenic train ride from the Village of Salem along Black Creek to Cambridge in New York State. The train departs from the 1852 D&H Station on Railroad Street and is a part of the National Historic District, containing 18<sup>th</sup> and 19<sup>th</sup> century buildings which house antique shops and restaurants. The round trip fares are \$10 for adults, \$8 for seniors and \$6 for children. The season runs from July 1<sup>st</sup> to October 28<sup>th</sup> with trains scheduled to run on the weekends and holidays.

The Adirondack Scenic Railroad of New York State offers various scenic excursions departing from Utica's Union Station, from Thendara Station to Otter Lake and back, and from Lake Placid Station to Saranc Lake Union Depot and back. Adult ticket prices range from \$10 to \$28 depending on the excursion.

**Table 1.10: Comparison of key variables of scenic trains**

<b>Train</b>	<b>Track Length</b>	<b>Length of Ride</b>	<b>Visitation per year</b>	<b>Promotional Activities on Train</b>	<b>Stated Success factors</b>
<b>Upper Hudson River Railroad</b> (8-mile segment between North Creek and Riparius)	17 miles round trip	2.25 hours	21,000 to 24,000 since inception	Payroll robberies, Ecology Train, Whitewater Derby Train, Festivals	
Adirondack Scenic Railroad, NY	141 miles	Longest is 2.25 hours each way at 30 mph with a 4.75 layover in Thendara.	100,000 – 200,000 annually	Dinner trains Craft Fair Barn Festival Murder mysteries	
Battenkill Rambler, Cambridge To Shushan, New York	35 miles	2 hour 35 minute round trip with 1 hour layover at Shushan	3,000, down from 20,000 6 years ago	Children's Theatre Trains Scenic Saturday afternoon trains	Freight is the main stated business, tourism has dropped off, but they are hoping it will pick up again.
Branson Scenic Railway, Branson, Missouri	40 miles onto Main Line	1.75 hours	90,000	Link to downtown – flea markets, restaurants, craft stores Dinner train – white linens, flowers	Good, clean operation – no smoking or drinking Paid staff from March to December
Denver Ski Train, CO	134 miles round trip	2.5 hours each way	30,000 between December and April	Café car on train, special club car reservations with central bar Link with Winter Park Ski Resort area activities – snowshoe tours, snow cat tours, rustic lodge with restaurant, cross country skiing, ice skating, sleigh rides, snowmobile, tubing.	Viable alternative to car on reliable, fun transportation Increased traffic on interstate helping people think of other forms of transportation
Fillmore & Western Railroad, Fillmore, CA	10 miles	2.5 hours at 10-12 mph	40,000	Dinner trains, BBQ trains, Seniors, School Children, Summer Camps, Wine tasting, Weddings, Festivals, Movies	14 million people within 1 hours drive Unique attraction Controlled growth Movies
Freemont Dinner	30	2.75 hours	15,000	5 course dinners, Movies,	Good dinners,

Train, Freemont, NE	miles round-trip			Dinner theater, Murder mysteries, Melodramas, USO shows, Wine tasting, Valentines Day, Halloween, New Years	entertainment Friendly, informed staff
North Star Rail, Minneapolis, MN	30 and 60 mile runs on main line	1.5, 2.5, and 6 hr trips. Longest trip has 2 hour layover. Max speed 36 mph	25,000	Concession car 1 <sup>st</sup> class section Musical entertainment	Scenery, Steam locomotive Working with Main Lines Long, hard work by volunteers (500 volunteers with core group of 50 people) Paying attention to detail (clean, food, restrooms) Tax exempt 501c3 status
Steamtown, Scranton, PA	26 miles round trip	35 minutes each way with a 25 minute break at Moscow	180,000 – 200,000 including visitors to the museum.	No activities. People come for the scenery and experience of riding behind a steam engine	Steamtown opened in 1986 and visitation has increased because there is more to see. There is another steam engine and the ride is longer, the museum is better now.

## 2 SWOT ANALYSIS OF CORRIDOR COMMUNITIES

Are the First Wilderness Corridor communities equipped to attract and accommodate an influx of visitors? It must be remembered that the train will be but one element in their future economic development, and yet, depending on the number of riders the communities can regularly persuade to disembark, it can stimulate their economies.

Of crucial importance is: a) whether the communities are perceived as attractive destinations, worth stopping and spending time in, and b) whether the community has the facilities to accommodate more visitors. An exciting or historic downtown, good restaurants, outdoor adventure activities, and comfortable lodgings will attract not just the train riders but also other visitors from the region. North Creek in particular may face more overnight visitors if a ski train gets underway.

### Corinth

A key issue facing Corinth relates to the restoration of the rail station. It will cost close to \$1 million to redo it. The station is located a couple of miles away from downtown, perhaps too far to directly benefit the community unless a shuttle or trolley is employed regularly to take visitors to town. Many communities like Saratoga Springs and Cooperstown use trolleys or shuttles. It is not only for visitors' and residents' convenience – a trolley can be used in lieu of cars – but also adds to the charm of the community. However trolleys are not cheap. The Cooperstown trolley purchased from the Molly Company cost \$85,000.

Another challenge relates to the economy. Of the 230 workers that the Corinth International Paper mill employs, 102 are from Corinth and 50 from Lake Luzerne and Hadley. With the potential closing of the oldest IP mill, these workers will be without jobs. At one time over 1,600 people worked in this mill, and it is not hard to see that it has been important in shaping the economy of the town.

The opportunities lie in tourism and maximizing the benefits from the railroad. Corinth has in recent years started to get a summer crowd. Plenty of people have homes here and work elsewhere, it being viewed as a small, quite community. There are many summer homes, but more and more people are getting permanent homes in Corinth, especially retired folk.

There are four campgrounds, the Alpine Lake (465 sites), the Rustic Barn (75 sites), the River Road (55 sites), and the Free Spirit (30 sites) in addition to two Bed & Breakfasts. Corinth has the potential for adventure rafting and power boating (on the 5-6 mile stretch between Corinth and Lake Luzerne), a historical paper museum, and a wood manufacturing cottage industry. A luncheon excursion boat, waterfront diner and organized hiking and biking trails through the wetlands together with the proposed sidewalks would make the community more attractive to visitors.

The downtown can be recreated in an inventive manner with an artists' village and more shops and restaurants. The key is getting the visitors to stop and stay in Corinth. A trolley with organized tours is a good idea but the question is how to fund it. It may be possible to link up the trolley with Alpine Lake Campgrounds who could then contribute towards its expense.

### **Hadley**

Among Hadley's strengths are a charming downtown, low taxes, a good summer crowd, and of course whitewater. It gets 4,000 cubic feet of water release two or three times every day, which is unique in New York State. Hadley plans to convert itself into a premium whitewater destination. However it will need EPA approval to use the river's stones to make the whitewater course more competitive than it is at present.

Hadley is regarded as a livable town that people don't want to change much. It has applied for grants for sidewalks and streetscape banners and lights. It will also apply for waterfront discovery trails grants. Other ideas include building a tourist information center on a potential brownfield redevelopment site, and creating a mini-mart, soup shop and restaurants near the train station. A grant to rehabilitate Bow Bridge is in the pipeline. Sports related shops like a bicycle shop and a kayak shop may also be part of the future development, keeping in mind the natural harmony and non-commercial nature of the town.

There are two campgrounds in Hadley, Sacandaga (90 sites) and Stewart's Pond campsite (60 sites) and one Bed & Breakfast, the Saratoga Rose. Hadley is a bedroom community, with half of the folk being retired, and many others commuting to Albany or elsewhere for work. It gets a sizeable summer influx and has a number of summer homes. People come to Hadley to kayak and camp.

### **Town of Day**

Day's history and ecology is shaped by the Sacandaga Reservoir, which was constructed in 1939. It is about 10 miles from Hadley which is the nearest station, so the challenge is to link the community with the station so that at least some benefits accrue to residents, whether in terms of convenience traveling or in terms of new visitors. There are just about 920 year-round residents, but this number swells to 5,000 in the summer. As Day is limited by the geographical lay of the land, the property prices have shot up in recent years and waterfront property has mostly been taken. A recent vacant lot of 3 acres sold for \$120,000.

Among the ideas mooted for Day is the development of hiking and biking trails along the wetlands and to the fire tower and along the lake. A couple of stores, a restaurant and a Laundromat would benefit both the community and its visitors. The County owns an ex highway garage which could be converted into a tourist center and shop. There is also the possibility of



investing in a trolley ride doing a tour of the town and ending in a restaurant. In winter the town is known for ice fishing and cross-country skiing. In the summer there are events like a town-wide garage sale, and flotillas with cook out and games. Quilting is a possible cottage industry here, with five quilters belonging to different guilds. Day is doing a \$20,000 project with Edinburgh on brochures and directional signs around the lake.

### **Lake Luzerne**

Lake Luzerne has a charming downtown, restaurants, and an art gallery. Located near Saratoga Springs and Lake George, it has horseback riding along mountainous trails, whitewater rafting, and flat water with opportunities for canoeing and fishing.

### **Thurman**

Thurman is a key split-off station for Warrensburg, and a major gateway to Adirondacks. There are 14 miles of flat water between Thurman and Hadley that can be taken advantage of for canoeing and boating.

### **North Creek**

One of North Creek's biggest opportunities lies with being the ultimate stop for Gore Mountain. Destination visitors would doubtless choose to stay overnight in North Creek if they were using the train to get there, especially if inexpensive and comfortable accommodation were to be made available.

But lodging and accommodation is one of the crucial issues concerning the First Wilderness project. Where will the train riders stay? Gore Mountain management states that their presence has been a boost to business in North Creek, and that the number of businesses has increased from 30 to 80 in the last six or seven years. Currently the Town of Johnsbury has an yearly average of 94,878 day trips, a seasonal population of 102,784 and a total of 202 motels, cabins and other types of accommodation, with occupancy rate of 35.65% (yearly average). This rate disguises the fact that demand is particularly high during season, and rising numbers of ski visitors may confront a bottleneck in accommodation. During peak season Gore visitors pack accommodation to capacity.

The Denver ski train website features ten hotels within a mile of Union Station. This translates into over 2,900 rooms and over 175 suites all within a mile in a mix of old / historic and new hotels. Gore Mountain lists eight B & Bs, fourteen motels and cabins, seventeen resorts, hotels and country inns, thirteen townhouses and vacation homes, and two camps in the region. But out of these only the Goose Pond Inn (Bed & Breakfast), Alpine Motel, Black Mountain Ski Lodge, Copperfield Inn, and Gore Mountain Accommodations are located in North Creek. Some of the rest may be a drive from Gore Mountain, but would not avail train riders without cars. However

there are a couple of campgrounds with which the First Wilderness train could tie up to provide transport.

**Campgrounds**

The 1000 Acres Ranch Resort is a family-style ranch resort and golf course located in Stony Creek. It has 86 rooms and is open year-round. Among its attractions are three heated pools, horseback riding, nightly entertainment, outdoor activities and its location surrounded by the Adirondacks.

The Alpine Lake Camping Resort is located in Corinth, between Lake George and Saratoga Springs. It offers 465 campsites on the Alpine Lake with full hookups, boat rentals, fishing, kennels, courts and sanitary facilities.

The presence of these resorts opens another promotional tourism possibility, whereby the train and the resorts can tie up to provide a holistic and hassle-free experience of the outdoors. Resort run shuttles can pick up tourists from the train station and escort them to the campgrounds or other accommodations, and drop them again to take the train back. That said, the question of good accommodation accessible by First Wilderness riders still remains.

**Table 2.1: Rooms in North Country Communities**

Bolton	Chester	Johnsburg	Lake George Town	Lake George Village	Lake Luzerne	Thurman	Warrensburg	Stony Creek
930	191	316	4,317	1,581	283	6	205	131

**Table 2.2: Summary SWOT Analysis of Corridor Communities**

Community	North Creek	Thurman	Lake Luzerne	Hadley	Corinth	Day
<i>Opportunity</i>	Skiing	Flat water for canoeing, boating	Flat water, fine dining on lakefront, horseback riding	Whitewater rafting, Historical Bow Bridge	Paper museum, wetlands, fire tower trails, wood furniture, power boating	Ice fishing, cross country skiing, quilts
<i>Challenge</i>	Lack of accommodation for destination skiers	Lack of accommodations	Insufficient year-round accommodations	Currently whitewater is limited	Downtown lacks retail and restaurants, station located 1-2 miles away	10 miles from Hadley station. No more lakefront property

### 3 FIRST WILDERNESS TRAIN LOGISTICS

Gore Mountain is just 2 hours by car from Albany, and four-and-a-half hours from New York City. It will thus be essential to schedule the First Wilderness train in such a way as to enable quick transfers from Saratoga Springs to Albany and New York City. The following are the reasons that will make people choose the train over private transport:

#### **Convenience**

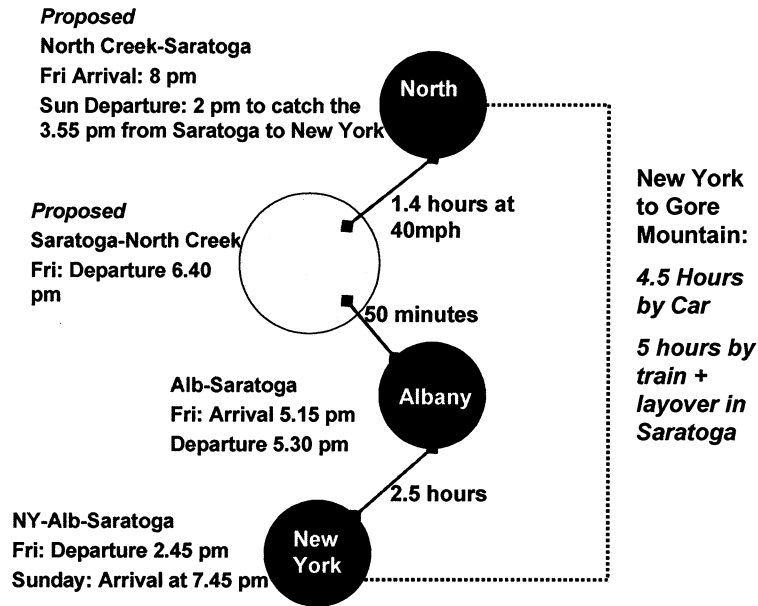
- Seamless scheduling of the North Creek – Saratoga, Saratoga – Albany and Saratoga – New York City trains.
- A complete elimination of the need for private transport at the destination points. This will involve scheduling regular public transport (buses and/or motor coaches) at North Creek and other destination stops along the First Wilderness route.

#### **Entertainment**

- The scenic train ride is viewed as part of the holiday experience as opposed to merely “getting there”.
- Activities on the train like dinners, plays, commentary, and music make for an enjoyable experience.
- Link with activities outside the train like rafting, festivals, picnics, and agriculture-based tourism.

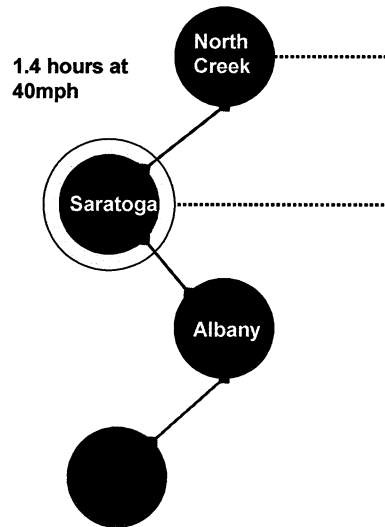
The unsuccessful experiment of the Upstate Transit buses provides valuable lessons in the importance of scheduling and marketing. It is not enough to provide a service and expect it to work just because the potential for ridership is there. As has been demonstrated, the ridership potential for the First Wilderness Railroad is definitely present. But to utilize this potential, the First Wilderness must develop as a visible attraction and destination in its own right, and be convenient to access. Extending the track to Saratoga Springs is, of course, essential to tapping the full ridership potential. It must be noted that Amtrak train 69 from New York (and Albany) arrives in Saratoga Springs at 11.51 am during the week. On Saturday and Sunday, train 71 arrives at 1.21 pm. The daily train 291 arrives at 6.16 pm every other day. Thus scheduling a First Wilderness train from Saratoga Springs on Friday evening would make sense.

**Figure 3.1: For the Weekend Skier from New York**



However, if there were only an evening train, Saratoga Springs skiers would be unable to make day trips to Gore Mountain as they do now in their cars. And if there was only a morning train then visitors from New York would have to stay overnight at Saratoga Springs. The only way around the impasse is to have the First Wilderness train do two round trips a day in peak season. It could leave at 7 am from Saratoga Springs taking the day trippers, return at 10 am from North Creek with the overnight/weekend travelers so they can catch the afternoon train back to New York from Saratoga Springs, leave Saratoga Springs at 12:15 with the new visitors from New York, and return at 5 pm with the day trippers.

**Figure 3.2: For the Day Tripper from Saratoga Springs**



The other options are to improve train service from Saratoga Springs to New York, introducing high-speed dedicated rail, or at least to have an evening train back to New York. There could be just one round trip a day going at 7 am from Saratoga Springs to North Creek and returning at 5 pm. Possibly a vacation package could be offered to New York visitors whereby they spend 1-2 nights in Gore and overnight in Saratoga Springs.

### **Competing Ski Destinations and Transportation**

There are dozens of competing ski destinations in New England. However, most do not offer package deals with transportation of any kind. The only exception is Killington in Vermont. It offers 3 and 5-day package deals that include a round-trip train ticket (on Ethan Allen) between New York City's Penn Station to Rutland, Vermont, as well as shuttle service to and from Killington, and lodging and lift passes. The all-inclusive prices start from \$404 per head.

Amtrak operates the Vermonter between New York and St. Albans, Vermont, but does not position it as a ski train or offer any packages with the ski centers. It is possible to go on the Adirondack Express, get off at Westport, N.Y. (40 miles from Lake Placid) and take a shuttle bus to Lake Placid from where one can go to Whiteface Mountain. But shuttle bus service to Lake Placid must be arranged with a reservation. Other popular ski resorts like Smuggler's Notch and Bromley Mountain in Vermont offer transportation (costing \$120 return) from the Rutland train station, but no transportation deals.

Apart from trains, there are ski buses. Adventure Northeast Bus Service provides direct service from New York City to Mount Snow, taking 5 hours and charging \$89. Vermont Transit and Greyhound service to Brattleboro is also available and round-trip shuttles to Mount Snow are available on request. The MOOver is a free transportation shuttle serving the Mount Snow Valley. Painted like Holstein cows, the MOOver has over 30 stops along the Route 9/Route 100 corridor between Wilmington and West Dover.

The Alpine Sports Shop in Saratoga Springs arranges buses to Mount Snow, Okemo, Pico, Sugarbush, and Stratton with prices ranging from \$24.95 (Pico) to \$52.95 (Mount Snow) for adults (year 2001-2002 prices). The price includes continental breakfast and bus and lift ticket. One gets seven hours of ski time. Last winter, 11 bus trips were arranged, starting from the sports shop. Apparently, they get sold out fast.

What is the rationale for a First Wilderness train as opposed to merely a ski bus? Firstly, the First Wilderness train will be positioned as an all-season getaway catering to fall, spring and summer visitors as well as skiers in winter. The skiers form just one, albeit an important, target market. Secondly, a bus is viewed in an inherently different manner from a train. A bus is simply a way to "get there". A scenic train is an experience in itself, and can provide live entertainment and dinner on board. Thus the First Wilderness train would create a different niche for itself from, say, the Alpine Sports Shop buses.

#### 4 LOCAL GOVERNANCE STRUCTURES

The Hudson River and the Railroad are contiguous assets that will be used to further economic development in ways that are consistent with the principles and goals established in the First Wilderness project. The components of economic development include 1) the Rail Stations, 2) Waterfront Development, and 3) Downtown Community Revitalization.

A creative and flexible system of governance needs to be established to implement the First Wilderness Experience, and to maximize the cultural, recreational and economic benefits from it. The following section analyzes the set of possible local governance structures for a First Wilderness governing body to assist Warren County in managing and developing the First Wilderness Heritage Corridor. The analysis is done in light of the functions that must be performed and the powers that are needed to perform those functions effectively.

##### 4.1 Functions required to manage First Wilderness Heritage Corridor

In order to maximize the benefits from the First Wilderness Heritage Corridor, the following functions must be delivered in a coordinated, consistent and integrated manner (See Figure 4.1):

###### **Overall Management**

This key function ensures the overall efficiency and effectiveness of the entire system by coordinating its different arms. It provides strategic guidelines for how the system will evolve and facilitates long-term decision-making.

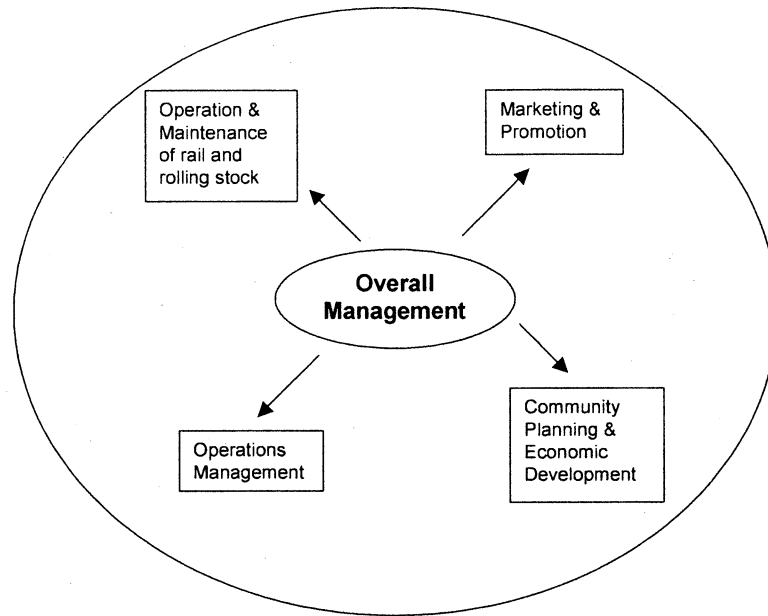
###### **Operation and Maintenance**

This involves operation and maintenance of railroad tracks, passenger and freight trains, freight house, engine building, turntable track and all other support facilities. Tasks include operating trains, managing the use of the railroad, managing inventory, maintaining and improving supporting facilities, and managing the vegetation along the corridor.

###### **Operations Management**

This logistical function involves scheduling trains and events, receiving and administering revenue, making payments for utilities and services, and making all staffing decisions.

**Figure 4.1: Management Tasks**



**Events, Marketing and Promotion**

The local governing entity will oversee the sustained development and promotion of events, and unified marketing and promotional campaign required to make the First Wilderness Heritage Corridor an economic success. It will design a logo, develop and distribute promotional material, and coordinate and assist the local marketing drives of the different sites, ensuring that they complement and not compete with each other. It will ensure that a coordinated series of consistent messages promotes the image of a unique, holistic tourism experience.

**Community Planning & Economic Development**

This function addresses the question of how to maximize the benefits of the First Wilderness Heritage Railroad to the communities along the corridor. The local governing entity will encourage new and existing tourism related businesses along the corridor. In the future it may need the capability of purchasing, leasing, developing and selling land as required to implement the action plan and promote the economy of the region.

## **4.2 Powers required to manage the First Wilderness Heritage Corridor**

There are various structures possible for the future local governing entity. To determine how effective and efficient each would be, they must be examined in the context of the following powers and characteristics:

### **Formation and Membership**

An important consideration is ease and speed of formation. In the long run, a more complex organization (requiring, for instance, special acts of legislature) may be formed to deal more effectively with the myriad tasks of an empowered First Wilderness entity.

### **Debt & Funding Flexibility**

This addresses the question of whether the entity can borrow money, incur debt and accept funds/contributions, and if so, from whom and what kind. The greater the financial flexibility an entity has, the greater is its power to make its own financial decisions.

### **Risk/Liability**

This addresses the question of who takes responsibility for something going “wrong”. Most governance structures limit the personal liability of their directors, members and employees.

### **Property/Facility Ownership**

Can the entity acquire, hold and dispose of real and personal property in order to further its purposes? It is probable that the First Wilderness governing body will need the power to acquire and dispose of land and facilities to aid in the development and promotion of the Corridor.

## **4.3 Alternative Governance Structures available to manage the First Wilderness Heritage Corridor**

Presently, the First Wilderness Heritage Corridor is governed by the troika of the Warren County Economic Development Corporation, Warren County Planning Department, and the Parks and Recreation Department. The next section briefly examines the feasibility of the various local governance structures the local governing entity may take, based on political, economic and risk considerations.

### **Memorandum of Understanding (MOU) / First Wilderness Advisory Committee**

An MOU is a formal agreement (or a quasi-contract) to explore ways of cooperating in a common venture. An “Inter-County First Wilderness Advisory Committee” established on the basis of an MOU between the communities along the First Wilderness Heritage Corridor is the easiest among



all options to accomplish. Its “inter-county” nature is necessary because Warren County currently owns the railroad from the Town of Corinth, Saratoga County, to North Creek, Warren County. The operation and development of an integrated railroad and tourism program requires coordination and collaboration of multiple jurisdictions and counties. The operation and maintenance of the rail stock would continue under the current operating agreements, and the Advisory Committee would report to Warren County.

The Committee could be structured along functional lines (i.e. Tourism, Parks & Recreation, Planning, Department of Public Works, & Economic Development) and be composed of the supervisors of each of the towns affected. Its purpose would be to establish lines of communication, formulate protocols for decision-making and participation for tourism and development projects, and to ensure that all parties work together in a coordinated marketing and promotional campaign. It will, possibly, be difficult to manage a committee with equal participants. It is likely that a leader will be required to ensure coordinated and complimentary actions of each department of the committee. The Committee could report to a single contact person within Warren County who would then ensure that timely action is taken on the basis of its recommendations and findings. A streamlined internal feedback and feed-forward structure will need to be determined for the Committee and Warren County to function effectively together, with minimum delays and maximum coordinated action.

An Advisory Committee based on an MOU must be regarded as a preliminary step, since it will have no direct authority to carry out the functions of a First Wilderness governing body. It will not be able to acquire or dispose of land, incur debt or hire staff. Warren County will retain ownership of the line, responsibility for maintaining physical assets, and management of its contract with Upper Hudson River Railroad.

Nonetheless, the MOU is a useful tool to build consensus, establish terms and protocol, and share concerns, while working towards one of the other, more powerful governance structures. It will facilitate the towns to formalize and develop their relationships in such a way that they complement and not compete with each other.

It is envisioned that the Advisory Committee could be expanded to include additional representatives from municipalities and counties as the rail operation is expanded to the City of Saratoga Springs and Tahawus.

#### **Local Development Corporation (LDC)**

An LDC is a special Type C, tax-exempt, not-for-profit corporation operated for public or quasi-public purposes, for instance for promoting employment or aiding a community by attracting new industry to the area. The purpose must be non-pecuniary in nature, i.e. it must be formed with an objective other than making money. It cannot conduct activities for financial gain.

The purpose/motive for establishing an LDC will occur when two or more counties are involved in the ownership and/or operation of a tourism railroad. It will be especially necessary when acquiring land, incurring debt, or hiring staff becomes essential for the effective operation of the railroad, such as when the ski train is implemented from Saratoga Springs. In such developments, a single corporate entity capable of making quick decisions will greatly enhance the efficiency of local governance in the Corridor. It will eliminate the time delays inherent in decisions made across counties and political boundaries. Unlike an Advisory Committee, it will have direct control over physical and financial assets. Moreover, it will absorb the debt liability of any bonds or notes it issues, freeing the counties and municipalities from the financial liability that debt entails, and isolate the county from liability incurred with the operation.

The entity can be formed by public officers or private individuals by filing a certificate of incorporation with the New York State Department of State. The corporate existence of the LDC begins as soon as the certificate is filed. This certificate must include the name of the corporation, address, type, purposes, territory of activities, duration and names and addresses of initial directors. Additionally, the certificate must state that all the LDC's earnings shall be used exclusively for its corporate purposes, or be paid to the New York Job Development Authority. No part of its income or property can be used for private benefit.

After the corporate existence has begun, an organizational meeting must be held of the initial directors or (if directors are not designated in the certificate of incorporation) of the incorporators, for the purpose of adopting by-laws, electing directors to hold office as provided in the certificate of incorporation or the by-laws, and the transaction of such other business as may come before the meeting.

An LDC possesses broad powers to implement and effect economic development. It can acquire and dispose of (by purchase, lease, mortgage or gift) real or personal property and industrial or manufacturing plants; it can borrow money and issue negotiable bonds, notes and other obligations; it can enter into covenants and agreements; and it can provide information, advice and technical assistance. What it *cannot* do is attempt to influence legislation through propaganda, or participate in political campaigns.

Warren County already has an LDC. So this is not a concept that is foreign to the County. But its focus is economic development, whereas the focus of the First Wilderness governing body must specifically be railroad tourism. Thus a separate LDC may be required. Moreover, establishing a new LDC will give the flexibility to involve participants from all three counties: Warren, Saratoga and Essex. The LDC could be composed of one business and one political representative from each County and Corridor town. Although a single-county LDC is not legally restricted to working solely in one county (as long as it is working within the territory in which its operations are principally to be conducted), management would be politically easier in the long-run if the LDC represented the interests of all municipalities involved.

## **Industrial Development Agency (IDA)**

An IDA is a perpetual, tax-exempt agency that consists of multiple members (decided by legislation) and is formed to promote economic welfare, sound commerce, recreational opportunities and the general prosperity of the people. An IDA can be formed by special act of legislature. Within six months of the effective date of the act, the municipality for which the entity has been established must file a certificate with the office of the secretary of state establishing the name of the agency, its members and the need for such an agency. A two-county IDA exists for Warren and Washington, and one for Saratoga. Thus it is possible to form an IDA for multiple counties.

An IDA has the following powers: it can acquire and dispose of personal and real property by purchase, grant, lease or gift; it can sue and be sued; it can accept gifts, grants, loans and contributions from any legal entity and use such funds for its corporate purposes; it can borrow money and issue bonds; it can make contracts and leases; and it can appoint officers, agents and employees, paying them out of the funds of the agency. The IDA cannot use funds to prevent the establishment of any plant, nor can its promotional material depict government officials.

However, an IDA is perhaps not appropriate as a First Wilderness governing body, because of its industrial focus. Although allowed to engage in activities that promote tourism and recreation, its very name could be misleading. Moreover, IDAs already exist for Warren-Washington, and for Saratoga. Reconstituting them to have a Warren-Washington-Saratoga IDA would be complicated. And if a new agency *must* be formed, then an LDC makes better procedural sense, as it is easier to constitute.

## **Public Authority**

Public authorities are corporate instruments of the State created to further public interests. Public authorities are legally and administratively autonomous from the State, and can be formed across multiple counties. Each public authority is governed by a separate board of directors that are appointed as set forth in the State legislature. Although created by the State, public authorities are subject to neither the State Constitutional limits on the incurrence of debt nor legislative budget approval process.

The size, operations, investment portfolios and financial autonomy of the authority can vary depending on the purposes and circumstances in which it was formed. Some public authorities are totally self-sufficient while others depend on State grants to fund their operations. A lot of the long-term debt for which the State is responsible has been issued by a variety of public authorities with a contractual promise from the State to fund the debt service payments.

On the downside, an authority can only be created by a special act of State legislature. The local governing bodies must submit a Home Rule request to the State, and it will then be determined by

the State whether or not a Public Authority is required and desirable. Thus the formation of a Public Authority can be a long process, and be further complicated by county politics. The time frame varies, and depends both on the counties and the State.

**Table 3.1: Comparison of characteristics of different governing structures**

Ch		Type of Governance Structure			
		MOU/Committee	LDC	IDA	Authority
<b>Formation and Membership</b>		Formed by a resolution passed by the local governments of the communities	Can be formed by counties filing a certificate of incorporation with NYSDOS	Formation by special act of County legislature. Members appointed as set forth in legislation	Created by State legislature after counties submit Home Rule request
<b>Debt</b>		Not possible	Can borrow money and issue negotiable bonds, notes and other obligations	Can borrow money and issue bonds	Can borrow money and issue negotiable bonds, notes and other obligations
<b>Risk and Liability</b>	<i>Members</i>	Members may be indemnified	The LDC can indemnify itself, and its members, limiting its liability	IDA members can be indemnified by the counties.	Directors and employees are not personally liable and may be indemnified
	<i>County Legislature</i>	The counties/cities bear the liability (expense of defense and indemnification) if they indemnify the members of any public entity that has been established for their benefit. (They are not liable for any bonds, notes or other obligations issued by the public entity.)			
<b>Funding Flexibility</b>		Not possible	Can accept subventions from persons or any government unit	Can accept gifts, grants, loans and contributions from any legal entity	Can accept gifts, grants, loans and contributions from any person, government or agency
<b>Property/Facility Ownership</b>		Not possible	Can acquire and dispose of real and personal property	Can acquire and dispose of real and personal property	Can acquire and dispose of real and personal property
<b>2-County Participation*</b>		✓	✓	✓	✓
<b>Political Responsiveness to County Legislature(s)</b>		Direct control and accountability	Indirect control through BoD appointments	Indirect control through BoD appointments	Varied indirect control. BoD appointments made by counties

\*Although 2-County participation and involvement is possible in all structures, it is politically and procedurally more complicated than one county by itself. Most Public Authorities are formed

over more than one county, because they are formed more on the basis of issues and problems rather than mere geographic area. Multiple-county IDAs also exist but are comparatively rare.

**Table 3.2: Governance structures and functions for a 2-County entity**

	<b>Overall Management</b>	<b>Operation and Maintenance</b>	<b>Operations Management</b>	<b>Events, Marketing and Promotion</b>	<b>Community Planning &amp; Economic Development</b>
<b>MOU/ Inter-County Committee</b>	Has little power to perform functions effectively. It is a stepping-stone to a more sophisticated structure. It can lay the groundwork for future planning. It can start marketing the idea and researching economic development options.				
<b>LDC</b>	Deliver within organization	Contract with others initially. Oversee implementation. Gradually build up employee base and management expertise to deliver within organization	Hire consultant for initial marketing strategy. Deliver using network of municipalities. Develop own marketing group within organization.		Contract research and implementation plan. Deliver within organization.
<b>IDA</b>					
<b>Authority</b>					

**4.4 Public versus Private Ownership and Operations**

This section would not be complete without a brief discussion on the possibilities of public versus private ownership and operation of the First Wilderness Railroad.

There is much to be said for privatization. Many scenic railroads like the Battenkill and Steamtown are privately owned and operated. However, it must be remembered that much of the public land along the corridor is owned by New York State or Warren County, and its preservation is a key principle of the First Wilderness project. The railroad is visualized not as a separate entity from the corridor but very much a harmonious part of it. Hence the more likely possibility is continued public ownership of the railroad, and contracts for private operations.

The operator of the railroad must combine “efficiency”, “entertainment” and “exposure” in order to run it successfully. The operator must be able to operate the railroad in an efficient manner logistically and financially, provide high quality entertainment to visitors, and have an effective marketing campaign in place in order to penetrate the different market segments.

#### 4.5 Conclusion

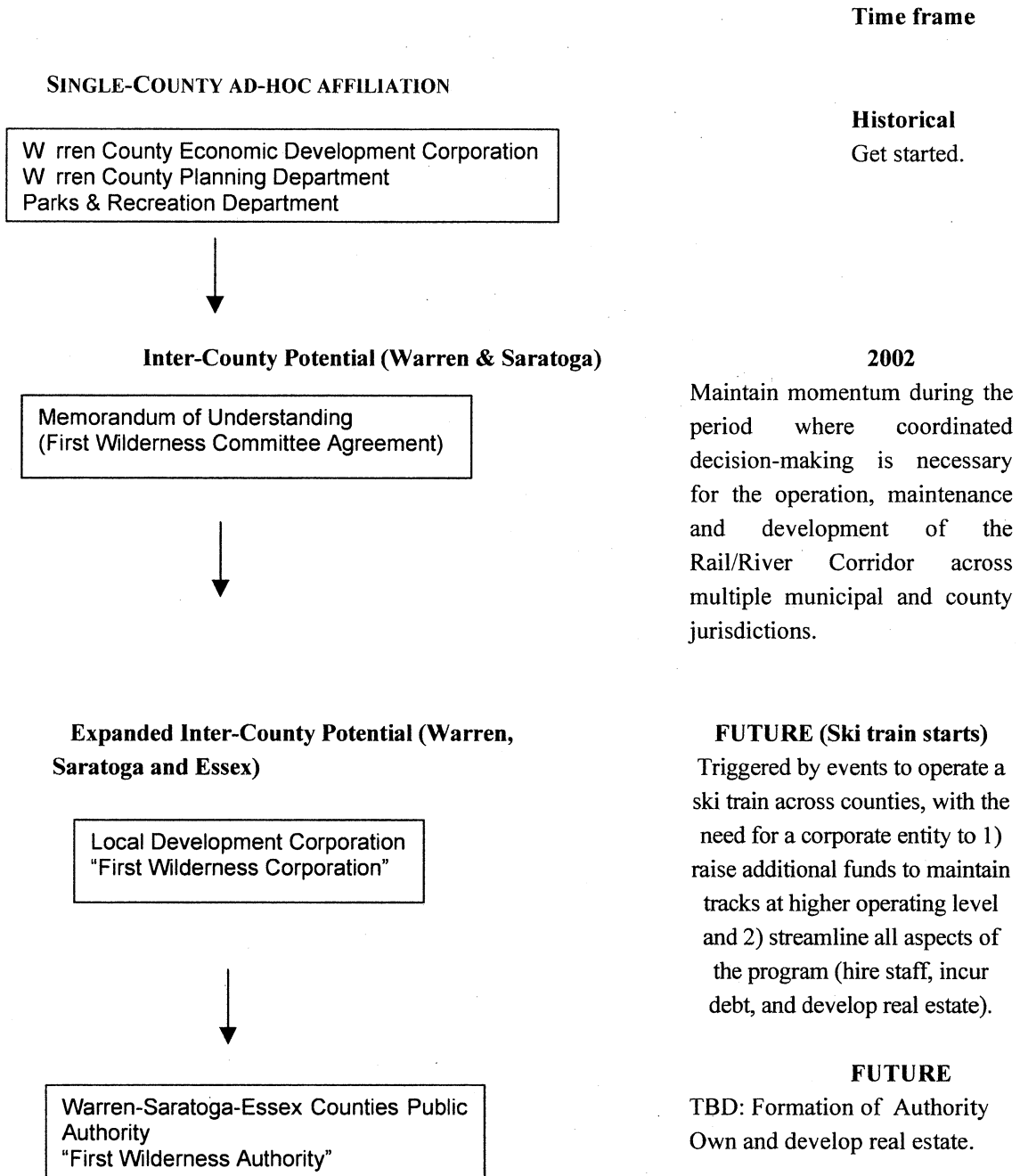
It appears as though a simple governance structure would work in the initial phase of the First Wilderness project. A more formal structure will be needed when a corporate structure is required to streamline and implement decision-making, isolate liability and risk, and provide greater flexibility for funding.

A key area of concern is managing the risk to tax payers. All public officers may be indemnified by the participating cities/counties, thus removing their personal liability. (Limitations attached to indemnities may include that a member or officer should act in good faith; or that any liabilities do not arise from fraud, dishonesty or other criminal offence.) The cities/counties can be indemnified to an extent if they contract out certain functions to a contractor. (In this case the contractor may bear the liability). They may also be able to purchase insurance for any indemnity granted by them.

A Local Development Corporation may be the best option in the long run, as it is procedurally least complicated to set up, and can purchase insurance to indemnify itself and its members. The only restriction is that it cannot conduct activities for financial gain. It must be formed for purposes other than making money. This condition being satisfied, it does have broad powers to effectively perform the function of a First Wilderness governing body.

It may be appropriate for the Corridor to begin operations with a First Wilderness Advisory Committee under an MOU, with the structure evolving over time to a Local Development Corporation and culminating in the legislative creation of a Local Development Authority. (See Figure 2.) This will enable work on the Corridor to begin almost immediately and provide time for the agencies involved to research and resolve the many legal and management issues that may arise when developing a permanent governance structure for the First Wilderness Heritage Corridor.

**Figure 4.2: Implementation Strategy**



## 5 POTENTIAL FREIGHT MARKET

America's railroads carry over 40% of the nation's intercity freight, 70% of vehicles from domestic manufacturers, 64% of the nation's coal, and 40% of the nation's grain. It would take three million trucks to match the capacity of rail cars. What is the potential freight market for the First Wilderness Railroad?

Summarized below is a list of potential users of the First Wilderness Railroad's freight services. The local governance structure can form a First Wilderness Shippers Association, its members consisting of the businesses and industrial sites that will benefit from using the Railroad to ship freight. Dues can be charged in accordance with their use of the railroad. Special marketing and locational advantages can be made available to members to encourage use of the railroad. The market is divided into that of commodities (or intermediate products) and finished products. As is evident, the greater market potential in the Corridor is for commodities or raw materials.

### Finished Product Market

1. Occupants of the Warrensburg Industrial Park. This is a 30-acre industrial park located in the Northern end of the Town of Warrensburg that has struggled to find tenants since 1996. (Potential revenue per ton mile: 5.51 cents)
2. Dimensional Mills Inc., a wood pallet manufacturing company. It had said that it would construct a 20,000 sq. ft. building in the Warrensburg Industrial Park, but instead moved its operations to Hudson Falls. (Potential revenue per ton mile: 3.24 cents)
3. Curtis Co., a supplier of home improvement products and builder services in Warrensburg, with headquarters in Ballston Spa. (Potential revenue per ton mile: 5.51 cents)

### Commodity Market

4. International Paper Company's Hudson River mill in Corinth, which currently utilizes freight services provided by the Delaware and Hudson (D&H) Railroad. However, in July 2001 IP shut down one of the two paper machines in the mill, eliminating 225 jobs. It is debatable what the status of the mill will be in five years time. (Potential revenue per ton mile: 3.73 cents)
5. Riverside Truss Company, a truss plant (manufacturing component roofs, floors and walls) located in Riparius. When the D&H was in business, they used the railroad to ship lumber from the South. Now they use a different species of lumber that is shipped from Canada by road. Although their finished products are shipped by truck to individual homes, it is possible that they could use the railroad for getting their raw material, if the



railroad were to be connected to their source in Canada. (Potential revenue per ton mile: 3.24 cents)

6. Barton Mines, a producer of industrial garnet abrasive products. Its plant is located in the hamlet of North River and its offices are in Lake George. Barton Mines Corporation has been mining garnet on the top of Gore Mountain since 1924, producing "Adirondack Crystal Garnet". The Corporation may potentially utilize rail freight services into/out of their Hudson River plant, if they ensure ultimate connectivity to mainline railroads such as CSX, CP, and CN. (Potential revenue per ton mile: 3.07-5.51 cents)
7. The old titanium mine at Tahawus. The iron and titanium mine in Tahawus was built during World War II by National Lead Co. under a defense contract. Of course, it is derelict and no longer used to mine titanium. The remains of iron ore and titanium can be seen along the road leading to Henderson Lake in the form of piles of mine tailings and mine pits. These tailings can be used to make roads, as was done in the old Republic Mine of Canada. In that case, the First Wilderness Railroad could be used to ship the tailings, especially if connections are provided to New York City through Saratoga Springs. But the viability of this will depend on the costs. According to Mr. Medema of Kronos, it is currently cheaper to ship crushed stone from Scotland to New York than to ship it via the railroad from Tahawus. Of course, market pricing can vary over time. A detailed study needs to be conducted to establish the available supply of useable material. (Potential revenue per ton mile: 3.91 cents)

The potential market will possibly grow over the years as the First Wilderness Railroad gets established and spin off effects are felt on tourism-related businesses. Although the International Paper Company's Hudson River mill may close down, the Warrensburg Industrial Park could gain tenants as the area becomes more attractive to do business in. Ultimately the economic viability of a freight train will depend upon a) its ability to connect local businesses with their sources of raw and intermediate materials and their primary markets and b) lower shipping costs as compared to trucks. This last should not be difficult. Rail freight rates have been falling steadily over the year (See Attachment 1: Revenue Per Ton Mile in Cents). Detailed surveys and interviews are required to determine whether the railroad would have enough customers to justify the costs of operating a freight train. It could conceivably be part of the next phase when the railroad is extended to Saratoga Springs, thus establishing connections to New York City and Montreal. A target market does exist, and further discussion and evaluation are recommended.

### **Regulatory Issues**

In addition to the economics of the matter, there are regulatory issues to be considered. After the passing of the Staggers Rail Act in 1980, a large section of economic regulation affecting railroads was removed in order to allow railroading to be more profitable. The powers of the economic regulatory body, the Interstate Commerce Commission (ICC), were gradually either

eliminated or transferred to the Surface Transportation Board (STB). In 1995 the ICC was finally terminated. In contrast, safety regulation, the responsibility of the Federal Railroad Administration (FRA), has increased over the years.

According to Tom Lutz, FRA Chief Inspector for Region 1, the FRA will only review the road crossings in conjunction with NYS DOT unless the railroad connects in with the main line south of Corinth. Therefore, once the railroad proposes to offer passenger service south of Corinth and introduces freight service in an effort to subsidize the cost of operations of the tourism line, the railroad will have to conform with the regulations set-forth in the following Parts of Title 49 of the Code of Federal Regulations:

- 215 “Railroad Freight Car Safety Standards”
- 213 “Track Safety Standards”
- 218 “Railroad Operating Rules”
- 225 “Railroad Accident/Incidents: Reports Classification Investigations”
- 229 “Railroad Locomotive Safety Standards”
- 231 “Railroad Safety Appliance Standards”
- 232 “Steam Locomotive Inspection and Maintenance Standards” and
- 240 “Qualifications and Certifications of Locomotive Engines”

The FRA should be contacted prior to undertaking any improvements to the 12 crossings.

### **Track Classification**

The STB classifies railroads as Class 1 if they have over \$259.4 million revenue annually, and all other railroads as Class II. The American Association of Railroads (AAR) defines railroads as Class 1 if they have over \$261.9 million revenue annually, as Regional Railroads if their annual revenue is between \$40 million and \$261.9 million and/or operate at least 350 miles of road, and all others as Local Railroads. Local Railroads can be further divided into local line-haul carriers and switching and terminal carriers. The latter mostly provide switching and terminal services for other railroads.

The Federal Railroad Administration, on the other hand, defines nine track classes on the basis of operating speed ranging from Class 1 (worst condition with a maximum operating speed of 10 miles an hour) to Class 9 (high speed rail). According to the FRA classification, the track between Corinth and Saratoga Springs is probably a Class 1 or at most Class 2, since the D&H Railroad freight cars move at just about 10 miles an hour. An upgrade will be required over the entire segment to allow passenger service to operate at a maximum speed of 60 MPH (Class 3). (See Attachment 2: FRA Classification)

## Costs and Benefits

The First Wilderness Corridor is a unique and ecologically significant resource that will have economic impacts on tourism, property values, commercial development along its length, local resident expenditures, public sector expenditures, qualitative factors like enhanced access to environmental resources, and aesthetics.

At present, the attempt will be not to quantify the myriad indirect and environmental impacts of the railroad, but to gauge how it may become feasible (or self-sustaining) at some point in the future by discussing some financial and logistical issues.

### Financing Issues Associated with Upgrades

*Freight:* Nationwide, regional and local railroads earn just 9% of total railroad freight revenue while operating 27% of total route-miles. A potential First Wilderness freight market has been discussed earlier, but further study (aided with a detailed survey of businesses) would need to be carried out to determine whether there will be sufficient demand to justify the capital cost of obtaining freight cars and a locomotive, and the operational expense of running a freight train. To get an idea of the revenue generating potential of a freight train, nationwide each carload of freight generated about \$1,096 gross revenue in the year 2000<sup>12</sup>.

Of course, it is possible that freight services could be contracted out a mainline carrier, which would then provide the rolling stock and operate the freight train. For instance, right now Canadian Pacific Rail owns the track between Corinth and Saratoga Springs, and the D&H Railroad provides freight services on this segment to International Paper. Forming a partnership with a Class I railroad may prove beneficial in the long run. The Class I railroad could do the long-haul movement while the First Wilderness Railroad could perform local pick up and delivery (in accordance with the typical pattern of partnerships between Class I and local railroads). This logistical issue of determining details of freight operations (and freight operator) for the line between Saratoga Springs and North Creek would be up to the track owners (Warren County and CP Rail) and available providers. Indeed, logistics will drive the economy of the operation, since the demand for freight is a “derived demand”, i.e. derived from a need to ship a product to a particular location. Thus establishing connections with the mainline railroads is imperative.

*Tourism:* It is envisaged that the current rail grant will be sufficient to cover the cost of track upgrades to the point where such a train may operate with a reasonable speed. Currently the scenic railroad tourist service along the 8 miles of the track between Riparius and North Creek is provided by rolling stock leased from the Upper Hudson River Railroad Company. Hence another logistical and financial issue to consider is where the equipment needed in the future will come

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<sup>12</sup> Source: Association of American Railroads

from and who will operate it. If the current grant is insufficient (unlikely unless capital investment exceeds expectations and includes freight stock) then the First Wilderness body may consider floating a 20-30 year bond with a 7-8% interest rate.

### **Conclusion**

The analysis so far suggests that there are market possibilities for both tourism and freight in the First Wilderness Corridor, but that further study needs to be carried out to conduct a detailed cost benefit analysis of the freight market. Interviews with the potential business users of freight are required to determine the profitability of maintaining separate rolling stock for freight. One possibility that the First Wilderness may consider in the future is a tie-up with a Class 1 railroad to undertake long-haul movement.

A proactive marketing plan must be developed to inform industries and generate business interest in the facilities provided by the railroad. If it turns out that there is sufficient business interest, then various railroad safety regulations need to be addressed, and logistical issues sorted out among the railroad track owners and rail facility operators/providers. It is almost a certainty that for freight operations to achieve a critical mass, connections to mainline railroads will need to be established. Above all, the ownership, management and coordination of the Saratoga County section of the track must be integrated into the First Wilderness Corridor management and marketing plan. It is essential that the First Wilderness governing body coordinate the overall effort for seamless integration across counties.

**6 ECONOMIC IMPACT ANALYSIS**

To analyze the economic impacts of the First Wilderness Railroad on the region, RIMS II multipliers for Saratoga County (obtained from the Bureau of Economic Analysis) were used. These multipliers are designed to analyze the impact of an initial (or final demand) change in any one industry on the entire economy. The multipliers are available for 490 industries, and the one that matched the nature of the First Wilderness project most closely is “Other amusement and recreation services”. The other match is “Railroads and related services”. Results for both multipliers are given in Table 6.2.

It is assumed that the estimated ridership constitutes an initial impact on the amusement and recreation services (or Railroads and related services) industry, and for this reason the direct effect earnings multipliers are used to determine regional impact across all industries.

**Table 6.1: Revenue Model**

Market Segment	Annual Market Size	Scenario 3	Long Distance		Local	
			Riders	Revenue	Riders	Revenue
The Skiers	200,000	20,000	10,000	200,000	10,000	120,000
The Saratoga Springs Overnight Visitors	118,800	11,880	11,880	237,600	0	0
The Convention Center Market	79,200	7,920	7,920	158,400	0	0
The Corridor Residents	23,436	2,344	0	0	2,344	28,128
The Regional Summer Tourists	394,087	7,882	3,941	78,820	3,941	47,292
Fall Foliage Travelers	858,847	8,588	8,588	171,760	0	0
The Regional Residents	1,112,798	5,564	5,564	111,280	0	0
The Train Aficionados	1,000,000 (nationally)	1,000	1,000	20,000	0	0
<b>Total</b>		<b>65,178</b>	<b>48,893</b>	<b>977,860</b>	<b>16,285</b>	<b>195,420</b>

A revenue model has been constructed for Scenario 3 in Table 6.1 on the assumption that long distance travelers (originating from Saratoga Springs, Albany, and New York) will pay an average \$20 fee for a round-trip ticket and local travelers (boarding at Thurman, Hadley or Corinth) will pay an average of \$12, which is the current ticket price of the Upper Hudson River Railroad. This translates into total annual revenue of \$1,173,280. A similar exercise was carried out for each scenario to determine the revenue stream and then gauge multiplier impacts.

**Table 6.2: Direct Effect Earnings Multiplier Impacts**

	<b>Scenario 1</b>	<b>Scenario 2</b>	<b>Scenario 3</b>	<b>Scenario 4</b>
Annual Market Size	140,411	109,283	65,178	33,219
Gross Revenue	\$2,517,044	\$1,974,484	\$1,173,280	\$599,240
Direct Effect Earnings Multiplier (Other Amusement and Recreation Services)	1.4336	1.4336	1.4336	1.4336
<b>Regional Earnings Impact</b>	<b>3,608,434</b>	<b>\$2,830,620</b>	<b>\$1,682,014</b>	<b>\$859,070</b>
Direct Effect Earnings Multiplier (Railroads and related services)	1.5994	1.5994	1.5994	1.5994
<b>Regional Earnings Impact</b>	<b>4,025,760</b>	<b>\$3,157,990</b>	<b>\$1,876,544</b>	<b>\$958,424</b>

Why is the regional impact greater or different from the initial impact? This is because the economic impact of train ridership is greater than merely the fee a passenger might pay. The train will in turn be employing people and purchasing items, setting off a chain reaction in the local economy. The RIMS II multipliers are derived from input-output tables that measure the economy-wide impact of an initial shock. Thus the direct regional earnings associated with the First Wilderness project range from \$0.86 (or \$0.96) million to \$3.6 (or \$4) million annually, depending on the scenario. Scenarios 1 – 4 are discrete points of decreasing optimism: Scenario 1 is the most optimistic and Scenario 4 is the least, with the minimum expected ridership.

These figures still reflect only the direct earnings associated with the project. There will in addition be a range of indirect earnings, some of which are summarized in Tables 6.3, 6.4 and 6.5. Assuming that First Wilderness Train passengers will want to stretch their legs, get off at stations, and explore the communities en route, they will incur expenditures on eating and drinking, souvenirs, and perhaps local transit.

**Table 6.3: Indirect Earnings, Eating and Drinking Places**

	<b>Scenario 1</b>	<b>Scenario 2</b>	<b>Scenario 3</b>	<b>Scenario 4</b>
Market Size	140,411	109,283	65,178	33,219
Gross Earnings (Assuming \$8 average expenditure per trip)	\$1,123,288	\$874,264	\$521,424	\$265,752
Direct Effect Earnings Multiplier	1.4605	1.4605	1.4605	1.4605
Regional Earnings Impact	\$1,640,562	\$1,276,863	\$761,540	\$388,131

Note that the multipliers used in Table 6.3 are the Direct Effect Earnings multipliers for “Eating and Drinking Places”. There are no multipliers for souvenirs, gifts and specialties, but the multipliers for “Retail Trade” have been used to gauge the effect of tourist spending in Table 6.4.

**Table 6.4: Indirect Earnings, Retail Spending**

	Scenario 1	Scenario 2	Scenario 3	Scenario 4
Market Size	140,411	109,283	65,178	33,219
Gross Earnings (Assuming \$5 average expenditure)	\$702,055	\$546,415	\$325,890	\$166,095
Direct Effect Earnings Multiplier	1.4347	1.4347	1.4347	1.4347
Regional Earnings Impact	\$1,007,238	\$783,942	\$467,554	\$238,297

In Table 6.5, the multipliers for “Local and suburban transit” are used to estimate impact of passenger use of local transit.

**Table 6.5: Indirect Earnings, Local Transit**

	Scenario 1	Scenario 2	Scenario 3	Scenario 4
Market Size	140,411	109,283	65,178	33,219
Gross Earnings (Assuming \$2 average expenditure)	\$280,822	\$218,566	\$130,356	\$66,438
Direct Effect Earnings Multiplier	1.4325	1.4325	1.4325	1.4325
Regional Earnings Impact	\$402,278	\$313,096	\$186,735	\$95,172

These are by no means the only indirect impacts or spending categories, but they indicate the extent of the ripple effects through the economy when there is an initial impact in any sector. A summary of total regional impacts is presented in Table 6.6.

**Table 6.6: Total Regional Earnings Impact**

	Scenario 1	Scenario 2	Scenario 3	Scenario 4
Market Size	140,411	109,283	65,178	33,219
<b>Direct Impact</b>	<b>3,608,434</b>	<b>\$2,830,620</b>	<b>\$1,682,014</b>	<b>\$859,070</b>
Eating and Drinking	\$1,640,562	\$1,276,863	\$761,540	\$388,131
Retail	\$1,007,238	\$783,942	\$467,554	\$238,297
Local Transit	\$402,278	\$313,096	\$186,735	\$95,172
<b>Total Indirect Impact</b>	<b>\$3,050,078</b>	<b>\$2,373,900</b>	<b>\$1,415,829</b>	<b>\$721,600</b>
<b>Total Regional Impact</b>	<b>\$6,658,512</b>	<b>\$5,204,520</b>	<b>\$3,097,843</b>	<b>\$1,580,670</b>

## Bill of Goods Approach

In the “Bill of Goods” approach, the economic impact is measured by using the data on goods and services purchased by the initially affected industry. Theoretically the results should be similar no matter which set of multipliers or approach is used, but this depends on the accuracy and completeness of the data available.

Warren and Saratoga Counties will be spending money upgrading rail tracks, buying equipment and designing rail stations. The multipliers for railroad equipment are zero; presumably it would be purchased from outside the region. But building new stations would involve region-based construction companies. Warren County plans to spend \$4 million building stations along the First Wilderness Corridor. Using the final demand multiplier<sup>13</sup> for “Other new construction”, the following results are obtained: \$1.36 million impact on earnings, \$7.89 million impact on output, and 38 new jobs.

## Impact of Extending Stay

In this section, the economic impact of extending the stay of visitors by one day and one night is estimated. It is possible that the First Wilderness train may induce Convention and Saratoga Springs visitors to extend their stay so they can participate in the historic scenic ride. It is also possible that the train may draw some of the Lake tourists who hitherto did not stay overnight in Saratoga Springs.

**Table 6.7: Impact of Extending Stay by 1 Day and 1 Night**

Market Segment	Impact of Extending Stay by 1 Night			
	Market Size	Person Nights	Food & beverage @ \$59.73	Retail \$ @ \$24.48
The Skiers	20,000	20,000	\$1,194,600	\$489,600
The Saratoga Springs Overnight Visitors	11,880	11,880	\$709,592	\$290,822
The Convention Center Market	7,920	7,920	\$473,062	\$193,882
The Regional Summer Tourists	7,882	7,882	\$470,792	\$192,951
The Train Aficionados	1,000	1,000	\$59,730	\$24,480
<b>Total</b>	<b>46,682</b>	<b>46,682</b>	<b>\$2,907,776</b>	<b>\$1,191,735</b>

To summarize, the potential impacts are to the tune of \$2.9 million in food and beverage, and \$1.2 million in retail spending. Besides there are lodging impacts of a potential 46,682 person nights in these markets.

<sup>13</sup> In this case Warren County’s demand for construction is to be construed as final demand rather than initial impact



## 7 CASH FLOW MODEL

An Operating Cash Flow statement of the First Wilderness Local Development Corporation (LDC) has been developed (see overleaf) based on ridership estimates and current costs incurred by the Hudson River Railroad.

### Capital Expenditure Assumptions

- Capital Expenses including land/track purchase and upgrade of tracks in the amount of \$10.86 million (Warren County) and \$3.5 million (Saratoga County) are met by public grants
- Purchase of equipment to the tune of \$80,000 is met by public debt: a 10-year bond at 8%
- Other equipment (rolling stock), maintenance and operational costs are the responsibility of the operator

### Cash Flow & Annual Expense Assumptions

- Operator may either pay a flat annual fee to the LDC, or a percentage per ticket sold. The assumption in this model is that the operator pays \$2 for every long distance rider and \$1 for every local rider
- The fixed annual expenses incurred are training (\$5000), the pro-rated salary of a part-time engineer/expert (\$30,000), depreciation of equipment (\$8,000 at 10%), insurance and claims (\$40,000), tolls and permits (\$770), equipment rental (\$2,000), interest on debt (\$6,400) and taxes to the tune of \$12,000
- The operator invests in the promotion and programming. Besides, the LDC also spends \$20,000 a year (rising to \$30,000 in the fifth year) on the marketing effort
- The ridership increases incrementally. Year 1 revenue of \$58,297 is based on ridership of 33,219 (Scenario 4), Year 2 revenue of \$86,184 on ridership of 49,198 (median of Scenarios 3 and 4), Year 3 revenue of \$114,071 on ridership of 65,178 (Scenario 3), Year 4 revenue of \$153,120 on ridership of 87,230 (median of Scenarios 2 and 3) and Years 5 and 6 revenue of \$192,169 on ridership of 109,283 (Scenario 2).

### Feasibility Results

This incrementally increasing ridership will lead to positive net operating income before taxes (of \$3,894) by the third year and positive net operating income after taxes (of \$25,943) by the fourth year. If the initial net operating losses are carried over, a positive net operating income of \$37,948 is obtained by the sixth year.

## **8 CONCLUSION**

### **8.1 NEXT STEPS**

Among the important next steps to be taken are the design and introduction of a target customer survey, and a marketing/promotional campaign. A survey will be essential to understand the target markets accurately, to price the product competitively, and to design the services offered. Additionally, surveys of visitors once operations have commenced must address whether the product is meeting expectations and what, if anything, is lacking.

#### **Customer Survey**

The First Wilderness Market Survey's target respondent may have any of the following characteristics:

- Is a Regional Resident (lives in a 45-mile radius of Saratoga Springs)
- Lives in New York City
- Visits Gore Mountain
- Is a Saratoga Springs overnight visitor
- Is a train enthusiast
- Travels on the Upper Hudson River Railroad

The issues to be addressed by the survey include:

- Respondent profile  
(Age, household income, zip code, education)
- Adventure, cultural/historical, and scenic train ride trips taken in last three years  
(Mode of transportation, number of people, length of trip, amount spent, lodging type)
- Degree of interest in scenic train ride
- Degree of interest in skiing
- Degree of interest in mountain biking
- Degree of interest in fall/foliage trip
- Willingness to pay for First Wilderness train ride
- Service & entertainment preferences and willingness to pay
- Logistical preferences
- Preferences between different modes of transportation

There are mainly five types of surveys: mail surveys, phone surveys, email surveys, personal interviews, and group discussions. A direct-mail questionnaire has a low response rate, sometimes less than 5%. Phone surveys are generally the most cost-effective, considering overall response rates; they cost about one-third as much as personal interviews, which have, on average, a response rate which is only 10%. They also have the advantage of speed. Five to six interviews per hour is typical. Phone interviews also allow coverage of a wide geographical range relatively inexpensively. Phone costs can be reduced by taking advantage of cheaper rates during certain hours.

Used mostly by big business, group interviews can be useful as brainstorming tools resulting in product modifications and new product ideas. They also give insight into buying preferences and purchasing decisions among certain populations. Personal interviews are one-on-one interviews where the interviewer is guided by a small checklist and basic common sense.

### **Survey Costs<sup>14</sup>**

Survey prices will range depending on a number of factors, including whether a mailing list has to be purchased, who designs the questions for the survey, what communication channels are used to send the survey, and how the results are analyzed. Costs are also dependent on the incidence rate, or the number of surveys that need to be sent (or calls that need to be made) in order to get a response. For example, if you send 100 surveys and 10 people respond, the incidence rate is 10%.

With mail surveys, most of the costs concern the printing of questionnaires, envelopes, postage, the cover letter, time taken in the analysis and presentation, the cost of researcher time, and any incentives used. Surveys via snail mail will run close to the price of phone interviews, usually about \$5,000-\$7,000 (for 200 responses).

With phone surveys the main costs are the interviewer's fee, phone charges, preparation of the questionnaire, cost of researcher time, and the analysis and presentation of the results of the questioning. Phone surveys can cost anywhere from \$5,000-\$15,000. They typically cost an average of \$40 per interview (or person surveyed). However, this per-interview price can increase or decrease according to the success of responses. The fewer the responses, the higher the price. For example, if only 50% of the list responds, one pays a little over \$40 per interview.

E-mail surveys are becoming more popular because their costs are lower, about \$3,000-\$5,000. Costs are lower for two reasons. First, postage isn't a concern. Also, e-mail has a higher incidence rate, since the option to answer questions on participants' own time makes them much more likely to respond. Using e-mail for surveys limits the population to those with e-mail access (currently

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<sup>14</sup> Source: <http://www.Entrepreneur.com> and "Buyer's Guide: Market Research" at <http://www.inc.com>

about 40%). However, according to the TIA, over 50% American travelers use the Internet to make their traveling plans.

The costs for personal interviews include the printing of questionnaires and prompt cards if needed, the incentives used, the interviewer's fee and expenses, cost of researcher time, and analysis and presentation. Main costs of group discussions are the interviewer's fees and expenses in recruiting and assembling the groups, renting the conference room or other facility, researcher time, any incentives used, analysis and presentation, and the cost of recording media such as tapes, if any are used. Prices for focus groups can range from \$4,000-6,000 per session if outsourced to a company that runs focus groups. Since it's recommended that at least two sessions be held, the price can be a little hefty.

### **Marketing Campaign**

In order to successfully penetrate the market segments and raise awareness and demand for the First Wilderness Railroad, a sustained promotional campaign that integrates identity, print, broadcast, and web work is required. It is important for this campaign to draw upon the combined tourism resources of Saratoga and Warren Counties. The campaign must target the potential markets identified in this document and be based on the results of the customer survey. Additionally, visitor surveys must be an on-going marketing tool once the First Wilderness Railroad has commenced operations.

It must be noted that different seasons correspond to different target markets for the First Wilderness Railroad. Marketing must be oriented to skiers in winter, fall foliage travelers in autumn, and Saratoga Springs and Lake tourists in summer. Thus in summer, success will depend on whether the ride is perceived as a unique and accessible activity among the many activities there are to be enjoyed in the region. Marketing should focus on the entertainment and meals provided on board, the destinations en route, and the accessibility of the train ride. In autumn marketing should focus on the scenic beauty of the fall colors on the way. In winter, the focus should be on a comfortable and convenient ride to Gore Mountain. A tie-up with Gore Mountain to offer a package skiing and transportation deal would make the ride more attractive.

The "First Wilderness" is a unique brand identity and the train, stops, destinations and activities along the corridor must be promoted as part of the holistic "First Wilderness Experience". This will create an exclusive and readily identifiable image of the experience in the minds of potential visitors. However it must be noted that for most visitors the train will be a secondary experience and not the main destination in itself. Hence marketing should aim to inform and attract visitors already in the region. In other words marketing will be a regional and not national campaign.

Over half of all visitors to Saratoga Springs surveyed<sup>15</sup> say they make their travel plans using the Internet. This must be kept in mind while designing the promotional campaign. An attractive,

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<sup>15</sup> Economic Impact of Tourism Study, Saratoga Convention and Tourism Bureau

easy-to-use and informative website is essential, as is linking it up with other travel and tourism related websites of New York.

A First Wilderness Marketing and Public Relations Committee should be designated that will be responsible for the following:

*Oversee development and implementation of a detailed Marketing Plan, including a Public Relations and Media campaign.*

- An attractive and informative website targeted towards the market segments
- A brief interpretive piece on recycled paper that will focus on the historical, scenic, entertainment, and logistical components of the train ride
- Print advertising should be in publications that match target markets
- Conduct visitor satisfaction surveys at portals. Request additional information about sites visited.
- Develop a press kit
- Develop a press release schedule
- Conduct public awareness campaign for Saratoga residents

*Provide recommendations for specific activities and programs and how to promote them*

- Pursue promotional opportunities with Gore Mountain
- Develop specific theme-related packages, for instance skiing, fall foliage, and summer entertainment
- Obtain 800 number and develop online reservation system for customers

*Identify additional research needs*

- Additional research needs should be carefully defined. The customer survey will help streamline this.

*Stay informed on legislative/development matters affecting the First Wilderness Railroad*

*Identify tracking mechanism to assess effectiveness of marketing*

## **8.2 CONCLUSION**

This report was intended to document the market research and feasibility determination for the First Wilderness project. Sections 1 - 8 document the market segments to be served by the First Wilderness Railroad, possible governance structures to manage and operate it, and the project's regional economic impact. The major findings are summed up below:

- There are eight (overlapping) market segments that a train between Saratoga Springs and North Creek could capture: the Skiers, the Saratoga Springs Visitors, the Convention

Center Market, the Regional Summer Tourists, the Corridor Residents, the Train Aficionados, the Fall Foliage visitors, and the Regional Residents.

- In order to assure sustained interest in the railroad, it is essential to connect Corinth with Saratoga Springs and thus establish a link between North Creek and New York City.
- A Local Development Corporation is found to be the best option to manage the First Wilderness Railroad in the long run, as it is procedurally least complicated to set up, and can purchase insurance to indemnify itself and its members.
- The ridership estimates based on four scenarios are 140,411; 109,283; 65,178; and 33,219 annually. An average round trip ticket of \$20 between North Creek and Saratoga Springs was used to convert these ridership estimates into gross earnings.
- RIMS II Multipliers were used to determine regional economic impact of the project. The total annual impacts, including direct and indirect impacts, were estimated at **\$6,658,512** (Scenario 1), **\$5,204,520** (Scenario 2), **\$3,097,843** (Scenario 3) and **\$1,580,670** (Scenario 4).
- The potential impacts of extending the stay of First Wilderness visitors by one night are to the tune of \$2.9 million in food and beverage, and \$1.2 million in retail spending. Besides there are lodging impacts of a potential 46,682 person nights.
- A hypothetical cash flow model based on ridership estimates predicts a positive net income (carried over) by the sixth year of operation of the First Wilderness Railroad.
- Two important “next steps” are to conduct a potential visitor survey and develop and launch a marketing campaign.

## 8 CONCLUSION

### 8.1 NEXT STEPS

Among the important next steps to be taken are the design and introduction of a target customer survey, and a marketing/promotional campaign. A survey will be essential to understand the target markets accurately, to price the product competitively, and to design the services offered. Additionally, surveys of visitors once operations have commenced must address whether the product is meeting expectations and what, if anything, is lacking.

#### Customer Survey

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There are mainly five types of surveys: mail surveys, phone surveys, email surveys, personal interviews, and group discussions. A direct-mail questionnaire has a low response rate, sometimes less than 5%. Phone surveys are generally the most cost-effective, considering overall response rates; they cost about one-third as much as personal interviews, which have, on average, a response rate which is only 10%. They also have the advantage of speed. Five to six interviews per hour is typical. Phone interviews also allow coverage of a wide geographical range relatively

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Used mostly by big business, group interviews can be useful as brainstorming tools resulting in product modifications and new product ideas. They also give insight into buying preferences and purchasing decisions among certain populations. Personal interviews are one-on-one interviews where the interviewer is guided by a small checklist and basic common sense.

### **Survey Costs<sup>1</sup>**

Survey prices will range depending on a number of factors, including whether a mailing list has to be purchased, who designs the questions for the survey, what communication channels are used to send the survey, and how the results are analyzed. Costs are also dependent on the incidence rate, or the number of surveys that need to be sent (or calls that need to be made) in order to get a response. For example, if you send 100 surveys and 10 people respond, the incidence rate is 10%.

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<sup>1</sup> Source: <http://www.Entrepreneur.com> and "Buyer's Guide: Market Research" at <http://www.inc.com>



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### **Marketing Campaign**

In order to successfully penetrate the market segments and raise awareness and demand for the First Wilderness Railroad, a sustained promotional campaign that integrates identity, print, broadcast, and web work is required. It is important for this campaign to draw upon the combined tourism resources of Saratoga and Warren Counties. The campaign must target the potential markets identified in this document and be based on the results of the customer survey. Additionally, visitor surveys must be an on-going marketing tool once the First Wilderness Railroad has commenced operations.

It must be noted that different seasons correspond to different target markets for the First Wilderness Railroad. Marketing must be oriented to skiers in winter, fall foliage travelers in autumn, and Saratoga Springs and Lake tourists in summer. Thus in summer, success will depend on whether the ride is perceived as a unique and accessible activity among the many activities there are to be enjoyed in the region. Marketing should focus on the entertainment and meals provided on board, the destinations en route, and the accessibility of the train ride. In autumn marketing should focus on the scenic beauty of the fall colors on the way. In winter, the focus should be on a comfortable and convenient ride to Gore Mountain. A tie-up with Gore Mountain to offer a package skiing and transportation deal would make the ride more attractive.

The "First Wilderness" is a unique brand identity and the train, stops, destinations and activities along the corridor must be promoted as part of the holistic "First Wilderness Experience". This will create an exclusive and readily identifiable image of the experience in the minds of potential visitors. However it must be noted that for most visitors the train will be a secondary experience and not the main destination in itself. Hence marketing should aim to inform and attract visitors already in the region. In other words marketing will be a regional and not national campaign.

Over half of all visitors to Saratoga Springs surveyed<sup>2</sup> say they make their travel plans using the Internet. This must be kept in mind while designing the promotional campaign. An attractive, easy-to-use and informative website is essential, as is linking it up with other travel and tourism related websites of New York.

A First Wilderness Marketing and Public Relations Committee should be designated that will be responsible for the following:

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<sup>2</sup> Economic Impact of Tourism Study, Saratoga Convention and Tourism Bureau

*Oversee development and implementation of a detailed Marketing Plan, including a Public Relations and Media campaign.*

- An attractive and informative website targeted towards the market segments
- A brief interpretive piece on recycled paper that will focus on the historical, scenic, entertainment, and logistical components of the train ride
- Print advertising should be in publications that match target markets
- Conduct visitor satisfaction surveys at portals. Request additional information about sites visited.
- Develop a press kit
- Develop a press release schedule
- Conduct public awareness campaign for Saratoga residents

*Provide recommendations for specific activities and programs and how to promote them*

- Pursue promotional opportunities with Gore Mountain
- Develop specific theme-related packages, for instance skiing, fall foliage, and summer entertainment
- Obtain 800 number and develop online reservation system for customers

*Identify additional research needs*

- Additional research needs should be carefully defined. The customer survey will help streamline this.

*Stay informed on legislative/development matters affecting the First Wilderness Railroad*

*Identify tracking mechanism to assess effectiveness of marketing*

## **8.2 CONCLUSION**

This report was intended to document the market research and feasibility determination for the First Wilderness project. Sections 1 - 8 document the market segments to be served by the First Wilderness Railroad, possible governance structures to manage and operate it, and the project's regional economic impact. The major findings are summed up below:

- There are eight (overlapping) market segments that a train between Saratoga Springs and North Creek could capture: the Skiers, the Saratoga Springs Visitors, the Convention Center Market, the Regional Summer Tourists, the Corridor Residents, the Train Aficionados, the Fall Foliage visitors, and the Regional Residents.
- In order to assure sustained interest in the railroad, it is essential to connect Corinth with Saratoga Springs and thus establish a link between North Creek and New York City.

- A Local Development Corporation is found to be the best option to manage the First Wilderness Railroad in the long run, as it is procedurally least complicated to set up, and can purchase insurance to indemnify itself and its members.
- The ridership estimates based on four scenarios are 140,411; 109,283; 65,178; and 33,219 annually. A revenue model was used to convert these ridership estimates into gross earnings.
- RIMS II Multipliers were used to determine regional economic impact of the project. The total annual impacts, including direct and indirect impacts, were estimated at **\$6,658,512** (Scenario 1), **\$5,204,520** (Scenario 2), **\$3,097,843** (Scenario 3) and **\$1,580,670** (Scenario 4).
- The potential impacts of extending the stay of First Wilderness visitors by one night are to the tune of \$2.9 million in food and beverage, and \$1.2 million in retail spending. Besides there are lodging impacts of a potential 46,682 person nights.
- A hypothetical cash flow model based on ridership estimates predicts a positive net income (carried over) by the sixth year of operation of the First Wilderness Railroad.
- Two important “next steps” are to conduct a potential visitor survey and develop and launch a marketing campaign.

**APPENDIX 1: ANALOGOUS SCENIC TRAINS**

**Railroad:** Fillmore & Western Railroad  
**Location:** Fillmore, CA  
**General Manager:** Dave Wilkinson  
**Phone Number:** (805)524-2546

1. How long is the track?
  - 10 miles
2. How long are the rides (time)?
  - 2 1/2 hrs at 10-12 mph
3. What other activities do they tie into to promote the train? (Local BBQ, Raft tours, etc.)?
  - Dinner trains
  - BBQ trains
  - Seniors
  - School Children
  - Summer Camps
  - Wine tasting
  - Weddings
  - Festivals
  - Movies
4. Do they cross-promote? Do they consider themselves part of a larger community of tourism services?
  - Coordinate with Chambers and Visitors Bureaus at 5 different cities
  - Cross-promote with hotels and motels
5. What do they think is the secret to their success?
  - 14 million people within 1 hours drive
  - Unique attraction
  - Controlled growth because they do not have capacity yet
  - Movies
6. Do they have parking in close proximity? For how many cars? (Persons per vehicle)
  - Parking on site
7. Visitation Numbers?
  - 40,000/yr without heavy marketing
  - In two years expansion will allow up to 120,000 people with addition of 2 stations and 30 miles of track
8. Link with other forms of transportation to other destinations?
  - Not formally
9. Other information

**Railroad:**                               **The Ski Train**  
**Location:**                               **Denver, CO**  
General Manager:                       Steve  
Phone Number:                           (303)296-4754

1.     How long is the track?
  - 134 miles round trip on Union-Pacific Main Line
2.     How long are the rides (time)?
  - 2 1/2 hrs each way
  - Train runs 30 mph in mountains and 50 mph in the valley
3.     What other activities do they tie into to promote the train? (Local BBQ, Raft tours, etc.)?
  - Café car on train, special club car reservations with central bar
  - Link with Winter Park Ski Resort area activities - snowshoe tours, snow cat tours, rustic lodge with restaurant, cross country skiing, ice skating, sleigh rides, snowmobile, tubing.
  - Very scenic ride through the mountains
4.     Do they cross-promote? Do they consider themselves part of a larger community of tourism services?
  - Chambers in Denver and Winter Park
  - Direct marketing to groups and companies - use mailing list from Denver Business Journal
  - Small rail museum (caboose) at Winter Park highlighting activities in Winter Park
  - Web Page: [skitrain.com](http://skitrain.com) with links to other attractions
5.     What do they think is the secret to their success?
  - Viable alternative to car on reliable, fun transportation
  - Increased traffic on interstate helping people think of other forms of transportation
6.     Do they have parking in close proximity? For how many cars? (Persons per vehicle)
  - Parking at Union Station in Denver
7.     Visitation Numbers?
  - 40 trips from December to April
  - Each trip is sold out at 750 people per trip
8.     Link with other forms of transportation to other destinations?
  - County runs bus service from train station in Winter Park to other activities
9.     Other information
  - Each car has closet for skis and snowboards and overhead storage
  - Only serves Winter Park - no other ski areas
  - Many people who don't ski take train for scenery and other activities
  - They own the cars and lease locomotives from Amtrak or Union-Pacific

**Railroad:** North Shore Scenic Railroad  
**Location:** Duluth, MN  
General Manager: Gary Hausladen  
Phone Number: (218)722-1273

1. How long is the track?
  - 26 miles
2. How long are the rides (time)?
  - Three times: 1 ½, 2 ½, and 6 hr trips. Longest trip has 2 hour layover
  - Maximum speed 36 mph on Class II track
3. What other activities do they tie into to promote the train? (Local BBQ, Raft tours, etc.)?
  - Steam excursion weekends
  - Elegant dinner trains
  - Grandma's marathon train
4. Do they cross-promote? Do they consider themselves part of a larger community of tourism services?
  - Five different cities chambers and visitors bureaus Cross-promote
5. What do they think is the secret to their success?
  -
6. Do they have parking in close proximity? For how many cars? (Persons per vehicle)
  -
7. Visitation Numbers?
  -
8. Link with other forms of transportation to other destinations?
  -
9. Other information

**Railroad:** North Star Rail  
**Location:** Minneapolis, MN  
General Manager: Judy Sandberg  
Phone Number: (651)490-1985

1. How long is the track?
  - 30 and 60 mile runs on Mainline owned by Burlington Northern
2. How long are the rides (time)?
  - All day on class I track
3. What other activities do they tie into to promote the train? (Local BBQ, Raft tours, etc.)?
  - Concession car
  - 1<sup>st</sup> class section
  - Very scenic
  - Musical entertainment
4. Do they cross-promote? Do they consider themselves part of a larger community of tourism services?
  - Work with Wixom Chamber of Commerce and historical society
  - 25<sup>th</sup> anniversary of James J. Hill Days (he built historic depot)
5. What do they think is the secret to their success?
  - Scenery
  - Steam locomotive
  - Working with Main Lines
  - Long, hard work by volunteers (500 volunteers with core group of 50 people)
  - Paying attention to detail (clean, food, restrooms)
  - Tax exempt 501c3 status
6. Do they have parking in close proximity? For how many cars? (Persons per vehicle)
  -
7. Visitation Numbers?
  - 25,000 per year
  - Steam locomotive seen by over 1 million people
8. Link with other forms of transportation to other destinations?
  -
9. Other information
  - Main attraction is steam locomotive, one of the biggest in US
  - Ride must be scenic
  - People get bored fast so be careful with a long run
  - Many repeat passengers



**Railroad:** Branson Scenic Railway  
**Location:** Branson, Missouri  
General Manager: Annita \_\_\_\_  
Phone Number: (417)334-6110

1. How long is the track?
  - 40 miles onto Main Line
2. How long are the rides (time)?
  - 1 ¾ hrs
3. What other activities do they tie into to promote the train? (Local BBQ, Raft tours, etc.)?
  - Link to downtown – flea markets, restaurants, craft stores
  - Dinner train – white linens, flowers
4. Do they cross-promote? Do they consider themselves part of a larger community of tourism services?
  - Missouri Convention and Visitors Bureau
  - Springfield Convention and Visitors Bureau
  - Hollister and Branson Chambers
5. What do they think is the secret to their success?
  - Good, clean operation – no smoking or drinking
  - Paid staff from March to December
6. Do they have parking in close proximity? For how many cars? (Persons per vehicle)
  - Yes, 50-60 cars but tight in summer due to 200+ passengers
7. Visitation Numbers?
  - 90,000 per year
8. Link with other forms of transportation to other destinations?
  - Display brochures and flyers for area restaurants and shops in Depot
9. Other information

**Railroad:** **Freemont Dinner Train**  
**Location:** **Freemont, NE**  
General Manager: Bruce Eveland  
Phone Number: (402)727-8321

1. How long is the track?
  - 30 miles round-trip
2. How long are the rides (time)?
  - 2 ¾ hrs
3. What other activities do they tie into to promote the train? (Local BBQ, Raft tours, etc.)?
  - 5 course dinners, movies, dinner theater
  - Murder mysteries
  - Melodramas
  - USO shows
  - Wine tastings
  - Valentines Day, Halloween, New Years
4. Do they cross-promote? Do they consider themselves part of a larger community of tourism services?
  - Chambers and Vistors Bureaus
  - Group Leader Show (GLAMOR) – appealing to people who put together bus tours – same market
  - GLAMOR fee is split by Chamber and RR
5. What do they think is the secret to their success?
  - Good, dinners, entertainment
  - Friendly, informed staff
6. Do they have parking in close proximity? For how many cars? (Persons per vehicle)
  - Yes, 50-60 cars but tight in summer due to 200+ passengers
7. Visitation Numbers?
  - 15,000 per year
8. Link with other forms of transportation to other destinations?
  - Display brochures and flyers for area restaurants and shops in Depot
9. Other information
  - Unique situation: excursion train, engine, and tracks are owned by non-profit and volunteers run the train. Private for-profit company owns its own dinner cars and pays a fee to be hauled by the volunteers.
  - Excursion train is vintage 1920s and dinner trains are 1940s vintage
  - Recommends having multitude of activities but not running train more than 3 hrs in length.
  - Use old baggage car to haul bicycle

**Railroad:** Adirondack Scenic Railroad  
**Location:** Thendara, New York  
General Manager:  
Phone Number: (315) 7240700

1. How long is the track?
  - 141 miles
2. How long are the rides (time)?
  - The longest trip is 2.25 hours each way with a 4.75 layover in Thendara in the summer. The train runs at 30 mph.
3. What other activities do they tie into to promote the train? (Local BBQ, Raft tours, etc.)?
  - Dinner trains
  - Craft fair
  - Barn Festival
  - Murder mysteries
4. Do they cross-promote? Do they consider themselves part of a larger community of tourism services?
  - Coordinate with Utica Monday Night
5. What do they think is the secret to their success?
6. Do they have parking in close proximity? For how many cars? (Persons per vehicle)
  - Parking on site
  - 100 – 200 cars
7. Visitation Numbers?
  - 100,000 – 200,000 annually
8. Link with other forms of transportation to other destinations?
  - Yes, with buses
9. Other information
  - Has been running for ten years now and has seen steady increase in visitation.

**Railroad:** Batten Kill Rambler  
**Location:** Greenwich, New York  
**President:** Ronald Crowd  
**Phone Number:** (518) 638-8865

1. How long is the track?
  - 35 miles
2. How long are the rides (time)?
  - 2 hour 35 minute round trip with 1-hour layover at Shushan
3. What other activities do they tie into to promote the train? (Local BBQ, Raft tours, etc.)?
  - Children's Theatre Trains
  - Saturday afternoon scenic trains
4. Do they cross-promote? Do they consider themselves part of a larger community of tourism services?
  - Yes, they promote other short lines by displaying their brochures.

5. What do they think is the secret to their success?

Freight is their main business right now, the tourism component has not been successful recently.

6. Do they have parking in close proximity? For how many cars? (Persons per vehicle)

There is parking on-street at Cambridge.

7. Visitation Numbers?

- 3,000 (down from 20,000 6 years ago)

8. Link with other forms of transportation to other destinations?

- Yes

9. Other information

- The Batten Kill Rambler has been running for six years and its ridership has dropped from 20,000 to just 3,000. Freight is stated to be their main business right now, and they have cut back the tourist train schedule to just the weekends. But they are hoping it will build up again.

**Railroad:** Steamtown  
**Location:** Scranton, PA  
General Manager:  
Phone Number:

10. How long is the track?
  - 26 miles round trip
11. How long are the rides (time)?
  - 35 minutes each way with a 25 minute break at Moscow
12. What other activities do they tie into to promote the train? (Local BBQ, Raft tours, etc.)?
  - No activities. People come for the scenery and experience of riding behind a steam engine
13. Do they cross-promote? Do they consider themselves part of a larger community of tourism services?
  - Yes. They are part of the Lackawanna Heritage Valley, and consider themselves part of a group of attractions including other museums and a coal mine. All cooperate to promote each other.
14. What do they think is the secret to their success?

Steamtown opened in 1986 and visitation has increased because there is more to see. There is another steam engine and the ride is longer, the museum is better now.
15. Do they have parking in close proximity? For how many cars? (Persons per vehicle)

Yes, for 250 – 300 cars.
16. Visitation Numbers?
  - 180,000 – 200,000 each year including visitors to the museum.
17. Link with other forms of transportation to other destinations?
  - A bus to the city.
18. Other information

**Railroad:** Vermont  
**Location:** Amtrak Northeast  
General Manager:  
Phone Number:

10. How long is the track?
  - The daily route is Washington, DC - New York, NY - St. Albans, Vermont
11. How long are the rides (time)?
  - 13.5 hours from Washington, Dc to St. Albans, Vermont
12. What other activities do they tie into to promote the train? (Local BBQ, Raft tours, etc.)?

Trails and Rails, Amtrak's program of narrated tours in partnership with the National Park Service, has been expanded to include portions of the Vermont train routes on Saturday, Sunday and holiday Mondays. The program educates riders on the natural and cultural heritage of the national parks as it winds through the Green Mountains, between Amherst, Mass., and Burlington and Essex Junction, Vermont. Educational materials are distributed on the train, and narration is offered by park service personnel in the cafe car. Sandwiches, snacks, drinks are provided in the Cafe Car. Popular ski resorts like Smuggler's Notch and Bromley Mountain in Vermont offer transportation (\$120 return) from the train station. Killington offers 3 and 5 day package deals that include a round-trip train ticket between New York City's Penn Station to Rutland, Vermont, as well as shuttle service to and from Killington, and lodging and lift passes from \$404 per head.

13. Do they cross-promote? Do they consider themselves part of a larger community of tourism services?
14. What do they think is the secret to their success?
15. Do they have parking in close proximity? For how many cars? (Persons per vehicle)
  - Parking on site
16. Visitation Numbers?
  -
17. Link with other forms of transportation to other destinations?
  - Hertz rental car locations: BWI, Essex Junction, Hartford, New York City, Philadelphia and Springfield
  - Thruway motor-coach connection to Montreal, Quebec from St. Albans, Vermont
18. Other information

**APPENDIX 2: A MATRIX THEORY MODEL**

### A Matrix Theory Model

Matrix theory refers to the exponential growth in passenger miles that results from increases in the size of the "matrix" of origin-destination pairs within a rail network.

There are seven proposed stops on the First Wilderness Railroad: Corinth, Hadley, Stony Creek, Thurman, The Glen (in Johnsburg), Riparius, and North Creek. Additionally, a connection to Saratoga Springs establishes an eighth stop. The number of potential origin/destination pairs is thus  $n(n-1)$  or 56. The ridership yield of each stop or market is typically given by a third of the cube of the log of the population<sup>1</sup>. Of course, the number of actual origin/destination pairs used to calculate ridership would be lower, since The Glen is a small whistle stop where not much boarding is expected. Additionally, the North Creek, Riparius and The Glen stations are along the towns of Chester and Johnsburg and it would be hard to distinguish the sections of population that use one stop and not the other. For purposes of simplicity, the North Creek is assumed to serve the Johnsburg population, and Riparius the Chester population.

**Table 2: The Upstate Ridership Potential**

Town	2000 Population	Log	Cube of the Log	Ridership Factor
North Creek (Johnsburg)	2,450	3.39	38.9	13
Riparius (Chester)	3,614	3.56	45	15
Thurman (Thurman and Warrensburg)	5,454	3.74	52.2	17.4
Stony Creek	743	2.87	23.7	7.9
Hadley (Hadley and Lake Luzerne)	5,190	3.72	51.3	17.1
Corinth	5,985	3.78	53.88	18
Saratoga Springs	26,186	4.42	86.2	28.7

The number of usable station pairs in this model (excluding The Glen) is  $7*6$  or 42. The ridership factor measures the potential riders between any two stations. The total potential ridership at a station is a summation. For instance, in a system with three stations (A B C) the ridership at A would be the sum of the ridership factors for (A B) and (A C).

It must be noted that there are certain normalization factors to be applied to the above model. Actual ridership depends on alternative modes of transit available, the distance between stations,

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<sup>1</sup> "An Introduction to Matrix Theory for Passenger Cars" by Dr. Adrian Herzog, URPA



and the attractiveness of train travel. This model is more accurate for large networks that cancel out local effects. However, it does give an approximation of the ridership potential of the market segment "Upstate New York Residents". (The actual number of station pairs is actually much higher since a connection to Saratoga also establishes connections to Montreal, Albany and New York City.)