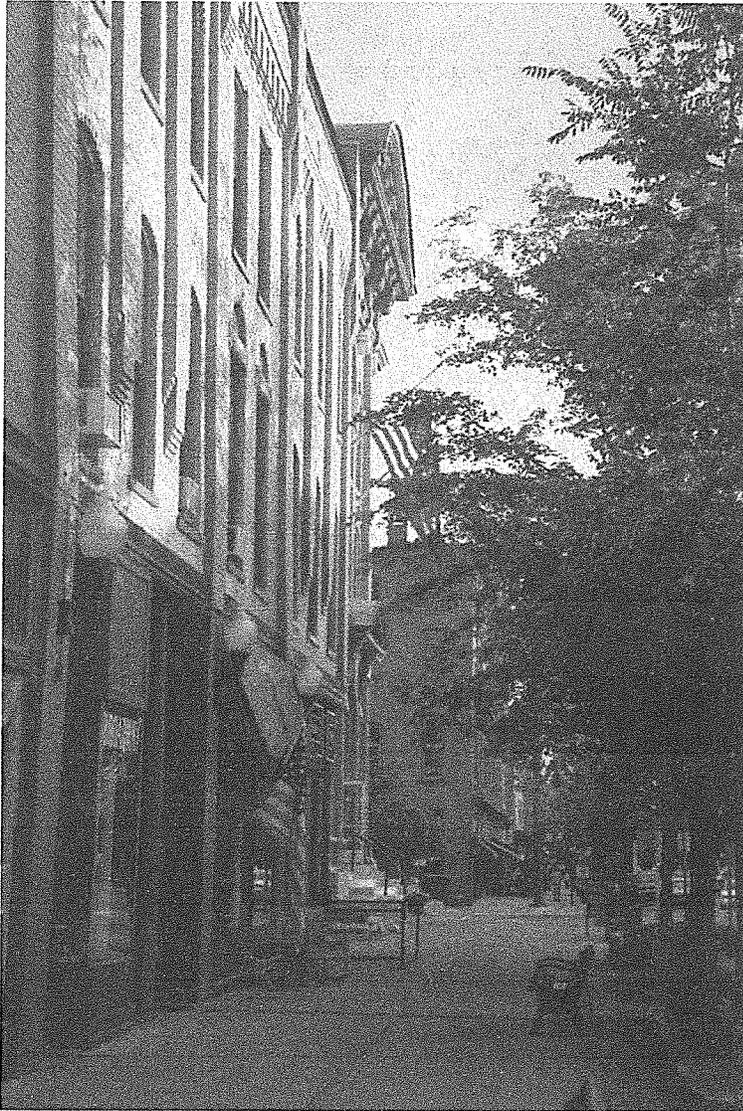


Adopted by City Council  
11/20/01

# A Working Plan for Historic Preservation

in

# Saratoga Springs



September 2001

The Historic Preservation Plan Committee  
Neil Larson & Associates, Consultant



# A Working Plan for Historic Preservation in Saratoga Springs

September 2001

City Council, City of Saratoga Springs, New York

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A special thanks to all the residents of Saratoga Springs who participated in the public input sessions for their ideas and passionate concern for their community.

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This Historic Preservation Plan has been financed in part with federal funds from the National Park Service, Department of the Interior. However, the contents and opinions do not necessarily reflect the views or policies of the Department of the Interior. The grant has been administered by the New York State Office of Parks, Recreation and Historic Preservation. This program receives Federal funds from the National Park Service. Regulations of the U.S. Department of the Interior strictly prohibit unlawful discrimination in departmental Federally Assisted Programs on the basis of race, color, national origin, age or handicap. Any person who believes he or she has been discriminated against in any program, activity, or facility operated by a recipient of Federal assistance should write to: Director, Equal Opportunity Program, U.S. Department of the Interior, National Park Service.

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A Working Plan  
for Historic Preservation in Saratoga Springs

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# A Working Plan for Historic Preservation in Saratoga Springs

## **Executive Summary**

This Plan is founded on the premise that historic preservation has been and continues to be critical to the attractiveness and vitality of Saratoga Springs.

The Plan sets forth an ambitious work program for the next 10 years and relies upon the existing public/private partnerships for its implementation. The coordinated efforts of all agencies and organizations involved in historic preservation in the City of Saratoga Springs, as well as other community groups is essential if Saratoga Springs is to protect its unique and worthy historic environment.

Four main preservation goals frame the work program presented in this Plan. They are:

**GOAL 1: To expand educational efforts relating to the historic resources in Saratoga Springs.**

**GOAL 2: To have the public sector assume a stronger role in the protection of the community's historic, architectural and archeological assets.**

**GOAL 3: To increase coordination among all agencies and organizations involved in historic preservation.**

**GOAL 4: To obtain adequate funding and to provide incentives to sustain a range of preservation activities.**

To achieve these goals, over 125 specific action items have been identified and endorsed through a community input process. This massive effort calls for a strategic approach, which is outlined in Section VIII, where each of the individual actions have been prioritized as Immediate/Ongoing, Short-term or Long-term. This prioritization identifies the easiest and lowest cost actions as Immediate and Ongoing as they should be able to be accomplished within the next couple of years. Actions that require a little more coordination or cost and may take two to three years are placed in the Short-term category. These actions, once accomplished, will build the support needed to achieve the

more demanding and costly Long-term efforts that, realistically, may take four to ten years to be fully realized.

Many of these 125+ actions are inter-related, though individually their focus will be on one of the four specific goals listed above. An Index is included at the end of the document, so that the user may easily track all the actions that pertain to a certain aspect of preservation, such as archeology or interpretation.

Some key recommendations in the Plan are:

- expand the city's National Register Districts,
- improve the City regulatory process,
- expand educational programs and heritage tourism efforts,
- improve coordination among all the organizations doing preservation,
- identify new strategies for obtaining funding to accomplish the desired preservation activities.

It is in recognition of past preservation achievements that this Plan is presented to encourage the community to embrace its heritage and continue its legacy of excellent stewardship.



# A Working Plan for Historic Preservation in Saratoga Springs

## **I. Introduction**

The City of Saratoga Springs has proven itself a leader in historic preservation over the past 25 years, as evidenced by awards it has received, the renaissance of its downtown economy, the renewal of many of its neighborhoods, and the restoration of many buildings. This Plan is in line with the community's tradition of stewardship of its rich historic resources.

Early in the planning process Saratogians were invited to contribute their ideas to this Plan and these ideas provided the foundation for this document. Through a series of key person interviews, focus group workshops and a public open house, numerous residents and business owners shared their ideas about historic preservation and how it should be accomplished. The public's input is reflected in the VISION for historic preservation in Saratoga Springs, a set of PRINCIPLES FOR PRESERVATION and definitive GOALS, OBJECTIVES and ACTIONS that have been identified as a blueprint for community preservation efforts.

All of the recommended actions are inter-related and reinforcing and some may seem redundant. However, the reader should keep in mind that each action relates to the specific goal and objective under which it is listed and that, together, the actions reflect a multi-faceted approach to preserving the community's heritage. For example, Action 1.1.9 suggests publicizing a list of neglected buildings to confront the issue of deferred maintenance, while Action 2.8.1 recommends enacting local legislation that will require better maintenance of historic structures, and Action 3.5.3 calls for coordination with various groups not normally involved in historic preservation to address maintenance problems. Each of these actions concerns maintenance issues but are listed under different goals—expanding educational efforts, strengthening the role of the public sector, and increasing coordination between various groups—since it will take all three kinds of efforts to deal with maintenance issues. Additionally, each action may be best initiated by different agencies.

Public/private partnership is a central theme running throughout the Plan, with each partner identified and roles for them suggested. Section VIII, the Strategic Action Plan, provides guidance as to which organization is the logical initiator behind each recommended action. Such initiatives will nearly always be in concert with one or more other organizations. It should be noted that all the time frames and costs assigned to each action, are general estimates. The individual organizations do not guarantee they will be able to fund or undertake any specific action, since personnel and funding will need to be obtained for such actions over *and above* those organizations' annual operating budgets.

Because this is a *Working Plan*, it is intended for use as a ready reference. It is organized in five main ways. Sections I through VI provide the background necessary to understand what is being proposed. Second, specific Goals, Objectives and Actions are set forth in Section VII. Third, a Strategic Action Plan is presented in matrix format in Section VIII, in which the actions are prioritized into immediate/ongoing, short-term and long-term time frames. Fourth, a listing of each recommended action by "Key Agency" is provided in Section IX. And finally, an Index is provided for those users seeking find all actions related to certain topics, such as "Archeology" or "Heritage Tourism."

Most of all, this Plan is a statement of intent about what the community wants for itself as it grows and evolves in the years ahead.

## **II. Purpose, Vision and Principles**

The purpose of this Plan is to fulfill and address a number of public policy issues, which include:

- Clarifying the community's historic preservation goals for the next 10 years
- Educating citizens about their heritage and its value to the community
- Conveying to current and future property owners and residents what the community wants to protect
- Articulating the purpose, meaning and content of local historic preservation regulations
- Setting policy directives for improved historic preservation regulations
- Ensuring consistency between various local governmental policies that affect the community's historic resources
- Providing a basis for interim protection of historic resources while steps are taken to adopt new regulatory tools
- Encouraging the use of historic preservation as an economic development tool
- Integrating historic preservation issues with urban development issues relating to zoning, traffic engineering, physical building and land use patterns, tourism and design

In addressing these issues, the Plan affirms the following vision for historic preservation in Saratoga Springs and how the city's historic character can be protected.

## VISION STATEMENT

The City of Saratoga Springs has an exceptionally rich architectural character and unusually high number of historically significant buildings for a city of its size. These resources afford the community a high quality of life and an economic advantage. Understanding this fact makes preserving its historic resources critical and a high priority for public support.

The community desires to protect its attractiveness for the long term by marrying historic preservation to development in a way that allows the buildings of the past to be carefully maintained and fully utilized. These irreplaceable assets provide the visual benchmarks by which new additions to the community will be judged. The expectation is that new buildings will contribute to the beauty and integrity of the city and complement those built in the past.

Saratoga Springs's enduring heritage as a renowned spa resort and horseracing venue provides a strong image for the city and so the structures associated with both must remain a focal point for preservation. In addition, preservation efforts will embrace the full range of historic properties—from high-style Victorian houses to simple vernacular buildings—in order to preserve the heritage of the whole community.

All public policies, laws, programs and projects will be considered in light of the impacts they have on the community's historic fabric and archeological resources. Such consideration will include the historic landscapes and open spaces that provide the setting for the community's historic resources. By this means will the city guarantee a living heritage for future generations and continue its legacy of being a "City in the Country."

The Plan specifies goals and objectives plus a range of action steps designed to achieve them, all of which carry out the vision. It seeks to reinforce partnerships and coordination of efforts among city departments and all the organizations and individuals involved in historic preservation. Such organizations include those involved in cultural tourism, education, economic development, open space conservation, transportation, and others. The end result of implementing this *Working Plan for Historic Preservation in Saratoga Springs* should be a higher quality of life for all residents of the community, regardless of economic status, an enduring attraction for visitors, and a continuing tradition of stewardship of the city's historic resources for the benefit of future generations.

Because no plan will ever be able to enumerate completely the actions needed to obtain its goals, a set of principles have been established so that the challenges of the future may be met while keeping the vision clearly in sight.

## Principles of Preservation

1. The community has the right and responsibility to protect its historic resources for the health, safety and welfare of its residents, present and future.
2. To ensure the long-term retention and use of the city's historic building stock, "preservation" will be required. While "restoration" is encouraged, there will be circumstances when "rehabilitation" is appropriate. (See definitions below.)
3. Historic preservation shall not be used as a tool to stop the natural and needed development of the community but as a means of shaping development to obtain the highest quality of life possible for everyone in the community.
4. The community expects that there will be an open dialog between city officials, private developers, and preservation experts as a regular and normal part of all major development initiatives.
5. The City recognizes the ever-growing number and diversity of historic resources within its jurisdiction and commits to carrying out regular ongoing survey and assessment work necessary to identify newly emerging historic structures as well as older buildings that may have been overlooked in past identification efforts.
6. Neighborhoods constitute important building blocks of the community, and efforts will be expended to protect the character of all neighborhoods, including those approaching the age of 50 years (at which point they become eligible for the National Register of Historic Places).

### Definitions:

**Preservation** is the act or process of applying measures to sustain the existing form, integrity, and material of a building or structure, and the existing form and vegetative cover of a site. It may include initial stabilization work, where necessary, as well as ongoing maintenance of the historic building materials.

**Restoration** is the act or process of accurately recovering the form and details of a property and its setting as it appeared at a particular period of time by means of the removal of later work or by the replacement of missing earlier work.

**Rehabilitation** is the act or process of returning a property to a state of utility through repair or alteration which makes possible an efficient contemporary use while preserving those portions or features of the property that are significant to its historical, architectural and cultural values.

### **III. Preservation Planning Process**

This Plan was developed under the direction of a ten-member committee appointed by Mayor Kenneth Klotz in February 2001. This committee developed a list of preservation issues that a comprehensive preservation plan for the city needed to address. A grant from the Certified Local Government program of the National Park Service, administered by the New York State Office of Parks, Recreation and Historic Preservation provided the funds to hire a planning and preservation consultant, Neil Larson & Associates, Inc., to assist in development of the plan.

Initial community input was sought via key person interviews conducted by the committee members in early May.

The second public input phase involved focus group workshops, held on May 23 and 24, to better understand how different groups of stakeholders (preservationists, historians and archeologists; tourism and economic development people; and contractors, architects and developers) viewed the challenge of preserving historic resources.

The third phase was holding a public open house at the Saratoga Springs Public Library on June 19. This event allowed the public at large to provide feedback on the issues and possible actions being proposed, as well as provide their own ideas and input.

A fourth phase for public involvement came during late summer 2001, when the draft plan was publicly circulated for review and comment.



The United States Hotel, built 1874 and demolished 1945, was one of the grand old buildings that once graced Broadway. In the future, greater efforts towards adaptive reuse—finding new uses for a structure—and rehabilitation will be sought for significant buildings such as this. *Photo used with permission of Robert Joki, author of Saratoga Lost, published by Black Dome Press.*

## IV. Where We've Been

One of the fundamentals of preserving historic resources is knowing what they are, why they are important, and exactly where they are located. An early and proud history of community involvement in preservation of Saratoga Springs is demonstrated in the following list of legislative landmarks.

### **Legislative History of Review Regulations, Urban Redevelopment and Historic Preservation Programs**

- 1946 Saratoga Springs Planning Board created
- 1960 First Saratoga Springs Master Plan: "Saratoga Springs, a City of Transition"
- 1962 Saratoga Springs Urban Renewal Agency created
- 1963 Mayor established a Temporary Committee on Historic Buildings
- 1964 Citizens Advisory Committee appointed a Subcommittee on Historic Zoning
- 1966 Mayor appointed a Committee on Historic Preservation
  - National Historic Preservation Act of 1966 passed by the U.S. Congress
- 1967 City Council adopted zoning ordinance with Board of Architectural Review
- 1976 Federal Tax Act of 1976 (P.L. 94-455) implemented financial incentives to rehabilitate income-producing historic buildings
- 1977 Saratoga Springs Preservation Foundation incorporated
  - Saratoga Springs zoning ordinance amended to establish Historic Review Commission and create the local historic district
- 1979 Union Avenue Historic District designated a local historic district
- 1980 New York State Historic Preservation Act of 1980 passed, creating a State Register and requiring review of state agency actions affecting historic properties
  - National Historic Preservation Act Amendments of 1980
- 1981 Saratoga Springs Urban Cultural Park designated
- 1986 Saratoga Springs designated New York's first Certified Local Government making it eligible to receive grants for historic preservation projects
- 1993 Historic Review Commission renamed Design Review Commission
- 2001 Proposed New Charter of the City to be voted on in the November election; calls for an Administrator of Parks, Open Lands, and Historic Preservation under the direction of the Mayor

Utilizing these regulatory tools, Saratoga Springs now boasts a large number of properties listed on the National Register of Historic Places, both in districts and individually. They include:

<u>NAME</u>	<u>YEAR LISTED</u>	<u>ADDRESS</u>
Casino-Congress Park – Circular Street Historic District	1972	Bounded by Broadway, Spring & Circular streets
Hiram Charles Todd	1972	4 Franklin Square
Franklin Square Historic District	1973	Irregular area from Beekman Street, along both sides of Grand Avenue, Franklin & Clinton streets to Van Dam
The Drink Hall	1974	297 Broadway
Pure Oil Gas Station	1978	65 Spring Street
Union Avenue Historic District	1978	Union Avenue
Broadway Historic District	1979	Bounded by Broadway, Washington & Rock streets
East Side Historic District	1982	Bounded by George, Henry, North streets & East Avenue
Broadway District Expansion I	1983	Bounded by Phila, Caroline & Bryan streets & Maple & Woodlawn avenues
Saratoga Spa State Park District	1985	US Rt. 9 and NY Rt. 50
Canfield Casino & Congress Park	1987	Bounded by Broadway, Spring & Circular streets, Park Place & Broadway
U.S. Post Office	1989	475 Broadway
Broadway District Expansion II	1994	Bounded by Woodlawn, Greenfield, Clement, Carriage House, Lathrop, Clinton, State & First
West Side Historic District	1994	Irregular area along Church, Van Dam, State & Washington streets, Woodlawn & Grand avenues & Franklin Square
Petrified Sea Gardens	1999	42 Petrified Gardens Road
Arrowhead Casino Prehistoric Site	2000	(Address Restricted)
Saratoga Gas, Electric Light & Company Complex	2001	Excelsior Avenue

In 1977, the City of Saratoga Springs enacted local legislation that created overlay zoning to protect these historic properties. This allows for design review within locally designated districts. Despite this action, not all of the National Register properties have such protection, nor has a city-wide intensive survey been completed. The map below illustrates several neighborhoods in the city that are afforded this protection.

### Map of Locally Designated Historic Districts





Museums, such as the New York Military Museum and Veterans Research Center that will occupy the Armory, illustrate how historic architecture can be appropriate settings for visitor attractions and serve to enhance heritage tourism in the area. These developments also heighten the need for close cooperation between preservation and tourism groups in the community.

## V. Historic Contexts

As the community considers what more needs to be accomplished to preserve its historic resources, it needs to be aware of the wide variety of categories or "contexts" into which these resources fall. Historic contexts provide a historical understanding of the resources and help ensure that important buildings and sites are not overlooked when considering what should be preserved.

A number of general contexts have been identified and documented in the Reconnaissance-Level Historic Resource Survey (1989), the West Side Intensive-Level Survey (1992), and in National Register nominations for historic districts in the city, as well as the overview for Multiple Resource Listings in the Saratoga Lake/Fish Creek Protection Area (1998). In addition, recent neighborhood history projects conducted by the Urban Heritage Area Program and the Historical Society of Saratoga Springs have collected valuable contextual documentation for significant historical activities and communities within the city.

The following list of historic contexts has been created from the above-mentioned documents and Theodore Corbett's *The Making of American Resorts* (Rutgers 2001). This list is not meant to be exhaustive.

- Native American sites
- Settlement & agriculture (relics of early life and land-use)
- Spa & resort development (phases of growth, change, decline and rejuvenation)
- Commercial production and marketing of water
- Shops and tourist attractions (public spaces)
- Gambling and night life
- Temperance and spiritual life
- Horse racing & breeding
- Resident groups (resort workers, builders, tradesmen)
- Cultural & ethnic groups
- African-American presence
- Educational institutions
- Religious institutions

The development of contexts will allow the significance of individual historic resources (e.g., houses, shops) or groupings (stables) to be evaluated. Similar approaches can be made to building types (churches, bottling plants, boarding houses, worker dwellings), structures (bridges, gas holders), landscapes (parks, cemeteries, farms), and objects (fountains, statuary). Resources can also be assessed in terms of period (prehistoric sites, 20<sup>th</sup> century Bungalows) or methods of construction (stone buildings, hewn frames). With contexts established, individual properties in the city can be properly evaluated for significance and local protection.

## **VI. Partners & Stakeholders**

This Plan calls for the cooperative efforts of a number of organizations, in addition to the City of Saratoga Springs. All of them have a role to play in the preservation, protection and promotion of the community's resources. The City Zoning Ordinance (Article VII – Historic Review Approval) calls for the provision and implementation of a “coordinated and comprehensive plan for the preservation of historic districts and of City landmarks.” It is to this directive that this Plan responds.

### ***Section 240-7.1 - Intent and Purpose from Article VII – Historic Review Approval of the City of Saratoga Springs Zoning Ordinance***

The City Council of the City of Saratoga Springs hereby declares as a matter of public policy that the protection, enhancement and perpetuation of landmarks and historic districts are necessary to promote the economic, cultural, educational and general welfare of the public. Inasmuch as the City of Saratoga Springs has many significant historic, landscape, architectural and cultural resources which constitute its heritage, this chapter is intended to protect and enhance the landmarks and historic districts which represent distinctive elements of the City's historic, architectural and cultural heritage; foster civic pride in the accomplishments of the past; protect and enhance the City's attractiveness to visitors and thereby providing support and stimulus to the economy; and to ensure the harmonious, orderly and efficient growth and development of the City. In keeping with the purposes of Article I, the City Council of the City of Saratoga Springs hereby establishes a procedure for maintaining architectural standards in the construction of new buildings and projects and in the modification or removal of existing buildings and landscapes and providing and implementing a coordinated and comprehensive plan for the preservation of historic districts and of City landmarks, which shall be the designated areas and premises set forth in Section 7.20.

The following organizations are being called upon to assist in the implementation of those actions in the Plan that align with their own missions and goals.

### ***The Saratoga Springs Preservation Foundation Mission***

To preserve and protect the heritage of Saratoga Springs by maintaining and enhancing the architectural, cultural and landscape environments of the city, while providing education and promoting community involvement.

### ***The Urban Heritage Area Mission***

The purpose of the Urban Heritage Area Program is to preserve and promote resources within its boundaries and to advise the City Council and city agencies regarding any action believed to affect those resources.

### ***The Historical Society of Saratoga Springs Mission***

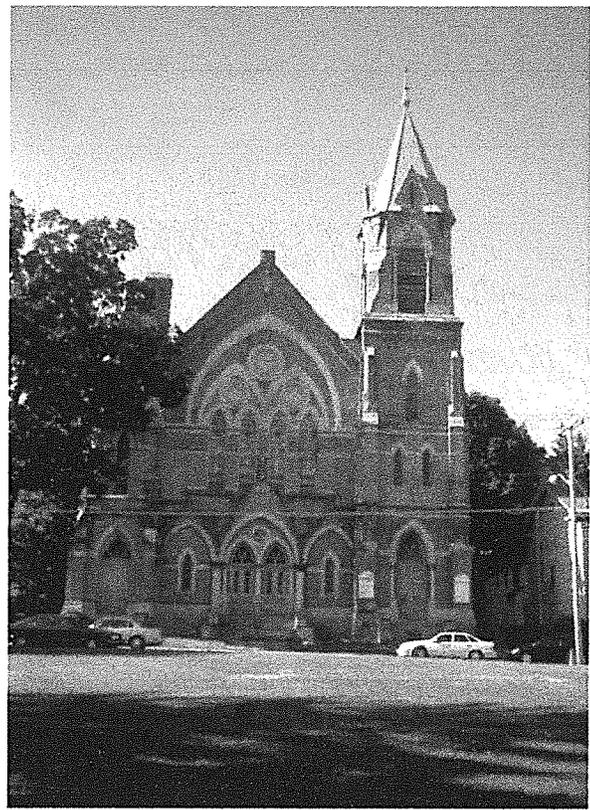
The mission of the Historical Society of Saratoga Springs is to promote through study and education an appreciation for the social, political, economic, geological, and cultural history of the City of Saratoga Springs. The Society will be a source through which present and future generations may explore and gain an understanding of the history of Saratoga Springs. The Society will collect, preserve and exhibit materials that document that history, cooperating and coordinating its activities with other appropriate institutions. The society must involve in its activities the community, the source of its strength and of its future.

### ***The Saratoga Springs Open Space Project Mission***

The Open Space Project is dedicated to maintaining a vital urban center within a distinct rural landscape, helping to safeguard Saratoga's essential character, economic vitality, and unique quality of life.

In addition to the above organizations, there are other important stakeholders that must be involved in preservation activities if the goals presented herein are to be met. These groups and individuals are more diverse, and it will require a concerted effort to engage them as their missions seldom directly mention historic preservation as an organizational goal. However, many are indirectly affected by preservation activities (or lack of preservation of certain resources) and therefore may be interested in supporting preservation efforts once they understand its relevance to their goals. These groups include but are not limited to:

- Convention and Visitor's Bureau
- Chamber of Commerce
- Educational Institutions
- Religious Institutions
- Civic and Cultural Organizations



Historically Saratoga Springs's churches were built to accommodate the peak demand of summertime visitors, which presents a problem today for small congregations trying to maintain them. Creative arrangements between civic, religious and preservation groups, often involving adaptive reuse, can save such structures from demolition. Because religious structures are important landmarks, they are well worthy of the significant re-investment required to save them.

## VII. Goals & Objectives

The following four goals have been identified as the essential framework by which historic preservation in Saratoga Springs can be furthered in the next ten years. The goals were distilled from a list of 15 different issues generated at various stages in the planning process. Under each goal is a list of objectives, and under each of those, detailed actions by which both the goal and the objective may be achieved. These four goals, as well as the objectives and actions are inter-related and express the multi-faceted tasks encompassed by a sound preservation plan.

### **GOAL 1: To expand educational efforts relating to the historic resources in Saratoga Springs.**

#### **Objective 1.1 Provide educational materials and assistance to property owners and developers.**

**Action 1.1.1** Articulate a consistent vision for historic preservation and publicize it repeatedly in a variety of forums.

**Action 1.1.2** Establish a special historic preservation resource section at the public library so that people interested in restoring and preserving their homes will have easy access to technical books to guide their efforts. Broadly publicize the availability of such resources.

**Action 1.1.3** Develop a high profile historic preservation web site to guide people through the process of reviews, to explain Secretary of Interior guidelines, to display documents related to officially designated properties, and to locate books and other technical resources, etc. Include links to web sites of other area organizations (City of Saratoga Springs, Saratoga Springs Chamber of Commerce, etc.) as well as national ones such as the National Trust for Historic Preservation.

**Action 1.1.4** Develop a brochure designed to inform new residents and businesses about the city's heritage, the historic districts and how to access available information about the community's historic preservation policies & regulations.

**Action 1.1.5** Create an "Old House Resource Kit" to increase property owners' awareness of building codes, proper rehabilitation and restoration techniques, contractors, sources of financial and technical assistance, and tax incentives. Distribute it via neighborhood organizations.

**Action 1.1.6** Hold periodic forums with contractors and the City to analyze recurring requests to understand better what is economically and practically feasible.

**Action 1.1.7** Regularly distribute published materials and reports on preservation to the public, elected officials and contractors/developers, especially those dealing with the economic benefits of historic preservation.

**Action 1.1.8** Provide technical assistance to property owners on how best to make repairs and renovations and/or how to obtain design and contracting services.

**Action 1.1.9** Publicize a list of neglected buildings well before they become threatened with demolition along with information about assistance programs and information about loss of property value and community impacts.

**Action 1.1.10** Continue to maintain and expand a photo, slide and video collection of properties within the historic areas for use for educational purposes.

**Action 1.1.11** Train preservationists to lobby for preservation initiatives at all levels of government—federal, state and local—in order to increase the number of advocates for public policies and programs that support historic preservation.

## **Objective 1.2 Develop stronger educational programs for heritage tourism.**

**Action 1.2.1** Develop and implement a comprehensive historical plaque program to identify all landmarks and districts.

**Action 1.2.2** Develop an inter-related series of neighborhood-oriented heritage/walking brochures, which will expose visitors to the full variety of historic resources the city has to offer and create pride and preservation supporters in all areas of the city.

**Action 1.2.3** Implement a way-finding/sign plan for heritage tourism sites throughout the city.

**Action 1.2.4** Develop a display program for downtown buildings and streetscapes. Using a standard format, show a historic photo of the original building with reader friendly written explanations.

**Action 1.2.5** Present an annual refresher course in the late spring to front-line employees in tourism related businesses, including lodging, restaurants and gift shops, focusing on community heritage and local attractions and programs.

**Action 1.2.6** Actively participate in the New York Scenic Byways program to take advantage of opportunities to showcase historic buildings and attractions in the area.

**Action 1.2.7** Establish more interpretive signs for historic resources.

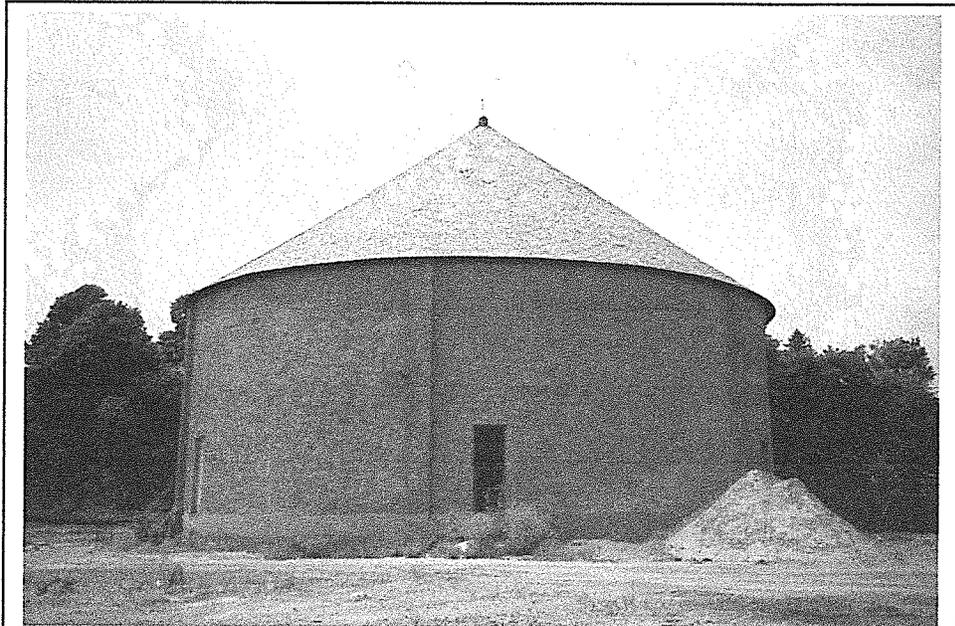
**Action 1.2.8** Increase the number of tours scheduled at the Canfield Casino.

**Action 1.2.9** Continue to hold special public events (tours, open houses, concerts, parades, shows, etc.) to mark the city's cultural heritage.

**Action 1.2.10** Complete restoration of springs in High Rock Park.

**Action 1.2.11** Make physical improvements to the entrance plaza for the Urban Heritage Park Visitor's Center to provide better accommodations, visibility and heritage interpretation.

**Action 1.2.12** Find an appropriate reuse for the Niagara-Mohawk Gasholder Building ("The Roundhouse"), such as an interpretive site.



A new use is needed for the Ni-Mo Gasholder Building, more commonly known as the Round House. Suggestions have included adapting the building for use as an interpretive center to serve heritage tourism needs.

**Objective 1.3 Recognize and promote the importance and educational value of archeological resources.**

**Action 1.3.1** Create an archeology link on the preservation web site to encourage a dialog between archeologists and contractors so that evaluations can be made quickly and reliably.

**Action 1.3.2** Develop brochures to clarify all archeological standards and procedures for contractors and provide accurate information as to timeliness of digs and penalties for failure to comply.

**Action 1.3.3** Conduct a public awareness program so that all residents will recognize an artifact if they should dig one up, know where to take it and what organization to contact.

**Action 1.3.4** Develop an archeological youth corps to conduct annual digs in the city. Utilize the opportunities digs present for creating educational programs with interpretation and opportunities for hands-on learning, perhaps through the establishment of summer camps.

**Action 1.3.5** Capitalize on area archeology digs, sites and preservation projects as educational opportunities for local residents, visiting professionals, Elder Hostel groups, and school children.

**Objective 1.4 Broaden the understanding of the community's historic legacies and eras.**

**Action 1.4.1** Identify "Periods of Significance" and create more specific references to them, such as "The Gilded Age," and use these to promote a deeper and more common understanding of the evolution of the community.

**Action 1.4.2** Research and identify other specific development phases in the city, including the 20<sup>th</sup> century, and develop informational brochures based on these periods.

**Action 1.4.3** Highlight the history of the diverse communities that have worked and/or settled here including African Americans and other ethnic groups.

**Action 1.4.4** Organize regular public presentations and lectures on a variety of preservation topics; enlist local scholars to delve further and more critically into the heritage of the city.

**Action 1.4.5** Conduct a wide variety of enrichment programs focused on community heritage and architectural history for school-age children; e.g. conducting an essay contest focused on historic resources and community heritage.

**Action 1.4.6** Create and exhibit mobile interpretative displays on the City's historic buildings and heritage for installation at venues around town.

**Action 1.4.7** Arrange for special traveling exhibits from other organizations involved in history, art, architecture and archeology to be displayed in Saratoga Springs.

**Action 1.4.8** Create a special brochure on how the community evolved from its early days as a Native American healing site to today's modern settlement. Such brochures are needed for different age groups.

**Action 1.4.9** Nominate worthy preservation projects in Saratoga Springs in local, state and national award programs to highlight the community's accomplishments.

**Action 1.4.10** Request the Governor and Legislature to designate Saratoga Water as the State's official spring water.

**GOAL 2:** To have the public sector assume a stronger role in the protection of the community's historic, architectural and archeological assets.

**Objective 2.1** Raise the profile of historic preservation as a major public policy.

**Action 2.1.1** Create a Historic Preservation Office and hire the appropriate staff to perform a variety of functions, including outreach to the community, monitoring rehabilitation projects, enforcing preservation regulations and advocating for building code variances for historic buildings.

**Action 2.1.2** Revisit Articles VII and VIII of the City's Zoning Ordinance to update and strengthen the design criteria for designated buildings and districts.

**Action 2.1.3** Require public notice to neighboring property owners for projects coming before the Design Review Commission (DRC).

**Action 2.1.4** Rename the DRC the Historic Preservation and Design Review Commission to heighten the importance of historic preservation as the basis for regulatory review.

**Action 2.1.5** Enact local legislation that requires the City of Saratoga Springs to conform to all historic preservation regulations and processes applicable to private property owners.

**Action 2.1.6** Express official support for federal programs to make historic preservation investment tax credits more widely available.

**Action 2.1.7** Express official support for state legislation that provides financial resources for both public entities and private parties to preserve designated properties.

**Action 2.1.8** Review and update the long-range parking plan for the downtown area to ensure that historic buildings are not demolished or compromised to provide parking.

**Action 2.1.9** Create a link from the City's web site to a dedicated historic preservation web site, locating the link so as to be visible in the first frame.

**Action 2.1.10** Enact a city-wide "Demolition Delay" ordinance that will allow all potentially significant buildings to be reviewed prior to demolition and protected while alternatives to demolition are sought.

**Action 2.1.11** Enact legislation that will address neglected properties and strengthen the City's resolve to use its powers of eminent domain when necessary to secure and "mothball" historically and architecturally significant properties.

**Objective 2.2 Ensure compliance with Certified Local Government (CLG) requirements.**

**Action 2.2.1** Appoint persons to the Historic Preservation and Design Review Commission who meet CLG requirements, and are committed to attending training sessions on an ongoing basis.

**Action 2.2.2** Require members of the DRC to attend refresher courses with the City Attorney, or an independent expert in land use and preservation law, to address the issues of equal protection, due process and conflict of interest.

**Action 2.2.3** Provide special training sessions for DRC members by the New York State Office of Parks, Recreation and Historic Preservation/State Historic Preservation Office or other appropriate preservation professionals experienced with the Secretary of Interior Standards for Rehabilitation Projects.

**Action 2.2.4** Adopt specific language that requires the Zoning Board of Appeals to make findings of hardship on appeals of DRC decisions, and provide special training for ZBA members who conduct such appeals.

**Action 2.2.5** Review and update the *Working Plan for Historic Preservation in Saratoga Springs* every five years.

**Objective 2.3 Work with all federal, state and county agencies or operating divisions that own or are responsible for historic properties within the City of Saratoga Springs.**

**Action 2.3.1** Maintain regular contact with public agencies that own historic properties within the city, request that master plans be developed for Congress Park, High Rock Park, the Casino and City Hall, and monitor maintenance and improvement plans for these resources.

**Action 2.3.2** Work closely with the City and County Public Works Departments and the NYS Department of Transportation to monitor proposed improvement projects, and ensure they are developed in accordance with the community's preservation goals.

**Action 2.3.3** Identify existing traffic issues that have negative impacts on historic resources, such as truck routing, and seek long-term solutions.

**Action 2.3.4** Ensure that all roadway projects are implemented using state-of-the-art "context sensitive design" techniques that respect the historic fabric of the community.

**Objective 2.4 Expand the National and State Register of Historic Districts and the City's Historic Zoning District.**

**Action 2.4.1** Review boundaries of existing historic districts and consider expansions and adjustments that would create more cohesive and coherent areas using broader contexts (e.g. resort and track workers, horse facilities, African American community) and periods of significance. This applies particularly to the West Side Historic District.

**Action 2.4.2** Enact local legislation to include all properties on, and eligible for, the State and National Register of Historic Places in the City's Historic Zoning District.

**Action 2.4.3** Conduct a State prescribed "intensive level" survey within the Saratoga Lake/Fish Creek Protection Area in order to identify other properties eligible for the National Register based on archeological, architectural or historical significance.

**Action 2.4.4** Survey Architectural Review Districts and gateway areas for properties eligible for the National Register.

**Action 2.4.5** Assess areas peripheral to National Register Districts for possible designation as "Conservation Districts" for buffering purposes.



Nelson Avenue was identified early in the public input process as being a special neighborhood that should be considered for historic designation and protections.

## **Objective 2.5 Institute and maintain inventories of historic resources within the city.**

**Action 2.5.1** Update and maintain an easily accessible inventory of all properties within the National Register Districts.

**Action 2.5.2** Devise a strategy for an on-going cultural survey program to identify and document historic buildings, structures, landscapes, sites and objects.

**Action 2.5.3** Complete a historic context study for the city to determine and document the significance of properties of disparate functions, eras and locations.

**Action 2.5.4** Identify potential thematic designations, such as the African American community; potential National Register nominations; and establish inventories of these resources.

**Action 2.5.5** Maintain an inventory of all religious buildings and structures, and cemeteries not included on the National Register of Historic Places.

**Action 2.5.6** Inventory all historic properties owned by public agencies not listed on the National Register of Historic Places.

**Action 2.5.7** Collect all types of historic and archeological information in a standardized manner (such as in a geographic information system—GIS) so that data is easily accessed, searched, manipulated and displayed in tabular and map formats.

**Action 2.5.8** Use the established data base to support designations, planning decisions, preservation projects and public education initiatives.

**Action 2.5.9** Compile and distribute updated information on the community's historic and archeological resources to the City's development review boards.

**Action 2.5.10** Complete city-wide survey to identify possible additional historic districts and individually significant properties. Pay special attention to neighborhoods in which buildings have recently turned 50 years old and are now eligible for the National Register of Historic Places.

**Action 2.5.11** Create and maintain an inventory of all rural and farm landscapes that are associated with the community's image as a "City in the Country."

**Action 2.5.12** Update inventory of probable archeological sites within the city for regular reference by the Planning Board, and City officials. Notify the State Archeologist of these locations.

## **Objective 2.6 Protect historic landscapes and vistas important to the community.**

**Action 2.6.1** Investigate protection measures and funding sources for acquisition of highly significant historic landscape features (trees, scenic vistas, etc.) and prioritize historic landscapes for protection under authorized programs.

**Action 2.6.2** Secure needed scenic easements or tax incentives to protect those that are critical to maintaining the community's image as a "City in the Country."

## **Objective 2.7 Improve land use regulations for protecting historic properties.**

**Action 2.7.1** Vigorously enforce all regulations relating to historic properties.

**Action 2.7.2** Develop planning and design guidelines for all areas within the City's Historic Zoning Districts. These new guidelines should be designed to inform and assist property owners in preparing appropriate new construction or rehabilitation, and should provide improved criteria for the review of projects by the Design Review Commission.

**Action 2.7.3** Develop new sign guidelines and ordinance revisions that are more sensitive to applications on historic buildings and within historic vistas.

**Action 2.7.4** Develop color guidelines and procedures for review of exterior colors changes on historic properties.

**Action 2.7.5** Develop specific zoning and preservation standards that address the aesthetic and planning issues of "big box" development.

**Action 2.7.6** Develop design guidelines for streetscapes in the downtown area and in the residential historic districts.

**Action 2.7.7** Eliminate conflicting policies, such as zoning districts that allow development which is out of character with extant historic buildings.

**Action 2.7.8** Increase penalties for violations of preservation, zoning and design review regulations sufficient to encourage compliance.

**Action 2.7.9** Institute a variety of enforcement mechanisms for specified conditions and incorporate into City codes, such as requiring performance bonds to ensure compliance with conditions placed on various design review and development approvals.

**Action 2.7.10** Develop a uniform checklist to aid applicants in tracking their requests as they are being processed and highlight where actions can be taken concurrently.

**Action 2.7.11** Examine all review processes to see where they overlap and could be streamlined. Pay particular attention to reviews that could be conducted concurrently and simplify where necessary to guard against possible "catch 22" situations for property owners.



Neighborhood and civic groups need to be tapped to help provide assistance in maintaining significant historic buildings to ensure their longevity for the welfare of the greater community.

## **Objective 2.8 Address building deterioration in a timely fashion.**

**Action 2.8.1** Enact improved local legislation to require better maintenance on the exterior of historic structures.

**Action 2.8.2** Develop alternative means by which the intent of safety codes can be met in the rehabilitation of historic buildings without undue cost or loss of historic building fabric for specific routine issues.

**Action 2.8.3** Investigate the feasibility of establishing a local building code board of appeals to expedite variance requests for historic properties.

**Action 2.8.4** Explore ways to deal with ADA compliance, involving interest groups and social service agencies working on behalf of the disabled and those developers and contractors who rehabilitate historic properties.

**Action 2.8.5** Lobby for greater flexibility in the State Building Code for officially designated historic properties at both the state and local levels.

**Action 2.8.6** Advocate for adoption of a Historic Building Code at the state level, citing models such as the New Jersey Subcode for historic buildings that address the disincentives for rehabilitation of older buildings due to changes in construction techniques over time and modern building code standards.

**Action 2.8.7** Strengthen the preventative maintenance program for public buildings and parks to avoid high costs of deferred maintenance and rebuilding projects.

**Objective 2.9 Strengthen oversight of activities having impacts on archeological sites.**

**Action 2.9.1** Enact an ordinance that contains strong penalties for digging without permits.

**Action 2.9.2** Develop specific standards and guidelines for archeological review requirements in historic districts and other archeologically sensitive areas.

**GOAL 3: To increase coordination among all agencies and organizations involved in historic preservation.**

**Objective 3.1 Increase the awareness of historic preservation as an important public policy within the City Government.**

**Action 3.1.1** Convene an annual meeting with City Council Members and department heads with the various preservation organizations to discuss community preservation needs and standards in order to reinforce a common vision for preservation in the city. Report the benefits and costs of preservation programs at each meeting to track progress made and the extent of the economic spin-offs.

**Action 3.1.2** Designate liaisons within City government to work with the boards and directors of historic preservation groups to foster regular communication and potential for coordinated activities among the organizations.

**Action 3.1.3** Continue to hold periodic meetings between City boards and commissions to discuss common land use and historic preservation issues and potential areas for coordination and reform.

**Objective 3.2 Continue support for heritage tourism base.**

**Action 3.2.1** Hold a tourism roundtable to present Saratoga Springs's historic attractions to travel and tour businesses.

**Action 3.2.2** Develop a clearinghouse for historic preservation related services, to foster cooperation in offering heritage tourism packages.

**Action 3.2.3** Develop a heritage promotion and marketing plan in conjunction with the New York State's Office of Tourism new "Theming" initiative.

**Action 3.2.4** Expand the variety of heritage tourism packages that include lesser known historic properties as well as the major historic attractions in Saratoga Springs, ensuring that what is written is accurate.

**Action 3.2.5** Update the Urban Heritage Park Management Plan.



The Excelsior Bottling Company complex provides a ripe opportunity for joint effort between historic preservation groups and the Open Space Project, part of which has acquired the site for park purposes.

**Objective 3.3 Promote historic preservation as a complement to the anti-sprawl movement.**

**Action 3.3.1** Convene a summit of preservation and environmental leaders to discuss areas of common concern and identify possible joint projects, such as reuse of the former Bottling Plant property on Excelsior Springs Avenue.

**Action 3.3.2** Review watershed/wetlands areas and consider their contributions to the historic settlement pattern of the community.

**Action 3.3.3** Find ways to work together to protect the historic entrances to the community and the distinction between rural and urban areas.

**Objective 3.4 Strengthen partnerships among all organizations involved in history and preservation related activities.**

**Action 3.4.1** Develop memoranda of agreement as to how resources will be shared and complementary services provided.

**Action 3.4.2** When seeking preservation grants, partner and submit joint grant applications, donate in-kind services and other reciprocal resource sharing techniques.

**Action 3.4.3** Coordinate fundraising activities among various groups to minimize competition for certain funding, to better leverage outside funds, and avoid duplication of services.

**Action 3.4.4** Provide letters of support to other historic preservation organizations and the City for grant applications.

**Action 3.4.5** Increase use of the historic preservation link on the City's web site to promote historic museums and attractions in Saratoga Springs and their web sites.

**Objective 3.5 Involve agencies, organizations and various civic groups that have not traditionally been engaged in historic preservation issues.**

**Action 3.5.1** Request civic organizations to take on specific preservation projects, such as the "Christmas in April" program which is designed to help paint the homes of the elderly.

**Action 3.5.2** Include social service agencies in discussions of community preservation needs, maintenance assistance programs and regulatory proposals.

**Action 3.5.3** Get neighborhood activists, City officials, social service agencies, and preservationists to work together to develop an early warning system designed to detect deterioration before it progresses to building exteriors and offer prompt outreach and education about available resources for maintenance work.

**Action 3.5.4** Work on getting more organizations such as the Chamber of Commerce to continue their involvement in historic preservation initiatives.

**Action 3.5.5** Work with area and neighborhood non-profit organizations to establish a roof-repair program for residents in need.

**Action 3.5.6** Make presentations to realtor associations to help them better understand the value of historic structures, how to obtain guidance on adaptive reuse projects, and inform prospective buyers of DRC, and City ordinances.

**Objective 3.6 Organize an Archeological Advisory Committee charged with working cooperatively with developers on site excavations.**

**Action 3.6.1** Facilitate site specific discussions about state-of-the-art techniques.

**Action 3.6.2** Conduct educational outreach about permitting processes relative to archeological protected areas.

**Action 3.6.3** Highlight the interpretation of local archeological sites with special articles submitted to local press or other venues.

**Action 3.6.4** Provide peer review of archeological reports and work with other historians on recommendations concerning when archival documentation of a site is appropriate, such as for previously disturbed sites.

**GOAL 4: To obtain adequate funding and to provide incentives to sustain a range of preservation activities.**

**Objective 4.1 Develop significantly greater financial resources for preservation programs, especially "bricks & mortar" assistance to owners of historic properties.**

**Action 4.1.1** Utilize State grants that give priority to projects within the Urban Heritage Area.

**Action 4.1.2** Continue to secure CLG grants from the State Office of Parks, Recreation and Historic Preservation for various preservation projects around the City.

**Action 4.1.3** Appoint a committee charged with investigating a variety of funding mechanisms and sources (legislative, private foundations, etc.) for programs such as matching grants for low-income households and revolving low-interest loan fund for others. The committee should be headed up by community philanthropists able to undertake key fundraising activities.

**Action 4.1.4** Dedicate a small portion of the tourism revenues to historic preservation, restoration and rehabilitation projects.

\*The 2000 National Reinvestment Statistics, figures released by the National Trust for Historic Preservation's Main Street program, reports that on average, every \$1 spent in a "Mainstreet Program" leverages \$39.22 in new private investment.

**Action 4.1.5** Establish a \$1 million Preservation Endowment with private donations. The interest from such an endowment should be available to address whatever the preservation needs are at any given time, including the purchase of facade easements.

**Action 4.1.6** Continue to request "Member Item" funds from state representatives to support specific preservation projects.

**Action 4.1.7** Develop and extend matching grant programs to meet the preservation needs of the most significant historic buildings that contribute to the heritage of the community.

**Action 4.1.8** Encourage area banks to continue to operate and expand revolving loan funds with special low-interest rates for home improvements in identified preservation districts.

**Action 4.1.9** Promote the use of the existing local property tax abatements among property owners.

**Action 4.1.10** Seek out private funders to leverage public funding to provide "bridge" financing that may be necessary for large preservation projects.

**Action 4.1.11** Maintain a list of funding sources and targeted historic landscapes to purchase land for conservation and open space easements.

**Action 4.1.12** Encourage eligible residential property owners to apply for special County, State and Federal programs (Community Development Block Grant Program, etc.) for rehabilitation of historic structures for low and moderate income residents/tenants.

**Action 4.1.13** Develop support for community bonding initiatives to fund preservation loan pools beginning with a survey/poll to ascertain support for such a measure.

**Action 4.1.14** Develop additional earned income activities, such as sales from preservation books, for ongoing preservation initiatives.

**Action 4.1.15** The City should continue to provide on a contract basis financial support for services rendered by the various non-profit organizations (Saratoga Springs Preservation Foundation, Historical Society of Saratoga Springs, etc.)

**Objective 4.2 Develop additional funding sources for preservation of archeological resources.**

**Action 4.2.1** Establish a readily tapped source for monies to conduct emergency digs.

**Action 4.2.2** Develop reasonable and legal compensation measures for developers who encounter unexpected and excessive delays due to disturbance of archeological material, such as bridge financing/interest payments.

## VIII. Strategic Action Plan

This Plan for Historic Preservation in Saratoga Springs identifies over 125 actions to be taken over the next ten years. Obviously, not all of them can be undertaken at once, thus a strategic approach is needed. The following matrix divides the actions into "Immediate/Ongoing," "Short-Term," and "Long-Term." Those actions categorized as "Immediate/Ongoing" are ones considered the simplest and least costly to implement. Accomplishing these will build support for later, more complicated and costly work. It is anticipated that "immediate" actions can be accomplished within a period of a few months to two years. These actions also include those that must be done repeatedly so as to maintain a base level of preservation activity in the community.

Short-term actions are those that will take lead time to develop, but should be able to be accomplished within a two- to three-year time frame. Fund-raising efforts will be needed for many of these actions in order to be implemented fully. In some cases, high cost projects already begun are included here. Actions ranked as Long Term are the most ambitious and may need four to ten years to be achieved. This is because they generally need a great deal more inter-agency coordination and a far greater level of funding commitment. In the future, opportunities may arise to allow a Long Term action to be accomplished much sooner than anticipated in this document. In no case should an argument be made to bypass such an opportunity on the basis of this prioritization.

This *Strategic Action Plan* also identifies those agencies that are key to accomplishing each specific action. In many cases, two or more agencies are indicated in this role, and are expected to work in close cooperation. Other organizations, in addition to those listed, will often need to be involved when the action is underway. As the various agencies focus on implementing this list of actions, they may find that other opportunities (such as specialized grant funding) for complementary projects may arise, which have not been explicitly listed, but which would help accomplish an identified objective in the Plan. Again, such actions should not be dismissed out-of-hand, but evaluated as to their effectiveness in preserving the heritage of Saratoga Springs.

The dollar amounts attached to each action are rough estimates in 2001 dollars so the costs for projects initiated five or ten years ahead will need to be adjusted accordingly. In addition, it must be understood that the key agencies named are not expected to cover these additional costs within their normal, operating budgets. At the time each of them chooses to take on a specific recommended action, additional funds will need to be identified and raised with the support of the community.

**The following codes are used in the Action Plan Matrix:**

City = City of Saratoga Springs

SSPF = Saratoga Springs Preservation Foundation

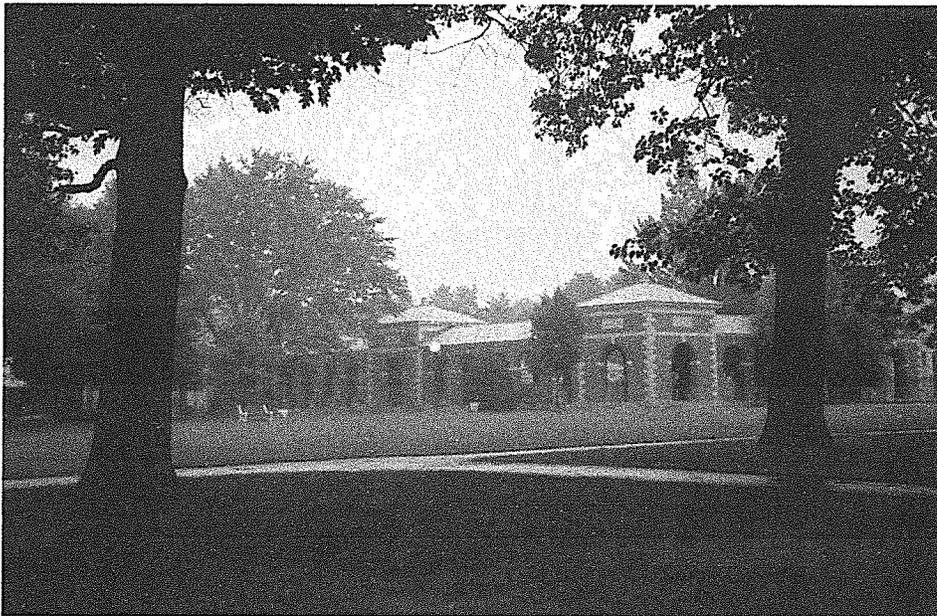
HSSS = Historical Society of Saratoga Springs

UHA = Urban Heritage Area

OSP = Saratoga Springs Open Space Project

H.P. = historic preservation

Min = minimal costs, covered in normal agency budgets



## Action Plan Matrix 1- Immediate/Ongoing Actions

Goals	Action Items	Key Agency	Est. Cost
<b>GOAL 1 – Education</b>	<b>Objective 1.1 Educational materials &amp; assist.</b>		
	1.1.1 Articulate consistent vision for H.P.	City/SSPF	Min
	1.1.2 H.P. resource section at public library	SSPF	Min
	1.1.3 Develop high profile Web Site for H.P.	City/SSPF	\$2000
	1.1.4 Brochure for new residents	City/SSPF/UHA	\$3000
	1.1.6 Periodic forums with contractors	City/SSPF	Min
	1.1.7 Distribute published materials on H.P.	City/SSPF	Min
	1.1.8 Assistance to property owners	SSPF	\$10,000/yr
	1.1.9 Publicize list of neglected buildings	SSPF	Min
	1.1.10 Maintain photo collection	SSPF	Min
	1.1.11 Train preservationists to lobby	SSPF	\$1000
	<b>Objective 1.2 Heritage tourism programs</b>		
	1.2.4 Display program for downtown bldgs	UHA/SPF	\$500
	1.2.6 Participate in NY Scenic Byway prog	City/UHA	Min
	1.2.8 Increase tour schedule for Casino	HSSS	Min
	1.2.9 Hold public cultural events	HSSS/SSPF/UHA	Min
	<b>Objective 1.3 Promote archeology resources</b>		
	1.3.1 Create Archeology link on Web Site	City	Min
	1.3.3 Archeology awareness campaign	City	Min
	<b>Objective 1.4 Understand historic legacies</b>		
	1.4.1 Identify periods of significance & use	HSSS/SSPF	Min
	1.4.3 Highlight history of diverse comm'ties	HSSS/UHA	Min
1.4.4 Enlist scholars & provide lecture forums	HSSS/SSPF/UHA	Min	
1.4.7 Arrange for traveling exhibits	HSSS/SSPF	\$1000	
1.4.9 Nominate projects for awards	City/SSPF	\$500	
1.4.10 Saratoga Water as NYS official water	City/UHA	Min	
<b>GOAL 2 – Public Sector Role</b>	<b>Objective 2.1 Raise profile of H.P.</b>		
	2.1.3 Public notice to neighboring properties	City	Min
	2.1.4 Rename Design Review Commission	City	Min
	2.1.5 Legislation -City to comply w/H.P. regs	City	Min
	2.1.6 Support for H.P. investment tax credits	City/SSPF	Min
	2.1.7 Support for state legislated funding	City/SSPF	Min
	2.1.9 Link City web site to dedicated H.P. site	City/SSPF	Min
	2.1.10 Enact a demolition delay ordinance	City	Min
	<b>Objective 2.2 Comply with CLG standards</b>		
	2.2.1 App'ts to DRC meet CLG req'ts	City	Min
	2.2.3 Special training session for DRC	City/SSPF	\$1000
	2.2.4 Special training for ZBA on H.P. appeals	City	Min

## Action Plan Matrix 1 Continued- Immediate/Ongoing Actions

Goals	Action Items	Key Agency	Est. Cost
<b>GOAL 2 – Public Sector Role</b>	<b>Objective 2.3 Work w/Federal, State &amp; County</b>		
	<b>2.3.1</b> Track public agencies w/historic prop'ty	City/SSPF/UHA	Min
	<b>2.3.2</b> Work w/public works & DOT	City/SSPF	Min
	<b>2.3.3</b> Address truck traffic impacts	City/SSPF	Min
	<b>2.3.4</b> Context-sensitive design for road work	City/SSPF	Min
	<b>Objective 2.4 Expand historic districts</b>		
	<b>2.4.1</b> Review historic district boundaries	City/SSPF/UHA	\$15,000
	<b>2.4.2</b> Designate NR districts as local Hist. Zones	City/SSPF	Min
	<b>Objective 2.5 Maintain inventories</b>		
	<b>2.5.2</b> Ongoing cultural survey program	City/SSPF	Min
	<b>2.5.5</b> Maintain inventory of religious bldgs	SSPF	Min
	<b>2.5.6</b> Inventory public bldgs NOT on N.R.	City	Min
	<b>2.5.8</b> Use data base to support initiatives	City/SSPF	Min
	<b>2.5.9</b> Get H.P. info to City bds & commissions	City/SSPF	Min
	<b>2.5.11</b> Inventory rural & farm landscapes	OSP/SSPF	Min
	<b>2.5.12</b> Update inventory of archeological sites	City	Min
	<b>Objective 2.6 Protect hist. Landscapes &amp; vistas</b>		
	<b>2.6.1</b> Investigate protection measures	City/OSP/SSPF	Min
	<b>Objective 2.7 Improve H.P. land use regs</b>		
	<b>2.7.1</b> Enforce regulations for historic properties	City	\$10,000/yr
<b>2.7.5</b> Develop standards for "big box" devel'ts	City	\$2000	
<b>2.7.8</b> Increase penalties for violations	City	Min	
<b>2.7.10</b> Develop checklist to aid applicants	City	Min	
<b>Objective 2.8 Address building deterioration</b>			
<b>2.8.1</b> Require maintenance of historic bldgs	City	Min	
<b>2.8.3</b> Local bldg code board of appeals	City	Min	
<b>2.8.4</b> Explore ways to deal with ADA requirem't	City/SSPF	Min	
<b>2.8.5</b> Greater flexibility in building code	SSPF	Min	
<b>2.8.6</b> Advocate for NYS historic building code	City/SSPF	Min	
<b>Objective 2.9 Oversight of archeological sites</b>			
<b>2.9.1</b> Enact strong penalties for illegal digging	City	Min	
<b>GOAL 3 – Coordination</b>	<b>Objective 3.1 Increase awareness of H.P. in City</b>		
	<b>3.1.1</b> Annual mtg of Council/Dept. heads	City	Min
	<b>3.1.2</b> Designate City liaisons to H.P. groups	City	Min
	<b>3.1.3</b> Mtgs between City boards & comm.s	City	Min
	<b>Objective 3.2 Support heritage tourism base</b>		
<b>3.2.1</b> Hold tourism roundtable for businesses	UHA	Min	

## Action Plan Matrix 1 Continued- Immediate/Ongoing Actions

Goals	Action Items	Key Agency	Est. Cost
<b>GOAL 3 – Coordination</b>	<b>Objective 3.3 H.P. complement to anti-sprawl</b>		
	3.3.1 Hold summit of H.P. & environ. leaders	OSP/SSPF	Min
	3.3.3 Work together to protect historic entrances	City/OSP/SSPF	Min
	<b>Objective 3.4 Partnerships between groups</b>		
	3.4.1 Develop memorandums of agreement	HSSS/SSPF/UHA	Min
	3.4.2 Partner to submit joint grant applications	HSSS/SSPF/UHA	Min
	3.4.3 Coordinate fundraising activities	HSSS/SSPF/UHA	Min
	3.4.4 Provide letters of support to other H.P. org.s	HSSS/SSPF/UHA	Min
	3.4.5 Increase use of H.P. link on City's web site	City/SSPF/UHA	Min
	<b>Objective 3.5 Involve non-traditional groups in H.P.</b>		
	3.5.1 Request civic org.s to take on H.P. projects	SSPF	Min
	3.5.2 Include social service agencies	City/SSPF	Min
	3.5.3 Include neighborhoods in saving bldgs	City/SSPF	Min
	3.5.4 Historic bldg owners/tenants join Chamber	SSPF	Min
	3.5.5 Neighborhood non-profit roof repair prog.	City/SSPF	Min
3.5.6 Presentations to realtor association	SSPF	Min	
<b>GOAL 4 – Obtain Adequate Funding</b>	<b>Objective 4.1 Develop greater financial resources</b>		
	4.1.1 UHA funding opportunities	UHA	Min
	4.1.2 Apply annually for CLG grants from NYS	City	Min
	4.1.3 Investigate variety of funding sources	SSPF	Min
	4.1.4 Dedicate % of tourism revenues to H.P.	City/SSPF/UHA	Min
	4.1.6 Request "Member items" from state reps	City/SSPF/UHA	Min
		HSSS	
	4.1.8 Banks continue revolving loan funds for H.P.	City/SSPF	Min
	4.1.9 Promote use of property tax abatements	SSPF	Min
	4.1.10 Seek private funders for "bridge" financing	SSPF	Min
	4.1.11 List of funding sources for scenic easements	OSP/SSPF	Min
	4.1.12 Encourage residents' use of CDBG program	City/SSPF	Min
	4.1.13 Develop support for city bonding for H.P.	SSPF/UHA	Min
	4.1.14 Develop additional earned income	SSPF/UHA	\$1000
	4.1.15 City continue to provide financial support	City	\$15,000 /yr

## Action Plan Matrix 2 - Short Term (2-3 years)

Goals	Action Items*	Key Agency	Est. Cost
<b>GOAL 1 – Education</b>	<b>Objective 1.1 Educational Materials &amp; Assistance</b>		
	1.1.5 Create "Old House Resource Kit"	City/SSPF	\$2500
	<b>Objective 1.2 Heritage Tourism Programs</b>		
	1.2.1 Develop historic plaque program	City/SSPF	\$5000
	1.2.2 Develop neighborhood brochures	UHA	\$12,000
	1.2.5 Annual refresher course tourism employees	UHA/SSPF	Min
	1.2.10 Complete High Rock Park spring restoration	UHA	\$10,000
	1.2.11 Rebuild Drink Hall Plaza.	City/UHA	\$100,000
	1.2.12 Find reuse for the Round House	City/SSPF	\$25,000
	<b>Objective 1.3 Promote Archeological Resources</b>		
	1.3.2 Develop archeology standards brochure	City	\$1000
	1.3.5 Use archeology digs for education	City	\$5000
	<b>Objective 1.4 Understand Historic Legacies</b>		
	1.4.2 Informational brochures on SS developm't	HSSS/UHA	\$5000
1.4.5 Conduct enrichment programs for kids	HSSS/SSPF/UHA	\$10,000	
1.4.6 Create mobile interpretive displays	HSSS/SSPF/UHA	\$2000	
1.4.8 Brochure on SS's evolution from Indian site	HSSS	\$2000	
<b>GOAL 2 – Public Sector Role</b>	<b>Objective 2.1 Raise Profile of Historic Preservation</b>		
	2.1.1 Create a Historic Preservation Office	City	\$100,000/yr
	2.1.2 Address design criteria for designated bldgs	City	\$30,000
	2.1.8 Update long-range parking plan for dwtn	City	Min
	2.1.11 Enact legislation for neglected bldgs	City	Min
	<b>Objective 2.2 Comply with CLG Standards</b>		
	2.2.2 Refresher courses for DRC members	City	\$500/yr
	<b>Objective 2.4 Expand Historic Districts</b>		
	2.4.3 Conduct intensive level survey @ lake	City/SSPF	\$10,000
	2.4.4 Survey Arch Review Districts & gateways	City/SSPF	\$7500
	2.4.5 Conservation Districts to buffer N.R. districts	City/SSPF	\$2500
	<b>Objective 2.5 Maintain Inventories</b>		
	2.5.1 Inventory all properties w/in N.R. districts	City/SSPF	Min
	2.5.3 Historic context for city	SSPF	\$6000
	2.5.4 Identify potential thematic designations	SSPF	\$10,000
	2.5.7 Standardize info to make accessible/GIS	City/SSPF	\$12,000
	2.5.12 Update inventory of archeological sites	City	\$2000
<b>Objective 2.6 Protect Historic Landscapes &amp; Vistas</b>			
2.6.2 Secure scenic easements & tax incentives	City/OSP	\$100,000	
<b>Objective 2.7 Improve H.P. Land Use Regulations</b>			
2.7.2 New design guidelines for historic zones	City	\$10,000	
2.7.3 New sign guidelines for historic bldgs & vistas	City/SSPF	\$3000	

## Action Plan Matrix 2 Continued - Short Term (2-3 years)

Goals	Action Items	Key Agency	Est. Cost
<b>GOAL 2 – Public Sector Role</b>	<b>Objective 2.7 Improve H.P. land use regulations</b>		
	2.7.4 New exterior color guidelines & procedures	City/SSPF	\$2000
	2.7.6 Design guidelines for downtown streetscape	City/SSPF	\$5000
	2.7.7 Eliminate conflicting policies	City	Min
	2.7.9 Institute variety of enforcement mechanisms	City	Min
	2.7.11 Examine review processes to streamline	City	\$3000
<b>GOAL 3 – Coordination</b>	<b>Objective 2.8 Address building deterioration</b>		
	2.8.2 Alternative means to satisfy safety codes	City	Min
	<b>Objective 2.9 Oversight of archeological sites</b>		
	2.9.2 Develop standards for archeological reviews	City	\$3000
	<b>Objective 3.2 Support heritage tourism base</b>		
	3.2.2 Clearinghouse for H.P. related services	SSPF/UHA	Min
3.2.3 Use NYS "Theming" initiative in marketing SS	UHA	\$10,000	
3.2.4 Expand variety of heritage tourism packages	SSPF/UHA	Min	
3.2.5 Update UHA Park Management Plan	UHA	\$15,000	
<b>GOAL 4 – Obtain Adequate Funding</b>	<b>Objective 3.3 H.P. complement to anti-sprawl</b>		
	3.3.2 Review watershed/wetlands area	SSPF	\$5000
	<b>Objective 3.6 Archeologists work with developers</b>		
	3.6.1 Facilitate discussions about state-of-art tech.	City	Min
	3.6.2 Conduct educational outreach	City	\$2000
	3.6.3 Interpret digs/finds in local press	City	Min
3.6.4 Peer review of archeological reports/docum.	City	Min	
	<b>Objective 4.2 Funding for preservation of archeology</b>		
	4.2.1 Develop monies for emergency digs	City	\$20,000

### Action Plan Matrix 3 - Long Term (4-10 years)

Goals	Action Items	Key Agency	Est. Cost
<b>GOAL 1 – Education</b>	<b>Objective 1.2 Heritage tourism programs</b> 1.2.7 Establish more interpretive signs	City/UHA	\$100,000
	<b>Objective 1.3 Promote archeological resources</b> 1.3.4 Archeological Youth Core	City	\$20,000
<b>GOAL 2 – Public Sector Role</b>	<b>Objective 2.2 Comply with CLG standards</b> 2.2.5 Update Working Plan for H.P. every 5 years	City	\$5,000
	<b>Objective 2.5 Institute &amp; maintain inventories</b> 2.5.10 Complete city-wide survey	SSPF	\$15,000
	<b>Objective 2.8 Address building deterioration</b> 2.8.7 Preventative maintenance program	City	\$50,000/ yr
<b>GOAL 4 – Obtain Adequate Funding</b>	<b>Objective 4.1 Develop greater financial resources</b> 4.1.5 Establish a Preservation Endowment fund	SSPF	\$1 million
	4.1.7 Develop & extend matching grant programs	SSPF	\$1 million
	<b>Objective 4.2 Funding for preservation of archeology</b> 4.2.2 Compensate for delayed projects to save dig	City	\$50,000

## **IX. LIST OF ACTIONS BY KEY AGENCY**

### **CITY**

1.1.1; 1.1.3; 1.1.4; 1.1.5; 1.1.6; 1.1.7; 1.2.1; 1.2.6; 1.2.7; 1.2.11; 1.2.12; 1.3.1; 1.3.2; 1.3.3; 1.3.4; 1.3.5; 1.4.10;  
2.1.1; 2.1.2; 2.1.3; 2.1.4; 2.1.5; 2.1.6; 2.1.7; 2.1.8; 2.1.9; 2.1.10; 2.1.11; 2.2.1; 2.2.2; 2.2.3; 2.2.4; 2.2.5; 2.2.10; 2.3.1; 2.3.2; 2.3.3; 2.3.4; 2.4.1; 2.4.2; 2.4.3; 2.4.4; 2.4.5;  
2.5.1 2.5.2; 2.5.6; 2.5.7; 2.5.8; 2.5.9; 2.5.12; 2.6.1; 2.6.2; 2.7.1; 2.7.2; 2.7.3; 2.7.4 2.7.5;  
2.7.6; 2.7.7; 2.7.8; 2.7.9; 2.7.10; 2.7.11; 2.8.1; 2.8.2; 2.8.3; 2.8.4; 2.8.6; 2.8.7; 2.9.1; 2.9.2  
3.1.1; 3.1.2; 3.1.3; 3.3.3; 3.4.5; 3.5.2; 3.5.3; 3.5.5; 3.6.1; 3.6.2; 3.6.3; 3.6.4  
4.1.2; 4.1.4; 4.1.6; 4.1.8; 4.1.12; 4.1.15; 4.2.1; 4.2.2

### **SSPF**

1.1.1; 1.1.2; 1.1.3; 1.1.4; 1.1.5; 1.1.6; 1.1.7; 1.1.8; 1.1.9; 1.1.10; 1.1.11; 1.2.1; 1.2.4;  
1.2.5; 1.2.9; 1.2.12; 1.4.1; 1.4.4; 1.4.5; 1.4.6; 1.4.7; 1.4.9; 1.4.10;  
2.1.6; 2.1.7; 2.1.9; 2.2.3; 2.3.1; 2.3.2; 2.3.3; 2.3.4; 2.4.1; 2.4.2; 2.4.3; 2.4.4; 2.4.5; 2.5.1  
2.5.2; 2.5.3; 2.5.4; 2.5.5; 2.5.7; 2.5.8; 2.5.9; 2.5.10; 2.5.11; 2.6.1; 2.7.3; 2.7.4; 2.7.6;  
2.8.4; 2.8.5; 2.8.6;  
3.2.2; 3.2.4; 3.3.1; 3.3.2; 3.3.3; 3.4.1; 3.4.2; 3.4.3; 3.4.4; 3.4.5; 3.5.1; 3.5.2; 3.5.3; 3.5.4;  
3.5.5; 3.5.6;  
4.1.3; 4.1.4; 4.1.5; 4.1.6; 4.1.7; 4.1.8; 4.1.9; 4.1.10; 4.1.11; 4.1.12; 4.1.13; 4.1.14

### **Urban Heritage Area**

1.1.4; 1.2.2; 1.2.4; 1.2.5; 1.2.6; 1.2.7; 1.2.9; 1.2.10; 1.2.11; 1.4.2; 1.4.3; 1.4.4; 1.4.5;  
1.4.6; 1.4.10;  
2.3.1; 2.4.1;  
3.2.1; 3.2.2; 3.2.3; 3.2.4; 3.2.5; 3.4.1; 3.4.2; 3.4.3; 3.4.4; 3.4.5;  
4.1.1; 4.1.4; 4.1.6; 4.1.13; 4.1.14

### **Historical Society of Saratoga Springs**

1.2.8; 1.2.9; 1.4.1; 1.4.2; 1.4.3; 1.4.4; 1.4.5; 1.4.6; 1.4.7; 1.4.8,  
3.4.1; 3.4.2; 3.4.3; 3.4.4  
4.1.6

### **Saratoga Springs Open Space Project**

2.6.1; 2.6.2; 3.3.1; 3.3.3

## **X. Resources**

The following list of organizations and agencies are provided as resources available to assist, either with information or funding for the proposed actions.

### **United States Department of the Interior, National Park Service**

Heritage Preservation Services  
1730 K Street, NW  
Washington, D.C. 20006-3836  
202-634-1422  
FAX: 202-634-1435  
[www.cr.nps.gov/tps/tpscat.htm](http://www.cr.nps.gov/tps/tpscat.htm)

National Register of Historic Places  
1849 C Street, NW  
NC400  
Washington, DC 20240  
202-343-9536 or 343-9500  
Email: [nr\\_info@nps.gov](mailto:nr_info@nps.gov)  
[www.cr.nps.gov/nr](http://www.cr.nps.gov/nr)

### **National Trust for Historic Preservation**

National Headquarters  
1785 Massachusetts Avenue, NW  
Washington, DC 20036  
[www.nationaltrust.org](http://www.nationaltrust.org) or [www.nthp.org](http://www.nthp.org)  
202-588-6000

Northeast Office (States: Connecticut, Maine, Massachusetts, New Hampshire, New York, Rhode Island, Vermont)  
Seven Faneuil Hall Marketplace  
Boston, Massachusetts, 02109  
617-523-0885  
FAX: 617-523-1199  
Email: [nero@nthp.org](mailto:nero@nthp.org)

Note the Local Initiative & Collaborative Pilots programs for grants.

### **New York State Office of Parks, Recreation and Historic Preservation**

Historic Preservation Field Services Bureau  
Peebles Island  
PO Box 189  
Waterford, NY 12188-0189  
518-237-8643

State Historic Preservation Office/Certified Local Government Program  
Agency Building 1  
Empire State Plaza  
Albany, NY 1238  
518-486-1883  
FAX: 518-486-7377

**Preservation League of New York State**

44 Central Avenue  
Albany, NY 12206-3002  
518-462-5658  
FAX: 518-462-5684  
Email: [info@preservenys.org](mailto:info@preservenys.org)  
[www.preservenys.org](http://www.preservenys.org)

**New York State Council on the Arts**

915 Broadway  
New York, NY 10010  
212-387-7000  
800-895-9838  
[www.nysca.org](http://www.nysca.org)  
See especially "Capital Projects" category of giving

**PreserveNet**

A collaborative internet service under the auspices of Michael Tomlan and Bob Pick at Cornell University, it seeks to provide a range of preservation-related information, and may be especially useful for identifying preservation grant programs and funding sources.  
[www.preservenet.cornell.edu/econ.html](http://www.preservenet.cornell.edu/econ.html)

**Vernacular Architecture Forum**

The VAF was organized in 1980 to encourage the study and preservation of all aspects of vernacular architecture and landscapes through interdisciplinary and multidisciplinary methods.  
Michael Steinitz, VAF Preservation Officer  
167 Willow Avenue  
Sommerville, MA 02144  
617-727-8470 (w) or 617-628-2786 (h)  
Email: [msteinitz@yahoo.com](mailto:msteinitz@yahoo.com)

### **Society for Architectural Historians**

Founded in 1940, the Society encourages scholarly research in the field and promotes the preservation of significant architectural monuments that are an integral part of our worldwide historical and cultural heritage.

National Headquarters  
Charnley-Persky House  
1365 North Astor Street  
Chicago, Illinois 60610-2144  
312-573-1365  
Email: [info@sah.org](mailto:info@sah.org)

### [New York] Turpin Bannister Chapter

Ned Pratt, President  
116 3rd Street  
Troy, NY 12180-4037  
518-271-6647  
Email: [nedpratt66@aol.com](mailto:nedpratt66@aol.com)

### **Kresge Foundation**

The Kresge Foundation  
3215 W. Big Beaver Road  
P.O. Box 3151  
Troy, MI 48007-3151  
248-643-9630  
Fax: 248-643-0588  
[www.kresge.org](http://www.kresge.org)

Note the Bricks and Mortar challenge grant program.

### **The Foundation Center**

Providing information on charitable foundations.  
New York Public Library  
79 Fifth Avenue, New York, NY 10003  
212-620-4230  
Fax: 212-691-1828  
[www.fdncenter.org](http://www.fdncenter.org)

## **APPENDIX A**

### **Public Input Process**

Note: The complete transcribed records of all public input received during these input phases are on file at the Planning Office of Saratoga Springs City Hall.

**Phase I: Key Person Interview Conducted April 15 – May 7, 2001**

**Phase II: Focus Group Workshops**

**Workshop # 1 – May 22, 2001 – Economic Development & Tourism Community**

**Workshop # 2 – May 23, 2001 – Historic Preservation Community**

**Workshop # 3 – May 23, 2001 – Builders, Architects & Developers**

**Phase III: Public Open House -15 historic preservation issues posted for public comment all day June 19, 2001 at the Saratoga Springs Public Library community room**

**Phase IV: Draft circulated for public comment July - August 2001**

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Nineteenth Century Architecture of Saratoga Springs, Stephen Prokopff and Joan Siegfried; NYS Council on the Arts, 1970

Preparing a Historic Preservation Plan, Bradford J. White & Richard J. Roddewig; National Trust for Historic Preservation – Critical Issues; American Planning Association/Planning Advisory Service Report #450 1994

Saratoga Lost, Robert Joki; Black Dome Press Corp., Hensonville, NY 1998

Saratoga Saga of an Impious Era, George Waller; Prentis Hall – First Edition 1966

Saratoga Springs – An Architectural History 1790 - 1990, James K. Kettlewell; Lyrical Ballad Book Store, Saratoga Springs 1991

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