

Appendix A: Work Group Summaries



THE NORTH COUNTRY'S CANADIAN CONNECTION: A STRATEGIC ASSET WITH ENORMOUS ADDITIONAL OPPORTUNITIES

To: North Country Regional Council

From: Canadian Connection Work Group:

BACKGROUND:

As the North Country Regional Council develops a comprehensive and multi-faceted five-year strategic plan for economic development across our diverse region, there is broad consensus that one of our region's greatest economic "assets" is its relationship with neighboring Canada, particularly Quebec and Ontario.

This relationship, which has developed and evolved for more than two-hundred years, is a major element of many economic sectors in the North Country, including but certainly not limited to:

- **Federal Border Operations:** The presence of a number of border crossings, including four major commercial ports (Champlain, Massena, Ogdensburg and Alexandria Bay) brings a substantial presence of federal agencies and employment across the North Country, all of which has grown by 2-3 fold since 2001. This includes divisions of the Department of Homeland Security (Customs & Border Protection, Border Patrol, ICE, etc.) as well as a number of other federal agencies involved in border-related regulatory compliance (FDA, USDA, Fish & Wildlife, etc.).
- **Crossborder Commercial Movement:** In addition to the border agencies and activities, the commercial ports of entry in particular have a notable spin-off of private sector services and facilities including warehousing, customs brokers, freight forwarders, distribution and specialized service providers, as well as consumer-oriented activities including duty free stores.
- **Industrial/Commercial Investment:** Across the North Country, but particularly concentrated around the transportation routes serving the commercial ports, the North Country has become a location of choice for hundreds of Canadian-based companies and investors establishing U.S. subsidiary operations or other businesses here, generally being proximate to their Canadian locations in Quebec or eastern Ontario, allowing efficient supply chain connections and the sharing of various operations.

- **Tourism and Retail:** Being close to large Canadian population centers such as Montreal, Ottawa and Toronto, the North Country region, including the Adirondacks, has long been a popular and well established destination for Canadian vacationers as well as shoppers. This phenomenon is greatly impacted by the ups and downs of the exchange rate between the U.S. and Canadian dollars, but is substantial even during lowpoints and is currently very high with the two dollars remaining close to par.
- **Support Services:** Canadian business activities of all kinds, even those involving no physical location in our region, require a range of support services for their U.S. operations -- attorneys, accountants, immigration consultants, insurance, banking, transportation, etc. This has become a largely unseen but substantial source of Canadian economic benefit to the region, with many professional firms in the North Country depending on Canadian clients for a large proportion of their business or even a majority.
- **SUPPLY CHAINS:** The North Country's proximity and strong transportation links to major Canadian economic centers such as Toronto, Ottawa and Montreal provide efficient, cost-effective access to clusters of specialized vendors and providers in a number of sectors which hold very real opportunities for growth in the North Country. This can help lead to the attraction of U.S. subsidiary operations of these suppliers in connection with core operations requiring their components and services. Even without such co-location, the ability to point to the proximity of such supply chain connections nearby provides a major strategic advantage for the North Country in demonstrating to a prospect how it would meet all of its supply needs here. In addition, the proximity of the Port of Montreal as the #1 trans-Atlantic seaport in North America is a valuable selling point, as is the St. Lawrence Seaway and the inland ports it connects to such as Ogdensburg.
- **Other Special Niches:** Increasingly, other crossborder activities from Canada are opening up possibilities for economic benefit not envisioned until recent years. One example is the growing trend of Canadian travelers utilizing U.S. airports as a lower-cost alternative to Canadian airports. Canada's airports such as Toronto are among the most expensive in the world, creating substantial additional airfare costs regardless of the exchange rate differential. Plattsburgh International Airport has positioned and marketed itself as a secondary airport for Montreal ("Montreal's U.S. Airport"), building enplanements from zero to 150,000 annually in three years, with 80% plus coming from Canada. Other North Country airports and other services present opportunities for drawing Canadian consumer activity outside of the traditional notions of tourism and retail, including the new American Eagle regional jet service to Chicago from Watertown, and potential at Massena

ECONOMIC GEOGRAPHY:

As the U.S. and Canadian economies have continued to integrate, several "trade corridors" have emerged over the last two decades as dominant pathways for commercial movement but then as the key zones for crossborder investment and other related economic activities. This corridor phenomenon can be seen in the "Quebec-New York Corridor" from Montreal south through Plattsburgh to New York City and in the "Capital Corridor" region between eastern Ontario (including Ottawa) through Jefferson and St. Lawrence Counties south through Syracuse and onward to Washington, D.C., as well as along the Route 11 corridor between the Massena and Champlain areas. Tourism impacts, strongly evident in the Thousand Islands and Lake Champlain areas, also move strongly into and through areas of the Adirondacks, particularly in Essex and Franklin Counties.

SWOT ANALYSIS:

Through an initial survey of the members of the Canadian Connection Working Group, a collective snapshot was taken of the perceived strengths, weaknesses, opportunities and threats impacting the North Country-Canada economic relationship. The full responses are attached, but following is a summary confirmed in a follow-up meeting of the group to review the input:

I. NORTH COUNTRY'S TOP OPPORTUNITIES FOR USING ITS CANADIAN CONNECTION TO BOLSTER THE REGIONAL ECONOMY:

- Its transportation corridors and border connections
- Workforce availability.
- Opportunities inherent in the region's strategic clusters, including bio and aviation/aerospace among others.
- The need for Canadian companies to meet U.S. domestic content requirements, especially for public contracting in such North Country clusters as defense, transportation equipment and aerospace.
- Substantial unutilized bridge capacity to move freight to and from U.S. markets over the St. Lawrence.
- Our logistics efficiencies and expertise.
- Two overall levels of opportunity:

#1 - To the North Country itself as a location for investment and activity.

#2 - To the rest of New York State (and beyond), benefitting from our strength as a Gateway, particularly along the north-south trade/transportation corridors.

II. NORTH COUNTRY'S GREATEST STRENGTHS IN TERMS OF ITS ECONOMIC RELATIONSHIP WITH CANADA:

- Educational institutions and workforce availability and support.
- Transportation connections and border crossings. Access to U.S. markets.
- Region's established awareness, networks, expertise, experience.
- Ample variety of buildings and sites.

III. NORTH COUNTRY'S GREATEST WEAKNESSES IN TERMS OF TAKING FULL ADVANTAGE OF ITS CANADIAN CONNECTION:

- As a small area next to major metros like Toronto, Ottawa and Montreal, it is challenging to sustain their attention & engagement.
- Real and perceived thickening of the border.
- Insufficient attention to French skills & recognition of our French-speaking neighbors and their culture.
- Cost of doing business here, especially property taxes and health insurance costs.
- Barriers to financing for Canadian owned companies here. Many banks choose not to deal with Canadian companies, limiting options. Also, SBA cannot accept personal guarantees from Canadians, eliminating SBA programs as a support tool. Also, federal programs like NSF and NIH will not fund projects with a North Country university if a Canadian university or entity is a co-proposer.

IV. TOP THREATS TO NORTH COUNTRY'S CANADIAN CONNECTION AS AN ECONOMIC ASSET:

- Border processes and hassles, real and perceived.

V. WHAT DOES THE NORTH COUNTRY DO WELL?:

- Two excellent, sustained corridor efforts, Quebec-New York and Capital. **QUESTION:** How can the Capital Corridor and potential partners in St. Lawrence County build a stronger, unified effort in support of the Canadian Connection?
- Also, the region has an excellent example of bi-national collaboration in tourism marketing and development by the 1000 Islands International Tourism Council.
- "Red Carpet" type service for Canadian prospects, using the full range of our expertise.
- Maintaining/furthering an overall "good neighbor" relationship, creating broad good will toward our region by people in Quebec and Ontario.

Knowing that the Tourism Development Working Group will be reflecting Canadian visitation in its discussions and work, the Canadian Connection Working Group's recommendations are focused on broadening and deepening the overall economic relationship and degree of connectivity.

I. STRONG RECOGNITION OF THE IMPORTANCE OF THE CANADIAN CONNECTION TO THE NORTH COUNTRY'S ECONOMIC FUTURE:

We recommend that the final plan clearly identify and recognize the Canadian Connection as one of the core strategic assets and opportunities for the North Country economy, and actively encourage and reward projects, strategies and actions across all economic sectors which will in some meaningful way reinforce, expand, broaden and/or deepen economic connectivity between the North Country and Canada.

II. CORRIDORS:

The power and attractiveness of transportation corridors as vehicles for generating Canadian investment in our region must be recognized, duly prioritizing future projects and programs that reinforce and build the economic capacity of those corridors -- specifically the Quebec-New York Corridor, and the Capital Corridor with related progress toward enhanced partnership among key interests in Jefferson and St. Lawrence Counties, as well as along the Route 11 east-west corridor in-between. This must in no way exclude other opportunities throughout the region, but would simply recognize that these are the dominant zones of activity and interest and the likely pathways to other areas within the region.

III. BUILDING RELATIONSHIPS:

Unlike traditional approaches toward other international targets (China, Europe, etc.), the best approach toward Ontario and Quebec as an immediate neighbor which is increasingly integrated with the U.S. economically through NAFTA and other processes, is **RELATIONSHIP BUILDING**. This requires broad and sustained outreach, engagement and sharing on a permanent basis. The following methods and recommendations are all put forward as proven vehicles for building the economic relationship, and should be the subject of further discussion across our North Country region to identify meaningful opportunities for greater sharing,

support and collaboration within the region, especially between the two identified corridor regions:

- a) **PERIODIC SUMMITS:** Resumption of the bi-annual "Quebec-New York Economic Summits" in 2012, and support for the Capital Corridor's annual conference, both with the highest possible engagement of the New York State government and the governments of Quebec and Ontario, as well as the bi-national business and academic communities.
- b) **SEMINARS AND MISSIONS:** Continuation and expansion of commitments to conduct seminars for Canadian businesses on doing business in the U.S., here and in Quebec and Ontario. Also, active consideration of opportunities for well targeted sectoral trade missions and/or participation in targeted trade shows in Canada in alignment with strategic opportunities identified in the North Country Regional Plan. Where practical and effective, these activities should be regional as opposed to centered on a single county or sub-area of the North Country.
- c) **ACADEMIC PARTNERSHIPS:** As part of the broader commitment to relationship building and potentially as a part of building the power of our region's strategic clusters, we must continue to support and encourage meaningful and workable agreements, partnerships and collaborations between the North Country's colleges, universities and centers of research and like institutions in Canada, especially in Ontario and Quebec. This should focus on very specific, well defined opportunities as opposed to broader agreements, and should include the heightened pursuit and implementation of crossborder learning experiences in both directions.

IV. OTHER RECOMMENDATIONS:

- a) **STATE PRESENCE IN CANADA:** We urgently call upon the Governor, Lt. Governor and Empire State Development Corp. to duly reflect New York's enormous economic opportunities in Canada by:
 - #1 - Working actively with appropriate North Country partners to carry out high level visits to Montreal, Ottawa and Toronto.
 - #2- Restoring the now suspended ESDC operation in Montreal.
 - #3 - Reviewing the ESDC operation in Toronto and how it can be made a stronger partner for the North Country in these endeavors.
- b) **TRANSPORTATION:** Continue to work actively with Quebec interests toward the shared aim of higher speed passenger rail in the Montreal-New York City corridor, including the continued targeting of projects in the Montreal-Schenectady portion of that corridor as the state and federal government make passenger rail investments in the future.
- c) **FEDERAL AGENDA:** The Canadian Connection Working Group strongly embraces the concept of a Federal Agenda to be jointly pursued by the North Country Regional Council, to include the following current priorities related to our Canadian Connection among others which we would welcome the opportunity to generate and discuss:
 - Recommitment to the currently postponed bridge/plaza project at Thousand Islands.
 - Completion of plans for bridge replacement at Massena-Cornwall.
 - Achievement of a common sense, bi-national process for pre-clearing and processing Amtrak passengers without current long stops at the border.

- Pursuit of U.S. Customs clearance capabilities at Plattsburgh International Airport.
- Constant attention aimed at enhancing border fluidity.
- Examination of impediments to the use of federal/state financing programs such as SBA in support of Canadian investment here. Also, active consideration of federal tools for foreign investment such as the EB-5 regional center program, recently approved in the eastern counties.



Community Development Working Group

Executive Summary

Vibrant communities are key assets in economic development and, as such, assisting and encouraging community development efforts should be an important and vital component of the North Country Regional Council Strategic Plan.

Communities in the North Country are complex: they have developed over the past two and half centuries (longer in some communities) based upon their geography as well as their social, economic, and built environments. While there may be differences both stark and more subtle between our region's people and communities, each in its own way shares the need to offer:

1. Employment opportunities that are personally satisfying and provide economic rewards.
2. An environment that encourages the start-up and long-term retention of businesses to provide jobs and form the foundation of the area's economy.
3. A business and service sector that meets the needs and desires of community residents.
4. A variety of quality, affordable housing options.
5. An appealing visual image and perceived safety and security for residents and visitors.

6. A vibrant quality of life based on the arts, culture, and history.
7. Access to leisure and recreational facilities and infrastructure, both for public enjoyment and as a source of economic development opportunities.
8. Opportunities for life-long education and enrichment; and
9. Access to a healthy lifestyle and adequate health care.

Community development is the process by which residents of the North Country can manage, change and positively affect their future. Community development involves planning and forethought by community residents and stakeholders, firmly based upon the collective and historic needs of the community. It requires coordinated activity by local governments, businesses, not-for-profit organizations, schools and other institutions. It encourages and assists in the start-up of new businesses and the retention of existing businesses and supports the recruitment of outside commercial investment. It develops investment strategies to provide decent housing options for all residents. Community development meets local needs for essential services, infrastructure, and amenities that promote a high quality of life.

Without exception, community development activities are undertaken as a precursor to economic development initiatives. Community development not only directly generates employment and investment, but also creates the social, built and cultural environment that is both conducive to, and necessary for the success of economic development activities. In this regard, community development is economic development in every sense of the phrase.

Community Development Working Group

Priority Actions for the Strategic Plan

Goal #1 Strengthen our Communities

Priority Action #1:

Encourage local community planning to facilitate development compatible with community goals and the North Country Regional Council Strategic Plan

- **Assist North Country communities in accessing funding for community planning to ensure that every community has a chance to develop a vision and goals for a sustainable future.**
- **Encourage the development of regional and sub-regional market analyses, building upon the North Country Regional Council Strategic Plan, that identify opportunities for economic development for local communities seeking to strengthen their economies.**
- **Provide technical assistance to North Country communities in developing and implementing action plans to achieve their goals.**

Priority Action #2: Encourage downtown and hamlet revitalization

- **Support thoughtful planning to encourage downtown revitalization**
 1. Encourage in-fill development in hamlets, villages and small cities to create a vital community core including housing, small business & downtown mixed use development.
 2. Utilize sidewalk systems and trails to connect commercial downtowns to community assets, such as waterfronts, public parks, and natural areas, to create more walkable communities that will support small business development and serve as destinations for residents and visitors.
 3. Encourage communities to explore the development of parks, trails, and other recreational options that support both community needs and tourism development.
 4. Strengthen connections and corridors between communities that link destinations, events, and resources to create a regional experience.

- **Encourage efforts to develop and market the tourism infrastructure (such as enhanced attractions, events and accommodations) as a catalyst for downtown and hamlet revitalization, and to improve the quality of life in our communities.**

- **Encourage waterfront revitalization efforts to improve the aesthetic appeal of our communities and to improve quality of life and the tourism infrastructure.**
 1. Encourage the development of revitalization plans for regional river corridors such as strategies developed for the Oswegatchie, Raquette, Black, and Ausable Rivers.
 2. Encourage communities to develop and market Blueway Trails, trailside amenities, appropriate boat launching facilities, and whitewater parks to create connectivity along historic canoe routes, river corridors and lakes.

- **Through public investment and assistance to the private sector, incentivize investment in downtowns and hamlets to leverage private investment. Publicize and market these programs.**
 1. Support North Country community utilization of state and federal funding sources to leverage investment in our downtowns and resulting employment of local contractors and tradesmen.
 2. Support Restore NY and Brownfield type programs to leverage redevelopment of badly deteriorated structures designated as essential to a community plan.
 3. Utilize property tax deferral and tax credit programs and other incentives to leverage the redevelopment of locally designated infill areas and existing properties.

- **Conserve and reinvest in our built environment through historic preservation and creative, new uses for important historic structures.**
 1. Provide information and technical support for utilization of historic tax credit programs.

- **Revitalize and strengthen local economies through economic restructuring efforts**
 1. Develop and strengthen community arts and culture programs and capital projects through private and public investment.
 2. Provide technical support and assistance for rural agricultural, forestry, and commercial fishing industries to promote and maintain these important resource-based economic activities and the rural character of our communities.
 3. Encourage the development of small businesses, industries and other activities that add value to local resources, and identify markets for these products.
 4. Encourage educational institutions to explore areas of study that support regional economic development such as artisan entrepreneurship and ecotourism.

5. Establish buy local programs to encourage North Country residents to purchase locally produced products and support local businesses.

- **Support entrepreneurial and small business development in downtowns, hamlets and infill areas**

1. Provide microenterprise grants and loans.
2. Establish and grow regionally based venture/equity funds for business start-ups.
3. Foster entrepreneur-friendly communities by providing user-friendly information and resources on navigating local regulations.

Potential Partners and Funding Sources:

Federal:

- USDA Rural Development

New York State:

- Department of State Communities and Waterfront
- Homes and Community Renewal
- Empire State Development
- Office of Parks, Recreation and Historic Preservation
- Preservation League of New York State
- Department of Environmental Conservation
- Department of Transportation
- NYSERDA
- New York State Council on the Arts

Regional:

- NYS Tug Hill Commission
- Adirondack Park Agency
- Development Authority of the of the North Country
- North Country Alliance
- Adirondack North Country Association

- County Planning Departments
- County IDA/LDC's
- Small Business Development Center
- Adirondack Economic Development Corporation
- Neighborhood and Rural Preservation Companies
- Chambers of Commerce
- Regional and local arts organizations
- Local educational institutions and libraries
- Local banks

Goal #2 Assist Communities in Addressing Demographic Challenges

Priority Action #1: Encourage young people to locate in the North Country.

- **Establish a marketing and outreach program to inform young adults of the opportunities to work, live and play in the North Country.**
 1. Create marketing materials in a variety of media that speak to the region's high quality of life, need for community leaders and skilled and professional workforce, opportunities for entrepreneurship, and resources available to those who choose to stay here.
 - a. Identify individuals who have successfully "come home" or "stayed in" the North Country and secured employment at or above the middle-income level and/or created businesses. Share these success stories with young adults.
 2. Outreach through appropriate channels, such as the high schools, BOCES, higher education career services offices and academic affairs departments.
 3. Host exposure events.
 4. Encourage school districts to incorporate career exposure through the curriculum.
 5. Establish a mentor network of successful community leaders and business people to work hands-on with interested high school and college students to understand opportunities available to them.

- **Establish a formal program and network of resources to enable young adults who want to stay and foster their success; connect to local colleges and universities.**
 1. Encourage successful community leaders and business people to assist young adults in their transition from their schooling to the workforce.
 2. Establish a cohesive network (“one-stop shop”) of school-to-work pipeline resources, such as job placement agencies, entrepreneurship programs, leadership institutes and funding opportunities.
 3. Provide living expense stipends to students who “Stay Home” in the North Country to establish new ventures, participate in unpaid internships, or contribute to community development programs and organizations.
 4. Establish internship and workplace match-making programs for graduating young adults.

Priority Action #2:

Institute a “Welcome Home” program to encourage former residents to return

- **Establish a “Welcome Home to the North Country” program leader to host a “one-stop shop” of resources for potential returnees, including information on housing, small business development, workforce development and job placement.**
- **Develop an incentive package for returnees.**
- **Develop and implement a marketing program highlighting the advantages of coming home to the North Country and resources and incentives available to potential returnees.**
- **Conduct outreach to former residents and students through higher educational institutions and other appropriate organizations.**

Potential Partners and Funding Sources:

New York State:

- Empire State Development

- Department of Labor
- SUNY

Regional:

- Higher educational institutions
- Chambers of Commerce
- Private businesses
- BOCES
- Local educational institutions
- Local libraries
- Adirondack North Country Association
- NYS Tug Hill Commission
- Development Authority of the North Country
- Small Business Development Centers
- Local banks
- Young Professionals Organizations

Goal #3 Provide quality housing for all North Country residents

Priority Action #1:

Provide housing to meet the diverse needs of the North Country's population

- **Identify critical housing needs of North Country residents, including working families, retirees, students, professionals, and the homeless, both in terms of affordability and variety of housing options.**
 1. Promote the development of small (8 or fewer) multi-family and elderly housing projects that meet the needs of small communities.
 2. Create market feasibility guidelines that rely on both census data and local survey results.
 3. Facilitate homeownership opportunities where appropriate through homebuyer education and direct financial assistance.
 4. Encourage upper end rental and townhouse housing development to meet the needs of professionals interested in a lower maintenance housing option.

- **Promote Smart Growth principles by encouraging adaptive reuse of existing structures and new residential construction in or near villages and hamlets.**
- **Maximize North Country utilization of energy efficiency resources and programs to reduce total housing and energy costs.**

Priority Action #2:

Maximize North Country community utilization of housing rehabilitation programs

- **Assist communities in utilizing regional, state, and federal housing rehabilitation programs to improve the housing stock and provide employment for local contractors.**
 1. Create a regional inventory of housing rehabilitation assistance available to North Country communities.
 2. Assess gaps in rehabilitation programs and develop strategy to address.

Potential Partners and Funding Sources:

Federal:

- USDA Rural Development
- HUD CDBG

New York State:

- Homes and Community Renewal
 - HOME
 - RESTORE
 - CDBG
 - Access to Home
 - Affordable Housing Corporation
 - Rural Preservation Company Program
 - Neighborhood Preservation Program
- NYSERDA
- SONYMA

- New York State Dormitory Authority
- Rural Housing Coalition of NYS
- Neighborhood Preservation Coalition of NYS

Regional:

- Development Authority of the North Country
- Snow Belt Housing
- Neighbors of Watertown, Inc.
- Housing Assistance Program of Essex County
- Friends of the North Country
- Rural Preservation Corporation of Clinton County
- PRIDE of Ticonderoga
- Adirondack Community Housing Trust
- St. Lawrence County Housing Council, Inc.
- North Country Affordable Housing, Inc.
- Frontier Housing Corporation
- County Planning Departments

Goal #4

Assist Local Governments in Operating More Effectively and Efficiently

Priority Action #1:

Provide information and additional capacity to local governments

- **Provide additional capacity for local community development activities, including accessing and administering funding and programs and fostering institutional memory.**
- **Encourage connections between communities and the organizations who serve them to expand the ability to facilitate community development.**
- **Assist local communities in accessing technical support to improve government efficiency.**

Priority Action #2:

Creatively engage the nine colleges in the region to participate in community development projects

- **Establish a model framework that identifies and matches community needs/programs with student interests and university programs.**

Potential Partners and Funding Sources:

New York State:

- Department of State Communities and Waterfront
 - Local Government Efficiency Program
 - Local Waterfront Program
- Homes and Community Renewal
- NYSERDA

Regional:

- NYS Tug Hill Commission
- Development Authority of the of the North Country
- Adirondack North Country Association
- Adirondack Economic Development Corporation
- County Planning Departments
- Local higher educational institutions

Goal #5

Improve North Country Regional Self-Perception and Attitudes

Priority Action #1: A marketing campaign to celebrate our strengths

- **Design and implement an internal regional marketing campaign, explaining and promoting the region's vision, assets, goals and Strategic Plan**
 1. Develop a regional brand that can be used in both internal and external marketing efforts.

2. Consider a region wide competition engaging students at North Country educational institutions as well as marketing agencies.

Potential Partners and Funding Sources:

New York State:

- Department of State Communities and Waterfront
- Empire State Development

Regional:

- Chambers of Commerce
- Tourism Boards and Agencies
- Adirondack North Country Association
- Local educational institutions and libraries



Infrastructure Committee Report

Infrastructure is the basis of economic and community development across the region. The North Country, as a region, has historically lacked both private and public infrastructure investments due to the low population density, wide geographic dispersal, combined with the harsh weather and the topography of the region. These same factors have diminished property assessments and value, limiting the ability of funding within the region. While these factors have enabled the region to maintain and preserve its globally unique habitat and natural environment, it has placed the region at an economic disadvantage. Consequently, the external investment in infrastructure is a critical priority for the region.

The economic rejuvenation of the region will require “smart” investments in infrastructure which preserve our natural resource advantage, while ensuring there is ease of access for goods, services and people. Greater access to greater portions of the region is critical to economic growth. The investment in infrastructure is essential to connecting the region with the remainder of the State, eliminating the regional isolation.

In advancing the priority projects for the region, the development of shared corridors is essential to achieving our objectives. The infrastructure networks and investments support all of the other elements of the regional plan. The shared corridors link the connection points of population and investment. These support and enhance the efforts of tourism, small business, community development, the Adirondack Park and the Canadian connection. The establishment of critical access corridors minimizes the potential environmental impacts and maximizes the region’s access to the competitive resources enjoyed by other regions.

By facilitating and encouraging sustainable infrastructure management through education, financial incentives and capacity building, we encourage better stewardship and maintenance of new and existing infrastructure.

Therefore, the investment in infrastructure will enhance the effective implementation of the regional strategies and significantly improves the opportunities and quality of life.

Broadband Corridor and Connectivity Fund

The importance of broadband access and connectivity is well recognized in federal and State policy and programs. However, there continues to be significant areas which are unserved or underserved through our region. Further, there is a significant need for access to competitive pricing and last mile connectivity.

There are, presently, two middle mile network corridors currently being constructed across the region, west to east, utilizing federal stimulus funds, and a health care network with federal and State funds. The southern portion of the region needs a middle mile broadband corridor connecting Lewis County east to Essex County.

The expansion and extension of high speed broadband is essential to addressing the business, educational, health care and residential needs of the region. The investments in world class technology enable the region to be competitive and produce improved efficiencies and better outcomes.

Further, there needs to be a fund established for last mile providers to use strategically to address connectivity gaps throughout the region. The region is still striving to eliminate the digital divide.

Our objective is to develop a collaboration of public and private investments which will ensure every regional business, community, education and health care providers and individual residents have access to the technology and global opportunities to be successful.

Railroad Corridors

The establishment of redeveloped rail corridors is essential to strengthening access and transport within the region. The maintenance of rail capacity within the region as a primary industrial form of transportation is crucial to maintaining linkage to the national rail system. It is equally important that rail investments include rail sidings, spurs and connections. It is also appropriate that these existing corridors be co-developed for a regional trail system and other utility infrastructure and highway infrastructure, where appropriate. The co-location approach is utilized elsewhere in the nation and would be successful in the region.

Examples of the multi-county rail corridor concept are the Newton Falls Rail Rehabilitation Project which has industrial applications and the Tupper Lake-Saranac Lake rail restoration project which completes the Adirondack railroad from Remsen (Utica) to Lake Placid enhancing freight and passenger movements throughout the region.

Highways

“When compared to other regions of New York, the lack of access to highway infrastructure places the region at a competitive disadvantage as compared to other communities traversed by interstate facilities on an east-west axis....Furthermore, it is anticipated that improved access to highway infrastructure will provide significant competitive advantages to the North Country Region as a whole which are not currently available.” (NYSDOT Commissioned North Country Freight Needs Study Report, 2010).

Highways and bridges are essential elements to regional vitality and economic growth. Whether enabling tourists to view the spectacular sights of the Adirondack Park from Whiteface Mountain via the Veteran’s Memorial Highway, allowing freight to traverse the region via US route 11, the I-98 interstate highway effort, or the millions of vehicles containing billions of dollars of goods crossing annually into/from the region via three international bridges, there is little disagreement that increased access to highway infrastructure in the North Country will make travel into,

around, and through the region quicker and more efficient reducing costs and increasing competitiveness of the region. Investments in highway and bridge infrastructure create jobs and serve as enablers for future economic and employment opportunities in the region.

For fifty years, the economy of the North Country has been in decline. Investments in highway and bridge infrastructure can reverse this trend. The scope of the highway infrastructure needs ranges from \$4 billion for the I-98 long term Interstate effort, to \$5 million for immediate repairs to stabilize tourist views from Whiteface Mountain. The highway infrastructure needs also include a \$95 million shovel ready permitted project to rehabilitate the Ogdensburg Prescott Bridge and millions for other border crossing improvements. These infrastructure projects create continuing construction employment and provide valuable linkage with permanent job creation facilitated by accessibility and affordable transportation.

The North Country includes NYSDOT Regions 1 and 7. There is an identifiable difference in how the two Regions address the needs of rural communities. The local issues of economic and community development should be reflected in the State's regional transportation priorities. The State should also give consideration to confirming the transportation to coincide with the economic region.

Infrastructure investments in highways and bridges are critical to the accessibility of the North Country Region. Transportation investments are essential to providing adequate connections to destinations and economic markets.

Airports

Fully operational and right-sized airports are essential components to the economic success of the North Country region. Because of the distance of the North Country region from northeastern United States population centers, and the lack of efficient road systems due to mountainous terrain and long distances, airports are critical links between the region and the outside world for flow of goods and people. Adequate airport facilities are also necessary to stimulate Canadian cross-border traffic, and to prevent the loss of traffic moving north to access Canadian airports. In the North Country region, infrastructure investments are necessary to expand the rapidly growing Plattsburgh International airport (Plattsburgh); extend runways at Jefferson County Airport (Watertown), St. Lawrence county Airport (Massena), and Ogdensburg Airport to accommodate regional jet service at these airports and runway and facility improvements at Adirondack Regional airport (Saranac Lake). Investments at these facilities will have profound, immediate, long-term and positive economic impacts. In short, airports are critical to the accessibility of this region and long-term economic success.

Energy

The region continues to address higher than national and State energy costs due to its geographic isolation, lack of investment and lack of competition relative to energy sources. Also attributable to these factors is an over reliance on imported oil products.

The region is home to an abundance of natural resources which could enable the region to be a leader in the development and utilization of renewable energy sources. The region has access

to hydro, geo-thermal, and biomass resources which can produce sustainable heat and energy sources for job creation and community based economic growth.

The region is contained within the Northern Forest which is the largest contiguous forested region in the eastern United States. This is a valuable asset as a source of wood for building, heating, electricity generation and wood pellet production. The region should become the State's leader in the innovation, production, and sustainable use of biomass energy and bioproducts. The sustainable harvesting produces job creation while providing a competitive advantage for energy costs, substituting renewable biomass fuels for imported fossil fuels.

The region is also a significant source of hydroelectric generation which should be maintained and encouraged. The availability of low cost hydro-power should be retained by the region for its economic benefit. The exportation of energy from the region should accrue net benefit for the region.

The development of energy resources also includes the issues of transmission for distribution. The current constrained status of the State's power grid will generate pressures for new transmission capacity. The region's priority should be the utilization of existing energy infrastructure corridors which can be enhanced and upgraded to accommodate additional load carrying capacity without adversely impacting the region.

Water Quality – Water and Wastewater

Water supply, wastewater treatment, and stormwater infrastructure is a critical component in providing healthy, vibrant and sustainable communities and economies. The projected need for infrastructure improvement projects identified in the State's Clean Water and Drinking Water Intended Use Plans (IUP's) is estimated to be \$872 million for the region. It is critical that current funding be maintained and enhanced for such essential community infrastructure.

It is equally important to identify and fund projects which have a significant economic impact, reflect commercial investment, and job creation by prioritizing those IUP's which reflect an opportunity to leverage additional resources; cross jurisdictional lines to realize economies of scale, and are recommended by a watershed or corridor planning process.

The North Country Region is characteristic of many small, sparsely populated communities located throughout seven rural counties. There are many situations that do not support conventional sewage treatment facilities (i.e., 10 States Standards) either from an end user cost or from a maintenance–operation standpoint. This poses a challenge for a small community with a declining tax base, but at the same time also presents an opportunity to explore alternative, small scale systems that can be better sustained by the tax base, the communities in which they are located, and better reflect the unique needs of the North Country

This approach is critical to maintaining and encouraging small business development within our communities. The regulating agencies should be encouraged to facilitate the utilization of alternative investment approaches and create demonstration projects to test and model emerging technologies.

Infrastructure Synergy

The desire to enhance infrastructure while maintaining a natural resource conservation balance leads to the need for infrastructure synergy. The development of multi-purpose corridors, for the co-location of infrastructure is envisioned to maximize benefit while minimizing impacts. Infrastructure projects should incorporate additional synergistic community benefits. When improving highways incorporate broadband; evaluate bicycle paths; when adding public safety towers, provide space for commercial wireless carriers; when improving rail incorporate multi-use trails, broadband, natural gas. When embarking upon an infrastructure project, it should be evaluated for its multiple potential benefits. It is possible to achieve economic vitality while preserving a healthy environment and a high quality of life.

Infrastructure Committee Members

James Wright (Chair)

Andy Abdallah
John Bartow
Mark Bellardini
Ted Blazer
Toby Bogart
Sam Burns
James Buyea
Jeff Byrne
Jason Clark
Richard Daddario
Wade Davis
John Donoghue
Judy Drabicki

Rodney Brown (Vice Chair)

Jim Ellis
William Farber
Mark Frechette
Jon Greenwood
Mark Hall
John Martin
Ann Melious
Ed Kaneb, Jr.
Donald Kazprzak
Marie Regan
Phil Wagschal
Dan Wilt
Rick Wilt

APPENDICES

The following is a list of infrastructure projects specifically brought to the attention of the Committee or identified by the public hearing process. The projects are listed without a specific prioritization (in approximately the order received.) The Committee lacked direction and sufficient detail to prioritize the projects.

Rail Projects

- Newton Falls Rail Rehabilitation
St. Lawrence, Jefferson and Lewis Counties
\$11 million
(Tupper Lake Public Hearing -2-)
- Utica – Lake Placid Rail and Trail
(Oneida, Herkimer) Franklin, Hamilton, Essex, and St. Lawrence Counties
(Tupper Lake Public Hearing -2-)
- Lyons Falls – Rail Spur Redevelopment
Lewis County
(\$400,000)
- Lewis County – Trail-Railroad Corridor
Lewis, Jefferson and St. Lawrence Counties
(\$1 million)
- Massena Rail Siding Construction
Massena Industrial Park
- City of Plattsburgh – CP Rail Location
(Plattsburgh Public Hearing)
- City of Plattsburgh Rail Spur Development
(\$12 million)

Airport

- Watertown/Jefferson County Airport
Runway extension/improvements
Jefferson County and Fort Drum
- Plattsburgh International Airport
Terminal expansion/Industrial side improvements
- Massena/St. Lawrence County Airport
Runway extension/improvements
- Adirondack Regional Airport (Saranac Lake)
Runway and facility improvements

Utilities – Energy

- Adirondack Park – natural gas
(Tupper Lake Public Hearing)
- Mohawk Advance Synfuels
(Former GM Power Train facility)
- 20MW Power Allocation – RVRDA
- Lyonsdale Biomass facility
RE ENERGY (private company)
(Watertown Public Hearing)
- Biomass Energy – Timber
(Plattsburgh Public Hearing)
- St. Lawrence Natural Gas
(St. Lawrence-Franklin Counties)
- Croghan Dam Hydro Redevelopment (Lewis County)
- Provide NCPA with an appropriation
(\$50,000)

Highway

- Interstate 98 – tiered EIS
East-west connection of I-81 and I-87
(Jefferson, St. Lawrence, Franklin, and Clinton Counties)
550 public resolutions of support
- Upgrades to Route 11 Corridor
YES ELEVEN
(Watertown Public Hearing)
- Border crossings upgrades
(Jefferson, St. Lawrence, Franklin and Clinton Counties)
- OBPA Bridge - \$90 million
Shovel Ready Project
(St. Lawrence County)
- Whiteface Memorial Highway
Upgrades and repaving

Other Issues/Projects

- Fort Drum Sewer Line (Jefferson County)

- NYS Main Street, Massena (St. Lawrence County)
- BOA application – SLC/Massena GM (St. Lawrence County)
- EDA funding for Horton Industrial Park (St. Lawrence County)
- Village of Castorland Wastewater Facility (Lewis County)
- Lyons Falls Mill Site Redevelopment (Lewis County)
- Shovel-ready site development (Lewis County)
- Town of Plattsburgh – PARC Infrastructures (Clinton County)
- BOA Application City of Plattsburgh Bench Remediation (\$6 million)
- BOA Application City of Plattsburgh Municipal Lighting Garage (\$5 million)
- City of Plattsburgh Wastewater Facility (\$75 million-\$100 million)
- City of Watertown – Factory Street Reconstruction (\$8.2 million)
- City of Watertown – Energy Efficiency Projects (\$1.5 million)
- City of Watertown – Sewell’s Island Hydro Development
- City of Watertown – Sewage Treatment Plant (\$2.6 million)
- City of Watertown – Sewer Overflow Projects (\$3 million)
- Essex County – Infrastructure list attached

Non-Financial Solutions

1. Low volume roads legislation – Permits the designation of low volume roads and minimum maintenance roads by town boards and enacts provisions relating to the maintenance, improvement and repair of such roads. Introduced to the Senate/Assembly in 2009 and requires revisions prior to enactment, e.g., A00836 and S03641.
2. Black River Trail and Proposed Maple Traditions Scenic Byway Legislation – to approved recommendations proposed in the Corridor Management Plan (CMP) to reroute the Black River Trail Scenic Byway from Lowville out to Lake Ontario and rename the trail segment that traverses from Lowville to Ogdensburg the “Maple Traditions Scenic Byway.” Currently being revised for resubmission, legislation is needed to enact the Byway changes.
3. Endorse AMP and North Country Power Authority Board; request gubernatorial appointments.

References:

- NYS Department of Transportation; Region 7, Construction Contracts Letting Report by Fund Use, September 9, 2011
- Excerpts from the NYSDOT Commissioned North Country Freight Needs Study Report, 2010
- The 2011 NYSDOT Letter Ivey to Wilmington/ORDA
- Testimony by Northern Corridor Transportation Group Chair to NYS Joint Legislative Hearing on Transportation 2/28/2011
- The Ogdensburg Bridge and Port Authority engineer’s bridge funding letter 9/26/2011
- NYSDOT, Region 7, NCREDC Briefing Sheet



Small Business Development Working Group Progress Report

Our group recognized early in our discussions that small business development in the North Country, much like the region itself, is defined, supported and promoted differently in communities throughout the region. Small business has a much different meaning in a college community like Potsdam and Canton, than in places with municipal power and light industrial infrastructure like Massena or Plattsburgh, or the many tourism gateways to the Adirondacks.

This rich diversity of economies is what makes the North Country such a unique and challenging place in which to develop small businesses, or to develop regional tools to help these businesses grow and thrive. The North Country does not let itself to “one size fits all” solutions. That is why there is often a “disconnect” between state and regional support programs and the businesses that need some type of help here in the region. More often than not, local businesses don’t fit well with the programs currently available to support them.

Regional small business support tools will have to be designed first and foremost by recognizing that each community in the North Country is unique and needs to find its own particular path to success. Too many local economic development efforts try to sell the concept that every community can be everything to every type of business, instead of focusing on supporting specific business sectors that reflect each community’s population, specific strength, culture/history or unique competitive advantage.

Some communities have already started to self-define themselves. Plattsburgh has successfully focused on industries like aerospace, light industrial and warehouse distribution services; Saranac Lake has focused on building an artists/artisan community as well as taking advantage of the burgeoning biotech industry. Franklin County has an opportunity and the infrastructure to create a market niche in value-

added food processing. But even these “entrepreneurial communities” will need to develop specific tools to help support and promote these specific industry sectors.

Other communities - probably the majority of towns and villages in the region - have not gone through the critical planning process of identifying their own unique strengths, assets and opportunities, let alone developing and employing strategies that will capitalize on what they will ultimately identify as their own road to success.

Our first goal to foster small business development in the region, therefore, would be to use planning and economic development resources already available in the region to assist individual communities to become more “entrepreneurship-friendly” by developing customized, community-level economic agendas and priorities that are aligned to their specific strengths and opportunities.

Once a community-driven plan is developed, regional resources would be applied to implement these locally developed initiatives and priorities. Instead of communities trying to find a way to fit into programs that may or may not apply to them, regional resources will be channeled and customized to fit each community’s local agenda. While many of the tools these communities ultimately use may be developed and provided on a regional level, they would be viewed through the lens of these community plans and customized to work in lockstep with local priorities.

Support would most likely be more narrowly focused and sector-based in the future, but include the basic economic development services and programs, many of which are outlined in Appendix A. These include access to financing, access to markets, branding and marketing, development of human capital, etc.

We would seek economic development funds to develop and coordinate this type of assessment and planning process for individual communities throughout the region – and to make sure that every community has access to the resources that are already available to help make these plans a reality.

There was also general acknowledgement that there is currently a gap – and perhaps a disconnect – between the work force skills needed by small businesses today and in the future and the current skill sets of too many in the local labor force. Concerted effort needs to be made to make sure our regional labor force can meet the needs of local businesses well into the 21st century. We need to develop more formal partnerships between those who prepare and train today’s workforce and the businesses that ultimately would want to hire them. We would seek economic development funds to develop and nurture these kinds of partnerships.

Besides utilizing this “homegrown approach,” our group discussed the opportunities for small business development that could come to the region by recruiting individuals and businesses from outside the North Country. We live in one of the most beautiful regions in the nation that provides a lifestyle that is surely appealing

to many successful entrepreneurs and investors. Some of the target markets for potential recruitment include:

- People living in a major metro area looking to get away from the Rat Race;
- People who grew up or once lived here who might have made their mark someplace else but are looking to come back to raise a family or be close to relatives;
- College students who have grown to love the region during their time here and who would love to stay, if given the economic opportunity to do so.

We would seek economic development funds to develop programs to connect these target groups to economic opportunities that are expressed in the strategic economic development plans of individual communities in the region, using incentives that have been developed to support these grassroots initiatives. The objective would be to recruit regionally but to match recruits (and other resources) to specific local opportunities for business development. There was also some discussion about finding ways to offer rewards (finder's fee) to those who provide assistance in a successful recruiting effort.

Our group also discussed how critical broadband availability and expansion was to small business development throughout the region and the importance of the tourism sector in general to the region's economies – an importance that is not always reflected in the support we give these businesses. We did not focus on these issues, however, because other working groups have been assigned these tasks.

Among the most critical challenges facing small business development in the region is our perception that the North Country's business community most probably reflects the general population of the region, which is older and aging much faster than other areas of the state and nation. As much as business creation and recruitment, the North Country must be ready to help to retain and preserve what we have now by developing ways to assist in both internal business succession and/or finding outside entrepreneurs who will keep these businesses open and growing.

We would seek economic development funds to develop education/training programs to small business owners to develop succession plans well in advance of their decision to retire, provide financial incentives that would help provide for smooth and orderly transitions and to implement "matchmaking" programs that link successful North Country companies looking for new leadership with successful businesspeople looking to relocate here.

Our group also discussed the problems many small businesses in the region have in finding a lucrative, sustainable market for their products. Even if communities were successful in developing unique product niches and entrepreneurial communities, we will ultimately need someone buying what we are selling. Without a major

metropolitan city within easy reach, access to markets is a critical issue for many entrepreneurs, particularly those in the fledgling value-added food market. We must work together to develop innovative distribution networks, increased e-marketing opportunities, branding efforts and other approaches designed to have North Country products seen, valued and purchased throughout and beyond the regional market. We would seek economic development funds to develop and promote these efforts.

It was also generally acknowledged that these new approaches to small business development would require a new approach to providing economic development services. Our working group represents but a small sample of the resources that are already available to small businesses. All too often, however, many of these services are not well known to those who need them- or even to other providers. Our group discussed the need to develop a customer-driven “no wrong door” approach to providing economic development services that would provide businesses with access to every economic development resource available in the region no matter where they went for assistance.

Available economic development resources would be connected as part of a single, coordinated provider network that offers an umbrella of services that can be easily accessed, whether they are working through an IDA, Chamber of Commerce, village government agency, etc.

This customer-focused network would share resources and expertise, coordinate and integrate training opportunities to avoid duplication of services and provide better delivery of overall support services and assistance. This network would develop a team approach to business support and play a key coordinating role in the development of individualized community economic development plans. This network could also develop cooperative assistance to specific geographies or industry sectors or business corridors and develop other programs that help to extend and leverage the overall capacity of each service provider in the regional network. The group also discussed utilizing a “circuit rider” approach to providing assistance to underserved communities in the region.

This type of collaboration already happens in an informal way with many of current service providers in the region and there seems to be little duplication of services, given the wide variety of needs in our vast geography. But there is little doubt that each provider – and the customer overall – would benefit by a more formal collaboration. The group expressed the need for a single coordinating agency to shepherd and support network development, perhaps overseen by a committee with representatives from all participating members of the new provider network. It was noted that agencies such as AEDC and the North Country Alliance and others work in all of the areas of the North Country region and could provide critical logistical support to this network, which could include easy links to community-level economic development opportunities and priorities, various lending programs, available sites for development, and other network services, providing an easily

accessible clearinghouse of information and services to aid current and potential business owners. We would seek economic development funds to create and support this network.



**North Country Regional
Economic Development Council**

**Tourism Working Group
Strategic Plan Advisory Report**

September, 2011

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Introduction

Tourism offers the most viable opportunity to diversify and ignite the North Country economy by capitalizing on existing demand to attract a wide variety of private investment that will transform communities. Tourism is a \$1 billion annual industry in the North Country which in 2010 spun off \$122 million in local and state tax revenues¹. It has a low upfront investment cost and quicker return on investment than many other industries and is well-positioned to drive a new North Country economy.

The sparsely populated communities of the North Country² on their own do not have a critical mass of residents to support the revitalization necessary to attract private investment or the amenities that communities need to grow and thrive. However, the tourism industry, with its potential market of 120 million visitors within a day's distance³, can be the catalyst to drive economic development in the North Country by adding a critical mass of demand for services and amenities. The development of tourism infrastructure (lodging, retail, restaurants, recreation, arts and culture) can transform the region by driving community development, which enhances quality of life, attracts more visitors and residents, and serves as the lever for attracting private investment and a diversity of jobs. Because the visitor's dollar indirect and induced impacts⁴ throughout the region, tourism as an industry is an instant revenue generator, and the jobs created in this sector are financially sustainable and contribute measureable value to state and local coffers through sales, use and property taxes.

¹ Based on data from a 2011 study by Tourism Economics commissioned by NYS Department of Economic Development

² Data from the NYS Department of Health indicates upstate population density at 237.68 persons per square mile while North Country counties range from a high of 93.32 in Jefferson to a low of 2.86 in Hamilton County. Overall population density for the State is 413.90 persons per square mile.

³ Includes population within a 12-hour drive based on US Census and Statistics Canada population counts for New York plus neighboring states and provinces of New Jersey, Pennsylvania, Ohio, Ontario, Quebec, Vermont, Massachusetts and Connecticut, along with day-drive states of Virginia, Maryland, New Hampshire, Maine, Rhode Island and Delaware. 121,090,739 total for 2009.

⁴ Specific numbers are available in the 2011 study by Tourism Economics commissioned by NYS Department of Economic Development. Direct 2010 tourism spending in the North Country was \$257,353,000 with an additional \$182,761,000 in indirect and induced spending.

North Country Tourism

Visitors have flocked to the internationally recognized destinations of the North Country for over a century. The breath-taking vistas and abundance of water and recreational opportunities available in this region are unparalleled in the northeastern United States and unique in New York State. The North Country has a long history of successful hospitality and a demonstrated market demand continues to exist, but visitors' expectations have changed and the North Country lacks up-to-date lodging and a critical mass of attractive, visitor oriented business districts across the region, which hinders forward momentum of the tourism industry. And visitor spending is not spread equally throughout the region, but concentrated in "hot spots."

In the context of this sparsely populated region, one hotel can be transformational, one public boat access can be transformational, one connected snowmobile trail can be transformational. And in a region whose mills and mines are long gone but whose physical beauty still remains as its key attribute, tourism is a natural fit. More recently the tourism industry is being looked to for jobs to replace the raw material extraction and manufacturing jobs that once existed in the region. Improvements that make a community attractive to visitors provide a high quality of life for year-round residents which, in turn entices other industries to locate there, creating a variety of jobs across business sectors. It is an upward spiral of development which will bring the critical mass of people needed to sustain the small communities of the North Country.

Current Condition

Communities across the seven-county North Country region identified similar challenges and opportunities, as the Tourism Development Working Group learned from 45 different key stakeholders during the course of six meetings held across the region. The Working Group held meetings in Potsdam, Clayton, Port Henry, Long Lake, South Colton and Lake Placid. In each location, the group invited nearby tourism development organizations to provide briefings on their individual conditions and goals. The similarities in challenges and opportunities between communities at opposite ends of the region like Port Henry and Cape Vincent for example, reinforce the concept that the North Country is unified in its desire and ability to transform into a major regional visitor destination.⁵

Common challenges (impediments) include:

- Aging civic infrastructure or infrastructure that cannot support additional development;
- Lodging and amenities that do not meet current visitor expectations;
- The seasonality of many facilities;
- Declining access to the waterfront, a key visitor attraction;
- Current New York State economic development programs that offer limited possibilities for tourism-related businesses, particularly in rural areas;
- Critical select state policies and regulations are unfavorable to tourism development in rural areas.
- Tourism has not been viewed as an economic driver by the traditional economic development community;

Common Existing Conditions include:

- An abundance of vast, natural beauty and water in the form of lakes, rivers and streams, characterizes the entire region;
- Unparalleled four-season recreational opportunities;
- More than 120 million potential visitors live within a day's drive of any part of the region;
- The small communities in the region offer a variety of "personalities" and experiences authentic to the region;
- The region contains a significant number of historic places and landmark sites that are key to American history.

⁵ A complete set of notes from each meeting is available as an addendum to this report.

North Country Tourism

Research conducted by regional tourism organizations indicate that visitors come to the North Country to engage in outdoor activities, for the opportunity to dine, relax and shop, to sightsee and to experience heritage and arts and culture activities.⁶

The North Country region has the critical mass of outdoor scenic and recreational opportunities that attract millions of visitors each year. However, many North Country communities throughout the region lack the “products” to entice visitors to spend additional dollars: up-to-date lodging, downtown village shopping opportunities, dining options, guided recreational experiences, and arts and culture offerings. The lack of these amenities prevents North Country communities from capitalizing on their assets. Lost visitor dollars prevent job growth. These are the same amenities that make communities great places to live and attract additional private investment that will lead to a diversity of jobs to support them.

⁶ Reflects findings from a study conducted for the Lake Placid Regional Office of Sustainable Tourism by the Technical Assistance Center at SUNY Plattsburgh and a 2009 Tourism Business Confidence Survey conducted by the 1000 Islands International Tourism Council.

Target Condition

More than any other industry, tourism in the North Country has the attributes and demonstrated ability to revitalize communities and lead to other diverse private investment. The North Country will use tourism to spark investment in local communities and awaken the demand and opportunity for additional development appropriately scaled to retain the desirable “character” of our communities. The creation of tourism-related development will expand beyond the borders of traditional regional tourist destinations and allow smaller communities to benefit from visitor dollars and increased amenities, essentially engaging tourism as a tool for community development.

The North Country region will develop tools to attract the investment that will transform our towns into more “livable” communities, which will also attract more visitors.

The strategic development of businesses that provide amenities and services – particularly lodging - will drive increased visitor spending. The region needs to increase the number of overnight visitors, as studies prove overnight visitors spend an average of four times more than day-only visitors. To accomplish this, the region must capitalize upon the scenic and recreational attributes for which we are already known and develop “destinations” that offer a diversity of experiences and opportunities for visitors to spend more time and money on. The development of up-to-date lodging establishments appropriately sited and scaled with the accommodations that traveler’s desire is a key component of the strategic tourism vision.

The connectivity of our communities is also key to the success and growth of these amenity-inspired businesses; the trails, waterways, recreational experiences and retail shops that connect destination communities will create job opportunities in smaller communities, allowing them to thrive as well.

These are the cornerstones of a comprehensive and enhanced tourism industry for the North Country.

Strategy

The strategy to achieve the transformation of our communities through tourism development puts in place tools to attract private investment to revitalize and diversify communities and creates a climate that will allow entrepreneurs to flourish. These are specific tools for the recruitment and development of tourism-related businesses that are based upon established, successful programs elsewhere in North America and tailored to fit North Country communities and needs.

These strategic tools (explained in more detail in the “Priority Projects” and “Actions” section of this report) include:

Priority Project

- Creation of the **Community Transformation Tourism Fund** to assist in furthering tourism-related development projects that will have a transformational impact on communities through a loan program with repayment credits based on sales tax collections;

Priority Actions

- Creation of the **Tourism Business Revitalization Fund**, a matching grant mechanism to assist existing business owners to update amenities and provide funding to enable season extension;
- Creation of a **Tourism Investment Solicitor**, who will provide regional tourism expertise to enable targeted recruitment of tourism businesses;
- **Regional Tourism Planning Initiative**, to build connections between communities by taking advantage of opportunities already identified in the many community development plans;
- Creation of the **Green Energy Tourism Fund** to provide financial incentives for tourism-related businesses to convert to green energy technologies and practices to reduce costs, sustain our natural resources and attract the new generation of environmentally conscious traveler;
- Leverage existing **Brand Equity** to broaden awareness of the attributes of the North Country region.

Priority Project

Community Transformation Tourism Fund

Recognizing that community tourism investment benefits year-round residents and attracts new residents and visitors by providing a better quality of life, and recognizing that start-up funding for tourism based development is not traditionally funded by private or public investment tools, we propose to create a fund for no interest loans/grants as gap financing in the development of tourism “product” to enhance a community’s overall economic performance.

This project recognizes that the North Country has tourism-related projects in mature planning stages that can have transformational impacts on communities, but often have limited access to traditional industrial development incentives. That is particularly true of lodging, retail and restaurant development. This fund is inspired by a successful program in the State of Kentucky that has generated almost \$1 billion in new, private tourism investment in just over 10 years.

This fund will start with no-interest loans to be repaid over a 10-year term that offers a partial loan forgiveness to the business based on annual sales tax collections. Recipients will receive a loan credit if they obtain sales tax goals as a result of the project’s operations.

Recognizing that projects of even modest scale can be transformational to communities in the rural North Country region, the fund would consider projects of \$50,000 and above.

This project sets the following objectives:

- Use an initial \$7 million infusion in the loan Fund to seed \$50 million in private investments (7:1 private to public investment).
- This fund’s job creation goal is 500 new jobs at the entry, mid-management and management levels, including self-employment over the next three years (based on projects we have reviewed to date).

Proposed participation criteria:

- Builds a community’s ability to attract visitors
- Creates new jobs
- Builds taxable sales
- Maximum State investment not to exceed 1:5
- Is included in a community’s overall sustainable development vision

North Country Tourism

- Increases community's ability to attract year-round visitors
- Adds to the community's resource base for job diversity
- Has a business plan that demonstrates financial sustainability
- Ineligible projects are those that do not provide visitor components

The project will focus on the "one size does not fit all" principle in weighing project applications against specific community needs, focusing on filling gaps that fit with and improve community development. To that end, specific types or scales of enterprises are neither targeted nor excluded. For example a type of lodging may be crucial to development in one community while superfluous in another; a golf course may have a business plan to service 80% visitors in one community or 10% visitors in another. Each project will need to be evaluated on its ability to transform a particular community.

Based on a review of projects solicited from the Region, this would be highly utilized program.

Cost: \$7 million

Timeline: 1 year start-up

Lead Organization: Empire State Development, North Country Region/NCREDC

Measure of Success: Jobs created, increased sales and use tax revenue, new businesses started

Priority Project Funding Example:

Example Clayton Hotel on the Frink America Property

Based on recent market studies and experience with another hotel development in a similar market, a private developer plans to construct a 5-story, 100-guest hotel room in the style of the former Grand Hotels of the Thousand Islands. This property will have ballroom, conference and break-out room space to accommodate 275 people.

On the St. Lawrence Seaway and historically maintained, Clayton has the setting, recreation, infrastructure and amenities to compliment this hotel. It is the missing piece to the creation of a special New York State destination.

The next implementation step is to secure gap funding of 12-14% of the \$35,000,000 project bringing the private to public investment ratio to about 8:1.

Many Canadian visitors stop for a day in Clayton on their way to other destinations. Many boaters using the Seaway stop for a day. This hotel will allow for overnight stays, quadrupling expenditures in all visitor categories.

The hotel is projected to create 90 full-time jobs, contribute local and State taxes of \$800,000 annually for a 10-year aggregate contribution of over \$10 million.

Cost: \$4,000,000

Timeline: Opening Date: 2013

Lead Organization: Private

Estimated Economic Impact Example: 100 New Lodging Rooms

We anticipate each 100 new rooms that become available in the region at an average daily rate of \$125, with a 55% occupancy will result in \$7,528,125 in direct tourism spending in the region, based on historical data showing that lodging represents a third of total visitor expenditures. This spending will generate \$282,304 in county sales tax at a 3.75% rate. At a 4% rate, it will generate \$301,125 in new state sales tax revenues. This data does not include any “multiplier” effect. Evidence shows that new lodging built in the region fills unmet demand rather than displaces existing sales. For example, Jefferson County doubled its taxable room sales from 2004 to 2009 (\$7.2 to \$14.1 million) as new hotels opened.⁷

⁷ Based on Jefferson County occupancy tax collection records.

Priority Actions

Tourism Business Revitalization Fund

Across the rural North Country Region, seasonality, lack of current lodging, and decaying buildings are key weaknesses identified in the tourism SWOT analysis. Several factors contribute to seasonality, including climate, school schedules and capacity. Capacity can be addressed in some cases with relatively simple improvements to tourism facilities and products that would extend their operating season. Many lodging facilities are holdovers from the 1950's and 60's but have not had the income to bring their amenities up to the standard expected by today's travelers and those of succeeding generations. In some hamlets and villages, the seasonal early closure of these small operators and anchor facilities has significant ripple effects across community businesses at the retail level.

Traditional tourism facilities tend to fall outside the parameters of available programs. The Tourism Business Development Fund will essentially create a matching grant program for North Country tourism facilities that allows access to the type of building renovation and anchor creation assistance that is available through the Mainstreet program. The important distinction is that the goal of the assistance is not focused on a narrow historic district, but on tourism cluster areas or even stand-alone sites with a need to repair and enhance deteriorated facilities and extend operational season. While weatherization will be a key focus of the funding, product diversification to attract off-season tourists will also be considered.

Proposed Criteria:

- Recipients will demonstrate that tourists account for the majority of their trade.

Example projects

- Addition of services needed to attract off-season clientele (i.e., room amenities associated with cool weather vacations, such as a fireplace)
- Development of season-extending facilities or weatherization projects
- Constructing trails for year-round use
- Modernizing hotel exteriors, rooms and bathrooms
- Building façade work

Cost: \$1 million annually

Timeline: 1 year start-up

Lead Organization: Empire State Development, North Country Region/NCREDC

Measure of Success: Increased sales tax revenues in traditional shoulder seasons

Tourism Investment Solicitor

No agency within the North Country Region has as its responsibility the targeting of tourism investment. While local IDAs have been creative and receptive in working with tourism businesses, the recruitment is passive and tourism specific tools are lacking.

Additionally, a consistent theme that revealed itself across the North Country as the Tourism Work Group held its meetings is the importance of lifestyle investors within the tourism industry and rural communities as a whole. Experience has shown that rural tourism entrepreneurs are often pursuing a lifestyle and are willing to invest. Suggestions submitted to the group also supported the need to solicit and support new entrepreneurs with formal programs.

A significant opportunity exists to leverage the region's brand awareness and existing tourism demand. The solicitor will develop relationships throughout the North Country and actively recruit tourism investment which is sustainable and meets community needs and goals.

This project proposes to establish an initiative to solicit tourism investment:

- Contract for personal recruitment efforts with a tourism development specialist
- Organize a database of available tourism and hospitality properties
- Develop background materials needed for tourism business plans
- Organize a North Country Tourism Investment marketing component to build on the State's Open For Business marketing effort
- Identify transformational projects within community plans and locate investment leads
- Organize a portfolio of market researched, investment-ready business plans

Cost: TBD

Timeline: 1 year start up

Lead Organization: Empire State Development/Unidentified North Country Region group

Measure of Success: New tourism-related businesses opened, jobs created, tax revenue generated

Secondary Measure of Success: Increased sales by tourism business suppliers, new ancillary tourism businesses related to those recruited.

Green Energy Tourism Fund

This program provides incentives to tourism related businesses to convert existing energy sources to biomass, solar, geothermal and other appropriate emerging technologies.

This program would be similar to other NYSERDA assistance programs but will be available to tourism businesses.

Cost: TBD

Timeline: 1 year start up

Lead Organization: New York State Energy Research and Development Agency

Measure of Success: Number of energy conversions annually; energy savings.

Regional Tourism Planning Initiative

Across the region, municipalities, counties and cross-jurisdictional partnerships have worked to create officially funded and endorsed plans for community and economic development related to tourism. These plans include:

- Destination Master Plans
- Local Waterfront Revitalization Plans
- County Comprehensive Economic Development Plans
- Byway Corridor Management Plans
- Blueway Corridor Plans

The Tourism Development Working Group recognizes that these plans contain key components that can mightily contribute toward the development of an informed and comprehensive region-wide strategy. Tourism development projects identified in these plans should continue to be pursued at the level indicated by plans. Existing plans should be shared and serve as templates for future destination planning.

It is also clear that many opportunities and impediments identified in these independently developed plans are shared across the North Country Region. The Tourism Work Group recommends that the plans be proactively analyzed to identify potential partnerships and regional initiatives. Such an analysis should focus on partnerships and initiatives that further new private investment in the North Country and have already been identified as priorities by multiple communities.

New York State should provide and maintain the Internet venue which would allow communities to access plans created across the North Country, searchable by subject.

Cost: NYS In-house

Timeline: 1 year start up

Lead Organization: NYS Department of State

Measure of Success: Website hits, coordinated projects

North Country Tourism

Leverage Existing Brand Equity to Broaden North Country Region Identity

Leveraging the existing internationally recognized brands of the region, tourism offices will work cooperatively to enhance the region's reputation as one of the special places on the planet to visit and live.

Cost: TBD

Timeline: 1 year start-up

Lead Organizations: 1000 Islands/St. Lawrence Seaway and Adirondack Regional Tourism & others

Measure of Success: Increased awareness documented by marketing surveys

A definitive determination and implementation plan from Department of Transportation on the Status of the Remsen to Lake Placid Rail Line

- Rails to Trails
- Rails with Trails

Based on public feedback, the rail line is clearly an important attraction for the region. Public feedback also showed support for a rails-to-trails program in this corridor. There ongoing efforts from both points-of-view that should be resolved to provide clear direction.

Cost: \$0

Timeline: Within 1 year

Lead Organization: NYS Department of Transportation



**North Country Regional
Economic Development Council**

**Tourism Working Group
Strategic Plan Advisory Report Addenda**

- **Projects Survey Results (79 pages)**
- **Meeting Notes (31 pages)**
- **Tourism Data (7 pages)**

September, 2011



**North Country Regional
Economic Development Council**

**Tourism Working Group
Results of Projects Survey**

September, 2011

Projects Survey

The Tourism Working Group sought to identify projects currently in development with the region in order to better understand the type of tourism development being pursued, the scope of current projects, and the needs of the developers. The Working Group recognizes that the resultant list is, by definition, incomplete. Members of the Working Group circulated an invitation to complete an online survey with details about proposed projects. The effort produced information on 63 tourism-related projects in the region. The details of each project's survey are reported here (no editing has been done except to format for printing).

During the course of the Working Group's meetings both members and guests made it clear that many more projects are under consideration that could benefit from the actions proposed in the Working Group's report. Projects likely have not been reported due to the short timeframe available for public outreach or due to proprietary considerations of private businesses.

The following introduction was used with the online survey:

The Tourism Working Group is one of several work groups created by the North Country Regional Economic Development Council to provide input on specific sectors of the North Country Economy. As part of the report it expects to deliver to the NCREDC, the Tourism Work Group is collecting information on current capital projects related to tourism.

Please use this survey to provide the group with a basic overview of tourism projects that may be potential "priority projects" for the region. Essentially, information is needed about capital projects that will result in the creation of new jobs.

*See this web page for more information about the NCREDC:
www.northcountryopenforbusiness.com*

Projects Summary: Status & Time Frame for Completion

Status: (What best describes the status of this project?)		
Answer Options	Response Percent	Response Count
Idea: Feasibility Investigation	9.7%	6
Proposal: Planning Stages	32.3%	20
Project: Fundraising/Seeking Investors	38.7%	24
Done Deal: Preparing for or Under Construction	19.4%	12
<i>answered question</i>		62
<i>skipped question</i>		5

General time frame for completion		
Answer Options	Response Percent	Response Count
Immediate (now underway)	4.9%	3
Completion under 12 months	24.6%	15
Completion in 12-24 months	36.1%	22
Two to five years for completion	24.6%	15
Five or more years away	9.8%	6
<i>answered question</i>		61
<i>skipped question</i>		5

Projects List – Alphabetical	
Adirondack Club and Resort	Town of Tupper Lake, Franklin County
Adirondack Hotel Flood Relief	Long Lake, Hamilton County
Adirondack Public Observatory	Tupper Lake / Franklin County
Adirondack International Speedway	Lewis County
Adirondack Scenic Railroad Extension of Service to Tupper Lake	Towns of Saranac Lake and Tupper Lake, Franklin County
American Maple Museum	Village of Croghan, Lewis County
Area (Big Tupper) Restoration	Town of Tupper Lake, Franklin County
Ausable Adventures	Clinton County/Town of Ausable and Peru
Black River Navigational Hazard Mitigation	Lewis County
Black River Trail Signage & Wayfinding Plan Implementation	Black River Corridor: Jefferson, Lewis, & Onieda
Bonnie Castle Downs Racino	Alexandria Bay, Jefferson County
Carthage & West Carthage Housing Rehabilitation	Villages of Carthage & West Carthage, Jefferson County
Carthage Main Street Program	Village of Carthage
Cerow Recreation Park Enhancement	Clayton, Jefferson County, New York
Chasm Adventure Tour	Chesterfield/Essex Couty and Ausable/Clinton Couty
Chaumont Farm Market	Chaumont, NY Town of Lyme, Jefferson County
Copenhagen Village Park	Village of Copenhagen - Lewis County
Destination Blueway: Waterfront	Villages of Carthage & West Carthage, Jefferson County
Destination Hotel in Clayton, NY	Clayton
Fairfield Inn & Suites	Plattsburgh, Clinton County
Final Expansion Phase, Lakeside Lodging	Westport, NY Essex County
Fort de la Présentation Interpretive Center	Ogdensburg, St. Lawrence County
Fort Ticonderoga Changing Exhibit	Ticonderoga, Essex
Fort Ticonderoga French and Indian War Battlefield Restoration	Ticonderoga, Essex
Fort Ticonderoga Lake Champlain Tour	Ticonderoga, Essex
Fort Ticonderoga Lake Champlain Tour	Ticonderoga, Essex
Fort Ticonderoga Media Tour	Ticonderoga, Essex
Fort Ticonderoga On-Site Transportation	Ticonderoga, Essex
Fort Ticonderoga Visitor Center and Museum	Ticonderoga, Essex
Gaines Marina Dock Expansion	Rouses Point, Clinton County
Great Adirondack Recreational Trail	
I Love New York Gateway Welcome Information Center	Beekmantown, Clinton County
Imaginarium Children's Museum (of the North Country)	Plattsburgh (city or town), Clinton County
Inner Sanctum Trail Repair/Rebuild	Chesterfiled/Essex County and Ausable/Clinton County
Lake Champlain Winery & Bed and Breakfast	Town of Peru in Clinton County
Lewis County Tourism Development and Marketing	Lewis County
New Hands-on, Interactive Exhibts at the Adirondack Museum	Blue Lake Mountain, Hamilton County
Ogdensburg Waterfront Redevelopment Planning	Ogdensburg, St. Lawrence County
Projects List – Alphabetical, continued	

Placid Gold Recreational Bike Trails	Town of North Elba
Rebuild High Falls Gorge	4761 NYS Route 86, Wilmington, NY Essex county
Reconstruction of the 18th Century French Sawmill	Ticonderoga, NY in Essex County
Sackets Harbor - Hounsfield Trail System	Town of Hounsfield, Jefferson County
Sackets Harbor-Hounsfield Trail System	Town of Hounsfield, Jefferson County
Saranac River Trail	Town of Plattsburgh-Clinton County
Saranac River Trail	Town of Plattsburgh, Clinton County
Schroon Lake Hospitality	Schroon Lake, Essex County
Screen on the Square	Watertown, NY Jefferson County
Seagle Music Colony Theater	Schroon/Essex
St. Lawrence County Visitors and Convention Center	Canton, St. Lawrence County
Stoneledge Resort at Schroon Lake	Schroon Lake, NY, Essex County
Strand Restoration Project	North Country Cultural Center of the Arts
Strand Theatre Restoration	Plattsburgh, Clinton County
Tahawus Lodge Center	14234 Rt 9N, Au Sable Forks, Essex County
Town of Cape Vincent - Water District No. 6 Tibbetts Point	Town of Cape Vincent, Jefferson County
Town of Long Lake Nature Trail & Waterfront Revitalization	Long Lake, Hamilton County
Town of Wilna: Natural Bridge Recreation Park	Town of Wilna - Jefferson County
Trail-Railroad Corridor Acquisition	Lewis County
Transient Hangar	Harrietstown NY, Franklin County
Triange of Excellence Games	Plattsburgh and Clinton
Village of Herrings Recreation Park Development	Village of Herrings - Jefferson County
Water System Upgrade	Chesterfield, Essex County
Waterfront Park & Interpretative Center	City of Plattsburgh, Clinton County
Waterway Restoration/Rebuild	Chesterfield/Essex County and Ausable/Clinton County
Whitaker Park Trail	Town of Martinsburg
Whiteface Mountain Vetrans Memorial Highway	Wilmington-Essex
Wilmington Local Waterfront Revitalization	Wilmington, Essex County

Project List – Total cost estimates (edited, see listings for details)	
Bonnie Castle Downs Racino	\$ 140,000,000
Destination Hotel in Clayton, NY	\$ 35,000,000
Stoneledge Resort at Schroon Lake	\$ 26,500,000
Fort Ticonderoga Visitor Center and Museum	\$ 25,000,000
New Hands-on, Interactive Exhibits at the Adirondack Museum Exhibitions Area (Big Tupper) Restoration as part of the Adirondack Club and Resort	\$ 25,000,000
The Adirondack Club and Resort	\$ 16,410,000
Imaginarium Children's Museum (of the North Country)	\$ 10,374,000
fairfield inn and suites	\$ 9,500,000
Schroon Lake Hospitality	\$ 8,500,000
Adirondack Public Observatory	\$ 8,200,000
Fort Ticonderoga Lake Champlain Tour	\$ 7,000,000
Fort Ticonderoga Lake Champlain Tour	\$ 7,000,000
Seagle Music Colony Theater	\$ 7,000,000
Saranac River Trail	\$ 6,500,000
Fort de la Présentation Interpretive Center	\$ 5,065,000
Whiteface Mountain Vetrans Memorial Highway	\$ 5,000,000
Adirondack International Speedway	\$ 4,510,000
The Strand Restoration Project	\$ 4,000,000
Destination Blueway: Waterfront Plan for the Villages of Carthage and West Carthage	\$ 3,523,887
Fort Ticonderoga French and Indian War Battlefield Restoration	\$ 3,000,000
Town of Cape Vincent - Water District No. 6 Tibbetts Point	\$ 3,000,000
Fort Ticonderoga On-Site Transportation	\$ 2,645,000
St. Lawrence County Visitors and Convention Center	\$ 2,500,000
Strand Theatre Restoration	\$ 2,300,000
Cerow Recreation Park Enhancement	\$ 2,200,000
Reconstruction of the 18th Century French Sawmill	\$ 1,500,000
Lake Champlain Winery & Bed and Breakfast	\$ 1,500,000
Carthage & West Carthage Housing Rehabilitation	\$ 1,500,000
Adirondack Scenic Railroad Extension of Service to Tupper Lake	\$ 1,200,000
Transient Hangar	\$ 1,200,000
Chasm Adventure Tour	\$ 1,000,000
Trail-Railroad Corridor Acquisition	\$ 1,000,000
Sackets Harbor - Hounsfield Trail System	\$ 870,000
Sackets Harbor-Hounsfield Trail System	\$ 870,000
Wilmington Local Waterfront Revitalization	\$ 800,000
Project List continued – Total cost estimates (edited, see listings for details)	

Carthage Main Street Program	\$ 800,000
Fort Ticonderoga Changing Exhibit	\$ 750,000
Tahawus Lodge Center	\$ 600,000
Ausable Adventures	\$ 500,000
Gaines Marina Dock Expansion	\$ 400,000
American Maple Museum	\$ 270,000
Fort Ticonderoga Media Tour	\$ 250,000
Waterway Restoration/Rebuild	\$ 250,000
Inner Sanctum Trail Repair/Rebuild	\$ 250,000
Rebuild High Falls Gorge	\$ 250,000
Town of Wilna: Natural Bridge Recreation Park	\$ 200,000
Chaumont Farm Market	\$ 200,000
Black River Trail Signage & Wayfinding Plan Implementation	\$ 180,000
Black River Navigational Hazard Mitigation	\$ 152,000
Screen on the Square	\$ 150,000
Final Expansion Phase, Lakeside Lodging	\$ 150,000
I Love New York Gateway Welcome Information Center	\$ 150,000
Copenhagen Village Park	\$ 100,000
Placid Gold Recreational Bike Trails	\$ 100,000
Lewis County Tourism Development and Marketing	\$ 75,000
Adirondack Hotel Flood Relief	\$ 70,000
Whitaker Park Trail	\$ 50,000
Water System Upgrade	\$ 50,000
Town of Long Lake Nature Trail & Waterfront Revitalization	\$ 25,000
Triange of Excellence Games	\$ 3,000
Village of Herrings Recreation Park Development	
Waterfront Park & Interpretative Center	
Name of Project:	
The Great Adirondack Recreational Trail	
Ogdensburg Waterfront Redevelopment Planning	
Saranac River Trail	

Project Name: The Adirondack Club and Resort
Project Location: Town of Tupper Lake, Franklin County
 Lead Business or Agency: Resort/Tourism Development

Preserves Associates LLC has proposed to develop a four-season resort in the Town of Tupper Lake, New York, to be known as the Adirondack Club. The overall project includes a re-developed ski area and lodge, inn, marina, spa, nature preserve, extensive network of cross-country skiing, hiking and biking trails and artist colony. The Adirondack Club and Resort will be located on the lands of and surrounding the former Big Tupper Ski Area east of NYS Route 30 and the former McDonald's Marina on the west side of Route 30. The resort will utilize a clustered design, which concentrates development within limited portions of the 6,236 ± acres. In keeping with the developer's commitment to the environment and the natural beauty of the region, approximately 5,714 acres of the 6,236 ± acres site will be left as open space. This yields a total development area of 522 acres or 8.4 percent. The Adirondack Club and Resort also includes 651 residential units in a variety of styles and ownership forms, including ski-in, ski-out townhouses and detached single-family homes. The major portion of the development will be concentrated in the areas at the base of the ski area and adjacent to the Town-owned golf course. There will be a fly-fishing school and a retail shop on the property offering outdoor gear and guided hunting and fishing tours. The following impacts are related to the resort aspects of the project. The ski area renovation project has been separately described.

Cost: \$Approximately \$225.536 million broken down as follows: \$10.374 million in non-residential construction costs and \$215.162 million in residential construction costs. Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$225536000	\$	\$	\$	\$	\$

How could assistance through the Regional Economic Development Council further this project? The Regional Economic Development Council could assist with leveraging investments in machinery, equipment, and building construction and renovation.

Number of jobs anticipated to be created: 443 new jobs are estimated to be created upon project completion with a total annual payroll of approximately \$3.6 million.

Status: (What best describes the status of this project?) Project: Fundraising/Seeking Investors

General time frame for completion: Five or more years away

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -		#
Conference -		
Attraction -	X	
Arts & Culture -		#
Recreation -	X	
Retailing -		#
Food & Beverage -	X	
Traveler Services -	X	

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.): With the renovation of the Ski Area and the development of amenities at the Adirondack Club and Resort, it is estimated that visits to the project will total 100,000 annually resulting in the additional expenditure of \$22.6 million in the local economy. In addition, assuming the 651 second homes in the proposed Adirondack Club and Resort are utilized as second homes, the dwellings associated with the project will yield 186,115 family-related person days of seasonal home use and 22,559 visitor-related days of seasonal home use. Therefore, occupants within the proposed resort are estimated to expend an additional \$9.29 million annually. When combined with the total expenditures from visits to the ski area, total annual expenditures are approximately \$31.89 million.

How do you plan to measure success? By the employment created and positions filled; the number of ski tickets sold, the number of project-related dwelling units occupied and the decrease in vacancy rate among commercial buildings within the central business district of the Village of Tupper

Website for reference:

Contact Information: Michael D. Foxman, Esq

Preserve Associates, LLC

*Elverson PA 19520
mdften@windstream.net*

Project Name: Adirondack Hotel Flood Relief
Project Location: Long Lake, Hamilton County
 Lead Business or Agency: Adirondack Hotel

In April of 2011 the Adirondack Hotel suffered over 130,000 dollars of damages and loss of income due to the business being closed for 10 days. Even though the Hotel had a mandated flood insurance, none of the reported damage was eligible for Flood Insurance Relief. A local, grassroots volunteer effort spearheaded a campaign to save the hotel and keep the hotel doors open as it supports 12 year round jobs and 32 season positions. If the hotel closed it would gravely impact the Town of Long Lake's economic hospitality driver. On the table for repair starting in November 2011 include - replacement of the Roof & winterizing, complete replacement of the front porch, repaving of the parking lot, repair and re-doing the kitchen floor, lobby floor and bar area. Reinforcing the structure in the basement, waterproofing and erosion control.

Cost: \$70000

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$70000	\$	\$	\$	\$	\$

How could assistance through the Regional Economic Development Council further this project? Support, developing a low-interest loan fund, incentives or grant process to help keep year round employees working. State relief on mandated business expenses that are not scaled to the region. Matching funding for losses incurred by unpredictable weather and for mandated flood insurance that doesn't pay and is not protected by FEMA

Number of jobs anticipated to be created: 2 year round

Status: (What best describes the status of this project?) Done Deal: Preparing for or Under Construction

General time frame for completion: Completion under 12 months

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -	X	
Conference -		
Attraction -		
Arts & Culture -		
Recreation -		
Retailing -		
Food & Beverage -	X	
Traveler Services -		

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.): Once the work is completed the Adirondack Hotel can complete and maintain its current infrastructure and update its rooms and service to attract more year round businesses.

How do you plan to measure success? Rooms rented, meals served.

Website for reference:

Contact Information: Carol Inserra
 Adirondack Hotel
 Long Lake NY 12847
 deerland@frontiernet.net

Project Name: Adirondack International Speedway

Project Location:

Lead Business or Agency: Lewis County Development Corporation

Destination tourism activities are a key component to growth in this part of our economy. The AIS has been in operation for approximately eight years and could grow to be a significant contributor as a destination. Currently the continued operations are in question due to financial issues. An influx of capital to improve this facility and stabilize its management and operations is needed for the Speedway to take steps forward..

Cost: \$\$3-4 million

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$	\$	\$	\$	\$	\$

How could assistance through the Regional Economic Development Council further this project? This facility is in need of cash flow assistance. Taxes and other fees and state agency requirements have made operations difficult and have added to the unforeseen expenses of operating such a facility. Low interest financing/grants would be very beneficial to this business.

Number of jobs anticipated to be created: 10-20

Status: (What best describes the status of this project?) This project is actively seeking financial assistance. Taxes and other regulations are working on being addressed.

General time frame for completion:

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -		
Conference -		
Attraction -	X	
Arts & Culture -		
Recreation -		#
Retailing -		
Food & Beverage -		
Traveler Services -		

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.): This project will positively affect the region because it will attract more people to the area and bring them through surrounding areas. This race track has the potential to boost the local economy in the summer months. Hotels, restaurants and local stores all stand to benefit from this race track becoming the tourist attraction it stands to become.

How do you plan to measure success? Website for reference:

Contact Information: Paul Lyndaker
8718 Cut Off Road, Castorland, NY
315-346-6624

Project Name: Adirondack Public Observatory
Project Location: Tupper Lake / Franklin County
 Lead Business or Agency: Town of Tupper Lake

The Adirondack Public Observatory seeks to construct and endow an integrated facility providing all those interested in astronomy, amateurs and professionals alike, access to the dark skies of the Adirondacks. The facility will be comprised of four main, interconnected elements on a 3.9 acre site atop a quiet, dark hill in Tupper Lake: 1 – A Roll-Off Roof Observatory with four fixed-mount telescope – This separate, roll-off roof observatory will house four permanent-mounted telescopes, a warming room, and an accessible bathroom. We anticipate hosting star parties and other programs from this facility. APO members and the public at large will have access to the APO telescopes, as well as the ability for use of personal telescopes for extended periods of assisted observations; 2 – An Astronomical Observatory with a robotic, internet capable research-grade 24- or 28-inch telescope sited in a suitably sized dome; 3 – An Astro-Science Center with planetarium, museum, education classrooms, and gift shop – the planetarium, with up to 40 seats, will allow projections of the Cosmos to be integrated with educational programs. Additionally, a central facility will contain computer stations, library, museum, a reception and business area; 4 – An Historic Observatory with a 16-foot diameter dome for historic telescopes, and will feature the notable Everest 12½" reflector.

Cost: \$5 - 7 Million

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$500000	\$100000	\$0	\$500000	\$500000	\$4000000

How could assistance through the Regional Economic Development Council further this project? Funding will support our expenses for architectural services, engineering services, and construction services

Number of jobs anticipated to be created: 10-12

Status: (What best describes the status of this project?) Project: Fundraising/Seeking Investors

General time frame for completion: Two to five years for completion

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -		
Conference -		#
Attraction -		
Arts & Culture -	X	
Recreation -	X	
Retailing -		
Food & Beverage -		
Traveler Services -		

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.): The Adirondack Public Observatory plans to operate its educational, museum, gift shop, planetarium 4 days per week, Thurs through Sunday, through the months of June, July, Aug and Sept and weekends throughout the months of Oct through May, with hours of 10 AM to 5 PM. The operation of the actual observatories (research and roll-off roof) will be on demand as staff and skies permit – there will be no fixed hours of operation. The Adirondack Public Observatory expects to be a complement to the existing Natural History Museum of the Adirondacks (Wild Center). As the Wild Center is focused on the earth, the APO is focused on the skies and represents a one / two opportunity to attract additional visitors to the area. Our projections for APO visitors on a seasonal basis is: Spring – 672; Summer – 2640; Fall – 672; and Winter 336.

How do you plan to measure success? Our success will be determined on two primary factors:

- 1 - A gradual buildup of visitors as we become known in the region for our daytime facilities - including educational programs, museum attraction, and planetarium operation;
- 2 - A gradual buildup of amateur and professional astronomers utilizing our research-grade telescope and our fixed-mount general use telescopes, taking advantage of the dark skies inherent in our location

Website for reference: www.apobservatory.org

Contact Information:

Keith Wells

*Adirondack Public Observatory
95 Park Street
Tupper Lake NY 12986
info@apobservatory.org*

Project Name: Adirondack Scenic Railroad Extension of Service to Tupper Lake

Project Location: Towns of Saranac Lake and Tupper Lake, Franklin County

Lead Business or Agency: Adirondack Scenic Railroad

The 119-mile Remsen to Lake Placid corridor of the Adirondack Scenic Railroad, which is operated by the Adirondack Railroad Preservation Society, has been owned by the State of New York since 1975 and is been managed by the state Department of Transportation. Composed of rights of way assembled for railroad construction in the 19th century, the corridor encompasses about 1,700 acres through six counties, 11 towns and three villages. Since 1993 the entire corridor has been listed on the National and State registers of Historic Places, which includes 23 buildings as well as the tracks and ties. The state created a master plan to guide the future of the corridor in 1996. A task force of DOT and Department of Environmental Conservation staff worked with a 24-member citizen advisory panel to develop a Unit Management Plan for the corridor. It involved public meetings that more than 500 attended. The end result reflected public comment: the best option for the corridor to have both an active rail line and compatible recreational uses. Quoted is an excerpt from the UMP: "In the case of the Remsen-Lake Placid corridor, rail use remains in the eyes of many not only the most appropriate use of the facility, but a viable use with the real potential to provide recreational, educational and economic benefits." Several years ago the Adirondack On Track Partnership was formed. It includes area communities and organizations, interested in bringing about economic redevelopment through the restoration of the railway between Saranac Lake and Lake Placid. The coalition recently announced the "On Track to Saranac" campaign to repair the 32 miles of railroad track between Tupper Lake and Saranac Lake. In addition to the track's repair and the extension of the Adirondack Scenic Railroad's operation from Saranac Lake, the project includes the construction of a year round recreational trail alongside the tracks. Rebuilding the tracks on the Adirondack Railroad corridor and widening it to accommodate other recreational uses is the right catalyst to grow our region's economy. Someday very soon, given the fickle state of the world oil industry, gasoline prices could top current European levels of \$6 or \$7 dollars a gallon. They may go higher as the demand for automobiles by people in China and other developing countries grows. Driving the family automobile five or six hours to the Adirondacks may soon become cost prohibitive for many. When that day comes, railroads will become popular again, both for the use of passengers and the shipment of freight. Anyone who has ever visited Europe knows how popular and affordable train travel there is. And, shipping via rail is already the best deal on the long haul. Like the trains of the 1930s and 1940s that brought scores of vacationers to the Adirondacks and its many lodges and hotels, the Adirondack Railroad could be a robust and profitable operation again, bringing thousands of visitors here every season. Skiers someday very soon may be able to board the train in New York City for a ski vacation in the Adirondacks. Sportsmen could visit for the hunting and fishing seasons and could be offloaded with their equipment at any point along the 119-mile corridor. And, telecommuting Adirondack residents in a "Forever Wired" Park could reach corporate offices in major population centers by rail relative ease. The Adirondack Railroad Preservation Society, which leases the line, is committed to \$250,000 for the rail restoration over the next three years. There is also funding available from the line's owner, the New York State Department of Transportation. Next Stop! Tupper Lake this month embarked on a \$400,000 fund drive entitled "On Track to Saranac." In addition to other grants received by the Town of North Elba, a \$1.2 million Federal Highway Administration grant was recently won by ANCA to allow the first phase to Ray Brook, which has been more than ten years in the making.

Cost: \$1,200,000 A recent study commissioned by AdkAction.Org estimated that upgrading the track to Tupper Lake to Class III (which allows train travel up to 60mph) would cost \$12.5 million. Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$	\$650000	\$	\$	\$1.2 million, plus value of donated services of Army	\$

How could assistance through the Regional Economic Development Council further this project? The Regional Economic Development Council could assist with leveraging restoration of the rail through assistance in purchasing needed materials for the Army Project.

Number of jobs anticipated to be created: The AdkAction.Org study, undertaken by Camoin Associates of Saratoga, N.Y. in consultation with the engineering firm of Barton and Loguidice, showed improving the railroad line so that tourist trains could run between Lake Placid and Tupper Lake (current)

Status: (What best describes the status of this project?) Project: Fundraising/Seeking Investors

General time frame for completion:

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -		
Conference -		
Attraction -	X	
Arts & Culture -		
Recreation -	X	
Retailing -		
Food & Beverage -		
Traveler Services -	X	

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.): Based on figures from the Northern New York Tourism and Travel Research Center at Potsdam SUNY, it is estimated that train riders spend on the average about \$125 per day when they visit an area. The expanded line, according to the AdkAction.Org study, would be expected to increase ridership from the current level of 14,000 per season to 24,500 and 80% of the new riders would be visitors. Their collective spending would be \$522,769 per year. That amount of spending would roll over in the local communities for an overall impact of \$758,000. If a trail was added to the railroad corridor, the study predicted that 18,000 nonresident bike riders would use it, generating another \$1.12 million in the region. If the trail could be used for snowmobiling in the winter, permitting riders to avoid the tracks, the study indicated 9,206 new snowmobile riders would be drawn to the area each winter, generating \$367,680 in new revenue to the region each winter.

How do you plan to measure success? By number of tickets sold, resulting employment created in the region, and multiplier effects on regional tourism.

Website for reference: <http://www.adirondackrr.com/>

Contact Information: *Bill Branson*
Adirondack Scenic Railroad
Thendara NY 13472

Project Name: American Maple Museum
Project Location: Village of Croghan, Lewis County
Lead Business or Agency: American Maple Museum

Phase I - Advance handicapped accessible compliance initiatives by purchasing equipment and installing a handicapped entrance and lift to the building at a cost of \$90,000. Phase II - \$90,000 weatherization initiative to install/refurbish windows & doors to the museum. Phase III - \$50,000 relocation of exhibits and upgrades. \$40,000 Engineering/Architectural Contingency Budget.

Cost: \$270000

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$5000	\$8000	\$	\$150000	\$	\$100000

How could assistance through the Regional Economic Development Council further this project? Funding support to complete the project provides ensures the museum provides sustainable opportunities to educate visitors about the maple industry and its importance to the local, regional and state economy.

Number of jobs anticipated to be created: 4-5 jobs

Status: (What best describes the status of this project?) Project: Fundraising/Seeking Investors

General time frame for completion: Completion under 12 months

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -		
Conference -		#
Attraction -	X	
Arts & Culture -	X	
Recreation -		#
Retailing -		#
Food & Beverage -		#
Traveler Services -		#

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.): Currently, the American Maple Museum serves as a destination to visitors through various bus tours. Therefore, it is expected that the number of visitors would increase significantly through the provision of handicapped accessible to the upper levels of

How do you plan to measure success? Providing a survey to visitors to identify the significance of the handicapped accessible museum displays at the various levels of the museum and the documentation of the number of visitors and brunches served to visitors. Also, documenting increased sta

Website for reference: www.lcida.org/maplemuseum.html

*Contact Information: Donald Mosher
 American Maple Museum
 9753 NYS Rt. 812
 Croghan NY 13327
 maplehalloffame@westelcom.com*

Project Name: Area (Big Tupper) Restoration as part of the Adirondack Club and Resort

Project Location: Town of Tupper Lake, Franklin County

Lead Business or Agency: Resort/Tourism/Recreation Development

Preserves Associates LLC has proposed to develop a four-season resort in the Town of Tupper Lake, New York, to be known as the Adirondack Club. The overall project includes a re-developed ski area and lodge, inn, marina, spa, nature preserve, extensive network of cross-country skiing, hiking and biking trails and artist colony. The Adirondack Club and Resort will be located on the lands of and surrounding the former Big Tupper Ski Area east of NYS Route 30 and the former McDonald's Marina on the west side of Route 30. The resort will utilize a clustered design, which concentrates development within limited portions of the 6,236 ± acres. In keeping with the developer's commitment to the environment and the natural beauty of the region, approximately 5,714 acres of the 6,236 ± acres site will be left as open space. This yields a total development area of 522 acres or 8.4 percent. A centerpiece of the Project will be the re-opening of the Big Tupper Ski Area under a structure that will make it self-sustaining, ensure its availability once again to the public and allow the Town of Tupper Lake and the Village of Tupper Lake to enjoy the attendant benefits. New commercial uses at the Ski Area will be limited so that most retail and commerce will be directed to the Village of Tupper Lake. The Ski Area will be professionally managed on a full-time basis. A new base complex will be developed with plans for a multi-purpose lodge designed for a variety of uses for all 4 seasons. Additional base area buildings planned include a learning center, health club, ski services building, ski patrol building, a gym and recreation center building and a spa. A restaurant will be located within the lodge. All of the architecture will be in the Adirondack vernacular. Unlike most other ski areas, this complex will be dominated by pedestrian circulation. Parking will be minimized at the base area and the great majority will be located in satellite lots. A car drop-off will also be developed, and a shuttle system will be the primary means of transporting skiers from the satellite lots to the Base area. The Lodge is actually a complex of buildings designed to evoke the rustic character of the classic Adirondack Great Camps. The Lodge complex will serve as a year round meeting place for visitors and residents, potentially hosting meetings, weddings, and Town/Village oriented community activities. It will be a segmented assembly including a clubhouse for recreation and large gatherings, a coffee shop/snack bar, a living room/library, bar/lounge, and restaurant. The various uses will share an interior corridor as well as outdoor walkways, decks, porches and terraces. During the winter months, the upper floors will function as the ski lodge. Throughout the year, food service will be available either from the snack bar/coffee shop or the restaurant. On the south side of the Lodge structures, there will be an adjoining common terrace that will serve large gatherings (150 to 200 people) for outdoor dining and recreation. A small expansion to the Ski Area known as the West Face Expansion is proposed that will include the addition of a chairlift and a limited number of ski trails. This is necessary to support additional ski in/ski out housing which is an integral component of the project

Cost: \$\$16.41 million

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$\$16.41 million	\$	\$	\$	\$	\$

How could assistance through the Regional Economic Development Council further this project? The Regional Economic Development Council could assist with leveraging investments in machinery, equipment, and building construction and renovation.

Number of jobs anticipated to be created: 81 new jobs are estimated to be created upon project completion with a total annual payroll of approximately \$1.04 million.

Status: (What best describes the status of this project?) Project: Fundraising/Seeking Investors

General time frame for completion: Five or more years away

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -		#
Conference -		
Attraction -	X	
Arts & Culture -		#
Recreation -	X	
Retailing -		#
Food & Beverage -	X	
Traveler Services -	X	

Project Name: Ausable Adventures
Project Location: Clinton County/Town of Ausable and Peru
Lead Business or Agency: The Kayak Shack

Riverfront outdoor adventure center that includes kayak, stand up paddleboard and paddle boat rentals, tours, lessons, tubing, and kayak fishing guide service for water activities. This family oriented adventure center also includes an aerial adventure tree top course(s) with up to 20-30 elements with various levels of difficulty, obstacles and games on surrounding land. This would also offer an opportunity for team building challenges for families or corporations. The land would lend itself to be a great area for hiking, picnics and bike riding which also would offer tree top camping.

Cost: \$500000

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$50000	\$	\$	\$450000	\$	\$

How could assistance through the Regional Economic Development Council further this project? assistanc in required permit process, grant writing, securing low interest funding, and marketing

Number of jobs anticipated to be created: 15-20

Status: (What best describes the status of this project?) Proposal: Planning Stages

General time frame for completion: Completion under 12 months

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -		
Conference -		#
Attraction -	X	
Arts & Culture -		
Recreation -	X	
Retailing -		#
Food & Beverage -		
Traveler Services -		

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.): attendance projection 300-600 per day. Visitors could enjoy the center for a few hours up to a full day which could lead to overnight possibilities.

How do you plan to measure success? Monitor attendance goals year to year including repeat customers. Customer satisfaction survey results.

Website for reference: similiar aerial adventure park at (watch video) www.outplayadventures.com/Outplay-Adventures-c20.html

Contact Information: Patty Husband
 The Kayak Shack
 Plattsburgh NY 12901
 patty@kayak-shack.com

Project Name: Black River Navigational Hazard Mitigation

Project Location: Lewis County

Lead Business or Agency: Lewis County Soil and Water Conservation District

Regional organizations, including TPA's, river communities and local sportsmen are interested in improving and promoting the Black River as a small boat, slow water, outdoor recreational destination. As a result the U.S. Army Corps of Engineers was commissioned to study the 42-mile flatwater section of the river in Lewis County, from Lyons Falls to Carthage, and to make recommendations for remediation of 23 man-made or natural navigational impediments in that section of the 114-mile river. The Lewis County section is generally known as the "Black River Flats" because of the relatively gentle grade and wide floodplain. The Flats offer good fishing, good water quality, sandy shoals and modest river current that is well suited for "small" boat recreation. The Black River is designated as a Blueway Trail, which also spans Oneida and Jefferson Counties. The Blueway complements the Black River Trail Scenic Byway project and lies within the Black River Watershed. In short, the Black River is one of the key recreational assets to not only to Lewis County but the Tug Hill Region. There are already successful small paddling events in this stretch of the river. The ability to connect communities and events via the river makes good economic sense and is key to marketing the Black River as a destination. Alone, the small, rural communities may have little to draw visitors in, but when connected via the river there are collectively many points of interest to entice travelers. Most river hazard sites have more than one remedial alternative. This request is for the cost of complete obstacle removal. The adjacent municipalities and relevant organizations (River Area Councils of Governments, Tug Hill Commission, Town/Villages of Carthage, West Carthage, Champion, Greig, Lowville, Lyons Falls, Martinsburg, New Bremen, and Wilna, and the Lewis County Soil and water Conservation District) have already invested \$50,000 in in-kind services (public meetings, GIS services) toward the completion of the Army Corp Study which concluded in 2006. Additionally, the town of Martinsburg, as lead agent for the 37 river municipalities has successfully administered over \$316,000 in resources for river access improvements at Dexter and Lyons Falls, to produce a Black River Guide, develop a Signage & Wayfinding Plan for the Blueway/ Byway, designs for two Forestport river parks, production of a 'marketing toolkit' for TPA and communities to market themselves, and ongoing development of the www.blackriverny.com website. Funding the navigational hazard removal project will leverage substantial State and local investment to date.

Cost: \$152000

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$	\$	\$10000	\$132000	\$	\$10000

How could assistance through the Regional Economic Development Council further this project? This project will be impossible to fund without assistance from the NCREDC.

Number of jobs anticipated to be created: 3

Status: (What best describes the status of this project?) Project: Fundraising/Seeking Investors

General time frame for completion: Completion in 12-24 months

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -		
Conference -		
Attraction -		#
Arts & Culture -		
Recreation -	X	
Retailing -		
Food & Beverage -		
Traveler Services -		#

Contact Information:

Nichelle Billhardt
Lewis County Soil and Water Conservation District
Lowville 13367 NY 13367
nbillhardt@lewiscountyny.org

Project Name: Black River Trail Signage & Wayfinding Plan Implementation

Project Location: Black River Corridor: Jefferson, Lewis, & Onieda

Lead Business or Agency: Lewis County Planning Dept.

This request is for the first phase of the implementation of the Black River Trail Signage & Wayfinding Plan (Plan). The Plan is currently in Final Draft form awaiting edits and official (re)designation of the Black River Trail Scenic Byway, which will likely occur during the fall legislative session. The Plan makes signage and wayfinding recommendations for the Black River Trail, which is a combination of the Black River Scenic Byway and the Black River Blueway Trail. The projects, although partially funded under separate programs, overlap geographically and chronologically. It is clear that a consistent branding and signage fabrication/installation effort will save public funds and avoid much confusion and sign clutter. Additionally, the adjacent communities are interested in making sure that the Plan reflects the character and needs of their own communities, as well as the corridor as a whole. This Plan was born out of a highly participatory public process, which has continued into the implementation phase. Public input is the impetus of the Byway route change and pending (re)designation. In 1992 its route had connected Rome with Ogdensburg, but in 2003 the regional effort to split that route into two Scenic Byways that better portray the scenery and experiences to be found along its route--to actually follow the Black River! The new Black River Trail connects Rome – near the headwaters of the Black River – to the community of Dexter, where the Black River flows into Lake Ontario. The new Maple Traditions Scenic Byway now follows the northern half of the former route of the Black River Trail and connects Lowville to Ogdensburg, taking the Byway traveler through the maple syrup producing and agricultural region of Northern New York. Since the Signage & Wayfinding Plan is a combination of the Scenic Byway and the Blueway Trail, the primary efforts to create a unique sign system that will be used along the route along with develop a meaningful wayfinding plan. The wayfinding plan recommendations are focused on developing a straightforward path for visitors to follow. It clarifies options and reduces conflicting information, as well as reinforcing published directions. These tactics will result in a pleasant experience for the first-time visitor and: -Help visitors find the Scenic Byway -Guide them toward the various segments on the Blueway Trail -Help them find a place to park -Inform them of what the Scenic Byway and Blueway Trail have to offer -enhance the experience of its many amenities. The signs identified in this program that will accomplish this include: -interstate and MUTCD signs - vehicle wayfinding -byway identification -community identification -tourist Oriented Directional (TOD) -destination Markers -Black River Access markers -Pedestrian/ cyclist/ paddler wayfinding bikeway markers visitor information kiosks blueway trail waterway markers - Interpretive exhibits The first phase will focus on signage in key locations and roll out when funding becomes available.

Cost: \$180000

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$	\$10000	\$10000	\$150000	\$	\$10000

How could assistance through the Regional Economic Development Council further this project? The 50+ communities in the Black River Corridor have already contributed over \$150,000 in cash or in-kind investment. These communities will continue to support and supplement State investment in connecting their communities as a tourism destination. Signage, while critical to driving visitor's to our communities and businesses is difficult for county and local governments to budget for. This project will be difficult, if not impossible, to fund without the support of the REDC.

Number of jobs anticipated to be created: 3

Status: (What best describes the status of this project?) Project: Fundraising/Seeking Investors

General time frame for completion: Completion in 12-24 months

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -		#
Conference -		
Attraction -		#
Arts & Culture -		#
Recreation -		#
Retailing -		#
Food & Beverage -		#
Traveler Services -	X	

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.): TBD

How do you plan to measure success? Traveler exit surveys, community feedback, other criteria to be determined.

Website for reference:

Contact Information:

*Renee Beyer
Lewis County Planning
Lowville NY 13367
rbeyer@lewiscountyny.org*

Project Name: Bonnie Castle Downs Racino
Project Location: Alexandria Bay, Jefferson County
Lead Business or Agency: Don Cole & Marc Fernandez

Project to convert Bonnie Castle Downs to a harness track and "racino." Includes hotel, 500 seat theatre, 30,000 sq. foot casino, and 125 room hotel. Project depends upon approval of NYS license.

Cost: \$140000000

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$140000000	\$	\$	\$	\$	\$

How could assistance through the Regional Economic Development Council further this project? Project needs license issuance from NYS. Water and sewer infrastructure at US81 and Route 12 will likely need upgrades.

Number of jobs anticipated to be created: 400

Status: (What best describes the status of this project?) Proposal: Planning Stages

General time frame for completion: Completion in 12-24 months

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -		#
Conference -		#
Attraction -	X	
Arts & Culture -		
Recreation -		#
Retailing -		
Food & Beverage -		#
Traveler Services -		

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.):

How do you plan to measure success?

Website for reference:

Contact Information:

Project Name: Carthage & West Carthage Housing Rehabilitation
Project Location: Villages of Carthage & West Carthage, Jefferson County
Lead Business or Agency: Village of Carthage

\$1.2 million housing rehab projects over the next 6 years using a 3-phased approach to improve the low-moderate housing stock in the villages that support local efforts to provide affordable housing in the Fort Drum area.

Cost: \$\$1.2 million

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$	\$	\$	\$	\$	\$

How could assistance through the Regional Economic Development Council further this project?

Number of jobs anticipated to be created:

Status: (What best describes the status of this project?) Project: Fundraising/Seeking Investors

General time frame for completion: Five or more years away

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -		
Conference -		
Attraction -		#
Arts & Culture -		
Recreation -		#
Retailing -	X	
Food & Beverage -		#
Traveler Services -		

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.):

How do you plan to measure success?

Website for reference:

Contact Information: John McHugh
 CIDC/EDCC
 Carthage NY 13619
 jmchugh@nnyemail.com

Project Name: Carthage Main Street Program
Project Location: Village of Carthage
Lead Business or Agency: Carthage Industrial Development Corporation

Commercial & Residential Building Restoration to existing buildings in the downtown commercial district involving approximately 20 units.

Cost: \$800000

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$	\$	\$	\$	\$	\$

How could assistance through the Regional Economic Development Council further this project?

Number of jobs anticipated to be created: create/retain 20 jobs

Status: (What best describes the status of this project?) Proposal: Planning Stages

General time frame for completion: Two to five years for completion

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -		
Conference -		
Attraction -		#
Arts & Culture -		
Recreation -		#
Retailing -	X	
Food & Beverage -		#
Traveler Services -		

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.): Business development activity along main street and location of businesses in vacant store fronts.

How do you plan to measure success? Annual monitoring of properties according to program regulations and report mechanisms to document success.

Website for reference:

Contact Information: *john McHugh*
 Carthage Industrial Development Corporation
 Carthage NY 13619
 jmchugh@nynymail.com

Project Name: Cerow Recreation Park Enhancement
Project Location: Clayton, Jefferson County, New York
 Lead Business or Agency: Town of Clayton

The Town of Clayton is planning upgrades, renovations and additions to the current Cerow Recreation Park complex in Clayton, NY. These enhancement may include upgrades to the Arena including showers and modifications to allow for better acoustics, upgrades to the public Pool, and upgrades to the grounds. The goal is to not only more effectively serve our local community, but also to entice a larger tourism market to the region.

Cost: \$1.5 million

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$50000	\$50000	\$700000	\$700000	\$0	\$0

How could assistance through the Regional Economic Development Council further this project? Assistance through the REDC could both add credibility to the project and further attempts for funding for the project. As the facility is a public venue, the goal is to access as much grant funding as possible. The completion of this project will undoubtedly further our region in the ability to draw tourists, especially for larger events and shows.

Number of jobs anticipated to be created: There is the potential to add 2-3 jobs.

Status: (What best describes the status of this project?) Proposal: Planning Stages

General time frame for completion: Completion under 12 months

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -		#
Conference -	X	
Attraction -	X	
Arts & Culture -	X	
Recreation -	X	
Retailing -		#
Food & Beverage -		#
Traveler Services -		

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.): We feel that this proposed project will attract a great number of new visitors through the additional events and shows that the project will allow to be hosted at the venue.

How do you plan to measure success? We plan to measure success through the increase in the number of events and shows that are hosted, as well as through the admission numbers of each show.

Website for reference: www.townofclayton.com

Contact Information: *Justin A. Taylor, Supervisor
 Town of Clayton
 Clayton NY 13624
 jataylor@townofclayton.com*

Project Name: Chasm Adventure Tour

Project Location: Chesterfield/Essex Couty and Ausable/Clinton Couty

Lead Business or Agency:

Creation of a more adventurous tour that would satisfy a current demand and be more flood resistant than other offerings. The new tour is anticipated to be a combination of zip lines, tyrolean traverses, and rope bridges that would bring a new level of adventure to Ausable Chasm. The tour location would be entirely located in the Upper Chasm, preserving the traditional trails/vistas that were available for 140+ years. The Upper Chasm has been destroyed four times since 1996 (2x in 1996 and 2x in 2011) and there are no plans to rebuild as it was. The Adventure Tour is the only viable option for using this flood-prone section of the property.

Cost: \$1000000

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$	\$	\$	\$	\$	\$

How could assistance through the Regional Economic Development Council further this project?

Number of jobs anticipated to be created: 15

Status: (What best describes the status of this project?) Idea: Feasibility Investigation

General time frame for completion: Completion in 12-24 months

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -		#
Conference -		
Attraction -	X	
Arts & Culture -		
Recreation -	X	
Retailing -		#
Food & Beverage -		#
Traveler Services -		

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.): Admssions/income would both be expected to increase with such an offering. It is estimated that up to 1 million annually can be generated from such an activity.

How do you plan to measure success? Attendance/admissions

Website for reference:

Contact Information: *Tim Bresett*
Ausable Chasm
2144 Route 9
Ausable Chasm NY 12911
tim@ausablechasm.com

Project Name: Chaumont Farm Market
Project Location: Chaumont, NY Town of Lyme, Jefferson County
Lead Business or Agency: Town of Lyme Board

To remediate an abandoned gas station/store for use as a market for local farm products, as well as local artisan made items. The gas station is perfectly located at the entrance to the Village of Chaumont, on the Seaway Trail. Many local farmers have already expressed interest in having a store nearby to sell their products. An Internet site would enable year round sales. Lyme Central School student group Future Business Leaders presented the idea at Jefferson Community College Entrepreneurship Day and won 2nd place. Students and residents are willing to help with clean up after soil contamination is remediated.

Cost: \$150,000 soil clean up costs, 50,000 to renovate store.

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$	\$5000	\$5000	\$190000	\$	\$

How could assistance through the Regional Economic Development Council further this project? Outside funding from any agency is needed to assist with clean up costs.

Number of jobs anticipated to be created: 5-20 store employees, dozens of small business and farmers.

Status: (What best describes the status of this project?) Proposal: Planning Stages

General time frame for completion: Completion in 12-24 months

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -		
Conference -		
Attraction -		#
Arts & Culture -	X	
Recreation -		
Retailing -	X	
Food & Beverage -	X	
Traveler Services -	X	

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.): Anticipated hundreds of visitors and residents stopping for fresh, local foods and goods.

How do you plan to measure success? Store must be sustainable, provide enough income for store employees and farmers and local artisans to make a profit from their goods.

Website for reference: Web site to be developed.

Contact Information: Anne Harris
 Town of Lyme Council
 12175 NYS RT. 12E
 Chaumont NY 13622
 booharris@twcny.rr.com

Project Name: Copenhagen Village Park
Project Location: Village of Copenhagen - Lewis County
Lead Business or Agency: Village of Copenhagen

Park enhancements to downtown waterfront area to enhance opportunities that will sustain existing commercial retail businesses through the tourism industry while enhancing the quality of life of residents. Serving as a destination on pedestrian trails in the village, the park project will provide amenities that include a gazebo/open air pavillion, benches, pedestrian walkways and landscaping.

Cost: \$100000

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$	\$	\$	\$	\$	\$

How could assistance through the Regional Economic Development Council further this project?

Number of jobs anticipated to be created: 1 job retained/created

Status: (What best describes the status of this project?) Done Deal: Preparing for or Under Construction

General time frame for completion: Completion under 12 months

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -		
Conference -		
Attraction -	X	
Arts & Culture -		#
Recreation -	X	
Retailing -		#
Food & Beverage -		#
Traveler Services -		

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.):

How do you plan to measure success?

Website for reference:

Contact Information: Ken Clarke
 Village of Copenhagen
 Copenhagen NY 13626
 vcopenhagen@centralny.twcbc.com

Project Name: Destination Blueway: Waterfront Plan for the Villages of Carthage and West Carthage

Project Location: Villages of Carthage & West Carthage, Jefferson County

Lead Business or Agency: Carthage/West Carthage

Implement recommendations outlined in the Waterfront Development plan that will interconnect the commercial downtown & waterfront areas to existing trails using a 12-step/phased approach. Building upon successful downtown revitalization initiatives, the project enhances opportunities to attract sustainable development through the tourism industry - e.g. hotels, eateries, niche & service businesses, etc.

Cost: \$\$3 million

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$	\$	\$600000	\$2400000	\$	\$

How could assistance through the Regional Economic Development Council further this project? Provide ongoing funding support to enhance existing recreational park facilities as a community development initiative to attract business development through the tourism industry.

Number of jobs anticipated to be created: 43 jobs retained/created

Status: (What best describes the status of this project?) Project: Fundraising/Seeking Investors

General time frame for completion: Five or more years away

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -		#
Conference -		
Attraction -	X	
Arts & Culture -	X	
Recreation -	X	
Retailing -		#
Food & Beverage -		#
Traveler Services -		#

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.): Participant count identifying increases in the numbers of visitors/tourists attracted to outdoor recreation facilities/activities

How do you plan to measure success? Local Survey of visitors attracted to destinations/events located in the area to identify increased participation rates. Obvious # of new retail businesses in the downtown areas as well as census information associated with incomes & commercial job oppor

Website for reference: <http://villageofwestcarthage.org/content/Generic/View/10:field=documents;/content/Documents/File/28.pdf>

Contact Information: Kathy Amyot
NYS Tug Hill Commission
317 Washington Street
Watertown NY 13601
kathy@tughill.org

Project Name: Destination Hotel in Clayton, NY

Project Location: Clayton

Lead Business or Agency: Clayton Local Dev.Corp

Clayton LDC & Town of Clayton have been working with a developer to bring a destination hotel to the former Brownfield/Frink property along the St. Lawrence River. The developer has determined there is sufficient demand to warrant the development of a new hotel & conference center. Initial plans for the hotel include 120+ guest rooms, conference space, indoor pool, restaurant, and bar. The five story hotel will evoke designs of the historic hotels of the area.

Cost: \$approximately \$35 million

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$approx 90%	\$	\$	\$?	\$250000	\$

How could assistance through the Regional Economic Development Council further this project? Assistance is needed for infrastructure costs and gap funding.

Number of jobs anticipated to be created: minimum of 90 FTE, possibly more

Status: (What best describes the status of this project?) Project: Fundraising/Seeking Investors

General time frame for completion: Completion in 12-24 months

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -	X	
Conference -	X	
Attraction -	X	
Arts & Culture -		#
Recreation -		#
Retailing -		
Food & Beverage -	X	
Traveler Services -		#

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.): Based on economic impact information provided by the developers, it is anticipated the hotel will generated \$3.6 million in room revenues the first year of operation, increasing with each following year. Also estimated in the first year of operation ar

How do you plan to measure success? The developer has measures in place for their existing hotels to measure success. Partnering with municipal agencies, the developer is able to track hotel revenues, wages, community economic spinoff, bed tax, county benefits and NYS benefits.

Website for reference:

*Contact Information: Kristi Dippel
Clayton LDC
Clayton NY 13624
cdc@townofclayton.com*

Project Name: fairfield inn and suites
 Project Location: plattsburgh,clinton
 Lead Business or Agency: Marriott

92 rooms hotel with small meeting rooms no restaurant

Cost: \$8.5m

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$1.5m	\$	\$	\$	\$	\$bank

How could assistance through the Regional Economic Development Council further this project? need bank who can finance the project

Number of jobs anticipated to be created: sam sheni

Status: (What best describes the status of this project?) Project: Fundraising/Seeking Investors

General time frame for completion: Completion in 12-24 months

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -	X	
Conference -		
Attraction -		
Arts & Culture -		
Recreation -		
Retailing -		
Food & Beverage -		
Traveler Services -		

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.): room revenue for 1st year 2.1m

How do you plan to measure success? advertisement,company

Website for reference:

Contact Information: sam sheni
 Route 3 development LLC
 plattsburgh NY 12901
 hiplbny@westelcom.com

Project Name: Final Expansion Phase, Lakeside Lodging

Project Location: Westport, NY Essex County

Lead Business or Agency: Normandie Beach Resort

It is with great enthusiasm and hope that we submit this request. We are two very stubborn small business owners who have taken on a most worthwhile business transition during what developed into an economical roller coaster ride. To date, the transition described herein has been more positive than we could have even imagined which is why we endured the hits we took throughout the process. Since 1970, the applicant and his wife have owned and operated a children's summer camp on the shores of Lake Champlain in the very small town of Westport, New York. As the calendar turned to 2000, we began to talk very seriously about our future, the future of the children's camping industry and the magnificent property on which then Camp Normandie was situated. The most logical progression was to move from children's camping to that of tourism and a family resort. The property was ours, the toys all in place, the buildings sound, and we, the owners, optimistic about the change. It would entail interior renovation to all the children's and staff cabins(17), installation of an in ground pool, renovation of the dining hall into a restaurant for parties and other functions and a lakeside cabin into a lakeside, more casual restaurant. Piece of cake, right? The process began in 2003 when the Adirondack Park Agency took jurisdiction over the "change of use" from children's camp to tourism accommodation. The APA was very much in support of this transition and very helpful with the process, while at the same time, required some huge expenses we had not anticipated. Due to the historical nature of the property, there would be an archeological study required. Also of course the environmental assessment and thirdly and most costly, they required our septic system be both new and moved. However, we took one step at a time and move ahead. With great support from Glens Falls National Bank and our own investment of both time and money, ten months later with APA permit in hand, Normandie Beach Resort opened its doors for its first season in June of 2006. While the renovation not complete, we were able to offer 8 cottages for rent, fine dining in the old dining hall now called The Furnace Point Grill and daily use of the property by our community, (a huge objective of this project). With our 1000 feet of lake frontage, residents of our area could for the first time have quality access to our great lake without owning lakeside property themselves. Children could swim, sail, canoe, kayak and much more. Families would have a lakeside option for weddings, anniversaries, birthday parties, corporate retreats and family reunions. As the first season ended, we hit the ground running to continue the renovations. This would include expanding the Coco Café, the lakeside dining restaurant, due to popular demand and 5 more cottages. We turned to the Lake George/Lake Champlain Regional Planning Board and received financial support to enlarge the Coco Café and continue with the renovations. Similarly, after the second year, further expansion of the Coco Café was clearly warranted and the Essex County Industrial Development Agency supported that effort. The transition of Camp Normandie into Normandie Beach Resort has been a very challenging process. After careful examination of sources of funds and cost estimates we moved ahead with the plan. Shortly thereafter, hurricane Katrina hit and the costs of building materials and all petroleum products increased 4 fold. With the project well off the ground, there was no turning back. Costs have never recovered and as a result the final renovations described herein are yet to be done. What keeps us going after 6 years without a day off, is the positive impact Normandie Beach Resort has had on our community. The gained access to our glorious property, increase in local hiring, increase in tourism to our sleepy town of Westport and public access to our restaurants has all been extraordinarily received. Although the financial burden was more than we ever anticipated, the positive reception and promise for financial success is what keeps us going. This request is for funds to finalize the renovations. There are 4 cottages left to be renovated. Three of them require major demolition and re-construction, one of them a simple renovation and lastly, an upgrade and expansion to our docking system. Lake access for our guests is paramount to our success. All permitting is in place and we have the rubber stamp from both the town of Westport and the APA. It is with all of that in mind, that we are requesting your consideration of granting the funds for this project. We have been through tough times, both economical and personal, with this transition and feel like a Cinderella story of small business owners who do not give up regardless of the hurdles we encounter. To finish off these renovations would be very significant to our community, creating more local jobs and tourism income, but a huge personal accomplishment for us as well.

Cost: \$150000

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$	\$	\$	\$	\$	\$100% NCREDC

How could assistance through the Regional Economic Development Council further this project? We have exhausted all funding sources for the reasons described above. You are our only option right now.

Number of jobs anticipated to be created: If the full stage is completed, ten new jobs, easily, maybe more.

Status: (What best describes the status of this project?) Project: Fundraising/Seeking Investors

General time frame for completion: Completion under 12 months

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -	X	

Conference -	X	
Attraction -	X	
Arts & Culture -		
Recreation -	X	
Retailing -		
Food & Beverage -	X	
Traveler Services -	X	

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.): 4 new cottages would afford an additional \$1440 new visitors per season, an increase in revenue of \$80,640 in lodging alone, not including ancillary services in the restaurant, etc....

How do you plan to measure success? Increased revenue, attraction of larger groups/weddings, etc.

Website for reference: www.normandiebeachresort.com

Contact Information: Molly or Waldemar Kasriels
 Normandie Beach Resort
 Westport NY 12993
 normandiebeachresort@gmail.com

Project Name: Fort de la Présentation Interpretive Center
Project Location: Ogdensburg, St. Lawrence County
Lead Business or Agency: Fort de la Présentation Association

The Fort La Présentation Association has been fortunate in acquiring approximately 21 acres that makes up a significant portion of the original site of the Fort. For years our 501 C 3 corporation has worked toward our goal of reconstructing this historic French mission fort. The Fort Association's property in Ogdensburg, New York, is at the confluence of the St. Lawrence and Oswegatchie Rivers. Research and development at the property continues with the cooperation with the New York State Office of Parks and Historic Preservation. Our architectural and site plan design work has been awarded to Foit-Albert Associates, Buffalo, New York. The historic Abbé Picquet monument, relocated to the Fort project site in 2009. ■ Interpretive Center offering displays, educational opportunities and events space. The building will also provide a permanent home for the Ogdensburg Chamber, which will help us staff a Welcome Center for visitors to the Fort site, community and region. ■ Reconstructed Fort, including a chapel, missionary's quarters, commandant's house and barracks. ■ Native American village with longhouses and cabins. ■ Lawn amphitheatre seating, open field for reenactments and other events, picnic area, walking trails, river vistas. ■ Parking, dockage and encampment areas for reenactments – visitors to the site can arrive by land or water to enjoy major events or a personal encounter with history.

Cost: \$5000000

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$	\$	\$	\$	\$	\$

How could assistance through the Regional Economic Development Council further this project? Need funding

Number of jobs anticipated to be created:

Status: (What best describes the status of this project?) Project: Fundraising/Seeking Investors

General time frame for completion: Two to five years for completion

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -		
Conference -		#
Attraction -	X	
Arts & Culture -	X	
Recreation -		#
Retailing -		#
Food & Beverage -		#
Traveler Services -		#

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.): As a major heritage site, the completed Fort project has the potential to attract as many as 145,000 visitors and generate \$4.3 million annually in direct revenues and \$10.8 million in overall economic benefits. ■ Enhances waterfront resources – The Fort Project reclaims a 22-acre abandoned brownfield site on the St. Lawrence River, supporting and encouraging additional and related development along Ogdensburg's shoreline.

How do you plan to measure success?

Website for reference: www.fort1749.org

Contact Information:

Fort La Présentation Association

*Ogdensburg, NY 13669-6749
315-394-1749*

Project Name: Fort Ticonderoga Changing Exhibit

Project Location: Ticonderoga, Essex

Lead Business or Agency: Fort Ticonderoga

Fort Ticonderoga's stories encompass an enormous breadth of cultural topics, which will enable the Fort to reach a broad range of audiences. Drawing from this strength, the Fort will stage changing exhibits that interpret various popular topics. For instance, the Fort is developing an exhibit on chocolate, including the use of chocolate in eighteenth, nineteenth, and twentieth century America

Cost: \$750000

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$150000	\$500	\$	\$50000	\$50000	\$

How could assistance through the Regional Economic Development Council further this project? Funding for the proposed project can provide needed incentive and resources to build a premier exhibition and therefore further developing Fort Ticonderoga as a major destination.

Number of jobs anticipated to be created: 10

Status: (What best describes the status of this project?) Proposal: Planning Stages

General time frame for completion: Completion in 12-24 months

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -		
Conference -		
Attraction -	X	
Arts & Culture -	X	
Recreation -		
Retailing -		#
Food & Beverage -		#
Traveler Services -		

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.): Fort Ticonderoga is in the process of a strategic master plan that will make detailed projections and guide further development of this project. This project is envisioned to increase tourism demand to the region by significantly improving the quality of

How do you plan to measure success? Success will be measured though audience growth and development, including increasing length of stay in the region by promoting the Fort as a "must see" attraction while visiting this market.

Website for reference: There is information on the broader planning process at <http://www.fortticonderoga.org/newsroom/detail/id/43>

Contact Information: *Beth Hill*
Fort Ticonderoga
Ticonderoga NY 12883
bhill@fort-ticonderoga.org

Project Name: Fort Ticonderoga French and Indian War Battlefield Restoration

Project Location: Ticonderoga, Essex

Lead Business or Agency: Fort Ticonderoga

Fort Ticonderoga's French and Indian War Battlefield (known as Carillon Battlefield) is one of the true hidden gems of the Adirondack region. Preserved on the Carillon Battlefield is the largest series of untouched 18th-century earthworks surviving in North America. This project will restore and preserve key components of the battlefield, and create an enhanced experience to give visitors a multi-sensory experience of the 1758 Battle of Carrillon, during which 4,000 French defender s repelled an attack by 16,000 British troops. This battle is a dramatic illustration of why Fort Ticonderoga is truly the "key to the continent". This project will also enable the Fort to more effectively target Canadian visitation, by emphasizing connections with the heritage of Quebec.

Cost: \$3000000

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$1000000	\$1000000	\$	\$500000	\$500000	\$

How could assistance through the Regional Economic Development Council further this project? I could provide matching funds generated by private and non-profit sources which would enable to the project.

Number of jobs anticipated to be created: 15

Status: (What best describes the status of this project?) Proposal: Planning Stages

General time frame for completion: Two to five years for completion

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -		
Conference -		
Attraction -	X	
Arts & Culture -		#
Recreation -		
Retailing -		
Food & Beverage -		
Traveler Services -		

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.): Fort Ticonderoga is in the process of a strategic master plan that will make detailed projections and guide further development of this project. This project is envisioned to increase tourism demand to the region by significantly improving the quality of

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Website for reference: There is information on the broader planning process at <http://www.fortticonderoga.org/newsroom/detail/id/43>

Contact Information:

Beth Hill

Fort Ticonderoga
Ticonderoga NY 12883
bhill@fort-ticonderoga.org

Project Name: Fort Ticonderoga Lake Champlain Tour

Project Location: Ticonderoga, Essex

Lead Business or Agency: Fort Ticonderoga

Ticonderoga comes from an Iroquois word meaning "land between the waters." This experience will provide an interpretive tour of Fort Ticonderoga's strategic importance on Lake Champlain by creating a boat launch and boat tour of the Lake near the historic landing of Samuel de Champlain in 1609. Boat tours will enable Fort Ticonderoga to also interpret the natural beauty of the region, as well as the Fort's Mt. Independence property. Evening boat tours will also be offered, combined with dinner for an unparalleled evening experience.

Cost: \$7000000

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$2500000	\$2500000	\$	\$1000000	\$1000000	\$

How could assistance through the Regional Economic Development Council further this project? Funding for this project through the Regional Economic Development Council will enable private and non-profit investment to achieve the completion of the project.

Number of jobs anticipated to be created: 30

Status: (What best describes the status of this project?) Proposal: Planning Stages

General time frame for completion: Two to five years for completion

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -		
Conference -		
Attraction -	X	
Arts & Culture -		#
Recreation -	X	
Retailing -		
Food & Beverage -		
Traveler Services -		

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.): Fort Ticonderoga is in the process of a strategic master plan that will make detailed projections and guide further development of this project. This project is envisioned to increase tourism demand to the region by significantly improving the quality of

How do you plan to measure success? Success will be measured though audience growth and development, including increasing length of stay in the region by promoting the Fort as a "must see" attraction while visiting this market.

Website for reference: There is information on the broader planning process at <http://www.fortticonderoga.org/newsroom/detail/id/43>

Contact Information:

Beth Hill

Fort Ticonderoga
Ticonderoga NY 12883
bhill@fort-ticonderoga.org

Project Name: Fort Ticonderoga Lake Champlain Tour

Project Location: Ticonderoga, Essex

Lead Business or Agency: Fort Ticonderoga

Ticonderoga comes from an Iroquois word meaning "land between the waters." This experience will provide an interpretive tour of Fort Ticonderoga's strategic importance on Lake Champlain by creating a boat launch and boat tour of the Lake near the historic landing of Samuel de Champlain in 1609. Boat tours will enable Fort Ticonderoga to also interpret the natural beauty of the region, as well as the Fort's Mt. Independence property. Evening boat tours will also be offered, combined with dinner for an unparalleled evening experience.

Cost: \$7000000

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$2500000	\$2500000	\$	\$1000000	\$1000000	\$

How could assistance through the Regional Economic Development Council further this project? Funding for this project through the Regional Economic Development Council will enable private and non-profit investment to achieve the completion of the project.

Number of jobs anticipated to be created: 30

Status: (What best describes the status of this project?) Proposal: Planning Stages

General time frame for completion: Two to five years for completion

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -		
Conference -		
Attraction -	X	
Arts & Culture -		#
Recreation -	X	
Retailing -		
Food & Beverage -		
Traveler Services -		

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.): Fort Ticonderoga is in the process of a strategic master plan that will make detailed projections and guide further development of this project. This project is envisioned to increase tourism demand to the region by significantly improving the quality of

How do you plan to measure success? Success will be measured through audience growth and development, including increasing length of stay in the region by promoting the Fort as a "must see" attraction while visiting this market.

Website for reference: There is information on the broader planning process at <http://www.fortticonderoga.org/newsroom/detail/id/43>

Contact Information:

Beth Hill

*Fort Ticonderoga
Ticonderoga NY 12883
bhill@fort-ticonderoga.org*

Project Name: Fort Ticonderoga Media Tour

Project Location: Ticonderoga, Essex

Lead Business or Agency: Fort Ticonderoga

As a landmark site for North American history, Fort Ticonderoga hosts visitors from the United States and Canada, as well as other countries. This project will enable Fort Ticonderoga to interpret its extensive site through the use of multi-media tours in English and French. The tour will place audio and video media using handheld technology such as iPods. Through this approach, visitors can access extensive amounts of information and be self-directed, thereby self-customizing their experience. As has been proven at other sites, this technology can effectively lengthen the stay at Fort Ticonderoga. Units would be available for a small rental fee.

Cost: \$250000

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$50000	\$150000	\$	\$25000	\$25000	\$

How could assistance through the Regional Economic Development Council further this project? Assistance through the Regional Economic Development Council will provide much needed matching dollars which will attract potential funding sources from IMLS and NEH.

Number of jobs anticipated to be created: 4

Status: (What best describes the status of this project?) Proposal: Planning Stages

General time frame for completion: Completion in 12-24 months

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -		
Conference -		
Attraction -	X	
Arts & Culture -	X	
Recreation -	X	
Retailing -		
Food & Beverage -		
Traveler Services -		#

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.): Fort Ticonderoga is in the process of a strategic master plan that will make detailed projections and guide further development of this project. This project is envisioned to increase tourism demand to the region by significantly improving the quality of

How do you plan to measure success? Success will be measured though audience growth and development, including increasing length of stay in the region by promoting the Fort as a "must see" attraction while visiting this market.

Website for reference: There is information on the broader planning process at <http://www.fortticonderoga.org/newsroom/detail/id/43>

Contact Information:

Beth Hill

*Fort Ticonderoga
Ticonderoga NY 12883
bhill@fort-ticonderoga.org*

Project Name: Fort Ticonderoga On-Site Transportation

Project Location: Ticonderoga, Essex

Lead Business or Agency: Fort Ticonderoga

Fort Ticonderoga's property is extensive, and includes the Fort, garrison grounds, French and Indian War battlefield, King's Garden, and Mount Defiance. This project will enable the Fort to take greater advantage of all of the Fort's assets, and transport them in all seasons. In particular, the Fort will be able to incorporate tours of the dramatic Mount Defiance, which offers one of the most dramatic vistas of Lake Champlain and Vermont beyond. This transportation system will also enable the Fort to offer shuttle services to local hotels in all seasons, both for FIT and group travelers.

Cost: \$2500000

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$500000	\$1000000	\$	\$500000	\$500000	\$

How could assistance through the Regional Economic Development Council further this project? It would provide vital funding for the initiative and make the project more fundable from other sources

Number of jobs anticipated to be created: 30

Status: (What best describes the status of this project?) Proposal: Planning Stages

General time frame for completion: Two to five years for completion

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -		
Conference -		
Attraction -	X	
Arts & Culture -	X	
Recreation -	X	
Retailing -		#
Food & Beverage -		#
Traveler Services -	X	

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.): Fort Ticonderoga is in the process of a strategic master plan that will make detailed projections and guide further development of this project. This project is envisioned to increase tourism demand to the region by significantly improving the quality of

How do you plan to measure success? Success will be measured through audience growth and development, including increasing length of stay in the region by promoting the Fort as a "must see" attraction while visiting this market.

Website for reference: There is information on the broader planning process at <http://www.fortticonderoga.org/newsroom/detail/id/43>

Contact Information:

Beth Hill

Fort Ticonderoga
Ticonderoga NY 12883
bhill@fort-ticonderoga.org

Project Name: Fort Ticonderoga Visitor Center and Museum

Project Location: Ticonderoga, Essex

Lead Business or Agency: Fort Ticonderoga

This project will design, build, and open an approximately state-of-the-art 25,000 sq. ft facility that will serve as a primary orientation, exhibit, education, and visitor services facility for Fort Ticonderoga and its related properties. The development of this facility will enable the Fort to reconfigure the entire visitor experience on the property, allowing for enhanced interpretation of the garrison grounds, and especially the famous French and Indian War battlefield. Components of the project include: parking, visitor ticketing and orientation, premier shopping experience, guest dining, permanent and changing exhibit galleries, and special event/catering facilities.

Cost: \$25000000

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$5000000	\$15000000	\$	\$2500000	\$2500000	\$

How could assistance through the Regional Economic Development Council further this project? Funding could entice other private investors and federal agencies to support this important project.

Number of jobs anticipated to be created: 50

Status: (What best describes the status of this project?) Proposal: Planning Stages

General time frame for completion: Two to five years for completion

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -		
Conference -		#
Attraction -	X	
Arts & Culture -	X	
Recreation -		#
Retailing -	X	
Food & Beverage -	X	
Traveler Services -		#

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.): Fort Ticonderoga is in the process of a strategic master plan that will make detailed projections and guide further development of this project. This project is envisioned to increase tourism demand to the region by significantly improving the quality of

How do you plan to measure success? Success will be measured though audience growth and development, including increasing length of stay in the region by promoting the Fort as a "must see" attraction while visiting this market.

Website for reference: There is information on the broader planning process at <http://www.fortticonderoga.org/newsroom/detail/id/43>

Contact Information:

Beth Hill

Fort Ticonderoga
Ticonderoga NY 12883
bhill@fort-ticonderoga.org

Project Name: Gaines Marina Dock Expansion
Project Location: Rouses Point, Clinton County
 Lead Business or Agency: Gaines Marina & Services, Inc.

To keep up with growing demand for our services, we want to build 65 more slips for boats. To do this, we must extend the existing rock breakwater. The breakwater expansion would offer more protection from wind and waves for the whole area including the village pier and gazebo. Although flooding caused challenges to marinas this year, our business grew this summer. Many boaters were out on Lake Champlain and we offer full services. However, we had to turn away business due to lack of dock space. We have a waiting list of people trying to purchase a seasonal dock or mooring with us. Because, we are so close to the Canadian border, we attract a lot of business from Canadian customers. Our boaters are very social and bring friends and family to area as they visit on the boat or travel down Lake Champlain. In our dock expansion, we would use some of the docks for transient boaters (people passing through). This year we turned away transient customers because we didn't have enough dock space. Transit and seasonal customers like to explore the area and bring increased revenue to the whole area. More docks mean increased business for the local stores, restaurants and the surrounding community. Since we purchased the marina in 2009, we have hired 10 additional staff. As we increase the amount of people building the docks through the winter. The increased number of boats also increases the amount of service work which requires more technicians. We have hired three additional mechanics this year due to the increasing business. We are planning to hire more office staff next year also.

Cost: \$400000

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$400000	\$	\$	\$	\$	\$

How could assistance through the Regional Economic Development Council further this project?

Number of jobs anticipated to be created:

Status: (What best describes the status of this project?) Done Deal: Preparing for or Under Construction

General time frame for completion: Completion under 12 months

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -		
Conference -		
Attraction -		
Arts & Culture -		
Recreation -	X	
Retailing -		#
Food & Beverage -		#
Traveler Services -	X	

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.): Expect to attract 1000 users annually

How do you plan to measure success?

Website for reference: www.gainesmarina.com

*Contact Information: Joseph or Naomi Treadwell
 Gaines Marina & Services, Inc.
 Rouses Point NY
 joe@gainesmarina.com*

Project Name: The Great Adirondack Recreational Trail

Project Location:

Lead Business or Agency:

The 112 mile corridor from Remsen to Lake Placid is used now only for two short "scenic" rail runs. The southern run is close to self-sustaining, but the 9-mile run from Lake Placid to Saranac Lake is both a massive drain on taxpayer dollars and a waste of the intervening 90 miles of glorious corridor through wilderness. Because these tracks must be kept in place and usable for the once-a-year round trip to get the rolling stock to Lake Placid, they remain unusable for other recreational purposes excluding two months of snowmobile use (out of five theoretically possible). In the 12 years it has been run as an experiment, the tourist train has not increased tourism and has added almost nothing to the local economy. Biking is now the most popular outdoor sport in America, and rail conversions elsewhere have proven that communities along converted corridors benefit mightily. Instead of wasting more taxpayer dollars on a failed experiment the so-called scenic railroad between Lake Placid and Saranac Lake should be abandoned and the entire run from Thendara (where the southern scenic railroad ends) to Lake Placid should be converted to what would become one of the great tourist attractions of the entire Northeast. Data on these impacts is well established and can be found on both the AdkAction.org website (www.AdkAction.org) and the Adirondack Recreational Trail Advocates website (www.TheARTA.org).

Cost: \$

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$	\$	\$	\$	\$	\$

How could assistance through the Regional Economic Development Council further this project?

Number of jobs anticipated to be created:

Status: (What best describes the status of this project?)

General time frame for completion:

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -		
Conference -		
Attraction -		
Arts & Culture -		
Recreation -		
Retailing -		
Food & Beverage -		
Traveler Services -		

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.):

How do you plan to measure success?

Website for reference:

Contact Information:

Project Name: I Love New York Gateway Welcome Information Center

Project Location: Beekmantown, Clinton County

Lead Business or Agency: Adirondack Regional Tourism Council

The Center is in desperate need of renovation. Opened in 1991, the Center needs a new roof, updated heating/cooling system, plumbing and septic, and insulation. The building has settled, resulting in cracked and severely buckling floor tiles and doors that do not close properly. All doors need to be replaced as they have delaminated. Carpet is torn and should be replaced and several windows no longer function properly. Ceiling should be lowered for energy conservation. Signs need to be repainted and landscaping needs to be addressed.

Cost: \$150000

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$	\$	\$	\$150000	\$	\$

How could assistance through the Regional Economic Development Council further this project? Economic development through a vibrant tourism economy is a major element of the NCREDC program. The Center welcomes over 120,000 visitors on an annual basis. Upwards of 80% of the visitors are Canadian, many visiting New York State for the first time, and they are looking for retail, lodging, dining and attraction opportunities. In addition, the Center serves as the main office for the Adirondack Regional Tourism Council, the officially designated State tourism promotion organization for the Adirondack Region. Staff answers over 15,000 phone calls and annually responds to over 40,000 requests for information on the Adirondacks and about New York State.

Number of jobs anticipated to be created: Will retain 3 full time and 2 part time jobs.

Status: (What best describes the status of this project?) Proposal: Planning Stages

General time frame for completion: Completion in 12-24 months

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -		#
Conference -		
Attraction -		#
Arts & Culture -		#
Recreation -		#
Retailing -		#
Food & Beverage -		#
Traveler Services -	X	

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.):

How do you plan to measure success?

Website for reference:

Contact Information:

Ron Ofner

*Adirondack Regional Tourism Council
Lake Placid NY 12946
ron@adk.com*

Project Name: Imaginarium Children's Museum (of the North Country)

Project Location: Plattsburgh (city or town), Clinton County

Lead Business or Agency: Imaginarium Children's Museum, Inc.

Now more than ever, families need to enjoy quality time together, and each child deserves a place where they can experience the joy of learning and gain the skills that they will need to be successful in life. We hope to accomplish our mission of transforming communities through innovative, child-centered learning. There is definitely a strong need in our area for an interactive discovery center. The Imaginarium Children's Museum of the North Country will be a hands-on discovery museum, offering a multitude of exhibits bursting with action-packed fun that engage kids in the ultimate learning experience. The museum hopes to elevate early childhood development to a community-wide priority. Children's museums stimulate curiosity, creativity and learning through fun, interactive exhibits and programs for children, families and school groups. We believe that all children deserve respect and the opportunity to learn. Families are important as children's first teachers and as their partners in learning. Our programs and participatory exhibits will be designed specifically to encourage interaction and inquiry, as well as participation from the entire family. Learning occurs in a variety of ways, and experiential learning is essential for proper brain development. We know that communities are enriched when diverse groups work creatively together to educate our children. We will actively partner with social service agencies, public schools, service clubs, public libraries, and other community organizations to bring interactive education and fun, hands-on learning experiences to the community. Instead of focusing on one learning subject, the Imaginarium hopes to incorporate exhibits involving science, math, arts, engineering and many more disciplines to offer something for children of all interests and create well-rounded children. Working with other area agencies we hope to give children a better understanding of their local area and how they can be better citizens. For example, we hope to incorporate exhibits involving the Adirondack Harvest, teaching about local agriculture, as well as exhibits from some of the "green" forms of energy in the region. Our project will meet the needs of all children, those on the autistic spectrum, those with sensory disorders, handi-capable children, and more, with special attention to ADA regulations. We will provide activities that engage the kinesthetic learners as well as the visual/spacial learners and beyond. Our unique atmosphere for hands-on, creative play will provide one of the most diverse museum experiences in the region, encouraging rapid growth of our local economy. Imaginarium Children's Museum has the potential to give our children the outlet to imagine, create, discover, and explore while nurturing a love for learning. Imaginarium Children's Museum of the North Country will essentially operate as a 501(c)(3) non-profit organization under the direction of a Board of Directors.

Cost: \$approx. \$9.5 million

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$500000	\$50000	\$50000	\$8.4 million	\$	\$500,000 (Capital Campaign)

How could assistance through the Regional Economic Development Council further this project? By providing the majority of the funds to construct the museum building, the Regional Economic Development Council could make this dream a fast reality. Left to our own fundraising efforts alone, it could take several years for the corporation to raise the needed millions of dollars to build a bricks and mortar construction, at which point we would still require additional capital to pay employees and create hands-on, interactive exhibits. With the state's generous assistance funding the building of the structure, we can expedite the project to be built within the year, while concurrently raising the capital and sponsorships needed for the exhibits. Essentially the state would shrink a five-year project down to two, and allow for us to have a bigger budget for hiring employees and building exhibits, as well as creating a much-needed creative tourist attraction for children and families.

Number of jobs anticipated to be created: 20+ (potential for hundreds more through residual businesses, such as restaurants, etc.)

Status: (What best describes the status of this project?) Project: Fundraising/Seeking Investors

General time frame for completion: Completion in 12-24 months

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -		#
Conference -	X	
Attraction -	X	
Arts & Culture -	X	
Recreation -	X	
Retailing -		#
Food & Beverage -		#
Traveler Services -	X	

Project Name: Inner Sanctum Trail Repair/Rebuild
Project Location: Chesterfield/Essex County and Ausable/Clinton County
 Lead Business or Agency: tbd

Approximately 1/3 mile trail needs to be rebuilt. Three Bridges (20', 40', and 65'), several stairs (up to 17') and 1,000 feet of safety railing. Concrete walls should replace steel railings whenever possible to avoid recurrence.

Cost: \$250000

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$	\$	\$	\$	\$	\$

How could assistance through the Regional Economic Development Council further this project? Assistance could further rebuilding efforts. Funds are limited and a total rebuild may not be affordable without assistance. The business still has a substantial loan from Floods of 1996 and is not looking to create additional debt.

Number of jobs anticipated to be created: 6

Status: (What best describes the status of this project?) Done Deal: Preparing for or Under Construction

General time frame for completion: Completion under 12 months

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -		#
Conference -		
Attraction -	X	
Arts & Culture -		
Recreation -		#
Retailing -		
Food & Beverage -		
Traveler Services -		

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.): Rebuilding this trail will allow us to continue our successful trend of increasing admissions/attendance the last 10 years - 65,000 admissions. The trail has been open for over 140 years and has been our "bread & butter." Without this trail the core exp

How do you plan to measure success? Maintaining/increasing visitors/admissions.

Website for reference:

Contact Information: Tim Bresett
 Ausable Chasm
 2144 Route 9
 Ausable Chasm NY 12911
 tim@ausablechasm.com

Project Name: Lake Champlain Winery & Bed and Breakfast

Project Location: Town of Peru in Clinton County

Lead Business or Agency: Husband Properties, LLC

8 room bed and breakfast on Lake Champlain with a winery and tasting room which offers sales of local wines, cheese & apple products and other related locally grown products. Meetings and conference room for small groups, corporate retreats and family vacations. B & B would offer kayaking, fishing and boating on Lake Champlain and winter activities of snow showing and cross country skiing through 27 acres of apple orchards.

Cost: \$1500000

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$100000	\$	\$	\$1400000	\$	\$

How could assistance through the Regional Economic Development Council further this project? assistance with permit process, low interest loans, marketing

Number of jobs anticipated to be created: 15

Status: (What best describes the status of this project?) Proposal: Planning Stages

General time frame for completion: Completion under 12 months

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -	X	
Conference -		#
Attraction -		#
Arts & Culture -		#
Recreation -		#
Retailing -		#
Food & Beverage -	X	
Traveler Services -		#

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.): 1500-2000 room nights per year at adr of \$125.

How do you plan to measure success? monitor overnight stays, admissions to wine tastings, product sales, revenue growth year to year.

Website for reference:

Contact Information: Dave or Patty Husband
Husband Properties
Peru NY 12972
patty@kayak-shack.com

Project Name: Tourism Development and Marketing

Project Location: Lewis County

Lead Business or Agency: Lewis County Chamber of Commerce and Lewis County.

Lewis County has a growing tourism economy. Our county-wide Comprehensive Plan highlights the improvements that should be considered to grow this area and develop tourism for the benefit of our permanent residents. Creating a dedicated tourism department, ensuring there is a legislative focus on tourism and increasing annual funding are all critical to develop our overall tourism. An annual funding commitment for three to four years is needed to jump start changes in this area that could eventually create a self-sustaining organization.

Cost: \$75000

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$	\$	\$	\$	\$	\$

How could assistance through the Regional Economic Development Council further this project? Lewis County is currently looking for an avenue to find the resources to make an investment in marketing for the county and the region. The County is lacking a concerted marketing effort and brand to attract visitors to the boundless recreational and heritage resources. This council could identify the need for regions such as ours to make the investment in marketing the tourism resources available to nearby markets.

Number of jobs anticipated to be created: The group has identified the need for an additional employee at the Chamber that will be responsible for creating an all encompassing marketing plan for the county. The implementation steps will be to obtain funding to hire this person, and with the assistance of the ATTC, devise and implement a marketing plan for Lewis County Tourism.

Status: (What best describes the status of this project?) A grass-roots working group made up of Lewis County tourism related businesses, known as the Adirondack Tug Hill Tourism Committee (ATTC) has already been formed and has been working for over a year to assist the Chamber of Commerce in Tourism Promotion efforts.

General time frame for completion: As soon as funding is available

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -		
Conference -		
Attraction -		
Arts & Culture -		
Recreation -		#
Retailing -		
Food & Beverage -		
Traveler Services -	X	

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.): Lewis County already has a captive market in the winter months; our tourism infrastructure needs year-round tourism draw. This effort will grow our year-round tourism business and allow businesses and business owners to keep their doors open.

How do you plan to measure success? Website for reference:

Contact Information: Eric Virkler, Lewis County Department of Economic Development and Planning
7660 North State Street, Lowville, NY 13367
315-376-5422
evirkler@lewiscountyny.org

Project Name: New Hands-on, Interactive Exhibits at the Adirondack Museum Exhibitions

Project Location: Blue Lake Mountain, Hamilton County

Lead Business or Agency: Adirondack Museum

The Adirondack Museum proposes to develop 30,000 square feet of new hands-on, interactive exhibits that will engage contemporary audiences of all ages by focusing on the region's environmental history and the unique relationship between people and nature in the Adirondacks. A dramatic new sound and light show orientation theater will introduce visitors to the new themes before they head out to explore the museum's exhibits. Experts who have been involved in the development of some of the nation's leading interactive history museums will be recruited to help design the new visitor experiences (e.g. the National Constitution Center, Mount Vernon's Visitor Center, the Minnesota History Center, and the Experience Music Project).

Cost: \$25000000

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$5000000	\$	\$	\$5000000	\$2500000	\$12500000

How could assistance through the Regional Economic Development Council further this project? Funding for planning activities as well as construction.

Number of jobs anticipated to be created: 5 Year Round, 20 Seasonal

Status: (What best describes the status of this project?) Proposal: Planning Stages

General time frame for completion: Two to five years for completion

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -		
Conference -		
Attraction -	X	
Arts & Culture -	X	
Recreation -		
Retailing -		#
Food & Beverage -		#
Traveler Services -		

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.): Estimated 20,000 additional annual visitors.

How do you plan to measure success? Increased visitation. Quantitative and qualitative evaluation of visitor experience. Economic impact study.

Website for reference: N/A

Contact Information: David M. Kahn
Adirondack Museum
Blue Mountain Lake NY 12812
dkahn@adkmuseum.org

Project Name: Ogdensburg Waterfront Redevelopment Planning

Project Location: Ogdensburg, St. Lawrence County

Lead Business or Agency: City of Ogdensburg

The City's current Local Waterfront Revitalization Plan was certified in 1986, making Ogdensburg the first community in New York State with an approved LWRP. The City made updates to the LWRP in 1999 and, as an LWRP can only be effective if it promotes policies and projects that reflect current conditions, amendments are periodically required to update the plan so that it continues to effectively promote public waterfront access, economic activity, and resource production. With the assistance of a \$35,000 Environmental Protection Fund Grant from the New York State Department of State, the City is currently working to complete another LWRP Update.

Cost: \$

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$	\$	\$	\$	\$	\$

How could assistance through the Regional Economic Development Council further this project?

Number of jobs anticipated to be created:

Status: (What best describes the status of this project?) Done Deal: Preparing for or Under Construction

General time frame for completion: Immediate (now underway)

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -		#
Conference -		#
Attraction -		#
Arts & Culture -		#
Recreation -		#
Retailing -		#
Food & Beverage -		#
Traveler Services -		#

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.):

How do you plan to measure success?

Website for reference:

Contact Information:

City of Ogdensburg

Project Name: Placid Gold Recreational Bike Trails
Project Location: Town of North Elba
 Lead Business or Agency: Town of North Elba- Municipality

Several miles of recreational trails for mountain biking,skiing, walking and snowmobiling which attach to the Jack Rabbit Cross Country ski trails. Trail system will further connect to the Lake Placid- Saranac Lake Rail Trail providing visitors and local residents with direct access to surrounding communities. This trail system will further stimulate the local economy.

Cost: \$100000

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$50000	\$	\$50000	\$	\$	\$

How could assistance through the Regional Economic Development Council further this project? Will help defray costs and helps keep municipal spending at a minimum..

Number of jobs anticipated to be created: estimated : 3

Status: (What best describes the status of this project?) Done Deal: Preparing for or Under Construction

General time frame for completion: Completion in 12-24 months

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -	X	
Conference -		#
Attraction -	X	
Arts & Culture -		
Recreation -	X	
Retailing -	X	
Food & Beverage -	X	
Traveler Services -	X	

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.):

How do you plan to measure success? Increased sales tax revenue for distribution to local municipalities

Website for reference:

Contact Information: Arthur Lussi
 Lake Placid Gold
 Lake Placid NY 12946
 info@lakeplacidcp.com

Project Name: Rebuild High Falls Gorge
Project Location: 4761 NYS Route 86, Wilmington, NY Essex county
 Lead Business or Agency: High Falls Gorge

A natural attraction since 1890's providing 35,000-40,000 visitors per year easy and educational acces to 4 beautiful waterfalls on the Ausable River. This is a privately owned park by a single Mom, from a long time native family whom resides in nearby Lake Placid. All the admission funds pay for 4 year round full time jobs, many sesonal and student jobs, many donations to area needs and maintenance on the 22 acre park. High Falls Gorge had been severely damaged in the April 28,2011 flood. It borrowed all the money the cash flow could afford to rebuild and fix the facility. Working all through the summer on the repairs. In August 28, 2011 hurricane Irene came through and damaged the facility beyond what was damaged from the April flood. The cost to repair High Falls Gorge after Irene could easily reach \$250,000 of which High Falls Gorge has no ability to borrow. To do this rebuild would maintain 4 year round jobs with bennifits and about 6 more seasonal and student jobs.

Cost: \$250000

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$	\$	\$	\$	\$	\$

How could assistance through the Regional Economic Development Council further this project? Public awareness that this business is in a unique financial, distressed situation and requires assistance, not loans that it can not afford.

Number of jobs anticipated to be created: 10 jobs saved

Status: (What best describes the status of this project?) Project: Fundraising/Seeking Investors

General time frame for completion: Completion in 12-24 months

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -		
Conference -		
Attraction -	X	
Arts & Culture -		
Recreation -		
Retailing -		#
Food & Beverage -		#
Traveler Services -		

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.): 40,000 people per year on average.

How do you plan to measure success? Increase in attendance. Facility rebuilt.

Website for reference: www.HighFallsGorge.com www.facebook.com/HighFallsGorgeWilmingtonNY

Contact Information: Kathryn Reiss
 High Falls Gorge
 Wilmington NY 12946
 info@highfallsgorge.com

Project Name: Reconstruction of the 18th Century French Sawmill

Project Location: Ticonderoga, NY in Essex County

Lead Business or Agency: PRIDE of Ticonderoga in partnership with the Town of Ticonderoga and the Ticonderoga Revitalization Alliance

The Town of Ticonderoga will construct a working replica of a 1750's French Sawmill near the original site of the 1756 sawmill that was built to cut timbers needed for the construction of Fort Carillon (Fort Ticonderoga). The project will enhance the telling of the story of Ticonderoga's industrial history along the LaChute River, it's historic downtown, and the connection with Fort Ticonderoga. The Fort's over 70,000 visitors will be drawn to this downtown destination and will generate more demand for lodging, dining, and retail resulting in increased revenues for existing businesses while generating new small businesses fostering new tourism-related investment.

Cost: \$1.5 Million

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$300000	\$150000	\$75000	\$450000	\$225000	\$300000

How could assistance through the Regional Economic Development Council further this project? Endorsement of the project and listing it among priority projects in the 5-year strategic plan.

Number of jobs anticipated to be created: 10 new jobs will be created.

Status: (What best describes the status of this project?) Proposal: Planning Stages

General time frame for completion: Two to five years for completion

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -		#
Conference -		#
Attraction -	X	
Arts & Culture -	X	
Recreation -	X	
Retailing -		#
Food & Beverage -		#
Traveler Services -		

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.): During the first year of operation, the sawmill might see a new visitor count of 40,000 with an admission fee of \$5.00 yielding \$200,000 in revenue.

How do you plan to measure success? We will measure success by visitor attendance, increased revenues to existing businesses, local and regional use of the mill, and movement in new start-up businesses.

Website for reference: www.townofticonderoga.org under Economic Development/Ticonderoga Tourism Master Plan

Contact Information: Sharon Reynolds
PRIDE of Ticonderoga, Inc.
Ticonderoga NY 12883
sreynolds@prideofticonderoga.org

Project Name: Sackets Harbor - Hounsfield Trail System

Project Location: Town of Hounsfield, Jefferson County

Lead Business or Agency: Village of Sackets Harbor

The Village of Sackets Harbor and Town of Hounsfield currently are engaged in a project to build a non-motorized trail system. This trail system was identified as a priority in the Village's Local Waterfront Revitalization/Heritage Area Management Plan and the Hounsfield-Sackets Harbor Joint Recreation Plan. The Village is currently building Phase 1 of the trail system, the War of 1812 Bicentennial Trail, connecting several of the War of 1812 related sites (State Battlefield to Old Military Cemetery) with \$495,000 in federal funding. This project would complete Phases 2 and 3 of the plan to construct a trail system in the Village of Sackets Harbor and the Town of Hounsfield. Phase 2 would complete the War of 1812 Bicentennial Trail through Madison Barracks to Fort Pike. Phase 3 would construct a 9 mile trail from the War of 1812 Bicentennial Trail out through the Town of Hounsfield to the Hounsfield Community Center. The system will include interpretive signs of historic sites and natural resources located along the Trail. It is envisioned that this trail system will eventually be linked with other non-motorized trails in Jefferson County.

Cost: \$870000

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$5000	\$	\$20000	\$	\$495000	\$

How could assistance through the Regional Economic Development Council further this project? Provide the needed \$350,000, to augment to augment the funding described above, to complete the trail system.

Number of jobs anticipated to be created: 8

Status: (What best describes the status of this project?) Done Deal: Preparing for or Under Construction

General time frame for completion: Completion in 12-24 months

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -		
Conference -		
Attraction -	X	
Arts & Culture -		
Recreation -	X	
Retailing -		
Food & Beverage -		
Traveler Services -		#

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.): -New visitors: 300 - 500 per year -Spur further development of recreation infrastructure and recreation-related tourism and business

How do you plan to measure success? -Measure trail usage with sign-in at trailheads -Periodic assessment of job creation and further development of recreation-based tourism

Website for reference: www.sacketsharbor-ny.gov

Contact Information: David W. Altieri
Village of Sackets Harbor
Sackets Harbor NY 13685
sacket10@hotmail.com

Project Name: Sackets Harbor-Hounsfield Trail System

Project Location: Town of Hounsfield, Jefferson County

Lead Business or Agency: Village of Sackets Harbor

The Village of Sackets Harbor and Town of Hounsfield currently are engaged in a project to build a non-motorized trail system. This trail system was identified as a priority in the Village's Local Waterfront Revitalization/Heritage Area Management Plan and the Hounsfield-Sackets Harbor Joint Recreation Plan. The Village is currently building Phase 1 of the trail system, the War of 1812 Bicentennial Trail, connecting several of the War of 1812 related sites (State Battlefield to Old Military Cemetery) with \$495,000 in federal funding. This project would complete Phases 2 and 3 of the plan to construct a trail system in the Village of Sackets Harbor and the Town of Hounsfield. Phase 2 would complete the War of 1812 Bicentennial Trail through Madison Barracks to Fort Pike. Phase 3 would construct a 9 mile trail from the War of 1812 Bicentennial Trail out through the Town of Hounsfield to the Hounsfield Community Center. The trail will include interpretive signage of historic sites and natural resources along the trail. It is envisioned that this trail system will eventually be linked with other non-motorized trails in Jefferson County.

Cost: \$870000

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$5000	\$	\$20000	\$	\$495000	\$

How could assistance through the Regional Economic Development Council further this project? Provide the needed \$350,000 in funding to augment the existing funding shown above to complete the project.

Number of jobs anticipated to be created: 8

Status: (What best describes the status of this project?) Done Deal: Preparing for or Under Construction

General time frame for completion: Completion in 12-24 months

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -		
Conference -		
Attraction -		#
Arts & Culture -		
Recreation -	X	
Retailing -		
Food & Beverage -		
Traveler Services -		#

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.): -New visitors - 350 per year -Spur further development of infrastructure and traveler services for recreation based tourism and improved interpretation of historic sites

How do you plan to measure success? -Measure trail usage with sign-in at trailheads -Periodic assessment of development of recreation resources and interpretation of historic sites

Website for reference: www.sacketsharbor-ny.gov

Contact Information: David W. Altieri
Vilage of Sackets Harbor
Sackets Harbor NY 13685
sacket10@hotmail.com

Project Name: Saranac River Trail
Project Location: Town of Plattsburgh, Clinton County
 Lead Business or Agency: Town of Plattsburgh

Phase #1 - Feasibility Study and Development of construction model for a scening biking/pedestrian trail running along the Souther boundary of the Saranac River with the Town of Plattsburgh (1 year for completion of phase #1) Phase #2 - Building this multi-use trail will take about 4 years and will be approximately 12 miles in length. It will be both a major tourism attraction and a recreation asset that will enhance the quality of life and overall health of the area's citizens. The Trail will be interconnected with seveal parks in the TOP and Schuler Falls. Theese will be access points which will not requies significant modifications. Likewise, sevaeral lengthy roads have been identified which will be utilized thereby reducing construction costs. This project is tied to the "Saranac River Trail Valley Corridor Study" prepared by the Technical Assistance Center at SUNY Plattsburgh. We envision the TOP Trail being part of an inter-connected trail which will tie together a Trail beginning in the Town of Saranac and running through the TOP and into and through the City of Plattsburgh to the shores of Lake Champlain. The trail will be a beacon for toruism.

Cost: \$

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$100000	\$50000	\$	\$	\$	\$

How could assistance through the Regional Economic Development Council further this project?

Number of jobs anticipated to be created: (3-6 during construction and planning)

Status: (What best describes the status of this project?) Project: Fundraising/Seeking Investors

General time frame for completion: Two to five years for completion

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -		
Conference -		
Attraction -		#
Arts & Culture -		
Recreation -	X	
Retailing -		
Food & Beverage -		
Traveler Services -		#

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.):

How do you plan to measure success?

Website for reference: www.townofplattsburgh.org

Contact Information: *Martin Mannix, Melanie Defayette*
martym@townofplattsburgh.org

Project Name: Schroon Lake Hospitality
Project Location: Schroon Lake, Essex County
 Lead Business or Agency: Schroon Lake Revitalization Group.

70+/- room hotel and restaurant.

Cost: \$8200000

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$1575000	\$150000	\$	\$975000	\$	\$5500000

How could assistance through the Regional Economic Development Council further this project? One concern that you are going to face with any hotel / convention center projects that employ more than 15 people is the new law which requires that any project that the state has a proprietary interest in, ie. Lease, loan or grant, will have to have an LPA (labor peace agreement) negotiated with organized labor. While this impacts us directly and new projects will find themselves in the same situation, it would be worthwhile to get this law eliminated or in the alternative amended from 15 employees to 250 employees or some number large enough that it would only impact projects that are going to have organized labor anyway. But 15 employees is basically a mom and pop operation and is ludicrous!!! What can you do. Find a way to change the employee requirement so that funding can flow and not hold us hostage to having to negotiate with a union. A union contract would be devastating to a small hotel project... In a small hotel individuals will have many duties that will far exceed what is in a union contract and therefore will cause additional unneeded jobs to be created making it nearly impossible for a small hotel to become profitable.

Number of jobs anticipated to be created: 25

Status: (What best describes the status of this project?) Project: Fundraising/Seeking Investors

General time frame for completion: Completion in 12-24 months

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -	Primary	
Conference -		Secondary
Attraction -		
Arts & Culture -		
Recreation -	Primary	
Retailing -		
Food & Beverage -	Primary	
Traveler Services -	Primary	

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.): 13,700+/- room nights per year

How do you plan to measure success? A profitable operation

Website for reference: NO

*Contact Information: Joel Friedman
 Schroon Lake Revitalization Group, LLC
 PO Box 115
 Schroon Lake, NY 12870
 joel@friedmanrealty.net*

Project Name: Screen on the Square
Project Location: Watertown, NY Jefferson County
Lead Business or Agency: North Country Arts Council

Screen on the Square will be a 70-80 seat independent movie theater in the Franklin Building on Public Square, Watertown. The theater will run independent and foreign films, documentaries and live streaming of things like the Metropolitan Opera. There will be videoconferencing capabilities as well, for use by local businesses and non-profits. An intimate stage will allow for small recitals and lecture programs.

Cost: \$150K

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$50K	\$10K	\$	\$	\$	\$

How could assistance through the Regional Economic Development Council further this project? Funding.

Number of jobs anticipated to be created: Three employees to run the space, and development of new restaurant/hotel/shopping nearby and in the Franklin Building.

Status: (What best describes the status of this project?) Project: Fundraising/Seeking Investors

General time frame for completion: Completion in 12-24 months

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -		#
Conference -	X	
Attraction -	X	
Arts & Culture -	X	
Recreation -	X	
Retailing -		#
Food & Beverage -		#
Traveler Services -		#

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.):

How do you plan to measure success? Numbers of attendees to programming, development of new businesses in the Historic Public Square area, development of increased partnerships with area businesses, expansion of current businesses.

Website for reference:

Contact Information: Mike Miller
 North Country Arts Council
 Watertown NY 13601
 m2inusa@gmail.com

Project Name: Seagle Music Colony Theater
Project Location: Schroon/Essex
Lead Business or Agency: Seagle Music Colony, Inc.

Seagle Music Colony, the premier nonprofit arts organization in the area, is planning a combined capital/endowment campaign to commemorate our 100th anniversary in 2015. The largest piece of the capital campaign is development and construction of a new 250-300 seat theater on the Seagle Music Colony campus on Charley Hill Road in Schroon Lake. We have to date engaged the architectural firm of Westlake, Reed, Leskosky, who specialize in theaters, to prepare plans for the new theater. While the architectural plans are still preliminary, so far we have sited where the building will stand and done a cost-sketch to determine the approximate size of the building footprint and estimate construction costs for our ideal project. We are currently fund-raising to continue architectural plans and elevations which will more specifically determine the building costs. We have also begun solicitation for major gifts in support of both capital and endowment funds.

Cost: \$6.5 million for theater construction costs (est. 5/11)

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$	\$	\$	\$500000	\$500000	\$5.5 individual contributors/foundations

How could assistance through the Regional Economic Development Council further this project? Assistance would help in the near term in pinpointing architectural plans and costs. In the long term, assistance would relieve some of the burden of individual contributors to this project.

Number of jobs anticipated to be created: 1 - building manager

Status: (What best describes the status of this project?) Proposal: Planning Stages

General time frame for completion: Five or more years away

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -		
Conference -		#
Attraction -	X	
Arts & Culture -	X	
Recreation -		
Retailing -		
Food & Beverage -		
Traveler Services -		

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.): Our current theater of 175 seats consistently sells out to a regional audience. We anticipate the ability to significantly increase ticket sales in a larger space. We anticipate an increase from our current summer-season attendance of about 3,000 by up

How do you plan to measure success? Success will be measured by attendance/ticket sales figures and increase/decrease in number of contributors and donation totals to Seagle Music Colony.

Website for reference: www.seaglecolony.com

Contact Information: Tony Kostecki, General Director
 Seagle Music Colony, Inc.
 Schroon Lake NY 12870
 tony@seaglecolony.com

Project Name: St. Lawrence County Visitors and Convention Center

Project Location: Canton, St. Lawrence County

Lead Business or Agency: St. Lawrence County Chamber of Commerce

The St. Lawrence County Visitors and Convention Center will fill an important educational, cultural and economic niche in the northernmost corner of New York State. The Visitors and Convention center will be located in the county seat, at the crossroads of five public and private colleges with their 20,000-plus annual populations. Families, visiting scholars, practitioners and students, looking for accommodations, places to visit, and day trips, will transform their university life into repeat tourism opportunities for athletes and scholars alike. With over 2,800 square miles of protected woodlands, diverse small towns and isolated business centers, the Visitors and Convention Center will be the common meeting place across cultures, emphasizing a diverse community life with local attractions, including many Amish families, the Mohawk Museum and Casino at Akwesasne, small green farms and large agri-business, traditional artisans, hunters anglers, and other outdoor enthusiasts.

Cost: \$2.3 million

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$100000	\$100000	\$100000	\$\$1 million	\$\$1 million	\$

How could assistance through the Regional Economic Development Council further this project? Funding and other support will turn the plan into reality.

Number of jobs anticipated to be created: 10

Status: (What best describes the status of this project?) Idea: Feasibility Investigation

General time frame for completion: Two to five years for completion

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -		#
Conference -	X	
Attraction -		#
Arts & Culture -	X	
Recreation -	X	
Retailing -		#
Food & Beverage -		#
Traveler Services -	X	

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.):

How do you plan to measure success? Visitor surveys, increased bed taxes, added business by stores, restaurants and related services.

Website for reference:

Contact Information: Pat McKeown
St. Lawrence County Chamber of Commerce
First Floor
Canton NY 13617
PMcK123@aol.com

Project Name: Stoneledge Resort at Schroon Lake
Project Location: Schroon Lake, NY, Essex County
Lead Business or Agency: Eagle Capital Group

A four season 35 room Boutique resort, lodge with conference center, spa, fitness area, boutique shop, restaurant, pub, executive suites, indoor and out door pools, separate lake front grille and lounge with 50 dock slips (the only one on lake) reception facility for events (weddings, parties, meetings), 35 condos (sales)

Cost: \$26500000

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$7500000	\$none	\$none	\$none	\$none	\$19000000

How could assistance through the Regional Economic Development Council further this project? Funding, Positive exposure and support

Number of jobs anticipated to be created: 100+ Does not include additional seasonal help

Status: (What best describes the status of this project?) Project: Fundraising/Seeking Investors

General time frame for completion: Completion in 12-24 months

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -	X	
Conference -	X	
Attraction -	X	
Arts & Culture -	X	
Recreation -	X	
Retailing -		#
Food & Beverage -	X	
Traveler Services -	X	

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.): Room projections: Seasonal 94-100%, Holiday 85-95%, Fall-Spring 52-75%. Tourism Projections: Projections reflect due to uniqueness and amenities of Stone Ledge on Schroon Lake along with its being situated in a "Hub" location, in Adirondack Park, touri

How do you plan to measure success? Influx of tourism resulting in Economic Growth to Schroon Lake and surrounding towns. Real Estate sales, Positive local, patron and media support. Need to expand

Website for reference: Being developed

Contact Information: Emilio Locascio
 Eagle Capital Group LLC
 Schroon Lake NY 12870
 EagleCapital726@gmail.com

Project Name: Strand Theatre Restoration

Project Location: Plattsburgh, Clinton County

Lead Business or Agency: North Country Cultural Center for the Arts

Cost: \$2.2 Million

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$400000	\$	\$	\$300000	\$200000	\$300000

How could assistance through the Regional Economic Development Council further this project? 1 million dollar funding from the REDC combined with the committed funds from grants and community businesses we can complete this project and start positively impacting the economy.

Number of jobs anticipated to be created: 3 full time and 100s of parttime jobs.

Status: (What best describes the status of this project?) Done Deal: Preparing for or Under Construction

General time frame for completion: Completion in 12-24 months

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -		#
Conference -		#
Attraction -	X	
Arts & Culture -	X	
Recreation -		
Retailing -		#
Food & Beverage -		#
Traveler Services -		#

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.): 75,000 visitors, add extra nights stay to hotels, film festival for special attraction.

How do you plan to measure success? Number of visits. Measure increased business in hotel and restaurants near by. Increased sales tax in Clinton County.

Website for reference: www.plattsburgharts.org/strand

Contact Information: Leigh Mundy
NCCCA
Plattsburgh NY 12901
ncccastrand@primelink1.net

Project Name: Strand Restoration Project
Project Location: North Country Cultural Center of the Arts
 Lead Business or Agency: Plattsburgh, Clinton County

The Strand is a circa 1924 vaudeville theatre with approximately 1000 seats in downtown Plattsburgh that we purchased in 2004 and is being restored back to its historic grandeur to house the Strand Performing Arts Performing Arts Center. In 2008, the Strand Theatre was listed on the State and National Historic Registry. The Strand Theatre will provide year-round entertainment, cultural and educational events. The facility will also be available on a rental basis for use by individuals, businesses, no-profit organizations, and community groups. A unique venue for entertainment educations. THE Strand Theatre is one of a handful of surviving moview palaces in the state and one of the few undergoing historic restoration. The architecture and design of the theatre, as well as the type of programming offered, will provide visitors an experience unmatched anywher in the state.

Cost: \$3523887

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$1500000	\$	\$	\$	\$	\$

How could assistance through the Regional Economic Development Council further this project?

Number of jobs anticipated to be created: 40607

Status: (What best describes the status of this project?) Done Deal: Preparing for or Under Construction

General time frame for completion: Completion in 12-24 months

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -		
Conference -		
Attraction -		#
Arts & Culture -	X	
Recreation -		
Retailing -		
Food & Beverage -		
Traveler Services -		

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.): 75,000 visitors per year

How do you plan to measure success?

Website for reference:

Contact Information: Leigh Mundy
 nccastrand@primelink1.net

Project Name: Tahawus Lodge Center

Project Location: 14234 Rt 9N, Au Sable Forks, Essex County

Lead Business or Agency: Appleby Foundation, Inc.

Tahawus Lodge Center, the 100-year old historic building at the gateway to the town of Au Sable Forks on Main Street is posed to become a new center for creativity, culture, and commerce for the region. TLC begins to provide a lively presence with the TLC Windows Art Gallery, and the upper story dance and workshop studios, designed ultimately to supported by short-term space rentals, and commercial opportunities for long term lease, once the whole building is restored, insulated, brought up to code, and renovated to reclaim its place as efficient new hub.

Cost: \$600000

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$50000	\$100000	\$50000	\$100000	\$	\$

How could assistance through the Regional Economic Development Council further this project? Provide grant to support cultural development and renovation, In- Kind labor (excavation, restoration tasks), media awareness attention to support the project, and engage participation by the population, and investors; help us to secure a local retail business or small business cooperative on the favorably situated on the ground floor

Number of jobs anticipated to be created: 20

Status: (What best describes the status of this project?) Done Deal: Preparing for or Under Construction

General time frame for completion: Completion in 12-24 months

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -		
Conference -		#
Attraction -	X	
Arts & Culture -	X	
Recreation -	X	
Retailing -	X	
Food & Beverage -		#
Traveler Services -	X	

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.): Every single tourist who stops in ASF will likely stop in at the Center to find out what is going on. This is major conduit to the High Peaks region from Montreal, Plattsburgh, Burlington, and TLC will be a hub. 3000 cars drive by every day (20% trucks)

How do you plan to measure success? TLC's emphasis on the mix of culture and commerce will attract more artists, which will attract more visitors and vacationers who will need tourist facilities, and retirees who will want to build homes. The new construction will stimulate other commercial

Website for reference: www.TahawusLodgeCenter.org

Contact Information: Rebecca Kelly / Craig Brashear
Appleby Foundation, Inc.
New York, NY 10012
Tahawus@verizon.net

Project Name: Town of Cape Vincent - Water District No. 6 Tibbetts Point

Project Location: Town of Cape Vincent, Jefferson County

Lead Business or Agency: Town of Cape Vincent

Project Description: There is concern for the quality of water supply available on Tibbetts Point for the residents, the Tibbetts Point Lighthouse Visitor Center, and the hostel. Combined, the visitor center and hostel experience approximately 13,200 visitors each year from 27 countries and 39 states. The visitor center is a regulated water supply, PWS ID # NY2202164. Most of the residents of the area receive their water supply from the St. Lawrence River, including the visitor center and hostel. Many residents on Tibbetts Point use river water for domestic use but often must supplement with bottled water due to river contaminants. Water samples were collected and tested by several residents in the study area to better quantify the extent of water contamination. Samples were collected by nine property owners and were sent to a certified laboratory for testing. All nine properties tested positive for total coliform bacteria and five also tested positive for e-coli. The sample sites represent both shore well and drilled well water supplies. The lighthouse & hostel are supplied from the same shore well, which tested positive for total coliform. The lighthouse and hostel received a Department of Health violation on February 11, 2008 for not providing an approved water filtration system on the shore well that provides water to the lighthouse and hostel from the St. Lawrence River. This valuable tourist attraction to the North Country is in need of a safe and reliable water supply to continue its operations. The Town has taken several steps to advance the project, but is still in need of funding assistance before going any further. The Town has formed the water district, completed the bond resolution, completed SEQR, and has received sign-off from the State Historic Preservation Office. The Town has entered into agreement to purchase water from the Village of Cape Vincent to supply the new water district. Grant funding was offered by USDA Rural Development in 2010 but then rescinded due to program funding shortages. The project also scored above the funding line in the Drinking Water State Revolving Fund, but was offered low interest loan only. The water district needs approximately \$1.8 million in grant assistance to result in a user charge equal to the statewide average of \$685/year as reported by the state comptroller. With funding, engineering design could begin immediately with construction to follow in 2012.

Cost: \$2645000

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$0	\$0	\$0	\$845,000 (loan)	\$0	\$0

How could assistance through the Regional Economic Development Council further this project? Need grant assistance to make affordable user cost.

Number of jobs anticipated to be created: Job retention.

Status: (What best describes the status of this project?) Project: Fundraising/Seeking Investors

General time frame for completion: Completion under 12 months

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -	X	
Conference -		
Attraction -	X	
Arts & Culture -	X	
Recreation -	X	
Retailing -		#
Food & Beverage -		#
Traveler Services -	X	

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.): The Tibbetts Point Lighthouse Visitor Center and the hostel experience approximately 13,200 visitors each year from 27 countries and 39 states.

How do you plan to measure success? Retaining this attraction will be the measure of success.

Contact Information: *Matthew Cooper*
Bernier, Carr & Associates
Watertown NY 13601
mcooper@thebcgroup.com

Project Name: Town of Long Lake Nature Trail & Waterfront Revitalization

Project Location: Long Lake, Hamilton County

Lead Business or Agency: Town of Long Lake

The development of the Long Lake Nature Trail is part of an overall plan to revitalize access to the Long Lake waterfront. Upgrading the Nature Trail will connect consumers to the downtown community increasing the use of town facilities and sales in local businesses and improve the overall impact on accessibility and tourist hospitality of the community. Create a location for residents and tourists to have better access to the natural resources of the community. Increase foot traffic to the downtown area. Reduce traffic and parking congestion at the town beach. The location of the Nature Trail connects two separate, heavily traveled areas of town through a wooded path along Jennings Park Pond. The Nature Trail currently connects one of the oldest operational mercantile stores in the Adirondacks to the oldest working hotel in the Adirondacks. The trail overlooks Jennings Park Pond, a manmade pond, built in the 1930's as part of the FDR's New Deal, using the resources of the Civilian Conservation Corps. The Long Lake Nature Trail provides access to some of the best wildlife viewing in the center of town. Great Blue Herons, bald eagles, loons, otters, and more can be spotted regularly from the trail. Fishing is plentiful. A variety of flora and fauna will be inventoried, cataloged, identified and labeled along the trail to enhance the experience of residents and visitors connecting them to the greater identity of the Adirondack Park.

Cost: \$25000

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$5000	\$	\$5000	\$10000	\$	\$5000

How could assistance through the Regional Economic Development Council further this project?

Number of jobs anticipated to be created: 2

Status: (What best describes the status of this project?) Idea: Feasibility Investigation

General time frame for completion: Completion under 12 months

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -		
Conference -		
Attraction -	X	
Arts & Culture -		
Recreation -	X	
Retailing -		
Food & Beverage -		
Traveler Services -		

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.):

How do you plan to measure success? Visitor sign in guest book.

Website for reference:

Contact Information: Clark Seaman, Town Supervisor
Town of Long Lake
Long Lake NY 12847
llsuper@adirondackacres.com

Project Name: Town of Wilna: Natural Bridge Recreation Park

Project Location: Town of Wilna - Jefferson County

Lead Business or Agency: Town of Wilna

Development of a recreation park in the hamlet of Natural Bridge, located on the Olympic Byway and gateway to the Adirondacks, Natural Bridge was home to Joseph Bonaparte during his exile from France. Local officials plan to utilize a phased approach in developing the project. 1.) Property acquisition & park planning project; 2.) implement recommendations outlined through the planning phase - e.g. active park development. 3.) when opportunities are presented, attain the Natural Bridge Post Office directly adjacent to the proposed park to provide rest facilities and equipment storage.

Cost: \$Approx. \$200,000

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$1000	\$4000	\$95000	\$100000	\$	\$

How could assistance through the Regional Economic Development Council further this project?

Number of jobs anticipated to be created: approximately 3 jobs retained/created

Status: (What best describes the status of this project?) Project: Fundraising/Seeking Investors

General time frame for completion: Two to five years for completion

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -		
Conference -		
Attraction -	X	
Arts & Culture -		#
Recreation -	X	
Retailing -		#
Food & Beverage -		#
Traveler Services -		

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.): Increase in local business sales as a result of visitors being attracted to the park

How do you plan to measure success? with the opening of new retail business - i.e. local restaurant,

Website for reference:

Contact Information: *Paul Smith*
Town of Wilna
Carthage NY 13619
psmith120@twcny.rr.com

Project Name: Trail-Railroad Corridor Acquisition

Project Location:

Lead Business or Agency: Lewis County

Acquisition and development of the railroad corridors from Lowville north to Carthage and Lowville north to Croghan. These two corridors will provide a significant increase in recreational trail capabilities in the county. We must capitalize on the existing funding from the state for the acquisition of this corridor and continue to seek other funding to be able to complete the necessary improvements required to make the corridor safe for recreation use.

Cost: \$1000000

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$	\$	\$	\$	\$	\$

How could assistance through the Regional Economic Development Council further this project? This project will be a regional effort; the rail corridor connects Lewis County with Jefferson and St Lawrence Counties. All entities will need to work together to ensure the acquisition of this corridor.

Number of jobs anticipated to be created: 0

Status: (What best describes the status of this project?) Negotiations are currently being undertaken and funding is being researched.

General time frame for completion: Five or more years away

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -		
Conference -		
Attraction -		
Arts & Culture -		
Recreation -	X	
Retailing -		
Food & Beverage -		
Traveler Services -		

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.): This project has the potential to impact economic development in the county in many ways. First it will assist in the creation of our off-road ATV trail system which is an important draw to the area for recreation, second the corridor would be available for use as a right-of-way for power transmission in the future, keeping open the potential to provide the area with access to power from areas were power is produced at lower costs

How do you plan to measure success? Website for reference:

Contact Information: Eric Virkler, Lewis County Department of Economic Development and Planning
7660 North State Street, Lowville, NY 13367
315-376-5422

Project Name: Transient Hangar

Project Location: Harrietstown NY, Franklin County

Lead Business or Agency: Town of Harrietstown, Adirondack Regional Airport w/ support from the SL Chamber of Commerce

The project includes constructing a transient hangar for business class regional jets. The airport receives numerous inquiries for this service, but currently lacks the supplemental funding source. This amenity would likely increase the winter operations to Adirondack Regional Airport. The total project cost is estimated at \$1,000,000.

Cost: \$1000000

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$	\$	\$100000	\$	\$900000	\$

How could assistance through the Regional Economic Development Council further this project? The Regional Economic Development Council could assist this project by highlighting it's importance and locating additional sources of funding.

Number of jobs anticipated to be created:

Status: (What best describes the status of this project?) Proposal: Planning Stages

General time frame for completion: Completion under 12 months

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -		#
Conference -		#
Attraction -		#
Arts & Culture -		#
Recreation -	X	
Retailing -		#
Food & Beverage -		#
Traveler Services -		#

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.): It is expected that this transient hangar will attract business class aircraft on a year round basis, but primarily target increasing winter traffic.

How do you plan to measure success? Increased operating revenue to continue maintaining the high class community asset of Adirondack Regional Airport

Website for reference:

Contact Information:

Corey Hurwitch

Adirondack Regional Airport

Saranac Lake NY 12983

Airportmanager@harrietstown.org

Project Name: Triange of Excellence Games

Project Location: Plattsburgh and Clinton

Lead Business or Agency: Not sure

Events similar to Empire State Games events (not as many, just the larger events such as soccer, basketball, swimming, track and field, ect) between St. Jean, Quebec, Burlington, and Plattsburgh. The site would rotate each year. It would bring tons of tourist to our area from Canada and Vermont, enjoying our home town hospitality. The mayors of each city would have to initiate this as would the Chamber of Commerce. I would love to spearhead this.

Cost: \$3,000 or less

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$0	\$0	\$1000	\$1000	\$1000	\$??????

How could assistance through the Regional Economic Development Council further this project? Cover all cost, speak to the mayors to initiate this event and promote it.

Number of jobs anticipated to be created: Maybe one or two

Status: (What best describes the status of this project?) Idea: Feasibility Investigation

General time frame for completion: Completion under 12 months

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -	X	
Conference -	X	
Attraction -	X	
Arts & Culture -	X	
Recreation -	X	
Retailing -	X	
Food & Beverage -	X	
Traveler Services -	X	

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.): Four day event in late July

How do you plan to measure success? By the number of entrants.

Website for reference: no

Contact Information: Thomas Lacey
Plattsburgh NY 12901
Irishhoopster@aol.com

Project Name: Village of Herrings Recreation Park Development

Project Location: Village of Herrings - Jefferson County

Lead Business or Agency: Village of Herrings

Development of a 9.2 acre EPA Super Fund Site, designated in 1992, known as the Crown Cleaners of Watertown, Inc as an active park. Located along NYS Rt. 3 and the Olympic Byway, remediation, building demolition and cleanup of the old industrial site is expected to be advanced in 2012 by EPA. The Village plans to assume ownership of the property and to develop a public park using a phased approach as opportunities are available to enhance opportunities to attract retail commercial service businesses while building upon existing business. The project is in the feasibility phase at this time.

Cost: \$unknown at this time

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$	\$	\$	\$	\$	\$

How could assistance through the Regional Economic Development Council further this project?

Number of jobs anticipated to be created:

Status: (What best describes the status of this project?) Idea: Feasibility Investigation

General time frame for completion: Two to five years for completion

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -		
Conference -		
Attraction -	X	
Arts & Culture -	X	
Recreation -	X	
Retailing -		#
Food & Beverage -		#
Traveler Services -		#

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.):

How do you plan to measure success?

Website for reference:

Contact Information: *Richard Beirman*
Village of Herrings
Herrings NY 13619
villageofherrings@centralny.twcbc.com

Project Name: Water System Upgrade
Project Location: Chesterfield, Essex County
 Lead Business or Agency:

Current water system is seasonal (Spring, Summer, Fall only) with the water source being natural springs. Existing wells on the property can be used for winter but, a heated well house, deeper water lines, and a new restroom will all need to be constructed.

Cost: \$50000

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$	\$	\$	\$	\$	\$

How could assistance through the Regional Economic Development Council further this project?

Number of jobs anticipated to be created: 4

Status: (What best describes the status of this project?) Done Deal: Preparing for or Under Construction

General time frame for completion: Immediate (now underway)

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -		#
Conference -		
Attraction -	X	
Arts & Culture -		
Recreation -	X	
Retailing -		#
Food & Beverage -		
Traveler Services -		

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.):

How do you plan to measure success? Increase in winter attendance/admissions

Website for reference:

Contact Information: *Tim Bresett*
Ausable Chasm
2144 Route 9
Ausable Chasm NY 12911
tim@ausablechasm.com

Project Name: Waterfront Park & Interpretative Center

Project Location: City of Plattsburgh, Clinton County

Lead Business or Agency: Private

We plan to create a waterfront park that will serve as a focal point for the community and a destination for visitors. A museum/ interpretative center, serving as the centerpiece of the property would interpret the area's history with an emphasis on the Battles of Valcour and Plattsburgh, both which helped to shape a young American nation. Outside the museum, replica ships from the Battles of Valcour and Plattsburgh could be seen in man-made reflecting pools. Period buildings would offer unique shops and restaurants which are connected by a boardwalk and overlooking Lake Champlain. A pier extending into Plattsburgh Bay would offer a clear vantage point of the Battle of Plattsburgh and serve as a destination in its own right. Kayak docks would allow water access to the waterfront park. Acres of nature trails will provide residents and visitors an ideal place for biking and walking in the warmer months and cross country skiing and snowshoeing in the winter.

Cost: \$TBD

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$TBD	\$TBD	\$TBD	\$TBD	\$TBD	\$TBD

How could assistance through the Regional Economic Development Council further this project? tg our dollars and helping the project come to fruition.

Number of jobs anticipated to be created: 100

Status: (What best describes the status of this project?) Idea: Feasibility Investigation

General time frame for completion: Five or more years away

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -		#
Conference -		#
Attraction -	X	
Arts & Culture -		#
Recreation -	X	
Retailing -		#
Food & Beverage -		#
Traveler Services -		#

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.):

How do you plan to measure success?

Website for reference:

Contact Information: Terry Meron
Comfort Inn
Plattsburgh NY 12901

Project Name: Waterway Restoration/Rebuild
Project Location: Chesterfield/Essex County and Ausable/Clinton County
 Lead Business or Agency:

The raft/tube launch (Table Rock) needs major concrete repair and the "rapids" channel is filled with debris. It is anticipated that the man-made channel has been destroyed and no longer exists, possibly requiring a complete rebuild.

Cost: \$250000

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$	\$	\$	\$	\$	\$

How could assistance through the Regional Economic Development Council further this project? It is unlikely that this project will move forward in the near future without assistance. Funds are being allocated to trails first (core offerings) and then second to "add-on" tours. If funding is found this project could proceed with minimal loss.

Number of jobs anticipated to be created: 20

Status: (What best describes the status of this project?) Project: Fundraising/Seeking Investors

General time frame for completion: Completion under 12 months

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -		#
Conference -		
Attraction -	X	
Arts & Culture -		
Recreation -	X	
Retailing -		#
Food & Beverage -		#
Traveler Services -		

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.): Restoring/rebuilding the waterway will allow the company to continue to offer safe guided float trips in the chasm for families (2 yrs old and up). Approx 40,000 "family" trips are sold each year. Without resoration the float trips attendence will dr

How do you plan to measure success? return to pre-flood admission levels or greater. Typically, the float tours (rafts) contributes 1/3 of our total adissions income.

Website for reference:

Contact Information: *Tim Bresett*
Ausable Chasm
2144 Route 9
Ausable Chasm NY 12911
tim@ausablechasm.com

Project Name: Whitaker Park Trail
Project Location: Town of Martinsburg
Lead Business or Agency: Town of Martinsburg

Whitaker Park is a town owned park, bordering Roaring Brook with scenic views. We would like to develop a walking trail around the perimeter of park, including along stream bank, with viewpoints, kiosks and resting areas; parking area. Approximately 2.5 miles of trails.

Cost: \$50000

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$2000	\$2000	\$22000	\$22000	\$	\$2000

How could assistance through the Regional Economic Development Council further this project? Without monetary assistance to help, the project would not be feasible.

Number of jobs anticipated to be created: Construction phase - 4; Park, 1

Status: (What best describes the status of this project?) Proposal: Planning Stages

General time frame for completion: Completion under 12 months

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -		#
Conference -		
Attraction -	X	
Arts & Culture -		
Recreation -	X	
Retailing -		
Food & Beverage -		
Traveler Services -		#

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.): New visitors 500?

How do you plan to measure success? Log book; monitor increase in use of camping facilities and recreational facilities

Website for reference: N/A

*Contact Information: Mary Kelley
 Town of Martinsburg
 Martinsburg NY 13404
 mburg@ridgeviewtel.us*

Project Name: Whiteface Mountain Vetrans Memorial Highway

Project Location: Wilmington-Essex

Lead Business or Agency: ORDA-Tourism

Engineering has been completed to repair the Highway. Seeking funding. The Whiteface Highway is the #1 visited Tourist attraction in the area.

Cost: \$4.51 Million

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$	\$	\$	\$	\$	\$

How could assistance through the Regional Economic Development Council further this project? Help to secure Grant Funding

Number of jobs anticipated to be created: 15

Status: (What best describes the status of this project?) Project: Fundraising/Seeking Investors

General time frame for completion: Completion in 12-24 months

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -		
Conference -		
Attraction -	X	
Arts & Culture -		
Recreation -		#
Retailing -		
Food & Beverage -		
Traveler Services -		

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.): Continue to be the #1 attraction in the area

How do you plan to measure success? Tourist Visits

Website for reference:

Contact Information: Bruce McCulley
Whiteface Ski Center
Wilmington NY 12997
bmcculley@whiteface.com

Project Name: Wilmington Local Waterfront Revitalization

Project Location: Wilmington, Essex County

Lead Business or Agency: Town of Wilmington

Revitalization of our Town Beach Recreation area, and our Downtown as laid out in the Local Waterfront Revitalization Plan and the Destination Master Plan. Half of this project is underway at our Town Beach Recreation area. We are seeking Funding to finish our Beach and create a fresh Village Center with a Revitalization of our Visitors Bureau/Municipal Parking Lot/Park.

Cost: \$800000

Sources:

Private business	Non-profits	Local government	State government	Federal government	Other sources
\$	\$	\$400000	\$400000	\$	\$

How could assistance through the Regional Economic Development Council further this project? Approval of Grant request

Number of jobs anticipated to be created: 15

Status: (What best describes the status of this project?) Project: Fundraising/Seeking Investors

General time frame for completion: Immediate (now underway)

Which sector(s) does this project target? Please check all that apply.

	Primary	Secondary
Lodging -		#
Conference -		
Attraction -		#
Arts & Culture -		
Recreation -	X	
Retailing -	X	
Food & Beverage -		#
Traveler Services -	X	

Please provide any tourism performance projections related to this project (ie number of admissions, room night projections, new visitors attracted, etc.): 500 new room nights

How do you plan to measure success? Tourism Business-Sales Tax-Occupancy Tax

Website for reference:

Contact Information: Randy Preston
Town of Wilmington
Wilmington NY 12997
wilmingtonsupervisor@frontiernet.net



**North Country Regional
Economic Development Council**

**Tourism Working Group
Meeting Notes for
Strategic Plan Advisory Process**

September, 2011

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**North Country Regional Economic Development Council
Tourism Development Working Group – August 19, 2011**

Organizational meeting held at SUNY Potsdam just prior to the meeting of the full NCRED Council.

Committee Members:

James McKenna, Lake Placid CVB /Regional Office of Sustainable Tourism – **co-chair**

Gary DeYoung, 1000 Islands International Tourism Council – **co-chair**

Laurie Marr, Alcoa

Michele Powers, Adirondack Coast CVB

Beth Hill, Fort Ticonderoga

Ruth McWilliams, Catamount Lodge

Pat McKeown, St. Lawrence County Chamber of Commerce

Lindsey Tarbell, Akwesasne Mohawk Tribe

John Clark, White Pillars Lodging

Alexandra Roalsvig, Long Lake Tourism

Sharon Piper, Schroon Lake B & B

Joe Conto, Paul Smiths College

Bill Farber, Hamilton County Board of Supervisors Chair

Kathy Amyot, Tug Hill Commission

Kevin Kieff, NYS Office of Parks, Recreation & Historic Preservation

Ron Ofner, Adirondack Regional Tourism Council

Renee Beyer, Lewis County Planning Office

Committee Members Present at Organizational Meeting:

Jim McKenna – co-chair Michele Powers

Gary DeYoung – co chair Laurie Marr

Kathy Amyot Ruth McWilliams

William G. Farber Alexandra Roalsvig

John Clark Kevin Keiff

This working group's charge is to provide a plan for tourism development that is strategic and implementable that will create jobs and whose results are clearly measureable. Our plan must include actual projects for funding and it

must take public input into account. We have a very short timeframe – our plan is due to the full council by early October.

Lt. Governor Bob Duffy has said publicly that plans should “develop a baseline of existing conditions, describe critical issues that must be overcome and the principal regional economic drivers that will advance the region’s economic growth.” The NCREDC Council believes that tourism is one of those drivers.

Some points from our discussion:

- We have to have product mixed with activities in order to get people to spend money. Our lack of product and our limited infrastructure holds us back from realizing our full destination potential. Overnight visits drive the expenditures and lodging is the backbone, but a critical mass of businesses is necessary, to include stores and restaurants as well.
- There are many similarities throughout the seven 1000 Islands/Adirondack counties and many communities face the same dilemmas.
- It will be important in our plan to sell the fact that our tourism jobs support the leisure traveler, which means they attract an infusion of new people and new money into our communities, as well as new jobs.
- Tourism can change the face of a community, but we don’t want to do that. People visit our region because of our communities, our culture and our resources; our plan should benefit residents by providing jobs that allow people to make a living.
- We need to create a market to support projects. An example is Carthage – waterfront improvements have attracted new businesses.
- We need to put tools in place to support new business development or perhaps give a boost to some that have been talked about for a long time. Tourism development zones are one example, in which designated development “zones” would provide incentives for tourism-related businesses. These businesses have typically been barred from participation in traditional economic development programs.
- In our region, “jobs” could mean a variety of things, guides, for example. One of our challenges will be explaining and selling the diversity of jobs that will be created under our plan.
- We will need a measurement impact tool to help quantify the true impact of our smaller numbers and to show, for example, that three jobs in a bed and breakfast are proportionately equal to a larger number of new jobs in an urban area.
- We need to think BIG, globally, and consider how the younger generations, who are coming into their own as tourists, think and plan their vacations. They think and act differently than the older generations. A plan for the future must account for these critical differences.

After discussion, the group agreed on the following **GOALS**:

- The creation of **sustainable jobs** in a four-season environment.

North Country Tourism

- There must be **private investment** in the sector; private investment will drive success.
- There must be a clear and measurable **ROI** for the state (sales tax – our projects involve retail spending; are there other measures?)
- We need to include a **needs assessment**
- We need to define our **market potential** (ex.: 120 million people within a day's drive)
- We need to define our **identity** – what is our regional brand?
- Sustainability and **preservation of the resources** that characterize our region must be a focus
- Development/encouragement of a **regional mindset** in our thinking and identity
- **Corridor development**, both highways and waterways
- Find solutions to the problem of dwindling **public waterfront access**
- **Product development**
- **Specific projects** driven by private investment and resulting in job creation need to be identified and included in the plan

Critical Issues

- Tourism does not fit into traditional economic development criteria molds
- There is limited access to private investment
- Lack of hospitality infrastructure
- We have activities; we lack product
- Corridor development – waterways, highways, bike lanes
- Offerings do not align with traveler demographics
- We suffer from regional competition and we need to change that mindset to one of regional cooperation
- Transportation links
- Loss of product base

Next meeting: Wednesday, August 31, 10 a.m. – 2 p.m.

Antique Boat Museum, Clayton

Host: Gary DeYoung

North Country Regional Economic Development Council Tourism Development Working Group – August 31, 2011

Second meeting held at the Antique Boat Museum in Clayton, Jefferson County

Present (**denotes TDWG member*)

*James McKenna, Lake Placid CVB /Regional Office of Sustainable Tourism – **co-chair**

*Gary DeYoung, 1000 Islands International Tourism Council – **co-chair**

*Laurie Marr, Alcoa

*Michele Powers, Adirondack Coast CVB

*Ruth McWilliams, Catamount Lodge

*Alexandra Roalsvig, Long Lake Tourism

*Kathy Amyot, Tug Hill Commission

*Kevin Kieff, NYS Office of Parks, Recreation & Historic Preservation

Howard Kelly, 1000 Islands Bridge Authority

*Kristi Dippel, Clayton Local Development Corp.

Harvey Bonisteel, Jefferson County Planning Dept.

Don Canfield, Jefferson County Planning Dept.

Angel Marvin, ROOST

John Bartow, Tug Hill Commission

Carla Malmgren, Tug Hill Commission

Ken Kogut, NYS DEC

Steve LaPan, NYS DEC

Kasey Thomas, SRMT, Office of Economic Development

Jerry Huck, Leeds & 1000 Islands economic development (Canada)

Bob Hagemann, Jefferson County

Larry Aubertine, Clayton Local Development Corp.

Background (Jim McKenna)

The creation of the Regional Economic Development Councils is a new effort at the state level to change the way NYS does economic planning and development. This program will put us on a level playing field with other larger/metro areas in terms of competing for funds. What we're putting together will have an impact on the future of tourism development in the North Country so it's an important task.

The Governor has put aside \$200 million for this effort. In December four regions will get \$40 million each, based on their strategic plans. The remaining \$40 million will be split among the other six regions to try to jumpstart their programs. Another \$800 million in a combination of incentives, grants, etc. will be available to all regions.

County Approach

As the TDWG holds its meeting throughout the region, the group will hear specifics from counties in that area. This meeting's focus was on Jefferson and Lewis counties.

Lewis County (John Bartow)

- focus is on assets and opportunities (primary opportunities – Blueway program, Scenic Byway program and the watershed management plan in the Black River Valley corridor)
- largest economic sector In Lewis County is agriculture
- tourism is a big part of the economy, but the projects are not exclusive to tourism; projects focus on community development, the infrastructure necessary to retain and expand economic development opportunities - the projects often cross sectors.
- Support services, idea of capturing a market share, great infrastructure (sewer, water) and diversification of recreational opportunities are the top tourism needs.
- County residents are starting to see tourism as a broader economic development tool and struggling to diversify their offerings. It is viewed as a positive tool, but there are conflicts they're wrestling with.

Blueway Project

- Focus is on the corridors that connect communities.

- Agriculture is not an option; it's such a critical important part of the economy you can't dismiss it because of water quality issues.

-The river is a catalyst for development; it has become a tremendous recreational asset.

-In the North Country we have over 1000 miles of scenic corridors (byways) but they are also the primary highway corridors; we need to deal with the realities of that – they will remain the primary avenue of the movement of goods and people.

-Projects/project ideas need to be attached to as many critical areas as possible – tourism, transportation, big names, etc.

Opportunities

- American Maple Museum ready to launch as a major destination

North Country Tourism

- Trail development (horseback riding)
- B&B development
- Restaurants/hotel accommodations
- Creation of more river access to the important flat water section of the Black River in Lewis County (boat launches/fishing access points)
- Hazard mitigation in the water (erosion, crumbling dams, etc.)

Jefferson County (Gary DeYoung)

- There are multiple tourism zones – St. Lawrence River, Lake Ontario shore, Watertown metro, Indian River lakes, Tug Hill
- There are historic sites, scenic tours, state parks & recreation facilities, amusement (go-kart, golf), fishing & hunting, boating, outdoor activities (hiking, picnicking)
- Emerging products include soft adventure, diving, eco-tourism (birding, trail use), winter sports, ATV, snowmobiling
- 120 properties – 2,369+rooms, 29 campgrounds, 2676 campsites, 63 marinas, 6000+ seasonal residential property parcels (a huge factor in Jefferson County)
- There are 19 million people within a half-day's drive (almost 12 million are Canadian); the I-81 corridor drives the traffic
- Weaknesses include seasonality (due to weather & school schedules), access to investment, condition of our product (out of touch with what traveler wants), public infrastructure needs (sewer, water), declining markets (Syracuse & Utica-Rome populations are declining, getting older and poorer)
- Seasonality makes private investment difficult to attract
- Challenges: global competition, changing travel patterns and expectations (demand for new and different experiences), changing demographics
- Strengths: natural resources, access to markets, relatively low operational costs
- Airport improvements (direct flights from Watertown to Chicago will begin soon) are considered a huge opportunity.
- Cross-border partnerships are critical to our region and need to be stressed. Private investment by Canadians could be an opportunity, but many U.S. laws hinder that economic investment.
- School schedules hinder tourism development – schools release too late (end of June) and colleges begin too early (mid-August), severely impacting the summer season in terms of visitor opportunity and help.

Kristi Dippel – Clayton Local Development Corp.

- Clayton has done a good job building on its assets without changing who it is as a community – natural beauty, cultural assets, structural (location of biz district, street structure, etc.).
- Projects going on now:
 - Riverwalk, (will run around waterfront of village and tie together shops, eateries, parks and provide public access to the water; has quickly become a mainstay of the community);

- Frink Park property, village took it over to remediate it and return it to the tax rolls, the town wants a hotel for the site but many developers have turned it down because of the traditional seasonality of the visitor trade. A developer has finally been found and Clayton is hoping for a destination hotel and announcement soon. Community is working hard to make sure it reflects the community's culture.

- Transient boating facilities (~50 slips).

- New York Main Street project – funding for businesses to make permanent improvements to their buildings along the main street district. Good project because it's tangible - you can see the results.

- Regional dock to attract cruise lines – was hampered by 9-11 events and lack of a first-class hotel near the dock.

Common Challenges that Link Our North County Communities:

- Aging infrastructure – how can we grow and develop if our infrastructure doesn't grow and develop?
- Seasonality – too hard on small biz owners.
- Public access to the waterfront.
- Competition for funds; we talk about being a “region” but the way the system is set up forces local communities to compete with each other for funds. Our competition is the great destinations elsewhere in the world, not next door.
- Tourism should not change the face of the community, only enhance it.
- Lodging is critical to tourism development, it drives the spend and it can spur pent-up demand. Retail and restaurant success follows the advent of good lodging and can even negate seasonality.

Numbers Illustrate Trends & Opportunities

Example: Essex County has less rooms than Jefferson County, but Essex generates \$121 million in lodging and Jefferson only generates \$32 million.

Example: We have 4% of the households outside NYC and we have about 3% of the taxable spend. The North Country consistently contributes a little more each year to the state's sales tax pot. We've proven that tourism can really outperform a lot of other sectors.

Example: We have 27% of the seasonal homes in the state and 42% of the seasonal waterfront homes in the state.

We have to show value to the county and state with our plan. We'll be judged on job creation.

We'll be questioned because jobs in tourism are traditionally thought of as less desirable. If we look at the "spend per household" and "income per household" it helps put it in perspective. Including numbers in our plan to illustrate a desirable outcome will be critical.

Potential Projects

Jim expects to get clarification on project criteria and expectations on September 2. At that meeting he also hopes to get a template idea for our report.

Projects need to:

- Be "transformational." (Our plan will have to balance sustainable with transformational.)
- Encourage cooperation
- Be private-investment generated.
- Fit our communities.
- Have a lodging component.
- Be ready to go.

The group discussed – in general terms – types of potential projects, including river parks, water parks, trail connections, a Route 202 corridor (Watertown), waterway access sites, river walks, connectivity opportunities. It was decided that the Clayton hotel project, because it's so close to becoming a reality, would be put on the "project list," along with the Schroon Lake Hotel (which the group will hear more about at a future meeting). It will be difficult to find projects that are ready to go like the Clayton project, but we must uncover more projects like that to ensure we have a strong, clear plan.

The key is to create something that will entice the private investment and the group discussed the possibility of including the creation of tools that would trigger private investment/development in our plan as "projects" rather than just a list of buildings, etc. The group discussed the concept of Tourism Development Zones, which would be identified pockets that would offer specific incentives to entice private dollars. A "zone" could mean many things, including a blueway or some other corridor, not necessarily just a "downtown."

There are three categories of lodging projects: a fresh, new project; the freshening of older facilities that still have potential and; the major, transformational "re-birth" of an existing facility. We need all three.

There was an extensive discussion about what the potential criteria for a Tourism Development Zone and/or a project might be, including:

North Country Tourism

- The possibility of designating six communities in the 1000 Islands region, six on Lake Champlain side and six in Adirondacks, and creating something targeted for private investment for hospitality/tourism infrastructure. Each community would develop their own incentives like a BID, tax credits at state level, expedited permitting, priority transportation development, etc. The communities would have to develop marketable linkages.
- The possibility of communities competing for dollars within our region; incentives could be offered for linkages – figure out your connectivity.
- A goal of helping to bring back some of our dying communities across the region and not just benefiting the existing communities that are doing well.
- Creation of different zones, like a seasonal resident services zone. Each community can decide what they want to be.

Basis for the Tourism Development Plan Going Forward

Tourism has a great potential for growth. The goal is to create pockets of tourism development to generate a higher quality of life. We do that by encouraging destination planning for communities that want to affect their growth with tourism. We need to create a public/private development plan to make these hubs viable.

We will create Destination Hubs & Corridors.

Future elements for discussion/decision include:

- What do communities have to do to be considered?
- Components of “hub” and “corridor.”
- What would state have to do to help ignite the development/what are the public incentives?
- How to appropriately scale the investment/return.
- What would the “approval” process be?
- Definition of a “destination.”

Next meeting:

September 7, 10 a.m. – 2 p.m., Knights of Columbus building in Port Henry on Lake Champlain. Jim will send out directions.

Sept. 14 meeting in Long Lake-location TBD

North Country Regional Economic Development Council

Tourism Development Working Group – September 7, 2011

Second meeting - held at the Knights of Columbus Hall in Port Henry, Essex County

Present (*denotes TDWG member)

*James McKenna, Lake Placid CVB /Regional Office of Sustainable Tourism – **co-chair**

*Gary DeYoung, 1000 Islands International Tourism Council – **co-chair**

*Laurie Marr, Alcoa

*Michele Powers, Adirondack Coast CVB

*Ruth McWilliams, Catamount Lodge & Forest

*Alexandra Roalsvig, Long Lake Tourism

*Kathy Amyot, Tug Hill Commission

*Kristi Dippel, Clayton Local Development Corp.

*Sharon Piper, Schroon Lake Bed & Breakfast

*John Clark, White Pillars Lodging

*Beth Hill, Fort Ticonderoga

*Ron Ofner, Adirondack Regional Tourism Council

Angel Marvin, Regional Office of Sustainable Tourism

Matt Cartwright - Ticonderoga Area Chamber of Commerce

Sharon Reynolds – Pride of Ticonderoga, Inc.

Tim Garrison – Moriah Town Council

Carol Calabrese – Essex County IDA

Kevin O'Neill – SUNY Plattsburgh (facilitator – appointed by the NCREDC)

Anastasia Pratt – Clinton County Historian/Friends of the Old Stone Barracks

Janet Kennedy – Lakes to Locks Passage

Luke Cyphers – Saranac River Trail Advisory Committee

Alison Power – St. Lawrence County Chamber of Commerce (attending for Pat McKeown)

Background

Co-chair Jim McKenna reviewed the common challenges across the region and the elements our plan needs to contain (from the previous meeting's notes). He emphasized that our plan must be strategic in order to be considered for inclusion in the full North County plan.

In keeping with our stated goal of hearing about challenges and opportunities in each of the seven counties, this meeting included guests from Clinton and Essex counties.

Clinton County (Michele Powers, Anastasia Pratt, Luke Cyphers)

- Clinton County has a lot of manufacturing, tourism is a small component.
- The hospitality industry was built around Route 3.
- Lack of waterfront access and activities.
- Airport is going to help transform the community, because it will make Plattsburgh a fly-in destination. It is not helping in terms of tourism right now, but the will change.
- Heavy Canadian business. Everything is bi-lingual.
- Only a small part of the county is within the Blue Line.
- Lodging occupancy remains a challenge.
- A Destination Master Plan (DMP) is helping direct Clinton County's focus. The county has a lot of historical tourism, ag tourism (wineries, apple, maple), outdoor recreation, fishing on Lake Champlain and paddling.
- Lot of war history, good museums on the former Air Force base,

Opportunities

- Stone barracks/historic campus. Stone barracks were recently privately purchased, but owner is looking for partners to capitalize on this historical jewel. They hope it will become part of the DMP for Clinton County – bringing history and tourism together in a beneficial way. It could showcase history for the entire region and could serve many purposes in bringing tourism to Clinton County. Would like to see historical re-enactments, project may include lodging. Fits in with the goal of sustainability/preserving our assets.
- Saranac River Walking Trail – current project is a three-mile paved pathway along the river through Plattsburgh. Eventual goal is to connect to the Town of Saranac, making it a 30-40 mile experience. Phase 1, about 1 mile, should be done by Nov. 1. It's a fairly urban pathway but serves multiple purposes: transportation link, especially for college students, great recreational resource, and it connects communities. Goal is to try to get people to pause and stay overnight. The committee heading up this effort is starting a 501 c 3 organization; they already have received grants for signage, benches, etc. along trail, but they want another transportation grant to get across the river and over to the lake.
- Opportunities in Peru on the Little Ausable River, Michele will get more information.
- Beach project – the huge freshwater beach in Plattsburgh is underutilized. They would like to capitalize on the military history and increase recreational opportunities. A potential opportunity is for the takeover of the existing buildings and facilities at Cumberland Head State Park. Trails could be created, an interpretive center could spin people out into the community, botanical gardens could take advantage of existing wetlands, ship replicas could be built and, due to the large amount of land, an outdoor amphitheatre could be built. A 501 c 3 organization would be created to take over the project and manage it.

Essex County (Jim McKenna, Matt Cartright, Beth Hill, Tim Garrison)

North Country Tourism

- Essex is totally within Adirondack Park; tourism history dates back to the 1800s.
- Wilmington's goal is to become **the** village of Whiteface Mt., year-round
- Schroon Lake has a great 19th century main street and a nice beach, their difficulty has been lodging
- Wilsboro, Essex have seen a bit of resurgence this year and they have generated some private investment
- Westport is seeing a lot of its lakefront being sold and an emphasis on upscale ag tourism
- Lots of communities are pass-through, but it's difficult for people to spend money in them.
- Keene is a good example of success; they now have 35 visitor-oriented businesses open. They're starting to create a "destination" because they've gotten a critical mass. They have some lodging and people are starting to spend money there. The businesses formed a business association this year to help pull things together.
- Lake Placid is successful because the infrastructure is in place to support a critical mass destination. People can stay there, enjoy the amenities and spread out and visit other smaller destinations.
- Ticonderoga - Lot of same challenges. Key is building partnerships. Need the infrastructure. Have been revitalizing downtown (a new Best Western), the Ticonderoga Revitalization Alliance is working together to encourage a common focus, the Fort is benefiting the whole community,

The Chamber is changing its look and how it does things. The focus will be on scenic resources, sportsman's and photographer's paradise, recreational opportunities and natural resources.

The village needs an expansion of businesses to provide jobs to support the community and to provide additional services for visitors.

- Fort Ticonderoga is a "learning campus." The history at the Fort interconnects the community with other areas. It's currently open May-October (with about 71,000 visitors) and is working on expanding to year-round. They want to make it an escape – bring people to a very special place. The Fort is developing new products and services this year and is focused on a strategic plan to offer something new to the market every year while building a long-term viable business plan.
- The Town of Moriah formed a community economic development group that is focusing on cleaning up the main street, applying for a Main Street grant to improve facades, and helping people to focus on positive community traits. Because the town has minimal lodging, the focus is on day-trippers and capturing some of the traffic tied to other locations such as Ticonderoga.

Opportunities

- Implementation of some type of hospitality program so we're all on the same page as to how we're treating visitors and each other.
- Build a hospitality *culture* among our communities.

North Country Tourism

- Take advantage of the colleges/universities in our region to connect with local students and give them the skill set they need to be successful in the tourism/hospitality industry.
- Focus on entrepreneurship as a means of driving a successful tourism industry.
- Geo-tourism. Montana has embraced this and, since 2009, they've have a 36% increase in brand awareness, tourist expenditures are up 9% and ROI to the state has doubled. Lakes to Locks has launched a website and is creating a mobile app and developing a partnership plan to support this initiative. They have received funding for a geo-cache program and a bi-state park guide.
- We have a lot of American history in our region possibly more than any other region in the state. Military history could be a thematic bubble.

Lakes to Locks Passage (Janet Kennedy)

- Lakes to Locks' focus is on development of infrastructure for gateway centers and community heritage centers (working with existing historical organizations and museums).
- They work on byway grants that can help unify counties – Essex and Clinton are in this corridor.
- Interconnected waterways are underutilized in this state, primarily due to the “regional” nature of branding and promotion in NYS.
- Worked with Seaway Trail to produce a Waterways of the War publication.

Facilitator – Kevin O'Neill

- Strategic programs/projects must be **regional** in nature. The strategy needs to be comprehensive and integrated, connections to other regions would be looked upon favorably in the judging process. Our plan should strategically drive economic development.
- State will look at strategic plan for the region when it judges projects that come before it. However, we also need to think about products from a more micro-prospective because of the \$800 million fund into which individual projects can be fed.
- We need to think in terms of phasing. The NCREDC Planning Committee is thinking in terms of 2030 – what does the region look like in 2030?
- Private funding is crucial for success in the CFA (Consolidated Funding Application) process. More points will be awarded for more private investment to ensure there are private/public partnerships.
- New CFA criteria will be online as of Sept. 15. Interested businesses and people should familiarize themselves with new funding criteria.
- He suggested that one of the TDWG chairs call the NCREDC chairs and ask what they want to see in our plan, particularly regarding the level of detail for specific projects included in the plan.
- The NCREDC's strategic initiatives will be made public Monday.

Premise for the Tourism Development Strategy

Tourism development can be the catalyst for community development.

(This will be key to acceptance of our strategy by traditional economic developers. Our plan will be judged by non-tourism professionals so we must think in those terms. Outreach to other organizations (banks, colleges, real estate professionals, regulators) will likely be necessary to help them understand how tourism can drive community development. These are our partners.

Vision Idea:

Tourism development will enhance communities and the quality of life by growing and protecting natural, historic, and cultural assets and attracting new business, jobs and revenue.

Components:

- A critical mass we can draw people to and the corridors that connect people/communities
- What do we want to be in the future and who will our visitors be then?
- As you enhance the quality of life for residents, it attracts visitors. Quality destinations have to have quality living for residents.
- Differentiation of experiences and products.
- Focus on community revitalization principles.
- How to attract entrepreneurs
- What can we do to empower communities?
- Identify products, identify tools, identify impediments, identify projects
- “Green” language/sustainability

Deliverables

- A written 5-year tourism development plan for the region (there has to be a vision that shapes the strategy, then projects)
- Matrix of projects (location, ROI, timeline, private investment in hand or anticipated, programs state could provide)

Scoring

- \$40M competition among regional economic development councils is one scoring rubric
- \$800M – the council will use its strategic plans as a guide for disseminating these funds
- projects closer to completion will be scored higher, as will longer term projects with a greater economic impact
- Economic parity formula will make smaller numbers of jobs proportionate for our area
- Each industry has an economic impact measure that could be used for scoring purposes as well

****Send Angel Marvin links to plans that contain projects.
Marvin.angel@yahoo.com**

Next Meeting

Wednesday, Sept. 14, 10-2, Adirondack Hotel in Long Lake

Brainstorming Session

Tools that State Could Provide to Help Tourism Development

- Transportation funding (community linkages/connecting communities)
- Improved signage (bi-lingual and directional)
- Statewide or regional branding
- Help with winterization of facilities
- Creation of incentivized tourism development zones that take seasonality into account
- Ramp up I Love NY program
- Educational support
- Arts & culture support
- Funds for infrastructure development/green infrastructure
- Relief from burdensome and duplicative regulations
- Support of the Main Street program
- Creation of a five-star hospitality educational program
- State funded/created elaborate website geared toward the next generation of travelers that would feature celebrities promoting the destinations and other schemes to attract the interest of younger people
- Fast track the process/paperwork for new business development
- State-hired tourism business solicitor to seek out private tourism investors
- Regional support so businesses could learn about programs and how to write grants/apply
- Business retention incentives
- Funds for communities to get assessments/plans done (another tool)
- Mandated equal access to broadband

What Local Communities Could Do to Entice Private Tourism Development

- Create revolving local loan funds
- Community leaders needs to engage the population and encourage a positive attitude toward change
- Encourage communities to network to overcome their weaknesses and capitalize on their strengths - demonstrate more cohesiveness through branding and promotion
- Provide support services for new businesses
- Develop/protect their waterfronts
- Subscribe to the concept of Pride in Place - take care of streets, sidewalks, parks, enforce zoning
- Hospitality - show by example

North Country Tourism

- Encourage community leaders to speak positively about their community, their region
- Implement comprehensive plans that many people have worked on
- Offer tax incentives to businesses on a municipal level
- Nurture grassroots interest in economic development - provide people to help communities implement their plans and apply for grants
- Leverage history, but let go of the past
- Remove permitting disparity/duplication
- Adapt fundamental services to be visitor-business friendly (i.e. garbage picked up on weekends)
- Provide youth for summer work that are job-ready
- Incentivize youth to stay in the communities they're from
- Remove barriers to a regional mind-set to economic development and tourism
- Sign off on/sign on to connecting plans (trails, waterways, etc.)
- Make people feel welcome in an attractive place
- Ensure community is pedestrian-friendly (shovel sidewalks, clean up dog poop, etc.)
- Get all seven counties to participate in an initiative to have a tourism development solicitor to "place" new tourism businesses appropriately in the region

North Country Regional Economic Development Council Tourism Development Working Group – September 14, 2011

Third meeting - held at the Adirondack Hotel in Long Lake, Hamilton County

Present (* denotes TDWG member)

*James McKenna, Lake Placid CVB /Regional Office of Sustainable Tourism – **co-chair**

*Gary DeYoung, 1000 Islands International Tourism Council – **co-chair**

*Laurie Marr, Alcoa

*Michele Powers, Adirondack Coast CVB

*Ruth McWilliams, Catamount Lodge & Forest

*Alexandra Roalsvig, Long Lake Tourism

*Kathy Amyot, Tug Hill Commission

*Kristi Dippel, Clayton Local Development Corp.

*Sharon Piper, Schroon Lake Bed & Breakfast

*John Clark, White Pillars Lodging

*Ron Ofner, Adirondack Regional Tourism Council

*Pat McKeown, St. Lawrence County Chamber of Commerce

Angel Marvin, Regional Office of Sustainable Tourism

Kevin O’Neill, SUNY Plattsburgh (facilitator – appointed by the NCREDC)

Clark Seaman, Long Lake

David Tomberlin, Tupper Lake Chamber of Commerce/ARISE (Adk Residents Intent on Saving our Economy)

Stephen Svoboda, Adirondack Lakes Center for the Arts

Brian McDonnell, Adirondack Watershed Alliance/Paul Smiths Visitor Interpretive Center

Carol Inserra, Adirondack Hotel

Sylvie Nelson, Saranac Lake Area Chamber of Commerce

Background:

Jim McKenna discussed NCREDC’s vision for its overall plan, which includes eight strategic objectives, one focused on tourism: “Activating tourism as a pathway to diversify our economies.” Based on his work with the Planning Committee, Jim emphasized that the inclusion of this bullet in our regional plan is a very big positive step for the tourism industry; tourism will now be looked at in a whole new way. All funding, future projects and planning will be

based on this overall regional plan and built around the eight strategic objectives.

We reviewed what we've heard as at meetings around the region: a lot of communities have suffered difficult times; we have attributes in the region but not the infrastructure to attract visitors or additional jobs; new business is more likely to gravitate to the communities in our region that already have the infrastructure in place; water is one of our key attractors. Tourism can be a catalyst for the development of this infrastructure, which will better position those communities to attract new businesses and jobs.

What attracts people to the region? (per an annual survey done by the Lake Placid CVB)

- 1) Outdoor activities
- 2) Opportunity to relax, dine and shop
- 3) Sightseeing
- 4) Olympic sites
- 5) Heritage and culture
- 6) Arts and culture

These are the same things we hear throughout the region that are important to visitors.

Hamilton County (Alex Roalsvig, Carol Inserra, Brian McDonnell, Stephen Svoboda)

- Hamilton is the most sparsely populated county east of Mississippi River
- State owns 46% of land in the county
- 647 rooms in county – cottages, motels, a couple hotels, B&Bs, but these equal only about 20% of what was available 60 years ago
- Lakefront accessibility is an issue – people are buying lodging properties and turning them into private homes
- Biggest industries are non-profit and government sector jobs
- DEC closes its campgrounds Labor Day weekend which shortens the season considerably (this is the second year they've been doing that)
- Local infrastructure is a problem (lcell/Broadband access), need to foster an attitude of "what can we do to help ourselves?"
- Community master plans are spotty in county, mostly because of cost (Inlet is one community that does have one)
- Most people have more than one job in order to support themselves – they have to do what they can to make it work or they have to leave
- The "Adirondack lifestyle" is a draw
- There are a lot of events and some attractions (Adirondack Museum, Great Camp Sagamore); trying to build on shoulder seasons.

- One of the big events is the “Canoe Classic” now in its 29th year, with over 600 participants from 20 states. Billed as an event that is “totally Adirondack,” it has developed a following and the organizers’ intent is to stimulate business. It’s a regional effort, with organizers working with Long Lake, Franklin County Tourism and the Central Adirondack Association.
- The Adirondack Lakes Center for the Arts has gone through some changes in recent years and has expanded its mission, increased its budget and activities, and positioned itself with state funders to actually increase its funding significantly, when most other arts organizations were cut. The Center feels it supplements the Adirondack brand and provides visitors with others things to do and wants to continue to increase its offerings.

Opportunities:

- Need trained guides
- Need to upgrade local websites – some businesses cannot do this because it’s cost prohibitive and time prohibitive
- Need someone positioned to write grants for communities
- Long Lake has some potential projects identified: town beach upgrades, greening the buildings, stabilization of canoe carries, erosion control, reconstruction of pavilion floor, dock repair/upgrades, improving lake access and extension of an existing nature trail to connect the community.
- Succession financing as well as redevelopment financing to help entice buyers for tourism-related properties that want to keep them open as businesses.
- DEC needs to be an active player in the tourism design and planning for the Adirondacks because they own/regulate many of the campgrounds, offer canoe rentals and often serve as the front line for information to visitors. Often people in these roles are not adequately trained.
- Coordination of agencies such as the Border Patrol, state DOT, DEC, etc. to be more aware and accommodating of events that attract visitors.
- The VIC in Paul Smiths, which is now being run by Paul Smiths College is an opportunity for a visitor draw.
- Encourage understanding of the tourism dollar and impact among communities; just because the event is not being held directly in your community does not mean you don’t see impact from it.
- Determine how to build communities that have infrastructure and support services in place to encourage people to stay longer than two days. Build support systems that allow communities to triple in size in the summer (to accommodate visitors and seasonal residents), but keep those systems in place year-round to help build a broader four-season destination.
- Increase the number of year-round businesses.
- Need to recruit great, sustainable, staff and encourage them to live and buy a home here.
- Help funders understand that if they make an investment in operating support they can have a much wider rippling effect in the community (i.e. allows organization to hire more employees).
- Housing: need housing for artists to come and work and perform as well as housing for tourists.

North Country Tourism

- Smaller businesses and non-profits rarely have advertising dollars to expand their reach outside of the region.
- Think creatively about shared services by like organizations in terms of staff, programming, employee benefits, etc. Doing away with duplicative services would allow for more money to be spent on programming, advertising, hiring.

Example:

Adirondack Hotel – Carol Inserra

- Bought hotel in 1990 – first five years was a struggle to correct the infrastructure just to make it safe and usable (wiring, septic).
- Was very difficult to get financing. Had a private mortgage with the seller, banks wouldn't talk to the owners. After obtaining two loans from local agencies, banks were willing to talk. Once the banking relationships were established, getting a loan was not a problem.
- Making it through the winter is very difficult, financially. Last year was particularly hard due to food costs increasing by 20%, less people visiting, fuel costs increasing significantly, and skyrocketing costs of insurance, payroll taxes, workman's compensation and disability insurance.
- Flooding had a disastrous impact – hotel lost \$130,000 and was closed for 10 days. Lost both boilers.
- Part of reason hotel is successful (operating since 1850s) is because the community loves it and understands its place in the history and success of the town.
- Finding employees is challenging. In recent years they have resorted to bringing in foreign workers because they can't get people to come to the area to work. There are very limited rental or purchasing options for higher level workers (like a chef).
- The closed campgrounds have a huge negative impact on their business during the shoulder seasons.
- More year-round activity would help the business most.

Franklin County (David Tomberlin, Sylvie Nelson)

- The Tupper Lake Chamber of Commerce has done a lot of work to improve the image of the Chamber and town; they are hiring an events coordinator to take advantage of all the events being held.
- They have an outstanding attraction in the Wild Center and are looking forward to a couple more new attractions. They are constricted by a lack of rooms to accommodate Wild Center large special event guests so the whole group goes elsewhere for lodging. They face the same challenges with restaurants.
- The opening of Big Tupper has helped business.
- They have a beautiful lake and a great golf course.
- The opening of the Adirondack Club and Resort will have a regional impact.
- The Adirondack Regional Airport benefits the whole area (estimated \$7 million economic impact); commercial flights to Boston are offered as well as private aviation, an area that has a significant impact on the airport. They are working

on getting commercial flights to White Plains as well. In 2010 there was a 70% rise in usage and that rise is expected to hit 80% in 2011.

Opportunities

- Adirondack Public Observatory - new project, developers (a non-profit) have an APA permit, they own the property, the plans are complete, funding is lined up to start construction.
- The Adirondack Club Resort (they are waiting on their APA permit) is considered a significant new development that will make the Tupper Lake area a year-round destination.
- Lodging – lack of rooms.
- The airport terminal is not adequately built – no restrooms, not a lot of space - and the town is trying to get funding to expand airport and make it more user-friendly. This funding cannot come from FAA because they don't fund buildings. The plans are ready for a \$1.2 million new private aviation terminal. Electricity and water are already there and they are ready to start on sewer system. Grants cover those items, but not construction of the building itself.
- Capitalize on the visitors coming into the airport in their private jets. They are an important part of the economy.

SWOT Analysis

The remainder of the time was spent discussing the Strengths, Weaknesses, Opportunities and Threats analysis that our Working Group is required to submit to the Planning Committee by Sept. 29. (*The final product will be sent to the committee separately.*)

Next Meeting

**Wednesday, September 21, 10-2, Raquette River Lodge in South Colton
1800 Raquette River Road, South Colton, 13687**

North Country Regional Economic Development Council Tourism Development Working Group - September 21, 2011

Fourth meeting – held at The Lodge at Raquette River in South Colton, St. Lawrence County

Present (*denotes TDWG member*)

*Jim McKenna, Lake Placid CVB/Regional Office of Sustainable Tourism

* Gary DeYoung, 1000 Islands International Tourism Council

*Ruth McWilliams, Catamount Lodge & Forest

*Alexandra Roalsvig, Long Lake Tourism

*Kristi Dippel, Clayton Local Development Corp.

* Sharon Piper, Schroon Lake Bed & Breakfast

*John Clark, White Pillars Lodging

* Pat McKeown, St. Lawrence County Chamber of Commerce

* Kevin Keiff, NYS OPRHP

Renee Beyer, Lewis County Planning & Economic Development

Don Meissner, FISHCAP

Carla Malmgren, Jefferson County/Tug Hill Commission

Brian Staples, St. Lawrence County IDA

Angel Marvin, Regional Office of Sustainable Tourism

Background

Jim gave an overview spanning the State to Local NCREDC initiative. This is the Governor's new approach to economic development: New York is now open for business. Historically Empire State Development has been the one economic development program for rural and urban New York. The Governor has now created 10 regional economic development councils around the State and has charged them to create plans so that they have a roadmap with which they can dedicate resources driven by the local needs and wishes as dictated by each region.

Jim sits on the Regional Council and co-chairs this tourism working group. Our Region is very diverse, representing the least populated but largest land mass of all the Regions. We will be submitting our tourism segment to the council. Projects will come through the Council to the State in a process that will use one consolidated funding application for a number of State agencies. The Council's approval will count for 20 points in the State's ranking system.

Input throughout the region indicates that we have great outdoor scenes, cultural activities and recreational activities but lack amenities and other tourism infrastructure as the initial step for the creation of successful destinations. An essential point to make is that successful tourism development instigates the kind of revitalization and redevelopment that is essential to the overall success of our communities. Improvements brought about in the name of attracting visitors benefit residents and the quality of life and improved infrastructure brings new residents and other kinds of business beyond tourism. "Activating tourism as a pathway to diversifying jobs."

North Country Tourism

The Council is looking for a plan that includes an Executive Summary, a list of projects and the SWOT analysis which we already provided. We'd like a way to reference the various destination, waterfront, comprehensive and other plans already created by our counties and communities.

John Clark – White Pillars Lodging (today's host at Raquette Lodge)

- Used retirement to buy a derelict waterfront home which he converted to rental lodging
- Used mortgage on renovated property to buy next property – now owns 9
- John is a retiree who has identified and is pursuing one of his passions – tourism
- Believe you are creating a dream when you create a location – he has designed his places so that they fulfill the dreams people have of where they want to spend a vacation and he makes sure they are consistent from décor to activities
- The pivotal point to unlocking this success was when he was told to think big
- Analyze your market and what they are looking for – think ahead to the next trend – from the way people will be planning their vacations to the technology they expect to have access to and what the next generation is looking for
- WATER is the key - access is the biggest differentiator for our region – his water properties are worth twice what they were while his non-water properties have stayed the same
- Exceed expectations – and expectations of global visitors have risen
- The future is in the ability and desire to “design your vacation” and our ability to offer alternatives
- People he sees do not want to drive more than 7.5 hours, they don't want to fly, they don't want to go to Europe – they want to re-live memories of car trips with their parents, they want to have fun and eat well.
- The next big trend will be rivers because other waterfront is disappearing
- 9 lodging sites employ 8 people full time
- This model has been financially successful – in South Colton – which is very out of the way
- How was financing – you have to be clever and it helps to have a waterfront property
- We shouldn't be in competition – we should be sending people to the other places for activities.
- Hires a professional to upkeep his website

Ruth McWilliams – Catamount Lodge & Forest, Raquette River Blueway Corridor

- Ruth's passion is forest management
- At these meetings we are all relating to some plan already on the books (and Ruth handed out the Raquette River Blueway Corridor Plan summary – a 10-year process)
- Received an EPF Local Waterfront Revitalization Program grant – the grant was awarded but funding was delayed which really took the momentum out of the process
- They utilize a lot of private sector investment, for example, Brookfield Renewable Power to create maps and campgrounds on their property
- They created a Raquette River Information Center in Colton with all private donations

North Country Tourism

- There are whitewater releases from dams six times each summer which attract whitewater kayakers – they are working to develop amenities for this market and working with Canton & Potsdam to make this a whitewater destination
- They have Class 5 rapids but are working to develop more family-friendly water experiences, too
- Higley Flow State Park grooms ski trails all winter but has no warming hut – they are currently working to raise \$125,000 for that
- There is huge potential for the development of Ogdensburg & Fort de la Presentation
- Bring groups of communities together to create a destination
- When she first arrived to develop their property they were seen as a threat because there was concern that they wouldn't honor the history of the property and community
- Work to educate and make partners of community – awaken people – gently – build past into what you do in the future
- Catamount Lodge & Forest is 379 acres of forestland – they could not exist on income from the lodge alone – they harvest the forest for the Amish to make furniture – looking for value added

Follow-up discussion

The Mr. Haney effect: everyone has to be a serial entrepreneur and create a diversity of income in order to make it.

Destinations are found through internet research but you still need visitors centers once you get there - a community concierge. Could the role of visitor's centers be like strategy center? A place where you can download apps.

Pat McKeown – St. Lawrence County Chamber of Commerce – FISHCAP

- Her passion: to put St. Lawrence County on the map – take it from where it is to where it needs to go without offending local residents
- Historical tax base of St. Lawrence was industries like Alcoa
- Now we need to build an economy out of what we have vs. what we wish we had – over 200 lakes, rivers & streams - FISH
- Held a meeting with 30 anglers to learn about St. Lawrence County fishing – they became part of a core group to help promote fishing – decided to proclaim themselves the “World's Fishing Capital” – that was their big thinking – phrase is now trademarked
- They now need to hire someone to promote this full time – have created partnerships with Don Meissner, host of a PBS fishing show; Corning, Massena, Brazier, Waddington,
- Clarkson University is helping them measure the results
- Challenges: Infrastructure, hotels, public boat slips, gas stations that accommodate towed boats, someone who packages the vacations, lack of paid positions to help promote – volunteers are exhausted
- Measures of success: fishing licenses, reservations
- The FISHCAP website will be live soon

Don Meissner

North Country Tourism

- Started a fishing show on small waters and after the first year it went national. Went to some of the greatest places in the world and feels St. Lawrence County is the most special
- Fishing is an excuse to get people here – once they get here – the experience will grab them heart and soul.
- His passion is to share this experience.
- Recently in the Raquette River Blueway – didn't know it was the second biggest river in the state – formed the life of the towns here. Wonderful white water rafting/kayaking and people saying "We didn't know this existed"
- Now producing a documentary called Paddle On tracing the history and opportunities for people to discover this area.
- New TV show in the works in conjunction with the Department of Defense – Fishing Behind the Lines – taking soldiers just returned from Afghanistan out fishing – soothing effect on people's souls
- St Lawrence County has the natural setting, diversity, huge fish – other areas don't have this.
- Recently Waddington ran for best fishing town in US – area people bought in – worked like crazy – came in second in the last days of voting.

Brian Staples – St. Lawrence IDA

- 30 years w/ IDA – working with tourism is out of their bailiwick – approached by Pat and Don – helped them look at Tourism as an industry – have to look at what they have to sell and he believes it is tourism. Became convinced that some of their advertising \$ should go to develop tourism.
- Look at what you really have to sell. Look at agencies that thought you may not have a common goal and figure out how you do. Clarkson has an MBA – use colleges as resource – ask them to do studies – use them.
- Find people who are enthusiastic –Network - Look at unorthodox partners to find common interests

Rene – Lewis County Planning Office

- Owns a lodging business on Tug Hill Plateau as well
- Adirondack foothills on one side, Tug Hill Plateau on the other, Black River in the middle
- Talk about an unorthodox partner – they have Kraft so they do a Cream Cheese festival – Kraft doesn't do a lot with tourism
- Rene provided a list of projects for Lewis County.
- Lewis County has all the same issues as the ones mentioned and a grassroots effort working on them
- Council working to make a destination, pull it together, 100% volunteers partnering with Chamber of Commerce – they get \$ from the county to do marketing.
- Chicken & Egg – what comes first – ATVers, kayakers – lodging.
- People can't survive on the seasonal income – need to develop 4 season
- Need to connect ADK/TugHill/BlackRiver – lack of communication currently – goal is to hire someone to put together plan – website, visitors center, etc.
- Agrees that it is key to market what you have and not what you wish you were.
- They do have Kraft and AMF – only bowling pin manufacturer in the US

North Country Tourism

- Agriculture is the other piece of their economy – need to develop agritourism – have the Maple museum
- #1 need – professional marketing – same with Raquette River Blueway

General Discussion – Regional Marketing Need

Who will spearhead a regional marketing effort and how can it be funded?

Every county in Wisconsin had a Cornell business specialist for tourism – why not use the existing Cornell Cooperatives – part of Cornell mandate. Use the existing structure. Can't look to the counties for \$ right now. Don't want to create yet another office.

Could I Love NY be re-tooled so that it fills the marketing and packaging needs? A marketing clearinghouse is desperately needed – the Regional TPAs would be the most likely organizations to do this. It would be where to find information like packaging vacations and touring ideas. This would be longer term program. Or could this be the North Country Alliance?

Can people use the computer to plug in their dream vacation and get information on where that can happen. That mechanism is not in place. Create a place where residents and visitors can provide information about things to do, places to eat, etc. so that others can use it to design their vacation – like a Visitor Wiki.

General Discussion - Business Development Need

We have a business development infrastructure: it just doesn't emphasize tourism. Tourism should tap into the business network. Chambers are overworked. IDAs can point people to sites for industrial availability but not sites for opening up a lodge

It is difficult to define the economic value of tourism. How do IDA's develop programs that are more compatible with tourism industry development – instead of industrial park thinking?

The IDAs have done a few hotels and that has been a stretch for them to do that. Politics sometimes keep IDAs from taking on some projects – their ability has narrowed. Existing hotels say a new hotel hurts them and why do they get tax breaks when existing do not. They have been able to say that a hotel would bring people who leave their money at businesses. It is a balance between who is here and who is coming in.

Projects

The Council will be looking for projects that are region-wide. We have to explain why a project is inter and intraregional.

North Country Tourism

We need to use a multiplier to show economic impact and focus on all 8 visions. Every project must be ready to go within 12 months but can be just a phase of the project.

We must show how it will be implemented and by whom.

Show how it engages a strategic plan.

First: What if it is a 0% loan fund for rural destination lodging. We need to show how much we want to put in that fund (5-10 million) and that it will employ x number of people across the region and have an x multiplier and then who administers it.

Second: a marketing initiative for the region. Yet bricks and mortar may get more attention and a marketing program might not rise to the top right now.

Third: Addressing seasonality – projects that make an amenity able to be open in all seasons: getting old facilities winterized, repairing facilities that have experienced damage from weather

Could there be a Don Meisner fishing trail the way there is a Robert Trent Jones Golf Trail? That is something that is interregional too.

Projects are coming in in response to the surveys sent out by Michelle.

Fourth: All Infrastructure: building new, revitalizing old, repairing damaged.

We need to put in longer term projects, too. Could we just mention projects listed in plans that the state paid for – WRPs , Blueways, Destination plans.

How to Format the Projects

\$40 million is best suited for the lodging initiative to be possibly set up as a fund for new rooms gap financing – a loan or grant – new rooms equals new jobs – even with existing properties.

1. Actions
2. Projects
3. Impediments

Establish a \$5 million tourism lodging development fund - must propose a mechanism – gap financing? We need to discuss how it gets meted out. We need to answer “Who’s doing this?” “How is it a fair process?”

We threw around titles for the program we want to start. Community Development Tourism - toward diversifying the economy. At this time it would be for adding new rooms. It may not work well for smaller properties nor be allocated for renovation needs. It needs to be a substantive impact that will add jobs. “New capital” “Transformative Destination Development Fund.” It needs the word “community”.

Another program: funds for a renovation/energy efficiency/season extending project – essentially a Main Street program.

Though hotels won’t succeed if they can’t fill during the week, there are some projects that will succeed that should go forward like the hotels in Clayton and Schroon Lake.

Green winterization program for hospitality - restaurants and hotels.

North Country Tourism

There is also a need to assist non-profits who want to get activities off the ground, i.e.; Theatre Heritage Center Dark Sky.

Specific projects have steered us to thematic needs but may not be listed as specific projects in the plan. Projects must equal jobs – long term and short term – and not only job creation but job retention.

Projects List

Here are the projects that have been submitted to us as examples

1. Private Development in tourism final phase
2. Non-profit community facilities
3. Community infrastructure needs: boat slips, launches, sewer systems
4. State & Federal wish list: State parks, DEC improvements, implementation of Blueway and LWRP plans

The Council will bring some to the forefront but we need to offer examples.

Community Destination planning: underlying support from the communities that are carrying it forward after the plan is made. Like Schroon Lake running with their plan.

If we don't tie in encouraging entrepreneurial investment we will lose the momentum created by so much good planning that has already occurred. The group or person that spearheads the marketing initiatives can also go out and solicit tourism investment in a way that the IDAs can't do.

We have to have a sustainability piece for the plan. Offer a community destination blueprint so other communities can follow it.

Potential Actions

We need to recognize existing plans – at least all projects in plans that are government funded. “We recognize that sustainable tourism is a commitment made by almost all communities in our region and we recognized all previous government-endorsed plans addressing projects that further sustainable development such as Local Waterfront Revitalization Plans, Blueways...”

- Action - Provide assistance to establishments for green winterization.
- Action - Create a tourism solicitor – and a way to fund it – and tools with which it can accomplish development.
- Action – Create opportunities for hospitality training that are connected to this region's industry – which could be coordinated through local education facilities – universities and BOCES for the high school level.

North Country Tourism

- Action – Development of regional brands and sub-brands.

Potential Names

- Destination Blueprint or template programming
- Region wide tourism Business Solicitation
- Community Destination Development Fund
- Green Hospitality Winterization

We need a number of actions and projects – be strategic with the language we use when we move it forward to the council. Excellent projects, meet criteria, capable of leveraging the North Country in a way that is going to make our plan succeed.

Show the way that we have bundled projects region wide vs just picking individual projects.

- Emphasize our public participation because that has been strong.
- Use the 8 vision points in the organization of the plan.
- We support end destination tourist projects.
- Reconnect Actions to SWOT

Impediments

- Ineffectiveness of I Love NY.
- Non-recognition of tourism as a community development tool
- Restrictive Labor laws. Gary has more information on this.
- Governmental Agencies are often at opposing ends when communicating or acting : DEC, DOT, NYS Troopers, Border Patrol. Communication before action is often all that is needed.
- Political impact parity. Though we do not have a large population we are stewards on behalf of the entire State that enjoys our hospitality.
- State refuses to provide adequate signage and will not put municipal information of signs in State right-of-ways
- Lack of bike lanes
- Lack of Cell phone and internet coverage.
- No tourist business solicitation
- Lack of regional branding
- Lack of tourism & hospitality training
- Integrated Community Tourism Development



**North Country Regional
Economic Development Council**

**Tourism Working Group
Essential Tourism Data**

September, 2011

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Preliminary spending figures for 2010 direct spending.

Source: Tourism Economics for Empire State Development

Visitor Spend '000s	2008	2009	2010	2010 / 2009 %	2010 / 2008 %
Clinton	\$122,701	\$107,398	\$110,309	2.7%	-10.1%
Essex	\$337,535	\$306,420	\$330,576	7.9%	-2.1%
Franklin	\$110,160	\$ 96,699	\$103,668	7.2%	-5.9%
Hamilton	\$ 63,782	\$ 61,844	\$ 65,081	5.2%	2.0%
Jefferson	\$217,752	\$208,368	\$222,222	6.6%	2.1%
Lewis	\$ 37,903	\$ 38,425	\$ 39,848	3.7%	5.1%
Saint Lawrence	\$108,350	\$101,548	\$106,049	4.4%	-2.1%

North Country	\$998,181	\$920,701	\$977,753	6%	-2.0%
New York State	\$53,102,807	\$45,777,048	\$49,774,984	9%	-6.3%
NYS w/o NYC	\$19,617,136	\$17,459,433	\$18,239,977	4%	-7.0%

North Country % of Non NYC spend	5.1%	5.3%	5.4%
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Preliminary tax income figures for 2010

Source: Tourism Economics for Empire State Development

Local Taxes, \$	2008	2009	2010	2010 / 2009 %
Clinton	\$ 7,343,844	\$ 6,987,719	\$ 6,841,119	-2.1%
Essex	\$22,942,629	\$21,155,785	\$22,050,418	4.2%
Franklin	\$ 6,466,091	\$ 5,809,158	\$ 5,893,453	1.5%
Hamilton	\$ 3,817,456	\$ 3,678,085	\$ 3,776,545	2.7%
Jefferson	\$14,039,583	\$13,481,165	\$13,983,849	4%
Lewis	\$ 2,417,868	\$ 2,415,344	\$ 2,475,430	2.5%
Saint Lawrence	\$ 6,844,093	\$ 6,412,590	\$ 6,467,783	0.9%

North Country	\$63,871,566	\$59,939,846	\$61,488,597	2.6%
New York State	\$ 3,681,581,182	\$ 3,221,882,508	\$ 3,409,364,414	5.8%
NYS w/o NYC	\$ 1,239,386,587	\$ 1,124,831,703	\$ 1,126,023,270	0.1%

State Taxes, \$	2008	2009	2010	2010 / 2009 %
Clinton	\$ 7,642,058.02	\$ 6,984,244.45	\$ 6,838,729.52	-2%
Essex	\$ 21,022,410.75	\$ 19,926,964.71	\$ 20,494,372.06	3%
Franklin	\$ 6,860,977.13	\$ 6,288,523.28	\$ 6,426,963.92	2%
Hamilton	\$ 3,972,472.99	\$ 4,021,789.76	\$ 4,034,727.83	0%
Jefferson	\$ 13,562,038.63	\$ 13,550,485.87	\$ 13,776,838.21	2%
Lewis	\$ 2,360,676.69	\$ 2,498,868.47	\$ 2,470,398.04	-1%
Saint Lawrence	\$ 6,748,246.12	\$ 6,603,802.21	\$ 6,574,624.83	0%

North Country	\$62,168,880	\$59,874,679	\$60,616,654	1%
New York State	\$ 3,307,612,163	\$ 2,976,956,298	\$ 3,085,845,310	4%
NYS w/o NYC	\$ 1,222,052,399	\$ 1,135,415,504	\$ 1,130,803,910	-0.4%

2009 Visitor Spending by Category

2009 Visitor Spend (000)	Lodging	Recreation	F&B	Retail & Svc Stations	Transport	Second Homes	Total
Clinton	\$27,807	\$ 1,580	\$27,098	\$18,319	\$18,341	\$14,252	\$ 107,398
Essex	\$121,141	\$11,353	\$62,123	\$64,594	\$ 4,414	\$42,796	\$ 306,420
Franklin	\$12,533	\$21,141	\$17,057	\$15,433	\$ 74	\$30,461	\$96,699
Hamilton	\$11,305	\$ 1,996	\$ 6,192	\$ 6,308	\$ 352	\$35,691	\$61,844
Jefferson	\$32,795	\$10,549	\$50,384	\$32,099	\$16,581	\$65,960	\$ 208,368
Lewis	\$ 5,247	\$ 349	\$ 4,209	\$ 3,113	\$ -	\$25,507	\$38,425
Saint Lawrence	\$16,483	\$ 3,022	\$21,681	\$13,818	\$ 2,017	\$44,527	\$ 101,548
Total	\$227,311	\$49,990	\$ 188,744	\$ 153,684	\$41,779	\$259,194	\$ 920,702

2009 Tourism Employment, Taxes & Per Household Impact

	Total Spend (000)	Labor Income (000)	Employment	Labor Income per Job	Local Taxes (000)	State Taxes (000)
Clinton	\$107,398	\$ 54,793	2,237	\$ 24,494	\$ 6,988	\$ 6,984
Essex	\$306,420	\$154,552	5,130	\$ 30,127	\$ 21,156	\$ 19,927
Franklin	\$ 96,699	\$ 41,384	1,932	\$ 21,420	\$ 5,809	\$ 6,289
Hamilton	\$ 61,844	\$ 22,921	814	\$ 28,158	\$ 3,678	\$ 4,022
Jefferson	\$208,368	\$ 96,757	4,107	\$ 23,559	\$ 13,481	\$ 13,550
Lewis	\$ 38,425	\$ 13,179	585	\$ 22,528	\$ 2,415	\$ 2,499
Saint Lawrence	\$101,548	\$ 42,558	1,769	\$ 24,058	\$ 6,413	\$ 6,604
Total	\$920,702	\$426,144	16,574	\$ 25,712	\$ 59,940	\$ 59,875

	Households	Population	Spend Per Household	Income Per Household
Clinton County	30,389	82,128	\$ 3,534	\$ 1,803
Essex County	15,639	39,370	\$ 19,593	\$ 9,882
Franklin County	18,795	51,599	\$ 5,145	\$ 2,202
Hamilton County	2,406	4,836	\$ 25,704	\$ 9,527
Jefferson County	43,938	116,229	\$ 4,742	\$ 2,202
Lewis County	11,121	27,087	\$ 3,455	\$ 1,185
St. Lawrence County	40,819	111,944	\$ 2,488	\$ 1,043
North Country Region	163,107	433,193	\$ 5,645	\$ 2,613
Non NYC NYS	11,163,676		\$ 4,242	\$ 2,238

North Country Tourism

Seasonal Homes

New York's North Country and Seasonal Homes	Clinton County	Essex County	Franklin County	Hamilton County	Jefferson County	Lewis County	St. Lawrence County
Households	30,389	15,639	18,795	2,406	43,938	11,121	40,819
Population	82,128	39,370	51,599	4,836	116,229	27,087	111,944

Non Waterfront Seasonal Residences	507	1,242	1,110	1,283	1,648	1,652	1,339
Waterfront Seasonal Residences	588	1,190	1,226	1,154	4,179	695	2,809
Total Seasonal	1,095	2,432	2,336	2,437	5,827	2,347	4,148
Total Residential	25,716	19,688	17,706	6,519	36,664	11,994	39,538
Seasonal Percentage of Total	4%	12%	13%	37%	16%	20%	10%

New York's North Country and Seasonal Homes	North Country Region	New York State	NC% of NY
Households	163,107		
Population	433,193		

Non Waterfront Seasonal Residences	8,781	47,966	18%
Waterfront Seasonal Residences	11,841	28,519	42%
Total Seasonal	20,622	76,485	27%
Total Residential	157,825	3,947,502	4%
Seasonal Percentage of Total	13%	2%	