



# LAKES TO LOCKS PASSAGE

THE GREAT NORTHEAST JOURNEY

LAKES TO LOCKS PASSAGE, INC.  
814 Bridge Road  
Crown Point, NY 12928

phone: 518-597-9660

email: [info@lakestolocks.com](mailto:info@lakestolocks.com)  
[www.lakestolocks.com](http://www.lakestolocks.com)

2007 - 2008  
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Executive Director  
Janet Kennedy

Program Manager  
Drew Alberti

## 2008 ANNUAL REPORT

Lakes to Locks Passage, Inc. continues to grow and mature as an organization. We have a strong Board, and the members have been active in fostering partnerships with elected officials, public agencies and the private sector. They are a reflection of the communities we serve, and their dedication is demonstrated by the achievements we have experienced this past year in fulfilling our mission and vision. Our Board committees have been engaged and active, and we have revised and focused the committee responsibilities to make their work more effective for the entire organization.

Progress has been made on the Corridor Management Plan, Marketing Plan, Development Strategy, Visitor Information and Interpretation Plan and Regional Waterfront Revitalization strategies. The ownership of these plans at the local level helps ensure that implementation and on-going operation of facilities and programs will be in place for the next generation.

A key strength of Lakes to Locks Passage is the network we have established with other organizations to promote regional, state and national Byway and Heritage Corridor programs. We believe that linking communities based on their shared heritage is a critical ingredient to making our Byway region a great place to live.

It has been my honor to serve as President of Lakes to Locks Passage since December 2004, and a new President will take this seat in September 2008. Many excellent Board members served with me during this period, and I thank them for their bountiful contributions of ideas, time, and effort. Further commendations are due our Executive Director, Janet Kennedy, for her good work, her clear vision, and her steadfast dedication to Lakes to Locks Passage, Inc.

Please find inside a summary of our accomplishments during the past year, as well as the plans we will undertake for 2009. Thank you to all of you who have supported us in the past year. We welcome and encourage your continued involvement as we make our shared mission and vision a reality.

Sincerely,

Howard Lowe  
President

## 2008 HIGHLIGHTS

**National Scenic Byway Program** With the premiere designation of All-American Road in the collection of America's Byways, Lakes to Locks Passage has the opportunity, and responsibility, to work with other Byway organizations throughout the country in developing a strong and effective national program. Currently we serve on the America's Byways Economic Impact Study Advisory Committee, and have participated in trainings for volunteer hospitality skills and developing authenticity in the Byway experience. All of these efforts have led to a stronger management program for Lakes to Locks Passage and building partnerships with programs throughout the United States dedicated to furthering community and economic revitalization.

**Board Assessment** This spring the Board of Lakes to Locks Passage, Inc. conducted a "self-assessment" of the organization to ensure that we serve as a dynamic and effective organization, fostering regional and bi-national economic development and community revitalization. The process identified opportunities, challenges and priority issues for the Committees to address in the upcoming year. In addition, the Board will create a strategic Business Plan that will guide the organization for generating income as well as establishing benchmarks for evaluating the impact of the Byway on economic activity, jobs, community enhancement and quality of life.

**Heritage Center Development** Lakes to Locks Passage has begun implementation of, a "place-based" tourism program that will deliver a meaningful experience to the Byway traveler by the people who live here. Lakes to Locks Passage has established a network of Waypoint Communities, multi-modal travel routes, and a visitor information and interpretive program that unifies the byway's theme through its sites and attractions. The primary delivery point for building the emotional and intellectual connection between the traveler and the place they have come to visit is through the LTLP



*On June 14, 2008, the Slate Valley Museum in Granville, NY reopened its doors with a new exhibit "Heavy Lifting" and better access to museum collections and resources. Through a \$160,000 Scenic Byway grant to serve as a Heritage Center for the Lakes to Locks Passage, the Slate Valley Museum was able to leverage additional funds for the project from New York Council on the Arts, the Shepard Broad Foundation, Harold and Drucille Craig, Granville, the Glens Falls Foundation, the Granville Area Lions Club and the Leo Cox Beach Foundation.*

Heritage Centers. The Heritage Centers display and promote the entire byway region, and provide access to the LTLP "experience" in each Waypoint Community.

Lakes to Locks Passage has recently begun work with the Essex County Historical Society and the Champlain Valley Heritage Network on an Institute of Museum and Library Studies (IMLS) Heritage Centers Sustainability Program. The project utilizes workshops, roundtables, and mentoring from other museum professionals to build sustainability and capacity for the operation of Heritage Centers. Volunteers and professionals from museums, historical societies and heritage organizations within the entire Lakes to Locks Passage corridor are invited to participate in the five training workshops and six roundtables over the next two years that will address:

1. Operations and organizational management.
2. Interpretive programs and exhibits.
3. Lakes to Locks Passage "Ambassadors Program" for the staff and volunteers.

**Quebec New York Cross-border Tourism** We are currently working with partners of the CRE Monteregie to develop the tourism sector of 2008 QNY Summit, scheduled to be held on November 17, 2008 in Montreal. The session will be dedicated to an exploration of cross-border ecotourism opportunities to address the increased demand for travel with a "low carbon footprint." The concepts of ecotourism have emerged as a way for communities to promote themselves while protecting the character of the place being visited and the well-being of the residents. An ecotourism initiative through the Quebec New York Trade Corridor will feature the activities of Velo Quebec and Lake Champlain Bikeways as well as sites and attractions of natural, cultural and recreational interest.

### PLANNING & COMMUNITY INFRASTRUCTURE COMMITTEE

Laura Moore, Chair

The Planning and Community Infrastructure Committee is responsible for the update and implementation of the Corridor Management Plan (CMP) and oversees prioritization of Byway grants. In addition, the Committee sets an annual work plan, develops prioritization and implementation strategies, and holds meetings with communities, agencies and partner organizations to ensure coordination with CMP and review proposals for Byway funding.

Highlights of Committee and staff activities for 2008 include:

- Reviewed and prioritized FY08 Byway grants.
- Updated CMP mission, vision goals and objectives.
- Proposed Economic Benefit Committee to assist communities realize an economic benefit from Lakes to Locks Passage.
- Met with officials in the City of Mechanicville to revise Byway route designation.
- Coordinated planning for NPS River, Trails and Conservation Assistance for the Champlain Canal Trail in Washington, Saratoga and Warren Counties.
- Conducted outreach to elected officials and organizations in Troy and Rensselaer County to be included in Lakes to Locks Passage
- Initiated outreach to the Lake Champlain Basin Program to assist in community outreach and development of the Champlain Valley National Heritage Partnership.

## SUMMARY OF FY 2008 GRANT ACTIVITIES

### INTERPRETATION, MARKETING & PROMOTION COMMITTEE Dee Carroll, Chair

The Interpretation, Marketing and Promotion Committee is responsible for developing the "product" that can be used for tourism marketing, particularly targeted to the Byway traveler, that is promoted by our tourism partners. Through implementation of the LTLP Marketing Plan and the LTLP Visitor Information and Interpretation Plan, the Committee will:

- Develop thematic marketing products that integrate the LTLP sites, attractions and resources.
- Develop and manage the LTLP website.
- Develop media communications to promote LTLP.

Highlights of Committee and staff activities for 2008 include:

- Completion of the updated website, lakestolocks.com, serves as an "umbrella" for the 32 Waypoint Communities and multi-county Byway region.
- A partnership with the Seaway Trail to implement marketing and interpretation of the 250<sup>th</sup> Anniversary of the French and Indian War, 200<sup>th</sup> Anniversary of the War of 1812, Geotourism, and Classic Car/Motorcycle audiences.
- Representation at TIA's POW WOW, a tradeshow for international travel writers and tour operators, in Anaheim, CA.

### FUNDRAISING & DEVELOPMENT COMMITTEE Walt Lender, Chair

The Fundraising and Development Committee will create and execute Lakes to Locks Passage's overall fund-raising plan, set annual and long-term goals, and develop potential donor lists. This Committee is poised to raise funds to support operations and achieve long-term financial sustainability through a strategy to attract donors (individuals, corporations, government, and foundations) while implementing community projects and growing an endowment for the organization.

Our first effort for implementation of this strategy has been with financial support from Stewarts Shops and technical assistance from Mountain Lake Public Television. Lakes to Locks Passage has developed a series of video shorts which can be viewed online at [www.lakestolocks.com/mediaroom.cfm](http://www.lakestolocks.com/mediaroom.cfm). In producing these initial stories we discovered:

1. The process of engaging members of the community to identify stories, and then bringing them to life in a short video, fosters pride in place, and builds a commitment to protecting a community for future generations - the fundamental need for community revitalization.
2. These video and audio stories can be used to promote tourism, particularly for the Quadricentennial, as they build a mental map of the region and encourage visitors to come and experience what we have to offer.
3. These are timeless stories, and can be used for many years in educational curriculum throughout New York State.

Over the past year, Lakes to Locks Passage has worked with communities to define strategic infrastructure improvements on both land and water. The following grant proposals have been submitted for FY 2008 Federal Highway Administration, National Scenic Byway Program (NSB) funding, demonstrating the success of a locally managed economic development and community revitalization program. We anticipate announcement of grant awards in September/October, and the FY09 program opening in the early winter.

FY07 National Scenic Byway grants received:

Sustainable Partnerships Seed Grant FY07-08	\$ 25,000
Mountain Lake PBS: Champlain Programming	221,000
Rogers Island Heritage Center	224,800

**Total Federal Byway funds awarded in 2007 (match not included) \$470,800**

FY08 National Scenic Byway grants pending:

Lakes to Locks Passage Multi-modal guides	\$ 90,800
Lakes to Locks Passage Historic Facilities	72,000
Hudson Crossing Park Right-of-Way	40,000
Lakes to Locks Passage Ambassadors Program	76,000
Partnerships with Seaway Trail:	
NYS Geotourism Initiative	199,200
NYS Byways Marketing Campaign	320,000

**Total Federal Byway applications in 2008 (match not included) \$798,000**

### LAKES TO LOCKS PASSAGE, INC. FINANCIAL REPORT

	2007 Actual	2008
<b>Budget</b>		
<b>Revenue</b>		
Balance forward	\$ 64,890	\$ 26,724
Community Contributions	7,500	12,500
State Grants	10,000	10,000
Federal Grants	90,150	299,650
Contracts	17,173	134,750
Other	312	0
Foundation Support	0	7,500
<b>Total Revenue</b>	<b>\$190,025</b>	<b>\$491,124</b>
<b>Expenses</b>		
Salaries/Benefits	\$103,823	\$89,075
Consulting	35,837	322,794
Conferences & Education	225	250
Equipment/Supplies	3,395	1,250
Insurance & Accounting	8,494	10,500
Printing	225	10,000
Communications & Web	2,946	3,000
Travel	7,586	10,000
All Other	770	1,110

## COMMUNITY PARTNERSHIPS

Lakes to Locks Passage has supported grant applications from many communities and organizations over the past year. These programs implement the Lakes to Locks Passage vision for unifying the region and instituting quality-of-life improvements, community revitalization and economic development activities:

### NYS Department of State Waterfront Revitalization Program

- Town of Fort Ann

### NYS Office of Parks, Recreation and Historic Preservation

- City of Mechanicville
- Knickerbocker Historical Society
- Lake George Association

### NYS Department of Transportation Enhancements Program

- Town of Hague
- Village of Rouses Point
- Saratoga-Washington on the Hudson (Dix Bridge)
- Village of Lake George
- Town of Chesterfield
- NYS Museum (Day Peckinpaugh)
- Town of Half Moon

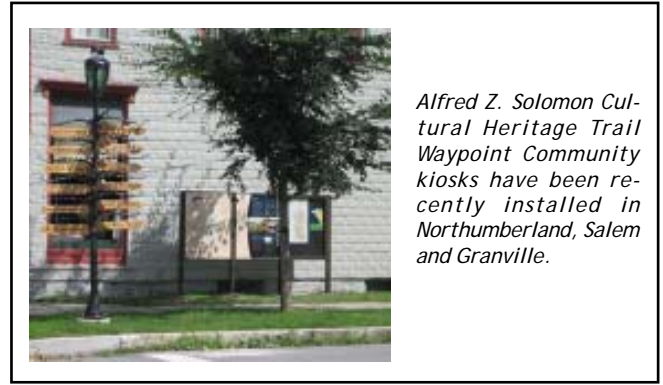
### Other letters of support

- Fort Ticonderoga - Arts & Business Council of New York
- City of Plattsburgh - Champlain Valley Heritage Partnership
- Mountain Lake PBS - National Endowment for Humanities
- Arts Council of the Northern Adirondacks
- Fort Ticonderoga - Tourism Cares

Congratulations to all of the communities and organizations for their hard work and dedication!



*The Knox Trail Pocket Park, the first in a series of sites developed to interpret areas of historic, natural and cultural interest to the Byway traveler was dedicated in Northumberland. As a key feature of the parks, the focal points celebrate the significance of the community's heritage, contributing to the sense of "place" for the byway traveler - and they make a great "photo opportunity." Local artist miChelle Vara of Ballard Road Art Studio of Wilton, NY created a sculpture of her interpretation of the Knox Train of Artillery.*



*Alfred Z. Solomon Cultural Heritage Trail Waypoint Community kiosks have been recently installed in Northumberland, Salem and Granville.*

## PROGRAM SUPPORT

Lakes to Locks Passage is supported by the New York State Department of Transportation's Scenic Byways Program, one of the best State Scenic Byway programs in the nation. The Department's management of the Byway grant program has allowed numerous non-profit groups and municipalities access to funds for implementation of the Corridor Management Plan, and has provided matching funds to Lakes to Locks Passage projects that provide a statewide benefit to the Program. We deeply appreciate the Department's staff support that has encouraged, and supported, Lakes to Locks Passage to develop an innovative approach and commitment to the grassroots planning and management of the Byway.



## FINANCIAL SUPPORT

Lakes to Locks Passage, Inc. is not a dues-based organization as we want to serve all of our community members, regardless of their ability to pay. Therefore we appeal to elected officials, partner organizations, foundations, corporations and individuals to support the organization to the extent that they are able.

Long-term sustainability of Lakes to Locks Passage, Inc. requires generating unrestricted funds to support community outreach, activities of the organization, general operations and developing a cash reserve. We are extremely grateful for the support we have received in the past year from the following sources:

- Senator Elizabeth O'C. Little
- Stewarts Shops
- Erie Canalway National Heritage Corridor
- Plattsburgh - North Country Chamber of Commerce
- Lake Placid - Essex County Visitors Bureau
- Essex County
- Saratoga County
- Washington County
- Washington County Tourism Association
- Warren County Tourism
- NYS Department of Economic Development Explore NY
- Village of Lake George
- Onoma, LLC
- Mountain Lake PBS