



# LAKES TO LOCKS PASSAGE

THE GREAT NORTHEAST JOURNEY

LAKES TO LOCKS PASSAGE, INC.

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2008 - 2009

## BOARD OF DIRECTORS

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### Executive Director

Janet Kennedy

### Program Coordinator

Drew Alberti

## 2009 ANNUAL REPORT

Over the past year I have been honored to serve as President of a dedicated and experienced Board that embraces our organization's mission and vision. The Board and staff has been active in fostering partnerships with elected officials, public agencies and the private sector to seek creative solutions for community revitalization and economic development that benefits the entire region. We are pleased to announce this process has resulted in the City of Troy's resolution to be included in Lakes to Locks Passage, creating an outstanding "gateway" to the Byway corridor.

Progress has been made on our efforts to establish an identity throughout the corridor. The network of Waypoint Communities has begun to take shape, providing a "window" to the unique qualities and characteristics in each community. The first Lakes to Locks Passage Heritage Centers, community kiosks and Pocket Parks have demonstrated that our strategy for authentic, place-based tourism engages all members of the community; and creates a seamless visitor experience by connecting the communities and their stories. But most importantly, these facilities are a venue for communities to express pride in their heritage, and in a way that will be appreciated by future generations.

I will continue to assist Lakes to Locks Passage in establishing partnerships with regional, state and national Byway and Heritage Corridor programs as a means to making our region the great place it is to live. Inside you will find a summary of our accomplishments during the past year, as well as the work we will undertake for 2010.

Many thanks to all of you who have supported Lakes to Locks Passage during this past year! We welcome and encourage your continued involvement, as we make our shared mission and vision a reality for the betterment of this unique Byway corridor.

Sincerely,

George Hodgson  
President

## ORGANIZATION HIGHLIGHTS FOR 2009

**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. We continue to serve on the America's Byways Economic Impact Study Advisory Committee, have provided workshops on developing authenticity in the Byway experience, and are working with other National Byways to support our program in the re-authorization of the Surface Transportation Bill. All of these efforts have led to building partnerships with Byway programs throughout the United States, furthering community and economic revitalization efforts nationwide.

**Board Development** In an effort to efficiently and effectively pursue the mission of Lakes to Locks Passage, the Nominating Committee has worked on recruiting new Board members throughout the year dedicated to:

- strengthening the organization's ability to achieve its goals through the implementation of policy and program,
- ensuring that the diverse needs of the byway corridor are benefited by a broad variety of experiences, perspectives and skills, and,
- facilitating seamless transition in leadership by cultivating a pool of qualified individuals to fill officer positions.

This year's nominees demonstrate our commitment to geographic distribution, representation of diverse constituency, interest groups and various skills.

**Heritage Center Development** Lakes to Locks Passage has developed an authentic "place-based" tourism program that delivers a meaningful experience to the byway traveler by the people who live here. Through a National Scenic Byways Program grant we have been working to develop Heritage Center exhibits



*Lakes to Locks Passage Heritage Centers have begun to open along the corridor. Prominently located on the byway, these facilities are designed to be one of the first physical stops people will make when entering the community, and when linked together, they provide connectivity of the byway corridor.*

in Willsboro, Westport, Port Henry, Crown Point and Ticonderoga as the primary delivery point for building the emotional and intellectual connection between the traveler and the place they have come to visit. These LTLP Heritage Centers are the "window" to the community, providing a venue for expressing pride in their heritage.

Our 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 has brought workshops, roundtables, and mentoring 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 workshops scheduled for the upcoming year.

Taking inspiration from the success we have had in our Heritage Center program, the Quebec Labrador Foundation has asked us to serve as "mentor" for their proposed project "Applying a Model for Sustainable Heritage Centres in the Missisquoi Bay & Richelieu River Region and along Quebec's Lower North Shore."

**Quebec New York Cross-border Tourism** At the 2008 QNY Summit held in Montreal, we explored ways to promote cross-border tourism with a "low carbon footprint." Recognizing that the region has tremendous opportunities for bicycle tourism, we worked with Velo Quebec, Tourism Quebec and I Love NY to sponsor a travel writers tour in early June. Six travel writers from Ontario, Quebec and New York State discovered two great cycling events - the Tour de l'Île de Montreal and the Five Boro Bike Tour in New York City - and the Lakes to Locks Passage experience between the host cities. In keeping with the QNY program, we are continuing to develop "green" tourism as part of the bi-national partnership between the province of Quebec, New York State and local tourism agencies on both sides of the border.

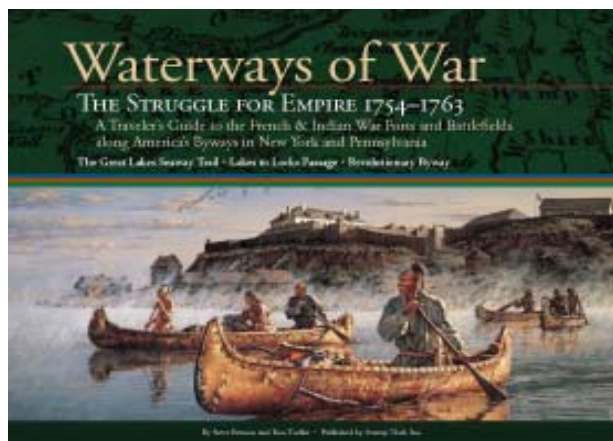
## PLANNING & COMMUNITY INFRASTRUCTURE COMMITTEE Laura Moore, Chair

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 2009:

- Reviewed and prioritized projects for FY09 Byway grants.
- Met with officials in Troy and Rensselaer County, resulting in a resolution to include the City of Troy in Lakes to Locks Passage.
- Drafted a resolution for LTLP communities to officially accept the "Lakes to Locks Passage Waypoint Community" designation.
- Updated Corridor Management Plan mission, vision goals and objectives as a "second generation" of planning for the byway. Implementation of the plan rests on the local institutions that are dedicated to preserving community culture, and are best suited to ensuring that the byway's resources are protected for future generations.

- Worked with the NPS River and Trails program and communities from Warren, Washington and Saratoga Counties to develop a "Champlain Canalway Trail Cooperative Action Plan."
- Worked to develop methods to measure our impact on communities, particularly in capacity building for non-profits.
- Conducted outreach to the Lake Champlain Basin Program to assist in development of the Champlain Valley National Heritage Partnership.



*Lakes to Locks Passage has begun to work in partnership with the Seaway Trail to implement promotion 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. Waterways of War, a guidebook to the French and Indian War sites along NYS Byways was produced this summer.*

## FUNDRAISING & DEVELOPMENT COMMITTEE

Walt Lender, Chair

The current economic climate poses many challenges for fundraising, but is an excellent opportunity for building public awareness of our mission and programs. The Development Committee is charged with creating and executing the Lakes to Locks Passage fund-raising plan, set annual and long-term goals, and to develop potential donor lists. We are poised to raise funds to support operations and achieve long-term financial sustainability through support from individuals, corporations, government, and foundations for community projects, and to grow an endowment that will ensure sustainability of the organization. The Committee has identified a collection of projects suitable for sponsorships:

- Community kiosks and interpretive signs
- Passage Minutes
- Multi-modal guidebooks
- Pocket Park sculptures
- Workshops, trainings and events
- Underwriting of radio promotions

## INTERPRETATION, MARKETING & PROMOTION COMMITTEE

Dee Carroll, Chair

The Interpretation, Marketing and Promotion Committee is responsible for developing the "product" that can be used by the Byway traveler. Highlights of Committee and staff activities for the past year include:

- Hudson-Fulton-Champlain Quadricentennial - Assisted in the promotion of the "Voyage of the Day Peckinpaugh" and "Working on Water Tour," calendar of events, and participated at a number of Quad events.
- Itineraries and Web - Our website has received numerous positive comments and we are exploring the development of tours for portable GPS devices.
- Print Productions - In the past year, LTLP has produced a number of print products, staff is presently working to develop a guide to the history of agriculture and a timeline for the Iron Center in Port Henry.
- Mountain Lake PBS - assisted Mountain Lake PBS in the production of "The Forgotten War," "Dead Reckoning," and "Passage Minutes," sponsored by Stewart's Shops.
- IMLS Workshops - We hosted two Media Workshops, a customer training and Board Development workshop.

## LAKES TO LOCKS PASSAGE, INC. FINANCIAL REPORT

	2008 Actual	2009 Budget
<b>Revenue</b>		
Balance forward	\$ 26,724	\$ 41,591
Community Contributions	10,000	14,000
Grants	143,964	195,430
Contracts	24,883	159,636
Other	1,236	7,500
Foundation Support	10,000	10,000
<b>Total Revenue</b>	<b>\$ 216,807</b>	<b>\$ 428,157</b>
<b>Expenses</b>		
Salaries/Benefits	\$ 84,168	\$ 96,500
Consulting	91,431	299,916
Conferences & Education	468	250
Equipment/Supplies	894	1,250
Insurance & Accounting	9,553	8,500
Printing	634	750
Phone, Internet & Web	3,178	3,000
Travel	9,083	10,000
All Other	1,234	1,460
<b>Total Expenses</b>	<b>\$ 200,643</b>	<b>\$ 421,626</b>

## SUMMARY OF FY 2009 GRANT ACTIVITIES

Over the past year, Lakes to Locks Passage has worked with communities to define strategic infrastructure improvements on both land and water. Funding from the Federal Highway Administration, National Scenic Byway Program has supported our locally managed economic development and community revitalization program. We anticipate announcement of FY09 grant awards in the fall, and the FY10 program opening in the early winter.

### **Total FY08 Federal Byway funds awarded \$444,800 (match not included)**

Lakes to Locks Passage Ambassadors Program	\$ 76,000
NYS Geotourism (LTLP lead)	\$199,200
NYS Marketing Campaign (Seaway Trail lead)	\$169,600

### **Total FY09 Federal Byway applications \$819,070 (match not included)**

Lakes to Locks Passage Pocket Parks	\$110,350
Lakes to Locks Passage Sustainable Partners	\$72,000
Heritage Center at Hudson Crossing Park	\$250,320
Colonial Garden Restoration	\$136,000
NYS National Marketing Campaign	\$250,400

In addition, we have 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:

#### Lake Champlain Basin Program

- Adirondack Architectural Heritage
- Village of Rouses Point
- Mountain Lake PBS
- Town of Peru
- Champlain Valley Heritage Network
- City of Plattsburgh

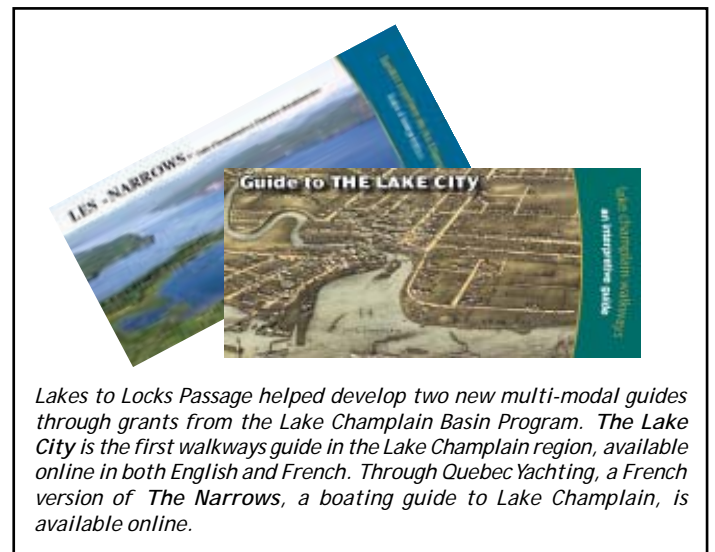
#### NYSDOS Local Waterfront Revitalization Program (EPF)

- Town of Crown Point
- Town of Westport

#### Other letters of support:

- Town of Half Moon - NYSOPRHP Recreational Trails Program
- Adirondack History Center — IMLS Museums for America
- Town of Half Moon - Preserve America community and NYSOPRHP Environmental Protection Funds
- Battle of Plattsburgh - Empire State Development Upstate Regional Blueprint Fund
- Quebec Labrador Foundation - Canadian Heritage Program

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



*Lakes to Locks Passage helped develop two new multi-modal guides through grants from the Lake Champlain Basin Program. The Lake City is the first walkways guide in the Lake Champlain region, available online in both English and French. Through Quebec Yachting, a French version of The Narrows, a boating guide to Lake Champlain, is available online.*

## 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
- Saratoga National Historical Park
- Plattsburgh - North Country Chamber of Commerce
- Lake Placid - Essex County Visitors Bureau
- Essex County
- Washington County
- Washington County Tourism Association
- Warren County Tourism
- NYS Department of Economic Development Explore NY
- Lake Champlain Basin Program/New York Hudson-Fulton-Champlain Quadricentennial grant program



## 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.