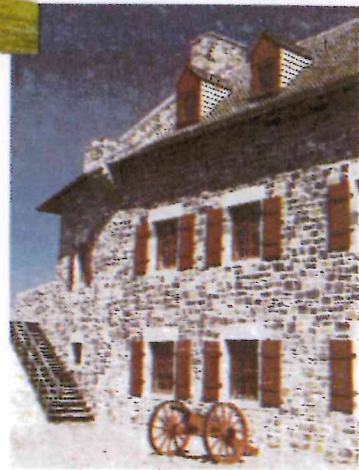


# Destination Master Plan for Ticonderoga, New York



Prepared by **Egret Communications**

*As a part of the*

Essex County Tourism Master Planning Project



# Ticonderoga's Destination Master Plan

*Designed by organizations and leaders  
from the destination of Ticonderoga, New York*

Facilitated by Egret Communications  
Through the Essex County Destination Master Planning Process

(The planning process was largely funded by a DEC Smart Growth Grant to the Lake Placid/Essex County Visitors Bureau and matched by some funds from the bureau. No county or residents' tax funds were used in the execution of this planning project.)

November 2009

*The growth of history-related tourism, coupled with an expanding arts and crafts economy and outdoor recreation will support expanded tourism investment by both public and private sectors, generating jobs and business opportunities for people who live in Ticonderoga.*





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### *Vision: Celebrating the Past to Build a Future*

Ticonderoga will create an environment that will support the growth of its tourism economy year-round, generating jobs and business opportunities, making its history come to life through the likes of the development and operation of a working replica of the original French sawmill, building related businesses that fill renovated downtown with history-related tourism activity, expanding lodging and dining options, building a stronger partnership with Fort Ticonderoga to help ensure its success, and developing a complimentary outdoor recreation component to the economy. Over time, Ticonderoga will develop a culture that is more entrepreneurial and hospitality minded and will use tourism as one tool to attain long-term economic viability.



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## Executive Summary

Ticonderoga “owns” some of the most unique and exciting history of this nation – and it intends to use that history to leverage jobs, business opportunities, and a better quality of life for the people of Ticonderoga.

Ticonderoga intends to build on and expand the investment in tourism that has already begun to revitalize downtown, brought new lodging opportunities to the area, created the La Chute trail, and added new infrastructure at Fort Ticonderoga.

This plan acknowledges the combined citizen, business, institutional, and governmental investments that have brought positive tourism-related change to Ticonderoga in recent years and pledges to continue that partnership to recreate an operational sawmill at the site of the historic French Sawmill (at the falls in the park); to continue to work to restore downtown and revitalize that business district; to extend the La Chute trail from Lake George to Lake Champlain; to hold more re-enactments of historic events and battles; to attract new investment in current and competitive lodging, dining, arts and crafts, and tourism-related retail; to grow tourism products and opportunities related to outdoor recreation, to provide training to a growing tourism-related workforce; and to market Ticonderoga as a great place to reconnect with key parts of the nation’s history.

Ticonderoga recognizes that there is positive momentum along several fronts related to economic development and historic revitalization and sees a need to coordinate that momentum for both efficiency and harmony among those working so hard.

Through these efforts, the local planning team has envisioned a continually strengthening tourism economy that becomes more year-round in nature. The design of this emerging tourism economy will support more jobs and a greater entrepreneurial spirit amongst the people of Ticonderoga, generating more family-wage incomes, and offering young people better options for careers if they plan a life in Ticonderoga.





## Ticonderoga Assessment

### Intro Statement

Ticonderoga is on the cusp of developing a viable tourism economy. It has long had an anchor product in Fort Ticonderoga. It now has a good foothold in lodging – the new Best Western.

The region is rich in history – which defines it and allows it to stand as a world-unique destination – the specific history related to Ticonderoga is directly tied to the evolution of the United States as a nation and includes some very exciting developments and moments. Ticonderoga has a unique, historical, turn-of-the-century downtown that can be leveraged (now that both the lodging and anchor experience can be used as basis) into a zone that is rich in opportunities for visitors and small scale entrepreneurs (dining, shopping, guided history tours, equipment rental).

Ticonderoga also has a wealth of Adirondack experiences that can be achieved in the town and from the town as a base camp. It will take these experiences (along with additional history-related experiences) to develop a year-round tourism economy, especially when considering the winter months.

While Ticonderoga has the combination of history and great outdoor experiences to drive a great tourism economy, recent history shows a struggling tourism economy. The new Best Western, coupled with the Fort, create a new opportunity to support increased patronage of other existing tourism businesses and stimulate the development of more tourism related businesses. When those other products begin to come on line, there will be demand for more lodging. And the spiral up can continue in a managed way to achieve a vibrant economy while protecting goals important to Ticonderoga.

## Snapshot of Current Tourism

### ***Infrastructure***

- Fort Ticonderoga
- New Best Western Hotel (54 rooms)
- Super 8 Motel
- Downtown
- La Chute River and walking trail
- Lake Champlain
- Lake George
- Ferry
- Additional independently owned lodging facilities (Stone House, Circle Court, Belfred Motel, Green Acres)
- Campsites (Rogers Rock, Putts Pond, Brookwood)
- Four Corners
- Amtrak
- Public Beach
- Golf Course
- Two State boat launch sites (one on each lake)
- Bi-centennial Park and waterfalls
- Two museums (1888 Heritage Museum, Hancock House)
- Municipal Airport

### ***Experiences***

- Fort Ticonderoga
- La Chute River and walking trail
- Museum
- Ferry
- Fishing and Hunting
- Motor Boating
- Canoeing and Kayaking
- Mount Defiance
- Snowmobiling
- Walking
- Biking
- Hiking
- Golfing
- Camping
- Swimming
- Annual Events

### ***Products***

- Fort Ticonderoga
- Hotels
- Limited Dining
- Limited Shopping
- Museums
- RV Park
- Canoe and Kayak Rental
- Locally grown produce

### ***Gaps***

- There are not enough ways to interact with Ti's exciting history and outdoors
- Fall is beautiful in the region – need “products” related to fall
- While Ti is rich in experiences (more needed related to history) there are not enough opportunities that make those experiences products – nor enough supporting products to capitalize on Fort visitors and overnight travelers.
- More dining needed
- Bike (mountain and touring) rental
- Outdoor low-impact sports
- Hospitality education
- Organized tours – packaged/professionally guided tours (start to finish)
- More “current” lodging inventory

### ***Seasons***

- While the Fort now has the capacity to be open year-round, the major season for that type of experience is late spring through fall.
- Mars Center at the Fort is year-round
- Fall foliage
- Access to VAST (Vermont snowmobiling trail system)
- Winter holds potential now that hotel is in place
  - Cross Country Skiing
  - Snowmobiling
  - Ice Fishing

### ***Quality***

- Now that the Best Western is up and running, Ti has the potential to leverage shopping and dining in downtown. Time to fix up, make pedestrian friendly.

**Competitiveness**

- The new hotel opens the door for the creation of a competitive destination. There is now the beginning of a basis to attract people (year-round) with the promise of experiences to have and the tourism infrastructure to support lodging, dining, shopping, etc.

**Positive and Negative Impacts**

- The new hotel adds a dimension to the economy that facilitates longer stays and yields more spending for dining, gifts, and experience-related products.

**Benefits**

- Before the new hotel, most of the benefits fell to the owners of Fort Ticonderoga, with little fallout to the town (except for jobs held by local residents).

**Visitor Satisfaction**

- Some frustration with lack of products and services for visitors.

**Potential New Products and Experiences**

- Water Mill
- Destination Resort
- Working Museum that produces a product in the old fashioned way
- Maple Harvest (participatory)
- Cross Country Skiing
- Artists and artisan market
- Other history-related products (including guided tours)
- Cross country skiing if River Walk were tracked
- French Saw Mill
- Airport offers opportunities for scenic tours
- Ticonderoga pencil
- Family activities/kid friendly
- Tow rope and snow making in Centennial Park for sledding
- Woodsmen competitions
- Scottish games
- Snowmobile races (weather dependent)
- Boat races
- Recreation away from the lake – sportsmen's paradise (ponds) for canoe, fishing, paddling
- Skate park



## Community Wants and Needs

- Strong second leg to the economy to balance dependency on mill jobs
- Movie theater
- Year-round tourism economy
- Places for young people (high school age) to congregate, recreate
- Grocery store
- Specialty market

## Community Concerns

- Need to keep the integrity of the destination
- Need to keep a sense of what Ticonderoga is about – including the families that have been there for several generations
- Hospitality education

## Visitor Perspectives

### ***Products and Experiences that Contribute to a Sense of Destination***

Ticonderoga is unique in the sense that it has an exciting history that has the potential of “putting people in airplane seats”. There are not nearly enough products to support that destination appeal yet, but the potential is there. The Fort is a good anchor experience, but new experiences that match up with more modern tourism styles would be great additions and be necessary to make this destination a primary target of travel.

### ***Products and Experiences that build on Essex County/Adirondack Sense of Destination***

The Adirondack Experience is a mix of great pristine Northeast nature, coupled with uniquely Adirondack communities and active outdoor experiences. Ticonderoga’s history contributes to the sense of grounding the Adirondack experience. The great natural vistas, the trails, the lakes, the fall foliage, the historic downtown, the covered bridge in the park, and the maple sugar heritage all lend to the sense of a great Adirondack landscape. The experience is there – more of that needs to be converted to product.

### ***Products that Conflict with Destination Appeal***

Fortunately Ticonderoga does not have tacky developments that would detract from its sense of destination.

### ***What Makes This (or Would Make This) a Destination***

Ticonderoga is about history. If that theme were to be expanded into more products and experiences, this destination will have an ample set of target patrons. That can be augmented by Adirondack outdoor products and experiences, but it is history that will put Ti on the tourism map.

### ***Visitor Satisfaction (what contributes, what detracts, what is needed)***

Prior to the development of the new hotel, Ticonderoga was essentially a pass through town. People would drive through to access the Fort or the ferry, but had little reason to spend time or money in the town. There was (and is) frustration with the lack of expected services in town (dining, shopping, etc.)

### **Summary**

Ticonderoga has incredible potential to move quickly to achieve significant gains in terms of products and tourism's contribution to the local economy. The community is engaged and actively working to design and implement the future.

There are a number of actively engaged organizations working toward a brighter future for Ticonderoga – so many that they sometimes overlap turf. Those organizations do have energy and momentum – and they are not just talking – they are getting things done.

Ticonderoga has an unclear relationship with the Fort. It is clear that the residents of the town do want the fort to succeed – and they have many ideas on how that could take place. It has also been made clear by the fort that it wants to make its own decisions, seemingly without too much input from the town.

Given that environment, Ticonderoga needs to chart a path toward tourism success that will work, with or without the success of the fort. Given that environment; Ticonderoga needs to step up and take ownership of its huge piece of American history; develop products related to that history; court visitors related to that history; spawn additional dining, lodging, and shopping opportunities related to that history; and take charge of its own tourism future.

The assumed success at the fort will only make things better – as closely located history products and experiences will act symbiotically and help all perform better than any one could on its own.

The future is indeed bright for Ticonderoga – assuming it seizes opportunity and runs with it!



## Ticonderoga Analysis

Ticonderoga's forte is history. The Town of Ticonderoga owns a significant piece of the history that shaped the political and cultural evolution of North America – and the beginning of the United States. Some of that history is “captured” by the experience of Fort Ticonderoga, but much more of it lies undeveloped, with the potential to strengthen and broaden the history market and underscore Ti's authenticity!

The same geography that set the stage for Ti's exciting history provides a basis for the second leg of Ti's developing tourism economy – outdoor recreation. The Lake George/LaChute River/Lake Champlain water connection is unparalleled and exciting. Ti also has great wild country with more lakes and streams and miles of trails! Most of the experiences currently enjoyed are not products, but opportunity abounds to bring the outdoors in as a strong leg in the local tourism economy.

It is important to add here that a key development took place in the last year which has already begun to change the patterns of tourism in Ticonderoga. The construction and opening of the new Best Western has enhanced the lodging component of Ti's tourism offerings in a way that has already rewritten patterns and opens the door for future progress. Now (and we didn't observe this last year) people spending a day at the fort are more likely to spend the night in town. That promotes local dining and retail, and exposes them to Ti's other visitor experiences. This pattern that puts people in town longer underwrites existing businesses but also increases the viability of proposed new visitor-related businesses.

There are some key issues and opportunities that will make significant differences in how Ticonderoga evolves as a tourism destination:

- Developing world class history-based experiences outside the fort property
- Stabilizing the fort economically and making it a sustainable part of the economy
- Strengthening the partnership between the fort and the people of the town
- Continuing to grow the lodging component
- Continuing the development of downtown and adjacent zones in a way that makes sense for tourism
- Developing products based on outdoor experiences that broaden the economy and make it more year-round

***Ticonderoga has unique and authentic opportunities related to heritage tourism.*** However, the experiences “on the table” at this point are rather static – and focus on talking about history or pointing to where something happened. The LaChute River Trail is a good beginning, but Ti needs something more dynamic and iconic – and something interactive.

Plans to rebuild the French Sawmill true to the original designs open just such a door. Making it a working sawmill that visitors can explore and understand take it to the next level. This project needs to move to the front burner – and this process needs to stimulate action. It will, if properly developed and managed, become as iconic an experience for Ticonderoga as the fort should be.

***Recent developments at Fort Ticonderoga have jeopardized the viability of this important part of Ticonderoga's tourism economy.*** While the decisions about the fort's future belong inside that organization, the impacts will impact the Ticonderoga tourism economy significantly. Simply put, the fort needs to solve its financial dilemma and get on stable and sustainable footing.

***The organization that operates the fort and the people of the Town of Ticonderoga are getting along better these days than they have in the past.*** But, there are lots of misunderstandings and held grievances on both sides that get in the way of a strong and mutually beneficial relationship. Both sides (or maybe it's all sides) need to work hard to solidify and reinforce a good working relationship.

***The addition of the Best Western to Ti's lodging component is great progress, but a strong tourism economy will need more.*** In particular, Ticonderoga will benefit from the development of lodging that is 1)resource oriented and 2)aimed at a higher-spending market segment. New lodging may take the form of several smaller lodges or one significant destination resort – or some combination in between. That lodging will facilitate the stays of more affluent visitors – and necessitate the development of more (and more sophisticated) dining opportunities.

***As Ti grows its capacity to "sleep" more visitors, there will be more time spent by visitors in the town – and town needs to be ready for that with a vibrant zone of historic downtown ready to serve them with retail and dining options.*** Ticonderoga has made exciting progress related to stabilizing and reclaiming its historic structures. The paving of the LaChute River Trail has opened the door for wedding the histories of downtown and the river in the minds of visitors – and presents exciting developmental opportunities for tourism-related businesses. There are many places in the Town of Ticonderoga that dining and retail can locate – but there is much to be gained by clustering those offerings so that visitors can park once and move among them. Ti has a better opportunity than almost any other regional town to cluster tourism-related businesses and provide nearby parking – all in a visitor-friendly manner. And one that reinforces stability of downtown and a visitor's relationship with history and the LaChute River Trail. There is a present need for more family-oriented dining to match families attracted by fort and staying at the Best Western. Similar needs are presented by Ti's new opportunity to host and house motorcoach tours.



***Ticonderoga has exciting ways that visitors can explore the outdoors – and the success of efforts to facilitate those outdoor activities through four seasons of tourism products will greatly impact the year-round nature of Ti's tourism economy.*** Outdoor recreation is important to locals – and it is quite possible that there are locals who would enjoy and excel at helping visitors interface regional waters and trails. The new lodging already changes what can be offered as winter products and experiences (because a visitor can start and end the day in Ticonderoga). More lodging that targets clients who are more likely to stay longer and spend more opens the door for a wide assortment of supported and facilitated outdoor experiences – which in turn make that lodging (and dining and retail) more viable year-round.

Egret Communications believes that these are the key issues that must be addressed in the planning of Ticonderoga's future in tourism. There will be a number of other facets to the developing economy that will need to be addressed, but if good progress can be made on these six points, most other issues and opportunities will be easier to address.



## Goals for Ticonderoga Tourism

- Build strong history-based tourism economy
- Build supporting outdoor recreation economy
- Rebuild French sawmill as centerpiece of new economy
- Attract artisans to build woodcraft and other Adirondack crafts, especially those related to sawmill
- Build a better tourism partnership with Fort Ticonderoga but not be dependent on its success
- Continue revitalization of downtown, with a focus on heritage buildings
- Expand lodging
- Generate jobs and business opportunities
- Make the economy more year-round
- Strengthen Ticonderoga's history-related event economy
- Guide the local culture, especially the younger generation, to be more hospitality minded
- Guide the local culture, especially the younger generation, to be more entrepreneurial





## Actions

The actions, as follow, are those specific steps the destination intends to take to accomplish the goals described above.

Each of these actions is tied directly to goals, has a demonstrated relationship to other actions, has a timeline, and has individuals and/or organizations who have taken on the responsibility of pushing those actions to completion by the specified timeline.

Note that one of the actions is to form a “Ticonderoga Tourism Council” which will be responsible for overseeing the execution, review, and renewal of this plan. The structure and duties of that tourism council are described in the first addendum. Expect that council to push each “team” to complete its action.

Each “action” is presented as a detailed description. Those descriptions are followed by the “action tracker” which plots the actions against time, outlines responsible parties, and makes it easy for the destination to follow progress.

## 1. Establish and operate a Ticonderoga steering council

<b>Related Goals:</b>	<ul style="list-style-type: none"> <li>• Build strong history-based tourism economy</li> <li>• Build supporting outdoor recreation economy</li> <li>• Rebuild French sawmill as centerpiece of new economy</li> <li>• Attract artisans to build woodcraft and other Adirondack crafts, especially those related to sawmill</li> <li>• Build a better tourism partnership with Fort Ticonderoga but not be dependent on its success</li> <li>• Continue revitalization of downtown, with a focus on heritage buildings</li> <li>• Expand lodging</li> <li>• Generate jobs and business opportunities</li> <li>• Make the economy more year-round</li> <li>• Strengthen Ticonderoga's history-related event economy</li> <li>• Guide the local culture, especially the younger generation, to be more hospitality minded</li> <li>• Guide the local culture, especially the younger generation, to be more entrepreneurial</li> </ul>
<b>Action:</b>	Establish an ongoing Ticonderoga steering "Council" and operate that council to bring together all the Committee's efforts, oversee the plan and meet annually, or more as needed, to renew this plan
<b>Responsible Players:</b>	Chamber will be 'keeper' of the Plan. TMSP/Chair, DMP/Chair, PRIDE/Exc Dir, Fort/Marci Hall, EDC/Chair, Town/Supervisor, Historical Society, Heritage Museum
<b>Timeline:</b>	By 6 months
<b>Expected Outcomes:</b>	<ul style="list-style-type: none"> <li>• The plan gets executed</li> <li>• There is a line of communication among residents, tourism businesses, and government</li> <li>• The momentum carries forward through plan renewal and goal evolution</li> <li>• Ticonderoga is in charge of its future in tourism</li> </ul>
<b>Notes and Details:</b>	Incoming Supervisor has agreed to chair the council for the coming year.

<p><b><i>Related Actions:</i></b></p>	<ul style="list-style-type: none"> <li>• Use Marketing to Promote the broad selection of experiences and activities in Ticonderoga and establish a base-line of visitor data that can track changes</li> <li>• Rebuild and open the historic French Sawmill along with a timber-framing business. Operate the mill (management structure to be determined) and coordinate sawmill-related tourism business opportunities</li> <li>• Continue the restoration and revitalization of historic downtown and encourage some tourism-related businesses along with new products that "deliver" history experiences</li> <li>• Attract, expand and incubate new tourism businesses and investment. Create incentives for new lodging development, visitor-related dining, retail and outdoor recreational businesses</li> <li>• Establish a point person for all the Ticonderoga Economic Development committees who will lead the effort for funding private sector and government support to accomplish sustainable economic growth and tourism development</li> <li>• Strengthen Ticonderoga's image as a history destination and grow "history-related" events</li> <li>• Recruit and Foster Development of new Art/Artisans/Craftspeople</li> <li>• Extend &amp; maintain the river walk upstream &amp; downstream along the La Chute - from Lake George to Lake Champlain</li> <li>• Protect, expand and maintain public access for water-related visitor and resident activities and grow outdoor tourism products, experiences and recreational uses</li> <li>• Conduct hospitality and tourism training for workers and residents that creates a culture</li> </ul>
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## 2. Promote tourism in Ticonderoga and monitor visitor data

<b>Related Goals:</b>	<ul style="list-style-type: none"> <li>• Build strong history-based tourism economy</li> <li>• Build supporting outdoor recreation economy</li> <li>• Rebuild French sawmill as centerpiece of new economy</li> <li>• Attract artisans to build woodcraft and other Adirondack crafts, especially those related to sawmill</li> <li>• Build a better tourism partnership with Fort Ticonderoga but not be dependent on its success</li> <li>• Expand lodging</li> <li>• Make the economy more year-round</li> <li>• Strengthen Ticonderoga's history-related event economy</li> </ul>
<b>Action:</b>	Use Marketing to Promote the broad selection of experiences and activities in Ticonderoga and establish a base-line of visitor data that can track changes
<b>Responsible Players:</b>	LPECVB, Chamber, Fort
<b>Timeline:</b>	By 6 months
<b>Expected Outcomes:</b>	<ul style="list-style-type: none"> <li>• Progress is understandable – and can be used to recruit and justify tourism investment</li> <li>• Residents can see that actions are yielding results</li> <li>• Businesses can spot trends and market into them</li> <li>• Marketers can see the results of actions, and plan future campaigns</li> </ul>
<b>Notes and Details:</b>	
<b>Related Actions:</b>	<ul style="list-style-type: none"> <li>• Establish an ongoing Ticonderoga steering "Council" and operate that council to bring together all the Committees' efforts, oversee the plan and meet annually, or more as needed, to renew this plan</li> <li>• Rebuild and open the historic French Sawmill along with a timber-framing business. Operate the mill (management structure to be determined) and coordinate sawmill-related tourism business opportunities</li> <li>• Attract, expand and incubate new tourism businesses and investment. Create incentives for new lodging development, visitor-related dining, retail and outdoor recreational businesses</li> <li>• Strengthen Ticonderoga's image as a history destination and grow "history-related" events</li> </ul>



### 3. Rebuild and operate the historic French Sawmill

<b>Related Goals:</b>	<ul style="list-style-type: none"> <li>• Build strong history-based tourism economy</li> <li>• Rebuild French sawmill as centerpiece of new economy</li> <li>• Attract artisans to build woodcraft and other Adirondack crafts, especially those related to sawmill</li> <li>• Build a better tourism partnership with Fort Ticonderoga but not be dependent on its success</li> <li>• Continue revitalization of downtown, with a focus on heritage buildings</li> <li>• Expand lodging</li> <li>• Generate jobs and business opportunities</li> <li>• Make the economy more year-round</li> <li>• Strengthen Ticonderoga's history-related event economy</li> <li>• Guide the local culture, especially the younger generation, to be more hospitality minded</li> <li>• Guide the local culture, especially the younger generation, to be more entrepreneurial</li> </ul>
<b>Action:</b>	Rebuild and open the historic French Sawmill along with a timber-framing business. Operate the mill (management structure to be determined) and coordinate sawmill-related tourism business opportunities
<b>Responsible Players:</b>	Sharon Reynolds/PRIDE, DMP, Chamber
<b>Timeline:</b>	By 5 years
<b>Expected Outcomes:</b>	The sawmill becomes a tremendous driver of the Ticonderoga history-based tourism economy, drawing visitors, engaging them for extended periods of time, attracting them back for winter views, spawning a number of related businesses (from traditional logging to both traditional and contemporary crafts based on sawmill output), supporting additional lodging, keeping people in town long enough to need dining, stimulating an interest in traditional timber framing, anchoring one end of the La Chute River Trail, and adding a human side to the story told at the fort.
<b>Notes and Details:</b>	PRIDE has a plan of action and is underway.

<p><b><i>Related Actions:</i></b></p>	<ul style="list-style-type: none"> <li>• Establish an ongoing Ticonderoga steering "Council" and operate that council to bring together all the Committees' efforts, oversee the plan and meet annually, or more as needed, to renew this plan</li> <li>• Continue the restoration and revitalization of historic downtown and encourage some tourism-related businesses along with new products that "deliver" history experiences</li> <li>• Attract, expand and incubate new tourism businesses and investment. Create incentives for new lodging development, visitor-related dining, retail and outdoor recreational businesses</li> <li>• Strengthen Ticonderoga's image as a history destination and grow "history-related" events</li> <li>• Recruit and Foster Development of new Art/Artisans/Craftspeople</li> <li>• Extend &amp; maintain the river walk upstream &amp; downstream along the La Chute - from Lake George to Lake Champlain</li> </ul>
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<b>4. Continue restoration and revitalization of historic downtown</b>	
<b>Related Goals:</b>	<ul style="list-style-type: none"> <li>• Build strong history-based tourism economy</li> <li>• Rebuild French sawmill as centerpiece of new economy</li> <li>• Attract artisans to build woodcraft and other Adirondack crafts, especially those related to sawmill</li> <li>• Continue revitalization of downtown, with a focus on heritage buildings</li> <li>• Expand lodging</li> <li>• Generate jobs and business opportunities</li> <li>• Make the economy more year-round</li> <li>• Strengthen Ticonderoga's history-related event economy</li> <li>• Guide the local culture, especially the younger generation, to be more hospitality minded</li> </ul>
<b>Action:</b>	Continue the restoration and revitalization of historic downtown and encourage some tourism-related businesses along with new products that "deliver" history experiences
<b>Responsible Players:</b>	TMSP, PRIDE, Historical Society, Heritage Museum, DMP, Chamber
<b>Timeline:</b>	Ongoing
<b>Expected Outcomes:</b>	<ul style="list-style-type: none"> <li>• Combined with the sawmill, the expansion of the La Chute trail, the potential of new downtown based lodging, and the potential of an ongoing timber framing demonstration, restoration of historic downtown creates a focus for visitor activity.</li> <li>• Successful generation of sawmill-related craft and artisan businesses can create demand for downtown retail space.</li> <li>• The increase in visitor activity downtown will spur new dining and retail demand for downtown space.</li> </ul>
<b>Notes and Details:</b>	Great progress on this front over the past decade – which needs to be continued with full support for a system that is working.
<b>Related Actions:</b>	<ul style="list-style-type: none"> <li>• Establish an ongoing Ticonderoga steering "Council" and operate that council to bring together all the Committees' efforts, oversee the plan and meet annually, or more as needed, to renew this plan</li> <li>• Rebuild and open the historic French Sawmill along with a timber-framing business. Operate the mill (management structure to be determined) and coordinate sawmill-related tourism business opportunities</li> <li>• Attract, expand and incubate new tourism businesses and investment. Create incentives for new lodging development, visitor-related dining, retail and outdoor recreational businesses</li> <li>• Strengthen Ticonderoga's image as a history destination and grow "history-related" events</li> <li>• Recruit and Foster Development of new Art/Artisans/Craftspeople</li> <li>• Extend &amp; maintain the river walk upstream &amp; downstream along the La Chute - from Lake George to Lake Champlain</li> </ul>

## 5. Attract, expand, and incubate tourism businesses & investment

<b>Related Goals:</b>	<ul style="list-style-type: none"> <li>• Build strong history-based tourism economy</li> <li>• Build supporting outdoor recreation economy</li> <li>• Rebuild French sawmill as centerpiece of new economy</li> <li>• Attract artisans to build woodcraft and other Adirondack crafts, especially those related to sawmill</li> <li>• Continue revitalization of downtown, with a focus on heritage buildings</li> <li>• Expand lodging</li> <li>• Generate jobs and business opportunities</li> <li>• Make the economy more year-round</li> <li>• Strengthen Ticonderoga's history-related event economy</li> <li>• Guide the local culture, especially the younger generation, to be more hospitality minded</li> <li>• Guide the local culture, especially the younger generation, to be more entrepreneurial</li> </ul>
<b>Action:</b>	Attract, expand and incubate new tourism businesses and investment. Create incentives for new lodging development, visitor-related dining, retail and outdoor recreational businesses
<b>Responsible Players:</b>	DMP, TMSP, Chamber, John Rayno, Alex Levitch, AEDC/Mike Conway, EDC, IDA
<b>Timeline:</b>	Ongoing
<b>Expected Outcomes:</b>	Expanded and diversified offerings will help channel more visitor dollars into the local economy, support jobs, and add to the reasons that visitors return in the future.
<b>Notes and Details:</b>	
<b>Related Actions:</b>	<ul style="list-style-type: none"> <li>• Establish an ongoing Ticonderoga steering "Council" and operate that council to bring together all the Committees' efforts, oversee the plan and meet annually, or more as needed, to renew this plan</li> <li>• Rebuild and open the historic French Sawmill along with a timber-framing business. Operate the mill (management structure to be determined) and coordinate sawmill-related tourism business opportunities</li> <li>• Continue the restoration and revitalization of historic downtown and encourage some tourism-related businesses along with new products that "deliver" history experiences</li> <li>• Recruit and Foster Development of new Art/Artisans/Craftspeople</li> <li>• Conduct hospitality and tourism training for workers and residents that creates a culture</li> </ul>

6. Establish a point person to coordinate Economic Development committee work and seek funding	
<b>Related Goals:</b>	<ul style="list-style-type: none"> <li>• Build strong history-based tourism economy</li> <li>• Build supporting outdoor recreation economy</li> <li>• Continue revitalization of downtown, with a focus on heritage buildings</li> <li>• Generate jobs and business opportunities</li> <li>• Strengthen Ticonderoga's history-related event economy</li> </ul>
<b>Action:</b>	Establish a point person for all the Ticonderoga Economic Development committees who will lead the effort for funding private sector and government support to accomplish sustainable economic growth and tourism development
<b>Responsible Players:</b>	EDC, DMP
<b>Timeline:</b>	None
<b>Expected Outcomes:</b>	
<b>Notes and Details:</b>	
<b>Related Actions:</b>	<ul style="list-style-type: none"> <li>• Establish an ongoing Ticonderoga steering "Council" and operate that council to bring together all the Committees' efforts, oversee the plan and meet annually, or more as needed, to renew this plan</li> <li>• Attract, expand and incubate new tourism businesses and investment. Create incentives for new lodging development, visitor-related dining, retail and outdoor recreational businesses</li> </ul>



## 7. Strengthen Ticonderoga's image as a history destination and grow history-related events

<b>Related Goals:</b>	<ul style="list-style-type: none"> <li>• Build strong history-based tourism economy</li> <li>• Rebuild French sawmill as centerpiece of new economy</li> <li>• Attract artisans to build woodcraft and other Adirondack crafts, especially those related to sawmill</li> <li>• Build a better tourism partnership with Fort Ticonderoga but not be dependent on its success</li> <li>• Continue revitalization of downtown, with a focus on heritage buildings</li> <li>• Generate jobs and business opportunities</li> <li>• Make the economy more year-round</li> <li>• Strengthen Ticonderoga's history-related event economy</li> </ul>
<b>Action:</b>	Strengthen Ticonderoga's image as a history destination and grow "history-related" events
<b>Responsible Players:</b>	LPECVB, Chamber, Fort, TMSP, Heritage Museum, Historical Society
<b>Timeline:</b>	Ongoing
<b>Expected Outcomes:</b>	<p>As the sawmill comes on line as a key anchor, and other history-related products and experiences are developed, marketing will have repeated opportunities to focus travelers and travel media on Ticonderoga as a unique history-related travel destination.</p> <p>Repeated exposure will strengthen the destination and allow the town and fort to reinforce each other's products and the overall sense of destination, driving more history-related traffic over more months of the year.</p> <p>Events, coupled with the new year-round draws, will pull new visitors into the Ticonderoga economy and introduce them to the collection of new retail, lodging, and dining businesses that are developed.</p>
<b>Notes and Details:</b>	Some events, already tested, can become annual events.

<p><b><i>Related Actions:</i></b></p>	<ul style="list-style-type: none"> <li>• Establish an ongoing Ticonderoga steering "Council" and operate that council to bring together all the Committees' efforts, oversee the plan and meet annually, or more as needed, to renew this plan</li> <li>• Use Marketing to Promote the broad selection of experiences and activities in Ticonderoga and establish a base-line of visitor data that can track changes</li> <li>• Rebuild and open the historic French Sawmill along with a timber-framing business. Operate the mill (management structure to be determined) and coordinate sawmill-related tourism business opportunities</li> <li>• Continue the restoration and revitalization of historic downtown and encourage some tourism-related businesses along with new products that "deliver" history experiences</li> <li>• Attract, expand and incubate new tourism businesses and investment. Create incentives for new lodging development, visitor-related dining, retail and outdoor recreational businesses</li> <li>• Strengthen Ticonderoga's image as a history destination and grow "history-related" events</li> <li>• Recruit and Foster Development of new Art/Artisans/Craftspeople</li> <li>• Extend &amp; maintain the river walk upstream &amp; downstream along the La Chute - from Lake George to Lake Champlain</li> </ul>
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## 8. Recruit and Foster Development of new Art/Artisans/Craftspeople

<b>Related Goals:</b>	<ul style="list-style-type: none"> <li>• Build strong history-based tourism economy</li> <li>• Rebuild French sawmill as centerpiece of new economy</li> <li>• Attract artisans to build woodcraft and other Adirondack crafts, especially those related to sawmill</li> <li>• Build a better tourism partnership with Fort Ticonderoga but not be dependent on its success</li> <li>• Continue revitalization of downtown, with a focus on heritage buildings</li> <li>• Generate jobs and business opportunities</li> <li>• Make the economy more year-round</li> <li>• Guide the local culture, especially the younger generation, to be more entrepreneurial</li> </ul>
<b>Action:</b>	Recruit and Foster Development of new Art/Artisans/Craftspeople
<b>Responsible Players:</b>	DMP, Town, TMSP, Chamber, EDC, IDA, AEDC/Mike Conway
<b>Timeline:</b>	Within 6 months
<b>Expected Outcomes:</b>	As history draws visitors to Ticonderoga, crafts become a way for visitor dollars to be funneled into the economy – and, over time, the crafts could become a draw in and of itself.
<b>Notes and Details:</b>	There is an inter-relationship among spawning a craft community, restoring historical downtown, lodging, dining, the La Chute trail, and the sawmill.
<b>Related Actions:</b>	<ul style="list-style-type: none"> <li>• Establish an ongoing Ticonderoga steering "Council" and operate that council to bring together all the Committees' efforts, oversee the plan and meet annually, or more as needed, to renew this plan</li> <li>• Rebuild and open the historic French Sawmill along with a timber-framing business. Operate the mill (management structure to be determined) and coordinate sawmill-related tourism business opportunities</li> <li>• Continue the restoration and revitalization of historic downtown and encourage some tourism-related businesses along with new products that "deliver" history experiences</li> <li>• Attract, expand and incubate new tourism businesses and investment. Create incentives for new lodging development, visitor-related dining, retail and outdoor recreational businesses</li> <li>• Conduct hospitality and tourism training for workers and residents that creates a culture</li> </ul>

## 9. Extend and maintain the La Chute Riverwalk

<b>Related Goals:</b>	<ul style="list-style-type: none"> <li>• Build strong history-based tourism economy</li> <li>• Rebuild French sawmill as centerpiece of new economy</li> <li>• Attract artisans to build woodcraft and other Adirondack crafts, especially those related to sawmill</li> <li>• Build a better tourism partnership with Fort Ticonderoga but not be dependent on its success</li> <li>• Continue revitalization of downtown, with a focus on heritage buildings</li> </ul>
<b>Action:</b>	Extend & maintain the river walk upstream & downstream along the La Chute - from Lake George to Lake Champlain
<b>Responsible Players:</b>	PRIDE, Fort, Town
<b>Timeline:</b>	Within 6 months
<b>Expected Outcomes:</b>	<p>Strengthens the case for Ticonderoga as a history-related destination</p> <p>Reinforces downtown as the hub for visitor activities</p>
<b>Notes and Details:</b>	Underway!
<b>Related Actions:</b>	<ul style="list-style-type: none"> <li>• Establish an ongoing Ticonderoga steering "Council" and operate that council to bring together all the Committees' efforts, oversee the plan and meet annually, or more as needed, to renew this plan</li> <li>• Rebuild and open the historic French Sawmill along with a timber-framing business. Operate the mill (management structure to be determined) and coordinate sawmill-related tourism business opportunities</li> <li>• Continue the restoration and revitalization of historic downtown and encourage some tourism-related businesses along with new products that "deliver" history experiences</li> <li>• Protect, expand and maintain public access for water-related visitor and resident activities and grow outdoor tourism products, experiences and recreational uses</li> </ul>

10. Protect public access to water and grow outdoor tourism products and experiences	
<b>Related Goals:</b>	<ul style="list-style-type: none"> <li>• Build supporting outdoor recreation economy</li> <li>• Expand lodging</li> <li>• Generate jobs and business opportunities</li> <li>• Make the economy more year-round</li> <li>• Guide the local culture, especially the younger generation, to be more hospitality minded</li> <li>• Guide the local culture, especially the younger generation, to be more entrepreneurial</li> </ul>
<b>Action:</b>	Protect, expand and maintain public access for water-related visitor and resident activities and grow outdoor tourism products, experiences and recreational uses
<b>Responsible Players:</b>	Town, LPECVB, EDC, Fort, DEC, PRIDE
<b>Timeline:</b>	Ongoing
<b>Expected Outcomes:</b>	Outdoor products and experiences provide a diversity to the local economy that helps it function year-round – and makes it more resilient than a single focus economy.
<b>Notes and Details:</b>	
<b>Related Actions:</b>	<ul style="list-style-type: none"> <li>• Establish an ongoing Ticonderoga steering "Council" and operate that council to bring together all the Committees' efforts, oversee the plan and meet annually, or more as needed, to renew this plan</li> <li>• Attract, expand and incubate new tourism businesses and investment. Create incentives for new lodging development, visitor-related dining, retail and outdoor recreational businesses</li> <li>• Extend &amp; maintain the river walk upstream &amp; downstream along the La Chute - from Lake George to Lake Champlain</li> </ul>



<b>11. Conduct hospitality and tourism training</b>	
<b>Related Goals:</b>	<ul style="list-style-type: none"> <li>• Build strong history-based tourism economy</li> <li>• Build supporting outdoor recreation economy</li> <li>• Build a better tourism partnership with Fort Ticonderoga but not be dependent on its success</li> <li>• Expand lodging</li> <li>• Generate jobs and business opportunities</li> <li>• Make the economy more year-round</li> <li>• Guide the local culture, especially the younger generation, to be more hospitality minded</li> <li>• Guide the local culture, especially the younger generation, to be more entrepreneurial</li> </ul>
<b>Action:</b>	Conduct hospitality and tourism training for workers and residents that creates a culture
<b>Responsible Players:</b>	LPECVB, DMP, training in schools, NCCC, Chamber
<b>Timeline:</b>	1 Year
<b>Expected Outcomes:</b>	<p>Residents have a better understanding of the economic benefits of having visitors passing through Ticonderoga.</p> <p>Residents are more welcoming of visitors.</p> <p>Residents are more likely to seek tourism employment or start new tourism-related businesses.</p>
<b>Notes and Details:</b>	
<b>Related Actions:</b>	<ul style="list-style-type: none"> <li>• Establish an ongoing Ticonderoga steering "Council" and operate that council to bring together all the Committees' efforts, oversee the plan and meet annually, or more as needed, to renew this plan</li> <li>• Attract, expand and incubate new tourism businesses and investment. Create incentives for new lodging development, visitor-related dining, retail and outdoor recreational businesses</li> </ul>





## Ticonderoga Destination Master Plan Action Tracker

Updated 16 November 2009

#	Action	Key			Status	Responsible Players
		Actions	Priority	Timeline		
1	Establish an ongoing Ticonderoga steering "Council" and operate that council to bring together all the Committees' efforts, oversee the plan and meet annually, or more as needed, to renew this plan	1	1	1		Chamber will be 'keeper' of the Plan. TMSP/Chair, DMP/Chair, PRIDE/Exc Dir, Fort/Marci Hall, EDC/Chair, Town/Supervisor, Historical Society, Heritage Museum
2	Use Marketing to Promote the broad selection of experiences and activities in Ticonderoga and establish a base-line of visitor data that can track changes	1	1	1	timeline for tracking/3	LPECVB, Chamber, Fort
3	Rebuild and open the historic French Sawmill along with a timber-framing business. Operate the mill (management structure to be determined) and coordinate sawmill-related tourism business opportunities	1	1	6		Sharon Reynolds/PRIDE, DMP, Chamber
4	Continue the restoration and revitalization of historic downtown and encourage some tourism-related businesses along with new products that "deliver" history experiences	1	1	7		TMSP, PRIDE, Historical Society, Heritage Museum, DMP, Chamber

## Ticonderoga Destination Master Plan Action Tracker

Updated 16 November 2009

#	Action	Key Actions	Priority	Timeline	Status	Responsible Players
5	Attract, expand and incubate new tourism businesses and investment. Create incentives for new lodging development, visitor-related dining, retail and outdoor recreational businesses	1	1	7		DMP, TMSP, Chamber, John Rayno, Alex Levitch, AEDC/Mike Conway, EDC, IDA
6	Establish a point person for all the Ticonderoga Economic Development committees who will lead the effort for funding private sector and government support to accomplish sustainable economic growth and tourism development	1	1			EDC, DMP
7	Strengthen Ticonderoga's image as a history destination and grow "history-related" events	1	1	7		LPECVB, Chamber, Fort, TMSP, Heritage Museum, Historical Society
8	Recruit and Foster Development of new Art/Artisans/Craftspeople		1	1		DMP, Town, TMSP, Chamber, EDC, IDA, AEDC/Mike Conway
9	Extend & maintain the river walk upstream & downstream along the La Chute - from Lake George to Lake Champlain		1	1		PRIDE, Fort, Town

## Ticonderoga Destination Master Plan Action Tracker

Updated 16 November 2009

#	Action	Key Actions	Priority	Timeline	Status	Responsible Players
10	Protect, expand and maintain public access for water-related visitor and resident activities and grow outdoor tourism products, experiences and recreational uses		1	7		Town, LPECVB, EDC, Fort, DEC, PRIDE
11	Conduct hospitality and tourism training for workers and residents that creates a culture		1	2		LPECVB, DMP, training in schools, NCCC, Chamber

### Key to Timeline

By 6 months	1
By 12 months	2
By 18 months	3
By 24 months	4
By 3 years	5
By 5 years	6
Ongoing	7

### Legend to group initials

TMSP	Ticonderoga Main Street Project
PRIDE	(not sure)
EDC	(Town) Economic Development Committee
NCCC	North Country Community College
GFN	Glens Falls National Bank
LPECVB	Lake Placid Essex County Visitors Bureau
AEDC	Adirondack Economic Development
IDA	Industrial Development Agency
IP	International Paper
DEC	Department of Environmental Conservation
DMP	Destination Master Plan Committee



## Appendix





## Tourism Council

The tourism council becomes the entity charged with guiding the future of tourism for the destination.

- Executing the DMP
- Renewing the DMP
- Identify necessary types of businesses to succeed
- Building support with government and community for public sector investment and infrastructure
- Partnering with nearby destinations, the county, and Adirondack Park
- Working closely with Essex County Visitors Bureau

The strength of the tourism council comes from building a momentum among government, community members and businesses to achieve those actions which move the destination toward goals outlined in the Destination Master Plan, which is shared openly with the community.

## Mission Statement

The Tourism Council will draw on the public/private partnership of its membership and the destination to guide tourism to be more profitable, to contribute to our quality of life, to protect the natural and cultural assets that tourism depends upon, and to deliver great experiences for our visitors.

## Guiding Principles

- Seeks tourism that is
  - Good for local businesses
  - Good for the community
  - Takes care of Adirondack Park
  - A great experience for visitors
- Strengthening public/private partnerships that help generate year-round employment
- Working collaboratively to raise the “value” of a County wide destination
- Recognition that tourism products are the product of private investment

## Policies and Procedures

1. Membership - a balance of public, community, and tourism business interests
  - a. As vacancies occur, the council will actively recruit to regain that balance
2. Meetings will be scheduled as they are needed

3. Progress will be made by leading businesses and community toward goals that are widely endorsed.
4. Focus of the Tourism Council is on execution of the DMP, except for annual discussions on revision and renewal
5. "Keeper of the Plan" provides administrative function to the Tourism Council