

Ticonderoga, NY - Adirondacks

Ticonderoga is writing its next chapter in a long and rich story. Located on Lake Champlain and Lake George and nestled between the New York's Adirondack Mountains and the Green Mountains in Vermont, it served as the epicenter in the struggle for North America in the 18th century, a major driver of regional prosperity and industry in the 19th century, and continued to connect its rich story into much of the 20th century through tourism and industry. However, like many Adirondack communities in the last 50 years, Ticonderoga has struggled to support businesses, maintain population, and sustain community needs. Ticonderoga's epic story, scenic beauty, rich history, natural resources, recreational opportunities, and community spirit remained underutilized during this period as the economy declined, store fronts were emptied, and resources dwindled. The downward spiral had to stop; vision was needed; and partnerships needed to take shape.

Today, Ticonderoga is harnessing its exceptional and unparalleled assets including industry, education, health care, prime location, premier cultural and recreational destination experiences, and epic story to plan and implement a bold and vibrant vision. Ticonderoga is undergoing a community renaissance which reverberates into every facet of life, fueling entrepreneurial enterprises, community collaboration, increased tourism, and a shared bold vision. At the heart of this renaissance are major partners including the Town of Ticonderoga, Ticonderoga Area Chamber of Commerce, Fort Ticonderoga, International Paper Company, Pride of Ticonderoga, Ticonderoga Montcalm Street Partnership, Inter-Lakes Health, Ticonderoga Revitalization Alliance, North Country Community College, Essex County Industrial Development Agency, and ROOST.

While major industry, specifically the paper mill, remains a central part of Ticonderoga's economy, tourism has been identified as a critical driver in Ticonderoga's future economic vitality. An updated destination master plan will highlight the greater Ticonderoga region's unprecedented collaboration with surrounding communities including Crown Point, Hague, Moriah, and Putnam. The plan which features communities in 2 economic development regions (North Country and Capital District) places Ticonderoga as an epicenter for destination travel while promoting the many experiences and tourism assets in the greater region.

Projects such as the 18th-century saw mill, Fort Ticonderoga's future Gateway Experience Center and Museum, and the further development of waterfront recreation and tourism experiences will draw significant private investment fueling the economy when paired with NCREDC/NYS support. This partnership will be a catalyst to energize communities, attract and nurture entrepreneurs, expand small business start-ups, improve community development infrastructure, elevate global recognition of the historic region, and additional investment in agriculture, as well as activate tourism as a driver to diversify the Ticonderoga Area economy.

Town of Ticonderoga: As the key driver the Town of Ticonderoga created and maintains the Community Economic Development Strategy document in coordination with their partner organizations which coordinates with its 2009 Comprehensive Plan. This document combines, prioritizes, and implements the economic development projects for the community and brings together those organizations and agencies. The Town is also embarking on a strategy to maintain and improve its infrastructure including their water collection, treatment and delivery systems, waste water treatment systems, storm water separation and collection systems which include green infrastructure, sidewalks and roads. Ticonderoga will be implementing its 2014 Storm water

Management Plan to advance the towns goals of increasing tourism and retaining residents by promoting green streets, walk-ability, bike-ability and connectivity.

- Infrastructure maintenance and improvement to include an \$18M investment in water & waste-water treatment.
- Airport maintenance and improvements including installation of a new Fuel farm to expand services, to be completed in 2015.
- LaChute River clean-up and enhancement in coordination with Fort Ticonderoga, the 18th-Century Sawmill and Ticonderoga Montcalm Street Partnership.
- Sponsorship of the Cultural Arts Initiative which coordinates and facilitates the activities of area arts organizations and activities.
- Continued support and coordination with partner organizations and agencies such as TACC, TMSP, PRIDE, Cultural Arts Initiatives, Ticonderoga Revitalization Alliance, and ROOST's Regional Destination Master Plan.
- Utilize community media including TiTV as a platform for hospitality and tourism services.

Fort Ticonderoga: Fort Ticonderoga is uniquely positioned to take a leading role in economic development in Ticonderoga and the Adirondack Region. As the most visited cultural destination in the Adirondacks, Fort Ticonderoga attracts more than 70,000 guests annually, supports 120 jobs, and makes a \$9 million economic impact on the region. A master plan has recently been completed which features approximately \$60 million in new investment over the next 15 years. The plan is configured as a series of products that are designed to reshape the visitor experience for generations to come and will highlight the site's remarkable assets including 2000 acres of unspoiled landscape, 2 miles of shoreline on Lake Champlain, and the site's epic story to create an unparalleled destination experience.

- Fort Ticonderoga Gateway Experience Center and Museum - State of the art facility will serve as a regional cultural hub located on the shores of Lake Champlain. Approximately \$35 million dollar facility
- 1826 Pavilion House - identified as the Adirondacks most significant historic house, the restored house will include limited destination lodging, lakeside dining, rental space, and house the Fort Ticonderoga Center of Strategic Leadership Studies. Approximately \$3-\$5 million dollar restoration and expansion
- Waterfront Recreation - will include docks along Fort Ticonderoga's 2 mile Lake Champlain shore, kayaking and canoe rentals, water taxi, and boat tours.
- Fort Ticonderoga Restoration - will include significant restoration to the historic structures, the central exhibition for the Fort Ticonderoga experience. New product development will include never before opened spaces for exhibition, children's discovery areas, and spaces for overnight destination education.
- Epic Nighttime Show - will bring Fort Ticonderoga's story to life with cutting edge technology on the historic fort walls.
- Multi-Modal Transportation System - will enable visitors to explore America's most historic landscape and connect Fort Ticonderoga to Amtrak, the town, Mount Defiance, Lake George, and other destination experiences.

PRIDE of Ticonderoga: PRIDE is a significant partner in the economic development arena while staying true to its mission of preserving aging housing stock and preserving important historic buildings and places in Ticonderoga. Their foray into economic development has evolved due, in

part, to PRIDE's ability to recognize viable projects that need to be nurtured and developed over the course of several years. PRIDE has a thirty-year history of bringing diverse groups together as partners and has a successful track record in obtaining public and private funds to support these projects. PRIDE focuses its economic development programs on projects that enhance, promote and revitalize the Town of Ticonderoga and the surrounding communities. Their primary economic goal is to see the reconstruction of the 18th-Century French Sawmill become a reality. PRIDE is also in the role of supporting new business development with the forming of the Ticonderoga Natural Foods Co-op.

- Reconstruction of the 18th -Century French Sawmill in Bicentennial Park area.
- Ticonderoga Natural Foods Co-Op opening and expansion.
- Enhancement and refinement of the LaChute River Trail. Connecting all portions of the trail.
- Implementation of grants for the entire area including Community Development Block Grant, Main Street Grants, etc.

Ticonderoga Area Chamber of Commerce: The Ticonderoga Area Chamber of Commerce (TACC) initiates and provides programs, services, and leadership that enhance a cooperative business community and create a vibrant economy, making the Ticonderoga Area an exceptional place to live, work, and visit. The Chamber has a vision to be the leading advocate for business, serving as a driving force in the economic vitality of the greater Ticonderoga Area, uniting communities and maximizing resources.

- Complete a coordinated and updated Destination Master Plan with goals, objectives, and a timeline for completion for the Ticonderoga Area.
- Create a unified destination area between the communities of Ticonderoga, Crown Point, Hague, Moriah, and Putnam, NY. United we are a Tourism Destination Area of 5 Towns, 3 Counties, & 2 Regional Economic Development Councils.
- Maximize and coordinate Ticonderoga Area resources for the betterment of the area. This has already begun with merger of the Crown Point Chamber into the TACC.
- Continue to expand the Business Support & Services offered and available for existing and potential new businesses within the Ticonderoga Area via the TACC and our partners.
- Continue to expand and invest in the Ticonderoga Area Farmers' Market which grew from 2 farmers and vendors to more than 10 in addition to special events and guests at the market.
- Strengthen and expand existing TACC partnerships as well as the creation of new partnerships.
- Research, create, and implement a marketing and branding plan for Ticonderoga and the area.
- Research, plan, and develop a new Business & Visitor Center for Ticonderoga and the area.

Ticonderoga Montcalm Street Partnership: The Ticonderoga Montcalm Street Partnership (TMSP) is a not-for-profit 501 (c) (3) organization established in 2007. Its mission is to create and enhance the economic, historic and social development of Ticonderoga's traditional business district, employing the National Trust Main Street Center's guidelines for organization, design, promotion and economic restructuring. TMSP seeks to create meaningful and long-term change in Historic Downtown Ticonderoga. The Ticonderoga Area Chamber of Commerce serves as the TMSP Coordinator.

- Implementing docks at the base of the falls in Bicentennial Park for Kayaks, canoes, and small boats to launch or dock to access the LaChute River, Lake Champlain, and downtown Ticonderoga.

- Implementation of public parking signs along Montcalm Street as well as directional signage for the downtown business district and information.
- Continued and expanded implementation for the full Montcalm Streetscape Plan which includes a number of significant projects along the Montcalm Street corridor. The plan is divided into seven districts with specific projects under each district.

Inter-Lakes Health: ILH is a family of health services situated on an 80+ acre campus in Ticonderoga, NY. Inter-lakes Health serves patients from Essex, Warren and Washington Counties. The not-for-profit family members include: Moses Ludington Hospital, Heritage Commons Residential Health Care, Moses Ludington Adult Home, Inter-Lakes and Lord Howe Estates.

The primary goal is to position ILH within an innovative and integrated rural health delivery system to:

- Enable sustainable delivery of quality, vital healthcare services to the greater community.
- Explore emergent, alternative models to enable retention of Long-Term Care services in the greater community.
- Ensure job retention through the above strategies.

Ticonderoga Revitalization Alliance (TRA): TRA is a not-for profit 501(c) (3) local development corporation whose mission is to help restore economic prosperity in the Ticonderoga region by serving as a catalyst for innovative ideas and resources and for public private partnerships and investment opportunities. Economic revitalization and job creation are a TRA special focus. Projects at varying stages of development include the following:

- Trekonderoga - An annual Star Trek convention will launch Labor Day weekend 2015, and will bring many new visitors to the Ticonderoga Area and lead to providing regular tourist season tours of the Star Trek sets now recreated in Ticonderoga.
- Ticonderoga Brewpub – Will include a brewery and a restaurant to draw tourists to downtown, and will expand into bottling, wholesale beer sales, etc.
- The HUB – Renovation of a downtown block of six buildings for mixed commercial and community use.
- Financial Products for Business Start-ups and Expansion.

North Country Community College: As the only public college located in the Adirondack Park, North Country Community College (NCCC) offers educational, cultural and recreational programs and experiences to a 3,500 square mile service area with 90,000 inhabitants. Each year, students enroll at three locations in Saranac Lake, Malone, and Ticonderoga from every region of New York, New England, and countries around the world. NCCC is proud to offer a progressive and individualized education to suit degrees, certifications and foundational credits along with an individual experience. Living and learning at NCCC provides students with the benefit of attending one of the SUNY's most unique colleges, an exceptional learning and community building experience for all who seek it - challenging and supporting all individuals in their educational and personal growth.

The primary goals for NCCC in Ticonderoga are plans for curriculum expansion at the campus which include:

- Register the Business Program at Ticonderoga Campus to increase enrollment by 30 FTE's.

- Evaluate proposal to register Facilities Management Technology Certificate Program at the Ticonderoga Campus which is projected to increase FTEs by 15 in Year 1.
- Evaluate and determine whether a 2+2 Micro Brewing Program is a viable option for the Ticonderoga Campus.
- Register the Chemical Dependency Program at the Ticonderoga Campus anticipated to increase FTEs by 20.
- Complete the Feasibility Study for a School of Applied Technology in Ticonderoga.
- The Increase in FTEs will create additional need for student and faculty housing in Ticonderoga.

International Paper Company – Ticonderoga Mill: International Paper’s Ticonderoga Mill is strategically positioned in the market to produce high quality, value-added printing and communication paper. The products made at the Ticonderoga mill are integral and key to International Paper’s portfolio and customer demand for these products is strong. The mill’s Hammermill brand has been made in America for over 100 years and is the most widely recognized and respected brand of paper in North America. The Company continues to make significant capital investment in the mill to ensure its competitive position. In 2015 investments in capital projects at the Ticonderoga Mill will exceed \$43.5 million. This investment supports goals and strategic plans for continuous improvement, environmental stewardship, innovation and commitment to exceeding customer expectations for quality and service. The Ticonderoga mill’s 620 employees are skilled, engaged and committed to securing a bright future for themselves, their families and our community.

A community renaissance is underway in Ticonderoga. Rooted in its epic 18th-century story of global significance, Ticonderoga is harnessing its many assets including industry, education, health care, prime location, and premier cultural and recreation destination experiences. Unprecedented collaboration has led to a bold community-wide vision and plan. There is significant work ahead as Ticonderoga activates tourism as a key driver to diversify its economy. Major product development is required to bring the vision into reality and major investment is needed to support the product development. Ticonderoga’s story is compelling. The next chapter is being written.

Specific projects, tasks, and goals are within the Town of Ticonderoga Community Economic Development Strategy document maintained by the Town’s Economic Development Liaison. This document combines the goals of the Town of Ticonderoga Comprehensive Plan, Ticonderoga Destination Master Plan (past, & will include updated Area Destination Master Plan), Tourism Destination Area Nomination Workbook, Fort Ticonderoga Strategic Plan, as well as the goals and objectives of the Ticonderoga Area Chamber of Commerce, Pride of Ticonderoga, Ticonderoga Montcalm Street Partnership, International Paper Company, Inter-Lakes Health, Ticonderoga Revitalization Alliance, and North Country Community College. Specific and additional information on each organization and projects is available.