STEWARDSHIP PLAN

Historic Saratoga - Washington on the Hudson Partnership

View from Willard Mountain looking over the Hudson River Valley

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Stewardship Plan For The Historic
Saratoga-Washington On The Hudson Partnership

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EXECUTIVE SUMMARY

THE INTRODUCTION AND SETTING

The Stewardship Plan is a framework of strategies that will implement a long-term vision for the 35-mile linear corridor along the Hudson River from Waterford in the south to Fort Edward in the north. A distinctive identity is defined for the corridor that identifies how the Partnership Area "fits" into the national, statewide, and local planning strategies. The implementation of these strategies will result in a regional tourism marketing strategy that outlines revitalization methods which will ultimately communicate a unified and sustainable economic development vision, and establish a world-class destination for national and international visitors.

The Stewardship Plan is sponsored by the Historic Saratoga-Washington on the Hudson Partnership, a public entity established through an act of legislation in 2006. The Partnership was established to comprehensively support local efforts and resources through an innovative and voluntary framework of public and private groups, including local and state government. An innovative and voluntary collaborative framework of public and private groups, local municipalities, state agencies, and legislators is at the heart of the Stewardship Plan. As members of the Partnership, they continually provide valuable input and help the process through feedback at Partnership meetings.

Photo:
Hudson River, Halfmoon

The Partnership's mission is to preserve, enhance and develop the historic, agricultural, scenic, natural and recreational resources, including the significant waterways within the Partnership Area. Through the tradition of municipal home rule, the Partnership will foster collaborative projects with pertinent non-profit and governmental entities with an emphasis on agricultural and open space protection, economic and tourism development, and the protection and interpretation of our natural and cultural heritage.

North Meeting House, Greenwich

The municipal boundary includes the Saratoga County towns of Northumberland, Saratoga, Waterford, Stillwater, and Halfmoon, the city of Mechanicville, and the villages of Schuylerville, Victory, Stillwater, and Waterford. The boundary also includes the Washington County towns of Fort Edward, Greenwich, and Easton, and the villages of Fort Edward and Greenwich.

With appropriate partnerships, the Stewardship Plan will advance collaborative projects with an emphasis on agricultural and open space protection, economic and tourism development, and the protection and interpretation of our natural and cultural heritage. These projects are designed to both sustain and enhance the economies of the local communities of the Partnership by effective utilization of the area's natural resources and historic attributes. The Plan envisions integration of the area's abundant natural resources, scenic beauty, agricultural resources, historic landmarks and established hamlets, villages and commercial districts into a cohesive regional economy that is self-sustaining and highly diversified. Existing businesses will be enhanced through appropriate expansion and new businesses encouraged within established and underutilized commercial areas.

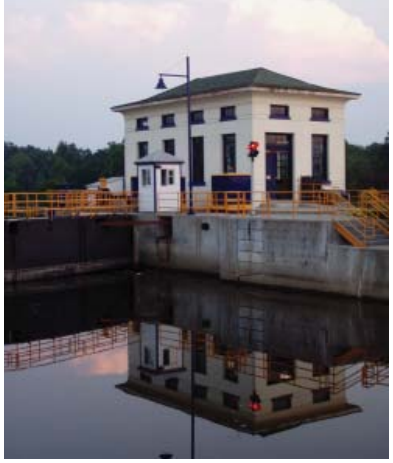
The intent is to improve local employment opportunities through a cross-section of businesses and industries related to efficient and profitable use of locally produced products and services. As these businesses focus on producing goods from natural and agricultural resources, they have the effect of preserving the natural landscape. Therefore, the preservation of rural character and open spaces is relevant to the economic success of the region. The future result is a vibrant local and regional economy.

THE REGIONAL PLANNING FRAMEWORK

The Partnership Area is part of a complex network of federal, state, and regional organizations that promote preservation and community revitalization. None of these agencies and organizations has regulatory authority but rather serve as a conduit for programs and grants that support their individual and collective goals. Many of them also provide the leadership, technical assistance, planning initiatives, and funding necessary to bring projects at the local level to fruition.

The Stewardship Plan fits into regional planning initiatives that call for collaboration with municipalities along the Hudson River and Champlain Canal to make the waterways more accessible for both residents and visitors. Over the last 15 years

there have been many studies devoted to open space and recreational protection and enhancement. The majority of the reports have been sponsored by state and federal agencies with the goal of establishing a regional vision for the long-term management of open space resources concentrated on or adjacent to the Hudson River - Champlain Canal corridor. The goals and projects related to these plans have been summarized and incorporated into the Stewardship Plan.



Lock 2 Generator House, Halfmoon

THE INTERPRETIVE FRAMEWORK

The interpretive framework for the Partnership Area complements the Lakes to Locks Passage, a New York State and Federal Byway, which promotes tourism in what's known as "The Great Northeast Journey." The Partnership Area is part of the Champlain Canal/Upper Hudson River sub-region for the part of the interconnected waterway that runs from the village of Waterford to the Canadian border.

Through a program of shared resources and heritage, Lakes to Locks Passage promotes an authentic visitor experience through a hierarchy of carefully positioned visitor information and interpretive facilities. Lakes to Locks Passage provides access to 234 miles of historic and recreational sites along the waterway includes State Route 4, one of only 20 highways to be designated as an "All-American Road" by the Federal Highway Administration.

NETWORK OF RESOURCES

The Partnership Area has an astonishing collection of diverse, high quality resources that make it a special place worth preserving, protecting and enhancing. It also has tremendous potential for education and economic development. Beyond the Partnership Area, the Scenic Byway exposes the traveler to intrinsic qualities including scenic vistas, cultural experiences, historic and archeological sites, recreational opportunities and natural resources. While each of the intrinsic qualities are present and have local, regional or national significance, the predominant intrinsic quality of the Partnership Area is historic.

THE ECONOMIC STRATEGY

The Plan envisions integration of the area's abundant natural resources, scenic beauty, agricultural resources, historic landmarks and established hamlets, villages and commercial districts into a cohesive regional economy that is self-sustaining and highly diversified. Existing businesses are to be enhanced through appropriate expansion and new businesses are encouraged within established and underutilized commercial areas. The intent is to improve local employment opportunities through a cross-section of businesses and industries related to efficient and profitable use of locally produced products and services. As these businesses focus on producing goods from natural resources and agricultural resources, they will help to preserve the natural

landscape. The end result is a vibrant local and regional economy that:

- Produces local goods and services and markets them within the region and beyond;
- Fully integrates agricultural products into local and regional markets;
- Fully integrates historic landmarks as unique attractions to tourists both from within and outside the region; and
- Utilizes natural resources and inherent scenic beauty as a complement to the overall attractiveness of the region; andInherently preserves the life quality characteristics of the region that year-round residents enjoy and take pride in.

Photo: Entrance sign for Hudson Crossing A Bi-County Educational Park, Northumberland

The Partnership has a wide range of opportunities for promoting and implementing the Stewardship Plan. Defining the path to move forward requires making strategic choices beginning with careful consideration of the Partnership's unique role and mission, the most effective leverage points for change, and how to best combine efforts with other partners to support stewardship on the broadest possible scale. The approach is to build upon and integrate the many successful activities already underway, while pursuing new initiatives to improve the future.

The Partnership needs a comprehensive stewardship strategy to unify initiatives, maximize the effectiveness of existing efforts, provide a process for setting priorities for new activity, and foster the development of networks with other organizations to multiply the Partnership's reach and overall impact. By concentrating on priority issues where stewardship has the greatest potential, the Partnership has the greatest opportunity to affect change. By endorsing and showcasing best management practices, positive case studies, and accomplishments in the corridor, the Partnership has the capacity to empower local governments and become a model organization for regional planning.

THE STEWARDSHIP FRAMEWORK

The following immediate action items are essential to moving the Stewardship Plan forward.

1. Form of a set of six subcommittees: Policy, Planning and Procedures, Economic Development and Marketing, Outreach and Education, Recreation and Trails, Resource Protection, and Project Funding.
2. Develop and implement a 5-Year Funding Plan.
3. Secure permanent office space in a central location.
4. Fund a staff person to coordinate initiatives and projects.
5. Adopt a set of review criteria for planned projects to guide the Partnership from supporting competing projects.
6. Create a database of existing municipal shared service arrangements and offer a process to impart information, and provide an opportunity for communities to communicate their interests, needs and requirements to advance new shared

service agreements.

7. Consider expanding the regional boundaries of the Partnership Area to include communities that share common resources and, together, would strengthen and enhance the mission of the Partnership.
8. Expand the partnership network to include the local and regional chambers of commerce and local economic development corporations.

The following recommendations represent the primary actions that the Partnership will address. Each recommendation will be assigned to sub-committees for further action.

ECONOMIC DEVELOPMENT RECOMMENDATIONS

- Develop and implement an economic development strategy that builds upon and reinforces the relationships between the area's heritage, working landscape and waterfront landscape as means to improve employment opportunities, household wealth, productivity, tourism, and retail sales.
- Develop an organizational framework to oversee implementation of the economic development strategy. Consider one of the following organizational structures: Area Development Corporation, Cooperatives, or Area Development Authority.
- Assess viable public and/or private sources of funding for the start-up and ongoing operational and capital needs of the newly formed development organization. Options include private corporate or individual membership fees, donations, relevant federal or state assistance programs, contractual economic development services with are municipalities, etc. Provide access to a revolving loan program sponsored by the Partnership to meet gap financing for projects.
- Support the proposed Lakes to Locks Heritage Centers at Fort Edward, Schuylerville, Greenwich, Stillwater, Mechanicville, and Waterford as essential orientation centers for visitors coming in from land or water. Provide clear, consistent, and comprehensive interpretive displays to present the story of this region to inquiring tourists.
- Support and guide the development of the proposed Siena College Revolutionary War Institute. Work with the Washington County Tourism Association, Saratoga County Chamber of Commerce, Southern Saratoga County Chamber of Commerce, Lakes to Locks Passage, and Saratoga National Historical Park to market military history.
- Support a collaborative initiative between the Champlain Valley National Heritage Partnership, Hudson River National Heritage Area, and the Erie Canalway Nation Heritage Corridor that provides a focused and sustained promotion of the Partnership Area.
- Review and assess new legislation to study the feasibility of designating the Hudson River Valley from Westchester County to Fort Edward in Washington

Rural Mailbox in Field, Washington County

County as a unit of the National Park System. Evaluate the potential beneficial impact on the Partnership Area and, if warranted, support the legislation.

MARKETING RECOMMENDATIONS

- Emphasize the Partnership Area's competitive advantage by incorporating the attributes of the area's niche into marketing and branding programs. The marketing program should contemplate sale of goods and services within the region and export to markets beyond the region.
- Establish a marketing program for the sale of area grown and area produced products through regional Community Supported Agriculture (CSA) as an effective tool to balance the need for an efficient food system with the goals of economic vitality, public health, and agricultural sustainability.
- Assist farmers in Saratoga and Washington Counties in expanding special public events through marketing network opportunities. Coordinate events with wider seasonal festivals which contribute to a range of attractions during strategically selected weekends.

OUTREACH AND EDUCATION RECOMMENDATIONS

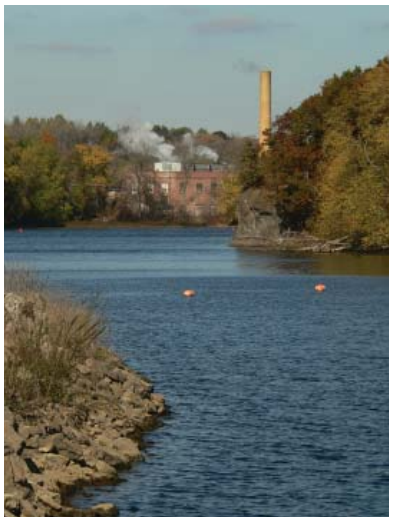
- Facilitate a coordinated heritage education program for students, basing new programs on the Champlain Basin Education Initiative, a consortium of environmental education groups throughout the Lake Champlain Basin.
- Endorse and financially support the Lakes to Locks Passage interpretive framework as the official set of themes for the Partnership Area.

RECREATION AND TRAIL RECOMMENDATIONS

Dix Bridge, Northumberland

- Implement the Champlain Canalway Trail Action Plan which recommends a logical progression for construction of trail segments with the goal of completing an attractive and continuous route for the Champlain Canalway Trail from Waterford to Whitehall.
- Systematically inventory, map and catalogue waterfront projects as a means to establish a baseline of information on available waterfront assets.
- This database should include specific information as to size of the facility, a basic description of its function, its attributes, ownership, general condition, and basic needs.
- Utilize the above described database to prepare a comprehensive capital improvement plan for the initiatives and projects listed within the existing planning documents at the local and regional level.
- Conduct a recreational assessment of the Hudson River/Champlain Canal, Batten Kill, and Fish Creek to determine what types of recreational opportunities have future potential. Identify where gaps in services exist and

support projects that could potentially meet the demand. Identify where service capacity is underutilized and promote visitor use of these services.



Lock 2 Hudson River, Halfmoon

RESOURCE PROTECTION RECOMMENDATIONS

- Adopt the Battles of Saratoga Preservation and Viewshed Protection Plan. Add the viewshed composite overlay data generated in the Battles of Saratoga Preservation and Viewshed Protection Plan to local and county GIS databases.
- Develop a model historic visual overlay district that includes recommended standards for development on lands that are identified as being most at risk.
- Support the development of a regional transfer of development rights program for implementing multi-municipal plans and promoting revitalization in urbanized areas.

THE SETTING

BACKGROUND

The Stewardship Plan (Plan) is sponsored by the Historic Saratoga-Washington on the Hudson Partnership (HSWHP, the Partnership), a public entity established through an act of legislation in 2006 and initiated by Assemblymembers Roy McDonald and Steven Englebright. The Partnership was established to comprehensively support local efforts and resources through an innovative and voluntary framework of public and private groups, including local and state government (See Appendix A, Contact Information for Partnership Members).

The Partnership's mission is to preserve, enhance and develop the historic, agricultural, scenic, natural and recreational resources, including the significant waterways within the Partnership Area. Through the tradition of municipal home rule, the Partnership fosters collaborative projects with pertinent non-profit and governmental entities with an emphasis on agricultural and open space protection, economic and tourism development, and the protection and interpretation of our natural and cultural heritage.

Photo:
Misty Morning at Bemis Heights

The project boundary includes the Saratoga County towns of Northumberland, Saratoga, Waterford, Stillwater, and Halfmoon, the city of Mechanicville, and the villages of Schuylerville, Victory, Stillwater, and Waterford. The boundary also includes the Washington County towns of Fort Edward, Greenwich, and Easton, and the villages of Fort Edward and Greenwich. This 35 mile long linear corridor is known as the "Partnership Area" (See Figure 1, Partnership Area Boundary Map).

The Plan is being developed with a diverse set of partners including the leadership from all of the municipalities listed above, plus: Agricultural Stewardship Association, American Farmland Trust, Erie Canalway National Heritage Corridor, Fort Hardy Park Committee, Hudson Crossing Park, Hudson River Valley National Heritage Area, Lake Champlain National Heritage Corridor, Lakes to Locks Passage, Mohawk Valley Heritage Corridor Commission, New York State Canal Corporation, Open Space Institute, Saratoga County Riverscape Project, Saratoga National Historical Park, Friends of the Saratoga Battlefield, Rogers Island Visitor's Center, Saratoga PLAN, and Siena College.

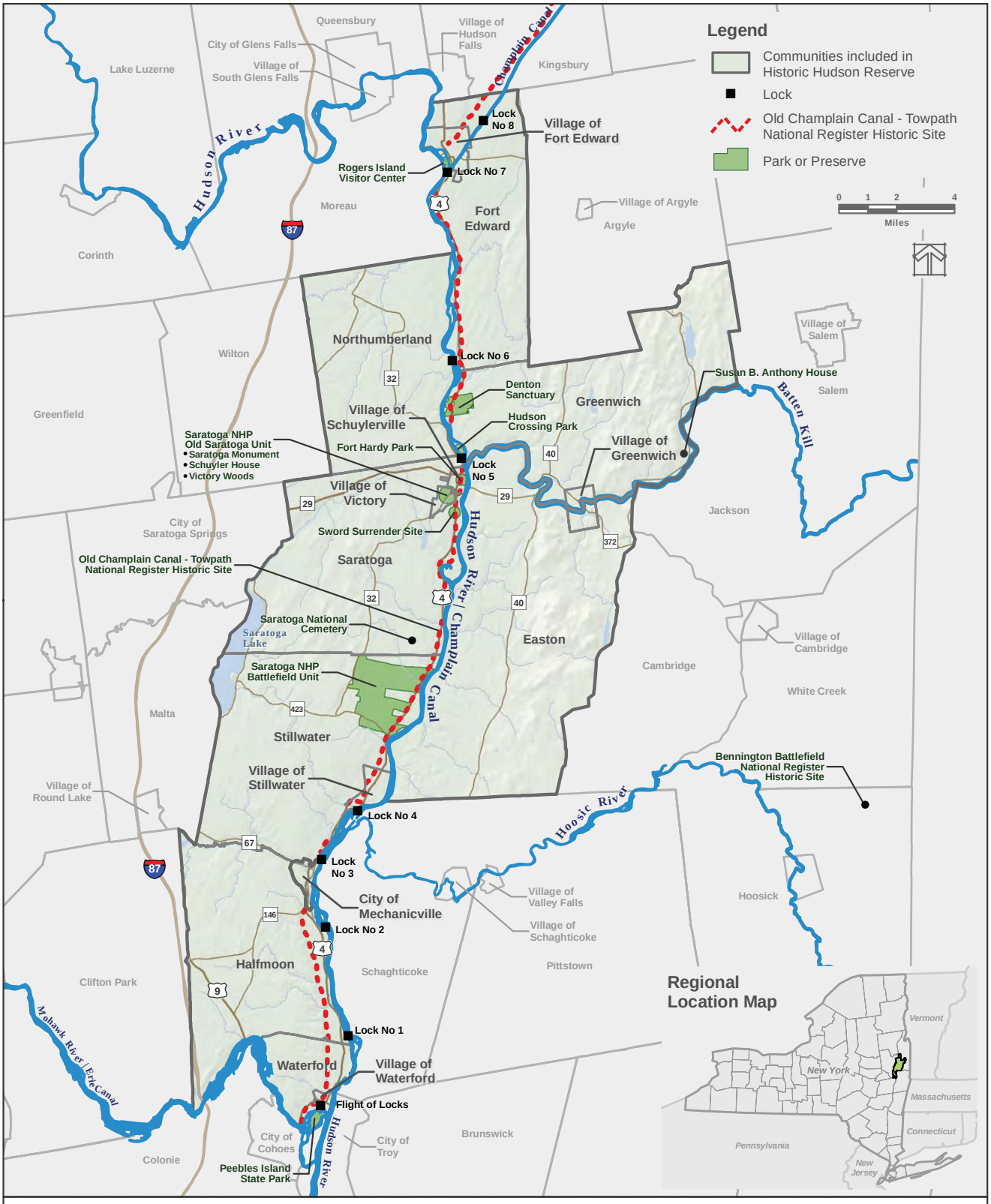
COMPONENTS OF THE STEWARDSHIP PLAN

Washington County Farm

An economic development strategy for the Partnership Area has been developed that shares consistency with the many statewide, regional, county, and local plans that have been developed over the last 10 years. The common goals in these plans are identified and carried over into the Plan (See Appendix B, Summary of Planning Documents).

The Plan also strives to be consistent with those sustainable planning and Smart Growth principles that will help support the highest level of economic stability and an appropriate distribution of growth for the Partnership Area. A few of the principles that apply to the Plan include fostering distinctive, attractive communities with a strong sense of place, preserving open spaces, strengthening and directing development towards existing communities, and fostering strong, sustainable businesses in community centers.

The Plan represents an opportunity to cultivate and advance a set of strategies that will implement a long term vision for the Hudson River corridor from Waterford to Fort Edward in Washington and Saratoga Counties. The implementation of these strategies will result in a regional revitalization initiative that promotes a general economy that is both vibrant and sustainable for the benefit of future generations. The Stewardship Plan is vitally needed to stimulate private and public investment in the 15 communities along the Hudson River/Champlain Canal corridor.



The Stewardship Plan

Figure 1: Partnership Area Boundary Map

the LA group
Landscape Architecture and Engineering, P.C.

March 18, 2010

RECENT ACTIONS IMPACTING THE STEWARDSHIP PLAN

Washington County Fairgrounds, Easton

The following key initiatives and actions serve as the impetus and foundation for the Stewardship Plan:

- General Management Plan for Saratoga National Historical Park and the opening of the Victory Woods interpretive area.
- The designations of the Erie Canalway National Heritage Corridor and the Champlain Valley National Heritage Partnership.
- Partnership with the State - Mohawk Valley Heritage Corridor.
- The designation of the Lakes to Locks Passage Scenic Byway and Route 4 as an All American Road by the Federal Highway Administration.
- Ongoing Hudson Crossing Park and Old Saratoga planning efforts.
- The Saratoga County Riverscape Project which addressed the community issues related to the Hudson River dredging project by collaboratively identifying 35 priority projects related to waterfront revitalization.
- Completion and implementation of several regional local waterfront revitalization plans.
- The New York State Legislature designation of the Historic Saratoga-Washington on the Hudson Partnership.

HISTORIC IMPORTANCE OF THE PARTNERSHIP AREA

Heritage tourism evolved in the region known as Lakes To Locks Passage. President Thomas Jefferson and President James Madison both visited the region to experience the places where the battles for freedom were fought. The Partnership Area, representing over 400 years of major events, distinguished individuals, and outstanding landmarks that shaped our nation's history, remains a remarkable corridor. The Hudson River itself has been the backbone of many communities that share the shoreline. Together with the Champlain Canal, the river was the conduit for both turmoil and prosperity in the region. Throughout the 18th century, significant elements of the Revolutionary War took place in Saratoga. In the late 19th century and early part of the 20th century communities along the Hudson River and Champlain Canal played a significant role in the Industrial Revolution.

Taking the prime leadership role for grassroots involvement, community revitalization, and tourism development from Albany to the Canadian border is Lakes to Locks Passage (LTLP), a scenic byway organization. LTLP provides a new perspective for visitors to view the resources of the Partnership Area and lands north into Lake Champlain and the Adirondack Mountains. The corridor provides the visitor with a multi-modal experience along an interpreted theme highway, rail, waterway, bike, and pedestrian routes, through a ribbon of special places that deliver the story of the "Four Ages" of change. The "Four Ages" capture the inter-relationship between natural

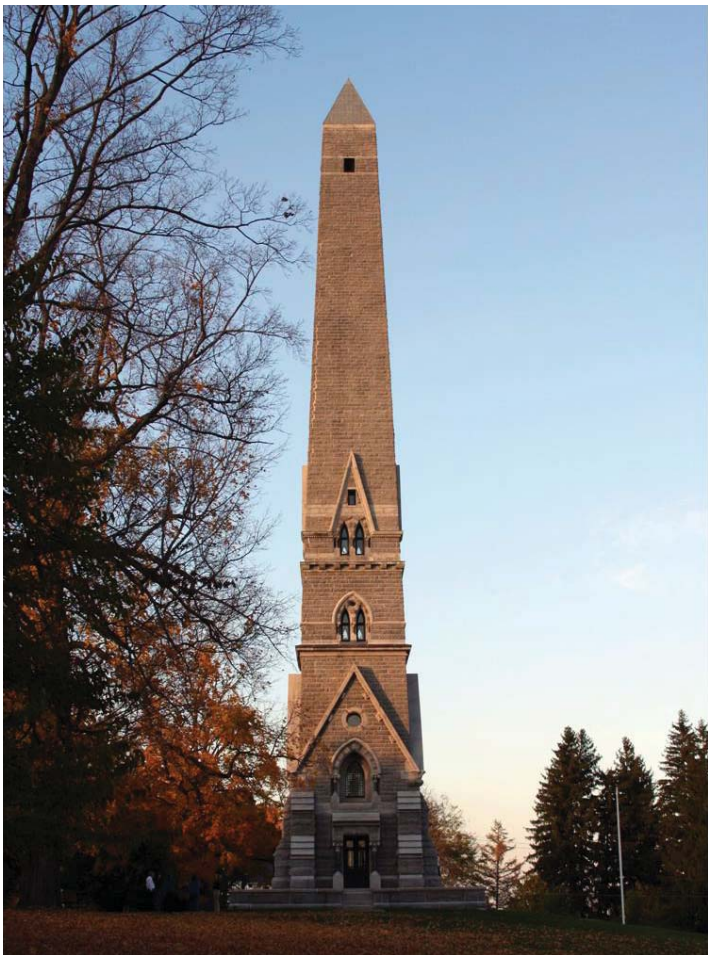
resources and historic human activities that shaped our nation's history. These ages include: Natural Forces and Native Peoples, Conflict and Settlement, Corridor of Commerce, and Magnet for Tourism.

The Partnership Area is dotted with small fortifications and blockhouses that primarily served as protection from Indian attacks during the French and Indian War, and then later from the British during the Revolutionary War. However, the centerpiece of the main story in Lakes to Locks is the Battles of Saratoga, considered to be the major turning point of the American Revolution. This battle proved to the world that the fledgling American army was an effective fighting force capable of defeating the highly trained British forces in a major confrontation. As a result of this successful battle, the European powers took interest in the cause of the Americans and began to support them.

The Saratoga National Historical Park celebrates the important victory of the Battles of Saratoga. The area that includes the Saratoga Monument, the Champlain Canal, Sword Surrender Site, Stark's Knob, the Schuyler House, Victory Woods, and the Hudson River has been the focus of several efforts of heritage preservation and promotion in Saratoga and Washington Counties.

In more recent times, these "Waters of Revolution" have shifted to the age of heritage tourism with interpretive attractions ranging from the influential Native American era, the French and Indian War through the American Revolution, to the importance

of the Industrial Revolution and the construction of the Champlain Barge Canal. The environmental cleanup of the Hudson River, currently underway, presents a new opportunity for visitors and residents to turn around this great underutilized and underappreciated asset. The dredging project provides a chance to reassess the role of the Hudson River in the impacted communities and initiate new projects that create exciting new public spaces, highlight the exceptional educational and recreational resources, and celebrate the corridor's rich and varied heritage.



THE STRATEGIC VISION

THE VISION STATEMENT

The purpose of the Stewardship Plan is to develop a framework of strategies that will implement a long-term vision for the Partnership Area from Waterford to Fort Edward. A distinctive identity will be defined for the corridor that identifies how the Partnership Area "fits" into the national, statewide, and local planning strategies. The implementation of these strategies will result in a regional tourism marketing strategy that outlines revitalization methods that will develop a unified and sustainable economic development vision, and establish a world-class destination for national and international visitors. With appropriate partnerships, the Plan will advance collaborative projects with an emphasis on agricultural and open space protection, economic and tourism development, and the protection and interpretation of our natural and cultural heritage.

These projects are designed to both sustain and enhance the economies of the local communities of the Partnership through utilization of the area's natural resources and historic attributes. The Plan envisions integration of the area's abundant natural resources, scenic beauty, agricultural resources, historic landmarks and established hamlets, villages and commercial districts into a cohesive regional economy that is self-

Photo:
Saratoga Monument, Victory

sustaining and highly diversified. Existing businesses will be enhanced through appropriate expansion and new businesses encouraged within established and underutilized commercial areas. The intent is to improve local employment opportunities through a cross-section of businesses and industries related to efficient and profitable use of locally produced products and services. As these businesses focus on producing goods from natural and agricultural resources, they have the effect of preserving the natural landscape. Therefore, the preservation of rural character and open spaces is relevant to the economic success of the region. The intended end result is a vibrant local and regional economy that:

- Produces local goods and services and markets them within the region and beyond;
- Fully integrates agricultural products into local and regional markets;
- Fully integrates historic landmarks as unique attractions to tourists both from within and outside the region;
- Utilizes natural resources and inherent scenic beauty as a complement to the overall attractiveness of the region; and
- Inherently preserves the life quality characteristics of the region that year-round residents enjoy and take pride in.

Re-enactment on the Hudson River, Fort Edward

This vision will be achieved using a blend of tourism initiatives including heritage tourism, agritourism, ecotourism, and recreational tourism. Visitors with a wide diversity of interests will be drawn to clusters of special places, sites and events that match those interests. These strategies will help communities take advantage of their strategic location and physical setting in relation to local and regional resources and build local economic development networks.

This Stewardship Plan also seeks to empower young people to become good custodians of the special places in the corridor. The powerful and intriguing nature of historic places provides teachers with an invaluable opportunity to help students appreciate the connection between their lives and the historic narratives, themes, and ideas of our nation's past. Such connections enable educators to use places to teach a variety of subjects, as well as to create fulfilling service learning activities that both reinforce learning and benefit the community. For the Stewardship Plan to be effective, it is necessary to identify a quantifiable set of programs that can be incorporated in school curriculums throughout New York State. With the assistance of partners, including the many colleges and universities in the area, these programs would be effectively integrated into the existing social studies curriculums in all the schools in the region.

GUIDING PRINCIPLES

1. Address needs and priorities identified by Partnership Communities.
2. Promote public understanding of the Hudson River, including the life it sup ports and its role in the global ecosystem, and ensure that the public understands the challenges the Hudson River faces and how they can be met.
3. Weave existing and local initiatives together with new resources into a set of heritage programs.

4. Establish a regional system of access points and linkages so that every community along the Hudson River has at least one new or upgraded access point to the river for fishing, boating, swimming, hunting, hiking, education, or river-watching.
5. Revitalize all the waterfronts where scenery and natural habitats combine with economic and cultural opportunity, public access, and lively marinas to sustain vital population centers.
6. Bring new sources of funding and resources to support local and regional heritage and recreation projects.
7. Respect local decision-making and municipal home rule.
8. Provide enhanced coordination without adding an additional layer of governance and regulation.
9. Utilize Lakes to Locks Passage interpretive themes along the corridor to tell the story of the Upper Hudson River and Champlain Canal to provide an authentic, place-based visitor experience.
10. Utilize the Lakes to Locks Passage marketing strategies to promote the Partnership to national and international markets, directing sustainable economic benefits to all communities along the waterway.
11. Develop a unified identity that creates a "whole that is greater than the sum of the parts," featuring unique qualities and resources of the individual communities while building networks for economic development and community revitalization.
12. Support the conservation of the historical, cultural, archeological, scenic, agricultural, natural and recreational resources of the Partnership Area. Support initiatives that will protect the ecological vitality of the waterways, protect and improve the natural environment and open space.
13. Promote widespread public awareness and appreciation of the outstanding resources in the Partnership Area.
14. Foster sustainable land use principles that outline a best practices approach for economic development and consistency with the state's Smart Growth policies.
15. Support initiatives that focus on enhancing the quality-of-life in communities within the Partnership Area.
16. Strengthen working and collaborative partnerships among local, regional, state and federal agencies and organizations throughout the Partnership Area and neighboring regions.
17. Support infrastructure and access improvements to multi-modal transportation within the corridor, and promote these vital connections to national and international markets.
18. Develop strategies that help communities take advantage of their strategic location and physical setting in relation to local and regional resources.

THE REGIONAL FRAMEWORK

OVERVIEW

The Partnership Area is part of a complex network of federal, state, and regional organizations that promote preservation and community revitalization. None of these agencies and organizations has regulatory authority but rather serve as a conduit for technical assistance, and programs and funding that support their individual and collective goals. Many of them also provide the leadership, technical assistance, planning initiatives, and funding necessary to bring projects defined at the local level to fruition. An outline and description of these organizations and programs and how they work together are provided below. This section begins with a description of the Partnership Area's partners that have regional initiatives and projects that will provide added value to the work at the community level and will ultimately benefit the entire corridor. These partners include the Saratoga National Historical Park, New York State Canal Corporation, Erie Canalway, Hudson River Valley Greenway, Lakes to Locks Passage, Agricultural Stewardship Association, Saratoga PLAN, Saratoga County, and Washington County.

Photo:
Washington County
Fairground Sign, Easton

INTEGRATING FEDERAL AND STATE HERITAGE AND GREENWAY INITIATIVES

The Partnership Area benefits from being inside the boundaries of two overlapping national heritage areas (NHA) – the **Champlain Valley National Heritage Partnership** and the **Erie Canalway National Heritage Corridor**. A third NHA, the **Hudson River Valley National Heritage Area**, abuts the southern boundary of the Partnership Area. Figure 2, New York State and National Heritage Areas Map, illustrates the location and geographic extent of the following National Heritage Areas influencing the Partnership Area. A national heritage area is a place designated by the United States Congress where natural, cultural, historic, and recreational resources combine to form a cohesive, nationally-distinctive landscape. These areas convey nationally important stories about our heritage and promote cooperative preservation and community renewal efforts.

NHAs expand on traditional approaches to resource stewardship by supporting large-scale, community centered initiatives that connect local citizens to the preservation and planning process. The heritage area concept offers an innovative method for citizens, in partnership with local, state, and federal government, and nonprofit and private sector interests, to shape the long-term future of their communities. The partnership approach creates the opportunity for a diverse range of constituents to come together to voice a range of visions and perspectives. Partners collaborate to shape a plan and implement strategies that focus on the distinct qualities that make their region special.

The National Park Service oversees the development of the corridors and a number of state agencies provide advice and support. The fact that 3 out of the 49 national heritage areas in the entire US affect the Partnership Area is itself a statement of significance. This section of the Hudson River has the potential to benefit from being part of these three national heritage areas. It is essential that a collaborative initiative be developed between the nation heritage corridors that provides a focused and sustained promotion of the Partnership Area.

NATIONAL HERITAGE AREAS

The Erie Canalway National Heritage Corridor

The U.S. Congress established the Erie Canalway National Heritage Area in 2000 to recognize the significance of the canal system to our nation's history. The Erie Canalway is a designated National Heritage Corridor, and is one of the most historically significant canal system in North America. The Erie Canalway National Heritage Corridor (ECNHC) encompasses 4,834 square miles across 23 counties and 234 communities within New York State, including a total of 524 miles of navigable canal, 60 miles, of which are a part of the Champlain Canal. The Partnership Area is entirely within the ECNHC.

The ECNHC serves to preserve and interpret the nation's past, providing world-class recreational and educational opportunities, fostering economic revitalization, improving quality of life in corridor communities, and guiding the reemergence of the Erie Canalway as a 21st century "River of Commerce and Culture." ECNHC is accomplishing its goals by working with a wide range of partnerships which make up the ECNHC Commission. ECNHC is developing the **Underground Railroad Initiative** which focuses on communicating the stories on the network of canals, lakes, and communities along the New York State Canal System that played an important role serving as a pathway or destination for those seeking freedom.

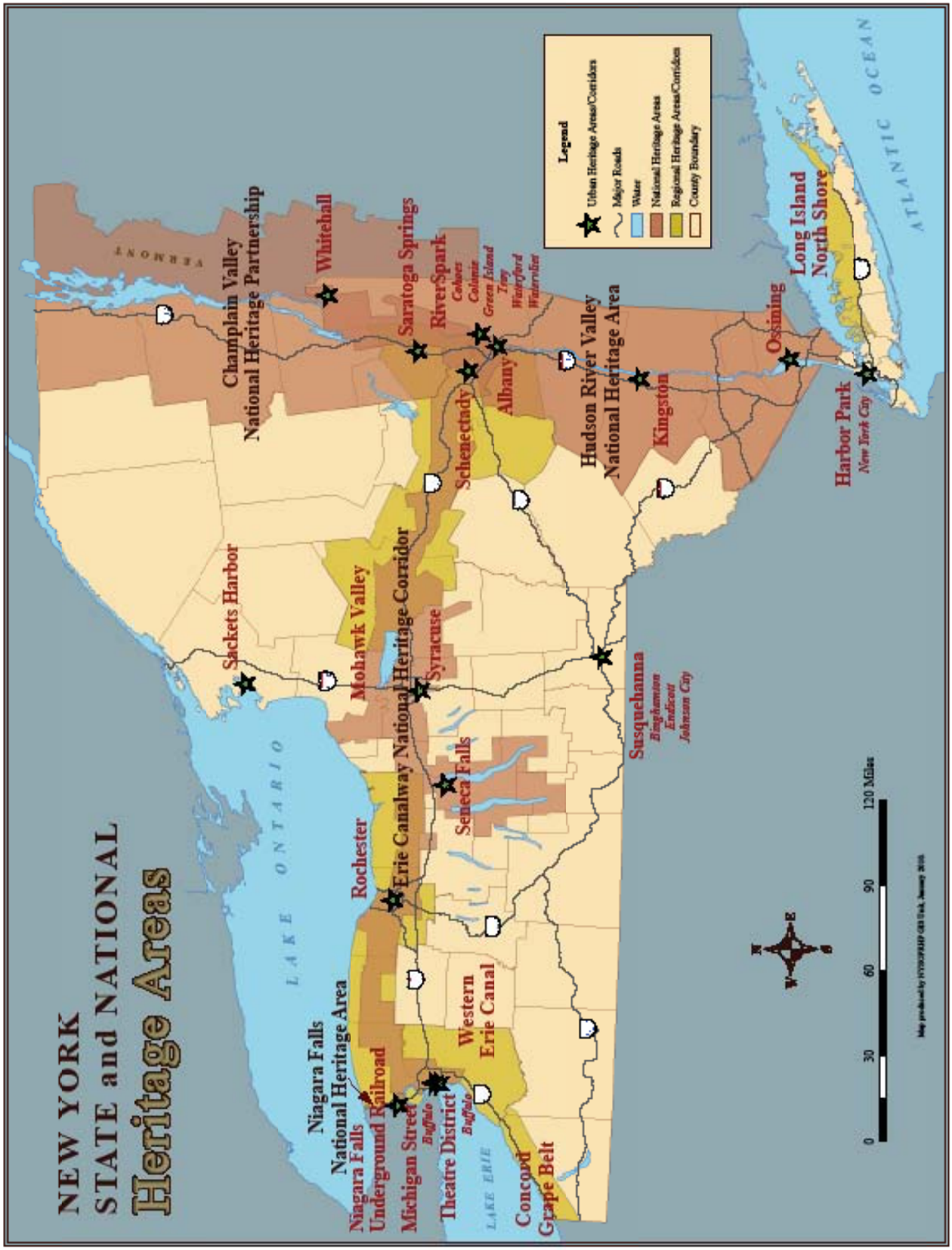
The Erie and Champlain Canals connected people, places, and ideas; they strengthened the union and fostered a social reform movement celebrated in art, literature, story, and song. These canals helped establish an American identity both here and abroad. The Erie Canalway National Heritage Corridor partners with communities, government agencies, and nonprofit organizations to ensure that the canal's history, legacy, and landscapes are saved for future generations while encouraging community revitalization and tourism.

Erie Canal Greenway

The Erie Canal Greenway (ECG), initiated by the New York State Canal Corporation, is designed to coordinate with the federal ECNHC initiative. The ECG is modeled after the success of the Hudson River Greenway, and stretches from Buffalo to Albany and north along the Hudson River. The area where the Hudson and Mohawk converge (town and village of Waterford) is designated by the state as part of the Hudson-Mohawk Heritage Area. It connects to the Niagara River Greenway and the Hudson River Greenway forming an extensive statewide greenway system. The long-term goal is to eventually link the Erie Canal Greenway with the Niagara River, Hudson River Valley, and Champlain Valley greenways, forming one "Empire State Greenway." The boundary of ECG extends as far north as Whitehall, therefore, the Partnership Area is located entirely within ECG.

The ECG incorporates a regional approach to strengthen local ties while protecting and enhancing natural, scenic, agricultural, historical, and recreational resources along the state's canal system. The ECG includes the Lakes to Locks International Scenic Byway and the Champlain Canal Scenic Byway. Agricultural lands within the Hudson and Mohawk River valleys are important to the region's economy, help to conserve open land, and contribute to the rural character and scenic quality of the county. Recreational resources such as the Champlain Canalway Trail serve as the foundations of a future interconnected greenway trail system. Several significant geological features are within the greenway, including Cohoes Falls, Stark's Knob, and Cooper's Cave. The Greenway will incorporate a regional approach to strengthen local ties while

FIGURE 2 - NEW YORK STATE AND NATIONAL HERITAGE AREAS



protecting and enhancing natural and cultural resources along the state's canal system. A high priority for the NYS Canal Corporation is the implementation of the Canalway Trail. Upon completion, the 348-mile long Canalway Trail will be the nation's longest continuous hike/bike trail. The Champlain Canalway Trail represents the Champlain Canal/Hudson River segment; an overall completion date for this trail segment is planned to coincide with the 250th anniversary of the Battles of Saratoga in 2027.

ECNHC has provided $6 million in grants funds for Development and Tourism Promotion, Canal Land Trail, Greenway Water Trail, and Canal Community Infrastructure Projects. Project funding awards through the ECG in the Partnership Area have included the village of Waterford (trail restoration), town of Waterford (docks and amenities), town of Saratoga (four trail pieces and a boat launch), and town of Halfmoon (trail).

The Champlain Valley National Heritage Partnership

The Champlain Valley National Heritage Partnership (CVNHP) is a federal, state, and local initiative to restore and protect Lake Champlain and its surrounding watershed for future generations. CVNHP is managed by the Lake Champlain Basin Program who works in partnership with government agencies from New York, Vermont, and Quebec.

The mission of the CVNHP is to support efforts which strengthen public awareness of regional cultural heritage and sustainable recreational resources of the Lake Champlain Basin. This region was the homeland for native people of Algonquin and Iroquois descent and has played an important role in the establishment of the United States and Canada. It has served as a route of exploration, military campaigns, and maritime commerce. The history and resources of the region offer opportunities for outstanding interpretation and recreation. A high priority of the program is to encourage and promote cultural heritage organizations and locally planned and managed networks of heritage trails.

The boundary includes the linked navigable waterways of Lake Champlain, Lake George, Champlain Canal, and the upper Hudson River from Fort Edward south to the Mohawk River. The entire Partnership Area is included in the CVNHP boundary.

The Hudson River Valley National Heritage Area

The Hudson River Valley National Heritage Area (HRVNHA) abuts the southern boundary of the Partnership Area. The HRVNHA was designed by Congress to recognize the importance of the history and the resources of the Hudson River Valley to the nation. The resources in this corridor represent themes of settlement and migration, transportation and commerce. The cities, towns, and rural landscapes of the region display exceptional surviving physical resources spanning four centuries. The mission of the HRVNHA program is to recognize, preserve and promote the

natural and cultural resources of the Hudson River Valley. This is being accomplished through a voluntary partnership with communities and citizens, and local, state and federal agencies emphasizing public access, economic development, regional planning and interpretive programs.

The HRVNHA includes 250 communities in ten counties bordering the Hudson River for 154 miles of tidal estuary. This area includes approximately three million acres of Hudson Highlands, Catskill Mountains, rolling farmland and villages, small cities and hamlets. The region extends from the confluence of the Mohawk and Hudson Rivers covering both Saratoga and Washington Counties, south to the northern border of New York City.

Hudson River Valley Greenway

The Hudson River Valley Greenway (HRVG) is a state agency that manages the HRVNHA. It was created to facilitate the development of a regional strategy for preserving scenic, natural, historic, cultural and recreational resources while encouraging compatible economic development and maintaining the tradition of home rule for land use decision-making. The Greenway Act created two organizations within the Executive Department to facilitate the Greenway process: the Hudson River Valley Greenway Communities Council and the Greenway Conservancy for the Hudson River Valley, Inc. Each year HRVG offers grant funds for community planning, regional planning, trail development, and water trail planning.

The Hudson River Valley Greenway's mission is to advance the state's commitment to the preservation, enhancement, and development of the Hudson River Valley while continuing to emphasize economic development activities and remaining consistent with the tradition of municipal home rule for land use decision-making. The primary goals of the Greenway Land Trail Program are to:

- Coordinate the designation and creation of a hiking/biking/paddling trail network, known as the Hudson River Valley Greenway Trail System, which provides physical and visual access to the Hudson River where possible;
- Promote and preserve the Hudson Valley's recreational, scenic, natural, cultural, historic, and agricultural resources through carefully planned trail linkages and access points;
- Contribute to the economic development of the Hudson Valley's communities by creating trails, which support local businesses, complement tourism efforts, and make the valley a better place to live and work.

HRVG is meeting the latter of these demands by developing a water trail. North American Water Trails, Inc., a coalition of North American water trail organizations, defines a modern water trail as a recreational waterway on a river, lake, or ocean between specific points, containing access points and day use and camping sites for the boating public. HRVG's planning approach is one of thinking regionally as communities plan

locally. It includes physical connections and linkages between communities. The Greenway Compact program takes community planning one step further by providing a process for voluntary regional cooperation to further the Greenway criteria of natural and cultural resource protection, regional planning, economic development, public access, and heritage and environmental education. For communities that choose to participate, a variety of small grant benefits are available.

The HRVG has provided grants funds in the Partnership Area ranging from $2,732 - $35,000 to the town of Waterford (4), town of Halfmoon (2), city of Mechanicville (3), and town of Saratoga (1). A substantial initiative to move the building of the Champlain Canalway Trail forward is being sponsored by the HRVG. The project will include the design, engineering and archeological investigation (Phase IA & IB) for the municipally-owned portions of the Champlain Canalway Trail Corridor. An application for funding will be filed through State Byway Funds for $200,000. Major projects sponsored by HRVG are listed below.

Champlain Canal, Lock 2, Halfmoon

Table 1 - Hudson River Valley Greenway Projects

Projects	**Estimated Cost** Grant Received
Design, engineering and Phase 1A & 1B for the municipallity-owned portions of the Champlain Canalway Trail Corridor.	**$250,000** $200,000, State byway Funds

STATE HERITAGE AREAS AND CORRIDORS

The state provides a companion to the federal NHA program known as the New York State Heritage Area Program (dispanded). This state/local partnership was established in 1982 to preserve, promote, and develop areas that have special natural, historic, and cultural significance. The program adopted goals and a management structure that is consistent and compatible with the federal program. Each heritage area or corridor is required to develop a comprehensive management plan that incorporates a collective vision, realistic goals to carry out the vision, and tools for preservation, interpretation, and promotion of heritage resources. The system currently includes 19 heritage areas and corridors encompassing more than 400 communities in 27 counties. Figure 3, State Heritage Area Map, illustrates the location and geographic extent of the State heritage Areas influencing the Partnership Area.

The Saratoga County portion of the Partnership Area is within the boundary of a regional heritage corridor known as the Mohawk Valley Heritage Corridor (MVHC). This corridor includes eight counties with significant Iroquois, European settlement, colonial wars, industrialization, and canal history. The corridor encompasses 203 communities and stretches from the Hudson River to Oneida Lake. The focus of the MVHC is on regional planning for heritage development, interpretation, and tourism.

In addition to the MVHC, there is a single small heritage area located inside the MVHC, and two just outside the MVHC which impact the Partnership Area. RiverSpark centers on the area around the confluence of the Mohawk and Hudson Rivers including the communities of Cohoes, Colonie, Green Island, Troy, Waterford Visitor Center, and Watervliet. It celebrates America's labor movement which contributed to the transformation from an agrarian to an industrialized society. The Saratoga Springs Heritage Area encompasses the city of Saratoga Springs, just west of the Partnership Area boundary. This area's theme is the "Natural Resource of the Mineral Springs" and "The Flourishing of Resort Life." The second nearby and related area is the Whitehall Heritage Area.

This area focuses on its defense theme through the use of its rich naval and maritime resources, the Champlain Canal transportation connection, and its 19th century Main Street Historic District.

REGIONAL PARTNERS

New York State Canal Corporation
The NYS Canal Corporation serves to maintain, operate, and promote the historic 524-mile Canal System that links the Hudson River with Lake Champlain. The Canal Corporation's mission is to transform the Canal System into a "world class recreationway." The grant program offered through the Erie Canal Greenway included $9 million for 54 grants in the following four categories: Erie Canal Greenway Development and Tourism Promotion; Erie Canal Greenway Water Trail; Canalway Land Trail; and Canal Community Infrastructure Projects.

The NYS Canal Corporation recently completed a multi-million dollar project to upgrade the Lock 5 public facility just north of Schuylerville. Picnicking, docking, and parking improvements are already complete. Future plans include the addition of handicapped accessible docks and the restoration of the Lock House into a Canal Museum to be complemented by the restoration of the old manual junction lock along the original towpath.

Scenic Byways and Lakes to Locks Passage
NYS Department of Transportation manages the Scenic Byway Program that consists of roadways that provide access to outstanding scenic, natural, cultural, historic or recreational resources. These corridors offer an alternative travel route to our major highways and daily travel patterns, while telling a story about New York State's heritage, recreational activities or beauty. A scenic byway corridor is managed to balance stewardship of the intrinsic resources with economic development through tourism and recreation.

The Partnership is part of Lakes to Locks Passage (LTLP), established in 2002 by the New York State Legislature as a New York State Byway, and in the same year received the Federal Highway Administration's premiere designation as an All-American Road.

The corridor embraces an interconnected waterway that consists of four sub-regions: Champlain Canal/Upper Hudson River, Lake George, and Lake Champlain in New York and the Richelieu Valley in Quebec. The bi-national quality of the corridor not only fully integrates the shared heritage and resources, it strengthens the appeal of the byway as a national and international destination for travelers. Through implementation of the byway's Corridor Management Plan, communities in the Partnership are eligible for funding for planning and construction of local projects through the National Scenic Byways and Transportation Enhancements Programs. Major projects being sponsored by Lakes to Locks Passage are presented in the table below.

Table 2- Lakes To Locks Passage Projects

Projects	**Estimated Cost** Grant Received
Dix Bridge Rehabilitation (Partially Funded)	**$3,000,000** $2,400,000 SAFETEA-LU Transportation Enhancement Grant Program $2.4 Million
Victory Mill Interpretive Park Project (Not Funded)	**$219,000** FY06 National Scenic Byways
Rogers Island Heritage Center (Funded)	**$224,800** FY07 National Scenic Byways **$224,100** FY07 Erie Canal Greenway
Establish Community Heritage Centers (Not Funded)	**No Estimate**
Hudson Crossing Park ROW (Not Funded)	**$50,000** FY08 National Scenic Byways
Schylerville Historic Waterway Facility (Not Funded)	**$157,000** FY09 National Scenic Byways
Hudson Corssing Park Heritage Center (Not Funded)	**$372,000** FY09 National Scenic Byways
Canal Pocket Parks & SWP Heritage Center Facilities	$250,000 FY10 National Scenic Byways
Schuylerville Gateway Visitor Center Planning (Funded)	**$19,000** Erie Canal, Saratoga NHP
Champlain Canal Towpath Trail Engineering (Pending)	**$250,000** FY10 National Scenic Byways
Establish Gateway Visitor Centers (Not Funded)	**No Estimate**
Waterway Capacity Study (Not Funded)	**No Estimate**
Regional Sign Project –Driving Tour to Link & Interpret Battle of Saratoga & Other Revolutionary War Sites (Ongoing)	**$47,200** $47,200 Heritage New York: Revolutionary War Grants

Saratoga National Historical Park

The Saratoga National Historical Park (SNHP) is playing a pivotal role in shaping the mission and focus for the Partnership. This 3,200 acre National Historical Park is the centerpiece of the Partnership Area, since it commemorates a significant military victory that is recognized as the major turning point of the American Revolution. The park's 2004 General Management Plan (GMP) provides a future framework for balancing the natural, scenic, and cultural heritage benefits of the park. The GMP recognizes the importance of the river to the park by concentrating the majority of initiatives on developing or improving the connections between the park and the water as well as between the various resources both in and out of the park boundary.

Horses in Washington County

Saratoga National Historical Park is composed of four non-contiguous sites in two distinct unit areas. The Battlefield Unit is located in the Town of Stillwater and includes the Battlefield, Visitor Center, and Administrative Offices. The Old Saratoga Unit, located in the villages of Schuylerville and Victory, includes the Schuyler Estate (the Schuyler House and lands occupied by NYSDOT), Saratoga Monument, and Victory Woods. These units are thematically linked but are physically distant by approximately 8 miles and therefore, do not function as a cohesive integrated entity. The focus of the Preferred Alternative of the GMP completed in 2004 is to improve visitor understanding of the events that led to the 1777 British surrender by providing a more complete and logical depiction of these events.

Employing a diverse set of partnerships, SNHP seeks to implement a set of initiatives and projects that will place the park in its broader historic context and to strengthen the park's role in the regional initiatives of the Champlain, Hudson, and Mohawk valleys. Implementation of individual projects is activated when funds become available. Key objectives of the GMP include:

- Re-establishing views important to the interpretation of the battles;
- Enhancing public access to key historic sites;
- Integration of Victory Woods into the visitor experience;
- Providing orientation at the Old Saratoga Unit;
- Linking the Old Saratoga Unit sites via pedestrian, bicycle, and auto routes; and
- Expanding interpretation of the Old Champlain Canal.

Active and proposed projects in SNHP are identified in the following table.

Table 3 - Saratoga National Historical Park Projects

Projects	**Estimated Cost** Grant Received
Saratoga Siege Field Signage and Exhibits (Funded)	**$34,500**
Heritage New York: Revolutionary War Grants Docking Facility & Waterfront Access: Preferred Site at Battlefield Entry Road (Not Funded)	**$60,000**
One-Way Section of Park Entrance Road (Not Funded)	**$30,000**
Revised Audio Tour (Not Funded)	**$57,000-65,000**
Sword Surrender Site Master Plan (Not Funded)	**$75,000**
Visitor Orientation Center for HSWHP at Old Saratoga Unit Feasibility Study (Phase I Pending)	**No Estimate**
Implementation of Recommendations in the Battles of Saratoga Preservation and Viewshed Protection Plan (Ongoing)	**No Estimate**
ADA Accessible Pathway and Interior Access to Schuyler House (Pending Funding)	**$58,000**
Resurface Park Tour Road (Pending Funding)	**$320,000**
Repair and Resurface Visitor Center Parking Lot (Pending Funding)	**$330,000**
Rehab and Repair Park Bridge (Pending Funding)	**$355,000**
Replace Cannon Carriages (Pending Funding)	**$555,000**
Wayside Exhibit Rehabilitation (Pending Funding)	**$640,000**

Saratoga Preserving Land and Nature (Saratoga PLAN)

PLAN's vision is to unite the communities along both sides of the Hudson River in the historic region known as "Old Saratoga" into one revolutionary, regional effort to protect the area's extraordinary beauty, history, and heritage while enhancing the quality of life and economic stability of the people who live here today and for those who follow. The projects that PLAN supports are rooted in the following principles:

- Celebrate and restore the area's waterfront heritage by integrating the Hudson River, Old Champlain Canal, Batten Kill and Fish Creek into the fabric of life in the neighboring communities by developing a system of trails, parks and other waterfront recreational opportunities;
- Foster sustainable economic development by helping to create a vibrant, thriving and walkable downtown business district that embraces the ideals of Smart Growth, historic and landscape preservation, adaptive reuse and brownfields re-development, and high quality architectural design;

- Connect the community's past with its future by weaving together the stories and settings that make up Old Saratoga on the Hudson so that visitors and residents alike can appreciate the area's internationally significant role in history;
- Work to protect the area's rural and scenic landscape by facilitating and encouraging open space planning and land conservation, and strengthening economic opportunities for local farmers;
- Promote well planned, proportioned, high quality tourism development that highlights the region's history, natural resources, and recreational opportunities.

Saratoga PLAN completed a prominent study that inventoried and assessed significant historic sites and associated viewsheds in the Saratoga/Schuylerville area. The project was completed with a grant received from the National Park Service's American Battlefield Protection Program. The project developed criteria and a ranking system for all primary historic and scenic resources in the study boundary. In addition, PLAN completed $300,000 worth of land acquisition through conservation easements through a $150,000 EPF 2008 NYS OPRHP grant. In the Partnership Area, PLAN was awarded the Fish Creek Trail Development and Archeology project for $31,500 through the NPS American Battlefield Protection Program in 2009.

Saratoga County

Saratoga County sponsors three major efforts that continue to have a significant impact within the Partnership Area. The County's Green Infrastructure Plan provides a framework for a system of wildlife "hubs" linked together by conservation greenways, recommendations for the retention and conservation of core working landscapes, and opportunities for people to connect to the land, through trails, parks and waterfront access. This effort represents a strategic effort to identify and prioritize an interconnected network of open space and recreational resources with the goal of developing a long-term sustainable county open space plan. The plan was designed to guide local communities in their individual efforts to identify important natural, recreational, historic and other resources.

The Saratoga County Riverscape Project was a collaboration of the towns of Waterford, Clifton Park, Stillwater, Halfmoon, Moreau, Saratoga, Northumberland, city of Mechanicville, and the villages of Schuylerville, Victory, Stillwater, and Waterford. These communities partnered with the Saratoga County Chamber of Commerce to develop a comprehensive brochure that effectively highlights the numerous projects and initiatives underway or in the planning stages for the Hudson River/Champlain Canal corridor in Saratoga County. The brochure compliments other ongoing and anticipated local, regional, and statewide initiatives prior to this effort.

The Saratoga County Farmland and Open Space Preservation Program offers matching grants to landowners, land trusts and municipalities to purchase development or other rights or a fee interest in productive agricultural lands and open space land. Grants are allocated based upon lands that are deemed as having significant public preservation

value or some other criteria. Grants of up to $100,000 are available. The Saratoga County Board of Supervisors allocated $500,000 to this program for 2007. Presently, the applications for funding exceed the funds allocated.

Washington County

Washington County is guided by two planning documents that were prepared in the last few years. The Washington County Economic Development Strategic Plan and Farmland Conservation Plan for the Washington County Region of New York provide information and guidance for retaining and growing agricultural and other businesses in the county.

The Washington County Historical Society is sponsoring the design and construction of the Colonel Baum's Interpretive Trail which will run from Fort Miller in the town of Fort Edward to the Bennington Battlefield National Register Historic Site in the town of Hoosick. Although this project is not fully funded it has received $10,000 from the Partnership to initiate the project.

Agricultural Stewardship Association

The Agricultural Stewardship Association (ASA) is a, locally based, community-supported land trust dedicated to protecting local farmland from encroaching development. Since its' inception in 1990, the Agricultural Stewardship Association has helped landowners protect a variety of lands throughout Washington and Rensselaer counties. To date 10,182 acres have been conserved by ASA. Working with interested landowners and active supporters, their goal is to protect 20,000 acres by the end of 2015 and to ensure a future for agriculture in local counties.

Table 4 - Agricultural Stewardship Association Projects

Projects	Estimated Cost Grant Received
Houser Farm Conservation Project (Completed)	**$245,000** $28,000 HSWHP2008
Hand Melon Farm: 418 acres (Ongoing)	**$836,669** $627,502 State Farmland Protection Funds $209,167 Federal Farmland & Ranchland Protection Funds
Stewart Farm: 234 Acres (Ongoing)	**$536,896** $287,518 State Farmland Protection Funds
Slocum Farm: 324 acres (Ongoing)	**$536,358** $375,960 State Farmland Protection Funds
Tour de Farm Self Guided Bicycle Tour (In Process)	**$15,000** $15,000 HSWHP 2008

THE PLANNING FRAMEWORK

ANALYSIS OF LOCAL AND REGIONAL PLANNING DOCUMENTS

The Stewardship Plan fits into regional planning initiatives that call for working collaboratively with all municipalities along the Upper Hudson River and Champlain Canal to make the waterway more accessible for both residents and visitors to enjoy. By working in partnership, the municipalities will develop a unified approach developing a network of sites that provide a seamless experience for visitors. This will result in a regional economic development strategy that will ultimately develop a set of opportunities that, together, will lead to a revitalization of the entire corridor.

The NYS Canal Recreationway Plan, developed fifteen years ago, provided the foundation for heritage tourism in the region. Since that time, Lakes to Locks Passage, the Erie Canalway National Heritage Corridor, Department of State Local Waterfront Revitalization Program (LWRP) and the Erie Canal Greenway have provided planning and funding for implementation to make the corridor come alive. The Historic Saratoga–Washington on the Hudson Partnership, a framework of federal, state, and municipal entities, will serve as the regional forum to promote the Upper Hudson River-Champlain Canal corridor.

Photo:
Labyrinth at Hudson Crossing: A Bi-County Educational Park, Northumberland

Over the past fifteen years there have been a number of studies devoted to the stewardship and enhancement of the historic, natural, cultural, recreational and scenic resources. The majority of the plans have been sponsored by state and federal agencies with the goal of establishing a regional vision for the long-term management of open space resources located on or adjacent to the Upper Hudson River - Champlain Canal. The unifying theme between all of these initiatives is the combined effect of a unique set of natural resources and historic events associated with the river and canal.

Feeder Canal

A significant amount of work has been done throughout communities in the Partnership Area to develop plans that help guide and direct local officials in making critical decisions. Individual communities have used Comprehensive and Master Plans, Local Waterfront Revitalization Plans (LWRP), Downtown Revitalization Plans, and Open Space and Farmland Protection Plans to identify specific goals and objectives to be achieved through various recommendations. In addition, regional and statewide agencies have developed plans associated with Saratoga National Historic Park, the Hudson River Valley Greenway, Erie Canalway National Heritage Corridor, Lakes to Locks Passage, and statewide open space and recreational resources.

In total, 50 local, regional, and statewide planning documents were reviewed on the basis of their importance to the Partnership (See Appendix B). Each of the 15 communities of the Partnership completed a Comprehensive Plan or Master Plan. However, specific attention is given to open space and farmland protection in the town and village of Stillwater, and the towns of Saratoga and Northumberland; downtown revitalization in the city of Mechanicville and the village of Greenwich; waterfront revitalization in the village of Schuylerville; and corridor planning along US Route 4 in the town and village of Stillwater and the town and village of Fort Edward.

In the process of identifying projects it also became important to identify larger regional initiatives that require collaboration across municipal boundaries, as well as planning-related recommendations that focus on continuing the development of planning resources. The review of these documents resulted in a detailed resource matrix which identifies projects, initiatives, and planning related recommendations found within the reports (available in a seperate document). The projects, initiatives and planning related recommendations have been inventoried based on their relevance to cultural and historic resources, natural resources and working landscapes, recreational resources, and economic development within Partnership Area communities.

Ultimately this review of community planning documents provides a complete inventory of all known projects, initiatives, and planning related recommendations into an organized database. This database serves as a resource to identify existing resources and projects within the context of the Partnership Area.

LOCAL WATERFRONT REVITALIZATION PROGRAMS

A Local Waterfront Revitalization Program (LWRP) is a locally prepared, land and water use plan and strategy for a community's natural, public, working, or developed waterfront. The LWRP is normally developed with a NYS Department of State (DOS) grant and provides a municipality a framework in which to develop community consensus regarding the future of its waterfront. The resulting document refines State waterfront policies to reflect local conditions and circumstances. The organizational structure, local laws, projects, and on-going partnerships are developed through the planning process. Table 5 reports the status of LWRP plans in the individual communities in the Partnership Area.

Table 5 - Local Waterfront Revitalization Plans

Municipality	Name of Plan	LWRP Status
Waterford	Town & Village of Waterford LWRP	Completed & Adopted 2010
Halfmoon	-	No LWRP
Mechanicville	Waterfront Revitalization Plan	Completed & Adopted 2007
Stillwater	-	No LWRP
Intermunicipal Effort: Saratoga Schuylerville Victory Northumberland Greenwich Easton	Old Saratoga on the Hudson Waterfront Revitalization Plan	Joint LWRP Completed & Adopted 2008
Intermunicipal Effort: Town of Fort Edward Village of Fort Edward	Hudson River & Champlain Feeder Canal Regional Waterfront Plan (other participating communities outside the Partnership Area: Moreau, Kingsbury, Queensbury, Hudson Falls, Glens Falls, South Glens Falls)	Regional LWRP Completed & Adopted 2009

THE INTERPRETIVE FRAMEWORK

OVERVIEW

The Partnership will utilize the interpretive framework that has been developed through extensive community planning for the interpretation and visitor information systems for Lakes to Locks Passage (LTLP). The corridor embraces an interconnected waterway that consists of four sub-regions -- Champlain Canal/Upper Hudson River, Lake George, and Lake Champlain in New York and the Richelieu Valley in Quebec. The bi-national quality of the corridor not only fully integrates the shared heritage and resources, it strengthens the appeal of the byway as a national and international destination for travelers. Since 2001 LTLP has worked with the Partnership communities to develop an authentic place-based tourism product for the 60-mile Champlain Canal/Upper Hudson River sub-region for the part of the interconnected waterway that runs from the city of Troy to Whitehall.

CORRIDOR THEMES

LTLP has developed the Lakes to Locks Passage Visitor Information and Interpretation Plan which will be used as the framework for interpretive programs of the Stewardship Plan. However, the size of the region, distinct sub-regional characters, and complex interpretive story creates a challenge to unify the corridor and provide a "seamless experience" for the visitor. To address this challenge, LTLP has

Photo:
Day Peckinpaugh on Hudson River

developed an interpretive theme "The Four Lives of Lakes to Locks Passage" to capture the inter-relationship between natural resources and historic human activities that shaped our nation's history. See Figure 4, "Lakes to Locks Interpretive Framework," for the roadmap to the places that have been designated as centers, and their associated themes. The Four Lives of Lakes to Locks Passage include:

- Natural Forces and Native Peoples – Natural systems and Native American culture.
- Conflict and Settlement – European exploration, military conflicts, and early settlement.
- Corridor of Commerce – Trade, commerce and industrial development.
- Magnet for Tourism – Recreation, tourism and the environmental movement.

Further refinement of the "Four Lives" is developed through 14 storylines that elaborate on the nation-building activities that have led to the development of the region as we know it today:

1. Natural Forces and Native Peoples: Rocks and Waters - Water systems, geology and geographic formations have set the stage for the human history.
2. Natural Forces and Native Peoples: Native Cultures - First inhabitants "Creation" story, early lifestyles, territory disputes & alliances, culture and traditions, current activities.
3. Natural Forces and Native Peoples: Waterway as a Habitat - The interconnected waterway is a natural habitat for a wide range of animals, as well as a migratory route for butterflies and birds.
4. Conflict and Settlement: Leading to the War for the Wilderness Empire - The European explorations, claims for land and colonial strife leading up to the Revolutionary War.
5. Conflict and Settlement: Fighting for Independence - The Revolution and Republics -- and American independence.
6. Conflict and Settlement: Shaping a New Nation - The progress and growing pains -- commerce, smuggling and tariffs, War of 1812, confirming the Union.
7. Conflict and Settlement: Developing America's Defenses - The evolution of military defenses from the Revolution to present day.
8. Conflict and Settlement: A Patchwork of People - Ethnic diversity, arts and literature, religion, schools, cemeteries, growth of government, Underground Railroad.
9. Conflict and Settlement: Building Places - Early exploration, trapping & trading, land grants & treaties, architecture and communities.
10. Corridor of Commerce: From Boatbuilding to Aerospace - The evolution of transportation, from a waterway to land and then air.
11. Corridor of Commerce: Quarries, Mines and Manufacturing - Mills, mining, processing, specialty products & transport.
12. Corridor of Commerce: The Working Landscape - Agriculture, food production,

lumber and wood manufacturing industry.

13. Magnet for Tourism: Evolution of Tourism - Early heritage tourism, steamboats and rail, visual and performing arts, recreation, theme parks, "Memorialization" movement.
14. Magnet for Tourism: The Stewardship and Conservation Revolution - Adirondack Park, regional watershed watershed and land stewardship associations, community planning, and the historic preservation movement.

IMPLEMENTATION OF THE INTERPRETATION STRATEGY

Champlain Canal, Lock 1, Halfmoon

Lakes to Locks Passage (LTLP) has developed a strategy to deliver an authentic place-based visitor experience through a hierarchy of visitor information and interpretive facilities which provide a window to the communities, their stories, society and culture. The key feature of the system is the network of LTLP Waypoint Communities, the cities, villages or hamlets that have the ability to "meet and greet" the visitor (Figure 4 indicates the six Waypoint Communities in the Partnership). They are developing infrastructure for visitor information and interpretive centers, as well as intermodal transportation connections, encouraging visitors to stop, walk, bike, and boat the Byway. Waypoint Communities serve as a "hub" for surrounding towns, hamlets, and countryside. Each Waypoint Community provides:

- A physical or functional relationship to the LTLP "experience" and resources;
- Access to cultural attractions, natural and historic resources, recreation opportunities;
- Lodging and dining opportunities;
- Shopping and access to local products; and
- Interpreted walking, biking, hiking and/or boating experiences.

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 Heritage Centers located in each Waypoint Community. They are the "stage" for the community to express pride in their heritage. The managers of the Heritage Centers are "keepers of the community culture," often the local museum or library. The LTLP Heritage Centers are prominently located on the byway, ensuring that they are one of the first physical stops people will make when entering the community. When linked together, they provide connectivity within the byway corridor.

Each sub-region of Lakes to Locks Passage has a long tradition as a tourism destination on its own, so some Waypoint Communities have made significant investments for marketing and infrastructure as a "gateway" to their sub-region. Lakes to Locks Passage capitalizes on this by developing partnerships to provide LTLP Gateway Visitor Centers in several communities along the Champlain Canal/Upper Hudson River:

- Troy
- Schuylerville
- Whitehall

PLACE-BASED TOURISM

Lakes to Locks Passage has begun to assemble the key components of community-based destination stewardship, also called place-based tourism. Each Waypoint Community has the opportunity to deliver an authentic tourism experience that is designed to spread benefits beyond individual attractions; it will encourage visitors to stop, stay and spend money in a manner that benefits the entire community. Place-based tourism engages all members of the community and develops ownership of the byway experience by:

- Employing a grassroots management structure to foster civic engagement;
- Expressing community pride through a venue that serves as the "stage" for community culture;
- Establishing a byway identity that is pervasive throughout the corridor;
- Building awareness and appreciation of the intrinsic resources;
- Encouraging intermodal transportation;
- Promoting LTLP Waypoint Communities; and
- Creating an authentic tourism experience.

This approach builds community awareness and pride in the place they live as the basis for a stewardship of the intrinsic historic, natural and cultural resources for future generations, community revitalization and a sound local economy.

Hudson River, Northumberland

LTLP recognizes that a visitor seeks help with "wayfinding" – information that helps them efficiently reach their travel objective. Therefore, a successful LTLP Waypoint Community can practice "wayshowing" – a systematic and consistent delivery of information that will guide the traveler's decisions while realizing the community's desires for the benefits of tourism. LTLP achieves "wayshowing" through the network of Gateway Visitor Centers and Heritage Centers in the Waypoint Communities.

The visitor gains travel information through seeing, reading, hearing and learning. The LTLP Linear Museum experience, delivered through drawing, writing, speaking and teaching, will help the visitor create a cognitive map. They will know where they are going, what they are looking at, and feel good knowing that the community through which they travel cares that they have a positive experience.

LTLP Gateway Visitor Centers provide an overview of the byway, the sub-region's Waypoint Communities, and regional partners. At these Centers visitors learn about the byway resources, communities and people. They will find that the region is unified not by arbitrary political boundaries, but by the interconnected waterway and a community ethic that demonstrates pride of place and is committed to stewardship of the Lakes to Locks Passage resources for future generations.

LTLP Heritage Centers serve as a thematic hub to the Waypoint Community, its neighboring smaller communities and attractions, going beyond traditional visitor information by providing access to the LTLP "experience." This unique venue allows for an authentic, theme-based experience highlighted by one-on-one interactions with people who are passionate about the byway. Staff at the Heritage Center respond to the traveler's needs and interests, providing the unique Waypoint Community story and information about nearby sites, attractions and activities.

DELIVERING AUTHENTICITY

Consumers of place-based tourism crave authenticity. With an understanding of how people perceive authenticity, the principles of "wayshowing" provoke the audience to learn, and engage in a personal way, thereby rendering an authentic travel experience. Through various methods of drawing, writing, speaking and learning the traveler is enticed to come visit the byway. LTLP provides a level of comfort while they are here, and create experiences that prompt visitors to share with others and encourage a return visit. There are several ways in which authenticity can be rendered:

- Natural - people tend to perceive things in their natural state as being authentic, such as organic food, natural settings.
- Original - people tend to perceive things that are original as being authentic, such as one-of-a-kind, never seen before by human eyes.
- Exceptional - people tend to perceive things that are exceptionally well done as being authentic, when they are executed by an individual, demonstrating human care and consideration.
- Referential - people tend to perceive things that are drawn from human history as being authentic; experiences that are iconic or ritual, tapping into shared memories and longings.
- Influential - people tend to perceive things that are inspiring or influence positive human behavior as being authentic, such as activities that contribute to a sustainable environment.
- Ordinary - people tend to perceive things that are simple and unpretentious as being authentic, such as one-room school house, a miner's camp, a working class neighborhood.

The purpose of LTLP Heritage Centers is to have the people who live here tell their stories, and deliver authentic experiences. The stories need to focus on what is natural, original, exceptional, inspirational, influential or ordinary. These "LTLP Ambassadors" can speak with passion, and render authenticity in a meaningful, lively and engaging way. Direct personal interaction strikes an emotional chord, so the visitor will remember the experience and share it with others.

Most importantly, service as an LTLP Ambassador stimulates civic engagement by all members of the community. By sharing their stories, residents build awareness,

appreciation, participation, leadership, and ultimately, a commitment for stewarding the community's historic, natural and cultural resources for future generations.

There is an authenticity about Lakes to Locks Passage that offers genuine visitor experiences delivered by "real" people in "real" places, which serves to differentiate the region from competitors. Much of the LTLP landscape retains purity in its character; it has not been homogenized as "Anywhere, USA." The challenge is to deliver a tourism product that packages the unique, and authentic, qualities into thematic experiences – and build pride in the community. More than any other factor, this establishes LTLP as a unique visitor destination – with all the necessary elements to support place-based tourism.

HERITAGE CENTER SUSTAINABILITY

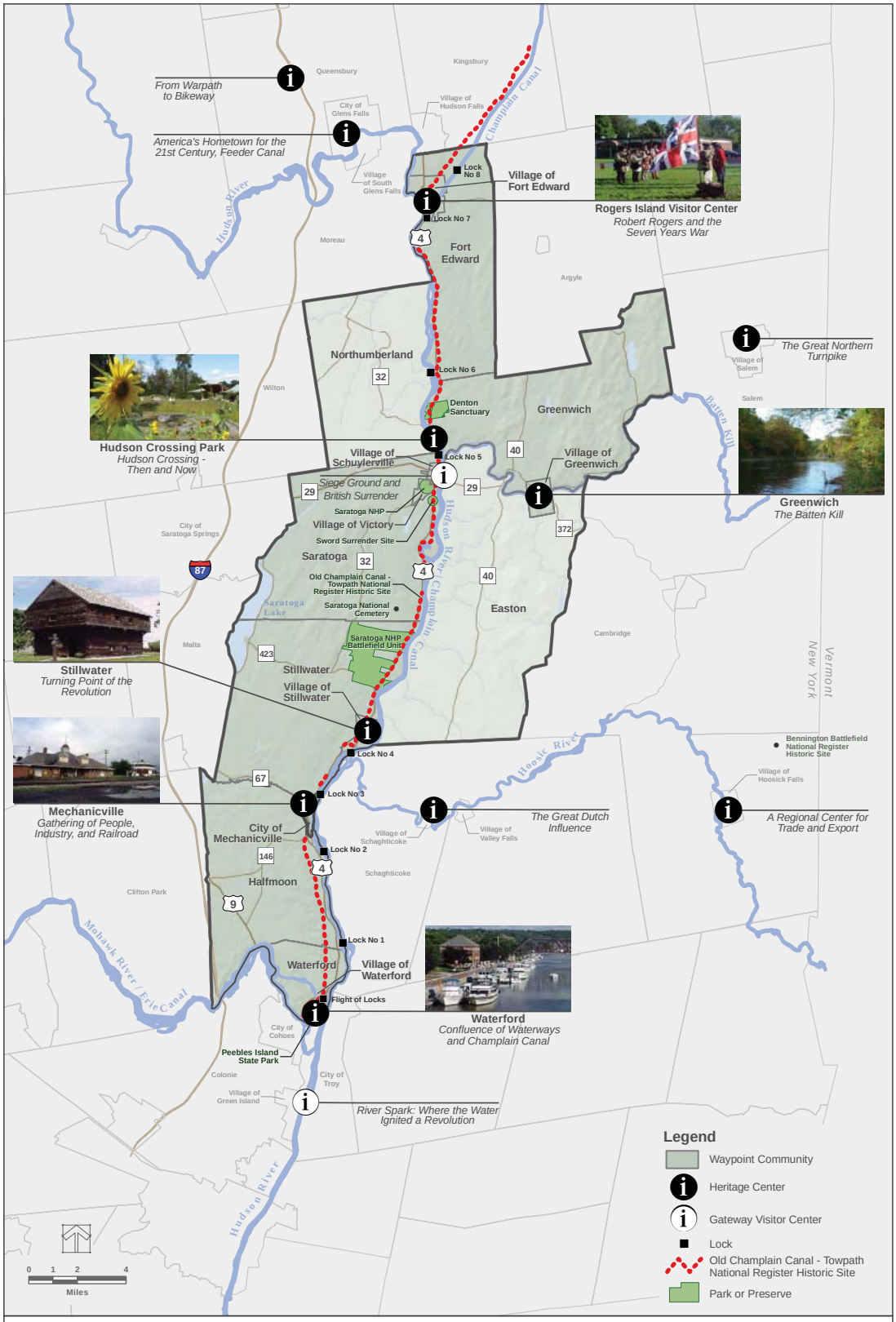
Heritage Centers allow the visitor to explore the unique stories, immediately engaging them with the community's "real people" -- the people who have a special affinity for the area, and serve as Lakes to Locks Passage Ambassadors. Most importantly, service as an "ambassador" for the community stimulates civic engagement; by sharing their stories, residents build awareness, appreciation, participation, leadership, and ultimately, a commitment for stewardship of the community's historic, natural and cultural resources for future generations.

Lock Along the Hudson River

Lakes to Locks Passage recognizes that this process of building stewardship can also fuel sustainable operations of community organizations that are the core of a successful place-based tourism program. The challenge that museums, libraries and community organizations face is how to build strong organizational leadership, maintain operations and programs, and cultivate volunteers. Through an Institute of Museum and Library Services (IMLS) grant, the Essex County Historical Society worked with Lakes to Locks Passage and the Champlain Valley Heritage Network to develop a Heritage Centers Sustainability Training for skills and capacity building. This three-pronged approach to resource stewardship and accountability of the Centers includes: operations and management, programs and events, and Heritage Center Ambassadors.

MEASUREMENT AND EVALUATION

Lakes to Locks Passage recognizes the need to understand and evaluate the outcomes of the program in terms of community benefits and economic impacts. Demonstrating community benefits and economic impacts of Lakes to Locks Passage actions and investments depends on establishing a baseline of conditions, defining specific outcomes and measuring indicators of success. LTLP uses an outcomes based "logic



The Stewardship Plan

Figure 3: Lakes to Locks Passage Interpretive Framework

the LA group
Landscape Architecture and Engineering, PC.

June 28, 2010

model" to express how we expect to bring about the desired results. Specific outcomes and indicators of success are defined to provide a way to measuring progress over time, demonstrating the relationship between those outcomes and the operation of the program.

Table 6 - Lakes To Locks Passage Interpretive Structure

Waypoint Communities within Partnership Area	Heritage Center	Community Themes
Waterford	To Be Determined	Confluence of the Waterways
Mechanicville	Mechanicville XO Tower	Gathering of People; Industry & Railroad
Stillwater	Stillwater Blockhouse	Turning Point of the American Revolution
Schuylerville	Hudson Crossing Park	Hudson Crossing: Then & Now
Fort Edward	Rogers Island Visitor Center	The French & Indian War (Seven Year War)
Greenwich	To Be Determined	The Batten Kill

Waypoint Communities Outside Partnership Area	Gateway Visitor Centers	Community Themes
Fort Ann	Fort Ann Library	Halfway Brook & Navigation of a Waterway
Whitehall	To Be Determined	Birthplace of the United States Navy
Glens Falls	To Be Determined	America's Hometown for the 21st Century
Queensbury	To Be Determined	From Warpath To Bikeway

THE CONTRIBUTION OF REGIONAL HERITAGE TRAIL NETWORKS

Heritage trails are designed to help people experience the places and activities that authentically represent the stories and people of the past and present. In rural areas, where resources are spread out over great distances, heritage trails are typically represented as road trips with multiple stops that interpret individual sites and help tell the story, often connected with actual recreational trails. Interpreted theme trails provide an excellent venue to deliver the storylines in an experiential manner, and when supplemented with a suggested itinerary the experience can combine environmental, recreational and heritage tourism into one package.

Champlain Canalway Trail
With support and technical assistance from the National Park Service River and Trails Program, this project brings together numerous stakeholders to develop a cooperative

and comprehensive plan to establish the Champlain Canalway Trail as an important recreational resource for residents and visitors. This planning process includes seventeen municipalities stretching from Waterford to Whitehall, encompassing over 60 miles of trail development through three counties in upstate New York. The Champlain Canalway Trail will provide the linkage between existing trail networks such as Zim Smith Trail in Saratoga County, Glens Falls Feeder Canal Trail, Warren County Bikepath, Lake Champlain Bikeways and the interpreted bike routes being developed by Lakes to Locks Passage in Saratoga, Washington and Warren Counties. As a whole, the Champlain will provide opportunities for access to numerous natural, cultural and historic resources along the Champlain Canal and the Upper Hudson River. Key partners include:

- NYS Canal Corporation
- Erie Canalway National Heritage Corridor
- Lakes to Locks Passage
- NY Parks & Conservation Association
- Canalway Trail NY
- Feeder Canal Alliance
- Saratoga County Planning Dept.
- Washington County Planning Dept.
- Warren County Planning Dept

Lakes to Locks Passage Thematic Trails and Itineraries

Washington County Cornfield

Lakes to Locks Passage has developed a series of thematic itineraries that are linked to GPS based Google maps and include embedded interpretation for the sites of interest. These itineraries are available on the website and in the "Alfred Z. Solomon Cultural Heritage Trail" guidebook to the Champlain Canal region. Themed trails developed to date:

- Slate Valley
- Saratoga History, Health and Horses
- RiverSpark
- Grandma Moses
- The Turning Point Trail
- Underground Railroad: The Road to Emancipation
- Boating on the Champlain Canal
- The Batten Kill
- The Drowned Lands

OTHER TRAIL NETWORKS

Saratoga County Heritage Trail
The Saratoga County Heritage Trail Committee is working with the Saratoga County Bikeway/Greenway Committee to develop a county-wide trail system using a combination of off-road and on-road facilities. Their focus is on revitalizing historic transportation routes such as utilizing abandoned railways and canalways and connecting to other statewide and regional systems.

Henry Knox Cannon Trail
The Henry Knox Cannon Trail follows Knox's 250-mile trek from Fort Ticonderoga to Boston where General Washington was able to use 59 artillery pieces to intimidate the British into leaving Boston. There are many trail partners involved in this initiative to conserve monuments along the Henry Knox Cannon Trail. Coordination of this initiative is through the Hudson River Valley Greenway. Project goals include the conservation of monuments along the trail, assessing the accuracy of the trail route, replacing missing monuments, and interpreting the trail.

Great War Trail: Greenwich
The Great War Trail followed the Hudson River on the western border of the town. Indians followed this route long before the French and British discovered its strategic advantages in the French and Indian Wars. It was again used for this purpose in the American Revolution. General Baum's detachments and scouts used this route on their march Bennington. Evidence of Indian settlements has been found throughout the town. One Indian trail followed Church and Academy streets to the fordway on the Batten Kill. Indian tradition states that the Cossayuna Lake region was the home of the Horicon tribe.

The Hudson River Birding Trail
The Hudson River Birding Trail is being developed in partnership with the Department, NYS Office of Parks, Recreation, and Historic Preservation, the Hudson River Estuary Program, local birding clubs and regional community tourism boards as a highway based trail along the east and west shores of the Hudson River connecting a number of aquatic and upland birding sites along the Hudson River in New York State. The Hudson River Birding Trail is modeled after similar birding trails along the Niagara River and Lake Champlain. The goal of the trail is to make the Hudson River, and the surrounding communities, a premier birding destination, thereby increase nature tourism in the Hudson River Region, and convey the value of conservation and recreation to community leaders and landowners. Initial project efforts will be focused on the development of a site list and interpretive materials, including a brochure, bird list and kiosk panels.

THE NETWORK OF RESOURCES

OVERVIEW

The Partnership Area has an incredible array of diverse, high quality resources that make it a special place worth preserving, protecting and enhancing. It also has tremendous potential for education and economic development. Beyond the Partnership Area, the Lakes to Locks Passage Scenic Byway exposes the traveler to all of the intrinsic qualities established as All-American Roadway designation criteria. Scenic vistas, cultural experiences, historic and archeological sites, recreational opportunities, and natural resources can all be encountered along the Byway and its corridor. The significance of the Byway's intrinsic qualities were classified based on the Federal Highway Administration's definitions and criteria.

This section inventories the natural, agricultural, scenic, historic, archeological, recreational, and trail resources. While each of the intrinsic qualities are present and have local, regional or national significance, the predominant intrinsic quality of the Partnership Area is historic. Detailed descriptions of selected sites with significant intrinsic qualities are available in the documents listed in Appendix B.

Photo:
Historic Cemetery, Victory

NATURAL RESOURCES

Geologically nestled within the Hudson-Champlain lowlands, which were formed over 10,000 years ago by glacial lake deposition, the Champlain Canal Byway corridor exhibits a number of unique geologic features. Highly deformed, over-thrusted shale formations from the east provide the setting for numerous bedrock outcrops known as the Rucky Tucks and their scenic bluffs and heights, which overlook both shores of the upper Hudson River. One of the most notable, Stark's Knob, a pillow basalt prominence located on the western shore of the Hudson in Northumberland gained special historical significance when Colonial forces occupied it to prevent a northerly retreat by General Burgoyne's Army during the American Revolutionary War. Stark's Knob represents 1 of only 2 such unique geologic formations in the eastern U. S and is an important destination of many students of geologic academia each year. To the south, Bemis Heights' scenic bluffs overlooking the Hudson in Stillwater provided the setting of the Battle of Saratoga, the single most significant and pivotal military engagement of the American Revolution. The Battle's location and outcome were likely determined by the location of the over-thrusted bedrock and "heights" in close proximity to the Hudson River, which afforded the American forces a strategic military advantage over the British army. This 2,500-acre area with its breathtaking views of the Hudson River was acquired in 1938 by the National Park Service and now comprises the Saratoga National Historical Park with its 9 mile interpreted tour road of "The Turning Point of the American Revolution."

The Hudson River lowlands and surrounding bluffs and uplands of the Champlain Canal Byway corridor are located at the foothills of the Adirondacks and are still largely rural in nature. Land use within the corridor is largely agricultural and rural residential except for the historic riverside communities of Waterford, Mechanicville, Stillwater, Victory and Schuylerville. The birch, beech, maple northern hardwood forests of the corridor are accentuated by an active agricultural open space landscape. Soils of the area consist largely of clayey glacial lake and sand deposits laid down by the waters of Lake Albany some 10,000 years ago.

Historical water quality of the Hudson River was pristine. The upper Hudson River watershed at Waterford currently consists of over 4,500 square miles of mostly heavily forested drainage area with many tributaries. With the arrival of early European settlers in the early 1600s, the clearing of land for wood products and agricultural endeavors caused increased runoff and sedimentation to the Hudson River. Communities and mills were sited along its banks and the water quality deteriorated. During a 30-year period ending in 1977, it is estimated that up to 1.1 million pounds of PCBs were discharged into the Hudson River from two General Electric Company (GE) capacitor manufacturing plants located in Fort Edward and Hudson Falls. Discharged PCBs adhered to the sediments in the bottom of the river and accumulated in large areas behind the Fort Edward Dam. When the dam was removed in 1973 due to its deteriorating condition, PCB contaminated sediments were released downstream. The Hudson River is an American Heritage River, one of only 14 rivers nationwide

designated as such by the Environmental Protection Agency. The Hudson's place in American history and culture, its role in the birth of the modern environmental movement, and the marked improvements in its ecological health over recent decades all contributed to this designation. The Hudson benefits from the services of a River Navigator, a person selected to facilitate the application of existing federal programs and resources. The American Heritage Rivers initiative is an innovative response to help river communities that seek federal assistance and other resources to meet environmental challenges. Without any new regulations on private property owners, state, local and tribal governments, the American Heritage Rivers initiative is about making more efficient and effective use of existing federal resources for environmental, economic, and historic preservation efforts.

Other rivers and streams in the Partnership Area include Fish Creek, Batten Kill, Hoosic River, and Snook Kill. Wetland complexes include Saratoga Lake/Drummond Creek and Critical Environmental Areas can be found in Easton (agricultural district, wetlands, flood hazard area, Batten Kill Scenic & Erosion Prone Areas), and the village of Schuylerville Watershed.

The Lake Champlain and Hudson River valleys provide a unique north/south migratory bird route from eastern Canada south along the eastern flyway of the United States for many species of waterfowl, songbirds, as well as migrating birds of prey. Regular sightings of American Bald Eagles and ospreys occur within the flyway corridor, as do impressive migrational displays of thousands of Canada and Snow Geese each spring and fall.

Champlain Canal, Lock 2, Halfmoon

The nation's first bi-state birding trail is a 300-mile road-based trail that unifies and connects 88 bird watching sites along the Lake Champlain shoreline and uplands in Vermont and New York. Located along a major migratory route known as the North American Flyway, the Champlain Valley is a spring and fall route for waterfowl such as common golden eye, ring-necked duck, common and hooded mergansers, Snow and Canada Geese and northern pintail. A number of bird species including bohemian waxwings, snow buntings, common redpolls, snowy owls and rough-legged hawks summer in the far north and winter in the Champlain Valley. The only birdwatching site located in the Partnership Area is the Carters Pond Bird Conservation Area in the town of Greenwich, however, the entire Hudson River exists along a major bird migratory route. Other natural areas and corridors in the Partnership Area include the County Forests, Denton Wildlife Sanctuary, Wilton Wildlife Preserve and Park, Hudson Crossing Park, and the Karner Blue Butterfly Recover Units.

The Karner blue butterfly (*Lycaeides Melissa Samuelis*), is a state and federally-listed endangered species. Karner blue butterflies are known to exist in only seven states within the United States. In New York, the Karner blue exists almost entirely within the former location of Glacial Lake Albany primarily due to the sandy soils that support wild lupine (*Lupinus Perennis*), which is the only known larval food plant for the Karner blue. Over half of the subpopulations of the Karner blue are found

in Saratoga County. The Nature Conservancy, combined with town, state and federal organizations, uses best science methods to restore and manage the Karner blue's habitat.

Based on NYSDEC and USFWS information about the region, the general area also supports habitat for the Extra-striped Snaketail Damselfly (*Ophiogomphus Anomalus*), an unlisted species of "special concern," and the endangered Indiana Bat (*Myotis Sodalis*). Blanding's turtles are a threatened species that have been identified in the town of Northumberland.

AGRICULTURAL RESOURCES

The Partnership Area has an array of rich and diverse natural resources, which has created a strong agricultural economy for the region. Most of the Partnership Area is located in predominantly agricultural or rural landscapes. With the exception of the city and village centers, active or non-active agricultural uses dominate land use.

Agriculture in Saratoga County has significantly changed since the construction of Interstate 87 in the 1950s. The development that followed the construction of the Northway consumed much of the agricultural land through the middle of Saratoga County. As a result, agricultural land became largely consolidated into eastern and western portions of the County, away from the interstate corridor and onto land containing better soils. Since the development of the Northway, residential development has experienced a high rate of growth which has resulted in the continued conversion of farmland. Much of the productive farmland remaining within the county is in field crops, dairy, orchards, livestock, and horse farms, potentially the most dominant agricultural use within the county.

The horse industry is a valuable part of Saratoga County agriculture. The County consistently ranks in the top counties in New York State in both the number and total value of equine, according to the NYS Agricultural Statistics Service. Saratoga has a historic reputation with its thoroughbred and horse racing industry, however, that is just part of the diversity offered by the many farms in the county. Within the county there are farms featuring English and western riding classes, dressage, draft, rodeo, trail riding, horse camps, boarding, and lessons for the novice to the expert.

Agriculture in Washington County remains to be the most dominant land use and industry. Agriculture plays an important and extensive role in the economy, environment and rural lifestyle of Washington County. From the beginning of its settlement, Washington County has been primarily agricultural. The production of flax, potatoes and wool played an important role in the County's early agricultural development. Farming was initially centered on sheep; by 1845, there were more than 250,000 sheep in Washington County and, as a result, most of the hillsides had been cleared for grazing. By 1870, Washington County shifted to potato production and had become one of the major potato producers in the country and reached a record

level of flax production. In the early 20th century, agriculture in Washington County shifted to a predominantly dairy farming economy, and continues today as the County's largest agricultural industry.

The amount of devoted agricultural land in Washington County reflects the strength of the agricultural industry as well as the impact it has on the local economy. Despite a decline in the number of farms, the remaining farms have grown in size and benefited from increased technology. Intensive management and improved production has actually increased milk production and other farming operations.

The Washington County Agricultural and Farmland Protection Plan, completed in 1996, and the Saratoga County Agricultural and Farmland Protection Plan, completed in 1997, proposed farmland protection plans. The plans established a set of goals to achieve better understanding of the various agricultural practices found in Saratoga and Washington County and their contribution to the county's economy and quality of life. They identify and recommend various land-use tools and methods which, when adopted by local governments, would provide protection for farmers and their land. Some of the tools recommended in the plan include local right to farm ordinances, average density zoning, purchase of development rights, tax abatements, conservation easements, and cluster or conservation subdivision designs.

Two non-profit land trusts assist landowners in Saratoga and Washington counties. The Agricultural Stewardship Association has protected approximately 4,374 acres in Easton and 230 acres in Greenwich in Washington County since 1992. In the Partnership Area alone, Saratoga PLAN has protected 50 acres in Halfmoon and 15 acres in Stillwater to date.

SCENIC RESOURCES

The Partnership Area's scenic qualities range from the beautiful vistas of the upper Hudson River Valley extending east to the Green Mountains, south to the Catskills, and north to the Adirondacks, to the meandering waters of the Hudson River. Because of its scenic qualities, the Route 4 roadway has been designated both a federal and state Scenic Byway. The rural communities through which the Byway passes are scenic in their own right and contribute to the overall character of the entire corridor.

Dionondehowa Falls, Easton

The beauty of the corridor is enhanced by the intrinsic values brought about by the extraordinary events of the French and Indian War and the Revolutionary War. The centerpiece of these activities is the Saratoga National Historical Park, which relies on the landscape and associated viewsheds to tell the interpretive stories related to the "Turning Point of the American Revolution." The viewsheds at the Saratoga National Historical Park are integral to the visitor's experience in interpreting the landscape in its historical context. While experiencing the beauty and solitude found on one of the nation's most treasured sites, the traveler must use the power of imagination to immerse themselves into 1777. Because much of the Battlefield and surrounding

viewscape is virtually undeveloped, the modern visitor can experience what life on the battlefield must have been like in the 1700s. Abundant bird life, dramatic vistas, and a sense of isolation provide the Byway with beauty, character and authenticity that are essential qualities.

Like many national parks throughout the country, Saratoga National Historical Park is confronting development pressure and faces the potential of losing its high quality rural viewsheds to suburban, commercial and industrial development. High quality of life factors, such as proximity to recreational amenities in the Hudson River and the Adirondacks, and educational and cultural resources in nearby Saratoga Springs are drawing people to the region, putting it at high risk for significant future development.

In recent years, the number of farms and farmland has decreased, and land has been replaced, in large part, by single-family residential homes. Development in the viewshed area not only threatens the views from the Saratoga National Historic Park, but also alters the economic base of these farming communities. The Saratoga National Historical Park Viewshed Analysis and Battles of Saratoga Battlefield Preservation and Viewshed Protection Plan were developed to identify strategies to protect these great scenic vistas. To effectively protect these vistas it is essential for the local communities that are impacted to adopt the Viewshed Protection Plan.

Within the Partnership Area there are additional historic places and landscapes that have a tangible connection or contextual relationship to the battles, siege and surrender at Saratoga. These include farmsteads such as the Becker Farm in Easton, ferry sites, historic roads and natural or geographic features that were present and significant to Revolutionary War events. Beyond SNHP the Hudson River Valley Corridor, the ridgelines to the east and west, and Willard Mountain provide additional areas with high quality scenic vistas that complement the Partnership Area.

HISTORIC RESOURCES

Sign at Locks in Waterford

A remarkable chain of historical sites are located within this section of the Hudson Valley including Peebles Island State Park in Waterford, the Saratoga National Historical Park in Stillwater, and Roger's Island Historic Site in Fort Edward. Just outside the Partnership Area, the Feeder Canal in Hudson Falls, and the Whitehall Heritage Area, birthplace of the U.S. Navy, add to the chain of historical sites. The following narrative describes how concentrations of historical sites became established along the Hudson River/Champlain Canal.

The waterways of the Hudson and Mohawk Rivers and Lakes Champlain and George have been prized natural routes of communication, trade, and warfare—coveted by those seeking control of this vast inland area for its rich natural resources and arable land. Saratoga is a Mohawk word for the "four corners" area on the Hudson River with easy water and land access to the Mohawk River, Lake Champlain, and Connecticut

River valleys. The "King's Highway," originally traveled by Native Americans, was a trail that led from Albany to Lake Champlain. White settlers, who were primarily farmers, travelled along these routes and began inhabiting the area by the late 17th century. The Hudson River and King's Highway became significant routes for soldiers on both sides during the Revolutionary War due to the development of taverns and inns along the King's Highway prior to the War.

The strategic significance of this natural corridor was apparent to both French and British military planners in the 18th century. For the British and the French, the Hudson River served as a critical corridor connecting Montreal, one of the premier cities of French Canada to Albany and Manhattan. Conquest by either would divide the possessions of the conquered and make the two halves more vulnerable.

During the French and Indian War (also known as the Seven Year War), the southernmost French fortification, Fort Carillon (Ticonderoga) was just 35 miles from the British at Fort William Henry on the southern tip of Lake George. Each of these forts were, in turn, supported by a network of others extending from Montreal in the north and Albany in the south. One of these supporting fortifications, an armed supply depot, was Fort Hardy in Saratoga. Fort Hardy was built in 1755 by the British along the supply route to its northern forts and served as a supply depot for campaigns against the French. The fort was situated at the northwest corner of the confluence of the Hudson River and Fish Creek, nearly opposite the mouth of the Batten Kill.
The fort was built with four bastions and mounted an unknown number of guns (New York State Military Museum, 2005). Although fierce fighting, including the infamous siege and destruction of Fort William Henry, occurred throughout the Champlain-Hudson lowlands, Fort Hardy was never assaulted. After the fall of Carillon (Ticonderoga), Fort St. Frédéric (Crown Pont), Montreal, and Quebéc in 1759, British supply posts like Fort Hardy were superfluous and most fell into ruin.

The most significant military action to take place on or around Saratoga occurred 14 years after, or the third year of the American Revolution. The British sought to quell the rebellion with a single decisive military campaign. Their plan depended on using an invading army to divide the Colonies along a natural corridor of rivers and lakes stretching from Canada to New York City.

The Battle of Freeman's Farm, the First Battle of Saratoga, was an indecisive battle fought on September 19, 1777 in which Gates lost ground to the British. Disagreements in tactics and personalities led to a heated argument between generals Gates and Arnold, and Gates relieved Arnold of command as a result. The Battle of Bemis Heights was the second battle of Saratoga, taking place on October 7, 1777 when Burgoyne desperately attacked rebel defenses with his tired, demoralized army. At Bemis Heights, Gate's defensive position assured a tactical victory for the Patriots. General Arnold saw an opportunity to seize the offensive while Burgoyne was vulnerable and led a successful counterattack against the British forces.

The transportation revolution brought on by the New York State Canal System, including the Champlain Canal, was part of this region's history. The Hudson River/ Champlain Canal was a critical north/south transportation route. General Philip Schuyler was an early advocate for canals and he and his family set up milling operations to take advantage of the canal and the ability to send products from the Saratoga region to market in Troy, New York City and the world. The abundance of streams and the elevation differences created the ability to establish large mill operations.

By the 19th century, the Hudson River Valley became a primary route for trade and commerce and was enhanced by the construction of the Champlain Canal in 1825. This growth stimulated the development of housing and services that provided a sense of community for canal workers. The canal increased economic activity and provided a catalyst for the growing mill industry, which at the time included saw mills, pulp and paper mills, grist and flour mills, knitting mills, and leather board and cardboard mills. With the development of the New York Canal System in the 1820s, the area became significant as a major gateway of commerce to western New York and Canada. The Erie and Champlain Canals provided a more efficient system for transporting large amounts of freight than across land. This, in turn, brought the region to importance as one of the birthplaces of the American Industrial Revolution.

The 20th century brought the railroad and trolleys to the region and further stimulated immigration to the area. Many immigrants came looking for work in the emerging brick making industry as well as in the paper, textile and transportation industries. The convergence of the Hudson and Mohawk Rivers was the center of transportation and the Industrial Revolution and has had a significant impact on the settlement of the region. The development of resort areas and entertainment destinations was significant primarily in Saratoga Springs and the southern Adirondack region. Changes in settlement and movement throughout the area due to the development of the automobile and the rise in consumerism dramatically changed the cultural landscape. The broadened technological base also contributed to the growth of the region and the spread of people and services. The development of the horse racing industry in Saratoga Springs impacted not only the commercial and economic patterns of the region but has changed the agricultural landscape of the area as well.

ARCHEOLOGICAL RESOURCES

French and Indian War Re-enactment, Fort Edward

The corridor, the primary trail system that led from Albany to Lake Champlain, was originally traveled by Native Americans. It is natural that many significant archeological sites are found along the Hudson River. The area known as "the Great Carrying Place" has been studied by several archeologists who have found Native American occupations dating back to the late Archaic period (ca. 4000 to 1000). Native populations were largely gone from the area by the time Europeans began arriving during the early seventeenth century. The following descriptions represent the main concentrations of archeological surveys.

Rogers Island

Rogers Island is a unique historic site that played an integral part in the French and Indian War and served as an encampment site during the Revolutionary War. Fort Edward was also an important center to Native Americans. Two important Native American occupations dating back to 1000 B.C. have been identified. It is the place where native peoples left the Hudson River at Bond Creek and portaged over the rapids at the headwaters of Lake Champlain. Most areas of the island have been archeologically excavated or explored over the years. In addition, ground-penetrating radar has been conducted on the entire island. Many of the old excavations are marked or remain open and many of the artifacts can be readily observed at the Rogers Island Visitors Center. There is a significant area of Rogers Island that is considered archeologically sensitive. The interpretation of the site would be enhanced by the artifacts that have been collected on the site by archeological investigations and unauthorized digging. Presently these artifacts are owned (privately) by Rogers Island Resort LLC and are not for sale.

French and Indian War
Re-enactment Fort Edward

There is strong interest expressed by the Smithsonian Institute for future involvement to continue to study the burial ground, and Adirondack Community College continues to offer credits for study in the field at Rogers Island. The site of the encampment and small pox hospital remains under private ownership until it is ultimately purchased by the State. Should the sale to the State not occur, this site could be lost to private development. This would result in a loss of potential public space for interpretation of the French and Indian War and an opportunity to build visitorship to Rogers Island and Fort Edward.

Underwater archeological investigations have been completed in the Phase 1 Dredge Areas of the Hudson River PCBs Superfund Site. The NYS Office of Parks, Recreation and Historic Preservation (OPRHP) must issue an advisory opinion with respect to any archeological field work on the project site, as well as any Cultural Resource Surveys. More than half of Rogers Island is listed on the State and Local Registers of Historic Places, therefore any future actions or permits undertaken with state or federal funds will require review under Section 106 of the National Historic Preservation Act of 1966 or Section 14.09 of the New York State Historic Preservation Act of 1980.

Saratoga National Historical Park

Archeological investigations have been completed at the park since its establishment. Projects have centered on locating features relating to the 1777 campaign to inform the park interpretation program, or to ensure that construction would not threaten archeological resources. While the Schuyler Estate is known to contain a large American Indian settlement, investigations have primarily focused on locating outbuildings or former extensions of the main house.

Victory Woods shares the SNHP's primary area of significance under National Register Criteria A for its association with the American Revolution in the National Register area of military because of the decisive role the area played in the battles, siege, and surrender of Saratoga in 1777. The Victory Woods site has archeological resources that have the potential to yield data related to the war. A recent archeological study found that the site was used extensively by Native Americans and has the potential to yield additional information about occupation during the Middle and Late Archaic Periods (8000-3000 B.P) up through the time of contact with Europeans in 1609.

Peebles Island

Artifacts of archeological and prehistoric interest have been found in the areas of Matton Shipyard and Peebles Island. Bones of prehistoric animals, burial sites of Native People, a historic fortified village occupied by the Mahican Indians, and artifacts from the Revolutionary War have been found on the park and adjacent properties.

RECREATIONAL RESOURCES

Some of the greatest resources within the Partnership Area are recreational in nature. The region is rich with recreational opportunities surrounding important historic and cultural resources, scenic views, and vast open spaces. The unifying relationship between all of the resources is the presence of the Hudson River. There is an abundance of parks and open spaces, trails and trail systems, and points of water access along the river and canals. There are three state and regional open spaces of significance. These include Peebles Island State Park, Saratoga National Historical Park, and Rogers Island. In addition, there are a number of local parks and small pocket parks that provide interpretive support to important historic sites. The interconnectedness of the corridor's intrinsic qualities must be recognized and used to advantage by the managers of these resources.

Peebles Island State Park is located in the village of Waterford at the confluence of the Hudson and Mohawk Rivers. Waterford was earliest settled by the Mahican Indians at Peebles Island. During the Revolutionary War the Hudson River corridor served as a major supply route at the mouth of the Mohawk River and Peebles Island provided encampments and fortifications against General Burgoyne's possible advance to Albany. Today the park provides nearly three miles of trails overlooking the rivers and rapids that surround the island, picnicking and interpretive areas, and a museum/visitor center.

The Saratoga National Historical Park (SNHP), located in the towns of Stillwater and Saratoga, is the largest and potentially the most prominent recreational resource within the HSWHP. Today, the SNHP encompasses the 3,336 acre Battlefield, 30 acre Schuyler Estate, 22 acre Victory Woods, and four acre Monument site. From a recreational viewpoint the SNHP provides visitors pedestrian and bicycle trails, water access, scenic views, and interpretive sites.

Strategically located within the Hudson River corridor, adjacent to the village of Fort Edward, Rogers Island is the site of one of the most significant historic settlements

of the French and Indian War. Together with the adjacent fort on the mainland, the site became the staging ground for invasions northward into French Canada by the British and Provincial troops. Rogers Island contained soldier barracks, storage buildings, hospitals and a blockhouse. Today, Rogers Island Visitors Center is the primary attraction on the island. However, the Rogers Island Visioning Plan calls for enhancements to Bradley Park, the Visitors Center, the streetscape, and development of new water access points and a comprehensive trail systems. Community parks include Halfmoon Town Park, Fort Hardy Park, Lock 5 Island Park, Hudson Crossing Park, Stillwater Blockhouse Park, and Schuyler Park. The region also has a number of official bicycle routes in the Partnership Area including State Bike Route 9 (along Route 4) and County Bike Route 50 and 9, and County Bike Route 197. There are no official bicycle routes in the Partnership Area portion of Washington County.

TRAIL RESOURCES

There are several primary trail networks that extend through the Partnership Area. The Mid-County Trail System is the central spine of the Saratoga County Heritage Trail, connecting the Hudson River, Mohawk River, and Palmertown Range. This trail system includes the Zim Smith Trail (and an extension east to the Hudson River), the Ballston Veterans Memorial Trail, and the Palmertown Range Trail connecting Saratoga Springs to Moreau Lake State Park. It links major recreational destinations to some of Saratoga County's most significant population centers. The Zim Smith Trail multi-use trail connects several important recreational destinations in the towns of Saratoga, Malta and Stillwater. Future extensions of the trail include connecting to Saratoga Spa State Park, the village of Round Lake and the Battlefield Unit and Old Saratoga Unit of the Saratoga National Historical Park, and would provide a dedicated parallel route for both equestrians and snowmobiles.

There is a single snowmobile trail that ties Washington and Saratoga counties together at the Dix Bridge. The future re-opening of the bridge will provide an important connection for snowmobilers. The existing trail runs north through the middle of Northumberland and then shifts west through Moreau and south again into Wilton. There is an unofficial trail that leads south through the town of Saratoga linking to the trail on the west side of Saratoga Lake. There are also a number of trails in the Partnership Area that follow existing and historic canalways.

Champlain Canalway Trail

The Champlain Canalway Trail serves as a major connective spine in Saratoga County to the region and intersects with the Glens Falls Feeder Canal Heritage Trail. The Glens Falls Feeder Canal Heritage Trail is a nine mile walking and biking trail between Glens Falls and Fort Edward along the historic Feeder Canal, one of the last surviving sections of the original 1820s Canal System. Originally constructed to help maintain the water level in the Old Champlain Canal, this trail intersects with the Old Champlain Canal Towpath, and provides an important connection to the Warren County Bikeway leading into Lake George Village. These trails provide

Stillwater Multi-Use Trail

opportunities for multiple benefits, including recreation, economic development, and conservation of natural and historic resources.

In terms of statewide trails there are a number of resources that will potentially be exciting for the Partnership Area. The NYS Canal Recreationway Plan promotes an uninterrupted trail along 520 miles of the entire Canal System making it the nation's longest continuous hike/bike trail. The plan's emphasis is on developing linkages between canal communities, parks, historic sites, and other regional trail systems such as the North Country Trail, the Long Path, the Hudson River Greenway, and Lake Champlain bikeways. The long-term goal is to eventually link the Erie Canal Greenway with the Niagara River and Hudson River Valley greenways, forming one "Empire State Greenway."

The Champlain Canalway Trail represents the Champlain Canal/Hudson River segment. When completed, the trail will provide the means for non-boaters to enjoy the beauty and history found along New York's canals. A completion date for the Champlain Canalway Trail segment is planned to coincide with the 250th anniversary of the Battles of Saratoga in 2027. The goal is to complete and promote an attractive and continuous route that includes historic towpaths, trails, on-street bicycle routes, and links to regional and community attractions.

The Champlain Canalway Trail extends 58 miles between Whitehall and Waterford. The trail is sited along local roads and the Old Champlain Canal from Cohoes to Fort Edward where it then borders the present day canal utilizing canal-owned land to Whitehall. Presently about 20 miles, or one-third of the total, is either completed or planned for construction (See Table 7). The entire Towpath is on the National Historic Register.

Table 7 - Champlain Canalway Trail Characteristics

Trail Characteristics	Miles	Percent of Total
Completed trail in use	7	12%
Trail planned or in construction	13	22%
Trail route defined but not pieced together	16	28%
Trail route undefined	22	38%
Total Length	**58**	**100%**

Two significant reports, the Canalway Trail Gap Segment Assessment Report (2000) and the Champlain Canalway Trail Concept Plan (2002), have been generated to outline the challenges and opportunities along the route, and to develop a logical plan to realize the goal for construction of the 58 mile trail. A Champlain Canalway Trail Action Plan is being developed by a volunteer working group that includes local and regional canal and trail groups, public agencies, and town and county park and preservation agencies. This plan is slated for completion by the end of 2010. This

document will assist the municipalities in selecting specific projects by trail segment through cost efficiency and the availability of funding for engineering and construction. As indicated on the Local Projects and Resources pages, nearly all communities have completed or have planned trail segments along the Old Champlain Canal Towpath.

CASE STUDY

HUDSON CROSSING PARK

Hudson Crossing Park is an educational interpretive area centered around the Hudson River and Champlain Canal Lock 5 Island in the towns of Saratoga and Northumberland. Designed to bring people together, bridge communities, foster environmental stewardship, and connect educational resources, Hudson Crossing Park is becoming a crossroads destination on the Lakes to Locks Passage. A Heritage Center is planned to greet and educate visitors.

Sign at Hudson Crossing: A Bi-County Educational Park, Northumberland

Work in the Park has begun to highlight the unique history, geology, and economic and cultural significance of the upper Hudson River and Champlain Canal. The Park provides new opportunities for recreation and relaxation through a series of trails, play space and boat access. Clear interpretive signs, multi-generational elements, and handicap accessibility are considered high priorities in the Park development.

The centerpiece of Hudson Crossing will be the proposed Environmental Education Center and Great Hall to be sited next to the historic Dix Bridge. Construction of the Hudson Crossing Play Garden, picnic pavilion, trails and boat dockage on the Champlain Canal Lock 5 Island and improved parking and a scenic overlook on Stark's Knob are among the current construction plans.

THE CORRIDOR ECONOMY

OVERVIEW

Municipalities in the region have made great strides over the years in preserving historic features that are emblematic of their heritage, dating back to the colonial period and the early formation of the nation. Additionally, much of the natural landscape is due to continued reliance on agriculture and utilization of natural resources. Increasingly, the historical significance of the area and the elements that comprise the natural landscape, have been recognized as community assets, and as local and regional planning efforts have emphasized initiatives to retain and enhance these key features.

Economic development planning to date has largely been at the municipal level and, therefore, incremental in nature. By considering the collective municipalities as a cohesive area, an opportunity is created to consider the complementary relationships between the individual planning efforts and the resulting economic impact that may be realized. This section examines the present framework for economic development and the level of available visitor services.

Mechanicville City Dock on the Hudson River

EXISTING ECONOMIC CONDITIONS

Historically, the economies of Saratoga and Washington County were dependent upon its natural resources, such as timber, agricultural products, lime and slate, as primary exports in the 1700's. The historic trading routes along the Hudson River stimulated the construction of saw, grist, plaster and cider mills, kilns and foundries. The completion of the Erie Canal in 1825 and the Champlain Canal in 1823 further enhanced the region's importance as a major transportation route connecting New York City with the Mid-Atlantic States and Canada. The canals became crucial to the movement of finished goods, raw materials, agricultural products and passengers. As examples, the canal was used to ship bricks to New York City from brickyards in Halfmoon and large warehouses were built in Schuylerville for the storage of grain and mercantile goods. A network of support systems developed in villages around the canals, providing employment for mechanics and laborers and an increase in trade activities that enhanced the livelihood of innkeepers and merchants.

The natural waterways also served as a source of power further stimulating the development of paper mills, foundries, textile factories and machine shops. Textile mills, using local flax and wool, as well as imported silk and cotton, played a pivotal role during the industrial revolution in the development of many of the communities in the Partnership Area. Many of these companies included knitting mills, shirt and color factories, and bleacheries. The textile industry would reach its peak in the latter half of the 19th century. However, the presence of paper mills continued to be a prominent industry within the region taking advantage of the water power generated from the Hudson River, and the tremendous natural resources required to make paper products.

Today the economy of the partnership area is still partly driven by manufacturing and agriculture. Some of the major employers within the Partnership Area in Saratoga County include: Momentive Performance Materials, Sysco Foodservice, Fort Miller Co., Cascades Tissue Group, Bast Hatfield, and DA Collins CO. Major employers within the Partnership Area in Washington County include: New York State Correction Facilities, Irving Tissue, General Electric, Fort Miller, Hollingsworth & Vose, and SCA Tissue.

The Partnership Area is represented by three core chamber organizations – Saratoga County Chamber of Commerce, Southern Saratoga County Chamber of Commerce, and Washington County Department of Agriculture, Planning and Tourism. In addition, there are four municipal-based chamber organizations: Mechanicville Stillwater Area Chamber of Commerce, Greater Greenwich Chamber of Commerce, Schuylerville Chamber of Commerce, and Fort Edward Chamber of Commerce. While each of these organizations does an effective job for their respective regions, there is presently no united economic development strategy for the Hudson River corridor, there are no intermunicipal or cross-county cooperative efforts to market the corridor.

The NYS Canal Corporation provides maps and various services for recreational boaters of the Champlain Canal. Support services such as the announcements of special events, location of bicycle and hiking trails, and availability of overnight accommodations is available primarily through the three national heritage area websites and brochures. There is one bus tour company that offers organized tours around Champlain Canal history. A number of web sites have been created in recent years to assist the visitor in finding driving and boating routes with appropriate support services. While there are a number of organizations that promote self-guided driving itineraries, Saratoga National Historical Park offers an in depth itinerary for the Park and Lakes to Locks Passage offers the most comprehensive set of itineraries for the corridor. Other trail itineraries are available for the Knox Trail and the New York State Independence Trail. See Table 8 for a complete list of marinas, tour boat services and overnight accommodations in the Partnership Area.

Table 8 - Hudson River-Champlain Canal Corridor Services

Marinas	Municipality	Services
Fort Edward Yacht Basin	Fort Edward	Municipal Docking
Schuyler Yacht Basin	Schuylerville	Transient & Seasonal Docking to 90 feet; Water, Electric, TV, WiFi, Fuel, Pump Out, Gas, Restrooms, Showers, Laundromat, and Launch at Fort Hardy Park
Alcove Marina	Coveville (Saratoga)	Storage, Repairs, Gas, Launch, and Restaurant
Admirals Marina	Stillwater	Restrooms,Full Service Bar, and Docking
Mechanicville City Dock	Mechanicville	Pump Out, Transient Slips, Overnight Dockage, Fresh Water, Electric, Launch Ramp, Toilet, and Picnic Area
Lock 1 Marina	Halfmoon	Wet Slips, Transient Slips, Launch, Pump Out, Restrooms, Showers, Laundry Facility, Water, Electric, Overnight Rates, Boat Rentals, Storage, and Restaurant
Lock 6 State Canal Park	Waterford	Public Facility, Fresh Water, Launch Ramp, Toilet, and Picnic Area
Battery Park	Waterford	Public Facility, Transient Slips, Launch Ramp, and Picnic Area
Waterford Canal Harbor	Waterford	Launch, Mooring, Transient Slips, Overnight Dockage, Fresh Water, Electric, Pump Out, Showers, Laundromat, Groceries, Restaurant, and Picnic Area

Tour Boats	Municipality	Services
Champlain Canal Tour Boats	Schuylerville	Daily & Specialty Cruises Waterford to Schuylerville
Erie-Champlain Canal Boating	Waterford	Self-Skippered Charter Boats
Captain's Choice	Troy	Charter Boat Service

Visitor Accommodations	Municipality	Services
Dovegate Inn	Schuylerville	3 Rooms
Old Saratoga Motor Inn	Schuylerville	14 Rooms
Historic Inn of Fort Edward	Fort Edward	8 Rooms

As the table above indicates, there are a limited number of services to accomodate boater and visitor needs. The most pointed lacking services for the boating public in the corridor are gasoline, boat rentals, and kayak rentals. On-land services for overnight accommodations are very minimal and cannot support large numbers of visitors. Bicycle rentals and horseback riding opportunities are virtually nonexistent although, as a recreational activity, they are consistent with the vision for the corridor.

The equestrian industry is a valuable part of the area's agricultural economy. Saratoga County ranks number one in both the number and total value of equine across the state, according to the NYS Agricultural Statistics Service. Saratoga has a historic reputation with its thoroughbred and horse racing industry, however, that is just part of the diversity offered by the many farms in the county. Within the county there are farms featuring English and western riding classes, dressage, draft, rodeo, trail riding, horse camps, boarding, and lessons for the novice to the expert. This business cluster of equine-driven operations creates a unique opportunity. The growing industry provides multiple benefits including preservation of farmland and open spaces and local and regional trail requirements. Providing services along a dedicated trail for riding, training, boarding, grooming, veterinary care, etc. is a strategy to both retain and attract equestrian owners and ancillary businesses.

HERITAGE TOURISM

Tourism is a powerful economic development tool. It creates jobs, business opportunities, and strengthens local economies. Heritage tourism, as defined by the National Trust for Historic Preservation, means traveling to experience the places and activities that authentically represent the stories and people of past and present. A well managed program has the capacity to help protect important natural and historical treasures, improve quality of life for residents, and create an effective framework for regional collaboration. This framework includes the following five principles:

- *Collaboration* - Cooperating in a regional arrangement promotes regional themes, pools resources, saves money, and expands marketing potential.
- *Find the Fit* - Local circumstances determine what individual areas need to do and can do in cultural heritage tourism. Successful programs have widespread local acceptance and meet recognized local needs. They are also realistic, based on the talents of specific people as well as on specific attractions, accommodations, and sources of support and enthusiasm. A cultural heritage tourism program needs to be based on what is appropriate and sustainable for the Partnership Area.
- *Make Sites and Programs Come alive* - Interpreting sites is important, as is making the message creative and exciting. Find ways to engage the visitor's five senses

because the more visitors are involved, the more they will retain. On average, visitors will remember: 10% of what they hear, 30% of what they read, 50% of what they see, and 90% of what they do.

- *Focus on Quality and Authenticity* - The story of the authentic contributions previous generations have made to the history and culture of the Partnership Area is the one that will interest visitors, because that is what distinguishes it from every other place on earth. Authenticity adds real value and appeal and the Partnership Area's unique and special charm is what will draw visitors.
- *Preserve and Protect* - As a good look around almost any city or town will show, people are often tempted to provide a quick fix of "band-aid" solutions—to cover up an old storefront inexpensively, for example, rather than to restore it. But when your historic and cultural assets are at the heart of plans to develop tourism, it is essential to protect them for the long term.

Heritage tourism has the potential to accommodate other types of tourism such as agritourism, recreational tourism, and environmental or ecotourism. These are all compatible special niches in economic development and will add value to the primary goal of building tourism around the outstanding concentration of natural and historic resources. It embraces the goal of getting visitors to both explore and experience their environment. Research bears out that heritage and other types of related tourism venues have the capacity to stimulate significant visitor spending. The more diverse the types of activities that are offered, the more people will be attracted to the area. And, because people generally associate heritage locations with high quality environments, research bears out that they will return again and again.

The communities and organizations in the Partnership Area already host numerous annual events catering to agritourism, recreational tourism, and environmental or ecotourism. Events are held throughout the year promoting local resources and goods. Some of these events include:

- Numerous farm stands and farmers markets featuring local produce and crafts, fiber tours, and other special events such as Sundae on the Farm;
- Community events such as the Washington County Fair, Hudson Crossing Triathlon, Stillwater Heritage Weekend, Heritage Days at the Fort Edward Yacht Basin, Stillwater Opening Canal Day & Blessings of the Flags, Tour de Farm, and Batten Kill Bicycle Tour;
- Canal events such as the Waterford Riverspark Canal Festival, Fort Edward Heritage Days, Waterford Steamboat Meet, Tugboat Roundup , Canal Clean Sweep, Canalway Trail Celebration, Canal Splash, and Annual Feeder Canal Canoe/Kayak Race;
- Traditional Native American celebrations such as the Great Carrying Place Pow Wow, Rogers Island Traditional Arts & Crafts Festival;
- Museums such as Waterford Historical Museum & Cultural Center, Saratoga National Historical Park, Stillwater Blockhouse, Stark's Knob, Washington

County Farm Fair Museum, Old Fort House Museum (Fort Edward), and the Rough & Ready Museum (Greenwich);

- Art events in galleries displaying historic, regional and local art; and Erie Canalway's Heritage in Arts Initiative, Landscapes for Landsake art exhibition, and the annual Views from the Battlefield Art Show;
- Historic event celebrations such as the Rogers Island End of the Campaign French & Indian War Encampment, Stories from the Battles of Saratoga, Anniversary of the Battles of Saratoga, and 18th Century Day at the Schuyler House;
- Films such as The Ken Burns film, The National Parks: America's Best Idea, and a documentary to be released in 2010 by PBS entitled American General Benedict Arnold; and
- Theaters such as the Little Theater on the Farm in Fort Edward.

Washington County Fairgrounds, Easton

Beyond local events, national and international awareness will be greatly enhanced through national broadcast events such as the one planned for release at the end of 2010. The PBS film, American General Benedict Arnold will serve as a national platform for heritage tourism in the Partnership Area. The branded content in the film is a highly valuable marketing tool because the message highlights the impact New York State played in the birth of the country by showing historical events in their true locations. With appropriate partners, the Partnership should develop a long-term strategy for marketing the film.

AGRITOURISM, ECOTOURISM, AND RECREATIONAL TOURISM

Agritourism is an enhancement strategy designed to benefit the local agricultural community through advertising, tours, and revenue, and to aid the host community in tax revenue, and an increase in tourists. Agritourism and nature-tourism enterprises include:

- Outdoor recreation (fishing, hunting, wildlife study, horseback riding).
- Educational experiences (cannery tours, cooking classes, or wine tasting).
- Entertainment (harvest festivals or barn dances).
- Hospitality services (farm stays, guided tours or outfitter services).
- On-farm direct sales (u-pick operations or roadside stands).

Farmers markets are an integral part of the urban-farm linkage and have continued to rise in popularity, mostly due to the growing consumer interest in obtaining fresh products directly from the farm. Farmers markets allow consumers to have access to locally grown, farm fresh produce, enables farmers the opportunity to develop a personal relationship with their customers, and cultivate consumer loyalty with the farmers who grows the produce. Direct marketing of farm products through farmers markets continues to be an important sales outlet for agricultural producers nationwide.

ECONOMIC IMPACT REPORT RELEASED

The East Region Case Study for the Erie Canalway National Heritage Corridor was completed in June 2010 to measure the economic impacts of heritage tourism. Although the study did not cover the canal north of Waterford, useful information can be gleaned from the report for the Partnership Area. Utilizing both on-site and mail back visitor surveys, the report made the following important findings:

- 70% of visitors are day trippers and 80% are from New York State;
- More than 50% of visitors come for a specific cultural or heritage tourism site or special event;
- The typical profile of a visitor is an adult between the ages of 46 and 75 with an income of $75,000 or more per year;
- The majority of visitors shop, 57% visit historic downtowns, 43% shop in local stores, 50% of meals are purchased locally, and 21% of overnight visitors stay in locally owned lodging facilities whereas 29% stay in chain hotels/motels;
- Most reported learning about sites and activities from a previous visit and from the Internet;
- 54% are repeat visitors;
- Most visitors are day trippers who live in or near the region; and
- Day trippers spend approximately $33 per trip and overnight visitors spend approximately $360 per trip.

LOCAL PROJECTS AND RESOURCES

OVERVIEW

There are five economic opportunity areas that comprise the region known as the Partnership Area. Waterford anchors the southern base, followed by the combined areas of Stillwater and Mechanicville. The Old Saratoga on the Hudson region is the centerpiece for the Partnership Area since it represents a crossroads for many critical historical events. Rogers Island anchors the north end of the Partnership Area making Fort Edward the fourth opportunity area. The village of Greenwich is the prime opportunity area on the east side of the Hudson River.

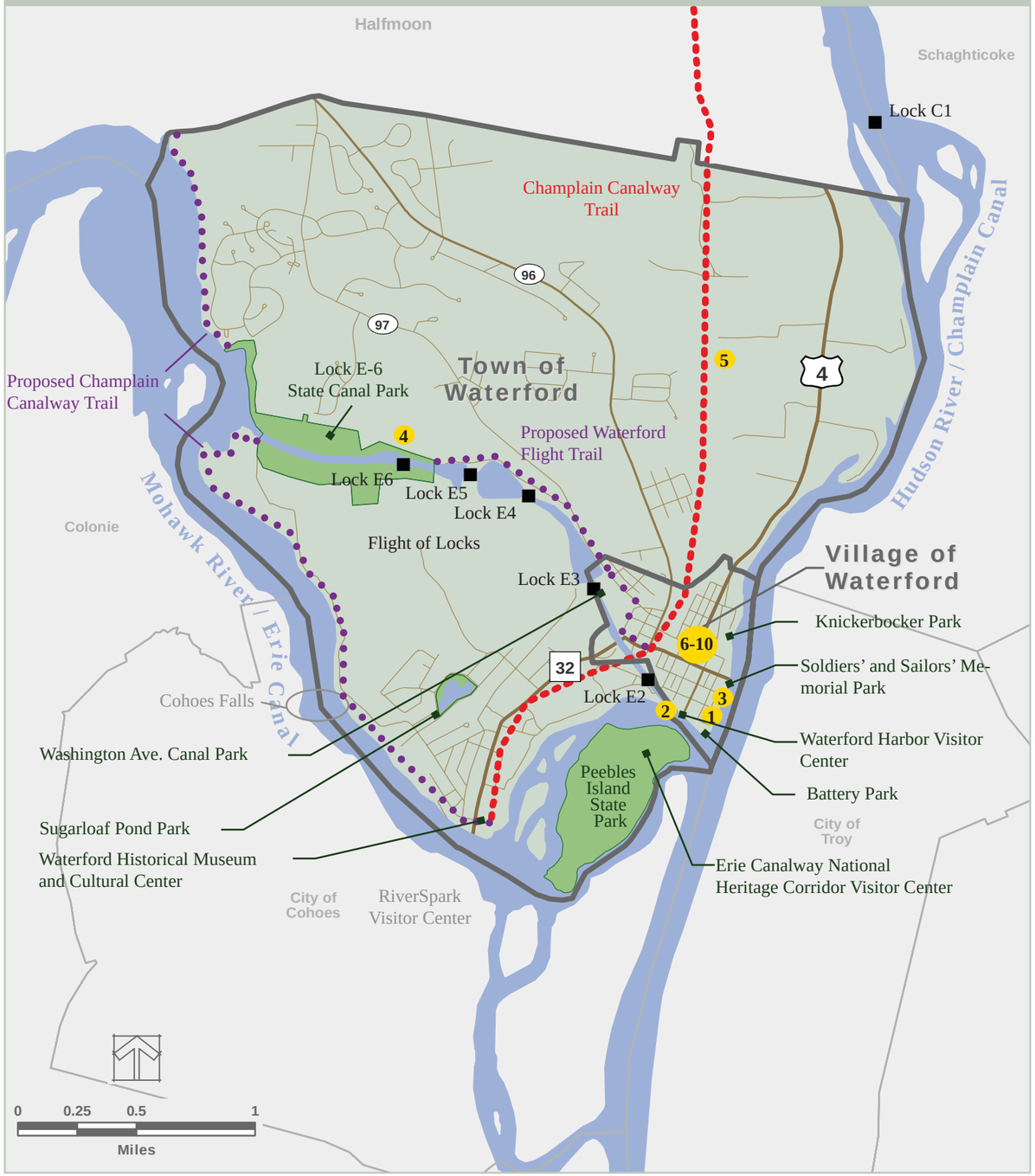
The following section describes the general working economic framework for each of the opportunity areas and what strategies are working in the corridor. The resources in each area will be described and projects that have been successfully funded and initiated or constructed will be identified. Projects that have been identified by the individual communities are also listed and mapped.

A total of over 100 trail, waterfront, and park projects were identified in the 49 planning documents for the communities in the Partnership Area. The following narratives capture the general present and future focus of the primary involved agencies

Photo:
View of the Hudson River, Halfmoon

and organizations that operate in the Partnership Area and the fifteen communities that make up the Partnership Area's geographical boundary. Community planning documents were used to create the profiles in the narrative below for the communities, agencies, and organizations that are relevant in the Partnership Area.

PROJECTS AND RESOURCES



Waterford Harbor Visitors Center

PROJECTS	Estimated Cost Grant Received
1 Waterford Water Trail, Dockage and Amenities (Ongoing)	**$415,000** *$205,510 ECGG 2006*
2 Floating Docks for the Point (Ongoing)	**$105,000** *$51,400 NYS DOS EPF 2009*
3 Public Docking Improvements at Waterford Bridge (Unfunded)	**No Estimate**
4 Old Champlain Canal Walking Trail Restoration (Ongoing)	**$90,000** *$45,000 ECC Grant 2006*
5 Champlain Canal Towpath (Unfunded)	**No Estimate**
6 Second Street Streetscape from Broad to South Streets (Ongoing)	**$449,000** *$375,000 Stimulus; $74,000 EPF*
7 Broad St. Facade Improvements and Business Loans (Completed)	**$400,000** *$400,000 CDBG & Micro Enterprise Program*
8 Broad St. Streetscape Improvements (Completed)	**$100,000** *$100,000 Multi-Modal Program*
9 Broad Street Streetscape Improvements (Ongoing)	**$10,000** *$5,000 HSWHP 2008*
10 Main St. and Broad St. Facade/Apt. Upgrades (Main St. Completed)	**$200,000** *$200,000 Main Street Program*

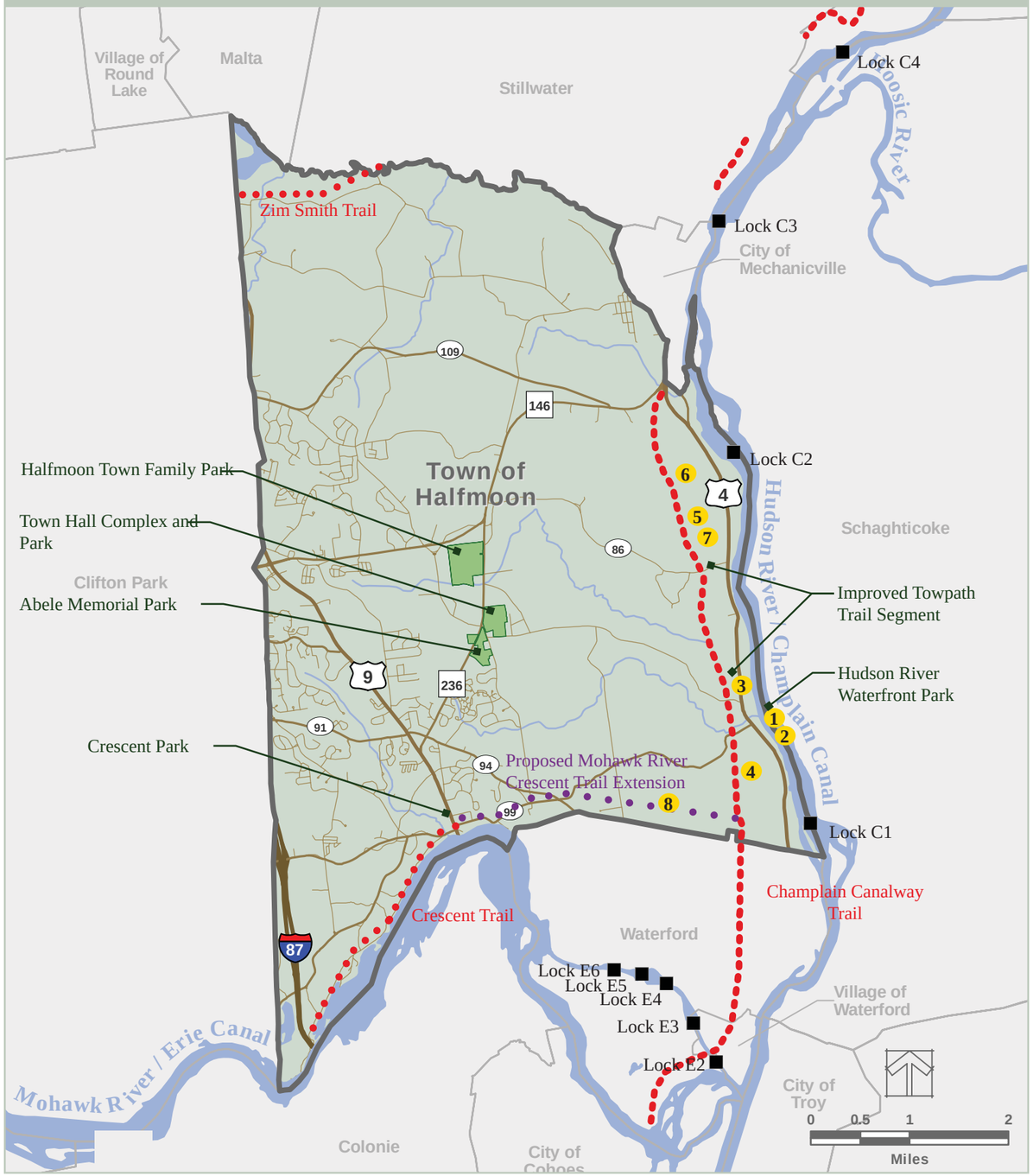
TOWN AND VILLAGE OF WATERFORD

Waterford is uniquely positioned at the confluence of the Hudson and Mohawk Rivers. The area is rich in tradition from its earliest settlement by the Mahican Indians at Peebles Island, to the Revolutionary War when the island provided encampments and fortifications against General Burgoyne's possible advance to Albany, and the Hudson River corridor served as a major supply route at the mouth of the Mohawk River. During the Industrial Revolution, Waterford was pivotal to canal development and the expansion of the transportation network throughout the state. The significance of the confluence of the Hudson and Mohawk Rivers in shaping the heritage of the region and state is celebrated through the designation of the Hudson Mohawk State Heritage Area.

The Hudson-Mohawk Gateway is the entrance to Saratoga County from Rensselaer County and points south. Importantly, it is also the junction between three major national heritage corridors: the Hudson River National Heritage Corridor, the Mohawk Valley Heritage Corridor, and the Erie Canal National Heritage Corridor. The Waterford Harbor Visitor Center, located south of Lock 2 on the Erie Canal, serves as the primary visitor contact point at the eastern end of the Erie Canal and the navigational head of the Hudson River. It also is one of four main interpretive sites in the Mohawk Valley Heritage Corridor, and serves as the southern anchor of the Lakes to Locks Passage Scenic Byway.

Waterford is seeking to make the most of their distinctive location by providing visitors with a varied set of high quality recreational and cultural experiences. Community goals include completion of the Champlain Canal Towpath Trail to the border with the Town of Halfmoon, completion of the Waterford Flight Trail, and the Champlain Canalway Trail. Each of these trails exists along attractive and interesting corridors which have the capacity to make a regional connection to other trail systems. The community is truly a gateway for boaters going north into the Hudson River/Champlain Canal, waterway west through the Mohawk River/Erie Canal, and south down the Hudson River. This advantage creates the need for Waterford to continually upgrade its facilities to meet the changing needs of today's visitors.

PROJECTS AND RESOURCES



PROJECTS	Estimated Cost Grant Received
1 Design and Construct Dock for Non-Motorized Boats at Waterfront Park	**No Estimate**
2 Hudson River Waterfront Park Design (Substantially Funded)	**$110,000** *$55,000 EPF 2007 NYSDOS*
2 Construction of Hudson River Waterfront Park - Including EcoDock and Handicap Fishing Access (Substantially Funded)	**$442,000** *$246,000 EPF 2008 NYSDOS HRVG*
3 Trail Connection from Champlain Canal Towpath to Hudson River Waterfront Park	**$265,000** *$132,500 EPF 2009 NYSDOS*
4 Champlain Canal Trail Extension - South Route (Funded, Under Construction)	**$250,000** *$200,000 2009 OPRHP*
5 Champlain Canal Trail (Completed)	**$225,000** *$112,500 2006 ECGG NYS Canal Corp*
6 Multi-Use Trail on Champlain Canal Towpath - North Route (Not Funded)	**No Estimate**
7 Canal Trail Interpretive Signage Project	**$7,500** *$7,500 HSWHP 2008*
8 Feasibility Study for Mohawk River Crescent Trail Extension (Funded)	**$50,000** *$25,000 EPF 2006 NYS DOS*
Municipal Water and Sewer Lines	**$1,077,000** *$477,000 Congressional Appropriation*

TOWN OF HALFMOON

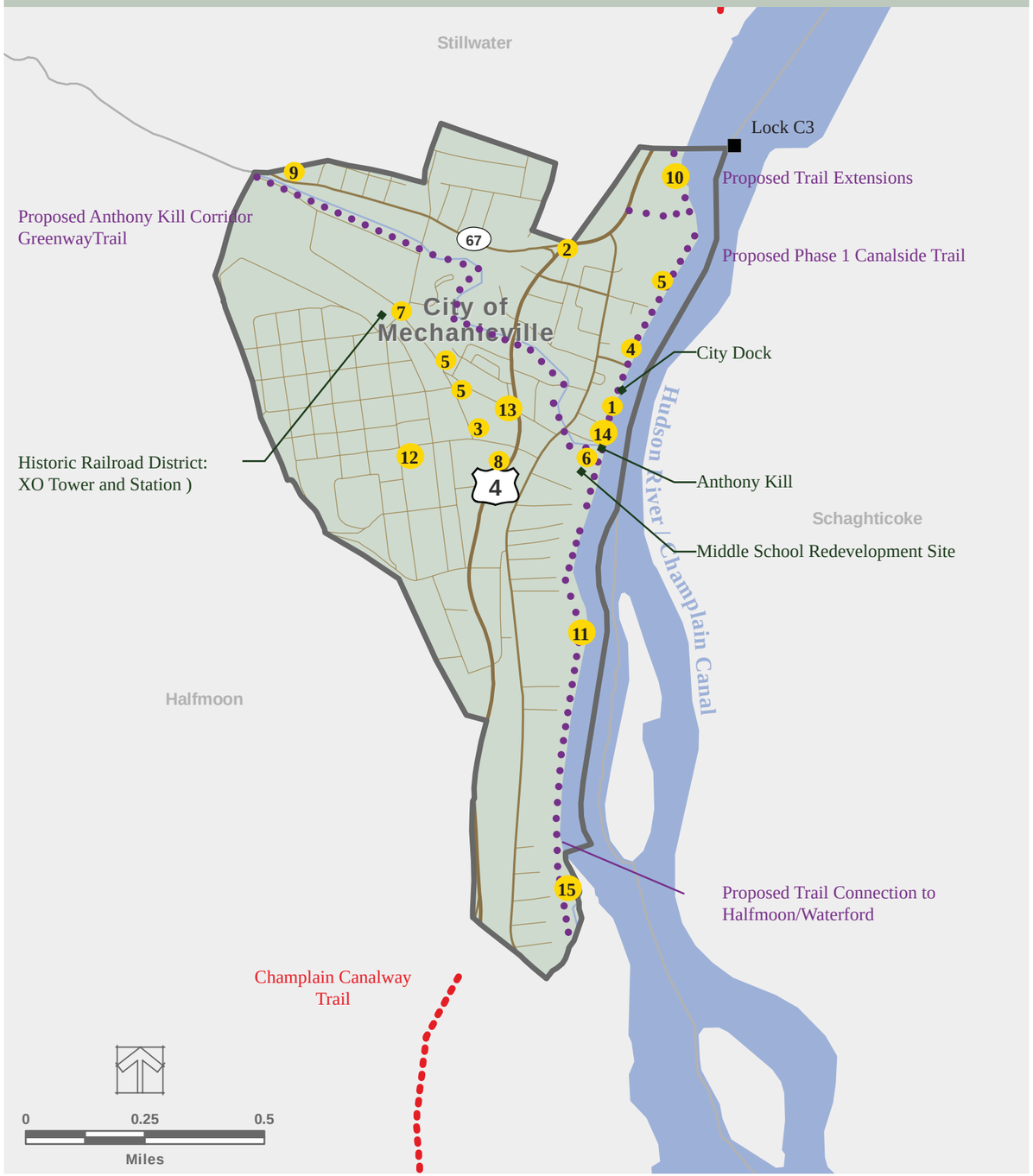
The Town of Halfmoon has the advantage of being bounded on two sides by two powerful and intrinsically beautiful rivers giving the community tremendous opportunities for recreation. This advantage provides a high quality of life for residents. However, it also has the capacity to encourage development at a pace that may negatively impact the Town's natural resources, community character, and infrastructure. The 2007 Waterfront Vision Plan, and 2010 Natural Resource and Open Space Conservation Plan were prepared to develop strategies that will conserve unique natural areas and culturally important open space within the Town that could be lost to future development pressures.

One of the most prominent goals in the plan is to identify opportunities to link trails, complete trail systems and to enhance trails through the permanent protection of open space. Progress is being made to achieve this vision through the development of the Trails Master Plan adopted by the Town in January 2006. The Trails Master Plan provides vision and direction for the development of alternative transportation and recreation in the Town.

The Town owns nearly the entire Erie Canal and Old Champlain Canal and Towpath within its borders. This provides an opportunity to make significant progress on completing all trail segments along this corridor. Public lands along the Old Champlain Canal are being developed into "linear parks" or multi-use trails with various amenities, such as, trailhead parking and interpretative signage. Recent achievements include the construction of several miles of trails on the historic Champlain Canal Towpath, and 1.75 miles of trail on the Historic Erie Canalway Corridor.

Visions for the waterfront include expanded access to scenic views and recreational opportunities. A key project is developing approximately 3 acres on the Hudson River into a waterfront park. Amenities planned for this park include river access and docking for car-top boats, picnic area with pavilion, restrooms, and green space for open play.

PROJECTS AND RESOURCES



Mechanicville City Dock

	PROJECTS	Estimated Cost Grant Received
1	Improvements to the City Dock and Terminal Street (Funded, Underway)	**$468,000** *$234,364 EPF 2008 NYS OPRHP*
2	Phase 2 of the Downtown Gateway and Signage Project (Ongoing)	**$11,000** *$5,500 Greenway Communities Grant Program 2009*
3	Downtown Streetscape Enhancements and Waterfront Gateway Improvements (Pending)	**$494,150** *$247,075 EPF 2009 NYSDOS*
4	Public Boat Launch and Pocket Park (Not Funded)	**No Estimate**
5	Pocket Parks (3) (Not Funded)	**No Estimate**
6	Middle School Redevelopment Site (Seeking Private Developer)	**No Estimate**
7	Historic XO Tower and Railroad Station Rehabilitation and Linear Park (Not Funded)	**$463,300**
8	Central Avenue Railroad Bridge Rehabilitation (Not Funded)	**$95,000**
9	Anthony Kill Corridor Greenway Trail (Not Funded)	**No Estimate**
10	Riverfront Trail from City Dock North to Route 67 Plaza (Not Funded)	**No Estimate**
11	Riverfront Trail from City Dock South to City Border (Not Funded)	**No Estimate**
12	Park Avenue Plaza Project (Not Funded)	**$144,534**
13	New Park at Mabbet and Central Ave. (Not Funded)	**No Estimate**
14	Pedestrian Bridge Over the Anthony Kill (Not Funded)	**No Estimate**
15	Waterfront Redevelopment of Westvaco Paper Mill Site (The Esplanade)	**$40,000,000**

CITY OF MECHANICVILLE

Mechanicville, with its nearly two miles of Hudson River waterfront, has been an important crossroads since Colonial times. Like many communities in the northeast United States, Mechanicville was affected greatly by the 19th century Industrial Revolution. Located just north of Albany, the city was a key point on the Erie Canal and Champlain Canal systems and a major hub for railroads and other industries. The latter half of the 1800s and the early 1900s brought a succession of various immigrant groups, and the city's rich character, to this day, is a reflection of these colorful Americans.

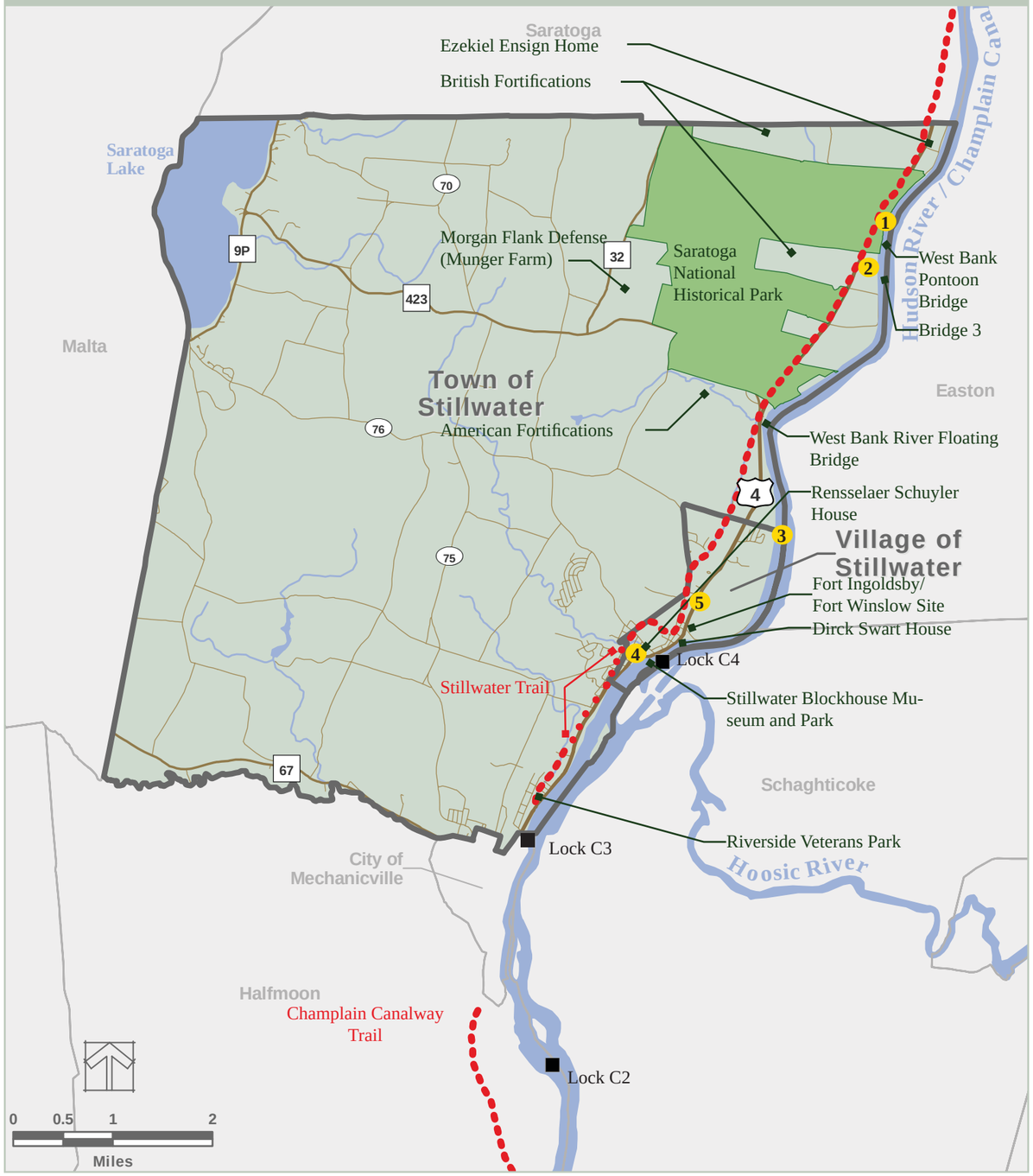
By the end of the 19th century, Mechanicville had established itself as a major rail center. The rail connections created hundreds of jobs locally for craftsmen and laborers in the transportation industry. In the aftermath of the depression, that industry would be reshaped by consolidations and mergers, all of which would have a major impact on Mechanicville's development as an industrial center and transportation hub. Since then, the city has struggled with its identity and place in the Capital District landscape.

Things are turning around for Mechanicville as it becomes relevant in the immediate shadow of the GlobalFoundaries project. Less than ten miles away, the Luther Forest Tech Park offers new hope for revitalization for the city. To prepare for the potential new demand for housing and downtown services, the City has been investing in planning for the downtown and the waterfront. A Local Waterfront Revitalization Program and the Mechanicville Downtown Revitalization Strategy have recently been completed and implementation of the many vital projects is underway.

This effort is already showing signs of paying off for the City. Private investment in the Esplanade at the old Westvaco paper mill along the Mechanicville waterfront, now in the planning stages, will move towards defining Mechanicville as a distinctive destination.

Essential improvements to the City Dock are underway, and the planned rehabilitation of the Historic Railroad District will celebrate the city's transportation heritage.

PROJECTS AND RESOURCES



View Looking West past the Hudson River

Stillwater Blockhouse Museum and Visitor Center

	PROJECTS	Estimated Cost Grant Received
1	NPS Landing and Waterfront Access: Preferred Site at Battlefield Entry Road (Not Funded)	**$60,000**
2	Stillwater Riverfront Park: Marina, Launch, Trails and Park (Not Funded, Concept Plan Completed)	**$436,000** *$218,000 App to OPRHP*
3	Hudson River Access and Beach (Not Funded)	**No Estimate**
4	Stillwater Blockhouse Public Use Improvements (Not Funded)	**No Estimate**
5	Hudson Avenue Improvements (Not Funded)	**No Estimate**
	Comprehensive Plan projects including: Route 4 Corridor Plan, Recreation Master Plan, Zoning Code Update, and an Economic Strategy.	**No Estimate**

TOWN AND VILLAGE OF STILLWATER

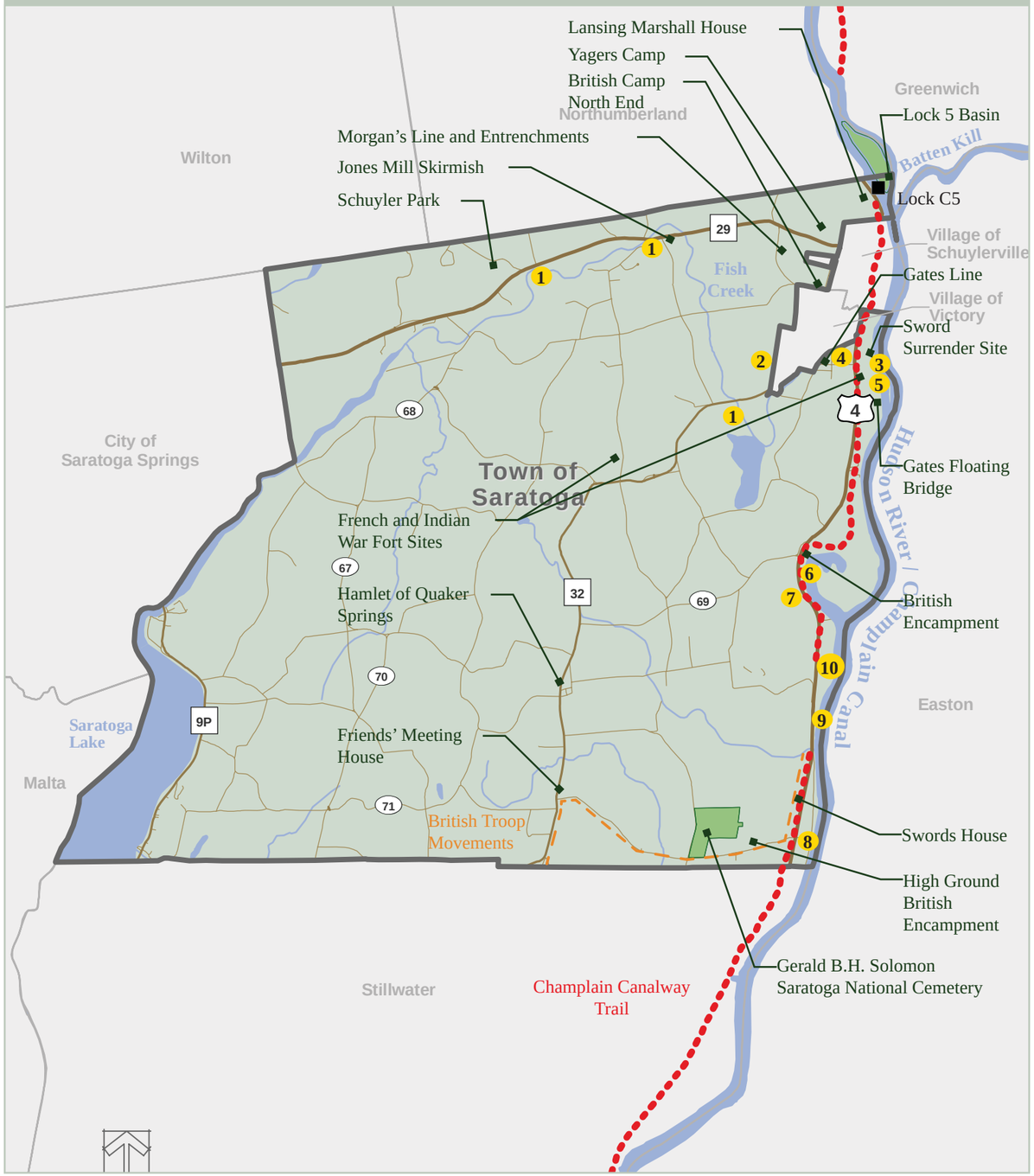
Stillwater, the Site of the Turning Point of the American Revolutionary War, was established in 1788. Like many early American towns, Stillwater flourished along its water ways, and today has reached a population of just under 10,000 residents. In addition to over 3,000 acres of national park land, the town prides itself on vibrant rural landscapes, water access to the Hudson River and Saratoga Lake, a superior school system, and a variety of shops and eating establishment. The character of Stillwater is further defined by large areas of open and agricultural lands, it's compact village and crossroads hamlets, and the beauty and quality of the natural environment.

Home to the Saratoga National Historical Park, the town, village and hamlets tout many historical sites, particularly along the Hudson River. The Park receives over 100,000 visitors on an annual basis and is the center of tourism, a public park, and a historic landmark. The Park's General Management Plan, adopted in 2004, suggests a cooperative approach to creating stronger ties between the town, village, and the park, and building a base of heritage- based program events that can be co-promoted.

One major change within the town is the establishment of the GlobalFoundaries micro-chip plant in Stillwater and Malta. This multi-billion dollar industry has the potential to create a flood of jobs, spin-off businesses and inevitably a spike in home building effecting schools, roadways and other town infrastructure. Collaboratively, with surrounding communities, the town is assessing the impact this growth will have on local resources and studying ways to address the town's future with this new industry while protecting and enhancing the town's historic attributes, and quality of life. Through its comprehensive plan, the Town is committed to preserving its rural character, but also seeks a proper balance of essential growth to insure sustainability. The Town is also seeking various funding streams to satisfy all planned projects.

The Town also continues to work with regional partners bringing to fruition the ideals of the Stewardship Plan and many others. Projects indentified in the comprehensive plan are one of many ways the Town hopes to help bring regional projects to reality.

PROJECTS AND RESOURCES



Saratoga National Cemetery

Schuyler Park

PROJECTS	Estimated Cost Grant Received
1 Kayak Launches (3) (Not Funded)	No Estimate
2 Old Saratoga Rail Trail (Not Funded)	No Estimate
3 Sword Surrender Site Master Plan (Not Funded)	$75,000
4 Siege Field Trail (Not Funded)	No Estimate
5 Sword Surrender Landing Dock (Not Funded)	No Estimate
6 Coveville Park and River Access Design and Permitting (Not Funded)	$30,000
7 Trail Design and Construction Furlani Drive North To Coveville (Not Funded, On Hold)	$150,000
8 Trail Design and Construction Wilbur Road to Stillwater (Nearly Completed)	$190,000 *$117,000 ECGG 2006*
9 Hudson River Boat Launch and Park (On Hold)	$450,000 *$225,000 ECGG 2006*
10 Trail Design and Construction Furlani Drive South to Boat Launch (Underway)	$36,000 *2007 NYSDOS*
Planning, Design, and Engineering for Kayak Launch Site for the Hudson Blueway Trail (Funded and Underway)	$50-100,000 *$25,000 EPF 2006 NYSDOS*

TOWN OF SARATOGA

The Town of Saratoga was influenced by the Hudson River which connects centuries of momentous events and landmarks that shaped our nations freedom and the visual character of the Town. Saratoga Lake and Fish Creek border it on the west and the Hudson River and Batten Kill to the east. Most of the staging and events represented in the turning point of the Revolutionary War took place within the Town of Saratoga. This important cluster of sites and monuments make Saratoga the centerpiece for heritage tourism initiatives.

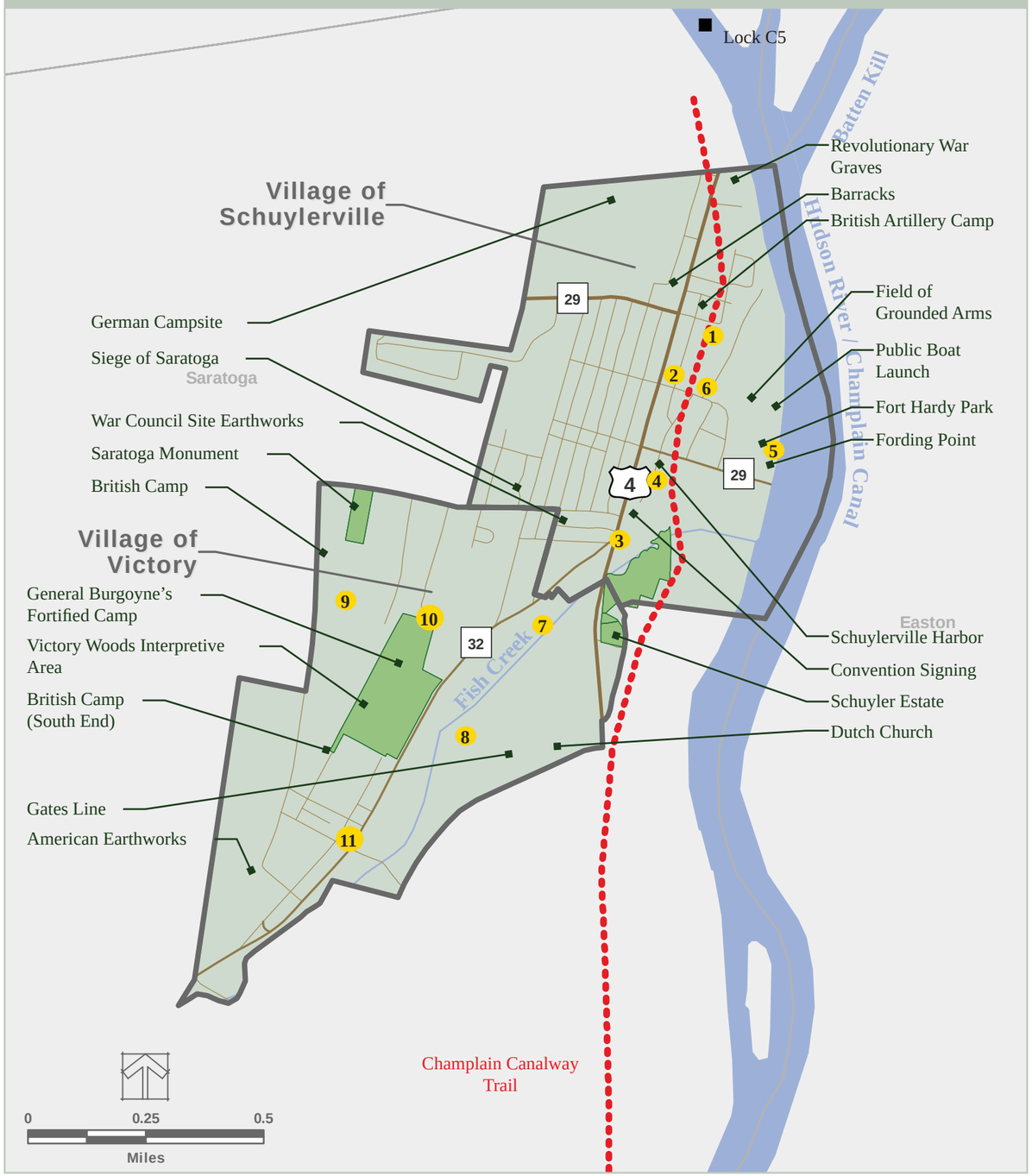
The transportation revolution, brought on by the New York State Canal System, included the Champlain Canal as part of this region's history. General Philip Schuyler, an early advocate for canals, set up milling operations to take advantage of the canal and the ability to send products from the Saratoga region to markets in Troy, New York City and the world.

During the industrial revolution in the 19th century, the area was attractive to many groups looking to build a future. The Quakers, who established a meeting house (still active) in the southern end of the Town, were active in the Underground Railroad, helping others find their flight to freedom.

Today, agriculture remains an important part of the community ranging from Christmas tree farms, pick your own orchards, nurseries and sod farms, to llama, horse and dairy farms. Currently, the growth in the agricultural community is in horse farms. The thoroughbreds running at the Saratoga Race Course, and the standardbreds racing at Saratoga Gaming and Raceway, have become an important industry for the Town.

The Town of Saratoga prepared an Open Space and Recreation Plan jointly with the Town of Northumberland in 2007 to prepare for future land use decisions. The plan sets priorities for preserving special places and promotes priority projects such as the completion of segments of the Champlain Canal Trail and the construction of a waterfront park and boat launch on the Hudson River.

PROJECTS AND RESOURCES



Footbridge over Fish Creek

	PROJECTS	Estimated Cost Grant Received
1	Schuyler's Canal Towpath Trail Segment from Fort Hardy Park North to Lock 5 Island (Designed, Not Funded)	**$185,000** *NYS OPRHP*
2	Old Saratoga Town Hall Re-Use Master Plan (Underway)	**$100,000** *$90,000* *HSWHP 2009*
3	Main Street Revitalization; Route 4 Reconstruction (On Hold)	**$200,000** *$200,000* *Small Cities*
4	Schuylerville Canal Harbor Feasibility Study and Master Plan (Not Funded, Concept Completed)	**$25,000**
5	Fort Hardy Riverwalk: Renovation and Expansion of Boardwalk and Performance Stage (Not Funded)	**$60,000** Design and Permitting **$276,000** Construction
6	Infrastructure Improvements (Ongoing)	**$600,000** *$600,00* *CDBG*
7	Fish Creek Trail/Corbett Property Purchase (Completed)	**$113,375** *$106,287* *NPS 2004* *HSWHP 2008* *Saratoga County* *Senator Bruno*
8	Siege Field Trail Link between Sword Surrender Site, Fish Creek Trail, and Victory Woods (Not Funded)	**No Estimate**
9	Trail Connecting Saratoga Monument with Victory Woods (Not Funded)	**$100,000**
10	Victory Woods Parking Access and Trail Connection - NPS - (Not Funded)	**$40,000**
11	Schuyler Saw Mill Pocket Park (Not Funded, Concept Completed)	**$219,000**

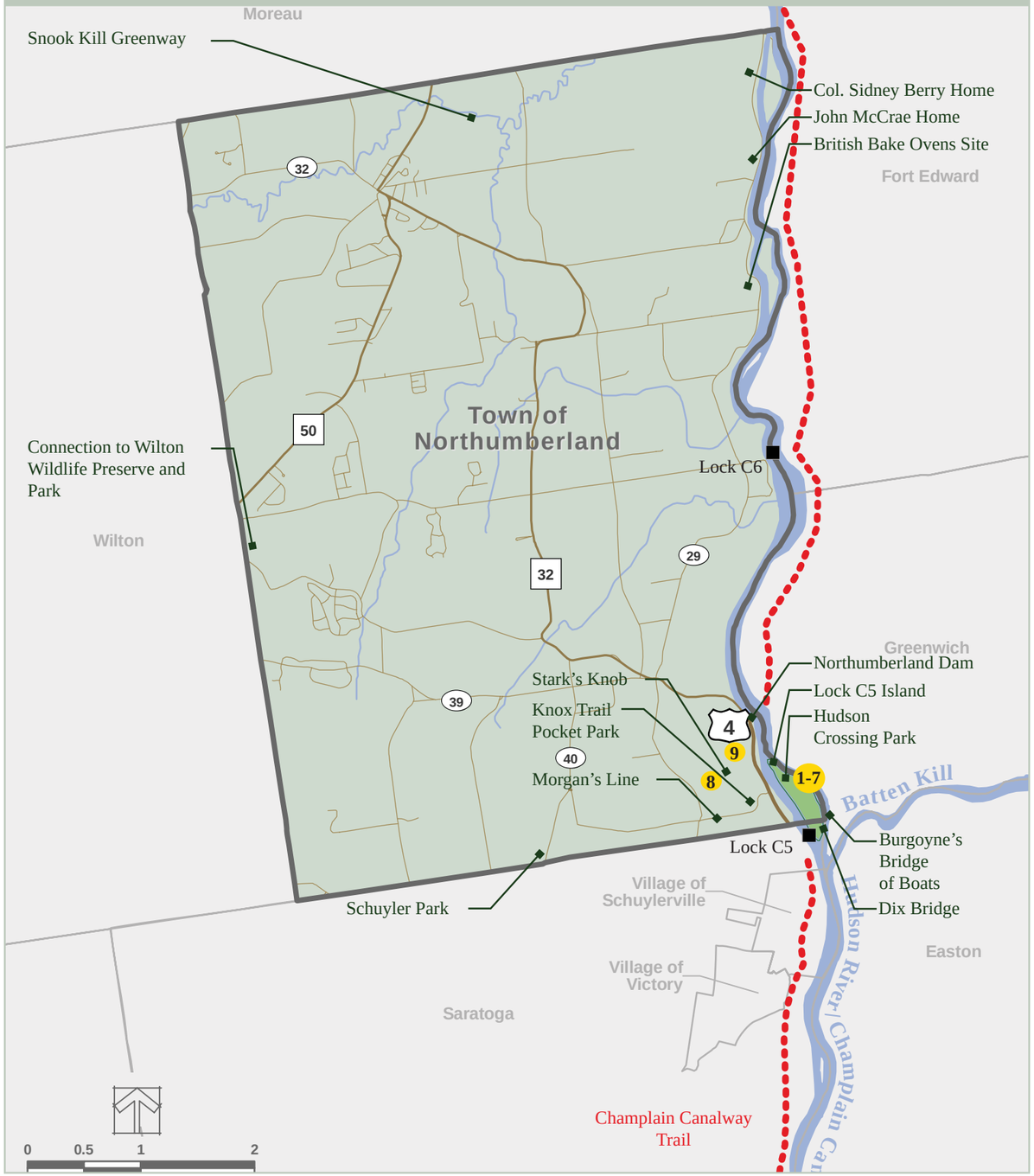
VILLAGES OF SCHUYLERVILLE AND VICTORY

The Villages of Schuylerville and Victory are known for their rich and unique history. Dating back to prehistoric eras, Native Americans set up seasonal camps along the Hudson River and Fish Creek where they had access to abundant game and vegetation. During the French and Indian wars, early settlements were the sites of French raiding parties, and throughout the American Revolution, they played a pertinent role in the infamous Surrender at Saratoga, the turning point of the American Revolution. During the Industrial Revolution, the water power of Fish Creek and the Hudson River was harnessed, making both villages prominent and wealthy. The Champlain Canal also served an important role within the villages as mules and workers used it as they pulled heavy wooden barges filled with produce and other goods through the canal and its locks. Today, much of the Champlain Canal has been rerouted to the Hudson River, while a portion of the original Champlain Canal still exists and runs through the village. For over a mile a Towpath follows along the canal from General Schuyler's home to Lock 5 of the current canal.

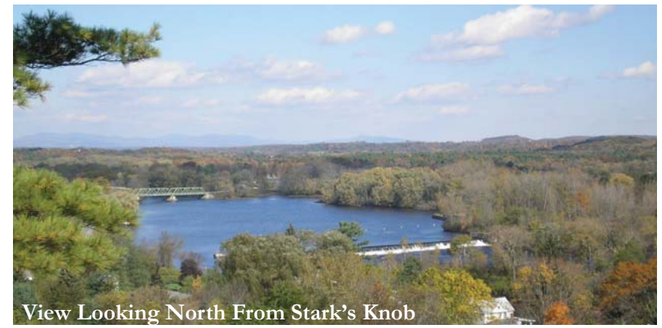
Independent Comprehensive Plans were completed for the first time in 2005 in the Village of Schuylerville, and in 2003 in the Village of Victory. Both of these Plans aim to revitalize their respective Village's economy, improve public services and the quality of life for their residents, and capitalize on the historic and natural resources while attracting new businesses that compliment the region.

Reconstruction of Route 4, 32 and 29 through the Villages of Schuylerville and Victory is expected to commence by the New York State Department of Transportation in 2017. Great things are happening in Victory. Construction of the trails and interpretive signage elements of the Victory Woods interpretive area are nearing completion. Also, the old mill known as Victory Mills is being rehabilitated into 200 loft apartments.

PROJECTS AND RESOURCES



Hudson Crossing Park


View Looking North From Stark's Knob

	PROJECTS	Estimated Cost Grant Received
1	Dix Bridge Rehabilitation (Partially Funded)	**$3,125,000** *$2,450,000* *SAFETEA-LU*
2	Hudson Crossing Environmental Education Center (Not Funded)	**$25,000,000**
3	Lakes to Locks Heritage Center at Hudson Crossing Park (Partially Funded)	**$372,900** *$250,320* *Scenic Byway Grant*
4	Hudson Crossing Pocket Park and River Access Improvements (Partially Funded)	**$135,520** *$32,260 EPF* *2009 NYSDOS*
5	Hudson Crossing Park Development: Playgarden, Water Access, Daily Use (Not Funded)	**$2,000,000**
6	Hudson Crossing Park Enhancements (Ongoing)	**$450,000** *$225,000* *2006 ECGG*
7	Whitewater Play Park (Not Funded)	**$1,000,000**
8	Stark's Knob Trail and Overlook Enhancements (Not Funded)	**$150,000**
9	NYS Route 4 Bike Trail Improvements (Not Funded)	**No Estimate**

TOWN OF NORTHUMBERLAND

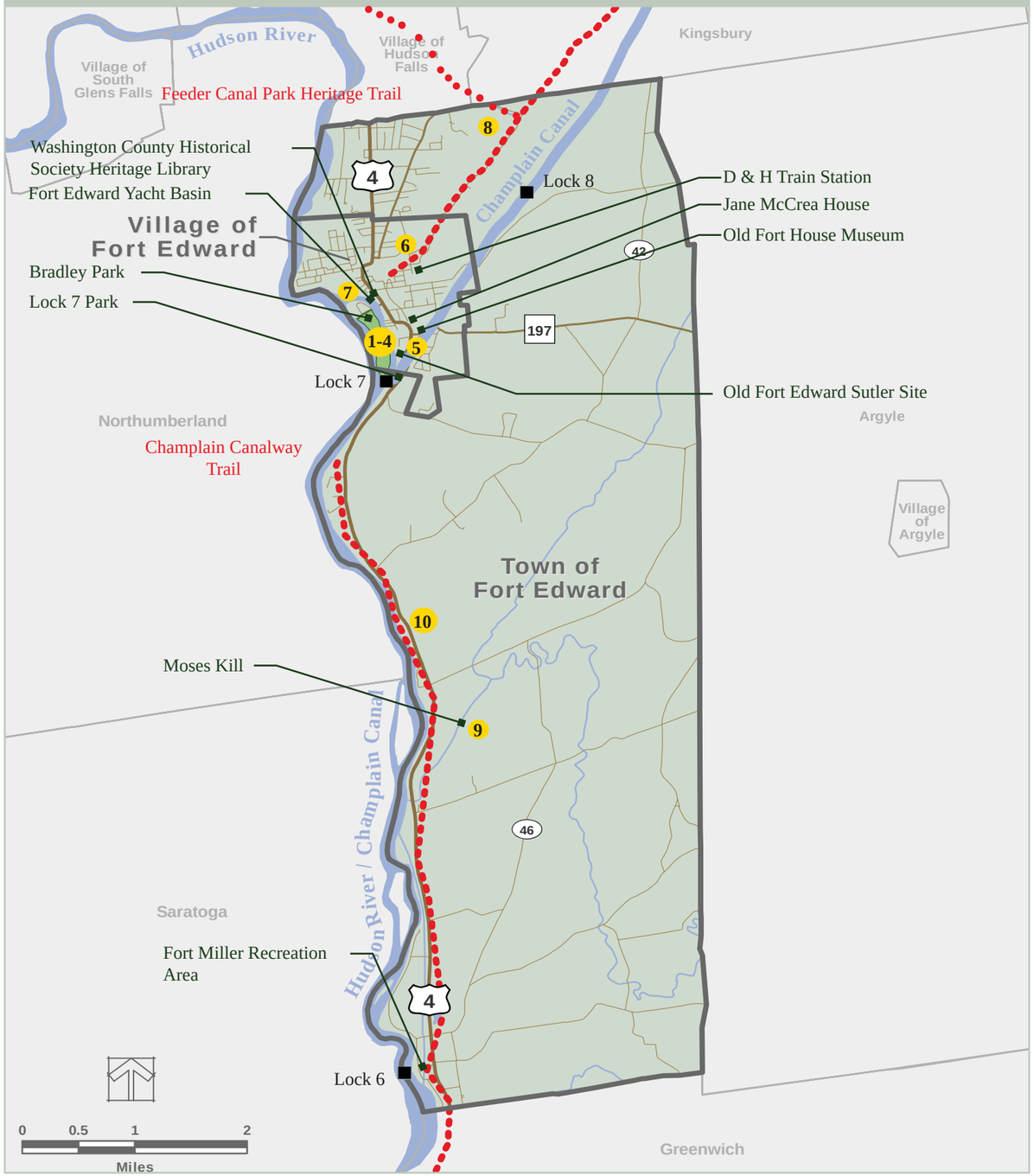
Northumberland was formed from the Town of Saratoga in 1798 making it the fourth oldest community in Saratoga County. The land surface is generally level but often broken by deep ravines. A line of clay and slate bluffs 30-100 feet high extend along the Hudson River. The Town of Northumberland is rich with very large, multi-generational dairy farms which distinguish it as a highly scenic rural community. Some farm families, particularly in the hamlet of Bacon Hill, were the original settlers to the area following the Native Americans. Historic records indicate that in 1700 the Mahican Indians had two distinct Villages in Northumberland.

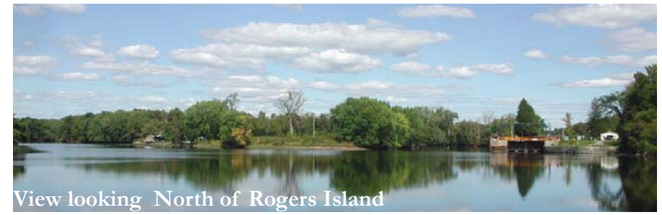
With the Hudson River nearby, Bacon Hill became a major hub of activity. The river is a major asset and a source of water power, one of the main reasons pioneers settled. The western shore of the river was the theater for border warfare common to the corridor.

Northumberland has a distinguished scenic and historic landscape that is enhanced by having numerous highly significant historic, natural, and recreational sites including Stark's Knob, Morgan's Line, Lock 5 Island and Hudson Crossing Park. Stark's Knob, an amazing blend of natural and cultural significance, is a geological formation of volcanic origins unique in New York State. It also was a key feature in the final defeat of the British Army at the Battles of Saratoga in 1777, an event of profound international importance.

The Town seeks to improve the economic condition of the community by supporting the enhancement of a network of related recreational, historical, and environmental experiences. Two outsanding intermunicipal projects were identified in the Joint Open Space and Recreation Plan, a collaborative effort with the Town of Saratoga. Schuyler Park, a community grassroots project, is designed primarily for active field sports but also offers a trail system. Hudson Crossing Park, centered around the Lock 5 Island, is a favorite destination for both residents and visitors.

PROJECTS AND RESOURCES




View looking North of Rogers Island

Rogers Island Visitor Center

PROJECTS		Estimated Cost Grant Received
1	Rogers Island Visitor Center Expansion (Fully Funded and Designed)	**$449,000** *$224,800 Scenic Byway Grant $224,100 2006 ECGG*
2	Bradley Park Enhancements (Not Funded)	**$575,000**
3	Bradley Park Neighborhood Enhancements (Not Funded)	**$244,000**
4	Rogers Island Historical Park Acquisition & Trail Network (Not Funded)	**$1,300,000**
5	Historic Interpretation of Sutler Site (Not Funded)	**No Estimate**
6	New DPW Building (Not Funded)	**$574,000** *$350,000 LM; $224,000 SMSI*
7	Pedestrian Corridor between the Yacht Basin, Train Station, and Downtown (Not Fully Funded)	**$56,000** *$28,000 2008 HSWHP*
8	Improved Trail Connection between Feeder Canal Trail & Champlain Canal Trail (Not Funded)	**No Estimate**
9	Moses Kill Kayak Access (Not Funded)	**No Estimate**
10	Old Champlain Canal Towpath Improvements between Lock 6-7 (Not Funded)	**No Estimate**

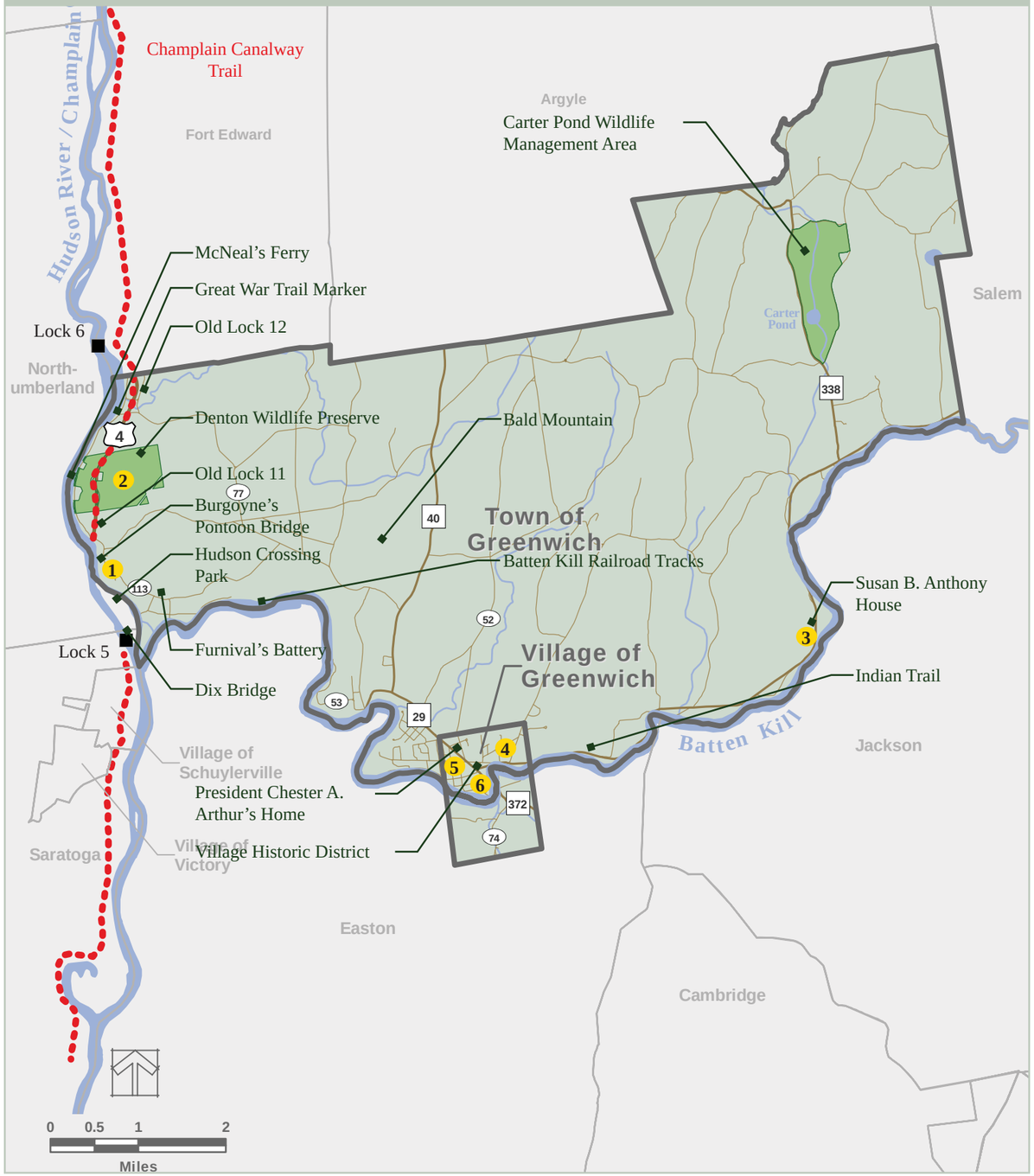
TOWN AND VILLAGE OF FORT EDWARD

Fort Edward is strategically located where the Champlain Canal joins the mighty Hudson River. The present Village of Fort Edward was called "Wahcoloosencoochaleva", or The Great Carrying Place" because it was the starting point of a portage between the Hudson River and Lake Champlain. The Great Carrying Place became a most important strategic military base of operations throughout the 18th century. Rogers Island is the site of one of the most significant historic settlements of the French and Indian War. Together with the adjacent fort on the mainland, the site became the staging ground for invasions northward into French Canada by the British and Provincial troops who would eventually drive the French out of New France.

Thousands of troops encamped in and around Fort Edward, most notably on the banks of the Hudson River and on the "Great Island" later known as Rogers Island. Fort Edward became the third largest city in colonial North America. Although the fort itself was in ruins during the Revolutionary War, Fort Edward remained strategically located on the Great Military Warpath and troops garrisoned in the remaining barracks on the Island.

In modern times, Rogers Island remains the centerpiece for heritage tourism initiatives. The State is presently in the process of protecting 17 acres with the intent of utilizing it as a heritage preservation area and public park. The eastern portion of Rogers Island has been the setting for several major archeological investigations and the site for the Rogers Island Visitors Center. Redevelopment of the Island as a tourist destination is an important component of the village and town's community and waterfront revitalization efforts. A joint endeavor between the town and village to define a community vision for the future of Rogers Island was completed in 2009. The Vision Plan illustrates the present and planned projects along the waterfront and how the Rogers Island river corridor "fits" into the national, statewide, and regional planning strategies. Fort Edward completed the rehabilitation of the historic D&H Train Station in 2009. Not only does the restoration provide a significant historic asset, but also provides facilities for train passengers.

PROJECTS AND RESOURCES



Dix Bridge

Greenwich Farmer's Market

	PROJECTS	Estimated Cost Grant Received
1	Georgia Pacific Site Redevelopment Feasibility Study (Not Funded)	No Estimate
2	Denton Wildlife Preserve: Preservation & Development Study (Not Funded)	$20,000
3	Susan B. Anthony Historic Site Maintenance (Awaiting Match)	$20,000 *$10,000* *2008 HSWHP*
4	New Firehouse (Not Funded)	$4,000,000
5	Municipal Water Improvements (Not Funded)	$500,000 *Appropriation Request*
6	Redevelopment of the Golden Fleece Mill (EPA to Complete Phase II Study)	No Estimate
	Comprehensive Plan (Vision Plan Completed)	$40,000 *$20,000* *2008 HSWHP*

TOWN AND VILLAGE OF GREENWICH

The Village of Greenwich, situated on the Batten Kill, is a rural waterfront community that appreciates, stewards, and sustains its many resources. The Batten Kill, a nationally recognized trout stream, provides a dramatic backdrop for the village which has been called "the most extraordinary, beautiful and architecturally intact village in all of upstate New York". It's vibrant, walkable district is host to the Whipple City Festival and Greenwich Downtown Harvest Festival, and is at the heart of a diverse economy that supports a niche of early American art and furniture. Nineteenth-century storefronts line Main Street and provide distinctive dining and shopping in a historic small town environment.

The Village of Greenwich completed a Vision Plan in 2010 that provides direction for the redevelopment of downtown. Through community dialogue participants explored their values and strengths related to history and sense of place, the recreational and leisure activities, and important components of the local economy. Community goals include:

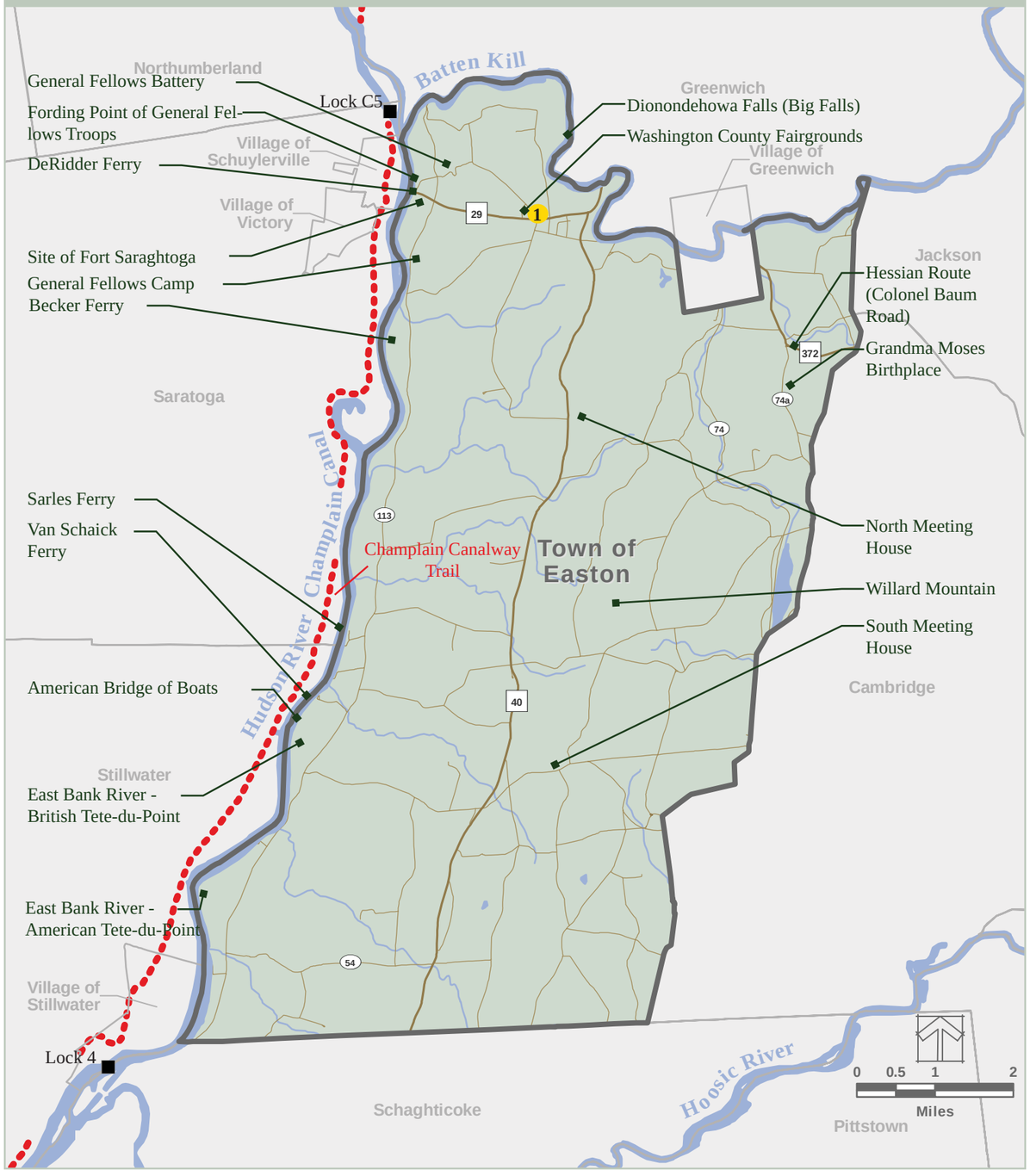
- Establish a sustainable diversified village economy, strengthening the Main Street business district as the center of commercial activity, and bringing appropriate new uses to strategic redevelopment sites.

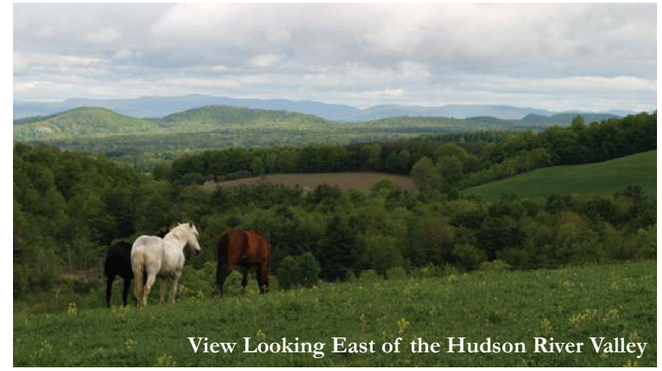
- Respect and market the historic and traditional characteristics that define Greenwich including the history and historic buildings, traditional compact village characteristics, cultural resources, and natural setting.

The Town of Greenwich aspires to be a vibrant 21st century rural community in Washington County. Their 2004 Comprehensive Plan calls for the Town to continue to be an agricultural center for Washington County and the region. The community will continue to focus on offering a high quality of life for residents and visitors and will encourage and manage growth while preserving its historic, cultural and natural resources for this and future generations.

The Town also celebrates its outstanding national assets including Carter Pond Wildlife Management Area and the Denton Wildlife Preserve, both of which offer nature observation, fishing, hunting, trapping and canoeing.

PROJECTS AND RESOURCES




View Looking East of the Hudson River Valley

Dairy Farm

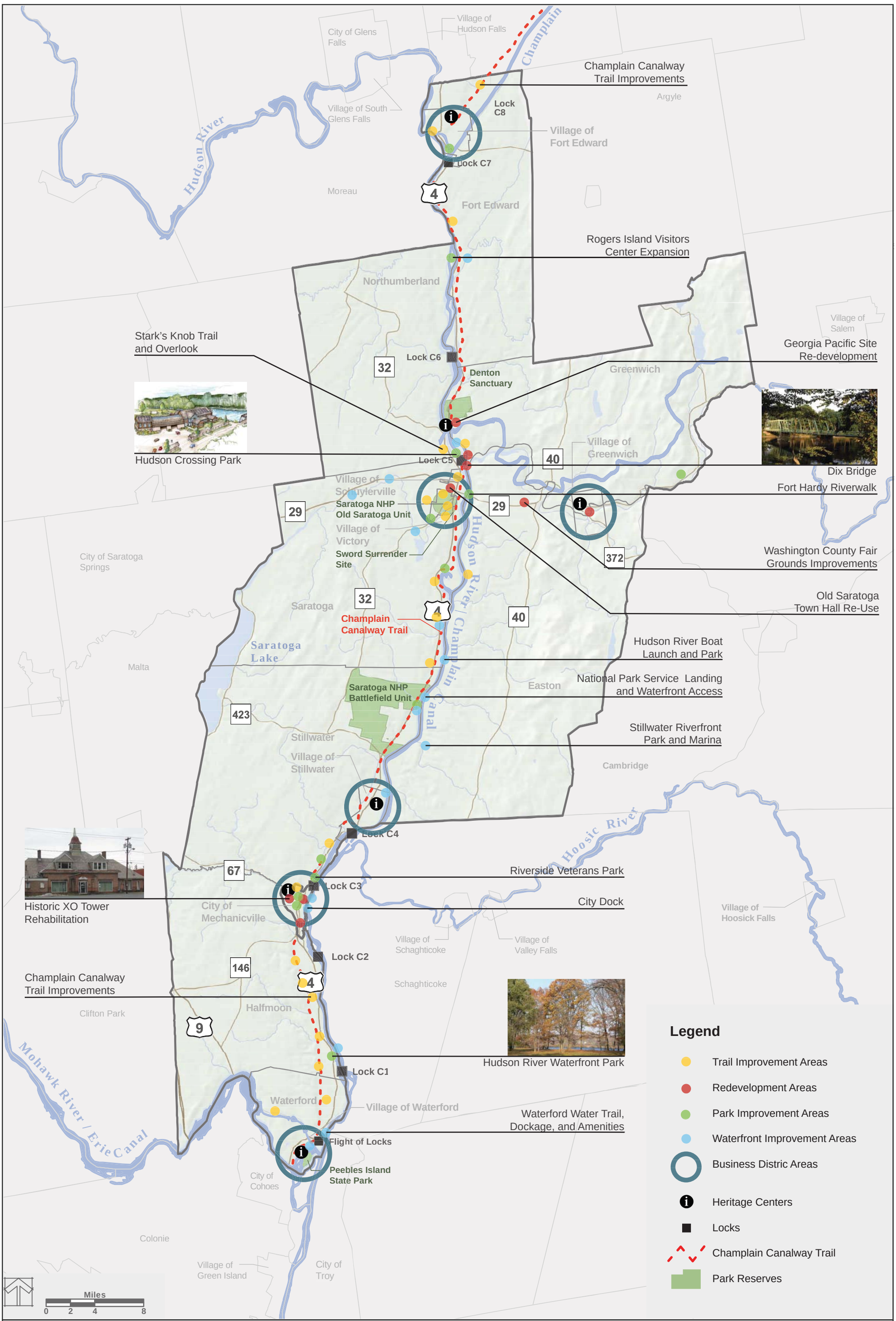
North Meeting House

PROJECTS	Estimated Cost Grant Received
1 Washington County Fairground Improvements (Not Funded)	No Estimate

TOWN OF EASTON

The Town of Easton is one of the most beautiful agricultural communities in the Hudson River Valley. From the mountains on the east, to the Hudson River on the west, the landscape is enhanced by the patchwork of open fields and wooded areas. The numerous streams, including the Batten Kill, support the Town's diverse wildlife and wildflowers, and provide water supply for other communities. The rolling hills and river valley offer a diverse landscape for a variety of more than 30 agricultural businesses – dairy, beef, horses, sheep, vegetables, fruits, field crops, plus small scale ventures such as apiaries, vineyards, emus, goats, and poultry. There are also agricultural products stores, a veterinary clinic for small and large animals including bovine, a farm machinery business, an organic dairy, and two organic farms serving the region as Community Supported Agricultural (CSA) operations. Residents and visitors enjoy locally grown produce available at the many farm stands, homemade ice cream, and world-famous melons. The Washington County Fair, one of the largest agricultural fairs in NYS and now celebrating its 50th year at the Easton location, has year-round activities including auctions, and education and regional events. Easton also has two golf courses overlooking the Batten Kill Corridor, and picturesque views which can be enjoyed while hiking at trails at the Dionondehowa Falls, and at the Willard Mountain Ski Area where many winter sports events are held.

Easton has been progressive in its protection of farmland and scenic viewsheds. Its proximity to the Saratoga National Historical Park and other quality historic sites make it a valuable heritage tourism destination. The ridge above the river valley is highly visible from priority historic sites and the Historical Park, as is the ridge encompassing Willard Mountain, Wheldon and Schuyler Mountains. Much of these lands have retained their historic contextual and environmental integrity. Efforts to sustain this state through conservation easements and other land protection strategies continue to be a high priority. The town government supports preservation by stimulating interest and implementing a variety of legislative overlays. Since 1992, they have had a successful partnership with the Agricultural Stewardship Association which has together protected 4,240 acres on 27 separate farmland protection easements.



The Stewardship Plan

Figure 4: Summary of Local Projects

the LA group
Landscape Architecture and Engineering, P.C.

THE ECONOMIC OPPORTUNITY PLAN

INTRODUCTION

The Historic Saratoga-Washington on the Hudson Partnership was formed to comprehensively support the local efforts through an innovative and voluntary framework of private/public groups, including local and state government. The economic plan that follows is intended to provide a working tool for the partnership's members to use in the meaningful improvement of the local and regional economies. Improvement is defined as improved profitability of existing and new local businesses and improved employment opportunities through strategic utilization of natural, agriculture, and historic assets.

The following plan is intended to strategically incorporate the existing attributes of the region into a logically integrated approach that makes use of existing natural and historic resources to maximize employment, spur creation and expansion of local businesses while enhancing and preserving the natural landscape. In consideration of the relatively compact nature of the area, its authentic heritage, and the continued use of the working landscape, there is a unique opportunity to foster economic development through the production of local goods grown and fabricated from local resources and market. These products can then be marketed and retailed within and outside the

Photo:
Washington County Sheep

region. Furthermore, the economic plan integrates a tourism element into the overall economic development strategy. Given the area's heritage and natural landscape, the opportunity exists to introduce travelers and recreationalists to a wide variety of historic landmarks, outdoor activities and locally produced products. Expansion of tourism in the area provides an unprecedented opportunity to diversify local economies and improve the existing business climate.

ECONOMIC DEVELOPMENT VISION

Partnership Economic Development Vision:

"To sustain and enhance the economies of the local communities of the Partnership through utilization of the area's natural resources and historic attributes."

The Plan envisions integration of the area's abundant natural resources, scenic beauty, agricultural resources, historic landmarks and established hamlets, villages and commercial districts into a cohesive regional economy that is self-sustaining and highly diversified. Existing businesses are to be enhanced through appropriate expansion and new businesses are encouraged within established and underutilized commercial areas. The intent is to improve local employment opportunities through a cross-section of businesses and industries related to efficient and profitable use of locally produced products and services. As these businesses focus on producing goods from natural resources and agricultural resources, they will help to preserve the natural landscape. Therefore, the preservation of rural character and open spaces is relevant to the economic success of the region. The end result is a vibrant local and regional economy that:

- Produces local goods and services and markets them within the region and beyond;
- Fully integrates agricultural products into local and regional markets;
- Fully integrates historic landmarks as unique attractions to tourists from outside the region;
- Utilizes natural resources and inherent scenic beauty as a complement to the overall attractiveness of the region; and
- Inherently preserves the life quality characteristics of the region that year-round residents enjoy and take pride in.

With this as the overall vision, the following goals and objectives are articulated as a means to achieve these resulting qualities.

ECONOMIC DEVELOPMENT GOALS, OBJECTIVES, AND RECOMMENDATIONS

Goals represent the component parts of the overall vision. Expression of the goals of this economic plan begins with the process of systematically structuring a strategic

approach to building a framework to implement the vision as articulated above. In that regard, the goals will be categorized by topics that are relevant to enhancement of economic development within the delineated area of the HSWHP. The following represent the main economic development goals of the Stewardship Plan:

Goal 1 - Protect, preserve and enhance authentic natural, cultural, historic, and open space assets. These elements serve as the basis for a distinctive sense of place and a sustainable area economy and complementary tourism functions.

Main Objective

The natural condition of the landscape is fundamentally important to the area's character and the associated quality of life for its residents. Maintaining rural characteristics is a central priority of the area residents. Many have lived in their communities for generations and continue to make a living from the working landscape.

Field of Sheep in Washington County

From an economic perspective, protecting of these assets in turn protects diversity to the area economy from which increased prosper and wealth can be created. No single agency, organization or individual has the jurisdictional authority or the resources to successfully protect and manage the resources in the Partnership Area. For this reason, multi-agency cooperation, inter-jurisdictional communication and viable partnerships between public and private sector entities are of critical importance. Achieving the goals of this Stewardship Plan is the single most important management strategy cooperation between involved parties.

Specific Recommendations:

- Explore the benefit and feasibility of expanding the regional boundaries of the Partnership Area to include communities that share common resources and, together, would strengthen and enhance the mission of the Partnership. Initially consider municipalities that are immediately north along the Champlain Canal and southeast in Rensselaer County along the Hoosick River.
- Develop a model historic visual overlay district that includes recommended standards for development on lands that are identified as being most at risk. Since the National Park Service does not have authority over land use planning, individual communities would be approached to adopt these standards as part of their individual land use laws.
    - Adobt the Battles of Saratoga Battles of Saratoga Preservation and Viewshed Protection Plan as a key element.
    - Add the viewshed composite overlay data generated in the Battles of Saratoga Preservation and Viewshed Protection Plan to Saratoga and Washington Counties GIS programs.
    - Begin a dialogue with viewshed communities and conservation stakeholders on how land conservation can address many growth-related challenges.
- Encourage and support distinctive gateways in all Partnership Communities.

- Focus open space acquisitions on recreational water access and habitat protection, completion of the Canal Recreationway Trail, and the protection of the historic viewsheds of the Battlefields, Siege Field, and Surrender of Saratoga 1777.
- Support the development of a regional transfer of development rights program for implementing multi-municipal plans and promoting revitalization in urbanized areas. A multi-municipal TDR program would remove the limits of the single municipal boundary to a more general program that would permit development rights to be transferred to multiple municipalities where infrastructure is available.
- Develop and encourage communities to adopt and promote a funded purchase-of-development-rights program that would prevent the conversion of agricultural land to non-agricultural uses. The National Park Service should form strong partnerships with viewshed communities identifying vital parcels for protection and working to preserve those parcels from potentially intrusive development.
- Forge strategic partnerships to protect resources. Investigate the purchase of neighboring lands that include the former breastworks of the American Fortifications in Stillwater.
- Provide a comprehensive set of guidelines for protecting the values related to recreation, fishing, watershed protection, and providing significant wetlands and wildlife habitat in the Fish Creek, Batten Kill, and Hoosic River corridors. Assess the feasibility of developing a regional ecosystem-based management program for the Upper Hudson.
- Develop a template of generic and consistent land use regulatory controls for utilization by the community's within the area. The controls are intended to guide and shape future development in a manner that preserves natural resources and open spaces while steering more intense development into established hamlets and village centers. Consistent application of such regulations across the area will, over time, contribute to the area's sense of place and rural character.
- Introduce a new set of communication tools, such as monthly web newsletter, to not only inform and highlight the various projects and initiatives moving forward in the Partnership Area. Build a more effective and dedicated website with links to all the teams in the Partnership.
- Continue to nurture existing partnerships and link in new partners as required to build the most comprehensive and appropriate set of partnerships necessary to meet the goals of the Partnership. Expand partners to include economic development entities including the Southern Saratoga County Chamber of Commerce, Saratoga County Chamber of Commerce, Schuylerville Chamber of Commerce, Mechanicville Chamber of Commerce, Fort Edward Chamber of Commerce, Greater Greenwich Chamber of Commerce, Washington County LDC, and Washington County Tourism Association.
- Promote the identification, protection, and interpretation of archeological and historic resources. Protect archeological sites by funding necessary additional research, sites and campaigns associated with Indian Tribes, Naval Battle Sites, Roads, Trails, and Waterways, and principal sites involved in both the French &

Indian War, Revolutionary War and War of 1812. Support the funding for the comprehensive archeological investigation of the Champlain Canalway Trail from Waterford to Fort Ann.

Goal 2 - Provide a distinctive sense of place or "niche" as the foundation for future sustainable economic development and tourism promotion.

Main Objective

Establishing a niche is an unconventional element to the area's economic development plan. "Copycat" development has been widespread across the nation with communities uniformly offering incentives for attraction of development with little attention paid to retention and enhancement of the area's heritage. It is important that the niche area be defined by its principal assets. These assets include a preserved, natural setting; an economy based on the working landscape with rich agricultural and forestry heritage; abundant waterfront; and compact, historic village and hamlet centers. Realization of this niche is the area's competitive advantage. The utilization of this competitive advantage will become the link to economic opportunity and wealth building.

Specific Recommendations:

- Develop an economic development strategy that emphasizes and exploits this competitive advantage by incorporating the attributes of the area's niche into marketing and branding programs. The marketing program should contemplate sale of goods and services within the region and export to markets beyond the region.
- Include all aspects of the built environment – open space preservation, way finding signage, public infrastructure (roadways, streetscapes, parks, trail systems, etc.), building architecture, etc. in the niche.
- Make visitors aware of important connections to adjacent and nearby venues available by land and/or by water, much like the original travel routes. These routes will provide additional opportunities to experience Fort William Henry, Fort Ticonderoga, Crown Point, and beyond for an even richer extended experience.

Goal 3 - Establish the corridor as a new and exciting tourism product for Saratoga and Washington Counties.

Main Objective

The establishment of tourism as a significant element of the economic development strategy will further broaden the economic base of the communities within the area. The attributes of the niche discussed above, when considered in the composite, are attractive to potential visitors to the area. The availability of locally grown goods, locally-provided services, locally produced products, sold from vendors from within the area are attractive qualities in the current and future marketplace. As such, these qualities can be a powerful draw for people to come to the area and experience its recreational opportunities and purchase goods and services within a relaxing and welcoming setting. From a fiscal perspective, visitor purchases expand demand for local goods and services,

thereby creating additional employment and increased sales tax receipts to the state, county and local governments.

In addition, a concentrated effort to promote heritage tourism, recreational tourism, agritourism, and ecotourism will appeal to a greater diversity of interests which will translate into new and repeat visitors to the corridor.

Specific Recommendations:

- Include a tourism element within the marketing program targeting specific visitor markets from outside the region. Examples of visitor groups to target include bus tours, senior citizen tour groups, elementary education classes, fall foliage outings, craft fair sponsors, etc.
- Develop a brochure which pulls together all related events and places of the corridor so that visitors can view it as a whole experience. Such a brochure would also illustrate how the visitor could travel to other regions to enrich the experience. The success of the heritage tourism initiative for this corridor is closely linked to the availability of a diversity of venues for visitors to experience. A comprehensive integration of cultural and historic sites and events is key.
- Target strategic geographic locations within dense metropolitan areas within reasonable driving distance (2-6 hours) of the area.
- Coordinate or pair tourism efforts with existing successful festivals and complementary activities that have the capacity to broaden the visitor experience. A cluster of carefully planned events in adjacent communities will attract groups and visitors by providing multiple event locations. View the marketing effort area as a whole since the best chance for success lies with the collective resources of all the communities within the area.
- Facilitate a coordinated heritage education program for students. Explore basing any new program on the Champlain Basin Education Initiative, a consortium of environmental education groups throughout the Lake Champlain Basin. See "The Education Plan" for more information.

Goal 4 - Focus resources on prioritized areas and corridors that have the greatest potential for sustained economic development.

Main Objective

The review of the plans from each of the communities within the area finds an impressive number of projects that are in various stages of planning and/or development. Additionally, the inventory of the plans reveals many similarities of intent and purpose. It is therefore suggested that a systematic methodology be employed to prioritize the projects and strategically leverage available financial assistance from public, quasi-public and private sources. The objective is to develop a set of criteria for project review that is the basis for a capital improvement program. Projects demonstrating the most impact, filling an identified need or leveraging financial assistance would be accomplished first.

View of the Hudson River, Stillwater

Specific Recommendations:

- Draft a set of criteria for project prioritization (see "The Implementation Plan" for suggested criteria). The criteria should consider the extent of fulfillment of an identified need, the extent or severity of the need met, impediments to project completion, project cost, the ratio of project cost to anticipated benefit, conformity with area-wide programs or enhancement of area-wide attributes, etc. Additional criteria would rank projects based on the local propriety and level of support, consistency with Lakes to Locks Passage themes, and consistency with National Trust for Historic Preservation principles.
- Develop a comprehensive and thorough summary list of funding sources should also be developed and regularly maintained (semi-annually is recommended). This should be compiled concurrently with the development of project review criteria. The funding source list should be broken down into three basic categories: public; quasi-public; and private. Examples of public sources include governmental programs – state and federal; examples of quasi-public sources include programs through local development corporations or regional economic development commissions; examples of private sources include venture capital funds, endowments or foundations. The summary list should include the program name, funding entity, funding cycle, purpose, amount of funds available, type of funding (i.e. grant or loan), matching share requirements (if applicable), eligible uses of funds, and if available, examples of projects and award amounts from the previous funding cycle. The summary list should be updated at least every six months.
- Focus funding resources on areas/places that have the greatest potential for economic success and build on the region's existing successful destinations and experiences. Provide the highest level of support for projects in terms of their ability to create critical mass of activity in one area and spur new development opportunities in other underutilized areas.

Goal 5 - Expand the diversity of the local economies.

Main Objective

A review of the local planning documents finds a richly diverse set of intended plans and actions across a spectrum of categories that will directly impact the economy of the individual communities and the region. Listed projects range from focused planning studies to specific capital projects that are intended to improve and expand:

- Tourist attractions;
- Recreational opportunities;
- Access to historic landmarks and waterfront areas;
- Utilization of existing commercial and former industrial sites;
- Preservation of historic sites and landmarks, environmentally sensitive areas and wildlife habitats;
- Marketing programs for increased tourism and targeted development opportunities;

- Complementary policy changes to support the overall economic goals.

These efforts will produce an increase in the range and variety of businesses in the area. A diverse range of businesses will stabilize the area economy and increase employment opportunities across various business sectors. Such diversity will diminish cyclical effects associated with periodic recessions or expansions. These efforts also point out the lack of certain businesses that could service a growing tourist industry. The most underserved visitor need is in overnight accomadations. With a total of only 25 rooms in the waterfront corridor, there is little opportunity accomodate visitors to stay in the region for more than one day, which severely limits visitor spending potential.

Specific Recommendations:

- Conduct regular entrepreneurial enrichment programs for the development or recruitment of entrepreneurs from within the local communities that comprise the region. Examples include linkage programs with existing or retired business owners; direct new business recruitment seminars targeting potential new proprietors within the area; business skills enhancement programs providing introductory or intermediate-level information on business administration, new business setup (incorporation, LLC's, LLP's, DBA's), bookkeeping and accounting, advertising, market assessment, access to start-up capital and financing, etc.
- Establish an area-based investor network that provides connections between existing businesses interested in expansion or new businesses seeking startup capital and investor's and venture capitalists.
- Encourage and support projects that support overnight accommodations, particularly small venues such as bed and breakfasts and campsites.

Goal 6 - Integrate the attributes of the working landscape into area economic development activities.

Main Objective

Washington County Faigrounds, Easton

The landscape of the area has many facets; natural, built, waterfront, socio-economic, cultural, recreational, institutional, utilitarian, and working. The term "working landscape" is in reference to those elements that involve a high degree of interaction with resources that serve as basic ingredients to finished products or consumable goods. Examples of these include forestry – the use of wood in finished products, pulp or as a resource for paper or fuel; agriculture – the production and harvesting of crops or the care of livestock for production of food; or quarrying – the use of minerals as resource materials for metals and other process applications. These elements of the area landscape face challenges in the wider marketplace: maintaining or expanding product reach, producing enough revenue to remain profitable, and ultimately, retaining workers. Yet these aspects have a well-established heritage in the communities comprising the Partnership. In many ways the businesses associated with the working landscape (local farmers, quarries, loggers, craftsmen, etc.) play an important role in quality of life and contribute to the local economy by the provision of jobs for the workforce, supply of

basic resources for the production of goods and the supply of food to local markets.

Value-added agriculture and natural resource utilization can be a key component of rural economic development, fostering job growth, economic vitality and local wealth creation. Furthermore, value-added agriculture capitalizes on the consumer shift from "mass-markets" to a market of "mass niches" where goods and products are tailored to specific needs. Local farmers and businesses collaborate to join in the common interest of the vitality of the area. The basic goal is to retain control of commodities through further processing and to gain more direct access to markets. This increased control can improve the market value of what local producers have to sell.

The intent is to bolster the economic viability by consciously integrating these resources into local markets and marketing programs. The sustained success of the businesses associated with the working landscape will directly complement the goal of preserving the rural setting as active agriculture, forestry and quarrying, and inherently retain open space for production of crops, dairy and beef; lumber and pulp; and minerals, sand and gravel.

Specific Recommendations:

- Encourage market outlets for the sale of area grown and area produced products through Community Supported Agriculture (CSA) as an effective tool to balance the need for an efficient food system with the goals of economic vitality, public health, and agricultural sustainability. CSAs that serve a regional network of businesses and people have the best chance of success. Advantages for farmers are that they can begin marketing the food they produce well before the harvest, as well as receive payment early in the season, thereby helping with cash flow. Consumers are introduced to eat ultra-fresh organically-grown foods and develop a relationship with individual farmers.
- Coordinate the establishment of these market venues with a marketing program that emphasizes the superior quality of the locally grown and fabricated goods.
- Promote a heritage tourism and agri-tourism theme focusing on the area's existing agriculture and agricultural history. Many farm businesses, including farm stands, wineries, apple orchards, maple syrup and honey producers, greenhouses, plant nurseries, and Christmas tree farms, are opening their doors to visitors.
  New revenue streams from agri-tourism will supplement traditional sources associated with the retail or wholesale of agricultural products.
- Encourage farmers to expand the Saratoga County events such as "Sundae on the Farm" that features a "farm tour" for seasonal products to Washington County. Saratoga County and Washington County could work to support its existing resources, as well as encourage the development of new resources through marketing network opportunities.
- Explore the development of additional local farm/agriculture awareness events. Strategically planned events such as the "Agricultural Heritage Days" and farm tours, antique tractor shows, elementary school visits etc. educate visitors and create

awareness of the importance of agriculture in the community. Encourage farmers to coordinate events with wider seasonal festivals which contribute to a range of attractions during strategically selected weekends of the year.

- Support additional events sponsored in cooperation with the Saratoga National Historical Park to emphasize the rich and authentic heritage of agriculture in the region.

Goal 7 - Integrate the attributes of the waterfront and recreational landscape into economic development activities.

Main Objective

The extensive presence of rivers, streams, ponds and lakes and the linear nature of the associated shorelines of the area are unique, natural attributes. As such, the waterfronts contribute heavily to the overall character of the area and at the same time are representative of recreational opportunities for residents of the area and visitors. These recreational opportunities include swimming, boating, fishing, ice skating, picnicking, camping, cycling, cross country skiing and walking. The strong presence of waterfront amenities in the natural and predominantly rural setting of eastern Saratoga County and southern Washington County form a pleasantly unique and inviting landscape.

The agricultural heritage of the region has effectively preserved the landscape allowing for abundant opportunities to access the waterfront area. Waterfront access can take many forms, from swimming areas and beaches allowing for direct contact with the water, to water side trails and viewsheds as a back drop for walking, bicycling or outside dining. The presence of the waterfront in these varying forms can be a core attribute to the economy of the area. Water-related activities should be carefully integrated into an economic development strategy that incorporates tourism, boating, outdoor recreation, and waterfront preservation in combination with the production and sale of local goods from the working landscape as outlined above. Development in waterfront areas should be properly scaled and oriented to maximize the waterfront experience and minimize potentially negative impacts associated with over building.

A review of the planning documents prepared at the local, regional and state level find consistent recognition of the importance of water bodies to local and regional heritage, recreational interests, tourism and future economic activity. The plans consistently reference improvements to existing waterfront facilities (docks, parks, trails, etc.) and development of new facilities that are logical extensions of the overall waterfront experience. The basic intent of these projects is to exploit the existing waterfront attributes through improved access to and contact with the water resources of the area.

Specific Recommendations:

- Support the Champlain Canalway Trail Action Plan which recommends a logical progression for construction and priority project schedule for trail segments with the

goal of completing an attractive and continuous route for the Champlain Canalway Trail from Waterford to Whitehall. The highest priority for funding should be in areas where connections to regional trail systems are available. See Appendix E for the Champlain Canalway Trail Action Plan

- Enhance the recreational possibilities of the corridor including establishing a continuous, safe bike and pedestrian trail that utilizes historic towpaths, trails, on-street bicycle routes and provides clear links to regional and local destinations, nearby parks and marinas, other recreational destinations, and links to community attractions and the downtown business districts. Create loops and connections to cultural/tourism attractions, as well as to the downtowns to provide all day or multi-day tourism activities. Create linkages to and from Amtrak and river/canal shoreline access points; provide bike rentals with a tourism destination map at the local stations. Improve connectivity and access between water resources and land attractions throughout the two counties.
- Systematically inventory, map and catalogue waterfront projects as a means to establish a baseline of information on available waterfront assets. This database should include specific information as to size of the facility, a basic description of its function, its attributes, ownership, general condition, and basic needs. Once complete, the database can be utilized as baseline information in the formation of an area-wide marketing program describing the attributes of an overall waterfront experience to visitors of the region.
- Utilize the above described database to prepare a comprehensive capital improvement plan for the initiatives and projects listed within the existing planning documents at the local and regional level. Upon review of the existing documents, it is evident that much effort has been put into assessing the needs of the waterfront areas. Given the volume of projects proposed, and the expansive nature of the waterfront planning for over fifteen local communities, it is timely to consider prioritization of the projects to be accomplished and how they fit into the overall waterfront experience.
- Conduct a recreational assessment of the Hudson River/Champlain Canal, Batten Kill, and Fish Creek to determine what types of recreational opportunities have future potential. Identify where gaps in services exist and support projects that could potentially meet the demand. Identify where service capacity is underutilized and promote visitor use of these services.
- Promote resources that will enhance residents' quality of life. Community resources, such as outdoor recreation and parks, arts and culture, historic resources, local shopping opportunities, aesthetics and accessibility are desirable resources valued by workers, and, consequently by business site selectors.
- Support well-signed alternate bicycle and pedestrian routes and side loops that establish more direct connections to destinations, take advantage of local easements, travel along wildlife or other naturally scenic corridors, and/or follow less-trafficked roads. Improve roadways for bicycle use along NYS Route 29 from Schuylerville east to NYS Route 22, and from NYS Route 32 from Northumberland to US Route 9. Also support appropriate amenities such as bike racks, kayak launch

areas, transient moorage facilities and other multi-modal facilities to secure personal property and provide a safe and enjoyable visit. Locate comfort stations at strategic points along major routes.

- Promote the area's unique year-round recreational opportunities to build tourism. The area's abundant natural features—including its agricultural lands, forests, mountains and water resources, are underutilized recreational resources. Outdoor recreation and trails are increasingly viewed as necessary contributors to residential quality of life, as well as supporting public health, tourism, and economic development. With such an abundance of resources, the Partnership Area needs to promote itself as a recreational destination.
- Support projects that enhance public access to the Hudson River, Old Champlain Canal, Fish Creek, Batten Kill, and Hoosic River.
- Support improvements of the Champlain Canal to increase recreational traffic and larger boats. Provide appropriate amenities to service this growing sector.
- Support a consistent signage program – both interpretive and directional. Information should be designed to facilitate understanding by a broad audience. Graphics, maps, features, symbols and universally recognized words can help to better guide travelers and should be consistently employed in educational display directional signage, and logos and other corridor/byway identifiers.
- Creating recreational pull-off areas or waysides along the corridor that will allow visitors the opportunity to rest and enjoy the beauty of the region more fully. Pull-offs may be located near stream crossings to provide wildlife-viewing opportunities and accommodate watercraft launch/pull-outs, allowing kayakers and other non-powered watercraft to stop in safe areas, rest and/or make connections with other modes of travel.
- Encourage a diverse set of professionally-guided (where appropriate) and self-guided tours that include:
    - Historical tours of the communities showing visitors historical buildings, telling the story of the communities and the cultural history of each area;
    - Kayak tours with elements of environmental awareness, wildlife viewing and history; and
    - Discovery packages including tours, lodging, meals and entertainment.

Goal 8 - Integrate the attributes of the area's heritage into economic development activities.

Main Objective

The regional heritage of the Upper Hudson River Valley is richly diverse and authentic. The waterways, both manmade and natural, have played an important role in area history and development dating back to pre-colonial times as explorations of these waterways recently celebrated their 400th anniversary. Since their original exploration, the strategic location of the area has played crucial roles in the Revolutionary War, the French and Indian War, and the War of 1812. The Saratoga National Historic

Park commemorates the decisive battles of the American Revolutionary War and is located at the eastern edge of Saratoga County. Furthermore, research has verified local accounts of Underground Railroad activity throughout the area during the Civil War era.

In terms of industrial history, the area economy grew from a base of fur trading, timber harvesting, lime and slate sales, and agricultural products. The 63-mile Champlain Canal was completed in 1823 connecting the Hudson River at Fort Edward to Lake Champlain in Whitehall. The canal became crucial to a surge in economic growth based on the movement of finished goods, raw materials, agricultural products and passengers. On a larger regional context, it provided a portion of a reliable and swift water route to New York City to the south and eastern Canada to the north. Linkage to the Erie Canal provided a route to developing cities to the west.

Integration of the area's heritage into the economic development strategy provides a means for visitors to experience the places and activities that authentically represent the story of the area's past and its relationship to the context of American history.

Recreation, scenery and history have always been major tourist draws. Integration of the area's heritage into the economic development strategy complements the attributes of the working landscape and the area's waterways as these elements have played a key role in the development of the area for centuries. Increased tourism will improve demand for local products and the attraction of the area's waterways and historic landmarks.

Hudson River, Northumberland

Specific Recommendations:

- Support a collaborative initiative between the Champlain Valley National Heritage Partnership, Hudson River National Heritage Area, and the Erie Canalway National Heritage Corridor that provides a focused and sustained promotion of the Partnership Area. Enhance marketing initiatives that connect and expand the "national historic water trail" to these national heritage areas.
- Endorse and financially support the Lakes to Locks Passage interpretive framework as the official set of themes for the Stewardship Area. Clear, consistent, and comprehensive interpretive displays will be an essential component for presenting and revealing the story of this region to inquiring tourists.
- Support the proposed Lakes to Locks Heritage Centers at Fort Edward, Schuylerville, village of Greenwich, village of Stillwater, city of Mechanicville, and village of Waterford as essential orientation centers for visitors.
- Support the development of the proposed Siena College Revolutionary War Institute. Work with the Washington County Tourism Association, Saratoga County Chamber of Commerce, Southern Saratoga County Chamber of Commerce, Lakes to Locks Passage, and Saratoga National Historical Park to market military history.
- Focus on encouraging community-based historic preservation activities, partnerships among public agencies, educating New Yorkers, developing preservation strategies,

and promoting awareness of the state's archeological heritage.

- Create tourism linkages between the various military sites, with focus on the Roger's Rangers in Fort Edward to the birthplace of the Navy in Whitehall. Support the restoration of the nine markers denoting the Knox Cannon Trail that exist in the Stewardship Area.
- Preserve and protect historic sites associated with the Underground Railroad. Seek potential funding through the NYS Freedom Heritage Trail Program.
- Review and assess new legislation that would study the feasibility of designating the Hudson River Valley from Westchester County to Fort Edward in Washington County as a unit of the National Park System. Evaluate the potential beneficial impact on the Partnership Area and, if warranted, support the legislation.

Goal 9 - Develop and implement an economic development strategy that builds upon and reinforces the relationships between the area's heritage, working landscape and waterfront landscape as means to improve employment opportunities, household wealth, productivity, tourism, and retail sales.

Main Objective

With the three principle elements of the area's economic landscape acknowledged it will be necessary to develop and implement an economic development delivery system that effectively brings these elements together into an integrated strategy. A regional tourism marketing strategy is needed that outline revitalization methods that will ultimately communicate a unified and sustainable economic development vision, and establish a world-class destination for national and international visitors.

The strategy should specify a program of components that emphasize the strengths of these elements and the methods by which they can complement one another. The components of the program include marketing, advertising, event planning and execution, new business recruitment, existing business expansion, workforce development and training and expansion and improvement of public infrastructure and facilities.

Specific Recommendations:

- *Marketing*: Institute an area "branding campaign" that develops an identity for the area. Endorse and financially support the LTLP interpretive framework as the official set of themes for the Stewardship Area. This identity should emphasize the unique heritage of the area and its connection to the natural resources and the working landscape. Once developed, the brand should appear across the region through various public/private venues and events. The brand should evoke and reinforce a sense of arrival for visitors to the area. Aggressively market the goods, services and products within the area to residents and incoming visitors and tourists; and externally to markets across the region, nation and ultimately internationally.
- *Advertising:* By incorporating elements of the branding campaign referenced above, would target both the internal and external sale of locally grown and produced goods and services. Such a campaign should go beyond just price, and emphasize pride in

local production using local resources and employees, quality and uniqueness. The internal aspect of the advertising effort would target residents of the area while the external aspect would target visitors in outlying market areas. Both efforts should utilize multiple media formats; print, radio, television, internet, digital social networking, etc.

- *Event planning and execution*: A program to consciously plan activities is an effective method to emphasize the unique attributes of the area for the enjoyment of visitors as well as residents. Planned events are also opportunities to bring together traditional activities at seasonal times of the year while marketing local goods and products (i.e. autumn harvest festivals, 4th of July boat races, Christmas holiday tree lightings, etc.). Planned events should incorporate elements of the area branding campaign referenced above and be strategically advertised as part of the referenced advertising effort.
- *New business recruitment*: Local business development is consistently proven to be the principal means for employment growth. Therefore, new business development should be fostered through regularly scheduled recurring seminars for new entrepreneurs from within the area and around the wider region. Such seminars should proactively explain opportunities for new businesses within needed business sectors, guidelines relating to business planning, financing, bookkeeping, risk assessment, etc. for successful business start-ups.
- *Existing business expansion:* The expansion of proven local businesses is the most effective way to grow employment opportunities. Programmatic assistance should focus on supply of gap financing and provision of working capital for building expansion, new equipment purchase, new employee hires, etc. and educational assistance regarding sources for private and public funding, and information relating to financial incentives for expansion activities.
- *Workforce development and training*: The availability of workforce skills that are well-suited to the needs of local employers is a key element to the success of any economic development strategy. Therefore, this aspect of the strategy should focus on employee educational and vocational training programs that can be developed in consultation with local businesses that are directly relevant to their needs. Examples of businesses with needs for unique skill sets include, but are not limited to, agribusiness, timber harvesting, woodworking, etc. This aspect of the strategy envisions reaching out to local public schools, vocational institutions, and area colleges to foster establishment of responsive training programs and curriculum that are tailored to the needs of the area's business sectors.
- *Improvement and expansion of public infrastructure and facilities*: Systematically undertake the public facilities projects listed within the plans developed to date. Specifically, prioritize the listed projects by type, severity of need and cost, and then match the projects with available funds and timeframes associated with relevant public and/or private funding sources. This is intended to provide an orderly and comprehensive approach to undertaking these projects. The review of local planning documents revealed numerous initiatives to upgrade or build new public facilities relating to waterfront improvements, trail development, construction of

recreational support facilities, etc. In terms of transportation improvements, it is suggested that a program of planned improvements be investigated in consultation with the two municipal planning organizations that have jurisdiction within the area (Adirondack/Glens Falls Transportation Council and the Capital District Transportation Council). Vehicular access to the area is fundamentally important to the local economy in terms of the capacity to transport resources and goods in and out of the area and the ability of visitors to conveniently enter into and move through the area.

Goal 10 - Formulate an organizational framework to oversee implementation of the economic development strategy.

Main Objective

The success of an economic development strategy should be gauged by the number of planned initiatives that are actually implemented over a defined period of time. Therefore, a sound and structured approach to implementation of the strategy is fundamental to its success.

Hudson River: A Bi-County Educational Park, Northumberland

Given the expansive dimensions of the area, the varied nature of the ongoing and planned projects within the area, and the need for committed funding for programs and projects, and the high level of integration among the strategy elements, it is suggested that an area-wide organization be formed and charged with implementation of the initiatives outlined above. The organization should have a range of capabilities including the capacity to own and manage property and facilities, conduct feasibility studies and analysis, hire staff, manage and administer grant programs, and raise capital.

Three (3) case studies of existing regional development organizations are attached at the end of this section for comparative reference.

Specific Recommendations

Convene special meetings of the HSWHP for the specific purpose of discussing and forming a new organization to implement the economic development strategy. Items requiring decision from these meetings include: the specific type of organization to be formed, its organizational by-laws and/or charter, the make-up of its board of directors, and sources of funding for initial start-up costs. The board of directors should be comprised of representation from across the area and should include individuals from both the private and public sector.

The organizational structure may take several forms:

- Development Corporation - A corporation having the power, purposes and functions defined in the Not-for-Profit Corporation Law of the State of New York;
- Cooperatives (traditional, proportional investment, member-investor, investor-share, etc.); or
- Area Development Authority - A corporation having the power, purposes and

functions set forth in the Public Authorities Law of the State of New York.

The capacities typically needed to implement an economic development strategy are as follows:

- The acquisition, construction, installation, modification, renovation or rehabilitation of land, interests in land, buildings, structures, facilities or other improvements within the development area;
- The acquisition, installation, modification, renovation, rehabilitation, or furnishing of fixtures, machinery, equipment, furniture or other property of any nature whatsoever used on, in or in connection with any such land, interest in land, building, structure, facility, or other improvement;
- The ability to raise funds to support economic development initiatives;
- The procurement of special financing from governmental agencies (Department of Housing and Urban Development, US Small Business Administration, etc.) that enables it to extend long-term, fixed-asset financing to local small businesses;
- Organize and coordinate programmatic functions relating to marketing, advertising, business recruitment and retention and workforce development and training;
- The procurement of services to fulfill stated goals and objectives to improve the economy of the area.

Goal 11 - Ensure that adequate financial resources and incentives are available to implement economic development goals.

Main Objective

Explore options for an adequate and permanent source of funding for the preferred economic development organization for the area and implementation of the associated strategy on a sustained, annual basis.

Specific Recommendations:

- Assess viable public and/or private sources of funding for the start-up and ongoing operational and capital needs of the newly formed development organization. Options include private corporate or individual membership fees, donations, relevant federal or state assistance programs, contractual economic development services with municipalities, etc.
- Consider the potential to create a Land Trust that will provide the Partnership and National Park Service a flexible source of funds that will enable the implementation of the Battles of Saratoga Preservation and Viewshed Protection Plan.
- To meet gap financing for projects, provide access to a revolving loan program sponsored by the Partnership.
- Promote the concept of the Partnership Area as a dedicated region for the Smart Growth Grant Program. This program focuses Environmental Protection Fund grants to projects related to Smart Growth planning in specific geographical regions (Adirondack Park, Catskill Park, and the Lower Hudson Valley).

CASE STUDIES

THE SEAWAY TRAIL

The Setting

The Seaway Trail, New York State's National Scenic Byway, covers 454 miles along Lake Erie , the Niagara River , Lake Ontario and the St. Lawrence River. Since its beginning in 1978, the Seaway Trail has focused on rural economic development in eight areas: coastal recreation, natural resources, history of the coast, peoples of the coast, coastal agriculture, international coastline, water-related industry and commercial shipping.

Background

A local restaurateur, Vince Dee, was the first to capitalize on the group tour market coming from New York City, and his success led to his work with business owners to establish the 80-mile Seaway Trail. Inventories showed the route had 27 lighthouses, leading to publication of a guidebook to the lighthouses. Other guidebooks followed and in the 1980s the trail was extended to its current length. The trail continued to develop with many action steps:

- Building partnerships among multiple communities, governments and individuals.
- Receiving a $250,000 grant from the State in 1986 to hire staff and begin marketing.
- Sponsoring an "I Love NY" summer festival.
- Achieving designation as a National Scenic Byway in 1996 and garnering $1.9 million in grant funds from the byways program.

Results:

- The Seaway Discovery Center opened in July 2000 and attracted 3,000 visitors in the next six months.
- The trail continues to receive bipartisan support from the state Legislature and is recognized as one of the State's major tourism success stories.
- New partnerships have been formed such as a "participating retailer" program with AAA that offers discounts at trail sites for card-carrying AAA members.

ADVANTAGE WEST - ECONOMIC DEVELOPMENT GROUP

The Setting

AdvantageWest Economic Development Group is located in western North Carolina and is the premier economic development commission for the region. It was chartered by the North Carolina General Assembly in 1994. The commission is a non-profit, public/private partnership with the primary focus of marketing to corporations seeking to locate in the Blue Ridge Mountains. The commission covers an area comprised of 23 counties and 10,000 square miles. The commission shares office space with the North

Carolina Department of Commerce and the Blue Ridge National Heritage Area. By count of the individuals listed on their webpage the commission is staffed by eleven people.

Background

The western region of North Carolina is comprised of rural counties and communities that had been disjointed and development initiatives were pursued haphazardly. AdvantageWest was formed to provide regional continuity and a centralized entity from which economic development services would be provided. The commission has private, corporate sponsors as well as institutional and public sector (state and federal) financial support. The commission is managed by a board of directors comprised of individuals from across the region served.

Results:

- During 2005-06 the commission was responsible for adding 2,345 private sector jobs and $902.5 million in capital investment.
- Aided in the effort to designate the region as a National Heritage Area.
- Established the Blue Ridge Entrepreneurial Council and the Blue Ridge Angel Investor Network.
- Secured grants for the region totaling $500 million in financial commitments (grants and matching share).

LANCASTER COUNTY PENNSYLVANIA

The Setting

Lancaster County, located in south-central Pennsylvania, is approximately 984 square miles in area with a 2005 population of approximately 490,500 persons. The county has been experiencing growth but is still dominated by agricultural land uses. Over the last decade several planning initiatives relating to regional tourism and development were undertaken. The "Tourism" component to the County Comprehensive Plan was completed in June 2005. The Tourism Plan called for the creation of the Lancaster County Tourism Corporation as an "organizational collaborative" charged with implementing a strategic plan for tourism development. At the same time, an effort entitled "Lancaster Prospers" was launched in 2004. It was a broader economic and community development plan encompassing tourism development as well marketing, infrastructure planning, workforce development, agriculture and technology development. This effort was more recently updated in 2008.

What Happened Next:

- The 2008 update to Lancaster Prospers notes the "challenges" in undertaking regionally-scaled approaches to economic development. The notations mention that changes in leadership resulted in transitions that hampered implementation.
- In reviewing these documents, the impression is left that there were competing interests and lack of follow through that diminished planned outcomes.

Washington County Fairgrounds, Easton

- The update calls for utilization of existing organizations such as the county planning commission, the workforce investment board, the county economic development corporation, visitor's bureau, etc.

Results:

- The results are mixed with heightened awareness of needs for reliable economic data, development of a marketing strategy or "playbook", and development of a specialized training curriculum for direct care workers.
- It appears that economic development efforts continue despite being fragmented and a lack of central leadership.

THE EDUCATION PROGRAM

OVERVIEW

This Stewardship Plan seeks to empower young people to become good custodians of the special places in the corridor. For the Stewardship Plan to be effective, it is necessary to identify a quantifiable set of programs that can be incorporated into school curriculums throughout New York State. With the assistance of partners, including the many colleges and universities in the area, these programs would be effectively integrated into the existing social studies curriculum in all schools in the region. This section will examine the existing context of curriculum materials available through various trusted organizations and measure it against a collection of appropriate educational themes. It will be important to reveal what parts of the story are not being told in existing curriculums. Case studies will be utilized to illustrate how programs are being successfully implemented in schools around the country. Finally, a series of recommendations will be offered on how to adopt some unique approaches to teaching with historic places.

Historic places cover the vast American landscape. From national parks to sites that embody local history, each of these places have an important historic narrative to tell;

Photo:
Rogers Island Visitor Center, Fort Edward

each can engage the minds and activate the curiosity of students; and each provides people a genuine encounter with the past. The powerful nature of historic places provides teachers with an invaluable opportunity to help students appreciate the connection between their lives and our nation's past. Places are therefore well-suited to help teachers meet both state and national curriculum standards in social studies, history, geography, and other subjects.

Educational Themes for the Corridor

The theme "The Four Lives of Lakes to Locks Passage" successfully captures the inter-relationship between natural resources and historic human activities that shaped our nation's history. LTLP developed 14 interdependent storylines that elaborate on the nation-building activities that have led to the development of the region as we know it today. The following themes, currently used for interpretive purposes, can be expanded and integrated into the regional educational curriculum component.

- *Rocks and Waters* - Water systems, geology and geographic formations have set the stage for the human history.
- *Native Cultures* - First inhabitants "Creation" story, early lifestyles, territory disputes and alliances, traditions and current activities constitute the study of native cultures.
- *Waterway as a Habitat* - The interconnected waterway is a natural habitat for a wide range of animals, as well as a migratory route for butterflies and birds.

Conflict and Settlement

Leading to the War for the Wilderness Empire - The European explorations, claims for land and colonial strife led up to the Revolutionary War.

- *Fighting for Independence* - The Revolution and Republics, and American independence.
- *Shaping a New Nation* - The progress and growing pains -- commerce, smuggling and tariffs, War of 1812, confirming the Union.
- *Developing America's Defenses* - The evolution of military defenses from the Revolution to present day.
- *A Patchwork of People* - Ethnic diversity, arts and literature, religion, schools, cemeteries, growth of government, and the Underground Railroad.
- *Building Places* - Early exploration, trapping and trading, land grants and treaties, architecture and communities.

Corridor of Commerce :

- *From Boatbuilding to Aerospace* - The evolution of transportation, from a waterway to land and then air. The development of the Champlain Canal is illustrated at the NYS Canal Corporation's Lock 5 facility and park.
- *Quarries, Mines and Manufacturing* - Mills, mining, processing, specialty products, and transport.
- *The Working Landscape* - Agriculture, food production, and the lumber and wood manufacturing industry.

Magnet for Tourism:

- *Evolution of Tourism* - Early heritage tourism, steamboats and rail, visual and performing arts, recreation, theme parks, and "Memorialization" movement. Boating, hiking, biking, and fishing on the Hudson River, Champlain Canal, and Old Champlain Trail.
- *The Stewardship and Conservation Revolution* - Adirondack Park Agency, local watershed associations, environmental organizations, community planning organizations, land trusts, agricultural stewardship associations, and the historic preservation movement.

REVIEW AND ANALYSIS OF RELEVANT EDUCATIONAL CURRICULUM

Historic places have powerful and provocative stories to tell. Places make connections across time that give them a special ability to create an empathetic understanding of what happened and why. It is not essential however, to visit a place to feel its connections to history. There are a number of existing curriculums that are circulating and being used at some level in area schools. These curriculums concentrate on the following regional themes: history, the natural environment, and the canal system.

National Park Service

The most extensive curriculum frameworks have been developed by the National Park Service through its partner - the National Register of Historic Places. The *Teaching with Historic Places* program was created by interpreters, preservation professionals, and educators from the National Park Service. It provides guidance on using places to teach; information encouraging educators, historians, preservationists, site interpreters, and others to work together effectively; and professional development publications and training courses.

The program developed a series of lesson plans that use historic sites to explore American history. Each lesson plan links to relevant United States History Standards for Grades 5-12 as well as relevant Performance Expectations for Middle Grades from the National Curriculum Standards for History. Through a variety of materials and activities, *Teaching with Historic Places* enables teachers and students to learn from places without leaving the classroom. By examining and questioning readings, documents, maps, photographs, and by engaging in activities, students connect these locations to the broad themes of American history.

Teaching with Historic Places lesson plans turn students into historians as they study primary sources, historical and contemporary photographs and maps, and other documents, and then search for the history around them in their own communities. They enjoy a historian's sense of discovery as they learn about the past by actively examining places to gather information, form and test hypotheses, piece together "the big picture," and bridge the past to the present. By seeking out nearby historic places,

students explore the relationship of their own community's history to the broader themes that have shaped this country. The lesson plan from *Teaching with Historic Places on Saratoga – The Tide Turns on the Frontier* uses historical context, images, maps, readings, and activities for each of the following topics:

- The Battle of Saratoga;
- 18th Century Warfare;
- The Voices of Battle;
- Saratoga National Historical Park;
- Bemis Heights Today;
- Catherine Schuyler Torches a Wheatfield;
- Capitulation de Burgoyne at Saratoga;
- A Council of War;
- The War Continues; and
- Soldiers and Settlement.

Saratoga National Historical Park

The *Teaching with Historic Places* program also developed curriculum materials specific to the Saratoga National Historical Park. This lesson, Saratoga: The Tide Turns on the Frontier, is based on materials from the archives at Saratoga National Historical Park and written by a former Park Ranger/Interpreter at Saratoga National Historical Park. This lesson is one in a series that brings the important stories of historic places into classrooms across the country. Using maps showing New York State and the northern campaign; readings about the battles of Saratoga, 18th-century warfare, and contemporary soldiers' accounts of their experiences from the battle; drawings of Saratoga National Historical Park today and the battles; and photographs of the bluffs the Americans fortified, the students are required to take part in the following activities:

- To describe, compare, and evaluate the strategy and fighting styles of the American and British army's during the two battles near Saratoga, New York in 1777;
- To compare and contrast contemporary American, British, and German accounts of the battles;
- To assess the impact of these battles on the New York frontier on world history;
- To determine if any descendents of participants in the American Revolution live in their own community today.

In addition to the curriculum described above, Saratoga National Historical Park has developed educational programming for area schools and civic groups related to visiting the site physically or virtually. The main program examines the life of a Colonial –era soldier using replica uniforms and stories for students to develop an understanding of a soldier's life in Colonial times. The Park also offers educational programming for both ecological and historical resources along the Wilkinson Hiking Trail.

Rogers Island Heritage Development Alliance

Rogers Island Heritage Development Alliance and the Rogers Island Visitors Center strive to educate and promote the pre-history, commercial, industrial, social/cultural development and diversity of the region along the Hudson River, Lake George, and Lake Champlain corridors. The Visitors Center endorses the NYS Social Studies Standards for history of the United States and New York, world history, and geography. Local history and its connections to significant people, places, events and issues that influenced life in the region is brought alive for the students in the exhibits and presentations available at the Visitors Center. The programs focus on the following themes and events:

- Native American Indians of New York State;
- The European Encounter;
- The Colonial and Revolutionary War Period;
- The New Nation;
- Industrial Growth and Development in New York State.

NYS Department of Environmental Conservation

The Hudson River Estuary Program, developed under DEC, uses the Hudson River as context in lessons that are designed to build understandings and skills across multiple disciplines. These lesson plans are focused at Grades 3-7. A greater range of Hudson River curriculum for K-12 has been developed in partnership with the Cary Institute of Ecosystem Studies Changing Hudson Project. This is a web-based curriculum that is designed to assist students in understanding how the Hudson River has changed over time, and focuses on engaging high school students in current research initiatives in the Hudson River.

Feeder Canal

DEC has also created a magazine for elementary age children, including a teacher suplement to enhance classroom learning. *The Conservationist for Kids; Discover the Hudson River* features information and activities to encourage children to explore the outdoors. New York State math, science, and technology learning standards for fourth-graders are incorporated into the curriculum and include: feeding birds, identifying animal tracks, making binoculars and keeping a field journal. Each issue of magazine is free, to all public school fourth-grade classes in New York State.

Hudson River Valley Institute at Marist College

The Hudson River Valley Institute is the academic arm of the Hudson River Valley National Heritage Area. Its mission is to study and to promote the Hudson River Valley and to provide educational resources for heritage tourists, scholars, elementary school educators, environmental organizations, the business community, and the general public. Lesson plans developed through the America's Promise: 400 Years of Defining the American Dream project offer a general overview unit on the American Revolution that includes instruction on the Henry Knox Cannon Trail, the French and Indian War, Battle of Saratoga, and the life of Benedict Arnold. All of the lessons presented meet the New York State Learning Standards.

NYS Hudson-Fulton-Champlain Quadricentennial Commission
The year 2009 marked the 400th anniversary of Hudson and Champlain's voyages along the river and lake that bear their names and the 200th anniversary of Fulton's successful steamboat voyage and establishment of steam commerce on the Hudson River. From Quebec to New York Harbor, a wealth of exciting events and activities were conducted.

Erie Canal Curriculum Resources
La Guardia Community College/CUNY produced the *Erie Canal Teacher's Guide* designed to introduce students to the use of primary sources related to the history and development of the Erie Canal. The curriculum is divided into the following eleven sections containing exercises and activities:

- The first unit explains what a canal is, and the reasons for building the Erie Canal;
- The second unit introduces the students to Governor DeWitt Clinton, the canal's chief advocate, and discusses how the canal was built;
- The third and fourth lessons tell the story of the celebration of the Erie Canal's completion in New York City in 1825. The fourth section also discusses the various trades in early 19th-century New York City;
- The fifth unit is about doing business in New York City at the time of the celebration;
- The sixth lesson describes the technology of the Erie Canal;
- In the seventh unit, students learn about the effects of the canal on upstate towns along its route;
- In the eighth section, the different types of canal boats that appeared on the Erie Canal at various times of its history are explored;
- The ninth unit discusses how the Erie Canal, and later, railroads revolutionized transportation in New York State;
- The tenth lesson looks at children and families who lived and worked on the canal, and the communities of "canallers" who wintered in Manhattan and Brooklyn in the 19th century; and
- The last chapter locates Erie Canal commerce along New York City's waterfront in the early 20th century and describes the canal's transformation from a commercial to a recreational waterway in the 1990s.

A second contemporary resource is the book *Erie Canal - New York's Gift To The Nation: A Document Based Teacher Resource*, published by the New York State Archives Partnership Trust in 2001. This resource tells the history of the Erie Canal through documents and essays and can be used by elementary, middle and secondary school teachers to teach math, science, language arts, as well as history. This book combines archival documents, essays from historians, and lessons from teachers into one desktop reference that will help fulfill New York State's learning standards, and complement

any history curriculum in the nation. There are a total of 36 diverse activities in the book for direct classroom use.

Goal - Identify a quantifiable set of educational programs and experiences that can be incorporated in school curriculums throughout New York State.

Main Objective

The development of an effective outreach and education program will depend on a successful collaborative partnership between the National Park Service, Champlain National Heritage Corridor, Erie Canal National Heritage Corridor, Hudson River Valley National Heritage Corridor, local involved colleges and universities, heritage organizations, and regional teachers associations (NYS Council for Social Studies). This team of professionals should focus on providing a consistent set of stories that allow visitors and students to understand the different time periods, conflicts of war, and natural resource and land use concerns within the corridor. Sustained attention will need to be centered on the available curriculum as outlined in the above narrative, and how the curriculum interfaces with existing interpretive themes.

Lakes to Locks Passage provides an existing framework that has developed a story-based set of educational experiences to offer school children. LTLP is utilizing a group of stories on natural forces and native peoples, conflict and settlement, commerce, and tourism and are conveying them through a number of venues. Their strategy to establish a "Linear Museum" to link existing sites and attractions to deliver an authentic, place-based tourism experience can easily be adapted for school programs.

Specific Recommendations:

- Form a committee of individuals from the organizations listed above whose mission would be to review the available local and regional curriculums and develop a new and innovative curriculum with an integrated focus on social studies, the arts, music, and the environment. Identify an international "sister river corridor" to communicate ideas for an interactive curriculum.
- Utilize the college community to develop a unique approach to bringing school age children experiences with the story tellers, sites, and artifacts in the corridor. The approach should build on the Linear Museum idea. Potentially hold a contest for the most creative and interactive curriculum methodology at the colleges that offer teaching degrees. Ideas should blend in the following concepts:
    - Incorporate authentic family life inside each story from the four lives;
    - Hold weekend field trips for families that combine lessons from school;
    - Lessons could require finding artifacts, historic markers, special places and sites on weekend field trips;
    - Lessons could require students to attend Native American events or historic re-enactments; and
    - Make a virtual model of the corridor that includes the sites that are lesser known on both sides of the Hudson River.

CASE STUDY

TEACHING AMERICAN HISTORY GRANT PROGRAM

The program is designed to raise student achievement by improving teachers' knowledge and understanding of and appreciation for traditional U.S. history. Grant awards will assist LEAs, in partnership with entities that have content expertise, to develop, document, evaluate, and disseminate innovative and cohesive models of professional development. By helping teachers to develop a deeper understanding and appreciation of U.S. history as a separate subject matter within the core curriculum, these programs will improve instruction and raise student achievement.

Project HISTORY includes eight districts in central New York, and each district has at least one school in need of improvement or corrective action. Scores on U.S. history and social studies tests have been declining across all school levels. This project will provide 150 hours of professional development to each participating teacher through seminars, summer and afterschool workshops, museum visits, and five release days during each school year. Two cadres of 30 elementary, middle, and high school teachers will participate for 30 months each and complete the same curriculum. Project HISTORY intends to help teacher's master historical thinking skills and transfer those skills to students. To support this effort, seminar content and teacher-created WebQuest lessons will be aligned with state standards.

Teachers will engage in technology-supported problem-based learning, historical role play, analysis of original historical documents, including works of art contemporary to important events, and exploration of local historical sites and resources. By the end of the project, teachers will have created a collection of technology-based lessons and planned actual and virtual field trips for students.

MUNICIPAL COST SHARING OPPORTUNITIES

OVERVIEW

Many local governments in New York State are experiencing fiscal stress due to the prolonged recession and a decline in revenues. The situation is heightening interest in exploring ways of saving money by providing services more effectively and efficiently. Because local governments provide many of the same types of services, the main restructuring methods of consolidation, dissolution, and annexation of towns and villages could reduce expenditures, while maintaining or even improving services by eliminating duplicative provision of services.

Shared Services most often take the form of informal handshakes or courtesy agreements between local municipalities and are often limited to services such as maintenance or borrowing equipment or supplies on an as needed basis. Most of these are difficult to track but there are numerous agreements of this type throughout the Partnership Area.

There are four types of local government efficiency grants available from the NYS Department of State to assist municipalities in exploring the feasibility of formally sharing services or undertaking the action itself. High Priority Planning Grants are

Photo:
Schuyler Park, Saratoga

available to any local government for projects that include studies of municipal mergers, consolidations or dissolutions, countywide shared services, multicounty or regional services, and charter revisions. In 2009, the NYS Department of State announced 36 High Priority Planning Grant awards ranging from $29,000 to $50,000.

EXISTING SHARED SERVICES ARRANGEMENTS

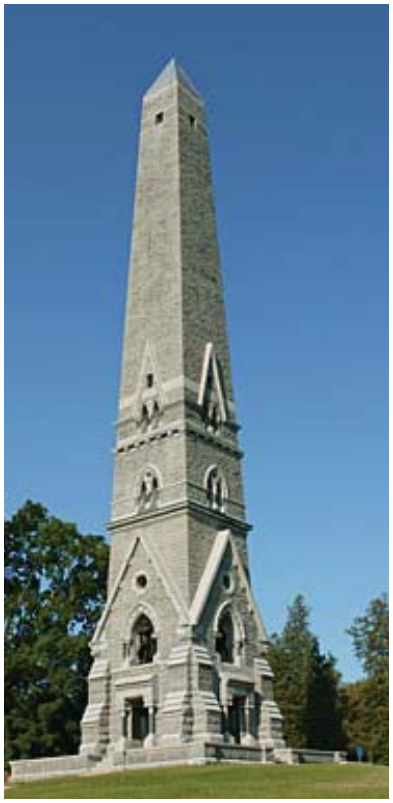
There are nine shared service studies either approved for grant funding or underway in the Partnership Area:

- Warren and Washington counties have agreed to work together cooperatively to build a shared emergency training center, which would provide a jointly operated inter-municipal facility to provide training services to both counties.
- Washington County is proposing to route snow plow beats among the participating local governments in the county in an effort to reduce costs and resource demands, while maintaining or improving upon existing levels of service.
- The village of Victory will develop a study that examines the costs and benefits of village government dissolution and will provide the resources to prepare a dissolution plan to be submitted for the consideration by village registered voters.
- The village of Schuylerville is developing a study that examines the costs and benefits of dissolution and will provide the Village with resources to prepare a dissolution plan to be submitted for consideration by village voters.
- The city of Mechanicville and village of Stillwater propose to evaluate water supply/treatment alternatives, organize for consolidation, and establish a singular entity for the operation of a regional water treatment and supply system.
- The village and the town of Fort Edward are requesting funding to complete the Shared Highway Facility Project to expand the Town's modern highway garage to accommodate the Village's vehicles and equipment. In addition, they are developing an implementation plan for the merger of their separate public works departments to achieve long-term cost savings and service improvements that will benefit all of Fort Edward.
- The neighboring villages of Cambridge and Greenwich have a history of successful shared services exhibited in the Cambridge/Greenwich Police Department.
  The municipalities seek to reduce redundancy in man-power, salaries, office space, and expenses by creating the single, full-time position of Administrator for Planning, Zoning, and DPW to serve both villages jointly.

Opportunities

Cost sharing information can be overwhelming and redundant. Municipalities are increasingly looking to engage in regional collaborations and find innovative solutions to common needs across their communities. The Partnership is in a good position to take the lead for compiling information about cost efficiency and Best Management Practices for the municipalities in the Partnership Area. Two case studies that offer a collaborative approach to sharing resources and personnel are provided.

Goal - Review and Analyze Existing Municipal Cost Sharing Partnerships.



Saratoga Monument, Victory

Specific Recommendations

Develop a performance measurement system for all shared service agreements that will collect, display, and report key indicators of government to all stakeholders. The types of mechanisms and strategies that could be most effective for the Partnership area:

- Share information regarding shared service arrangements and development projects;
- Resolve disputes on projects that may impact environmentally sensitive areas;
- Develop regional planning documents;
- Foster economic needs of involved communities;
- Administer programs for educating the public and public officialsl; and
- Secure and share federal, state, and county agency funding.

- Create an ongoing database of existing municipal partnerships and offer round table discussions to impart information, provide a place for communities to inter-communicate their specific interest, needs, and requirements to advance shared service agreements. Provide a high level of support to communities that are trying to form cost share agreements for municipal services, equipment, and personnel.
- Encourage public-private partnerships for the further development of regionally beneficial facilities such as visitor amenities, structures, building rehabilitation/ restoration, concession agreements, and facility operation.
- Smart Growth Compact Regions have the capacity to provide a mechanism for all municipalities within the Partnership Area to agree on a regional approach to various economic development, planning, and development issues. Encourage the expansion of the existing Hudson River Valley Greenway's Smart Growth Compact program into the Partnership Area and adopt the related policies and programs. Incentive funding would assist the development of compacts and associated projects such as those for consolidated water and sewer projects, open space, and agricultural protection, and the revitalization of downtowns.

CASE STUDIES

TUG HILL COMMISSION

In 1972, the New York State Legislature created The Tug Hill Commission. It serves the region's 2,100 square mile area between Lake Ontario and the Adirondacks, and addresses the environmental and economic needs of the region's 100,000 residents, and provides technical assistance to the region's local governments and organizations with a focus on land use planning, economic development, and natural resource management. The Commission helps villages and towns through the use of "circuit riders" who provide itinerant services to member communities. Most of the towns and villages also belong to one of the five local councils of government (COGs). One of the dozen local projects the Commission and the local COGs have been involved in formed a cooperative Zoning Board of Appeals.

LONG ISLAND COMMUNITY LEADS THE WAY

With 107 municipal entities within its borders, the town of North Hempstead has focused its attention on consolidation and providing efficient government services.
In 2006 the Town created the Office of Intermunicipal Coordination (OIC). Its mission was to improve the way Town and other municipal corporations worked together to provide local services. In the past three years, the Town has saved its villages, special districts, and school districts over $1 million. Highlights of the program include:
The production of over 600 signs for other municipal entities by the Town Highway Department;

- A shared fuel depot facility and a shared salt/sand storage facility;
- 54 intermunicipal agreements that include equipment sharing, plowing, street sweeping services, snow removal and repaving services;
- A 311 centralized call center which links residents and local government; and
- A recycling initiative between the Town, school districts and the Long Island Railroad.

THE IMPLEMENTATION STRATEGY

OVERVIEW

The Partnership has a wide range of opportunities for promoting and implementing the Stewardship Plan. Defining the path to move forward requires making strategic choices beginning with careful consideration of the Partnership's unique role and mission, the most effective leverage points for change, and how to best combine efforts with other partners to support stewardship on the broadest possible scale. The approach is to build upon and integrate the many successful activities already underway, while pursuing new initiatives to improve the future.

The Partnership needs a comprehensive stewardship strategy to unify initiatives, maximize the effectiveness of existing efforts, provide a process for setting priorities for new activity, and foster the development of networks with other organizations to multiply the Partnership's reach and overall impact. By concentrating on priority issues where stewardship has the greatest potential, the Partnership has the greatest opportunity to affect change. By endorsing and showcasing best management practices, positive case studies, and accomplishments in the corridor, the Partnership has the capacity to empower local governments and become a model organization for regional planning.

Photo:
Champlain Canal Lock 2,
Halfmoon

Since the priorities of the corridor may change over time, this outline for implementation will be reviewed periodically. It is recommended that the Stewardship Plan be updated and revised every five years, adding new strategies and projects and removing those that have become reality. It may also be necessary to reassign timeframe goals to the recommended strategies, and to supplement various sections of this implementation plan. Actual timing of implementation of each recommendation will depend on many factors, including the availability of funding, the ability to obtain approvals and permits, and the level of local support.

STEWARDSHIP FRAMEWORK

Train Station in Fort Edward

The purpose of this project has always been to involve expert stakeholders in a process to develop a plan for the Partnership Area that supports collaborative projects with an emphasis on agricultural and open space protection, economic and tourism development, and the protection and interpretation of our natural and cultural heritage. An innovative and voluntary collaborative framework of public and private groups, local municipalities, state agencies, and legislators is at the heart of this plan. As members of the Partnership, they continually provide valuable input and help the process through feedback at Partnership meetings.

As the stewardship framework changes to meet the needs within the Partnership Area, it is recommended that the Stewardship Plan be updated on a regular basis. The availability of funding, additional resources, new partnerships, upcoming projects, and completed goals will all be indicators of the need for an updated plan. More specifically, prior to the completion of the five year funding plan, the Partnership should consider revisiting the Stewardship Plan and identifying funding for its update.

Immediate Action

The following action item is essential to moving the Stewardship Plan to the next level and should be completed in the immediate timeframe. Drawing upon the diverse talents and interests of its members, the Partnership Board should be branched into committees:

- Policy, Planning, & Procedures Committee
- Economic Development & Marketing Committee
- Outreach and Education Committee
- Recreation & Trails Committee
- Resource Protection Committee
- Project Funding Committee

Six-Month Action Items:

- Develop and implement a 5-Year Funding Plan.
- Securing permanent office space in a central location.
- Funding a staff person to coordinate initiatives and projects.

- Create and maintain a database of existing municipal shared service arrangements and offer a process to impart information, and provide an opportunity for communities to communicate their interests, needs and requirements to advance new shared service agreements.
- Consider expanding the regional boundaries of the Partnership Area to include communities that share common resources and, together, would strengthen and enhance the mission of the Partnership.
- Expand the partnership network to include the local and regional chambers of commerce and local development corporations.
- Adopt a set of review criteria for planned projects to guide the Partnership from supporting competing projects.

The Partnership annually considers grant requests from communities and organizations in the Partnership Area when funds are available. A framework is needed to assist the Partnership in evaluating and prioritizing requests for grant funds. The following narrative describes the recommended set of criteria for this purpose.

Generally, individual projects must have a corridor affect; must be achievable; and the outcome must be measurable. A set of additional review criteria for proposed projects is presented below to guide the Partnership in reaching decisions regarding the funding of priority projects. Projects will be rated based upon their consistency with HSWHP vision and goals, Lakes To Locks Passage themes, and the National Trust for Historic Preservation principles. In addition, each project will also be issued points regarding project cost, local priority, level of project support, connections to regional resources. See Appendix C for the template for organizing, prioritizing, and ranking projects and initiatives.

Long-Term Actions

The following actions have been summarized and organized into interest areas based upon the committee structure outlined above for the Partnership. More detail is found in the Economic Plan, Education Plan, and Municipal Cost Share Opportunities.

Economic Development and Marketing Actions:

1. Develop an economic development strategy that emphasizes the Partnership Area's competitive advantage by incorporating the attributes of the area's niche into marketing and branding programs.
2. Form a new organization such as an Area Development Corporation to implement the economic development strategy.
3. Institute an area "branding campaign" that develops a marketing identity for the area by emphasizing the unique attributes of the area for the enjoyment of all.
4. Systematically undertake the public facilities projects listed within the plans developed to date.

5. Consider the potential to create a special land trust to provide the Partnership a flexible source of funds.
6. Provide access to a revolving loan program sponsored by the Partnership to meet gap financing for projects.
7. Develop a brochure that pulls together all related events and places of the corridor.
8. Focus funding resources on areas/places that build on the region's existing successful destinations and experiences and have the greatest potential for economic success.
9. Develop, maintain, and distribute a comprehensive and thorough summary list of funding sources. See Appendix D for a comprehensive listing.
10. Establish a local investor network that connects existing businesses interested in expansion or new businesses seeking startup capital and investors and venture capitalists.
11. Assist farmers in Washington and Saratoga County in expanding special public events through marketing network opportunities. Coordinate events with wider seasonal festivals which contribute to a range of attractions during strategically selected weekends.
12. Support and guide the development of the proposed Siena College Revolutionary War Institute.
13. Support a collaborative initiative between the Champlain Valley National Heritage Partnership, Hudson River National Heritage Area, and the Erie Canalway Nation Heritage Corridor that provides a focused and sustained promotion of the Partnership Area.
14. Support new legislation to study the feasibility of designating the Hudson River Valley from Westchester County to Fort Edward in Washington County as a unit of the National Park System.

Outreach and Education Actions:

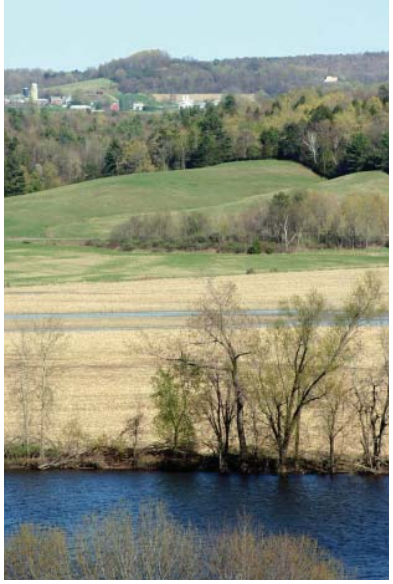
1. Facilitate a coordinated heritage education program for students, basing any new program on the Champlain Basin Education Initiative, a consortium of environmental education groups throughout the Lake Champlain Basin.
2. Endorse and financially support the network of proposed Lakes to Locks Passage Heritage Centers and the LTLP interpretive framework as the official set of themes for the Partnership Area.
3. Develop a set of communication tools such as monthly print and web-based newsletter to not only inform and highlight the various projects and initiatives moving forward in the Partnership Area.
4. Support a consistent interpretive and directional signage program.

Recreation Actions:

1. Support the Champlain Canalway Action Plan which recommends a logical

progression for construction and priority project schedule for trail segments with the goal of completing an attractive and continuous route for the Champlain Canalway Trail from Waterford to Whitehall.

2. Systematically inventory, map and catalogue waterfront projects as a means to establish a baseline of information on available waterfront assets.
3. Utilize the above described database to prepare a comprehensive capital improvement plan for the initiatives and projects listed within the existing planning documents at the local and regional level.
4. Conduct a recreational assessment of the Hudson River/Champlain Canal, Batten Kill, and Fish Creek to determine what types of recreational opportunities have future potential.
5. Support projects that enhance public access to the Hudson River, Old Champlain Canal, Fish Creek, Batten Kill, and Hoosic River.



View looking East Over Hudson River

Resource Protection Actions:

1. Adopt the Battles of Saratoga Preservation and Viewshed Protection Plan.
2. Develop a model historic visual overlay district that includes recommended standards for development on lands that are identified as being most at risk.
3. Support the development of a regional transfer of development rights program for implementing multi-municipal plans and promoting revitalization in urbanized areas.
4. Encourage communities to develop and adopt a funded purchase-of-development-rights program that prevents the conversion of agricultural land to non-agricultural uses.
5. Develop a regional ecosystem-based management program for the Upper Hudson River.
6. Develop a template of generic and consistent land use regulatory controls based upon the approach developed by the Hudson River Valley Greenway Guides.

Cost Share Opportunities Actions

Develop a reporting and performance measurement system for all types of shared service agreements that would collect, display, and report key indicators of government to all stakeholders.

1. Create a database of existing municipal shared service arrangements and offer a process to impart information, and provide an opportunity for communities to communicate their interests, needs and requirements to advance new shared service agreements.
2. Encourage the expansion of the existing Hudson River Valley Greenway's Smart Growth Compact program into the Partnership Area and adopt the related policies and programs.

APPENDIX

APPENDIX A - CONTACT INFORMATION FOR PARTNERSHIP MEMBERS

APPENDIX B - SUMMARY OF PLANNING DOCUMENTS.

APPENDIX C - PROJECT FUNDING CRITERIA TEMPLATE

APPENDIX D - GRANT SOURCES

APPENDIX E - CHAMPLAIN CANALWAY TRAIL ACTION PLAN

Photo:
Washington County Dairy Farm

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APPENDIX B - SUMMARY OF PLANNING DOCUMENTS

MUNICIPAL REPORTS	**Date**
Town of Easton	
Town of Easton Comprehensive Plan	1984
Town of Fort Edward	
Town of Fort Edward Master Plan	2001
Route 4 Corridor Management Plan	2004
Village of Fort Edward Master Plan	2006
Rogers Island Visioning Plan	2009
Town and Village of Greenwich	
Village of Greenwich Comprehensive Plan	1971
Village of Greenwich Main Street Revitalization Plan	2003
Town of Greenwich Comprehensive Plan	2004
Town of Halfmoon	
Town of Halfmoon Draft Comprehensive Plan	2003
Town of Halfmoon Waterfront Vision Plan	2007
Town of Halfmoon Draft Natural Resources & Open Space Conservation Plan	2010
City of Mechanicville	
City of Mechanicville Downtown Revitalization Plan	2006
City of Mechanicville Downtown Revitalization Grant Project	2008
Town of Northumberland	
Town of Northumberland Comprehensive Land Use Plan	2004
Hudson Crossing - A Bi-County Educational Park Multi-Modal Master Plan	2005
Town of Saratoga	
Town of Saratoga 2002 Comprehensive Land Use Plan	2002
Joint Open Space and Recreation Plan Towns of Saratoga & Northumberland	2007
Village of Schuylerville	
Schuylerville Harbor Master Plan	2002
Village of Schuylerville Comprehensive Plan	2005
Town and Village of Stillwater	
Stillwater U.S. Route 4 Corridor Plan	2006
Town of Stillwater Comprehensive Plan	2006
Town of Stillwater Farmland Protection and Green Infrastructure Plan	2010
Village of Victory	
Village of Victory Comprehensive Plan Update	2003
Town and Village of Waterford	
Town and Village of Waterford Comprehensive Plan	2002

SARATOGA NATIONAL HISTORICAL PARK REPORTS	
Saratoga National Historical Park General Management Plan	2004
Saratoga National Historical Park Alternative Transportation Study Phase II	2005
Report to Congress on the Historic Preservation of Revolutionary War and War of 1812 Sites in the United States.	2007
Viewshed Analysis for Saratoga National Historical Park	2006
Battles of Saratoga Preservation and Viewshed Protection Plan	2009
COUNTY REPORTS	
Washington County Agricultural and Farmland Protection Plan	1996
Agricultural and Farmland Protection Plan for Saratoga County	1997
Green Infrastructure Plan for Saratoga County	2006
A Farmland Conservation Plan for Washington County Region of New York State	2007
Washington County Economic Development Strategic Plan	2002
REGIONAL REPORTS	
New York Parks and Conservation Association 2002 Champlain Canal Trail Concept Plan	2002
Capital District Regional Planning Commission Strategic Plan	2004
Open Space for Tomorrow: A Capital District Sprawl and Open Space Action Strategy	2005
Old Saratoga On the Hudson Waterfront Revitalization Plan	2007
Lakes to Locks Passage Corridor Management Plan	2008
Lakes to Locks Passage: A Marketing Roadmap for an All-American Road	2009
Lakes to Locks Passage Visitor Information and Interpretive Plan	2009
Hudson River and Champlain Feeder Canal Regional Waterfront Plan	2008
STATE AND FEDERAL REPORTS	
Eastern Canal Gateway Plan	1994
New York State Canal Recreationway Plan	1995
Peebles Island State Park Final Master Plan (FEIS)	2000
Hudson River Valley National Heritage Area Management Plan	2002
NYS Historic Preservation Draft Plan	2002
Hudson River Valley Greenway Trail Vision Plan (Draft)	2004
Erie Canalway National Heritage Corridor Preservation and Management Plan	2006
Heritage Development Resource Guide	2007
New York State Open Space Conservation Plan	2009
NYS OPRHP Statewide Comprehensive Outdoor Recreation Plan	2009
Champlain Valley National Heritage Partnership Preliminary Planning Framework	2009

APPENDIX C - PROJECT FUNDING CRITERIA TEMPLATE

Historic Saratoga-Washington On The Hudson Partnership Project Funding Criteria Template		
Name of Project **Location** **Sponsor**	Example: Dix Bridge Rehabilitation Lock 5 Island Saratoga & Washington Counties	Project Points:
Project Cost **Funding Gap Status**	$3,000,000 SAFETEA-LU Grant $600,000 Needed to meet funding gap. HSWHP actively seeking new fund sources.	2
Local Priority **(High, Medium, Low)**	High	3
Level of Project Support	Resolution from HSWHP; Letters of Support from both counties & multiple communities & organizations.	3
Connections to Local & Regional Resources	Snowmobile trail link across river; Connects to Hudson Crossing Park & Champlain Canalway Trail; connects to rail into Greenwich.	3
Consistency with HSWHP Vision	Part of a cluster of historic & recreational sites.	3
Consistency with Lakes to Locks Themes	Respects the Corridor of Commerce & will become a magnet for recreation tourism.	3
Consistency with NTHP Principles**	Fosters bi-county collaboration; Will make the river come alive; Preserves & protects National Register Site.	3
TOTAL POINTS		**20**

POINT SYSTEM

Project Cost: Not Funded-1 point; Partially Funded-2 points; Fully Funded-3 Pts.
Local Priority: Low-1 point; Medium-2 points; High-3 points.
Level of Project Support: Low-1 point; Medium-2 points; High-3 points.
Connection to Regional Resources: Low-1 point; Medium-2 points; High-3 points.
Consistency with HSWHP Vision: Not Very Consistent- 1 point, Somewhat Consistent- 2 points, Mostly Consistent- 3 points.
Consistency with Lakes to Locks Themes: Not Very Consistent- 1 point, Somewhat Consistent- 2 points, Mostly Consistent- 3 points.
Consistency with National Trust Principles: Not Very Consistent- 1 point, Somewhat Consistent- 2 points, Mostly Consistent- 3 points.

CONSISTENCY WITH LAKES TO LOCKS THEMES

- Natural Systems and Native American Settlement and Migration;
- European Exploration, Military Conflicts, and Early Settlement;
- Trade, Commerce, and Industrial Development;
- Recreation, Tourism and the Environmental Movement.

CONSISTENCY WITH NATIONAL TRUST FOR HISTORIC PRESERVATION PRINCIPLES

- Projects that foster collaboration;
- Projects that have the right fit;
- Projects that make sites and programs come alive;
- Projects that focus on quality and authenticity;
- Projects that preserve and protect.

APPENDIX D - GRANT SOURCES

National Park Service
U.S. Department of the Interior

Erie Canalway
National Heritage Corridor

Available Grants

Last Updated March 11, 2010

The following is a list of upcoming grant opportunities **through December 2010** for programs and projects which follow some of the targeted areas of the Erie Canalway National Heritage Corridor's Preservation and Management Plan, including historic preservation, interpretation, and waterfront revitalization. *Grants are listed according to deadline*. Please contact Community Planner Hannah Blake at (518) 237-7000, ext. 202 or Hannah_blake@nps.gov with additions, corrections, or suggestions.

Funding Program	Pan-American Advanced Studies Institutes Program
Agency/Organization	National Science Foundation
Deadline	**March 19, 2010**
More Information	http://www.nsf.gov/publications/pub_summ.jsp?ods_key=nsf10517

Funding Program	Environmental Education Program
Agency/Organization	Fish and Wildlife Service
Deadline	**March 19, 2010**
More Information	http://www07.grants.gov/search/search.do?&mode=VIEW&oppId=52733

Funding Program	Teaching American History
Agency/Organization	U.S. Department of Educations
Deadline	**March 22, 2010**
More Information	http://www2.ed.gov/programs/teachinghistory/applicant.html

Funding Program	Digital Humanities Start-Up Grants
Agency/Organization	National Endowment for the Humanities
Deadline	**March 23, 2010**
More Information	http://www.neh.gov/grants/guidelines/digitalhumanitiesstartup.html

Funding Program	Strategic Agricultural Initiative (SAI) Grant Program
Agency/Organization	Environmental Protection Agency
Deadline	**March 31, 2009**
More Information	http://www.epa.gov/reg3wcmd/pesticide/SAI2010.pdf

Funding Program	Industrial Heritage Preservation Grants
Agency/Organization	Society for Industrial Archeology
Deadline	**March 31, 2009**
More Information	http://www.siahq.org/grants/about.html

Funding Program	Youth Environmental Grants
Agency/Organization	The Captain Planet Foundation
Deadline	**March 31, 2010**
More Information	http://assembly.state.ny.us/gan/20091201/

Funding Program	Native American/Native Hawaiian Museum Services
Agency/Organization	Institute of Museum and Library Services
Deadline	**April 1, 2010**
More Information	http://www.imls.gov/applicants/grants/nativeServices.shtm

Funding Program	Environmental Restoration Program
Agency/Organization	NYS Department of Environmental Conservation
Deadline	**Accepted on a Rolling Basis**
More Information	http://www.dec.ny.gov/pubs/grants.html
Funding Program	EZ Consulting Grants
Agency/Organization	The New York Landmarks Conservancy
Deadline	**Accepted on a Rolling Basis**
More Information	http://www.nylandmarks.org/programs_services/grants/ez_consulting_grants/
Funding Program	Economic Development Assistance Programs
Agency/Organization	Economic Development Administration
Deadline	**Accepted on a Rolling Basis**
More Information	http://www.eda.gov/ImageCache/EDAPublic/documents/pdfdocs2008/single_5f application_5fedap_5fffo_5ffinal_2epdf/v1/single_5fapplication_5fedap_5fffo_5f final.pdf
Funding Program	Conservation Trust Grant
Agency/Organization	National Geographic
Deadline	**Accepted on a Rolling Basis**
More Information	http://www.nationalgeographic.com/field/grants-programs/conservation-trust-application.html
Funding Program	Club Fostered Stewardship Grants
Agency/Organization	American Canoe Association and LL Bean
Deadline	**Accepted on a Rolling Basis**
More Information	http://www.americancanoe.org/site/c.lvIZIkNZJuE/b.4859097/k.DA44/Stewardship_Grants.htm
Funding Program	Emergency Preservation Grants
Agency/Organization	The New York Landmarks Conservancy
Deadline	**Accepted on a Rolling Basis**
More Information	http://www.nylandmarks.org/programs_services/grants/emergency_preservation_grants/

Funding Program	Tourism Matching Grants Program
Agency/Organization	NYS Canal Corporation
Deadline	**April 9, 2010**
More Information	http://readme.readmedia.com/Canal-Corporation-Announces-Availability-of-Tourism-Matching-Grants-Program/1192822
Funding Program	One-Time Competitive Grant – Academic (A)
Agency/Organization	United States Department of State
Deadline	**April 12, 2010**
More Information	http://exchanges.state.gov/grants/open2.html
Funding Program	One-Time Competitive Grant – Professional, Cultural, and Youth (B)
Agency/Organization	United States Department of State
Deadline	**April 12, 2010**
More Information	http://exchanges.state.gov/grants/open2.html
Funding Program	New Era Rural Technology Competitive Grants Program
Agency/Organization	United States Department of Agriculture
Deadline	**April 14, 2010**
More Information	http://www.nifa.usda.gov/funding/rfas/new_era.html
Funding Program	Farmers Market Promotion Program
Agency/Organization	U.S. Department of Agriculture
Deadline	**April 15, 2010**
More Information	http://www07.grants.gov/search/search.do?&mode=VIEW&oppId=52645
Funding Program	Water Sustainability and Climate
Agency/Organization	National Science Foundation
Deadline	**April 15, 2010**
More Information	http://www.nsf.gov/publications/pub_summ.jsp?ods_key=nsf10524
Funding Program	National Scenic Byways Discretionary Grant Program
Agency/Organization	U.S. Department of Transportation
Deadline	**April 16, 2010**
More Information	http://www.bywaysonline.org/grants/
Funding Program	Market Development Cooperator Program 2010
Agency/Organization	U.S. Department of Commerce
Deadline	**April 19, 2010**
More Information	http://www07.grants.gov/search/search.do?&mode=VIEW&oppId=52535
Funding Program	Improving Literacy through School Libraries
Agency/Organization	U.S. Department of Education
Deadline	**April 20, 2010**
More Information	http://www2.ed.gov/programs/lsl/applicant.html
Funding Program	Community Trade Adjustment Assistance Program
Agency/Organization	U.S. Economic Development Administration
Deadline	**April 20, 2010**
More Information	http://www.eda.gov/PDF/CommunityTAAFFO-FINAL.pdf
Funding Program	NYS Community Development Block Grant (*Main Street, Open Round Economic Development, & Annual Competitive Round*)
Agency/Organization	NYS Division of Housing and Community Renewal
Deadline	**April 23, 2010**

More Information	http://www.nysdhcr.gov/Programs/NYS-CDBG/

Funding Program	Grant Program
Agency/Organization	Conservation Alliance
Deadline	**May 1, 2010 (nomination due; app due June 10)**
More Information	http://www.conservationalliance.com/grants/how_to_apply

Funding Program	Save America's Treasures
Agency/Organization	The National Park Service
Deadline	**May 1, 2010**
More Information	http://www.nps.gov/history/hps/treasures/index.htm

Funding Program	Native American Library Services: Enhancement Grants
Agency/Organization	Institute of Museum and Library Services
Deadline	**May 3, 2010**
More Information	http://www.imls.gov/applicants/grants/nativeEnhance.shtm

Funding Program	Fellowships
Agency/Organization	National Endowment for the Humanities
Deadline	**May 4, 2010**
More Information	http://www.neh.gov/grants/guidelines/fellowships.html

Funding Program	Challenge Grants
Agency/Organization	National Endowment for the Humanities
Deadline	**May 5, 2010**
More Information	http://www.neh.gov/grants/guidelines/challenge.html
Funding Program	*We the People* Project Grants for State Humanities Councils
Agency/Organization	National Endowment for the Humanities
Deadline	**May 5, 2010**
More Information	http://www.neh.gov/grants/guidelines/wtpshc.html

Funding Program	Community Grants
Agency/Organization	Hudson River Valley National Heritage Area
Deadline	**May 7, 2010**
More Information	http://www.hudsongreenway.state.ny.us/GrantFunding/CommunityGrants.aspx
Funding Program	Compact Grants
Agency/Organization	Hudson River Valley National Heritage Area
Deadline	**May 7, 2010**
More Information	http://www.hudsongreenway.state.ny.us/GrantFunding/CompactGrants.aspx

Funding Program	Water Trail Grants
Agency/Organization	Hudson River Valley National Heritage Area
Deadline	**May 7, 2010**
More Information	http://www.hudsongreenway.state.ny.us/GrantFunding/WaterTrail.aspx

Funding Program	Preserve NY Grant Program
Agency/Organization	The Preservation League of America
Deadline	**May 17, 2010**
More Information	http://www.preservenys.org/01_what_grants_guide.html

Funding Program	Preservation Assistance Grants for Smaller Institutions
Agency/Organization	National Endowment for the Humanities
Deadline	**May 18, 2010**
More Information	http://www.neh.gov/grants/guidelines/pag.html

Funding Program	Challenge America Fast Track
Agency/Organization	National Endowment for the Arts
Deadline	**May 27, 2010**
More Information	http://www.arts.gov/grants/apply/GAP11/Challenge.html

Funding Program	Worldwide Grant Program
Agency/Organization	Tourism Cares
Deadline	**June 1, 2010**
More Information	http://www.tourismcares.org/grants/worldwide-grant-program

Funding Program	National Trust Preservation Funds
Agency/Organization	National Trust for Historic Preservation
Deadline	**June 1, 2010**
More Information	http://www.preservationnation.org/resources/find-funding/grants/

Funding Program	Clean Energy Business Growth and Development
Agency/Organization	New York State Energy Research and Development Authority
Deadline	**June 2, 2010**
More Information	http://www.nyserda.org/funding/1260pon.asp

Funding Program	Professional Development Grants for Archives and Historical Publishing
Agency/Organization	National Archives and Records Administration
Deadline	**June 3, 2010**
More Information	http://archives.gov/nhprc/announcement/development.html

Funding Program	Digitizing Historical Records
Agency/Organization	National Archives and Records Administration
Deadline	**June 3, 2010**
More Information	http://archives.gov/nhprc/announcement/digitizing.html

Funding Program	Electronic Records Project
Agency/Organization	National Archives and Records Administration
Deadline	**June 3, 2010**
More Information	http://archives.gov/nhprc/announcement/electronic.html

Funding Program	Publishing Historic Records: Colonial and Early National Period
Agency/Organization	National Archives and Records Administration
Deadline	**June 3, 2010**
More Information	http://archives.gov/nhprc/announcement/publishing.html

Funding Program	Strategies and Tools for Archives and Historical Publishing Projects
Agency/Organization	National Archives and Records Administration
Deadline	**June 3, 2010**
More Information	http://archives.gov/nhprc/announcement/strategies.html

Funding Program	Learning in the Arts for Children and Youth
Agency/Organization	The National Endowment for the Arts
Deadline	**June 10, 2010**
More Information	http://www.nea.gov/grants/apply/GAP11/LITA.html

Funding Program	Sacred Sites Fund
Agency/Organization	The New York Landmarks Conservancy
Deadline	**June 15, 2010**
More Information	http://www.nylandmarks.org/pdfs/Sacred_Sites_and_Consulting_Grant.pdf

Funding Program	Robert W. Wilson Sacred Sites Challenge Grant
Agency/Organization	The New York Landmarks Conservancy
Deadline	**June 15, 2010**
More Information	http://www.nylandmarks.org/pdfs/Wilson_Application_2010.pdf

Funding Program	Reading and Discussion Program Grants
Agency/Organization	New York Council for the Humanities
Deadline	**June 18, 2010**
More Information	http://nyhumanities.org/discussion_groups/grants/index.php

Funding Program	Youth Environmental Grants
Agency/Organization	The Captain Planet Foundation
Deadline	**June 30, 2010**
More Information	http://assembly.state.ny.us/gan/20091201/

Funding Program	Archeology and Archaeometry
Agency/Organization	National Science Foundation
Deadline	**July 1, 2010**
More Information	http://www.nsf.gov/funding/pgm_summ.jsp?pims_id=11690

Funding Program	Population and Community Ecology
Agency/Organization	National Science Foundation
Deadline	**July 9, 2010**
More Information	http://www.nsf.gov/funding/pgm_summ.jsp?pims_id=503414

Funding Program	Ecosystem Science
Agency/Organization	National Science Foundation
Deadline	**July 9, 2010**
More Information	http://www.nsf.gov/funding/pgm_summ.jsp?pims_id=12822

Funding Program	Rivers, Trails, and Conservation Assistance Program
Agency/Organization	National Park Service
Deadline	**August 1, 2010**
More Information	http://www.nps.gov/ncrc/programs/rtca/contactus/cu_apply.html

Funding Program	Folk and Traditional Arts: Access to Artistic Excellence
Agency/Organization	National Endowment for the Arts
Deadline	**August 12, 2010**
More Information	http://www.nea.gov/grants/apply/GAP11/FolkAAE.html

Funding Program	Geography and Regional Science
Agency/Organization	National Science Foundation
Deadline	**August 15, 2010**
More Information	http://www.nsf.gov/funding/pgm_summ.jsp?pims_id=5410

Funding Program	Cultural Anthropology
Agency/Organization	National Science Foundation
Deadline	**August 15, 2010**
More Information	http://www.nsf.gov/funding/pgm_summ.jsp?pims_id=5388

Funding Program	Cultural Anthropology Scholars Awards
Agency/Organization	National Science Foundation
Deadline	**August 16, 2010**
More Information	http://www.nsf.gov/funding/pgm_summ.jsp?pims_id=5321

Funding Program	Interpreting America's History: Implementation Grants
Agency/Organization	National Endowment for the Humanities
Deadline	**August 18, 2010**
More Information	http://www.neh.gov/grants/guidelines/IAHP_Implementation.html

Funding Program	Interpreting America's History: Planning Grants
Agency/Organization	National Endowment for the Humanities
Deadline	**August 18, 2010**
More Information	http://www.neh.gov/grants/guidelines/IAHP_Planning.html

Funding Program	America's Media Makers Development Grants
Agency/Organization	National Endowment for the Humanities
Deadline	**August 18, 2010**
More Information	http://www.neh.gov/grants/guidelines/AmMediaMakers_development.html

Funding Program	America's Media Makers Production Grants
Agency/Organization	National Endowment for the Humanities
Deadline	**August 18, 2010**
More Information	http://www.neh.gov/grants/guidelines/AmMediaMakers_production.html

Funding Program	GET READY! Grants for Museum Advancement
Agency/Organization	Upstate History Alliance
Deadline	**Apply by September 2010**
More Information	http://upstatehistory.org/grants/getready.html

Funding Program	GO! Grants for Museum Advancement
Agency/Organization	Upstate History Alliance
Deadline	**Apply by September 2010**
More Information	http://upstatehistory.org/grants/go.html

Funding Program	Public Subventions
Agency/Organization	National Archives and Records Administration
Deadline	**September 4, 2010**
More Information	http://archives.gov/nhprc/announcement/subvention.html

Funding Program	Community Grants
Agency/Organization	Hudson River Valley National Heritage Area
Deadline	**September 10, 2010**
More Information	http://www.hudsongreenway.state.ny.us/GrantFunding/CommunityGrants.aspx

Funding Program	Compact Grants
Agency/Organization	Hudson River Valley National Heritage Area
Deadline	**September 10, 2010**
More Information	http://www.hudsongreenway.state.ny.us/GrantFunding/CompactGrants.aspx

Funding Program	Water Trail Grants
Agency/Organization	Hudson River Valley National Heritage Area
Deadline	**September 10, 2010**
More Information	http://www.hudsongreenway.state.ny.us/GrantFunding/WaterTrail.aspx

Funding Program	Major Grants
Agency/Organization	New York Council for the Humanities
Deadline	**September 15, 2010**
More Information	http://www.nyhumanities.org/grants/

Funding Program	Environmental Engineering
Agency/Organization	National Science Foundation
Deadline	**September 23, 2010**
More Information	http://www.nsf.gov/funding/pgm_summ.jsp?pims_id=501029

Funding Program	Environmental Sustainability
Agency/Organization	National Science Foundation
Deadline	**September 23, 2010**
More Information	http://www.nsf.gov/funding/pgm_summ.jsp?pims_id=501027

Funding Program	Energy for Sustainability
Agency/Organization	National Science Foundation
Deadline	**September 23, 2010**
More Information	http://www.nsf.gov/funding/pgm_summ.jsp?pims_id=501026

Funding Program	Youth Environmental Grants
Agency/Organization	The Captain Planet Foundation
Deadline	**September 30, 2010**
More Information	http://assembly.state.ny.us/gan/20091201/

Funding Program	Recovery Act Funds – Environmental Internships
Agency/Organization	Department of the Interior
Deadline	**September 30, 2010**
More Information	http://www07.grants.gov/search/search.do?&mode=VIEW&flag2006=false&oppId=47853

Funding Program	Economic Development Assistance Programs
Agency/Organization	Economic Development Administration
Deadline	**September 30, 2010**
More Information	http://www.eda.gov/xp/EDAPublic/PDF/FY09-EDAP-FFO-FINAL.pdf

Funding Program	National Trust Preservation Funds
Agency/Organization	National Trust for Historic Preservation
Deadline	**October 1, 2010**
More Information	http://www.preservationnation.org/resources/find-funding/grants/

Funding Program	Publishing Historic Records: New Republic Through the Modern Era
Agency/Organization	National Archives and Records Administration
Deadline	**October 7, 2010**
More Information	http://archives.gov/nhprc/announcement/publishing.html

Funding Program	Professional Development Grants for Archives and Historical Publishing
Agency/Organization	National Historical Publications and Records Commission
Deadline	**October 7, 2010**
More Information	http://archives.gov/nhprc/announcement/development.html

Funding Program	Strategies and Tools for Archives and Historical Publishing Projects
Agency/Organization	National Archives and Records Administration
Deadline	**October 7, 2010**
More Information	http://archives.gov/nhprc/announcement/strategies.html

Funding Program	Grant Program
Agency/Organization	Conservation Alliance
Deadline	**November 1, 2010 (nomination due; app due December 10)**
More Information	http://www.conservationalliance.com/grants/how_to_apply

Funding Program	Open Grant
Agency/Organization	Dr. Scholl Foundation
Deadline	**November 1, 2010**
More Information	http://www.drschollfoundation.com/procedures.htm

Funding Program	Clean Energy Business Growth and Development
Agency/Organization	New York State Energy Research and Development Authority
Deadline	**November 3, 2010**
More Information	http://www.nyserda.org/funding/1260pon.asp

Funding Program	Youth Environmental Grants
Agency/Organization	The Captain Planet Foundation
Deadline	**December 31, 2010**
More Information	http://assembly.state.ny.us/gan/20091201/

Funding Program	Refresh Everything
Agency/Organization	Pepsi Co.
Deadline	**Accepted Every Month – only the first 1,000 entries are eligible each month**
More Information	http://www.refresheverything.com/how-it-works

Funding Program	Environmental Restoration Program
Agency/Organization	The Department of Environmental Conservation
Deadline	**Accepted on a Rolling Basis**
More Information	http://assembly.state.ny.us/gan/20100201/

Funding Program	Community Programs Grants
Agency/Organization	USDA Rural Development
Deadline	**Accepted on a Rolling Basis**
More Information	http://www.rurdev.usda.gov/rhs/cf/brief_cp_grant.htm

Funding Program	Rural Area Revitalization Projects and Urban Initiatives Programs
Agency/Organization	NYS Division of Housing and Community Renewals
Deadline	**Accepted on a Rolling Basis**
More Information	http://www.dhcr.state.ny.us/Funding/nofas/RARP_UI_nofa.htm

Funding Program	City Ventures Fund
Agency/Organization	The New York Landmarks Conservancy
Deadline	**Accepted on a Rolling Basis**
More Information	http://www.nylandmarks.org/programs_services/grants/city_ventures_fund/

Funding Program	The Peter H. Brink Leadership Fund
Agency/Organization	National Trust for Historic Preservation
Deadline	**Accepted on a Rolling Basis**
More Information	http://www.preservationnation.org/resources/find-funding/grants/

Funding Program	NYS Main Street Program
Agency/Organization	Office of Community Renewal
Deadline	**Accepted on a Rolling Basis**
More Information	http://nymainstreet.org/grants/grantguidelines.php

Funding Program	Local Government Records Management Improvement Fund (LGRMIF)
Agency/Organization	New York State Education Department
Deadline	**Accepted on a Rolling Basis**
More Information	http://www.archives.nysed.gov/a/grants/grants_lgrmif.shtml

Funding Program	Planning and Construction Grants
Agency/Organization	Enterprise Green Communities
Deadline	**Accepted on a Rolling Basis**
More Information	http://www.greencommunitiesonline.org/tools/funding/grants/planning.asp#top

Funding Program	Technical Assistance Grant
Agency/Organization	New York State Department of Environmental Conservation
Deadline	**Accepted on a Rolling Basis**
More Information	http://www.dec.ny.gov/regulations/2590.html

Funding Program	Wildlife Grant
Agency/Organization	Norcross Wildlife Foundation
Deadline	**Accepted on a Rolling Basis**
More Information	http://www.norcrossws.org/Foundmain.html

Funding Program	NYS Main Street Program
Agency/Organization	Office of Community Renewal
Deadline	**Accepted on a Rolling Basis**
More Information	http://nymainstreet.org/grants/grantguidelines.php

Funding Program	Bikes Belong Grants Program
Agency/Organization	Bikes Belong Coalition
Deadline	**Accepted on a Rolling Basis**
More Information	http://www.bikesbelong.org/node/42

Funding Program	Mini Grants
Agency/Organization	New York Council for the Humanities
Deadline	**Accepted on a Rolling Basis**
More Information	http://www.nyhumanities.org/grants/

Funding Program	Rural Area Revitalization Projects (RARP) and Urban Initiatives (UI) Programs
Agency/Organization	New York State Division of Housing & Community Renewal (DHCR)
Deadline	**Accepted on a rolling basis**
More Information	http://www.nysdhcr.gov/Funding/nofas/RARP_UI_nofa.htm

Funding Program	Environmental Protection and Conservation Grant
Agency/Organization	The Fields Pond Foundation
Deadline	**Accepted on a Rolling Basis**
More Information	http://www.assembly.state.ny.us/gan/20090901/

Funding Program	Municipal Agricultural and Farmland Protection Planning Grant
Agency/Organization	NYS Department of Agriculture and Markets
Deadline	**Accepted on a Rolling Basis**
More Information	http://www.agmkt.state.ny.us/RFPS.html

Funding Program	County Agricultural and Farmland Protection Planning Grant
Agency/Organization	NYS Department of Agriculture and Markets
Deadline	**Accepted on a Rolling Basis**
More Information	http://www.agmkt.state.ny.us/RFPS.html

Funding Program	Grow New York's Enterprise Program
Agency/Organization	NYS Department of Agriculture and Markets
Deadline	**Accepted on a Rolling Basis**
More Information	http://www.agmkt.state.ny.us/RFPS.html

APPENDIX E - CHAMPLAIN CANALWAY TRAIL ACTION PLAN

Champlain Canalway Trail Action Plan
Project description

Our goal: *To complete and promote an attractive and continuous route for the Champlain Canalway Trail from Waterford to Whitehall, including historic towpaths, trails, on-street bicycle routes and links to regional and community attractions.*

About the Champlain Canalway Trail & Erie Canalway Trail System

New York's Canalway Trail System is one of the most ambitious projects of its kind. When completed, the trails along the Erie, Champlain, Oswego and Cayuga-Seneca Canals will total 524 miles combined. Now just over halfway complete, the Canalway Trail system is becoming a national- and world-class destination.

The Champlain Canalway Trail will extend 58 miles between Whitehall and Waterford. At present, nearly 20 miles, or about one-third of the total, is either complete or slated for construction.

"Vital signs" of the Trail	Miles	Percent of total
Total Length	*58*	*100%*
Completed trail in use	7	*12%*
Trail planned or in construction	13	*22%*
Trail route defined but not pieced together	16	*28%*
Trail route undefined	22	*38%*
Glens Falls Feeder Canal Trail	*8*	*n/a*
Other major regional trails	*20*	*n/a*

The need for partnership along the trail

The Canal Corporation plans to build trails on the 10+ miles of corridor it owns. But since most of the potential trail route is owned by local municipalities or other entities, most Champlain Canalway Trail projects will need to be locally driven. Increased coordination and support between communities can help complete the entire trail, and ensure that all local communities capture the full range of trail benefits for local residents and visitors alike.

The Champlain Canalway Trail Action Plan will help:

- Position Champlain Canal communities to obtain trail funding while minimizing competition with each other;
- Fill gaps in the trail system by providing networking and planning assistance;
- Encourage completion of locally-driven trail projects;
- Develop interpretive and informational signage and publications;
- Establish emergency response strategies in cooperation with state and local authorities;
- Coordinate an "adopt-a-trail" program for local trail monitoring and maintenance.

What we are doing

To help promote completion of the Champlain Canalway Trail, we are:

- Holding a series of Canalway Trail workshops, to identify trail-related opportunities and ways local communities can work together to capture trail benefits;
- Creating a Champlain Canalway Trail "Action Plan" to facilitate local and regional action;
- Exploring ways to raise the profile of the trail through trail-related events, publications, or perhaps a conference about trails in the Champlain Canalway corridor;
- Encouraging creation of maps and information to promote use of the Champlain Canalway Trail by residents and visitors alike.

The Champlain Canalway Trail Working Group

A volunteer working group is helping to guide creation of the trail Action Plan. The group includes local and regional canal and trail groups, public agencies, and town and county park and preservation organizations. We benefit from the existing network of the Canalway Trail Association of New York (CTANY), a statewide, all-volunteer organization of trail owners / managers formed to help localities to develop, manage and maintain the Canalway Trail. CTANY operates under the umbrella of Parks & Trails New York (www.ptny.org).

National Park Service Technical Assistance

The Rivers, Trails and Conservation Assistance Program of the National Park Service is providing outreach and planning assistance to the working group, helping create an Action Plan and a roundtable of communities interested in bringing the Champlain Canalway Trail to life.

For more information, contact the CTANY representative nearest you:

- Nelson Ronsvalle, Town of Halfmoon, 518-371-7410 x2888 nronsvalle@townofhalfmoon.org, on the web: www.townofhalfmoon.org
- Marlene & Alan Bissell, Hudson Crossing Park (Schuylerville), 518-859-1462 abissel1@nycap.rr.com, on the web: www.hudsoncrossingpark.org
- Jeanne Williams, Feeder Canal Alliance (Glens Falls), 518-792-5363, (c) 518-225-1310 jpw.fca@gmail.com, on the web: www.feedercanal.com

Organizations providing assistance:

- Janet Kennedy, Lakes to Locks Passage, 518-597-9660 janet@lakestolocks.com, on the web: www.lakestolocks.com
- Karl Beard, National Park Service - Rivers & Trails Program, 845-229-9115 x34 karl_beard@nps.gov, on the web: www.nps.gov/rtca
- John DiMura, NYS Canal Corporation, 518-436-3034 john_dimura@canals.state.ny.us, on the web: www.nyscanals.gov/exvac/trail