

Moriah's Destination Master Plan

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

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

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November 2009

*We will approach tourism cautiously,
building a little at a time, until we understand it better.
We will seek tourism that celebrates our history
and our place on Lake Champlain,
that supports the services we need in our communities,
and creates jobs and business opportunities for our residents.*

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Vision: Approaching tourism cautiously

Moriah will grow lodging and visitor activities at a pace that enables residents to evaluate how strongly the community wants to embrace tourism. Moriah's tourism growth will generate jobs, business opportunities, better returns from public campgrounds, support for stores and restaurants that are important to residents, and help create a better sense of community pride. Moriah will focus on visitors interested in its heritage (to include mining and film making) and on those seeking to recreate in forests and on Lake Champlain.

Table of Contents

Vision	3
Table of Contents	5
Executive Summary	7
Assessment	9
Analysis	15
Goals	19
Actions	21
Timelines and Responsibilities	47
Appendix	51
Template for Tourism Council	53

Executive Summary

Moriah will proceed cautiously in the development of tourism, balancing its need to generate new economic revenue for residents with a need to let residents “get a feel” for how tourism fits in the communities of Moriah.

Moriah will seek 40 new lodging rooms within the next three years. And it will review and reorganize the way the publicly owned campgrounds are managed, seeking to generate a bigger flow of campground-related tourism expenditures in Moriah.

It will develop experience-based tourism products that are a “fit” for Moriah, including a better fishing contest economy, a hamlet history driving tour, a silent film festival, and a GPS photography challenge. Moriah is committed to opening the Iron Museum more hours every week.

Moriah will foster and encourage private investment related to tourism, and get citizens behind a campaign to show more pride and clean up public areas of Moriah, to achieve a better quality of life and be more attractive to visitors.

At the same time, Moriah will engage in public discussion, both educating residents relative to how tourism can produce community benefits and listening hard to residents’ ideas and concerns.

Moriah Assessment

Intro Statement

Moriah sits in a good position to develop a steady and sustainable tourism economy. It boasts incredible views of Lake Champlain. It is ground zero for Champ sightings. There is great boating and fishing. It has easy access to Amtrak (historic station) and sits close to the mid lake bridge across Lake Champlain. It has great Adirondack scenery and an exciting history.

But, there's no place to sleep. Limited options for dining. And very little visitor-oriented retail. There is a town-owned RV park, but it's mostly filled with full-season campers, leaving no place for those seeking to come for a night, a week, or a weekend. There is also another RV park owned by the village of Port Henry. Both are situated on the shore of Lake Champlain.

There is a sense, in discussing tourism possibilities in Moriah, that people are not used to thinking in terms of what could be. Moriah will need to be able to envision a future and want it bad enough to make it happen, before tourism development has a serious chance.

The future is not something one can count on outsiders doing to or for Moriah – the energy and vision need to come from within the town.

Snapshot of Current Tourism

The following lists are not prioritized.

Infrastructure

- More Publicly Owned Shoreline than anywhere else on Lake Champlain
- Lake Champlain
- Amtrak and Historic Station
- One of two bridges linking Middlebury and Burlington
- Historic Downtown and Churches
- Mining History and Museum
- Great Town Hall
- RV Parks
- Champ
- Golf Course
- Unique Geological Features
- Town-owned old-growth trees
- Old power house site
- Hamlet of Witherbee
- Dock/pier for tour boats
- Movie-making sites

Experiences

- Heritage Exploration
- Boating
- Fishing and Hunting
- Ice Fishing
- Mountain Biking – bicycling - hiking
- Touring by Car through Classic Adirondack Scenery
- Town-owned old-growth trees
- Hamlet of Witherbee
- Tubb Mills Ponds – Upper Feeder Pond – Eagles Nest Pond (bound by State and IP)

Products

- RV Park
- King's Inn
- Golf Course and Tournaments
- Fishing Tournaments
- Family Fun Cabins
- Collin Motel
- Iron Center Museum

Gaps

- Lodging
- Dining
- Retail
- Experience-based Products
- Iron Center Museum hours
- Hands-on with what is seen at the museum
- Tracey Road traffic going to Lake Placid – don't see what Moriah has
- Manmade facilities
- Knowledge of Moriah's iron miners

Seasons

There are plenty of experiences year-round in Moriah, but most of those have not been turned into products. And, without the lodging opportunity, the existing season is based on nearby destinations (and business from those staying at the season-long RV park).

Competitiveness

Competitiveness requires products.

Positive and Negative Impacts

When the mine closed, jobs went away. There continues to be a threat that the mill could close – and more jobs could go away. Tourism can't fix all of that, but it could generate both jobs and business opportunities.

The improvements necessary to succeed in tourism would also make Moriah a better place to live – potentially spawning more civic pride. Perhaps these improvements would also attract other economic opportunities.

Benefits

- Tourism could spawn dining opportunities that locals (with income from tourism) might enjoy.
- This economy needs revenue

Potential New Products and Experiences

- Cabins
- Other Lodging
- Historic Tour
- Trail system (on private lands that can take motorized vehicles)
- New B&Bs from existing old mansions and large single family homes
- Bicycling tours
- Old power house site could be a hotel location
- Town-owned old-growth trees
- Tubb Mills Ponds – Upper Feeder Pond – Eagles Nest Pond
- Tour boats coming into the dock
- Hands-on of Moriah's history
- Dock/pier for tour boats

Community Wants

- Jobs and Business Opportunities
- To help businesses already here
- To utilize community assets
- To expand on the tax base
- Second wage earner jobs
- Private investment
- Could be satisfied with day trippers
- Community pride
- All levels of jobs

Community Concerns

There are two kinds of visitors – the visitor looking for a “Lake George” atmosphere and the visitor who comes to see what is here

Visitor Perspectives

Products and Experiences that Contribute to a Sense of Destination

- Ice Fishing
- Boating
- Fishing
- Touring by Car through classic Adirondack Scenery
- Historic Town and Churches

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

- Ice Fishing
- Boating
- Fishing
- Touring by Car through classic Adirondack Scenery
- Historic Town and Churches

Products that Conflict with Destination Appeal

Seasonal RV Park

What Makes This (or Would Make This) a Destination

- Lodging
- Dining
- Tourism-oriented retail in downtown Port Henry
- The energy and activity from having visitors present
- Pier for boat tours
- An anchor or defining product or experience

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

Frustration when one drives to Moriah and finds the museum closed

Summary

Moriah sits on opportunity. The location is good. The experience selection is also good. The door is open to four seasons. Moriah has the potential to host a tourism economy that sustainably supports a reasonable level of jobs and businesses.

It will take investment in infrastructure. First lodging, but also dining and retail. It will take the development of products based on the great heritage and natural history experiences that are a natural to Moriah.

The question is: Does Moriah want this bad enough to step up and make it happen?

Moriah Analysis

The people of Moriah have a number of perspectives on what tourism could do for them and to them – and they haven't really made up their mind whether to embrace it or not. This destination master plan gives Moriah an opportunity to try on tourism, like a new shoe, and see how it feels. Rather than plunge into tourism, it needs to get its feet wet and then decide whether tourism is the tool Moriah wants to use to move toward a bigger economy, more jobs, and more business opportunities.

That said, Moriah has some unique attributes to bring to the tourism equation. Moriah has more public frontage on Lake Champlain than anywhere else on the lake. Two campgrounds are currently focused on seasonal visitors and each supports the ability to tie one's boat up near camp. There's great fishing for those waking up in Moriah. And Moriah has a unique relationship with Champ.

Moriah has a great connection to Amtrak (a beautiful historic station with an historic steam locomotive next to it) and is positioned near one of the bridges to Vermont. It has an exciting mining history to share with visible "artifacts" to discover and a focused museum to help explain. The hamlets and countryside of Moriah are dotted with historic churches and houses – and other exciting historic structures. And there are great hikes to take, some through old forests and others to ponds out in the woods.

Moriah also has a couple new restaurants that are "capturing" some of the tourism traffic passing through, and pulling a few visitor dollars into the economy.

The Moriah working group wants to move forward in growing a tourism economy, but in a way that is tentative and careful. Moriah needs to approach tourism on its own terms.

How does one go about that? There are some things that Moriah can tackle that won't degrade the experience of living in Moriah, won't take great investment, and will give Moriah a taste of tourism.

Moriah could explore:

- Creating an inventory of heritage structures that visitors could explore
- Target the development of 6-10 lodging units.
- Work on spiffing up the corridors that visitors might use.
- Consider refocusing those seasonal campgrounds on transient visitors
- Get the mining museum and welcome center open for reasonable hours

If Moriah could gather together a list of historic structures that visitors could explore and post those in a way that potential visitors could find them, then Moriah could generate the beginnings of a flow of visitors. Egret would suggest that the compilation include churches, cemeteries, old houses, mine buildings, historic retail areas, the town offices, the Amtrak station and more! It could be a fun project for people to get together and create a paragraph about each. The list should come with directions – and, to make the list attractive to those embracing technology, GPS coordinates. That list could be posted on a website, along with a few enticing photos. And it could be printed and made available at various places visitors now stop. The list could also list all visitor services available and how to find them.

Moriah should make it a goal to have 6-10 new lodging units up and operating within 5 years. These could be hotel rooms or rental cabins. And more than ten wouldn't hurt at all. There are a number of options for locating the units. They should target a mid range visitor – and it would be advantageous to site them with views of Lake Champlain, a pond, great woods, or another similar view. Ideally, some locals will be hired to construct the lodging units and local people will have employment managing and caring for them and the visitors that fill them.

If Moriah got together and decided to polish up the corridors visitors use, the town would be more inviting and more people would stay longer. Visitors who come to Moriah will come to experience the town, its history, its natural resources, and the people who live here. A cleaner, more polished, Moriah would send a clear message that Moriah is a proud community that is worth getting to know.

If the two publicly owned campgrounds were to serve more transient visitors, that change would leverage more spending in the town. Transient visitors are more likely to buy supplies locally and to eat out, while those parking a recreational vehicle for a season are likely to bring along the supplies and stay close to their campsite. That small change (which would make managing the facilities more difficult) would bring new faces into Moriah more often and leverage more dollars into the economy. It is also possible that a new campground could be constructed, perhaps at another scenic location in Moriah.

Moriah's commitment to trying tourism should be reflected in reasonable and dependable hours for both the museum and visitor center. Volunteers are hard to find – but if Moriah wants a shot at this, they need to be found. The visitor center is the starting place to guide visitors off the highway and through the town. The museum is already on people's radar screens – but many of them are frustrated when they arrive to find things closed. Tourism is a bit like a dairy – once you get in the business, you have to keep at it on a daily basis.

There is an old tourism adage that if you get people to spend 20 minutes more they will probably buy a meal or a refreshment. While the above actions are not going to suddenly create a substantial tourism economy, they will introduce Moriah to more visitors. Some of those visits will result in sales in dining establishments, others in groceries or camping supplies, and still others in lodging. Some locals will find some work in all of this. But, more importantly, people who live in Moriah will have a chance to get used to having more visitors in the community.

Perhaps someone will open another restaurant. Or sell his or her crafts from a stand in the front yard. Or someone will open a gift shop in one of the historic buildings. Perhaps, with a little time, Moriah will see opportunities in tourism and decide it needs to attract another lodging establishment – or to cultivate more entrepreneurs to step up and open businesses serving visitors.

Egret understands the hesitation that Moriah has toward sharing itself with visitors. Moriah has historically had bigger enterprises with lots of employees. Tourism is a substantial change in the way people who grew up around mines and mills see jobs and businesses. And the value of a load of logs or truck load of ore wasn't influenced by whether you smiled at a stranger or kept your lawn mowed.

Tourism is something that Moriah can feel its way through – and it's just fine if the people of Moriah decide that they'd rather create jobs and business opportunities in another way.

Goals for Town of Moriah Tourism

- Introduce tourism to town slowly enough that residents can make quality decisions about a future in tourism
- Generate jobs and business opportunities
- Develop some local lodging
- Support local businesses, especially those that contribute to local quality of life
- Honor mining history
- Showcase silent film history
- Protect residents' ownership of and access to public Lake Champlain frontage
- Make town and village owned campsites perform better (economically and aesthetically)
- Fill empty storefronts
- Help create a better sense of community pride
- Create an environment that supports a stronger Chamber of Commerce
- Help each hamlet keep its own identity while building a town-wide sense of community
- Improve cell phone access

Actions

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

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

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

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

1. Establish an ongoing “Town of Moriah Tourism Council”	
Related Goals:	<ul style="list-style-type: none"> • Introduce tourism to town slowly enough that residents can make quality decisions about a future in tourism • Generate jobs and business opportunities • Develop some local lodging • Support local businesses, especially those that contribute to local quality of life • Honor mining history • Showcase silent film history • Protect residents’ ownership of and access to public Lake Champlain frontage • Make town and village owned campsites perform better (economically and aesthetically) • Fill empty storefronts • Help create a better sense of community pride • Create an environment that supports a stronger Chamber of Commerce • Help each hamlet keep its own identity while building a town-wide sense of community • Improve cell phone access
Action:	Establish and operate an ongoing “Town of Moriah Tourism Council”
Responsible Players:	Keeper will be John Boyea. Barb Brassard, Rick Dolliver, Rick Carpenter, Suzanne Maye, Town/Tom Scozzafava, Chamber/Jack Wood, Village/Ruth McDonough
Timeline:	Six months
Expected Outcomes:	<ul style="list-style-type: none"> • The plan gets executed • There is a line of communication among residents, tourism businesses, and government • The momentum carries forward through plan renewal and goal evolution • Moriah “has a future” in tourism
Notes and Details:	The current working group can serve as a nucleus for the council
Related Actions:	<ul style="list-style-type: none"> • Open the Iron Museum more hours per week • Change management options for campgrounds • Open 40 lodging rooms within three years • Build a better fishing contest economy • Clean up public areas • Hold hamlet meetings to integrate tourism into other community goals and issues • Survey Town of Moriah residents to find out local sentiment towards tourism • Establish a base-line of visitor data and track changes • Drive a tourism education process through hospitality program • Build support for the chamber among the business community

	<ul style="list-style-type: none">• Develop a cadre of townwide volunteers• Foster a campaign to increase local pride• Create incentives for new lodging development• Create an annual Town of Moriah Silent Film Festival• Create a GPS photography experience• Complete Port Henry Walking Trail• Promote products and experiences• Incubate new tourism businesses• Attract new tourism investment• Hamlet Driving Tour - mining history
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2. Open the Iron Museum more hours per week

Related Goals:	<ul style="list-style-type: none"> • Generate jobs and business opportunities • Develop some local lodging • Support local businesses, especially those that contribute to local quality of life • Honor mining history • Help create a better sense of community pride
Action:	Open the Iron Museum more hours per week
Responsible Players:	RSVP, Historical Society, Chamber
Timeline:	Six months
Expected Outcomes:	<ul style="list-style-type: none"> • More visitors will spend more time exploring Moriah’s history • More visitors will find their way to local businesses • More visitors will find reasons to come back to Moriah for other experiences
Notes and Details:	Need to be confident museum will be open before promoting expanded hours
Related Actions:	<ul style="list-style-type: none"> • Establish a base-line of visitor data and track changes • Develop a cadre of townwide volunteers • Foster a campaign to increase local pride • Promote products and experiences • Hamlet Driving Tour - mining history

3. Change management options for campgrounds

Related Goals:	<ul style="list-style-type: none"> • Introduce tourism to town slowly enough that residents can make quality decisions about a future in tourism • Generate jobs and business opportunities • Develop some local lodging • Protect residents' ownership of and access to public Lake Champlain frontage • Make town and village owned campsites perform better (economically and aesthetically) • Help create a better sense of community pride
Action:	Explore the alternative ways of managing (or changing functions at) the two public campgrounds and then make choices, implement.
Responsible Players:	Town Board, Village Board
Timeline:	Two years
Expected Outcomes:	<ul style="list-style-type: none"> • Better return on investment from those camping in Moriah (as measured by both campground profits and expenditures with local businesses). • Campgrounds that look better and are a source of local pride
Notes and Details:	<ul style="list-style-type: none"> • Professional advice • Public input • Lots of options in how this plays out
Related Actions:	<ul style="list-style-type: none"> • Open 40 lodging rooms within three years • Clean up public areas • Hold hamlet meetings to integrate tourism into other community goals and issues • Survey Town of Moriah residents to find out local sentiment towards tourism • Create incentives for new lodging development • Promote products and experiences

4. Open 40 lodging rooms within three years

Related Goals:	<ul style="list-style-type: none"> • Introduce tourism to town slowly enough that residents can make quality decisions about a future in tourism • Generate jobs and business opportunities • Develop some local lodging • Support local businesses, especially those that contribute to local quality of life • Help create a better sense of community pride • Create an environment that supports a stronger Chamber of Commerce
Action:	Open 40 lodging rooms within three years
Responsible Players:	Tom Scozzafava/Town, Marina, IDA
Timeline:	Three years
Expected Outcomes:	<ul style="list-style-type: none"> • New jobs • New business opportunities • Better patronage of dining options by visitors • Better retail spending • More dollars into tourism promotion • Visitors able to stay longer
Notes and Details:	<ul style="list-style-type: none"> • Could be B&B, hotel rooms, cabins, or other. • Could be lake front, lake view, or oriented to woods or pond.
Related Actions:	<ul style="list-style-type: none"> • Change management options for campgrounds • Build a better fishing contest economy • Clean up public areas • Develop a cadre of townwide volunteers • Foster a campaign to increase local pride • Create incentives for new lodging development • Create an annual Town of Moriah Silent Film Festival • Create a GPS photography experience • Complete Port Henry Walking Trail • Promote products and experiences • Incubate new tourism businesses • Attract new tourism investment • Hamlet Driving Tour - mining history

5. Build a better fishing contest economy

Related Goals:	<ul style="list-style-type: none"> • Introduce tourism to town slowly enough that residents can make quality decisions about a future in tourism • Generate jobs and business opportunities • Develop some local lodging • Support local businesses, especially those that contribute to local quality of life • Protect residents' ownership of and access to public Lake Champlain frontage • Help create a better sense of community pride • Create an environment that supports a stronger Chamber of Commerce
Action:	Build a better fishing contest economy that yields lodging and dining revenues
Responsible Players:	Tom Scozzafava
Timeline:	Six Months
Expected Outcomes:	<ul style="list-style-type: none"> • More expenditures by fishing tournament participants in the local economy • Building better long term relationships between those fishing and the Town of Morah • Building a constituency for new lodging units
Notes and Details:	<ul style="list-style-type: none"> • Will need to work directly with those organizing tournaments • Will take a cooperative effort of the local businesses
Related Actions:	<ul style="list-style-type: none"> • Open the Iron Museum more hours per week • Change management options for campgrounds • Open 40 lodging rooms within three years • Build a better fishing contest economy • Clean up public areas • Create incentives for new lodging development • Create an annual Town of Moriah Silent Film Festival • Create a GPS photography experience • Complete Port Henry Walking Trail • Promote products and experiences • Incubate new tourism businesses • Attract new tourism investment • Hamlet Driving Tour - mining history

6. Clean up public areas

Related Goals:	<ul style="list-style-type: none"> • Make town and village owned campsites perform better (economically and aesthetically) • Help create a better sense of community pride
Action:	Clean up public areas (campgrounds, boat launches, etc.)
Responsible Players:	Town Board, Village Board, Barb Brassard/Beautification Committee, ARC, Police
Timeline:	Ongoing
Expected Outcomes:	<ul style="list-style-type: none"> • Residents share a pride over the way the community looks – and how they joined together to accomplish that • Visitors and campers value their time in Moriah and are inclined to pick up after themselves
Notes and Details:	<ul style="list-style-type: none"> • Adopt a zone • Involve schools, churches, clubs • How about some plantings?
Related Actions:	<ul style="list-style-type: none"> • Open the Iron Museum more hours per week • Open 40 lodging rooms within three years • Build a better fishing contest economy • Drive a tourism education process through hospitality program • Develop a cadre of townwide volunteers • Foster a campaign to increase local pride • Create incentives for new lodging development • Create an annual Town of Moriah Silent Film Festival • Create a GPS photography experience • Complete Port Henry Walking Trail • Promote products and experiences • Incubate new tourism businesses • Attract new tourism investment • Hamlet Driving Tour - mining history

7. Hold hamlet meetings to integrate tourism into other community goals and issues

Related Goals:	<ul style="list-style-type: none"> • Introduce tourism to town slowly enough that residents can make quality decisions about a future in tourism • Generate jobs and business opportunities • Develop some local lodging • Support local businesses, especially those that contribute to local quality of life • Honor mining history • Showcase silent film history • Protect residents' ownership of and access to public Lake Champlain frontage • Make town and village owned campsites perform better (economically and aesthetically) • Fill empty storefronts • Help create a better sense of community pride • Create an environment that supports a stronger Chamber of Commerce • Help each hamlet keep its own identity while building a town-wide sense of community • Improve cell phone access
Action:	Hold hamlet meetings to integrate tourism into other community goals and issues
Responsible Players:	Town of Moriah, Tom Scozzafava
Timeline:	One year
Expected Outcomes:	<ul style="list-style-type: none"> • Tourism can be seen as a tool to help accomplish some of the goals local residents and hamlets want to accomplish • Residents are given an opportunity to express hopes and concerns related to tourism
Notes and Details:	Venting is useful, but the meetings need to be managed to be productive, too.
Related Actions:	<ul style="list-style-type: none"> • Establish and operate an ongoing "Town of Moriah Tourism Council" and meet annually to renew this plan. • Change management options for campgrounds • Open 40 lodging rooms within three years • Build a better fishing contest economy • Clean up public areas • Survey Town of Moriah residents to find out local sentiment towards tourism • Drive a tourism education process through hospitality program • Develop a cadre of townwide volunteers • Foster a campaign to increase local pride • Create incentives for new lodging development • Create an annual Town of Moriah Silent Film Festival • Create a GPS photography experience

	<ul style="list-style-type: none">• Complete Port Henry Walking Trail• Incubate new tourism businesses• Attract new tourism investment• Hamlet Driving Tour - mining history
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8. Survey Town of Moriah on local sentiment towards tourism

Related Goals:	<ul style="list-style-type: none"> • Introduce tourism to town slowly enough that residents can make quality decisions about a future in tourism • Generate jobs and business opportunities • Develop some local lodging • Support local businesses, especially those that contribute to local quality of life • Honor mining history • Showcase silent film history • Protect residents' ownership of and access to public Lake Champlain frontage • Make town and village owned campsites perform better (economically and aesthetically) • Fill empty storefronts • Help create a better sense of community pride • Create an environment that supports a stronger Chamber of Commerce • Help each hamlet keep its own identity while building a town-wide sense of community • Improve cell phone access
Action:	Survey Town of Moriah residents to find out local sentiment towards developing tourism
Responsible Players:	LPECVB
Timeline:	One year
Expected Outcomes:	Identification of attitudes and issues that will affect tourism development decisions.
Notes and Details:	Needs to be handled in a neutral fashion – not leading residents to get worked up about problems or to feel they are being railroaded into supporting tourism.
Related Actions:	<ul style="list-style-type: none"> • Establish and operate an ongoing "Town of Moriah Tourism Council" and meet annually to renew this plan. • Change management options for campgrounds • Open 40 lodging rooms within three years • Build a better fishing contest economy • Clean up public areas • Hold hamlet meetings to integrate tourism into other community goals and issues • Drive a tourism education process through hospitality program • Develop a cadre of townwide volunteers • Foster a campaign to increase local pride • Create incentives for new lodging development • Complete Port Henry Walking Trail • Attract new tourism investment • Hamlet Driving Tour - mining history

9. Establish a base-line of visitor data and track changes

Related Goals:	<ul style="list-style-type: none"> • Introduce tourism to town slowly enough that residents can make quality decisions about a future in tourism • Generate jobs and business opportunities • Develop some local lodging • Support local businesses, especially those that contribute to local quality of life • Honor mining history • Showcase silent film history • Make town and village owned campsites perform better (economically and aesthetically) • Fill empty storefronts • Help create a better sense of community pride • Create an environment that supports a stronger Chamber of Commerce
Action:	Establish a base-line of data on visitor quantities, spending, demographics
Responsible Players:	Suzanne Maye/Crown Point VC
Timeline:	Six months
Expected Outcomes:	If you know where you are at a given point, then you can chart progress
Notes and Details:	Primary data is very important – and the collection of it can draw together a set of volunteers and local businesses
Related Actions:	<ul style="list-style-type: none"> • Open the Iron Museum more hours per week • Change management options for campgrounds • Open 40 lodging rooms within three years • Build a better fishing contest economy • Create incentives for new lodging development • Promote products and experiences • Attract new tourism investment

10. Drive a tourism education process

Related Goals:	<ul style="list-style-type: none"> • Introduce tourism to town slowly enough that residents can make quality decisions about a future in tourism • Generate jobs and business opportunities • Develop some local lodging • Support local businesses, especially those that contribute to local quality of life • Honor mining history • Showcase silent film history • Protect residents' ownership of and access to public Lake Champlain frontage • Make town and village owned campsites perform better (economically and aesthetically) • Fill empty storefronts • Help create a better sense of community pride • Create an environment that supports a stronger Chamber of Commerce • Help each hamlet keep its own identity while building a town-wide sense of community • Improve cell phone access
Action:	Drive a tourism educational process through the hospitality program
Responsible Players:	Ti Chamber programs/Barb Brassard, IMLS grant program, LPECVB
Timeline:	One year
Expected Outcomes:	<ul style="list-style-type: none"> • Town of Moriah residents gain new perspectives on the relationship between their quality of life and having tourism in town • Town of Moriah residents see new employment and business opportunities related to the managed growth of tourism • Town of Moriah residents see that tourism can be managed to protect local lifestyles
Notes and Details:	Education needs to tie tourism to quality of life, jobs, business opportunities
Related Actions:	<ul style="list-style-type: none"> • Establish and operate an ongoing "Town of Moriah Tourism Council" and meet annually to renew this plan. • Open the Iron Museum more hours per week • Change management options for campgrounds • Open 40 lodging rooms within three years • Build a better fishing contest economy • Clean up public areas • Hold hamlet meetings to integrate tourism into other community goals and issues • Survey Town of Moriah residents to find out local sentiment towards tourism • Establish a base-line of visitor data and track changes • Build support for the chamber among the business community • Develop a cadre of townwide volunteers

	<ul style="list-style-type: none">• Foster a campaign to increase local pride• Create incentives for new lodging development• Create an annual Town of Moriah Silent Film Festival• Create a GPS photography experience• Complete Port Henry Walking Trail• Promote products and experiences• Incubate new tourism businesses• Attract new tourism investment• Hamlet Driving Tour - mining history
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11. Build support for the chamber among the business community

Related Goals:	<ul style="list-style-type: none"> • Generate jobs and business opportunities • Develop some local lodging • Support local businesses, especially those that contribute to local quality of life • Fill empty storefronts • Help create a better sense of community pride • Create an environment that supports a stronger Chamber of Commerce • Help each hamlet keep its own identity while building a town-wide sense of community
Action:	Build support for the chamber among the business community
Responsible Players:	Chamber, John Boyea, Plattsburgh Chamber
Timeline:	Ongoing
Expected Outcomes:	The business community becomes more upbeat and supportive of each other and can work together to accomplish goals that are good for both residents and businesses.
Notes and Details:	
Related Actions:	<ul style="list-style-type: none"> • Establish and operate an ongoing "Town of Moriah Tourism Council" and meet annually to renew this plan. • Open 40 lodging rooms within three years • Create incentives for new lodging development • Promote products and experiences • Incubate new tourism businesses • Attract new tourism investment

12. Develop a cadre of volunteers

Related Goals:	<ul style="list-style-type: none"> • Generate jobs and business opportunities • Support local businesses, especially those that contribute to local quality of life • Honor mining history • Showcase silent film history • Protect residents' ownership of and access to public Lake Champlain frontage • Help create a better sense of community pride • Create an environment that supports a stronger Chamber of Commerce • Help each hamlet keep its own identity while building a town-wide sense of community
Action:	Develop a cadre of volunteers for visitor center, museum, beach cleanup, etc.
Responsible Players:	RSVP, Historical Society, Moriah Central School
Timeline:	Ongoing
Expected Outcomes:	An expanded core of volunteers, coupled with new successes, will begin to shape an upbeat community that has a greater sense of pride and is ready to work on improvements that are good for both residents and visitors.
Notes and Details:	Try an adopt-a-spot campaign
Related Actions:	<ul style="list-style-type: none"> • Open the Iron Museum more hours per week • Build a better fishing contest economy • Clean up public areas • Hold hamlet meetings to integrate tourism into other community goals and issues • Survey Town of Moriah residents to find out local sentiment towards tourism • Drive a tourism education process through hospitality program • Foster a campaign to increase local pride • Create incentives for new lodging development • Incubate new tourism businesses

13. Foster a campaign to increase local pride

Related Goals:	<ul style="list-style-type: none"> • Help create a better sense of community pride • Help each hamlet keep its own identity while building a town-wide sense of community
Action:	Foster a campaign to increase local pride in property upkeep
Responsible Players:	TC, Public Access Channel, Police
Timeline:	Ongoing
Expected Outcomes:	<ul style="list-style-type: none"> • Homeowners and property owners take more pride in the way their properties look • Visitors are invited to spend time in Moriah (and that means expenditures of money, jobs, etc.) • Crucial to landing new tourism investment
Notes and Details:	<ul style="list-style-type: none"> • Hold Hamlet meetings to promote this campaign • Could make this into a contest • Might make funds available (or volunteer work groups) to help those with financial constraints
Related Actions:	<ul style="list-style-type: none"> • Clean up public areas • Hold hamlet meetings to integrate tourism into other community goals and issues • Survey Town of Moriah residents to find out local sentiment towards tourism • Drive a tourism education process through hospitality program • Develop a cadre of townwide volunteers • Create incentives for new lodging development • Complete Port Henry Walking Trail • Incubate new tourism businesses • Attract new tourism investment

14. Create incentives for new lodging development

Related Goals:	<ul style="list-style-type: none"> • Introduce tourism to town slowly enough that residents can make quality decisions about a future in tourism • Generate jobs and business opportunities • Develop some local lodging • Support local businesses, especially those that contribute to local quality of life • Fill empty storefronts • Create an environment that supports a stronger Chamber of Commerce
Action:	Create incentives for new lodging development
Responsible Players:	IDA, Town, Village
Timeline:	Ongoing
Expected Outcomes:	Will help in recruiting new investment in lodging – which will benefit all sectors
Notes and Details:	Will take support from residents for Town or Village to create incentives
Related Actions:	<ul style="list-style-type: none"> • Change management options for campgrounds • Open 40 lodging rooms within three years • Clean up public areas • Establish a base-line of visitor data and track changes • Drive a tourism education process through hospitality program • Build support for the chamber among the business community • Develop a cadre of townwide volunteers • Foster a campaign to increase local pride • Create an annual Town of Moriah Silent Film Festival • Create a GPS photography experience • Complete Port Henry Walking Trail • Promote products and experiences • Incubate new tourism businesses • Attract new tourism investment • Hamlet Driving Tour - mining history

15. Create an annual Silent Film Festival

Related Goals:	<ul style="list-style-type: none"> • Introduce tourism to town slowly enough that residents can make quality decisions about a future in tourism • Generate jobs and business opportunities • Support local businesses, especially those that contribute to local quality of life • Showcase silent film history • Fill empty storefronts • Help create a better sense of community pride • Create an environment that supports a stronger Chamber of Commerce
Action:	Create an annual Town of Moriah Silent Film Festival and then explore how silent films could become an ongoing part of a visitor’s experience in Town of Moriah
Responsible Players:	Moriah Central School, TC, Barb Brassard
Timeline:	One year (first year completed)
Expected Outcomes:	<ul style="list-style-type: none"> • This becomes a draw that brings visitors to an annual event and could expand to become a regular reason to spend a weekend in the region. • If visitors are coming to Moriah for an annual or regular event, they will patronize dining and retail businesses – and eventually lodging. • The festival has a captive audience – an ideal opportunity to present other visitor experiences in the area. • The festival is about the region’s history – and should become a point of local pride
Notes and Details:	There is incredible momentum on this already!
Related Actions:	<ul style="list-style-type: none"> • Open 40 lodging rooms within three years • Drive a tourism education process through hospitality program • Build support for the chamber among the business community • Develop a cadre of townwide volunteers • Foster a campaign to increase local pride • Create a GPS photography experience • Complete Port Henry Walking Trail • Promote products and experiences • Hamlet Driving Tour - mining history

16. Create a GPS photography experience

Related Goals:	<ul style="list-style-type: none"> • Introduce tourism to town slowly enough that residents can make quality decisions about a future in tourism • Generate jobs and business opportunities • Develop some local lodging • Support local businesses, especially those that contribute to local quality of life • Honor mining history • Showcase silent film history • Help create a better sense of community pride • Create an environment that supports a stronger Chamber of Commerce • Help each hamlet keep its own identity while building a town-wide sense of community
Action:	Create a GPS photography experience based on the great historic and scenic views in Town of Moriah
Responsible Players:	Lohr McKinstry, Barb Brassard, with link to facebook using Kim Rielly/LPECVB
Timeline:	One year
Expected Outcomes:	<ul style="list-style-type: none"> • People are drawn to Moriah to participate in the challenge • Participants spend money with local businesses • The photos on the website stimulate visits from other, non-participants • This set of tourism experiences is fairly unobtrusive, as Moriah “gets used to” tourism • Building the list of participating businesses creates an opportunity to strengthen the chamber
Notes and Details:	<ul style="list-style-type: none"> • Participants need to demonstrate expenditures at a local business to have their work displayed on the website • Rewards could be offered
Related Actions:	<ul style="list-style-type: none"> • Establish a base-line of visitor data and track changes • Build support for the chamber among the business community • Promote products and experiences • Incubate new tourism businesses • Hamlet Driving Tour - mining history

17. Complete Port Henry walking trail

Related Goals:	<ul style="list-style-type: none"> • Protect residents' ownership of and access to public Lake Champlain frontage • Make town and village owned campsites perform better (economically and aesthetically) • Help create a better sense of community pride • Create an environment that supports a stronger Chamber of Commerce • Help each hamlet keep its own identity while building a town-wide sense of community
Action:	Complete Port Henry walking trail
Responsible Players:	Tom Scozzafava, Rick Dolliver, Town
Timeline:	Three years
Expected Outcomes:	The cooperative volunteer effort to build the trail strengthens community spirit and pride
Notes and Details:	A very important symbolic step in residents coming together to make something happen
Related Actions:	<ul style="list-style-type: none"> • Change management options for campgrounds • Clean up public areas • Develop a cadre of townwide volunteers • Foster a campaign to increase local pride • Attract new tourism investment

18. Promote products and experiences

Related Goals:	<ul style="list-style-type: none"> • Introduce tourism to town slowly enough that residents can make quality decisions about a future in tourism • Generate jobs and business opportunities • Develop some local lodging • Support local businesses, especially those that contribute to local quality of life • Honor mining history • Showcase silent film history • Make town and village owned campsites perform better (economically and aesthetically) • Fill empty storefronts • Help create a better sense of community pride • Create an environment that supports a stronger Chamber of Commerce
Action:	Promote Town of Moriah products and experiences as they are ready for visitors
Responsible Players:	Suzanne Maye
Timeline:	Ongoing
Expected Outcomes:	<ul style="list-style-type: none"> • Fledgling products are supported with promotion • As new products come on line, the destination gathers momentum
Notes and Details:	Promotion should include web, visitor center, museum, chamber
Related Actions:	<ul style="list-style-type: none"> • Open the Iron Museum more hours per week • Change management options for campgrounds • Open 40 lodging rooms within three years • Build a better fishing contest economy • Establish a base-line of visitor data and track changes • Create incentives for new lodging development • Create an annual Town of Moriah Silent Film Festival • Create a GPS photography experience • Complete Port Henry Walking Trail • Incubate new tourism businesses • Attract new tourism investment • Hamlet Driving Tour - mining history

19. Incubate new tourism businesses

Related Goals:	<ul style="list-style-type: none"> • Introduce tourism to town slowly enough that residents can make quality decisions about a future in tourism • Generate jobs and business opportunities • Develop some local lodging • Support local businesses, especially those that contribute to local quality of life • Make town and village owned campsites perform better (economically and aesthetically) • Fill empty storefronts • Help create a better sense of community pride • Create an environment that supports a stronger Chamber of Commerce
Action:	Incubate new tourism businesses
Responsible Players:	Tom Scozzafava, IDA
Timeline:	Ongoing
Expected Outcomes:	<ul style="list-style-type: none"> • Higher chances that new tourism businesses will survive and thrive • Good atmosphere to encourage investment in new businesses • Builds a stronger relationship among local businesses
Notes and Details:	Some of the incubation actions can be accomplished with retired volunteers
Related Actions:	<ul style="list-style-type: none"> • Open 40 lodging rooms within three years • Drive a tourism education process through hospitality program • Build support for the chamber among the business community • Create incentives for new lodging development • Promote products and experiences • Attract new tourism investment

20. Attract new tourism investment

Related Goals:	<ul style="list-style-type: none"> • Introduce tourism to town slowly enough that residents can make quality decisions about a future in tourism • Generate jobs and business opportunities • Develop some local lodging • Support local businesses, especially those that contribute to local quality of life • Fill empty storefronts • Help create a better sense of community pride • Create an environment that supports a stronger Chamber of Commerce
Action:	Use the completed plan – and Town of Moriah’s implementation track record – to attract new tourism investment
Responsible Players:	John Boyea, Tom Scozzafava
Timeline:	Ongoing
Expected Outcomes:	Success in landing new tourism investment
Notes and Details:	When a destination can show that it has a rich selection of visitor experiences and is working (and making progress) toward a tourism future, it makes it easier to invest. The cooperative and volunteer efforts like the film festival, the beach to beach trail, the cleanup, and the GPS endeavor go a long way toward demonstrating a good environment for success. The collection of data, the environment for promotion, the incubation, a strong chamber, and a dedicated effort to execute the plan all send a clear message.
Related Actions:	<ul style="list-style-type: none"> • Establish and operate an ongoing "Town of Moriah Tourism Council" and meet annually to renew this plan. • Open the Iron Museum more hours per week • Open 40 lodging rooms within three years • Build a better fishing contest economy • Clean up public areas • Survey Town of Moriah residents to find out local sentiment towards tourism • Establish a base-line of visitor data and track changes • Drive a tourism education process through hospitality program • Build support for the chamber among the business community • Develop a cadre of townwide volunteers • Foster a campaign to increase local pride • Create incentives for new lodging development • Create an annual Town of Moriah Silent Film Festival • Create a GPS photography experience • Complete Port Henry Walking Trail • Promote products and experiences • Incubate new tourism businesses • Hamlet Driving Tour - mining history

21. Create a Hamlet driving tour featuring mining history

Related Goals:	<ul style="list-style-type: none"> • Introduce tourism to town slowly enough that residents can make quality decisions about a future in tourism • Generate jobs and business opportunities • Develop some local lodging • Support local businesses, especially those that contribute to local quality of life • Honor mining history • Showcase silent film history • Help create a better sense of community pride • Create an environment that supports a stronger Chamber of Commerce • Help each hamlet keep its own identity while building a town-wide sense of community
Action:	Create a Hamlet driving tour featuring mining history
Responsible Players:	TC, AARCH, Suzanne Maye
Timeline:	18 months
Expected Outcomes:	<ul style="list-style-type: none"> • People are drawn to Moriah to explore history • Visitors spend money with local businesses • This kind of tourism experiences is fairly unobtrusive, and Moriah receives ratification of the value of its history
Notes and Details:	
Related Actions:	<ul style="list-style-type: none"> • Open the Iron Museum more hours per week • Open 40 lodging rooms within three years • Clean up public areas • Hold hamlet meetings to integrate tourism into other community goals and issues • Establish a base-line of visitor data and track changes • Develop a cadre of townwide volunteers • Foster a campaign to increase local pride • Create incentives for new lodging development • Create a GPS photography experience • Promote products and experiences • Attract new tourism investment • Hamlet Driving Tour - mining history

Moriah Destination Master Plan Action Tracker

Updated November 23, 2009

#	Action	Key Actions	Priority	Timeline	Status	Responsible Players
1	Establish and operate an ongoing "Town of Moriah Tourism Council" and meet annually to renew this plan.	1	1	1	John Boyea will bring new members to October meeting	Keeper will be John Boyea. Barb Brassard, Rick Dolliver, Rick Carpenter, Suzanne Maye, Town/Tom Scozzafava, Chamber/Jack Wood, Village/Ruth McDonough
2	Open the Iron Museum more hours per week	1	1	1		RSVP, Historical Society, Chamber
3	Change management options for campgrounds	1	1	4	after dissolution study - Tom will stay on top of this	Town Board, Village Board
4	Open 40 lodging rooms within three years	1	1	5		Tom Scozzafava/Town, Marina, IDA
5	Build a better fishing contest economy	1	1	1		Tom Scozzafava
6	Clean up public areas	1	1	7	in progress - kiosks have been adopted	Town Board, Village Board, Barb Brassard/Beautification Committee, ARC, Police
7	Hold hamlet meetings to integrate tourism into other community goals and issues		1	2		Town of Moriah, Tom Scozzafava
8	Survey Town of Moriah residents to find out local sentiment towards tourism		1	2	need to get though dissolution vote first	LPECVB

Moriah Destination Master Plan Action Tracker

Updated November 23, 2009

#	Action	Key Actions	Priority	Timeline	Status	Responsible Players
9	Establish a base-line of visitor data and track changes		1	1	in progress	Suzanne Maye/Crown Point VC
10	Drive a tourism education process through hospitality program		1	2	IMLS grant has program	Ti Chamber programs/Barb Brassard, IMLS grant program, LPECVB
11	Build support for the chamber among the business community		1	7	John is talking with Chamber	Chamber, John Boyea, Plattsburgh Chamber
12	Develop a cadre of townwide volunteers		1	7		RSVP, Historical Society, Moriah Central School
13	Foster a campaign to increase local pride		1	7		TC, Public Access Channel, Police
14	Create incentives for new lodging development		1	7		IDA, Town, Village
15	Create an annual Town of Moriah Silent Film Festival		2	2	first year completed	Moriah Central School, TC, Barb Brassard
16	Create a GPS photography experience		2	2	in progress	Lohr McKinstry, Barb Brassard, with link to facebook using Kim Rielly/LPECVB
17	Complete Port Henry Walking Trail		2	5	await dissolution study	Tom Scozzafava, Rick Dolliver, Town
18	Promote products and experiences		2	7		Suzanne Maye
19	Incubate new tourism businesses		2	7		Tom Scozzafava, IDA
20	Attract new tourism investment		2	7		John Boyea, Tom Scozzafava

Moriah Destination Master Plan Action Tracker

Updated November 23, 2009

#	Action	Key Actions	Priority	Timeline	Status	Responsible Players
21	Hamlet Driving Tour - mining history		2	3		TC, AARCH, Suzanne Maye

Key to Timeline

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

Legend to group initials

TC	Moriah Tourism Council
DM	Destination Moriah Committee
RSVP	Retired Senior Volunteer Program
IDA	Industrial Development Agency
ARC	Association for Retarded Citizens
LPECVB	Lake Placid Essex County Visitors Bureau
VC	Visitor Center
IMLS	Institute of Museum & Library Studies
AARCH	Adirondack Architectural Heritage

Appendix

Tourism Council

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

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

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

Mission Statement

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

Guiding Principles

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

Policies and Procedures

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

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