



# LAKES TO LOCKS PASSAGE

THE GREAT NORTHEAST JOURNEY

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2010 - 2011  
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## 2011 ANNUAL REPORT

This past year has been exciting for me to watch our new collaboration with National Geographic unfold; furthering our mission to sustain and enhance the character of our region while promoting the region to a global marketplace. It has been a pleasure to work with this dedicated Board and staff in fostering partnerships with elected officials, public agencies and the private sector to seek creative solutions for community revitalization and economic development.

Over the past year we have worked to build partnerships with the communities that surround the confluence of the Hudson and Mohawk Rivers with the Champlain and Erie Canals. New partnerships with Riverspark, Mohawk Towpath Byway and Congressman Tonko's "Mighty Waters" initiative for sustainable community development, enhanced recreation, and cultural expression strengthen our southern "anchor" to the region.

Three of our region's community museums have enhanced their facilities to serve as Lakes to Locks Heritage Centers, and opened new exhibits through funding that was leveraged by grant awards from the Federal Highway Administration National Scenic Byway Program. We look forward to working with more communities in the creation of an authentic, place-based tourism experience that also builds civic engagement and community pride as a legacy for future generations.

In the spring, our Board participated in a facilitated retreat to develop a strategic plan for the organization. Board members are currently working with staff to refine the strategic pillars to guide the organization's work efforts, and ensure a smooth transition with succession planning. We are committed to building partnerships with non-profit organizations, public agencies and business interests to implement the strategies that benefit the entire region. Inside, you will find a summary of our accomplishments during the past year, as well as the tasks we plan to undertake in 2012.

Many thanks to all of you who have supported Lakes to Locks Passage during this past year. We welcome and encourage your continued involvement as we continue to pursue our mission and vision, ensuring that Lakes to Locks Passage continues to be a great place to live!

Sincerely,

Randy Beach  
President

## ORGANIZATION HIGHLIGHTS FOR 2010

**National Scenic Byway Program** With the premiere designation of All-American Road in the collection of America's Byways, Lakes to Locks Passage has the opportunity, and responsibility, to work with other byway organizations throughout the country in developing a strong and effective national program. Congress has not taken action on re-authorization of the Transportation bill (SAFETEA-LU), which contains funding for the byway program; SAFETEA-LU is on its third year of short-term reauthorizations for funding. Our Director, Janet Kennedy, continues to work with the National Scenic Byway Foundation (NSBF) and Federal Highway Administration officials to demonstrate the benefits of the program for furthering community and economic revitalization throughout the United States.

Janet has shared her experience with byway planning and management at the 2011 National Scenic Byways Conference and is currently a representative on the Advisory Board for America's Byways Resource Center (ABRC). However, in July 2011, Transportation Secretary Ray LaHood has determined that ABRC has been sufficiently funded; and as such, no additional funding will be provided, and the Center will close down in early 2012. It is anticipated that the Byway Foundation will be playing a larger role in providing technical support and educational activities between byways organization throughout the nation.

### Building a Southern Anchor

Over the past year we have working with representatives of Riverspark and the Mohawk Towpath National Scenic Byway, to build a seamless visitor experience along the confluence of the Hudson and Mohawk Rivers with the Champlain and Erie Canals. In the recent update to the Locks to Locks Passage mapguide to Champlain Canal region, we featured Riverspark, New York State's first Heritage Area comprising of the communities of Cohoes, Colonie, Green Island, Troy, Waterford, and Watervliet. The Mohawk Towpath runs along the eastern end of the Erie Canal, between Waterford and Cohoes to Schenectady. Through a recently adopted Partnership Resolution, the Mohawk Towpath will be participating in the Geotourism MapGuide, and our Heritage Centers training program, to help those communities benefit from our marketing efforts to national and international audiences.

The mission of Congressman Paul Tonko's Mighty Waters Task Force is to "help create a climate of investment, recovery and public awareness for the waterways and communities of the upper Hudson and Mohawk Rivers, Erie Canal and related waterways by mobilizing federal resources that encourage policy reform, economic development, public access and enjoyment and effective environmental and cultural resource management." Our participation in this initiative for sustainable community development, enhanced recreation, and cultural expression strengthens our southern "anchor" to the region.

**Strategic Plan** Over the past year our Board has worked to address sustainability of the organization and smooth transitions in the succession of Board members and key staff of the organization. In early April, the Board held a day-long retreat to explore a vision for the institutional and operational future of the organization within the context of the changing landscape of public and private funding and other opportunities for revenue; the prospect of a change in staff leadership; and new and emerging opportunities, orientations, directions to develop a focus for the organization's program. The Board embraced a vision "Go Geo - Lakes to Locks Passage is the community resource for authentic, place-based, tourism promotion and destination program development within the corridor." The program will address three key elements: Geotourism, Heritage Center strategy, and multi-modal travel experiences.

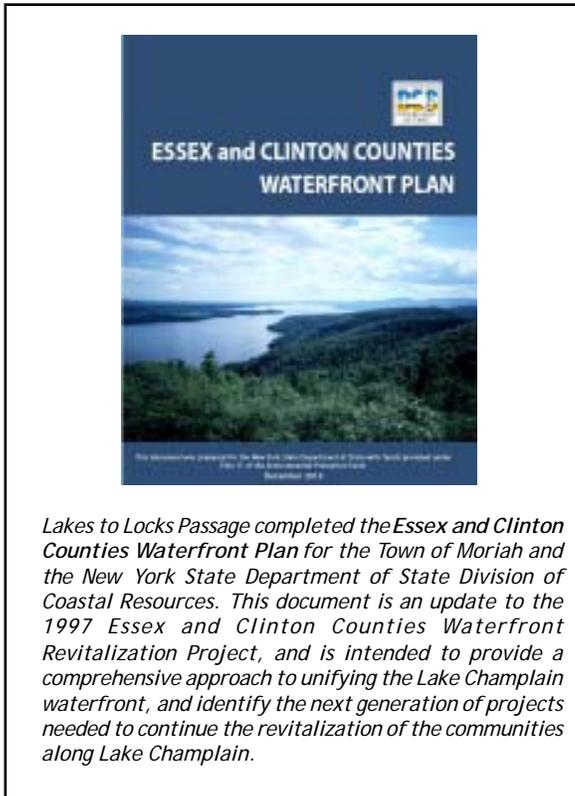
The day resulted in a clear identification of priority issues and concerns to be addressed by the organization; a framework for further planning and action regarding those issues and concerns; and consensus regarding the Board's role and areas for priority actions. Four themes emerged -- identity, funding, staff and Board development - with extensive lists of ideas. The ideas were weighted and ranked, ultimately distilled to create a draft Strategic Plan with four strategic pillars to guide the organization's work efforts.

### PLANNING & COMMUNITY INFRASTRUCTURE COMMITTEE

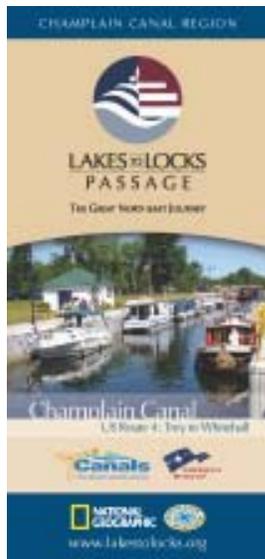
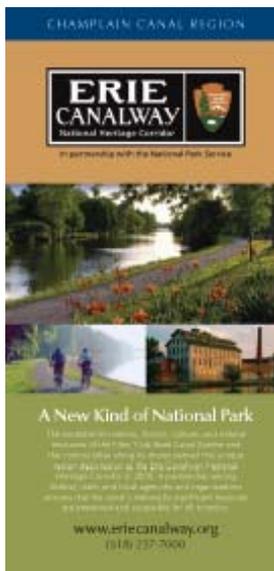
The Planning and Community Infrastructure Committee is responsible for the update and implementation of the Corridor Management Plan (CMP) and oversees prioritization of Byway grants. In addition, the Committee sets an annual work plan, develops prioritization and implementation strategies, and holds meetings with communities, agencies and partner organizations to ensure coordination with CMP and review proposals for Byway funding.

Highlights of Committee and staff activities for 2011 include:

- Prioritized projects for FY11 Byway grants.
- Assisted in the completion of Heritage Center projects at the North Star Underground Railroad Museum in Chesterfield, Adirondack History Center in Elizabethtown and the Rogers Island Visitor Center in Fort Edward.
- Completed work on the Essex and Clinton Counties Waterfront Plan and provide continued outreach to communities for implementation.
- Initiated outreach and trainings in the Champlain Canal region for Heritage Center development
- Continued outreach to the Lake Champlain Basin Program to assist in implementation of the Champlain Valley National Heritage Partnership.
- Outreach with officials and non-profit organizations in Rensselaer, Albany and Schenectady Counties to foster cooperation and coordination of activities.
- Worked with communities from Warren, Washington and Saratoga Counties to utilize technical assistance from the NPS River and Trails program develop a "Champlain Canalway Trail Cooperative Action Plan."



*Lakes to Locks Passage completed the Essex and Clinton Counties Waterfront Plan for the Town of Moriah and the New York State Department of State Division of Coastal Resources. This document is an update to the 1997 Essex and Clinton Counties Waterfront Revitalization Project, and is intended to provide a comprehensive approach to unifying the Lake Champlain waterfront, and identify the next generation of projects needed to continue the revitalization of the communities along Lake Champlain.*



With funding from the Erie Canalway National Heritage Area, NYS Canal Corporation, Saratoga National Historical Park, and the National Scenic Byways Program, the updated Champlain Canal Region brochure has two "covers," a great partnership with the Erie Canalway National Heritage Area.

### FUNDRAISING & DEVELOPMENT COMMITTEE Walt Lender and Beverly Traa, Co-Chairs

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

- Marketing of the Lakes to Locks Passage Geotourism initiative to national and international audiences
- Heritage Center sustainability trainings and capital improvements
- Passage Minutes
- Multi-modal guidebooks and trail development

### INTERPRETATION & PROMOTION COMMITTEE Dee Carroll, Chair

The Interpretation, Marketing and Promotion Committee is responsible for developing the "product" that can be used for marketing to the byway traveler, and is promoted through regional partnerships to national and international audiences. Highlights of Committee and staff activities for the past year include:

- Geotourism – Through a grant funded by the Federal Highway Administration National Scenic Byway Program, the Lakes to Locks Passage collaboration with National Geographic for a co-branded online Geotourism MapGuide and Mobile App provides a unique delivery system for a "high-tech, high-touch" tourism experience. This project can unify



Town of Chesterfield Heritage Center and North Star Underground Railroad Museum opened to the public in May of 2011, after two years of construction and hundreds of hours of volunteer time. This facility now serves as a Heritage Center for travelers along Lakes to Locks Passage, and through our collaboration with National Geographic, promotes Chesterfield and the story of the Underground Railroad to national and international audiences.

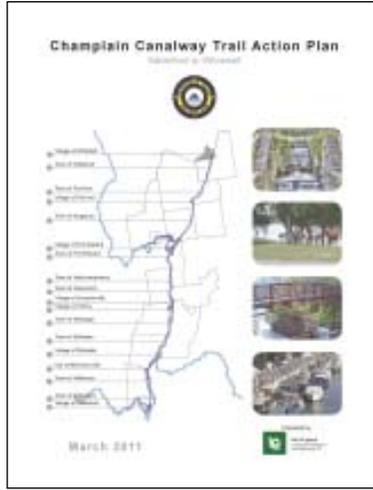
New York's waterway experience to benefit the region's public and private community development stakeholders. We are now working with Greg Dixon of the Noonmark Group, LLC to develop a strategy for the promotion and long-term financial sustainability of the Lakes to Locks Passage Geotourism Project. We intend to establish a committee of Managing Partners to oversee the development, and implementation of a strategy to address: funding and development, marketing and promotion, and measurement and research. This committee will coordinate the byway funding for multi-media promotion through articles and travel itineraries in national publications magazines in 2012 and 2013.

### LAKES TO LOCKS PASSAGE, INC. FINANCIAL REPORT

	2010 Actual	2011 Budget
<b>Revenue</b>		
Balance forward	\$ 17,912	\$ 36,769
Community Contributions	6,000	7,000
Grants	80,920	530,557
Contracts	69,693	113,280
Other	12,871	5,000
<b>Total Revenue</b>	<b>\$187,396</b>	<b>\$ 692,606</b>
<b>Expenses</b>		
Payroll/Benefits	\$ 95,188	\$ 179,600
Consulting	30,034	436,537
Conferences & Education	590	3,000
Equipment/Supplies	1,302	3,312
Insurance & Accounting	7,116	8,000
Printing	3,267	750
Phone, Internet & Web	1,817	3,000
Travel	8,362	9,474
Rent	1,875	2,000
Workshops	0	30,000
All Other	1,645	2,000
<b>Total Expenses</b>	<b>\$151,196</b>	<b>\$677,673</b>

Lakes to Locks Passage has begun to participate in the National Geotourism Council to develop a national geotourism business plan, strategic private and public partnerships, and evaluate the performance of geotourism projects collectively.

- Warren County Quad Projects – Lakes to Locks Passage has completed work with eleven Warren County communities utilize DEC Quadricentennial funding to deliver a “seamless” visitor experience between LTLP and the First Wilderness Corridor. Drew has worked to develop a “palette” of projects that includes four kiosks, eleven Passage Minutes, and three web-based itineraries.
- War of 1812 Commemoration Planning – The Plattsburgh North Country Chamber of Commerce has established a committee to promote the War of 1812 commemoration and will work with the Seaway Trail to develop a War of 1812 guidebook and a small marketing campaign for promotion of the commemoration, modeled after our French and Indian War collaborative project. This byway promotion project will include Battle of Plattsburgh and Troy’s story of Uncle Sam.
- Heritage Center Ambassador Trainings – Outreach and initial workshops for developing the “voice” of LTLP Ambassadors at Heritage Centers has generated a lot of interest as representatives from each community contribute to the Geotourism website.



*Since 2008, Lakes to Locks Passage has secured planning assistance from the National Park Service (NPS) Rivers, Trails & Conservation Assistance Program to convene the "Champlain Canalway Trail Working Group." This group brought together numerous partners and communities through dozens of meetings and public workshops to draft the Champlain Canalway Trail Action Plan. The plan was released in March 2011, and is now poised to help communities reap the economic benefits of a recreational multi-modal trail system along the Champlain Canal.*

## SUMMARY OF FY 2010 GRANT ACTIVITIES

Over the past year, Lakes to Locks Passage has worked with communities to define strategic infrastructure improvements on both land and water. Two grant proposals were submitted for FY 2011 Federal Highway Administration, National Scenic Byway Program (NSB) funding, one for the Lakes to Locks Passage Manual for Livable Byway Communities and a Sustainable Byway and another with the Schenectady County Chamber Foundation, Inc. to revise and amend the Revolutionary Byway Corridor Management Plan.

<b>Total FY10 Federal Byway awards (match included)</b>	<b>\$493,000</b>
LTLP Byway Interpretation Facilities	\$243,000
Champlain Canalway Trail Engineering	\$250,000

Lakes to Locks Passage has supported grant applications and project awards for many communities and organizations over the past year. These programs implement the Lakes to Locks Passage vision for unifying the region and instituting quality-of-life improvements, community revitalization and economic development activities:

- Adirondack Coast Bikeways
- Kent-Delord House Museum
- Town of Plattsburgh
- Rogers Island Visitor Center
- Village of Fort Ann
- Mountain Lake PBS
- Town of Bolton
- Battle of Plattsburgh Association
- Adirondack History Center
- PLACE in Essex County
- Schenectady County Chamber Foundation
- Saratoga-Washington on the Hudson Partnership

## FINANCIAL SUPPORT

Lakes to Locks Passage, Inc. is not a dues-based organization as we want to serve all of our community members, regardless of their ability to pay. Therefore we appeal to elected officials, partner organizations, foundations, corporations and individuals to support the organization to the extent that they are able.

Long-term sustainability of Lakes to Locks Passage, Inc. requires generating unrestricted funds to support community outreach, activities of the organization, general operations and developing a cash reserve. We are extremely grateful for the support we have received in the past year from the following sources:

- Erie Canalway National Heritage Corridor
- Saratoga National Historical Park
- Regional Office of Sustainable Tourism
- Plattsburgh - North Country Chamber of Commerce
- Essex County
- Washington County
- Warren County Tourism
- National Park Service (NPS) Rivers, Trails & Conservation Assistance Program



## PROGRAM SUPPORT



Lakes to Locks Passage is supported by the New York State Department of Transportation’s Scenic Byways Program, one of the best State Scenic Byway programs in the nation. The Department’s management of the Byway grant program has allowed numerous non-profit groups and municipalities access to funds for implementation of the Corridor Management Plan, and has provided matching funds to Lakes to Locks Passage projects that provide a statewide benefit to the Program. We deeply appreciate the Department’s staff support that has encouraged, and supported, Lakes to Locks Passage to develop an innovative approach and commitment to the grassroots planning and management of the Byway.