



**January 26, 2011
Commission Meeting**

**Sheraton Syracuse University Hotel and Conference Center
801 University Avenue, Syracuse, NY
Regency A Room
(315) 475-3000**

AGENDA

10:00 – 10:05 Call to Order and Opening Remarks – Judy Schmidt-Dean, Chair

10:05 – 10:20 Presentation: The Pottery Project – Martha Frey

10:20 – 10:25 Minutes – Alan Vincent, Secretary

Action Item Requested:

- Approve November 4, 2010 Commission Meeting Minutes

10:25 – 10:35 Budget Report – Pete Welsby, Treasurer

Action Items Requested:

- Approve Budget Report ending December 31, 2010

10:35 – 10:45 FY 2011 Work Plan Update – Beth Sciumeca, Executive Director

10:45 – 11:00 Heritage Fund Update – Thomas D. Blanchard

11:00 – 11:20 Committee Reports

Heritage Tourism/Recreation & Interpretation	Vicky Daly (5 mins)
Historic, Environmental & Cultural Resources	Wint Aldrich (5 mins)
Heritage Award Task Group	Judy Schmidt-Dean (5 mins)
Economic Revitalization	Robert McNary (5 mins)
Commission Development	No Update

11:20 – 11:30 Executive Director and Staff Report – Beth Sciumeca, Executive Director

11:30 – 12:30 Strategic Planning – Bob Shibley/Elizabeth Watson

12:30 – 12:35 New Business

12:35 – 12:40 Public Comment

12:40 – 12:45 Wrap-Up and Adjourn



COMMISSION QUARTERLY MEETING

November 04, 2010

The Red Mill Inn

Baldwinsville, NY

MINUTES

Call to Order

Commission Chair Judy Schmidt-Dean called the meeting to order at 10:00 a.m.

Attendance

Attendance was recorded and a quorum present. The attendance sheet is attached to and made a part of these Minutes.

Approval of Meeting Minutes

Secretary Alan Vincent called for additions or corrections to the minutes from the meeting on June 30, 2010 (*available online at www.eriecanalway.org*). A motion was made by Commissioner Shibley to approve the Minutes as presented, seconded by Commissioner Brown and approved unanimously. A copy of the approved June 30, 2010 Minutes is attached to and made a part of these Minutes.

2010 Budget Report

Treasurer Peter Welsby presented the budget report for the period ending September 30, 2010 which reflects \$319 remaining for the fiscal year.

A motion was made by Commissioner Vincent to approve the budget as presented, seconded by Commissioner Daly and approved unanimously. A copy of the Budget Report ending September 30, 2010 is attached to and made a part of these Minutes.

2011 Proposed Budget

The 2011 Proposed Budget reflects FY 2010 funding level with the ability to reduce by 20% in programmatic costs if necessary.

A motion was made by Commissioner Grasso to approve the FY 2011 proposed budget as presented, seconded by Commissioner Shibley and approved unanimously. A copy of the FY 2011 Proposed Budget is attached to and made a part of these Minutes.

Heritage Fund Update/Resolution Approval

Chair Schmidt-Dean provided the update that Eric Mower, Joseph Callahan and William Edwards have stepped down from the Board of the Heritage Fund.

A Joint meeting of the Erie Canalway National Heritage Corridor Executive and Strategic Planning Committees was held on August 27, 2010 which resulted in the development of several recommendations for the Board of the Erie Canalway Heritage Fund. A Resolution was presented to the Erie Canalway National Heritage Corridor Commission for approval. Discussion took place amongst the Commissioners regarding their not having received the Minutes of said meeting held on August 27, 2010 prior to being asked to vote on a resolution. Ms. Jennings will review e-mail correspondence to Commissioners to

determine if Minutes of the August 27, 2010 joint Executive and Strategic Planning Committees were distributed to all Commissioners.

After discussion and thorough review, a motion was made by Commissioner Wiles to approve the Resolution with revision, seconded by Commissioner Stein and approved unanimously. The Resolution will be revised in the fourth paragraph to reflect that it is from the Commissioners of the Erie Canalway National Heritage Corridor to the Board of Directors of the Erie Canalway Heritage Fund, Inc. A copy of Resolution 1 – 11.04.10 is attached to and made a part of these Minutes.

Committee Reports

Strategic Planning

No Update

Commission Development

No Update

Heritage Tourism/Recreation & Interpretation

Commissioner Daly referred to the Staff Report for November 2010 noting activities of the Committee are reflected on this report. The 2010 World Canals Conference was noted as being a great success.

Historic, Environmental & Cultural Resources

Resolution Approval

A Resolution identifying the Erie Canalway Partner Program Sites was presented to the Commission for approval. It was noted that Fort Plain was denied as a partner because the site is not ready for visitors. A motion was made by Commissioner Daly to approve the Resolution as presented, seconded by Commissioner Stein and approved unanimously. A copy of Resolution 2 – 11.04.10 is attached to and made a part of these Minutes.

Economic Revitalization

Commissioner McNary presented an overview of the Committee's activities as follows:

- Alternative transportation study is the main focus at this time
- Heritage-in-Arts Initiative is in process and collaboration with NYS Council of the Arts (NYSCA) is being discussed.
- Small grants update for Village of Jordan is the signs have been drafted.
- Meeting with Capital District Regional Planning Commission has not yet occurred.
- Meeting with Brent Garwood, City of Rochester, was very good. Commissioner McNary noted that the Commission needs to do more to connect with the right people.

A recommendation was made to send a brief paper to Governor-elect Andrew Cuomo. Jean Mackay will draft a transition paper and distribute to Commissioners for comment.

Work Plans

Executive Director Sciumeca presented the FY 2010 Work Plan. The accompanying pie charts gave a quick comparison of the utilization of staff hours and programmatic funds for FY 2009 and 2010.

Executive Director Sciumeca presented the FY 2011 Work Plan which reflects a 20% budget reduction from FY 2010 funding levels. A continuing resolution is in place until December 3, 2010. It was noted that the FY 2011 Work Plan will need to be reassessed after the completion of the strategic planning process and determination of the federal appropriations. A motion was made by Commissioner Shibley to

approve the FY 2011 Work Plan as presented, seconded by Commissioner Smeenck and approved unanimously.

Executive Director and Staff Report

Executive Director Sciumeca presented the Staff Report which is attached to and made a part of these Minutes.

Public Comment

There was no public present at the meeting for public comment.

New Business

- Chair Schmidt-Dean noted Commission meetings will be more in the round table format without microphones.
- Commissioner Brown requested opportunities for community projects to be presented to the Commission. A process will be implemented for such requests.

Wrap-up and Adjourn

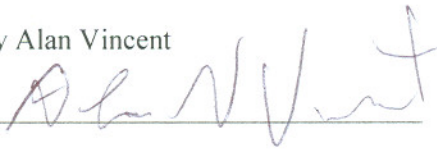
A motion was made by Commissioner Stein and seconded by Commissioner Wiles to adjourn the meeting. A Strategic Planning meeting immediately followed the Commission meeting.

Prepared by: Diane Jennings

Date: 12/30/2010

Submitted by: Secretary Alan Vincent

Signed:



Date:

1/26/11

**Quarterly Commission Meeting
The Red Mill Inn, Baldwinsville, NY
November 4, 2010**

ATTENDANCE

ECNHC Commission Members

Judith Schmidt-Dean, Chair
Russell Andrews, Vice Chair
Alan Vincent, Secretary
Clinton Brown
Victoria Daly
Robert Elliott
Thomas Grasso
Robert McNary
Robert Shibley
Pieter W. Smeenk
Stuart Stein
Peter Wiles, Jr.

Proxies held for absent Commission members (as needed)

Proxy held by Judith Schmidt-Dean for Carol Greenough

Liaisons to the Commission

Sharon Leighton, NYS Canal Corp.
Kevin Lynch, NYS DES

ECNHC Staff

Beth Sciumeca
Rosemary Button
Duncan Hay
Diane Jennings
Andy Kitzmann
Jean Mackay

Code	Project	Other Funds	Expended To Date	Carryover Funds	Expended To Date	FY2011 @ 100% FY2010	Expended To Date	Total Available Funds	FY2011 @ 80% FY2010	Expended To Date	Total Available Funds	Est. Hours	Actual Hours
Preservation of Historic and Cultural Resources													
HP1	Historic Preservation Promotion & Development			\$8,000		\$3,000		\$11,000	\$0		\$8,000	320	0
HP2	Erie Canalway Heritage Award of Excellence			\$2,948	\$2,948	\$4,000		\$4,000	\$0		\$0	175	0
HP3	Heritage Project: Canalway Audio-Project (NYSED TA FY 2009)			\$10,000	\$10,000	\$835		\$835	\$835		\$835	5	0
HP4	National Historic District Nomination for Barge Canal (HUD \$\$)	\$59,819	\$41,261					\$18,558	\$0		\$18,558	200	0
HP5a	Partner Program: Museums & Libraries (IMLS \$\$) - Workshops	\$20,000						\$20,000	\$0		\$20,000		
HP5b	Partner Program: Museums & Libraries - Professional development grants			\$20,000	\$106			\$19,894	\$0		\$19,894		
HP5c	Partner Program: Museums & Libraries - Conference sponsorship, etc.					\$5,000		\$5,000	\$0		\$0		
HP5d	Partner Program: Museums & Libraries (IMLS \$\$) - ???	\$20,000						\$20,000	\$0		\$20,000		
HP5e	Partner Program: Museums & Libraries (IMLS \$\$) - Unobligated funds	\$198,000						\$198,000	\$0		\$198,000		
	Total HP5 - Partner Program: Museums & Libraries	\$238,000	\$0	\$20,000	\$106	\$5,000	\$0	\$262,894	\$0	\$0	\$257,894	550	0
HP6	Small Grants Program (ECHF TA FY 2009)			\$50,000		\$2,000		\$52,000	\$0		\$50,000	480	0
HP7	Resource Guide & Smart Growth							\$0	\$0		\$0		0
HP8	National Trust Conference - Buffalo			\$5,000		\$2,000		\$7,000	\$0		\$5,000	100	0
HP9	Mattons Shipyard			\$20,000				\$20,000	\$0		\$20,000		0
HP10	Partner Program: Communities					\$2,000		\$2,000	\$1,000		\$1,000		0
Conservation of Natural Resources													
NR1	General Natural Resource Conservation	\$0		\$0		\$0		\$0	\$0		\$0	25	0
Promotion of Recreational & Transportation													
R1	General Recreational Promotion and Development					\$0		\$0	\$0		\$0		0
R2a	PTNY/Canalway Trail Collaboration - Guidebook			\$7,500		\$0		\$7,500	\$0		\$7,500		
R2b	PTNY/Canalway Trail Collaboration - End-to-End Recognition			\$3,500		\$0		\$3,500	\$0		\$3,500		
	Total R2 - PTNY/Canalway Trail Collaboration	\$0		\$11,000		\$0		\$11,000	\$0		\$11,000	10	0

Code	Project	Other Funds	Expended To Date	Carryover Funds	Expended To Date	FY2011 @ 100% FY2010	Expended To Date	Total Available Funds	FY2011 @ 80% FY2010	Expended To Date	Total Available Funds	Est. Hours	Actual Hours
R5	Alternative Transportation Project Implementation			\$20,000		\$0		\$20,000	\$0		\$20,000	80	0
R6	Alternative Transportation Planning	\$225,000				\$0		\$225,000	\$0		\$225,000	1,000	0
Interpretation and Orientation													
IO1	General Interpretation and Orientation					\$1,007	\$1,007	\$0	\$1,007	\$1,007	\$0	140	0
IO2	Day Peckinpaugh Exhibit Design Review					\$0		\$0	\$0		\$0	200	0
IO7	Interpretive Media Plan for Corridor (FHwy \$\$)	\$241,180				\$0		\$241,180	\$0		\$241,180	400	0
IO9	Maintain and Enhance Website			\$3,000	\$425	\$11,290	\$410	\$13,455	\$10,000	\$410	\$12,165	80	0
IO10	VIP and Seasonal Ranger Outreach (NPS VIP \$\$)			\$2,000		\$2,000		\$4,000	\$0		\$2,000	200	0
IO11	Publicize success of programs and projects			\$6,000		\$6,050		\$12,050	\$0		\$6,000	220	0
IO13	Canal Social Movements and Ethnic Groups			\$5,000		\$3,000		\$8,000	\$0		\$5,000		0
IO15	World Canals Conference			\$50,000	\$50,000			\$0	\$0				0
IO17	Photo Contest and Calendar			\$9,815	\$9,815	\$10,800	\$1,699	\$9,101	\$0	\$1,699	-\$1,699	40	0
Economic Revitalization													
ER1	General Economic Revitalization					\$3,000		\$3,000	\$0		\$0	80	0
ER3	Manage 06/07 Grants Program (Grants FY 2007)			\$79,304				\$79,304	\$0		\$79,304	60	0
ER6	Heritage in Arts Initiative			\$8,426	\$8,426	\$15,820		\$15,820	\$3,500		\$3,500	80	0
ER11	Economic Impact Survey			\$13,585	\$13,585	\$3,000		\$3,000	\$0		\$0	80	0
ER12	Economic Revitalization Pilot Projects					\$15,000		\$15,000	\$7,500		\$7,500	500	0
Tourism Development and Marketing													
HT1	General Tourism & Marketing Development					\$5,200	\$6	\$5,194	\$600	\$6	\$594	500	0
HT2a	Co-sponsor events: Cycle the Erie Canal			\$5,000		\$5,000		\$10,000	\$5,000		\$10,000		
HT2b	Co-sponsor events: Festivals/Events					\$8,500		\$8,500	\$5,000		\$5,000		
HT2c	Co-sponsor events: CanalSplash!			\$2,863	\$2,863	\$3,500		\$3,500	\$1,000		\$1,000		
HT2d	Co-sponsor events: WECA Connect the Canal Communities			\$3,465	\$3,465	\$2,000		\$2,000	\$1,000		\$1,000		
	Total HT2 - Co-sponsor events	\$0	\$0	\$11,328	\$6,328	\$19,000	\$0	\$24,000	\$12,000	\$0	\$17,000	245	0
HT3	Erie Canalway Visitor Guide					\$11,800		\$11,800	\$0		\$0	50	0
HT4	Manage NPS Passport Program					\$3,000		\$3,000	\$0		\$0	100	0
HT5	Heritage Weekend					\$5,000		\$5,000	\$0		\$0	310	0
HT12	Development of Erie Canalway Regional Brochures (IMLS\$\$)							\$0	\$0		\$0	160	0
HT13	Tourism Education and Workshops			\$9,872	\$4,872	\$7,000		\$12,000	\$0		\$5,000	300	0

Code	Project	Other Funds	Expended To Date	Carryover Funds	Expended To Date	FY2011 @ 100% FY2010	Expended To Date	Total Available Funds	FY2011 @ 80% FY2010	Expended To Date	Total Available Funds	Est. Hours	Actual Hours
HT14	Lakes to Locks Reg/Linear Museum and VC			\$10,000				\$10,000	\$0		\$10,000	20	0
HT16	Conference Promotional Packet					\$5,000	\$1,111	\$3,889	\$1,000	\$1,111	-\$111		0
HT17	Ambassador Program							\$0	\$0		\$0		0
Other Programmatic Work													
OP	Public Outreach (Dues, Memberships, Sponsorships)+Unplanned	\$28,887				\$35,729		\$64,616	\$0		\$28,887		
HP	Preservation of Historic and Cultural Resources	\$297,819	\$41,261	\$115,948	\$13,054	\$18,835	\$0	\$378,287	\$1,835		\$415,602	1280	0
NR	Conservation of Natural Resources	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		\$0	25	0
R	Promotion of Recreational Opportunities	\$225,000	\$0	\$31,000	\$0	\$0	\$0	\$256,000	\$0		\$256,000	1080	0
IO	Interpretation and Orientation	\$241,180	\$0	\$75,815	\$60,240	\$34,147	\$3,116	\$287,786	\$11,007		\$328,002	1280	0
ER	Economic Revitalization	\$0	\$0	\$101,315	\$22,011	\$36,820	\$0	\$116,124	\$11,000		\$112,315	800	0
HT	Tourism Development and Marketing	\$0	\$0	\$31,200	\$11,200	\$56,000	\$1,117	\$74,883	\$13,600		\$44,800	1440	0
OP	Other Programmatic Work	\$28,887	\$0	\$0	\$0	\$35,729	\$0	\$64,616	\$0		\$28,887	0	0
	Total Programmatic	\$792,886	\$41,261	\$355,278	\$106,505	\$181,531	\$4,233	\$1,177,696	\$37,442	\$0	\$1,185,606	5905	0
Management/Administration													
MA1	NPS NER Heritage Area Financial Sustainability Study	\$35,000						\$35,000			\$35,000	400	0
MA2	Strategic Planning Wrap Up					\$2,500		\$2,500	\$1,500		\$1,500		0
MA3	Erie Canalway Heritage Fund Admin. Support			\$82,000	\$648			\$81,352			\$81,352		0
MA4	Office Space Management			\$14,300		\$9,000		\$23,300	\$9,000		\$23,300		0
MA5	Commission Collaboration							\$0			\$0		0
MA6	Training/conferences/workshops							\$0			\$0		0
	All other Administrative			\$366,344	\$304,490	\$563,968	\$22,602	\$603,220	\$564,969		\$626,823		0
	Total Administrative	\$35,000	\$0	\$462,644	\$305,138	\$575,468	\$22,602	\$745,372	\$575,469	\$0	\$767,975	400	0
	Total FY 2011	\$827,886	\$41,261	\$817,922	\$411,643	\$756,999	\$26,835	\$1,923,068	\$612,911	\$0	\$1,953,581	6305	0

* Note HP2, HT3, IO11 to use donation

* Note HP6 to use Heritage Fund

* Note HP5 to use IMLS

Erie Canalway Heritage Fund

Community capacity building work through Heritage Fund \$58,000



**Standard Operating Procedure
Erie Canalway National Heritage Corridor Commission
COMMISSIONER TRAVEL
Revised January 20, 2011**

The authorizing legislation of the Erie Canalway National Heritage Corridor, PL 106-554 Sec.804 (d), states that “[m]embers of the Commission, other than employees of the State and Canal Corporation, while away from their homes or regular places of business to perform services for the Commission, shall be allowed travel expenses, including per diem in lieu of subsistence, in the same manner as persons employed intermittently in Government service are allowed under section 5703 title 5, United States Code.”

The purpose of this standard operating procedure is to establish the responsibilities and procedures with regards to travel by Commissioners on the Erie Canalway National Heritage Corridor Commission. Such travel is considered temporary duty invitational travel. All travel at Federal government expense is processed through the on-line travel management system, GovTrip.

RESPONSIBILITIES AND PROCEDURES

Establishing the Commissioner in the Federal Travel System (one-time set up)

1. Prior to first travel, Commissioner completes Direct Deposit Sign-Up Form (Attachment 1). The purpose of this form is to establish direct deposit into the Commissioner’s bank account for travel reimbursements. The National Park Service will only reimburse in this manner.
2. Commissioner mails completed, signed original to Travel Coordinator prior to travel.
3. Travel Coordinator forwards original form to the National Park Service’s Accounting Operations Center.
4. Travel Coordinator submits electronic request to create a new Traveler Profile in GovTrip.

Prior to Travel – Travel Authorization and Travel Arrangements

1. As required by Federal regulations, the Executive Director issues an annual invitational travel memorandum to the Commission to authorize travel to regularly scheduled and any special meetings of the Commission for the upcoming fiscal year (October 1 to September 30). Any additional travel by individual Commissioners on behalf of the Commission (such as to attend a conference or training, or to make a presentation) will require a specific individual memorandum from the Executive Director (Attachment 2).
2. For each travel occurrence, Commissioner completes the Request for Travel Authorization form (Attachment 3).
 - a. If air travel is required, Commissioner provides all pertinent information needed to make airplane reservations to the Travel Coordinator (i.e., date and time of departure and return; flight number if there is a preference, etc.). **It is a mandatory**

requirement that all airplane reservations be made by the Travel Coordinator through the government-contracted travel agency.

3. Commissioner mails, e-mails or faxes completed form to Travel Coordinator.
4. Travel Coordinator prepares a Travel Authorization on GovTrip and mails a printed copy to the Commissioner.
5. If needed, Travel Coordinator makes airline reservations for Commissioner and notifies Commissioner electronically of confirmed reservations.
6. Commissioner makes hotel reservations after the travel authorization is prepared. Lodging costs must stay within the government authorized rate, which will be sent electronically to the Commissioners prior to travel (see Miscellaneous Information item 3 below).

After Travel – Travel Voucher

1. Commissioner completes and signs the Final Travel Expenses form (Attachment 4).
 - a. Total time of travel may affect Commissioner's eligibility to claim Per Diem, so be sure to indicate time departed and time returned (see Miscellaneous Information item 3.c. below).
2. Commissioner mails the completed and signed form as well as all original itemized receipts and boarding passes to the Travel Coordinator. For additional information regarding receipts, see Miscellaneous Information item 6 below.
3. Travel Coordinator prepares a Travel Voucher on GovTrip and forwards a printed copy to the Commissioner for review and signature.
4. Commissioner reviews, signs and returns the travel voucher to the Travel Coordinator.
5. Travel Coordinator uploads the signed voucher onto GovTrip for review and payment by the National Park Service's Accounting Operations Center.
 - a. Federal regulations require that a physically signed original voucher must be on file for all invitational travel.
 - b. If the NPS's Accounting Operations Center has any problems with the voucher, they will notify the Commissioner directly, who should then contact the Travel Coordinator to discuss the problem and any corrections to be made.

Miscellaneous Information

1. *Tax Exemption:* The Federal Government, and hence the Commission, is tax exempt in the State of New York. See Attachment 5 for the letter providing tax exempt information for travel expenses.
2. *50-Mile Rule:* If Commissioners travel beyond a 50-mile radius of their duty station to attend a Commission meeting or event, they are eligible to claim reasonable expenses. Such expenses include lodging, airplane tickets, parking, tolls, mileage if driving a privately-owned vehicle, and other related travel expenses which are incurred as per Federal Travel Regulations. If Commissioners are traveling within a 50-mile radius of their duty station, they are considered within their local commuting area and travel expenses cannot be claimed. However, expenses such as tolls and parking fees can be claimed.

3. *Per Diem:* Lodging and Meals & Incidental Expenses (M&IE), also known as Per Diem, are reimbursed up to a maximum rate based upon locality. Commissioners will be notified electronically prior to travel what the Per Diem rates are for each locality.
 - a. If the cost of lodging exceeds the maximum rate allowed, it is the responsibility of the traveler to pay the difference unless less expensive lodging could not be obtained. Commissioners will secure their own lodging.
 - b. Do not use a MasterCard to pay for lodging expenses. MasterCard is the type of card used by Federal employees. Using a MasterCard may cause the expense to be disallowed, causing delay in reimbursement.
 - c. Commissioners are entitled to per diem if the travel is multi-day (requiring lodging) or if the total time in official travel status exceeds 12 hours.
 - d. On the first and last day of travel, M&IE will be 75% of the allowable rate.
4. *Airplane Tickets:* The Travel Coordinator will make the reservations for all airplane tickets which will be charged to the corporate credit card.
5. *Mileage:* Mileage reimbursement rate for use of privately-owned vehicles while on official travel is pre-established by the Internal Revenue Service. This rate may fluctuate throughout the year. Commissioners will be notified electronically prior to travel what the current mileage reimbursement rate is at the time of travel.
6. *Receipts:* Original receipts for expenses must be submitted with the Commissioner Final Travel Expenses form. The expenses listed on the form are the most commonly claimed, but other expense types are also reimbursable. Contact the Travel Coordinator if you are unsure if an expense qualifies for reimbursement.
 - a. Expenses for tolls charged via the E-Zpass system may be reimbursed. A printed copy of the traveler's E-Zpass account showing the tolls being claimed will serve as an original receipt.
 - b. Receipts for lodging expenses must show a zero balance due. Receipts not showing a zero balance due will be disallowed, causing delay in reimbursement.
 - c. The maximum rate allowed for M&IE is paid regardless of how much is actually spent. It is not necessary, therefore, to provide receipts for meals.
 - d. Boarding passes must be submitted for all air travel.

CONTACT INFORMATION

Erie Canalway National Heritage Corridor Travel Coordinator:

Rosemary Button

518-237-7000 x219

518-237-7640 fax

Rosemary_Button@partner.nps.gov

Mailing Address:

P.O. Box 219

Waterford, New York 12188

Federal Express or UPS Address:

1 Delaware Avenue

Peebles Island

Cohoes, New York 12047

Program Area	Budgeted	Expended To Date	Unexpended Balance	% Exp	Comments
FY 2011 Federal Appropriation	\$ 757,000	\$ 26,835	\$ 730,165	4%	Same as FY 2010; but 20% held in contingency programmatic
Federal Inter-Agency Funding					
NPS National Heritage Area Program	\$ 35,000		\$ 35,000	0%	Sustainability study
HUD	\$ 59,819	\$ 41,261	\$ 18,558	69%	For national historic district nomination. Funds expire 12/2010
Federal Highway Administration (FHWA)	\$ 241,180	\$ -	\$ 241,180	0%	For signage and identity. Funds expire 12/2011
Institute of Museum and Library Services (IMLS)	\$ 218,000	\$ -	\$ 218,000	0%	For exhibits for historic interp. and education (Partner sites)
Subtotal - Federal Inter-Agency Funding	\$ 553,999	\$ 41,261	\$ 512,738		
Inter-Agency Funding, Previous Fiscal Years (Unexpended Obligations)					
NPS Alternative Transportation Funding	\$ 225,000	\$ -	\$ 225,000	0%	Obligated FY 2010 - work happening in FY 2011
Institute of Museum and Library Services (IMLS)	\$ 20,000	\$ -	\$ 20,000	0%	Obligated FY 2010 - work happening in FY 2011
Subtotal - Previous Inter-Agency Carryover	\$ 245,000	\$ -	\$ 245,000		
Annual Appropriation, Previous Fiscal Years (Unexpended Obligations)					
Erie Canalway Heritage Fund, Inc.	\$ 140,000	\$ 648	\$ 139,352	0%	See Other Funding Detail
FY 2007 Pilot Grants Program	\$ 79,304	\$ -	\$ 79,304	0%	See Other Funding Detail
FY 2009 Task Agreements	\$ 86,300	\$ 60,000	\$ 26,300	70%	See Other Funding Detail
FY 2010 Task Agreements & Contracts	\$ 512,318	\$ 350,995	\$ 161,323	69%	See Other Funding Detail
Subtotal - Previous Appropriations Carryover	\$ 817,922	\$ 411,643	\$ 406,279		
Donation Accounts					
1761-2004-600	\$ 20,200	\$ -	\$ 20,200	0%	Funds do not expire
1761-ECHD-600	\$ 8,687	\$ -	\$ 8,687	0%	Funds do not expire
Subtotal - Donation Accounts	\$ 28,887	\$ -	\$ 28,887		
Total Other Sources	\$ 1,645,808	\$ 452,904	\$ 1,192,904		
TOTAL FUNDING AVAILABLE	\$ 2,402,808	\$ 479,740	\$ 1,923,068		

Program Area	Budgeted		Expended To Date		Unexpended Balance				Comments
	FY 2011 Approp.	Other	FY 2011 Approp.	Other	FY 2011 Approp.	% Exp	Other	% Exp	
Personnel Services:									
NPS Salaries and Benefits	\$ 90,745		\$ 14,316		\$ 76,429	16%			10% reduction (reduced seasonal support)
Partner Staff Salaries and Benefits	\$ 354,424	\$ 341,345	\$ -	\$ 286,041	\$ 354,424	0%	\$ 55,304	84%	Recalculated to include all benefits & PR expenses
Personnel Services Subtotal	\$ 445,169	\$ 341,345	\$ 14,316	\$ 286,041	\$ 430,853	3%	\$ 55,304	84%	
Administration:									
NPS staff & Commissioner travel	\$ 25,000		\$ 3,450		\$ 21,550	14%			same
Partner staff travel & expenses	\$ 27,000	\$ 25,000	\$ -	\$ 18,449	\$ 27,000	0%	\$ 6,551	74%	\$2K increase
Mail Management	\$ 7,000		\$ 733		\$ 6,267	10%			\$4700 decrease
Utilities	\$ 7,000		\$ 760		\$ 6,240	11%			same
Supplies & Equipment	\$ 30,000		\$ 3,118		\$ 26,882	10%			\$781 increase
Admin Staff Training	\$ 5,000		\$ -		\$ 5,000	0%			\$2K increase
Audit	\$ 8,500		\$ -		\$ 8,500	0%			50% reduction - only one FY audit
New York State Parks - Office Space Rental	\$ 9,000	\$ 14,300	\$ -	\$ -	\$ 9,000	0%	\$ 14,300	0%	increase by \$1000 for entire building
Alliance Membership Dues	\$ 5,000		\$ -		\$ 5,000	0%			
Meetings/Workshops	\$ 4,000		\$ 225		\$ 3,775	6%			\$300 decrease
Planning and Sustainability	\$ 2,500	\$ 117,000	\$ -	\$ 648	\$ 2,500	0%	\$ 116,352	1%	Strategic planning; Sustainability study
Administration Subtotal	\$ 130,000	\$ 156,300	\$ 8,286	\$ 19,097	\$ 121,714		\$ 137,203		
Programmatic:									
Preservation of Historic and Cultural Resources	\$ 18,835	\$ 413,766	\$ -	\$ 54,314	\$ 18,835	0%	\$ 359,452	13%	
Conservation of Natural Resources	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	
Promotion of Recreational Opportunities	\$ -	\$ 256,000	\$ -	\$ -	\$ -	0%	\$ 256,000	0%	
Interpretation and Orientation	\$ 34,147	\$ 316,995	\$ 3,116	\$ 60,241	\$ 31,031	0%	\$ 256,754	19%	
Economic Revitalization	\$ 36,820	\$ 101,315	\$ -	\$ 22,011	\$ 36,820	0%	\$ 79,304	22%	
Heritage Tourism Development & Marketing	\$ 56,000	\$ 31,200	\$ 1,117	\$ 11,200	\$ 54,883	0%	\$ 20,000	36%	
Other Programmatic	\$ 36,029	\$ 28,887	\$ -	\$ -	\$ 36,029	0%	\$ 28,887	0%	
Programmatic Subtotal	\$ 181,831	\$ 1,148,163	\$ 4,233	\$ 147,766	\$ 177,598	2%	\$ 1,000,397	13%	
Total Expenses	\$ 757,000	\$ 1,645,808	\$ 26,835	\$ 452,904	\$ 730,165	4%	\$ 1,192,904	28%	

**FY 2011 Commission Operations
EXPENSES DETAIL**

ADMINISTRATIVE EXPENSES:

Obj Class	Description	Appropriation Amount	Other Funding Amount
1100	Personnel Compensation	\$ 10,708.53	\$ -
1200	Civilian Personnel Benefits	\$ 3,607.67	\$ -
	NPS Salaries & Benefits	\$ 14,316.20	\$ -
411C	Partner Staff - Salaries & Benefits	\$ -	\$ 286,041.11
	Partner Staff Salaries & Benefits	\$ -	\$ 286,041.11
211A	ATM Travel Advance	\$ 3.90	\$ -
211B	Travel Agent Fees	\$ 159.35	\$ -
211C	Commercial Transportation - Airfare	\$ 1,011.30	\$ -
211D	Per Diem	\$ 1,766.75	\$ -
211I	Incidental Expenses	\$ 59.45	\$ -
211L	Local Travel	\$ -	\$ -
211P	Mileage	\$ 110.00	\$ -
211R	Passenger Vehicle Rental	\$ 218.56	\$ -
211T	Taxi Fare	\$ 125.00	\$ -
212C	Foreign Commercial Transportation - Airfare	\$ -	\$ -
	NPS Travel	\$ 3,450.41	\$ -
411C	Partner Staff - Travel	\$ -	\$ 18,448.53
	Partner Staff Travel	\$ -	\$ 18,448.53
221B	Freight - Federal Express & UPS	\$ 133.27	\$ -
233G	Postage	\$ 600.00	\$ -
	Mail Management	\$ 733.27	\$ -
233C	Commercial Communications - business telephone line	\$ 510.18	\$ -
233E	Wireless Communications	\$ 249.63	\$ -
	Utilities	\$ 759.81	\$ -
241A	Print & Reproduction - GPO	\$ -	\$ -
242A	Print & Reproduction - Commercial	\$ -	\$ -
257C	Repairs & Maintenance - IT Equipment & Software	\$ 75.00	\$ -
257D	Repairs & Maintenance - Vehicle	\$ -	\$ -
257I	Repairs & Maintenance - Equipment	\$ 135.63	\$ -
257L	Maintenance - Telephone	\$ -	\$ -
261A	Office Supplies & Materials	\$ 2,082.42	\$ -
252Z	Other Services (classified ad, cleaning service)	\$ 443.90	\$ -
262A	Books	\$ 105.48	\$ -
264A	Building Supplies	\$ -	\$ -
269F	Fuel - Motor Vehicle	\$ 275.16	\$ -
312E	IT Equipment	\$ -	\$ -
312X	Artworks & Artifacts	\$ -	\$ -
	Supplies & Equipment	\$ 3,117.59	\$ -
252S	Tuition	\$ -	\$ -
252T	Training/Conference Registration Fees	\$ -	\$ -
	Admin Staff Training	\$ -	\$ -

**FY 2011 Commission Operations
EXPENSES DETAIL**

Obj Class	Description	Appropriation Amount	Other Funding Amount
252Z	Other Services - Audit	\$ -	\$ -
	Audit	\$ -	\$ -
411C	Office Space Rental	\$ -	\$ -
	New York State Parks - Office Space Rental	\$ -	\$ -
252Z	Heritage Alliance Dues	\$ -	\$ -
	Alliance Membership Dues	\$ -	\$ -
232A	Space Rental - meetings & retreats	\$ 225.00	\$ -
	Meetings/Workshops	\$ 225.00	\$ -
MA1	Financial Sustainability Study	\$ -	\$ -
MA2	Strategic Planning	\$ -	\$ 648.00
	Planning & Sustainability	\$ -	\$ 648.00
PROGRAMMATIC EXPENSES:			
HP	Preservation of Historic and Cultural Resources	\$ -	\$ 54,314.15
NR	Conservation of Natural Resources	\$ -	\$ -
R	Promotion of Recreational Opportunities	\$ -	\$ -
IO	Interpretation and Orientation	\$ 3,116.43	\$ 60,240.65
ER	Economic Revitalization	\$ -	\$ 22,011.15
HT	Heritage Tourism Development & Marketing	\$ 1,116.73	\$ 11,200.35
	Workplan Programs	\$ 4,233.16	\$ 147,766.30
232B	Rental of Exhibit Spaces	\$ -	\$ -
412A	Memberships & Sponsorships	\$ -	\$ -
252Z	Other Services	\$ -	\$ -
	Other Programmatic	\$ -	\$ -
Total Expended as of October 1, 2010		\$ 26,835.44	\$ 452,903.94

ERIE CANALWAY
National Heritage Corridor

FY 2011 Commission Operations
OTHER FUNDING SOURCES - DETAIL

As of December 31, 2010

APPROPRIATIONS FROM PREVIOUS FISCAL YEARS:

Erie Canalway Heritage Fund, Inc

Description	Obligated	Expended	Unexpended	% Exp	Comments
FY 2008 Funds obligated on task agreement	\$ 82,000	\$ -	\$ 82,000		For staffing and start-up costs; funds expire 9/30/2013
Feb 17 2009 Council of Community Services		\$ 363	\$ 81,637		Corporate document review
Mar 19 2010 NY Council of Nonprofits		\$ 60	\$ 81,577		Membership dues
Nov 22 2010 Gruver, Sweifel & Scott LLP		\$ 225	\$ 81,352	0.28%	CPA consultation
FY 2009 funds obligated on modification to CA	\$ 58,000	\$ -	\$ 58,000	0%	Community Capacity Building Projects; funds expire 9/30/2014
Total Erie Canalway Heritage Fund, Inc.	\$ 140,000	\$ 648	\$ 139,352	0.46%	

Pilot Grants Program - FY 2007

Canal Society of New York State	\$ 25,000	\$ -	\$ 25,000	0%	Grant; funds expire 9/30/2012
Corn Hill Navigation	\$ 11,704	\$ -	\$ 11,704	0%	Grant; funds expire 9/30/2012
Valley Community Association	\$ 25,000	\$ -	\$ 25,000	0%	Grant; funds expire 9/30/2012
Village of Fairport	\$ 13,000	\$ -	\$ 13,000	0%	Grant; funds expire 9/30/2012
Village of Jordan	\$ 4,600	\$ -	\$ 4,600	0%	Grant; funds expire 9/30/2012
Total Pilot Grants Program	\$ 79,304	\$ -	\$ 79,304		

FY 2009 Task Agreements

Canal Society of New York State	\$ 50,000	\$ 50,000	\$ -	100%	Task agreement; funds expire 9/30/2014
NYS Education Dept. (Museum)	\$ 10,000	\$ 10,000	\$ -	100%	Task agreement; funds expire 9/30/2014
NYS OPRHP	\$ 26,300	\$ -	\$ 26,300	0%	Task agreement; funds expire 9/30/2014
Total FY 2009 Task Agreements	\$ 86,300	\$ 60,000	\$ 26,300		

FY 2010 Task Agreements & Contracts

Parks & Trails New York	\$ 489,318	\$ 350,995	\$ 138,323	72%	Task agreement; funds expire 9/30/2015
NYS OPRHP	\$ 8,000	\$ -	\$ 8,000	0%	Task agreement; funds expire 9/30/2015
National Trust for Historic Preservation	\$ 5,000	\$ -	\$ 5,000	0%	Contract.; funds expire 9/30/2015
Lakes to Locks Passage	\$ 10,000	\$ -	\$ 10,000	0%	Task agreement; funds expire 9/30/2015
Total FY 2010 Task Agreements	\$ 512,318	\$ 350,995	\$ 161,323		

DONATION ACCOUNTS:

1761-2004-600	Balance	Expended	Unexpended	% Exp	Comments
Brookfield Power - for L McLure	\$ 15,660	\$ -	\$ 15,660	0%	Funds do not expire; deposited FY 2007
Brookfield Power - Falls View Park	\$ 3,786	\$ -	\$ 3,786	0%	Funds do not expire; deposited FY 2009
Blackstone River Valley NHCC	\$ 754	\$ -	\$ 754	0%	Funds do not expire; deposited FY 2008
Total Account 1761-2004-600	\$ 20,200	\$ -	\$ 20,200		
1761-ECHD-600					
Erie Canal Harbor Development Corp	\$ 8,687	\$ -	\$ 8,687	0%	Funds do not expire; deposited FY 2009



Staff Report, January 2011

Congress, Appropriations, NPS and National Heritage Area Program

FY 2011 Appropriation – We are now under the fourth continuing resolution for FY 2011 which extends through March 4th. We are authorized to spend up to 42.47% of our FY 2010 appropriation which for us comes out to \$321,487. The majority of this will be obligated on a task agreement with Parks and Trails New York for partner staff salaries and some project work.

ANHA Annual Meeting – Beth Sciumeca will attend the annual meeting of the Alliance of National Heritage Areas in Washington, D.C. on January 31st. The alliance will be discussing priority issues for Congress, OMB, and the National Park Service. NPS Director Jon Jarvis will be attending a portion of the meeting as well in an effort to demonstrate his support the national heritage areas.

Congressional Visits – Beth Sciumeca and Judy Schmidt Dean will be meeting with Congressional Representatives and their staff in Washington, D.C. on February 1st and 2nd. Talking points will include the National Heritage Area caucus co-chaired by Congressman Paul Tonko, National Heritage Area Program Legislation, and recent/upcoming work of the Erie Canalway.

Transition Paper to Governor Cuomo – At the instruction of the commission in the November 4th meeting, staff and commissioners drafted and submitted a transition paper for Governor Elect Cuomo and key transition committee advisors providing background on the Erie Canalway and our desire to work cooperatively with the new administration.

Historic, Cultural, and Environmental Resources

HP1 Historic Preservation Program Development and Partnership Building

Fort Plain continues to move forward with efforts to complete an application for a Brownfield Opportunity Award for planning. This award includes both the downtown and former industrial areas of the Village of Fort Plain. Complementing the initiative is a pending designation of Fort Plain as a National Historic District and a potential award from the Preservation League specific to enabling an engineering structural report on a former historic theater intended to be repurposed as a community center. ECNHC continues to partner with the NYS Canal Corporation, Montgomery County, and other local and state leaders.

HP2 Erie Canalway Heritage Award of Excellence

Awards task group met on 1/6 to discuss plans for 2011 awards. New commissioners are welcome to join the task group. Call for applications is going out week of 1/10 with deadline for submission 2/25/11. Commissioners should submit suggestions for jurors by January 28.

HP3 Canalway Oral History Project

Oral History videos are complete and should be on the web by the end of January (hopefully much sooner; we had to develop a new interface for them on the site). We will do an e-news and press announcement when they are live.

HP4 National Historic District Nomination for Barge Canal

Fieldwork complete, site data edited. Duncan will write Statement of Significance this winter and prepare the NR District nomination package this spring. Goal is to have package to SHPO staff by May 15 so they have 4 months to do what they need to do before September 15 state Advisory board meeting. HUD grant closed-out 12/30/2010

HP5 Erie Canalway Partner Program

- List serve is up and running
- We are moving forward with developing a prototype sign for partner sites. The signs are intended to help sites better serve as gateways and begin to convey each site's connection to the larger corridor.
- A draft Professional Development award program is prepared and will be sent to the committee for comment within the next month.

HP5A Partner Program – Communities:

Initiation pending completion of the Strategic Plan.

HP6 Small Grants Program

The Small Grants Program is currently pending implementation by the Board of the Heritage Fund.

HP7 State Agency Coordination – Resource Guide & Smart Growth –

Temporarily tabled pending 2011 budget notification.

HP8 National Trust Conference – Buffalo 2011

Niagara National Heritage Area and Erie Canalway NHC are discussing a potential submission for a field session at the 2011 Conference. This effort is also supported by the NPS Heritage Area staff in Washington DC. Submissions for field sessions are due to National Trust on February 18.

Natural Resources

NR1 Mohawk River Watershed

Jean is serving on the Mohawk Basin Action Agenda Steering Committee; she attended one meeting in November and another is scheduled for January 20.

Outreach, Interpretation and Orientation

IO1 Interpretation and Orientation Program Development and Partnership Building

Ongoing; no major updates to report. ERCA is now a member of the Cultural Steering Committee (CSC) for Buffalo's Erie Canal Harbor Development Corporation. World Canal Conference presentations ready for posting on web.

IO2 Day Peckinpaugh Exhibit Planning

Met with NYS Museum managers 11/3 to establish scope of exhibits and define roles of ERCA, NYSM, and contractors. ARRA deadline for completion of restoration and exhibits has been pushed from March to September 2012.

IO7 Signage & Identity – Waysides

Submitted proposals to expend remainder of the FHWA "Signage & Identity" grant on canal side information/directional kiosks at 35-40 locations to Canal Corp, NY-DOT/FHWA, and NPS-Harpers Ferry Center. HFC will manage contract for planning & design. Awaiting approval, MOA, and release of funds from NY-DOT/FHWA.

IO9 Maintain and Enhance Website

- Oral History videos are complete and should be on the web by the end of January (hopefully much sooner). We will do an e-news and press announcement when they are live.
- Arts Inventory information has been edited and prepared for web use and should be integrated by the end of January.
- Updates to "Explore: Plan Your Visit" are in progress, with improved maps and navigation due to come online in February.
- All pages except the home page now have a link with Facebook to facilitate increased sharing.

IO10 VIP and Seasonal Ranger Outreach

Budget was taken away. However volunteers want to regroup and come up with ways to volunteer and promote the Corridor.

IO11 Publicize Success of Programs and Projects

The 2010 annual report will be ready for distribution by the January commission meeting. We also completed a yearly update for the Alliance of National Heritage Areas—they compile information from all heritage areas for national distribution.

IO13 Canal Social Movements and Ethnic Groups

Speaking at the UGRR conference on tourism and developing a brochure
Resubmitting UGRR NPS application

IO17 Photo Contest and Calendar

65 libraries and heritage sites throughout the corridor helped us distribute 8500 calendars.

Heritage Tourism**HT1 General Tourism & Marketing Development**

World Travel Market, Pow Wow, Empire State Tourism Conference and Colgate University Cultural Heritage Symposium

HT2 Co-Sponsor Special Events

No progress this quarter.

HT3 Erie Canalway Map and Guide

No progress this quarter.

HT4 Passport to Your National Parks Program

Program will depend on budget

HT12 Development of Erie Canalway Regional Brochures

No progress this quarter.

HT13 Tourism Education and Workshops

Still following-up from last year's tourism workshops, working on a case study with I Love NY, planning to do another workshop and collaborate with WECA and the Cultural Heritage Network

HT14 Lakes to Locks Regional Linear Museum and Visitor Center

No update

HT15 2010 Lois McClure Voyage

We received a detailed trip report from LCMM...please let Jean know if you'd like to see it.

HT16 Conference Promotional Packet

Developed a tourism promotional piece, including a CD of images, for use at World Travel Market in London. Package will be evaluated and revised as needed for travels shows coming up this spring/summer. Need to revise for Pow Wow. Would like input from CNY.

Recreation**R1 General Recreational Promotion and Development**

No update

R2 PTNY/Canalway Trail Collaboration

No update

R5 Alternative Transportation Project(s) Implementation

We are awaiting word from NPS Regional Office on final selection of submitted proposals for trail gaps. Work has begun to develop proposals in NPS Project Management Information System (PMIS) to prepare for future grant calls.

R6 Alternative Transportation Planning (and R4)

Regular conference calls have been held with the consultant and NPS Denver Service Center in preparation for the outreach process. A Project Fact Sheet, Project Vision, Mission and Goals, and outreach database are all in progress. The next Project Team meeting is scheduled for January 11, 2011 by phone.

Economic Revitalization**ER1 Economic Revitalization Program Development and Partnership Building**

Continued conversations with partners, including two Regional Planning Councils in the Corridor, have occurred to identify possible collaborative project opportunities. Project development will depend upon available funding not expected in FY 2011.

ER3 Management of Pilot Grants Program

Much progress has been made by the remaining three grant recipients with all expected to complete projects by the end of FY 2011. All three are interpretation projects. The Canal Society of New York, partnering on their award with SUNY ESF, will be sending a representative to speak to students in April forging a partnership with a critical Corridor partner.

ER6 Heritage-in-Arts Initiative

Progress has been made to the format and content of the web pages representing findings of the arts inventory and related materials. ECNHC web consultant has text and images from staff and will be producing the final designed pages based upon mock-ups provided to staff. Staff is developing a marketing strategy to announce launch of web pages and other pertinent arts news in the Corridor. A debriefing meeting with project partner, the New York Folklore Society, is expected in February.



MEMORANDUM

DATE: January 26, 2011

TO: Erie Canalway National Heritage Corridor Commission

FROM: Bob Shibley, Chair Strategic Planning Committee

RE: Concerning the urgency and prioritization of the Strategic Planning Process

Fellow Commissioners, we have made great strides over the past few months to bring us to this critical stage of strategic planning. Your input, honesty, and support have resulted in a draft document that provides greater clarity on the following key issues identified by the Commission at the beginning of this process.

- Establish financial stability over time.
- Clarify the role of the Erie Canalway Heritage Fund.
- Define staff and Commission roles more clearly.
- Review the *Preservation and Management Plan* and current programmatic activities and adjust priorities as necessary.

The net result of addressing these four points is a clear understanding of the internal and external challenges that we must address over the course of the next five years. I am confident that when completed, the strategic plan will serve as our map in negotiating an informed process to meet and successfully resolve our challenges.

The Committee recognizes two key areas that are critical for ensuring the continuation of the Commission, our annual federal appropriation, and the strong programmatic work that our constituents consistently tout as our great strength.

1. **Sunsetting of the Commission:** Although the designation of the NHC continues into perpetuity, congressional authority for the Commission and its associated annual appropriation is scheduled to expire in the fall of 2015. The decision by Congress to continue each heritage area will be determined through a formal evaluation. Specifically, we must demonstrate an effective implementation of our management plan, and show an ability to consistently match and leverage the annual federal appropriation with non-federal funds. If we do not, we will not be authorized to continue beyond 2015.
2. **Stable and Adequate Funding:** The missions of the ECNHC, and of the 49 respective NHAs, are threatened by the lack of growth in annual appropriations and by expected future reductions. The federal appropriation is currently the only consistent source of operating support for the ECNHC Commission. The ability of the Commission to adequately meet the independent funding requirements of the NPS's National Heritage Area Evaluation (noted above), and the implications of failure to do this, adds significantly to the urgency of demonstrating our fiscal independence.

I am pleased to note that these are not unique or insurmountable challenges to ECNHC. Rather, these are shared by all NHAs and are being addressed by our colleagues across the nation. The Alliance of National Heritage Areas continues to advocate on behalf of all for the creation of Program Legislation that would provide fair and consistent funding. The National Park Service's Director, John Jarvis is a strong supporter of the National Heritage Areas, and the 2nd Century Commission Report strongly supports the NHA program.

It is our challenge to match and exceed the efforts of our national partners with our individual effort. I am confident that the direction we settle on in the final Strategic Plan will chart a course to achieve our desired outcomes. Your feed back now is critical to ensuring that our final plan addresses these challenges and that we move forward in a unified way that meets our mission, is embraced by our partners, and that ensure our continued success.

Strategic Plan Report: Erie Canalway National Heritage Corridor

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SIDEBAR: The Corridor’s Establishment

[Layout suggestion – one-page “sidebar” on even page (p. 2?)]

The combination of exceptional scenery, history, culture, and natural resources of the Erie Canalway earned the 524 NYS Canal System and communities along its shores designation as a National Heritage Corridor in 2000. The authorizing legislation (PL 106-544, title VIII) not afforded this designation in perpetuity, it also authorized a management entity, a 27 member Erie Canalway National Heritage Corridor Commission (“the Commission”) for ten years. In 2009, as part of a package of “technical corrections” to the original Act, Congress extended the authorization of the Commission to fifteen years to parallel other National Heritage Areas. That authorization will expire in December 2015 unless Congress takes further action.

The Erie Canalway National Heritage Corridor (“the Corridor”), a permanent national designation, is now fully ten years old. It is among the largest of the 49 National Heritage Areas that have been designated by Congress since 1981. It spans New York nearly edge to edge, east to west for 524 miles, encompassing all 234 municipalities linked by the Erie, Champlain, Cayuga-Seneca and Oswego Canals and Cayuga and Seneca Lakes – together known as the New York State Canal System.

The legislation affirms a national interest in the preservation and interpretation of the Corridor’s important historic, cultural, recreational, educational, scenic and natural resources. The Corridor is a premier example of a regional cultural landscape far too large and too populated ever to be an American-style national park, yet of such surpassing significance that its story belongs to the nation, even the world. Today, nearly two hundred years after the first canal was built, it is possible in cities, canal towns, and countryside to see the immense impact of the Erie Canal. As the canal literally changed American geography and tapped the country’s Midwestern wealth, it also changed the face of upstate New York – and American culture – forever. This is a place that begs for the story-telling and care usually lavished on national parks.

The National Park Service is indeed involved, a critical benefit of the Corridor’s federal recognition. The Corridor’s ultimate fate, however, relies on the hard work of a wide variety of governmental and nongovernmental entities at the local, regional, and state levels. Their efforts are encouraged by the Commission, composed of residents and officials of the region appointed by the Secretary of the Interior from nominations made by elected leaders. The Commission, working with a staff of two full time and one part time National Park Service employees and four others employed full time by a partnering organization, administers a limited amount of federal funding and seeks largely to coordinate and leverage the efforts of others.

The Commission’s first task was the completion of a management plan. The *Erie Canalway National Heritage Corridor Preservation and Management Plan (P&MP)* is considered the full blueprint for engaging the Corridor.

The Secretary of the Interior accepted the P&MP according to National Park Service standards in October 2006. With that, the Commission, staff, and partners across the Corridor embarked on the long term task of implementing the plan.

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SIDEBAR: The Preservation and Management Plan, the Heritage Area Concept, and the Scope of the Challenge [Layout suggestion – one-page “sidebar” on even page (p. 4?)]

The *Preservation and Management Plan* (P&MP) is the most complete regional plan for upstate New York to date. Universally well-regarded – it won the American Planning Association’s most prestigious award in 2008 – it lays out a powerful vision and ambitious goals for the Corridor.

The P&MP, however, is also a prime example of the challenge of advancing a heritage area, which requires progress in so many complex ways.

The Commission was fortunate in one important way, that the needs of the Canal System itself were already addressed through the operations of the New York State Canal Corporation, which itself had already advanced a major plan for the “Recreationway” with a focus on state-owned and other public lands along the canals. Thus, the Heritage Corridor’s spine was already in good hands.

But the entire body of the Corridor needs much more. Communities must thrive in order to make the dollars to invest in heritage preservation and recreation. Dollars brought by visitors fascinated by the Canalway’s authentic heritage can help the local and regional economy by supporting unique retail, dining and lodging opportunities as they enjoy museums and outdoor recreation, and boating and driving for pleasure. This “heritage tourism” can help diversify local economies by bringing in new dollars that help stabilize the many small businesses that can benefit from visitors. While “heritage development,” the amalgamation of good things stimulated by such a process, can lead to community betterment, it can be difficult to determine which comes first in such a cycle: visitors or community investment; preservation or dollars to preserve. This is especially true in a territory whose economy has lost vitality since the Erie Canal lost its status as a vital transportation artery between the American heartland and New York City, and where manufacturing has declined without adequate replacement.

Leadership and public investment become key ingredients in tackling such economic needs. The Commission brings new elements in upstate New York’s development to the table, helping to inform the agendas of existing players in service of the Corridor’s future as a national asset.

As with all heritage area management plans, the P&MP offers a regional vision, and a particular point of view that investment in development here is best accomplished by emphasizing communities’ unique, existing assets. Collaboration among all players is equally fundamental. Asserting a historical narrative so that both residents and visitors appreciate this place is another important concept in the heritage area approach. Community pride provides positive energy, and story-telling in all kinds of ways is critical in building up the visitor experience.

Breaking down the concept into basics, the P&MP asks the Corridor’s partners and Commission to address the preservation of historic and cultural resources, the conservation of natural resources, recreation, interpretation (story-telling) and orientation (wayfinding), economic revitalization, and tourism development and marketing. Pursuing these ideas in combination, region-wide, through partnerships, makes a heritage area initiative unique.

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Strategic Plan Report: Erie Canalway National Heritage Corridor

Introduction: The Need for a Strategic Plan

[Layout suggestion: main text, starts on p. 1]

In the four years since the *Preservation and Management Plan* (P&MP) was accepted by the Secretary of the Interior, the Commission and a small, dedicated staff have made important advances.

The award-winning P&MP is by design a long term strategy for the success of the Corridor as a whole – including all actors, not necessarily the Commission alone. It is not intended as a document for guiding the short term internal operations of the management and administration of the organization; or offering short term prioritization of programmatic work. How to match effort and need to available resources? Where are the most effective levers? Which specific programs would yield the greatest impact? What criteria are best applied in distributing funds, recognition, training, technical assistance? How to respond to changing circumstances or the steady stream of opportunities unforeseen in the P&MP?

With time and experience, it is now possible to answer these questions with a greater degree of specificity than was possible before now. Thus, in early 2010, the Commission determined to assess its progress and create a strategic plan. The plan would be specifically the Commission's and staff's playbook, based on the P&MP but providing greater focus for approximately the next five years. This document is the result of their analysis and deliberations.

To undertake the project, the Commission established a strategic planning committee and identified four key objectives for the strategic plan:

- Establish financial stability over time.
- Clarifying the role of the Erie Canalway Heritage Fund.
- Define staff and Commission roles more clearly.
- Review the *Preservation and Management Plan* and current programmatic activities and adjust priorities as necessary.

SIDE BAR: Graphic version of the Model

How this Plan Will Be Used

This strategic plan expands on a model developed during the strategic planning process (see sidebar) which demonstrates visually what the Commission aims to do and how it plans to accomplish its work. In short, the Commission **Promotes** tourism and recreation, **Informs** the public and key audiences about the Corridor, its rich history, and the objectives of the Preservation and Management Plan, and **Preserves** the Corridor’s nationally significant resources. The result of this work is **Community Betterment** measured in various ways including economic revitalization. This work is accomplished by working through **Partnerships** and by **Sustaining** a financially viable management organization. The pages that follow outline specific strategies with measurable outcomes for each component of the model.

The Strategic Plan serves as:

1. A touchstone for the Commission and staff to keep as a priority the need to achieve fiscal sustainability through diversified funding.
2. The outline for the structure of future Commission meetings with focus on the actionable items it describes. Subsequent workplans and the annual programmatic budget will also be guided by this plan. The plan does not address associated tasks of staff, timeframe, and project specifics, etc., that are detailed as part of the annual workplanning process.
3. A guide for prioritizing and consolidating staff work with the intention of creating efficiencies of approach both within the Commission’s programmatic work and in how the Commission and staff engage the Corridor.
4. A tool that defines our specific priorities and strategies for the coming five years. As such, it is intended to be used in conjunction with the P&MP and other planning documents in conveying to the public who we are and what we do.

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SIDEBAR: The Methodology for Creating this Plan

[Layout suggestion – one-page “sidebar” on even page (p. 6?)]

Working with an outside facilitator beginning in March 2010 the Commission developed a plan for completion that included two full retreats, a number of committee meetings, an intensive interview process, and development of the final product.

In May the Commission held its initial strategic planning retreat in Utica. That meeting focused on fundraising and the relationship of the Erie Canalway Heritage Fund to the federal Commission, and resulted in creation of a Strength, Weakness, Opportunity, Threat (SWOT) analysis. **[Layout suggestion – SWOT as one-page “sidebar” on odd page (p. 7?)]**

Intensive interviews followed the retreat and the Commission’s review of the SWOT at its June meeting. These included all Commissioners currently serving (24) and all seven staff members. In addition, stakeholder interviews were conducted with a variety of individuals throughout the

Corridor and representatives of all four National Park Service sites located within the Corridor. Finally, staff from four other National Heritage Areas with similar resources and concerns were interviewed. All interviews were transcribed and a final summary report was prepared by the facilitator.

Following the interview process the Commission’s Strategic Planning Committee created a “model,” or ideal representation, of the work and roles of the Corridor, Commission, and partners to guide development of the strategic plan. This proved to be a breakthrough moment, as it reduced an extremely complex mission to its fundamentals: *inform*, *promote*, and *preserve*, accomplished through *partnership* to achieve a long-term goal of *sustainability*.

The new model served as an outline for the conversation at the second retreat, held in November at Baldwinsville. That retreat suggested language, priorities, and direction for the final strategic plan, which also used the model as the organizing principle. The final draft of the plan was reviewed at the January 2011 Commission meeting in Syracuse.

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Dealing with Financial Stability and Administrative Needs over Time and the Role of the Erie Canalway Heritage Fund

The following factors necessitated development of a strategy to secure nonfederal and private funding to ensure we are able to continue the critical work through partnerships to implement the Preservation and Management Plan.

Reliance on Federal Funding

The first five years of work to implement the P&MP was funded through the Commission’s annual appropriation, direct financial support from the National Park Service including the detail of two staff members and funding to support their activities, other grants from federal programs, and a limited amount of state and other grant funding. The Commission, like all NHA’s has demonstrated an exceptional ability to leverage federal dollars with state, corporate, and private sector funding, at ratios exceeding congressionally imposed matching requirements.¹ The Commission recognizes the inherent risk of relying on federal appropriations as its primary source of operating support and seeks to diversify its fund development strategies. While it is assumed for the purposes of this strategic plan that some level of federal funding will continue, it is also assumed that such resources will be significantly reduced.

The uncertainty of federal funding and potential reductions are threats to on-going operations. It impedes long-range planning for a stable program that can efficiently respond to the Corridor’s needs. Federal funding may best be suitable for specific projects where variability is not a threat to core operations.

¹ National Heritage Areas and the National Park Service: Protecting Investment and Sustaining a Public-Private Partnership for the Future, Alliance of National Heritage Areas, 2010

Operating a Heritage Area Managing Entity Solely through a Federal Body

Supplementing federal funds and maintaining a steady operational budget requires diversifying the sources of funds for Corridor programs. As a federal entity, however, the Commission is circumscribed in its capacity to raise funds from non-federal sources. Many grant programs are not open to federal entities and NPS entities cannot seek (but can sometimes accept) donations.

Federal procurement, hiring, contracting and other ordinary business matters can be onerous, add extra layers of communication and reporting, and can cause project delays and additional staff costs. Federal entities are generally precluded from enterprise activities such as product sales. A companion nonprofit entity can backstop the Commission, as Parks & Trails New York currently does by hiring part of the staff. This shared public-private management model has proven successful at Delaware & Lehigh Canal National Heritage Corridor where a commission and nonprofit have worked side by side for a period of time.

The Commission's 2015 Sunset and the Overall National Context

Although the designation of the NHC continues into perpetuity, congressional authority for the Commission and its associated annual project funding is scheduled to expire in the fall of 2015.

With the likelihood of another reauthorization uncertain, and given the strong accomplishments of the Corridor over the last several years, as well as the ongoing public need for the programs it has developed, the question has been raised how the mission and nationally significant resources of the Corridor can be sustained.²

Program legislation is currently a strategy being pursued by the Alliance of National Heritage Areas and others to recognize the shared mission of the NPS and NHAs, and to strengthen the ability of NHAs to contribute to that mission by creating a system of NHAs within the NPS and giving it full program status. The legislation should renew the mandate for NHAs to work through partnerships and maintain emphasis on leveraging federal dollars for state and private sector funding. It should establish, or mandate development of, objective criteria for nomination, designation, management planning and performance evaluation of NHAs. It should mandate fiscal and administrative controls similar to those applying to units of the National Park System, but also periodic evaluation of such controls to ensure they do not unnecessarily limit the ability of NHAs to work with multiple partners and respond to changing circumstances.³

The success of the NHA model has led to a sharp increase in the number of NHAs being designated in recent years. Overall funding for NHAs has not kept pace with this increase. Appropriations have fallen far behind authorizations and totaled less than \$18 million in FY10 (for 49 NHAs, with a cumulative authorization of \$49 million). Annual appropriation uncertainty, combined with the lack of adequate funding for the increased number of NHAs, has significantly affected the ability of new NHAs to move beyond initial planning, and restricted existing NHAs' ability to implement management plans and honor partnership agreements. This is the direct opposite of what was

² Blackstone National Heritage Corridor, Briefing to Regional Directors

³ National Heritage Areas and the National Park Service: Protecting Investment and Sustaining a Public-Private Partnership for the Future, Alliance of National Heritage Areas, 2010

envisioned and recommended in the National Park System Advisory Board Report on *Charting a Future for the National Heritage Areas* (2006) and the National Parks Second Century Commission Report *Advancing the National Park Idea* (2009), both of which focused on the critical role NHAs can play in helping the NPS fulfill its mission in the future.⁴

As management entities for National Heritage Areas reach their maturity dates, Congress has chosen to make decisions about their continued existence through a process of evaluation. The decision by Congress to continue each heritage area rests with its ability to demonstrate that it effectively implements its management plan, as well as its record in matching federal heritage-area funds.

The Benefits of Federal Designation

Why not simply allow the Commission to sunset if federal funding is so uncertain and federal operations are so restricted? In undergoing strategic planning, Commissioners have been unanimous in their appreciation of the status and prestige given to the Commission and the Corridor by federal recognition and the many benefits of a long-term partnership with one of the Nation's most trusted institutions, the National Park Service.

Federal funding is an added benefit. The existence of these funds distinguishes the Commission significantly from other kinds of nonprofit organizations in the region; and they compensate, somewhat, for the inevitable competition the Commission poses with its own partners in seeking any kind of funding beyond the federal heritage-area program. Conclusion: These benefits by far outweigh the challenges.

Erie Canalway Heritage Fund, Inc.

Because of its ability to address these challenges by providing fundraising diversification and greater operational flexibility, a nonprofit "Heritage Fund" was envisioned in the P&MP. Such an entity can also be organized in such a way that it is effectively an "insurance policy" capable of undertaking direction of the Corridor should Congress allow the Commission to sunset. This "contingency plan" assures partners, donors and the public of the firm commitment of the coordinating entity to the long-term success of the Corridor.

The Commission established the Erie Canalway Heritage Fund, Inc. soon after the P&MP was accepted by the Secretary of the Interior in 2005. It is now time to bring the Heritage Fund forward to take full advantage of its potential. This requires populating its board – maintained until recently with a "skeleton crew" – with a mix of Commissioners and others, a step taken in November 2010. A second step is to ensure that the existing Cooperative Agreement between the Commission and the Heritage Fund board is effective in articulating clear direction for Heritage Fund activities.

Accordingly, this Strategic Plan will provide specific guidance for both the Commission and the Fund in Section #4, Sustainability, and Section #5, Management and Administration.

⁴ National Heritage Areas and the National Park Service: Protecting Investment and Sustaining a Public-Private Partnership for the Future, Alliance of National Heritage Areas, 2010

Interaction with Partners

SIDE BAR: *“Across the country, national heritage areas are creating partnerships that include government agencies, philanthropic organizations, educational institutions, non-profit groups and private citizens – all engaged toward the same goal of preserving, protecting and ultimately improving the economic vitality of communities”*

Alliance of National Heritage Areas: Impact Facts, May 2010

The Erie Canalway National Heritage Corridor has had success in developing public-private partnerships that serve to preserve resources, educate the public, cultivate local stewardship, supports recreational opportunities and revitalization of communities, and generates economic benefits, including jobs. The Erie Canalway NHC is successful because of support from the NPS which is matched and exceeded by affiliation with and support from non-federal partners.⁵ Partners often have the most relevant expertise and experience, greatly expanding the capacity of the professional ECNHC staff to implement priorities. Further, the Commission recognizes that the role of the Corridor is to serve as an “umbrella” in which the P&MP provides a unifying vision for partners to embrace and pursue.

In this Strategic Plan, the Commission recognizes that the National Heritage Corridor primarily serves as a convener and that the only programs that it should develop on its own are ones that are fundamentally new or which could not be done by any other organization.

Given the size of the Corridor and the diverse number and types of partners, clarity in how the Commission will interact with those partners is needed.

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SIDEBAR: The P&MP and Partnership

[Layout suggestion – one-column “sidebar” on odd page in association with section of text on partnership]

The National Heritage Corridor will serve as an “umbrella” to unite and coordinate existing federal, state, and local plans and multiple points of view, focusing on partnerships that cross jurisdictional boundaries and build on mutual interests.

--Erie Canalway Preservation and Management Plan, 2006, p. 1.2

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⁵ National Heritage Areas and the National Park Service, Protecting Investment and sustaining a Public Private Partnership for the Future, 2010

Existing Management Framework

The managing entity for the Erie Canalway National Heritage Corridor is a federally appointed commission. The P&MP, drawing from the Commission’s legislated mandates, mission statement, and vision (listed in sidebars), establishes an operational framework for the Commission. In general, the Preservation and Management Plan state that the role of the Erie Canalway NHC Commission is to:

- Provide support, funding, technical assistance and/or in-kind services to others to assist in leveraging or implementing projects that advance the P&MP;
- Catalyze collaboration among those whose decisions impact heritage resources, and among organizations in allied pursuits;
- Educate, communicate, and advocate for the P&MP as a guiding document for decision makers, entrepreneurs, residents;
- Raise the profile of the Corridor as a whole, bringing greater local and worldwide recognition of its unique history and resources; and
- Build a foundation for the future to ensure the stability and long-term sustainability of National Heritage Corridor activities.

In honing its strategic direction for the next five years, the Commission believes that the emphasis in its role should be the following:

- To promote partnerships at the local, regional, state and federal levels to accomplish the mission of ECNHC and maximize limited resources.
- To act as an educator/facilitator to motivate independent actions that will accomplish the mission of the ECNHC and maximize limited resources.
- To take action through specific projects or programs when ECNHC is the only or most appropriate entity to bring about initiation or successful completion of critical work.
- To link partner organizations to form a more cohesive entity throughout the 524-mile-long Corridor.

#####

SIDEBAR: Purpose

The purpose of the *Preservation and Management Plan* is to offer guidance to the legislatively authorized Commission and to its partners – federal and state agencies, individual communities, nonprofit and private organizations – in formulating policies and taking action to achieve the National Heritage Corridor’s full potential as expressed by the following Goals :

- The Corridor's historic and distinctive sense of place will be widely expressed and consistently protected.
- The Corridor's natural resources will reflect the highest standards of environmental quality.

- The Corridor's recreation opportunities will achieve maximum scope and diversity, in harmony with the protection of heritage resources.
- The Corridor's current and future generations of residents and visitors will value and support preservation of its heritage.
- The Corridor's economic growth and heritage development will be balanced and self-sustaining.
- The Corridor will be a "must do" travel experience for regional, national, and international visitors.

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SIDEBAR: Mission

[Layout suggestion – one-column “sidebar” on odd page (p. 3?)]

The mission of the Erie Canalway National Heritage Corridor is to plan for, encourage and assist historic preservation, conservation, recreation, interpretation, tourism and community development throughout the Corridor in a manner that promotes partnerships among the Corridor’s many stakeholders, and reflects, celebrates and enhances the Corridor’s national significance for all to use and enjoy.

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SIDEBAR: Vision

[Layout suggestion – one-column “sidebar” on odd page (p. 3 or 5?)]

The Erie Canalway National Heritage Corridor, working through a wide range of partnerships, is preserving and interpreting our 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.”

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SIDEBAR: Terminology

[Layout suggestion – one-column “sidebar” on odd page (p. 5 or 7?) – or delete]

For the purposes of this plan, the following terminology is used:

Corridor, ECNHC- The Erie Canalway National Heritage Corridor, a region of national significance designated by Congress.

Heritage Fund, ECHF- Erie Canalway Heritage Fund, Inc., a private non-profit corporation created by the Commission of the ECNHC.

NYS CC- New York State Canal Corporation, the formal owner and managing entity of the New York State Canal System. [This needs formal language from the NYS Canal Corp]

SHPO- The State Historic Preservation Office, a department within the New York State Office of Parks, Recreation and Historic Preservation (OPRHP).

PTNY- Parks & Trails New York, a non-profit organization that advocates for construction and maintenance of parks and trails throughout the state, organizes an annual bicycle tour along the

length of the Erie Canal, and employs most of ECHC’s staff through a cooperative agreement with the National Park Service (NPS).

DEC- New York State Department of Conservation. Administers Environmental Protection Fund (EPF) grants in conjunction with OPRHP.

DOS- New York Department of State, home to LWRP, the Local Waterfront Revitalization Program.

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Strategic Priority #1 – Preserve

“Ensure that the Corridor’s historic and distinctive sense of place is widely expressed and consistently protected.”

--Erie Canalway Preservation and Management Plan, 2006

In the next five years, preservation efforts must focus on leveraging and completing existing multi-year projects and focusing attention on those areas and problems of the Corridor that demonstrate maximum need with potential for positive gain. Preservation efforts must be coupled with strong local support and undertaken in partnership with those state agencies and nonprofits with a vested interest.

1.1 Key Strategies

1. NYS Barge Canal-
 - a. Complete National Register Nomination process.
 - b. Address next steps beyond the NYS Barge Canal Nomination including 19th century canal routes and closely related Historic Districts.
2. Identify high-priority, canal-specific sites potentially eligible for National Register and National Historic Landmark listings and work with local partners to encourage nomination.
3. Work with local communities to **strengthen their heritage preservation policies**, investments, and place-based approaches to economic development.
4. Complete a **policy statement** in conjunction with NYSCC on maintenance of the canals.
5. Facilitate **partnerships** that build on the mutual interests of top private and public sector leaders and economic development practitioners in generating ideas to leverage heritage assets, reorient existing public sources of funding and technical assistance, and bridge gaps between the region’s various economic and tourism development organizations in order to unite them in common purpose.

1.2 Desired Measures and Outcomes

- The ECNHC will have achieved a successful nomination of the NYS Barge Canal to the National Register.

- The ECNHC will have achieved additional nominations to the National Register of canal resources.
- Heritage development will be the foundation for regional strategies for economic revitalization.
- A unifying Corridor identity of place and quality of life will have been established.
- A climate of creativity and cooperation, a major economic development asset, will have been fostered.
- ECNHC will have fostered the formation of networks of communities that can learn from one another and help to coordinate the actions of existing organizations and jurisdictions.

Strategic Priority #2 – Promote (Tourism)

*“The Corridor will be a ‘must-do’ travel experience for regional, national and international visitors.”
--Erie Canalway Preservation and Management Plan, 2006*

In the next five years, tourism promotion and development efforts must focus on leveraging limited staff and financial resources to achieve maximum gain. Tourism promotion specifically must be coupled with continued work to help identify those communities and sites with the initiative to become tourism ready and develop tourism products that are easily accessible to tour operators and visitors alike.

2.1 Key Strategies

1. **Partnerships-** Build and leverage partnerships with tourism agencies and the Canal Corporation to strategically market and promote the Canalway Corridor and increase visitation, with an emphasis on Corridor residents and visitors to New York State.
2. **Tourism Readiness-** Work with tourism partners and cultural heritage sites to further develop the canal corridor as a “tourism product,” including:
 - a. Development of itineraries and tourism packages so that the corridor can be easily marketed as a destination;
 - b. Integration of best practices for hospitality and cultural heritage tourism;
 - c. Encouraging better tracking of tourism visitation (numbers and zip codes) at cultural heritage sites to facilitate future economic impact research.
3. **Recreation-** Achieve maximum scope and diversity of recreational opportunities within the Corridor, focusing specifically on cycling/trail completion, boating/water trails, arts, culture and heritage activities, and events.
4. Reinforce culture and place as elements of quality of life.
5. **Local Support-** Engage Corridor residents and communities specifically to build support for tourism activities and to ensure that the Corridor’s residents become its best salespeople.

6. **Social Media & Technology-** Incorporate new and social media as part of an overall communications strategy to reach audiences within and beyond the corridor.

2.2 Desired Outcomes and Measures

- Residents, community leaders, and visitors recognize the Corridor’s direct relationship in creating economic opportunities through cultural heritage tourism.
- The Passport to Your National Park continues to be a key tool for attracting Corridor visitation.
- Canal communities embrace the Corridor as a destination and the public is widely engaged.
- Individual communities and heritage sites are integrated with each other and into the larger Corridor community.
- The Heritage Award of Excellence continues to be a signature program that grows and prospers.
- Implementation of the Alternative Transportation project is achieved.

Strategic Priority #3 – Inform

“The Corridor’s current and future generations of residents and visitors will value and support preservation of its heritage.”

--Erie Canalway Preservation and Management Plan, 2006

Significant gains have been made in raising awareness about the National Heritage Corridor as a place, as well as the benefits that the federal designation and commission bring to the region. However, much of this recognition is limited to a relatively small number of heritage sites, community leaders and activists, and politicians. Efforts in the next five years must focus on increasing awareness of the Erie Canalway National Heritage Corridor so that it achieves greater recognition at the local, state, and national level. When seen as a unified region, centered on a nationally-significant canal system, the Corridor adds place-value which can be an integral part of economic and community revitalization in upstate New York.

3.1 Key Strategies

1. **Integrated Interpretation-** Collaborate with major interpretive and educational institutions and communities to advance the Corridor’s interpretive themes.
 - a. Implement the **Erie Canalway Partner Program** to integrate and connect heritage sites to each other and to the National Heritage Corridor to better tell the full story of the canal’s lasting impact.
 - b. Fulfill obligations of **federal DOT** funds by developing interpretive signs and regional brochures.
 - c. Work in partnership with the Canal Corporation, the New York State Museum and other partners to convey an integrated sense of the canal, the National Heritage Corridor, and major canal heritage sites.

- d. Through partnering, the **Corridor Commission establishes leadership** through visibility, demonstrable results, and momentum.
 - e. Have achieved clearly defined partner needs and purposes.
 - f. Successful partnerships and the associated ECNHC VIPs lead to an alliance that finds a collective purpose and powerful voice to advocate for the Corridor.
2. **Interpretive Plan-** Develop an interpretive plan for the Corridor that addresses:
 - a. Overlaps and gaps of interpretive signs;
 - b. Strategic placement of additional interpretive signs;
 - c. A process for identifying and replacing damaged signs;
 - d. Partnership opportunities that leverage local resources and that are involved in the ECNHC interpretive process; and
 - e. Fresh approaches to interpretation over the 524-mile canal corridor.
 3. **Governmental Outreach-** Increase the Commission’s capacity to reach out to the Governor, New York State legislators, state agencies, and the Corridor’s Congressional delegation to:
 - a. Brief them on Corridor progress and needs;
 - b. Increase recognition of the unique federal role that the Commission brings;
 - c. Involve elected officials in events and actions to support the Corridor; and
 - d. Act as a convener and catalyst for strategic alliances among agencies to facilitate implementation of programs and services and direct resources to Corridor communities.
 4. **Communication and Education-** Consistently convey the mission of the ECNHC and reinforce the Corridor’s unique sense of place through all communications, including publications, website, electronic media, signs, etc. Develop an overall communications strategy to ensure that all Corridor programs (interpretive, promotional, preservation, development) include a communications component to inform key audiences about the program/project and its outcomes.
 5. **Information Exchange-** Sponsor heritage development conferences and other outreach efforts that facilitate information exchange and coordination.

3.2 Desired Outcomes and Measures

- Individual communities and heritage sites are integrated into the larger whole of the National Heritage Corridor as evidenced by strong partnerships with the ECNHC and each other and consistent signage and orientation information for residents and visitors.
 - # sites actively involved in Partner Program
 - # community websites linked to ECNHC

- # heritage site websites linked to ECNHC
- Number of communities receiving substantive Corridor support
- Through consistency of image, narrative, and design – achieved through careful marriage of interpretation with promotion – a unified corridor emerges with a reinforced sense of identity and a highly visible canal.
 - # of interpretive signs in the ground in communities (ECNHC signs and funded signs)
 - # of communities with interpretive signs related to canal heritage
 - Permanent exhibitions within the *Day Peckinpaugh* are achieved through the partnership with the NYS Museum.
 - # of brochures distributed
- The impact and effectiveness of local, regional, and nationally sponsored conferences, educational and interpretive programs, facilities and materials, festivals and events are improved across the entire Corridor.
 - # of visitors to heritage sites
 - # of festivals and events per year
 - Estimated # of visitors to festivals and events
 - Continued growth and development of the annual Photo Contest
- A heritage-based perspective can be found in every message.

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SIDEBAR: Partnerships

Partnerships promote a unifying vision so that formal and informal partners – institutions, organizations, communities, and agencies, and their many constituents – act for the greater good and economic revitalization of the Corridor.

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SIDE BAR: “[National Heritage Areas are] lived-in landscapes and cityscapes, ecological restoration areas, corridors of conservation that connect parks and recreational facilities, historic sites and cultural landscapes. Recognizing them as long term assets to the national park system, the commission recommends that Congress pass authorizing legislation creating a system of National Heritage Areas providing for permanent funding and directing full program support for the National Heritage Area program.”

Second Century Commission Report “Advancing the National Park Idea”, 2009

Strategic Priority #4 – Sustainability

The Commission will prioritize achieving Sustainability within the five year period of this plan through identification of diverse funding sources, achieving continuation of the Commission as a federal body, and making possible focused and well defined programmatic and administrative efficiencies.

4.1 Key Strategies

1. **Long Range Development Plan-** In conjunction with the Erie Canalway Heritage Fund, institute a long-range development plan to strategically address fund-development benchmarks associated with both institutional sustainability and continued ability to match and leverage the annual federal appropriation.
 - a. Complete a case statement and associated long-range plan.
 - b. Create a marketing and communication plan and associated public materials.
 - c. Ensure that match and leverage goals address benchmarks defined by the NPS evaluation process.
 - d. Identify income generating activities in conjunction with programmatic priorities that realize administrative reimbursement and that further ongoing programmatic efforts.
2. **Fundraising Professional-** Seek professional services to assist in the development of the long-range plan and to implement the plan's strategies.
3. **Build the Heritage Fund Board-** Establish a full complement of board members who represent a diverse cross-section of both the Corridor's geography and the professional disciplines that are essential to success in fundraising.
4. **Establish relevant policies and procedures** that inform the transition of ECNHC Partner Staff and associated Programmatic responsibilities to the Heritage Fund and that ensure that all remaining questions from the CCNYS report are addressed.
 - a. ECNHC outgoing and incoming grants will be administered by the Heritage Fund.
 - b. The federal appropriation will be administered by the Heritage Fund.
 - c. The present Partner Staff will be transitioned to the Heritage Fund as the formal employer.

4.2 Desired Outcomes and Measures

- The Heritage Fund and Commission have built a credible case for public support and have communicated this case clearly and consistently to many audiences.

- Fundraising efforts are informed by the broader programmatic efforts of the ECNHC and the Heritage Fund. The Commission and all associated staff work seamlessly on a variety of programs and projects resulting in mutual support and growth.
- Political leaders, partners, and the public recognize and understand the benefits of assured funding for the ECNHC and the associated benefits of its resultant programs for the Corridor as a whole.
- Widespread support has led to stable funding for ECNHC operations and this funding serves to match and exceed the annual federal appropriation

Strategic Priority #5 – Management and Administration

To achieve the goals outlined in this five year plan, the Commission, Heritage Fund Board, Management, and Administration will strive for the most effective administrative functioning of the organization while ensuring maximum strategic programmatic output.

5.1 Key Strategies

1. The Commission achieves **continued authorization** both as a body and for funding beyond 2015; while at the same time other avenues for federal involvement are explored to ensure a continued federal presence within the Corridor.
2. The Commission and staff commit sufficient time and necessary resources to completing the National Park Service's **National Heritage Area Evaluation**.
3. **Commission committees** are rewarding ways for Commissioners to serve and are key tools for the decision making process including setting strategic and financial direction.
4. The **staff manages day-to-day implementation** of strategies, calling on Commission members to lend a hand where appropriate. The Commission delegates authority to the Executive Director to manage the daily operations of the organization, and recognizes that the Executive Director is the point of contact between the Commission and Staff.
5. **Partner Staff will be successfully transitioned** to the Erie Canalway Heritage Fund and National Park Service staffing remains a feature of the Commission.
6. The Strategic Plan is used to guide programmatic and budget decision making over the life of the Plan. And the **annual workplan** incorporates the Strategic Plan as its structural foundation and continues to produce related programs and projects that address priorities outlined within this Plan.
 - a. **Commission Meeting Agendas** are organized around the Strategic Plan Goals.
 - b. The Strategic Plan will serve to inform **management decisions** about programmatic priorities.