



Effective Strategic Planning for the Mohawk Towpath Byway

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- # Byway Commonalities
- Corridor Management Plan
 - Public Participation



Byway Commonalities

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 - Public Participation
 - Marketing & Promotion



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 - Public Participation
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 - Tourism Development



Byway Commonalities

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 - Public Participation
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 - Stewardship



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 - Transportation Safety



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 - Support & Implementation



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 - Financial Resources



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 - Transportation Safety
 - Support & Implementation
 - Financial Resources
- What to do first?



Timeline of Byway

- N Y State Designation 07/22/03

Timeline of Byway



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- N Y State Designation 07/22/03
- National Scenic Byway 09/22/05



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- What to do next?
- Concern for loss of “momentum”



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- N Y State Designation 07/22/03
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- What to do next?
- Concern for loss of “momentum”
- State Funding for “Business Plan” – Spring 06



Timeline of Byway

- N Y State Designation 07/22/03
- National Scenic Byway 09/22/05
- What to do next?
- Concern for loss of “momentum”
- State Funding for “Business Plan” – Spring 06
- Rotary Club recommendation – December 06





Creating The Future

Defining and Achieving What you REALLY Want

Mohawk Towpath Byway

Facilitated by

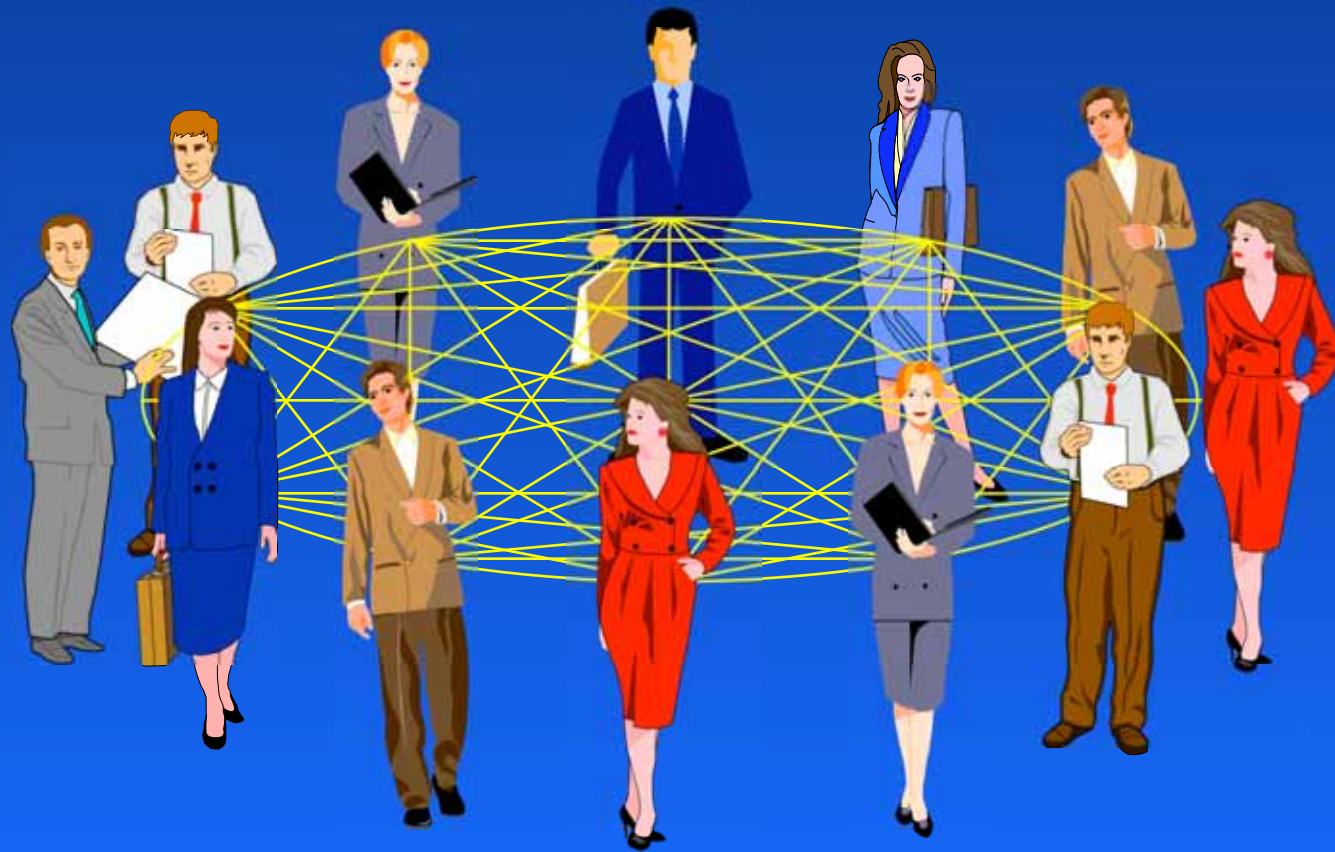
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rpatterson@capconsult.net

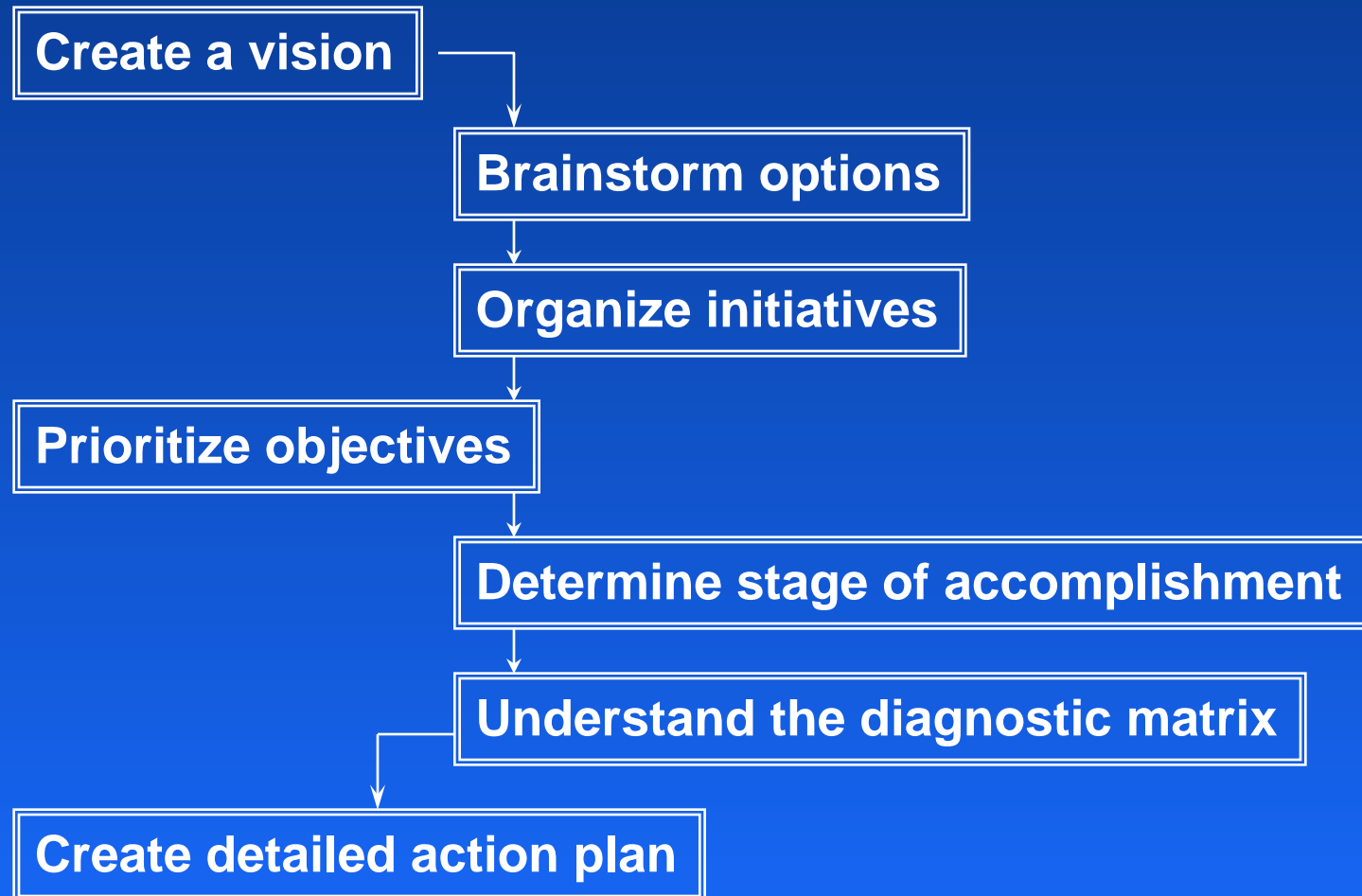
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Single Focused Vision of Success

2012



The AMCattm Process



The AMCattm Process

Create a vision



Mohawk Towpath Byway Vision 2012

The Mohawk Towpath Scenic Byway Coalition is a regional partnership of communities that balances the promotion of local interests with the protection of scenic, historic, recreational, natural, and agricultural resources. Activities encourage preservation, visitor accommodations and intermodal access; coordinate interpretation, promotion and signage; and emphasize the important historic transportation role of the river valleys and the resultant cultural/industrial development important to the westward expansion of the country. The Mohawk Towpath Scenic Byway covers some 28 miles in the upstate New York counties of Albany, Saratoga, and Schenectady.

As a coalition board of directors, we have developed and are maintaining the comprehensive Corridor Management Plan which includes addressing the following major elements:

- Public Participation
- Marketing and Promotion
- Tourism Development
- Stewardship
- Transportation Safety
- Support and Implementation
- Financial Resource Management

We obtained designation as a New York State Scenic Byway on July 22, 2003 and as one of Americas Byways on September 22, 2005. We communicate and network with and have established a positive and mutually constructive reputation among our fellow organizations that oversee implementation of other scenic byways.

We are the trusted agent defining and executing the projects associated with the elements of the Mohawk Towpath Byway Corridor Management Plan. We have established and documented internal processes and controls to ensure that the public trust and open reporting is maintained in all of our operations.

Through the combined efforts of our communities, volunteers, visitors, and funding sources, we continually enhance the historic, recreational, cultural, natural, and scenic resource capability and experience for all.

The AMCattm Process

Create a vision

Brainstorm options



59 Options

List of Brainstorming Options	
Option #	Option
1	Complete the Guide Book - Web Site project
2	Hire someone to do layout and design of the Guide Book
3	Identify the "good places" for the Guide Book
4	Develop matrix of lodging facilities for Guide Book
5	Define radius to bound the guide book
6	Update the inventory of facilities and locations to go into the guide book
7	Interpretive Kiosks - Halfmoon
8	Work with Halfmoon to keep the Kiosks project moving
9	Work with Nelson Ronsville to complete the Kiosks project
10	Byway Brochure - need to consider a reprint
11	Update the Byway Brochure for the reprint
12	Review the Waterford Harbor Trail completion
13	Establish process for MTSBC to get percentage for grant administration
14	Towpath Trail - Providing technical assistance for CP and HM for grant
15	Talk with Barbara Mc Hugh (community development specialist) on Towpath Trail project status
16	Talk with Nelson Ronsville (Halfmoon) project
17	Set up process for administrating the grant and getting our funding
18	Set up process for transferring funds to executing elements(towns, organizations, companies, etc.)
19	Develop a method to effectively track volunteer time as in-kind services
20	Seed Grant - covers internal operational
21	Develop contract with State to identify steps and work plan
22	Develop an outline of what the seed grant is being used for
23	Apply for Seed Grant reimbursement once we get the state contract
24	Develop a process for Grant Administration
25	Develop our in-house forms and administration
26	Interpretive Kiosks for Clifton Park - Barb Mc Hugh
27	Have meeting with Barb Mc Hugh to discuss status of CP projects to get funding
28	Have meeting with Nelson Ronsville (Halfmoon) status on projects
29	Send email or phone calls to Barb and Nelson so they know what we want to discuss at meeting
30	Scenic Conservation workshop - Get results and determine next steps
31	Connect with Colonie for Byway issues and possibilities for the End Use Plan for the landfill
32	Look to DOT for designs for shoulders and buffer interface for Land Fill closure as part of Scenic Conservation
33	Look at other major elements in the output from Scenic Conservation Workshop
34	Identify key personnel who can take on specific projects or project aspects
35	Fundraising - Duathlon event (Oct 14th) - Get sponsors (awareness targeted to trail users / breakeven -funding)

The AMCattm Process

Create a vision

Brainstorm options

Organize initiatives



OBJECTIVE A Total Objectives: 6

No.	Initiatives
1	Complete the Guide Book - Web Site project
2	Hire someone to do layout and design of the Guide Book
3	Identify the "good places" for the Guide Book
4	Develop matrix of lodging facilities for Guide Book
5	Define radius to bound the guide book
6	Update the inventory of facilities and locations to go into the guide book
7	Interpretive Kiosks - Halfmoon
8	Work with Halfmoon to keep the Kiosks project moving
9	Work with Nelson Ronsville to complete the Kiosks project
26	Interpretive Kiosks for Clifton Park - Barb Mc Hugh
27	Have meeting with Barb Mc Hugh to discuss status of CP projects to get funding
28	Have meeting with Nelson Ronsvalle (Halfmoon) status on projects
29	Send email or phone calls to Barb and Nelson so they know what we want to discuss at meeting
44	Evaluate Need for an Interpretive Plan

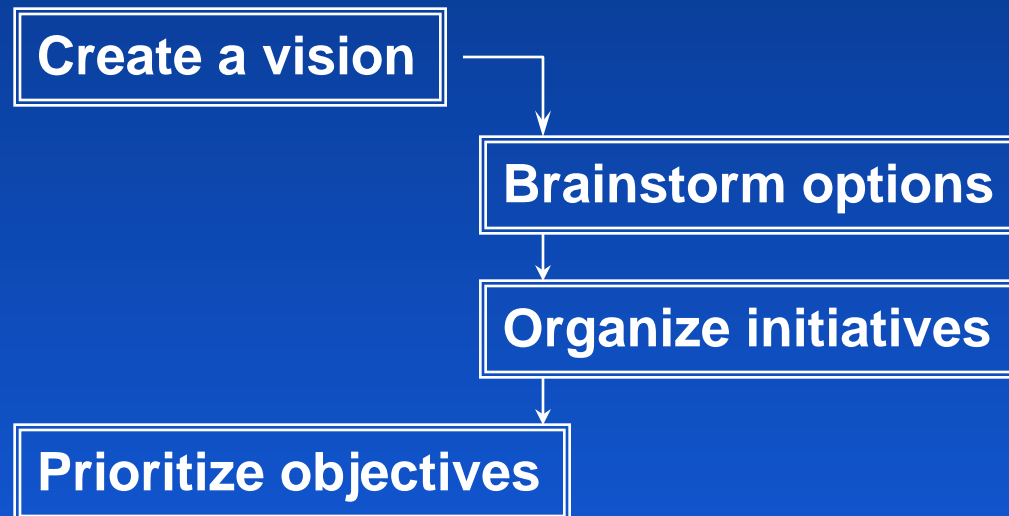
Bottom Pane

Pool of Initiatives
 Objectives

OBJECTIVE B

No.	Initiatives
10	Byway Brochure - need to consider a reprint
11	Update the Byway Brochure for the reprint
45	Newsletter issue 4
46	Retain Someone to design and layout a template
47	Evaluate audience
48	Fold in stories and photos, print, distribute
49	Evaluate need for a Marketing and Promotion Plan

The AMCattm Process



AMCat - Mohawk Towpath Scenic Byway Coalition - [Prioritize Objectives]

File Processes Matrices Help

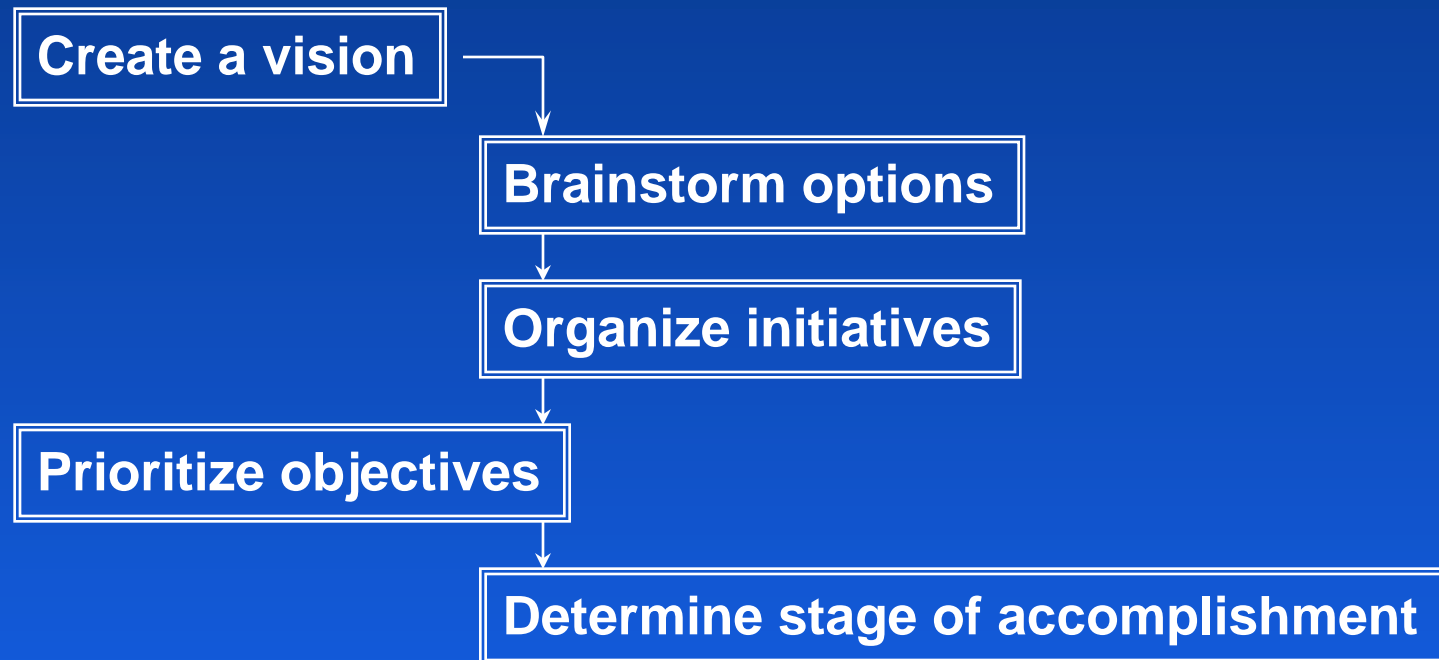
Vision Brainstorm Vote Organize **Prioritize** Stages View Matrix Slide Show Action Agenda

If you had resources for only one of these objectives, which would you commit to now?

Votes < > 1 of 15

OBJECTIVE A	OBJECTIVE B
Complete the Guide Book - Web Site project	Byway Brochure - need to consider a reprint
Hire someone to do layout and design of the Guide Book	Update the Byway Brochure for the reprint
Identify the "good places" for the Guide Book	Newsletter issue 4
Develop matrix of lodging facilities for Guide Book	Retain Someone to design and layout a template
Define radius to bound the guide book	Evaluate audience
Update the inventory of facilities and locations to go into the guide book	Fold in stories and photos, print, distribute
Interpretive Kiosks - Halfmoon	Evaluate need for a Marketing and Promotion Plan
Work with Halfmoon to keep the Kiosks project moving	
Work with Nelson Ronsville to complete the Kiosks project	
Interpretive Kiosks for Clifton Park - Barb Mc Hugh	
Have meeting with Barb Mc Hugh to discuss status of CP projects to get funding	
Have meeting with Nelson Ronsville (Halfmoon) status on projects	
Send email or phone calls to Barb and Nelson so they know what we want to discuss at meeting	
Evaluate Need for an Interpretive Plan	

The AMCattm Process



AMCat™ Accomplishment Stages

- 0) Until now, we hadn't identified this Objective in connection with the Vision.
- 1) We are thinking about this Objective and are wondering if it might help to accomplish the Vision.
- 2) We are studying the Objective's implications relative to accomplishing the Vision and assessing its feasibility.
- 3) We have begun planning. We are laying out a step-by-step process for achieving this Objective. If you were building something, you would be identifying what designs, materials, skills, resources, time, sequence of events, etc. are necessary for doing it.
- 4) We are resourcing this Objective. We have a plan and are actually assembling the resources for carrying it out. This includes doing pilot projects to test the validity of the plan. If you were building a building, you would be approaching builders, lining up materials, arranging finances, getting licenses, buying property ... making sure all of the elements necessary for success will be available when you need them.
- 5) We are organizing the start-up of this Objective. We are setting up the operational organization; building teams, creating jobs and assignments, specifying procedures, communicating performance standards and measures. When this stage is complete, people know what is expected of them and how they will measure success.
- 6) The plan is underway, but we have insufficient feedback to judge whether or not people are making progress.
- 7) We are measurably making progress, but we are still investing more than we are getting in return from our efforts and there is no clear certainty that we will achieve this Objective.
- 8) Implementation of the Objective has achieved independent momentum. We have passed the breakeven point. We are adjusting processes and infrastructure to consistently produce the results we are after.
- 9) We are managing effective and efficient operations. Our focus is on maintaining high throughput and continuous improvement in support of the Vision.
- 10) We have achieved what we set out to achieve. It is time to re-visit the Vision and either declare victory, alter expectations or refocus our attention on new Objectives or a new Vision.

AMCat - Mohawk Towpath Scenic Byway Coalition - [Stage of Accomplishment]

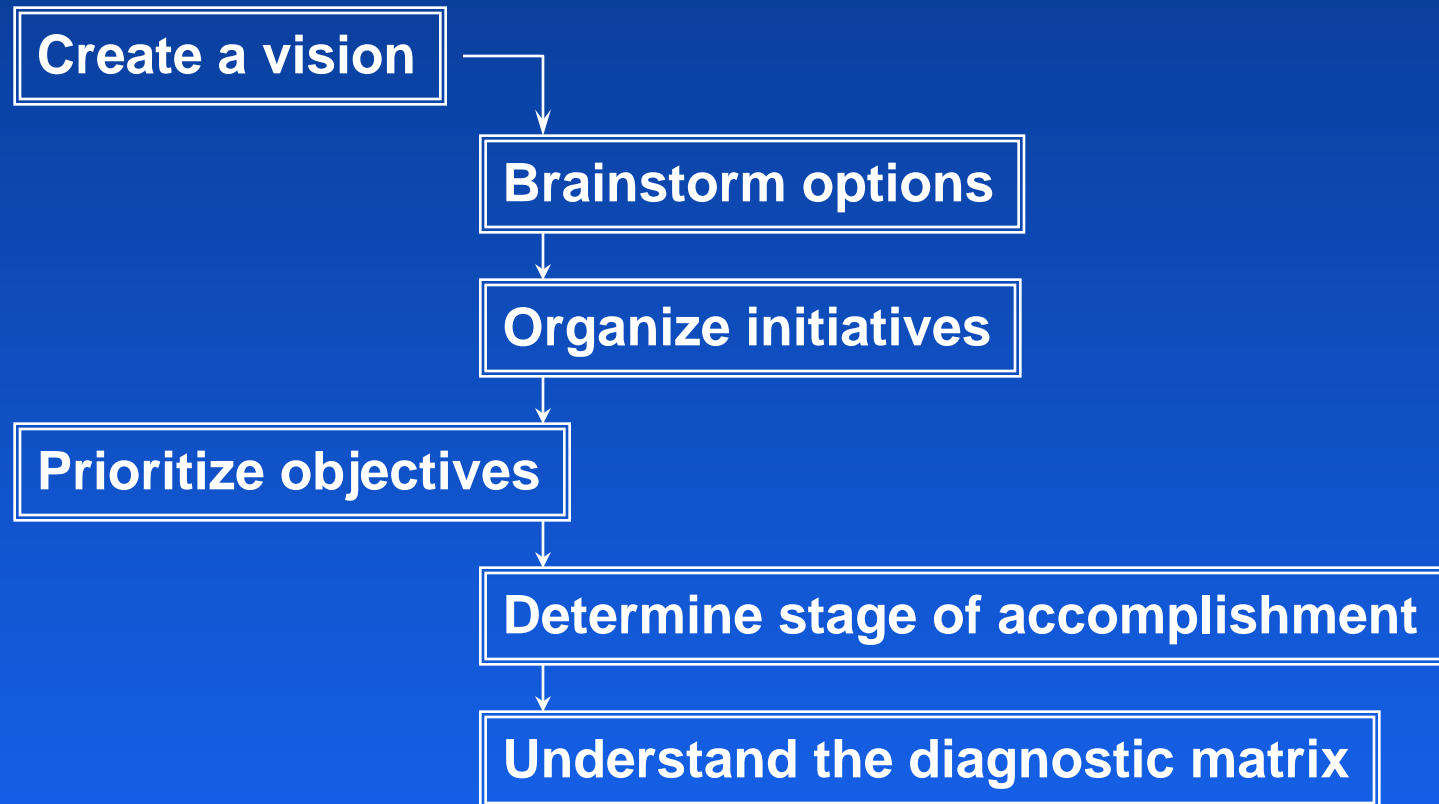
File Processes Matrices Help

Vision Brainstorm Vote Organize Prioritize Stages View Matrix Slide Show Action Agenda

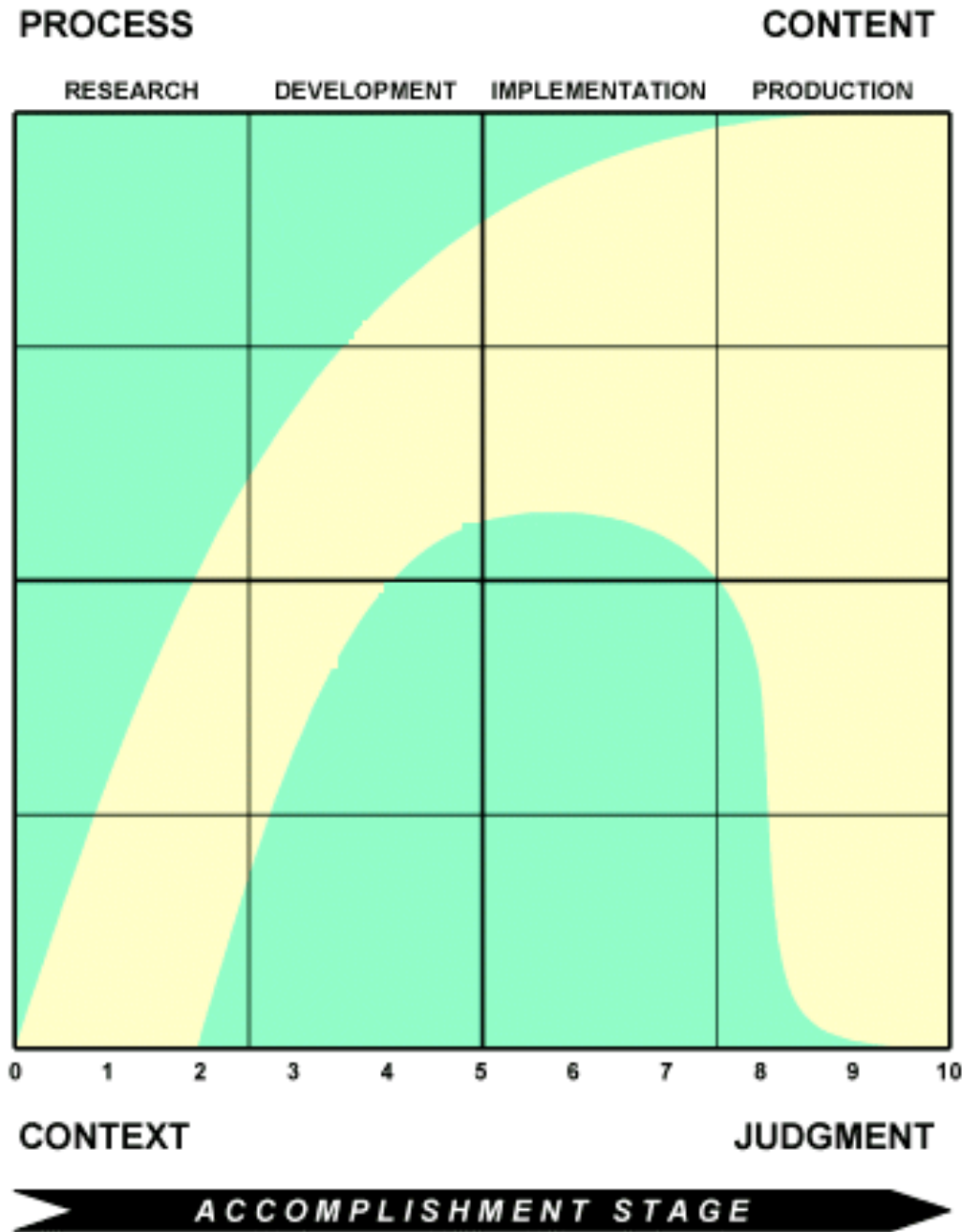
Stage **4** Refine Internal Operations < > 1 of 6 Stages

- Establish process for MTSBC to get percentage for grant administration
- Set up process for administrating the grant and getting our funding
- Set up process for transferring funds to executing elements(towns, organizations, companies, etc.)
- Develop a method to effectively track volunteer time as in-kind services
- Seed Grant - covers internal operational
- Develop contract with State to identify steps and work plan
- Develop an outline of what the seed grant is being used for
- Apply for Seed Grant reimbursement once we get the state contract
- Develop a process for Grant Administration
- Develop our in-house forms and administration
- Identify key personnel who can take on specific projects or project aspects
- Fundraising - Duathlon event (Oct 14th) - Get sponsors (awareness targeted to trail users / breakeven -funding)
- Get volunteers for Duathlon
- Get advertising for Duathlon
- Get assistance from CP and HM

The AMCat™ Process



Diagnostic Matrix



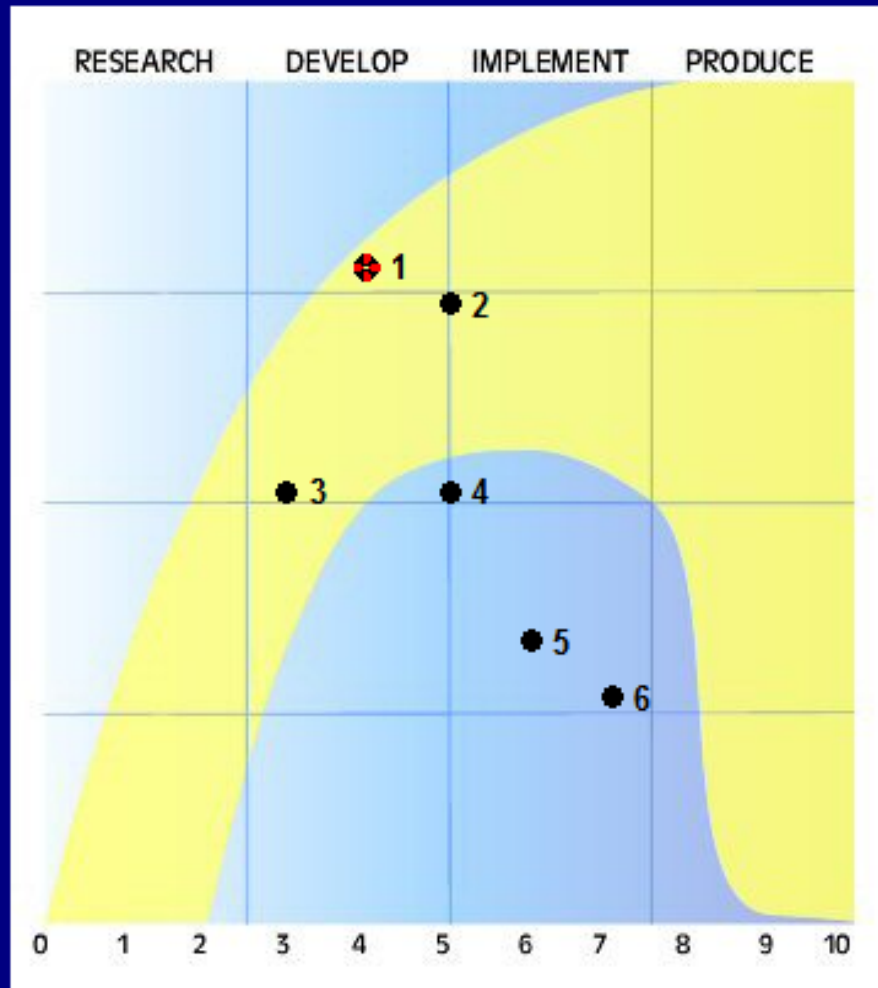
For more information on understanding the Diagnostic Matrix

Click on the following link:



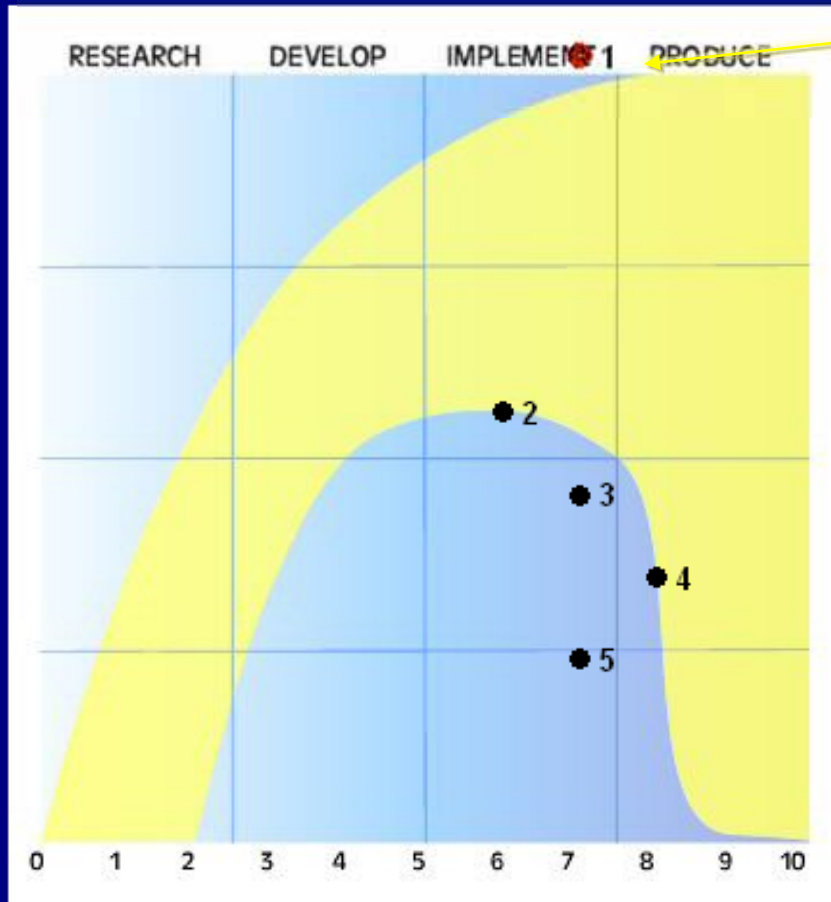
Adobe Acrobat Document

July – Sept 2007



- 1. Refine Internal Operations**
- 2. Inform and Promote the Byway**
- 3. Protect and Enhance Byway Resources**
- 4. Build Transportation Partnerships**
- 5. Continue to Communicate Byway Story**
- 6. Build and Reinforce Partnerships**

Sept 2008



1. Inform and Promote the Byway

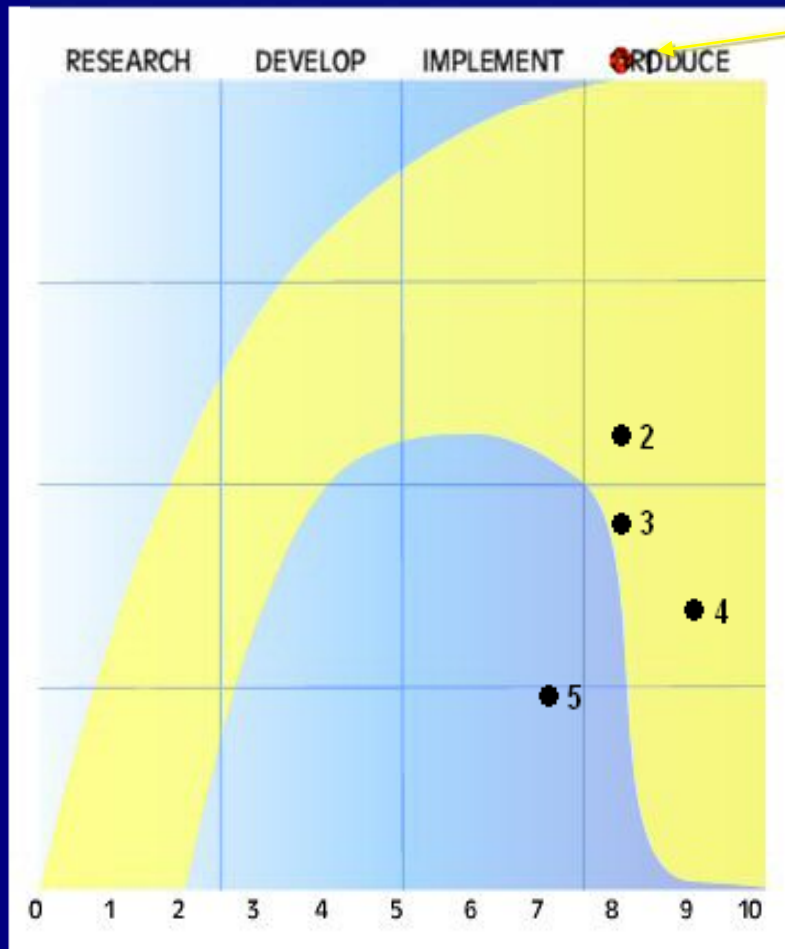
2. Protect and Enhance Byway Resources

3. Build and Reinforce Partnerships

4. Refine Internal Operations

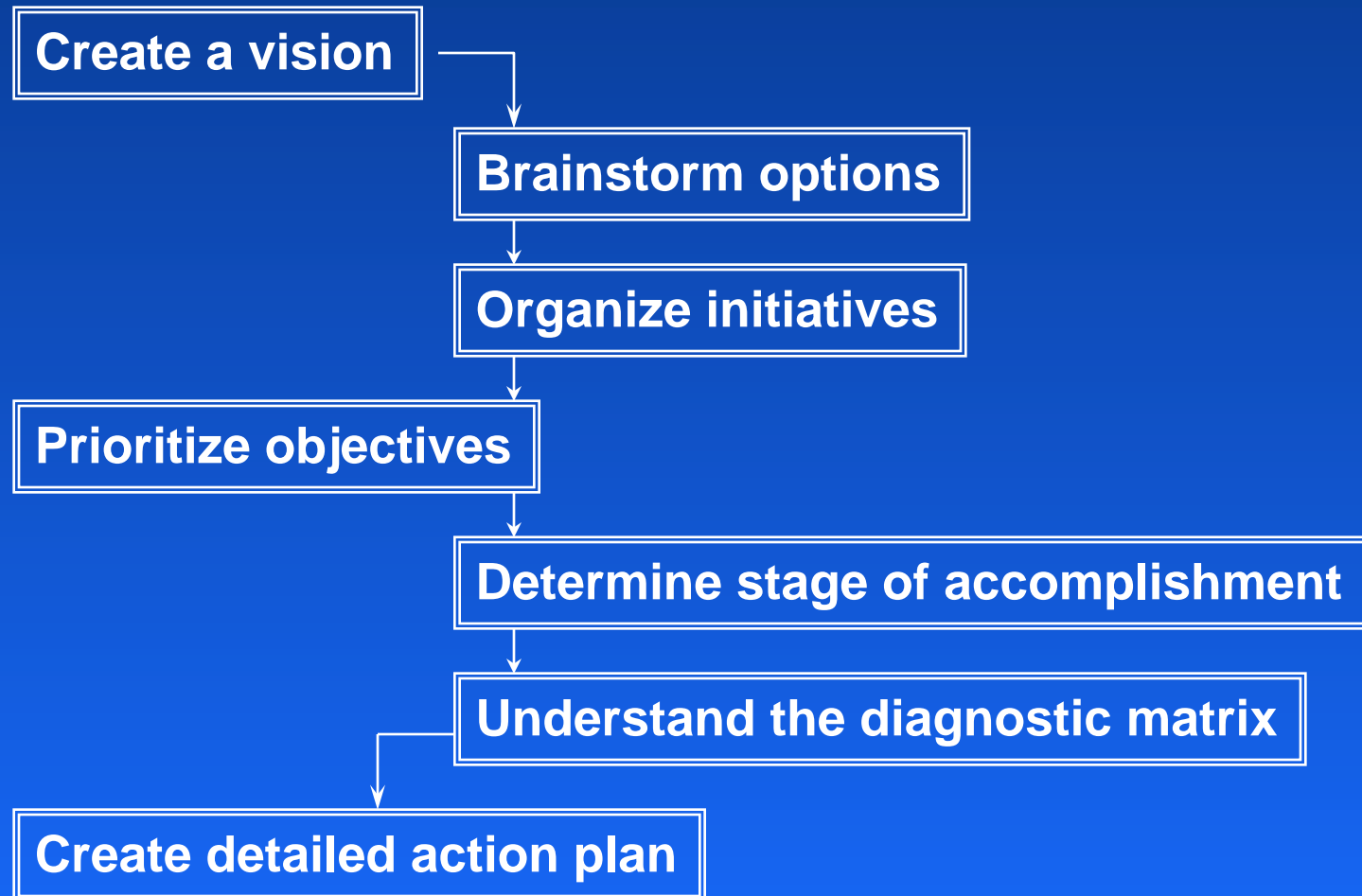
5. Build Transportation Partnership

July 2009



1. Inform and Promote the Byway
2. Protect and Enhance Byway Resources
3. Build and Reinforce Partnerships
4. Refine Internal Operations
5. Build Transportation Partnership

The AMCattm Process



Business Plan Report

Double Click on the icon below to view the Business Plan Report



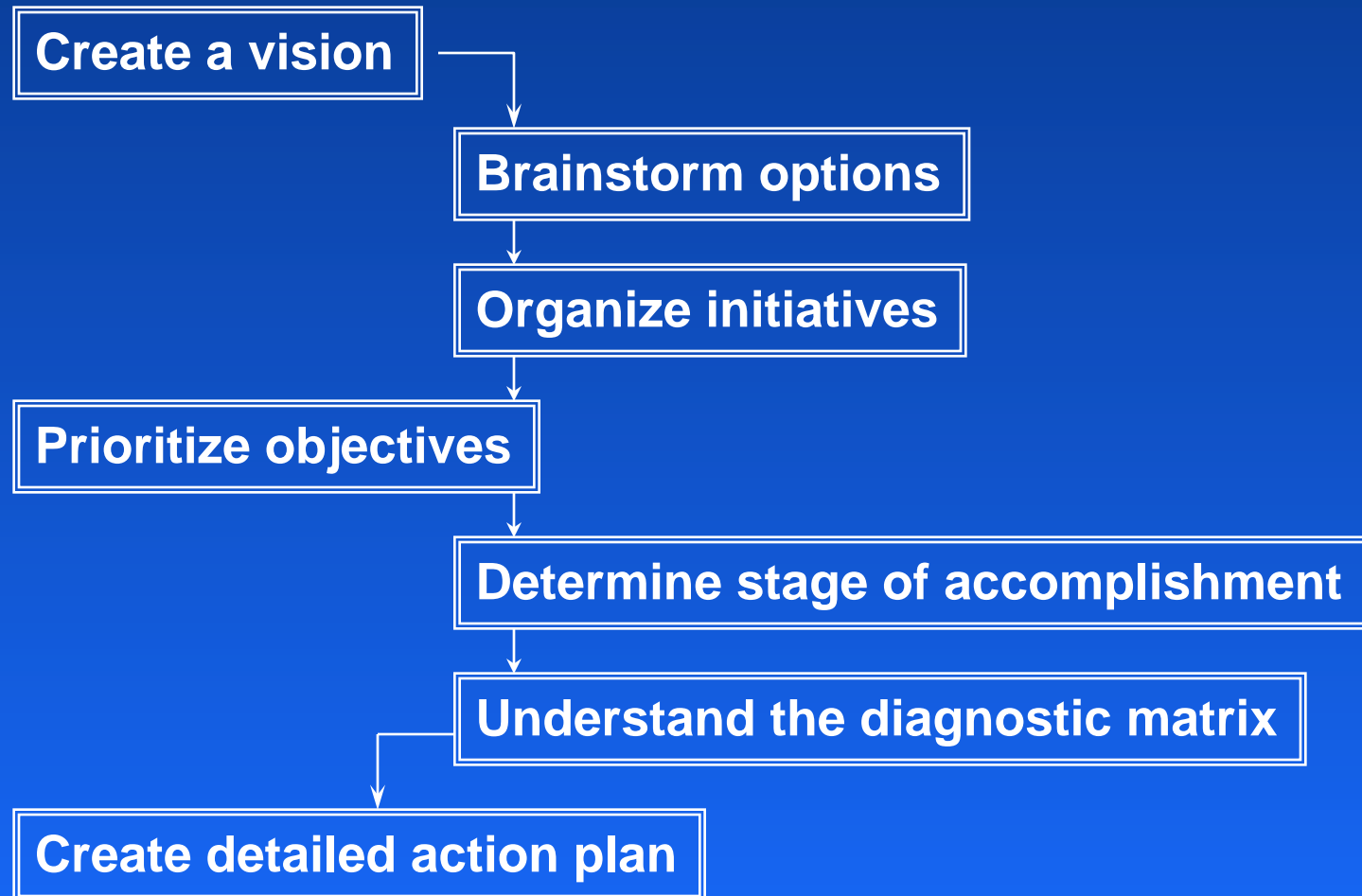
MTSBC Business
Plan



MTSBC Business
Plan 2008-09



The AMCattm Process



Major Features of Mohawk Towpath Byway Planning Process

- Broad Consensus on Objectives
- Understanding and Confidence in Priorities
- Realistic Expectations
- Long Term Vision with Near Term Action
- Greater Confidence in Local Acceptance & Support
- Authentic Experience for Visitors
- ...





...Projects Get Done

Thank You !!



Byway Commonality

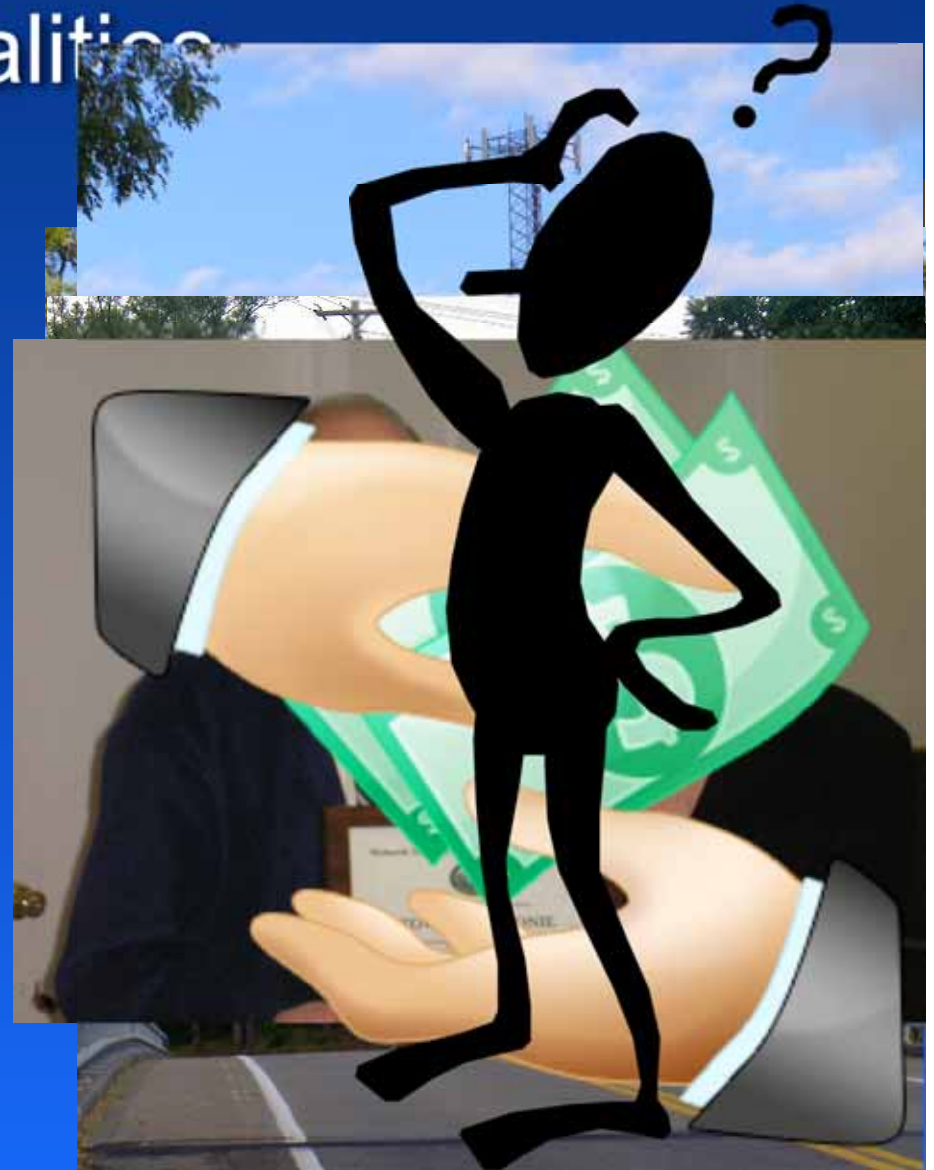
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➤ What to do first?



Timeline of Byway

