



# Lakes to Locks Passage Heritage Centers

**A Toolkit for Cultivating Volunteers & Staff into Ambassadors**



### *Acknowledgements*

This project has been several years in the making and would not have been possible without the help of the following dedicated volunteers and staff members below:

Janice Allen and Larry Cutting, Willsborough Visitor Center  
 Jackie Madison, Don Papson, and Charlie Crowningshield, North Star UGRR Museum  
 Aurora McCaffrey and Carol Haber, Adirondack History Museum  
 Nancy Decker and Meredith Johnston, Westport Heritage House  
 Betty LaMoria and Archie Rosenquist, Town of Moriah Iron Center  
 Mary Curtis and June Curtis, Ticonderoga Heritage Museum  
 Essex County RSVP  
 Clinton County RSVP  
 Rob Draper, National Scenic Byway Foundation  
 Boris Frank Associates  
 VolunteerMatch Learning Center

A special thank you to June Curtis of the Ticonderoga Heritage Museum for her careful reading and constructive edits.

And thank you to the Ambassadors at all the Heritage Centers that go above and beyond to personally connect with their visitors!

The *Lakes to Locks Passage Toolkit for Cultivating Volunteers and Staff into Ambassadors* was funded by the Federal Highway Administration's National Scenic Byway Program, administered through the New York State Department of Transportation and Lakes to Locks Passage, Inc.  
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## Lakes to Locks Passage Heritage Centers A Toolkit for Cultivating Volunteers & Staff into Ambassadors

### Preface

Lakes to Locks Passage is a New York State Byway, stretching from the Albany Capital region to the Canadian border—a region of spectacular landscapes laden with history and culture. Lakes to Locks Passage was established in 2002 by the New York State Legislature, and that same year received the Federal Highway Administration’s premiere designation as an All American Road. The corridor embraces an interconnected waterway across four regions: The Champlain Canal/Upper Hudson River, Lake George, Lake Champlain in New York, and Quebec’s Richelieu Valley.

To foster stewardship of this landscape, the Lakes to Locks Passage Heritage Center Program builds a network of community organizations, museums, and libraries along the corridor to bring a seamless interpretive experience based on a shared heritage. The program offers an authentic visitor experience, providing a window to the local communities, their stories, and culture. A key feature of this program are Waypoint Communities—cities, villages, or hamlets that have the ability to “meet and greet” the visitor. Waypoint Communities serve as a hub. Some Waypoint Communities have made significant investments to serve as a gateway to their region. Lakes to Locks Passage develops partnerships to establish Heritage Centers in each Waypoint Community.

Heritage Centers serve a vital role. They are prominently located on the byway, ensuring that they are one of the first places people will stop when entering the community. When linked together, these centers provide connections to the heritage within the byway corridor. These centers are the key to building an emotional and intellectual connection between the traveler and the place they have come to visit.

As museums and cultural groups discover thematic connections in their stories, exhibits, and events, they are no longer trying to survive on their own. Through workshops and trainings, the Lake to Locks Heritage Center Program builds strong leadership, engaging programs, community involvement, and networking—key elements for sustaining organizations.

Lakes to Locks Passage helps establish the key components of community-based destination stewardship (also called sustainable or place-based tourism). It encourages visitors to stop, stay, and spend money in a way that benefits the entire community, serving as the basis for community revitalization and a sound local economy. Lakes to Locks Passage recognizes that visitors are looking for help to navigate and explore new places, so a successful Waypoint Community offers visitors a “cognitive map,” which tells them where they are going and what they are looking at. It also creates a feel-good experience by showing that community members care about visitors.

Consumers of place-based tourism crave authenticity. The purpose of Lakes to Locks Passage Heritage Centers is for the people who live here to tell their stories—in a meaningful and engaging way—striking an emotional chord, so visitors remember the authentic experience and share it with others. Heritage Centers allow visitors to engage with “real people” who have a special affinity for the area. Typically volunteers, these people serve an important role as Lakes to Locks Passage Ambassadors. By sharing their stories, Ambassadors build awareness, appreciation, participation, leadership, and ultimately, a commitment for stewardship of the community’s historic, natural, and cultural resources for future generations.



The challenge that museums, libraries, and other community organizations face is how to build strong organizational leadership, maintain operations and programs, and cultivate volunteers. Through an Institute of Museum and Library Services grant, the Essex County Historical Society worked with Lakes to Locks Passage and the Champlain Valley Heritage Network to develop Heritage Center Sustainability Training for skills and capacity building. The result was the initiation of a three-pronged approach to resource stewardship: operations and management; programs, exhibits, and events; and Heritage Center Ambassadors.

In 2014, a follow-up survey of participating organizations showed many positive responses from the groups in the ways they had incorporated the trainings into their operations. Trainings helped with strategic planning for their organization and elevated their partnerships with the community. Responses demonstrated that collaboration is an essential ingredient for keeping museums open and alive—and there is a strong need to continue partnership-building activities between museums. This *Toolkit for Cultivating Volunteers & Staff into Ambassadors* is one part of the three-pronged approach to develop a strong program for supporting Heritage Centers.

--Janet Kennedy, Executive Director, Lakes to Locks Passage

# Lakes to Locks Passage Heritage Centers

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into Ambassadors

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## Introduction

This *Toolkit* is designed for staff and volunteers at visitor centers, Heritage Centers, and other community organizations. At Lakes to Locks Passage Heritage Centers, Ambassadors are volunteers that go above and beyond to personally connect to visitors. Ambassadors tell stories in meaningful, lively, and engaging ways that provide a direct personal interaction with visitors and strike an emotional chord—so visitors remember the experience and share it with others. Ambassadors are essential for creating “place-based tourism.” By speaking with passion and authenticity, Ambassadors help make museums objects, exhibits, and history come alive to visitors. Instead of a visitor simply walking through a museum, for example, without a deep understanding of or making any connections to the exhibits, an Ambassador may point to a specific object and share a personal story about it that makes a lasting impression to the visitor.

The Lakes to Locks Passage Heritage Centers Program is designed to bring museums, libraries, and nonprofit organizations together in a regional network to deliver these authentic experiences—and Ambassadors are a crucial part of this effort.

The *Toolkit* draws from the actual experiences of volunteers at Heritage Centers in Essex County, New York. In addition, it is based on the “Workshop on Sustaining Volunteers,” sponsored by Lakes to Locks and presented on November 5, 2014, and a follow-up evaluation. Additional toolkit information is adapted from documents prepared by the Heritage Centers using templates developed by Boris Frank Associates. Permission is granted to any nonprofit organization to use and adapt information from this toolkit for non-commercial purposes. When using the toolkit, please credit Lakes to Locks Passage, Inc., Boris Frank Associates, and/or VolunteerMatch Learning Center as appropriate.

This *Toolkit* is intended for each organization to adapt to its own Ambassador program needs. There is no right or wrong—only what works for you.

This *Toolkit* is available online at [www.passageport.org](http://www.passageport.org). Through a partnership with National Geographic, Lakes to Locks Passage has developed a co-branded website ([www.lakestolocks.org](http://www.lakestolocks.org)) featuring unique storytelling experiences delivered through text, images, audio, and video. In many instances, the website content is based on the stories collected from Ambassadors at Heritage Centers. If you want to learn more about including your organization on the website, or if you have questions about the *Toolkit*, contact Margaret Gibbs at [mgibbs@lakestolocks.org](mailto:mgibbs@lakestolocks.org).

## VOLUNTEER MANAGEMENT

"I volunteer. I enjoy serving. I like the opportunity to meet and work with other people. We may have different points of views., but we are like-minded in our unspoken commitment.

As you work with your volunteers on your byway, I'd like to offer some advice from a volunteer's perspective:

- **Lead from behind:** Give your volunteers the resources they need. Empower us. Let us tap our creativity. Allow us to commit, follow-up, and deliver.
- **Add meaning:** Whether it's a mundane task or a more significant project or effort, take the time to explain the importance of the results to your or the organization's larger goals. It is the sincerest way to thank us for our contributions.
- **Respect:** Respect is our wage. Be respectful of our time. Be prepared for us when we show up. When everything is a priority, nothing is a priority. If you ask us to develop or prepare an initiative, please do not put it on the shelf. We expect you to commit, follow-up and deliver.

I wish you continued success in working with your volunteers."

**Rob Draper**

Chair, National Scenic Byway  
Foundation

## Structure the Volunteer Process

Ambassadors at the Heritage Centers along the Lakes to Locks Passage Scenic Byway in Essex County agree with Rob Draper. They say they volunteer because it makes them feel good and they enjoy offering their time and skills to serve their communities. Volunteers believe their work is a way to give back. Volunteers often become donors; they are almost twice as likely to donate to an organization over non-volunteers. But most importantly, volunteers are people that care! They are the best voices—or Ambassadors—in the community to speak on behalf of your organization.

Volunteers are valuable assets. In 2016, a volunteer hour was worth about \$24, according to the Independent Sector, a national coalition of nonprofit companies and foundations ([http://independentsector.org/volunteer\\_time](http://independentsector.org/volunteer_time)). In 2014, 25% of



the US population volunteered at least once, with the total time volunteered valued at \$182 billion.

In assessing the experiences of Heritage Centers and their volunteers, we discovered several factors in common:

- The most structured programs have the most volunteers.
- Volunteer programs are more successful when volunteers are treated as “unpaid employees,” with an application process, a written job description, formal and informal trainings, and an operational handbook.
- Recruiting is an active, ongoing process.
- Team building is important. While volunteer programs vary in their size, design, and structure, all emphasize building a team of dedicated volunteers and staff for creating strong collaborations within the organization and the community.



*Lakes to Locks Passage Volunteer Workshop*

See Appendix 1: Working with, and Inspiring, Volunteers. Boris Frank.

More volunteer resources can be found at: [www.councilofnonprofits.org/tools-resources/volunteers](http://www.councilofnonprofits.org/tools-resources/volunteers).

### **Heritage Center Real World Example #1**

At the Ticonderoga Heritage Museum, they have built a culture of collaboration between board members, staff, volunteers, and community members. Volunteers say the museum is a charming and special place where they feel they are part of a team. They enjoy their work, love talking to visitors and telling stories about the industrial history of Ticonderoga. They feel ownership toward the museum and want to see it succeed. The friendly atmosphere is apparent to visitors and enhances their experience at the museum.

## **Prepare Volunteer Guidelines and Policies**

A volunteer handbook addresses how to engage your volunteers with the organization. Information to include:

- **Define Your Organization:** Volunteers need to understand how the organization works, the mission and goals.
- **Define The Job:** Volunteers need to know the duties of their job. By defining the Ambassador position, the volunteer handbook establishes a consistent set of rules for everyone.
- **Define Codes of Conduct:** Policies and procedures that outline how to create a safe and efficient workplace are necessary. This includes information about building facilities and emergency procedures, as well as problem solving, enforcement, and evaluation.

To be sure your volunteer handbook is a meaningful document, it should be tested, implemented, and updated as needs and programs change. Ask the volunteers to help evaluate and update the handbook. Empower them to monitor their role as Ambassador by allowing them to make suggestions on how to best do their job!

See Appendix 2: Volunteer Handbook

See Appendix 3: Job Description of a Volunteer Ambassador.

See Appendix 4: Heritage Center Volunteer Agreement

### Heritage Center Real World Example #2

The Willsborough Visitor Center maintains a core group of at least 20 trained volunteers that return each year. Their “volunteer captain” fills out the volunteer schedule month-to-month. They also have a detailed handbook for volunteers.

### Heritage Center Real World Example #3

At the Westport Heritage House, the volunteer coordinator calculates their volunteer needs by taking the number of Ambassadors signed up and dividing them into the number of 2.5-hour time slots that need to be filled each season (about 144). In 2014, based on these calculations, each Ambassador was expected to fill at least four 2.5-hour slots.



*Willsborough Visitors Center*

## Establish a Volunteer Coordinator

Heritage Centers have the most success when they have a designated volunteer captain or coordinator. Some organizations have two people sharing the position. The Volunteer Coordinator is an important leader for the organization.

Volunteer Coordinators:

- Help train, supervise, and manage the Ambassadors.
- Work with the Ambassadors to set the work schedules.
- Monitor and help enforce the policies and procedures, and be involved in problem solving.
- Are often the primary recruiters for reaching out into the community to find more volunteers.

In addition, the most successful Volunteer Coordinators:

- Are receptive to the Ambassadors and have a strong understanding of the Ambassadors' roles and responsibilities.
- Build teams and generate buy-in from the volunteers.
- Offer respect, engage with the volunteers, recognize their value, and try to make the best use of their skills and abilities.

## **Be Selective**

Although many organizations feel desperate for volunteers, it's still necessary to screen potential volunteers. The application process is a way to learn more about them before offering a position to a volunteer. Problems can arise by inviting a person to serve as an Ambassador who is not a good fit.

- Establish an application process and screen potential volunteers.

Because conflicts and problems still can arise, it is important to have procedures in place for problem solving that are fair to all. In instances when the volunteer relationship does not work out, be willing to evaluate and learn from the problem.

See Appendix 5: Heritage Center Volunteer Application

## **Inspire Volunteers**

Volunteers come to an organization with a wide range of skills and abilities. Each person has different perspectives and experiences to offer. Volunteers make a commitment, so they need to believe their work has meaning.

- Volunteers give their best to the organization when they believe they make a difference.
- Volunteers need to understand how their work fits within the scope of the mission and vision.

Therefore, it's important to provide volunteers with opportunities to be more involved:

- Provide volunteers with an opportunity to participate in discussion and planning. If an idea is offered that cannot be implemented, let them know the reasons why not.
- Invite volunteers to step up and become leaders in the organization.



*Exhibit Planning at the Westport Heritage Center*

## **Board Members Who Volunteer**

Sometimes board members assist the organization as volunteers. They may work greeting the public, or assisting with programs, exhibits, or events. In these situations, board members are not serving in their capacity as policy and decision makers. They have the same roles and responsibilities as non-board volunteers and are under the direct supervision of the Volunteer Coordinator.

- When board members assist as volunteers, they are under the supervision of the Volunteer Coordinator.

## **Create Committees**

Committees are opportunities for volunteers to take leadership roles and best use their range of skills and abilities. Examples of committees that volunteers can be a part of include:

- Visitor services committee
- Library/collections committee
- Programs committee
- Art committee
- Fundraising committee
- Membership committee
- Food committee
- Garden committee
- Building maintenance committee

In forming committees, several questions need to be addressed:

- What role should this committee play?
- What are its responsibilities?
- How will the committee be structured?
- Who will chair the committee?
- What are the committee chair's responsibilities?
- How will the committee report on their work and recommendations?
- Who do they report to?
- Who will record the minutes?

All of these questions should be clearly answered and defined before establishing the committee.

## **Fund Your Volunteer Program**

Although volunteers work without compensation, the organization's budget should consider any possible costs associated with the work of volunteers. The organization may choose to use paid staff in the role of Volunteer Coordinator, or it may be an unpaid position.

Additional expenses include the cost of volunteer recognition events for items such as food and beverages as well as any paid staff time.

The organization's general liability insurance may need to be increased to cover both the risk of injury to volunteers and injury caused by volunteers. Often these expenses are minimal and well-worth the work provided by volunteers.

- Consider all possible expenses related to volunteer work. For example, cost of volunteer recognition events—food, gifts, and paid staff time.
- Cost of increased liability insurance.

## **Measure Success**

Regular meetings, trainings, and discussions with volunteers, and a formal evaluation of the volunteer program are all essential to success. Evaluating the volunteer program shows what is working and what is not working.

A written evaluation is the easiest way to address problems or needs. It can be a simple outline addressing four elements:

- 1) **Need/Problem:** An example of a stated problem may be, "How do we sustain and engage Heritage Center volunteers?"

- 2) **Activities:** “What are the methods and actions required to achieve the outcomes?” In this example, an activity may be to ask each volunteer to invite one other person to become involved in the Heritage Center.
- 3) **Inputs:** What you need to conduct the activities—How many participants, staff, volunteers? What kinds of materials or equipment are needed?
- 4) **Outcomes:** What are the benefits, changes, or improvements resulting from the Volunteer/Ambassador Program?

See Appendix 6, Sample Outline for Writing an Annual Evaluation Plan.

- An evaluation of the volunteer program should be scheduled regularly, usually annually or semi-annually.

The evaluation process should look at both quantitative and qualitative data, such as:

- How many volunteers served the organization?
- How many visitors came to the Heritage Center?
- How many donations were collected?
- What kind of experiences (recorded in guest books or online, anecdotal comments) did visitors have?
- What kind of feedback did volunteers give about procedures, scheduling, and trainings?
- What kind of suggestions did volunteers give for other ways of doing things or ways they can contribute their skills?

Each annual evaluation plan may set new goals to increase the number of volunteers, visitors, or donations. You measure success from year-to-year as you examine the baseline from where you started to see how the program has changed over time.

Having visitors sign-in and comment on their experiences at the Heritage Center is one way to collect helpful information. Some organizations provide comment books in each exhibition room. One organization has a guest book feature on their website. Check to see if visitors have commented about your organization on Trip Advisor and Yelp.

Visitor responses offer information that indicates what is successful about your Heritage Center, and what can be improved. Most visitors leave positive comments about their experiences in guest books; sometimes others leave poetic, spiritual responses, and even drawings about their impressions; while others are honest about concerns and issues they encountered. Critical responses can be



difficult, but they offer valuable information. These responses help to adjust approaches to exhibits, programs and events—and testimonials can be used to promote your successes!



*North Star Underground Railroad Museum*

An excellent visitor experience not only leads to repeat visitation, but it nurtures potential volunteers, members and donors. And comments about clean restrooms are common—they are stated as a reason people return to visit a museum or cultural organization!

Not every piece of qualitative information needs to be written into the evaluation plan—only the key information that shows the basis for decision-making and program adjustments.

See Appendix 7: Volunteer Daily Log  
See Appendix 8: Visitor Sign in Sheets

#### **Heritage Center Real World Example #4**

At the North Star Underground Railroad Museum, the guestbook asks for a visitor's email, comments, and hometown. They also have a guestbook feature on their website.

The Adirondack History Museum also asks visitors how they learned about the museum.

## VOLUNTEER RECRUITMENT

Volunteer recruitment requires effort—in fact, some groups say they never stop recruiting! Heritage Centers have several methods for recruiting volunteers, but most find that successful recruitment involves one-on-one asking and word of mouth. If potential volunteers are asked directly, they are much more likely to say yes. People who say no when asked to volunteer, often say they are too busy, but they usually appreciate having been asked.

- Volunteer recruitment should be a continuous, ongoing effort.
- A direct, face-to-face ask is the most successful way to recruit a volunteer. Many people want to volunteer, but they just need to be asked! They won't come forward by themselves.
- According to VolunteerMatch.org, 80% of volunteer coordinators say "Word of Mouth" is their #1 recruitment method.
- Other methods of recruiting include notices in the local newspapers, posts on social media, requests by emails or letters, asking people who are members of the organization, and including the question directly on the membership form.



*Westport Heritage House*

See Appendix 9: Sample Volunteer Request Card (Iron Center)

### Create a Recruitment Plan

- Introduce your program and your work! Set the stage and tell your story.
- Answer the question, "What do volunteers do at your organization?"

- Prioritize the information you share. What does a volunteer need to know to decide if they're the right volunteer for your program?

(Source: Volunteermatch.org)

## Sources of Volunteers

Current volunteers know of others who are capable and can meet the requirements of the position. They can recommend people they know through their churches, clubs, and community activities.

- Current volunteers are often the best sources for finding new volunteers because they can share the passion and enthusiasm they have for the organization.
- Many Heritage Centers rely on retirees.
- Youth volunteers are often interested in providing community service through a program sponsored by their school, honor society, scouts, 4-H, or other clubs.
- New people in the community are interested in finding ways to become involved and meet people.

Groups in the Lakes to Locks Passage region that work to find volunteers for nonprofit organizations include:

- Retired Senior Volunteer Program (RSVP)  
Capital Region RSVP: [RSVP@albany.edu](mailto:RSVP@albany.edu), 518-442-5585  
Clinton County RSVP: [clintoncounty.rsvp@gmail.com](mailto:clintoncounty.rsvp@gmail.com), 518-566-0944  
Essex County RSVP: [rsvp@logical.net](mailto:rsvp@logical.net), 518-546-3565  
Saratoga County RSVP: [rsvp@saratogacountyny.gov](mailto:rsvp@saratogacountyny.gov), 518-884-4110  
Warren and Washington Counties RSVP: [rsvp@tcuwny.org](mailto:rsvp@tcuwny.org), 518-743-9158
- The United Way of the Adirondack Region, Inc. maintains a Volunteer Outreach Group: [adminasst@unitedwayadk.org](mailto:adminasst@unitedwayadk.org), 518-563-0028
- The Capital District Regional Volunteer Center serves Albany, Rensselaer, Saratoga, Washington, and Warren Counties: [ceo@thestakeholders.org](mailto:ceo@thestakeholders.org), 518-487-4400

## Build the Next Generation of Volunteers

Many Heritage Centers have a dedicated group of retirees serving as volunteers. At the same time, however, it's necessary to look forward to the next generation. Collaborations that include younger adults reduce the divide between

generations. Younger people can serve a role in assisting individuals and organizations to embrace increasingly complex technology. Organizations that incorporate technology into their programs and exhibits are able to attract larger audiences by providing broader access to what the organization has to offer.

Developing a five-year recruitment plan can help identify what the organization's future needs will be for volunteers.

- What skills of the next generation could be tapped to assist the organization?
- Is a new model of volunteering needed to appeal to the next generation?

The answer to the second questions is a resounding yes! There are more limitations on young adults with careers and families in becoming volunteers, yet they often have a strong interest in their community. Thus, when recruiting younger generations, you may need to rethink how you will best use their time and skills.

Younger generations:

- are looking for experiences close to home.
- have an appreciation of their cultural heritage.
- need to be asked!
- want to do meaningful work and to contribute their skills to the organization.
- choose to be selective about when and where they volunteer.
- usually cannot commit to long hours, so they are looking for skill-based volunteering.
- need their work to be clearly defined, possibly related to a specific project with a clear beginning and ending point.
- want to be thinking creatively, to be change makers, whether the goal is to bring large or small change to the organization.

One of the most effective ways to draw in younger generations is through youth and family programs. These events tend to be:

- unique/different from other events in the community.
- less formal.
- where food and/or alcohol is served.
- where their friends are.
- opportunities to meet new people.

#### **Heritage Center Real World Example #5**

Westport Heritage House volunteers work with families to help design programs that appeal to all ages. They develop fun programs for adults and kids, such as themed dances, playing board games on winter afternoons, and small festivals with games, local food, and craft vendors.

- low-cost or free programs.
- a combination of learning and fun.

See Appendix 10, Engaging the Volunteers of the Future, from [Volunteermatch.org](http://Volunteermatch.org).

## Youth Involvement

Involving more students and youth in your organization, has many benefits. By involving and engaging youth, Heritage Centers can:

- Better learn the interests and trends that draw younger audiences
- Create a positive experience for young people, which in turn can expand and diversify the Heritage Center's programs to include their parents, families, and peers—all needed to insure a future for the organization.

Youth interested in volunteering may be found through the school's community service programs, honor society, scouts, 4-H, and other clubs.

The needs of even the youngest volunteers are the same as the needs for all volunteers:

- They want to make a difference, they want to feel respected, and they want to add their voices to the discussion.
- They seek a sense of ownership, and they want to participate in planning and implementation.
- Youth need to feel they are contributors—not just following top-down directives—by bringing their own ideas and perspectives.

A youthful perspective can enrich the visitor experience at the Heritage Center. They have their own ways of connecting and engaging with visitors, especially with their peers.

Young people can serve a positive role in the organization if they are engaged in age-appropriate ways. Older volunteers need to be aware and sensitive to the abilities of young people for performing tasks based on their age and maturity levels. Young volunteers need to be given achievable goals, evaluation, and recognition.

The benefit of youth involvement goes in both directions. Kids gain too. When youth are trained by experienced volunteers at the Heritage Centers, they have a valuable opportunity to learn about their community's heritage in a new way. Through storytelling, volunteers share their own experiences and knowledge.

Kids then form their own experiences, making personal connections to their heritage. They learn that museum collections and exhibits can tell engaging stories. Through the stories, kids learn on a personal level about where they live. They can learn from volunteers how to tell their own stories.

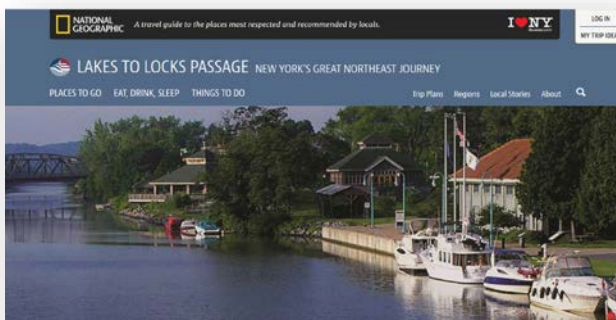
Volunteering offers kids opportunities:

- To make new, personal connections to their community's heritage.
- To discover how Heritage Centers serve as informal learning places different from school, home, work, or social settings.
- To learn about community engagement and the diversity of people who come to the Heritage Center.
- To discover opportunities for career development, employment, leadership, and how to behave in a work environment.

Adult volunteers are teachers to youth, and conversely young people can be teachers to adults. Youth often have advanced skills in working with digital projects and social media. Young people can share their technology skills by showing how they use the internet for information and social networking. Heritage Center staff, volunteers, and community members can collaboratively work with youth to create technology-based exhibitions and programs.

Examples of collaborative projects with young people that use technology skills:

- digitizing collections
- designing online exhibits
- creating websites
- employing social media for marketing, communications and fundraising efforts
- building a positive presence on social media with photos, videos, stories, and program promotion
- contributing content about the organization to the Lakes to Locks Passage/National Geographic Geotourism Guide ([www.lakestolocks.org](http://www.lakestolocks.org))



*Lakes to Locks Passage- National Geographic Geotourism Guide*

## **Interns and Students**

Colleges offer internship programs to encourage students to apply their course studies in a work environment. In general, colleges are looking for a structured work setting, with a designated supervisor and clear learning objectives for their students. Sometimes the college or the student defines the guidelines for the internship; other times the organization provides a specific project, sets the expectations, and searches for a student to fit the project. The structure of the internship should be worked out in detail with the student and the college. Internships rarely support general office or clerical work.

### **Sources of Interns**

- Student interns may be available from museum studies, history, art, and anthropology departments
- Business, marketing, and entrepreneurship students may be seeking an internship that allows them to learn about nonprofit businesses.
- Students in technology fields may be looking for website development projects or innovative ways to introduce technology into an interactive exhibit.

Internship programs can last for a semester or for a year. Students seeking college credit usually have a required number of hours they must work. Some interns receive payment to cover work-related expenses or they are offered a stipend; others receive an hourly wage. As the relationship between an intern and an organization develops, it is not unusual for interns to later join the organization as members, volunteers, or employees.



## VOLUNTEER TRAINING

### Training

All volunteers should receive basic training that involves at the very least:

- a review of job duties and tasks
- a summary about exhibits, programs, events
- a tour of the facility
- an opportunity to shadow a staff person or experienced volunteer

In addition, other helpful approaches to train volunteers include:

- Group trainings to review the content of the volunteer handbook.
  - Outline the job description, and the process for filling out the volunteer daily log and visitor sign-in sheets.
  - Provide information for handling emergencies, with contact numbers for the volunteer coordinator, board, staff, and other volunteers.
  - Review the list of subs to contact if volunteers are unable to fill their assigned shift.
  - Provide a checklist of procedures for opening and closing the facility.

#### Heritage Center Real World Example #6

At the Westport Heritage House, all Ambassadors are required to attend a yearly training. The Ambassadors complete an application and are given a written job description. The Volunteer Handbook is the focus of the annual training. All Ambassadors are asked to bring their personal calendar to the training and sign up for slots on the volunteer calendar.



*Lakes to Locks Ambassador Workshop*

- Encourage volunteers to read and educate themselves on the history of the region—either at the reception desk when no visitors are present or by taking reading material home with them.
- Have volunteers gain familiarity with local cultural and recreational activities, as well as with available visitor information, such as brochures and rack cards.
  - Train volunteers to make referrals to local services and to Heritage Centers and museums in nearby communities.
  - Maintain a binder on the shopping, services, events, and activities in the region.
- When appropriate, offer training connected to collection care and security.

#### **Heritage Center Real World Example #7**

The North Star Underground Railroad Museum has a small library so volunteers can read and learn more about the Underground Railroad history. They are encouraged to read at the welcome desk or take books home with them. The museum sells many of the books in their bookshop so volunteers also can advise visitors on the books they choose to purchase.

Training is best offered at least annually or as new volunteers begin. Even experienced volunteers should attend the trainings as procedures sometimes change, and experienced volunteers can offer support in training new volunteers.

Webinars, workshops, and trainings offered by other organizations when they are available, relevant, and affordable are a good source of information/training. Lakes to Locks Passage has offered trainings on topics such as nonprofit boards, collections care, designing exhibits, grant writing, and fundraising. Check the following websites for other training opportunities and webinars:

- Documentary Heritage Preservation Services for New York ([dhpsny.org](http://dhpsny.org))
- Greater Hudson Heritage Network ([greaterhudson.org](http://greaterhudson.org))
- Humanities New York ([humanitiesny.org](http://humanitiesny.org))
- New York Council of Nonprofits ([nycon.org](http://nycon.org))
- Adirondack Foundation ([adirondackfoundation.org](http://adirondackfoundation.org))
- Community Fund for the Greater Capital Region ([cfgcr.org](http://cfgcr.org))

See Appendix 11: Training Letter to Ambassadors

See Appendix 12: Welcome Back Letter

See Appendix 13: Recommendations for Museum Security from American Association of Museums

## Retaining Volunteers

The most effective way to motivate volunteers is to be sure people are doing what they want to do—not just what you want them to do.

Volunteers want to make use of their skills. They are willing to help with routine tasks if they feel they are making a difference, but if the work is not rewarding, varied, or acknowledged, they tend to lose interest. Volunteers also need to feel supported by the Volunteer Coordinator and their co-workers. They want to feel they are part of the team. They want to help with planning and problem solving. In some cases, volunteers want to gain skills that allow them to learn and advance their interests or careers.

### Heritage Center Real World Example #8

At the Westport Heritage House, the first page of the volunteer guide has a certificate from the town recognizing the efforts of the volunteers. Also, those with the most volunteer hours are honored at an end-of-season recognition event.

Heritage Centers with successful volunteer programs hold recognition events for their volunteers. There are many ways to make volunteers feel valued and appreciated:

- Have an annual or semi-annual lunch, dinner, or party in honor of the volunteers.
- Volunteers may be asked to report at staff or board meetings, where their work is acknowledged and presented in the context of the organization's mission and overall operations.
- Designate a "Volunteer of the Month"
- Put volunteers and their bios on the organization's website
- Give them the role of "Trainer" for new volunteers
- Include their years of service on their name tags
- Mention their efforts in press releases or on social media.
- Issue "I Volunteer at ABC" bumper stickers

(Source: Boris Frank Associates)

Individual attention and listening to them can be even more important to volunteers than public recognition. Responding to their questions, ideas, and concerns shows volunteers they are a valuable member of the organization.

See Appendix 14, Volunteer Appreciation Invite.

## From Volunteer to Ambassador

Part of the expertise of volunteers is that they know the community, the region, points of interest, and the assets of the Lakes to Locks Passage Scenic Byway.

At Lakes to Locks Passage Heritage Centers, Ambassadors are volunteers that go above and beyond to personally connect to visitors. Ambassadors tell stories in meaningful, lively, and engaging ways that provide a direct personal interaction with visitors and strike an emotional chord—so visitors remember the experience and share it with others. Ambassadors are essential for creating “place-based tourism.” By speaking with passion and authenticity, Ambassadors help make museums objects, exhibits, and history come alive to visitors. For example, instead of a visitor simply walking through a museum—without a deep understanding of or making any connections to the exhibits—an Ambassador may point to a specific object and share a personal story about it that makes a lasting impression to the visitor.

The purpose of Heritage Centers is for the people who live here to tell their stories—in a meaningful and engaging way—striking an emotional chord, so visitors remember the authentic experience and share it with others. Heritage Centers allow visitors to engage with “real people” who have a special affinity for the area.

Visitors are encouraged to ask the Ambassador questions. Ambassadors should be ready to answer visitors’ questions about the history and culture of the region, the scenic, natural and recreational resources, as well as frequently asked questions like, “Where’s the best spot for lunch?”

Ambassadors are expected to answer questions about the places that are unique and exceptional. Each Heritage Center is encouraged to train volunteers to answer the 100 frequently-asked questions.

See Appendix 15, Ask the Ambassador (100 questions).

Visitors often have questions about the patchwork of public and private lands in the region. They do not have a clear picture of the roles of public agencies, such as the Adirondack Park Agency (APA), the New York State Department of Environmental Conservation (DEC), and the National Park Service (NPS). Each of these groups has regulations that apply in certain locations concerning boating, fishing, camping, hunting, snowmobiles, all-terrain vehicles, horseback riding, skiing, biking, and dogs on leashes.

### Heritage Center Real World Example #9

For many years, former iron miners served as volunteers at the Port Henry Iron Center Museum, offering detailed stories of the mining operations that ended over 45 years ago. Many of the miners are now gone, but the volunteers have learned their stories, and have their own stories to share about the community’s mining heritage.

Examples of questions on regulations might be about hunting and fishing. Where can they go, do they need a license, and how do they get a license?



*Worked Wild Exhibit at the Adirondack History Museum*

## Emotional Connections Through Storytelling

People coming to the Heritage Centers tell the Ambassadors they want to get off the interstates and main highways and explore the small communities. Experiencing life in small towns is their reason for the trip. They are looking for the special places in the community, places that are off the beaten track.

Visitors learn about the authentic side of small town communities through stories from real people. And the Ambassadors have stories to tell.

One question to ask volunteers during the training is “What are your stories?” Find out why they care about their community. It is often this way that stories will reveal themselves. If the history of the community is rooted in agriculture, iron mining, or military history, volunteers often have personal experiences to share with visitors.

- The stories that prove to be the most valuable have a takeaway for the visitor that makes an emotional connection.

### Heritage Center Real World Example #10

At the Willsborough Visitor Center, all visitors receive a friendly greeting from the volunteers. They allow visitors time to feel comfortable before engaging them in conversation. Eventually, they feel comfortable enough to sit down and talk with volunteers.

This relationship-building is important. Online comments at the North Star Underground Railroad Museum consistently mention the friendliness and helpfulness of the volunteers.

Although stories are told in the exhibits at the Heritage Centers, people often have additional questions and want to learn more. Ambassadors tell stories that link the exhibit to specific places in the community. They can tell stories that are distinctive, authentic, and accurate—which supplement the exhibits.

Sometimes visitors have their own stories to tell. They may have family or ancestors with connections to the area, which can enhance the exhibits and the stories by the Ambassadors.

- Make a point of writing down the stories and information offered by visitors, adding to your community's heritage.

### Identify the Special Places in Your Community

Visitors report that our region is a place where they wish they could live. People traveling off the main highways say they are looking for “small town America.” They appreciate the friendliness of the people in our community. Often they are nostalgic, remembering small towns where their grandparents once lived. Many visitors claim they just want to “slow it down.”

Ambassadors should know the special places that are not found on maps or in tour guides. These are the places that reflect the unique qualities of the community:

- historic places
- family-owned diners
- farm stands and farmers' markets with locally grown products
- a scenic overlook or a secret swimming hole
- that private spot for fantastic bird watching

Heritage Centers have reported that they are asked about these special places even by international travelers, who heard about the places through word-of-mouth from friends in their own city—and then made the trip just to go there!

#### Heritage Center Real World Example #11

The Iron Center exhibits present the significant iron mining history of the community. After a visit to the museum, volunteers can direct visitors to see the remnants of the industry in the landscape. Much of the mining history is not visible to visitors until they have seen the exhibits and heard the stories of the mining heritage.



*Tour at the Iron Center*

#### **Heritage Center Real World Example #12**

A Canadian couple came into the Willsborough Visitor Center looking for a place on the lake their friends in Montreal had recommended to them. They wanted to ride their bicycles to the spot with spectacular views of the lake. Their friends sent them to the Visitor Center to ask for directions as the place cannot be found on a map or in any guidebook—only the locals could direct them.

### **Engage with the International Traveler**

Heritage Centers in the Lakes to Locks Passage region are seeing a growing number of international travelers, especially visitors from Canada. At some Heritage Centers, as many as half of all visitors are Canadians looking to get off the interstate and discover small-town life. Many of these travelers are from Quebec and speak French as their first language. To accommodate visitors from Quebec and Montreal, efforts are being made to translate exhibits, signs, and travel information into French. Greeting French Canadians using common French phrases make them feel welcome as they explore our communities.

Other international travelers are from Asia, especially China, Japan, and Russia. Often they want to share similarities and differences they find between their own cultures/countries and this region. As is true with most visitors, they are eager to make emotional connections through stories that connect people to the exhibits and to the landscape.



## CUSTOMER SERVICE

### Discovering What the Visitor Wants

Customer service is the responsibility of everyone affiliated with a Heritage Center. Decisions regarding Heritage Center activities should always have the visitors' needs in mind.

- Use active listening in interacting with people. Ask the visitors questions to draw out their expectations for their visit and their trip.
- Ambassadors may offer different answers to the same question depending on each visitor's personal preferences and interests. Even the time of year and season influence the places to recommend to people. For example, if visitors are seeking scenic views, the best locations may change according to the seasons. If they are interested in camping, fishing, skiing, history, concerts, or local foods, the recommendations vary according to each visitors' specific interests.
- Experienced volunteers also recommend admitting if you do not know the answer—and then finding someone who does.



*Adirondack History Museum in Elizabethtown*

#### Heritage Center Real World Example #13

At the Adirondack History Museum, visitors sometimes arrive near closing time. Depending on the situation—the visitors may have traveled a long distance or they are leaving town early in the morning—staff and volunteers may choose to stay open later to accommodate them. Or they may encourage them to come in to see the museum until closing time, and then issue a pass for them to return again on another day. When they must close on time, they may offer passes to an upcoming special event or program. By being flexible, staff, and volunteers offer a positive experience related to the museum to fit the circumstances of the visitor, and avoid abruptly turning people away.

### Dealing with Unexpected Situations

Ambassadors are trained in procedures for operating the facility and greeting the public, but training volunteers to respond to unexpected circumstances does not always have clear guidelines. Ambassadors need to be flexible in responding to situations that cannot be anticipated. Most importantly, it is necessary to respond directly and immediately to a negative situation.

If the situation cannot be addressed immediately, be sure to collect information to follow-up with the visitor and address their concern at a later time. Just as

word-of-mouth can have a positive impact on your organization, a negative experience can travel fast through word-of-mouth—and online.

## Personal Contact

Heritage Centers draw people locally, nationally, and internationally giving Ambassadors opportunities to connect with people from diverse geographic, cultural, and socioeconomic backgrounds. In serving as the community anchor, the Heritage Center needs to be welcoming to all, making every visitor feel special. Some visitors may not seem interested in local heritage, but since they have come to your community, experienced Ambassadors find ways to engage with even an apparently uninterested visitor.

- Give visitors an opportunity to comment about their experiences, allowing Ambassadors to “fine-tune” their response.

### Heritage Center Real World Example #14

The North Star Underground Railroad Museum frequently has visitors that have come to see Ausable Chasm, a nearby tourist attraction. They may come to the museum looking for restrooms—not expecting to learn about history—and discover an emotional connection to the exhibits. As the volunteers engage the visitors with the stories of slavery and the Underground Railroad, international visitors often comment on how the museum gives them a perspective on those seeking freedom that relates to experiences in their own countries.

## COLLABORATION

### Create Collaborations within the Organization: Board, Staff, Volunteers

Heritage Centers work to build strong relationships among staff, volunteers, and board members. Even when there is a less structured volunteer program, the importance of strong and supportive relationships remains. When the people working at an organization proactively build collaboration through respect, team building, and comradery, they are happy to be there. This cooperation instills a sense of ownership and also conveys a sense of community pride to visitors. The places where people like to work are the places people want to visit.

#### Heritage Center Real World Example #15

The children's summer workshop series at the Ticonderoga Heritage Museum is made possible with leadership from staff, parents and volunteers. The museum art director partners with artists from Ti Arts to lead the workshops and performers from the Ticonderoga Festival Guild to enrich the programs. Kids are exposed to art, history, and culture through activities, theatre, and music, all while having fun. These collaborations significantly strengthen the organizations' offerings, present opportunities for sharing volunteer resources, and enhance the overall community experience.

When volunteers collaborate to share their own experiences in meeting and greeting visitors, it helps them identify which stories from their community's heritage they each tell best. At trainings and meetings, volunteers can share their ideas and discuss what is working and not working for them and for the organization.



*Ticonderoga Heritage Museum*

### Collaborate with the Community

Heritage Centers are important community centers, too. They often become a hub for local people who stop by to visit with the Ambassadors—and with one another. It's important that Heritage Centers foster goodwill with other community groups.

- Allow community groups to schedule meetings, programs, and events at your Heritage Centers.
- Let community members take advantage of free Wi-Fi, especially seasonal residents who may not have internet at their summer home.

Heritage Centers thrive by building collaborations with other nonprofit organizations, businesses, and the political leaders in their community. Start by compiling a list of potential partners to identify the potential benefits for each group involved.

- Collaborations allow organizations to efficiently pool resources and build awareness of the resources and activities available through community groups and local businesses.
- Many local nonprofits, libraries, and museums have similar needs—including the need for volunteers—and a training workshop on a shared topic can be relevant to all groups.

## Large Scale Community Events

Most Heritage Centers need only a few volunteers for their day-to-day operations, but need a larger number of volunteers when they hold special programs and events. This is when it's helpful to work with community members from other organizations. For example, one Heritage Center partners with the local summer youth recreation program for their six-week summer children's workshop series. Both groups coordinate their program schedules to share parent chaperones, transportation, and lunch.

Preparing for a large community event:

- Define the goal for the event, whether it is intended to be a one-time event, an annual event, or a fundraising event.
- Establish a planning team with a team leader, and clarify each person's responsibilities. Then each team member can begin to seek the volunteers needed to assist with specific duties. Without defined duties, volunteers struggle when they show up to help and are unsure about what they need to be doing.
- Reach out to members of other community groups for additional volunteers and help.
- Promote the event in a way that reaches both the people interested in attending—and potential volunteers.

### Heritage Center Real World Example #16

The Willsborough Visitor Center does not do its own programming. Instead, it lets other organizations do that and makes the building available to community groups. They help promote these programs and events.

In Ticonderoga, locals value the gift shop at the Ticonderoga Heritage Museum as an important community resource. Many people often stop by the store to buy gifts.

- Have a budget that outlines the anticipated sources of income and the known expenses, while allowing for contingency expenses.
  - If it is meant to be a fundraising event, the budget should establish a goal for how much will be raised after expenses. Community partners often are willing to donate goods and services for a fundraising event.
  - A budget for an event intended as a “friend raising” or community celebration should estimate what is necessary to break even and not experience a loss. The budget needs to include the unexpected while accomplishing the goals for the event—even if the goal is just to have fun.

## Linking Communities through Themes

Heritage Centers strive to have unique exhibits that are authentic reflections of the community. The Ambassadors tell stories that enhance the exhibits and programs. Together, they make an emotional connection for residents and visitors alike.

An even greater impact is made when overarching themes can connect Heritage Centers with other Heritage Centers, museums, and historic sites in the region. By making these thematic connections, visitors are more likely to stay overnight and spend time exploring all of the regional resources. This thematic approach is one of the most effective ways to create connections across the region. The goal for a unifying thematic experience involves more than just compiling a list of regional sites and attractions. Instead, when each Heritage Center presents their unique spin or approach to a unifying theme, while at the same time linking it to other destinations in the region, it creates a seamless experience for visitors. Visitors take part in a truly holistic experience of the region, enabling deep and meaningful connections to form. Much of the cultural heritage and many of the richest stories spanning the waterways of Lakes to Locks Passage do not conform to town or county boundaries.

Collaboration also eliminates competition among museums and other destinations. It creates opportunities for more effective marketing by promoting Heritage Centers together thematically.

Lakes to Locks Passage has identified and created numerous unifying themes, which Heritage Centers and other destinations can use to unify their regional stories and encourage visitors to explore the wider landscape and regional assets.

### Heritage Center Real World Example #17

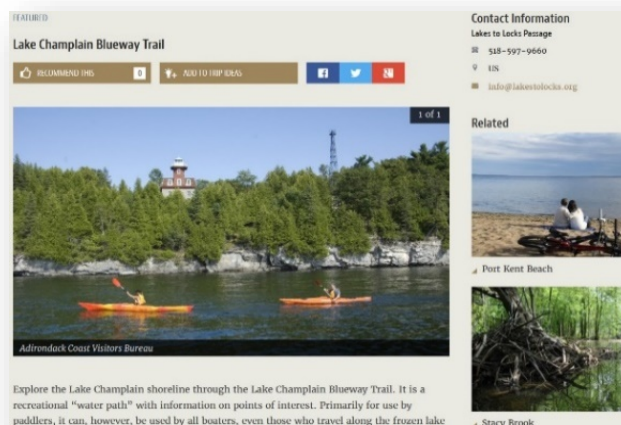
The Adirondack History Museum is located in a 100-year-old former school building. Visitors are often curious about the building’s history. Because one of the Ambassadors went to school there, she can easily answer questions and tell stories about which rooms held what grades and teachers, the former basketball court, and the playground. People enjoy comparing the old school to their school. Some visitors come to the museum because they went to school there and they reminisce with the Ambassador about memories and people they may both remember.

Here are some examples of regional themes in the Lake to Locks Passage corridor:

- The Turning Point Trail: This story follows the 1777 campaign of British General John Burgoyne. With 32 stops along the way from Plattsburgh to Albany, the narrated tour illustrates the events that led up to the Battles of Saratoga, which many historians have called the “turning point of the American Revolution.”
- From Forest to Fields: A History of Agriculture in New York’s Champlain Valley: Connects 23 sites that tell stories of farming. For example, the Adirondack History Museum’s “Worked/Wild” exhibit displays tools, photos, and paintings of farming life.
- Lake Champlain Blueway Trail: This waterway guide navigates paddlers and boaters along the New York coastline of Lake Champlain—from Rouses Point to Whitehall. The 16 day-trips highlight more than 100 historical and recreational sites of interest along the way.

#### Heritage Center Real World Example #18

The North Star Underground Railroad Museum sponsors a “Solomon Northrup Day” that connects the story of *Twelve Years a Slave* to the region. The Museum’s Solomon Northrup Day: A Community Education and Historical Project is a day-long commemoration of the life and experiences of Solomon Northrup, a kidnapped free man who was sold into slavery and, after regaining his freedom, became a renowned abolitionist, educator, and author of a memoir. *Twelve Years a Slave* sheds light on the conditions and inhumane treatment so many endured under slavery in the 1800s. The Solomon Northrup story makes connections to places in Essex County, Fort Edward, Hoosick Falls, Saratoga Springs, and the Capital Region.



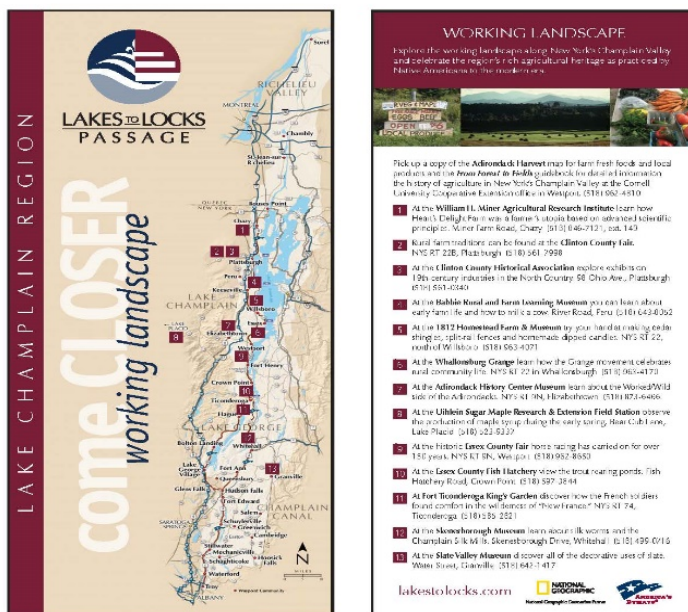
Lakes to Locks Lake Champlain Blueway Trail

- The Landscape Inspires the Artist: Highlighting the works and lives of artists who lived and worked in the region—Grandma Moses, Rockwell Kent, Georgia O’Keefe.

- **Industrial Revolution: From the Adirondacks to Albany.:** Tells the story of iron mining and processing in Moriah and Crown Point—and the metal's subsequent journey south to the Albany region to be transformed into railroads and other products. Connects the Penfield Museum, the Port Henry Iron Center Museum, Troy's Burden Ironworks Museum, and several Albany museums.

## Collaborate with Lakes to Locks Passage

To foster stewardship of the byway, the Lakes to Locks Passage helps build a network of nonprofit community organizations, museums, libraries, and cultural groups along the corridor to bring a seamless interpretive experience based on a shared heritage. Lakes to Locks Passage offers a variety of tools to further that mission:



*Working Landscape Rack Card*

- Thematic rack cards and other media promote a thematic approach.
- Heritage Centers can submit their stories to the Lakes to Locks Passage/National Geographic interactive geotourism website ([www.lakestolocks.org](http://www.lakestolocks.org)). The website promotes the distinctive character of the region and provides information on local sites and unique experiences.



- Thematic connections are also made through Lakes to Locks Passage guided tours on its PassagePort website, connecting the stories of the region to the Heritage Centers, museums, and historic sites ([www.passageport.org](http://www.passageport.org)).

See Appendix 16: Lakes to Locks Passage Regional Maps.

See Appendix 17: Contact Information for Heritage Centers and other Lakes to Locks Passage Partners.

## **Become a Lakes to Locks Passage Heritage Center**

Heritage Centers are facilities—museums, libraries, cultural organizations, and nonprofits—that partner with Lakes to Locks Passage to introduce visitors to the stories and experiences of the byway and surrounding region. Heritage Centers act as stewards of the historic, natural, cultural, and recreational resources of the byway, serving as keepers of community culture. Lakes to Locks Passage invests available project funding and provides technical assistance to each Heritage Center.

The main function of a Lakes to Locks Heritage Center is to showcase the region's hospitality by having the people who live here tell their stories and deliver authentic experiences. Direct personal interaction strikes an emotional chord, so the visitor will remember the experience and share it with others. People with a special affinity for the area serve as Ambassadors for the community.

Facilities do not need to be open year-round, but they should have regular operating hours during the visitor season. How a community offers a Heritage Center experience depends upon each facility's scope of physical and fiscal resources. They are not under Lakes to Locks ownership. Each community defines their own role as a Heritage Center.



*Westport Heritage House*

The following steps describe the process for becoming a Lakes to Locks Passage Heritage Center:

1. Community support
  - The municipality passes a partnership resolution to become a designated Lakes to Locks Passage community.
  - The organization passes a partnership resolution to serve as a Lakes to Locks Passage Heritage Center.
2. Work with Lakes to Locks Passage to identify an interpretive theme.
  - Identify the sites, attractions, activities, and resources of your community.
  - Identify the community stories that most represent your community.
3. Develop an interpretive approach for the Heritage Center to present the theme.
  - Identify concepts for the visitor to takeaway.
  - Identify possible exhibits, programs, events, activities, presentations, and/or audio/videos that will engage visitors.
4. Develop an Ambassador Program using the Lakes to Locks Passage Toolkit
  - Recruit, train, and retain volunteers.
  - Identify Ambassador passions and their personal stories.
  - Link the stories to the places in the community.
  - Provide information on nearby sites, attractions, and other activities.

- Nominate sites and attractions to the Lakes to Locks Passage-National Geographic geotourism website at [www.lakestolocks.org](http://www.lakestolocks.org).
- Develop a resource binder with local lodging, dining, and shopping opportunities; “100 commonly-asked questions;” and a volunteer handbook.

Most importantly, Heritage Centers encourage civic engagement by all members of the community. By sharing their stories, residents build awareness—appreciation—participation—leadership—and ultimately, a commitment to be stewards of their community for future generations.

## **Appendix 1**

### **WORKING WITH, AND INSPIRING, VOLUNTEERS. VOLUNTEER POLICIES**

Appendix 1 is courtesy of Boris Frank Associates. © 2008 Boris Frank Associates

These Volunteer Policies were prepared with the generous support of the Northland Foundation. Permission is granted to any not-for-profit organization to utilize or adapt information incorporated in this document for non-commercial purposes.

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#### **THE NUMBERS**

57% volunteer - 9% increase over previous year  
60% of Midwesterners volunteer  
68% college grads  
72% attend weekly religious services 62% had income of 75,000+  
75% moral values  
47% gain new experience  
42% obligated because they received help from a volunteer  
39% new way to meet people  
50% believe volunteering more beneficial than donating money; 20% donations more important; 27% equally important

#### **VOLUNTEER PRACTICES**

- Serve without pay
- Supplement, not supplant, paid staff
- Integrate into staff structure
- Personalized contract
- Clear commitment
- Provide adequate time and financial resources to train and utilize volunteers
- Screen appropriately
- Treat volunteers with respect
- Provide professional supervision
- Regularly evaluate and review
- Provide opportunities for advancement, reassignment
- Apply agency personnel policies, volunteer rights and responsibilities
- Grievance procedure
- Insurance
- Provide for special needs

## RECRUITING VOLUNTEERS

- 50% are asked
- 50% are not asked
- Of those who are asked...63% volunteer! ASK!

## SOURCES OF VOLUNTEERS

- Internal references; satisfied clients
- Retirees
- Youth
- Families
- Corporations and businesses
- Service clubs
- Churches

## RECRUITMENT TECHNIQUES

- Internal
- Volunteer fairs
- Corporate
- Media
- Schools
- RSVP, VAC, volunteer placement organization

## HOW DID YOU HEAR ABOUT THE OPPORTUNITY?

- |                                   |     |
|-----------------------------------|-----|
| • Asked by someone                | 40% |
| • From member of the organization | 39% |
| • From family member or friend    | 28% |
| • responded to advertisement      | 5%  |

## WHY PEOPLE SAY “NO”

- |                             |     |
|-----------------------------|-----|
| • Too busy                  | 51% |
| • Physically unable         | 12% |
| • Lack of interest          | 10% |
| • Didn't want to            | 8%  |
| • Not available when needed | 5%  |

## WHY VOLUNTEERS LOSE INTEREST

- Unfulfilled expectations
- Feeling of not making a difference; unrewarding
- Too routine; no variety
- Lack of support
- No chance for growth, advancement
- Not involved in planning and problem solving
- Tension among co-workers, with paid staff; not feeling part of the “team”
- No recognition
- Personal needs not met

## **SAMPLE VOLUNTEER HANDBOOK & POLICIES**

### **UTILIZATION OF VOLUNTEERS**

The ABC Organization and its various programs encourage the involvement of volunteers at all levels of the organization and within all appropriate programs and activities.

All ABC staff are encouraged to assist in the creation of meaningful and productive roles in which volunteers of all capabilities and skills might serve and to assist in recruitment of volunteers from among its clientele and the community at large.

### **PURPOSE OF THESE POLICIES**

These policies provide general guidelines for the involvement and management of volunteers. We recognize that the needs of departments and programs vary. Therefore, it is expected that implementation of these policies and procedures may vary and that special circumstances may call for more or less stringent application of the policies and procedures, depending upon the special needs of the program or the volunteer. Any substantive deviation from these policies and procedures requires the prior approval of the appropriate Program Manager.

### **RECRUITMENT**

The ABC Organization is committed to meeting the special needs of its volunteers.

Particular effort will be devoted to recruiting individuals reflecting ABC's clientele and those not traditionally identified in the community's volunteer base.

Among these are:

- Individuals with physical and mental disabilities or restrictions
- Students and interns
- Individuals in alternative sentencing and diversion programs
- ABC clients

In certain cases, written agreements must be in effect with sponsoring organizations (such as the court system, educational institutions and special referral programs) that include specification of responsibility for the management and care of the volunteer.

### **EMPLOYEES AND THEIR RELATIVES AS VOLUNTEERS**

ABC accepts the services of staff as volunteers. This service is accepted provided the volunteer does so of their own free will and it involves work outside the scope and normal working hours of the staff member's normal duties.

Relatives of ABC employees are welcomed as volunteers so long as there is no conflict of interest with the official responsibilities of the staff member.

### **CLIENTS AND THEIR RELATIVES AS VOLUNTEERS**

ABC clients may be accepted as volunteers, provided such service does not constitute an obstruction to or conflict with provision of services to the client or to others.

## GENERAL MANAGEMENT POLICIES AND PROCEDURES

- Volunteer **personnel records** are accorded the same **confidentiality** as staff personnel records.
- No person who has a **conflict of interest** with any program of ABC, whether personal, philosophical, or financial shall be accepted as a volunteer.
- A **Volunteer Request Form and Position Description** should be prepared for each volunteer position.
- Long term volunteers should complete the **Long Form**. The **Short Form** should be used for 1-time or short term volunteers.
- A **signed written consent form** must be on file from the parent or guardian of anyone under the age of 18. The form is included in the Long Application Form.
- In certain sensitive circumstances, **health and physical screening, criminal records check, reference checks or other special screening** may be required prior to assignment. This information should be included in the Volunteer Position Description.
- All staff working with volunteers will be required to participate in an annual **staff in-service training and review program**.

## TRAINING AND ORIENTATION

All ABC volunteers will be appropriately trained to perform their assignment. Training will vary depending upon the complexity of the position filled. In some cases, it may be as little as a brief conversation explaining the tasks involved (e.g. serving at a single special event) or as extensive as formal training and mentoring (e.g. long term administrative responsibilities.) In most cases volunteers with continuing responsibilities will participate in formal training that will include the following components:

- A volunteer position description and expected performance standards
- Volunteer Handbook
- Assignment of a staff or volunteer supervisor

## EVALUATION

In general, volunteers may be formally evaluated and provided the opportunity to discuss their performance, ideas, suggestions and concerns, at least annually. A written record of the evaluation will be placed in the volunteer's personnel file. Regular evaluation is viewed as an opportunity to examine and improve the working relationship.

## VOLUNTEER BENEFITS AND RECOGNITION

In addition to formal recognition events, staff is encouraged to implement ongoing and regular informal acknowledgement of volunteers.

## GRIEVANCES, COMPLAINTS AND DISPUTE RESOLUTION

Whenever possible, complaints and grievances should be resolved informally with the assistance of the volunteer's supervisor or another staff member. If informal resolution is not possible, volunteers may use the ABC staff grievance procedure. If a volunteer wishes to file a formal grievance or complaint, a copy of the policies and procedures should be provided to the volunteer.

## TERMINATION

ABC or the volunteer may terminate the relationship at any time, for any reason. Whenever possible, an **Exit Interview** should be held and the results included in the volunteer's personnel file.

## VOLUNTEER REQUEST FORM/POSITION DESCRIPTION

The ABC Organization Volunteer Request Form/Position Description

Department or Program

Date

Person requesting

Phone

Volunteer Title/Description

Date(s) needed:      From                      To

Hours:                      From                      To

Reports to

Any special skills, training or requirements?

Notes/comments

Action Taken

## VOLUNTEER APPLICATION/INFORMATION (SHORT FORM)

The ABC Organization Volunteer Application/Information  
(Please Print)

Date

Last Name

First Name

Initial

Address

City

State

Zip

Home Phone

Day Phone

Cell Phone

E-Mail

Contact in Case of Emergency

Day Phone

Home Phone

Signature



**VOLUNTEER APPLICATION/INFORMATION (LONG FORM)**

(Please Print)

Date  
 Last Name First Name Initial  
 Other Names Used  
 Address City State Zip  
 Home Phone Work Phone Cell Phone  
 E-Mail  
 Contact in Case of Emergency  
 Work Phone Home Phone

If Employed, Name of Firm

If Student, Name of School

Any Health or Physical Restrictions?

Previous Volunteer Experience

I am Interested in Volunteering in the Following Areas or Capacities:

Special Skills

Driver's License #

State

What types of vehicles are you licensed to drive?

State ID #

State

Within the last 5 years have you been convicted of any crime? Please explain

What types of recognition do you prefer/not prefer?

Days and Hours Available

How did you hear about ABC volunteer opportunities?

Why do you want to volunteer at ABC?

Additional Information Related to your Application to Volunteer

*Consent for Volunteers Under 18 Years of Age**I give consent for my child's participation in the ABC Organization Volunteer Program.**Signature of Parent or Guardian**Date**Confidentiality Agreement*

*By signing this application, I agree to treat all information I may hear, see, read or otherwise acquire as highly confidential and I will not reveal or discuss this information outside my official duties at the ABC Organization.*

-----

Publicity Consent

*My we use your name and/or likeness (photo) in publicity related to the ABC Organization?*

\_\_\_ Yes

\_\_\_ No

*Signature of Applicant*

*Date*

-----

Staff intake

Referred to

Date \_\_\_\_\_ Comments \_\_\_\_\_

## EVALUATION AND TERMINATION FORM

### ABC ORGANIZATION VOLUNTEER FEEDBACK AND EVALUATION

Name of volunteer

Date

Person conducting evaluation

Volunteer position

Purpose of evaluation:

\_\_\_ Regular evaluation

Termination

### VOLUNTEER FEEDBACK

Why did you volunteer?

What do you like about volunteering at ABC?

What frustrations or problems have you encountered?

What could be improved/what suggestions do you have?

Do you plan to continue to volunteer at ABC?

\_\_\_ Yes    \_\_\_ Undecided    \_\_\_ No (Why not?)

On a scale of 1-5, rate the following:

1 = Poor    2 = Fair    3 = Average    4 = Good    5 = Excellent

1 2 3 4 5    How I was recruited

1 2 3 4 5    Training and orientation

1 2 3 4 5    Acceptance and support by staff

- 1 2 3 4 5 Acceptance and support by other volunteers  
 1 2 3 4 5 Satisfaction with the volunteer position I fill  
 1 2 3 4 5 Importance of the volunteer position I fill  
 1 2 3 4 5 Working environment  
 1 2 3 4 5 Supervision and direction  
 1 2 3 4 5 Evaluation and feedback  
 1 2 3 4 5 Recognition

Do you have any other comments or suggestions?

## STAFF/SUPERVISOR FEEDBACK AND EVALUATION

On a scale of 1-5, rate the volunteer on the following:

1 = Poor      2 = Fair      3 = Average      4 = Good      5 = Excellent

1 2 3 4 5      How effective was the volunteer?  
 Comments

1 2 3 4 5      Willingness to learn and take direction  
 Comments

1 2 3 4 5      Ability to work with other staff and volunteers  
 Comments

1 2 3 4 5      Ability to relate to ABC clients and guests  
 Comments

1 2 3 4 5      Ability to supervise others/take on added responsibilities  
 Comments

## RECOMMENDATIONS/ACTION

- \_\_\_ Retain in current volunteer position  
 \_\_\_ Move/refer to  
 \_\_\_ Make the following changes in volunteer responsibilities:  
     Provide the following training/orientation  
     Provide the following recognition  
 Terminate      Reasons:

Other comments

Staff/supervisor signature

Date

## RECOGNITION IDEAS

- Honor the “Volunteer of the Month”
- Put up a Volunteer Bulletin Board. Post items of interest about ABC volunteers
- Issue a Volunteer ID Card that offers discounts at local stores
- Send handwritten cards on holidays, birthdays
- Post digital photographs and bios of new volunteers
- Appoint especially skilled volunteers as “Volunteer Trainers”
- Include years of service on name tags
- Place articles about special volunteers in the local press
- Issue “I Volunteer at ABC” bumper stickers
- Introduce a volunteer at each Board meeting; invite them to sit in and participate in the meeting

## **INTAKE CHECKLIST**

- ✓ Discuss ABC mission and values
- ✓ Review volunteer opportunities
- ✓ Position descriptions and qualifications
- ✓ Provide and discuss Volunteer Handbook and policies
- ✓ Expectations of volunteer; of ABC
- ✓ Code of conduct
- ✓ Confidentiality
- ✓ Background check
- ✓ References
- ✓ Security, safety, emergency procedures
- ✓ Transportation; parking
- ✓ Training and orientation
- ✓ Scheduling
- ✓ Feedback and evaluation
- ✓ Recognition
- ✓ Conflicts of interest
- ✓ Grievance and complaint procedure
- ✓ Tour building, Introduce to staff, other volunteers
- ✓ Check in/out procedures; important phone numbers
- ✓ Name tag
- ✓ Sign waivers, consent forms

## **SAMPLE VOLUNTEER HANDBOOK**

### **WELCOME**

Thank you for agreeing to volunteer for the ABC Organization.

We sincerely hope that your volunteer experience with us will be enjoyable and rewarding.

Our volunteers play an extremely important role in providing quality services to the many guests and clients who utilize ABC's services and programs.

This Volunteer Handbook is intended to spell out the policies and procedures related to volunteering at ABC and to answer questions you may have regarding how we operate.

If you have any concerns or questions not addressed in this Handbook, please do not hesitate to bring them to my attention.

### **ABC MISSION STATEMENT OF ABC / DEFINITION OF VOLUNTEER**

A volunteer is anyone who, without compensation beyond reimbursement of approved expenses, performs a task at the direction of, and on behalf of the ABC Organization and its programs. Unless specifically stated, a volunteer is not considered an 'employee' of ABC.

### **BEFORE YOU START VOLUNTEERING**

We may ask you to complete a Volunteer Application Form that includes personal information about yourself, emergency contact information, personal references and information and past job and volunteer experience. We will treat this information confidentially and will utilize it only for the purposes of considering you as a ABC volunteer.

We want ABC to be a safe and secure environment for everyone.

Depending upon the nature of the volunteer position, we may require a health or physical screening, a criminal background check, a motor vehicle driving record check and a reference check.

### **WHEN YOU START VOLUNTEERING**

You will be trained and oriented for the volunteer position and provided general information about ABC and its programs, policies and procedures.

We may ask you to sign a formal Volunteer Agreement that spells out the terms and conditions of your relationship to ABC.

### **YOU CAN EXPECT ABC TO**

- Properly and professionally interview you and place you in an appropriate volunteer position
- Provide you with a volunteer position description
- Provide ongoing professional supervision, support and training
- Treat you with respect and courtesy

- Keep you informed about matters related to your volunteer position
- Regularly evaluate your performance and provide you with opportunities to make suggestions and present ideas that will improve ABC services

#### WE EXPECT YOU TO

- Only accept a volunteer position you believe you can perform
- Work as a team member within the description of the position you accept
- Accept the guidance and direction of your supervisor
- Respect confidentiality
- Refuse gifts or tips from recipients of service
- Arrive on time for your shift; stay until the end of your shift
- Bring any concern, problem or grievance to the attention of your supervisor
- Notify us in advance if you are unable to fulfill a volunteer obligation
- Be free of drugs and alcohol when volunteering
- Accept the *Value Statements* that guide ABC services

#### DRUG, ALCOHOL AND SMOKING POLICIES

The ABC Organization is a drug and alcohol free environment. Volunteers possessing illegal drugs or alcoholic beverages, or judged by their supervisor to be under the influence of drugs or alcohol, may be suspended or terminated. Smoking is not permitted when a volunteer is on duty. During breaks at the ABC Organization, smoking is permitted only in designated outdoor areas.

#### FIREARMS AND DANGEROUS WEAPONS

Firearms, knives and other personal weapons are not permitted in the ABC Organization. You may be suspended or terminated if you have such weapons in your possession.

#### SAFETY AND SECURITY

We want ABC to be a safe and secure environment for people to provide and use services. If you see an unsafe or dangerous situation, notify your supervisor. If your supervisor is not available, notify the staff person closest to where you are volunteering. In the rare event where a staff person is not immediately available to help with a safety or health emergency, dial 911 for help.

Always wear your nametag when volunteering. This indicates you are serving in an official capacity for ABC.

Be sure to re-lock any doors behind you as you move through secure parts of the building.

We suggest you leave all personal valuables at home or locked in your car. We do not have facilities for the safe keeping of such items.

#### PERSONAL RELATIONSHIPS

We realize that while you are volunteering, close working relationships can lead to closer personal relationships. It is our policy to strictly forbid any unwelcome or inappropriate contact, approach or comment that makes anyone feel uncomfortable or threatened. Such conduct may be cause for

immediate termination of the volunteer relationship. If you encounter or are aware of any such behavior, bring it to the attention of your supervisor.

#### GRIEVANCES OR COMPLAINTS

ABC has a formal grievance and complaint policy and process. If you have any issues that cannot be resolved informally, see your supervisor for a copy of the formal process.

#### PARKING AND TRANSPORTATION

Parking may be available adjacent to the building. However, ABC cannot be responsible for any damage or loss to your vehicle or its contents. If you are using a car for transportation, let your supervisor know and we will suggest parking options.

If public transportation is unavailable or inconvenient, we suggest car- pooling. We will be happy to assist you in linking up with other volunteers and staff and selecting the best way to get here.

#### SPECIAL NEEDS AND ACCESSIBILITY

While it is our policy to provide for special needs, unfortunately ABC is not yet fully accessible. As we continue to remodel and improve the facility, these problems will be addressed.

If you have any special needs relating to accessibility that might affect your volunteer position, please let us know. We will do everything possible to accommodate to your situation.

## **Appendix 2**

### **VOLUNTEER HANDBOOK**

Welcome

Thank you for agreeing to be a volunteer at the Heritage Center / Visitor Center. We hope that your experience will be enjoyable and rewarding. Our volunteer play an important role as Ambassadors, providing quality services to our visitors who utilize the Heritage Center / Visitor Center services and programs.

Our mission is \_\_\_\_\_

This Handbook is intended to give you the policies and procedures related to volunteering at the Heritage Center / Visitor Center and to answer questions you may have.

If you have any concerns or questions, please do not hesitate to bring them to the Volunteer Coordinator's attention. Your Volunteer Coordinator this year is: \_\_\_\_\_

A list of contact names and telephone numbers are in the front of this Handbook.

### **Volunteer Application**

We ask that you complete a volunteer application form that includes information about yourself, emergency contact information, and your interests in volunteering. We will review your application and contact you regarding an available volunteer position.

### **Agreements**

We will give you –

- A job description
- Orientation and information about the position
- Ongoing training and support
- Respect and courtesy
- An evaluation of your role, tasks and effectiveness as an Ambassador

We ask that you -

- Arrive on time for your shift and stay until the end of your shift
- Go through the building check-list when you arrive and when you leave your shift.
- Wear your nametag when volunteering to show visitors that you are serving in an official capacity for the Heritage Center / Visitor Center.
- Ask visitors to sign-in when they arrive.
- Let visitors know when you are unable to answer their question, and offer to find someone who does know the answer
- Complete the Daily Log sheet
- Notify the Volunteer Coordinator if you are unable to fulfill your obligation. At the same time, you are responsible for finding someone from the substitute list to fill in for you. Please do not ask the Volunteer Coordinator to fill your spot for you.
- Bring any concerns, problems or grievances to the attention of the Volunteer Coordinator
- Share your ideas on improving the Ambassador's role



The Heritage Center / Visitor Center is committed to meeting the needs of our volunteers. If you have any questions or need any clarification of the information contained in this handbook, please contact the Volunteer Coordinator.

If you are unable to reach the Volunteer Coordinator, a list of additional contact names and telephone numbers and the substitute list are in the front of this Handbook.

You have offered to be a volunteer Ambassador. We thank you for making a commitment to your role as Ambassador by being here to serve our visitors!

## **General Information**

The Heritage Center/ Visitor Center encourages the involvement of volunteers at all levels of the organization and within all appropriate programs and activities. The Volunteer Coordinator and Heritage Center/Visitor Center Board members want to assist in the creation of meaningful and productive roles for volunteers of all capabilities and skills and to work to continually recruit volunteers from the community at large.

The Heritage Center / Visitor Center is always striving to improve our services. Our volunteers can be involved in both planning and problem solving. We appreciate your ideas, suggestions and concerns.

## **Policies**

### **Purpose of These Policies**

These policies provide guidelines for the roles, involvement, and management of volunteers. We recognize that implementation of the policies and procedures may vary in special circumstances that may call for more or less stringent application, depending upon the needs of the Heritage Center / Visitor Center and the volunteer. Any substantive deviation from these policies and procedures requires approval of the Volunteer Coordinator or appropriate Board member.

### **Attendance and Absenteeism**

We depend on you to complete your scheduled shifts. We do understand that occasionally certain situations may arise that prevent you from doing so. Please alert the Volunteer Coordinator of any scheduled absences as far in advance as possible so that there is time to find a substitute. In the event of an unscheduled absence – illness or emergency – please alert the Volunteer Coordinator as soon as possible, preferably before your scheduled shift begins. You are responsible for finding someone from the substitute list to fill in for you.

If absenteeism becomes excessive, your volunteer relationship with the Heritage Center/ Visitor Center will need to be reevaluated.

### **Recruitment**

The Heritage Center / Visitor Center is committed to meeting the needs of the organization through the recruitment of volunteers. Efforts will be made to continually recruit qualified individuals from the community, including new and part-time residents, individuals with physical and mental disabilities or restrictions, students and interns. Recommendations of potential volunteers are always welcome.

In certain cases, written agreements must be in effect with sponsoring organizations (such as educational institutions, the court system and special referral programs) that include details for the management and care of the volunteer.

### **General Management Policies**

Volunteer applications and related records are kept confidential.

Volunteers cannot have a conflict of interest whether financial or personal with any program or activity of the Heritage Center / Visitor Center.

A signed written consent form must be on file from the parent or guardian of anyone under the age of 18.

The Heritage Center / Visitor Center reserves the right to require health and physical screening, criminal records check, reference checks or other special screening in certain circumstances prior to working as an Ambassador.

### **Training and Orientation**

All volunteers will be trained to perform their assignment. Volunteers will be required to participate in an annual training and/or program review and update. Training will vary depending upon the complexity of the tasks required and past experience. In some cases, it may be as little as a review of the tasks involved. New Ambassadors may require more extensive and/or formal training and mentoring.

In most cases volunteers will participate in an annual training that will include the following components:

- A volunteer position description and expected performance standards
- Volunteer Handbook
- An overview of the Policies and Procedures

### **Evaluation**

Volunteers may be evaluated to discuss their performance, ideas, suggestions and concerns. Regular evaluation is viewed as an opportunity to examine and improve the working relationship between the Heritage Center/ Visitor Center and the volunteers. Some ambassadors may consider volunteer work as a way to develop new professional skills. Contact the Volunteer Coordinator if you are interested in establishing specific goals for your position with regular progress reviews on meeting your goals.

### **Volunteer Benefits and Recognition**

The Heritage Center / Visitor Center appreciates your work! We strive to offer annual recognition events in acknowledgement of your efforts.

### **Representing the Heritage Center / Visitor Center**

Volunteers are authorized to act as a representative of the Heritage Center / Visitor Center only when asked to take on specific responsibilities. Please consult with, and receive permission from, the Volunteer Coordinator before engaging in any actions which may affect or hold the organization liable including but not limited to, public statements to the press, signing contracts or entering into financial agreements, or lobbying or forming partnerships with other organizations.

## **Grievances, Complaints and Dispute Resolution**

Whenever possible conflicts, complaints and grievances should be resolved informally with the assistance of the Volunteer Coordinator. If informal resolution is not possible, volunteers are asked to follow the problem solving procedure outlined below.

### **Problem Solving Procedure**

When problems arise, it is important to everyone that such problems are resolved as quickly as possible. If informal resolution is not possible, it may be necessary to investigate certain problems in greater detail. The problem solving procedure provides the opportunity for a review of any problem, dispute, or misunderstanding that may arise in the course of volunteering.

Step 1: You may submit a problem in writing to the Volunteer Program Coordinator within ten (10) days after the problem becomes known to you. The Volunteer Coordinator will investigate the situation further, and schedule to meet with you. After assessing the details, the Volunteer Coordinator will issue a response in writing within ten (10) days. If you are not satisfied, then you may request a Step 2 meeting.

Step 2: You may submit the problem together with the Step One response in writing to a designated Board member. The Board member will schedule a meeting with you and the Volunteer Coordinator before the next regular Committee/Board meeting. At this meeting the Board member will attempt to resolve the problem, but if unable to do so, it will be reviewed at the next regular Committee/Board meeting. The response issued by the Committee/Board will be the final determination.

### **Disciplinary Practices**

The following guidelines may be used in some instances at the sole discretion of the Heritage Center / Visitor Center:

Step 1: Oral warning.

Step 2: Written warning to individual.

Step 3: Written warning with suspension.

Step 4: Termination/Dismissal

These guidelines are based on cumulative infractions, regardless of whether the infraction is of the same general nature as a previous warning.

The use of these disciplinary practices in no way alters the fact that your volunteering at the Heritage Center / Visitor Center is “at-will.”

### **Ending Your Volunteer Service**

You may resign from your volunteer service with the Organization at any time. We request that you notify the Volunteer Coordinator ideally two weeks prior to your departure and request that you complete the Exit Interview process.

### **Dismissal**

The Heritage Center / Visitor Center or the Ambassador may terminate the relationship at any time, for any reason.

Before a volunteer is dismissed, attempts to reconcile the situation will be made including a meeting between volunteer(s) involved, the Volunteer Coordinator, and, if appropriate, a Board member. Dismissal of a volunteer may occur if a volunteer is unreliable, irresponsible, disruptive, demonstrates

inappropriate behavior, or fails to adhere to the policies and procedures. Termination procedures are only guidelines and do not constitute a legal contract between the Heritage Center / Visitor Center and the volunteer.

### **Exit Interview**

We encourage all volunteers to participate in an exit interview before leaving the Heritage Center / Visitor Center, regardless of your reason for leaving. The exit interview is your opportunity to communicate your views about the position, management, operations, and any other relevant information you feel is important for us to know. You also may request a letter of reference or referral at this time.

### **Policy Against Harassment**

The Heritage Center / Visitor Center is committed to maintaining an environment free of unlawful harassment. This prohibits harassment based on sex, race, religion, creed, color, national origin or ancestry, physical or mental disability, medical condition, marital status, age, sexual orientation or any other status protected by federal or state law or local ordinance or regulation.

### **Substance Abuse**

The possession, use or sale of illegal drugs is never acceptable at the Heritage Center / Visitor Center. Also, the abuse of prescription and over-the-counter drugs and alcohol can compromise your job performance and conduct.

### **Privacy**

Whatever you put on a Heritage Center / Visitor Center computer, including email you send and receive, and software you install, potentially can be seen/read by someone other than yourself or your intended receiver. The Heritage Center / Visitor Center email system is intended for business use and not for personal correspondence. Like email, voicemail can be listened to by someone other than yourself. There is no guarantee of privacy for anything you put or receive on the Heritage Center / Visitor Center computer or voicemail.

### **Procedures**

The check list for opening and closing the building is included here in the Handbook procedures, and also is posted at the desk:

#### **To open:**

1. Unlock all doors
2. Put the door key in a safe location. The key to the door should be kept\_\_\_\_\_
3. Put on your name tag
4. If you are the first Ambassador of the day, put out the "Open" flag.
5. Sign-in to the Ambassador's Daily Log
6. Turn on lights for the Center and the exhibit spaces.
7. Turn on computer and videos using instruction sheet.
8. Check restrooms for cleanliness and supplies.
9. Ask visitors to sign-in.

**To close:**

1. Complete Daily Log and sign out.
2. Bring in the “Open” flag if you are the last volunteer of the day.
3. Check restrooms for cleanliness and supplies.
4. Turn off lights for the Center and the exhibit spaces.
5. Turn off computer and videos using instruction sheet.
6. Remove name tag.
7. Lock all doors.
8. Check from the outside to be sure the doors are locked.
9. Put key in secure location.

There is an activity card to hand out to visitors. The visitors can use them on their own, but if they have any questions they will ask you!

The computer and flat-screen monitor have step-by-step instructions for you. You do not need computer experience. Contact the Volunteer Coordinator if there are technical problems.

Visitors may ask for the use of the printer/copier. We can print only a limited number of copies for visitors. Donations are accepted.

**Collect Visitor Information**

As you engage with the visitors, please record information that can help us to gather statistics about who is coming to see us and why. This information assists us in improving our services and in promoting our organization. Please make notes on the Daily Log about:

- What kinds of questions did visitors ask you?
- Why did they come to the Heritage Center / Visitor Center?
- What comments did they have?
- Report any problems even if you were able to handle them.

Let us know your suggestions, ideas and comments about these policies and procedures. The policies and procedures can be reviewed and revised each year to meet the needs of the volunteers and the Heritage Center / Visitor Center.

**Emergency Procedures**

- Call 911
- Assess the situation
- Call Volunteer Coordinator or designated emergency contact person

When assisting visitors in a medical emergency, do not move an injured person or give them food or drink unless absolutely necessary.

There are fire extinguishers available in case of fire. We will review the operation of the fire extinguishers during the training. Building evacuation instructions are posted by the door.

If the building must be evacuated, the emergency assembly point is the parking lot across from the building. The emergency assembly point is a central meeting point for everyone on the property.

**OTHER USEFUL INFORMATION****Location****Hours of Operation**

The Heritage Center / Visitor Center is closed on the following holidays: \_\_\_\_\_

**General Contact Information**

Phone:

Email:

Website:

### Appendix 3

#### JOB DESCRIPTION OF A VOLUNTEER

TITLE OF POSITION: Ambassador (Museum, Visitor Center, Heritage Center)

SUPERVISED BY: Coordinator of Volunteers

PURPOSE OF JOB: To provide a welcoming environment and rewarding learning experience for visitors; to convey the history and stories of the community; to connect visitors to nearby communities with shared culture and heritage. To support the Center's mission to:

---

#### DUTIES MAY INCLUDE BUT ARE NOT LIMITED TO:

- Greeting and welcoming visitors upon their arrival at the Center.
- Dealing skillfully with a diversity of visitors of all ages under a variety of circumstances including school groups, adult groups, seniors, bus tours, people with special needs, those for whom English is not a first language.
- Providing information to visitors and answering their questions about the Center, the community, and the region; hand out brochures and promotional material.
- Knowing and keeping informed about current and new exhibits and events.
- Helping in setting up new exhibits, keeping spaces clean, and providing security for the exhibits and the collections.
- Having visitors sign the guest book; recording visitor comments to use for making improvements and/or for promoting the Center.
- Learning the Center's operations and procedures for opening and closing and other required tasks to prepare the Center for visitors.
- Conducting tours of the Center for visitors or assisting with a special event.
- Being responsible for finding a replacement if you cannot fill the timeslot that has been scheduled for you using the list of current volunteers and phone numbers.
- Being a representative of the Center in the community by speaking about its mission, activities and benefits.

#### COMMITMENT REQUIRED:

A minimum commitment of \_\_\_\_\_ hours per month is required. Weekday and/or weekends timeslots are available.

#### QUALIFICATIONS NEEDED:

- Enjoy interacting, meeting, and speaking to people and groups
- Personable, enthusiastic, outgoing
- Reliable, responsible, flexible
- Keen interest in the community and the region's history, cultural, recreational and natural resources, with a desire to learn more.
- Willing to read and review material related to the area.
- Able to accept supervision
- Able to work independently
- Attend training programs
- Physically able to perform opening, closing and required tasks

**TRAINING/ORIENTATION PROVIDED:**

Training consists of the following:

- On-the-job training with the Volunteer Coordinator or an experienced volunteer for 1-3 assigned timeslots to learn to how to answer the day-to-day questions that visitors ask about the region, exhibits, and events.
- Practice welcoming visitors, accompanied by the Volunteer Coordinator or an experienced volunteer.
- Read the Volunteer Handbook and other available material.
- View films shown in the Center to become familiar with their stories and content
- Attend any formal training workshops relevant to the volunteer's work offered by the Center or other groups.
- Total time involved in training is approximately 4-12 hours.

**VOLUNTEER BENEFITS:**

- Access to educational opportunities offered through programs, exhibits, and events
- Discount prices in the gift shop
- Invitations to special events
- Volunteer recognition events
- Free admission to the Center for you and your immediate family.
- Feeling good about supporting and giving back to your community



## Appendix 4

### HERITAGE CENTER VOLUNTEER AGREEMENT

As a Heritage/Visitor Center Volunteer, I agree to donate my time and skill, or labor to the \_\_\_\_\_ Heritage/Visitor Center and the \_\_\_\_\_ Heritage/Visitor Center is willing to accept my services on the terms and conditions mentioned below. The \_\_\_\_\_ Heritage/Visitor Center and I agree as follows:

- 1) Intent and Participation: I agree to donate my services to \_\_\_\_\_ to meet its mission statement, and as a volunteer, I understand I will not receive any pay or benefits available to employees.
- 2) I have read and agree to follow the expectations for volunteers described in the Volunteer Handbook.
- 3) Description and Performance of Duties: Under the supervision of \_\_\_\_\_, I will perform duties as assigned to the best of my abilities. I agree to attend training and workshops that pertain to my duties as a volunteer. I certify that I am capable of participating in the activities for which I am volunteering. Should I not be able to complete my volunteer duties according to this agreement, I will notify the volunteer coordinator and resign my position.
- 4) Voluntary Execution of Agreement: This Agreement is executed voluntarily and without any duress or undue influence. I have read, understand and accept the terms and conditions stated herein.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Volunteer Name (printed)

\_\_\_\_\_  
Date

Photo Release Consent: I give consent, without limitations or reservations to \_\_\_\_\_ Heritage / Visitor Center to publish any photos in which I appear while volunteering for the \_\_\_\_\_ Heritage / Visitor Center. These photos may be used in advertisement, promotional literature or other media solely for the purpose of publicizing the Heritage / Visitor Center programs and activities.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

## Appendix 5

### HERITAGE CENTER VOLUNTEER APPLICATION

(Insert Mission Statement Here) \_\_\_\_\_

(Please Print)

Last Name \_\_\_\_\_ First Name \_\_\_\_\_ Initial \_\_\_\_\_

Mailing Address \_\_\_\_\_ Town \_\_\_\_\_ State \_\_\_\_\_

Zip Code \_\_\_\_\_ Phone \_\_\_\_\_ E-Mail \_\_\_\_\_

#### **Contact in Case of Emergency:**

Name \_\_\_\_\_ Phone \_\_\_\_\_

Why do you want to volunteer at the Heritage Center? \_\_\_\_\_

How did you hear about us? \_\_\_\_\_

I am most interested in volunteering in the following areas or capacities:

\_\_\_\_\_

Special skills: \_\_\_\_\_

Previous volunteer experience, if any (not required): \_\_\_\_\_

Any health or physical restrictions? \_\_\_\_\_

Days and hours available \_\_\_\_\_

If student, Name of School \_\_\_\_\_

#### ***Consent for volunteers under 18 years of age***

*I give consent for my child's participation at the Westport Heritage House.*

*Signature of parent or guardian* \_\_\_\_\_ *Date* \_\_\_\_\_

#### **Publicity Consent**

May we use your name and/or likeness (photo) in publicity related to the Heritage Center?

\_\_\_\_\_ Yes \_\_\_\_\_ No

Signature of applicant:

\_\_\_\_\_ Date \_\_\_\_\_

## Appendix 6

### Sample Outline for Writing an Annual Evaluation Plan for a Heritage Center Volunteer Program

**Need/Problem:** How to sustain and engage Heritage Center Volunteers

- 1) Who are the program participants and partners? What are their needs?
- 2) Who are the audiences? What are their needs?
- 3) What is the program's purpose? What are the desired results?

**Activities:** Methods and actions to achieve the outcomes

- 1) Schedule planning meeting(s) to define program
- 2) Outline process for recruiting/retaining volunteers
- 3) Develop/review handbook, policies and procedures, forms
- 4) Train volunteers
- 5) Schedule regular meetings (semi-annual?) to discuss program and get feedback from volunteers

**Inputs:** Ingredients needed to conduct the activities and accomplish the outcomes (participants, staff, volunteers, materials, equipment)

- 1) Identify number of hours to be filled
- 2) Identify number of volunteers needed
- 3) Copy handbook and training material to give to all volunteers
- 4) Check exhibit needs and video programs are working properly
- 5) Gather brochures, rack cards, maps and other available information for visitors

**Outcomes:** The benefits, changes or improvements resulting from implemented project:

- 1) All of the scheduled hours were filled by volunteers
- 2) Had enough volunteers (#) to stay open and maintain schedule
- 3) Volunteers were trained and knew their jobs
- 4) Volunteers enjoyed their co-workers and were part of a team
- 5) Volunteers had success in interacting with visitors
- 6) Volunteers encountered fewer problems or issues
- 7) More volunteers want to return
- 8) Volunteers have asked their friends to apply to become volunteers
- 9) Volunteers have stepped up to take on more responsibilities and/or leadership positions
- 10) Volunteers and community members feel ownership toward the Heritage Center

**Appendix 7**  
**Volunteerr's Daily Log**

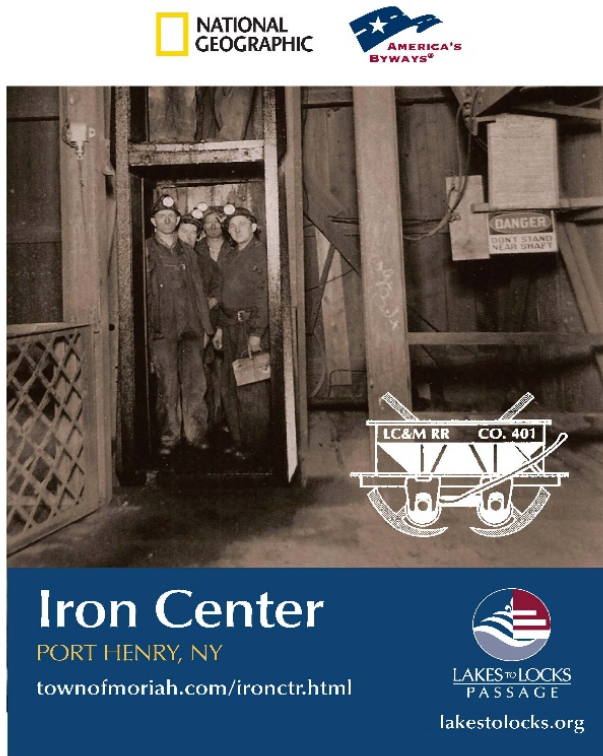
<b>VOLUNTEER'S DAILY LOG</b>				Number of people coming in while you were on duty	Questions asked and/or problems encountered. Note why the visitor came to the Center. Any other comments/observations.
<b>DATE</b>	<b>TIME-IN</b>	<b>TIME-OUT</b>	<b>NAME</b>		

**Appendix 8**  
**Visitor Sign in Sheet**

<b>DATE</b>	<b>NAME</b>	<b>HOME STATE, ZIP CODE</b>	<b>EMAIL ADDRESS to receive more information about our events</b>	<b>How did you learn about us? Other Comments?</b>

## Appendix 9

### Sample Volunteer Request Card (Iron Center)



## Volunteer at the Iron Center!

**About Us:** The Iron Center displays the local iron ore mining industry, which flourished from the 1820s to 1971, its impact on worker's lives, and the preparation, processing, and transport of iron ore on Lake Champlain. Visitors can explore an interactive model with murals of the Mineville and Witherbee mining district, circa 1960, and learn about mining techniques and the connections between mining and railroads.

### Opportunities for Everyone

Staff the exhibits during open hours  
Give tours of the Iron Center  
Research iron mining history

### Contact Us

Phone: 518-546-3587  
Email: [moriahhistsoc@aol.com](mailto:moriahhistsoc@aol.com)

## Appendix 10

### Engaging the Volunteers of the Future

Presented on 06/17/2015 by Jennifer Bennett, CVA, Senior Manager, Education & Training,  
[jbennett@volunteermatch.org](mailto:jbennett@volunteermatch.org)  
 @JenBennett CVA

#### What are we talking about?

- Moving beyond “Volunteers Needed”
- How do volunteers find you? How can you find them?
- Creating the work
- Finding the right volunteers
- Evaluating your success
- What’s next?

#### “Volunteers Needed”

What does your volunteer program look like to a volunteer? Volunteers have a choice!

- Are your opportunities task based or collaborative?
- One size does not fit all volunteers
- Do you have clear roles and expectations?
- Volunteers want to know the impact and make good use of their time.
- Can you identify the “right” volunteer for the role or your organization?
- It’s as important to know when to say yes as it is to learn to say no.

#### This is Not Your Mother’s Volunteering

Shifts in generations create a new model

- Volunteers hope to make an impact
- Volunteer task lists replaced by meaningful, targeted work, skills based
- Meaningful to the volunteer, important to the organization
- Volunteers need flexibility
- Does not imply that they can’t be dependable, reliable, accountable
- Volunteers want to understand
- Answer the question “Why?”

#### How Do Volunteers Find You?

80% of Volunteer Coordinators tell us the “Word of Mouth” is their #1 recruitment method. What are your volunteers saying about your organization? What can you do about it?

- You can create a positive experience
- Meaningful and important
- The right volunteer in the right job
- Saying no politely and professionally
- Make it easier for volunteers to share
- Arm them with information
- Engage through social media
- Don’t keep them in a silo

#### Pros and Cons of “WoM” (word of mouth)

- Passive
- You can’t make your volunteers tell their friends, but you can encourage them
- Depends on earned marketing/media

- Easier now than ever – but it’s just as easy to share a negative experience
- Doesn’t bring in volunteers who don’t have a connection or know who you are

### **How Can You Find Volunteers?**

VolunteerMatch by the numbers:

- 95,507 Active opportunities nationwide
- 9,496,042 Connections since 1998
- 3,500 Average referrals a day
- Around 300 during peak hours
- 2-3 Referrals for each visitor

Lots of volunteers don’t have a strong idea about where or how they want to volunteer. They are looking for an opportunity to make an impact and find a cause they care about. (79% and 82%, Hart 2010)

### **Why Didn’t You Take a Library Opportunity?**

#### **Did Your Library Volunteer Opportunity Lead to Other Forms of Support?**

- 60% told friends about what the library has to offer
- 30% introduced friends to volunteer opportunities at the library
- 10% gave money to support the library
- 5% asked friends to give money to support the library
- 5% attended a rally or other meeting in support of the library

\*2013/2014 Library Survey Results, Carla Lehn

### **Where are You Looking Now?**

- Consider each recruitment channel
- Who would you expect to recruit there?
- What opportunity or message would be right for this channel?
- How successful has this channel been in the past?
- Which opportunities or roles are harder to fill?
- Who would be/is successful at this role?
- What makes them the “right” volunteer
- Think about where you might find others with
- Think about community partnerships
- Are there channels or communities that you’re overlooking now?

### **Create a Recruitment Plan**

- Introduce your program and your work!
- Set the stage – tell your story
- Have a “virtual” conversation
- Answer the question “what do volunteers do at your organization?”
- Prioritize the information you share
- What does a volunteer need to know to decide if they’re the right volunteer for your program?

### **Find the Right Volunteers!**

When inviting volunteers to participate in your organization finding the right fit becomes even more important.

- Know who you want
- Comprehensive position descriptions: skills, experience, traits or characteristics
- Create a strong foundation and manage expectations



- No bait and switch
- Policies and procedures manual, NDA, Letter of agreement
- Screen volunteers
- For skills, but also for characteristics and fit
- Understand why no is not necessarily a negative outcome
- Meaningful work
- Right fit for the position and the organization
- Focus your time on supporting the right volunteers.

### **Keys to Creating Volunteer Engagement**

- Develop work that is meaningful to the volunteer and important to the organization.
- Create a connection between volunteers, clients and your mission
- Establish the foundation necessary to support a diverse program of volunteer engagement
- Know and share the impact of the work volunteers do.

### **Create the Right Opportunities**

- Ask why?
- Why does this work matter, why would someone want to volunteer for this opportunity?
- Incorporate responsibility and accountability
- Set and manage expectations for all stakeholders
- Be clear about decisions that can be made, made with consultation, and must be brought to supervisors
- Think creatively
- What could you accomplish if you weren't limited to the time and talent of paid staff?

### **Think about Different Opportunities**

Just because someone can't make it to your office doesn't mean they can't contribute.

- Portable opportunities
- Project based, skills based, possibly virtual
- Virtual opportunities
- Done from anywhere, maybe skilled based, but not necessarily
- Peripheral opportunities with follow up
- Involvement on any level can lead to more impactful engagement

### **Start with a plan**

- What will your volunteer corps look like in 5 years?
- What do you envision your program looking like?
- What will it look like if you just maintain it?
- Who are your stakeholders, and how are they involved now? Who/how would you like them to be?
- Start with evaluation and build evaluation points into your plan.

### **Evaluate!**

- What's working now, and what's not?
- Surveys – volunteers, paid staff, clients
- Informal conversations, interviews, town halls
- Solicit feedback on the program, process.
- Brainstorm opportunities for meaningful engagement
- Don't abandon volunteers or paid staff
- Create an ongoing plan to support, evaluate, problem solve as roles/programs change
- Follow up on surveys and interviews – year over year or as programs evolve

### **Things to Think About**

- You don't have to change everything right now
- Identify the priorities or critical positions

- Start with small changes or clarify the foundations
- Invite volunteers to take on leadership roles
- Volunteers want to tell you what they like (and don't like) about your program
- Invite your superstar volunteers to take the lead
- Share your milestones and successes with the organization
- Manager, leadership, co-workers and, of course, the volunteers!

### Resources

- Learning Center: Find upcoming webinar dates, how-to videos and more - <http://learn.volunteermatch.org>
- Volunteer Engagement Blog: Visit Engaging Volunteers, our nonprofit blog - [blogs.volunteermatch.org/engagingvolunteers/](https://blogs.volunteermatch.org/engagingvolunteers/)

#### Join us online:

Like us on Facebook: [www.Facebook.com/VolunteerMatch](https://www.facebook.com/VolunteerMatch)

Follow us on Twitter: [@VolunteerMatch](https://twitter.com/VolunteerMatch)

#### For any questions contact:

Jennifer Bennett

(415) 321-3639

@JenBennettCVA

[jbennett@volunteermatch.org](mailto:jbennett@volunteermatch.org)

**Appendix 11**  
**Training Letter to Ambassadors**

*Heritage Center  
 123 Main Street  
 Passage, NY 12000*

DATE

Hello Ambassadors!

Welcome to the beginning of another summer season at the Heritage Center. We are counting on you to generously volunteer a few hours of your time again this year.

The Heritage Center will be open six days a week in the summer beginning on May 24th through Columbus Day. We are excited about the changes that have been made over the past few months and we are eager to share them with you.

On June 19<sup>th</sup> at 5:30 we are having an Open House Celebration to introduce everyone to the opportunities and uses of the Heritage Center. We hope you will join us on this evening as a summer Ambassador.

Ambassador training sessions will be held on May 17<sup>th</sup> from 7:00 - 8:00 p.m. and on May 19<sup>th</sup> from 9:30 - 10:30 a.m. at the Heritage Center. We ask that you attend one of the sessions to familiarize yourself with new updates at the Heritage Center.

We are always seeking new volunteers - perhaps you know of someone that you'd like to suggest for us to contact. Please let us know their name or better yet ask them to attend one of the orientation sessions with you.

Please call now while the thought is fresh. Call \_\_\_\_\_ at \_\_\_\_\_ to confirm that you will attend a training session. If these times will not work for you, please let us know and we will schedule another time for your training.

We look forward to hearing from you!

Sincerely,

Heritage Center Volunteer Coordinator

P.S. It is important that you bring your calendar with you to the training session so you will know what dates you are available to volunteer.

## Appendix 12

### Welcome Back Letter to All Ambassadors/Volunteers

The Heritage Center welcomes Ambassadors to another summer season. The Heritage Center will be starting its summer season on May 24 and will be open six days a week through Columbus Day. We are calling on our Ambassadors from past years to generously volunteer a few hours of your time again this year.

Ambassador training sessions will be held on June 10th from 7:00-8:00 PM and on June 21 from 9:30-10:30 AM at the Heritage Center. We ask that you attend one of the brief sessions to familiarize yourself with new updates at the Heritage Center. Please email \_\_\_\_\_ at \_\_\_\_\_ or call \_\_\_\_\_, to let them know which training you can attend.

We are always seeking new volunteers. Please let us know if you have someone to suggest or better yet, ask them to attend one of the orientation sessions with you.

We are excited about the changes that have been made over the past few months and we are eager to share them with you. This summer we have made changes to our display cases. We will be celebrating our Bicentennial, and we will begin this year with displays of photos and Items representing our community through the years. Many of you have asked for Wi-Fi at the Heritage Center and we are pleased to let you know that you can access it this year. To begin the season, we are organizing a student art show on view in June, and our annual art show and silent auction in July. Our Heritage Festival is the first weekend in August.

We invite you along with the community to our open house on June 19<sup>th</sup> at 5:00 PM as the Heritage Center Committee puts on a party to begin our 2016 Visitor Center season. Come join us!

It would be a good idea to submit the open house date(s) to your local media events page/section.

## **Appendix 13**

### **Recommendations for Museum Security from American Association of Museums**

- Every museum should view protection of the collection from potential threats as one of the most important objectives of the institution.
- All museums should adopt a policy on access control that regulates access of all persons, including board, staff, volunteers, contractors, scholars, and others. This policy should define who may enter the facility, what areas of the facility, and the hours of the day, and days of the week they may enter or be denied entry.
- The museum should have a written protection policy and written policies and procedures. The policy should recognize the importance of the compliance of everyone in meeting the needs for security. The policy designates one responsible staff person at the management level to be the “Chief Security Officer” responsible for the protection policy.
- Key control and retrieval should be written into the protection policy and under the control of the staff person designated as Chief Security Officer. Only one person should be responsible for key control, issuance and retrieval. All keys issued should be signed for on a register. Staff needing keys should be given access and instructed not to duplicate keys. Locks should be re-keyed when a key cannot be accounted for or is known to have been lost or stolen.
- Access to collection storage is limited to staff with a need to visit storage. All others who require access to the collection should be accompanied at all times by professional staff.
- There must be a commitment from board and staff that the security program is applicable to everyone and that no one, including board, staff, donors, is exempt from compliance with the policies and rules that are designed to protect the collection.

**Appendix 14**  
**Volunteer Appreciation Invite**

PLEASE JOIN US!

For a luncheon in your honor  
 with entertainment by "a special guest"!

The Heritage Center Committee would like to

**Thank You**

For volunteering as an Ambassador this past summer at the  
 Heritage Center!

"LET US SERVE YOU..."

On October 14<sup>th</sup> at 12:00pm

LUNCHEON MENU

Butternut squash soup  
 Toss salad  
 Deviled eggs  
 Chicken salad  
 Rolls  
 Pumpkin cake  
 Mulled cider/lemonade/wine

Please - RSVP

To \_\_\_\_\_  
 by October 8<sup>th</sup> with numbers attending  
 (Family & Friends are welcome to join you)

THIS SPECIAL INVITATION IS FOR YOU -  
 A VERY SPECIAL PERSON TO OUR HERITAGE CENTER!

## Appendix 15

### Ask the Ambassador (100 Questions)

#### Ask the Ambassador About Lakes to Locks Passage Heritage Centers

We are a gateway

- Our community is one of the Lakes to Locks Passage Scenic Byway waypoint communities
- All of the waypoint communities share the heritage of the interconnected waterway unifying the Lakes to Locks Passage region
- Each waypoint community along Lakes to Locks Passage provides a unique theme-based experience
- Our community has an “over-all” theme, based on our cultural heritage, of \_\_\_\_\_
- Each Heritage Center / Visitor Center is thematically linked to promote the entire Lakes to Locks Passage region
- Each Heritage Center / Visitor Center provides one-on-one interactions with the Ambassadors
- The critical element is to tell the stories of our community that strike an emotional chord with the visitor so they will remember the experience and share it with others

You are on the “front line” of the visitor experience

- Our goal is to provide genuine visitor experiences with the Ambassadors serving as real people in a real place
- The purpose is to create a setting for visitors that highlights our community’s unique and authentic qualities that become thematic experiences along Lakes to Locks Passage
- The better you know the region, the better you can help the visitor make meaningful connections. If you need other community members to “show you around”, let us know.
- You will meet and greet the visitor
- Tell the community’s stories
  - Stories show your ownership of your community
  - We want to match the stories you tell to *your* passions
- Have a “special moment” in the conversation with the visitor
- Visitors are more likely to want to stop, stay and spend money to the benefit of the entire community including the businesses, cultural sites and attractions
- Your awareness of the community resources leads to appreciation

#### Sample Questions

Visitors will have many questions to ask you - the Ambassador! The sample questions below give you an opportunity to know what questions you may be asked, so you can answer their questions by telling the community’s stories.

#### Cultural and Historical Questions

1. What is the history of this building?
2. For what reason was this town founded? How did this town get its name?
3. Did any famous person live here?
4. What other historical buildings and sites should we be sure to see?
5. Are there other museums on this Byway?
6. Are there kid-friendly places where we can learn the history?
7. What are the signs of past Native American habitation on this Byway?

8. Are there any good archaeology sites along the Byway? Are we allowed to visit them?
9. Who's the local expert on the history of this area?
10. Are there any guided tours or programs about the history?
11. Are there local artists who have their work for sale or on display in the area?
12. Can you recommend a locally made gift that I can buy?
13. What souvenir reflects the heritage of this area?
14. How can we find out about the cultural groups represented in this community?
15. How many languages other than English are spoken in this region?
16. Where can we go to a concert or theater?
17. Where should we go for dinner before or after the show?
18. Do you have an annual festival or celebration?
19. Where can I buy books written by or about local people?
20. Where can we find a list of things to do at night?

#### Scenic/Natural Questions

21. Where are the good places to go birding along the Byway?
22. When is the best season for wildflowers?
23. When is peak season for foliage?
24. What is the average snowfall here?
25. What wildlife can we see along the highway?
26. Where can we buy books on wildflowers and wildlife?
27. How do we know what mushrooms are okay to pick and safe to eat?
28. What kind of fish are in the lakes and in the streams?
29. Where is the best fishing? Where can I get a fishing license?
30. What kinds of animals can we see in this area?
31. What time of day are deer most likely to be on the highway?
32. Are there places we are likely to encounter black bears or rattlesnakes?
33. What crops are grown in this area? Are there any farms we can visit?
34. Is there a restaurant that serves locally grown food?
35. Where can we find out about the geology of this region?
36. What hikes would you recommend for the best scenic views?
37. Are there any hikes you recommend for us to take with small children?
38. Where are the trail heads to the mountains in this area?
39. Why is this called a Byway?
40. What are the biggest changes that have happened along this Byway in the last few decades?
41. How many Scenic Byways are there in the State?
42. When is the best time of year to visit this Byway if we want to come again?

#### Recreation Questions

43. Are there any state parks or campgrounds nearby?
44. Where can we camp with our RV? Do we need a permit? Is there a fee?
45. What are the different types of hunting seasons? How do I get a hunting license?
46. How do we find bike trails and how do we know if they are easy, moderate, or hard?
47. Is there any place to go canoeing or kayaking?
48. Are there trails for horseback riding? Are there places to rent horses?
49. Is there a swimming hole nearby? Where can we wade in the lake or stream?
50. Are there places with lifeguards where my kids can swim?
51. We want to water ski, is there any place nearby?
52. Where can we rent recreational equipment?
53. Where can we find a handicapped accessible trail?



- 54. Are there golf courses in the area?
- 55. Is this road safe any time of year?
- 56. Are there any interesting side trips we can take off this Byway?

#### Ethics Questions

- 57. Who has the right-of-way when pedestrians, bikers or horseback riders are on the road?
- 58. We came to see wildlife, are there any guidelines? Can we feed the wildlife?
- 59. How do we know what stretch of river to canoe/kayak/raft?
- 60. Can we just pull off the road, park and go cross-country skiing? Horses? Snowmobiles? Bikes?  
Are there any restrictions?
- 61. Are there private lands hikers should stay off?
- 62. We want to ride our ATVs on a trail, are there any maps? Are there restrictions?
- 63. How do we find a campsite? Do we need permission?
- 64. Where can we build a campfire?
- 65. Where can we get firewood?
- 66. Can we let our dog run loose in natural areas?
- 67. What should we do to avoid meeting a bear up close?
- 68. What river sections are catch and release?
- 69. Are there any endangered species we need to know about?
- 70. Who do we call if we see dead animals on the road?
- 71. Who do we contact for Search & Rescue?
- 72. Who is "in charge" of this Byway?

#### Frequently Asked Questions

- 73. Where is the nearest public restroom?
- 74. Is there a doctor or emergency room nearby?
- 75. Is there a 24-hour pharmacy in this area?
- 76. We need a dentist, where can we find one?
- 77. Where can we find a veterinarian?
- 78. Where is a good place for lunch?
- 79. Is there a pretty place where we can picnic?
- 80. Where can I find a road map?
- 81. My car broke down. Who can we call?
- 82. Where is the Chamber of Commerce?
- 83. How do we find a list of special events?
- 84. Are there any places to stay that allow pets?
- 85. Do you have any day care centers that take drop-ins?
- 86. What is the sales tax?
- 87. We need propane, where do we go?
- 88. Where is the local RV dump site?
- 89. Is there anything we need to know about road conditions?
- 90. What is the elevation here?
- 91. What is this town's population?
- 92. How do people make a living in this area?
- 93. Who is the largest employer in the area?
- 94. Where do the locals hang out?

## Appendix 16 Lakes to Locks Passage Regional Maps

# LAKE TO LOCKS PASSAGE

## Lake Champlain

### Whitehall to Rouses Point, NY



- 1 Whitehall Canal Harbor Park and Visitor Center**  
Skeneborough Drive, Whitehall, NY 12887 518-499-1515  
This Canal Park includes new overlooks with boat utilities, a waterfront launch, and picnic facilities – a beautiful addition to place an 18th century canal town. Inside the pavilion, visitors can see the natural resources and recreational opportunities.
- 2 Skeneborough Museum and Heritage Area Museum**  
Skeneborough Drive, Whitehall, NY 12887 518-499-3155  
Explore the themes of Defense and Transportation, from building of the first fleet for American battle in 1776 to the Champlain Canal. Outside on display is the hull of the 625 (Skeneborough) which fought in the Battle of Plattsburgh in 1813.
- 3 Skene Manor**  
www.skene.org  
6 Pottery Terrace, Whitehall, NY 12887 518-499-1906  
A Victorian Gothic style manor located on a hill overlooking the village, the manor has been restored and preserved for historic and typical events. Lunch is served in the Tea Room and the Gift Shop is open.
- 4 The Hancock House**  
www.ticonderogaheritagemuseum.org  
6 Maers Circle, Ticonderoga, NY 12863 518-585-7868  
A replica of John Hancock's Boston mansion, the Ticonderoga Historical Society maintains a museum and gallery with local history exhibits on four floors, and a library housing a large collection of regional civic, social, economic and genealogical resources.
- 5 Ticonderoga Heritage Museum**  
www.ticonderogaheritagemuseum.org  
137 Maers Circle, Ticonderoga, NY 12863 518-585-2696  
The Ticonderoga Heritage Museum is located in the former main office of the Ticonderoga Pulp and Paper Company, constructed in 1888. The museum houses exhibits and conducts special programs on the industrial history of Ticonderoga.
- 6 Fort Ticonderoga**  
www.fortticonderoga.org  
30 Fort St Road, Ticonderoga, NY 12863 518-585-2821  
A restored 18th century fort on 2,000 acres, the fort offers educational programs, tours on the battle that took place here during the French and Indian War and the American Revolution. The site features tours, live and drum music, reenactments, workshops, boat tours and the King's Garden.
- 7 Penfield Homestead Museum**  
www.penfieldmuseum.org  
781 Creek Road, Crown Point, NY 12928 518-357-3884  
The homestead museum presents life in the 18th century and the local iron heritage. In addition to its extensive library collection, local historical photographs and artifacts, you can enjoy a "Walk into History" and "Battle of the Little Axe" to explore the 160-acre farm, outbuildings and an iron forge.
- 8 Crown Point State Historic Site**  
www.ny.gov/coronado-state-historic-site  
21 Grandview Dr., Crown Point, NY 12928 518-357-4666  
The British and the French both claimed Crown Point in the struggle for North America on the Great Lakes. Visitors can explore the ruins of the original 18th-century structures and tour the museum, which includes an award-winning multimedia orientation program.
- 9 Lake Champlain Visitors Center**  
www.lakechamplainvisitors.org  
814 Bridge Road, Crown Point, NY 12928 518-357-4649  
Located in the historic toll collector's house beside the new Lake Champlain Bridge, the bridge links Crown Point, NY to Chenery Point, VT for vehicles, bicycles and pedestrians to enjoy. The adjacent historic Champlain Monument and Lighthouse are on the Crown Point Reservation Campground.
- 10 The Iron Center Museum**  
www.porthenrymills.com/visit/attractions/  
iron-center-museum  
34 Park Place, Port Henry, NY 12974 518-466-3547  
Exhibits on mining and railroad history document the operations of the local iron mining industry, a decade of the population, processing, and transport of iron ore from the mountains to Lake Champlain and the world.
- 11 Westport Heritage House**  
www.westportheritagehouse.com  
6459 Main Street, Westport, NY 12993 518-962-4885  
The first Baptist Church of Westport is a stunning example of Gothic Revival architecture prominent throughout the village of Westport. Today the building is home to the Westport Heritage House, serving as a visitor center to welcome travelers, a community center, and an exhibit gallery.
- 12 The Depot Theatre**  
www.depottheatre.org  
6785 Main Street, Westport, NY 12993 518-962-4449  
In the heart of Westport, this restored train depot is home to the Depot Theatre which hosts plays, programs and exhibits while continuing to operate as an Amtrak train stop.
- 13 Adirondack History Museum**  
www.adirondackhistorymuseum.org  
7299 Court Street, Elizabethtown, NY 12832 518-873-6466  
Home to the Iron County Historical Society, the museum contains artifacts and exhibits from over two centuries of life in the Adirondacks. Visit the award-winning Woodstock exhibit, formal garden, fire tower, sugar house, and farmers' market pavilion.
- 14 Whallons Grange Hall**  
www.whallongrangelife.com  
1018 NY Route 22, Whitehall, NY 12887 518-963-4170  
Explore all that the Whallons Grange Hall has to offer year-round. One hundred years ago, members of Grange Chapter 554 built this hall to serve the needs of the agricultural community. The hall continues today with music, dances, lectures, festive movies, cooking and gatherings of all kinds.
- 15 Historic Essex / Essex Heritage Center**  
www.essexheritagecenter.com  
2728 NY Route 22, Essex, NY 12936 518-962-8958  
The Essex Heritage Center is located in a 1867 Greek Revival style schoolhouse. It features Essex architecture and artifacts, the Town Historian office, and an arts and crafts center. Take a walking tour around the historic Essex hamlet, which is listed on the National Register of Historic Places.



Map showing Lake Champlain, Lake George, and surrounding towns including Whitehall, Westport, Crown Point, Ticonderoga, Plattsburgh, and Rouses Point. The map includes major roads, water bodies, and the locations of the 30 featured sites.

- 16 Willsborough Visitors Center**  
www.willsboroughvisitors.org  
3743 Main Street, Willsborough, NY 12996 518-963-4710  
The Willsborough Visitors Center tells the history of Willsboro, the oldest town in the county. The park overlooks the Hoagland River is open all times for visitors and residents to enjoy and have a picnic lunch. From the Visitor Center, take a walk to see the falls and explore the local trails.
- 17 Anderson Falls Heritage Society Museum**  
www.andersonfalls.org  
96 Clinton St., Keeseville, NY 12944 518-834-9219  
The museum, operated by the Anderson Falls Heritage Society, offers visitors an extensive collection of Keeseville historical photos, artifacts, family histories, schools, and churches with summer history programs.
- 18 North Star Underground Railroad Museum**  
www.northstarundergrounda4read.com  
1131 New Chazy Rd., Ausable Chasm, NY 12911 518-834-5180  
The North Star Underground Railroad Museum displays the history of the Champlain Line of the Underground Railroad. The multi-media exhibits bring to life the struggle for freedom as it played out in the Lake Champlain/Adirondack region.
- 19 Ausable Chasm**  
www.ausablechasm.com  
2444 State Route 9, Ausable Chasm, NY 12911 518-834-7454  
As the Ausable River plunges from its headwaters on Mount Marcy towards Lake Champlain, the river cuts through sandstone cliffs formed 500 million years ago at Ausable Chasm. Visitors can explore the geological wonders on foot or on a thrilling boat tour through the gorge. Open year round.
- 20 Babbie Rural and Farm Learning Museum**  
www.babbiefarm.org  
250 River Rd., Peru, NY 12972 518-663-8032  
Located in the rural community of Peru, N.Y., visitors can learn about farm life in the Champlain Valley and Adirondacks through displays and interactive demonstrations about early farming, maple sugaring, hay harvesting, blacksmithing, and much more.
- 21 Clinton County Historical Association and Museum**  
www.clintoncountymuseum.org  
99 Ohio Ave., Plattsburgh, NY 12903 518-361-4340  
Located on Plattsburgh's "Old Race Museum Campus" in the United States Civil Historic District, the museum interprets the history of Clinton County, the Revolutionary War Battle of Valcour, and serves as caretaker for the Bluff Point Lighthouse on Valcour Island State Park.
- 22 Champlain Valley Transportation Museum**  
www.ctvmuseum.org  
12 Museum Way, Plattsburgh, NY 12903 518-366-7572  
The Champlain Valley Transportation Museum showcases the rich transportation history of the region, from the Lester Motor Company display in 1920's Model A, an interactive model railroad museum for children.
- 23 War of 1812 Museum and Plattsburgh Air Force Base Museum**  
www.battleofplattsburgh.org  
31 Washington Ave., Plattsburgh, NY 12903 518-366-1814  
The Battle of Plattsburgh Association operates two museums. The War of 1812 Museum recounts the land and naval engagements of the battles at Plattsburgh, and the Plattsburgh Air Force Base Museum focuses on forty years of U.S. Air Force presence in Plattsburgh.
- 24 The Strand Center for the Arts**  
www.plattsburgharts.org  
23 Brinkerhoff St., Plattsburgh, NY 12903 518-363-1644  
Located in the heart of downtown Plattsburgh, local artists exhibit their work in the art gallery and lessons are offered in music, dance and fine arts. The Strand Theatre, a 1924 former vaudeville theatre on the National Register of Historic Places, serves as a performing arts center.
- 25 Kent-DeFord House Museum**  
www.kentdefordhouse.org  
17 Cumberland Ave., Plattsburgh, NY 12901 518-361-1035  
The museum interprets daily life during the late 18th through the 20th centuries based on the accounts of the DeFord family. Exhibits feature a story of patriotism and civic duty, philanthropy through volunteering, advocating for the mentally ill and activism through the Women's Christian Temperance Union.
- 26 Plattsburgh State Art Museum**  
www.plattsburgh.edu/museum  
101 Broad St., Plattsburgh, NY 12901 518-564-2454  
Located on the SUNY Plattsburgh campus, the permanent exhibit include the Rockwell Kent Collection and the Vivid Sculpture Courtyard. Changing exhibits range from antiquities to contemporary art, showcasing the academic goals of the College and contributing to the culture of northern New York.
- 27 Alice T. Miner Museum**  
www.minermuseum.org  
9618 State Route 9, Chazy, NY 12921 518-846-7336  
The three room Colonial Revival home's unique and varied collection features a vast collection of decorative art, 18th and 19th century furniture, manuscripts, letters and archives collected by Mrs. Alice T. Miner, wife of William H. Miner.
- 28 Samuel de Champlain History Center**  
www.minermuseum.org/samuel-de-champlain-history-center.html  
202 Elm St., Champlain, NY 12915 518-258-1689  
Located on the Great Chazy River, the History Center displays exhibits on the history of the village and town of Champlain, an extensive collection of French American books and resources, a collection of books on Samuel de Champlain, and materials from the 2009 Quatercentennial Celebration.
- 29 Rouses Point History and Welcome Center**  
www.rousespointhistory.com  
401 Pratt St., Rouses Point, NY 12979 518-297-6028  
Operated by the Rouses Point - Champlain Historical Society, the Center is located in a restored 1885 Romanesque brick and stone former D&H Railroad Station. Display panels depict the story of Rouses Point since the glacier days with the formation of Lake Champlain.



LAKES TO LOCKS PASSAGE

Funding provided by a grant from Empire State Development.



## LAKES TO LOCKS PASSAGE

# Lake George

## Glens Falls to Ticonderoga, NY



### 1 The Hancock House

<http://ticonderogahistorical.org>  
 8 Mount Circle, Ticonderoga, NY 12803  
 518-585-7868  
 A replica of John Hancock's Boston mansion, the Ticonderoga Historical Society maintains a local history library, museum and gallery with local history exhibits on all four floors, and the library houses the large collection of regional civic, social, economic and genealogical resources.

### 2 Ticonderoga Heritage Museum

[www.ticonderogaheritemuseum.com](http://www.ticonderogaheritemuseum.com)  
 137 Montcalm Street, Ticonderoga, NY 12803  
 518-585-2691  
 The Ticonderoga Heritage Museum is located in the former main office of the Ticonderoga Pulp and Paper Company, constructed in 1865. The museum houses exhibits and conducts special programs on the industrial history of Ticonderoga.

### 3 LaChute River Interpretive Trail

[www.prideofticonderoga.org](http://www.prideofticonderoga.org)  
 Ticonderoga, NY 12803 518-585-6619  
 Through the center of Ticonderoga Village runs the LaChute River – the connection between Lake George and Lake Champlain. An interpretive trail tells the historic and natural history of this important river just off Montcalm Street.

### 4 Fort Ticonderoga

[www.fortticonderoga.org](http://www.fortticonderoga.org)  
 30 Fort Ticonderoga, Ticonderoga, NY 12803  
 518-585-2621  
 A restored 17th century fort on 2,000 acres whose exhibits and educational programs focus on the battles that took place here during the French and Indian War and American Revolution. The site features King's Garden, tours, fire and drum music, reenactments, workshops, and boat tours.

### 5 Roger's Rock

[www.dec.state.ny.us](http://www.dec.state.ny.us)  
 9094 Lake Shore Road, Hague, NY 12036  
 518-585-5745  
 Great climbing destination steeped in historical myth and mystery. Named for Captain Robert Rogers, a colonial recruit for the British army during the French & Indian War, the "slide" remains an enduring legend. A New York State operated campground on Lake George.

### 6 Robert E. Henry Memorial Park

[www.lakegeorge.com](http://www.lakegeorge.com)  
 NY Route 9N, Hague, NY 12036  
 The lakeshore focal point of this community borders a public boat launch. This park offers a visitor information center and outdoor interpretive signs. A public beach and picnic area provide a great opportunity for outdoor recreation, and during the summer, a music series is held at the park on Wednesday nights.

### 7 Clifton West Museum

5792 Clifton Mountain Road, Hague, NY 12036  
 518-543-6161  
 Located in the Town of Hague Community Center. This museum houses area artifacts and assists in historical research of the area. Open weekdays.

### 8 Silver Bay Association

[www.silverbay.org](http://www.silverbay.org)  
 87 Silver Bay Road, Silver Bay, NY 12074  
 518-543-4883  
 A historic conference center offering an inspiring Adirondack experience. Day use fee allows use of facilities and activities including tennis, hiking trails, swimming, picnicking and boating.

### 9 Up Yonda Farm Environmental Education Center

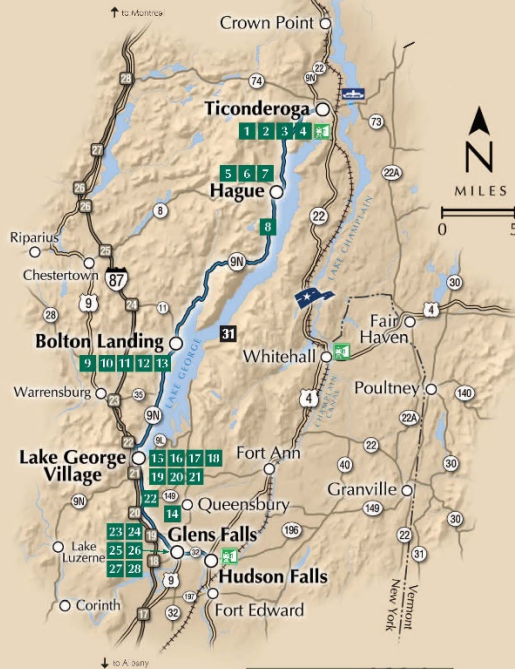
[www.upyondafarm.com](http://www.upyondafarm.com)  
 5239 Lake Shore Dr., Bolton Landing, NY 12014  
 518-644-9767  
 73 acres with a spectacular view overlooking Lake George, this center offers nature programs on a variety of topics presented year-round. Also featured are wildlife exhibits, hiking trails, perennial garden and a butterfly garden.

### 10 Veterans Memorial Park and Beach

[www.lakegeorge.com](http://www.lakegeorge.com)  
 NY Route 9N, Bolton, NY 12014  
 About a half mile north of Roger's Memorial Park, you will find Veterans Memorial Park in Bolton Landing. This day use facility has a large picnic area with grill, basketball court, playground, pavilion and docks.

### 11 Rogers Memorial Park

[www.lakegeorge.com](http://www.lakegeorge.com)  
 NY Route 9N, Bolton, NY 12014  
 The Town of Bolton maintains a beach, boat launch and monument dedicated to Henry Rogers and the Noble Train of Artillery, which moved from Fort Ticonderoga to Bolton in the winter of 1775-76.



Funding provided by a grant from Empire State Development.

### 12 Bolton Historical Society Museum

[www.boltonhistorical.org](http://www.boltonhistorical.org)  
 4924 Main Street, Bolton Landing, NY 12014  
 518-644-9960  
 Located in the 1700 deconsecrated Church of the Blessed Sacrament, this museum displays a rich collection of artifacts covering 200 years of town history.

### 13 The Semberich

[www.semberich.com](http://www.semberich.com)  
 4800 Lake Shore Drive, Bolton Landing, NY 12014  
 518-644-9639  
 This opera museum exhibits artifacts, photographs and memorabilia belonging to world famous opera singer Viorica Semberich in the studio where she taught students during the summer of 1932-34. The museum grounds, which include Lookout Point, offer the only undeveloped access to the Lake George shoreline.

### 14 Warren County Historical Museum

[www.warrencountymuseum.org](http://www.warrencountymuseum.org)  
 50 Garney Lane, Queensbury, NY 12004  
 518-743-4734  
 Collects and preserves historical artifacts, archival materials and historical documents, education programs, research support in locating and designating historical sites, exhibits.

### 15 Lake George Historical Association & Museum

[www.lakegeorgehistorical.org](http://www.lakegeorgehistorical.org)  
 290 Canada Street, Lake George, NY 12043  
 518-660-3044  
 Museum and tour includes 19th century jail cells and artifacts in an 1845 court house.

### 16 Submerged Heritage Preserves Program

<http://www.dec.ny.gov/outdoor/315.html>  
 518-897-1276  
 Submerged Heritage Preserves of three shipwrecks in Lake George. Information about each site is available from New York State Department of Environmental Conservation.

### 17 Fort William Henry

[www.fortwilliamhenry.com](http://www.fortwilliamhenry.com)  
 401 Canada Street, Lake George, NY 12043  
 518-660-3471  
 In 1755, Fort William Henry was constructed to command the southern end of Lake George. It was a British outpost to protect the colonies further to the south and to serve as a launching site against the French-held northern end of the lake protected by Fort Caillon. The restored colonial fortress has guided tours, audio-visuals and living history demonstrations.

### 18 Battlefield Park

[www.dec.ny.gov](http://www.dec.ny.gov)  
 State Route 5, Lake George, NY 12045  
 518-457-2500  
 The site of the Battle of Lake George, September 8, 1755, this park exhibits a variety of monuments and markers including one honoring Father Louis Jagers, French explorer of Lake George in 1686. The park, flanked by Lake George Beach, also known as "Million Dollar State Beach."

### 19 Lake George Islands State Campgrounds

<http://www.dec.ny.gov/outdoor/2117.html>  
 The Lake George Islands offer a unique experience to campers, with fishing, hiking, bird watching, boating and sailing to enjoy. Lake George islands campgrounds are accessible by boat only: 398 campsites on 44 islands spread out over the lake. They are divided into four groups: Glen, Long, Narrow, and Walstonian Islands, camping is by assignment.

### 20 Lake George Village Walkway & Visitor Center

[www.VisitLakeGeorge.com](http://www.VisitLakeGeorge.com)  
 Stroll along the southern shores of the lake on this lakeside walkway, from Million Dollar Beach to the Boardwalk Restaurant. Species of the lake's fish are identified on sidewalk pavers near Blais Park. The Visitor Center offers information on each community within Warren County.

### 21 Prospect Mountain Veteran's Memorial Highway

[www.dec.ny.gov/outdoor/3045.html](http://www.dec.ny.gov/outdoor/3045.html)  
 State Route 5, Lake George, NY 12045  
 Captures a 100 mile view from Adirondack summit. A 2.2 mile 2-lane highway leads to a parking lot. The drive offers spectacular views of the mountains of Vermont, New Hampshire, Canada and the Adirondack High Peaks.

### 22 Warren County Bikeway

[http://www.warrencountyparks.com/parks\\_rec/07188.html](http://www.warrencountyparks.com/parks_rec/07188.html)  
 The Warren County Bikeway is a paved 9.4 mile multi-use trail with interpretive signs for bicycling, walking and running. The bikeway connects with Glen Falls Feeder Canal Trail at Platt Street in downtown Glen Falls and continues north with rolling hills to Ft. George Road in Lake George. Bicycling here is 1.2 hours one way. Interpretive signs along the way.

### 23 Chapman Historical Museum

[www.chapmanmuseum.org](http://www.chapmanmuseum.org)  
 140 Glen Street, Glen Falls, NY 12081  
 518-782-2625  
 Discover the history of the greater Glen Falls area and its connection to the Adirondacks. Changing exhibitions and guided tours of the 19th century Zopher DeLong house.

### 24 The Hyde Collection Art Museum & Historic House

[www.hydecollection.org](http://www.hydecollection.org)  
 161 Warren Street, Glen Falls, NY 12081  
 518-792-1761  
 Terrapin Old Masters, modern works, and American art displayed in an Italianate Renaissance villa. Education using offers temporary exhibitions, lectures, concerts, programs, art studio and museum shop.

### 25 Feeder Canal

[www.lakegeorge.com](http://www.lakegeorge.com)  
 518-792-5363  
 The Feeder Canal is a 7-mile multi-purpose trail following the Old Trenchpath from the Feeder Dam in Glen Falls to the Feeder connection at the Old Champlain Canal. The trail is open to walkers, bikers, joggers, cross-country skiers and bicyclists. Canoeists and kayakers can also enjoy the waters of the Feeder Canal.

### 26 Lower Adirondack Arts Council

[www.lakegeorge.com](http://www.lakegeorge.com)  
 7 Lapham Place, Glen Falls  
 The Lower Adirondack Regional Arts Council (LARAC) supports the local artistic tradition through exhibits, workshops, lectures, readings, and artist demonstrations for children and adults. LARAC is located in a beautifully restored Victorian carriage house in the historic district of downtown Glen Falls.

### 27 Charles R. Wood Theatre

[www.lakegeorge.com](http://www.lakegeorge.com)  
 207 Glen Street, Glen Falls  
 The Charles R. Wood Theatre is a year-round performing arts center featuring a 294-seat auditorium hosting nearly 350 events including theater performances, musicals, concerts, dance performances, and educational classes.

### 28 FolkLife Center at Crandall Public Library

[www.crandalllibrary.org/folklife](http://www.crandalllibrary.org/folklife)  
 231 Glen Street, Glen Falls  
 The FolkLife Center at Crandall Public Library preserves and presents the cultural traditions of the upper Hudson valley and southern Adirondacks of upstate New York through its gallery, archives, and cultural programs.

## Appendix 17

### Contact Information for Heritage Centers and other Lakes to Locks Passage Partners

#### Essex County

Adirondack History Museum  
7590 Court Street, PO Box 428  
Elizabethtown, NY 12932  
518-873-6466  
Aurora McCaffrey  
[amccaffrey@adkhistorycenter.org](mailto:amccaffrey@adkhistorycenter.org)

Essex Heritage Center  
2728 NYS Route 22  
Essex, NY 12936  
518-963-8058  
David Hislop  
[dempirs@aol.com](mailto:dempirs@aol.com)

Iron Center Museum  
34 Park Place  
Port Henry, NY 12974  
518-546-3587  
Betty LaMoria  
[e\\_lamoria@aol.com](mailto:e_lamoria@aol.com)

North Star Underground Railroad Museum  
1131 Mace Chasm Rd.  
Ausable Chasm, NY 12911  
518-834-5180  
Jackie Madison  
[ugr@frontier.com](mailto:ugr@frontier.com)

Penfield Museum  
Historic Ironville  
703 Creek Rd.  
Crown Point, NY 12928  
518-597-3804  
Joan Hunsden  
[penfield@cptelco.net](mailto:penfield@cptelco.net)

Ticonderoga Heritage Museum  
137 Montcalm St.  
Ticonderoga, NY 12883  
518-585-6366  
Mary Curtis  
[tiheritagemuseum@gmail.com](mailto:tiheritagemuseum@gmail.com)

Ticonderoga Historical Society/Hancock House  
6 Moses Circle  
Ticonderoga, NY 12883  
518-585-7868  
William Dolback  
[info@ticonderogahistoricalsociety.org](mailto:info@ticonderogahistoricalsociety.org)

Westport Heritage House  
6459 Main St, PO Box 394  
Westport, NY 12993  
Lyn Barrett  
[revlynbarrett@gmail.com](mailto:revlynbarrett@gmail.com)

Whallonsburg Grange Hall  
1610 NYS Route 22, PO Box 54  
Essex, NY 12936  
518-963-7777  
Kate Ritter  
[admin@thegrangehall.info](mailto:admin@thegrangehall.info)

Willsborough Visitor Center  
3743 Main St.  
Willsboro, NY 12996  
518-963-4710  
Larry Cutting  
518-963-2015

#### Clinton County

Clinton County Historical Association & Museum  
98 Ohio Ave.  
Plattsburgh, NY 12901  
518-561-0340  
Helen Nerska  
[director@clintoncountyhistorical.org](mailto:director@clintoncountyhistorical.org)

Kent-Delord House Museum  
17 Cumberland Ave.  
Plattsburgh, NY 12901  
518-561-1035  
Don Wickman  
[kdhmdirector@gmail.com](mailto:kdhmdirector@gmail.com)

Lyon Mountain Mining and Railroad Museum  
Standish Rd.  
Lyon Mountain, NY 12952  
518-735-4314

Jane Saxe-Kelting  
[bill.kelting@gmail.com](mailto:bill.kelting@gmail.com)

Clinton County Genealogical Society  
44 Emmons St  
Dannemora, NY 12981  
518-492-4142  
Julie Dowd  
[dunott@gmail.com](mailto:dunott@gmail.com)

Samuel de Champlain History Center  
202 Elm St.  
Champlain, NY 12919  
518-298-1609  
Celine Paquette  
[cpaquette@primelink1.net](mailto:cpaquette@primelink1.net)

War of 1812 Museum-Battle of Plattsburgh  
Association  
31 Washington Rd.  
Plattsburgh, NY 12903  
518-566-1814  
Dave Deno  
[manager@battleofplattsburgh.org](mailto:manager@battleofplattsburgh.org)

### **Rensselaer County**

Burden Iron Works Museum  
1 East Industrial Parkway  
Troy, NY 12180  
518-274-5267  
Michael Barrett  
[michael@hudsonmohawkgateway.org](mailto:michael@hudsonmohawkgateway.org)

Rensselaer County Historical Society and  
Museum  
57 Second St.  
Troy, NY 12180  
518-272-7232  
Kathy Sheehan  
[ksheehan@rchsonline.org](mailto:ksheehan@rchsonline.org)

### **Saratoga County**

Hudson Crossing Park  
Champlain Canal Lock 5  
County Rd. 42  
Schuylerville, NY 12871

518-350-7275  
Cindy Wian  
[cwian@hudsoncrossingpark.org](mailto:cwian@hudsoncrossingpark.org)

Saratoga National Historical Park  
648 Route 32  
Stillwater, NY 12170  
518-670-2985  
Lisa Dittman  
[Lisa\\_dittman@nps.gov](mailto:Lisa_dittman@nps.gov)

### **Warren County**

Bolton Historical Society Museum  
4924 Main St.  
Bolton Landing, NY 12814  
518-644-9960  
Jackie Anderson  
[Jga4679@gmail.com](mailto:Jga4679@gmail.com)

Chapman Historical Museum  
348 Glen St.  
Glens Falls, NY 12801  
518-793-1761  
Tim Weidner  
[director@chapmanmuseum.org](mailto:director@chapmanmuseum.org)

### **Washington County**

Historic Salem Court House  
58 East Broadway  
Salem, NY 12865  
518-854-7053  
Janice Quartararo  
[janiceq@salemcourthouse.org](mailto:janiceq@salemcourthouse.org)

Old Stone House Library  
36 George St.  
Fort Ann, NY 12827  
518-639-4071  
Arlene Bolster  
[sa-green@hotmail.com](mailto:sa-green@hotmail.com)

Slate Valley Museum  
17 Water St.  
Granville, NY 12832  
518-642-1417  
Krista Rupe  
[director@slatevalleymuseum.org](mailto:director@slatevalleymuseum.org)