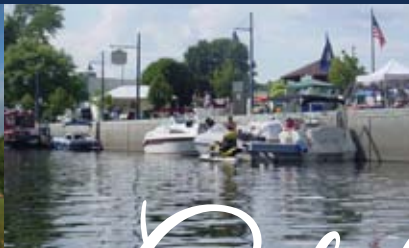




LAKESTO LOCKS PASSAGE

New York's Great Northeast Journey

2017 ANNUAL REPORT



Celebrating 15 Years





Friends,

This year marks our amazing organization's 15th anniversary, and I am so proud of our achievements. I am pleased to say that since 2002, Lakes to Locks has moved from simply having a seat at the table to being the institution helping to facilitate the agenda. Lakes to Locks has matured to become a trusted resource for community leaders. We have worked with communities and organizations to develop consensus around themes of mutual importance and our staff has worked tirelessly to raise the voice and profile of the Lakes to Locks region.

Exploring new partnerships and supporting collaborative efforts along our 200-mile corridor have led us to many of our successes. There has been growth in every area of the organization: establishing a unified regional identity, delivering an authentic visitor experience, providing Heritage Center trainings, and most importantly, securing funding for projects. In all of this, Lakes to Locks remains committed to its vision to inspire people to discover, honor, celebrate, and share the stories that connect our lives and foster vibrant communities for future generations.

We continue to establish Heritage Centers and trainings as a way to nurture a network of community organizations, museums, libraries, and cultural groups to bring a seamless interpretive experience based on our shared heritage. We promote our region through interpretive signage and community kiosks identifying

regional offerings. Geotourism initiatives are being developed through our co-branded Lakes to Locks Passage and National Geographic website to reach a global market.

As we have matured, we have grown to a full-time staff of four. Partnerships with I Love NY, NYS Canal Corporation, NYS Council on the Arts, Humanities New York, National Park Service, National Geographic, as well as the NYS Department of Transportation and America's Byways program, has positioned Lakes to Locks as the go-to organization to get projects completed. I am truly inspired and excited to see what is to come.

My very special thanks to the staff and Board of Directors for making this past year one of the most productive I can remember. My sincere thank you to the one constant in our organization, our Executive Director, Janet Kennedy, not only for her skills as a leader but for her power as a community facilitator. We encourage your involvement as we continue to pursue our mission and vision, ensuring that Lakes to Locks Passage makes an even greater impact over our next 15 years. Onward!

Maurice O'Connell
PRESIDENT

2016-2017

Board of Directors

PRESIDENT

Mo O'Connell, *At-Large*

1ST VICE-PRESIDENT

Edward Bartholomew,
At-Large

2ND VICE PRESIDENT

Peter Repas, *At-Large*

SECRETARY

Bruce Ferguson,
Washington County

TREASURER

John Giordano, *At-Large*

DIRECTORS

Andy Sajor, *Clinton County*

Randall Beach, *At-Large*

Dee Carroll, *Essex County*

Ric DiDonato, *Rensselaer County*

Lisa Hall, *Warren County*

Bill Johnston, *Essex County*

Marcia Kees, *Saratoga County*

Carmella Mantello, *Rensselaer County*

Peter Martin, *Saratoga County*

Assemblyman John McDonald, *At-Large*

John Patterson, *Clinton County*

Walt Lender, *Warren County*

Stephanie Safka, *Washington County*

Bob Weible, *At-Large*

“ I know firsthand that the Champlain Canalway Trail between Whitehall and Waterford, and Hudson Crossing Park near Schuylerville, received vital contributions from Lakes to Locks—bringing the local citizens' fledgling concepts to reality. Both of these projects required collaborative partnerships, at which Lakes to Locks excels.”

WALLY ELTON,
Champlain Canalway Trail
Work Group / Past President,
Hudson Crossing Park



Success by the Numbers

\$10
MILLION

Nearly \$5 million secured in scenic byway grants, which in turn leveraged an additional \$5 million from public and private sources.

52K
VISITORS

52,000 visitors a year to the designated Heritage Centers, increasing every year as part of our Heritage Center Program.

\$2.3
MILLION

\$2.3 million generated annually by Heritage Center visitation within the Passage—proving that small museums really can make a difference to the economic vitality of communities!

Our funding spurs local economies and is directly invested into our communities. Most of the individuals and firms we hire are engaged in the creative economy. This funding has helped us create:

3

GATEWAY VISITOR CENTERS

13

HERITAGE CENTERS

8

POCKET PARKS

5

GATEWAY KIOSKS

30

COMMUNITY KIOSKS

40

INTERPRETIVE SIGNS

36

PASSAGE MINUTE VIDEOS

9

BOOKS

6

PASSAGEPORT TRAVEL ITINERARIES

2017 Highlights

We've been busy this year, completing a number of travel tools that celebrate some of our region's gems. Through our multimedia itineraries on our websites—such as our unique mobile-responsive, drama-filled audio tours called **PassagePorts**—visitors and local residents can explore the landscape with engaging travel experiences that create emotional connections—prompting them to share their stories with others and return.

HISTORY

Explore the Turning Point Trail

This PassagePort leads visitors from Plattsburgh to Saratoga, in the footsteps of charismatic British General John Burgoyne, whose fateful decisions led to the “turning point of the American Revolution.” This journey is no boring history lesson. It is a story about the land and the people who traveled through the New York wilderness in the summer and fall of 1777. A story of battles, ambushes,



smoldering ambitions, disastrous miscommunication, fierce allegiance, true love, venomous snakes, and narrow escapes—all with courteous gentlemanly conduct.

With the help of navigational tools and drama-filled audio, visitors will drive through the storied landscape of the 18th century, stopping at 32 sites that played a pivotal role in the story. As part of the Turning Point Trail project, seven kiosks and five interpretive signs can be found along the route, providing additional information. Visit passageport.org/turning-point.

RECREATION

Paddle the Lake Champlain Blueway Trail

Explore all of New York's Lake Champlain shoreline with our Lake Champlain Blueway Trail. A recreational water path that extends from Rouses Point south to Whitehall, the Lake Champlain



Blueway Trail guides paddlers along more than 90 points of interests—such as parks, wildlife viewing spots, geological curiosities, historic sites, museums, and campgrounds. The

online travel guide weaves historical information, recreational opportunities, paddling tips, boat launches, and marinas. The Blueway Trail is organized into 16 separate day trips. You can find it at www.lakestolocks.org under “Featured Trips.”

A companion travel tool is the Valcour and Crab Islands PassagePort (passageport.org/valcour). This online audio tour identifies launch and landing points, potential hazards, noteworthy historic sites, natural areas and wildlife viewing, and communities with food, lodging, and shopping—even tips on how to enjoy these places in the winter!

Other PassagePorts You Can Use to Explore the Byway:

THE ROAD TO THE BATTLE OF BENNINGTON



is the anatomy of a disastrous event. In August of 1777 Lieutenant Colonel Friedrich Baum, under orders from British General John Burgoyne, led a raid on a supply depot in Bennington, VT. As you retrace Baum's ill-fated

journey to the Battle of Bennington, you experience a powerful story while you travel through a stunning landscape.

THE STORY OF IRON IN CROWN POINT AND MORIAH

is a journey that brings the heyday of the iron industry alive with the sights and sounds of blast furnaces, forges, streams of freight trains, crews of immigrant miners, and free-wheeling industrialists.

A JOURNEY TO LAKE GEORGE

brings to life Seneca Ray Stoddard's *Lake George Illustrated 1873*. The PassagePort captures Stoddard's eloquent word and image—and connects them to what exists today. Stoddard helped put the Adirondacks on the map with his guidebooks and images, some of the first images people had ever seen of the Lake George region.

PETER KALM: A NATURALIST'S TRAVELS INTO NORTH AMERICA

allows you to join Kalm, protégé of the famed scientist Carl Linnaeus, on his journey between Albany and Lake Champlain and examine the landscape through his eyes. Along the way, you will hear little-known stories about this wilderness—America's first frontier.

Funding for our PassagePorts, itinerary development, and websites was provided by grants from Empire State Development, the National Scenic Byway Program through NYS Department of Transportation, a grant from New York State Council on the Arts with the support of Governor Andrew Cuomo and the New York State Legislature, New York State Department of State with funds provided under Title 11 of the Environmental Protection Fund Act, the Alfred Z. Solomon Charitable Trust, Stewarts Shops, and the Washington County Historical Society.

Celebrating Heritage, Connecting Communities

Vibrant communities—those with thriving economies and cultural institutions—are the ones that embrace their heritage.

It is an expression of community pride to improve quality of life and invest in the future. To foster this stewardship, Lakes to Locks Passage works to build a network of nonprofit community organizations, museums, libraries, and cultural groups along the byway to bring a seamless travel experience based on shared heritage.



To further that effort, Lakes to Locks Passage, Inc. has partnered with the National Geographic Society to capture the history and

heritage of the Lakes to Locks Passage region through an interactive website www.lakestolocks.org. History buffs and adventurers, backpackers and foodies, birders and sightseers can discover unique destinations based on recommendations from those who know best—residents of the Lakes to Locks Passage region.

NOMINATE YOUR FAVORITE DESTINATION



You can nominate sites for inclusion—from a favorite local restaurant, farm, or winery to a hiking trail, swimming hole, or art gallery. The website targets a variety of growing travel niches: adventure and nature tourism,

cultural heritage travel, and agritourism. Go to www.lakestolocks.org and nominate your organization or favorite destination. Not sure how? Email gretel@lakestolocks.org for help.

“The guidebook and online PassagePorts of the Burgoyne Campaign afford visitors the opportunity to place the Battles of Saratoga in greater context, providing an authentic and unique tourism experience. Lakes to Locks encourages communities to collaborate in telling their story as part of a greater regional heritage tourism and economic revitalization effort. We look forward to continued collaboration.”

JOE FINAN, Director of Special Projects
Historic Hudson Hoosic Rivers Partnership and former
Superintendent of Saratoga National Historical Park.

OUR FRESH WEB SERIES, “ASK A LOCAL”

We continue to provide content about the places most respected and recommended by locals. For this new series, we interview

locals and get the real insider information about places and things to do along the Lakes to Locks Passage. You can read them all at www.passageport.org.



More 2017 Highlights

GUIDEBOOK

The Turning Point of the American Revolution

Lakes to Locks Passage has completed the third in the series of Waterways of War guidebooks. *Waterways of War: The Turning Point of the American Revolution* focuses on the 1777 northern campaign of British General John Burgoyne. The book is part of a broader initiative to develop the Turning Point Trail, a narrated driving tour from Plattsburgh to Albany. (See “History: Explore the Turning Point Trail.”) This project was funded by the American Battlefield Protection Program.

Over the years, we’ve produced several books, which are available online or as hardcopy for purchase:

- *Relishing our Resources: Along Lake Champlain in Essex County, New York* (2001)
- *Nature’s Frolic Hour: Appreciating Lake George* (2005)
- *From Forest to Fields: A History of Agriculture in New York’s Champlain Valley* (2010)
- *A Crease in the Landscape: Perspectives of the Working Landscape of the Slate Valley of New York* (2015)
- *Northern Reaches of Lake Champlain. An Interpretive Guide to the Borderlands of Lakes to Locks Passage* (In press)
- *Northern Inland Passage. An Interpretive Guide to the Champlain Canal Region of Lakes to Locks Passage* (In press)
- *Waterways of War: The French and Indian War* (2009, reprinted in 2016)
- *Waterways of War: The War of 1812* (2013, reprinted in 2016)

“Lakes to Locks has been an invaluable asset to the Bolton Historical Museum in so many ways—grant applications, technology installations, professional development, and overall advice and support. We look forward to many collaborative years to come.”

JACLYN ANDERSEN, Executive Director
Bolton Historical Museum

GATEWAY VISITOR CENTERS Whitehall and Schuylerville

Lakes to Locks Passage is working with the **Town and Village of Whitehall**, NYS Canal Corporation, NYS Department of Environmental Conservation, and Friends of the Washington



County Grasslands Important Bird Area (IBA) to transform the Whitehall Canal Pavilion into a Gateway Visitor Center. Static exhibits and multimedia venues with digital

technology—touchscreen monitors, video and audio productions—will promote Whitehall and surrounding communities as the eastern New York hub for birding, recreation, and nature tourism.

Another project in development is the Canal Region Gateway Visitor Center in **Schuylerville**. Led by the Historic Hudson-Hoosic Rivers Partnership, the project will feature exhibits that tell the important military history of the region and how the Champlain Canal influenced the economic and social fabric of the communities. Funding for this project was provided by a grant from Empire State Development and the National Scenic Byway Program through NYS Department of Transportation.

BROCHURES / WEBSITE

For Our French-Speaking Visitors

New brochures for the Lake Champlain, Lake George, and Champlain Canal regions are available for our English and French-speaking visitors. The brochures include an illustrated map highlighting noteworthy attractions and contact information for

marinas, parks, hiking trails, museums, and other points of interest. In addition, a new website, www.museedelacsauecluses.com provides travelers a French translation of Heritage Center exhibits and PDFs of the brochures that have been translated into French. You can also download our French-language



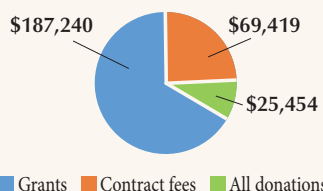
brochures at www.lakestolocks.org. (Click the *About* tab on the right, and then look under *Resources*.) Funding for the brochures and website was provided by a grant from Empire State Development and the National Scenic Byway Program through NYS Department of Transportation.

2016-2017 Annual Report Financials

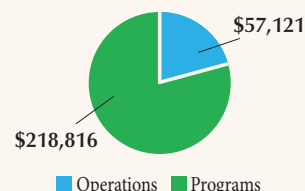
In 2012, Congress withdrew financial support for the National Scenic Byway Program so we had to take a hard look at our future. From 2002 through 2016, the majority of funding to the organization has been through federal and state grant programs, primarily the FHWA National Scenic Byway Program, administered through the NYS Department of Transportation.

In December 2016, the Board updated the organization's Mission, Vision, and Goals; Transition in Leadership Plan; and Development Plan. Financial support has shifted from primarily grant-based funding to a diverse group of private and public sources. A key component is providing fee for services to municipalities and other organizations as well as foundations and corporations for partnership projects.

2016 INCOME \$282,113



2016 EXPENSES \$275,937



We operate on a very tight budget, contributions to the organization are greatly appreciated. Contact Janet Kennedy at janet@lakestolocks.org to discuss how you can help us serve your communities!

Thank You!



Bookmark this link so all your eligible shopping will benefit Lakes to Locks.

<https://smile.amazon.com/ch/81-0581546>

Lakes to Locks Passage, Inc. is not a dues-based organization as we want to serve all of our community members, regardless of their ability to pay. Therefore, we appeal to elected officials, partner organizations, foundations, corporations, and individuals to support the organization to the extent that they are able. We are extremely grateful for the meaningful support we have received in the past year from many generous individuals and the following organizations:

American Battlefield Protection Program
Adirondack Regional Tourism Council
Adirondack Studios
Empire State Development/Market NY
Essex County

Furthermore, A Program of the J. M. Kaplan Fund
Glens Falls National Bank
Historic Hudson Hoosic Rivers Partnership
Hudson River Valley Greenway
Humanities New York
IP Foundation
New York State Department of State

New York State Department of Transportation
New York State Council on the Arts
Otsego Land Trust
Saratoga County
Saratoga County Chamber of Commerce
Saratoga National Historical Park
Stewarts Shops
Town of Chesterfield
Town of Easton
Town of Essex
Town of Hague
Town of Hoosick

Town of Peru
Town of Northumberland
Town of Queensbury
Town of Saratoga
Town of Stillwater
Town of Whitehall
Village of Lake George
Village of Schuylerville
Warren County
Washington County
Westport Heritage House

Services We Provide



Lakes to Locks offers a wide variety of services to municipalities, museums, and nonprofits all across the corridor to complete infrastructure improvements, help create new exhibits, establish

programs, and provide the tools for a more holistic visitor experience.

- Interpretive and wayfinding signage and exhibits
- Regional and thematic guidebooks, brochures, maps, and multimedia travel tools
- Workshops, trainings, and technical assistance
- Tourism and interpretive planning
- Creating products that unify communities

“The North Star Underground Railroad Museum at Ausable Chasm owes its existence to Janet Kennedy and Lakes to Locks Passage. Janet also introduced me to Town Supervisor Gerald Morrow, and, as the saying goes, the rest is history.”

DON PAPSON, Past President
North Country Underground Railroad Historical Association/
North Star Underground Railroad Museum

- Destination branding and promotions
- Trade show representation
- Step-on guide services
- Grant writing, project management, catalyst funding, fiscal sponsor
- And more!

Contact janet@lakestolocks.org about how we can help you!

Heritage Center Programs & Trainings

In 2007, with state and federal funding, Lakes to Locks Passage partnered with the Essex County Historical Society to provide professional development training for staff and volunteers at



cultural organizations across the county. The pilot project was designed to build collaborations between museums and cultural organizations. Trainings focused on building

strong governance, creating programs and exhibits, community outreach, and building new leadership. The project culminated in the “Lakes to Locks Passage Heritage Center Strategy.”

Since then, Lakes to Locks has offered several dozen workshops and roundtables at various locations along the byway. This past spring, we organized two workshops: “Planning and Designing Exhibits” and “Fundraising is Fun.” If you’re interested in receiving notices about upcoming workshops and roundtables, please send an email request to Margaret Gibbs at mgibbs@lakestolocks.org.

“Thank you for this professional presentation. It was everything I hoped and then some.”

“This should be required training for all boards!”

“Excellent workshop! A real eye-opener.”

Participants at “A New World for Nonprofit Boards” Workshop, 2016.

“Excellent presentation of very valuable information. I learned about better ways to involve people.”

“Worth the hour drive. I learned about cultivating donors.”

“Excellent workshop. Very good info about research and best use of limited time.”

Participants at “Fundraising is Fun” Workshop, June 2017

“This workshop has shown me ideas that will make our exhibits interesting; how to display exhibits in a limited space; and how to use all the senses.”

“Great learning what other museums are doing. Very informative.”

Participants at “Planning and Designing Exhibits” Workshop, June 2017

“Lakes to Locks is a very important economic development tool. More importantly, people from outside this area, and even people from this area, learn about who we are and where we came from. Lakes to Locks helps us answer those questions.”

TOM SCOZZAFAVA, Town of Moriah Supervisor

TOOLKIT: CULTIVATING VOLUNTEERS AND STAFF INTO AMBASSADORS

After a recent successful roundtable on the subject in Plattsburgh, we have completed a 90-page “toolkit” packed with helpful tools, tips, and information for staff and volunteers working at visitor



centers, heritage centers, and other cultural organizations. The book helps organizations attract and retain volunteers. You’ll also learn how to transform volunteers into engaging ambassadors for your organization. Great ambassadors make your collection or site come alive, creating memorable experiences

for visitors. The book is available as a free PDF download on our website at passageport.org, or contact mgibbs@lakestolocks.org to purchase a hardcopy. 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.

“Over the years, Lakes to Locks Passage has provided invaluable service to the Westport Heritage House, not only by providing fiscal sponsorship, but also through the sage guidance of their staff. They are a significant resource for nonprofits and other revitalization organizations!”

LYN BARRETT, Westport Heritage House Facilitator

Meet Our Staff



Janet Kennedy, *Executive Director*: Janet Kennedy has served as Executive Director since the founding of the organization. As “chief imagineer,” she has worked with the Board and staff to shape an organization that truly inspires people to celebrate our heritage and build pride for future generations. She’s also responsible for bringing the homemade bread to the Board meetings and cookies to the office.



Andrew Alberti, *Program Manager*: Drew is responsible for website management, research/development of interpretive materials, and community relations. He holds a MA in Public History from the University at Albany. He’s also required to cook up one of his delicious meals when we have staff meetings.



Margaret Gibbs, *Heritage Program Director*: Margaret is responsible for implementing the Heritage Center Strategy. She builds collaborations between museums and cultural institutions to create a seamless interpretive experience based on a shared heritage. As Director of the Essex County Historical Society for 14 years, she designed programs that told the stories that reveal the roots and values of the region’s land and people. She’s also responsible for bringing chocolate to the office.



Gretel H. Schueller, *Community Outreach Director*: Gretel edits and/or writes most of the content for our books, brochures, blogs, interpretive signs, and audio journeys—as well as press material. She’s currently in the process of helping redesign our PassagePort website and amp up our marketing strategies. She has a Master’s in Journalism from NYU and excels at eating Janet’s cookies!



LAKES TO LOCKS
PASSAGE

PO Box 65
Crown Point, NY 12928

2017 *Annual Report*



OUR MISSION

Lakes to Locks Passage is a nonprofit organization that manages a scenic byway from New York's Capital Region to the Canadian border—a region of spectacular landscapes laden with history, culture, and outdoor recreation. Our mission is to inspire people to discover, honor, celebrate, and share the heritage and stories that connect our lives and to foster vibrant communities for future generations.



lakestolocks.org

passageport.org

518.597.9660