



# **FORT DE LA PRÉSENTATION**

## **VISITORS INTERPRETIVE STRATEGY**

**OCTOBER 2018**





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Prepared for:

Fort La Présentation Association

City of Ogdensburg

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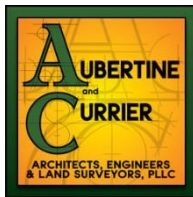
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## EXECUTIVE SUMMARY

## INTRODUCTION

Fort de la Présentation is located in the in the cradle of the development of the New World. Located on Van Rensselaer Point in Ogdensburg, NY. It bore witness to the French and Indian War, American Revolution and War of 1812 and was at the crossroads of history and culture on both sides of the St. Lawrence River.

The 1749 fortified mission was founded by Abbé. François Picquet. It has long since vanished under the subsequent industrial development that became the City of Ogdensburg, the only international port in the US on the St. Lawrence Seaway. Fort de la Présentation is a strategic site for the preservation and interpretation of the history and culture of Ogdensburg and the revitalization of its economy through tourism, education and recreation.

The Fort la Présentation Association<sup>1</sup>, owner of much of Van Rensselaer Point and steward of the fort's important legacy, shepherded the site through \$10 million in brownfield environmental cleanup. The Association understands the site's potential and the importance of telling the whole story of Fort de la Présentation, setting the context for interpretation and preservation to protect the site so future generations will enjoy it and learn from its history.

The Association has organized Living History Days for school children to learn about the important events that shaped Ogdensburg and its region, hosted Founder's Weekend (formerly Founder's Day) events and re-enactments of the War of 1812 Battle of Ogdensburg, restored the Abbé Piquet Memorial to its original home and developed the Picquet Trail on the point. Future plans include archeological surveys and one day, possibly excavation of the original fort and surrounding structures.

To realize its ambition, the Association has worked to obtain funding from various sources to seed an ambitious development plan. The Association found that it was challenging to secure enough funding to meet their goals and that they needed to work on obtaining broader public support for a development that would cost in the millions of dollars. The Association also found that it needed to work with the City to identify existing and future measures and support systems

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<sup>1</sup> NB: Fort de la Présentation is the name of the fort; the Fort la Présentation Association is the non-profit organization.



## FORT DE LA PRÉSENTATION

that would be needed to accommodate the visitors such a center of interpretation would likely attract.

### PURPOSE OF THE STUDY

The workplan for the study included extensive outreach to determine needs based on existing tourism resources, capacity to develop and operate tourism facilities and other factors. A competitive analysis to understand the issues, opportunities and constraints was conducted to evaluate:

- Competitive landscape
- Local support
- Political support
- Potential markets
- Lodging capacity
- Visitor orientation and wayfinding
- Ogdensburg as a destination

This intense effort involved research data collection via surveys with

- Stakeholders
- Residents
- Potential user groups
- Existing attractions
- Community leaders

The analysis showed that Ogdensburg is currently not well positioned to accommodate an influx of visitors because it lacks the accommodations and downtown shopping, dining and entertainment destinations that will bring visitors in and keep them there for multi-day visits. However, the City could be an excellent meeting and small convention destination and there is room in the market for a new branded hotel in the downtown now.

Also included in the study is an analysis of tourism trends in the 1000 Islands Tourism Region and in St. Lawrence County. The analysis shows that the region is growing as a tourism destination at a faster pace than the county. Even though it is not adding tourism products, the county continues to attract visitors to its high-quality existing destinations. Better tourism accommodations and a revitalized downtown would help boost the economies of both the City of Ogdensburg and St. Lawrence County.



## LONG-TERM STRATEGY

Instead of focusing on its development plan as a primary goal, the Association wants to turn to development of interpretation on Van Rensselaer Point. In partnership with the Association, the City of Ogdensburg commissioned a feasibility study to explore ways to set the stage for its ambitious plans in the future by:

- Better integrating the history and culture of Fort de la Présentation into the life of the community;
- Making interpretive and recreational opportunities available to the general public on the Association's Van Rensselaer Point property in addition to and enhancing its Abbé Picquet Trail and interpretive plaques funded by a New York State Department of State grant obtained through Assemblywoman Addie J. Russell; a \$350,000 grant through the New York State Office of Parks, Recreation and Historical Preservation's Park Development and Planning Grant Program; and grant funding provided by the St. Lawrence River Valley Redevelopment Agency's Community Development and Environmental Improvement Program.; and
- Supporting the City's long-term goals of downtown and waterfront revitalization which are seen as integral to the success of the redevelopment of Fort de la Présentation.

The recommendations of the study are meant to form a strategy for interpretation on Van Rensselaer Point, incremental site development and forging long-term partnerships and capacity. In the background, the Association could also be working toward having the site become a unit of the National Park Service, an idea that has come up in the past and received new consideration during the course of the feasibility study. It will need to determine if and when it may be ready to cede control of its site and become a "friends of" organization.

To raise the funds – and friends – it will need to see its long-term strategy to fruition, the Association will have to develop the full-throated support of the community, business and government leaders and potential major donors.

## SUMMARY OF RECOMMENDATIONS

The recommendations developed for the study establish the feasibility of interpretation at Fort de la Présentation, and for doing interpretation itself. Many of the ideas came from the public and were gathered during a community workshop, focus groups and interviews as well as through surveys done for the study.

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The recommendations fall into the following general categories:

1. Re-energize Fort la Présentation Association and re-engage the community
  - Cultivate the support of the community and possible funders
  - The Association has met its match requirement for a Northern New York Community Foundation construction grant for the Abbé Picquet Trail. Now it should work toward taking advantage of the foundation's endowment matching grant.
  - Focus on board succession and capacity building
  - Commission or do in house a good realistic strategic plan
  - Acquire the Duffy properties on Van Rensselaer Point encompassing the original site of the fort.
  - Hire staff or share staff with another entity
  - Engage in marketing with allied organizations and museums
2. Animate Van Rensselaer Point
  - Encourage other organizations to program focusing on interpretive themes relevant to Fort de la Présentation
  - Host food truck rodeos, fitness and recreation activities, nature interpretation classes, etc.
  - Host daily sunset viewing
3. Develop the site
  - Accommodate interpretive activities in a picnic shelter or similar structure with weather protection and shade
  - Develop an authentic replica ruin as an interpretive vehicle.
  - A permanent outline of the fort is already in the works.
  - A long house could be built by kids and/or scouts annually under the direction of members of the Akwesasne
  - Provide comfort stations/washrooms, develop capacity for sound amplification
4. Furnish the site
  - The Association plans to complement picnic tables and benches already available for the public with Adirondack chairs
  - The City has suggested that it could put a play structure on Van Rensselaer Point when it has to replace the one currently located in Morrisette Park. If it does so, it should be on the city-owned parcel and not on Association property.

5. Develop a home for the Fort's archives and artifacts

- An interim home for the artifacts and archives off site at a location such as the Frederic Remington Art Museum or the Silas Wright Museum and County Historical Association. They could later be moved to a permanent Visitors Interpretive Center.

The future of the fort and the City are inextricably tied to one another. While outside of the scope of the study, actions to build the tourism infrastructure the City needs include:

- Successful application for Downtown Revitalization Initiative or other funding if another round is offered;
- Development of a moderate level full-service flagged hotel and conference in downtown;
- Encouragement of permanent entrepreneurial activities and "pop-up" operations; and
- Development of the City's waterfront for public use.

An implementation matrix with priority, timing, partnerships, potential costs and funding sources for each recommendation wraps up the study's content. The study also includes a summary of background plans, an analysis of site conditions, inventories of competing and complementary attractions and of regional accommodations and three comparative case studies.



## INTRODUCTION – AUSPICIOUS LOCATION, AMBITIOUS VISION

## AUSPICIOUS LOCATION

Ogdensburg, New York, is a small city of just under 11,000 people situated on the St. Lawrence River at the mouth of the Oswegatchie River. Its setting makes it a natural tourism and regional recreation hub. The area was first settled by the Haudenosaunee people. It would have been the Haudenosaunee who met Abbé François Picquet when he arrived in 1749 to establish a fortified mission on present day Van Rensselaer (Lighthouse) Point.

The mission was called Fort de la Présentation and it is generally accepted as the founding of Ogdensburg. Présentation would go on to play a role in pre-Revolutionary America, the French and Indian War, Revolutionary War and the War of 1812. This legacy extends to the 20th Century and the Ogdensburg Agreement that cemented America's and Canada's compact to work together to defend the North American continent at the dawn of the Second World War.

The fortified mission at Fort de la Présentation, was the culmination of an alliance between the French and the Haudenosaunee people. The fort grew to a large complex housing 3,000 residents with French Colonial cottages, the mission buildings, Haudenosaunee longhouses, a chapel and auxiliary structures.

The fort was a military outpost serving different national interests through history: The French in the French and Indian War, the British during the American Revolution and the Americans during the War of 1812. After the French and Indian War the Haudenosaunee were vanquished and the site was never again as vibrant. The legacy of Fort de la Présentation is the City of Ogdensburg that grew up around it. Ogdensburg is the only port in the United States on St. Lawrence River and became an important shipping and manufacturing center. But by the middle of the 20<sup>th</sup> Century Présentation was once again transformed; this time into a vacant environmentally contaminated area.

## AMBITIOUS VISION

Présentation now stands as a strategic site for the preservation and interpretation of the history and culture of Ogdensburg and the revitalization of its economy through tourism, education and recreation. Contributing to the city's and the site's potential are its stunning location on the international shipping lane of the St. Lawrence Seaway at the mouth of the Oswegatchie River and within view of Canada. Ogdensburg is surrounded by beautiful rural countryside with picturesque farms and beautiful vistas, but it is also within an easy drive of a robust market of more than 2.5 million people.

## FORT DE LA PRÉSENTATION

The Fort la Présentation Association is steward of much of Van Rensselaer Point. The Association understands the site's potential and the importance of telling the whole story of Fort de la Présentation, setting the context for interpretation and preservation to protect the site so future generations will enjoy it and learn from its history. A trail system is under development and future projects are planned to include such developments as a replica of the first fort at the site and of a Haudenosaunee longhouse.

With an ambitious vision as its North Star, the Association has persistently and resolutely pursued acquisition of the site and the environmental cleanup that eventually ran to more than \$10 million. It has organized Living History Days for school children to learn about the important events that shaped Ogdensburg and its region, hosted Founder's Weekend events and re-enactments of the War of 1812 Battle of Ogdensburg, restored the Abbé Piquet Memorial to its original home and developed the Picquet Trail on the point. It has doggedly protected its interest on the point and tried to raise money and awareness in hopes that it would one day build the replica Fort, Visitors Information and Interpretive Center (VIC) and Colonial Village reflecting French and Haudenosaunee architecture.

The Association announced a major fundraising initiative in 2010 to begin its building program with the VIC. The Association was slated to receive \$2.5 million and an adjacent parcel of lands through a settlement with Exxon-Mobil negotiated on behalf of the NYS Spill Fund and the Association. The State Attorney General did not endorse the agreement and the Association was cut out of the state's settlement. The Association and community benefitted from the \$10 million brownfield clean-up. In 2017, the Association secured a \$170,000 settlement from New York State together with environmental releases for several adjacent parcels of land.

In light of the financial realities, the Association is no less committed to the vision but now cognizant of the need to phase in and scale back its plans. The Association does not want to move ahead with a VIC until it has a clear understanding of the role of such a facility, who would use the center, how it could sustain itself and participate in the economic revitalization of the community.

Also important is the ability of the City of Ogdensburg to accommodate the visitors that would be generated by a first-class interpretive attraction. The City and Fort Association can plan together to realize their ambitions for a revitalized downtown and an exciting heritage and cultural interpretation destination. A downtown offering accommodations, entertainment, and dining options will give visitors options to stay in the community, experience its other cultural, historic and heritage destinations and have experiences they will want to enjoy again and again and share with others.

## PURPOSE OF THE STUDY

The Association worked with the City of Ogdensburg to secure grant funding for a study that was originally envisioned to:

- Understand the background and other planning and design efforts that have been completed for the Association as well as for the City and Region including waterfront, environmental and economic development studies;
- Document the physical and functional characteristics of the site
- Engage in a public input process to understand the needs and wants of the primary market that includes the residents and stakeholders of Ogdensburg and broadens to include potential user and visitor groups;
- Understand the competing and complementary facilities;
- Understand and classify the Fort site's role in tourism and recreation to reinforce future branding and associated developments;
- Understand Fort de la Présentation as part of a network of tourism, cultural and recreational resources to broaden its appeal to promote tourism and economic development; and
- Connect Fort de la Présentation to other regional and community resources.

The workplan for the VIC feasibility analysis included extensive outreach to determine needs based on existing tourism resources, capacity to develop and operate the facility and other factors. A competitive analysis to understand the issues, opportunities and constraints for a VIC was conducted to evaluate:

- the competitive landscape
- local support
- political support
- potential markets
- lodging capacity
- visitor orientation and wayfinding
- Ogdensburg as a destination

This intense effort involved research data collection via surveys with

- stakeholders
- residents
- potential user groups
- existing attractions
- community leaders



### RESULTS OF THE ANALYSES

The analysis developed a picture of the attitudes and perceptions of the VIC that did not encourage planning for a large expenditure on the center in the immediate future. A lack of both funding and overall community support for the VIC as well as insufficient readiness to accommodate an influx of visitors became clear. As a result a change in work plan was sought from the funding agency, New York State Department of State, and its grantee, the City of Ogdensburg. In its new focus, the study instead concentrates on strategies to create conditions under which the long-range plan for the development and operation of a Fort de la Présentation historic interpretive center at Van Rensselaer Point can be implemented.

Rather than focus upon an interpretive center as a primary goal, this study instead is a strategy to redirect efforts at increasing interpretation of and community engagement with Fort de la Présentation as means to:

- Better integrate the history and culture of Fort de la Présentation into the life of the community,
- Make interpretive and recreational opportunities available to the general public on the Association's Van Rensselaer Point property in addition to and enhancing the Abbé Picquet Trail and interpretive plaques funded through a New York State Department of State grant funding obtained through Assemblywoman Addie J. Russell; the New York State Office of Parks, Recreation and Historical Preservation and funding provided by the St. Lawrence River Valley Redevelopment Agency.
- Encouraging downtown revitalization. The Association recognizes the need to develop downtown attractions and better accommodate visitors and supports the efforts of the City as a partner while maintaining its focus on advancing development on Van Rensselaer Point.

The new analysis focused on opportunities and strategies for:

- Types of programs and activities that could interpret the cultural and historical themes of Fort de la Présentation and Van Rensselaer Point;
- Potential incremental developments that could be financially feasible to support the continued development of the site in keeping with the long-term strategies for interpretive development there;
- Better integration of the story of Fort de la Présentation into the life of the community in scholastic and cultural settings to ensure the importance of the site is maintained and its story is available to everyone;
- Enhanced use of the Van Rensselaer Point property for appropriate passive and active recreational as well as entertainment purposes by the Association and its partners;

- Development of a local Fort de la Présentation archive to attract scholars and researchers to Ogdensburg, to encourage contributions to scholarly research and publishing regarding Fort de la Présentation and to protect and enhance collections;
- Collection, preservation, interpretation and display of artifacts and objects related to the history and culture of Fort de la Présentation; and
- Continued emphasis on the multi-cultural aspects of the Fort de la Présentation story including the impacts of French, Canadian, American, British and Haudenosaunee communities on the development of Fort de la Présentation and the City of Ogdensburg.

#### OVERVIEW OF RECOMMENDATIONS

The site of Fort de la Présentation is potentially an archaeological jewel. Its interpretation, preservation and eventual development can and should serve as a hub for understanding and celebrating the historic, cultural, natural and environmental resources of the St. Lawrence River Valley. The site on Van Rensselaer Point had an important role in the founding of Ogdensburg and of the nation and is key to understanding the many forces that came to bear in the development of the region on both sides of the St. Lawrence River.

Fort la Présentation Association's ambitions for myriad developments on the fort site require ample financial resources, a strong donor base and the support of the community. These are not currently present. That makes a bold plan for interpretation of Fort de la Présentation and its site even more crucial.

Facilitating interpretation will build the Association's reputation as steward of the site and catalyst for development of an exceptional interpretive experience. Community involvement and participation in development of interpretation at Fort de la Présentation will bring the fort to the forefront of Ogdensburg's and the region's consciousness, a point of pride for residents, and a contributor to the economic resurgence of Ogdensburg and its downtown.

The fort Association's past experience has showed that the public and potential donor base are saying: "don't tell us what you want to do at Fort de la Présentation, show us what you can do. Make us sit up and take notice." This is the long game in which incremental change and development play into long-term strategies that eventually build the momentum that will make a Visitors Interpretive Center and so much more feasible at Fort de la Présentation. As it sits right now, whatever the Association does will have to be done with scant resources. Partnerships, increased capacity and a reputation for responsiveness and flexibility will help carry the Association and Fort de la Présentation forward.

## FORT DE LA PRÉSENTATION

To this end the recommendations below are a strategy for interpretation on Van Rensselaer Point, incremental site development and forging long-term partnerships and capacity. In the background, the Association could also be working toward having the site become a unit of the National Park Service. It will need to determine if and when it may be ready to cede control of its site and become a “friends of” organization.

The recommendations lay the ground work for interpretation at Fort de la Présentation. Many of them came from the public and were gathered during the workshop, focus groups and interviews as well as through the surveys.

Outside of the scope of this study are actions that the City of Ogdensburg and stakeholders can undertake to revitalize the City and build the tourism infrastructure it needs. It is crucial that the Fort la Présentation Association provide support initiatives aimed at revitalizing downtown and the City and interpreting its own rich history and culture. These include:

- Successful application for Downtown Revitalization Initiative funding if another round is offered as well as other available funding;
- Seek NYS DOS funding for a professional market study for the feasibility of development of a moderate level full-service flagged hotel and conference center in downtown;
- Encouragement of permanent entrepreneurial activities and “pop-up” operations with support of technical assistance from such organizations as the Small Business Development Center at SUNY Canton, and capital from the Ogdensburg Growth Fund and others; and
- Development of the City's waterfront for public use.

Among recommendations relative to Fort de la Présentation, the Association and the site, some necessarily focus on the Association as owner and steward of the site; many others talk directly to interpretation. An implementation table at the end of this report includes recommendations with priority, responsible parties, key partners, potential costs and funding sources. Here is a summary of the recommendations.

1. Re-energize Fort la Présentation Association and re-engage the community
  - Cultivate the support of the community and possible funders – Now is a great opportunity to get out in front of the public to tell a story about the future. The Association should make it clear that what happens at Van Rensselaer Point will reflect the community's wants and needs. The Association can make its financial reports available to increase transparency.
  - Having successfully match raised the match for the construction grant for the Abbé Picquet Trail from the Northern New York

Community Foundation, it can now turn to matching the \$10,000 endowment grant offered by the Foundation

- Focus on board succession and capacity building – Foundations and organizations such as the Northern New York Community Foundation offer capacity and leadership training.
  - Plan – The Association needs a good realistic strategic plan. This long-term map of the future will help it focus on building partnerships, supporting the work of allied organizations to further shared goals and developing the support of funders and the community while strengthening its financial situation.
  - Acquire the Duffy properties on Van Rensselaer Point
  - Explore the possibility of hiring a staff person to coordinate fundraising, media, talent and program booking and to write grants; explore options to share staff with other entities such as other local cultural institutions or even the City.
  - Engage in cross promotion and cooperative marketing with allied organizations and museums to draw new visitors and build a network of attractions in the North Country and in southern Ontario and western Quebec. A good model for this is the constellation of small Underground Railroad Interpretive destinations in the Chatham-Kent region of southern Ontario (see <https://www.chatham-kent.ca/Tourism/things-to-see/underground-railroad>).
2. Animate Van Rensselaer Point
- Encourage organizations to program the site in partnership with and independently from the Association for the cost of their certificate of additional insured indemnifying the Association against liability. These can include: family activities focusing on interpretive themes relevant to Fort de la Présentation, children participating in interpretive activities every single day in the summer
  - Other ideas – food truck rodeos, fitness activities, nature interpretation classes, outdoor recreational activities of all kinds,
  - Sunset viewing – the point extends due north into the river and the view of the sunset down the St. Lawrence to the west can be astonishingly beautiful. It could be a real community events as it is in a public park in Clearwater Beach, FL with artisans, music, performers, etc. See: <https://www.visitspeteclearwater.com/profile/sunsets-pier-60/1987>
3. Develop the site
- Physical developments are needed to accommodate interpretive activities. These could include a covered shelter such as a picnic shelter. It's a great spot for performances because it is relatively remote from most residential development. However it should not duplicate the offerings already available in the shell in Library Park.

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- In consultation with architects and designers who work in interpretation an authentic replica ruin could be developed as an interpretive vehicle. This could include, for example, a fragment of a wall of the fortified fort that could give visitors an idea of the fort's scale. The Association is also considering building a "gateway" to the site based on the gates at Ft. Niagara and Fortress Louisbourg.
  - Outline the fort – residents want to see a fort and a scale outline of the original fort in block or stone is potentially in the works.
  - Kids could build a long house under the direction of members of the Akwesasne. The long house it shouldn't be permanent (not at this stage, anyhow) – it could be rebuilt every year as a Scout, school or summer session activity; it could involve additional cultural interpretation – also offered by the Akwesasne or under their direction – such as a residency
  - Capacity for amplified performances and greater comfort would lead to longer visits.
4. Furnish the site
    - Next season Adirondack chairs will join the picnic tables and benches already available for the public to use and to move around.
    - The City has suggested that it could put a play structure on the Point when it has to replace the one currently located in Morrisette Park. If it does, it should be on the City's and not the Association's property
  5. Develop a home for the Fort's archives and artifacts
    - An interim home for the artifacts and archives could draw scholars interested in the heritage and culture of Fort de la Présentation and the St. Lawrence River Valley. Locations could include the Remington Museum of Art or the Silas Wright House/County Historical Society
    - In the future, the archive and artifacts should be moved to a permanent home at the VIC.

## BACKGROUND REPORTS

The purpose of the literature review is to understand the planning context of Fort de la Présentation including the documents that were prepared through the years for the Fort Association. The planning studies document the influence that planning has had on the physical development of the site and aspirations for it at various points in the redevelopment of the City's waterfront. These not only serve as context but provide valuable direction, ideas and understanding to ensure that the direction for the fort reflects current findings and best practices. It is also important that the Association's goals and strategies reflect those of regional planning documents to ensure alignment with potential future funding sources. Following are synopses of the reviewed documents.

## FORT DE LA PRÉSENTATION STUDIES AND REPORTS

## FORT LA PRÉSENTATION O&amp;M COSTS (2008)

This 2008 analysis was prepared by Douglas Cubbison, historian and former Association board member. It sets forth operating and maintenance costs for a building program envisioned to play out in three phases:

- Phase I – Abbé Picquet's residence and chapel bastion plus partial stockade,
- Phase II – Remaining stockades and bastions and
- Phase III – Elements of native village and permanent visitor center.

The program is not complete and lacks physical plant and utilities costs – which would be crucial to understanding the full picture of operations and maintenance costs for a development of this scope, although these are included later as \$45,000 for utilities and \$38,000 for maintenance. The costs included are based upon 2006 prices are based upon the assumption that the full development including the visitors center will be constructed and open to the public in May 2012.

The estimated costs are summarized in the table below

Table 1 – Estimated Operations and Maintenance Costs (2008)

	Phase I	Phase II	Phase III
Salaries and related	\$317,700	\$430,900	\$634,400
Program costs	\$22,000	\$33,500	\$40,000
Physical plant & utilities			
Marketing & publicity	\$7,500	\$12,000	\$16,000
Development & Membership	\$10,500	\$16,000	\$16,000
Admin & contingency	\$53,000	\$70,100	\$68,100

## FORT DE LA PRÉSENTATION

Employment would total 12 at full operation with seasonal interpreters. The document also includes an uncompleted template to assess program objectives against costs.

### FORT DE LA PRÉSENTATION STRATEGIC AND BUSINESS PLAN FINAL WORKING DRAFT (2008)

This working draft assesses the position of the Fort de la Présentation Association as of 2007.

The Association, founded in 1986, has 175 members and is an active 501(c)3 non-profit organization with recent accomplishments that include advocating of Exxon Mobil cleanup, concept plan development, establishment of an endowment with approximately \$10,000 in checking and a September 2007 endowment balance of \$111, 458, ownership of 22 acres on Van Rensselaer Point, national register designation in process.

The report notes that the mission of the Fort de la Présentation Association is to build a historically accurate fort and related structures. *Our aim is to unite the community in support of this perpetual undertaking. Our goals are to educate, to collect, to preserve or maintain, to develop, to research, to document, to interpret and to recreate educational or historical ventures of interest to Ogdensburg, NY and the St. Lawrence Valley.*

The Association carries no current debt and has no mortgage. While it is involved in the Exxon Mobil settlement negotiations, the report notes that the Association is not including possible settlement funds in its plans.

The document includes a detailed list of the themes and spaces that would comprise the developed fort. Exhibits, staff, special events, seasonal interpretation and the interpretive center concept are discussed. Discussions of management measures include those aimed at protection of the resources of the fort, preventing their deterioration and strengthening the historic character of the site.

Management measures are also included relating to the educational communication, enhancing visitor experiences and collaboration with key regional players. A detailed staffing and administrative plan and business plan assumes annual income of \$834,000 with \$365,000 of this generated through admission and another \$369,000 generated through gift shop sales. Association memberships, site use fees and endowment interest comprise the balance.

Total operations and maintenance costs are anticipated to commence with the operation of the visitors center to be constructed between 2008 and 2012 and include \$320,000 for staffing and \$490,000 in operations and maintenance.



At the time of the drafting of the report, the Association was \$890,000 short of its expectations for funding targets to May 2011.

The document includes a market assessment showing direct annual visitor expenditures of \$3,485,000 generated by 10,000 overnight visits of two days and 6,500 day visits. Including the \$834,000 the fort is anticipated to generate, the direct economic impact of the fort would be \$4,319,000. Assuming every dollar spent in the visitor economy generates \$2.50 in additional economic activity the fort would generate \$10, 797,500 indirect contributions to the economy

#### FORT LA PRÉSENTATION ASSOCIATION STRATEGIC PLAN (2011)

This document outlines a five-point strategy for the Association to realize its mission *to support the economic and social development of the region by preserving, researching, and interpreting for citizens of, and visitors to, North America, the site and history of Fort de la Présentation /Fort Oswegatchie/Fort Presentation.*

The strategies are:

- a. Building strategic partnerships in New York and Canada to plan, develop and interpret the site as an historic and educational institution;
- b. Preservation through acquisition, cleanup, maintenance of the site for public use and preservation of the archaeological remnants of the fort;
- c. Research through commissioning of a comprehensive archaeological study, maintenance of on-site archives and a website of resources;
- d. Interpretation through a reconstructed fort that is as historically accurate as possible to include live interpretation, construction of an interpretation and education center, interpretive trail, educational programming, curricula, symposia, dissemination of reports, audio, video, podcasts, newsletters and other material, development of a "Fort in a Box" outreach and speakers bureau and comprehensive website; and
- e. Economic exploitation of the tourism trade to create seasonal and year-round employment and increased demand for local services by researching tourism and visitation, participating in local efforts to develop a critical mass of attractions and generating income and generating self-sustaining income.

The report includes metrics for evaluating success and a planning horizon:

- 2011-2012 – Launch monumental campaign to raise \$5 million to plan and develop the Abbé Picquet Trail and the Fort de la Présentation Interpretive Center. Most funds are to be raised through state and federal grants and loans.
- 2012-2013 – Monumental campaign concludes; plan for the Fort de la Présentation Interpretive Center prepared.

## FORT DE LA PRÉSENTATION

- 2013 – Final design charrette; final plans and bidding specifications prepared; final financing arrangements; environmental reviews, approvals and permits secured; exhibit and curation development.
- 2014-2015 – Center to open.
- 2015-2016 – Fort replica design and development to begin.

### FOUNDERS DAY WEEKEND SURVEYS (2007 AND 2010)

Exit surveys were conducted at Founder's Day Weekends in 2007 and 2010 to gauge visitors' engagement and satisfaction with the weekend's programming and activities. The surveys were designed and analyzed by former long-time Association board member Harry Needham. In both years the surveys were self-completed at the main gate of the event.

The event draws mainly from within St. Lawrence County and primarily from a five-mile radius. With such a hyper-local audience, the visitor expenditures are quite low. An expenditure question was asked in the 2010 survey and sought visitors' estimate of their spending on each of the following: transportation, meals and beverages, accommodations and all other. The vast majority of respondents spent less than \$50 on each category. However, because an overall spending level and visitor group size were not captured, it's impossible to reliably estimate an economic impact.

Predictably there was overwhelmingly positive response to the event. The surveys real usefulness should be in tailoring the event to the changing tastes of the attending public.

### LOCAL AND REGIONAL PLANNING STUDIES

The following synopses address planning studies developed at the local and regional level.

### NORTH COUNTRY REGIONAL ECONOMIC DEVELOPMENT COUNCIL STRATEGIC PLAN (2011)

The North Country Regional Economic Development Council (REDC) is one of 10 such councils in New York organized in 2011 to coordinate economic and project development and funding through regional strategic planning. The North Country REDC is comprised of seven counties including St. Lawrence. The North Country REDC's vision is to lead the economic renaissance of New York's small cities and rural communities. Its stated tourism goal is to: *Activate tourism as a driver to diversify our economies by creating demand to accelerate private investment.*

Consistency with the goals and programs of the REDC is particularly important because it is quite literally the key to funding. The following briefly summarizes the North Country REDC tourism approach:

- North Country tourism is a \$1 billion industry which in 2010 created an additional \$122 million in tax revenues.
- Tourism is a low initial-investment industry with quick return.
- Tourism job development is a priority.
- There are 19 million Canadian visitors within a half-day's drive of the North Country.
- There are 120 million potential visitors within a one-day drive.
- Tourism infrastructure development – lodging, retail, restaurants, recreation, arts and culture – can drive community and economic development, enhance the quality of life for residents and leverage private investment.
- High-quality lodging is a particular development priority because it can quadruple local visitor spending.
- Tourism is an "instant" revenue generator because of the way tourism spending reverberates through the local economy.
- The North Country region has a history of successful four-season outdoor recreation and tourism; there is a pent-up demand for higher quality tourism opportunities.
- Existing tourism hubs including the 1000 Islands can be leveraged to increase visitation to lesser-known tourism attractions.
- Tourism helps communities preserve their authenticity.
- A vision of elevating global recognition of the North Country brand as a special place to visit, live, work and study will benefit sectors including tourism. Strategies for realizing this vision include creation and management of a strong brand and development of plans and strategies to drive visitors to the region.
- A vision of activating tourism as a driver to diversify local economies includes strategies to encourage investment in tourism, mechanisms to assist local tourism businesses, enhanced tourism planning and solicitation of recreational and sporting events.
- Among the plan's overarching strategies is a recommendation to recognize the importance of community planning in achieving the vision of tourism, housing, arts, culture, and infrastructure improvements.
- Among programs recommended by the plan is a fund to help close financing gaps for tourism projects that would convert from loans to grants if certain job-generation and tax-revenue projections are met

**DESTINATION: NORTH COUNTRY REGIONAL ECONOMIC  
DEVELOPMENT COUNCIL PROGRESS REPORT (2017)**

The purpose of the Annual Progress Report is to document progress in achieving the vision developed in the 2011 strategy, fine-tune strategies yet to be achieved and announce new initiatives. The following is a summary of the tourism related aspects of the regional progress report for 2017.

- A regional tourism transformational fund established in Round 2 (2012) of consolidated funding and a second phase of the same program fund in Round 5 (2015) administered by the Development Authority of the North Country are both on schedule; in 2016 the fund invested in three hotels in Lake Placid and Wilmington.
- Projects funded in 2016 included a study and guidebook to help tourism and hospitality businesses attract millennials to the Adirondacks.
- The state will invest \$32 million in an initiative to transform the former Frontier Town into a "Gateway to the Adirondacks."
- A new North Country welcome center will be built in the 1000 Islands.
- A tourism task force made recommendations to the Regional Council focused on attracting high-quality lodging. These include waiving a 40% cap on the transformational revolving loan fund incentive, lodging feasibility and market analyses; focus on a small number of communities; assist developers in maximizing use of incentives; and developing strategic destination plans for the Adirondacks and 1000 Islands.
- Lodging projects recommended include developments in Blue Mountain Lake and at the Plattsburgh Airport as well as development of a North Creek-Indian Lake Hut-to-Hut Lodging Circuit.
- Lake Placid will host the 2019 Children's Winter Games and several other important competitions solidifying Lake Placid's brand as a sports-tourism destination.
- Transportation improvements will help advance goals for tourism development.
- Border investments will enhance traffic flow and encourage tourism.
- An OPBA-Clarkson Bridge project will partner the Ogdensburg Bridge with Clarkson University to develop innovative ways to monitor the condition of the bridge to save costs and extend its life.
- Other 2017 priority projects related to tourism include investments in lodging, wineries, distilleries and revitalization of the old Dew Drop Inn in Saranac Lake to a food-experience destination.
- Task forces actively working on tourism include the Local Government and Community Development Work Group and the Tourism Development Work Group.

### CITY OF OGDENSBURG LOCAL WATERFRONT REVITALIZATION PROGRAM (1986-87)

The Local Waterfront Revitalization Program (LWRP) is a planning process that results in a strategy adopted by the local community, approved by the New York State Secretary of State and incorporated into the New York State Coastal Management Program. The LWRP was adopted by the City of Ogdensburg in 1986. Ogdensburg's LWRP is particularly significant because the City does not have a comprehensive plan, relying instead on the LWRP to guide community land use and development. This section summarizes the portions of the 1986 LWRP germane to Fort de la Présentation.

Findings and recommendations of the LWRP:

- The LWRP future use of Van Rensselaer Point is commercial and recreational use.
- The zoning has been reclassified from General Industrial to Commercial/Industrial.
- Much of the site is owned by the St. Lawrence County Industrial Development Agency, which has it up for sale to satisfy a loan from the Farmers Home Administration.
- Market analysis is needed to identify future uses and the City is currently participating in an analysis of the feasibility of establishing a St. Lawrence River aquarium on Van Rensselaer Point along with sites in Waddington and Massena; site selection is expected by December 1985.
- The vicinity of the fort should be protected from future development that might destroy archaeological evidence of the fort.
- An area accepted as an approximate location of the fort should be maintained for future public access and the balance proposed for commercial and recreational development.
- Ownership by the IDA and three private landowners makes it difficult to assess the feasibility of any one project.
- An archaeological study is needed to identify the exact site of the fort; that study was scheduled to commence in summer of 1985 with preliminary archaeological testing to determine the need for further investigation.

### CITY OF OGDENSBURG LOCAL WATERFRONT REVITALIZATION PROGRAM UPDATE AND HARBOR MANAGEMENT PLAN (2000 AND 2008)

The 2000 LWRP updates the 1986 LWRP and incorporates a Harbor Management Plan (HMP). It was never adopted by the City nor approved by the Secretary of State. An additional update to the 1986 LWRP was started in 2008.

## FORT DE LA PRÉSENTATION

That update was to enable the City to attract appropriate waterfront development. The 2008 LWRP update is currently under review by the Department of State. One of the goals of the 2008 update is to incorporate information about brownfields and associated remediation efforts, and to enable the City to attract appropriate waterfront development.

Findings and recommendations of the LWRP:

- A four-acre parcel on the western shore of the Van Rensselaer Point peninsula is a former landfill suspected of contamination.
- To restore, revitalize and redevelop City-owned sites, efforts to reconstruct Fort de la Présentation, develop a nautical museum and/or establish a visitor center should be pursued.
- Residential, commercial, recreational and cultural uses are most appropriate for Van Rensselaer Point.
- Water-enhanced uses include recreation related to the fort, other historic, cultural and educational facilities and commercial uses to augment attractions; boat building enterprises.
- Water-dependent and water-enhanced recreation shall be encouraged and given priority over non-water related uses.
- Residential development is problematic because of site contamination.
- The ruins of the Fort present an opportunity for an historic tourist attraction which can support a variety of revenue-generating commercial uses.
- Any development should respect the original archaeological site.
- The restoration or redevelopment of the fort has spin-off potentials.
- Public access to the water is a priority.
- Other potential uses include nautical museum, beach area, boat building.
- The zoning is moderate density residential – museum is a permitted use.
- Status of on-site contamination should be determined, potentially responsible parties should be identified and contacted.
- A brownfield grant may be considered for the City-owned portion of the site.

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### CITY OF OGDENSBURG DOWNTOWN WATERFRONT CORE BROWNFIELD OPPORTUNITY AREA PLAN NOMINATION STUDY (2015)

The Ogdensburg Downtown Waterfront Core Brownfield Opportunity Area (BOA) Plan Nomination Study is the Step 2 BOA document for the City. It reflects a process that took place over several years studying techniques and strategies to revitalize the City's 330-acre waterfront BOA. The BOA includes four strategic districts of brownfields, vacant and/or underutilized properties along the City's waterfront. One of these strategic districts is known as the Fort District and

includes three brownfield parcels and nine vacant parcels. This section summarizes the portions of the Step 2 BOA germane to Fort de la Présentation.

Findings and recommendations of the Step 2 BOA:

- The BOA sites will support a mix of housing and commercial uses, much like the redevelopment achieved in the communities of Prescott and Brockville, Ontario, to provide unique waterfront lifestyles.
- Cleanup at the Fort site began in September 2006 and involved removal of 63,465 tons of contaminated soil from the former Exxon Mobil site plus another 8,000 pounds removed from another site. The operation was completed in May 2007.
- A privately owned site on the peninsula is subject of litigation for losses resulting in contamination from remedial action that may not have taken place. This site is of archaeological interest.
- An environmental site assessment is a priority for another site contiguous to the fort's property although funding has not been awarded.
- The fort is among the City's unique heritage resources that can be used to enhance the City's more traditional economic development efforts providing benefits to residents, businesses, the economy and the overall quality of life.
- Ogdensburg has the resources to become a distinctive waterfront community but lacks a sense of place; other impediments prevent it from realizing its potential including disinvestment, vacant buildings and a poor economy.
- A floodplain is a site constraint that warrants additional study.
- Strategies for developing the Fort de la Présentation site include entering into a host community agreement with a developer to deliver a project at the fort as part of a development on another site and federal EB-5 financing program designed to attract foreign capital.



## ECONOMIC AND MARKET ANALYSIS

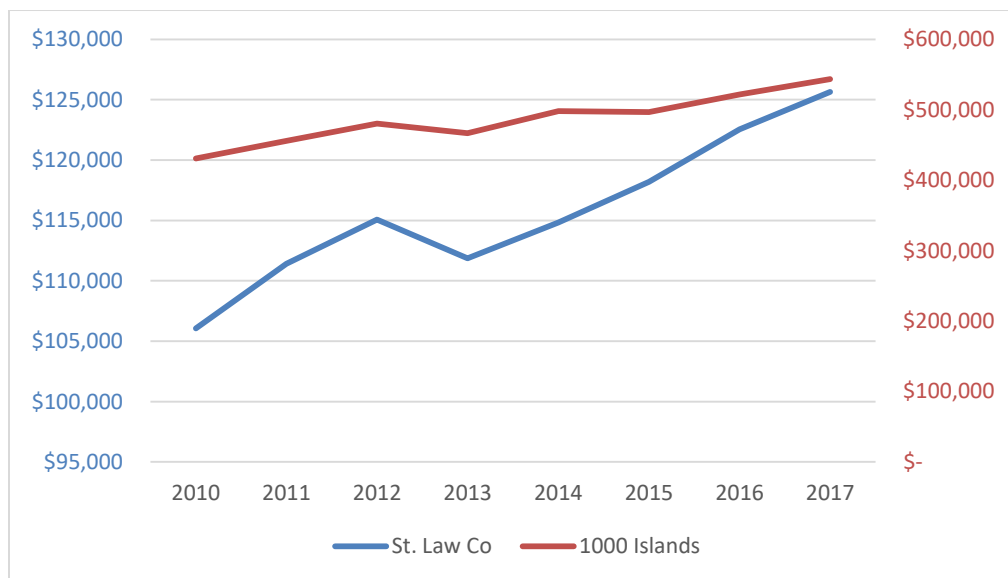
### TOURISM ANALYSIS

In order to assess the Ogdensburg area's competitive status relative to the local and regional tourism industries, a tourism impact analysis was performed. The data used was gathered by Tourism Economics under contract with New York State. Six years and sometimes seven years of data were available for the analysis.

Tourism Economics gathers data for all 11 New York Tourism Regions. Its annual PowerPoint presentations were provided by the North Country Regional Economic Development Council. Expenditures, taxes and employment related to tourism in St. Lawrence County were compared with those of the three-county 1000 Islands Region. The 1000 Islands Region is comprised of Jefferson, Oswego and St. Lawrence counties.

### TRAVELER SPENDING

Chart 1 – Tourism Expenditures, 2010-2017 (\$'000's)



Source: Tourism Economics, Destination Services, LaBella Associates

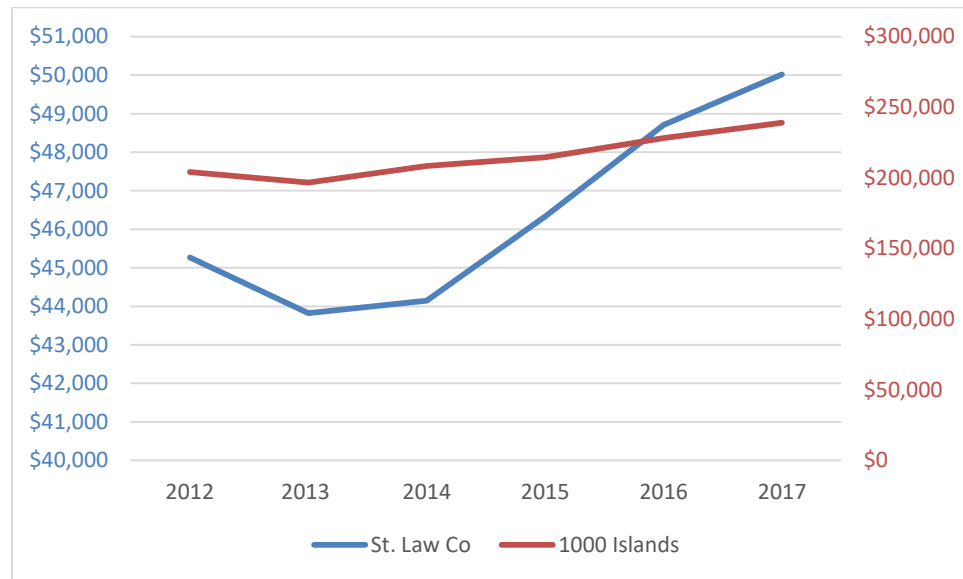
St. Lawrence County mirrors the region's growth in tourism expenditures; however, St. Lawrence County had a more stable growth pattern. With the exception of 2014, expenditures have grown steadily.

It is interesting to note that the growth in local taxes did not stall or reverse in 2017 as did employment (see below) due to the high-water level disaster on Lake Ontario and the St. Lawrence River. This may be due to several influences:

- Second homes generate nearly a third of total expenditures;
- Visitors who had plans to come did not stay away because they couldn't go boating: they drove around or shopped instead, boosting County's receipts from retail and service stations seven percent and the region's receipts 10 percent;
- Lake Ontario and the St. Lawrence River became more attractive to visitors.

## LABOR INCOME

Chart 2– Labor Income, 2012-2017 (\$000's)

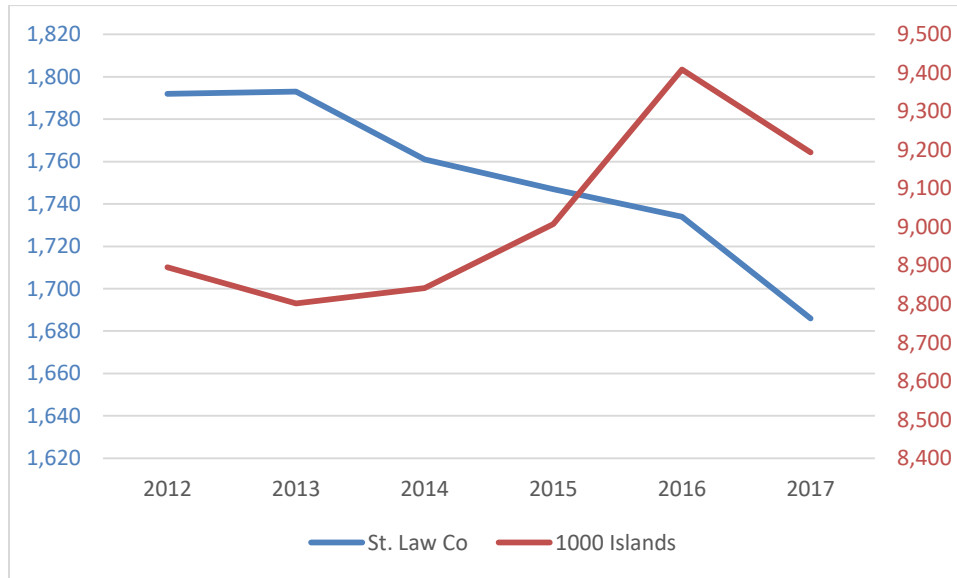


Source: Tourism Economics, Destination Services, LaBella Associates

The growth rate in labor impact from tourism in St. Lawrence County is increasing. While both the County and the region had strong growth in 2016, growth slowed in 2017. The region and the County each had a drop in labor income related to tourism in 2013 but both expanded since. The County's labor income is on a slower trajectory than that of the region, but still indicates a strong and growing tourism economy.

## TOURISM EMPLOYMENT

Chart 3 – Tourism Employment, 2012-2017

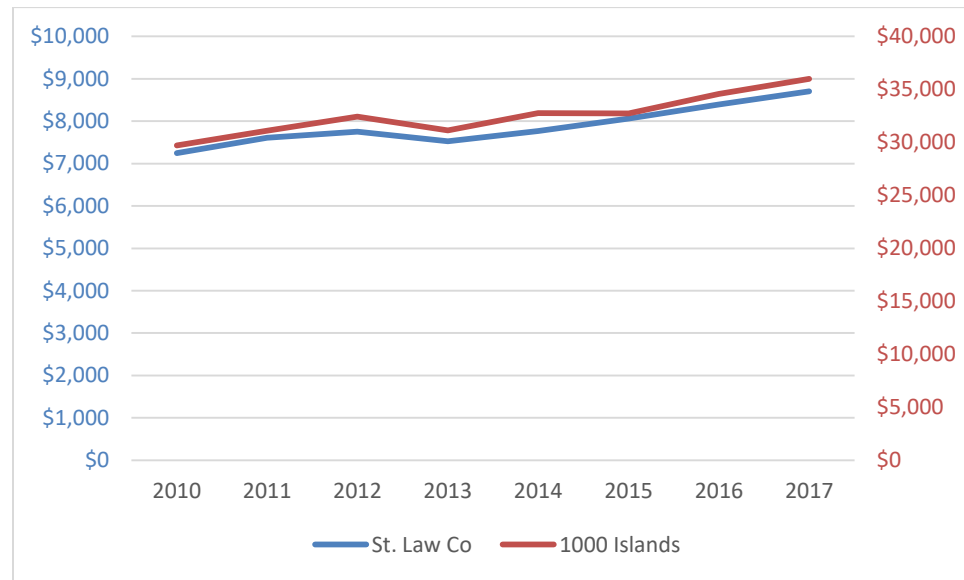


Source: Tourism Economics, Destination Services, LaBella Associates

The previous labor impact chart indicates steady growth, but the number of people employed decreased in 2016 by 3.3% in the County while in the region increased 5.7%. A sharp downturn in 2017 is the direct and tangible result of high water levels through Lake Ontario and the St. Lawrence River that ruined the season for boaters, waterfront property owners and businesses. Ignoring the 2017 result, the overall metric points to an increase in wages for tourism employment in both the County and the region, but the region is adding more tourism product which requires more employees.

## LOCAL TAXES GENERATED BY TOURISM

Chart 4 – Local Taxes Generated by Tourism, 2010-2017 (\$'000's)

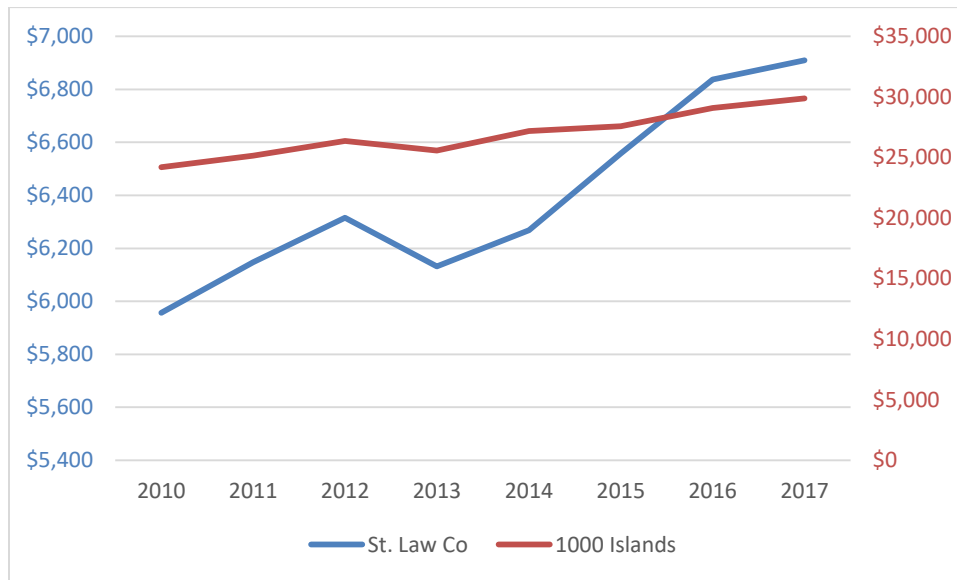


Source: Tourism Economics, Destination Services, LaBella Associates

As noted in previous graphs, the County has a steady growth in local taxes generated by tourism expenditures, but that growth is not as aggressive between 2015 and 2016 when compared to the Region. Between 2014 and 2015, the County continued to grow in local taxes while the Region's growth was flat. Overall the region appears to experience more volatility in local tax growth. The County seems less vulnerable although it suffered a 2.89 percent drop in receipts between 2012 and 2013; this was the only period examined during which both County and Region also realized a loss (-2.9 percent).

## STATE SALES TAX RECEIPTS

Chart 5 – State Sales Tax Receipts, 2010-2017 (\$000's)



Source: Tourism Economics, Destination Services, LaBella Associates

Steady growth in State taxes generated by tourism expenditures for the region paints a picture of stability while that of the County paints a picture of volatility. In the end, however, both grew at a rate of around 20 percent and receipts for each increased 17 percent over the period.

## CONCLUSION

The 1000 Islands Region is definitely growing in tourism impacts and is adding new tourism products, such as those in Clayton. St. Lawrence County is also increasing in tourism impacts, but at a slower pace. The County continues to attract visitors even though the product has remained the same. This speaks to the beauty of the natural attractions and the interest level of visitors. If Ogdensburg were to create new tourism product, revitalize the City to accommodate more visitors. Shopping, culinary and experiential attractions are products sought by tourists. At the present time, Ogdensburg has outstanding natural attractions, but has limited attractions to create these visitor experiences. In addition, visitors need directional signage, brochures, website, visitor center, etc. to acquaint them with the City's offering. With these in place, the County would see a definite increase in the various tourism impact measures.

### ATTRACTIONS, MEETINGS AND GROUP TOURS, LODGING

The workplan for the VIC feasibility analysis included extensive outreach to determine needs based on existing tourism resources, capacity to develop and operate the facility and other factors. A competitive analysis to understand the issues, opportunities and constraints for a VIC was conducted to evaluate:

- the competitive landscape
- local support
- political support
- potential markets
- lodging capacity
- visitor orientation and wayfinding
- Ogdensburg as a destination

This intense effort involved research data collection via surveys with

- stakeholders
- residents
- potential user groups
- existing attractions
- community leaders

Overall, the survey work revealed the following as initial and crucial steps to developing feasibility for the VIC:

- Recruit additional basic services to support visitor traffic;
- Exploit local outdoor recreation opportunities and scenery;
- Focus on capturing a share of the region's substantial tourism economy;
- Foster cooperation among partners and overcome fear of competition;
- Make Fort de la Présentation and Ogdensburg interesting;
- Recruit support and enthusiasm from every corner of community; and
- Instill pride in the community and ownership of Fort de la Présentation and Van Rensselaer Point.

### COMPETING AND COMPLEMENTARY ATTRACTIONS

The following is an inventory of attractions within 15 miles of Ogdensburg and between 15 miles and 30 miles. There is an adequate number of attractions, special events and scenery to keep one's interest for several days. The superb quality of these attractions sets the bar very high for both the interpretive center, the reconstruction of the fort and of course, the exhibits and special events at Fort de La Présentation.

## FORT DE LA PRÉSENTATION

There are many hundreds of worthwhile attractions on both sides of the St. Lawrence and in the North Country, Adirondacks, Watertown and the 1000 Islands to engage visitors. The purpose of fixing on 15- and 30-mile radii is to establish Ogdensburg and the Fort as a tourism hub. Accommodations, dining and entertainment will keep visitors in the area as they visit nearby attractions – it is very unlikely they will return from a sojourn of farther than 30 miles.

If the fort is to be competitive and secure its market share of visitors, it will be necessary to offer this product at the highest possible levels in this hub utilizing technology and the best of the best in interpretive exhibits.

Name	Address	City	State/ Province
<b>Within 15 miles</b>			
Seaway Trail National Scenic Byway	Throughout area on Route 37		
Maple Traditions Scenic Byway	Route 68 intersects with Seaway Trail in Ogdensburg		
Oswegatchie River Blueway	Follows Oswegatchie River to the St. Lawrence River		
Frederic Remington Art Museum	303 Washington St	Ogdensburg	NY
Lisbon Beach & Campground	9975 NY-37	Ogdensburg	NY
Fobare's Apple Orchard	180 Johnson Road	Rensselaer Falls	NY
Pickens Hall	83 N. State St.	Heuvelton	NY
The Lisbon Depot Museum	6963 Country Route 10	Lisbon	NY
Fulford Place Museum	287 King St. East	Brockville	ON
Aquarium at Tall Ships Landing	6 Broad St.	Brockville	ON
Brockville Museum	5 Henry St.	Brockville	ON
Brockville Railway Tunnel	1 King St. West	Brockville	ON
Cole Shoal Range Lighthouse	Fulford Point Road	Brockville	ON
Brockville Arts Centre	235 King St. West	Brockville	ON
Battle of the Windmills Historic Site	Windmill Point Road	Prescott	ON
Fort Wellington	370 Vankoughnet St.	Prescott	ON
The Blue Church	Highway 2	Prescott	ON
Prescott Heritage Harbour Lighthouse	Centre St.	Prescott	ON
Brockville Armouries	144 King St. East	Brockville	ON
Spencerville Mill	11 Water St.	Spencerville	ON
Doran Bay Model Ship Museum	11128 Country Road 2	Iroquois	ON
Carman House Museum	5895 Carman Road	Iroquois	ON
<b>Within 30 Miles</b>			
Edwards Opera House	161 Main St.	Edwards	NY
Trinity Church	8 Maple St.	Potsdam	NY
Gouverneur Museum	30 Church St.	Gouverneur	NY
The Hammond Museum	1A Main St.	Hammond	NY
The Iva Smith Memorial Gallery	627 State Highway 37	Hammond	NY
Schermerhorn Landing State Park	71 Schermerhorn Landing Rd	Hammond	NY
Singer Castle	Dark Island	Chippewa Bay	NY
Chippewa Bay Maritime Museum	4 Church St.	Chippewa Bay	NY
Traditional Arts of Upstate NY	53 Main St.	Canton	NY
Upper-Lower Lakes National Wildlife Management Area	Irish Settlement Road	Canton	NY
Silas Wright House/County Historical Association	3 E Main Street	Canton	NY
Wilson Hill National Wildlife Management Area	Willard Road	Louisville	NY
Gateway Museum	309 Main St.	Morristown	NY

## VISITORS INTERPRETIVE STRATEGY

Name	Address	City	State/ Province
Red Barn Preserve	518 River Road East	Morristown	NY
Jacques Cartier State Park	251 Old Mills Rd	Briar Hill	NY
Coles Creek State Park	13003 NY-37	Waddington	NY
Gibbons Family Farm Maple Sugar House & Museum	41 Leacock Road	Frankville	ON
Merrickville Locks	111 Andrews Main St.	Merrickville	ON
Heritage House Museum	11 Old Slys Road	Smiths Falls	ON
Parrot Partner	361 Queen St.	Smiths Falls	ON
Railway Museum of Eastern ON	90 William St.	Smiths Falls	ON
Smiths Falls Community Theatre	53 Victoria Avenue	Smiths Falls	ON
Merrickville Blockhouse National Historic site	279 St. Lawrence St.	Merrickville	ON
Saunders County Critters Zoo	1058 Country Road 44	North Grenville	ON
Burritts Rapids Lock 17	Burritts Rapids Road	North Grenville	ON
Osgoode Township Historical Society & Museum	7814 Lawrence St.	Osgoode	ON
Upper Canada Migratory Bird Sanctuary	5591 Morrisons Road	Ingleside	ON
Upper Canada Village	13740 County Road 2	Morrisburg	ON
Prehistoric World	5446 Upper Canada Road	Morrisburg	ON
Upper Canada Playhouse	12320 County Road 2	Morrisburg	ON

Source: Destination Services and LaBella Associates

### MEETINGS AND GROUP TOURS

VIC facilities to accommodate meetings could be used to service educational or special events and generate revenue. If meeting space were to be provided, the typical space requirements would include a boardroom for 15 people, two to three breakout rooms to accommodate 25 people but designed to open into one large room for 50 to 75 guests.

The Interpretive Center and fort would absolutely attract the group tour market. To attract the meeting business it would need the highest levels of technology and culinary options in order to attract the meeting business.

Access from major urban areas may be an issue for larger groups, but smaller meetings and corporate board meetings should not be an issue. For example, Brockville currently hosts meetings annually in its convention center. Clayton also hosts meetings and group tours.

All of these type of activities are mandatory for a sustainable facility. The space cannot be considered community “free” space, but rather rentable space.

One of the most important issues for any venue is sustainability. While public and private support is typically a supporting resource, they cannot be a sole source nor should the public sources be relied upon. In fact, the objective for any venue should be to self-sustain. This objective can only be achieved through sound business practices and revenue producing activities.



### BANQUETS AND SPECIAL EVENTS

Banquets and special events rated highly in the survey as components that should be included in an interpretive facility. It is recommended that the building be designed to accommodate these activities, however, the following provides additional considerations for banquet and special event space.

- Capacity 100 to 150 persons with ability to divide space if needed;
- Full service kitchen or at a minimum, a high quality catering kitchen which will be used by preferred vendors;
- Ability to provide bar services;
- Adequate storage area for tables, chairs, plate ware, dance floor, staging, etc.;
- The price point for space rental, equipment rental as well as food and beverage should be set at market levels;
- Food quality and service must be at the highest levels; and
- Technology must be the best available

### LODGING

Overnight lodging is a significant component to attracting visitors. The inventory identifies existing lodging within Ogdensburg first and then within a 60 mile radius. There are almost 10,000 hotel rooms within the 60-mile radius. Appropriate accommodations are a critical issue to secure overnight visitors who generate significantly higher economic impact. If the Fort and Ogdensburg provide activities that interest/entertain a visitor for more than a day, then overnight lodging in Ogdensburg will be required beyond what currently exists. A lodging product that is slightly higher than limited service should be pursued at some point in the future.

The inventory of accommodations is in Appendix A. It provides a listing of accommodations within 15 miles of Ogdensburg, 15 to 30 miles and 30 to 60 miles. The number of lodging properties is large and speaks to the volume of visitors, meetings and conventions secured throughout the year. Consequently, it is obvious that a healthy tourism industry exists around Ogdensburg.

### INTRODUCTION TO THE SURVEY RESULTS

An important aspect of the success of any venture is the interest and support of the local audience, community leaders and the potential visitors. This intense effort involved research data collection via surveys with:

- stakeholders
- residents
- potential user groups

- existing attractions
- community leaders

A synopsis of survey results follows.

#### COMMUNITY LEADER SURVEY

##### COMMUNITY LEADER SURVEY

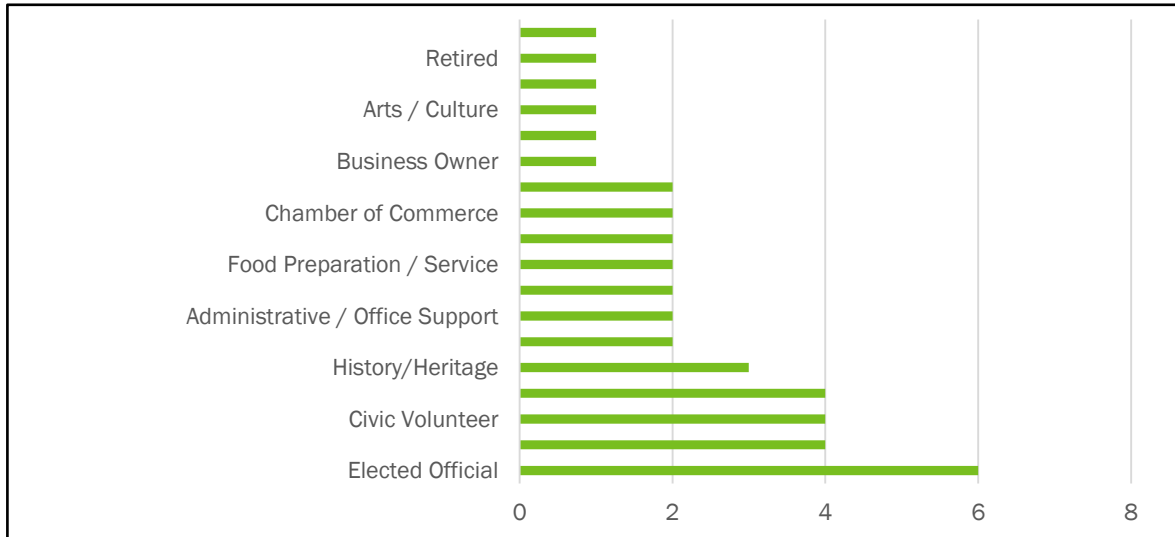
The opinion and support from community leaders within any destination is mandatory for the successful development of new tourism products. The hospitality industry thrives on relationships and networking between both private and public entities. If an interpretive center is to be sustained in Ogdensburg, it must have community support at all levels.

During the research process, 67 community leaders including government and elected officials within Ogdensburg and the surrounding area were sent a link to an online survey concerning the interpretive center. A total of 16 responses were received after two follow-up requests for survey completion. Nearly half of the invitations were not opened and 25% clicked through. While the responses cannot be considered "definitively significant", they are an indicator and only an indicator of the position a community leader may have on an interpretive center. The lack of response may also be an indicator of the interest level.

The survey assessed both the leaders' perceptions of the City of Ogdensburg as a destination as well as their preferences for a Fort de la Présentation interpretive center. Those responding were most frequently elected officials, civic volunteers or associated with education, government and history or heritage. There were 12 responses to this question, but some respondents indicated they were involved in more than one choice.

## FORT DE LA PRÉSENTATION

Chart 6 – Please indicate your field(s) of employment or leadership



Source: Destination Services and LaBella Associates

No respondents who indicated they were involved in:

- Agriculture
- Architecture / Engineering
- Banking
- Computer / IT
- Health Care
- Insurance
- Law Enforcement
- Legal & Professional
- Lodging/Accommodations
- Manufacturing/Processing
- Media/Film
- Oil & Gas
- Production / Manufacturing
- Retail
- Sales / Marketing
- Sports & Recreation
- Transportation
- Unemployed

One of the objectives in the survey was to identify positive and negative perceptions, barriers and issues within Ogdensburg. This data will be useful as product development needs are established and strategies formulated. 30% of the respondents described downtown Ogdensburg as poor, dated and in need of major improvements while 60% indicated that the downtown has a critical need for total rejuvenation.

When asked about the preferred type of businesses, retail, attractions, and dining to be located downtown, the community leaders' preferences were:

- Art Gallery
- Arts and Culture
- Book Store
- Breweries/Distilleries/Tasting Rooms
- City Museum
- Coffee Shop
- Country Crafts
- Farmer's Market
- Fort de La Presentation
- Gift/Specialty Retail
- Kids Entertainment/Dining
- Live Music
- Locally Owned Retail
- Locally Sourced Eateries
- Movie Theatre
- Outdoor Venues
- Upscale Dining

When asked what type of businesses were not desired downtown, the respondents indicated the following:

- Adult Themed Businesses
- Big Box Stores
- Chain Stores
- Dollar Stores
- Fast Food
- Head Shops
- More Taverns
- Social Services
- Tattoo Parlors
- Vape Shops

The leaders were asked what makes Ogdensburg a unique place to visit. It is interesting to note that they did not note Fort de la Presentation among the destinations, although the responses included re-enactments:

What makes Ogdensburg a unique place to visit?

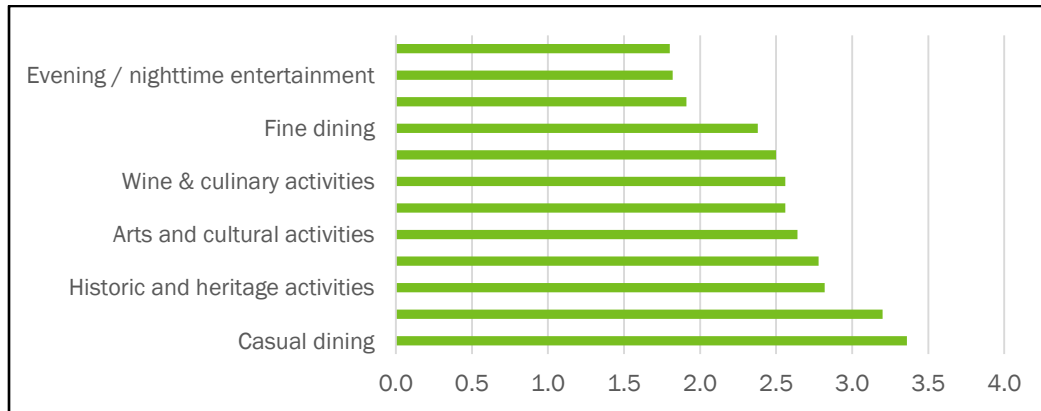
- Boating In Summer
- Canadian Bridge
- Events On Van Rensselaer Point
- Frederic Remington Art Museum
- Historic
- Ogdensburg Command Performance
- Re-enactments
- Rich International History
- River Activities
- St. John's Conservatory Theater
- St. Lawrence River
- Waterfront

The survey asked leaders to indicate the level of satisfaction they get from a variety of experiences with friends, family and business associates in Ogdensburg. Casual dining, outdoor adventures, historic and cultural activities topped the list.

The question asked the respondents to rate the experiences on a scale of one to four with four being the highest satisfaction. The weighted averages of their responses is below.

## FORT DE LA PRÉSENTATION

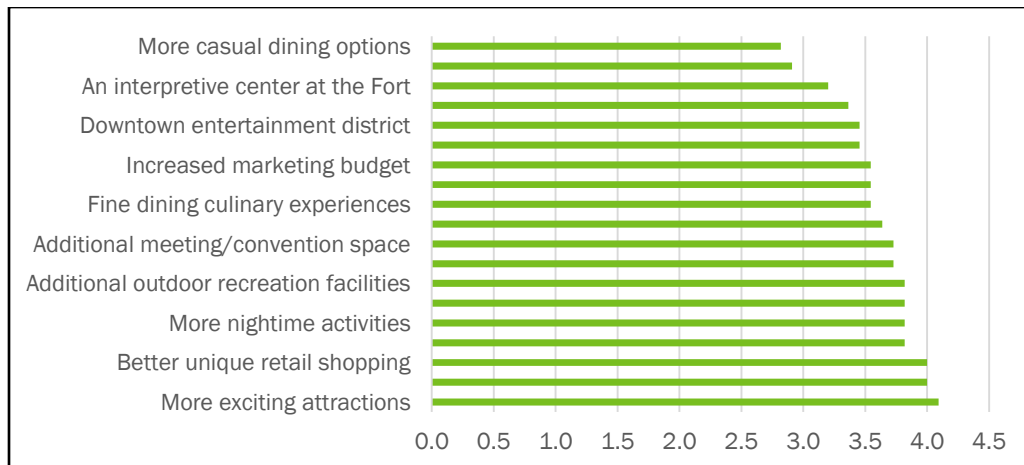
Chart 7 –Leader Survey: Satisfaction with Experiences (Weighted Average)



Source: Destination Services and LaBella Associates

To attract more visitors community leaders believe exciting attractions, better promotion, unique shopping, and nighttime activities will bring in more visitors. There was slightly lower support for an interpretive or visitors center at the fort.. The respondents clearly support attractions that will mix to generate a vibrant downtown, attract events and overnight visitors. The leaders are already pretty well satisfied with local casual dining options and that is reflected in their responses to this question. The leaders had tepid support for directional signage, increased marketing budget and additional festivals and special events.

Chart 8 – Leader Survey: Attractions Needed to Bring in More Visitors (Weighted Average)

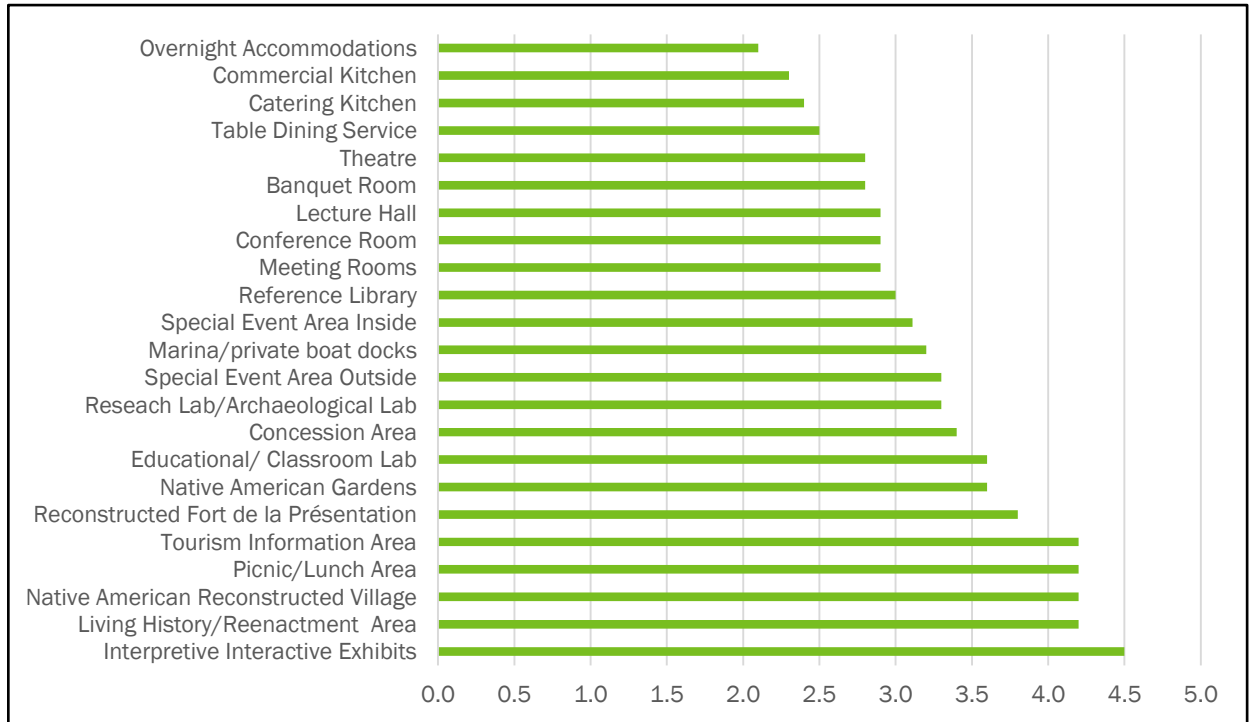


Source: Destination Services and LaBella Associates

Although they do not generally strongly support a Fort de la Présentation interpretive center, if one were built the leaders said interpretive and interactive exhibits and living history area will be the most important elements to be included. A reconstructed fort had somewhat strong support, and a Native American Village scored better. Classrooms and research areas scored just above average, indicating the leaders have at least some support for the educational and archeological aspects of the potential center. On the leaders'

lists of least important amenities were those that have the potential to generate the most revenue: accommodations, commercial kitchen, catering and dining service.

Chart 9 – Leader Survey: Space and Facilities in an Interpretive Center (Weighed Average)

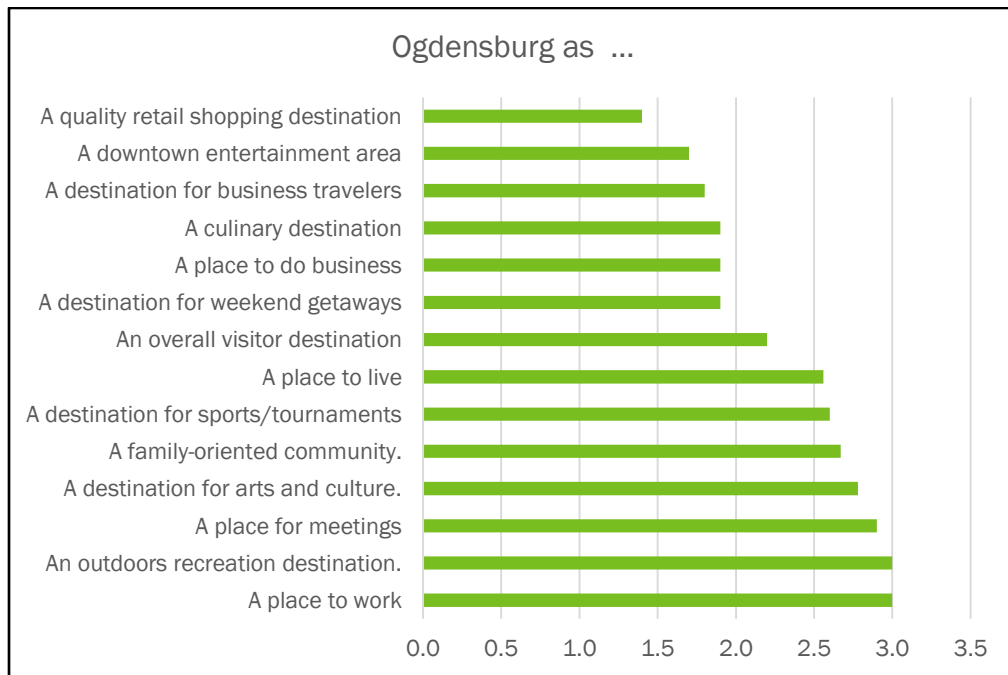


Source: Destination Services and LaBella Associates

When asked to rate their overall perceptions of Ogdensburg, community leaders gave Ogdensburg its highest rating as an outdoor recreation destination and place to work. The lowest rating was assigned to Ogdensburg as a quality retail shopping destination followed by Ogdensburg as a downtown entertainment destination. It is somewhat distressing to note that the question asked the respondents to indicate their perceptions on a five-point scale. That the highest-rated elements, Ogdensburg as a place to work and as an outdoors recreation destination, scored a weighted average of 3.0 indicates that even these are thought of as only average.

## FORT DE LA PRÉSENTATION

Chart 10 – Leader Survey: Overall Perceptions of Ogdensburg (Weighted Average)



Source: Destination Services and LaBella Associates

The leaders were asked to describe Ogdensburg to someone who has never been here. Their responses:

- Beautiful Summers
- Clean
- Community Oriented
- Don't Go If You Don't Have To
- Don't Venture Out At Night
- Economically Split
- Friendly
- Heritage Tourism
- Hidden Gem
- Historic
- Only City in St. Lawrence County
- Pockets of Middle Class People
- Riverfront
- Run Down Parts
- Rural
- Safe
- Scenic
- St. Lawrence River Access
- Visit Remington Museum

Competitively, community leaders felt that Brockville, Alexandria Bay, Clayton, Ottawa, Potsdam, Canton, Canada, Waddington, Saranac Lake, Cooperstown, Prescott and Watertown were all direct competitors.

While these areas may compete with Ogdensburg within some markets, the fact is that several of these communities already support a thriving tourism industry. It will be important that common ground be established for cooperative efforts. Through networking and partnerships, the perceived competitive communities will become important visitor generators.

The last question concerned the bicycle ferry from Prescott to Ogdensburg. This potential development was favored by 81% of the respondents.

In an open-ended question at the conclusion of the survey, respondents were invited to share any additional comments. Several of those appear below:

- Make sure the Visitor center is staffed by non re-enactor people. Their vision is too narrow. Their interest is only to get a fort built. If the money is put to this project it should be for the good of a whole community, across all interests.
- The average person is not interested in history for the sake of history. It needs to meet a large community need. If the public is drawn there for other activities they will be more likely to support and garner interest in building a fort at a later date.
- How can different venues work together to increase tourism in Ogdensburg and the surrounding areas?
- The city itself is in crisis.
- Sustainability. What is the most fiscally responsible way to interpret the Fort de la Présentation site at present?
- Having interactive interpretive programming – experience history – have something to take home.
- How can the site be financially sustainable?
- What should the City's primary focus (be) to support tourism?

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### COMMUNITY LEADER SURVEY – CONCLUSION

The community leaders responding to the survey have an average of 20 years of service. It is obvious they recognize the need to improve downtown Ogdensburg since 90% describe the downtown as poor, dated and in need of major improvements or in critical need of total rejuvenation.

Responses on the business types they preferred and those they did not prefer, mirror the responses from the visitor/resident survey. The leaders' clearly would like to see a vital mix of attractions and a vital and revitalized downtown. They don't want to support it with a better marketing budget or better signage, however.

The question "what makes Ogdensburg unique to visit" highlighted the history, St. Lawrence Seaway, Remington Museum and events. These responses are consistent with the attractions most visited by out-of-town visitors.

Community leaders responded to the question concerning the level of satisfaction with various local amenities in the same way as residents and visitors. Unique shopping, live entertainment and evening activities had the lowest satisfaction ratings.



## FORT DE LA PRÉSENTATION

The community leaders more fully supported the amenities that have limited revenue-producing potential at an interpretive center than those spaces that would generate revenue. They rated overnight accommodations, a commercial kitchen, a catering kitchen and table dining service as the lowest priority as did the residents and visitors.

It will be most important to generate positive feelings about Ogdensburg as a visitor destination. Community leaders must work together to address this and other issues in Ogdensburg that will affect the sustainability and overall feasibility of an interpretive center

### RESIDENT AND VISITOR SURVEY

#### INTRODUCTION TO THE RESIDENT AND VISITOR SURVEY

A survey was administered to visitors and residents. It is extremely important to understand the residential needs and interests in order to design an interpretive facility that will be supported locally. Significant visitor traffic will probably only occur from April/May through October/November. This leaves five to six months that will require non-visitor traffic to sustain the venue.

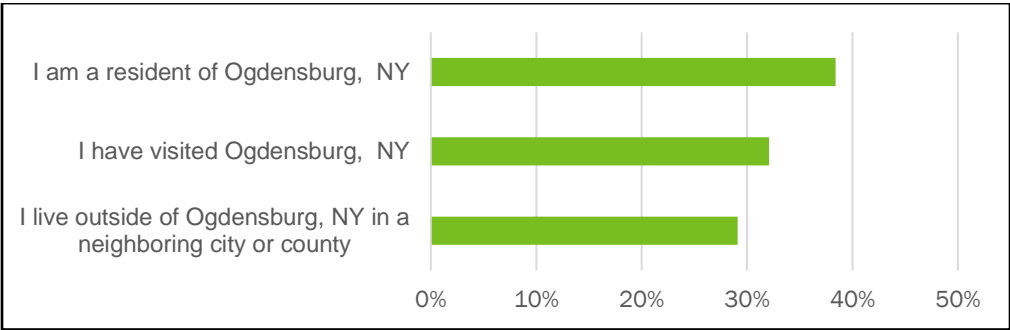
The survey was sent via a web link that was distributed by the Fort la Présentation Association, Frederic Remington Art Museum, Traditional Arts of Upstate New York (TAUNY), St. Lawrence County Chamber of Commerce, Ogdensburg Chamber of Commerce, U.S. Chamber of Commerce, City of Ogdensburg/City Historian, Village of Potsdam and the Antique Boat Museum. Additionally, the 1000 Islands International Tourism Council placed a statement about the survey in several newsletters.

There is no way to know how many people viewed the survey link, so a response rate cannot be determined. A second collector was sent directly to 42 email addresses provided by the Fort la Présentation Association. Unfortunately, there were no responses. There were 237 responses to the survey overall.

Most of the respondents to this survey were residents of Ogdensburg. However, 32% were visitors and 29% live in nearby areas outside of Ogdensburg. Residents of Canada, mostly Ontario and Quebec comprised 9.3% of respondents. Those living near but not in Ogdensburg came from Potsdam; Canton; Rochester; Spotsylvania, PA; Colton; Liverpool and small communities of the rural North Country.

RESIDENT SURVEY

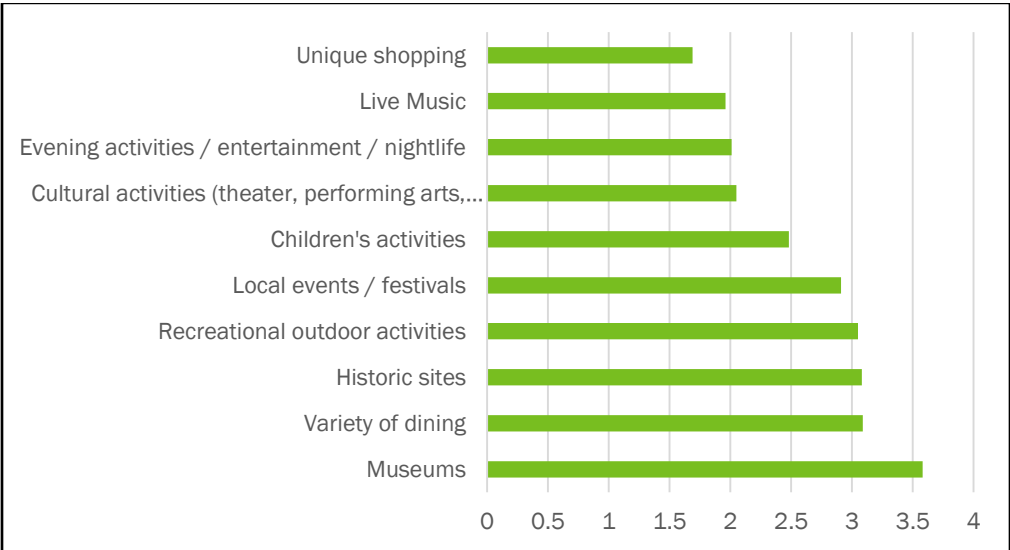
Chart 11 – Residence of Survey Respondents



Source: Destination Services and LaBella Associates

Residents were asked to rate their satisfaction with Ogdensburg experiences they attend with out-of-town guests on a five-point scale. Museums, historic sites, outdoor recreation areas and local events have the highest satisfaction levels with unique shopping, live entertainment and evening activities having the lowest satisfaction ratings.

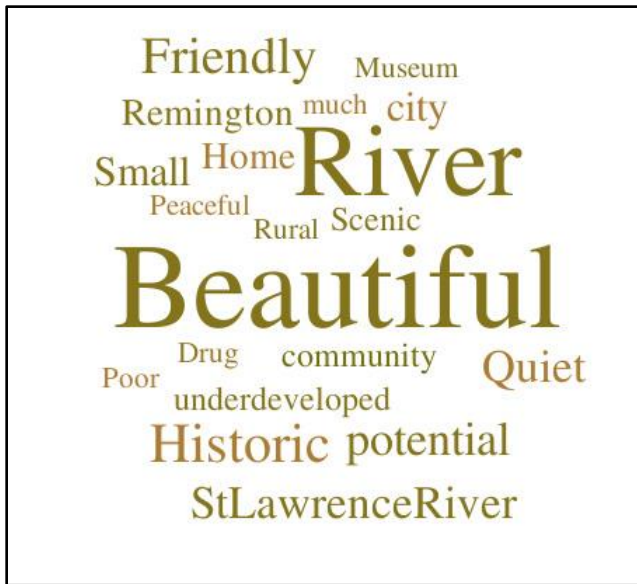
Chart 12 – Resident Survey: Satisfaction with Activities with Out-of-Town Guests (Weighted Average)



Source: Destination Services and LaBella Associates

Ogdensburg residents are active hosts offering overnight accommodations to an average of 11 guests per year. And they generally describe the City to others in positive terms as noted in the word cloud below. Larger type indicates frequency,

Figure 1 – How Residents Describe the City to Others



Source: WordItOut online tool from resident survey results and LaBella Associates

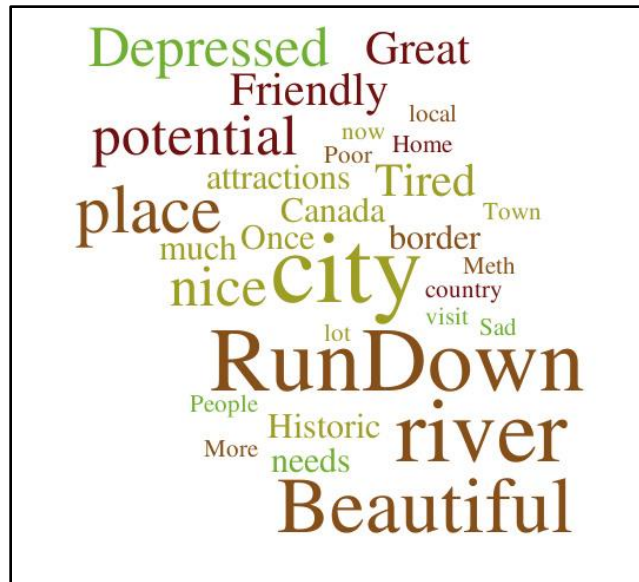
Residents describe their City as historic, as having potential; a friendly, small place that is quiet and holds lots of potential. The most frequent terms they used involve the scenic beauty, the river (undefined as to St. Lawrence or Oswegatchie) and St. Lawrence. They also say it is undeveloped, poor and has a drug problem.

### VISITOR SURVEY

Visitors were asked a series of questions and while many of these were specific to the visitor experience of Ogdensburg, some were very similar to those asked of the residents. Among these similar questions was a question about how the visitors would describe the Ogdensburg.

Visitors were more critical of the community than were the residents. Like the residents, the visitors see a beautiful river city with friendly people; they recognize it has potential and that it is historic. But the visitors also see signs of city that is poor and tired.

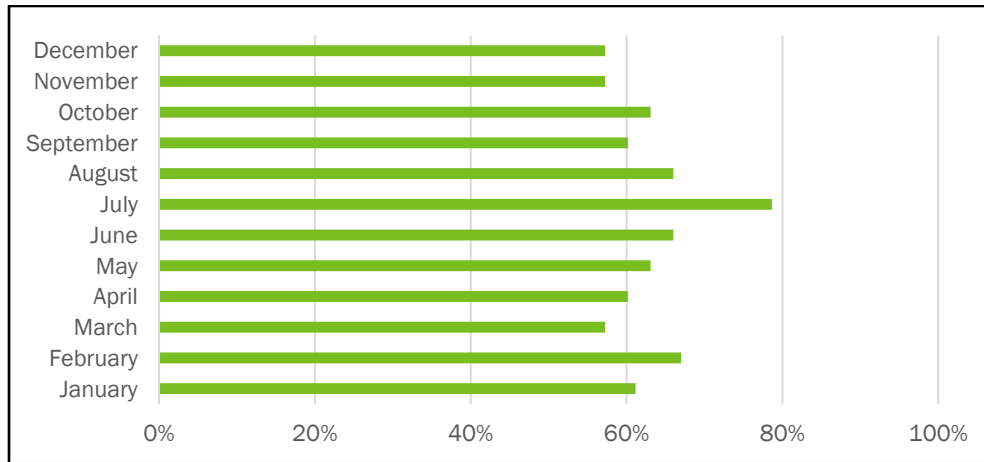
### Figure 2 – How Visitors describe the City



Source: WordItOut online tool from visitor survey results and LaBella Associates

Interestingly, Ogdensburg has very consistent year-round visitorship. Unlike tourism- and second home-oriented destinations elsewhere on the St. Lawrence River, Ogdensburg has a fairly steady influx of visitors throughout the calendar year. There are two reasons for this: the first is that by far the most frequently cited reason for a leisure trip to Ogdensburg was to visit family and friends – followed by shopping and dining – and these visits are often driven by holidays, and celebrations that take place throughout the year. Since the months with the highest visitorship are February and July, the second reason has to be related to cultural tourism: Founder's Weekend and Seaway Festival are in July and the Battle of Ogdensburg reenactment in February.

Chart 13– Visitor Survey: Month of Visits to Ogdensburg

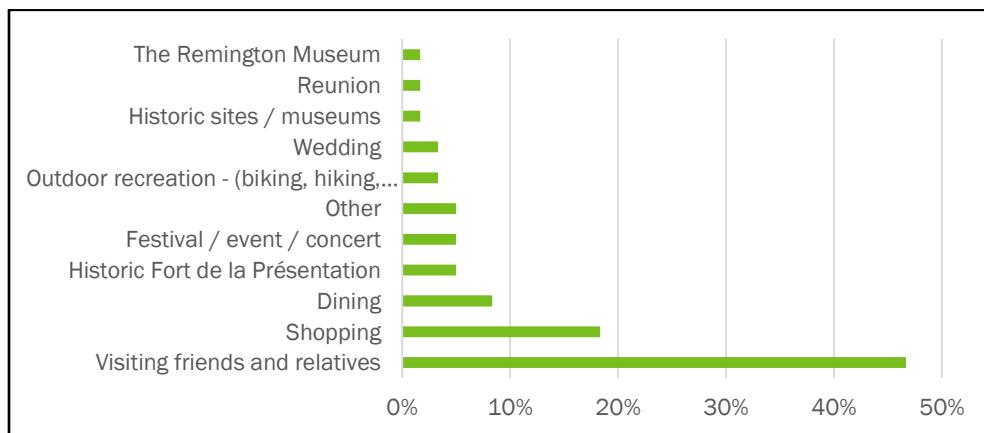


Source: Destination Services and LaBella Associates

Among respondents to a question about their most recent visit, 70 percent said theirs was a day visit

As with the primary reasons for their trips to Ogdensburg, to visit family and friends, visitors also stay with their family and friends, nearly two-thirds of respondents said this is where they stayed. However, this question may be problematic due to the low survey response rate. There were 71 responses to the question about duration of visit and almost 20 of the 30 who said they stayed overnight stayed with family and friends.

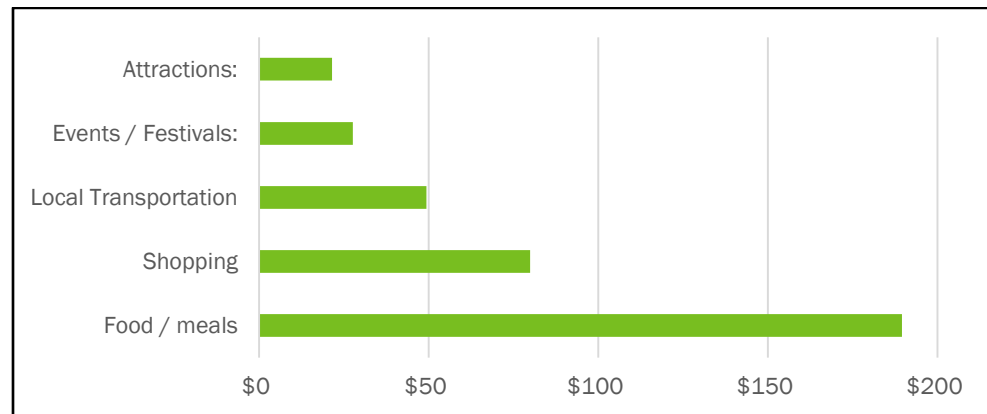
Chart 14 – Visitor Survey: Reason for Leisure Visit to Ogdensburg



Source: Destination Services and LaBella Associates

Visitors spent the most on food, almost \$200, followed by shopping, a distant \$80.

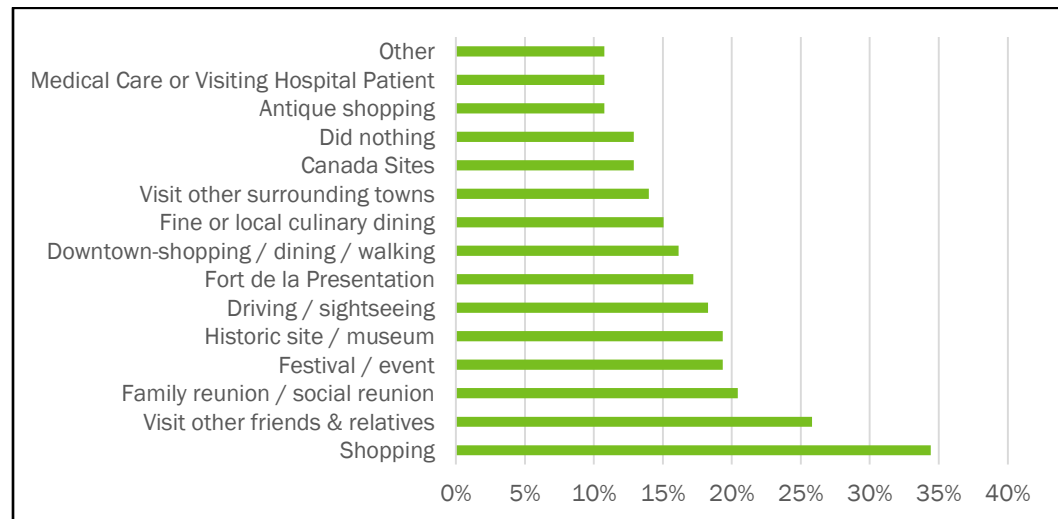
Chart 15 – Visitor Survey: Expenditures in Ogdensburg



Source: Destination Services and LaBella Associates

When asked about all activities in which members of their parties participated, shopping was most frequently named. Visiting other friends and family – rather than the ones who were the primary motivator of the trip – followed. There were 17 percent who visited Fort de la Présentation; 13 percent didn't do anything, and 11 percent did something that was not on the list, had medical/hospital patient responsibilities or went antiquing.

Chart 16 – Visitor Survey: Activities of Travel Party Members



Source: Destination Services and LaBella Associates

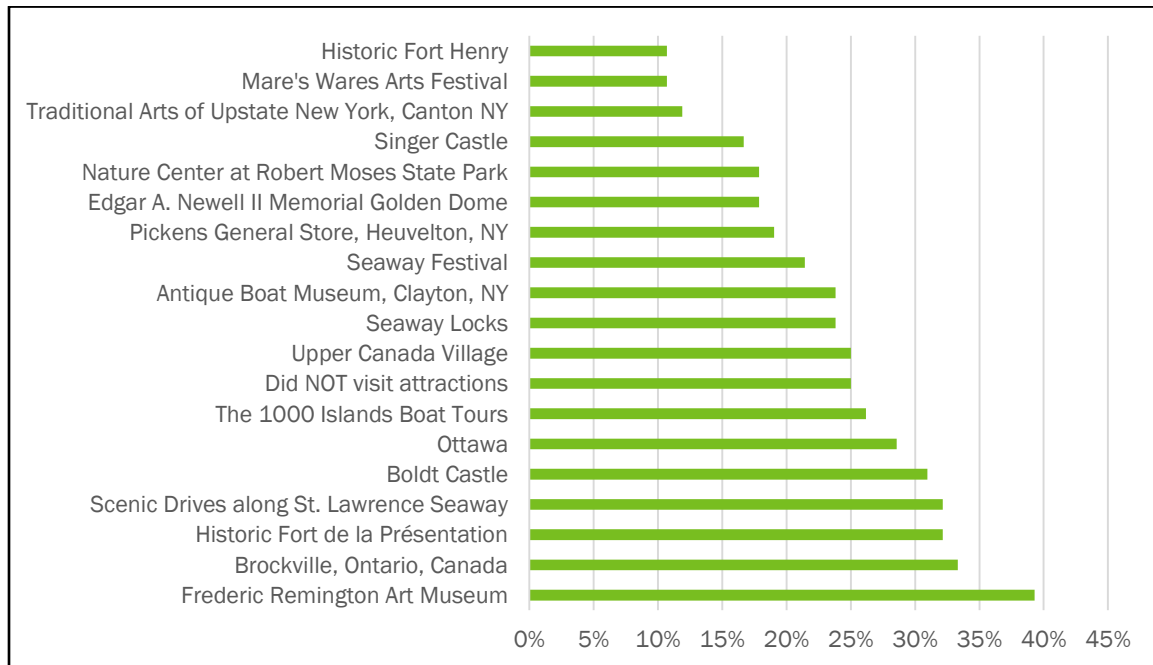
Among these visitors 10 percent also had business to do and nine percent attended sporting events or tournaments. All other activities, including recreational activities, downtown events and concerts or live performances drew

## FORT DE LA PRÉSENTATION

eight or fewer percent including five who said they were there to sleep late or take a nap.

When the visitors were asked specifically about attractions (as opposed to activities) took in, most, 39 percent, said they went to the Frederic Remington Art Museum. Brockville, Ontario and Fort de la Présentation attracted a similar proportion, 33 and 32 percent respectively. A quarter of respondents visited no attractions on their trips. Among visitors who did visit attractions, many of those noted were within 15 and 30 miles of Ogdensburg, suggesting Ogdensburg is indeed a hub for these activities.

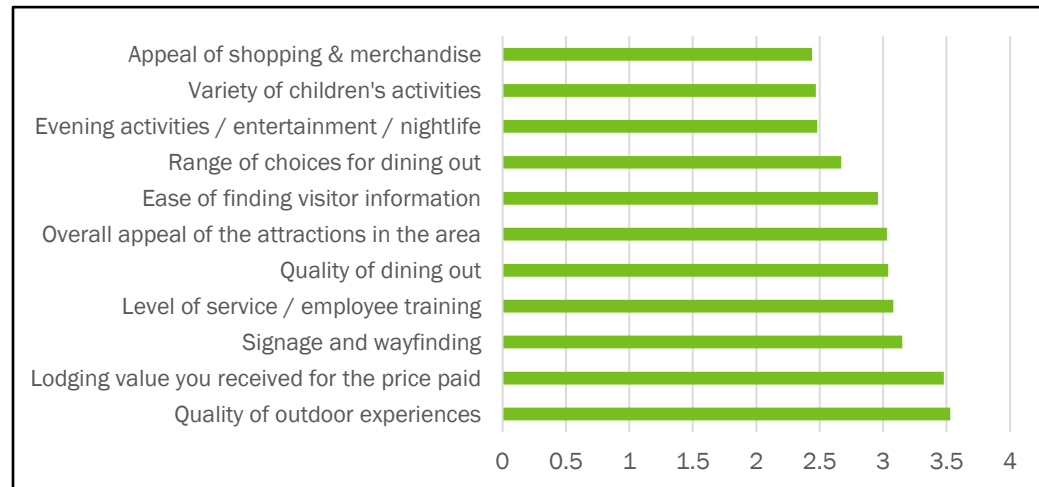
Chart 17 – Visitor Survey: Attractions Visited



Source: Destination Services and LaBella Associates

Visitors gave the quality of outdoor experiences the highest score among amenities they used during their visits to Ogdensburg. Lodging also scored well, but a much smaller number of people answered this question. The appeal of shopping and merchandise, variety of children's activities and evening entertainment and activities were of just average appeal. No amenities scored over 3.5 on a weighted average. This is of concern because the question used a five-point scale and suggests there is plenty of room for improvement overall.

Chart 18 – Visitor Survey: Quality of Amenities (Weighted Average)



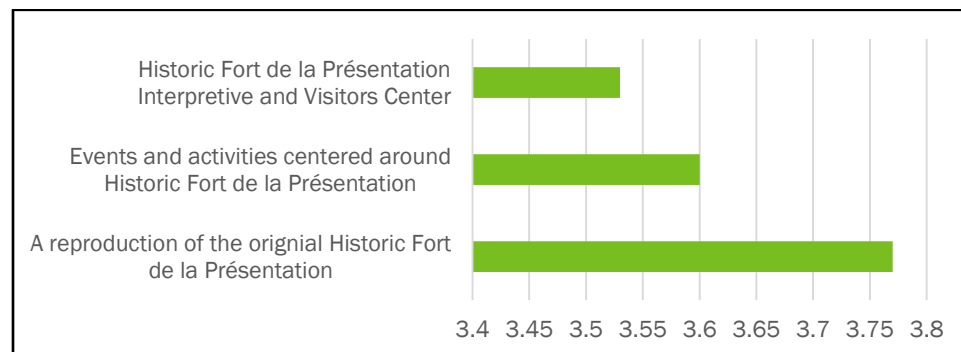
Source: Destination Services and LaBella Associates

When they were asked how the visitor experience could be improved, many answers given by the visitors clustered around “more” and “better” – more or better attractions, cultural events, dining, accommodations, advertising, restaurants, shopping, things to do, signage. Another cluster of responses suggested the City needs to be cleaned up.

## SURVEY RESULTS – VISITORS AND RESIDENTS

Both residents and visitors were asked a series of questions pertaining to Fort de la Présentation and a Visitor Information and Interpretive Center. The first of these asked respondents to indicate how appealing they would find a Fort VIC, reproduction fort, and activities centered on the historic fort. The reproduction fort was the clear favorite with nearly two-thirds of respondents indicating they found it extremely or very appealing.

Chart 19 – Visitor and Resident Survey: Appeal of Fort-Related Attractions (Weighted Average)



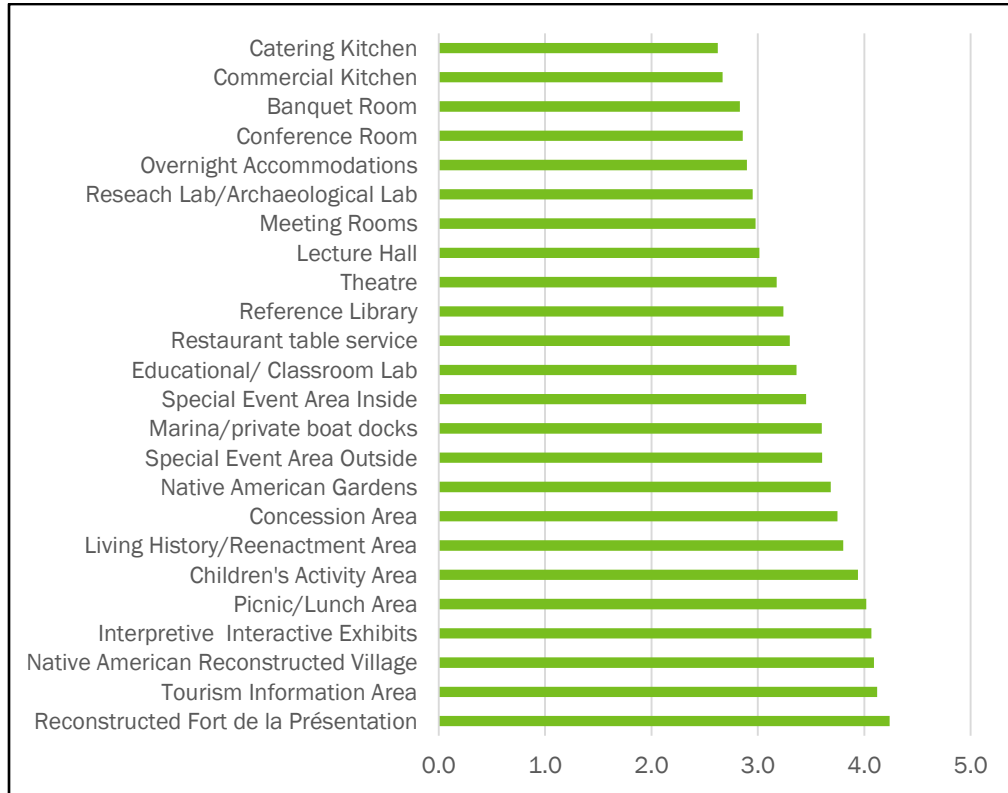
Source: Destination Services and LaBella Associates



## FORT DE LA PRÉSENTATION

Respondents were also invited to indicate other attractions they would enjoy. Family and children's activities, nature activities and better access to the river were among popular answers.

Chart 20 – Visitor and Resident Survey: VIC Spaces and Amenities (Weighted Average)



Source: Destination Services and LaBella Associates

The respondents indicated the highest interest level for interpretive center amenities to be reconstructing the fort followed by creating interpretive interactive exhibits, establishing a reconstructed Native American Village and having a tourist information area. Developing culinary services and banquet facilities were rated at the lowest level on the comparative scale. Food and beverage services, including alcohol sales, are the highest revenue generators for any venue. It is recommended that these types of facilities definitely be included in an interpretive facility. However, the cost of such a facility could be prohibitive. The Association is unwilling to enter into a venture that would compete with local businesses; therefore if such a facility were included, the Association would want it to complement local offerings.

Meeting rooms, a lecture hall and a conference room were also rated at the lower levels. Again, it is these types of facilities that will help drive sustainability and operational revenues. It is possible to design these facilities with ultimate flexibility and multiple uses. These space allocations should accommodate

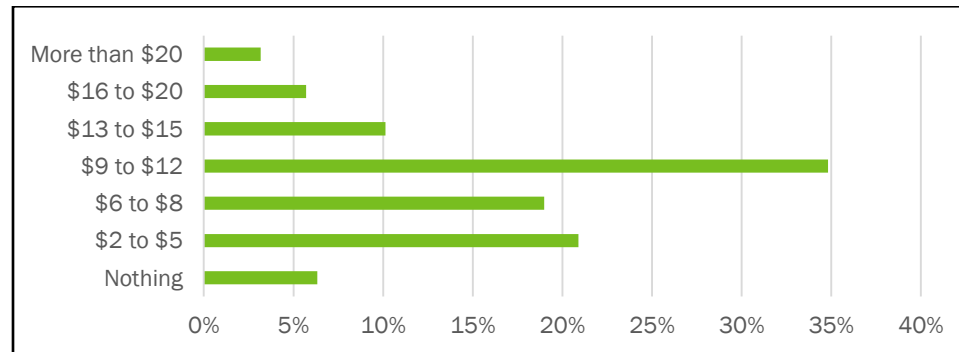
professional meeting planners as well as family reunions, special events and educational functions. The rooms should be branded to the fort and include the highest technological features.

Archaeology is a key factor for the fort as is ongoing research. The respondents indicated an average need for an archaeological/research lab. The significance of this historic site will certainly drive the highest levels of research and expertise concerning this site.

The lowest rated amenity was a catering kitchen.

Respondents were also asked how much they would pay for admission and to attend events at a VIC. Surprisingly, 35 percent indicated they would pay between \$9 and \$12. A very slight three percent would pay more than \$20 and six percent said they would pay nothing.

Chart 21 – Visitor and Resident Survey: Per Person Admission to VIC



Source: Destination Services and LaBella Associates

By way of comparison on price tolerance, 52 percent of residents and visitors said they would use a bicycle ferry between Ogdensburg and Prescott and just under half would pay \$1 to \$5 while 15 percent would pay \$9 to \$12.

## RESIDENT AND VISITOR DEMOGRAPHICS

Respondents to the resident and visitor portions of the survey were 64 percent female and quite highly educated with two-thirds having graduated college and 35 percent holding master's degrees. The average age of respondents was just over 52 but 31 percent were retired. Those still working are in education, health care and clerical jobs.

### CONCLUSIONS

As noted in the narrative of survey results, some discouraging data points were encountered. For example, few respondents favor interpretive center space allocations that generate significant revenue favoring instead exhibits and interpretive areas. While interpretation is obviously the point of the entire venture, revenue generation is necessary for sustainability unless the entire debt and operations for the VIC are going to be funded through public monies and significant ongoing donations.

Respondents felt that Ogdensburg is desperately in need of revitalization and no one would disagree. Downtown revitalization is a priority of the City and it is positioning itself to successfully compete for a \$10- million Downtown Revitalization Initiative grant through New York State to implement projects throughout downtown. Fort de la Présentation could be an element of DRI implementation and is within the City's DRI proposed boundary. The fort positioning itself as an enthusiastic partner with a feasible plan makes the DRI application more attractive to evaluators.

At the present time, basic services to support visitor traffic are limited at best. However, on the positive side, the outdoor recreation opportunities and scenery are outstanding. Furthermore, there is a substantial tourism economy existing within a radius of 60 miles. In other words, the business is already near Ogdensburg and it is a matter of capturing its share of the market.

The survey process was marred by a lack of cooperative efforts among tourism entities within a 60-mile radius of Ogdensburg. This resulted in difficulties in distributing the survey instrument and hampered the overall research effort. The Fort will need the support of the entire community and visitor industry if it is to be successful.

Lack of cooperation or the fear of competition is a problem that will affect efforts to establish an interpretive center and is detrimental to the region in maximizing the tourism industry. The longer a visitor stays in the area with multiple overnights the more economic impact generated for the region. Establishing true networking and cooperative efforts in marketing, advertising, special events, strategic planning and product development will benefit both the City and the region.

Response rates for the surveys with community leaders, visitors, and residents were low. This may suggest that the Association needs to engage in more outreach activities to get the word out about the potential for the site. The support of the entire community and its leaders is crucial to the success of the fort development plan. The survey link was emailed to 42 addresses supplied by the Fort Association, none of whom responded.

Response to the leaders survey was also underwhelming. And among the 16 leaders who responded, all of whom knew the survey was about the fort VIC, none named the fort as a destination that makes Ogdensburg unique. The support of the entire community and its leaders is crucial to success of the fort development plan.

Finally, the results of the survey process showed that some residents had questions about the ambitious goals for the site. This indicates a need to segment this project into phases, so as to achieve improvement quickly. It will also be necessary to implement an aggressive local communication vehicle that not only informs, but instills pride in the community and ownership of the Fort.

The Fort La Présentation Association is largely comprised of residents of the City, and adjacent townships. Their positive and optimistic attitude toward the re-development of Van Rensselaer Point and the contribution that this can have on the City and St. Lawrence River Valley has advanced the agenda thus far and will continue to do so. The members' attitude is one of "roll up our sleeves and continue to work the problem."

## **FORT DE LA PRÉSENTATION**

## CASE STUDIES

The purpose of the case studies is to research comparable facilities to determine the advisability of pursuing similar avenues of development for the Fort de la Présentation Visitors Information and Interpretive Center. Three appropriate case study examples were identified and approved by the Association for inclusion in the report. All three have some important aspects in common with Fort de la Présentation. The three examples are:

- Fort Stanwix National Monument, Rome, NY
- Johnstown Flood National Memorial, South Fork, PA
- Ste. Genevieve National Historical Park, Ste. Genevieve, MO

## FORT STANWIX NATIONAL MONUMENT, ROME, NY

## OVERVIEW

The story of the Fort Stanwix National Monument in Rome, NY, is relevant to Fort de la Présentation in several ways:

- A replica fort was developed at Fort Stanwix National Monument 40 years after the site was established as a national monument.
- Fort Stanwix is an archaeologically significant site and artifacts excavated from the site are housed in an education and visitors center that opened in 2005, 29 years after the replica fort opened.
- The site is located in an urban area characterized by former industrial areas in a city struggling to ignite its economy.
- An NPS Visitor Services Project Visitor Study done in 2011 found that almost half of visitors (49 percent) named Fort Stanwix as their primary destination. Local residents comprised 30 percent of visitors and another 30 percent were there to visit friends and relatives in the area. Among visitors to Fort Stanwix 69 percent also visited other destinations within a two-hour drive including Oriskany Battlefield (26 percent) and Erie Canal Village (24 percent).
- Rome is in an urban area with plenty of accommodations within the city itself and more in Utica, less than a half hour drive away, and Verona, about a 15-minute drive. Rome, Utica or Verona were where 30 percent of visitors stayed the night before their visit; another 24 percent said they stayed in one of these three places after their visit. Rome was most named: 22 and 17 percent, respectively.

### SUMMARY

The successful outcome of the siege of Fort Stanwix during the Revolutionary War was a contributing factor in the Americans' ability to recruit European allies and undermine the British. The siege of Fort Stanwix and the Battle of Oriskany, which took place nearby are very important in the history of the young nation and helped set the stage for the Americans' victory at the Battle of Saratoga.

The City of Rome grew up around the fort and eventually subsumed the site. The effort to have the site recognized began in 1923 when the New York State legislature funded research into the location of important Revolutionary War sites and the idea of acquisition of the now-urbanized site of Fort Stanwix, reconstruction of a replica fort and museum was first floated by the president of the Mohawk Valley Historical Association. The importance of Stanwix to the nation was recognized in 1935 when President Franklin Roosevelt signed the enabling legislation for the Fort Stanwix Monument into law.

The new law stipulated that the site could not become an actual national monument until the Federal Government had title to the land. The price of the land was estimated to be \$300,000 equivalent to \$55.3 million in 2018. Instead, the park service proposed placing markers on the site.

Fast forward to the early 1960s. Twilight was closing in on Rome's period of financial success. It lost its transportation industry when trucks and automobiles replaced the Erie Canal and rail network. Its copper industry fell to other metals, plastics and stainless steel. The closing of Griffiss Air Force Base in 1963 and loss of 2,700 jobs crippled the economy of the city.

A giant urban renewal project that would level much of the central area of the City and spark Rome's economy through tourism was envisioned. Development of the site began in 1965 with an archaeological dig designed to confirm that the original Fort had (or had not) been lost due to subsequent development on the site. The investigation resulted in a finding that a substantial proportion of the fort's resources were recoverable.

An economic feasibility study done at the time estimated that a combination of historic attractions highlighting the area's history from the Revolutionary War through the Erie Canal era and on to the development of the modern City of Rome, would bring in up to 800,000 visitors a year. Another study estimated that the reconstructed fort would increase regional visitorship from 100,000 in 1967 to 400,000 in 1971 and as many of 700,000 in 1976 and that 70 percent of these visitors would go to Fort Stanwix.

With almost no opposition the plan for Fort Stanwix was approved and an archaeological resource survey ran from 1970 to 1972 confirming the existence of the fort and driving its ultimate design. During this time more than 28,000

artifacts were recovered. The fort itself was built beginning in September 1974 and opened to the public in 1976.

The reproduction fort was built of modern materials, its cement foundation clad in pressure-treated wood meant to emulate the log and earth structure it replicated. Problems began surfacing within a few years and maintenance became an ongoing headache. Interpretive programming relied heavily on volunteers because of funding limitations. Ongoing financial problems had Fort Stanwix in debt by an estimated \$70,000 by 1992.

The long-planned but unrealized visitor center was developed partly in response to conditions that threatened the integrity of the artifacts uncovered during excavation. The \$6.4 million center was funded by the National Park Service with contributions from NYS DOT, HUD funds from Oneida County, Oneida Indian Nation, NYS Environmental Protection Fund and City of Rome. It opened in 2005. Interpretive space inside the new center has been a product of partnerships. An agreement with the Oneida Indians formalized their relationship with and importance to planning and implementation of educational programs at the fort.

Throughout, Fort Stanwix visitation has been underwhelming. Its banner year, the year the replica fort opened was also the nation's bicentennial and that year it had 211,700 visitors. Between 2000 and 2003 it averaged 56,560 visitors a year. That improved to 93,097 visitors in 2016. This is down significantly from an NPS report cited in the local newspaper in 2014 that said there were more than 195,000 visitors to Fort Stanwix in 2012 and in 2013, 129,000 visitors. The 2012-2013 difference was ascribed to a government shutdown that closed the site for two weeks in October 2013. The visitors' contribution to the economy was an estimated \$9.84 million in 2012 and \$6.4 million in 2013. The 2019 NPS budget operating appropriation request for the site is \$1.445 million.

In 2002 the National Park Service published a study analyzing the potential for establishment of a Northern Frontier National Heritage Area in a 10-county region that would include Stanwix. The study found that the Northern Frontier met the criteria for establishment of such an area. It also found that there are no other NPS units interpreting the Indian, European and colonial cultural interactions. It continues: "(h)owever, establishing a new national heritage area is not considered feasible at this time. During the course of this study, the conditions necessary for the creation of a national heritage area were not found. Other national heritage areas have been initiated through a ground swell of local support, and a willingness to reach across local jurisdictions, that does not appear to be present within the Northern Frontier area."



### CONCLUSION

The story of Fort Stanwix is a cautionary tale for proponents of development of a replica fortified mission at Fort de la Présentation. Takeaways from Fort Stanwix for Fort de la Présentation include:

- Fort Stanwix was an all-eggs-in-one-basket approach to much-needed economic revitalization for the City of Rome. Unfortunately Urban Renewal did not produce the intended results here and elsewhere.
- The attempt to develop a Fort Stanwix that was architecturally accurate created maintenance issues that could not have been foreseen but which have played a detrimental role in the financial stability of the site throughout its history and development.
- A lasting relationship with the Six Nations Indian tribes and specifically with the Oneidas came very late in the development of the park. The Oneidas' Turning Stone Casino in nearby Verona also turned the Nation into an economic power with more influence on interpretive themes at the site.
- With the Oriskany Battlefield, Erie Canal Village and Erie Canal National Heritage Corridor, Fort Stanwix is part of an important interpretation network. However, its attendance figures have failed to fulfill their potential or expectations.
- Although it would add significantly to the interpretation and understanding of its period of significance, the NPS declined to establish a National Heritage Area that would include Fort Stanwix specifically because of a lack of public support for the idea.

### SOURCES

Sources consulted for this summary include:

- National Park Service, *Reconstructing the Past, Partnering for the Future: An Administrative History of the Fort Stanwix National Monument*, June 2004
- National Park Service, *Social Science Program Visitor Services Project, Fort Stanwix National Monument*, 2011
- National Park Service, *The Northern Frontier Special Resource Study*, 2002
- US Department of the Interior, *National Park Service Budget Justifications and Performance Information, Fiscal Year 2019*

And various websites including:

<http://romesentinel.com/rome/fort-stanwix-touts-6-7m-local-economic-impact>

## JOHNSTOWN FLOOD NATIONAL MEMORIAL, SOUTH FORK, PA

## OVERVIEW

The story of the Johnstown Flood National Memorial in South Fork, PA, is relevant to Fort de la Présentation in several ways:

- The 178-acre park's main holding is a portion of a former lake and its failed dam that are remnants of an 1889 flooding disaster. The site is interpreted but these main features have not been substantially rehabilitated – overlooks and historic photos guide visitors' imaginations.
- The park was established for 25 years before a permanent visitor center was developed by the National Park Service.
- The park is located in a remote area about a 20-minute drive from the City of Johnstown; hotel accommodations in Johnstown have increased substantially in the past 25 or so years from two to eight establishments. This is due to its tourism appeal related to the flood – there is also a privately operated museum dedicated to the flood in the City of Johnstown – and also the development of Johnstown as a sports tournament destination.
- An NPS Visitor Services Project Visitor Study done in 2005 found that the memorial is a successful participant in the local tourism industry. Among visitors surveyed, 38 percent mentioned the site as their primary reason to visit the area, 20 percent were in the area to visit friends and relatives. But a majority of visitors also visited other destinations in Johnstown including its inclined plane (57 percent), the privately operated flood museum (50 percent) and Heritage Discovery Center (22 percent).
- The availability of local accommodations are central to keeping visitors in the area: Johnstown accommodations are the most mentioned: 26 percent said they stayed in Johnstown before their visit and 22 percent stayed over after their visit.
- A private Association, the 1889 South Fork Fishing and Hunting Club Historical Preservation Society, owned four National Register structures related to the disaster. Poorly funded, it ceded its holdings to the NPS – for which Congress authorized a boundary amendment – and later disbanded.

## SUMMARY

The Johnstown Flood National Memorial preserves the remains of the South Fork Dam. The dam failed during a rainstorm on May 31, 1889 sending 20 million tons of Lake Conemaugh water downstream to Johnstown through the Little Conemaugh River, killing 2,209 people in its path. It remains the largest loss of human life due to dam failure in the United States. The owner of the dam and

## FORT DE LA PRÉSENTATION

lake, the South Fork Fishing and Hunting Club, was implicated in the disaster but efforts to win damages in the courts were ultimately unsuccessful.

No attempt has ever been made to reconstruct the dam or the lake and so what remains is a depression demarking the former lakebed and two abutments separated by a rift of about 400 feet. Visitors can walk out on the abutments to view the meadow that fills the area once flooded by the lake.

The property was designated a national memorial in 1964 and opened to the public in 1969. The grounds are open year round. A visitor center is open seven days a week from April to November and weekends only during the balance of the year. It is closed on major legal holidays. The memorial has hosted 4.28 million people since it opened to the public with its highest attendance at 333,283 in 1989 during the centennial of the disaster. Typical visitation is 100,000 to 160,000 people per year, most of them between April and October. There were 148,383 visitors in 2016, the most recent year for which the visitorship total is available. The 2019 NPS budget operating appropriation request for the site is \$733,000.

In the years following the designation as a national memorial, the National Park Service developed a visitor center (1988-89), picnic, parking and maintenance facilities (beginning in 1972); and installed interpretive trails and signage (beginning in 1975) and has rehabilitated a caretaker's house as its office complex.

The 1889 South Fork Fishing and Hunting Club Historical Preservation Society was established in 1988 with its mission to protect, maintain and manage buildings of the former club. Its four National Register-listed buildings were initially not considered for inclusion in the memorial. However, the society lacked the resources to rehabilitate the buildings and also make its mortgage payments. Efforts to find a buyer for the properties were unsuccessful and in 2006 the club properties were acquired by the National Park Service. Simultaneously the society became the Friends of the Johnstown Flood National Memorial. The park service began piecemeal rehabilitation of the clubhouse in 2013. The Friends disbanded in 2015. In 2017, the National Park Service resurrected the group.

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## CONCLUSION

Takeaways from the Johnstown Flood National Memorial for Fort de la Présentation include:

- The site's main attraction has not been replicated or redeveloped.
- The site was developed with interpretation well before the visitor center was opened.

- Availability of accommodations seems to play a central role in retaining visitors with Johnstown most-mentioned among destinations for the night before and after a visit to the memorial with a majority of visitors also attending other local destinations that interpret the history and culture of the valley including that of the flood disaster.
- A minority of visitors to the site were in the area to visit friends and relatives.
- A poorly funded local preservation society ceded its holdings to the NPS when it could not fund them on its own.

## SOURCES

Sources consulted for this summary include:

- National Park Service, Johnstown Flood National Memorial Landscape, Johnstown Flood National Memorial Cultural Landscape Inventory 2016
- National Park Service, Social Science Program Visitor Services Project, Johnstown Flood National Memorial Visitor Study Summer 2005
- US Department of the Interior, National Park Service Budget Justifications and Performance Information, Fiscal Year 2019

And various websites including:

- <https://www.tripadvisor.com/Hotels>
- [http://www.tribdem.com/news/friends-sought-for-flood-memorial-nonprofit-group-would-work-with/article\\_f483de0a-8233-11e7-8dfa-cf3cd757434e.html](http://www.tribdem.com/news/friends-sought-for-flood-memorial-nonprofit-group-would-work-with/article_f483de0a-8233-11e7-8dfa-cf3cd757434e.html)
- <https://www.nps.gov/jofl/index.htm>
- <http://www.visitjohnstownpa.com>
- [https://www.washingtonpost.com/archive/lifestyle/travel/1992/05/31/flood-of-memories/05f4884e-1213-4a49-94f6-816de09011f4/?noredirect=on&utm\\_term=.b3e122536bb4](https://www.washingtonpost.com/archive/lifestyle/travel/1992/05/31/flood-of-memories/05f4884e-1213-4a49-94f6-816de09011f4/?noredirect=on&utm_term=.b3e122536bb4)

## STE. GENEVIEVE NATIONAL HISTORICAL PARK, STE. GENEVIEVE, MO

### OVERVIEW

Ste. Genevieve is relevant to Fort de la Présentation because it is our nation's newest national park. How Ste. Genevieve achieved the designation, what the process entailed and the role of the local committee are of interest to Fort de la Présentation's leaders:

- The St. Genevieve National Historical Park was designated by Congress in 2018 to interpret themes of French settlement, architecture and

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community. It actually is comprised of two districts about 2.5 miles away from one another.

- The 2016 Special Resources Study performed by NPS for Ste. Genevieve found that the district is significant, that its management would be superior to that already being provided and would meet needs for resource protection and comprehensive interpretation.
- The designation of the park was 20 years in the making and is part of a tourism strategy.
- The core of the park will be formed by state-owned properties that will be conveyed to NPS. NPS will purchase additional properties in the future. The park will not be operational until NPS owns property there. NPS has appointed an interim superintendent and initiated its first acquisition. Its 2018 budget is \$180,000 for the year that concludes on September 30, 2018.
- NPS found that six properties owned by two private concerns, the National Society of Colonial Dames of America in the State of Missouri and the Foundation for the Restoration of Ste. Genevieve are not in need of NPS management because they are adequately protected and interpreted. That was also said of two of four state-owned properties.
- Neither of the two private organizations has the resources to take on comprehensive interpretation throughout the Ste. Genevieve Historic District.

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### SUMMARY

The French first settled the upper Mississippi River Valley in the 17<sup>th</sup> and 18<sup>th</sup> centuries. These settlements followed the earliest French settlement on the continent on the St. Lawrence River in present-day Quebec during the 17<sup>th</sup> century.

French explorer Louis Jolliet and Jesuit Fr. Jacques Marquette followed the Mississippi south and the settlement of Ste. Genevieve was a result of their initial forays. French missionaries and American Indians were the first to settle on the banks of the Mississippi in the early 18<sup>th</sup> century. Others followed and St. Louis was settled on one side of the river and Ste. Genevieve on the other.

The new settlers of Ste. Genevieve were French Canadians and French Caribbean colonists. This area offered the settlers access to salt which was important in preserving meat. But the settlers were principally interested in the rich river valley farmland. When the French lost control of their North American territories in 1763 Britain took over on the east side of the river while the Spanish controlled the west side. The French who lived on the east went west to the Spanish-controlled side and boosted the population of the settlement.

Because of their cultural predominance and the neglect of the Spanish government in New Orleans, the French dominated the community and their language, customs and culture prevailed. A Common Field was established with privately owned lots within, common area for timbering and pasturing and a village settlement. An old Ste. Genevieve was repeatedly flooded and so a “new” town was established away from the threat of flooding.

Ste. Genevieve continued to grow. Its oldest surviving structures, from the 1790s, were joined by newer buildings built in a distinctive vertical log pattern. These were later joined by more traditional British American and later German American style homes were built. Throughout Ste. Genevieve was a fairly diverse settlement with Black and mixed-race people including enslaved and free people. American Indians including some of whom were enslaved, as well as British and German Americans later on.

It is the vertical log houses first built by the French that form the core of the important resources in the town. The NPS Special Resources Study calls these an unequalled collection. The property inventory includes 50 buildings and sites.

The town’s unique architectural resources first came to the attention of historians in the 1930s and the first efforts to preserve these resources began in the late 1950s. In 1960 Ste. Genevieve’s was among the nation’s first designated historic districts. Through the years more details about the town, including the original town settlement that was flooded out, as well as cultural details emerged, contributing to a growing understanding of the importance of the area and its resources.

In its suitability analysis, the NPS concludes that “Ste. Genevieve offers an unparalleled opportunity to provide public understanding of the nationally significant historic district and themes of French settlement, vernacular architecture, and community form as well as farming on the frontier.”

The Special Resource Study noted that the level of public support for the establishment of the park is high. “The town has strong preservation ordinances, is a Certified Local Government and a Preserve America community.” The NPS study projected visitation by comparing similarly sized and located NPS units. It estimated Ste. Genevieve could attract 44,000 to 68,000 visitors a year – 25,000 to 40,000 already visit according to the local chamber – with an economic impact of \$1.7 to \$3.3 million.

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## CONCLUSION

Takeaways from Ste. Genevieve for Fort de la Présentation include:

- Fort de la Présentation shares some themes with Ste. Genevieve and would make an important link in the understanding of French culture in

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the United State and the moment of initial contact between Europeans and First Nations peoples.

- Ste. Genevieve's residents' strong support for preservation and interpretation of the town historic resources was a large factor in the designation of the National Historic Park.
- Although Ste. Genevieve has been the subject of special study and attention for the better part of a century it was only recognized as a potential historic park in relatively recent times.
- Unlike Fort Stanwix and Johnstown Flood, Ste. Genevieve is on a break-neck pace for designation-to-operation status. A bill to designate the area was introduced in Congress in June 2017 and by August 2018 it had its first interim director and was well on the way to acquiring its first property from the State of Missouri.

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### SOURCES

Sources consulted for this summary include:

- National Park Service, Ste. Genevieve Final Special Resources Study and Environmental Assessment, May 2016
- National Park Service brochure: Ste. Genevieve National Historic Park: Starting up America's newest national park!, July 2018

And various news articles including:

- <http://www.stegenherald.com/news/dynamic-story-of-preservation-sparked-good-s-interest-in-ste>
- <http://www.stegenherald.com/news/nps-ready-to-move-quickly-on-first-property-will-analyze>
- <http://www.stegenherald.com/news/national-park-service-plans-visit-sets-budget-for-ste-genevieve>
- <https://dailyjournalonline.com/news/local/a-big-day-for-ste-gen>
- <https://www.stltoday.com/news/local/metro/ste-genevieve-gets-national-park-designation-but-much-remains-to>

And from the local chamber:

- <https://www.visitstegen.com/ste-genevieve-log-homes-declared-suitable-for-national-park-status/>

## RECOMMENDATIONS AND IMPLEMENTATION

The interpretive center will be feasible provided that the following occur in concert with the development. These activities should be divided into achievable phases. It is important to note that this process is highly dependent on funding and will most probably consume 3 to 5 years at the very least.

- Communicate these findings to all elected official and private individuals associated with this project
- Establish a temporary interpretive tent/shelter/log building with exhibits and staffing, at a minimum, on the weekends during the visitor season, for example, The Association is considering the construction of one or more French colonial style cabins such as those at St. Genevieve or Skä.noñh, Liverpool, NY – skanonhcenter.org – with exhibits, staffing for demonstrations and hands-on programming on weekends and during the visitor season.
- Develop aggressive marketing campaign detailing the future project and its progress
- Cooperate fully with the City of Ogdensburg as it addresses the need for downtown rejuvenation and visitors services
- Explore the potential for National Park Service involvement:
  - Accelerate onsite and offsite Fort related special events and community activities
  - Establish partnerships with other Forts and tourism promotion Associations
  - Request marketing assistance from the New York Department of Tourism
  - Prepare a development execution plan of action with specific points of performance measurements
  - Prepare an annual report of progress to be sent to residents, elected officials and to those who have provided funding
  - Create a strategic plan of action and follow the plan
  - Create a business plan to share with potential funding sources
- Attract funding for an NPS Special Resource Study, archaeological resources studies and other important studies that establish the importance of the site at the federal level. Base studies for these efforts include reports from digs by SUNY Potsdam's archeology program, the



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New York State Museum and private archeologists on the site and adjacent properties.

It is imperative that downtown revitalization occur during the Fort and interpretive center development. The need for at least one upscale 25 to 50 room lodging facility (boutique hotel) within the City, more shopping, new upscale dining options, new attractions/entertainment and nightlife activities along with a visitor services delivery platform are vital to generating visitors.

Explore funding sources at all levels; local, State and Federal funding programs, U.S. Department of Agriculture programs, private donations, foundations, fundraising, etc.

Encourage the City of Ogdensburg to prepare and execute a downtown revitalization project based on the tourism industry.

## IMPLEMENTATION MATRIX

The implementation matrix is a guide to realizing the recommendations of the Fort de la Présentation Visitors Interpretive Center Feasibility Study.

## HOW TO USE THE MATRIX

The matrix outlines the steps the Fort la Présentation Association and its implementing partners could use to address each recommendation, as well as the following:

- Priority –Low, medium or high
- Phasing – Short, medium- or long-term
- Responsible Entity
- Partnering Entities
- Estimated Cost – order of magnitude or other informed estimate of costs related to the implementation of the measure
- Potential Funding Sources
- Notes

Acronyms used in the implementation matrix

- EPF – Environmental Protection Fund
- NYSCA – New York State Council on the Arts
- YSDIS – New York State Department of State
- ESDC – Empire State Development Corp.
- LWRP –Local Waterfront Revitalization Program
- OPRHP – New York State Office of Parks, Recreation and Historic Preservation
- CDBG Community Development Block Grant
- ADA – Americans with Disabilities Act

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Recommended Actions	Timing	Priority	Responsible Entity	Partnering Entities	Estimated Cost	Potential funding sources	Notes
I. Re-energize Fort la Présentation Association and re-engage the community							
I. a. Community and funder support	O	H	Association	City, local foundations, local and regional elected leaders, allied organizations, etc.	None	N/A	<ul style="list-style-type: none"> <li>Focus on story of the future;</li> <li>Consider making financial reports public</li> </ul>
I. b. Take advantage of Northern New York Community Foundation Endowment Matching Grant	O	H	Association	All donors	N/A	N/A	<ul style="list-style-type: none"> <li>Grant is \$10,000</li> </ul>
I. c. Focus on board leadership development and succession planning	S	H	Association	N/A	Varies		<ul style="list-style-type: none"> <li>Capacity building grants usually go to larger non-profits with demonstrated track records in service to their communities</li> </ul>
I. d. Develop strategic plan	S	H	Association	N/A	Varies		<ul style="list-style-type: none"> <li>Could be part of board leadership development and succession planning</li> </ul>

## VISITORS INTERPRETIVE STRATEGY

Recommended Actions	Timing	Priority	Responsible Entity	Partnering Entities	Estimated Cost	Potential funding sources	Notes
I. e. Continue to strive toward acquisition of Duffy properties on Van Rensselaer Point	O	H	Association	City, owners	Unknown	Grants, public donations, local foundations, OPRHP EPF	<ul style="list-style-type: none"> <li>This is a long-term strategy</li> <li>Archaeological survey would follow successful acquisition</li> </ul>
I. f. Hire staff	O	H	Association		\$20,000-\$30,000	NYSCA Workforce Investment grant; possible college interns	<ul style="list-style-type: none"> <li>Could be a shared staff with another entity</li> </ul>
I. g. Market with partners and allied organizations	O	H	Association	Chambers, Allied entities and museums	Varies		<ul style="list-style-type: none"> <li>Develop marketing co-ops and agreements</li> <li>Develop themed itineraries with other museums</li> </ul>
II. Animate Van Rensselaer Point							
II. a. Encourage use of grounds by all community groups to provide activities related to education and interpretation of themes related to fort and site	O	H	Local non-profits, schools, scouts, fraternal organizations	Association, Akwesasne, Upper Canada Village, Fort Wellington, re-enactors, artisans, crafts people, folklorists, TAUNY, North Country Children's Museum, Remington Museum, etc.	N/A	Users to fund, NYSCA regrants, Kresge Fdn, Stewart Shops	<ul style="list-style-type: none"> <li>Association should require a certificate of additional insured from all users to cover potential liability</li> </ul>

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Recommended Actions	Timing	Priority	Responsible Entity	Partnering Entities	Estimated Cost	Potential funding sources	Notes
II. b. Encourage use by recreation and fitness groups for nature and fitness walks, sunrise yoga, fun run/walks, and other outdoor recreation activities such as cross-country skiing, fishing and birdwatching etc.	M	M	User groups including private fitness instructors, seniors orgs., day cares, schools, hospital	Association, City recreation department	N/A	Allegiant Air Sports Sponsorships, Stewart Shops, Kinney Drugs Fdn, NY Comm Bank Fdn	<ul style="list-style-type: none"> <li>Association should require a certificate of additional insured from all users to cover potential liability</li> </ul>
II. c. Food truck rodeos	M	M	Food trucks	Association, City recreation department	N/A	Up to food trucks to fund (and reap benefits – of which they could donate some to Association)	<ul style="list-style-type: none"> <li>One evening a week May-Oct. for food trucks; encourage busking</li> </ul>

## VISITORS INTERPRETIVE STRATEGY

Recommended Actions	Timing	Priority	Responsible Entity	Partnering Entities	Estimated Cost	Potential funding sources	Notes
II. d. Encourage partners to develop week-long summer camps for kids focusing on educational activities related to site interpretive themes	M	M	Public and private schools, day cares, youth and fraternal orgs,	Association, Akwesasne, Upper Canada Village, Fort Wellington, re-enactors, artisans, crafts people, folklorists, TAUNY, North Country Children's Museum, Remington Museum, etc.	N/A	NYSCA Art and Artists in Public Places, NYSCA Resident Artists grant, board of ed, rec programs, Kresge Fdn, Thriving Cultures Program, Stewarts Shops	<ul style="list-style-type: none"> <li>Depending on complexity to schedule and allot space a small admin fee may be justified</li> </ul>
II. e. Program the community garden or start a new theme garden with 1749 crops and have cooking demonstrations	M	M	Volunteer gardeners, Cornell Coop Ext., history buffs	Association, Akwesasne, Upper Canada Village, Fort Wellington, local restaurateurs, scholastic home ec programs, re-enactors	Varies	Volunteer time, resources	<ul style="list-style-type: none"> <li>Need to coordinate with health department to provide food samples</li> <li>Utilize bake oven</li> </ul>
II. f. Celebrate the sunset daily	O	H	Community, Association, City rec dept	Artisans, performers, musicians	Varies if performers to be paid, \$0 if not (they can busk)	NYSCA Regrants for entertainment	<ul style="list-style-type: none"> <li><a href="https://www.visitstpete-clearwater.com/profile/sunsets-pier-60/1987">https://www.visitstpete-clearwater.com/profile/sunsets-pier-60/1987</a></li> </ul>

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Recommended Actions	Timing	Priority	Responsible Entity	Partnering Entities	Estimated Cost	Potential funding sources	Notes
III. Develop Van Rensselaer Point							
III. a. Develop a covered picnic shelter or similar structure	M	M	Association	City	\$60,000-\$100,000	NYS DOS, NYS OPRHP, Foundations, Donors	<ul style="list-style-type: none"> <li>• LWRP implementation</li> <li>• Cost very dependent on size</li> <li>• Assume no utilities</li> </ul>
III. b. Develop washrooms.	M	H	Association		\$60,000-\$80,000	NYS DOS, NYS OPRHP, Foundations, Donors, CDBG	<ul style="list-style-type: none"> <li>• LWRP implementation</li> <li>• Two unisex ADA washrooms with a single toilet each and a maintenance closet</li> <li>• Probably cannot use composting toilets due to proximity of floodplain</li> <li>• Cost estimate does not consider utilities</li> </ul>
III. c. Develop an authentic ruin or fragment	M	H	Association		Varies	NYS DOS, NYS OPRHP, Foundations, Donors	<ul style="list-style-type: none"> <li>• Must be historically accurate</li> <li>• Needn't be large</li> </ul>
III. d. Construct a scaled block/stone outline of the original Fort to provide a sense of size and scale	S	H	Association	City rec dept, Little League, re-enactors, historians	N/A	N/A	<ul style="list-style-type: none"> <li>• Hopefully a chalker could be lent</li> <li>• Would require some logistical and historian support</li> </ul>

## VISITORS INTERPRETIVE STRATEGY

Recommended Actions	Timing	Priority	Responsible Entity	Partnering Entities	Estimated Cost	Potential funding sources	Notes
III. e. Build a replica longhouse	S	H	Association and partners	Association, re-enactors, historians, North Country Children's Museum	Varies		<ul style="list-style-type: none"> <li>Materials could be donated</li> </ul>
IV. Furnish the Site							
IV. a. City to develop play structure on its own Point property	S	H	City	Association, community volunteers			<ul style="list-style-type: none"> <li>City will need to replace obsolete structure in Morrisette Park</li> </ul>
V. Develop a home for the archive and artifacts							
V. a. Establish location for artifacts and archives related to fort	S	H	Association	City, Silas Wright House and/or Frederic Remington Art Museum	Varies	Possible naming rights?	



## **FORT DE LA PRÉSENTATION**

## PUBLIC INPUT

## PROJECT ADVISORY COMMITTEE MEETINGS

## Kick-Off Meeting, January 17, 2018

Barbara O'Keefe, Fort  
 Tim Cryderman, Fort  
 John Miller III, Fort  
 Laura Pearson, Ogdensburg Chamber  
 Penny Kerfin, Library  
 Sean McNamara, North Country This Week/Chamber  
 Laura Foster, Remington  
 Caitlyn Quade, Parks Canada  
 Andrea Smith, City of Ogdensburg  
 Sarah Purdy, City of Ogdensburg  
 Julie Madlin, City Historian  
 Keith Zimmerman, St. Lawrence County  
 Jim Regan, Patty Richie's Office  
 Barbara Kendall, DOS (By Phone)  
 Jacklyn Hakes, MJELS  
 Matt Morgia, Aubertine & Currier  
 Steve Powell, Destination Services (By Phone)  
 Eve Holberg, LaBella Associates

- I. Welcome and introductions by Eve Holberg, LaBella Associates
  - Agenda overview
  - Project Team: Eve Holberg, LaBella (prime); Steve Powell - Destination Services; Matt Morgia - Aubertine and Currier; Jackie Hakes - MJ Engineering.
- II. Project overview – Eve Holberg, LaBella Associates
  - Review of mission and goals
  - Project Approach
    - What is vision?
    - Who is the market?
    - Implementation: the alternatives
  - Task 1 - project foundation
    - Research and public input
    - Summarize past research
  - Task 2 - Public input.
    - Public input involves a three prong approach:
      - 1- Committee,
      - 2 - Stakeholder input,

- 3 – Workshop
    - Market analysis will include surveying stakeholders in community to understand issues and needs for future of tourism in the area. There will be a visitor survey to learn what people think of area, interests, and a visitors profile. The purpose is to learn what components should be included in the visitors center and what market should be focused on. The project team will need a robust database of visitors and will need assistance from committee in creating database.
    - A user survey including event planners, tour operators, wedding planners, etc will be conducted. Are they coming to this area and if so, what are they doing, how much are they spending, how long are they staying? The idea is to consider a multi-faceted facility.
  - Task 3 and 4:
    - Existing conditions development will involve gathering background surveys and plans for property to understand how the site works with what might be identified. Conceptual site and conceptual building plans will be created based on direction of project.
    - Public outreach opportunities were outlined including an online public survey, possible intercept surveys at key community events, public workshops, information posted to Association website that can be accessible to the public.
- III. Project Deliverables:
  - Market study/user analysis;
  - SWOT analysis
  - Lodging capacity
  - Visitor delivery service assessment
  - Uses and capacities
  - Facilities components - what's in it?
  - Management options and organization
    - One project goal is to determine degree of sustainability for the visitors center, such as how to pay bills and sustain in future.
- IV. Project schedule
  - Begin January 2018 - end March 2019
    - April - anticipated first public workshop and stakeholder meetings
    - Draft market and user analysis early May
    - Draft report September 2018
    - Final report March 2019
- V. Discussion and Questions
  - Committee ideas for outreach/existing community events: (may be opportunities to promote online survey or conduct intercept surveys:
    - Expo end of March - Fort, Chamber and City share booth (March 23,24, 25?) -
    - Battle of Ogdensburg reenactment February

- Living history day for teachers in May
- Clarkson Univ. - arts and crafts festival
- Founders weekend in July
- Seaway festival, July
- Various Chamber events
- Survey ideas - Hand out a biz card with link to survey at community events. Based on answers of questions the survey can direct people to a different series of questions (if setup that way). The County worked with St. Lawrence University students to create an agricultural survey that was successful. Allows for a deeper dive. Perhaps a semester analysis piece for a student? Eve to follow up with Keith.
- Proposed Next Committee Meeting: Wed, April 18th, 4:00 pm
- Committee Questions:
  - Methodology to determine feasibility?
    - What is market demanding/needings?
    - What does a user want?
    - Who are we connecting with or competing with?
    - How are people arriving?
    - Daytrippers? Overnights?
  - This helps to understand programming and facilities components are.
  - Best practices for management options long term
  - On a typical study - is intercept survey the same as an online survey? No. Different surveys will be created. Hope for a 10-12% return rate on survey to have a good confidence level.

#### VI. SWOT analysis exercise with Committee

#### STRENGTHS

- Remington Museum
- Historic points of interest
  - Massena
  - Other historic sites
  - "cluster"
- River & Location
- Cruise ships on river
- Deep water dock
- Site had role in 3 wars important in North American Colonial History
- Attract different audiences
- International interest- key role in Quebec history, also Ontario
- Multi-cultural
- Ancestry (Canadians & Quebec) – powerful connection
- 1 hour from Ottawa (Potential opportunity?)
  - Shopping - bring here!
- Fort Wellington (across River)
- International bridge

## **FORT DE LA PRÉSENTATION**

- Airport (flow from Florida - potential opportunity?)
- Cultural Tourism focus by County Chamber
  - 2 cultural focuses in Ogdensburg would be good

## **WEAKNESSES**

- Visitors centers have poor track record attracting visitors (with no physical fort)
  - VT: Mt. Independence example
- Location
  - Top of NYS
  - Other historic, cultural sites to stop and see before getting here
- People want to see a Fort
- No \$15m to construct fort and visitors center
- High level of poverty - difficult to attract local population
- Operationally: repeat trips?
  - Sustainability long term
  - Package into rainy day activity guide
  - Make Relevant
- How to get info to public
- How to keep fresh & relevant
- Educating the public
  - People that are here (potential ambassadors)
  - As well as regional/international
  - Must be consistent & frequent
  - "tweet" mentality - quick and concise
- Attitude - people think nothing will happen
- don't call feasibility study, call it an "opportunity study"
- Additional shoreline improvements needed

## **OPPORTUNITIES**

- Cultural tourism – city chamber, county chamber
  - Unique marketing app.
- 30 minute attraction = draw from 30 mile radius
  - 5-6 hrs. = 5-6 mi radius
  - 4+ hrs. = overnight trips
  - Lengthen time @ location
- Property has extensive area to tell history
  - Not built up around it
  - Feels like stepping back into history
  - Get 3-4 things to do in long day
  - Staycation Opps.
  - Thousand Islanders
  - Fort Wellington - partner?
  - Historic tours grant just received
  - Hotels/restaurants reasonably priced
  - Packaging cultural tourism

- Services - hotel, eat, etc.
- Affordability
- Rainy day activity
- Within a 50 mi. radius there are a large # state parks attracting people
- 4 Colleges - parents/families
- Increase awareness so people stop
- Riverquest effort to drive tourism for river attractions- help plan vacations, etc
- SLIP passport
- Railroad tunnel
- Amish Culture

### THREATS

- Poverty: especially for people who live here
- Lack of donors - both individual and corporate
- Self-esteem/ general apathy of community
  - "nothing happening"
  - "Zeroburgh"
- Structural weakness - exchange rate
- Misconception regarding ease of crossing border
  - Understanding of US/Canada regulation
- lowest Bridge crossing – no traffic
- Ogdensburg is its own worst enemy about telling people where to go in the community - tend to send people out of the community for things to do. Need a ready destination
- 4 acres in front of site needs clean-up and will be transferred from city
- High water levels of River
- Global warming threat
- Scale project/ adaptability/ useful tour
  - Seasons of activity needs (Opportunity?)
- Need endowment (bigger)
- Most forts are seasonal
- Recreation- Multi-purpose plan needed (opportunity?)

APRIL 18, 2018

In attendance:

Barbara O'Keefe, Fort Assn  
Tim Cryderman, Fort Assn  
Fred Hanss, Fort Assn  
Julie Madlin, City Historian  
Mel Schrems, Fort Assn  
Andrea Smith, City of Ogdensburg  
Steve Powell, Destination Services  
Eve Holberg, LaBella Associates

- I. Welcome and introductions by Eve Holberg, LaBella Associates
  - Agenda overview
  - Project Team members present: Eve Holberg, LaBella (prime); Steve Powell - Destination Services
- II. Review of 01-17-2018 Kickoff meeting minutes
  - The minutes of the kickoff meeting were briefly reviewed.
- III. Review SWOT analysis
  - The strengths, weaknesses, opportunities and threats (SWOT) analysis from the kickoff meeting was briefly reviewed:
    - Strengths:
      - Location
      - Remington Museum
      - Heritage
      - Broad appeal
      - Dockage and cruise ships
    - Weaknesses:
      - No fort
      - Location
      - Lack of financial resources
    - Opportunities:
      - Unique cultural tourism destination
      - Destinations to draw from within 30- and 50-mile radii
      - Reasonable prices
      - Colleges and universities nearby
    - Threats
      - Poverty
      - Lack of donors
      - Seasonality
      - Border crossing
      - Local apathy

The entire SWOT analysis is contained in the minutes of the January 17 meeting

IV. Review of public input so far

- Three focus group discussions held April 17 and 18.
- More than 50 contacts for the focus groups were provided. At least one effort – and in most cases several efforts – to reach each by email and/or phone was made and overall 35 people eventually RSVP'ed one way or another.
- A public workshop was held during the evening of April 17.
- Six interviews have been conducted. Interviews are ongoing.
- A summary of the public input generated by the focus groups and workshop are attached.

V. Survey and Methodology

Steve Powell of Destination Services reviewed his work and methodology for the tourism analysis. The current status of his work is:

- Toured the area
- Began competitive analysis
- Developed community leader survey
- Developed visitor survey
- Developed lodging survey
- Conducting interviews during this visit.

He described his work objectives to the committee:

- Main objective is to determine the feasibility of a sustainable interpretive center
- How do we accomplish this task?
  - Assess the local political/residential support base
  - Evaluate the visitor services platform, downtown amenities/services
  - Analyze past and potential visitor interest in product and amenities desired
  - Assess the current amount spent by the visitors surveyed
  - Determine the potential for group tours, meetings and events
  - Identify the competitive landscape

The objectives will be achieved through our scientific and industry research methodology which will produce the following results:

- A feasibility determination of the market and demand for the various components of the facility as well as meeting space, food service and other amenities within the interpretive facility as well as other operational attributes required to insure a successful and sustainable facility.
- An analysis of the management structure and the feasibility of management to successfully operate the facility.

The survey project has hit a major snag because so few allied organizations and destinations are cooperating by agreeing to distribute the survey to their databases or otherwise assist in distribution of the survey. The research



effort can only be successful if those with access to visitor databases agree to deploy the survey. To date, one organization is willing to send a survey link to its database. Participation as regional partners who thrive on the tourism industry was requested. Several committee members agreed to assist with outreach to chambers, allied destinations, tourism promotion organizations and local leaders.

### VI. Best Practices/Case Studies

The purpose of the case studies is to research comparable facilities to determine the advisability of pursuing similar avenues of development for the Fort de la Présentation Visitors Information and Interpretive Center. Three appropriate case study examples have been identified. All three have some important aspects in common with Fort de la Présentation. The three examples are:

Fort Stanwix National Monument, Rome, NY – Fort Stanwix is a replica fort opened to the public in 1976, more than 40 years after the site was established as a national monument. Fort Stanwix was created in a busy urban area, and while the Fort de la Présentation site is much less urban, it too is in within a developed environment. Like Fort de la Présentation, Stanwix is an archaeologically significant site and artifacts excavated from the site are housed in an education and visitors center that opened in 2005.

Johnstown Flood National Memorial, South Fork, PA – The Johnstown Flood National Memorial tells the story of the dam collapse that sent 20 million tons of water down the Conemaugh Valley toward Johnstown where it killed more than 2,200 people. No attempt has ever been made to reproduce the artificial lake and so visitors see a vast depression in the ground, remnants of the failed dam and cottages that once belonged to the South Fork Hunting and Fishing Club in the nearby hamlet of South Fork. The visitors center was opened in 1989, 35 years after the site was named a national memorial. It preserves the stories of the awful day the dam failed, the lives that were lost and the hunting and fishing club. It is an example of a visitors center development preceding or even replacing any other development at an historic park

Ste. Genevieve National Historical Park, Ste. Genevieve, MO – Ste. Genevieve is relevant to Fort de la Présentation because it is our nation's newest national park. How Ste. Genevieve achieved the designation, what the process entailed and the role of the local committee are of interest to Fort de la Présentation's leaders because there may be potential for the fort site to become a national park. This possibility has come up in the past and recently resurfaced in discussions relative to the VIC feasibility study.

Given the financial realities, development at the Fort de la Présentation site will be a phased effort taking place over a longer term. Therefore, the Fort VIC study should also concentrate on things that can take place at the site in the shorter term. These recommendations will be driven by the outcome of the feasibility study surveys and market analysis. The final study will include recommendations for immediate, short-, medium- and long-term implementation.

The Association Board will consider the case studies and confirm these recommendations at a future meeting.

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#### JUNE 13, 2018

In attendance:

Barbara O'Keefe, Fort Association  
 Tim Cryderman, Fort Association  
 John Miller III, Fort Association  
 Sarah Purdy, City of Ogdensburg  
 Andrea Smith, City of Ogdensburg  
 Julie Madlin, City Historian  
 Laura Pearson, Chamber  
 Laura Foster, Remington Museum  
 Barbara Kendall, NYS Department of State  
 Eve Holberg, LaBella Associates

- I. Welcome and Introductions – Eve Holberg, LaBella Associates
- II. Review of public input

The April public workshop and focus groups were reviewed and discussed (synopses of these events follow this section).

- III. Review Market Analysis

The preliminary analysis of completing and complementary services and destinations was reviewed. The main takeaways of the analysis are:

The number and quality of the attractions, events and scenery in the area surrounding Ogdensburg set the bar very high for Fort de la Présentation;

- Fort de la Présentation is a great group tour destination
- Must be revenue-generating sustainable facility
- Overnight lodging is a significant component to attracting visitors; overnight visitors generate significantly higher economic impact
- Inventory of 9,500+ rooms within a 60-mile radius of Ogdensburg
- Need hotels rooms in the community to keep visitors here

### IV. Review of Survey Results

The surveys of community leaders and stakeholders, residents, and visitors and potential visitors were reviewed. The results are summarized elsewhere in this report. Final takeaways from the surveys are:

- Overall a low response rates were due to a perceived lack of interest as well as a lack of cooperation in distributing the survey link.
- Most respondents to the visitor survey are residents of Ogdensburg and environs.
- Recruit additional basic services to support visitor traffic
- Exploit local outdoor recreation opportunities and scenery
- Focus on capturing a share of the region's substantial tourism economy
- Foster cooperation among partners and overcome fear of competition
- Make Fort de la Présentation and Ogdensburg interesting
- Recruit support and enthusiasm from every corner of community
- Instill pride in the community and ownership of Fort de la Présentation and Van Rensselaer Point

Following the presentation the group discussed the change in focus of the study from the feasibility of the planned VIC to long-term feasibility through strategies for interpretation of the Fort and its site. Several pertinent suggestions were made including:

- A Fort de la Présentation archive and collection of artifacts should have a home, possible at City Hall
- There should be a museum of the City of Ogdensburg
- The City's playground in Morrisette Park is nearing obsolescence; its replacement could be placed on Van Rensselaer Point

## PUBLIC INPUT SUMMARY – FOCUS GROUPS

## EDUCATION FOCUS GROUP

There were 20 people invited to the Education Focus Group, eight indicated they would attend and six did so. A summary of the discussion follows

- Elements of a Successful Visitors Interpretive Center
  - Appeals to all age groups
  - Bi-lingual
  - Programming and interpretive programming
  - Changing interactive exhibits
- How to draw people to fort site
  - Link to existing attractions and experiences such as the Black River Trail
  - Reach out to college/university students and their families
  - SLIP – St. Lawrence International Passport program
  - App/Website
  - Programming needs to be affordable
  - Signs at Routes 68 and 37
  - Target state parks
- What programming should be featured
  - Colonial games
  - Re-enactments
  - Living history
  - Garden plot to grow vegetables that would have been grown there
  - Period cooking, arts and crafts workshops and demonstrations
  - Incorporate heritage of Native Americans at the fort
  - Heritage of the site as well as the story of environmental degradation and cleanup

## ARTS AND CULTURE FOCUS GROUP

Among the 23 people invited to the Arts and Culture group, six said they would attend and six did so (not the same six). A summary of the discussion follows.

- Elements of a successful visitor's center
  - Appeal to tourists and a nice place for locals, appropriate architecture, spacious, clean, restrooms
  - Staffed
  - Element of a chain of museums and smaller attractions
  - Programming
  - Hands-on activities

## FORT DE LA PRÉSENTATION

- Appropriately scaled
- How to draw people to the fort
  - Keep it top of mind through social media
  - Outdoor activities and recreation
  - Re-enactments
  - Venue for other kinds of events, e.g. weddings
  - Programming for all ages
  - Information centers at each end of the international bridge
  - Adequate directional signage
  - Collaborate with other destinations
  - Needs an address for GPS users
- What else?
  - Akwesasne : “Nothing about us without us”
  - Overcome seasonality
  - Need funding source to be sustainable
  - Need to overcome fatigue with fort and perception that nothing will happen/nothing will change
  - Take incremental steps, design it to be phased in

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### STAKEHOLDER FOCUS GROUP

The Stakeholder group had 13 invitees, three of whom indicated they would attend and two did so (not the same two).

This session was a wide-ranging discussion on a variety of topics with just two attendees and Eve Holberg and Steve Powell of the consultant team. The discussion included some distillation of the previous two focus groups and a discussion about potential complementary uses at the site:

A new source of revenue for the Association is needed. However, the barrier to using the site as a rental for outdoors activities such as weddings is that they are not in line with the fort's mission and therefore run counter to the fort Association's tax exempt status.

Financial realities dictate that any development at the site will be small to start, perhaps a shelter with interpretive kiosks or similar type development. The site should draw people in with recreational and leisure time opportunities. The new trail is an excellent development and can be complemented by free community festivals and events, food truck roundup for example, lots of furniture, such as picnic tables and Adirondack chairs to invite people to sit and relax.

Instead of focusing on a visitors center or fort reconstruction, should the focus be programming? The programming should be appropriate to the cultural, heritage and environmental themes already identified. These programs will draw families to the site and build an awareness of the

importance of the site. The programming won't necessarily draw a big donor, but a big donor may become aware of the Fort through media coverage of the programming.

The idea of potentially turning the site over to the National Park Service has emerged once again. There would need to be strong community consensus that this is the right thing to do. It would be the only NPS site on the St. Lawrence, linking to other NPS sites. The PAC will be asked if this avenue should be further pursued.

#### PUBLIC INPUT SUMMARY – OPEN HOUSE

About 25 people turned out for an evening open house on the 17<sup>th</sup>. Barbara O'Keefe welcomed the group and turned it over to Eve Holberg from the consultant team who gave a brief overview of the project and answered questions. She then invited attendees to visit the project informational posters set up around the perimeter of the room, to give their opinions about the questions on the posters and to fill in the survey sheet.

Attendees were asked to use colored dots (the colors of the dots did not indicate priority) to indicate how often they might use potential visitors information and interpretive center amenities.

The following table summarizes the input received:

Table 2 – Public Workshop: VIC Amenities

	Frequently (>3X mnth)	Often (2-3 X/mnth)	Sometimes (<1X mnth)	Not very often (3-4 times/year)	Hardly ever (1-2X year)
Auditorium		2	5	5	3
Café		2	6	4	5
Children's discovery center		3	3	1	4
Classrooms		4	6		1
Exhibit gallery		6	7	4	1
Garden	3	2	8	2	3
Gift shop	2		5	7	3
Historical archives	2	7	5	2	2
Interpretive trails	6	6	6	1	2
Patio		5	5	2	3
Welcome Center			8	7	3

## FORT DE LA PRÉSENTATION

A second poster asked how interested attendees were in participating in various types of programming. That input is summarized below.

Table 3 – Public Workshop: VIC Programming

	Very interested	Somewhat interested	Neutral	Not very interested	Not at all interested
Arts/crafts	8	3		3	
Children's	7	4	3		
Cultural	7	6	1		
Entertainment	5	8	1	1	
Local history	16	5			
Military history	14	6		1	
Nature/outdoors	9	5	3		
Recreational	7	7	1	1	
Travel	1	3	3	3	2

Attendees were also invited to indicate how much they would pay to participate in programs:

Table 4 – Public Workshop: VIC Admission Fee

If a fee was charged to participate in programs, how much would you be willing to pay?	\$35 or more	\$20-\$35	\$10-\$20	\$5-\$10	\$0
		3	11	3	

On a third poster, attendees were invited to complete this sentence: "Fort de la Présentation is important because ...."

- It is our Plymouth Rock
- It is an important part of Ogdensburg's and surrounding area's history and it still connects us to our neighbors in Canada
- It is and can be more of a tourist attraction
- It does not only represent local but also NYS and Canadian history. The story of who we are and what occurred is focused in many ways near the fort
- It represents a broad swath of cultures and early American and Canadian history
- Has potential to be a real tourism destination for the St. Lawrence River Valley

- The point is the most beautiful spot in our community – it should be a center of activity, not a dump!
- To preserve local history
- For education purposes, primary, secondary and higher
- To attract tourists to our area
- A location for public recreation and entertainment for local people
- A tourist destination to bring people to the area
- An education center for local schools to get "hands on" history
- It will save a financially failing Ogdensburg
- Ferry from Prescott would bring visitors to the fort
- Important to value local history
- Spurs tourism – destination
- Grow economy of area
- Waterfront attraction
- We need to have some history for our children and a reason for visitors to return
- Very important to keep visitor center and site building (fort, etc.) close together and easily accessible by all people and means
- It is the heritage of Ogdensburg. It is history.
- Engage local military for some events, ie National Guard, Fort Drum artillery
- Very successful at Upper Canada Village Crysler Farm Annual Memorial Service Nov. 11 of each year (not a reenactment)
- Make history come alive for the local people – restore pride in community
- Boost local economy
- Interpretation and teaching of local history
- Community pride
- Economic development
- Community pride in our heritage
- International history
- The fort is significant in history, Canada (French and English), England, France and the USA. This site has connection to the French and Indian War, Revolutionary War, and the War of 1812. A fort is essential to (?) tourism, which is essential to generating local revenues.

A handout surveyed attendees on their preferences for development projects. They were asked to prioritize between a Visitors Information and Interpretive Center, Colonial Village and Haudenosaunee People Longhouse and Reconstructed Fort using 1 as the highest priority. The table below summarizes the responses received. When one choice was checked and no others selected, a 1 was assigned.



## FORT DE LA PRÉSENTATION

Table 5 – Public Workshop: Development Preference

	VIC	Colonial Village	Fort
# of 1 votes	8	3	8
# of 2 votes	3	7	2
# of 3 votes	6	2	4

The weighted results are: VIC 36 points, Colonial Village, 25 points and Fort, 32 points.

Other comments received are summarized below:

- The three choices are not separate and distinct; consider combining
- Don't put longhouse on back burner
- Mistake to separate these functions
- So important to keep history alive
- Focus on interesting things to see and do – an experience akin to Upper Canada Village. Must be entertaining
- Reconstructed fort: A south-facing curtain wall with a bastion at each end is sufficient to start having space for interpretation, museum and visitor information
- A fort has been promised for years

## VISITORS INTERPRETIVE STRATEGY

### APPENDIX A – LODGING INVENTORY

Name	Address	City	State / Province	Zip	Hotel Class	Number of Rooms
<b>Within 15 Miles</b>						
<b>Brockberry Suites</b>	64 King St. East	Brockville	ON	K6V 1B3	-	2
<b>Brockville 1000 Islands Cottages</b>		Brockville	ON		-	4
<b>Chalet Cabins</b>	1131 Country Road 2 RR #1	Brockville	ON	K6V 5T1	-	13
<b>Comfort Inn</b>	777 Kent Blvd.	Brockville	ON	K6V 6N7	-	78
<b>Daniel Suites</b>	39 Daniel St.	Brockville	ON	K6V 4Z6	-	3
<b>Days Inn Brockville</b>	160 Stewart Blvd.	Brockville	ON	K6V 4W6	-	85
<b>Holiday Inn Express &amp; Suites</b>	7815 Kent Blvd.	Brockville	ON	K6V 6N7	-	80
<b>Noble Suites</b>	20 Broad St.	Brockville	ON	K6V 4T7	-	8
<b>O Sheridans</b>	21 Home St.	Brockville	ON	K6V 4Z1	-	3
<b>St. Lawrence College Residence</b>	60 Magedoma Blvd	Brockville	ON	K6V 7N7	-	403
<b>Super 8</b>	1843 Hwy 2 E.	Brockville	ON	K6V 5T1	-	57
<b>Travelodge</b>	7789 Kent Blvd.	Brockville	ON	K6V 6N7	-	75
<b>Tall Ships Landing Inn</b>	15 St. Andrew St.	Brockville	ON	K6V 0B8	-	4
<b>1000 Islands B&amp;B</b>	46 Pine St.	Brockville	ON	K6V 1G4	Bed & Breakfast	4
<b>Misty Pines B&amp;B</b>	1389 County Road 2	Brockville	ON	K6V 5T3	Bed & Breakfast	3
<b>Green door B&amp;B</b>	61 Buell St.	Brockville	ON	K6V 4Y4	Bed & Breakfast	3
<b>Pine St. Inn</b>	92 Pine St.	Brockville	ON	K6V 2K4	-	4
<b>Sir Isaac Brock B&amp;B</b>	89 Church St.	Brockville	ON	K6V 3X9	Bed & Breakfast	3
<b>Johnstown Motel</b>	1843 Country Road 2	Cardinal	ON	K0E 1T1	-	19
<b>Haudenosaunee People Motel</b>	10819 2 Country Road 2	Haudenosaunee People	ON	K0E 1K0	-	15
<b>Elizabeth manor B&amp;B</b>	52 Elizabeth Drive	Haudenosaunee People	ON	K0E 1K1	Bed & Breakfast	-
<b>Dewar's Inn on the River</b>	1649 County Road 2	Prescott	ON		-	18
<b>Ships Anchor Inn</b>	495 Kind St.	Prescott	ON	K0E 1T0	-	2
<b>The Colonel's Inn</b>	408 East St.	Prescott	ON	K0E 1T0	-	9

## FORT DE LA PRÉSENTATION

Piccolo Café Plus	180 King St. West	Prescott	ON	KOE 1T1	-	2
Bridgewaters Inn	2701 County Road 2	Johnstown	ON	KOE 1T2	-	12
Maplehurst Manor Accommodations	1258 Road 2	Matland	ON	KOE 1P0	-	3
Pleasant View Cottages	County Route 6	Hammond	NY	13646	-	19
Fishermans Landing	3490 Country Route 6	Hammond	NY	13646	-	7
Windjammer Lodge	5843 State Highway 37	Ogdensburg	NY	13669	Economy Class	21
Quality Inn Gran-View	6765 Highway 37	Ogdensburg	NY	13669	Economy Class	46
Stonefence Resort	7191 State Highway 37	Ogdensburg	NY	13669	Economy Class	51
Wishing Wells Motel	1200 NY Ave	Ogdensburg	NY	13669	-	7
Sherman Inn	615 Franklin St.	Ogdensburg	NY	13669	-	4
Way Back In B&B	247 Proctor Avenue	Ogdensburg	NY	13669	Bed & Breakfast	2
Off the Hook B&B	7 Butternut Dr.	Ogdensburg	NY	13670	Bed & Breakfast	3
Country Quiet B&B	1350 Country Rd 31	New Lisbon	NY	13671	Bed & Breakfast	4
North Fork B&B	219 Baker Road	Lisbon	NY	13658	Bed & Breakfast	2
Anchor Down Motel	1200 Paterson St	Ogdensburg	NY	13669	Economy Class	29
Riverfront Resort Hotel	119 W River St.	Ogdensburg	NY	13669	Economy Class	
<i>Within 30 Miles</i>						
Riverview Motel of Waddington	12508 State Highway 37	Waddington	NY	13694	Economy Class	19
Hidden Meadow Inn	1950 Sober St.	Norfolk	NY	13667	-	3
Rose of Sharon B&B	85 N Main St.	Norwood	NY	13668	Bed & Breakfast	3
The Nest Egg B&B	81 South Main St.	Norwood	NY	13668	Bed & Breakfast	2
Northern Family Motel	6775 State highway 56	Potsdam	NY	13676	Economy Class	15
Hampton Inn Potsdam	169 Market St.	Potsdam	NY	13676	Upper Midscale Class	94
The Emerald	20 Pleasant St.	Potsdam	NY	13676	-	4
Brambles Inn & Garden	48 Elm St.	Potsdam	NY	13676	-	5
Clarkson Inn	1 Main St.	Potsdam	NY	13676	Upper Midscale Class	40
Maple Rock B&B	719 Old Potsdam-Parishville Road	Potsdam	NY	13676	Bed & Breakfast	5
Scottish Inns Potsdam	7575 Route 11	Potsdam	NY	13676	Economy Class	18

# **VISITORS INTERPRETIVE STRATEGY**

<b>Potsdam Inn/Smalling Motel South</b>	7518 US Highway 11	Potsdam	NY	13676	-	16
<b>Butternut Ridge B&amp;B</b>	327 Butternut Ridge Road	Potsdam	NY	13676	Bed & Breakfast	3
<b>Ostrander's B&amp;B</b>	1675 State Highway 68	Canton	NY	13617	Bed & Breakfast	4
<b>Akins Acres B&amp;B</b>	1541 Country Road 25	Canton	NY	13617	Bed & Breakfast	2
<b>University Suites Hotel</b>	6000 US Highway 11	Canton	NY	13617	Upper Midscale Class	69
<b>Best Western University Inn</b>	90 East Main St.	Canton	NY	13617	Midscale Class	99
<b>Litengard B&amp;B</b>	41 East Main St.	Canton	NY	13617	Bed & Breakfast	4
<b>24 East Main St. B&amp;B</b>	24 East Main St.	Canton	NY	13617	Bed & Breakfast	5
<b>Felician House B&amp;B</b>	1 Powers St.	Canton	NY	13617	Bed & Breakfast	3
<b>White Pillars Lodging</b>	395 Old State Road	Canton	NY	13617	-	12
<b>Nny Guest House</b>	368 Dana Hill Road	Russell	NY	13684	-	3
<b>The Clearview Motel</b>	1162 US Highway 11	Gouverneur	NY	13642	Economy Class	35
<b>Lawrence Manor</b>	214 East Main St.	Gouverneur	NY	13642	-	16
<b>Schermerhorn Harbor</b>	71 Schermerhorn Landing Road	Hammond	NY	13646	-	17
<b>Riverbay Adventure Inn</b>	97 New Road	Chippewa Bay	NY	13623	-	12
<b>Singer Caslte on Dark Island</b>	Box 59 Dark Island	Chippewa Bay	NY	13623	-	28
<b>The Lodges at Oak Point</b>	5 Ferguson Drive	Hammond	NY	13646	-	18
<b>The Calico Cat</b>	193 Brockmere Cliff RR3	Brockville	ON	K6V 5T3	-	2
<b>Charleston lake Provincial Park</b>	148 Woodvale Road	Lansdowne	ON	K0E 1L0	-	2
<b>Safehaven B&amp;B</b>	5230 Petterm Road	Elizabethtown	ON	K0E 1M0	Bed & Breakfast	2
<b>New Bliss Oasis-Gite du Passant</b>	62 County Road 16	Jasper	ON	K0G 1G0	-	2
<b>Middleshire B&amp;B</b>	223 Main St.	Merrickville	ON	K0G 1G0	Bed & Breakfast	4
<b>Montague House B&amp;B</b>	482 Queen St.	Smiths Falls	ON	K7A 5B8	Bed & Breakfast	3
<b>Katmor's B&amp;B</b>	26 Willow Lane	Smiths Falls	ON	K7A 4S5	Bed & Breakfast	4
<b>Roger's Motel</b>	178 Lombard St.	Smiths Falls	ON	K7A 5B8	-	16
<b>Best Western Smith falls</b>	88 Lombard St.	Smiths Falls	ON	K7A 4G5	-	40
<b>Best Inn Motel</b>	241 Lombard St.	Smiths Falls	ON	K7A 5B8	-	13
<b>Econo Lodge</b>	33 Centre St.	Smiths Falls	ON	K7A 3B8	-	64
<b>Elmcroft B&amp;B</b>	89 Chambers St.	Smiths Falls	ON	K7A 2Y8	Bed & Breakfast	3
<b>1840 Guest House</b>	223 Main St.	Merrickville	ON	K0G 1N0	-	4

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Millisle B&B	205 Mill St.	Merrickville	ON	KOG 1N0	Bed & Breakfast	5
Baldachin Inn	111 St. Lawrence St.	Merrickville	ON	KOG 1N0	-	11
Merrickville Guest Suites	159 St Lawrence St.	Merrickville	ON	KOG 1N0	-	2
Abbott Road Suites	2204 Abbott road	Kemptville	ON	KOG 1J0	-	2
The Old Shipman House B&B	2390 Concession Road	Kemptville	ON	KOG 1J0	Bed & Breakfast	3
Clothier Inn Motel	8 Clothier St. East	Kemptville	ON	KOG 1J0	-	10
Kemptville Suites	103 Clothier St. East	Kemptville	ON	KOG 1J0	-	7
Traveling Tales B&B	3 Vista Crescent	Kemptville	ON	KOG 1J0	Bed & Breakfast	2
Knights Inn	4022 Country Road	Kemptville	ON	KOG 1J0	-	42
Terrace Green B&B	11952 Country Road 43	Winchester	ON	KOC 2K0	Bed & Breakfast	5
The Village Antiques & Tea Room B&B	4326 Country Road 31	Williamnburg	ON	KOC 2H0	Bed & Breakfast	4
St. Lawrence B&B	72 Lakeshore Drive	Morrisburg	ON	KOC 1X0	Bed & Breakfast	1
Russell Manor B&B	36 First St.	Morrisburg	ON	KOC 1X0	Bed & Breakfast	4
McIntosh Country Inn	12495 Highway 2 East	Morrisburg	ON	KOC 1X0	-	59
The Riverside Motel	13339 Country Road 2	Morrisburg	ON	KOC 1X0	-	10
<i>Within 60 Miles</i>						
Lakeview Motel	788 State Highway 131	Massena	NY	13662	Economy Class	32
Econo Lodge	15054 State Highway 37	Massena	NY	13662	Economy Class	45
Quality Inn	10 West Orvis St.	Massena	NY	13662	Midscale Class	108
Super 8	84 Grove St.	Massena	NY	13662	Economy Class	42
Blue Spruce Motel	325 East Orvis St.	Massena	NY	13662	-	14
The Grand Mohawk Inn	18 laughing Road	Hogansburg	NY	13655	-	6
Comfort Inn & Suites	865 State Route 37	Hogansburg	NY	13655	Upper Midscale Class	101
Akwesasne Mohawk Casino Resort	873 State Route 37	Hogansburg	NY	13655	Midscale Class	150
Stone Manor	7179 Route 3	Cranberry Lake	NY	12927	-	8
Packbasket Adventures	8 Reed Road	Wanakena	NY	13695	-	5
Splendid Space B&B	4227 State Highway 3	Star Lake	NY	13690	Bed & Breakfast	
Faust Motel & Cottages	151 Main St.	Tupper Lake	NY	12986	-	8
Sunset Park Motel	71 Demars Blvd	Tupper Lake	NY	12986	-	11

## VISITORS INTERPRETIVE STRATEGY

Lakeview Motel	36 Demars Blvd	Tupper Lake	NY	12986	-	12
Stillwater Hotel	2591 Stillwater Road	Lowville	NY	13367	-	7
Northern Lights B&B	2518 stillwater Road	Lowville	NY	13367	Bed & Breakfast	3
Pleasant Night Inn-Fort Drum	30 N Broad St.	Carthage	NY	13619	Economy Class	40
Days Inn Evans Mills/Fort Drum	25940 US Route 11	Evans Mills	NY	13637	Economy Class	57
Candlewood Suites Watertown Fort Drum	26513 Herrick Drive	Evans Mills	NY	13637	Midscale Class	112
Firefly Lodge	9990 State Route 12	Copenhagen	NY	13626	-	
Davidson's Motel	26177 State Route 3	Watertown	NY	13601	Economy Class	20
Herrings Inn	35802 State Route 3	Carthage	NY	13619	Economy Class	21
Gleason's Gate II Motel	30120 Route 3	Black River	NY	13612	Economy Class	
Motel 6 Calcium	8000 Virginia Smith Drive	Calcium	NY	13616	Economy Class	100
Allen's Budget Motel	24019 State Route 342	Watertown	NY	13601	Economy Class	21
Royal Inn	25791 State Route 37	Watertown	NY	13601	Economy Class	28
Rainbow Motel	24480 State Route 12	Watertown	NY	13601	Economy Class	28
Best Western Watertown Fort Drum	300 Washington St.	Watertown	NY	13601	Midscale Class	160
Ramada Watertown	21000 State Route 3	Watertown	NY	13601	Midscale Class	145
Travelodge Watertown	1190 Arsenal St.	Watertown	NY	13601	Economy Class	71
Econo Lodge	1030 Arsenal St.	Watertown	NY	13601	Economy Class	57
Comfort Inn & Suites	110 Commerce Park Drive	Watertown	NY	13601	Upper Midscale Class	135
Holiday Inn Express Hotel & Suites	1290 Arsenal St.	Watertown	NY	13601	Upper Midscale Class	115
Hampton Inn Watertown	155 Commerce Park Drive	Watertown	NY	13601	Upper Midscale Class	90
Adirondack Efficiencies	1030 Arsenal St.	Watertown	NY	13601	-	48
Hilton Garden Inn	1290 Arsenal St.	Watertown	NY	13601	Upscale Class	136
Fairfield In & Suites Watertown Thousand Islands	250 Commerce Park Dr.	Watertown	NY	13601	Upper Midscale Class	103
Maples Motel & Cottages	23550 State Route 12	Watertown	NY	13601	-	
Dexter 1855 House	414 Brown St.	Dexter	NY	13634	-	4
Guffin Bay Resort & Marina	9474 Country Route 125	Chaumont	NY	13622	-	
Tibbetts Point Hostel	33439 Country Route 6	Cape Vincent	NY	13618	-	
Maple Grove B&B	596 Broadway St.	Cape Vincent	NY	13618	Bed & Breakfast	11
Bad Apple Bin Inn	427 Market St.	Cape Vincent	NY	13618	-	9

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The General's Mansion	467 South James St.	Cape Vincent	NY	13618	-	8
Cape Motel	112 East Broadway St.	Cape Vincent	NY	13618	-	6
The Roxy Hotel	111 East Broadway	Cape Vincent	NY	13618	Midscale Class	16
Buccaneer Motel	230 North Point St.	Cape Vincent	NY	13618	-	11
Angel Rock Waterfront Cottages	34311 State Route 12	Cape Vincent	NY	13618	-	32
C-Way Motel	37067 State Route 12	Clayton	NY	13624	Economy Class	39
Fair Wind Motel	38201 State Route 12	Clayton	NY	13624	Economy Class	26
West Wind Motel	38267 State Route 12	Clayton	NY	13624	Economy Class	25
Riverside Acres Cottages	38421 State Route 12	Clayton	NY	13624	-	4
Seaway Slip Waterfront Cottages	1100 State St.	Clayton	NY	13624	-	5
Wooden Boat Inn	606 St.	Clayton	NY	13624	-	8
k's Motel & Cottages	1075 State St.	Clayton	NY	13624	-	10
Caumet Motel	617 Union St.	Clayton	NY	13624	-	8
Clipper Inn	126 State St.	Clayton	NY	13624	-	9
The Chateau Country Inn	39621 State Route 12	Clayton	NY	13624	Bed & Breakfast	6
Islander Marina & Lodge	500 Theresa St.	Clayton	NY	13624	-	7
The Burd House	513 Alexandria St.	Clayton	NY	13624	-	2
Harbor Inn	625 Mary St.	Clayton	NY	13624	-	38
McKinley House B&B	505 Hugunin St.	Clayton	NY	13624	Bed & Breakfast	5
Bertrand's Motel	229 James St.	Clayton	NY	13624	Economy Class	28
1000 Islands Harbor Hotel	200 Riverside Drive	Clayton	NY	13624	Upscale Class	105
Lanz's Motel	40033 State Route 12	Clayton	NY	13624	Economy Class	36
Mils Motel & Cottages	40115 State Route 12	Clayton	NY	13624	-	20
Micale's On the River	40454 Riverwood Estates Lane	Clayton	NY	13624	-	4
Cal's Cottages	16600 Calhoun Road	Clayton	NY	13624	-	12
Wellesley Hotel	42809 St. Lawrence Avenue	Clayton	NY	13692	-	4
Island Boat House B&B	Occident Island	Fishers Landing	NY	13641	Bed & Breakfast	2
PJ's Motel	41867 State Route 12	Clayton	NY	13624	Economy Class	
Bridgeview Motel	42823 State Route 12	Alexandria Bay	NY	13607	-	11

# **VISITORS INTERPRETIVE STRATEGY**

<b>Swan Bay Resort</b>	43615 State Route 12	Alexandria Bay	NY	13607	-	10
<b>Pinehurst Motel</b>	2063 Pinehurst Road	Alexandria Bay	NY	13607	Economy Class	11
<b>The Applewood Inn</b>	44810 State Route 12	Alexandria Bay	NY	13607	-	19
<b>Rock Ledge Motel</b>	45302 State Route 12	Alexandria Bay	NY	13607	Economy Class	20
<b>Thousand Islands Country Club</b>	21496 Clubhouse Drive	Wellesley island	NY	13640	-	20
<b>Edgewood Resort</b>	22467 Edgewood Road	Alexandria Bay	NY	13607	Upper Midscale Class	101
<b>Capt.'s Inn &amp; Suites</b>	116 Church St.	Alexandria Bay	NY	13607	Economy Class	60
<b>Otter Creek Inn</b>	2 Crossmon St.	Alexandria Bay	NY	13607	Economy Class	32
<b>Hills Motor Court</b>	24 Bethune St.	Alexandria Bay	NY	13607	-	12
<b>Maple Crest Motel</b>	11 Crossmon St.	Alexandria Bay	NY	13607	Economy Class	18
<b>Captain Visger House</b>	2 Church St.	Alexandria Bay	NY	13607	-	4
<b>The Ship Motel</b>	6 market St.	Alexandria Bay	NY	13607	Economy Class	31
<b>Capt. Thomson's Resort</b>	45 James St.	Alexandria Bay	NY	13607	Midscale Class	68
<b>Riveredge Resort</b>	17 Holland St.	Alexandria Bay	NY	13607	Upscale Class	128
<b>Bonnie Castle Resort</b>	31 Holland St.	Alexandria Bay	NY	13607	Upper Midscale Class	128
<b>The Ledges Resort</b>	71 Anthony St.	Alexandria Bay	NY	13607	Midscale Class	14
<b>Ambassador Hotel</b>	1550 Princess St.	Kingston	ON	K7M 9E3	-	245
<b>Bayside Inn &amp; Waterfront Suites</b>	4024 Bath Rd	Kingston	ON	K7M 4Y4	-	22
<b>Best Western Fireside Inn</b>	1217 Princess St.	Kingston	ON	K7M 3E1	-	74
<b>Comfort Inn 401</b>	55 Warne Crescent	Kingston	ON	K7K 6Z5	-	100
<b>Confederation Place Hotel</b>	237 ON St.	Kingston	ON	K7L 1Z4	-	94
<b>Courtyard by Marriott Kingston</b>	103 Dalton Avenue	Kingston	ON	K7K 0C4	-	128
<b>Delta Hotels by Marriott Kingston Waterfront</b>	1 Johnson St.	Kingston	ON	K7L 5H7	-	126
<b>Donald Gordon Conference Centre</b>	421 Union St.	Kingston	ON	K7L 2R8	-	80
<b>Econo Lodge Kingston</b>	840 Princess St.	Kingston	ON	K7I 1G3	-	44
<b>Embassy Motel</b>	2404 Princess St. West	Kingston	ON	K7M 3G4	-	27
<b>Four Points by Sheraton Hotel &amp; Suites Kingston</b>	285 King St. East	Kingston	ON	K7L 3B1	-	171
<b>General Wolfe Hotel</b>	1237 Main St.	Kingston	ON	K0H 2Y0	-	10
<b>Green Acres Inn</b>	2480 Princess St.	Kingston	ON	K7M 3G4	-	32
<b>Holiday Inn Express &amp; Suites Kingston</b>	11 Benson St.	Kingston	ON	K7K 5W2	-	88



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<b>Holiday Inn Kingston Waterfront</b>	2 Princess St.	Kingston	ON	K7L 1A2	-	197
<b>Howard Johnson Kingston</b>	686 Princess St.	Kingston	ON	K7L 1E7	-	68
<b>Kingston Motel East</b>	1488 Highway 15	Kingston	ON	K7L 4V3	-	20
<b>Knights Inn Kingston</b>	1155 Princess St.	Kingston	ON	K7M 3E1	-	20
<b>Kozy Inn</b>	2464 Princess St.	Kingston	ON	K7M 3G4	-	36
<b>Lord Nelson Motel</b>	1664 Highway 15	Kingston	ON	K7L 4V3	-	21
<b>Maple Crest Inn</b>	1454 Princess St.	Kingston	ON	K7m 3E5	-	56
<b>Motel 6</b>	1542 Robinson Court	Kingston	ON	K7P 0K4	-	76
<b>Queen's Inn</b>	125 Brock St.	Kingston	ON	K7L 1S1	-	17
<b>Ramada Kingston Hotel</b>	33 Benson St.	Kingston	ON	K7K 5W2	-	161
<b>Residence Inn</b>	7 Earl St.	Kingston	ON	K7L 0A4	-	141
<b>Seven Oakes Motel</b>	2331 Princess St. West	Kingston	ON	K7M 3G1	-	44
<b>Super 8 Executive Inn &amp; Suites</b>	794 Highway 2 East	Kingston	ON	K7L 4V1	-	42
<b>Thriftlodge Kingston</b>	1187 Princess St.	Kingston	ON	K7M 3E1	-	76
<b>Travelodge Hotel</b>	2360 Princess St.	Kingston	ON	K7M 3G4	-	66
<b>Watkins Executive Suites</b>	1048 Waterbury Crescent	Kingston	ON	K7M 8V5	-	2
<b>Welcome Traveller Motel</b>	3100 Princess St. West	Kingston	ON	K7P 0K6	-	15

## APPENDIX B – SITE CONDITIONS AND PLANS

## OVERVIEW

A desktop analysis of Van Rensselaer aka Van Rensselaer Point and more specifically of the site proposed for a Fort de la Présentation Visitor Interpretive Center was performed to identify any existing issues and constraint with the site. The analysis also generally located services on the point and recommends permitting steps that will be required when development takes place,

## SITE ANALYSIS

## EXISTING SITE CONDITIONS

The Fort de La Présentation Visitor Information Center (VIC) site is located on the BOA, west of the confluence of the Oswegatchie River and St. Lawrence River. The peninsula is comprised of approximately 32 acres of land, owned by various entities. The properties are located within the City of Ogdensburg with road frontage along the Downtown Arterial Highway (Highway 68), located to the south.

The Van Rensselaer Point peninsula extends into the St. Lawrence River surrounded by water to the west, north and east. The Fort owns the center majority of the peninsula totaling 20.66 acres. The Fort accesses the property from both Albany Avenue and Jackson Street. A 3.9-acre western portion of the peninsula, west of Albany Avenue, is owned by Mobil Oil Corp, and is accessed from the Albany Avenue and Downtown Arterial Highway intersection. The Mobil Oil Corp property is noted as a brownfield site. The City of Ogdensburg owns a 4.4-acre portion of property on the eastern side of the property, west of Jackson Road that is also a brownfield site. The City-owned 4.4-acre property is accessed from Jackson St and the Downtown Arterial Highway intersection. The City-owned property is also noted as being contaminated. The Fort has utilized portions of these two adjacent properties for event parking at times. The Fort has expressed an interest in acquiring these properties following the contamination removal and cleanup.

The fort properties have a long history dating back to the 1749 which can be researched in further detail. More recently, the properties include remnants of urban development to include the Albany Avenue which enters the property from the southwest and Jackson Street from the southeast. These streets are virtually abandoned with only short portions of asphalt entrances into the site remaining. Other portions of remaining streets include Commerce Street to the eastern edge of the City's parcel to the east, still utilized by neighboring residences, and the remains of a small entrance loop portion off of Commerce Drive where it once looped onto the central portion of the property; it has since been replaced by the construction of the Downtown Arterial Highway.

The peninsula also includes one remaining 0.57-acre residential parcel to the north owned by Blair T. Roethel. The Roethel parcel includes the historic Harbor Lighthouse. A railroad track and siding once crossed through the property. The rail entered from the south in the area which is now

## FORT DE LA PRÉSENTATION

Commerce Street, turned west and followed parallel to the shoreline. It included a siding that entered from the west and turned north along the peninsula and east shoreline of the property.

Other peninsula properties include six (6) residential waterfront properties totaling approximately 2.5 acres to the east between Jackson Street, the Downtown Arterial Highway and the mouth of the Oswegatchie River. These properties are currently utilized as summer cottage/camper residences. It would be ideal for the Fort to acquire these properties at some point in the future should the opportunity present itself. They are in relative close proximity to the Native American Village and Long House encampments portrayed on the Fort's proposed Conceptual Site Master Plan. These properties are currently owned by Peoples Road LLC (aka Duffy), Thomas Duffy, Colleen Sholette, and Loren Sholette.

Most recently, the fort property has been utilized by the public for pedestrian, water and trail use, community gardens, events and historic reenactments and gatherings organized by the fort, and display of the Abbe Picquet Monument. In 2017, the Fort began construction of the Abbe Piquet Trail project. Included is a Site Plan prepared by The Chazen Companies, dated 03/14/2016. The Trail Project included the construction of a network of stone dust trails throughout the property, the relocation of the access drive extending from Jackson Street to the Roethel property from the east side of the peninsula to extend from Albany Avenue along the west side of the property, paver and landscape improvements around the Abbe Piquet Monument, asphalt drive and parking lot construction extending Albany Avenue approximately 300' into the property, and establishment of a 70-space lawn area "overflow" parking lot adjacent to the extended Albany Avenue access drive.

A review of the site and available records indicates various utilities remain along the Downtown Arterial Highway street frontage. Water hydrants remain with both the Jackson Street and Albany Avenue portions of the property. Sanitary sewer manholes exist within Albany Avenue, as do storm drain inlets. National Grid-owned overhead electric utility lines extend north across the property from the Jackson Street to the Roethel property and lighthouse.

The peninsula consists of low relative flats grass and brush lands directly adjacent to the St Lawrence River shoreline. Based upon August 12, 2011 topographic survey mapping of the fort property by Foit-Albert Associates, site grades range from elevation 243' at the shoreline, to elevation 252' nearest the Downtown Arterial Highway frontage. Vertical Datum is based upon NAVD88. The vast majority of the site is between elevation 247' and 250'. FEMA flood mapping from 1980 depicted the northern three-quarters of the peninsula within the 100' year flood zone. It is noted that this mapping is from the 1980s and portrayed on older planimetric mapping, devoid of elevation contours. In comparison, the gray flood zone elevation portrayed by the mapping is at approximately 248'. Based upon the topographic survey mapping from 2011, there are various portions of the peninsula that are above the flood elevation. Roughly 60 percent of the peninsula is estimated to be above the flood elevation. The flood elevation is critical as it has the potential to impact what future structures can be constructed on the property and where they can be located to be above the flood zone. There are two items the fort must address prior to the planning and siting of future structures on the property:

1. A Letter of Map Amendment (LOMA) should be prepared documenting the existing conditions and elevation information to enable amendment of the FEMA FIRM flood mapping; and
2. As projects are developed, and fill or structures are designed and constructed, FEMA guidelines will dictate required elevations of constructed structures and preparation of a LOMR-F, Letter of Map Revision Based on Fill.

## FORT DE LA PRÉSENTATION

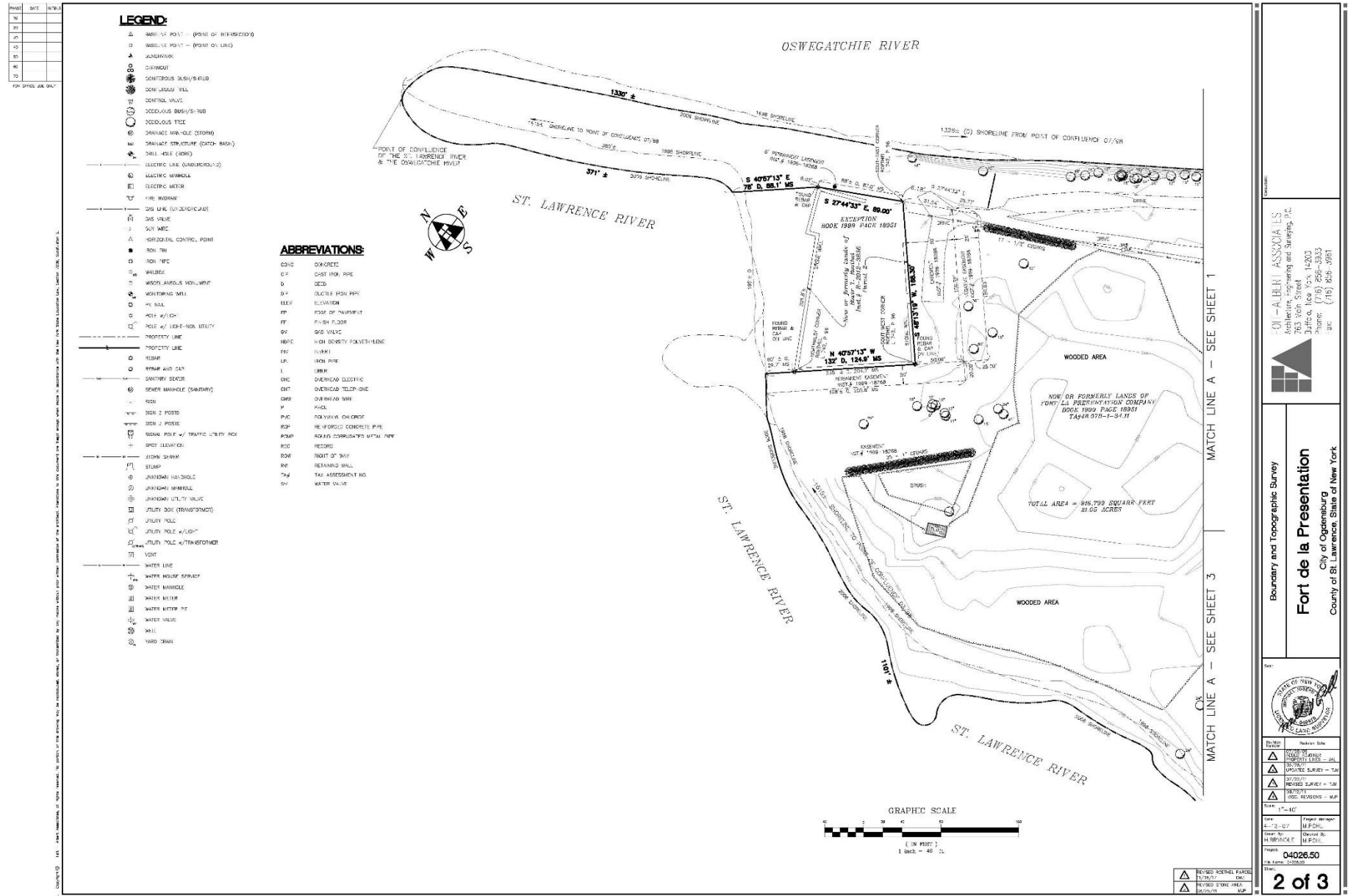
Figure 3– Abbé Picquet Trail Plan





## VISITORS INTERPRETIVE STRATEGY

Figure 4 Fort de la Présentation Site Survey



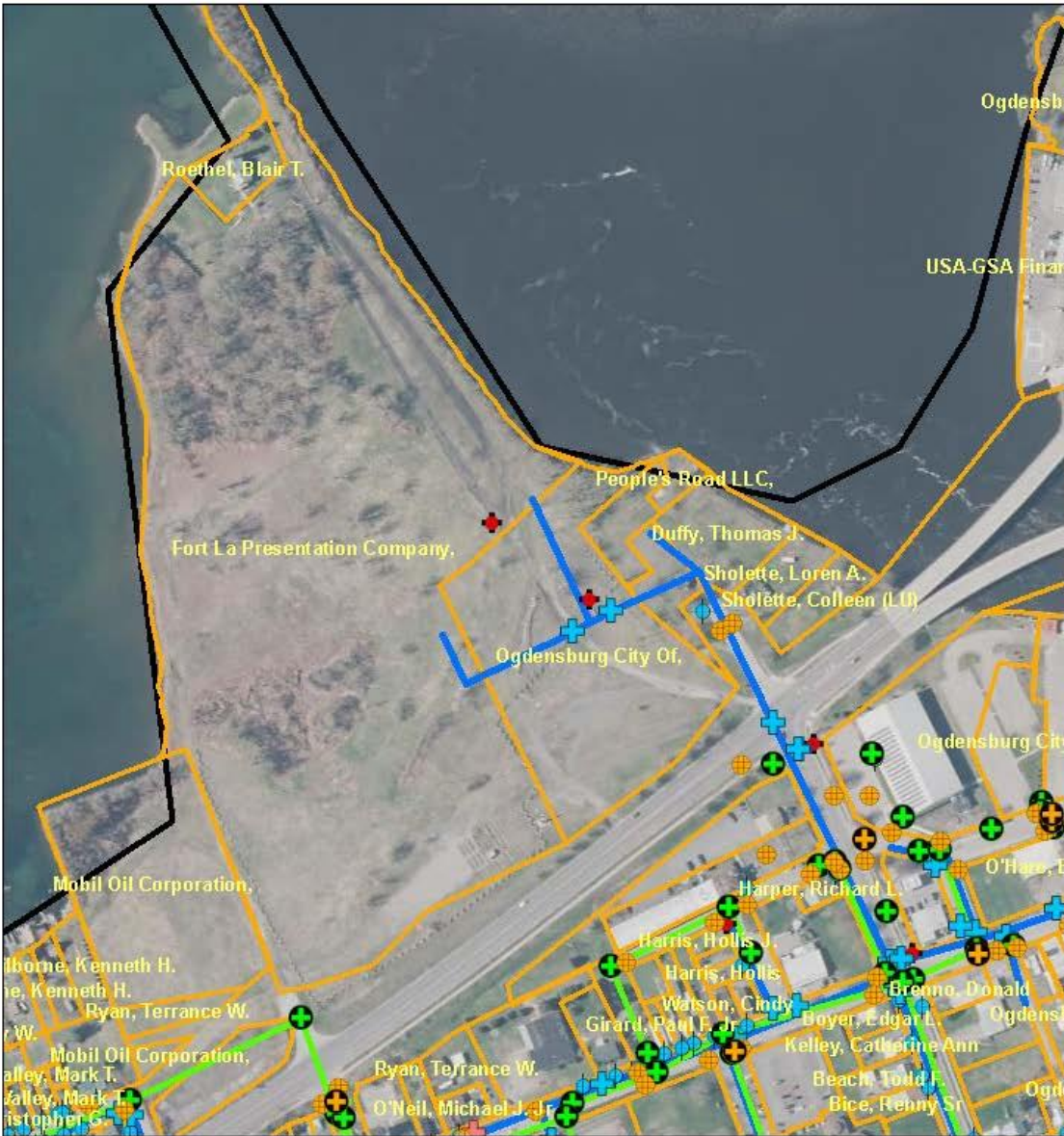
## FORT DE LA PRÉSENTATION

Figure 5 – Van Rensselaer Point Ownership



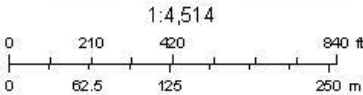
Figure 6 – Van Rensselaer Point Utilities

Fort De La Presentation



June 11, 2018

- Storm\_Manhole2
- Storm\_CatchBasin0
- Sewer\_Manhole15



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## FORT DE LA PRÉSENTATION

Figure 7 – Area Flood Map

