

The Center for Community Studies
at
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PRESENTATION OF RESULTS
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Project:
BLACK RIVER CORRIDOR
ECONOMIC ADJUSTMENT STRATEGY

TASK C

**Commercial Opportunities Related to Tourism
Initiatives in the Black River Corridor**

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Presentation of Results

Black River Corridor Economic Adjustment Strategy Project

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Executive Summary

The Center for Community Studies (CCS) was tasked with identifying commercial opportunities related to tourism initiatives in the Black River Corridor. The specific tasks performed include the assessment of various paddling and fishing market segments, assessing opportunities to serve as a ‘gateway’ to the Adirondacks, and developing a plan to capitalize on the Black River as source of tourism development.

The Black River represents a significant opportunity to attract tourists/tourism dollars. It will only realize its full potential after substantial investment in both tourism infrastructure and promotion. This development and promotion must be an integral part of a larger outdoor recreational tourism development effort. There has already been considerable planning and promotional activity in this area, by a number of groups, but overall river promotion and development are not well coordinated.

The river has distinct sections of both whitewater and flatwater. These different characteristics should be developed and promoted independently, aimed at very different target markets. Both sets of paddlers, however, should be heavily encouraged to participate in other non-river activities such as camping, hiking, and winter sports. Participants in these sports should in turn be targeted with information on river activities.

The Black River also represents an opportunity for fishing, but this should be carefully promoted around paddling activities. The tourist fishing industry is already well-developed in Jefferson County and promoting the Black River as an additional location is likely to deliver only marginal increases in tourism visits and dollars. There is very limited overlap between the fishing and paddling markets, requiring very different promotional programs to reach each group.

Initially, the local/regional paddling markets should be the primary target of promotions. These promotions should include river events and instructional opportunities. The primary promotional efforts should include outdoor advertising on Highway 81, and on the Route 3 corridor between Jefferson County and the Lake Placid area.

As the local markets expand and adequate infrastructure develops, statewide and national promotions can be launched. These could include national-class events/competitions, invitations to paddling journalists and travel writers as well as high-profile paddlers. A co-promotion program with other rivers in Northeast U.S. and Southeast Canada is proposed.

This report was prepared using extensive input from the region's paddlesport community, including:

- Local rafting outfitters
- Paddlers and paddlesport group on the Black River
- Regional event organizers, including the Greater Watertown-North Country Chamber of Commerce

Mr. Jan Brabant, owner/operator of Thousand Island Adventurers, Inc. served as the principal consultant for the whitewater elements in this report.

Existing Tourism Programs

The Black River has long been seen as a possible opportunity for tourism development. The river is already host to both white and flatwater recreational use and a number of groups are engaged in planning for additional use and promotion.

Rafting

There are three whitewater rafting companies active on the Black River today. Each provides group rafting experiences between Watertown and the mouth of the river at Dexter, NY. These companies market to both local and regional groups, including corporations, clubs, and not-for-profit groups. They are included in the Thousand Islands International Tourism Council (TIITC) promotional program, as well as conducting extensive regional promotions of their own. The rafting groups are some of the pioneers of recreational activity on the Black River, having been in operation for at least twenty years.

Whitewater/Flatwater Paddling

The Greater Watertown-North Country Chamber of Commerce has organized the Black River Promotion Committee, exploring increased recreational usage of the river. Working with the TIITC, this committee has developed and published a tourist guide to the river, showing white and flatwater sections, portages and access points, and providing some tips for usage. A subset of this committee is currently engaged in exploratory planning to attract the World Whitewater Kayaking Championship Competition for 2005.

There is also a standing committee organized by the Watertown Downtown Development Director's office to study and further efforts to expand river usage and economic benefits within the City of Watertown. This group is focused primarily on the river as it passes through downtown, and is addressing issues such as signage and riverfront clean up and development.

Promotional Events

The Downtown Business Association (DBA) of Watertown organizes an annual River festival, designed to attract people to both the downtown area and the river itself. Other villages along the river hold smaller river festivals for the same purpose. There is little coordination between these events, although efforts are made to avoid scheduling them on the same days. What attendance data is available indicates that these all draw a primarily local audience. Promotion for these events is local, with some coverage in Canada through the TIITC organization.

Community Involvement

A variety of community members, agencies, and businesses are peripherally involved in river planning activities. Most are available to express opinions on the development of some aspect of the river, or have a commercial interest in expanded river usage. These groups are occasionally competitive with one another, have no formal structure or long range plans, and are not organized for decisive action.

Promoting the River

Promoting the Black River as an outdoor recreational opportunity is a complex undertaking. It will require the development of promotional themes and campaigns, as well as the development of additional infrastructure such as food/lodging, campsites, and river access and overlook points.

Moving directly to a regional/national promotion phase will draw in visitors, but the lack of adequate infrastructure is likely to leave them dissatisfied and discourage them from returning. The more effectively we promote, the more damage we will do to our reputation as a destination.

Building much of the infrastructure will be a significant business risk. Without increased tourism and river usage, restaurants, hotels, and retail shops on the river are likely to be unsuccessful. Prospective entrepreneurs will have to gamble that subsequent promotions will draw in enough visitors to sustain the investment.

The proposed promotion and development program is designed to minimize these difficulties, allowing steady staged growth through a promotion approach that works outward from local to national promotion. It also targets promotion and development opportunities that offer chances to share risk and reduce the total investment required.

The CCS strongly recommends that a single individual be designated to develop and conduct river promotions. This person should be part of the staff of the TIITC or another organization with county-wide or regional responsibilities, but should be located within the Watertown area. Their job would be to organize river events and promotional activities along the Black River from Carthage to the river's mouth in Dexter. Where possible, grants should be sought to add to the funding available to support this position.

Organizing events, working with river partners in other areas, coordinating with local and national sponsors, and related activities are extremely time-consuming and call for both experience and continued focus. If at least one person is not regularly assigned to this activity, it is unlikely to be successful. The TIITC is the recommended organizational home for this position, as it will provide the best linkage with other regional/national tourism promotion activities. Assigning this position to another organization, including municipalities or economic development agencies risks a loss of tourism focus, as none of these organizations have a specific tourism mission. Because the position involves promoting the river throughout Jefferson County, it is important that it be kept countywide or regional in scope.

The single most important initial investment in river promotion is the installation of adequate signage. In particular, signage directing visitors between downtown Watertown and the river is woefully inadequate and will not support the proposed plans. Other signage should include better access/portage markings, identification of accessible parking, and signage designed to cross-promote river and non-river activities, including hiking, camping, and fishing.

Where possible, local retail and hospitality businesses should be given the opportunity to participate in signage activities.

Local Strategies

Although the tri-county area has a substantial population of outdoor enthusiasts, river usage by the local population is low. The river has a traditional reputation as being dangerous and many prefer to avoid it. There are few opportunities to rent boats, or to gain instruction on “safe” use of the river.

The local market represents “low hanging fruit” – a market which can be reached for very little cost, and which can be counted on to return regularly, once introduced to the river. Local paddlers will use and support river infrastructure such as training courses, boat rentals, restaurants, and retail shops near the river. They will not be deterred by a lack of developed camping or lodging opportunities.

The primary elements in a local promotion are:

- 1 Development of a canoe and kayak rental service, offering both boats and instruction. This service should include training opportunities to introduce novice paddlers to the river, as well as programs for more advanced whitewater skills. See the Product Development section for a more detailed description of this service.
- 2 Expanded promotion of whitewater rafting experiences locally. This should include the use of raft trips in corporate/business promotions, and cross-promotion and co-marketing among other businesses in the region. Rafting experiences could be expanded to “soft water” trips on the class 1-2 sections of the river between Deferiet and the Village of Black River.
- 3 Organize and promote a series of one-day river events such as canoe races/obstacle courses, whitewater rodeos and contests, and paddling events with related outdoor activities such as birding, fishing, or biking/hiking. Local not-for-profit organizations should be encouraged to develop such events as fund-raisers. To facilitate these efforts, a short guide on river event planning should be developed and made available through the Thousand Islands International Tourism Council web site, with links to other sites such as chambers of commerce and the United Way.

Note: A key element in the development of many events will be the availability of rental equipment.

Event Strategies

The principal elements of all whitewater promotions will involve organized events. Local/regional and national competitions will be used to differentiate the Black River as a whitewater destination and attract avid whitewater enthusiasts. Additional promotional materials will be used at the events, to inform participants and spectators of other outdoor

recreation opportunities. Note: The brochure/map recently published by the TIITC, with input from the GWNC Chamber of Commerce, is an excellent example of the type of promotional materials required.

To maximize the success/economic impact of events, several factors need to be included in all planning:

- Events need to be scheduled to minimize competition, but close enough together to allow visitors to the area to attend more than one during a stay. One event per weekend during the peak tourist season should be the goal of event schedulers.
- Events should involve a river theme, but could also include activities related to other sports. Bicycling, hiking, fishing, swimming, and camping are excellent related activities, as paddlers are likely to participate in these sports as well.
- Where possible, events should contain an educational component. These could include opportunities to learn paddling, fishing, or camping techniques, as well as chances to see new equipment, or learn about the natural environment. Events in Syracuse and the Adirondack region which incorporate educational opportunities have proven more likely to attract families than events where competition is the only theme. Teaching the local population about the river and river activities will also help dispel the perception that the Black River is dangerous and should be avoided. Equipment manufacturers should be approached to sponsor these events.
- Each event should be included in the recommended Black River website, as well as promoted on a seasonal calendar of events, to be distributed through the TIITC.
- Environmental activities, including river clean up and the removal of purple loosestrife weeds represent an excellent opportunity to attract local people to the river. Other activities could include: historical/cultural interpretation tours, photographic contests/tours, “leaf peeping” tours in the fall, birding or animal-spotting trips, etc. Wherever possible, these events should be family-friendly and offer educational themes.

Regional/National Strategies

Events and activities on the Black River will be promoted on a regional/national level through a series of promotional activities. Specifically:

- 1 Website promotion. A Black River website should be established with a specific URL, and metatags/keywords selected to produce search engine hits on searches on whitewater and stillwater topics. This site should be maintained by the Thousand Islands International Tourism Council (TIITC), and should include links to the TIITC main website, other local tourism sites, and national paddle sports sites. This activity is already in progress at the TIITC.

Note: Because the paddle sports community is very specific and their Internet searches are likely to be centered on the sports, rather than a destination, the Black River site must have a unique URL and independent search engine listing. See Appendix I for a listing of recommended link sites.

- 2 Public relations. A press release will be sent to the editors of primary paddling publications and influential websites. This release will describe the opportunities on the Black River and encourage paddling writers/journalists to participate in familiarization tours (“fam tours”) to the area. These “fam tours” will be underwritten by area businesses and agencies most likely to benefit from increased river recreation. See Appendix I for a list of publications, as well as a draft of the initial release.
- 3 Outdoor advertising. Route 3, Route 26, and Highway 81 are principal access roads to the Adirondack outdoor region. Highway 81 is also a major transit way between the U.S. and Canada. Billboards strategically placed on these routes can be used to inform travelers passing to and from the Adirondacks of the recreational opportunities on the Black River. Rather than position the river as a primary destination, it will be presented as a trip-extender and 1-2 day alternative/additional destination. Appendix II describes specifics of billboard location, traffic counts, and estimated costs.
- 4 National co-operative promotion. A co-operative promotional program will be developed, partnered with four other rivers in the Northeast U.S. and Southeast Canada. This will be called the “five fives,” and will encourage whitewater enthusiasts to kayak or raft the Class V portions of each river

The “Five Fives” Campaign

Part of the pleasure in whitewater rafting or kayaking is visiting different rivers and building a portfolio of river experiences. The CCS recommends Jefferson County capitalize on this factor by launching a co-promotional program among Class V rivers in the Northeastern US and Southeastern Canada. Each river will be cross-promoted by all the others, with recognition given to those who have visited all the rivers in the campaign.

The rivers initially recommended for this approach are:

- The Black River – This should be promoted as having very reliable water flows, with good whitewater throughout the season. NOTE: The presence of actual Class V whitewater flows on the Black River is a function of water flow. The river’s listings on several whitewater websites tend to reflect Class IV only. This is true of other rivers and should be answered by clear mapping on the river website.
- Ottawa River – Located in Ontario, Canada, this river offers the opportunity to attract Canadian paddlers to the “Five Fives” experience.

- Moose River – Located in the Adirondack region, this river is the most challenging in the group and is the best opportunity to attract very skilled and serious whitewater paddlers. It is also currently run by rafters from at least one rafting company operating on the Black River, giving a good opportunity to attract rafters as well as kayakers.
- Hudson River – Like the Black River, the actual presence of Class V whitewater on the Hudson is debatable. Given the river’s proximity to the huge New York City market, and the fact that it is already served by rafting outfitters which also operate on the Black, the Hudson is an excellent choice for the group.
- Dead or Kennebec Rivers – These rivers are located in Maine and are well positioned to attract a New England whitewater crowd. The actual selection of one of these rivers should depend on their relative interest in participating in the program. Both are already served by rafting outfitters and kayak/rafting training opportunities.

The commercial community associated with each river will be approached regarding their specific interest in the plan. Each river community will be expected to:

- Contribute to a joint promotional campaign, including press releases, website listings/links, and paid advertising.
- Cross-promote the other rivers in the group, through flyers, brochures, and local signage at events and relevant business locations.
- “Certify” paddlers who have kayaked or rafted on the river by issuing a paper certificate, as well as a listing on the local website. Paddlers who have completed all rivers will receive a special certificate and website listing as having done “The Five Fives.”
- Sell appropriate “Five Fives” merchandise, including hats, buttons, patches, T-shirts, etc. The logo and trademarks of the “Five Fives” will be licensed to the local tourism promotion agency in each river area, and may be used by local businesses in appropriate merchandising and promotion programs. The licensing terms will be negotiated among each river group.

By combining efforts in this campaign, each participant will gain more extensive and unique promotions at one-fifth the cost of working alone. If the effort is successful, it can be expanded by adding other rivers, or developing new promotional approaches among the existing participants.

Sample logo treatments are shown below. The goal of the logo is to provide a unique graphic element that can be used on promotional materials, websites, and trademarked merchandise, with minimal modification.



Product Development

The Black River is well positioned for use as a regional or national paddling destination, with large reliable year round water flows and a good mix of flat and white water.

To realize its maximum potential as a recreational tourism draw, the Black River will require some modifications and development. The goal of these changes will be to enhance its value as a whitewater destination, increase spectator and competition opportunities, and maintain and enhance the natural experience for stillwater paddling.

All recommendations have been selected to provide maximum benefits, for the lowest possible cost.

Whitewater Competition

The key to promoting the river as a whitewater destination is to demonstrate its value as a competitive site. Whitewater competition does not require much actual river length, but does require a concentrated whitewater experience, with good river access, and plenty of judging and spectator viewing areas.

The single best area for this is the “Hole Brothers” play hole area just off Newell Street in Watertown. This area is already the centerpiece for “park and play” whitewater rodeo activities, including training and practice for competition elsewhere. Figure 1 shows the current aspect of this section of the river.

NEWELL STREET PLAY HOLE AREA - UNMODIFIED

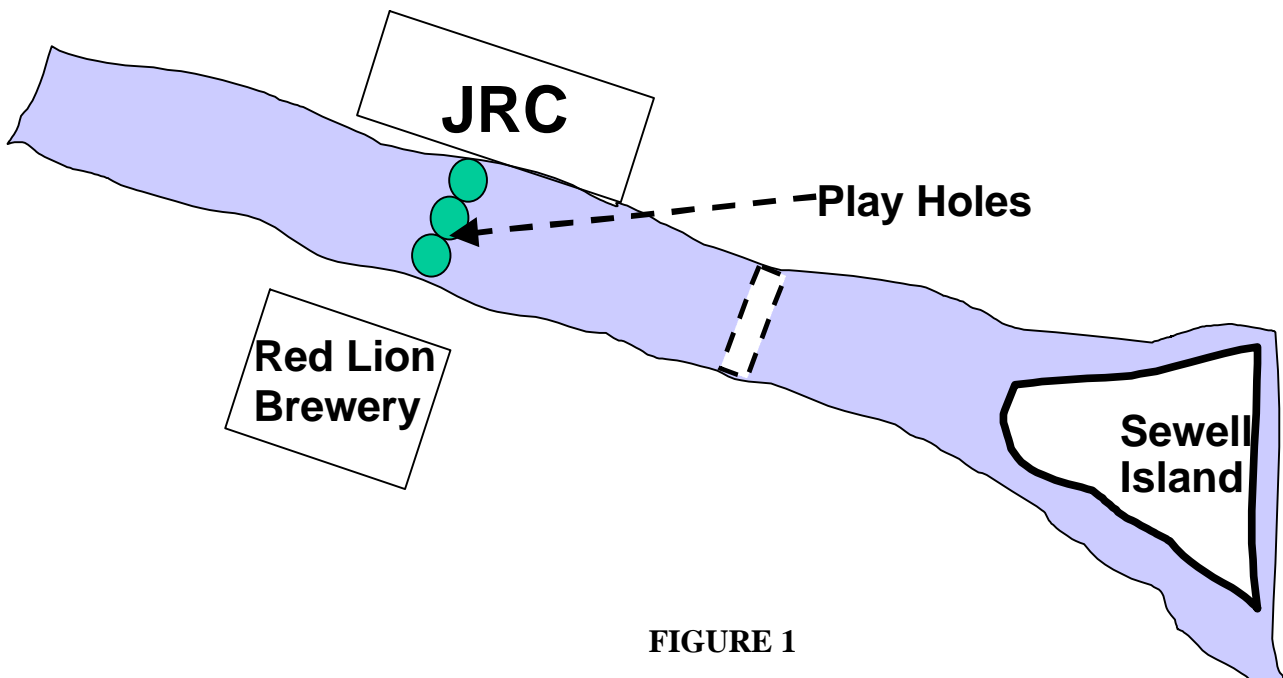


FIGURE 1

The Newell Street area has reasonable access, plenty of river-level staging to get kayaks in and out, and three “holes” which provide an opportunity for kayakers to “play”- performing various feats of skill and maneuver without allowing their kayak to move downstream.

The northern bank of the river, overlooking this area is steep and offers no access. The best viewing area is currently occupied by the Jefferson Rehabilitation Corporation, a not-for-profit organization working with the disabled. The land itself is owned by the Black Clawson Corporation. The space adjoining the river is a parking lot/work yard and offers space for bleachers and other spectator amenities. See Appendix IV for ownership maps of the land in this section of the city.

The southern bank of the river at this point provides access on an unpaved walkway from a Newell Street parking lot to the river’s edge. The parking lot is owned by the Hudson River Rafting Company, who currently allows its use by kayakers on a non-interference basis with their own rafting business. During periods of expanded activity, alternate additional parking will be required. Just downstream on the southern bank, the Red Lion Brewery provides some indoor viewing space. There is room for an overlook deck, and the owners report plans to build one, but none exists now.

To maximize the competitive potential, several changes are recommended. The actual in-river changes are designed to be removable, to avoid interference with rafting activities and non-competitive kayaking when competitions are not in progress.

Specifically, the CCS recommends:

- 1) Installation of viewing bleachers immediately upstream from the Red Lion Brewery, as well as on the JRC property on the north bank. These should be temporary in nature, as they are unlikely to be used outside of competition. The upstream space on the south bank is currently the property of the City of Watertown, and no special permissions should be required to allow its use for city-approved activities. The JRC/Black Clawson should be approached by event organizers to secure permission to use the space for spectators. A long-term Memorandum of Agreement should be developed with JRC/Black Clawson to document access rules.
- 2) Building of a set of stairs from Newell Street to the base of the river. These will allow easier access to the river for competitors. These stairs should be permanent, as they will be used regularly by competitors and non-competitors alike.
- 3) Installation of spotlights for river illumination during night competitions. These should be portable and need only be installed when needed. Both the north and south viewing areas are good installation points. Some lighting will be required at the access points above and below the stairs on Newell Street.

- 4) Blocking river flow immediately upstream of the two most northern playholes. This should be done with removable steel/concrete barriers. This will concentrate water flow into the single remaining play hole, allowing for enhanced competitive moves and demonstrations. It will also provide a better holding area upstream of the competition area for competitors waiting their turn in the hole.
- 5) Installation of a slalom course upstream from the play hole area. This should be designed with removable steel poles and concrete anchors for easy installation and removal. Like the barrier above the holes, the slalom course will need to be removed after competitions, to allow non-competitive rafting and kayaking. Figure 2 shows the aspect of the Black River, with recommended modifications incorporated.
- 6) Establish a changing facility, with restrooms, to allow kayakers to change clothes and transition to/from the river.

NEWELL STREET PLAY HOLE AREA – MODIFIED

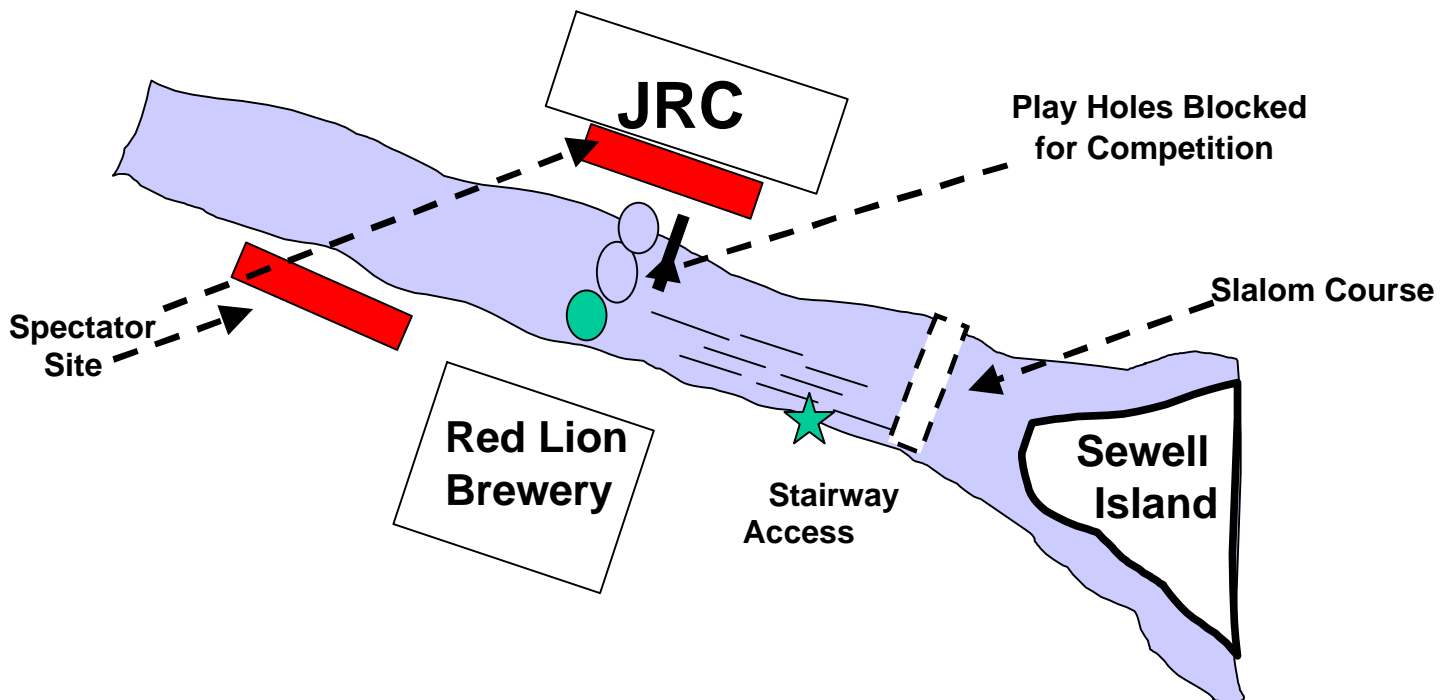


FIGURE 2

Based on the number of competitions and the volume of economic return to the City and County, more elaborate spectator facilities may be developed. There is no justification for investment beyond that recommended here, until the concept has demonstrated its ability to attract whitewater kayakers in and out of competition.

Sewell Island

Sewell Island is currently undergoing brownfield recovery and has been proposed as a site for river-based activities, including a whitewater training center. Because considerable remediation is still required before the island can be used, it should not be included in immediate river plans.

Sewell Island will be an excellent site for retail and food/lodging opportunities for river recreationalists. It has easy automobile access from either side of the river, and is positioned to serve as a distant spectator site for river competitions. The CCS recommends priority be given to businesses interested in providing food, lodging, and retail services to river users. In particular, there will be a significant need for low-cost lodging (youth hostel models), as well as some camping/RV parking opportunities. There are no other suitable locations for these activities as close to the primary whitewater activities.

The island can serve as both the headquarters for a whitewater training center, and as a launch site for training kayaks. Kayaks and rafts may be launched from the downstream area of the island, and travel to/through the primary whitewater area off of Newell Street. Sewell Island is the farthest practical point upstream where such a training site could be established. Above the island, the rapids are extremely dangerous and would be unsuitable for training. There is no other location in Jefferson County which offers this opportunity.

Route 3 Crossover

There is additional whitewater available upstream from the Newell Street area, where Route 3 crosses over the river. This area also represents the possibility of serving as a whitewater competition area. The Route 3 bridge and surrounding bank zones offer some spectator vantage points, and the river has a standing wave that could be developed as a rodeo competition point.

The CCS does not recommend that this area be developed as the primary competitive point at this time. It is farther from downtown Watertown, making it more difficult to attract spectators into the city for retail and other commercial activity. If the Newell Street area is fully-developed and demonstrates the expected potential, the Route 3 crossover area could be developed as an additional whitewater competition site. The primary driver for public funding of the development of this area should be an identified need for additional competitive or training whitewater zones to support a major event or affiliation with a major organizing body in the sport.

Noncompetitive Whitewater

Recreational non-competitive whitewater rafting and kayaking do not require any specific river modifications. In fact, those developed for kayak competition must be removable, to prevent active conflict with rafting activities.

The only significant opportunity to enhance non-competitive whitewater activities is by offering improved signage to direct those entering or leaving the river. Access points should be marked, as well as installing signage visible from the river and at the takeout points, directing people to nearby retail opportunities.

Canoeing/Flatwater Kayaking and Other Paddling

Flatwater paddling requires relatively long stretches of undeveloped river, with beautiful natural views. The best areas for this activity are the areas between Carthage and Watertown, as well as between Lyons Falls and Carthage. The Carthage-Watertown stretch represents the best immediate opportunity to increase paddling usage and attract economic benefits from that usage. Note: There is one river stretch between Great Bend and Felts Mills that is essentially whitewater and would require a lengthy portage for most canoeists. This section is marked on the current TIITC promotional maps. It does offer some opportunity for whitewater canoeing and competition. This is an extremely small segment of the market, however, and should not be a primary promotional target.

Carthage should position itself to serve as the centerpiece of the flatwater paddling on the Black River. It is the natural “put in” point for day paddlers heading toward Watertown and is a “take out” or rest point for paddlers coming from Lewis County.

Specifically, the CCS recommends:

- 1) Establishment of primitive campgrounds on Delano and Huntington Islands, upstream of Watertown.

Both islands are owned by the City of Watertown. There is currently bridge access to Huntington Island, which houses a police firing range. Delano has no current land access. Delano Island could be developed as the initial camping site, to avoid conflict with the firing range on Huntington Island. As demand grows, however, and more space is needed some consideration should be given to relocating the firing range and opening space on Huntington Island. Private investment in primitive and full-service/RV camping near these sites should be encouraged. Tent camping is a preferred activity among canoeists and other stillwater paddlers, and the availability of camp sites will be a significant positive attractor. Both of these islands are undeveloped and offer significant space for camping. To make them usable, they will need bridge access, potable water supplies, and occasional garbage pick up and police patrols. Figure 3 shows the current aspect of these islands.

BLACK RIVER UPSTREAM OF WATERTOWN

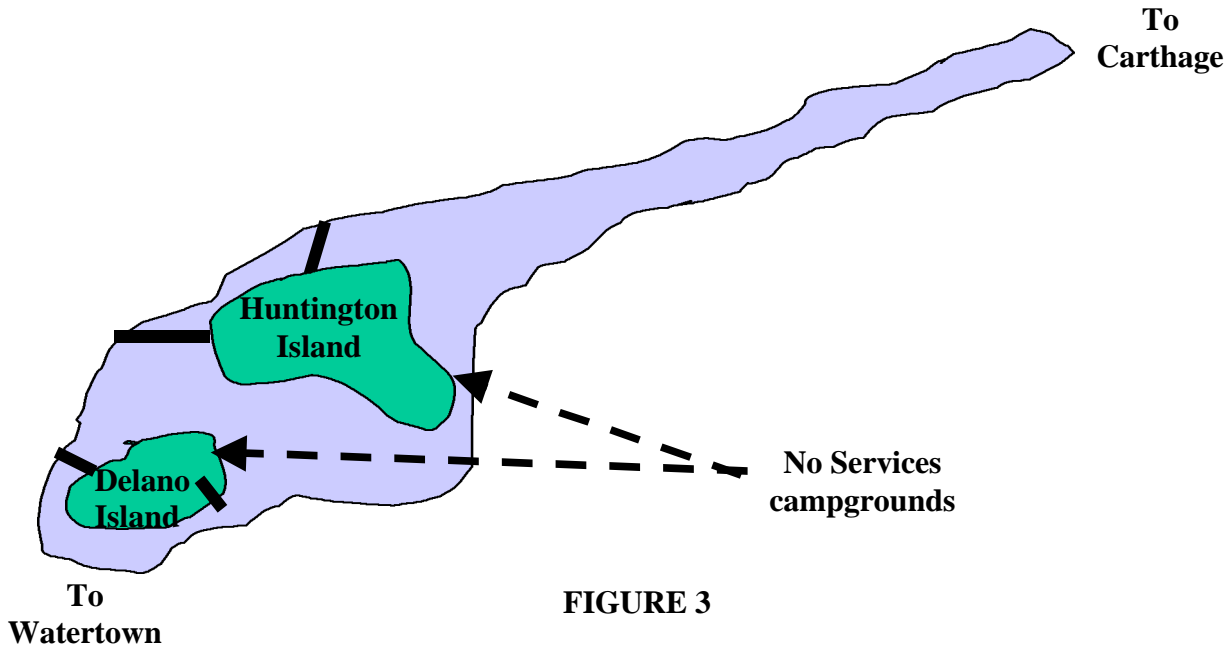


FIGURE 3

- 2) Improve signage along the river. In particular, portage points, put in/take out points, and access to village retail areas should be much more clearly marked, with signs visible from the river. The CCS recommends adopting the Adirondack Park signage format, to provide a sense of continuity to paddlers used to canoeing in the Adirondack region. Figure 4 shows an example of good signage, between Watertown and Carthage. Signage should not only address paddling activities, but should be used to cross-promote other activities including camping, hiking, fishing, and winter sports. Likewise, signage for these activities should also identify paddling opportunities. Signage activities should be closely coordinated with Orion Power Company, which has developed new signage.

ATTRACTIVE SIGNAGE ABOVE WATERTOWN



FIGURE 4

- 3) Maintain unspoiled river views along the flatwater route. Much of the land on the north side of the river, in this area, belongs to Ft. Drum. It is well posted and forbids most commercial activities, including lodging and retail sales. This should be kept as the model for the entire length of the river between Carthage and Watertown. Retail opportunities should be confined to villages along the route, with signage to draw paddlers from the river, into the village. Extensive riverside development will only detract from the paddling experience and reduce the attraction of the river.

- 4) Clean or remove industrial ruins. The river between Deferiet and Watertown has a number of ruins of industrial operations long shut down. These are part of the river's history and our region's heritage, but they need to be managed very carefully. If they are left intact, they must be completely cleaned of any trace of industrial pollution. This includes stains, oil slicks, or any evidence of drainpipes into the water. If they look clean and sun-washed, they pass for history. If they looked contaminated or polluted, they are a great reason to avoid the river in the future. If they are left in place, plant vines and other plant cover along their edges. Figure 5 shows one set of ruins. Where these ruins are representative of particular river usage such as paper milling or other industrial applications, they should be so identified. The CCS recommends a small interpretive sign at the ruin site, as well as a reference to a brochure of historic river sites. Future editions of the TIITC map/brochure should include notes on these sites.

INDUSTRIAL RUINS ON THE BLACK RIVER



FIGURE 5

- 5) Establish a canoe rental service, with pick-ups and drop offs at Huntington/Delano Islands, Carthage, and Lyons Falls. Many occasional canoeists and other flatwater paddlers may not travel with a canoe. The existence of a well-promoted rental service, with pick ups/drop offs will help encourage paddlers on the river. Carthage is the most logical location for such a service, although a satellite site in Lyons Falls will be needed to serve paddlers who wish to travel down the entire flatwater length of the river. This service should provide pick ups/returns for privately owned canoes as well as those rented from the service.
- 6) Develop and cross-promote hiking/bicycling trails along the river. In particular, the Great Bend/Felts Mills trail between Great Bend and Felts Mills and the proposed Huntington Island to Black River trail should be completed and clearly marked. Signage on the trails should indicate river access locations, while river portage spots should include signage informing visitors of the existence of the trails. Abandoned rail bed between Dexter and Watertown should be used as the basis for another hiking/bicycling trail. This should also carry similar signage linking river and non-river outdoor activities.

Travel from Carthage to Delano Island is an easy day trip for most paddlers. Lyons Falls to Carthage is roughly the same, making a trip from Lyons Falls to Watertown a reasonable two-day event for most paddlers, with an overnight at or near Carthage.

Depending on water levels and skills, several portages, including a lengthy portage, will be required. These should be clearly marked, both from the river, and along the portage path. Because paddlers will already be out of the water, these are reasonable locations for retail/vending sales and diversions to restaurants in nearby villages (walking distance). They are also excellent opportunities to promote activities and businesses further down the river. All signage that is strictly commercial (promoting businesses elsewhere along the river route)

should be invisible from the river. Note: The preservation of natural vistas from the river is likely to become an increasingly important issue as recreational use of the river grows. Broad views of the river and easy access to it are likely to be attractive to the developers of housing and hospitality businesses. Views of housing and business development from the river, however, are likely to detract from the paddling experience and reduce the river's attractiveness as a paddling site.

The activity profiles of canoeists and flatwater kayakers indicate an aversion to motorized recreation. This market prefers non-motorized activities, including cross-country skiing, paddling, mountain biking, and hiking. They are far less likely to engage in power boating (or jet skiing), snowmobiling, 4-wheeler/ATV riding, or RV camping. As paddling on the Carthage to Deferiet stretch increases, the potential for conflict between motorized and non-motorized boating will increase. It will be important for the affected municipalities to monitor this and be prepared with joint-use policies.

Dexter

Just upstream of the village of Dexter, the Black River widens into a broad placid stream. This area is isolated from the actual mouth of the river by a dam and spillway system immediately above the village. It represents an outstanding river power boating section, where boat owners can have relatively easy access to both the river and Lake Ontario.

The northern bank of the river above Dexter represents an excellent location for seasonal living facilities, including condominiums, time sharing arrangements, and seasonal developments. There is currently very little development of the riverside in this area, and the banks allow easy access to the river all along the stretch. The land is primarily in private hands.

The heavy residential and industrial building along the river between Watertown and Dexter, as well as the frequent stretches of whitewater render this section unattractive to canoeists. Whitewater kayakers and rafters are the primary users, and they are only looking for the occasional whitewater stretches. This means that few boats of any kind will travel from Watertown to Dexter and most of those will not be bothered significantly by powerboat traffic above Dexter.

Targets

The primary promotional targets for Black River activities are whitewater (kayaking and rafting) enthusiasts and stillwater (canoes and sea kayaks) paddlers. These two segments have very different demographics and will require very different promotional approaches.

In promoting the Black River, we will actually be promoting two different sections, offering two different experiences. The whitewater section, which is largely focused on the section in/near Watertown, will be promoted as an exciting and competitive opportunity. The focus of this campaign will be on events and the opportunity for Class 5 rapids.

The flatwater portions will be promoted as family or individual opportunities to enjoy a natural experience. Events will be largely non-competitive in nature and will link opportunities for camping, hiking, and other non-motorized outdoor recreation.

Fishing is a third activity, with relatively unique demographics. There is considerable overlap between flatwater paddlers and freshwater fishing, allowing the two groups to be cross-promoted. Fishing is already heavily promoted in the existing campaigns run by the TIITC and should not be given much additional promotion at the expense of paddling activities.

Some opportunities may exist to cross-promote activities on the St. Lawrence River and the Black River. These should be limited to the promotion of “trip extender” activities such as tour boat trips. Boat tours and other family activities should be promoted to family members traveling with whitewater paddlers.

Whitewater

Whitewater kayakers are primarily extreme sports participants – young, predominantly male, and drawn to the sport for its physical challenge and competitive opportunities. Serious participants are relatively few in number, with only 500-1,000 world-class paddlers and less than 400,000 “enthusiasts” who account for almost 80% of all kayaking in the US. Considerable training and practice is required to kayak in most whitewater areas.

Whitewater rafters are usually older than kayakers and much more occasional participants in their sport. Rafting is inherently more forgiving than kayaking and requires less skill. It is also typically a group sport and lends itself to guided group experiences. Little or no training or experience is required under these circumstances.

Rafters

Demographics

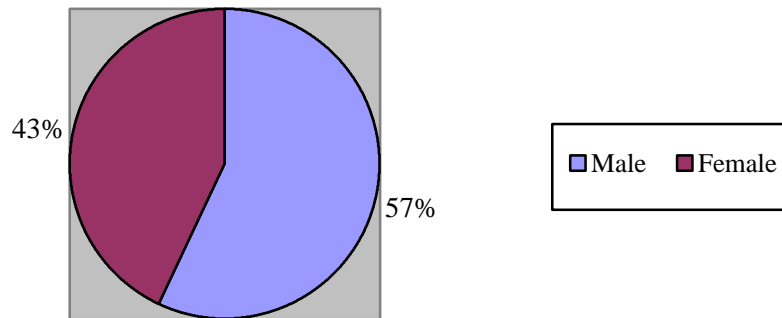
River rafters tend to be older than canoeists, but younger than the average American, with 25% under 18. They are somewhat more likely to be male than female, enjoy an average household income of \$64,000, and are more likely than the average American to be full-time students or have a college degree.

Rafting is most popular in the western and southern U.S., although 40% of rafters are located in the north and northeastern U.S. Most rafters are very occasional participants, with over 75% rafting three or fewer days per year. Only 10% of all rafters report participating more than seven times in the past year. Of these rafters, 46% report planning to participate at the same level next year.

The average rafter has been participating in the sport for six years. Fifty-four percent have been rafting for three years or less, while 24% have been doing so for ten years or more.

The average male rafter is 29 years old, while the average female is 33. Male participation is level between 12 and 34 years old, but drops significantly among men 35 or older. Women's participation does not drop until age 45.

Gender Distribution of Rafters



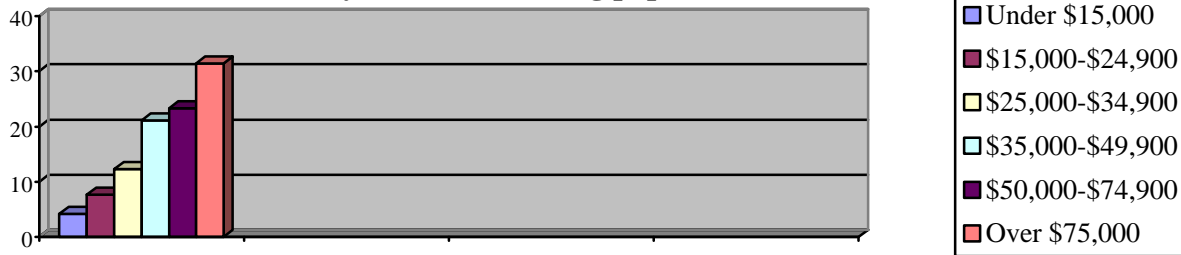
Age Distribution by Gender:

Average Age = 30.8

Average Age (male) = 29.1

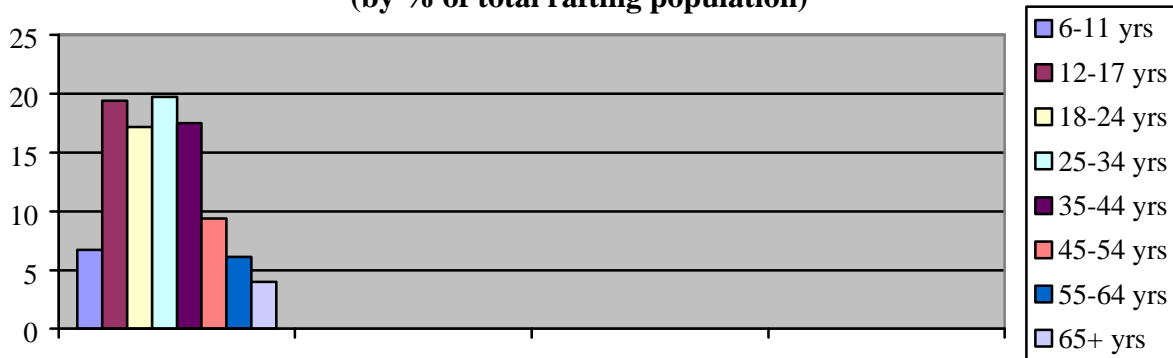
Average Age (female) = 33.0

**Household Income Distribution of Rafters
(by % of total rafting population)**



Average Household Income = \$63,900

**Age Distribution of Rafters
(by % of total rafting population)**



Other Activities

Like other river enthusiasts, rafters tend to be interested in a variety of other sports and outdoor activities. The strongest areas of interest involve non-motorized sports.

Health/Fitness

- 45% report using some weight training equipment
- 48% report using some cardiovascular training equipment
- 35% report being runners/joggers

Team Sports

Basketball (35%), football (26%), and volleyball (29%) are the most popular team sports among rafters. Bowling and billiards (47% each) are the most popular indoor sports.

Most Popular Outdoor Activities

49% are recreation bicyclists (23% ride mountain bikes)
64% engage in tent camping (20% also engage in RV camping)
57% are day hikers (17% are also overnight hikers)
50% fish (13% fly-fishing, 44% freshwater, and 10% saltwater)
75% are recreational swimmers

Other Key Outdoor Activities

Hunting (firearms) – 15%	Bow Hunting – 5%
Downhill Skiing – 24%	Cross-country Skiing – 7%
Snowboarding – 14%	Snowmobile Riding – 8%
Kayaking – 11%	Canoeing – 28%
Sailing – 12%	Jet Ski Riding – 18%

Recommended Promotional/Product Approaches

Most rafters participate through organized river outfitters/guides on trips ranging from one to several days. Few own their own rafting equipment and most equipment advertising is aimed at professional river outfitters and operators.

The advertising placed by river outfitters/operators generally stresses the opportunity for excitement and fun, and shows rafters in a group setting. Après-rafting experiences are emphasized as well, including food and nature experiences.

The Black River is already served by three rafting outfitters. The total number of raft trips these businesses could generate is at or near river capacity, although none report operating at full capacity. Rather than focus heavily on attracting new rafting businesses, Jefferson County should look for opportunities to cross-promote other river and non-river activities to current rafting visitors. Rafting opportunities should be included as part of other events promoted in the County. Rafting trips could be combined/cross-promoted with other family activities, such as St. Lawrence boat tours, craft/shopping opportunities, or historical experiences. While one family member rafts, others can enjoy other activities.

The raftable length of the Black River is suitable for day trips only. Rafters will be best served by easy access to camping and other lodging choices, hiking trails, and a variety of restaurant/bar options.

Kayakers

Demographics

Whitewater kayakers, especially those involved in competition are generally young, physically fit males, with relatively high education levels but low-income levels. The vast bulk of the sport’s participants, however, are older and may be involved in both whitewater and flatwater or sea kayaking. This segment is largely responsible for the high income levels reported in the sport. They are typically among the “non-enthusiast” group who account for only 20% of all kayaking activity.

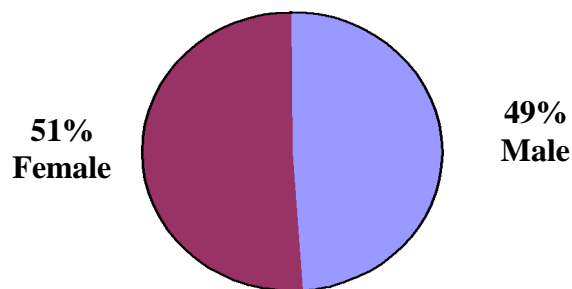
Kayakers are generally slightly older than canoeists or rafters, but not by any significant amount. They enjoy average household incomes of over \$79,000 – the highest of any demographic market studied for this report. They are more likely than the average American to be a full time student and more than twice as likely to hold a graduate degree. They are significantly less likely to have earned a 2 or 4 year college degree or completed 3 years or less of college. This is a function of a market segment that is strongly segmented by age and gender – a group of younger males with lower earning power and a group of somewhat older women from households that are wealthier.

Kayaking is most popular in the Northeastern US and Western states, with 82% of all kayakers reporting living in these two regions. About 10% of all kayakers are frequent participants in the sport, kayaking 15 or more days per year. Fewer than 6% participate more than 25 days per year. 58% report participating 3 or fewer days in the past year. 46% plan to increase their rate of participation in the coming year.

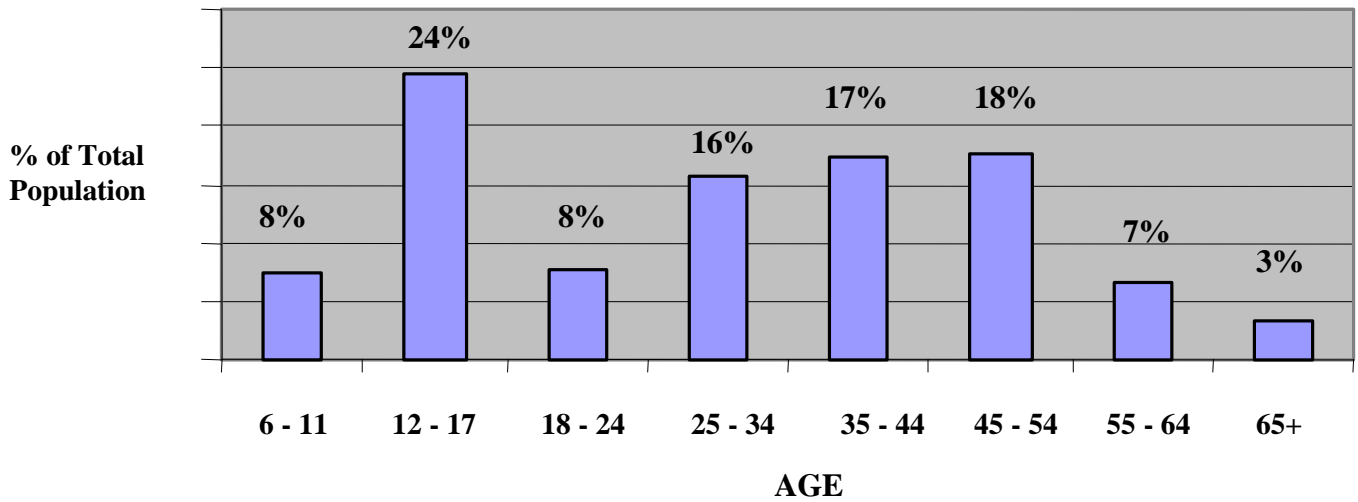
The average kayaker has been participating in the sport for 4.4 years. 63% have been rafting for three years or less, while 10% have been doing so for ten years or more. 38% took up the sport within the past year. 73% live in an urban area with a population of 2 million or more. Only 6% live in rural areas.

The average male rafter is 32.9 years old, while the average female is 32. Male participation is strongest between 12 and 24 years old, but drops significantly among men 35 or older. Women’s participation is strong among young women under 17, but spikes again among women over 35. Women 18 – 34 are among the least likely segment to kayak.

GENDER DISTRIBUTION OF KAYAKERS

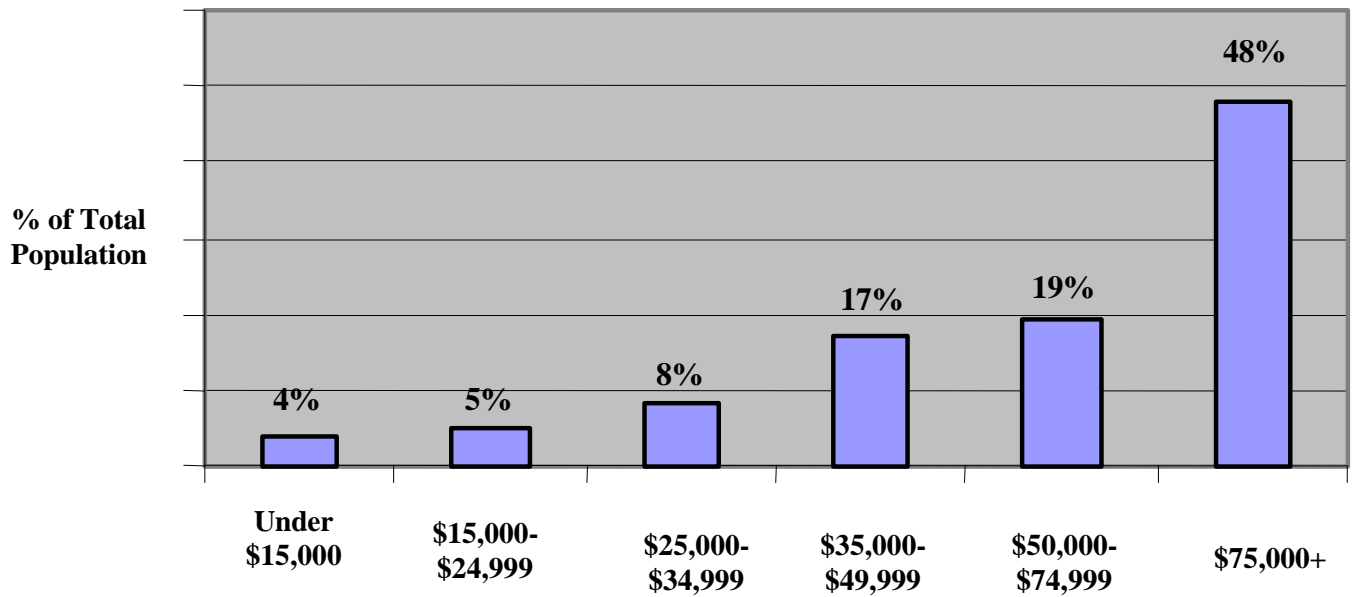


**Age Distribution of Kayakers
(by % of total kayaking population)**



Age Distribution by Gender:
 Average Age = 30.1
 Average Age (male) = 32.9
 Average Age (female) = 32.0

**Household Income Distribution of Kayakers
(by % of total kayaking population)**



Other Activities

Like other river enthusiasts kayakers tend to be interested in a variety of other sports and outdoor activities. The strongest areas of interest involve non-motorized sports.

Health/Fitness

47% report using some weight training equipment
45% report using some cardiovascular training equipment
36% report being runners/joggers

Team Sports

Basketball (31%), soccer (20%), softball (21%), and volleyball (28%) are the most popular team sports among rafters. Bowling and billiards (38 and 35% respectively) are the most popular indoor sports. 15% engage in aerobics including dance, 23% play tennis, and 27% do calisthenic exercises, reflecting the relatively large population of women engaged in the sport.

Most Popular Outdoor Activities

52% are recreation bicyclists (20% ride mountain bikes and 7% participate in BMX)
43% engage in tent camping (15% also engage in RV camping)
48% are day hikers (14% are also overnight hikers)
39% fish (10% fly-fishing, 31% freshwater, and 14% saltwater)
73% are recreational swimmers, with 30% involved in snorkeling
15% are trail runners
8% climb rocks/mountains and 10% climb artificial walls – this is very high for any segment

Other Key Outdoor Activities

Hunting (firearms) – 11%	Bow Hunting – 4%
Downhill Skiing – 22%	Cross-country Skiing – 12%
Snowboarding – 10%	Snowmobile Riding – 7%
Rafting – 14%	Canoeing – 32%
Sailing – 17%	Jet Ski Riding – 14%

Recommended Promotional/Product Approaches

Most kayakers are not engaged in competition, in either white or flat water. Competition, however, is a key aspect of the promotion of the sport and competitive events will receive substantial coverage in media outlets devoted to the sport. A series of kayak competitions on the Black River will generate significant media coverage and are likely to result in significantly heightened awareness among all participants.

The advertising placed by white water kayak/equipment manufacturers generally stresses the opportunity for competitive kayaking, with winning and strong flavor of anti-establishment bravura as central themes. endorsements by winning competitors and media-focused participants is a major element of most advertising.

The advertising aimed at sea kayakers and other flatwater participants resembles that of canoeists, with a focus on the natural experience and the beauty of the outdoors. Because kayaks are individual craft, they do not share the family focus of many rafting or canoeing advertisements. The demographics of this group make them the least likely to be family-oriented.

The development of a competitive whitewater stretch of the Black River through Watertown will provide an excellent forum to attract media attention and demonstrate the opportunities the river offers whitewater kayakers. Flatwater kayakers will be attracted by the same promotional elements, as will canoeists. Because sea kayakers often travel long distance over open water, the development of “routes” across the Lake Ontario shoreline and nearby islands will add to the area’s appeal as a sea-kayaking destination.

A Note on Equipment Manufacturers

There are over 100 producers of kayaks, canoes, paddles, and related equipment in the US, in addition to thousands of producers of accessories and clothing. These manufacturers represent a potential source of event sponsorship, as well as a longer-term opportunity for economic development. The website, www.paddler.com provides descriptions and contact information for most of the businesses.

Equipment manufacturer sponsorship is a common element in most major events. Given the event-driven nature of publicity within the sport, manufacturers depend on high-profile sponsorships and endorsements to promote their products.

Once the Black River begins to develop a regional or national reputation, some opportunity exists to attract one or more manufacturers to the area. The CCS recommends the Jefferson County economic development community wait until the Black River has become home to at least one national-level competitive event before targeting these firms.

Most firms are concept/design centered, with very limited in-house manufacturing capabilities and small employment bases. They survive by developing highly competitive designs and successfully promoting them to a very small national market. They tend to out-source their relatively low production needs to composite molding firms and other subcontractors. These do not appear to be major economic development plums and would not justify major investment to attract.

Flatwater

Sea kayakers use longer, heavier kayaks than their whitewater counterparts. The tradition of sea kayaking involves their use/invention by Inuit tribespeople, who used them to hunt among Arctic ice floes. Sea kayakers are typically older, wealthier, and more likely to be female than are whitewater kayakers. Sea kayaking is often done across large bodies of water, including open ocean. The design of these boats allows them to operate in heavy swells that would swamp a canoe.

Sea kayaking is not usually a river sport. There is a separate class of kayaks called “creek boats” which are used to travel down rivers, including through whitewater. These boats are not designed for whitewater rodeo “play” and competition.

Canoes are the most common flatwater boats and are typically used on rivers and calm lakes. Open ocean use is very unusual, although there is a small segment of canoeists who enjoy whitewater canoeing. Canoeing requires only moderate skill and training and does not normally require significant physical strength. Canoeing can be done individually or in groups and is practiced by the broadest demographic population of any paddle sport.

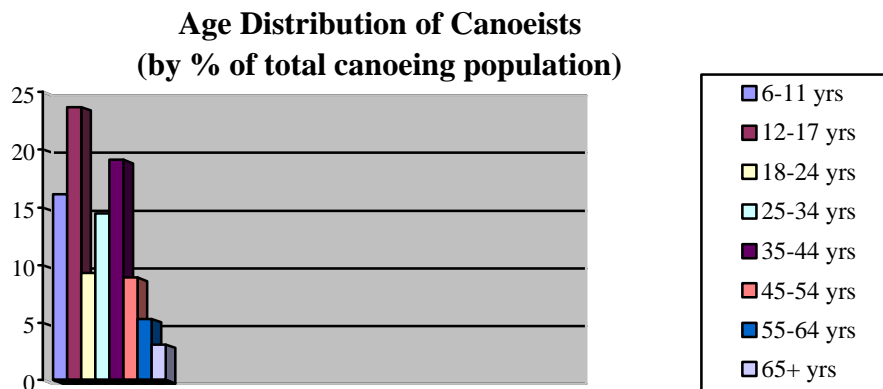
Canoeists

Demographics

Canoeists are generally young, with almost 40% under 18. They are somewhat more likely to be male than female, enjoy an average household income of \$61,000, and are more likely than average to be students or have earned a college degree.

Canoeing is most popular in the North and Northeast U.S., and least popular in the South and West. Most canoeists are casual participants, with 60% reporting canoeing less than 4 days per year. Fewer than 10% of all canoeists are frequent participants, canoeing more than 15 days per year. The average canoeist has been a participant for 9.7 years, although the distribution is extremely wide. Twenty-two percent report having taken up the sport in the past year, while over 35% report canoeing for longer than 10 years.

The most avid canoeists tend to be somewhat younger than their casual counterparts and are more likely to live in a rural area or a city/town with fewer than 500,000 in population. They enjoy a slightly higher household income and are marginally more likely to be full-time students or to hold an advanced college degree.



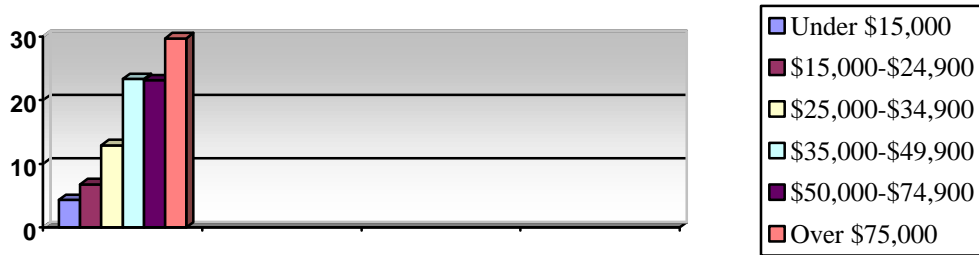
Age Distribution by Gender:

Average Age = 27.2

Average Age (male) = 29.8

Average Age (female) = 26.3

**Household Income Distribution of Canoeists
(by % of total canoeing population)**



Average Household Income = \$61,000

Average Household Income (frequent participants) = \$63,000

Other Activities:

Canoeists tend to be interested in a variety of related outdoor/sporting activities. The areas of strongest interest tend to be non-motorized outdoor activities.

Health/Fitness

37% report using some weight training equipment

35% report using some cardiovascular training equipment

31% report being runners/joggers

Team Sports

Soccer (20%), volleyball (30%), and basketball (34%) are the most popular team sports among canoeists. Bowling (45%) and billiards (34%) are the most popular indoor sports.

Most Popular Outdoor Activities

50% are recreational bicyclists (4% engage in bicycle moto cross)

56% engage in tent camping (vs. 17% in RV camping)

52% are day hikers (14% are also overnight hikers)

51% fish (8% fly-fishing, 45% freshwater, and 13% saltwater)

76% are recreational swimmers

Other Key Outdoor Activities

Hunting (firearms) – 18%

Downhill Skiing – 19%

Snowboarding – 6%

Kayaking – 10%

Sailing – 8%

Bow Hunting – 6%

Cross-country Skiing – 10%

Snowmobile Riding – 10%

Rafting – 11%

Jet Ski Riding – 13%

Recommended Promotional/Product Approaches

Canoeists are generally young and athletic, with strong interests in camping and contact with wilderness. Equipment advertisements aimed at these targets generally stress the canoe's ability to bring the participant closer to nature, as well as echoing values of tradition, craftsmanship/quality, and (for high-end equipment) handwork/natural materials. Competition does not appear to be a strong element in this sport.

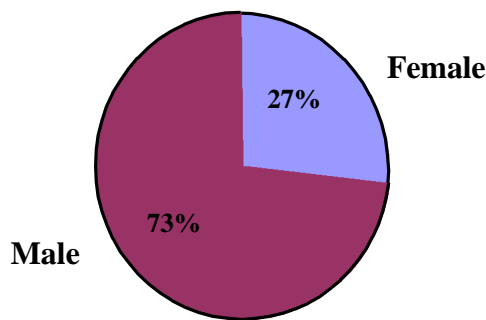
- Canoeists on the Black River will be best served by excellent camping areas near the river, as well as connecting to hiking trails or safe swimming/fishing sites.
- Given the relatively low intensity of participation, rental opportunities for canoes and a canoe training experience would help draw more day-canoeists to the river.
- Some opportunities exist to cross-promote river and other county outdoor activities to canoeists. The canoeing opportunities can be positioned as a related family activity against more competitive sports such as kayaking.
- Adequate portages with well-marked signage will be required to serve canoeists, who wish to traverse long stretches of the Black River.

Freshwater Anglers

Demographics

Fly-fishing enthusiasts (anglers) have an average age of 34 years. The age distribution, however, is extremely broad, with substantial representation from all age groups. They are better than three times more likely to be male as female, have an average household income of \$57,000, and are less likely than the average American to be a full-time student or college graduate. This is the least educated market segment studied for this report.

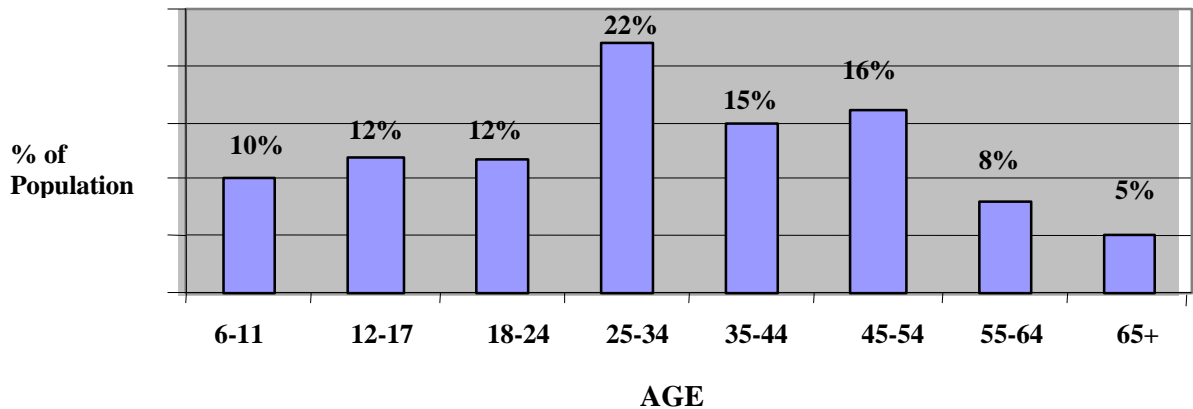
GENDER DISTRIBUTION AMONG ANGLERS



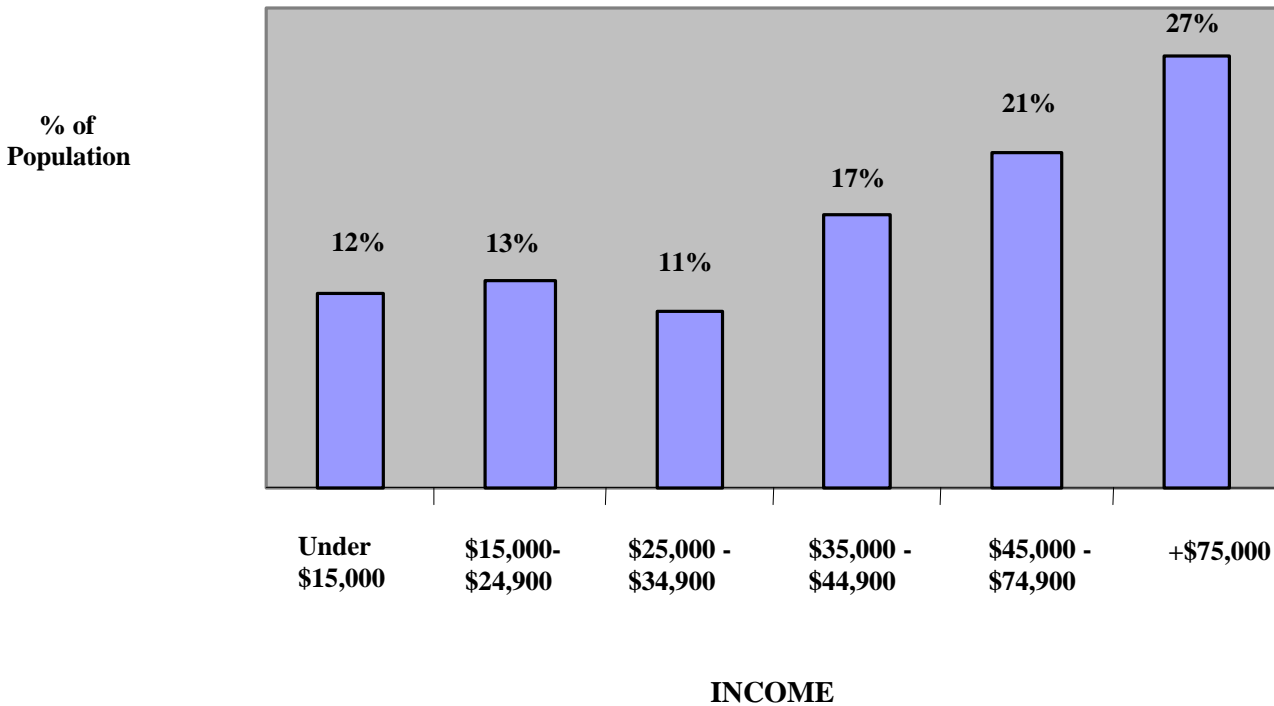
Fly-fishing is popular across the US, but people in the northeastern United States are somewhat less likely to practice the sport than in other regions. About 15% of all fly-fishers are active participants, fishing 15 or more days per year. They are most likely to live in cities with a population of more than 2 million, or in rural areas.

The average fly-fisher has been involved with the sport for almost 13 years. Over 43% have been fishing for 10 years or longer. Another 18% have taken up the sport within the past year.

AGE DISTRIBUTION AMONG FRESHWATER ANGLERS (by % of total freshwater angling population)



**Household Income Among Freshwater Anglers
(by % of total freshwater angling population)**



Other Activities

Fly fishers tend to be very active hunters and target shooters, with a love of camping and hiking. They sometimes enjoy paddle sports, although not as heavily as other segments.

Health/Fitness

- 38% report using some strength training equipment
- 36% report using some cardiovascular training equipment
- 22% report enjoying stretching exercises

Team Sports

Basketball (28%), football (16%), and softball (15%) are the most popular outdoor team sports among fly fishers. Bowling (38%) and billiards (29%) are the most popular indoor sports.

Most Popular Outdoor Activities

- 26% enjoy target shooting
- 27% hunt with a rifle or shotgun
- 36% are day hikers (11% hike overnight)
- 43% engage in tent camping (18% are RV campers and 30% do both)
- 58% fish in other freshwater styles
- 60% are recreational swimmers

Other Key Outdoor Activities

Bow hunting - 12%	Cross Country Skiing - 6%
Canoeing - 17%	Downhill Skiing - 13%
Kayaking - 6%	Jet Ski Riding - 8%
Rafting - 10%	Bicycling - 37%
Water skiing - 13%	Golf - 26%

Recommended Promotional/Product Approaches

Most fly-fishers or other freshwater anglers select a location based on the recommendations of friends and the perceived likelihood of catching certain fish. They spend and travel heavily on their sport and often bring their families.

While paddlers are often also anglers, the reverse is not true. If anglers do paddle, it is most often in canoes or as rafting participants. Hiking and tent camping are often seen as part of the fishing experience.

- Anglers on the Black River will be best served by excellent camping areas near the river, as well as connecting to hiking trails or safe swimming/fishing sites.
- Fishing in Jefferson County is already heavily promoted by existing TIITC publications advertising campaigns. The Black River should be given expanded coverage in these efforts but should not be promoted individually as a fishing destination.
- Some opportunities exist to cross-promote river and other county outdoor activities to anglers. The fishing opportunities can be positioned as a related family activity against canoeing and rafting.
- Promotional efforts should be concentrated on local signage, as well as programs to encourage paddlers/campers to extend their stay and fish.
- The Black River has both warm and cold water fishing areas. These should be clearly marked on both river signage and the GWNC/TIITC map/brochure of the river.

NOTE: According to the NYS Department of Environmental Conservation (DEC) Fisheries Office in Watertown, the Black River has the capacity to support additional angling in the Salmonoid Fishery Zone between Watertown and Dexter. Usage peaked several years earlier at 45,000 angler days per year. Current usage is only 2,500 angler days per year. The decline is attributed to the banning of snagging as a fishing technique, as well as an unsuccessful change from Chinook to Atlantic salmon. Overall, the entire Lake Ontario basin has experienced significant declines in fishing in the last ten years.

DEC officials are planning a re-conversion to Chinook salmon in the river and look for increased fishing opportunities. The area from Dexter through Brownville is seen as having the

most growth potential/lowest utilization. The section from Glen Park to Mill Street in Watertown is seen as having only moderate amounts of underutilized capacity for fishing.

The DEC has very little information about fishing in the rest of the river. Upstream from Watertown, the DEC does not conduct Creel surveys and only stocks a small number of brown trout to support fishing activities from the public dock upstream from Watertown. The actual capacity of the river to support additional fishing or even the real level of current usage is uncertain.

APPENDIX I

National Promotional Approaches

Promoting the Black River as a destination in a national market will require extensive use of both paid advertising and publicity/public relations. The paid advertising should be limited initially to promotions funded through the “Five Fives” campaign, to minimize cost.

The CCS recommends the Black River website be linked to the following regional/national sites:

National

www.wavelengthmagazine.com – This is the website for Wavelength Magazine, and also includes extensive links to destination sites, equipment manufacturers, national organizations, and reader contributions.

www.onwatersports.com – This site provides extensive listings and links to equipment manufacturers and distributors, as well as training services and clubs.

www.acanet.org – This is the official site of the American Canoe Association and provides extensive paddling resources and links.

www.crca.ca – This is the official site of the Canadian Recreational Canoe Association and is an excellent connection to Canadian paddlers.

www.worldkayak.com – This is the official site of the World Kayak Federation and provides competitive event listings and other kayaking resources.

www.uscanoe.org – This is the official site of the United States Canoe Association and provides primarily competitive information, including event listings.

www.whitewaterslalom.org – This site is the official site for the National Whitewater Slalom Committee and provides competitive information on slalom events and participants.

www.kayakonline.com – Provides detailed information on destinations and links to other paddling sites.

www.paddling.net – Includes detailed site listings, equipment links, and the opportunity to rate and report on destinations in the U.S.

Regional

www.mmembers.tripod.com/cnykayakclub – The site of the CNY Kayak Club. It provides details on local/regional whitewater and sea kayaking destinations and activities. It serves the CNY region.

www.shazamny.com – The site of the CNY Whitewater Club. It addresses both whitewater kayaking and rafting activities and destinations in the region.

www.flowpaddlers.org – This is the site for the Finger Lakes Ontario Watershed (FLOW) organization. It provides general paddling information for the region.

www.tier.net/kanawake – Home site of the Ka-Na-Wa-Ke paddling club, in CNY.

www.npmb.com – The Northeast Paddlers Message Board. This site offers extensive lists, links, and reader postings on paddling activities, destinations, and events in the Northeast U.S. It includes opportunities to add links, review sites, and plug destinations.

Magazines/Newsletters

Wavelength Paddling Magazine

www.wavelengthmagazine.com

2735 North Road, site 41 c-39

Gabriola Island, British Columbia

CANADA

V0R 1X0

(250) 247-9789 phone/fax

Editor: Alan Wilson

alan@wavelengthmagazine.com

Paddler

www.acanet.org

American Canoe Association

7432 Alban Station Blvd, suite B-232

Springfield, VA 22150

(703) 451-0141 phone

bieline@paddlermagazine.com

Canoe and Kayak Magazine

www.canoekayak.com

has both an on-line and print journal, as well as special quarterly publications.

EXPLORE

www.explore-mag.com

Canadian outdoor magazine with both on-line and print publication.

Rapid

www.rapidmag.ca

Canadian whitewater magazine, with both on-line and print publication

The Paddling Connection

www.thepaddlingconnection.homestead.com

A newsletter for paddlers in the Northeast US. On-line only.

Hurley's Journal

www.hurleysjournal.com

A quarterly publication covering canoe camping, primarily in the Northeastern US and Canada.

The Salty Dog

www.seakayaker.com

An on-line magazine covering sea kayaking in the US.

Initial Release

Dear Editor,

I would like to offer you an opportunity to help shape a new paddling destination and give your readers inside information on a river that few have visited. It's a small world and a new spot is something worth writing about.

The Black River in Upstate New York is a largely unknown, but potentially exciting paddling destination. It has some of the most reliable water flows throughout the season, and offers paddling from stillwater through Class V rapids. It has some excellent sites for kayak play and rodeo activities, as well as long stretches of whitewater for rafting. Upstream, it has long scenic lengths great for canoeing, creek boating, and paddle fishing. The river empties into Lake Ontario, where sea kayakers can find magnificent freshwater routes to nearby islands and along the lakeshore. North of the river's mouth lies the St. Lawrence River and the 1000 Islands region.

We have an ambitious plan to expand the Black River as a paddling destination, including making it the site of national competitions, encouraging its use as a training site, and promoting it as a perfect site for canoe camping and stillwater paddling. We have an active local development and promotion group that is just beginning to work toward these goals.

One of our earliest projects is an effort to connect with paddling writers and publications, which have an interest in new paddling destinations. We would like to invite you to learn more about the Black River and to offer us suggestions on making it a world class paddling spot. We are interested in hosting writers and photographers from your publication, as well as premier paddlers who may be interested in reviewing the river.

If you are interested in working with us, please give me a call at your earliest convenience. We can discuss hosting a visit or providing you with specific information about the river and the surrounding community.

APPENDIX II

Regional Outdoor Advertising Plan

The Adirondack region is already an established paddling and outdoors recreational destination. It draws visitors from across the northeastern U.S. and southeastern Canada. Most of those visitors arrive by automobile. By using outdoor advertisements on key access routes into/out of the Adirondack region, local promoters can make this traveling group of outdoor recreationalists aware of the opportunities along the Black River. The goals of this campaign will be to increase awareness of the Black River as an opportunity for family recreation, and to encourage visitors traveling to/from the Adirondacks to extend their trip and visit some area of the Black River.

The primary routes to be targeted are:

- Highway 81, to capture traffic traveling between Canada and Central New York (CNY)
- Route 3, to capture east/westbound traffic between Lake Ontario and Lake Placid
- Route 12, to capture traffic moving North/South between CNY and the Adirondacks

NOTE: Routes 87 and 9 are well positioned to capture traffic to/from New York City and the Adirondacks. Outdoor advertising on these routes is not considered cost effective at this point. Once other outdoor locations have been tested and demonstrated to be effective, further expansion of the campaign in the eastern area of New York State should be considered.

HWY 81

The Hwy 81 billboard should be placed north of Watertown, to capture southbound Canadian traffic and returning U.S. traffic. This point has an average annual traffic count of almost 7 million passenger cars. The estimated cost of this billboard will be \$3,700 annually.

ROUTE 3

The initial Route 3 billboard should be placed near Harrisville, on the border between Lewis and St. Lawrence Counties, to reach westbound traffic. This site has an average daily traffic count of 3,790 automobiles. The estimated cost of this billboard would be \$1,650 annually.

Based on the success of the first billboard on Route 3, additional billboards should be added to target eastbound traffic, as well as a second billboard between the Route 812 junction and the Village of Carthage.

ROUTE 12

The initial billboard on Route 12 should be placed near Alders Creek, south of the junction of Routes 12 and 28, to reach northbound travelers heading for Old Forge and the Adirondacks. This site has an average daily traffic count of 9,442 automobiles. The estimated cost of this billboard would be \$1,650 annually.

Based on the success of the first Route 12 billboard, additional billboards should be added for the north and southbound lanes closer to Utica.

APPENDIX III

Costs and Funding

Developing and promoting the Black River as a tourist destination will require both time and money. Other rivers and outdoor recreation destinations are active promoters and represent significant competition.

The Black River will never reach its full potential as a generator of tourism revenues for the region, without a significant investment in both product development and ongoing promotion. Currently, it is no one's job to promote/develop the river, and there are no large commercial businesses poised to take a leadership/investment role in the effort. Until public funds are invested in the effort, there is very little chance that progress will be made.

The role of public investment (including grants obtained from public sources) should be to create the physical and promotional infrastructure needed to attract visitors to the river. Commercial businesses can be asked/expected to make their own investments when the basic viability of the river as a tourism draw has been established.

Funding Sources

The primary initial funding source for the ongoing annual activities should be county bed tax funds. Currently, these funds are disbursed on a system of allocations back to source, as well as pooling them for countywide projects, including the TIITC. This approach is popular in many smaller communities, as it provides locally controlled funds for small events and activities. Unfortunately, this approach does not allow the funds to be concentrated to support a significant undertaking, such as the development/promotion of the river. These funds should be supplemented, wherever possible by outside grants. It should be the responsibility of the River Tourism Coordinator to apply for these grants.

Initial investment should come from a combination of public funds and grants obtained by the River Tourism Coordinator, working with other agencies in the area.

Specific grant sources could include:

- Partnership Planning Grants from the Federal Economic Development Administration (EDA)
- Economic Adjustment Assistant Grants from the EDA
- Community Block Development Grants from Housing and Urban Development (HUD)
- NYS Local waterfront Revitalization Program
- I Love NY promotional programs
- Local funding sources, including the Northern New York Community Foundation

Costs

The total costs of the project are estimated as follows:

Initial

Development of river whitewater facilities	
- Slalom Course/Hole barriers	\$ 45,000
- Spectator Bleachers	10,000
- Lighting, scoreboards, and associated equipment	25,000
Development of campgrounds on Delano/Huntington Islands	35,000
River Signage	<u>35,000</u>
	Total =\$150,000

Recurring/Annual

Compensation/employment costs for river coordinator	\$ 50,000
Outdoor advertising	6,000
“Five Fives” print promotion (our share)	8,000
General operating costs	<u>2,000</u>
	Total =\$ 66,000

NOTE: This estimate assumes that costs for promoting individual events will be included in the budget for those events. Development of merchandise for “Five Fives” applications should be the responsibility of individual business owners participating in the program.

Maintenance for camping facilities and signage should be funded by camping fees charged to users.