



Lake Champlain

MARITIME MUSEUM

Preserving and sharing the history of Lake Champlain

Kirsten Merriman Shapiro, Special Projects
Room 32 – City Hall
149 Church Street
Burlington, Vermont 05401

December 18, 2009

RE: Letter of Interest for Leasable Space in Moran Center at Waterfront Park Project, Burlington, Vermont

Dear Ms. Merriman Shapiro:

As per the City of Burlington's request, the Lake Champlain Maritime Museum is pleased to submit a letter of interest for leasable space in the Moran Center.

I. Name of Organization

Lake Champlain Maritime Museum

IV. Telephone and Fax Numbers

Ph. (802) 475-2022

F. (802) 475-2953

II. Contact Person

Arthur Cohn, Executive Director

V. E-mail Contact

artc@lcmm.org

III. Business Address

4472 Basin Harbor Road
Vergennes, VT 05491

VI. Type of Organization (*Individual or sole proprietorship, partnership or corporation*)

Lake Champlain Maritime Museum (LCMM) is a non-profit 501(c)3 organization whose mission is to identify, disseminate and preserve for future generations a central body of knowledge, sites, and artifacts pertinent to the maritime history of the Lake Champlain region. The institution was founded in 1985 and opened to the public at Basin Harbor, Vermont in 1986. The Museum's 2009 operating budget was 1.6 million dollars, employing 14 full-time and 17 part-time personnel. More than 33,000 people participated in museum programs on and off site in 2009.

VII. Key Personnel (*Names of key personnel, titles, experience, and length of service*)

Arthur B. Cohn, Executive Director, co-founded LCMM in 1985. Cohn has a B.A. in sociology from the University of Cincinnati in Cincinnati, Ohio, and a J.D. from Boston College Law School. He has honorary doctorates from the University of Vermont and Middlebury College. In 2000 and 2001, Cohn was a Member of the U.S. Delegation to the United Nations Educational, Science and Cultural Organization's convention for the protection of underwater cultural heritage. Cohn is an Adjunct Assistant Professor in Maritime History and Nautical Archaeology at both the University of Vermont and Texas A&M University. He has authored, co-authored and contributed to numerous books on the history and archaeology of Lake Champlain, and authored dozens of technical archaeological reports and periodical articles on the lake for both academic and general audiences.

Adam Kane, Nautical Archaeology Project Manager, joined LCMM in May 1999. Kane has a B.A. in anthropology from Millersville University of Pennsylvania, and a M.A. in anthropology from the Nautical Archaeology Program at Texas A&M University. In March 2004, Mr. Kane's first book, *The Western River Steamboat*, was published by Texas A&M University Press. Kane has participated in archaeological projects across the country and is a speaker in the Vermont Humanities Council's Speakers Bureau.

Erick Tichonuk, Replica Coordinator, has been a staff member of LCMM since 1986. His roles have included Education Specialist, Nautical Archaeologist, Director of Education, Facilities Manager, and Replica Vessel Coordinator. He completed his undergraduate work at UVM majoring in history and archaeology. Erick is a SCUBA instructor and holds a 100-ton Master Captain's License.

Susan Jones, Chief Financial Officer, was hired in 2004 after 15 years in finance and operations in Continuing Education at the University of Vermont. She has a B.A. from Tufts University and an M.B.A. with a concentration in public/non-profit management.

Sarah Lyman Tichonuk, Director of Education and Website Manager, joined LCMM in 2002 after graduating from Boston University with a B.A. in Archaeology. Recent publications include LCMM's 2008 educator resource *1609: A Quadricentennial Curriculum*, and design of Frederick Wiseman's books *At Lake Between* (2009), *Champlain Tech* (2009) and forthcoming *Baseline 1609*. She has developed and produced educational resources, public programs and events for a wide variety of audiences including LCMM's first webcast (aired November 5, 2009 and archived online).

Helena D. Van Voorst, Development Director, joined LCMM in June 2006. She has a B.A. in Communication from Dordt College and is currently finishing her M.A. in Communication and Leadership from Gonzaga University. Helena has managed two successful capital campaigns and has a track record of helping organizations exceed their fundraising goals.

Eloise Beil, Director of Exhibits and Collections, joined LCMM in 1998 after nine years as Director of Collections at the Shelburne Museum. She has an M.A. in American Folk Culture and Museum Studies from Cooperstown Graduate Program and 30+ years experience as a curator, archivist, and exhibit designer.

VIII. Proposed Use (Brief Description of Applicant's Proposed Use and amount of space preferred.)

LCMM proposes to use 7000 square feet to create a new LCMM branch called the "Shipwreck Center," which will provide an engaging, interactive portal into the exploration of the underwater world. This will be achieved by creating interactive museum displays inside the Moran Plant, and active and diverse on-water attractions. The theme of the site's permanent exhibits will be the story of Lake Champlain's 300+ shipwrecks. Shipwrecks, recovered artifacts, full-size replica vessels, and collections objects will be used to tell the stories of the region's vibrant military, commercial and cultural history. The Shipwreck Center will provide the public with connections to the past and the best preserved collection of wooden shipwrecks in North America. In addition to Lake Champlain findings, the Shipwreck Center will also serve as the access point for programs, resources and exhibits from a broad spectrum of underwater exploration activities, both geographically and across academic disciplines. Our goal is to provide a captivating, year round museum experience which ultimately inspires natural and cultural resource stewardship from its visitors.

The interpretive exhibits will be a state-of-the-art, hands-on and bi-lingual (English/French) presentation of Lake Champlain history and archaeology. Programming details are still being evaluated, however, the core components include:

- *Interactive Exhibits.* The exhibits will present a range of hands-on, touch screen, and visual and tactile installations that introduce the sights and sounds of Lake Champlain's past, as well as current issues and events that continue to shape the lake. Core themes will include Lake Champlain shipwrecks and the development of Burlington's waterfront.
- *Theater Space.* The high-tech theater will be used for both LCMM produced films and webcasts, and as the portal which brings the broader underwater world to Burlington. Visitors would be provided programming that would allow them to interact with scientists across the world in their underwater discoveries, explorations, and conservation efforts.

- *Schooner Lois McClure*. Currently home ported at Perkins Pier, the canal schooner *Lois McClure* will be moored at the Moran Waterfront. The *Lois McClure* is a replica of two shipwrecks sunk in Burlington Harbor.
- *Burlington Community and Youth Rowing*. Currently at Perkins Pier, the museum's community and youth rowing program using pilot gigs built by area students, will be moved to the Moran Waterfront.

IX. Address each of the Evaluation Criteria

A. Financial Capacity

Over the past twenty-five years, Lake Champlain Maritime Museum has grown from a one-room schoolhouse to a world-class nautical archaeological research center with a lakeside campus of 13 buildings, a fleet of full-sized and operational replica vessels, a \$2,000,000 endowment and a staff of 14 full-time employees. LCMM has a successful track record of supporting on-going operations through a combination of fund raising from its base of donor support, successful grant writing, business sponsorships, business financing, and revenue generating activities.

Fund Raising. LCMM has a pool of approximately 800 members and 120 friends (supporters who donate \$1,000 or more annually). Each year less than 60% of funds are raised through unearned income: memberships, annual campaign donations, major gifts, sponsorships and grants. In addition, the Museum has repeatedly raised significant capital for constructing buildings and replicas, like the *Lois McClure* and the *Philadelphia II*. In 2008, the LCMM commissioned a feasibility study by a professional fundraising consultant which showed that LCMM has significant enough recognition and loyalty from donors to embark on a major capital campaign.

Earned Revenue. The museum earns over 40% of its operating funds from revenue generating activities such as admissions, fees for educational activities, museum store sales and contracts through the Maritime Research Institute. This Institute represents a unique arm of the museum which creates original research to enhance the museum's knowledge base and simultaneously has expertise that contributes, through contract work, to fund the overall operations.

Credit History. The museum has an excellent credit history. Bills are paid on time and its \$50,000 line of credit has not been used in 5 years. It has one loan of \$300,000 secured by a pledge from the endowment. Each year it receives clean audits and its financial operations are carried out in a professional manner.

Based on the experienced staff, a committed Board of Directors and large pool of supporters, the LCMM is confident that it will obtain, in a timely fashion, the funds to support the Shipwreck Center. LCMM fully anticipates being able to raise sufficient capital funds to support the project by October 2010.

B. Development Experience

The Lake Champlain Maritime Museum has an exceptional record of developing real-estate and business projects. When the LCMM was incorporated in 1984, its 3.5 acre Basin Harbor campus contained no buildings or other infrastructure. In the 25 years since, the site has been developed into a museum campus consisting of 13 buildings. Below is an annotated list of significant construction projects undertaken since 2000:

Hazelett Small Watercraft Center (construction in progress, completion in June 2010). Building at the Basin Harbor Campus to display the museum's small boat collection (\$250,000, 3125ft²).

Blacksmith Arts Center (2008). Blacksmith instructional building at the Basin Harbor Campus (\$60,000, 1800ft²).

Wastewater Overhaul (2008). Replacement of museum wastewater containment facilities to comply with Vermont regulations (\$13,000).

Burlington Schooner Project (2001-2004). Construction of replica canal schooner and museum exhibits on the Burlington waterfront (\$1.5 million).

Hoehl Visitor Center (2003). Addition to the existing museum store to include a 100-seat auditorium and exhibit display area (\$250,000, 2800ft²).

Captain White Place (2002). Renovation of the former “Chicken Bone” bar on King Street in Burlington to save the historically significant structure from demolition (\$300,000, 2000ft²).

Owen Education Center (2001). Construction of an administrative and educational center at the Basin Harbor campus (\$250,000, 6000ft²).

C. Management Experience

Endeavors managed by LCMM in the last 5 years:

Schooner *Lois McClure* Voyages

The *Lois McClure* is a replica 1862 canal schooner launched in Burlington in 2004. The schooner travels during the summer to regional ports. Seasonal voyages of the *Lois* require funding of \$200,000 to \$400,000 depending on the length of tour.

Inaugural Tour, 2004. Tour of Lake Champlain, 13 ports, 14,000 visitors.

Grand Journey, 2005. Tour to New York City and back, 25 ports, 22,000 visitors.

Northern Lake Educational Tour, 2006. Tour of northern Lake Champlain, 5 ports, 4,000 students.

Grand Canal Journey, 2007. Tour of Erie Canal to Buffalo and back, 28 ports, 30,000 visitors.

Shared Heritage Tour, 2008. Tour of Lake Champlain, and Richelieu and St. Lawrence Rivers to Quebec, 7 ports, 25,000 visitors.

Discover 1609 Tour, 2009. Tour of Lake Champlain and Hudson River, 20 ports, 18,000 visitors.

Exhibit Projects

In addition to designing its own museum exhibits, the LCMM fabricates exhibits for other venues. The following is a list of recent exhibit projects.

Discover 1609. Quadricentennial Exhibit throughout Burlington International Airport, Burlington, Vermont, 2009.

Discover 1609. Quadricentennial Exhibit at Main Street Landing, Burlington, Vermont, 2009.

Discover 1609. Quadricentennial Exhibit at the Champlain Valley Expo, Essex, Vermont, 2009.

Discovering a Moment in Time: Valcour Bay Research Project. Traveling Revolutionary War Exhibit at venues including Westford (MA) Historical Society (2004/2005), Clinton County Historical Society, Fort Ticonderoga (2004), Saratoga Battlefield National Park (2008), New York State Military Museum (2008/2009).

Archaeological Projects

The following is a selected list of regional underwater archaeological projects undertaken by LCMM over the last several years.

Champlain Bridge Archaeological Surveys (2009). Compliance archaeological projects undertaken for NYSDOT and VTrans in support of Champlain Bridge transportation alternatives.

Phoenix Project (2009). Grant funded underwater archaeological documentation of the Steamboat *Phoenix* for the National Park Service.

Hudson River PCB Superfund Site Consulting (2003-2009). Underwater archaeological consulting services for EPA in support of the clean-up of the Hudson River PCB Superfund Site.

Gunboat Spitfire Management (1997-2009). Management of the Revolutionary War Gunboat *Spitfire*, which LCMM located in 1997, in partnership with the U.S. Navy.

Lake Champlain Underwater Historic Preserves (1985-2009). Management services for Lake Champlain's recreational shipwreck diving sites under contract to the State of Vermont.

Valcour Bay Battlefield Projects (1999-2008). Grant funded archaeological surveys of the underwater remains of the Revolutionary War Battle of Valcour Island. Funded by Department of Defense, Lake Champlain Basin Program, NOAA, and National Park Service.

Hudson River Dive Verification (2004, 2005 and 2007). Underwater archaeological documentation of newly found shipwrecks in the Hudson River in partnership with SUNY Stony Brook. Funding from NOAA and NY Department of Environmental Conservation.

Burlington Harbor Survey (2005-2006). Side scan sonar of Burlington Harbor for the U.S. Army Corps of Engineers.

Shoreham Sloop Project (2003-2006). Three-year grant funded archaeological excavation of an 1820s Lake Champlain canal sloop.

Lake Survey Project (1996-2004). Eight year sonar survey of the entire bottomlands of Lake Champlain to map its collection of shipwrecks.

Sloop Island Canal Boat Project (2002-2003). Compliance shipwreck documentation project undertaken as an off-site mitigation for the Pine Street Barge Canal Superfund Site.

Other Archaeological Projects. Over the last five years the LCMM has executed archaeological and artifact conservation projects for the following: VTrans, NYSDOT, EPA, NOAA, NPS, U.S. Army Corps of Engineers, Fort Ticonderoga, West Point Military Academy, New York State Museum, Parsons, University of Vermont, Vermont Agency of Natural Resources, Panamerican, Malcom Pirnie, Lake George Association, Local Motion, and New York Attorney General's Office.

Publication Projects

As part of LCMM's mission, we regularly publish books about Lake Champlain's history.

Lake Champlain Sailing Canal Boats: An Illustrated Journey from Burlington Bay to the Hudson River, Arthur Cohn. 187pp book published by LCMM in 2004.

Life on a Canal Boat: The Journals of Theodore D. Bartley, 1861-1889, 319pp book published by LCMM and Purple Mountain Press in 2004.

Champlain Tech, Frederick M. Wiseman Ph.D. 85pp book published by LCMM in 2009.

At Lake Between, Frederick M. Wiseman Ph.D. 82pp book published by LCMM in 2009.

D. Compliance with Land Use Regulations

The LCMM's proposed use of the space as a museum and educational center is consistent with the Public Trust Doctrine under criteria B, C and D.

Public Trust Doctrine, Criterion B. Indoor or outdoor parks and recreation uses and facilities including parks and open space, marinas open to the public on a non-discriminatory basis, water dependent uses, boating and related services;

The LCMM will operate its Champlain Longboat Community Rowing program and will dock the replica 1862 schooner *Lois McClure* at the Moran waterfront.

Public Trust Doctrine, Criterion C. The arts, educational and cultural activities including theaters and museums;

The interior space will be a museum with a theater space.

Public Trust Doctrine, Criterion C. Fresh water and other environmental research activities;

The museum displays will present information gathered by LCMM in its archaeological studies of Lake Champlain's shipwrecks.

E. Organizational Capacity

Since its founding 25 years ago, the LCMM has maintained a philosophy that the museum's success is ultimately predicated on its ability, willingness and capacity to undertake a wide range of ambitious programmatic activities. Next year the LCMM will not stray from that business model; however, none of currently foreseen obligations will significantly impact the museum's organizational capacity to develop the Shipwreck Center.

These obligations, in addition to our annual responsibility of administering the museum's Basin Harbor site, include: organizing and undertaking a voyage of the *Lois McClure* out the Erie Canal; completing construction of a new Small Watercraft Center; undertaking numerous archaeological projects primarily in Lake Champlain and the Hudson River; installing a new dock system; completing three book publication projects; building a 32-foot wooden pilot gig with students from the Hannaford Career Center; and overhauling the Tugboat *C.L Churchill*.

F. Ability to Work with Government Agencies

Central to the Lake Champlain Maritime Museum's programmatic success has been its ability to partner with public, private and governmental entities. LCMM has worked with and maintains partnerships with countless regional museums, historical societies, schools, community organizations and government agencies. In particular, we have worked with the City of Burlington on a number of initiatives. We have a productive institutional relationship with Parks and Recreation as the department which administers our lease of space on Perkins Pier for the *Lois McClure* and longboats, and our exhibit space in the Lyman Building.

In addition to our wide range of informal collaborative governmental relationships, we currently have contractual agreements with the following agencies: Environmental Protection Agency (Region 2), the State of Vermont (Agencies of Natural Resources and Commerce and Community Development), National Oceanic and Atmospheric Administration, City of Burlington (Parks and Recreation), National Park Service (American Battlefield Protection Program and National Center for Preservation Technology and Training), Institute for Museum and Library Services, and the State of New York (State Museum and Office of the Attorney General). We also enjoy a strong working relationship with Vermont's congressional delegation.

G. Adverse Findings

The LCMM has no adverse findings.

H. Compatibility with Other Proposed Uses at Moran Center

The LCMM's proposed use of Moran as a museum venue is remarkably compatible with both the Community Sailing Center and Ice Factor.

The LCMM's resume contains a long list of collaborative relationships, among which is the Community Sailing Center. Over the past several years the Sailing Center has organized an overnight rowing adventure program using LCMM's 32-foot longboats and LCMM staff. These programs have been highly successful. Additionally, in 2007 the LCMM undertook an Archaeological Resource Assessment for the

installation of the Sailing Center's wave attenuator. The possibilities for collaboration moving forward are significant with the most logical being joint efforts where Shipwreck Center visitors or Sailing Center participants are provided with opportunities to row (LCMM) and/or sail (LCCSS).

The Shipwreck Center will be complimentary to Ice Factor's adventure offerings. Although Ice Factor's programs will appeal to a wide demographic, the Shipwreck Center's more traditional museum atmosphere will provide an alternative venue for individuals not interested in adventure activities or who are incapable of participating. LCMM would look forward to developing collaborative efforts with Ice Factor, with potential ideas including joint admissions or discounts, and providing Ice Factor with our pilot gigs for rowing adventures.

I. Employment Opportunities and Revenue Generation

Initial estimates of staffing levels suggest that the Shipwreck Center would require six full-time year round staff and one part-time year-round employee. The following table summarizes the costs of the Shipwreck Center, which shows that earned revenues (not including unearned revenue such as grants and private philanthropic giving) will cover the site's operating costs. The 7000ft² will consist almost entirely of exhibit and retail space, as the administrative functions of the site will be handled from LCMM's Basin Harbor campus.

Annual Costs	
Salaries/Benefits	\$251,450
Rent	\$43,750
Utilities	\$24,000
Marketing	\$70,000
Insurance	\$30,000
Schooner Maintenance	\$12,500
Exhibit Maintenance	\$12,500
Contingency 5%	\$22,210
Total Expenses	\$466,410
Annual Earned Revenue	
Admissions (\$5.86 [2009 LCMM average] x 60,000)	\$351,600
Retail (\$1.60 per visitor net [2009 LCMM average], plus 10,000 store visitors at \$4 net each)	\$136,000
Total Revenue	\$487,600
Net	\$21,190

J. Enhances Quality of Life

The Shipwreck Center will strive to open a captivating window into an underwater world that would be difficult, if not impossible, for most people to experience firsthand. We expect that this experience will help fire the imagination of students to pursue careers in the sciences and humanities and encourage members of the public towards preservation and stewardship of the lake and its environmental and cultural resources.

The Lake Champlain Maritime Museum's overarching goal is to make every aspect of the museum accessible to all people, despite physical, economic, or other limitations. Deeply rooted in the museum's mission "to preserve and share the history of Lake Champlain with the broadest audience possible," is the belief that historic maritime skills and traditions can encourage and inspire people to lead healthy and constructive lives and build welcoming communities. At LCMM's Basin Harbor site, there are a number of tools used to ensure that the museum's admission fee is not a barrier. These include free admission

days (Addison County Day, First Responders Day, etc.) and museum passes at local libraries. All exhibit openings are admissions free, as is our annual lecture series. Currently, LCMM has a number of programs which are coupled with endowment funds so that costly programs can be offered at costs dramatically below their true expense. For example, both the Champlain Discovery Program (kayak building and lake adventure program for teenagers) and the Champlain Longboats Program (rowing gig building with high-school students) have associated endowments to make these life-changing programs available to anyone interested in participating.

Our track record for providing low cost or free museum programming in Burlington is impeccable. The schooner *Lois McClure*, both during her construction and after her launch, has been a free museum experience. In 2009, we offered a series of free public presentations in partnership with Main Street Landing. The Shipwreck Center will obviously be accessible to people with limited mobility, and also the exhibits will be approachable by people with differing learning styles and abilities. The Shipwreck Center will develop protocols to ensure access to people of all socioeconomic backgrounds.

K. Distinguishing Attributes

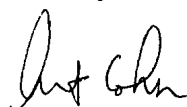
There are a number of key attributes of LCMM's proposed use of the Moran Center which strengthen the City's goals and objectives. The Shipwreck Center helps implement the aims of both the *Burlington Waterfront Revitalization Plan* (1998) and the *2006 Burlington Municipal Development Plan*. The Revitalization Plan states that the waterfront's redevelopment should include the identification and valuing of the "industrial, transportation and maritime heritage associated with the Burlington Waterfront." While the Development Plan contains extensive language on historic preservation, with the vision that "Burlington's rich and varied historic and architectural legacy, the result of more than two centuries of development, remains a vital link to the city's history, and plays an active part in its future."

More than just meeting these stated goals, however, the Shipwreck Center will bring attention to one of Burlington's most distinguished, and little-known, attributes. There are 30+ shipwrecks lying in Burlington Harbor. They have heroic and tragic tales to tell. Our ability to spin Burlington's lake history into a compelling narrative will benefit Burlington and the Champlain Valley, just as it does the Lake Champlain Maritime Museum.

Finally, the critical distinguishing attribute of the Moran Center for LCMM is Lake Champlain. The Moran Center's lakeside location is necessary for LCMM to meet its mission. Our programs require water access, and we believe there is no better way to protect Lake Champlain's varied resources than to get people out onto the lake. The Shipwreck Center's water-based attractions should also be highly valued by the City. Every time a visitor has a personal experience with Burlington Harbor, it enhances Burlington's position as the premiere destination on Lake Champlain.

As you consider our letter of interest, I am also pleased to report that the LCMM's Board of Directors voted in favor of submitting this letter and conducting further research into the project's feasibility at their December 17 board meeting. Thank you for considering the Lake Champlain Maritime Museum as a tenant in the Moran Center. We look forward to working with the City of Burlington on this exciting venture.

Sincerely,



Arthur Cohn, Executive Director

cc: LCMM Board of Directors