



# Uncas Leap Falls: A Convergence of Cultures

## Site Feasibility Study

August 29, 2012



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Prepared for the City of Norwich & The Mohegan Tribe

August 29, 2012

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# Historical Timeline

1492: Columbus arrives in the Americas

1598: Uncas is born

1620: Pilgrims arrive

1634 – 1638: Pequot War

1654: John Casor is first legally recognized slave in the US

1659: Norwich founded

1675 – 1678: King Philip's War

1683: Uncas' death

1741: Benedict Arnold is born

1754: French Indian War begins

1763: French Indian War ends

1775: American Revolutionary War begins

1776: Signing of the Declaration of Independence

1783: American Revolutionary War ends

1863: President Lincoln signs the Emancipation Proclamation

2012: Norwich Casts the Freedom Bell

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## 1. INTRODUCTION

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### 1.1 Overview

In 2011, the City of Norwich took title through foreclosure of 'Uncas Leap Falls', a one acre parcel located at 196-200 Yantic Street in Norwich, CT. Previously referred to as Indian Leap, Uncas Leap Falls (the Site) overlooks the Yantic River and majestic Yantic Falls. The Site consists of a two-story, 9,000SF granite mill building constructed c. 1830, a one-story brick mill building constructed in the early 1900's, a gravel parking area and limited green space. The site has been utilized for the manufacturing of goods ranging from paper in the early 1800's to most recently, helmet mounted mirrors for bicyclists. Currently, the buildings are not being utilized. The roofs of each building are partially collapsed and the granite building's easterly wall has a high probability of failure, creating a life safety concern because of its close proximity to a residential apartment building. However, with structural improvements the entire granite building and a portion of the brick building have high potential for reuse. The conditions of each building are discussed in later sections of this document.

The Granite Mill structure is a unique building that represents one of the first mill styles, designs and structural engineering. Interior and exterior, the building possesses several aesthetic values. During the structural review, the building was found to be in fair condition and can be rehabilitated for adaptive reuse. However, the easterly wall has the potential for collapse, endangering the building's adaptive reuse and presenting a life safety concern because of its close proximity to an apartment complex located 20' east. It is strongly recommended that the wall be immediately secured to address life-safety issues and a new roof installed and fenestrations secured to protect the building from further deterioration.

The importance of Uncas Leap Falls is not only vested in the architectural character of its buildings. Discussed further within this document, the renaming of the Site calls attention to the significant contributions Sachem Uncas made to the Mohegan Tribe, settlement of the Norwich region, and prosperity of our Nation. In addition to the Site's reuse potential, this feasibility study provides recommendations for Norwich to integrate this story into the historical fabric of the region and capitalize upon an underutilized, and perhaps underappreciated, economic development catalyst – tourism.





Uncas Leap Falls provides a dramatic setting that depicts the power and beauty of nature within an urban environment. This presents the opportunity to bring the natural landscape into the community and create educational tools to share how nature shaped our culture, industry and community. The bottom image was photographed from the southern bank, across from the Uncas Leap Falls site, looking west. The cliffs, Yantic Falls and dam are the focal points of the photograph, as they are to the Site.





Uncas Leap Falls is centrally located in the City of Norwich and in close proximity to downtown Norwich, the Harbor and the new Intermodal Transportation Center.



## 1.2 Cultures Converge

Despite the modest size of the property and building conditions, Norwich and Mohegan Tribe leaders understood that its acquisition was important to the cultural heritage of the Mohegans, City, and eastern Connecticut. Funded by a State of Connecticut grant with matching dollars from the Sachem Fund, the City selected the Study Team to explore the Site's significance and potential for reuse. Quickly, it became evident to both the Steering Committee and Study Team that Uncas Leap Falls is a symbol of converging cultures that gave rise to Norwich, the region and ultimately events and individuals that contributed to the prosperity of our Nation. The challenge was to determine the best approach to successfully convey this story on the Site and capitalize upon the underutilized rich cultural heritage that exists throughout Norwich. Interpreting and integrating both into the region's tourism industry became a priority to assist with the Site's success and expand Norwich's economic growth.

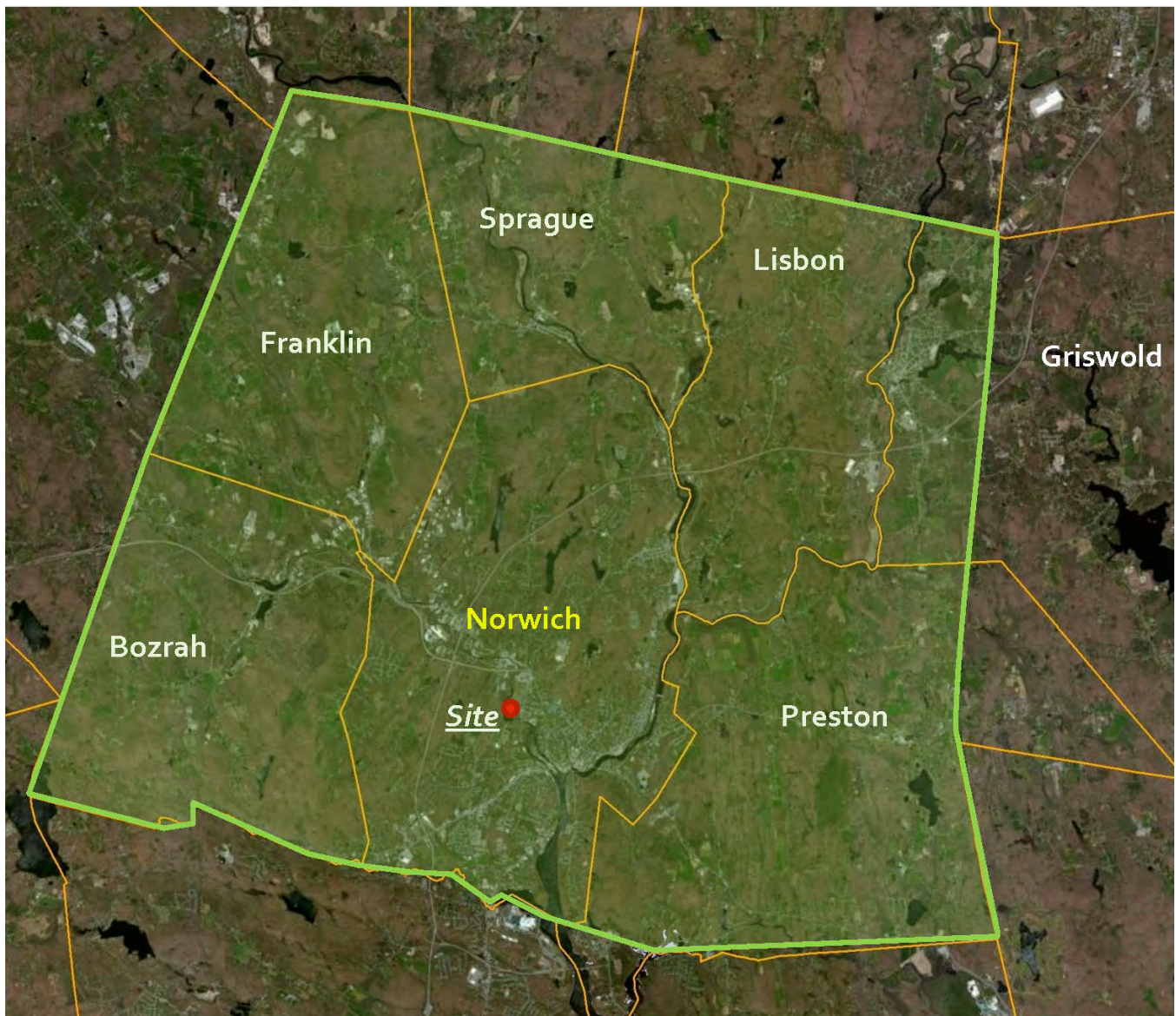
This symbolic theme of 'A Convergence of Cultures' is represented at Uncas Leap Falls by the events which have occurred upon and nearby it. The Site and nearby landscape has long been a focal point for people to enjoy the beauty and power of nature. Beginning with the indigenous people of the area, the Falls was recognized as a unique gathering place, abundant with fish, fruit, and recreational opportunities. During the Battle of Great Plains, considered to be one of the greatest Native American battles to take place in New England, Mohegan Sachem Uncas leapt across the ravine just below the Falls, capturing the Narragansett's Chief Miantonomoh. This event, along with the belief that several Narragansett warriors fell to their death at the Falls, lead to the Site's current name of Uncas Leap Falls. Furthermore, during the Industrial Revolution the Site was recognized as a source of hydroelectric power, giving rise to one of the first dams and mill structures of the region.





## *The Nine Mile Square*

Of notable significance is the role Uncas played in positioning Norwich to be a dominant force during the Industrial Revolution. Uncas' willingness to accept the first settlers and forge relationships led to the 9-Mile Square creating Norwich and the surrounding towns. If not for Uncas' acceptance of the first colonists and his granting of this tract of land, Norwich and the region would likely be a much different place than it is today. (More historical context about Sachem Uncas is summarized in Appendix A).

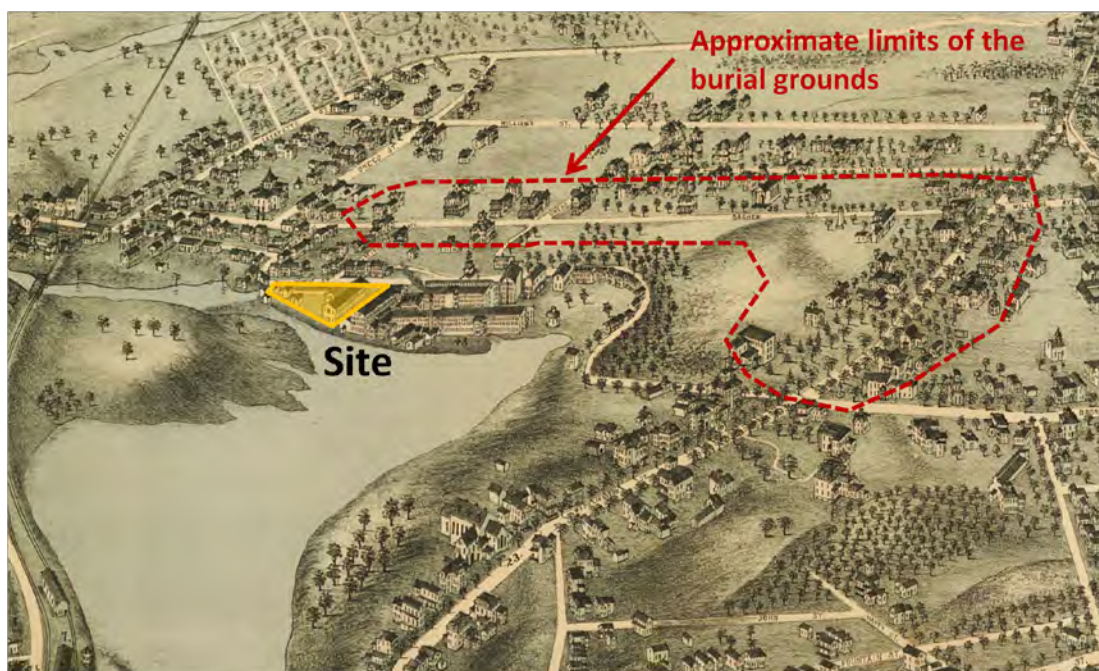


Uncas deeded thousands of acres to the early settlers of the Norwich region. Known as the 9-Mile Square, the deed became not only the city of Norwich and adjacent towns.



## *The Royal Mohegan Burial Ground*

The convergence of these cultures may not be more dramatically represented than by the impact Norwich's initial growth had upon the Royal Mohegan Burial Grounds. Located on a hillside overlooking the Yantic River and northeast of Uncas Leap Falls, the burial grounds covered sixteen acres. It spanned the length of Sachem Street to Washington Street and a short distance south towards downtown. As industrial development progressed and Norwich continued to rise as a regional hub, settlement within the City grew and prime buildable land was needed in proximity to downtown. The Burial Grounds were one of the remaining prime building areas and despite the promise not to develop upon them, construction ensued. A review of deeds, historic maps and aerial renderings depicts the slow progression of how development crept into the sacred grounds. As the industrial age became more prosperous, rapid progression of new construction on the burial grounds continued. Eventually, all sixteen acres of the Royal Mohegan Burial Grounds were decimated. 1860's testimony by Mohegan Tribal member Emma Baker graphically detailed her witness to the removal of bodies from their resting places and either placed in trucks and taken to the dump, or in underground crematoriums and burned on site.



The Royal Mohegan Burial Grounds is the resting place for the tribe's sachems and their families. Once 16-acres in size, the site of the former Masonic temple is the only remaining portion that is undeveloped. The depicted limits of the Burial Grounds are based upon deed research and mapping conducted by the Mohegan Tribe. Today, the entire area is developed despite the promise to restrict construction upon the sacred grounds.

### 1.3 An Integrated Approach

The role Uncas had upon the settlement of our Nation and cultural richness of Norwich led the Study Team to focus upon 'cultural heritage tourism' as a central theme. Cultural heritage tourism is defined by the National Trust for Historic Preservation as "traveling to experience the places and activities that authentically represent the stories and people of the past and present." This encompasses historic, cultural and natural resources such as Uncas Leap Falls, downtown and greater Norwich, Mystic and many other locations throughout the region. Cultural heritage tourism can be a significant contributor to a local economy. The diverse and unique palette of places, people and events that defines Norwich creates a real opportunity to integrate the City into the regional tourism industry. This integration can define Norwich as a competitive destination.

During the course of the Team's work, nearly three dozen individuals were interviewed-- including members of the Mohegan Tribe, Mohegan Sun administrators, city staff, business owners, educators, civic executives, and state and regional officials (refer to Appendix A for a complete listing of interviewees). From these interviews, it became evident that a successful Norwich, both as a visitor destination and an economic hub, will require a collaborative regional approach and communication between grass-roots organizations. This means bringing together the efforts of various Norwich organizations, city agencies, nonprofits and businesses with the Mohegan Tribe, three regional councils of government and eastern Connecticut's two supporting tourism bodies, the Last Green Valley and Mystic Country. Today, Norwich operates with many silos that appear to compete, and in other respects take upon duplicative efforts. This must change at the grass roots, governmental and regional level for the recommendations presented within this document to be successfully implemented and achieve measurable and meaningful results.

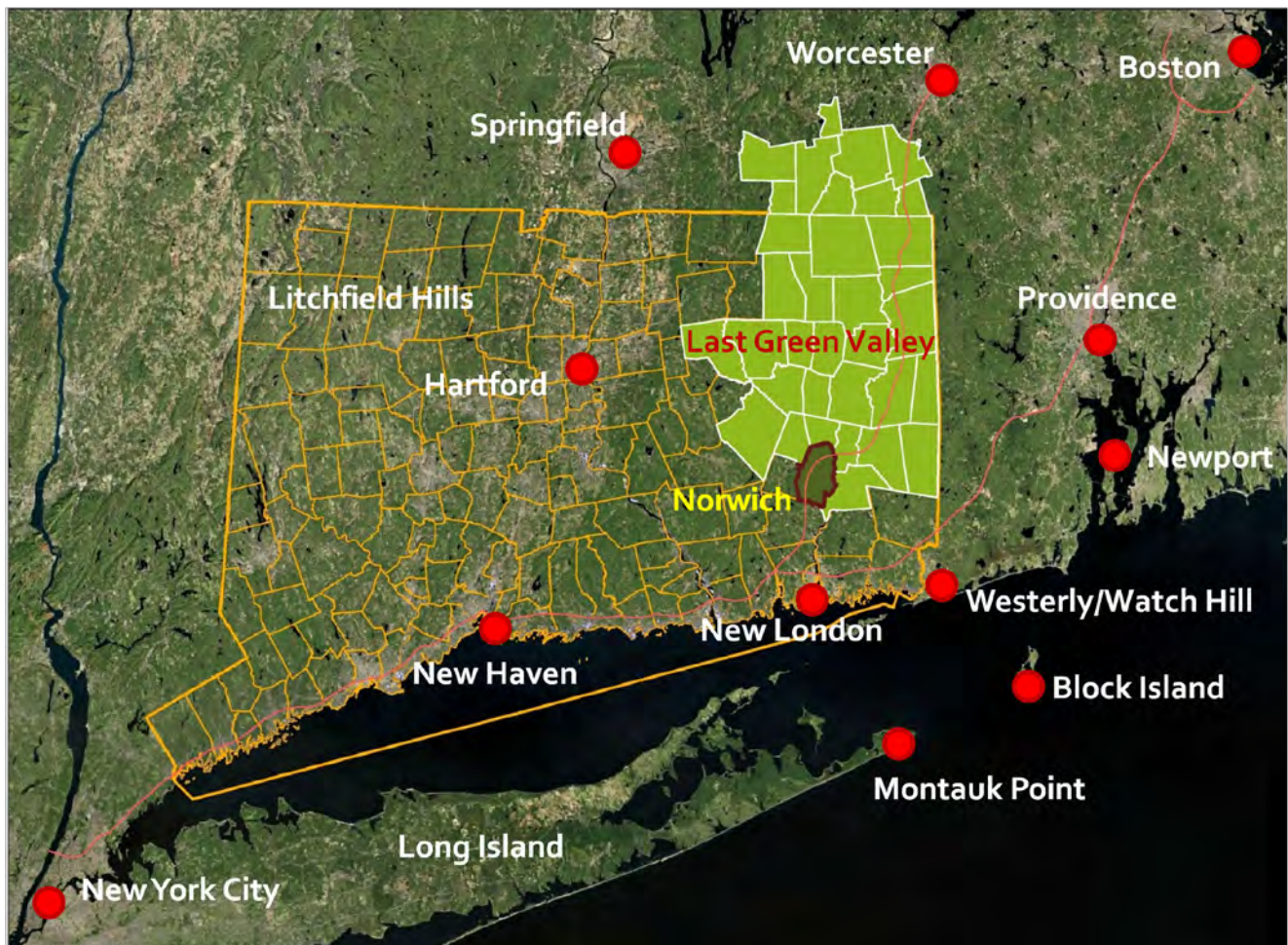
The recommendations for reuse of Uncas Leap Falls and integrating cultural heritage tourism into Norwich's approach to economic development, takes into consideration and complements the ongoing initiatives and investments being made by the City and private sector. These initiatives include:

- The City's Plan of Conservation and Development (POCD) is a powerful land use and planning tool that can help establish and reinforce city-wide programs and regional policies. With the current update to the POCD, the Study can be incorporated as policy to assist legislative bodies enforce and implement the recommendations.
- The City recently completed a Downtown Vibrant Communities Initiative Study that will help the city prioritize historic structures for adaptive reuse and determine their complementary market potential. Along with the downtown revitalization bond package, approved by voters in November 2010 to fund \$3.380 million as capital, will help support tourism and hospitality needs downtown and a positive visitor experience.
- Substantial private investment in properties downtown (i.e. Reid and Hughes building and Marina) can help spur further private equity and existing building rehabilitation, again contributing to a positive experience for visitors and residents.
- The new Intermodal Transportation Center, located in downtown, expands opportunities to reach Norwich and travel to various destinations within the City.
- The City Council's approval to option the downtown properties on Cliff Street and explore the potential to construct a new police headquarters downtown can help create a greater sense of security and safety, characteristics visitors demand.



- The recent casting of the Norwich Freedom Bell and the Independence celebration along the waterfront demonstrate the importance to having sustained efforts that support downtown and the community spirit. Appropriate tourism infrastructure and management can help sustain this momentum.

In 2009, the tourism department was eliminated from the City's governmental structure. In the context of economic development, this was an action contrary to current efforts and has created a significant void that should be filled to realize the opportunities that exist. With momentum being built as a result of the above efforts, the time is now for the city to reengage in the tourism industry and capitalize upon the vast cultural resources that exist.



Norwich resides along Interstate 395 and is central to major economic and tourism destinations such as New York City, Boston and Providence. Only minutes from the I-95 corridor, Amtrak, and now home to its own intermodal center, Norwich is the southern gateway to the Last Green Valley, one of the nation's most successful heritage corridors and a major tourist destination.

## 1.4 Opportunity

During the course of the Team's research, it became evident that several opportunities exist to support a successful cultural heritage tourism approach within the City. Community pride, a belief in Norwich's potential for future success, and dedicated leadership are some of the elements that can help form the foundation to integrate Norwich into the tourism industry. These opportunities can be summarized as follows:

### *Vision*

Norwich's historical, cultural, and architectural resources are vast and most remains intact, reminiscent of a time gone by. Understanding and clearly identifying these resources will define how the community views itself and how the region interprets Norwich as an historical asset-- helping position Norwich as a destination through a branding and marketing campaign. *Facilitating the creation of a unique theme that captures the essence of Norwich and appeals to potential visitors is essential.*

### *Integration*

The financial and emotional capital that has been invested into the city of Norwich is substantial. For instance, the emerging success of the recent bond package is an ongoing resource that is revitalizing the city and downtown. It is due to the dedication of grass roots and city leaders believe in Norwich's renaissance. *These efforts must be integrated to provide a succinct and clear strategy to position Norwich as a tourist destination.*

### *Partnerships*

Norwich consists of numerous individual organizations that believe in, and strive for, a successful city. Bringing together their often-conflicting but ultimately congruent objectives is a challenging endeavor. *Forging collaborative and sustaining relationships is paramount.*

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## 2. UNCAS LEAP FALLS: EXISTING CONDITIONS

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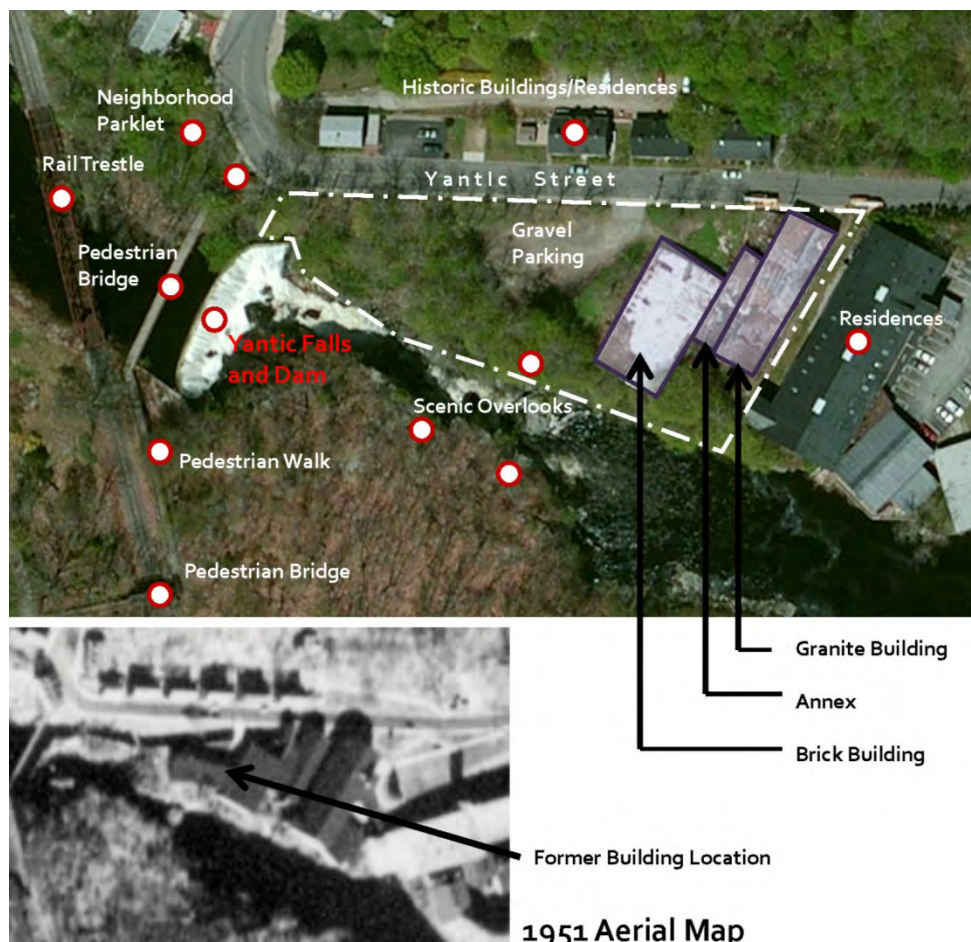
This section reviews the existing conditions of the Site as well as adjacent land uses and patterns, including visitor access. All findings are based upon visual inspection. No subsurface explorations and testing for hazardous materials were conducted as part of this study.

### 2.1 Site Analysis

Uncas Leap Falls is centrally located in the context of the City and resides within the Yantic Falls Historic District. The Site is approximately one-half mile north of downtown Norwich and ¼ mile west of Chelsea Parade and Washington Street. The Site is directly adjacent to the Yantic River and overlooks the Yantic Falls. Heritage Walk, which originates at Howard T. Brown Park in downtown, is immediately adjacent to the property and along Yantic Street. Although the legal description of Uncas Leap Falls notes the property as only one acre in size, it is adjacent to a much broader system of City owned property that includes the Upper Falls Heritage Park to the west and a substantial linear tract of undeveloped open space extending to downtown. These direct linkages create a Site that has almost intangible limits and substantial opportunities. In the context of Site reuse, the following summarizes the significant characteristic of Uncas Leap Falls and nearby the property:

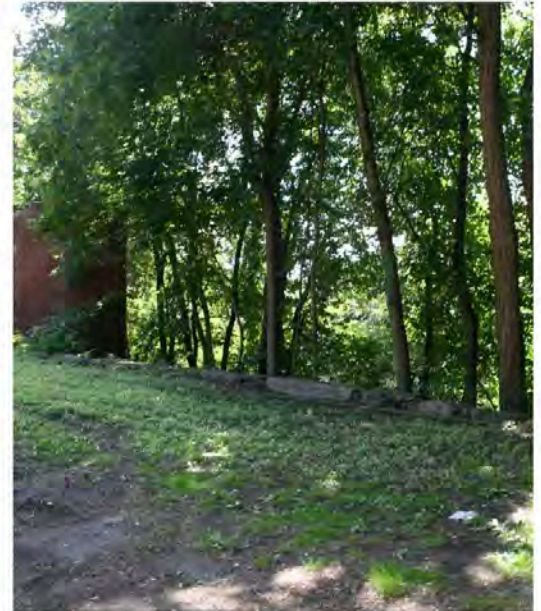
- The Falls is the dominant trait of the Site and are immediately recognized, first acoustically, then visually. In combination with the adjacent rock formations, the Falls create a dramatic and unique setting, especially within an urban setting.
- A dam is constructed upon the naturally occurring Falls and substantially contribute to its acoustics and visual appeal
- The Site is predominantly undeveloped with two small mill structures (granite and brick) along the east property line
- The granite building has been confirmed to be a contributing historic resource to the Yantic Falls Historic District but is not listed on the Register of Historic Places

- The Site is predominantly flat with a steep embankment of approximately twenty five feet to the Yantic River below
- A former sluiceway is believed to run from the northern edge of the dam to the Granite Building
- Existing vegetation is limited to the river embankment and mature deciduous trees along the Yantic Street, contributing to the character of the streetscape.
- Heritage Walk abuts the Site along the Yantic Street frontage
- A pedestrian bridge spans the Yantic River and located upstream from the Falls, connecting Yantic Street to the Asylum Street neighborhoods
- A freight railroad is located to the west and spans the Yantic River via a steel girder trestle bridge
- The city owned open space resides on the southern banks of the Yantic River, its edge defined by dramatic cliffs of bedrock outcroppings creating a scenic setting and overlook opportunities
- A neighborhood 'parklet' exists at the curve of Yantic Street and used as a garden area by local residents
- Brick residential structures exist to the north, positively contributing to the streetscape, Site and values of the Historic District
- A former mill complex has been adaptively reused and converted into multifamily housing east of Uncas Leap Falls





## Uncas Leap Site



The top images depict the mature vegetation that exists along the sites boundary and channel to the Yantic River. The canopy offers shade for summer months and should be preserved, however under brush should be removed to open views of Uncas Leap, Falls and cliffs and to enhance the visitor experience. The below image shows the former historic pedestrian foot bridge and existing train trestle as they traverse the Yantic River , just above the Falls and dam.



## Yantic Falls Historic District



The residences leading to and surrounding the Site contribute to the historic character of the District and frame the northern boundary of the property. Their historic character contributes to a unique setting and experience while a visitor is within the Site and can be an important attribute for the Site's reuse.

## 2.2 Preliminary Building Structural Review

In February and June 2012, a preliminary reuse structural review of the granite and brick buildings was conducted by GNCB, consulting structural engineers, and Nelson Edwards Company Architects. The review was based upon visual inspection only within areas that could safely be reviewed. In some instances the debris prevented a complete analysis, but, most aspects of the structures could be assessed. The full reports are provided in Appendix B and a summary of findings is as follows:

### *Granite Mill*

- Plans for immediate bracing of the southwest wall in the area of the roof and floor collapse should be undertaken to ensure public safety of this area and the adjacent south side apartment complex.
- The tail race within the building at the east side has been permanently filled in and cannot be restored.
- With the roof restored, the upper floor is an efficient totally column free space.
- The sub-basement at the middle and west end may not be a usable space but needs to have a mat slab installed to reduce the moisture levels here.
- The granite walls are unusual and historic to this area and represent more significant historic architectural and structural values than brick walls.
- There is direct access to Water Street from the lower level at the east end.
- The building is salvageable, with high potential to create a unique reuse opportunity with original stone and timbers maintained and exposed; building is 35' x 110' in dimension.
- Debris exists and has limited, to some extent, the ability to review all structural elements of the building.
- East and south walls pose a safety concern. Limited to no structural support of the walls, pose a threat of their collapse. It is highly recommended this be addressed (see below recommendations). East wall would fall toward the occupied building immediately east of property line. South wall would fall towards river. a location occasionally used by neighbors/public for informal activities.
- Roof is supported by 11 trusses, 3 of which have failed, causing roof collapse. Eight of the trusses can be salvaged for reuse.
- Structure contains three floors, the main level (top floor), basement (at street level), and a sub basement in the southern half of the building. An intermediary crawl space exists north of the sub-basement.
- Top level offers significant opportunities/ flexibility, as no column or bearing walls are required. The entire top level can remain open (35' x 110').
- Basement can remain open with only columns required to support the top floor above.
- The existing brick mill has significantly deteriorated and it is recommended that instead, financial resources be used to restore the stone mill. Significant financial resources would be required to renovate the brick structure.

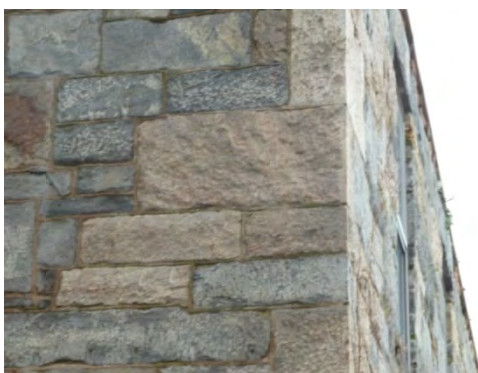


### *Annex Building*

- This infill between the two mills is in a collapsed and partially collapsed state, and should be removed or completely rebuilt.

### *Brick Mill Building*

- The main timber floor has been replaced with an industrial concrete slab, thus a loss of historic fabric has taken place.
- The roof is a beam/girder and post timber structure, not allowing for column free space.
- The new 10" structural slab is some 3 feet above the surrounding grade, limiting its practical reuse.
- The demolition of the 10" structural slab and round concrete columns is considerably more difficult, thus more costly than brick and timber materials removal.
- The 10" structural slab has a 200 psf live load design capacity, making it reusable for heavy superimposed loadings such as an outdoor terrace and place of public assembly.
- The internal concrete and reinforcing of the 10" structural slab needs to be further investigated to determine if it is in satisfactory condition.



The granite building possesses unique architectural attributes. The building's fenestrations can provide natural light and its linear arrangement and open floor plan create a high potential for the building's reuse. However, immediate structural stabilization must occur to prevent further deterioration and protect public safety.



## 2.3 Phase 1 Environmental Site Assessment (dated 2002)

In 2002, a Phase 1 ESA was completed GEI Consultants, Inc and is provided in Appendix E. As noted later in the Uncas Leap Falls feasibility study, an updated Phase I is recommended. The 2002 Phase I does recommended a Phase II field investigation to assess the potential for on-site contamination. In general this would include the following:

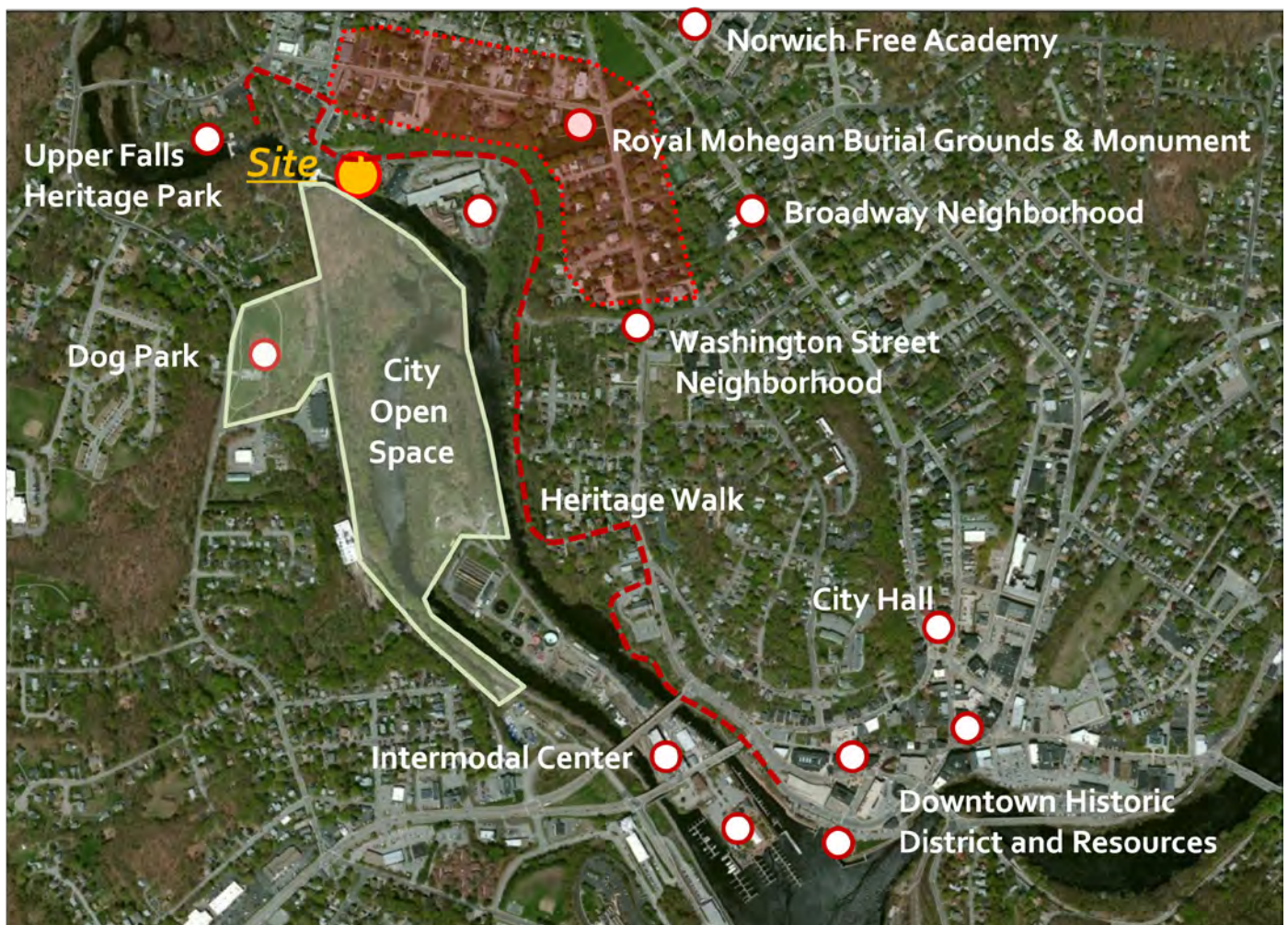
- Soil borings and analyses in the area of the heating oil UST. The UST should be removed and properly registered with CTDEP.
- Soil borings and analyses in areas where drums were stored near the loading docks, near the rear of the warehouse building near the river, and near the former on-site structures
- Soil borings and analyses through the concrete floor below the production area, flammable storage room, and potentially other interior areas
- Soil borings and analyses in the fill area in the rear of the building
- Soil borings and analyses of fill placed in the former canal
- Groundwater monitoring wells and groundwater analysis if groundwater is present above the bedrock
- All hazardous materials should be removed and properly disposed from the interior of the building prior to renovations and reoccupancy
- All exterior solid waste and debris should be removed from the site and properly disposed

## 2.4 Adjacent Resource Opportunities

In addition to the Site's physical connection to the nearby neighborhoods, several significant historic and cultural resources exist that can positively contribute to the property's reuse. Together they link a broad spectrum of destinations and can create a rich learning experience for residents and visitors. They include:

- The unique attributes of the Site have a majestic appeal and already attract visitors, albeit limited, to enjoy its beauty. The Site is a special resource for those residents of the Yantic Falls neighborhood and those from nearby Asylum Street to the west. While the neighborhoods are bisected by the Yantic River, an existing pedestrian bridge connects each, providing access to the Site, vistas of the Falls and Yantic River, and creating greater opportunities for the recreation and enhancement of Heritage Walk. The prominent location of the site, as a central feature of both neighborhoods, can be a hub to help stabilize the area, promote community pride and create a focal point for the city.

- Heritage Walk, a city pathway including a route along the Yantic River, is an underutilized recreational amenity that can connect Uncas Leap to Downtown, the Harbor and Intermodal Center, and to other Norwich heritage sites.
- The City owns a substantial amount of open space along the western shores of the Yantic River. This creates an opportunity for expanded trails and recreation options that connect the Site to downtown and Heritage Walk.
- Upper Falls Heritage Park, where the community of Norwich created, through volunteer effort, a unique visitor experience. This impressive grass roots effort should not be overlooked, but neither should the lack of funding and administrative support that ultimately led to its closure. The dam at Upper Falls Heritage Park, northwest of the site, is known to be in poor condition and its removal is being contemplated. Any removal of the dam should be evaluated to ensure that impact to the flows at Yantic Falls do not detrimentally impact the structural integrity and scenic nature of the Uncas Leap area.
- The Mohegan Royal Burial Grounds, which tells a unique story of how regional industrial history impacted the culture of the region's indigenous people.
- The neighborhoods of Washington and Broadway, a palette of American architecture represent a history of styles from the first colonists to modern times -- all within a walkable, compact setting.



- The Norwich Free Academy, one of America's most beautiful and unique high school campuses, that features innovative curriculum choices, the renowned Slater Museum (featuring important local historic paintings and artifacts), and a premier arts program that rivals many colleges in the nation.
- The homestead site of Benedict Arnold, who was notorious as a traitor, but previously renowned as a patriot devoted to the defense of the nation.
- Norwichtown and the Leffingwell House Museum represent the architecture of early colonial times and both remain intact, with few influences from modern development.
- Downtown Norwich is a walkable, pedestrian scale urban environment. The historic buildings are not overwhelming in size, the streets are narrow and contribute to slower traffic speeds, and the Harbor contributes to a unique experience.
- A strong visual and performing arts program that draws visitors to downtown. The Spirit of Broadway, Oak Theater and Norwich Arts Center Art Gallery have a strong and dedicated following of supporters and visitors.
- Mohegan Park and the Norwich Rose Garden, renowned for their beauty and nature, contribute to a diverse palette of experiences and recreation.
- The planned Chelsea Gardens, when realized, will be a world premier botanical garden rivaling most in the mid-Atlantic and northeast.
- The Last Green Valley (the Quinebaug-Shetuck Heritage Corridor) is one of the most successful heritage corridors in New England. Norwich is the southern Gateway to the Last Green Valley, and the Shetucket River and its tributaries converge to create one of Connecticut's largest rivers - the Thames River.

## 2.5 Regional and Local Site Access

Immediate access to the Site is by city roadways, while state highways provide indirect regional access. Because of the circuitous neighborhood route to reach Uncas Leap, access is difficult and confusing for the first time visitor. This is compounded by the issue that very limited signage exists to designate the vast historical and cultural resources in Norwich and no such signage exists on State highways.

From the west, access is via Asylum Street across the Sherman Street bridge to Sachem Street and then to Yantic Street. Access from the north is via Lafayette Street to Sachem and Yantic. (A small 'Indian Leap' sign directs the visitor to the site at Lafayette Street near the William W. Backus Hospital.) From the south, visitors will turn from Washington Street on to Sachem Street, the Yantic Street.

At one time, Yantic Street was a through road that connected Washington and Sachem Streets. It is now closed and both segments retain the same name but no vehicular connection. This poses a potential safety issue for the Site if access to Yantic Street should become restricted. However, more of an issue is that two roads with similar names can create confusion for visitors coming to the site.

Because of the Site's small size and the likely desire to maximize passive recreation and redevelopment, onsite parking will be limited or nonexistent. The use of nearby facilities can overcome this hurdle. On- street and shared parking at the Falls Mill apartments and/ or Norwich Free Academy's Sachem Street facility should be considered (the latter connects to Yantic Street via an existing stairway).



## 3. REGIONAL INTEGRATION

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### 3.1 Leadership

Beyond Uncas Leap Falls, the relationship of the Mohegan Tribe and the surrounding community has had a positive impact on the evolving history of Norwich as a city and Eastern Connecticut as a region. The first benefit of this partnership was the 1659 sale of the land that was to become Norwich, by Uncas and the Mohegan Tribe to members of the nearby Old Saybrook colony. In the late seventeenth and the eighteenth century, as Norwich developed as a political and trading center for the surrounding region, the ability of the now-settled colonists to peacefully and productively coexist with their Native American counterparts—unlike less successful colonist- tribal interactions elsewhere-- was an important stabilizing factor.

During this period, a variety of colonial leaders emerged and were especially important to the colony and emerging nation. For instance, Samuel Huntington (a Norwich native) was one of the original signers of the Declaration of Independence and first president of the new nation under the original Articles of Confederation. Norwich was also the birthplace of Benedict Arnold, who although today known as a notorious traitor, was initially seen as a brave patriot credited as crucial to the emerging nation's existence-- looking at his early life and accomplishments, many believe during that period Benedict Arnold rivaled the stature and significance of General George Washington himself. (Like the story of Uncas Leap, these are examples of important local history that should not go unconsidered in the process of creating Norwich as a heritage tourism destination).

Mohegan leaders during this early colonial period included Mahomet Weyonomon, a sachem and great-grandson of Uncas, who in 1735 went to England with colonist sympathizers to petition the king for better treatment of Native American land rights. Unfortunately he died of smallpox while there, and his remains were recently reinterred at Southwark Cathedral in a ceremony presided over by Queen Elizabeth II. Another local descendent of Uncas, the Reverend Samson Occom, was ordained a Presbyterian minister in 1759 and was the first Native American to publish writings in English.

## 3.2 An Economic Hub

A major factor in the growth of Norwich over the subsequent period was its geographic location. Originally an agricultural trading center with its center in what is now Norwichtown, the settlement expanded south to the downtown and waterfront areas as marine trade became essential to the local economy. In the late 18th and 19th centuries, the water power provided by Yantic River was tapped, and a series of mills developed along the River that led to additional export activity from the downtown Thames River Harbor. The Uncas Leap and Yantic Falls mill facilities were critical to this enhanced economic power.

As this activity thrived, the downtown area, especially the Chelsea waterfront, became the banking, commercial and governmental center of the city, and Norwich became the most dynamic city between Boston and New York, linked to these cities during the late 19th and early 20th century by packet boat and rail line. Rail was also critical for the city's economic and industrial growth—the still-in-use remnants of those once extremely active freight lines still flank the Uncas Leap/ Yantic Falls site.

These rail lines served Norwich's own Industrial revolution, a series of water-driven mills that manufactured textiles, armaments, and many consumer goods. The positive economic impact—jobs, revenue, spending power—unleashed by this development put Norwich on the northeastern and national map as an important center of commerce and activity. However, while the Yantic Falls/ Uncas Leap area physically changed as the region grew, so did the lands overlooking the Yantic River. As development grew along the hillsides, the Mohegans' Sacred Burial Ground slowly began to disappear and was replaced with roadways and homes. Despite the partnership between Sachem Uncas and the colonists that gave rise to the prosperity Norwich now enjoyed, the Sacred Burial Grounds ultimately all but disappeared until its memory was resurrected through a Mohegan Tribe effort that resulted in today's nearby monument and memorial.

## 3.3 The City of Norwich

### *A Resurgence of Economic Growth*

Recent public sector projects—such as the new intermodal center transit hub-- have acted as incentive for nearby investment in the western waterfront area: a proposed major marina/ commercial development is now in the planning/ pre-development stage. The City of Norwich, through the Norwich Community Development Corporation (NCDC), is currently building on this momentum by undertaking an aggressive approach to economic development involving a recently-approved bond issue for improvement and marketing of downtown space for mixed-use development.

In order to prioritize such development objectives, a study now underway under the NCDC umbrella is the 'Vibrant Communities' initiative, looking at downtown buildings and context through the lens of economic development and revitalization. A market overview, part of the study, has identified the potential for new commercial and residential uses downtown, especially for infill retail/ commercial development and for upper story residential opportunities-- if, for instance, access and egress issues are resolved. To take advantage of this potential will require both defining strategic objectives and proactively incentivizing development.



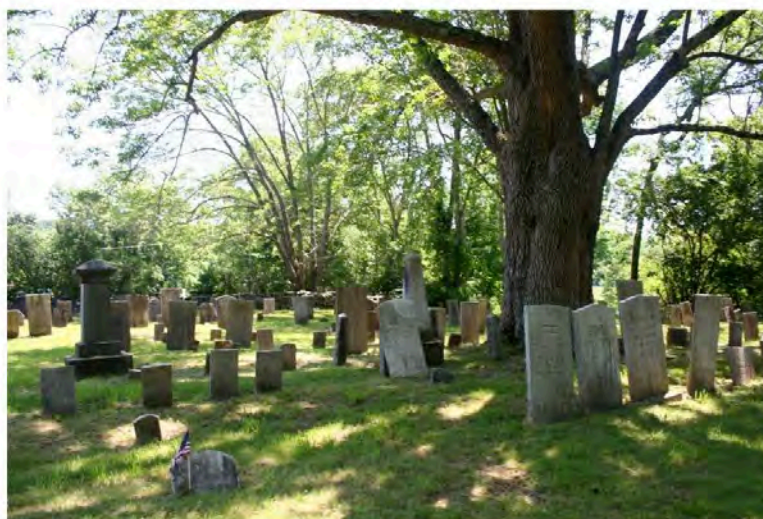
## American Architecture

The architectural styles, from the Washington Street and Broadway neighborhoods to historic Norwichtown, and downtown to the community's churches, depict a living resources of American Architecture rarely found today





## Historic Norwichtown





Although the downtown area is challenged, in the nearby surrounding city, the economic situation is better. New mall developments in Norwich's suburban ring provide retail choice and expanding mixed-use locations for offices and services.

The largest economic engine in the area, however, is the Mohegan Sun casino and conference center in Uncasville, five miles from Norwich. Mohegan Sun attracts visitors from multiple surrounding states for its gaming, entertainment, and convention activities, and supports a variety of internal and nearby restaurants, hotels and services.

However, discussions with casino officials regarding future market trends reveals a concern over increasing competition, as surrounding states relax gaming restrictions and encourage their own casino development.

Proactively dealing with this concern can build on a recognition that Mohegan Sun's future plans also emphasize and enhance its in-place conference and entertainment base as a family resort center, complementing its traditional gaming image. Such a process would imply a greater integration with area wide and regional tourism efforts than the current more targeted strategy.

### *Community Strength*

In the process of its vibrant economic development, in the late nineteenth/ early twentieth century's, a series of community institutions were created that still anchor the city today and can collectively contribute to the future good of the city and a vibrant tourism experience. These organizations should be leveraged as partnerships and include:

- Norwich Historical Society
- Norwich Free Academy
- Slater Memorial Museum
- William W. Backus Hospital
- Three Rivers Community College
- Norwich Community Development Corporation
- Greater Norwich Area Chamber of Commerce
- Norwich Arts Center
- Spirit of Broadway Theatre
- Otis Library
- Chelsea Gardens (in planning stages)
- The Founders

### 3.4 Tourism as a Key Strategy

Initial interviews with state and regional tourism officials revealed that the Norwich area, for all its locally recognized assets, has no acknowledged personality or presence in the larger Connecticut and New England market.

Therefore, an important economic development approach identified through this Uncas Leap planning study is to build an integrated tourism strategy for the city that brings in outside energy and revenue by taking advantage of Norwich's unique heritage— not only a re-emphasis on Norwich's dynamic Revolutionary, Civil War and industrial history, but a parallel stress on its partnership with the Mohegans, from Uncas Leap forward to the last decades' casino/ resort development and its importance to the city's employment base and consumer economy.

This strategy would build on an interweaving of various threads geared to various interests and backgrounds, and would educate a new generation in the city's past, reinforce a sense of pride among current residents, and serve as a branding of the area for outside tourists.

However, the potential of this tourism-based approach is not limited to Uncas Leap, Norwich and its immediate area—it extends to the larger Eastern Connecticut region as a whole, of which Norwich is a critical and strategic component.

#### *Mystic Country and the Last Green Valley*

In fact, the regional tourism zone that is the basis of this section of Connecticut's national promotion is named 'Mystic Country,' an image for the area that is based on existing and visible Long Island Sound-related assets adjacent to the main I-95 entry to the region.

At the same time, to the north of Norwich is a comparable tourism program, the 'Last Green Valley'—based on updating a rich vision of Connecticut's agricultural and open space past, traditional rural development that still characterizes the state's northeast 'Quiet Corner.'

However, at this point in time, both of these initiatives completely ignore the area in between the central potential of Norwich and related casino/ convention/ resort development that is currently invisible to tourism marketers, bus tours, and traveling families.

#### *Future Opportunities*

Conversations with the Last Green Valley administrators have revealed the opportunity to tie Norwich into that initiative-- as its southern and western gateway from I-95 and I-395 access points. And Mystic Country officials to the south would welcome a cogent package of attractions that can complement their promotional efforts.

Treating Norwich as an attractive and rich tourism district means that visitors from the south can spend days here before taking in the Last Green Valley, or if traveling from the north, partake in Norwich and its surrounding area before hitting the shore-- or if casino bound to either gaming facility can find activities for non-gamblers or for experiences at either end of a trip.

And in conjunction with the Mohegan Tribe, with the Uncas Leap site as a catalyst, the area can be marketed as a positive cluster of tourist attractions in its own right—heritage sites that use as a theme the ongoing cultural interaction of all local populations, coupled with gaming, entertainment, and waterfront events that provide consumer attractions for visitors as well as residents.



## 4. CULTURAL HERITAGE TOURISM: AN ECONOMIC CATALYST

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### 4.1 What is Cultural Heritage Tourism?

The National Trust for Historic Preservation offers a succinct definition: “traveling to experience the places and activities that authentically represent the stories and people of the past and present.” That can, of course, encompass historic, cultural and natural resources as do Uncas Leap Falls, greater Norwich and large swaths of eastern Connecticut. That provides many contexts—organizational, interpretive, jurisdictional—that will affect whether the stewards of the Uncas Leap story succeed in:

- working within the existing system while mindful of ways to improve it;
- attracting an appreciative audience;
- conveying the site’s many stories effectively;
- leveraging this appealing experience to generate visitation elsewhere around Norwich, and;
- capturing the economic benefits associated with visitor spending.

With a steady flow of leisure travelers passing by on Interstate 95—just 20 minutes away and the East Coast’s transportation spine—and on nearby I-395, leading directly to and from central New England, the potential is significant. For all of these visitors, regardless of their motivations and their itineraries, extraordinary leisure trips are made more memorable by experiences that draw upon the region’s heritage resources: authentic environments where travelers can revel in the connections between past and present, natural and developed, people and place. But heritage and cultural sites aren’t just for visitors. They offer residents the key to their own local and social identity--informative yet fun experiences, community connections and happy memories close to home: spending a rainy Sunday afternoon in a museum, picnicking in a town park, and pitching in as a festival volunteer.

### 4.2 Investing in Heritage Tourism

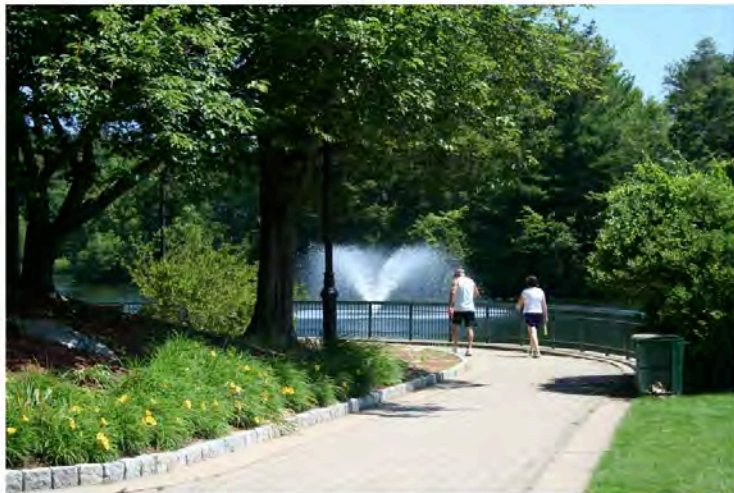
Norwich’s investment in heritage assets can deliver many measurable benefits:

- *Norwich’s citizenry benefits.* Heritage assets strengthen ties between residents and their community. Residents who understand their heritage appreciate how others created societies, forged economies and used ingenuity to contend with the land and its resources. This perspective fosters an awareness of residents’ role in their state’s long-running history: citizens result. Heritage assets immerse better-informed people in environments that foster learning and appreciation and make real what is at stake.



## Mohegan Park, the Rose Garden and Chelsea Botanical Gardens

The beauty of nature, family and recreation are at the heart of Mohegan Park and the Rose Garden. The planned home of Chelsea Gardens will complement the Park and be an attraction to thousands each year. Together, these three destinations will rival most throughout the northeast and mid-Atlantic United States.





- *Norwich's image benefits.* As personality of place has become an increasingly rare commodity, heritage assets help make places distinctive. Main thoroughfares in towns throughout the country feature the same restaurants, retailers, corporations, and themed architecture, erasing uniqueness and therefore any feelings of recognition or connectivity for visitors and residents. Whether character is expressed through the preservation of historic structures, unique local traditions or the stories of key personalities and activities from the past, communities that value their heritage assets stand out from the rest and inspire devotion. Norwich's substantial historic fabric is a form of capital that can be invested in for the economic vitality of the community.
- *Norwich's local businesses and Connecticut's overall economy benefits.* Heritage assets deliver both direct and indirect economic benefits. Heritage-motivated tourists, who spend about 22% more per person per trip than other leisure visitors, function as an export industry by bringing in outside dollars that circulate throughout the economy, create jobs and generate local and state tax revenues. These dollars, and subsequent rounds of spending, cycle through the economy, disbursing benefits throughout Connecticut. Given that Mohegan Sun and Foxwoods Resort will likely face new casino competition from adjacent states, investments that increase the region's appeal to customers interested in resort/ entertainment activities as well as gaming make eminent sense.
- *Norwich's quality of life benefits.* Heritage resources confer cultural, social, recreational, and aesthetic benefits, fostering community pride, civic engagement and outdoor recreation: all correlate to personal well-being and validate the decision to choose Norwich as a place to live and work.

Heritage resources, by the distinctiveness they bestow, make communities more competitive for traditional economic development. These communities exude can-do spirit and success, making them better choices for investments like conferences or business expansions. Heritage resources show that a community cares about itself and invests in quality of life, and that powerful message resonates with business leaders, whose first exposure to an area may be as a tourist. In short, heritage can be value added for Norwich.

How to elevate Uncas Leap so it can fulfill its potential as both a powerful experience in its own right and as a driver for invigorating Norwich? Interpretive sites, Main Streets and historic districts are all part of the system that delivers the heritage experience and all reflect the work of many, including some who have not traditionally been advocates for tourism.

Taken together, heritage tourism is a system that affects visitors' experience and perspective through six major channels:

- *Products and Experiences:* things to see and do provided free or for fee by public, private or not-for-profit organizations.
- *Organizations:* entities charged with managing the system, from the state level Offices of Culture and Tourism (and its many pertinent departments) and Norwich Arts Center to local convention & visitors bureaus, chambers of commerce, bus tour and transport operations, and others who market destinations to travelers, along with the organizations managing the resources themselves, including federal agencies, numerous not-for-profit groups, and private sector entrepreneurs.
- *Marketing and Communications:* information that helps visitors choose and plan a trip and, collectively, creates an image and identity for Norwich and the experience it offers.



- *Infrastructure:* 1) places people eat, sleep and shop that serve as the principal vehicle for delivering tourism's economic benefits to Norwich (and Connecticut) in the form of jobs, wages and tax benefits; 2) information needed by the tourism industry regarding visitor behavior.
- *Government and Relations:* lawmaking bodies and local, state and federal agencies, departments and divisions whose actions affect the tourism industry and/or the visitor experience directly and indirectly.
- *Funding:* funding streams and financial resources, public and private.

## 4.3 The Role of Grass-roots Organizations

Organizations working within the heritage tourism system run the gamut: government agencies, nonprofit organizations and private sector enterprises. Issues include the following:

- Norwich features a constantly changing cast of organizations and individuals with complicated histories vis-à-vis mergers, missions, partnerships, and dissolutions. This dynamic holds true for entities engaged with tourism, chamber activities, arts, and community development.
- Getting new and rebooted entities and individuals up to speed, including identifying reliable funding sources, attracting board members and volunteers and nurturing partnerships, consumes organizational capacity at the expense of mission. Turf wars and silo maintenance also consume time and talent.
- Norwich's several museums are struggling to maintain their collections and provide quality experiences to their established and new audiences, with few resources to spare for new sites/stories. No entity is in charge of figuring out a unified interpretive approach to Norwich's history.
- Little overlap or coordination between tourism and cultural development interests means lost opportunities to attract heritage travelers. By eliminating funding for the tourism development office, the City abdicated responsibility-- so another player that can manage all of the issues/opportunities is needed.
- No organization has emerged to take responsibility for implementing the Uncas Leap project. The role requires passion for the story, devotion to the site, credibility with funders, interpretive sensitivity and able grantsmanship.

## Norwich Free Academy



The Norwich Free Academy, a high school that serves several of the region's towns with a student body of nearly 2,500 and is renown for its selection in curriculum and arts program. The Slater Museum and Converse Art Gallery is recognized for its vast art collection and artifacts, the beginnings that can be contributed to the schools founder, Rev. Doctor John P. Gulliver. The campus' architecture and grounds rivals the beauty of our nations most respected colleges and universities.



## 4.4 Marketing Heritage Tourism

Marketing and communications includes the full range of information channels directed to potential visitors, from basic advertising copy and collateral materials to website content to direct messaging to publicity. Marketing and communications reinforce a destination's brand identity. Brand identity can differentiate Norwich as a place worthy of their time, attention and money—visitors, residents and people making business location decisions—and creates a sustainable competitive advantage. Once a brand strategy is identified, it must be incorporated into all communications directed towards these consumers to maximize its effectiveness.

The more a region's placemaking agencies—its tourism, community and economic development offices—and private industry understand and support Norwich's brand strategy and incorporate it into their promotion efforts, the sooner the market will absorb the brand identity. Issues include the following:

- Norwich lacks a distinct brand identity. The community lacks self-knowledge and a vision of what they are and can be in the aftermath of its industrial heyday. Change, including the casino (crucial to the economy), has not been embraced. Some say the community is stuck with nothing to jumpstart its evolution to a new future.
- The State of Connecticut markets the shorelines ("Mystic Country") and the Quiet Corner, but Norwich falls in between these two destination and, hence, through the cracks.
- The uneven waterfront, incoherent wayfinding and battered signage detract from visitors' ability to form an impression of Norwich in general and downtown in particular.



## 5. RECOMMENDATIONS

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The following recommendations are provided to guide the Site's reuse and integrate it, and the City, into the heritage tourism fabric of eastern Connecticut. While all attempts have been made to list the recommendations in order of priority, most can, and some should, be executed in an overlapping manner.

### 5.1 Stabilize and Protect the Granite Building

*Recommendation: Stabilize the Granite Mill building to protect the structure for collapse and further deterioration.*

Because the Granite building possesses a public safety concern, measures should be taken to, at minimum, secure the structure and protect it from collapse. Because the structure possess historic value and contributes to the integrity of the Historic District, measures should be taken to weather proof the building. This includes a new roof and securing all fenestrations.

### 5.2 Establish a Management Structure for Uncas Leap Falls

*Recommendation: Create a management team focused upon the development, operations, management and maintenance of Uncas Leap Falls.*

To fully realize Uncas Leap Fall's potential, a management team should be established to guide the Site's redevelopment and integrate the site into the tourism industry of the region. Once the Site's vision is realized, the team shall be charged with oversight and management of day to day operations. The management 'team' should be vested with the appropriate authority and initially, adequately funded to provide man-power capacity to focus upon implementing the recommendations discussed herein. The primary objective of Uncas Leap Fall's management should be to guide the site's reuse in a manner that creates a financially self-sustaining operation with little to no subsidy from local or state sources.

## 5.3 Reestablish Norwich's Approach to Tourism

*Recommendation: For Uncas Leap to be successful as an interpretive reuse, Norwich must reestablish a structured approach to tourism and continue to invest in tourism as a substantial and viable economic development component.*

Norwich has the potential to be a leader in the tourism industry of Connecticut. However, no single person or entity to organize or promote its assets exists. In fact, discussions with the region's tourism entity, the CT Eastern Regional Tourism District, also known as Mystic Country, have confirmed that no single point of contact exists to help organize visitation or coordinate and promote resources and events. The fact that the City's Tourism Department was eliminated entirely because of budget cuts has likely compounded the issue, but at the surface, it appears the issue has always existed.

While a strategic plan for tourism is not the main objective of this Study, tourism and how Norwich can capitalize on it cannot be overlooked. This is especially true with the City's objective to find a reuse scenario for Uncas Leap that celebrates its meaning and becomes an asset for Norwich. Considering this objective, Uncas Leap will not be successful unless the City takes the necessary steps to position itself as a real player in the tourism industry of Connecticut. A few additional considerations and opportunities include:

- Norwich is the gateway to the Last Green Valley. The Last Green Valley offers technical assistance to help communities capitalize upon the tourism market the LGV is already aggressively marketing.
- The gaming industry is changing. Norwich should work with the casinos to develop alternative, off site attractions, that expand their business objectives to include outside activities as well as inside gaming, and draws people to Downtown and throughout the city.
- Pursue the numerous state funding sources that assist in the establishment and operation of tourism and marketing, in addition to the financial resources that can help preserve and rehabilitate the site and its buildings.
- A key part of the strategy is that Norwich develop the capacity and build a data gathering and analysis system that will help hospitality businesses and cultural organizations make better decisions. By tracking performance over time, Norwich will attract new market entrants by demonstrating why they should receive support from community and economic development interests.
- This data will provide the ammunition necessary for support among the public and their elected and appointed officials, who control the many local, state and even federal agency participants in the heritage tourism system. These leaders represent a significant audience for Norwich's efforts and a potential source of productive long-term support for the community's heritage tourism interests.

## 5.4 Pursue Funding Opportunities

*Recommendation: Actively pursue funding sources to support these recommendations to rehabilitate and reuse of the buildings on Site, the development of the Site's vision and support an organized and enhanced approach to promoting tourism within the City.*

Appendix E identifies over thirty sources of funding, other than the Sachem Fund, that are likely applicable and accessible to the City for this Site. It is assumed the Sachem Fund could be used as a source to match funds when required. Not listed, but certainly a source that should be considered, is the City's ability to bond portions of the costs.

## 5.5 Amend the City's Plan of Conservation and Development

*Recommendation: Incorporate the recommendations of this document into the City's Plan of Conservation and Development (POCD).*

The recommendations outlined herein should be incorporated into the City's POCD to solidify and assist with establishing and implementing policies and tools to preserve the City's heritage resources and realize Uncas Leap Falls reuse. The POCD is a powerful long range planning tool and legally required document for all municipalities to guide future growth and economic development. Once a strategy is adapted as part of the POCD, City leaders are provided with a substantial legal basis to uphold and protect the long term vision of the City.

## 5.6 Protect the Royal Mohegan Burial Grounds

*Recommendation: Create an overlay zone and adopt policy to protect the Royal Mohegan Burial Grounds.*

While Native American gravesite and human remains are protected under certain federal laws, overlay zoning and other policies can help further protect the disturbance/removal of artifacts throughout the burial grounds. An overlay zone is a land use tool that can be placed upon an existing zone without affecting a landowner's right under that zone. In this case, an archeological overlay zone can be placed upon the limits of the burial ground. This overlay zone can require that notification of excavation be given when a new structure, addition, pool or substantial ground excavation will occur. This notification can be enforced through the issuance of building permits and the Mohegan Tribe notified to determine if a representative should be present during earth excavation. This will allow the opportunity to observe if archeologically significant artifacts are present, and if so, appropriately administered. Similarly, this concept can be adopted as policy by Norwich Public Utilities, Norwich Department of Public Works, and other local agencies, to provide notice of substantial maintenance that may disturb the ground.



## 5.7 Perform a National Parks Service Public Design Charrette

*Recommendation: As a next step, detailed design for the Site should be explored through a design charrette workshop process that fosters community involvement and celebrates the strong local pride. This process should involve the City, The Mohegan Tribe, the National Park Service, and other consultants in a multi day event that helps further build awareness of how Norwich can become a dynamic visitor destination.*

The grass roots spirit of Norwich and spiritual culture of the Mohegan Tribe should be harnessed and facilitated by the charrette (an intensive community workshop) to accomplish the following:

- a. Create a vision for Uncas Leap
- b. Integrate Uncas Leap into the region's resources
- c. Help define a vision that promotes Norwich as a destination to visitors from within and outside the region (refer to recommendation 5.17 *Market and Brand Uncas Leap Falls & Norwich*)

The US National Park Service has dedicated resources necessary to facilitate a two or three day intensive design charrette that will help shape the detailed vision for Uncas Leap. This is a significant opportunity for the City and region. It demonstrates that Norwich is understood to be of national significance. To realize the vision for the Site and help achieve some of the broader, city and regional opportunities discussed within this study, the following objectives should guide the charrette process:

- Involve not only the citizens of Norwich, but the stakeholders and citizens of the region
- Orient participants to the design charrette process and how it can successfully achieve its intent
- Inform the community of the significance of Sachem Uncas and the Mohegan Tribe's culture
- Celebrate the Mohegan Tribes' culture through on site ceremonies where appropriate to build recognition of tribal beliefs and symbolism
- Conduct guided field tours of the Uncas Leap site and building
- Conduct guided field tours of the local assets of the community that contribute to the story which can be told at Uncas Leap
- Highlight the regionally and nationally significant resources that make Norwich a unique destination
- Determine how residents perceive the city itself and how citizens from outside of the city perceive Norwich
- Identify site, city and regional resources and potential important to each participant
- Determine the potential of Heritage Walk to help link the site to Downtown and nearby resources
- Explore Heritage Walk's expansion to link the Asylum Street neighborhood and open spaces along the western banks of the Yantic River thus, completing an experience that has a clear beginning and end
- Identify potential uses for the buildings on site that the community believes are compatible with the neighborhood and city, as well as those that can help the City and Site be successful

- Explore the potential reuse and physical design of the Site
- Formulate a vision of Norwich as it relates to the Region as a whole

This is not an exhaustive listing of the events that should transpire during the charrette but it is a starting point to help city leaders plan and prioritize each day. A more comprehensive agenda is provided in Appendix C.

## 5.8 Conduct a Phase 1 Environmental Site Assessment

*Recommendation: Conduct an updated Phase 1 Environmental Site Assessment to determine the need, if any, for remediation of building and site.*

In 2002, a Phase 1 ESA was conducted and a Phase II investigation recommended. A copy of the Phase 1 ESA is provided in Appendix D. Because of the lapsed timeframe since the Phase I completion and the fact the City has not had control over the property, a new Phase I should be conducted.

## 5.9 Interpret the Mohegan Tribe's and Norwich's Story

*Recommendation: The Site should celebrate and preserve the events that have occurred upon it and nearby as well as the heritage resources of Norwich and the Mohegan Tribe. This opportunity should be used as a catalyst to promote Norwich as a destination for visitors, help strengthen local economic development and promote a sustainable Downtown Norwich. The Site should not be sold simply for redevelopment.*

The Uncas Leap site represents more than a mere opportunity to reclaim an old mill overlooking a scenic river corridor. It is an opportunity to tell a story about how a region helped establish a Nation, the significant contribution the native people of the area made and how the ancestors of Norwich's citizens shaped our future. Although the City can take alternative steps such as selling the property to the highest bidder, leaders of Norwich and of the Mohegan Tribe have understood the unique asset that is before the community and, at the beginning of this Study, elected to explore development options that leverage its unique qualities.

The approach to Uncas Leap should be to emphasize high quality, authentic, visitor-ready offerings, which will require upfront capital and stable sources of operating funds. But the product and experience Norwich offers would also be improved by:

- *Coordinated interpretation* - using the resource base as a vehicle for exploring topics and issues that are authentic and indigenous to greater Norwich, but also focus on people and their experiences: stories that reflect the human condition and so help visitors and residents understand and identify with the past, connect emotionally (a path to learning) and renew their sense of pride in themselves and respect for what people can endure, envision and accomplish.
- *Strategic investment in downtown* – Downtown Norwich is part of the heritage experience and the place best suited for motivating visitor spending. Current bond-funded revitalization work is key, but smaller improvements can yield big dividends as well. The public realm needs attention to such matters as cracked sidewalks, bent and mismatched signage and broken elevators in the

parking garages. The private realm might deal with such minor matters as dirty windows, torn curtains in upper stories, and peeling paint on doorway thresholds.

Other aspects of the system—notably data describing visitor behavior and mass marketing initiatives rest with agencies working at the state and regional levels.

This section addresses how these facets of the system interact and uses that framework to present strategic actions that Norwich’s stakeholders can implement to strengthen the community’s heritage tourism activity and benefit its many players.

## 5.10 Create Partnerships with the Last Green Valley and Regional Entities

*Recommendation: Partner with the Last Green Valley and other regional stakeholders to integrate, at minimum the Site, but preferably Norwich, into the tourism fabric of the Region. Establish a Last Green Valley Visitor Center within Downtown Norwich to attract visitors as an initial stop for their visit within the region.*

For visitors arriving from the south, Norwich is the gateway to the Last Green Valley. Norwich is also centrally located between the Mystic coast and the northern reaches of the Shetucket-Quinebaug Heritage Corridor. It is uniquely positioned to capture a substantial number of visitors who travel between these destination and points nearby. Destinations that are related to the Site and City, such as visitors to the Rochambeau Trail, Revolutionary War period destinations such as Lebanon, and those which travel to explore the architectural style of the United States, should be integrated into the Site’s theme(s) and educational components.

To deal with these issues, the heritage community needs to capitalize on existing assets, including each other’s skills and resources. Suggested interrelated remedies include the following:

- The tourism development and visitor service roles cry out for a designated responsible party to spearhead application of resources. To advance the ball, NCDC should capitalize on its community role and its internal capacity, as well as its prominent location (with an accessible bay window conference room), to establish a temporary visitors center until a permanent site can be found. Options for the latter include any of downtown’s vacant storefronts; a historic structure downtown would be appropriate—especially attractive is the ‘flatiron building’ at the intersection of Main and Water Streets for its combination of accessibility, parking (across Main Street), visibility and character.
- Especially because of the need to respond to potential casino market shrinkage, the Mohegan Tribe itself may find that its interest in broadening its customer base-- beyond gaming to a more regional resort/ entertainment focus-- can be facilitated by the potential of an Uncas Leap-driven heritage tourism framework.
- The current-underway inventory of all arts, history and cultural organizations (to fulfill the state’s requirements for anointing an official Arts Council) offers an opportunity to compare relative missions and service area and, reduce overlap by identifying inadequate or surplus capacity. A summit of organizations, led by an experienced facilitator, could enable all organizations to gain efficiencies and agree on areas for collaboration and partnership.



Improvements emerging from these sessions could range from lower cost/ higher impact initiatives (e.g., coordinate hours) to higher cost higher impact projects (e.g., Uncas Leap).

- Making more from the resources already available from Norwich's heritage providers-- such as product development through packaging and joint promotion—will require such partnerships arising from a shared sense of purpose.
- Use the Norwich Arts Center process as a vehicle for speaking with one voice will lead to a seat at those tables dealing with related matters concerning Norwich's future-- decisions within the realms of planning, redevelopment, waterfront, transportation, etc.
- Longer-term candidates for the project "owner" role should evidence standing across several realms: interpretive credibility; financial strength; community esteem; organizational capacity, and political clout. Most local organizations, including the City of Norwich and business or civic/ historical organizations, have issues with at least one criteria. However, a preliminary analysis of motivation and capacity suggests three strong contenders to take such a lead-- either singly, or intriguingly, together—not only the NCDC, providing the short-term initiative, but also a newly-enthusiastic Mohegan Tribe and the traditionally-engaged Norwich Free Academy.

## 5.11 Understand Uncas Leap Fall's Economic Market Potential

*Recommendation: Conduct a market analysis to determine the potential uses that are appropriate and sustainable for the Site reuse.*

Based upon the outcome of the design charrette, conduct an economic market analysis that determines the highest and best use of the site and building reuse. The analysis should 'truth test' the types of uses identified during the design charrette and focus upon those that are heritage tourism compatible. In addition to the determining viable uses, a financial pro-forma should be created to understand long term and annual financial obligations.

## 5.12 Define a Vision for Uncas Leap Falls

*Recommendation: Building on the design charrette, define two or more site design options that celebrate the history of Norwich, the significance of Sachem Uncas, and the role both have played in the settlement and success of the nation. Complementing this vision, determine viable, sustainable and complementary uses for the granite mill and reuse of the brick structure's basement.*

Establishing the reuse vision for the Site and buildings requires an approach that is sensitive to the needs of various individuals and stakeholders. The first step is to understand several factors that can help guide its vision as well as be a successful and sustainable destination. First, the Site is located within a contextually sensitive area. Consideration must be given to the following:

- The residents immediately adjacent to it
- Access through the local road systems
- The sensitivity to the natural ecosystem of the Yantic River corridor
- The neighborhoods that are connected by the pedestrian bridge and frequently use the property

- The close proximity to the Mohegan Royal Burial Grounds. This includes the monument at the intersections of Sachem and Washington Streets and the sixteen acres that was once the burial area
- Heritage Walk, proximity to downtown and the linkage the walk provides between the site and Downtown
- Upper Falls Heritage Park

As part of this feasibility study, considerable time was spent interviewing local stakeholders, understanding the history of Norwich and the Mohegan Tribe and their contributions to the region. If the site is to be reused in a manner that celebrates these contributions as a Convergence of Cultures, a clear understanding of past events and their significance must be understood and respected. Important elements that should be taken into account to the specific design and its representations may include:

- The strong symbology of the Mohegan Tribe and Native American cultures
- The power and beauty of the Yantic River and the natural setting it has formed adjacent to the Site
- The Yantic River and the engineering explorations that were undertaken to harness its power for manufacturing

To help understand the Site's reuse potential, the Study team developed a concept plan that can be used to guide the design charrette and facilitate the visioning process. The conceptual plan is included on the next page for reference.

### *Guiding Theme*

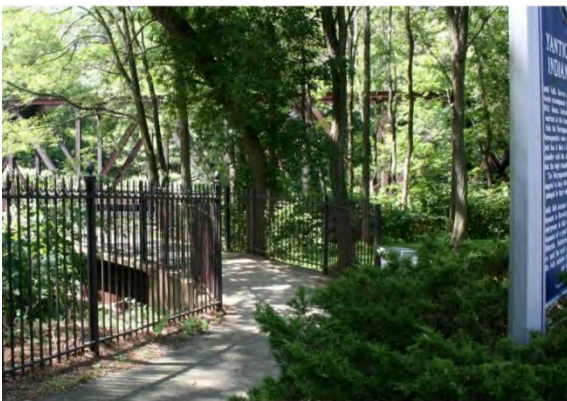
Uncas Leap has several recorded historical events that are believed to have taken place on and nearby the site. Beginning in the pre-historic times, the Yantic Falls area was used for hunting, fishing and social activities by the native people of the area. Uncas Leap's beauty has likely been cherished for centuries, just as it's wonder and mystique is today. While many riverside locations in the region were used for similar cultural activities, the significance of the Site is reinforced by the events that took place upon and nearby during the Battle of Great Plains, the desecration of the nearby Royal Burial Grounds, and the role Sachem Uncas and citizens of Norwich has made to the settlement of the region.

### *Site Experience*

The concept represents two cultures converging. This is accomplished by utilizing the Mohegan medallion, the tribe's symbol for trails and pathways along the rivers edge, and a grid overlaid upon each symbolizing the Industrial Age. The grid is defined by walls and other features constructed from bricks salvaged from the demolition of the brick building. The intersection of these patterns and symbols represents the 'convergence of cultures', a theme which is this Study's basis for the Site's reuse. The overall experience of the site can be described as follows:

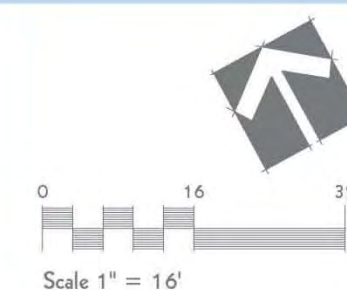
1. The visitor's first experience upon arriving is the Yantic Falls neighborhood 'parklet' and gateway. The parklet provides a focal point to draw people's interest along Yantic Street, presenting itself as a focal point to evoke anticipation that something special is about to be experienced.

2. Whether the visitor arrives by vehicle along Yantic Street or travels from the stairs connecting to Sachem Street, the first impression of the visitor is a ground level view overlooking the Mohegan Tribe's medallion. The medallion would be placed upon the raised concrete slab reused from the brick building, with views of the Uncas Leap cliffs beyond. Framed by eastern white cedar, the tree of life, and monuments along the River's edge, the visitor begins to become drawn into the site by the views and additional points of interest.
3. A visitor can then proceed into the Granite building for an interpretive experience which focuses on the heritage of Norwich. Various interpretive displays and demonstrations may be part of the indoor experience such as art work, Native American and industrial artifacts or demonstrations of hydro electric power.
4. The experience then continues outdoors with an interpretive path, in the form of traditional Mohegan art that represents gathering trails, along the river's edge. The path consists of 13 'stations', representative of the 13 moons symbolized within the Tribe's medallion. Each station will tell the story of Sachem Uncas and his contributions to the Tribe and Region. As the visitor progresses along the trail, the experience becomes more intense, as the sounds and views of the Falls and cliffs become more dramatic as they are approached.
5. The interpretive path concludes with the events of the Leap and the Battle of Great Plains, the settlement of Norwich during the Industrial Revolution, and the events that took place which impacted the Sacred Burial Grounds.
6. The experience can continue along Sachem Street, telling the story of the Royal Burial Grounds and significance of the Mohegan's beliefs and traditions respecting their sachems and families, culminating at the burial grounds monument nearby Washington Street.
7. Arriving back at Uncas Leap Heritage Park, the experience can be continued amongst the trees and paths interior to the site. With walls and paths constructed of the bricks salvaged from the demolition of the brick building. The grid pattern defined by the walls intertwine with the medallion's inner square to represent the unity, convergence and partnership between Norwich and the Mohegan Tribe while reinforcing Uncas' friendship and leadership.



The existing 'parklet', located at the western corner of the Site, presents the opportunity to create a gateway to the Yantic Falls Historic District and Site, enhance the experience of the pedestrian bridge and provide a passive gathering area for the local neighborhood.







## 5.13 Preserve the Granite Building

*Recommendation: In the immediate future, replace the roof and secure the exterior walls from further deterioration and potential collapse, presently presenting a life safety issue. As part of redevelopment of the Uncas Leap site, rehabilitate the Granite Mill structure for reuse.*

The Granite Mill structure is a unique building that represents some of the first mill building styles, designs and structural engineering. The building is in fair condition and can be rehabilitated for adaptive reuse. Because of the open floor plans noted in the structural evaluation and architectural review, the building's interior design has flexibility and appears to be suitable for a number of uses. The 9,000 SF of floor area located on two stories provides ample space for a mix of uses, not necessarily just one specific program type. Types of uses should help the building and property to be self sustaining, reducing the need for subsidies from local or state aid. Specific historic interpretive reuse of the site may include uses for the building such as:

- An interpretive center to convey the rich history of Norwich, significance of Sachem Uncas and the role both played in the settlement of the region and establishment of the nation
- Museum Space to exhibit the Native American resources and artifacts held by the Mohegan Tribe as well as those related to the Industrial Revolution and Norwich's history
- Educational spaces/lecture areas either amongst exhibition galleries or formal classroom(s) for training, education or hands on cultural art
- Art Gallery to exhibit various revolving themes
- A rental hall, either separate or part of the program space, for small size events to help contribute to a positive pro-forma
- A Heritage Walk Visitor Center that includes a small scale shop, rest rooms, and information kiosk for users of Heritage Walk and other visitors to the site

In addition to heritage and cultural themes, other uses that are viable options for the space and in some fashion may be compatible with the above list, include residential (for rent or condominium), restaurant/coffee house, and office.



## 5.14 Pursue Granite Building National Register of Historic Place Designation & National Landmark(s) Designation for Uncas Leap Falls and Other Culturally Significant Sites

*Recommendation: To build awareness of the vast local and nearby cultural resources, pursue National Register designation of the Granite Building and Landmark status for various culturally significant sites.*

Because of the Granite Building's unique architectural attributes, its designation as a significant historic place will help preserve the structure's integrity and can assist with funding. Placing the building on the national register will also help promote the site's historical significance and build public awareness. Receiving National Landmark status through the National Parks Service can help build awareness of the City's resources and promote Norwich as a destination. This designation should be pursued for such locations as Uncas Leap Falls, Norwich City Hall, The Mohegan Sacred Sites, Norwich Free Academy and several of the historic neighborhoods. Further studies are warranted to determine probability of such designations.

## 5.15 Reuse Portions of the Brick Building

*Recommendation: Demolish and rebuild the annex building (or portion thereof) and demolish the brick structure while preserving its concrete slab, supporting columns and basement for reuse.*

The condition of the annex and brick buildings has substantially deteriorated. While some late 1800 and early 1900 mill architecture is considered unique and becoming fewer in number, the cost to renovate this particular structure should be of lower priority than the renovation and reuse of the granite structure. The granite building possesses unique and less commonly found architectural characteristics.

The basement of the brick building and its close proximity to the Granite Mill, along with its proximity to the Yantic River, make it ideal for reuse and creates a unique space. It can contribute to the overall experience of the site. The nearly 20 foot ceilings, massive concrete columns and direct views to the nearby granite cliffs, create an opportunity for a unique architectural feature that in and of itself may be a means to market the site and increase visitation. The following should be considered to enhance the experience and comfort for this space:

- Incorporate windows to fill the void between foundation walls and the slab which is raised 4 feet above grade and increase natural lighting
- Remove the brick walls facing the river and east towards Downtown and replace with a glass curtain wall to capitalize upon views and increase natural lighting
- Construct a cantilevered walk way and terrace overlooking the Yantic River and projecting towards the cliffs of Uncas Leap, maximizing views of the Falls to the west

The Last Green Valley is a successful National Heritage corridor with resources that can provide support to Norwich and the Site. The City's resources and 'image' relates more directly to the



branding and marketing strategy of the Last Green Valley than it does to the theme of Mystic Country. The Last Green Valley leadership has expressed a strong interest in supporting Norwich and the Site and considers itself as a partner to help move the City's efforts forward. Furthermore, Lebanon Historical Society Museum has also expressed an interest in working with the City to help create an integrated approach to promoting visitation to the area.

## 5.16 Promote the Use of Hydroelectric Power

*Recommendation: To protect the integrity of Uncas Leap's overall experience, conduct a feasibility study to determine the condition of Yantic Falls dam and its potential for reuse as a source to generate electric power for the site and as a demonstration/educational component.*

One of the unique aspects of the Site is Yantic Falls and the associated dam built upon the Falls. The dam contributes to Uncas Leap's character and visitor's experience. It should be preserved. To that end, an evaluation should be conducted to ensure its structural integrity is sound, and if necessary, repairs should be made to protect it from further deterioration. It may be appropriate for this study to be conducted simultaneously with the explorations to determine if the removal of the Upper Falls dam will have a negative influence on the Yantic Fall. Furthermore, the dam should be considered for reuse to generate hydroelectric power for the Site and building uses and as a demonstration and educational resource.

## 5.17 Determine Site Development Requirements

*Recommendation: Following the Design Charrette, conduct a conceptual design study for the Site and buildings to determine the feasibility of implementing the vision(s) outlined. This study should include such elements as topographic and boundary surveys, further structural evaluations, geotechnical explorations, and schematic level design drawings to help ascertain potential costs.*

Understanding the development costs to construct the necessary improvements on Site is an essential 'next step' that should be conducted immediately following the creation of potential vision(s) for the Site and as created during the Design Charrette. In addition to the Phase 1 ESA and stabilization of the Granite Mill noted above, this next stage of this process should, at minimum, include:

- Boundary and topographic surveys to understand the legal limits of the Site and location of physical existing improvements. This should include Yantic Street from curb to curb, the location of the pedestrian bridge, and topography of the southern bank of the Yantic River, river edge and dam location
- Wetland flagging to ascertain river channel location
- Subsurface exploration including geotechnical borings and testing to understand soil characteristics
- Utilize ground penetrating radar to locate foundation and sluiceway remains
- Archeological studies to determine if sensitive areas may be distributed as a result of site/building improvements
- Create existing conditions floor plans of the brick building's slab and basement

- Conceptual and schematic level designs of the site and buildings to assist with cost estimating



View of Uncas Leap from the pedestrian bridge located at the western portion of the Site.



View of the Yantic Falls and Dam from the western corner of the Site

## 5.18 Direct Visitors into Norwich and Uncas Leap Falls; Enhance City Wayfinding

*Recommendation: Work with the Last Green Valley and ConnDOT to enhance overall highway signage of Norwich's Heritage points of interest. Consideration should be given to the arrival experience to Uncas Leap while reducing negative impacts to residences and overall city navigation.*

As previously noted, the Site is situated within a somewhat 'remote and discreet' location. Unless Uncas Leap Falls is promoted by advertising or other means, its existence will not be known to others beyond those that currently know of it. Promoting the Site to visitors can be accomplished by using wayfinding/signage for those arriving from Interstates and State Highways. This will also assist with visitors specifically seeking the Site to have the ability to find the destination. Arrival should be promoted from the Washington Street and Broadway corridors, both from the north and south, to increase the visitor's experience through unique neighborhoods of architectural significance. This will also help build awareness of the nearby Royal Mohegan Burial Grounds as visitors turn onto Sachem Street.

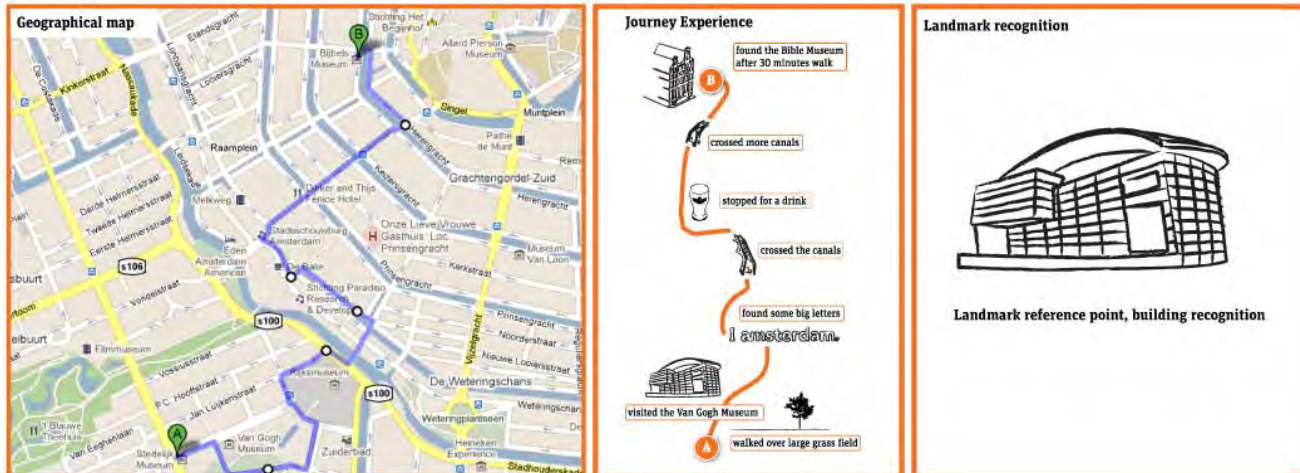
Furthermore, a unified wayfinding system should be created for the City. This investment will help guide visitors through the street network which at times, is often confusing and frustrating, especially within downtown. Wayfinding should convey the character of the community, particularly be linked to the identity developed as part of an overall tourism approach. Wayfinding can include all or a combination of the following:

- Highway heritage signs directing visitors to the appropriate exit
- Street signs directing visitors to historic, governmental and business points of interests once off the highway and within the City
- Designation at a specific point of interest noting arrival
- Smartphone 'apps' to provide directions
- QR Codes to convey information as well as directions
- Maps and brochures (hard copy and internet)
- Visitor kiosks at key locations throughout the City

The images on the following page are examples of wayfinding that successfully guides and informs visitors to destinations while evoking the identity of a community.



## Mapping and Experience



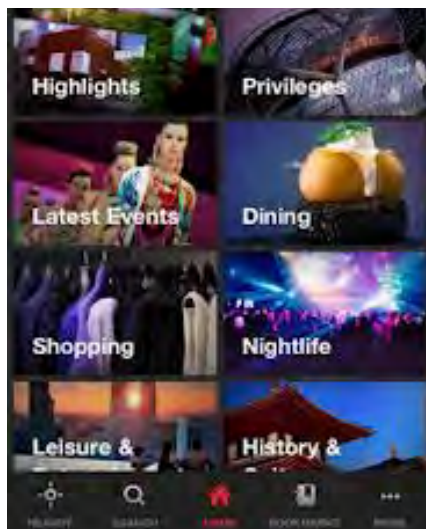
## Pedestrian Scale Directional Signage



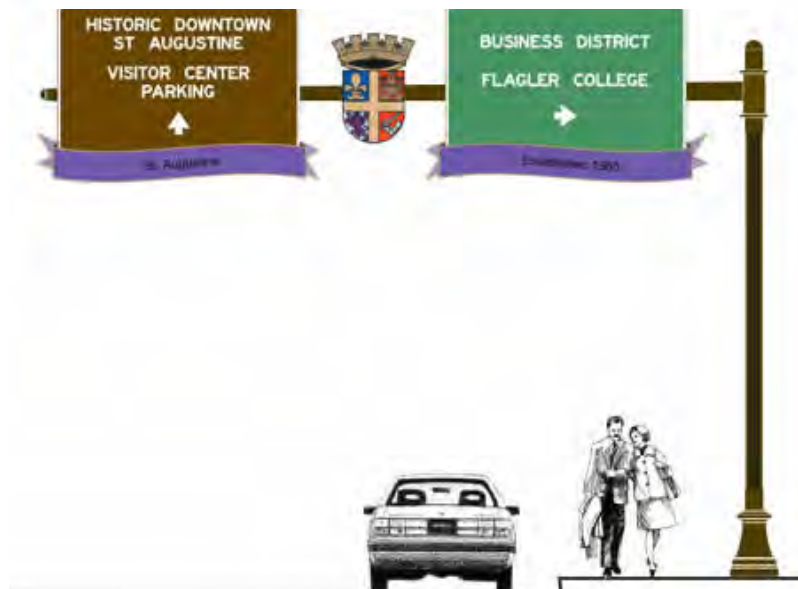
## Interpretation (QR Codes)



## 'Apps' (Smartphone and



## Highway Signage



## 5.19 Market and Brand Uncas Leap Falls & Norwich

*Recommendation: Determine an identity for Norwich that appeals to the tourist, captures their imagination and entices them to visit and spend time throughout the city. Create a marketing campaign that complements this identity and the Uncas Leap Falls reuse.*

Addressing the fact that Norwich has no distinctive brand or identity entails thinking very hard about what makes Norwich distinctive and avoiding tempting, facile solutions that amount to sloganeering. Suggested remedies include:

- Develop a nuanced understanding of the characteristics (not just their demographics) associated with the visitors to Norwich who will find the offerings enjoyable and satisfying. Rather than focus on an idealized version of a desirable visitor, define the target market as people who will come away from Norwich feeling like it is the best place. These people will return, spend money and tell their likeminded friends, whereas others who don't get the Norwich experience may not be so enthusiastic in their assessments.
- Launch an initiative to develop a brand strategy for Norwich that involves people from all of the entities that market the community to consumers of various stripes, from tourists to regional residents drawn to special events, in keeping with the above. Most of the people who safeguard Norwich's image recognize the need for an overarching brand that captures the essence of the benefits it offers. A workshop would kick things off, but a serious effort will require ongoing investment in researching how outsiders perceive Norwich.
- Create mutually beneficial partnerships with the tourism promotion organizations operating on a regional scale, e.g., Mystic Country, the Quiet Corner and Last Green Valley. Similarly, explore how Norwich can better support efforts by the Mohegan and Mashantucket Pequot tribes to draw visitors to the region who will enjoy their gaming, entertainment and cultural offerings.

Focus on electronic communication vehicles, social networks and on-line media, which offer terrific value: they're cheap and effective. Increasingly, travelers from all demographic groups use the web as their primary information source. This means providing information about things to see and do directly, but it also means managing perceptions and how they are shaped through such vehicles as Yelp and TripAdvisor.

- Generate free media. Heritage tourists tend to believe that they can uncover better information about destinations than that available through conventional channels, so successful publicity is one of the few ways to get through to them. The good news is that editors are awash in hackneyed travel stories and crave truly original ideas.
- Invest in quality graphics and wayfinding system infrastructure – useful, pleasing signs and symbols ease the way for visitors and lend a sense of order to the public realm.

For Norwich's heritage tourism industry, managing marketing and communication activities will entail crafting messages that support the brand and help organize the area's many tourism products, cultural and natural resources, and stories. Conveying themes in ways that make sense to visitors can also intensify the way the Uncas Leap site experience resonates and reinforces the other cultural and historic offerings.

## 5.20 Create and Enhance Heritage Walk and Create New Linkages

*Recommendation: Strengthen linkages between Uncas Leap Falls and Downtown by providing alternative modes of travel and an enhanced Heritage Walk experience.*

Heritage Walk and the Yantic River presents an opportunity to strengthen the physical and cultural connection between Downtown and Uncas Leap Falls, as well as other nearby points of interest. In its current state, Heritage Walk offers little to explore and learn about Norwich's heritage and acts merely as a walking path. However, it does offer a unique opportunity for the City to capitalize upon in the context of Heritage Tourism. Furthermore, the Yantic River is a natural and scenic resource that in combination with the Thames and Shetucket rivers and Harbor, can appeal to a broader audience. The Last Green Valley has recently created water trails along the Quinebaug River. This accomplishment can be used as a guide as well as an opportunity to integrate the visitor experience. In combination with the Harbor Commission's strategic plan, linkages between the Site and downtown can be strengthened by the following means:

- Create an interpretive system of panels along Heritage Walk
- Create an interpretive water trail within the Yantic River, with access points at the Site
- In coordination with the broader wayfinding system previously discussed, delineate the Walk, Yantic River water trail and access points
- Utilizing existing sidewalks expand Heritage Walk to link the Washington and Broadway neighborhoods and corresponding existing walking tours.
- Promote the Walk through the internet and offer mapping to guide the visitor
- Expand the walk to create a 'loop' through the City owned open space along the western banks of the Yantic River
- Capitalize upon the Intermodal Transportation Center proximity to Heritage Walk, building awareness and guiding visitors to the Walk
- Offer bike rentals at the ITC for visitors to explore along the walkway



## 6. CONCLUSION

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These interlocking strategies provide Norwich with a new way of looking at the Uncas Leap Falls site within the context of heritage tourism's potential contribution to the local economy, the reinvigoration of downtown, and the marketing of the region as a whole. Offered here are pragmatic, achievable approaches to getting more bang for the buck—from existing or modest investments—in engaging a diverse partnership of participants in developing and marketing engaging heritage experiences.

As resources become available, these initial steps will justify to this partnership more ambitious actions, giving Norwich a competitive edge not only in terms of heritage tourism, but also as a unique, place-based framework for the community's quality of life. What makes heritage tourism so effective? Heritage tourism gives Norwich the chance to show off the authentic and the special to those who appreciate it...and by doing so, to help build a more robust economy for all to enjoy.

## Appendix A: Interviewee Listing

### **Study Interview List**

Nancy Gray

Director, Greater Norwich Area Chamber of  
Commerce

Lynn Malerba

Chief, Mohegan Tribe

John Cusano

DECD, Community Development Coordinator

Dennis Clark

Marketing, Mohegan Sun

Karen Beazley

Norwich Arts Council

David Klein

Superintendent, Norwich Free Academy

Gary Evans

Norwich, Community Development

Dale Plummer

Norwich , City Historian

Peter Davis

Norwich, City Planner

Edward Dombrokas

Director, Mystic Country

Paul Provost

Publisher, Norwich Bulletin

Janice Putnam

Marketing, Mystic Country

Robert Mills

Director, Norwich Community Development  
Corp.

Jason Vincent

Planimetrics (POCD Consultant)

Mayor Nystrom

City of Norwich

Mark Paquette

Director, WINCOG

Bill Champagne

President, Norwich Historical Society

Phillip Chester

Lebanon, Town Planner

Dr. Grace Jones

President, Three Rivers Community College

Donna Baron,

Director, Lebanon Historical Society Museum  
and Visitor Center

Vivian Zoe

Slater Museum

Alicia Wayland

Lebanon, Municipal Historian

Stephanie Fielding

Vice Chair, Council of Elder, Mohegan Tribe

Charlene Cutler

Director, Last Green Valley

reschedule week of 4/2

Elaine Thomas

Staff Archeologist, Mohegan Tribe

Jim Butler

Director, SECCOG



## **Appendix B: The Rise of a Region: The Mohegans, Sachem Uncas and the Industrial Revolution**

## The Rise of a Region

The Mohegans were originally the 'wolf clan' of the Pequot Tribe. Originating from the Delaware River Valley, the wolf clan and Pequots moved to the Hudson River Valley in search of more fertile hunting grounds. There in the early 1600s the clan's leader, Sachem Oweneco, became father of a new son-- Uncas, who would in time become one of the most respected chieftains in the new colony, and one of the most successful of all Native American chiefs in the country. While Uncas was a young child, the wolf clan and Pequots came into contact with the early European explorers and settlers of the Hudson River. The settlers increased pressure on Native American hunting grounds, competing for wild game to feed their families. This increased pressure forced the Pequots to seek new hunting grounds travelling from the Hudson Valley to the eastern region of what would become Connecticut.

As per Pequot tradition, young boys would search for their own identity as they began to reach manhood. Settled into the new hunting grounds, Uncas sought his identity-- and his name-- through the traditional process of fasting in solitude among nature, far from other clan members.. Following this self-imposed ordeal, the clan's medicine man interpreted Uncas' dreams and visions, the result of days without food or water. A fox was one of the most overwhelming images during his experience, which led to his name, Uncas, meaning fox.

While in their new hunting grounds, the Tribe and the wolf clan flourished. But tensions with the nearby Narragansett Tribe increased. Battles and skirmishes between the tribes were frequent. And as the number of colonists increased throughout the region, so did the pressures on the hunting grounds, limiting the Tribe's food supply, and ultimately increasing tensions between some of the Pequots and settlers. At this time, Uncas was growing into an intelligent young leader and became sachem, or chief, of the wolf clan. While many of the Pequots outside of his clan refused to befriend the new colonists, Uncas believed in the power of negotiation and friendship. As a result, it did not take long for Uncas to lead his clan, the 'wolf people,' away from the Pequot Tribe. Claiming himself grand Sachem of the Mohegan Tribe the settled as a new tribe on the western banks of the Pequot River (now the Thames River).

The goodwill and friendship Sachem Uncas developed with the colonists became his legacy. He was known as a leader, politician and 'friend of the colonists'. Uncas was a collaborator, befriendng and working closely with notable individuals such as Leffingwell and Saybrook, ensuring each would come to one another's assistance if the need arose. Uncas fought side by side with the colonists during the Pequot War, which played a significant role in the decimation of the Pequot Tribe, its members either dying in battle or sold into slavery overseas. Uncas and his Mohegan warriors also fought on the side of the colonists in King Philip's War. Both wars tend to be eclipsed by campaigns such as the French Indian War, the Revolutionary War and the War of 1812. However, their success in the Pequot and King Philip's Wars were an important reason the colony succeeded and eventually shaped its own government, rebelling against overshadowing monarchical rule.

The King Philip's and Pequot Wars were unfortunate events that had profound impacts on Native American culture and lives. The massacres that ensued were bloody and often barbaric in nature, killing thousands of innocent women and children. Exploring the role Uncas and the Mohegans had in these battles is not meant to sensationalize them. But the significance of these wars was profound. The choice Uncas made to side with the colonists is a story of how he chose a path he sensed had the best chance for the survival of his people while still preserving their identity and way of life.

In time, Uncas deeded over the Nine Mile Square to his colonist partners. Known as the '9-Mile Square,' the deed ultimately led to the settlement of Norwich and several surrounding communities - Bozrah, Franklin, Sprague, Lisbon and portions of Griswold and Preston. Reserving a small portion for the Mohegans, Uncas and his tribal members remained along the western bank of the Pequot River, continuing their successful relationship with the colonists.

The time leading up to the 'Nine Mile Square' was by no means peaceful. Tensions between the Mohegans and their rivals, the Narragansetts and Pequots, led to not only battles but also assassination attempts-- Uncas narrowly escaped death during one attempt on his life., in which an intruder blended into the Mohegan Tribe and their daily routines, and took Uncas by surprise.

While the Pequot and King Philip's wars are well known, one of the most important battles that represents Uncas' success as a leader and warrior was the Battle of Great Plains. Fought between the Mohegans and Narragansetts, the battle took place on the land that is now Three Rivers Community College, (where a stone monument commemorates the battle and Sachem Uncas himself).

The battle was instigated when a large contingent of Narragansett warriors, led by their Sachem Miantonomoh, were observed by Mohegan scouts approaching their stronghold along the Pequot River. After crossing the east branch of the Pequot River (the Shetucket) and then the west branch (the Yantic) at a shallow stretch above what is known today as the Yantic Falls, the Narragansetts made their way south. Having been informed of the impending invasion, Uncas quickly pulled together as many of his warriors as possible and moved to intercept Miantonomoh.

Meeting at Great Plains, just north of the Mohegans encampment, the two leaders approached each other. Uncas, knowing he was out numbered, used his keen ability to reason and negotiate. He gave Miantonomoh an ultimatum to fight one on one, or risk the death of many of his warriors. Uncas' warriors waited with bows drawn and concealed in the woods to hide their small numbers. Miantonomoh, sensing he did in fact have the Mohegan warriors outnumbered, chose a larger battle.

As a prearranged signal, Uncas fell to the ground, and the Mohegan warriors attacked. The surprise attack was a success and the Narragansetts fled north. In pursuit, the Mohegans chased their rivals to the Falls which many of the Narragansetts attempted to cross. Either unknowingly or willingly, they fell to their deaths from the high cliffs overlooking the Falls. Others attempted to cross in the shallow waters upstream, some swept by the current over the Falls to their death. However, Miantonomoh successfully crossed. Uncas, determined to capture the Narragansett chief, approached the cliffs high above the Falls. Knowing his chances of capturing Miantonomoh would greatly increase if he made the leap across the cavern rather than be slowed by wading the swift waters upstream, Uncas leapt across the cavernous stretch of the river, successfully reaching its opposing banks, Miantonomoh, who was slowed by his heavy armor leant to him by his colonist friends, was ultimately capture by Uncas near the banks of the Shetucket River, east of the Falls.

Uncas understood the politics of the day and did not kill or torture Miantonomoh, both common treatments of captured rival tribe warriors. Uncas knew if he had done either the colonists' trust would be threatened. Instead, he took the Narragansett chief to Hartford, the seat of the colony's government, to stand trial. After nearly a year in captivity, and believing the punishment of Miantonomoh should be settled by the rival Mohegan tribe, the colonial courts released him to the custody of Uncas for execution at a location and time not to be told to Miantonomoh. Uncas and his son Oweneco led Miantonomoh towards the location of this capture. At a moment



not known by Miantonomoh, Uncas' son raised his tomahawk and struck the Narragansett Sachem upon the head, killing him instantly.

While the location of Miantonomoh's death is not exactly known, Narragansetts frequented the area and placed stones upon the site of his grave. Ultimately, the stones were removed for building foundations and the location lost. A monument does exist today in Greenville in close proximity to the Shetucket River. To this day, stones are still placed upon the monument in commemoration of the great Narragansett chief.

While battles and skirmishes still continued in the coming years, they became less frequent. As Uncas grew old, new tribal leadership continued Uncas' traditions of friendship and statesmanship with the colonists. Oweneco, son of Uncas, succeeded him, deeding land to nearby communities and giving rise to new towns such as Lebanon, Columbia and Hebron. What was once a vast territory covered by the Mohegans, stretching from Long Island Sound to the Massachusetts border, the Connecticut River to Rhode Island, had been reduced in size to become a small area of land along the western banks of the Pequot River.

During the time of Uncas, Norwich was fast becoming a hub for merchants to export their goods. Uncas himself entered the trade market by bringing furs and other 'exotic' natural items to area merchants in trade for farming equipment and other goods. The Mohegans' furs contributed substantially to the success of the local businessmen of the day. As an inland port city, Norwich provided easy access to world commerce for the inland communities. It became a regional hub and contributed to the success of such notable figures as William Williams, Samuel Huntington, Benedict Arnold, and Jonathan Trumbull.

As the Industrial Age evolved, the Uncas Leap site became an important contributor to industry. The nearby Yantic Falls, noted for its beauty, was also recognized as a source of power. One of the region's first mill buildings was constructed on the site. Built c. 1830, the granite building is believed to have first manufactured paper. The building remains today as an example of early industrial architecture. Few of its kind remain and are seldom represented in the more common industrial brick structures that are synonymous with the Industrial Age.

**Appendix C: Structural Engineering Report**



Consulting Engineers, P.C.

Structural Engineering  
Geotechnical Engineering  
Historic Preservation  
Construction Support

February 17, 2012

Mr. Dennis Goderre  
Goderre & Associates  
72 Route 32  
Franklin, CT 06254  
[dennis@goderreassociates.com](mailto:dennis@goderreassociates.com)

Re: Indian Leap Granite Mill  
Structural Assessment

Dear Dennis:

Please find the attached Report dated February 17, 2012. This survey was executed and report prepared in accordance with our Agreement for the Provisions of Limited Professional Services to Goderre and Associates. This completes both Phase A and B of this agreement.

As noted in the Report, due to the partial structural collapses, the south-east area of the granite exterior walls is exposed and in an unstable state. This area is close to the apartment complex to the east of the Mill. The immediate stabilization work outlined in the Report should be undertaken as soon as possible.

Please feel free to contact GNCB if we can be of further assistance.

Very truly yours,

James F. Norden, P.E.

Principals

Kenneth Gibbs, P.E.  
James F. Norden, P.E.  
Charles C. Brown, P.E.

Geotechnical Associate  
David L. Freed, P.E.

Structural Associate  
Richard A. Centola, P.E.



## Consideration for future reuse

*Nelson Edwards Company Architects, LLC  
June 18, 2012*

### Granite Mill at Yantic Falls

The form, size, construction details and unique architectural character of the 1837 granite mill building provide considerable opportunity for adaptive reuse.

### Historic Considerations

- The importance of the Yantic Falls site cannot be overstressed. The site has a sacred connection to history of native Americans as it was at this location in 1643 that Narragansett warriors fell to their death in trying to escape the Mohegan warriors. The site is part of the original 16 acre sacred burial ground for the Mohegan tribe (now greatly reduced to an eighth of an acre).
- In the 18<sup>th</sup> and 19<sup>th</sup> centuries manufacturing buildings were constructed adjacent to the falls – a ready source of power.
- The Yantic Falls mill complex was listed in the National Register of Historic Places in June 1972 as a key component of the Yantic Falls Historic District. The complex includes the granite mill structure constructed in 1837 to replace an earlier structure which had burned as well brick manufacturing building and connector constructed in the later half of the nineteenth century.

### Observations regarding Building size and layout – Granite Mill

- The present granite mill building measures 38' x 120' which yields 4,500 GSF per floor. There are two habitable floor levels.
- The granite building is constructed load bearing random ashlar masonry walls which support the roof structure. This in turn means that the upper floor is unobstructed by columns and provides maximum flexibility for a variety of uses. The interior floor structure is heavy timber construction which has a high degree of inherent fire protection.
- The lower floor level has a single row of columns down the center of the north-south axis of the building. This type of layout allows for single use or multiple "tenants" / user groups with an eccentrically placed central corridor.
- As is typical for the period the facades of the granite mill building have large multi-paned double hung windows which allow a tremendous amount of natural daylight to enter the building. The amount of natural daylight and depth of penetration of the daylight into the building is extremely desirable, particularly in an era that has come to re-appreciate the benefits of building to naturally harness solar power.
- The granite building has two floor levels with a partial basement under the south portion of the building.

### Considerations for adaptive reuse

- In order to be viable the adaptive reuse of any building needs to balance uses that are naturally compatible with the geographic area in which the building is located, the opportunities and challenges inherent in the physical structure of the building and the historic qualities of the building. While originally constructed as a manufacturing building the granite mill building can serve with a great deal of success as a small interpretive center, as a small commercial building (i.e. offices) as a multi-family residential structure, or some combination thereof.

# Indian Leap Granite Mill

Norwich, CT

---

## Structural Assessment



**February 17, 2012**

**Prepared By:**

**GNCB Consulting Engineers, P.C.  
130 Elm Street  
Old Saybrook, Connecticut**

**Prepared For:**

**Dennis Goderre  
Goderre & Associates  
Franklin, Connecticut**

## **General Structural Description**

The early 1800's three story granite walled mill building at Indian Leap is a long rectangular structure some 38 ft. x 120 ft. with the long building axis being approximately north/south. It has a low slope pitched roof supported by 11 heavy timber trusses clear spanning the upper level. The upper level floor is heavy timber construction with a center row of columns supporting a two span 6" x 14" timber girder with full dimension 3" x 9" T&G heavy timber decking spanning between the girders. The basement level floor is a partial concrete slab on grade in the north 1/3 of this area. The remaining floor covers a sub-basement and consists of large 9" x 16" timber girders spanning from exterior walls to a central row of 8" or 10" square wood columns.

The building is considered a "box structure" whereby the exterior walls are bearing walls for the interior structural system and act as shear walls as well. These shear walls resist the lateral wind and seismic loads and are tied together by the horizontal floors and roof acting as plate diaphragms to distribute these forces and brace the walls. The walls are 24" thick in the lower two levels stepping back to 18" thick for the upper level to roof height. Some brick has been used around doors and windows to provide more intricate details at these locations. The front (north) wall is a fine random ashlar pattern of granite blocks and the sides start to lay up as a more field stone random pattern layup. The grade progress from near level with the upper story at the west side and wraps around the north and east walls falling off approximately two full stories. The original head race openings are blocked up at the west walls north end. Similarly the tail race openings of the old mill are blocked along the east side. A new brick addition is attached at the west side and was inaccessible and unsafe to survey due to collapsed roof and floors.

Reference is made to the reports two appendices. Appendix A is the Photo Documentation arranged from the lowest level (sub-basement to the roof). This represents the building's structure and its general condition as of the survey date. Appendix B are the Mill Plan Drawings representing the basic architectural plans and the building's structural framing. These should be referenced to when reading the Survey Results and Recommendation Sections of the report.

## Survey Results

The lowest level or sub-basement occupies only the rear (south) portion of the building. It has an earthen floor, with variable grading and extremely high moisture levels. A masonry cross wall separates this from the north end which housed the old mill raceways and machinery. This area is inaccessible. The timbers above (basement floor framing) are black with mold, wet and have white fungal growth throughout. Safer access will be necessary to assess this space in a more detailed manner. The basement level which is accessible at grade from the north, Yantic Street side is lit by east and south side window openings. The exterior walls are partially exposed and have a mix of granite and brick at the openings. The rear 3 to 4 bays of this floor were inaccessible due to the collapse of the upper level floor above. The center row of support columns are a mix of heavy timber sizes and steel columns.

The visible upper level framing as shown in the Report Photos is heavy timber girders with shoulder beams at the central support columns. In the accessible areas of the middle and north ends, the framing appears dry and in generally sound condition. As with any masonry mill of heavy timber construction, the girders ends which pocket into the exterior walls are highly suspect due to constant moisture absorption leading to the ends rotting thus compromising the structural integrity. As will be seen, this was the apparent cause of the roof truss failures above.

The upper level is a large, open space some 35 ft x 120 ft covered by the low slope heavy timber roof trusses. Some modern subdividing partitions have been added. The south end has seen a complete roof collapse in the last 3-4 bays. This water entry area has led to a similar collapse of the upper level floor as well. The exposed granite walls on the south side and east area of the collapse are highly weathered with some interior stone loss. Much of the binding mortar is gone from the stones joints as well. This represents an unstable condition at present.

The mill's exterior walls are generally sound in areas where no collapse has occurred. No signs of building settlements are present. A closer inspection of these walls is necessary in the next planning phase once the building is stabilized.

The brick building to the west is in very bad condition and was not surveyed due to safety reasons. Unless a overriding need to restore this structure is evident, it should be scheduled for removal leaving the granite mill structure intact and ready for restoration.



## **Recommendations**

While the mill structure has suffered from neglect, it is reasonable to protect and plan for its restoration. This planning should be divided into two phases, outlined as follows.

### **Immediate Stabilization**

- Rear (south) collapsed floor and roof structures removed. The debris is pushing these walls outwards toward collapse.<sup>1</sup>
- Provide wall bracing at the top and upper level in these areas to prevent their collapse due to the lack of the structure which provided for their stability.
- A temporary roof to enclose this rear area to prevent further deterioration. This can act as the necessary bracing for these walls as well.

### **Structural Stabilization**

- Further survey undertaken to identify any areas of deterioration.
- Develop plans and specifications for the use of appropriate materials and methods to remediate any deteriorated or deficient structural areas. This would bring the building structure back to a safe condition. Salvage of timbers from the necessary demolition can be reused or replicated to maintain the historic fabric of the mill.
- Provide for appropriate repair of the vital granite exterior walls using historic mortars and replacing any loose or missing stones. Again, the demolition salvage will provide most of these missing stones.
- Removal of the west side brick buildings will allow for the granite mill's exterior wall in this area to be restored.

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<sup>1</sup> A firm such as Bestech of Ellington, CT can handle this type of demolition and stabilization work. [www.bestechct.com](http://www.bestechct.com)

## **Limitations**

This report has been prepared exclusively for the specific application to the Indian Leap Granite Mill in accordance with generally accepted structural engineering and historic preservation practices. No other warranty, express or implied, is made.

In the event that any changes in condition of the building, or site areas occur following the preparation of our report, the conclusions and recommendations contained in this report should not be considered valid unless the changed conditions are reviewed and conclusions of this report modified or verified in writing.

The analysis and recommendations in this report are based upon data obtained from limited field observations. If discrepancies, unforeseen conditions or undesirable conditions more extensive than originally thought become evident in the field, it will be necessary to re-evaluate the recommendations contained in this report.

Upon request, GNCB will provide a proposal to assist in preparing the necessary documents, construction/repair drawings and technical specifications, required to execute the recommendations of this Report. GNCB requests the opportunity to review the structural related construction drawings and specifications, if provided by others in order to determine that they were prepared in accordance with our recommendations and engineering intent.

## **Appendix A**

### Photo Documentation

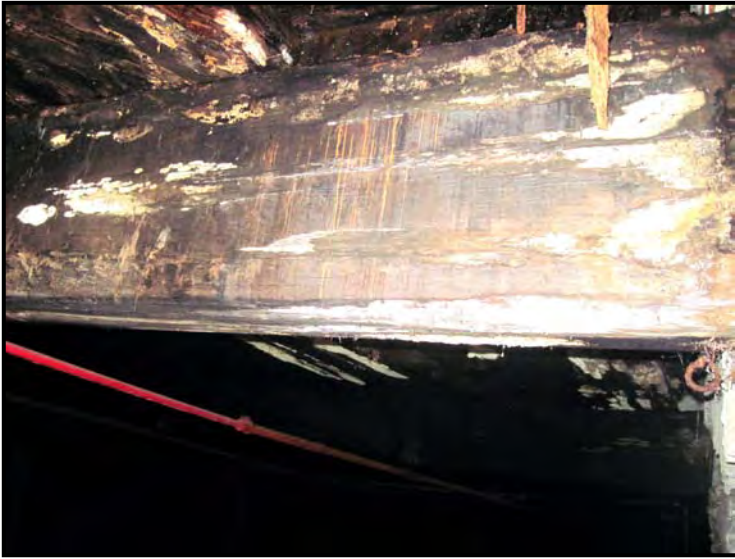
Sub-Basement

Basement

Upper Level

Exterior

**Sub-Basement Level Photos**



PO1



PO2



PO3



PO4



**Basement Level Photos**



PO5



PO6



PO7



PO8





P09



P10



P11



P12



**Upper Level/Roof Photos**



P13



P14



P15



P16



P17



P18



P19



P20



**Exterior Photos**



P21



P22



P23



P24





P25



P26



P27



P28

## **Appendix B**

### Mill Plans

#### Architectural:

A.1 – Lower Level Plan

A.2 – Upper Level Plan

A.3 – Roof Plan

#### Structural:

S.1 – Sub-Basement Level

S.2 – Lower Level Plan with Sub-Basement Level Framing

S.3 – Upper Level Framing Plan

S.4 – Roof Framing Plan





Consulting Engineers, P.C.

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- 11
- 12

STAIRS  
UP 17R

COLLAPSE  
FLOOR AREA

OLD MILL SPACE

BRICK BUILDING

YANTIC RIVER

YANTIC STREET

LOWER LEVEL PLAN

GODERRE & ASSOCIATES -  
INDIAN LEAP

INDIAN LEAP FALLS  
NORWICH, CT

LOWER LEVEL PLAN

DATE: 02/08/12  
JOB NO. 11130  
SCALE: NONE  
DRN BY: JJS  
CHK BY: JFN

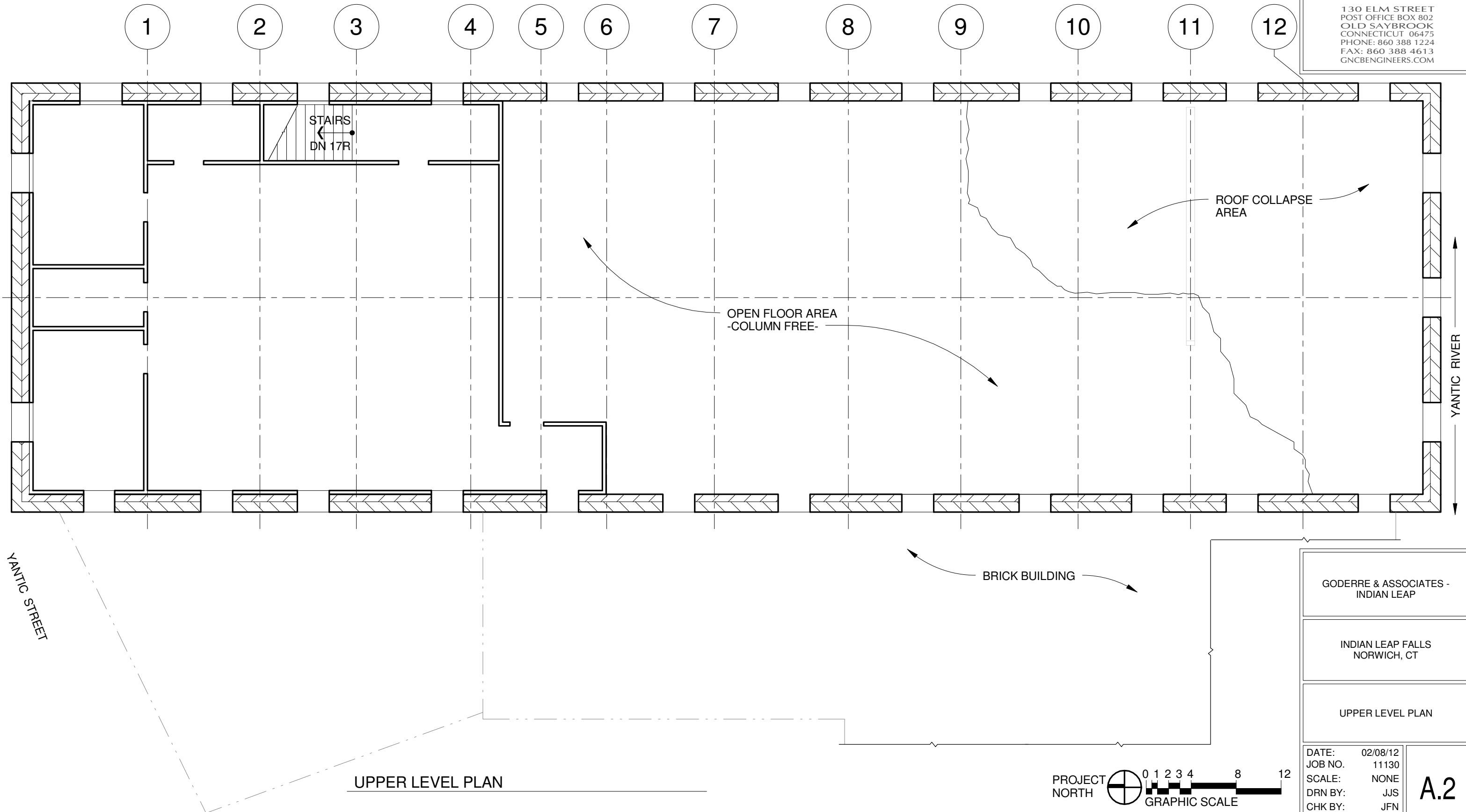
A.1





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GODERRE & ASSOCIATES -  
INDIAN LEAP

INDIAN LEAP FALLS  
NORWICH, CT

UPPER LEVEL PLAN

DATE: 02/08/12  
JOB NO. 11130  
SCALE: NONE  
DRN BY: JJS  
CHK BY: JFN

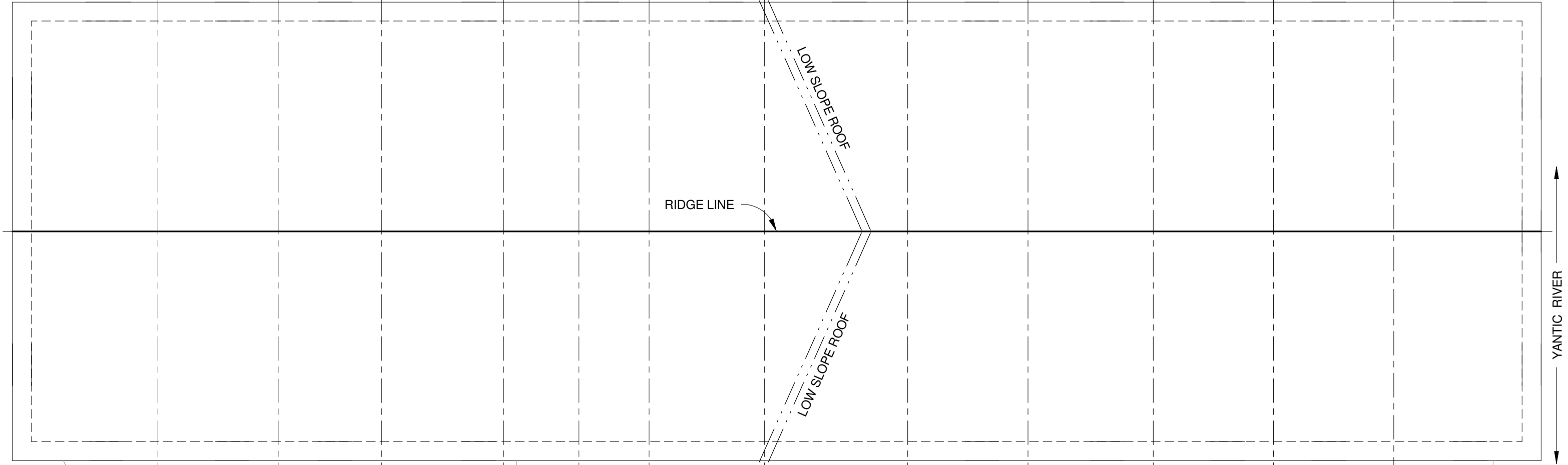
A.2



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YANTIC STREET

YANTIC RIVER

BRICK BUILDING

ROOF PLAN

GODERRE & ASSOCIATES -  
INDIAN LEAP

INDIAN LEAP FALLS  
NORWICH, CT

ROOF PLAN

DATE: 02/08/12  
JOB NO. 11130  
SCALE: NONE  
DRN BY: JJS  
CHK BY: JFN

A.3



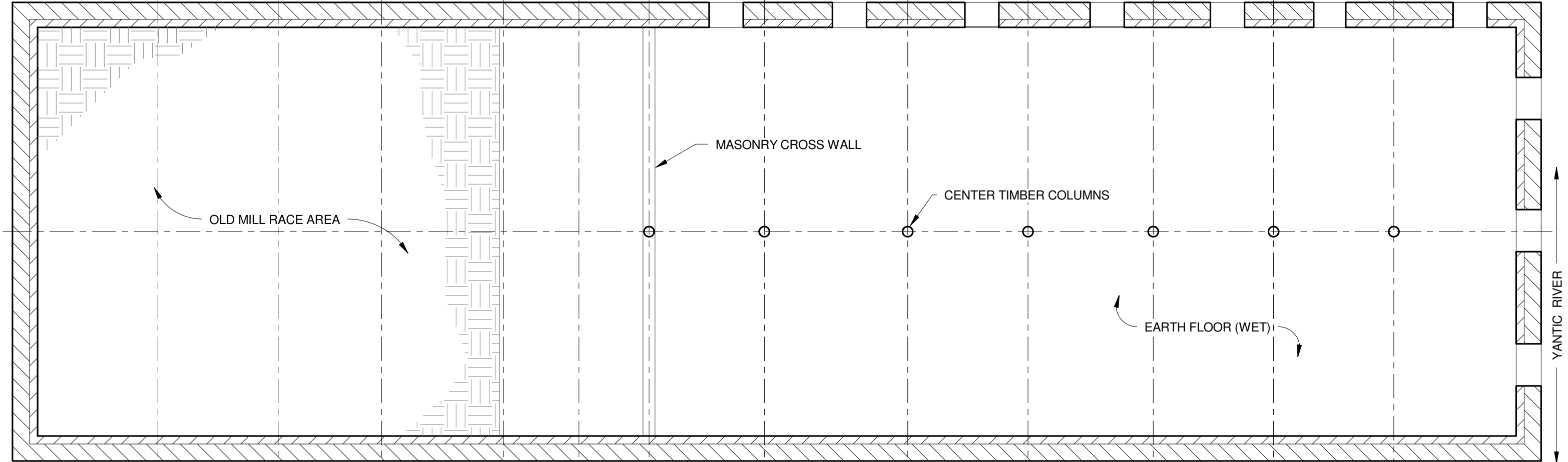




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YANTIC STREET

YANTIC RIVER

SUB-BASEMENT LEVEL

GODERRE & ASSOCIATES -  
INDIAN LEAP

INDIAN LEAP FALLS  
NORWICH, CT

SUB-BASEMENT LEVEL

DATE: 02/08/12  
JOB NO. 11130  
SCALE: NONE  
DRN BY: JJS  
CHK BY: JFN

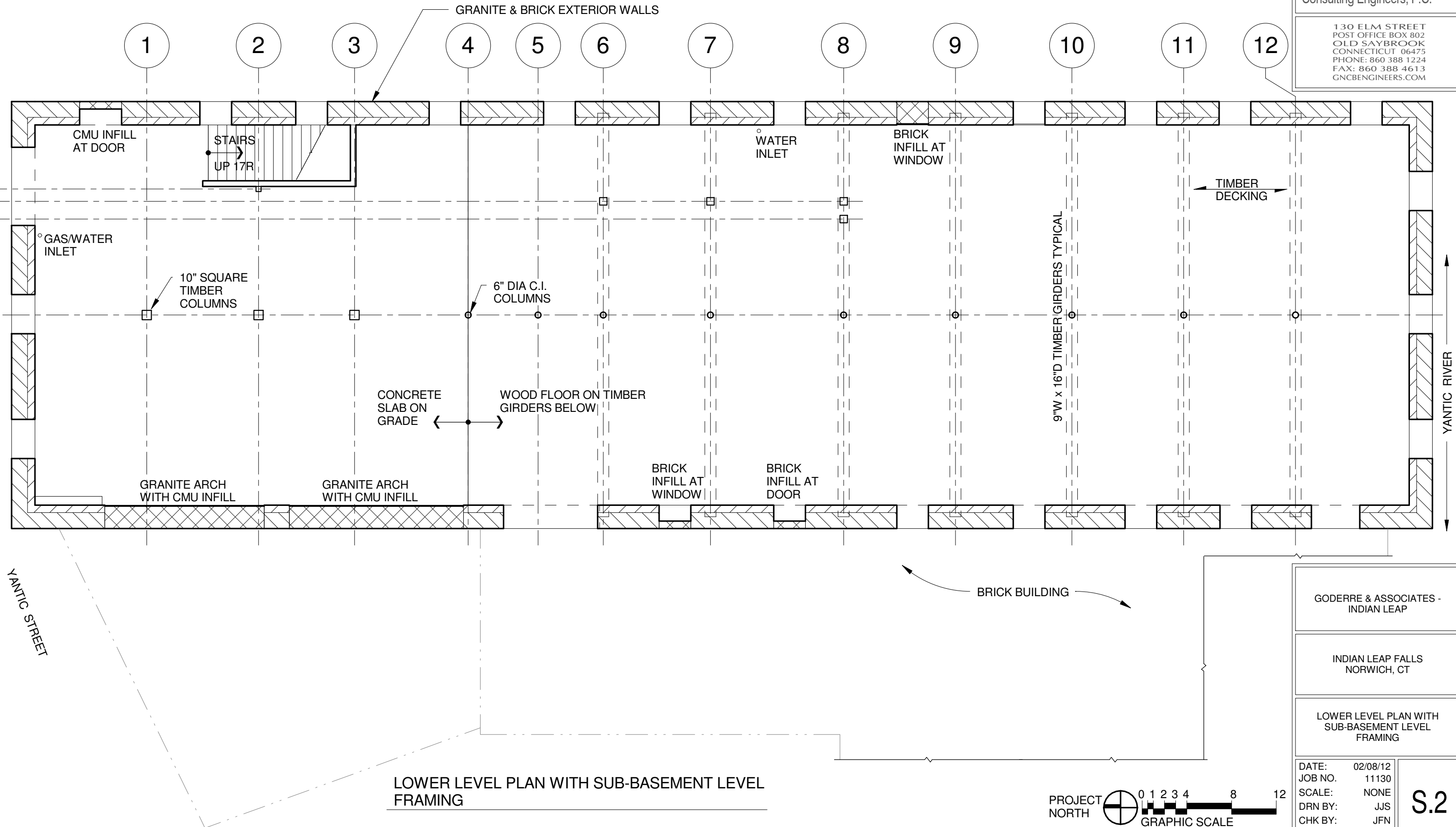
S.1





Consulting Engineers, P.C.

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GODERRE & ASSOCIATES -  
INDIAN LEAP

INDIAN LEAP FALLS  
NORWICH, CT

LOWER LEVEL PLAN WITH  
SUB-BASEMENT LEVEL  
FRAMING

DATE: 02/08/12  
JOB NO. 11130  
SCALE: NONE  
DRN BY: JJS  
CHK BY: JFN

S.2

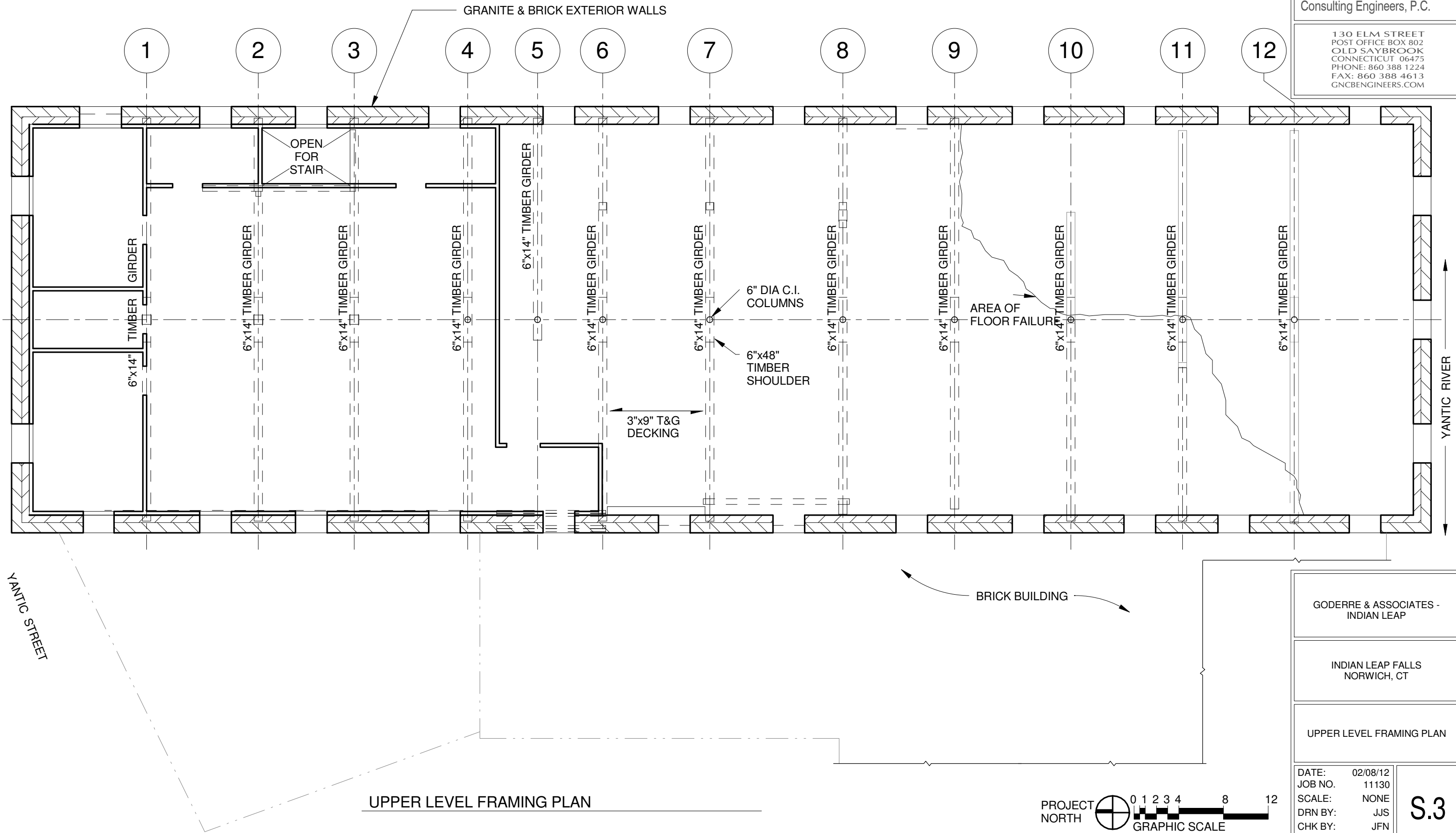
PROJECT  
NORTH





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GODERRE & ASSOCIATES -  
INDIAN LEAP

INDIAN LEAP FALLS  
NORWICH, CT

UPPER LEVEL FRAMING PLAN

DATE: 02/08/12  
JOB NO. 11130  
SCALE: NONE  
DRN BY: JJS  
CHK BY: JFN

S.3







Consulting Engineers, P.C.

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**Date:** June 11, 2012  
**Attention:** Dennis Goderre  
Goderre & Associates, LLC.  
**From:** Jim Norden, GNCB  
**Project:** Indian Leap Mill  
Norwich, CT  
**Job Number:** 11130  
**Re:** Indian Leap Mill

---

The following additional comments regarding the Mills' Restoration and Reuse should be considered:

**Granite Mill No. 4:**

- Plans for immediate bracing of the southwest wall in the area of the roof and floor collapse should be undertaken to ensure public safety of this area and the adjacent south side apartment complex.
- The tail race within the building at the east side has been permanently filled in and cannot be restored.
- With the roof restored the upper floor is an efficient totally column free space.
- The sub-basement at the middle and west end may not be a usable space but needs to have a mat slab installed to reduce the moisture levels here.
- The granite walls are unusual and historic to this area and represent more significant historic architectural and structural values than brick walls.
- There is direct access to Water Street from the lower level at the east end.

**Infill Building No. 4 Annex:**

- This infill between the two mills is in a collapsed and partially collapsed state and should plan to be removed or be completely rebuilt.

Principals  
Kenneth Gibble, P.E.  
James F. Norden, P.E.  
Charles C. Brown, P.E.  
  
Geotechnical Associate  
David L. Freed, P.E.  
  
Structural Associate  
Richard A. Centola, P.E.

**Brick Mill No. 3:**

- The main timber floor has been replaced with an industrial concrete slab thus a loss of historic fabric has taken place.
- The roof is a beam/girder and post timber structure not allowing for column free space.
- The new 10" structural slab is some 3 feet above the surrounding grade limiting its practical reuse.
- The demolition of the 10" structural slab and round concrete columns is considerably more difficult to demolish thus more costly than brick and timber materials removal.
- The 10" structural slab has a 200 psf live load design capacity making it reusable for heavy superimposed loadings such as an outdoor terrace and place of public assembly.
- The internal concrete and reinforcing of the 10" structural slab needs to be further investigated to determine if it is in satisfactory condition.

**Submitted by: James F. Norden, P.E.**

---

**Copies to:**

**Sent via:**

Dennis Goderre  
Goderre & Associates, LLC  
72 Route 32  
North Franklin, CT 06254

RE: Indian Leap – Brick Building No. 3  
Norwich, CT

Dear Dennis,

On Tuesday, June 5, 2012, GNCB Consulting Engineers, P.C., made a site visit to visually assess the Brick Warehouse/Manufacturing structure indicated as Building No. 3 on Plans prepared by Richard Sharpe, Architect of Norwich, CT. The purpose of the site visit was to provide a preliminary structural assessment of the current condition of the building's structure and comment on the requirements necessary to bring the structure back to a safe, reusable condition ready to be adapted to a new use.

The large brick exterior walled structure is approximately 60 ft in the N/S direction and 100 ft in the E/W direction. It is two stories with a basement concrete slab on grade, a modern c. 1967 10" structural main floor slab and a heavy timber deck, beam and girder and column roof framing system. The original main floor, a heavy timber structure, was removed after the new 10" concrete structural slab was placed. This new slab is approximately 3 ft higher in elevation than the original floor and currently aligns vertically with the exterior loading dock of the north wall. The building is bounded by the Yantic River to the west, the parking lot and Indian Leap Falls on the north, Yantic Street on the east and the granite Mill and Annex No. 4 to the south. For reader reference, representative photographs are attached by building area; Basement, Main Floor and Roof and Exterior.

By building area, the following is a summary of the structure's condition:

Principals

Kenneth Gible, P.E.  
James F. Norden, P.E.  
Charles C. Brown, P.E.

Geotechnical Associate  
David L. Freed, P.E.

Structural Associate  
Richard A. Centola, P.E.



### **Basement:**

- The basement concrete slab on grade is in reasonable condition
- The south and west walls are deflecting with cracks and broken jambs at wall openings.
- The north and east walls are mortared basement retaining walls and are bowing inward. The original timber floor no longer braces these walls and the concrete 10" slab 3 ft above is not tied into these walls.
- The new round concrete columns are in good condition and support the slab and align with the timber roof columns above for proper load transfer.
- The soffit of the 10" slab above has minor rusting but no apparent spalling of surface concrete.

### **Main Floor and Roof:**

- The 10" concrete main floor slab is in good condition but with standing water from the failed roof above. This water is seeping through the slab at some locations. It is level and was designed for a heavy industrial loading of 200 psf and supports a fork lift loading.
- The roof above has a ridge at the center running E/W with tongue and groove decking spanning to sloping roof beams. The beams span to timber girders supported on 8" square timber columns.
- The western and northern portions of the roof have collapsed due to no viable roofing surface. This has rotted the supporting timbers causing partial collapse.
- The timbers in the failed roof areas have damaged the supporting wall along the top edges leaving a missing, jagged top edge of brick.
- The 12" thick brick exterior wall has mortar loss on the inside surfaces due to water entry and winter freeze/thaw damage.

### **Exterior:**

- The west exterior wall is the tallest and is bowing toward the river due to lack of floor and roof tie-ins.
- The north and east walls are in reasonable condition with some rows of missing top brick and some loss of mortar due to weathering.
- The south wall currently is adjacent to the mill annex building which is collapsing and needs to be removed.

In order for the building to be brought back to a safe, stable condition, the following plan of action will need to be undertaken;

- ✓ General cleaning and soil removal is required throughout the building.
- ✓ Demolition of the existing collapsed portion of the roof with an in-kind timber roof installed to match the remaining sound portion. It is estimated that 40- 50% replacement would be necessary.
- ✓ New roofing installed and a new flashing system installed at the perimeter and all roof penetrations.
- ✓ Repair all brick exterior wall openings and install temporary windows or closures.
- ✓ Repair tops of damaged brick walls.
- ✓ Repoint interior and exterior surfaces of brick walls as necessary.
- ✓ Provide adequate structural anchorage of the 10" structural slab to the exterior walls to brace the walls and provide diaphragm to shear wall ties.
- ✓ Brace the lower basement level walls with new infill short buttress walls from each round concrete column to the exterior wall. These can be 12" concrete or reinforced block CMU walls. In addition, provide mechanical anchors between these new walls (12" thick X 4' wide and 20' high) and the round concrete columns and exterior brick/stone walls. This will stabilize these tall lower level basement walls.

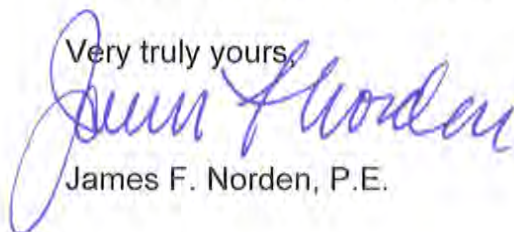
#### **Further Investigation:**

A closer survey of all areas is needed to formulate a more definitive plan for estimating purposes. This should include a thorough examination of the 10" structural slab to verify its strength, location of reinforcing bars and the condition of these bars due to possible rusting in the presence of water. The building is open and accessible and lends itself to further investigation and the formulation of a plan for structural rehabilitation.

The building structure has had damage mainly in the roof area. It is open and quite accessible and ready to have a plan for rehabilitation developed. Based upon the large amount of reclaimed floor spaces, it is a good candidate for restoration and reuse.

Please feel free to contact GNCB if we can be of further assistance.

Very truly yours,



James F. Norden, P.E.



**Basement –B01**



**Basement –B02**





**Basement – B03**



**Basement – B04**





**Basement – B05**



**Basement – B06**



**Basement –B07**



**Main Floor and Roof – M01**



**Main Floor and Roof – M02**





**Main Floor and Roof – M03**



**Main Floor and Roof – M04**





**Main Floor and Roof – M05**



**Main Floor and Roof – M06**



**Main Floor and Roof – M07**



**Main Floor and Roof – M08**



**Exterior – E01**



**Exterior – E02**





**Exterior – E03**



**Exterior – E04**





**Exterior – E05**



**Exterior – E06**

**Appendix D: Charrette Agenda**

## Uncas Leap Workshop Format

**Date:** Span two days Saturday and Sunday, late April/early May

### Potential Leading Partners

Mohegan Tribe  
NCDC/City of Norwich  
Norwich Historical Society  
National Park Service  
State Archeologist's Office  
Norwich Free Academy  
DECD/Culture and Tourism  
Daughters of the Revolution

### Community/Regional Stakeholders

Includes the Partners, final list to be refined and may include  
Harbor Management Commission  
Planning and Community Development departments  
NPU  
NAC  
Spirit of Broadway  
GNACC  
Backus Hospital  
SCCOG

### Day 1

#### Part 1: Tribal Ceremony and Regional History (10am - 12pm)

- Commence at 10am at Uncas Leap with open prayer by Mohegan Tribe
- Initial introductory remarks - NCDC
- Mohegan Ceremony and oral history told by Mohegan Elders and Medicine Woman cover history of Tribe, settlement in the area, significance of site
- Ceremony progress parade fashion to Sacred Burial Grounds for the oral history to be continued cover contact with first settlers, interaction and ultimately impact on burial grounds and the Tribe itself
- Transition into colonial history told by local and state historians with potential reenactments of Revolutionary War and Civil War at the Parade

#### Part 2: (1pm - 3pm)

- Commence to NFA for presentations to continue telling the story of the Tribe, city and region.
- Cover specific traditions of the Tribe, culture, art, history
- Further cover local stories leading up to where we are now
- Looking forward, where the Tribe and Norwich are heading

## **Day 2**

### **Part 1: Morning Design Charrette (9am - 1pm)**

NPS facilitated design Charrette involving all citizens to convey thoughts not only specific to the site but also the city in the context of how to jointly position the local assets within the region and state. Session begins with brief presentation orienting the public to the site and objectives of the morning. Consider additional brief remarks from other stakeholders. Breakout sessions will be incorporated into the agenda for hands on exercises facilitated by 'team' leaders. Remaining format/agenda TBD but potential questions to answer may include:

- How does the community view its self in the context of history, economy, tourism, assets?
- What does the community want visitors and the public to know about Norwich?
- How does the community view the Uncas Leap site? As a resource, liability, asset?
- In the context of the previous day's events what type of uses are appropriate for the site?

### **Part 2: Stakeholder Workshop (2pm - 5pm)**

This includes a public panel discussion between invited Community/Regional Stakeholders in a facilitated round table format review/discuss events of the last two days, understand each other's agendas/concerns/opportunities and begin to formulate a strategy of cross policy collaboration to achieve the objectives conveyed by the Tribe, public and Stakeholders.



## **Appendix E: Phase 1 ESA, 2002**

# **Phase I Environmental Site Assessment**

Art Form, Inc.  
196 Yantic Street  
Norwich, Connecticut



**GEI Consultants, Inc.**

188 Norwich Avenue, P.O. Box 297  
Colchester, CT 06415  
(860) 537-0751

SUBMITTED TO

**William Sweeney**

City Planner  
City of Norwich  
23 Union Street  
Norwich, CT 06360

---

Paul Burgess, P.E., LEP  
Project Manager

June 6, 2002  
Project 020340

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# Executive Summary

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A Phase I Environmental Site Assessment (ESA) was conducted for The City of Norwich on property located at 196 Yantic Street in Norwich, Connecticut (see Figure 1). The project is part of the United States Environmental Protection Agency (EPA) Brownfields grant project. The property is owned by Art Form, Inc. (Art Form).

## Site Description and History

The property is approximately 1.2 acres in size and contains one building. The structure consists of a granite building with a brick warehouse attached.

The subject property has been owned by Art Form since 1988. The property was previously owned by Mr. Ray Charles Brown, Jr. (Art Form), who purchased the property from the Falls Corporation in 1977.

The subject property and vicinity are referred to as “The Falls.” An 1850 Atlas depicts the Hubbard Paper Mill as located on the site or in close proximity. The mill was built in 1818 and the Falls Company bought the property in 1860. The existing granite building replaced a wooden building that burned down in 1837. A brick warehouse was connected to the granite building in 1860. The 1926 and 1936 Sanborn Fire Insurance (Sanborn) maps identify the subject property and the adjacent property to the east as the Falls Company Cotton Mill. The Falls Company produced heavy cotton cloths, colored cotton goods, and awnings. The mill was closed in 1962. A canal is shown extending from the Yantic River, south along Yantic Street to the mill on the subject property. Aerial photographs indicated that the canal was filled in and the structure furthest west of the existing warehouse building was demolished between 1965 and 1970.

DeRedon Food Products operated their business on the subject property circa 1968. It is unknown how long DeRedon operated on the subject site. Maraschino cherries and Spanish olives were washed, dyed and packed with syrup to be shipped.

In 1977, Omega Machine Company (Omega) leased the current warehouse for their machine shop and operated on site for a short time. A building permit was filed in 1977 by Dahl Oil (Dahl Oil) Company and Omega Machine Company for minor building interior work. It is unclear why Dahl Oil was listed on the building permit application. Some of the Omega machines are still in the warehouse.

The property has been occupied by Art Form since circa 1977. Rigid polyurethane foam was produced to create displays. Wire racks, mirrors and wall plaques were also assembled on the subject property. According to Mr. Malcolm Brown, the current owner of Art Form, production of polyurethane displays has not been conducted for the past seven years. Mr. Brown currently assembles bicycle mirrors and designer mirrors for displays.

## **Environmental Regulatory Review**

A Connecticut Department of Environmental Protection (CTDEP) industrial survey form, dated February 26, 1974, was reviewed for DeRedon Food Products. The form summarized processes and origin of wastes on the subject site. Maraschino cherries and Spanish olives were received, washed, dyed, and packaged. Waste consisted of SO<sub>2</sub> brine, NaCl brine, vinegar and detergents, and was discharged to the sewer. All floor drains were indicated as connected to the sewer.

A CTDEP notice of violation (NOV) was issued to Art Form, dated August 27, 1992 concerning the failure to determine whether each waste generated at the facility is a hazardous waste. The NOV indicated that numerous containers were observed outside the north end of the building, the molding area, the compressor room, the basement storage area, and the flammable material storage room. Spills were noted in the flammable material storage room. All hazardous waste was to be transported by a properly licensed hauler. Apparently, this NOV was not complied with, based on the July 19, 2001 CTDEP report discussed below.

A CTDEP Emergency Incident Report, dated July 19, 2001, was filed regarding leaking drums labeled flammable and caustics and threatening floor drains at current Art Form property. The case is still open. Mr. Brown hired Environmental Services, Inc. to characterize, consolidate, and dispose of some of the chemical waste. A hazardous waste manifest, provided by Mr. Brown, indicated that 3,600 gallons of paint-related materials were removed on February 11, 2002. Many chemical waste drums remain on site as discussed below.

The property is classified as a hazardous waste generator, and therefore is an "Establishment" under Connecticut General Statutes 22a-134. This will require submission of certain documents to the CTDEP at the time of property transfer and a certifying party to assume responsibility for investigation and remediation of the site.

## Chemical/Waste and Petroleum Storage

Sanborn maps indicate that when occupied by the Falls Company (cotton mill), the granite structure was a “mill” and the brick warehouse structure was a “storehouse.” Specific chemical use, storage and waste management practices are unknown.

A loading dock is located by the entrance to the main building and another loading dock is located to the west of the brick warehouse (refer to Figure 2). The wooden loading docks are in disrepair and some debris was scattered around both loading docks. According to Mr. Brown, empty drums were previously stored adjacent to the loading dock to the west of the warehouse; the area is currently overgrown and some debris is scattered in the area. Any chemicals entering or exiting the building would have been from these loading docks. The CTDEP NOV noted drum storage in the “north” loading dock; other CTDEP and municipal records indicated drum storage near the loading dock and riverbank by the back warehouse. A pile of wood, paint cans and debris are noted at the southwest corner of the main building (rear) where it abuts the brick warehouse.

Heating oil is currently stored in a 275-gallon aboveground storage tank inside the building. A 5,000-gallon fuel underground storage tank (UST) is located at the northwest corner of the granite building along Yantic Street; the tank is no longer in use.

Currently, approximately 23 drums are located inside the building and are labeled and awaiting proper disposal. A complete inventory of drums inside the building is as follows.

First floor of granite building:

- One drum of paint
- One drum of paint sludge
- One drum of aerosol

Production area:

- One salvage drum of methyl chloride
- One salvage drum of paint sludge
- One drum of lupranate
- One drum of polyphenylisocyanate
- Four drums of stepanto
- Two drums of unknown waste
- Two drums of isocyanate
- One drum of foam

Bottom floor of the warehouse:

- Four drums of paint sludge
- One drum of consolidated paint
- One drum of polyphenylisocyanate
- One drum of unknown waste

## Recommendations

A Phase II field investigation is recommended to assess the potential for on-site contamination described herein. In general this would include the following.

- Soil borings and analyses in the area of the heating oil UST. The UST should be removed and properly registered with CTDEP.
- Soil borings and analyses in areas where drums were stored near the loading docks, near the rear of the warehouse building near the river, and near the former on-site structures
- Soil borings and analyses through the concrete floor below the production area, flammable storage room, and potentially other interior areas
- Soil borings and analyses in the fill area in the rear of the building
- Soil borings and analyses of fill placed in the former canal
- Groundwater monitoring wells and groundwater analysis if groundwater is present above the bedrock
- All hazardous materials should be removed and properly disposed from the interior of the building prior to renovations and reoccupancy
- All exterior solid waste and debris should be removed from the site and properly disposed



# 1. Introduction

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## 1.1 Purpose

This Phase I Environmental Site Assessment (ESA) provides a professional opinion regarding the potential presence of hazardous substances or petroleum products at property located at 196 Yantic Street, Norwich, Connecticut.

GEI Consultants, Inc. (GEI) was retained by the City of Norwich to conduct this ESA. The scope of the ESA was as follows:

- Evaluate the site history of the property
- Conduct a municipal, Connecticut Department of Environmental Protection (CTDEP), and United States Environmental Protection Agency (EPA) database and regulatory file review of the property and relevant nearby properties
- Assess potential receptors (i.e., groundwater, surface water, and water supplies)
- Describe the site geology
- Perform a site reconnaissance
- Provide an opinion regarding the site's status as an "Establishment," pursuant to Connecticut's Transfer Act
- Summarize the findings relative to the potential presence of hazardous substances or petroleum products at the subject property
- Recommend any additional investigations at the site, if necessary

The scope of services for this project did not include asbestos, lead paint, or radon surveys.

## **1.2 Background**

### **1.2.1 *Property Location and Ownership***

The property is located at 196 Yantic Street in Norwich, Connecticut. The City of Norwich Tax Assessor's designation for the site is Block 7, Map 114, Lot 3A.

The site location is shown in Figure 1. A schematic site plan is provided as Figure 2. The subject property has been owned by Art Form, Incorporated since 1988. The property was previously owned by Mr. Ray Charles Brown, Jr. (Art Form), who purchased the property from the Falls Corporation in 1977.

A copy of the current property deed and tax assessor's cards are included as Appendix A.

### **1.2.2 *Adjacent Land Use***

The subject property is located within a residential area; the area was formerly part of the larger Falls Mill (cotton mill) and other industrial businesses. Adjacent land use is as listed below.

#### **North**

Yantic Street and residential property located across the street

#### **East**

Indian Leap residential property (former Falls Mill factory and Masti-Kure business)

#### **South**

Yantic River

#### **West**

Yantic Falls/city park

## 2. Site History

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The objective of evaluating the history of the property is to develop an understanding of previous on-site and adjacent land uses and occupancies that could have caused a release of hazardous substances or petroleum products.

The site history of the property was compiled from available atlas maps, United States Geological Survey (USGS) topographic maps, aerial photographs, available historic documents, city directories, interviews, and municipal records.

The subject property and vicinity are referred to “The Falls.” An 1850 Atlas depicts the Hubbard Paper Mill as located on what appears to be the site or in close proximity (a copy is included in Appendix B). According to a mill inventory report prepared by the City of Norwich, the mill was built in 1818 and the Falls Company bought the property in 1860. The existing granite building replaced a wooden building that burned down in 1837. A brick warehouse was connected to the granite building in 1860. The 1926 and 1936 Sanborn Fire Insurance (Sanborn) maps identify the subject property and the adjacent property to the east as the Falls Company Cotton Mill (copies are included in Appendix B). The Falls Company produced heavy cotton cloths, colored cotton goods, and awnings. The mill was closed in 1962. Apparently, Masti-Kure occupied the Falls Company mills after 1962, although it is unclear if they occupied the subject site. A canal is shown extending from the Yantic River, south along Yantic Street to the mill on the subject property. Some evidence of the walls of the canal is visible at ground surface. The Sanborn maps depict the existing granite building as the mill; an annex is located between the mill and a storehouse (possible warehouse). A structure marked STBE (possible stable) and an additional storehouse are also connected to the existing mill to the west. The western portion of the storehouse no longer exists. Evidence of floor slabs of these former structures is visible in the field.

The 1928, 1934, 1951 and 1965 aerial photographs depict the site buildings and canal as having the same configuration as the Sanborn maps (a copy of the 1928 aerial photograph is included in Appendix B). The 1970, 1975, 1980, 1985, 1990, and 1995 aerial photographs depict the granite building and the brick warehouse that is attached to the west. The brick warehouse that was part of the building further west of the granite building was removed and the canal was filled in between 1965 and 1970.

DeRedon Food Products operated their business on the subject property circa 1968, according to the CTDEP industrial survey form. It is unknown how long DeRedon operated

on the subject site. Maraschino cherries and Spanish olives were washed, dyed, packed with syrup and shipped.

In 1977, Omega Machine Company leased the top floor of the existing warehouse for their machine shop and operated on site for a short time. A city building permit was filed in 1977 by Dahl Oil Company and Omega Machine Company for minor interior building work. Some of their equipment is still in the warehouse. It is unclear why Dahl Oil was listed on the building permit application.

The property has been occupied by Art Form since circa 1977. Rigid polyurethane foam was produced to create displays. Wire racks, mirrors and wall plaques were also assembled on the subject property. According to Mr. Malcolm Brown, the current owner of Art Form, production of polyurethane displays has not been conducted for the past seven years. Mr. Brown currently assembles bicycle mirrors and designer mirrors for displays.



## 3. Potential Receptors

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### 3.1 Groundwater

Groundwater below and near the site is classified by the CTDEP as a GB groundwater area (Reference 1). The GB classification indicates (1) groundwaters within highly urbanized areas or areas of intense industrial activity, and (2) areas where public water supply service is available. The groundwater may not be suitable for direct human consumption because of waste discharges, spills or leaks of chemicals, or land-use effects. The state's goal is to prevent further degradation by preventing additional discharges that would cause irreversible contamination.

### 3.2 Surface Water

The Yantic River abuts the property to the south. This surface water is classified by the CTDEP as SC/SB, indicating the water quality may be suitable for fish, shellfish, and wildlife habitat, recreational uses, industrial and other legitimate uses including navigation. SC/SB indicates that the surface water is not presently meeting water quality criteria or not supporting one or more assigned uses due to pollution (Reference 1).

### 3.3 Water Supply

The subject site and vicinity are supplied potable water by the City of Norwich Department of Public Utilities (Norwich Water Department) (Reference 2).

No public water supply wells or surface water sources are located within 1.0 mile of the site (Reference 3).

## 4. Site Geology

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The site geology has been compiled from existing published information. No subsurface investigation was done as part of this ESA; therefore, the following information has not been field-verified.

### 4.1 Surficial

According to the 1962 *USGS Map of the Surficial Geology of the Norwich Quadrangle, Connecticut*, the subject property is underlain by alluvium, which is gravel, sand, and silt along streams.

### 4.2 Bedrock

According to the 1961 *USGS Map of the Bedrock Geology of the Norwich Quadrangle, Connecticut*, bedrock geology underlying the subject property is listed as Putnam gneiss. Exposed bedrock is visible on site along the Yantic River.

### 4.3 Groundwater Flow

The flow direction of groundwater is controlled mainly by topography. However, flow is also influenced by aquifer type, depth to bedrock, and watercourses near the site, groundwater use, and subsurface structures. Generally, groundwater flows from topographic high points to low points. Based on the topography of the site and vicinity, local groundwater flow is inferred to be toward the south/southeast toward the adjacent Yantic River.

## 5. Environmental Records Review

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The following standard environmental record sources have been reviewed. An environmental database search was conducted with Phoenix Data Services and the EPA's Envirofacts (results of searches are provided in Appendix C). Applicable results of this report are incorporated herein. The approximate minimum search distances from the subject site are shown as follows.

Environmental Record	Approximate Minimum Search Distance
Federal NPL Site List	1.0 mile
Federal CERCLA List	0.5 mile
Federal RCRA TSD Facilities List	1.0 mile
Federal RCRA Generators List	Site and adjoining properties
CTDEP Internal Listing of Property Transfers	Site only
CTDEP Waste Engineering and Enforcement Division Active and Inactive Enforcement Actions	Site only
CTDEP List of Hazardous Waste Sites	1.0 mile
CTDEP Landfill and/or Solid Waste Disposal Sites	0.5 mile
CTDEP Leaking Underground Storage Tank List	0.5 mile
CTDEP Registered Underground Storage Tank Information	Site and adjoining properties
CTDEP Oil and Chemical Spills	Site and adjoining properties
CTDEP Leachate and Wastewater Discharge Source	Site and adjoining properties
Municipal Records	Site

### 5.1 Environmental Protection Agency

#### 5.1.1 EPA National Priorities List and CERCLA List

The National Priorities (Superfund) List (NPL) is the EPA database of uncontrolled or abandoned hazardous waste sites identified for priority remedial actions under the Superfund Program. The CERCLA List is a compilation by EPA of the sites that EPA has investigated or is investigating for a release or threatened release of hazardous substances pursuant to the Comprehensive Environmental Response, Compensation, and Liability Act of 1980 (Superfund Act).

The subject property is not listed on the EPA National Priorities List or the CERCLA List. Hollyhock Island is listed on the CERCLIS database and is located approximately 1/3 mile south of the subject site. Hollyhock Island was used as a landfill. The Hollyhock Island site would not cause an environmental impact to the subject site; this is based on its topographic and hydrologic relationship to the subject site.

#### **5.1.2 EPA RCRA Treatment Storage and Disposal (TSD) Facilities List**

The TSD Facilities List is the database of those facilities where treatment, storage and/or disposal of hazardous wastes take place, as defined and regulated by RCRA.

No sites within the specified minimum search distance are included on the EPA TSD Facilities list.

### **5.2 Connecticut Department of Environmental Protection**

A review of CTDEP files was conducted. The files reviewed include those at the bureaus listed in this report. Other information published by the CTDEP was also reviewed.

The following property owners and businesses were included in the CTDEP file search.

- Art Form (current owner)
- The Falls Company (former owner)
- DeRedon Food Products (former tenant)
- Omega Machine Company (former tenant)
- Dahl Oil Company (possible former tenant)
- Masti-Kure (adjacent former business)
- Indian Leap Mills (adjacent residential complex)
- Norwich municipal files

#### **5.2.1 Bureau of Water Management**

Site-specific file information (including, but not limited to, orders, environmental reports, site analytical data, permits, application forms, and other correspondence) was requested regarding the current/former owners and businesses listed in subsection 5.2.

A CTDEP industrial survey (form P-5), dated February 26, 1974, was reviewed for DeRedon Food Products. The report summarized processes and origin of wastes on the subject site. Maraschino cherries and Spanish olives were received, washed, dyed and packaged. Waste consisted of SO<sub>2</sub> brine, NaCl brine, vinegar and detergents, and was discharged to the sewer. All floor drains were connected to the sewer, according to the form.



A CTDEP industrial survey (form P-5), dated May 17, 1974, was reviewed for Fall Corporation for the adjacent property, 168 Yantic Street (currently Indian Leap residential complex). The report indicates that Dahl Oil Company owned the building, which was occupied by Pioler Radio, King Sealey and Instrutech, Inc. The activities included warehousing and various electronic industries and no wastes were generated. Copies of the P-5 forms are included in Appendix D.

This property is not listed on CTDEP's database for property transfers which have been filed under the provisions of the Transfer Act (Connecticut General Statute 22a-134).

### **5.2.2 Bureau of Waste Management**

#### **5.2.2.1 Waste Planning and Standards Division**

This division maintains an inventory of hazardous waste manifests and related generator information by company name and address for hazardous waste generators.

A hazardous waste manifest was provided by Mr. Malcolm Brown. Four plastic boxes, totaling 3,600 gallons of paint-related material, were removed on February 11, 2002. Refer to Appendix D for a copy of the manifest. No manifest information was on file at CTDEP.

#### **5.2.2.2 Waste Engineering and Enforcement Division**

Site-specific file information (including, but not limited to, orders, environmental reports, site analytical data, permits, application forms, and other correspondence) was requested regarding the current/former owners and businesses listed in subsection 5.2.

A CTDEP notice of violation (NOV) was issued to Art Form, dated August 27, 1992, concerning the failure to determine whether each waste generated at the facility is a hazardous waste. The NOV indicated that numerous containers were observed outside the north end of the building, the molding area, the compressor room, the basement storage area, and the flammable material storage room. Spills were noted in the flammable material storage room. All hazardous waste was to be transported by a properly licensed hauler.

A report of complaint, dated June 29, 1992, indicated that a 55-gallon drum washed up on the bank of the Yantic River at 150 Yantic Street, east of the subject site. A police officer investigated the drum and concluded that it originated from Art Form. The officer observed 25 to 30 drums, similar to the drum found ashore, stored outside along the southwest corner of the warehouse building. The officer also noted several drums of unknown contents in the trees and weeds along the bank of the river directly adjacent to the southern side of the Art Form building. Mr. Brown, the co-owner of Art Form, was contacted and identified the

drum as belonging to his company and retrieved the drum. Mr. Brown indicated that the drum was empty and originally contained lacquer. Mr. Brown assured the officer that he would remove the rest of the drums.

A report of complaint, dated November 20, 1980, indicated that approximately 1 gallon of methyl chloride and some unsecured polyurethane resin was being thrown in the dumpster daily. Mr. Brown was contacted and he stated that they use SRS to recycle solvents and they have no unsecured waste.

Copies of the reports are included in Appendix D.

#### 5.2.2.3 Site Remediation and Closure Division

Any available environmental reports, site analytical data, site status documentation, and related correspondence files were requested for the current/former owners and businesses listed in subsection 5.2.

No file information was found concerning the subject site.

#### 5.2.2.4 Oil and Chemical Spill Response Division

Spill reports and related correspondence files were reviewed for the current/former owners and tenants listed in subsection 5.2 and adjoining properties.

An Emergency Incident Report, dated July 19, 2001, was filed regarding leaking drums labeled flammable, and caustic and threatening floor drains at the subject site. The case is still open. As a result of this CTDEP inspection, Mr. Brown retained Environmental Services, Inc. This company containerized and characterized the current on-site waste material. Some waste material was removed (3,600 gallons of paint waste) and the rest of the material remains in drums on site.

An Emergency Incident Report, dated August 9, 1998, was filed regarding a diesel release from an inground tank failure at 150 Yantic Street, east of the subject site.

Two Emergency Incident Reports, dated June 9, 1990, were filed regarding 14 drums located at "The Falls." Two drums were split open and leaking. The contents were unknown. United Industrial Services, Inc. removed the drums from the site.

Copies of these reports are included in Appendix D.

#### 5.2.2.5 PCB Section

The CTDEP PCB Section maintains files for sites with environmental issues related to polychlorinated biphenyls (PCBs).

Site-specific file information was requested regarding the current/former owners and businesses listed in subsection 5.2.

No file information was found concerning the listed site owners and businesses.

#### 5.2.2.6 Underground Storage Tank Section

No registration forms for underground storage tanks (USTs) were found for the site or adjoining properties.

##### 5.2.2.6.1 *Leaking Underground Storage Tank Sites*

No documented leaking USTs (LUSTs) were identified on the subject site.

#### 5.2.2.7 Solid Waste

The CTDEP Solid Waste Unit maintains maps and file information regarding solid waste facilities located within the state.

A closed waste landfill, located at Hollyhock Island, is approximately 1/3 mile southeast of the subject site.

### 5.2.3 ***Leachate and Wastewater Discharge Sources***

The CTDEP Leachate and Wastewater Discharge Sources: An Inventory is a list of surface and groundwater discharge sources and other potential environmental areas of concern (e.g., spills, landfills, septage lagoons).

No CTDEP-documented leachate or wastewater discharge sources were found concerning the subject site or the adjoining properties (Reference 4).

### 5.2.4 ***Hazardous Waste List***

CTDEP compiled an inventory of sites in Connecticut. The inventory is used to identify toxic or hazardous waste disposal sites and to determine the type and amount of such wastes at each site. The inventory does not assess the effect that the sites may present to public

health or the environment. This inventory identified sites that have been used for disposal to prioritize them for the implementation of appropriate cleanup measures.

The subject property and site is not listed in the CTDEP inventory of hazardous waste sites (Reference 5). Hollyhock Island is listed on the hazardous waste database and is located approximately 1/3 mile south of the subject site. The site was used as a landfill.

## **5.3 Municipal Environmental Regulatory Review**

### **Norwich Health District**

The Norwich Health District records were researched as part of this Phase I ESA. Cynthia Costa, from the Norwich Health District, was interviewed regarding the property located at 196 Yantic Street. Ms. Costa indicated that there were no records on file (including spills complaints) for this property.

### **Norwich Building Department**

A building permit, dated August 19, 1977, was filed by Dahl Oil Company (Omega Machine Corp) to install partitions for two offices, and for the installation of lighting and outlets.

A zoning violation, dated January 18, 1989, was filed regarding three unregistered abandoned vehicles on the subject property (a copy of the letter is included in Appendix E). The letter requests that the vehicles be removed within 30 days.

A notice of unsafe structure, dated July 20, 2001, was filed regarding the southern portion of the building that is now condemned due to structure failure. The document indicated that all unsafe areas must be roped off and barricaded; the basement is only to be entered to remove the containers of chemicals, and only the immediate work and office area, located in the northern section of the building, can be occupied.

### **Norwich Fire Marshal's Office**

The Norwich Fire Marshal's office records were requested and reviewed. An activity log was filed for 196 Yantic Street (a copy is included in Appendix E). Fire department personnel were on site July 16, 2001 and noted structural issues with the building and hazardous materials that were found leaking. CTDEP was contacted and the CTDEP reports that Mr. Brown will be making arrangements to remove the drums. On August 14, 2001, the cleanup began and Mr. Brown started to move his business out of the building. On December 12, 2001, all hazardous materials had been contained, but were still on site.



Material safety and data sheets were also found in the file for methyl isocyanate, estane and methyl chloride.

### **Norwich Tax Assessor's Office**

The Norwich Tax Assessor's office records were requested and reviewed. The current tax assessor's field card was collected for the subject parcel. The assessor's card indicated that the parcel consists of a factory building that was built in 1850 on 1.2 acres of land in an industrial zoned area.

## 6. Site Reconnaissance

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The objective of the site reconnaissance is to inspect the subject property to determine the presence or potential of a release of hazardous substances or petroleum products.

### 6.1 Inspection Personnel

The subject property was inspected on May 20, 2002 by Paul Burgess, P.E., LEP, and Leroy Feeney of GEI. Malcolm Brown accompanied GEI during the inspection.

### 6.2 Site Description

The property is approximately 1.2 acres in size and contains one building. The structure consists of a granite building with a brick warehouse attached. Photographs of the site are provided in Appendix F.

#### 6.2.1 *Exterior Inspection*

The grounds immediately around the structures are overgrown. The pavement from Yantic Street to the main building entrance is deteriorated and the parking area to the west of the building is dirt, gravel and broken asphalt. A loading dock is located adjacent to the entrance to the main building and another loading dock is located to the west of the brick warehouse. The wooden loading docks are in disrepair and some debris was scattered around both loading docks. According to Mr. Brown and CTDEP information, empty drums were stored adjacent to the loading dock to the west of the warehouse; the area is currently overgrown and some debris is scattered in the area. A 5,000-gallon heating oil UST is located at the northwest corner of the main building. According to Mr. Brown, the UST is empty. Three transformers are also located on a concrete pad in a chain-link fenced-in area at the northwest corner of the main building. There is an unsecured entrance to the basement of the granite building from the east side of the building. The southeast portion of the property appears to contain fill supported by a stone retaining wall along the southern border of the subject property. A pile of wood, paint cans, and debris is noted in the rear of the property at the southwest corner of the main building where it abuts the brick warehouse. A steel pipe protrudes out of a retaining wall along the southern property boundary towards the Yantic River. Relevant exterior site features are shown on Figure 2.

## **6.2.2 Interior Inspection**

### **6.2.2.1 Basement of Granite Building**

An unsecured entrance to the basement of the granite building is located on the east side of the building. Some miscellaneous debris is scattered throughout the basement. Several old empty drums were visible on the basement floor, which was dirt.

### **6.2.2.2 First Floor Of Granite Building**

Two vehicles are located on this floor, which is accessible from the door on the north side of the building leading to Yantic Street. Several empty drums were noted around the floor, which contains trash. The northern portion of this area was a concrete floor, while the southern portion (over basement area) was a wood floor. Staining on the floor along the eastern wall appears to originate from an area where metal plating was conducted. The southern portion of the ceiling has caved in and the area was not inspected due to safety considerations.

An inventory of drums located on this floor, per labeling, is as follows.

- One drum of paint
- One drum paint sludge
- One drum of aerosol

### **6.2.2.3 Production Area**

The former production area and a drum storage area are located adjacent to and west of the area described above. This area is the section that connects the granite main building to the brick warehouse, which is depicted as the annex on the 1926 Sanborn map. The former production area consists of a mixer, two pouring apparatus, presses, molds and a spray paint booth with a ventilation system. The process consisted of pumping a resin and isocyanate into a mixer; the mix was poured in a mold until it hardened. The urethane/foam products were painted in the spray booth. Any drippings from the production were disposed of in the dumpster. A room located to the north of the production area contains chemical drums. This is likely the flammable storage room noted in the 1992 CTDEP NOV.

An inventory of drums on this floor, which have been assembled, characterized, and labeled by Environmental Services, is as follows.

- One salvage drum of methyl chloride
- One salvage drum of paint sludge

- One drum of lupranate
- One drum of polyphenylisocyanate
- Four drums of stepanto
- Two drums of unknowns
- Two drums of isocyanate
- One drum of foam

#### 6.2.2.4 Main Floor of Granite Building

The main entrance to this floor is adjacent to the loading dock. A brick wall separates the entrance area from the main floor. Six car batteries are located by the entrance doorway. A 275-gallon heating oil tank is located at the northwest corner of entrance area. The tank was installed approximately seven years ago. Spray paint cans are also stored adjacent to the heating oil tank. The office area is located in the northern portion of this area and the remaining area of the main floor is used to store wire racks. Mr. Brown currently assembles mirrors in the office area. Two former oil heaters are located along the eastern wall. The current oil heater is located on the south wall of the office area. The southern portion of this floor has caved in and was inaccessible.

#### 6.2.2.5 Top Floor of Warehouse

The entrance to this floor is adjacent to the loading dock and to the main entrance to the granite building. The Omega Machine Company leased this area and some of their machines were left behind in the south end of the warehouse. Old office space is located at the northeast corner of the warehouse. Several drums were noted at the northwest corner of the warehouse. These drums were inaccessible due to the poor condition of the building. Wire racks and some miscellaneous items are stored on this floor. The southern portion of the building was in poor condition and was inaccessible.

#### 6.2.2.6 Bottom Floor of Warehouse

This area is accessible from the production area. A concrete ramp leads from the production area to the bottom warehouse floor. The warehouse has a concrete floor and contains concrete columns supporting the top floor of the warehouse. A large cyclical chamber is located in the northwest corner of the warehouse. According to Mr. Brown the chamber may have been used to heat the cherries when DeRedon Food Products conducted operations on site. Mold forms and drums are stored in this area.

An inventory of drums located on this floor is as follows.

- Four drums of paint sludge



- One drum of consolidated paint
- One drum of polyphenylisocyanate
- Six empty drums
- One drum of unknown

### **6.2.3    *Water Supply***

Mr. Brown indicated that the on-site building is supplied potable water by the Norwich Water Department.

### **6.2.4    *Wastewater Disposal***

Mr. Brown stated that the on-site building is connected to the municipal sewer system.

### **6.2.5    *Oil/Chemical Storage***

Specific chemical use, storage and waste management practices of the former mill over the years are unknown. Dyes and acids were likely used in the Falls Company mill complex. The specific chemical uses within the structures on the subject site are unknown.

Approximately 23 drums are located on site pending proper disposal. The drums are waste chemicals from the Art Form operation. A complete inventory and locations of the drums are discussed in subsection 6.2.2.

### **6.2.6    *On-Site Storage Tanks***

#### **6.2.6.1    *Underground Tanks***

A 5,000-gallon UST is located at the northwest corner of the granite building. The age and condition of this tank is unknown. Approximate locations are indicated on Figure 2.

#### **6.2.6.2    *Aboveground Tanks***

Heating oil is currently stored in a 275-gallon metal aboveground storage tank (AST) inside the building. The tank appeared to be in good condition and no leaks were observed.

### **6.2.7    *Transformers***

Three transformers on a stone pad are located in a chain-link fenced-in area at the northwest corner of the granite building. According to Mr. Jim Monti of the Norwich Department of Public Utilities, previous transformers were removed from the subject site circa July 1997.

The transformers were sampled/analyzed and determined to be non-PCB (<50 ppm). The existing transformers were manufactured in December 1995 and have certificates to indicate that they are non-PCB. The previous and current transformers are owned by the Norwich Department of Public Utilities.

## 7. Limitations

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This ESA was conducted and prepared on behalf of and for the exclusive use of the City of Norwich. No other entity may rely upon the results of the ESA or contents of this report for any reason or purpose whatsoever.

The purpose of this ESA is to evaluate whether hazardous substances or petroleum products may be present in the environment at the site within the meaning of Connecticut General Statutes 22a-452a. The opinion that is provided is based on the information described in this report. Because no soil or groundwater samples were collected or chemically analyzed as part of this evaluation, no specific opinions are made relative to soil or groundwater quality. Future investigations or information that was not available to GEI, may result in modification of the findings of this report.

In preparing this report, GEI relied on file information provided by state and local officials, and information and representations made to GEI at the time of the report. To the extent that such information is incomplete or inaccurate, GEI is not responsible.

GEI performed this ESA in accordance with generally accepted practices of engineers and/or scientists providing similar services at the same time, in the same locale, and under like circumstances. No other warranty, expressed or implied, is made as to the professional opinions included by GEI in this report.

## References

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1. *Water Quality Classification Map of Thames River, Pawcatuck River, and Southeast Coastal Basins, Connecticut.* Connecticut Department of Environmental Protection, Bureau of Water Management, Planning and Standards Division, Adopted December 1986.
2. *Community Water Systems in Connecticut: A 1984 Inventory.* Connecticut Department of Environmental Protection, Natural Resources Center.
3. *Atlas of the Public Water Supply Sources and Drainage Basins of Connecticut.* June 1982, D.E.P. Bulletin No. 4, Connecticut Department of Environmental Protection and Natural Resources Center.
4. *Leachate and Wastewater Discharge Sources Map of the Thames, Southwest Coast, Pawcatuck River Basins and Inventory.* 1988, Connecticut Department of Environmental Protection, Water Compliance Unit.
5. *An Inventory of Hazardous Waste Sites in Connecticut and Recommendations for Continuing Action.* Connecticut Department of Environmental Protection. January 1987 (Updated to April 5, 2000).



## Figures

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## Appendix A

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### Property Deed and Tax Assessor's Cards



## Appendix B

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### Historical Documents



## Appendix C

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### Federal and State Database Search Results



## Appendix D

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### Environmental Regulatory Records





## Appendix E

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### Local Records



## Appendix F

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### Photographs



# **Norwich Fire Marshal Information**

# **Norwich Building Department Information**

**Appendix F: Funding Resources**



## **FUNDING**

### **General Notes**

1. Applicants should consult the appropriate program manager when applying to multiple programs within a fiscal year. SHPO does not accept applications to multiple grant programs for the same project and activity.
2. Many grant awards are contingent upon available funds.
3. The Sachem fund has not been recognized in this listing and is recommended to be used for those grants which require matching funds.
4. The summaries provided herein are highlights of the grants and do not reflect all requirements, eligible or ineligible uses of the funds and sponsoring agencies/organizations.
5. Funding opportunities have varying potential to be used for either singularly site, city or tribal purposes, or to accomplish shared objectives.

## **Historic Preservation Fund Grants to Indian Tribes, Alaskan Natives and Native Hawaiian Organizations**

**Potential Use:** Document the oral traditions and history of the Mohegan Tribe for interpretive/educational purposes at Uncas Leap

**Sponsoring Organization:** National Parks Service

**Funding Amounts:** Varies, likely based upon funding

### **Overview**

The National Historic Preservation Act of 1966 authorizes grants to Indian tribes for cultural and historic preservation projects. Now in its fifteenth year, this grant program assists American Indians and Alaska Natives in protecting and promoting their unique cultural traditions.

From the beginning, the program has been shaped by Indian tribes. Tribal representatives defined "historic preservation from a tribal perspective" in a National Park Service report to Congress in 1990. *Keepers of the Treasures: Protecting Historic Properties and Cultural Traditions on Indian Land* describes, in the words of Indian people, what they are concerned with protecting. Native language, oral history, plant and animal species important in tradition, sacred and historic places, and the establishment of tribal historic preservation offices are all part of preservation from a tribal perspective. The grants selected in Fiscal Year 2011 continue to reflect this broad range of funding needs.

Since 1990, over \$20.5 million has been awarded to approximately 556 projects in Indian and Alaska Native communities. In Fiscal Year 2011, a total of \$741,460 is being awarded to 19 communities for a broad range of historic preservation projects. The projects selected for funding are summarized below. Grants will be awarded in five categories, which are discussed in greater detail below. Note that categories 1 and 2 contain two sub-categories. You should place your proposal in one of them (for example, either in 1.A. or 1.B. if you are doing a survey) on the Application Form. Applications for projects that attempt to cover several grant categories have no chance of being funded. If you have more than one project, submit separate applications for each project.

Please give the project a descriptive title of not more than 10 words that clearly identifies what your project will accomplish.

### Grant Categories

1. Locating and Identifying Cultural Resources
  - A. Survey and Inventory of Historic or Significant Places
  - B. Survey of Traditional Skills and Information
2. Preserving a Historic Property listed on the National Register
  - A. Project Planning (Plans and Specifications for Preserving a Specific Structure or Site)
  - B. Repair Work to Preserve a Specific Historic Structure or Site
3. Comprehensive Preservation Planning
4. Oral History and Documenting Cultural Traditions
5. Education and Training for Building a Historic Preservation Program

## **NAGPRA: Consultation/Documentation grants**

**Potential Use:** Further Document the Royal Burial Grounds for Native American tribes only

**Sponsoring Organization:** National Parks Service

**Funding Amounts:** \$5,000 to \$90,000

**Matching:** No

**Due Date:** Applications due March 6, 2012; Competitive grant, awarded once per year

### **Overview**

Project-based grants to support the efforts of both museums, Indian tribes and Native Hawaiian organizations to consult and document NAGPRA-related human remains and cultural items.

Museums and Federal agencies must consult with known Indian tribes and Native Hawaiian organizations that are, or are likely to be culturally affiliated or have demonstrated a cultural relationship with the human remains, funerary objects, sacred objects, or objects of cultural patrimony, and in the absence of likely culturally affiliated tribes, those with aboriginal land history in common with the site of the excavation of the human remains or other cultural items and those on whose tribal land the site of excavation was located. Consultation should lead to determining control, treatment and disposition of NAGPRA-related human remains and objects. The consultation process is outlined in 43 CFR 10.5, 10.8 (a), 10.9 (b) and 10.11.

Under NAGPRA, the term documentation refers to the existing museum or Federal agency records including inventories or catalogues, relevant studies, or other pertinent data for the limited purpose of determining the geographical origin, cultural affiliation, and basic facts surrounding the acquisition and accession of Native American human remains and cultural items.

## **NGPRA Repatriation grants**

**Potential Use:** Royal Burial Grounds human remains or cultural items if found depending upon use of Consultation/Document grant funds; for use by Native American tribes only

**Sponsoring Organization:** National Parks Service

**Funding Amounts:** Up to \$15,000

**Matching:** No

**Due Date:** accepted October 1 through June 30; Non-competitive, grants awarded on a continuing basis throughout each fiscal year

### **Overview**

Project-based awards to defray costs associated with the packaging, transportation, contamination removal, reburial and/or storage of NAGPRA-related human remains and/or cultural items.

The term repatriation means the transfer of control, of Native American human remains and/or cultural items pursuant to the requirements of NAGPRA to lineal descendants, Indian tribes and Native Hawaiian organizations. This includes transfer of control upon cultural affiliation and/or tribal or aboriginal land disposition determination as indicated in a Notice of Inventory Completion.



## **Battlefield Grants: American Battlefield Protection Program**

**Potential Use:** Explore, document and preserve local battle sites related to Mohegan Tribal history and Revolutionary War, i.e. Battle of Great Plains, the Uncas Leap Site, Miantonomoh Monument

**Sponsoring Organization:** National Parks Service

**Funding Amounts:** \$5,000 - \$8,000

**Matching:** Encouraged but not required

**Due Date:**

- January – close of application acceptance
- February to April - technical review team ranks applications
- April to May – project activities are evaluated and may be adjusted with top applicants
- July – grant awards are announced
- August – grant budget and agreement signed and work may proceed. Grantees travel to Washington, DC for ABPP grant project training
- October – announce the new Fiscal Year (FY) grant availability

The American Battlefield Protection Program (ABPP) promotes the preservation of significant historic battlefields associated with wars on American soil. The goals of the program are 1) to protect battlefields and sites associated with armed conflicts that influenced the course of our history, 2) to encourage and assist all Americans in planning for the preservation, management, and interpretation of these sites, and 3) to raise awareness of the importance of preserving battlefields and related sites for future generations. The ABPP focuses primarily on land use, cultural resource and site management planning, and public education.

### **Grant Projects**

The ABPP supports projects that lead to the protection of battlefield land and sites associated with battlefields.

Types of projects that support this goal may include:

#### Site Identification and Documentation Projects

- Historical research

- Resource surveys and inventories
- Nominations to the National Register of Historic Places
- GIS/GPS mapping

#### Planning and Consensus Building Projects

- Acquisition, strategic, and preservation plans
- Studies of land related to, or adjacent to, publicly owned and protected battlefield lands
- Management, landscape, and stabilization plans
- Interpretation plans
- Preservation advocacy and consensus building within a community

#### Interpretation or Education Projects

- Brochures stressing preservation
- Interpretive programs stressing preservation techniques
- Sign development and design

The ABPP Battlefield Grants **do not fund** land acquisition or capital improvement projects. For more information on acquisition grants visit the [Land and Water Conservation Fund Grants](#) web page. Projects associated with lands already owned by the National Park Service are not eligible for ABPP grants.

**NOTE: Quote taken from [www.pequotwar.org](http://www.pequotwar.org) " After more than 370 years, the Pequot War (1636-1638) remains one of the most controversial and significant events in Colonial and Native history of America. The Mashantucket Pequot Museum and Research Center is identifying and preserving battlefields and historical sites associated with the Pequot War. "**

## **Connecticut Heritage Revitalization Fund (Two Grants: Discretionary And Major Grant Opportunities)**

**Potential Use:** To help establish a local non-profit historic preservation organization

**Sponsoring Organization:** Connecticut Humanities Council

### ***Discretionary Grants***

**Funding Amounts:** up to \$7,000 (Discretionary)

**Matching:** Preference given to applicant that have matching funds but not required

**Due Date:** 5 p.m. on the first business day of

March, April, June, July, September, October, and December

### ***Major Grants***

**Pre-planning:** up to \$20,000

**Planning:** up to \$30,000

**Implementation:** up to \$50,000

**Deadline:** 5 p.m. on the first business day of February, May, August and November

**Project start date:** at least 10 weeks after the application deadline

### **Overview**

The Heritage Revitalization Fund (HRF) remains the mainstay of funding for Connecticut's cultural community. The HRF combines three former CHC granting programs - the Cultural Heritage Development Fund, Humanities in the Schools and Heritage Advancement – under a common application with several deadlines. The goal of the HRF is to build vital heritage organizations that bring history to a broad public. Funding allows organizations to transform, reinvent or renew their operations or programs; stabilize their infrastructures; position themselves for the future; and develop more financially sustainable practices. The Fund offers program/initiative support through an entire lifecycle: preparatory research and early thinking, careful planning and final execution. The HRF features broad and flexible funding parameters which, above all, can create successful initiatives that effectively serve their varied audiences.

## **Urban/Town/Village Center Visioning and Revitalization: Community Cultural Planning and Action Plans**

**Potential Use:** Revitalization, planning and design of historic resources - specifically the Yantic Falls Historic District and Uncas Leap Site

**Sponsoring Organization:** CT Trust for Historic Preservation

**Funding Amounts:** up to \$50,000

**Matching:** No

**Due Date:** Depending on Funding availability

### **Overview**

The Connecticut Trust for Historic Preservation has Grant Funding available to support two municipalities in their efforts to produce action plans for underutilized/unrecognized cultural and historic assets (i.e., buildings, historic districts, town greens and parks, etc) in their communities. Selected proposals will include a team of professionals who will assist the municipalities in producing a focused strategy on the use of certain cultural, economic and historic assets in a given area. The CT Trust will work closely with municipalities in the assembly of the needed team members as well as to help organize a general approach to meeting the goals of the Grant Funding.

## **Local Capital Improvement Program (LoCIP)**

**Potential Use:** Demolition of brick building

**Sponsoring Organization:** CT Office of Policy and Management

**Funding Amounts:** varies

**Matching:** No

**Due Date:** During February - Calculate town entitlements.

By March 1 - Send Applications, including Certification of Expenditures and entitlement announcements, to towns.

### **Overview**

The Local Capital Improvement Program (LoCIP) distributes funds to municipalities to reimburse the cost of eligible local capital improvement projects such as road, bridge or public building construction activities. A municipality can request LoCIP funds by completing a simple application form for project approval and project reimbursement that gives a general description of the project, its work location, and the actual cost of the project. Each year, the State Office of Policy and Management provides a formula based entitlement to each municipality's available LoCIP balance. These funds can accumulate from year to year. LoCIP program Guidelines and program Guidelines Cover Memo are available.

To provide reimbursement to cities, towns and boroughs for specific capital projects (such as road, bridge or sewer construction) as fully defined in Connecticut General Statutes Section 7-536(a)4, and to encourage development of a five year Local Capital Improvement Plan by the towns. (Such a Plan gives a general description, need for, estimated cost of and proposed funding source for each individual capital improvement in the first year of the Plan.)

### **Eligibility**

Any town, city, borough, consolidated town and city or consolidated town and borough.



### **Mashantucket Pequot/Mohegan Fund Grant**

**Potential Use:** Allocate funds for various recommended uses and programs

The Mashantucket Pequot/Mohegan Fund annually distributes a grant to each of the state's 169 municipalities. The distribution is based on numerous factors including, but not limited to, the value of state-owned property, private college and general hospitals, population, equalized net grand list, and per capita income as set forth in Sections 3-55i, j, and k of the Connecticut General Statutes. Payment is made in three equal payments on January 1, April 1, and June 30th.

## **Transportation Enhancement Program**

**Potential Use:** Heritage walk improvements; streetscape improvements at Uncas Leap; extension of Heritage Walk to connect neighborhoods, intermodal center and points of interest to promote walkability and reduce dependence on vehicle.

**Sponsoring Organization:** ConnDOT/SCCOG

**Funding Amounts:** varies

**Matching:** no

### **Overview**

The **Transportation Enhancement Program** is administered by the State of Connecticut Department of Transportation (Department) on behalf of the Federal Highway Administration (FHWA) according to federal provisions for Transportation Enhancement (TE) activities, as defined under 23 U.S.C. 101(a)(35). The program offers a source of funds for making transportation systems more attractive to users.

TE activities are a subcomponent of the federal Surface Transportation Program (23 U.S.C. 133). The policy and procedural requirements that apply to the Surface Transportation Program also apply to the provisions for funding and implementation of TE activities. The Department has prepared program guidance and other related materials for regional and local agencies.

## **America's Historical and Cultural Organizations: Planning Grants and Dissemination Projects**

**Potential Use:** Interpretation, education of the cultural assets of the city, Mohegan Tribe and Uncas Leap Site.

**Sponsoring Organization:** National Endowment for the Humanities

**Funding Amounts:** \$40,000 to \$75,000

**Matching:** Recommended but not required

**Due Date:** TBD (Refer to website on August 15, 2012 for update; 2012 deadline was January)

### **Overview**

The Division of Public Programs offers support for a wide range of public humanities programs that engage citizens in thoughtful reflection upon culture, identity, and history. Projects must be well grounded in scholarship and illuminate ideas and insights central to the humanities.

In the America's Historical and Cultural Organizations grant program, eligible project formats include but are not limited to museum and library exhibitions, interpretive websites and other digital projects, interpretations of historic places, reading and discussion groups, and related programs. Applicants are encouraged to consider more than one format for presenting humanities ideas to the public. Projects should encourage dialogue, discussion, and civic engagement, and they should foster learning among people of all ages. Humanities projects tailored to particular groups, such as families, youth, seniors, at-risk communities, and veterans are welcomed.

NEH offers two categories of grants for America's Historical and Cultural Organizations: planning and implementation grants.

### **Grant 1: Planning grants**

Grants are available for projects that may need further development before applying for implementation. This planning can include the identification and refinement of the project's main humanities ideas and questions, consultation with scholars, preliminary audience evaluation, preliminary design of the proposed interpretive formats, beta testing of digital formats, development of complementary programming, research, or the drafting of interpretive materials.

Implementation grants support the final preparation of a project for presentation to the public. See application guidelines for Implementation Grants. Applicants must submit a full walkthrough for an exhibition, or a prototype or storyboard for a digital project, that demonstrates a solid command of the humanities ideas and scholarship that relate to the subject. Applicants for implementation grants should have already finished most of the planning for their projects, including the identification of the key humanities themes, relevant scholarship, and program formats. For exhibitions, implementation grants can support the final stages of design development, but these grants are primarily intended for installation.

Types of projects: Applications that respond to NEH's Bridging Cultures initiative are welcome. Such projects explore the interaction of cultures internationally, or within the United States. International projects might seek to enlarge Americans' understanding of other places and times, as well as other perspectives and intellectual traditions. American projects might explore the great variety of cultural influences on, and myriad subcultures within, American society. These projects might also investigate how Americans have approached and attempted to surmount seemingly unbridgeable cultural divides, or examine the ideals of civility and civic discourse that have informed this quest.

#### Grant 2: Dissemination Projects

These projects present humanities-rich programming at twenty or more venues. These projects are meant to provide humanities content to selected venues in a wide range of formats such as exhibitions, film or book discussion groups, and interpreted theater or musical performances. Each host venue creates public programming (lectures, discussion groups, living National Endowment for the Humanities America's Historical and Cultural Organizations: Planning Grants history, etc.) that enhances and expands the humanities content of the larger project.

## **Certified Local Government Program (Historic Preservation Enhancement Grants)**

**Potential Use:** Marketing, exhibition/interpretive planning, inventory, planning, etc (no construction activities)

**Sponsoring Organization:** Connecticut Commission on Culture and Tourism

**Funding Amounts:** up to \$2,800

**Matching:** No

### **Overview**

The Historic Preservation and Museum Division of the Connecticut Commission on Culture and Tourism (CCT) is pleased to support programs that recognize the importance of the state's heritage and its role in enhancing the quality of life for all citizens. Supplemental Certified Local Government Grants (SCLG) may be used by municipalities that are approved by the National Park Service, U.S. Department of the Interior as Certified Local Governments. Grants may be used to support activities sponsored by municipalities for a wide range of historic preservation planning activities.

With federal funds provided by the Historic Preservation Fund of the National Park Service, CCT annually awards Historic Preservation Enhancement Grants (HPEG), small non-matching grants of up to \$2,800, to Certified Local Governments.

Local Governments strengthen their local historic preservation efforts by achieving Certified Local Government (CLG) status from the National Park Service (NPS). The CLG program creates a local, state, and federal partnership that promotes historic preservation at the grassroots level. The CLG program seeks to develop and maintain local historic preservation programs that will influence the zoning and permitting decisions critical to preserving historic properties, and to ensure the broadest possible participation of local governments in the national historic preservation program while maintaining the preservation standards established by the Secretary of the Interior.



## **Supplemental Certified Local Government Grants**

**Potential Use:** Varies but no construction

**Sponsoring Organization:** DECD

**Funding Amounts:** \$30,000+/-

**Matching:** No

### **Overview**

With state funds provided by the Community Investment Act, the Commission on Culture & Tourism awards Supplemental Certified Local Government grants (SCLG). SCLG grants may be used by municipalities that are approved by the National Park Service, U.S. Department of the Interior as Certified Local Governments. SCLG grants may be used to support activities sponsored by CLG municipalities for a wide range of historic preservation planning activities. Applications will be accepted on a monthly basis as long as funds are available. SCLG grants will be available on an annual basis; however, municipalities may have only one active SCLG grant at a time.

## **Creative Placemaking Pilot Program - Fy2012 Guidelines**

**Potential Use:** Explore the use of art in the design and development of Uncas Leap site and arts integration into the fabric of the Norwich community to enhance the city as a diverse cultural destination - supporting, sustaining and promoting visitation and tourism.

**Sponsoring Organization:** Administered through Connecticut Department of Tourism (DECD)

**Funding Amounts:** \$150,000

**Application Deadline:** Rolling

**Funding Period:** February 1, 2012 - June 30, 2013

**Final Report Due:** August 30, 2013

The Department of Economic and Community Development (DECD), Connecticut Office of the Arts (COA) and its Creative Placemaking Pilot program is designed to support new cross-sector collaborative initiatives between arts and culture organizations, artists and other sectors of the community and to sustain, leverage, and enhance preexisting creative placemaking projects.

Eligible applicants are limited to Connecticut municipalities and 501 (c)(3) non-profit organizations that have had tax-exempt status for at least two years. A non-profit arts organization as the lead applicant is preferred.

Eligible Expenses may include:

- Administrative expenses. Not to exceed 35% of grant request
- Planning, research, development, production, and design costs
- Artists' and consultants' fees
- Marketing expenses
  - Special event expenses
  - Technical Assistance
  - Rental and occupancy costs
  - Construction or rehabilitation expenses

## **Tourism Product Development (TPD) Grants**

**Potential Use:** to develop a brand identity and implementation strategy

**Sponsoring Organization:** Connecticut Office of Tourism

**Funding Amounts:** \$30,000 - \$100,000

**Matching:** 50%; State funding cannot be used as a match

**Due Date:** September 21, 2012

Tourism Product Development Grants are designed to assist non-profit tourism entities in their efforts to develop new tourism products or expand existing tourism products that build assets valuable in creating a tourism destination, a statewide initiative or theme based experience to increase high value visitation. The minimum grant funds that may be requested are \$30,000 and the maximum is \$100,000.

Grant awards must be matched on a 50 percent basis. State funds cannot be used as a match. The program seeks to raise dollars by creating partnerships with private sector industry. Applicants must have a non-profit status prior to application. If there are partners in the project, the lead applicant must have non-profit status while other partners can be either non-profits and/or for-profits.

Proposed products considered for funding must have a definable impact on tourism and the tourism industry. All products must work in synergy with the state's Strategic Marketing Plan for Tourism (the Executive Summary is available at our website (<http://www.ct.gov/cct/site/default.asp>) and extend the Connecticut brand and image. The Tourism Credit & Publicity kit will outline instructions regarding logo usage and COT required credit. The Kit can be found online.

Partners are encouraged but not required. Applicants that are partners in a proposed grant project must submit one combined application per product.

FY12 Guidelines: [PDF](#)

FY12 Application: [PDF](#)

FY12 Marketing Questionnaire: [PDF](#)

Connecticut Office of Tourism Grant Overview Guidelines: [PDF](#)

#### Types of Products Funded:

- Products that are destination drivers that truly stimulate the fundamental travel decision that can drive large levels of visitation;
- Products that are driver accelerants - products that are important additions to the travel experience and can help solidify the decision on where to travel;
- Products that enhance existing assets to ensure they stay fresh and responsive to evolving consumer demands (create, link and enhance).

#### Eligible Product Expenses:

Keep documentation of the expenses of this project as verification for the final report.

- Proof of Market: Funding market analysis research and testing, competitor analysis, intellectual property issues and planning costs associated with taking the product or service to market. Grant funding is eligible as long as this is not a significant percentage of overall budget.
- Proof of concept: Funding feasibility studies, prototyping, testing, protection of intellectual property and analysis of like options. Grant funding is eligible as long as this is not a significant percentage of overall budget.
- Development of Prototype: Funding demonstration models, protection of intellectual property, any trials or testing (including market testing) required. Grant funding is eligible as long as this is not a significant percentage of overall budget.
- Development of Product including consulting fees.
- Marketing: Defining products brand, developing strategic marketing plan to promote product and/or executing marketing tactics. Grant fund is eligible as long as this is not a significant percentage of overall budget

#### Endangered Building Fund

## **Historic Preservation Survey & Planning Grants**

**Potential Use:** good for inventorying all tourism attractions in the city and to organize into a meaningful experience

**Sponsoring Organization:**

**Funding Amounts:** up to \$20,000

**Matching:** No

**Due Date:** Rolling

### **Our Places, Our Stories Grant Guidelines**

The goal of "Our Places, Our Stories" is to foster a sense of richness, inclusivity and collaboration among the many ethnic communities found within the State of Connecticut. Inclusion of a wide variety of organizations is encouraged. The goal of Phase I of this program is to provide a two-part product: the first part is a statewide historical context of the focus ethnic community. This should include a chronologic history of the immigration patterns from arrival to the present. Part Two is the identification of related historic and ethnic heritage sites for the focus community. The information gathered in Phase I will be used in Phase II to create an Ethnic Heritage Trail. This should lay the groundwork for a rich visitor experience. The scope of a proposed project should be broad (statewide or regional) vs. narrow (neighborhood or citywide). While identification of a large number of cultural properties is preferred, it is important that enough information be provided about each place to tell the story fully.

#### **Part One – Context Statement**

The contact statement should include the following areas:

- Establishment of the community in Connecticut
- Migration and Community Development – how the early generations of a community flourished or coped in this new society
- Acculturation and Social Change – how did subsequent generations uphold ethnic traditions, and values
- Continuation of the Ethnic – What remains of the communities today? Are immigrants still arriving? Have old neighborhoods changed? What remnants are left and what new ways have been developed to celebrate the ethnic heritage at present?



## Part Two – Identification of Sites

The chosen representative sites should ideally be located throughout Connecticut and should not only display a wide range of cultural experiences, but also provide a rich visitor experience. The sites must also be already listed on or eligible for inclusion on the State or National Register of Historic Places. Historic resources may include, but are not limited to objects such as monuments, locations such as restaurants, cemeteries, factories, historic districts, churches, festival locations, parks and social clubs. Properties do not need to be 50 years of age to qualify for inclusion on the State Register. They also do not need to be architecturally significant to be included – it is more important that they display a strong cultural or social connection to the group. For example a twenty-year old location of a festival may be included if it can be demonstrated that this location serves an important and enduring role within a community. Historic Resource Inventory Forms will be used to identify and describe each representative resource. Again, preference will be given to a project that has identified a large number of cultural properties.

### **Technical Guidelines**

Historic Preservation Survey & Planning (S&P) grants may be used by Connecticut non-profit organizations and municipalities for a wide range of historic preservation planning activities, including surveys, nominations to the National or State Registers of Historic Places, pre-development studies, heritage tourism and other planning documents

With state funds provided by the Community Investment Act, the Commission on Culture & Tourism awards S&P grants of up to \$20,000 on a competitive basis. Applications are accepted on a continuing basis as long as grant funds are available. Non-profit organizations or municipalities may have only one active S&P grant at a time.

Guidelines and Application Book: [PDF](#)

SHPO Grant Overview Guidelines: [PDF](#)

## **Marketing Challenge Grants**

**Potential Use:** Media advertising and public relations

**Sponsoring Organization:** Connecticut Office of Tourism

**Funding Amounts:** \$7,500 and the maximum is \$50,000

**Matching:** one to one

**Due Date:** March 19, 2012

Marketing Challenge Grants are designed to assist non-profit tourism entities in their efforts to promote attractions and events that are open to visitors. This grant program creates a partnership between COT and its constituents, supports product development and extends COT's strategic marketing efforts. This program requires matching funds and is available to tourism entities.

The proposed projects considered for funding must have a definable impact on the tourism industry and encourage innovation and job development. The following types of projects will receive greater consideration: new or unique projects, projects that encourage tourism visitation to a region rather than a single community, projects that expand existing tourism marketing efforts, and projects that ensure extended stays. Any proposed project must support or further the State's Strategic Marketing Plan for Tourism.

A matching formula of 1-1 is required. State funds cannot be used as a match. The program seeks to raise dollars by creating partnerships with private sector industry. Applicants must have a non profit status prior to application. If there are partners in the project, the lead applicant must have non-profit status while other partners can be either non-profits and/or for-profits.

FY12 Guidelines: [PDF](#)

FY12 Application: [PDF](#)

FY12 Marketing Questionnaire: [PDF](#)

Connecticut Office of Tourism Grant Overview Guidelines: [PDF](#)

## **Endangered Properties Fund Grants**

**Potential Use: Rehabilitation and renovation of stone building;** must be listed on the State or National Registers of Historic Places, does historic districts count?

**Sponsoring Organization: SHPO**

**Funding Amounts:** \$2,500 to \$100,000

**Matching: one to one**

**Due Date: Rolling**

Endangered Properties Fund Grants (EPF) were created to provide financial assistance for the preservation of historic properties threatened by imminent loss or destruction. The EPF program accepts requests to apply on a rolling basis. The properties must be listed on the State or National Registers of Historic Places. Applicants must be 501 (c)(3) nonprofit organizations or municipalities. Application to the EPF program is by invitation only. Interested parties may send a request to apply to Laura Mancuso, Construction Grants Coordinator, Department of Economic and Community Development, State Historic Preservation Office, One Constitution Plaza, 2nd Floor, Hartford, Connecticut 06103.

- Grant awards range from, depending on funding availability.
- Grant awards must be matched on a one-to-one basis
- Eligible in-kind services may be used toward the matching share; however, all in-kind services must be pre-approved by SHPO
- Matching funds cannot be funds from the State of Connecticut. Federal funds or other non-state funds may be used
- Project work must be consistent with the Secretary of the Interior's Standards for the Treatment of Historic Properties <http://www.nps.gov/hps/tps/standguide/>
- A preservation restriction of limited duration must be able to be recorded on the property

[Endangered Properties Fund Guidelines \(PDF\)](#)  
[Certified Resolution Instructions and Form \(PDF\)](#)  
[SHPO Grant Overview Guidelines \(PDF\)](#)

## **Basic Operational Support Grants for Historic Preservation Non-Profits**

**Potential Use:** For local, registered historic preservation organizations only; municipality or historical society not eligible

**Sponsoring Organization:** SHPO

**Funding Amounts:** maximum of \$75,000

**Matching:** Grant awards have to be matched with private, municipal or federal funds. Annual grant awards will be made up to a. For the first year, applicant organizations must match the state grant award on a 50/50 basis. For each subsequent year, the applicants matching share requirement increases. For example, first year 50/50; second year 55 (applicant)/45 (state); third year 60/40; etc., until it reaches 80% applicant and 20% state.

**Due Date:**

Basic Operational Support (BOS) grants are made to enhance and strengthen local historic preservation leadership by providing operating funds to local historic preservation groups. BOS grants allow historic preservation non-profit groups to survey historic resources, provide public education and plan for historic preservation in their communities. Applications are accepted on a continuing basis as long as grant funds are available.

Guidelines and Application Book: [PDF](#)

SHPO Grant Overview Guidelines: [PDF](#)

eligible costs include:

- staff salaries and wages (administrative, programmatic, and technical) including fringe benefits
- in-kind services (must receive SHPO review and prior approval)
- postage, shipping
- professional development
- professional services such as legal, accounting, or audit
- printing/publication (must contain the DECD funding acknowledgement and logo)
- public education activities
- rent, software, supplies, telephone, utilities
- volunteer time (limited to 20% of the total project cost)
- website development

## **Historic Preservation Technical Assistance Grants (HPTAG)**

**Potential Use:** Engineering costs associated with the structural design of the c. 1860 building and reuse of the basement and slab of the Artform building.

**Sponsoring Organization:**

**Funding Amounts:** between \$2,500 and \$20,000

**Matching:** one to one

**Due Date: September 15, 2012 FALL HPTAG Pre-Application Due**

**November 1, 2012 FALL HPTAG Final Application Due**

HPTAG is a collaborative historic preservation technical assistance program of the Connecticut Trust for Historic Preservation, with funding from the Connecticut General Assembly, the Connecticut Humanities Council and the State Historic Preservation Office, Department of Economic and Community Development through the Community Investment Act.

The program is designed to support efforts that help communities plan for the preservation, restoration and rehabilitation of historic buildings throughout the state to ensure that they remain resources for the state's heritage tourism initiatives.

The purpose of HPTAG is to support efforts that help communities throughout the state plan for the preservation, restoration and rehabilitation of historic places. Historic Preservation Technical Assistance Grants (HPTAGs) serve as catalysts to enable communities to move forward with preservation projects as well as to encourage preservation-oriented community planning. Grants will be given for evaluations of historic resources and for plans for restoration of historic resources. Construction costs are not eligible. Grants will be given to projects that build and strengthen local preservation/community organizations.

**Direct Preservation Planning Assistance:**

Feasibility studies for re-use of a historic resource, business plans and strategic plans for resource adaptability.

Structural and engineering analyses of historic resources.

Historic Structures Reports

Organizational Development and Program Support:

Projects or plans that strengthen the organizational structure and direction of an organization whose mission is directed to community preservation, including governance, financial management, fundraising, staffing.

Preservation projects that have potential to connect with larger/broader preservation efforts or plans in a community.

Projects or programs that add to the technical expertise of preservationists or a collaborative group.

Eligibility requirements:

Incorporated 501(c)3 non-profit organizations or municipalities in the state of Connecticut.

Applicants MUST work with a Connecticut Circuit Rider (a partnership program with the National Trust for Historic Preservation and the State Historic Preservation Office).

Organizations must be members of the Connecticut Trust to apply.

Partnerships between public and private non-profits are encouraged.

Organizations must have the ability to administer the grant, both fiscal and project management.

Preservation/restoration/engineering/other consulting professionals must be part of any grant request.

The match must be in place when the grant application is submitted.

Historic resource must be listed, or eligible for listing, on the State Register of Historic Places.

Not Eligible:

Projects from for-profit organizations or institutions, from the State of Connecticut or from individuals without an organizational or institutional base.

Projects for general operating expenses or for purchase of office equipment for the purpose of general operations.

Acquisition money.

Costs, such as refreshments, associated with social events or fundraising events.

Construction related costs.

Projects already underway.



## **State of CT Historic Restoration Fund**

**Potential Use:** Rehabilitation, restoration or stabilization of stone building; Must be listed on the national or state register of historic places

**Sponsoring Organization:** DECD

**Funding Amounts:** \$5,000-\$200,000

**Matching:** 50%

**Due Date:** October 26, 2012 (training will take place June 19, 2012)

Historic Restoration Fund (HRF) grants provide assistance for the rehabilitation, restoration or stabilization of historic buildings and structures and are available on an annual basis. Properties on the National or State Register of Historic Places, which are owned by a municipality or nonprofit organization, are eligible for these 50 percent matching grants-in-aid. Applications are accepted once a year.

- Matching funds cannot be funds from the State of Connecticut. Federal funds or other non-state funds may be used;
- Facilities must be open to the public or work must be visible to the public;
- A preservation easement of limited duration must be placed on the property following completion of the project;
- Grant funds are paid to grantees on a single-payment reimbursement basis following the completion of the project and approval of all work by staff; and
- Project work must be consistent with the Secretary of the Interior's Standards for Rehabilitation

## **1772 Foundation**

**Potential Use:** opportunity for the roof repair; The 1772 Foundation provides grants for bricks and mortar projects.

**Sponsoring Organization:** 1772 Foundation

**Funding Amounts:** up to \$15,000

**Matching:** one to one

**Due Date:** Letters of inquiry will be accepted until April 1, 2012.

Invited applications will be due June 5, 2012.

The 1772 Foundation was so named in honor of its first restoration project. Liberty Hall in Union, New Jersey, was built in 1772 by Governor Livingston, the first governor of that state. The residence has since been converted into a museum open to the public.

Like so many of the Foundation's projects, this building has a unique history. Liberty Hall was home to the Livingston and Kean families for 225 years and represents the evolving styles and traditions of American history. Visitors find 23 acres of manicured landscape in the heart of a bustling urban city. Stories are told here of the Livingston/Kean families including Governors, a U.S. Congressman, and U.S. Senators. Visitors also learn about the lives of millers, farmers, and servants who were part of the Liberty Hall history.

The Foundation, thanks to its original benefactor, the late Stewart B. Kean, continues to provide ongoing support for this project, and for other restoration projects throughout the United States. It is our hope to continue in the tradition of Stewart Kean and Liberty Hall to preserve our architectural and cultural history for future generations

### **Requirements**

Before an organization is asked to apply, we require the submission of a one-page letter of inquiry. This letter should be e-mailed to: [1772@cttrust.org](mailto:1772@cttrust.org). The inquiry letter should include a synopsis of your project, a brief history of the site, and a clear statement of funding needs. Inquiry letters are reviewed in April; projects that we feel might be well-matched to our mission and funding availability will be invited to submit a full application, due in June. We hope that the relative ease of submitting a one-page inquiry letter will help organizations conserve time and resources by providing prompt feedback on their projects. Please Note: Strong local support is a prerequisite for funding, and those organizations who

have secured matching funds are most favorably considered. No grants are made for schools, churches, operating expenses, management fees, or professional fees.

The 1772 Foundation has announced that funding in the form of 1:1 matching grants of up to \$15,000 will be made available for the following historic preservation projects: exterior painting, security and fire detection systems, roof and window restoration, sill repair/replacement, and chimney re-pointing.

To demonstrate the sustainability of historic sites, applicants may be required to submit a cyclical maintenance plan, condition assessment, restoration plan or stewardship plan that has been prepared or updated within the last five years. If an appropriate plan does not exist, the foundation will consider providing support for development of a plan on a case-by-case basis.

All organizations who wish to be considered should send a one-page letter of inquiry to: 1772@cttrust.org and use 1772 Foundation in the subject line.

The letter should include: the amount of your request, the purpose of the grant including the name and address of the historic resource for which project funding will be used, the matching funds you have on hand or are planned, the time frame for project completion, and ownership status (own or lease) for the site. Also, please attach a current photo which best shows site condition, no more than 1.5MB, and/or provide web address for the site/organization.

Letters of inquiry will be accepted until April 1, 2012.

Invited applications will be due June 5, 2012.

Not all letters of inquiry will result in an invitation to submit a full application.

To be eligible to apply, organizations must have a 501c3 IRS designation.

We do not fund schools or churches.

The foundation will consider the following:

- ☐ Matching grants for exterior painting, surface restoration and finishes
- ☐ Matching grants to install or upgrade security, lightning protection and fire detection systems
- ☐ Matching grants for repair and restoration of windows, porches and roofs
- ☐ Matching grants for structural sill repair and replacement
- ☐ Matching grants for repair and repointing of foundations and chimneys

## **National Trust Loan Fund**

**Potential Use:** Various

**Sponsoring Organization:** National Trust

**Funding Amounts:**

**Matching:** NA

**Due Date:**

The National Trust Loan Fund has more than 35 years of experience in supporting preservation-based community development projects across the country. As a certified Community Development Financial Institution, it has a mission of providing financial and technical resources to organizations that use historic preservation to support the revitalization of underserved and distressed communities.

NTLF specializes in predevelopment, acquisition, mini-permanent, bridge and rehabilitation loans for residential, commercial and public use projects. Eligible borrowers include not-for-profit organizations, revitalization organizations or real estate developers working in designated Main Street communities, local, state or regional governments, and for profit developers of older and/or historic buildings.

The National Trust Loan Fund also offers a wealth of expertise to help build the capacity of Main Street communities and Statewide and Local Partners in preservation-based real estate development. Its training topics including utilizing tax incentives, demystifying the loan process and principles of real estate development. It also offers a Preservation Road Show, where a team of NTLF staff visit a community and help local stakeholders shape bankable real estate development projects and plan and finance the creative reuse of existing assets.

**National Trust Preservation Fund; Matching and Intervention Funds (Must be a member on Trust at Forum or Main Street levels)**

**Potential Use:**

**Sponsoring Organization: National Trust**

**Funding Amounts: \$500 to \$5,000**

**Matching:** yes for Matching grants

**Due Date:** In 2012 deadline was February 1

**National Trust Preservation Funds** provide two types of assistance to nonprofit organizations and public agencies: 1) matching grants from \$500 to \$5,000 for preservation planning and educational efforts, and 2) intervention funds for preservation emergencies. Matching grant funds may be used to obtain professional expertise in areas such as architecture, archeology, engineering, preservation planning, land-use planning, fund raising, organizational development and law as well as to provide preservation education activities to educate the public.

**Grant Conditions**

Applicants must be capable of matching the grant amount dollar-for-dollar. A cash match is required and can come from private or public sources, or from income earned from registration fees or fundraising activities. Donated materials and services, staff salaries and organizational overhead costs are not eligible sources of a match. Other funding from the National Trust may not be used to match an NTPF grant.

Other conditions include:

- Grants or matching funds cannot be used directly or indirectly to influence a member of Congress to favor or oppose any legislation or appropriation.
- Any documents or plans for preservation work that result from the project must conform to the Secretary of the Interior's Standards for the Treatment of Historic Properties.
- At least three (3) competitive bids/quotes must be obtained for any procurement of services that exceed \$25,000. This provision applies only to portions of the project supported by NTPF grant funds.

- Consultants must be approved by the National Trust before grant funds are disbursed. National Trust Preservation Fund grants cannot be used to pay staff salaries. Board members of the applicant organization cannot serve as consultants unless appropriate conflict of interest procedures are followed and documented.
- Grant recipients are required to sign a contract agreeing to the conditions of the program.
- Grant projects must begin within six months of award date. Failure to begin the project in this timeframe may result in the cancellation of the grant and you will need to reapply for funding.
- Grant recipients must include appropriate acknowledgement of National Trust financial support in all printed materials generated for the project.
- Within one year from the grant award date, a final report and financial accounting of the expenditure of the grant must be submitted. A final report form will be provided. If the project is not completed in accordance with the contract, the grant funds must be returned.

### **Criteria**

Grant recipients will be selected by considering, among other points, the following criteria:

- The significance of the project or resource
- The degree to which the project furthers one of the preservation priorities mentioned above
- The need for funding and the urgency of the project
- The project's budget and the applicant's proven ability to secure a match
- The project's timeline
- The long-term objectives or impact of the project
- The qualifications of the key personnel, including consultants
- The demonstrated ability of the applicant to complete preservation projects
- The potential to replicate the project in other communities



**Cynthia Woods Mitchell Fund for Historic Interiors (Must be a member on Trust at Forum or Main Street levels)**

**Potential Use:** Interior design and planning of stone building

**Sponsoring Organization:** National Trust

**Funding Amounts:** \$2,500 to \$10,000

**Matching:** one to one

**Due Date:** February 1 annually

The Cynthia Woods Mitchell Fund for Historic Interiors provides nonprofit organizations and public agencies grants ranging from to assist in the preservation, restoration, and interpretation of historic interiors. Individuals and for-profit businesses may apply only if the project for which funding is requested involves a National Historic Landmark. Funds may be used for professional expertise, print and video communications materials, and education programs.

**Grant Conditions**

Applicants must be capable of matching the grant amount dollar-for-dollar. A cash match is required and can come from private or public sources, or from income earned from registration fees or fundraising activities. Donated materials and services, staff salaries and organizational overhead costs are not eligible sources of a match. Other funding from the National Trust may not be used to match a Mitchell Fund grant.

Other conditions include:

- Grants or matching funds cannot be used directly or indirectly to influence a member of Congress to favor or oppose any legislation or appropriation.
- Any documents or plans for preservation work that result from the project must conform to the Secretary of the Interior's Standards for the Treatment of Historic Properties.
- At least three (3) competitive bids/quotes must be obtained for any procurement of services that exceed \$25,000. This provision applies only to portions of the project supported by National Trust funds.
- Grant projects must begin within six months of award date. Failure to begin the project in this timeframe may result in the cancellation of the grant and you will need to reapply for funding.

- Grant recipients must include appropriate acknowledgment of National Trust financial support in all printed materials generated for the project.
- Consultants must be approved by the National Trust before grant funds are disbursed. National Trust Preservation Fund grants cannot be used to pay staff salaries. Board members of the application organization cannot serve as consultants unless appropriate conflict of interest procedures are followed and documented.
- Grant recipients are required to sign a contract agreeing to the conditions of the program.
- Within one year from the grant disbursement date, a final report and financial accounting of the expenditure of the grants must be submitted. If the project is not completed in accordance with the contract, the grant funds must be returned.

### **Criteria**

The selection committee will place particular importance on the likelihood that a grant will make a significant contribution to the preservation, restoration, or interpretation of one or more historic interiors. The committee will also consider:

- The historic significance of the property to be assisted
- The extent to which the requested assistance will act as seed money to make a difference in preservation, restoring or interpreting the historic interior, including what other funds might be leveraged by an award
- The potential of the project to be a catalyst for further positive action to benefit other historic interiors, properties, neighborhoods, or communities
- The adequacy of plans for the future maintenance of the property or the continuation for the activity for which grant support is requested
- The need for funding and the urgency of the project
- The project's timeline
- The project's budget and the applicant's proven ability to secure a match
- Evidence of community support for the project
- The long-term objectives or impact of the project
- The qualifications of the key personnel, including consultants
- The demonstrated ability of the applicant to complete preservation projects
- The potential to replicate the project in other communities

**Johanna Favrot Fund For Historic Preservation (Must be a member on Trust at Forum or Main Street levels)**

**Potential Use:** Only used if building/site becomes a National Historic Landmark

**Sponsoring Organization:** National Trust

**Funding Amounts:** \$2,500 to \$10,000

**Matching:** one to one basis

**Due Date:** February 1 annually

The Johanna Favrot Fund for Historic Preservation provides nonprofit organizations and public agencies grants ranging from for projects that contribute to the preservation or the recapture of an authentic sense of place. Individuals and for-profit businesses may apply only if the project for which funding is requested involves a National Historic Landmark. Funds may be used for professional advice, conferences, workshops and education programs.

Applicants must be capable of matching the grant amount dollar-for-dollar. A cash match is required and can come from private or public sources, or from income earned from registration fees or fundraising activities. Donated materials and services, staff salaries and organizational overhead costs are not eligible sources of a match. Other funding from the National Trust may not be used to match a Favrot Fund grant. Other conditions include:

- Grants or matching funds cannot be used directly or indirectly to influence a member of Congress to favor or oppose any legislation or appropriation.
- Any documents or plans for preservation work that result from the project must conform to the Secretary of the Interior's Standards for the Treatment of Historic Properties.
- At least three (3) competitive bids/quotes must be obtained for any procurement of services that exceed \$25,000. This provision applies only to portions of the project supported by National Trust grant funds.
- Grant projects must begin within six months of award date. Failure to begin the project in this timeframe may result in the cancellation of the grant and you will need to reapply for funding.
- Grant recipients must include appropriate acknowledgment of National Trust financial support in all printed materials generated for the project.

- Consultants must be approved by the National Trust before grant funds are disbursed.
- Favrot Fund grants cannot be used to pay staff salaries. Board members of the application organization cannot serve as consultants unless appropriate conflict of interest procedures are followed and documented.
- Grant recipients are required to sign a contract agreeing to the conditions of the program.
- Within one year from the grant disbursement date, a final report and financial accounting of the expenditure of the grants must be submitted. If the project is not completed in accordance with the contract, the grant funds must be returned.

### **Criteria**

Grant recipients will be selected by considering, among other points, the following criteria:

- The significance of the project or resource
- The degree to which the project furthers one of the preservation priorities mentioned above
- The need for funding and the urgency of the project
- The project's budget and the applicant's proven ability to secure a match
- The project's timeline
- The long-term objectives or impact of the project
- The qualifications of the key personnel, including consultants
- The demonstrated ability of the applicant to complete preservation projects
- The potential to replicate the project in other communities

## **Save America's Treasures Funding**

**Potential Use:**

Program Canceled

**Sponsoring Organization:**

**Funding Amounts:**

**Matching:**

**Due Date:**

The Save America's Treasures (SAT) program was founded by the White House Millennium Council and the National Trust for Historic Preservation to celebrate America's great historic and cultural legacy. SAT fosters pride in our heritage by identifying and raising resources to preserve historically significant sites and collections--the enduring symbols that define us as a nation. Each year, a competitive process awards federal grants to eligible historic resources for approved preservation activities. These grants require non-federal dollar-for-dollar matches and are administered by the National Park Service, in partnership with the National Endowment for the Arts. To date, Congress has appropriated \$110 million for Save America's Treasures. For more information please use the link provided below.

## **Conservation Assessment Program**

**NOTE: Consult the Institute of Museum and Library Services for additional grant opportunities**

**Potential Use:** perhaps Mohegan Tribe can be applicant; must be a nonprofit museum; assessment must be completed within a two day period

**Sponsoring Organization:** National Institute for Conservation

**Funding Amounts:** Not Determined

**Matching:** Not Determined

**Due Date:** Dec 3, 2012

The Conservation Assessment Program (CAP) is a program for small to mid-sized museums of all types, from art museums to zoos, that provides a broad assessment of the museum's collections, environmental conditions, and historic buildings by a conservation professional. Following the assessment, the conservation professional provides a written report recommending priorities to improve collections care. This report assists museums in developing strategies, long-range planning, and fund-raising activities to improve the care of their collections. In addition to receiving a conservation collections assessment, museums with buildings older than 50 years are also offered an architectural assessment to identify priorities for the care of the building(s). Museums with small to mid-sized collections are most appropriate for the CAP program, which is limited to a two-day site visit. Larger museums are encouraged to contact IMLS for information on the Conservation Project Support (CPS) grant. CPS grants fund a variety of conservation projects, including general conservation surveys that can accommodate a lengthier visit by a conservation professional. CAP is administered through a cooperative agreement between Heritage Preservation and the Institute of Museum and Library Services (IMLS) and they have announced changes to the program for FY 2006, which will allow more museums to participate and streamline the application process. Two modifications to the eligibility requirements include the numbers of days per year a museum must be open to the public. This will change from 120 days to 90 days and a second assessment ( a re-CAP) will be available to organizations who participated in CAP prior to 1999. Applications will be available (October 7, 2005) on the Heritage Preservation's website at <http://www.heritagepreservation.org>. Applications will be accepted on a first-come, first-served basis until the postmark deadline of December 1, 2005. It is recommended that potential applicants request a sample application to review eligibility requirements and prepare for the



application process. More information and the sample application are available on the Heritage Preservation Web site at <http://www.heritagepreservation.org/programs/capover.htm>. You can also receive information from Kate Marks, Conservation Assessment Program, Heritage Preservation, 1012 14th Street, NW, Suite 1200, Washington, D.C. 20005, 202-233-0800 or 202-233-0831 or [kmarks@heritagepreservation.org](mailto:kmarks@heritagepreservation.org).

## **Getty Grants**

**Potential Use:** This may be appropriate for Mohegan Tribe as applicant to promote art and culture of native Americans.

**Sponsoring Organization:**

**Funding Amounts:** up to \$75,000

**Matching:** Not Determined

**Due Date:** Not Determined

The Getty Grant Program offers architectural conservation grants to support the preservation of significant listed buildings or sites. Funded projects are intended to strengthen the practice of architectural conservation, provide training opportunities and serve as models for the preservation of other historic sites. All applications are reviewed by a panel of international experts. Planning grants provide up to \$75,000 for the research, analysis, and documentation necessary to the development of a comprehensive conservation plan. Implementation funds of up to \$250,000 are available on a highly selective basis.

Funding Priorities

The Getty Foundation supports individuals and institutions committed to advancing the understanding and preservation of the visual arts locally and throughout the world. The majority of our funding is through initiatives that target a particular issue or region, and that are carried out in collaboration with the other Getty programs—the J. Paul Getty Museum, the Getty Research Institute, and the Getty Conservation Institute. We focus on the following four broad areas:

- **Access to Museum and Archival Collections**
- **Art History as a Global Discipline**
- **Advancing Conservation Practice**
- **Leadership and Professional Development**

## **Surdna Foundation**

**Potential Use:** limited CT opps but may be worth exploring

**Sponsoring Organization:** Surdna Foundation

**Funding Amounts:** \$1,000 to \$1,000,000

**Matching:** Not Determined

**Due Date:** Not Determined

Nonprofit organizations may apply to the Surdna Foundation for support for projects related to a range of philanthropic purposes including community revitalization, the environment, effective citizenry, the arts, a nonprofit sector support initiative, and organizational capacity building. The Foundation strongly recommends that prospective applicants submit a letter of inquiry before a full proposal is sent. Grants range between \$1000 and \$1,000,000.

The Surdna Foundation fosters just and sustainable communities by making grants in the United States in the areas of:

- Sustainable Environments
- Strong Local Economies
- Thriving Cultures
- Foundation Initiatives

We partner with local and national organizations to ensure they have the staff, know-how and leadership capabilities to succeed in creating meaningful change against some of our nation's most pressing issues.

A just and sustainable community is a place with a high quality of life that makes it a desirable place to live, work, and play. It's a place that offers a balance of productive activity and leisure, consumption and conservation, individualism and community. Sustaining that quality of life demands a healthy environment, strong local economies, and a vibrant cultural life, all enriching and reinforcing one another.

At the Surdna Foundation, we actively find ways to enhance our work by forging cohesion across the Foundation's grantmaking efforts. We seek emerging opportunities, reserving some resources in order to make an immediate impact with our giving when warranted.

We emphasize social justice in our work, recognizing the structural and systemic barriers experienced within our communities and are devoted to finding solutions that dismantle them. The importance of young people, organizing, and leadership development in addressing these barriers are lessons we carry forward from previous work at the Foundation.

## **Grants of Interest**

### **James Marston Fitch Charitable Foundation, Inc.**

**Potential Use:** this is for individuals only! architects, LAs etc...

The James Marston Fitch Charitable Foundation, Inc. offers support for projects of innovative original research or creative design that advance the practice of historic preservation in the United States. For more information, please use the link provided below.

#### Grant deadlines

The Fitch Mid-Career Grant application is due September 15, 2012.

Applications for the Richard L. Blinder Award are due in the Fall of 2012.

### **Knight Foundation**

#### About our Engaged Communities Strategy

To help sustain healthy communities in a democracy, Knight aims to increase the ability of individuals to engage in change. Knight fosters initiatives that develop in people a strong sense of belonging and caring, timely access to relevant information, the ability to understand that information, and the motivation, opportunity and skills to take sustainable action on a range of issues throughout their lives. Knight Foundation fosters innovative approaches to increasing engagement skills in the community development field. The foundation funds programs that use technology to foster engagement. It supports individuals as agents for engagement, with a focus on youth leadership, social entrepreneurs and local institutions. Knight supports naturalization campaigns to increase the number of citizens who are highly motivated to engage with their communities.

#### **Preserve American Grant Program** (not active in 2012)

The Preserve America matching-grant program provides planning funding to designated Preserve America Communities to support preservation efforts through heritage tourism, education, and historic preservation planning.

Through these grant projects our country gains a greater shared knowledge about the Nation's past, strengthened regional identities and local pride, increased local participation in preserving the country's cultural and natural heritage assets, and support for the economic vitality of our communities.