Blackstone River Valley National Heritage Corridor

INTERPRETIVE PLAN



"Dedicated to the working people and their families who are the strength of the community."

Blackstone River Valley National Heritage Corridor

INTERPRETIVE PLAN

PREPARED
FOR

BLACKSTONE RIVER VALLEY NATIONAL HERITAGE CORRIDOR COMMISSION

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INTRODUCTION

1 PURPOSE OF THE PLAN

This interpretive plan for the Blackstone River Valley National Heritage Corridor is designed to be a resource document for all those who will be planning for growth and management of the Blackstone Valley and its natural and cultural resources. It contains recommendations for programs, approaches, themes, and much else. In addition it establishes a management framework and offers strategies for using the natural and cultural resources of the Valley to enhance for the understanding and appreciation of the Valley's special place and the unique role it has played on the regional, national, and world stage for hundreds of years.

We intend this plan to be one component of a broader planning process undertaken by the Blackstone River Valley National Heritage Corridor Commission. We believe, however, that the role of interpretation in planning crosses all lines between the several disciplines participating in the process. Land-use planning in a National Heritage Corridor must be sensitive to the historic values embodied in that land. Inventories acquired to aid in the planning process must be representative of the full range of resources within the Corridor or be well-reasoned first steps toward the acquisition of such a data base. Design guidance must draw on our understanding of the role of community character in the maintenance and fostering of pride of place as well as in the enhancement of the visitor experience. Finally, planning for growth and visitation must above all be sensitive to the values and concerns of the individual communities as well as the overall community and reflect the special and unique contribution of each community to the Corridor and its heritage. Interpretation of the resources representing this heritage directly contributes to all of these facets of the planning process. This integration of interpretation into management planning was recently described by Dave Dame, chief interpreter of the National Park Service, before the First World Conference on Cultural Parks, held in 1984 at Mesa Verde, Colorado. While his remarks were focused on the parks managed by the U.S. Park Service, they are relevant to our consideration of the role of interpretation for the Corridor. In describing the evolution of his notion of interpretation he said:

> There are some very talented interpreters working at this conference. With their skill at translating the conference papers into the official working languages, they make it possible for us to communicate with one another despite the difference in our languages and cultural backgrounds.
>
> When I first became a National Park Service interpreter, I spent a considerable amount of time and energy explaining to my family and friends that I was not that

> kind of an interpreter. That I was in fact a park ranger with the special task of helping park visitors understand and appreciate the park's resources. It was our task to teach them about the park so that they could have a more enjoyable visit.
>
> In the many intervening years I have learned a lot about the role and responsibility of park interpretation, especially that it is not as simple a task as I thought it was. And in fact I am the kind of interpreter I just mentioned -- a translator of information from one language to another. Not from English to Spanish to be sure, but from the language of ecologist and cultural resource expert to the everyday thought patterns and levels of understanding of our visitors. I learned that park interpretation is not an activity that has a value in and of itself; that it has to be an integrated part of the park's overall management program if it is to be of real value to the Service and to the resources that we are mandated to protect. (Dame 1989:227)

We believe that the goal of this interpretive plan is to inform residents, visitors, decision makers, legislators, and others about the values of these resources in an enjoyable and approachable way, in order for them all to become resource managers of our natural and cultural patrimony. In addition, our goal is to provide tools for communities and others so that they may inform visitors and residents through efficient use of existing conditions and innovative approaches to getting the message of the Valley to as many people as possible.

Heritage Corridors are unique in that they rely heavily on cultural resources as tools to explain both the natural and cultural heritage of the Corridor in ways that will not only attract visitors but will enhance the quality of life for the residents and attract quality investment in its revitalization. Thomas Ritter, the Park Service's chief of visitor services, pointed out at the conference mentioned above that:

> The value and benefit of cultural resources can be assessed or measured by many methods. Cultural resources constitute the foundation for understanding human interaction with other resources and provide the most effective medium for communication about natural resource systems. In addition, cultural resources provide the best link to respond to questions and concerns about human resource use. To understand the cultures using the parks today, we must reflect upon the cultures of the past. Most people relate to and become immersed in stories of the old trapper's cabin, the ancient grain mill, remnants of pioneer trails, relics of the battlefield, even charts/records/books/tools of our descendants. These symbols help us relate to history and prehistory and are critical communication techniques. (Ritter 1989:225-226)

We had two philosophical precepts as we began this plan. The first was to encourage and foster existing planning as well as the projects currently being undertaken by the Federal Government, the States of Massachusetts and Rhode Island, and by communities. We do not think that it is productive or desirable to undo or redirect what many have spent considerable time developing. Second, and to us the most important, was to see that the product of this work was community based. In other words, the communities of the Valley should have the tools to develop their own programs with the technical assistance of the

National Park Service, the States of Massachusetts and Rhode Island, and the Corridor Commission. The importance of this latter notion was described by Robert McNulty, President of Partners for Livable Places, at the World Conference as follows:

> When considering cultural tourism -- tourism that builds on and enhances rather than threatens local heritage --a good operating rule is to consider not so much what *tourists* might want to see in a community as what *residents* would prefer to reveal about themselves. From successful case studies of cultural tourism in the United States and Europe, it appears that tourism growth can be a natural byproduct of a community's or a nation's increased pride and the recognition of its heritage and character. Countries or communities hoping to cash in on increased tourism first must assess their own identities, lifestyles, and environments before considering any blueprint drawn to the scale of another city or region. Naturally, there are numerous, time-saving lessons to be learned from the experiences of other communities, and adaptations are often possible. But fundamentally, each location must recognize its own potential as a tourist magnet by developing attractions based on its unique character. In this way, few will be excluded from partaking of the tourism pie. Equally important, if all goes well, the quality of life for the residents should improve. This improvement in turn is likely to provide a source of civic pride and involvement beyond previous levels. (McNulty 1989:183-4)

Tourism in the Corridor will bring with it a mixed blessing and, if not properly planned for, has the potential to destroy in a few short years what has taken centuries to develop and what we are currently planning to manage. Jack R. Stokvis, General Deputy Director for Community Planning and Development of the U.S. Department of Housing and Urban Development, recognized the vast economic potential for tourism when he addressed the World Conference in 1984 and imparted these facts.

> Tourism is big business. According to a recent report of the National Trust for Historic Preservation, tourism is predicted to be the world's leading industry by the year 2000, only 15 years from now. In the United States, tourism already is one of the largest retail industries, second only to food stores. U. S. and foreign travelers spent $194 billion in the United States during 1982. Their expenditures generated four and one-half million jobs and produced $20 billion in federal, state, and local tax revenues. One well-accepted multiplier effect of tourist dollars is that each tourist dollar generates seven dollars of economic activity. Further, the National Trust report found that tourism is heavily labor-intensive, employing large numbers of semiskilled and unskilled laborers, particularly minorities, youths, and older people. (Stokvis 1989:179)

To be sure, tourism is not the only activity that will result from the establishment of the National Heritage Corridor, but it is the one activity that has the potential for both great good if sensitively developed and wisely managed and great harm if these criteria are not met. Many of the strategies for interpretation presented in this plan can, if properly applied, foster tourism for the benefit of the communities of the Corridor as well as the tourist.

2 WHAT'S IN THE PLAN

There are two main parts to the Interpretive Plan for the Blackstone River Valley National Heritage Corridor. The first part is the plan itself and the second part is the interpretive framework developed for the Corridor and its communities.

In Part One we feel it is important for Corridor planners to understand what we believe to be the value of interpretation in a National Heritage Corridor and establish the philosophical frame work within which the Plan has been developed. Therefore, we have included in this plan two brief essays that will help planners to see its value as a marketing as well as a management tool and to alert them to the dangers in wait and values at risk if the planning and interpretation process does not focus on the Corridor communities to the benefit of the entire Corridor. On the subject of marketing tools, we should explain that those to be marketed to are not only potential tourists or developers but residents, workers, governments, and friends of the Blackstone River Valley.

These essays are followed by our recommendations for specific policies regarding the relationship among the Commission and the Corridor Communities. Next are the descriptions of Existing Conditions -- those actions, activities, facilities, and programs that are already planned, in progress, or in place within the Corridor. We have described and evaluated each condition and presented recommendations for each, if appropriate.

Then come descriptions of the several programs that the Commission should establish in order to accomplish its mission of developing "a management framework for the many state and local governments by which to integrate and manage cultural, historical, and land resource programs in order to retain, enhance, and interpret the significant values of the lands, waters, and structures of the Corridor" (PL 99-647). Each program is followed by a listing of the priorities for action resulting from our analysis. A schedule for these priorities is presented in a later section of the report. We establish our priorities at this point in order to assist Commissioners and others to relate these priorities to the programs established above.

Through research and interviews, we have identified numerous strategies that seem appropriate for the Corridor's natural and cultural resources in terms of interpretation in all its many forms. These strategies are organized in such a way that communities, states, groups, and the Corridor Commission can easily identify those that are most appropriate for their own use.

The Action Plan section presents a proposed schedule for accomplishment or initiation of the priorities. It is this section that answer the questions, "What should we do now?" "What is more appropriate to do later?" and "How and when will others be doing what they can be doing?" We believe that the first priorities should be highly visible and relatively easy to accomplish. In this way, successful action will encourage others to participate in the Corridor concept. This action plan will also identify the appropriate timing for plan review and updating in the understanding that any plan is a dynamic document that changes according to new data, revised priorities, or revised needs.

In Part two we develop the framework for interpretation which includes a summary history of the Corridor and the interpretive themes we believe, on the basis of research and analysis, to be appropriate for many and varying types of interpretation within the Corridor. An important feature of this chapter is the section that describes themes for the communities within the Corridor. That section, in the form of topics that can be interpreted under many of the strategies recommended in this plan, has been prepared as an aid to each individual community. It stresses the important and unique contribution of each community to the quilt of the Blackstone River Valley National Heritage Corridor.

3 FOR WHOM IS THE INTERPRETATION OF THE VALLEY'S NATURAL AND CULTURAL RESOURCES INTENDED?

As we will see in the essays to follow, interpretation serves many purposes, but in the long run it is for the people who live in, work in, and will visit the Valley and be touched by the message of the Valley. In our view, there are three distinct audiences for the messages about the Valley and each has its own unique perspective and needs when it comes to how those messages are communicated. The first is the local audience. These are the people whose sense of pride in their place will enhance the value of the place for themselves as well as for others. The knowledge that their community has a story to tell that is interesting and exciting to others, even people from other countries, can be a source of inspiration and pride to local residents. The identification of individuals from the present and the past who have exhibited skill, knowledge, or initiative can for many be a direct link to themselves as well as to the past. For this audience, a wide range of strategies developed at the local and at the Corridor level will be effective. Many of these strategies will not be what many believe to be traditional approaches to interpretation. They will include essay contests in the schools, transmission of skills from artisans to apprentices, programs of participation in the Corridor concept and others, reaching into all aspects of local communities.

The second audience will respond to the more traditional forms of interpretation. This audience is the regional audience. Visitor centers, exhibits, programs, and activities designed to inform and entertain will be the principal vehicle for interpretation to this audience. This is the audience that will bring economic growth to the Valley. In order for this growth to come about, however, interpretation must be designed to attract this audience again and again. To be effective, changing exhibits, programs, festivals, restaurants and dynamic interpretation are required. This regional audience includes those residents of the Valley who will be drawn to other parts of the Valley to participate in Valley activities or to learn more about their home as it relates to an important region.

The transient audience is the third group who will visit the Valley. These are the people from beyond the region who may only visit the Valley once and for whom the whole story must be revealed at this one opportunity. For them, the most traditional of interpretive techniques, sprinkled with some less traditional approaches, will be the most effective: fixed exhibits, books, and maps, and through other approaches. Important to remember is a point made by Dave Dame: "...interpretation exists to enrich the visitors'... experience. If enrichment does not occur, if our visitors are not touched, we have failed" (Dame 1989:229).

This plan is just the beginning of a process that will make a permanent imprint in the Valley for the benefit of the people of the Valley, the region and the nation.

PART I -- THE INTERPRETIVE PLAN

1 THE ROLE OF INTERPRETATION IN ECONOMIC DEVELOPMENT

A National Heritage Corridor is not a National Park. Rather, it is a **process** targeted for a specific region because that region exhibits important and unique elements of our nation's natural and cultural history. There is no land acquisition or management requirement established in the Federal legislation. There is only the establishment of a management framework designed to provide assistance to the States and to their units of local government in an integrated approach to the management, use, and enjoyment of the Corridor's resources for all. The establishment of a National Heritage Corridor puts into place mechanisms that will encourage tourism, growth, and development of the Corridor. Without a Cultural Heritage and Land Management Plan this growth could easily destroy or forever modify the very resources the Corridor concept seeks to protect. Integral to this plan is the notion of interpretation as a tool for attracting tourism, establishing a quality of life that will encourage desirable development, and establish local pride in the achievements of the past and the natural environment. Translated, this means that interpretation of the natural and cultural environment provides the glue to keep the various elements of the larger plan together. As such, interpretation is a critical component in the marketing of these resources and the region to tourists, to developers, to prospective new residents, and to the current residents whose heritage is the reason for the existence of the Corridor at all.

Marketing cannot be carefully accomplished in a vacuum. Thought must be given to just what is to be marketed, how it is to be presented, and along what schedule lies the most cost-efficient approach to its use. This is where management planning enters the picture. There must be careful consideration of just what and how and when to implement any number of strategies for resource management if the overall program is to succeed. Interpretation has been identified by many as an effective management tool of both natural and cultural resources.

Neither marketing nor management will be successful, nor will the resources be protected, without the full understanding and support of the local community and its citizens. Here lies the key to success or failure of any management plan, regardless of its virtue and nobleness of purpose. A well informed and supportive constituency has been the key to success in many endeavors but is never so necessary as where decisions affecting their daily lives and self image are made. It is for this reason that we so strongly believe in the value of a community-based interpretive plan as a key component of the Cultural Heritage and Land Management Plan.

For one week in the fall of 1984, delegates from thirty-seven nations met at Mesa Verde, Colorado under the auspices of the National Park Service for "The First World Conference on Cultural Parks." The proceedings of this gathering have recently been distributed (March 1989) and are available for study and reference. We believe this represents an opportunity to underscore several of the ideas in this interpretive plan by drawing on statements by delegates at the conference regarding the issues mentioned above. The knowledge and

experience of the attendees was broad and represented numerous perspectives on issues including those under discussion here. In William Penn Mott's acknowledgment statement in the published proceedings, he describes the delegates, (among them, the author of this report).

> The conferees meeting at Mesa Verde National Park, Colorado, between September 16 and 21, 1984, were a notable group, not only for the knowledge and experience represented, but also for the quality and variety of that knowledge and experience. Archaeologists and anthropologists, historians, architects, curators, lawyers, politicians, economists, government officials, planners, representatives of the tourist industry, political scientists, representatives of private foundations, ethnically diverse people including the representatives of native populations in the United States, Panama, and Australia, and members of academia were in attendance. (Mott 1989:vii)

The following two essays are organized around the topics of marketing and management and the role of communities in the planning and management of natural and cultural resources through interpretation. The importance of these issues was highlighted by Russell Dickenson, then Director of the National Park Service, when he pointed out,

> We recognize of course the considerable differences of geography and cultural traditions represented by the thirty-seven nations whose delegates are in attendance here this morning. But we recognize, too, the greater absolute that binds us together as one of honor, to dedicate and maintain the countless elements, material and nonmaterial, that comprise the global culture. (Dickenson 1989:1)

1.1 Interpretation of Natural and Cultural History as a Marketing and Management Tool

Traditionally, interpretation of natural and cultural resources has been done in a park setting for the purpose of informing and pleasing the park visitor. These visitors constitute a growing source of income and employment locally and regionally, as Russell Dickenson's keynote address pointed out.

> The unparalleled interest of people everywhere has spawned the explosive growth of international travel and the development of new museums. Incredibly, since the year 1960, a new museum is opened in the United States every three and one half days, and half of the more than 4,600 museums in this country have been established in the last twenty-four years. And just as incredibly, they attract visitors numbering more than 350 million each year -- with the figures still climbing.
>
> Consider the unprecedented investments by public and private interests alike in the recovery, preservation, and restoration of our cultural and historic treasures.

All of these activities clearly demonstrate a gratifying awareness and interest and support among peoples of every nationality and background.

And notwithstanding ethnic and geographic and political differences -- and they are considerable -- they have in common the manifestation of a deep human need to reach beyond abstraction and myth to reality. And not only the reality of nationalistic origins but a compelling need to fix themselves to their family, their past, and to assure their identity and their worth.

Brooke Hindle of the Smithsonian Institution has observed that the scientific revolution, the age of enlightenment, and the revolution of our own time have not eliminated the human need to touch the reality of our past. "Indeed," he said "modern man is separated more firmly from the realities of his own world than was a man in earlier periods of history. Man's need to touch the past has increased rather than decreased." (Dickenson 1989:2)

It has been said that by the turn of the century tourism will be the largest industry in the world. This being so, it is clear that tourism represents an important opportunity as well as a potential threat not only to parks but anywhere expecting growth of tourism including the Blackstone River Valley National Heritage Corridor.

While our resources function as marketing tools to attract tourism and growth, we must be creative in the application of that marketing. It won't be hard to attract the history buffs and other similar enthusiasts once the word gets out about the Corridor. But what about those tourists to whom history, culture, and the environment are a bore -- those who can and should be enriched by the resources of the Valley? P.C. James, Executive Director of the National Trust of Australia, advises us:

The larger problem is to actually sell the concept in the realm of those whom we might call the unconverted -- the people who would not in the usual course of events go to such parks. The objectives must be to sell the concept of the cultural park, or whatever we might call it, to the wider population. This is, in my opinion, still very badly done in most countries.

It is in that particular area where it seems to me we have to try much harder to excel than we have done in the past. We have to do it by educating people about the importance of going to areas to see what really is (and was) there -- how people lived in the areas where they did live, not only the types of buildings that they lived in but the actual buildings that they lived in, because as I mentioned earlier, it is this factor which distinguishes our parks from the so-called amusement parks.

We have a unique and invaluable product; we must learn to market it properly. (James 1989:233)

The informed management of tourism is critical if the resources drawing the tourist are to be held in stewardship for the future of our people as well as for future tourists. Some of

the most fragile of these resources, especially in Heritage Corridors are the remains of the past. Surviving more by chance than by design over the centuries, these resources are all that remain of the physical evidence of a rich and varied human heritage. Their fragility and importance call for careful consideration in their use when balanced with other resources and development needs. While fragile, they can be interpreted to all and -- if protected and used wisely (conserved) -- be of benefit everyone. While setting the theme of Tourism and Heritage at the NPS conference, Lester Borley, Director of the National Trust for Scotland, noted:

> Curiosity about the past creates tourism and, if successfully managed, it can bring economic benefit to regions and countries with a rich heritage to share. The supply and demand must be balanced, and the tension which exists used for creative benefit.
>
> Heritage is a compound of many treasures. They are natural and man-made and they occur all over the world. Access to them will benefit mankind not just physically but, more importantly, spiritually, enabling us perhaps better to understand the words of William Blake:
>
> > To see a World in a grain of sand
> > And a heaven in a Wild Flower
> > Hold Infinity in the Palm of your Hand
> > And Eternity in an Hour.
>
> This is our problem; but that is also our opportunity. (Borley 1989:169)

However, all is not well with our cultural resources. Daily they vanish or are mutilated by those who don't value them or who don't realize their value. Natural forces continue the slow degradation of their integrity and thus their ability to interest and inform. One entire class of resource, namely, the knowledge, skill, and memories of the living individuals, is steadily eroding. Documents are lost or destroyed. Photographs discolor and loose clarity. Objects are damaged or broken or, worse, thrown out. Buildings are thoughtlessly modified, reconstructed, or inappropriately maintained. Historic landscapes lose their setting and visual perspective and are at constant risk of exploitation. And the people are deprived not only of their rich heritage but of the very tools for quality economic development. In Russ Dickenson's keynote address he made the following points:

> I wish to emphasize that if there does not already exist a sense of urgency about our quest, then we should hasten to generate one. For it is apparent that time is growing short if we are to recover even a portion of what remains in terms of the material and nonmaterial remnants of our cultural heritage.
>
> It is perhaps fortunate that there does not exist a catalog of all that has been lost -- historic structures, legends, lifestyles, languages, precious artifacts with a life all their own -- for such an accounting would surely be as damning as it would be tragic. And to what losses are we silent and unknowing witnesses, even at this moment?

What traditions and treasures were sacrificed this very day in conflicts in a dozen places around the world?

What was it that vanished under the demands of consumptive societies for ever more wealth and progress and production of material goods?

What precious objects were scarred and eroded ever so slightly more this day in acid rain?

And what have we allowed to be stolen from us, one and all, by lack of knowledge and complacency?

The cynic might ask:

What is the harm if a tradition should vanish, or an artifact be destroyed, or a rock drawing be defaced?

Who should care that there is no one left to tell the ancestral stories? Of what consequence is it that the songs and dances are gone?

Who cares? And why should one care?

The fact is that each of us has a stake in the incredible living diversity of the earth we live in. The heritage we share as inhabitants of this planet is a heritage that transcends both time and national boundaries.

To ask of what consequence might be the loss of any of those treasures is to suggest again the wisdom of that old observation about he who knows the price of everything and the value of nothing.

Because our lives would be much the poorer with their passing.

Because we thrive and prosper by living amidst diversity.

And because we are more and more learning that the cultures of the world must be nurtured, protected, and encouraged if we are to maintain a sense of respect for our own, and if we are to learn from each other. (Dickenson 1989:2-3)

In order for these resources to survive and fulfill their expectations as tools for economic development, we should apply Dickenson's advice to all the classes of Corridor resources as he directs. "The first moral imperative I would commend to you is the **identification, protection** and **perpetuation** of these special places, the sanctuaries for so much of our culture and heritage." (Dickenson 1989:3)

But we cannot assign policemen to each and every resource. There aren't enough people in the world for that and, besides, who would watch the policemen? The alternative, of

course, is for the people to be the managers of the resource, since when the people are informed and concerned they are the best managers. J. Thomas Ritter, the chief of visitor services for the National Park Service, illustrated this point with the following statement made at the conference.

> We must provide education, inspiration, and knowledge to convey to all people the conviction of our ideas and ideals for protecting cultural resources.
>
> Most of the speakers and workshop participants assembled here have expressed a common concern: "How can we use the cultural resources while providing for their protection?" (Ritter 1989:225)
>
> Interpretation builds a constituency of informed, enthused supporters. Legislation is enacted in response to interest and demands from citizens. In turn, we develop regulations based upon this legislation and prepare official doctrine and policy upon the authority granted through legislation; without citizen support this authority may not be granted. We further provide guidelines and procedures on how to conduct activities and programs. This accumulation of control has a powerful influence upon all decisions.
>
> However, in practice we know or soon discover that it is not legislation, laws, policies, documents, and manuals that provide maximum protection of the resources. Effective resource protection is achieved through an informed and enthused public -- an intelligent constituency. We know that eduction and inspiration through interpretation is slow and many years of diligent and persistent work are necessary to establish the roots of understanding for resource protection. We also know this is the only effective method for providing maximum protection of the resources. The investment in interpretation is worth the effort.
>
> The best method of developing, understanding, and complying with the objectives of resource protection is through appreciation of the values, relationships, and long-term benefits. When we consider the objectives of cultural resource protection, it is clear there is only one method that will ensure that these national and international treasures will be protected. Our commitment must be for the use of "team resource" with interpretation as an essential part of the team. (Ritter 1989:227)

It is for these reasons that we believe that interpretation is a critical tool for the marketing and management of the Blackstone River Valley National Heritage Corridor's natural and cultural resources.

1.2 Community-Based Interpretation, the Key to a Successful National Heritage Corridor

We can expect that as the Blackstone River Valley National Heritage Corridor develops, there will be a dramatic increase in tourism. These tourists will be everywhere, but mostly they will be in the communities. Individually and collectively, the communities will host them, care for them, inform them, and react to them. In order for the Corridor concept to be successful, the residents of these communities must not only know what to expect from these visitors but also have a clear understanding of their role in the management of the larger community's natural- and cultural-resource base.

Without this understanding, both the residents of the communities and the resources will suffer. Jack R. Stokvis, General Deputy Assistant Secretary for Community Planning and Development of the U.S. Department of Housing and Urban Development, emphasized one of the problems in his remarks at the First World Conference on Cultural Parks.

> Tourism is a code word for many things. It encompasses coordinated marketing, packaging, and knowing your audience. It means access, whether by plane, boat, automobile, or by walking -- preferably all of them. It means a readily understandable showing of the cultural, athletic, and recreational magnets designed to draw tourists to an area -- including interpretation, clear display, and, wherever possible, interaction between the visitor and the objects or places being viewed and experienced. It means comfortable ancillary facilities such as hotels, restaurants, trains, cabs, and pleasant guides who are proud of what they are explaining and extolling.
>
> Tourism, however, is like the genie in the bottle in the fable of the Arabian Nights -- it can be a force for good *or* evil depending on how it is employed. If approached wisely, it can both stimulate economic development and enhance the quality of life in a community. When it is undertaken carelessly or without sound planning and forethought, local residents complain about a "bad neighbor," congestion, and degeneration in the quality of life. The difference between the Williamsburg-type tourism image and the "bad neighbor" type of tourism deplored by both tourist and local residents is the difference between the clean, wholesome environment created by the former and the careless short-term expediency of the latter.
>
> As pervasive as tourism is, communities need to be concerned with how tourism can stimulate economic development as well as enhance the quality of life for the tourist and resident alike. (Stokvis 1989:179)

He further pointed out that,

> Not only does tourism impact the economic area, but it can also have a direct and formative effect on the physical appearance of a community or region. At its best the physical demands of tourism can be integrated into a community's

> development by catering to the tourist without violating the essential heartbeat of the locality. At its worst, tourism can destroy the community's identity and leave it ultimately abandoned by both the tourist and the diminished resident population.
>
> Tourism must be cultivated as carefully as agricultural fields or else it too will wither and die. Agriculture needs fertilizer, careful tending by the farmer, vigilance against pests and disease, and an investment of capital and labor. Similarly, tourism needs public awareness, careful nurturing of the image through sound marketing, vigilance against encroachment and neglect, and an investment of capital and labor. Done well it can provide food for the spirit. (Stokvis 1989:180)

If we are to realize this reward, the communities must be the recipients of and participants in this investment.

Each community in the Corridor is unique. It has its own story to tell in its own way. It will be the telling of that story to the visitor through interpretation that will be the link between the resource of the community and its management for future generations. Therefore, it is essential to supply each community with the tools for the interpretation of the resources in a variety of ways. Interpretive themes relating to each community become the topic sentences for a wide variety of activities leading not only to the enhancement of the visitor experience but to the self-awareness of the community and the individual residents. It is also important that each community not view itself in isolation from the other communities. In a National Heritage Corridor, there is a community of communities. There is a systemslike relationship within the Corridor which has stood the test of time and for which the resources of the Corridor speak over the years. The evidence of this system exists in the natural and cultural environment we see in the Corridor today. In spite of current individual perceptions, there is a linkage among all elements of the system, regardless of their obviousness or subtlety.

To maintain this system of resources and encourage its use in the interpretation of corridor and community heritage for the enhancement of quality of life and the encouragement of desirable growth and development, the wise use and allocation of these resources must be appropriately managed by the communities themselves. Robert McNulty, President of Partners for Livable Places, pointed out:

> Appropriate resource allocation requires that the quality of life for residents be enhanced -- not degraded -- by increased tourism activity. Otherwise, the evolution of tourist-oriented environments, perceived by inhabitants as being non-rewarding or actually alien to their lifestyles, will create more dissension and tension than the financial rewards may justify. (McNulty 1989:184)

2 POLICIES

In order to meet the challenges discussed above, it will be important for the Corridor Commission and the communities of the Corridor to have a clear understanding of each other's roles in the National Heritage Corridor process. In terms of the role of interpretation in this process, the following policies are presented.

Policy 1
It is the policy of the Corridor Commission to provide leadership in the protection and wise use of the prehistoric and historic resources of the Blackstone River Valley National Heritage Corridor.

Policy 2
It is the policy of the Corridor Commission to encourage public and private organizations to be sensitive in the use of the opportunities afforded by the natural and historic resources of the Corridor.

Policy 3
It is the policy of the Corridor Commission to assist Federal, State and local authorities in informing visitors, residents, and others about the natural resources and cultural resources of the Corridor (the latter comprising both prehistoric and historic archaeological sites, plus standing historic architecture).

Policy 4
It is the policy of the Corridor Commission to assist individuals, groups, communities, and public and private agencies in understanding the role of the Corridor's natural and cultural heritage in its economic rebirth.

Policy 5
It is the policy of the Corridor Commission to provide seed money and technical assistance to individuals, groups, and communities who demonstrate that proposed projects fit into the interpretive framework established by the Commission.

Policy 6
It is the policy of the Corridor Commission to develop a management framework for the distribution of technical and financial assistance to the advantage of the Corridor's communities.

Policy 7
It is the policy of the Corridor Commission to assist communities and businesses in realizing the marketing value of the Corridor's Historic and Archaeological Resources.

3 EXISTING CONDITIONS

This section describes projects, programs, sites and other interpretation-related activities that are in place, in progress, or in the planning stage in the Corridor. These actions have been undertaken by others or by the Corridor Commission. For each condition described, various actions are recommend, from moral support by the Commission to additional funding, modification or implementation, depending on the condition's perceived relationship to the goals of the Corridor legislation and the principles set forth in the previous chapters.

Not all the applicable conditions that exist in the Corridor have been identified, but those that have the highest visibility or will have the greatest impact on the realization of the Commission's goals within the course of its first years of managing the Corridor have been. As the Corridor develops and as the planning process is continually updated, new conditions will arise and conditions not previously identified will be acknowledged and added to the planning process.

3.1 The Corridor Commission / National Park Service

As a precursor to the planning study for the Blackstone River Valley National Heritage Corridor, the Corridor Commission, with assistance from the National Park Service, initiated several projects for "early action" in response to immediate needs within the Corridor or in conjunction with activities that would be necessary regardless of the recommendations of the planning team.

3.1.1 Public Education Program

Description A cooperative agreement between the Slater Mill Historic Site and the Blackstone River Valley National Heritage Corridor Commission establishes a public education program that will develop the following products: 1) a logo for the Corridor and Commission and a design format for outreach materials, 2) a traveling exhibit, 3) oral history research, 4) educational outreach program resulting in curriculum materials for Corridor schools.

Recommendations 1) The logo for the Corridor has already been prepared.

2) Traveling exhibits should incorporate the Corridor's unifying theme as an organizing tool and the theme of "The Cradle of the American Industrial Revolution" as the focus.

3) Oral history will be an ongoing element of research in the Blackstone River Valley National Heritage Corridor. While the current focus is on deindustrialization, we recommend that oral histories should also help identify individuals who still retain skills and knowledge related to historic structures, activities, processes, etc. A listing of knowledgeable individuals should be prepared as an aid in developing priorities for interview. Oral histories can be accomplished by professionals or through programs

in the school systems similar to the Tar Heel Junior Historian program described under Programs (see page 38).

4) The development of curriculum materials should be coordinated with the unifying and themes of the interpretive plan. The planning for such materials should also include consultation with the Massachusetts Heritage Education Task Force and other groups currently working on Heritage Education recommendations. Consideration of the various strategies for school systems in this interpretive plan is also appropriate.

3.1.2 Inventory of Dudley Shuttle Company

Description The Museum of American Textile History, in association with the Massachusetts Department of Environmental Management, has catalogued the artifacts, tools, machines, and other appurtenances of the Dudley Shuttle Company. From this inventory, future products will include drawings and photographs of the mill, machinery, and artifacts as well as videotape of mill workers, owner, and others.

Recommendations The objects recovered from this study will be housed eventually in a Corridor visitor center. This project provides an important opportunity for "early action" interpretation. It is clear that a shuttle resembles the Corridor in the "systemslike" nature of its construction. Piece parts are made and/or assembled from all over the valley using a wide range of the Corridor's natural and human resources. An exhibit telling this story will help the visitor and resident alike to understand the "interconnectedness" of the natural and human resources from one end of the Corridor to the other. The development of a traveling exhibit for schools, banks, libraries, etc. in the Corridor, coupled with an explanatory exhibit about the National Heritage Corridor, will begin the consciousness-raising process at the earliest opportunity. The creative use of the interviews and videotape will help the exhibit to become even more informative.

3.1.3 "Shifting Gears"

Description An oral history program cosponsored by the Massachusetts Department of Environmental Management and the Massachusetts Foundation for Humanities and Public Policy, the "shifting gears" project focuses on the effect of deindustrialization on the social fabric of the Corridor. Specific activities under this program include, 1) identification of sources; 2) public outreach; 3) research of sources; 4) analysis of the effects of deindustrialization.

Recommendations We have no recommendations for this project except to encourage it and to work with the project principal in acquiring names of informants and locations of material. Placing this project in the context of the Corridor's unifying interpretive theme will be an effective approach to the understanding of the project by the nonspecialist.

3.2 The States of Massachusetts and Rhode Island

Each of the states through which the Corridor runs has for some time had State Parks, State Forests, and other types of state stewardship of public resources. In addition, and more recently, each state has begun the establishment of parks focusing specifically on the Blackstone River and Canal. For these latter facilities, considerable planning, effort, and money have already been expended in their development as key elements of the Blackstone River Valley. We do not, therefore, recommend much in the way of modification of current plans. However, we believe that the other state properties represent opportunities for interpretation of communities, events, resources, and individuals within the Corridor and that these stories have an important place in the understanding of the systemslike nature of the Corridor and its resulting growth and change over time. For these locations we recommend that the states include Corridor interpretation and Corridor-related programs in their efforts at expanding the message of the Blackstone River Valley National Heritage Corridor to these locations.

3.2.1 The Blackstone River and Canal Heritage State Park (Mass.)

Description While details of the Heritage State Park have changed over time, it has remained essentially the same since its inception. The Park as planned is a linear park system of trails, historic sites, and recreational areas extending the length of the Blackstone Valley from Worcester to the Rhode Island border. In the period for which concept planning has taken place, over twenty interpretive sites have been identified along the course of the Canal and River. The current Park plan identifies the Voss Farm in Uxbridge and the Quinsigamond Wireworks area of Worcester as the park anchors and locations of full-scale visitor centers. The Voss farm site is expected to be the first of the Park's visitor centers to be developed, while the Worcester component awaits funding definition. Included within the Park are significant historic and natural resources that present numerous opportunities for interpretation.

Interpretive nodes currently in place include the Plummers Landing site in Northbridge and Capron Park in Uxbridge.

Recommendations 1) State spending for the development of interpretive nodes within the Heritage Park will be drastically curtailed, given

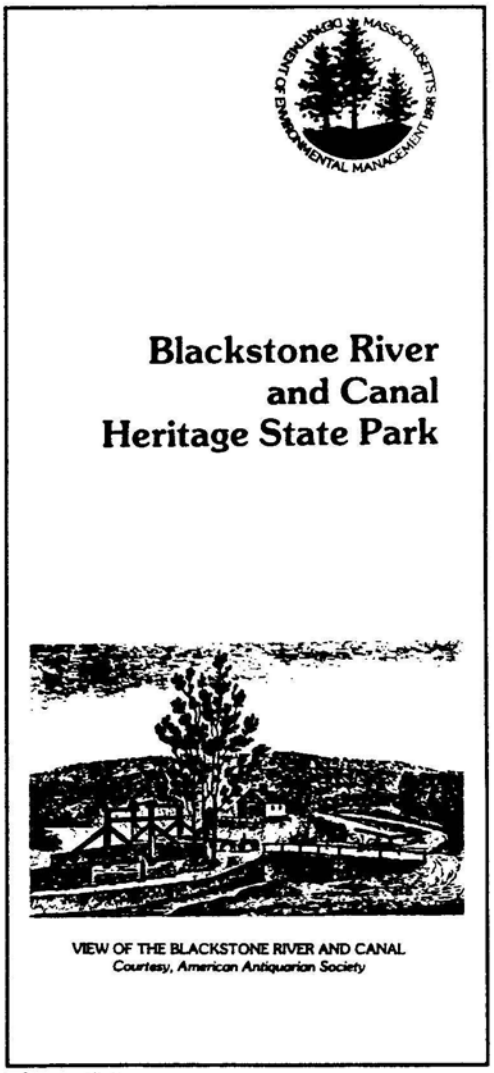


Figure 3-1

the current status of the Massachusetts economy. The Corridor Commission will be, from time to time, in a position to assist the State through a variety of mechanisms, such as a number of Federal programs that may grant matching funds or other forms of assistance. The Commission should explore the nature of Federal, State, and local partnerships for the development of existing facilities as well as those planned for the future. As described in more detail in the Programs chapter of this report, Memorandums of Agreement between the Corridor Commission and the Department of Environmental Management should spell out the relationship of the two entities within the Heritage Park. The MOAs should address signage, brochure display, a Corridor exhibit, access, and many other concerns.

2) As we will recommend in the Programs chapter of this report, for all interpretive locations which are not visitor centers, we believe that the placement of explanatory signage will be crucial to the understanding of most of the interpreted features of the Corridor. Plummers Landing and Capron Park are no exception. Interpretive panels explaining how the water power features worked and presenting statistics relative to the yards of cloth, number of spindles, etc. (at Capron) and similarly for the lock and turning basin and business statistics for Plummers Landing will enhance visitors' experience and be consistent with our recommendations for wayside interpretive panels throughout the Corridor.

3.2.2 Blackstone River State Park (R.I.)

Description Like the Massachusetts Heritage Park, the Rhode Island version is a linear park connecting Providence to the Massachusetts park at Blackstone and continuing on in Rhode Island to Slatersville on the Branch River. The principal linear connector of this park is a transportation route (a bikeway). The park is anchored on the south by Slater Mill Historic Site and on the north by the planned Woonsocket visitor center, although the bikeway runs from India Point Park in Providence to the Massachusetts line. Numerous recreational and interpretive locations have been identified along the route of the park. An important difference between the Rhode Island park and the Massachusetts park is in the implementation. While many of the interpretive locations in Massachusetts have been planned and in some cases installed by the state, the site development planning in Rhode Island is a cooperative state and local effort.

Recommendations 1) It is our understanding that there is no currently available interpretive signage system for the Blackstone River State Park. The Commission, working with the Rhode Island Department of Environmental Management, should establish interpretive signage standards (see Standards and Guidelines Program) for the Corridor which can be used here.

2) As the southern entry to the Corridor, the Slater Mill Historic Site will be an important location in which to inform the visitor about the Corridor and all the other interesting things within it. Therefore, space should identified for an exhibit about the Corridor, as well as space for maps and brochures. As described in more detail in the Programs chapter of this report, Memorandums of Agreement between the Corridor Commission, the Department of Environmental Management and Slater Mill Historic Site should spell out the relationship of these entities. Topics will include signage,

brochure display, a Corridor exhibit, access, and many other concerns.

3) As the Woonsocket visitor center is planned, the unifying themes of the Corridor should be used as an organizational tool together with descriptions and linkages to other interpretive locations within the Corridor.

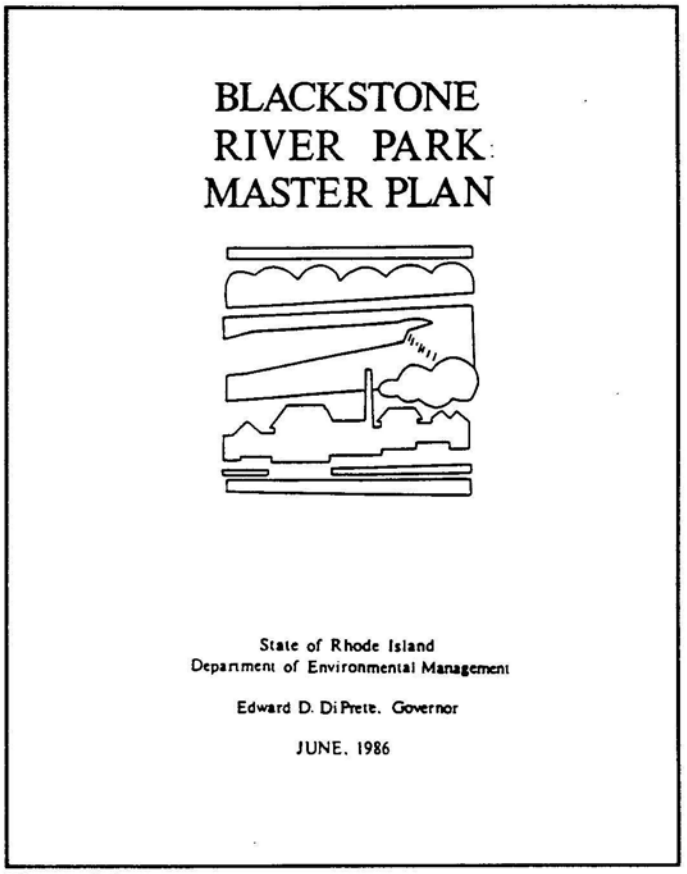


Figure 3-2

4) As with the Massachusetts Park, the Corridor Commission is in a position to assist the State through a variety of mechanisms such as Federal matching funds or other forms of assistance. The Commission should explore the nature of State and Federal partnerships for the development of existing facilities as well as those planned for the future. As described in more detail in the Programs chapter of this report, Memorandums of Agreement between the Corridor Commission and the Department of Environmental Management should spell out the relationship of the two entities within the Park. Topics will include signage, brochure display, a Corridor exhibit, access, and many other concerns.

3.2.3 Douglas State Forest (MA)

Description Douglas State Forest is currently one of the most heavily used forests in the Massachusetts Park and Forest System. It is also the location of 18 historic and archaeological sites identified in the DEM baseline inventory for the Forest. This situation presents both positive and negative opportunities for management and interpretation. The Forest is known to contain mill foundations, Historic Period roads, rail track bed, clay deposits, a prehistoric site and other sites that if better understood could contribute to the story of the Corridor. In addition, there is already an interpretive trail with interpretive brochures for the cedar swamp in Douglas State Forest. Interpretive themes recommended in the baseline survey based on inventory are: Native Americans, Early Settlement, the CCC, and Resource Extraction.

Recommendations 1) The Mass. DEM is currently preparing a GOALS management plan for the Forest. The Commission should be given an opportunity to review and comment on this plan.

2) The baseline inventory prepared for the Mass. DEM describes only relatively well known sites in the Forest. These sites, if developed, can contribute to the understanding of the role of upland manufacturing (primarily the transition of the "farmer's mill" to production for sale at sites whose counterparts closer to the main river no long exist) and can, through the existence of a cedar swamp and other natural areas, afford a glimpse of the environment as it may have been before industrialization) in the establishment of the Corridor as "The Cradle of the American Industrial Revolution." These sites are just a few among what is potentially a much larger number within the Forest and which could present major interpretive opportunities within the Corridor. We recommend that the Commission assist the Mass. DEM in financing a comprehensive reconnaissance survey followed by a statistically valid intensive survey performed and designed by professionals to determine the true nature and distribution of historic and archaeological sites within the Forest. The products of these studies will be: a) a comprehensive history of the Forest, b) a detailed reconnaissance survey report, c) location and results of field test work and management recommendations for the Forest's historic and archaeological resources. The results of such a survey will benefit the Mass. DEM by putting the baseline inventory in perspective with the reality of site type and distribution for management planning and will contribute to the data base used for interpretation. After the survey, one industrial site should be selected for evaluation and the results of this evaluation become the basis for site interpretation within the Forest.



Figure 3-3

3) An interpretive shelter designed under the "Standards and Guidelines" program should be placed at a location within the Forest that is at the same time protected and visible to a large number of visitors. In addition to the standard display format of the "Corridor Interpretive Shelters," a panel telling the Mass. DEM story at Douglas State Forest should be included.

3.2.4 Upton State Forest (MA)

Description Upton State Forest is under considerably less pressure from visitation than is Douglas. However, the baseline inventory discovered thirty-one archaeological and historic sites within its boundaries. These sites include mill sites, home sites, a

triphammer ruin, quarries, mill dams, CCC facilities, and the foundation of the Northeast District School House (1830). Interpretive themes recommended in the baseline survey based on inventory are: Early Settlement, Early Industry, and the CCC.

Recommendations 1) In order to determine the interpretive value of any or all of the sites, a reconnaissance evaluation of each of the baseline sites should be conducted. This survey should result in the preparation of a comprehensive history of the Forest as well as an evaluation of the integrity of the sites, their exact location, and their interpretive potential.

2) We do not recommend any interpretation at this location until a coherent story can be developed around the resources of the Forest and until they can be properly protected.

3) It will be necessary for the DEM to enhance protection measures and take steps toward further acquisition of land in order to develop a more manageable property. Interpretive actions at this forest should link it to the Rice City Pond area and the Corps of Engineers' West Hill Dam area.

3.2.5 Sutton State Forest (MA)

Description With roughly the same acreage as Upton State Forest, Sutton has only two archaeological sites in its baseline inventory. These are one prehistoric site and one cellar hole. Sutton SF also sees less visitation pressure than Douglas. Interpretive themes recommended in the baseline survey based on inventory are: Native Americans and Early Settlement.

Recommendations 1) In order to determine the interpretive value of the Forest, a professional reconnaissance of the Forest should be conducted. This survey should result in the preparation of a comprehensive history of the Forest as well as an evaluation of the integrity of discovered sites, their exact location, sources of threat if any, and their interpretive potential.

2) We do not recommend any interpretation at this location until a coherent story can be developed around the resources of the Forest and until they can be properly protected.

3) It will be necessary for the DEM to enhance protection measures and take steps toward further acquisition of land in order to develop a more manageable property.

3.2.6 Purgatory Chasm State Reservation (MA)

Description This State Reservation focuses on a natural feature and is the source of several natural historical interpretive efforts. Nine historic sites or artifact finds lie within its boundaries. These include a stone from the Blackstone Canal and possible Native American artifacts. Visitation is moderately heavy at this site and thus opportunities for Corridor interpretation exist here. Interpretive themes recommended in the

baseline survey based on inventory are: Transportation and Nineteenth-Century Recreation.

Recommendation A Corridor interpretive exhibit should be located at the Chasm.

3.2.7 Lincoln Woods State Park (RI)

Description Lincoln Woods State Park is currently under relatively heavy pressure from visitation. There are no interpretive exhibits currently at the Park; however, several prehistoric sites have been discovered there, according to the Rhode Island Historic Preservation Commission.

Recommendations 1) The two currently known sites are just a few of a potentially much larger number within the Park, which could present major interpretive opportunities within the Corridor. We recommend that the RI DEM in finance a comprehensive reconnaissance survey followed by a statistically valid intensive survey performed and designed by professionals to determine the true nature and distribution of historic and archaeological sites within the Park. The products of these studies will be: a) a comprehensive history of the Park, b) a detailed reconnaissance survey report, c) location and results of field-test work and d) management recommendations for the Park's historic and archaeological resources.

2) An interpretive shelter designed under the "Standards and Guidelines" program should be placed at a location within the Park that is at the same time protected and visible to a large number of visitors.

3.3 Community Parks

A number of individual communities (most notably in Rhode Island) have community parks that relate to the Blackstone River and Canal in various stages of planning. At the same time, several communities have had parks or squares relating to the Civil War (Blackstone), confrontations with Indians (Central Falls) and other events or individuals for many years. The planned Valley Falls River Park in Cumberland, RI uses the remains of a mill and its surroundings as a focus to illustrate the use of water power in the running of the mill. Slater Memorial Park contains the historic Daggett

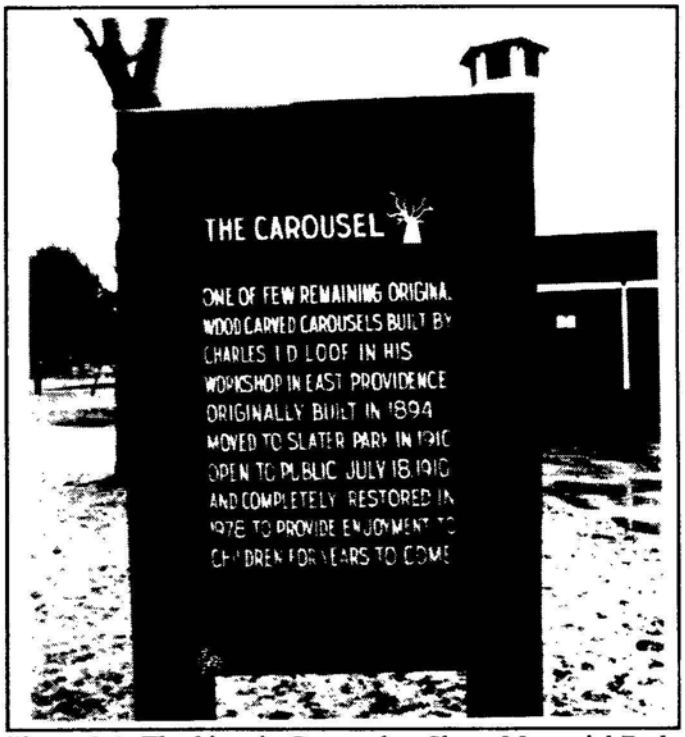


Figure 3-4 The historic Carousel at Slater Memorial Park

house, the Marconi garden, "The Carousel," originally built in 1894 and in use today. In all of these parks it will be important to place Corridor Interpretive Shelters.

3.4 Local Historical Societies, Historic District Commissions, and Historical Commissions

These organizations are the core of community historic-preservation activity. The following listing represents those communities that have such organizations within the Corridor. The Commission must work closely with these organizations and encourage the establishment of additional groups, as they will be the key to the success of the Corridor. The list below is derived from the Directory of Historical Societies and Agencies in the U.S. and Canada, 12th Edition, compiled and edited by Tracey Linton Craig, American Association for State and Local History, Nashville, Tennessee.

MASSACHUSETTS:

East Douglas:
Douglas Historical Society
Main Street 01516
Box 176
Founded in 1968
Major programs: Museum
Period of collections: 1870-1920

Mendon:
Mendon Historical Society
Main Street 01756
Founded: 1896
Major programs: Museum, markers, educational programs, genealogy
Period of collections: 1800-present

Millbury:
Millbury Historical Society
Jane Jung, President
P. O. Box
Millbury, MA 01527
Major programs: Museum
Period of collections: Indian to WWII

Sutton:
Sutton Historical Society, Inc.
P. O. Box 127
Manchaug, 01526
Magazine: Sutton Historical Society
Major programs: Museum, markers, educational programs, newspapers/pamphlets, historic pres.
Period of collections: 1800s

Uxbridge:
Uxbridge Historical Society
Michael Ronan, President
Upton Road
Uxbridge, MA 01569
Programs: Oldest house in town. Open to public weekends during summer.
Period of collections: 1830s through 1960s - photo collection.
Founded: 1890
Incorporated: 1973

Worcester:

American Antiquarian Society
185 Salisbury St., 01609
(508) 755-5221
Founded: 1812
Magazine: Proceedings of the American Antiquity Society
Major programs: Library, publications, educational programs
Period of collections: 1600-1876

Higgins Armory Museum
100 Barber Ave., 01606
(508)853-6015
Magazine: The Ventail Voice
Major programs: Library, museum, educational programs, newspapers, pamphlets.
Period of collections: Prehistoric-1865

Worcester Historical Museum
39 Salisbury St., 01608
(508) 753-8278
Major programs: Library, archives, manuscripts, museum tours/pilgrimages, educational programs, newsletters, pamphlets
Period of collections: 1700-1950

Worcester Heritage Society, Inc.
71 Pleasant St., 01609
(508) 754-8760
Major programs: Educational programs, newsletters/pamphlets, historic preservation, building survey

RHODE ISLAND

Central Falls:

Historic Central Falls
914 Lonsdale Avenue
Central Falls, RI 02863
Major programs: Focus is restoration of Cogswell Tower. Small museum planned. Organized: 1986

Cumberland:

Cumberland Historic District Commission
Broad Street
Cumberland, RI 02864
Major programs: Regulatory group, public awarness programs. Archival subcommittee.

Lincoln:

Blackstone Valley Historical Society
Old Louisquisset Pike
Lincoln, RI 02865
Major programs: Library, small museum, tours, pamphlets, monthly newsletter
Period of collections: 1800s
Founded: 1968

North Smithfield:

North Smithfield Heritage Association
Main Street, Forestdale 02895
Mail to: Box 413, Slatersville, 02876
Major programs: Library, archives, educational programs, newsletters, pamphlets.
Period of collections: 1644-present

Pawtucket:

Preservation Society of Pawtucket
P. O. Box 735
Pawtucket, RI 02862
Patricia Tillinghast, President
Major programs: Historic Marker Program, Children's educational programs (video presentation and walking tour), walking tour, lectures, brochures.
Incorporated: 1979

Pawtucket Historic District Comm.
c/o Pawtucket Planning Dept.
200 Main Street
Pawtucket, RI 02860
Frederick R. Love, Chairman

Providence:

Providence Preservation Society
21 Meeting Street
Providence, RI 02903
Major programs: Educational programs, children educational programs (workshops, tours, slide/tape presentations), adult tours, lecture series, quarterly newsletter and library.
Incorporated: 1956

Providence Historic District Comm.
44 Washington Street
Providence, RI 02903
Mary Turkel, Executive Director

Rhode Island Historical Society
110 Benevolent Street
Providence, RI 02906
Major programs: Museum, gallery, educational programs, tours, books, newspapers/pamphlets
Period of collections: Native American times to present
Founded: 1822

Woonsocket:

Woonsocket Historical Society
563 South Main St., 02895
(401) 769-9846
Major programs: Historic sites, preservation, markers, tours/pilgrimages; educational programs, books.
Period of collections: 1777-present

Woonsocket Historic District Comm.
42 Cady Street
Woonsocket, RI 02895
Norbert A. Grochowski, Chairman

3.5 Museums

Within the Corridor, there are several museums relating to Corridor history, skills or other themes. The museums listed below offer a potential opportunity for the message of the Corridor to reach a wider audience. Agreements with these museums and other public or private interpretive facilities should be made at the earliest opportunity.

MASSACHUSETTS

Grafton:

Willard House and Clock Museum, Inc., 11 Willard Street, Grafton, MA 01519. Mailing Address: P. O. Box 156, Grafton, MA 01519. Tel.: 508-839-3500. Founded: 1971.
Congressional District: 3
Personnel: Dir., Mrs. Roger W. Robinson; Asst. Dir., Mrs. Raymond C. Norton; Cur., Robert Girvin.
Governing Authority: society. Trustees of Willard House & Clock Museum Inc., 11 Willard St., Grafton, MA. Tax exempt. 501(c)(3).
Horological Museum: Housed in 1718, Willard House and Clock Shop, homesite of the

earliest settler and birthplace of the first white child, Sarah, in Grafton.
Collections: Original Willard Clocks by Benjamin, Simon, Ephraim and Aaron Willard; family portraits, letters, patent rights, tools; 18th century furniture; bric-a-brac; preservation project.
Activities: Guided tours; lectures; formally organized education programs for children; permanent and temporary exhibitions.
Hours & Admission Prices: Tues.-Sat. 10-4; Sun. 1-5; Holidays 10-4; adults $2; children $.75.
Membership: Annual $10; Sustaining $25; Contributing $50; Life $100.

Worcester:

American Antiquarian Society, 185 Salisbury St., Worcester, MA. 01609. Tel: 508-755-5221. Founded: 1812.
Congressional District: 3
Personnel: Dir. and Librarian, Marcus A. McCorison; Cur. Graphic Arts, Georgia B. Barnhill; Assoc. Dir. Research & Publications, John B. Hench.
Governing Authority: Society. Tax Exempt
Research Library
Collections: 650,000-vol. library of original source material for research in colonial and early American history up to 1877, available for research by graduate and postdoctoral researchers; graphic arts; newspapers and periodicals; manuscripts and archives.
Research Fields: Colonial and early American history; literature, culture.
Facilities: reading room; guest house; conservation workshop.
Activities: Guided tours; temporary exhibitions; lectures; fellowships offered/education programs.
Publications: Semiannual journal, Proceedings of American Antiquarian Society; newsletter; occasional bibliographical & source document books; newsletter, The Book.
Hours & Admission Prices: Mon.-Fri. 9-5. No charge. Closed national holidays; 3rd Wed. in October; Fri. after Thanksgiving.

Higgins Armory Museum,(M), 100 Barber Ave., Worcester, MA. 01606. Tel.: 508-853-6015. Founded: 1928.
Congressional District: 3
Personnel: Dir., John F. Stevens; Pres. V., E. Malcolm Parkinson; Development Officer & Admin. Supervisor, Phyllis B. Stoddard; Cur. Arms & Armor, Walter J. Karcheski, Jr; Chief Conservator, Otakar B. Suchy; Program & Building Supervisor, Frank Messier; Museum Teacher-Outreach, Suzanne Person; Museum Teacher-In-House, Kathleen Lord; Assoc. Registrar & Store Mgr., Laura Thienel.
Governing Authority: Non-profit organization. Tax exempt: 501(c)(3).
History, Military & Art Museum
Collections: Medieval & Renaissance arms and armor; objects of art and metal craft; firearms; stained glass; tapestries; ancient and Japanese arms & armor; Medieval tools.
Research Fields: Areas pertaining to collections.
Facilities: 2,500-vol. library pertaining to arms, armor, and metal craftsmanship, available on premises by appointment; 230 seat auditorium; special hands-on gallery for children, families, and adults; Sound and Light Show on tournaments. Great Hall; exhibit galleries.

Model knights, books, jewelry, replicas of arms and armor for sale.
Activities: Inter-museum loans; educational programs for groups by reservation; craft activities for children; lecture-demonstrations on armor; temporary exhibits; outreach programs; concerts.
Publications: Museum catalogs for armor & books; armory booklet; quarterly newsletter for members.
Hours & Admission Prices: Sept.-June. Tues.-Fri. 9-4; Sat.-Sun. 12-4; July-August Mon.-Fri 9-4, Sat.-Sun. 12-4; General Admission $3.75; senior citizens & children 5-12 $2.50; group rates available. Closed Holidays.
Membership: Student $5.00; Individual $15.00; Senior Citizen Family $20; Family & Dual $30; Friend $50; Crusader $100; Squire $250; Knight $500; Round Table $1,000; Corporate $250-$500-$1,000-$1,500.

New England Science Center, 222 Harrington Way, Worcester, MA 01604. Tel: 508-791-9211. (Formerly Worcester Science Center) Founded: 1971.
Congressional District: 3
Personnel: Chief Exec. Officer, James Harrington; Pres. V., John Hayden; Education Coord., Barbara Easterday; Zoo Dir. Michael Schofield; Exhibits, Mark Fonger; Devel. & Membership, Shirley Sedgwick.
Governing Authority: Non-profit organization. Affiliated with the Worcester Natural History Society. Tax exempt: 501(c)(3).
Science Center
Collections: Mounted specimens; minerals; physical & natural science; live animal exhibits; shells; clothes & artifacts; doll; historical journals.
Research Fields: Behavior studies; successful breeding of animals in captivity.
Facilities: 10,000-vol library of natural, physical sciences, ornithology, geology, geography, available for research on request; botanical garden; zoological part; nature conservation center; 103-seat auditorium; classrooms; snack bar; planetarium; nature trail; exhibit halls, narrow gauge passenger railway. Educational toys, books, and museum related items for sale.
Activities: Guided tours; lectures; films, radio programs; formally organized education programs for children & undergraduate college students; participatory exhibit; permanent exhibitions.
Publications: Magazine, Discovery; letter, Nature Notebook; newsletter, Science Center News.
Hours & Admission Prices: Mon.-Sat. 10-5; Sun. 12-5; adults $3.50; senior citizens $2.75; children & senior citizens $2.75; members no charge; group rates available. Closed New Year's Day,; Easter; Thanksgiving; Christmas.
Membership: Student $15; Individual $20; Family $40; Contributing $100+; Library $200.

Salisbury Mansion, (M) 40 Highland St., Worcester, MA 01609. Mailing Address: c/o Worcester Historical Museum, 39 Salisbury St., Worcester, MA 01609. Tel.: 508-753-8278.
Congressional District: 3
Personnel: Dir., William D. Wallace; Pres., Thomas S. Green; Treas., Paul A. Wolf, Jr.; Cur., Richard V. Riccio; Cur., Susan Meyer; Cur. Manuscripts, Mark Savolis; Devel. Officer, Janet Pane-Joyce.
Governing Authority: Non-profit organization. Subsidiary Museum: Worcester Historical

Museum, 39 Salisbury St., Worcester, MA 01609, Tax exempt: 501(c)(3).
Historical House: 1772, Stephen Salisbury home, restored to c. 1830.
Collections: Furnishings and Decorative arts of the 1830s.
Research Fields: Decorative arts; farm/agricultural history; Salisbury family.
Facilities: 6,000-vol library of local history available for inter-library loan at the Worcester Historical Museum. Museum related items for sale.
Activities: Guided tours; lectures; organized education programs for children and adults; docent program; participatory exhibits; loan exhibitions.
Hours & Admission Prices: Tues.-Sun. 1-4; adults $2, children $1. Closed national holidays.

Worcester Art Museum, (M), 55 Salisbury St., Worcester, MA 01609. Tel: 508-799-4406. Founded: 1896.
Congressional District: 3
Personnel: Dir., James A. Welu; Pres. V., Dix F. Davis; Registrar & Cur. Photography, Stephen B. Jareckie, Cur. Prints & Drawings, Roberta Waddel; Cur. Education, Ellen R. Berezin; Chief Cur. & Cur. European Art, James A. Welu; Cur. Asiatic Art, Elizabeth de S. Swinton; Cur. American Arts Susan E. Strickler; Cur. Prints & Drawings, David L. Acton; Cur. Education, Honee Hess; Librarian, Kathy Berg; Chief Conservatory, Paul F. Haner; Dir. Devel. & Membership, Susan Courtemanche; Dir. Publications & Mktg., Anne Gibson; Dir. Public Information, Jennifer B. Weininger; Museum Shop Mgr., Jane Davis.
Governing Authority: Non-profit organization. Tax exempt: 501(c)(3).
Art Museum
Collections: 42 galleries illustrating the evolution of art; Egyptian, Classical, Oriental and Medieval sculpture; tapestries; Pre-Columbian pottery; sculpture & gold; Romanesque chapter house; European & American paintings; photographs; prints; drawings.
Research Fields: European and American painting; pertaining to temporary exhibitions.
Facilities: 35,000-vol. library of art reference materials available for inter-library loans and on the premises; reading room; 275-seat auditorium, classrooms. Gifts for sale.
Activities: Guided tours; gallery talks, concerts; formally organized education programs for children, adults, and undergraduate college students affiliated with Clark University and Worcester Consortium; inter-museum loan, permanent and temporary exhibition; domestic and foreign tours for members.
Publications: Annual magazine, Journal; Worcester Art Museum Calendar; special exhibition catalogues.
Hours & Admission Prices: Tues.-Fri. 10-4; Sat. 1-5; No charge. New Year's Day Closed July 4, Thanksgiving; Christmas.
Membership: Student $10; Senior Citizen $15; Senior Family & INdividual $25; Individual $35; Family/Dual $45; Sustaining $50; Contributing & Friend $100; Sponsor $250; Fellow $500; Patron $1,000 or more; Stephen Salisbury $5,000 or more.

Worcester Craft Center, 25 Sagamore Road, Worcester, MA 01605. Tel.: 508-753-8183. Founded: 1856.
Congressional District: 3
Personnel: Exec. Dir., Cyrus D. Lipsitt; Admin. Asst., Ann Rogol; Ceramist, Sheldon Lee Rexrode; Ceramist, Susan Fisher; Enamelist, Judy Daner; Silversmith, Tim McCreight; Stained Glass, Bill Brown; Stained Glass, Tod Beall; Furniture Refinishing, Loren Manbeck; Furniture Refinishing, Don Steinmetz; Photography, Peter Faulkner; Woodworking Robert

March; Woodworking, Robert Materne; Woodworking, Peter McKone; Fiber/Weaving, Fuyuko Matsubara.
Arts Center
Collections: 5 six-week exhibitions.
Facilities Gallery, classrooms, Craft supplies & hand-crafted items for sale.
Activities: Studio craft classes for adults, children & college students; professional craft studies; lectures; films; gallery exhibition program; workshops; summer school; tours; annual craft fairs.
Publications: Quarterly, newsletter.
Hours & Admission Prices: Sept.-Aug. Mon.-Sat. 9-5. No Charge. Closed national holidays.
Membership: Single $28; Family $43; Sustaining $75; Sponsor $100; Patron $200; Life $1,000.

Worcester Historical Museum, (M), 39 Salisbury Street, Worcester, MA 01609. Tel.: 508-753-8278. Founded: 1875.
Congressional District: 3
Personnel: Dir., William Wallace; Cur. Richard V. Riccio.
Governing Authority: Society. Tax exempt: 170(b)(1)(A).
History Museum
Collections: Costumes; archives; military; decorative arts; graphics; 1772, Salisbury Mansion restored to 1830s.
Research Fields: Local history.
Facilities: 6,000-vol library of local history and general books available for inter-library loan and research.
Activities: Guided tours; lectures; permanent and temporary exhibitions; manuscript collections.
Publications: Books, Proceedings Worcester Society of Antiquity; Proceedings Worcester Historical Society.
Hours & Admission Prices: Tues.-Sat. 10-4. No Charge. Salisbury Mansion: Tues.-Sun. 1-4; adults $2; children $1. Closed National Holidays.
Membership: Individual $20; Family $35; Contributor $50-$99; Sustaining $200-$249; Salisbury Mansion Associate $250-$499; Samuel Staples Society $500.

RHODE ISLAND

Lincoln

Blackstone Valley Historical Society, North Gate Louisquisset Pike, Lincoln, RI 02863. Mailing Address: P. O. Box 7733, Cumberland, RI 02864. Tel.: 401-722-1839. Founded: 1958
Congressional District: 1
Personnel: Pres., A. Raymond Auclair; V.P., Jean Richardson; Sec., Joyce Bethel.
Governing Authority: Non-profit organization. Affiliated with League of Rhode Island Historical Societies.
Local History Museum: Housed in c.1804, former turnpike toll gate, known as Northgate.
Collections: Area memorabilia; books; antiquities.

Facilities: 300-vol. library of books pertaining to Blackstone Valley history available for research by appointment.
Activities: Guided tours; formally organized educational programs for children; temporary exhibitions; bus tours.
Publications: Monthly leaflet, Landmark.
Hours & Admission Prices: Open by appointment only. No charge.
Membership: Regular $10

Pawtucket

Children's Museum of Rhode Island, 58 Walcott St., Pawtucket, RI 02860. Tel.: 401-726-2591. Founded: 1976.
Congressional District: 1
Personnel: Pres. V., Trevor Thom; Devel. Officer, Mary Elks Richardson; Education Cur., Karen Lambe; Volunteer Coord., Hetty Startup; Exhibit Design Dir., Randy Harelson; Marketing-Public Rel. Dir., Ann Sexton.
Governing Authority: Non-profit organization. Tax exempt. 501(c)(3).
Children's Museum: Housed in The Pitcher-Groff Mansion, 1840).
Collections: 10 participatory exhibits; c. 1930, Huestis Marionette Collection.
Research Fields: Child development; subject areas pertinent to exhibits.
Facilities: Conference room; classroom. Educational items for sale.
Activities: Docent program; formally organized educational programs for children; travelling participatory exhibit.
Publications: Bimonthly newsletter, News and Notes; newspaper, BOING!
Hours & Admission Prices: June-Aug. Tues.-Sat. 10-5; Sun. 1-5, Sept.-May Fri.-Sat. 10-5; Sun., Wed.-Thurs. 105. $2.50 per person, groups Tues.-Fri. 10-5 $1.50 per person; discounts to AAM, AAM/ICOM members & NEMA. Closed Major Holidays.
Membership: Individual $20; Additional $5.



Figure 3-5 Children's Museum of Rhode Island

Slater Mill Historic Site, (M), Roosevelt Ave., Pawtucket, RI 02862. Mailing Address: P. O. Box 727, Pawtucket, RI 02862. Tel.: 401-725-8638. Founded: 1921.
Congressional District: 1
Personnel: Dir. Dr. Patrick M. Malone; Pres. V., S. Lee Miller; Deputy Dir., Mark

McDonough; Dir. Public Programs, Holly Begley; Cur., Ruch Macaulay; Cur. Industry, Sandra Norman; Cur. Domestic Arts, Priscilla Brewer; Dir. Public Programs, Martha Kempe.
Governing Authority: Non-profit organization.
Industrial Museum
Collections: Textile machinery & domestic textile implements; machine tools & shop equip., Artisan's furniture and furnishings; mechanical power generation & transmission equip. Historic Buildings: 1793, old Slater Mill; 1758, Sylvanus Brown House; 1810, Wilkinson Mill; 19th century machine shop, reconstructed 1820s, water wheel & raceway system.
Research Fields: Industrial and labor history; technology; waterpower; textiles.
Facilities: 500-vol. library of history & textile books; textile garden; photograph collection of local industrial sites and textile processes. Museum related gifts for sale.
Activities: Interpretive tours; craft demonstrations; hands-on fibers program for students; fiber arts workshops; special events; membership program.
Publications: Quarterly newsletter, The Flyer; annual research publications.
Hours and Admission Prices: June-Labor Day Tues.-Sat. 10-5; Sun. 1-5; March-June; Labor Day 3rd Sun. in Dec; Mon.-Fri. group reservations only; Sat.-Sun. 1-5; adults $2.50; groups by reservation $1.50; senior citizens $1.50; children $1; discounts to AAM & AAM/ICOM members.
Membership: Individual $15; Family $25; Contributor $50; Sponsor $100; Donor $250; Benefactor $1,000; Corporate Contributor $100; Corporate Sponsor $250; Corporate Donor $500; Corporate Patron $1,000.

3.6 Regional Festivals

Currently, there are three major festivals that annually take place in the Corridor. These are Blackstone Valley Heritage Homecoming, Autumnfest and Octoberfest. They take place in the same month (October) and draw visitors from well outside the Corridor. Heritage Homecoming takes place throughout the Massachusetts communities of the Corridor, while Autumnfest takes place in Woonsocket R.I. and Octoberfest is in Pawtucket.

Eventually, it will be important to develop coordination among these festivals for the benefit of the National Heritage Corridor. In the meantime, the Blackstone River Valley National Heritage Corridor Commission should design and establish information booths to be erected at each of these festivals. These information booths should be used at every opportunity and for as many events as possible beyond the festivals.

4 PROGRAMS

4.1 The Role of the Blackstone River Valley National Heritage Corridor Commission

As stated earlier the Commission's purpose "...shall be to **assist** Federal, State and local authorities in the development and implementation of an integrated resource management plan..."(PL 99-647) (emphasis by author). This assistance means acting as catalyst for project development and implementation as well as providing leverage for the assistance of existing and planned projects. In addition, the Commission will assist Corridor communities in the development of design guidelines, demonstration projects and recommended actions/activities that help to integrate new and ongoing activities. Another important role of the Commission will be the coordination of technical assistance from the National Park Service to the Corridor communities and to other groups working in the Corridor. An important element of this assistance will be the training of community citizens in the interpretation of the community's resources to the visitor.

In order for the Commission to manage the wide range of activities associated with their mission, we believe that it will be useful to compartmentalize the various recommended activities into several "programs" within the Commission. These programs may or may not require staffing, independent budgets, and/or facilities, depending on the scope and nature of the projects undertaken within each. The existing conditions noted and strategies recommended in this interpretive plan will fit into and can be supervised under the various programs recommended in this section and will be assigned in this plan accordingly. In reality, these programs represent tactics for the integration of the Corridor concept into the community and its establishment as a management framework for planning.

To place these recommendations in their proper perspective, the concept of a Heritage Corridor must be understood. Like a Heritage Park these Corridors are established to draw on the unique historic, cultural, archaeological and natural resources of the Corridor and to use them and preserve them as tools for the economic development of the region as well as for the "...educational and inspirational benefit of present and future generations..."(PL 99-647). Unlike a Heritage Park, a Corridor consists of many communities and neighborhoods drawn together through time by a natural or manmade linear feature. Thus, whereas a Park may have one or two major stories to tell, a Corridor may have hundreds, each important to a community, a neighborhood or groups of communities within the Corridor. A Park will have a majority of its visitors from beyond the park, but sites and other attractions of a Corridor will be visited by residents of the Corridor in significant numbers, so that they are in fact tourists to these places. Thus the notion of tourists as outsiders who are the most important component of economic development must be reevaluated for the Corridor situation. All discussion of tourism in this report takes into consideration both this concept and the role of tourism management in the activities of residents as well as outsiders.

While tourism is one aspect of the development of a Corridor, it must be balanced with the expected progress and development within the Corridor that will naturally result from an

increased interest in the resources of the Corridor (including human resources). This development, if it is to work to the advantage of the citizens of the Corridor and if it is to be in accordance with the enabling legislation for a Heritage Corridor, must recognize the value of the Corridors' wide range of unique resources as the setting for this development. Thus it could be said that **MAINTAINING AND ENHANCING QUALITY OF LIFE FOR THE CORRIDOR'S RESIDENTS THROUGH COMPREHENSIVE PRESERVATION AND INTERPRETATION OF THE CORRIDOR'S HISTORIC AND NATURAL RESOURCES FOSTERS QUALITY DEVELOPMENT AS WELL AS QUALITY TOURISM, LEADING TO QUALITY ECONOMIC DEVELOPMENT AND GROWTH.** Both sides of the coin (quality development and quality tourism) must be addressed if the Corridor concept is to be successful.

The programs recommended below are designed to distribute the focus of the Commission's activities throughout the Corridor. A review of current documentation for the Corridor reveals a preponderance of work focused on the immediate environs of the main course of the river itself. It is essential that the so called "hinterland" communities are recognized as essential components of the system that is the Blackstone River Valley National Heritage Corridor. The farms of Grafton, as well as the forests of Douglas and many other locations away from the River have made significant contributions to the Corridor and its development. An important element and focus of this interpretive plan is the Corridor communities and the notion that the Corridor is a living and working system that needs all its parts in order to function and grow within the Corridor concept. For this reason we have specifically recommended strategies and tactics for reaching the objectives of the various programs recommended in this section for establishment by the commission.

The goal of this chapter is to provide resources to be used in the establishment of interpretive planning priorities, along with strategies that will be used or supported by the Commission in meeting the goals of the Corridor legislation as well as the realization of the Corridor concept in the Blackstone River Valley.

Within each program are recommendations for action (strategies) that will meet the goals of the program and the Corridor Commission.

The priorities identified are based on our perception of: 1) need, 2) visibility, 3) cost efficiency, and are presented for integration by the Commission into the recommendations of the other planning team members.

4.2 The Blackstone River Valley National Heritage Corridor Participant Program (PL 99-647 Sec 6 (c)(2) D&F)

4.2.1 Concept

An important goal of the Commission is to foster the increased understanding of, and participation in, the activities and programs developed for the Corridor by the Commission. Since there is no coercive language in the legislation establishing the Corridor and the Commission, participation must be voluntary. There must be some reason for residents,

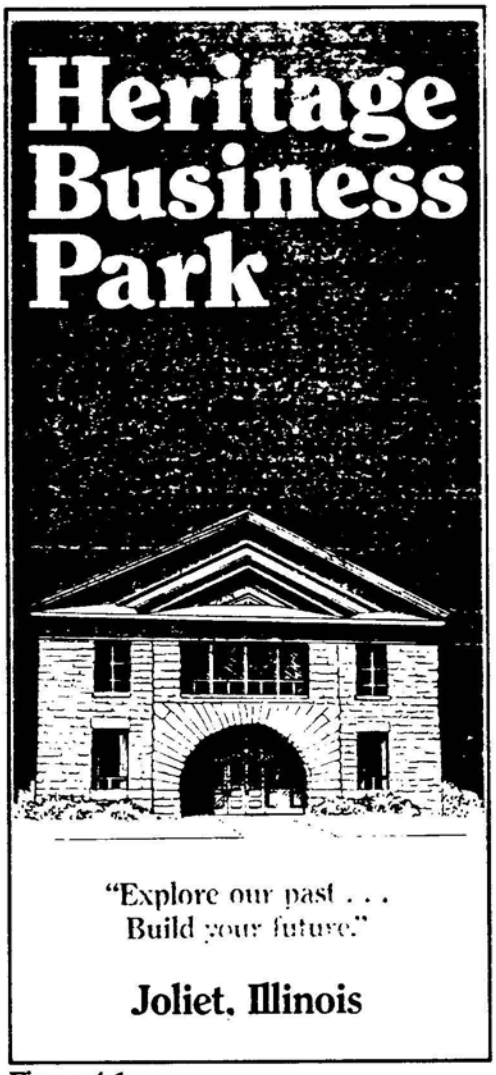


Figure 4-1

communities, local governments and others to participate. One approach is to establish a program of education and awards related to the adopting of Commission standards, guidelines, and other Commission actions. For example, a planning board or commission that formally adopts the Center for Rural Massachusetts' land-use planning guidelines will receive a plaque from the Commission in a formal ceremony designating it a "Participant in the Blackstone River Valley National Heritage Corridor." This same notion can be applied to a school that establishes a Heritage Fair or a class that develops a project around the history or prehistory of the Corridor. Individual homeowners and business persons can become participants by adhering to the SPNEA design guidelines when maintaining or renovating their homes or businesses or when donating space for traveling or permanent exhibits, with perhaps a cash award as added incentive. Developers proposing development in the Corridor can become participants by signing on to design guidelines, land-use guidelines, historic- preservation considerations (taking advantage of the historic or archaeological values of the property), and/or using the Corridor interpretive framework. Figure 4-1 illustrates an example of such a development in the I & M Canal National Heritage Corridor. The scope of the program is virtually unending. The awards can range from plaques to decals to formal presentations and all can participate. A regular newsletter, perhaps distributed as an insert in local papers, will inform Corridor residents about the latest recipients and programs, as well as the kinds of things being accepted for award. Direct costs of this program will include the design and production of awards, publicity, communication costs, production of the newsletter (or section of a larger Corridor newsletter) and secretarial assistance. The program will also require the direct participation of all Commissioners in outreach activities. All Commissioners might be given special blazers that will allow for rapid identification of these individuals at outreach activities.

It will be the responsibility of the Program to be the outreach arm of the Corridor to those who live and work in the Corridor.

4.2.2 Strategies

Strategies that will assist in publicizing the Participant program include:

4.2.2.1 Commission meetings with local Chambers of Commerce.

4.2.2.2 Commission participation in area radio and cable programs. These include the Bob Dionne program on WWON (call out), John Dionne program (more political and call in), and WNRI heritage cable. An effective approach nationally has been a series of five-to-ten-minute public-information spots aired by National Public Radio, each on some issue of archaeology with Dr. Brian Fagan, a renowned archaeologist and writer. A similar approach on local radio by someone like Margaret Carroll could be very effective. A twist on this notion is WWON's spot about what happened 100 years ago.

4.2.2.3 The production of a slide/tape program explaining the Corridor, the goals of the program, the several initiatives within the program, how citizens can participate, and what the advantage of participation can be for the Valley, its residents, and the visitor.

4.2.2.4 Service clubs' participation in the Corridor through such devices as a Heritage Valley Pin for Lions Clubs will go a long way toward convincing others to participate. The Commission should make an extra effort to participate in their events and supply speakers, artifacts, and other materials.

4.2.3 Priorities

1) Commission meetings with local Chambers of Commerce.

2) The production of a slide/tape program.

3) Commission participation in area radio and cable programs.

4) Service clubs' participation in the Corridor.

4.3 Community Action Program (PL 99-647 Sec 6 (c)(2) D&F)

4.3.1 Concept

As described in the introduction to this plan and in the essays that followed, it is clear that the local communities will play a key role in the success of the Corridor. The establishment of a Community Action Program within the Commission will provide an avenue for recommendations, technical support, funding and encouragement to the communities of the Corridor. This program will be responsible for school programs and initiatives, local government programs and liaison, Commission interface with local Historic Societies/Commissions/District Commissions/museums, coordination of projects to identify citizens with special knowledge and/or skills, service organization liaison, and all projects that affect or provide opportunities for local communities. In addition, the program should function as a speakers bureau for community functions and a clearing house for all study reports within the Corridor. Direct costs of this program will include publicity, communication costs, production of the newsletter (or section of a larger Corridor newsletter) and secretarial assistance.

4.3.2 Strategies

Strategies for an effective Community Action Program include:

4.3.2.1 Sponsorship and technical assistance for a Heritage Merit Badge in Scouting.

4.3.2.2 Assist communities to establish local Historic Districts, Historical Commissions, Historical Societies.

4.3.2.3 Provide resources and support to local Historic Districts, Historical Commissions, Historical Societies.

4.3.2.4 The development of a program to locate and identify community residents who have skills that are now vanishing will be an important indicator to Corridor citizens that the Blackstone River Valley National Heritage Corridor is serious about the maintenance of historic traditions. The use of these individuals in a master/apprentice program sponsored by the Commission will develop skills that can be used in construction and maintenance programs both within the Corridor and outside it. Relevant skills range from chair caning to stone-wall construction. In addition skills not currently in heavy demand in the Valley should be transferred to others in order to keep alive the traditions and supply the needs of demonstration programs in the Corridor.

4.3.2.5 The encouragement of businesses which take advantage of the history and interpretive themes of the Corridor will be an important contribution to Corridor communities. The example of the Gaylord Building in the Illinois & Michigan Canal Corridor, which contains a state museum, a community museum, a visitor center, and a high-quality restaurant, is one to look to for each community in the Corridor. The Gaylord Building was given the President's Historic Preservation Award.

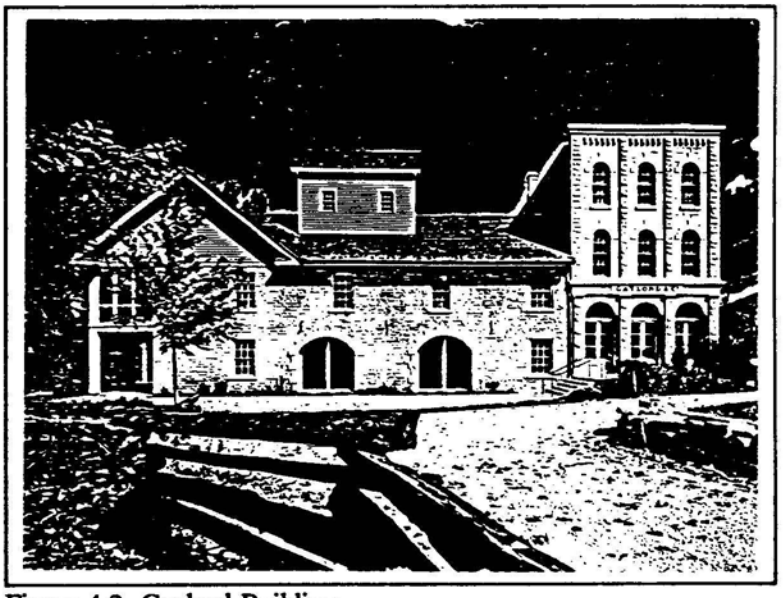


Figure 4-2 Gaylord Building

4.3.2.6 The encouragement of folk music relating to the Blackstone Valley can be an effective means of maintaining community traditions and interest in the past. Ethnic music, mill songs, and labor songs are only three of many relevant types.

4.3.2.7 The placement in local libraries of community-related research materials, reports from historic-preservation projects conducted in the community, and general resource material to be developed (such as a comprehensive bibliography of Corridor documentary material) will keep the community informed and provide resource material to citizens and schools.

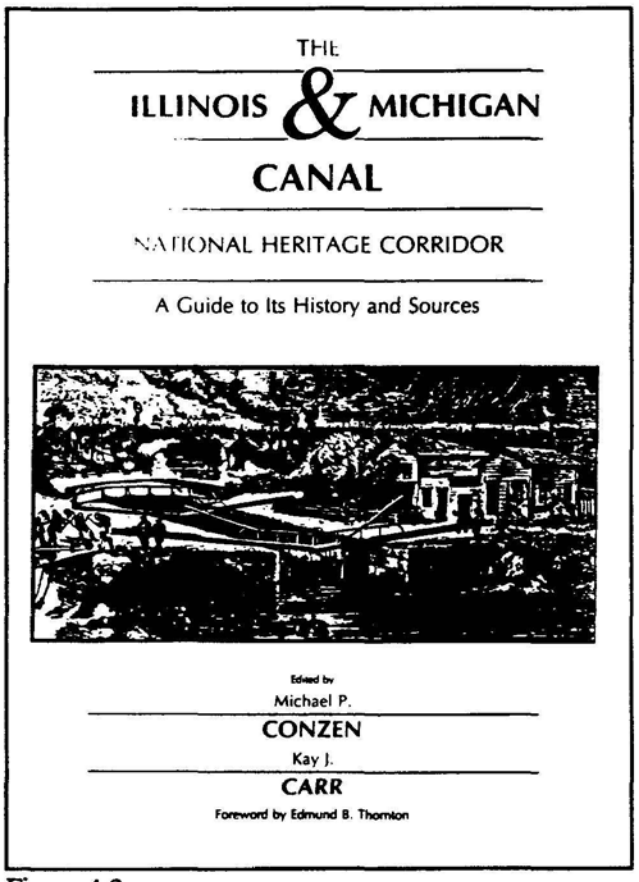


Figure 4-3

4.3.2.8 In every community, the school system is one of the most important elements of community life. Parents gain more information from their school-age children than they realize. "Nothing is so visible as the note on the refrigerator." We believe that one of the most effective ways for the Commission to reach into the communities is to sponsor, support, encourage, and provide technical and financial assistance to programs in the Corridor's school systems. Assistance can take the form of grant applications, recommendations of teachers and/ or school programs for awards. Sponsoring conferences where educators and scholars can meet and exchange ideas and data and where students can present research findings is another valuable tool. In addition, the Corridor Commission can work with schools and appointed liaison personnel to develop model curriculum materials for be use by the various school systems. The following are a few programs/projects that the Commission and the schools of the Corridor can creatively participate in together.

1) The Commission should keep in close touch with the Heritage Education Task Force of Historic Massachusetts through Ms. Margaret Carroll (a member of the Task Force) and evaluate the recommendations of the Task Force for Corridor-wide application.

2) Assisting school systems in various teacher training programs available to Corridor teachers will be a major contribution of the Commission. These programs include but are not limited to: a) The Commonwealth Inservice Institute; b) The NEH summer Institute; c) Foxfire urban experience teacher outreach.

3) Commission sponsorship of a Corridor-wide essay contest similar to the one currently a part of Heritage Homecoming. The essays can be prepared in categories related to the Corridor unifying theme set. Winners move up to the next thematic level, with the final winner in the category of "Work in the Blackstone Valley" receiving a cash prize and congratulations from the two state governors.

4) Placement of Corridor resource material in school libraries.

5) The establishment of Heritage Fairs in school systems throughout the Corridor is an exciting concept and one the Commission can easily sponsor and support. Such fairs, modeled on the Science Fair concept, can involve all departments of a school. Physics departments can explore the physics of water power, art departments can portray the Corridor and its elements in a wide range of media. Social Science departments can develop exhibits or other products based on history, prehistory, oral history, architecture, and the full range of cultural resources within the Corridor.

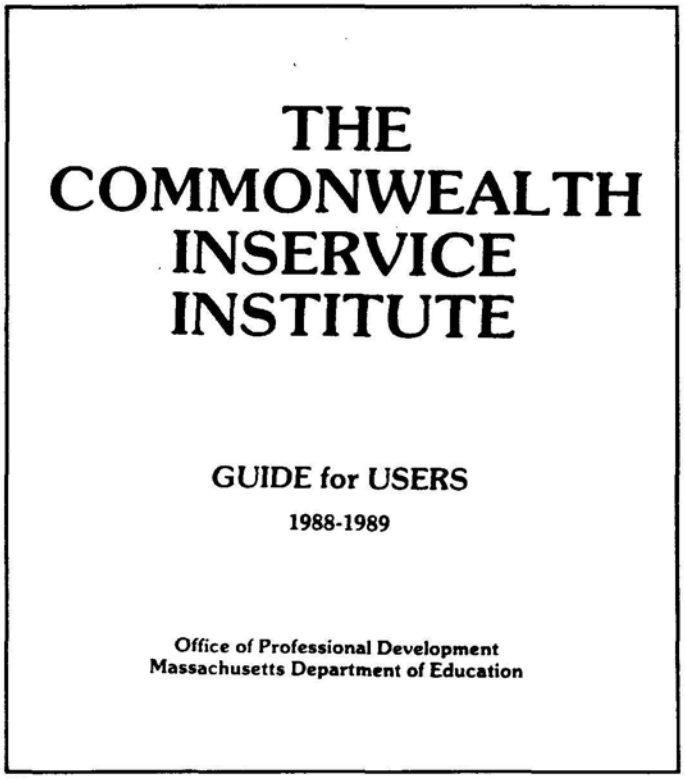


Figure 4-4

6) The State of North Carolina has for some time had a very admirable program called "The Tar Heel Junior Historian." This program is in effect a number of "history clubs" within the school system. A journal is published with contributions by students. These contributions range from family oral history to archaeological projects to architectural history. The Corridor schools, with the help of the Commission, could look at this program for possible implementation.

7) A program that has been successfully implemented in another school system is a program of Experimental Archaeology. This program not only helps students learn ways prehistoric or historic peoples manufactured tools, built shelters, cooked food, etc., but helps archaeologists by experimenting with different ways things are done and analyzing the results and how such activities would show up in an archaeological site.

8) The establishment of a Corridor newsletter and its dissemination to the Communities and schools will be an important project for the Commission.

9) The Commission should prepare and distribute to all the schools in the Corridor book covers, decals, folders, book bags and/or other materials that announce the Corridor and impart information about the Corridor's history and other aspects of the Blackstone River Valley National Heritage Corridor.

10) The Commission should encourage and recognize teachers in the school systems who receive educational honors such as Lucretia Crocker Fellowships.

4.3.3 Priorities

1) The full suite of programs for the school systems.

2) The development of a program to locate and identify community residents who have skills that are now vanishing.

3) Assist communities to establish local Historic Districts, Historic Commissions, Historic Societies.

4) The encouragement of businesses which take advantage of the history and interpretive themes of the Corridor.

5) Provide resources and support to local Historic Districts, Historic Commissions, Historic Societies.

6) The placement in local libraries of community-related research materials

7) Sponsorship and technical assistance for a Heritage Merit Badge in Scouting.

4.4 Corridor Design Program (PL 99-647 Sec 6 (c)(2) H)

4.4.1 Concept

A National Heritage Corridor must establish an image that is recognizable by residents and visitors alike. In addition to the logo (which is already created), signage, brochures, guide maps and guidebooks, traveling exhibits, Corridor Interpretive Shelters, wayside interpretive signage and Memoranda of Agreement regarding Corridor exhibits/brochures in state and/or town interpretive centers must be created within a distinctive design framework that meets the standards of the Commission while maintaining the unique character of each community and neighborhood. It will be the responsibility of the Corridor Design Program to commission design studies/contests and contracts for design services as well as to preform quality control on the various products. Direct costs of this program will include the design and production as required of signage, brochures, guide maps and guidebooks, traveling exhibits, Corridor Interpretive Shelters, wayside interpretative signage, publicity, communications, production of the newsletter (or section of a larger Corridor newsletter) and secretarial assistance.

4.4.2 Strategies

Much of what follows does not relate, strictly speaking, to strategies but to projects we believe must be undertaken by the Corridor Design Program in order firmly to establish the Corridor's image.

4.4.2.1 Signs - A number of different classes of signs should be designed for the Corridor to be used for different specific purposes. We will not attempt to design these signs, but will discuss content and design parameters.

Class 1 -- Corridor welcome signs

These signs should be placed at locations where major roads enter the Corridor. Fig. 4-5 illustrates a typical location for this class of sign. Fig. 4-15 illustrates recommended locations for placement of these signs. The sign should be readable from a moving vehicle at the legal speed limit. It should welcome visitors to "The Cradle of the American Industrial Revolution." In addition, it should be placed in proximity to the town sign which currently exists. These signs should be designed, constructed, erected, and maintained by the Corridor Commission with help from the National Park Service.



Figure 4.5 One of the entrances to the Corridor.

Class 2 -- Community welcome and information signs

These signs are to be placed at convenient pullouts close to the community (town, village, or city) line. They identify the community with some general interpretive text as well as a map to Visitor Center or interpretive shelter, interpretive nodes, recreational locations and other community-related information. Fig. 4-6 illustrates a typical location for this class of sign. These signs are to be designed by the Commission and constructed, erected, and maintained by the community.

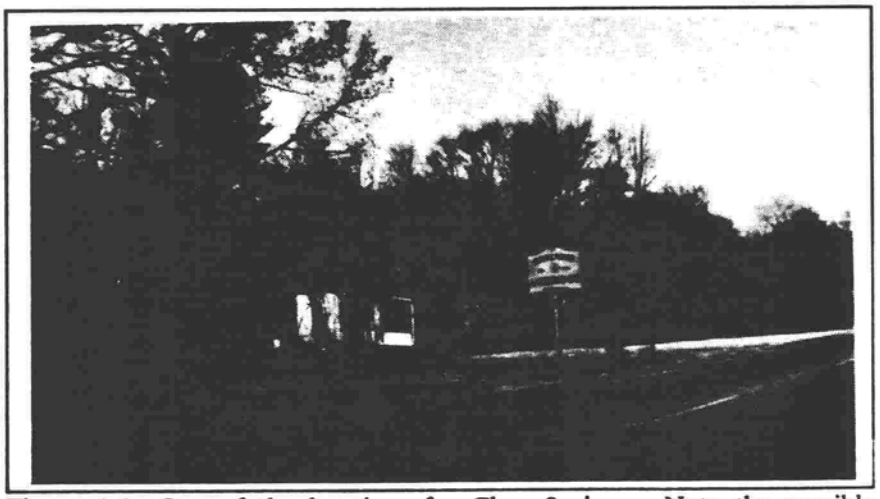


Figure 4-6 One of the locations for Class 2 signs. Note the possible information center.

Class 3 -- Directional signs

Through out the Corridor, directions to sites, Heritage Park features, recreational areas, etc. will be needed. Figure 4-7 illustrates an approach that effectivly intigrates State, Corps of Engineers, and Heritage Corridor signage at one location. These signs must be produced in cooperation with the states' Departments of Public Works, which will design construct, erect, and maintain them.



Figure 4-7 Directional signs to state, federal and Corridor facilities.

Class 4 -- Site identification signs

At the many interpretive and recreational sites in the Corridor, signs will be needed. For Heritage Park signs such as the one illustrated in Figure 4-8, there should be Memoranda of Agreement between the Commission and the Appropriate Department of Environmental Management, stating the placement of Corridor logo, information, etc. In other cases, these signs are to be designed by the Commission and constructed, erected, and maintained by the Community. Figure 4-9 illustrates an access sign along the Illinois - Michigan Canal. Similar signs but with Blackstone Valley Motifs (instead of the pilings) are appropriate for this class of sign.



Figure 4-8 Massachusetts Heritage Park sign in the Blackstone Valley



Figure 4-9 An access sign design appropriate for the Blackstone River Valley National Heritage Corridor. Note icons for the various activities as well as a canal logo and state park system logo.

Class 5 -- Historic District signs

Not all (in fact very few) Historic Districts have signs. The Commission should work with individual Historic Districts to design signs that not only communicate the existance of the District but the unique elements of the District and assist with funding to construct, erect, and maintain them.

Class 6 -- Building signs

Individual structures, both in and outside Historic Districts, will need signs to communicate date constructed, original owner, and other information the communities feel is important. These signs are to be designed, keeping in mind the nature of the community as well as the structure to be identified, by the Commission and constructed or obtained, erected, and maintained by the owner.

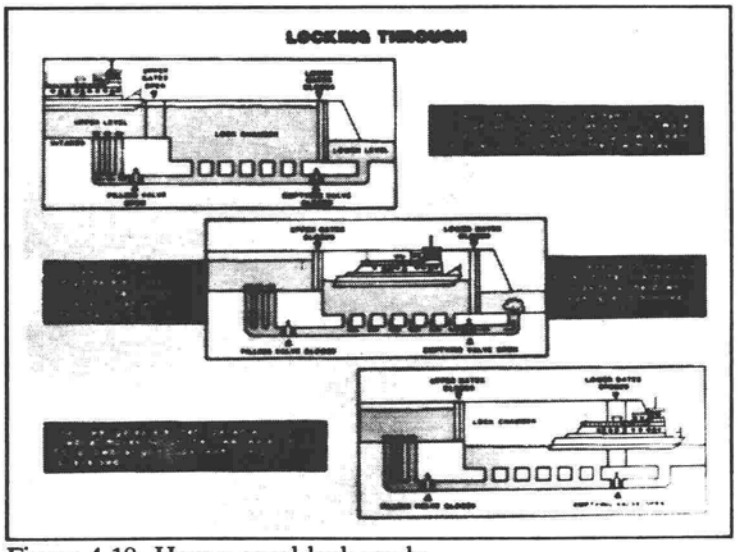


Figure 4-10 How a canal lock works.

Class 7 -- Wayside interpretive signs

Throughout the Corridor there are opportunities for interpretation that do not require a visitor center, interpretive shelter or other formal approach to interpretation. These opportunities include remnants of mills and machinery found in the woods or along the road, also natural vistas and locations of historic events will require signage. This class of signage is the most susceptible to vandalism, while at the same time potentially most informative. Wayside signs should tell the story of the place in graphics and minimal text. At a mill ruin for instance the answer to "How did it work?" is an important element of such a sign and suitable for graphics (Fig. 4-10 is an example of such "How does it Work?" signage. Mill statistics such as number of people employed, yards of cloth made, and kind of product are also appropriate here (Fig. 4-11 is an example of these kind of statistics used on an interpretive sign). A well designed combination of the signs in Figures 4-10 & 11 are a necessary element at such locations as Figures 4-12, 13, & 14 and throughout the Corridor.

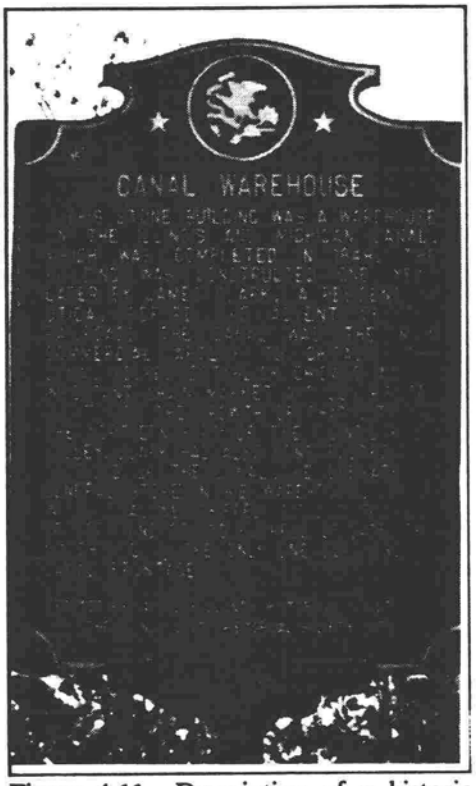


Figure 4-11 Description of a historic warehouse along the I & M Canal. Note statistics used in the description.



Figure 4-12 Plummers Landing.

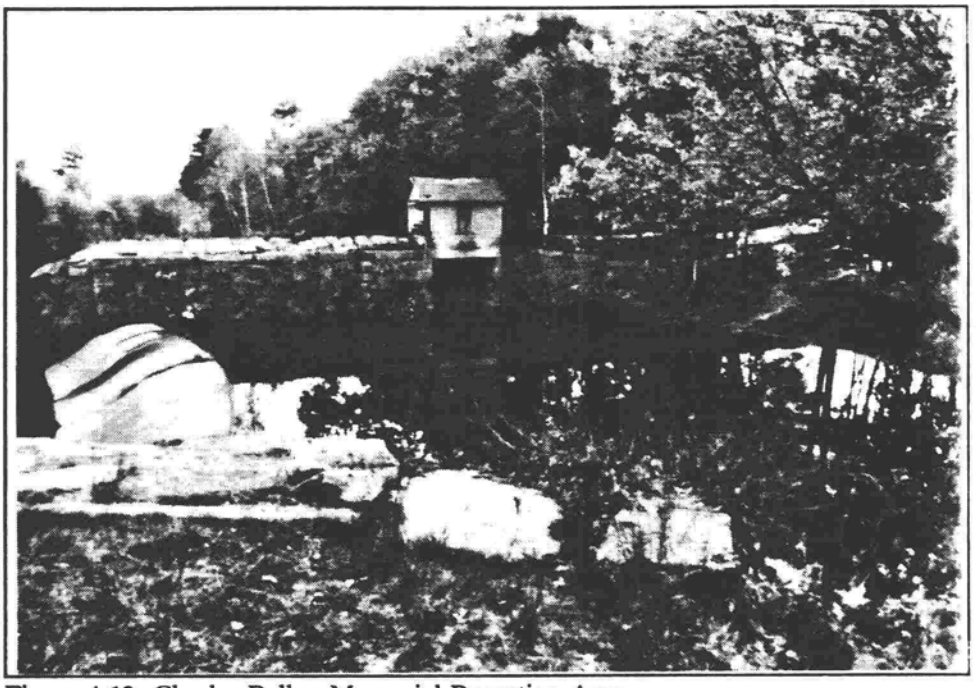


Figure 4-13 Charles Ballou Memorial Recration Area.

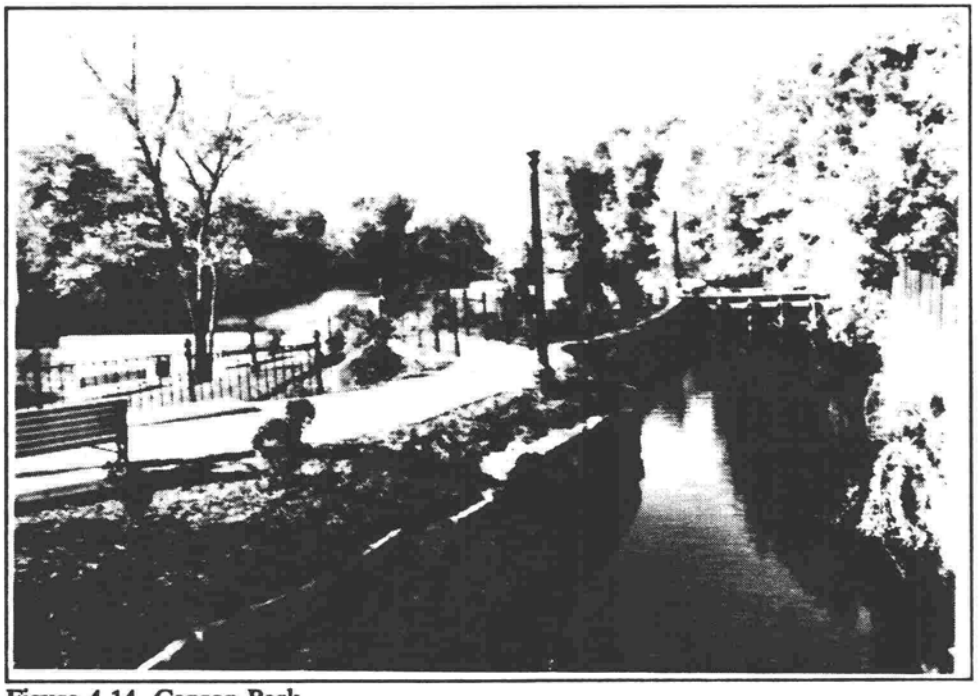
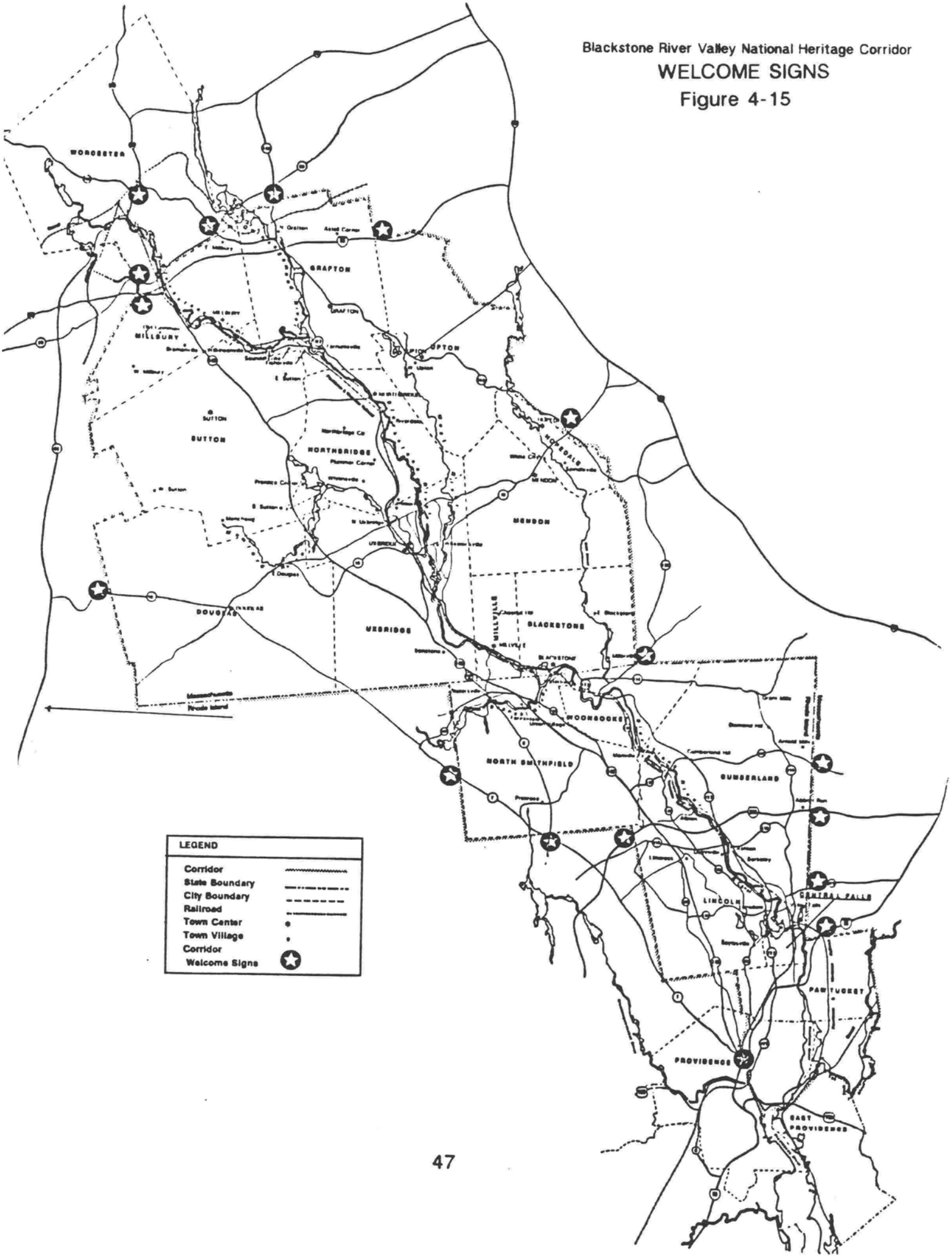


Figure 4-14 Capron Park.

Blackstone River Valley National Heritage Corridor

WELCOME SIGNS

Figure 4-15



4.4.2.2 Maps and Guidebooks - Visitors and residents alike will need maps and guidebooks to the Corridor. We believe that the most effective approach will be to create a number of different maps and guidebooks to meet the diverse requirements of the user. These maps and guide books should be designed and printed under the supervision of the Commission in accordance with appropriate procurement policy.

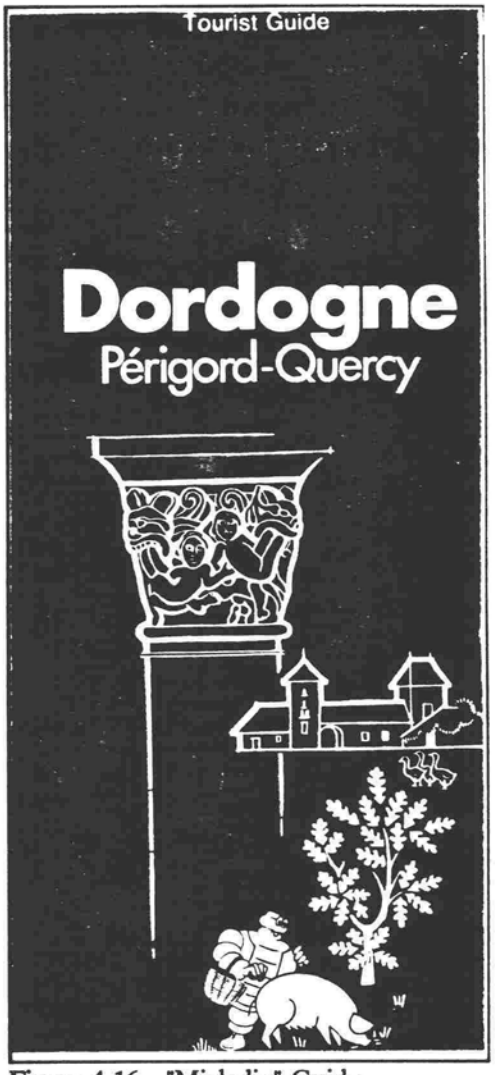


Figure 4-16 - "Michelin" Guide

1) Tourist foldout

The map with the highest priority for creation is a standard tourist foldout map. This map should be accurate and "side bars" that provide more detail should relate to the main map. In addition, a brief history of the Corridor and of emphasized locations should be provided.

2) "Trip Tik"

At the next level, we believe that a bound map series using as a model the "Trip Tik" of the American Automobile Association is the best approach. Individual map pages will have more information than the foldout map and will contain more detailed histories. The "Trip Tik" can be assembled from south to north or north to south, depending on which end of the Corridor one starts from.

3) "Michelin" Guide

At the most detailed level a guidebook and map of the Michelin type should eventually be prepared for the Corridor.

4) Special Tour Maps

As the tourism programs in the Corridor are developed, special maps and guide books should be prepared to support these tours. Currently, the canoe trips on the canal/river have a text available. This should be the prototype for several special tour maps/books.

5) Thematic Maps

Many individuals and groups take what can be termed "Thematic Vacations." To meet these needs and the needs of special-interest groups, thematic maps will be important. Themes to be mapped on individual maps can include but are not limited to: a) ethnic

restaurants, b) churches, c) factory outlets, d) mill ruins, e) local museums, f) historic buildings, g) sites of important conflicts (labor as well as war), etc.

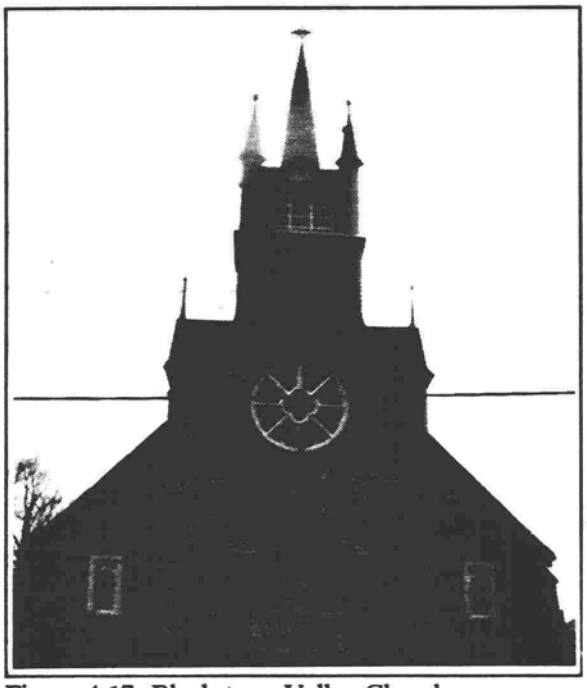


Figure 4-17 Blackstone Valley Church.

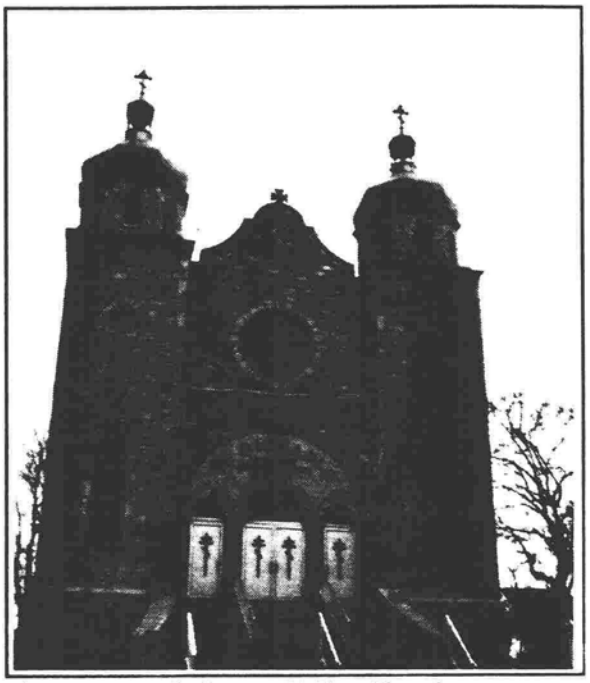


Figure 4-18 Blackstone Valley Church.

6) Corridor Locator

A map that will be required throughout the Corridor at visitor centers, interpretive nodes, interpretive shelters, and other locations is a stylized map of the Corridor with the notation "You are here" showing position relative to other attractions within the Corridor.

4.4.2.3 Interpretive Shelters - In communities which do not yet have visitor centers or may not ever have them, the BRVHCC should commission the design of interpretive shelters to be located in the town center and at selected locations in or near State/community parks. These shelters should have three interpretive panels: one for the Corridor locator map, one for interpretive information about the community, and one to describe the Corridor and the Corridor concept.

4.4.3 Priorities

1) Maps and Guidebooks

2) Signs

4.5 Pilot Study Program (PL 99-647 Sec 6 (c)(2) E)

4.5.1 Concept

In a National Heritage Corridor, the role of the Federal Government is considerably different than it is in a National Park. Rather than acquiring property and managing it, the Government provides technical and management assistance through the Blackstone River Valley National Heritage Corridor Commission. Thus the planning, supervision, and analysis of demonstration projects or pilot studies is an appropriate role for the Commission. The establishment of the Pilot Study Program within the Commission will allow for the management of study funding and project goals, and for analysis and dissemination of results. This dissemination should be to the widest possible audience for use within the Blackstone River Valley National Heritage Corridor as well as for other corridors and the historic preservation community at large. This plan recommends four pilot studies as a beginning for the program. Direct costs of this program will include contracting for professional consulting services (as matching funds or as full support), publicity, communication costs, production of the newsletter (or section of a larger Corridor newsletter) and secretarial assistance.

4.5.2 Pilot Study 1 -- Blackstone Gateway

Goal: To demonstrate the full application of planning team recommendations in an area that is under development pressure, is historically significant, lies within both states, and involves federal, state and community participation.

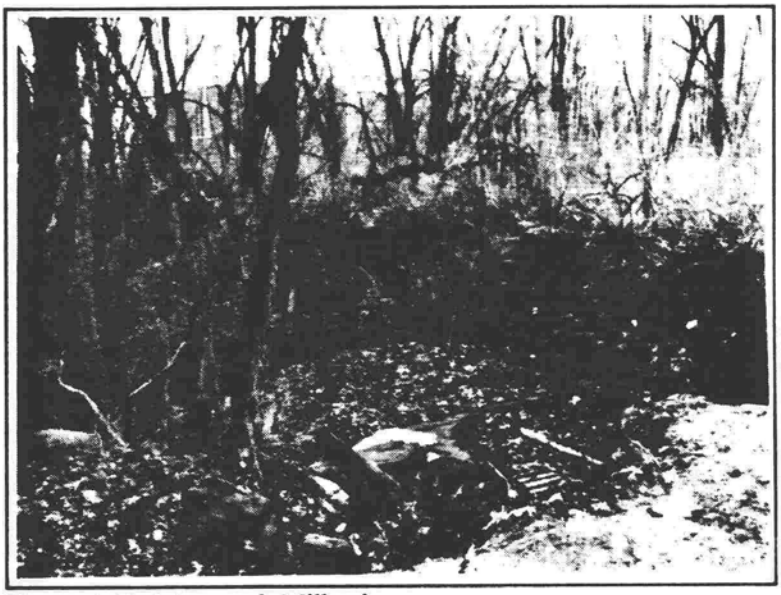


Figure 4-19 Mammoth Mill ruins

The interpretive component of this pilot study will consist of, but not be limited to, Commission preparation of a newsletter, support of school participation, the design of signs and an interpretive shelter, support of visitor center planning, and implementation of the Participation Program (Sec. 4.1). The project will involve archaeological investigation of the Mammoth Mill Ruins, in-depth historic and oral history research to guide interpretation and analysis of the site, clearing and cleaning of interpretive features, development of a comprehensive maintenance and management plan, and other projects focused on the site, including creative use of the railroad right-of-way and its arches.

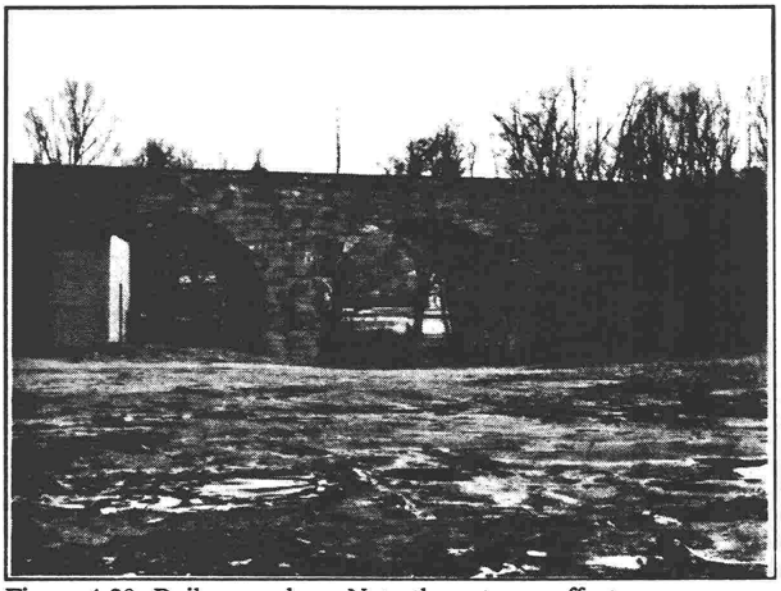


Figure 4-20 Railway arches. Note the gateway effect.

4.5.3 Pilot Study 2 -- Lime Kiln Park

Goal: To demonstrate Commission, state, and community cooperation by using the results of archaeological, historic, and social science research in the development of a public park and interpretive facility.

The limestone quarry, lime kilns, and other features of the Conklin Limestone Company provide an important opportunity for a major interpretive location within the Corridor. It is our understanding that there is interest on the part of both the owners and the Town of Lincoln in taking advantage of this opportunity. As a historic resource, the site is unique in that there is a considerable body of documentary, oral, artifactual, and other data available. The pilot study would involve historic research, archaeological testing and evaluation, oral history and other research that will contribute to the understanding of the site, its place in history, interpretive features, etc. The park would incorporate the kilns as well as the quarry pit and include as a visitor center nearby Northgate (gatehouse for the Louisquisset Turnpike).

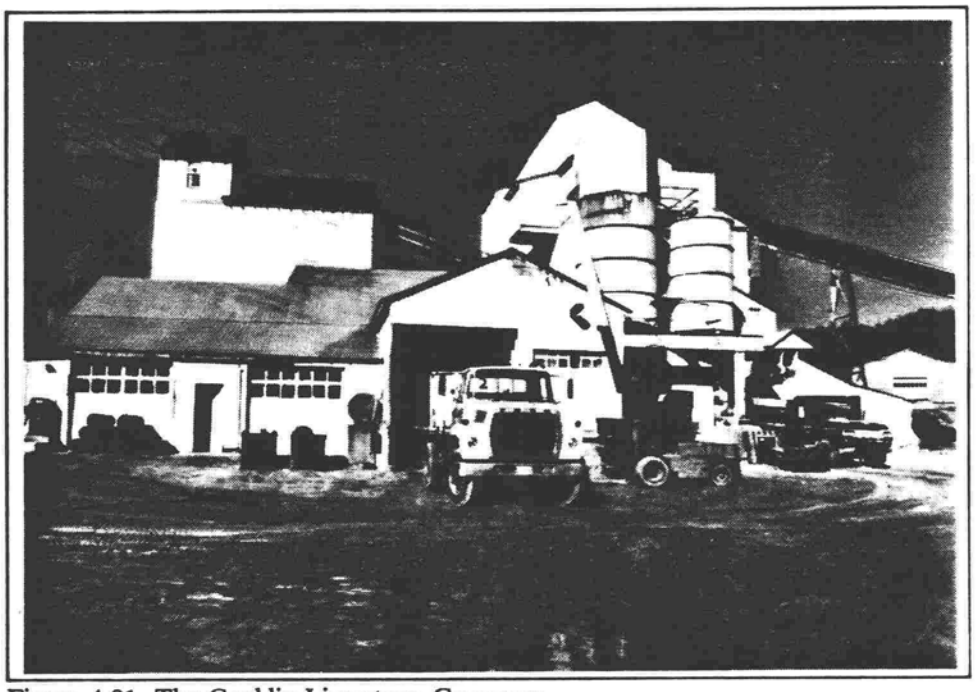


Figure 4-21 The Conklin Limestone Company.

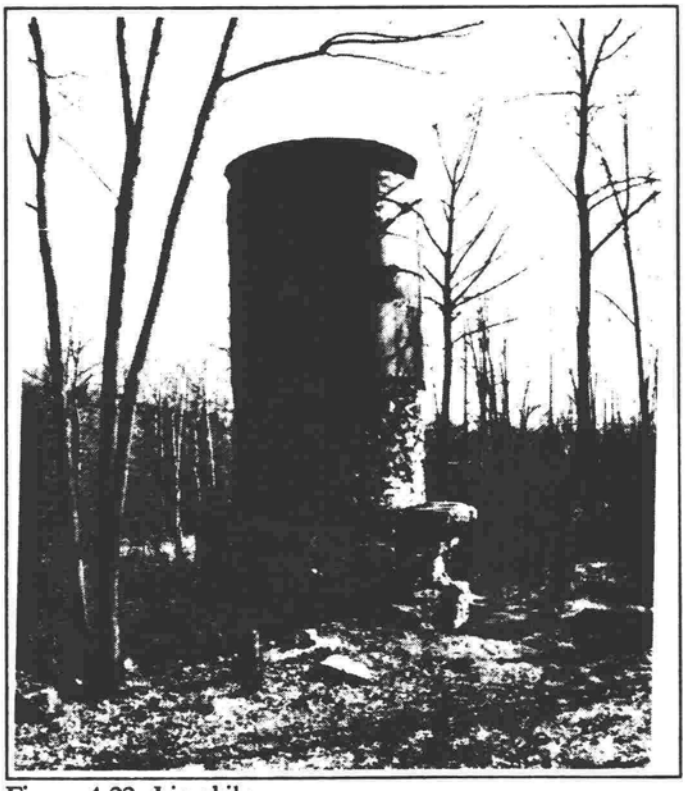


Figure 4-22 Limekiln.

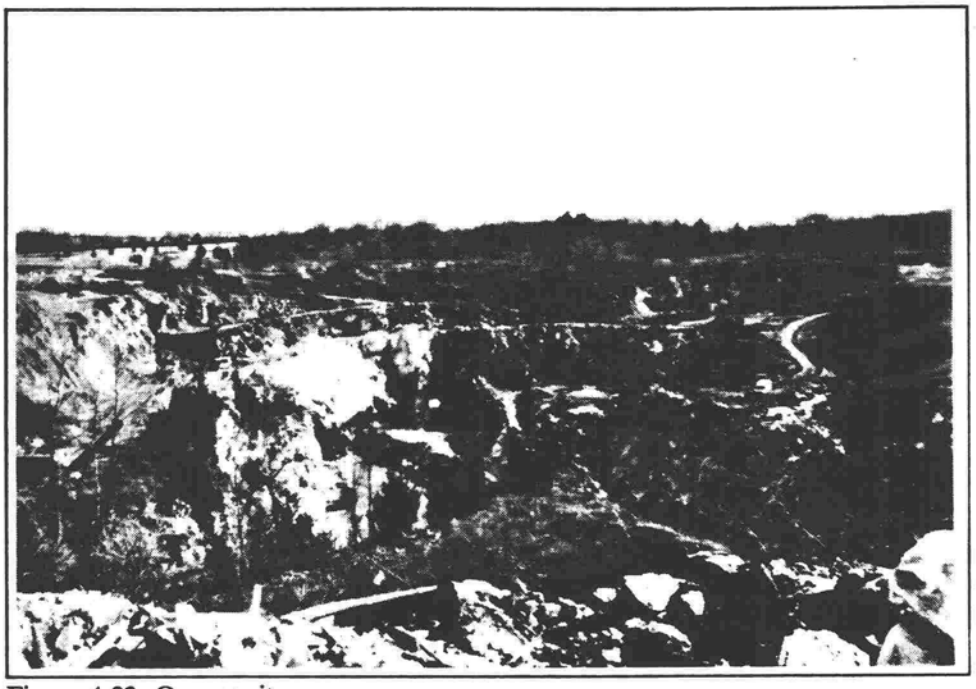


Figure 4-23 Quarry pit.



Figure 4-24 Northgate, a potential community visitor.center for Lincoln, Rhode Island.

4.5.4 Pilot Study 3 -- Oral Historic Research

Goals: To develop procedures, formats and techniques for the gathering of information about skills formerly used in the Valley that are in danger of being lost as those who possess these skills pass away. Such skills as chair caning, leather working, toolmaking, and a multitude of others should be documented and passed on through a variety of training programs. In order to accomplish this, the proposed pilot study will prepare the way for a more comprehensive program to be developed in the future.

The Commission should identify communities for this pilot study as well as developing the guidelines that will promote a standardization of approach regardless of the individual or institution performing the research.

4.6 Tourism Management Program (PL 99-647 Sec 6 (c)(1) A,B,&C; (c)(2)B)

4.6.1 Concept

The management of dramatically increased tourism within the Corridor will be an important role for the Commission. As described in the first sections of this report, mismanaged tourism could have a negative effect on every aspect of the Corridor the people, the resource and tourism itself. This program will have coordination, technical assistance, financial assistance, and general support for all aspects of tourism within the Corridor. This will include but not be limited to visitor centers, Corridor tours, boat tours, railway tours, bus tours, factory outlet tours, etc. While the Commission should have the over-all management, coordination and support role described above for the planning and establishment of tourist facilities, an entity outside the Commission but sponsored by it, should have the responsibility of logistics, publicity, group-tour marketing and planning, travel trade shows, familiarization tours, guide services, conference planning, media services, and other tourist-related activities. To this end, we believe that the existing Blackstone Valley Tourism Council, Inc. is the most appropriate organization to take on this role because of its positive track record as well as the fact that it is in place and ready to go. Direct costs of this program will include publicity, communications, production of the newsletter (or section of a larger Corridor newsletter) and secretarial assistance.

4.6.2 Visitor Centers (See Part II for Discussion of Themes)

The strategies within this program include support for the completion of State and local parks within the Corridor, planning of additional tourist facilities, design and development of tours, and identification and support of recreational opportunities. A key element of these strategies is the siting and installation of visitor centers. Since these facilities will have a major influence on the visitor experience, it is important to identify some salient characteristics of these centers and their role in communicating the message of the Corridor to the several audiences identified in the sections above.

Some have said that the Corridor is a patchwork quilt with each patch having its own unique and individual character. Others have classified it as a system, a series of individual

components working together, each dependant on the other for success. In reality, it may well be both. The operant phrase here is individual character, each community having its own past, its own place in the Corridor physically and emotionally, its own story to tell, while at the same time remaining interrelated and interdependent. The visitor centers are the primary location to communicate that message. Therefore, each visitor center has the task of interpreting the principal themes appropriate for its site and community as well as connecting these themes to those of other sites, other visitor centers, other interpretive nodes, and other visitor opportunities. To accomplish this task, we believe that a system of visitor centers established throughout the Corridor is the key to communicating these messages. These centers will be classified as: 1) a Corridor Gateway Visitor Center/Park Service Headquarters (in preliminary discussion stage); 2) five Regional Visitor Centers (one in place but requiring additional facilities etc.-- Slater Mill RI; two in early design phase -- Voss Farm, MA & Woonsocket, RI; one in concept development phase -- Worcester, MA, and one in the very preliminary discussion phase -- Fisherville, MA) and 3) an undetermined number of Community Visitors Centers (to be entered into the planning stage as funding sources are identified). Figure 4-26 shows the locations of the Regional Visitor Centers and their principal themes.

Each of these should have a mix of permanent exhibits, rotating exhibits, and interpretive programming designed around the center's critical themes (for a discussion of "critical" themes see section II of this plan) as well as regional subjects and new data resulting from research. If a visitor only visits the Corridor and Regional Visitor Centers, he or she will leave the Corridor understanding its unique role in national and world history while repeat visitors will always learn something new. In all of these visitor centers, it will be important for the Commission to develop Memoranda of Agreement describing the role of the Blackstone River Valley National Heritage Corridor at these locations and including Corridor exhibits, brochure placement, and other interface needs.

Each of the regional visitor centers will have identifiable and unique themes that are appropriate to its location and interpretable resource base and will be designated as the center's **critical** themes. Critical themes are not necessarily confined to a specific period in these major visitors centers; all periods within the themes' purview are a part of the story. An important element of these critical themes is that they can be interpreted almost anywhere in the Corridor but the location chosen is the most appropriate given the current status of planning, interpretable resources, and site potential. These themes are not, therefore, directly connected to the community themes of their host communities (see Part II of this plan). Community themes can and should be interpreted in these visitor centers as associated themes, however. Associated themes and community themes may be developed for specific time periods, rotating exhibits, and interpretive programming at the center, but a croitical theme is that particular centers' "piece of the quilt" and if nothing else ever gets interpreted in the Corridor these themes should be. Not all visitor centers will be completed and installed at the same time. Therefore, those themes recommended for not-yet-completed centers should be interpreted at the completed ones until the appropriate center is ready.

It will be important, with the multitude of possible themes relating to the Corridor, that interpretation be coordinated. The recommended Tourism Management Program is

established for this purpose. The Corridor Commission should be involved in an advisory capacity to those groups, communities, businesses, and others wishing to interpret the resources of the Corridor. One recommended approach to maintaining coordination will be the establishment of a **Blackstone River Valley National Heritage Corridor Interpretation Working Group.** This Working Group should be composed of the Commission staff responsible for the Tourism Management Program and all organizations and individuals interested in or actually conducting interpretation within the Blackstone River Valley National Heritage Corridor. A regular working-group newsletter will keep everyone informed regarding interpretive efforts and plans. This approach should go a long way to coordinating not only visitor center stories but all stories to be told in the Corridor.

4.6.2.1 Corridor Gateway Visitors Center / Park Service Headquarters - In our view, the presence of uniformed National Park Service employees within the Corridor will communicate to the Corridor residents that the Blackstone River Valley National Heritage Corridor is a real and important entity. In contrast to practice in National Parks, the message from the NPS employees here will not be, "Let us tell you about our Park," but rather "How can we help you learn about your valley?" We believe that this can be a national model for a new approach to public service by the National Park Service and the appropriate model for National Heritage Corridors. In addition, we believe that the Park Service should have a facility that is identifiable as an NPS facility, with the mission of assisting the Commission in the full range of support activities and serving as a place were the NPS can mount exhibits that relate the Blackstone River Valley National Heritage Corridor to other Park Service locations nationally.

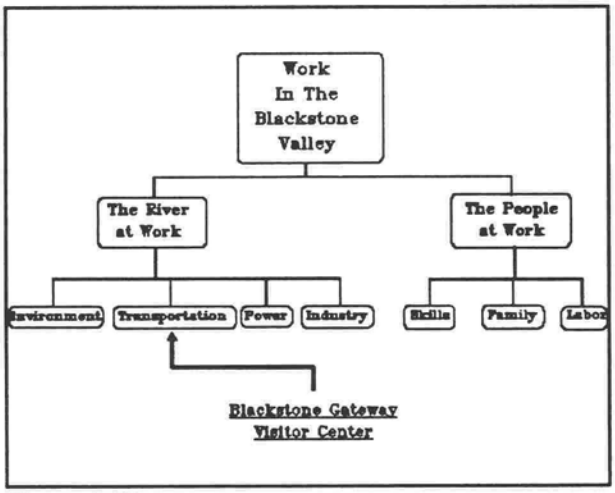


Figure 4-25

With this in mind, we recommend the establishment of the Park Service Headquarters in conjunction with the implementation of the "Blackstone Gateway" pilot study. Located in Tupperware Park (possibly to be renamed Gateway Park), is a stone warehouse that has the potential to house a visitor center that interprets the roles of the National Park Service, the States of Rhode Island and Massachusetts, and the town of Blackstone and the village of Waterford, as well as to demonstrate how the Commission and the various


Figure 4-26 Tupperware Park - Note the stone warehouse, railroad bridge and the remains of Mendon Road

entities work together in Corridor development. As a home base for the Park Service, this center can be used for a variety of activities, one of the most important of which will be the training of individuals from the various communities in the skills and techniques of cultural-resource interpretation. All of the programs recommended for the Commission in this plan can be directed and coordinated from this center.

As this location contains remnants of the earliest road in the region, a railway right-of-way, the Blackstone River/Canal and a modern road, the theme of **TRANSPORTATION, ITS SUBTHEMES AND FOCI** is appropriate here.

4.6.2.2 Regional Visitor Centers - In keeping with PL 99-647 Sec 6 (c)(1) B, the Commission should give priority to assisting in the completion of these centers. With them all in place, the Corridor's quilt patches can be properly interpreted; without them, there are severe gaps in the story. Read as a story book the planned critical themes of these five centers reveal the history of the Corridor from geologic times to modern times.

4.6.2.2.1 Slater Mill Historic Site - Currently operated as a privately-owned interpretive center in Pawtucket, RI, the planned interpretive themes for this facility, the southern anchor of the Corridor, are to be water power, its use, its technology, and its role in establishing the Corridor as the "Cradle of the American Industrial Revolution." This site is especially appropriate for this theme as it is the place where the nation's first successful mechanized spinning was performed. In addition, its current collection boasts numerous examples of various types of machinery and other aspects of the mechanical production of goods used in the Corridor communities. The Commission's role here will be to help forge the public/private partnerships that will make this location work.

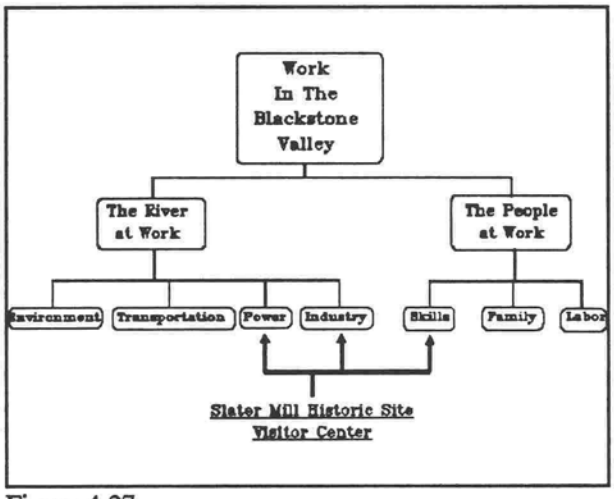


Figure 4-27

4.6.2.2.2 Woonsocket Visitor Center - Well along in the planning process, the City of Woonsocket's visitor center in the former Woonsocket Rubber Co. building anchors the northern Rhode Island end of the Corridor. Planned interpretive themes for this center focus on the people of the Corridor with an emphasis on labor history, ethnic diversity and the organization of production. The contribution of ethnic groups to Woonsocket's growth and development and to the long history of industrialization in the vicinity make this location specifically appropriate for these themes. The Commission's role at this site is to provide what technical and other support may be necessary to implement the plan.

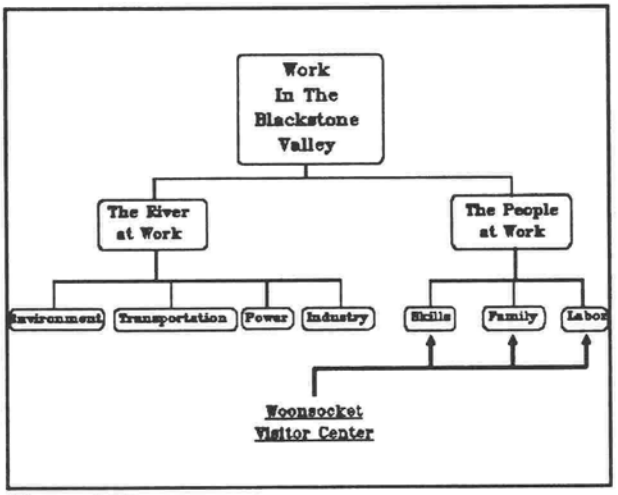


Figure 4-28

4.6.2.2.3 Voss Farm - An element of the Massachusetts Blackstone River and Canal Heritage State Park, the Voss farm has been identified as one of the first visitor centers of the Park to be developed. Also well along in the planning stage, this facility will tell the story of early valley farming, the Blackstone Canal and its influence on the growth of the Valley, and the interrelationship between the farm and the mill. As the only farm adjacent to the Canal, with its long history in the Valley and its central location within the Corridor, this location is appropriate for telling these important stories. The Commission's role at this center will be to encourage the Commonwealth to complete the center as soon as possible. In addition, it appears that the milk barn is threatened with demolition. The Commission should review this situation and its effect on the integrity of the site and, if appropriate, work to preserve this feature.

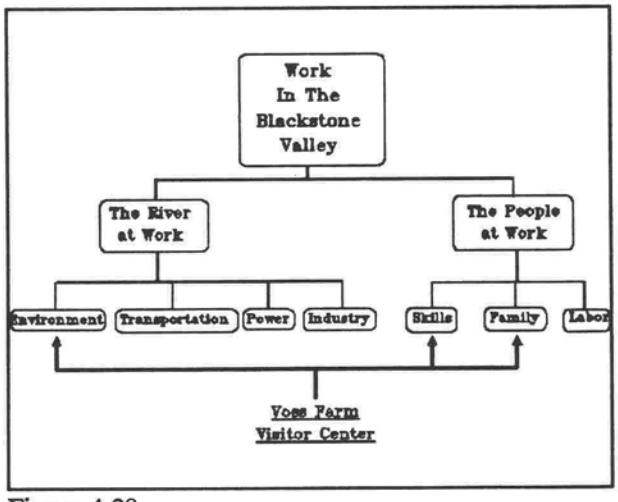


Figure 4-29

4.6.2.2.4 Fisherville Mill - In the preliminary concept stage, this site's setting is ideal for telling the environmental story of the Corridor. Here we have a dramatic example of the effect of humans on the environment in both positive and negative ways. We recommend that the interpretive theme at this location be "The Human Ecology of the Blackstone Valley." This theme allows exploration of geological origins of the valley, forest succession, plant and animal diversity and evolution, man/land relationships over time, and the story of the New England Native Americans -- residents of the valley for thousands of years before the first industrial site. The Commission should evaluate this concept and work for its implementation by the Massachusetts Department of Fish and Wildlife in cooperation with the Rhode Island Department of Environmental Management. In addition, the Commission should make contact with Grafton's Hassanamisco band of Nipmuc and invite members to participate in the planning, implementation, and operation of this center.

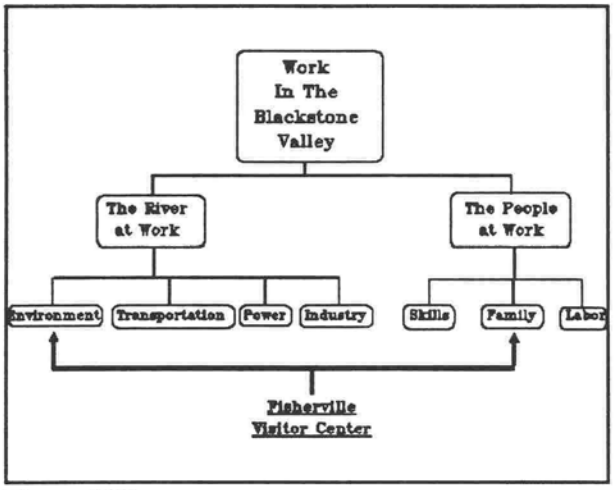


Figure 4-30

4.6.2.2.5 Worcester Component of the Blackstone River and Canal Heritage State Park - Currently in the planning stage under the aegis of the Massachusetts Department of Environmental Management as an element of the Massachusetts Blackstone River and Canal Heritage State Park, this center in a former steel-mill location serves as the northern anchor of the Corridor and its entry point from the north. The interpretive theme for this center is the steel industry, its growth and influence on the building of America and the related ethnic communities. The current fiscal situation of the Commonwealth has left the future of this center in question. The Commission should work to encourage the Commonwealth to implement the current plan for this key element of the Corridor's interpretation.

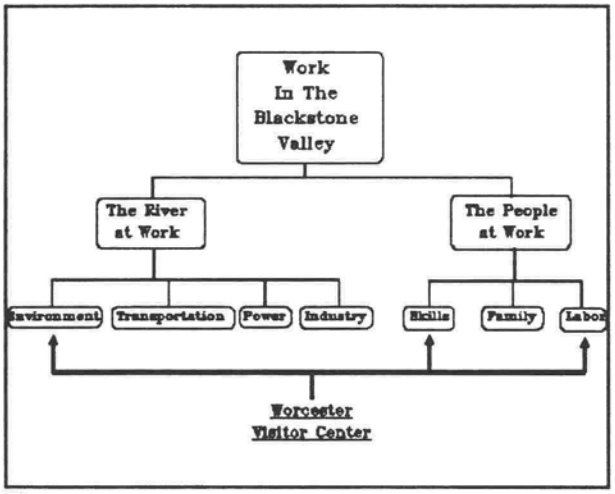


Figure 4-31

4.6.2.3 Community Visitor Centers - Numerous sites have potential as visitor centers for communities. The Northbridge, MA building at right is an example of the type of site that can be used effectively to interpret important stories of a community. It will be a significant role of the Commission to review possible centers and manage their planning as part of its responsibility to manage tourism in the Corridor.

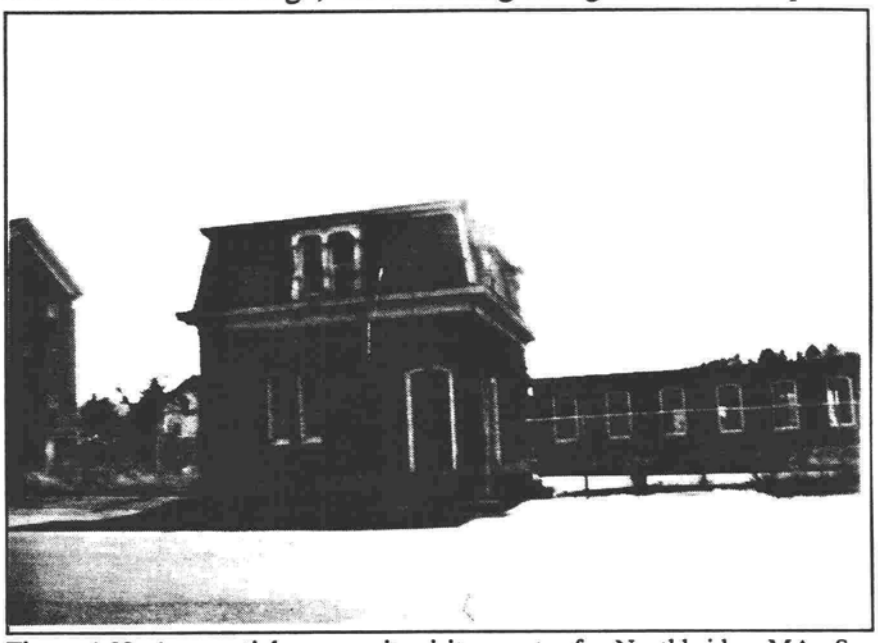
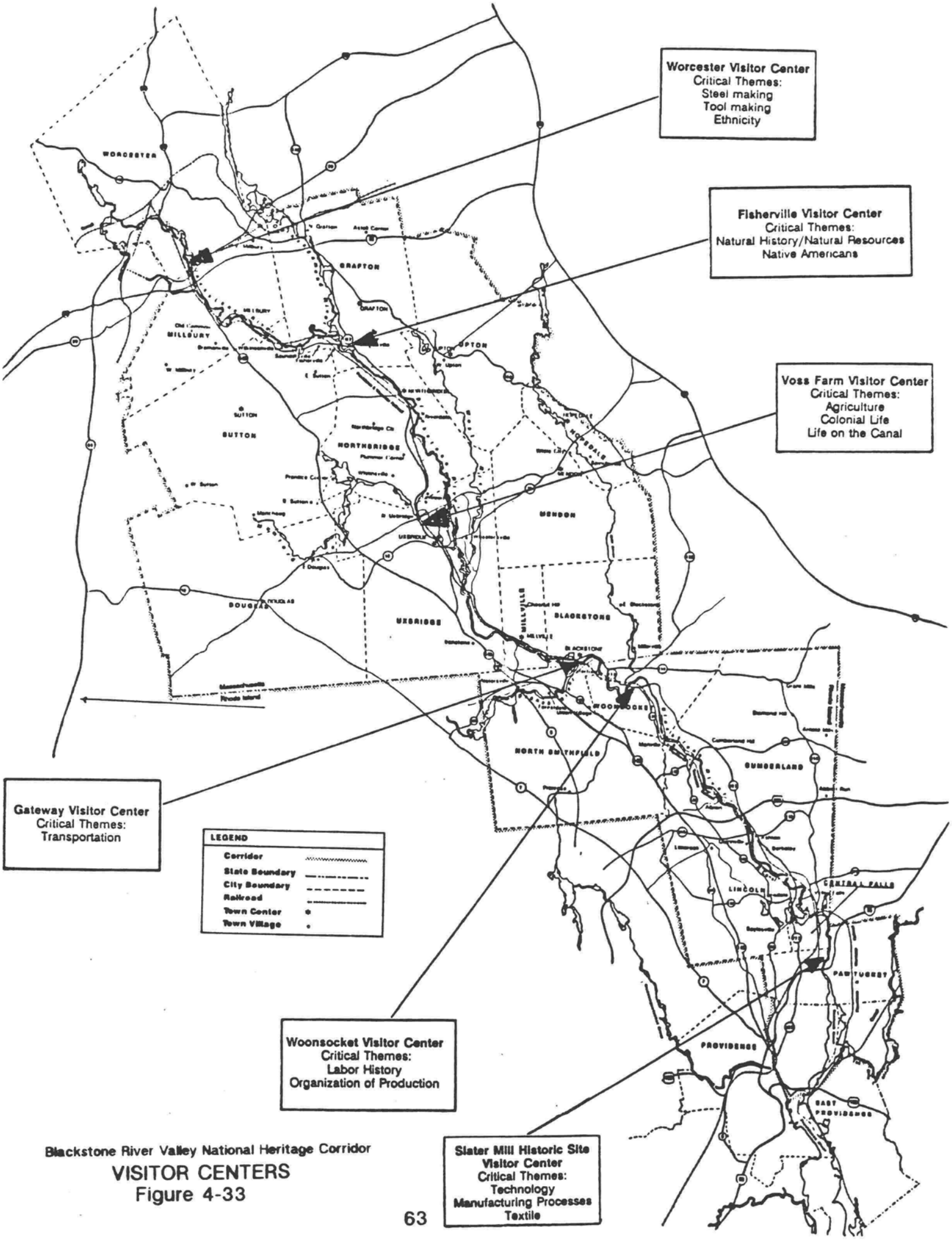


Figure 4-32 A potential community visitor center for Northbridge, MA. See also Figure 4-24.



Blackstone River Valley National Heritage Corridor

VISITOR CENTERS

Figure 4-33

4.6.3 Self-Guided and Guided Tours

Tours have always been important travel formats, regardless of the nature of the attraction. In the Corridor there are numerous opportunities for both guided and self-guided tours. Currently in place and popular is a canoe tour that should be supported and enhanced with brochures, interpretive maps, and a formal support system. These can include, but are not limited to, community walking tours, theme tours (i.e. factory outlets, architecture), and programmed bus tours to visit upland historic and archaeological sites with a guide and lecture. Two tours are in the planning stage at this time: trips on the soon-to-be-built Lady Carrington II and railway trips on the Providence and Worcester Railroad.

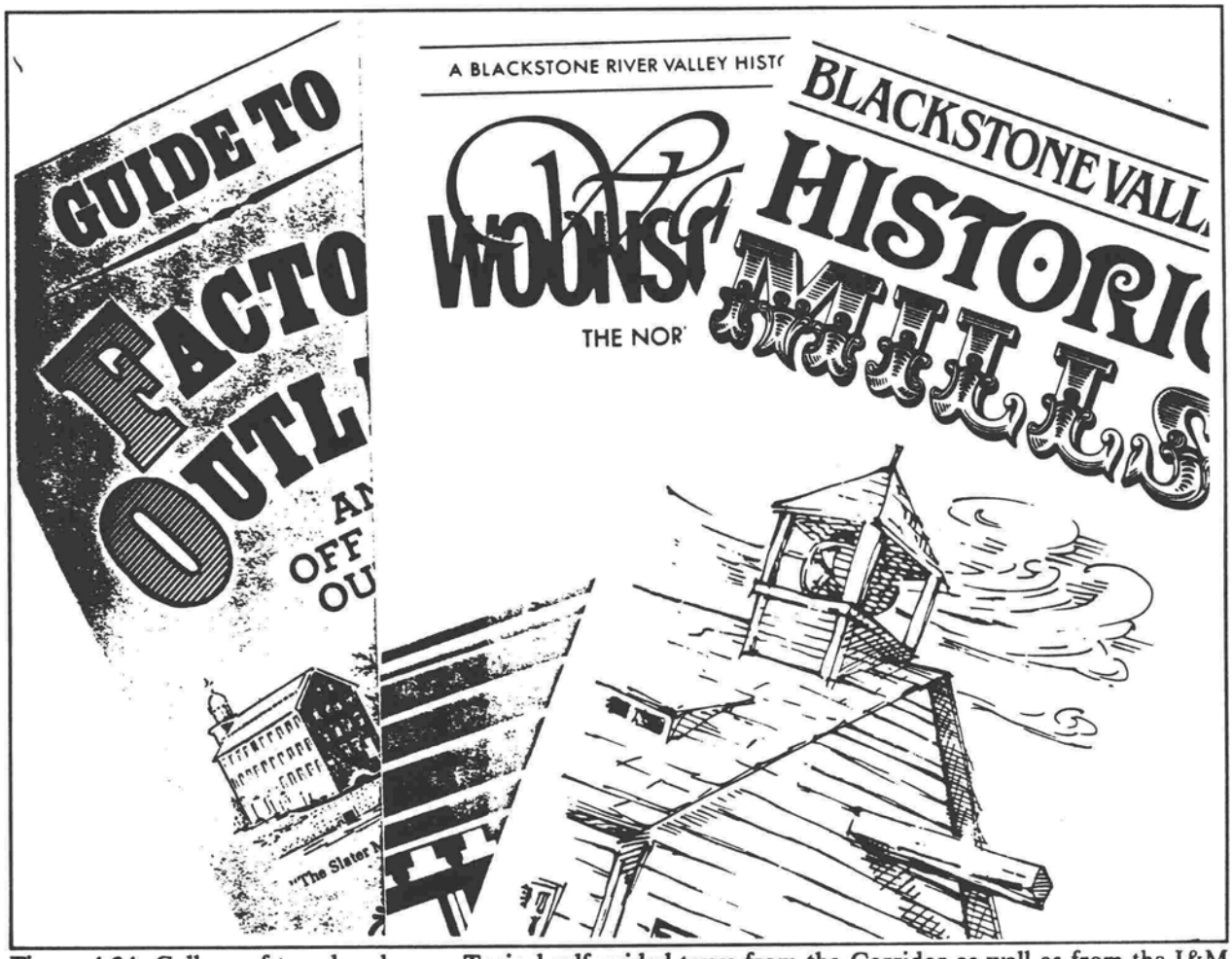


Figure 4-34 Collage of tour brochures. Typical self-guided tours from the Corridor as well as from the I&M Corridor.

4.6.3.1 The Lady Carrington II -

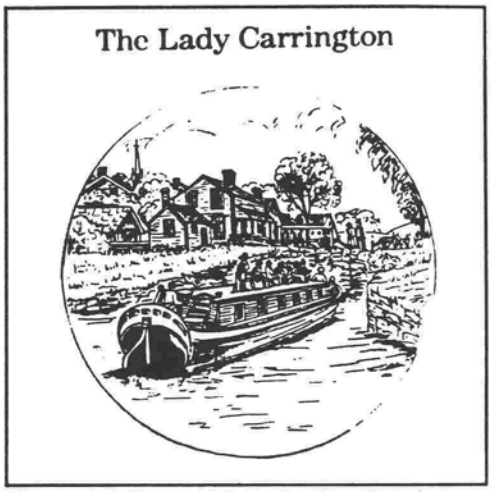


Figure 4-35 The Lady Carrington Brochure.

While the boat is still unbuilt, citizens of the Corridor are enthusiastic about the possibility of riding on the Lady Carrington II, which is to be a replica of a typical 1830 passenger-carrying canal packet boat. Current planning calls for the boat to navigate on a restored portion of the Blackstone Canal in the vicinity of Uxbridge. The Voss farm visitor center is planned for the tour turn around. A similar tour is in place at the Erie Canal Village in Rome New York. According to the proprietors of the Village, the tour is very popular and is a key element of the Village experience. There is some concern that funds may not be available to complete the project. We believe that the canal renovation and the Lady Carrington will be important in the Blackstone Interpretive experience and should be supported. In the meantime, it will be possible to have a boating program on the canal with the use of a Park Service boat that is possibly available in Lowell.

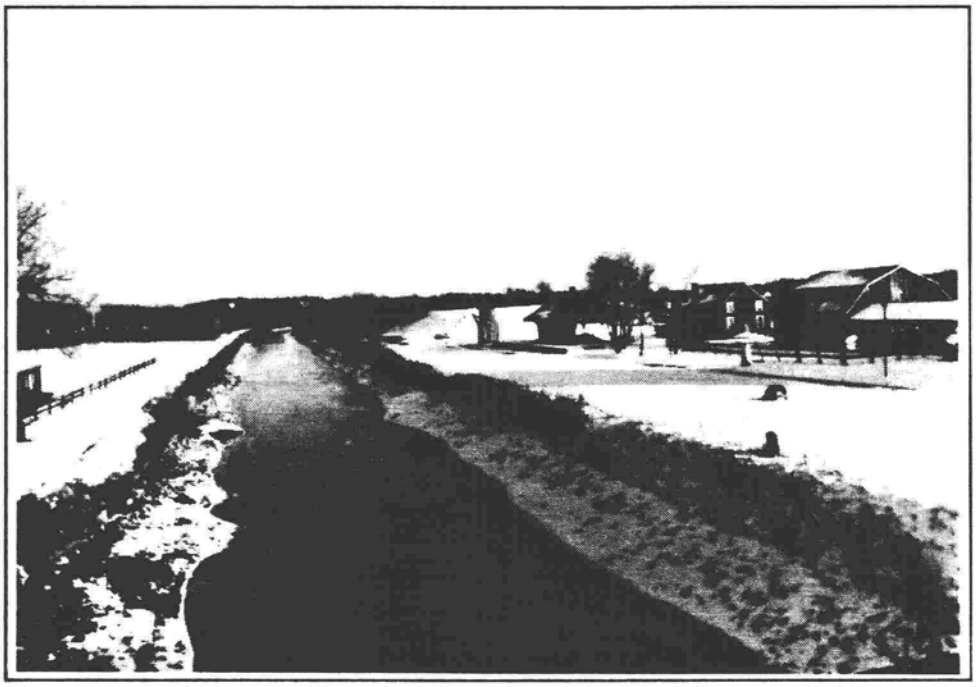


Figure 4-36 Erie Canal Village, including several farm buildings, a rail depot, and a frontier fort (on the rise in background).

4.6.3.2 Railway Tour on the Providence and Worcester - Several studies completed for the Blackstone River and Canal Heritage Park identify a rail tour through the Corridor as one of the possible interpretive devices. It is not clear at this time whether or not the P & W management is receptive to this notion, but if they are, such a trip would indeed be an important interpretive tool. We believe that daily trips may be out of the question, given fuel costs and logistic support requirements, but scheduled trips on a weekly basis may well be possible. For trips to be effective, Corridor maps and preferably guidebooks should be available for the passengers. Stops at specific interpretive points will also be an important part of the experience. The trip will be further enhanced by having a knowledgeable guide give lectures on Corridor history and archaeology. The Commission should evaluate the potential for such a trip and begin negotiations with the P & W if it appears that this is a viable possibility.

4.6.3.3 Banner Tours - A concept developed by the Blackstone Valley Tourism Council of Rhode Island is the Banner Tours of the Greater Blackstone Valley Historic Sites. Separate tours for both Rhode Island and Massachusetts have been conducted in the Corridor. To identify the sites participating in the tour, a flag (blue and white for Massachusetts, green and gold in Rhode Island) are placed at each of the sites. A brochure is produced which describes each site in both the Massachusetts and Rhode Island tours. Tours include private homes which are not open to the public as well as churches, public buildings, parks and memorials. There is currently some doubt as to whether these tours will continue. We believe the Commission should establish a Banner Tour for the Corridor incorporating the individual sites of the Massachusetts and Rhode Island tours and others as appropriate. It is our understanding that these tours have been successful and we believe can become an important element for the interpretation of the Blackstone River Valley National Heritage Corridor.

4.6.4 Making History Fun

Making history fun will be important in educating visitors and residents alike about the important stories the Corridor has to tell. Several proposals have been advanced regarding this issue. One is the establishment of a folk-music festival focusing on songs and music of the Corridor, the mills, the labor movement, and other related subjects. While this is an excellent notion, competition from the Bread and Roses Festival in Lawrence and the National Folk Festival currently held in Lowell may have a limiting effect at this time. We believe that a market study of the proposal by its proponents will be an appropriate aid to decision making by the Commission.

However, we believe another proposal has merit and should be supported by the Commission. That is a proposal by the Cumberland Company of Rhode Island regarding the mounting of Blackstone Valley history plays to be given in the Corridor. To help the Commission evaluate the proposal, we include here the text of a letter received by Timelines. The projects proposed fit the roles of both the Tourism Management Program and the Community Action Program as well. The following describes development options the Cumberland Company is currently considering, which we believe should be supported by the Commission since they represent an important innovation in the local interpretation of history for the public. Mr. Beauregard writes that the company is considering:

1. The creation of an original play based on Blackstone Valley history to be produced within the next season or two. Although based on historical fact, it is our objective that this production also be highly entertaining, therefore insuring its "popular" success. Many history pieces are dry and rather deadly to the average audience member. We would like to introduce students, tourists, and the current residents of Blackstone Valley to Blackstone Valley history in a way that is both entertaining and insightful. The Cumberland Company has been presenting original plays of a "period" nature for seven years now. Hundreds of thousands of enthusiastic fans have viewed Cumberland Company performances and our success as a Blackstone Valley performing arts producer will serve us well in this new initiative.

   The works would be episodic in nature (a la old serial adventure style) as Blackstone Valley history is a rich subject and one play could not possibly cover the subject. We also see this as an opportunity to present something new and different each year. This feature could be presented at locations up and down the river, from Pawtucket to Worcester.

   There would be spinoff pieces. Small one-or two-character 45 minute, mini shows which could be presented at schools or booked for tour groups which visit the Valley throughout the year.

   This production and its characters if "popular" could be captured on video and used to promote cultural historical programs throughout the Valley.

   I have been involved in preliminary discussions for this project for over two years. It is my considered opinion that there is great support for this project from Educational, Historical, Cultural, Tourism, and Humanities funding sources.

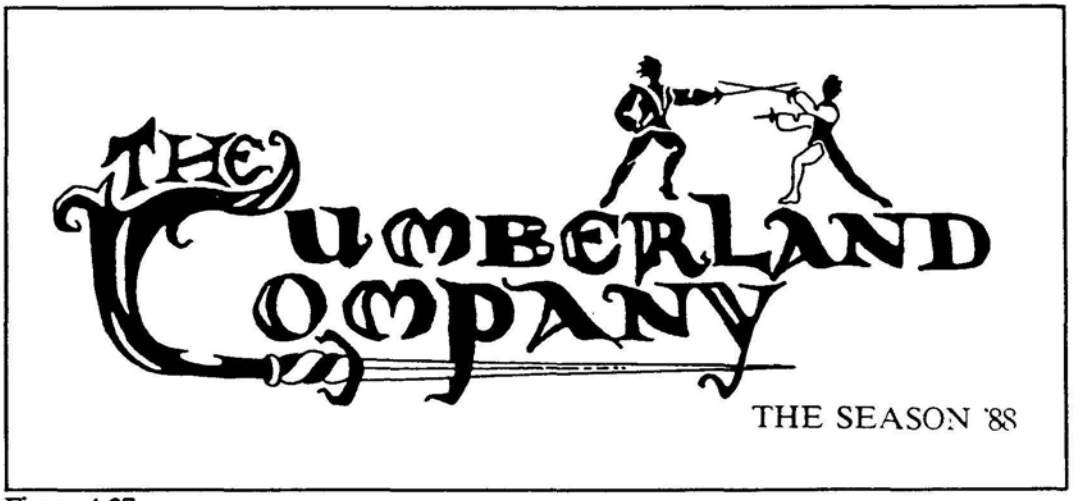


Figure 4-37

2. The Cumberland Company currently presents The Faire; an adventure fantasy epic with a "once upon a time" theme. The show is performed outdoors in August in the middle of 550 wooded acres of an old Trappist Monastery. The production covers 10 acres, involves 200 performers on five outdoor amphitheaters and is currently one of Rhode Island's top tourist attractions.

   It wouldn't take much "stretch of the imagination" for us to come up with an outdoor seasonal tourist attraction based on Blackstone Valley history and presented at some location chosen for its picturesque view, right on the river. This would make a great marriage; Blackstone Valley history and Blackstone Valley tourism are two of this area's greatest untapped resources and Cumberland Company is [one] of Blackstone Valley's most successful performing arts producer[s].

3. Due to the success of its training and performance programs, the Cumberland Company is searching for more space. We have outgrown our current facilities. In addition it is a commonly held opinion among area performing artists and teachers that: "there is a severe shortage of performing arts facilities throughout the Valley."

   Therefore we are proposing that the B. F. Norton building (formerly Cumberland High School) be converted into a regional art center. This building is of historical significance, is structurally sound and has been empty for ten years. The Cumberland Company is seeking ownership of this rather large building as its future home.

   The Cumberland Company would then renovate as a multiphase project creating studios, offices, two or three theatres, history museum, art gallery, classrooms, and public meeting rooms. It is our hope that this building would become a center for cultural, educational and historical activities in the Southern Valley area.

Normand Beauregard
Artistic Director/Producer
The Cumberland Company for the Performing Arts
The Monastery
Cumberland, RI 02864

If the project comes to fruition, we believe that the proposed center will be a service to the entire Corridor.

4.6.5 Blackstone River Open House

Russ Cohen, the Blackstone River Coordinator for the Massachusetts Department of Fisheries, Wildlife & Environmental Law Enforcement, has proposed to the National Park Service a Blackstone River Open House. While his proposal is for 1989, we believe that this is an excellent proposal and should be carefully evaluated by the Commission and implemented. The following is the partial text of his memorandum to the National Park Service dated 1-18-89.

> I would like to propose that a **"Blackstone River Open House"** event be scheduled for Saturday, June 10 (raid date: Sunday June 11), during American Rivers Month. Here are some of the details: This would be a "bring your own canoe" event, though we could also make additional canoes available for rental for the day. Instead of it being a led event, the **whole** river (from Worcester to Pawtucket) would, in essence, be open for the day for any canoeists, kayakers, etc. Each boat could decide how long their trip will be, where to put in and take out, what speed to paddle, where to stop, etc. The Blackstone River Watershed Association (BRWA) or Blackstone Valley Heritage Homecoming would probably enjoy being co-sponsors of the event. They could, for example, coordinate a shuttle that stopped periodically at all the designated put-in/take-out points to assist drivers in getting back to their cars.
>
> Each spot of historic, natural, etc. interest would be staffed by a person knowledgeable in the significance of that particular place. (These could be DEM employees, but I think local volunteers could be easily solicited and trained for this task.) These people would be available to tell their story and/or answer questions to any boats that choose to stop. I would also suggest that points on the river that require a complicated portage or the access points that are likely to receive the most put-in/take-out action also be staffed. Some suggested locations for these folks are: the Millville and Goat Hill Locks; the Triad Bridge; Millville Island; Plummers Landing; the Singing Dam in Sutton; the spillway below Rice City Pond and the Rolling Dam in Blackstone.
>
> We would distribute a map showing the location of all suitable put-in and take-out points on the river, all sites to be staffed by interpreters, rest rooms or portable toilets, portages, rapids, etc. Girl or Boy Scout troops and/or others could set up refreshment stands at various places along the river. I would suggest that t-shirts, bumper stickers, patches, decals for canoes or some other novelty be available for distribution to all participants, etc. emblazoned with the BRVNHC logo and carrying the caption "First Annual Blackstone River Open House" or whatever name is eventually decided upon.
>
> I am certain that, with a decent effort made at publicity, the event would draw hundreds of participants. This could include a sizable number from outside the valley whose curiosity is piqued by the concept. For example, canoeists from the Boston area, who would not ordinarily be drawn to the Blackstone because of its

perceived inferiority to other canoeing experiences, may be intrigued enough by the novelty of the idea to make the effort to come. After we get them to visit the first time, and they see how pleasant canoeing on the Blackstone can be, they may very well decide to visit again on their own initiative at a future date. The open house would appeal to many participants in the BRWA's annual Canoe Race (which, since it is traditionally held in May, several weeks before the "Open House," could be a good place to recruit participants in and volunteers for the event) as well as other canoeists that are not "into" race events.

There are several distinct advantages to the "open house" over the "guided tour" approach. First of all, the number of participants is like to be much larger. Secondly, you get more of the community involved in planning and carrying off the event. Since you are not taking responsibility for each participant, you need not be bothered with registrations, cancellations, or canoe instruction. (Of course, canoe instruction could be provided as a part of the event as a public service by the BRWA, the Worcester and/or Providence chapter of the Appalachian Mountain Club, the RI Canoe Association or another appropriate group.)

Regarding a source of rental canoes, Fin and Feather, a sporting goods store in Upton, has a number of them. (Perhaps they would also be willing to co-sponsor the event, as increased popularity of canoeing in the Corridor means more business for them.) Because many if not most of the Open House participants will have their own canoes and have some paddling and other outdoor experience, they are more likely to be a hardier bunch than the guided tour folks and would have a greater experience with/tolerance for poison ivy, mud and the other inherent inconveniences of river paddling.

Regarding liability, I would explore the issue carefully before going forward with the Open House concept, but I do not anticipate that it would be an insurmountable problem. Attached to this memo is a sample release form I prepared for the BRWA. Although it would be impossible to get all of the Open House participants to sign such a document, perhaps we could get our volunteer workers to sign it and cover their personal liability disclaimer in the information packet distributed to participants either by mass distribution throughout the Corridor through the mails or by delivering to convenience stores, Town Halls, etc. and/or made available at the most likely put-in points.

Regarding cost, I think the publicity costs for the Open House are roughly equal to the guided tour, with the exception of the information packet. (Perhaps we could solicit advertisers to buy space in the packet to help cover its costs.) Of course, the Open House has the potential of satisfying many more customers than the limited availability of slots on a guided tour, since there need not be any significant fear of having to turn interested folks away. There is no practical way to collect registration fees from the Open House participants, so other means of raising money will have to be explored. My understanding is that the registration fees for the guided tours were not designed or expected to cover the costs of that event either, however.

Signage would be another important element of a successful Open House event. Participants need to be able to find river access points easily before their trip as well as having signs visible from the river itself that indicate interpretive areas, rest rooms and other points of interest.

Lastly, there is no reason why the Open House concept couldn't be pursued in addition to guided canoe tours. It could even be restricted to a certain easily identifiable segment of the river, although I would not quickly give up this excellent opportunity for interstate cooperation and linkage. (Perhaps we could do Saturday in Mass., Sunday in Rhode Island, with overnight camping available at Douglas State Forest or another suitable site.)

4.7 Continuing Research Program

4.7.1 Concept

Historic, social, archaeological and other research in the Corridor has barely begun. It will be important to encourage additional research and to manage it in a coordinated way that will benefit the Corridor, the individual communities, and the two states of the Corridor. The Continuing Research Program will be responsible to develop cooperative agreements with universities and research organizations, review research proposals, monitor project progress, seek peer review of research results, and plan with the states and communities for research projects. An important responsibility of the program will be the wide dissemination of research results to Corridor planners, the research community, and others interested in the results of such research. In addition, the Continuing Research Program will oversee the conduct of research by historic-preservation consultants in the performance of compliance-related research.

5 ACTION PLAN/SCHEDULE

This chapter describes a work plan for implementing the programs recommended in Chapter 4. It is clear that not all projects or programs will be accepted or will be accomplished in the manner described below. However, this action plan is our recommendation as to those projects that should be accepted for early action, those for long-term development, and those to hold for future decision making.

In this work plan, we identify those tasks that must be accomplished within each recommended program in order to meet the goals of that program. Following a brief description of each task, a time and cost summary for each program and each task within that program is presented. For these tables, the resource cost represents the cost of Commission staff, paid at an annual rate of $30,000 per annum (average of $40,000 and $20,000). In some cases, Commission staff is assigned at the rate of one individual for a percentage of the period of performance for implementation of the interpretive plan. "Other costs" represents expenses incurred by the Commission for consultants, materials, and other direct expenses required to accomplish the identified tasks. The figures estimated in this action plan represent "ball park" numbers and are provided to assist the Commission in decision making on the basis of task cost and priority after review and analysis of these recommendations.

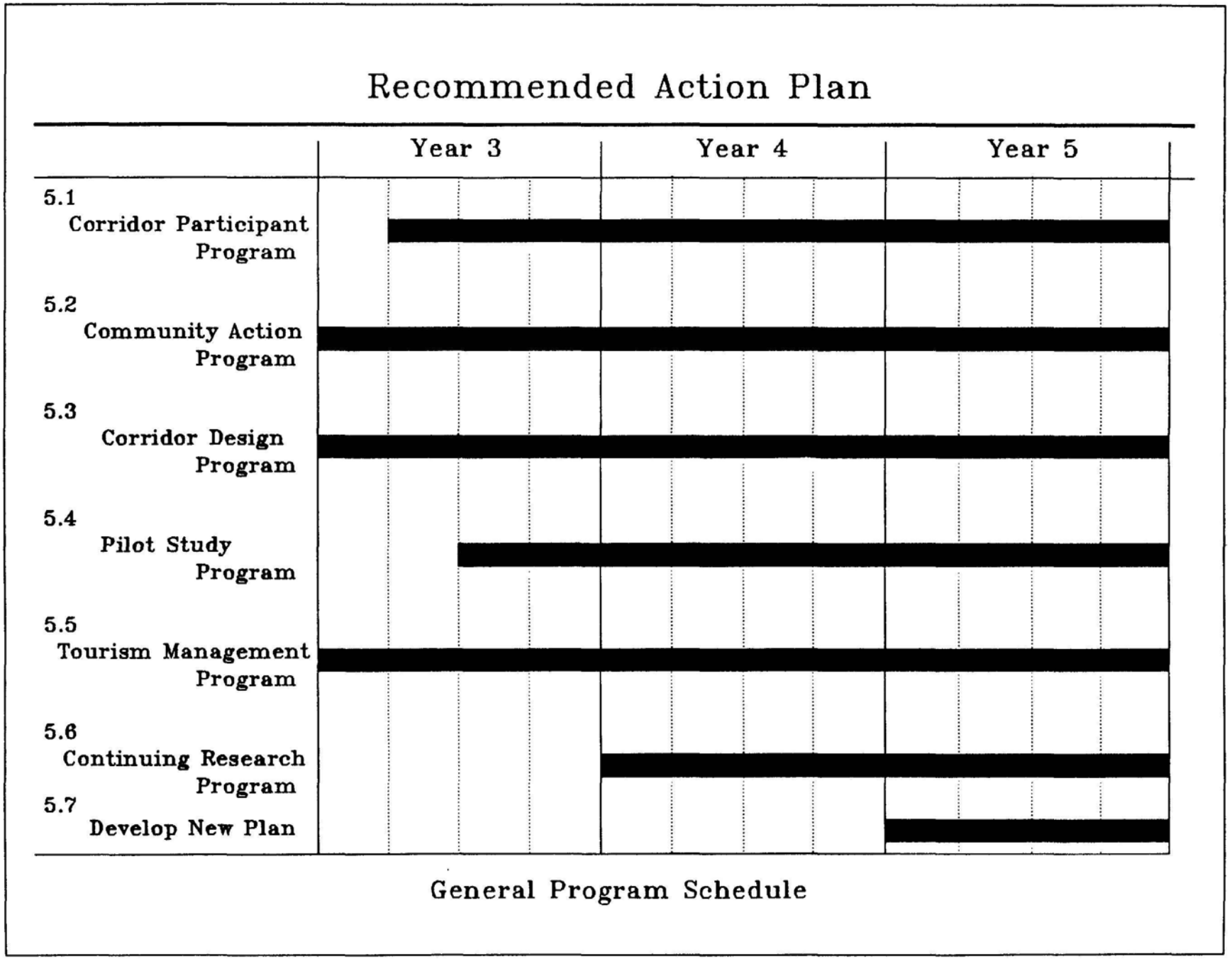
Figure 5-1 is a flow chart of the recommended action plan for each of the programs. It should be noted that three of the recommended programs begin as soon as the Corridor plan is accepted. These programs contain within them early action recommendations while other programs can be held off to meet requirements of personnel and funding availability.

For all programs, the action plan terminates at the end of the fifth year of the current Commission's life, but includes the preparation of a second plan in the event the Commission's life is extended an additional five years (as is likely).

5.1 **The Corridor Participant Program**

Chapter 4 explains in detail recommended activities under this program. As indicated by the schedule, we have delayed the start of this program for three months to allow Commission staff to come on board and become familiar with the communities and the Commissioners before beginning this program. Early action recommendations under this program are to be implemented at the earliest opportunity once staff members become available.

Figure 5-1


Recommended Action Plan
Year 3
Year 4
Year 5
5.1 Corridor Participant Program
5.2 Community Action Program
5.3 Corridor Design Program
5.4 Pilot Study Program
5.5 Tourism Management Program
5.6 Continuing Research Program
5.7 Develop New Plan
General Program Schedule

5.1.1 Design and Prepare an Exhibit on Corridor Concept

RECOMMENDED FOR EARLY ACTION

In order to get the message of the Corridor to the widest possible audience, a combination of exhibits and presentations by the Corridor Commissioners and staff will be important. The purpose of these presentations will be to inform citizens in local communities and others of the advantage of participating in the Corridor concept. A key element of this approach will be the creation of a traveling exhibit explaining the Corridor; identifying its boundaries, its range of resources, and the categories of planning activities undertaken by the Corridor Commission; and telling members of the public how they can get involved.

We have estimated approximately **20 staff days** and **$3,000** for supplies and materials to prepare such an exhibit.

5.1.2 Prepare Slide Program for Use in Community Presentations

RECOMMENDED FOR EARLY ACTION

To complement the traveling exhibit as well as to provide additional materials, a slide program to be used by Commissioners and Corridor staff in presentations to groups, communities, schools, etc. should be prepared. We have estimated approximately **15 days** and **$1500** for supplies and materials to prepare this presentation.

5.1.3 Presentations to Communities and Groups

Once the exhibit and slide programs and other materials are in hand, Commissioners and Corridor staff can begin a series of presentations throughout the Corridor aimed at raising interest among communities, individuals, and groups in the Corridor planning process and Corridor concept. We have estimated approximately **6 days per month** for Commission staff for approximately **33 months.**

5.1.4 Identify "Corridor Participants"

During the course of presentations and as a result of initiatives undertaken by communities, individuals, businesses and groups, "Corridor Participants" (or "Supporters") will be identified and awarded premiums by the Corridor Commission each year. We have estimated approximately **10 days for each of three years** of staff time for this process.

5.1.5 Design Standards Accepted

By this date, if the Corridor design program is on track, design standard will have been adopted by the Commission and premiums can be prepared for presentation.

5.1.6 Design and Prepare Premiums for "Participants"

With the design standards in place, premiums can be prepared for awarded to "Corridor Participants." These premiums could take several forms: plaques for planning boards, government officials, business leaders, schools, etc.; window decals for homeowners, businesses, etc.; bumper stickers for individuals, etc. A regular listing of "Corridor Participants" should be published in Valley newspapers and other media. We have estimated approximately **15 days** of Corridor staff time to oversee and supervise the expenditure of approximately **$10,000** for the design, creation, and preparation of the premiums.

5.1.7 Award and Deliver Premiums to "Participants"

Regular award ceremonies should be held and highly publicized. Approximately **20 days** of staff time over the course of **two years** has been estimated for the preparation and coordination of these ceremonies.

Project name	Description	Planned start	Planned finish	Prj resource cost	Prj other cost	Prj total cost
BRVPP	"Corridor Participant" Program	1-Jan-1990	25-Sep-1992	33346.15	14500.00	47846.15

Task name	Description	Planned start	Planned duration	Planned work	Pln resource cost	Pln other cost	Pln total cost
Start		1-Jan-1990					
5.1.1	Design and prepare exhibit on corridor concept	1-Jan-1990	3.00 Mth W	20.00 Dys W	2307.69	3000.00	5307.69
5.1.2	Prepare slide program for use in community presentations	1-Jan-1990	3.00 Mth W	15.00 Dys W	1730.77	1500.00	3230.77
5.1.3	Presentations to communities and groups	1-Jan-1990	2.75 Yrs W	189.00 Dys W	21807.69	0.00	21807.69
5.1.4	Identify "Corridor Participants"	1-Jan-1990	5.00 Mth W	30.00 Dys W	3461.54	0.00	3461.54
5.1.5	Design Standards accepted (see Corridor Design Program)	5-Jun-1990					
5.1.6	Design and prepare premiums for "Participants"	28-May-1990	4.00 Mth W	15.00 Dys W	1730.77	10000.00	11730.77
5.1.7	Award and deliver primiums to "Participants"	21-Sep-1990	2.00 Yrs W	20.00 Dys W	2307.69	0.00	2307.69
End		25-Sep-1992					

5.2 Community Action Programs

As stated in Chapter 4, the principal goal of this program is to facilitate community initiatives through technical assistance and support. The targets of this program are the appropriate historic preservation commissions or societies, community business interests, and the Valley's school systems.

5.2.1 Assist Historic Districts, Historical Commissions, and Historical Societies

RECOMMENDED FOR EARLY ACTION

In performing this task, Commission staff will meet with the local historical commissions, historic district commissions, and historical societies in order to involve them in the Corridor concept and assist them in performing their function within the communities by providing information and other materials available at the national level for these groups.

Commission staff will meet in communities without historic districts or historical societies in order to encourage them to develop such entities and participate in the Corridor concept. For this task, an estimated **five days per month** for Commission staff has been used with approximately **$7300 per year** expense money for materials, etc. to disseminate to the communities.

5.2.2 Provide Technical and Other Assistance to Businesses

RECOMMENDED FOR EARLY ACTION

One of the keys to success of the National Heritage Corridor will be the direct and active involvement of Corridor businesses in many ways. These will include private development, private initiatives, and the fostering of the Corridor concept through development planning and implementation. The Corridor Commission, as part of this task, will assist businesses by providing professional staff time to meet with and discuss the National Heritage Corridor and "the plan" as it relates to their activities or may inspire them to develop initiatives. For this task, **five days per month** of Commission staff time for the **three years** of this task has been estimated.

5.2.3 Prepare a Comprehensive Bibliography of Blackstone River Valley Documentary Sources

This project will provide valuable material for those interested in doing research in the Valley as well as for teachers and students participating in the various aspects of Corridor-related activities. We have estimated Commission staff time of approximately **30 days over the course of one year** for this project, as well as **$15,000** for a consultant to perform the work.

5.2.4. Establish School Liaison

RECOMMENDED FOR EARLY ACTION

We do not believe that the Corridor Commission or its staff should spend excessive amounts of time in school-related activities; however, the Commission and its staff should be instrumental in establishing such a program, as well as assisting in its coordination.

One to three experienced individuals should be sought out to act as liaison between the Commission and the school systems and to help in the development of school programs. We have estimated approximately **40 days of staff time over the course of six months** and **$5,000** for materials, stipends, etc. for this task.

RECOMMENDED FOR EARLY ACTION

5.2.4.1 Provide Technical Support to School Systems - Once the liaison program is established, planning for various school activities and their implementation can proceed. We have estimated approximately **150 days over 2.5 years** of Commission staff time with approximately **$25,000** for consultants, materials, stipends, etc. for this program.

Project name	Description	Planned start	Planned finish	Prj resource cost	Prj other cost	Prj total cost
BRVCAP	Community Action Program	1-Oct-1989	25-Sep-1992	68999.99	75000.00	143999.98

Task name	Description	Planned start	Planned duration	Planned work	Pln resource cost	Pln other cost	Pln total cost
Start		2-Oct-1989					
5.2.1	Assist Hist. Districts, Commissions & Societies	2-Oct-1989	3.00 Yrs W	189.00 Dys W	21807.69	30000.00	51807.69
5.2.2	Provide techincal and other assistance to bussiness	2-Oct-1989	3.00 Yrs W	189.00 Dys W	21807.69	0.00	21807.69
5.2.3	Prepare comprehensive bibliography of BRV sources	2-Oct-1989	1.00 Yrs W	30.00 Dys W	3461.54	15000.00	18461.54
5.2.4	Establish school liason	2-Oct-1989	6.00 Mth W	40.00 Dys W	4615.38	5000.00	9615.38
5.2.4.1	Provide technical assistance & support to school systems	27-Mar-1990	2.50 Yrs W	150.00 Dys W	17307.69	25000.00	42307.69
End		25-Sep-1992					

5.3 Corridor Design Program

As described in Chapter 4, this program will be essential for the development and maintenance of the Corridor Commission's image throughout the Corridor and beyond. This program consists of the development of design guidelines for Commission-initiated activities and of recommended signage for the Corridor, drawing heavily on a proposed signage plan developed by the Blackstone Valley Tourism Council for the Rhode Island component of the Corridor.

5.3.1 Consult with the DPWs, DEMs, and Communities

RECOMMENDED FOR EARLY ACTION

Before design guidelines can be developed, a consensus must be formed regarding style, size, and types of graphics to be used on the various materials developed by the Commission for the Corridor, with a special focus on Corridor signage. Signage guidelines should be developed to allow the maintenance of community character and theme within the community signage system while major signs, i.e. Corridor welcome signs, should resemble or accurately replicate similar signs developed by the National Park Service or the states. We estimate approximately **20 days** will be needed to consult and reach agreement among the parties.

5.3.2 Prepare Memorandum of Agreement

RECOMMENDED FOR EARLY ACTION

At the conclusion of the consultations described above, a memorandum of agreement must be prepared, accurately articulating the agreements developed during the consultations. Approximately **five days** of staff time will be required for this task.

5.3.3 Memorandum of Agreement Signed

If the recommended design program is on schedule, a memorandum of agreement should be signed no later than the 16th of January, 1990, in order to meet both deadlines for the design program and deadlines for other recommended programs that require input from the design guidelines.

5.3.4 Select Design Consultant

Once the memorandum of agreement has been signed, a design consultant must be selected to develop the design guidelines and standards for the Corridor. This will require the development of a Request for Proposal, proposal review, and consultant interviews. We have estimated approximately **five days** of staff time for this task.

5.3.5 Prepare Draft Design and Standards

Due to the critical nature of this task, we recommend a consultant be identified who can prepare draft designs and standards within a three-month period. We do not advocate that these guidelines be elaborate, but we do believe they should be functional and draw heavily on work already completed as well as making appropriate use of the Corridor's logo. We have estimated approximately **five days per month** of Corridor staff time to supervise the design contract and **$30,000** for consultant fees.

5.3.6 Draft Designs and Standards Delivered

If the design program is on schedule, the draft designs and standards will be delivered by the end of April, 1990.

5.3.7 Review Designs and Standards

Corridor Commissioners and Commission staff will review the draft designs and standards. We have estimated approximately **five days** of staff time over the course of **one month** for this review.

5.3.8 Accept Designs and Standards

If the design program is on schedule, the designs and standards will be accepted by the end of May, 1990.

5.3.9 Corridor Signage Program

It will be important for signs to be sited throughout the Corridor in order to meet the needs of the resident and visitor alike for directions and information regarding the Corridor.

5.3.9.1 Construct and Install Corridor Welcome Signs - The first signs for the Corridor should be those placed at entrances to the Corridor along major numbered routes (Fig. 2). We anticipate that these signs will be similar in nature to those identifying National Parks along major highways. After consultation, it will be clear who will construct and install these signs. We have estimated approximately **seven days per month** for approximately **15 months** of Corridor Staff time to act as interface with the agency responsible for construction and installation of these signs.

5.3.9.2 Meet with Communities and Establish Signage Schedule - Once the designs and standards have been accepted, Corridor Commission staff should meet with the various communities and historic district commissions to discuss the designs of community signage, placement and schedule. We estimate approximately **20 days** of staff time will be required for this purpose.

5.3.9.3 Install Community and Historic District Signs - Given the current budgetary status of cities and towns in both Massachusetts and Rhode Island, we believe that it is appropriate for the Commission to assist communities in the creation of each

community's sign. Therefore, we have estimated approximately **$7,000 per community**, to be matched with community funds, for the construction and erection of Corridor community signs and historic district signs.

5.3.9.4 Construct and Erect Directional and Site Identification Signs - In accordance with the design guidelines, directional and identification signs will be constructed and installed as locations, sites, and facilities are developed. We have estimated approximately **seven days per month** over approximately **15 months** of Commission staff time to supervise and coordinate the construction and erection of these signs.

RECOMMENDED FOR EARLY ACTION

5.3.9.5 Research for Wayside Interpretive Signs - Wayside interpretive signs will be important elements of the interpretive process within the Corridor. Before these signs are constructed, however, research into each sign location should be conducted. Questions such as, "How does it work?" and "What went on here?" and "How many people worked here?" and "What did they make?" will require research into the records of the Corridor. The acquisition of appropriate graphics will also be conducted under this task. We anticipate this to be an ongoing activity throughout the life of the Corridor and have estimated approximately **three days per month for 15 months** of Commission staff time for those interpretive signs to be designed and in place prior to the end of the current Commission's five-year life.

5.3.9.6 Construct and Install Wayside Interpretive Signs - Once the research is complete, wayside interpretive signs will be designed, constructed and installed in accordance to the memorandum of agreement developed earlier in this program. We have estimated approximately **four days per month for 15 months** for Commission staff to supervise this activity and approximately **$50,000 ($6,250 per sign)** for eight wayside interpretive signs to be installed in the Corridor during this period.

5.3.10 Corridor Map Program

The development of maps will be essential to the Corridor's residents as well as to the Corridor's visitors. Chapter 4 recommends a series of maps and guidebooks at increasing levels of detail. In this action plan, we have not included the more elaborate guidebooks, which we anticipate will be prepared after the Commission's first five years.

RECOMMENDED FOR EARLY ACTION

5.3.10.1 Prepare and Produce Tourist Foldout Map - One of the most critical needs in the Corridor is a map of the entire Corridor showing major transportation routes, scenic locations, and currently developed historic sites, with a listing of museums and other facilities that are available to the resident and visitor. These maps should be regularly revised as new facilities, attractions and locations come on line during the development of the Corridor. We have estimated approximately **10 days** of Commission staff time and **$10,000** for design and publication of such a map.

RECOMMENDED FOR EARLY ACTION

5.3.10.2 Prepare and Produce Special Tour Maps - A number of tours currently exist within the Corridor and several more are planned for the near future. Maps for these tours should be prepared and provided as early as possible. We have estimated **25 staff days** and **$10,000** for design and production of these maps.

5.3.10.3 Prepare and Produce Five Sets of Thematic Maps - Maps targeted to specific themes throughout the Corridor should be produced for those individuals, residents and visitors alike, who are interested in specific aspects of the Corridor. Such themes will include but not be limited to: churches of the Corridor, the Cradle of the American Industrial Revolution (examples of early mills), ethnic restaurants, homes of prominent persons, and factory outlets (already available for Rhode Island) with others to be developed as identified. We have estimated approximately **10 days** of staff time and **$2,000** for the supervision, design, and production of five sets of maps based on a predesigned Corridor baseline map.

5.3.10.4 Design and Prepare Corridor Locator Map - A baseline Corridor locator map will be needed for a wide range of planned interpretive activities. These maps will be basically schematic in nature, will allow for the placement of "you are here" designations where needed, and will contain the locations of major landmarks, tourist attractions, and other features. We have estimated approximately **five days** of Commission staff time and **$5,000** to prepare this baseline map.

5.3.11 Interpretive Shelters

Chapter 4 describes our recommendation for interpretive shelters to be placed in each community.

5.3.11.1 Identify Interpretive Graphics and Locations with Communities - These shelters should have one design and contain Corridor locator graphics, Corridor interpretive graphics, and a single-panel exhibit about the community in which the shelter is placed. We have estimated approximately **40 days** of staff time to coordinate the acquisition of graphics and identify shelter locations with the communities of the Corridor.

5.3.11.2 Design Shelters and Prepare Graphics - Using the guidelines developed in the Corridor design program, the shelter should be designed as described in Chapter 4 and graphics prepared for these shelters. We anticipate approximately **40 days** of Commission staff time and **$10,000** for graphics and other materials to be made available to the communities.

5.3.11.3 Install Eight Interpretive Shelters - Using the designs and graphics supplied by the Corridor Commission, eight interpretive shelters will be constructed and installed over the course of the last year and a half of the Corridor Commission's life. Approximately **$10,000 per shelter** to be matched by community in-kind services will be made available for this purpose.

Project List 12-Jun-1989

Project name	Description	Planned start	Planned finish	Prj resource cost	Prj other cost	Prj total cost
BRVNHCP	Corridor Design Program	1-Oct-1989	1-Oct-1992	102023.04	345000.00	447023.03

Task name	Description	Planned start	Planned duration	Planned work	Pln resource cost	Pln other cost	Pln total cost
Start	Acceptance of Corridor Plan by Congress	2-Oct-1989					
5.3.1	Consult DPW's,DEM's & Communities	2-Oct-1989	2.00 Mth W	20.00 Dys W	2307.69	0.00	2307.69
5.3.2	Prepare Memo of Agreement	29-Nov-1989	1.00 Mth W	5.00 Dys W	576.92	0.00	576.92
5.3.3	Memo of Agreement Signed	16-Jan-1990					
5.3.4	Select Design Consultant	28-Dec-1989	2.00 Wks W	5.00 Dys W	576.92	0.00	576.92
5.3.5	Prepare Draft Designs and Standards	11-Jan-1990	3.00 Mth W	15.00 Dys W	1730.77	30000.00	31730.77
5.3.6	Draft Designs and Standards Delivered	27-Apr-1990					
5.3.7	Review Designs and Standards	10-Apr-1990	1.00 Mth W	5.00 Dys W	576.92	0.00	576.92
5.3.8	Accept Designs and Standards	28-May-1990					
5.3.9.1	Construct and Install Corridor Welcome Signs	9-May-1990	2.35 Yrs W	203.00 Dys W	19407.69	0.00	19407.69
5.3.9.2	Meet with communities and establish signage schedule	9-May-1990	2.00 Mth W	20.00 Dys W	2307.69	0.00	2307.69
5.3.9.3	Construct and erect community and historic district signs	6-Jul-1990	2.20 Yrs W	173.00 Dys W	19961.54	140000.00	159961.53
5.3.9.4	Construct and erect directional and site ID signs	9-May-1990	2.35 Yrs W	203.00 Dys W	23423.08	0.00	23423.08
5.3.9.5	Research for wayside interpretive signs	9-May-1990	2.35 Yrs W	50.00 Dys W	5769.23	0.00	5769.23

Task name	Description	Planned start	Planned duration	Planned work	Pln resource cost	Pln other cost	Pln total cost
5.3.9.6	Construct and install wayside interpretive signs	9-May-1990	2.35 Yrs W	50.00 Dys W	5769.23	50000.00	55769.23
5.3.10.1	Prepare and produce tourist foldout map	9-May-1990	3.00 Mth W	10.00 Dys W	1153.85	10000.00	11153.85
5.3.10.3	prepare and produce 5 sets of thematic maps	6-Aug-1990	1.00 Yrs W	50.00 Dys W	5769.23	10000.00	15769.23
5.3.10.2	Prepare and produce special tour maps	9-May-1990	2.00 Yrs W	25.00 Dys W	2884.62	10000.00	12884.62
5.3.10.4	Design and prepare corridor locator map	9-May-1990	6.00 Mth W	5.00 Dys W	576.92	5000.00	5576.92
5.3.11.1	ID interpretive graphics & locations with communities	9-May-1990	3.00 Mth W	40.00 Dys W	4615.38	0.00	4615.38
5.3.11.2	Design shelters and prepare graphics	6-Aug-1990	2.00 Yrs W	40.00 Dys W	4615.38	10000.00	14615.38
5.3.11.3	Install 8 interpretive shelters	4-Feb-1991	1.50 Yrs W	0.00 Dys W	0.00	80000.00	80000.00
End		1-Oct-1992					

5.4 Pilot Study Program

Chapter 4 recommends the implementation of three pilot studies in the Corridor. These pilot studies are designed to demonstrate the application of Corridor concept principles at several locations, as models for the design and development of similar projects by state and local entities.

5.4.1 Blackstone Gateway

The border between Massachusetts and Rhode Island has been targeted for our comprehensive pilot study to demonstrate the Corridor planning process. The interpretive plan component of this pilot study includes a combination of archaeological research, site history, and oral history of the target site, designed to inform the site-specific interpretive planning.

5.4.1.1 Archaeological Testing of the Mammoth Mill Complex -Test excavations in and around various features of Mammoth Mill will help to identify the functions of various elements of the mill, the recovery of artifactual material, and other indicators of the site's history. The results of this research will help in answering questions regarding the mill and thus in the interpretation of the mill. We have estimated approximately **15 Commission staff days** to supervise an archaeological consultant for the recommended testing with **$7,000** for consultant fees.

5.4.1.2 Oral History of Mammoth Mill - Several individuals in the Corridor have indicated that they remember the Mammoth Mill. These individuals would be a starting point in an oral history program designed to gather information about day-to-day life in the Mill for use in the interpretive program. We have estimated approximately **10 Commission staff days** and approximately **$3,000** to conduct interviews, provide for their transcription, and make the text available to the Commission for interpretation.

5.4.1.3 Site History of Mammoth Mill - A history of the site at Mammoth Mill will be important for the understanding of the complex's growth and development over time. This history will be accomplished by a consultant historian at an estimated cost of **$4,000** with **four days** of Commission staff time for coordination and supervision.

5.4.1.4 Design Standards - If the Corridor design program is on schedule, design standards and guidelines will have been accepted by the Corridor Commission by the 1st of June, 1990.

5.4.1.5 Design and Prepare Interpretive Shelter - With the results of the historic archaeological research in hand, an interpretive shelter of the same design as those to be prepared for individual communities under the Corridor design program will be constructed and installed at Mammoth Mill. The approximate cost is **$10,000** with **10 days of Corridor staff time** for supervision.

5.4.1.6 Clear, Expose, and Clean Mill Structural Features - In order for interpretation to be satisfactory at this location, that portion of the ruins that is currently covered with vegetation must be exposed and stabilized to allow for access and interpretation. We estimate approximately **48 staff days** will be required to coordinate this effort. Since this activity must be accomplished under the supervision of a trained archaeologist, **$30,000** has been estimated for an archaeological consultant and an excavation contractor to perform the cleaning and clearing of the site.

5.4.1.7 Develop Park and Park Programs - With the research complete and the mill ruins accessible, the entire park must be designed and developed. We have estimated approximately **390 staff days** for the coordination and supervision of the design phase and installation of various elements of the park and **$250,000** for design services and some construction services to be matched as necessary by state and community funding.

5.4.1.8 Develop Management and Maintenance Plan - A key element in the design and development of any park, should be a comprehensive maintenance plan with identified sources of funding for the anticipated life of the park. We have estimated approximately **42 days of Commission staff time** to prepare this maintenance plan.

5.4.2 Lime Kiln Park

Chapter 4 describes a pilot study proposal for development of a town and state park associated with the Conklin lime quarry and its present and past facilities. The fact that the town of Lincoln and others are planning for use of this area in the near future emphasizes the need and underscores the opportunity to demonstrate the Corridor concept and the cooperation of federal, state and local government in a historic-preservation-related development project.

5.4.2.1 Develop Agreements with RIHPO, RIDEM, and the Town of Lincoln Regarding Pilot Study Scope of Work - Corridor Commission staff will work with Rhode Island state agencies and the town of Lincoln to develop a scope of work for research, testing and other activities necessary to provide information for park design and interpretive planning. We have estimated **15 days of Commission staff time** to develop these agreements.

5.4.2.2 Archaeological Testing of Lime Kiln Park Site - Archaeological testing of various locations throughout the proposed park will assist in the acquisition of information about former activities on the site and the recovery of material useful in the interpretation of the site. We have estimated approximately **15 staff days** will be required to coordinate and supervise a consultant contract of **$5,000** for archaeological testing.

5.4.2.3 Historic Research at Limestone Quarry and Facilities - Historic research must be performed in order to acquire information appropriate for interpretation and site analysis. Approximately **five days** of staff time will be required to coordinate a **$3,000** consultant agreement.

5.4.2.4 Oral History of Limestone Quarry and Vicinity - We understand that there is significant information available from knowledgeable individuals associated with the site and/or living in the town of Lincoln. Oral historic research should be conducted in order to acquire this important information, which will be a key element in the site's interpretation. We have estimated **10 staff days** to supervise a **$5,000** consultant contract for this project.

5.4.2.5 Design Lime Kiln Park - With the historic, archaeological, and oral-historic information in hand, and with the assistance of currently available material, it will be possible to prepare a design for a park encompassing all or part of the present and former areas of the lime quarrying and processing facilities. **Twenty days** of Commission staff time will be required to supervise a **$100,000** design contract for the park.

5.4.3 Oral Historic Research

RECOMMENDED FOR EARLY ACTION

A significant number of individuals still living in the Valley retained not only knowledge about life in the mills but skills which may soon be lost as these individuals pass away without transferring or recording what they know. It will be important to locate these individuals and to set in motion a project to transfer information about their skills (and perhaps even the skills themselves) before they are lost. Therefore, we recommend a pilot study in one or two communities, aimed at developing the techniques and establishing the archiving and training processes that must be a part of this program.

5.4.3.1 Identify Communities for Oral History Study - **Twenty days** of Corridor Commission staff time have been estimated for surveying the Corridor communities and identifying those that may be the most appropriate for the conduct of this pilot study.

5.4.3.2 Develop Oral History and Skills Assessment Guidelines -Prior to the commencement of the oral-historic research, guidelines for standardizing the oral history and assessing individual skills and capabilities will be prepared over approximately **20 days** of Commission staff time with **$1,500** for materials and supplies.

5.4.3.3 Perform Oral Histories in Study Communities - **Thirty thousand dollars** has been estimated for support of a part-time oral historian for **two years** to gather the oral histories.

Project List 16-Jul-1989

Project name	Description	Planned start	Planned finish	Prj resource cost	Prj other cost	Prj total cost
BRVPSP	Pilot Study Program	1-Apr-1990	4-Oct-1992	71999.97	448500.00	520499.97

Task & Milestone List 16-Jul-1989

Task name	Description	Planned start	Planned duration	Planned work	Pln resource cost	Pln other cost	Pln total cost
Start		1-Apr-1990					
5.4.1.1	Archaeological Testing of Mammoth Mill complex	2-Apr-1990	3.00 Mth W	15.00 Dys W	1730.77	7000.00	8730.77
5.4.1.2	Oral history of Mammoth Mill	2-Apr-1990	2.00 Mth W	10.00 Dys W	1153.85	3000.00	4153.85
5.4.1.3	Site history of Mammoth Mill	2-Apr-1990	2.00 Mth W	4.00 Dys W	461.54	4000.00	4461.54
5.4.1.4	Design Standards accepted (see Corridor Design Program)	1-Jun-1990					
5.4.1.5	Design and prepare interpretive shelter	28-Jun-1990	4.00 Mth W	10.00 Dys W	1153.85	10000.00	11153.85
5.4.1.6	Clear, expose and clean mill structural features	28-Jun-1990	6.00 Mth W	48.00 Dys W	5538.46	30000.00	35538.46
5.4.1.7	Develop park and park programs	21-Dec-1990	1.75 Yrs W	390.00 Dys W	45000.00	250000.00	294999.97
5.4.1.8	Develop management and maintainance plan	8-Jul-1992	3.00 Mth W	42.00 Dys W	4846.15	0.00	4846.15
5.4.2.1	Develop agreements with RIHPO, RIDEM, & Lincoln re scope	2-Apr-1990	6.00 Mth W	15.00 Dys W	1730.77	0.00	1730.77
5.4.2.2	Archaeological testing of Lime Kiln Park site	25-Sep-1990	3.00 Mth W	15.00 Dys W	1730.77	5000.00	6730.77
5.4.2.3	Historic research of limestone quarry and facilities	25-Sep-1990	2.00 Mth W	5.00 Dys W	576.92	3000.00	3576.92
5.4.2.4	Oral history of limestone quarry and vacinity	25-Sep-1990	3.00 Mth W	10.00 Dys W	1153.85	5000.00	6153.85

Task name	Description	Planned start	Planned duration	Planned work	Pln resource cost	Pln other cost	Pln total cost
5.4.2.5	Design Lime Kiln Park	21-Dec-1990	1.50 Yrs W	20.00 Dys W	2307.69	100000.00	102307.69
5.4.3.1	Identify communities for oral history study	2-Apr-1990	3.00 Mth W	20.00 Dys W	2307.69	0.00	2307.69
5.4.3.2	Develop oral history and skills assesment guidelines	28-Jun-1990	3.00 Mth W	20.00 Dys W	2307.69	1500.00	3807.69
5.4.3.3	Perform oral histories in study communities	25-Sep-1990	2.00 Yrs W	0.00 Dys W	0.00	30000.00	30000.00
End		2-Oct-1992					

5.5 Tourism Management Program

As noted both in Chapter 4 and in the essays at the beginning of this plan, it will be crucial to the success of the Corridor for tourism to be well managed so that it won't overwhelm the resources of the Valley and create a situation in which the resources are destroyed to the point where their tourist value is reduced to nothing and everyone loses. In order to begin the management of anticipated tourism, we have recommended the completion of currently planned visitor facilities as well as the continued planning and completion of several proposed visitor centers in the Corridor. In addition, we have recommended that National Park Service personnel begin training programs in interpretation for community citizens. This, coupled with the planning and preparation of guided tours, will help to begin the tourism management process.

5.5.1 Visitor Centers

The Corridor Commission should maintain close liaison with the various centers in the planning and development stages. During the planning process, it will be important to develop understandings regarding the role of the Corridor Commission and exhibits relating to the National Heritage Corridor that may be placed at each visitor center.

5.5.1.1 Monitor Progress of Planned Visitor Centers - We have estimated approximately **two staff days per month** over the course of **three years** for liaison purposes. During the liaison process, Commission staff will keep visitor center planners informed of new developments within the Corridor that might relate to interpretive activities at a particular center. This liaison should normally be conducted in a meeting framework and act as an information exchange facilitated by Commission staff.

5.5.1.2 Develop Memorandum of Agreement with Visitor Center Officials - It will be important to develop formal agreements between the Corridor Commission, the Massachusetts and Rhode Island Departments of Environmental Management, the City of Woonsocket, the Massachusetts Department of Fish and Wildlife, and other agencies that may be planning and developing Corridor visitor centers. These memoranda will document agreements regarding placement of Corridor exhibits and other more general materials relating to the Corridor. We have estimated approximately **20 staff days** to develop and arrange signing of the various memoranda of agreement.

5.5.1.3 Design Standards Accepted (See Corridor Design Program) - If the Corridor design program is on schedule, design standards will be available in early June of 1990.

5.5.1.4 Prepare Standardized Exhibit for Visitor Center - Using the design standards and guidelines, standard exhibits to be installed in each visitor center will be prepared. These exhibits will describe the Corridor, locate recreational and interpretive opportunities, and describe the National Park Service's role in the Corridor, the Corridor concept and the way it is applied throughout the Corridor, with examples. We have estimated approximately **30 staff days** to oversee the design and development of these standardized exhibit panels with consultant fees and expenses equaling **$10,000**.

5.5.2 Plan, Design, and Prepare the Corridor Gateway Visitor Center

During the final three years of the Corridor's lifetime, the Corridor Gateway Visitor Center concept should be finalized and design activities begun. We have not estimated staff time or expenses since they are covered under the pilot study program.

5.5.3 Review Candidates for Community Visitor Center

Corridor Commission staff will be approached by community representatives and others with recommendations for potential visitor centers. In addition, several locations within the various communities already have the potential for visitor centers. Corridor staff will review proposed visitor centers and assist communities in beginning the planning process for developing their own community visitor center. We have estimated approximately **four days per month** of Corridor staff time over the course of **2.3 years** for this purpose.

5.5.4 Interpretive Training

We propose that National Park Service personnel, as well as personnel from the state DEMs, develop training workshops for citizens from the various communities of the Corridor in the method and theory of interpreting historic and natural resources to visitors. This should be a regular service of the Corridor Commission throughout the life the National Heritage Corridor.

RECOMMENDED FOR EARLY ACTION

5.5.4.1 Planned Community Interpretive Workshops - The Corridor Commission working with the National Park Service and the states of Massachusetts and Rhode Island, should develop content and material for interpretive workshops to be given at regular intervals. We have estimated approximately **30 days** of Commission staff time to plan and prepare these workshops.

5.5.4.2 Conduct Community Interpretive Workshops - We have estimated approximately **two days per month for 33 months** to conduct community workshops and estimated approximately **$10,000** for materials and supplies.

5.5.5 Plan and Support Self-Guided and Guided Tours

Seventy-two days of Commission staff time have been estimated for the preparation and support of several tours to be designed and conducted during the last three years of the Corridor Commission's life.

5.5.6 Assist in Planning Three Blackstone River Open Houses

We support the recommendation for a yearly Blackstone River Open House and have estimated approximately **21 days** of Corridor Commission staff time and **$5,000 per year** in expenses to support these activities.

5.5.7 Provide Technical Assistance for Arts Events

We believe that the Corridor Commission should provide technical assistance and encouragement to arts events focusing on the Blackstone Valley, such as those proposed by the Cumberland Company. We have estimated approximately **15 days per year** for the last **three years** of the Commission's life of staff time and a total of **$5,000** for miscellaneous expenses associated with this support.

Project List 14-Jun-1989

Project name	Description	Planned start	Planned finish	Prj resource cost	Prj other cost	Prj total cost
BRVTMP	Tourism Management Program	1-Oct-1989	25-Sep-1992	52846.14	40000.00	92846.14

Task name	Description	Planned start	Planned duration	Planned work	Pln resource cost	Pln other cost	Pln total cost
Start		2-Oct-1989					
5.5.1.1	Monitor progress of planned visitor centers	2-Oct-1989	3.00 Yrs W	72.00 Dys W	8307.69	0.00	8307.69
5.5.1.2	Develop memo of agreement with visitor center officials	2-Oct-1989	3.00 Mth W	20.00 Dys W	2307.69	0.00	2307.69
5.5.1.3	Design standards accepted (see Corridor Design Program)	13-Jun-1990					
5.5.1.4	Prepare standardised exhibits for visitor centers	28-May-1990	1.00 Yrs W	30.00 Dys W	3461.54	10000.00	13461.54
5.5.2	Plan, design and prepare Corridor Gateway Visitor Ctr.	2-Oct-1989	3.00 Yrs W	0.00 Dys W	0.00	0.00	0.00
5.5.3	Review candidates for community visitor centers	28-May-1990	2.30 Yrs W	60.00 Dys W	6923.08	0.00	6923.08
5.5.4.1	Plan community interpretive workshops	2-Oct-1989	3.00 Mth W	30.00 Dys W	3461.54	0.00	3461.54
5.5.4.2	Conduct community interpretive workshops	28-Dec-1989	2.75 Yrs W	66.00 Dys W	7615.38	10000.00	17615.38
5.5.5	Plan and support self-guided and guided tours	2-Oct-1989	3.00 Yrs W	72.00 Dys W	8307.69	0.00	8307.69
5.5.6	Assist in planning 3 annual Blackstone River Open House	2-Oct-1989	3.00 Yrs W	63.00 Dys W	7269.23	15000.00	22269.23

Task name	Description	Planned start	Planned duration	Planned work	Pln resource cost	Pln other cost	Pln total cost
5.5.7	Provide technical assistance for arts events	2-Oct-1989	3.00 Yrs W	45.00 Dys W	5192.31	5000.00	10192.31
End		25-Sep-1992					

5.6 Continuing Research Program

As stated in Chapter 4, it will be important to continue research in the Valley for many years to come. We believe that the Commission should plan and support a series of conferences relating to research in the Corridor, as well as coordinating that research toward appropriate Commission goals.

5.6.1 Plan and Conduct Conference on Research in the Blackstone River Valley National Heritage Corridor

To begin the continuing research program, we recommend a conference designed to discuss various research issues that can be addressed by research within the Corridor. Invited to this conference should be all the Massachusetts and Rhode Island universities, colleges, and museums, as well as independent research groups and others interested in history and prehistory of the Corridor. Approximately **30 days** of Corridor staff time and **$5,000** has been estimated to plan and conduct such a conference.

5.6.2 Develop Cooperative Agreements with Research Organizations

To aid in the coordination of Valley research, cooperative agreements with research institutions should be developed. These agreements will define the role of the Corridor Commission in the coordination of Blackstone Valley research. Approximately **20 Corridor staff days** will be required to develop such agreements. Participants in these agreements will be identified during the conference of 5.6.1.

5.6.3 Coordinate Research in the Blackstone River Valley National Heritage Corridor

Forty-five days of Corridor Commission staff time have been allocated for coordination of research programs within the Corridor over the remainder of the first **five years** of the Corridor Commission's life.

5.6.4 Plan and Conduct First Annual Corridor Research Conference

Approximately six months prior to the end of the Corridor Commission's life, a conference will be held which will be designed to communicate the results of research conducted in the Blackstone River Valley National Heritage Corridor. We believe this should be an annual event. **Thirty staff days** and **$7,000** have been estimated for the planning and conduct of this first annual conference.

5.7 Develop New Plan

Plans are designed to be dynamic documents. As new information is obtained, as conditions change, or as events occur, planned priorities may need to be modified. We recommend that the Corridor Commission end its first five years with submission of a Corridor plan for the next five years of the Blackstone River Valley National Heritage Corridor's existence. We have scheduled approximately **one year** for this task.

Project List 13-Jun-1989

Project name	Description	Planned start	Planned finish	Prj resource cost	Prj other cost	Prj total cost
BRVCRP	Continuing Research Program	1-Oct-1990	2-Oct-1992	14423.08	12000.00	26423.07

Task & Milestone List 13-Jun-1989

Task name	Description	Planned start	Planned duration	Planned work	Pln resource cost	Pln other cost	Pln total cost
Start		1-Oct-1990					
5.6.1	Plan and conduct conferance on research in the BRVNHC	1-Oct-1990	6.00 Mth W	30.00 Dys W	3461.54	5000.00	8461.54
5.6.2	Develop co-op agreements with research organizations	26-Mar-1991	3.00 Mth W	20.00 Dys W	2307.69	0.00	2307.69
5.6.3	Coordinate research in BRVNH Corridor	21-Jun-1991	16.00 Mth W	45.00 Dys W	5192.31	0.00	5192.31
5.6.4	Plan and conduct First Annual Corridor Research Conferance	16-Dec-1991	6.00 Mth W	30.00 Dys W	3461.54	7000.00	10461.54
End		2-Oct-1992					

1 WOVEN IN THE LOOM: A Short History of the Blackstone River Valley

1.1 Foreword

The Blackstone River Valley, through an accident of history, has become one of the Northeast's richest and best preserved repositories of landscapes, structures, and sites that recall a sometimes-neglected era of the American past: the golden (some might say iron) age of industry. All up and down its length, the Valley speaks aloud to the visitor. It speaks of many things -- of water and rocks, of humanity and the land, of skills and families, and above all of work. It was the work of the river that sculpted the Valley in ages past; it was still the work of the river that made possible America's first water-powered spinning mill; and it was the work of human hands (of all ages, races, and origins) that powered the economic development of what was, in its day, one of the nation's most powerful industrial centers. This theme of work and working people is strongly reflected in the Blackstone Valley's surviving site inventory, which will be used in telling the Valley's story. In the years to come it will once again be work that transforms the Valley into a historic resource, not only for the valley's residents but the nation.

1.2 The Very First Settlers

The glaciers ground their way slowly north for the last time. The land they left behind was pitted, gouged, and ridged by the power of the retreating ice. Lakes and ponds dotted it; streams of melt-water ran through it. Where the underlying rock was relatively soft, these streams wore channels. One of these streams rose in the rocky uplands to run southeast over hilly ground until it flowed into the sea on a south-facing coast. Where river met sea, there was no great bay like today's Narragansett, for the shoreline lay many miles to seaward of its present location.

The land lay open to the sun; plants and animals multiplied. The early landscapes were bare and tundralike, hosting mastodons, herds of caribou, their predators the wolves, and many smaller creatures. After the game came humans. Their ancestors had walked across the land bridge to North America from Asia while the ice still buried the river valley. Now they entered the land in small bands, clothed in furs and carrying their precious flaked-stone weapons, their bone, shell or stone ornaments, their fire-making and wood-working tools.

Archaeologists call these first New Englanders Paleo- (or ancient) Indians. They arrived in the area about 12,000 years ago, when the tundra had given way to a mixture of spruce parkland and spruce woodland. The traces of their way of life may be read in the archaeological record over approximately the next three thousand years, while the landscape slowly shifted toward pine-oak forest, not widely different from that of today. [5] Their distinctive spear points, which have a central groove or flute, have been found in a number of locations in the Blackstone River Valley, most notably at the Twin Rivers site in Lincoln, RI. [Ill. 6:5] Though they did hunt big game species (some of which, like the mastodons, are now extinct), the Paleo-Indians could not afford to specialize in this tempting but unreliable food source. The evidence indicates they were more general in their tastes, eating whatever was available, whether plant or animal.

By about 9,000 years ago, archaeology records a change and calls the period by a new name: the Archaic. The fluted spear points disappear, to be replaced by point types called Bifurcate Base and Dalton in the early part of the period, followed by others in its mid and later stages. The peoples of the Archaic appear to have worked out a way of life that led them to travel with the seasons, eating whatever was tastiest, freshest, or most readily available. Not unlike modern New Englanders, they enjoyed summering by the seaside (clams, oysters, beach plums). Then, perhaps, came a trek to the uplands for the nuts and berries of fall; a snug winter camp below a south-facing slope, close to an upland forest for winter firewood and venison; and a trip to the river for the spring run of shad, alewives, and salmon. All of these environments, especially the last three, are plentiful in the Blackstone Valley.

By the end of the Archaic Period, the people were using the atlatl or spear-thrower to extend the range and force of their hunting weapons, making tools and utensils of ground (as well as chipped) stone, including easily-carved steatite from quarries in neighboring localities; carefully burying their dead; and building weirs (traps make of sticks and twigs) to facilitate the catching of fish.

About 3,000 years ago, the scene changed again with the beginning of the Woodland Period, which extended up to the time of contact with European explorers and settlers. The major developments of this period were the introduction of pottery, the bow and arrow, and agriculture, the last of which appeared in the Northeast around A.D. 1000. (Maize had evidently been domesticated in Central/South America for several centuries.)

Sites of every archaeological period occur in the Valley, some more commonly than others. Whereas the selectively compiled inventory of the Slater Mill Historic Site lists only twenty-four prehistoric sites for the Valley, the official Massachusetts and Rhode Island site files indicate that known sites in the Blackstone Valley number in the hundreds, with rock shelters and wind breaks being especially plentiful in the uplands, larger camps and fishing stations in the river valley itself. [Talmage, personal communication] This in turn implies that the actual site numbers run into the thousands, since archaeologists commonly estimate that fewer than 5% of New England prehistoric sites are known and recorded.

1.3 The British Are Coming!

When the first Europeans reached the Blackstone Valley in the early seventeenth century, they saw a small but lively river draining an area of 540 square miles and falling 438 feet in its 46-mile course [3:np]. The river valley was already a transportation corridor: a major Native American trail ran along its length and a variety of minor trails also wove through it. [5:Map3] The area was claimed by Native Americans of three principal tribal groups: the Narragansett controlled the southern part of the valley, including the river mouth; to the north and east lay the western boundary of lands dominated by the Wampanoag, whose major territories lay in southeastern Massachusetts; and the Nipmuc occupied the northern and western reaches of the river and most of the remainder of Worcester County, MA. [8:3, 10:41, 7:138] These groups were loosely organized under local leaders or sachems and lived in semipermanent village sites, occupied for a few years until the local soil ran out and it

became necessary to find and clear new fields for the annual planting of corn, beans, squash and sometimes tobacco.

By the early seventeenth century, this pattern of life had already been severely disrupted as a result of infectious diseases unknowingly introduced by early explorers, fishermen and fur traders. A large part of the population may have been wiped out as early as 1616-17 and another major epidemic passed over the area in 1633-34. [5:55]

Thus, in 1635, the Valley was considerably more sparsely populated than formerly. That suited its first European inhabitant very nicely, however. William Blackstone, an English minister of the Nonconformist persuasion, made his first home in the New World on the Shawmut Peninsula (now Boston), but removed himself only a few years after the arrival of Gov. John Winthrop and the Puritan colonists in 1629. Blackstone is said to have remarked that he had left England "to get rid of the Lord Bishops," and was leaving Boston "to get rid of the Lord Brethren." [11:7]

Blackstone's desire for peace and solitude, unbroken by religious wrangling, brought him at last to a hill near the future village of Lonsdale, in Cumberland, RI. [12:5] There he built himself a new home, unperturbed by the news that Roger Williams, another religious dissenter from the Massachusetts Bay Colony, had arrived in 1636 [10:41] to settle at a place down the river, which he called Providence Plantation. Blackstone eventually married [13] and brought his wife to live on this spot, which he named Study Hill (now the site of the Ann and Hope Mill). The name was appropriate, for its owner was in his time a renowned lover of books and possessed a personal library of 200 volumes. At his death, in 1675, his books and papers were valued at 15 pounds, 12 shillings, and sixpence, out of an estate totalling 40 pounds. Probably not many New Englanders since then have had close to 40% of their net worth invested in books.

By the time of his death in 1675, William Blackstone was no longer alone in the valley that was to bear his name. (The river at this period was referred to as the Nipmuc. Still later, it was called the Pawtucket, before being named for the Valley's first resident.)

In 1654, Massachusetts' third "praying Indian" plantation was organized under the name of Hassanamisco (modern Grafton). Praying towns, occupied by Native American converts to Christianity who were being taught "civilized" ways, were a fleeting but highly interesting feature of the New England scene in the late seventeenth century.

Also in the 1650s, an area in the extreme southeast corner of the future Worcester County was granted to settlers by the Massachusetts Great and General Court and named Mendon, while at the upper end of the Valley the trapezoidal grant called Quinsigamond Plantation (one day to be Holden and Worcester) was incorporated in 1674 (but was only very sparsely settled until the next century).

The Rhode Island portion of the Valley was almost entirely contained in the territory claimed by Providence or by Rehoboth, MA at this time.

Even during this early period, agriculture was not the only economic use to which the Valley was put. One reason was the poor and stony quality of the soils over most of the Valley. Crops were so meager that farm families risked going hungry during the hard winter months. By the late 1660s, [6:9] a man named Gregory Dexter was mining and processing lime from Lime Rock (now in Lincoln, RI), making this one of the country's first and oldest industrial sites. Another early settler was Joseph Jenkes, who may have been the first individual to put the river to work. A skilled ironworker, he came to the future Pawtucket, RI in 1671 and erected [II-6:5] a dwelling and forge there. Jenkes had been specifically attracted by the Valley's resources: abundant wood, water power, and possibly the proximity of bog iron in the neighboring Moshassuck Valley.

1.4 Desperation

The year 1675 was a traumatic one for the Blackstone Valley and other regions of southern New England. Local Native Americans of many tribal groups, roused to desperation by repeated incursions into their ancestral territories and by double dealing on the part of many, if not all, of the groups of European settlers, overcame their mutual antagonisms and rebelled under the leadership of Metacomet, a Wampanoag also known as King Philip. During this confrontation, nearly every home, cabin, and barn in the Blackstone Valley (including William Blackstone's house and the forge belonging to Joseph Jenkes) was burned to the ground and several communities had to be temporarily abandoned. Among these were Mendon and Hassanamisco [5:72]. In the Rhode Island portion of the Valley, most communities amounted to no more than a few scattered homesteads at this period. Providence itself, it is said, lost all but two of its houses [10:42].

A major conflict called Pierce's Fight took place in Central Falls, RI during King Philip's War, when a band of Narragansett under the leadership of their sachem Canonchet surprised Capt. Michael Pierce and about 80 followers in the act of fording the river. Most of the colonists were killed, but nine escaped temporarily, only to be captured and executed at the place now called Nine Men's Misery in Cumberland [12:6].

By this time, however, the war had nearly run its course. It ended completely in 1677, after the deaths of Metacomet and Canonchet. Rebuilding began almost immediately in the Rhode Island portions of the Valley, but in the lands from Mendon to Quinsigamond, renewed Native American attacks, or the fear of them, sometimes delayed permanent settlement until the early 1700s.

1.5 The North Woods

At this time, most villages in the northern (Massachusetts) part of the Blackstone Valley had been built on similar patterns -- a meetinghouse on a village green or common, with houses both dispersed as outlying farmsteads and clustered first around the green and then along the principal roads. This plan also prevailed in the new Massachusetts towns of Upton (1735), Grafton (1734), Uxbridge (1727), Sutton (1714) and New Sherborn (now Douglas, ca. 1715). Grafton, the former Hassanamisco, included within its borders a 4.5-acre reservation for surviving Native Americans, and this land is still owned and occupied by a band of Nipmuc today.

A quite different pattern prevailed from the beginning in Providence (which originally included all the Rhode Island part of the Valley's west side). Consciously and deliberately founded without any "establishment of religion," Providence (and the rest of the Valley's Rhode Island towns) originally had no green or common, and no church building. The town's house lots were laid out in a series of long, narrow strips fronting on the Providence and Moshassuck rivers, and the town's civic center grew up more-or-less spontaneously around the site of a gristmill erected in 1646 by John Smith.

As settlement spread up the river valley to the area Providence dwellers had once called "the North Woods," administration became unwieldy. For this reason, several towns were "set off" or "hived off" from the mother town. Among them was Smithfield (1731), which took with it the site of John Smith's original house (still standing today). One of the new town's first actions was to offer a bounty on wolves and wildcats. [33:7]

The Valley's landscape remained largely agrarian during the early years of the eighteenth century. In the north and west parts, some farmsteads still showed up as isolated clearings in the forest, and though many homes were of the familiar New England clapboard designs, a few primitive settler's cabins survived -- rude log structures chinked with earth, and roofed with thatch. Since wood seemed an inexhaustible resource, the colonists burned the land, just as the Native Americans had, to clear it for agriculture and grazing. Often, the newcomers even used the same fields, since they valued the Valley's few relatively stone-free areas just as highly as the Native Americans had.

Down on the coast, however, things were changing. Providence, though much in the shadow of the larger settlement at Newport, was beginning to emerge as a seaport active in both the coastal carrying trade and international commerce with England, the West Indies, and Africa. Waterfront areas sprouted warehouses, wharves, shops, taverns, shipwrights and chandleries. By 1767, there was regular stagecoach service to Boston. New civic buildings, a library, a printing press, and a college followed in the wake of this activity.

At the upper end of the Blackstone Valley, the pace was also picking up. The town of Worcester, refounded from the abandoned Quinsigamond Plantation in 1684, became the designated shire town (or regional market center) for central Massachusetts in 1731, and rapid population growth followed. The presence of the County Courthouse, with its attendant clerks, lawyers, and travelers, was an intellectual as well as an economic stimulus. In 1773, Worcester saw the founding of the American Political Society, whose members quickly aligned themselves with the Patriot cause promoted from Boston.

Two other important centers in the northern part of the Valley were Sutton (in 1765 the region's most populous town) and Mendon. Significantly both owed their prosperity to a combination of agriculture, location on multiple transportation routes, and the successful development of several mill sites. Small, decentralized milling operations were in fact widespread, both in the Blackstone Valley and in other places where water power was available.

The River was working harder now. Mill products such as flour, meal, boards, iron goods, and hand tools were produced locally by "farmer's mills" and demand helped raise the size and status of the towns with mills. In addition, Mendon was a focus of migration from Rhode Island and the site of Massachusetts' first meetinghouse of the Society of Friends (built 1729) [5:91-2].

1.6 The First Revolution

The Revolutionary War, when it came, brought many Valley men into the local militia -- 90 from Uxbridge alone. Worcester served the Patriots as a communications center and supply depot. Most local militia men fought with the French general the Comte de Rochambeau from his arrival at Newport in 1780 until the final surrender at Yorktown.

Predictably, the Providence end of the Valley was the major focus of anti-British activity in the pre-Revolutionary years. Providence, as a seaport, had a direct interest in opposing the British trade regulations of the 1760s and '70s. In 1772, local feeling erupted in the burning of the English revenue schooner Gaspée, [Ill. 10:Fig.96 Burning of the Gaspée]. As a further demonstration, British tea was destroyed at Providence's Market House in March of 1775. After the opening of formal hostilities, a system of warning beacons was set up along the length of the Valley. [Ill. 10:Fig.98 drawing of beacon; themes ch.] Two of these beacons, Prospect Hill in Providence and Beacon Pole Hill in Cumberland, RI, are still in existence. After war was declared, Providence profited from privateering and the sale of naval stores, cannon, and ships to the Continental Army, but the greatest local effect on Providence and thus on the Blackstone Valley was wrought by the British destruction of Newport, RI. This virtual elimination of its most direct competitor allowed Providence to become the state's commercial capital in the decades following the Revolution. And the economic fortunes of Providence were closely interwoven with those of the Blackstone Valley.

Economic hard times followed the Revolution, especially in the upland towns around Worcester, where considerable impact was felt from Shays' Rebellion (1786-87). This was a popular uprising which had its roots in discontent over the expenses of the war, inflation, the religious establishment, and increased debt prosecutions. For several months [10:] the Rebellion occupied Worcester and successfully prevented the transaction of government business at the County Court House. Order was only reestablished by the arrival of a large force of government militia.

Like those in the rest of the nation, the people of the Valley quickly returned their attention to the important task of making a living. At the end of the eighteenth century, the area's way of life was still largely rural and agrarian, but processing and manufacturing occupied important secondary positions as well. Women at this period contributed significantly to local economies through their activities in "homework," or "put-out work." This meant any of a wide variety of projects that could be accomplished in the home by hand. Weaving and spinning yarn were obvious examples, but women and sometimes other family members also made such items as straw hats and bonnets, palm-leaf hats, and baskets, which were then collected, paid for, and distributed by the manufacturer.

Another class of small-scale manufacturing carried out in the home was shoemaking. Some of the Valley's more fertile agricultural towns, such as Grafton, produced large numbers of cattle whose hides became raw material for shoes, boots, saddlery, harness, gloves, caps, belts, whips, and a wide variety of specialty products, together with such leather byproducts as soap, tallow, grease, and candles.

> In the year of eighteen and one,
> (Peg and awl)
> In the year of eighteen and one
> (Peg and awl)
> In the year of eighteen and one,
> Peggin' shoes was all I done
> (Hand me down my pegs, my pegs, my pegs, my awl).

So runs an early folk song that goes on to relate one of the boom-bust cycles that afflicted this and many other nascent industries.

Another raw material abundant in the Blackstone Valley was wood, especially in the more heavily forested upland towns such as Douglas. Wood products from the Valley's forests helped to eke out the rather meager crops that could be coaxed from the stonier portions of the Valley's soil. Potash, pearl ash, shingles, barrel staves, tool handles, boxes, shoe lasts, spindles, furniture, boats, and wagons were among the items produced in many small, decentralized workshops up and down the river's length.[16:7] Quarrying also played a continuing role, as the valley was well supplied with steatite, granite and limestone.

Finally, there was an active trade in metal products. Forges and water-powered triphammers busily turned out edge tools for farm and workshop, using local bog iron and rhodose, or Cumberlandite, a unique form of iron ore first found in the village of Cumberland, RI. Weapons were also produced in the Valley. As early as 1745, during the French and Indian War, cannon for the siege of Louisburg were cast on Abbott's Run in Cumberland. [16]

.7 The "Second Revolution"

An act as revolutionary in its way as the signing of the Declaration of Independence, and fueled by much the same conflict of British and American interests occurred in 1789. British attempts to restrict the colonies to production of raw materials rather than finished goods had not ended with the war. The mother country might have lost her colonies, but had no intention of losing her commercial preeminence as well. When a young man formerly employed as a middle manager at the Arkwright mills of Jedidiah Strutt [II-6:8] in England decided to set sail for America, vigilant British customs officials are said to have searched his baggage for illicit plans, drawings, or specifications. They were deceived. Samuel Slater [Ill. 10:Fig. 105] needed no documents on the Arkwright system; he had something better -- a thorough, nuts-and-bolts, ground-up understanding of the way the system worked. Slater's coincidental meeting with Providence merchant Moses Brown seems set the stage for what was to follow.

Brown and his colleagues had venture capital available. For several years, they had been operating a series of crude, unsatisfactory approximations of the Arkwright machinery. Within a very short time of Slater's arrival, the entrepreneurs had a working set of mechanical spinning machines. The Slater Mill was opened in Pawtucket, RI in 1793. Henceforth, the manufacture of cotton yarn was no longer a cottage industry in the United States. This, better than any other single event, can be said to mark the birth of the American industrial revolution. And if that birth took place in Pawtucket, the Blackstone River Valley was the cradle that rocked it to maturity.

With the opening of the Slater Mill, water-power sites on the Blackstone River, and elsewhere, became premium real estate. By 1800, the Pawtucket vicinity alone boasted an additional twenty-nine cotton mills [7:144]. The proliferation of the new style of mill brought radical changes to the Valley's landscape. Now, side by side with the little hill villages, there grew up in the valleys a series of mill villages, created by the conjunction of fall lines and road transportation. At Woonsocket, at Blackstone, at Millville, Uxbridge, Millbury and elsewhere, the roar of the water wheel and the rattle of the shuttle brought new sounds to the Valley, while the many-windowed brick or stone mill buildings (mortared, in all probability with lime from the kilns of Lime Rock, framed with timbers from the upland forests) reflected back the rows of worker's housing, the company store, the sprawl of warehouses.

1.8 No Idle Hands

The mills of the Blackstone Valley were organized according to the Rhode Island System (as contrasted to the system prevailing in the mills of Lowell and Lawrence, MA.). Here the emphasis was on employing whole families, rather than young women. Parents worked alongside their children (down to the age of six or seven), lived in company housing, bought from the company store, and attended church on Sunday in the company of fellow workers and, possibly, of the mill owners themselves. In this first, early period of the mills, workers often differed little in background, interests, and religion from mill owners. The paternalism of the system did not always remain so benign as time went on and these similarities were altered by the arrival of foreign immigrants. In the early mill days, workers were frequently recruited from the surrounding countryside. Agriculture, never easy in New England, had taken a permanent downturn with the opening of the generous, deep-soiled plains west of the Appalachians. Marginal farms were abandoned, and the mills were one logical place for the displaced farm families to go. Hours were long, but pay was high enough to appear attractive, especially to a family with several children.

The ethic embodied in the saying, "Satan finds some mischief still/ For idle hands to do," was still active. Within a short time of the mill's opening, records show Samuel Slater starting a Sabbath School, which taught religion and the "three Rs" to the children of the workers, lest they grow lazy during the few short hours left them after a six-day work week and a half-day church service. In such an atmosphere, employees may have worked no longer than they would have worked on the family farm.

So the new mills throve. They even received an unexpected boost from the trade embargo of 1807 and the British blockade during the War of 1812, when heavy restrictions on imports

encouraged many Americans to shop at home for yarn, cloth and other manufactured goods. In particular, Central Falls, RI benefitted from a contract with the federal government for the manufacture of 10,000 muskets.[33:8] Of the dozens of small mill towns that sprang up at this period, Central Falls, RI may be typical. Originally a part of Smithfield, the village's location by one of the river's major falls underlines both the water's working power and its capacity to divide as well as unit. The presence of a bridge or ford across the river often made it a focus for settlement. Such was the case with Central Falls, where a footbridge spanned the "middle falls." The village began to emerge as a major industrial location as early as the 1820s. In 1815, it possessed only three small thread mills; by 1825, there were six mills making cotton cloth, two spinning thread.

1.9 "Low Bridge, Everybody Down!"

The largest problem encountered by the mills was not with the availability of raw materials or labor, but with transportation to suitable markets. Roads in the Valley were uniformly poor in the early eighteenth century, despite sporadic attempts to improve them. After the Revolution, some help arrived with the chartering of private, for-profit turnpikes, of which four were completed between 1799 and 1830, [5] but merchants up and down the Valley remained dissatisfied.

As early as 1792 [3:np], Providence merchant John Brown (brother of Samuel Slater's partner Moses Brown) had broached the idea of a canal along the Blackstone River, an ambitious project that was to link Providence not only with Worcester but with the Connecticut River in southern New Hampshire.

Providence merchants were quick to see the advantages of such a canal: increased markets for their goods, increased access to products from the hinterlands. However, Boston merchants could also see the advantages -- for Providence. The two port cities were already competitors for overseas trade; predictably, Bostonians were not anxious to support a project that would put Worcester (an important part of their own "backyard") into the economic sphere of Providence.

Brown persisted in his efforts to obtain federal or state backing for his canal, but in the short run the project was frustrated. However, interest in a canal on the Blackstone River was revived by the successful completion of New York's Erie Canal, the first portions of which opened in 1819.[3] In 1822, citizens in Providence and Worcester held a series of meetings and agreed to conduct studies of the proposed canal's costs, water supply, and projected cargo tonnage. The study found that over 10,000 tons of goods left Worcester County for Rhode Island each year. Factories on the Blackstone River were at that time processing 5,000 bales of cotton annually and employing 3,000 people. [3] In fact, the Blackstone Valley was on the verge of a major economic and population explosion.

Merchants in Worcester and Providence supported the canal, but the same was not the case with every community affected by the project. Rhode Island farmers feared a canal would displace them as principal suppliers of increasingly urban Providence. More significant, especially for the long term, was the objection of many Blackstone Valley mill owners that the canal would interfere with the water supply that powered their machinery. Ultimately,

a group of mill owners centered in Pawtucket succeeded in introducing provisions to protect their interests into the canal's charter. [3] The issue had not been laid to rest, however.

Meanwhile, public support for a canal was growing. The Worcester promoters successfully presented their petition to the Massachusetts legislature in January of 1823 and similar action was taken in Rhode Island in June. The following spring the undertaking was capitalized as follows: Massachusetts investors to pay $100,000 for 1,000 shares; Rhode Islanders to pay $400,000 for 4,000 shares. The entire Rhode Island issue was sold out in one morning and the subscription committee was forced to turn away over $700,000 in surplus. This was unfortunate, as the time would come when the money was needed but not so readily available.

The construction of the Blackstone Canal, actually the twin tasks of excavation and embankment, with the associated grubbing, mucking, and blasting, relied on nothing more than shovels, picks, wheelbarrows, and a little gunpowder. For the emplacement of the heavy stone locks themselves, simple derricks or cranes would have been used. Many of the laborers employed were Irishmen experienced in canal construction, having worked on the Erie Canal and others. One of the canal contractors, Tobias Boland, even directed his agents in New York and Boston to steer arriving Irish to his offices in Worcester. Some stayed on in the Valley, working in the mills. They constituted the first major arrival of non-British, non-Protestant newcomers to the Valley.

The design of the canal trench called for a prismatic shape, 34 ft. wide at the top, 18 ft. at the bottom, 4 to 6 ft. deep, and lined with rubblestone. These specifications were altered here and there as occasion demanded, but represent a fair average. There were 49 locks (all but one made of stone), and the towpath was 8 to 10 ft. wide. The project also included a system of reservoirs totalling 5,100 acres in area and made by damming and enlarging natural ponds.

Although the construction process encountered the usual delays attributable to weather (both flooding and freezing) and late starts by some of the contractors, at the end of the 1827 season the Rhode Island portion of the canal was nearing completion and the only three to four months' work remained in Massachusetts. At this point, because of projected cost overruns, the amalgamation of the two canal companies into a single Blackstone Canal Company (BCC) was approved by the two state legislatures. Under this management, in October of 1828, the BCC's flagship the Lady Carrington pulled into the head basin in Worcester, to be greeted by Governor Lincoln of Massachusetts, a host of dignitaries, and a banquet celebration.

The Canal was in full operation, but its backers were in debt to the extent of $100,000.

The subsequent history of the Canal was not an untroubled one. The year 1829 saw a general economic downturn [3:64], which adversely affected Valley manufacturers and thus the earnings of the Canal. Loans, although difficult to obtain, were finally negotiated, and put the project in the black for a while, but the BCC was plagued with a series of structural failures, water fluctuations (both high and low) and legal claims by mill owners alleging that the Canal operations had drained away their profits by lowering the level of the water. On

a few occasions, conflicts between mill owners and barge men even went as far as sabotage on the one side and threats of arson on the other.

In the Canal's first years, cargoes from Providence -- consisting largely of staples such as flour and molasses, and raw materials such as cotton, oil, and wool -- averaged 4,848 tons annually, while traffic from Worcester to Providence averaged 822 tons and consisted largely of country produce and manufactured goods. Canal tolls looked promising at first, but peaked at $18,907 in 1832 and had fallen off to $11,500 by 1836.

I.10 Weak as Water, Strong as Iron

The major cause of the Canal's decline, almost from the outset, could be set down in two words: the railroads. Boston merchants had never given up on the markets represented by central Massachusetts. On July 4th, 1835, the first steam locomotive pulled into Worcester from Boston.

From the point of view of its investors, the Boston and Worcester Railroad was an immediate success. Rail transport was simply cheaper, quicker, and more reliable than that offered by the Canal. The completion, later in the same year, of the Boston and Providence Railroad simply intensified the effect.

The final blow to the Blackstone Canal was delivered by the opening of the Providence and Worcester Railroad in 1847. At a celebration of the new rail line held in Worcester late in the year, the Canal's epitaph was delivered in the form of a toast: "The two unions between Worcester and Providence -- The first was weak as water, the last is strong as iron." [3]

The Canal continued to operate with steadily falling revenues through the national economic depression of 1839-43.[5:123] In 1849, it was finally discontinued with a net operating loss of $625,000. At this time, most of the Canal's locks disappeared. Many were dismantled by mill owners in order to make sluiceways. Others were incorporated into the foundations of new mills.

Yet though the Blackstone Canal failed to enrich its investors, it was ultimately judged, in the words of a nineteenth-century observer, "more useful to the public than to the owners."[3] It cemented the place of Worcester as the preeminent small city of central Massachusetts, giving it something of the economic dynamism of a port city. It increased real estate values in the Valley and created new manufacturing sites. Finally, by conserving water, its reservoir system continued to benefit manufacturers long after the Canal's closing.

The railroads may have killed the Blackstone Canal, but their overall effect on the Valley was beneficial. Industrial growth continued, spurred by newly reliable transportation and by the same technological development that had made the railroads possible: steam. Steam was beginning to power a new generation of mills, adding to the skyline the tall chimneys that are the visual trademark of a modern industrial landscape.

Steam, together with the railroads, brought the city of Providence (relatively poor in sites

for water power) into a new industrial age of its own as producer of textiles, steam engines and base-metal products, and jewelry. Steam was also the element that freed the mills and their workers from the variability of the water supply. The river was still working, but steam released its power more equally.

Management continued to be dominated by highly paternalistic, family-owned firms whose attitudes are strikingly revealed in such mill villages as Albion, Slatersville, Ashton, Blackstone, Whitinsville, and the utopian mill development at Hopedale, with their company-sponsored ball fields and village halls, outings, clubs and band concerts, hospitals and even cemeteries. The naming of many mill villages after the mill owners was symbolic of the inward-looking attitudes fostered by employers -- attitudes that sometimes went so far as to discourage the development of transportation networks linking the communities. A growing divergence between mill owners and mill workers in areas such as language, religion and ethnicity tended to work against the sense of community fostered by management.

In such an atmosphere, labor problems were sure to arise. Indeed, they would crop up at intervals throughout the term of the mills, especially when economic times were bad. First came the problem of child labor. Universally accepted in Samuel Slater's day, it became steadily more controversial as society's views of children shifted, seeing them less as chattels and more as cherished resources of the future. "Horror stories" of children with fingers crushed or scalps ripped off through being caught in machinery periodically served to rouse public opinion and eventually led to a national solution through legislation. (Rhode Island, however, was the last state in the nation to enact child labor laws.)

Adult workers also sought better conditions for themselves. Work days were appallingly long: 10 hours in winter, 14 in summer, coupled with deafening noise, severe summer heat, the danger of disabling accidents, and the ever-present possibility of respiratory disease from the fiber-filled air. The nation's first strike involving women took place in Pawtucket as early as 1824, when female weavers were asked to accept an increase in the work day and a 25% cut in wages.

The makeup of the work force changed also, as Irish immigration swelled following the potato famines of 1846-47 and crop failures brought large numbers of French Canadians to the Valley.[5:134-5] As the century advanced, they were supplemented by immigrants from the Mediterranean and eastern and northern Europe, many of them also Roman Catholic. Like immigrants in the rest of the country, these newcomers experienced difficulty in gaining acceptance. "Nativist" political movements, culminating in the Know-Nothing Party of the 1850s, sometimes made explicit the religious and economic fears engendered by waves of non-English-speaking, non-Protestant newcomers, and if mill owners did not systematically favor workers who converted to Protestantism, many workers believed they did. It was rather natural, therefore, that the various groups tended to live together in ethnic neighborhoods, sometimes with derisive names such as Providence's "Snowtown" (black) and "Corky Hill" (Irish) and the various "Little Italies," "Polonias," etc. Nevertheless, each group in its turn worked hard, learned the puzzling ways of the New World, and wove the many-colored threads of its place names, foods, festivals, churches and politics into the fabric of the Valley. [10:53]

1.11 Slaves and Wage Slaves

Any debate over equality for immigrants was overshadowed by the great social issue of the mid nineteenth century, slavery. The relationship of the North to the South respecting this issue was not the simple one often depicted. The northern states may have rejected slavery within their borders, but their dependency on southern cotton for the mills bound them strongly to the slave system. Southern cotton not only came north; as often as not it was woven into cheap "Negro cloth" and shipped back to the South for slave wear -- at a profit, of course. The Negro cloth industry was also an important market for northern wool.

Abolitionist sentiment and Underground Railroad activity were strong in the Valley. In Hopedale, The Rev. Adin Ballou hosted many leading abolitionists of the day, including William Lloyd Garrison, while in Worcester on at least one occasion a captured runaway slave was freed by an angry mob.

Stung by the abolitionists (few of whom were cloth manufacturers), Southerners mounted a critique of the working conditions and "wage slavery" found in the northern mills that was most unflattering to the latter.

> ... The vulgar parvenu millionaire of the North possesses a power that no master [of slaves] ever possessed; ...[he] can say to his workingman, "I am not your master, I am not bound to support your family ... and if your family starve, 'tis no business of mine ... The market is overcrowded with free laborers ... each ship brings a new supply ...

Thus wrote southern pro-slavery theorist George Fitzhugh in 1856.[9]

1.12 Uxbridge Blue

When the Civil War came, most mills in the Valley adjusted well. The supply of cotton may have been cut off, but there was no shortage of wool, nor of orders for uniform cloth, rifles, steam engines, and machinery, all of which were produced in the Blackstone Valley. Most of the cloth for the Union Army's uniforms was woven in the Valley, in the color known as Uxbridge blue. Only a few smaller mills fell by the wayside through inability to convert to the production of woolens and worsteds. [10:53] In general, the period just before and just after the Civil War was one of expansion and diversification.

1.13 The Hardest-Working River

The power of the Blackstone River was by now being so fully utilized that a journalist writing just after the turn of the century was to call it "the hardest working river in the United States." [17:5] Major additions to the textile industry were the Pawtucket Hair Cloth Company and the Conant Thread Company (also of Pawtucket) both dating to the 1860s. Other industries were entering the Valley as well. [16:11ff] From about 1855, the Woonsocket Rubber Company produced rubber goods, becoming a world leader in this industry by the end of the century. Upton made hats and Worcester was a center for production of wire (much used in the Valley for carding) and later of barbed wire that

helped fence the Great Plains for cattle. The Dudley Shuttle Company of Sutton was a major producer of loom shuttles and the town of Douglas, despite its hilly and unimprovable terrain, was home to the Douglas Axe Manufacturing. Co. At its zenith in the last decades of the century, Douglas Axe's machetes, bayonets, picks, axes and other edge tools (manufactured with its 34 triphammers and 65 forges [INV-2:7-9]) repeatedly won medals for excellence at European and American trade fairs.

This period has deservedly been called the golden age of American industry, and the manufacturers of the Blackstone Valley rode the crest of the wave. In the late nineteenth century, Pawtucket, site of the Slater Mill, had become Rhode Island's second largest city, after Providence. (It would triple its population between 1875 and 1920.) By 1888, however, it was being given a run for its money by Woonsocket, a city that literally created itself as a major industrial center, passing from a collection of villages (then part of Cumberland, RI) to a town and then to a city in less than twenty-five years. Woonsocket sidestepped the decline of the cotton mills after the Civil War by diversifying into woolens, worsteds, and heavy manufacturing. The Bailey (later American) Wringing Machine Company [ill.:24:29 Bailey ad] not only introduced the laundry wringer but, by its requirement for rubber-coated rollers, provided the impetus for the founding of the Woonsocket Rubber Co., mentioned above.

1.14 "Beside the Golden Door"

In 1887, the year before the incorporation of the City of Woonsocket, the Blackstone Valley made a further, unique contribution to the nation: slabs of Uxbridge granite were shipped to New York for use in facing the pedestal of the Statue of Liberty.

During the latter part of the century, numerous immigrants from Portugal, Sweden, Finland, Lithuania, Greece, and Poland were added to the Valley's existing version of the melting pot [16:14]. African American neighborhoods also expanded in urban areas such as Worcester, Providence, and Pawtucket after the Civil War. In this volatile atmosphere, other religious and social movements also throve, from evangelism to Temperance to educational reform and women's suffrage. Some were seen as not-so-subtle attempts by the Yankee middle class to impose its values on the workers.[5:138]

By the turn of the century, the Valley's French Canadian community, long dominant in politics and manufacturing in the more urban areas, particularly in Woonsocket, had begun a movement under the name Survivance which foreshadowed the 1960s' heightened consciousness of ethnic identity and cultural pride. The concentration of French-speakers in the mills of Woonsocket even brought to the Valley an unusual surge of foreign investment, when several French and Belgian industrialists opened branch plants in the city (a move designed to circumvent U.S. tariffs).

1.15 The Down Side

Less pleasant than economic prosperity were some of the side effects of industrialization. Over a century of hard use had by this time taken its toll of the Blackstone River, which had served as a disposal site for every sort of chemical pollutant incidental to the textile industry

(dyes, bleaches, lye), leather making (arsenic and other toxic substances), woodworking (varnish, solvents, paints), and metal working (oils, sludge, heavy-metal residues). All of these, plus sewage and the convenient practice of using the abandoned portions of the Canal as trash dumps, had gone far toward producing the condition that in 1976 led writer John Mitchell to refer to the Blackstone River as "a sewer with history" [17].

Class structure, too, was markedly less egalitarian than it had been in the early nineteenth century, while urbanization progressed rapidly in and around Providence, Pawtucket, Central Falls, Woonsocket, and Worcester [5:124]. The last, for example, had experienced ten-fold population growth between 1830 and 1870, reaching 41,000. [5:133]

Labor problems continued to be the subject of newspaper editorials and speeches by politicians and labor leaders at this period. Employment of very young children had been banned earlier. Nevertheless, over 7% of Woonsocket's labor force was made up of children in 1900, while the Rhode Island work week was set at 60 hours (though there were complaints of employers' exceeding that limit), while workers at one textile mill in the Valley received a weekly wage of $7.50. (Massachusetts figures were comparable.) However, the most serious disruptions in the work place were things of the future.

1.16 Carpet Tacks to Locomotives

Taken all in all, the outlook of the Blackstone Valley's commercial interests on the eve of the First World War may best be exemplified in a somewhat over-exuberant promotional map circulated by the Providence Board of Trade in 1912. [Ill. 10:57] There, at the foot of the invisible Blackstone Valley, sits Providence beneath the proud banner, "Centre of Northern Industries" and connected by navigation routes to all the U.S. Atlantic ports as well as Bermuda, Cuba, "Porto" Rico, the Panama Canal, Africa, and South America. Eighty-mile circles around the nation's three largest cities show Providence as the third, following New York and Philadelphia. Only a cynic (or a Bostonian) would complain of the fact that Providence's circle appears to include Fall River, New Bedford, Cape Cod, Boston, Lowell, Springfield, Hartford, and New London as mere satellites to the city whose turn-of-the-century merchants boasted that Providence "manufactures everything from a carpet-tack to a locomotive." [10:56]

Commercial chauvinism aside, Providence was certainly the largest, but not the only industrial center in the Blackstone Valley. Both Woonsocket and Pawtucket could lay claim to distinction in this field, and Worcester at the mid point of the nineteenth century boasted the highest per capita patent rate of any American city, an impressive index of "Yankee ingenuity." [5:]

Urban areas remained relatively restricted in growth, however, until the appearance of two turn-of-the-century transportation innovations. First came the electric street railway, which more than doubled the speed, and thus the service area, of previously existing horse trolley systems. Electric railways crisscrossed Worcester in the 1890s and by 1903 spur lines ran to Millbury and Boston. A similar system existed in Providence and the larger population centers of the Valley. [10:60 and Ill.] This development made possible the first suburbs -- residential areas beyond walking distance from the work place. The second development

was the automobile, which served to expand the suburban range even further. [Ill. 5:165 foreign-born pop. in Worc. county, 1905]

1.17 The Mills Go South

Yet through this tapestry of plenty ran a thin but ominous thread. Almost unnoticed, the post-Civil War era was bringing a major change to New England's textile industry. The trend can be traced through statistics: In 1880, the South produced 6 1/4% of the nation's cotton goods. By 1910, it was producing almost 33%. [10:58] The southern mills were often financed by New England entrepreneurs, who chose this option rather than making capital improvements to existing mills. The outbreak of World War One served for a while to conceal the effects of this shift, but the reckoning was merely delayed.

Defense contracts brought a minor boom to the Blackstone Valley, as to other industrial areas. Certainly, there was continuing demand for the Valley's cloth, its rubber, its machinery, metals, and weapons in wartime.

Mill workers returning from the Great War found a rather different scene, however. The postwar period was one of serious decline for the textile mills. Outdated technology, labor troubles, competition (from abroad and from the South) and climate have all been blamed [10:58]. Whatever the cause, by 1923 the North had lost fully 50% of the nation's cotton cloth production to the South.

Not surprisingly, this manufacturing decline was accompanied by the most serious labor problems the Valley had yet seen. The prevailing issues were hours, proposed wage cuts, and the union shop.

To a certain extent, the rise of the labor unions, particularly the Independent Textile Union, in the period 1929-1955 served to replace for the Valley's mill workers the sense of community that had been largely fractured during the hard times attendant on the closing of the cotton mills. Fueled in part by socialist ideas brought to the U.S. by European immigrants, the union movement in its early days roused as much fear among the ideological descendants of the nineteenth-century Nativists as among industrial managers appalled at the transformation of their relatively docile work force. [30 & 31] One particularly violent labor confrontation left its mark on the Valley in the form of bullet holes in several gravestones at Central Falls' Moshassuck Cemetery, [16:16] where Rhode Island National Guardsmen faced off with stone-throwing strikers from the Sayles Bleachery of nearby Lincoln on September 11, 1934. There were other labor incidents all up and down the Valley, equally bitter if not as tellingly memorialized in stone. [Ill. 17:45 the 1934 strike, Woonsocket]

1.18 "So Long, It's Been Good to Know Ya"

Like many other parts of New England, the Blackstone Valley actually lost population in the period between the wars. Although immigrants continued to arrive in urbanized areas, their numbers were sharply restricted by the enactment of quota legislation in the 1920s.

The Great Depression of the 1930s struck the Valley particularly hard. Tiny Millville, for example, lost 28% of its population between 1925 and 1948. When the town's major employer declared bankruptcy, the town government (deprived of almost all its tax revenue) was no longer able to conduct business. Millville had the unenviable distinction of being the nation's only municipality placed under the control of a state-appointed finance committee, more or less equivalent to receivership (1933-1944) [INV-2]. In 1940, 28% of eligible Millville men (the figures apparently exclude women) were unemployed and engaged in emergency work; the figures were over 15% for Millbury, Uxbridge and Worcester. The only exceptions were certain small, still-paternalistic "company towns" such as Hopedale, where the number was only 3%. [5:192]

More poignant than any statistics are the verses of singer-songwriter Si Kahn's "Aragon Mill," a haunting portrait of the emptiness that afflicted many towns and many lives during this period.

At the east end of town
At the foot of the hill,
Stands a chimney so tall
That says "Aragon Mill."

Refrain: And the only tune I hear
Is the sound of the wind
As it blows through the town,
Weave and spin, weave and spin.

But there's no smoke at all
Coming out of the stack.
The mill has shut down
And it ain't a-coming back.

...

Yes, the mill has shut down;
It's the only life I know.
Tell me, where will I go,
Tell me, where will I go?

The economic activity of World War Two provided the Valley as a whole with little more than a short respite from the prevailing downward trend, although some of the larger surviving firms were exceptions. Providence's U.S. Rubber, for example, manufactured 36 million heels for shoes and combat boots during the war. [10:63] In Woonsocket, the Lippitt Woolen Co. produced hundreds of thousands of yards of textiles for the War Dept. [17:46] Some local businesses also benefitted from wartime naval shipbuilding at nearby yards.

Nevertheless, the populations of Valley towns declined inexorably, or at best held steady, from the 1920s to 1980 and the industrial figures are yet more stark. Of the mills operating in the Valley at the end of World War Two, 90% are presently estimated to have closed [30: note 20].

"of all woolen and worsted mills"

.19 Ill Winds

Even nature was unkind to the Blackstone Valley in these years. The hurricane of 1938 brought severe wind and water damage and several fatalities (concentrated in the Rhode Island end of the Corridor, especially Providence and Pawtucket), only to be repeated in still more devastating form in 1955, when hurricane "Diane" brought the greatest disaster of its history to Woonsocket and vicinity, which had a long history of flood problems. [Ill. 18:142]

Yet the future of the Blackstone Valley need not be all bleak. A result of the River's early hard use and pollution has been the survival of a surprising amount of green space along its banks. (Most company housing and private residences were built on the hill slopes, overlooking the river from a prudent distance.) [Ill: II-7:27 hillside three-deckers in Manville] Since 1985, the Valley has seen a cultural if not yet an economic resurgence. Today, accelerated growth in both Boston and Providence has created new options and important choices for residents of the Blackstone Valley. Since 1986, Congressional recognition of the Valley as a National Heritage Corridor has ratified an already-existing condition: the Blackstone Valley is a corridor; what affects one part of the Valley affects it all. Now, for perhaps the first time, residents have begun to view their towns collectively as part of a complex, ever-changing fabric that weaves hills and valleys, river and people together in a unique place that has made major contributions to American life over three centuries and more. To tell the story of the Blackstone is to trace the loom on which this fabric was woven.

In the end, the railroaders' toast may turn out to have been premature. The river still runs, and still does work, while the railroads have fallen on hard times. For the shaping of the Valley's future, water may prove stronger than iron.

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2 INTERPRETIVE THEMES OF BLACKSTONE RIVER VALLEY NATIONAL HERITAGE CORRIDOR

Everyone has individual ideas about what is interesting or important in a given place. People bring to this notion their training, their background, their philosophy of life -- everything that's unique to them. As the American Heritage Dictionary proclaims, a theme is *"1. A topic of discourse or discussion. 2. An idea or point of view, or perception embodied and expanded upon in a work of art [or a museum exhibit, a school essay, etc.]"* (author's addition and emphasis). Obviously, there are as many ideas as there are individuals who think about a subject. We hope here to organize these thoughts to the advantage of the communities of the Corridor and the Blackstone Valley National Heritage Corridor Commission and the "inspirational benefit of present and future generations" of the nation (Preamble to Public Law 99-647).

There is no fixed theme set that is universal. We have tried to balance those themes that academics see as the most important with the themes that the community has identified in public meetings, by response to questionnaires, and in interviews. The theme sets selected are designed to be most useful to communities, while recognizing the need for additional research by academics and others who can contribute to our understanding of all the varied aspects of the Corridor.

Regardless of the exact details of a theme set, some themes are obviously more important than others at any given location. Importance is derived from availability of documentation to be used in communicating the theme, availability of something tangible to interpret (like a site or artifact), and the appropriateness of interpreting that particular theme at that place. Access, and thus the nature of the potential audience at any specific location, also dictates the nature and range of themes that can be interpreted there. In addition to themes for interpretation at specific locations is the so-called unifying theme set. This is a theme and its subthemes that constitute the common denominator of the multitude of themes that can be used within the Corridor. This theme set becomes the organizational scheme for the many strategies used to interpret and exploit the full range of possible themes within the Corridor. Every other theme or set of themes can logically fit within this unifying notion.

Once the unifying theme is established, the next level of themes is the critical theme sets. These are the themes that can be associated with the principal reason for the establishment of the Corridor itself; even if no other themes are interpreted in the Valley, these themes must be treated. In this context, these themes are "the most important" and well as those that should be targeted for "early action" within the Corridor. These themes represent the "early action" messages of the Corridor, those messages that can expeditiously be used to tell the story of what happened in the Valley and to generate interest in and excitement about the Corridor, from within as well as from without.

Following the critical theme sets are those that can be classified as "general." These are themes that can be used for interpretation by all parts of the Corridor and are general enough to apply throughout the Corridor. Within this category are "inventory-based" themes and "history-based" themes. Inventory-based themes are themes established in this case by the Slater Mill's inventory team within the scope-of-services for this project. These themes

derive from the nature of the inventory as well as the views and values of the inventory team. While the coordinator of the inventory has presented them in a more-or-less arbitrary hierarchy, we view them all as equally important. They are equally important because they not only exist as sites (regardless of site type) but, since they have been collected within a limited time frame and themes have been identified for them, they presumably have existing documentation that is sufficient for the interpretation of those designated themes at these sites. This means these resources can perhaps be used for interpretation sooner than others. The variety of themes makes it possible to spread interpretation throughout the Corridor, resulting in the telling of a wide variety of stories with minimal time delay. Communities are encouraged to review their own inventory elements and themes and begin planning comprehensive interpretive programs using the strategies recommended below and any other approaches that meet the needs of the community.

History-based themes are those themes that are derived from review of the town histories prepared by the Historic Commissions of Massachusetts and Rhode Island. They were reviewed for topic sentences relating to events, individuals, products, etc. and organized according to the time-period framework established by the Massachusetts Historical Commission for its State Historic Preservation Plan. The themes were then organized under topic headings that were established by a combination of National Park Service Interpretive categories (History and Prehistory in the National Park System and the National Historic Landmarks Program, National Park Service, 1982) and additional categories, derived from consultation with our research team, that appear particularly appropriate to the Corridor. This process is naturally not immune from the effects of bias at all its stages. We have attempted to modify the effect of bias as much as possible within the context of our approach to the development of this interpretive plan.

Probably the most important theme set is the "community-based" theme set. These sets are organized by community and by time period as well as by categories established within the history-based themes. They are tools for communities in their participation in the Blackstone Valley National Heritage Corridor concept. They can be used as topics for research, school projects, Heritage Merit Badges in scouting, community exhibits, and a wide variety of other activities. In addition, these themes can help to guide community decision makers when faced with historic-preservation compliance questions and opportunities as well as historic contexts in National and State Register nominations and in the development of proposals for historic-preservation-related grants. To be sure, these do not represent all the possible interpretive themes of a community. Knowledgeable individuals, historical commission members, historic district commission members, historical society members, archaeological society members and interested citizens will immediately notice gaps or items left out that they feel are important in their community. This is to be expected in a project of this kind. The themes offered to the communities here are a framework to be added to as desired and in reality represent a skeleton to be fleshed out in time with interest, local knowledge and research, under the guidance of, but not constrained by, the Interpretive Plan.

The next theme set deals with the natural history of the Valley and its many aspects as manifested by geology, hydrology, soils, plants and animals. The influence of these aspects of the environment on the shape and nature of the Valley is the focus of these themes.

Interpretation of these themes can take the form of nature walks, scientific research, museum exhibits, research centers, and so on.

The final theme sets are those that "fill in the blanks" -- themes for which we have encountered no direct documentation in the town histories but which logic tells us may be represented in the Corridor as they are in other parts of the United States and as defined by the NPS in its report entitled History and Prehistory in the National Park System and the National Historic Landmarks Program (1982). These themes can be seen as interesting topics for research and investigation by schools, academics, interested individuals, etc. If evidence of sites, objects, events, documentation, etc. relating to any of these themes is found, the fact should be brought to the attention of the Corridor Commission so the interpretive plan can be updated and these new Corridor themes placed in their appropriate theme set.

Interpretive themes are topic sentences for action. They will be used in the Corridor for a wide range of activities, but principally for communicating to the visitor the stories of the Corridor. As discussed above in Section 2.1, they are the marketing tools for communities, the Commission and others, as well as the ideas that allow others to appreciate the remaining elements of their historic heritage and thus seek to protect and manage them. They can and should be used:

* To guide the course of development and planning.
* To guide the course of research.
* To establish contexts for decision making.
* To establish a framework for communication and interpretation.
* To establish Historic Contexts for National Register nominations and other purposes.

Interpretive themes are tools:

* For the people
* For communities
* For the Commission
* For research

The following diagram illustrates the relationship of the various theme sets to each other and to the Corridor.

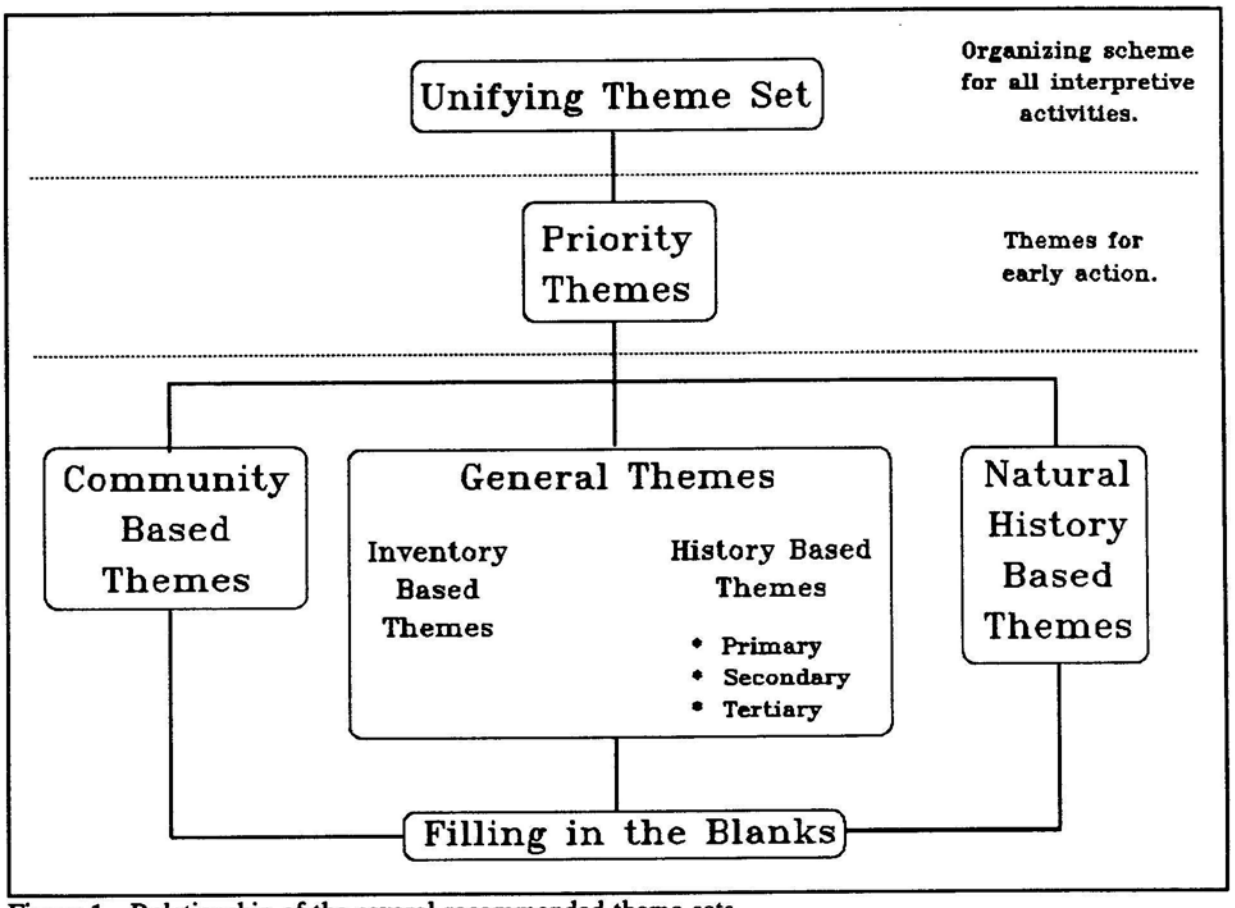


Figure 1 - Relationship of the several recommended theme sets

2.1 The Unifying Theme

In order to establish a common denominator of the possible themes within the Corridor, we needed to know what the range of themes might be. Thus we began the development of theme sets using the town histories prepared by the Historic Commissions of both Massachusetts and Rhode Island. For each community, we reached into the histories to identify interpretable items. These included events, individuals, trends, developments, sites, products, groups and any other topic that could lend itself to interpretation.

We next established general categories within which all of the various themes fit. With these data in hand, our research team met in a brain-storming session to establish our recommended unifying theme, the theme that "says it all" for the Valley. That theme is **WORK IN THE BLACKSTONE VALLEY**. This unifying theme and its subthemes (Fig. 2) are recommended to the Commission as the Corridor framework within which all interpretation may fit.

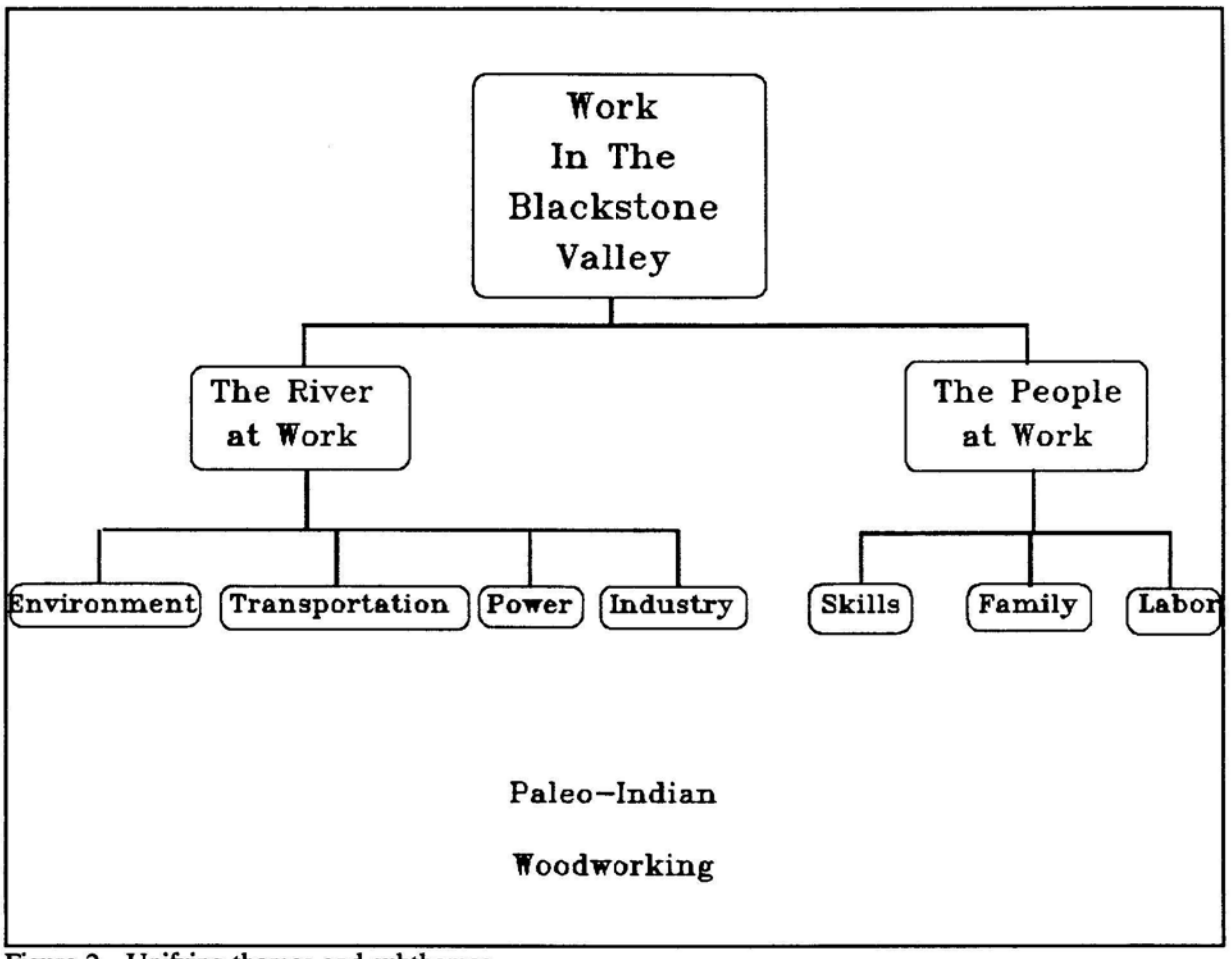


Figure 2 - Unifying themes and subthemes

The subthemes can be viewed as panels in an exhibit. For instance, an exhibit on Paleo-Indians or woodworking might discuss environment, transportation, power, industry, skills, family, and labor in combination or individually. This will be true for every theme mentioned in all the theme sets. Another example of the unifying theme in action would be the establishment of an essay contest within the Valley schools. Essays would be written on one of the several subthemes shown in Figure 2. At the first level, they would be judged within that category. At the next levels the first-level winners would be judged within the categories of "The River at Work" or "The People at Work." The final judging would be under the category of "Work in the Blackstone Valley." The final winner(s) would receive awards from local, state or national figures.

2.2 The Critical Themes

In establishing the critical themes, we were not concerned with available inventory or level of documentation in the communities. We wanted to establish as critical themes those themes that surround the establishment of the Blackstone Valley National Heritage Corridor by an Act of Congress. The result is that we have identified two critical themes. (The reader is reminded that critical themes are those for which strategies should be developed to use, research, communicate, and otherwise proclaim them as the reason the Corridor was established.)

2.2.1 The cradle of the American industrial revolution

In order to identify the first critical theme, we had to discover the reason why Congress voted to establish the Corridor. We reviewed the congressional testimony in favor of the legislation to find the key words that convinced Congress that there should be a Blackstone River Valley National Heritage Corridor. Not surprisingly, the Blackstone was identified as "The Cradle of the American Industrial Revolution" by virtually all who testified, and more times than any other single topic. This concept became one of our critical themes. The dictionary definition of "cradle" in this sense suits the Valley well: "The place or region in which anything is nurtured or sheltered in its early stage" (Oxford English Dictionary). This theme and its subthemes allow for the exploration and interpretation of the unique quality of the Corridor's environment, its resources and its people, those nurturing factors that led to the transformation of a group of farming communities into a world-renowned center for textile and machine manufacture. In addition, the localized interaction of the Valley, its people and its industries helped to shelter the developing industries in their earlier and formative years. The subthemes focus interpretation on the sparks that ignited the industrial revolution in America, from the light industry needed to support a farming community to the protoindustries that were as diversified as the skills of the Valley's people and that provided the rich variety of products both for export and as support for other Valley industries, in web of interdependence that has been and continues to be the hallmark of the Valley.

This theme covers the nature of the valley and its human residents and their use (and sometimes misuse) of the Valley's resources while focusing on the activities of colonial farmers, entrepreneurs and businessmen in the establishment of industrial capacity in the Blackstone Valley. It also includes the nature of social and market factors. Issues of the organization of work, its place in the life of a community, and of a family, the role of skills and specialization, as well as ownership of its products will appear repeatedly. Important subthemes within this critical theme are:

2.2.1.1 Natural History of the Blackstone River Valley - The Valley is rich not only in historic resources but in natural resources and features. This subtheme discusses the geological formation of the Valley and how the natural resources that nurtured the growth of industry came into being. The themes developed in this category allow the exploration of the full range of natural features of the Valley as well as
the contribution of these features to its diverse physical make up as well the interesting floral and faunal resources of the Valley.

2.2.1.1.1 Geology - This theme deals with the nature of the bedrock geology as well as the effects of glaciation on the landforms. It also includes the unique geologic features of the Valley such as Purgatory Chasm and King Philip's Rock. The role of the river and its tributaries in forming the river channel can also be explored here. Interpretation of this theme should include explanations of how such resources as lime, coal, iron ore, and steatite became part of the Valley's makeup.

2.2.1.1.2 Hydrology - The water of the Valley has influenced every thing that has or will happen there. The exploration of this theme will allow exploration of the water sources themselves, their fragile nature, wetlands, estuaries, drainage characteristics of the Valley (important to Native Americans and farmers alike) and all of the many aspects of this topic. Interpretation of this theme should include an exploration of what the River was like before its exploitation as well as the role of wetlands in the development of bog iron.

2.2.1.1.3 Soils - The character of the Valley soils has dictated the location of farms, forests, development, and aboriginal camp sites. This theme can provide for exploration of this aspect of the Valley and the correlation between the location of prime farm soil and agricultural settlement.

2.2.1.1.4 Climate - There is no single climate in the Valley, there are many microclimates. These microclimates have influenced much of the growth and diversity of flora and fauna in the Valley as well as its human population. Subthemes around this topic will allow a better understanding of this important aspect of the Valley environment.

2.2.1.1.5 Plants - The flora of the Valley influences and has been influenced by the Valley's inhabitants for thousands of years. This category of themes will allow exploration of this fragile relationship within the Valley especially the Valley's cedar swamps.

2.2.1.1.6 Wildlife - The current distribution of wildlife in the Valley is not typical of a river Valley such as the Blackstone. This is a result of industry and its byproducts. Exploration of this category of themes can direct research into the past and present of the faunal mix and the effects of industry on that mix. In addition, we may learn much about the many interesting animals within the Valley through research and interpretation.

2.2.1.2 The Valley's Earliest Residents - Aboriginal history will demonstrate how these people used the valley and its resources in ways determined by its natural resources and features and how this use changed over time as a result of changing preference as well as changes in the resources themselves.

2.2.1.3 Colonial Life - Colonial life would be seen to have significant similarities to that of the earlier residents such as a generally self-sufficient lifestyle combined with interaction within the community to permit occasional and secondary specialization, as well as the differences growing out of substantially different worldviews.

Both Indians and colonists would be seen to use the features of the valley. Included in this subtheme is the role of agriculture, its products and practices in the Colonial period.

2.2.1.4 People Harnessing the Valley (The Farmer's Mill) - This subtheme addresses the establishment of mills on the Blackstone and its tributaries to meet the needs of local farmers. Many researchers believe that the need of local farmers to provide themselves with products of everyday life that could only be made with the aid of machinery developed the skills that sparked the industrial revolution in this country. The local availability of appropriate natural resources used in some of these products added to the attractiveness of the Blackstone Valley as a location for industrial development. While not well represented in the inventory, this type of resource is mentioned in the individual histories from the contact period to the early industrial period for almost every community. Some elements of this subtheme include:

1) Harnessing waterpower
2) Mills in the colonial economy

Powered operations, grist and fulling mills at first, followed by mills for sawing, carding, triphammers and forges, would be seen to arrive as part of this colonial, preindustrial economy a service to the pre-existing and persisting way of life, another part of the interchange of services and products which characterized the region.

Homework would be seen to develop from a domestic economy to a stage of production carried out in conjunction with small powered operations. It would thus serve both continuity and change in the exhibit, tied to the past but then taken up as part of the new.

2.2.1.5 Protoindustrial Work - Drawing on the natural resources of the Valley as well as on available agricultural products such as livestock, Valley residents began to manufacture a wide range of products. In some communities, this manufacturing was the precursor of more complex manufacturing sponsored and organized, in many cases, by entrepreneurs from outside the Valley. In other communities, manufacturing remained the primary industrial activity throughout the history of the community. Some communities became world leaders in the manufacture of specific products or became the source of subassemblies of components of products manufactured in other parts of the Valley. For this theme, we identify as protoindustry the transition from a limited number of products manufactured for the immediate farm community to a very diverse range of products manufactured by Valley citizens for an ever-increasing market both within and beyond the Valley. This subtheme deals with raw materials, manufacturing processes, and markets, and will be joined with others to describe products that are composites. While not well represented in the inventory, references to this type of resource in the individual histories from the colonial period to the early industrial period exist for almost every community. Some elements of this subtheme are:

2.2.1.5.1 Woodworking - One of the first raw materials to be used by the early settlers of the Valley was the surrounding forest. The abundance of this resource, coupled in some communities (e.g. Douglas) with the poor quality of available farmland, helped to make woodworking a principal source of income, so that the associated skills

developed in the use of this resource became valuable assets throughout the history of the community. Some themes associated with woodworking as accomplished in the Valley and as mentioned in the histories are:

1) The forests and forest products

- The nature of New England forests
- Shingles
- Barrel staves
- Charcoal
- Board wood
- Firewood
- Tool handles
- Boxes
- Shoe lasts
- Carriages, wagons
- Chairs and cabinets
- Boats
- Potash
- Pearl ash
- Bark

2) Woodworking machinery

- Sawmills
- Other inventions

2.2.1.5.2 Iron Working - A useful raw material discovered early by the citizens of the Valley was iron. It was commonly found in the form of bog iron in the many wetlands of the Valley and in a much rarer form as Cumberlandite (or rhodose). The working of iron for use by early farmers was important in the manufacturing of edge tools for farm work. Skills developed in this process led to the development of more complex iron products for use in the Valley and beyond.

This subtheme deals with all aspects of iron working in a mill or processing center throughout the historic period as new metalworking processes and tools were constantly being invented. It includes processes and markets. This subtheme will be joined with others to describe products which are composites. Some elements of this subtheme are:

1) Primary iron manufacturing

- Bog iron
- Furnaces
- Forges
- Cumberlandite (rhodose)

2) Secondary iron manufacture

- Relationship to primary iron manufacture
- Agricultural tools
- Triphammers
- Firearms manufacture
- Firearms-related inventions
- Railroad support
- Iron casting manufacture
- Textile machines
- Wire
- Machine tools

2.2.1.5.3 Mining and quarrying - Iron was not the only special raw material in the Valley. Other resources, such as limestone, have been mined from the Valley since the seventeenth century. Key ingredients in a number of manufacturing processes, these resources allowed for the concentration of these operations in the Valley as well as for the development of new techniques. This subtheme deals with the extraction of materials from the earth and includes processes as well as markets. Also under this subtheme are the manufacturing processes to which these materials contributed. Some elements of this subtheme are:

1) Mining

- Bog iron
- Coal
- Clay for bricks
- Clay for fulling
- Clay for ceramics

2) Quarrying

- Limestone
- Granite
- Other

2.2.1.5.4 Leather - Some communities (e.g. Grafton) were and are richer in agricultural products than in water power or naturally occurring raw materials. Cattle and their useful byproducts proved to be important raw materials for a wide range of manufactured goods. Principal among these in the Valley is leather. Products created from this material became important as items of commerce within the Valley and beyond. This subtheme deals with all aspects of leather production and leather working.

1) The relationship of cattle production and slaughterhouses to leather production and location of leather-working establishments

2) Products

- Footwear
    - The relationship of leather tanning and currying to the density of shoe and boot manufacture
    - Put-out work
    - Bespoke work
    - Sale shoes
    - Shoe and boot machines
    - Slave shoes
- Saddles
- Harness
- Trunks
- Clothing
- Caps
- Gloves
- Whips
- Card leather
- Drinking vessels
- Buckets
- Hinges and straps
- Tanning
- Currying
- Specialty leather
- Morocco leather
- Artificial leather
- Belting
- Leather board

3) Byproducts

- Soap
- Tallow
- Grease
- Candles

2.2.1.6 Transportation - The physical nature of the Corridor, when looked at from a transportation point of view, appears deliberately designed to allow people, goods and services to move north and south along the valley and to restrict movement from east to west. This aspect of the Valley helped to dictate the direction of transportation routes as well as circulation networks within the Corridor. This situation clearly enhances the corridorlike nature of the valley now and played a major role in the Corridor's development from prehistoric times to the present. The subthemes for this theme are the same as those identified in the "History-Based Themes" but are limited to the time periods in question.

1) Contact period - Native American transportation systems and European use of these systems.

- Overland Trails
  - Indian trails
  - Trails and footpaths of early settlers
- Water
  - River passages
  - Portages
  - Lakes

2) Colonial period - colonial use of native trails and the laying out of primary and secondary networks.

- Primary roads
- Secondary roads
- Interregional
- Toll roads
- Modes of land travel
  - Coach
  - Horse
  - Other
- Inns
- Water travel
- Fords and toll bridges

3) Federal period - Transportation systems developed subsequent to the Revolution.

- Turnpikes
  - Major
  - Minor
- The Blackstone Canal
  - Technology
  - Life on the Canal
  - The role of canal locks on establishing population and production centers
- The Canal village
- Manufactures vs. the Canal
- Massachusetts vs. the Canal

4) Early Industrial - Transportaiton systems that included rail.

- Railroads and the Blackstone Canal

5) Late Industrial - Expansion of the rail system and the creation of street railways.

- Railroads
- Horse trolleys
- Electrified street railways

6) Early Modern - The transportation system once dominated by the automobile (and later the airplane) was established.

- Highways
- Airfields

2.2.2 Blackstone Valley National Heritage Corridor

The second critical theme is the Blackstone Valley National Heritage Corridor itself. How the Corridor came into existence and the nature and reason for a Corridor should be interpreted at every opportunity for the visitor and resident alike. Above all, the exhibits, programs and products associated with this theme must constantly reinforce the message of the Corridor and the corridor concept as being "by the people and for the people." This means that an important goal of the corridor concept is the encouragement of quality economic development for the Corridor and that the residents of the Corridor have a critical and essential role in the planning and implementation of the concept. Any notion that the Blackstone River Valley National Heritage Corridor is just another park or federal program should be quickly corrected. The corridor concept within the Blackstone River Valley National Heritage Corridor should be viewed as a system, much like "work in the Valley" itself. While federal and state funds and technical assistance may be available for pilot projects and for some assistance to communities, the fuel for the Corridor must of necessity be the people of the Corridor and their pride in their past. It is they who must use the assistance and, guided by pilot study results, continue the process for the benefit of the people of the Valley, the states and the nation.

3 THE GENERAL THEME SETS

General theme sets are those that are general enough to be interpreted anywhere in the Valley and relate to major concepts associated with the growth and development of the Valley. These theme sets are divided into those that can be identified with properties listed in the inventory created by Slater Mill Historic Site personnel and those that are represented in the town reports prepared by the Historical Commissions of both Massachusetts and Rhode Island. Obviously, themes associated with an inventoried property have a higher priority for development than themes without an identified property. On the other hand, themes not identified by Slater Mill may apply to the acquired inventory. This notion should be explored as sites are established for interpretation throughout the Valley.

3.1 Inventory-based themes

Research methods (excerpted from the essay accompanying the inventory prepared by the inventory team from the Slater Mill Historic Site under their scope of work for this project.)

Reviewing the history of the Valley, as documented in a wide range of both primary and secondary sources, was the first step in the inventory process. The rich cultural heritage of this region was obvious in the literature. Next came study of the extensive survey materials already produced by federal, state, and local researchers, including many thorough town reports on historical and architectural resources. State reports on every town in the Valley, including reconnaissance surveys, were examined. Care was taken to coordinate this research with agency personnel and with a number of former participants in state-sponsored survey efforts.

Minimal field work was possible in the few months allowed for the inventory, although every town in the Valley was visited at some point. Early in the project, members of the inventory team began to identify themes that were both important in the history of the Valley and well-represented in the material evidence. They made lists of the sites in each community that seemed to have national, regional, or local significance. In determining the significance of sites, they used National Register criteria and the criteria suggested in state-sponsored surveys of towns or regions in Massachusetts and Rhode Island. The goal was to identify a wide range of sites in every town in the Corridor.

The National Register of Historic Places, in its official Criteria for National Register Evaluation, provides guidelines for determining "the quality of significance" of sites, buildings, structures, and other cultural features. Properties may be considered significant for a variety of reasons, including architectural interest, method of construction, and association with important persons or events in the past. They may "embody the distinctive characteristics of a type, period, or method of construction," or they may be "the work of a master." Sites may have archaeological, architectural, engineering, historical, or cultural value that makes them worthy of preservation and eligible for inclusion in the Register. They may "have yielded or may be likely to yield information important in prehistory or history."

The criteria used by state historical commissions in evaluating significance are similar to those suggested by the National Register, but the surveys of communities and regions sponsored by these commissions naturally place more emphasis on local patterns of development and are more sensitive to local and regional significance. In the survey of Lincoln, R.I., which is described in Statewide Historical Preservation Report P-L-1, "surveyed structures were selected for their inherent architectural interest, their effective representation of a common architectural type, their historic significance, or their association with an event or trend which has helped to shape Lincoln's present form." Historic and Archeological Resources of Central Massachusetts: A Framework for Preservation Decisions provides extensive coverage of settlement patterns, economic trends, and architectural development in the northern part of the Blackstone Valley.

The Blackstone River NHC Commission wanted strong representation in the inventory of the various types of structures that are common in the valley and of sites linked to identified themes. In order to avoid skewing the preliminary inventory and over-representing those communities that have undergone extensive survey and nomination work, not every site that is on the National Register could be included. Had the final list contained all the well-researched architectural treasures on the East Side of Providence alone, they would have formed a disproportionate percentage of the limited inventory. Appended to this report is a recent compilation of the National Register listings in the Blackstone Valley, based on data kindly provided by the Massachusetts Historical Commission and the Rhode Island Historical Preservation Commission.

Because the inventory was conceived as a broad-based selection of approximately 500 entries, hundreds of important structures had to be left out. Many listed buildings are carefully chosen examples of common but significant types in the Valley. In the case of mill housing, it was necessary to select only a few fine examples in communities that had dozens of similar buildings. The inventory demonstrates the social and economic stratification in levels of mill housing with its listed homes of operatives, foremen, and senior managers; but no selective inventory of this size can give a sense of the wonderful survival of company housing in such communities as Saylesville, Lonsdale, Berkeley, Ashton, Albion, Slatersville, Blackstone, Whitinsville, and Hopedale. Concentrations of industry were also difficult, if not impossible to show; the listed sites include only a fraction of the important industrial structures in Pawtucket, for instance. The inventory, by its very nature, does not adequately indicate which communities should be focal points of major preservation or interpretive efforts. The necessary limitations of this preliminary project make it important to proceed with a comprehensive inventory as soon as possible. (See the "Suggestions for Future Action" in Chapter VI.)

The structures and sites in the inventory are either significant in their own right or representative of important types found in the Valley. The inventory team made every effort to achieve geographical spread, seeking a number of properties in every town in the Corridor. The extent of available inventory information and site identification varied widely from town to town. Some surveys supported by local communities and state agencies were either still in progress or just in the planning stage. These new surveys, once completed, should result in a substantial increase in the number of sites identified as eligible for the National Register of Historic Places.

The typological breakdown at this preliminary level of the inventory process is not highly specific. It uses the basic types in the recently developed data base: nonindustrial buildings, industrial buildings, complexes (agricultural, industrial, commercial, religious, etc.), engineering structures (including bridges), archaeological sites, and historic landscapes. Within the basic types, there is good representation over time of specific types (subtypes of the basic types) that reflect or illustrate critical themes in the development of the Valley.

The themes identified by the inventory process are perhaps its most valuable contribution to the planning effort. These site-related themes have great interpretive potential and may help to establish priorities for preservation efforts. Each theme is clearly important in the history of the Blackstone River Valley, but industrial development and decline seem to be the ones that best express the experience of this region and the reasons for its selection as a National Heritage Corridor. The inventory's themes are: industrial development, industrial decline, transportation, technology, labor and management, ethnicity and immigration, religion, early settlement, community development, social reform, commerce, agriculture, architecture, and Native Americans.

In the descriptions that follow, the resources in **bold** print represent sites identified in the inventory.

There are many other themes that could be stressed in the interpretation of the Valley; but these fourteen themes fit the material resources and work well in a computerized data base. The broader, more inclusive theme of "Work in the Blackstone Valley," which is emphasized in this plan, has proven to be extremely useful for the Blackstone NHC Commission and is connected in various ways to all of the themes in the inventory. Up to three site-specific themes can be listed for each record in the data base, as it is presently structured. Test sortings of the data base records by individual theme have been highly successful.

In the next section of this report, the identified themes serve as an organizational framework for a discussion of the patterns that appear in the built environment of the Blackstone Valley. Clearly, the historic structures and sites in the inventory can reveal a wealth of cultural information and can help us to understand the historical experience of the Valley and its people.

3.1.1 Industrial Development

As one might expect in the "cradle of the American industrial revolution," the development of manufacturing has had a profound influence on the formation of the Blackstone Valley's cultural resources. The physical evidence of industry illustrates the interpretive plan's broad thematic concepts of "the river at work" and "people at work," and it has links to a number of other themes such as technology, labor/management relations, and industrial decline. The work force drawn to the Valley by industrial development is central to the theme of ethnicity and immigration. The development of transportation was both stimulated by and vital to industrial development.

The textile industry was for almost one hundred fifty years the foundation of the Blackstone Valley's economy. Textiles and textile machinery from the Valley gave it national renown. The number of textile-related sites on the inventory indicates the industry's importance. A few highlights are given here, and the "Technology" section includes others. **The Old Slater Mill**, built in 1793 and now part of Pawtucket's Slater Mill Historic Site, saw the beginning of the Valley's, and the nation's, mechanized textile industry. A few years later, the American textile industry was stimulated by the scarcity of manufactured goods stemming from an embargo and the War of 1812. **The Butterfly Mill** (Lincoln, 1812) dates from that period. Blackstone Valley textile production continued to flourish as the nineteenth century progressed. **The Lonsdale Company's Ann & Hope Mill** (Cumberland, 1886) was known as the largest New England textile mill of its time. The Lonsdale Company, an offshoot of the Providence mercantile firm Brown & Ives, controlled a number of other textile mills, some in the Valley. This practice is typical of the Valley's textile industry, in which a single family or a partnership might control several mills while also pursuing banking, commerce, railroading, or other interests.

Dams used by the textile mills for water power made the Blackstone River perhaps the most efficiently utilized manufacturing stream in the nation. The massive dams on the main river, and the smaller but no less impressive dams at mill sites on its tributaries are lasting reminders of the age of water power. Many are now being used again for hydroelectric generation. Others, like the great **Manville Dam** (Cumberland, 1868), simply spill water onto the rocks below.

The textile industry continued to dominate the economy of the Valley into the first decades of the twentieth century: the **Blackstone Mill** in North Smithfield was built in 1904 (moved from nearby in Massachusetts as a result of a taxation issue). Also in North Smithfield are the ruins of the **Mammoth Mill** (1836 and 1864), a woolen manufactory of enormous size which was destroyed by fire in 1930. Textile production was not confined to cotton and woolen fabric. **The Pawtucket Hair Cloth Company** (Central Falls, 1864) made horsehair-and-cotton cloth for upholstery. The twenty-building **Conant Thread Company** complex (Pawtucket, 1869-1921) was said to be the largest thread manufacturer in the world; it ceased operations in 1964. Out of the textile industry grew the manufacture of machines and equipment used in textile production. **The Dudley Shuttle Company** (Sutton, 1866) produced loom shuttles. Many Blackstone Valley companies were prominent in textile machine building (see section on "Technology").

Non-textile industries also flourished in the Blackstone Valley from early years. Quarrying went on long before European colonization (see reference to steatite quarries in "Native Americans"). Colonists began quarrying lime in Lincoln as early as the 1660s; kilns from the eighteenth and nineteenth centuries still exist in the **Limerock Quarry and Kilns**. Iron ore was mined at various locations in the Valley, including the **Cumberlandite Iron Ore Mine** (Cumberland). Iron ore's availability and agriculture's demands stimulated edge tool production. **The Forestdale Scythe Works** archaeological site (North Smithfield, 1824), the **A. Wilson Axe/Scythe Shop** (Millville, 1828), and the **Douglas Axe Company** (Douglas, c. 1835) are examples. Sawmills and gristmills were found here, as in many rural areas; among them are the **Grants Mills** sawmill and corn mill (Cumberland, 1818 and later) and the **Crystal Lake Sawmill** (Douglas). **The Woonsocket Rubber Company Mill** in Market Square

(ca. 1855, 1870) is a reminder that Woonsocket was a national leader in the rubber goods industry in the late nineteenth century. **The Knowlton Hat Factory** (Upton, 1872) was a major employer of local residents as well as young women recruited from northern New England farms. Worcester was a center for wire production (see "Technology"). Finally, urbanization and industrial growth called for establishment of public utilities. Coal gas used for lighting was contained by the **Woonsocket Gas Company Gasholder House** (1860). **The Bridge Mill Power Plant** (Pawtucket, 1893-94) generated electricity by steam and waterpower at the last falls on the Blackstone River.

3.1.2 Industrial Decline

The textile industry was still expanding in the Blackstone Valley through World War I, but it had been losing ground to the developing southern industry since the late nineteenth century. By the 1920s, the effects of competition from Southern mills (many funded by New England capital) were obvious. The Great Depression accelerated the industry's decline in New England. Succeeding decades saw mill after mill shut down. Today, the textile industry has a relatively small but still active presence in the Valley.

The Blackstone Valley provides an excellent opportunity for the study of deindustrialization. The acceptance of new technology in the south can be contrasted with the conservatism of northern textile manufacturers and later of northern machine builders as well. Failure to fund research or to invest in modern machinery had dire consequences for industrial firms in the Valley. The cotton industry was hit first, as manufacturers shifted production and capital investment to the southern states, where cheap, unorganized labor and lower taxes were obvious attractions.

As textile mills ceased operations, some were demolished, while others were converted to other uses. Adaptive re-use is not a new concept in the Blackstone Valley: the Albion (Lincoln) multi-family house listed in the inventory as the **Green Mill** was originally part of a circa 1830 textile mill. In the late 1800s, part of the mill was moved to its present site and converted to house workers' families, and the remaining section became a warehouse, later demolished. This pattern was repeated throughout the Valley in the years of industrial decline. The fate of the **Valley Falls Mill** complex is not unusual: the Cumberland portion of the complex was razed in 1934, while the Central Falls portion has recently been adapted as housing for the elderly. **The Albion Mills** complex (Lincoln) operated until 1962, was used for luggage manufacture for several years, and is now being converted to condominiums.

The Crown and Eagle Mills complex (Uxbridge, 1823, 1827), the center of Rogerson's early and well-preserved mill village, operated until 1923, was nearly destroyed in a fire in the 1970s, and is now used as housing. Such reuse and demolition illustrates the period of industrial decline. Another part of this history is the story of businesses that continued to operate throughout most of the period. **The Central Falls/Stanley Woolen Mills** (Uxbridge) operated almost up to the present. The **Hopedale/Draper** and the **Whitin** machine works (discussed in the "Technology" section) lasted well into the deindustrialization period by serving a national market for textile machinery. They stayed in business until the decline

of the American textile industry, competition from foreign machinery firms, and the actions of multinational corporations ended their operations.

3.1.3 Transportation

Transportation systems unified the Blackstone Valley economically and culturally, and linked local industry with national markets. No obvious evidence remains of the earliest routes, the Indian paths. Early turnpikes have been transformed into modern roads: the **Old Louisquisset Pike** (Lincoln, 1805-1806) has become Route 246. Some of the buildings which served early roads and travelers remain. **The North Gate** (Lincoln, 1807) on the Old Louisquisset Pike was a tollhouse, toll keeper's residence, company meeting site, and a hotel for travellers on the pike. **The Grafton Inn** (1805) served travellers on the Providence-Worcester road. As towns and cities grew, road maintenance continued and new roads were built. Bridges carrying roads over rivers and the canal, such as the Boston Bridge Works' **Albion bridges** (Lincoln, 1885, 1887), illustrate engineering practice of the time.

The Blackstone Canal (Providence to Worcester, 1828), although short-lived as a transportation canal, has left considerable physical evidence. Three **locks** remain, one each in Northbridge, Uxbridge, and Millville. Several sections of the canal and its towpath still exist, most notably in Uxbridge and from Lonsdale to Ashton. Quarrystone was loaded onto canal barges at the **Plummer's Landing Site** (ca. 1835) in Northbridge.

The Providence & Worcester Railroad (Providence to Worcester, 1847), which replaced the Blackstone Canal as a transportation link for freight and passengers, still operates today as an independent short line. It is used almost exclusively for freight, but has occasional passenger excursions. Several **Providence & Worcester stations** are listed in the inventory, including the stations in Worcester and Woonsocket, and the freight portion of the original station in Providence. A number of **railroad bridges** are included, some from the Providence & Worcester, others from the Norfolk & Worcester and Boston & Providence. Graphic evidence of the interrelationship of industry and railroading is seen in the **Harris Warehouse** (Woonsocket, 1855), a woolen warehouse with stone walls curved to accommodate a railroad spur.

The late nineteenth and early twentieth centuries saw the proliferation of trolley lines. **The Worcester Consolidated Street Railway Power House** (Millbury, 1898) provided electric power for one such line. Trolley lines helped to develop city dwellers' taste for rural recreation at locations such as the **Nipmuc Pond Resort Cottages** (Mendon, ca. 1890). (See also the section on "Social Reform.")

The automobile profoundly altered social patterns and the man-made landscape of the Valley. **The Milk Can** on the Louisquisset Pike (Lincoln, 1931) is an early example of architecture as sign and was clearly aimed at the automobile traveller. The aesthetic expression of the twentieth-century ideal of speed can be seen in the streamlined design of the **Modern Diner** (Pawtucket, 1940), which looks like a zephyr train but was intended to serve the driving public. More practical expressions of the automobile era include the **What Cheer Garage** (Providence, 1910). Built on the site of a livery stable, and accommodating horses as well as autos in its early days, the What Cheer Garage was a "stable" where autos

were stored and serviced. Another artifact of the auto age is the **Ashton Viaduct** (Cumberland to Lincoln, 1934-45), a spectacular, five-span, open-spandrel, reinforced-concrete arch bridge, the longest of its type in the state.

3.1.4 Technology

The Blackstone Valley has long been the home of technological innovation. Much of this has been associated, directly or indirectly, with the textile industry. At some of the sites listed in the inventory, new technology was developed; other sites saw the early application of technologies developed elsewhere. The Valley benefited from both the introduction of major new technologies and the gradual accretion of technological improvements. The latter was typical of established industries.

The importance of Pawtucket's Slater Mill Historic Site in the history of American factory-based industry cannot be overstated. **The Old Slater Mill** (1793), the first successful mechanized cotton spinning mill in North America, has been called "the birthplace of the American industrial revolution." Factors in its success include an infusion of Providence mercantile money and successful application of English technology. The mill used the Arkwright system for water-powered cotton-spinning. In the machine shop of the **Wilkinson Mill** (1810-11), the brilliant machinist David Wilkinson made important contributions to the development of the industrial lathe, the power loom, and the process of centerless grinding. In so doing, he helped establish the national importance of the Blackstone Valley's textile and machine-building industries. Another Pawtucket site, the **James S. Brown Machine Shop** (1847-48), was the source of a number of inventions, including machines for grinding spindles and for drilling rollers for spinning frames, and improvements to mule spinning. Pawtucket was a source not only of machines, but also of trained machinists who disseminated expertise as they moved within and beyond the Blackstone Valley.

Just as English technology sparked the cotton industry at the Slater Mill, so French technology revitalized the worsted industry in Woonsocket a century later. The Belgian owners of the **Lafayette Worsted Company Mills** (1889 et seq.) introduced the Roubaix system of worsted spinning to the U.S., driving their faltering local Yankee competitors out of business.

Nationally important contributions to textile machinery in the Massachusetts portion of the Blackstone Valley were made at the **Crompton Loom Works** (Worcester, 1860), home of the Crompton fancy loom, and the **Hopedale Manufacturing Company/Draper Company** (Hopedale, 1840s et seq.), developers of the automatic Northrop loom. In Northbridge, the Whitin family's machine shop was an important source of textile machinery, including high speed spinning frames and a mechanical picker for cleaning cotton. Like many New England machine shops, this was first housed in a textile mill, the **Paul Whitin and Sons Brick Cotton Mill** (1827), then moved to its own building, the **Whitin Machine Works** (1847).

The Blackstone Valley's contributions to textile technology included improvements not only in machinery, but also in process. As industrial chemistry established a strong scientific basis from the late nineteenth century on, the research and development department of the

Sayles Bleachery (Lincoln, 1854) introduced new chemical processes for fabric treatment, including developments in soil resistance, shrink resistance, and water repellency. The Sayles Bleachery was among the first U.S. firms to mercerize thread and to print cotton and silk with colorfast dyes. The above-mentioned examples are only a few of the many improvements to textile technology made in the Blackstone Valley.

Sites in the inventory are also associated with a number of technological developments that are not directly related to textiles. Probably the best surviving example of an Oliver Evans type sawmill is at **Grants Mill** (c.1818) in Cumberland. Most of the machinery of that complex system is still in place. One of the many types of craft technology in the early Valley is represented at the **Willard House and Clock Museum** (Grafton, 1718 and later). The original owner's grandsons, who had a clock shop in the building, earned a national reputation as builders of fine clocks.

Wire manufacture, which grew out of craft production in Worcester in the early 1800s, eventually became a heavy industry. Textile mills needed wire for carding processes, but was only a minor stimulus for the rapid expansion of wire manufacture. The biggest demand for wire came after the Civil War when wire fencing became popular. Washburn & Moen produced or licensed production of most of the barbed wire used in transforming the landscape of the American West. Already a national leader in wire manufacture by the 1860s, when barbed wire was invented, the company commissioned development of an automatic barbed wire machine and bought control of most barbed wire patents. Washburn & Moen is represented in the inventory by the **U.S. Steel complex**. (American Steel & Wire bought Washburn & Moen in 1899, and then merged with U.S. Steel. The complex is on the site of a Washburn & Moen plant.) The **Washburn Wire Factory** (East Providence, 1893), was another wire and rolled steel plant of substantial size.

The Valley has been the scene of many notable advances in technology. The **Asa Waters Armory** (archeological site, 1808-1845) in Millbury produced several early nineteenth-century improvements in firearms manufacture, including a device for welding gun barrels and a lathe to turn gun barrels. Noted machine-designer Thomas Blanchard worked at the armory and is said to have conceived his eccentric-turning lathe for gun stocks there by 1820. **The Pawtucket Pumping Station No. 1** (1877) housed the finest pumping engine made by the Corliss Steam Engine Works, which was located in Providence (just outside the boundaries of the Blackstone NHC). This award-winning engine's performance in national trials helped promote the Corliss company's outstanding reputation. The special problems involved in building a transportation network also demanded technological expertise. Digging the **East Side Trolley Tunnel** (Providence, 1914) in soft ground under large brick structures, for example, required the first U.S. use of European methods of timbering, concreting, and excavation.

3.1.5 Labor and Management

The Blackstone Valley contains much physical evidence of the nature of labor-management relations. Industry in the Valley was dominated by family-owned firms and characterized by a high degree of paternalism. The mill village, with workers' housing built by the company, is typical of the Valley. Albion, Slatersville, Ashton (including Old Ashton),

Blackstone, and Whitinsville are particularly fine examples. Hopedale, founded as a Utopian community by the Reverend Adin Ballou and later centered around a textile machine company (see "Technology") is a striking example of paternalism. The inventory includes not only company-built worker and management housing, but also many public buildings donated by or named after the Draper family, the company owners. **The Draper High School** (Hopedale, 1922) is one such example.

Companies provided more than the necessities of life: **Lonsdale Hall** (Lincoln, 1869) was built by the company to serve Lonsdale village as a public meeting space, library, and commercial space. A community center was particularly useful here, because the Lonsdale population was largely British and Protestant; in a number of other villages, the Catholic Church complex served as the community center (see "Ethnicity/Immigration" and "Religion"). A powerful thread-making firm erected the **J. P. Coats Recreation Building** (Pawtucket, 1921) for the company's workers. It had bowling alleys, pool tables, baths, and seating for 2,000 in its entertainment hall. **The Whitinsville Country Club** in Northbridge was built by the Whitin Machine Works in 1924 for executives and overseers. Many companies sponsored baseball teams and industrial leagues; some ball fields, such as **Mechanics Field** in Douglas, are still active sports facilities.

Many mill owners thought it their duty to look after their workers' moral and spiritual lives, or they believed that religious teachings were effective in maintaining a disciplined and reliable work force. **The Mission Chapel** (Worcester, 1854) was built by industrialists in a working-class neighborhood in order to evangelize workers and their families. For other examples of company-supported religious programs, see the section on "Religion."

Industrial unionism made little headway in the Blackstone Valley until industrial decline began in earnest in the 1920s, bringing with it wage cuts, speed-ups, and longer working hours. A physical reminder of this period can be seen in the **Moshassuck Cemetery** (1868 and later) in Central Falls. The United Textile Workers, attempting to equalize northern and southern wages (and in so doing slow the industry's flight south) had called a national strike in support of their organizing drive. The cemetery was the site of a battle between strikers from the Sayles Bleachery, nearby in Lincoln, and police. Several gravestones have holes from police bullets.

3.1.6 Ethnicity and Immigration

The Blackstone Valley's ethnic composition has changed considerably over the years, as different groups of people came to live and work here. The earliest population is discussed in the "Native Americans" section. The British immigrants of the colonial period are discussed under "Early Settlement," and the first Black community in the Valley is covered under "Religion." Economic growth brought successive waves of immigrants. Many English and Scottish immigrants brought specialized skills in textile manufacture. Others, such as the Irish and French-Canadians, were fleeing agricultural depression at home. With the turn of the twentieth century, immigration from eastern and southern Europe increased. Large numbers of Polish, Greek, Italian, Portuguese, and Ukrainian immigrants all settled here. Northern Europeans from Finland and Sweden also came. By 1930, seven out of ten Rhode Island residents were immigrants or children of immigrants. Recently, Hispanic and

Southeast Asian immigrants have arrived in substantial numbers, and many have found employment in the Valley's resurgent industrial plants.

Among the most revealing cultural artifacts of the various ethnic groups are their churches; these are discussed under "Religion." The typical Catholic church complex in the Blackstone Valley served many purposes other than worship. Its function as a community and cultural center was especially important to the French-Canadian community. Survivance, the preservation of a culture and language threatened by English domination in Canada and by absorption into Yankee culture in New England, was a valued ideal. The theatre in **St. Ann's Church complex** (Woonsocket, 1914) illustrates this. It was used to present plays in French, and was the site of Sentinelliste rallies, in which Franco-Americans protested Irish-American domination of the Catholic Church hierarchy. The principle of survivance did not conflict with success in the mainstream community. **The Pothier House** (Woonsocket, 1881) was the home of the first Franco-American governor of Rhode Island. A number of sites associated with other ethnic groups are included in the inventory, in addition to ethnic churches. These include the **Michael Reddy House** (Woonsocket, 1840), home of an Irish immigrant who came to the Valley to dig the Blackstone Canal and stayed to help establish a Catholic church to serve Irish mill workers in northern Rhode Island and the **Polish National Home** in Grafton (ca. 1920).

3.1.7 Religion

Religious structures or their archaeological traces are features of almost every community in the Valley. They figure prominently in the settlement patterns of both Massachusetts and Rhode Island, and illustrate the cultural heritage of those who came to work in the Valley's farms and mills. Religion was a powerful influence on the daily lives of people at every level of society.

Rhode Island's history as a haven for religious dissidents, not only the founding Baptists but also members of other groups fleeing intolerance elsewhere, is well represented. The most notable Baptist legacy is the **First Baptist Meeting House** (Providence, 1774), an imposing wood-frame building seating 1400, topped with a 185-foot spire. Joseph Brown, its architect, incorporated designs from an English pattern book by James Gibbs. This meeting house is regarded as the Baptist "mother church." The Baptists had no permanent meeting house until 1700; the present structure was preceded by two earlier ones. Funded by the Browns, one of Providence's leading mercantile families, the First Baptist Meeting House attests to colonial Providence's wealth and its architectural sophistication.

Rhode Island's climate of religious tolerance promoted the establishment of other denominations, such as the Society of Friends, or Quakers. **The Community House** (Cumberland, 1809) is one example. The Blackstone Valley served as a cultural conduit for propagating dissenting denominations in Congregationalist Massachusetts. **The Friends Meeting House** in Uxbridge (1770) and the **Baptist Meeting Houses** in Grafton (1830, 1836) and Sutton (1842) are products of this trend.

Congregationalism, the Puritans' faith, was the established church in colonial Massachusetts. It is well-represented within the Blackstone Valley, despite the Baptist and Quaker influence

from Rhode Island. A number of Congregational meeting houses remain, as well as Unitarian meeting houses (products of an early nineteenth-century split between Trinitarians and Unitarians in the Congregational Church). The distribution of these meeting houses, which served as both churches and Colonial town centers, reflects the prevailing settlement pattern. As a town's population grew, a new meetinghouse would be established to serve residents of outlying areas (see "Early Settlement"). **The South Mendon or Chestnut Hill Meeting House** (Millville, 1769) illustrates this process. Constructed for families at some distance from the center of Mendon, it was included in the district which split off to form the new town of Blackstone, and subsequently in the split-off of Millville from Blackstone.

Many religious buildings in both Massachusetts and Rhode Island reflect the evolution of work in the Valley, and the people who came to make up the work force. Some mill village churches were donated by mill owners: the **Congregational Church** in Blackstone (1836) is one example; the **Non-Denominational Chapel** in Albion (Lincoln, ca. 1840) is another. The variety of denominations reflects the shifts in the population's ethnic make-up as industry grew in the Blackstone Valley. The earliest European settlers and their descendants, mostly of English extraction and influenced by Puritanism, are represented by the many Congregational, Unitarian, Baptist, and Quaker meeting houses. (See also the Native American section for a discussion of "praying Indian" villages.)

Providence's Black community formed its own Baptist congregation in 1819; this congregation later built the **Congdon Street Baptist Church** (Providence, 1874). The growing demand for industrial workers in the nineteenth century brought additional denominations and the formation of congregations or parishes with distinct ethnic identities. Episcopal, Methodist, and Lutheran churches served the English and Scandinavian populations. The Roman Catholic Church grew rapidly as first Irish, then French-Canadian, and later Portuguese and Polish immigrants settled in the Valley. The present **St. Mary's Church** building in Pawtucket (1885-87) replaces a structure dating from around 1830. Established to serve the Irish community, it was the first Catholic church built in Rhode Island. **Precious Blood** (l'Église du Précieux Sang, in Woonsocket, 1881) is one of the handsomest churches of the French-Canadian community. Convents and parochial schools were often built in association with Catholic churches, forming complexes that served as the foci of ethnic communities.

3.1.8 Early Settlement

The earliest European settlements in the Blackstone Valley were abandoned and/or destroyed in King Philip's War (see the section on "Native Americans"). Colonial period settlement was largely dispersed, reflecting the emphasis on agriculture, but there were major nodes of concentration at Providence, Mendon, Sutton, Uxbridge, and Worcester. In the early town centers of dispersed agricultural communities, the buildings might include only a church, a few houses, and one or two shops. Nineteenth-century shifts in population to mill communities in the river valleys left some of these early centers relatively isolated; Millville's **Chestnut Hill Meetinghouse** (1769), is located in the upland area, away from the industry-related development that sprang up along the Blackstone River in later years.

Secondary settlement nodes in the colonial period appeared at significant crossroads, along the routes of major roads, and at important manufacturing sites such as Pawtucket Falls, Lime Rock, and Manville. There was a sawmill in Pawtucket by 1672 and a forge by 1676. Manville had an iron furnace in 1711. As mechanized production of various types became more important in the eighteenth century, mills such as the **Paine Sawmill** (Lincoln, c.1740) appeared on even minor streams which had sufficient flow and drop for manufacturing.

Relatively few structures from the seventeenth century have been well preserved in the Valley, but the later colonial period is well-represented. **The Eleazer Arnold House** (Lincoln, 1687), a distinctive "stone-ender" with a massive stone chimney forming one side of the house, is an outstanding example. It was one of the early homes along Great Road, and also housed a tavern serving travellers on that busy thoroughfare in the early eighteenth century. **The Cornet John Farnum House** (1710-27) in Uxbridge, a one-story center-chimney house, is a later example of house construction at one of the settlement nodes in the northern Blackstone Valley. As noted in the section above, on "religion," Churches and Meetinghouses had a direct effect on settlement patterns and political divisions, particularly in Massachusetts.

The Valley is also fruitful ground for the examination of core-periphery relationships, with regional cores apparent at Mendon, Sutton, Worcester, and Providence by the end of the Colonial period.

3.1.9 Community Development

Many buildings promote a distinct sense of community and provide services that are shared by a large part of the local population. Public structures, including city halls, fire stations, and educational institutions are obvious examples, but buildings of fraternal and other voluntary organizations were also vital parts of the infrastructure of a community.

The earliest governmental structures were meetinghouses (discussed in the "Religion" section). Important civic buildings within the area covered by the inventory include the **Worcester City Hall** (1898) and the **Old State House** (1762, 1850 et seq.) in Providence. School buildings have been important from colonial times until the present, and a number have been preserved. Examples include the **Masonic Building and Academy** (Uxbridge, 1819), the first floor of which housed a private academy which offered secondary education to middle-class children. **The Brick Schoolhouse** in Providence housed one of the first free schools in the U.S. The inventory includes several small nineteenth-century schoolhouses as well as some of the high schools which provided secondary education to the greatly expanded population of the late nineteenth and early twentieth centuries.

Higher education is represented by **University Hall** (1770), Brown University's first building in Providence. Established to serve the colonial Anglo-American population, Brown University can be compared in contrast with **Holy Cross College** in Worcester, founded in the mid-nineteenth century as a Catholic seminary serving the immigrant community.

Fraternal organizations, the earliest of which appeared in the late eighteenth century, gained strength in the nineteenth century and continue today. An example is the **Mt. Moriah**

Lodge in Lincoln, a Masonic hall built before 1804. Buildings devoted to public recreation appeared in the twentieth century. Examples include the lavishly appointed **Leroy Theatre** (Pawtucket, 1922-23), and **McCoy Stadium** (Pawtucket, 1938-40), named to honor "Boss" McCoy, mayor of Pawtucket when the baseball stadium was constructed. McCoy's public stadium was, in some ways, a reaction to the company-sponsorship that had been characteristic of the Valley's previous baseball stadiums.

3.1.10 Social Reform

Some social reform movements important in the Blackstone Valley, such as child labor reform, left no direct physical evidence, but are indirectly represented and can be interpreted through mill buildings and workers' housing. Other movements led directly to the creation of buildings and landscapes. **The Lincoln Woods State Park** (1909 et seq.) allowed city dwellers in densely populated Providence, Pawtucket, and Central Falls to ride the streetcar to hundreds of wooded acres. The adult education movement, which attracted wide support in the mid-nineteenth century, is represented by the **Harris Block** (Woonsocket, ca. 1856), which housed the first free library in Rhode Island, a meeting hall in which Abraham Lincoln spoke in 1860, and a Sunday School, and by **Mechanics Hall** (Worcester, 1855-1857).

Abolition was a powerful reform movement in the Valley, and can be directly linked to a wide range of surviving buildings. These include public halls that were scenes for anti-slavery speeches and abolition meetings, the **Friends (Quaker) Meeting Houses** where slavery was regularly denounced, and private homes identified as parts of the "underground railway" for shielding and moving escaped slaves. One of the latter is the **Samuel Chase house** (Cumberland, 1847). The Valley has another link with slavery that is mentioned less often: the production of coarse "negro cloth" and slave brogans. Clothing and shoes for slaves made substantial profits for northern suppliers, including many whose products came from cottages and mills in the Blackstone Valley. The so-called "Nigger Mill" in the **Slatersville Mill Complex** (Mill number 3, 1843) is no longer known by that disgraceful name, but it was one of many "negro cloth" mills in Massachusetts and Rhode Island.

Important pioneering steps in the humane treatment of mental illness were made at **Butler Hospital** (Providence, 1844 et seq.), where the original building, a handsome Gothic Revival structure, is set in grounds landscaped by the Olmsted brothers and others. Similar advances were made at the **Grafton State Hospital**, founded in the 1870s in the rural landscape of central Massachusetts.

3.1.11 Commerce

Commerce had been the cornerstone of the colonial economy of Providence, and it was essential for the success of both industry and agriculture in the Blackstone Valley. Much of the capital used to begin the Valley's textile industry came from Providence merchant families engaged in the Atlantic trade. As industry grew, the commercial networks grew with it.

The Market House (1773) was the center of Providence's marketplace in the late eighteenth century; its arcaded first story housed vendors' stalls. After 1828, its harborside position near the southern end of the Blackstone Canal was an asset. **The Congdon & Carpenter Warehouse** (Providence, 1793) was used in international trade; among other products, the company imported iron bars used in textile machine production. The mercantile families who financed early industrialization relied on banks to supplement their own resources. Several banks are listed in the inventory. The **Brick Bank** in Mendon (1825) is maintained by the Mendon Historical Society, which has some of the bank's records in its collection. **The Blackstone Block** (Blackstone, 1849) housed a bank when it was first constructed. It has been home to a number of other enterprises, including a post office, drugstore, millinery shop, shoe store, grocery, and state district court. **The Jenckes Store** (1833 et seq.) in Douglas is an early general store. Now owned by the Douglas Historical Society, it operated for more than a century, and still contains some original store furnishings. Before the days of high-speed transportation, inns were a necessary part of commercial travel in the Valley. **The Uxbridge Inn** (1881) is a Victorian structure on the Providence-Worcester Road, built on the site of two earlier inns. It served many people traveling on textile business, as well as tourists visiting nearby mineral springs. (See also the "Transportation" section, above.)

3.1.12 Agriculture

Agriculture was the principal economic activity in the Blackstone Valley prior to industrialization and continued to be important in the industrial period, supplying food for industrial workers living in the Valley's mill villages and for city dwellers in Providence, Worcester, and Boston. In the colonial and early Federal periods, Blackstone Valley farming was largely a subsistence operation. The scarcity of the elaborate Georgian farmhouses seen in more prosperous agricultural regions attests to the fact that most early farms in the Valley did not produce large surpluses for market.

In the mid nineteenth century, richer agricultural areas opened in the west, and improved transportation brought produce from distant farmlands to eastern communities. The farmers of the Valley met this competitive challenge by specializing in forms of agriculture best suited for the rocky and hilly terrain of their small farmsteads. Dairying was widespread, first for cheese and butter production, then, as transportation from farm to city improved, for fresh milk. **The Capron/Voss Farm** in Uxbridge was a prosperous dairy farm. Orcharding was also important. At the **Waters Farm** (Sutton, 1757), one of the first of many commercial orchards in New England, Stephen Waters developed the Sutton Beauty, an apple popular in nineteenth-century New England. The Grange was well supported by Valley farmers, and several **Grange Halls** are still standing, including one in Upton. Other heavily agricultural areas of the Valley were Grafton and Mendon. (See also "Industrial Development," above, for discussion of industries supplying agricultural tools and equipment.)

Many farmers in the eighteenth century supplemented their diets and increased their income by fishing during the annual runs of anadromous fish in the Blackstone. Until the construction of the dam at the Old Slater Mill in 1793, the farmers were largely successful in resisting (with legal action or sabotage) the construction of any milldam that would cut off the upstream movement of fish.

Eventually the farm economy and the industrial economy became mutually supporting and closely interlocked. People living on farms included part-time craftsmen, occasional or long-term mill workers, and teamsters who joined construction crews. In the first half of the nineteenth-century, cottage industry on farms was a major part of the manufacturing economy of the Valley. Farms supplied food, hides, teams, and ready labor (including child labor) for local industry. The apple seeds found in large quantities during excavations at the Wilkinson Mill in Pawtucket testify to the local farm products in workers' lunch pails.

3.1.13 Architecture

The Blackstone Valley preserves a rich architectural heritage. Eighteenth-century merchants and nineteenth-century industrialists could afford to live in mansions and endow public buildings, but there are also wonderful examples of modest vernacular structures that formed a much larger part of the built environment. A long-standing interest in history has ensured the preservation of many early buildings. Colonial settlement patterns and some early buildings are discussed in the "Early Settlement" section. A few highlights include the **John Brown House** (Providence, 1786-88), called by John Quincy Adams "the most magnificent and elegant private mansion I have seen on this continent," and two Federal mansions, **Hearthside** in Lincoln (1810), with its distinctive ogee-curved gable ends, and the **Asa Waters Mansion** in Millbury (ca. 1826). **The Stone House** (1835) in Woonsocket is a fine example of Greek Revival architecture. **The Governor Henry Lippitt House** (Providence, 1863) combines an Italianate exterior with a Renaissance Revival interior.

The group of six **mill workers' tenements** on Grant Street in Lonsdale (Lincoln), built between 1870 and 1888, are handsome, simple red-brick structures, with little ornamentation except granite window lintels and sills. **The Linton Block** (Woonsocket, 1888) is a Queen Anne-style office block. Twentieth-century styling can be seen in the **Woonsocket Post Office** (1910-12), built in the Beaux Arts style, and the **Kinyon Building** (Pawtucket, 1887, ca. 1940s), remodelled in the Art Deco style.

3.1.14 Native Americans

The Blackstone Valley has been populated for perhaps ten thousand years. A number of archaeological sites have been listed in the inventory. They include steatite quarries in Millbury and Sutton, where soapstone was quarried for domestic and ceremonial vessels, and later for pipes. When European colonization began, the northern end of the Valley was populated by bands of the Nipmuc tribe, with the Quinsigamond band centered around Worcester and Millbury, and the Nipnet band to their south. In the southern part of the Valley, in what is now Rhode Island, were hunting lands and fishing sites of the Wampanoag (Pokanoket) and Narragansett tribes.

In the third quarter of the seventeenth century, missionaries John Eliot and Daniel Gookin established several "praying Indian" villages for converts in Massachusetts. Two of these villages were located in the Blackstone Valley: Waentug Village in what is now Uxbridge, and **Hassanamisco**, in what is now Grafton. At the time of King Philip's War (1675-76), these villages were largely abandoned, although there was some Indian settlement at

Hassanamisco in the early eighteenth century. A major battle in King Philip's War is commemorated at the **Pierce Fight Site** in Central Falls, where a group of Narragansett led by Canonchet defeated a company of colonists and Indians led by Michael Pierce. The Indian population of the Blackstone Valley was much reduced at the war's end. No standing structures, other than rock shelters, remain from the Indian community of the Valley, but there are many identified archaeological sites in both states.

3.2 History-based themes

History-based themes are those themes extracted from a detailed review of the official histories of the towns in the Blackstone River Valley National Heritage Corridor. These histories have been prepared by the Massachusetts Historical Commission and the Rhode Island Historical Preservation Commission for their respective states.

All histories are biased to some extent. For this plan we elected to use the state-prepared histories rather than the many "Town Histories" prepared over the years by citizens of the towns or local historians. Our decision was guided by the fact the state histories were the most recent and there were uniform standards within each state (although different from state to state) for the acquisition and synthesis of data by the professionally trained staff of the two state agencies. Thus the effects of differential bias were limited but not, of course, entirely eliminated. Detailed descriptions of each state's approach to the town histories can be obtained from the relevant agency.

3.2.3 Primary Themes

There will naturally be some overlap with the priority themes as well as the inventory-based themes. The issue to keep in mind here is that the themes represent those noted from the official, state-prepared town histories. In addition, many of the thematic categories are derived or modified from the National Park Service where appropriate.

The themes described here are well represented in the histories and thus are ready to be used by communities and others in interpretive activities.

THEME	SUBTHEME	FOCUS
Development of the English colonies, 1700-1775 The physical, military, and political development of Great Britain's North American colonies during the 18th century. The period was marked by the crushing of New France; by a significant increase in population and wealth; and by a growing independence of thought and action stimulated by the distinctive environment of a new continent.	Physical development	▸Population growth ▸Territorial expansion
	Political and diplomatic affairs	▸Intracolonial matters ▸Relations with parliament
	People at work	▸Farmers ▸Millers ▸Merchants ▸Skilled workers
Transportation	Contact period - Native American transportation systems and European use of these systems.	▸Overland trails ▪Indian trails ▪Trails and footpaths of early settlers ▸Water ▪River passages ▪Portages ▪Lakes

THEME	SUBTHEME	FOCUS
	Colonial period - Colonial use of native trails and the laying out of primary and secondary networks.	▸Primary roads ▸Secondary roads ▸Interregional ▸Toll roads ▸Modes of land travel ▪Coach ▪Horse ▪Other ▸Inns ▸Water travel ▸Fords and toll bridges
	Federal period - Transportation systems developed subsequent to the Revolution.	▸Turnpikes ▪Major ▪Minor ▸The Blackstone Canal ▪Technology ▪Life on the Canal ▪The role of canal locks on establishing population and production centers ▪The Canal village ▪Manufacturers vs. the Canal ▪Massachusetts vs. the Canal
	Early Industrial - Transportation systems that included rail.	Railroads and the Blackstone Canal
	Late Industrial - Expansion of the rail system and the creation of street railways.	▸Railroads ▸Horse trolleys ▸Electrified street railways

THEME	SUBTHEME	FOCUS
	Early Modern - The transportation system once dominated by the automobile (and later the airplane) was established.	▸Highways ▸Airfields
Organization of industrial production in the Blackstone Valley As outside capital and skills entered the Valley, the organization of work took on a unique form. As opposed to that of "Waltham System," the organization of work centered on the family. Beginning with work put out to farm families and culminating in the recruiting of whole families of immigrants to work the large mills of the late industrial period, the "Rhode Island System" had its own unique character that helped to establish a work ethic in the Valley far different from that in other industrial centers.	The Blackstone Valley (Rhode Island) system of manufacture. Homework - The role of work "put out" to homes for production of goods, the social system, the family.	▸Weaving ▸Straw, hats and bonnets ▸Shoes and boots ▸Cotton yarn ▸Rural merchants/shopkeepers and access to coast and cities ▸Clothing ▸Cards and card boards ▸Basket making ▸Changing roles of women as wage earners
	Water power and the industrial revolution - All aspects of the way the unique drainage system of the Blackstone helped to foster the industrial revolution.	▸The Blackstone drainage system ▸The European industrial revolution's influence on America ▸Water-power technology ▪Power generators

THEME	SUBTHEME	FOCUS
		▪Transmission techniques ▸Evolution in technology ▸Contribution of Blackstone mills to technology ▸The role of other power sources in Blackstone industry
	The management of production	▸Partnerships ▸Scale ▪Small ▪Large ▸Families
	Labor and management - the relations of management and workers, as reflected in such resources as company housing (hierarchialstratification), company playing fields and recreation halls.	▸Paternalism ▸Time discipline ▸Labor organizations ▸Workplace culture ▸Resistance, especially the strike of 1934 ▸Families
	Resistance to industrialization - Community and individual objections to industrial development, which were sometimes considerable.	▸Dams as blockage to fish migrations ▸Competition for water power between artisans and industrialists

THEME	SUBTHEME	FOCUS
Textile manufacturing processes - The manufacture of textiles is one of the many products produced in the Valley. Most of these products are the result of a wide variety of processes. For illustration's sake, we will explore the themes related to textile processes as an example of how the many other product process themes can be developed.	Textile machinery The making of textiles	▸Woolen manufacture ▪ Initial processing ▪ Intermediate processing ▪ Final stages ▸Cotton manufacture ▪ Initial processing ▪ Intermediate processing ▪ Final stages ▸Textile machine manufacture ▸Linen ▪ Initial processing ▪ Intermediate processing ▪ Final stages ▸Satinet ▪ Initial processing ▪ Intermediate processing ▪ Final stages ▸"Manufacturing house" ▸Mill housing ▸"Cassimere" ▸The influence of power looms on home work ▸Twine and bags ▸Carpet manufacture ▸Contributions to other industries ▸"Negro cloth" ▸Shoddy

3.2.4 Secondary Themes

These themes are less well documented in the histories but are well known to be significant. Additional directed research may be needed to acquire enough data to allow comprehensive interpretation

THEMES	SUBTHEMES	FOCUS
Decline of Commerce and Industry in the Blackstone Valley In response to international, national, regional and local factors, the principal industry of the Valley, textiles, began to suffer a decline. Movement to the south of this key industry triggered the decline of many supporting industries as well, with the manufacture of textile machinery one of the several exceptions. This theme allows the exploration of the causes and effects of this decline and it effect the people of the Valley and their environment.	Commerce	▸Finance ▸Distribution
	Industry	▸The role of owners in contributing to decline ▸The role of workers in contributing to decline ▸The redistribution of labor ▸The unions and the labor movement ▸The effect of economic depression
	The decline of some; the rise of others	▸Ruins, remains of abandonment ▸Economic decline in the Valley
	The results of decline	
	Adaptive reuse, opportunities for growth	
	The phoenix effect	

THEME	SUBTHEME	FOCUS
Community development This theme deals with all aspects of communities and community life.	Formation of communities - This subtheme covers the various ways communities in the Valley have come into existence. This will include the initial establishment of "mother towns" and the creation of new communities (towns and villages alike) in response to social, economic, ethnic, and other forces.	▸Plantations ▸"Hiving off" of towns ▸Utopian communities ▸The role of water power in community development ▸The role of natural resources in community development
	Society and community - This subtheme involves the exploration of the people of the Valley, their social institutions, how they came to the Valley, and how they interacted with each other and with others in the region, the nation and the world. This theme deals primarily with social history. It addresses social structure, social reform movements, environmental conservation, and recreational activities.	▸The people of the Valley This focus allows for the understanding of the wide variety of ethnic, religious, and other groups within the Valley. Where they come from, with what skills interests and ideals, how they influenced the growth and development of the Valley and how the Valley influenced them. A key element of this focus is the role of the family in the everyday life of the Valley throughout its history. ▪The family •Extended families •Families as specialists •The family at work •Families with members abroad

THEME	SUBTHEME	FOCUS
	Society and Community (cont.)	• Religion - This subfocus deals with the various religions practiced throughout the historic period by nonaboriginal peoples in the Blackstone Valley. • Quakers • Calvinists • Unitarians • Methodists • Catholics • Greek Orthodox • Russian Orthodox • Shakers • Ministers and the Church - Early problems - Leaders of movements • Immigration • Ethnic groups • "Wage Slavery" • Occupational groups and economic classes • Religious minorities • Spiritualism and other "fringe" groups and belief systems • Social and humanitarian movements - This subfocus is concerned with the efforts of individuals and groups to reshape society or social institutions in accordance with preconceived ideals and to rectify or relieve disabilities under which portions of the population suffered.

THEME	SUBTHEME	FOCUS
	Society and Community (cont.)	• Social movements - Utopianism - Temperance and prohibition - Women's rights - Labor and farmers'organizations - Social criticism and radical reform - The civil rights movement - The peace movement • Humanitarian movements - Poverty relief - Aiding the disabled - Prison reform - Abolitionism - Philanthropy - Emergency aid - Children's aid • Volunteer societies - Bands - Lyceums
	Environmental Conservation - This subtheme addresses the history of public and private management of the Valley's land, water, and air resources, including plant and animal life, and public and private efforts to preserve significant aspects of the Valley's historical heritage.	▸The natural environment • Before humans • Before Europeans • Before industrialization • After industrialization • After decline • Modern era - Suburbanization ▸The cultural environment • Before 1906 • Since 1906

THEME	SUBTHEME	FOCUS
	Environmental Conservation (Cont.)	▸Changing philosophy/attitude of Blackstone Valley residents toward natural resources ▸Aspects of environmental movement • Bird clubs • Rod and gun clubs ▸The environment in the Blackstone Valley • Bird clubs • Rod and gun clubs • Other
	Recreation - This subtheme is concerned with leisure activities in the Blackstone Valley, including sports and games, vacationing and tourism, and other participatory and non-participatory activities.	▸Organized recreation ▸Unorganized recreation • Historical forms • Modern forms • Relative scarcity of park land in many Blackstone Valley communities
	The Original Inhabitants - This subtheme covers the prehistory and history of the peoples who originally inhabited the areas comprising the present Blackstone Valley.	▸The earliest Americans - this focus deals with those prehistoric inhabitants and users of the area now making up the Blackstone Valley who subsisted by hunting and gathering. The period begins with the entry of humans into the areas concerned and covers the social, economic, and cultural activities of the

THEME	SUBTHEME	FOCUS
	The Original Inhabitants (Cont.)	people involved. The prehistoric sequences refer to sequences developed for the Bureau of Land Management in the report "A Summary and Analysis of Cultural Resource Information on the Continental Shelf from the Bay of Fundy to Cape Hatteras," prepared by the ICA, Peabody Museum, Harvard University, 1979. • Paleo-Indian horizon - 12,000 BP to 9000 BP • Southern New England full coastal sequence • Southern New England estuarine sequence • Archaic Indian horizon - 9,000 BP to 3,000 BP • Southern New England full coastal sequence • Southern New England estuarine sequence ▸ Native American villages and communities - This focus is concerned with the appearance of domesticated plants and the slow evolution of hunters and gatherers into farmers over much of the area. It deals with the ways in which a change in the principal food supply modified the social, cultural, and economic development of prehistoric

THEME	SUBTHEME	FOCUS
		peoples. Its culmination is seen in large communities that developed in areas favorable to agriculture. ▪Woodland horizon - 3,000 BP to 500 BP (AD 1500) •Southern New England full coastal sequence •Southern New England estuarine sequence •Narragansett Bay sequence
	The Contact Period - This subtheme deals with early contacts between aboriginal and European cultures. It encompasses the social, economic, and cultural aspects of the native civilizations as they existed when the first Europeans appeared and the subsequent effect of the European incursion of them. It also treats the lesser influence of the native cultures on the invaders.	▸Native American life at time of contact with the Europeans ▸Changes in Native American life due to contact ▪Changes in social and political organization ▪Native American migrations and warfare due to contact ▪Changes in economic base ▸Native American influence on the Europeans ▸Praying towns ▸Native American trails

THEME	SUBTHEME	FOCUS
	Contemporary Native Cultures - This subtheme deals with the peoples native to New England and their adaptation to an environment in which they were increasingly dominated by the historic American culture. Stressed are the continuity and viability of Native American lifestyles and cultural values, and the changes in their culture that resulted from the collision with the historic American culture.	▸Native American peoples and government policies and programs ▸Native American peoples of the East ▸The French and Indian Wars ▪Queen Anne's War ▪Others ▸King Philip's War ▸Assimilation ▸Cultural Survival
	Aboriginal Technology - Certain aspects of native life portrayed to a significant extent are assigned to this subtheme. Included are techniques of hunting, fishing, and farming; quarrying of materials for tools and other purposes; trade; and aspects of the arts and ceremonialism. The subtheme encompasses native American peoples through all time periods.	▸Subsistence techniques ▸Quarrying ▸Trade ▸Arts and ceremonialism ▸Warfare ▸Pottery ▸Etc.

3.2.5 Tertiary Themes

These themes are the least well represented in the histories but are also significant. Additional research may be necessary to identify those themes most appropriate for in-depth directed research designed to acquire enough data for comprehensive interpretation.

THEME	**SUBTHEME**	**FOCUS**
English Exploration and Settlement This theme addresses the activities and influences of England within the present territory of the Blackstone Valley from Cabot's voyage in 1497 through colonization to the end of the seventeenth century.	Exploration Discovery	
Major American Wars This theme deals with the major wars of the United States that influenced the growth and development of the Valley.	The American Revolution - This subtheme covers the military conflict between the "thirteen United States of America" and Great Britain (1775-1783) and its effect on the Valley and its people.	▸Politics and diplomacy, 1775-1783 ▸The effect on the Valley
	The War of 1812 - This subtheme treats the second war between the United States and Great Britain (1812-1815) and its effect on the Valley. A particular focus is the role of the war in stimulating manufacturing in the colonies in general and the Valley in particular.	▸Political and diplomatic events related to the war ▪The effect on the Valley ▪The effect of embargo on manufacturing

THEME	SUBTHEME	FOCUS
	The Civil War - This subtheme deals with the struggle between the North and the South that eliminated slavery and the right of secession as a consequential political theory. The influence of this war on the markets of the north as well as the role of northern products and Valley products in particular on the outcome of the war. In addition, the influence of the war on families and the Valley work force can also be explored through this subtheme.	▸Political and diplomatic scene ▸Manufacturing for war ▸The effect on the Valley ▸The role of slaves as market for Blackstone industries
	World War I - This subtheme treats the effect of the First World War on the markets of the Valley.	▸Textiles ▸Arms ▸Machinery
Industry and the River This theme explores the relationships established through time between the industries growing along the river and the river itself. Special attention to the side effects of industry, such as pollution, is given here.	Byproducts of industrial processes The use and abuse of "process water" What remains after industry has gone The natural process of cleaning and what it leaves behind	

3.3 Community-based Themes

These themes are based on the analysis of the town reports and are topics for interpretation by the communities, using strategies described below or any other approach they deem appropriate. Included in the community themes is a listing of Slater Mill inventory sites and their inventory-based themes. In addition, the number of properties that have participated in the Banner Tours for both Massachusetts and Rhode Island is noted for each community. Those themes recommend as primary interpretive themes are noted in bold print. For ease and uniformity, the community themes are organized according to the time-period framework used by the Massachusetts Historical Commission.

In addition, themes noted at the two public meetings and mentioned in response to the first Corridor newsletter are included in these theme sets.

BLACKSTONE, MA (Mendon until 1845)

1. Inventory-based interpretive themes

THEME	NUMBER PROPERTIES
IND - Industrial Development	10
IDEC - Industrial Decline	1
ETH - Ethnicity/Immigration	1
COMD - Community Development	7
LAB - Labor and Management	5
TRANS - Transportation	4
TECH - Technology	4
REL - Religion	2
COMM - Commerce	5
NATAM - Native American	0
AGRI - Agriculture	0
ARCH - Architecture	7
SOC - Social Reform	2
ESET - Early Settlement	0

Number of properties identified in the preliminary inventory which can be targeted for interpretation. The complete inventory will reveal many more properties with a potential for interpretation.

SITE TYPES	NUMBER
Building	20
Archaeological	1
Complex	0
Engineering	6
Industrial	1
Landscape	0

Site types identified in the preliminary inventory.

2. Properties participating in the Massachusetts Banner Tour Program = 1

3. History-based interpretive themes

PERIOD	THEME	FOCUS
Paleo-Indian 12,000 BP to 9,000 BP	Southern N.E. Full Coastal Sequence	
Archaic Indian Horizon 9,000 BP to 3,000 BP	Southern N.E. Full Coastal Sequence	
Woodland Horizon 3,000 BP to 500 BP	Southern N.E. Full Coastal Sequence	
	Aboriginal technology	▸Subsistence techniques ▸Quarrying ▸Trade ▸Arts and ceremonialism ▸Warfare ▸Pottery ▸Etc.
Colonial 1676-1775	Protoindustrial	Early eighteenth-century iron forge
Federal 1715-1830	Protoindustrial	▸Saw- and gristmill at forge site. ▸1804 stone cotton spinning mill grows into dye house, grist and sawmill, machine shop, bleaching, boarding house, worker housing. 1820 it is Blackstone Manufacturing Company. 1825 it is school, barns and sheds.

PERIOD	THEME	FOCUS
		▸Textile manufacturing occurs by 1814. ▪ Satinet mill downstream built by former Slater overseer ▪ Cotton warp mill by 1828 ▪ By 1830, there are eight cotton, two woolen, three saw, and one gristmill ▸Canal locks allowed water to power the mills.
	Agriculture	Still predominates - Providence is its market.
	Community development	Nucleation begins 1810
Early Industrial 1830-1870	**Industry**	**▸1837 a four-story 400 ft. x 51 ft. mill is built on the Rhode Island side. It is the longest in U.S. at the time** **▸Housed 22 sets of machines for fine broadcloth.**
	Community development/ religion/ethnicity & immigrants	▸1845 Blackstone "hived off" from Mendon, took most of Mendon's population. ▸Irish population high - Catholic church present ▸Other transient populations partly because of grog shops ▪Community concern results in a "lock-up" by 1870 ▸Smallpox epidemics twice, 1850 and 1869
	Transportation	▸Railroad by 1849 ▸Canal and railroad stimulate growth. ▸Cloth made for slaves taken to South
	Labor and management	▸1857 depression and conflict cause a growth slowdown ▸1858 strike: conflict between working and middle classes ▸Industry diversifies

PERIOD	THEME	FOCUS
	Agriculture	Farm goods produced for local consumption
Late Industrial 1870-1915	Industrial	Mills are lost to fires
	Transportation	Street railway in operation
	Labor and management	▸A commission is established to attract new manufactures, Woonsocket rubber ▸Strikes take place in the 1890s ▸The Blackstone Company moves to Rhode Island for tax purposes
Early Modern 1915-1940	International events	World War I helps to increase prosperity in the area

CENTRAL FALLS, RI

1. Inventory based interpretive themes

THEME	NUMBER PROPERTIES
IND - Industrial Development	9
IDEC - Industrial Decline	8
ETH - Ethnicity/Immigration	0
COMD - Community Development	8
LAB - Labor and Management	3
TRANS - Transportation	1
TECH - Technology	2
REL - Religion	3
COMM - Commerce	0
NATAM - Native American	1
AGRI - Agriculture	0
ARCH - Architecture	9
SOC - Social Reform	2
ESET - Early Settlement	1

Number of properties identified in the preliminary inventory which can be targeted for interpretation. The complete inventory will reveal many more properties with a potential for interpretation.

SITE TYPES	NUMBER
Building	20
Archaeological	1
Complex	0
Engineering	6
Industrial	0
Landscape	0

Site types identified in the preliminary inventory.

2. Properties participating in the Rhode Island Banner Tour Program = 3

3. History-based interpretive themes

PERIOD	THEME	FOCUS
Paleo-Indian 12,000 BP to 9,000 BP	Southern NE Full Coastal Sequence	
Archaic Indian Horizon 9,000 BP to 3,000 BP	Southern NE Full Coastal Sequence	
Woodland Horizon 3,000 BP to 500 BP	Southern NE Estuarine Sequence	
	Aboriginal technology	▸Subsistence techniques ▸Quarrying ▸Trade ▸Arts and ceremonialism ▸Warfare ▸Pottery ▸Other
Contact/Plantation 1500-1620/1620-1675	Native Americans	▸Indians used falls for fishing, etc. ▸Competing land claims - Roger Williams purchased this property once from Narragansett tribe and once from Wampanoag tribe.
	Protoindustrial	Joseph Jenckes, early landowner, built forge on Pawtucket Falls. Was first to use Blackstone River's power.
	Political affairs	Major confrontation here in King Philip's War - Pierce's Battle.

PERIOD	THEME	FOCUS
Colonial 1676-1775	Community development	▸Smithfield splits off from Providence ▸Little development, rocky ground. Only a few scattered farms.
	Transportation	Highway Act of 1738 improved roads.
	Protoindustrial	▸1750s first mill here. Jenckes snuff mill. Used riverside trench. ▸1763 triphammer and blacksmith shop for iron hardware which included ship bolts.
Federal 1775-1830	Protoindustrial	▸1780s Charles Krane built scythe and edge-tool manufacturing and chocolate factory. ▸1784 fulling mill ▸1807 chocolate factory turned into cotton-thread spinning ▸War of 1812 caused severe disruption in Rhode Island ▪Jenckes builds muskets ▪Spinning by put-out work, "home work" ▪Regulation of water-power usage ▸1825 eight textile mills, mechanization of weaving
	Transportation	Turnpike helped development
Early Industrial 1830-1870	Industrial production/ organization	▸Contesting of water rights throughout this period ▸Competition in textile manufacturing from Lowell and Lawrence ▸Central Falls manufacturing coal gas ▸Civil War caused expansion in textiles and textile machinery; linen manufacture ▸Use of coal to replace water
	Transportation	Providence/Worcester Railroad enhanced the viability of this developing community

PERIOD	THEME	FOCUS
Late Industrial 1870-1915	**Community development**	**▸1871 now part of Lincoln, RI** **▸1860-1900 commercial development** **▸1895 incorporated as a city**
	Industrial	**1910 glass manufacturing**
Early Modern 1915-1940	Industrial decline	▸Labor unrest ▸Illegal gambling makes the national news

CUMBERLAND, RI

1. Inventory based interpretive themes

THEME	NUMBER PROPERTIES
IND - Industrial Development	12
IDEC - Industrial Decline	8
ETH - Ethnicity/Immigration	1
COMD - Community Development	10
LAB - Labor and Management	2
TRANS - Transportation	4
TECH - Technology	11
REL - Religion	4
COMM - Commerce	0
NATAM - Native American	0
AGRI - Agriculture	3
ARCH - Architecture	8
SOC - Social Reform	2
ESET - Early Settlement	6

Number of properties identified in the preliminary inventory which can be targeted for interpretation. The complete inventory will reveal many more properties with a potential for interpretation.

SITE TYPES	NUMBER
Building	11
Archaeological	4
Complex	2
Engineering	7
Industrial	3
Landscape	4

Site types identified in the preliminary inventory.

2. Properties participating in the Rhode Island Banner Tour Program = 3.

3. History-based interpretive themes

PERIOD	THEME	FOCUS
Paleo-Indian 12,000 BP to 9,000 BP	Southern NE Full Coastal Sequence	
Archaic Indian Horizon 9,000 BP to 3,000 BP	Southern NE Full Coastal Sequence	
Woodland Horizon 3,000 BP to 500 BP	Southern NE Estuarine Sequence	
	Aboriginal technology	▸Subsistence techniques ▸Quarrying ▸Trade ▸Arts and ceremonialism ▸Warfare ▸Pottery ▸Other
Contact 1500-1620	Native Americans	Wampanoag territory used for hunting, fishing, campsites, no villages
Plantation 1620-1675	Early settlement	▸William Blackstone first settler, 1635 ▸Wampanoag leader began selling land, 1641 ▸Captain Willett bought piece which is now Cumberland, 1661 ▸Most settlers were farmers
	Protoindustrial	Tar manufacturing after granting of a royal license, 1663

PERIOD	THEME	FOCUS
	Transportation	Earliest road on east side of river. No bridges, crossing at shallow areas.
Colonial unchanged 1675-1775	**Transportation**	**Tower Hill Road and West Wrentham Road remain today.**
	Early settlement	**▸King Philip's War (1675-1676) deterred settlement: Nine Men's Misery - name for burial place of whites killed by Indians**
	Protoindustrial	**▸Valley Falls community: important industrial complex and seat of town government** **▪Coal mining** **▪Horseshoe works** **▪Nails made** **▪Saw and gristmills - becomes farming center, 1745 - still largely agrarian economy** **▸Boat-building established 1790** **▸Colonial industry was iron manufacture. Foundry and smelting works started on Abbott's Run - produced cannon used in siege of Louisburg, 1745.**
Federal 1775-1830	Community development	▸Villages begin to develop, 1800 ▪Cotton mill villages ▪"Cumberland Hill" village: Cumberland Academy, church, bank, three hotels, shops, new seat for town government, increasing population and prosperity ▸Remains mainly farmland and forest ▸Methodist church built, new dam, post office, carriage shops

PERIOD	THEME	FOCUS
	Political affairs	▸Not too much affected by American Revolution ▸Beacon Pole Hill: 80-foot pole erected, atop beacon (iron kettle of pitch) could be burned to warn of British coming
	Protoindustrial	▸Nineteen boat shops, 700 small boats annually, mostly built of oak, whaling ships, 1815 ▸Grant's Mill: dam and stone-lined sluiceway, 1818 ▸Machine shop made machines for cotton mills, 1825
	Architecture	Federal era (1785-1835), some notable examples
Early Industrial 1830-1870	Community development	Mill village of Lonsdale extends across river to Cumberland, 1860
	Industrial development	▸Lonsdale Company: several mills, bleachery, coloring works, mill houses, several businesses, integrated system of cotton manufacture ▸Diamond Hill Reservoir constructed by Pawtucket Water Works, 1870
	Religion	First Roman Catholic parish in Cumberland, 1861

DOUGLAS, MA (1700, New Sherbourne, name changed to Douglas 1746, town in 1775)

1. Inventory-based interpretive themes

THEME	NUMBER PROPERTIES
IND - Industrial Development	5
IDEC - Industrial Decline	4
ETH - Ethnicity/Immigration	0
COMD - Community Development	1
LAB - Labor and Management	1
TRANS - Transportation	1
TECH - Technology	0
REL - Religion	2
COMM - Commerce	1
NATAM - Native American	0
AGRI - Agriculture	0
ARCH - Architecture	0
SOC - Social Reform	2
ESET - Early Settlement	0

Number of properties identified in the preliminary inventory which can be targeted for interpretation. The complete inventory will reveal many more properties with a potential for interpretation.

SITE TYPES	NUMBER
Building	2
Archaeological	1
Complex	1
Engineering	1
Industrial	4
Landscape	1

Site types identified in the preliminary inventory.

2. Properties participating in Massachusetts Banner Tour Program = 1.

3. History-based interpretive themes

PERIOD	THEME	FOCUS
Paleo-Indian 12,000 BP to 9,000 BP	Southern NE Full Coastal Sequence	
Archaic Indian Horizon 9,000 BP to 3,000 BP	Southern NE Full Coastal Sequence	
Woodland Horizon 3,000 BP to 500 BP	Southern NE Estuarine Sequence	
	Aboriginal technology	▸Subsistence techniques ▸Quarrying ▸Trade ▸Arts and ceremonialism ▸Warfare ▸Pottery ▸Other
Contact 1500-1620	Transportation	Trails
Plantation 1620-1675	Early settlement	▸Praying towns ▸Upland occupation
Colonial 1675-1775	Transportation	▸Indian trails improved ▸Boston to Connecticut road
	Early settlement	▸Dispersed farmsteads ▸Cattle grazing by Oxford and Mendon residents

PERIOD	THEME	FOCUS
	Religion	Baptists and Quakers
	Commerce/industrial development	Cedar shingles, hoops and barrel staves to Boston
	Agriculture	Cattle grazing by Oxford and Mendon residents
	Community development	▸Meeting house, 1747 ▸Workhouse
Federal 1775-1830	**Transportation**	**Turnpikes (3)**
	Religion	**▸Congregationalists and Methodists** **▸Quakers**
	Industrial development	**▸Axe manufacturing, Mumford River, 1798; by 1830 five blacksmith shops** **▸Lumbering** **• Boardwood** **• Charcoal for forges, hammer shops, blacksmith shops** **▸Textile** **• Lots of cattle and sheep** **• Fulling mill, Mumford River, 1806** **• Carding and satinets 1813 (first in Massachusetts)** **• "Negro cloth"** **• Cotton yarn, "put out" locally (cotton and woolen in same mill) by 1816** **• Woolen mill, 1808, by Providence investors** **▸Machine-shop manufacturing** **• Cotton machines and power looms**

PERIOD	THEME	FOCUS
	Agriculture	**▸Low agriculture productivity of much land** **▸Lots of cattle and sheep** **▸Support for Shays' Rebellion (debt)**
	Community development	**Voluntary associations forms, social library, bands**
	Health issues	**▸Smallpox**
Early Industrial 1830-1870	Transportation	Boston and New York Railroad
	Industrial development	▸Textile manufacturing ▪Saw and shingle mill converted to manufacturing of negro cloth ▪Shoes, straw hats, bonnets, made by cottage industry for slaves ▸Douglas Axe Manufacturing Co., 500,000 edge tools in 1865 ▸Lumbering and woodworking ▪Shoe lasts, boot and shoe boxes, axe handles, firewood, charcoal ▪1865 ten sawmills cut 1.15 million board feet
	Agriculture	Grain, hay and vegetables, beef, pork, mutton, veal, little dairying
	Community development	▸Development in east - abandoned in west ▸Heavy residential development
	Ethnicity and immigration	Canadians (in woodworking)
	Industrial decline	Decline in number of mills - two cotton, one shoddy

PERIOD	THEME	FOCUS
Late Industrial 1870-1915	Industrial development	▸Woolen manufacture - suits, overcoats stimulated by World War I ▸Crosscut saw ▸Metal tools ▸Quarrying ▸Cattle/hides ▪Saddles, harnesses, clothing ▪Wagons, boxes, carriages ▪Printing, publishing, bookbinding
	Technology	Crosscut saw invented
	Labor and management	▸Strikes and fires cause decline of Douglas Manufacturing Co. ▪But medals for excellence at international trade fairs
	Community development	Camp meeting grounds
	Ethnicity and immigrants	Immigration dominated by French Canadians
Early Modern 1915-1940	Industrial development	▸Lumbering continues ▸Main development camps on town ponds
	Community development	New municipal building
	Industrial decline	

EAST PROVIDENCE, RI

1. Inventory-based interpretive themes

THEME	NUMBER PROPERTIES
IND - Industrial Development	1
IDEC - Industrial Decline	2
ETH - Ethnicity/Immigration	0
COMD - Community Development	0
LAB - Labor and Management	0
TRANS - Transportation	1
TECH - Technology	2
REL - Religion	0
COMM - Commerce	0
NATAM - Native American	0
AGRI - Agriculture	0
ARCH - Architecture	0
SOC - Social Reform	0
ESET - Early Settlement	0

Number of properties identified in the preliminary inventory which can be targeted for interpretation. The complete inventory will reveal many more properties with a potential for interpretation.

SITE TYPES	NUMBER
Building	0
Archaeological	0
Complex	0
Engineering	1
Industrial	1
Landscape	0

Site types identified in the preliminary inventory.

2. Properties participating in the Rhode Island Banner Tour Program = 0.

3. History-based interpretive themes

PERIOD	THEME	FOCUS
Paleo-Indian 12,000 BP to 9,000 BP	Southern NE Full Coastal Sequence	
Archaic Indian Horizon 9,000 BP to 3,000 BP	Southern NE Full Coastal Sequence	
Woodland Horizon 3,000 BP to 500 BP	Southern NE Estuarine Sequence	
	Aboriginal technology	▸Subsistence techniques ▸Quarrying ▸Trade ▸Arts and ceremonialism ▸Warfare ▸Pottery ▸Other
Contact 1500-1620		

GRAFTON, MA (Hassanamisco from 1654 until 1734, then town)

1. Inventory-based interpretive themes

THEME	NUMBER PROPERTIES
IND - Industrial Development	6
IDEC - Industrial Decline	3
ETH - Ethnicity/Immigration	2
COMD - Community Development	12
LAB - Labor and Management	2
TRANS - Transportation	1
TECH - Technology	1
REL - Religion	7
COMM - Commerce	4
NATAM - Native American	2
AGRI - Agriculture	0
ARCH - Architecture	5
SOC - Social Reform	1
ESET - Early Settlement	2

Number of properties identified in the preliminary inventory which can be targeted for interpretation. The complete inventory will reveal many more properties with a potential for interpretation.

SITE TYPES	NUMBER
Building	16
Archaeological	0
Complex	1
Engineering	2
Industrial	5
Landscape	3

Site types identified in the preliminary inventory.

2. Properties participating in the Massachusetts Banner Tour Program = 2.

3. History-based interpretive themes

PERIOD	**THEME**	**FOCUS**
Paleo-Indian 12,000 BP to 9,000 BP	Southern NE Full Coastal Sequence	
Archaic Indian Horizon 9,000 BP to 3,000 BP	Southern NE Full Coastal Sequence	
Woodland Horizon 3,000 BP to 500 BP	Southern NE Estuarine Sequence	
	Aboriginal technology	▸Subsistence techniques ▸Quarrying ▸Trade ▸Arts and ceremonialism ▸Warfare ▸Pottery ▸Other
Contact **1500-1620**	**Prehistoric sites on terraces next to waterways**	
Plantation **1620-1675**	**Community development/ early settlement**	**▸Praying town; Hassanamisco** **• Christian Indian plantation at Hassanamisco in 1654** **▸Two battles of King Philip's War were fought; population removed** **▸Animal husbandry primary occupation**
Colonial **1675-1775**	**Native Americans**	**▸French and Indian War killed many** **▸Native American dispersal** **▸Indian Wars end in 1714**

PERIOD	THEME	FOCUS
	Religion/community development	**Problems with ministers**
Federal 1775-1830	Protoindustrial	▸Tanning and currying lead to boot and shoe manufacture, including production for slave trade ▸Twine and bagging mill, 1826 ▸Agriculture tools production ▸River dammed for canal, 1824
	Industrial development	▸Satinets, broadcloth - cotton goods in mill owned by a Pawtucket investor ▸1832, four cotton mills, one woolen mill, also satinet, broadcloth, cotton shirting, sheeting, print cloth
	Agriculture	▸Sympathy for Shays'Rebellion in the area ▸Agriculture is a major part of economy
Early Industrial 1830-1870	Community development	▸Civic organization ▸Unitarians present ▸Poor Farm, 1834 ▸Railroad helps development of community ▸Small shops and mills ▸Three canal locks also stimulate growth in Grafton ▸Financial panic, 1837
	Protoindustrial	**▸Boot and shoe production at high levels** **▸Tools for this process**
	Industrial	▸Woolen mills ▸Cotton cloth ▸Tanning and currying

PERIOD	THEME	FOCUS
	Labor and management	Introduction of mechanization cuts employment by 50%, production doubles
	Industry/agriculture	▸Small industrial diversification ▸Focus on dairying and cattle ▸Horse-drawn farm machine ▸Orchards of apples, pears, peaches
Late Industrial 1870-1915	Industry	▸Expansion along railroad lines ▸Diversification in small industry
	Community development	Mental institution in use 1877-?
	Industrial	▸Decreased activity in this period ▸Mill fires ▸Linen mill ▸Later in this period textile mills are upgraded and sales increase ▸This boost may come from World War I
	Protoindustrial activities (manufacturing)	▸Boot and leather production fluctuates up and down ▸Tanning and currying stop ▸Raw materials obtained from other towns ▸Emery and abrasives
	Agriculture	▸Milk production important ▸Poultry production important
Early Modern 1940	Industry	▸Diversified manufacturing base maintains high levels of productivity until the Great Depression ▸Wire factory

HOPEDALE, MA (Mendon until 1780, Milford until 1886)

1. Inventory-based interpretive themes

THEME	NUMBER PROPERTIES
IND - Industrial Development	3
IDEC - Industrial Decline	0
ETH - Ethnicity/Immigration	0
COMD - Community Development	13
LAB - Labor and Management	14
TRANS - Transportation	0
TECH - Technology	2
REL - Religion	1
COMM - Commerce	0
NATAM - Native American	1
AGRI - Agriculture	0
ARCH - Architecture	4
SOC - Social Reform	5
ESET - Early Settlement	0

Number of properties identified in the preliminary inventory which can be targeted for interpretation. The complete inventory will reveal many more properties with a potential for interpretation.

SITE TYPES	NUMBER
Building	14
Archaeological	1
Complex	1
Engineering	0
Industrial	1
Landscape	0

Site types identified in the preliminary inventory.

2. Properties participating in the Massachusetts Banner Tour Program = 1.

3. History-based interpretive themes

PERIOD	THEME	FOCUS
Paleo-Indian 12,000 BP to 9,000 BP	Southern NE Full Coastal Sequence	
Archaic Indian Horizon 9,000 BP to 3,000 BP	Southern NE Full Coastal Sequence	
Woodland Horizon 3,000 BP to 500 BP	Southern NE Estuarine Sequence	
	Aboriginal technology	▸Subsistence techniques ▸Quarrying ▸Trade ▸Arts and ceremonialism ▸Warfare ▸Pottery ▸Other
Contact 1500-1620		High prehistoric potential
Plantation 1620-1675	Protoindustrial	Albee gristmill (corn)
Colonial 1675-1775	Community development	▸Egalitarian farm community ▸Agricultural production as well as saw- and gristmills existed
Federal 1775-1830	Home work: protoindustrial	▸Straw braid put out to women for hat and bonnet production
	Industrial development	▸Woolen and cotton by 1810

PERIOD	THEME	FOCUS
Early Industrial 1830-1870	**Industrial development**	**▸Machine shop - textile machine manufacture; spindles, spools** **▸Many inventions in mill machinery, Draper, Inc.** **▸Printing office** **▸Door, sash and blind mill**
	Community development - society and social conscience	**▸Christian socialism** **▸Anti-slavery sentiment** **▸Hopedale was planned as a Utopian community** **▸Was first called Milford, which hived off from Mendon in 1780 - Hopedale hived off from Milford in 1886**
Late Industrial 1870-1915	Transportation	▸Railroad important ▸Manufacturing of streetcars
	Industrial development	▸Research and development in machinery ▸Spindle manufacture ▸Industrial expansion in this period ▸Wire company ▸Manufactured streetcars
	Labor and management	**▸Southern textile manufacture buys Draper looms with new inventions and beat out New England in production of textiles** **▸Four hundred patents belonged to Draper** **▸Draper buys up forests for wood supply**
Early Modern 1915-1940	Industrial development	Research and development continues on machinery

LINCOLN, RI (Providence Plantation until 1731, Smithfield until 1871, town)

1. Inventory-based interpretive themes

THEME	NUMBER PROPERTIES
IND - Industrial Development	12
IDEC - Industrial Decline	4
ETH - Ethnicity/Immigration	2
COMD - Community Development	13
LAB - Labor and Management	12
TRANS - Transportation	10
TECH - Technology	8
REL - Religion	5
COMM - Commerce	5
NATAM - Native American	0
AGRI - Agriculture	2
ARCH - Architecture	15
SOC - Social Reform	4
ESET - Early Settlement	9

Number of properties identified in the preliminary inventory which can be targeted for interpretation. The complete inventory will reveal many more properties with a potential for interpretation.

SITE TYPES	NUMBER
Building	28
Archaeological	0
Complex	7
Engineering	3
Industrial	2
Landscape	4

Site types identified in the preliminary inventory.

2. Properties participating in the Rhode Island Banner Tour Program = 3.

3. History-based interpretive themes

PERIOD	**THEME**	**FOCUS**
Paleo-Indian 12,000 BP to 9,000 BP	Southern NE Full Coastal Sequence	
Archaic Indian Horizon 9,000 BP to 3,000 BP	Southern NE Full Coastal Sequence	
Woodland Horizon 3,000 BP to 500 BP	Southern NE Estuarine Sequence	
	Aboriginal technology	▸Subsistence techniques ▸Quarrying ▸Trade ▸Arts and ceremonialism ▸Warfare ▸Pottery ▸Other
Contact 1500-1620	Native Americans	▸Paleo-Indian sites ▸Archaic sites ▸Woodland farming, land cleared by Indians, and used by Europeans ▸1616-17 - European diseases cause tribal instability among Indians ▸King Philip's War
Plantation **1620-1675**	**1635, William Blackstone** **1636, Roger Williams buys Providence**	

PERIOD	THEME	FOCUS
	Agriculture	**Pasturage right to the marsh, hay along rivers of "North Country"**
	Transportation	**▸Great Road laid out 1683 from Providence to Mendon**
	Protoindustrial	**▸Lime deposits at headwater of Moshassuck River** **▸Mortar produced from lime by 1660s** **▸Lime rock mining and processing is one of the first and oldest U. S. industries** **• Mortar, plaster, tanning, bleaching** **• Lime sold along seaboard and abroad** **▸Lime, if not quarried, only obtained by burning shells; natural lime is better** **▸Kilns and quarries**
	Community development	**▸Arnold family founders of tavern on Great Road** **▸Edge of Rhode Island frontier**
	Religion	**By 1690, Quakerism dominates in Rhode Island**
Federal 1775-1830	Organization of industry	▸1812, machine shop and textile mill were response to lack of manufactured goods from Britain ▸Manufacturing companies maintain farms ▸1809, first mill village - Old Ashton (Quinnville) ▸1812, Manville on site of iron operation ▸Competition between Blackstone Canal and mills ▸Industrial villages • 1811, Manville • 1823, Albion
	Commerce	Maritime trade and investment in mills - Brown family

PERIOD	THEME	FOCUS
Early Industrial 1830-1870	Industrial processes/ organization	▸Browns build Lonsdale Mills ▸Industrial villages ▪Lonsdale, 1831 ▪Saylesville, 1840 ▪**Sayles Bleachery** ▪**Finishing company** ▪**Mercerizing** ▪**Color print cotton and silk cloth** ▪**Dye house** ▪**Massive scale** ▪**Architect-designed worker housing**
	Immigrants/settlement	▸Ethnic bases are different for each town ▪French-Canadians in Albion and Manville ▪British in Lonsdale

MENDON, MA (Quinshapage Plantation, town 1667)

1. Inventory-based interpretive themes

THEME	NUMBER PROPERTIES
IND - Industrial Development	2
IDEC - Industrial Decline	0
ETH - Ethnicity/Immigration	0
COMD - Community Development	6
LAB - Labor and Management	0
TRANS - Transportation	2
TECH - Technology	0
REL - Religion	2
COMM - Commerce	2
NATAM - Native American	0
AGRI - Agriculture	4
ARCH - Architecture	4
SOC - Social Reform	0
ESET - Early Settlement	0

Number of properties identified in the preliminary inventory which can be targeted for interpretation. The complete inventory will reveal many more properties with a potential for interpretation.

SITE TYPES	NUMBER
Building	6
Archaeological	1
Complex	3
Engineering	0
Industrial	1
Landscape	2

Site types identified in the preliminary inventory.

2. Properties participating in the Massachusetts Banner Tour Program = 2.

3. History-based interpretive themes

PERIOD	**THEME**	**FOCUS**
Paleo-Indian 12,000 BP to 9,000 BP	Southern NE Full Coastal Sequence	
Archaic Indian Horizon 9,000 BP to 3,000 BP	Southern NE Full Coastal Sequence	
Woodland Horizon 3,000 BP to 500 BP	Southern NE Estuarine Sequence	
	Aboriginal technology	▸Subsistence techniques ▸Quarrying ▸Trade ▸Arts and ceremonialism ▸Warfare ▸Pottery ▸Other
Contact 1500-1620	Native Americans	▸Intersection of primary Indian trails ▸Seasonal hunting from range base camp in Uxbridge ▸Fishing, agriculture, hunting
Plantation **1620-1675**	**Early settlement**	**▸Plantation by men from Braintree and Weymouth - included Millville, Blackstone, parts of Uxbridge, Milford, Hopedale** **▸By 1662, land divisions** **▸King Philip's War disrupts and empties town**
	Transportation	**Trails improved as roadway from Medway**

PERIOD	THEME	FOCUS
Colonial 1676-1775	**Settlement/community development**	**▸Twenty families resettled by 1680** **▸New land added** **▸Radial roads from meetinghouse center** **▸Outlying areas agitate for independence** **▸Hiving off of Milford, Part of Upton, Blackstone** **▸Increasing poor-workhouses - "The Responsibility of the Community to the Poor"** **▸Characterized by Pruitt as "Egalitarian Farm Town" by 1771**
	Religion	**▸Quakers in town, affiliation with Smithfield, Rhode Island meeting** **▸Disagreements between church and ministers**
	Productivity - community	**▸Frontier position hurts economy - caused by guarding and crop problems (blast and frost)** **▸Agriculture improves, hay and grain** **▸Mills rebuilt but not productive after Queen Anne's War ended 1713**
Federal 1775-1830	Transportation	▸North-south Post Road, Worcester to Providence East-west road from Connecticut to Boston
	Religion	▸Ministers change often due to salary • Shift to Arminian and Unitarian preaching - Orthodox Calvinist church 1828 ▸Quakers
	Community development	▸Concern for the poor, workhouse, poor farm ▸Start of residential center ▸Large-scale development along Blackstone and Mill River in villages of Blackstone, Millville, and East Blackstone

PERIOD	THEME	FOCUS
	Agriculture	▸Dispersed agriculture with church at center ▸Linear farmsteads ▸Prosperous agricultural town, 12th in state for taxes paid
	Industrial development	▸Machine shop for textile machines in 1823 ▸Two clothier's works ▸1800 cotton-spinning mill and village (providence merchants and investors) ▸1809 on Mill River, cotton mill (Seth, Kelly and James Paine) ▸1814, first woolen mill on Blackstone at Millville ▸1825, second cotton mill, satinet mill ▸1828, Blackstone Canal completed (financed by Providence merchants)
	Protoindustrial	▸Axe and scythe factories ▸Pot- and pearl-ash works, distilleries, brick kiln ▸Canal villages detracted from town center. ▸1830, Mendon had one gristmill, four sawmills, one axe factory. ▸Homework and small shops ▪Boot and shoe manufacturing in homes ▪Straw hats, bonnets ▪New roads aided in distribution of straw goods ▸Gristmills ▸Sawmills ▸Iron works
Early Industrial 1830-1870	Transportation	Railroad bypasses area
	Religion	Calvinists to Methodists

PERIOD	THEME	FOCUS
	Agriculture	▸Dairying major activity between 1865-1875 ▸Hay, straw, fodder important
	Industrial production	▸Manufacturing boots and shoes peaks in 1850 for slave market - largest industry centered in Albeeville ▸Small harness, saddle and trunk manufacture
	Protoindustrial	▸Mostly leather and woodworking ▸Lumbering and woodworking ▪Firewood ▪Wagon and sleigh shops ▪Chair and cabinet makers ▪Boot-box mill ▪Boat building ▸Stone quarry ▸Straw braiding
	Community development	▸Hiving off lowers populations
	Industrial decline	▸By 1875, only one boot/shoe factory left
Late Industrial 1870-1915	Transportation	Electric streetcars
	Agriculture	▸Grange formed ▸Agriculture increases ▸Horse and ox use change, horses more adaptable
	Religion	Baptists

PERIOD	THEME	FOCUS
	Industrial production/ community development	▸Population decline ▸Boot and shoe manufacturing over by 1888 ▸Only 11 wage earners 1895
Early Modern 1915-1940	Community development	Agricultural and residential community

MILLBURY, MA (Mendon until 1714, Sutton until 1813)

1. Inventory-based interpretive themes

THEME	NUMBER PROPERTIES
IND - Industrial Development	15
IDEC - Industrial Decline	2
ETH - Ethnicity/Immigration	0
COMD - Community Development	4
LAB - Labor and Management	3
TRANS - Transportation	2
TECH - Technology	3
REL - Religion	1
COMM - Commerce	2
NATAM - Native American	2
AGRI - Agriculture	0
ARCH - Architecture	7
SOC - Social Reform	0
ESET - Early Settlement	4

Number of properties identified in the preliminary inventory which can be targeted for interpretation. The complete inventory will reveal many more properties with a potential for interpretation.

SITE TYPES	NUMBER
Building	14
Archaeological	4
Complex	0
Engineering	2
Industrial	9
Landscape	0

Site types identified in the preliminary inventory.

2. Properties participating in the Massachusetts Banner Tour Program = 1.

3. History-based interpretive themes

PERIOD	**THEME**	**FOCUS**
Paleo-Indian 12,000 BP to 9,000 BP	Southern NE Full Coastal Sequence	
Archaic Indian Horizon 9,000 BP to 3,000 BP	Southern NE Full Coastal Sequence	
Woodland Horizon 3,000 BP to 500 BP	Southern NE Estuarine Sequence	
	Aboriginal technology	▸Subsistence techniques ▸Quarrying ▸Trade ▸Arts and ceremonialism ▸Warfare ▸Pottery ▸Other
Contact 1500-1620	Native Americans	Prehistoric sites - quarry and rock shelters
Plantation 1620-1675	Early settlement	Praying towns
Colonial 1675-1775	Transportation	Trails develop into roads
Federal **1775-1830**	**Transportation**	**Nine canal locks in existence**

PERIOD	THEME	FOCUS
	Community development	**▸Civic societies** **▸Hived off from Sutton in 1813**
	Protoindustrial	**▸Metal working important in this period** **▸Small mills - leather, gunpowder, linseed, fulling** **▸Iron works, foundry and forge, refinery** **▸Armory - manufacture guns during revolution** **▸Triphammers make hoes, scythes, axes, mill irons** **▸Armory village** **▸1817, Triphammers welding of gun barrels, lathe** **▸Brass foundry** **▸Tanning and currying of leather, boots/shoes made for slaves**
	Industrial processes	**▸Textile mills take over by 1830s** **▸Paper mill in 1776** **▸Woolen and cotton machinery manufactured**
	Agriculture	**Cattle, grain, sheep declining**
Early Industrial 1830-1870	Transportation	▸Railroad ▸Pond established to supply canal with water ▸Economic growth in this period with use of canal
	Protoindustrial	▸Leather processing - shoemaking increases ▸Tanning and currying important ▸Metal working important with government contracts ▸Cutting forests for woodworking?
	Agriculture	▸Cutting of forests provides land for farming ▸Tobacco factory in 1860 - used tobacco for grilling foods

PERIOD	THEME	FOCUS
Late Industrial 1870-1915	Transportation	Streetcars
	Protoindustrial	▸Tanning declines ▸Metal working; including building fronts
	Industrial Processes	▸Woolen industry increases ▪Cassimeres (plain or twilled woolen cloth) ▪Satinets ▸Wool-scouring mills ▸LInen manufacturing
	Commerce	Millbury is a trading center
Early Modern 1915-1940	International events/ economic development	World War I sustains economy

MILLVILLE, MA (Mendon until 1845)

1. Inventory-based interpretive themes

THEME	NUMBER PROPERTIES
IND - Industrial Development	3
IDEC - Industrial Decline	3
ETH - Ethnicity/Immigration	4
COMD - Community Development	7
LAB - Labor and Management	0
TRANS - Transportation	3
TECH - Technology	1
REL - Religion	5
COMM - Commerce	0
NATAM - Native American	0
AGRI - Agriculture	0
ARCH - Architecture	2
SOC - Social Reform	1
ESET - Early Settlement	1

Number of properties identified in the preliminary inventory which can be targeted for interpretation. The complete inventory will reveal many more properties with a potential for interpretation.

SITE TYPES	NUMBER
Building	11
Archaeological	4
Complex	1
Engineering	2
Industrial	0
Landscape	0

Site types identified in the preliminary inventory.

2. Properties participating in the Massachusetts Banner Tour Program = 2.

3. History-based interpretive themes

PERIOD	THEME	FOCUS
Paleo-Indian 12,000 BP to 9,000 BP	Southern NE Full Coastal Sequence	
Archaic Indian Horizon 9,000 BP to 3,000 BP	Southern NE Full Coastal Sequence	
Woodland Horizon 3,000 BP to 500 BP	Southern NE Estuarine Sequence	
	Aboriginal technology	▸Subsistence techniques ▸Quarrying ▸Trade ▸Arts and ceremonialism ▸Warfare ▸Pottery ▸Other
Contact 1500-1620	Native Americans	▸Intersection of primary Indian trails ▸Seasonal hunting from range base camp in Uxbridge ▸Fishing, agriculture, hunting
Plantation 1620-1675	No colonial settlement	Used as fields, etc. for Mendon citizens
Colonial 1675-1775	Religion	▸South Parish ▸Difficulty with keeping preacher
Federal 1775-1830	Industrial development	▸1814, woolen mills (first on Blackstone)

PERIOD	THEME	FOCUS
	Protoindustrial	▸Fulling mill, grist, sawmill ▸1830 corn mill, saw mill, two woolen mills, scythe manufacture
	Commerce/waterpower	▸Falls focus on commerce and industrial activity
	Transportation	▸Millville locks
Early Industrial 1830-1870	**Transportation/technology**	**▸Providence and Worcester Railroad** **▸Railroad to New York** **▸Blackstone Canal abandoned in 1849**
	Industrial production	**Fine satinets, broadcloths, cassimeres**
	Labor and management	**▸Worker housing concentrations** **▸Bed and towpath of Canal taken over by:**
	Industrial development	**▸Distillery** **▸Stone shoe shops** **▸Blacksmith shops** **▸Tailor shop** **▸Carpenter shop** **▸Sawmill** **▸Gristmill**
	Protoindustrial	**Woolen mill on island and operating by 1870**

PERIOD	THEME	FOCUS
Late Industrial 1870-1915	Transportation	Streetcar service
	Industrial production	▸Woonsocket Rubber Factory ▸Lawrence Felting Co. ▸High-quality woolens from area ▸Steam-powered milling, scythe factory
	Industrial decline	Small industry disappears
	Labor/management	Labor violence
Early modern 1915-1940	Industrial decline	▸Depression and bankruptcy of major employers ▸Population drop
	Community development	▸Effect of Depression, unemployment on town ▸Town then run by municipal finance committee

NORTHBRIDGE, MA (Mendon until 1727, then Uxbridge, then town 1775)

1. Inventory-based interpretive themes

THEME	NUMBER PROPERTIES
IND - Industrial Development	8
IDEC - Industrial Decline	4
ETH - Ethnicity/Immigration	2
COMD - Community Development	13
LAB - Labor and Management	6
TRANS - Transportation	3
TECH - Technology	3
REL - Religion	5
COMM - Commerce	4
NATAM - Native American	0
AGRI - Agriculture	0
ARCH - Architecture	3
SOC - Social Reform	3
ESET - Early Settlement	1

Number of properties identified in the preliminary inventory which can be targeted for interpretation. The complete inventory will reveal many more properties with a potential for interpretation.

SITE TYPES	NUMBER
Building	15
Archaeological	2
Complex	2
Engineering	1
Industrial	5
Landscape	3

Site types identified in the preliminary inventory.

2. Properties participating in the Massachusetts Banner Tour Program = 0.

3. History-based interpretive themes

PERIOD	THEME	FOCUS
Paleo-Indian 12,000 BP to 9,000 BP	Southern NE Full Coastal Sequence	
Archaic Indian Horizon 9,000 BP to 3,000 BP	Southern NE Full Coastal Sequence	
Woodland Horizon 3,000 BP to 500 BP	Southern NE Estuarine Sequence	
	Aboriginal technology	▸Subsistence techniques ▸Quarrying ▸Trade ▸Arts and ceremonialism ▸Warfare ▸Pottery ▸Other
Contact 1500-1620	Native American sites	
Plantation 1620-1675	Little use	
Colonial 1675-1775	Transportation	Roads improve trails
	Native Americans	From Natick, Ponkapoge and Wamesit want land in Nipmuc country

PERIOD	THEME	FOCUS
	Protoindustrial	▸Iron works ▸Grist and sawmills
	Community development	▸Uxbridge hives off from Mendon, 1727 ▸Northbridge hives off from Uxbridge, 1775
Federal 1775-1830	Agriculture	Agriculture production and agriculture tools
	Protoindustrial	▸Two gristmills, one sawmill ▸Iron working • Forge and foundry using local ores • Hollowware (bowls, pitcher, knife handles) • Axes, boot and shoe making tools, hoes made for slaves • Three forges and triphammer
	Industrial process	▸Cotton manufacture 1809 on Mumford yarn to be put out first ▸Loom weaving by 1816 ▸Woolen manufacturing by 1814 ▸Satinets ▸Carding ▸Fulling ▸Wool hats ▸Shoe making
Early Industrial 1830-1870	**Industrial organization/ labor and management**	**▸Several mill villages in this period ▸Whitin family owned and operated textile manufacturing and textile machine manufacturing factory - they bought mills at bankruptcy sales**
	Protoindustrial	▸Tanning and currying (soaking, coloring, etc.) ▸Granite quarrying

PERIOD	THEME	FOCUS
		▪ Locks for canal ▪ Blocks for mills
	Industrial development	▸**Scythe manufacturing - first use of machine to make scythes in the world** ▸**Bayonets in Civil War**
Late Industrial 1870-1915	Transportation	Street railroad from Worcester to Northbridge
	Industrial organization/ labor and management	Whitin family hired the unemployed workers to work on farm
	Industrial process	▸**Inventions in toolmaking** ▸**Whitin textiles - testing grounds for new Whitin machines** ▸**Machine works expand**
Early Modern 1915-1940	Industrial organization	Business good for machine works

NORTH SMITHFIELD, RI

1. Inventory-based interpretive themes

THEME	NUMBER PROPERTIES
IND - Industrial Development	5
IDEC - Industrial Decline	2
ETH - Ethnicity/Immigration	0
COMD - Community Development	8
LAB - Labor and Management	3
TRANS - Transportation	2
TECH - Technology	3
REL - Religion	1
COMM - Commerce	3
NATAM - Native American	0
AGRI - Agriculture	1
ARCH - Architecture	4
SOC - Social Reform	2
ESET - Early Settlement	7

Number of properties identified in the preliminary inventory which can be targeted for interpretation. The complete inventory will reveal many more properties with a potential for interpretation.

SITE TYPES	NUMBER
Building	9
Archaeological	1
Complex	4
Engineering	1
Industrial	0
Landscape	2

Site types identified in the preliminary inventory.

2. Properties participating in the Massachusetts Banner Tour Program = 1.

3. History-based interpretive themes

PERIOD	THEME	FOCUS
Paleo-Indian 12,000 BP to 9,000 BP	Southern NE Full Coastal Sequence	
Archaic Indian Horizon 9,000 BP to 3,000 BP	Southern NE Full Coastal Sequence	
Woodland Horizon 3,000 BP to 500 BP	Southern NE Estuarine Sequence	
	Aboriginal technology	▸Subsistence techniques ▸Quarrying ▸Trade ▸Arts and ceremonialism ▸Warfare ▸Pottery ▸Other
Contact **1500-1620**	**Early settlement**	**▸Meadows for grazing and source of wood, mostly cedar** **▸Arnold family first settlers - Quakers** **▸This is part of Providence in seventeenth century**
Plantation 1620-1675	Political affairs	King Philip's War
Colonial 1676-1775	Community development	▸Quaker meeting house, 1721 ▸Smithfield hives off from Providence, 1731
	Agriculture	Mainly farmers - subsistence farming

PERIOD	THEME	FOCUS
	Protoindustrial	▸Small sawmills and gristmills throughout community ▸Iron works ▸Scythes and edge tools manufactured along Branch River
	Political affairs	Peleg Arnold tavern - site of recruiting and arms depository for Revolutionary War
Federal 1775-1830	Community development	▸Union Village - commercial, social, educational center for the surrounding rural areas. It was center of growth at crossroads of north-south and east-west primary roads. ▸1808, Smithfield academic society - Linden Grove Seminary for girls
	Industrial development	▸Waterford, 1824 ▪Mammoth Mill - largest in U.S. of decade on the canal, water powered ▪Waterford was Rhode Island and Massachusetts gateway ▸Cotton, textile mill in opposition by 1807, first in Smithfield, 15th operating in country
	Protoindustrial	▸Foresdale, 1825 ▪First industry scythe manufacturer "Mansfield and Lamb's Scythe Works" was prosperous (168,000/yr. in 1860); also a cotton mill; manufactured 20,000 sabres for the Union Army ▸Branch Village, 1805 ▪Bartlett's scythe works sold to become cotton factory at Branch Village ▸Jos. Buffum ran farm, sawmill, gristmill

PERIOD	THEME	FOCUS
	Labor and Management	▸New mills provide sources of employment ▸One of the first factory villages in the U.S. owned by Almy & Brown, then French Canadians after Civil War
Early Industrial 1830-1870	Transportation	▸1850s - area bypassed by Providence & Worcester railroad - town enters dormancy ▸Agriculture declines due to Erie Canal opening
Late Industrial 1830-1870	Agriculture	Agriculture and quarrying but agriculture declines by end of nineteenth century
	Protoindustrial	▸Bedrock produced whetstones, hearth stones, granite quarries ▸Ponds harvested for ice ▸Mills move to Rhode Island from Massachusetts in 1900s due to rise in taxes ▸Tupperware

PAWTUCKET - "Fall of Water" (Indian translation)

1. Inventory-based interpretive themes

THEME	NUMBER PROPERTIES
IND - Industrial Development	16
IDEC - Industrial Decline	3
ETH - Ethnicity/Immigration	4
COMD - Community Development	27
LAB - Labor and Management	8
TRANS - Transportation	5
TECH - Technology	12
REL - Religion	7
COMM - Commerce	5
NATAM - Native American	0
AGRI - Agriculture	0
ARCH - Architecture	33
SOC - Social Reform	6
ESET - Early Settlement	1

Number of properties identified in the preliminary inventory which can be targeted for interpretation. The complete inventory will reveal many more properties with a potential for interpretation.

SITE TYPES	NUMBER
Building	30
Archaeological	0
Complex	11
Engineering	3
Industrial	8
Landscape	4

Site types identified in the preliminary inventory.

2. Properties participating in the Rhode Island Banner Tour Program = 3.

3. History-based interpretive themes

PERIOD	**THEME**	**FOCUS**
Paleo-Indian 12,000 BP to 9,000 BP	Southern NE Full Coastal Sequence	
Archaic Indian Horizon 9,000 BP to 3,000 BP	Southern NE Full Coastal Sequence	
Woodland Horizon 3,000 BP to 500 BP	Southern NE Estuarine Sequence	
	Aboriginal technology	▸Subsistence techniques ▸Quarrying ▸Trade ▸Arts and ceremonialism ▸Warfare ▸Pottery ▸Other
Contact 1500-1620	Native Americans	▸Seasonal villages following cycles of hunting, fishing, agriculture ▸Falls were focal point of their activity ▸Low water made possible dry crossing at times - Indians' Pawtucket Trail is now Main Street ▸Caught salmon, shad, alewives at falls into eighteenth century ▸Plague destroys many Wampanoag in the early seventeenth century
Plantation 1620-1675	Early settlement	▸Roger Williams purchased land from Narragansett Indians west from "the river and fields of Pawtucket", 1636

PERIOD	THEME	FOCUS
		▸East of river in Wampanoag possession up to 1641, then Edward Winslow and John Brown of Plymouth Colony bought it and founded Rehoboth, MA ▸Mostly farmers ▸1671, Joseph Jenckes, Jr., ironworker, began industrial community due to waterpower, timber, and bog iron
Colonial 1676-1775	Community development	▸"Pawtucket Village," one on each side of river, were politically separate towns in different states ▸West side part of Providence until 1765, then North Providence ▸East side part of Rehoboth until 1812, then Seekonk ▸Tavern, "stone ender" houses
	Agriculture	▸Fertile meadows west of river cultivated by 1668 ▸Farming also on east side
	Protoindustrial	**▸1770, shipbuilding begins** **▸Jenckes forge shop, dwelling house, destroyed in King Philip's War (1675)** **▸1679, Jenckes sawmill back in operation - west bank of river is nucleus of industrial village** **▸Series of dams and trenches constructed at falls - originally to catch fish, then for individual use** **▸Production of tools for fishing, farming, household use; other specialized goods for Providence markets** **▸Ships anchors made at Janckes forge, 1740** **▸Captain Stephen Jenckes patented Jenckes' musket - also production of ramrods, bayonets, heavy cannon (among first cast in country), potash (north of falls), linseed oil mill, blacksmiths, wheelwrights for cotton spinning wheels**

PERIOD	THEME	FOCUS
	Transportation	▸Pawtucket as link of overland route Providence to Boston ▸1713, Jenckes persuade Massachusetts and Rhode Island assemblies to pay for building of first wooden bridge across river
Federal 1775-1830	**Protoindustrial**	**▸Shipbuilding on both sides of river (1894-1805)**
		▸Wilkinson Mill powered by breast wheel and steam engine **▸1796: three anchor forges, one tanning mill, one flouring mill, one slitting mill, three snuff mills, one oil mill, three fulling mills, one clothier's works, one cotton manufactory, two nail cutting machines, one furnace for casting hollowware, one machine for cutting screws, and forges for smith works**
	Industrial development	**▸1790, birthplace of industrial revolution in America** **▸Rhode Island merchants attracted by spun cotton yarn business and areas supply of metal workers (Wilkinson's)** **▸Samuel Slater brought British Arkwright system giving Pawtucket national and international reputation** **▸Water rights dispute** **▸1804, bleachery, dye-works; calico printing, blue and black dyeing; 1824, block printing began, print works company became largest employer on Massachusetts side** **▸1817, 13 mills, six called "very large"** **▸Mechanized cotton picker and power loom ended "putting out" system - all processes under one roof**

PERIOD	THEME	FOCUS
	Community development	▸1828, eastern side hives off from Seekonk to become center of Pawtucket, MA ▸Population growth caused growth of manufacturing and first social institutions ▸1790, Samuel Slater organized "Sunday School" mainly for children of mill workers to curb rowdiness on their one day off ▸1801, west side of river is fire district - power to tax and buy fire equipment - constant threat to mill owners ▸Local newspapers established, banks
	Religion	▸West side, 1792, religious society erected meetinghouse, Baptists (majority), 1817, Episcopalians, Catholics ▸East side, 1828, meetinghouse erected, Congregationalists (majority), Universalists, Methodists, Free Baptists ▸Society of Friends - leading sect in Pawtucket
	Political affairs	▸Significance in American Revolution 1774-1789: Rebel side - Sylvanus Brown, master-at-arms on Hopkins' ship; Ephraim Starkweather, chairman of Revolution Committee of Correspondence, was trusted advisor to John Hancock ▸Weapons produced in area were main contribution to rebel cause
	Transportation	1806, road system included five turnpikes, linking Pawtucket to raw materials sources
	Ethnicity/immigration	▸1820, 64 foreigners on Rhode Island side, mostly English, Scottish, Irish ▸1830, prejudice against 32 free Blacks, English immigrants including Samuel Slater

PERIOD	THEME	FOCUS
	Labor/management	**▸Resentment between classes - occasional violence ▸Anti-industrial factions - mill burnings ▸1824, mill worker strike was first to include women in America and first textile strike in North America - re: mill owners decision to lengthen day by one hour without increase in pay and to lower rate payment to women weavers ▸1820s - Pawtucket workers became known for drunkenness and rowdiness by mill owners**
	Industrial decline	**▸After 1812 War, England flooded America with manufactured goods (mainly textiles) causing many cotton manufacturers to fail and mills to close ▸1816, "not a wheel turning on either side of falls" depressed until 1821 ▸Draught of early 20s also delayed revival ▸Overextended mill owners caused the 1829 economic crash to affect Pawtucket - badly declining market for cotton goods**
Early Industrial 1830-1870	Transportation	▸Providence/Worcester Railroad stimulates revival, 1840s ▸Wooden bridges end, double arched granite, 1858 ▸Omnibus to Providence superseded by horsecars of Providence and Pawtucket street railroad, 1864
	Community development	Civic improvements - public services, library, town building, 1852; gas lights, 1850
	Commerce	Commercial life benefits from growing population; stores rival those in Providence

PERIOD	THEME	FOCUS
	Political affairs	Camp Arnold built - training for Civil War
	Industrial development	▸Textile manufactories - woven haircloth, worsted braid, cotton wadding ▸Machine building and metal working (nuts, bolts) became mainstay of economy ▸Manufacture of leather belting, 1834 ▸Mules, speeders, ball-winding machines, 1842; i.e. cotton manufacturing machines and tools ▸Silkweaving, the Royal Weaving Co., 1888 ▸Hope Webbing Co - woven fabrics, best and largest in U.S. by 1896
	Agriculture	1850s housing - Greek revival (1830-1850), Italiante
Late Industrial 1870-1915	Community development	▸Construction of municipal water supply system, 1877 ▸Civic consciousness - city has gala celebration of 100th anniversary of Slater's introduction of cotton spinning, 28 September, 1890, for one whole week • Six parades • Regatta on Seekonk • Bicycle races, horse races • Fireman's muster • Formal ball • Dinners and speeches • Industrial exhibition in Centenary Hall, display of cotton machinery and products ▸Land purchased for first major park, 1894 ▸Bridge Mill Power Plant for Pawtucket Electric Company, 1893-1894 ▸Pawtucket Boys' Club 1900

PERIOD	THEME	FOCUS
	Community development (Cont.)	▸YMCA ▸Holy Trinity Church for the Aged Poor, 1905
	Ethnicity/immigration	Conditions for immigrants bad - no voting rights, etc.
	Labor/management	▸Working conditions harsh ▸Streetcar strike against 10 hour working day, 1902

PROVIDENCE, RI

1. Inventory-based interpretive themes

THEME	NUMBER PROPERTIES
IND - Industrial Development	9
IDEC - Industrial Decline	0
ETH - Ethnicity/Immigration	2
COMD - Community Development	9
LAB - Labor and Management	3
TRANS - Transportation	7
TECH - Technology	9
REL - Religion	5
COMM - Commerce	8
NATAM - Native American	0
AGRI - Agriculture	0
ARCH - Architecture	34
SOC - Social Reform	7
ESET - Early Settlement	1

Number of properties identified in the preliminary inventory which can be targeted for interpretation. The complete inventory will reveal many more properties with a potential for interpretation.

SITE TYPES	NUMBER
Building	31
Archaeological	0
Complex	4
Engineering	4
Industrial	1
Landscape	2

Site types identified in the preliminary inventory.

2. Properties participating in the Rhode Island Banner Tour Program = 0.

3. History-based interpretive themes

PERIOD	**THEME**	**FOCUS**
Paleo-Indian 12,000 BP to 9,000 BP	Southern NE Full Coastal Sequence	
Archaic Indian Horizon 9,000 BP to 3,000 BP	Southern NE Full Coastal Sequence	
Woodland Horizon 3,000 BP to 500 BP	Southern NE Estuarine Sequence	
	Aboriginal technology	▸Subsistence techniques ▸Quarrying ▸Trade ▸Arts and ceremonialism ▸Warfare ▸Pottery ▸Other
Contact 1500-1620	Native Americans	Narragansetts noted for: ▪Manufacturing shell objects ▪Manufacturing metal objects ▪Stone masonry
Plantation 1620-1675	Early settlement	▸This land not in any British charter ▸Roger Williams from Salem settles here
	Religion	Religious liberty of this area with separation of church and state

PERIOD	THEME	FOCUS
	Community development	▸Church/state separation responsible for the Rhode Island Land Use pattern ▸1663 - charter from Charles II • Very liberal "experiment...that a civil state may stand...with full liberty in religion..."
	Commerce	First wharf built, 1620
	Political affairs	▸Charles II charter was foundation of Rhode Island government until 1843 ▸Town burned 1675 - King Philip's War, rebuilt as original
	Agriculture	▸Subsistence from beginning, then surplus ▸Agricultural export to Massachusetts for shipment to Newfoundland, Long Island, southern plantations
	Protoindustrial	Gristmill in 1646 - this becomes the town center for 50 years
Colonial 1676-1775	**Community development**	**▸1,200 people by 1700** **▸School house, town stocks, prison, four taverns** **▸Seaport town**
	Protoindustrial	**▸Gristmill, sawmill, tannery, limeworks, ironworks, blacksmith shop** **▸Shipbuilding** **▸Spermaceti candles** **▸Chocolate**
	Religion	**First church built by Baptists**

PERIOD	THEME	FOCUS
	Commerce	**▸Town wharf built, 1681** **▸Coastal trade** **▸Triangle trade** **- Molasses made into rum in Providence distilleries, shopped to Africa to trade for slaves by British** **- Slaves sold in South and Caribbean for sugar and tobacco** **▸Most lucrative commercial venture was import of manufactured goods from England and the Continent**
	Transportation	**▸Regular packet boat to Newport, 1763** **▸Regular stage to Boston, 1767**
Federal 1775-1830	Political affairs	▸Providence in the Revolution, 1772-1783 ▸Providence directly affected by British trade regulations ▸Scuttling of Gaspee, act of rebellion
	Community development	Providence is Rhode Island's first city
	Transportation	Opening of canal makes Providence accessible to the interior, 1790s
	Commerce	▸1810s - Providence merchants begin to divert funds from maritime enterprises to industrial enterprises in the Blackstone Valley ▸The embargo of 1807 accelerates the process of shifting to industrial ventures

PERIOD	THEME	FOCUS
	Industrial development	▸Loss of English textiles in War of 1812 spurred textile development ▸Union Mill and Marino Mill in Providence ▸Providence investors were fundamental to industrialization of Rhode Island - supplied capital, managerial ability, technical knowledge, exportation, marketing services ▸1827, steam cotton mill in Providence was first using steam power
Early Industrial 1830-1870	Industrial development	▸Providence textile mills overshadowed by rural mills ▸Major investors in Blackstone Valley mills lived in Providence
Late Industrial 1870-1915	Industrial development	Providence was center for textile machinery ▪ Early inventions were textile printing machines, steam engine companies
Early Modern 1915-1940	Industrial development	Many southern mills designed in Providence
	Commerce	Rhode Islanders were great investors in southern mills

SUTTON, MA (Mendon until 1714, then town)

1. Inventory-based interpretive themes

THEME	NUMBER PROPERTIES
IND - Industrial Development	10
IDEC - Industrial Decline	3
ETH - Ethnicity/Immigration	1
COMD - Community Development	7
LAB - Labor and Management	5
TRANS - Transportation	2
TECH - Technology	2
REL - Religion	3
COMM - Commerce	1
NATAM - Native American	1
AGRI - Agriculture	65
ARCH - Architecture	6
SOC - Social Reform	0
ESET - Early Settlement	3

Number of properties identified in the preliminary inventory which can be targeted for interpretation. The complete inventory will reveal many more properties with a potential for interpretation.

SITE TYPES	NUMBER
Building	12
Archaeological	2
Complex	4
Engineering	1
Industrial	3
Landscape	4

Site types identified in the preliminary inventory.

2. Properties participating in the Massachusetts Banner Tour Program = 4.

3. History-based interpretive themes

PERIOD	THEME	FOCUS
Paleo-Indian 12,000 BP to 9,000 BP	Southern NE Full Coastal Sequence	
Archaic Indian Horizon 9,000 BP to 3,000 BP	Southern NE Full Coastal Sequence	
Woodland Horizon 3,000 BP to 500 BP	Southern NE Estuarine Sequence	
	Aboriginal technology	▸Subsistence techniques ▸Quarrying ▸Trade ▸Arts and ceremonialism ▸Warfare ▸Pottery ▸Other
Contact 1500-1620	Native Americans	▸Upland prehistoric sites ▸Quartz quarry ▸Steatite quarry
Plantation 1620-1675	Praying villages	▸Town between two praying villages
Colonial 1675-1775	Community development	▸Became a town 1714 ▸Workhouses for the poor
	Agriculture	Cattle raising

PERIOD	THEME	FOCUS
Federal 1775-1830	Transportation	▸Turnpike by 1824 ▸Canal lock and basin
	Political affairs	Sympathetic to Shays' Rebellion
	Protoindustrial	▸1793 - three fulling mills; six sawmills; 10 gristmills; seven triphammers; five scythe, hoes and axe shops; one paper mill; one oil mill; and six potash works ▸Comb and card making ▸Many mills - Singletary Brook, later Millbury
	Industrial processes	Textiles by 1820
Early Industrial 1830-1870	**Protoindustrial**	**▸Shoddy mill, flock mill ▸Boot/shoe and Kentucky jeans for slaves ▸Woodworking • Lumbering for firewood • Charcoal, wooden manufactured products**
	Industrial processes	**▸Textiles ▸1837, four cotton mills, two woolen mills, shuttle manufacturers, machine shops producing spindles**
	Agriculture	Livestock and agricultural produce
Late Industrial 1870-1915	Transportation	Streetcars
	Industrial	▸Textiles main product in this period ▸Print cloth ▸Cambric (fine white linen or cloth)

PERIOD	THEME	FOCUS
	Agriculture	Milk production
Early Modern 1915-1940	Industrial decline	Textiles collapse 1920s

UPTON, MA (Part Mendon until Sutton, 1714, part Mendon until 1735, then town)

1. Inventory-based interpretive themes

THEME	NUMBER PROPERTIES
IND - Industrial Development	1
IDEC - Industrial Decline	10
ETH - Ethnicity/Immigration	0
COMD - Community Development	6
LAB - Labor and Management	7
TRANS - Transportation	2
TECH - Technology	0
REL - Religion	3
COMM - Commerce	1
NATAM - Native American	0
AGRI - Agriculture	3
ARCH - Architecture	15
SOC - Social Reform	2
ESET - Early Settlement	1

Number of properties identified in the preliminary inventory which can be targeted for interpretation. The complete inventory will reveal many more properties with a potential for interpretation.

SITE TYPES	NUMBER
Building	18
Archaeological	0
Complex	1
Engineering	0
Industrial	0
Landscape	3

Site types identified in the preliminary inventory.

2. Properties participating in the Massachusetts Banner Tour Program = 1.

3. History-based interpretive themes

PERIOD	THEME	FOCUS
Paleo-Indian 12,000 BP to 9,000 BP	Southern NE Full Coastal Sequence	
Archaic Indian Horizon 9,000 BP to 3,000 BP	Southern NE Full Coastal Sequence	
Woodland Horizon 3,000 BP to 500 BP	Southern NE Estuarine Sequence	
	Aboriginal technology	▸Subsistence techniques ▸Quarrying ▸Trade ▸Arts and ceremonialism ▸Warfare ▸Pottery ▸Other
Contact 1500-1620	Native Americans	Small hunting camps
Plantation 1620-1675	Little activity	
Colonial 1675-1775	Agriculture	
	Protoindustrial	Saw- and gristmill
	Community development	Becomes a town in 1735 from Sutton, Uxbridge, Mendon

PERIOD	THEME	FOCUS
Federal 1775-1830	Transportation	Turnpikes
	Protoindustrial	▸1795, four sawmills, gristmill ▸By 1830, wool spinning mill, shingling mill, planing mill, shoemaking, straw braiding, blacksmith, leather
Early Industrial 1830-1870	Homework	Braidmaking in homes
	Protoindustrial	▸Boots and shoes in small shops ▸Hats and bonnets produced in factories, 1860s ▸Woodworking - lumbering, boards and firewood, boxes for shoes, boots and bonnets
	Industrial	One small textile mill
	Agriculture	Livestock, hay produced and used
Late Industrial 1870-1915	Transportation	Electric street railroad
	Industrial processes	▸Straw and palm hat manufacture ▸Shoe manufacture decreased
Early Modern 1915-1940	**Industrial**	**▸Hat manufacture continues ▸Woodworking continues**
	Agriculture remains stable	

UXBRIDGE, MA (Mendon until 1727, then town)

1. Inventory-based interpretive themes

THEME	NUMBER PROPERTIES
IND - Industrial Development	13
IDEC - Industrial Decline	5
ETH - Ethnicity/Immigration	1
COMD - Community Development	9
LAB - Labor and Management	6
TRANS - Transportation	7
TECH - Technology	2
REL - Religion	3
COMM - Commerce	7
NATAM - Native American	1
AGRI - Agriculture	7
ARCH - Architecture	24
SOC - Social Reform	2
ESET - Early Settlement	8

Number of properties identified in the preliminary inventory which can be targeted for interpretation. The complete inventory will reveal many more properties with a potential for interpretation.

SITE TYPES	NUMBER
Building	33
Archaeological	2
Complex	7
Engineering	5
Industrial	4
Landscape	1

Site types identified in the preliminary inventory.

2. Properties participating in the Rhode Island Banner Tour Program = 9.

3. History-based interpretive themes

PERIOD	THEME	FOCUS
Paleo-Indian 12,000 BP to 9,000 BP	Southern NE Full Coastal Sequence	
Archaic Indian Horizon 9,000 BP to 3,000 BP	Southern NE Full Coastal Sequence	
Woodland Horizon 3,000 BP to 500 BP	Southern NE Estuarine Sequence	
	Aboriginal technology	▸Subsistence techniques ▸Quarrying ▸Trade ▸Arts and ceremonialism ▸Warfare ▸Pottery ▸Other
Contact 1500-1620	Native Americans	▸Nipmuc village ▸Large village center of seasonal rounds of hunter/gatherers ▸Indian trails
	Early settlement	▸1620-1675 (see Mendon) - no permanent settlements ▸1675-1775 (see Mendon) - no permanent settlements
Federal **1775-1830**	**Transportation**	**▸Blackstone Canal opens** **▸East-west road, ninth turnpike**

PERIOD	THEME	FOCUS
	Protoindustrial activities	**▸1795 - gristmills, sawmills, fulling mills, grain distillery, triphammers** **▸Bog iron extracting in ironstone area, also forge and triphammer - agricultural tools** **▸Brick making**
	Industrial productivity	**▸Industrial complex at Rogerson's Village, Crown and Eagle Mill, many mill villages** **▸Capron first power looms of woolen cloth made by Cumberland machine shop "Inventions in the Valley"** **▸Satinet and cassimeres** **▸First textile mills in 1810, wool carding and spinning** **▸Textile machines**
	Commerce	**▸Providence merchants establish stores to exchange imported goods to local goods** **▸Boston merchant began cotton mill on Crown and Eagle site** **▸Is in Providence economic sphere** **▸Blackstone Canal enhanced prosperity**
	Community development	**▸Subscription library, 1775** **▸Uxbridge social and instructional library** **▸Social library society, 1828** **▸Blackstone Canal enhanced prosperity**
Early Industrial 1830-1870	**Transportation**	**Providence & Worcester Railroad extends market reach**
	Religion	▸Unitarians ▸Baptists ▸Catholic

PERIOD	THEME	FOCUS
	Industrial productivity	▸Textile production through Civil War ▸Boot and shoe industry second most valuable

WOONSOCKET, RI

1. Inventory-based interpretive themes

THEME	NUMBER PROPERTIES
IND - Industrial Development	19
IDEC - Industrial Decline	2
ETH - Ethnicity/Immigration	13
COMD - Community Development	18
LAB - Labor and Management	5
TRANS - Transportation	6
TECH - Technology	5
REL - Religion	7
COMM - Commerce	3
NATAM - Native American	0
AGRI - Agriculture	3
ARCH - Architecture	22
SOC - Social Reform	2
ESET - Early Settlement	4

Number of properties identified in the preliminary inventory which can be targeted for interpretation. The complete inventory will reveal many more properties with a potential for interpretation.

SITE TYPES	NUMBER
Building	28
Archaeological	0
Complex	9
Engineering	0
Industrial	8
Landscape	2

Site types identified in the preliminary inventory.

2. Properties participating in the Rhode Island Banner Tour Program = 3.

3. History-based interpretive themes

PERIOD	THEME	FOCUS
Paleo-Indian 12,000 BP to 9,000 BP	Southern NE Full Coastal Sequence	
Archaic Indian Horizon 9,000 BP to 3,000 BP	Southern NE Full Coastal Sequence	
Woodland Horizon 3,000 BP to 500 BP	Southern NE Estuarine Sequence	
	Aboriginal technology	▸Subsistence techniques ▸Quarrying ▸Trade ▸Arts and ceremonialism ▸Warfare ▸Pottery ▸Other
Contact 1500-1620	Technology	Early archaic stone tool manufacture
	Native Americans	Population dispersion as a result of King Philip's War - through Plantation period
Plantation 1620-1675	Community development	▸Roger Williams names the place as a possible new plantation ▸Conflicting land claims 1660s - force used between Indian and European communities ▸Mendon vs. Providence ▸East of Blackstone, Woonsocket was part of Rehoboth in 1661 - also part of Attleboro in 1694 - west of Blackstone was part of Mendon

PERIOD	THEME	FOCUS
Colonial 1676-1775	Protoindustrial	▸Sawmill at Woonsocket Falls, 1698 - run by Arnold family ▸Iron works on Mendon side (west of river) at falls - ore coming from Blackstone area, 1698
	Community development	▸1712, Arnold family house is built - this still stands with modification ▸John Arnold was a Quaker and was the patriarch of Woonsocket
	Religion	Quaker meetinghouse was first church in northern Rhode Island
	Political affairs	▸Arnold family agrees to defend the sawmill at their own expense ▸By mid-1700s, French Huguenots ▸Peleg Arnold and Revolution - tavern used for recruiting, arms ▸Quaker pacifism during the Revolution
	Transportation	Indian trails used as roads
Federal 1775-1830	Industrial	▸1810, first textile mill, Social Manufacturing Co., on Mill River ▸In early 1800s, Woonsocket was six different industrial villages - five mills of a single company, one mill of several companies
	Industrial production/ organization	▸Mills are powered by canals "trenches" controlled who and when used water power (a significant development) ▸Bernon Mills - "Benevolent Paternalism" in an industrial community (founded by Daniels and J. Russell who was a politician and negotiated Treaty of Ghent) ▸1807, "Freshet of 1807" washes away mills at falls ▸Woonsocket Falls generates 2000 horsepower

PERIOD	THEME	FOCUS
		▸Owners sought to create modern mill village - beautiful, pleasant to work in and profitable; this was in accordance with utopianism in nineteenth century social theory ▸Russell Manufacturing Company, oldest known mill containing "slow burning" fire, protective construction ▪Bankruptcy in 1829 - depression due to overextension ▪Mill is on the National Register and is best preserved and most interesting
	Community development	Temperance movement big at this time
Early Industrial 1830-1870	Political affairs	▸Dorr War of 1842 to liberalize Rhode Island constitution ▪Woonsocket supported this war ▪Voting rights became a big issue ▪Property ownership was criterion for voting ▸Edward Harris of Harris Warehouse, was an anti-slavery candidate who financially supported Lincoln - he also supported John Brown's family ▸Training camps for the Civil War
	Industrial	By mid-nineteenth century, Woonsocket was one of the greatest textile manufacturing communities in the United States
	Transportation	Providence and Worcester Railroad fuels industrial expansion
	Immigration/ethnicity	▸French Canadians imported during war ▸Ethnic diversity included French Canadians, Irish, Ukrainians

PERIOD	THEME	FOCUS
Late Industrial prosperity 1870-1915	**Industrial production/ organization**	**▸Late nineteenth-early twentieth century saw industrial ▸Woolen goods production ▸Woonsocket Rubber Co. was largest in world ▸Bailey wringing machine invented here**
	Immigration/ethnicity	**▸French involved in building mills as foreign investors ▸By 1875, 46% of population was foreign born; Poles, Lithuanians, Rumanians, Russians, Swedes, Syrians, Lebanese, African-Americans ▸Different churches are the greatest indicator of this ethnic diversity**
	Community development	**▸1889, became a city ▸Creation of center business district ▸Opera house**
Early Modern 1915-1940	**Industrial production organization**	**1934, textile strike**
	Industrial decline	

WORCESTER, MA (Quinsigamond until town, 1684; city, 1848)

1. Inventory-based interpretive themes

THEME	NUMBER PROPERTIES
IND - Industrial Development	5
IDEC - Industrial Decline	4
ETH - Ethnicity/Immigration	2
COMD - Community Development	12
LAB - Labor and Management	2
TRANS - Transportation	1
TECH - Technology	2
REL - Religion	3
COMM - Commerce	4
NATAM - Native American	0
AGRI - Agriculture	0
ARCH - Architecture	12
SOC - Social Reform	3
ESET - Early Settlement	0

Number of properties identified in the preliminary inventory which can be targeted for interpretation. The complete inventory will reveal many more properties with a potential for interpretation.

SITE TYPES	NUMBER
Building	16
Archaeological	0
Complex	5
Engineering	0
Industrial	1
Landscape	1

Site types identified in the preliminary inventory.

2. Properties participating in the Massachusetts Banner Tour Program = 0.

3. History-based interpretive themes

PERIOD	THEME	FOCUS
Paleo-Indian 12,000 BP to 9,000 BP	Southern NE Full Coastal Sequence	
Archaic Indian Horizon 9,000 BP to 3,000 BP	Southern NE Full Coastal Sequence	
Woodland Horizon 3,000 BP to 500 BP	Southern NE Estuarine Sequence	
	Aboriginal technology	▸Subsistence techniques ▸Quarrying ▸Trade ▸Arts and ceremonialism ▸Warfare ▸Pottery ▸Other
Contact 1500-1620	Native Americans	▸Indian trails (many) ▸Base camps in region
Plantation 1620-1675	Native Americans	Subsistence economy
	Early settlement	▸Frontier life ▸Exists as Quinsigamond Plantation
Colonial 1675-1775	Community development	▸Becomes a town 1684, a city 1848 ▸Shire town, 1731 ▸Resettlement 1684, defensive settlement with Palisades ▸Area abandoned in 1702, Queen Anne's War

PERIOD	THEME	FOCUS
		▸Resettlement 1713 after peace of Utrecht ▸Egalitarian farm town ▸Existence of taverns, stores, etc. are result of shiretown ▸Workhouse exists by 1763
	Protoindustrial	▸Grist- and sawmills ▸Potash works ▸Fulling mills
	Community development	▸Egalitarian farm town ▸Result of shiretown taverns, stores, etc.
Federal 1775-1830	**Transportation**	**▸Turnpikes** **▸Blackstone Canal** **• Head of navigation, east of Main between Central and Thomas** **• Major holding basin at Washington Square**
	Immigration	**Irish came and built the Blackstone Canal**
	Community development	**▸Black community has an African school, 1828** **▸Many debt suits** **▸Stores provide service to attenders of county court** **▸Opening of Blackstone Canal changes character of town**
	Political affairs	Important role in Shays' Rebellion
	Industrial development	▸Distillery, brewery ▸1789, cotton mill ▸Satinet mill ▸Woolen mill

PERIOD	THEME	FOCUS
		▸Textile machine manufacture ▸Metal working ▸1815, wire drawing for woodscrews and card wire ▸Lead pipe works
	Protoindustrial	▸Many small craft shops ▸1791, two tanneries, one slaughterhouse, three pot and pearl ash works, eight sawmills, eight gristmills, four fulling mills, 1794, paper mill ▸1794, paper mill ▸1824, coal discovered although of low quality
	Agriculture	1818, Worcester County Agricultural Association very progressive farmer market orientation
	Commerce	This was a collection point for goods to and from north and central Worcester County
Early Industrial 1830-1870	**Transportation**	**▸Railroad center** **▸Five railroad lines**
	Community development	**▸Increasing population with great ethnic diversity** **▸Shift to city** **▸Formation of clubs - Mechanics Association** **▪Encouragement for innovation** **▸Higher eduction develops**
	Industrial processes	**▸Manufacturing district east of Main Street** **▸Industrial boom until 1854 when there are fires and an economic slump**

PERIOD	THEME	FOCUS
		▸Civil War industrial boom **▸By 1860, largest manufacturer of agriculture tools in the U.S.; farm machinery** **▸Textile machine manufacture** **▸Arms industry, much innovation** **• Wire works** **• Telegraph** **• Cards** **• Crinolines**
Late Industrial 1870-1915	Transportation	Street railway
	Community development	Arts, theater expand
Early Modern 1915-1940	Community development	Population and industrial production decrease, less growth

4 NATURAL HISTORY THEMES

The Valley is rich not only in historic resources but in natural resources and features. The themes developed in this category allow the exploration of the full range of natural features of the Valley as well as the contribution of these features to its diverse physical make up as well the interesting floral and faunal resources of the Valley. Compared to the history-based themes, these themes are considerably more generalized, but they represent categories with which to organize natural history data as these classes of resources become better known through inventory and study.

4.1 Geology

This theme deals with the nature of the bedrock geology as well as the effects of glaciation on the landforms. It also includes the unique geologic features of the Valley such as Purgatory Chasm and King Philip's Rock. The role of the river and its tributaries in forming the river channel can also be explored here.

4.2 Hydrology

The water of the Valley has influenced every thing that has or will happen there. The exploration of this theme will allow exploration of the water sources themselves, their fragile nature, wetlands, estuaries, drainage characteristics of the Valley (important to Native Americans and farmers alike) and all of the many aspects of this topic.

4.3 Soils

The character of the Valley soils has dictated the location of farms, forests, development, and laboriginal camp sites. This theme can allow exploration of this aspect of the Valley.

4.4 Climate

There is no single climate in the Valley there are many microclimates. These microclimates have influenced much of the growth and diversity of flora and fauna in the Valley as well as humans themselves. Subthemes around this topic will allow a better understanding of this important aspect of the Valley environment.

4.5 Plants

The flora of the Valley influences and has been influenced by the Valley's inhabitants for thousands of years. This category of themes will allow exploration of this fragile relationship within the Valley.

4.6 Wildlife

The current distribution of wildlife in the Valley is not typical of a river Valley such as the Blackstone. This is a result of industry and its byproducts. Exploration of this category of themes can direct research into the past and present of the faunal mix and the effects of industry on that mix. In addition, we may learn much about the many interesting animals within the Valley through research and interpretation.

5 FILLING IN THE BLANKS

These are themes that occur elsewhere in the nation and may be relevant to the Valley if research is conducted. Once research is completed, these new themes will move into the community and general theme sets.

5.1 Literature, Drama, and Music

This subtheme is concerned with literary, dramatic, and musical accomplishment in its many forms. Literature includes journalism as well as all forms of creative writing. Drama covers all aspects of the preparation, production, and presentation of theatrical works for the stage and screen. Music includes dance. Some elements of this theme.

- Literature
  - Poetry
  - Fiction
  - Nonfiction
- Drama
  - Playwrights
  - Theaters and studios
  - Performers
- Music and Dance
  - Classical tradition
  - Folk music and dance
  - Jazz and its precursors
  - Popular music and musical theater

5.2 The Fine Arts

This subtheme encompasses the history of painting, sculpture and other forms (such as art glass, enamel work, and ultimately photography) by persons either academically trained or self-taught.

- Painting
- Sculpture
- Folk arts
- Other

5.3 Education

This subtheme addresses the development of public and private formal education in the Valley. It encompasses the careers of noted educators and the history of educational institutions, including libraries and museums other than art museums.

- Elementary education
- Secondary education
- Higher education
- Specialized education
- Museums and libraries

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