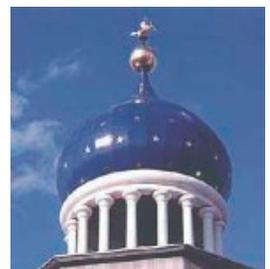


# Coltsville National Park Visitor Experience Study



**museumINSIGHTS**

*in association with*

**objectIDEA**

**Roberts Consulting**

**Economic Stewardship**

**November 2008**

# Coltsville National Park Visitor Experience Study

*The proposed Coltsville National Park will help reassert Coltsville's identity as one of Hartford's most important historic neighborhoods. That clear and vibrant identity will help create a compelling destination for visitors and a more vibrant community for the people of Hartford and Connecticut.*

Developed for the Connecticut Trust for Historic Preservation by:

museumINSIGHTS

*In association with*

Roberts Consulting

*objectIdea*

Economic Stewardship

**November 2008**

The Connecticut Trust for Historic Preservation received support for this historic preservation project from the Commission on Culture & Tourism with funds from the Community Investment Act of the State of Connecticut.

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## Executive Summary

This study describes the *Places, People, and Partners* associated with the effort to create a National Park in the National Historic Landmark District in Hartford, Connecticut, known as Coltsville. The *Places* include historic resources such as Coltsville's site and buildings; the *People* include potential audiences and the visitor experiences designed to help them learn about the resources; the *Partners* include all of the organizations, agencies, and businesses that are working together to preserve and interpret Coltsville. We use this approach because it aligns with the National Park Service's mission:

*The National Park Service preserves unimpaired the natural and cultural resources and values of the national park system for the enjoyment, education, and inspiration of this and future generations. The Park Service cooperates with partners to extend the benefits of natural and cultural resource conservation and outdoor recreation throughout this country and the world.*

The study outlines three scenarios under which Coltsville could be opened and interpreted as a National Park, what the visitor experience would be like, and the associated costs. The study's conclusions outline the pros and cons of each scenario, and make recommendations on how to proceed.

### **The Place: Coltsville and the Colt Armory**

Comprising 260 acres and ten historic industrial structures, the Coltsville site includes the remaining buildings and features that once comprised the factory and planned community built by Samuel and Elizabeth Colt and the Colt's Patent Fire Arms Manufacturing Company. The buildings include the East Armory, Buildings 8 and 10, multi-family worker tenements, Colt Park, Armsmear, and related outbuildings including the original stables, the Church of the Good Shepherd, and the Colt Memorial Parish House. Work will need to be done to re-integrate the site and create a sense of the historic cultural landscape. While the current site is significant enough to merit designation as a National Historic Landmark, re-establishing the connection to the river, restoring parts of the historic street grid, and re-creating some of Elizabeth Colt's gardens would all enhance the site in ways that would create a richer experience for National Park visitors.

### **The People: Potential Visitors to Coltsville**

The audience for a Coltsville National Park will most likely be consistent with visitors to other National Parks that have an industrial or architectural focus. Based on the experiences of other similar projects and institutions, attendance at Coltsville is projected to range from 25,000-200,000 visitors annually, depending on which of the three scenarios is chosen for development.

### **The Partners: Interested Institutions, Organizations, and Agencies**

The Coltsville Ad Hoc Committee is a group of local officials, historic and cultural institutions, and community organizations that have been advocating for the creation of a National Park at the Coltsville Historic Industrial District, which was designated as a National Historic Landmark District in September 2008. The Ad Hoc Committee appointed the Connecticut Trust for Historic Preservation to serve as the group's liaison to commission a study of potential historic interpretive experiences at the Coltsville Historic District. This study, funded by the Commission on Culture & Tourism, will be used by the National Park Service in evaluating the feasibility of establishing a National Park site at Coltsville.

### Three Scenarios

The consultant team created three visitor experience scenarios, with associated resources, budgets, and partner responsibilities. This table summarizes the three scenarios.

	<b>1. Basic Scenario</b>	<b>2. East Armory Scenario</b>	<b>3. Full Site Scenario</b>
<b>Overview</b>	Small Contact Station in the East Armory. Tours on weekends. Similar to Salem Maritime National Historic Site	Large Contact Station in East Armory with access to the Armory's fourth level and rich interpretive experiences. Open daily. Similar to the Mill City Museum in Minneapolis, MN	Scenario 2 plus fully developed and interpreted cultural heritage landscape connecting the river to the hilltop. Open daily. Similar to Lowell National Historic Park
<b>Places (Resources)</b>	1,500 SF Visitor Contact Station in East Armory	10,000 SF in East Armory with Visitor Contact Station and 6,000 SF of interpretive space, including access to all four floors of the East Armory	Resources in Scenario 2 plus: <ul style="list-style-type: none"> <li>• Another 5,000 SF in East Armory for interpretive experiences and educational programs</li> <li>• An historically redeveloped, pedestrian friendly, cultural heritage landscape</li> </ul>
<b>People (Visitor Experiences)</b>	<ul style="list-style-type: none"> <li>• Interpretive area in Visitor Contact Station</li> <li>• Introductory film</li> <li>• Ranger-led site tours</li> <li>• Interpretive signage at key locations around the site</li> </ul>	Scenario 1 plus: <ul style="list-style-type: none"> <li>• Expanded Visitor Contact Station</li> <li>• The Colts and Coltsville interpretive exhibit</li> <li>• Colt Manufacturing multimedia elevator "tour"</li> <li>• 4th floor Colt Gallery</li> <li>• Observation pavilion</li> </ul>	Scenario 1 and 2 plus: <ul style="list-style-type: none"> <li>• Additional interpretive/ education programs</li> <li>• A richly interpreted experience of the redeveloped of the National Historic Landmark site</li> <li>• Potential for related historical and cultural activities developed by other organizations</li> </ul>
<b>Partners</b>	<ul style="list-style-type: none"> <li>• Funding from local, state, or federal sources</li> <li>• Acquisition of space from Colt Gateway, LLC</li> <li>• Selected artifacts from Wadsworth Atheneum and Museum of CT History</li> <li>• Interpretive experience and operational support from the National Park Service</li> </ul>	Scenario 1 plus: <ul style="list-style-type: none"> <li>• Substantial funding from local, state, and/or federal sources and corporate partners</li> <li>• Significant artifacts from Wadsworth Atheneum and Museum of CT History and assistance developing exhibits</li> <li>• Support from CT Historical Society to develop interpretive experiences</li> <li>• Leadership from City of Hartford for development of the Cultural Heritage Landscape Master Plan</li> </ul>	Scenario 1 and 2 plus: <ul style="list-style-type: none"> <li>• Additional funding from local, state, and/or federal sources and corporate partners</li> <li>• Commitment to implement Cultural Heritage Landscape Master Plan from city and state.</li> <li>• Support from Hartford Botanical Garden, Riverfront Recapture, and CSS/CON in implementing Cultural Heritage Landscape Master Plan</li> </ul>
<b>Visitors</b>	25,000	60,000	200,000
<b>Budgets</b>	<ul style="list-style-type: none"> <li>• \$700,000 capital costs</li> <li>• \$150,000 annual operating</li> </ul>	<ul style="list-style-type: none"> <li>• \$7,000,000 capital costs</li> <li>• \$420,000 annual operating *</li> </ul>	<ul style="list-style-type: none"> <li>• \$9,300,000 capital costs (plus \$13 million additional investment in the site by the city and state and additional major investments by other partners).</li> <li>• \$600,000 annual operating *</li> </ul>

\* Operating cost may be reduced by ticket sales for Colt Manufacturing Experience, if admission is charged.

	<b>1. Basic Scenario</b>	<b>2. East Armory Scenario</b>	<b>3. Full Site Scenario</b>
<b>Impacts and Outcomes</b>	<ul style="list-style-type: none"> <li>• Investment in the preservation of Coltsville site and structures</li> <li>• 25,000 annual visitors (est.)</li> <li>• Recognition of Coltsville as an additional Hartford attraction</li> </ul>	<ul style="list-style-type: none"> <li>• Significant investment in the preservation of the Coltsville site and structures</li> <li>• 60,000 annual visitors (est.)</li> <li>• Recognition of Coltsville as a significant Hartford attraction</li> <li>• Some related retail and commercial development potential</li> </ul>	<ul style="list-style-type: none"> <li>• Inspiration for extensive preservation of the Coltsville site and structures</li> <li>• 200,000 annual visitors (est.)</li> <li>• Recognition of Coltsville as a significant New England attraction</li> <li>• Significant related retail and commercial development potential</li> <li>• Enhanced property values</li> <li>• Neighborhood stabilization</li> <li>• Significant direct and indirect economic impact</li> </ul>

*Taken together, the proposals outlined in these scenarios can form the basis for a long-term master plan for Coltsville that will reassert the area's identity as one of Hartford's most important historic neighborhoods. That clear and vibrant identity will help create a compelling destination for visitors and a more vibrant community for the people of Hartford and Connecticut.*

### **Making the National Park Happen**

Planning for the Coltsville National Park has been a large-scale, cooperative effort. In order for the Park to become a reality, that effort and level of cooperation will need to continue for many years, leading up to and continuing after the opening of the Park. In the short term, the following conditions must be in place:

- Continued leadership from the Coltsville Ad Hoc Committee including appointment of a single point-of-contact for the project.
- Confirmation of commitments of principal partners to fulfill the roles outlined for them in this report.
- Support and commitments from the state, the city, and the Colt Gateway developers.

The essential first step is to get a commitment from the Colt Gateway developers for use of space within the East Armory. At its most fundamental level, a National Park is a place. The nature and extent of the spaces that will belong to the National Park Service need to be agreed upon, confirmed, and committed to in order to ensure that the project will move forward expeditiously.

## A. Introduction

### I. Background

#### Purpose of the Study

The Connecticut Trust for Historic Preservation contracted with Museum Insights on behalf of the Coltsville Ad Hoc Committee to provide the National Park Service and the Committee members with information, comparative data, and analysis needed to make recommendations about the Coltsville site's potential as a National Park.

The consultant team was made up of four firms:

- Museum Master Planning consultants Museum Insights of Mystic, Connecticut.
- Interpretive Planning consultants *object*IDEA of Salem, Massachusetts.
- Organizational Management consultants Roberts Consulting of Cambridge, Massachusetts.
- Economic analysis consultants Economic Stewardship of Sturgeon Bay, Wisconsin.

The consultant team was asked to answer four major questions:

- **What are the Elements of Visitor Experience within the Historic Site?**  
The study needed to answer the question of where and how the visitors would learn about the history of Coltsville and the Colt firearms factory when they visit the Coltsville NHL District
- **What are the Potential Exhibits?**  
The study needed to identify what collections and memorabilia would be available for display, to explore innovative means of “place-based” interpretation of the industrial history of Coltsville, and to provide preliminary capital and annual operating cost estimates for any of the approaches selected
- **Who are the Audiences?**  
While the local partners were responsible for suggesting ideas and making commitments for participation at the Coltsville historic site, the consultants were responsible for assessing potential audiences and projecting annual visitation for a Coltsville NPS site. This entailed comparing Coltsville and its location and access with other industrial history sites, operated by the NPS and others. It is important that the visitor experience created at Coltsville should attract a considerable audience
- **Who are the Potential Partners for NPS?**  
The consultants were asked to determine if there were a primary local partner for the National Park Service. Are there financial commitments that specific partners could make, including state or local government, private nonprofit institutions, or for-profit businesses? What arrangements could there be between the owner of the Colt factory buildings, the NPS, and local partners?

## Planning Tasks

The planning work included the following tasks and activities:

- **Research and Interviews**

The consultants met with project stakeholders, visited related sites, reviewed historical information and artifacts relating to Coltsville, reviewed prior planning work, and assessed the roles that potential partners might play.

- **Interpretive Planning & Workshop**

The consultant team used the background information described above to conduct an Interpretive Planning Workshop with project stakeholders to discuss and evaluate how the Coltsville site might best be interpreted.

- **Scenario Analysis & Workshop**

The ideas resulting from the Interpretive Planning Workshop were organized and refined into three distinct scenarios that were presented for discussion at a Scenario Analysis Workshop. Each scenario includes a defining interpretive approach, a resource list, exhibit ideas, visitation projections, preliminary operating budgets, and order-of-magnitude capital costs for exhibits and facilities.

- **Final Report**

This final report documents the *People, Places, and Partners* that will be necessary to make the National Park a success.

## 2. A Brief History of the Colts and Coltsville

The Coltsville National Historic Landmark District in Hartford, CT, illustrates the development of the American economy and the improvements in manufacturing technology made by Samuel Colt (1814-1862) and the industrial enterprise he founded, Colt's Patent Fire Arms Manufacturing Company. Colt is renowned for developing a revolver design that eliminated the need to reload until five or six shots had been expended. His company achieved a previously unprecedented level of mechanization and production. Colt firearms manufactured in Hartford were used in every major conflict from the Mexican War through the Vietnam War.

Samuel Colt's success and ultimate legacy were due to his marketing, advertising, and public relations skills. At the 1851 Crystal Palace Exhibition in London, Colt displayed his revolvers and demonstrated their interchangeability to publicize what he dubbed the "American System of Manufacturing": an innovative product, advanced manufacturing techniques, thorough mechanization, large-quantity production, successful marketing and distribution, and adept use of patents. After Colt's death the Colt Fire Arms Company attracted some of the most innovative talents in firearms manufacturing, including Richard Gatling, John Browning, and John T. Thompson.

The entire Coltsville Historic District is also nationally significant because it is a relatively intact example of a planned industrial district. Colt built a workers' community surrounding the factory that included housing, gardens, social hall and library, and a church. The original factory burned in 1864, but was rebuilt soon after. The Colt Armory's distinctive blue onion dome, a Hartford landmark visible from Interstate-91, was built in 1867. Elizabeth Colt, who owned the factory for 39 years after her husband's death, was a leading philanthropist and art patron in Hartford and developed many of the structures in Coltsville.

The history of Coltsville complements that of the Springfield Armory National Historic Site, a unit of the National Park Service in Springfield, MA, 25 miles north of Hartford along the Connecticut River. Springfield Armory produced shoulder arms while Colt made handguns. Many of the technological innovations developed in the early 19th century at the Springfield Armory, a Federal installation, were adopted by the Colt factory and improved upon in the private sector. As the

skills developed in firearms manufacture were given broader application, the corridor between New Haven, CT, and Windsor, VT, became known as “Precision Valley.” Developments in arms-making were adapted to manufacture other metal products, such as sewing machines, typewriters, bicycles, and automobiles.

### **3. Goals of the Coltsville Ad Hoc Committee**

The Coltsville Ad Hoc Committee seeks to:

- Inspire investment in the preservation of the Colt Armory buildings.
- Tell the stories of Coltsville and the Colt family in ways that communicate their local and national historic significance.
- Catalyze neighborhood revitalization.
- Elevate Hartford’s visibility as a heritage destination of national significance.
- Enhance the reputation of Hartford as a city with a diverse cultural infrastructure.

A principle means to achieving these goals is to develop Coltsville into a National Park and significant heritage destination.

### **4. Opportunities and Challenges**

As a candidate for a National Park, Coltsville brings with it a number of important strengths, benefits, and opportunities:

- The site contains many original buildings within the National Historic Landmark District. Other significant buildings are nearby.
- The site is located less than a mile from the Connecticut Convention Center and the heart of downtown Hartford.
- Neighboring institutions hold exceptional Colt-related collections that can be used to help tell the Colt stories.
- The site is associated with nationally significant stories that complement, without duplicating, existing National Park sites. The role of precision manufacturing in the development of American manufacturing is particularly significant. Sam and Elizabeth Colt’s personal lives, public accomplishments, and legacies are also compelling and engaging as interpretive narratives.
- Strong, well-organized preservation and revitalization entities already exist in the local community.
- State and local government are committed to the concept of making Coltsville a viable heritage resource and destination.
- With proper plans in place, there is legislative support on the state and Federal levels to secure public funding to appropriately develop the Coltsville site and buildings.

To ensure Coltsville’s viability as a National Park, the following challenges must be addressed:

- Because the historic buildings within the National Historic Landmark District are so spread out, Coltsville does not at first appear to be as thematically rich as some other National Park sites. A Cultural Heritage Landscape Master Plan would help to tie the site together for visitors.
- The National Landmark Historic District is not clearly recognizable to the public. With the exception of the East Armory and its signature blue dome, the site and the

buildings within the landmark district are not currently perceived as symbolic of Hartford history.

- Resources for redevelopment of the site are scarce on the local, state, and Federal levels. Private redevelopment funds are currently stalled due to the economic crisis.
- The Coltsville district's property owners range from small homeowners to large institutional and municipal owners. Any comprehensive Coltsville plan will have to respond to a wide range of needs and concerns.

## **5. Coltsville Ad Hoc Committee Partners**

The following local officials, historic and cultural institutions, and community organizations have been represented on the Coltsville Ad Hoc Committee:

- City of Hartford Economic Development Division and Department of Development Services
- Colt's Manufacturing Company and Colt Defense
- Colt Gateway, LLC
- Colt Trust: Armsmear, Church of the Good Shepherd, Colt Memorial Parish House
- Commission to Strengthen the Sheldon and Charter Oak Neighborhood (CSS/CON)
- Connecticut Department of Economic and Community Development
- Connecticut General Assembly
- Connecticut Commission on Culture & Tourism
- Connecticut Historical Society
- Connecticut Humanities Council
- Connecticut State Library and Museum of Connecticut History
- Connecticut Trust for Historic Preservation
- Governor's Office, State of Connecticut
- Hartford Botanical Gardens
- Hartford Courant
- Hartford Preservation Alliance
- National Park Service
- Office of U.S. Representative John B. Larson
- Office of U.S. Senator Christopher J. Dodd
- Office of U.S. Senator Joseph Lieberman
- Riverfront Recapture, Inc.
- Wadsworth Atheneum Museum of Art

In addition, Dr. Bruce Clouette and William Hosley participated as consulting historians.

## B. The Place, People, and Partners

The planning context for the potential Coltsville National Park requires that we look at three primary components:

- The **Place** itself and the *resources* available there
- The *experiences* that will be available to the **People** who will visit the Park
- The **Partners** who will *make the Park happen*

In this section, we outline these components. In the next section, Planning Scenarios, we propose ways that the components can be fitted together into specific proposals for a viable National Park.

1

### I. The Place: Coltsville Resources

The resources available for the National Park are the buildings, landscapes, and land that make the site nationally significant. To be suitable for a National Park, these resources must be accessible to the public and must provide a visitor experience that is educational and meaningful.

The two primary resources at Coltsville are the Armory buildings and the National Historic Landmark District, comprised of the approximately 260-acre area formerly owned by the Colt family that extends from the Connecticut River to Armsmear, the former Colt residence on Wethersfield Avenue.

#### The National Historic Landmark District <sup>2</sup>

The Coltsville site was designated a National Historic Landmark in September 2008. Comprising 260 acres and ten historic industrial buildings, the site includes the Armory buildings, multi-family worker tenements, Colt Park, Armsmear, and related outbuildings including the original stables, the Church of the Good Shepherd, Colt Memorial Parish House, and the Potsdam worker cottages.

As a district, Coltsville retains a high degree of integrity of location, design, setting, materials, workmanship, feeling, and association. These features of Coltsville have maintained their integrity since the site was laid out by Samuel Colt in 1855 in Hartford's South Meadows, and significant buildings from the period of significance are still standing. The topographical features, including Colt Dike, street layouts, and street and place names, have substantially been in place since 1855.



Coltsville conveys a feeling that reflects the historic sense of an urban industrial community of the latter 19th and early 20th centuries. The Coltsville Historic District is a cohesive cultural landscape that reflects the industrial social hierarchy, with the Colt family and other managers

<sup>1</sup> It is important to note that while the substantial Colt-related collections in Hartford can invoke the Colt story in a rich and powerful way, the focus of this study is on the site and building resources that would support the National Park Service's mission and the ways in which the organizations holding collections and archives can support that mission. A significant task for the local partners moving forward will be to coordinate the ways they can cooperate with NPS to fully tell the Colt story.

<sup>2</sup> Portions of this description are taken from the Coltsville National Historic Landmark Nomination registration form.

residing in mansions on the hill overlooking the Colt factory and the homes of workers. The industrial district gives physical expression to the social relations inherent in the industrial enterprise.

Work will need to be done to fully express Coltsville's historic cultural landscape. Some of the work to do this has already begun as part of the planning for the Hartford Botanical Garden, Riverfront Recapture's planned connection to the river, and the Sheldon/Charter Oak neighborhood's strategic planning. These plans complement each other, but have not been coordinated. Integrating this prior planning work into a Cultural Heritage Landscape Master Plan for all of Coltsville, and then implementing that plan, will create an historically cohesive site that is a significant resource for the National Park.

### The East Armory

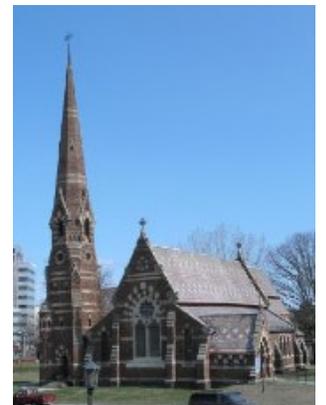
The East Armory is the most significant building on the Coltsville site and in the public's imagination, partly because of its distinctive blue onion dome that has been a highly visible Hartford landmark for nearly 150 years. Preserving the East Armory and its signature dome has been a priority for historic preservationists, the State of Connecticut, the City of Hartford, and the developers who currently own the building. While the building is currently vacant, it is in relatively good condition and would be the ideal location for a Park Service Visitor Contact Station and other interpretive resources.<sup>1</sup>



While other buildings on the site have been discussed as potential locations for Park Service facilities, from the visitor's perspective, the "building with the blue dome" represents the Colt legacy. Any visit to the site that did not include access to the East Armory would be incomplete. The greater the access to the East Armory, the more satisfying the visitor experience will be.

### Neighboring resources

The **Church of the Good Shepherd** was commissioned by Elizabeth Colt in 1862 in memory of her husband and four children, all of whom died within a five year period. Completed in 1869, the church was meant to serve the workers living in the Coltsville neighborhood. It was designed by Edwin Tuckerman Potter, the same architect who later designed the Mark Twain House. Still an active parish of the Episcopal Church, the Church of the Good Shepherd is an excellent example of American Victorian High Gothic ecclesiastical architecture.



Adjacent to the Church of the Good Shepherd is the **Colt Memorial Parish House** (left), commissioned twenty-five years after the church and built in memory of Elizabeth Colt's only remaining son Caldwell Hart Colt, who died at sea under mysterious circumstances. Mrs. Colt employed the same architect to ensure that the two buildings would relate well to each other.

The Colt family residence, **Armsmear**, was once the centerpiece of the Coltsville village. Located on Wethersfield Avenue, the Italianate villa was called "the grandest residence in

Hartford of its day," and once featured an ogee dome, elaborate glass conservatories, and three towers, the tallest of which overlooked the grounds that included a deer park, pond, and elaborate gardens. At the time of Elizabeth Colt's death, the house was substantially altered and 140 acres of property donated to the City of Hartford to become Colt Park. Per the terms of Mrs. Colt's will, Armsmear became a residence for widows of Episcopal ministers, and now houses 51 apartments for retired women.



<sup>1</sup> Photos copyright Dan Sterner. Used with permission.

Nearby on Wethersfield Avenue is the **James Colt House**, also an Italianate structure built for Samuel Colt's brother. In 1976, the James Colt House became the first residence in Hartford to be restored with a grant from the National Park Service and Federal tax incentives.

Approximately one mile from Coltsville is the **Wadsworth Atheneum Museum of Art**, which holds Samuel and Elizabeth Colt's personal collection of firearms, armor, and edged weapons from around the world, as well as many of Mrs. Colt's paintings, sculpture, and furniture that she bequeathed to the museum in 1905. The **Elizabeth Hart Jarvis Colt Collection** provides a window into the cultural life of Hartford in the mid-19th century. Mrs. Colt also left the museum \$50,000 (\$1.75 million today) to build the Colt Memorial Wing to house the collection. In 1996 the Wadsworth Atheneum mounted a major exhibition that interpreted Samuel Colt's career, Mrs. Colt's philanthropy, and the impact of the Colt Fire Arms Company on Hartford. In 2006 the museum revisited the Colt story in a new exhibit, "Samuel Colt: Arms, Art, and Invention."

Another substantial collection of Colt material can be found at the **Connecticut State Library's Museum of Connecticut History**, also about a mile from the site. The museum has a concentration in industrial history, and obtained the Colt's Patent Fire Arms Manufacturing Company's Factory Collection in 1957. This collection includes over 1,500 firearms, with 350 of them being Colt manufactures and the remainder produced by other companies. The collection includes firearms designed by Samuel Colt himself as well as factory prototypes, and "presentation" arms given to dignitaries. The Museum also owns the "Rampant Colt," the Colt emblem that once stood atop the East Armory dome, a piece of industrial machinery used in the Colt factory, and bicycles, sewing machines, typewriters, and other local products made with technology developed at Coltsville.

The **Connecticut Historical Society** has one of the most important historical museum and library collections in the state. Although it lacks artifacts connected with the Colt Fire Arms Company, the museum has a large collection of Colt manuscript material, as well as a large printing press believed to be made at the Colt factory, the Colt family's crib, and various photos and other pictorial material.

### Related Planning Efforts

Many organizations have been actively planning for the development of areas around the Colt Armory. These plans include:

- The City's South Green Trident plan
- CSS/CON's neighborhood strategic plan
- The City's street-scape project at Colt Gateway
- Colt Gateway's site planning
- City and park stakeholder planning for the Colt Park
- Riverfront Recapture's planning to connect the river to the site
- The Hartford Botanical Garden's planning for a portion of Colt Park



At present, there is no single plan that fully connects and coordinates all of these efforts.

*Plan showing related planning efforts in the Coltsville area. Stars on the plan indicate historic resources.*

## 2. The People: Potential Audiences

As a National Park Service heritage site, the primary audience for the Coltsville National Park will be the same group of visitors who might also be drawn to Lowell, New Bedford, or other urban National Park sites. These “Cultural Heritage Tourists” are an important segment of the travel industry and represent a significant market for the Coltsville National Park. (For additional information, see “Cultural Heritage Tourism” in the Appendix.)

The following table summarizes attendance at other similar National Park Sites in the northeast and includes information about visitation at other cultural heritage sites in Hartford and vicinity. More detailed comparative data about each of these sites are included as an appendix.

Site	Location	Attendance
Lowell National Historical Park	Lowell, MA	632,204 (2006)
Boott Mill Museum at Lowell NHP	Lowell, MA	52,684 (2008)
New Bedford Whaling National Historical Park	New Bedford, MA	343,774 (2006)
Salem Maritime National Historic Site and Essex National Heritage Area	Salem & Essex, MA	761,945 (2006)
Springfield Armory National Historic Site	Springfield, MA	17,115 (2006)
Boston National Historical Park/Charlestown Navy Yard	Charlestown, MA	1,944,386 for entire park (2006)
Edison National Historic Site	West Orange, NJ	8,753 (2006)
Hopewell Furnace National Historic Site	Eleverson, PA	49,239 (2006)
Harper’s Ferry National Historic Site	VA-WV-MD	267,501 (2006)
Connecticut Historical Society	Hartford, CT	23,049 (2007)
Museum of Connecticut History at the CT State Library	Hartford, CT	26,000 (est.) incl. 16,000 in school groups
Wadsworth Atheneum Museum of Art	Hartford, CT	117,500 (FY 2008)
Old State House	Hartford, CT	33,229 (2007)
Mark Twain House and Museum	Hartford, CT	58,800 (FY 2008)
Harriet Beecher Stowe Center	Hartford, CT	25,474 (2007)
Butler-McCook House & Garden & Amos Bull House	Hartford, CT	2,900 (2008)
Riverfront Recapture waterfront parks	Hartford, CT	915,000 (2007)
Eli Whitney Museum & Workshop	Hamden, CT	72,000 (2008)

While cultural heritage tourists will be the primary audience for the National Park site, the area will also become an attractive site for other cultural heritage organizations seeking to offer programs and activities to the National Park’s visitors. As these related programs and activities develop, the audience will broaden and will likely include more local people attracted by programs and activities designed for them.

### 3. The Partners in the Coltsville Project

Together, the partners in the Coltsville project represented on the Ad Hoc Committee share these goals:

- Inspire investment in the preservation of the Colt Armory buildings.
- Tell the stories of Colt's Patent Fire Arms Manufacturing Company and the Colt family in ways that communicate their local and national historic significance.
- Catalyze neighborhood revitalization.
- Elevate Hartford's visibility as a heritage destination of national significance.
- Enhance the reputation of Hartford as a city with a diverse cultural infrastructure.

While these are broadly shared goals, the partners' individual interests are more focused and can be aligned under each of the goals:

Groups that are primarily interested in the **preservation of the Colt Armory** include:

- Connecticut Trust for Historic Preservation
- Hartford Preservation Alliance
- Connecticut Commission on Culture & Tourism

Groups that are primarily interested in **historical interpretation** and telling the Colt story include:

- Colt Trust
- Colt's Manufacturing Company
- Connecticut Historical Society
- Connecticut Humanities Council
- Connecticut State Library & Museum of Connecticut History
- Trinity College
- Wadsworth Atheneum Museum of Art

Groups that are primarily interested in elevating **Hartford's visibility as a heritage destination** of national significance include:

- Connecticut Commission on Culture & Tourism

Groups that are primarily interested in **neighborhood revitalization and economic development** include:

- City of Hartford Economic Development Division
- Community Coalition to Strengthen the Charter Oak Neighborhood
- Connecticut Department of Economic and Community Development
- Colt Gateway, LLC
- Connecticut General Assembly

Groups that are primarily interested in **enhancing Hartford's cultural infrastructure** include:

- Hartford Botanical Gardens
- The Hartford Courant newspaper
- Riverfront Recapture, Inc.

Of course, many of these groups have a compelling interest in more than one of the Committee's goals. All bring significant assets and are prepared to help preserve the Armory and tell the Colt story. However, none of them is positioned to operate and manage a site and facility of the type and scale outlined in this study. The resources and visitor experiences described in this study are nationally significant and are consistent with the National Park Service's mission and experience. The National Park Service's leadership and operational expertise are essential in order to make the Coltsville site accessible to the public in interesting and exciting ways.

## C. Planning Scenarios

### I. Overview

The following Planning Scenarios are designed to help the Coltsville Ad Hoc Committee and the National Park Service make decisions about the scope and nature of the proposed Coltsville National Park. Each scenario description includes the following elements:

- A. **The Place**, which describes the resources available in that scenario
- B. **The People**, which describes the visitor experiences that would be included
- C. **The Partners**, which includes the organizations and agencies that would need to be included in order to make the scenario successful
- D. **Budget Overview**, which summarizes the full budgets that are included in the appendices
- E. **Potential Impacts and Outcomes** for that scenario

The scenarios differ primarily in the Coltsville resources that would be available to the visitors. Each is designed to create the best possible visitor experience, given their differing access to the Coltsville Resources outlined in the previous section.

1. The resources available in the **Basic Scenario** are limited to a relatively small contact station located on the first level of the East Armory. The Contact Station will provide information for visitors and will serve as a base for guided tours of the site. It will be open during limited hours, primarily on weekends, and will be staffed by rangers from the Springfield Armory.
2. In the **East Armory Scenario**, visitors will have access to all four levels of the East Armory. It includes a more extensive contact station, an interpretive exhibit with artifacts from the Wadsworth Atheneum and the Museum of Connecticut History, a multimedia experience that concludes on the fourth level, some site interpretation, and an observation area on the fourth floor with views over the site to the east and west.
3. The **Full Site Scenario** includes everything in the East Armory Scenario *and* assumes that a Cultural Landscape Master Plan has been fully implemented to make the site inviting, walkable, and fully interpreted with complementary experiences at the Riverfront and the Botanical Garden.

All three of these scenarios assume the following:

- A portion of the East Armory will be available for use as a contact station/visitor center for the National Park.
- The visitor experience will be focused on the East Armory and the site. Other entities may develop complementary attractions, but these will not be part of the National Park nor managed by the National Park Service.
- Funding from governmental sources will total approximately \$7 million. Any additional funding needed will have to be raised from other sources.

For the sake of discussion, we have simplified the operational projections to assume that the Park Service will operate all of the various visitor services. We recognize that this will likely not be the case and that other entities will be involved in the operations.

## I. Basic Scenario

The Basic Scenario offers access to the East Armory. It highlights the history of Coltsville by providing a starting point for visitor access to the Coltsville National Historic Landmark site and will help visitors to imagine the bustling community of Coltsville and the company's impact on the immediate neighborhood, Hartford, the United States, and the world.

This scenario requires a small gathering place where visitors may book a tour, and calls for National Park Service staffing at the visitor contact station a few days per week.

The scenario requires the least investment but will also have the least impact, attracting a limited number of visitors and generating the least amount of related activity.

The resources, facilities, and experiences in this scenario will be similar to the Salem Maritime National Historic Site in Salem, Massachusetts.

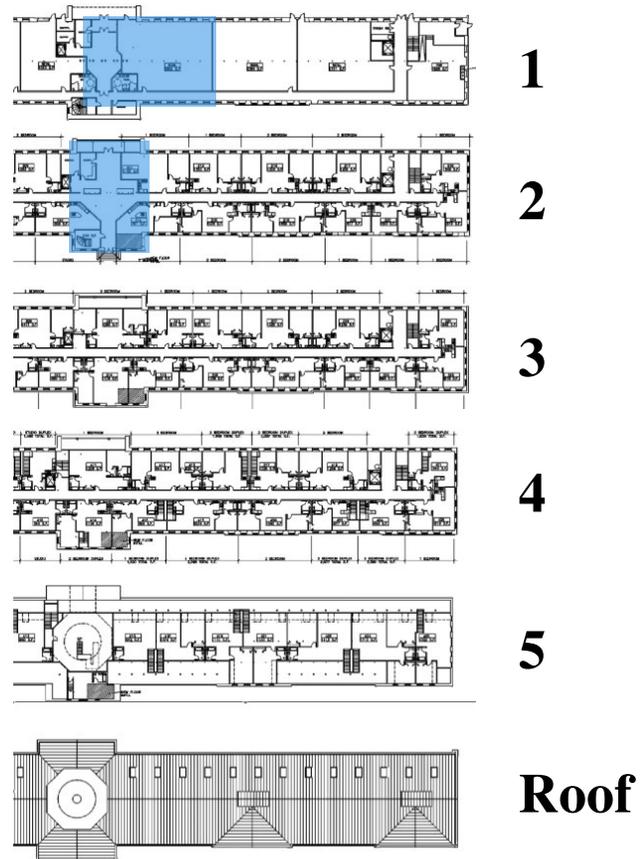
### A. The Place: Available Resources

The Basic Scenario will have a 1,500 SF Visitor Contact Station in the East Armory and interpretive signage at key locations around the site.

### B. The People: Visitor Experiences

The Basic Scenario includes the following visitor experience elements:

- **Visitor Contact Station:** The Coltsville Visitor Contact Station will be located on the first level of the East Armory adjacent to the central core of the building with visual access to the pistons on the second level. It will contain an information desk, a gathering area for site tours, and a selection of Coltsville and National Park Service retail merchandise.
- **Interpretive Area:** The 300 SF interpretive area will have panels with an introductory overview of the history of the site and buildings, and of Coltsville's major historical themes. The interpretive area will also include a few enticing Colt artifacts from the Wadsworth Atheneum and the Museum of Connecticut History that will serve as a link to those institutions and that can be interpreted as part of the tour.
- **Introductory Film:** The Park's Introductory Film will orient visitors to the site and the Colt story. It will be located at the Contact Station. Specific content will be developed as part of the Park's Interpretive Plan.
- **Site Interpretation:** Strategically placed wayside graphics will facilitate both staff-led tours, which venture in and around some of the buildings of Coltsville, and self-guided tours that primarily engage the area around the Armory.
- **Ranger-led Site Tours:** Park Service rangers, based out of Springfield Armory, will lead interpretive site tours on a regular schedule. Themes will include the Colt story, the growth and development of Coltsville, its architectural



Areas in blue will be open to the public in this scenario.

history, women's history, and the history of American manufacturing.

- **Self-Guided Site Tours:** Interpretive panels will be placed throughout the site to help visitors to understand the historic Coltsville, the other built and landscape resources on the site, and how the site has grown and developed.

### C. The Partners

In order to be successful, this scenario will require the active participation of the following partners:

- **Local, State, and Federal agencies** and local corporations for capital and operating funding.
- The **National Park Service** to direct the development of the interpretive materials and to manage and operate the Visitor Contact Station
- **Colt Gateway** as leaseholder (or ownership partner) and partner in the development of the Contact Station and the site.

In addition, the **Wadsworth Atheneum** and the **Museum of Connecticut History** will need to provide selected artifacts for the interpretive area.

### D. Budget Overview

The Basic Scenario has the lowest overall cost as well as the lowest projected visitation. (A full budget for each scenario is included as an appendix.)<sup>1</sup>

- **Capital costs will total approximately \$700,000.** Capitalized lease costs, tenant fit-out, and construction-related expenses are estimated to be about \$450,000. Exhibit Design and Interpretation costs are estimated to be about \$250,000. This cost includes the interpretive area at the Visitor Contact Station, the introductory film, and interpretive signage around the site.
- **Needed Operating Support will total \$150,000 annually.** The Contact Station will be open limited hours, primarily on weekends, and will be staffed by rangers from the Springfield Armory. Salaries and fringe benefits will total approximately \$170,000 annually. With visitation estimated conservatively at 25,000 visitors annually (similar to visitation at the Springfield Armory), the Park will earn approximately \$20,000 annually from gift shop sales and miscellaneous income.

### E. Potential Impact and Outcomes

Impacts of the Basic Scenario will include:

- Investment in the preservation of the Coltsville site and structures
- Approximately 25,000 visitors per year to the Coltsville site
- Recognition of Coltsville as a significant Hartford attraction

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<sup>1</sup> The budget and attendance assumptions presented in each scenario are based on our experience with similar projects and have not yet been fully tested and confirmed. They are designed to allow for comparison among the scenarios rather than to project actual results. Additional research and analysis will be needed to develop the final projections for the scenario (or combination of several scenarios) that is deemed most appropriate and most feasible by the National Park Service.

## 2. East Armory Scenario

The East Armory Scenario expands upon the first scenario by offering greater access to the East Armory building – the landmark building that most visitors and Hartford residents associate with Coltsville. It provides more evocative indoor space and richer and more detailed interpretive experiences that will help visitors understand the business and manufacturing activities that took place “under the onion dome.”

- The East Armory Scenario will include an expanded contact station, an extensive interpretive exhibit, a multimedia experience that gives access to all four levels of the Armory, and an observation area on the fourth floor with views over the site to the east and west. Taken together, these facilities will total about 10,000 square feet.
- The Contact Station and interpretive experiences will be open seven days a week and will require full-time National Park Service staffing.
- The scenario requires a significant investment in the facilities and interpretive experiences, and will have a greater impact, attracting a significant number of visitors and generating significant related activity.
- The resources, facilities, and experiences in this scenario will be similar to the Mill City Museum in Minneapolis.

### A. The Place: Available Resources

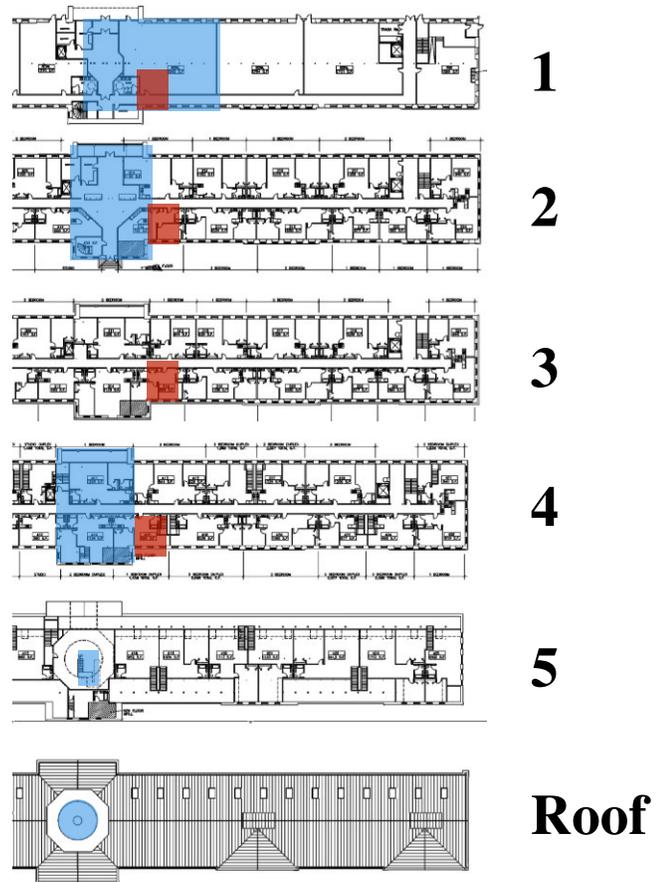
The East Armory Scenario will have a 1,250 square foot Visitor Contact Station in the East Armory building, 6,000 square feet of interpretive space including an observation area on the fourth floor, and 1,000 square feet of administrative space. Interpretive signage will be located at key locations around the site.

In addition, under this scenario, a Cultural Heritage Landscape Master Plan will be developed as a part of the overall planning for the National Park. This plan will integrate all of the other planning work that has been developed in and around the site to create the basis for a fully developed visitor experience of the Coltsville site.

### B. The People: Visitor Experiences

The East Armory Scenario will include the following visitor experiences:

- **Visitor Contact Station:** The Visitor Contact Station will be located on the first level of the East Armory, adjacent to the central core of the building. It will contain an information desk, a gathering area for site tours, and a selection of Coltsville and National Park Service merchandise.
- **Introductory Film:** The Park’s Introductory Film will orient visitors to the site and the Colt story. It will be located at the Contact Station. Specific content will be developed as part of the Park’s Interpretive Plan. (This experience is the same as Scenario 1)
- **Interpretive Exhibits:** The 1,000 SF Interpretive Exhibit Area will feature artifact-rich exhibits that introduce



Areas in blue and red will be open to the public in this scenario. Red areas indicate the possible location of the Colt Manufacturing Multimedia Experience. Access to the roof will be limited.

Coltsville’s major historical themes. The Colt artifacts will be drawn primarily from the Wadsworth Atheneum and the Museum of Connecticut History collections and will serve as a link to those institutions. Details of the interpretive approach will be developed in the next phase of planning, but themes could include:

- Sam and Elizabeth Colt and their roles in the growth and development of Coltsville, Hartford, and the Connecticut River Valley
- Elizabeth Colt and her role in women’s history
- Precision Engineering and the American System of Manufacturing (with a strong link to the Springfield Armory)
- The Growth, Development, and Architectural History of Coltsville
- A discussion of the conflicting opinions about firearms in contemporary American society

• **Colt Manufacturing Multimedia Experience:**

One of Colt’s most enduring legacies is the “American System of Manufacturing” that grew out of the Connecticut River Valley’s firearm manufacturing industry. This exhibit ties the Colt story to the Springfield Armory and sets it in the broader context of American industrial innovation.

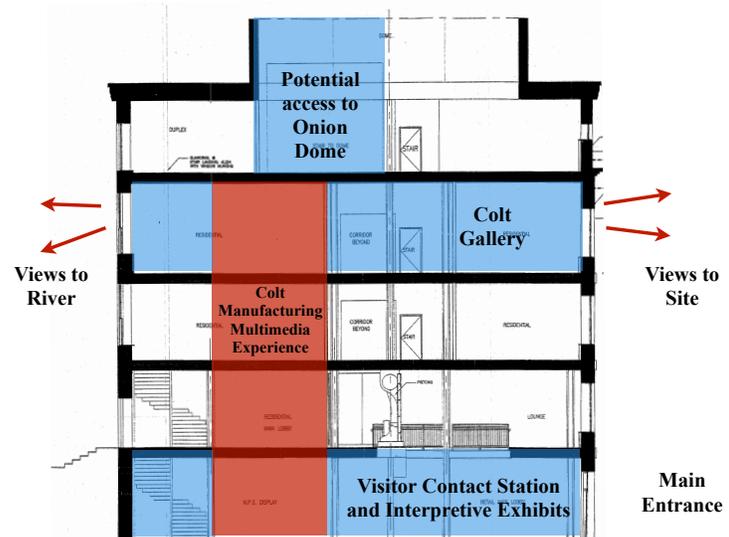
The Colt Manufacturing Experience will be a multi-media “tour” in which visitors will be seated on risers in a freight elevator that stops at each of the Armory’s four manufacturing floors. Visitors will have a full encounter with the East Armory building, bottom-to-top and back again, without having to give them full access to any of the floors.

Modeled after the highly successful Flour Tower offered by the Mill City Museum in Minneapolis, the tour would present multimedia recreations of activities on each of the manufacturing floors. At each stop, the doors will open and visitors will be taken back in time to the era when the Armory was in full production. Using multimedia narrative techniques, visitors will learn about firearm manufacturing, its role in the development of industrial America, the Colts themselves, their employees’ oral histories, and remnant equipment and vacated building spaces that will represent the “ghosts” of Coltsville. Their memories are real, and their stories are touching and informative. While their equipment stands idle, the workers’ tales spin with energy and authenticity.

Visitors will disembark into the Fourth Floor Colt Gallery where they can return to the ground level via stairs or passenger elevators.<sup>1</sup>

- **Fourth Floor Colt Gallery:** A 2,500 SF gallery and observation area on the fourth floor of the East Armory will give visitors a clear view of the Coltsville site to the east and west. Interpretive panels will tell the story of the development of Coltsville, its changes over time, and the relationship between the Armory and its historic landscape.

Visitors may also have access to an optional “extra excursion” (weather permitting) to the lookout pavilion under the onion dome. Fitted with exterior grade signage, the lookout pavilion, along with the Colt Gallery, will serve as a gathering space or rentable function space for Gateway residents when the museum



*The Multimedia Experience will span four floors of the Armory and provide “views” into the activities which took place on each floor.*

<sup>1</sup> This experience could be operated by NPS or by a commercial or non-profit partner.

is closed to the public.

The Colt Gallery will be the exit area for the Colt Manufacturing Experience and will also be open to visitors who simply wish to see the view. It will be closed to the public in the evenings and could then be used for special events or by other tenants of the Colt Gateway complex.

- **Partner Gallery:** A special gallery space will be reserved for rotating exhibits developed by the Coltsville National Park's partner museums and organizations. The space will offer visitors a constantly changing variety of exhibits, give partners greater exposure for their museums and collections, help the Park Service to tell the many rich and interesting parts of the Colt story that can't be told in an overview exhibit, and help to connect the Park to the community.
- **Site Interpretation:** Outdoors, strategically placed wayside graphics will facilitate both staff-led tours, which venture in and around some of the buildings of Coltsville, and self-guided tours that primarily engage the area around the Armory. (This experience is the same as Scenario 1)
- **Ranger-led Site Tours:** Park Service rangers, based out of Springfield Armory, will lead interpretive site tours on a regular schedule. Themes will include the Colt story, the growth and development of Coltsville, its architectural history, and the history of American manufacturing. (This experience is the same as Scenario 1)
- **Self Guided Site Tours:** Interpretive panels will be placed throughout the site to help visitors to understand the historic Coltsville, the other built and landscape resources on the site, and how the site has grown and developed. (This experience is the same as Scenario 1). Limited access will also be provided to some of the most significant buildings on the site including Armsmear, the Church of the Good Shepherd, and the Caldwell Colt Memorial Parish House.

### C. Partners

In order to be successful, this scenario will require the active participation of the following partners:

- **Local, State, and Federal agencies** and local corporations for capital and operating funding.
- The **National Park Service** to direct the development of the interpretive materials and to manage and operate the visitor Contact Station
- **Colt Gateway** as leaseholder (or ownership partner) and partner in the development of the Contact Station and the site.
- **Wadsworth Atheneum**, the **Museum of Connecticut History**, and the **Connecticut Historical Society** should be actively engaged with the Park Service in developing the interpretive approaches and in providing artifacts for the interpretive area.
- The **City of Hartford** to take the lead on the development of the Cultural Heritage Landscape Master Plan.

## D. Budget Overview

The East Armory Scenario requires a significant capital investment in both facilities and interpretive experiences. (A full budget for each scenario is included as an appendix.)

- **Capital costs will total approximately \$7,000,000.** Capitalized lease costs, tenant fit-out, and construction-related expenses for 10,000 SF are estimated to be about \$3,100,000. Exhibit Design and Interpretation costs for 6,000 SF of interpretive experiences are estimated to be about \$3,200,000. Cultural Heritage Landscape Master Planning and site interpretation will be approximately \$800,000.
- **Needed Operating Support will total approximately \$420,000 annually.** The Contact Station will be open seven days a week and will have dedicated staff. Salaries and fringe benefits will total approximately \$400,000 annually with an additional \$100,000 of annual operating expenses. With visitation estimated conservatively at approximately 60,000 annual visitors (similar to visitation at the Mark Twain House and Boott Mill Museum), the Park will earn approximately \$80,000 annually from gift shop sales and miscellaneous income. There is also the potential for an additional \$140,000 in revenue from ticket sales for the Colt Experience.

## E. Potential Impact and Outcomes

Impacts of the East Armory Scenario will include:

- Significant investment in the preservation of the Coltsville site and structures
- Approximately 60,000 visitors per year to the Coltsville site.
- Recognition of Coltsville as a significant Hartford attraction.
- Some related retail and commercial development possibilities.

### 3. Full Site Scenario

The Full Site Scenario builds on the East Armory Scenario and is distinguished by its goal to seat the former Coltsville Armory within the context of a larger story: that the Colts built more than a factory in Hartford. The Full Site Scenario will:

- Include all of the components included in the East Armory Scenario: an expanded contact station, an extensive interpretive exhibit, a multimedia experience that gives access to all four levels of the Armory, and an observation area on the fourth floor with views over the site to the east and west.
- Create an inviting and walkable visitor pathway leading from the River to the hilltop with rich historic interpretation at regular intervals.
- Complement visitor experiences developed at the Riverfront and the Botanical Garden.
- Be open seven days a week and require full-time National Park Service staffing at the Contact Station and on the site.
- Require a significant investment in the facilities, the interpretive experiences, and the site.
- Attract a significant number of visitors and generate significant related activity.
- The resources, facilities, and experiences in this scenario will be similar to the Lowell National Historic Park.

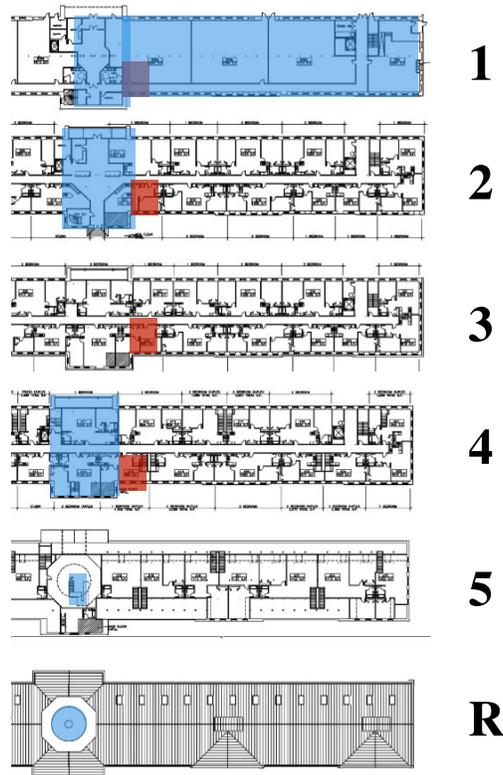
Development of the site as described here will take significant resources and can perhaps best be seen as a long-term plan for Coltsville. Beginning planning for the full development of the site will be important as part of the initial implementation of the National Park. By implementing a Cultural Heritage Landscape Master Plan, the Full Site Scenario integrates all of the other resources on the site and “puts the ‘-ville’” in the Coltsville National Park.

#### A. The Place: Available Resources

The Full Site Scenario will have the 10,000 square feet of area described in the East Armory Scenario plus an additional 5,000 square feet of area in the East Armory that can be used for additional interpretive experiences or for educational programming.

In addition, the full National Historic Landmark site will be reconnected and re-landscaped in ways that create a sense of the working community that once thrived on the site and that invite exploration and discovery. Resources on the site include:

- Armsmear
- Elizabeth Colt’s gardens and related outbuildings
- The Church of the Good Shepherd
- The Caldwell Colt Memorial Parish House
- Worker housing
- The riverfront
- The Potsdam cottages
- A recreated historic baseball field



*Areas in blue and red will be open to the public in this scenario. This scenario has additional program area on the first level. Red areas indicate the possible location of the Colt Manufacturing Multimedia Experience. Access to the roof will be limited.*

While access to the interior of most of these resources will be limited, integrating the landscape into an historically informed whole will allow them to be easily interpreted as part of the full Coltsville story.

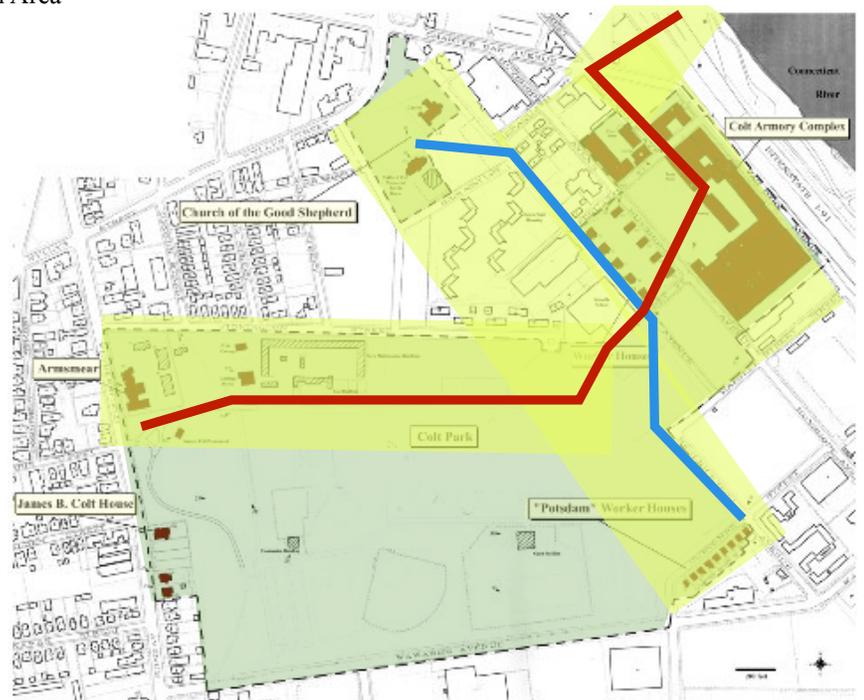
## B. The People: Visitor Experiences

The Full Site Scenario includes all of the visitor experiences described in the East Armory Scenario, including:

- Visitor Contact Station
- Introductory Film
- Interpretive Exhibits
- Colt Manufacturing Multimedia Experience
- Fourth Floor Colt Gallery and Observation Area
- Site Signage and Interpretation
- Ranger-led Site Tours
- Self-Guided Site Tours

In addition, the Full Site Scenario adds:

- **An experience of the cultural landscape of Coltsville:** By implementing the Cultural Heritage Landscape Master Plan, visitors will be able to fully understand the ways that Coltsville worked as a community. Inviting walkways, historic landscaping, a Botanical Garden, Riverfront access, and interpretive stations placed at easily-walkable intervals, perhaps with additional interpretation available via audio guides or cell phone, will create a multi-sensory immersive experience.
- **Worker Housing Tour:** Worker housing is an important part of understanding the site. Acquiring one or more of the remaining worker houses would provide an excellent opportunity to complete the story of Coltsville and its people.
- **Additional Interpretation or Education Areas:** In order to more fully engage school-aged children and other local community members in the Coltsville National Park, it will be useful to have places where they can engage in demonstrations, educational programs, and other activities. The Education Areas could be managed by the Park Service or by another entity (such as the Connecticut Historical Society, which is in need of additional program space). Whatever the management structure, Park Service staff could lead and/or participate in development of programs.
- **Potential Related Activities:** If designated as a National Park, Coltsville will become a significant heritage destination in New England. As has happened in Lowell and New Bedford, the visitor base that the National Park will establish will be attractive to other entities as well, both commercial and non-profit. While these other entities would not be under Park Service management (although some might be concessions), they would complement, diversify, and enhance the overall visitor experience of Coltsville.



*The red and blue lines indicate potential primary and secondary visitor pathways through the fully interpreted site.*

Examples of potential related activities include:

- A Hartford History overview exhibit hosted by the Connecticut Historical Society.
- A visible storage area for the Museum of Connecticut History's Colt firearms collection.
- An exhibit developed by the Wadsworth Atheneum featuring Elizabeth Colt's collections.
- A rotating gallery area with exhibits highlighting these and other Hartford cultural institutions.
- Restaurants and independent retail.
- Commercial "trolley" tours, perhaps connected to other Hartford heritage sites
- Commercial (or ranger-led) Segway tours of the full site ("River to Hilltop").
- Tours of Armsmear's public areas and the Church of the Good Shepherd on a limited basis.

#### **D. Partners**

In order to be successful, this scenario will require the active participation of the following partners:

- **Local, State, and Federal agencies** and local corporations for capital and operating funding.
- The **National Park Service** to direct the development of the interpretive materials and to manage and operate the visitor Contact Station
- **Colt Gateway** as leaseholder (or ownership partner) and partner in the development of the Contact Station and the site.
- **Wadsworth Atheneum**, the **Museum of Connecticut History**, and the **Connecticut Historical Society** should be actively engaged with the Park Service in developing the interpretive approaches and in providing artifacts for the interpretive area.
- The **City of Hartford** to take the lead on the development of the Cultural Heritage Landscape Master Plan and to coordinate its implementation.
- **Hartford Botanical Garden**, **CSS/CON**, and **Riverfront Recapture** to fully implement the Cultural Heritage Landscape Master Plan.

#### **D. Budget Overview**

The Full Site Scenario requires a significant capital investment in facilities, interpretive experiences, and the site. (A full budget for each scenario is included as an appendix.)

- **Capital costs will total approximately \$9,300,000.** Capitalized lease costs, tenant fit-out, and construction-related expenses for 15,000 SF are estimated to be about \$5,000,000. Exhibit Design and Interpretation costs for 6,000 SF of interpretive experiences are estimated to be about \$3,000,000. An additional estimated \$13,000,000 will be invested by the city and state to implement the Cultural Heritage Landscape Master Plan.
- **Needed Operating Support will total approximately \$600,000 annually.** The National Park will be open seven days a week and will have dedicated staff. Salaries and fringe benefits will total approximately \$650,000 annually with an additional \$175,000 of annual operating expenses. With visitation estimated

conservatively at approximately 200,000 annual visitors (comparable to visitation at the Lowell National Historic Park with paid attendance similar to the Boott Mill Museum), the Park will earn approximately \$220,000 annually from gift shop sales and miscellaneous income. There is also the potential for an additional \$270,000 in revenue from ticket sales for the Colt Experience.

## **E. Potential Impact and Outcomes**

Impacts of the Full Site Scenario will include:

- Inspiration for extensive preservation of the Coltsville site, buildings, and neighborhood.
- Approximately 200,000 visitors per year to the Coltsville site.
- Recognition of Coltsville as a significant New England attraction.
- Extensive related retail and commercial development.
- Enhanced property values.
- Neighborhood stabilization.
- Significant direct and indirect economic impact.

## 4. Comparison and Analysis of Options

	<b>1. Basic Scenario</b>	<b>2. East Armory Scenario</b>	<b>3. Full Site Scenario</b>
<b>Overview</b>	Small Contact Station in the East Armory. Tours on weekends. Similar to Salem Maritime National Historic Site	Large Contact Station in East Armory with access to the Armory's fourth level and rich interpretive experiences. Open daily. Similar to the Mill City Museum in Minneapolis, MN	Scenario 2 plus fully developed and interpreted cultural heritage landscape connecting the river to the hilltop. Open daily. Similar to Lowell National Historic Park
<b>Pros</b>	<ul style="list-style-type: none"> <li>• Some investment in the preservation of Coltsville's most significant building</li> <li>• Few partners</li> <li>• Visitation on par with other Hartford-area cultural attractions</li> <li>• Lowest capital and operating costs</li> </ul>	<ul style="list-style-type: none"> <li>• Substantial investment in Coltsville's most significant building</li> <li>• Richer visitor experience</li> <li>• Visitation greater than most other Hartford-area cultural attractions</li> <li>• Best ratio of cost per visitor</li> <li>• Significant economic impact</li> </ul>	<ul style="list-style-type: none"> <li>• Extensive preservation of the Coltsville site, most significant building, and historic landscape</li> <li>• Reintegration of the historic Coltsville neighborhood</li> <li>• Richest visitor experience</li> <li>• Visitation on par with other major NPS historic sites and exceeding other Hartford-area cultural attractions</li> <li>• Extensive enhancement of neighborhood</li> <li>• Highest and most diverse economic impact</li> </ul>
<b>Cons</b>	<ul style="list-style-type: none"> <li>• Limited visitor experience</li> <li>• Limited visitation</li> <li>• Limited economic impact</li> </ul>	<ul style="list-style-type: none"> <li>• Substantially higher operating costs</li> <li>• Substantially higher investment in infrastructure and exhibits required</li> <li>• More partnerships to manage</li> </ul>	<ul style="list-style-type: none"> <li>• Highest cost</li> <li>• Very long term development horizon</li> <li>• Multiple partnership arrangements will be necessary</li> </ul>

## D. Making the National Park Happen

### I. Principal Partners

While many partners will need to be involved in the Park as it develops, a few principal partners will have to commit substantial time and/or resources to the project. Securing commitments from these partners will be important to the success of the National Park.

<b>Partner</b>	<b>Anticipated Role</b>
<b>Coltsville Ad Hoc Committee</b>	Continue to provide leadership. Designate a single person to follow through with state, Colt Gateway, NPS, and community outreach.
<b>Colt Gateway</b>	Critical path partner needs to allow acquisition of 1,500 to 15,000 SF of area in the East Armory through ownership or easement.
<b>Connecticut Department of Economic and Community Development</b>	Provide capital funding to support long-term lease or purchase of space for NPS in the East Armory.
<b>Connecticut Commission on Culture &amp; Tourism</b>	Continue to provide financial and historic tax credit support for restoration of Colt Armory buildings. Provide limited restoration funding for historic Coltsville buildings owned by City of Hartford or non-profit organizations (Armsmear, the church, park buildings, etc.).
<b>City of Hartford</b>	Provide leadership in developing a Cultural Heritage Landscape Master Plan for Coltsville Provide economic incentives for East Armory restoration
<b>Connecticut State Library and Museum of Connecticut History</b>	Provide significant artifacts for exhibit areas and expertise and support for development of interpretation visitor experiences.
<b>Wadsworth Atheneum Museum of Art</b>	Provide significant artifacts for exhibit areas and expertise and support for development of interpretation visitor experiences.

At this stage, the most important commitment will be from the Colt Gateway developers. At its most basic level, a National Park is a place. The nature and extent of the spaces that will belong to the National Park Service need to be confirmed and committed to in order to ensure that the project will move forward expeditiously.

### 2. Need for NPS Management: Partner Capabilities and Roles

One of the central questions posed for this study is whether National Park Service management of the Coltsville historic site is necessary or whether another organization can manage the site. The following table outlines the organizations involved with the Coltsville Ad Hoc Committee and assesses their capability to manage the site. These assessments are based on discussion with organization leaders and the consultant team's experience in working with some of these organizations in prior projects.

The Ad Hoc Committee members' capability to manage Coltsville are evaluated against these central criteria:

- Is the organization's mission or focus primarily historical?
- Does the organization have experience managing and interpreting historic sites?
- Does the organization have the resources, or access to the resources, to interpret and manage the site?

<b>Partner</b>	<b>Mission/Focus and Management Capability</b>	<b>Anticipated Role</b>
<b>Church of the Good Shepherd</b>	Active Episcopal congregation	<ul style="list-style-type: none"> <li>• Cooperate with Park management to allow limited access to the church and parish house</li> </ul>
<b>City of Hartford</b>	Focused on urban planning and development	<ul style="list-style-type: none"> <li>• Leadership in developing a Cultural Heritage Landscape Master Plan for Coltsville</li> <li>• Provide economic incentives for East Armory restoration</li> </ul>
<b>Colt's Manufacturing Company and Colt Defense</b>	For-profit corporations focused on developing armaments	<ul style="list-style-type: none"> <li>• Potential funders for capital and/or operating costs</li> </ul>
<b>Colt Gateway, LLC</b>	For-profit corporation focused on real estate development	<ul style="list-style-type: none"> <li>• Allow acquisition of 1,500 to 15,000 SF of area in the East Armory through ownership or easement</li> <li>• Long-term partner in ownership of East Armory</li> </ul>
<b>Colt Trust</b>	Trust established to support Armsmear, the Church of the Good Shepherd, and the Colt Memorial Parish House	<ul style="list-style-type: none"> <li>• Cooperate with Park management to allow limited access to Armsmear</li> </ul>
<b>CSS/CON</b> (Commission to Strengthen the Sheldon and Charter Oak Neighborhood)	Neighborhood organization focused on revitalization of Coltsville neighborhood	<ul style="list-style-type: none"> <li>• Active role in developing a Cultural Heritage Landscape Master Plan for Coltsville</li> <li>• Work with Park management to develop neighborhood relationships</li> </ul>
<b>Connecticut Commission on Culture &amp; Tourism</b>	State agency also responsible for several small state museums, SHPO, and historic tax credits. No experience managing a site of this scale or significance. Museums are not a core focus of the agency and are consistently underfunded.	<ul style="list-style-type: none"> <li>• Managing tax credits for East Armory</li> <li>• Coordinate marketing and publicity efforts with Park management</li> <li>• Provide limited restoration grant funding to city or non-profits.</li> </ul>
<b>Connecticut Historical Society</b>	Non-profit museum with focus on collections and research. Some Colt-related archival material. Recently gave up management of a remote site to refocus on their main facility.	<ul style="list-style-type: none"> <li>• Assist with interpretive and exhibit development</li> <li>• Provide archival materials for exhibits if appropriate</li> <li>• Develop, operate, and manage educational and other public programs in NS or other space.</li> <li>• Explore possibility of developing a related Connecticut history exhibit in other areas of East Armory or at a nearby site</li> </ul>

<b>Partner</b>	<b>Mission/Focus and Management Capability</b>	<b>Anticipated Role</b>
<b>Connecticut Humanities Council</b>	Primarily a funding agency	<ul style="list-style-type: none"> <li>• Help fund interpretive and exhibit planning and implementation</li> <li>• Help provide access to collections and expertise at various museums with Colt-related assets</li> <li>• Advocate for the project as a whole</li> </ul>
<b>Connecticut State Library and Museum of Connecticut History</b>	Museum and Library focus is on archives and collections. Limited exhibit and interpretive capabilities. No experience managing an historic site.	<ul style="list-style-type: none"> <li>• Cooperate with park management to provide significant artifacts for interpretive exhibit areas</li> <li>• Explore possibility of developing a related armament collection-focused exhibit in other areas of East Armory or at a nearby site</li> </ul>
<b>Connecticut Trust for Historic Preservation</b>	Non-profit organization focused on historic preservation. No experience with historic interpretation or site management.	<ul style="list-style-type: none"> <li>• Support the restoration of the East Armory and other historic structures on the site</li> <li>• Advocate for funding for Cultural Heritage Landscape Master Plan</li> </ul>
<b>Congressional Offices</b> (Congressman Larson, Senator Dodd, and Senator Lieberman)	Legislators.	<ul style="list-style-type: none"> <li>• Advocate for NPS participation</li> <li>• Help facilitate funding for capital costs</li> </ul>
<b>Hartford Botanical Gardens</b>	Non-profit organization focused on the development of a botanical garden in Colt Park.	<ul style="list-style-type: none"> <li>• Advocate for funding for Cultural Heritage Landscape Master Plan</li> <li>• Active role in integrating the Botanical Garden planning with the development of a Cultural Heritage Landscape Master Plan for Coltsville</li> <li>• Coordinate programming with Park management</li> </ul>
<b>Hartford Courant</b>	Newspaper focused on local stories	<ul style="list-style-type: none"> <li>• Advocate for the project as a whole</li> </ul>
<b>Hartford Preservation Alliance</b>	Non-profit organization focused on historic preservation. No experience with historic interpretation or site management.	<ul style="list-style-type: none"> <li>• Support the restoration of the East Armory and other historic structures on the site.</li> </ul>
<b>Riverfront Recapture, Inc.</b>	Non-profit organization focused on extending and connecting Hartford's riverfront park to the Coltsville site.	<ul style="list-style-type: none"> <li>• Active role in integrating Riverfront Recapture's planning with the development of a Cultural Heritage Landscape Master Plan for Coltsville</li> <li>• Coordinate programming with Park management</li> <li>• Advocate for the project as a whole</li> </ul>
<b>Wadsworth Atheneum Museum of Art</b>	Art museum with significant Colt collections. No experience managing an historic site.	<ul style="list-style-type: none"> <li>• Cooperate with park management to provide significant artifacts for interpretive exhibit areas</li> <li>• Explore the potential of developing a related collection-focused exhibit in other areas of East Armory or at a nearby site</li> </ul>

As this table shows, despite the plethora of partners and interested parties, none of the local partners has *both* the history-based mission or focus and the management capability to develop and operate a significant Coltsville Park. Many of the partners can collaborate in specific ways

with the National Park Service, such as contributing artifacts and historical information to exhibits and other visitor experiences.

The National Park Service is needed for coordinated oversight of the Coltsville site, resources, and partner activities.

### 3. Goal-Driven Actions

In order to achieve the Coltsville Ad Hoc Committee’s goals, committee members will have to work together in the following ways.

Goal	Actions	Funding
<b>Historic Preservation</b>	<ul style="list-style-type: none"> <li>• Establish unified short, mid-term, and long-range preservation plan for Coltsville’s historic assets</li> </ul>	<ul style="list-style-type: none"> <li>• Secure state funding through appropriations, bonding, or combination</li> <li>• Cultivate and solicit donations from private preservation-minded sources</li> </ul>
<b>Historical Interpretation</b>	<ul style="list-style-type: none"> <li>• Provide NPS leadership with an agenda of interpretive themes for Coltsville</li> <li>• Provide access to historical content and expertise</li> <li>• Establish plans to extend Coltsville interpretation into neighboring sites</li> <li>• Promote Coltsville to public and key constituencies</li> </ul>	<ul style="list-style-type: none"> <li>• Cultivate and solicit donations from private sources</li> </ul>
<b>Hartford Revitalization</b>	<ul style="list-style-type: none"> <li>• Establish unified short, mid-term, and long-range objectives for integrating revitalization projects with Coltsville National Park</li> </ul>	<ul style="list-style-type: none"> <li>• Secure state funding through appropriations, bonding, or combination</li> <li>• Cultivate and solicit donations from private sources</li> </ul>
<b>Neighborhood Revitalization</b>	<ul style="list-style-type: none"> <li>• Work with NPS leadership to establish a mutually-beneficial neighborhood development agenda</li> <li>• Provide access to historic resources and community activism in order to integrate Coltsville National Park into the local revitalization agenda</li> </ul>	<ul style="list-style-type: none"> <li>• Advocate for state and local funding</li> <li>• Cultivate and solicit donations from community-based funding sources</li> </ul>
<b>Private Redevelopment</b>	<ul style="list-style-type: none"> <li>• Work with NPS leadership to establish milestone-based plan to redevelop Coltsville site, particularly East Armory</li> </ul>	<ul style="list-style-type: none"> <li>• Establish a mutually-beneficial business partnership with NPS</li> </ul>
<b>Federal Oversight</b>	<ul style="list-style-type: none"> <li>• Take needed steps to establish Coltsville as a National Park</li> <li>• Provide project leadership</li> <li>• Coordinate Federal, state, and local interests and redevelopment efforts</li> </ul>	<ul style="list-style-type: none"> <li>• Provide capital and operating funding for Coltsville National Park</li> <li>• Coordinate Federal, state, local, and private funding streams</li> </ul>

#### **4. Next Steps**

The following steps are needed to make the Coltsville National Park a reality:

1. Designate a single person who is responsible for achieving steps two through four below.
2. Meet with state officials, Colt Gateway developers, and local community members to get firm commitments and support.
3. Get a commitment from Colt Gateway or Homes for America Holdings to acquire ownership or a permanent easement for use of the needed area in the East Armory
4. Get commitments from other partners to fulfill the roles outlined for them.
5. Pass legislation to make Coltsville a National Park site (timing subject to legislative timetable and other factors) and establish a NPS structure to move the project forward with funding for staff, planning, and design.
6. Assist Colt Gateway (or successor developers) to secure adequate funding to complete restoration of the shell of the East Armory and ensure the acquisition of space in the East Armory for NPS use.
7. Develop architectural and exhibit plans and Cultural Heritage Landscape Master Plan.
8. Secure funding for fit out of interior space, exhibit development, Cultural Heritage Landscape Plan development, and other capital costs.
9. Implement architectural, exhibit, and landscape plans.

A full project schedule should be developed as the first step in the next phase of the planning.

## E. Closing Thoughts

A few closing thoughts:

- The Colt Armories, particularly the East Armory, are nationally significant historic buildings and need to be saved for posterity.
- Developing a Coltsville National Park will create both a compelling destination for visitors and a more vibrant community for the people of Hartford.
- The National Park designation will help spur investment in the Armory buildings, but the designation alone is not sufficient to ensure restoration of the buildings or to create a long-term location for the National Park's visitor center. Continued, coordinated community support will be critical to the success of the project and the Park.
- The Cultural Heritage Landscape Plan is an essential component of the long-term success of the National Park. It will provide a solid historical foundation to the coordination of all of the other plans for the area.
- The Ad Hoc Committee has been an effective advocate for the National Park. It can perhaps best now move that effort forward by helping to confirm the spaces that will be available for NPS use in the East Armory. A single individual tasked with that effort will help it to move forward.
- To date, multiple attempts at private redevelopment of the East Armory have not been successful. The costs of the needed renovations weighed against the potential commercial return have made it difficult to put together a viable business plan. This task will be even harder in today's economic climate. Public investment will be necessary.
- The public wants a Coltsville National Park, but will need to understand why public investment is necessary. The impact of the public investment will be substantial as it will both anchor Hartford's reputation as a heritage destination and spur redevelopment of the Coltsville community. The bigger the investment, the larger the impact.
- If the National Park is fully developed as outlined in the third scenario, Coltsville could be as significant a New England destination as the Lowell National Historical Park and the New Bedford Whaling National Historic Park, both of which have hundreds of thousands of visitors each year and have contributed significantly to the revitalization of their communities.

*Coltsville could be as significant a New England destination as the Lowell National Historical Park and the New Bedford Whaling National Historic Park, both of which have hundreds of thousands of visitors each year and have contributed significantly to the revitalization of their communities.*

## **Appendices**

1. Space Program, Operating, and Capital Budgets
2. Cultural Heritage Tourism Visitor Profile
3. Large Scale Versions of Diagrams
4. Detailed Comparable Data

## I. Space Program, Operating, and Capital Budgets

The budgets included here are conceptual in nature and are designed to be proportionally comparative in order to facilitate discussion. The amounts are order-of-magnitude amounts and will require further research and analysis.

Please note:

- The Capitalized Cost of a 20-year Lease calculates the cost of making a one-time payment in lieu of monthly or annual lease payments. It ensures that the Park Service will not incur leasing costs for twenty years. It also gives the developer capital up front to help with the restoration of the East Armory building. Of course, this approach will require further discussion.
- The attendance projections are very preliminary. They are comparable to other National Parks with similar resources and visitor experiences. Actual attendance will depend on a variety of factors, including:
  - The significance of the resources available to the public (site, building, or collection).
  - The quality of the interpretive experiences, including exhibits, films, tours, and other experiences.
  - Ease of access and availability of parking.
  - The nature and extent of other facilities and experiences in the immediate vicinity, including restaurants and retail as well as other interpretive experiences.
- The attendance projection for the third scenario is substantially higher because it assumes that the cultural landscape plan will be completed and operational.
- The Colt Manufacturing Multimedia Experience could be operated as a separate concession. The operations are included in the main operating budget for simplicity of comparison.

**Important:** *The scenarios presented here are designed to facilitate discussion about the choices that need to be made in order to plan for the proposed Coltsville National Park. The budget and attendance assumptions presented here are based on our experience with similar projects and have not yet been fully tested and confirmed. They are designed to allow for comparison among the scenarios rather than to project actual results. Additional research and analysis will be needed to develop the final projections for the scenario (or combination of several scenarios) that is deemed most appropriate and most feasible.*

<b>Budget Summary</b>	<b>Basic</b>	<b>East Armory</b>	<b>Full Site</b>
Area in East Armory	1,500 SF	10,100 SF	15,400 SF
Exhibit Design and Interpretation Costs	\$ 225,000	\$ 2,925,000	\$ 3,425,000
Total Capital Costs	\$ 720,000	\$ 7,030,000	\$ 9,300,000
Total Visitation	25,000	60,000	200,000
Paid Visitation (Colt Experience)	---	30,000	60,000
FTE Staff	2.0	7.0	12.0
Earned Revenue (Store, and Events)	\$ 20,000	\$ 80,000	\$ 220,000
Salaries and Fringe Benefits	135,000	398,000	648,000
Other Operating Costs	31,000	104,000	174,000
<b>NPS Operating Support</b>	<b>\$ 146,000</b>	<b>\$ 422,000</b>	<b>\$ 602,000</b>
Potential Revenue from Colt Experience Tickets	---	\$ 136,500	\$ 273,000
Cost per Visitor	\$ 5.84	\$ 7.03	\$ 3.01

Note: Subtotals are rounded to nearest thousand, which may cause the overall totals to vary slightly from the worksheets on the following pages.

<b>Space Needs Outline</b>	<b>Basic East Armory</b>		<b>Full Site</b>
	<b>Net SF</b>	<b>Net SF</b>	<b>Net SF</b>
<b>1. Visitor Service Areas</b>			
1.1 Lobby/Reception Area	300	500	500
1.2 Ticketing/Information	50	100	100
1.3 Merchandise Sales Area	100	200	200
1.4 Public Restrooms	150	300	300
1.5 Staff Work Area and Storage for Brochures and Inventory	---	150	150
<b>Subtotal Net Areas:</b>	<b>600</b>	<b>1,250</b>	<b>1,250</b>
<b>2. Exhibition Areas</b>			
2.1 Introductory Film	150	150	150
2.2 Interpretive Exhibits	300	1,000	1,500
2.3 Colt Manufacturing Multimedia Experience <i>500 SF per floor on 4 floors for elevator. 500 SF queuing area on ground floor.</i>	---	2,500	2,500
2.4 Fourth Floor Observation Area	---	2,500	2,500
<b>Subtotal Net Areas:</b>	<b>450</b>	<b>6,150</b>	<b>6,650</b>
<b>3. Education Facilities (operated by third party)</b>			
3.1 Demonstration/Activity Rooms @ 600 SF each	---	---	1,800
3.2 Multipurpose Meeting Room	---	---	1,000
3.3 Teacher's Resource Center	---	---	500
3.4 Lunch Storage for School Groups	---	---	100
3.5 Education Storage	---	---	200
3.6 Education Staff Offices and Work Areas	---	---	300
<b>Subtotal Net Areas:</b>	<b>---</b>	<b>---</b>	<b>3,900</b>
<b>4. Administrative Offices and Work Areas</b>			
4.1 NPS Administrative Offices and Work Areas	200	500	500
4.2 Shared Work Areas	---	250	250
4.3 Building Maintenance and Security Office	---	300	300
<b>Subtotal Net Areas:</b>	<b>200</b>	<b>1,050</b>	<b>1,050</b>
<b>Total Net Areas:</b>	<b>1,250</b>	<b>8,450</b>	<b>12,850</b>
<b>Total Gross Area (@ approximately 1.2 times Net):</b>	<b>1,500</b>	<b>10,100</b>	<b>15,400</b>

<b>Capital Costs</b>	2008 Dollars		
	<b>Basic</b>	<b>East Armory</b>	<b>Full Site</b>
<b>A. Building and Construction</b>	<i>1,500 Net SF</i>	<i>10,100 Net SF</i>	<i>15,400 Net SF</i>
1. Capitalized Cost of 20-year Lease <i>Assumes \$ 160/SF cost for a beginning \$10/SF lease cost escalated at 3%/year and discounted 5% for the net present value of the capital investment.</i>	\$ 240,000	\$ 1,616,000	\$ 2,464,000
2. Construction for Tenant Fit Out <i>Assumes unfinished interior space @ \$ 100/SF</i>	150,000	1,010,000	1,540,000
3. Project Expenses @ 25% of Construction <i>Includes project management, architectural and engineering fees of approximately 10%, specialist consultants, reimbursable expenses, furnishings, fixtures, and equipment.</i>	40,000	250,000	390,000
<b>Construction Subtotal</b>	<b>\$ 430,000</b>	<b>\$ 2,876,000</b>	<b>\$ 4,394,000</b>
<b>B. Exhibitions</b>			
1. Introductory Film	75,000	300,000	400,000
2. The Colt Story Interpretive Exhibit	75,000	400,000	600,000
3. Colt Manufacturing Multimedia Experience	---	2,000,000	2,000,000
4. Fourth Floor Observation Area Exhibit Panels	---	125,000	125,000
<b>Exhibitions Subtotal</b>	<b>\$ 150,000</b>	<b>\$ 2,825,000</b>	<b>\$ 3,125,000</b>
<b>C. Landscape</b>			
1. Preliminary Cultural Heritage Landscape Study	---	75,000	75,000
2. Cultural Heritage Landscape Master Plan	---	400,000	400,000
3. Cultural Heritage Landscape Implementation Site Signage and Interpretation Pedestrian Walkways and Landscaping (~\$10 million) Sheldon Charter Oak Neighborhood (~\$10 million) Hartford Botanical Garden (~ \$5 Million) Riverfront Recapture (~ \$25 million) Colt Gateway Streetscape (~\$7 million) Colt Park (~\$5 million)	75,000	100,000	300,000
<b>Landscape Subtotal</b>	<b>\$ 75,000</b>	<b>\$ 575,000</b>	<b>\$ 775,000</b>
<b>D. Project Subtotal</b>	<b>\$ 655,000</b>	<b>\$ 6,276,000</b>	<b>\$ 8,294,000</b>
1. Project Contingency at Approximately 10%	65,000	624,000	706,000
<b>E. Project Budget</b>	<b>720,000</b>	<b>6,900,000</b>	<b>9,000,000</b>
1. Fundraising Costs <i>10% of Project Budget amount over \$5 million.</i>	---	130,000	300,000
<b>Total Capital Cost</b>	<b>\$ 720,000</b>	<b>\$ 7,030,000</b>	<b>\$ 9,300,000</b>

### **Projected Income and Expenses - Basic Scenario**

<b>Projected Revenue for 25,000 Annual Visitors</b>	<b>2008 Dollars</b>
1. Park Store Net Income (@ \$.75/visitor)	18,750
2. Net Income from Special Events, Meetings, etc.	---
3. Net Miscellaneous Revenue	1,000
<b>Total Projected Revenue</b>	<b>\$ 19,750</b>
<b>Projected Expenses</b>	
1. Salaries and Wages	\$ 100,000
2. Fringe Benefits (@ 35% of Salaries and Wages)	35,000
3. Exhibit Repair and Maintenance	5,000
4. Utilities (1,000 SF @ \$2.00/SF)	2,000
5. Administrative Costs <i>Including telephone, supplies, legal fees, reproduction, travel, professional development, etc. @ \$2,000/FTE</i>	4,000
6. Miscellaneous Expenses	20,000
<b>Total Projected Expenses</b>	<b>\$ 166,000</b>
<b>Estimated NPS Operating Support</b>	<b>\$ 146,250</b>

**Projected Staffing - Basic Scenario**

	<b>Total FTEs*</b>	<b>Annual Salary</b>	<b>Total Salary Expense</b>
1. Park Administrator	---	70,000	-
2. Administrative Assistant	---	30,000	-
3. Ranger Staff	2	50,000	100,000
4. Education/Outreach Specialist	---	30,000	-
5. Visitor Service Staff	---	25,000	-
<b>Totals</b>	<b>2.0</b>		<b>\$ 100,000</b>

\* FTE is defined as a Full-Time Equivalent. These positions can be fulfilled by any combination of full and part-time employees.

**Projected Attendance - Basic Scenario**

Projected Annual Attendance: 25,000

		Contact Station Only	Colt Experience	Total
		100%	0%	100%
Adults	50%	12,500	---	12,500
Seniors	15%	3,750	---	3,750
Children	20%	5,000	---	5,000
School Groups	10%	2,500	---	2,500
<b>Totals</b>	<b>95%</b>	<b>25,000</b>	<b>---</b>	<b>25,000</b>

Ticket Prices	Contact Station Only	Colt Experience
Adults	---	6.00
Seniors	---	5.00
Children	---	3.00
School Groups	---	2.00

Revenues	Contact Station Only	Colt Experience	Totals
Adults	---	---	---
Seniors	---	---	---
Children	---	---	---
School Groups	---	---	---
<b>Total Paid Attendance</b>	<b>---</b>	<b>---</b>	<b>---</b>

**Total Admissions Revenue \$0**

**Average Revenue per Visitor \$0.00**

### Projected Income and Expenses - East Armory Scenario

Projected Revenue for 60,000 Annual Visitors	2008 Dollars
1. Park Store Net Income (@ \$.75/visitor)	45,000
2. Net Income from Special Events, Meetings, etc.	25,000
3. Net Miscellaneous Revenue	10,000
<b>Total Projected Revenue</b>	<b>\$ 80,000</b>
<b>Projected Expenses</b>	
1. Salaries and Wages	\$ 295,000
2. Fringe Benefits (@ 35% of Salaries and Wages)	103,300
3. Exhibit Repair and Maintenance	50,000
4. Utilities (10,000 SF @ \$2.00/SF)	20,000
5. Administrative Costs <i>Including telephone, supplies, legal fees, reproduction, travel, professional development, etc. @ \$2,000/FTE</i>	14,000
6. Miscellaneous Expenses	20,000
<b>Total Projected Expenses</b>	<b>\$ 502,300</b>
<b>Estimated NPS Operating Support</b>	<b>\$ 422,300</b>
Potential Revenue from Colt Manufacturing Experience Tickets <i>Based on an estimated 30,000 tickets sold annually with an average ticket revenue of approximately \$4.60 per ticket.</i>	\$ 136,500

**Projected Staffing - East Armory Scenario**

	<b>Total FTEs*</b>	<b>Annual Salary</b>	<b>Total Salary Expense</b>
1. Park Administrator	1	70,000	70,000
2. Administrative Assistant	---	30,000	---
3. Ranger Staff	3	50,000	150,000
4. Education/Outreach Specialist	---	30,000	---
5. Visitor Service Staff	3	25,000	75,000
<b>Totals</b>	<b>7.0</b>		<b>\$ 295,000</b>

\* FTE is defined as a Full-Time Equivalent. These positions can be fulfilled by any combination of full and part-time employees.

**Projected Attendance - East Armory Scenario**

Projected Annual Attendance: 60,000

		Contact Station Only	Colt Experience	Total
		50%	50%	100%
Adults	50%	15,000	15,000	30,000
Seniors	15%	4,500	4,500	9,000
Children	20%	6,000	6,000	12,000
School Groups	10%	3,000	3,000	6,000
<b>Totals</b>	<b>95%</b>	<b>30,000</b>	<b>30,000</b>	<b>60,000</b>

Ticket Prices	Contact Station Only	Colt Experience
Adults	---	6.00
Seniors	---	5.00
Children	---	3.00
School Groups	---	2.00

Revenues	Contact Station Only	Colt Experience	Totals
Adults	---	\$90,000	90,000
Seniors	---	22,500	22,500
Children	---	18,000	18,000
School Groups	---	6,000	6,000
<b>Total Paid Attendance</b>	---	136,500	136,500

**Total Admissions Revenue \$136,500**

**Average Revenue per Paid Ticket \$4.55**

## Income and Expenses - Full Site Scenario

Projected Revenue for 200,000 Annual Visitors	2008 Dollars
1. Park Store Net Income (@ \$.75/visitor)	150,000
2. Net Income from Special Events, Meetings, etc.	50,000
3. Net Miscellaneous Revenue	20,000
<b>Total Projected Revenue</b>	<b>\$ 220,000</b>
<b>Projected Expenses</b>	
1. Salaries and Wages	\$ 480,000
2. Fringe Benefits (@ 35% of Salaries and Wages)	168,000
3. Exhibit Repair and Maintenance	100,000
4. Utilities (15,000 SF @ \$2.00/SF)	30,000
5. Administrative Costs <i>Including telephone, supplies, legal fees, reproduction, travel, professional development, etc. @ \$2,000/FTE</i>	24,000
6. Miscellaneous Expenses	20,000
<b>Total Projected Expenses</b>	<b>\$ 822,000</b>
<b>Estimated NPS Operating Support</b>	<b>\$ 602,000</b>
Potential Revenue from Colt Manufacturing Experience Tickets <i>Based on an estimated 60,000 annual tickets sold with an average ticket revenue of approximately \$4.60 per visitor.</i>	\$ 273,000

**Projected Staffing - Full Site Scenario**

	<b>Total FTEs*</b>	<b>Annual Salary</b>	<b>Total Salary Expense</b>
1. Park Administrator	1	70,000	70,000
2. Administrative Assistant	1	30,000	30,000
3. Ranger Staff	5	50,000	250,000
4. Education/Outreach Specialist	1	30,000	30,000
5. Visitor Service Staff	4	25,000	100,000
<b>Totals</b>	<b>12.0</b>		<b>\$ 480,000</b>

\* FTE is defined as a Full-Time Equivalent. These positions can be fulfilled by any combination of full and part-time employees.

**Projected Attendance - Full Site Scenario**

Projected Annual Attendance: 200,000

		Contact Station Only	Colt Experience	Total
		70%	30%	100%
Adults	50%	70,000	30,000	100,000
Seniors	15%	21,000	9,000	30,000
Children	20%	28,000	12,000	40,000
School Groups	10%	14,000	6,000	20,000
<b>Totals</b>	<b>95%</b>	<b>140,000</b>	<b>60,000</b>	<b>200,000</b>

Ticket Prices	Contact Station Only	Colt Experience
Adults	---	6.00
Seniors	---	5.00
Children	---	3.00
School Groups	---	2.00

Revenues	Contact Station Only	Colt Experience	Totals
Adults	---	\$180,000	180,000.00
Seniors	---	45,000	45,000.00
Children	---	36,000	36,000.00
School Groups	---	12,000	12,000.00
<b>Total Paid Attendance</b>	---	273,000	273,000

**Total Admissions Revenue \$273,000**

**Average Revenue per Paid Ticket \$4.55**

## 2. Cultural Heritage Tourism Visitor Profile

A growing number of travelers are becoming special-interest travelers who rank the arts, heritage, and/or other cultural activities in the top five reasons for traveling. These visitors are known as cultural tourists. Since 1998, the Travel Industry Association of America (TIA) and Partners in Tourism have collaborated on research that illuminates the scope of this demographic trend in travel. The fact sheet below summarizes key findings in the latest report by TIA and Smithsonian Magazine, *The Historic/Cultural Traveler*, 2003 Edition.

### How many cultural tourists are there?

Nearly 118.1 million American adults say they included at least one of fifteen arts, humanities, historic or heritage activities or events while traveling in 2002. This equates to more than half of the U.S. adult population (56%). One quarter of these cultural travelers take three or more of these trips per year. In fact, historic/cultural travel volume is up 13 percent from 1996, increasing from 192.4 million person-trips to 216.8 million person-trips in 2002.

### What do we mean by cultural heritage tourism?

Cultural heritage tourism is based on the mosaic of places, traditions, art forms, celebrations and experiences that portray this nation and its people, reflecting the diversity and character of the United States. Travelers who engage in cultural tourism activities visit the following:

- art galleries, theaters, and museums
- historic sites, communities, or landmarks
- cultural events, festivals, and fairs
- ethnic communities and neighborhoods
- architectural and archaeological treasures

Thirty percent or 35.3 million adults say that a specific arts, cultural, or heritage event or activity influenced their choice of destination. In fact, many travelers will extend their stay because of an arts, cultural, or heritage event or activity.

### Who are the cultural travelers?

Most cultural travelers want to enrich their lives with new travel experiences. This is particularly true among those aged 18-34, 75 percent of whom agreed that trips where they can learn something new are more memorable for them.

- The demographic profile of the cultural heritage travel segment today is younger, wealthier, more educated, and more technologically savvy when compared to those surveyed in 1996.
- Generation X (born 1965-1980) and Y'ers (born after 1980), are more apt than Matures to agree that trips where they can learn something new are more memorable for them (75% vs. 63%).
- Households headed by Baby Boomers (born 1945-1965) are most likely (41%) to participate in these activities.

### **How do cultural travelers compare to all U.S. travelers?**

Eighty-one percent of the 146.4 million U.S. adults who took a trip of 50 miles or more away from home in 2002 can be considered cultural tourists. Given this large volume of travelers, cultural/heritage tourism generates millions of dollars for destination communities in spending on shopping, food, lodging, and other expenses. This can be attributed in part to the fact that cultural/heritage trips are likely to last seven nights or longer. In a nutshell, cultural tourists compared to the average U.S. Traveler

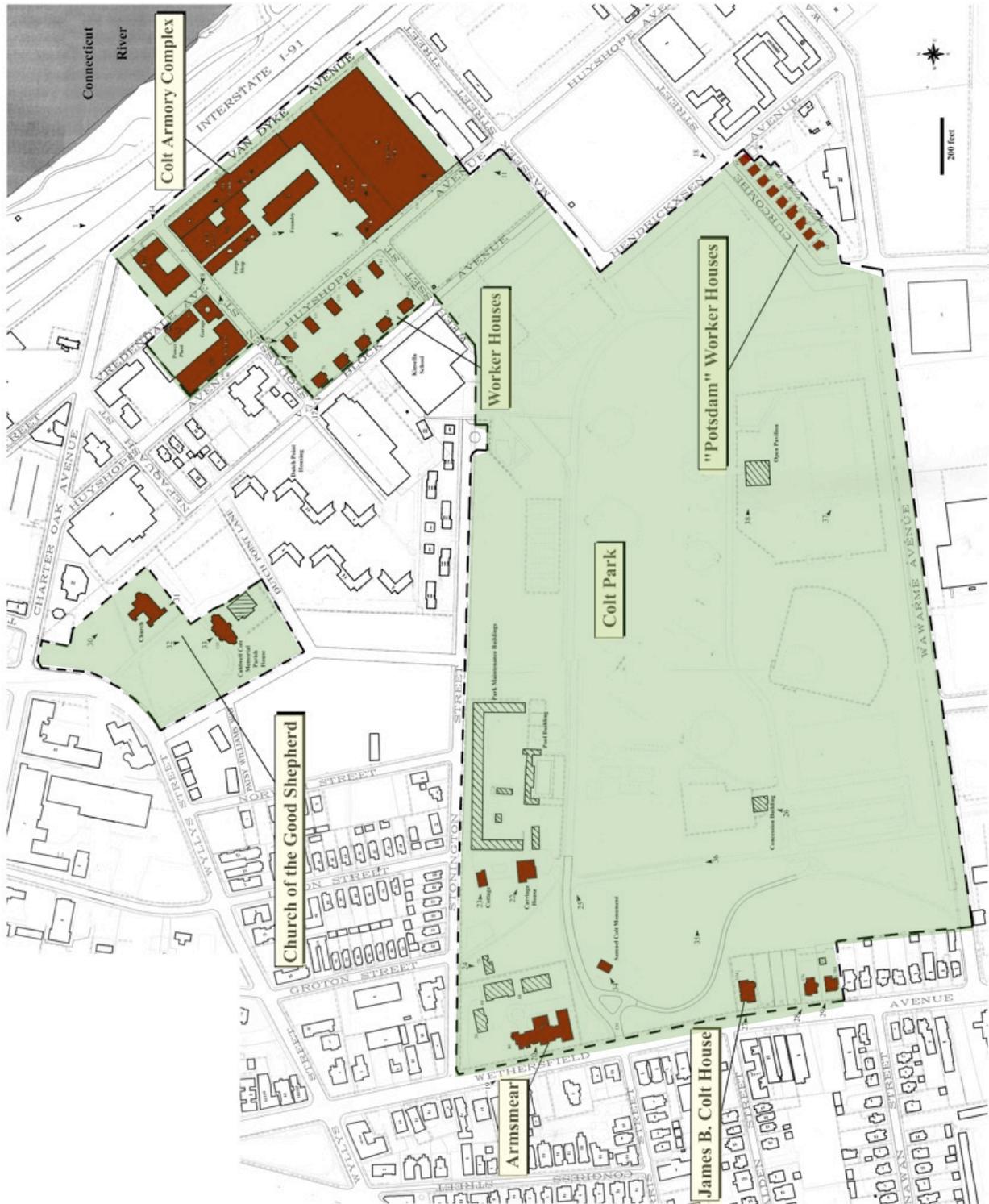
- Spend more: \$623 vs. \$457
- Are older: 49 vs. 47
- Are more likely to be retired—20 percent vs. 16 percent
- Are more likely to have a graduate degree: 21 percent vs. 19 percent
- Use a hotel, motel or B&B—62 percent vs. 55 percent
- Are more likely to spend \$1,000+/- —19 percent vs. 12 percent
- Travel longer—5.2 nights vs. 3.4 nights
- Travel by air—19 percent vs. 16 percent

### **Top Ten States Visited by Cultural/Historic Travelers in 2002**

- 1) California
- 2) Texas
- 3) New York
- 4) Florida
- 5) Pennsylvania 6) Virginia
- 7) Illinois
- 8) Tennessee
- 9) North Carolina
- 10) Georgia

Source: Cultural Heritage Tourism web site, <http://www.culturalheritagetourism.org/resources/visitorProfile.htm>. Managed by the National Trust for Historic Preservation.

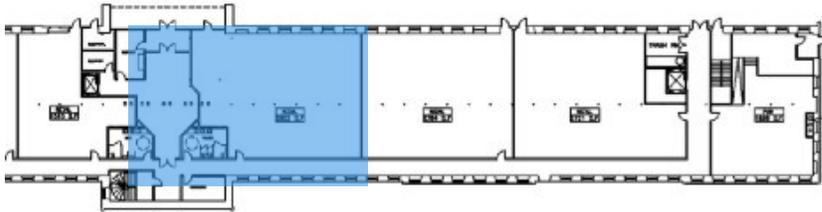
### 3. Large Scale Versions of Diagrams



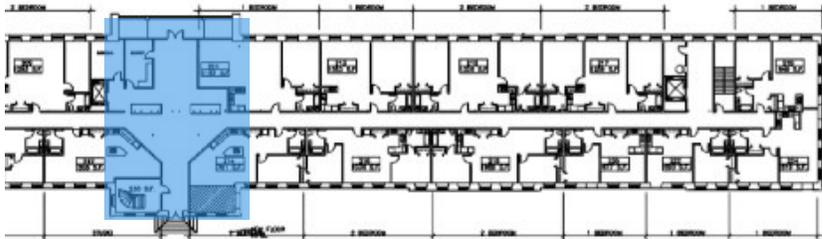
National Historic Landmark District Boundaries.



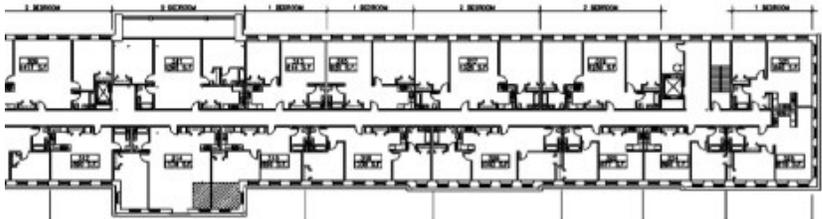
Plan showing related site planning efforts in the Coltsville area. Stars indicate significant historic locations.



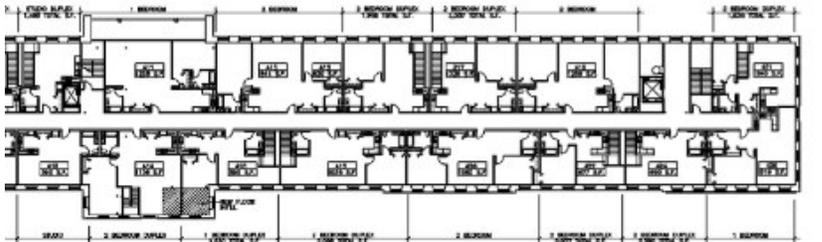
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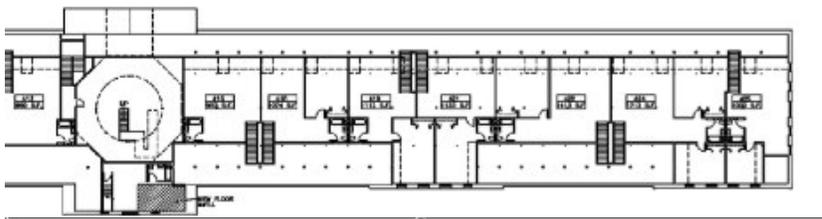
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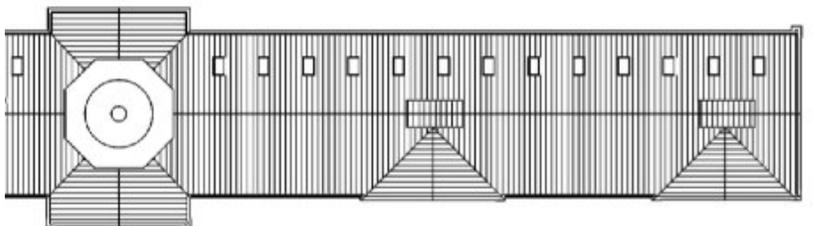
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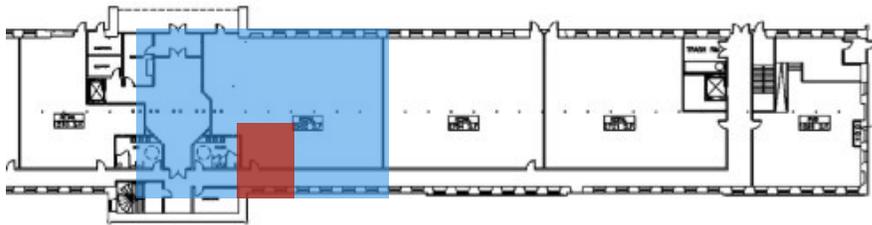
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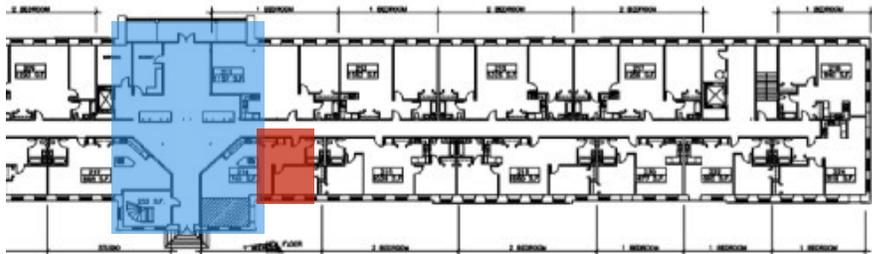
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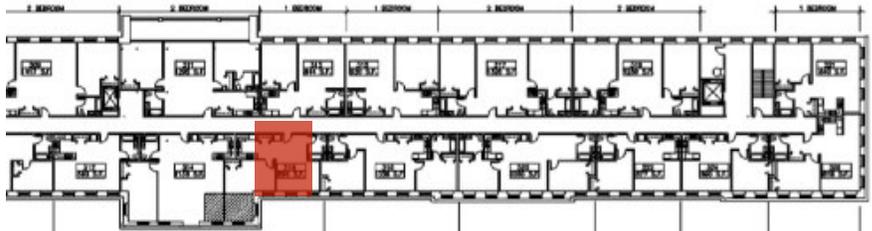
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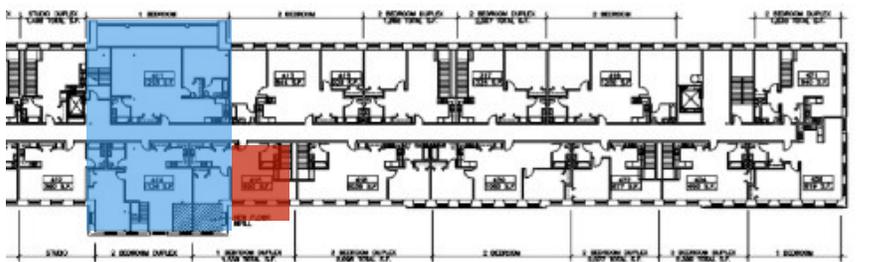
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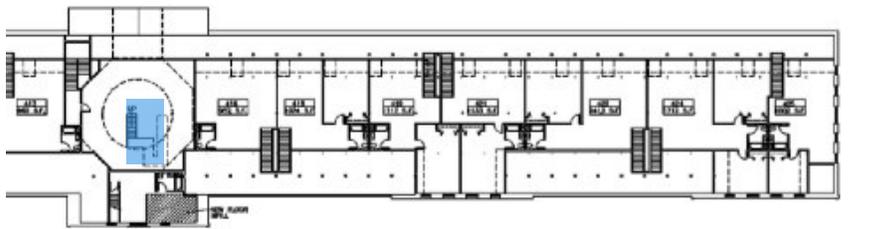
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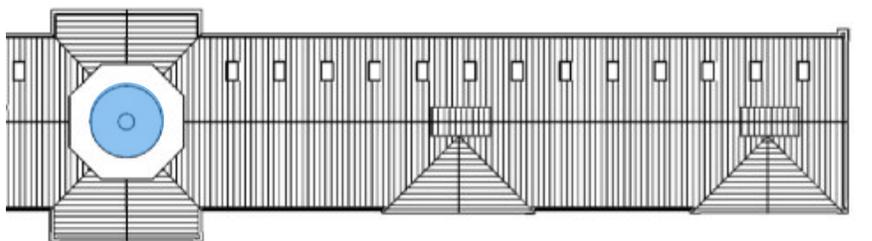
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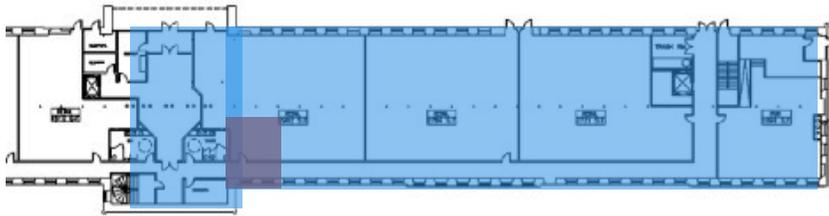
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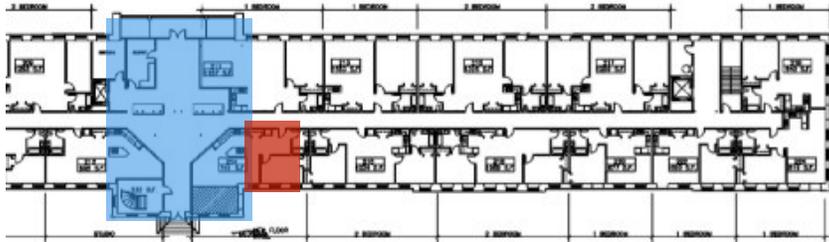
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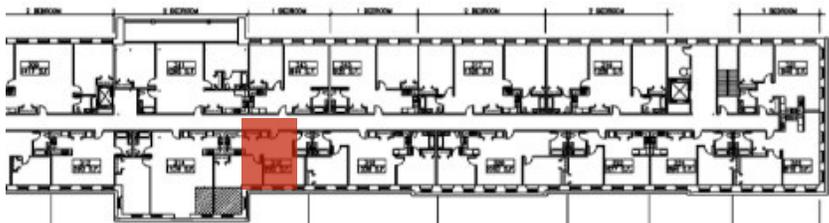
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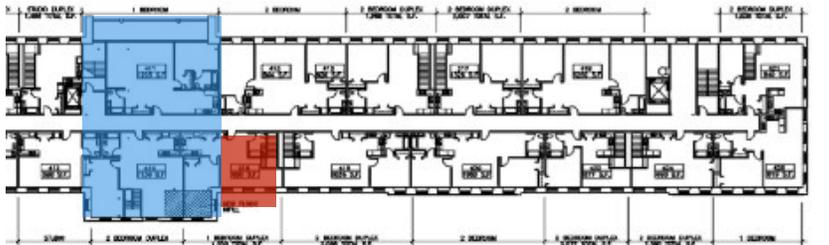
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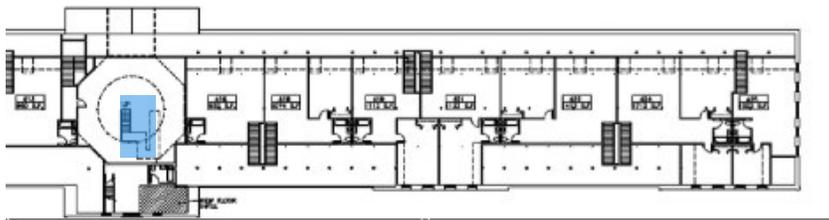
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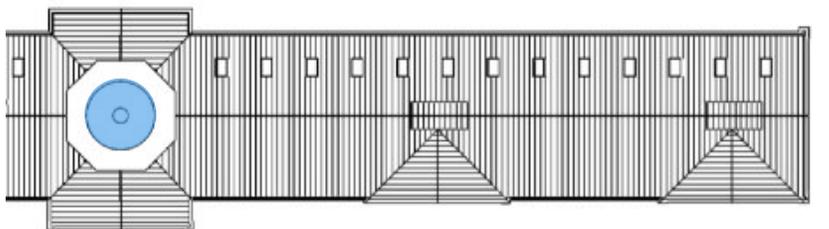
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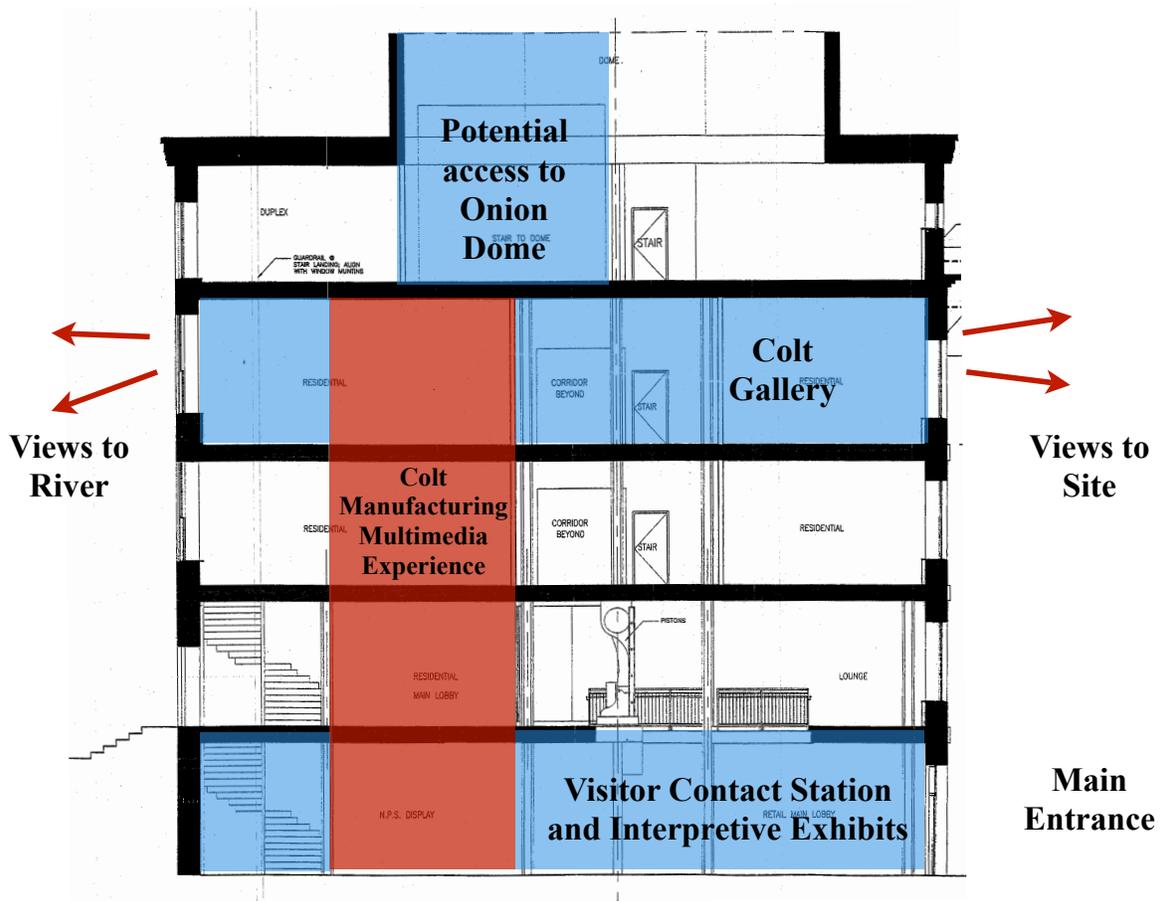
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Roof



## NPS Sites Comparable to Coltsville

Site	Comparisons to Coltsville	Facilities	Ease of Access	Visitor Experience Components	Attendance
<b>Lowell National Historical Park (Lowell, MA)</b>	19th-20th century mill complex  Urban  Riverfront	<ul style="list-style-type: none"> <li>•141 acres</li> <li>•NPS Visitor Center</li> <li>•Patrick J. Mogan Cultural Center</li> <li>•Boott Cotton Mill Museum</li> <li>•Moody St. Feeder Gatehouse (by appt.)</li> </ul>	4.1 mi from I-495. Visitor Center has limited free parking. Boott Mill Museum offers paid parking.	<ul style="list-style-type: none"> <li>•“Lowell &amp; The Industrial Revolution” A/V</li> <li>•“Mill Girls &amp; Immigrants” &amp; “River Transformed” exhibits</li> <li>•Recreated working weave room</li> <li>•Railroad exhibit</li> <li>•Canal boat tours, trolley tours, walking tours</li> <li>•Tsongas Industrial History Center</li> </ul>	632,204 (2006)  \$6/\$3 for Boott Mill Museum (FY 2008 paid attendance 52,684)  \$8/\$6 for canal boat Add'l fee for trolley tours
<b>New Bedford Whaling National Historical Park (New Bedford, MA)</b>	Multiple facilities within an NHL historic district  Urban  19th century	<ul style="list-style-type: none"> <li>•34 acres, built ca. 1780-1855</li> <li>•NPS Visitors Center</li> <li>•Waterfront Visitor Center</li> <li>•Mariner’s Home</li> <li>•Sundial Building</li> <li>•U.S. Customs House</li> <li>•Bourne Counting House</li> </ul>	3.1 mi from I-195. No free parking. Paid parking available in garages and metered street parking	<ul style="list-style-type: none"> <li>•Orientation film</li> <li>•Guided thematic tours of park (whaling, architecture, working waterfront)</li> <li>•Self-guided walking tours</li> <li>•Partner sites: New Bedford Whaling Museum, Schooner ERNESTINA, Rotch-Jones-Duff House Museum &amp; Garden, Seamen’s Bethel</li> </ul>	343,774 (2006)  \$10/\$6 for NBWM  \$5/\$2 for House Museum & Garden
<b>Springfield Armory National Historic Site (Springfield, MA)</b>	Arms manufacturing  Urban	<ul style="list-style-type: none"> <li>•55 acres</li> <li>•Museum at The Arsenal</li> <li>•Multiple buildings on campus of Springfield Technical Community College</li> </ul>	1 mi from I-91  Free parking at College	<ul style="list-style-type: none"> <li>•“Industry” and “Weapons” exhibits</li> <li>•Orientation film</li> <li>•Guided tours</li> <li>•Research library &amp; archives</li> </ul>	17,115 (2006)

Site	Comparisons to Coltsville	Facilities	Ease of Access	Visitor Experience Components	Attendance
<b>Salem Maritime National Historic Site (Salem, MA) and Essex National Heritage Area (Essex, MA)</b>	Multiple facilities and partner sites within two historic districts  Urban	<ul style="list-style-type: none"> <li>•9 acres</li> <li>•NPS Regional Visitor Center (Salem)</li> <li>•NPS Salem Maritime National Historic Site Visitor Center</li> <li>•Historic Wharves</li> <li>•Public Stores</li> <li>•Scale House</li> <li>•Customs House</li> <li>•Derby House &amp; 18th century garden</li> <li>•West India Goods Store</li> <li>•Tall ship FRIENDSHIP</li> <li>•Narbonne House</li> </ul>	2.6 mi from Rt. 128  No free parking.	<ul style="list-style-type: none"> <li>•Exhibits, dioramas, orientation films</li> <li>•Guided tours of buildings and vessel</li> <li>•Maritime Trail</li> <li>•Partner sites: Peabody Essex Museum, House of the Seven Gables, Misery Islands, Stephen Phillips House, The Witch House, Salem 1630 Pioneer Village, Salem Witch Museum, Schooner FAME (replica 1812 privateer)</li> </ul>	761,945 (2006)  \$5/\$3 for guided tours  Add'l fees for partner sites
<b>Boston National Historical Park/ Charlestown Navy Yard (Charlestown, MA)</b>	Urban	<ul style="list-style-type: none"> <li>•30 acres</li> <li>•Visitor Center</li> <li>•USS CONSTITUTION</li> <li>•USS CASSIN YOUNG</li> </ul>	Public transportation strongly recommended. Limited discounted parking	<ul style="list-style-type: none"> <li>•Orientation film, A/V</li> <li>•Walking tours</li> <li>•Guided tours of vessels</li> <li>•Self-guided walking tours (incl. podcast)</li> </ul>	1,944,386 for entire park (2006)
<b>Edison National Historic Site (West Orange, NJ)</b>	19th-20th century home of industrial inventor	<ul style="list-style-type: none"> <li>•21.25 acres</li> <li>•Glenmont (house)</li> <li>•Laboratory(currently closed for renovation)</li> </ul>	1 mi from I-280 Free parking	<ul style="list-style-type: none"> <li>•House tour</li> <li>•Laboratory tour</li> <li>•Self-guided walking tour of grounds</li> <li>•Garden shop</li> </ul>	8,753 (2006)

Site	Comparisons to Coltsville	Facilities	Ease of Access	Visitor Experience Components	Attendance
<b>Hopewell Furnace National Historic Site (Elverson, PA)</b>	18th-19th century industrial community with manufacturing & housing  Rural  Riverfront	<ul style="list-style-type: none"> <li>•848 acres</li> <li>•NPS Visitor Center</li> </ul>	5 mi from SR-345. Free parking	<ul style="list-style-type: none"> <li>•Orientation A/V</li> <li>•Bookstore</li> <li>•Hiking trails</li> <li>•Self-guided walking &amp; driving tours</li> <li>•Live demonstrations</li> <li>•Apple picking (seasonal)</li> </ul>	49,239 (2006)  \$4 trail fee
<b>Harper's Ferry National Historic Site (VA-WV-MD)</b>	Multiple facilities within 3-state park  Rural/suburban  Riverfront	<ul style="list-style-type: none"> <li>•2,503 acres</li> <li>•NPS Visitors Center</li> <li>•Information Center</li> </ul>	2.5mi from US-340. Free parking Shuttle bus to area points of interest	<ul style="list-style-type: none"> <li>•Orientation film</li> <li>•Living history events and demonstrations</li> <li>•Self-guided hiking and bicycle tours</li> <li>•Museums and exhibits throughout the park</li> </ul>	267,501 (2006)  \$6 vehicle pass  \$4 walking/bike pass

## Hartford-Area Comparable Sites

Site	Colt Connections	Facilities	Ease of Access	Visitor Experience Components	Attendance
<b>Connecticut Historical Society Museum (Hartford, CT)</b>	Colt-related collections	<ul style="list-style-type: none"> <li>•57,000 SF total</li> <li>•7,000 SF galleries</li> <li>•15,000 SF storage</li> </ul>	3.44 mi from Colt building Free parking	<ul style="list-style-type: none"> <li>•Long term and changing exhibits</li> <li>•Research library &amp; archives</li> <li>•School groups, summer camps</li> <li>•Self-guided</li> <li>•Lectures, special events</li> </ul>	23,049 (2007)  \$6/\$3 fee for museum \$6/\$3 fee for library
<b>Museum of Connecticut History, CT State Library (Hartford, CT)</b>	Colt-related collections and research material	<ul style="list-style-type: none"> <li>•9,200 SF</li> <li>•Memorial Hall (4,000)</li> <li>•Colt Galleries (1,200)</li> <li>•South (2,300)</li> <li>•Nutmeg (750)</li> <li>•3,000 SF storage on site</li> <li>•3,000 SF @ Van Block building</li> </ul>	1.27 mi from Colt building Limited free parking on weekends Garages	<ul style="list-style-type: none"> <li>•Colt Firearms Collection permanent exhibit</li> <li>•Other thematic exhibits</li> <li>•Research library &amp; archives</li> <li>•Self-guided</li> <li>•School groups</li> </ul>	26,000 (est) incl. 16,000 in school groups Free admission
<b>Wadsworth Atheneum Museum of Art (Hartford, CT)</b>	Colt-related collections	<ul style="list-style-type: none"> <li>•200,000 gross SF 151,000 net</li> <li>•57,202 SF exhibitions</li> <li>•27,000 SF storage</li> </ul>	.9 mi from Colt building Paid parking	<ul style="list-style-type: none"> <li>•Permanent, long-term, and changing exhibits</li> <li>•Self-guided</li> <li>•Guided tours</li> <li>•School groups</li> <li>•Lectures, special events</li> <li>•Film series</li> </ul>	117,500 (FY 2008) \$10/\$8/\$5 fee

Site	Colt Connections	Facilities	Ease of Access	Visitor Experience Components	Attendance
<b>Old State House (Hartford, CT)</b>		<ul style="list-style-type: none"> <li>•28,163 gross SF</li> <li>•Mortensen gallery (5,800)</li> <li>•Holcombe ed center (1,200)</li> <li>•Stewards Museum (500)</li> <li>•historic rooms (2,000)</li> <li>•first floor public space (2,000)</li> </ul>	1.09 mi from Colt building Limited on-street metered parking Garage 2 blocks away	<ul style="list-style-type: none"> <li>•School groups</li> <li>•Self-guided</li> </ul>	33,229 (2007) (13,137 exhibit, 9717 rental, 4,372 paid, 4,548 unpaid, 1,455 programs) \$6/\$3 fee
<b>Mark Twain House and Museum (Hartford, CT)</b>		<ul style="list-style-type: none"> <li>•35,000 SF Twain Center incl. 2,472 SF collections storage</li> <li>•House</li> <li>•3.5 acres</li> </ul>	3.54 mi from Colt building	<ul style="list-style-type: none"> <li>•Historic house</li> <li>•Exhibits</li> <li>•School groups</li> <li>•Guided tours</li> <li>•Lectures &amp; special events</li> </ul>	54,770 paid 4,046 free (FY 2008) \$14/\$12/\$8 fee
<b>Harriet Beecher Stowe Center (Hartford, CT)</b>		<ul style="list-style-type: none"> <li>•Stowe House</li> <li>•Day House</li> <li>•Visitor Center</li> </ul>	3.48 mi from Colt building	<ul style="list-style-type: none"> <li>•Historic house &amp; garden</li> <li>•Guided tours</li> <li>•Lectures, special events</li> <li>•School groups &amp; after school programs</li> </ul>	25,474 (2007) \$8/\$7/\$4 fee
<b>Butler-McCook House &amp; Garden &amp; Amos Bull House (Hartford, CT)</b>		<ul style="list-style-type: none"> <li>•1 acre total</li> <li>•B-M 6,000 SF</li> <li>•A-B 7,000 SF</li> <li>•\$2.5 MM plan to create Archival Research Center for Telling the CT Story</li> </ul>	.7 mi from Colt building Limited free parking On-street metered parking	<ul style="list-style-type: none"> <li>•Two historic houses and garden</li> <li>•Guided tours</li> <li>•Evening events (First Thursday)</li> </ul>	2,900 (2008) \$7/\$6/\$4 fee
<b>Eli Whitney Museum &amp; Workshop (Hamden, CT)</b>		<ul style="list-style-type: none"> <li>•15,000 SF</li> </ul>	38.25 mi from Colt building Free parking	<ul style="list-style-type: none"> <li>•Experimental learning workshop for students and families</li> <li>•School groups, summer camps, birthday parties</li> </ul>	72,000 (2008) \$12/\$10 fee