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## **I. THE PLANNING PROCESS**

As required by federal enabling legislation, Public Act 103-449, Connecticut's Governor John Rowland named and convened an Advisory Council in January of 1997 to develop a "cultural heritage and Corridor Management Plan" for the Quinebaug and Shetucket Rivers Valley National Heritage Corridor. The document, *Vision to Reality: A Management Plan*, was completed, accepted and named Quinebaug-Shetucket Heritage Corridor Inc. (QSHC) as the administrative body for the National Heritage Corridor.

Since that time, QSHC has produced an Implementation Plan (1998) for the management document, as well as a briefer Action Plan (1998) to direct the activities of the National Heritage Corridor and the allocation of resources. In 1999, Public Law 106-149 reauthorized the Quinebaug and Shetucket Rivers Valley National Heritage Corridor for ten years, expanded the boundaries to include ten additional communities in the watershed, and authorized annual funding up to \$1 million. With the reauthorization and expansion of the Corridor, there came a clear need to define goals, objectives and programming for the next ten years consistent with the increase in geographic area and resources.

*2010 Vision, A Plan for the Next Ten Years*, is both an internal and external planning document. Great care was taken to include grassroots point of views, and input from the thirty-five local communities, as well as suggestions from regional and state resources. The plan will serve to direct the work of QSHC, as well as to inform the greater community about the focus of work.

During the spring of 2000, a questionnaire (Appendix C) was distributed to QSHC members, local communities and organizations asking for their vision for the National Heritage Corridor. Over ninety individuals representing interests in historic preservation, economic development, tourism, natural resource conservation, recreation, land use community revitalization and agriculture worked through the QSHC committee structure to develop the plan, review the drafts, and adopt the final document.

*2010 Vision* is an evolving document, a fluid planning tool that will encourage additional or enhanced projects and programs as the years progress. The plan will be used to inform the annual budget process after review and updates by committees. Accordingly, the plan itself will be continually scrutinized and updated as those annual reviews occur.

## **II. BACKGROUND**

### **A. Significance: The Last Green Valley**

The Quinebaug and Shetucket Rivers Valley of northeastern Connecticut and south-central Massachusetts has been called "the Last Green Valley" in the sprawling metropolitan Boston-to-Washington corridor. The region appears distinctively dark in the urban and suburban glow when viewed at night from satellites or aircraft. In the daytime,

the green fields and forests confirm the surprisingly rural character of the 1,085 square-mile area defined by the Quinebaug and Shetucket Rivers systems and the rugged hills that surround them. The relatively undeveloped character of this green and rural island in the midst of the most urbanized region in the nation makes it a resource of local, regional, and national importance.

Two hundred years ago, Timothy Dwight, the president of Yale University, wrote that “the Quinebaug . . . is generally lined with handsome intervals. From these the country rises on both sides with ever varying gradations into hills of every form, and of heights changing from the small knoll to the lofty eminence. No country of any considerable extent which has fallen under my eye, when unaided by mountains, large rivers, lakes or the ocean, can be compared with this for the beauty of its scenery.”

The Quinebaug and Shetucket Rivers Valley is still notable for its quality of life and quality of place.

Amid the enormous economic and population changes of the twentieth century, the region has retained its fundamental attributes of lush pastures and woodlands, clean streams, rivers, ponds, and lakes; small cities and smaller towns representing important developments in American history; and continuing opportunities for individuals and families to enjoy a rural small-town life-style. Many civic groups, businesses, volunteers and local and state governments banded together with technical assistance from the National Park Service to work toward a special recognition of the resources in the valley. In 1994, Congress designated the Quinebaug and Shetucket Rivers Valley National Heritage Corridor, a recognition of the region as a unique national resource. And in 1999, because of the same kind of grassroots effort, Congress enlarged the Corridor to include Quinebaug and Shetucket River Valley towns in both Massachusetts and Connecticut.

“The Last Green Valley” is what we are today. It was not always so. The story of the region is centered around its forests and rivers, its swamps and hills, the birds and animals and plants that inhabit it. The story is also centered on the people who lived here – the Native People who used its natural resources first, the immigrants who built the small-town villages that are now so characteristic, the waves of people who built factories, farmed, raised families and moved on. From before the Revolution, this region’s economy has provided people, food, manufactured goods to a growing nation. It was the center of the growth of democracy and still uses the direct democracy of town-meeting government. Its independent people contributed in many notable ways to the government and culture of our nation.

It is by telling and understanding the distinctly New England but nationally important story of the Quinebaug and Shetucket Rivers Valley National Heritage Corridor that residents and visitors alike are able to celebrate and preserve its special qualities of life and place.

## **B. A Special Kind of Park**

The Quinebaug and Shetucket Rivers Valley National Heritage Corridor encompasses about 695,000 acres in northeastern Connecticut and south central Massachusetts. The area stretches from Norwich, Connecticut north to Charlton, Massachusetts and from Coventry, Connecticut east to the Rhode Island border.

More than half the size of Grand Canyon National Park and ten times the area of Acadia National Park, the National Heritage Corridor is a special type of park. Its 35 towns with numerous villages have a total population of about 300,000. The Federal Government does not own or manage the National Heritage Corridor as it does in traditional national parks. Instead, people, businesses, nonprofit cultural, educational and environmental organizations, local and state governments, the National Park Service and other federal agencies are working together to integrate the celebration and conservation of the region's resources with the needs for sustained quality of life and quality of place. QSHC combines the things we care about with the things we are concerned about into projects with multiple positive impacts.

### **C. Timeline**

1988 Congressman Sam Gejdenson finds that Connecticut ranks last in federally protected park and open space lands, and also lags behind all northeast states in lands set aside for recreation.

1989 Quinebaug River Association forms a subcommittee to investigate ways of preserving the region's resources. Technical Assistance is provided by the National Park Service and the Connecticut Department of Environmental Protection.

1991 The first Walking Weekend is held to acquaint residents and visitors alike with the enormous resources that exist in the region.

Heritage Corridor Committee is formed as a subcommittee of the Northeast Connecticut Council of Governments, incorporating the former subcommittee of the Quinebaug River Association and other grassroots participants. The group prepares draft legislation to present to Congressman Gejdenson.

1993 The National Park Service conducts a study of the proposed National Heritage Corridor.

1994 Public Act 103-449 passed by the 103<sup>rd</sup> Congress and signed by President Clinton, designating the Quinebaug and Shetucket Rivers Valley National Heritage Corridor, the fourth in the country.

1995 Connecticut General Assembly passes Public Act-95-170 to establish an Advisory Council to prepare a management plan for the Corridor.

Grassroots committee incorporates as Quinebaug-Shetucket Heritage Corridor, Inc. and is designated by Governor Rowland as the “suitable administering organization” to manage projects and funds from the federal legislation.

- 1997 Governor Rowland names and convenes the Advisory Council; *Vision to Reality: A Management Plan* is produced, accepted by Governor Rowland and transmitted to the Secretary of the Interior.
- 1998 QSHC produces the Implementation Plan and the Action Plan.
- 1999 Congressman Gejdenson (CT) in partnership with Congressman Neal (MA) introduces legislation that becomes Public Act 106-149. It is passed by Congress and signed by President Clinton reauthorizing the Quinebaug and Shetucket NHC for another ten years, increasing its authorized funding to \$1 million per year and expanding the boundaries to include ten additional communities in the watershed.
- 2000 QSHC completes *2010 Vision: A Plan for the Next Ten Years*, and the Interpretive Plan.

#### **D. The Management Structure**

The original grassroots committee that worked for Heritage Corridor designation incorporated in 1995 as a nonprofit organization. In March of 1996, Governor Rowland designated the Quinebaug-Shetucket Heritage Corridor, Inc. (QSHC) as the “suitable administering organization” to manage projects and funds from the federal legislation. With the passage of Public Act 106-149, QSHC was named by Congress as the management entity for the Quinebaug and Shetucket Rivers Valley National Heritage Corridor. QSHC has no regulatory authority. QSHC is the administrative body for implementation of the Management Plan and the producer of subsequent planning documents.

QSHC is a private, nonprofit corporation. It is a membership organization that reflects the interests of a broad base, grassroots constituency through a democratic process. Officers and the Board of Directors are elected by the membership at the annual meeting. Members participate in all committees.

QSHC membership meets quarterly, while the Board of Directors meets in the interim months. The following standing committees meet monthly: Finance and Personnel, Planning, Community Development and Outreach, Economic Development and Tourism, Natural Resources and Agriculture, and Historical and Cultural Resources. In addition, there are numerous project committees that meet on an as-needed basis.

## **E. Mission Statement**

The federal designation of the Quinebaug and Shetucket Rivers Valley National Heritage Corridor recognized the significant features of the lands, water and man-made resources of the region.

**It is the mission of Quinebaug-Shetucket Heritage Corridor, Inc. to assist in the development and implementation of integrated cultural, historical, and recreational land resource management programs that will retain, enhance and interpret these significant features. [Adopted by QSHC Board of Directors, May 8, 1997.]**

## **F. How does QSHC accomplish its mission?**

### **1. The Role of QSHC:**

- a. to act as a catalyst to promote partnerships at the local, regional, state and federal levels to accomplish the mission of the Corridor and maximize limited resources
- b. to act as an educator/facilitator to motivate independent actions that will accomplish the mission of the Corridor and maximize limited resources
- c. to take action through specific projects or programs when QSHC is the only or most appropriate entity to bring about initiation or successful completion of critical work.

### **2. The Process**

- a. Assessment
  1. QSHC responds to grassroots initiatives that address important cares and/or concerns of the communities consistent with the visions and goals of the Corridor's Management Plan.
  2. QSHC determines the existence of programs that will fulfill the visions and goals of the Management Plan, and identifies potential new programs that will fill gaps.
- b. Feasibility
  1. The likelihood of success is determined for each project or program.
  2. A method and process for delivering the service is determined for each project or program, including but not limited to research, identification of potential partners, costs, personnel and work plans.
- c. Implementation
  1. Projects and programs are implemented with partners whenever possible.
  2. Projects and programs are prioritized and recommended for funding through the work of QSHC committees and the annual budget process.

d. Evaluation

1. Projects and programs are evaluated annually.

**III. ACCOMPLISHMENTS TO DATE [based on audits of fiscal years 1996-1999]**

**A. Direct grants** – cash awards distributed directly to municipal boards, committees, commissions, schools, and nonprofit organizations.

1. Awarded in the following areas of mission:

- ◆ 32% in Economic Development
- ◆ 16% in Tourism/Resource Interpretation
- ◆ 6% in Natural Resources and Agriculture
- ◆ 14% in Recreation/Natural Resource Access and Education
- ◆ 19% in Historic Preservation
- ◆ 13% in Land Use/Zoning

2. Analysis of impact:

Fiscal Year	No. of grants	\$ Awarded	Project matches	Total Impact
1996	17	\$ 71,250	\$1,282,331	\$1,353,581 *
1997	12	55,768	101,491	157,259
1998	17	119,704	691,180	810,884
1999	17	114,575	898,724	1,013,299
Total	62	\$361,297	\$2,973,726	\$3,335,023

\*1 project alone had a total budget of \$1.1 million.

3. Comparison of grants to total expenditures (includes other programming expenses, such as publications, outreach and events):

Fiscal Year	Total Grants Awarded	Total Programming Expenditures	Other Expenditures	Total Expenditures
1996	\$ 71,250	\$35,594	\$10,593	\$ 45,187
1997	55,768	143,475	47,897	191,372
1998	119,704	328,726	58,011	386,737
1999	114,575	273,906	27,589	301,495
Total	\$361,297*	\$925,791	\$144,090	\$924,791

\* 36% of total expenditures

**B. Relationship of expenditures to programming:**

According to the FY99 audit, 91% of all expenditures are directed to programming efforts.

**C. Outreach:**

- ◆ Newsletter, twice per year
- ◆ Walking Weekend event, in its 10<sup>th</sup> year
- ◆ Slide/Video presentations
- ◆ “Corridor Town” signs, “Heritage Partner” signs
- ◆ Awards program
- ◆ Weekly newspaper column in regional publication
- ◆ Logo design
- ◆ Press releases, news stories
- ◆ Monthly public meetings and open house, brain storming sessions
- ◆ Public participation in development of Management, Implementation and Action Plans
- ◆ Annual breakfast
- ◆ Development of volunteer advisory group with expertise in areas of Corridor interest

**D. Education and Interpretation:**

1. Corridor Circuit Rider, cooperative venture with University of Connecticut Cooperative Extension Service (educator trained in land use, natural resource protection and community design available as resource to all Connecticut Corridor towns, soon to be inclusive of Massachusetts Corridor towns)
2. Heritage Songs Interpretive project: public performance, curriculum guide and recording
3. Interpretive materials:
  - a. full-color brochure in National Park Service format
  - b. Wild Guide on animal and plant species and their habitats

**E. Tourism:**

1. Cooperative promotional efforts with regional tourism districts
2. Corridor advertisements
3. Walking Weekend
4. Paid participation in State of Connecticut Visitor Information Center/Information Distribution Program
5. Publication of brochures:
  - a. Full-color corridor brochure
  - b. Walking Guide
  - c. Wild Guide
  - d. Miscellaneous – fact sheet, bookmark, membership

**F. Planning**

1. Completion of Management Plan
2. Completion of Implementation Plan
3. Completion of Action Plan



## **G. Partnership Building**

1. Federal – working with National Park Service to achieve the mandate of Corridor legislation
2. Alliance of National Heritage Areas – working with a consortium of the 18 congressionally-designated National Heritage Areas/Corridors that create and enhance strategic links among these entities for their mutual benefit.
3. State – working with Connecticut and Massachusetts state agencies and educational institutions like the University of Connecticut and the University of Massachusetts to achieve mutual goals
4. Catalyst in bringing together local and regional partners to maximize scarce dollars and human resources available to municipal governments and nonprofits.
5. Liaison between federal, state, regional and local entities to work on trails and their management, economic development, historic preservation and tourism.
6. Strong relationship with and are supportive of the 35 National Corridor communities.

## **H. Reauthorization**

Beginning in February of 1999, QSHC worked to gain reauthorization from Congress for another ten year period. Draft legislation was presented to the congressional delegations in February with supporting documentation. Congress passed and President Clinton signed Public Law 106-149 by the end of the year. The legislation reauthorized the Quinebaug and Shetucket Rivers Valley National Heritage Corridor for ten additional years, expanded its boundaries to include ten additional watershed communities, and authorized annual funding of up to \$1 million.

## **IV. VISION FOR THE NEXT TEN YEARS**

### **A. Revised Mission Statement:**

**It is the mission of Quinebaug-Shetucket Heritage Corridor, Inc. to conserve, celebrate and enhance the significant historical, cultural, natural and scenic resources of the Last Green Valley while promoting a quality of life based on a strong, healthy economy compatible with the region's character.**

### **B. Overall Challenges In the Context of Mission:**

1. To be an adaptive organization that accomplishes its mission in an environment that is constantly changing
2. To be a reflective organization that constantly reevaluates itself to clearly echo the cares and concerns of the 35 communities within the National Heritage Corridor
3. To be an organization that can prioritize projects that make the best use of resources that will always be limited in comparison to need.

## **C. Overall Goal:**

To accomplish the mission of our National Heritage Corridor by perceiving and reflecting the priorities of residents and translating these into programs and services for the next ten years *and beyond*.

## **D. Administrative/Organizational**

### **1. Board Development**

In projecting the corporation's needs with respect to its Board of Directors for the next ten years, certain assumptions are operative:

- A. That the geographical scope of the corporation will remain as is, with twenty-six towns in Connecticut and nine in Massachusetts;
- B. That the funding will increase to the \$1,000,000 per year authorized by Congress, and remain at at least that level for the entire duration; and
- C. That the mission of the corporation will not change significantly.

Within those assumptions, the present arrangement of fifteen directors, including two appointed by the respective governors, four who serve ex officio as officers of the corporation, and past chairmen serving ex-officio for one three-year term (pending bylaw changes) is sufficient and appropriate. The Board must periodically assess the effectiveness of its meetings, and the adequacy of Board membership, committee work and communications.

The corporation's work should be carried on through committees of the Board. Each committee would have at least one director as a member, to serve as a conduit for communication between that committee and the Board as a whole. Because QSHC has diverse constituencies, the committee structure must constantly be evaluated to reflect the interest of those constituencies. The Board itself would be the instrument for reconciling the priorities of the various committees. Committee work would also be a potential area for recruitment for board members.

The ideal qualities of a member of the board include sharing the corporate vision, ability to deal with the complexity of the corporation's and the Corridor's mission, and willingness to contribute the substantial time that it takes to make this board productive. An understanding of the character of the Last Green Valley and a clear commitment to the mission of the corporation are equally important. As the corporation develops greater fund raising efforts in order to anticipate a life beyond the federally funded years, board members are expected to have some ability as fund-raisers and promoters of the corporation to the community at large.

We also expect that the Board will maintain both geographical and interest group diversity. In addition and for many reasons, representation on the Board by at least one

resident of each of the four demographic centers (Norwich, Windham-Mansfield, Putnam-Killingly, and Sturbridge-Webster) is imperative.

## **2. Membership Development**

### **A. Goals:**

1. Increased awareness of the role QSHC plays in the communities represented.
2. Increased revenue to Quinebaug-Shetucket Heritage Corridor through membership dues and annual support.
3. Development of an active and loyal constituency base of advocates and supporters for QSHC.

### **B. Awareness Campaign:**

1. Mail special newsletter once each year with general information on QSHC to all constituents in the Corridor, highlighting activities and including membership information.
2. Develop a QSHC traveling booth and place it at as many events/venues as possible each year. A team of trained volunteers will be needed to accomplish this, with the support and direction of the staff. This could be expanded to include floats and banners for town events and parades.
3. Develop a video program on the work of QSHC for cable access in the Corridor.
4. Continue aggressive print media campaign in all Corridor markets.
5. Make efficient use of 21<sup>st</sup>-century technology, such as web sites and on-line communications.

### **C. Membership Solicitation:**

1. Communicate the benefits of membership consistently and clearly in all membership materials. Those benefits presently include:
  - a. The knowledge that membership fees are supporting a worthy cause that has direct and positive impact on the quality of life for residents in the Corridor.
  - b. The Millennium Membership program that allows QSHC members discounts and other incentives at regional businesses and attractions.
  - c. QSHC Newsletter twice a year, as well as other publications.
  - d. Discount on QSHC products, such as the *Songs of the Heritage Corridor* CD.
2. Mail a special invitation to join QSHC to all residents of the Corridor once each year.

### **3. Funding**

#### **A. Assumptions:**

1. In order to accomplish the mission of the National Heritage Corridor over the next ten years and beyond, QSHC needs a minimum of \$1 million annually in resources.
2. There are now eighteen National Heritage Areas designated by Congress and many more waiting in the wings for designation. It is reasonable to assume that federal resources from the traditional program may decrease and/or disappear during the period of reauthorization. Congress has reauthorized our National Heritage Corridor for funding through the year 2010. At this point it is unknown whether a second reauthorization will be possible at the end of this term.

#### **B. Goals:**

1. Conduct a fundraising feasibility study to determine capacity and then establish a fundraising plan in accordance with policies established by the Board of Directors.
2. Based on the assumptions and the overall objective to carry the mission of the Corridor well past ten years into the future, QSHC needs to raise an endowment to generate an appropriate annual income.
3. Funds will be sought from project partners, annual fundraising, grants and other sources.
4. QSHC will consistently operate in a fiscally responsible manner and provide all necessary audits and financial reports in a timely fashion.

#### **C. Operational Criteria**

1. Fund Allocation
  - a. The process for fund allocation and programming is the annual budget process that begins in the standing committees and ends with a vote of the membership at annual meeting.
  - b. Funds are allocated on the following basis:
    1. project merit and consistency with the mission, management plan and subsequent planning documents;
    2. likelihood of successful completion;
    3. potential for greatest impact on the 35 communities of the National Heritage Corridor in its entirety.
    4. selection of projects based on specific, published program criteria, partnership building and applicant matches of resources, as well as (for grants) recommendations of an impartial selection committee.
2. Restricted Funds:

Any funds that are restricted (such as funds from state government sources that can only be used in that state) are subject to a 15% charge by QSHC for administration and audit.

#### 4. Staffing

##### A. Goal:

To provide adequate, effective and knowledgeable staff to manage, control and plan the projects and programs for the National Heritage Corridor.

##### B. Objectives:

1. Maintain high percentage of expenditures allocated to programming. (Per FY99 audit, 91% of all expenditures including salaries and overhead go directly into programming.)
2. Expand existing staff in a logical and programmatic way.
3. Compensate staff at a competitive rate of pay and benefits.
4. Provide suitable equipment and work space.

##### C. Human resource progressions (full-time equivalents) based on financial resources:

Present:	Executive Director Administrative Assistant Secretary
Phase 1:	Executive Director Outreach/Programming Administrative Assistant Secretary
Phase 2:	Executive Director Outreach/Programming Development/Membership Financial/Systems Specialist Administrative Assistant Secretary
Phase 3:	Executive Director Outreach/Programming Development/Membership Marketing/Public relations Financial/Systems Specialist Administrative Assistant Secretary

**5. Programming resources needed for 2001-2010:**

	<b>Proposed Expenditures*</b>	<b>Anticipated Impact**</b>
<b>Operating Activities:</b>		
Personnel:	\$2.5 million	
<i>Including but not limited to salaries, payroll taxes, benefits, travel reimbursement and training</i>		
Overhead:	\$ 546,000	
<i>Including but not limited to rent, utilities, cleaning, insurance and security</i>		
Operations:	\$ 546,000	
<i>Including but not limited to supplies, equipment, conferences, and professional services.</i>		
<b>Subtotal</b>	<b>\$3.64 million</b>	<b>\$7.18 million</b>

\*per FY99 audit, 91% of all expenditures went directly into programming efforts, including operating costs.

\*\*Figures are based on a modest match ratio of 2:1 that exceeds the required 1:1 match on federal funds but is conservative compared to the accumulative 9:1 match QSHC has documented through FY99.

**D. Mission Goals and Objectives**

It is worth noting that the objectives of many of the areas of mission are interrelated. Therefore, there are duplicate statements in the materials presented emphasizing these relationships.

**1. Community Development and Outreach**

**A. Goals:**

1. The mission and programs of the Quinebaug-Shetucket Heritage Corridor will be presented to resident and visitor audiences in a professional and engaging manner to inspire action by various partners to achieve the goals of the National Heritage Corridor.
2. Partnerships will be developed on all levels (federal, state, regional, local) and with all types of entities (public and private).
3. Membership will be sustained and expanded to ensure continued grassroots participation.
4. Educational initiatives will be developed to help residents understand and support the National Heritage Corridor.

**B. Objectives:**

1. Develop and sustain regular methods of communication with audiences through newsletter, brochures, web sites and other public relations activities.
2. Develop an active and aggressive membership program to perpetuate grassroots support of the mission.
3. Develop an active volunteer program to enlist the audience in outreach and programming efforts.
4. Develop event(s) such as Walking Weekend to promote the significant assets of the Corridor to the audience, such as those that promote ethnic and cultural heritage or increased appreciation of the rivers.
5. Develop event(s) to promote pride in The Last Green Valley.
6. Identify and maintain data systems for contacts in federal, state, and local government agencies and develop regular methods for communication and networking between and with those contacts.
7. Develop methods of providing information and education on a variety of issues through partnerships with educational institutions.
8. Sustain and improve the Partnership Program at appropriately funded level for outreach to smaller organizations, municipal boards, committees, commissions and schools.
9. Develop a display to be used at various functions both inside and outside the Corridor to communicate its mission, goals and programs.
10. Develop and distribute permanent QSHC signs for partners who have completed visible projects.
11. Promote the Corridor through programs using logo recognition (patches, shirts, etc.), “proudly grown” or “proudly made” in labeling, and web page access. Motivate others to think “National Heritage Corridor.”

**C. Programming resources needed for 2001-2010:**

	<b>Proposed Expenditures*</b>	<b>Anticipated Impact**</b>
<b>Community Development and Outreach Activities:</b>		
Outreach programming <i>Including but not limited to newsletter and other publications, membership materials displays, educational resources and audio/video productions.</i>	\$850,000	\$1.7 million
Community Development programming <i>Including but not limited to awards programs, Partnership Program grants, and signs.</i>	\$1 million	\$2 million
<b>Subtotal</b>	<b>\$1.85 million</b>	<b>\$3.7 million</b>

\*per FY99 audit, 91% of all expenditures went directly into programming efforts, including operating costs.

\*\*Figures are based on a modest match ratio of 2:1 that exceeds the required 1:1 match on federal funds but is conservative compared to the accumulative 9:1 match QSHC has documented through FY99.

## **2. Economic Development and Tourism**

### **Economic Development**

#### **A. Goal:**

Economic vitality will build both on the region's past and future possibilities.

#### **B. Objectives:**

1. Promote the image of "The Last Green Valley."
2. Enhance the visual appearance of communities through "Main Street" and other available programs
3. Develop public-private partnerships on a regional and local basis.
4. Encourage in-scale shops and cottage industries.
5. Encourage the reuse, as feasible, of old industrial structures with their dominant visual and psychological impact within communities.
6. Encourage well-planned industrial parks, involving inter-town cooperation where appropriate.
7. Encourage enterprise corridor zones to foster compatible economic growth.
8. Encourage a sustainable agricultural and forest products economy.

### **Tourism**

#### **A. Goal:**

Cultivate tourism as a fundamental part of the Corridor's future economic development.

#### **B. Objectives:**

1. Enhance the region's tourism potential, capitalizing on its proximity to population centers and largely unspoiled countryside.
2. Maintain a close working relationship with all regional tourism districts.
3. Develop and improve tourism attractions, events and accommodations consistent with the character of the Corridor.
4. Develop linkages between attractions within the region and especially with major attractions in neighboring regions.
5. Develop and enhance heritage infrastructure such as visitor services, signs, etc.
6. Participate in the region's tourism implementation plans.
7. Encourage the development of agri-tourism.
8. Encourage the promotion of fine arts, crafts and performing arts as tourist attractions.
9. Encourage the maintenance and improvement of state and local park systems.



10. Encourage the improvement and protection of trail-based recreational opportunities and linkages. A special emphasis should be placed on rail trails, the Blue Blaze Trails and other trails that provide inter-town linkages.

**C. Programming resources needed for 2001-2010:**

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	<b>Proposed Expenditures*</b>	<b>Anticipated Impact**</b>
<b>Economic and Tourism Activities:</b>		
Tourism marketing initiatives <i>Including but not limited to advertising, brochures, and videos.</i>	\$ 750,000	\$1.5 million
Heritage infrastructure development <i>Including but not limited to visitor center study/dev., systems to sign and link attractions, and highway signage.</i>	\$7 million	\$14 million
Resource conservation and development <i>Including but not limited to mill reuse grants, and historic preservation efforts.</i>	\$1 million	\$2 million
<b>Subtotal</b>	<b>\$8.75 million</b>	<b>\$17.5 million</b>

\*per FY99 audit, 91% of all expenditures went directly into programming efforts, including operating costs.

\*\*Figures are based on a modest match ratio of 2:1 that exceeds the required 1:1 match on federal funds but is conservative compared to the accumulative 9:1 match QSHC has documented through FY99.

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**3. Historic and Cultural Resources**

**A. Goals:**

1. Identify, preserve, celebrate and promote historic and cultural assets.
2. Develop and communicate to a wide, multi-generational audience of visitors and residents the significant regional stories of the National Heritage Corridor.

**B. Objectives**

1. Develop staffed visitor centers at gateways to the Corridor.
2. Provide assistance to local museums and historic sites/areas to expand and improve their role in the Corridor's interpretive program
3. Produce a unified graphic system to develop a Corridor image and link Corridor attractions, and implement the placement of signs.
4. Develop tours within the Corridor.
5. Encourage education institutions in the Corridor and others to portray and interpret the Corridor's historic and cultural significance.

6. Encourage the development of school curricula about the history and culture of the Corridor.
7. Encourage sound stewardship of historic and cultural assets through education.
8. Develop and implement an Interpretive Plan for the Corridor (see Appendix A).

**C. Programming resources needed for 2001-2010:**

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	<b>Proposed Expenditures*</b>	<b>Anticipated Impact**</b>
<b>Historical and Cultural Resource Activities:</b>		
Research and development of resources <i>Including but not limited to resource assessment, education program studies, graphics and sign systems, ethnographic surveys.</i>	\$1.34 million	\$2.68 million
Implementation of Interpretive Plan <i>Including but not limited to partnership development, Open Door Program, folk life brochure, Ethnic Heritage Program.</i>	\$1.46 million	\$2.92 million
<b>Subtotal</b>	<b>\$2.75 million</b>	<b>\$5.5 million</b>

\*per FY99 audit, 91% of all expenditures went directly into programming efforts, including operating costs.

\*\*Figures are based on a modest match ratio of 2:1 that exceeds the required 1:1 match on federal funds but is conservative compared to the accumulative 9:1 match QSHC has documented through FY99.

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**4. Natural Resources and Agriculture**

**Land Use**

**A. Goal:**

Land use measures that preserve significant natural, cultural, historic, and scenic resources as well as enable appropriate economic development opportunities that will maintain the distinctive character of the region.

**B. Objectives:**

1. Cooperate with partners to identify land use data necessary to prioritize and plan.
2. Encourage the implementation of village districts and/or historic districts as a vehicle to protect traditional New England villages.
3. Encourage and support the adaptive reuse of historic industrial structures.

4. Promote and support the preservation of historically significant structures and sites.
5. Protect scenic resources, including but not limited to scenic byways, view sheds and ridgelines.
6. Encourage the design of roads compatible with their surroundings.
7. Encourage and support main street revitalization.
8. Protect and enhance river corridors and promote greenway development.
9. Encourage towns to protect forest and farm land.
10. Encourage contextual design for new commercial and industrial development.
11. Promote creative alternative development techniques that protect natural resources and preserve open space.

## **Natural Resources**

### **A. Goal:**

Natural resources will be conserved, protected and restored for future generations.

### **B. Objectives:**

1. Support sustainable use of renewable natural resources.
2. Support private landowners, towns and land trusts in their efforts to protect river corridors, farm land and forest land.
3. Encourage sound stewardship of land through innovative education programs.
4. Encourage the conservation, protection and reintroduction of endangered, threatened or locally significant species and habitats.
5. Encourage nonpoint source pollution abatement through programs with appropriate partners.
6. Promote natural resource based tourism.
7. Encourage regional planning to protect shared natural resources.
8. Encourage and support the establishment of multipurpose greenways, trail linkages and unfragmented open spaces.
9. Promote and support educational programs that contribute to the understanding of the value of our natural resources.
10. Support existing and new programs that reduce property tax burdens on privately owned farm land, forests, and open spaces.
11. Encourage towns to participate in natural resource based planning.
12. Assist the towns with integrating resources inventories and open space plans in relationship to municipal plans of conservation and development.

## **Agriculture**

### **A. Goal:**

Sustain an environmentally sound and economically viable agricultural industry.

## **B. Objectives:**

1. Support educational programs that will assist farming enterprises in becoming both environmentally sound and economically viable.
2. Encourage diversified enterprises and alternative market approaches in the agricultural industry.
3. Support existing and new programs that reduce property tax burdens on farms, forests, and open spaces.
4. Support farmland preservation programs as a means to maintain a viable agricultural land base.
5. Encourage the retention of agricultural land use through creative development techniques.
6. Encourage cooperative marketing possibilities and local markets for agriculture.
7. Encourage regional planning to protect shared agricultural resources.
8. Promote regional agricultural events that develop an awareness of the role of agriculture in the Corridor.

## **Recreation**

### **A. Goal:**

Outdoor recreational opportunities will be promoted, improved and expanded.

### **B. Objectives:**

1. Promote active land acquisition programs, emphasizing key inholdings in existing management areas and access to streams and water bodies.
2. Encourage the use of natural resource based passive recreation which builds on a conservation ethic.
3. Develop and improve outdoor recreational facilities with regional and local partners.
4. Encourage the States of Connecticut and Massachusetts to maintain, improve, expand and develop state parks and forests, and to provide grants-in-aid to municipalities for recreational use.
5. Improve the recreational suitability of the region's waterways.
6. Develop, improve and protect trail-based recreational opportunities and linkages. A special emphasis should be placed on the former historical rail bed trails, the Blue Blazed Trails, and other trails that provide inter-town linkages
7. Promote awareness of recreational opportunities
8. Encourage access to waterways.
9. Encourage sound stewardship of the land through education.
10. Celebrate and encourage the role of the private landowner in providing recreational opportunities.

**Programming resources needed for 2001-2010:**

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	<b>Proposed Expenditures*</b>	<b>Anticipated Impact**</b>
<b>Natural Resource and Agriculture Activities:</b>		
Education initiatives <i>Including but not limited to Green Valley Institute, Corridor Circuit Rider, publications, labeling programs.</i>	\$1.25 million	\$2.5 million
Conservation initiatives <i>Including but not limited to natural resource and open space assessments, grant programs.</i>	\$1 million	\$2 million
Resource infrastructure development <i>Including but not limited to trail and water- ways assessment and enhancements, grant programs.</i>	\$1 million	\$2 million
<b>Subtotal</b>	<b>\$3.25 million</b>	<b>\$6.5 million</b>

\*per FY99 audit, 91% of all expenditures went directly into programming efforts, including operating costs.

\*\*Figures are based on a modest match ratio of 2:1 that exceeds the required 1:1 match on federal funds but is conservative compared to the accumulative 9:1 match QSHC has documented through FY99.

## E. Overall Programming Resources Needed 2001-2010

	Proposed Expenditures*	Anticipated Impact**
<b>Operating Activities:</b>		
Personnel:	\$2.5 million	
<i>Including but not limited to salaries, payroll taxes, benefits, travel reimbursement and training</i>		
Overhead:	\$ 546,000	
<i>Including but not limited to rent, utilities, cleaning, insurance and security</i>		
Operations:	\$ 546,000	
<i>Including but not limited to supplies, equipment, conferences, and professional services.</i>		
<b>Subtotal</b>	<b>\$3.64 million</b>	<b>\$7.18 million</b>
<b>Community Development and Outreach Activities:</b>		
Outreach programming	\$850,000	\$1.7 million
<i>Including but not limited to newsletter and other publications, membership materials displays, educational resources and audio/video productions.</i>		
Community Development programming	\$750,000	\$1.5 million
<i>Including but not limited to awards programs, Partnership Program grants, and signs.</i>		
<b>Subtotal</b>	<b>\$1.85 million</b>	<b>\$3.7 million</b>
<b>Economic and Tourism Activities:</b>		
Tourism marketing initiatives	\$ 750,000	\$1.5 million
<i>Including but not limited to advertising, brochures, and videos.</i>		
Heritage infrastructure development	\$7 million	\$14 million
<i>Including but not limited to visitor center study/dev., systems to sign and link attractions, and highway signage.</i>		
Resource conservation and development	\$1 million	\$2 million
<i>Including but not limited to mill reuse grants, and historic preservation efforts.</i>		
<b>Subtotal</b>	<b>\$8.75 million</b>	<b>\$17.5 million</b>
<b>Historical and Cultural Resource Activities:</b>		
Research and development of resources	\$1.34 million	\$2.68 million
<i>Including but not limited to resource assessment, education program studies, graphics and sign systems, ethnographic surveys.</i>		
Implementation of Interpretive Plan	\$1.46 million	\$2.92 million

<i>Including but not limited to partnership Development, Open Door Program, folk life Brochure, Ethnic Heritage Program.</i>		
<b>Subtotal</b>	<b>\$2.75 million</b>	<b>\$5.5 million</b>
<b>Natural Resource and Agriculture Activities:</b>		
Education initiatives <i>Including but not limited to Green Valley Institute, Corridor Circuit Rider, publications, labeling programs.</i>	\$1.25 million	\$2.5 million
Conservation initiatives <i>Including but not limited to natural resource and open space assessments, grant programs.</i>	\$1 million	\$2 million
Resource infrastructure development <i>Including but not limited to trail and waterways assessment and enhancements, grant programs.</i>	\$1 million	\$2 million
<b>Subtotal</b>	<b>\$3.25 million</b>	<b>\$6.5 million</b>
<b>Total Programming Needs</b>	<b>\$20 million</b>	<b>\$40 million</b>

\*per FY99 audit, 91% of all expenditures went directly into programming efforts, including operating costs.

\*\*Figures are based on a modest match ratio of 2:1 that exceeds the required 1:1 match on federal funds but is conservative compared to the accumulative 9:1 match QSHC has documented through FY99.

## **V. Conclusion**

"The Last Green Valley" is both a place and a state of mind that requires not only an awareness of the natural, historical, recreational and cultural resources of the region, but a commitment to preserve and enhance them for future generations. At the beginning of a new century, QSHC has an unprecedented opportunity to celebrate and conserve these resources. This document is the blueprint for such work.

By transcending political and social barriers and forging partnerships between residents, businesses, organizations and governments, QSHC can be the catalyst for thoughtful change and careful preservation of our quality of life and place. By understanding and explaining the significance of the Quinebaug and Shetucket Rivers Valley National Heritage Corridor, by realizing our mission goals, and by implementing our objectives over the next ten years, we can fulfill our public trust. By maximizing limited resources, by serving as an educator/ facilitator, and by taking action through specific projects and programs, we can be effective stewards of the land and waters that define "the Last Green Valley."

With energy, perseverance, creativity and sound judgment we can undertake the task before us and achieve our goals for the next ten years. "The Last Green Valley" is both the reality that sustains us and the dream that inspires us.

## **VI. References**

(forthcoming)