

NEH Application Cover Sheet (CH-233732)

Challenge Grants

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Field of expertise: Museum Studies or Historical Preservation

INSTITUTION

The Trustees of Reservations
Beverly, MA 01915-1530

APPLICATION INFORMATION

Title: *A New Gateway for the Old Manse: Constructing a Visitor Welcome Center at a National Historic Landmark in Concord, Massachusetts*

Grant period: From 2016-01-01 to 2020-12-31

Project field(s): U.S. History; Intellectual History; American Literature

Description of project: The Trustees of Reservations propose to construct a visitor Welcome Center at the Old Manse in Concord, MA. This National Historic Landmark served as the inspiration and gathering place for many generations of prominent intellectuals, including celebrated Transcendentalist thinkers and their contemporaries. Today the property is an authentic historic house museum, but it lacks adequate facilities to orient visitors or provide visitor services. The Old Manse Welcome Center will be built in the same location and at the same scale as a barn which stood on the property between 1774 and 1924. The new building will create space for more innovative and interactive site interpretation, and it will enable off-season and evening programs in a facility with proper heat, lighting, and universal accessibility. The project will allow many more visitors to experience and appreciate the Old Manse, and will facilitate collaborations with partner organizations and scholars in the humanities.

BUDGET

Fiscal Year #1	175,000.00	Total from NEH	450,000.00
Fiscal Year #2	175,000.00	Non-Federal	1,350,000.00
Fiscal Year #3	75,000.00	Total	1,800,000.00
Fiscal Year #4	25,000.00	Matching Ratio	3 to 1

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**A New Gateway for the Old Manse: Constructing a Visitor Welcome Center
at a National Historic Landmark in Concord, MA**

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Note: We are not including an archaeological survey for the Area of Potential Effects at this time, but we understand that if we receive a challenge grant offer, the National Endowment for Humanities' Section 106 review will be delayed until we have submitted the survey.

**A New Gateway for the Old Manse: Constructing a Visitor Welcome Center
at a National Historic Landmark in Concord, MA**

The Trustees of Reservations propose to construct a visitor Welcome Center at the Old Manse in Concord, MA. This National Historic Landmark served as the inspiration and gathering place for many generations of prominent intellectuals, including celebrated Transcendentalist thinkers and their contemporaries. Writers, reformers, and artists of the period such as Ralph Waldo Emerson, Nathaniel and Sophia Hawthorne, Henry David Thoreau, Margaret Fuller, Bronson Alcott, and Ellery Channing all lived in or routinely visited the Old Manse. The Old Manse is uniquely situated to invite visitors to engage in questions related to NEH's Common Good Initiative, such as how can the humanities deepen public understanding of political history and citizenship, contribute to the consideration of man's connections to the natural world, and support new forms of community and understanding.

Today the Old Manse is an authentic historic house museum that draws visitors from around the country and around the world. The house and its contents and the surrounding landscape have changed little over the generations. Layers of wallpaper from centuries ago still cling to the plaster walls, and historical 'graffiti' is scribbled liberally on furniture, in closets, and even etched on windows. The garden planted by Thoreau for the Hawthornes as a wedding present still grows in the same spot in the front yard.

Approximately 100,000 visitors walk the property each year, but fewer than 15,000 tour the historic home or participate in programs. Because of inadequate visitor facilities and extremely limited space for indoor programs, the Old Manse is missing important opportunities to engage students, scholars, and the general public. Partner organizations in the humanities wanting to use the property for public programs have often been turned away, and audiences have been restricted by space constraints, limited accessibility, and lack of visitor amenities.

The Trustees propose to build a visitor Welcome Center in the same location and at the same scale as a barn which stood on the property between 1774 and 1924. The Welcome Center will become the new gateway for the property, and will be the first place visitors will go during the visit as well as the place to which they return after exploring the historic house and grounds. The Welcome Center will provide space for interactive and visitor-centered interpretation. The Trustees will also reconfigure the existing staff offices into an activity space for school groups to use before and after house tours, space for hands-on family programming, and a library and study room for visiting scholars.

The total cost of the project is \$1.8 million, of which The Trustees have already raised \$525,000. We have identified more than a dozen potential lead donors for the Old Manse Welcome Center, and we have gathered a highly-rated prospect pool to support the project.

The Welcome Center will enhance visitor experience of the Old Manse and drive increased visitation and revenues. The project will allow The Trustees to go beyond the bounds of the traditional historic house museum and bring the American Renaissance to life for our visitors. Once the Welcome Center is complete, we expect the property to become a model for other historic homes seeking to translate intangible concepts from the humanities into relevant, personal experiences for the public. With new space for programming and visitor engagement, the Old Manse will once again become an intellectual gathering space for the community and a place of inspiration for new generations of thinkers.

Budget for Old Manse Visitor Center

Year	NEH Funds Requested	Non-Federal Contributions	Total
Year 1	\$175,000	\$525,000	\$700,000
Year 2	\$175,000	\$525,000	\$700,000
Year 3	\$75,000	\$225,000	\$300,000
Year 4	\$25,000	\$75,000	\$100,000
Total	\$450,000	\$1,350,000	\$1,800,000

Total NEH Challenge Funds: \$450,000

Total Non-Federal Matching Funds: \$1,350,000

Total Funds (NEH plus Match): \$1,800,000

Planned Expenditures (Direct)

Construction of Welcome Center on the Foundations of the Historic Barn **\$ 937,000**

Reconstruction of Barn 36 x 42	\$ 350,000
Unisex, Handicapped Bathrooms 2 @ \$57,500 each	\$ 115,000
Septic System/Composting Toilets	\$ 115,000
Catered Kitchen Facility	\$ 75,000
Second Floor Offices	\$ 172,000
Elevator	\$ 110,000

Landscaped Terrace and Adjacent Open Structure **\$ 50,000**

"Landscaped terrace" or covered gathering space to serve as a connector between the Old Manse historic home and the Welcome Center, and adjacent 18' x 24' Shed Structure, Open Post and Beam Structure with Roof

Reconfiguration of Existing Shay Shed **\$ 75,000**

Create activity space for school groups and family programming, and a library and study room for visiting scholars

Landscape Improvements and Parking Lot Reconfiguration **\$ 180,000**

Landscape improvements including a redesigned entrance where landscaping, plantings and handicapped accessible pathways lead visitors to the Welcome Center	\$ 95,000
Parking Lot reconfiguration	\$ 85,000

Furniture, Equipment, and Interior Build Out	\$ 350,000
Furniture and equipment	\$ 50,000
Interior build out, including wiring for new technology, monitors and tablets for technology-based interpretation, and display materials	\$ 300,000
	\$ 8,000
Archeology Investigations	
Contract with a team of archeologists from the University of Massachusetts in Dartmouth to carefully demark site excavation limitations and uncover potential cultural resource areas. Complete work following state and federal SHPO protocol.	
	\$ 155,000
Architecture and Engineering	
Contract with the architecture team of LDa architects and design consultants to develop construction drawings for the construction of the new Welcome Center on the foundations of the historic barn, reconfigure the existing Shay Shed, and provide other support for infrastructure, and landscape design changes	
	\$ 45,000
Fundraising	
10% of total grant funds	
Total	\$ 1,800,000

Institutional Fact Summary

Organizational History, Mission, and Physical Facilities: Founded in 1891 by Boston landscape architect Charles Eliot, The Trustees of Reservations (The Trustees) are committed to preserve, for public use and enjoyment, properties of exceptional scenic, historic, and ecological value in Massachusetts. The Trustees protect and steward 112 iconic properties, including five National Historic Landmarks, 12 historic house museums, 17 reservations with significant historic houses and structures, seven sites with literary connections, 49 sites related to Native American history, 30 site related to Industrial history, and 21 historic designed landscapes. We also operate an Archives and Research Center (the ARC), a highly respected archives facility that serves as the hub of our curatorial stewardship and shelter for institutional records.

Governance and Administration: The Trustees' governance structure consists of the following groups of volunteers: Officers, Board of Directors, Corporate Trustees, Life Trustees, Advisory Council, and Chairman's Council, along with Committees of the Board of Directors such as the Historic Resources Committee. The Trustees' staff are led by President and CEO Barbara Erickson, assisted by an Executive Committee.

Humanities Staff Size and Composition: The humanities staff at The Trustees includes a Cultural Resources Director who has served as a humanities scholar on other NEH projects and who will lead this project; a Senior Curator/Historian who coordinates the curation and content of historic houses and exhibits that bring our property histories to life; two Regional Curators who serve as historians for their regions, one of whom is an archaeologist; three Archivists; the ARC Manager; and an Architect/Historian responsible for the care and understanding of our historic structures. In addition, The Trustees employ a Director of Visitor Interpretation and a team of engagement staff who lead cultural site tours and public programs. Of the 150 total year-round staff approximately 7% are primarily humanities focused.

Humanities Collections: The Trustees' collections include 20,000 objects, 4,900 catalogued books, 1,500 linear feet of archives, including over 35 private manuscript collections and 124 years of institutional history related to the land trust movement and the history of conservation in the Northeast. Cultural resources include archives, objects, buildings, landscapes, ruins and artifacts covering hundreds of years of human history. Historic houses span the years 1694 – 1965 and represent architects McKim, Mead and White, Joseph Everett Chandler, Ulrich Franzen, and many others. Designed landscapes include the work of Frederick Law Olmsted, Fletcher Steele, Arthur Shurcliff, Charles Platt, and many others. The Trustees' object collections include archaeological artifacts, domestic furnishings, ephemera, outdoor sculptures and fine and decorative arts. Works of art include paintings and sculptures by Eastman Johnson, Ellen Emmett Rand, John Singer Sargent, Paul Manship, Johan Selmer Larson, and many more. Archaeological shards from two 18th century excavations in Ipswich and Westport number more than 30,000.

Accreditation: In 2015, The Trustees completed the reaccreditation process through the Land Trust Accreditation Commission, an independent nonprofit that certifies land trusts' adherence to best practices for land protection and conservation. The Trustees are institutional members of the New England Museum Association, the American Public Garden Association, the American Association of State and Local History.

Recent Humanities Activities at the Old Manse: Approximately 14,000 visitors tour the Old Manse or participate in programs annually, and an additional 4,000 visitors come to the Old Manse bookshop. Approximately 60% of visitors are college and school students. Visitors are charged between \$6 and \$12, depending on age and whether or not the visitor is part of an educational group, and members receive a \$2 discount. Staff offer general house tours to walk-in visitors and educational tours for schools and other groups. Over the last two years staff have offered 13 distinct humanities programs at the Old Manse, such as "Exploring the Cultural Landscape and" "Hawthorne's Birthday." Both academics and visitors have praised the quality of the programs and tours at the Old Manse, as documented in the attached Letters of Support.

NEH Challenge Grant**The Trustees of Reservations: Old Manse Welcome Center**

Source: 2012, 2013, and 2014 Annual Reports

(in thousands of dollars)

	FY2012		FY2013		FY2014
Operating Revenues and Support					
Contributions, Grants, & Transfers (includes individual contributions; corporate, foundation, and government grants, and transfers. No NEH funds have	\$ 5,648	\$	5,403		6135
Investment/Endowment support	\$ 6,183	\$	6,105		6247
Earned income (includes property revenues and memberships)	\$ 9,327	\$	10,352	\$	11,977
Total Operating Income	\$ 21,158	\$	21,860	\$	24,359
Operating Expenditures					
Administration (includes fundraising, member services, marketing and communications, and other administrative	\$ 5,167	\$	5,829	\$	7,025
Programs	\$ 5,667	\$	5,452		5635
Property and Resource Stewardship (includes maintenance and operations)	\$ 10,618	\$	10,575	\$	11,801
Total Operating Expenditures	\$ 21,452	\$	21,856	\$	24,461
Operating Surplus (Deficit) for Year:*	\$ (294)	\$	4	\$	(102)
Net Assets (End of Year)	\$ 236,202	\$	247,390	\$	262,612

Estimated Humanities Expenditures:

approximately 10% of Operating Expenditures,
based on last year's direct costs for cultural

and structural resources, related costs for

education and engagement, and the costs for \$ 2,145 \$ 2,186 \$ 2,446

* In FY12, fundraising and revenue increases did not keep pace with increases in spending. Management recognized this prospective imbalance early on and put cost saving measures in place to compensate. Management also completed a thorough review of the organization's revenue and cost structure. In FY13 the organization did not have either a large deficit or surplus. In FY14, the organization continued to invest in membership, fundraising, and enterprise in order to provide the foundation for future revenues to support property stewardship.

**A New Gateway for the Old Manse: Constructing a Visitor Welcome Center
at a National Historic Landmark in Concord, MA**

Summary

The Trustees of Reservations (The Trustees) request \$450,000 in Challenge Grant funding to construct a visitor Welcome Center at the Old Manse in Concord, Massachusetts on the foundations of an 18th century barn. The Old Manse is a National Historic Landmark that served as the inspiration and gathering place for many generations of prominent thinkers and intellectuals, including celebrated Transcendentalist thinkers and their contemporaries. Today the property stands as an authentic historic house museum where visitors can explore the home and landscape where Ralph Waldo Emerson wrote his essay "Nature," where Nathaniel Hawthorne wrote *Mosses from an Old Manse*, and where Henry David Thoreau set off for the boat trip that he would later describe in *A Week on the Concord and Merrimack Rivers*. However, as a historic home the property does not have adequate facilities to welcome and orient visitors or provide visitor amenities. There are currently few visual cues to invite visitors into the Old Manse, and no space for indoor programs, exhibits, or community events. Approximately 100,000 visitors walk the property each year, but fewer than 15,000 tour the house or participate in programs. The lack of a visitor space apart from the historic home severely limits The Trustees' ability to offer diverse and interactive programming.

The Trustees propose to build a visitor Welcome Center in the same location as a barn which stood on the property between 1774 and 1924. Built to the same scale as the original 18th century barn, the building will be sympathetic to the agricultural character of the district. The Welcome Center will provide a needed gateway and introduction to the property, while the open, flexible space inside the barn will provide room for visitor orientation, services, and interpretation. For the first time, The Trustees will be able to offer off-season and evening programming in a facility with proper heat, lighting,

and universal accessibility. The new building will enable many more visitors to experience and appreciate the property without causing a corresponding increase in the wear and tear on the historic home.

The new Welcome Center will strengthen and improve the humanities by enabling The Trustees to expand partnerships with local organizations and humanities scholars, thus reaching a broader public. The Trustees will use the Welcome Center to introduce innovative approaches for transforming intangible concepts in the humanities relevant, personal, and memorable. With new space for programming and visitor engagement, the Old Manse will once again become a place of inspiration where new generations of thinkers engage with history, nature, and each other.

Significance and Intellectual Quality of the Old Manse

The Old Manse in Concord, Massachusetts stands as the cradle of the American Renaissance – a period of great creativity from the 1830s until the Civil War when a new American identity emerged. During this period of literary and cultural blossoming, new forms of literature, philosophy, theology, art and intellectual pursuits developed. The ideas of the time were profoundly influenced by Transcendentalists, many of whom had ties to the Old Manse. Writers, reformers, and artists of the period such as Ralph Waldo Emerson, Nathaniel Hawthorne, Henry David Thoreau, Margaret Fuller, Bronson Alcott, and Ellery Channing all lived in or routinely visited the Old Manse, and their ideas were transformational. The Transcendentalists believed that all people have access to divine inspiration; that there is an essential unity of all creation; and that by striving to commune with nature and the divine, people can attain an understanding of beauty, goodness, and truth. The Transcendentalists were social reformers who took leading roles in the abolition and women's rights movements and who sought to improve the lots of workers, the mentally ill, the deaf, and the blind. They criticized government, organized religion, laws, social institutions, and creeping industrialization. They championed the value of self-reliance, and they debated with each other and with their contemporaries in the American Renaissance. As Ralph Waldo Emerson captured the spirit of the movement: "We will walk on our own feet; we will work with our own hands; we will speak our own minds...A nation of men will for the first

time exist, because each believes himself inspired by the Divine Soul which also inspires all men.” The Old Manse provides a window into the inspiration for these influential thinkers of the 19th century and how their ideas continue to shape American culture and values.

In terms of American revolutionary, intellectual, and literary history emanating from just one place, there is no one house more significant in the United States than the Old Manse. Its singular importance shines across the centuries. Leading humanities scholars attest to the home’s significance. Robert Gross, one of the nation’s leading Revolutionary-period historians, and author of the ground-breaking study, *The Minutemen and their World* (1976), notes, “Few structures contain as much American history and evoke such rich cultural traditions [as the Old Manse]...it is an important vehicle for transmitting knowledge about our cultural and intellectual history to the broader public.” Harvard’s Lawrence Buell, a leading authority on antebellum American literature and American Transcendentalism says, “I too have found myself on every one of my ten or so visits with students learning new things about the history I thought I had already mastered.”

The Old Manse is uniquely situated to invite visitors to engage in questions related to NEH’s Common Good Initiative, such as how can the humanities deepen public understanding of political history and citizenship, contribute to the consideration of man’s connections to the natural world, and support new forms of community and understanding. We wrestle today with some of the very same issues that concerned the individuals who lived in or visited the Old Manse: immigration, war, racial strife, pollution, crime, discrimination and prison overcrowding. Just as the thinkers and reformers of the American Renaissance sought new ideas and inspiration at the Old Manse, so too can visitors today. This is a place where thousands of students come each year to understand their collective history and what it means to be a citizen today. Just as in generations past, the gatherings of diverse voices at the Old Manse can spark debates and discussions that contribute to vibrant exchanges of ideas that advance the public discourse.

History of the Old Manse

The Old Manse was built in 1770 for patriot minister William Emerson, the grandfather of Ralph Waldo Emerson. Known as the “Patriot Priest,” Reverend Emerson was politically active during the 1770s, preaching against the British Parliament’s colonial policies and writing sermons that provided an ideology for resistance and independence. In 1775, the skirmish at the Old North Bridge that sparked the American Revolution took place just a few hundred feet from the Old Manse. Emerson served as Chaplain of the Massachusetts Provincial Congress and Chaplain of the Continental Army, and he later died of “camp fever” en route home from Fort Ticonderoga, New York.

After his death in 1776, Emerson’s widow married an equally important theologian, the Reverend Ezra Ripley (1751-1841). Ripley served as Concord’s Congregational Minister and he possessed extraordinary personal and spiritual authority. Ripley’s theological views evolved over the course of his long ministry, and he eventually came to reject the doctrine of the Trinity and transformed his congregation into a Unitarian church. This change created a religious and moral climate in Concord which nurtured the writers, artists, and political figures of the coming American Renaissance. When he died in 1841, Ripley’s step-grandson, Ralph Waldo Emerson (1803-1882) wrote, “The fall of this oak makes some sensation in the forest, old and doomed as it was.”

The Manse played an important spiritual and formative role in Ralph Waldo Emerson’s life. He lodged there regularly, and constantly visited his grandfather and step-grandfather’s home, gaining much inspiration from the house, its layers of history, and the bucolic landscape surrounding it. In 1834-1835 Emerson wrote his seminal work *Nature* in the Manse’s upstairs study, proposing that man can more easily understand reality and the divine by studying nature.

Ezra Ripley’s son, Samuel Ripley (1783-1847) inherited the house, and in 1842 rented it to Nathaniel Hawthorne and his new wife Sophia. The couple renamed the house the Old Manse, and it served as their muse: Nathaniel wrote and Sophia painted. Nathaniel Hawthorne’s collection of short

stories written in the house, *Mosses from an Old Manse* (1846), drew critical acclaim in Herman Melville's seminal essay, "Hawthorne and his Mosses" (1850). Melville cites Hawthorne's Manse works as ideally representing the new forms and styles of American literature which emerged during the American Renaissance.

Three years later Samuel Ripley retired from his Minister's post in Waltham, Massachusetts, and requested that the Hawthorne's vacate the property so that he could return to Concord with his wife, Sarah Alden Bradford Ripley (1793-1867), a scholar and botanist and one of the most preeminent women of Massachusetts in her day.

The house stayed in the Ripley family, passing to Sophia Ripley Thayer, and then to Sarah Thayer Ames. By 1900 the Old Manse was primarily a summer house for the extended Thayer and Ames families. In 1939, when Sarah Thayer Ames died, the property and furnishings were purchased by The Trustees, at the family's suggestion. The family felt strongly that the house and its history should be preserved in perpetuity. The Trustees opened the Old Manse to the public for guided tours in 1940, carrying on a tradition started by the family.

Cultural Resources at the Old Manse

Visitors often cite the word "authentic" when describing the property. The house and its contents have changed little over the generations, and the rooms tell the story of its inhabitants. Layers of wallpaper from centuries ago still cling to the plaster walls, and graffiti is scribbled liberally on furniture, in closets, and even etched on windows. The inhabitants of the house adapted furniture as needs dictated, transforming stately pieces into something more practical generations later. A series of 18th century prints of "grim" ministers that once presided in the study now hang in the hallway, where Nathaniel Hawthorne relegated them when he was unsettled by their presence. The garden planted by Thoreau for the Hawthornes as a wedding present still grows in the same spot in the front yard. The landscape that inspired so many writers remains virtually unchanged over three centuries. These

authentic features give the house credibility, while the lived-in and informal tone is inviting to a wide range of visitors. As a result, the house is charming in its approachability. Augmented with a richness of first-hand accounts written by the home's inhabitants and visitors over time, the house is a unique setting in which to engage visitors in a discussion of the values, traditions, and influences that continue to impact us today.

The Old Manse's collection of books, manuscripts, and sermons add an additional layer of intellectual history. The 3,000 books in the collection range in date from 1521 to 1939, and cover a wide array of topics, such as theology, science, philosophy, travel, language acquisition, child rearing, and mathematics. The bulk of the collection dates from 1800 to 1850 and demonstrates the influences on the emerging Transcendentalist movement. Books that the family collected while attending intellectual gatherings in 19th century Germany show their awareness of international scholarly thinking, while 18th and 19th century books about geography reflect interests in the world outside of Concord. Many of the books are signed by the owner, showing their lineage as they were handed down through the families. The library at the Old Manse served as an important resource for the training of young ministers staying with the Emerson and Ripley families. The theological books belonging to the Reverends Emerson, Ripley, and Simmons include volumes dating back to the 16th century. The library was also used by family friends, many of whom were leading Transcendentalists, such as Bronson Alcott, Henry David Thoreau, and Margaret Fuller.

The Old Manse is also one of the few extant colonial-era homes in Massachusetts where it is possible to view the rooms where enslaved people lived and worked in the 18th century. Letters written by Reverend William Emerson in 1776 from Fort Ticonderoga, New York show that at least three enslaved people worked for his family. Just across Monument Street from the Old Manse is the original location of the Caesar Robbins House, a restored farmhouse that was the home of several generations of Concord's early African-American families, some of whom had ties to the Old Manse.

The Old Manse itself is a 3,000 square foot home typical of Georgian structures of the period. The six acres surrounding the house have remained largely intact throughout the centuries. For much of its history, this land was a working farm featuring livestock, vegetable gardens, orchards, and pasture. The property has several outbuildings including a woodshed and boathouse. The property also includes Shay Shed which was used to house carriages in the 19th century, and in 1998 was reconstructed to house a small meeting space and offices. Adjacent to Shay Shed is a small wooden structure that once served as a woodshed and now houses a small bookstore and entryway for visitors. South of the Old Manse sat a large barn and attached shed which stood on the property from 1774 until it burned down in 1924. Today, a reconstructed barn foundation of field stone provides a symbolic marker of the original barn structure. The foundation walls are often used as seats for an informal outdoor classroom where interpreters can orient visitors to the site, the Concord River, the North Bridge, and the Old Manse. Attachment I shows current and historic images of the property.

Current Audience and Programs

Visitors from around the country and around the world come to the Old Manse. Currently, approximately 100,000 visitors walk the property each year, roughly 14,000 visitors participate in tours or programs, and an additional 4,000 visitors come to the bookstore annually. The majority of visitors to the Old Manse are college and high school students; additional audiences include families, domestic and international tourists, and local community members. The Trustees have developed the interpretive programs for the Old Manse over many years, drawing on the property's unique historical, cultural, and natural resources. Currently, The Trustees offer tours of the historic house, the attic, and the landscape, as well as programming for educational groups and the general public. General tours address the broad sweep of the house's history, and include discussion of both the American Revolution and the American Renaissance in the context of place, memory, and the cultural landscape. Depending on the interests of visitors, tour guides interpret the site in terms of its art, architecture, and landscape. Educational tours and programs are customized to meet the needs of specific curricula, and often

typically relate the Old Manse to 19th century urban and industrial history. Specialized tours enable visitors to view the rooms of the enslaved people and servants who lived and worked at the Old Manse, and in partnership with the Drinking Gourd Project, the Old Manse has hosted anti-slavery tours exploring Concord's role in the abolition movement. Old Manse staff offer a variety of outdoor events such as concerts, living history demonstrations, garden tours, and seasonal celebrations.

Need for a Welcome Center

While the Old Manse has long been a public institution, it was originally built as a residence, and therefore does not have adequate facilities to welcome and orient visitors or provide visitor amenities. The interiors of the Old Manse are opaque to the many people who pass the site. Many visitors first approach the site from the Minuteman National Park trail across the orchard and literally face the back of the house. There are few visual cues to invite visitors in to the Old Manse.

Currently visitors enter the Old Manse through the former woodshed that now serves as a bookstore. Those visitors who are interested in viewing the interior of the house are guided on a 45 minute tour, but many people lack the time to participate in a complete house tour and leave the property after only viewing the bookstore area. On site programs can be held outside, in the adjacent Shay Shed, or in the house. Since the interior space for programming is very limited, programs can only accommodate small audiences or must be held off-site. The lack of interpretive space and visitor accommodations limits The Trustees' ability to offer a more flexible and comprehensive approach to sharing the property with visitors.

The planned Welcome Center will provide a needed gateway and introduction to the property. The project plans call for a redesigned entrance where landscaping, plantings and pathways congruent with the historic site will lead visitors to the Welcome Center. The exterior of the new building will serve as a visual contrast to the historic home without detracting from its presence. The design of the

entryway and the Welcome Center will indicate to visitors that the site is open to the public, and will beckon them to stop and explore.

The creation of this new Welcome Center space, outside the parameters of the historic home yet within the context of its larger agricultural landscape, will provide a flexible, creative and multi-purpose space that will expand opportunities for visitor orientation, services, and programming. The separate building will provide a space for visitors to pause, reflect, share their experiences with family and friends, and learn about the site in more depth. Expanded area for interpretation will allow a greater diversity of stories to be explored in the Welcome Center and expanded partnerships with other humanities organizations.

For the first time, The Trustees will be able to offer off-season and evening programming in a facility with proper heat, lighting, and universal accessibility. The transfer of administrative offices into the new building will mean that more of Shay Shed can be used for interpretation, exhibitions, and education. In addition, because the Welcome Center will extend the space for interpretation of the Old Manse, the building will enable many more visitors to experience and appreciate the property without causing a corresponding increase in the wear and tear on the historic home.

Interpretive Vision for the Old Manse

The Trustees' goal is to invite visitors to be inspired by the Old Manse as were the artists, writers, and thinkers who gathered at this special place. We have identified four key themes we plan to incorporate into our interpretation and programming at the Welcome Center and historic home:

Be Inspired to Think Deeply: The Old Manse was a nucleus of intellectual activity during the period known as the American Renaissance (c. 1830-1860). In particular, many of the home's residents and guests in this era, such as Ralph Waldo Emerson, Henry David Thoreau and Margaret Fuller, were central figures in the development the American Transcendentalist movement and also outspoken proponents of abolition. Writers and activists such as these developed a range of ideas that inspired

philosophies remaining at the core of present-day American culture and values, such as individualism, self-reliance, self-development, freedom, and the relationship of the individual with society and with nature.

Be Inspired by History: The Old Manse is unique because it witnessed two revolutions: the political and the cultural. It is a place where one can step back in time to relive some of the most significant periods in American history. The grandfather clock, “the heartbeat of the house” which still keeps time, was ticking away as the “shot heard ‘round the world” was fired. The Old Manse is also home to less well known chapters of history. The archeological evidence at the Old Manse points to a history that stretches far deeper than the American experience, and extends back 4,500 years to early Native American settlements on the site. Arrowheads, spears, chisels and other remains of this early camp survived into the 19th century, and fueled the literary imaginations of Nathaniel Hawthorne and Henry David Thoreau. These layers of history can still be seen and felt at the Old Manse today.

Be Inspired by Home and Family: The Old Manse is a place of beginnings, domesticity, and romanticism. The famous authors who lived in and visited this home were relatively unknown in the 1830s, as they began to address problems wrought by rapid urbanization and industrialization. The house nurtured new families and new careers, as well as provided a physical and emotional place of respite and inspiration. This remarkable property helped the residents to persevere and grow, and to leave a significant intellectual mark upon the young nation. These writers and thinkers also left their physical marks upon this space, with intriguing etched writings in the windows, and graffiti upon walls and furniture of the historic home.

Be Inspired by Nature: The Old Manse’s history and landscape were integral factors in the philosophies and literature produced by Emerson, Thoreau, and Hawthorne. Each of these thinkers cherished its vistas, its gardens, and the lure of the adjacent Concord River. Their ideas regarding nature and “man in nature” are precursors to the conservation and preservation movements of today, and continue to be invoked in discussion of land use and preservation. Indeed, these ideas inspired The

Trustees of Reservations' founder Charles Elliot. The Old Manse still exists today thanks to the careful stewardship of those who cherished the land and house and respected its history and meaning.

We are currently developing interpretive strategies and programming related to these four themes to reveal how the inhabitants of the Old Manse found inspiration here, and to help visitors form their own lasting connections to this place. Our work is informed by The Trustees statewide strategy for increasing public engagement at our properties. As part this effort, we are reorganizing our programming to reach key audience segments, such as families seeking to spend time with their children, adults seeking to learn and explore, individuals looking to expand their skills, and everyone seeking enjoyable community events. We are also investing in additional specialized staff to support this programming. In particular, we are hiring a new Visitor Services Director who will be responsible for evaluating visitor satisfaction and overseeing customer service training. Finally, we are developing a vision for how to interpret our cultural properties using approaches that are provocative, interactive, and innovative and that optimize use of technology. Given its enormous potential for growth and engagement, The Trustees recognize the Old Manse as one of our most valued and critical cultural sites and that building the Welcome Center is an essential component of our statewide strategic plan.

Working closely with the statewide Director of Visitor Interpretation and Senior Curator, staff members at the Old Manse are now deeply engaged in an interpretive planning process for the Old Manse which will continue through the fall of 2015. We began with a review of recently gathered feedback on the property by visitors, scholars, and consultants. In addition, we engaged the Qm² consulting team of John and Anita Durel, Dean Krimmel, and Dale Jones to review current interpretive practices and help create a framework for future planning. Their resulting report has informed Trustees staff thinking in designing the Welcome Center. A team of Trustees staff members also visited historic museums that we believe are models in the field, including the Jane Addams Hull-House Museum in Chicago, the Lower East Side Tenement Museum in New York, and the Harriet Beecher Stowe Center in Hartford to learn from their experiences. As we continue to develop our interpretive and

programming strategies at the Old Manse, we are planning a formative evaluation, including focus groups and audience surveys, for summer 2015. We will invite a group of humanities scholars to participate in our focus group sessions, and we will work with scholars to conduct any additional research needed to inform our work.

Design of the Old Manse Welcome Center

The Trustees are designing the new Welcome Center to fulfill our interpretive vision of inspiring visitors, while also attracting more visitors to the Old Manse, more fully engaging them with the entire property, and providing needed visitor amenities. The Welcome Center will become the new gateway for the property, and will be the first place visitors will go during the visit as well as the place to which they return after exploring the historic house and grounds. At the Welcome Center visitors will be able to purchase tickets for tours and learn about upcoming programs and The Trustees as an organization. Visitors will be able to pause for refreshments and restrooms and browse the bookstore, amenities that will help to extend their stay on the property. The design of the Welcome Center space will be punctuated with views to the Concord River, and visitors will be invited to borrow a blanket and take a picnic down to the water's edge. Visitors will be able to take a self-guided landscape tour to explore "Hawthorne's playground" or take a boat trip down the Concord River in Thoreau's wake. The majority of the interior space will be open and flexible, with café chairs and tables as well as soft chairs for reading and contemplation. During events, the tables and soft chairs will be moved aside, and the space will accommodate seating for up to 60 people. Attachment 2 shows the architect's renderings of the planned building, along with illustrations of the types of interpretive activities and visitor spaces that may be used at the Old Manse.

The Welcome Center space will reflect the Trustees' philosophy of creating interactive and visitor-centered interpretation. For example, interpretive signage may discuss the philosophies and innovations that were created and debated here and encourage visitors to continue the conversation with open-ended questions. Visitors may be invited to "leave their mark," as the Hawthornes did on the

windows of the house, by writing their thoughts on digital bulletin boards. The layers of history that inspired Hawthorne to write *Mosses from an Old Manse* may be evoked through portholes in the floor containing archaeological discoveries made during the construction of the building. The bookstore will showcase up-to-date scholarship and provide an opportunity for deeper study. In addition, a public gathering space at the heart of the Welcome Center will allow The Trustees to host salon-style discussions and events, bringing back the tradition of the Old Manse as the intellectual gathering space for Concord and the greater community. We will invite a diverse group of scholars, such as local authors and poets, historians, and scientists to use the Old Manse as a forum for public education.

All of the interpretive elements and programs will be designed with universal accessibility in mind, and whenever possible, we will create alternate formats in order to accommodate the needs of all of our visitors. The Welcome Center building and walkways will be fully accessible to those with disabilities, allowing all visitors to explore the building and the property.

Between the Welcome Center and the historic house, The Trustees will build a small open shed structure. It will be located on the intersection of the path from the back of the property to the front, so it will be well situated to orient visitors to the landscape. There, casual visitors who do not enter the Welcome Center can take brochures about the Trustees and upcoming local and regional events, pick up self-guided tours of the landscape, and learn about what programs are currently happening at the Old Manse. We may also experiment with using this space as a community bulletin board to give local residents a place to gather and exchange information.

Relocating the staff offices and meeting space to the second floor of the new Welcome Center will allow The Trustees to reconfigure the existing space in the Shay Shed. We will convert the current staff library and meeting space into activity space for school groups to use before and after house tours, space for hands-on family programming, and a library and study room for visiting scholars. The reconfigured space will give our curators the opportunity to hold “pop-up” exhibitions of featured objects, books, and works on paper from the collection on a rotating basis. Tours will begin in the

current bookstore area, where visitors will be able to securely leave personal belongings. Visitors will see a visual “snapshot” of the layers of history present here prior to entering the house through informative interpretive panels. This orientation will allow the tours of the historic house to focus on a more interactive, in-depth experience.

Long Range Plans

Investing in a Deeper Understanding of the Humanities at the Old Manse

Knowing that the Old Manse is a cultural treasure that speaks to our collective history, The Trustees are undertaking a number of initiatives to hire expert staff and engage humanities scholars to help plan for the future of the property. The Trustees have appointed a Program Director for Cultural Resources with expertise in historic landscapes, a state-wide Senior Curator with expertise in American material culture and decorative arts, and a Director of Visitor Interpretation with expertise in the history of art and architecture. Together these staff members are overseeing an effort to revitalize our stewardship and interpretation of The Trustees’ cultural resources. The Trustees are conducting an in-depth inventory of all our cultural properties statewide, with priority attention on the Old Manse and its collection.

The Trustees have invited a group of decorative arts experts and scholars to augment our own curatorial and archival team as we explore the Old Manse’s collections and plan for the future of the site. In 2013 The Decorative Arts Trust’s Fall Symposium, *Four Centuries of Massachusetts Furniture*, took place in Concord, and brought nationally known decorative art scholars such as Winterthur’s Brock Jobe to the Old Manse. Professor Jobe and the Old Manse staff subsequently worked to document the historic rare pieces of furniture for inclusion in a national database of Boston area furniture, 1630-1930. The Trustees have also engaged esteemed decorative arts specialists Jane and Richard Nylander to examine the house’s wallpaper, upholstery, and window treatment history. The Trustees also sought the advice of the Qm² consulting team, which reflected on current interpretation strategies and provided

suggestions for future interpretive planning. The Trustees are working with expert consultants to plan for restoring and preserving the interior of the historic home. Noted paint conservator Christine Thomson conducted paint analysis on various rooms to ascertain the progression of paint colors within each space. Furniture conservator Melissa Carr, who has worked with objects at the Museum of Fine Arts in Boston and Old Sturbridge Village, surveyed several of the Old Manse's furniture pieces and recommended a long-term program for preservation. With support from the Town of Concord's Community Preservation Commission, The Trustees also engaged Rick Kerschner, Director of Preservation and Conservation at the Shelburne Museum, to conduct a survey of the property's environmental conditions, including temperature, relative humidity, and ultraviolet (UV) light levels. We are taking steps to reduce humidity, increase air circulation, and reduce UV light entering the house to better preserve the collection.

These efforts to understand, document, and preserve the Old Manse and its collection are in line with The Trustees current five-year strategic plan, which focuses in part on stewarding our properties to exceptional standards through collaborative partnerships and exciting the public about our properties by bringing them to life for all ages.

Partners and Collaborators at the Old Manse

Staff at the Old Manse have a strong history of partnering with local, state-wide, and national organizations that cross disciplines including history, literature, decorative arts, education, and philosophy. Such associations provide resources to enhance and expand the site's interpretive strategies. The addition of a Welcome Center will enable the site to fulfill its interpretive potential by providing spaces where staff can stage future humanities-based programs with current and future partners.

The Old Manse's collaborators include universities, grade schools, libraries, museums, historic houses, churches, theaters, voluntary associations, musical groups, and the National Park Service. The historic house currently partners with Harvard University' Professor Harold Langlois in a program

entitled “A Tale of Two Cities: From Concord to Newport.” Subtitled ‘From Manses to Mansions,’ participants compare those two very different New England towns in order to unravel the past. The Old Manse also regularly partners with the adjacent Minuteman National Park and other local historic sites. Most recently staff collaborated in a program entitled “The Hawthorne Family: Making Concord Home,” to celebrate the life and work of Nathaniel Hawthorne in the two Concord places he called home, the Old Manse and the Wayside. Moreover, the Old Manse collaborates closely with Concord’s Drinking Gourd Project, not only in presenting regular Black History programming in conjunction with the Caesar Robbins House, but also by providing office and meeting space.

Gaining Ground, a Concord non-profit farm, which grows organic produce for hunger relief, cultivates the Old Manse’s historic Thoreau Garden first established in 1842. This partnership led to an invitation from the 2015 Massachusetts History Conference organizers to the Old Manse Site Manager to present a paper on the theme *Chew on This: Interpreting Food in Massachusetts History*. Moreover, for the past two years the Old Manse has been a recipient of grants and assistance from the Concord Garden Club which has enriched the site’s landscape interpretive efforts. This year, these resources will fund the recreation of Sophia Hawthorne’s well documented herb garden at the Old Manse.

Organizational Commitment to Advancing the Humanities

For 123 years, The Trustees have been devoted to conserving the ecological, cultural, and historic character that makes Massachusetts’ landscapes and communities unique. While the focus of the organization for much of its history was primarily on the protection and stewardship of significant natural and cultural resources, in recent years our focus has expanded to emphasize educating and engaging people to appreciate and help care for these resources. Our reservations are catalysts, a means to inspire passion for the larger landscape around us through learning, discovery, and exploration. We are undertaking a major new initiative to restore our renowned gardens and cultural landscapes, while introducing them to new audiences in innovative ways.

The Trustees own 112 properties across the Commonwealth of Massachusetts, including five National Historic Landmarks and 95 cultural landscapes. Our archive includes 30 different collections, while our curatorial holdings encompass 20,000 objects, 291 buildings, and many significant archaeological sites spread across the state. In addition to our reservations, we operate an Archives and Research Center, a highly respected archives facility that serves as the hub of our curatorial, land conservation, and stewardship records since The Trustees' inception. The significance and quality of our cultural resources range from the simple to the sublime, with each having the potential to reveal the human stories that bring our properties to life.

The Trustees are committed to improving the beauty and integrity of our cultural and historic properties, and sharing them with our public. We recognize that museums and cultural organizations across the country are exploring innovative solutions to make history and culture relevant to contemporary society, and we are dedicated to undertaking best practices in expanding our outreach and programming for our cultural and historic sites. The Trustees are fortunate to own and protect several properties in addition to the Old Manse with important literary and thematic connections to significant authors, journalists, editors, and publishers such as William Cullen Bryant, Herman Melville, Ellery Sedgwick, Louise Bryant, and William Bullitt. The experience with the Welcome Center at the Old Manse will inform programming and interpretation at all of these sites, as we seek to increase our organizational capacity to convey multifaceted views of the humanities and history through interactive exhibits, new technology, and hands-on experiences.

Impact of the Challenge Grant

Contribution of the Project to the Humanities

The new Welcome Center will allow The Trustees to more fully engage partners in the humanities and reach a broader public. Given the Old Manse's important cultural and literary history, there are many humanities organizations who seek to host events for the public and scholars at the site,

but such endeavors are limited by lack of basic infrastructure and physical space. On too many occasions, we have turned away groups wanting to use the property or we had to resort to hosting events off-site. For example, the Old Manse recently hosted a talk by Elisa Lemire, author of *Black Walden Slavery and Its Aftermath in Concord, Massachusetts*, but because of the large audience, the talk had to be held down the street at the First Parish Church. Visitors could briefly tour the Old Manse beforehand and explore the quarters once inhabited by enslaved people, but the program would have certainly benefited from being on-site to explore the house and site more fully. When programs are held at the Old Manse, individuals are often turned away given our current meeting space's 30-person capacity. This occurred recently at the popular programs "The Irish in Concord" and "The Old Manse's Artist in the Attic." We also have had to turn away some groups entirely given the lack of space, including MIT, The Concord Women's Club, and the Lincoln Historical Society. Each of these situations is a missed opportunity for engaging the public with the humanities.

By building the Welcome Center, The Trustees will not only more effectively reach those who come to the Old Manse, but will also serve as a model for other historic homes seeing to translate intangible concepts from the humanities into relevant, personal experiences for the public. The Welcome Center will allow us to go beyond the bounds of the traditional historic house museum experience to facilitate encounters that bring the philosophical ideals of the Transcendentalists to life for our visitors. As visitors explore the Welcome Center, the Old Manse house, and the surrounding landscape, ideas such as the connection between individuals and the natural world will become memorable lived experiences.

By helping visitors feel the inspiration of the place that fueled the American Renaissance, we will inspire and empower the next generation of thinkers to spark new ideas and new dialogues in their communities. The Welcome Center will create an inviting space for visitors to learn, gather, linger, and leave their mark. This is how the Transcendentalists' literary and philosophical revolution started: direct contact with nature, bringing thinkers together and giving them the time and space to form new ideas.

Business Plan and Visitor Projections

In planning for the new Welcome Center at the Old Manse, The Trustees are committed provide a sustainable financial foundation for ongoing operations at the property. We have developed a business plan which focuses on increasing property income from existing revenue streams, while also creating new sources of revenue. Currently, The Trustees generate income on site through educational and public tours, bookstore sales, facility rentals, the purchase of Trustees memberships, and public programs and events. We anticipate that the Welcome Center and related enhancements to programming and interpretation will increase the number of visitors to the property and drive greater income from existing revenue streams. The Welcome Center will also provide new sources of revenue, including new educational programs and sale of food and drink. In order to minimize risk and costs of adding food and drink concessions, we plan to use a strategy that we are using successfully at another Trustees property whereby we contract with a local business with whom we have an established relationship to provide food to be sold at the Welcome Center by existing gift shop staff. Building a more robust enterprise at this property will expand the organization's reach to more visitors, broaden its impact, and increase the funds available to care for this exceptional historic property.

The Trustees project that the over the next five years, the number of visitors to the Old Manse who come to the Welcome Center and participate in tours or programs will increase by nearly 40%. We base this estimate on a careful review of past visitation trends and projected future visitation trends with members of on site staff, engagement, and marketing. We considered our experience at other properties about the impact of enhanced visitor services on visitation, and we factored in the impacts of offering year-round instead of seasonal programming, designing interpretation and programs to appeal to more diverse audiences, investing in marketing and public outreach, and expanding partnerships with other institutions such as the Concord Historical Collaborative.

The following tables provide an overview of The Trustees' projections for changes in visitation, anticipated sources of revenue, and incremental costs of operating the property once the new Welcome

Center is constructed. Overall, we expect that once the Welcome Center is established, the Old Manse property revenues will exceed expenses and raise just over \$60,000 per year that can contribute to ongoing property maintenance.

Table 1: Projected Change in Number of Visitors with Completion of the Welcome Center

Type of Visitation	Current	Future	Percent Change
Grounds Only	100,000	125,000	25%
Shop/Welcome Center Only	4,000	12,500	213%
Admissions (Public Tours)	4,300	6,000	40%
Public Programs/Events*	4,500	13,000	189%
Educational Tours	5,500	11,000	100%
Educational Programs	n/a	16,500	n/a
Total	121,350	167,500	38%

Table 2: Projected Annual Expenses when the Welcome Center is Complete

Line Item	Amount
Current operating expenses (Average over the past 3 years)	\$146,125
Incremental Costs associated with the Welcome Center	
Additional staff	\$31,355
Supplies and merchandise costs	\$10,000
Speaker fees and program materials	\$2,000
Heat, water, and light	\$4,500
Total annual projected expenses	\$193,980

Table 3: Projected Annual Revenues Current vs. when the Welcome Center is Complete

Revenue Source	Current	Future	Percent Change
Bookshop/Welcome Center	\$34,000	\$48,000	41%
Admissions (Public Tours)	\$30,900	\$61,400	99%
Educational Tours	\$28,000	\$56,000	100%
Rentals	\$12,000	\$17,000	42%
Memberships	\$9,000	\$21,000	133%
Public Programs/Events	\$7,000	\$41,000	486%
Educational Programs	\$0	\$5,500	n/a
Food & Drink Profit	\$0	\$5,000	n/a
Total	\$120,900	\$254,900	111%

Plan for Assessing Impact of the Grant

The Trustees plan to measure the success of the Welcome Center in several dimensions: increased visitation, improved visitor satisfaction, extended visitor stays, growth in programming, improved quality of interpretation, increased organizational membership, and financial sustainability of the property. The Trustees have established records regarding the overall number of visitors who participate in programs and estimates of the number of visitors who walk onto the site each year. With the new Welcome Center we will be able to much more accurately count the number of visitors who come to the property but do not participate in formal programs by tracking the number of visitors who enter the Welcome Center. We have also begun gathering baseline data about visitor experiences using a two-part visitor survey first implemented in the summer of 2014. As part of this survey, staff on site handed out survey cards to approximately 400 visitors asking basic questions about visitor satisfaction. The survey cards invited respondents to a longer survey online, which asked more detailed questions about visitor experience, motivations for visiting, length of stay, and demographics. The Trustees will continue to use these tools to assess visitor satisfaction at the Old Manse before and after construction of the Welcome Center.

The Trustees will also qualitatively assess the degree of visitor engagement and interpretation using formative and summative evaluation methods. As part of our current interpretive planning process, we plan to prototype various strategies and collect visitor feedback via staff observation and visitor focus groups. Interactive elements will be designed to reveal visitors' understanding of our interpretive themes in real time. For example, we will use a "graffiti wall" to ask visitors questions like, "how were you inspired today?" and invite them to share a written response, poem, picture, or recorded thought about their visit. These responses can be shared on site and virtually through The Trustees' website.

The Trustees will track the growth in programming by counting the number and types of programs offered, and the number of participants. We will gather feedback on the quality of our interpretation by inviting feedback from the many partners and scholars who participate in programs at

the Old Manse or bring their students here. We also to conduct periodic focus groups and interviews with visitors and colleagues in the humanities to gain a deeper understanding of whether our use of the Welcome Center is meeting our goal to invite visitors to be inspired by the Old Manse.

We will monitor the financial performance of the site by tracking revenues and expenses, as well as the number of memberships purchased for The Trustees. Given our prior experience and business plan projections, we expect the site to be financially self-sustaining within several years.

Fundraising Strategy

Delineate planned grant expenditures

The project budget calls for a total expenditure of \$1,800,000 to construct the Welcome Center at the Old Manse and made other improvements to support the new building. Planned expenditures are as follows:

Construction of Welcome Center on the Foundations of the Historic Barn including Two Unisex, Handicapped Bathrooms, Septic System/Composting Toilets, Catered Kitchen Facility, Second Floor Offices, and elevator): \$937,000

Landscaped Terrace and Adjacent Open Structure to serve as a connector between the Old Manse historic home and the Welcome Center: \$50,000

Reconfiguration of Existing Shay Shed into activity space for school groups and family programming, and a library and study room for visiting scholars: \$75,000

Landscape Improvements and Parking Lot Reconfiguration including a redesigned entrance where landscaping, plantings and pathways congruent with the historic site will lead visitors to the Welcome Center and handicapped accessible walkways: \$180,000

Furniture, Equipment, and Interior Build Out including wiring for new technology, monitors and tablets for technology-based interpretation, and interpretative display materials: \$350,000

Archeology Investigations including working closely with a team of archeologists from the University of Massachusetts in Dartmouth to carefully demark site excavation limitations and uncover potential cultural resource areas. All this work is completed following state and federal SHPO protocol: \$8,000

Architecture and Engineering working closely with the architecture team of LDa architects and design consultants to develop construction drawings for the construction of the new Welcome Center on the Foundations of the Historic Barn, reconfigure the existing Shay Shed, and provide other support for infrastructure, and landscape design changes: \$155,000

Fundraising (10% of NEH Federal Funds and Matching Funds): \$45,000

Plans for Raising Funds

The Trustees have an experienced development team working to raise funds from both individuals and institutions to support our cultural resources, including the Old Manse. To date we have raised \$525,000 to support the construction of the Welcome Center at the Old Manse. Of this amount, \$500,000 is matching grant from the Massachusetts Cultural Facilities Fund and the remainder is individual donations. In addition, we have identified more than a dozen potential lead donors for the Old Manse Welcome Center, and we have begun meeting with these potential donors to ask for their support, highlighting the opportunity to provide matching funds. We have also identified nearly two thousand constituents in Concord, of which 585 made a recent gift to The Trustees. These current and potential donors constitute a highly-rated prospect pool for the project.

The Trustees have a demonstrated track record in raising matching funds. For example, in September of 2012, an anonymous challenge gift was issued in support of the garden restoration project at Naumkeag, a flagship Trustees property located in Stockbridge. The deadline for the 1:1 match was September 30, 2013. The fundraising team of The Trustees successfully achieved this match within the 12-month period, resulting in \$1.3M in matching gifts for a total of \$2.6M for the Naumkeag gardens

restoration. The Trustees will implement a similar strategy to fulfill the matching requirement of the NEH Challenge grant for the Old Manse.

The Trustees are fortunate to have been awarded grants from several humanities institutions in the past. Most notably, the National Endowment for the Humanities awarded The Trustees a Challenge Grant for our Archive and Research Center in 2005, providing \$450,000 in matching funds to create the ARC as a state-of-the art, energy efficient facility to store archives, objects, and artifacts. As noted above, The Trustees have been awarded a \$500,000 matching grant from the Massachusetts Cultural Facilities Fund to construct the Welcome Center at the Old Manse. The Massachusetts Historical Commission, Massachusetts Cultural Council, and National Park Service have provided The Trustees several grants for restoration and preservation of historic buildings and gardens. Finally, the Massachusetts Foundation for the Humanities, which receives funding from NEH, awarded a grant to The Trustees to fund research on the Mohicans in Western Massachusetts.

Special Requirements for Construction

The Trustees are aware of the special requirements for construction projects, and we are committed to meeting them. In particular, we will ensure that the renovation of the existing Shay Shed at the Old Manse and the construction of the Welcome Center complies with the Davis-Bacon Act. The potential additional cost related to this requirement has been factored into the construction budget. We will also conduct all construction on the property in compliance with the National Historic Preservation Act. The Welcome Center will be built to the same dimensions, architectural massing and scale as the original 18th century barn that stood on the property. All plans for construction will be submitted in accordance with the local Town of Concord Historic Commission and State Historic Preservation Officer for a formal determination. The Trustees have begun preliminary conversations with liaisons at Massachusetts Historical Commission. All parties will have an opportunity to comment on the potential impact this project may have on the archaeology, cultural landscape, or historic fabric of the existing site. Finally, we will ensure that all construction is compliant with Americans with Disabilities Act

requirements. Paths leading to and from the reconstructed barn will meet ADA guidelines and the barn design will provide ADA-compliant access to the both floors of the proposed building.

Conclusion

The Old Manse is a national treasure that is alive with American revolutionary, intellectual, and literary history. Visitors often describe a profound experience of inspiration as they step through the threshold and into the home and gathering place of so many luminary thinkers, writers, artists, and reformers of the American Renaissance. Yet because of inadequate visitor facilities, the Old Manse is missing important opportunities to engage students, scholars, and the general public. Only a fraction of the individuals who walk the property ever tour the historic home, and there is no indoor space to engage visitors in interactive activities and programs. Partner organizations in the humanities wanting to use the property for public programs have often been turned away, and audiences have been limited due to space constraints, limited accessibility, and lack of visitor amenities.

The Trustees seek to invite a broader audience to visit the Old Manse and to be inspired by its intellectual heritage, history, landscape, and the people who lived and worked here. A key element needed to fulfill this vision is a space outside the historic home to welcome and orient visitors. The proposed Welcome Center will provide space for innovative interpretation, new educational programs, and visitor services. The building will enhance visitor experience of the property and drive increased visitation and revenues. The Welcome Center will allow The Trustees to go beyond the bounds of the traditional historic house museum and bring the American Renaissance to life for our visitors. With new space for programming and visitor engagement, the Old Manse will once again become a place of inspiration for new generations of thinkers. The Trustees are making significant investments in staffing to support stewardship and interpretation of the Old Manse. Once the Welcome Center is complete, we expect the property to become a model for other historic homes seeking to translate intangible concepts from the humanities into relevant, personal experiences for the public. We ask for the National Endowment for the Humanities' support for this important work.

List of Trustees and Staff

The Trustees of Reservations Board of Directors

Name, Town & Professional Affiliations	Volunteer Affiliations
David D. Croll, <u>Chairman</u> Chestnut Hill, MA <ul style="list-style-type: none"> Managing Partner, MC Partners Managing Member, Broadstreet Investors and Broad Street Realty Investors 	<ul style="list-style-type: none"> Vice Chairman, Board of Trustees, Cornell University Trustee, Museum of Fine Arts, Boston Board Chair Emeritus, Park School
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Amy L. Auerbach, <u>Treasurer</u> Wellesley, MA <ul style="list-style-type: none"> Chief Financial Officer, Boston Children's Museum 	
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*Clement C. Benenson Hamilton, MA <ul style="list-style-type: none"> Co-President, Industrial Manufacturing Company 	<i>New Board Member</i> <ul style="list-style-type: none"> Director, Industrial Manufacturing Company Member, Tulane President's Council Member, Vesper Foundation Member, Tabor Academy
William G. Constable Lincoln, MA <ul style="list-style-type: none"> Executive Vice President, A. W. Perry, Inc. Principal, Transit Realty Advisors, LLC 	<ul style="list-style-type: none"> <i>Land Trust Alliance, Conservation Defense Council</i> <i>President, Lincoln Land Conservation Trust</i> <i>Board and Policy Chair, Environmental League of Massachusetts</i> <i>Executive Committee and Legislative Chair, Metropolitan Area Planning Council</i> <i>Board, Rural Land Foundation</i> <i>Steering Committee, Mass Land Trust Coalition</i> <i>Board, South Shore Economic Development Council</i> <i>Board, Old South Meeting House</i> <i>President, Massachusetts Land Conservation Trust</i> <i>Board, Boston Natural Areas Network</i>
Paula Cortés Cambridge, MA <ul style="list-style-type: none"> Registered Landscape Architect and Principal, Cortes Associates 	<ul style="list-style-type: none"> Director, Mass Audubon Member, Committee for Public Planting Member, Friends of the Botanic Garden Member, Advisory Committee, Smith College
David L. Costello Marblehead, MA <ul style="list-style-type: none"> Principal, Rising Tide Associates 	<ul style="list-style-type: none"> Board of Advisors, Appalachian Mountain Club

Name, Town & Professional Affiliations	Volunteer Affiliations
<ul style="list-style-type: none"> Business Director, Polartec LLC 	<ul style="list-style-type: none"> Board of Directors, Conservation Alliance
Andrew O. Davis Boston, MA <ul style="list-style-type: none"> Managing Partner, Overall Capital Partners 	<ul style="list-style-type: none"> Board of Directors, Pioneer Institute
Jeffrey B. Fager New Canaan, CT <ul style="list-style-type: none"> Chairman, CBS News Executive Producer, <i>60 Minutes</i> 	<ul style="list-style-type: none"> Board, Knight Wallace Fellowship, University of Michigan
David R. Foster Shutesbury, MA <ul style="list-style-type: none"> Director, Harvard Forest Faculty member, Dept. of Organismic and Evolutionary Biology, Harvard University Widely published author 	<ul style="list-style-type: none"> Member and President of Board, Highstead Foundation Member of Board, Edey Foundation Board of Trustees, Choate School
Nathan Hayward III Montchanin, DE <ul style="list-style-type: none"> Director and Chairman of the Audit Committee, Rockefeller Trust Company, Wilmington, DE 	<ul style="list-style-type: none"> Board President, Longwood Gardens, Kennett Square, PA Trustee, Member of the Executive Committee, Eisenhower Fellowships, Philadelphia, PA Senior Advisor, Opera Delaware, Wilmington, DE President, 1916 Foundation, Montchanin, DE
James S. Hoyte Lexington, MA <ul style="list-style-type: none"> Retired Educator Formerly Assistant to the President of Harvard University and Lecturer on Environmental Science and Public Policy Kennedy School of Government 	<ul style="list-style-type: none"> Board of Directors, Trust for Public Land Vice Chair, Museum of African American History Co-founder and President, Environmental Diversity Forum
Elizabeth B. Johnson Boston, MA	<ul style="list-style-type: none"> Council Member, Maine Coast Heritage Trust
*Edward H. Ladd Dover, MA	<i>New Board Member</i> <ul style="list-style-type: none"> Board of Directors, Conservation Law Foundation Board of Directors, Land Trust Alliance Board of Directors, The Boston Company Asset Management Chair, Beth Israel Deaconess Medical Center Director, Wheelock College Chair, Boston Committee on Foreign Relations Member, WGBH Board of Overseers
*Paul R. LeBlanc Richmond, MA <ul style="list-style-type: none"> Founder and Owner of Zogics 	<i>New Board Member</i>

Name, Town & Professional Affiliations	Volunteer Affiliations
W. Hugh M. Morton Westport, MA <ul style="list-style-type: none"> Retired attorney 	<ul style="list-style-type: none"> Member, Westport Town Finance Committee Chairman, National Scoliosis Foundation Trustee, Greenewalt Charitable Trust General Counsel, Manton Foundation
Thomas H. Nicholson Weston, MA <ul style="list-style-type: none"> President, T. H. Nicholson Associates 	<ul style="list-style-type: none"> Advisory Board, Earthwatch Institute Board, Congregational Church of Weston Board, Blooming Grove Club, Blooming Grove, PA Honorary Board member, New England Baptist Hospital
Eunice Johnson Panetta Manchester, MA <ul style="list-style-type: none"> Private Investor 	<ul style="list-style-type: none"> Trustee, Phillips Academy Exeter Chair, Academy of American Poets Trustee, Halfway Rock Foundation
Hillary H. Rayport Boston, MA <ul style="list-style-type: none"> Managing Director, Social Finance 	
Cynthia Reed Duxbury, MA	<ul style="list-style-type: none"> Board of Trustees, Museum of Fine Arts, Boston Member, MIT Visiting Committee for the Humanities
Cyrus Taraporevala South Hamilton, MA <ul style="list-style-type: none"> Executive Vice President, Investment Solutions for Personal Investing, Fidelity Investments 	

The Trustees of Reservations Staff Involved with the Challenge Grant

Lucinda (Cindy) Brockway, M.A., *Program Director for Cultural Resources*, is responsible for 112 properties and 25,000 acres of Massachusetts cultural landscape, including five National Historic Landmarks. A summa cum laude graduate of the University of Rhode Island and Boston University, Ms. Brockway has spent her career on the research, preservation and planning of designed, vernacular and ethnographic landscapes across the United States before joining The Trustees. An award winning landscape designer and preservationist throughout the Northeast, she is the author of two books and numerous professional and trade articles on landscape history, landscape preservation and period landscape design. She served as an NEH scholar and lecturer on projects in New Hampshire and Massachusetts, focused on the understanding of landscape evidence in primary archival documents from engravings and design plans to personal diaries. Her primary research interests continue to be 'reading' the cultural landscape of New England, the design history of Country Place Era estate landscapes and relating these histories to the general public in terms that excite and stimulate contemporary thinking. See attached resume for more information.

James M. Younger, AIA, LEED AP, *Director of Structural Resources and Technology*, has over 25 years of experience as a design professional. In the past ten years, he has been responsible for the strategic management of over 270 buildings within The Trustees' 112 properties across Massachusetts. This portfolio includes a collection of nationally significant Historic Landmarks as well as diverse building types, gardens, and structures that capture the history and the story of the Massachusetts cultural landscape. Mr. Younger has a B. Arch, B.S. from Rensselaer Polytechnic Institute, Troy, NY and he completed undergraduate studies at the University of København, Denmark. He is a Registered Architect, State of Massachusetts #8433.

Tom Beardsley, PhD, *Site Manager at the Old Manse*, gives site tours at the Old Manse and conducts educational programs in partnership with Harvard, Tufts, and other universities, the Massachusetts Historical Society, the Drinking Gourd Project, and local schools. Dr. Beardsley co-teaches a NEH Landmarks of American History and Culture summer workshop entitled "At the Crossroads of Revolution: Lexington and Concord in 1775" and has also taught "Transcendentalism and Social Action in the Age of Emerson, Thoreau, and Fuller" which is designed for community college faculty. Dr. Beardsley taught American history in state and private colleges in Connecticut between 1995 and 2006. Dr. Beardsley holds a dual B.A. Honors in Economic and Social History and Politics from Sheffield University, a masters in American history from the University of Connecticut, and a doctorate in American history at the University of Leicester.

Danielle Steinmann, *Director of Visitor Interpretation*, is working to implement The Trustees' Excite Strategy in support of the five year strategic plan. She is responsible for creating and implementing new digital, on-site, and in-person strategies that connect visitors to the stories behind The Trustees' cultural resources. Ms. Steinmann brings an innovative and creative vision for helping historic homes stay relevant for current and future generations of visitors. Previously, Ms. Steinmann served as an Associate Director of Interpretation and Public Programs at Hancock Shaker Village, as an Assistant Curator of Education at the Sterling and Francine Clark Art Institute, and as the Senior Director of Programs and Reunions at the Alumnae Association of Mount Holyoke College. She has taught Great Monuments of Art and Museum Studies at the Massachusetts College of Liberal Arts. Ms. Steinmann holds a masters in the History of Art from New York University and a BA, cum laude, in Art History and French Studies from Wellesley College.

Christie D. Jackson, *Senior Curator*, is responsible for state-wide oversight of all historic house collections of 20,000 objects. Ms. Jackson serves as the head of The Trustees' curatorial department, leading the team in creating goals for our efforts. She is initiating an inventory of collections and overseeing migration of information into an electronic catalogue. Ms. Jackson is working to standardize protocols and policies for all regions across the state. She is involved in strategic planning, grant writing, and board interactions. Prior to joining The Trustees, Ms. Jackson she served as the Senior Curator of Decorative Arts at Old Sturbridge Village. She sits on the Board for the Winterthur Program in American Material Culture. Ms. Jackson holds a BA from Dartmouth College, and two Masters degrees from the Harvard Graduate School of Education in museum education and from the Winterthur Program in American Material Culture. While at Winterthur, she was awarded the Montgomery Prize for oratory and connoisseurship and the E. McClung Fleming Thesis Prize. Ms. Jackson is currently writing a book on Nathan Lombard, a 19th century cabinetmaker who resided in Sutton, Massachusetts.



The Trustees of Reservations
Long Hill
572 Essex Street
Beverly, MA 01915
tel 978.921.1944
www.thetrustees.org

Lucinda A. Brockway, Program Director for Cultural Resources

978.921.1944 x1879

cbrockway@ttor.org

Education

Preservation Studies, M.A., Boston University, Boston, MA
Ornamental Horticulture and Design, B.S., University of Rhode Island, Kingston, RI

Professional Experience

- Present Trustees of Reservations
Program Director for Cultural Resources
- 1988-pres. Past Designs
Consultant to state, federal and local agencies, private organizations and individuals on research, analysis, evaluation, design and management of historic landscapes (all periods); landscape designer for compatible, period-inspired landscapes for historic structures; writer and lecturer
- 2008-pres. National Preservation Institute
Course Instructor, *Introduction to Landscape Preservation and Landscape Preservation: Advanced Tools for Managing Change*
- 1988-1999 Boston University, Department of American and New England Studies
Adjunct Professor

Publications

Author of two books, *A Favorite Place of Resort for Strangers* (Fort Ticonderoga 2001), and *Gardens of the New Republic* (May 2004)
Work featured in *Old House Journal*, *Victoria Magazine*, *Colonial Homes*, *Nineteenth Century*, and *Accent* as well as innumerable professional and trade publications

Public Programs and Lectures

Conference Coordinator for numerous workshops and conferences aimed at volunteers, professionals and the general public, including programs for the National Park Service, State of Maine Planning Office, Associations of Historic District Commissions, State Historic Preservation Conferences, Historical Society Conferences and Programs, University Symposia.

Lectures have included organizations and sponsors such as the National Park Service, National Trust for Historic Preservation, The Royal Botanical Gardens (Hamilton, Ontario), The New York Botanical Gardens, and many more.

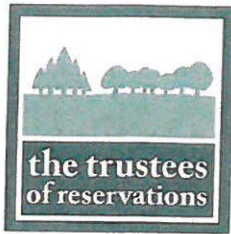
Select Awards

- 2008 Kellogg Civic Achievement Award, National Garden Clubs, Inc.
National Award to Seacoast Garden Club for Washington Park, Kennebunk ME; designed by Past Designs and partially funded by Principal Financial Group
- 2005 Massachusetts Historic Preservation Commission
Preservation Award for *Gardens of the New Republic* (Bright Sky Press, 2004)
- 2003 Preservation League of New York State
Award for Project Excellence, King's Garden at Fort Ticonderoga

Select Project Experience

Cultural Landscape Reports, Management Reports, Strategic Planning Documents, Consultations and Designs developed for properties throughout the United States, including:

- Lexington Battle Green, Lexington MA (1775-1949)*
Battle Green Area Master Plan & Implementation (2010-11)
- Cocumscussoc (Smith's Castle), Wickford RI (1638-1949)*
Cultural Landscape Report (2009)
Preservation and Interpretation Plan; Strategic Planning (2010)
- Redwood Library, Newport RI (1747-2008)*
Master Plan (2006-09); Pope Allee Restoration & Implementation (2009-10)
- The Trustees of Reservations, Beverly MA*
Appleton Farm, Ipswich MA (1638-1987)
Castle Hill, Ipswich MA (1846-1940)
Stevens Coolidge Place, No. Andover MA (1880-1930)
Master Planning, Cultural Landscape Reports, Strategic Planning, Consultant (1996-2011)
- National Trust for Historic Preservation, Washington D.C.*
Master Planning, Design, Strategic Planning
Villa Finale, San Antonio TX (1880's – 2005)
Philip Johnson's Glass House, New Canaan CT (1949-2005)
Chesterwood, Stockbridge MA (1880's-1980's)
- Durant Kenrick House, Historic Newton, Newton MA (1747-2010)*
Landscape Assessment, Master Planning, Fundraising,
Master Plan & Project Implementation (2007-11)
- Berry Hill Trust, Newport RI (1888-1930's)*
Berry Hill Strategic Estate Planning (2006)
- Harriet Beecher Stowe Center, Hartford CT (1873-1968)*
Master Planning (2002-02)
- Fort Ticonderoga Association, Ticonderoga NY. (1756-1987)*
The Garrison Grounds and le Jardin du Roi
Strategic Planning, Master Plan, Book (1993-99)



Long Hill
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fax 978.921.1948

www.thetrustees.org

April 16, 2015

Office of Challenge Grants
National Endowment for the Humanities
Washington, DC 20506

Dear Grant Reviewers,


I am writing with regard to The Trustees of Reservations' application for challenge grant funds to support construction of a visitor center at the Old Manse in Concord, Massachusetts. As Chair of the Board of Directors of The Trustees, I can attest to the organization's commitment to protect and steward its iconic properties and cultural resources. The organization has recently launched a five-year campaign to invest in its cultural resources, improve the beauty and integrity of its historic properties, significantly expand its reach and programming, and ultimately attract new audiences who are connected to the special places that The Trustees protect.

As one of The Trustees' most exceptional historic properties, The Old Manse is central to the organization's cultural resources campaign. The property affords a unique and multi-faceted view of American history, art and women's history, and literary and intellectual history. Situated as it is within Minute Man National Park and within view of the Old North Bridge where the Revolutionary War began, the Old Manse helps visitors appreciate social and political ideas that shaped a new nation. The home also provides a window into the lives and inspirations of its many esteemed residents and visitors, such as Ralph Waldo Emerson, Nathaniel Hawthorne, Henry David Thoreau, and Margaret Fuller.

Despite the rich, multi-layered history present at the Old Manse, opportunities for visitors to view and appreciate the property are currently constrained by the lack of a visitor's center. The Old Manse currently has no interpretive space, gallery space, or public restrooms for the thousands of visitors who come to the property each year, nor is there any indoor space for hands-on activities, workshops, lectures, or programming that relies on current technology. The Trustees are committed to significantly expanding humanities programming at this site, and this vision requires a visitor space beyond the confines of the historic house. Therefore, The Trustees propose to construct a visitor center on the foundations of an 18th century barn which stood on the property until 1924. The reconstructed barn at the Old Manse will be a multi-purpose facility intended to enhance the overall visitor experience, increase capacity for humanities programming, and expand and diversify interpretation of the site.

I urge you to favorably consider The Trustees' request for a \$450,000 matching grant to support this essential project for the Old Manse. This investment will yield a renewed visitor experience at the Old Manse, and a much deeper and broader public appreciation of this special place in our nation's history.

Sincerely,


David D. Croll
Chair, Board of Directors

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W. Hugh M. Morton

Deborah W. Moses

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Eunice J. Panetta

Hillary H. Rayport

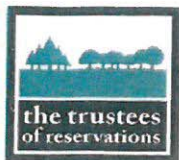
Cynthia Reed

Cyrus Taraporevala

John E. Thomas

PRESIDENT & CEO

Barbara J. Erickson



April 25, 2015

Office of Challenge Grants
National Endowment for the Humanities
Washington, DC 20506

Dear Grant Reviewers,

I am writing with regard to The Trustees of Reservations' application for challenge grant funds to support construction of a visitor center at the Old Manse in Concord, Massachusetts. Founded in 1891 by Boston landscape architect Charles Eliot, The Trustees of Reservations (The Trustees) have worked for more than 120 years to conserve the cultural, natural, and historic character that makes Massachusetts' landscapes and communities unique. The Trustees protect and steward the irreplaceable, including 112 iconic reservations, five National Historic Landmarks, and one National Natural Landmark.

We have recently launched a five-year campaign to invest in our cultural resources, improve the beauty and integrity of our historic properties, significantly expand our reach and programming, and ultimately attract new audiences who are connected to the special places that The Trustees protect. One of our most exceptional historic properties is the Old Manse in Concord, Massachusetts. Built in 1770 for patriot minister William Emerson, this National Historic Landmark was a focal point in Concord's cultural, political, theological, literary, and social development during the 18th and 19th centuries. The Old Manse was a home and gathering place for authors, artists, philosophers, and intellectuals who helped shape the Early Republic's reform movements, including Ralph Waldo Emerson, Nathaniel Hawthorne, Henry David Thoreau, and Margaret Fuller.

Tens of thousands of visitors from around the country and around the world come to the Old Manse every year. Unfortunately, the property currently has no visitor center, interpretive space, gallery space, or public restrooms. Visitors enter the property through a small wood shed, which serves as a welcoming area and book store. Interested visitors are guided on a 45 minute tour of the house every hour, but many visitors lack the time to participate in a complete house tour and leave the property after only viewing the shed area.

We are committed to significantly expanding humanities programming and increasing visitation at this site, and this vision requires a visitor space beyond the confines of the historic house. Therefore, we propose to construct a visitor center on the foundations of an 18th century barn which stood on the property until 1924. The visitor center will be a multi-purpose facility intended to enhance the overall visitor experience, increase capacity for humanities programming, and expand and diversify interpretation of the site.

I ask that you support The Trustees' request for a matching grant to enable this project that is essential to keeping this national treasure vibrant for generations to come.

Sincerely,

Barbara Erickson, President and CEO
The Trustees of Reservations
396 Moose Hill Street
Sharon, MA 02067



IN REPLY REFER TO:

United States Department of the Interior

NATIONAL PARK SERVICE
Minute Man National Historical Park
174 Liberty Street
Concord, Massachusetts 01742



April 27, 2015

Office of Challenge Grants
National Endowment for the Humanities
400 Seventh Street, S.W.
Washington, DC 20506

Dear Challenge Grant Reviewers,

I am writing to support The Trustees of Reservations' application for NEH Challenge Grant funding to support construction of a visitor welcome center at the Old Manse. As Superintendent of the adjacent Minute Man National Historical Park, which is operated by the National Park Service, I appreciate the connection of the Old Manse to the historical fabric of Concord. Minute Man National Historical Park includes the Old North Bridge, where, on April 19, 1775, British regulars clashed with colonial militia and minute men, a skirmish that grew into the Revolutionary War. The Old Manse looks out over the Old North Bridge, and several of its inhabitants, including Ralph Waldo Emerson, were intent on preserving the memory of the 1775 battle. It is a site of great significance, and The Trustees have a history of consistently excellent stewardship.

Despite the historical significance of the Old Manse and its geographic connections to the National Park sites, many visitors do not appreciate the connection between them. A visitor welcome center will better enable The Trustees to exhibit, analyze and discuss the connection between the Old Manse and the Old North Bridge. In addition, it will provide needed amenities, such as restrooms, which many visitors currently access through Minute Man National Historical Park.

The National Park Service and The Trustees have a well-established and positive working relationship. We would look forward to continuing to partner with The Trustees as they develop additional interpretive programming for the Old Manse and increase visitor engagement. We will also welcome increased opportunities to host programs that encourage visitors to explore both Minute Man National Historical Park and the Old Manse.

The Trustees are conscientious stewards of the Old Manse, and I am confident they would make good use of matching funding to develop a well designed visitor welcome center. I urge you to provide the matching grant that The Trustees request for this worthy project.

Sincerely,


Nancy A. Nelson, Superintendent

HARVARD UNIVERSITY
DEPARTMENT OF ENGLISH
Barker Center • 12 Quincy Street • Cambridge, Massachusetts 02138

Tel. 617.495.2533
Fax. 617.496.8737

Office of Challenge Grants
National Endowment for the Humanities
Washington DC 20306

Dear colleagues:

I write in enthusiastic support of the NEH Challenge Grant application for an Interpretative Center at the Old Manse in Concord Massachusetts, a National Historic Landmark that is one of the jewels in the crown of properties owned by the Trustees of Reservations, and one of the richest treasures for scholars and general public alike among the many centers of historic interest that attracts hundreds of thousands of visitors to Concord every year.

Built in the eighteenth century, the Old Manse sits grandly and picturesquely on the banks of Concord River adjacent to the site of the battle that started the American Revolution. It is famous not just for this and other historic events that transpired there or nearby but also in the annals of American literature as the house where Ralph Waldo Emerson started the "Transcendentalist" movement by composing his first ground-breaking book, *Nature*, and made famous again as the first dwelling of Nathaniel and Sophia Hawthorne, memorably evoked—indeed immortalized—in Hawthorne's *Mosses from an Old Manse*.

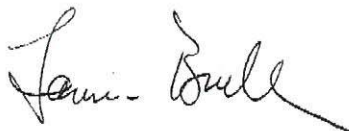
Moreover, this historic house so replete with spectral presences of the 1700s and 1800s has over the years been scrupulously restored and preserved in such a way as to preserve to a remarkable degree its original character and thereby offer to the twenty-first century visitor—thanks to its cadre of excellently-trained docents--an experience of time-travel over a century and a half in which the defining scenes of Concord's and the nation's past are powerfully dramatized. Much of the original furniture, artifacts, manuscript holdings remain intact; and parts of the house not accessible to visitors since I first began taking groups of undergraduates and graduate students there several decades ago have been restored and opened.

The many student groups I have escorted to the Manse have been, to a person, most grateful for the experience; and I too have found myself on every one of my ten or so visits learning new things about the history I thought I had already mastered.

What remains most conspicuously lacking at the Old Manse is a proper visitor's center, as against the present cramped entry-way plus gift shop that requires groups of any size to gather out of doors for the necessary pre-tour orientation and so to endure New England's fickle weather in every season. A proper visitor's center would also ensure the possibility of a much richer menu of accompanying visual displays and programming for students of than is now possible. Were the NEH to support this venture, as I strongly urge, not only students and teachers from the New England region would be the grateful beneficiaries, but

also a much wider general public from teenagers to senior citizens throughout the United States and from around the world.

Sincerely,

A handwritten signature in black ink, appearing to read "Lawrence Buell". The signature is fluid and cursive, with the first name "Lawrence" written in a more compact, stylized manner and the last name "Buell" written more fully.

Lawrence Buell
Powell M. Cabot Research Professor of American Literature
lbuell@fas.harvard.edu
22 April 2015

April 28, 2015

Office of Challenge Grants
National Endowment for the Humanities
400 Seventh Street, S.W.
Washington, DC 20506

Dear Grant Reviewers,

I am writing in support of the NEH Challenge Grant for a much-needed Interpretive Center at the Old Manse in Concord, Massachusetts, a National Historic Landmark owned by the Trustees of Reservations. I have no affiliation with these entities, but I am a scholar who studies historic house museums, and I can attest to the national and international importance and excellence of this particular institution. A new facility would ensure that it is balanced with Orchard House as a "thing to see" in the Concord area, and in many ways it is the more interesting historic and biographical site, important as Louisa May Alcott is. For Hawthorne's career, it is much more informative than Salem sites. The Old Manse was successful in getting a matching grant from the Massachusetts Cultural Facilities Fund, but the project will require and warrant the NEH support they request.

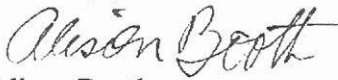
My book, entitled "Homes and Haunts: Visiting Writers' Shrines and Counties," is being brought to the board of a distinguished press this spring. It includes a chapter focused on Nathaniel Hawthorne, including his residence in Concord—in his own words, in the writings of later visitors, and in light of my visit to the Old Manse. With two friends, I had the extraordinary pleasure of a private tour with Historic Site Director Tom Beardsley and assistant Diann Strausberg, in January 2013. One delight of the visit was that Tom and I discovered common interests in our research, he as a historian and I as a literary scholar. Accommodating us on a cold, off-season day, our hosts were very forthcoming with information about the management and history of the institution and visiting patterns, as they gave us a sample tour of the main rooms (I want to return for the attic!). They are justly proud of the accurate yet entertaining tours they conduct for groups of varying interests. Clearly the "walk-in" traffic has been limited since the economic downturn. I also noted that the well-stocked gift shop was crowded, and that part of the house consisted of cramped staff offices.

The Old Manse is situated, as you know, near a site of the Revolutionary War, and is surrounded by important tourist sites commemorating writers. Hawthorne, Emerson, and Thoreau (all associated with the house and Concord) are on all college and most high school reading lists, and are foundational to American literary and cultural traditions. Heritage tourism is central to New England's economy. Comparable writers' houses or

literary sites in the Northeast have moved toward a visitor-center approach, ensuring a more attractive, informative, efficient, and comfortable visitor experience, and providing space for lectures or conferences and other events. The plan to conform to the footprint of the barn is excellent; the site will continue to be beautiful and evocative, and visitors will come away with a richer sense of the stories that concentrate in this haunted spot.

I'm sure others will also want to add to the chorus urging support for this essential step to place the Old Manse as it should be, prominently on the national map of cultural history. The site is in top professional hands and will continue to be managed as a public resource for all.

Sincerely yours,

A handwritten signature in cursive script that reads "Alison Booth".

Alison Booth
Professor



University of Connecticut
Department of History

The Draper Chair of Early
American History

Robert A Gross
Professor

April 21, 2015

Office of Challenge Grants
National Endowment for the Humanities
400 Seventh Street, S.W.
Washington, DC 20506

Dear Selection Committee:

Few historical sites are as iconic of the American past as the Old Manse of Concord, Massachusetts. Set in a landscape where Native American settlements thrived as far back as 4,500 years ago, the Manse was constructed in 1770, when the Rev. William Emerson acquired the land and erected a dwelling for his family along the main road to and from the town center and abutting the banks of the Concord River. He could not have picked a better spot from which to witness the main currents of American history.

Five years after the house welcomed the parson and his young family, provincial Minutemen clashed with British Regulars at the nearby North Bridge in the opening skirmish of the Revolutionary War - a confrontation the fiery Patriot minister cheered on, even as his fearful family observed the fighting from inside their home. Little more than a year later Emerson himself was gone, dying in wartime service as chaplain to a Continental Army expedition to Fort Ticonderoga. The house passed to his successor, the Rev. Ezra Ripley, who married the widow Emerson and made the home a center of local religious and cultural life. In its prime, when the Congregational church was still established in Massachusetts, the manse was a hub of the parish, where townspeople gathered on Sunday evenings for Ripley's regular levee to share in community and discuss ideas for social and cultural improvement. By the mid-1820s, Ripley was approaching a half-century in the pulpit, but his celebration of that anniversary was marred by schism in the church. A small band of evangelical Protestants, unhappy with Ripley's drift to Unitarianism, withdrew from the First Church to start a Trinitarian congregation of their own. Such splits were common in Massachusetts during the 1820s and early 1830s, and they led to the formal separation of church and state in 1834. Support of religion

An Equal Opportunity Employer

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Facsimile: (860) 486-0641
e-mail: robert.gross@uconn.edu

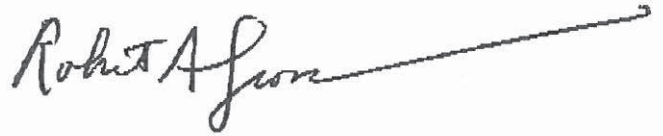
became a voluntary choice, and soon the religious landscape proliferated with varied faiths. To Ezra Ripley's dismay, the Manse could no longer serve as a focal point of community.

Worse still, within his own home a poet and thinker was composing the powerful text that would shatter still more the bonds of tradition and belief that once held New England towns together. Ralph Waldo Emerson wrote Nature, the manifesto of Transcendentalism he issued in 1836, in his an upper chamber of his step-grandfather's house. Thanks to the literary and rhetorical power of the Concord Sage, the Manse would come to symbolize an individualistic faith antithetical to that long espoused by the aging Ripley. "Who could live alone and independent?" the parson once asked the congregation. "Who but some disgusted hermit or half crazy enthusiast will say to society, I have no need of thee; I am under no obligation to my fellow-men?" "Trust thyself," his step-grandson replied, inspiring Henry David Thoreau to create his own hermitage by the shores of Walden Pond. By the time Doctor Ripley died in 1841, his way of life was fading. Appropriately, Nathaniel Hawthorne dubbed the parsonage he rented for three years "old," its former owners dissolving into a ghostly past. The house was, in the cultural imagination, a museum of early American history even as it was inhabited and altered by successive generations of the Ripley-Thayer family, as they continued to contribute in art, culture, and religion to our broader life.

In short, few structures contain as much American history and evoke such rich cultural traditions as the modest manse the Trustees of Reservations have so painstakingly maintained for the public. Conveniently located close by the Old North Bridge in Minute Man National Historic Park and across the road from the Robbins House, a restored farmhouse once occupied by free people of color in the nineteenth century, some of whom had ties to the Old Manse, the property overseen by the Trustees preserves a crucial artifact of New England's cultural heritage. Visited by tens of thousands of tourists and schoolchildren annually, it is an important vehicle for transmitting knowledge about our cultural and intellectual history to the broader public. Unfortunately, its potential has been limited by the absence of a facility in which the professional and volunteer staff of the Old Manse can carry out the multiple functions now expected of a modern museum: a welcome center to orient the visitor, a classroom space to conduct sessions for teachers and students, a lecture hall for public programs, offices for meetings, a site for receptions. None of these activities can be carried out in the Manse itself, whose spaces are almost entirely and quite properly devoted to the house tours. Over the years I have spoken at the Old Manse to various groups, from donors supporting the institution to participants in NEH Landmarks Workshops for K-12 and community college teachers. Fortunately, those programs took place in the late spring and summer, since they could only be held outdoors, sometimes in the open air, other times under a tent. The setting was auspicious for appreciating the beauty of the landscape and the environment whose preservation Emerson and Thoreau helped to inspire. But the acoustics can be problematic, and the success of any program depends on the weather. In its capacity to fulfill its important mission, the Old Manse remains largely the summer house it was for the later generations of Ripleys and Thayers. It deserves better.

The plan of the Trustees of Reservations to erect a replica barn in the style and on the site where such a structure stood until the early twentieth century strikes this reader as an inspired idea. It will enhance the landscape, adding to popular understanding of the property as a place of farming, as well as writing and painting. It will enable greater attention to environmental education, bringing visitors out into the natural surround. And it will bring the Old Manse into the twenty-first century, enabling the institution to cooperate more fully with its sister museums in Concord on programs for the general public. Everything about this project makes sense. I recommend it to you with enthusiasm.

Sincerely,

A handwritten signature in cursive script, reading "Robert A. Gross". The signature is written in dark ink and extends horizontally across the page.

Robert A. Gross

James L. and Shirley A. Draper
Professor of Early American History
Emeritus

School of Humanities

April 22, 2015

Office of Challenge Grants
National Endowment for the Humanities
400 Seventh Street, S.W.
Washington, DC 20506

Dear NEH Officers and Evaluators,

As a native of the nearby town of Lincoln, Massachusetts, I grew up appreciating Concord's Old Manse for its place in American political and literary history. The colonists engaged the British in the first pitched battle of the American Revolution within sight of the Manse's second and third story windows. Self-educated scholar and botanist Sarah Alden Ripley, considered in her day one of the most preeminent women of Massachusetts, lived here in the years that followed. Thoreau set off from the nearby shore of the Concord River on the boat trip that he would later chronicled in *A Week on the Concord and Merrimack Rivers* (1849). And of course Emerson wrote "Nature" (1836) here and Hawthorne his *Mosses from an Old Manse* (1846).

When I was researching my book *Black Walden: Slavery and Its Aftermath in Concord, Massachusetts* (University of Pennsylvania Press, 2009), I discovered that the Old Manse is also significant for another reason. This is one of the few extant colonial-era homes in Massachusetts where scholars can see where enslaved people lived and worked. William Emerson, the Manse's first inhabitant, had at least three slaves, most likely more. We catch rare glimpses of their lives in his journal entries and in the letters he wrote home to his wife from his excursion to Fort Ticonderoga in 1776. It's clear from reading these documents that Emerson designed the Manse to have three stories not only to proclaim his status as a gentleman who needed specific rooms for specific functions, but also to accommodate the enslaved and indentured people who made that lifestyle possible for him and his growing family. I was thrilled to be given a private tour of the attic by a Trustees staff member in the early stages of my research. The Trustees allowed me to see firsthand the differences between the size and heating of the attic versus the second story bedrooms, as well as the differences between the back stairway, which descends to the kitchen, and the ornate front staircase, which allowed the Emersons to make grand entrances to the public functions they staged in their parlor. With the addition of extra office and programming space, the Trustees would be able to include the attic in regular tours and thus incorporate 150 years of local slavery history into their interpretation of Concord and the Old Manse.

The generosity I experienced has been extended to the Drinking Gourd Project, a new not-for-profit organization in Concord dedicated to educating residents and visitors about the local history of Africans and African-Americans. As a member of the Advisory Board of the Drinking Gourd Project as well as the Thoreau Society's Board of Directors, I know how rare it is for the different stakeholders in town to cooperate as fully as they might. The Trustees has provided the Drinking Gourd Project with meeting and filing cabinet space, as well as an outdoor location for the Bench by the Side of the Road, given at the request of the Drinking Gourd Project to the people of Concord by the Toni Morrison Society in memory of the enslaved and formerly enslaved people who lived at the Manse and nearby. The Trustees' support has been instrumental in helping the Drinking Gourd Project purchase and move to the Old North Bridge a tiny home once belonging to the immediate descendants of a man formerly enslaved in Concord. This home has become a small interpretive center. The proposed barn would allow the Trustees to provide programming related to the history of slavery in the North right next to a house where people were enslaved and another house where the formerly enslaved and their immediate descendants began the journey to freedom.

I'm currently working on a book about the history of memory at Massachusetts' battlefields. The continued preservation and expanded interpretation of an 18th-century home next to a memorialized Revolutionary War battlefield dotted with eleven monuments, markers, and other memorial structures, among them the iconographic Minute Man Statue, provides an opportunity for lay and academic visitors to study how a particular memorial landscape was created, preserved, and has since been used. If the Trustees were able to rebuild the barn as a digitally wired classroom, visitors at all times of year might be asked to consider, for example, how the Manse's farmscape and the wider viewshed of the bridge and the abutting fields create a sense of place and what role that place has had since its preservation. In short, the Trustees of Reservations is in a wonderful position to increase the nation's literacy about the cultural processes that result in historical landscapes.

The Old Manse is one of the most important treasures in the United States' most storied towns. But the Trustees are in desperate need of classroom space, office space, and bathroom facilities. With the support of an NEH Challenge Grant, the Old Manse could better teach what folklorist Henry Glassie famously noted: that "history is the essence of place."

Sincerely,



Elise Lemire
Professor of Literature



HISTORIC NEW ENGLAND

Defining the past. Shaping the future.
May 1, 2015

151 Essex Street
Haverhill, MA 01832-5564
tel 978-521-4788
HistoricNewEngland.org

Office of Challenge Grants
National Endowment for the Humanities
Washington DC 20506

Dear Members of the Panel,

I enthusiastically support The Trustees of Reservations' application to the National Endowment for the Humanities for a Challenge Grant to build an interpretive Welcome Center for the Old Manse in Concord, Mass. The Old Manse is truly one of The Trustees of Reservations' most exceptional historic properties, and a home and gathering place for significant authors, philosophers, and intellectuals such as William Emerson, Ralph Waldo Emerson, and Nathaniel Hawthorne. In addition, leading Transcendentalists Bronson Alcott, Henry David Thoreau, and Margaret Fuller discussed the issues of the day here and helped shape the Early Republic's reform movements.

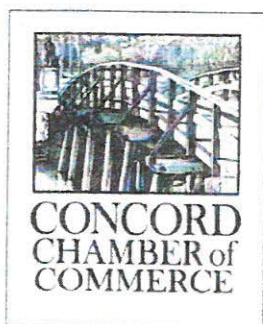
Recently I had the opportunity to revisit the house and found it full of meaning. The Old Manse, a National Historic Landmark, served as a focal point in Concord's cultural, political, theological, literary, and social development during the 18th and 19th centuries. The humanities themes discussed in the house are directly tied to this rich history. On my visit one thing stood out to me: like many historic houses there was the lack of space for programming and public use. I was pleased to hear about the plans for an interpretive center which would accommodate visitors by better introducing them to the humanities themes embodied in the interpretation of the house. Having orientation space, an opportunity to share interpretive exhibitions, class room space, as well as visitor amenities will make for a much more meaningful experience for the public. Constructing this building appropriately on the foundations of an 18th century barn would relieve pressure on the historic building helping insure its preservation. An interpretive center would allow the museum to reach out to a broader public by continuing programming year round, something which would be welcome in the local community and for out of the area visitors.

The Trustees of Reservations' proposal includes plan for the sustainability of the buildings once the center is completed. I have spent quite a lot of time discussing sustainability of historic sites in the class I teach, Reinventing the Historic House Museum at Tufts University in Medford, Mass.; in workshops for the Seminar for Historic Administration, a national program; and most recently as a presenter at the Virginia Association of Museums and at The Historic House Consortium of Washington DC's symposium on historic houses. The Trustees have an excellent record of stewardship of their historic properties and are concerned not only with the preservation and interpretation of the sites but also their sustainability.

If awarded the Challenge Grant, funds will allow The Trustees of Reservations to better interpret the important humanities themes presented in The Old Manse and help ensure the long term sustainability of this nationally significant property.

Sincerely,

Kenneth C. Turino
Manager of Community Engagement and Exhibitions



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April 21, 2015

Office of Challenge Grants
National Endowment for the Humanities
400 Seventh Street, S.W.
Washington, DC 20506

To Whom it May Concern:

As the Executive Director of the Concord Chamber of Commerce, I have had the pleasure of working closely with the staff the Old Manse for the last eleven years. We have shared ideas, planned events, and worked closely on visitor service concerns for the Town of Concord. We have arranged for tours conducted by our Licensed Concord Guides, through the Concord Visitor Center, to include special tours of the Old Manse.

The Old Manse, with its close proximity to the North Bridge, draws visitors from around the world. Its special historic connections to Hawthorne make it a special place of interest for visitors. It is a wonderful treasure and, we have always felt, could be so much more.

The Old Manse is in a wonderful location to take more advantage of the hundreds of thousands who visit the North Bridge every year by expanding their season and programs and facilities. The addition of a welcome center would have a positive impact on that area of Concord and broaden the scope of educational opportunities. A space with a gallery space, public restrooms and an interpretive area would enhance the site and make The Old Manse a certain stop for visitors as they explore Concord.

Sincerely,

Stephanie M. Stillman
Executive Director



CONCORD
MUSEUM

200 LEXINGTON ROAD
POST OFFICE BOX 146
CONCORD, MA
01742-0146

TELEPHONE: 978-369-9763

FAX: 978-369-9660

www.concordmuseum.org

April 29, 2015

Office of Challenge Grants
National Endowment for the Humanities
400 Seventh Street, S.W.
Washington, DC 20506

To whom it may concern:

The Concord Museum is pleased to write a letter of support for the Old Manse's request for a \$450,000 Challenge Grant that The Trustees of Reservations will use to construct a barn structure to serve as their visitor center.

The American Revolution began in Concord in 1775, and authors like Emerson and Hawthorne flourished here in the nineteenth century. This legacy is remembered at historic sites across town, including the Old Manse.

The Concord Museum regularly collaborates with the Old Manse, sharing programs, artifacts, and resources on a regular basis. Site Manager Tom Beardsley was a guest curator for the Concord Museum's 2011 exhibition, *Crowdsourcing a Collection*; Museum curator David Wood recently assessed some furniture pieces for the Old Manse; and the Old Manse generously loaned an important object for the Museum's recent exhibition about the history of sleep in New England.

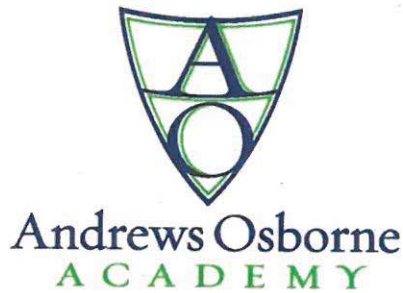
Visitors from around the country and the world come to Concord and specifically to the Old Manse. Visitation through tours and programs at the site has ranged from 12,000-15,000 annually in recent years. However, the property currently has no visitor center, interpretive space, gallery space, or public restrooms. This lack of facilities prevents The Trustees from properly orienting visitors to the site, providing hands-on activities and workshops, and offering programming that connects the house to the surrounding landscape of Concord.

The Trustees are proposing to construct a visitor center at the Old Manse on the foundations of an 18th-century barn, which stood on the property until 1924. The re-constructed barn will be a multi-purpose facility that will allow The Trustees to expand programming; better accommodate visitors, community groups, private events, and public events; and reduce any detrimental impacts of these uses on the main house.

I hope the National Endowment for the Humanities will provide the \$450,000 grant that The Trustees request to support construction of this important visitor center.

Sincerely,

Margaret R. Burke
Executive Director



April 29, 2015

Office of Challenge Grants
National Endowment for the Humanities
Washington, D.C. 20506

Dear Grant Reviewers,

I am writing in my capacity as an English teacher and Department Chair at Andrews Osborne Academy, an independent college preparatory school in Willoughby, Ohio (suburb near Cleveland), in support of the Trustees of Reservations NEH Challenge Grant to assist in the development and construction of an Interpretive Center at the Old Manse in Concord, Massachusetts.

Extending classroom learning into the historical community which students have studied is the next best thing to time traveling. To begin, students learn that there is a world and a context beyond the school. Three years ago, I suggested that in the spring our high school juniors, since this is the year when they study American History and American Literature, take a class trip to Massachusetts. I saw the potential of opening new avenues of learning and deepening understanding of literature (Thoreau, Emerson, Hawthorne, Fuller), culture, and history of place.

I strongly felt strongly that quality guided tours and lectures, rather than simplistic battle reenactments, would have the power to bring historical events to life and further develop critical thinking. Together with our history department chair, we identified key locations for our students to visit. By far, we felt that Concord was going to be the most valuable part of the trip. We were right. Visiting the Old Manse, Walden Pond, Author's Ridge at Sleepy Hollow Cemetery (and last year, we will also stopped at Fruitlands to learn about comparative utopias), was an unforgettable experience for all of us.

The students' experience at the Old Manse was incredible. There is so much to see here in terms of American political and intellectual history. Historic Site Director, Tom Beardsley, was able to engage students with a guided tour and lecture that provided multiple perspectives regarding the American Revolution. Knowledgeable and engaging with a wry sense of humor, Tom encouraged our students to consider traditional topics in history and literature in untraditional ways all while enjoying the very place that we've been studying throughout the year. The trip also fostered interpersonal relationships among students and between teachers and students. The experiences during our trip to Massachusetts engaged the senses and inspired critical thinking and discussion in ways that reading alone could not.

And all this was achieved without any external supporting facilities. The proposed Interpretive Center will open up limitless opportunities for hands on learning and a close examination of primary and secondary sources within the humanities.

Sincerely,

Marina Vladova

mvladova@andrewsosborne.org

English Department Chair and Teacher
Creative Thinking Initiative Coordinator

Creative Management Systems

Harold V. Langlois, *President*

946-C Tuckertown Road

Wakefield, Rhode Island 02879

Phone: 401-789-0447

April 23, 2015

Office of Challenge Grants
National Endowment for the Humanities
Washington, DC 20506

Dear Grant Reviewers:

The historic development of economic thought in this country was strongly influenced by the independent writers and thinkers active in Concord in the 19th Century. Emerson, Thoreau, Alcott, and their colleagues struggled with the role of the individual in the rapidly changing society. Concord is ideally suited as a place to examine the shifts and changes in American thinking, and the Old Manse serves as a site that helps visitors capture the intellectual ferment of that period.

We have been fortunate to be able to bring financial leaders from across the country and beyond to the Concord area on more than one occasion, to participate in a special seminar series for executives in Merrill Lynch and Bank of America, entitled "From Concord to Newport - A Tale of Two Cities." In this program, we focus on transcendentalist thinking as a foundation for, and later, in conflict with the Gilded Age. The intent of these programs is to add historic perspective to the way in which we interpret the fabric of both the intellectual and economic trends of these periods. As part of these programs, our visits always include a day at The Old Manse with its unique historical character.

The proposal for constructing a more flexible and multipurpose visitor center at the Old Manse, using the foundation of an 18th century barn which was located on the property until 1924, will enable The Trustees to expand programming, better accommodate visitors, community groups, and provide for a greater variety of events. Additionally, the availability of the visitor center may serve to better protect the main house and to enhance the experience of touring the attic, house, and landscape, while still having a location for interpretive programs and seminars tailored to serve diverse groups such as our program for financial leaders.

I hope that you will provide the \$450,000 matching grant that The Trustees have requested to support the construction of a visitor center, as a means of increasing visitation to the Old Manse, and enhancing public appreciation of the role of the Old Manse in the nation's political, intellectual and literary history.

Sincerely,



Harold V. Langlois, Ph.D.
President

NEH Narrative Attachment I: Current and Historic Images of The Old Manse

Figure 1: The Old Manse, Present Day



*Figure 2: View of the Back of the Old Manse, Showing the Attached Shay Shed on the Right
Visitors in the Foreground Participate in a Family Event*



Figure 3: Old Manse Landscape in Winter



Figure 4: View of the Old North Bridge from the Old Manse Boathouse



Figure 5: Free Fun Friday Event Features Historic Demonstrations in Front of the Thoreau Garden



Figure 6: Students Visit the Old Manse as Part of Their History Curriculum



Figure 7: Hawthorne's Writing Desk Where He Composed 'Mosses from an Old Manse'



Figure 8: Etchings of Nathaniel and Sophia on an Upstairs Window at the Old Manse

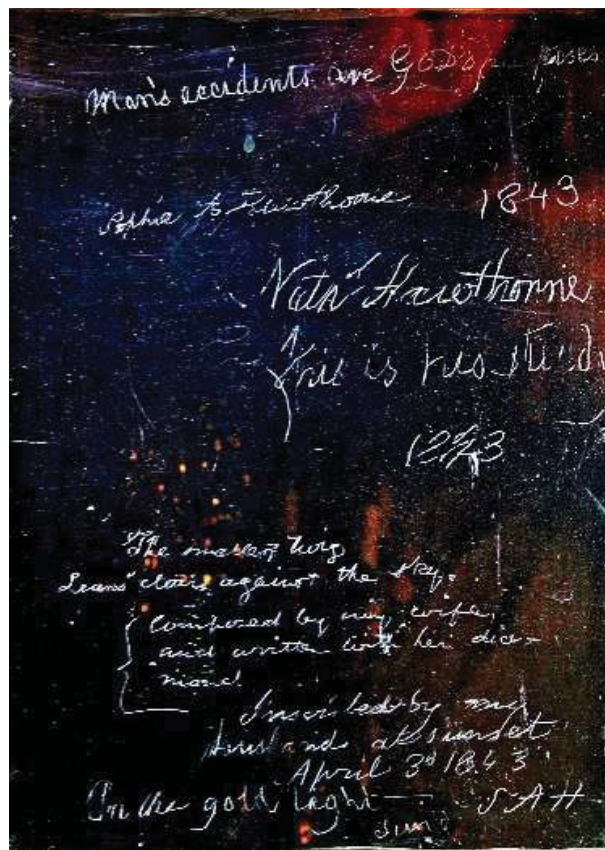


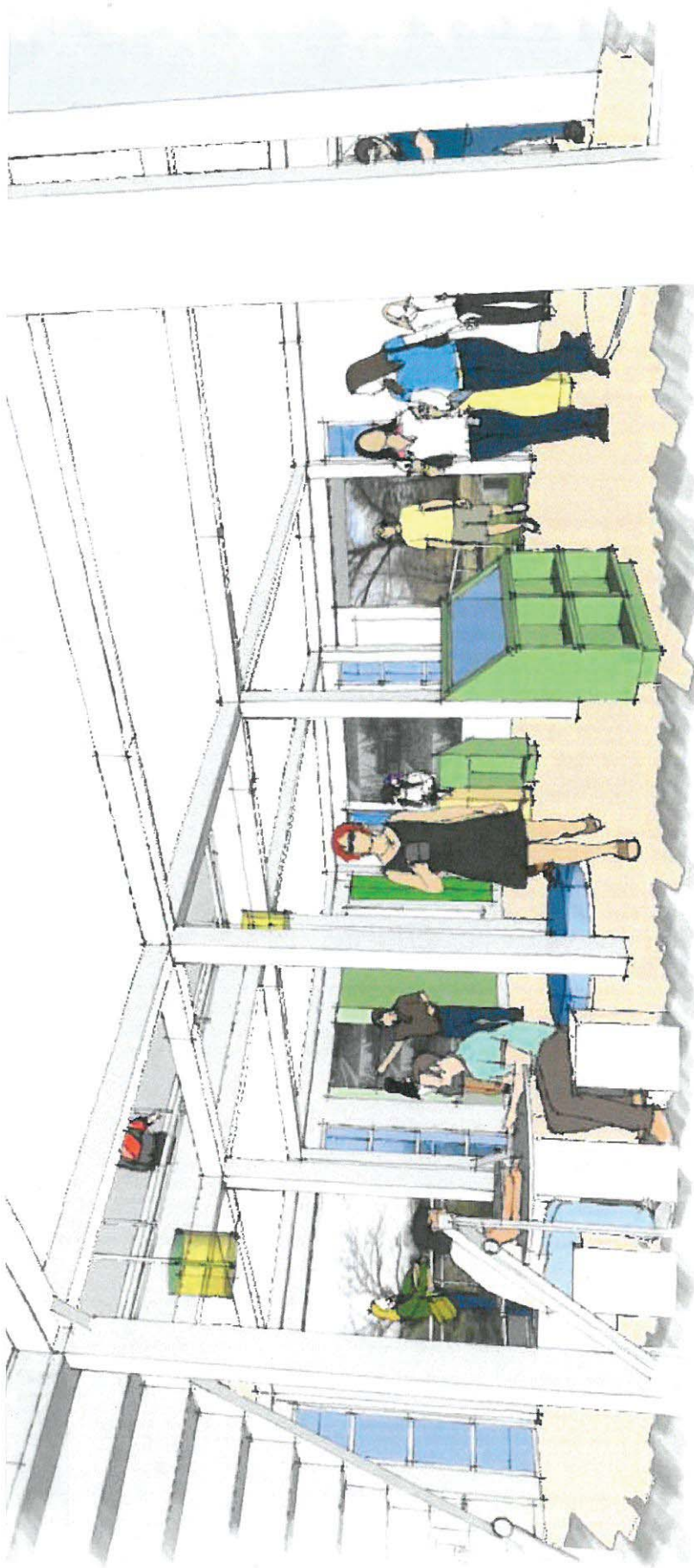
Figure 9: The Old Manse House and Barn c. 1890



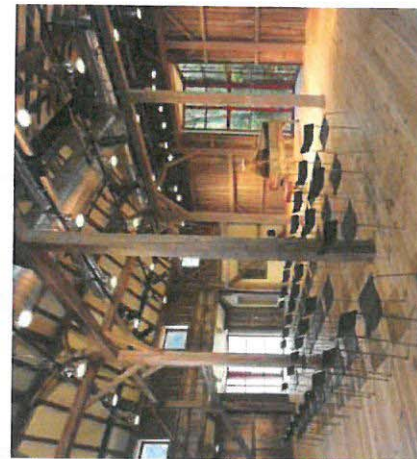
Figure 10: The Old Manse c. 1939



NEH Narrative Attachment 2: Architect's Renderings of the Planned Welcome Center and Illustrations of the Types of Interpretive Activities and Visitor Spaces that May be Created at the Old Manse



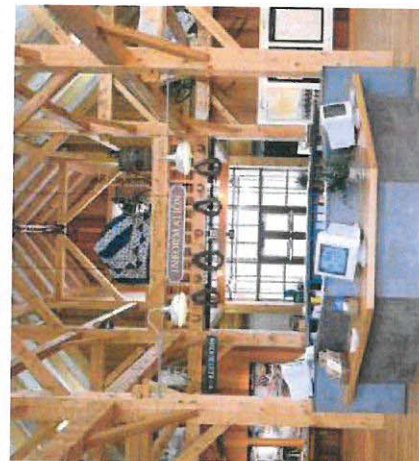
Concept view through exhibit space toward Concord River



Delaware barn (web image)



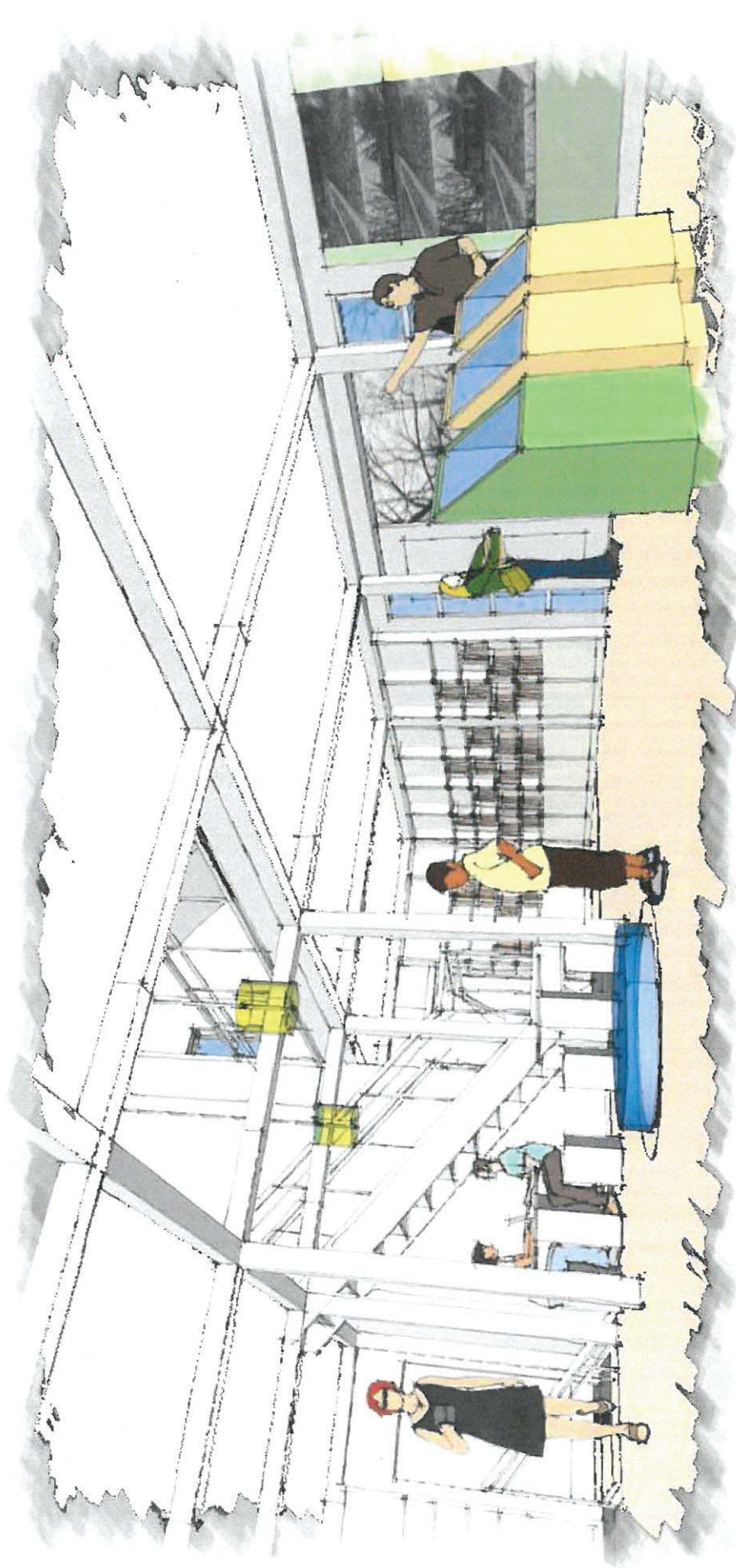
Cooper-Hewitt Museum (web image)



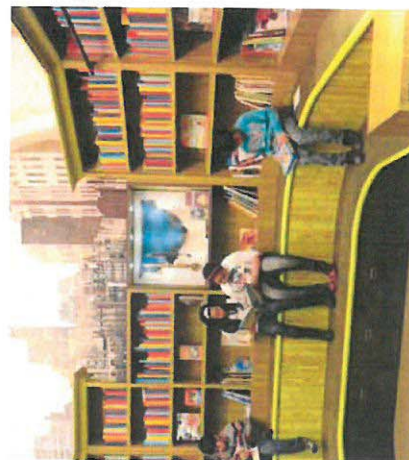
Southern Vermont Welcome Center (web image)



New York Historical Society (web image)



Concept view through exhibit space toward cafe and bookstore



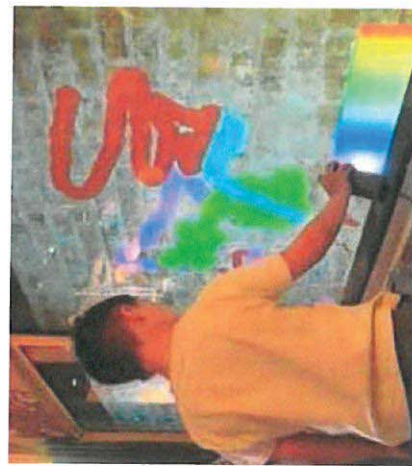
New York Historical Society (web image)



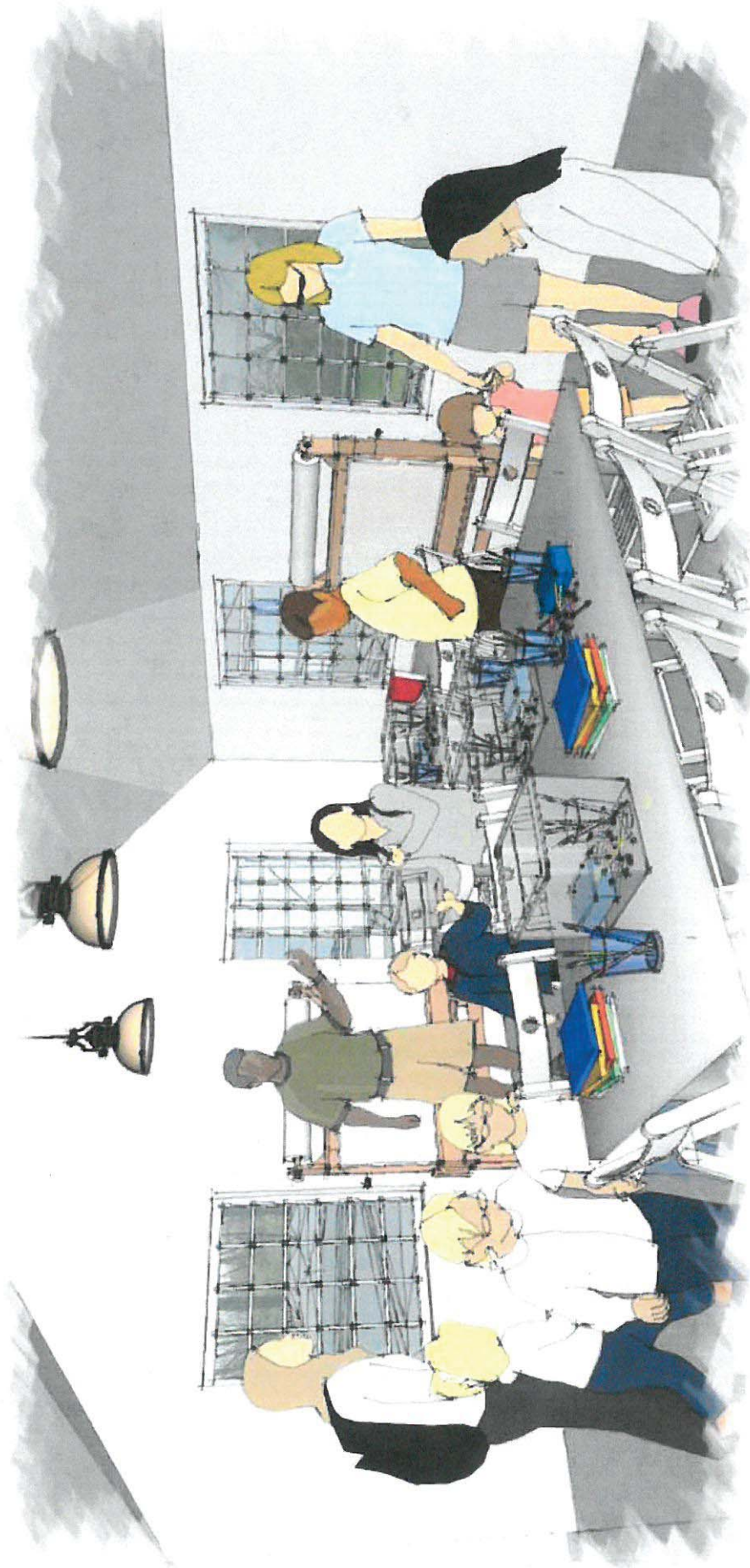
Travel and Leisure magazine (web image)



Nathan Lombard exhibit (web image)



Liberty Science Center (web image)



Concept view at shed multipurpose room



NJ Parental Guidance workshop (web image)



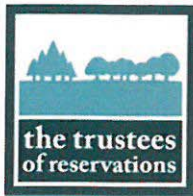
Ventura County Star archives (web image)



Oxfordshire Museum at night (web image)



Fabric Workshop and Museum (web image)



April 29, 2014

Brona Simon, Executive Director & State Historic Preservation Officer
Massachusetts Historical Commission
220 Morrissey Boulevard
Boston, Massachusetts 02125

Dear Ms. Simon:

The Trustees of Reservations is currently applying for a National Endowment for the Humanities (NEH) challenge grant to build a visitor welcome and interpretive center at the Old Manse in Concord, Massachusetts. The visitor center would be built on the foundations of a historic barn which burned in 1924, and would have the same dimensions, architectural massing and scale as the original 18th century barn. The location, design, setting, materials, workmanship, and feeling of the exterior of the building would all be similar to the original barn. This letter provides background about the project. In addition, as required by NEH, we are providing as attachments to this letter:

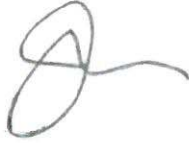
1. A written description of the project
2. A map clearly demarcating the project's Area of Potential Effects (APE).
3. Descriptions of all properties in the APE that are listed in the National Register, and descriptions and evaluations of all other properties in the APE that might be eligible for listing when the National Register criteria are taken into account.
4. A description of the NEH-funded project's effects on historic properties.
5. An explanation of why the criteria for an adverse effect—listed in 36 C.F.R. § 800.5(a)(1)—were found applicable or inapplicable, including any conditions or future actions that might avoid, minimize, or mitigate adverse effects.

We request a written determination from the Massachusetts Historical Commission (MHC), which indicates the following:

- Whether there are any properties near the project site that are listed or eligible for listing in the National Register;
- If there are historic properties, how the NEH-funded project would affect them; and
- If the effects would be adverse, how they might be avoided, minimized, or mitigated.

In addition, once we have plans and elevations prepared, we will submit a Project Notification Form as required by MHC. We look forward to discussing this important restoration project with you. Please feel free to contact me with any questions.

Sincerely,

A handwritten signature in black ink, appearing to be 'J. Younger', with a stylized loop and a trailing line.

James Younger, AIA LEED AP
Director of Structural Resources and Technology

The Trustees of Reservations
Long Hill
572 Essex Street
Beverly, MA 01915

jyounger@ttor.org
978.921.1944 x1864

Attachment I: Project Description

Rebuilding the Barn at the Old Manse as a Visitor Welcome and Interpretive Center

Background

Founded in 1891 by Boston landscape architect Charles Eliot, The Trustees of Reservations (The Trustees) have worked for more than 120 years to conserve the cultural, natural, and historic character that makes Massachusetts' landscapes and communities unique. The organization's mission is to preserve, for public use and enjoyment, properties of exceptional scenic, historic, and ecological value in Massachusetts. The Trustees protect and steward the irreplaceable, including 112 iconic reservations, five National Historic Landmarks, one reservations, The Trustees operate an Archives and Research Center, a highly respected archives facility that serves as the hub of our curatorial stewardship and shelter for 121 years of records.

One of The Trustee's most exceptional historic properties is The Old Manse. This National Historic Landmark, built in 1770 for patriot minister William Emerson, was a focal point in Concord's political, literary, and social revolutions. The Old Manse was the home of authors, artists, philosophers, botanists, intellectual thinkers, and reformers who shaped our nation's history. The Old Manse sits near the banks of the Concord River. From upstairs, visitors can look out over the North Bridge, where the battle of April 19, 1775 triggered the Revolutionary War. Ralph Waldo Emerson and Nathaniel Hawthorne both called the Manse home for a time, and leading Transcendentalists such as Bronson Alcott, Henry David Thoreau, and Margaret Fuller discussed the issues of the day here. The walls of the attic are inscribed with the signatures of its residents: writers Nathaniel Hawthorne and William Emerson, artist Edward Emerson Ripley and the many theological students housed in the upper garret whose training led Concord's theological and social reform. The rooms of The Old Manse are filled with two centuries of family furnishings, and the 3,000 volume theological library that belonged to the Rev. William Emerson and the Rev. Ezra Ripley includes sermons, pamphlets and books dating as early as the 1500s.

Need for an Welcome and Interpretive Center

Visitors from around the country and around the world come to The Old Manse. Visitation through tours and programs at the Old Manse has ranged from 12,000-15,000 annually in recent years. However, The Old Manse currently has no visitor center, interpretive space, or public restrooms. Visitors enter the property through a wood shed, which serves as a welcoming area, ticketing location, and book store. Interested visitors are guided on a 45 minute tour of the house every hour, but many visitors lack the time to participate in a complete house tour and leave the property after only viewing the woodshed. The lack of a visitor space separate from the historic home severely limits The Trustees' ability to offer diverse and interactive programming.

Proposal

The Trustees propose to construct a visitor welcome and interpretive center at The Old Manse on the foundations of a historic barn which burned in 1924. The Trustees will rebuild the Old Manse Barn in a historically appropriate style similar to the original barn and suitable for its historic setting. The new barn will be a multi-purpose facility intended to enhance the overall visitor experience, increase capacity for programming and interdisciplinary learning, expand and diversify interpretation of the site, and allow the Old Manse to expand beyond the confines of a historic house museum. The visitor center will provide interpretive display areas; programming and workshop space; visitor restrooms, seating and food service; staff office/meeting space; and space for events. The existing Shay Shed will be reconfigured to serve as exhibition and gallery space. The project will increase capacity for humanities programming, better serve humanities students and scholars, and ultimately enhance public appreciation of the role of the Old Manse in the nation's political, intellectual, literary history.

Attachment 2: Areas of Potential Effects Map

The Old Manse property falls entirely within the boundaries of the Minute Man National Historical Park, as shown in Exhibit 1. It is bounded by the entry to the North Bridge on the north, by Monument Street, the North Bridge parking lot, woodland and the Elisha Jones House (all National Park Service land) to the east, by an open field (Sargent Field) and woodland (South Field) to the south, and by the Concord River to the west. Across the Concord River to the west is the former Buttrick Estate, its outbuildings and the remains of its tree-studded lawns and gardens.

In 1966 the Old Manse was recognized as a National Historic Landmark and a Massachusetts Archaeological/Historic Landmark. In 2002, National Register documentation was completed for Minute Man National Historical Park, including the North Bridge Unit of the park where the Old Manse is located.¹ Minute Man National Historical Park is listed in the National Register of Historic Places as nationally significant for its association with the American Revolution, as an example of early historic monumentation and for its association with American literary figures. The park has local significance in the areas of agriculture, archeology, and architecture. The period of significance is listed as 1655 to 1959, though the Cultural Landscape Report study recommended amending the National Register listing to include the dates 1635-1959.

The National Park Service Cultural Landscape Report documents in detail the buildings, structures, archaeological resources, landscape and circulation patterns within the North Bridge Unit, and provides an exceptional history of this neighborhood and its physical changes over time. The period of significance for the park is extensive, ranging from 1655 (1635), when the area was settled by colonials, to 1959, when the area became a National Park. However the focus of the park management and treatment for buildings, structures and vegetation management is focused on the late 18th and early 19th century – the period of the American Revolutionary battle that occurred here and the early memorialization of the North Bridge and its events. The Old Manse residents stood witness to the Battle at the Old North Bridge (April 19, 1775), and the writings of later occupants (William Emerson, Rev. Ezra Ripley, Nathaniel Hawthorne), like their lettered Concord neighbors along the rest of the Battle Road, were instrumental in commemorating and memorializing the events of that fateful day. These writers and leading Concord residents also led the revolutionary Transcendentalist Movement in the early decades of the 19th century, an intellectual philosophical and religious movement that espoused the goodness between people and nature.

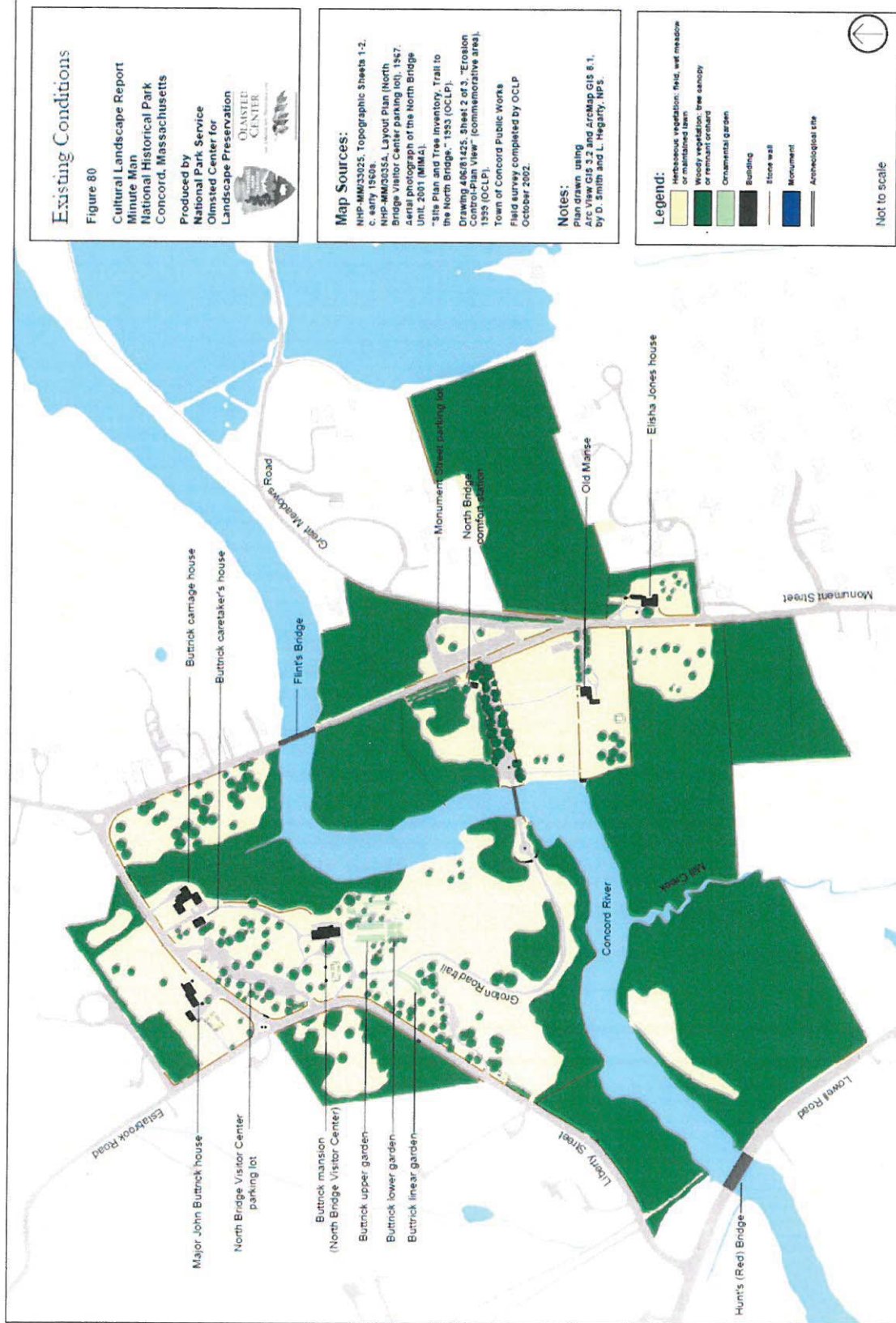
Today the National Park Service maintains a variety of historic buildings, structures, paths/roads, monuments, archeology sites and vegetated fields in the immediate vicinity of the Old Manse. The Trustees of Reservations and the National Park Service have a close working relationship with each other, and the reconstruction of the Old Manse barn will be planned and executed under close supervision of the National Park Service and the Massachusetts Historic Preservation Commission. The barn's reconstruction, based on its 18th century form and in the same location as the original 18th century barn, will bring more visitors to the Old Manse site, but will not disturb the visual or audible impacts within the already busy park site. Because of amenities at the reconstructed barn, visitors will no longer need to travel to Minute Man National Historical Park for restrooms. Otherwise, the barn reconstruction project will not cause changes in public access, traffic patterns or land use.

The boundaries of the Area of Potential Effects are defined by the limitations of the North Bridge Unit of Minute Man National Historical Park and the visual lines of site from Monument Street, the Concord River, the Groton Road trail, the commemorative avenue leading to the Old North Bridge, and the views from the Old North Bridge itself. Residential houses and neighborhoods that surround the North Bridge Unit of Minute Man National Historical Park including those along Monument Street and its

¹ Cultural Landscape Report, North Bridge Unit, Minute Man National Historical Park. National Park Service, Olmsted Center for Landscape Preservation. January, 2004

adjacent residential subdivision are a significant distance away from the barn site. The barn site is blocked from these residences by their own residential landscape plantings, vegetated field edges, woodland and the remains of former orchards.

Exhibit I: Area of Potential Effects



Source: Cultural Landscape Report, North Bridge Unit, Minute Man National Historical Park, National Park Service, Olmsted Center for Landscape Preservation, January, 2004

Attachment 3: Descriptions of all properties in the APE that are listed in the National Register, and descriptions and evaluations of all other properties in the APE that might be eligible for listing, when the National Register criteria are taken into account.

The following properties, structures and archaeological sites fall within the APE for the Old Manse barn project. The information described below comes from the National Park Service *Cultural Landscape Report, Minute Man National Historical Park* (Olmsted Center for Landscape Preservation, 2004), the most comprehensive history, description and evaluation of historic resources within the APE. The numbers following each feature title refer to the feature identity numbers in the Cultural Landscape Report, which are shown on Exhibits 2 and 3:

1. **South Field** (National Park Service Treatment Unit VG-01) is a small (approximately 4 acre) field covered with dense forest and secondary underbrush fronting on Monument Street south of the Old Manse property and south of the Sargent Field (#2 below). This property and Sargent Field were purchased by the National Park Service in 1973 as an optional site for the North Bridge parking lot. This lot remains heavily wooded. Oak and elm are the dominant species, with invasive species (Norway Maple, bittersweet and honeysuckle) consuming the understory. This field currently provides a significant visual and audible buffer to the Old Manse barn site, and a vegetated edge to the National Park.
2. **Sargent field** (National Park Service Treatment Unit VG-02) is an approximately 10 acre lot immediately south of the Old Manse property between the South Field and the Old Manse. Throughout the 19th century it was a field associated with the Elisha Jones farm across the street. From 1942 until the mid 1970's it contained a house and in-ground swimming pool. The land was purchased in 1973 by the National Park Service as a potential parking lot and the house, swimming pool and other improvements were removed. The third of the property closest to Monument Street is maintained as an open field dotted with scattered deciduous trees that remain from the Sargent residential landscape, and four mature fruit trees which are probably the remains of an early 20th century orchard. The field is used as overflow parking for the National Park Service and sometimes borrowed for event parking by the Old Manse. The rest of the property is dominated by red maple and pine woodland trees, some measuring 20-30 inches in diameter.
3. **Elisha Jones House, Monument Street** (National Park Service B-01 and archaeology site A-01) is part of an 18-acre farm on the east side of Monument Street owned by the Barrett and Keyes families. The house was built c. 1769 and renovated in the mid-19th and early 20th centuries. The two-and-one-half story, side-gable building is set back approximately 25 feet from Monument Street. It has an I-plan main block with a rear ell and an attached carriage house. The building is constructed on a fieldstone foundation and has clapboard siding. Its large barn (A-01) was located in the Sargent field in the 18th century and moved across the street next to the house in 1864. The barn was removed by 1941 and only its foundation stones remain. The Old Manse barn construction will be within view of the Elisha Jones house and property.
4. **Poplar Hill** (National Park Service Treatment Unit VG-04) was probably an open field in the 18th and 19th centuries. The hill is associated with a legend that a group of girls attended school at the Old Manse and a tree was planted atop the hill for each of the girls. As the girls grew, the trees grew and as each girl died so did the trees. By the early 20th century a lone poplar remained on top of the hill. When the hill was maintained as open field, the hilltop offered a beautiful overlook of the Old Manse, the Concord River, the North Bridge and the Buttrick estate. Today the entire property is covered by a mature oak-hickory-maple forest.
5. **Avenue to North Bridge** (National Park Service Unit C-04 and VG-07) follows the general route of the historic Groton Road upon which British troops marched to and from the battle at the North Bridge, and on which they fought during the battle. After the town removed the North Bridge in the

early 1790s, the road became part of Ezra Ripley's (Old Manse) pasture. In 1835 and 1836, Ezra Ripley donated two adjoining parcels of land, including the historic roadbed, to the inhabitants of Concord. In 1838 Concord residents donated funds to plant a double row of deciduous trees along both sides of the road. The linear parcel, known today as the avenue leading to the North Bridge, initially provided public access to the 1836 Battle Monument and to the site of the North Bridge, and then in the mid-1870s to both the 1874 commemorative North Bridge and The Minute Man statue. Prior to at least 1869, grass covered the avenue leading to the North Bridge. By 1896, the town had covered the avenue with a gravel surface, which they resurfaced c. 1910. In 1951, the town regraded the avenue leading to the North Bridge and covered it with stone dust. The town continued to maintain the tree allée until the National Park Service acquired the property in the mid 1970's, though the combination of tree species varied over time, including both evergreen and deciduous trees. Today the avenue appears similar to its depiction in photographs dating from the late-1800s to the early-1900s. The allée is currently dominated by sugar maple, hemlock and white pine.²

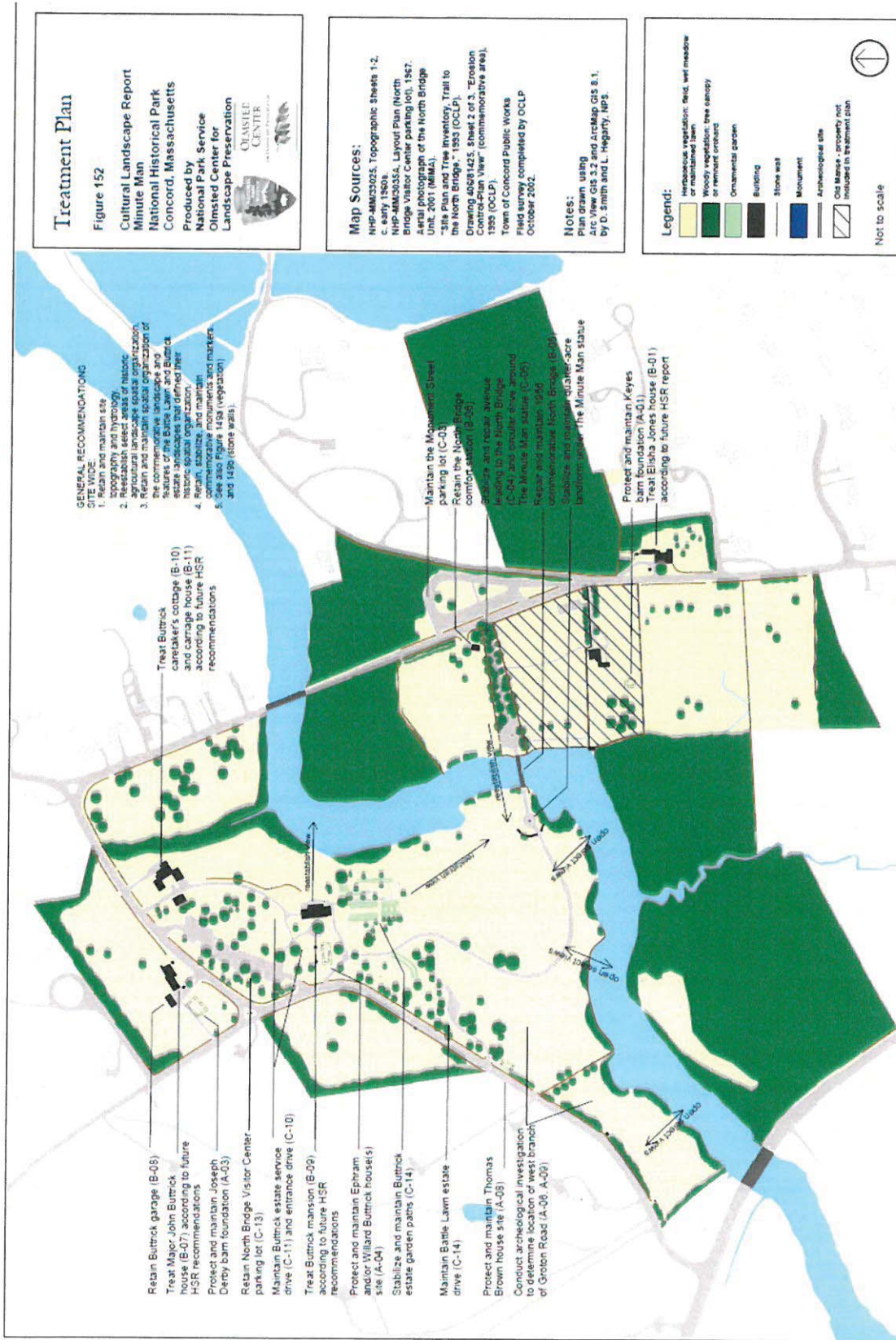
6. **Buttrick Mansion, outbuilding and grounds (current North Bridge Visitor Center)** (National Park Service Unit B-09, A-04, A-08, C-14, A-06, A-09, VG-16, VG-17). The property west of the Concord River sits on the shoulder of an important ridge overlooking the Concord River. Before colonial settlement, the ridge was a seasonal camp for the local Algonquin people who named the river the Musketequid River. They gathered food in the wet meadows lining the river and grew crops in upland fields throughout the North Bridge Unit. By 1654, colonial settlers occupied this ridge as part of the first Concord land division, accessed by a small wooden bridge in the approximate location of today's commemorative North Bridge. A narrow dirt road known as the Groton Road (A-06 & A-09) wound its way up the slope from the bridge to the settlement. Most of these early houses were located outside the APE and the boundaries of the North Bridge Unit, but one or two houselots, known as the Ephram and/or Willard Buttrick house(s) (A-04) sit along the edge of today's Liberty Street near the Buttrick Mansion, and another, the Thomas Brown house sit (A-08) sits at the southern edge of the former Buttrick estate. Each of these early sites overlooks the Concord River with a distant view of the Old Manse property, linked to the North Bridge by the Groton trail that follows the approximate route of the former Groton Road.

In 1879 the first of several county estates was established in this area. The property, known as Battle Lawn was constructed in 1879 on a houselot formerly owned by David Brown. The main house, stable, gardener's cottage and other outbuildings were surrounded by landscaped gardens and grounds overlooking the North Bridge, the Minute Man Statue and the Concord River. In 1909 the house was renovated by Edward A. Newell, its new owner.

In 1911, Stedman Buttrick inherited the Buttrick Farm north of Battle Lawn. He purchased additional land between his family farm complex and Battle Lawn, and erected his own mansion house, caretaker's cottage and carriage house in 1911 (B-09). In 1926, Buttrick's son purchased Battle Lawn and renamed it Overlea. The house became the home of Buttrick's aunt until her death in 1952. The Battle Lawn outbuildings were moved or destroyed after Buttrick's purchase. The house was razed in 1953 and the rest of the former Battle Lawn property was incorporated into the Buttrick estate. In the early decades of the 20th century Buttrick's gardens were nationally known for their propagated cultivars of iris. Today the Buttrick mansion, a two-and-one-half story, Classical Revival-style brick building has a rectangular-plan main block flanked by two-and-one-half-story hip roof wings. The building contains the North Bridge Visitor Center and NPS office space. The caretaker's cottage has also been renovated for park use. The remains of the Buttrick family gardens and grounds (C-14 and VG-16 and VG-17) survive as setting and siting for the estate buildings.

7. **Minute Man Statue** (National Park Service feature M-04) was designed by sculptor Daniel Chester French for the centennial battle celebration of 1875. The 7-foot bronze statue of the "embattled farmer" stands on a 7-foot granite pedestal. The first stanza of Ralph Waldo Emerson's "Concord Hymn" is inscribed on the eastern side of the granite pedestal and the text "1775/Nineteenth of April/1875" is inscribed on the western side. The statue sits on a ¼ acre raised ground surrounded by gravel path and low fence which replaced a former semi-circular hedge that first backed the monument.
8. **Battle Monument** (National Park Service feature M-01) was designed by Simon Willard, the designer of the Bunker Hill Monument and was installed in 1836 following the commemoration of the 50th anniversary of the battle and the construction of the first commemorative North Bridge. The Battle Monument stands on the east bank of the Concord River, just east of the North Bridge. Inset into the east face of the 25-foot granite obelisk is a slab of white marble. Inscribed in the marble is a brief account of the battle at the bridge.
9. **North Bridge** (National Park Service feature B-05). The 1956 commemorative North Bridge is the fourth commemorative bridge to have been built on or near the site of the North Bridge that stood in 1775. The first commemorative bridge was built in 1874, the second in 1888, and the third in 1909. The current bridge is constructed of pressure treated lumber and nut and bolt construction.
10. **Other.** The commemorative nature of the North Bridge and the lane leading to the bridge, the Battle Monument and the Minute Man statue includes several smaller monuments and markers commemorating the fallen British soldiers lost during the battle, events of the battle itself, and interpretive panels describing the battle and its surrounding features. These monuments and markers are situated along the path and set at the edges of the stone walls that line the avenue to the North Bridge.

Exhibit 2: Built Features within the Area of Potential Effects



Source: Cultural Landscape Report, North Bridge Unit, Minute Man National Historical Park. National Park Service, Olmsted Center for Landscape Preservation. January, 2004

Figure 153
Cultural Landscape Report
Minute Man
National Historical Park
Concord, Massachusetts
 Produced by
National Park Service
Landscape Preservation

Map Sources:
 NEP-A&C-3025, Topographic sheets 1-2,
 c. early 1900s
 1962, 1963, 1964, 1965, 1966, 1967
 Bridge Visitor Center parking lot, 1967
 Aerial photograph of the North Bridge
 Unit, 2001 (MMU)
 "Site Plan and Tree Inventory, Trail to
 the North Bridge," 1993 (OCLP)
 Drawing 450P1425, Sheet 2 of 3, "Erosion
 Control Plan" (1993) (OCLP)
 1993 (OCLP)
 Concord, Massachusetts Geographic
 Information System
 Town of Concord Public Works

Notes:
 1. Drawn using
 ArcGIS 8.3.2 and ArcMap GIS 8.1,
 by D. Smith and L. Hegarty, NPS

Legend:
 Herbaceous vegetation, field, wet meadow
 or maintained lawn
 Woody vegetation: tree canopy
 Remnant orchard
 Ornamental garden
 Building
 Stone wall
 Monument
 Archeological site
 Old fence, property not
 included in treatment plan

NOTES:
 1. The treatment plan is intended
 to portray the character of the
 rehabilitated landscape. The
 treatment plan is not intended
 to be removed or retained
 should be determined on site.
 2. High priority vegetation treatment
 areas are indicated by an "H" on
 the plan.
 3. Removal of vegetation along
 the Concord River and in low-lying
 areas is subject to wetland
 regulations.

Map Labels:
 Retain remnant
 orchard and select deciduous
 trees in field and along
 Monument Street
 Reduce vegetation
 along the swale by
 removing exotic invasive
 species and excessive
 secondary woodland growth
 VG-14
 VG-15
 Remove secondary woodland
 Retain vegetative buffer
 Retain remnant orchard
 and mature trees
 Rehabilitate Burdick estate
 landscape and gardens
 Retain select deciduous
 trees in field and along
 Liberty Street
 Remove mature evergreens
 and secondary woodland
 Retain vegetative buffer
 Maintain Barre Lawn
 estate landscape
 Remove secondary
 woodland
 Retain mature sugar maples
 along stone wall
 Remove secondary
 woodland
 Retain select trees
 along Liberty Street
 Retain
 vegetative buffer
 Manage woodland
 VG-10*
 VG-17*
 VG-18*
 VG-08
 VG-09
 VG-00*
 VG-11
 VG-12
 VG-13
 Maintain double row
 of arborescences (VG-10)
 Remove secondary woodlot
 retain select trees
 Reestablish the
 historic character
 of the alley
 Reestablish woodland
 Manage woodland
 VG-04
 VG-05
 VG-06
 VG-07
 VG-02
 VG-01
 VG-20
 Retain vegetative buffer
 Retain remnant orchard
 and select trees
 Remove secondary woodland
 Retain remnant orchard
 Manage woodland
 Remove secondary woodland
 Retain remnant deciduous
 trees in field and along
 Monument Street
 Manage woodland

Scale:
 Not to scale

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Attachment 4: A description of the NEH-funded project's effects on historic properties.

The new Old Manse barn is proposed to be the same size, scale, construction and materials used in the original 18th century barn construction. Its site, setting, materials and workmanship will support the 18th and 19th century agricultural character of the landscape desired by the National Park Service for the North Bridge Unit and is a building design and type found within the 1655-1959 period of significance. As new construction, it will be a non-contributing feature in the district but its proposed reconstruction of an original building will be designed to respect and be sympathetic to the historic, contributing buildings and features in the park. It will support the interpretation of the American Revolution landscape, its subsequent commemorative eras, and its American literary figures.

Archaeological investigation will precede the barn construction to document the remains of the original barn. The structure will be visible from Monument Street, the Concord River, and from its surrounding properties as an element within the open fields and lawns of the Old Manse yard. It will not alter or detract from the characteristics that qualify the Old Manse as a National Landmark and the North Bridge Unit of Minute Man National Park as a National Register-listed district. The Old Manse is owned and operated by The Trustees of Reservations, a non-profit entity based in the Commonwealth of Massachusetts. The organization is required to obtain approvals from the Concord Historic Districts Commission for building, landscaping, grading, lighting and other site improvements which will guide and ensure the sensitive reconstruction of this building within the district.

Attachment 5: An explanation of why the criteria for an adverse effect—listed in 36 C.F.R. § 800.5(a)(1)—were found applicable or inapplicable, including any conditions or future actions that might avoid, minimize, or mitigate adverse effects.

The reconstruction of the barn at the Old Manse will restore a building element to the landscape that was present during the period of significance for the Minute Man National Historical Park and the Old Manse National Landmark. Built to the same dimensions, architectural massing and scale as the original 18th century barn, the building will be sympathetic to the agricultural character of the district. Paths leading to and from the reconstructed barn will be placed as closely as possible to original path locations though some accommodations, if necessary, will be required to meet ADA universal accessibility guidelines. The following describe the impact on the criteria used to determine adverse impact:

Location: The building will be sited in the same location and orientation as the original building and will relate in scale, massing and physical positioning to the main house of the Old Manse the same as the historic building.

Design: The building will be constructed of wooden clapboard or shingles with appropriate roof shingling materials. The structure will be a 36' x 42' structure set into the hill with access to the lower (basement) story on the back side of the structure. The building will have a central roof cupola and large barn doors in the center of the east and west facades to match the 18th century architectural design. The interior of the building will transform the original loft space into offices and meeting space with exhibit, educational and meeting space on the first floor.

Setting: The building will be situated in the same location and same orientation as the 18th century barn with grass lawn and/or meadow surrounding the building. To the northeast of the 18th century barn sat a smaller shed or roof-covered space which may be reconstructed as an outdoor terrace on the same footprint as the original shed. The building will not adversely affect the setting of the Old Manse main house or its connecting shed.

Materials: The new barn will match the 18th century building's construction materials as closely as possible with the exception of new building code material requirements for public buildings. The proposed barn will have wooden clapboard or shingle sidewalls and appropriately selected roof shingling materials as per the original structure.

Workmanship: The proposed building will match, as closely as possible the details and workmanship of 18th century Concord barn construction.

Feeling: It is the aim of the proposed reconstruction to have this structure complement and enhance the historic feeling the Old Manse house and its additions and the agricultural setting of its surroundings

Association: This building will be designed to capture the look and feel of the 18th century barn but will be outfitted to provide the most up to date visitor services needs. The building will match the siting, scale and positioning of the 18th century barn to match the physical association with the main house. As a secondary structure this building will serve to provide the utilitarian needs of the Old Manse visitors and their orientation and educational/interpretive needs and preserve the main house as a historic residential structure in its feeling, association and physical appearance inside and out.

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