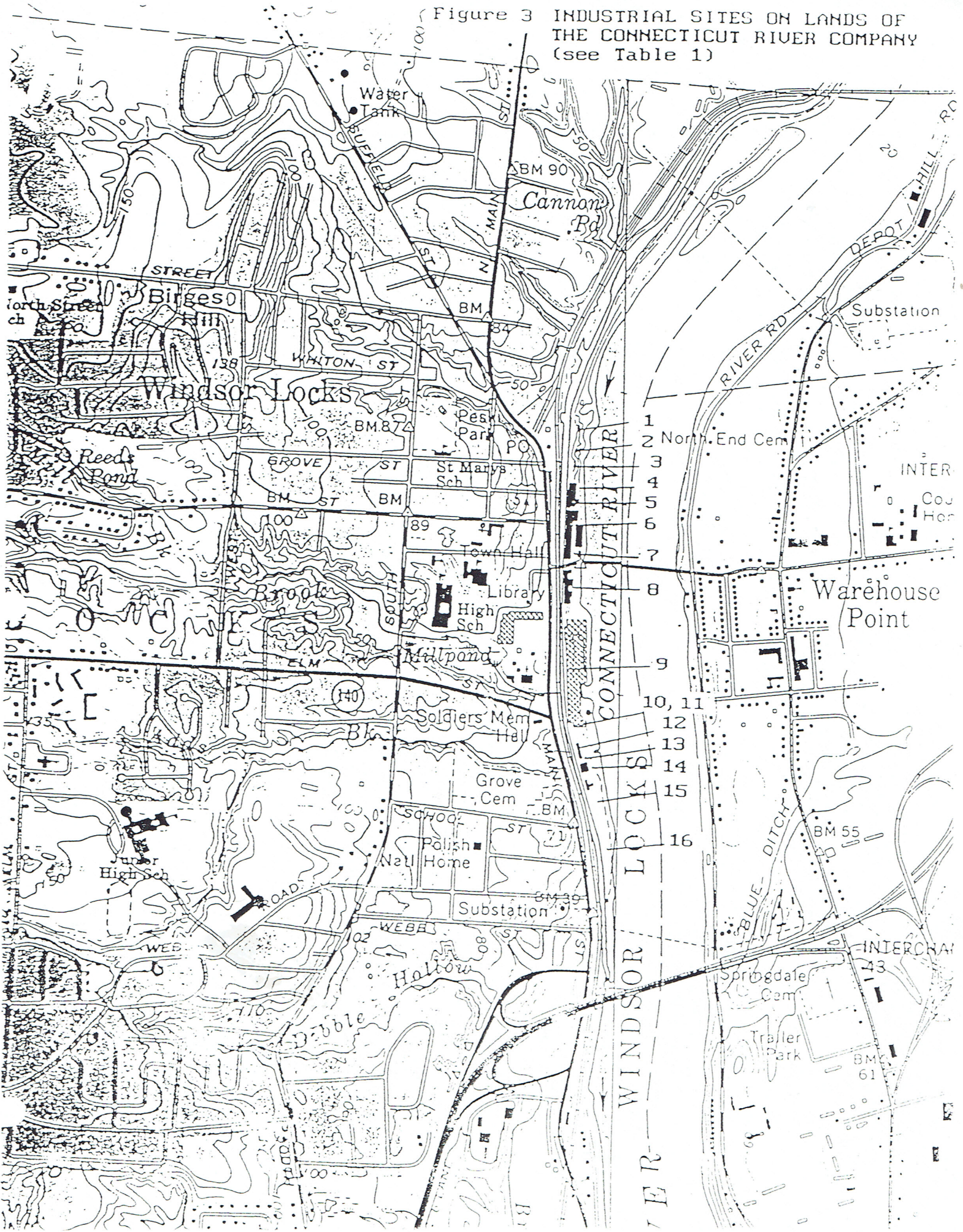


Figure 3 INDUSTRIAL SITES ON LANDS OF THE CONNECTICUT RIVER COMPANY (see Table 1)



**Summary of Industrial Development on The Northernmost Site
Between the Canal and the River - North of RR Depot**

1836 Carlton and Niles built a large sawmill which was sold to L. B. Chapman who operated it until 1847.

1847 Sawmill taken over by C. B. Hutchins and Co. who operated it for a short time when it reverted to the Chapman estate.

1852 Property sold to James Outherson who converted the facility into a paper mill known as the Atlantic Mill.

1856 Mill sold to Converse, Burbank and Co. which produced manila papers.

1856-57 When nearby Anchor Mill of Persse & Brooks (Site 7) was destroyed by fire Persse & Brooks purchased the Converse mill to maintain their business. When the Anchor mill was re-built, the Converse mill was dismantled and the equipment transferred to the Pacific mill (Site 2) of Persse & Brooks. Converse mill site became part of site 2.

Summary of Industrial Development on Site 2

1857 Persse & Brooks construct Pacific paper mill to handle greatly expanded business.

1862 Persse & Brooks Paper Works forced into bankruptcy. Three mill sites (sites 1, 2 and 7, the Anchor, Atlantic and Pacific mill sites) purchased by Seymour Paper Co. Purchase includes a large warehouse on the west bank of the canal and a gas works which provided illuminating gas for the Pacific mill.

1877 Seymour Paper Co. began experimenting with the Armitage soda process for obtaining pulp from wood.

1881 A small plant installed at mill site for the processing of poplar wood into pulp. Plant was soon abandoned as purchased pulp proved cheaper.

1898 Seymour Paper Co. forced into bankruptcy.

1899 Properties purchased by American Writing Paper of Holyoke, MA., and operated as the Windsor Paper Co. Division.

1900 Mill undergoes major rebuilding.

1930 Facility closed and manufacturing transferred to a division in Holyoke. Mill buildings later demolished.

Site 3

12/3/92

Summary of Industrial Activity on the Canal Bank Location at the Foot of Grove Street

1881 Plant erected for the Windsor Locks Machine Co., a manufacturer of paper making machinery. Facility founded by E. Latham, G. Glover Jr. and E. Upton.

1903 Plant burned, and immediately rebuilt

1907 Facility enlarged

1920 Property acquired by adjacent Windsor Paper Co and made part of site 2.

Site 4

12/3/92

**Summary of Industrial Development on the Canal Bank Site
Located Between the Foot of Grove and Oak Streets.**

1864 H. A. Converse foundry moved from site 6 to this location
moving into a new facility.

1867 Foundry enlarged and company reorganized as A. W.
Converse and Co.

1890 Plant taken over by Eli Horton & Son to become part of site 5.

Site 5

12/2/92

Summary of Industrial Activity on the Canal Bank Site Between the Foot of Oak Street and Spring Street.

1865 Eli Horton set up his own machine shop on this site to produce his patented universal lathe chucks.

1890 Horton Co. acquires adjacent Converse foundry property, site 4.

1949 Horton Co. merged with Gabb Manufacturing and became Connecticut International, producing aviation lighting.

1981 All operations moved from the former Horton facility and site purchased by the Montgomery Co.

1989 Montgomery Co. went out of business.

**Summary of Industrial Development on the Danforth Site
(Between the river and canal at the foot of Spring St.)**

1831 Jonathan Danforth built the first factory on the canal for the manufacture of door- butts. Business failed ca. 1833.

1835-1844 Factory converted to manufacture of cotton batting under various companies, Griswold & Co., Elisha Jenks and Saxton, Woodward & Co.

1844 Property divided into two manufacturing sites; site A, the Slate & Brown machine shop which manufactured cotton and other machinery; site B, the J. P. & H. A. Converse Foundry

1850 Site A - Undocumented machine shop operations.
Site B - Continued as Converse foundry

c. 1860 Site A - A. G. West Sewing Machine manufactory
Site B - Continued as Converse Foundry

c.1861 Site A - Denslow & Chase Armory, probable site of William Muir army rifle contract.
Site B - Continued as Converse Foundry

1864 Converse Foundry moves to site just north of original location. Sites A and B combined into one site, as wool scouring plant, first under H. R. Coffin and Co., then as Dwight, Skinner & Co.

1881 Dwight, Skinner & Co. sold plant to Montgomery Co.; purchased Seymour Paper Co. in adjacent site and moved production there.

1891 Montgomery plant expanded.

1904 Montgomery plant expanded.

1989 Montgomery facilities closed.

Summary of Industrial Development on the Canal Bank Site Just North of the Warehouse Point Bridge.

1833-1837 The first paper mill in Windsor Locks to produce machine-made paper was established as Samuel Williams & Co, owned by Williams and the Hollister brothers. This was a six-engine mill located between the canal and the river and was bounded on the south by the old ferry road, and on the north by the iron furnace of Jonathan Danforth. This business failed in the economic panic of 1837.

1838 The property was sold to to the Windsor Manufacturing Co. and the mill was operated as the Windsor Mills which failed after some two years of operation.

c.1840 Business purchased by Alonzo Beckwith

1844 Property sold to Dudley Persse and Horace Brooks, and the mill was started once again as the Anchor Mill, a holding of Persse & Brooks of New York. It was operated until 1856 when the facility burned.

1857 The Anchor Mill was re-built as an eight-engine paper mill and operated as part of the Persse & Brooks Paper Works Co.

1862 In 1862 the site was purchased by Seymour Paper Co. Seymour also operated another mill several hundred yards north of the Anchor Mill site.

1882 Dwight, Skinner & Co. bought the site and moved their wool scouring operation from their location immediately to the north which they sold to the Montgomery Co.

1894 Anchor Mill Paper Co. bought the site and commenced paper manufacture until about 1920.

1920 Montgomery Co. bought site, demolished the buildings and erected a modern concrete structure where they manufactured industrial tinsels and wire mesh products until 1989 when the business closed.

Summary of Industrial Development at the Site of The Medlicott Mill - Property Just South of the Canal Bridge at Rte. 140

- c. 1839 James and John Welles built a two-engine paper mill which produced hardware paper until 1843 when the business failed.
- 1843 Property sold to C. P. Hollister who ran the mill on printing paper until 1847 when the property was destroyed by fire.
- 1849 Ruins of the mill were sold to A. and G. Blake who re-built the property for the manufacture of cotton batting. Financial difficulties forced a halt to the proposed business.
- 1850 Unfinished property sold to purchased by L. B. Chapman who finished the building and leased it to several tenants who manufactured stockinet goods.
- 1863 Mill sold to Medlicott and Osgood, manufacturers of stockinet goods, then full-fashion knit underwear
- 1881 Medlicott manufacturing facilities expanded.
- 1885 Company operations expanded once again.
- 1888 Site expanded, operations from Medlicott mill just south of Dexter property brought to this location.
- c. 1950 Medlicott plant closed.
- 1963 Medlicott plant purchased by Dexter Corp.
- 1973 Medlicott building demolished, site used as storage area and access to Dexter plant.

- 1952 Building for No. 8 paper machine constructed.
- 1954 Clark building purchased by Dexter. Paper machine building expanded, two new machines added.
- 1962 Boiler house demolished to provide room for Corporate headquarters building. New power plant installed at the mill site between the canal and the river.
- 1963 Dexter purchases the Medlicott building.
- 1967 Major addition to the plant made to incorporate No. 11 paper machine, plus 40,000 square feet of warehouse space.
- 1972 Dexter begins manufacture of viscose for use in papermaking.
- 1990 Dexter Cogeneration plant begins operation in January providing steam and electricity to the plant and selling excess electricity to Northeast Utilities.

1847 Dexter and Douglas expand the paper mill building and outfit it with water powered equipment, four beater engines and a forty inch single cylinder machine. Paper production reaches 1500 pounds per day. The business is organized as C. H. Dexter and Company.

1869 The paper mill is enlarged.

1872 The paper mill is enlarged and machinery added to bring production up to 4600 pounds per day.

1873 On December 22 of this year the paper mill was destroyed by a fire that spared only the boiler plant. While a new mill was being built, Dexter leased the old Albro and Bennet paper mill near them to keep up supplies to their customers. When production from this mill could not fill their needs the company also leased the old Franklin mill at Boston Neck in Suffield on Stoney Brook. Dexter's association with this mill continued until 1914.

1875 New Dexter paper mill in Windsor Locks completed.

1881 Mill is expanded again with the addition of larger beaters, a third Gould engine and an 88-inch Fourdrinier machine.

1887 Further expansion increases production capacity.

1898 Mill is expanded once again to increase production to 14 tons per day.

1902 Company buys the Franklin mill in Suffield which they had been leasing since the fire of 1873. This mill is operated until 1913. Shortly after selling this site to the Connecticut River Co. in 1914 the mill is destroyed by fire.

1920 The old Dexter-Haskell store, site of the first Post Office, is moved to Elm St., to the site of the future R&D Center.

1924 Large addition made to the back of the mill.

1927 A four story addition to the facilities adds 30,000 square feet of space. and a clock tower.

1928 The second grist mill, erected in 1819, is demolished.

1930 New boiler house is constructed on Kettle Brook at the corner of Main and Elm Sts. This site is the location of the future Dexter Corporate headquarters.

Summary of Industrial Development on Site now occupied by Dexter Nonwovens Mill

1742 The Denslow family of Pine Meadow operates a sawmill on Kettle Brook just west of the future location of the canal.

1769 Seth Dexter and Ephraim Haskell buy 160 acres of land lying along the river, including the saw mill which they jointly own and operate. (There is some confusion in the records as to the exact location of the sawmill; some sources place it at the site of the Dexter Corp. Headquarters building or in the immediate vicinity, and others place it in the site on Kettle Brook between the future canal location and Main Street. Maps of the area from 1869 and later clearly show the mill in the latter location.)

1784 Dexter and Haskell build a grist mill and a store with salt room just below the saw mill and east of the future canal site. In 1829 the store became the site of the first Post Office and was eventually moved from its original site next to the grist mill to Elm St. at the location of the present Division R&D Center. The grist mill was operated until the water power was cut off with the building of the canal. Later the mill was used as part of the warehousing facilities of the paper mill and was finally demolished in 1898.

1819 Seth Dexter builds a second grist mill west of the canal, on Kettle Brook. This would place it near the intersection of Main and Elm Streets. (This event is listed in two sources but its location is not clearly given.) This mill survived until 1925.

1835 Charles. H. Dexter begins manufacture of wrapping paper from manila rope in the cellar of the grist mill. He also used jute fiber obtained from saltpeter bags from Col. Hazard's powder mill in Hazardville and pioneered in the use of lime cooking of stock. The production of the mill was about 200 pounds of paper per day. Considering this low rate of production, and the fact that no evidence has been found of a fourdrinier machine at this early site it is likely that only hand-made paper was produced in this period.

1837 C. H. Dexter and Edwin A. Douglas, his brother-in-law, buy out Haskell's interest in the mill property.

1840 Dexter and Douglas construct a frame building for a paper mill and begin commercial production of manila papers. This building is located east, across the canal from the grist mill.

Site 10

11/30/92

**Summary of Industrial Development on the Site Immediately North
of the Lower Canal Bridge - Opposite Memorial Hall**

- 1839 Royal Prouty built a wire-drawing mill
- 1846 New mill constructed
- 1857 Wire-drawing business failed
- 1863 Site purchased by W. G. Medlicott and combined with newly
acquired adjacent property (site 11) for a stockinet mill.

Site 11

11/30/92

**Summary of Industrial Development on Site 11 Just North of the
Lower Canal Bridge - Opposite Memorial Hall**

1847 Leander Hotchkiss erected a building for the manufacture of edge tools, eventually becoming a machine shop.

1849 Site sold to Carroll & Risley and converted into a paper mill for printing paper.

1857 Paper mill failed.

1858 Mill started once again by John Ely but forced to shutdown after five months.

1859 Mill burned and ruins bought by C. H. Dexter.

1863 Site purchased by A. G. Medlicott, combined with adjacent site (former Prouty wire-drawing mill) to construct a second plant for the manufacture of stockinet goods.

1893 Windsor Locks Electric Light Co. takes part of the site to generate hydroelectric power.

1907 Site purchased by Northern Connecticut Light and Power Co. Plant expanded with modern equipment for production of electricity; gas brought in through mains from Hartford.

1942 Plant sold to C. H. Dexter.

Site 12

12/3/92

Summary of Industrial Development on Canal Bank Site of Present Clark Building of DND

- 1893** George Clark built plant for the manufacture of industrial hand trucks and casters. Firm later incorporated as George P. Clark Co.
- 1906** Power plant added to the manufacturing facilities.
- 1913** Purchased Windsor Silk Co. at adjacent site 13.
- 1920** New plant constructed, which is the existing Clark building of DND.
- 1954** Clark building purchased by Dexter; used primarily for storage.
- 1972** Dexter sets up a viscose plant in the building and begins the manufacture of viscose.
- 1990** Viscose manufacture ceases, building used as storage facility and is the site of a sludge press handling paper machine suspended solids from the Krofta clarifier.

Site 13

11/30/92

Summary of Industrial Development on Site Presently the Location of the Dexter Cogen Plant.

1811 Haskell and Hayden establish a successful gin distillery on the river bank

1829 Upon completion of the canal this mill was the first to employ canal water power.

1833 Gin distillery closed as a result of the religious revival sweeping the area.

1838 Haskell and Hayden begin manufacture of silk thread in the old gin mill.

1848 Silk mill burned and immediately rebuilt.

1881 Silk mill purchased by Dwight Allen

1895 Mill facility purchased by Gudbrod Bros. who continue to operate the plant manufacturing sewing silk.

1900 Site becomes the Windsor Silk Company.

1919 Site sold to George Clark and plant demolished.

**Summary of Industrial Development at Site Presently Occupied by
South End of Dexter Cogen Plant**

1845 Josiah Rice built plant for the manufacture of Wesson and Leavitt rifles. Apparently no rifles were actually produced and site converted to the manufacture of cotton batting and thread, manufactured by several businesses in succession.

1849 Plant sit sold and operated as Wilmarth Thread Co., manufacturers of thread and twine.

1865 Plant purchased by Medlicott Co. and operated as a subsidiary of their main plant, site 8.

1877 Bailey map of 1877 shows site to be the location of the Canal Paper Co.

1878 Plant operated as a paper mill by F. Whittlesey until 1915.

1925 Site becomes a mill of the Windsor Paper Co. (site 1), and operated until 1930.

Site 15

11/30/92

**Summary of Industrial Development on the Site Now Occupied by
the Dexter Cogen Plant and SBC Facility**

- 1845 Philip and Edwin Ripley built a steel rolling mill
- 1856 Facility leased to T. Noack who maintained the operation for one year.
- 1860 Works taken over by Farist & Windsor as the Windsor Locks Steel Co.. Facility enlarged to produce crucible steel.
- 1879 Works organized as the Farist Steel Co.
- 1895 Farist Steel Company closed.

**Summary of Industrial Development on the Canal Bank Site
Presently Occupied by the Dexter SBC Waste Treatment Plant**

- 1846** The Connecticut River Co. built a large structure near the locks designed for rent to industrial and business enterprises.
- 1847** Property leased to Connecticut River Mills who manufactured "printing cloths and umbrella goods."
- 1856** Property sold to A. Dunham & Co. and subsequently served as site of various textile operations under several parties.
- 1871** J. R. Montgomery rented the cotton factory portion of the Connecticut River Co. Firm was a major supplier of cotton warps to weaving mills.
- 1875** Montgomery began dyeing of warps in the part of the facility owned by Dunham.
- 1880** Montgomery Co. purchased entire property of Connecticut River Co. and moved in new machinery to produce a wide selection of cotton warps including novelty yarns.
- 1886** Metallic or tinsel yarns introduced
- 1920** This plant site closed with the expansion of facilities at site 6. The building was eventually demolished.