

# ROADMAP TO MILL REDEVELOPMENT WEBINAR SERIES

Webinar # 4

Adapting to Changing Times

The webinar will begin shortly.



# ROADMAP TO MILL REDEVELOPMENT WEBINAR SERIES



Webinar # 4

## Adapting to Changing Times

In their original form, mills provided jobs to the community. Now repurposed mills are serving the communities in new and exciting ways.

*October 27, 2020*

*10:00 to 11:00 am*





# ROADMAP TO MILL REDEVELOPMENT WEBINAR SERIES



Webinar # 4

## Challenges and Solutions to Redevelopment

Some house keeping items:

- All participants will be muted during the webinar.
- Submit questions via Q & A to “All”
- This webinar is being recorded and will be posted on the NJIT TAB website: [www.njit.edu/tab](http://www.njit.edu/tab) (under “Resources”)



# ROADMAP TO MILL REDEVELOPMENT WEBINAR SERIES



Webinar # 4

## Adapting to Changing Times



Colette Santasieri, PhD  
Executive Director,  
NJIT TAB Program



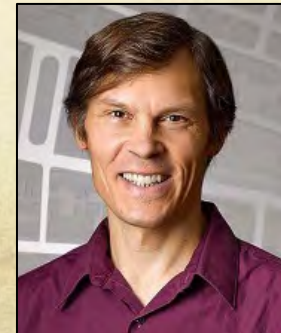
Dennis Deziel  
Administrator  
EPA Region 1



Lee Pouliot,  
AICP, ASLA  
Director,  
Planning  
Department  
City of Chicopee



Patrick McKenna,  
Project Manager,  
Community  
Solutions, Inc.



Ben Carlson, AIA,  
LEED AP  
Director of Urban  
Design,  
Associate Principal  
Goody Clancy





## **New Jersey Institute of Technology Technical Assistance to Brownfields Communities Program (NJIT TAB)**

With funding from EPA, NJIT TAB provides free technical assistance to state, regional, county, tribal and local government entities and nonprofits in EPA Regions 1 (New England), 3 (mid-Atlantic), and 4 (southeast) who want to transform brownfield sites into community assets.

Form more information contact NJIT TAB at:

tab@njit.edu or 973-642-4165

Visit our website: [www.njit.edu/tab](http://www.njit.edu/tab)



# ROADMAP TO MILL REDEVELOPMENT WEBINAR SERIES



**Webinar # 1: New England Mills: Then and Now**

***September 24, 2020; 10:00 to 11:00 am***

A look back at the importance of mills in New England's history,  
and then for a look forward to their new prominence

**Webinar # 2: Challenges and Solutions to Redevelopment**

***October 6, 2020; 10:00 to 11:30 am***

Preservation, adaptive reuse, contamination, and climate change all pose challenges to  
redeveloping mills. Hear from experts on how to overcome those challenges.

**Webinar # 3: The Funding Stack**

***October 15, 2020; 10:00 to 11:30 am***

Discover the many sources of funding available from EPA Brownfields grants,  
to state historic tax credits, to loans, and more!

All webinars will be posted on [www.njit.edu/tab](http://www.njit.edu/tab)



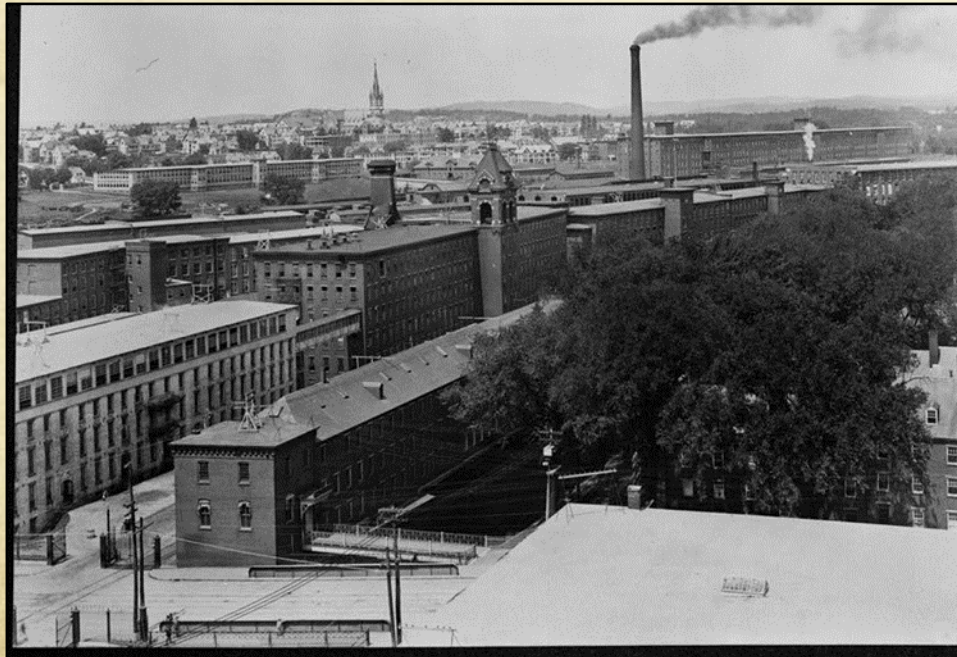


# ROADMAP TO MILL REDEVELOPMENT WEBINAR SERIES



Dennis Deziel  
Administrator  
EPA Region 1









# ROADMAP TO MILL REDEVELOPMENT WEBINAR SERIES



RiverMills at Chicopee Falls: Towards a New Urban Vision



Lee Pouliot, AICP, ASLA  
Director,  
Planning Department  
City of Chicopee



# RiverMills at Chicopee Falls

## Towards a New Urban Vision

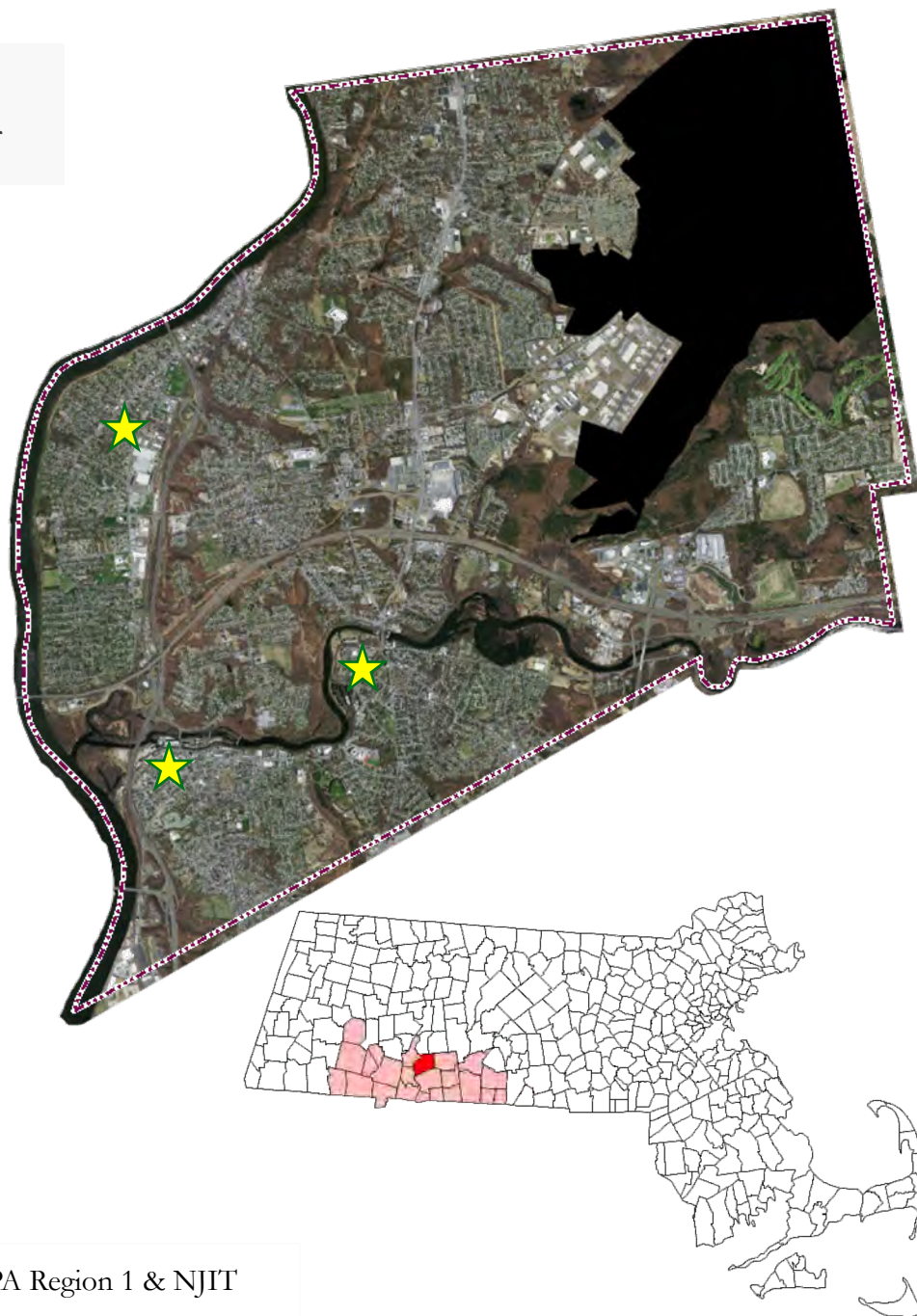
Lee M. Pouliot, AICP, ASLA – Director  
Department of Planning & Development  
City of Chicopee, MA



# Welcome to Chicopee, MA

A small Western MA **Gateway** City

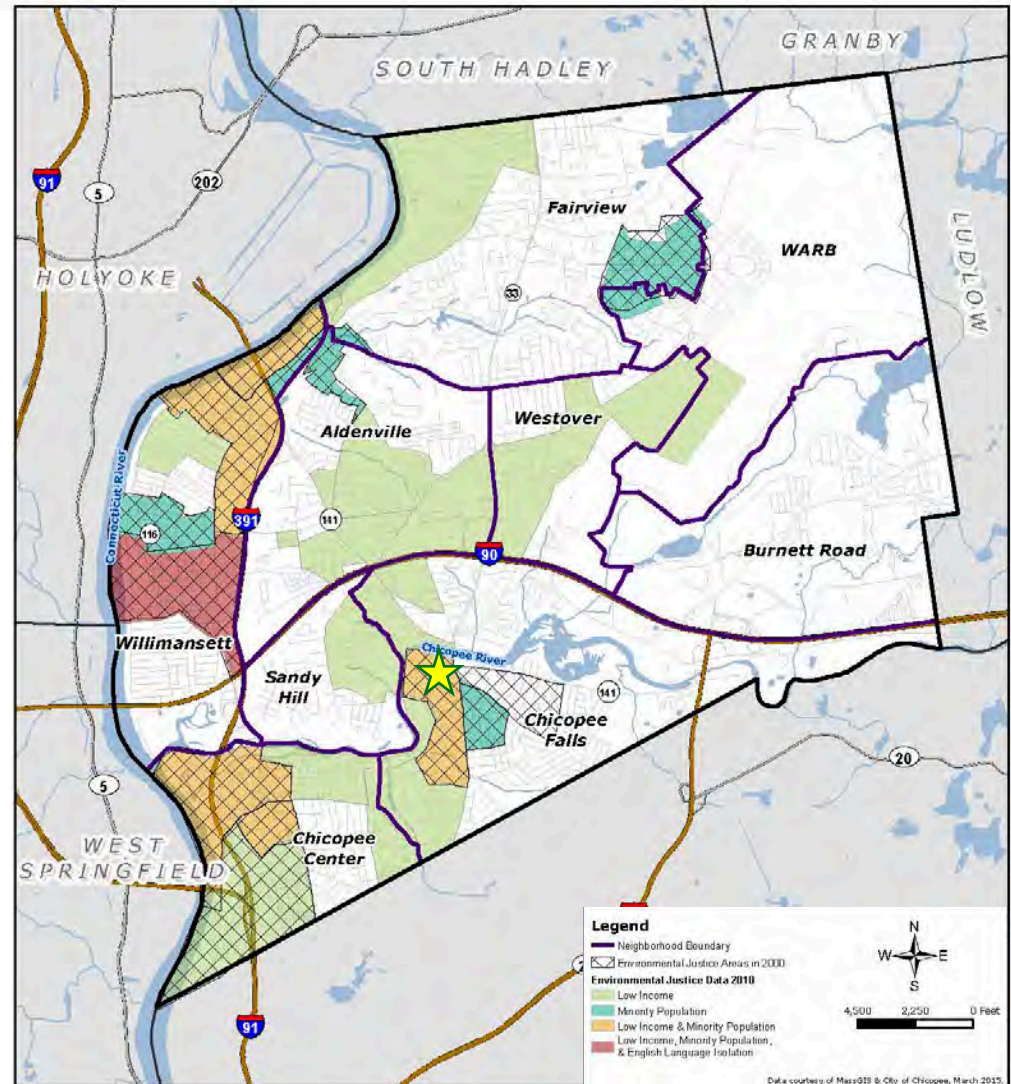
- » Second largest City in Western MA
- » Population: 55,661
- » Historic Industrial Roots
  - Mill Town Villages
- » Deindustrialization
- » Legacy



# Welcome to Chicopee, MA

## Contemporary Context

- » Gateway City Designation
- » Environmental Justice
- » Brownfields





# Legacy



# Legacy



Johnson & Johnson





# Chicopee Falls

## Former Uniroyal & Facemate Properties

- » Tax Title Process (2009)
- » Redevelopment Planning (2010-2012)
- » Phase I (Facemate) (2010 – present)
  - Assessment & Cleanup
  - RiverMills Senior Center (2014)
  - RiverMills Assisted Living (2019)
  - Lot #1 Redevelopment (2024)
- » Phase II (Uniroyal) (2010 – ???)
  - Assessment & Cleanup
  - Future Redevelopment
- » Lessons Learned





# Redevelopment Planning

## Dual Efforts

- » H.E.A.L Chicopee
- » RiverMills at Chicopee Falls
- » 'Vision' vs. 'Master Plan'
- » Community Process
- » Mixed-Use Program





# Phase I (Facemate)

## Assessment & Cleanup



# Phase I (Facemate)

## RiverMills Senior Center





# Phase I (Facemate)

## RiverMills Assisted Living



# Phase II (Uniroyal)

## Assessment & Cleanup





# Phase II (Uniroyal)

## Assessment & Cleanup





# Phase II (Uniroyal)

## Assessment & Cleanup





# Phase II (Uniroyal)

## Assessment & Cleanup





## Phase II (Uniroyal)

### Assessment & Cleanup





## Phase II (Uniroyal)

### Assessment & Cleanup



# Chicopee Falls

Expect the Unexpected...

- » Partnerships
- » Funding Realities
- » Phasing & Timelines
- » Economics
- » Community Support





# Contact Information

**Lee M. Pouliot, AICP, ASLA**

**Director**

**Department of Planning & Development**

**274 Front Street, 4<sup>th</sup> floor**

**Chicopee, MA 01013**

**413.594.1516**

**[lpouliot@chicopeema.gov](mailto:lpouliot@chicopeema.gov)**





# ROADMAP TO MILL REDEVELOPMENT WEBINAR SERIES



Swift Factory



Patrick McKenna  
Project Manager,  
Community Solutions, Inc.





SWIFT

# Swift Factory

Hartford, CT

[www.swiftfactory.org](http://www.swiftfactory.org)

# Community Solutions

## *Organizational Overview & Experience*

[www.community.solutions](http://www.community.solutions)

- Community Solutions is a not for profit working throughout the US and internationally is a non-profit organization that works to achieve a lasting end to homelessness that leaves no one behind.
- We help communities build better, cheaper more user-friendly health and social welfare systems using tools and approaches from multiple sectors.

### **REAL ESTATE DEVELOPMENT**

- Award-winning not for profit developer with 25+ years of experience in mixed income/use and historic properties
- Greg Jackson Center, Brooklyn NY, vacant building redeveloped as multipurpose community hub (2015)
- The John and Jill Ker Conway Residence, Washington DC, 124-unit, mixed-income residence for chronically homeless veterans and low-income residents (2016)
- Abrigo Apartments, Aurora CO, 66 unit mixed-income residence for chronically homeless veterans (2018)

### **NATIONAL CAMPAIGNS**

#### **Built For Zero**

- 85 Communities are participating
- 11 communities have ended Veteran or veterans homelessness
- 42 communities have achieved measurable reductions
- 113,645 individuals housed by Built for Zero communities 2015





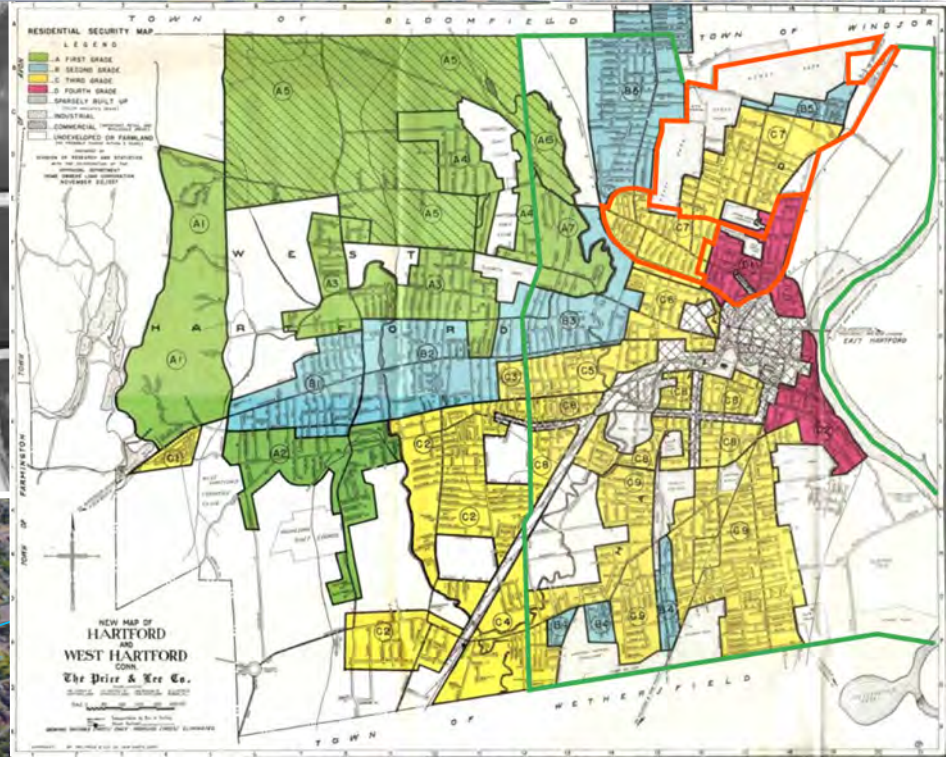
# Background: Neighborhood Overview

Northeast Hartford is among the most disinvested and most socially challenged neighborhoods in Connecticut

		Northeast Neighborhood	City of Hartford	Hartford County	Connecticut
Demographics	Total Population	11,076	124,320	895,699	3,588,570
	% Black, Not Hispanic or Latino	72%	35%	12.7%	9.7%
	% White, Not Hispanic or Latino	3%	16%	63.3%	68.7%
	% Hispanic or Latino of any race	24%	44%	16.9%	15%
Age	Population Under 18	32%	26%	21.7%	21.6%
	18-65 Years Old	59%	64%	62.7%	62.9%
	65 Years Old and Older	9%	10%	15.6%	15.5%
Prosperity	% Female Householder	70%	55%	7.1%	4.8%
	% of Families Below the Poverty Line	36%	25%	7.8%	1.6%
	% Children Living in Poverty	49%	36%	2.4%	3.1%
	Unemployment Rate	33%	7.8%	4.7%	4.5%
Educational Attainment*	Less than High School Diploma	27%	30%	11%	9.9%
	Disconnected Youth*	14%	24%	5%	6%
	Bachelor's Degree or Higher	6%	15%	36.9%	38%
Housing Stability	Homeownership Rate	24%	24%	64.1%	66.5%
	Severe Rent Burden*	36%	49%	46%	26%

# Disinvestment in North Hartford

Redlining/FHA, construction of I-84 cutting the North end from the city center, riots following assassination of Rev Martin Luther King Jr, and closure of neighborhood employment anchors all contributed to divestment



Credit - Hartford Riots Riots - JAMES CRY



# North Hartford Promise Zone

Designated as Federal Promise Zone in 2015 (only one in New England, 1 of only 22 Promise Zones in the nation).  
Promise Zone Designation provides national focus and priority points on Federal grant applications  
Comprising three neighborhoods - Northeast, Upper Albany and Clay Arsenal totaling 24,000 people





# North Hartford Assets

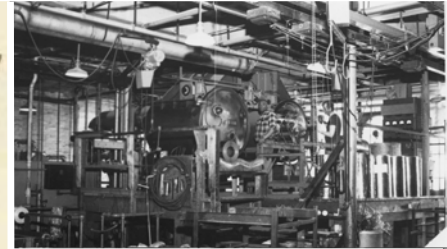
Historic neighborhoods with abundant public open space and urban trees, within walking distance of downtown Hartford, which includes Keney Park, the largest urban Park in New England, designed by Hartford native, Frederick Law Olmsted's office. Multiple community facilities and arts organizations, and active community organizing groups





# Swift Factory

Former Economic Engine for the community. Founded in 1887, closed in 2005 following 5 generations in the Swift family. Once the largest gold leaf manufacturer in the world, employing over 300 people. Donated to Community Solutions to assist in the economic revitalization of the community..



# Swift Factory

A collection of 5 connected factory buildings and 2 historic homes on a 2.6 acre site.  
All Buildings on State & Federal Historic Register

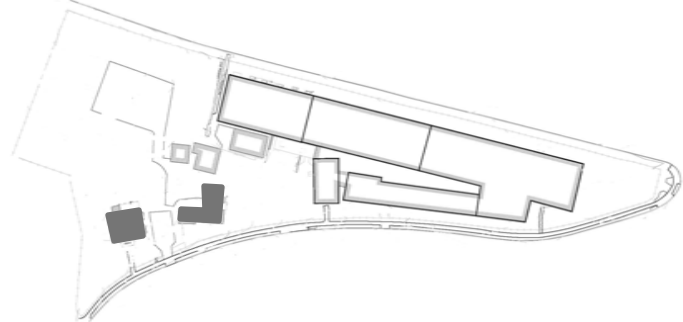




# Swift Factory - Houses

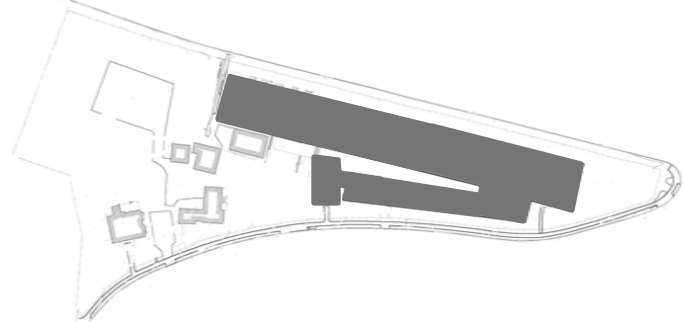
Grey House (1914)

White House (1887)



# Swift Factory

Buildings 2 (1895), Building 3 (1900-1903)  
Building 4 (1929), Building 5 (1940-1947) & Building 6 (1948)





# Initial Neighborhood Survey

5 Questions, 270 Responses

## Top Concerns About Neighborhood

Public Safety

Jobs

Youth Engagement

## Top Ideas for Swift Factory

Jobs

Recreation Center

Activities for Youth

Daycare

Education/Training

Small Businesses



# Northeast Neighborhood Sustainability Plan

4 Opportunities to improve the health & well being of residents through physical change

**PEDESTRIAN AND BICYCLIST SAFETY**



**VACANT LOT REACTIVATION**



**PRODUCTIVE KENY PARK**



**STRENGTHENING THE URBAN CANOPY**



# Community Engagement & Support

Using the recommendations of the Northeast Neighborhood Sustainability Plan, Community Solutions has hosted community engagement events including public art, bike safety, healthy food production & education, and pop up markets at the Swift site and throughout the neighborhood.





DOVELANE  
LAND ST





# Five Corners Farm at the Swift Factory

A partnership of Community Solutions, Hartford Food System



# Swift Factory Tenants

A vibrant mix of tenants who align with our community development mission to improve neighborhood health through jobs, access to health services and healthy food.



## **COMMUNITY FIRST SCHOOL** 3,843 SF

Community First is a relationship-based and place-based school opening in August of 2020 to serve children in grades K-1 in North Hartford's federally designated Promise Zone neighborhoods. CFS believes in the inherent greatness of each resident, and the mission, vision, and core values embody this philosophy.



## **BUILD A BETTER YOU,** 4,246 SF

Father, daughter run organization addressing physical health through martial arts and offering behavioral health services to the community.



## **FOOD BUSINESS INCUBATOR** 4,497 SF

10 Health Dept. certified food production spaces, with access to shared facilities including a shared office, shared commercial cooler/freezer space, co-packing facility, and a mentorship/training network.

Tenants include It's That Thyme Catering and other local food businesses



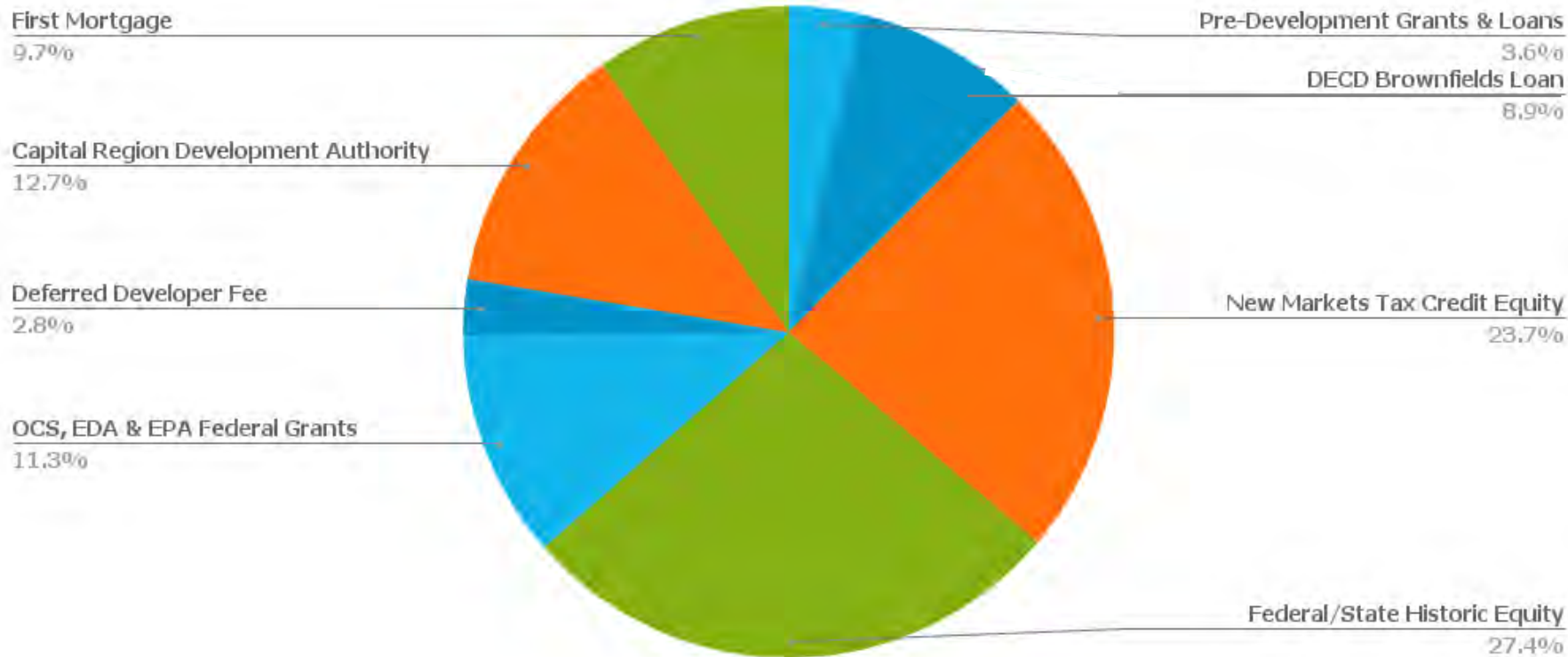
## **SHARED OFFICE** 9,991 SF

Shared office space will initially be occupied by CT Girls Firefighters Camp, Hartford Health Initiative, Legacy First and Community Solutions. Spaces available for other community-oriented missions.



# Project Capital Stack

A mix of predevelopment, and construction local, state and federal grants and loans



# Community Benefits - Job Creation

Comply with city's Living Wage city hiring requirements: \$14.19/hr. with healthcare or \$21.77/hr. without healthcare  
 30% construction hours by Hartford residents; 20% of total construction hours by minority or female trade workers.  
 225 direct jobs and 295 supplier jobs will be created/retained through construction.

Funder	Amount	% of Funding	Bidding	Wages	Hiring
New Markets Tax Credit Equity CDEs – MHIC, BCC, NTCIC	\$8,019,375	23.7%	None	<b>Living</b>	<b>15% - Minority Enterprises 30% - Minority Construction Worker Hours</b>
Federal/State Historic Equity	\$9,265,153	27.4%	None	None	None
Pre-Development Grants & Loans	\$1,214,560	3.6%	None	None	None
Federal Grant - OCS	\$800,000	2.4%	None	None	None
Federal Grant - USEPA Administered through CT DECD	\$205,000	0.6%	<b>Public, Competitive</b>	<b>Davis Bacon</b>	<b>25% of trade costs must be CT registered SBE 6.25% of trade costs must be CT registered W/MBE</b>
Federal Grant - USED Fit out only. Core & Shell must be complete	\$2,806,240	8.3%	<b>Public, Competitive</b>	<b>Davis Bacon</b>	None
Deferred Developer Fee	\$957,872	2.8%	None	None	None
Capital Region Development Authority Loan	\$4,300,000	12.7%	<b>Public, Competitive</b>	<b>Open Shop</b>	<b>30% of hours by Hartford residents 20% of hours by minority or female workers</b>
CT DECD Brownfields Loan	\$3,000,000	8.9%	<b>Public, Competitive</b>	<b>Open Shop</b>	None
First Mortgage	\$3,276,604	9.7%	None	None	None
	<b>\$33,844,804</b>	<b>100.0%</b>			



# Phase 1 Construction Complete

Construction started in June 2018. Core & Shell was complete in November 2019.



# Phase 2 Construction Complete

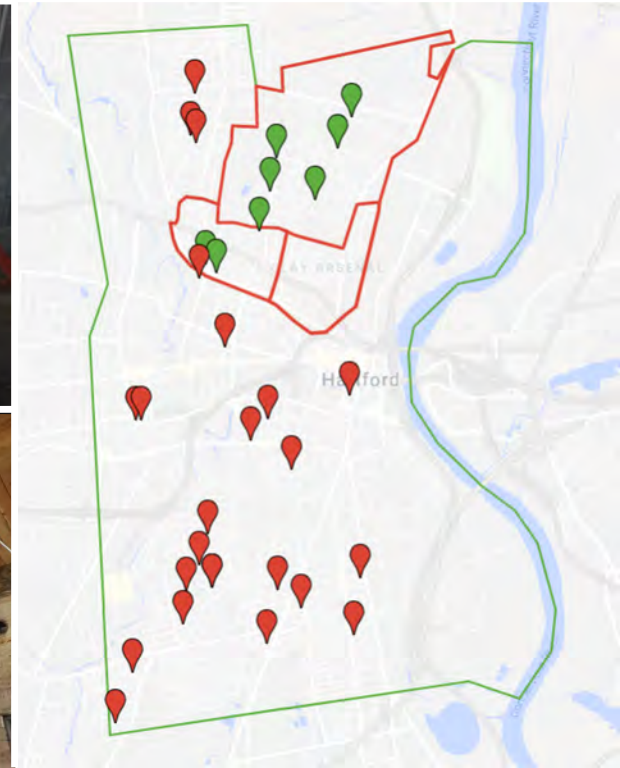
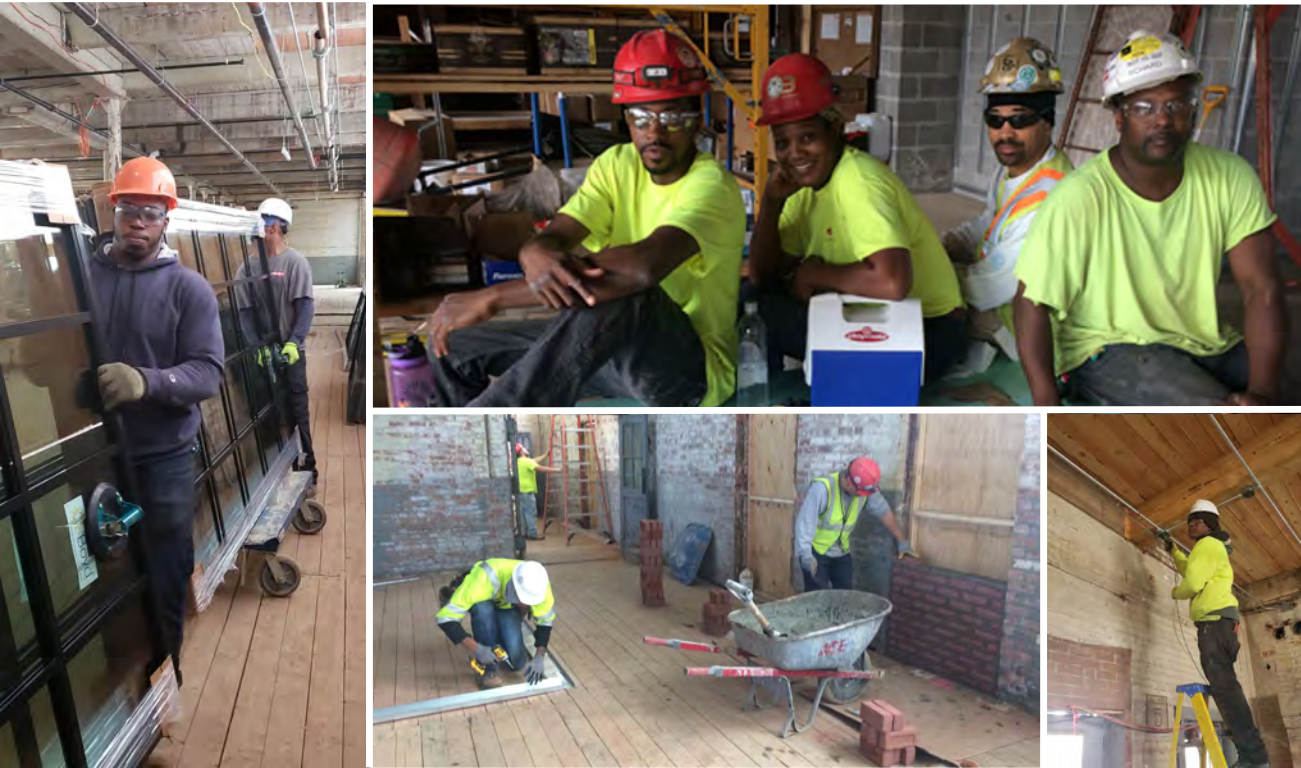
Construction started in December 2019, and complete on October 2020, including fit out of 4,500 SF commercial kitchens and 10,000 SF shared office space.





# Local Hiring

As of September 2020, 35% of the total construction hours have been done by Hartford residents, and 11% by North Hartford Promise Zone residents with 65% of the hours done by female and minority workers.





SWIFT

Thank You

[www.swiftfactory.org](http://www.swiftfactory.org)

Instagram: @SwiftFactoryHartford

Facebook: @HartfordSwiftFactory





# ROADMAP TO MILL REDEVELOPMENT WEBINAR SERIES



Changing Times:  
Using Your Mills to Make 21<sup>st</sup> Century  
Community and Economic Development



Ben Carlson, AIA, LEED AP  
Director of Urban Design,  
Associate Principal  
Goody Clancy

# Changing Times: Using your Mills to Make 21<sup>st</sup> Century Community and Economic Development



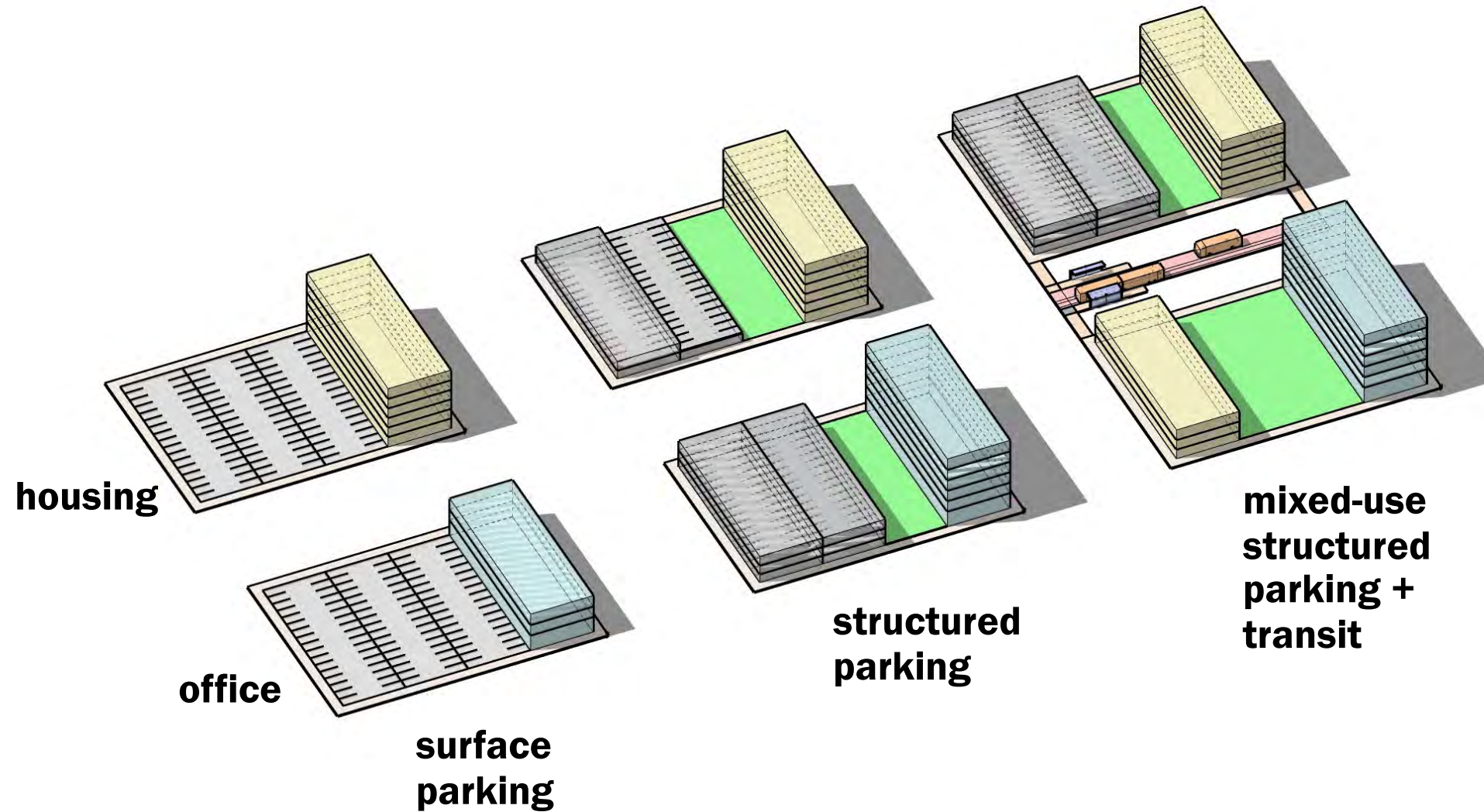


# Changing Times: Using your Mills to Make 21<sup>st</sup> Century Community and Economic Development

## Critical questions:

- How do you get there?
- How do you create *place*?
- How does new development fit in?

# How much space for cars? For people?





# Trading mills vs. parking

## Amoskeag Millyard Manchester, NH

- Urban Renewal plan to raze entire complex sparked preservation movement
- 60 of 75 buildings preserved
- Surface and limited deck parking created
- Regained occupancy – but limited by parking





# Access Garages & trails

## Science Park at Yale New Haven, CT





Access

# Transit & walkability

Lofts at Yale & Towne  
Stamford, CT





# Place Water



**Lowell National  
Historical Park**

**Arms Park & Riverfront  
Heritage Trail, Manchester, NH**



## Place

# Outdoor rooms



## Eggleston Farmers Market at JP Brewery, Boston



# Place

## Outdoor rooms

### Brewery Square, Pittsburgh





New & Old

# New spaces & systems

**MIT Kendall Square campus  
gateway, Cambridge, MA**



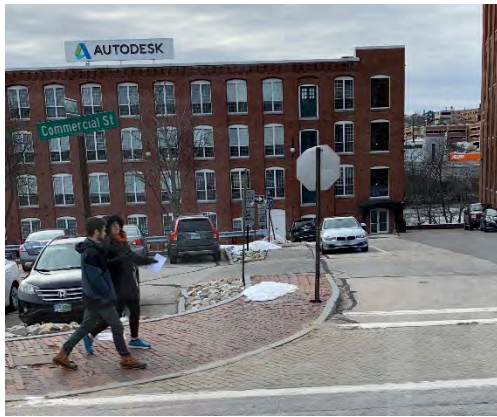
*Making New Opportunities*  
**Manchester TOD**  
**Manchester, NH**



## Manchester TOD

# The Millyard reinvented, 1980's-today

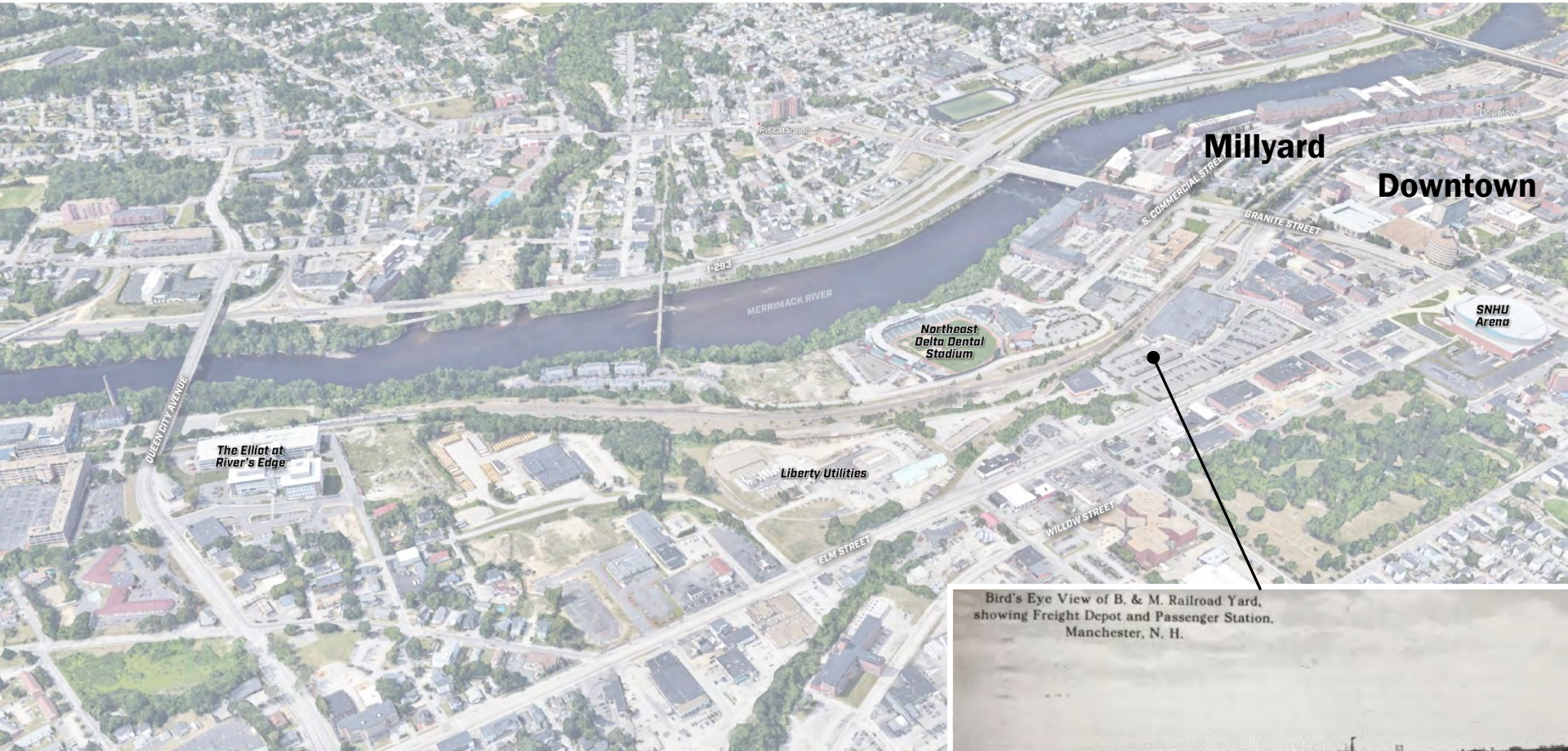
- Initial investor DEKA
- Research, office, university
- Occupancy limited only by parking





# Manchester TOD

## Growing the Millyard and Downtown



Bird's Eye View of B. & M. Railroad Yard,  
showing Freight Depot and Passenger Station,  
Manchester, N. H.





# Manchester TOD

## Growing the Millyard and Downtown

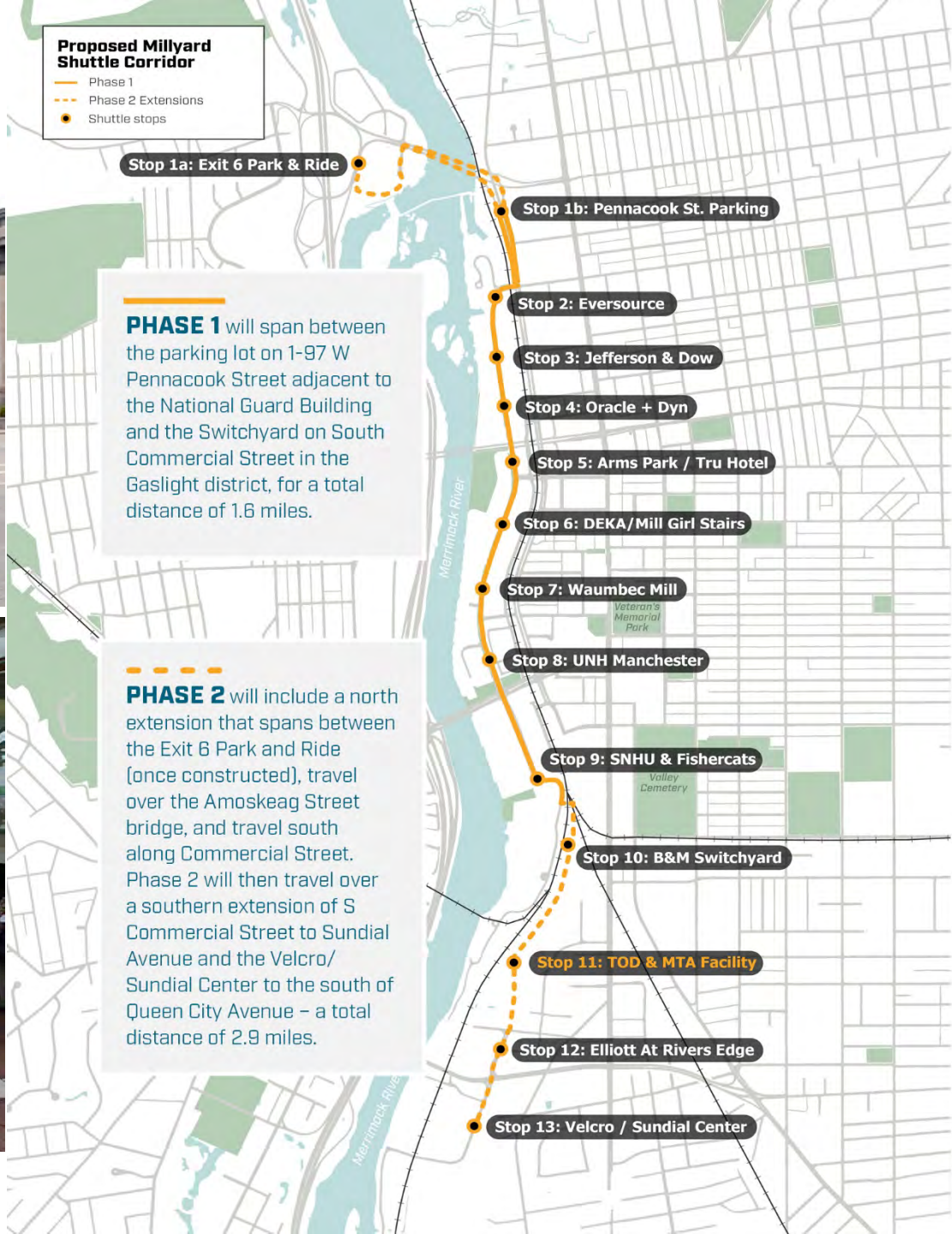


Factory on Willow





# Manchester TOD Millyard Shuttle





# Gaslight District

*People-oriented place to connect with Manchester's history, culture, food, and entertainment at Downtown's gateway*

## FRANKLIN STREET AT OLD GRANITE STREET | EXISTING

The Gaslight District's Franklin Street has the right location and qualities to become a community destination for food, music, and fun, within an easy walk of Downtown, the Millyard, major entertainment destinations, Manchester's recreational path network, Millyard shuttle, parking, and the new South Millyard and Switchyard TOD districts.





# Gaslight District

*People-oriented place to connect with Manchester's history, culture, food, and entertainment at Downtown's gateway*

**FRANKLIN STREET AT OLD GRANITE STREET | POTENTIAL**



Roadmap to Mill Redevelopment 4



# South Millyard

*Room for the highly successful Millyard to grow with new technology jobs, housing, and amenities*

EXISTING





# South Millyard

*Room for the highly successful Millyard to grow with new technology jobs, housing, and amenities*

POTENTIAL





# *Making New Opportunities*

## **Manchester TOD**

## **Manchester, NH**

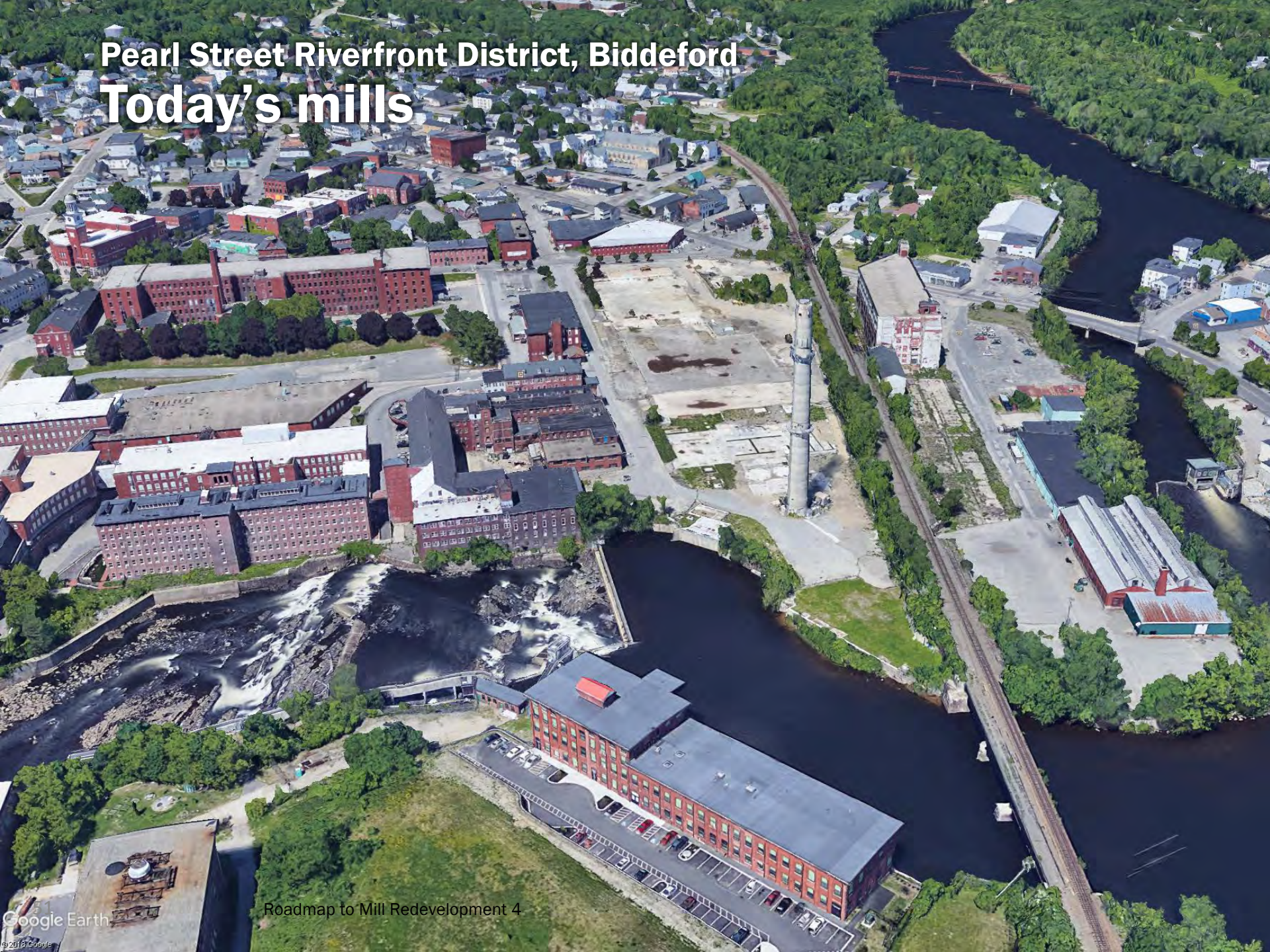
- How do you get there?
  - **In 2 years, a citywide off-street trail network**
  - **In 3 years, a frequent shuttle**
  - **In 10 years, regional rail service**
- How do you create *place*?
  - **Riverfront, trails**
  - **Food street among historic mills, stadium, arena**
  - **Building facades framing walkable streets and plazas**
- How does new development fit in?
  - **State of the art climate response**
  - **Indoor-outdoor connection**
  - **Versatile working, learning and living spaces/technology**

*Making New Opportunities*

# **Pearl Street Riverfront District, Biddeford, ME**



# Pearl Street Riverfront District, Biddeford Today's mills





# Pearl Street Riverfront District, Biddeford

## Tomorrow's mill district





# Pearl Street Riverfront District, Biddeford

## Connecting two walkable downtowns

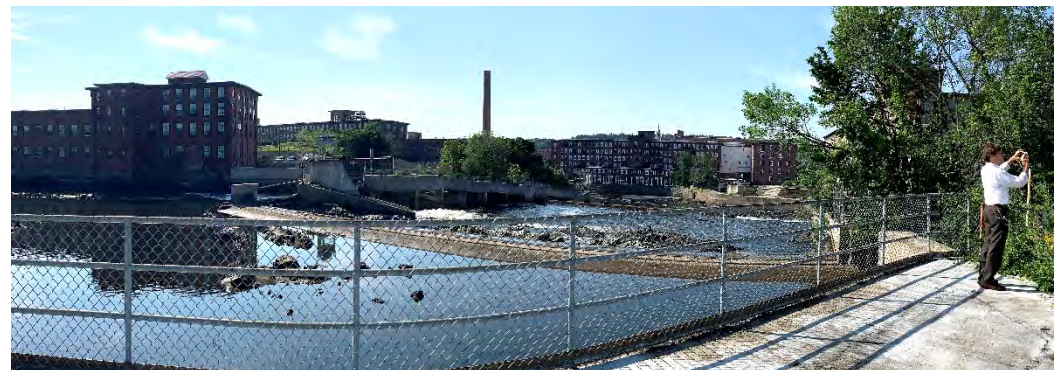
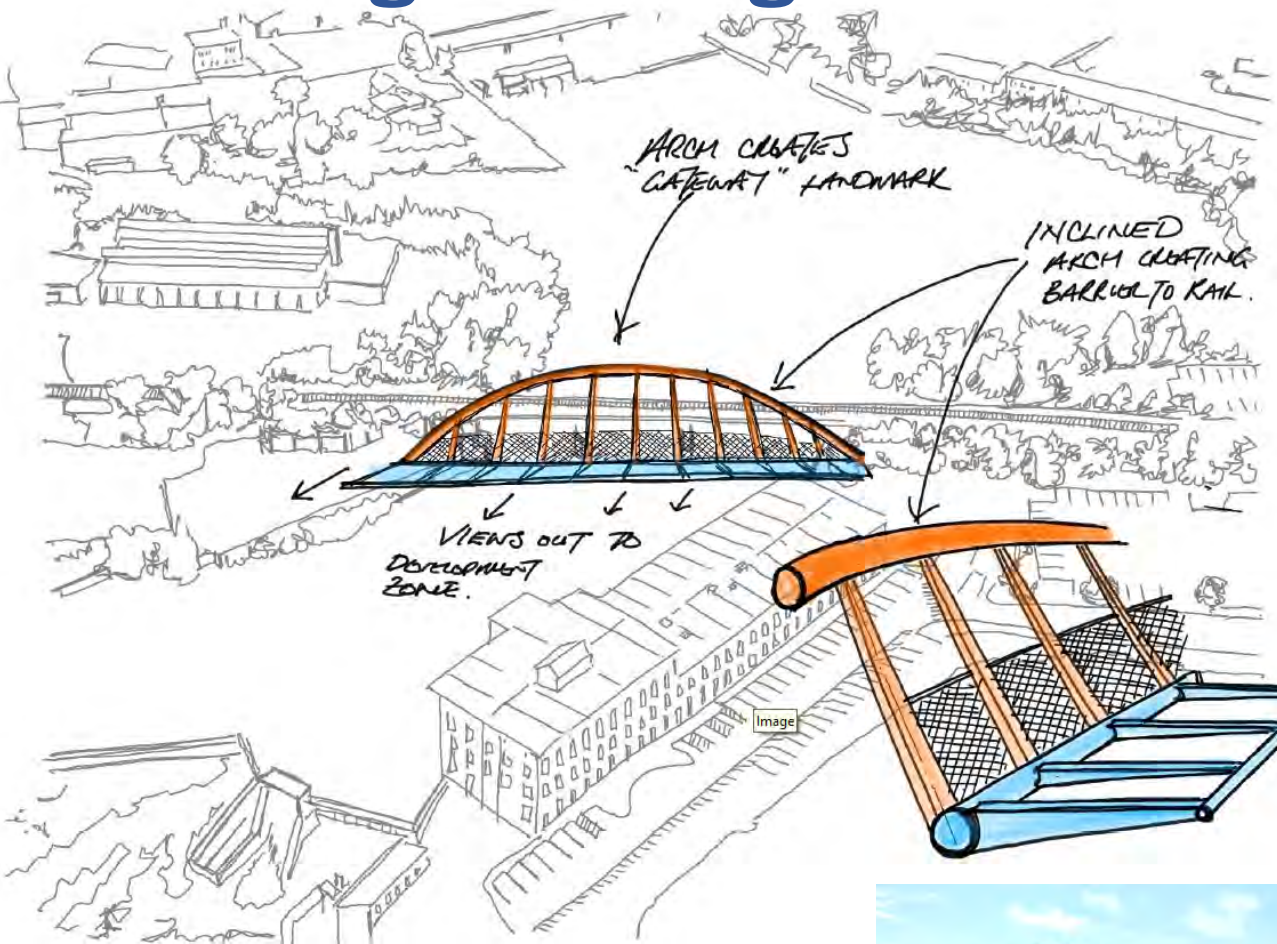


### LEGEND

- Bus Route
- Bus Route future
- Riverwalk
- Riverwalk future
- Sidewalk
- Sidewalk future
- Amtrak



# A bridge creating connection and place





# Pearl Street Riverfront District, Biddeford

## New mobility choices





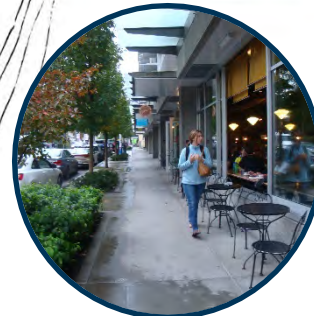
# Pearl Street Riverfront District, Biddeford

## New mobility choices

Multimodal  
Transport  
Hub

Bugbee Brown Mill

Retail &  
enclosed  
transit  
lounge





# Pearl Street Riverfront District, Biddeford

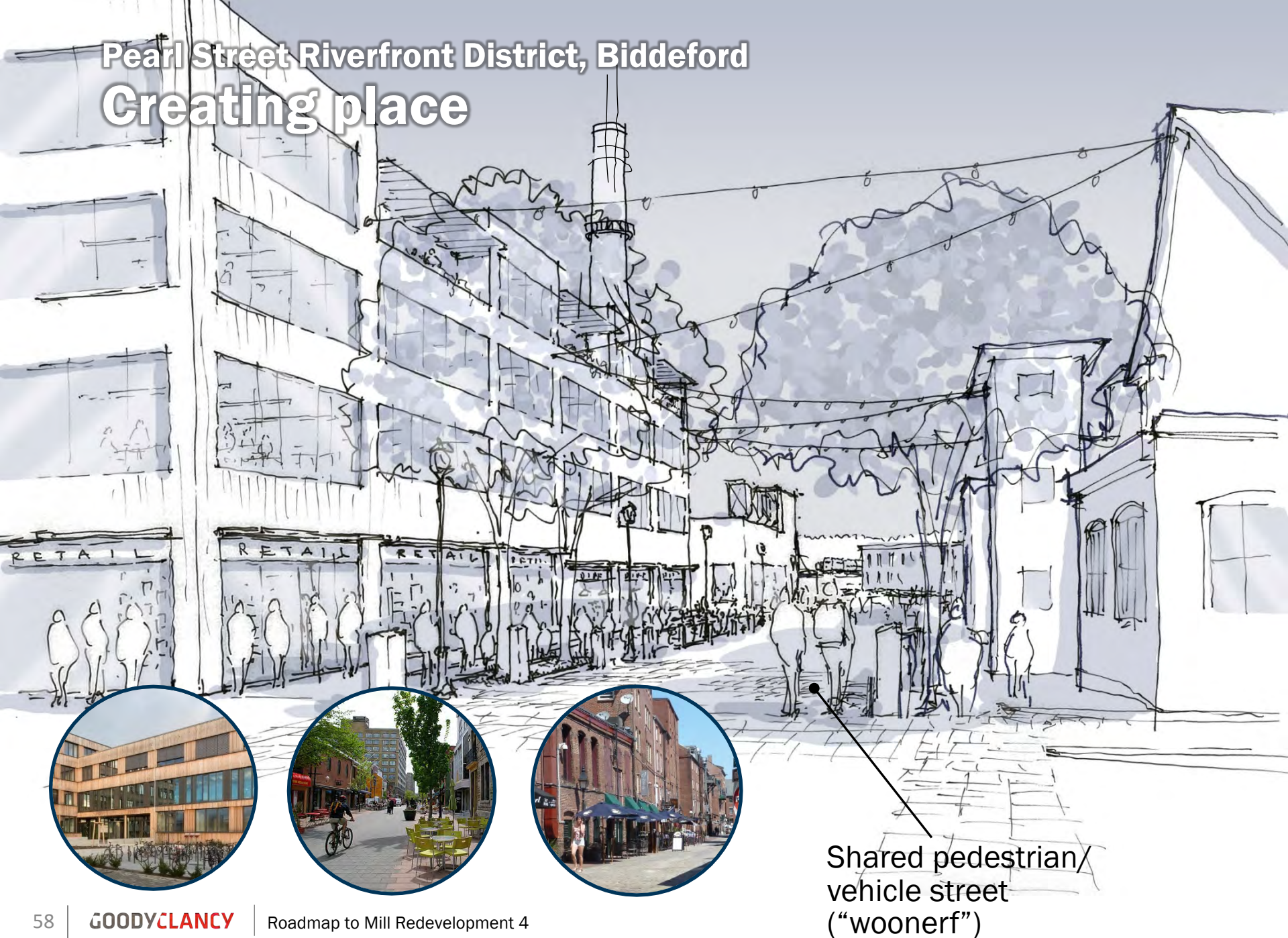
## Creating place





# Pearl Street Riverfront District, Biddeford

## Creating place



Shared pedestrian/  
vehicle street  
("woonerf")



# Pearl Street Riverfront District, Biddeford

## Creating place





# Pearl Street Riverfront District, Biddeford

## Creating place

Office with ground floor retail/service

Residential

Riverside Dining

Riverwalk & park





# Pearl Street Riverfront District, Biddeford

## New buildings offer what the mills don't





# *Making New Opportunities*

## **Pearl Street Riverfront District, Biddeford, ME**

- How do you get there?
  - **Walk within live/work/play downtown & neighborhoods**
  - **Mixed-use public parking structure with transit hub**
  - **In 3 years, short walk to Amtrak service to Portland & Boston**
- How do you create *place*?
  - **Riverwalk & park**
  - **Pedestrian-first street**
  - **Eastern Trail connection**
- How does new development fit in?
  - **State of the art climate response**
  - **Indoor-outdoor connection**
  - **Versatile working, learning and living spaces/technology**



# ROADMAP TO MILL REDEVELOPMENT WEBINAR SERIES







# ROADMAP TO MILL REDEVELOPMENT WEBINAR SERIES



Thank you!