

Presented By:

# Westmass



*Westmass Area Development Corporation*

US Environmental Protection Agency

# Roadmap to Mill Redevelopment Seminar

A Case Study Presentation

June 12, 2012

# Westmass Area Development Corporation (Westmass)

## Our Mission

Created over 50 years ago, Westmass is a MA not for profit corporation created “to promote, stimulate, develop and advance the business prosperity and economic welfare of the western Massachusetts region and its citizens.”

## Our Progress to-Date (1960 - Today)

- 16 Industrial/Business Parks & Projects in 11 host communities
- 2100 acres & 10,000,000 new building space
- Assessed values @ \$400,000,000
- Taxes generated @ \$10,200,000 annually
- Jobs created or retained @ 9,000

*As Westmass looked to the future it decided to accomplish its mission in a more sustainable manner by incorporating into its strategic land acquisition plans brownfield redevelopment projects such as the Ludlow Mills.*

# *Why? ..... Here's Why !!*

## *Another Public Liability ???*



# Typical Spiral of a New England Mill

- ✓ Extended period of productive contribution associated with world leadership in manufacturing (100+/-yrs.)
  - ✓ Several rebounds coincident with world events; market calamities and world wars;
  - ✓ Termination of original manufacturing operations;
  - ✓ Sale to third party (1960-1980's)
  - ✓ Period of deferred maintenance, neglect & blight follows
  - ✓ Third party economic failure evidenced by unpaid sewer, water and tax obligations; liens, bankruptcy or abandonment likely outcome.
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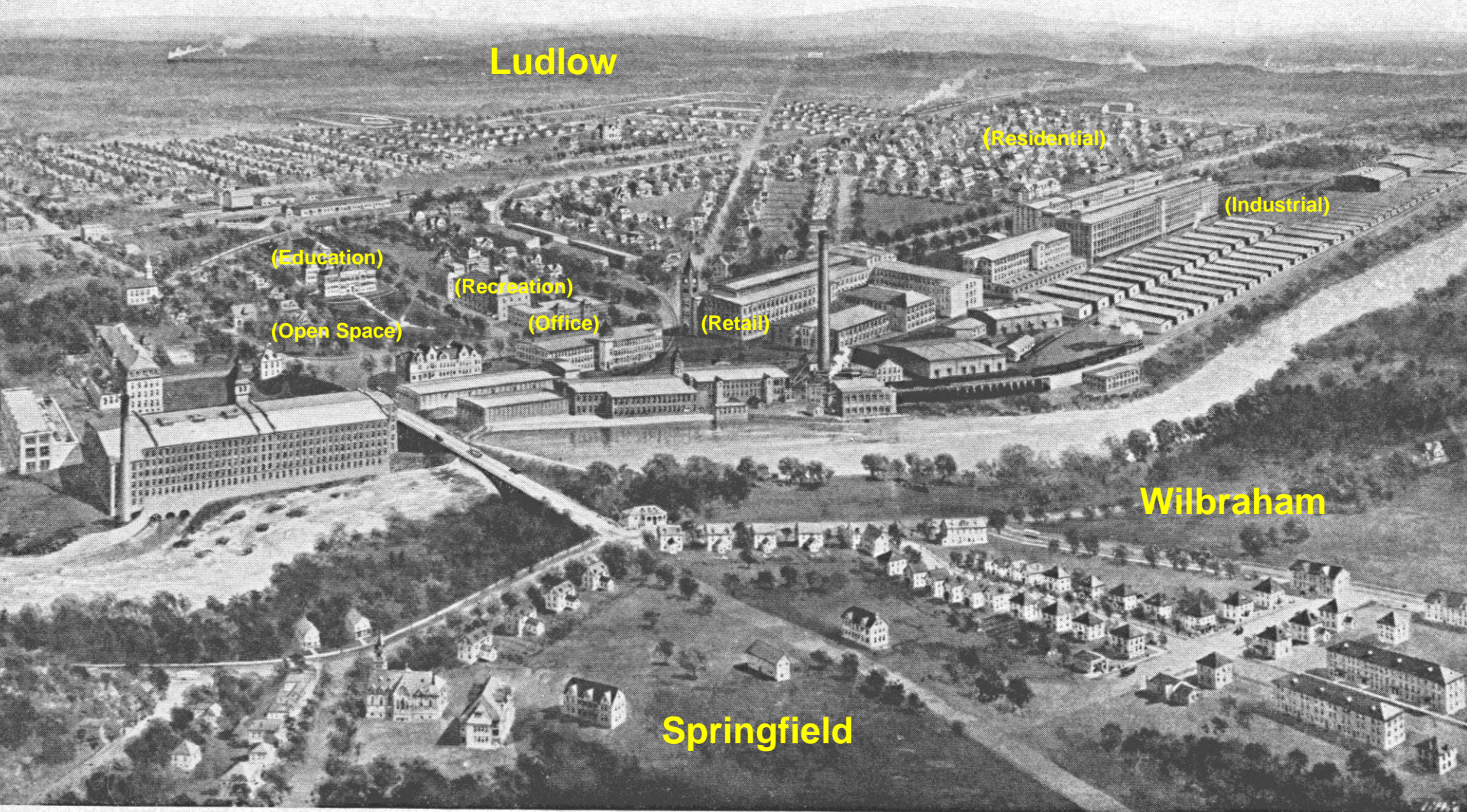
Ludlow Mills  
Preservation & Redevelopment  
Ludlow, MA  
1788 thru Today

An historic Brownfield Mill Redevelopment Project

# The Ludlow Mills: History of a World Class Manufacturer

- 1788 - Mill dam built
- 1800 - Water power harnessed for a trip hammer
- 1814 - Wooden mill built for manufacture of yarns
- 1821- 1846 Springfield Manufacturing Co. (gun barrels)
- 1868 - Ludlow Manufacturing Company emerged
- 1914 - World's largest jute manufacturer (emp.5,000)
- 1919 - Land purchased for manufacturing in *INDIA!!*

# New England Mill Town Development (A Mixed Use Development)



BIRD'S-EYE VIEW OF MILLS OF THE LUDLOW MANUFACTURING ASSOCIATES AT LUDLOW, MASSACHUSETTS



East Street and Mill. 2

Ludlow, Mass.

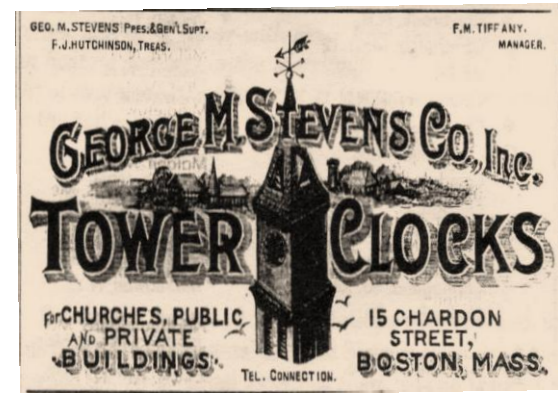
**Ludlow Mills from Town Common  
Looking Easterly**



## Our Project's Signature Clock Tower (1901)



Geo. M. Stevens Clock  
"In Ludlow resides one of the most historically significant Geo. M. Stevens clocks".



& Meneely Bell - 1900



# Ludlow Mills Workforce 1910/1911





**Existing Conditions  
2008  
Start of Due Diligence**

# The Ludlow Mills Project ... Preservation & Redevelopment

## Existing Conditions

Property Area = 170+/- acres

Building Area = 1,452,587 +/- SF

Number of Structures = 66 + connectors

Formerly Rail Served – Over 7 miles of sidings on-site

34 +/- tenants; 200 +/- employees

Rental Rates: \$0.61-\$3.50/SF

***“The Largest Brownfield Mill Redevelopment Project in New England”***



# Existing Site Conditions



**“Our Roadmap”  
2008 – Today  
(Simplified)**

# The Complexity of the Challenge

## “The Route”



GPS Suggested Route: 36 Months DD/Countless Staff Hrs. & Consultant Services Est. Cost: Priceless

- Federal, State, and Local Wetlands Regulations & Bylaws
- Riverfront Area Regulations
- Wildlife & Endanger Species
- 21 E & Mass Contingency Regulations
- Solid Waste Regulations
- Federal, State & Local Historic Commission Approvals & Regulations
- MEPA Process, Traffic Assessments, Project Impact Analysis
- Green House Gas Analysis
- Local Permitting; Conservation Comm., Planning Boards, Public Works Boards, Fire, Health, and Police Reviews
- Zoning Regulations & Compliance
- Issues for Town Meeting/City Council
- Federal, State, and Local Historic Regulations
- Comprehensive Site Plan Reviews
- Stormwater Permitting
- Building Code Compliance
- Energy Code Compliance
- Project Funding: Grants, Loans & Guarantees
- Bank & Private Lender Requirements
- Property Appraisals
- Security, Collateral & Title Matters
- Etc.

# “Our Roadmap”

## Community First Approach

- ▶ Met with Community & Its Leaders
  1. Objectively listened and learned (Multiple Sessions)
  2. Identified opportunities and concerns
  
- ▶ Conducted Due Diligence (3 Years)
  1. Spent time in the neighborhood
  2. Identified likely constraints & challenges
  3. Performed economic development modeling
  4. Performed financial modeling & align sources/uses
  5. Developed market understanding through analysis
  
- ▶ Acquired Property & Became Landlord (8/2011)
- ▶ Began to Implement Our Shared Vision (2011-2023...)



# Our Essential Partnerships

## ▶ Predicates:

- Partnerships are essential to achieving project goals and milestones
- Partnerships are developed based on honesty, creditability, respect and a sense of responsibility.

## ▶ Absolutely Essential Partnerships included:

- The Community & Neighborhood
- Political Leaders & Town's Boards & Staff
- EPA Region One (Brownfield Coordinator)
- MA Executive Office of Housing & Economic Development
- MA Executive Office of Energy & Environmental Affairs
- MA DEP Brownfield Coordinator
- MADEP Regional Interdisciplinary Team
- Local and State Historic Commissions
- Lenders & MassDevelopment



**A Shared Vision  
Comprehensive Master Plan  
Approved – 2012**

# Our Shared Vision



Ludlow Mills Master Plan  
December, 2011

LEGEND	
	BUILDING TO BE DEMOLISHED
	EXISTING BUILDING TO REMAIN
	PROPOSED BUILDING

SCALE: 1" = 100'

DATE: 12/11/11

THIS PLAN IS NOT A BASIS FOR CONSTRUCTION. ANY CONSTRUCTION SHALL BE BASED ON THE LATEST REVISIONS TO THIS PLAN. THE USER SHALL BE RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS AND APPROVALS FROM THE LOCAL GOVERNMENT. WESTMASS DEVELOPMENT CORP. SHALL NOT BE RESPONSIBLE FOR ANY ERRORS OR OMISSIONS.

**Westmass**  
Westmass Area Development Corporation

WWW.WESTMASSDEVELOPMENT.COM

# Master Plan Parameters

Approximate Area	170 +/- acres
Total Building Area	1,800,000 sq. ft.
Proposed Reuse Concept	Mixed Use Development
Estimated Private Investment	\$300,000,000
Estimated Annual RE Taxes	\$1,900,000
Estimated Employment	2000+



# **Plan Implementation 2011- 2023...**

**Westmass' Commitment to the Region**

**HealthSouth Rehabilitation Hospital**  
**74,000 SF.; 53 Beds & \$27,000,000**

**Construction Starts : August 2012**



# Mill 10 Adaptive Reuse – Winn Development 100,000 SF Independent Senior Apartments Construction Expected - 2013



Ludlow Mill No. 10  
Ludlow MA

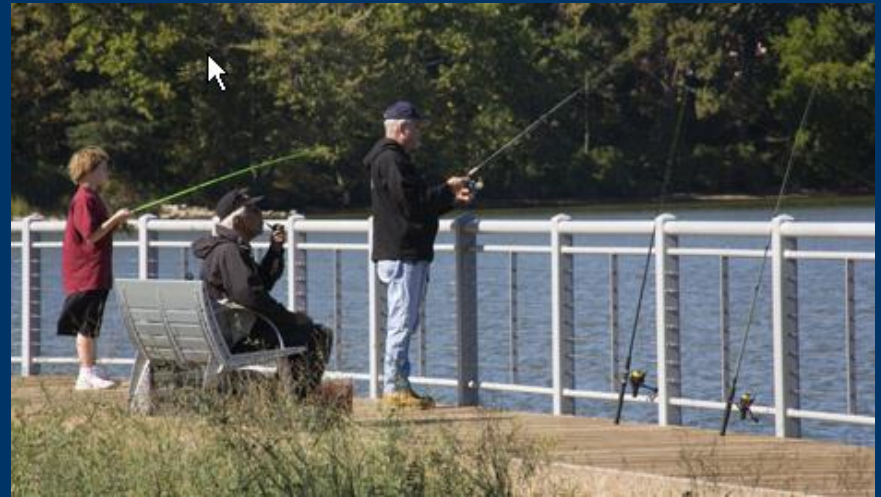
Rendered Perspective of  
North Elevation

December 13, 2011

DEVELOPER : Winn Development

ARCHITECT : The Architectural Team

tat | the architectural team



Riverwalk (2013) & Typical Open Space Amenities



***“Imagine the Opportunities  
at the Ludlow Mills”***





**“Photo Review of  
Existing Conditions”**



Clock Tower  
Building 8



Engine House



Building 296



Warehouse  
(8 Stories)



Warehouse 8<sup>th</sup> Floor



Building 8 Addition 3<sup>rd</sup> Floor





Building 11 South Elevation



Stockhouses looking West



**“Future Possibilities”**



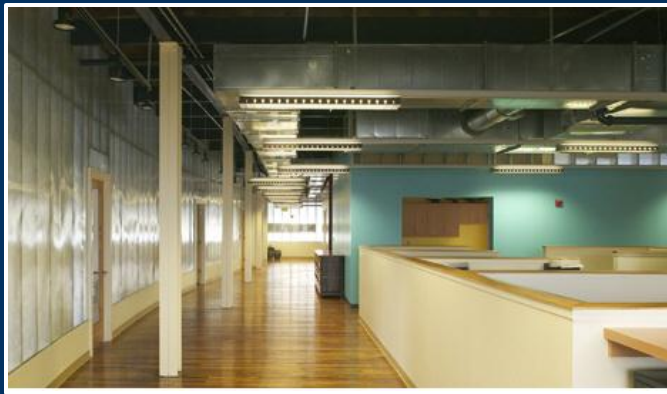
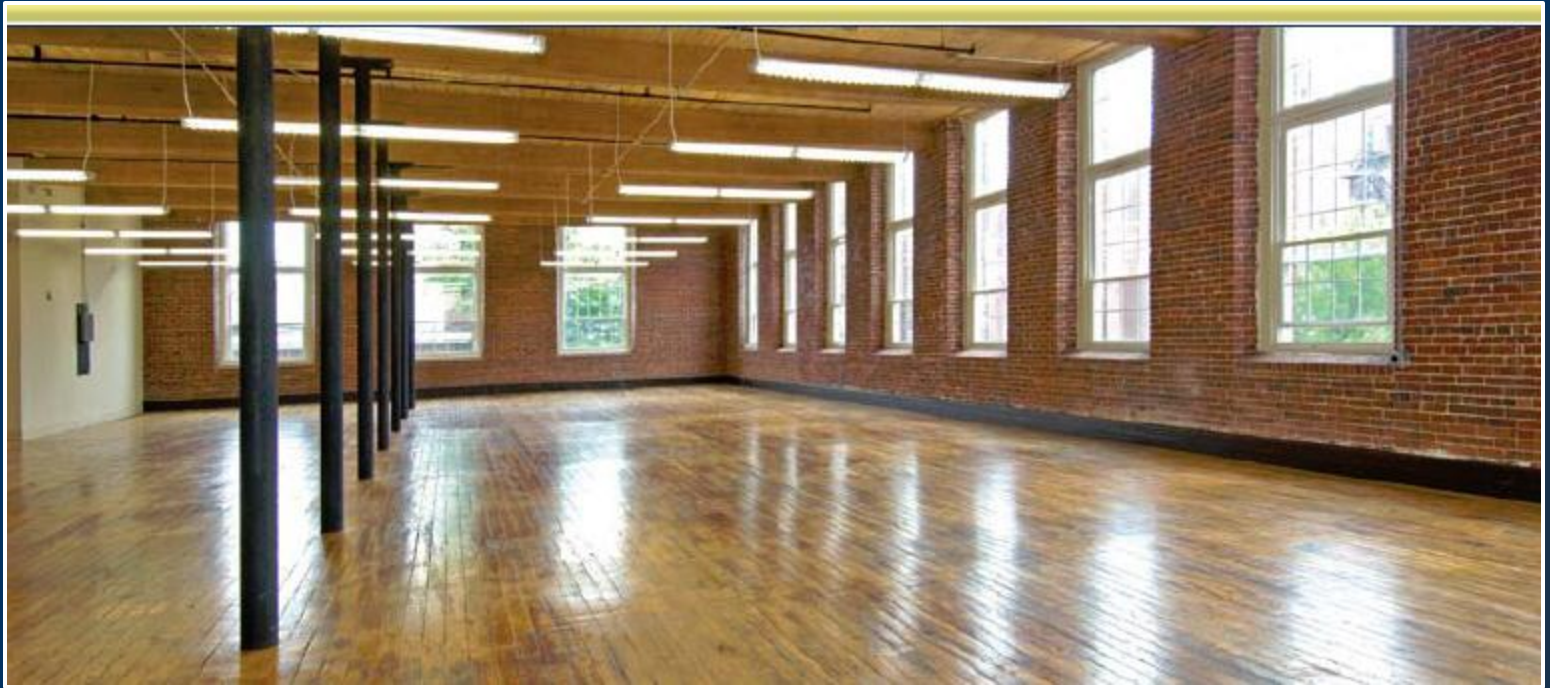
Improvements to Mill Exteriors



Streetscape Improvements

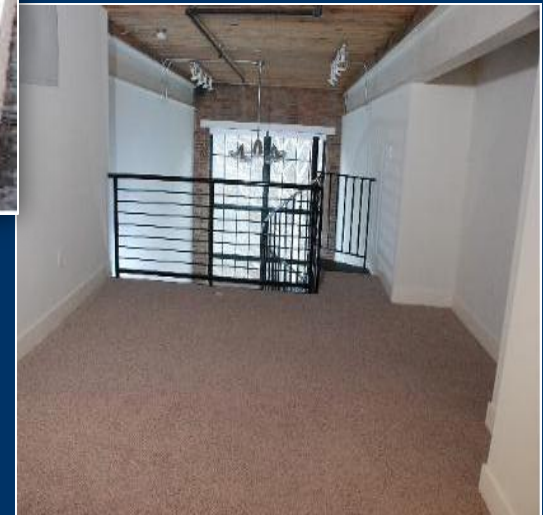
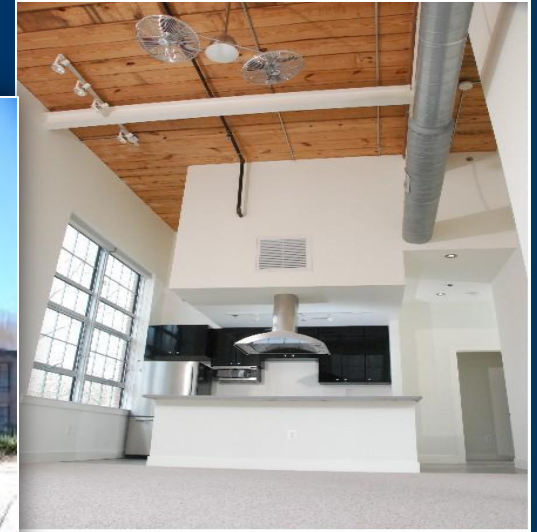


Mixed Use – Retail/Commercial/Residential/Office



**Preserved & Redeveloped Office or Flex-Space**

# Residential Possibilities



# For More Project Information

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