

MARKET FEASIBILITY AND REDEVELOPMENT RECOMMENDATIONS FOR THE HENDEY MACHINE COMPANY SITE



Prepared for **THE TORRINGTON HISTORIC PRESERVATION TRUST, INC.**

OCT. 1, 2015





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EXECUTIVE SUMMARY

The historic Hendey Machine Company Site in Torrington, Connecticut has been identified as a redevelopment opportunity for the City of Torrington. The following study was funded by a Connecticut Trust for Historic Preservation Making Places grant made possible by the State Historic Preservation Office, Department of Economic and Community Development, through the Community Investment Act.

The long neglected site is comprised of approximately 200,000 square feet on approximately 9+ acres, and though not in uniformly good condition, the buildings have not generally deteriorated to the point at which they cannot be repurposed for new economic uses. In our view, most of the buildings have architectural merit and are solid representations of Torrington's industrial past. The buildings are well configured for new uses though the configuration of the site and access to the site are not optimal. The buildings are also owned by two separate entities, and not surprisingly, each have their own expectations and plans. One of the owners anticipates selling his site to the State of Connecticut Department of Transportation for use as a regional bus facility. The State of Connecticut Historic Preservation Office has delivered a letter to the DOT stating their findings that demolition of buildings would constitute an "Adverse Effect".

In fact, as part of our work, we had the opportunity to review the letter dated December 9, 2013, from Mr. Daniel T. Forrest, State Historic Preservation Officer, State of Connecticut, Department of Economic and Community Development - State Historic Preservation Office to the Office of Environmental Planning at the Department of Transportation regarding the Hendey Machine Company complex. In summary, that letter states that the State Historic Preservation Office found that "the demolition of Pattern Shop and Machine Shop 1 would constitute an 'Adverse Effect' to historic resources." The letter is attached as an Exhibit to our report.

Section 106 of the National Historic Preservation Act of 1966 (NHPA) and the provisions of the Connecticut Environmental Policy Act require Federal and State agencies to take into account the effects of their undertakings on historic properties, and afford the State Historic Preservation Office (SHPO) a reasonable opportunity to comment. The SHPO makes an assessment of "Adverse Effects" on the identified historic properties based on criteria found in the SHPO's regulations, which parallel those found in Section 106 of the NHPA. Among other things, the regulations recommend that the SHPO should involve the public and other potential consulting parties.

If SHPO agrees that there will be no adverse consequences, the Department of Transportation may proceed with the undertaking and any agreed-upon conditions. If the Department's undertaking could affect historic properties, they must then try to resolve the "Adverse Effect" using a progressive process beginning with Avoidance, then Minimization and finally Mitigation.

At present it is our understanding that the Department of Transportation has undertaken a process to resolve the adverse effect on the historic properties. As described in more detail elsewhere in this report, we have concluded that the Hendey Machine Company complex can accommodate the planned Department of Transportation facility in a manner which will permit the agency to comply with the regulations regarding the resolution of the "Adverse Effect" by utilizing a Minimization strategy.

We recommend that the proposed DOT facility be integrated into an overall mixed-use redevelopment plan for the Hendey site. A DOT facility can be delivered as part of a first phase of this redevelopment, allowing this important facility to be completed in a timely fashion to address the needs of the community and region. Additionally, we conclude that the impact of the DOT facility be understood and recognized as an important potential catalyst in forging the success of any redevelopment plan for the Hendey site. Conversely, a DOT facility which is poorly integrated into the overall site has the potential to materially impair the successful eventual redevelopment of the site.

As part of our work, G+Y conducted an extensive market study to determine capacity and pricing levels achievable in the context of a mixed-use redevelopment. In this regard, we conclude that the mixed-use plan most likely to be successful will integrate a variety of multi-family rental housing types with a modest level of offices, shops and services. In particular, our study has identified a variety of housing opportunities for the site including market rate, workforce and what we would describe as live/work units.

Specifically, we expect utilizing all of the buildings allows for approximately 129 units, 34,000 square feet of first floor commercial and 90+ enclosed parking spaces. The live/work units would be attractive to people in the creative arts, but also to other residents who might choose to work at home in a variety of businesses.

In a similar regard, we are recommending a collaborative work space be incorporated into the final plan. This could be a facility that offers shared services and the opportunity for residents throughout the City to convene in a place to work in collaborative ways alongside other independent or at-home employees. We would also plan to see associated convenience retail services that would also cater to the residents in the area and that would benefit from the presence of transit passengers should that be an outcome of the DOT bus facility.

Overall, Torrington is on an excellent trajectory and activity in the downtown evidences the City's role as a commercial and entertainment center serving Litchfield County and the western suburbs of Hartford. Its proximity to those communities can be leveraged given Torrington's cost advantage. The community enjoys a positive rating and ranks well as a micropolitan area. It would be difficult not to notice the renaissance in culture and arts as well as the ancillary businesses that now exist as a result. The Hendey site is well positioned to become part of this economic "ecosystem" and it would both benefit from and further enhance this positive development. The site's proximity to downtown is a material advantage. We are confident that the revitalization of the Hendey site can be a case study or prototype for other similar efforts in Torrington. It can attract investment, create economic opportunity and retain and attract educated 25-35 year olds that are fundamental to grow an economy. Our retail analysis identifies significant utilization of the City by residents of surrounding towns.



Conclusions & Recommendations: Next Steps

We recommend that the all parties involved including the Department of Transportation, the City of Torrington, the Torrington Development Corporation, the Torrington Historic Preservation Trust and the Department of Economic and Community Development begin to collaborate on the redevelopment of the Hendey Machine Company site.

Further, G+Y recommends that the parties work together to:

- a) Form a project management and coordination team,
- b) The Torrington Historic Preservation Trust should continue as a catalyst and convene the “team” and facilitate the governance and structure of that team,
- c) Produce a plan for Phase I of the redevelopment, to include the construction of a DOT transit facility which provides for the requirements of the North western Connecticut Transit District. The final Phase I should provide for the integration of that facility within the overall redevelopment plan for the Hendey site, while maximizing the catalytic economic benefit which a properly designed DOT facility can offer to the overall redevelopment plan,
- d) Conduct a comprehensive environmental and structural assessment of the existing site and structures,
- e) Further develop and refine project cost estimates and develop a funding plan,
- f) Identify applicable incentive programs which can be utilized to support the financial feasibility of a realistic redevelopment program,
- g) Establish purchase and sales contracts with Messrs. Chadwick and Campbell,
- h) Review the overlay zone for adequacy and flexibility to support the project as a mixed-use development. Also confirm consistency with the Plan of Conservation and Development and the Municipal Development Plan,
- i) Create a “Fabrication District” within the zone which would specifically permit technological design & prototyping, social media & marketing, artisan production, exhibition, sales, service and educational shared workspaces, and similar uses by the tech, arts and creative economy
- j) Prepare and present a marketing program which clearly and comprehensively presents the Hendey Machine Company redevelopment opportunity to the development community.

G+Y would be pleased to assist the project team in the implementation and management of these important steps.

We have concluded that the Hendey Machine Company site is a uniquely valuable opportunity to return a historic, but under-utilized manufacturing site to productive uses and part of Torrington’s economic future.

PLACEMAKING

Overview

When properly programmed, planned and implemented, the redevelopment of the Hendey site would provide a memorable “Placemaking” opportunity for the City of Torrington. The site could be leveraged and act as a catalyst for the surrounding blocks and for Torrington’s immediate downtown along Main Street and Church Street. The power of “Place” can be harnessed for the site.

A placemaking approach is best accomplished if it addresses the entire site and conforms it to a common vision and development plan. Uses must be “curated” and given the trends in Torrington and its proximity to Litchfield County’s more affluent communities, we see building around a core of arts, culture, entertainment, and collaborative work spaces including such uses as 3D additive manufacturing, culinary uses, an accelerator and shared offices. The “creative collisions” that arise from seemingly disparate uses would be a powerful and attractive force for the “creative class” that can be drawn to Torrington, or no doubt already resides, but is hidden in the community. A “place” for mixed uses (live, work and play) could be even further enhanced if coupled with a transportation component. People are choosing to work and live in new ways and new places. The Hendey site can be a solution.

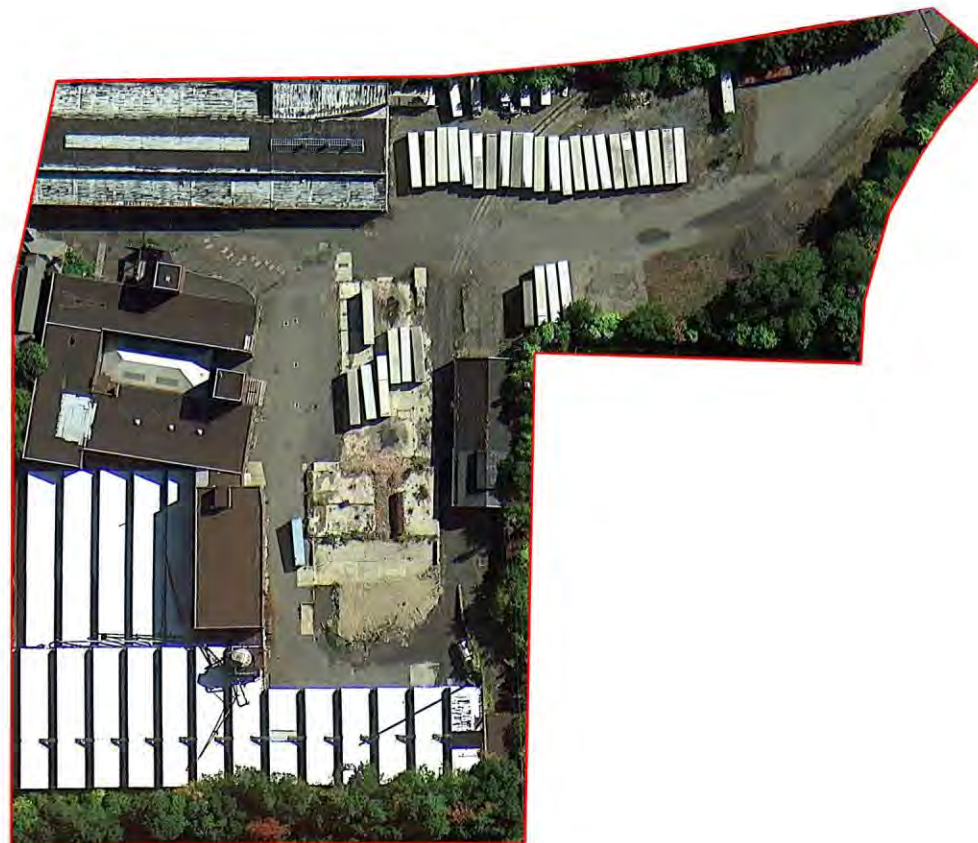
A full array of mixed uses on the Hendey site can begin the virtuous circle of positive economic development and there is no reason that Torrington can’t begin to resemble and then surpass similar communities such as Easthampton, MA, Putnam, CT, or Greenfield, MA.



Placemaking is both an overarching idea and a hands-on tool for improving a neighborhood, city or region. It has the potential to be one of the most transformative ideas of this century. – PROJECT FOR PUBLIC SPACES

“Placemaking is a multi-faceted approach to the planning, design and management of public spaces. Place-making capitalizes on a local community’s assets, inspiration and potential, with the intention of creating public spaces that promote people’s health, happiness, and well-being. Place-making is both a process and a philosophy.” – WIKIPEDIA

“Placemaking is the process of creating quality places that people want to live, work, play and learn in. Placemaking is a people-centered approach to the planning, design and management of public spaces.” – MARK A. WYCKOFF



HOUSING MARKET

A **Market Migration Study** provides insights into the total annual market size for relocation activity that is likely to require new housing in a given market.

Potential Market

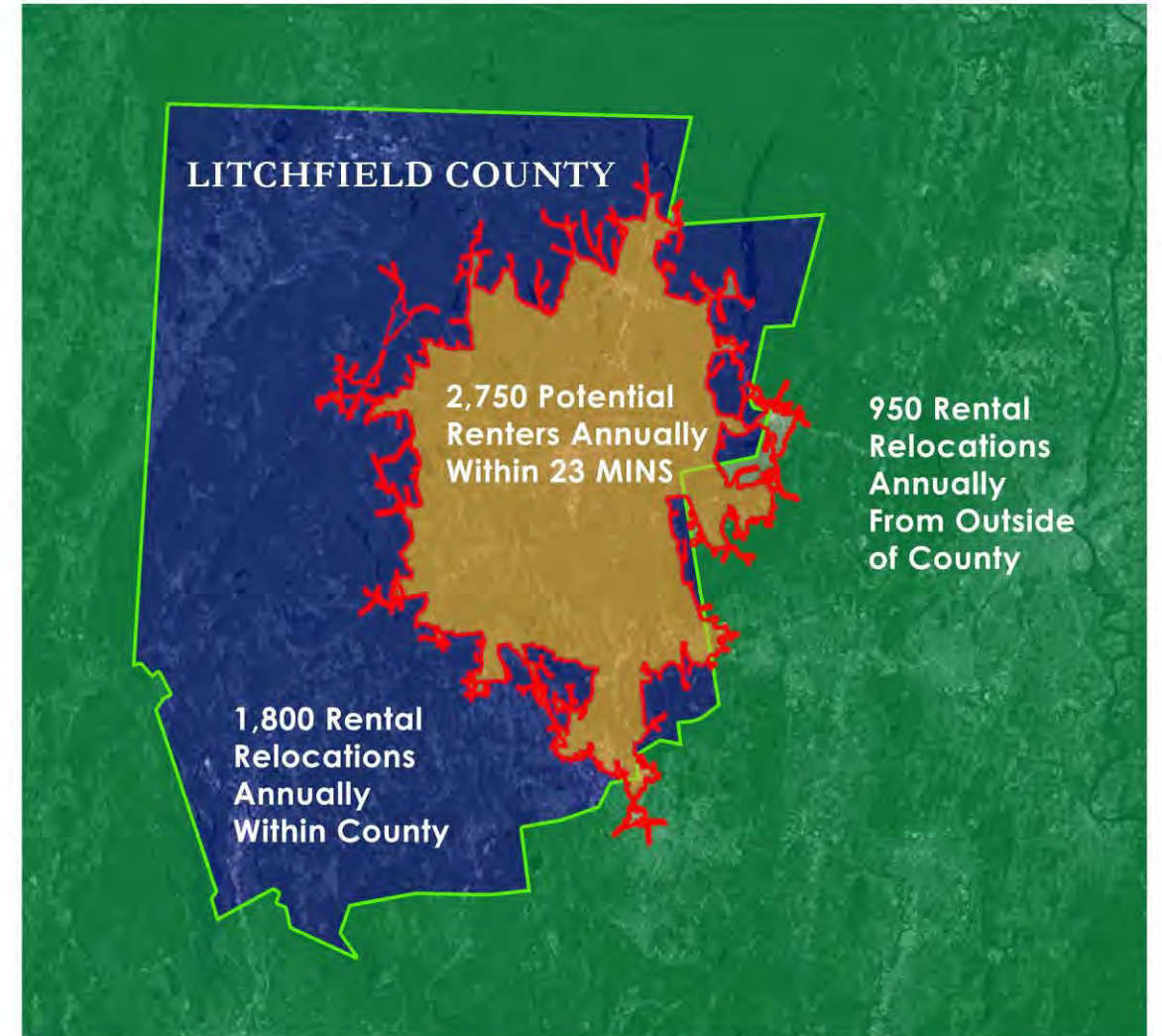
The potential market for mixed-use housing is derived from the pool of households who move within the market area in a given year, and those who move to the area from other counties and even other states. Based on our projections, the study area is expected to see a fairly stable total household count over the next five years at the 5, 13 and 23-minute drive time market sizes.

To estimate the size of the potential market we used regional in-county mobility rates as a proxy for the rates at which households are likely to relocate somewhere within the target market area. Of the 47,500 +/- existing households living within the 23-minute radius of the proposed project, approximately 2,600 are likely to move within the same county in a given year. Based on 2010 Census data, more than 70% or approximately 1,800, are probable renters.

Population Migration

We also assume that households moving into the market area will have characteristics that are similar to current residents. Approximately 2,400 new households moved into Litchfield County from outside the area between 2011 and 2012, according to the latest Census data. The 23-minute target study area holds nearly 62% of the Litchfield county population and will presumably attract a similar share of the new households, totaling about 1,450. About 2/3 of these, or 950, are probable renters and potential candidates for multi-family housing.

Combining the 1,800 renter households that move within the market area each year with 950 moving in from outside produces a potential market for multi-family housing of 2,750 units annually. These estimates should, however, be narrowed further to adjust for characteristics such as target income ranges and demographic profiles that are in keeping with the design and scope of this project. And these estimates should be conditioned on historical evidence of the area's ability to absorb new housing units.



HOUSING OCCUPANCY

The target study area is characterized by vacancy rates above 10%, and an approximately equal share of owner-occupied and renter-occupied housing in the immediate 5-minute drive time market. Much of the housing in Torrington is old; for example, the average year built of an owner occupied home is 1959.

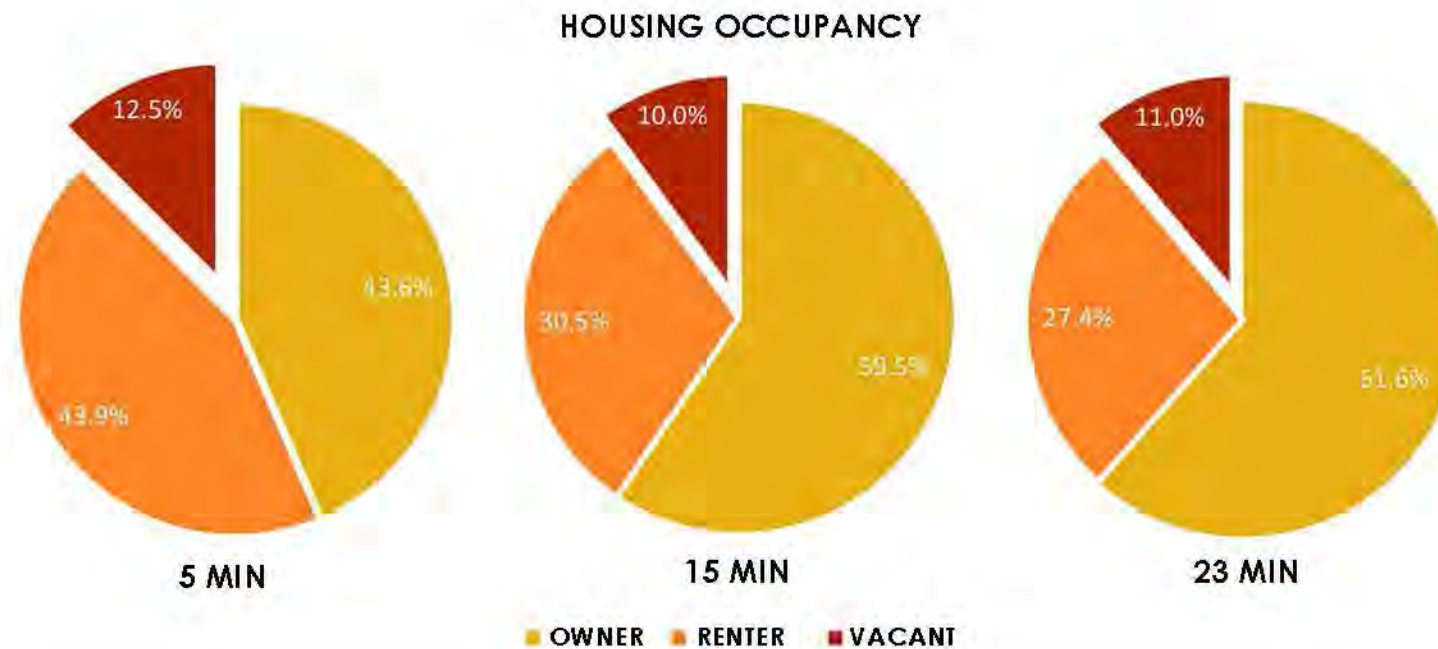
Vacancy

Vacancy rates within 23-minutes of the subject property were 11% according to recent market data. This is approximately equal to the U.S. average rate of 11.6% but higher than to the 8.2% Connecticut state average.

Vacancy rates are projected to climb to 11.9% in 2020 within the 23-minute drive time and to 11.2% within the 15-minute market. The 5-minute market looks the least favorable, as projected 2020 vacancy rates are estimated to be 14.4%.

Market Distribution

43.9% of housing in the immediate 5-minute drive time area is renter-occupied, which is significantly higher than the Connecticut state average of 34.6%. The 15-minute market is more reflective of the state with 30.5% renter occupied. Renter share decreases further at the 23 minute drive time, with 27.4% renter-occupied. The proportion of renter-occupied housing is expected to decrease slightly across the three market areas over the next five years.



IMPLEMENTATION: Housing Component

The analysis of migration patterns in the study area concluded that approximately **2,750 households** could be in the market each year for new housing accommodations. Due to the relatively small size of the market, the proposed residential development should include a mix of both market rate and subsidized units to potentially capture as much of the market as possible. New product with off street and possibly enclosed parking, HVAC, energy efficiency etc. will have a competitive advantage over existing housing in the town.

Implementation

Aggressively promoted projects in Litchfield County can capture up to 5% of the target market. More reasonable capture rates fall into the range of 1.5% to 3%. For the current project, a 5% capture rate would translate into 137 units per year, 3% amounts to 82 units, while 1.5% amounts to just 41 units per year.

Given the proposed project's location in downtown Torrington and the "placemaking" aspect of the re-development, we can expect capture rates to be on the upper end of the scale. Given this, we can reasonably expect up to 75 units to be leased in one year. This would require a capture rate of 2.7%, something we think is feasible for this project.

Unit Distribution

The current profile of rental units in Litchfield County offers insight into the area's long run preferences for apartments of different sizes. In Litchfield County, about 44% of units are 1-bedroom and 35% 2-bedroom. We recommend remaining close to these proportions in the construction of new rental housing for the area plus adding a number of studio apartments.

Funding

Given the proposed mix of subsidized and market rate units and the low rents surrounding the project, as well as the eligibility for historic, transit oriented, and affordable housing incentives, we suggest the project apply for appropriate state and federal grants.

RENTAL MARKET: Current Inventory

Prepared For: The Torrington Historic Preservation Trust

Housing Market

Address	Type	Bedrooms	Baths	SqFt	Built in	Rent Per Unit
10 Larkspur Farm Rd	Multi-Family	3	3	1,950	1988	1,375
505 Harwinton Ave	Multi-Family	2	2.5	1,094	1988	1,050
839 Main St	Condo	1	1	520	1987	700
699 S Main St	Multi-Family	2	2.5	1,110	1987	875
2 Perkins St	Multi-Family	2	1	936	1987	950
1229 Winsted Rd	Condo	2	2.5	1,100	1987	1,100
104 Hillside Ave	Multi-Family	2	2.5	1,056	1986	1,150
105 Woodside Cir	Multi-Family	2	2	1,612	1975	1,200
441 Evergreen Rd	Multi-Family	3	2.5	1,956	1975	1,000
319 Cliffside Dr	Multi-Family	2	2	1,154	1975	1,200
274 Cliffside Dr	Multi-Family	2	2	1,154	1975	1,100
34 Nelson St	Multi-Family	2	1	600	1947	650
182 N Elm St	2 family	2	1	875	1940	800
120 Patterson St	3 family	2	1	1,050	1939	875
280 Hillside Ave	3 family	2	1	792	1935	900
137 Wall St	2 family	4	2	1,843	1930	1,000
53 Lorenzo St	3 family	2	1	898	1930	730
46 Tracy Ave	3 family	1	1	600	1930	675
359 N Elm St	Multi-Family	2	1	1,160	1930	800
20 Clinton St	3 family	2	1	1,258	1927	800
102 Red Mountain Ave	3 family	2	1	844	1920	750
186 High St		1	1	1,000	1920	600
59 Wolcott Ave	3 family	2	1	950	1920	850
12 Hardy St	Multi-Family	2	1	950	1917	800
12 Hardy St	Multi-Family	3	1		1917	900
High Street		2	1	1,200	1916	850
62 Beechwood Ave	3 family	2	1	1,134	1910	900
92 Beechwood Ave	Multi-Family	2	1	927	1910	850

Address	Type	Bedrooms	Baths	SqFt	Built in	Rent Per Unit
62 Oak Ave	Multi-Family	3	1	1,275	1910	850
85 Hoffman St	3 family	2	1	1,000	1900	775
37 Culvert St	3 family	3	2	1,200	1900	1,300
28 Lewis St	2 family	1	1	800	1900	725
62 E Pearl St	3 family	2	1	1,010	1900	625
432 Main St	3 family	3	2	1,100	1900	925
432 Main St	3 family	1	1	650	1900	600
49 Whiting Ave	3 family	3	1	1,000	1900	700
347 Main St	Multi-Family	2	1	1,020	1900	650
51 Clarence St	3 family	Studio	1		1900	825
367 S Main St	3 family	1	1	502	1900	695
374 Migeon Ave	Multi-Family	2	1	793	1900	850
42 Workman Avenue	Multi-Family	2	1	1,584	1900	875
66 Center St FL	Multi-Family	3	1		1900	625
937 E Main St	2 family	Studio	1	850	1890	599
136 Washington Ave	Multi-Family	3	1			995
44 Smith Street	Multi-Family	2	1			850

Again, note that virtually all of the current multi-family housing inventory was built more than 30 years ago. Accordingly, we believe that a newly constructed project can capture a disproportionate share of the expected housing demand.

RETAIL MARKET

Overview

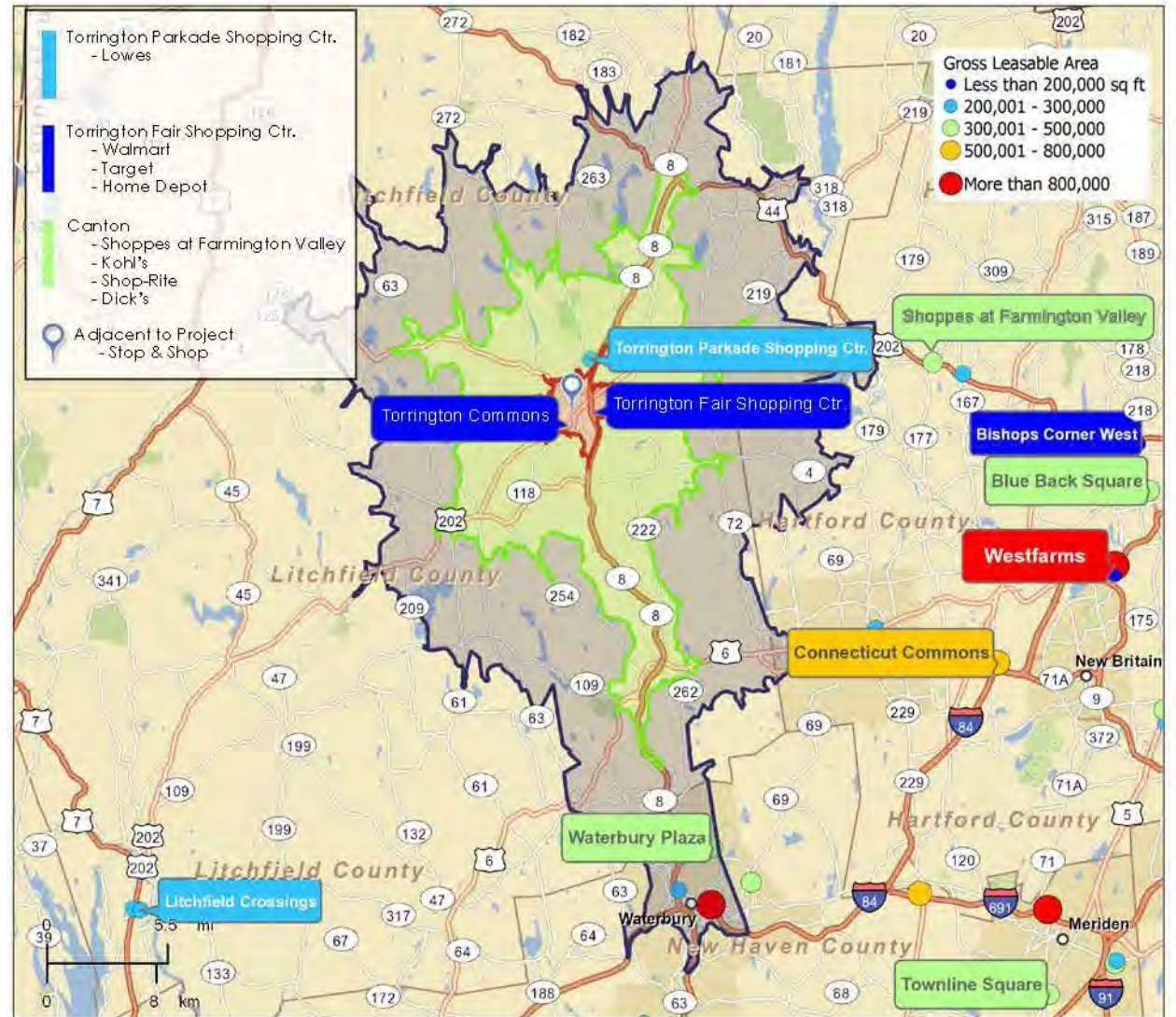
Retail trade can be broadly grouped into a number of categories based upon the North American Industry Classification System (NAICS). However, for the purposes of our review of a given trade area, G+Y typically examines several major groupings including General Merchandise, Apparel & Accessories, Furniture and Other Sales (“GAFO”) and Food & Beverage stores. This excludes, for example, motor vehicle sales, gasoline stations and building materials.

For the subject location and project, we chose to focus primarily on retail demand being generated from within the 5, 15 and 23 minute drive time trade area.

Specialized goods, including clothing, hardware, and motor vehicles, can typically draw from a larger market. While many markets can draw customers up to 15-minutes away, given the rural nature of the surrounding Torrington area, a draw of upwards of 23-minutes is possible.

As Litchfield County’s only major city, Torrington has a unique retail draw. Litchfield County’s rural areas dominate the areas north and west of Torrington’s city limits, while density significantly increases south and east towards Waterbury and the Greater Hartford region. A resident over 23 minutes north of Torrington might be reasonably expected to shop in Torrington, residents south and east have a multitude of attractive options nearby, making shopping in Torrington unlikely. As such, a drive time analysis is not entirely determinative of the greater retail potential.

Instead, we have used the Torrington Micropolitan area as a proxy for the greater retail draw. By comparing it to the 23-minute drive time metric, we can begin to understand the demand for new retail development.



Drive Time: 5, 15, 23 Minutes

Local Retail

Overall, the local retail market for Torrington meets and, in some cases, falls short of demand. In the local 5-minute trade area, there is a total retail potential of \$173 million, \$32 million of which is Food & Drink and Personal Services. The supply for this market is much larger at \$221 million, with \$58 million Food & Drink and Personal Services. This means visitors from outside of Torrington are coming to the city to enjoy restaurants, attend events and shop. In addition, the 15-minute similarly shows a significant surplus of supply for Food & Drink and Personal Services, with \$139 million, outpacing the \$116 million demand.

However, by examining the larger Micropolitan trade area, there is significant unmet demand in the local market subsectors. The total demand of \$531 million for Food & Drink and Personal Services is well above the \$322 million supply. This short fall suggest an opportunity to fill an unmet demand.

The oversupply in the local market and significant unmet demand in the larger market indicate Torrington's local retail draw is significantly larger than the typical 5 minute, potentially reaching as far as 15-minutes in all directions and as far as 30 minutes to the north and west.

Regional Retail

The regional market for Torrington is characterized by significant unmet demand. Overall, total retail potential for the trade area is \$1.562 billion for the 23-minute market and upwards of \$2.873 billion for the Micropolitan area. The total supply is under the demand, with \$1.505 billion supply in the 23-minute market.

There are several retail subsectors with demand outpacing supply by up to 70%. Electronics, Clothing and Sporting Goods all have demand outpacing supply by over 30% in the 23-minute market and over 45% in the Micropolitan market. However, a few subsectors do not have significant unmet demand. There is a surplus of Automotive and Building Materials in both markets, while Furniture and Groceries have an unmet demand of up to 15%.

5 Min Drive Time					
	Demand	Supply	Retail Gap	Leakage/Surplus	Number of
Industry Summary	(Retail Potential)	(Retail Sales)		Factor	Businesses
Total Retail Trade and Food & Drink	\$173,501,290	\$220,809,916	-\$47,308,626	-12.0	215
Total Retail Trade	\$155,783,165	\$193,488,184	-\$37,705,019	-10.8	178
Total Food & Drink	\$17,718,125	\$27,321,732	-\$9,603,607	-21.3	37
15 Min Drive Time					
	Demand	Supply	Retail Gap	Leakage/Surplus	Number of
Industry Summary	(Retail Potential)	(Retail Sales)		Factor	Businesses
Total Retail Trade and Food & Drink	\$628,641,836	\$887,820,527	-\$259,178,691	-17.1	574
Total Retail Trade	\$565,162,002	\$826,633,817	-\$261,471,815	-18.8	472
Total Food & Drink	\$63,479,835	\$61,186,710	\$2,293,125	1.8	102
23 Min Drive Time					
	Demand	Supply	Retail Gap	Leakage/Surplus	Number of
Industry Summary	(Retail Potential)	(Retail Sales)		Factor	Businesses
Total Retail Trade and Food & Drink	\$1,561,830,006	\$1,505,085,249	\$56,744,757	1.9	1,185
Total Retail Trade	\$1,403,836,085	\$1,397,767,024	\$6,069,061	0.2	988
Total Food & Drink	\$157,993,920	\$107,318,225	\$50,675,695	19.1	197

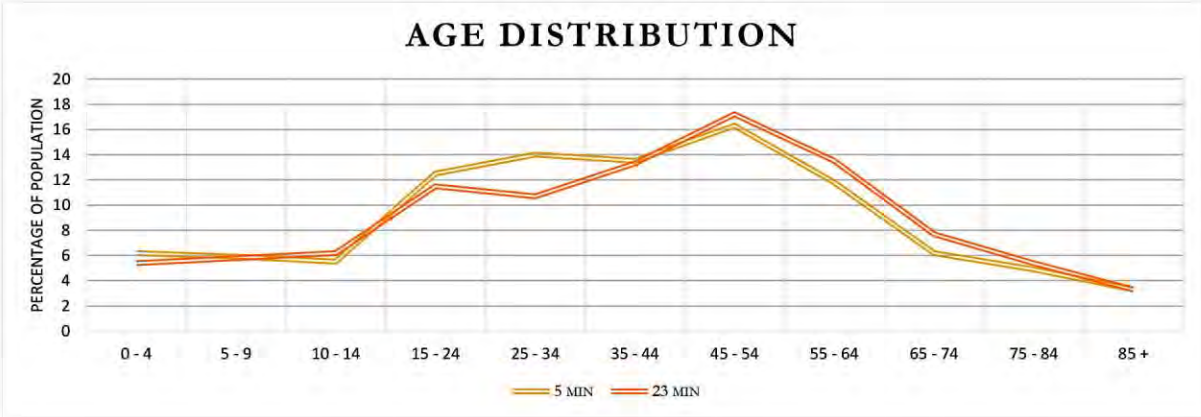
DEMOGRAPHIC & SOCIOECONOMIC PROFILE

An understanding of the **socioeconomic and demographic** characteristics that describe a community serve to inform the market study. The predominant market cohorts present in this study area are young, new households and prosperous empty nesters.

Demographics

In all 3 study areas, the vast majority of residents are White, comprising 82.9%, 89%, and 89.1% of residents in the 5, 15, and 23-minute drive-times, respectively. While the study areas are largely homogeneous, there is some ethnic diversity in the 5-minute drive time study area, with a Diversity Index of 48.6. This is compared to the 15 and 23-minute market Diversity Indices of 33.5 and 33.1. As is occurring in most Connecticut urban areas these study areas are expected to become more diverse in the next 5 years.

Within the 5-minute drive time study area, the median age of area residents is 40.2 years, which is above the US median of 37.9 years in 2015. The 15 and 23-minute drive time markets are significantly older, with median ages of 44.4 and 44.2. The median age of all three markets is expected to continue to increase between now and 2020.



Socioeconomics

As a central part of our analysis of market areas, we use socioeconomic data provided by Environmental Systems Research Institute, typically referred to as ESRI. ESRI is the definitive geographic information systems company and it provides a wide variety of software and data products to help us better understand a market area. Among other products and services provided by ESRI, G+Y utilizes ESRI's Tapestry Segmentation methodology and accompanying data to assist us in analyzing economic activity within a given market area.

The share of the population 25 and older holding a Bachelor's degree or higher is 15.8% within a 5-minute drive of the proposed site, as opposed to 28.8% nationally. This number increases to 25% within the 15 minute study area and 28.2% in the 15 minute market. The employed population works largely in manufacturing and services.

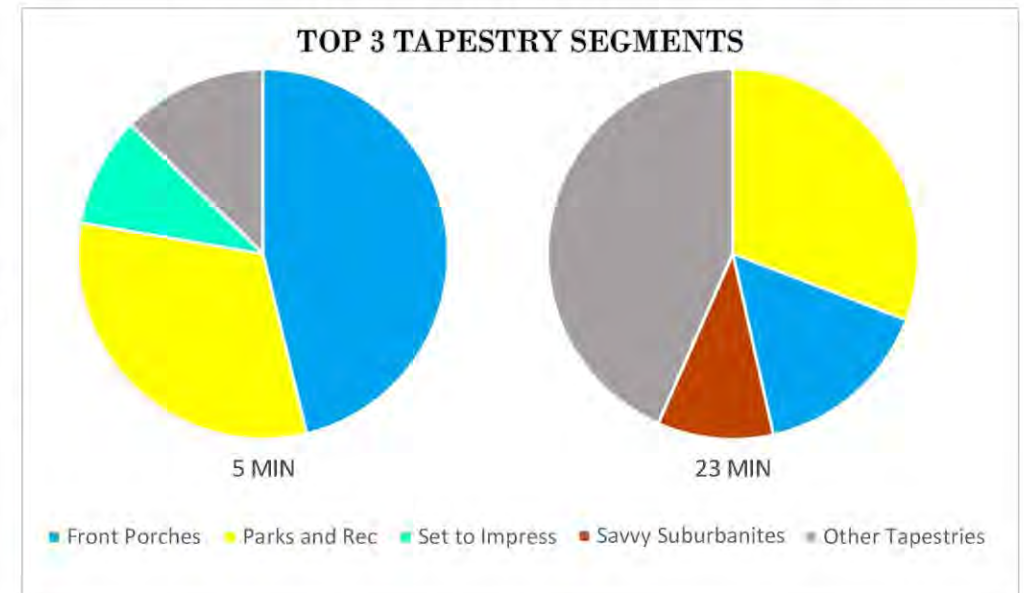
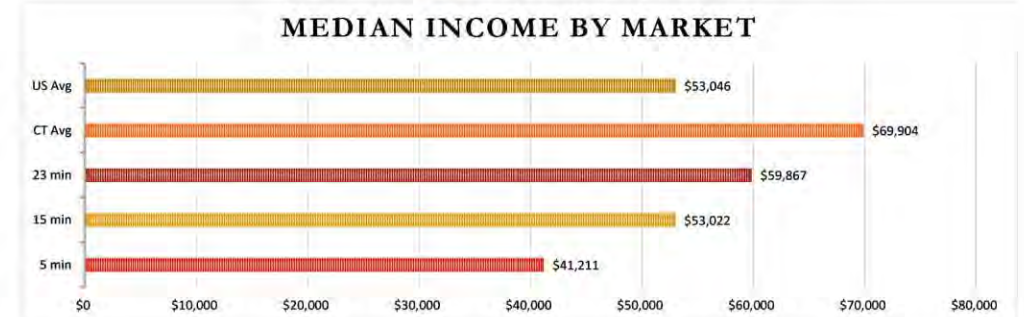
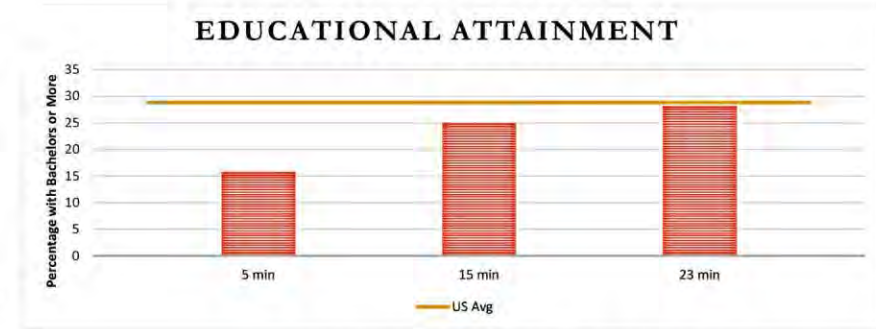
Median household income within a 5-minute drive time of the site is \$41,211- less than the US median of \$53,046 and significantly lower than the CT median of \$69,461. The median income increases significantly as the size of the study area increases with median incomes of \$53,022 and \$59,867 in the 15 and 23-minute markets.

Tapestry Segments

Tapestry helps us understand residents' lifestyle choices, what they buy, and how they spend their free time. Tapestry classifies US residential neighborhoods into 67 unique segments based on demographic and socioeconomic characteristics. Using the insights provided by Tapestry, we can accurately identify market demand and underserved markets. Additionally, Tapestry allows us to improve project success by enabling us to more precisely match the project to the market demand. For more information, see <http://www.esri.com/landing-pages/tapestry>

Tapestry segments describe patterns and similarities within a community. Lifestyle choices for retail, housing, recreation and employment are revealed by utilizing these reports. The dominant Socioeconomic Tapestry Segments in the immediate 5-minute drive time study area around the proposed project are what ESRI identifies as 'Front Porches', 'Parks and Rec' and 'Set to Impress.' 'Front Porches' and 'Set to Impress' are comprised of young households, both singles and families, living in more urban communities. They are inclined to rent and have lower than average incomes. 'Parks and Rec' are typically modest homeowners living in the suburbs of local cities. Together, these 3 tapestries represent over 86% of the 5-minute market. In the broader 23 minute market, 'Parks and Rec' and 'Front Porches' are prevalent as well as 'Savvy Suburbanites.' 'Savvy Suburbanites' are prosperous empty nesters who enjoy shopping at local businesses and enjoy the arts.

In-depth descriptions of each of these Tapestry Segments are included in the Appendix to this report.



COMPETITIVE ALIGNMENT WITH EXISTING NODES OF ECONOMIC ACTIVITY

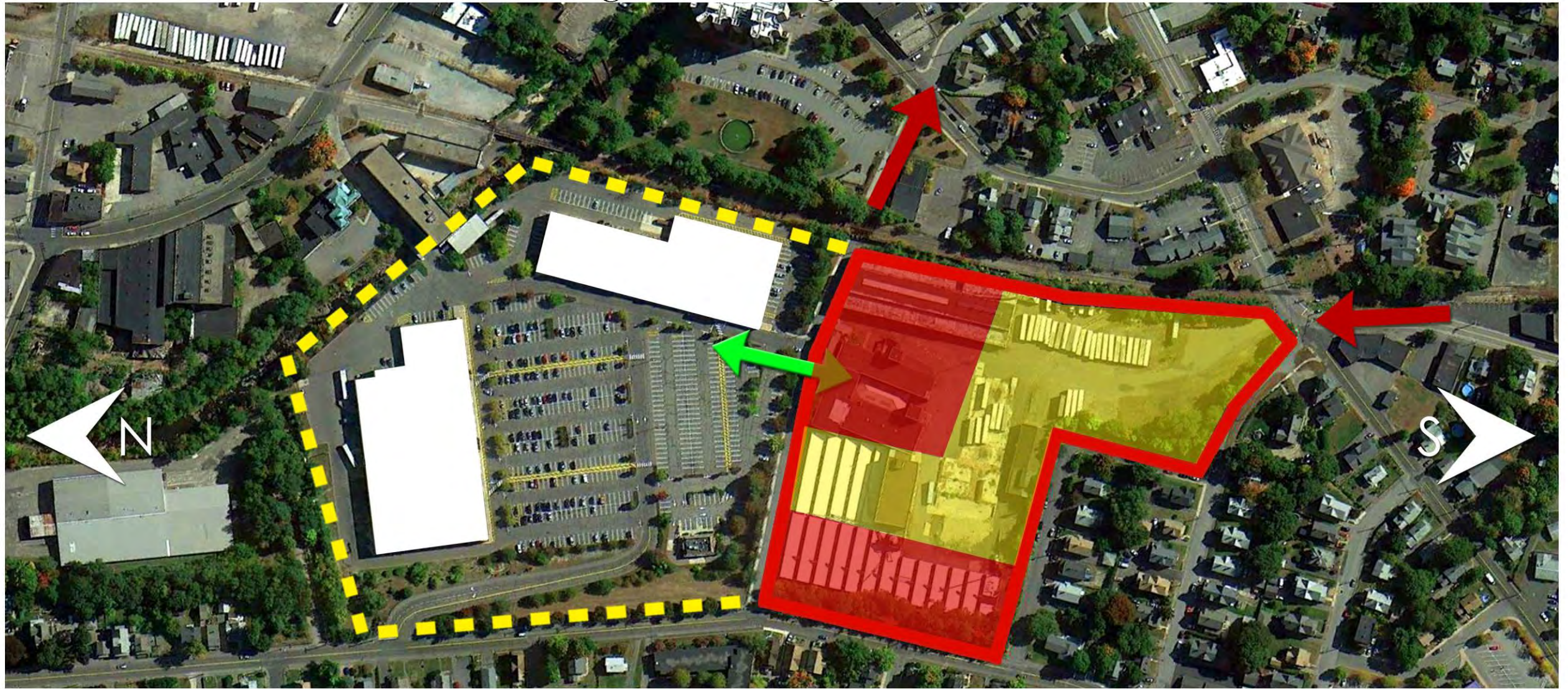


MASSING STUDY: Programming Elements- Plan 1



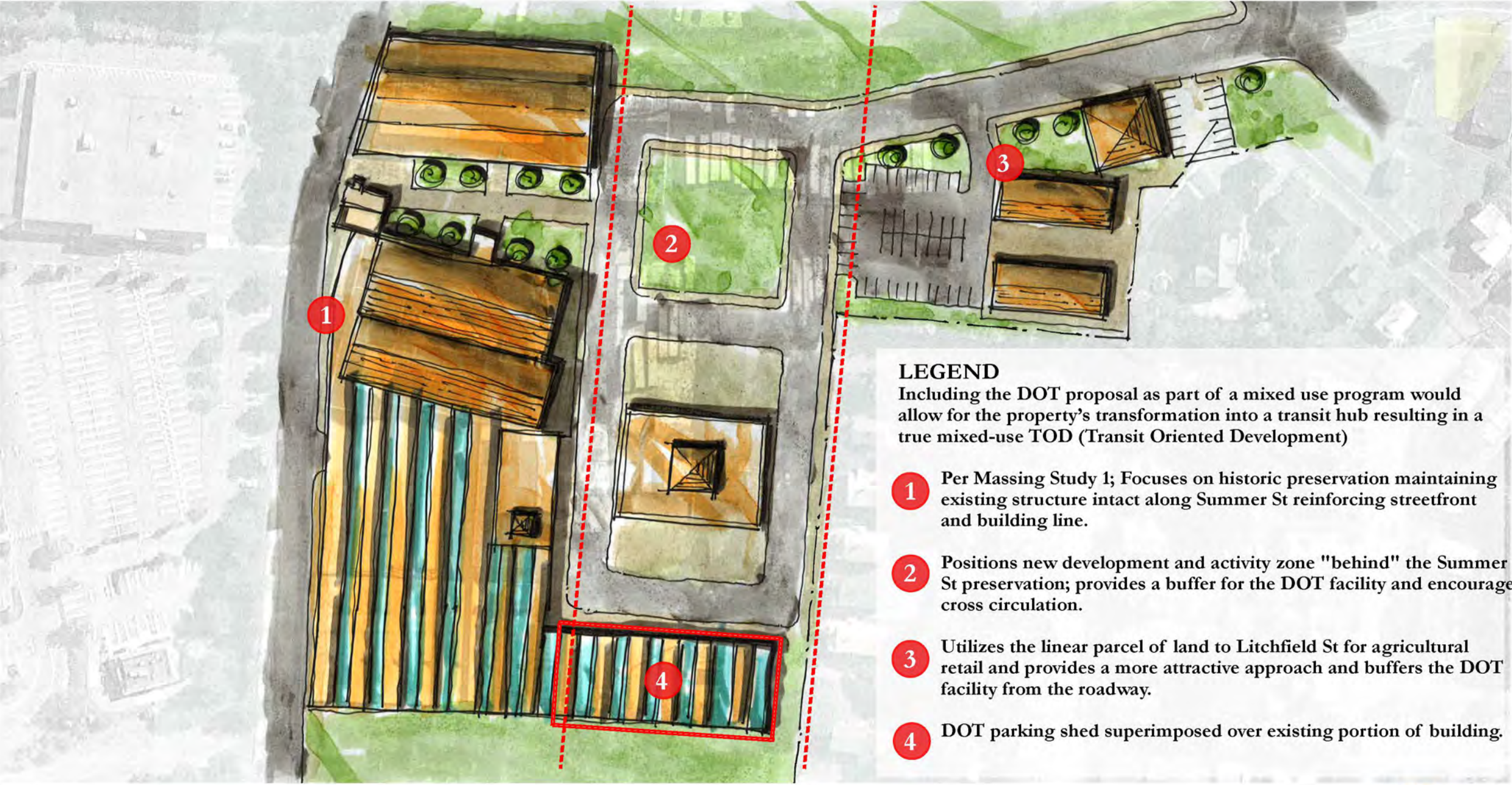
Focuses on historic preservation maintaining existing structure intact along Summer Street reinforcing the streetfront building line. The new development and activity zone "behind" is screened by the preservation of the historic buildings.

MASSING STUDY: Programming Elements- Plan 2

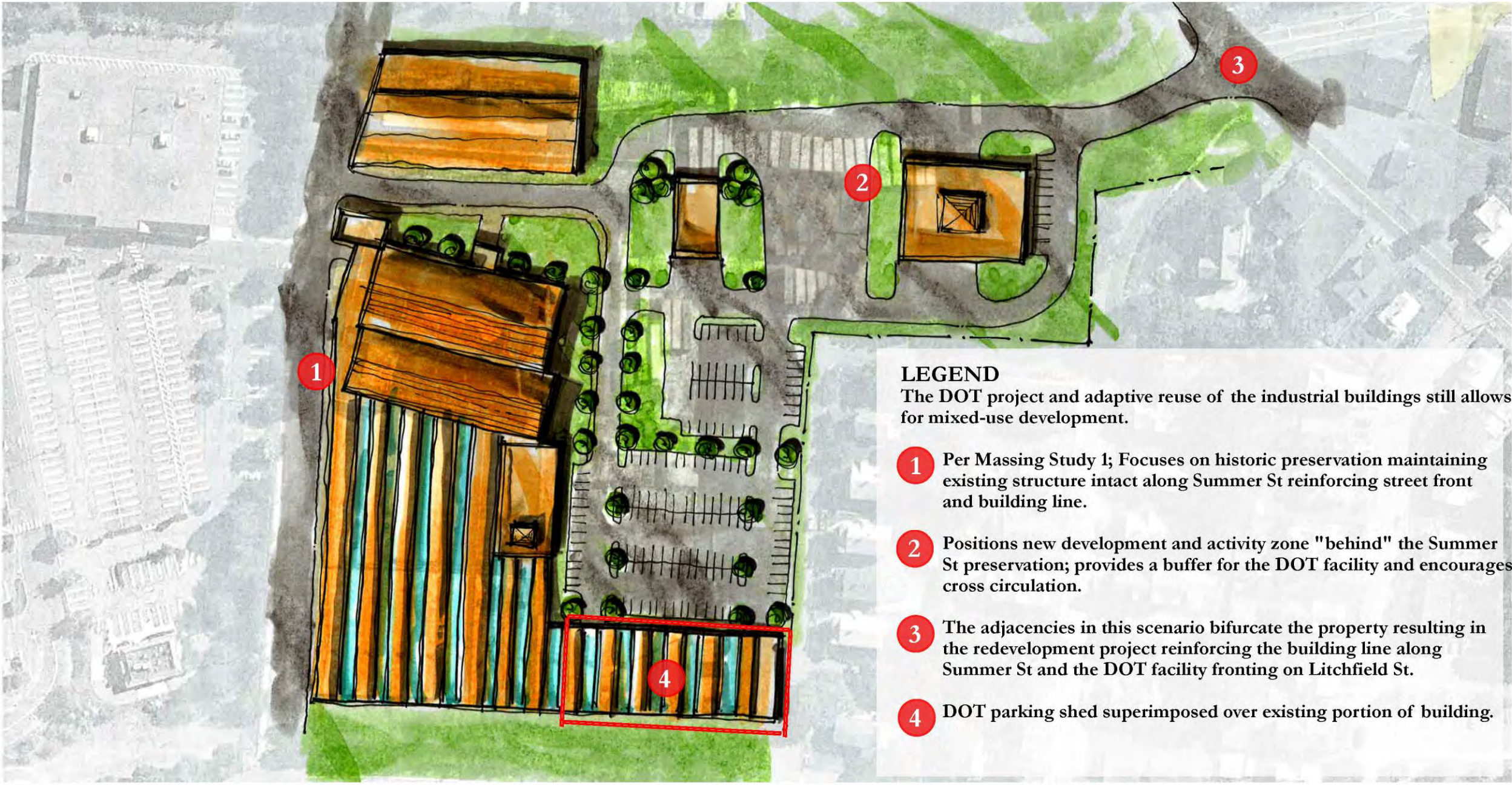


Focuses on historic preservation of existing structures on Summer Street reinforcing as much of the streetfront building line as possible. This takes advantage of any newly created access into the site providing a more integral development and exposing previously hidden layers of earlier period historic buildings currently hidden from view.

CONCEPTUAL LAYOUT: Site Concept 1



CONCEPTUAL LAYOUT: Site Concept 2

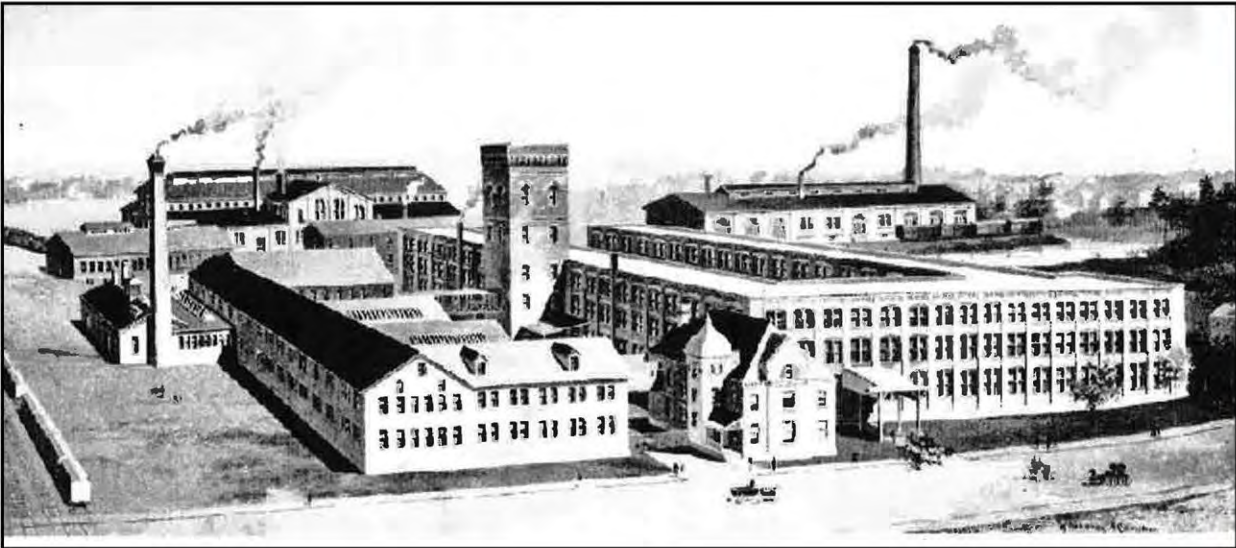


LEGEND

The DOT project and adaptive reuse of the industrial buildings still allows for mixed-use development.

- 1** Per Massing Study 1; Focuses on historic preservation maintaining existing structure intact along Summer St reinforcing street front and building line.
- 2** Positions new development and activity zone "behind" the Summer St preservation; provides a buffer for the DOT facility and encourages cross circulation.
- 3** The adjacencies in this scenario bifurcate the property resulting in the redevelopment project reinforcing the building line along Summer St and the DOT facility fronting on Litchfield St.
- 4** DOT parking shed superimposed over existing portion of building.

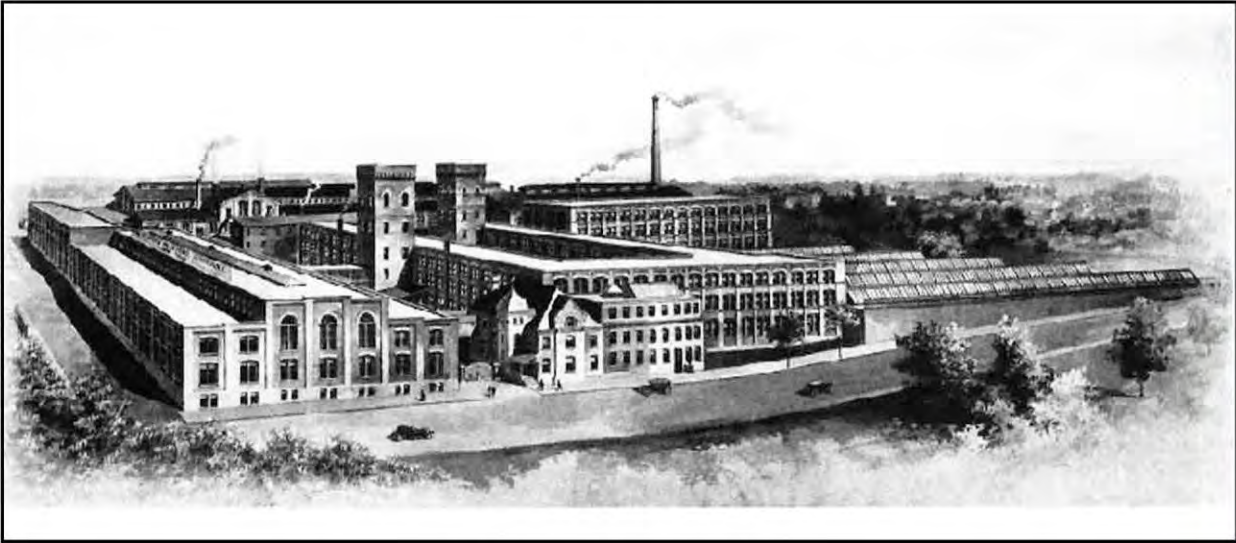
CONCEPT STUDY: Possible reprogramming of buildings



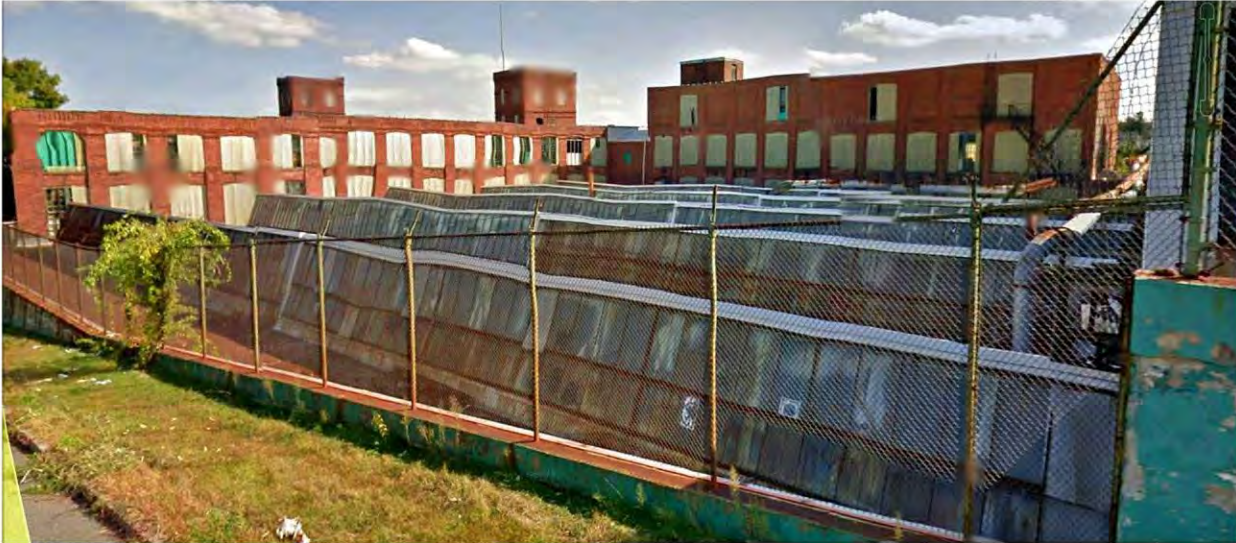
The Factory in 1903



Later period infill and proposed garage beyond

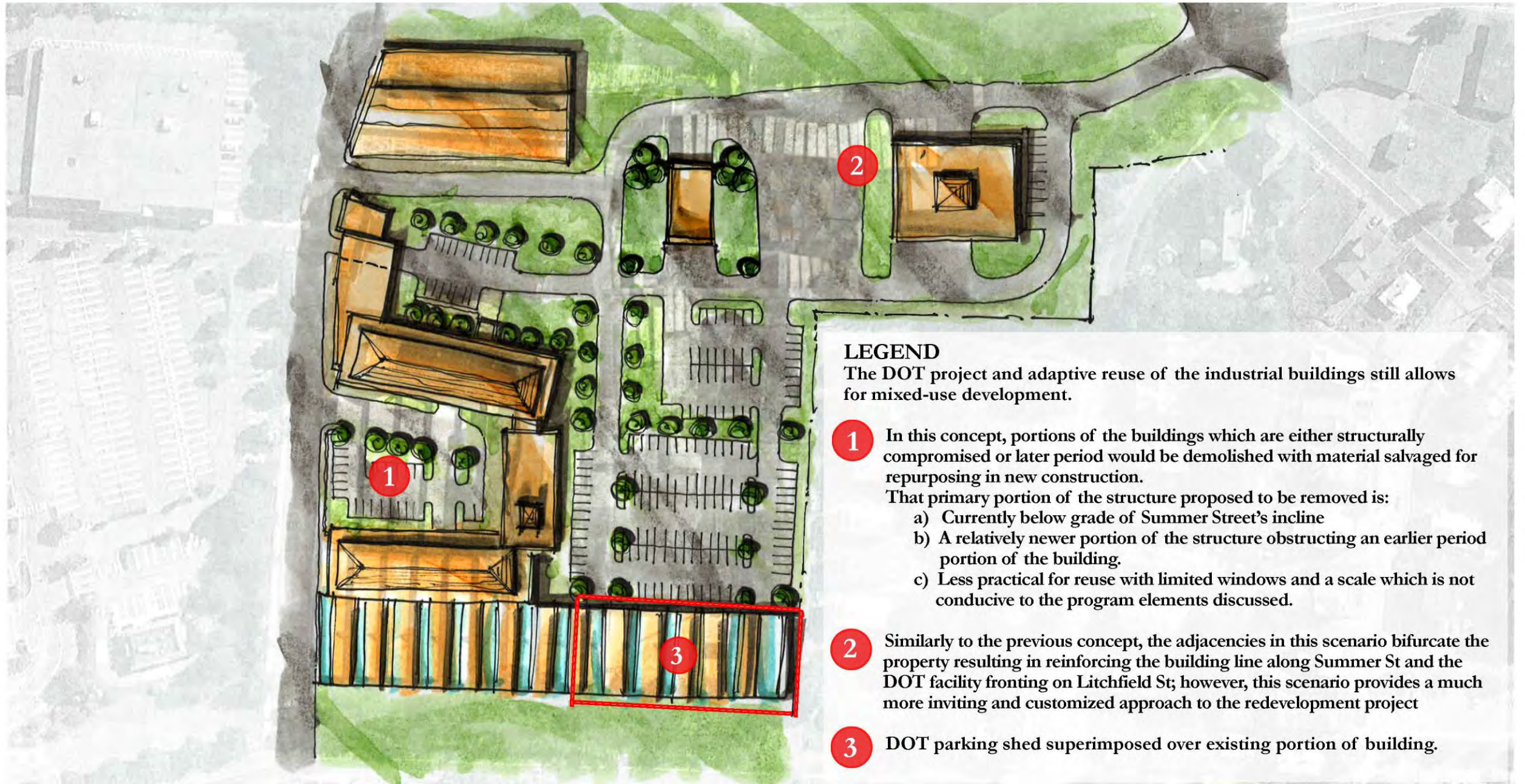


The works at its largest, 1921



Later period infill and potential residential & mixed use beyond

CONCEPTUAL LAYOUT: Site Concept 3

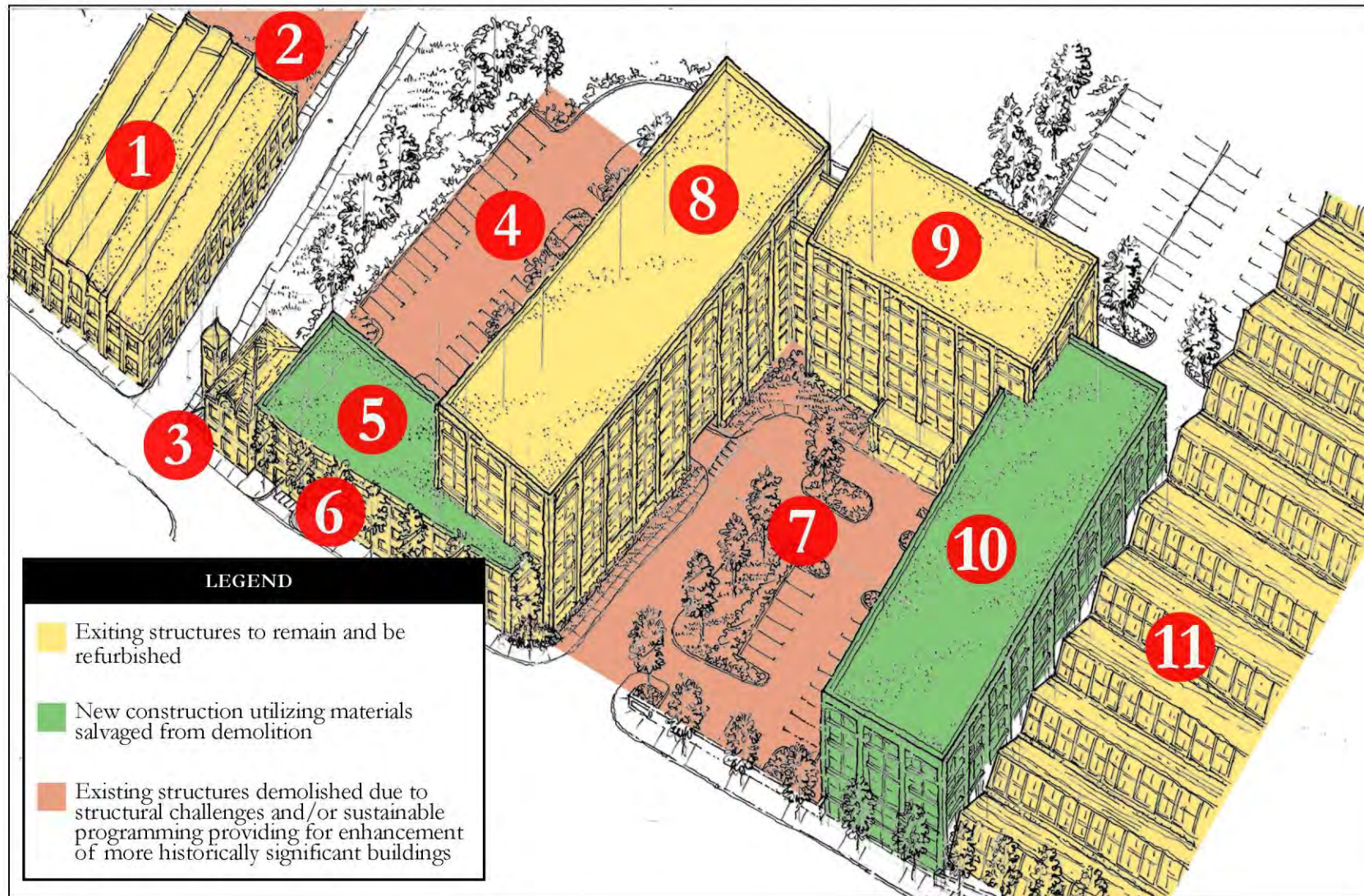


LEGEND

The DOT project and adaptive reuse of the industrial buildings still allows for mixed-use development.

- 1** In this concept, portions of the buildings which are either structurally compromised or later period would be demolished with material salvaged for repurposing in new construction.
That primary portion of the structure proposed to be removed is:
 - a) Currently below grade of Summer Street's incline
 - b) A relatively newer portion of the structure obstructing an earlier period portion of the building.
 - c) Less practical for reuse with limited windows and a scale which is not conducive to the program elements discussed.
- 2** Similarly to the previous concept, the adjacencies in this scenario bifurcate the property resulting in reinforcing the building line along Summer St and the DOT facility fronting on Litchfield St; however, this scenario provides a much more inviting and customized approach to the redevelopment project
- 3** DOT parking shed superimposed over existing portion of building.

CONCEPT STUDY: Possible reprogramming of buildings



- 1 Portion of existing, original structure renovated for public offering (TBD) and mixed use
- 2 Portion of existing, “add-on” structure demolished to accentuate the original architecture and provide for site retention
- 3 Existing office building to be preserved and refurbished
- 4 Area of existing mill structure demolished due to anticipated structural challenges; materials preserved for repurposing
- 5 Area of existing mill structure demolished due to anticipated structural challenges and efficiency of layout; materials preserved for repurposing in new construction within the same footprint
- 6 Façade of existing mill structure to be preserved and renovated as part of the reconstruction of the aforementioned new construction
- 7 Area of existing, “later period” structure demolished to reveal the earlier period architecture of buildings 8 and 9 and provide for improved site access from Summer Street
- 8 Existing, original structure revealed for residential and mixed use with parking housed on lower level
- 9 Existing, original structure revealed for residential and mixed use with parking housed on lower level
- 10 New construction utilizing as much salvaged material from previously noted demolitions as possible for residential and mixed use with parking housed on lower level
- 11 Existing mill structure to be preserved and renovated as mechanical and parking for new mixed use development.

CONCEPT STUDY: Possible reprogramming of buildings

