

Selectmen Meeting  
January 11, 2024, 10:00AM

In attendance: David Dufresne, Chair; Rich Eichacker, Vice-Chair; Jim Ferrera, Town Administrator; Karen Dusty, Administrative Assistant

Call the meeting to order. 10:15AM  
Pledge of Allegiance:

1. **Project Kickoff Wright's Mill Master Recovery Plan with Weston & Sampson.** Mr. Dufresne turned the time over to Mr. Riordan from Weston & Sampson. He followed the attached agenda. Please find the materials that he covered attached.
2. **Highlights from the discussion:**
  - a. Phase 1 is just looking at the land, assessing the buildings, checking out the infrastructure, and setting up a website for the residents to stay informed about what is going on. Additionally, environmental studies and developing a better understanding of potential business that would occupy the buildings.
  - b. There would be public workshops for the residents to voice their opinion and to keep them informed.
  - c. Weston and Sampson would like to have a focus group to represent the Town to collaborate with them to make sure that the Town's goals are met.
3. **Adjourn** Mr. Eichacker made a motion to adjourn, 2<sup>nd</sup> by Mr. Dufresne, all in favor, passed unanimously. 11:59PM

Respectfully submitted by  
Karen Dusty, Administrative Assistant

  
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Rich Eichacker, Vice-Chair

## KICK-OFF MEETING AGENDA

- **Welcome & Introductions**
- **Goals and Objectives**
  - Assist with the execution of EDA grant.
  - Understand the constraints and opportunities for redevelopment.
  - Develop and evaluate development scenarios to strengthen connections to the surrounding town and region.
  - Create an action plan for redevelopment based on the desired outcomes:
    - Regional hub; connection to rail, and other transportation, abutting open space if feasible, the river.
- **Project Outline/Workplan/Schedule**
- **Data Gathering and Questions**

### List of Project Maps

- Existing Conditions Base Map – roads, political boundaries, zoning, sewer service area, study area boundary, aerial background
- Constraints map – regulated wetlands, topography (steep slopes),
- Opportunities/Amenities map - urban design, natural systems, connections to neighborhood/town/regional

### List of Information Needed from Town

- Prior redevelopment proposals
- GIS data – property boundaries, ROW, zoning, sewer infrastructure
- Study Area
- Studies – plans and reports related to economic development
- Building condition information – water, wastewater, gas, electric, cellular; structural condition, architectural concerns (historic, structural life safety, etc.), hazard materials concerns,
- Historic documentation
- Flood data

- **Public Engagement**
- **Project Contacts and Communication**

### Consultant Team

Jim Riordan, Project Manager, Weston & Sampson - riordanj@wseinc.com  
Sue Mara, Asst. Project Manager, Weston & Sampson – smara@wseinc.com  
Jeanne Boyle, Jeanne Boyle Consulting, LLC - jeanneboyle1462@gmail.com  
David Gamble, Gamble Associates, david@gambleassoc.com

### Town of Warren –

James Ferrera, Town Administrator - townadministrator@warren-ma.gov

- **Invoicing**
  - Lump Sum
  - Monthly Invoicing

## PROJECT OUTLINE

### Wright's Mill Recovery Master Plan

- 1 Introduction
  - 1.1 Project History
    - 1.1.1 History of the Mill
    - 1.1.2 Summary of Prior Initiatives and Reports
  - 1.2 Summary of Public Engagement
    - 1.2.1 Survey Results
    - 1.2.2 Public Workshops
    - 1.2.3 Other Efforts
- 2 Environmental Conditions
  - 2.1 Water Resources, Wetlands
  - 2.2 Threatened and Endangered Species
  - 2.3 Soil and Groundwater
  - 2.4 Brownfields
- 3 Infrastructure
  - 3.1 Water
  - 3.2 Wastewater
  - 3.3 Stormwater
  - 3.4 Transportation
  - 3.5 Services (gas, electric, broadband, cellular)
  - 3.6 On-site Energy Opportunities
- 4 Building Conditions
  - 4.1 Structural
  - 4.2 Architectural
  - 4.3 Hazard Materials
  - 4.4 HVAC
- 5 Local and Regional Context
  - 5.1 Zoning
  - 5.2 Demographics
  - 5.3 Regional conditions
- 6 Alternatives for Redevelopment
  - 6.1 Alternative 1
  - 6.2 Alternative 2
  - 6.3 Alternative 3
  - 6.4 Infrastructure Needs by Alternative
  - 6.5 Zoning Updates by Alternative
  - 6.6 Permitting Needed by Alternative
  - 6.7 Funding Opportunities by Alternative
- 7 Conclusion and Action Plan



# SERVICES OFFERED

## Project Understanding & Approach

The reuse of the Wright's Mill buildings will have a significant and ongoing economic impact beyond the historic buildings themselves. The structures, and the legacy they represent, can be the building blocks for new economic development in Warren. By making a commitment to invest in the site, the Town is directing resources to those areas that need them most. Resuscitating older building stock must be a priority if the area is to be seen as an attractive one for living, working, playing or other uses. If left to decay, the opposite will happen. Their continued underutilization and vacancy will pull the area down.

There is little doubt about the historic and cultural significance of the buildings, although some may not fully appreciate their potential and only see an old industrial complex tucked behind a chain-link fence or worse, ruins. However, society does not honor its' industrial past or landscapes by leaving them to slowly decay. The time to revitalize the Wright's Mill campus is now. Its rehabilitation requires a wise, innovative, fiscally responsible approach towards reinvention. Our team has extensive experience in analyzing infrastructure and environmental degradation, remediating land and developing innovative designs and marketing materials to increase interest in historic properties such as Wright's Mill that is awaiting new life and investment.



Capitalizing upon a town's unique history generates civic pride, builds a sense of place, and boosts community engagement. Granted, what was once a bustling complex making textiles and parachutes and blankets for a century is now mostly seen as a collection of old buildings. However, it is critical that one protects the site's historical integrity and activates the site in new ways. Communities of all sizes are looking to celebrate their history and the people and places that make them unique. Calling attention to historical elements of the Wright's Mill not only preserves the legacy of the prior industry, but it also forms the seeds of a market differentiator. For example, the numerous existing courtyards provide smaller spaces for activation and can function as forecourts. The characteristics that made this a successful place of economic activity in the late 19th and early 20th century can once again be the seeds of regeneration in the 21st. With this in mind, our team approaches the reuse of former industrial complexes like Wright's Mill through the following principles.



### *Balance the Bold and Visionary with the Incremental and Judicious*

Incremental growth is sustainable. Unlike a “silver bullet” which seeks to bring in a single tenant to occupy the vast, 600,000 square feet of Wright's Mill in its entirety, a more likely economic development strategy is to start small. This is especially important in communities or post-industrial landscapes where evidence of a strong market is not immediately clear. The site is well-positioned for adaptive reuse due to its defining architectural variety, character, and multiple access points. The property is not isolated; there are multiple entry points and there is high visibility from Route 67 and South Street. Moreover, the Quaboag River is a serene and attractive feature that must be capitalized upon as well as the site's relationship to the train line. One needs to think simultaneously small – what can one do immediately or in the near future to activate certain portions of the complex and long-term – what vision for the site will reposition it as a viable economic engine for other economies.

### *Foster a Campus-Like Environment*

The complex already contains campus-like attributes. Upon entering from South Street, one feels that they are passing through a threshold (although the low bridge will need to be removed). With a subtle change in grade a distinctive boundary emerges, together with a consistent brick material palette in the defining architecture. The surrounding landscape envelops the site. These characteristics and the existing rights-of-way naturally foster a pedestrian-oriented environment. There is even a nearly continuous “loop-road”. Moreover, there are expansive existing surface parking areas which surround the site and can accommodate tenant parking and access in a distributed fashion. Upon initial inspection (from the outside), the layout and scale of the buildings lends itself to phasing which can reinforce the site's relationship to the river and provide a spatial organization for the complex, reinforcing navigation, wayfinding and visual interest.

### *Work in a Reiterative Fashion*

We will use our market findings and real estate strategy experience to guide the hypothetical development alternatives. The team will also offer a rehabilitation cost range for the complex based on the overall development program that emerges as well as the necessary infrastructural upgrades to enable the project to advance.

## **1.0 PROJECT MANAGEMENT AND PROJECT TEAM COORDINATION**

An important step in delivering the scope of services is establishing and maintaining a schedule at the outset of the project and keeping the lines of communication with Town staff open. As part of this initial task, we will set up an in-person kickoff meeting with Town staff. We will prepare a draft project work plan and timeline for Town review and comment. This work plan and schedule will be a living document throughout the project that will be reviewed regularly, and updated as needed as the project progresses. The work plan will include client coordination and communication, a public participation plan, a timeline, a list of current local and regional initiatives, including relevant documents, deliverables, and the roles and responsibilities of Town staff and the project team. We will also provide a recommended schedule for key milestones, such as community engagement events, content, and activities.

We propose to virtual monthly check-in meetings during which we will review the work plan with you and update it as needed to reflect changes that may have occurred during the reporting period. At various times during the project, the Town may wish to include stakeholders in monthly check-ins. A list of potential stakeholders may include one or more members of the Select Board, public member, Highway Department, West Warren Water, Warren Sewer (chief operator at the WWTF), National Grid gas/electric, ACOE, Comcast, Mill owner, CSX, EPA/DEP, MassDevelopment, Secretary State/Historic, and Mass Historic. We will work with you to develop recommended points for engagement of stakeholders as part of developing the project workplan and public participation plan.

**Deliverables:** A project work plan and schedule that is provided to the Town prior to the kickoff meeting. Written meeting summaries outlining the attendees, meeting minutes, and agreed upon next steps.



## 2.0 EDA GRANT MANAGEMENT

We will provide quarterly reports of project progress in a form suitable for submission to the US Economic Development Administration (EDA). We understand that to accomplish this that we will need to work closely with the Town Administrator, Town Accountant, and Town Treasurer. Our quarterly reports will include a task-by-task status on the EDA grant scope of work and consultant budget expenditures. We understand that the Town will provide other information (e.g., match budget) and will submit the quarterly reports to EDA. We assume that this project may require 12 - 18 months to complete; and therefore, we have budget for up to six quarterly reports.

***Deliverables:** Up to six quarterly reports to the Town for the Town to submit to EDA.*

## 3.0 RESEARCH AND DOCUMENT THE HISTORY AND USE OF WRIGHT'S MILL (THE MILL)

Using existing records available in the Town and through on-line sources, we will document the use and history of Wright's Mill and the immediate surrounding area (i.e., contiguous parcels). We understand that this task should consider prior proposals for redevelopment since the Mill's closure; and we anticipate that the Town will provide us with documentation of these proposals. Using these reuse proposals as a basis, we will provide a qualitative, narrative evaluation of regional opportunities and potential socioeconomic benefits of redevelopment. We propose to provide our evaluation in the form of a letter report that we will deliver to the Town electronically.

***Deliverables:** A letter report providing: (a) documentation of the use and history of Wright's Mill and contiguous parcels; (b) a summary of development proposals since the Mill's closure; and (c) a qualitative evaluation of regional opportunities and potential socioeconomic benefits of redevelopment.*

## 4.0 CURRENT CONDITIONS AT THE MILL AND RELATED CONDITIONS IN THE TOWN OF WARREN

We will conduct a desktop evaluation with mapping from state and local GIS sources of current conditions at Wright's Mill and related conditions nearby. We assume that the Town will provide us with access to local GIS data to conduct this review. Our work will result in an existing conditions report for study area (Wright's Mill and contiguous parcels) that discusses:

### *Environmental Conditions*

We will provide a discussion of water resources, including named waterbodies, existing water quality based on state data, and known impairments. We will also discuss wetlands complexes and registered vernal pools. Our report will include a discussion of known threatened and endangered species as well as species of concern. We will conduct an interview with the Conservation Agent to confirm our understanding of the study area. Additionally, we will discuss soils and groundwater based on available data from the state and USGS.

We will also provide mapping of the aforementioned environmental resources using aerial photography as the base. We anticipate including data and sources listed in the table below:

Data Layer	Source
Property Boundaries and Existing Land Use	Town
Roads	Town and MassGIS
Zoning	Town
Sewer Service Area	Town
Hydrography Including Wetlands	MassGIS
Hydrologic Soil Groups (A – D)	MassGIS
Topography (Assumes 2-Foot Contours)	MassGIS
Steep Slopes (Greater than 15%, Based on Topography)	MassGIS and Weston & Sampson
Impervious Surface and Existing Structures	MassGIS
Study Area Boundary	Town with Weston & Sampson

The results of this mapping will be provided in the form of a 24 x 36-inch PDF map, scaled to fit the page size.



As discussed in Section B – Qualifications and with the examples shown in Section E – Past Projects, Weston & Sampson and their team of architects, urban designers and economic consultants brings a high level of expertise related to Brownfields, and particularly, mill redevelopment. We will conduct the components of an ASTM Phase I ESA, including obtaining an environmental database report to evaluate documented releases as well as other important considerations, such as hazardous waste generator status, presence of underground storage tanks and listings on other federal or state databases. We will also review Massachusetts Department of Environmental Protection's (MassDEP's database for releases under the Massachusetts Contingency Plan (MCP). Our Licensed Site Professional will evaluate any listed releases, their current status under the MCP and what, if any, ongoing obligations, or residual contamination, could impact site redevelopment. We will conduct a site visit and help with the building condition assessment. Most mill complexes have a central power plant, often with steam utility tunnels and we can help evaluate those also.

#### *Infrastructure Capacity and General Condition*

Using local and state data, we will provide an analysis of existing water, wastewater, stormwater, transportation, gas, electric, broadband, and cellular services. We assume that the Town will provide us with access to local data as well as permitting, water supply, wastewater, and stormwater reports. We propose to interview the Warren Water District Administrator and staff of the Sewer Commission to collect their input on the condition and capacity water and wastewater as well as data, reports, and plans they may have related to these services.

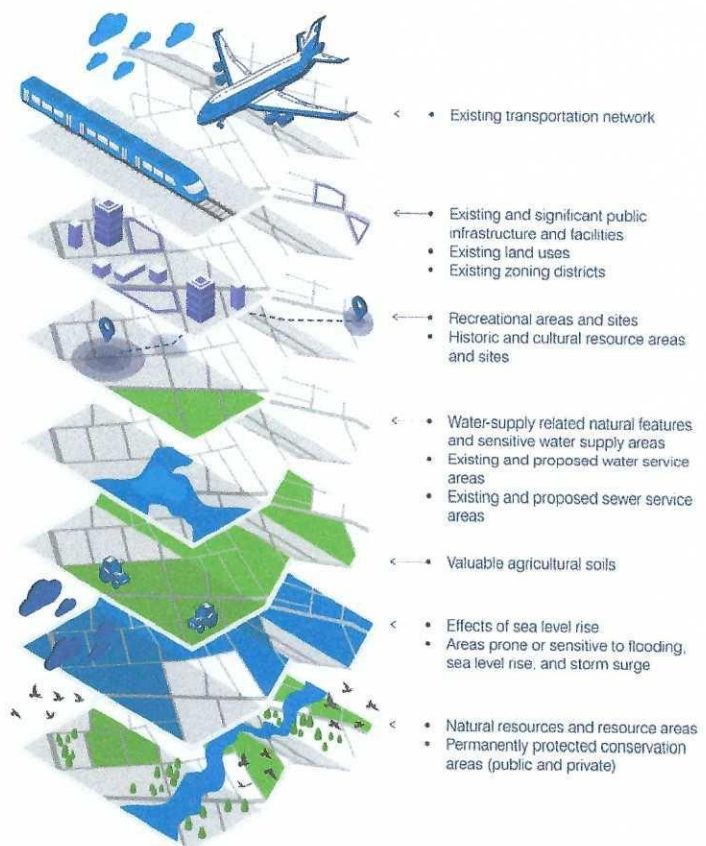
Regarding transportation our analysis will include consideration of general traffic service and crash data. We propose to interview the Highway Surveyor and the Police Chief to discuss key questions and collect data for our analysis. We will use the interview with the Highway Surveyor as an opportunity to discuss stormwater service in the study area.

#### *Conditions Related to Feasibility of Alternatives for Onsite Energy*

Using the data collected above we will consider the potential for installation of onsite alternative energy. We will provide an analysis of the study area to offer recommendations for hydroelectric, geothermal, and solar installations including a discussion of feasibility, practicability, and anticipated return on investment.

#### *Potential Zoning Constraints of the Mill Overlay District*

We understand that existing zoning under the Mill Overlay District is likely to support proposed reuse of the Mill. We will use our review to confirm this expectation and to offer updates and recommendations.





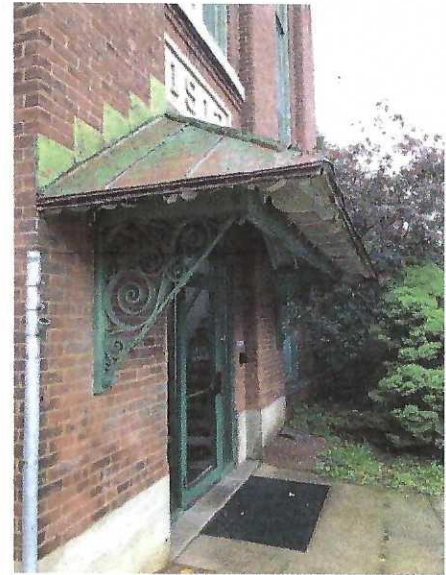
### *Socioeconomic Conditions*

We propose to evaluate current socioeconomic conditions in the Town with a particular focus on the vicinity of the study area. This will include: (a) the Patch—i.e., the cluster of nearby homes (about 20 units); (b) local businesses; (c) and Worcester/Springfield business markets. For this evaluation, we will use existing plans and reports provided to us by the Town, census data, and input from the Town's Economic Development Director.

### *Building Condition*

Using existing data, to be provided by the Town, we provide a brief discussion and analysis of the Mill related to:

- Water, Wastewater, Gas, Electric, Cellular
- Structural Condition and Approach to Analyze
- Architectural Concerns, Including Historic, Structural, Egress and Next Steps for Analysis
- Hazardous Materials Concerns and Next Steps for Analysis
- HVAC Concerns and Next Steps for Analysis



***Deliverables:** A technical report current conditions at the Mill and in the surrounding area.*

## **5.0 THREE HYPOTHETICAL DEVELOPMENT ALTERNATIVES**

As suggested in the RFP, we will develop three (3) development scenarios to test a variety of uses and to evaluate infrastructural upgrades, public realm improvements, potential demolition and project phasing. Our team works in an iterative fashion, that is to say the physical, economic, and environmental dynamics are constantly interacting and influencing one another. We will use the results of the market study (in combination with the project team's infrastructural, building and environmental assessment) to identify appropriate options for adaptive reuse under different scenarios. Uses will largely be dictated by the conditions and visibility of the existing buildings, their interior layout, ceiling heights and load capacity, but will also be informed by what is considered to be "market feasible" in the Warren region. This may include uses like retail and restaurants, industrial, office, residential, labs, or other specialty/creative uses.

We will prepare three redevelopment alternatives for the Mill, and necessary steps to complete this work. We will begin by identifying a range of candidate options, which we propose to review with the project steering committee during a regular monthly meeting. Our candidate will be presented in a tabular format that includes a brief description of each, evaluation of the advantages and disadvantages, and recommended selection criteria to pick three options for further consideration as hypothetical alternatives as well as examples and precedents for such transformation.

Following selection by the steering committee, we will prepare plan view layouts and three-dimensional perspective renderings for each of the three selected alternatives. A conceptual timeline for implementation of each will be

### **How Should Alternatives be Developed for Repurposing Wright's Mill?**

Does one start at the entrance, where visibility is the highest or conversely with the best building where a tenant can move in immediately? Building uses change but forms endure. Under the right circumstances, old manufacturing buildings can be adaptively reused into many things including art venues, condominiums, office spaces, and even labs. The many different buildings that comprise the historic Wright's Mill complex were built for different purposes, but they may once again provide enclosure for a variety of economic activities. Depending on their condition, cost of remediation, infrastructure that feeds them and necessary financial support, the buildings and the legacy they represent can be a remarkable asset to Warren and the greater region once again.



established that includes the next steps of design and planning, permitting, public involvement, financing, and rehabilitation, construction or selective demolition.

As part of this task, we will consider opportunities to include the undeveloped abutting area of approximately 500 acres, which is under the same ownership as the Mill. The Hardwick Knitters facility, which is active and operated under separate ownership, will also be considered from the standpoint of the effects redevelopment may have on its operations as well as for opportunities to include it in redevelopment. Our three hypothetical alternatives include:

- Urban design analysis of view corridors (from within the site and on the perimeter), impact of floodplain, topographic conditions, and adjoining properties, including the view from Route 67 and South Street.
- Site to program fit for a wide variety of uses in the various buildings.
- Scale overlays of similar campuses - access/circulation/trail network diagrams.
- Designation of areas for new construction.
- Preliminary site plan with designated areas for parking, access, circulation, and utilities.
- Determine costs associated with design, rehabilitation, public realm improvements.
- A letter report on use potentials, land-use restrictions, and permitting necessary.
- Plan, section, perspective and axonometric drawings to communicate the character of place and intended uses.

***Deliverables:** A technical report describing anticipated infrastructure upgrades needed for each of the three hypothetical development alternatives in Task 5.*

## 6.0 BENEFITS TO THE TOWN AND REGION

We will provide a narrative evaluation of benefits anticipated to the Town and the Region under each of the three alternatives proposed in Task 5. We propose that the benefits to be evaluated include the following:

- Tax benefits
- Benefits of infrastructure upgrades
- Availability of regional services
- Employment opportunities
- Potential catalytic effects (i.e., redevelopment as an economic magnet)

***Deliverables:** A letter report describing anticipated benefits to the Town and Region for each of the three hypothetical development alternatives in Task 5.*

## 7.0 INFRASTRUCTURE UPGRADES NEEDED AT THE MILL AND IN THE VICINITY TO SUPPORT REDEVELOPMENT

We will provide a narrative evaluation of infrastructure upgrades needed at the Mill and in the vicinity to support redevelopment of the three alternatives identified in Task 5. This evaluation should include:

- Water
- Wastewater
- Stormwater
- Energy
- Cellular
- Dam (Town operates but does not own)
- Rail and Transportation

We will include order-of-magnitude cost for upgrades of publicly owned infrastructure (e.g., cost range of -30%/+50% from the most probable cost opinion) for a single infrastructure upgrade approach for each of the three proposed alternative. Our most probable cost will be based



on literature values for unit costing in present value (i.e., 2023) dollars. Our evaluation will be provided in the form of a technical report, which will include a discussion of methods, findings and recommendations. No design plans or layouts are proposed as part of this task.

***Deliverables:** A technical report describing anticipated infrastructure upgrades needed for each of the three hypothetical development alternatives in Task 5.*

## 8.0 ZONING UPDATES NEEDED TO SUPPORT REDEVELOPMENT

As noted in our proposed services for Task 4, we understand that existing zoning under the Mill Overlay District is likely to support proposed reuse of the Mill for the types of alternatives expected under Task 5. We will use our review to confirm this expectation and to offer updates if any are warranted for each alternative. We will present our evaluation in the form of a letter report. Our letter report will include a discussion of methods, findings, and recommendations as needed.

***Deliverables:** A letter report of zoning updates needed to support redevelopment of the Mill under the three alternatives identified in Task 5.*

## 9.0 PERMITTING NEEDED

We propose to evaluate the need for permitting needed at the Mill and in the vicinity to support redevelopment for the three alternatives identified in Task 5. We will consider the need for local, state, and federal permits. We propose to evaluate the need for the following types of permits:

- Water
- Wastewater
- Stormwater
- Historic Preservation
- Dam
- Transportation
- Brownfields
- Zoning

We will provide our evaluation in the form of a letter report, which will discuss each permit type, jurisdiction applicable to the project, anticipated form of permitting, and typical timeframe of permitting from application to anticipated approval. If the permit applications need to be sequenced in series, we will describe the seriation and implications for timeframe.

***Deliverables:** An evaluation of permitting needs in the form of a letter report.*

## 10.0 FUNDING OPTIONS (SEPARATE INFRASTRUCTURE AND REDEVELOPMENT)

We will describe grant and other funding available to support redevelopment for the three alternatives identified in Task 5. We will consider funding for infrastructure and redevelopment using federal, state, and other grant sources. We will also consider use of funding mechanisms such bonds, tax-increment financing, tax credits, and other innovative funding approaches.

We will use our existing knowledge of grant programs to build a recovery portfolio. This portfolio will contain multiple funding stream opportunities and outline the requirements for each. Funding sources will be outlined and assessed to prioritize needs and create a strategy on the use of funds. We will work with the Town to determine which funding sources are best suited to particular projects based on availability of funds and funding parameters. We will identify and then recommend to the town on which funding sources are viable opportunities for the Town to pursue.



***Deliverables:** A portfolio of grant options and funding approaches.*

## 11.0 PUBLIC ENGAGEMENT PROCESS

We are aware that this effort does not exist in a vacuum. We will develop an initial public participation (i.e., engagement) plan and present it as part of kickoff meeting with you in Task 1. We anticipate revisiting the public participation plan as part of our status meetings before each of our proposed public meetings to tune up the participation plan as needed. Our public participation plan will include a proposed process for involving the Town Selectboard.

We propose that our public engagement services also include development of a project website with a project video, and a community survey. We propose to include stakeholder interviews, a public-workshop series including a project initiation meeting and project listening session to be held once a draft plan is developed. Below, we provide a specific description of each of these services.

### *Website*

We will prepare a project website using the Wix website development tool or equivalent. We propose to keep the website active throughout the duration of the project. At your option at the end of the project, we will either take the website down, transfer it to you for your use, or make arrangements to continue to host it on your behalf. Our website will include the following elements:

**Home page**, which will include:

- A brief (one or two paragraph) description of the project and contents of the website
- Project video (see description below)
- A project status board, which we will update one to two times per month during the project period
- A project timeline graphic with key milestones (four to six milestones anticipated)
- Project results and next steps

**Engagement page**, which will include:

- An interactive "map-it" function that will allow users to geolocate comments on the project study area. We propose to use Esri Survey 123 or equivalent for this tool.
- A community survey (see description below) in SurveyMonkey of approximately 10 minutes in predicted-responder-completion time.
- A general comment link with an opportunity to provide written comments to a general project email, which we will provide and monitor on behalf of the Town. We anticipate providing any comments received on a weekly basis; however, comments will be analyzed toward the completion of the project as part of developing the project plan.

Study subject-matter page, which will allow us to post deliverables, draft deliverables, and interim draft deliverables for public review and comment.

### *Project Video*

We will prepare a three-to-four-minute project video, which we will storyboard in advance for your review. We anticipate that the video will be voice narrated by one of the members of the WSE project team and that it will include: (a) a project introductory statement; (b) problem statement; (c) study area description with discussion of key features of the study area; (d) discussion of study area issues such as environmental sensitivities; (e) existing conditions and limitations (e.g., lack of sewers); (f) opportunities for revitalization; (g) public participation opportunities; and (h) a closing statement.



### *Community Survey*

We propose to prepare community survey in SurveyMonkey. The survey will be designed to require an average response time of approximately 10 minutes as predicted by SurveyMonkey. We anticipate the survey will include up to 20 questions but may vary based on the complexity of questions used.

We will develop a draft list of questions and provide them to you in a Word document for review and comment. Following review and comment, we will use the questions to create a SurveyMonkey survey online. A link will then be provided for review of the online survey. We assume one round of comments and that the survey will then be published. We will provide a survey link and a QR code for access to the survey. Any promotional or hardcopy materials will be the responsibility of the Town.

We will leave the survey open for up to two months. Once the survey is closed, we will download the analysis of responses as generated by SurveyMonkey and provide a brief summary of our findings in the form of a letter report with the SurveyMonkey analysis attached.

### *Stakeholder Interviews*

We propose to conduct up to six stakeholder interviews of approximately one hour each.

We assume that the Town will identify and provide contact information for the stakeholders. As noted in Task 1, we expect that the stakeholders may include one or more members of the Select Board, public member, Highway Department, West Warren Water, Warren Sewer (chief operator at the WWTF), National Grid gas/electric, ACOE, Comcast, Mill owner, CSX, EPA/DEP, MassDevelopment, Secretary State/Historic, and Mass Historic.

We will work with you to reach out to the stakeholders to schedule interviews. We assume up to three attempts at contact per stakeholder. We will prepare a list of stakeholder questions in advance and provide them to you for review and comment. Each interview will be structured to work like a SWOT (i.e., strengths, weaknesses, opportunities, and threats) analysis. We anticipate conducting the interviews virtually. We will prepare a brief summary of each interview. We will initiate each interview with a brief, five-minute PowerPoint presentation that provides an overview of the project. The PowerPoint will include the same general elements as the project video.

### *Project Initiation Workshop and Public Listening Session*

We propose to conduct two public workshops, which will include a public workshop to introduce the project to the general public and a public listening session once a draft plan is completed to collect feedback on the plan and implementation approach before finalizing the plan. Both meetings will include development of PowerPoint presentations to review workshops objectives, project status, and next steps. We assume that the Town will provide a location to hold the workshops as audiovisual to record and broadcast the workshop if desired.

***Deliverables:*** A project website, project video, community survey, six stakeholder interviews, a public workshop to introduce the project and a listening session.



*Workshops facilitated by Weston & Sampson*



## 12.0 MEDIA AND MARKETING PLAN

At the outset of this project, we will prepare an initial media and marketing plan. The purpose of this plan will be to promote redevelopment of the Mill to potential tenants and users of the Mill (i.e., consumers). We intend the primary readership of the plan to be not only the project team and stakeholders, but also prospective users and developers. The plan will provide for a public relations approach with private developers, the press, regional and metro area stakeholders, and government officials inclusive of regional planning associations. If desired by the Town, we are prepared to assist with implementation of the outreach and marketing plan under a separate project or task order.

Once a draft project plan is completed under Task 13, we propose to revisit the media and marketing plan to make it graphically engaging and reader friendly. To this end, we will develop a concise, full-color marketing brochures to help communicate the positive attributes of the complex site and surrounding area. The brochure will include information regarding site location, transportation access, market data, zoning regulations and possible physical improvements that might be necessary for build-out. We would be happy to discuss effective modes of representation that have worked for you in the past.

### Creating Plans that Foster Implementation

We do not care to spend time creating documents that "sit-on-a-shelf." In our experience, the most effective deliverables create interest and excitement for the future transformation. We have done this for many of our projects that bring together visioning, physical design, environmental remediation and economic development.

Typically, final reports—like large public forums—are a necessary part of planning and urban design endeavors. Unfortunately, they can also be unwieldy and ineffective coming as they do at the end of a process when there is little time, or fee, that remains. In order to address this common dilemma, we work to develop interim reports, or memos, along the way that build-up over time to create the final deliverable.

**Deliverables:** A media and marketing plan for use by the project team and stakeholders.

## 13.0 FINDINGS AND NEXT STEPS

We will prepare a draft project plan that summarizes the results of the prior tasks. The draft plan will be provided in our standard report format for review and comment. We propose to review the draft project plan with you as part of one of our monthly check-in meetings.

We have budgeted for one round of Town comments. Following receipt of comments from the Town the project plan will be transformed a graphically rich, reader friendly format (e.g., InDesign) for posting on the project website for public comment prior the public listening session. Comments received during the public listening session and public comment period will be reviewed with the Town and included as appropriate.

We assume this version of the plan will then become the final plan. If additional changes are needed at this point, we propose to provide them under separate authorization. Draft and final deliverables will be provided in digital form.

**Deliverables:** A draft project plan for review and comment. Update of the plan with one round of Town comments followed by update with one round of public comments. A final plan in a graphically rich, reader friendly format.



## PROJECT WORK PLAN Wright's Mill Recovery Master Plan

Task	Lead Staff	Approximate Completion
1. Project management and team coordination		Throughout
• Kickoff - workplan and schedule	Jim, Sue	January 11, 2024
• Monthly meetings	Jim, Sue	Throughout
2. EDA Grant management (quarterly reports) - Jim		Throughout
3. Research and document the history of the mill		April 2024
• General history	Sue, Elizabeth	February 2024
• History as part of brownfields research (See task 4)	Sue, Elizabeth	April 2024
• History of contiguous parcels	Sue, Elizabeth	March 2024
• Summary of development proposals	Sue, Elizabeth	March 2024
• Qualitative evaluation of regional opportunities and potential socioeconomic benefits of redevelopment	Jeanne, Sue	April 2024
4. Current conditions at the mill and related conditions in the Town of Warren		April 2024
• Environmental conditions	Sue, Alex	April 2024
• Mapping	Sue, Casia	April 2024
• ASTM Phase I ESA	TBD	April 2024
• Utility tunnels	Sue, Bill Storti	April 2024
• Infrastructure capacity and general condition	Sue, Bill Storti	April 2024
• Water	Jim	April 2024
• Wastewater	Jim	April 2024
• Stormwater	Jim	April 2024
• Transportation	Jim, Sam	April 2024
• Gas	Jim	April 2024
• Electric	Jim	April 2024
• Broadband/Cellular	Sue	April 2024
• On-site energy (evaluation for hydroelectric, geothermal, solar)	Jim, Johanna Hall	April 2024
• Zoning constraints	Sue, Elizabeth	April 2024
• Socio-economic conditions	Sue, Elizabeth	April 2024
• Building condition	Sue	April 2024
5. Three development alternatives	Jim, Sue, David, Bill Storti, Alex	October 2024
6. Benefits to the town and region	Jeanne Boyle, Jim, Sue, Elizabeth	December 2024
7. Infrastructure upgrades	Jim, Sue, Bill	December 2024
8. Zoning updates	Jim, Sue Elizabeth	December 2024
9. Permitting needed	Jim, Sue, Alex	December 2024



Task	Lead Staff	Approximate Completion
10. Funding options	Jeanne, Jim, Sue	December 2024
11. Public engagement process		
• Website	Sue, Logan	Mid-May 2024
• Project video	Sue, Logan	Mid-May 2024
• Community survey	Sue, Logan	Mid-July 2024
• Stakeholder Interviews	Sue, Logan	June 2024
• Project initiation workshop	Jim, Sue, Elizabeth,	June 2024
• Public listening session	Logan	February 2025
12. Media and marketing plan		April 2025
• Media and Marketing Plan	Jeanne, Sue, Jim	April 2025
• Brochure	Jeanne, Elizabeth, Sue, Jim	April 2025
13. Findings and Next Steps (draft and final plan)	Jim, Sue, Logan, Elizabeth, Bill, Jeanne, David	May 2025





## KICK-OFF MEETING AGENDA

- **Welcome & Introductions**

- **Goals and Objectives**

- Assist with the execution of EDA grant.
- Understand the constraints and opportunities for redevelopment.
- Develop and evaluate development scenarios to strengthen connections to the surrounding town and region.
- Create an action plan for redevelopment based on the desired outcomes:
  - Regional hub; connection to rail, and other transportation, abutting open space if feasible, the river.

- **Project Outline/Workplan/Schedule**

- **Data Gathering and Questions**

List of Project Maps

- Existing Conditions Base Map – roads, political boundaries, zoning, sewer service area, study area boundary, aerial background
- Constraints map – regulated wetlands, topography (steep slopes),
- Opportunities/Amenities map – urban design, natural systems, connections to neighborhood/town/regional

List of Information Needed from Town

- Prior redevelopment proposals
- GIS data – property boundaries, ROW, zoning, sewer infrastructure
- Study Area
- Studies – plans and reports related to economic development
- Building condition information – water, wastewater, gas, electric, cellular; structural condition, architectural concerns (historic, structural life safety, etc.), hazard materials concerns,
- Historic documentation
- Flood data

- **Public Engagement**

- **Project Contacts and Communication**

**Consultant Team**

Jim Riordan, Project Manager, Weston & Sampson - [riordanj@wseinc.com](mailto:riordanj@wseinc.com)  
Sue Mara, Asst. Project Manager, Weston & Sampson – [smara@wseinc.com](mailto:smara@wseinc.com)  
Jeanne Boyle, Jeanne Boyle Consulting, LLC - [jeanneboyle1462@gmail.com](mailto:jeanneboyle1462@gmail.com)  
David Gamble, Gamble Associates, [david@gambleassoc.com](mailto:david@gambleassoc.com)

**Town of Warren –**

James Ferrera, Town Administrator - [townadministrator@warren-ma.gov](mailto:townadministrator@warren-ma.gov)

- **Invoicing**

- Lump Sum
- Monthly Invoicing

## PROJECT OUTLINE

### Wright's Mill Recovery Master Plan

- 1 Introduction
  - 1.1 Project History
    - 1.1.1 History of the Mill
    - 1.1.2 Summary of Prior Initiatives and Reports
  - 1.2 Summary of Public Engagement
    - 1.2.1 Survey Results
    - 1.2.2 Public Workshops
    - 1.2.3 Other Efforts
- 2 Environmental Conditions
  - 2.1 Water Resources, Wetlands
  - 2.2 Threatened and Endangered Species
  - 2.3 Soil and Groundwater
  - 2.4 Brownfields
- 3 Infrastructure
  - 3.1 Water
  - 3.2 Wastewater
  - 3.3 Stormwater
  - 3.4 Transportation
  - 3.5 Services (gas, electric, broadband, cellular)
  - 3.6 On-site Energy Opportunities
- 4 Building Conditions
  - 4.1 Structural
  - 4.2 Architectural
  - 4.3 Hazard Materials
  - 4.4 HVAC
- 5 Local and Regional Context
  - 5.1 Zoning
  - 5.2 Demographics
  - 5.3 Regional conditions
- 6 Alternatives for Redevelopment
  - 6.1 Alternative 1
  - 6.2 Alternative 2
  - 6.3 Alternative 3
  - 6.4 Infrastructure Needs by Alternative
  - 6.5 Zoning Updates by Alternative
  - 6.6 Permitting Needed by Alternative
  - 6.7 Funding Opportunities by Alternative
- 7 Conclusion and Action Plan



PUBLIC PARTICIPATION PLAN  
Wright's Mill Recovery Master Plan

Public Participation Elements	Deliverables	Schedule	Lead and Participants (Lead in Bold)	Next Steps	Overall Status
1. Public Workshop #1 - Project Initiation Workshop	<ul style="list-style-type: none"> <li>• PowerPoint presentation</li> <li>• Meeting materials</li> <li>• Meeting summary</li> <li>• Meeting attendance and presentation</li> </ul>	<ul style="list-style-type: none"> <li>• June 2024</li> </ul>	<b>Weston &amp; Sampson and Project Team</b> Town Administrator General Public	<ul style="list-style-type: none"> <li>• Schedule workshop</li> <li>• Select location</li> <li>• Advertise</li> </ul>	<ul style="list-style-type: none"> <li>• Pending</li> </ul>
2. Public Workshop #2 - Public Listening Session	<ul style="list-style-type: none"> <li>• PowerPoint presentation</li> <li>• Meeting materials</li> <li>• Meeting summary</li> <li>• Meeting attendance and presentation</li> </ul>	<ul style="list-style-type: none"> <li>• February 2025</li> </ul>	<b>Weston &amp; Sampson and Project Team</b> Town Administrator General Public	<ul style="list-style-type: none"> <li>• Schedule workshop</li> <li>• Select location</li> <li>• Advertise</li> </ul>	<ul style="list-style-type: none"> <li>• Pending</li> </ul>
3. Public/Community Survey	<ul style="list-style-type: none"> <li>• Draft survey questions</li> <li>• Survey loaded onto project website using SurveyMonkey</li> <li>• Memo with an analysis of the survey results and recommended next steps</li> <li>• Results will be incorporated into the Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Mid-May to Mid-July 2024</li> <li>• Open for two months</li> </ul>	<b>Weston &amp; Sampson and Project Team</b> Town Administrator General Public	<ul style="list-style-type: none"> <li>• Launch website</li> <li>• Draft survey questions</li> </ul>	<ul style="list-style-type: none"> <li>• Pending</li> </ul>
4. Project Video	<ul style="list-style-type: none"> <li>• 3-4-minute video</li> <li>• Placement on website</li> </ul>	<ul style="list-style-type: none"> <li>• Mid-May 2024</li> <li>• Launch with the community survey</li> </ul>	<b>Weston &amp; Sampson and Project Team</b> Town Administrator	<ul style="list-style-type: none"> <li>• Develop storyboard</li> <li>• Launch website</li> </ul>	<ul style="list-style-type: none"> <li>• Pending</li> </ul>
5. Project Website	<ul style="list-style-type: none"> <li>• Materials for the project webpage to be linked to the Town website</li> <li>• Summary of results from the website including website traffic and comments received</li> <li>• Engagement Page - "Map It"</li> <li>• Survey (see #3)</li> </ul>	<ul style="list-style-type: none"> <li>• Open for the duration of the project</li> <li>• Launch with the community survey and video</li> </ul>	<b>Weston &amp; Sampson and Project Team</b> Town Administrator General Public	<ul style="list-style-type: none"> <li>• Examples and draft text</li> </ul>	<ul style="list-style-type: none"> <li>• Pending</li> </ul>
6. Stakeholder Interviews	<ul style="list-style-type: none"> <li>• PowerPoint Presentation</li> <li>• Agenda</li> <li>• Meeting Summary</li> </ul>	<ul style="list-style-type: none"> <li>• May - June 2024</li> </ul>	<b>Weston &amp; Sampson and Project Team</b> Town Administrator Identified Stakeholders	<ul style="list-style-type: none"> <li>• Finalize list of stakeholders</li> <li>• Set up meeting dates</li> </ul>	<ul style="list-style-type: none"> <li>• Pending</li> </ul>

PROJECT SCHEDULE																		
Task	2024												2025					
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
1. Project Management																		
2. EDA Grant Management																		
3. Research History																		
4. Current Conditions																		
5. Three Alternatives																		
6. Benefits																		
7. Infrastructure Upgrades																		
8. Zoning Updates																		
9. Permitting Needed																		
10. Funding Options																		
11. Public Engagement						PW1			Website Remains Open					PW2	Website Remains Open			
12. Media and Marketing Plan																		
13. Findings and Next Steps													Draft				Final	



## PROJECT WORK PLAN Wright's Mill Recovery Master Plan

Task	Lead Staff	Approximate Completion
1. Project management and team coordination		Throughout
• Kickoff - workplan and schedule	Jim, Sue	January 11, 2024
• Monthly meetings	Jim, Sue	Throughout
2. EDA Grant management (quarterly reports) - Jim		Throughout
3. Research and document the history of the mill		April 2024
• General history	Sue, Elizabeth	February 2024
• History as part of brownfields research (See task 4)	Sue, Elizabeth	April 2024
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# BOARD OF SELECTMEN MEETING

CHARLES E. SHEPARD MUNICIPAL BUILDING

DATE: 1/11/24 10:00AM

Attendee:

[Signature]

Attendee: \_\_\_\_\_

Attendee:

Jim McKeon

Attendee: \_\_\_\_\_

Attendee:

Ralph Zebrowski

Attendee: \_\_\_\_\_

Attendee:

Lisa Digris

Attendee: \_\_\_\_\_

Attendee:

Bruce Martin

Attendee: \_\_\_\_\_

Attendee:

Jim Riordan

Attendee: \_\_\_\_\_

Attendee:

Perry Schmidt

Attendee: \_\_\_\_\_

Attendee:

Betty O'Brien

Attendee: \_\_\_\_\_

Attendee:

William Leslie

Attendee: \_\_\_\_\_

Attendee:

Jerry Olson

Attendee: \_\_\_\_\_

Attendee:

[Signature]

Attendee: \_\_\_\_\_

Attendee:

[Signature]

Attendee: \_\_\_\_\_

Attendee:

Dawn Swistak

Attendee: \_\_\_\_\_

Attendee:

Cindy Baxle

Attendee: \_\_\_\_\_