



POTENTIAL RE-USE OPTIONS FOR THE HADLEY ELEMENTARY SCHOOL



**HADLEY ELEMENTARY SCHOOL
REUSE ADVISORY COMMITTEE**

**REPORT TO THE
SELECT BOARD
AUGUST 2021**

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- Andrew Heilman - Lark Hotels
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EXECUTIVE SUMMARY

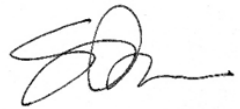
Dear Chair Spellios and members of the Select Board,

At the request of the Select Board and approval of Town Meeting, the Hadley Elementary School Reuse Advisory Committee makes these recommendations for the potential re-use of the Hadley Elementary School following the guidance laid out in our Committee Charge.

This property provides a substantial opportunity to revitalize the face of Humphrey Street and to serve the community in new ways, which are outlined in this report. As we worked to develop the possible re-use scenarios, we paid close attention to already established planning goals and the need for community input.

We are excited to present these recommendations and are confident that each scenario brings a unique set of community benefits. We appreciate the opportunity to help shape a process that may transform the Hadley site and continue to serve the Town of Swampscott for years to come.

Sincerely,



Steve Perdue, Chair
Hadley Elementary School Reuse Advisory Committee

ABOUT THE COMMITTEE

In light of the proposed new elementary school building and the Town's past management of potential development properties, the decision was made to form a committee to study the reuse of the Hadley Elementary School should, as a result of the current school building process, the site becomes available for reuse.

The Hadley Elementary School Reuse Advisory Committee was a recommendation from the Select Board and was formed through Town Meeting in November 2020, with the following charge:

COMMITTEE CHARGE

The Hadley Elementary School Reuse Advisory Committee will study future re-use of all or a portion of the existing Hadley Elementary School building / property for: (a) municipal, (b) public or civic, (c) downtown/local commercial, and/or (d) non-market rate housing purposes, in the event the school is deemed surplus by the Swampscott School Department and no longer to be used as a public school. Said committee shall: (i) explore the need, cost and feasibility of continued town ownership and use of all or a portion of the Hadley School building for municipal / public purposes; (ii) explore the potential to raze all or a portion of the Hadley School building to allow all or a portion of the property to be used for open space and/or recreational purposes; and (iii) explore potential public – private partnership and other structures that would enable all or a portion of the Hadley Elementary School building to remain open to the public and/or available for public access; (iv) recommend to the Town of Swampscott Select Board potential re-use options for the Hadley Elementary School building / property; and (v) identify and propose zoning and other potential bylaw revisions needed to achieve the proposed re-use of the Hadley Elementary School building / property.

The Committee is composed of 17 regular members, and 3 ex-officios. The break down of members is as follows:

- five (5) members of the Swampscott Town Meeting appointed by the Town Moderator,
- four (4) residents appointed by the Swampscott Select Board,

and a member or designee from each of the following:

- Planning Board,
- Historical Commission
- Open Space and Recreation Plan Committee,
- Swampscott For All Ages Committee,
- Finance Committee,
- Capital Improvement Committee,
- Swampscott Cultural Council,
- and the Swampscott Affordable Housing Trust.

The Committee was primarily supported in its efforts by the Department of Community & Economic Development and by the Town Administrator's Office.

PROCESS

The Committee began meeting in January 2021 and concluded in August 2021. The Committee meet over 20 times (including sub-group meetings), conducted two (2) project interviews and two (2) site visits.

The Committee formed sub-groups to focus on the exploration and feasibility of certain uses. This allowed for a more in-depth analysis and participation from members, and let certain members use their expertise in these areas.

After two months of sub-group meetings and site visits, the group reconvened in May and each sub-group reported to the entire committee. (Copies of these presentations are included in the Appendix). All meetings were held publicly using Zoom. Due to the size of the committee, this was the easiest and safest way to meet during the pandemic.

COMMUNITY ENGAGEMENT

There were two major community engagement efforts – an online Community Survey and an in-person Open House at Linscott Park.

COMMUNITY SURVEY

The Community Survey was released on March 9th, 2021 and was live until March 30th, 2021 and was developed using Survey Monkey. A link to the survey was shared directed with Town Meeting members, distributed to public school students, published in the Town newsletter, and highlighted on the website; Paper copies were available upon request. 789 responses were received. The survey's goal was to gather community ideas at the beginning of the process to help the committee prioritize as they moved forward in their sub-groups. More information about the survey and the results is discussed in the Vision section. A summary of the responses is included in Appendix.

OPEN HOUSE

The Committee held an Open House at Linscott Park on Tuesday, July 20th to get community feedback on the draft proposed scenarios. The event was drop-in, allowing residents to visit each of the tables at their leisure and ask questions of the committee members. There were four stations: a table with general information about the committee, the process, and some background information, as well as a table for each of the three (3) scenarios. The Committee estimates that sixty (60) people attended the open house. Additionally, short tours of the main Hadley building were offered to those who were interested.

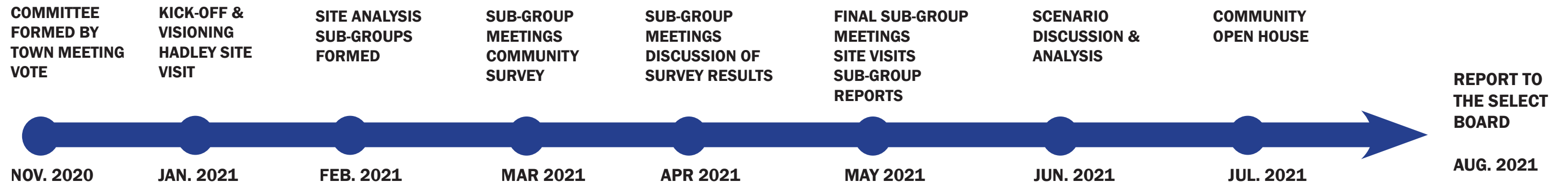
The boards and information presented at the open house were also made available online and residents could submit feedback through a survey portal. The survey closed on Monday, July 26th and 97 responses were received. The feedback is discussed further in Development Scenarios section and a summary of responses is available in the Appendix.



Community Outreach Subgroup

Members: Justina Oliver (Chair), Steve Perdue, Gary Barden, Nicole Dooley

The community outreach subgroup met twice to assist staff with the development of the community survey and with the community event. Members provided valuable feedback and changes to make sure that each outreach point was clear, informative and effective.



VISION

Visioning is an important part of the planning process and enables a group to define the future it wants and develop goals and plans consistent with that future.

COMMITTEE VISIONING

At the first Committee meeting on January 14, 2021, Committee members were asked to share a personal vision statement for the site. Each member was invited to submit images and talk about their ideas for reuse at the meeting.

The following themes were developed out of the visioning discussion:

Adaptive Reuse

To reuse as much of the existing building(s) as possible, depending on feasibility

Connectivity

To encourage uses/design that provides more connection to the site from Humphrey Street and Linscott Park

Downtown

To encourages uses/design that enhance Swampscott's historic downtown area as this building sits at the gateway of Humphrey Street

Mixed-Use

To encourage a mix of uses on the site that provide multiple types of activity and ensures that the site develops a true sense of place

Preservation

To preserve and acknowledge the site and building's history and legacy in the community



Future meetings and discussion referred back to these themes to ensure that each scenario would incorporate these elements to the extent possible.

The following use categories were developed out of the visioning discussion:

Arts & Culture

To explore uses such as performance venue, cultural center, and artist studios

Affordable Housing

To explore feasibility of housing and preference for type (senior, live/work, family)

Civic/Nonprofit

To explore community related uses/needs (recreation, event space, non-profit partners)

Commercial

To explore uses such as restaurant/café, retail, hotel, co-working, etc.

The committee voted to create 4 sub-groups which met publicly and did internal research to explore these use categories further, which is discussed in the process and use evaluation sections.

COMMUNITY SURVEY & ANALYSIS

The committee placed a high importance on the inclusion of community input at the beginning of the process to ensure that all ideas were being considered. A Community Survey was developed to gauge public interest in the project, help the committee prioritize certain items, and provide a forum for feedback on specific use categories. The two-part survey included initial questions which addressed the site as a whole and certain priorities, such as the preservation of existing buildings. The second part dove deeper into the use categories to get specific input that each sub-group could use in their analysis.

The survey reaffirmed the committee's charge to explore the use options laid out by Town Meeting. However, the survey did not demonstrate a clear community preference to preserve the building; the majority of the answers were ambivalent, although the preservation of the main building trended towards the top.

The survey made clear that there is a community priority for open space on site, although the survey did not specify what type of open space amenities. Many examples were input later in the survey, such as: splash park, outdoor seating, recreation, beer garden, dog park, and a renovated playground. The survey also showed a preference towards uses that would generate increased commercial activity and thereby support the Humphrey Street business corridor.

Respondents were asked to prioritize particular uses. Again, a majority of respondents prioritized recreation and open space amenities, as well as space for arts and commercial uses. Respondents did not prioritize affordable housing for the site. The committee discussed these results in April and concluded that housing in general is a hot button topic because of the perceived parking needs and private nature of the use.

Respondents were then asked a question specific to each use category and were able to select uses they felt appropriate for the site and were able to write in their own. There were some new ideas generated, however most answers reflected the initial visioning done by the committee and reaffirmed some sub-groups research. A full summary of the survey results is included in the Appendix.

EXISTING CONDITIONS

SITE ANALYSIS

Hadley Elementary School is bound by Redington Street to the east, a small commercial building to the south, Linscott Park to the west, and a residential street (Stone Court) to the north. The site is visible from Humphrey Street, Swampscott's historic commercial corridor, and from Monument Ave/Town Hall, a part of the Olmsted Historic District.

The site is at the nexus of the Olmsted Historic District and the Humphrey Street commercial corridor, making it an important and highly visible location. It is also within walking distance of the Swampscott Commuter Rail (approx. 1 mile) and adjacent to the MBTA bus (MA 129) on Humphrey Street, making it accessible by multiple forms of transportation. The site is currently zoned A-4 Residential, but is a part of the Humphrey Street Overlay District which promotes increased commercial uses in the Humphrey Street corridor.



BUILDING ANALYSIS

There are two buildings on site. The larger main building was constructed in 1911 and was built to provide a building with twelve (12) classrooms which accommodated elementary and junior high grades and a 400-seat assembly hall. The building was named for Miss Elizabeth J. Hadley, who taught in the Swampscott Public School system for over 40 years. The smaller annex was built in 1925 to provide relief from overcrowding, and was planned to house elementary grades and administrative offices. Currently, Hadley Elementary School serves grades K through 4.

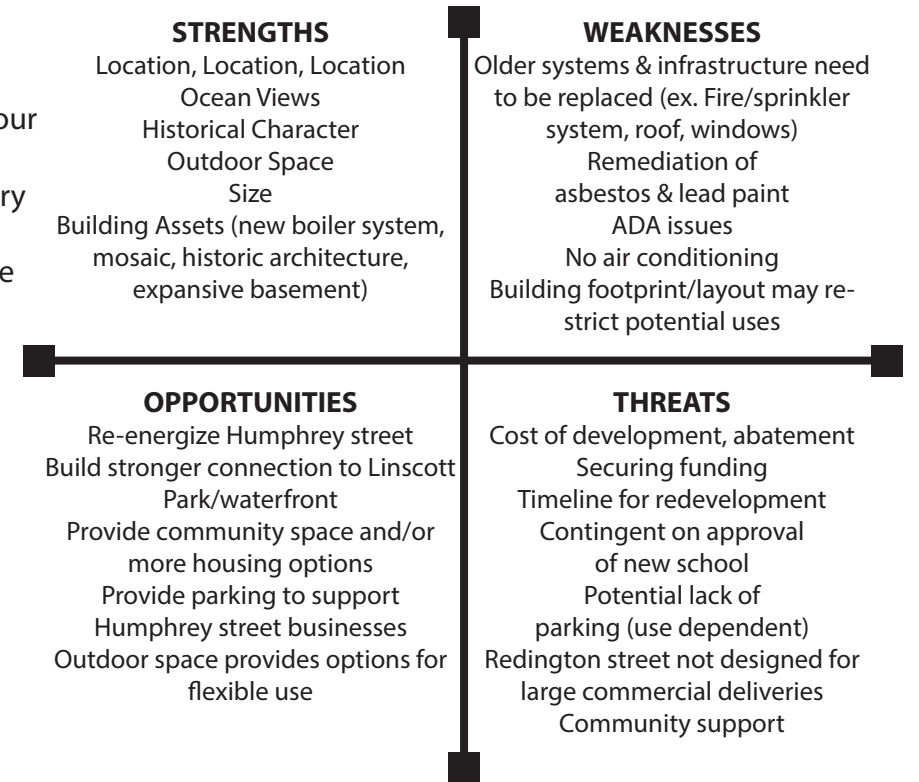


A full building assessment, conducted by LBA Architects during the School Building Committee process to determine current status and building needs, was made available to the committee members to understand the depth and scope of renovations. It is noted that this analysis was done specifically for conversion of the building to an educational use. The building is not accessible and so any renovation will need to make significant upgrades to exterior entrances, interior hallways and stairways, restrooms, and will need to provide elevator access to all floors. The building also needs investment in modern infrastructure including a new fire/sprinkler system, air conditioning, and windows. Lead and asbestos abatement will need to be completed before any interior renovation.

The main building has four floors total (basement and floors 1-3) and is connected to the smaller annex through a first-floor walkway. The total gross square footage of both buildings is 48,565. It is important to note the location of bearing walls within the building; while these could potentially be moved/altered, the committee tried to work within the existing layout given the uncertainty.

SWOT

The committee had an opportunity to tour the site and buildings with the Town's Facilities' Director, Max Kasper, on January 23rd. The site visit supplemented the information provided from LBA and gave committee members a comprehensive understanding of the site and the building needs. Committee members were asked to complete a Strengths, Weaknesses, Opportunities, and Threats analysis (SWOT) after reviewing this information.



COMMUNITY CONTEXT

The Committee sought to align recommendations with the Swampscott 2025 Master plan which was developed in 2015. These elements were as follows:

PLAN ELEMENT	GOAL	COMMITTEE DISCUSSION
HISTORIC PRESERVATION	Enhance efforts to protect and maintain Swampscott's historic & cultural resources.	One of the main themes out of the Committee's visioning session was preservation of the buildings to the extent possible.
ECONOMIC DEVELOPMENT	Invest in the tourism industry – providing more amenities and programming year-round.	Members discussed the theme of "Downtown" and some sub-groups focused on uses that would provide additional activity and Town programming.
HOUSING	Create opportunities to develop a more diverse housing stock – affordable and market rate – to meet the needs of a changing demographic profile in Town.	The Committee charge focused on affordable housing and excluded market-rate. The affordable housing sub-group looked at specific community needs.
PUBLIC FACILITIES	Secure adequate resources for Swampscott's public services & facilities.	The civic/non-profit sub-group specifically looked at Town needs and identified the possibility of an expansion of the Recreation Department into a reuse option.
LAND USE & ZONING	Revitalize Humphrey Street into a vibrant and attractive mix-used commercial corridor.	Site design focused on the efficient placement of buildings, parking, and service areas while trying to provide new outdoor amenities and maintain open space connections.

Additional planning documents referenced during the process include: Housing Production Plan (2016), Open Space & Recreation Plan (2021-2027), Swampscott Downtown Vision and Action Plan (2012), Harbor and Waterfront Plan (2020).

USE EVALUATION & DESIGN STUDIES

The Committee charge specifically focused on the following reuse options: municipal, public or civic, downtown/local commercial, and non-market rate housing. In order to narrow down certain uses/use groups within these categories, the committee broke into four sub-groups: Arts & Culture, Civic/Nonprofit, Affordable Housing, and Commercial. The sub-groups met in public meetings over the course of March, April and May, 2021.

Each sub-group was tasked with exploring uses under their category and providing information on what specific uses could work in the building, space and design needs, potential funding sources and other revenues. The sub-groups were also responsible for analyzing the community survey data related to their use group.

STUDY GOALS FOR SUB GROUPS

FUNDING SOURCES	DESIGN	OWNERSHIP	PROJECT SCHEDULE	COMMUNITY INPUT
Grants	Min. Space Required	Preferred ownership structure (Town, condo, private)	Short term vs. long term (if possible)	Community feedback from survey results
Loans	Opportunities & Constraints			
Lease/Market Rents	Unique Elements		Anticipated timing	Recommendations for future process
Tax Credits	Best portions of site for use			

During their study, the sub-groups conducted interviews and site visits as a part of researching their use categories. Additionally, two members of the Committee used their design expertise to explore issues of accessibility and design.

ARTS & CULTURE



Sub-group members: John Peterson (Chair), Angela Ippolito, Laurier Beaupre, Martha Cesarz, Whisky Wolinski, Adrian Rodriguez

The Arts & Culture sub-group evaluated the needs of the community by looking at current arts related resources and complimentary ways to leverage existing means. The sub-group specifically reached out to ReachArts to determine demand for individual artist rental space and to determine what uses they could recommend without duplicating ongoing efforts. The group also looked at nearby arts organizations and projects, such as: Lydia Pinkham Building (Lynn), Cabot Theater (Beverly), Little Theater (Marblehead), Chevalier Theatre (Medford). The committee also looked at regional research on the Creative Economy, the North Shore CDC's Creative Survey, and adaptive reuse projects with a focus on arts facilities.

Through their research and conversations, the committee determined that:

- There is a small market for one or two more spaces for rent (below market) for working artists. ReachArts has limited private space which is fully occupied. The basement was identified as a good space for studios as it is less desirable for other commercial uses and may be easier to rent to artists.
- There is a community need for a true performance/theater space and the group identified reuse of the existing auditorium as a way to fill this need. Town Hall lawn is used for outdoor performances during summer weather, however an indoor venue independent of the school system would benefit multiple existing operators and provide the new opportunities for community theater, musical groups, and other ensemble performances. There also used to be a movie theatre on Humphrey Street called Surf Theater which closed down in 1983 and eventually demolished for condos. While Hadley would not support a modern movie theater, having a performance area with an optional screen helps revitalize some lost history. Regional examples of multi-functional performance spaces include the Cabot in Beverly, MA, the Music Hall in Portsmouth, NH, and th Stoneham Theatre, in Stoneham, MA. The group surmised that this space would be ideal as a black box / small-to-medium venue.
- Arts & culture uses can work well with and support the creation of local commercial uses, such as a café/bistro and boutique retail. Arts & cultures uses can also seamlessly blend with civic and non-profit uses, as there are crossovers when it comes to programming, classes, and other amenities.

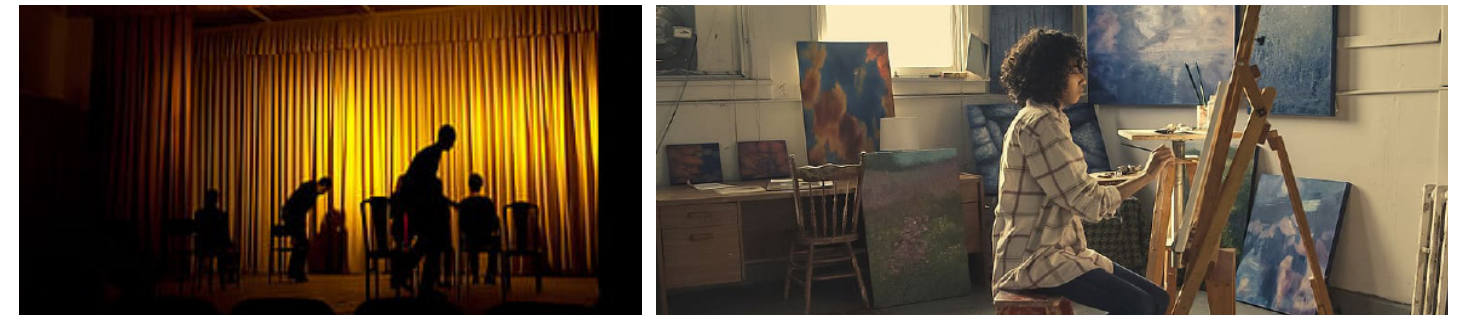


Surf Movie Theater, Humphrey St., Swampscott June 2, 1951

- A gallery or display space does not necessarily have to be a dedicated room, but can take place in the public hallways of the building. This allows more space for market-rate rental or other uses, but still provides an opportunity for art or museum displays in the wide corridors. Therefore, the sub-group refrained from making any recommendations related to dedicated classroom/learning space.
- The group initially discussed the possibility of live/work artist studios which would accomplish providing artist work space and affordable housing, but determined that the expertise in that area lay in the affordable housing sub-group.

USE	SF/FLOOR	RENT	OPPORTUNITIES	CONSTRAINTS
Performance Space (Indoor)	2,467 sf Existing Auditorium	Varies (per performance)	Re-use existing 2-story space	Interior acoustics Back-of-house needs
Performance Space (Outdoor)	Potential new plaza/ outdoor area	Varies (per performance)	New outdoor activation	Exterior acoustics and neighborhood impact
Working Studios	700-800 sf Basement, potential upper floors	\$700-1,000 monthly (below market)	Revenue potential Supports local artists	Potentially removes market-rent space
Gallery	Varies First Floor Hallways	N/A for public use Flat fee for private show	Could co-exist with a variety of interior uses	Limited to wall mount / thin in profile

The group researched a number of funding opportunities and revenue sources, including local grants, rental fees, and ticket pricing. Any studios for rent would most likely be below market rate, but would still provide income. Additionally, renovating a space to accommodate working artist would be less extensive than other commercial uses; spaces can remain very basic and even partially unfinished to allow tenants flexibility in the use (ex. Oil painting vs sculpting).



RECOMMENDATIONS of the Arts & Culture Sub-group

The Arts & Culture sub-group recommends that any potential scenarios focus on reusing the existing auditorium, incorporating gallery space into the hallways, and providing potential working studios for rent. The group acknowledges that though arts & culture uses are essential for the creative economy and can provide some rental income, they will not be enough to support a full rehabilitation. The sub-group recommends mixing arts & culture uses with civic/non-profit and commercial uses to benefit the entire project.

CIVIC / NON-PROFIT



Sub-group members: Laurie Lebbon (Chair), Verena Karsten (former), Janell Cameron, Justina Oliver

The Civic/Nonprofit group researched a number of community-based uses and focused on the idea of creating a possible community center, if the end scenario could accommodate it. Specific uses included: artist workspace/instructional space, space for expanded exercise and community dance classes, adult education/community meeting rooms, a teen center, young children’s play area, museum & gallery space, and a community theater in the auditorium. The group focused on reusing the main building and discussed removing the annex to create additional outdoor green space and parking area.

The community survey revealed a strong preference for community uses like a teen center and more space for general community-based programming. In speaking with the Recreation Department, the sub-group noted that more programs and classes could be available to the Swampscott community if there was dedicated Town space to hold them. The Recreation Department currently uses a combination of indoor school space and outdoor Town space for camps, events, and other programs. However, indoor space is limited due to school hours and needs which take priority. Additionally, space in Hadley could be used to expand the Recreation Department by providing an accessible office for the Recreation Director and staff.

USE	DESCRIPTION	SF/FLOOR*	OPPORTUNITIES	CONSTRAINTS
Art Instruction / Workspace	Serves all ages	800-900 sf basement	Existing kiln may be retained New Recreation programming	Special ventilation may be required
Exercise / Dance Class	Serves all ages	700-750 sf Basement / 1st floor	New Recreation programming	Requires special flooring
Adult Education / Classroom / Community Mtg	Intergenerational learning & social opportunities	640 sf +/- Basement / 1st floor	New Recreation programming	
Teen Center	Social gathering space, group study area, possible coffee bar, electronic gaming room	2,050 sf min. Basement	New option for this age group Cross-collaboration with schools and Recreation	Needs a large amount of space Will need after-hours staffing
Museum / Gallery Space	Serves all ages	750 sf +/- 1st floor	New opportunity to show Town history	Security needs, special lighting
Community Theater	Serves all ages Stackable seating can serve multiple events	2,470 sf 1st floor	Reuse existing auditorium Potential to rent out	Need specialized equipment
Children’s Play Room	Serves young children & families	750-850 sf +/- Basement or 1st floor	New option for Town residents	Lead paint abatement
Recreation Office	New space for Recreation Dir. & staff	550-900 sf 1st floor	Public Counter	

*Square footage shown reflects amount recommended for one space of each use type.

Potential funding sources include historic tax credits, event and room rental fees, program registration fees, and grant programs. However, the group also discussed how to partner with other uses as occupying the entire building would not be financially feasible. Commercial uses could complement some civic uses and offices would occupy upper floors. Additionally, engaging with other entities in Town like the Senior Center could boost programmatic opportunities and meet the goal of providing multigenerational options to the community.

The Civic/Nonprofit group held a zoom meeting with representatives from the Nahant Preservation Trust to discuss their work in rehabilitating and reusing the Valley Road School in Nahant. The NPT model was specifically interesting because utilizing a non-profit partner allowed the renovation to take place outside of a traditional bid process that municipalities are subject to, thereby providing 20-30% cost savings overall. In order to do so, NPT and the Town of Nahant executed a long-term lease agreement. The group discussed recommending the same sort of process for Hadley.

The group noted that certain civic uses could potentially occupy the building prior to renovation and that the annex may be used as swing space before being demolished; however, accessibility is a major issue to be addressed in the renovation to allow truly accessible community space. The group also discussed the possibility of bringing in a project partner like the YMCA, an arrangement which has been successful for other community centers.



RECOMMENDATIONS of the Civic/Non-profit Sub-group

The Civic/Non-profit group recommends that the main building be re-used and that a community center be established using the basement and first floors. The group recommends partnering with other uses to maximize use of the building and ensure financial stability. The Town should also partner with a long-term tenant/developer in order to provide cost savings.

The group recommends that future community design forums be planned to determine specific uses if a large amount of community space is slated in the final design.

AFFORDABLE HOUSING



Sub-group members: Joan Honig (Chair), Bill DiMento, Lydia Scott Muolo

The Affordable Housing Sub-group discussed the documented needs for affordable housing in Swampscott and the opportunities for affordable housing presented by a re-use of the Hadley site. Currently, while there are some limited affordable housing options in Town - such as the Housing Authority and units in Bertram House, there are long waiting lists for these units. Further, the Town is not currently meeting the 10% Subsidized Housing Inventory (SHI) threshold mandated by the state.

Most importantly, the data in the Town's 2016 Housing Production Plan clearly demonstrates the need for more affordable housing units to accommodate a growing population and address a significant need. The senior population of Swampscott will double by 2030 and thus increase the need for affordable units for this population segment. Since senior units are usually one-bedroom and approximately 650 -750 square

feet, more units can fit on a site and with fewer parking spaces than the larger "family" units which require 2 or more bedrooms.

The Sub-group examined many examples of public schools which were successfully

Table 1: Swampscott Population Change by Age (Stronger Region Scenario), 1990-2030

Age	1990	2000	2010	2020	2030	Change 2010-2030	% Change 2010-2030
1-4	784	920	749	661	707	-42	-5.6%
5-19	2,273	2,762	2,649	2,271	2,153	-496	-18.7%
20-34	2,766	1,893	1,578	1,839	1,758	180	11.4%
35-54	3,959	4,889	4,255	3,443	3,581	-674	-15.8%
55-64	1,346	1,399	2,108	2,262	1,692	-416	-19.7%
65-74	1,310	1,066	1,114	1,841	1,990	876	78.6%
75+	1,212	1,483	1,334	1,385	2,046	712	53.4%

Source: U.S. Census; MAPC Projections

converted to affordable senior housing, (including the Machon School, discussed below) and concluded that developing 100% of the units for seniors would both serve the constraints of the site and the housing needs of the Town and therefore voted to recommend 100% affordable senior housing for the Hadley site. The target unit count is 40 units, which the site could accommodate by demolishing the existing annex and building a new addition onto the main building.

The Committee noted that the Machon School, on Burpee Road in Swampscott, developed by B'nai Brith and recently completed, is an excellent model for the proposed redevelopment of the Hadley School. Members of the entire committee visited the Machon School to see a local example of an affordable housing reuse project. Originally built in the 1920s, the Machon School served the Town for many years as an elementary and junior high school until shutting its doors in 2007. In 2016, the Town released an RFP for redevelopment of the Machon site for affordable housing and selected B'nai Brith. The site included an addition from the 1960s, which was removed; the main building was rehabilitated, and a new addition constructed to house 38, one-bedroom units for seniors 55+. The project is 100% affordable.

One unique source of funding available to developers of affordable housing is the Low Income Housing Tax Credit (LIHTC). Developers of affordable housing are eligible to apply for 4% or 9% federal tax credits through Mass Housing (4%) and DHCD (9%). Projects must be retained as low-income housing for at last 30



years and at least 20% of the units must be reserved for persons with incomes at/or below 50% of the area median income adjusted for family size; or at least 40% of the units must be made affordable for persons with incomes at/or below 60% of the area median income adjusted for family size.

Low Income Housing Tax Credits are distributed to each state based on that state's Qualified Allocation Plan (QAP). Massachusetts's current QAP gives priority for projects benefiting low-income seniors (and other individuals) earning less than 30% of the Area Median Income, and for senior (and other) projects in communities with SHI less than 12%. This means that a senior 100% affordable housing project in Swampscott is very likely to have high priority under the QAP and therefore an excellent probability to receive funding. Since the tax credit equity does not need to be repaid, the amount of debt financing on a LIHTC project is substantially reduced, thus making an extensive redevelopment of the property for affordable housing economically feasible and attractive to a developer.

The group also recognizes the historic role of the Hadley school as a long-time center of community activities and, to the extent feasible, it would alternately also support a senior 100% affordable project which incorporates cultural and other public uses on a portion of the property. Such uses that might co-exist well with housing might possibly include a community room for Town programming and meetings, an art gallery, or a small non-profit that provides supportive services. However, the group noted that the financing for any public space would likely need to be separate from the LIHTC funding that supports the housing portion.

RECOMMENDATIONS of the Affordable Housing Sub-group

The Affordable Housing sub-group recommends two alternate use scenarios:

1. Reuse solely for 100% affordable housing for seniors.
2. A mixed-use option with primary use as 100% affordable housing for seniors with a secondary public use.

Due to the strict requirements in the tax code for the funding of public spaces that are not a part of the residential use of the building, it is suggested that any Request for Proposals (RFP) encourage the proposers of the mixed-use option to carefully explore the architectural, regulatory, zoning and financing options with respect to the structure of any anticipated adjunct public spaces.

COMMERCIAL



Sub-group members: Jay Sullivan (Chair), Brian Rooney, Matt Kirschner, Nicole Dooley, Gary Barden

The commercial group focused discussion on a number of uses that would support the local economy and bring additional activity to Humphrey Street. In addition to conversations about general office and retail needs, the group discussed the possibility of additional food options and co-working/maker space uses.

While another restaurant in Town would be a good addition and solidify Humphrey Street as a dining destination, the group also discussed the possibility of a food hall. Food Halls have become a hot dining concept in recent years and offer restaurants/culinary entrepreneurs the ability to enter and test the market without the burden of a full rental space. Food halls act like mini markets (or large markets, depending on the space) with multiple “stalls” or “stations” offering a variety of cuisines.

USE	SF/FLOOR	RENTS	OPPORTUNITIES	CONSTRAINTS
Food Hall	First Floor	Monthly	Allows multiple food tenants on site; create local culinary program	Rental viability Would occupy almost entire floor
Restaurant/cafe (small)	70 seats indoors, 80 seats outdoors	\$20+ per sf	Could support arts/performance programming	Interior bearing walls are a design hurdle
Restaurant/cafe (large)	5,000 - 8,000 sf	\$20+ per sf	Additional dining option on Humphrey St.	Interior bearing walls are a design hurdle
Co-working / maker space	Variable Floors 1-3	Hot Desk - \$195* Dedicated Desk - \$387*	Accessible to small entrepreneurs Requires less interior reno	Potential reduced market for co-work space due to COVID-19
Parking	N/A	Possibility of paid parking (area average: \$1/hr)	Potential to provide general parking to Town/Humphrey St.	Availability TBD based on final use mix

Co-working was discussed as an alternative to traditional office space, as it allows smaller operations to have their own space at an affordable rate. It was noted that interest in traditional open-floor co-working space is declining in favor of micro-offices connected to a shared kitchenette, copy center, and conference room. Work Bar in Salem, Work Loft in Marblehead, and Work Tank in Peabody are local examples. This would also likely be the least intensive use and require minimal renovation.

Members of the Committee and staff visited Mills58 in Peabody to see a local example of a mixed-use renovation project. The buildings – three old mill buildings connected through common hallways – host a number of diverse tenants including, among others, a daycare, a brewery, a co-working space, photography and dance studios, antique stores, a catering business, and a number of restaurants which comprise the “food hall” on the first floor.

A mixed-use building has the benefit of providing a home to multiple types of commercial uses. This use would likely allow for other non-traditional commercial tenants, such as working artists. The committee also discussed the possibilities of integrating arts and civic uses into the building and utilizing the commercial rents to provide revenue. Having arts and civic uses – whether it be working artists that can rent out less commercially viable spaces or having a performance area that supports/is supported by a small café – can further activate the space and provide benefits for the entire building and the broader public community.



The group also looked into the boutique hotel idea brought up during the committee’s visioning session. Former school buildings like the Kennedy Elementary School in Portland, Oregon (pictured left) have been transformed into unique hotel options. Staff and Chair Perdue spoke with Lark Hotels, a boutique hotel management company who own and manage the Hotel Salem and the Merchant Hotel locally, with multiple other locations in New England. The boutique concept allows for a range of sizing options with an average of 35 rooms (called “keys”).

The hotels tend to be more weekend oriented and often include a food and beverage component – such as a bar, café, or full restaurant – and an event space. These uses help drive additional revenue and foot traffic beyond the hotel guests. Many boutique stay options focus on historical authenticity and preservation, and would potentially allow the main building to remain as is. It was noted that the Swampscott 2025 Master Plan specifically calls for a hotel or overnight stay option on Humphrey Street to fill in this market gap and increase the tourism economy in Swampscott. As with the mixed-use building scenario, the committee would encourage exploration of potential integration of arts and civic uses into the boutique hotel, even if in a more limited capacity – perhaps through an on-site gallery for local artists or music performance space that could accommodate both community and commercial performances.

In addition to discussing the above described uses for the buildings, the group also discussed potential underground and decked parking solutions to help accommodate the need for general public parking along Humphrey street. The group was not adverse to decked parking if some green infrastructure could be included, but it was acknowledged that this may not be the right fit for the neighborhood. Underground parking would likely be feasible to construct since the site is above the water table; however, the cost is also likely prohibitive. The group encourages additional research into potential parking solutions for this project that support the Humphrey Street corridor, its merchants and their customers. Lastly, the group reviewed additional financing options outside of traditional loans and equity available to commercial developers, including federal historic tax credits and, state bond and low-interest loans, and grant programs.

RECOMMENDATIONS of the Commercial Sub-group

The Commercial group recommends two use scenarios:

1. A fully mixed-use option that includes commercial uses and the opportunity to partner with civic and arts uses. This option allows for multiple types of commercial uses (office, retail, food/beverage) and allows for civic and arts uses on floors that may not be desirable commercial space.
2. A hospitality option that includes a boutique hotel with a food/beverage and function room components.

DESIGN STUDIES



Committee members Laurie Lebbon, interior designer, and John Peterson, architectural professional, undertook design studies of the interior and exterior of the building to assist the committee in answering questions related to building access, elevator placement, and connection to Linscott Park.

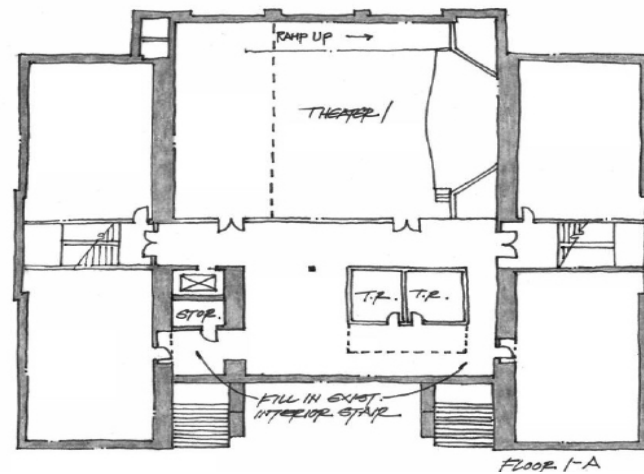
ELEVATOR LOCATION STUDY conducted by Laurie Lebbon Siting an Interior Elevator and New External Stair

An accessible entrance and access to all floors is essential for any reuse of the site. The current buildings are not ADA accessible and there is no internal elevator. In the main building, two large stairwells are located at either end of the structure, connecting to all four floors. The main building is connected to the annex through a walkway on the first floor and the annex has two stairwells with access to the basement and 2nd floor.

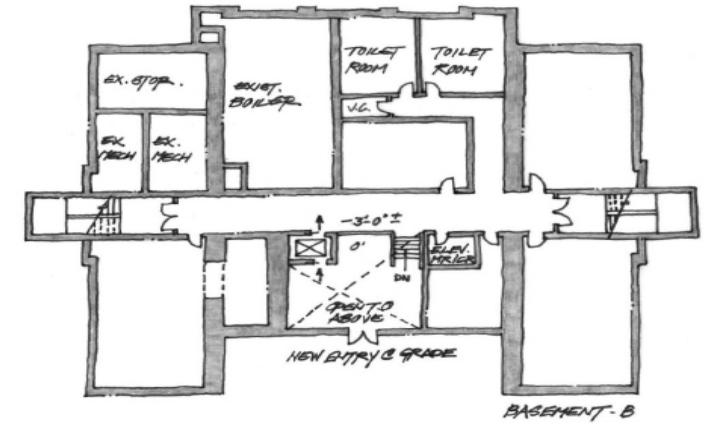


Four options were studied:

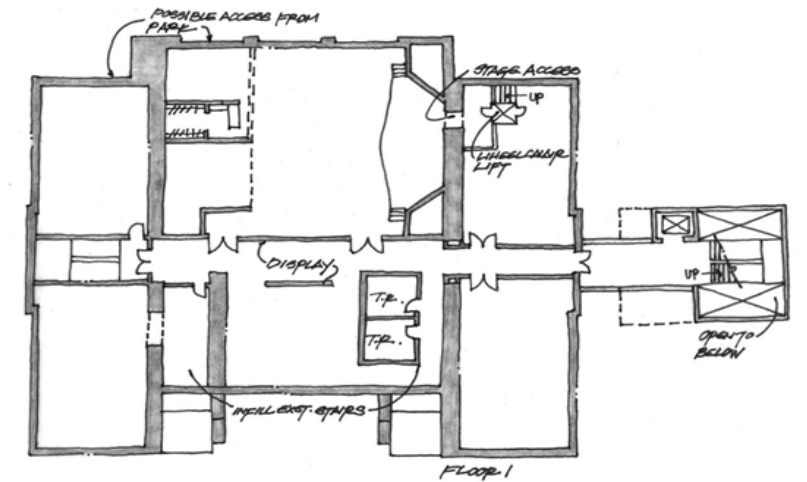
Scheme A: New entry to be located at an existing window opening, which would be accessed by a ramp at the basement level. The elevator would be located between two existing bearing walls. However, the elevator still could not serve the existing annex, which is only connected on the first floor, and so only provides access all floors of the main building unless a new, fully connected addition is built.



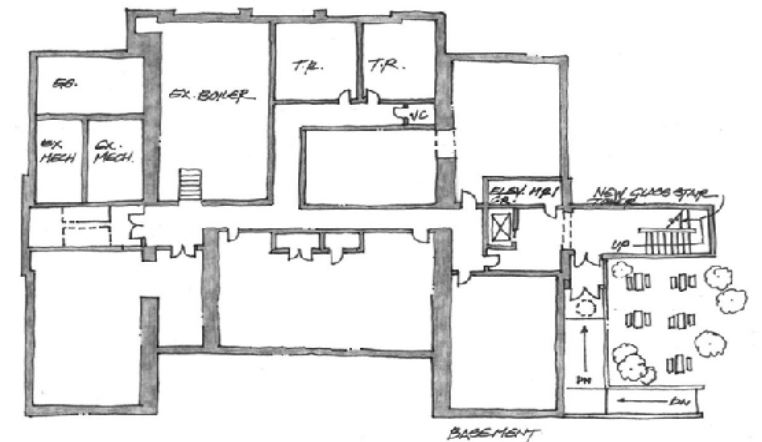
Scheme B: New entry at grade created using an existing center window opening. This creates a lobby at the basement level with stairs and elevator access. The two-sided elevator would serve all floors. As in Scheme A, the elevator serves all floors of the main building but not the annex. It also removes interior area that could be rentable or community space to create a lobby.



Scheme C: Elevator and one egress stair placed outside the building in a new glass enclosure. New floor slabs would be poured in the location of the existing stair and provide more usable space within the building. The new tower is located in the area of the existing bridge to the annex and will require less excavation than other exterior locations. A ramp provides access down to the basement level. This option assumes the existing annex is removed.



Scheme D: One of the existing egress stairs is demolished and a new elevator shaft is created in that location. The new egress stair is placed outside the building in a new glass tower, again making use of the former bridge to the annex. A ramp leads down to a new vestibule creating a connection to both the stair and the elevator. Like the previous design, this scheme assumes the existing annex is removed. However, both Schemes C and D also reveal the potential that a new addition would be able to include an elevator and new, fully accessible entrance to serve the site.



The most desirable, efficient and cost-effective location to place an elevator is at or adjacent to one of the existing stairwells in a new vestibule or in an entirely new addition. As the Schemes show, placing the elevator within the existing main building occupies valuable, rentable space. Additionally, if the existing annex remains then a separate elevator would need to be installed in the annex or additional connecting levels built so all floors are connected. This option is also inefficient and does not serve the needs that many modern uses require. Building a new, exterior elevator and entrance and/or new addition with these amenities is a practical solution.

PLAZA CASE STUDY by John Peterson
Exterior Patio and ADA Access

Many sub-groups discussed the relationship of the site to Linscott Park and suggested that potential improvements/connections be made when exploring reuse of the main building. Linscott Park, and the view of the main Hadley building behind, are an iconic view from Monument Avenue. The area lends itself to a natural plaza and gathering space.

John Peterson, registered architect, studied the concept of creating a plaza that connected the main Hadley building and Linscott Park, and discovered in the process that one of the main issues of accessing the building on either side is the grade change and elevated doors.



Culver Steps in Culver City, CA: This 40,000 square foot public plaza is surrounded by commercial, retail, and eateries designed for morning-to-night activity. The plaza's tiered design allows for impromptu picnics and creates an inviting space to hang out in.

V-Plaza in Kaunas, Lithuania: The design of this public plaza reflects the natural movement and flow of water to create curved seating, green space, and water features to bring people together.

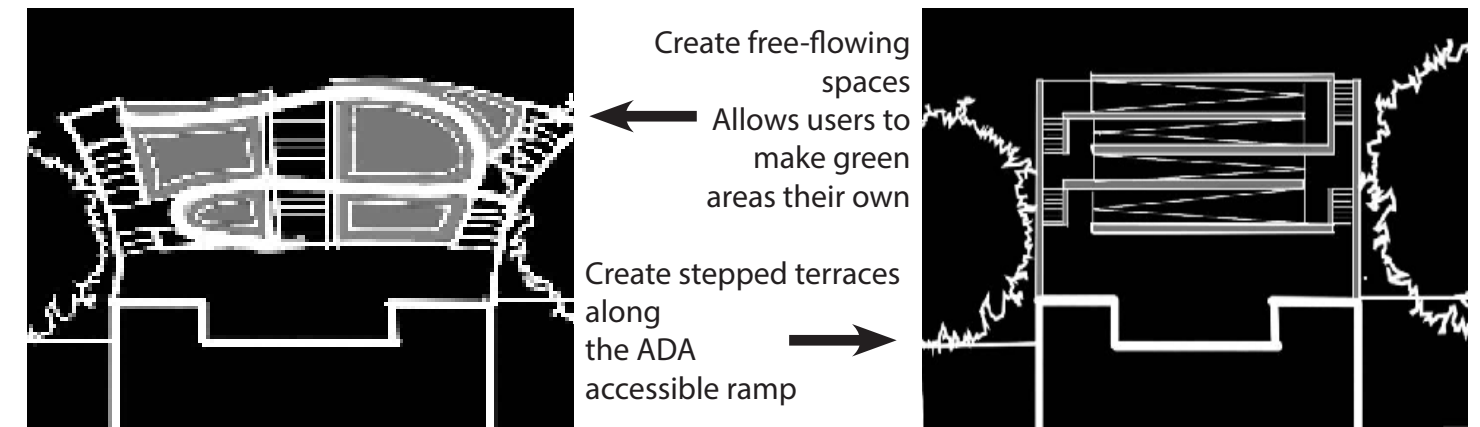


Boston City Hall Plaza in Boston, MA: This seven-acre plaza is one of the largest civic spaces in the City and its renovation moves towards a more accessible, sustainable, and connected space in the heart of the City. New features include "plug and play" seating/performance areas; permeable surfaces with 100 new trees; and new access into City Hall to support indoor/outdoor programming.

Design possibilities for Hadley were gathered from these examples:

DESIGN FEATURE	DESCRIPTION
Tiered / Ramped Steps	The first floor of Hadley is located well above grade on either side of the building, necessitating ramped or tiered steps for access.
Incorporated Green Space	Using part of Linscott Park or even the front of Hadley will require some pervious area; however incorporating/preserving green space as a part of the plaza will be important both from a sustainability and design perspective.
Auxiliary Uses / Seasonal Operation	Maintaining activity on this site and utilizing it to bring additional activity to Humphrey street requires year-round programming. A public plaza should support this goal through and offer amenities that can translate through the seasons.

Each design element can be utilized for a potential patio/outdoor public space for Hadley. The following sketches look specifically at design interventions for the rear of the building, with the goal of creating a fully accessible entrance that also functions as a public plaza for programming and events.



In exploring these design possibilities, it was noted that exterior access into the existing main building requires a large intervention to make the current entrance fully accessible. In Linscott Park, the project would most likely need state approval through the Article 97 process, which requires a 1:1 replacement of any open space land used, in this case, as hardscape. Such a project may not be the final product that the Town envisions; and so the addition of an exterior elevator vestibule and/or new addition also serve the purpose of providing an exterior entrance that is ADA accessible. In creating the final scenarios, elements of a plaza were incorporated in various ways to reflect group discussion and design elements, both on the rear of the building and the front facing Redington Street.

A plaza structure to solve accessibility issues will be a large intervention on site, but its elements can serve to create dynamic outdoor public space to bring the community together and activate the site throughout the year, fulfilling Town goals and reenergizing Humphrey Street.



DEVELOPMENT SCENARIOS for the Hadley Elementary School



SCENARIO #1

MIXED-USE COMMERCIAL

CONCEPT

Scenario #1 envisions a true mixed-use building with various commercial tenants and dedicated community space. The main Hadley building remains and the existing annex is demolished in order to create more parking area and preserve green space. A small entry addition on the northeast side of the building provides stair and elevator access to all floors. Arts and civic uses are located in the basement and on the first floor of the building; commercial tenants would occupy floors 2-3 and part of the first floor. The new event/performance area in the old auditorium provides a central point in the building and, with certain commercial uses, supports site activation throughout the day and into the evening. Open space amenities include a community plaza facing Redington Street, relocation of the playground, informal sitting areas, and a potential rear patio facing Linscott Park. Approximately 50 parking spots serve the building with an entrance off Redington Street, and an existing asphalt area on the Southwest side of the building is re-purposed as a service area.

SITE PLAN



DEVELOPMENT FINANCING

Traditional or Bond Financing
Federal Historic Rehabilitation Tax Credits
Philanthropy, Grants, User Capital
Tax Increment Financing (or District Improvement Financing)
Construction Loan

DEVELOPMENT STRATEGY

Commercial, civic, and arts uses allow for the main building to be renovated but keeps total renovation costs lower than other potential uses since there is minimal space fit-out. Working artists are comfortable with a basic floor and four walls; commercial tenants have the flexibility to fit out their space as needed. Civic programming can easily find a home in dedicated classroom or auditorium space.

There are a couple of approaches to developing this scenario:

- 1. Anchor Tenant:** The building is developed by an organization that will also be the primary occupant. This guarantees tenancy as soon as the building is open.
- 2. Multi-tenant:** The building is traditionally developed with the intent to lease to multiple occupants. A good portion of the operating costs would be supported by the rents.

In each case, a public-private partnership is necessary between the Town and a private party. For the Town to retain ownership, a long-term ground lease should be offered to a developer and/or anchor tenant. To retain partial ownership of the building, the spaces could be condo-ized.

To supplement traditional financing and support the civic space, the Town can pursue grants, philanthropy, and other arts or civic driven funding sources which were identified by the sub-groups. Once operational, program fees, event rentals, and other user fees will cover operational costs of the civic space.

The combination of funding sources must be undertaken carefully, and the project would most likely be split into two separate legal units with separate ownership and financing structures. The ultimate cost-share and cost to the Town can change as the ratio of commercial-to-civic space is revised during the final design.

TYPICAL TIMELINE

- DUE DILIGENCE**
3 MONTHS
Ownership, Environmental, Geo-technical (Site, Architectural, Market, Financial Feasibility)
- PRECONSTRUCTION**
6-12 MONTHS
Final Design Work
Secure Financing
Secure Anchor Tenant
Permitting
- CONSTRUCTION**
12-18 MONTHS
Interior & Exterior Renovation
Infrastructure
Landscaping
- LEASE UP**
6-12 MONTHS
Finish leasing commercial space

SCENARIO #1

MIXED-USE COMMERCIAL

PROJECT STATS

Main Building	33,861 gsf*
Addition	2,720 gsf
Parking Count	50 spaces +/-

*gross square feet

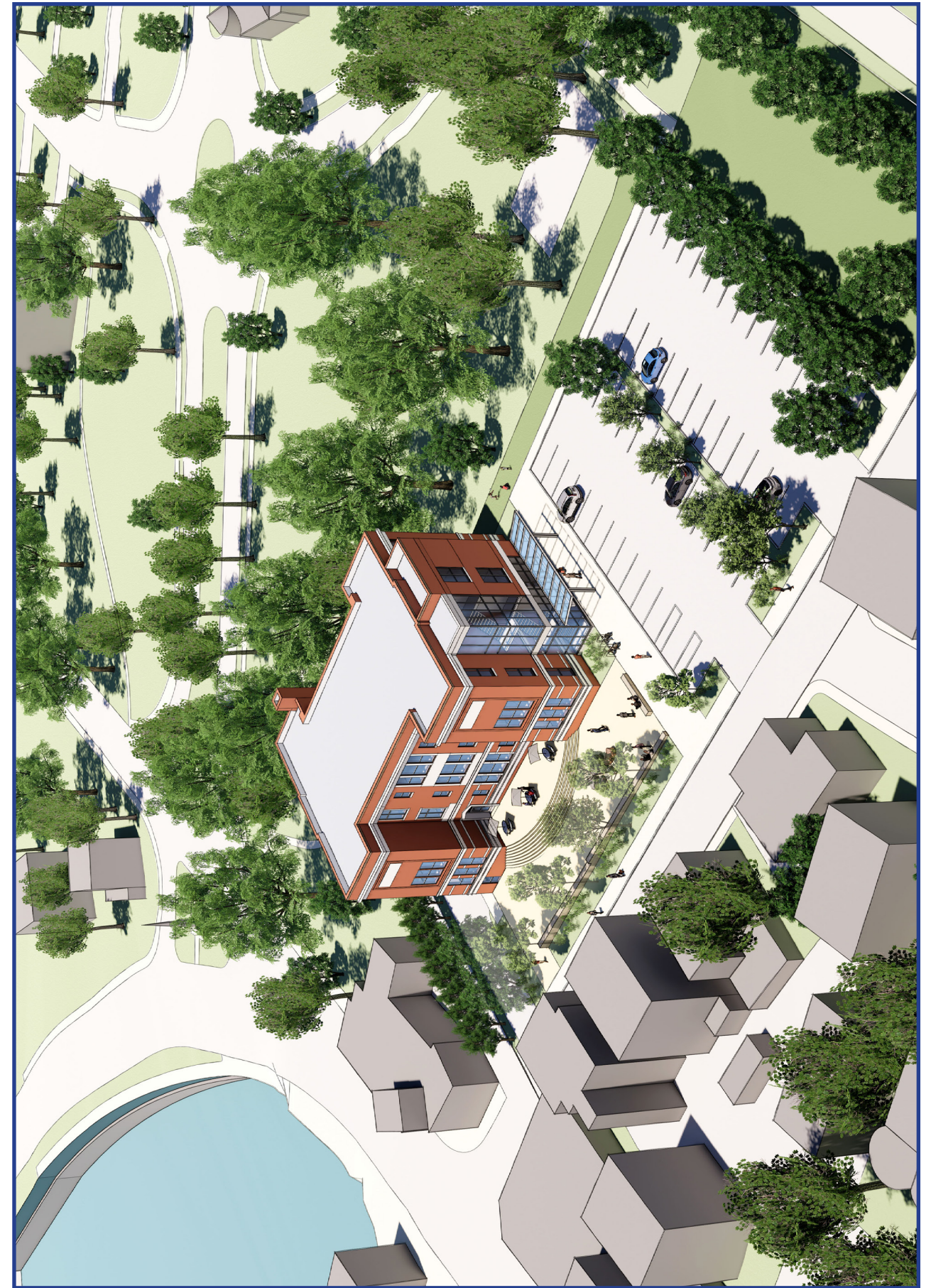
COMMUNITY GOALS

- Build a vibrant downtown with appropriate mixed uses and support downtown businesses (Downtown Vision and Action Plan 2012)
- Attract new investment in existing opportunities in local industries and properties (2025 Master Plan)
- Maintains & improves existing playground and open space (Open Space & Recreation Plan 2021-2027).

MODEL RENDERING: STREET VIEW



MODEL RENDERING: AERIAL VIEW



SCENARIO #2 AFFORDABLE HOUSING

CONCEPT

In Scenario #2, the site is transformed into a 100% affordable housing development for Swampscott seniors with public space on the ground floor of a new addition. Residents of the building and Town residents at large can mingle together in this new interior space or in the outdoor community gathering space facing Redington Street. The existing playground is relocated to the rear of the site, creating a stronger connection with Linscott Park. The upgraded main school building features a private patio area for building residents where the current entrances are located; a new addition replaces the existing annex, and provides an accessible entrance to the residential and public portions of the building. Approximately 50 parking spots serve the building, providing ample space for 40 one-bedroom units. The main parking entrance is off Redington Street, with a revised drop-off area near the new entrance. An existing asphalt area on the Southwest side of the building is re-purposed as a service area.

SITE PLAN



DEVELOPMENT FINANCING

Tax Credit Equity (LIHTC program)
Mezzanine or Below-Market Loans
Permanent Loans/First Mortgages
Tax Increment Financing
General Partner Equity
Grants / Matching Funds
HOME / Local Affordable Housing Trust Funds

DEVELOPMENT STRATEGY

Former school buildings have been successfully converted to apartments in many instances across the country. This Scenario focuses on an entirely affordable project and assumes no market rate housing whatsoever. This Scenario also focuses on offering senior housing to those persons age 55+ who meet the income requirements.

Development and management of affordable housing requires special expertise in the LIHTC program, managing the property in conformance with the regulatory agreements associated with LIHTC, and maintaining proper compliance and reporting for a period of 30 years. There are both for-profit and not-for-profit developers in Massachusetts who could execute the project.

It is recommended that the Town develop and issue a Request for Proposals (RFP). The RFP should outline all parameters and criteria for applicants to respond to, including provision of public space, site design, and the Town's goals for the project.

The Town can retain ownership through a long-term ground lease (99 years) and work with the selected developer on any conditions as a part of the site plan. It may be reasonable to separate the public space under separate entity if needed for financing; however that can be determined when working with a selected developer.

TYPICAL TIMELINE

- DUE DILIGENCE**
3 MONTHS
Ownership, Environmental, Geo-technical (Site, Architectural, Market, Financial Feasibility)
- PRECONSTRUCTION**
12-18 MONTHS
Final Design Work
Secure Financing
Permitting
- CONSTRUCTION**
12-18 MONTHS
Interior & Exterior Renovation
Infrastructure
Landscaping
- LEASE UP**
6-12 MONTHS
Application Submittal & Review*
Move-In

*often starts during construction

SCENARIO #2

AFFORDABLE HOUSING

PROJECT STATS

Main Building	33,861 gsf
Addition	12,506 gsf
Unit Count	40 +/-
Parking Count	50 spaces +/-

COMMUNITY GOALS

- Provides new affordable units for vulnerable population (Master Plan, Housing Production Plan 2016)
- Re-uses a school building as housing (Housing Production Plan, 2016)
- Maintains & improves existing playground (Open Space & Recreation Plan 2021-2027)

MODEL RENDERING: STREET VIEW



MODEL RENDERING: AERIAL VIEW



SCENARIO #3 HOSPITALITY

CONCEPT

In Scenario #3, the site becomes the home of the newest boutique hotel offering on the North Shore and the first boutique hotel of its kind in Swampscott this century. Hotel rooms are located throughout the main building on floors 1-3, and on floors 2-3 of a new addition. The existing auditorium is re-purposed as an interior courtyard, patron eating area, and event space. The new addition boasts a modern lobby and small coffee bar which connects visitors and patrons to an exterior community plaza. The front of the main building is now a public patio facing Redington Street, and a possible rear patio connecting the building to Linscott Park is considered. The existing playground is relocated to the rear of the site, and approximately 50 parking spaces are located in a main parking lot and drop-off area accessible from Redington Street. An existing asphalt area is re-used as the service entrance.

SITE PLAN



DEVELOPMENT FINANCING

Traditional or Bond Financing
Federal Historic Rehabilitation Tax Credits
Bridge Loan
Permanent Loan / First Mortgage
Tax Increment Financing
Construction Loan
CPACE (Commercial Property Assessed Clean Energy)

DEVELOPMENT STRATEGY

Boutique hotels have risen in popularity over the past decade, prioritizing authenticity and uniqueness over the standard hotel room stay. Historic buildings are often seen as opportunities to create a curated, one-of-a-kind experience and many former school buildings and dormitories have been transformed into overnight stay locations.

To implement this scenario, the Town should secure a hotel developer with experience in rehabilitation and boutique hotel operations. A hotel developer and hotel management/operator are often two different entities; however, the operator is normally brought on by the developer during the due diligence process.

It is recommended that the Town develop and issue a Request for Proposals (RFP). The RFP should outline all parameters and criteria for applicants to respond to, including provision of public space, site design, and the Town's goals for the project. The RFP should specifically require respondents to show how public access to certain parts of the building, such as a renovated auditorium, could be accommodated.

The Town can retain ownership of the Hadley property through a long-term ground lease (99 years) and work with the selected developer on any conditions as a part of the site plan. The Committee recognizes the need for continued public access to the building and recommends that certain conditions for access to event space be included in any site plan or land development agreement.

TYPICAL TIMELINE

- DUE DILIGENCE**
3 MONTHS
Ownership, Environmental, Geo-technical (Site, Architectural, Market, Financial Feasibility)
 - PRECONSTRUCTION**
3-6 MONTHS
Final Design Work
Secure Financing
Permitting
 - CONSTRUCTION**
9-12 MONTHS
Interior & Exterior Renovation
Infrastructure
Landscaping
 - OPERATIONS**
1-3 MONTHS*
Soft open & Marketing push
Procure operational licenses
- *starts during construction

SCENARIO #3 HOSPITALITY

PROJECT STATS

Main Building	33,861 gsf
Addition	10,430 gsf
Room Count	51 +/-
Parking Count	50 spaces +/-

COMMUNITY GOALS

- Explore opportunities for development of a new hotel along the waterfront (2025 Master Plan)
- Encourage new developments along the waterfront - especially dining and lodging establishments (2025 Master Plan)
- Maintains & improves existing playground (Open Space & Recreation Plan 2021-2027)

MODEL RENDERING: STREET VIEW



MODEL RENDERING: AERIAL VIEW



CONSENSUS ITEMS

The Committee voted to recommend the following items to the Select Board, regarding the re-use of the Hadley Elementary School property:

#1 – The Town could feasibly continue as the property owner in certain scenarios, but not as the developer.

There is significant cost savings in having an outside party develop the site. Additionally, the Town is not in a position to be the project manager. Sub-group discussions have recommended a long term lease option to allow the Town to retain ownership without compromising the needs of the development.

#2 – The design of the streetscape, outdoor space, and parking is extremely important to the community and should be a critical part of the public review process.

The final product should strongly consider the site's relationship to the neighborhood, and the building's relationship to the street and Linscott Park. This was a recurring comment received in the community survey and in public meetings. Additionally, site design is one possible way to solve ADA issues.

#3 – The existing annex is inefficient in size, layout, and location. It should be considered for removal and, in some use scenarios, for replacement.

The removal of the annex allows for additional parking/open space area or allows a new addition to be built that serves potential uses and the site more effectively. Keeping the current annex will create more design and cost issues related to ADA access and is not an efficient use of space.

#4 – The Committee strongly advises the Select Board move the Hadley Reuse process forward while the building is still in operation as a school to minimize the amount of time the building may be vacant.

Action should be taken to continue this process as soon as possible to maintain momentum and get ahead of the lead time needed for implementation. It is noted that this process is dependent on the outcome of the new school vote and on Swampscott Public School's designating Hadley as an excess building.

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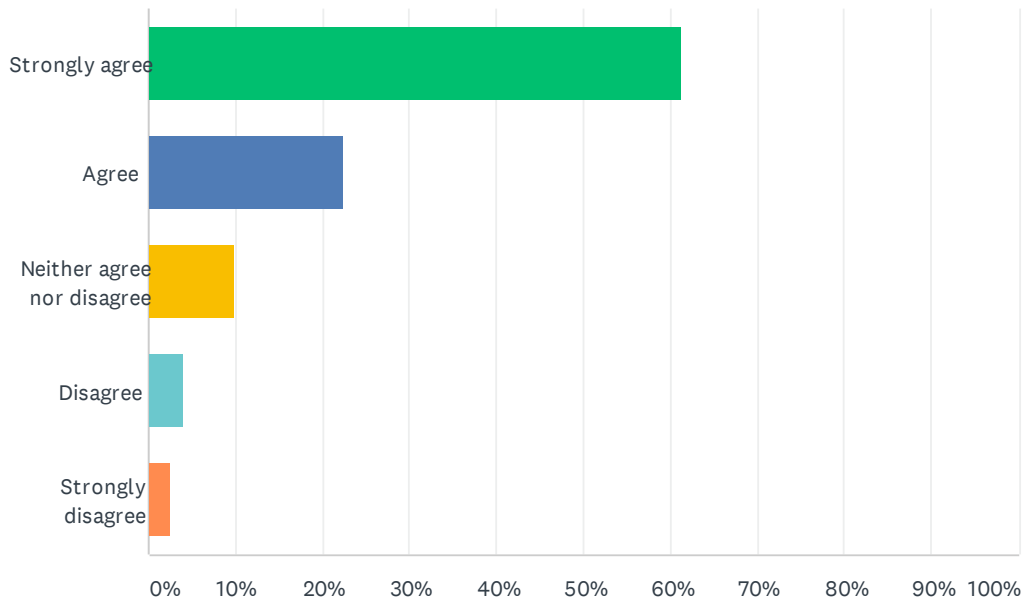
APPENDIX

COMMUNITY SURVEY RESULTS

These are the results of the community survey which was live for three (3) weeks in March 2021. The survey was developed using surveymonkey.

Q1 Reusing all or a portion of the Hadley site for a public purpose is important.

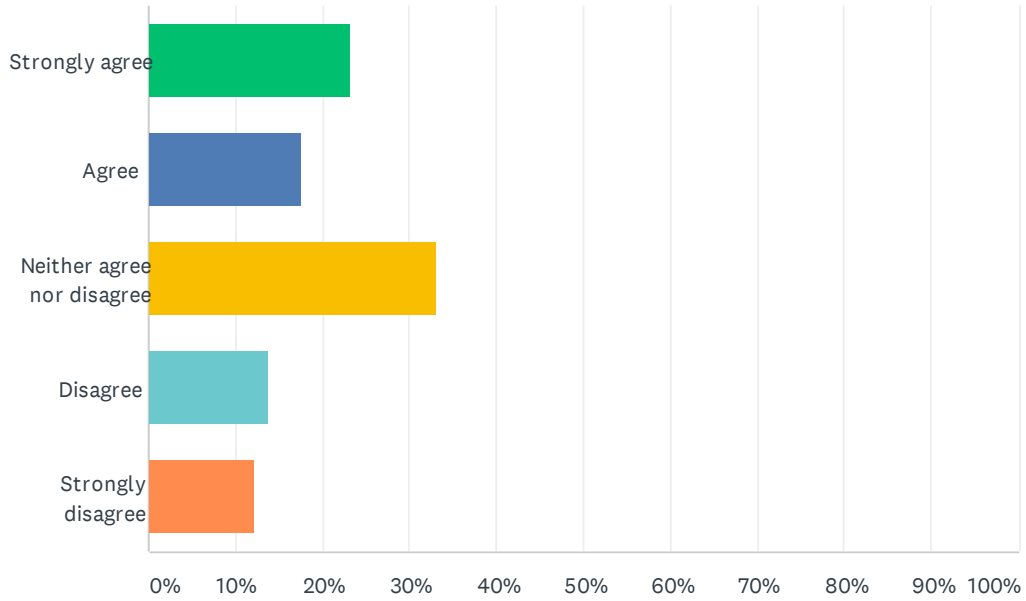
Answered: 789 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	61.22%	483
Agree	22.31%	176
Neither agree nor disagree	9.89%	78
Disagree	4.06%	32
Strongly disagree	2.53%	20
TOTAL		789

Q2 Preserving the main building of Hadley School is important to me.

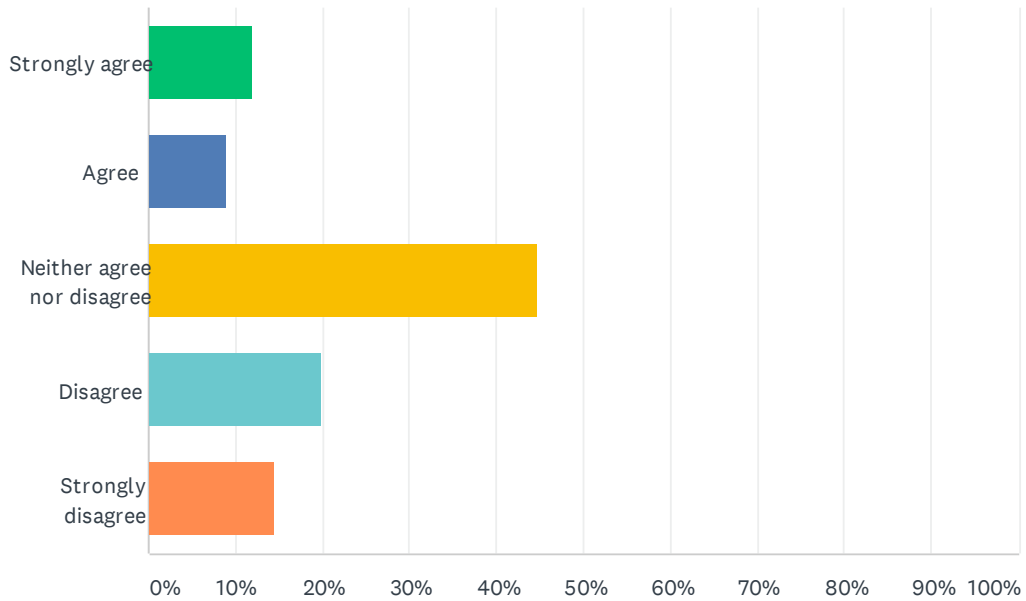
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ANSWER CHOICES	RESPONSES	
Strongly agree	23.32%	184
Agree	17.62%	139
Neither agree nor disagree	33.08%	261
Disagree	13.81%	109
Strongly disagree	12.17%	96
TOTAL		789

Q3 Preserving the annex building of Hadley School is important to me.

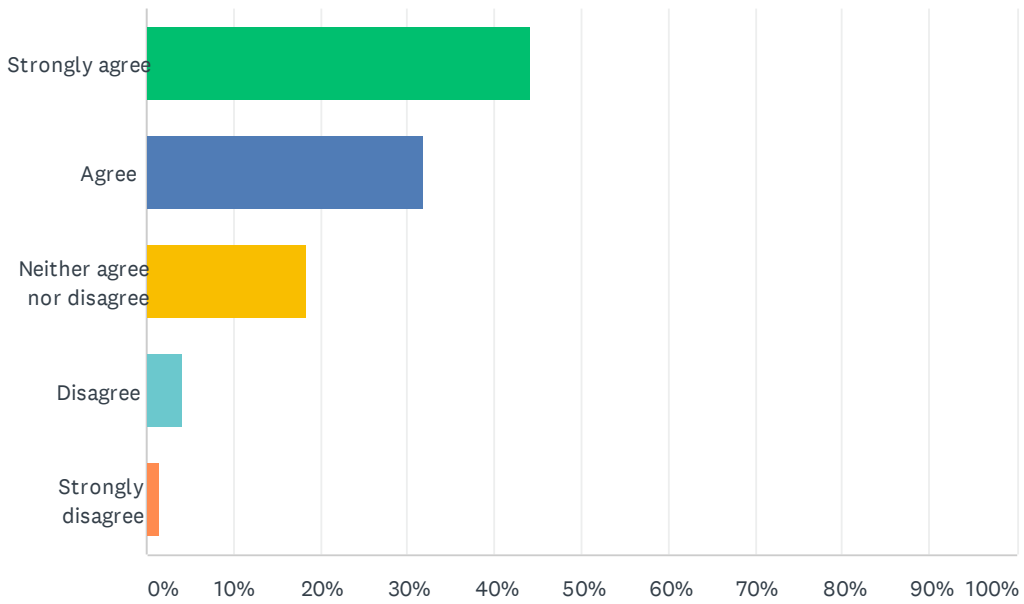
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ANSWER CHOICES	RESPONSES	
Strongly agree	11.91%	94
Agree	9.00%	71
Neither agree nor disagree	44.87%	354
Disagree	19.77%	156
Strongly disagree	14.45%	114
TOTAL		789

Q4 Maintaining or adding to the open space amenities on the Hadley site is important to me.

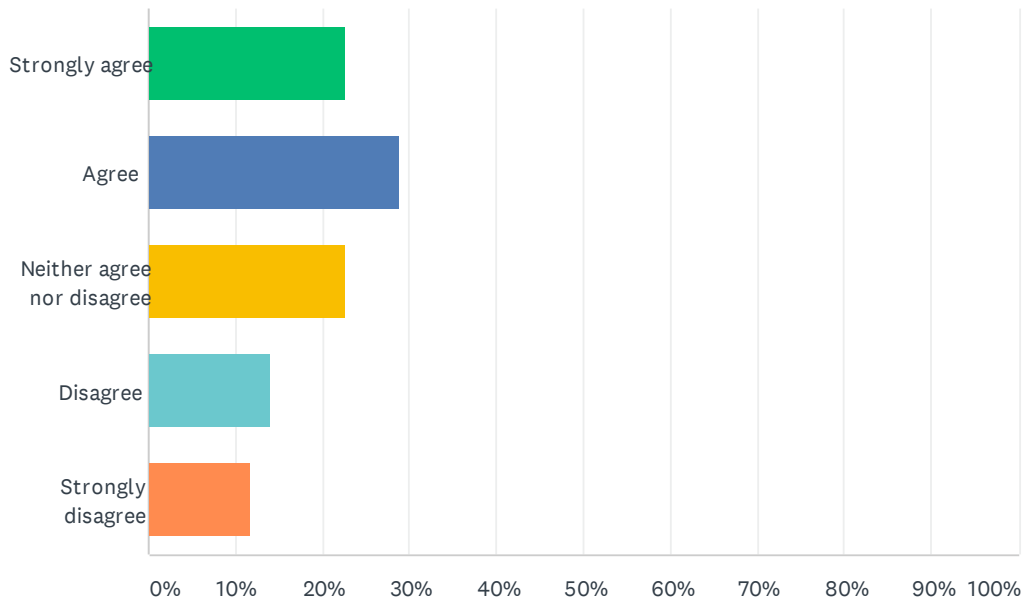
Answered: 789 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	44.11%	348
Agree	31.81%	251
Neither agree nor disagree	18.38%	145
Disagree	4.18%	33
Strongly disagree	1.52%	12
TOTAL		789

Q5 Uses at the Hadley site that generate increased commercial activity in the Humphrey Street corridor are important to me.

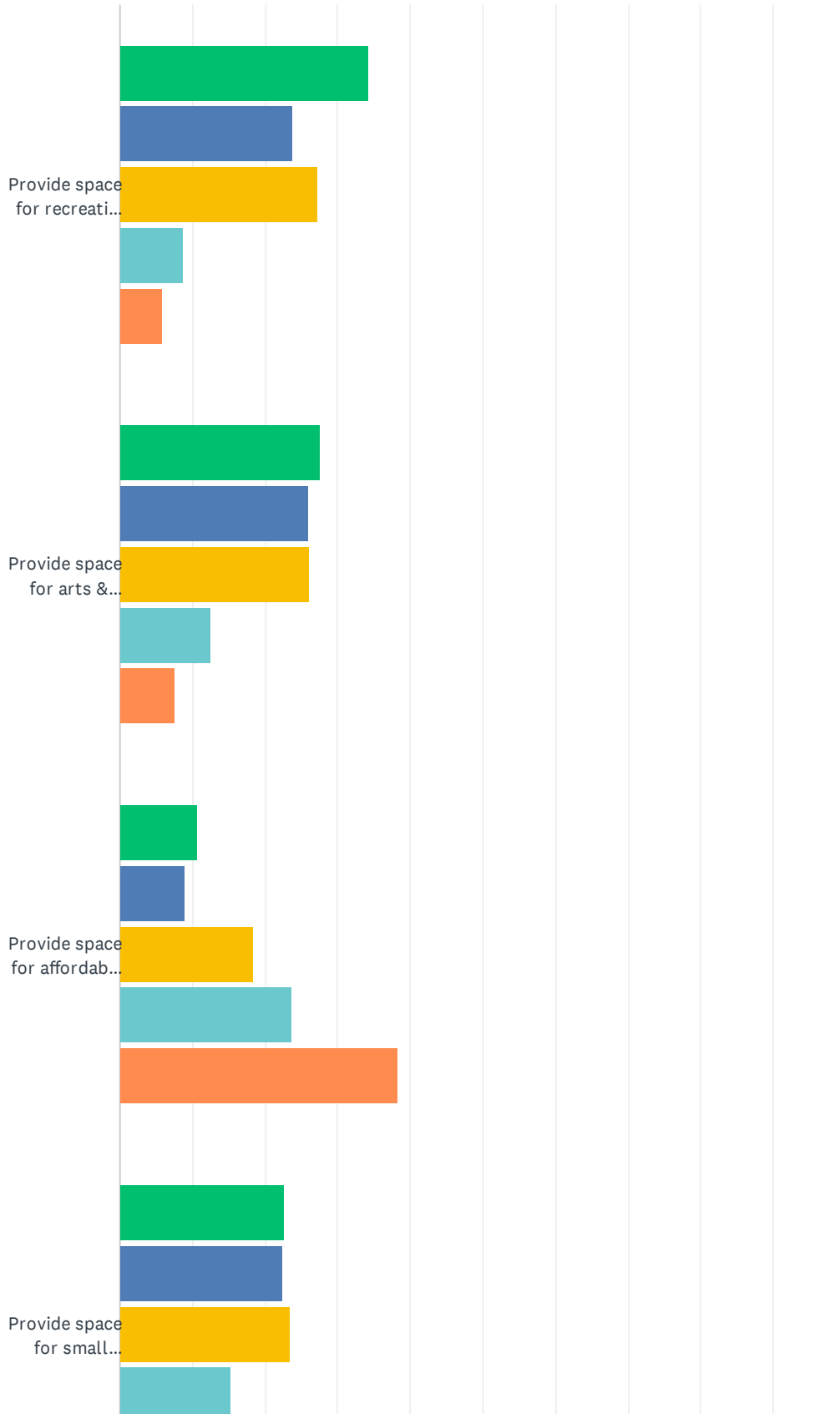
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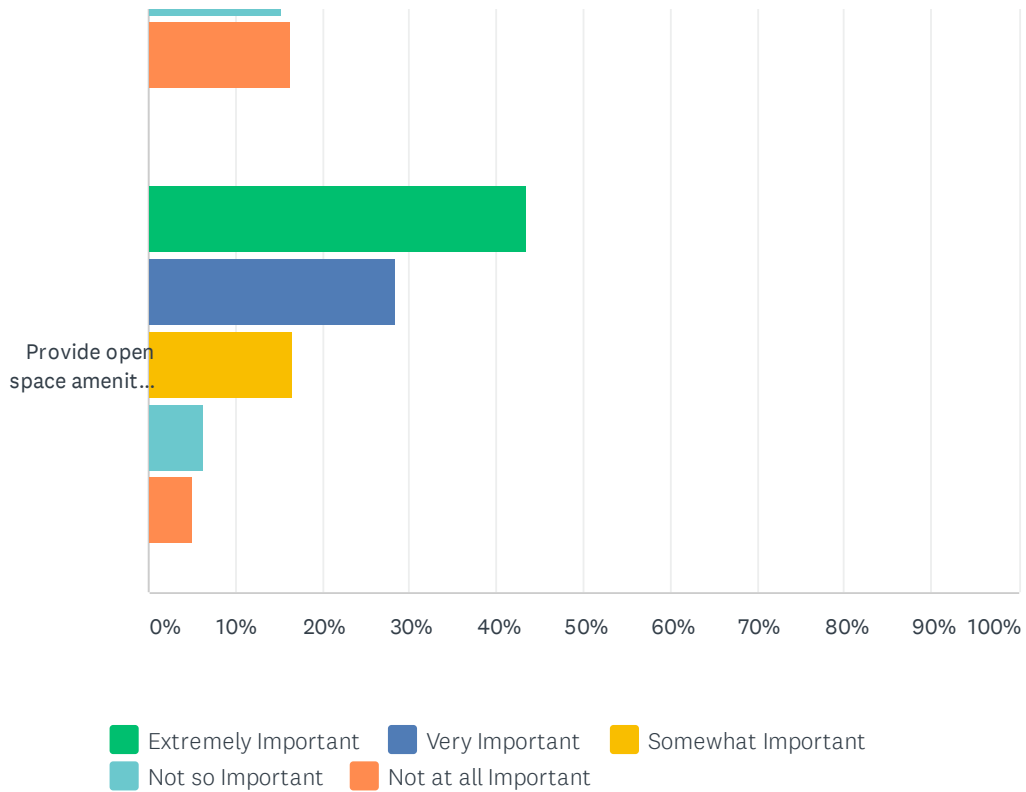
ANSWER CHOICES	RESPONSES	
Strongly agree	22.69%	179
Agree	28.90%	228
Neither agree nor disagree	22.69%	179
Disagree	14.07%	111
Strongly disagree	11.66%	92
TOTAL		789

Q6 A reuse project on the Hadley Elementary School property should:

Answered: 712 Skipped: 77



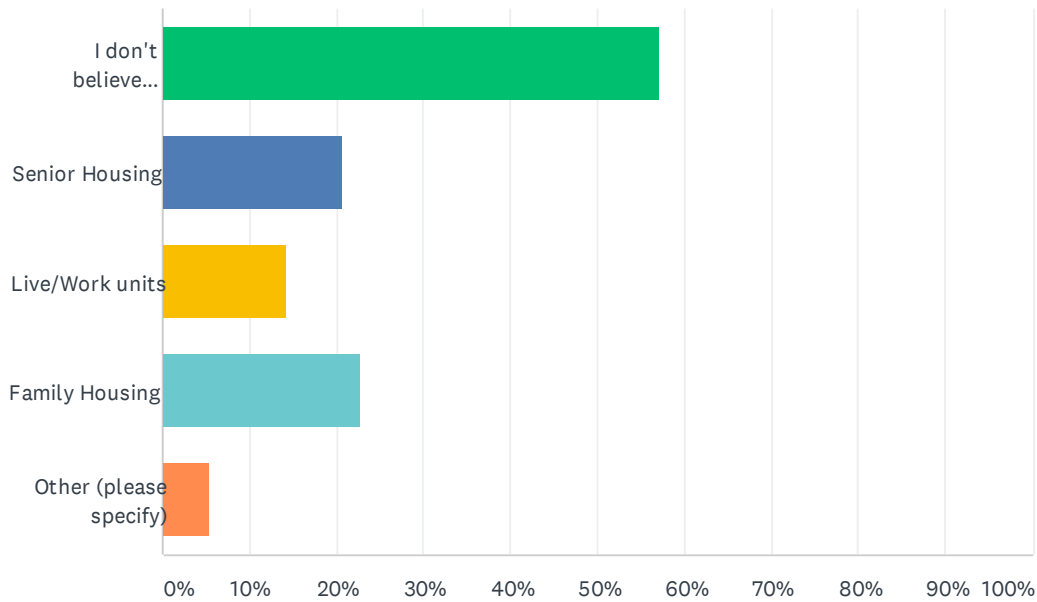
Hadley Reuse Advisory Committee Community Survey



	EXTREMELY IMPORTANT	VERY IMPORTANT	SOMEWHAT IMPORTANT	NOT SO IMPORTANT	NOT AT ALL IMPORTANT	TOTAL	WEIGHTED AVERAGE
Provide space for recreation programs and facilities	34.24% 240	23.82% 167	27.25% 191	8.84% 62	5.85% 41	701	2.28
Provide space for arts & cultural programs and facilities	27.71% 194	26.00% 182	26.14% 183	12.57% 88	7.57% 53	700	2.46
Provide space for affordable housing	10.63% 74	9.05% 63	18.39% 128	23.71% 165	38.22% 266	696	3.70
Provide space for small businesses, local commercial, and/or hospitality uses	22.68% 159	22.40% 157	23.40% 164	15.26% 107	16.26% 114	701	2.80
Provide open space amenities for community use	43.55% 307	28.51% 201	16.60% 117	6.24% 44	5.11% 36	705	2.01

Q7 What Affordable Housing needs should be considered for the Hadley site?

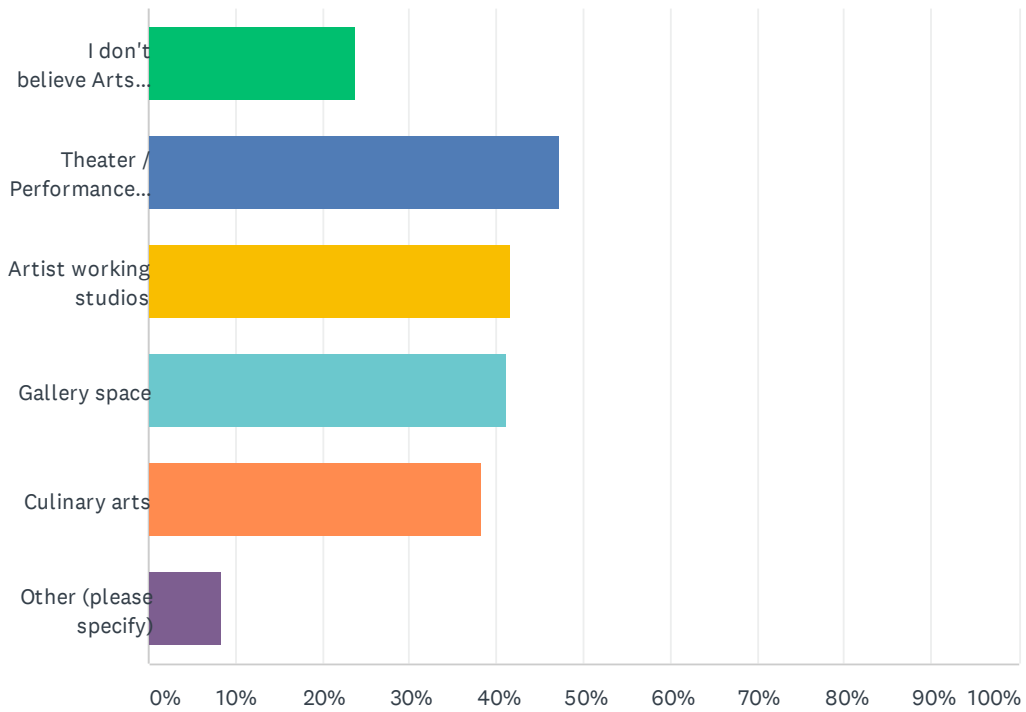
Answered: 701 Skipped: 88



ANSWER CHOICES	RESPONSES	
I don't believe Affordable Housing should be considered for this site.	57.20%	401
Senior Housing	20.68%	145
Live/Work units	14.27%	100
Family Housing	22.82%	160
Other (please specify)	5.42%	38
Total Respondents: 701		

Q8 What Arts & Culture uses are needed and should be considered for the Hadley site?

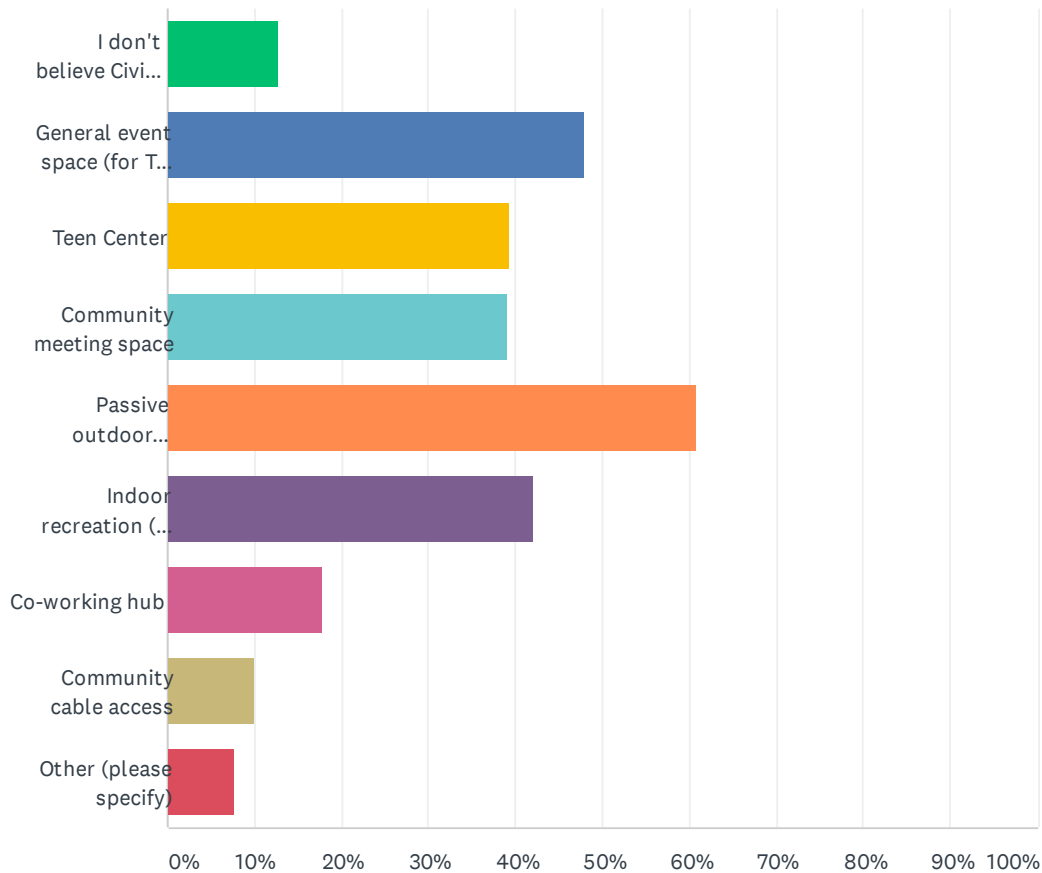
Answered: 688 Skipped: 101



ANSWER CHOICES	RESPONSES	
I don't believe Arts & Culture uses should be considered for this site.	23.84%	164
Theater / Performance space	47.24%	325
Artist working studios	41.57%	286
Gallery space	41.28%	284
Culinary arts	38.37%	264
Other (please specify)	8.28%	57
Total Respondents: 688		

Q9 What Civic / Non-profit uses are needed and should be considered for the Hadley site?

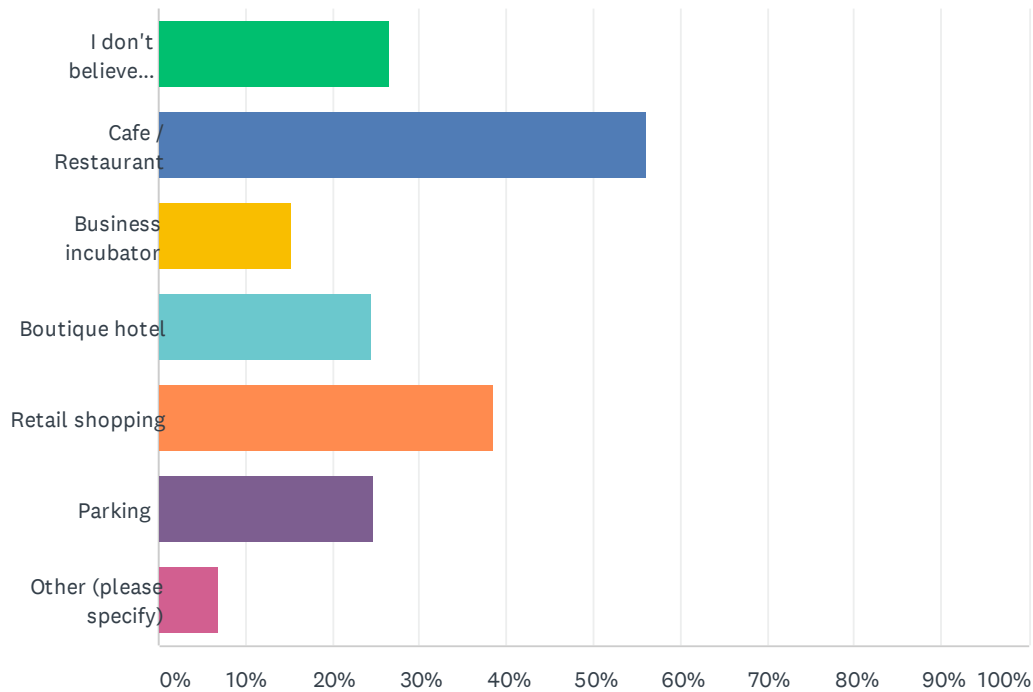
Answered: 702 Skipped: 87



ANSWER CHOICES	RESPONSES	
I don't believe Civic / Non-profit uses should be considered for this site.	12.82%	90
General event space (for Town and private functions)	48.01%	337
Teen Center	39.32%	276
Community meeting space	39.17%	275
Passive outdoor recreation (ex. seating area, walkway)	60.97%	428
Indoor recreation (ex. yoga)	42.02%	295
Co-working hub	17.81%	125
Community cable access	9.97%	70
Other (please specify)	7.83%	55
Total Respondents: 702		

Q10 What Commercial uses are needed and should be considered for the Hadley site?

Answered: 701 Skipped: 88



ANSWER CHOICES	RESPONSES	
I don't believe Commercial uses should be considered for this site.	26.53%	186
Cafe / Restaurant	56.06%	393
Business incubator	15.26%	107
Boutique hotel	24.39%	171
Retail shopping	38.52%	270
Parking	24.68%	173
Other (please specify)	6.85%	48
Total Respondents: 701		

SUB-GROUP REPORTS

At the Committee's public meeting on May 25th, 2021, each sub-group gave a report on their findings. These are the full presentations from that meeting. Also included are the design studies, which were presented at the public meeting on June 8th, 2021.

Hadley School

—

Arts and Culture Sub Group



Areas of Interest

- Design
 - Specific artist space requirements
 - Building allocation
 - Local Connections
 - REACH Arts
 - Funding
 - Sources
-



- Understanding that the Arts and Culture use may or may not need the entire structure. We would love to hold the auditorium for Arts use and potentially other spaces.
 - Monthly activation of the space is important! Art galleries, happy hours, movies - something for the community to engage in on a regular basis.
 - Types of potential activities (but certainly not limited to) :
 - Theater / concert space, Art Gallery, Coffee Bar, Open artist live / work studios, open / shared art studios (Lydia Pinkham, Reach Arts, etc)
-

DESIGN / BIG PICTURE PROGRAMS

Use	SF/Location	Rent	Opportunities	Constraints	Unique Elements	Notes
Performance Space (Indoor)	Existing Auditorium	Varies (per performance)	Multiple Uses	Acoustics - Interior	Constant Activation	Auditorium total space = 2,467 sf
Performance Space (Outdoor)	Potential New Plaza	Varies (per performance)	Multiple Uses	Acoustics - Neighbors	Community Involvement	
Artist Working Studios	700-1000 (Basement?)	\$700-800	Steady revenue			
Gallery	First Floor Hallways	Per piece?	Hallways can still be used for gallery space	Limited to wall mounted / thin in profile.	Could be rotating each quarter	
Culinary Arts	Existing Kitchen	Rentable per use	Potential 'Test Kitchen' for upcoming chefs	Installed equipment		Avg size commercial kitchen 1,051 sf
Artist (Instrumental) Studio	Varies	Dependent on "instrument"		Noise		
Artist (Fabrication) Studio	Varies	Dependent on "trade"		Noise / Space	Potential WeWork-esque	
Artist (Painting/Sculpting) Studio		\$400-700	No size requirement	Needs natural light		
Artist (Photography)	~900	\$40/hr (min 8 hr booking)	Clean Space	Needs natural light	Dark Room?	

Question 1: Is the **REACH ARTS** building at capacity yet?

- No, we have a lot of unused capacity even before the pandemic. We are willing to offer day and evening classes and events so there are a lot of times for programming.

Question 2: Are there any activities / events that you would like to host but do not have the space for?

- The challenge has more to do with the elevator and the sprinkler. We are limited to 25 people in the ballroom without a fire detail present because we do not have a sprinkler system. Disabled access to the ballroom is also a longer term challenge because we need an elevator in the building.

Question 3: Are there any activities that, if organized by a different organization and hosted elsewhere, you might feel "cut into your turf" or compete with your mission?

- In non-pandemic times, our mainstay activities are gallery shows, concerts, open mic, Porchfest, Made by 01907, a major haunted house , youth enrichment, Miracles in Music, the Sunday cafe, and similar. We also provide creative and meeting space for artists, writers, performers, dancers, art classes, etc. We have capacity to add events and programs to all of these categories.

Question 4: Would you consider some permanent presence in an arts center at **Hadley**?

- Yes. We would want access to performance and gallery space as well as classroom space.

Question 5: Would you consider abandoning Burrill St and completely move into **Hadley**?

- If it made sense for the ability of **REACH ARTS** to continue to expand and grow and continue to operate. 89 Burrill is a great fit for ReachArts but it is an expensive building to run.

Any ideas that I did not ask about?

- **REACH ARTS** has capacity to welcome other community programs into the space at 89 Burrill.

FUNDING

Grants

Tax Credits

Other

Mass Cultural Council (Cultural Facilities Fund)

LIHTC (if live/work)

Private Donations

Mass Office of Disability (if Town owned)

Ticket Sales

ECCF (Creative County Initiative)

Event Rentals

Private Foundations (require specific research

NEA grants

<https://www.tgci.com/funding-sources/MA/top>

<https://www.americansforthearts.org/search/site/grants>

<https://www.pps.org/article/artfunding>



HADLEY ELEMENTARY SCHOOL REUSE ADVISORY COMMITTEE

Civic & Nonprofit Sub-committee
Report

DESIGN

Community Center

- Mixed-use facility
- Civic & nonprofit uses on basement and first floor
- Commercial rate for profit uses on floors two and three
- Activate site, support local businesses
- Promote social interaction and services for all ages
- Replace annex with parking
- Enhance green space/add outdoor amenities



DESIGN

Art Instructional/Workspace

- 850-900 SF +/-
- Basement or first floor
- Serves all ages
- Existing kiln may be retained
- Special ventilation equipment may be required (use dependent)
- Supplies/furnishings: Easels, pottery wheels, stools, work tables
- Building inspector to determine number of parking spaces (best practice is 1 per 400 SF)



DESIGN

Exercise/Dance Classes

- 700-750 SF
- First floor
- Serves all ages
- Special flooring required for dance, wall mounted mirrors, ballet barres
- Building inspector to determine number of parking spaces (best practice is 1 per 400 SF)



DESIGN

Adult Education/Classroom Space, Community Meeting Space

- 640 SF +/-
- Basement or first floor
- Serves all ages
- Intergenerational learning and social opportunities
- A/V requirements to be reviewed
- Provide flexible furnishings-seminar tables, classroom seating, whiteboards
- Building inspector to determine number of parking spaces (best practice is 1 per 400 SF)



DESIGN

Teen Center

- 2,050 SF min.
- Basement
- Social gathering space, group study area, possible café/coffee bar
- Lounge furnishings, plenty of charging ports
- Separate electronic gaming room
- Provide flexible, moveable furniture, gaming consoles, display monitor, lounge seating geared to gamers
- Supervision/separation by age
- 1- 2 staff parking spaces, teens will most likely walk or be dropped off



DESIGN

Museum/Gallery Space

- 750 SF +/-
- First floor
- Serves all ages
- Museum exhibit cases, display rails, lighting, security
- One parking space per 200 SF of GSF area
(None if gallery space is located in common areas)



DESIGN

Community Theater

- 2,470 SF min.
- First Floor
- Serves all ages
- AV/Lighting equipment, acoustic treatment, assisted listening system, ADA requirements
- Provide stackable seating (seminar/banquet tables if used as a multi-function space)
- Furniture and equipment storage
- One parking space per 50 SF of GSF area, or one per 3 seats whichever is greater = 32 if only GSF of seating area is included = 47 if storage/equipment area is factored in



DESIGN

Children's Play Room

- 850 SF +/-
- Basement or first Floor
- Serves children (typically 6 months-10 years) and caregivers
- Imaginative play area, ride on toys, climbing structures, train and sensory tables
- Play areas separated by age, soft flooring
- Lead paint abatement
- Building inspector to determine number of parking spaces (best practice is 1 per 400 SF)



DESIGN

Recreation Office

- 550-900 SF
- Programmed by recreation director, space for 1-2 staff plus rotating positions
- Public lobby
- Counter for public access, provide security checkpoint, gaming device checkout
- Private office or workstations
- Office equipment
- 1-2 staff parking spaces



FUNDING SOURCES

Grants



- **Municipal Americans with Disabilities Act Grant:** Supports capital improvements specifically dedicated to improving access for persons with disabilities
- **Community Development Block Grant (CDBG)** Massachusetts Community Development Block Grant Program is a federally funded competitive grant program designed to help small cities and towns meet a broad range of community needs (ADA improvements)
- **PARC Grant** (for playground): Parkland Acquisitions and Renovations for Communities
- **Mass Cultural Council-Cultural Facilities Fund** (for theater space): Provides major improvement grants to nonprofit cultural organizations
- **Green Communities Grant:** Financial support for local initiatives that improve energy efficiency
- **Massachusetts Historical Commission-Preservation Projects Fund:** 50% reimbursable matching grant to support the preservation of properties, landscapes and sites listed in the State Register of Historic Spaces

FUNDING SOURCES

Lease/Market Rents

- **Lease potential for upper floors and possibly theater or museum**

Tax Credits

- **Massachusetts Historic Rehabilitation Tax Credit Program:** Up to 20% of the cost of certified rehabilitation expenditures in state tax credits on an income producing property (only applies to for profit uses)



FUNDING SOURCES

Other

- **Revenue from rentals** (once open)
- **Revenue from program registration**
- **Create TIF area:** (if working with a development partner with commercial mixed use and condo style ownership)
- **GE Foundation** (for museum or STEAM educational use)
- **Private donations/fundraising:** Sponsor a window/furniture etc.
- **Special Assessment/Tax Exclusion**



COMMUNITY INPUT

- Community survey results tie in well with the mixed use vision we have discussed
- If project moves forward, hold community design forums to focus on town wants/needs (square footages shown are minimums required for one of each type of space)
- Additional more focused surveys/design forums may be required to program specific use types, for example teen center and theater space
- Involvement by the community is critical to the programming phase, and beyond, if a project is to succeed



OWNERSHIP

- Opportunity for public/private partnerships for non-profit uses
- Town could potentially partner with an “owner” who leases the building but allows the town to use a portion of the building for civic/nonprofit purposes
- The town may choose to retain ownership of the theater/gymnasium as function space to generate income
- A private entity may be interested in leasing the theater/gymnasium as a for-profit performance venue



PROJECT SCHEDULE

- Temporary ADA compliant ramp allows access to the basement to add value to the building in the short term
- Upper floors are a bigger issue (if public)
- Might have to address building systems for some uses
- Annex may be used as swing space while readying main building-ADA access issues



HADLEY ELEMENTARY SCHOOL REUSE
ADVISORY COMMITTEE
COMMERCIAL SUB-GROUP REPORT

May 25th, 2021

HADLEY ELEMENTARY SCHOOL REUSE
ADVISORY COMMITTEE
AFFORDABLE HOUSING SUB-GROUP REPORT

May 25th, 2021

THE COMMITTEE

- The Hadley Elementary School Reuse Advisory Committee has been charged by the Select Board with studying four possible categories of re-uses of the property.
 - The Affordable Housing Subcommittee consists of three members: William DiMento; Joan Honig, Chair; and Lydia Scott Moulo.

**THE AFFORDABLE
HOUSING
SUBCOMMITTEE
RECOGNIZES THE
HISTORIC ROLE OF
THE HADLEY
SCHOOL AS A
LONG-TIME
CENTER OF
COMMUNITY
ACTIVITIES.**

The Subcommittee has sought to find a re-use program for this building, which has long been a focus of Community Life, which:

- a) Is consistent with the pressing needs of the Town for additional affordable housing for its growing cohort of senior citizens; and,
- b) to the extent feasible, supports cultural and other public uses of a portion of the Property.

COMMUNITY NEED

Swampscott has a Housing Production Plan which shows a compelling need for Elderly Housing.

- The over-65 population will nearly double by 2030, and
- Almost half of senior households have an annual gross income of less than \$40,000.



HOUSING PRODUCTION PLAN GOALS

- The Plan outlines the number of new Affordable Units that Swampscott needs to reach the 10% threshold in order to comply with the requirements of Chapter 40B.
- To demonstrate progress toward meeting the goal of the 10% of Units earning at or below 80% of Area Median Income, [of 368 Units] the Town should set an annual production goal of 0.5% (29 units) per year.
- The Plan sets forth a goal to: *Provide Seniors and Persons with Disabilities with Greater Housing Options in Swampscott*
 - “The Town should encourage the development of new housing that is adaptable or fully accessible to people with disabilities, including seniors, and integrate or connect community supportive housing services into new development...” p. 53.
- The Plan Supports a Strategy: *to Return former School sites to the Tax Rolls by encouraging Housing Reuse or Redevelopment*
 - The Town adopted this strategy with respect to the reuse of the Machon School as a site for Senior Housing. p.54

**THE REUSE OF THE
HADLEY SCHOOL
PREDOMINANTLY AS
A SITE FOR
AFFORDABLE SENIOR
HOUSING IS THE
MOST
ADVANTAGEOUS USE
OF THE PROPERTY
FOR SEVERAL
REASONS:**

- a. The use of the school as Affordable Senior Housing is consistent with the expressed needs of the Town in its Housing Production Plan.
- b. The location of the Hadley School site is convenient to services and transportation necessary for an affordable senior housing use.
- c. The availability of special financing mechanisms which are unique to affordable housing use makes this category of use vastly superior financially to other proposed re-uses.

BUILDING ANALYSIS

The Hadley School, which was constructed in 1911 and its Annex in 1925, have several deficiencies and therefore needs a substantial renovation in many areas.

- a. The Buildings are not ADA accessible. There are no elevators.
- b. Stairways are not code compliant.
- c. The Buildings are not sprinklered.
- d. The Buildings do not meet seismic codes.
- e. The Buildings have insufficient electrical and data outlets for current uses.
- f. The condition of the windows is fair to poor.
- g. All roofing needs to be replaced.
- h. There is periodic ground water intrusion at the lower levels of the annex.

- *Lavallee/Brensinger Architects, Section 4-Evaluation of Existing Conditions – March 1, 2020*

- *Foley Buhl Roberts and Associates Inc. Existing Conditions Structural Report as of January 2020. Nitsch Project #13858, February 28, 2020.*

BUILDING ANALYSIS

The Estimated Construction Cost Total to Upgrade the Hadley Building, to Code for a Continued Use as a School, (Use Group E) was Estimated at \$16,939,773 or \$363.51 per Square Foot.

Miyakoda Consulting, November 2020.

- While the proposed re-use of all or part of the Hadley School as apartments and other adjunct uses would result in a different construction cost estimate, the magnitude of the improvements would likely be similar, if not more substantial than the estimate to retrofit the building as a school.

LOW-INCOME HOUSING TAX CREDIT

The Low-Income Housing Tax Credit is a creation of the Federal Government which uses the Internal Revenue Code to allocate a volume of Tax Credits to each state based on population.

- The Credits are distributed competitively based on a plan in each state. This plan is known in Massachusetts as the Qualified Allocation Plan or the QAP

The Award of Tax Credits Provides the Owners of the Property with Funds which do not have to be Repaid.

- Parties to whom the Tax Credits are Awarded, then sell the Credits to Entities who are looking to Use the Credits to Offset Income. The Monies that they pay to the sellers are then used to fund the building as Equity. Equity can be visualized as money as an Investment in the property, which does not need to be repaid, in contrast to most types of Debt which does need to be repaid.

LOW-INCOME HOUSING TAX CREDIT

The Availability of Low-Income Housing Tax Credits for a conversion to Affordable Senior Housing creates a Unique and Enormous Financial Incentive for such a Use.

- While the expected cost of re-using the Hadley School as an Affordable Senior Housing could be estimated to be between \$10 and \$20 Million, the cost could be offset by the availability of Low-Income Housing Tax Credits (LIHTC's) and other tax credits to a designated developer, at no or little cost to the Town.

HADLEY COMPARED TO MACHON

	HADLEY	MACHON
Address	20 Redington St	35 Burpee Rd
Lot size	1.36 acres	1.029 acres
Building size	45054 sf	20832 sf
Age	1910	1920
Assessed value	\$2,997,500	\$1,358,000
Total development cost	+\$16M	\$15,396,078
Zoning	A4	A3

**LOW INCOME HOUSING
TAX CREDIT FUNDING
WAS SUCCESSFULLY
USED IN THE MACHON
SCHOOL
REDEVELOPMENT AS
AFFORDABLE SENIOR
HOUSING.**

Senior Residences at The Machon

Development Budget

USES	Total
Acquisition	\$500,000
Construction	\$10,712,211
Off-Site (funds for public space improvements)	\$100,000
Residential	\$9,438,374
Demolition	\$75,000
Hazmat Allowance	\$125,000
Hard Cost Contingency	\$973,837
Soft Costs	\$3,939,504
A&E	\$681,686
Survey/Testing	\$42,726
Permit	\$91,413
Owner's Rep.	\$140,000
Bond Premium	\$102,194
Legal	\$250,000
Title/Recording	\$34,800
Accounting/Cost Cert	\$40,000
Marketing	\$120,000
FF&E	\$150,000
Real Estate Taxes	\$26,642
Builders Risk Insurance	\$25,043
Appraisal/Market Study	\$20,000
Const. Period Loan Interest and Loan Fee	\$353,772
Inspecting Engineer	\$23,000
Security	\$0
Perm. Loan Fees	\$17,591
Development Consultant	\$90,000
Lease-Up Deficit	\$45,815
LIMTC Fees	\$50,648
Developer Allowance	\$1,523,733
Soft Cost Contingency	\$110,443
Reserves	\$244,363
Total Development Costs	\$15,396,078

SOURCES	Total
Permanent Loan	\$1,599,150
Tax Credit Equity	\$9,224,078
State Tax Credit	\$2,222,850
DHCD Sub Debt	\$2,300,000
Local HOME (North Shore Consortium)	\$50,000
Local Trust/Other	\$0
Total Permanent Sources	\$15,396,078

GAP / DEFICIT	\$ -
----------------------	-------------

- Total Development Cost of \$15,396,078,
- \$9,224,078 of Federal Tax Credit Equity and
- \$2,222,850 of State Tax Credit Equity (for a total of **\$11,446,928** in equity contributions) were used.
- This left only just under **\$4,000,000** or roughly only one quarter of the total development cost to be financed as debt.



SENIOR HOUSING

- The QAP gives priority to Housing for Seniors
 - Currently these are for:
 - Low-income seniors (and other individuals) earning less than 30% of AMI, and
 - Senior (and other) projects in communities with SHI less than 12%
- For Senior Affordable Housing LIHTC Projects there are potentially many qualified bidders.
 - The bidders are generally (but not always) non-profit organizations which retain operational control and partner with a for-profit entity to make use of the LIHTC's which are generating the equity. In addition to the extensive equity funding by these and other types of tax credits, the potential developers will make use of a wide variety of other funding sources, including loans and grants, many of which are promulgated through the Department of Housing and Community Development (DHCD).

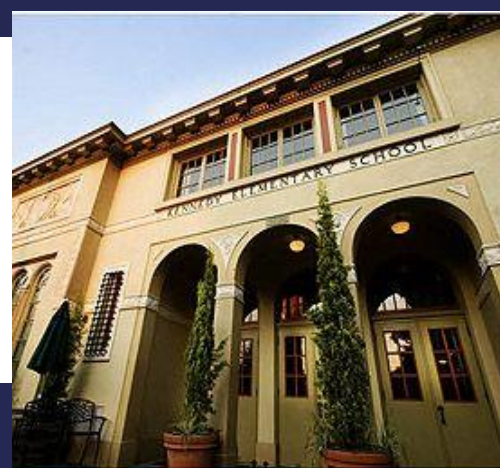
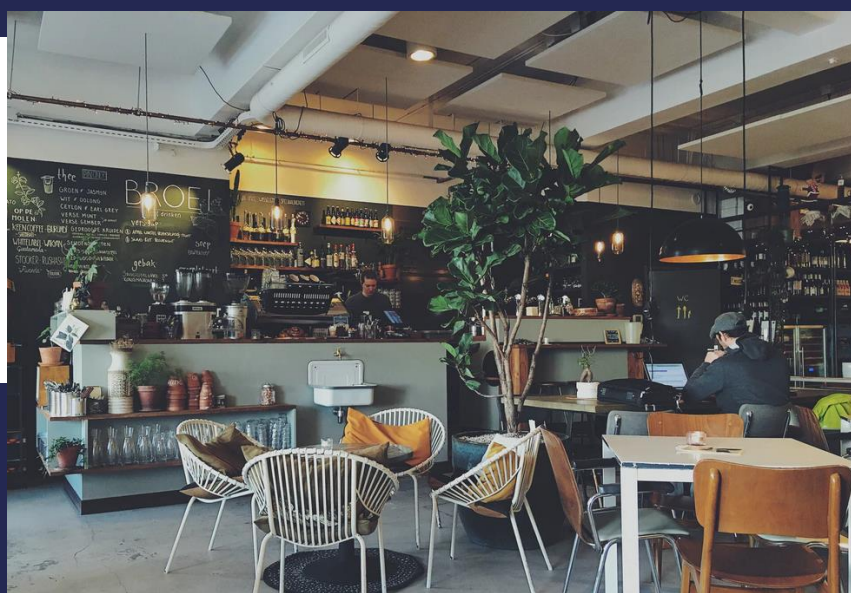
THE AFFORDABLE HOUSING SUBCOMMITTEE RECOMMENDS THE RE-USE OF THE HADLEY SCHOOL AS AFFORDABLE SENIOR HOUSING. THEY WOULD ALSO ENTHUSIASTICALLY SUPPORT A SECONDARY USE OF A SMALL SPACE TO BE OPEN TO THE PUBLIC, WHICH PROVIDES COMMUNITY BENEFITS, PROVIDED THAT THE FOLLOWING GUIDELINES BE CONSIDERED IN AN RFP:

- a. Because of the strict requirements in the tax code for the funding of public spaces that are not part of the residential use of the building, it is suggested that any Request for Proposals (RFP) encourage the proposers to carefully explore architectural, regulatory, zoning and financing options with respect to the structure of any anticipated adjunct public spaces.
- b. Given the exigencies of such adjunct uses, we strongly advise there be two options on the RFP:
 - i. One solely for residential use, and
 - ii. A second for a mixed-use option with predominantly residential and secondary non-residential public use.



THE AFFORDABLE HOUSING RE-USE SUBCOMMITTEE LOOKS FORWARD TO A NEW AND FUNCTIONAL RE-USE OF ALL OR PART OF THE HADLEY SCHOOL, WHICH WILL CONTINUE ITS PRESENCE AS A VITAL COMMUNITY ANCHOR AND A BENEFIT TO SWAMPSCOTT'S CITIZENS, FAR INTO THE FUTURE.





USES & SCENARIOS

USE CASE	AMOUNT OF BUILDING USED	COLLABORATIVE OVERLAP	TIMING CONSIDERATIONS	COMPS
Mixed Use Commercial (Retail, Tenants, Food Hall / Café, Co-working/ Maker space)	Up to all of Main Building	Likely opportunity to integrate community and/or arts uses on site	Potential project staging opportunity to roll tenants on over time (e.g. Mills 58 process)	Mills 58
Boutique Hotel with Restaurant / Function Space	All of Main Building and potential new annex	Less likely – RFP could require development to provide for community, arts and/or green space improvement on site	Comprehensive redevelopment	Lark Hotels

ADDITIONAL CONSIDERATIONS

- ANNEX USAGE:
 - In each primary use case, we expect existing annex building would be removed to provide for site optimization, improvements for ADA compliance, additional amenities (community/arts), etc.
- OWNERSHIP MODELS:
 - RFP process leading to either:
 - 1) Sale of property with specific requirements established by Town (e.g. green space improvements, community/arts space added to building), or
 - 2) Retained by Town with 99-year ground lease with similar conditions on usage.
- MASTER PLAN GOALS:
 - Plan identifies need for additional food/drink and retail establishments to support Humphrey Street area
 - Plan states that absence of lodging is a missed opportunity/weakness in the local economy, and a new hotel would “catalyze tourism” (p. 45)
 - *Action ED 1.1.6 – Explore opportunities for development of a new hotel along the waterfront with conference and function facilities (p. 59)*

ALTERNATIVE FUNDING SOURCES

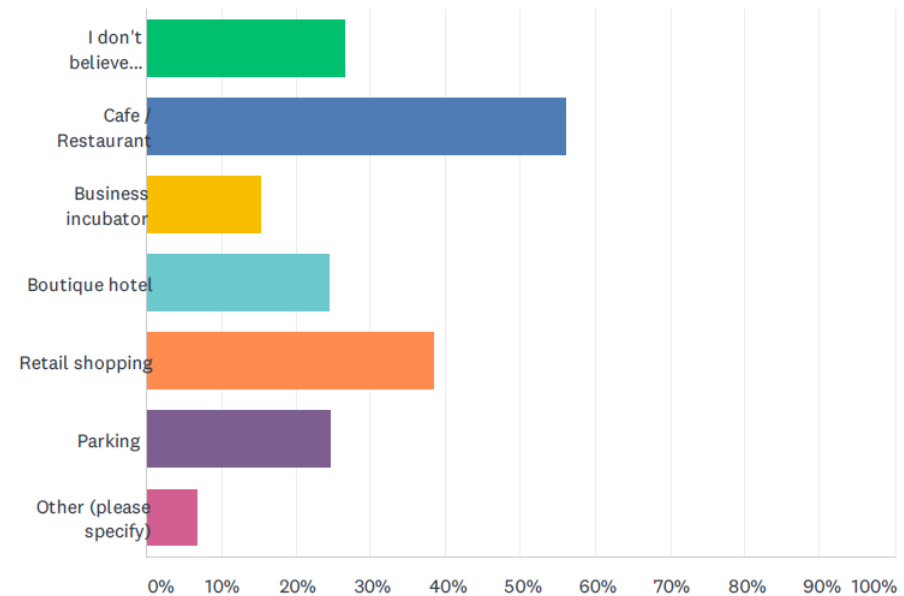
- Project may be eligible for the below programs to help offset building costs:
 - a. Historic Tax Credits ([Federal](#) & [State](#)) for adaptive re-use projects (Case Study: Church of St. John project in Beacon Hill).
 - b. [Mass Development](#) programs could provide financing through tax-exempt bonds, property assessed clean energy credits and/or other grant programs (Case Studies: Beyond Walls, Greater Haverhill Foundation, Town of Sandwich Redevelopment Plan).
 - c. Green Building / Renewable Energy Tax Credits: <https://www.mass.gov/service-details/ee-business-resources-incentives>

COMMUNITY RESPONSE

- Strong preference for some type of food use
- Additional written responses:
 - Public restrooms
 - Gym/water sports facility
 - University-oriented use
 - Brewery/Beer Garden
 - Community maker space
 - Corporate HQ

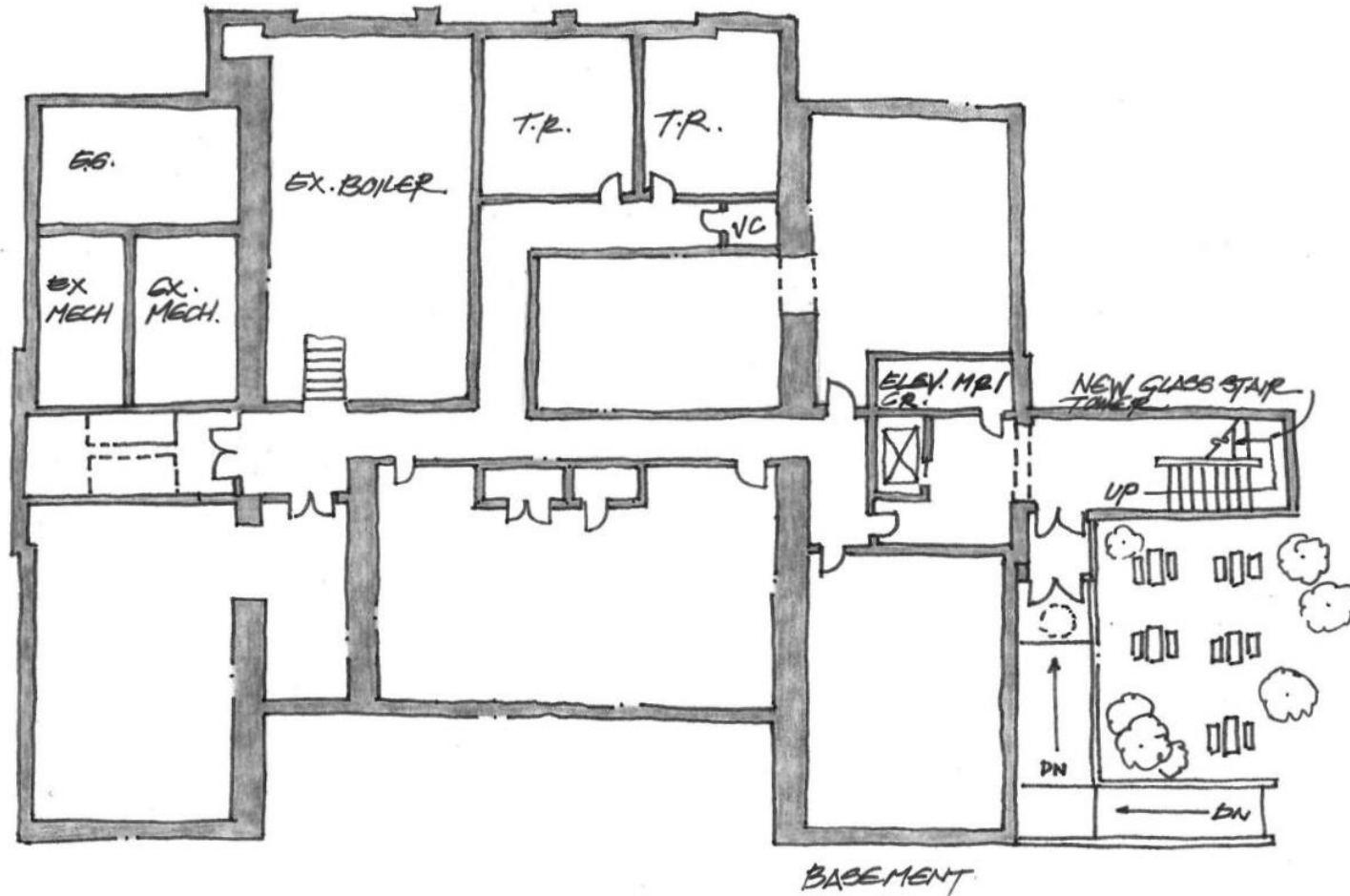
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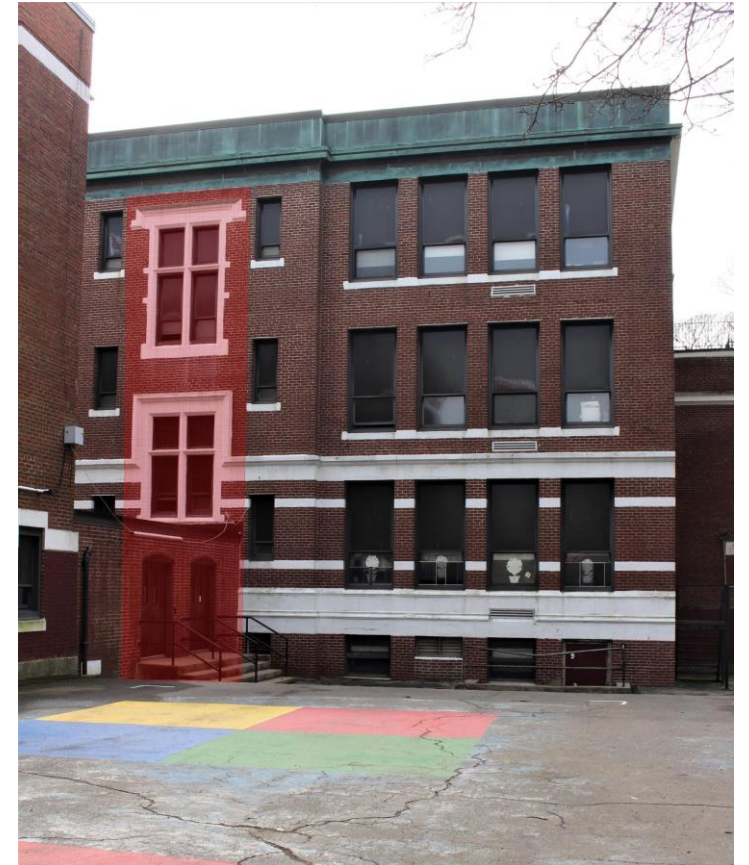


Elevator Location Study

Interior Elevator & New External Stair

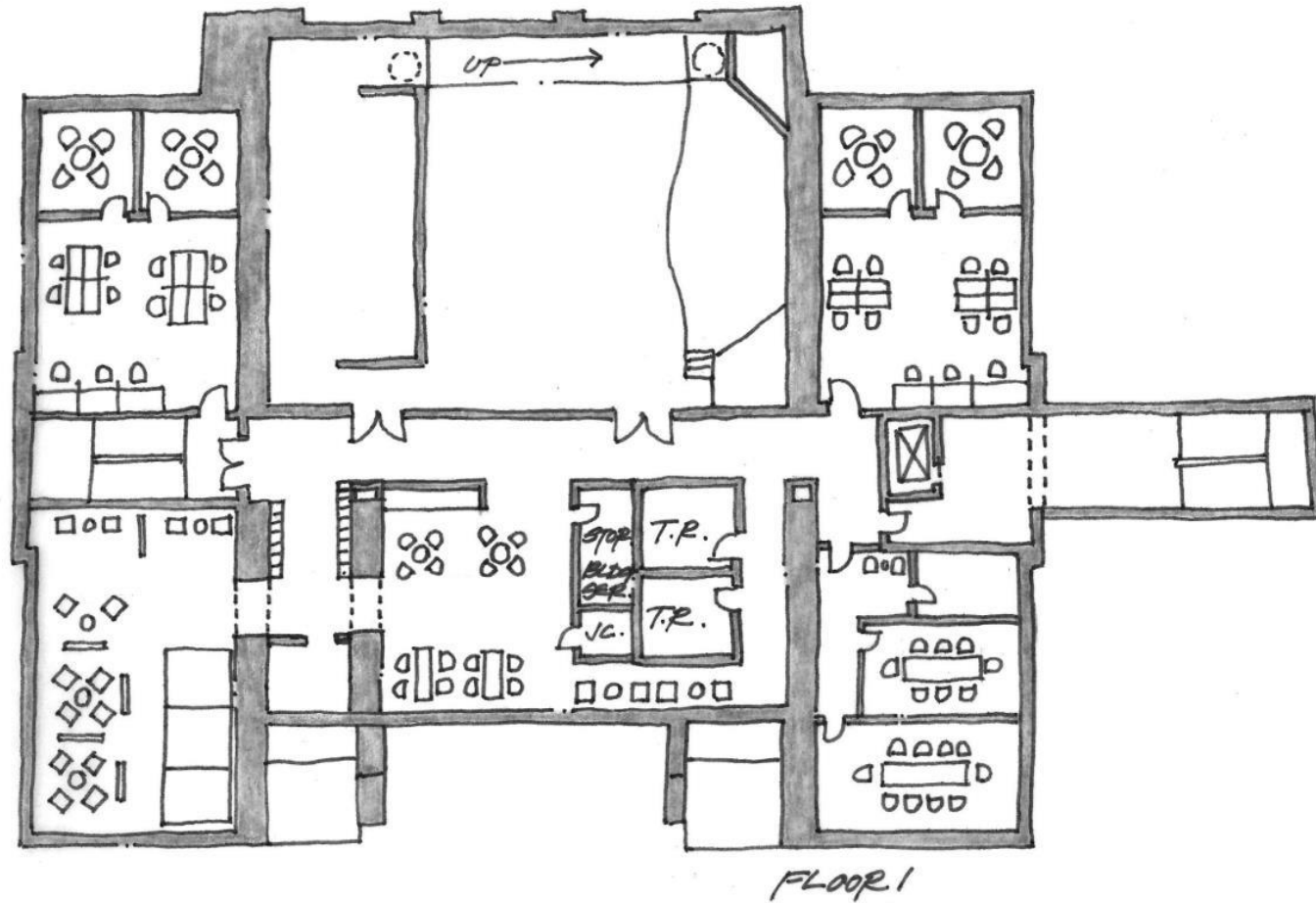


- Exterior ramp down to new entry vestibule and stair tower
- Stair tower sited over existing tunnel area minimizes excavation work
- Existing egress stair demolished to create new elevator shaft
- Interior elevator lobby creates secure entry point

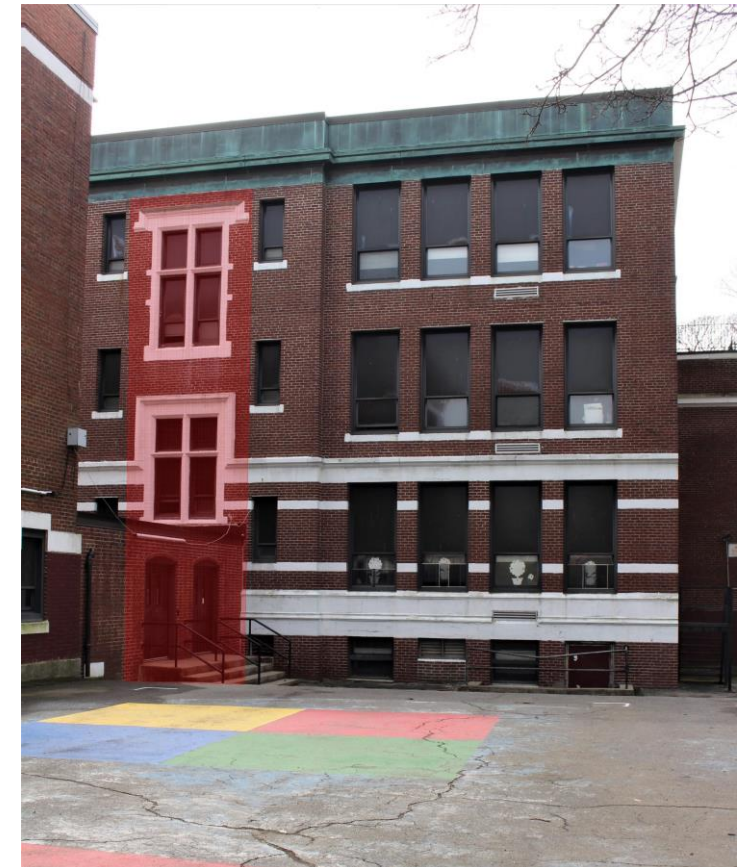


Elevator Location Study

Interior Elevator & New External Stair

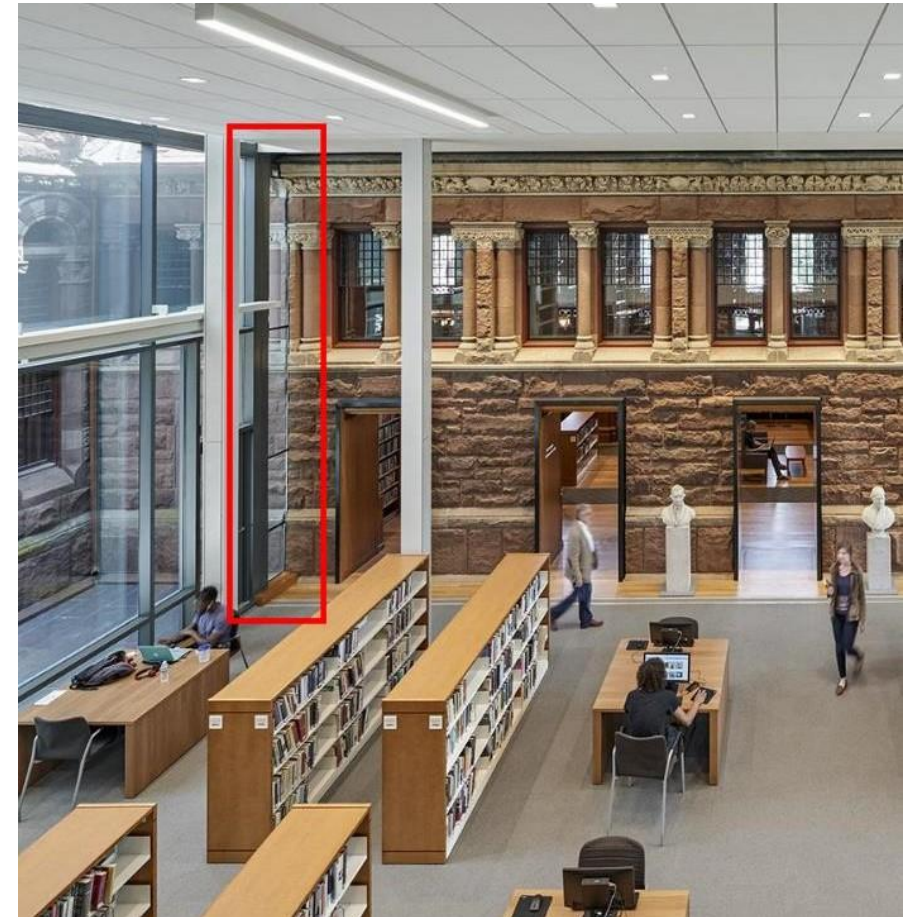


- Stairs at existing front entrances infilled to create more usable floor area
- Corridor narrows to create more program area



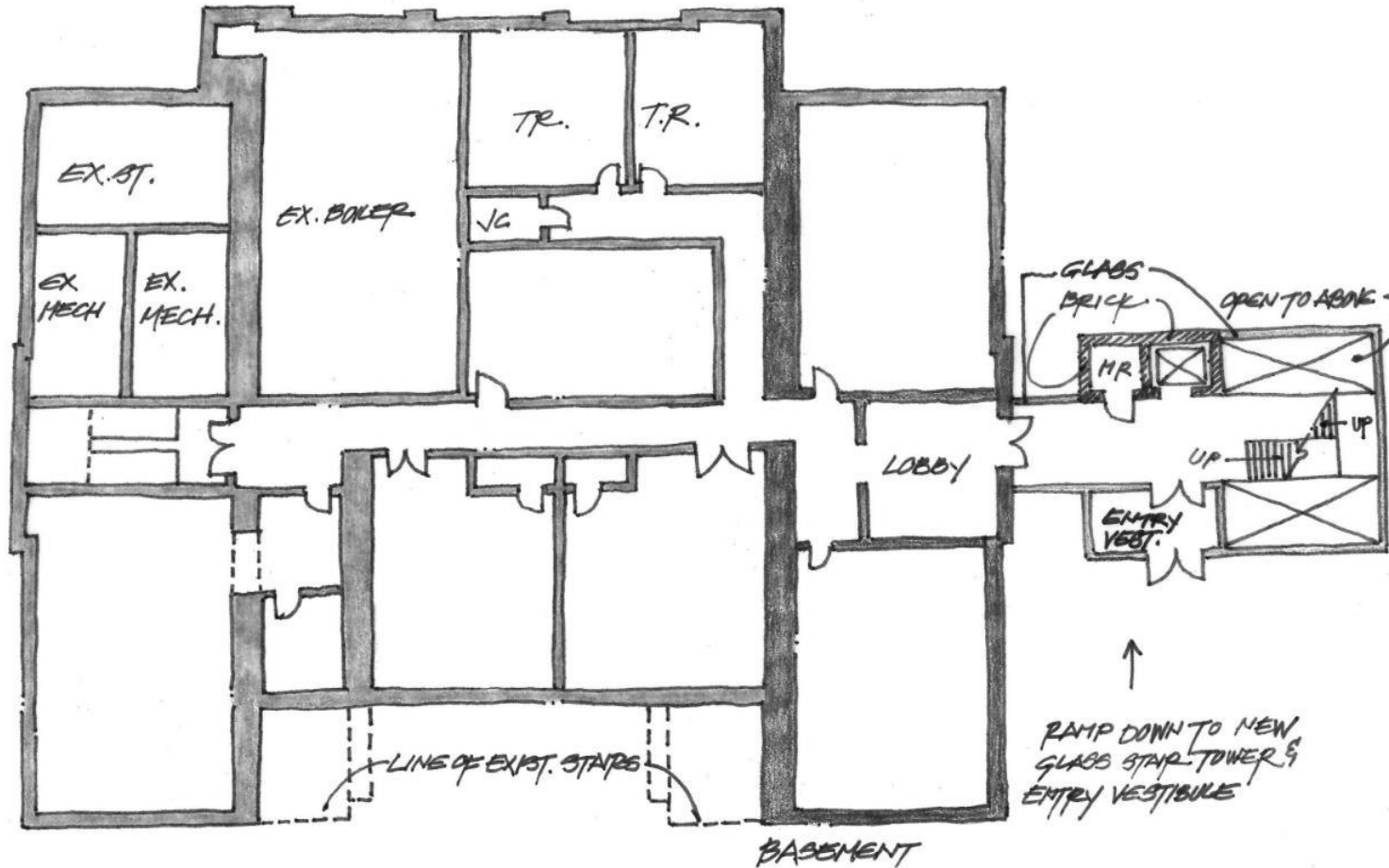
Precedent Images

- Glazing system provides minimal impact to existing façade
- Character of existing building design and materials maintained
- Use of glass maximizes view across site

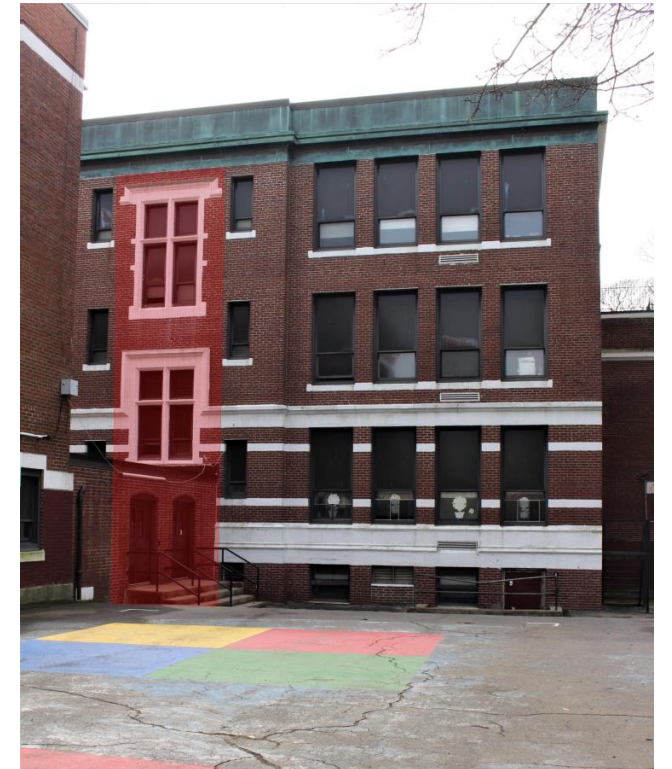


Elevator Location Study

External Elevator & Stair Tower

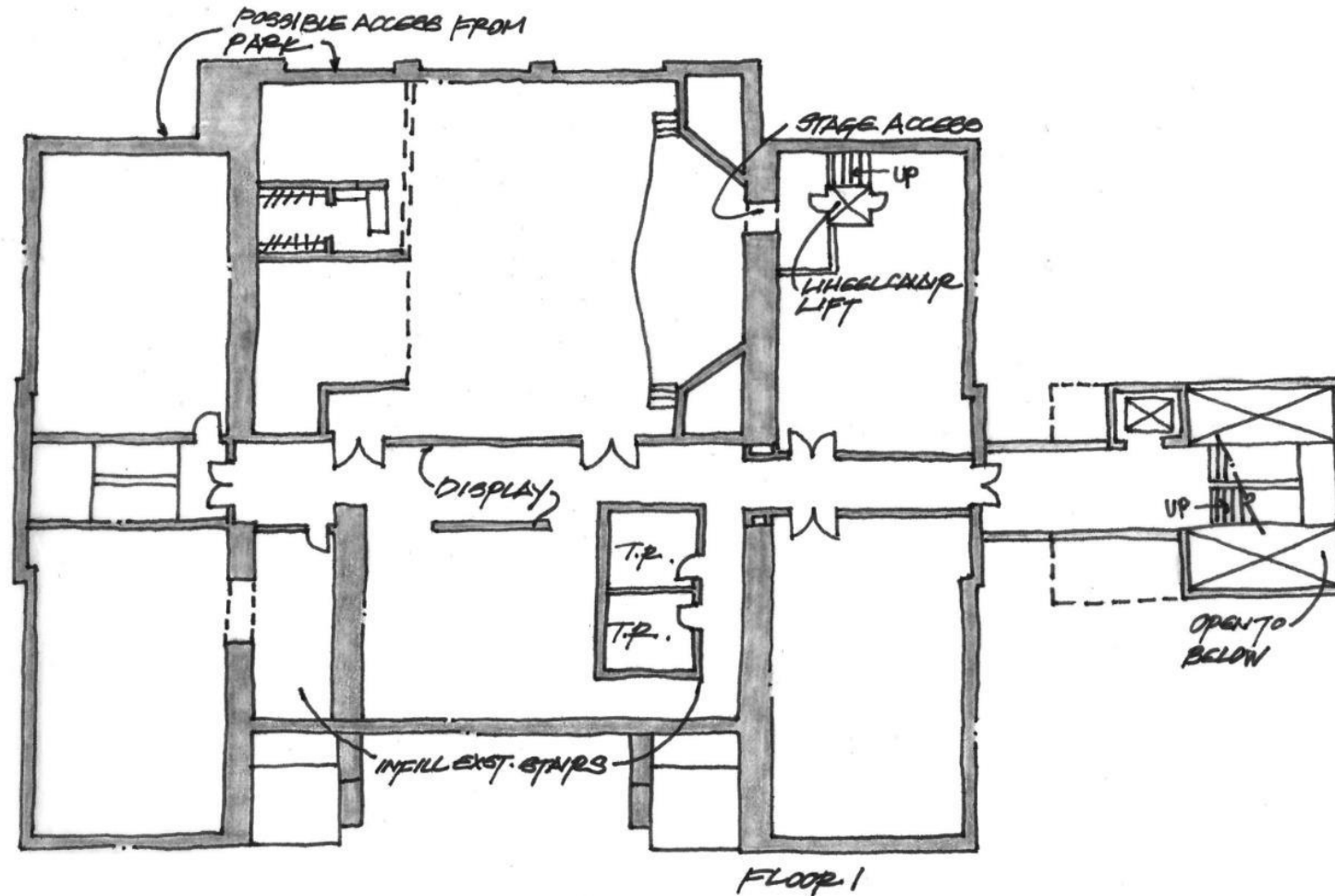


- Ramp down to new entry vestibule
- Exterior elevator and stair tower creates more usable floor space within existing building
- Tower sited over existing tunnel area minimizes excavation work
- One existing stair is demolished to create more useable interior square footage

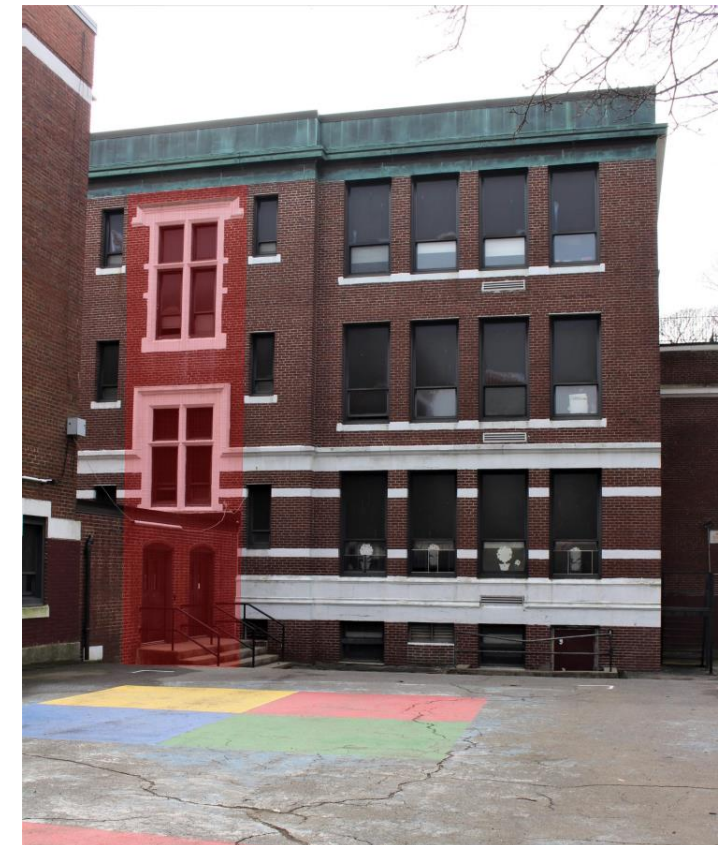


Elevator Location Study

External Elevator & Stair Tower

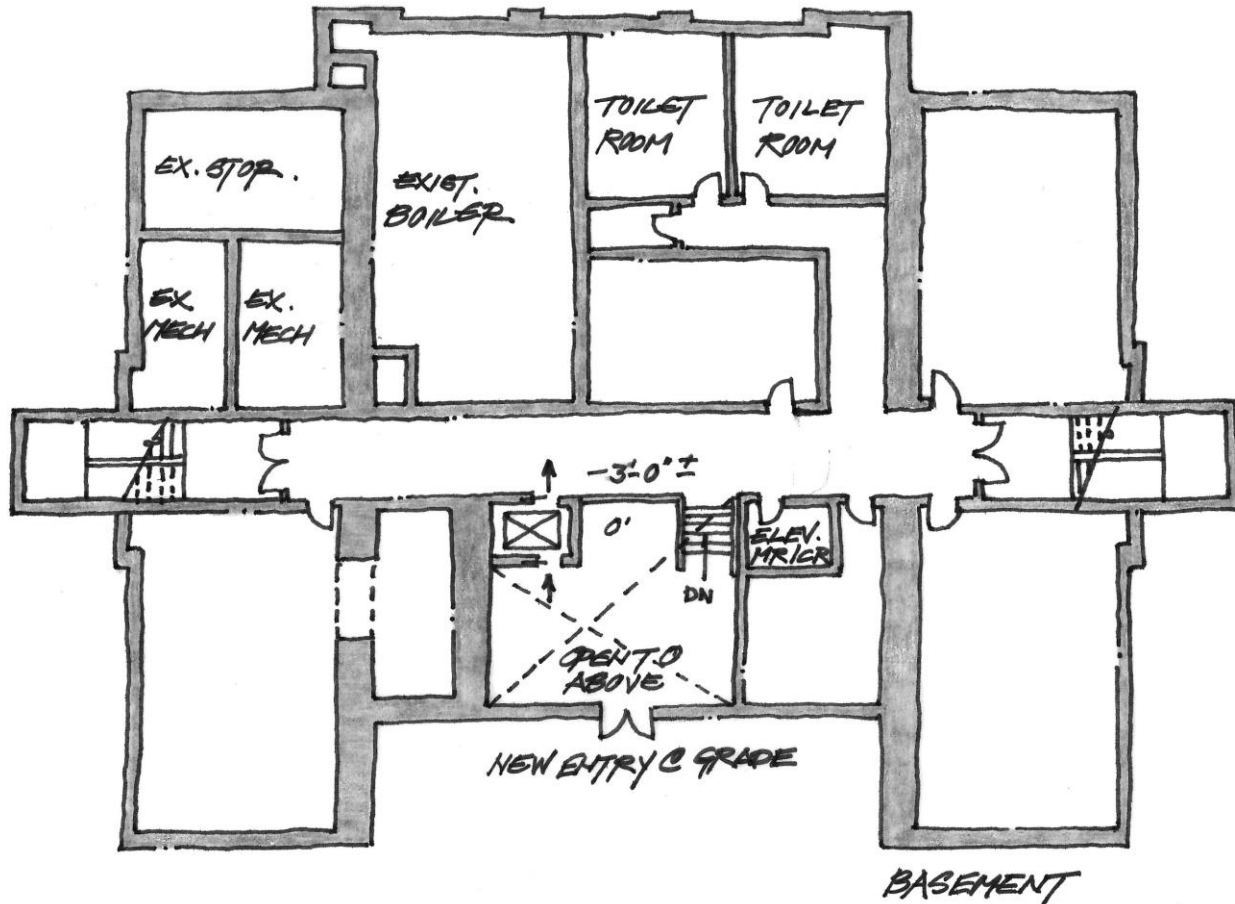


- New floor at former egress stair location creates accessible entrance from new elevator/stair tower
- Stairs at existing front entrances infilled to create more usable floor area
- Corridor narrows to create more program area

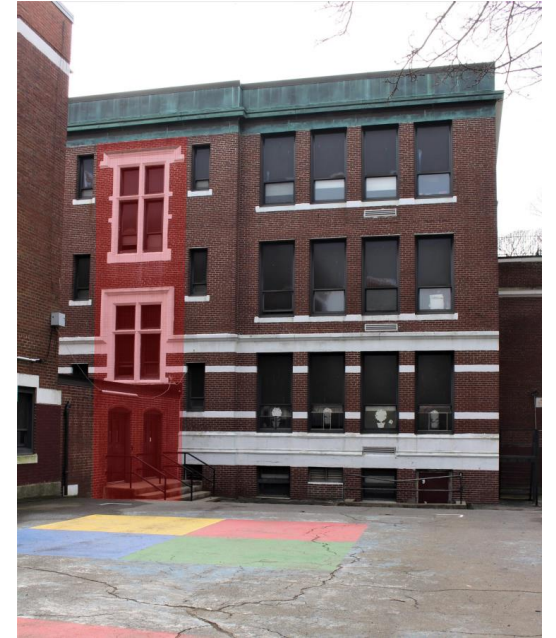


Elevator Location Study

Interior Elevator & New Extended Stairs

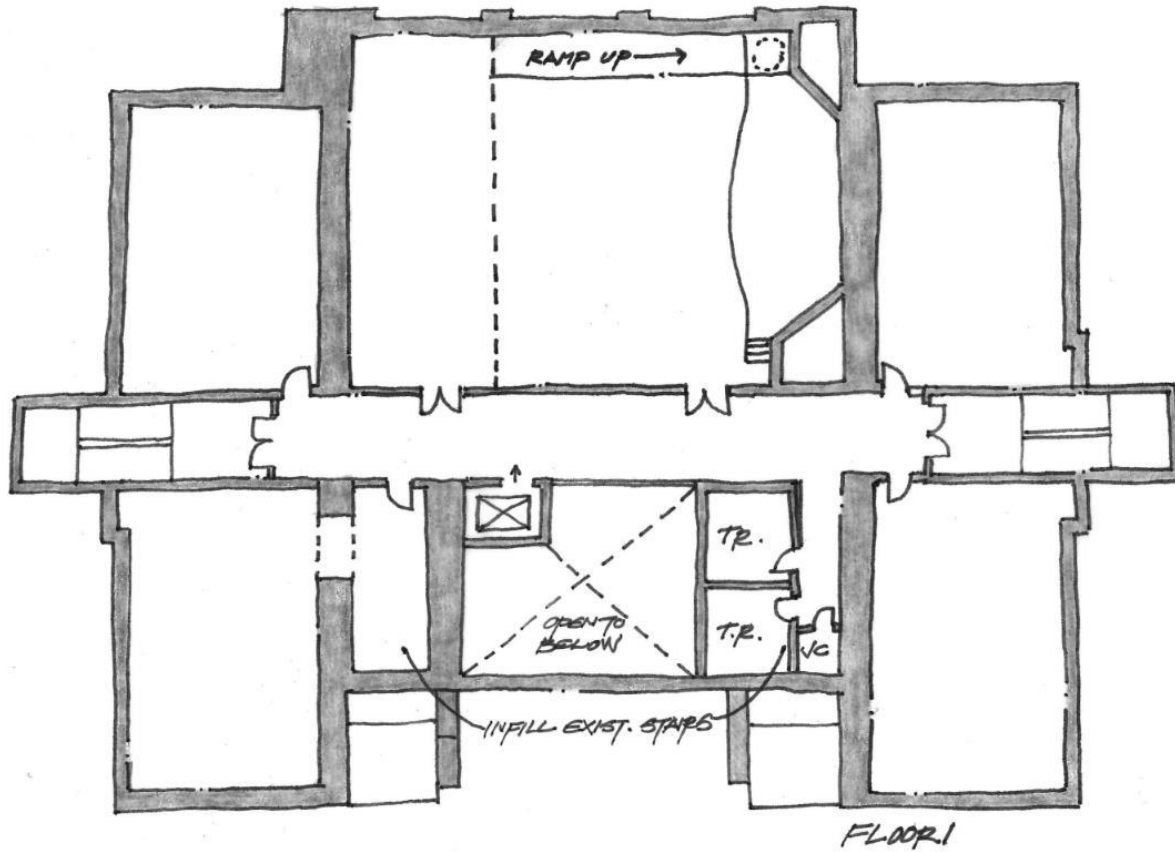


- New accessible entrance created at grade level
- Two story elevator lobby
- Existing egress stairs demolished and rebuilt, allowing access to corner classrooms without entering fire stair

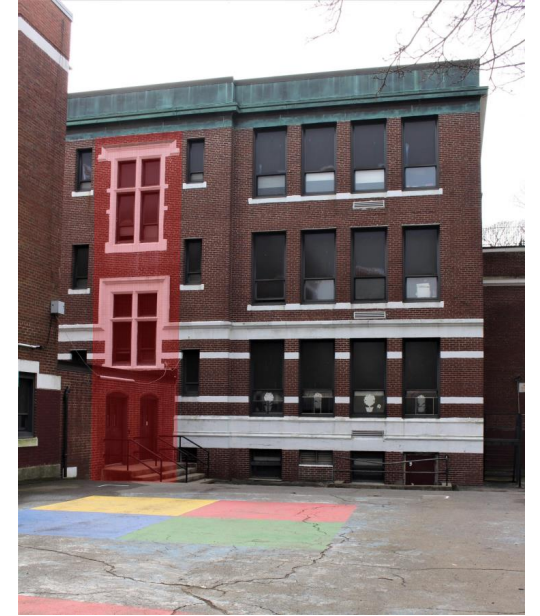


Elevator Location Study

Interior Elevator & New Extended Stairs



- Stairs at existing front entrances infilled to create more usable floor area
- Less usable floor area overall with addition of two story elevator lobby



Elevator Location Study

Conclusions

- Most desirable, efficient and cost effective location to place an elevator is at or adjacent to one of the existing stairwells
- Existing annex is excess, inefficient space
 - a) Annex would require its own elevator (if kept)
 - b) Removal of the annex does not affect the solutions that are possible



Hadley School



Plaza Case Study



Case Study

Culver Steps

Culver City, California





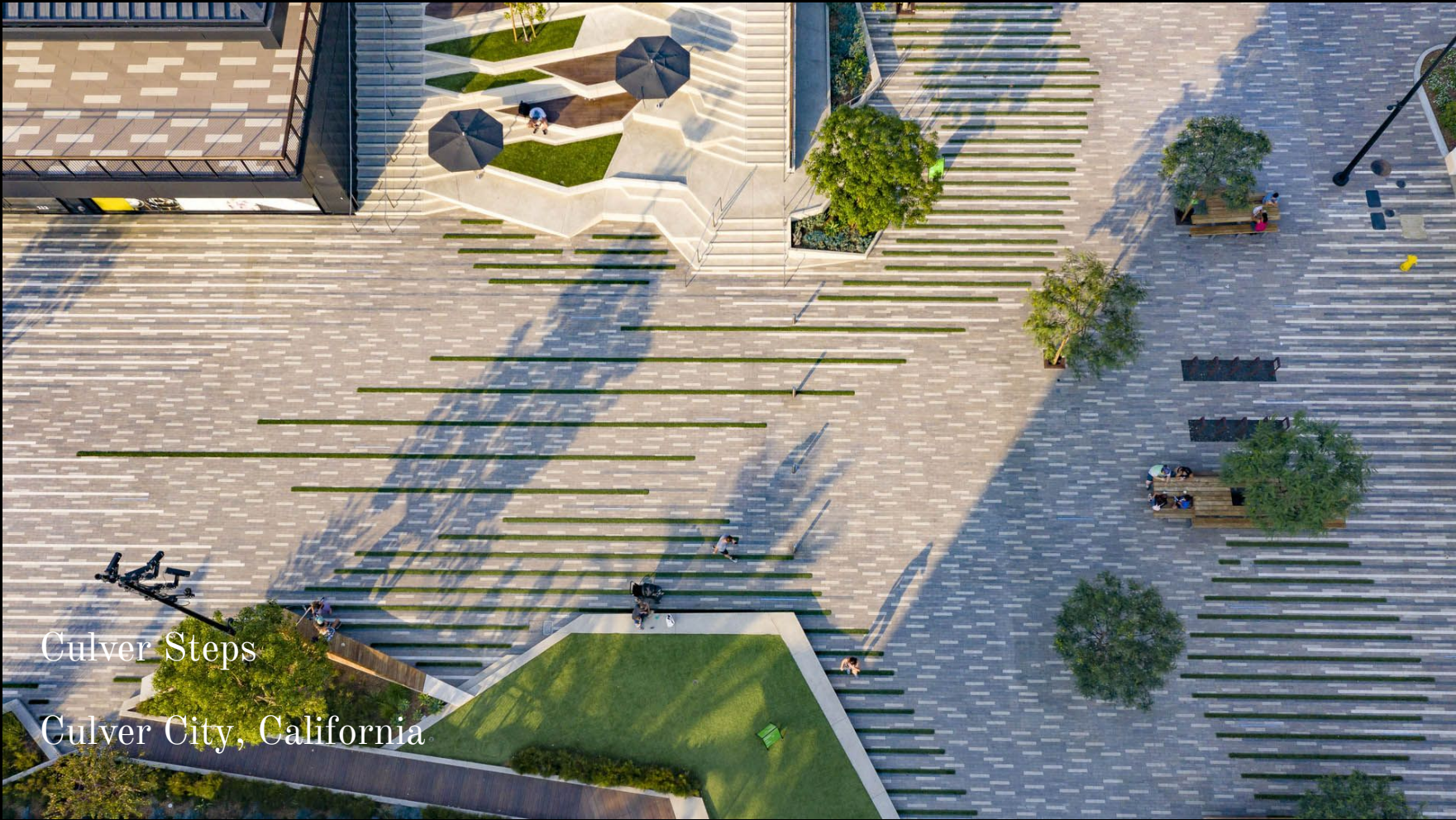
Connections

- Terraced ‘hang outs’
 - Incorporated greenery
 - Accessible
 - Bright
 - Communal
-



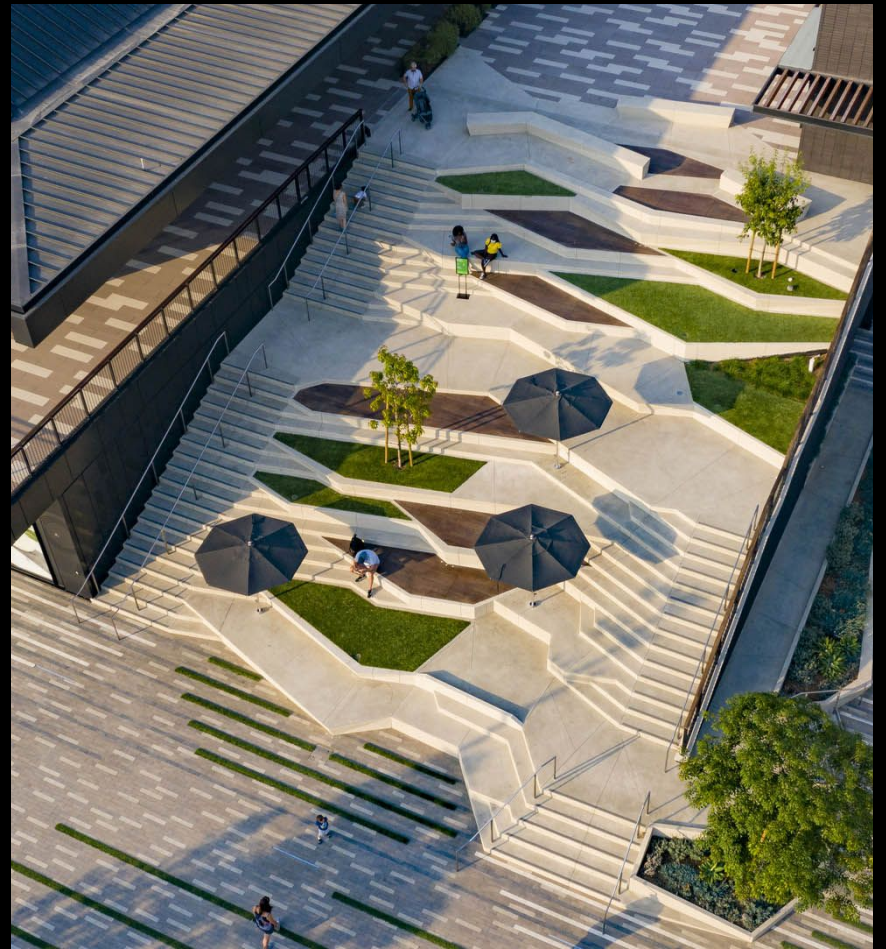
Culver Steps

Culver City, California



Culver Steps

Culver City, California



Culver Steps

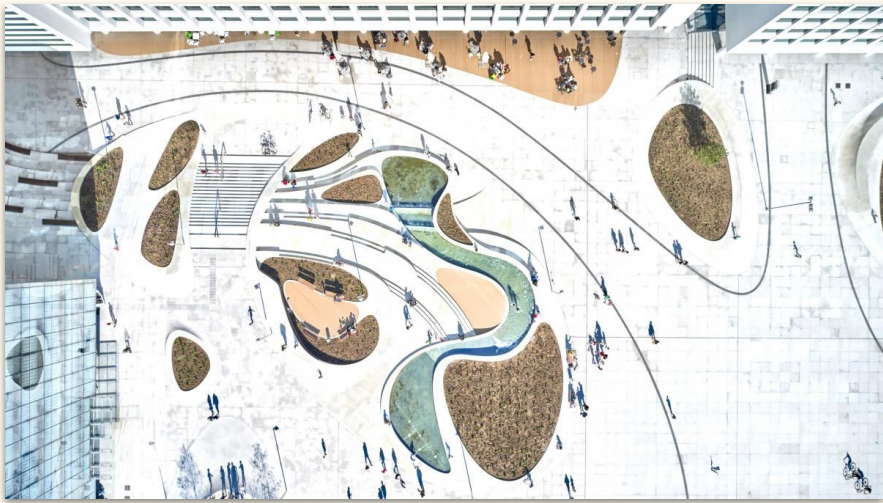
Culver City, California

Case Study

V-Plaza

Kaunas, Lithuania





Connections

- Natural flow
- Inspired by water
- Calming
- Organic forms



V-Plaza
Kaunas,
Lithuania





V-Plaza

Kaunas,
Lithuania

Case Study

Boston City Hall Plaza

Boston, MA



Connections

- Changes with the season
 - Communal gathering place
 - Market
 - Central hub
-



Site Plan

LEGEND

--- Phase 1 Limit of Work

- 1 Congress Street Civic Pavilion
- 2 Hanover Walk
- 3 Bus Shelter + Plantings
- 4 Adventure Play Scope
- 5 North Entry Court + Re-opened North Entry
- 6 Civic Amphitheater Steps
- 7 Interactive Art Terrace
- 8 Main Plaza
- 9 Upper Plaza/Gathering Place
- 10 Cambridge Terraces
- 11 Speakers Corner
- 12 Access to 4th Floor Terrace
- 13 Main Entry Walk
- 14 JFK Terrace
- 15 Future Phase



Program | Elements and Principles



Speakers Corner

One Large Event Space

- Paved
- Accommodates 10K-12K
- Accommodates intensive programs like ice skating



Multiple Smaller Gathering Spaces

- Including Activation of 4th Floor Terrace



Human Comfort

- Shade
- Flexible seating in right-sized spaces



Green Infrastructure

- Including stormwater demonstration



Civic Pavilion +/- or Stage

- Flexible, rentable facility
- 40x60' covered stage
- Vehicular service access



Safe+Accessible Connections

- From Cambridge to Congress
- Into all building entries
- To all gathering spaces
- Well-lit and easy to navigate
- Minimizing stairs
- Accessible surface materials



Play for all ages

- Areas for lawn games,
- Adventurous playscapes for children

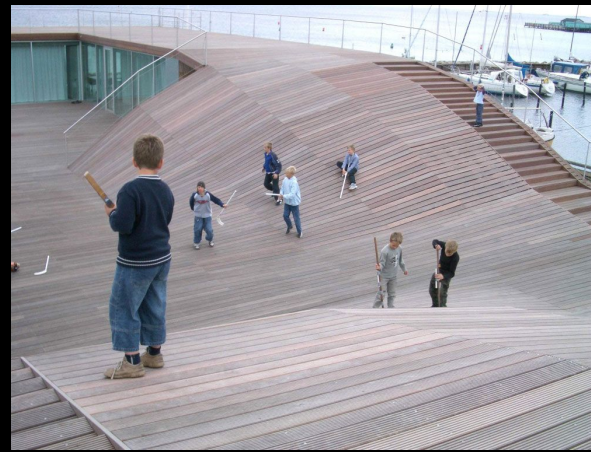
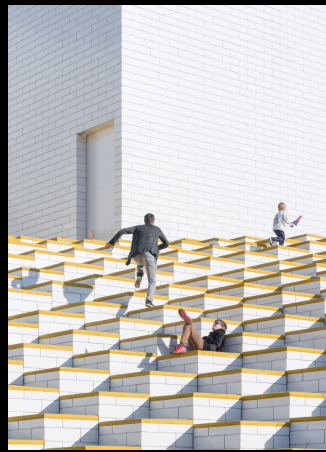


Food Provision

- Areas for food trucks
- Possible Cafe/Retail space

Design Possibilities





Tiered /
Ramped Steps



Incorporated Green Space



Auxiliary Uses /
Seasonal
Operation

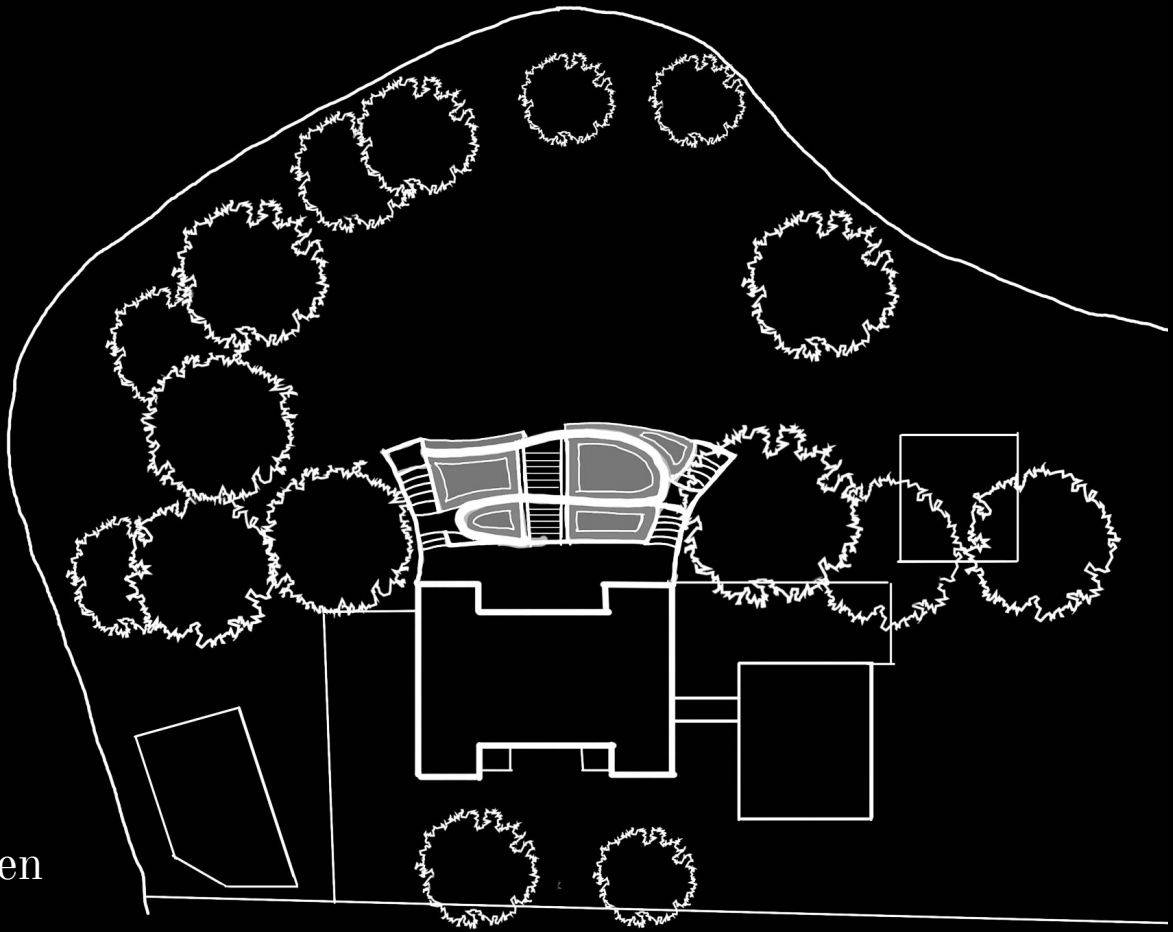


Sketches



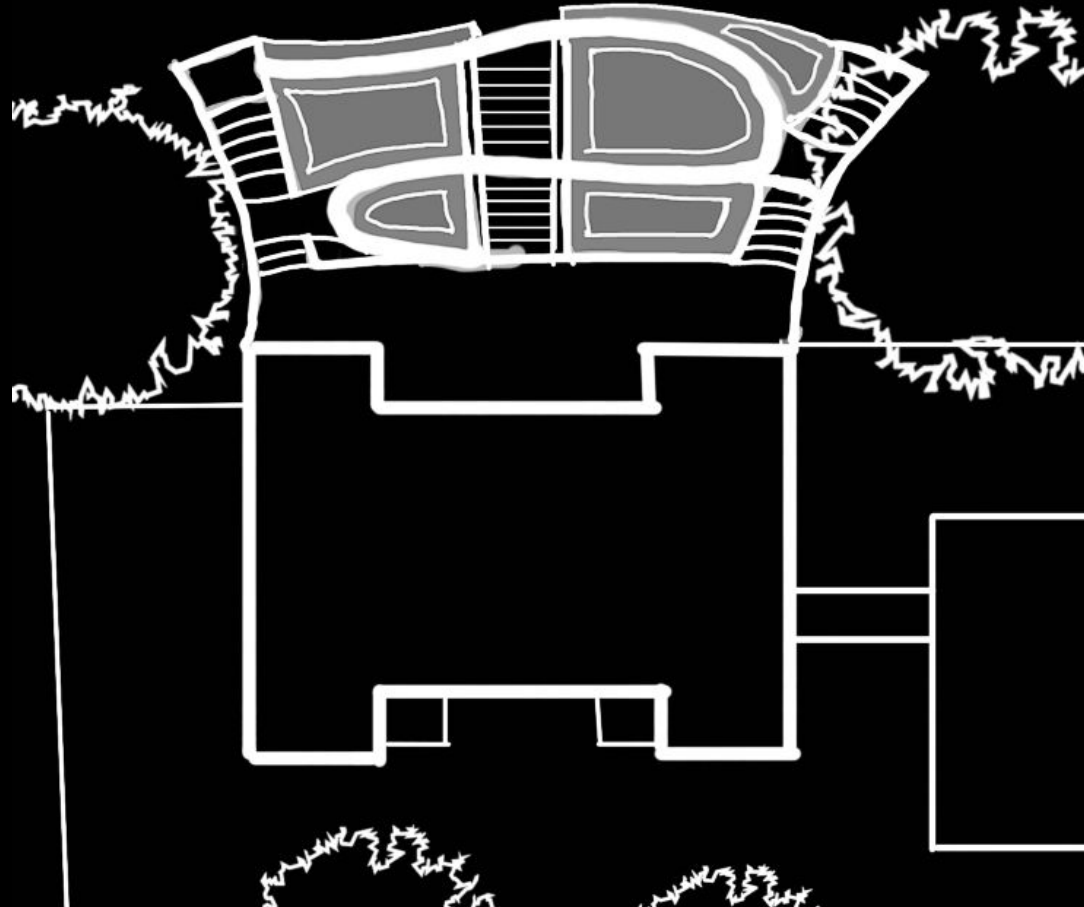
Organic

Creating free-flowing spaces allows users to make the green areas their own.



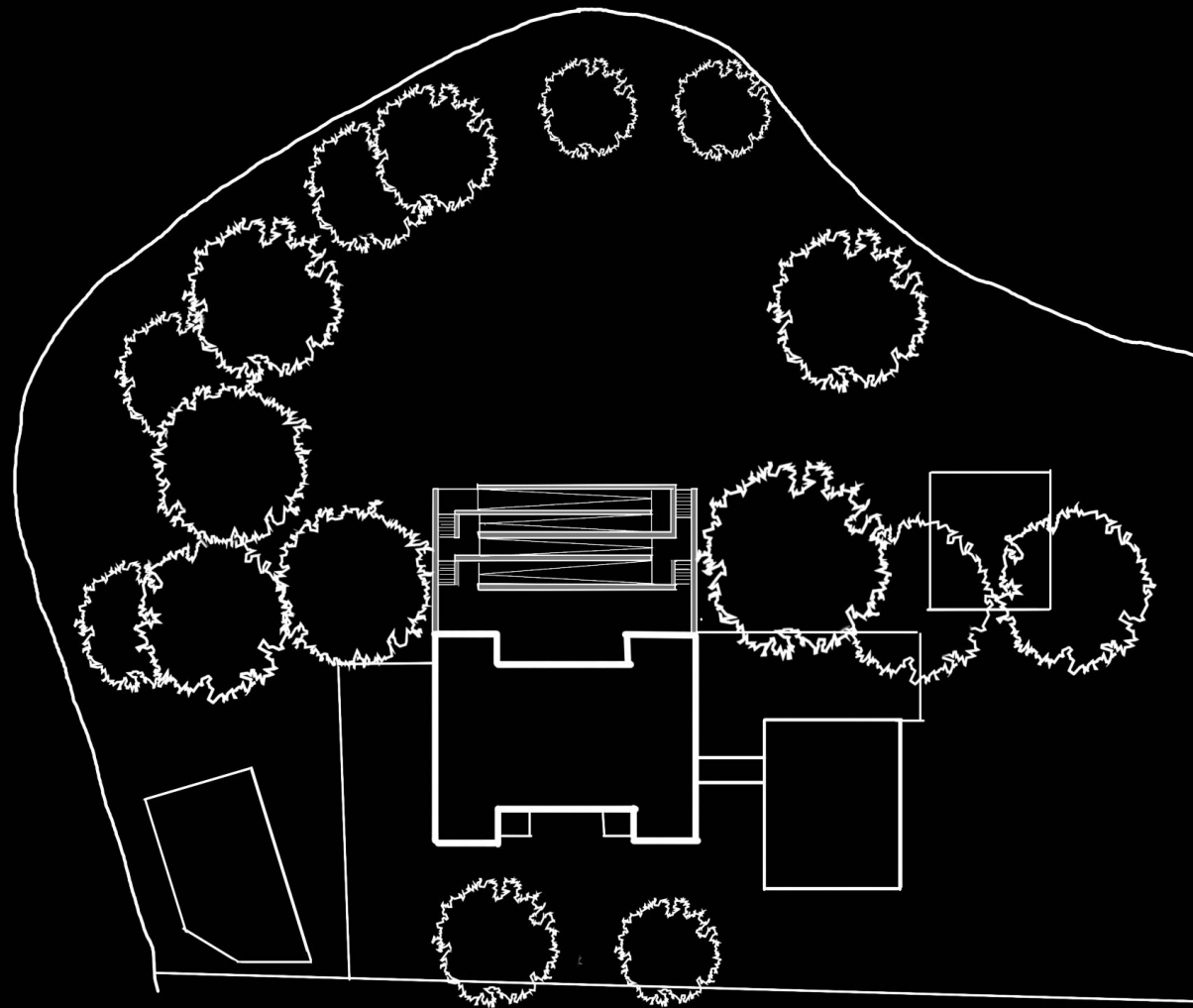
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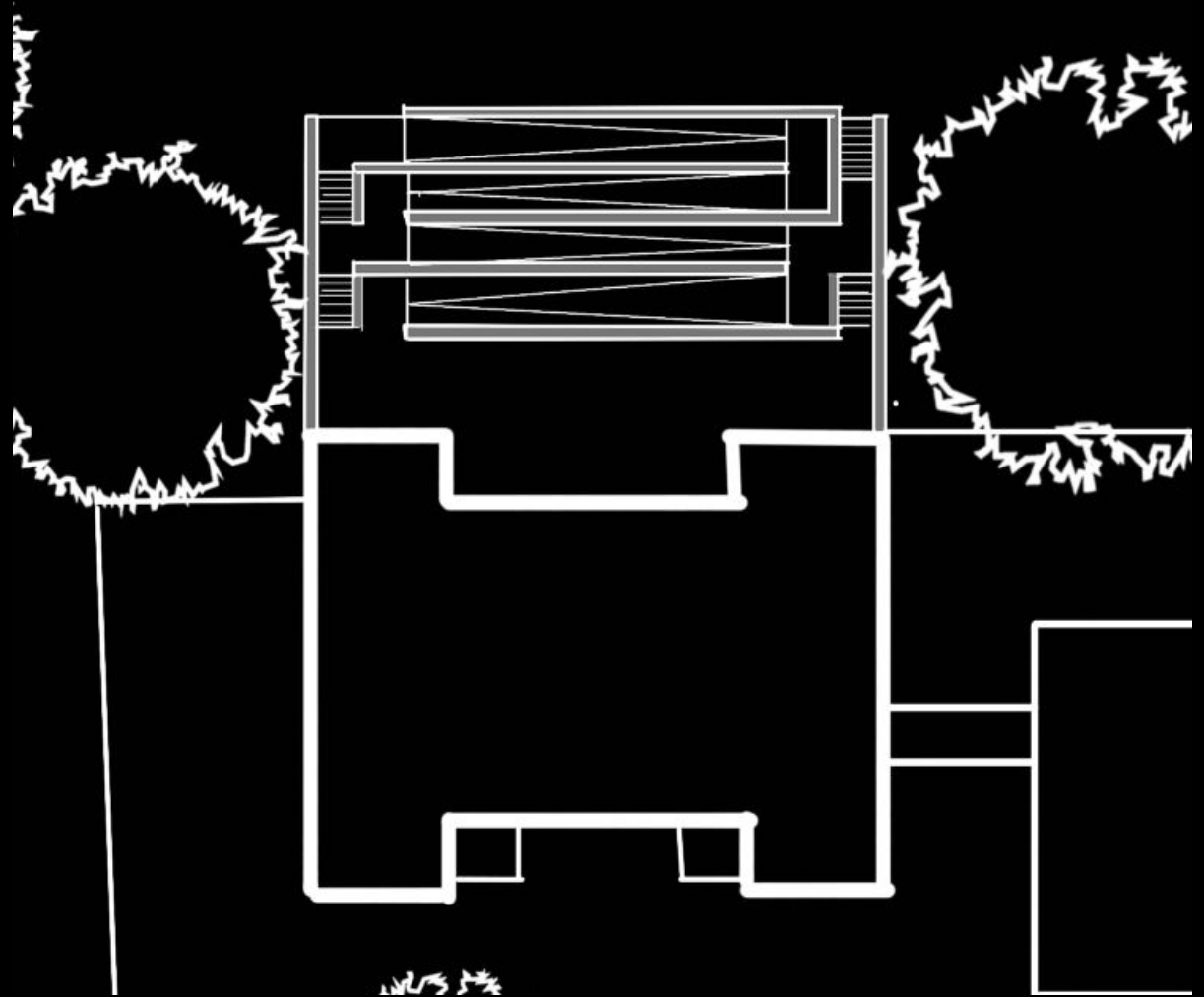
Squared

Creating stepped terraces along the ADA accessible ramp.



Squared

—
Creating stepped terraces along the ADA accessible ramp.



Squared

Creating stepped terraces along the ADA accessible ramp.



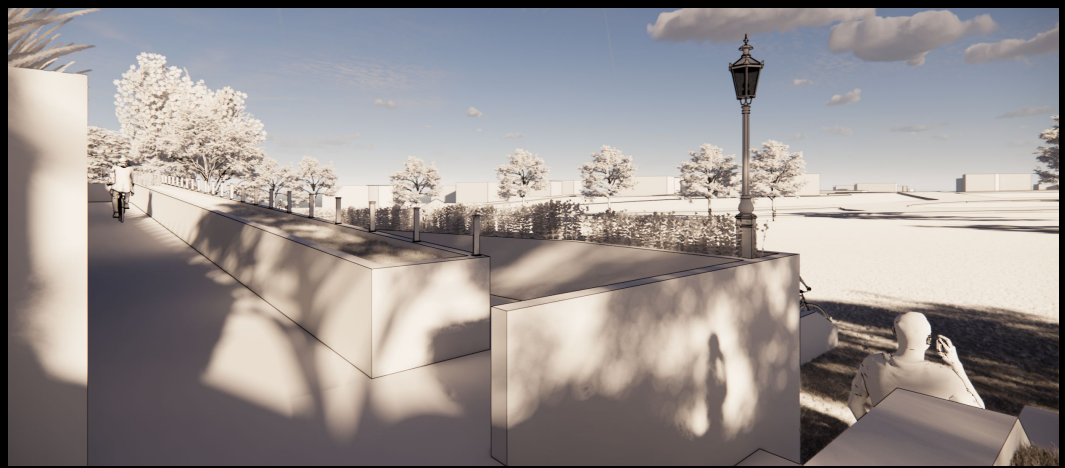
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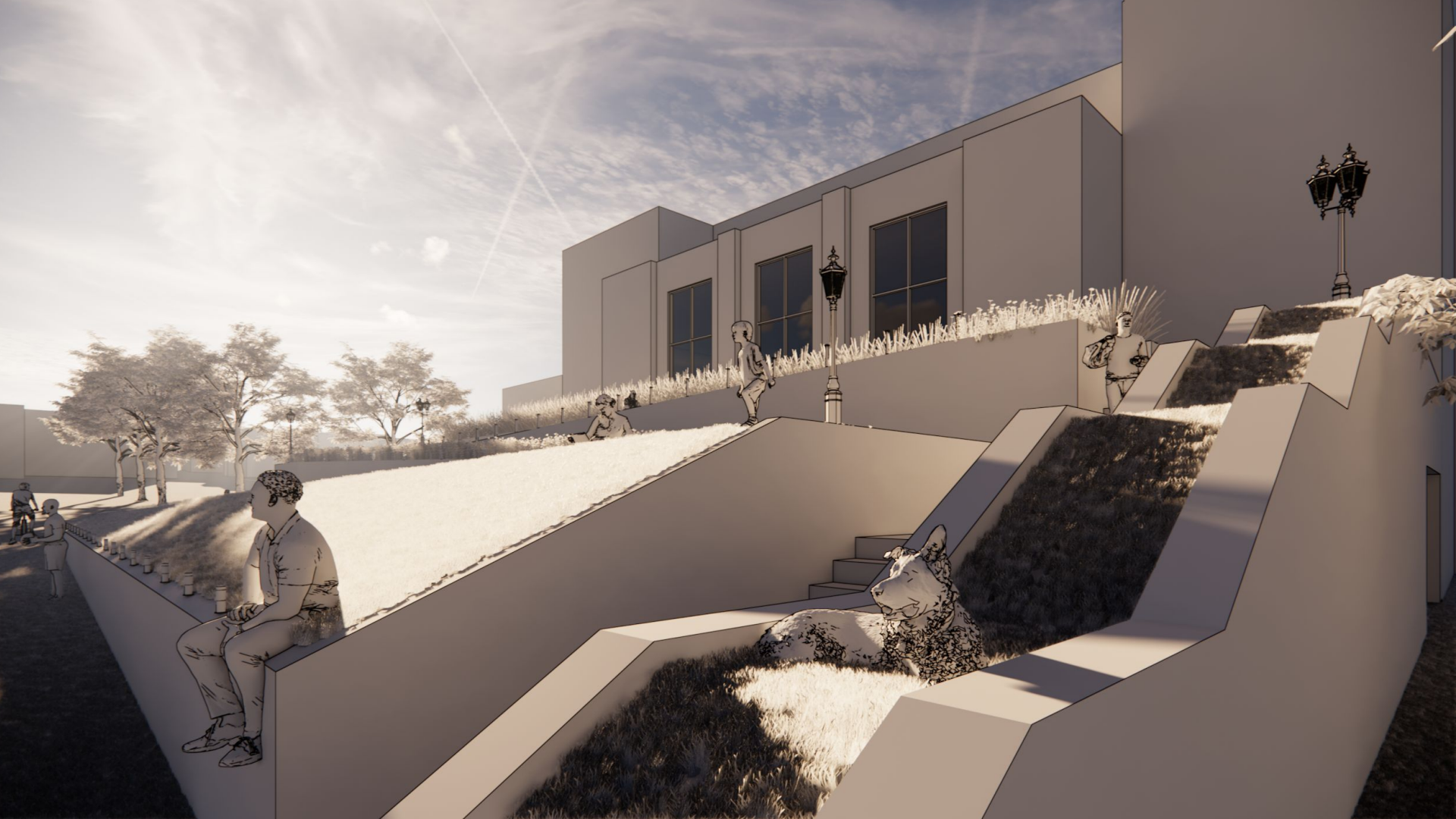
Creating stepped terraces along the ADA accessible ramp.



Squared

Creating stepped terraces along the ADA accessible ramp.





COMMUNITY OPEN HOUSE

This section includes:

1. The information boards presented at the Community Open House in Linscott Park on Tuesday, July 20th.
2. A write-up of comments submitted that night.
3. A summary of responses submitted using the online survey which was open from July 20th - July 26th, 2021 (developed with surveymonkey).

SCENARIO 1 MIXED-USE COMMERCIAL

SITE LAYOUT

- Re-use main building with new entry addition
- Demolish existing annex
- Parking expanded and relocated from front of building to side
- Open Space amenities: Community plaza, playground area, informal sitting areas, and possible rear patio

CONCEPT SITE PLAN



MODEL RENDERING



USES

- Arts & Community uses in basement and 1st floor
- Commercial tenants on 1st - 3rd floors

FINANCING & OWNERSHIP

- Public-private partnership - long term lease for developer or condo-ization of the building
- Combination of traditional financing and private equity (Commercial uses), with grants, donations, and Town allocation (arts & community uses)

NOTES

- Opportunity to reuse auditorium as function/performance space
- Commercial tenants & rentable venues to offset operating costs
- Availability of general Town parking contingent on final design

MODEL RENDERING



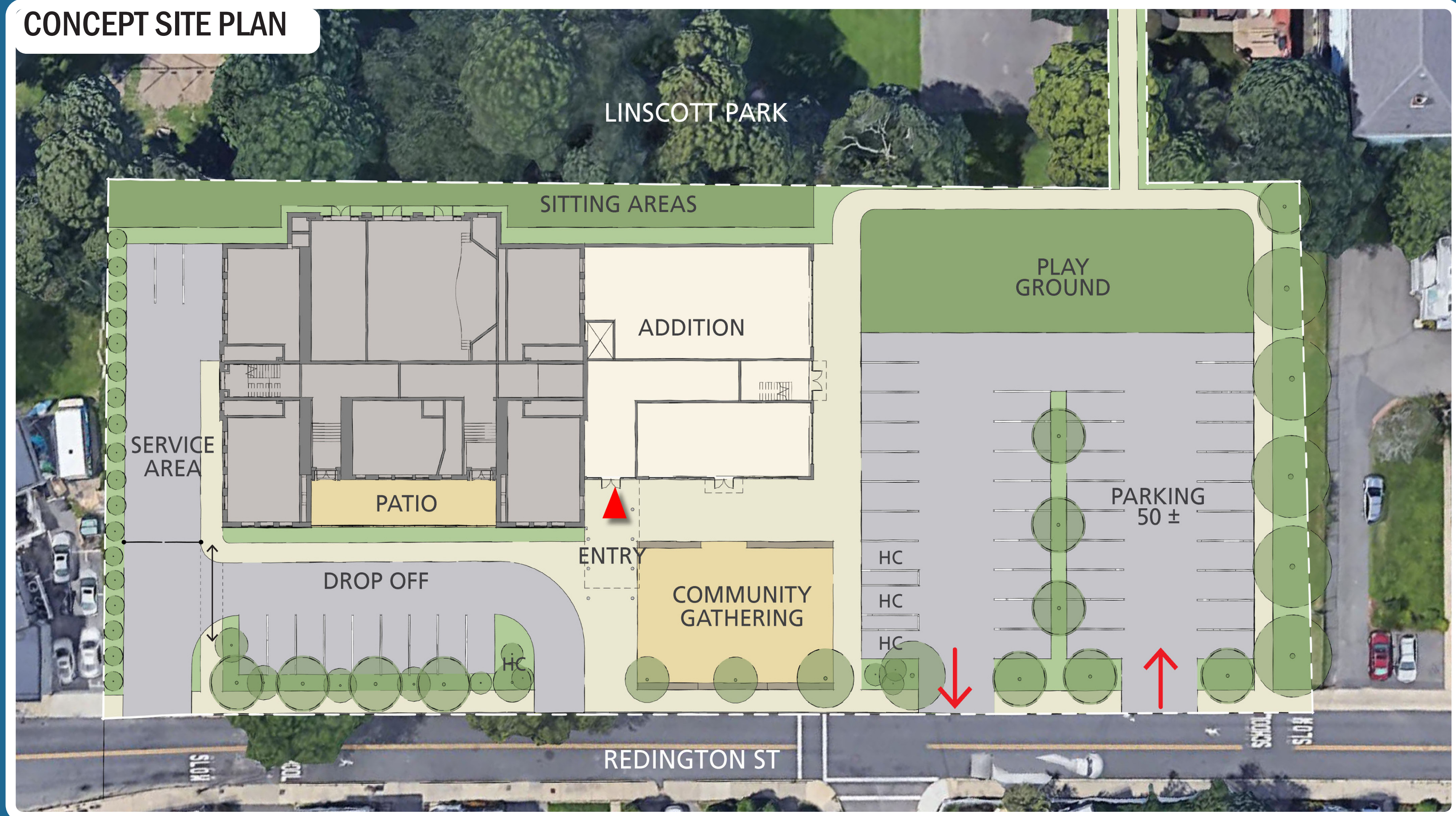
LAVALLEE BRENSINGER ARCHITECTS

SCENARIO 2 AFFORDABLE HOUSING

SITE LAYOUT

- Re-use main building with new addition
- Demolish existing annex
- Parking expanded and relocated with revised drop off area in front
- Open space amenities: Community gathering space, informal sitting areas, playground area, patio for residents

CONCEPT SITE PLAN



MODEL RENDERING



USES

- Senior affordable housing (approx. 40 units) in main building and most of addition
- Public space in first floor of addition - final use most likely a civic use that serves the community

FINANCING & OWNERSHIP

- Low Income Housing Tax Credits to fund affordable units
- Grants, private sources, and Town allocation to fund public space
- Long-term ground lease (99 years) with potential condo-ization for public space

NOTES

- Units will count towards Town's affordable units and help in meeting state requirements
- Availability of general Town parking contingent on final design

MODEL RENDERING



LAVALLEE BRENSINGER ARCHITECTS

SCENARIO 3 HOSPITALITY

SITE LAYOUT

- Re-use main building with new addition
- Demolish existing annex
- Parking expanded and relocated with revised drop off area
- Open space amenities: Community plaza, playground area, informal sitting areas, front patio, possible rear patio

CONCEPT SITE PLAN



MODEL RENDERING



LAVALLEE BRENSINGER ARCHITECTS

USES

- Boutique hotel with food/beverage and function room components

FINANCING & OWNERSHIP

- Private equity / traditional financing to support development
- Room rentals, event fees, food/beverage revenues to support operating costs
- Long-term ground lease (99 years)

NOTES

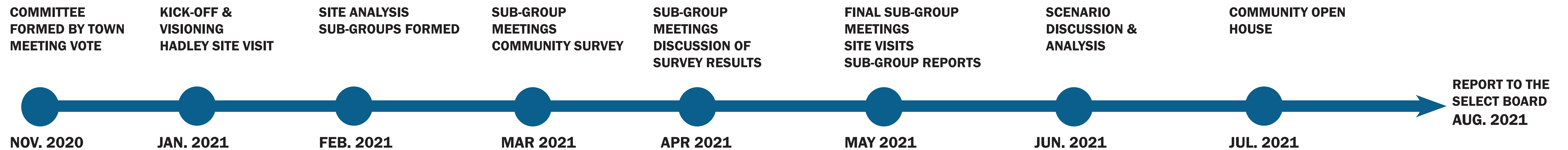
- Opportunity to reuse auditorium as function/performance space & potential Town access to space through site conditions
- Provides overnight stay opportunity
- Availability of general Town parking contingent on final design

MODEL RENDERING



HADLEY ELEMENTARY SCHOOL REUSE ADVISORY COMMITTEE

PROCESS



FRAMEWORK

THEMES FROM VISIONING SESSION

ADAPTIVE REUSE
CONNECTIVITY
DOWNTOWN
PRESERVATION
MIXED-USE

SITE ANALYSIS OVERVIEW

- Existing annex layout inefficient for reuse
- Highly desirable location
- Building systems / interior require major upgrades
- Current parking footprint impractical for most uses
- Important relationship to Linscott Park & Humphrey Street
- Full basement provides almost 4 usable floors

SUB-GROUPS

AFFORDABLE HOUSING
ARTS & CULTURE
CIVIC/NON-PROFIT
COMMERCIAL
COMMUNITY OUTREACH

EVALUATION CRITERIA

DESIGN/USES
FUNDING SOURCES
OWNERSHIP
PROJECT SCHEDULE
COMMUNITY INPUT

ALL SCENARIOS...

- Fulfill Town planning goals (Master Plan, Housing Production Plan)
- Provide opportunities for outdoor activity
- Allow for preservation and utilization of main building
- Use a mix of funding sources

WE WANT YOUR FEEDBACK!

MODEL RENDERING



LAVALLEE BRENSINGER ARCHITECTS

Please take a pen and visit each of the 3 stations to learn more about each scenario and submit your comments.

SCENARIO 1

STRENGTHS AND OPPORTUNITIES

What community goals does this scenario help accomplish? What are the community benefits? What opportunities are there to leverage existing resources?

Comment 1

- Community uses could enhance youth services in town
- Handicap access is a plus
- Parking lot could be an asset and help Humphrey St business??

Comment 2

- Income source if handled correctly

Comment 3

- Swampscott has so little commercial property, this will add to commercial tax base

Comment 4

- Only option where community still has some use which is a plus

Comment 5

- Add a smaller annex for restaurant/commercial space. The funds rented from this would help the cost of the community center

Comment 6

- This is my favorite. Offers most town use and can add most open space

Comment 7

- In your final report, would be helpful to see the options you considered and rejected and why. Would help provide info and potentially reduce objections.

Comment 8

- Extends the commercial street
- Removing annex provides adequate parking
- Love community plaza facing park!

Comment 9

- Artisans space and makes space

Comment 10

- Would love to see if the housing component could be integrated into this design possibly on a smaller scale

WEAKNESSES & THREATS

What are potential weaknesses of fully implementing the scenario? What are potential negative impacts to the site and/or neighborhood?

Comment 1

- Will there be a survey for the residents to show what development plan they prefer? And will you choose that one?
- Will you publish the survey?

Comment 2

- Why would you once again sell valuable town school property when it might be needed in the future? Why not learn from past experience?

Comment 3

- Why would you go to this expense and effort to present these three scenarios if you are not sure that the mega school will be built?

Comment 4

- Make sure the whole building is accessible. Do not rent for \$1 without an elevator
- Parking is a big issue and will get worse

Comment 5

- “Community Plaza” is waste of space.
- “Open Space Amenities” also not efficient use of space, already exist in town
- Old police station already has Art & Community center
- Shopping already exists in Vinnin Square
-

Comment 6

- I do not believe low-cost housing is beneficial to the “public” space. I would rather see community usage or a hotel?

Comment 7

- Parking lot leaves a hole in urban fabric (negative)

Comment 8

- Meh – don’t love it, too broad
- Loss of town land, public community space
- Not as needed as the hotel, between the two I’d take the hotel

SCENARIO 2

STRENGTHS AND OPPORTUNITIES

What community goals does this scenario help accomplish? What are the community benefits? What opportunities are there to leverage existing resources?

Comment 1

- Helps with getting the town to an appropriate level of affordable housing

Comment 2

- None for community, loss of nice area and resource

Comment 3

- Allow for resident overnight parking but charge for it with an annual sticker
- Parking only 12 am to 7 am
- Towns like Melrose do this and generate revenue

Comment 4

- Would like to earmark some for women specifically

Comment 5

- Totally support “Senior Citizens” affordable housing
- Benefits: Seniors will not be isolated to remain home if they do not drive. They will be able to walk to: Post Office, Library, Beach, Dining

Comment 6

- Plus for towns affordable housing
- Increase parking – some for public

WEAKNESSES & THREATS

What are potential weaknesses of fully implementing the scenario? What are potential negative impacts to the site and/or neighborhood?

Comment 1

- Must have an elevator if rented for \$1 like Reach Arts
- Would be better to tear down half for more parking for my downtown

Comment 2

- Waterfront property like this should maximize the potential for taxation by having expensive units rather than affordable housing units.

Comment 3

- Would love to see an opportunity for multi-generational housing for young members of the community who fall into the “affordable” need

Comment 4

- If you have to re-use the main building – re-use it as a school.

Comment 5

- Better to not convert more commercial or potential commercial property to residential

Comment 6

- As much as we need affordable housing, this building and specifically location, is not ideal for this usage

Comment 7

- Maintenance and site clean-up needs to be built in to budget year to year

Comment 8

- Requires parking instead of using the space for community

Comment 9

- Playground less visible on street & kids walk through parking lot to get there
- Lots of parking lot
- Reduced green space

SCENARIO 3

STRENGTHS AND OPPORTUNITIES

What community goals does this scenario help accomplish? What are the community benefits? What opportunities are there to leverage existing resources?

Comment 1

- There is a very strong need for a hotel in Swampscott
- Restaurants would benefit from the hotel guests

Comment 2

- Fantastic to have a hotel!
- Some place to stay
- Will support all the local business all along Humphrey and Burrill St
- Connect with community by sharing resources w/rent and taxes etc.
- No need for parking, if there were housing, they would need parking
- Brings tourism to town
- Investor will pay for it

Comment 3

- Boutique hotel would be great addition to the town – restaurant on the first floor with coffee and a space for the community to use for arts/performances

Comment 4

- The community needs a place for visitors to stay. A private owner should maintain the property and grounds to a high standard
- Weddings and events would really help local business
- Hotel tax would help create revenue
- Rooms should be affordable possibly allowing long term stays for relatives, etc

Comment 5

- Would be nice to see if there could be a housing component somewhere with this plan

Comment 6

- Emergency need for a “trade school” in this town
- High school students not interested in going to college are shamefully overlooked for their futures and forgotten!!

Comment 7

- Could help us regulate the air B&B market to help control housing/rental market
- Need hotel. Must have parking though
- Probably my favorite so far, though I think we should keep it (or at least some land/parking)

Comment 8

- Swampscott needs accommodations for visitors
- Great place for weddings & dining
- Parking will be helpful to Humphrey St business

Comment 9

- A portion of the parking should be retained for downtown parking and neighborhood overflow.

Comment 10

- Retaining footprint preserves historical aesthetic history.
- Hotel provides opportunity for visitors to take train to Boston and Salem while eating or going to beach here in Swampscott
- Can keep Redington St as 2-way

- Make sure town gets sufficient rent for leasing out property. Town has made bad deals with other properties (Temple on Humphrey and Atlantic Aves, as an example)

Comment 11

- This would help other local businesses

Comment 12

- My favorite.
- Like the hotel & the open space (community plaza) & the restaurant

Comment 13

- We need a hotel in town! Event space, tax income, tourists for our Humphrey St businesses!

WEAKNESSES & THREATS

What are potential weaknesses of fully implementing the scenario? What are potential negative impacts to the site and/or neighborhood?

Comment 1

- If you have to re-use the main, building, why isn't the town rehabbing it as well?
- 2/3 of town survey said responders want it to remain a school

Comment 2

- Limit the hospitality component to light snacks and drinks to protect the local restaurants.

Comment 3

- Would be great to see the 99-year lease vs. 99 years of taxes comparison

Comment 4

- Do not do a 99-year lease without an elevator promised before construction in writing.

Comment 5

- Concerns with hospitality:
 - Not enough public community use
 - Not sure enough open space accounted for

Comment 6

- Consider lowering the plaza in front of the school instead of raising it
 - "Newbury St" like dining areas
 - Increase or maintain lower-level windows
 - Keeps historic character

Comment 7

- Balance of public space with private use.

Comment 8

- (Kind of like this one) Would prefer keeping property to make open space, tough to sell
- Can we keep some space for public parking? Open space, too?

Q2 STRENGTHS & OPPORTUNITIES What community goals does this scenario help accomplish? What are the community benefits? What opportunities are there to leverage existing resources?

Answered: 45 Skipped: 52

#	RESPONSES	DATE
1	Community and commercial use	7/25/2021 9:09 AM
2	Can't think of any that surpass the need for an existing school there.	7/25/2021 8:32 AM
3	Nice to support the arts and community opportunities. Would be great if it was mixed use with restaurants and shops on ground floor to make this a destination place fully part of the community.	7/24/2021 10:52 AM
4	Commercial business is severely lacking in the town. This would bring in some opportunity for new business.	7/24/2021 10:22 AM
5	Benefits entire community! Tax revenue and Our town can use this space!	7/23/2021 5:03 PM
6	Public spaces Gathering areas Community center	7/23/2021 3:16 PM
7	Feasible but not in line with what the SBC is promoting that the building will remain for community use. It feels like an inappropriate use and not what is being disclosed. I would not support this option.	7/23/2021 11:09 AM
8	Unless there is a decent coffee shop going in, not much. The space for arts and community use is the biggest benefit for this scenario, but it remains unclear as to what this actually means.	7/22/2021 8:49 PM
9	Keeps playground area; retains some community use; improves parking	7/22/2021 6:27 PM
10	NA	7/22/2021 4:49 PM
11	yes	7/22/2021 7:51 AM
12	Brings in revenue, adds to downtown parking	7/22/2021 7:48 AM
13	New business, arts community Maybe keep gym for yoga room or some sort of exercise	7/22/2021 7:30 AM
14	Q	7/22/2021 6:49 AM
15	Love the idea of there being a community center type location in town. Spaces to be used for local artists or organizations like. REACH to set up shop would be great.	7/22/2021 6:49 AM
16	More art and green space	7/22/2021 5:38 AM
17	Performance space is wonderful. It can be used for a whole host of events - artistic and otherwise. This could bring some much-needed foot traffic to the town center.	7/22/2021 5:05 AM
18	Vague	7/22/2021 2:45 AM
19	na	7/22/2021 2:06 AM
20	Bvvbbbh	7/22/2021 1:32 AM
21	later	7/21/2021 11:52 PM
22	This allows a flexible use with a performing arts space and will be continually funded by rental of space to various small businesses.	7/21/2021 10:31 PM
23	This doesn't help the community. We don't need more commercial property. Also, the part of the building that would remain is in poor condition.	7/21/2021 10:14 PM
24	ipsum lorem	7/21/2021 9:17 PM

Hadley Reuse Scenarios - Community Feedback

25	Keeps existing building & footprint, includes parking	7/21/2021 8:57 PM
26	.	7/21/2021 8:53 PM
27	Playground and patio are benefits to the community. Maybe a kids recreation program out of the basement space.	7/21/2021 8:05 PM
28	Parking availability for Humphrey street businesses. Big blue bargain space in basement? Professional occupations, lawyers, etc. Income to offset maintenance costs.	7/21/2021 8:00 PM
29	Na	7/21/2021 7:59 PM
30	Na	7/21/2021 7:46 PM
31	I like the playground, community plaza and possible patio. I like the opportunity for there to be bathroom access for the community when attending Farmer's Markets and town festivals. I also like that the town retains ownership of the building and prime beachfront location. It would be wonderful to have a space to hold functions and events outside of area restaurants.	7/21/2021 7:19 PM
32	This helps with the downtown parking situation which is excellent and much needed. It would be nice to have a public space for events or kids activities.	7/21/2021 5:51 PM
33	1	7/21/2021 5:50 PM
34	Community	7/21/2021 5:38 PM
35	Public parking is a requisite for this site. Parking meters should be installed to ensure steady changeover of parking spots (and it does not become another fisherman's beach lot with certain cars being left permanently in spaces for days, weeks, months on end and having a negative impact on local businesses in a parking deprived area). Additionally having dedicated commercial space with attached parking is helpful.	7/21/2021 5:29 PM
36	t	7/21/2021 5:25 PM
37	Space for the community to use. Additional parking for the area is nice if that is possible. How could reach arts support this project? Is there a way to have big blue bargains in the space?	7/21/2021 5:13 PM
38	using the space for a local venue would be a nice draw for our town	7/21/2021 4:53 PM
39	Ffgg	7/21/2021 4:43 PM
40	Art & community use, offset by commercial tenants. Outdoor seating areas. Playground area. Additional community parking. All uphold "community" space and a place for gathering.	7/21/2021 4:25 PM
41	The general Town use access, a community spot, & parking.	7/21/2021 3:34 PM
42	Not specific to this option. I am just logging onto survey bc I wanted to add this suggestion: Can you please, just for the heck of it, if not seriously, include a scenario that involves keeping the land as open space and parking and demolishing the building. Hard to get behind any options without understanding why, in a land poor town, it is not feasible to keep the land. That would be an amazing community use.	7/21/2021 3:27 PM
43	The community plaza is a great idea. Swampscott doesn't really have a civic plaza the way Salem has something like Derby Square. Commercial uses are a great idea. The Humphrey Street area could use more commercial uses and the town as a whole could use more commercial space. How this space is partitioned and rented out will determine the types of tenants that will occupy it. Does the town want a more 'artist' and 'maker' type space? I could see how this easily becomes filled with dentists, doctors, and lawyers which, while they are good paying tenants, aren't exactly the type of use that will enliven this district. Love the idea of keeping the auditorium in place for community use. I would look to the roof of the building for opportunities as well. Can this be converted to a green roof that is accessible to the public? I'm thinking there is the opportunity for a rooftop community garden with excellent views!	7/21/2021 1:26 PM
44	PARKING #1. This is imperative to grow the enjoyment and use of all business in that corridor. Additionally sustainable revenue to keep up repairs and expenses (remember the High School) maximize the mixed use of commercial and community space.	7/20/2021 6:49 PM
45	This is a phenomenal plan for Mixed-Use Commercial. It promotes connectivity indoors & outdoors plus adds much needed parking in an inconspicuous way. Could there potentially be a roof deck? Is there a fee for parking and/or a time limit (e.g. 2 hour parking)?	7/20/2021 4:49 PM

Q3 WEAKNESSES & THREATS What are potential weaknesses of fully implementing the scenario? What are potential negative impacts to the site and/or neighborhood?

Answered: 46 Skipped: 51

#	RESPONSES	DATE
1	Increase of traffic on Humphrey Street. Eliminates a school building site.	7/25/2021 9:42 AM
2	0	7/25/2021 9:09 AM
3	Losing ownership of the property to developers and investors. Losing a valuable site for a much needed 3-5 school, which was determined in your survey a few months ago when residents showed the renovation of Hadley for such a school was the rightfully top choice.	7/25/2021 8:32 AM
4	Not a threat, but there is a playground on the other side of the building so I don't see why another here is needed unless the plan is to relocate the swings. If artist studios on lower floors, may not feel like a welcome destination for all of the community. Make sure there is an anchor on the ground floor so it doesn't feel like a dead space.	7/24/2021 10:52 AM
5	Much of the waterfront is already allocated to parking for the church and two restaurants. This proposal includes yet another massive parking area that could be used instead for critical commercial real estate.	7/24/2021 10:32 AM
6	So much of the waterfront is already being used as parking space for the church, and two waterfront restaurants.	7/24/2021 10:22 AM
7	Town funds required to maintain building and outside space Equitable usage by groups/organizations Not enough parking for building use and general community use together	7/23/2021 3:16 PM
8	Building should be fully accessible to the community not just the basement the worst part.	7/23/2021 11:09 AM
9	As a place to gather or loiter, this doesn't look inviting for anyone to use. Barely any places to sit, and it's pretty much just concrete. Too much parking - the neighbors will complain about traffic with this option. It's not clear, but it sounds like once the initial period is up and this is converted to condos, all public space will go away.	7/22/2021 8:49 PM
10	Partial loss of community use; development creep; loss of school that is more accessible to parts of town that the Stanley Site is not. Why is this use suitable for this use when it has been stated that a school is not? Why can an elementary school be preserved here?	7/22/2021 6:27 PM
11	Hadley School should remain a school...too many real estate developers are involved in town planning.	7/22/2021 4:49 PM
12	no	7/22/2021 7:51 AM
13	Not sure we need no retail commercial space, requires major investment in renovations	7/22/2021 7:48 AM
14	Maybe noise level could be an issue	7/22/2021 7:30 AM
15	Q	7/22/2021 6:49 AM
16	Too many commercial tenants who are not retail based might keep this from becoming a 'destination' in town.	7/22/2021 6:49 AM
17	?	7/22/2021 5:38 AM
18	I cant think of any weaknesses.	7/22/2021 5:05 AM
19	Not sure	7/22/2021 2:45 AM
20	na	7/22/2021 2:06 AM
21	Gghhhh	7/22/2021 1:32 AM

Hadley Reuse Scenarios - Community Feedback

22	later	7/21/2021 11:52 PM
23	Potential increased traffic but offset by increased pedestrian traffic to business district.	7/21/2021 10:31 PM
24	Negative impact is more traffic, more developments. We need more open space for community use.	7/21/2021 10:14 PM
25	ipsum lorem	7/21/2021 9:17 PM
26	I do not see playground in renderings, parking needs to be for town wide use, will this detract from use of Reach Arts just down the street, unknown demand for non-street level office space	7/21/2021 8:57 PM
27	.	7/21/2021 8:53 PM
28	Parking will be tough, traffic for residents will be an issue. Town funding could get costly.	7/21/2021 8:05 PM
29	Town will still have maintenance Issues,	7/21/2021 8:00 PM
30	NA	7/21/2021 7:59 PM
31	Na	7/21/2021 7:46 PM
32	Curious about how this would be made handicapped accessible if we weren't able to do so when it was a school.	7/21/2021 7:19 PM
33	I think this is a good scenario.	7/21/2021 5:51 PM
34	1	7/21/2021 5:50 PM
35	Spotty revenue	7/21/2021 5:38 PM
36	Not the biggest and best use of this site at all. Too much of a focus on adding community space to every site for the sake of having it is not necessarily a good thing. Having a community theater that sits empty 99% of the time is not a benefit to the town and not the biggest and best use of the space. Adding more open and green space is a benefit though.	7/21/2021 5:29 PM
37	t	7/21/2021 5:25 PM
38	Ensuring the commercial tenants stay. Possible more traffic to that space.	7/21/2021 5:13 PM
39	We should not have any residential use at this space.	7/21/2021 4:53 PM
40	Hgf	7/21/2021 4:43 PM
41	Being able to commercially rent all the space out is "iffy" in my lay-person's opinion. People coming and going would impact traffic on Redington.	7/21/2021 4:25 PM
42	There are already too many commercial spaces, auditoriums at all of the schools, & we also already have an Art Center at Reach Arts. Seems redundant to have two art centers for a tiny town only a few thousand feet from one another.	7/21/2021 3:34 PM
43	See above	7/21/2021 3:27 PM
44	The parking, at first glance, seems overly large. However, Swampscott lacks municipal parking lots in the Humphrey Street area. Having this parking lot could free up the town to be a little more bold on Humphrey Street itself by formalizing the outdoor dining put in place during the pandemic, widening sidewalks and bike lanes, planting trees, and then of course removing some parking on Humphrey St itself. All of that could be done with the existance of a municipal lot so if the lot proposed here is for town use I support it.	7/21/2021 1:26 PM
45	Added traffic to a busy entry way to swampscott. It's a beautiful homestead vista need to think of the beach front aesthetics. Red easy access in and out with plenty of parking a d maybe community parking as well + green space	7/20/2021 6:49 PM
46	Will the building have elevators and be entirely handicapped accessible? Will commercial tenants have assigned parking paces? Is there enough parking?	7/20/2021 4:49 PM

Q4 STRENGTHS & OPPORTUNITIES What community goals does this scenario help accomplish? What are the community benefits? What opportunities are there to leverage existing resources?

Answered: 40 Skipped: 57

#	RESPONSES	DATE
1	This is helps meet the desperate need for affordable housing in our community.	7/25/2021 9:43 AM
2	Increase parking	7/25/2021 9:10 AM
3	Love that it helps with our need for affordable housing units and a central location for seniors. Can this be a mixed use with retail & restaurants on the ground floor. Or, would the senior center move here for more central location? But then what goes into the existing senior center?	7/24/2021 10:53 AM
4	Affordable housing	7/23/2021 3:19 PM
5	No strengths. NO more housing.	7/23/2021 11:10 AM
6	Contributes to our subsidized housing stock, which is desperately needed.	7/22/2021 8:55 PM
7	See previous. I support creation of affordable and senior housing	7/22/2021 6:28 PM
8	NO HOUSING	7/22/2021 6:15 PM
9	Affordable housing is well below goal in Swampscott	7/22/2021 5:10 PM
10	NA	7/22/2021 4:49 PM
11	Increases affordable housing percentage	7/22/2021 7:49 AM
12	It's great that this would help meet our town requirements and support our aging community.	7/22/2021 6:52 AM
13	None	7/22/2021 6:49 AM
14	Increase affordable housing for seniors	7/22/2021 5:41 AM
15	I do not like this option, as the general public can't use it.	7/22/2021 5:07 AM
16	We need thos	7/22/2021 2:46 AM
17	na	7/22/2021 2:07 AM
18	Jhggg	7/22/2021 1:33 AM
19	later	7/21/2021 11:55 PM
20	Increased affordable housing is a good goal but this is not a good use of the space. See below.	7/21/2021 10:33 PM
21	Please no condos. We need more open space and less development.	7/21/2021 10:15 PM
22	ipsum lorem	7/21/2021 9:20 PM
23	Affordable housing	7/21/2021 9:01 PM
24	Helps with the necessary affordable housing units. Doesn't help the majority of the town, only seniors.	7/21/2021 8:07 PM
25	NA	7/21/2021 7:59 PM
26	Na	7/21/2021 7:46 PM
27	We need more affordable housing in town, but I much prefer the space becoming something the whole town can use like option 1. If we do not build affordable housing here, I think the tow needs to make sure to specify that for future land, such as the current DPW land if it becomes available when the HQ moves, or other sites.	7/21/2021 7:24 PM

Hadley Reuse Scenarios - Community Feedback

28	Space for senior housing. Public community space that will provide for other use.	7/21/2021 5:54 PM
29	Improves access for this population	7/21/2021 5:53 PM
30	1	7/21/2021 5:51 PM
31	Help Meet affordability	7/21/2021 5:40 PM
32	Affordable housing	7/21/2021 5:30 PM
33	t	7/21/2021 5:25 PM
34	We need affordable housing.	7/21/2021 4:55 PM
35	Just a big YES! The community benefit is enormous in that it would give seniors affordable, quality homes with some shared community space. The health and well being of the elderly is paramount to being a true community that values all residents! Again, from a lay-person perspective, the land and foundation of a building are there. The surrounding area encourages seniors to go out and move and meet others.	7/21/2021 4:31 PM
36	We have a severe shortage of affordable housing. Seniors especially are priced out of town.	7/21/2021 3:35 PM
37	See first comment	7/21/2021 3:28 PM
38	This seems like the most easily realized option / the safest option. It is somewhat similar to the recent Machon school project which turned out really nicely. Senior housing is certainly important, as is affordable housing. The outdoor commmunity space is a great idea.	7/21/2021 1:29 PM
39	Well there needs to be more affordable housing of course this just isn't the place for it.	7/20/2021 6:55 PM
40	While I agree we need Senior Affordable Housing, I don't feel this prime location is the best spot.	7/20/2021 4:55 PM

Q5 WEAKNESSES & THREATS What are potential weaknesses of fully implementing the scenario? What are potential negative impacts to the site and/or neighborhood?

Answered: 44 Skipped: 53

#	RESPONSES	DATE
1	No weaknesses.	7/25/2021 9:43 AM
2	This is my least favorite option	7/25/2021 9:10 AM
3	Too congested and lacking parking. Implementing any one of these developments have a negative effect for the town is Swampscott when the survey of a few months ago showed that a renovated Hadley for a 3-5 school was favored by residents that responded. By misrepresenting this initial survey, you are confirming the distrust which exists in politics and representative government.	7/25/2021 9:02 AM
4	None that I see. Still don't see why a playground is needed with one on the other side of the building but at least this option shows it land locked to the adjacent park rather than crossing a parking lot.	7/24/2021 10:53 AM
5	The waterfront already has too much housing and new apartment buildings have already popped up over town. By creating this housing unit, we would be talking away real estate critical to building a vibrant downtown area and bringing in much needed commercial business for tax revenue, jobs, and tourism dollars. In the long term, this tax revenue can support future housing initiatives.	7/24/2021 10:35 AM
6	Should not be used for more housing!!	7/23/2021 5:04 PM
7	Limited public use space Parking will be only enough for building tenants	7/23/2021 3:19 PM
8	Our downtown needs commercial / economic activity, let's take advantage of the gorgeous property and location to do that.	7/23/2021 12:55 PM
9	Not in line with community use and accessible by the community.	7/23/2021 11:10 AM
10	For the Machon, there weren't enough seniors applying to fill all the spots. We don't actually have a serious need for affordable senior housing in town, though residents find it to be a more palatable type of affordable housing to put in. Remove the "senior" part of this. As with the previous scenario, the "gathering" space leaves a lot to be desired. Additionally, with that many parking spots, people will complain about traffic.	7/22/2021 8:55 PM
11	See previous. Would prefer to keep this as school	7/22/2021 6:28 PM
12	No housing	7/22/2021 6:15 PM
13	Hadley School should remain a school.	7/22/2021 4:49 PM
14	NO	7/22/2021 4:23 PM
15	Doesn't benefit from community use or offer downtown more parking	7/22/2021 7:49 AM
16	This would not be a destination in town and would not help improve tourism. Also looks like this would limit green space which is a shame.	7/22/2021 6:52 AM
17	Premium location occupied	7/22/2021 6:49 AM
18	This does not provide enough parking for the proposed building let alone make public parking available.	7/22/2021 5:41 AM
19	Do we really want affordable housing in our town center? Crime could go up, etc. I do not think this would be good for the town center and community at large. Affordable housing is fine, but not in this prime location.	7/22/2021 5:07 AM

Hadley Reuse Scenarios - Community Feedback

20	None	7/22/2021 2:46 AM
21	na	7/22/2021 2:07 AM
22	Hhuytt	7/22/2021 1:33 AM
23	later	7/21/2021 11:55 PM
24	This isn't a particularly good use of the building. It limits it to the residents and not much else. Seems like a waste of the space. This should be a vibrant community center not just low-cost housing.	7/21/2021 10:33 PM
25	I feel that the quaint seaside town is losing its charm.	7/21/2021 10:15 PM
26	ipsum lorem	7/21/2021 9:20 PM
27	Revenue generating? Public space seems to be geared toward housing residents rather than town generally	7/21/2021 9:01 PM
28	Site is too valuable to waste of affordable housing.	7/21/2021 8:07 PM
29	NA	7/21/2021 7:59 PM
30	Na	7/21/2021 7:46 PM
31	Parking lot gets very close to abutting neighbors' land where it was previously fields and playgrounds.	7/21/2021 7:24 PM
32	Is there enough parking for units?	7/21/2021 5:54 PM
33	It only addresses the needs of a small population and doesn't serve the community as a whole.	7/21/2021 5:53 PM
34	1	7/21/2021 5:51 PM
35	Overall upkeep hard to maintain as senior units in an old school building even rehabbed	7/21/2021 5:40 PM
36	Everything else. Community space for the sake of having community space versus other needs is not a benefit, moreso a consolation. No additional public parking is disqualifying for any plan to me. Affordable housing is an important addition in Swampscott but is far from the biggest and best use of this once in a generation site.	7/21/2021 5:30 PM
37	t	7/21/2021 5:25 PM
38	We do not need another condo project that claims affordable housing, but does meet that goal.	7/21/2021 4:55 PM
39	None that I can imagine except the additional parking which will have a slight impact in traffic on Redington.	7/21/2021 4:31 PM
40	There are 0 weaknesses to this model.	7/21/2021 3:35 PM
41	See first comment	7/21/2021 3:28 PM
42	I would actually push the playground space towards Reddington so that there is a nice strip of green space along that street. The parking does not need to be front and center. As long as this project includes public uses both indoors and out it will be great. That's the one thing about the Machon school I was a bit disappointed in, lack of space for the general public.	7/21/2021 1:29 PM
43	Town has underutilized major resources that have been mothballed this would be another such use. Who would manage it ? Another suboptimal sale	7/20/2021 6:55 PM
44	This is a prime, historic waterfront location that the entire community should benefit from. I don't think this is the best use. Additionally, there is a parking shortage downtown and this does not help the problem if 40 units take up 40 spots.	7/20/2021 4:55 PM

Q6 STRENGTHS & OPPORTUNITIES What community goals does this scenario help accomplish? What are the community benefits? What opportunities are there to leverage existing resources?

Answered: 35 Skipped: 62

#	RESPONSES	DATE
1	This is the best. Great place for a small hotel, Cafe and a function room would be ideal	7/25/2021 9:11 AM
2	As there aren't any hotels in our town, this could be a welcome addition and help us become a vacation destination place again.	7/24/2021 10:53 AM
3	This would establish the town as a destination point on the North Shore. This would make the space vibrant and accessible to all residents (assuming a restaurant and nice outdoor spaces)...our town doesn't have much park space for those of us that desire it. This would help spur development of our fledgling downtown, something our town desperately needs - this is a unique once in a generation opportunity to do that, let's make sure we take advantage. The tax base and commercial development would guarantee the ability to build and maintain future housing for the long term. Commercial capital would beautify the building and make sure it retains it throughout the ownership, and not fall into potential disrepair.	7/24/2021 10:42 AM
4	Great tax revenue and much needed hotel in town. Another dining option and function room are bonuses too	7/23/2021 5:05 PM
5	Nice to have accommodations in town	7/23/2021 3:24 PM
6	Yes! This seems like the obvious opportunity for the town. We are missing hospitality to allow people to visit us, to bring business into our town, and set us up for further economic development and resources to do the things we want to accomplish longer term (affordable housing, etc.)!	7/23/2021 12:56 PM
7	No hotel in town. Perhaps would allow more public use	7/23/2021 11:11 AM
8	None.	7/22/2021 9:01 PM
9	None	7/22/2021 6:31 PM
10	No hotel	7/22/2021 6:15 PM
11	I do not see this as a good use of this space for the community at all	7/22/2021 5:11 PM
12	NA	7/22/2021 4:51 PM
13	Brings vibrancy to downtown, unloads cost of renovations, brings hospitality (a historic aspect of Swampscott) back	7/22/2021 7:52 AM
14	This idea seems a bit silly to be honest. There are plenty of spaces for tourists to stay already and the exterior reads more like a double tree than a boutique hotel which won't make it appealing.	7/22/2021 6:55 AM
15	None	7/22/2021 6:50 AM
16	Increased revenue bringing tourists to the area and providing a tea table function space.	7/22/2021 5:45 AM
17	I like this idea! Swampscott needs a nice hotel like this, like its heyday in the 1900s. The public could use the restaurants which is nice.	7/22/2021 5:09 AM
18	Very broad, lacking specifics	7/22/2021 2:49 AM
19	Hgttt	7/22/2021 1:33 AM
20	This would help build Swampscott back up as a tourist destination, which is part of the historic character of the town.	7/21/2021 10:34 PM

Hadley Reuse Scenarios - Community Feedback

21	I don't see how this would accomplish any community goals.	7/21/2021 10:18 PM
22	Tourism, this seems to be one thing town is lacking that we could all benefit from	7/21/2021 9:05 PM
23	Great idea. Revenue generating. More restaurants that we need.	7/21/2021 8:08 PM
24	Would help foster tourism to have a hotel in town (reminds me of citizens of Salem funding Hawthorne Hotel to kickstart tourism industry).	7/21/2021 7:28 PM
25	New business in town that would bring people in to support other town businesses. Outdoor community space.	7/21/2021 5:59 PM
26	Having a hotel in the area can help improve tourism and accessibility of the town in general, therefore hopefully driving revenue ultimately.	7/21/2021 5:56 PM
27	Revenue, bring more tourists into the town	7/21/2021 5:40 PM
28	Public parking (as previously mentioned) is a huge need and this should have it (both metered and for hotel guests only). Addition of a hotel, restaurant, and function space is THE biggest and best use for this site. Only so many parcels in Swampscott have economic appeal for such a trifecta of uses and this is one of the few that is economically feasible in the next decade. The economic impact of additional revenue from the meals/drink tax (restaurant/functions), as well as lodging tax is a huge benefit in addition to the property and business taxes the development would already accrue. This is an amazing opportunity that should not be missed. So far, this is the one plan that this site is uniquely suited for that is almost entirely unable to be accomplished anywhere else in town without the use of significant public financing or unrealistic private investment that would never happen in the real world. If I am not mistaken this would also incorporate aspects of both the town Master Plan and the Harbor Waterfront Plan that was voted on by the Selectboard in 2019/2020.	7/21/2021 5:34 PM
29	Very few hotels exist in this area. This use will be very beneficial to our Town.	7/21/2021 4:57 PM
30	Cute idea that gives a nice landing spot to tourists to the area. Community benefits, other than some restaurant revenue, I can't imagine there really are any.	7/21/2021 4:35 PM
31	There are 0 places to stay in Swampscott: this would fill that void.	7/21/2021 3:36 PM
32	See first comment	7/21/2021 3:28 PM
33	A hotel use is interesting and would bring a new dimension to the Humphrey Street area. I think that if this were a hotel it should have a commercial use on the ground floor, most obviously a restaurant. Again, roof access could enliven this proposal.	7/21/2021 1:32 PM
34	Few. Swampscott is a bedroom beach community that has private rentals and Airbnb.	7/20/2021 6:59 PM
35	This scenario could bring more tourists to Swampscott, helping businesses and tax revenue. "Potential town access to space" would be important. The hotel would need a shuttle bus to the airport. Perhaps the town could have an arrangement for the shuttle bus to make a rotation from Vinnin to Humphrey Street a few times a day to help the businesses. A shuttle bus would have been useful for the Garden Art Walk, which had almost 500 registered attendees and many unregistered attendees.	7/20/2021 5:06 PM

Q7 WEAKNESSES & THREATS What are potential weaknesses of fully implementing the scenario? What are potential negative impacts to the site and/or neighborhood?

Answered: 33 Skipped: 64

#	RESPONSES	DATE
1	Increased traffic to Humphrey Street Reduces open space	7/25/2021 9:44 AM
2	0	7/25/2021 9:11 AM
3	Would love to see some lawn in front of the building to appear inviting rather than just a big parking area and drop off. Some people may not like the transience of a hotel in the neighborhood.	7/24/2021 10:53 AM
4	Not enough parking to share with general town Cost of hotel rooms per night Hotel guests will become priority over citizens for space use Need to find a very specific hotel tenant If hotel concept not successful, then need backup plan	7/23/2021 3:24 PM
5	Again not in line with full community use and what the SBC and town is promoting. None of these options are in the spirit of community use.	7/23/2021 11:11 AM
6	Honestly unsure of who would want to come stay at a hotel in Swampscott next to our dirtiest beach that can't be used most of the season. People will complain about the traffic with that many parking spots. Additionally; as with the other scenarios, the "gathering" areas leave a lot to be desired. No one wants to sit on a concrete patio with no shade. It's understood these are initial renderings, but the company selected to sketch these up doesn't seem to grasp the concept of good public spaces.	7/22/2021 9:01 PM
7	Loss of town-owned land. Do not make this one more instance of letting town land slip away, as with Greenwood Ave site and current Bertram House site	7/22/2021 6:31 PM
8	No hotel	7/22/2021 6:15 PM
9	Hadley. School should remain a school. Swampscott does not NEED a boutique hotel.	7/22/2021 4:51 PM
10	Traffic. Loss of community parking	7/22/2021 4:23 PM
11	Limited community use benefit unless facility had a restaurant	7/22/2021 7:52 AM
12	I really don't understand why this is an option. Would love to have more information about why this one is even being considered.	7/22/2021 6:55 AM
13	A lot	7/22/2021 6:50 AM
14	This would be minimally used by town residents, the available parking would probably only be available seasonally.	7/22/2021 5:45 AM
15	I don't see any weaknesses.	7/22/2021 5:09 AM
16	Don't need a hotel. Need housing instead.	7/22/2021 2:49 AM
17	Huggg	7/22/2021 1:33 AM
18	I think the weaknesses are minimal as long as the community aspect is well supported here. This should not be a fully private venue but a lease from the town.	7/21/2021 10:34 PM
19	Increase traffic. This doesn't fit the history of Swampscott. Capt Jacks fit in on Humphrey st. This idea would have been better suited for the white court property.	7/21/2021 10:18 PM
20	Can't think of any	7/21/2021 9:05 PM
21	Parking and transient traffic.	7/21/2021 8:08 PM
22	Would be complicated to ensure community use over time in a long term boutique hotel lease.	7/21/2021 7:28 PM

Hadley Reuse Scenarios - Community Feedback

23	No housing option at all. Will the hotel be used enough to stay open?	7/21/2021 5:59 PM
24	I think this could add to congestion instead of using this space as a solution to the congestion in that part of town.	7/21/2021 5:56 PM
25	Spotty revenue	7/21/2021 5:40 PM
26	None.	7/21/2021 5:34 PM
27	Having a hotel that is still commercially viable without building a large, obstructive building.	7/21/2021 4:57 PM
28	Too much coming and going of strangers in a very residential area. Just not loving this idea.	7/21/2021 4:35 PM
29	It's only downfall is there may be seasonal lulls & and this could be affordable housing instead.	7/21/2021 3:36 PM
30	See first comment	7/21/2021 3:28 PM
31	Same comment as previously, push the playground towards Reddington so that activates the street frontage. If there is a municipal parking lot in any of these proposals there should be a covered bike parking shelter on site, approximately 10'x10' which would be a valuable asset for anyone accessing this area not by car. Back to Reddington St, I think all of these proposals could work in enliven that portion of the street a bit better. Widening the strip of public land with a wider sidewalk, benches, street trees and the opportunity for public art could really turn this corner of lower Reddington into a gateway.	7/21/2021 1:32 PM
32	Competition with all the existing and new chain hotels	7/20/2021 6:59 PM
33	Is parking limited to hotel guests? If so, this does not help the parking problem downtown. This scenario does not help connectivity in town.	7/20/2021 5:06 PM

SCENARIO COST ESTIMATES

The Committee worked with LBA Architects and PM&C to develop cost estimates for each scenario, based on the draft site plan and proposed square footages. These estimates are meant to provide additional information and reference for the Select Board, but are not fully indicative of project feasibility.



Swampscott Hadley Elementary School
 Swampscott, MA
 Re-Use Options

9-Aug-21

Feasibility Estimate

MAIN CONSTRUCTION COST SUMMARY

	Start Date	Gross Floor Area	\$/sf	Estimated Construction Cost
OPTION 1 - Mixed Use Commercial				
RENOVATION TO HADLEY ES	TBD			\$7,995,969
NEW ADDITION				\$1,600,816
SITework				\$1,699,061
SUB-TOTAL		36,581	\$308.79	\$11,295,846
DESIGN AND PRICING CONTINGENCY	15%			\$1,694,377
ESCALATION	0.0%			\$0
SUB-TOTAL		36,581	\$355.11	\$12,990,223
GENERAL CONDITIONS				\$649,511
BONDS	1.00%			\$129,902
INSURANCE	1.25%			\$162,378
PERMIT				waived
OVERHEAD + PROFIT	4.0%			\$557,281
TOTAL OF ALL CONSTRUCTION		36,581	\$396.09	\$14,489,295



Swampscott Hadley Elementary School
Swampscott, MA
Re-Use Options

9-Aug-21

Feasibility Estimate

MAIN CONSTRUCTION COST SUMMARY

	Start Date	Gross Floor Area	\$/sf	Estimated Construction Cost
OPTION 2 - Affordable Housing				
RENOVATION TO HADLEY ES	TBD			\$9,863,623
NEW ADDITION				\$4,948,806
SITework				\$1,491,873
SUB-TOTAL		46,367	\$351.64	\$16,304,302
DESIGN AND PRICING CONTINGENCY	15%			\$2,445,645
ESCALATION	0.0%			\$0
SUB-TOTAL		46,367	\$404.38	\$18,749,947
GENERAL CONDITIONS				\$937,497
BONDS	1.00%			\$187,499
INSURANCE	1.25%			\$234,374
PERMIT				waived
OVERHEAD + PROFIT	4.0%			\$804,373
TOTAL OF ALL CONSTRUCTION		46,367	\$451.05	\$20,913,690



Swampscott Hadley Elementary School
 Swampscott, MA
 Re-Use Options

9-Aug-21

Feasibility Estimate

MAIN CONSTRUCTION COST SUMMARY

	Start Date	Gross Floor Area	\$/sf	Estimated Construction Cost
OPTION 3 - Hospitality				
RENOVATION TO HADLEY ES	TBD			\$9,994,318
NEW ADDITION				\$3,824,424
SITework				\$1,708,749
SUB-TOTAL		44,291	\$350.58	\$15,527,491
DESIGN AND PRICING CONTINGENCY	15%			\$2,329,124
ESCALATION	0.0%			\$0
SUB-TOTAL		44,291	\$403.17	\$17,856,615
GENERAL CONDITIONS				\$892,831
BONDS	1.00%			\$178,566
INSURANCE	1.25%			\$223,208
PERMIT				waived
OVERHEAD + PROFIT	4.0%			\$766,049
TOTAL OF ALL CONSTRUCTION		44,291	\$449.69	\$19,917,269

IMAGE LIST

All site plan layouts, interior building layouts, and renderings provided by Lavallee Bresinger Architects.

Title Pg, Table of Contents, Acknowledgements images provided by Laurie Lebbon.

Open House images provided by a local resident.

Elevator schemes drawn by Laurie Lebbon.

Outdoor patio designs drawn by John Peterson.

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