

12 NORTH MAIN STREET PROJECT UPDATE



Town of Westford Select Board Meeting
April 8, 2025



DISCUSSION OUTLINE

- How Did We Get Here?
- Ongoing Activities
- Structural Assessment
- Discuss Building Options
- Request Direction
- Questions



PROGRESS TO DATE — KEY MILESTONES

- August – September 2014 – 12 North Main Street Task Force formed.
- February 2015 – Select Board votes to proceed with Tax Foreclosure.
- 2015 Annual Town Meeting – Authorized the transfer of parcels located at 12 North Main Street from the Tax Possession Sale Committee to the Select Board and authorized the Board to dispose of the parcels.
- 2015 Special Town Meeting – Approved 12 North Main Street Task Force application for \$378,250 of Community Preservation Act (CPA) funds.
- May – June 2016 – Invitation for Bids (IFB) for Selective Demolition and Abatement Work (collapsed roofs and all known Asbestos Containing Materials (ACM) removed to ease the weight on the building).
- February – May 2017 – Request for Proposals (RFP) for Property to be sold; unsuccessful.
- July – August 2019 – RFP for Property to be sold; unsuccessful.
- January 2020 – Town receives \$64,500 MassDevelopment Brownfields Assessment Grant (used to assess the extent of contaminant impacts to soil, groundwater and sediment). The assessment provided the details required to support state regulatory reporting requirements.
- June – July 2020 – Limited Structural Assessment completed.
- November 2020 – January 2021 – RFP for Property to be sold; unsuccessful.
- September 2021 – Task Force Disbanded.
- January 2022 – Town receives \$240,000 MassDevelopment Brownfields Cleanup Grant (used to remove contaminated soils on Area of Concern 2 [AOC-2]).
- May 2022 – Order of Conditions issued by the Conservation Commission for remedial work to take place on AOC-1, AOC-2 and AOC-4.
- February 2023 – Land Use Management Department recommends additional studies to identify barriers and potential solutions to redevelop the property.
- June 2023 – Department submits multiple grant applications to Community One Stop for Growth, including wastewater and market analyses for 12 North Main Street.
- July 2023 – Town receives \$500,000 EPA Grant to address cleanup activities on AOC-4.
- January 2024 – Town Receives \$190,000 Housing Choice Grant for Wastewater Analysis and Market Analysis for 12 North Main Street and \$250,000 MassDevelopment Brownfields Grant for AOC-1 and AOC 2 remedial work.
- April 2024 – Land Use Management Department assumes an active leadership role in managing the 12 North Main Street Project.
- July 2024 – December 2024 – RFP and interviews for Wastewater Study and Market Study Consultants.
- August 2024 – Nobis Group conducts boundary survey of 12 North Main Street property and hazardous building materials survey of the incinerator (AOC-4).
- December 2024 – Wastewater Consultant approved by Select Board (Lombardo Associates, Inc.).
- January 2025 – RKG Associates approved by Select Board for Market Study.



FUNDING ALLOCATED TO DATE

Source	Year	Allocation
CPC	2015	\$ 378,250.00
MassDevelopment	2020	\$ 64,500.00
MassDevelopment	2022	\$ 240,000.00
USEPA	2023	\$ 500,000.00
Housing Choice	2024	\$ 190,000.00
MassDevelopment	2024	\$ 250,000.00
ARPA	2024	\$ 14,900.00
Summer Village Gift Account	2025	\$ 27,531.00
TBA (through EPA)	2025	*Technical Assistance*
Total		\$ 1,665,181.00





12 North Main Street - Overall Area

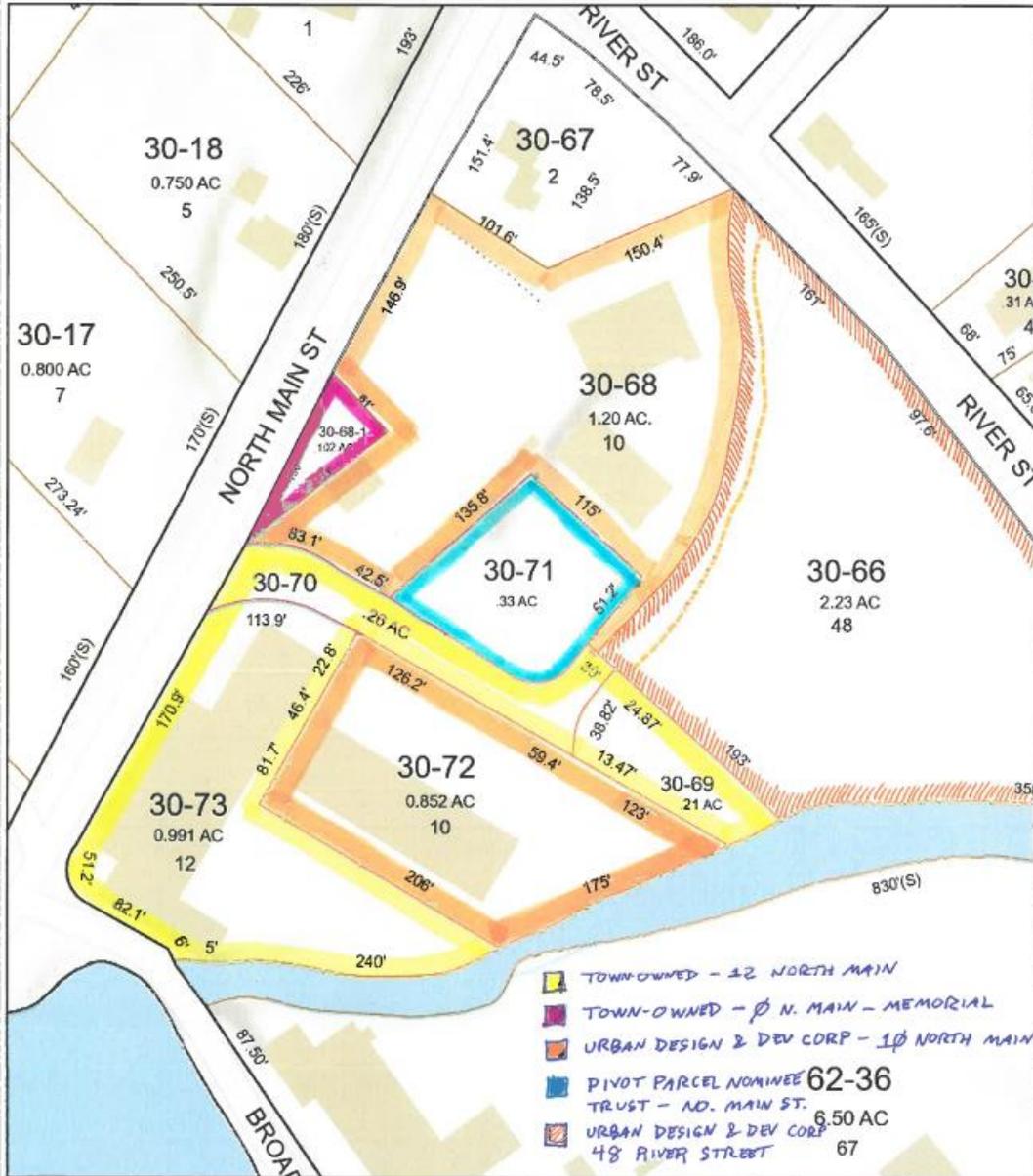
Town of Westford, MA



1 inch = 100 Feet

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July 22, 2024

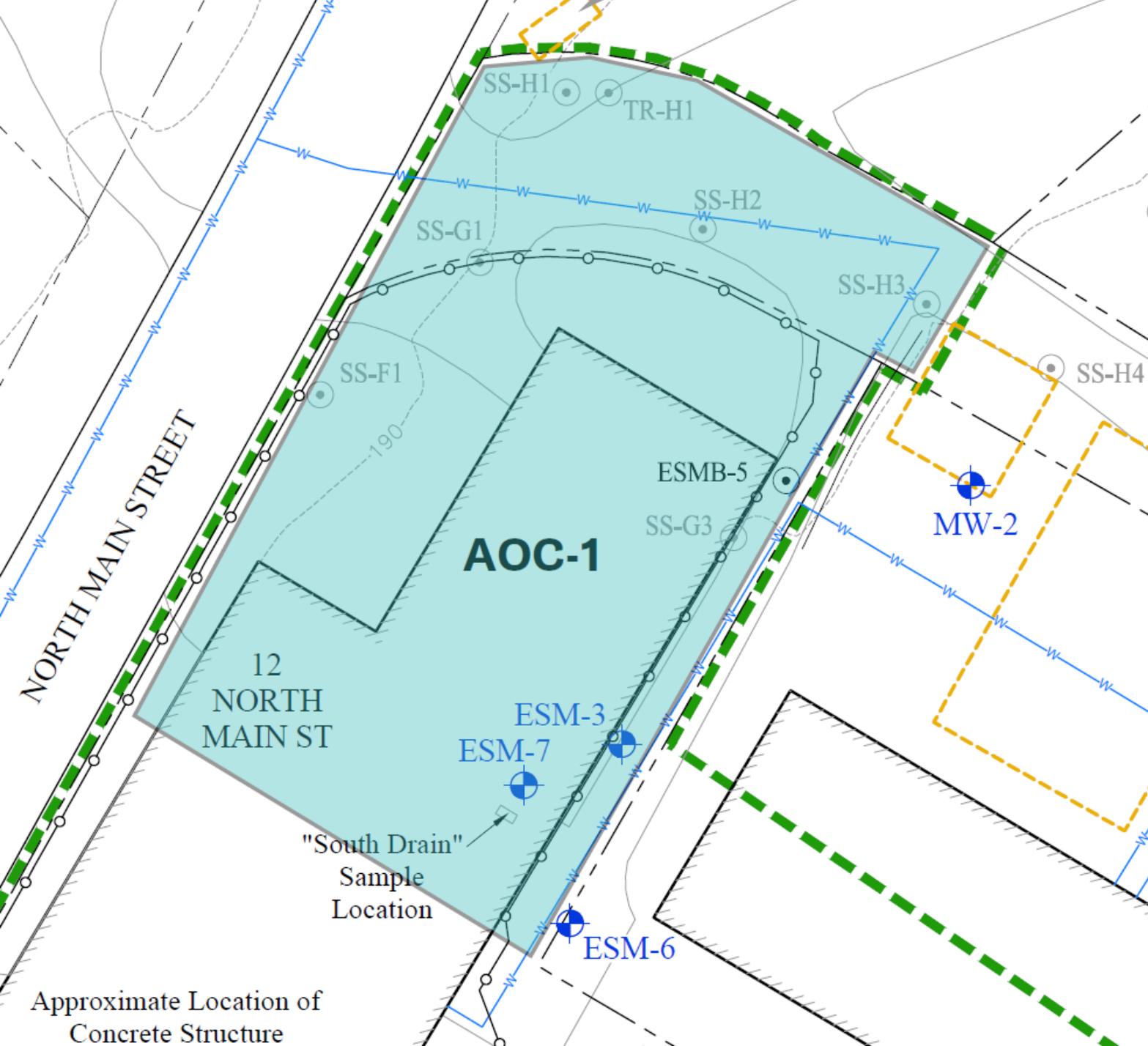


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ONGOING CLEANUP ACTIVITIES

- Cleanup of Areas of Concern 1, 2 and 4
- Activities conducted by Nobis Group
 - Anticipated to have exterior cleanup activities completed by end of 2025
- Assessment of building interior ongoing challenge



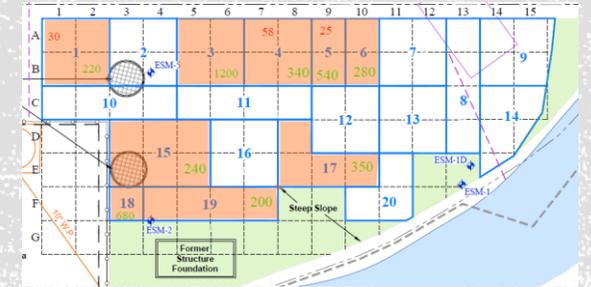
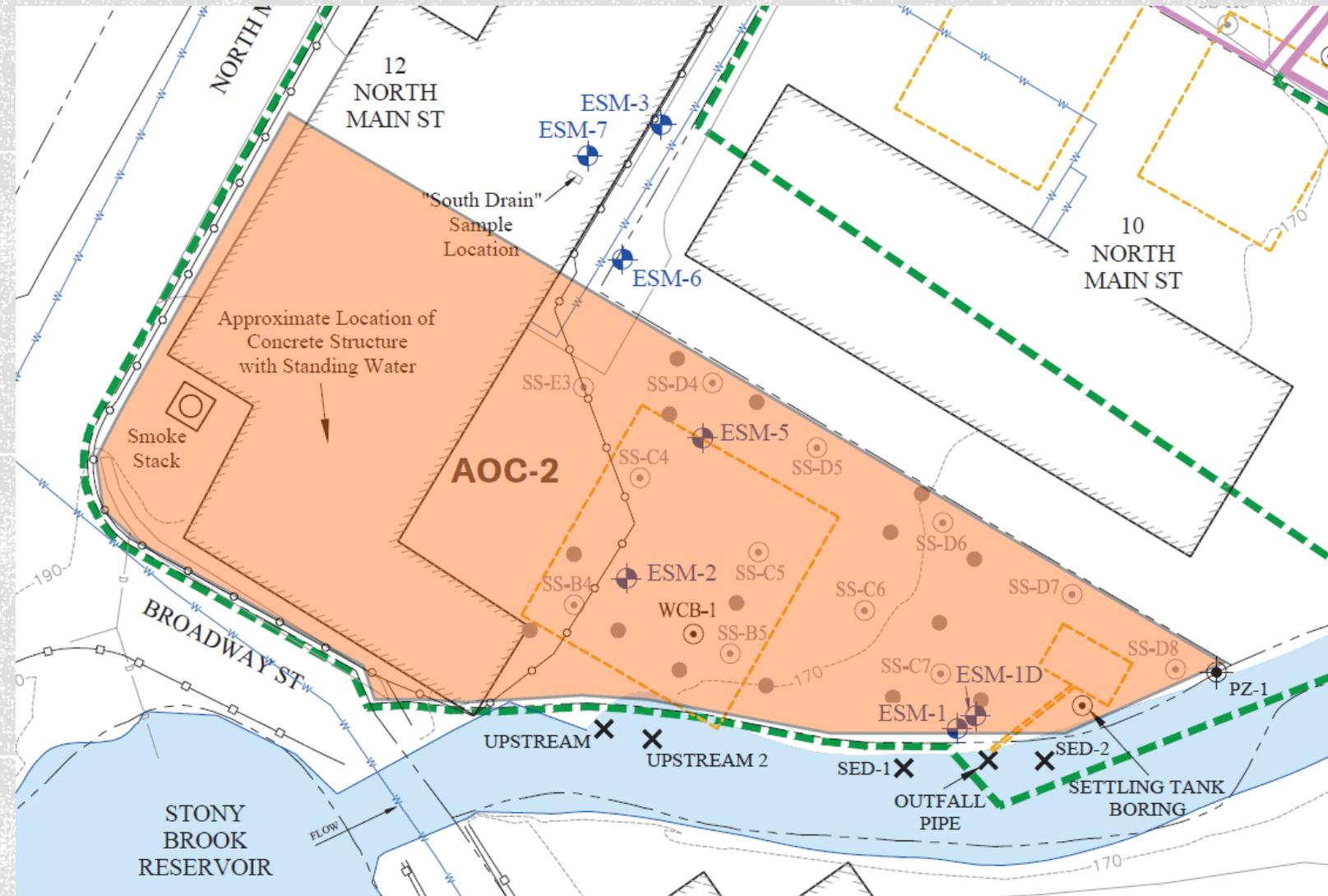


AOC-1

- Northern portion of the mill building and immediate surrounding area
- Building footprint inaccessible due to unsafe conditions
- Historical metals impacts to drains and groundwater
- Ongoing groundwater investigation and potential pilot study to develop water treatment, if necessary
- Assessment funded by MassDevelopment Grant

Approximate Location of
Concrete Structure

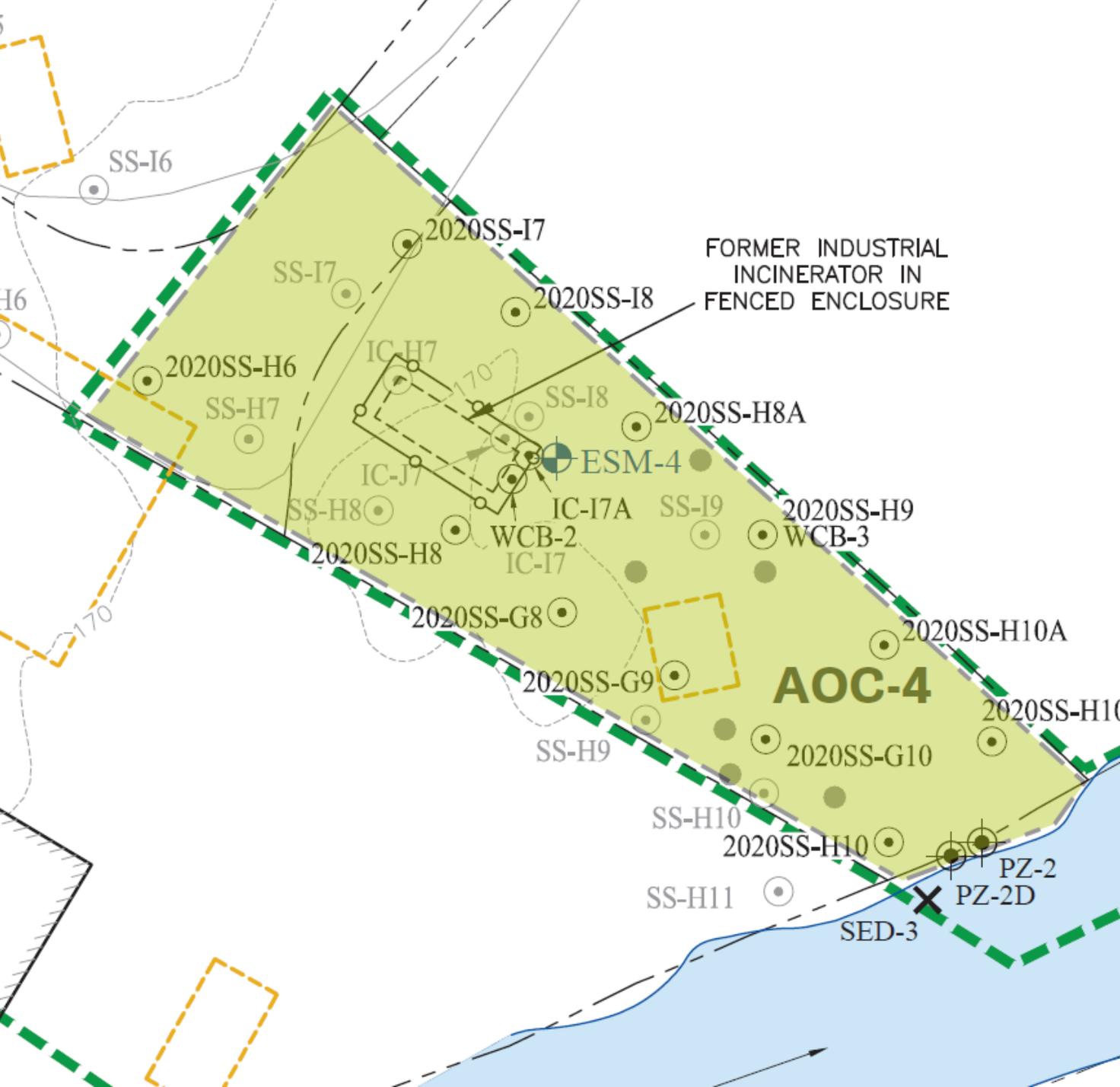




AOC-2

- Southern portion of the Site building and undeveloped area to the southeast.
- Building footprint is inaccessible due to unsafe conditions
- Lead and Arsenic impacts to surface soil from historical electroplating waste
- 2022 remedial action (limited soil excavation and off-site disposal)
- Pending remedial action (soil excavation) planned for early April
- Cleanup funded by MassDevelopment Grant





AOC-4

- Eastern portion of the mill complex surrounding the 300 SF incinerator
- Historical lead and dioxin impacts to surface soil, some at Imminent Hazard concentrations
- No hazardous materials identified during HBMS
- Ongoing soil investigation to define contaminant extents
- Pending incinerator demolition (early April) and soil excavation (TBD)
- Remediation funded by EPA Cleanup Grant



ONGOING ANALYSES

- **Wastewater Analysis**
 - Being conducted by Lombardo Associates
 - Reviewing onsite capabilities
 - Exploring off-site options, including private and/or connecting to existing systems at Stony Brook and Blanchard Schools
- **Market Analysis**
 - Being conducted by RKG Associates
 - Using focus group interviews to get neighborhood feedback
 - Reviewing existing zoning and market conditions to provide options for economically feasible uses

Both Activities funded through a Housing Choice Grant, required to be completed by June 30, 2025



NEXT CRITICAL STEP: STRUCTURAL ASSESSMENT

- All ongoing and remaining cleanup work hinges upon what the Town intends for the structure itself (consists of six components)
- To that end, we request that the Select Board provide direction as to which option to pursue for the future of the property
- Several options exist, ranging from preserving the entire structure to complete demolition, each with pros and cons

POTENTIAL OPTIONS

Option #1: Preservation of entire structure

- Prospective Cost: Minimum \$10 Million
- Pros:
 - Provides access to certain funding pools (ex. CPA funds, Historic Tax Credits, etc.) that total demolition does not
 - Preservation of historic asset of Graniteville
- Cons:
 - Access to the interior of the building is still problematic
 - Greater extent of temporary shoring. Also to consider how long “temporary” may be
 - Likely longest time to completion/ achieving a final end use
 - Unclear from a private developer perspective if it is financially viable to preserve without an end use identified
 - On-site septic capacity is most limited under this option

Option #2: Demolition of entire structure

- Prospective Cost: Minimum \$1.5 Million
- Pros:
 - No additional design engineering costs
 - Greater design flexibility
 - Eliminates some potential liability given proximity to 10 North Main in the event the building collapses
- Cons:
 - Potential for increased disposal costs if all debris considered hazardous waste
 - Costs may increase if nearest receiving facility is at capacity at time of project
 - Loss of historical value to Graniteville
 - Potential for adverse impacts on the adjacent dam





POTENTIAL OPTIONS, CONT'D

- **Option 3: Partial Demolition & Preservation**
 - **Prospective Cost:** Fluctuates between Options 1 and 2; Dependent on amount of structure preserved
 - **Pros:**
 - Maintain some distinct Graniteville character
 - Keep some additional funding options open
 - Provides access to the interior, allowing for completion of assessment activities
 - Could still have opportunity to incorporate demolished building components into site redevelopment
 - **Cons:**
 - More expensive and longer to complete than complete demolition
 - Until path is chosen, the necessary amount of temporary structural support and associated costs will remain unknown
- What component(s) of the building could make sense under this option



BUILDING COMPONENTS



1 = Main Mill

2 = Belltower

3 = North Addition

4 = Machine Shop

5 = Carpet Mill/South Wing/Forge

6 = Smokestack

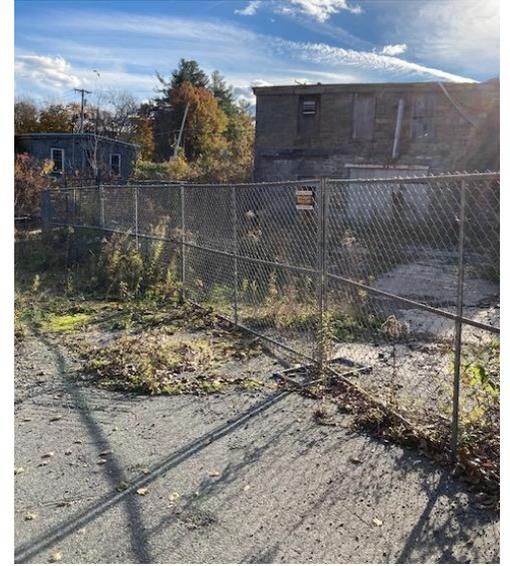


1: MAIN MILL

- Currently lacks a roof, and in comparatively poor condition
- Less visible from North Main Street and Broadway Streets
- Biggest impediment to access back portion of property and to conduct assessment in the interior of the structure
- If this were to collapse, could create issues relative to the 10 North Main Street building and property
- Portion of structure most likely to impact onsite septic system capacity given its location

Based on this information, the Land Use Management Department (LUMD) recommends that this portion of the building be considered for demolition





1: MAIN MILL





2: BELLTOWER

- Highly visible to the surrounding neighborhood
- Belltower in more sound condition relative to other portions of the structure
- Belltower arguably the most iconic element of the structure

LUMD recommends exploring and prioritizing preservation of the belltower





2: BELLTOWER

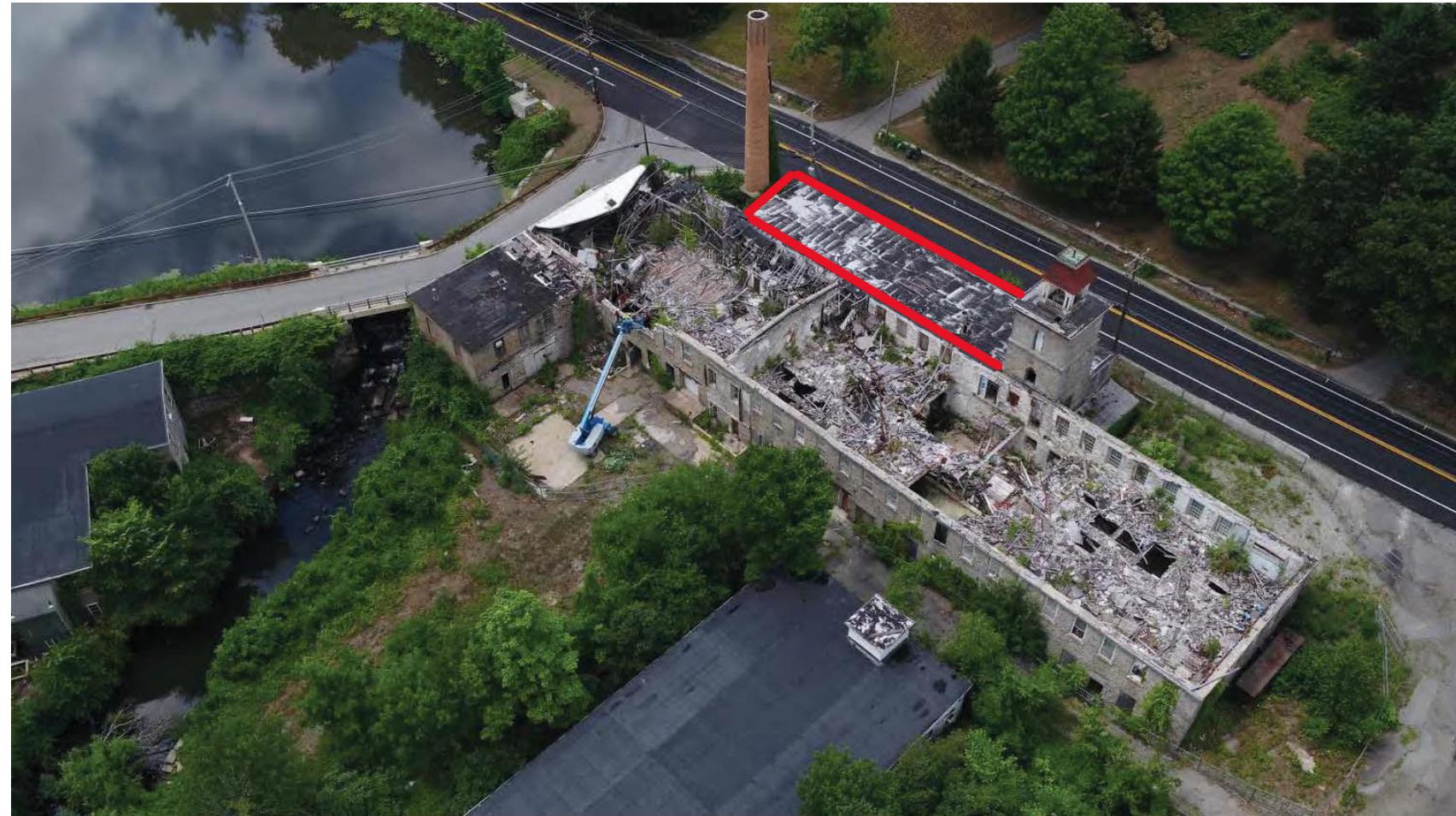


3: NORTH ADDITION

- Highly visible from North Main Street with Belltower connected to portion of the structure
- Adds to the streetscape/ pedestrian experience by providing sense of the building massing

LUMD recommends one of the following options:

- Preserve at least the front façade, with back and side wall portions to be demolished
- Preserve the front and side wall façades, with back wall demolished (preferred)
- Preserve entirety of this component





3: NORTH ADDITION





4: MACHINE SHOP

- Portions have experienced partial collapse, while portion closest to dam is in better condition than remainder of building
- Portion of this component lacks a roof
- Exhibiting wall cracking, likely some evidence of settlement
- As stated in the structural report “The Mill appears to rely on a granite block retaining wall (not part of the building, but appears to support the dam at the Reservoir, adjacent roadway and grade)”

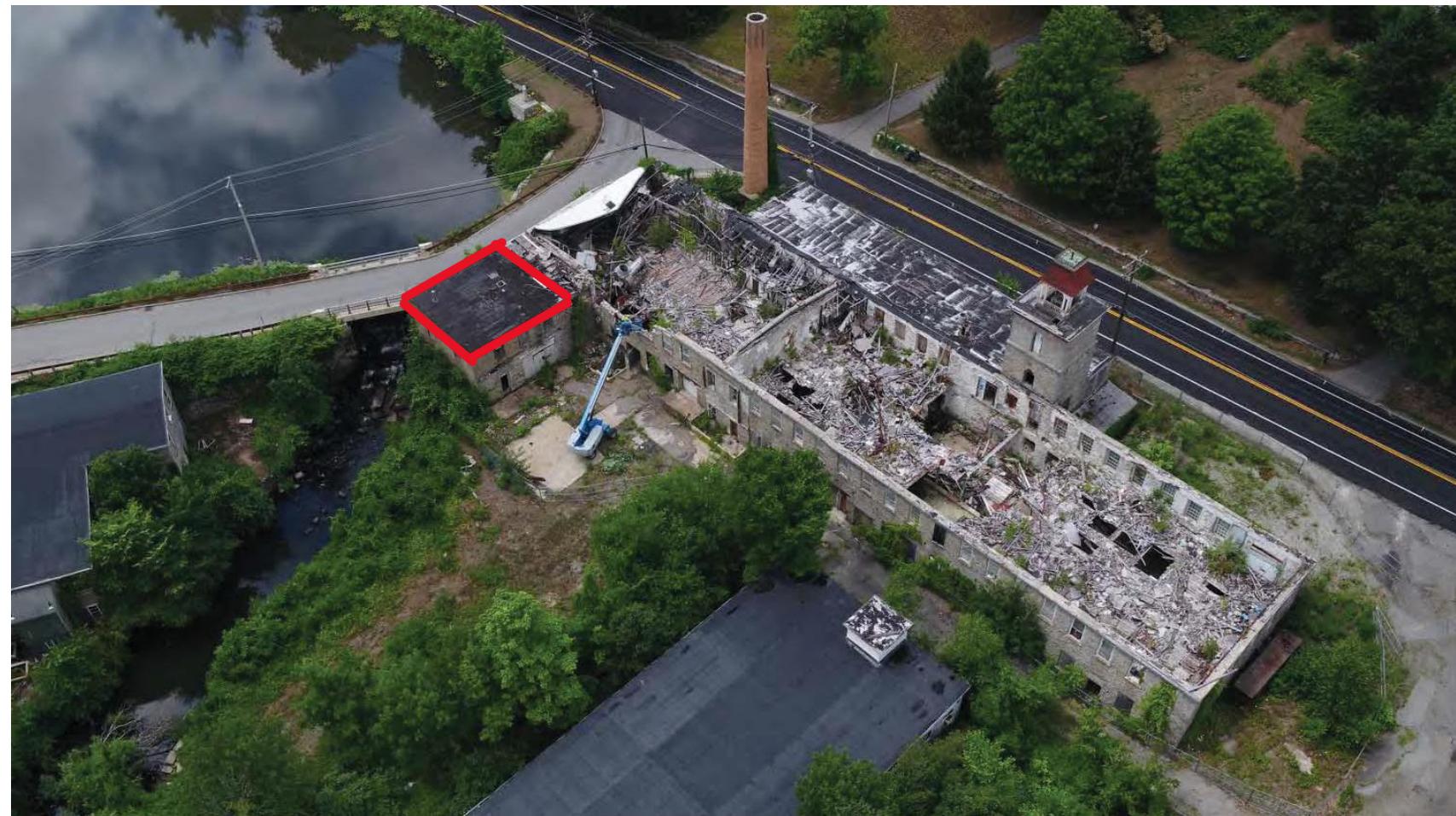
LUMD recommends partial demolition (back wall) while simultaneously working with the Engineering Department and their dam consultant to assess the dam and western wall integration





4: MACHINE SHOP



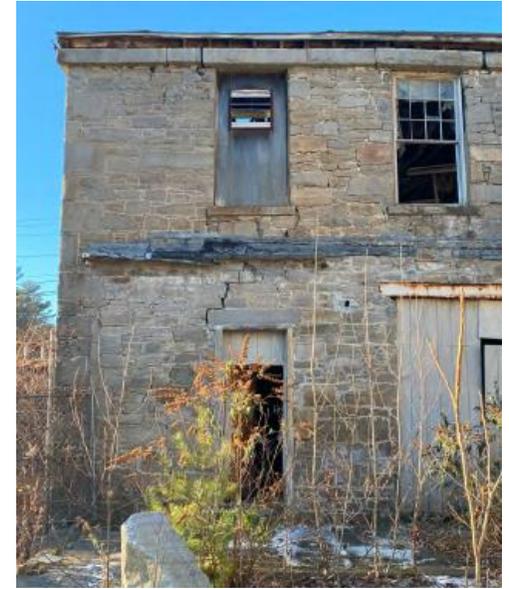


5: SOUTH WING/ CARPET MILL/ FORGE

- Generally in better condition than other portions of the building
- Also exhibiting wall cracking, likely some evidence of settlement
- Initially appears to be integral to the Stony Brook dam - demolition activities could impact the dam
- Likely contains some of the most historical components

LUMD recommends exploring and prioritizing preservation of the South Wing





5: SOUTH WING / CARPET MILL / FORGE



6: SMOKESTACK

- Separate, standalone structure that does not appear to be integrated into other elements of the mill
- Prior repairs are visible near the top of the exhaust stack
- While in comparatively good condition from the ground, unclear what the impacts would be in the event the smokestack collapsed

Unless preferred to be maintained by public safety for any telecommunications needs, LUMD recommends demolition of this structure



12 NORTH MAIN STREET SUMMARY OF LUMD RECOMMENDATIONS

Green – Preserve

Red – Demolish

Yellow – Conduct additional investigation





REQUEST DIRECTION

- Need Select Board Direction to:
 - Inform two ongoing studies
 - Complete assessment of the interior of the structure
 - Provide LUMD with information to apply for the most appropriate grants
 - To better inform the Engineering Department's dam consultant



QUESTIONS?

THANK YOU

