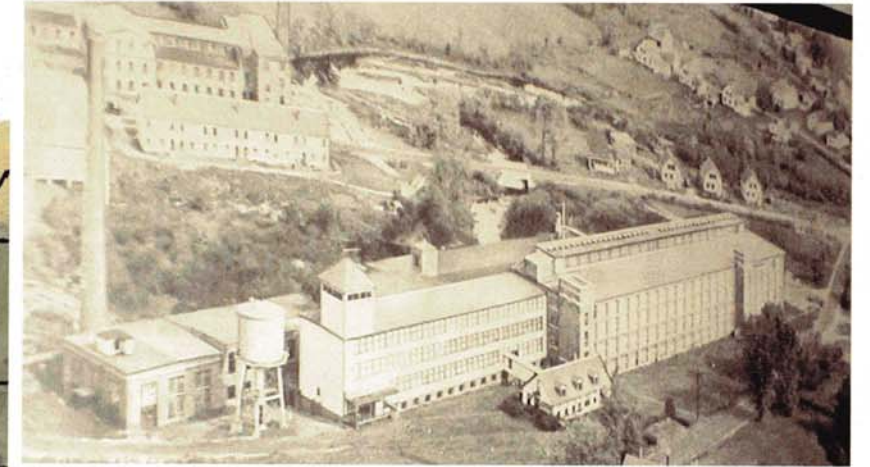
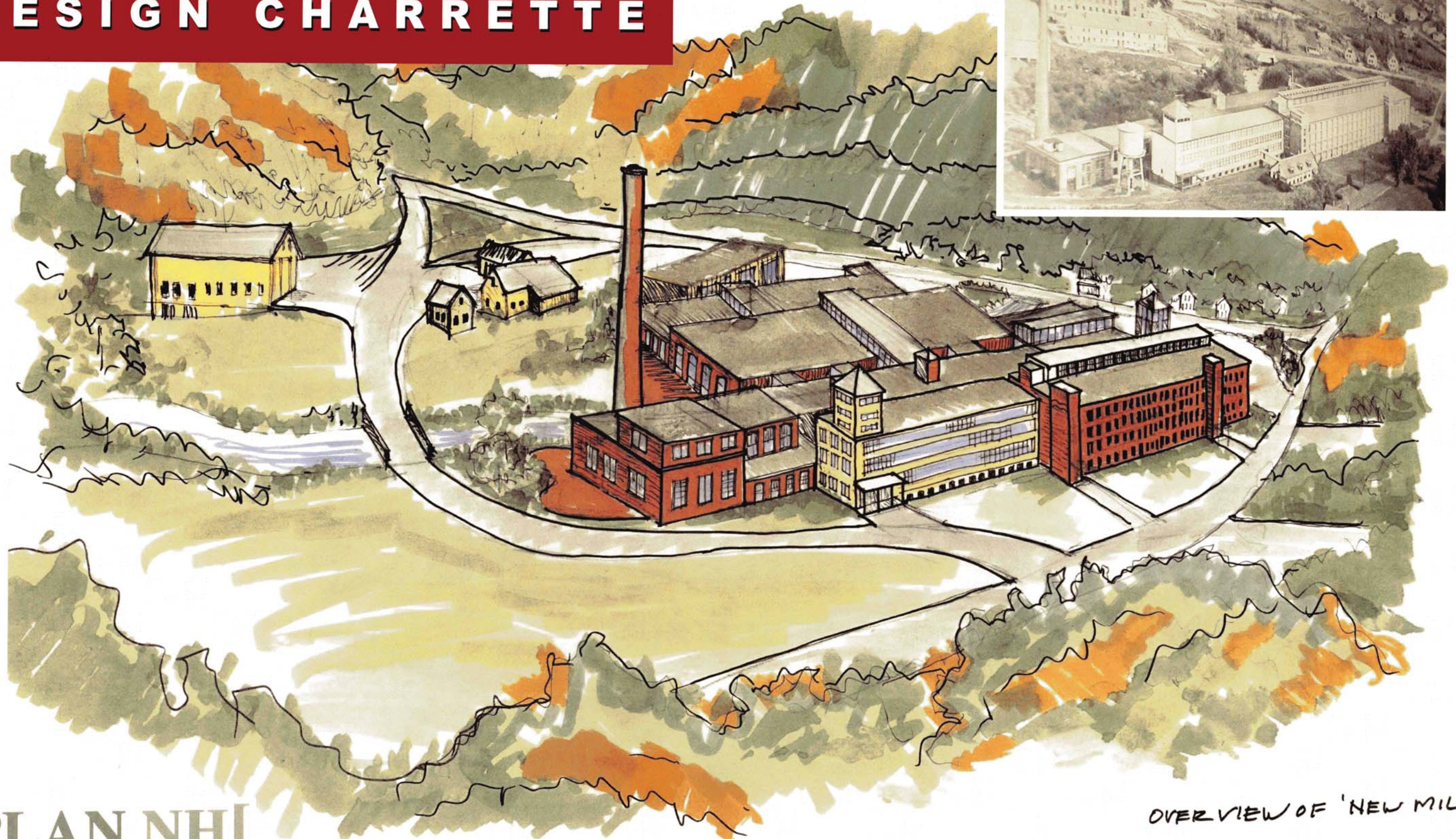


Troy, New Hampshire

DESIGN CHARRETTE



PLAN NHI

OVERVIEW OF 'NEW MILL'

Troy Charrette

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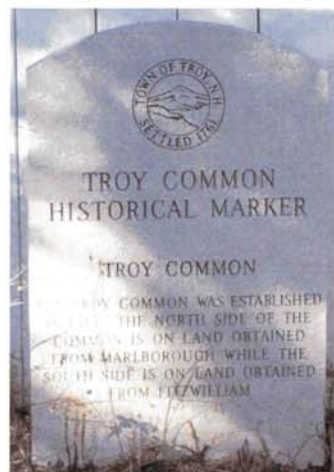
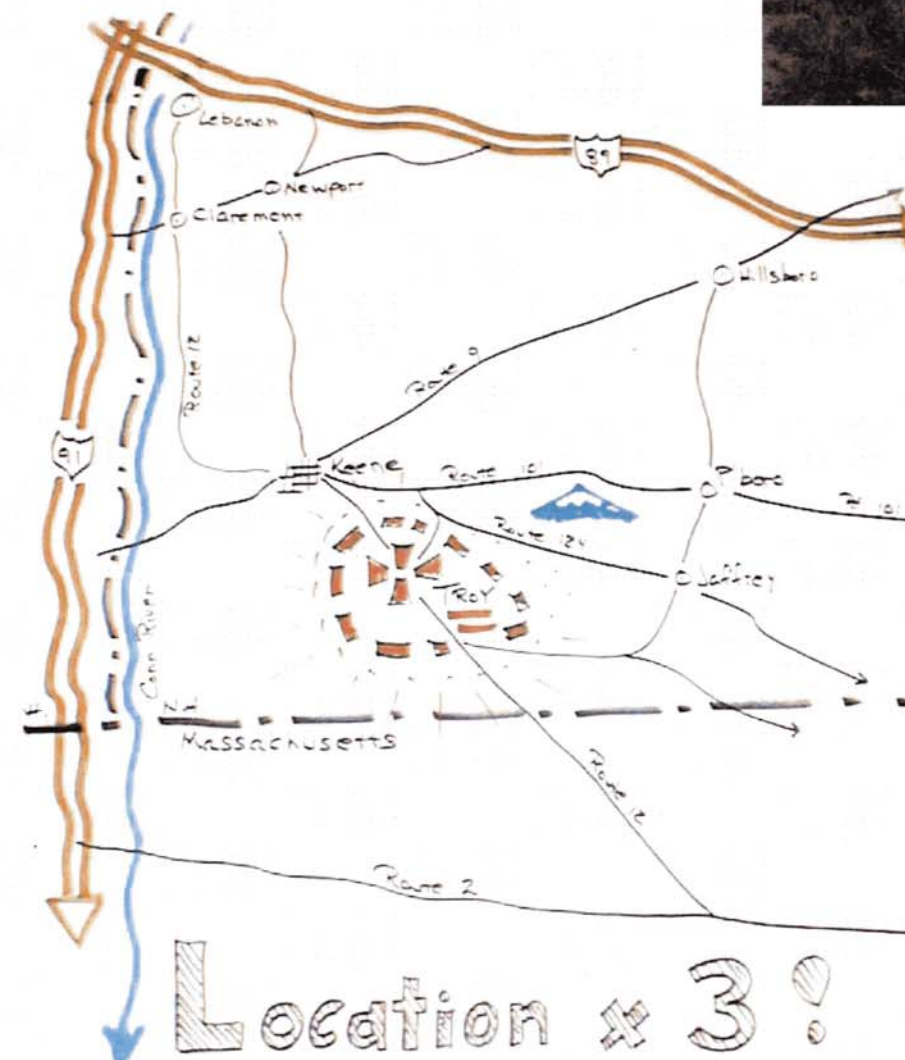
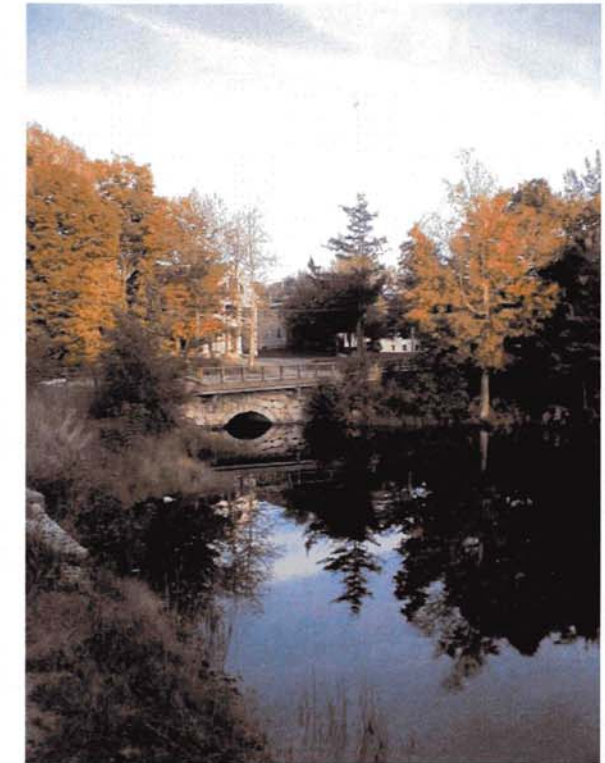
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Thanks to the Townspeople

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Bob Harkins
Bob Berry

A special thanks to Jack Munn, Ed Thomas and Ralph Wentworth for their assistance in setting up the Charrette... and to those who attended and helped with the Charrette, but whose names we may have missed
THANK YOU!



Who is Plan NH?

Plan NH is a professional association for those working in the built environment. The organization includes architects, planners, engineers, bankers, contractors, historic preservationists and others who concern themselves with buildings and communities. It was established to create a forum for bringing together these different professional groups, and as a catalyst to spur interest in community development. Part of Plan NH's mission is to make a positive contribution to New Hampshire communities. One way in which Plan NH does this is through the offer of free design assistance to communities with demonstrated needs.

So what is a Design Charrette anyway?

Simply stated, a design Charrette is a brainstorming session where lots of ideas are brought forth by both professional designers and local citizens, in an attempt to resolve a problem of local interest. Due to the compressed time frame, the conclusions reached are usually conceptual. Conclusions present a possible outline from which the final solutions can be developed and implemented by others. It sets the tone and gives direction against which future decisions can be measured.



How did Troy end up with a Charrette?

Each winter, Plan NH invites all New Hampshire communities to submit proposals detailing a problem of local interest. Plan NH selects three communities from the submissions to receive a weekend of donated design services. Winning proposals typically address a project that is important to the community, presents an interesting design challenge, and offer a high probability of actually being implemented. A community whose project seems less likely to be implemented is less likely to be chosen. Of the many projects submitted, Troy's problem was one of the three selected projects.

Troy's Proposal:

With the demise of the Troy Mills Company, Troy faces many challenges as it moves forward. Among these challenges are community issues of "...a hazardous waste site, a shrinking tax base and a faltering town image." The application sought assistance from Plan NH to help engage the public in helping the town renew itself by offering some direction towards getting "The mill buildings and lands back on the tax rolls and the complex back into the life blood of the community." With this challenge Plan New Hampshire set the dates of October 3 & 4 as the dates for Charrette in your community. The team assembled and asked, for during two listening sessions, your help in learning more about the town and the issues that face it.

Listening Session I

Friday Afternoon

Following introductions, the Department of Environmental Services (DES) made a presentation about the Troy Mills Site. John Splendore reported that the DES found very limited contamination considering the concentration of industry on the site. They stipulated they only tested the ground areas on the site and that a survey would be needed of the remaining interior spaces of the mill complex. The contamination was similar to that which other towns in New Hampshire with mill buildings have been able to clean up and make safe in their renovations of these structures. When redevelopment does come to the Troy Mill Buildings, the extent of the remediation will depend on what uses are intended for the building.

Following questions, the townspeople present were asked the question: So what do you want?

Something that would increase the tax base was the main theme of the discussion.

Ideas included:

- ▶ An upscale senior living facility
- ▶ Apartments
- ▶ Town offices
- ▶ Local school
- ▶ Recreation/athletic/fitness facilities
- ▶ Laundry
- ▶ Historic society
- ▶ Multi use skating/ pool facility
- ▶ Small business offices
- ▶ Flea market
- ▶ A mall
- ▶ Hotel conference center
- ▶ Artist lofts
- ▶ Heated mini storage
- ▶ Incubator school - such as a tech/ community college



The discussion then focused on how to attain these goals.

Do we try to keep the industry there and if so how long? What is the impact of it? Are they compatible with what everyone would like to see happen to Troy Mills Building?



From the perspective of Monadnock Economic Development Corporation they

need the rent from the two current tenants to leverage a block grant to fund future economic development. This led to a discussion on two possible strategies of development for the mill buildings. One focused on the development of the mill buildings independent of any industrial presence on the site. The other focused on a transitional development from an industrial-shared to industrial-free setting over a period of years. This would allow the industry present to in a sense help fund the new vision of the Troy Mills that the Charrette team would seek to develop.



Listening Session II

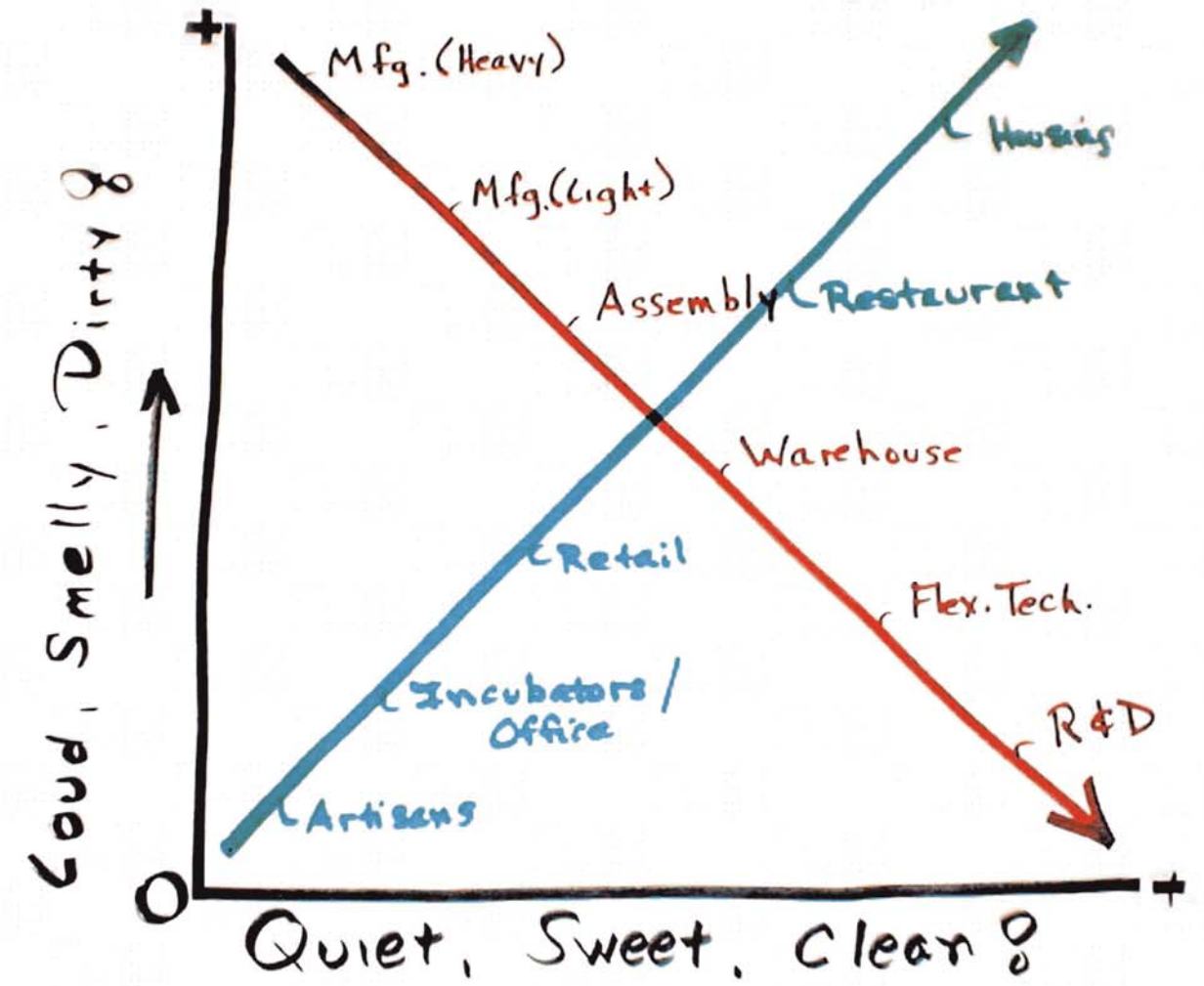
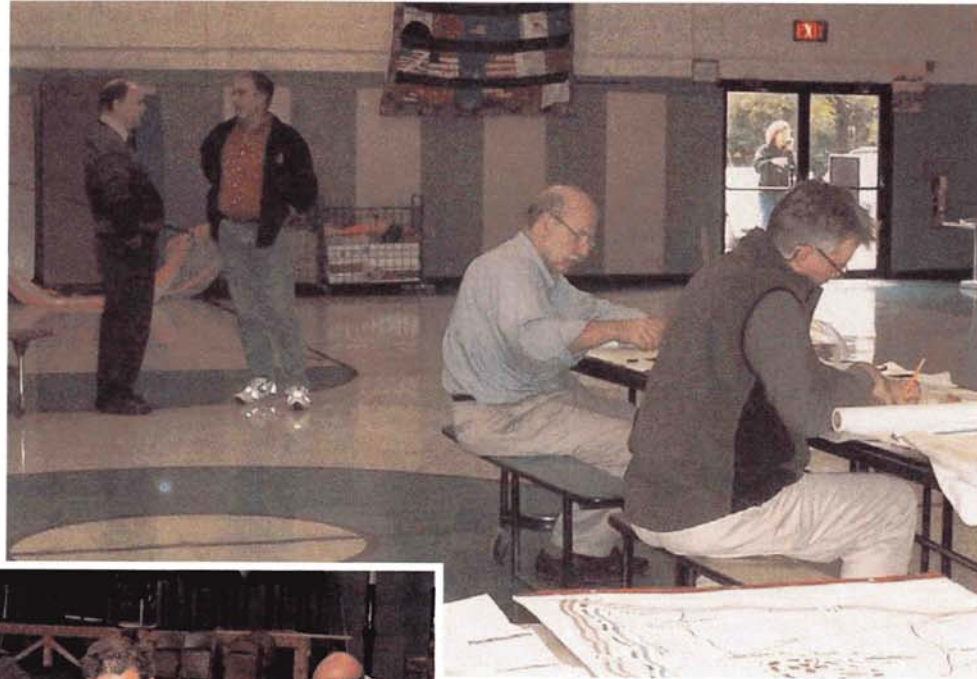
Friday Night

A review of the earlier session was presented. The conversation then steered toward the economics of how the Troy Mills Complex could be developed. Another concern with the development was the maintaining—even enhancing—of the historic character of the downtown area.

Several questions were asked and generated lots of discussion.

- A) How is the town going to pay for the development of the Mills? What are the benefits for the town?
- B) What to do it with? Where was the money going to come from?
- C) What is the critical mass to keep the building running for this development to occur?
- D) What would the proposed by-pass do for the development of the mills and enhancing the historic nature of the downtown area?

These questions were addressed and discussed. The overall conclusion is that there needs to be a phase development program made to, over time, move the mill buildings from their present state where industry is present towards the time when a new mixed development scheme would be fully in place. This strategy began by using the present industry to contribute to the financial base leading to these long-term goals of economic return of the Mill Buildings to the tax roles. With all the input the design team came back the next day and put together the presentation that follows, as our best guess or outline towards helping Troy move forward.



PROJECT AREA BREAKDOWN

EXISTING MANUFACTURING	140,000 SF
DECOMMISSIONED AREA	240,000 SF
TOTAL	380,000 SF

PROPOSED DEVELOPMENT

OFFICE	148,000 SF
ARTIST STUDIO / GALLERY	44,000 SF
RETAIL	148,500 SF
TOTAL DEVELOPED AREA	340,500 SF





Existing Conditions

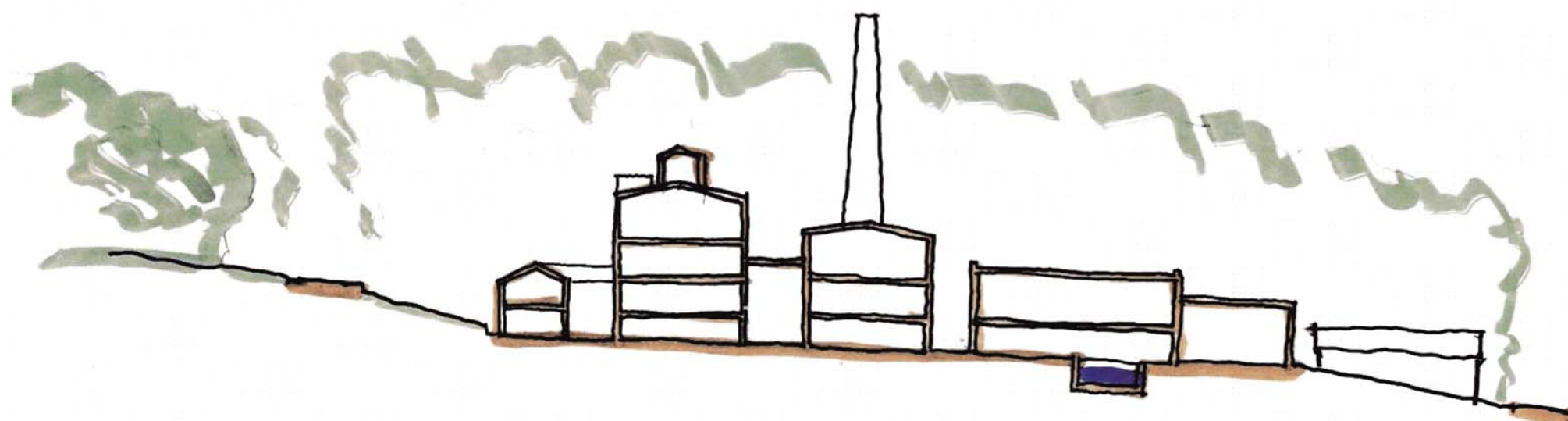
Troy, New Hampshire is a small New England town with a traditional downtown and an adjacent Mill complex that once was the focus of the town's economic life. The Troy Mills were famous for developing the fitted horse blanket. The arrival of the train provided increased flow of commerce thru the town and welcomed visitors like Henry David Thoreau of Walden Pond fame to be inspired by the great beauty of the Monadnock region.

The current Troy Mills is a series of mill buildings of the early 20th century, that like the business within, had grown and change to meet the needs of manufacturing. In October 2001 the mainstay of the town for over 150 years declared bankruptcy. In its absence an extensive mill complex, mostly empty, sits in the middle of a 19-acre plot of land adjacent to the downtown area. In 1997 the town had adopted an Economic Development Plan to begin to envision what the new Troy would be. Now that the Troy Mills is gone, the time has come to act and look forward to see what can be done to return this part of town into a productive part of the area. This is what Plan NH hopes to assist you in doing, by giving you a vision to rally around as you work towards the goals to make it a reality.

The Mill Complex has a series of assets and risks to its development.

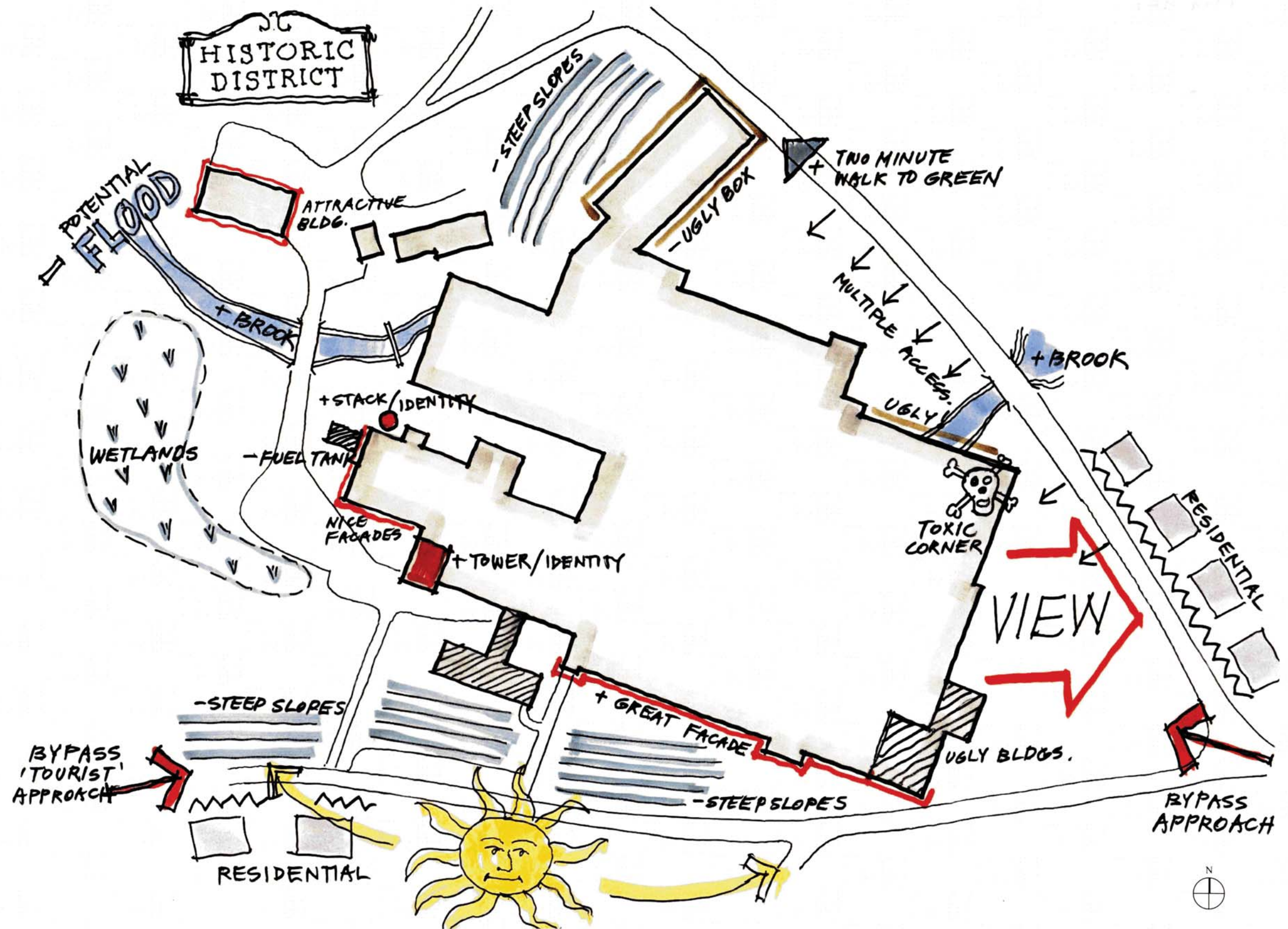
The assets begin with the many routes of access to the site. The smoke stack and the towers of the 1920s building give a distinct architectural presence to the site. The view of Mount Monadnock has to be the strongest of all of these elements to get people excited about what the site and the buildings can offer future tenants. The site surrounding the mill buildings is a park-like setting with other areas offering accommodation for parking for future visitors to the site. Hopefully in the future this will be developed to offer a park with amenities that suit the needs of the town and offer visitors who seek it a great place to enjoy the beauty of Troy and its great view of Mount Monadnock. The risks include aging buildings, some site and building contamination, and vast amount of enclosed space to keep heated and fire protected in the winter months.

What follows is an outline to assist the town as it moves forward with this long-term project. The design team has provided you with a vision or an outline for a possible pattern of development. The town will have to work with future design teams to ensure that the project becomes something that will strengthen the town of Troy and make it a great place to live or a destination to visit.



EXISTING SITE SECTION





Opportunities (+) and Constraints (-)

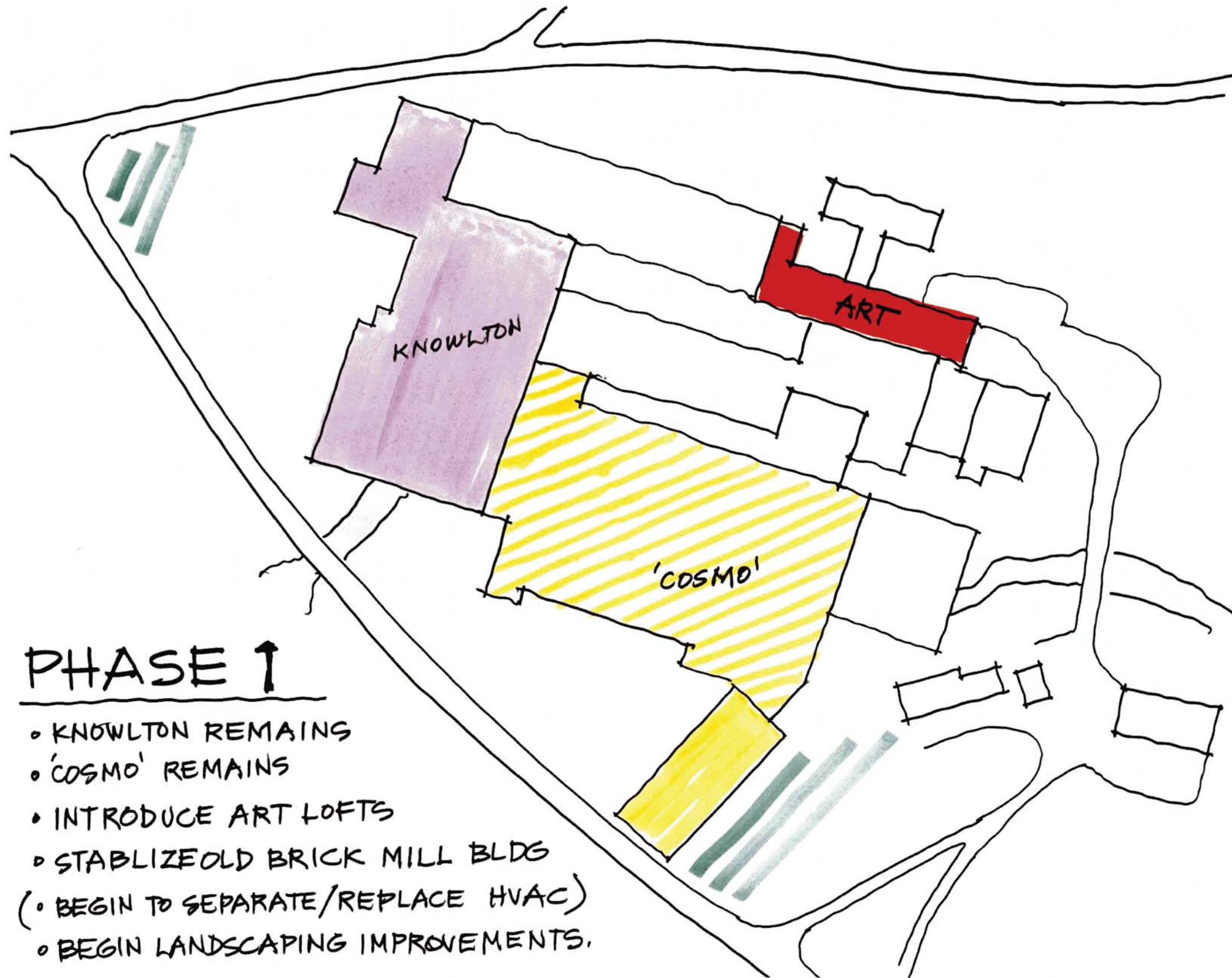


Phase I

Following the listening sessions, where the town's folk told the Plan NH design team their wants, needs, and desires, the design team concluded that a phased plan of development would be best. With this plan, development can proceed while allowing the mill to sustain itself as changes to it occur.

In this first phase the plan calls for the two existing industries to remain providing a key financial foundation as the next phase of use begins in the empty mill buildings. In the abandoned mill buildings the team thought artist lofts would be a way to bring interest to the mill alongside projects of building stabilization and landscaping improvements begin to be implemented as income allows.



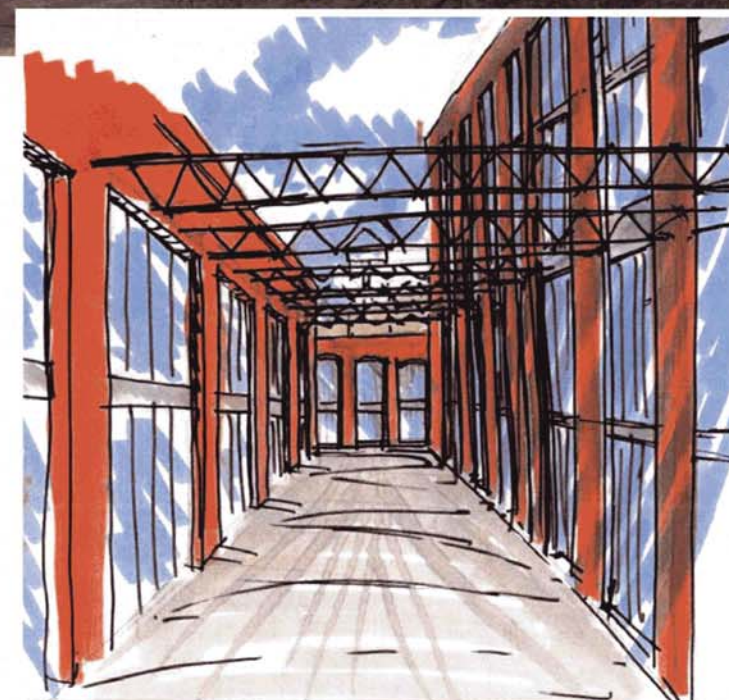
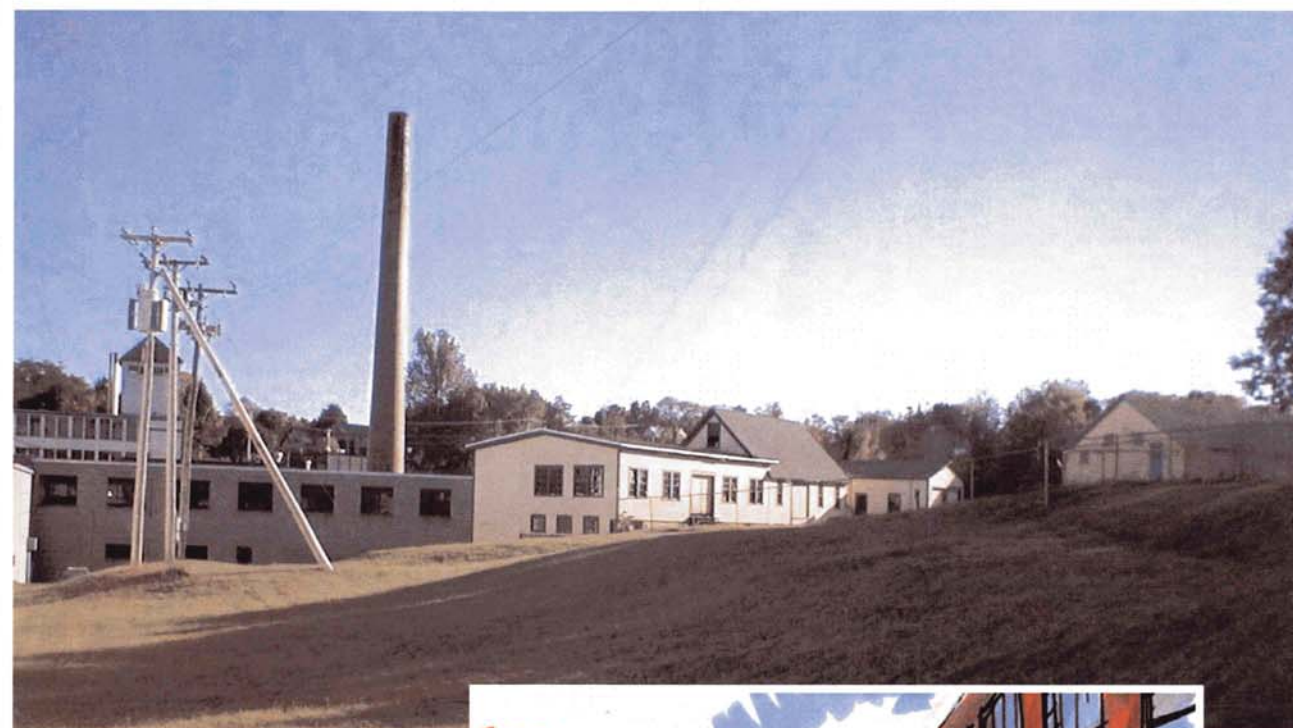




Phase II

Phase II continues to build on the beginnings of phase I. Here the expansion of uses for the abandoned mill buildings continues with expansion of uses for new business ventures. This phase also calls for demolishing some of the existing structures to help reduce square footage by removing areas that did not feel as adaptable or flexible as other areas within the complex. To enhance the credibility

of this venture, we propose the town office relocate into the loose series of wooden buildings behind the larger mill complex. This, along with more landscape improvements outlined in the sketch, will show prospective interests that the town is serious in its desire to make this a viable part of town and a destination for visitors.



PHASE 2

- INTRODUCE OFFICE SPACE
- CREATE INTERIOR COURTYARD
- RELOCATE TOWN FACILITIES
- DEMOLISH QUONSET HUTS
- DEMOLISH HOUSE/OFFICE
- REMOVE SMALL ROAD
- CONTINUE LANDSCAPE IMPROVEMENTS

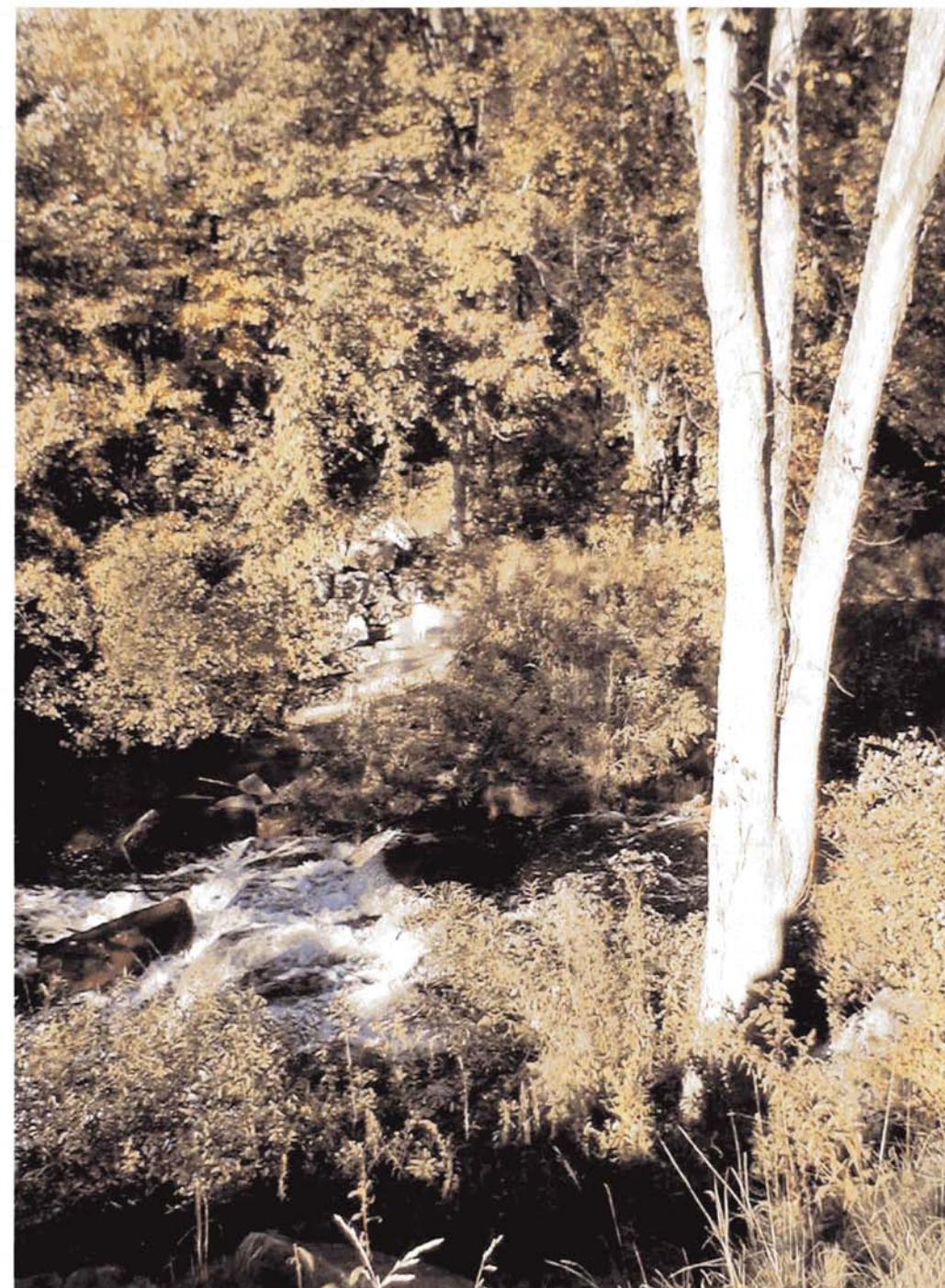


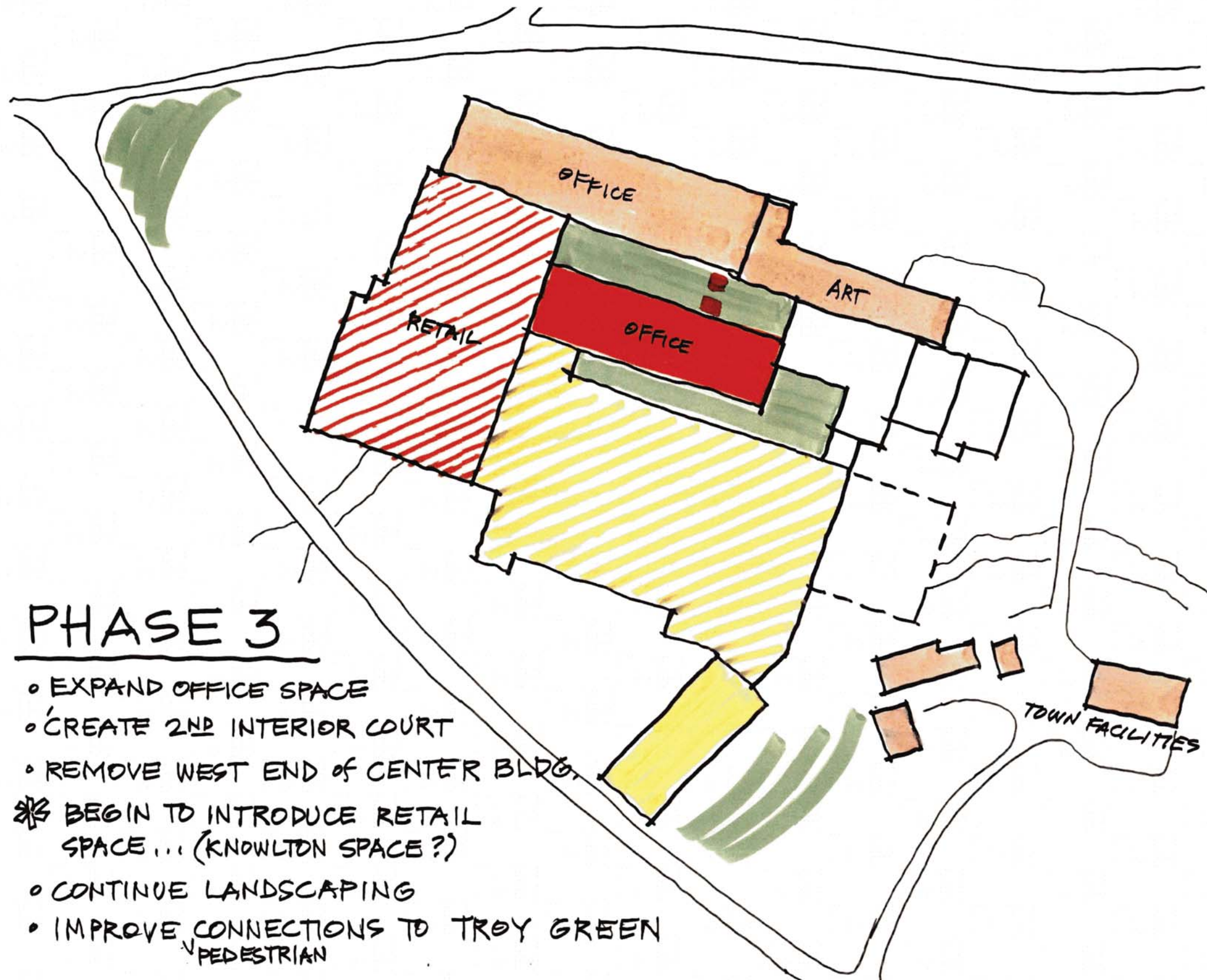


Phase III

The expansion continues in the space around the new interior courtyard opened in the last phase. By opening up spaces like this in the mill, you offer the entrepreneurs a diversity of settings which allows a variety of options to unfold. It also exposes some of the older factory buildings and allows natural light to be restored to the building, a big selling point with many people today.

The big change here is to introduce the beginnings of retail spaces to allow entrepreneurs space to create a shopping experience that is unique to the area and will draw visitors, making Troy a destination when they visit the state, much like the Holyoke Mall is a destination today for area residents.



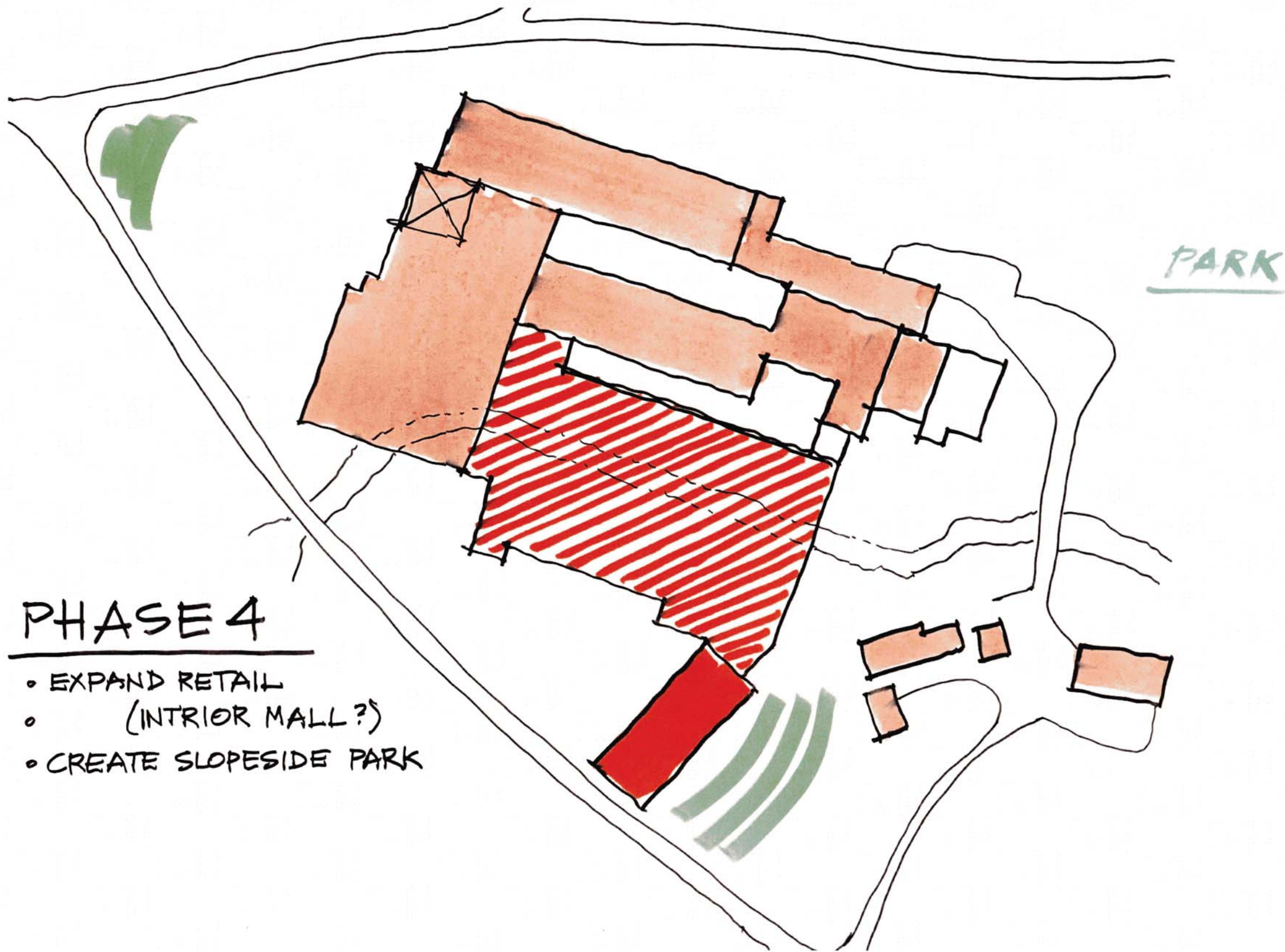




Phase IV

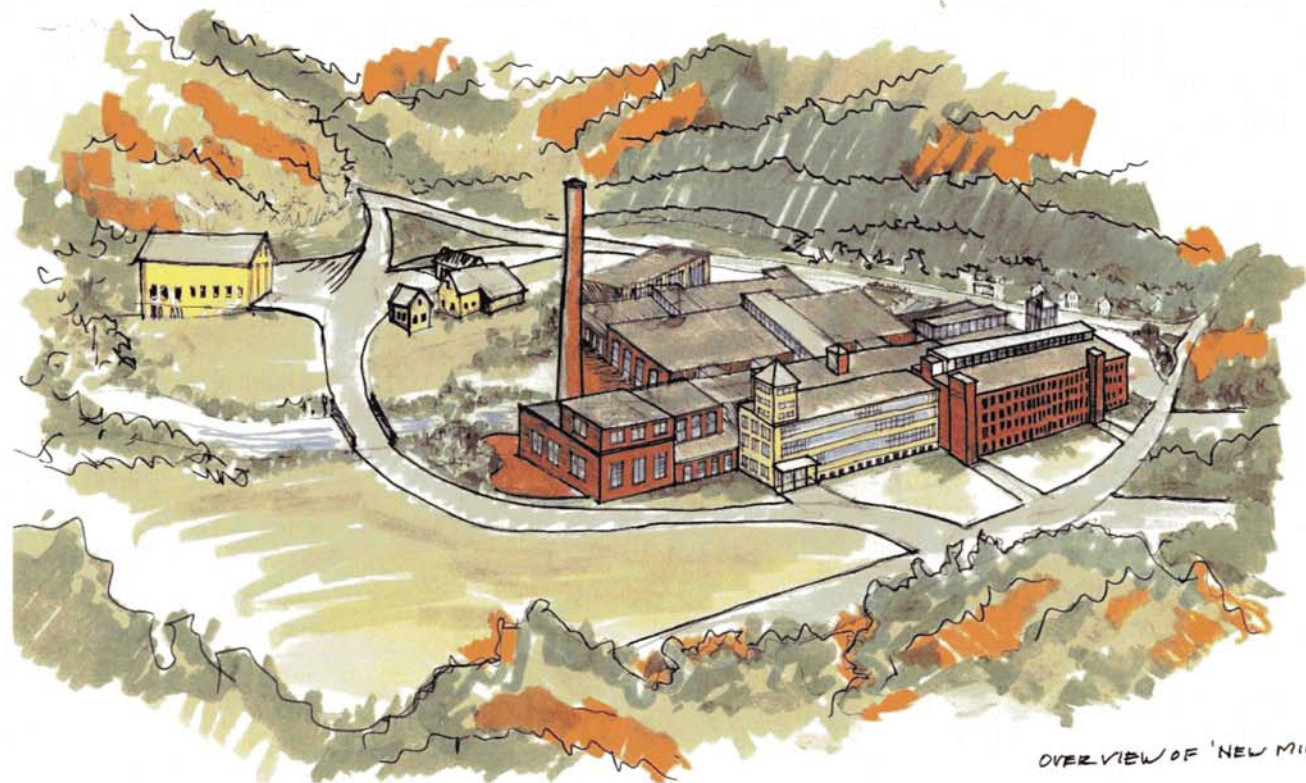
By now the direction of the mill buildings future uses should be coming into focus. This diagram shows how our plan would continue to develop.





PHASE 4

- EXPAND RETAIL
- (INTRIOR MALL?)
- CREATE SLOPESIDE PARK

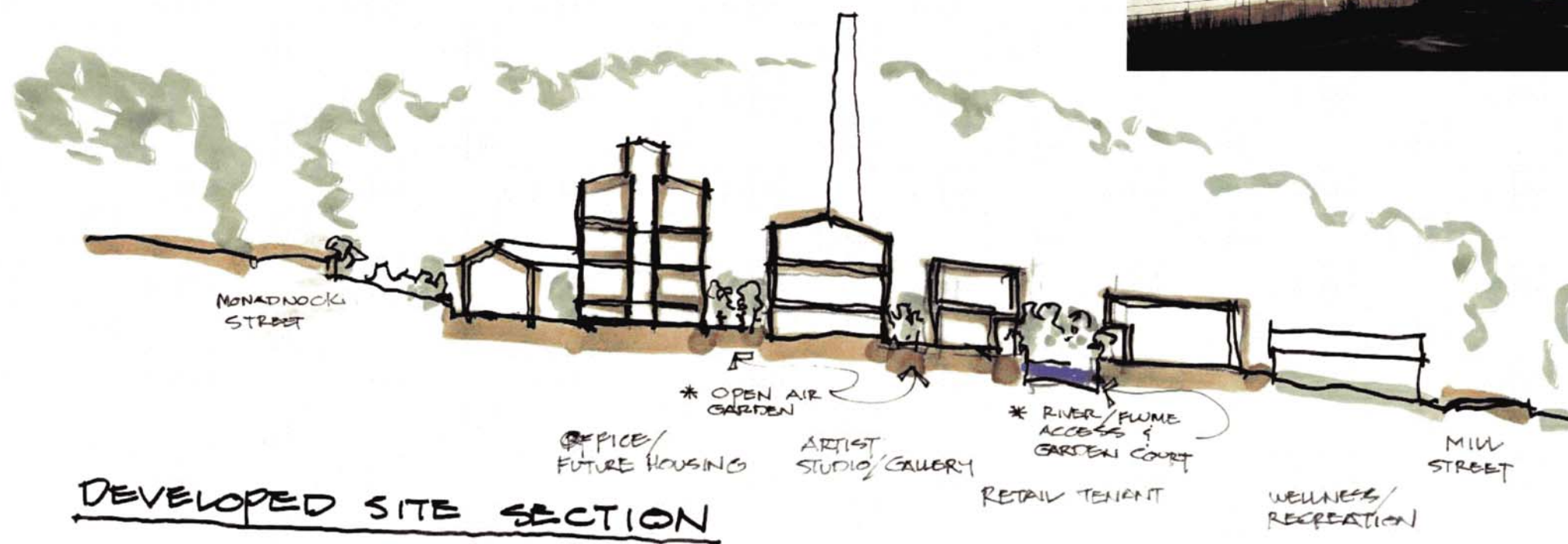


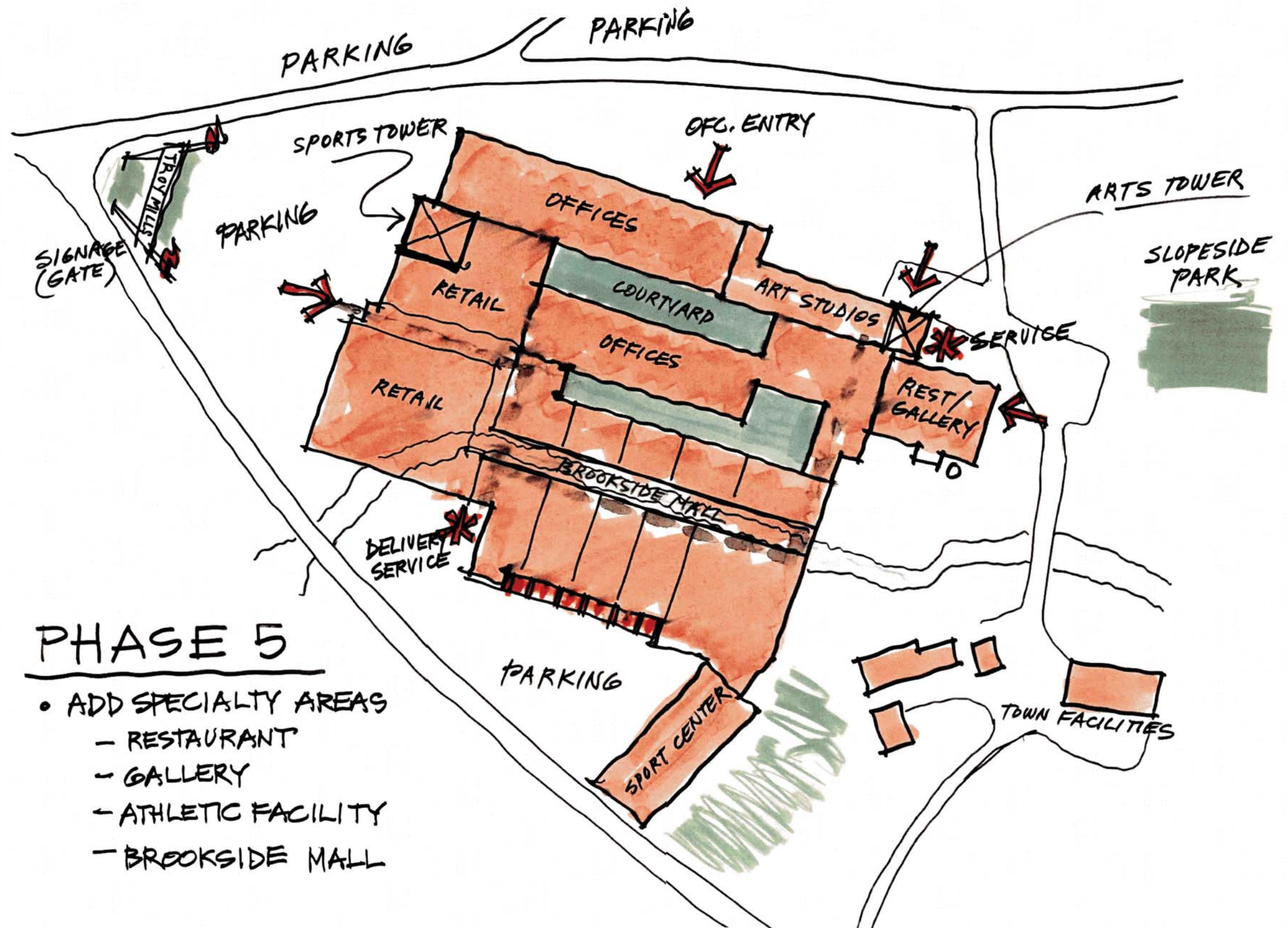
OVERVIEW OF 'NEW MILL'

Phase V

Phase five shows how the design team envisions this whole evolution playing itself out. Is this the way it will happen? Only time and your efforts will tell. Our plans show a variety of things occurring within the complex, making it a vibrant and diverse addition to Troy. In the end, it may not all work out as we described, but at

least now you have a vision of what could happen and your community can begin your journey toward making this mill complex something as vibrant and supportive of the community as the original Troy Mills was in the 19th and 20th centuries.





The Next Steps

The design team did an informal survey of cars passing through the downtown area of Troy on Saturday morning. What we found is that 31% of the cars were from out of state. This shows that people are already passing through Troy on their way to somewhere else. The task now is to give them a reason to stay, get more people to stop and help sustain your community.

What follows is some practical information of zoning ideas and resources you can draw on as you move forward towards remaking the Troy Mills.

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The redevelopment of the Troy Mills will take time, but with this outline you now possess information to direct you as you make the important decisions to reach your goals.

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TROY MILLS Charrette
October 3 & 4, 2003
Troy, New Hampshire
PLANNING AND ZONING ISSUES

Zoning District

The land on which Troy Mills is located is zoned as an Industrial District. It is, in fact, the only Industrial District in town, and was created specifically to accommodate the Mill and its activity. In 1992-93 the entire zoning ordinance was rewritten, and some revisions were made to the provisions of this district, although the boundary remained the same. In addition, lot and yard standards were added that address lot size and frontage, setbacks and lot coverage (in the event of a subdivision).

The Charrette visualized a variety of uses in the old mill – in fact, the building would probably need to accommodate many uses, since national trends indicate a decline in manufacturing in this country, and there are about eight acres of floor area to fill. And, even though the permitted uses were expanded under the rewritten ordinance to include all uses permitted in the Village or Highway Business Districts, there is a concern that a proposal might not meet the criteria of the Industrial District. Further, only one principle use is permitted per lot (Article III, H); however, more than one principle use is allowed by special exception of the Board of Adjustment. Therefore, the ordinance should be amended as follows:

(1) To provide for a broader range of uses that are not addressed in the current ordinance. At the same time, the name of the district should be changed: "Industrial" will no longer reflect the activities that have been envisioned for this area.

(2) To allow the co-existence of different principal uses on the same lot, thereby eliminating the need to receive approval from the Board of Adjustment.

Tax Increment Finance District

In order to help finance the cost of certain improvements in the Mill district, this land should be designated as a Tax Increment Finance District (TIF). Under a TIF arrangement, tax revenue from new construction, expansion or renovation is spent within the District. It is the incremental difference between current value and added value that is earmarked for the TIF. This tax revenue must be used exclusively for infrastructure improvements within the TIF District. Examples of public improvements include the provision of water and sewer lines, road construction, streetscaping, and burying utility lines.

The TIF District and accompanying Plan are adopted at Town Meeting, and require an Administrator and an Advisory Board to oversee the implementation of the improvements. Troy has an existing Industrial Development Authority, which might be the logical entity to administer such a district. The Advisory Board must be

substantially comprised of owners or occupants of property within or adjacent to the TIF District. The number of members is determined by the Town.

Demolition Review Committee

The Troy Mill building is 135 years old and is located within the Village, which is now listed on the National Register of Historic Places. Some concern was noted at the Charrette that the building might be at risk for demolition if the Monadnock Economic Development Authority is not able to purchase the property. A private interest may not either have an interest in saving the building, or may not be able to afford the costs of rehabilitation. Therefore, the Town might want to consider adopting a Demolition Review Ordinance that would require discussion between a Committee and the property owner prior to any action. Attached is an example of such an ordinance.

demolition review ordinance

1 Definitions.

As used in this section, the following words or phrases shall have the meanings set forth below, except when the context in which they are used requires a different meaning.

Building: Building is defined as in the Building Code, "any structure used or intended for supporting or sheltering any use or occupancy."

Demolition Review Committee: A committee of the Troy Heritage Commission comprised of three (3) members of the commission and two (2) alternates appointed by the chair of the commission.

Demolition: The act of pulling down, destroying, removing, or razing a building or commencing the work of total or substantial destruction with the intent of completing the same.

2 Criteria.

Any building or part of a building in the Town of Troy will fall under the terms of this article where:

(a) The proposed demolition is greater than five hundred (500) square feet of gross floor area; and

(b) The building was constructed more than fifty (50) years before the date of application for demolition permit; and

(c) The building is visible from the adjacent public right-of-way or public lands.

3 Procedure.

When an application for a demolition permit, or a building permit involving demolition, or a site plan review involving demolition is made, or a formal written application is submitted to the Building Inspector for a determination under this article, the Building Inspector will determine if the building, or section of the building, meets the above criteria. If it does, the Code Administrator shall:

(a) Notify the applicant in writing within five (5) business days of the filing that the demolition must be reviewed before proceeding and that the delay will not exceed forty-nine (49) days.

(b) Within five (5) business days forward the application to each member of the Demolition Review Committee.

(c) If the Demolition Review Committee determines the building to be potentially significant (see section 26-9-4(a)), within five (5) business days of that decision the Code Administrator shall notify the applicant that a sign identifying the building as proposed for demolition and the date, time, and place of the public hearing on the proposed demolition is ready for posting in a visible location on the building. Posting of the sign within five (5) business days of receiving notification from the Code Administrator shall be the responsibility of the applicant. If the sign is not posted within five (5) business days, the forty-nine (49) day time frame provided for above shall stop running and not resume until the sign is posted.

4 Demolition Review Committee Responsibilities.
It is the responsibility of the Demolition Review Committee to:

(a) Make a decision within five (5) business days of receipt of the demolition application as to whether the building might be of historical or architectural significance.

(b) Notify the Code Administrator in writing within two (2) business days of decision if the building is found to be not significant and demolition can proceed.

(c) Notify the Code Administrator in writing within two (2) business days of decision if the building is found to be potentially historically or architecturally significant.

(d) Establish a date and location for a public hearing to occur within twelve (12) days of determination of potential significance. A notice of public hearing shall be submitted to local newspaper within two (2) days of decision.

(e) Hold the public hearing to hear all public testimony regarding demolition of the building. The applicant or representative of the applicant proposing the demolition shall be invited to attend the public hearing to hear the concerns or alternatives that are proposed by members of the public.

(f) Notify the applicant and Code Administrator within two (2) business days following the public hearing that demolition can proceed if the building is found to be not significant.

(g) Hold a meeting between the Demolition Review Committee and the applicant (or applicant's representative) within ten (10) business days of the public hearing to discuss alternatives to demolition if the committee determines the building is significant and its loss potentially detrimental to the community.

5 Demolition.

(a) If no alternatives to demolition have been identified and agreed to by the applicant, after the meeting provided for in section 26-9-4(g), the applicant is free to proceed with demolition. Prior to demolition, and if the applicant is in agreement, the Demolition Review Committee shall photographically document the building. The committee shall also encourage the applicant to salvage significant architectural features.

(b) Nothing in this article shall be construed to prevent immediate demolition where public safety is at stake and the building has been determined by the Code Administrator to be a public hazard and demolition is the only viable recourse.