Strong School

Redevelopment and Market Feasibility Study

City of New Haven

Interboro Partners

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City of New Haven
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STRONG SCHOOL

Foreword

In the Spring of 2021, The City of New Haven was awarded a grant from Preservation CT to support a redevelopment and market feasibility study for the historic Strong School in Fair Haven. The proposed scope of work to be funded by the grant was unique; a Steering Committee of Fair Haven residents would collaborate with City agencies to craft a Request for Proposals ("RFP") which sought architectural, engineering, financial and planning services to deliver a redevelopment feasibility study for the historic City owned building. Front and center in the RFP were a set of community criteria and redevelopment goals meant to anchor not just the study but also the ultimate future development of the Strong School.

Through a joint selection process involving Livable City Initiative, New Haven City Plan and the Fairhaven community Steering Committee; Interboro Partners (Team Lead), BJH Advisors (Market & Financial Analysis) Wiss, Janney, Elstner Associates, Inc. (Building Conditions Assessment & Rehabilitation Cost Estimate) were selected as the winning team to engage in a 20+ week analysis.

The team worked diligently to listen to and document a variety of community input collected in numerous Steering Committee meetings, several walking tours of the building and study area, an online survey and three public meetings. The redevelopment scenarios put forth are meant to balance community aspirations and concerns, retain a historic resource and achieve financial viability.

This report represents the final deliverable for the Strong School redevelopment and market feasibility study. It is a study of potential redevelopment scenarios meant to inform development proposals, it does not represent exactly what is to be built.

As a next step, the City is committed to the timely release of a Developer Request for Proposals. This final report will accompany the Developer RFP and will serve as an immense technical assistance by alleviating the need for additional feasibility studies. More importantly, the report will inform all development proposals of the community criteria and catalytic aspirations for the future Strong School site. The City will also commit to sharing the Developer RFP prior to its release and the inclusion of Steering Committee presentations during the design phase of the winning proposal.

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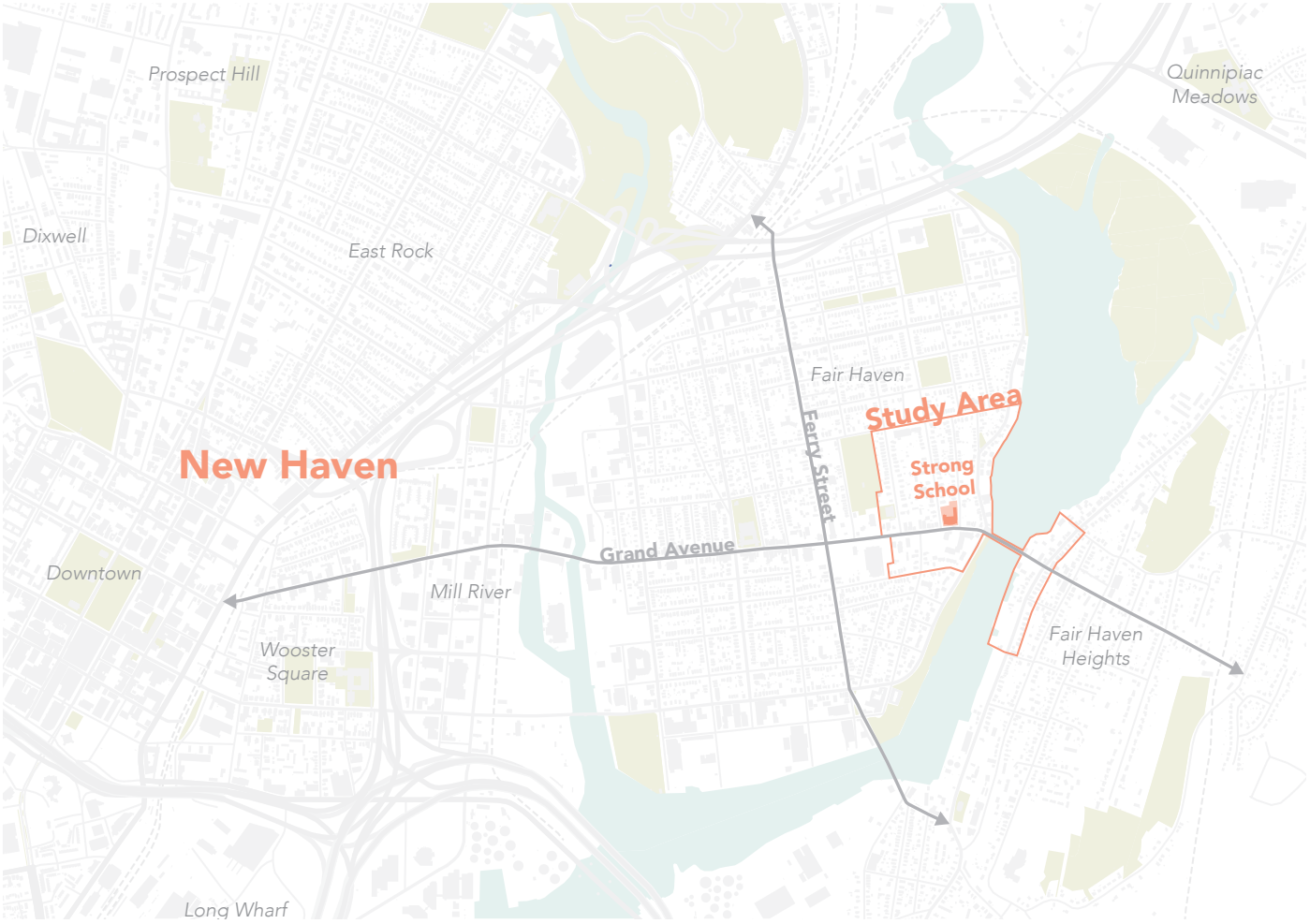
At A Glance



Address: 69 Grand Ave, New Haven, CT

Neighborhood: Fair Haven

Year Built: 1915 (addition 1996)

Floors: 3

Construction: Mass masonry (brick) and concrete

Gross Floor Area: 44,500 sf
Historic: 41,000 sf
Addition: 3,500 sf

Site Area: 46,037 sf (1.05 ac)

Zoning: BA-1 / RM-1

Introduction

In May of 2021, The City of New Haven launched an adaptive reuse and market feasibility study for the redevelopment of the vacant Strong School property and its surrounding district. **This is a significant node that can help revitalize east Fair Haven; it has great potential to become a catalytic anchor in this vibrant neighborhood.**

A prime location
The Horace H. Strong School is located at 69 Grand Avenue, in New Haven's historic and diverse Fair Haven neighborhood. The approximately 1-acre site is located on Fair Haven's main thoroughfare, within short walking distance of the Grand and Ferry commercial district to the west and the Quinnipiac River to the east, and with direct transit connections to Downtown New Haven. This site has been home to a school since 1808, when Fair Haven's first school was opened by early settlers to the area.

A historic building
The current building, opened in 1915, is a Jacobethan-style brick and concrete structure with three levels and a roughly H-shaped floorplan. The building has a gross floor area of approximately 45,000 square feet, including a roughly 3,500 sq ft. classroom addition completed in 1996. The school closed in 2010 and has been used as a storage annex ever since. Despite the school's age and prolonged vacancy, the structural and envelope systems of the building were generally found to be in serviceable condition; the interior finishes have sustained some damage due to water infiltration and vandalism, though the original character of the historic school is evident and can be restored.

A community treasure
The Strong School is a major landmark in Fair Haven, and its restoration and reactivation has been a major priority of both the City of New Haven and the Fair Haven community. In 2014, a community-led group put together a proposal to redevelop Strong School as a mixed-use arts center with new housing units. Although the plan did not come to fruition, it was a clear demonstration of the significance of Strong School to the Fair Haven community, as well as the desire for the site to remain a community hub for years to come. In the summer of 2017, a community-led mural project brought together more than 100 participants to paint colorful artwork on the boarded-up street-level windows, putting Strong School back in the spotlight. Starting in early 2018, community members launched a two-year planning process around the future of the Strong School site. During the course of four bilingual planning sessions, neighborhood residents, business owners, and nonprofit leaders identified ten criteria to guide the redevelopment of Strong School. The ten goals advanced by the Strong School District community are:

1. Enrich social and cultural life
2. Drive economic development
3. Facilitate growth of local businesses and entrepreneurship
4. Serve diverse neighborhood constituencies
5. Host continuous activity, daytime and evening, for safety
6. Provide revenue to the City of New Haven
7. Include businesses and organizations working in the arts, education, health and wellness, food, and/or youth services, encouraging shared space and co-leases
8. Include public-interacting business on Grand Ave., such as shop or restaurant
9. Include housing only as part of mixed-use concept, with emphasis on affordable housing and, where possible, supporting creatives who already live here.
10. Integrated into a responsible development plan for the Strong School District and the broader Fair Haven community, and reflective of the City's Vision 2025 Plan.

Based on these principles, the City of New Haven launched the present feasibility study, which aims to translate community-led interest and planning into an action plan that reverses this site's ongoing deterioration, removes the risk and negative impact created by its extended vacancy, and allows the dream of a community hub in the Strong School to come to fruition.

Project Team

This project is led by the City of New Haven's City Plan Department (CP) and Livable City Initiative (LCI). Funding has been provided through a grant from Preservation Connecticut, the nonprofit organization established to preserve, protect, and promote the buildings, sites, and landscapes that contribute to the heritage and vitality of Connecticut communities.

A consultant team was brought on to provide design and technical expertise. Interboro Partners, a New York City and Detroit-based architecture, urban design, and planning firm, served as lead consultant. Interboro was joined by BJH Advisors, a New York City real estate and economic development advisory firm, and Wiss, Janney, Elstner Associates, a national engineering and architecture firm specializing in historic structures.

A Steering Committee composed of Fair Haven residents and stakeholders has provided important input and guidance throughout the project, from shaping the initial project brief to direct collaboration with the City and consultant teams on the design and feasibility analysis.

Project Components

This project included the following components:

1. Building walkthrough and existing conditions assessment
2. Neighborhood and market assessment
3. Three development/reuse test scenarios with financial feasibility assessments
4. Refined redevelopment scenario
5. Regular engagement with the Strong School Steering Committee and general public.

This report contains a summary of the design, analysis, and recommendations completed by Interboro, BJH, and WJE during the course of this study.

The project team sincerely thanks the members of the City of New Haven CP and LCI teams, Plan Connecticut, the Steering Committee, area developers and brokers, and the members of the Fair Haven community who offered their time, input, and passion for this important project. We especially hope that future readers will find this report informative and will use our observations and recommendations to restore Strong School's place as an anchor of the Fair Haven community.

History

Original 1895 Horace Strong School building

The original Strong School burns in January 1914

The current Strong School building, completed in 1916, looks much the same today.

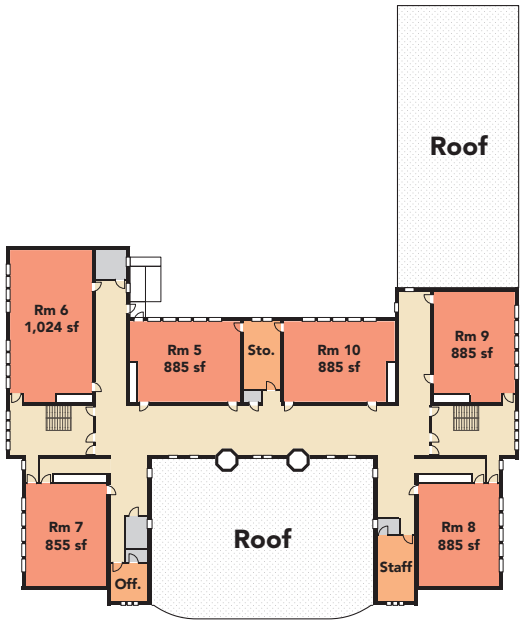
Photo source: New Haven Museum (https://www.newhavenmuseum.org/museum-collections/online-exhibitions/micro-histories/strong-school/)

Centuries of Service

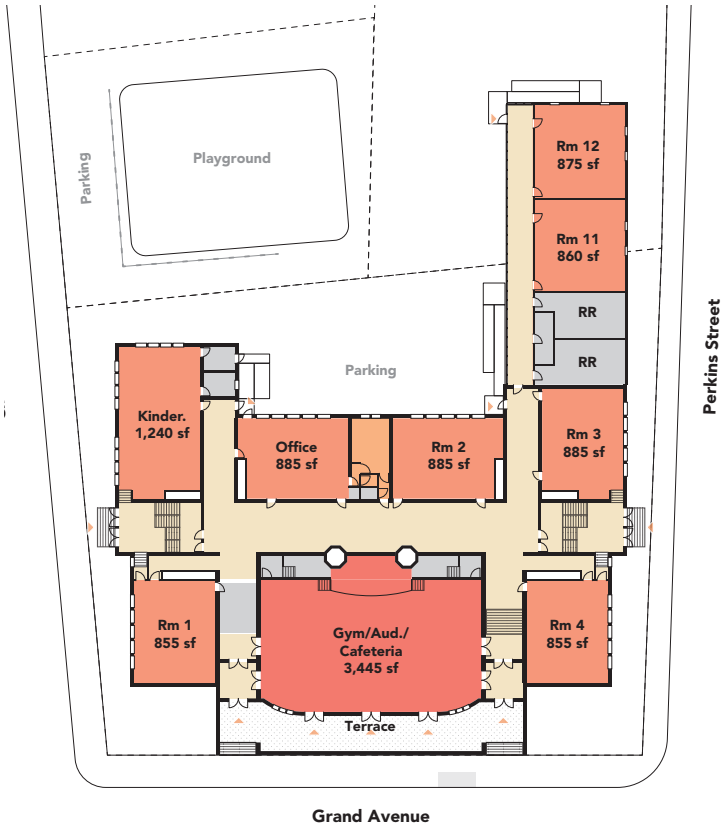
The Horace H. Strong School is located at 69 Grand Avenue, in New Haven's historic Fair Haven neighborhood. The site is located just one block west of the Quinnipiac River and 2 miles east of Downtown New Haven and the Yale University campus. This location has been the site of a school for more than 200 years. The first school was opened here in 1808 by settler Nathaniel Graniss. The 1808 deed stated that the land was given "for the sole purpose of a public common or square forever for the use of the inhabitants… to accommodate them in the erection of a meeting house, schoolhouse and parade to be by them used forever…" A variety of small school buildings and meeting houses existed on the site until 1895, when a larger masonry school building was erected on the site and named after Fair Haven warden and Board of Education member Horace H. Strong. That school was damaged in a fire in 1914, leading to the construction of the Strong School building that still stands today.

The current Strong School building is a grand brick structure in the Jacobethan Revival style, designed by the prominent New Haven architects Brown and VonBeren and completed in 1916. The school building retains much of its historic character, though a variety of modern updates and repairs were completed in the 1990s, including the addition of a small classroom wing, replacement of all windows, and the insertion of a modern commercial kitchen and ventilation system into the historic gymnasium. The building was in continuous service as a school for 95 years, before closing in 2010.

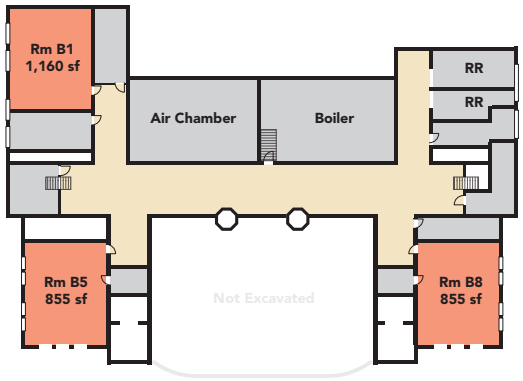
Second Floor



First Floor



Basement



- Circulation
- Storage/Utility
- Classroom
- Gym/Aud./Cafeteria
- Utility/Restroom

Building Overview

South elevation viewed from Grand Avenue

16' wide central corridor on the second floor

A typical classroom on the second floor

Strong School is a 2-story building with two main floors above grade and a partially-raised, fenestrated basement. A combination gymnasium/auditorium is built on-grade at the front of the building. The building has mass masonry walls, concrete pan floor decks, and a wood-framed roof deck.

Circulation

The historic building follows a roughly H-shaped circulation plan, with a long and wide east-west corridor in the center and short north-south corridors on each end. The main central corridor on each level is 16' wide, unusually large, even for a historic school. The central corridors are single-loaded, serving only the rooms along the north side. On the second floor, the south wall of the corridor is lined with windows that flood the space with natural light. On the first floor and basement level, the central corridor have no exterior windows. The first floor corridor was originally daylit via clerestory windows that allowed some light in from the north classrooms; while the openings remain, the lites have been covered with drywall panels.

Classrooms

The 1915 school building includes a total of 15 classroom spaces: six on the two main floors and three in the basement. Typical classrooms measure approximately 26'x33', or about 885 square feet. Each room has large window openings on their long exterior walls, consisting of five frames 4'2" wide and 8'9" tall. As noted above, there are also interior-facing clerestory windows designed to provide natural light from the classrooms into the school's central corridors; however, these were covered up for some reason. The classrooms in the northwest

corner of each floor are larger—including the former kindergarten space on the first floor—measuring approximately 26'x46, or about 1200 square feet. The larger rooms on the second floor and basement level have been partitioned into smaller spaces. Classroom ceiling heights vary by floor: 13' on the second floor, 14' on the first floor, and 10' in the basement.

Classrooms were originally finished with brick and plaster walls, hardwood floors, pressed-tin ceilings, and wood window frames. All original windows were replaced with double-glazed, aluminum-frame replacements in the 1990s. Other historic finishes are partly intact, but in many cases have been replaced or hidden by more modern materials over time, including coats of paint over brick surfaces, acoustic tile ceilings, vinyl tile flooring, and drywall.

Typical basement classroom

Multipurpose space north wall with stage area

Multipurpose space west wall with modern kitchen area

Common Spaces

Strong School is anchored by a large brick and stone multipurpose space that formerly served as the gym, auditorium, and later, a cafeteria. The main floor of the space is approximately 42'x71', or 2,980 square feet. Including the small stage, backstage areas, and restrooms, the total area is approximately 3,445 square feet. Ceiling heights over the main floor are 21'6" high.

Original interior finishes include exposed glazed brick walls, cast stone accents, and pressed tin ceiling. Original windows and doors were replaced, with the current aluminum-framed windows dating to the 1990s. The wood floor was damaged in a fire in 2020. At some point during the school's recent history, a small commercial kitchen and serving window was added to the west side of the multipurpose space, replacing one of the school's original stairways. The kitchen uses contemporary stud

North classroom addition with glazed corridor (covered in painted boards)

North classroom addition with historic Strong School building in background

The playground and parking lot viewed from the roof of the historic building. The roof of the addition is visible in the bottom right corner.

framing with drywall and steel finishes; although functional, it detracts from the overall historic integrity of the space. A modern HVAC system was suspended from the original ceiling of the gym and concealed behind an acoustic tile drop ceiling system. The drop ceiling and supply ducts obscure the upper row of transom windows that were part of the original facade design.

This multipurpose space dominates the main (south) elevation of the school building that faces Grand Avenue. Five sets of double doors—two formal entrances with foyers on either side of the main space, and three into the main space itself—provide access to a raised outdoor terrace directly abutting Grand Avenue.

Addition

A small 1-story addition was attached to the northeast corner of the school in 1996. The structure is comprised of one single-loaded hallway with glazed roof and exterior wall, with two classrooms and two restrooms. Classrooms have small aluminum-frame windows, and drywall, acoustic tile, and vinyl tile finishes. The HVAC system is separate from the historic building, and consists of two 5-7 ton packaged rooftop units.

Historical Features

Decorative brick detailing on the south elevation facing Grand Avenue

Decorative cast stone name plate and turrets on the south elevation facing Grand Avenue

Decorative frieze located in southeast entrance foyer, with gothic rib vault ceiling visible above.

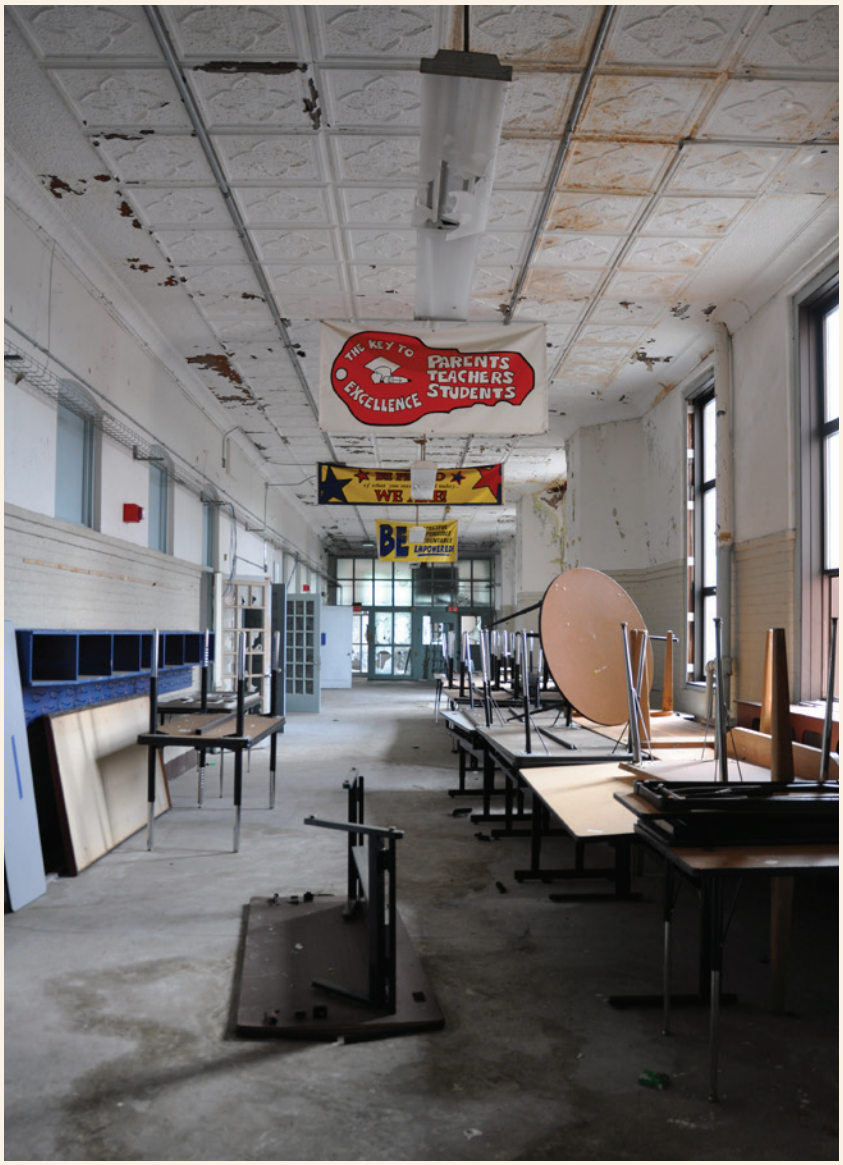
Brick and cast stone turrets on the second floor south elevation, over the multipurpose space's roof.

Detail of cast stone turret

Unique Spatial Features

Second floor northeast corner classroom with dual entrances from the hallway and the east stairwell.

The 16-foot-wide, 13-foot-tall second floor main corridor is spacious, airy, and flooded with natural light. This space is more than just circulation—it has the potential to function as a gallery or a "great hall" for gatherings and social interactions



The second floor main corridor looking towards the east stairwell and landing. The stairwells feature large windows that help flood the corridor space with natural light, thanks to glazed partitions.

Classrooms feature multiple 4'2" wide by 9'9" tall windows, allowing ample natural light. The original windows were replaced by modern aluminum-frame units in the 1990s; the current windows are in workable condition but are showing signs of age.

The sub-basement-level boiler room is cavernous, with 17-foot-tall ceilings. The door visible on the back wall leads to a similarly-sized fan room. Modernizing and consolidating the building's HVAC systems could free up this space to serve as an event hall or high-bay work space.

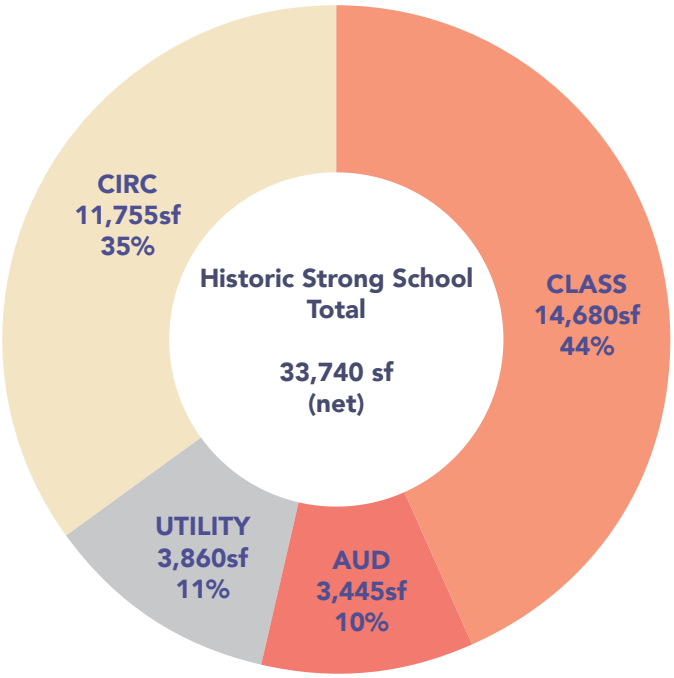
Program Distribution:

A building designed for community

School designs, whether historic or modern, commonly feature three characteristics that differentiate them from other building typologies such as office or residential buildings. These include repeating classrooms around the periphery of the building, large common areas such as gyms and auditoriums, and wide hallways. In particular, the large common spaces and wide corridors can pose a unique challenge for adaptive reuse in schools—though with creativity, they can become unique assets not available in other historic buildings. In school redevelopment projects that intend to use historic tax credits, common spaces and hallways typically must be retained without significant alterations; dividing these large spaces into smaller areas is usually not permitted. At Strong School, 45% of the total useable space is dedicated to circulation and common spaces. While former classrooms can easily be converted into private uses such as dwellings or offices, school circulation and common spaces are excellent opportunities for communal programs.

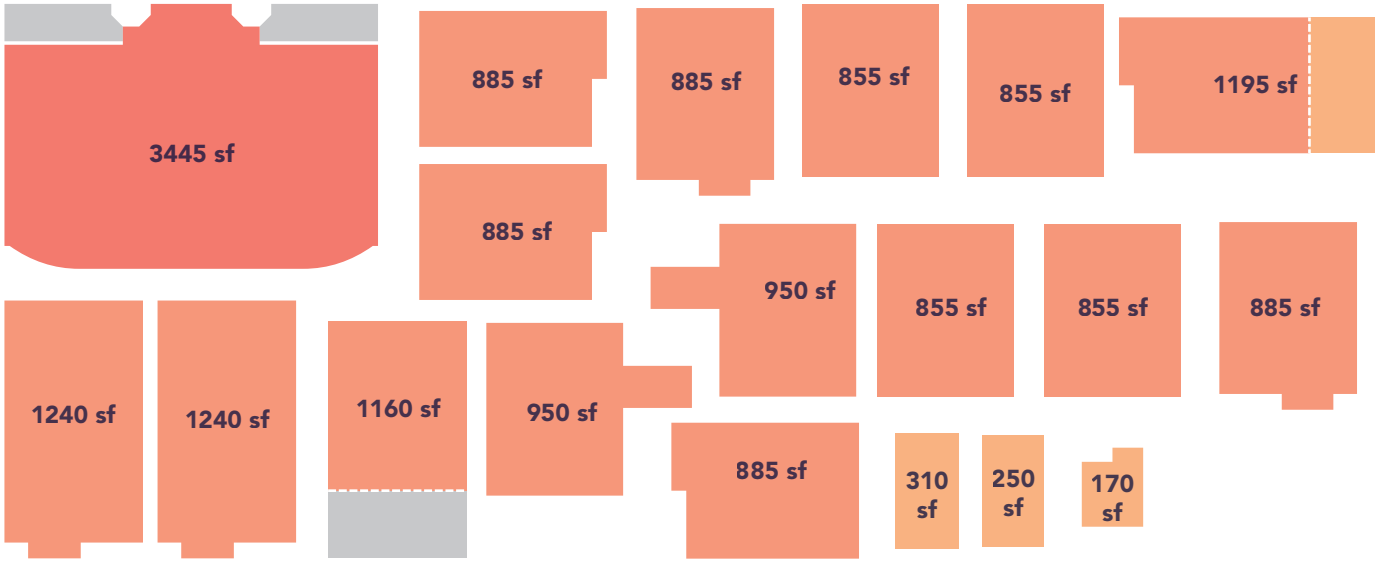
Some schools feature separate gym, auditorium, and cafeteria spaces, and large schools may even have more than one of each. Finding suitable uses for all of those large spaces takes a creative developer with a clear vision. At Strong School, however, there is just one large multipurpose space of nearly 3,500 square feet that served the triple role of gym, auditorium, and cafeteria; it is more likely that this large, highly flexible space can be used in support of a wide variety of reuse schemes. This space also has direct street access to Grand Avenue, making it ideal for high-occupancy, public-facing uses. An event hall, recreation and fitness center, theater, indoor market, or even a restaurant (if the kitchen were upgraded) could be excellent fits for this space.

At Strong School, perhaps the most unusual feature is its extra-wide hallways on each level. While non-school building types may have corridors that are four to six feet wide, it is not uncommon for school corridors to be ten feet wide or more to accommodate the hundreds of children and teachers who crowd into hallways at every school bell. Strong School's primary corridors are a whopping 16' wide, while its secondary corridors are 10'. As a result, circulation take up 35% of Strong Schools total interior space, a higher percentage than typically seen at schools. While this may mean that Strong School offers a lower proportion of rentable space available to developers, Strong School's wide (and tall) corridors also present opportunities for innovative uses. For example, they can be used as art galleries or furnished to create shared spaces for flexible working, conversation, and collaboration.

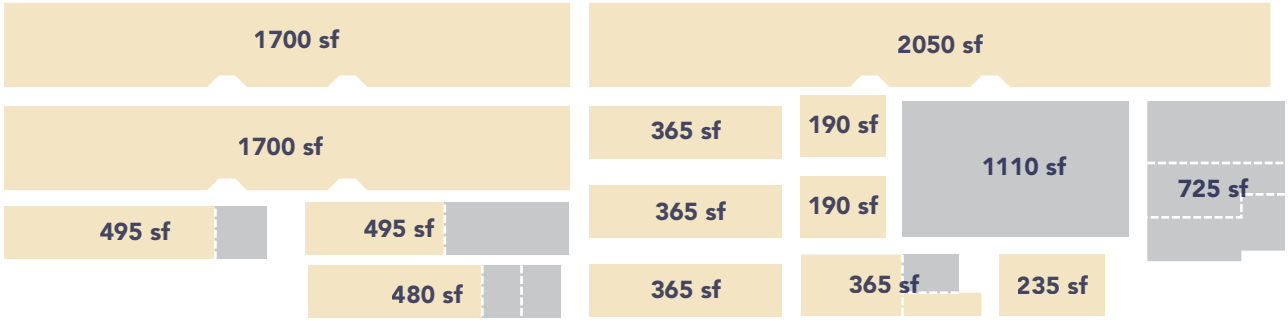


Auditorium

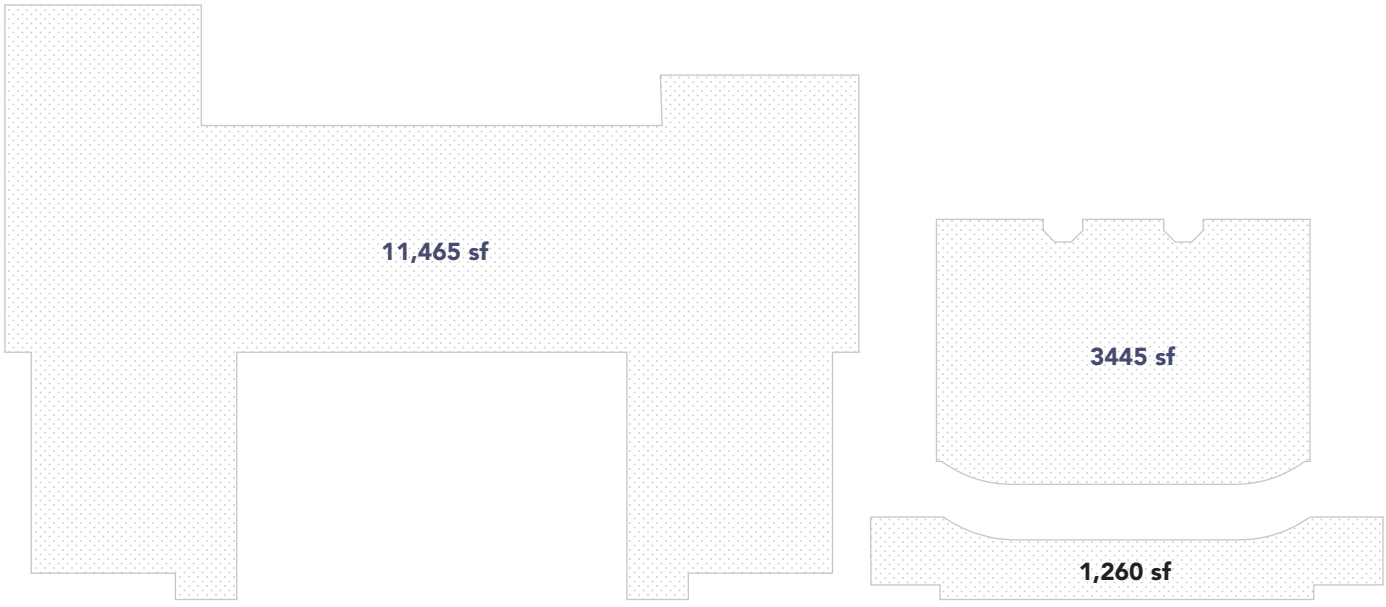
Classrooms



Circulation/Utility



Rooftop/Terrace



Opportunities and Challenges

Repurposing Corridors

Strong School's wide and tall corridors present an excellent opportunity to create flexible common spaces that can be shared by building tenants and visitors alike. The main corridors on each of the three levels have their own unique qualities that lend themselves to different uses. The second floor corridor is 16 feet wide, 13 feet tall, and approximately 108 long—or over 160 feet long including the east and west stairwells. The corridor is single-loaded, with classrooms to the north and six tall windows on the south wall overlooking the gym/auditorium roof. The south-facing windows ensure ample natural light throughout the day. This space has an airy, open feeling compared to other spaces in the school, and would make an welcoming place for informal mingling, conversations, and collaborative work. There is enough room here to add clusters of seating, tables, plants, and even amenities like a small kitchen or bar, coffee kiosk, or book shelves to make this space into a community living room for Strong School.

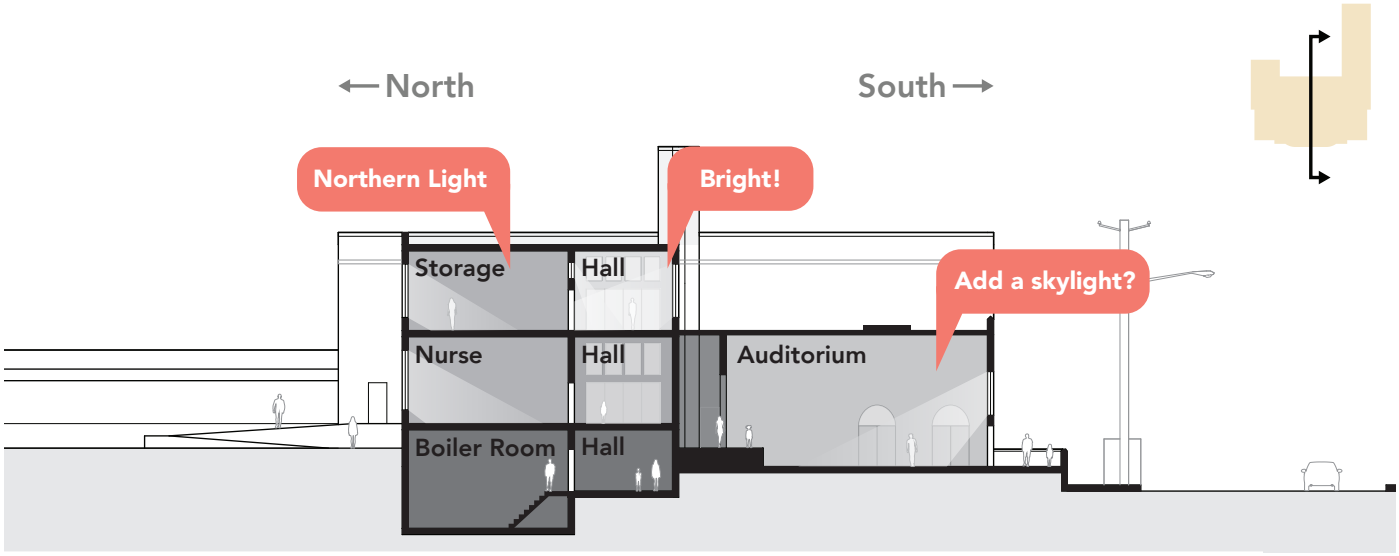
The first floor corridor has similar dimensions as the second floor corridor and also serves classrooms to its north. The south wall, however, is solid masonry as it makes up the rear (stage) wall of the gym/auditorium; as a result, there is little to no natural light in this space. This 75 foot long, 14'5" high wall would be an excellent place to display artwork; the tall ceilings provide overhead space to hang flexible gallery lighting systems and A/V equipment.

The basement corridor is 16 wide, 10 feet high, and 130 feet long. The walls are all solid brick, and there are no windows to provide natural light. Currently, a large amount of exposed suspended ductwork, pipes, lighting, and haphazard cabling reduces the functional

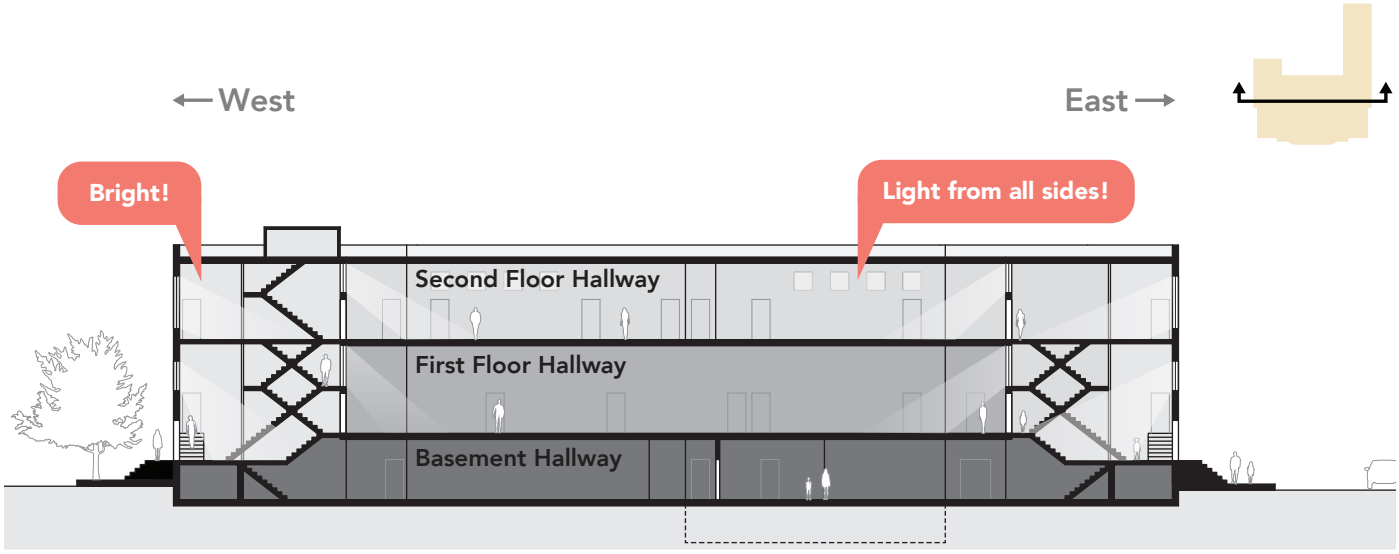
Second floor hallway

First floor hallway

Basement Hallway



North-South Section



West-East Section

height of the space, giving the basement a somewhat claustrophobic feeling. However, an efficient redesign of these systems could free up additional headroom. The ample width combined with lower ceiling height gives this space a more intimate and room-like feel compared to the upper corridors. This corridor could be refinished and furnished to become an area for solo working and quiet conversations; or it could be left raw and used as a more intimate art gallery space in conjunction with the floor above.

Circulation and Accessibility

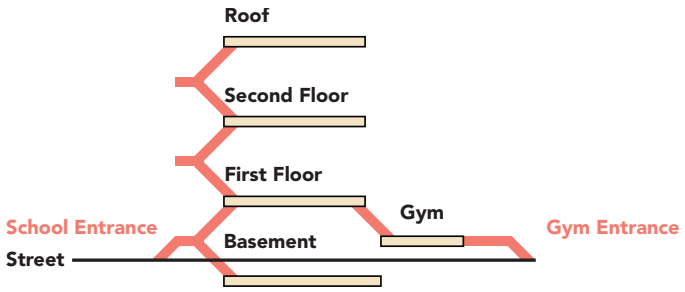
Accessibility often presents a key challenge when reusing historic buildings. Strong School, built 75 years prior to the passage of the Americans with Disabilities Act (ADA), was not designed to accommodate users with limited mobility. Like many institutional buildings of its era, Strong School was built with a semi-basement, meaning the basement level is half below and half above grade, while the first floor sits several feet above grade. While this type of design creates a grand appearance on the outside and allows for occupiable space and large windows in the basement, it also presents a circulation challenge. Because there is no level built exactly on grade, entering the building at any point requires climbing stairs. At Strong School, visitors must climb a set of stairs to get from sidewalk to the entrance vestibules; once inside, visitors are confronted with more stairs leading either up to the first level or down to the basement. Two ADA-accessible wheelchair ramps were included in the 1996 classroom addition, but due to the compactness of the Strong School's building and site, it would be difficult to add new ramps to the historic portion of the school. The best opportunity to add an accessible street entrance to the historic building is at the

East entrance (formerly "Girls Entrance") facing Perkins Street. There are six steps from the sidewalk to the entrance.

Southeast stair from the southeast entrance and auditorium to the first floor.

Wheelchair ramps were included with the construction of the 1996 north classroom addition. These are the only barrier-free entrances to the school.

Stairway Connections



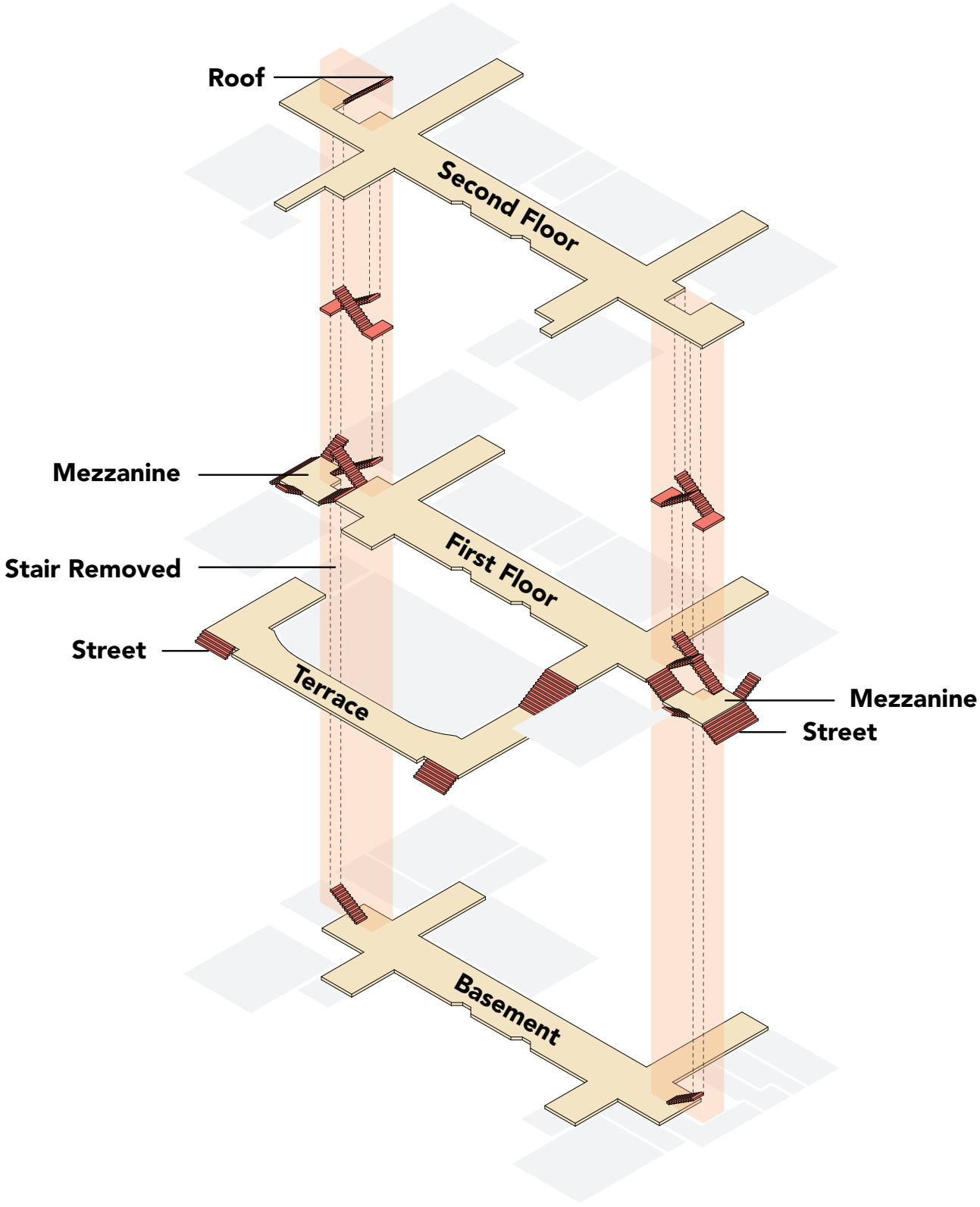
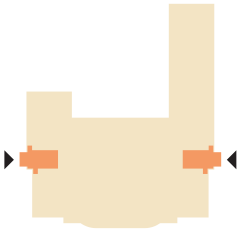
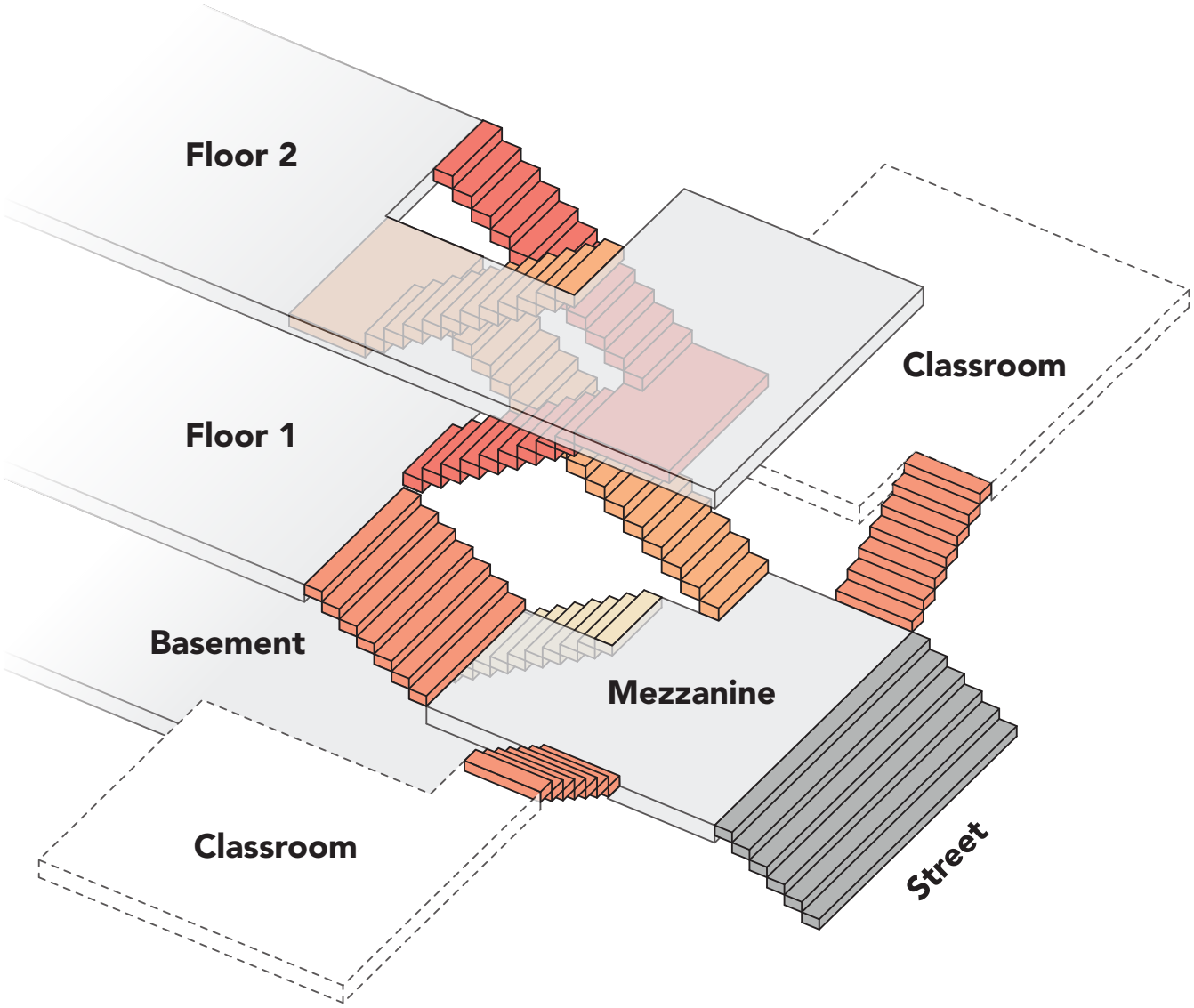


Diagram of East & West Entrances and Stairways





southwest entrance to the building at Grand and Clinton Avenues. This is a high-traffic, high-visibility corner of the building with the shortest vertical distance to cover from current grade; a redesigned entrance here would provide barrier-free access between Grand Avenue and the gym/auditorium space.

Vertical circulation is further complicated by the school's unusual glass-enclosed scissor stairs connecting the first and second floors. This system may have been selected due to its compactness and to increase the amount of natural light entering the main corridors from the double-height east and west foyers. However, each of the split stairways are less than 4 feet wide with confined landings.

There is currently no elevator in the building. A new exterior elevator tower and accessible lobby could be added at either of the north wings of the building; this would be particularly feasible if the existing 1996 classroom addition were demolished. An interior elevator shaft could also be a possibility, though additional analysis would be required. One potential location is the former southwest stairwell, where the original stair was removed and replaced with a walk-in refrigerator to serve the cafeteria; if the existing commercial kitchen is no longer needed—and a barrier-free entry installed as described above—this area could be restored as a primary entrance to the building.

East stairwell mezzanine leading up to the first floor (left side) and down to basement (right side door)

Building Conditions

On May 25, 2021, WJE conducted a walkthrough inspection of the Strong School to investigate the current conditions of the building envelope and structural systems.

The structural and envelope systems of the building are generally in serviceable condition. Roofing replacement is anticipated at the lower roof area over the gymnasium and at the roof level stair penthouse. Maintenance is required at the internal drains, lower level gutter and downspout systems, and the upper main roof level. Water infiltration at the building perimeter is attributed to deterioration within the perimeter stone copings and masonry parapet. Isolated coping and accent stones will require replacement due to freeze-thaw damage. The mass masonry walls are in serviceable condition with localized repairs recommended at missing downspouts, isolated cracks and spalls, corroded window lintels, and regions with inappropriate repointing mortar. The aluminum replacement windows are approximately 30 years old, though they may be repaired in-place, in lieu of replacement, if desired. The exterior doors require significant restoration or replacement.

Based on the exposed conditions within the second floor ceiling and evidence of prolonged water infiltration around the building perimeter, localized repairs are anticipated within the wood framed roof deck. The wood flooring in the north second floor classrooms (above the school offices) are sloped to the interior of the rooms, resulting in a maximum deformation of approximately 1.5 inches. Crushing and/or decay of the wood subfloor is anticipated in these regions, which will require replacement. Isolated concrete repairs are anticipated within the first floor concrete pan deck above the mechanical fan room. The storefront windows at the interior stairwells are largely damaged

Lower roof area over the gymnasium

Example of deteriorating stone coping at the southeast corner of the roof.

North elevation, showing aging masonry, past repairs to the parapet, and general condition of aluminum windows.

Water damage affecting the ceiling, wall, and floor of a second floor classroom on the northeast corner.

Buckled wood floors in second floor classrooms.

Water damage visible at the base of the west facade of the 1996 addition.

and require removal. The external fire escape exhibits significant corrosion and should be removed and replaced as necessary for future building use.

Interior finishes throughout the building are showing signs of distress due to both neglect and vandalism. In 2020, the multipurpose space was damaged by a small fire. Although the space remains structurally sound, the incident damaged the wood floors and ceiling; both will require replacement.

At the northeast addition, masonry deterioration within the west facade is attributed to deficiencies in the water management systems at the transition between the masonry and storefront window assembly. The external concrete accessible ramps exhibit localized deterioration. Beyond these conditions, the northeast addition is generally in serviceable condition and may be restored if desired.

A detailed list of recommended repairs and estimated costs is included in the appendix.

Site Overview

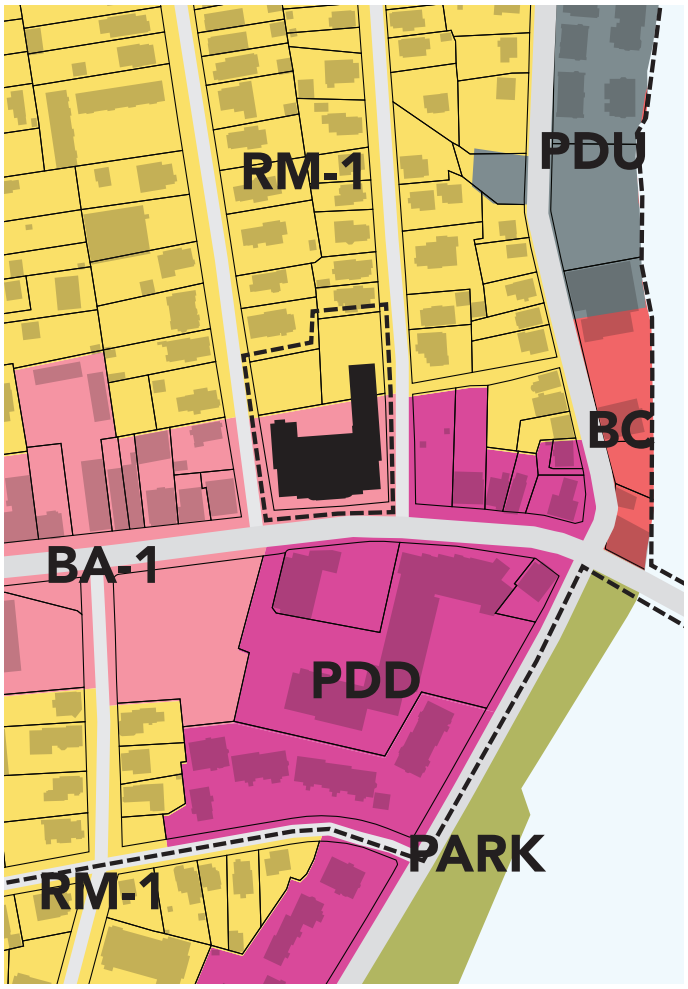
The school site includes three separate parcels totaling 1.06 acres.

South
160-0761-02100
Area: 0.61ac
Primary frontage: Grand Ave
Secondary frontage: Clinton Ave (west), Perkins St (east)
Zone: BA1 (Neighborhood Center Mixed Use)
Use: Historic school building

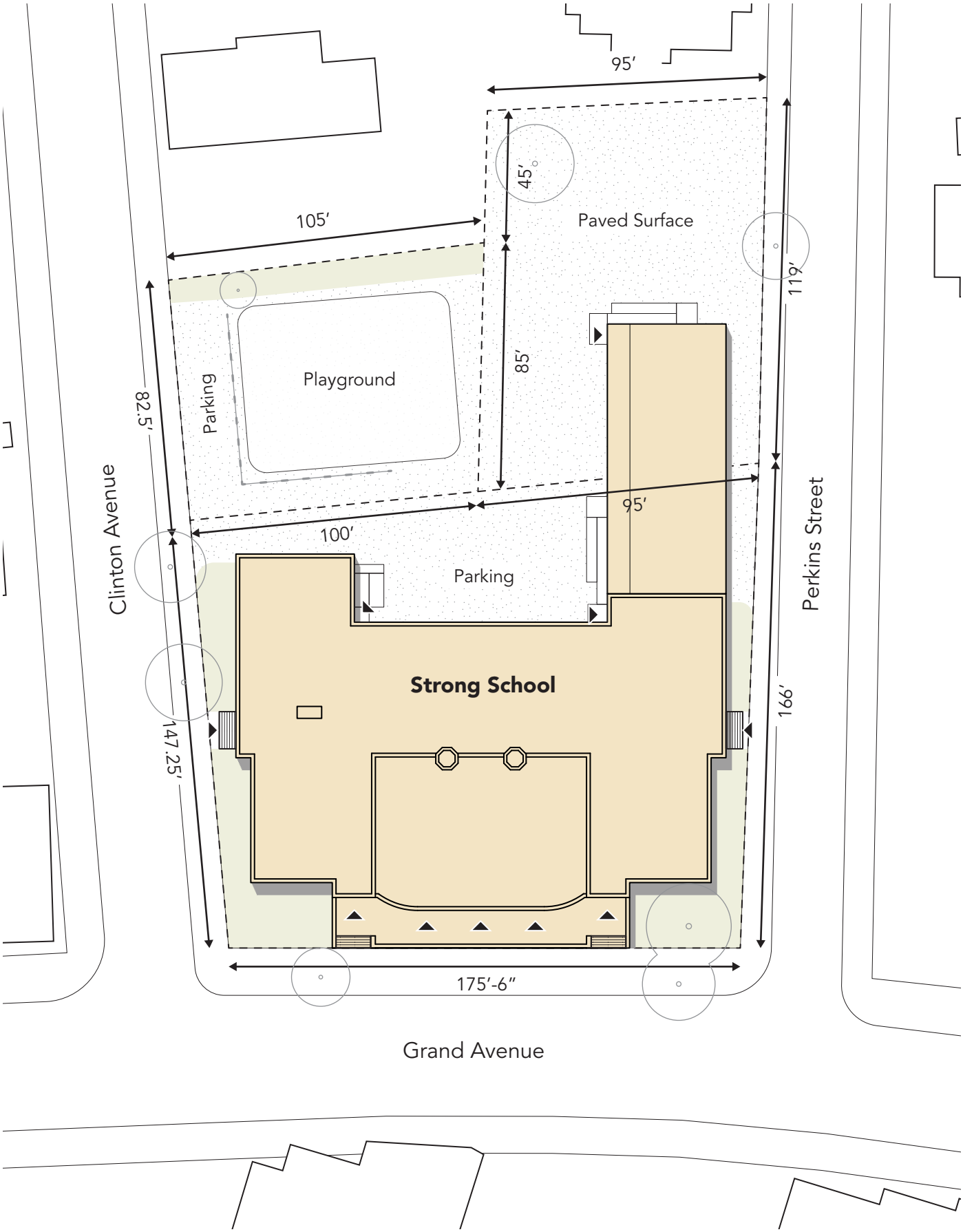
Northeast
160-0761-02101
Area: 0.26ac
Primary frontage: Perkins St (east)
Secondary frontage: none
Zone: RM1 (Residential - Low-mid Density)
Use: School addition and paved driveway

Northwest
160-0761-02200
Area: 0.19ac
Primary frontage: Clinton Ave (west)
Secondary frontage: none
Zone: RM1 (Residential - Low-mid Density)
Use: Playground equipment and paved driveway/parking

The three parcels are zoned differently, with the main school parcel zoned for commercial development in line with the majority of the Grand Avenue corridor, and the northern parcels zoned for low-to-medium density residential.

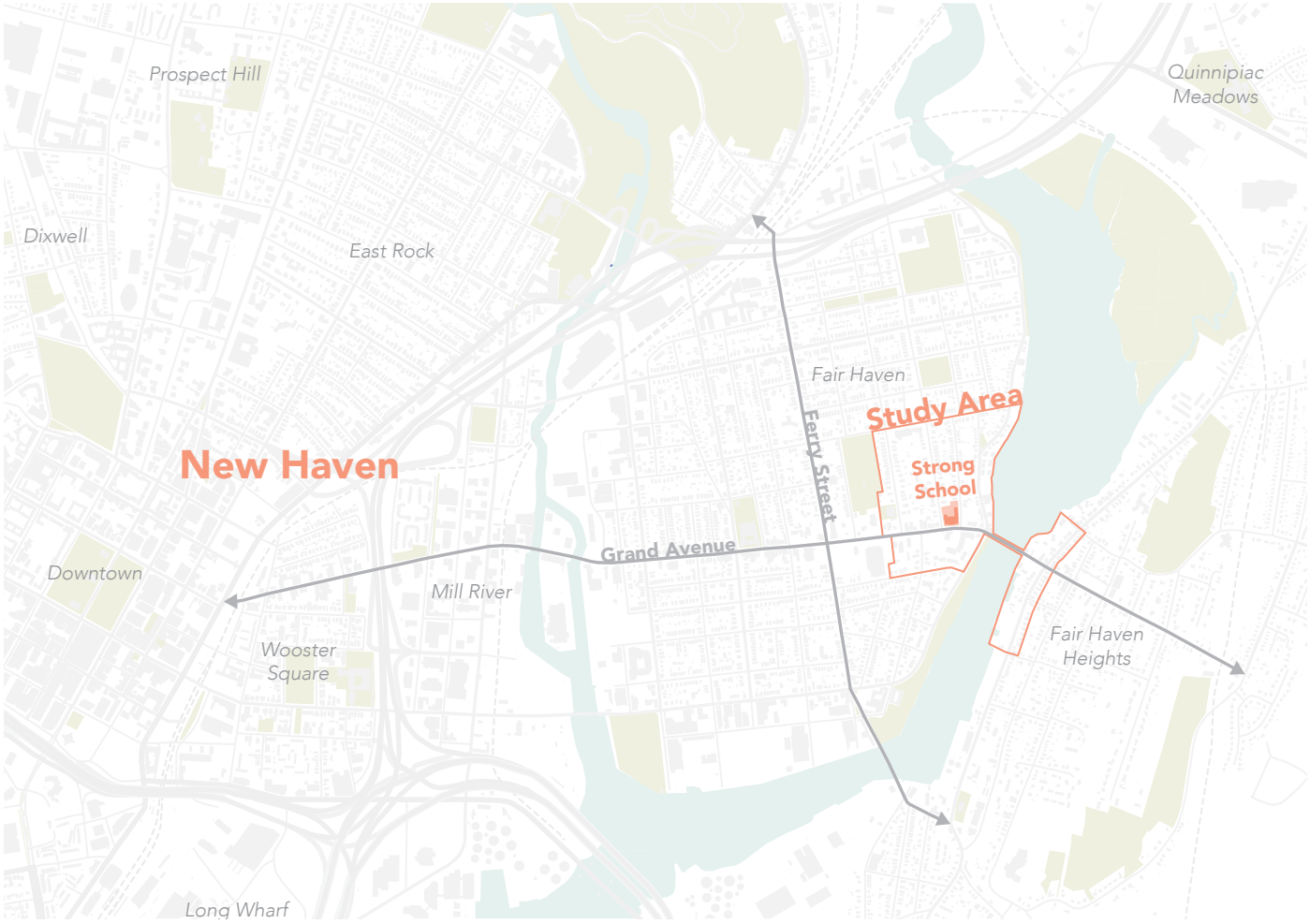


Zoning map of Strong School area. Strong School property is identified by heavy black dashed line, showing different zoning designations for three parcels.


95′
45′
105′
Paved Surface
119′
85′
Playground
Parking
82.5′
Clinton Avenue
95′
100′
Parking
Perkins Street
Strong School
166′
147.25′
175′-6″
Grand Avenue

East view towards Fair Haven Heights from Strong School roof

Neighborhood Context



Strong School is located near the banks of the Quinnipiac River in the Fair Haven neighborhood of New Haven, Connecticut. This location is an important hub for the immediate neighborhood, the city, and the region.

New Haven

New Haven, established in 1638 on the homeland of the Quinnipiac people, is one of the oldest European settlements in the United States, and one of the first planned cities. As of 2020, New Haven had become the third largest city in Connecticut, with a population of 134,023. New Haven's population grew by 3.3% from 2010 to 2020. New Haven is the anchor of the New Haven-Milford metropolitan area, which had a 2020 population of 864,835. It is also part of the greater New York metropolitan area; it is approximately 80 miles from Midtown Manhattan, or a two hour train ride between New Haven Union Station and New York Penn Station. New Haven is also located within 2.5 hours of several other major cities, including Boston (140 miles), Providence (100 miles), Hartford (40 miles), Stamford (40 miles), and Bridgeport (20 miles). New Haven is well-served by transportation: it is a key node on the Interstate 95 corridor, Amtrak's Northeast Corridor, and is home to a seaport and regional airport. New Haven is famously home to Yale University, located in the center of the city; the region boasts several other colleges and universities, including Southern Connecticut State University and Quinnipiac University.

Fair Haven

The Fair Haven neighborhood is located approximately 1.5 miles east of Downtown New Haven. Fair Haven is geographically distinct from the rest of the city, bounded on the south and east by the Quinnipiac River, on the west by the Mill River, and to the north by the high cliffs of East Rock.

The original village of Fair Haven was founded to support the waterfront economy, including oystering and other harbor activities. Today, most industrial uses have left, though some oyster farming continues on the opposite bank of the Quinnipiac River, and Fair Haven-based organizations like GreenWave represent a new generation of ocean farming. Some former industrial sites have been converted into housing, coworking and incubator spaces, and soon, a film production studio. Other waterfront sites have been reclaimed as parks and green spaces.

Now, rather than oystermen, Fair Haven is better known for its diverse immigrant and Latinx communities. According to Steering Committee member Lee Cruz, at least 18 countries of origin are represented in Fair Haven, with Puerto Rican, Ecuadorian, and Mexican make up the largest share. Of its total population of 17,246, 64% of Fair Haven residents identified as "Hispanic or Latino" in the 2020 U.S. Census. Additionally, 23% of Fair Haven residents identified as "African American or Black." In its later years prior to closing, the Strong School itself served as a haven for immigrant and refugee students arriving in New Haven. Now, the recently renovated and expanded Fair Haven School, a public PK-8 school, offers bilingual Spanish/English education and serves New Haven's immigrant communities.

The historic Grand Avenue Bridge over the Quinnipiac River, where rich oyster beds fueled the original growth of the Fair Haven neighborhood.

Oyster boats on the Fair Haven Heights side of the Quinnipiac River, just east of Strong School

Large, historic homes on Clinton Avenue. Many of the homes in this neighborhood are divided into 2 or 3 dwelling units.

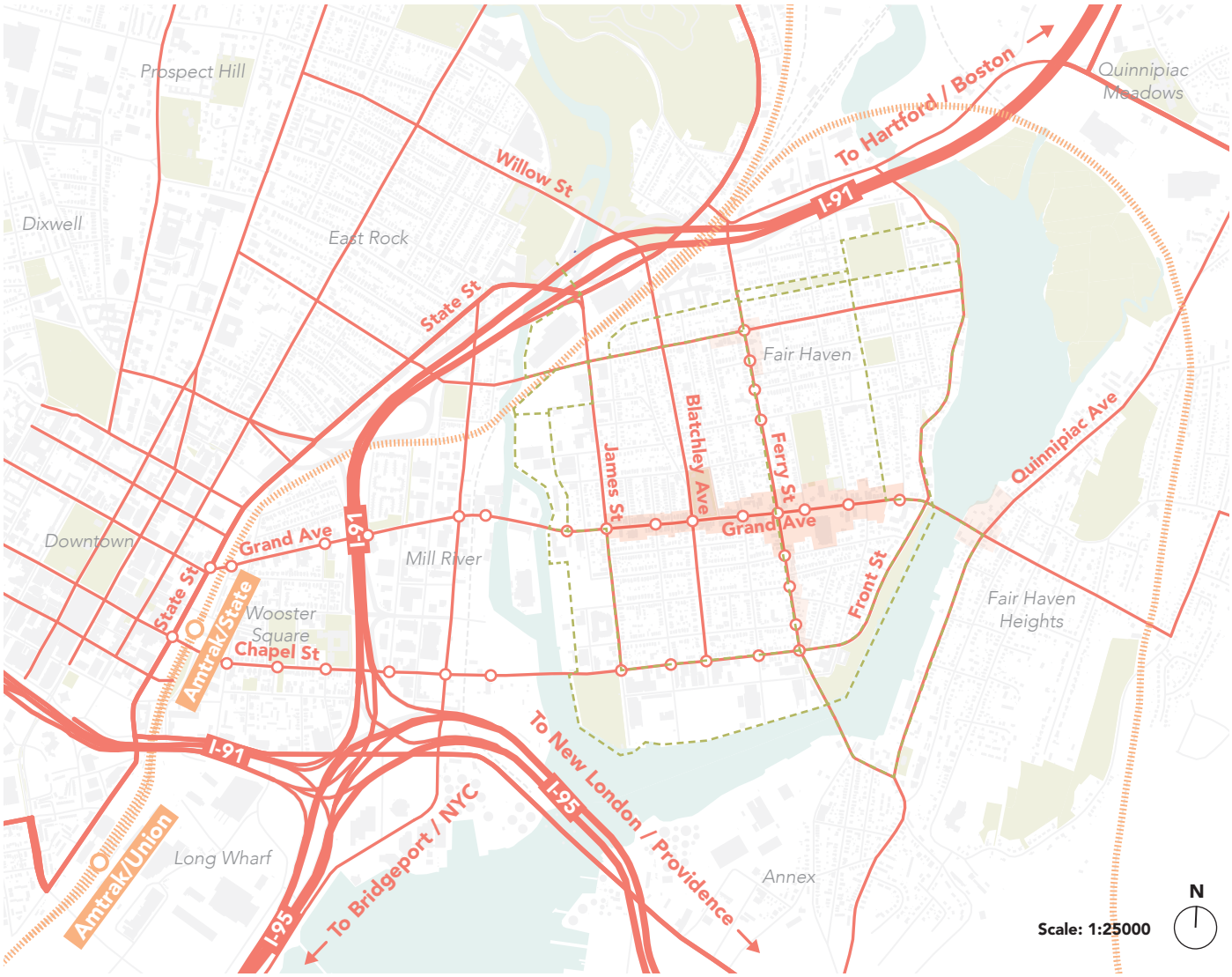
Fair Haven Barriers & Connections:

I-91, Mill River, and the Quinnipiac River physically separate Fair Haven from New Haven

Take a quick look at a map of Fair Haven and it shouldn't be a surprise that this neighborhood was originally founded as its own village independent from New Haven. Fair Haven occupies a peninsula at the convergence of the Mill River and the Quinnipiac River, and is surrounded by water on its east, south, and west sides. To the north are the formidable cliffs of East Rock, which restricts access from Fair Haven's only landward side. In modern times, industrial zones and transportation infrastructure were built along the rivers, further separating Fair Haven from other New Haven neighborhoods—particularly for pedestrians and cyclists. This geography makes the few connecting routes all the more important. In particular, Grand Avenue, home to Strong School, is significant as the only east-to-west route that spans both the Quinnipiac and Mill Rivers, connecting Fair Haven to central New Haven to the west and Fair Haven Heights to the east. The reopening of the historic Grand Avenue Bridge in January 2022 restored traffic to Grand Avenue at Front Street and Quinnipiac Avenues, and increase access to the riverfront. Development at Strong School should take advantage of its Grand Avenue address, and can benefit from the concentration of transit, car, and foot traffic, and business activity along this key corridor. Also, development at Strong School should recognize and celebrate the fact that Fair Haven has a long history of being

Mobility:

Bus lines to downtown and Amtrak State St Station, access to highways, and walkable trails



a distinct community with a unique character and flavor all its own—a legacy that still persists today.

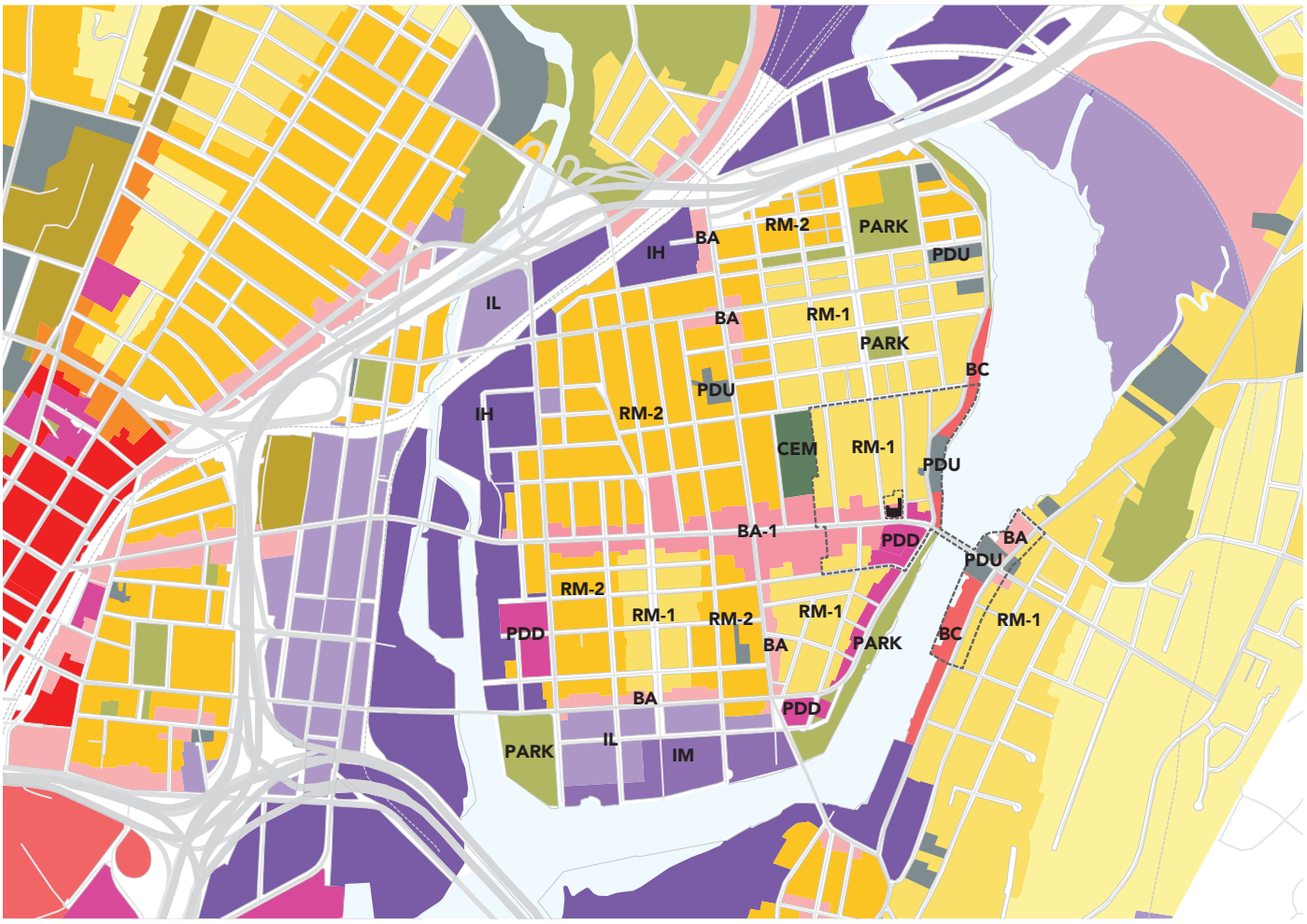
Fair Haven may be geographically distinct from the other neighborhoods in New Haven, but that does not make it isolated. Fair Haven is just over a mile from central New Haven, and public bus lines running along Grand Avenue, Chapel Street, Ferry Street and others connect Fair Haven to other parts of the city. CT Transit's 212 bus serves a sheltered stop directly in front of Strong School, and connects the school to State Street Station and Downtown via Grand Avenue in 15 minutes.

Within Fair Haven, a growing system of signed walking trails, both on- and off-sidewalk, are being established by the City and community groups to help link residential neighborhoods with Fair Haven's parks, waterfront, and business district.

New Haven as a whole is well-positioned on the Northeast Corridor; Downtown's Union and State Street stations are stops for Amtrak's Acela and Northeast Regional trains, as well as CT Rail and MTA Metro North lines. The city is also a key node on Interstate 95, the principal freeway linking the country's major Atlantic Coast cities.

Zoning:

The main Strong School lot is zoned BA-1 and the rear lots are zoned RM-1



- **BA** General Business
- **BA-1** Neighborhood Center Mixed Use
- **BC** Marine
- **BD** Central Business
- **BE** Wholesale and Distribution
- **CEM** Cemetery District
- **IH** Heavy Industry
- **IL** Light Industry
- **IM** Light Industry - Marine
- **PARK** Park
- **PDD** Planned Development District
- **PDU** Planned Development Unit
- **RH-2** Residential General High Density
- **RM-1** Residential Low-Middle Density
- **RM-2** Residential High-Middle Density
- **RO** Residence - Office

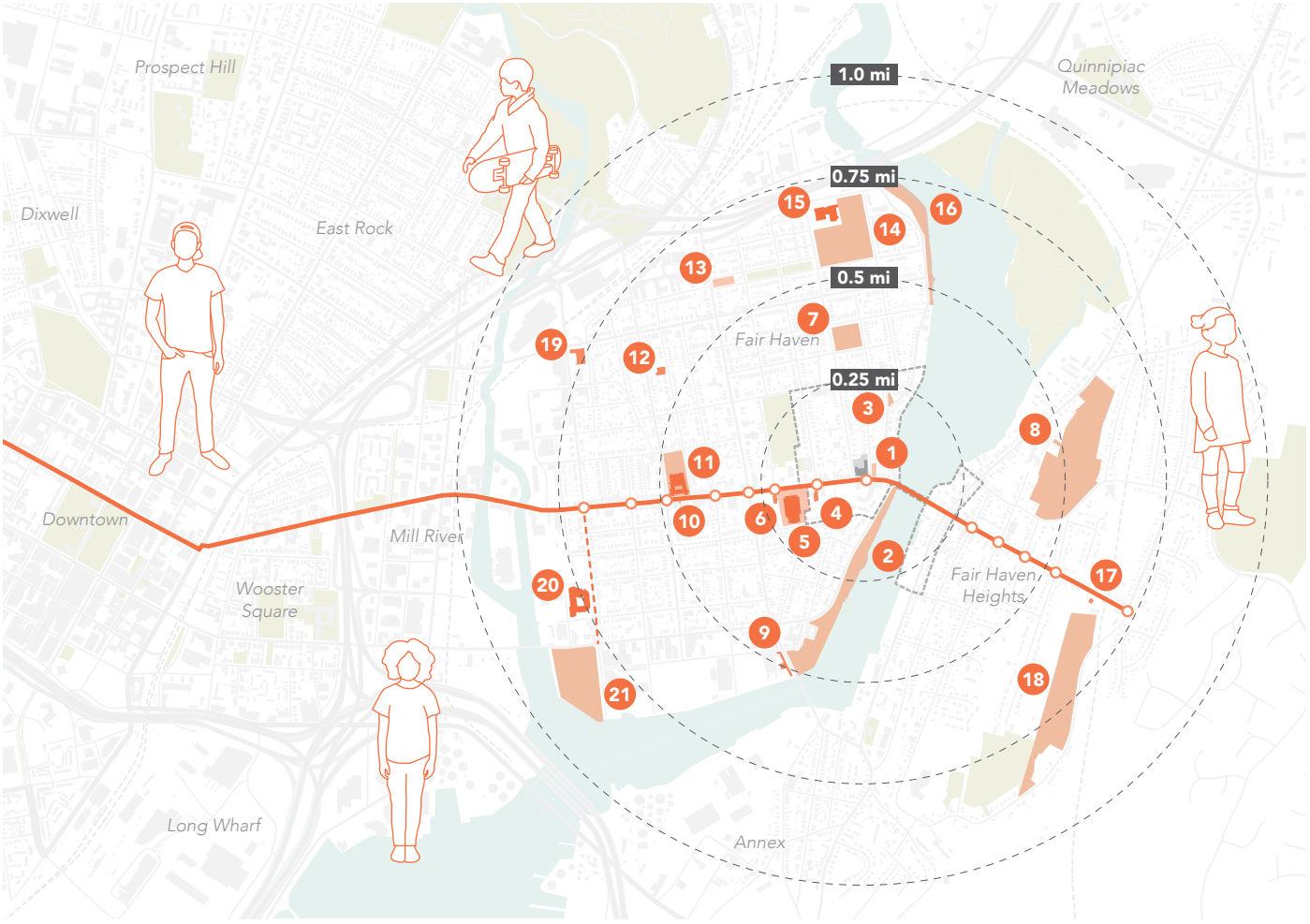
Fair Haven is primarily zoned for medium-density residential uses, with a neighborhood mixed-use business corridor running east to west along Grand Avenue, and industrial and marine uses located along the southern and western waterfronts. Strong School is located at the edge of the Grand Avenue "neighborhood center" mixed use district (BA-1). This is a pedestrian-oriented district providing neighborhood goods, services, and food businesses, with upper-story multifamily housing permitted. The school parking lot, playgrounds, and modern addition are located on separate parcels that are zoned for low/medium density residential (RM-1) matching the neighborhood to the north. This neighborhood includes a large number of historic duplexes and triplexes, with some single-family and small multifamily residential mixed in.

Neighborhood Ecology: Green Space

1. Grand Acres Community Garden
2. Quinnipiac River Park
3. Atwater Senior Center
4. Public Boat Launch
5. Quinnipiac River Trail Loop
6. Chatham Square Park
7. Fairmont Park
8. Mill River/Ferry Street Loop
9. English Mall
10. Clinton Park
11. Dover Beach
12. Quinnipiac Meadows
13. Quarry Park
14. Criscuolo Park
15. Mill River Trail
16. East Rock Park
17. Jocelyn Square
18. Wooster Square
19. New Haven Green

Fair Haven is densely developed, and its open green spaces are concentrated at the fringes, near the rivers. The nearest park to Strong School is Quinnipiac River Park, a long and narrow strip of reclaimed industrial waterfront that stretches from the Grand Avenue Bridge and the Ferry Street Bridge. This park and the other large nearby park at Chatham Square, offer ample open space, but lack amenities such as playgrounds, athletics fields and courts, or picnic areas. The tiny Lewis Street Park a few blocks north of the school is the nearest official playground, but children and families also use the more accessible Strong School playground. Due to its location on busy Grand Avenue, Strong School has the potential to serve as an important site for play and recreation serving the dense central parts of Fair Haven, as well as the Fair Haven Heights neighborhood just across the Grand Avenue Bridge.

Neighborhood Ecology: Youth



1. Grand Acres Community Garden
2. Quinnipiac River Park
3. Lewis Street Park
4. Auntie Rose Childcare
5. Fair Haven School
6. Fair Haven Library
7. Chatham Square
8. Fairmont Park
9. Youth Continuum
10. Centro San Juan
11. Columbus Family Academy
12. Farnam Neighborhood House
13. Ferry Street Farm Stand
14. Clinton Park
15. Clinton Avenue School
16. Dover Beach
17. Friends Center for Children
18. Quarry Park
19. Acheivement First Charter
20. Martinez School
21. Criscuolo Park

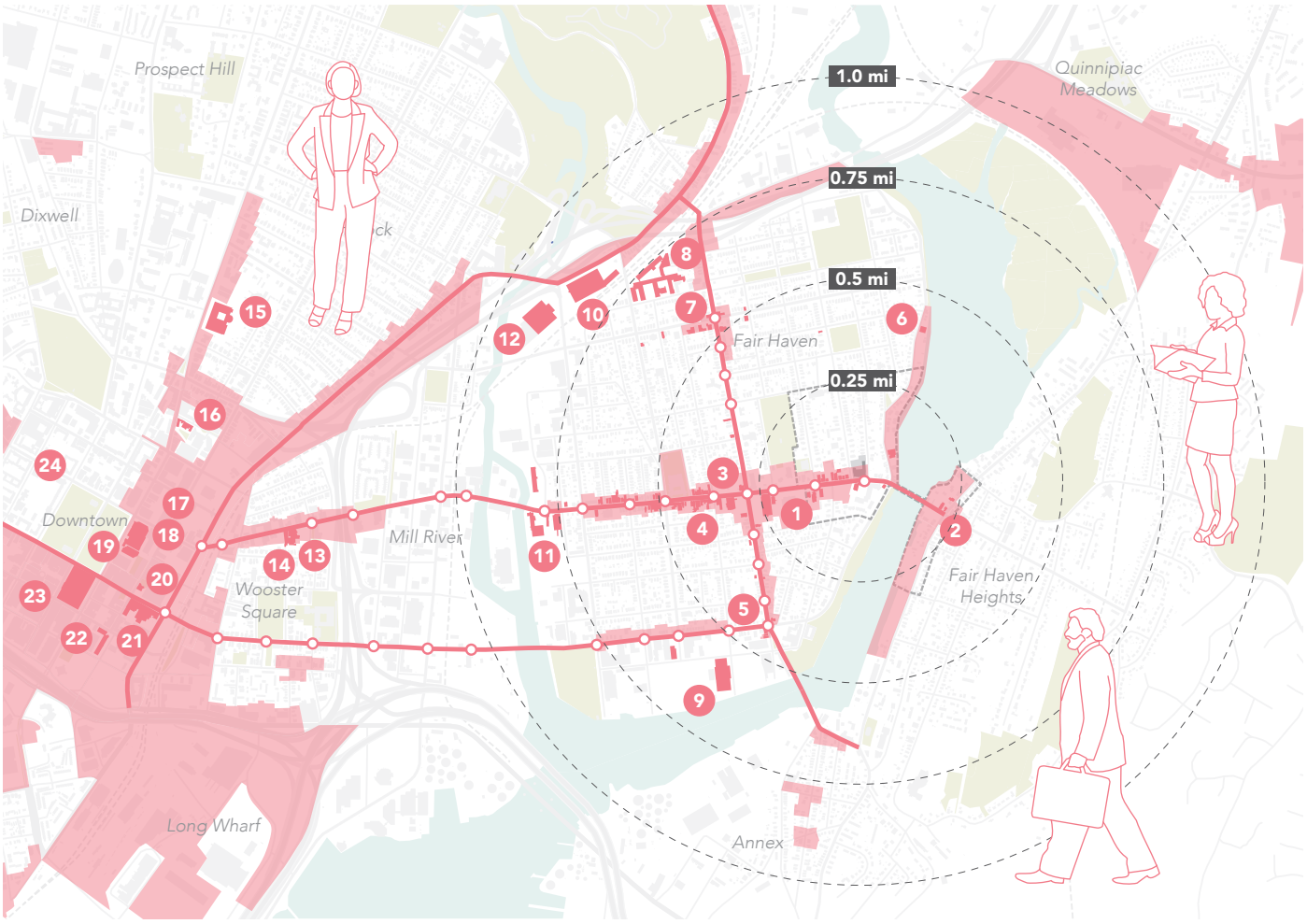
Fair Haven is one of the most youthful areas of the city, with youths aged 18 or under making up 30% of the total population. Despite this, however, one of the most common complaints from neighborhood residents is the lack of facilities and programming for kids and teenagers. Fair Haven does boast four large public K-8 schools, but residents noted that there are few other places for kids and teenagers to go outside of school hours besides the public library. There are three public parks within a half-mile of Strong School, but only one—the tiny Lewis Street Park—features a playground. As a result, some families continue to use the Strong School playground, which is larger, more visible, and more convenient to Grand Avenue. Including youth and family-oriented programming to a Strong School redevelopment would fill a critical need in this neighborhood.

Neighborhood Ecology: Seniors

1. Grand Acres Community Garden
2. Fair Haven Community Health
3. River Run Apartments
4. Quinnipiac River Park
5. Atwater Senior Center
6. Mary Wade Home
7. Fair Haven Library
8. CTown Supermarket
9. Fairbank Apartments
10. Chatham Place
11. Chatham Square
12. Ruoppolo Manor
13. Ferry Street Farm Stand
14. Fair Haven Community Health

There are many senior apartments and facilities located near Strong School. River Run Apartments located across the street from the school, have approximately 140 units of senior housing, plus a clinic. The Mary Wade Home, one block north, is a 94-bed nursing center and 45-unit residential care center, with an active adult day center and 55 and up community. The new Chatham Place at Mary Wade has 64 assisted living units and 20 memory care units. The Fairbank Apartments at Grand and Ferry provide an additional 90 units of senior housing. The New Haven Senior Citizen Center is located just one block east of the school. This concentration of senior housing and services means that Strong School could be an excellent site for uses and programs—including arts and culture, health and fitness, or food and retail—that cater to the senior community, their families, and the workers who care for them.

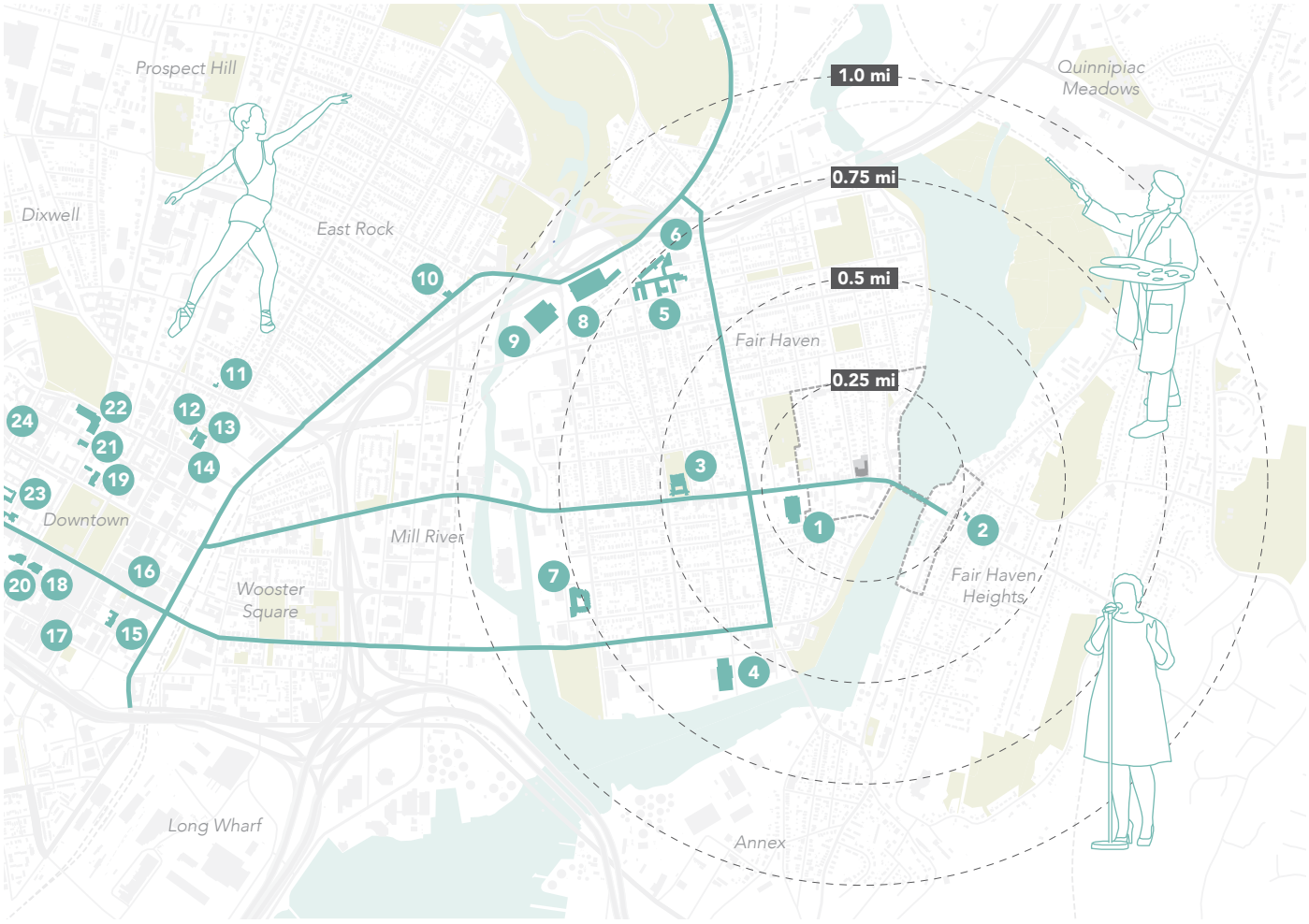
Neighborhood Ecology: Businesses



1. Maldonado Small Business Consulting
2. Grand Ave & Quinnipiac Ave
3. Grand Ave & Ferry St
4. Spanish American Merchants Inc
5. Ferry St & Chapel St
6. GreenWave
7. Ferry St & Lombard St
8. Erector Square
9. Jaigantic Studios
10. Trolley Square
11. Powerhouse Building
12. District Coworking
13. Gather New Haven
14. EMERGE Connecticut Inc
15. Yale School of Management
16. Koffee Annex Coworking
17. Downtown New Haven
18. Health Haven Hub
19. New Haven City Hall
20. KNOWN Coworking
21. MakeHaven
22. EDC New Haven
23. GNHCC
24. Yale University

Grand Avenue, the main business hub of Fair Haven, is primarily geared towards neighborhood retail. The most active stretch is from Ferry Street west, though a small cluster of barber shops and restaurants does exist at the east end near Strong School. Grand Avenue does not offer much in the way of office or studio space for professional services or creative businesses. However, a variety of coworking spaces and lofts have cropped up in the industrial areas to the north and west edges of Fair Haven–these include Erector Square, Trolley Square, District Coworking, and the Powerhouse Building. The Strong School is ideally-suited to provide flexible working and meeting space for nonprofits, startups, professionals, and creative entrepreneurs, with all the benefits of being located near restaurants, services, and transit.

Neighborhood Ecology: Arts & Culture

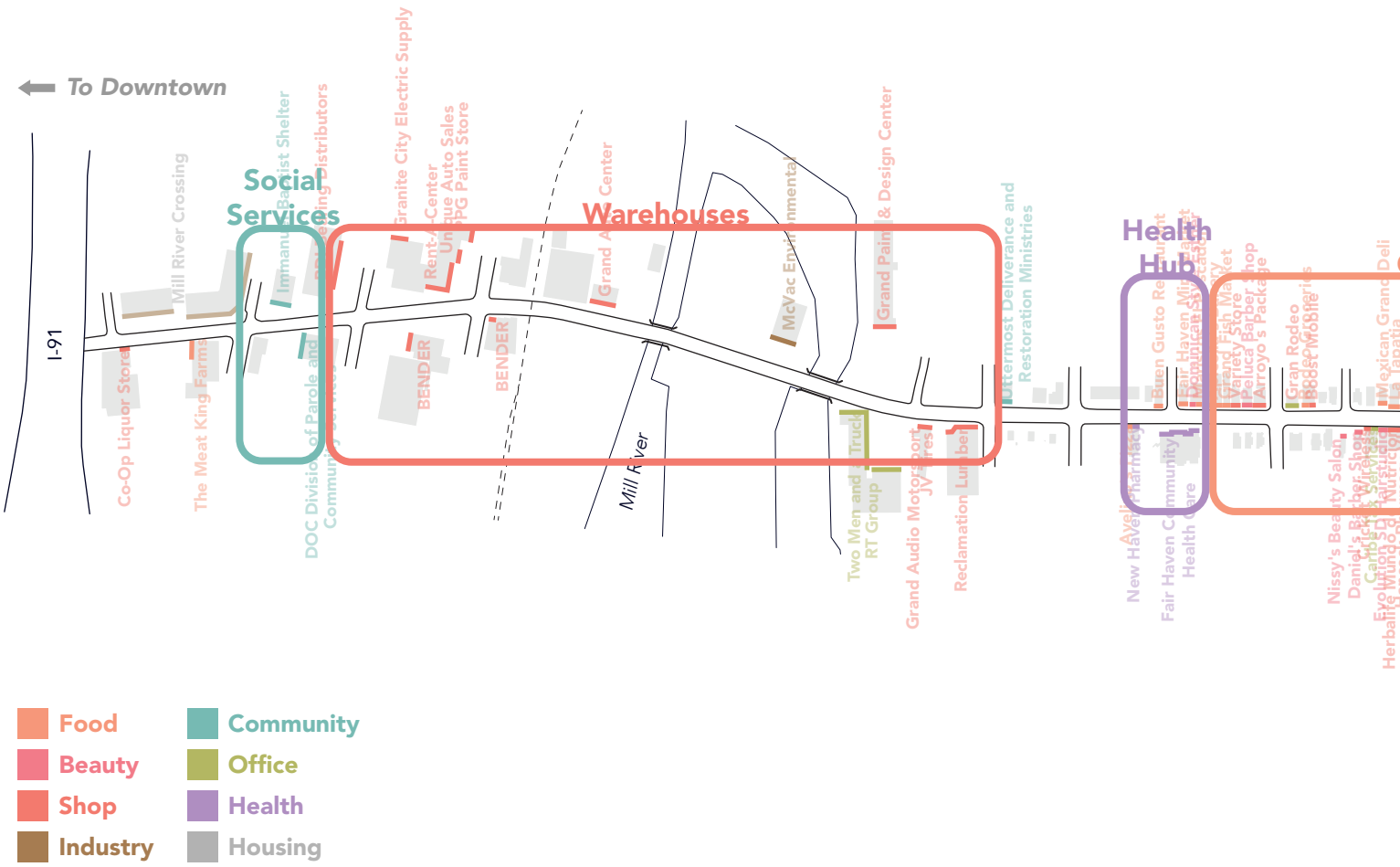


1. Fair Haven School
2. St. James Church
3. Columbus Family Academy
4. Jaigantic Studios
5. Bregamos Theater
6. Erector Square
7. Martinez School
8. Trolley Square
9. District Coworking
10. City Gallery
11. Ely Center
12. Creative Arts Workshop
13. Orchestra New England
14. Arts Council of Greater NHV
15. Firehouse 12
16. New Haven Theater Co.
17. Musical Intervention
18. Schubert Theater
19. Yale School of Music
20. College Street Music Hall
21. Morse Recital Hall
22. Woolsey Hall
23. Yale School of Art/Yale Art Gallery
24. Toad's Place

New Haven has a vibrant arts and culture scene, but many of its venues and institutions are clustered around Downtown and Yale University. Fair Haven residents surveyed frequently mentioned wanting arts and culture programming in Fair Haven. While artists can find studio space in industrial conversions like Erector Square, and performance groups can use school auditoriums and churches for some events, there is no real arts center in the heart of Fair Haven. Strong School has a large multipurpose auditorium space, gallery-like hallways, and classroom spaces that would make it a good fit for arts programming and education.

Grand Avenue:

Diverse and walkable corridor with small businesses, restaurants, and shops

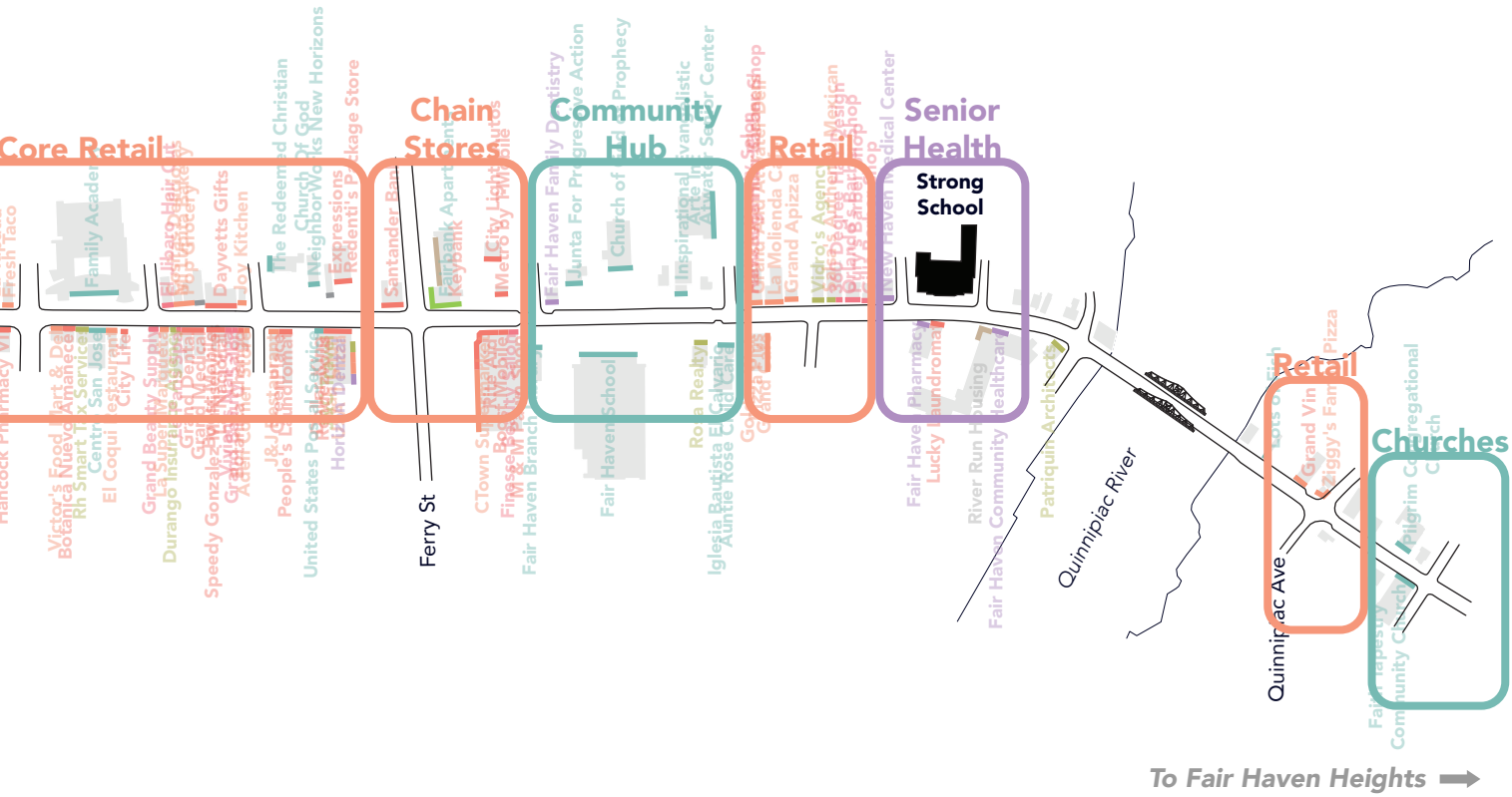


Grand Avenue Corridor

Strong School is located on Grand Avenue, Fair Haven's main commercial corridor. Running east to west across Fair Haven, from the Fair Haven Heights neighborhood into Downtown New Haven, Grand Avenue is home to dozens of small businesses, not to mention schools, churches, health care facilities, apartments, and senior housing.

The intersection of Grand Avenue and Ferry Street—a five minute walk east of Strong School—serves as the "downtown" of Fair Haven. The busy intersection is anchored by a large CTown Supermarket, along with a Rite Aid drug store, post office, two banks, a McDonalds, and a Dunkin'. The large CTown parking lot is also the site of various small pop-up vendors, including a Mexican food truck, coco helado carts, and a mobile barber shop.

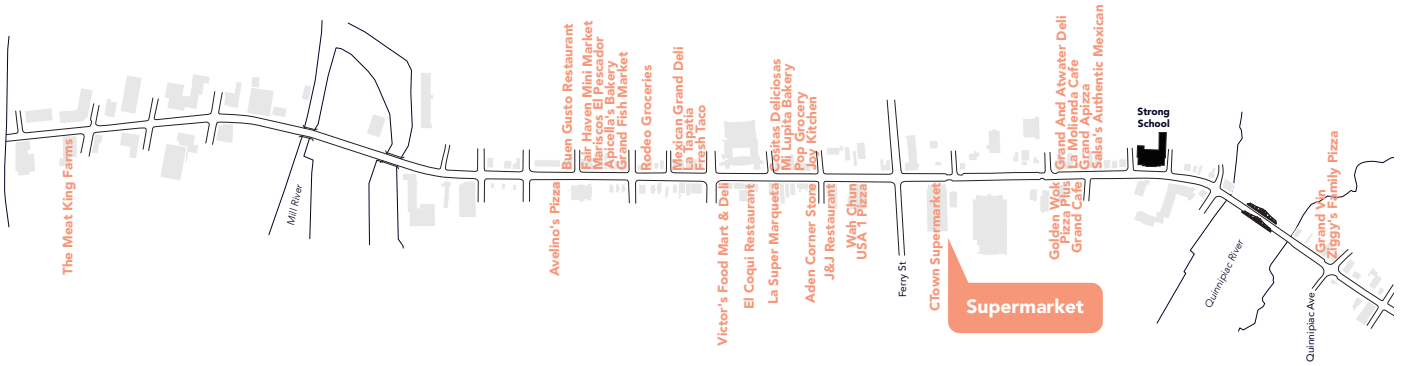
Away from Ferry Street, most of the businesses along Grand are independently owned by and serve Fair Haven's Latinx community. Grand Avenue's restaurants, bakeries, and markets—including Mexican, Dominican, Puerto Rican, and Peruvian establishments—have made Fair Haven into a dining destination for residents of greater New Haven. Several independent barbershops and stylists occupy storefronts along Grand Avenue, including a stretch of four in a row (Gil's Barbershop, Pury's Barbershop, Orlando's Barber Shop, and 360 Barber



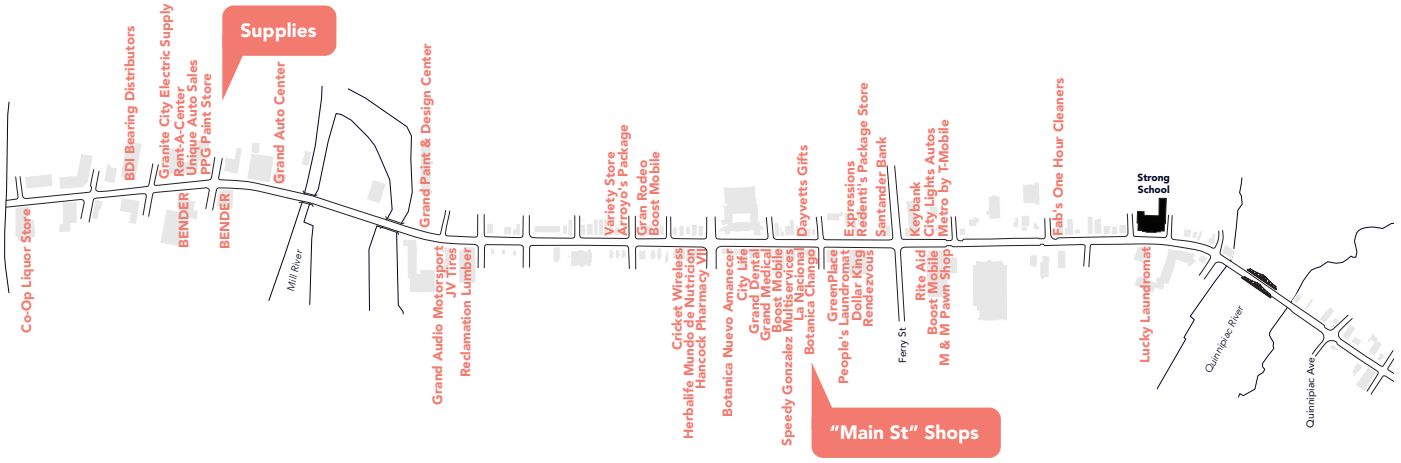
Shop) one block east of Strong School. These businesses and their sidewalks have become important places for residents—especially young men—to gather and socialize.

Grand Avenue is also an important corridor for health and social services. Not including the former Strong School, the corridor is home to two large public PK-8 schools (Fair Haven School and Family Academy of Multilingual Exploration) as well as the Fair Haven branch of the New Haven Public Library. Junta for Progressive Action, located at Grand and Bright, is a nonprofit Latinx service organization founded in 1969, making it the oldest such organization in the city. Other key institutions and organizations include NeighborWorks New Horizons (an affordable housing service provider and developer), Fair Haven Community Healthcare, and Atwater Senior Center.

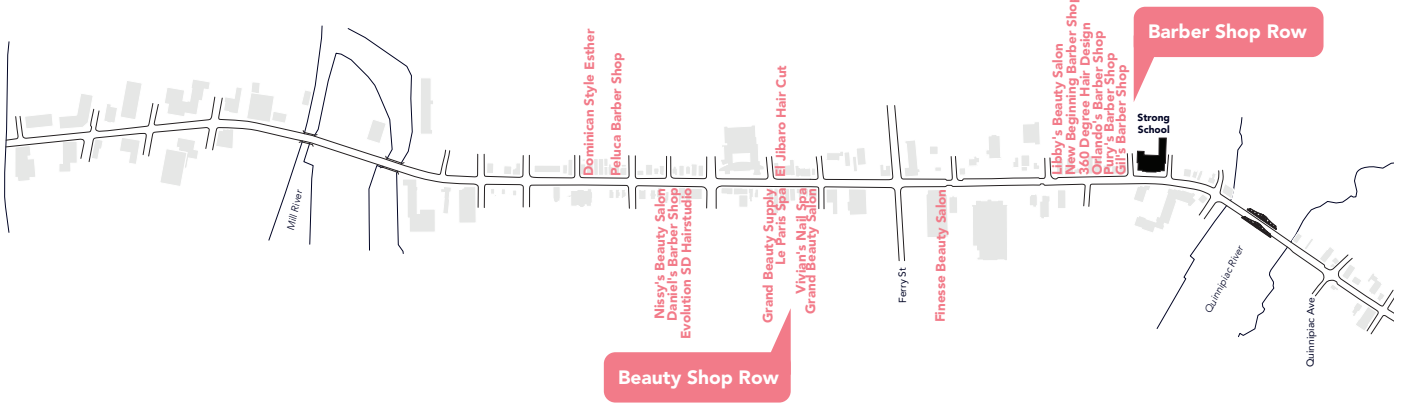
Restaurants & Grocery



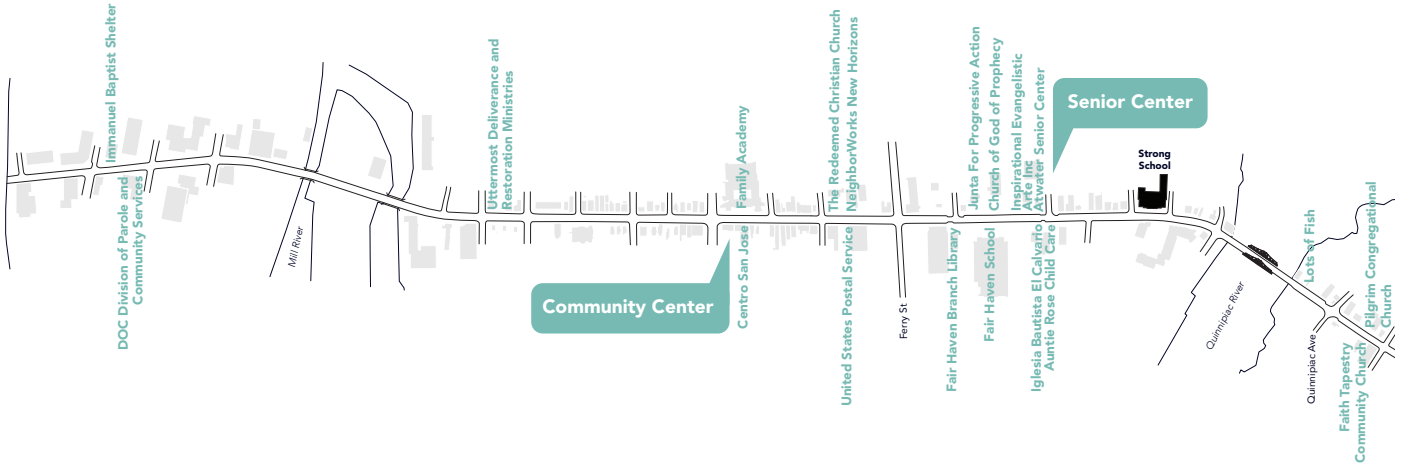
Stores & Services



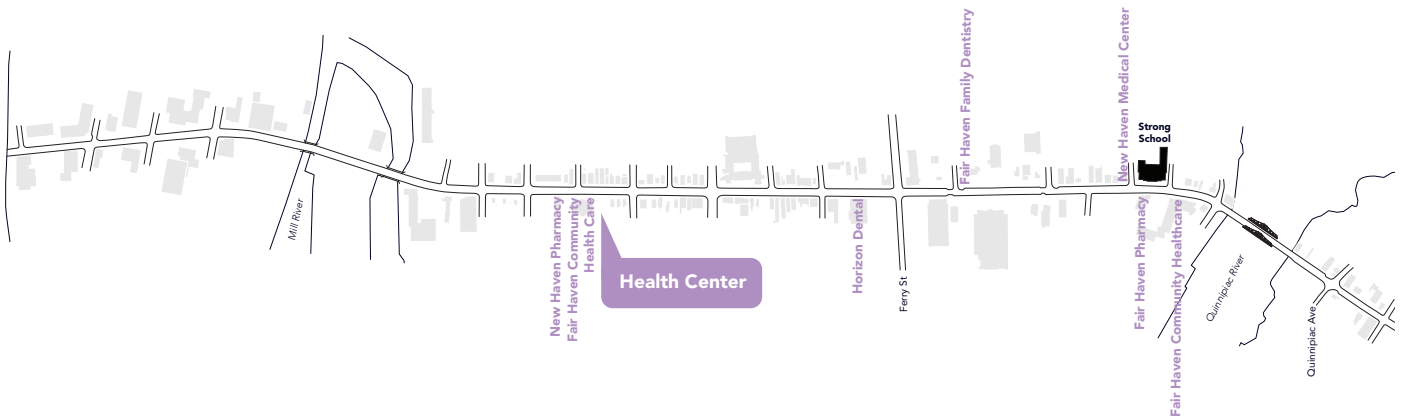
Hair & Beauty



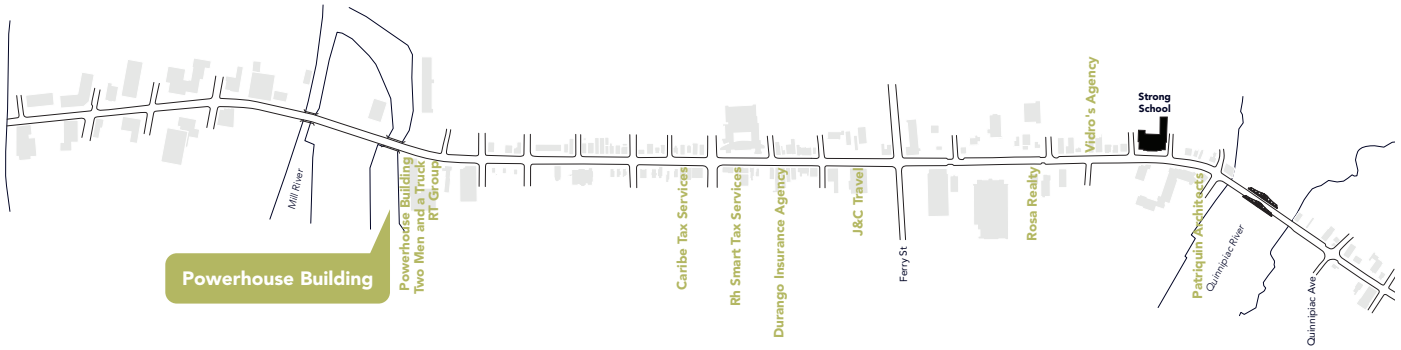
Community & Social Services



Healthcare



Offices



River Run Apartments, located directly across Grand Avenue from Strong School, have approximately 140 senior apartments and a ground-floor clinic.

A small cluster of neighborhood businesses lines the north side of Grand Avenue just to the west of Strong School. The businesses are mostly barber shops and restaurants.

A large city-owned parking lot occupies the south side of Grand Avenue, just to the southwest of Strong School. The lot serves as overflow for the barber shops and restaurants across the street.

An example of midcentury commercial building featuring neighborhood-oriented businesses (deli, barber, dry cleaners) sits at the intersection of Grand Avenue and Atwater Street.

The portion of Grand Avenue east of Ferry Street includes a large number of community institutions. These include the Fair Haven School, a large historic K-8 public school (shown here), a branch public library, a senior center, churches, and nonprofits.

Large, car-oriented chain retail, including this CTown Supermarket and Rite Aid drug store dominate the intersection of Ferry and Grand Avenue. A Dunkin Donuts, McDonalds, and two banks also occupy this intersection.

Grand Avenue west of Ferry Street transitions into a vibrant and walkable mixed-use corridor featuring a wide variety of ground-floor businesses. These include restaurants, food markets, clothing stores, pharmacies, variety stores, phone retailers, and various professional services. Many of these businesses are run by and serve the area's large Latinx community.

Grand Avenue has a vibrant food scene. In addition to restaurants representing a variety of Latinx and other cuisines, there are meat and fish markets, health food and juice shops, and commercial bakeries like Apicella's, shown here.

Street vendors—like food trucks, mobile barber shops, or the Coco Helado cart shown here—are an important feature of the Grand Avenue corridor.

Fair Haven Community Health Care is an important community health services provider with a small campus clustered around the west end of Grand Avenue

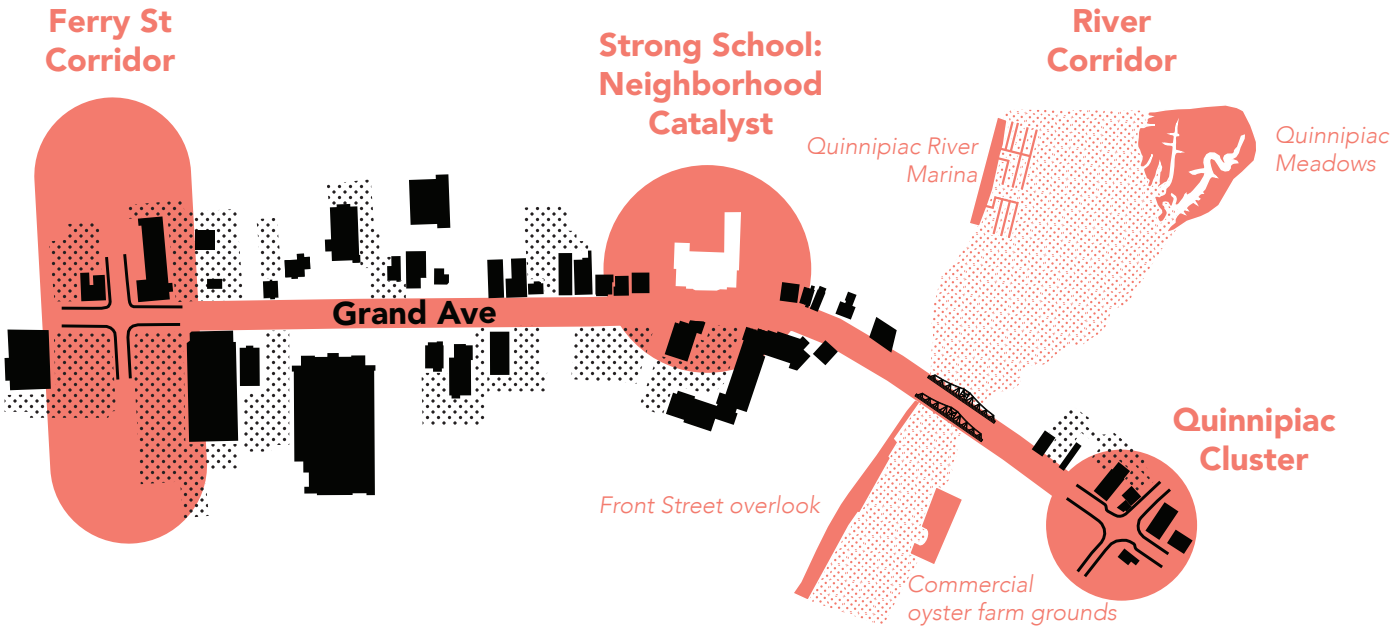
This 2017 Google photo at Grand Avenue and Front Street shows one of the last surviving historic buildings on the Quinnipiac River. This section of Grand Avenue was closed to traffic for the duration of this study, since the Grand Avenue Bridge (visible in the background) was undergoing restoration. With the reopening of the bridge in January 2022, traffic has been restored to this key intersection, which will be a relief to residents and businesses on both sides of the river.

There is another small cluster of neighborhood businesses at Grand and Quinnipiac Avenues (in the Fair Haven Heights neighborhood across the Quinnipiac River from Strong School).These feature small restaurants, a wine shop, and professional offices. Activating the Strong School site could help connect this node with the more active portions of Grand Avenue to the west.

Study Area:

Strong School Anchors the East side of Grand Ave

The Strong School Study Area includes the eastern portion of the Grand Avenue corridor in Fair Haven and a portion of the Fair Haven Heights neighborhood on the east bank of the Quinnipiac River. The Fair Haven portion of the study area is bounded by Exchange Street to the south and Pine Street to the north, and includes Atwater, Pearl, Perkins, Clinton, Lewis, and Front Streets. The study area also includes a portion of the Fair Haven Heights neighborhood on the east side of the river. This segment of Grand Avenue features a small cluster of businesses just west of Strong School between Clinton Avenue and Atwater Street, including six barbershop/salons, seven small restaurants/bars, a pharmacy, a small market, a laundromat, and a clinic. There is also a large municipal parking lot that serves the area. Directly across Grand Avenue from the school is the large River Run apartment complex, which features approximately 140 units of senior housing built on the bluffs over the Quinnipiac River.



The Strong School should be seen as a vital hub and development catalyst for the east side of Fair Haven and Grand Avenue. Strong School sits at the intersection between Fair Haven's primary business corridor and the Quinnipiac River, a location that has a great deal of untapped potential as a walkable, vibrant waterfront district. Currently, the east end of Grand Avenue has a handful of small, thriving businesses, but the epicenter of activity in Fair Haven is at the west end of Grand. East Fair Haven and Fair Haven Heights could support—and certainly would benefit from—a second neighborhood business and community node on Grand Avenue at the Quinnipiac River, but the long-vacant Strong School site, a large City-owned surface parking lot, an underperforming strip mall, and vacant properties on either side of the Grand Avenue Bridge are all missed opportunities. A redeveloped Strong School would generate new traffic to this area that could spur on development at these other sites. Strong School can also catalyze more improvements up and down the long-neglected Quinnipiac Riverfront. For most of Fair Haven's history, the riverbanks were reserved for industry; in recent years, this land has been reclaimed for public open space, marinas, and residential development, but additional investment is needed before the riverfront can truly become the destination it deserves to be.

For a full market analysis of the Strong School Study Area conducted by BJH Advisors, please see Appendix.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Community Input

Background

From its conception, this study has been guided by the voices of knowledgeable and passionate residents representing the Strong School Study Area and Fair Haven. As a public institution serving generations of Fair Haven families, Strong School has always occupied an important place in the Fair Haven community. After the school's closure in 2010, neighbors and community members took a great interest in what would happen to the building next, a topic that has spurred a healthy debate in the decade since.

In 2014, a community-led group put together a proposal to redevelop Strong School as a mixed-use arts center with new housing units. Although the plan did not come to fruition, it was a clear demonstration of the significance of Strong School to the Fair Haven community, as well as the desire for the site to remain a community hub for years to come. In the summer of 2017, a community-led mural project brought together more than 100 participants to paint colorful artwork on the boarded-up street-level windows, putting Strong School back in the spotlight. Starting in early 2018, community members launched a two-year planning process around the future of the Strong School site. During the course of four bilingual planning sessions, neighborhood residents, business owners, and nonprofit leaders identified ten criteria to guide the redevelopment of Strong School:

1. Enrich social and cultural life
2. Drive economic development
3. Facilitate growth of local businesses and entrepreneurship
4. Serve diverse neighborhood constituencies
5. Host continuous activity, daytime and evening, for safety
6. Provide revenue to the City of New Haven
7. Include businesses and organizations working in the arts, education, health and wellness, food, and/or youth services, encouraging shared space and co-leases
8. Include public-interacting business on Grand Ave., such as shop or restaurant
9. Include housing only as part of mixed-use concept, with emphasis on affordable housing and, where possible, supporting creatives who already live here.
10. Integrated into a responsible development plan for the Strong School District and the broader Fair Haven community, and reflective of the City's Vision 2025 Plan.

Steering Committee

The present study was conducted through a working partnership between the Interboro Partners-led consultant team, the City of New Haven's City Plan Department and Liveable City Initiative, Preservation Connecticut, and a Community Steering Committee made up of six Fair Haven residents with strong ties to the community. The Steering Committee was convened a total of six times during the course of the study, including a kick-off meeting; a 2-day on-site session of building tour and neighborhood walks; and four virtual meetings. The Steering Committee provided valuable knowledge and insight about Fair Haven's unique history, character, residents, and present-day needs. They also served as a sounding board for the consultant team's redevelopment scenarios, providing their opinions about the potential uses and programming that would be most appropriate and beneficial to the surrounding community. Finally, the Steering Committee was instrumental in connecting the study team with the larger public, including the dissemination of project information, public meeting invitations, and surveys.

Survey

In July and August of 2021, Interboro Partners ran an online community survey in order to better understand how Fair Haven residents and workers perceived the strengths, weaknesses, and needs of their neighborhood, and to solicit ideas for how to reuse the Strong School property. Digital flyers with survey links and QR codes were distributed via Fair Haven community groups' email lists, and paper flyers were distributed up and down Grand Avenue. The surveys and survey information were offered in both English and Spanish.

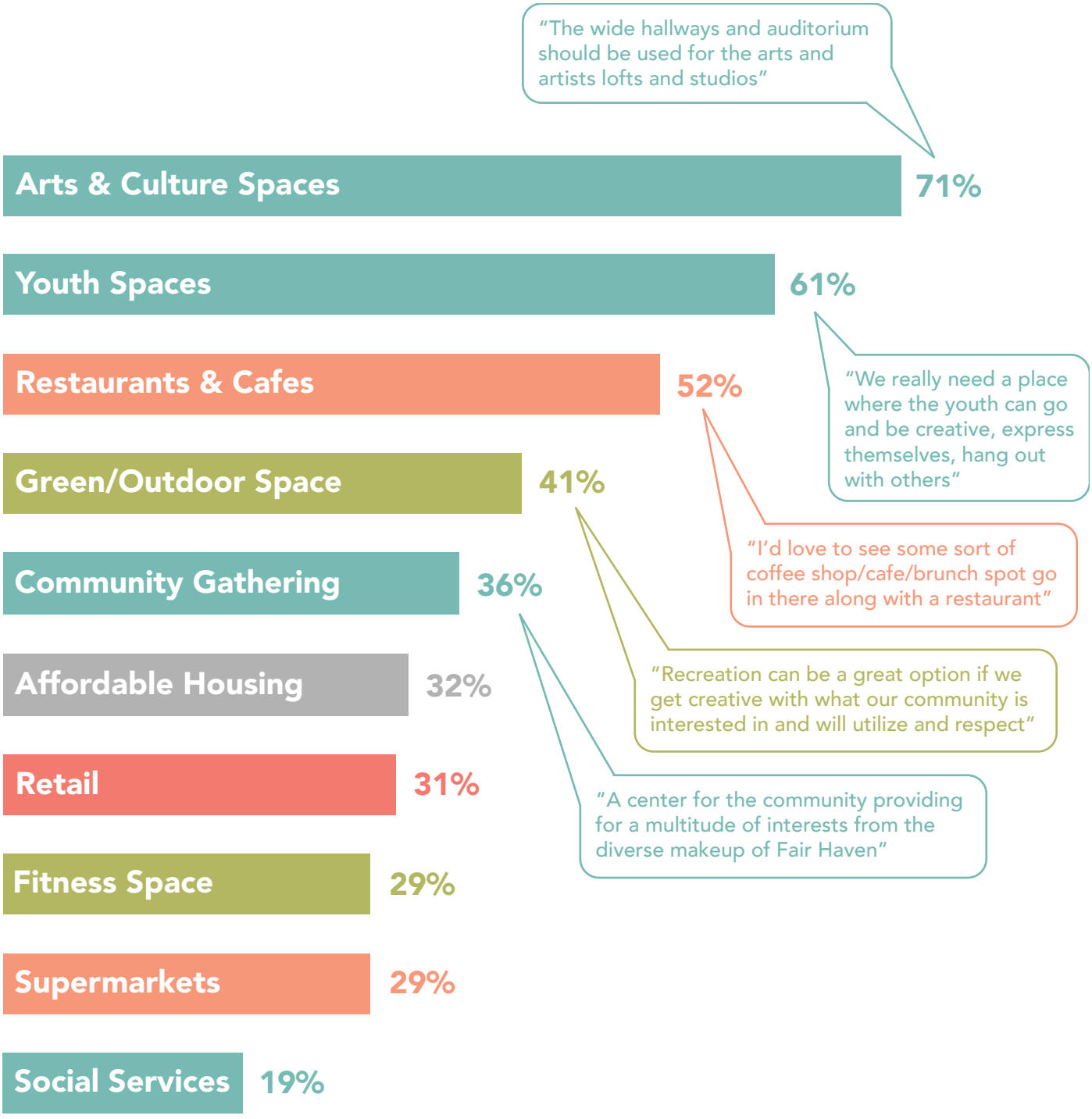
Over the course of the 2-month survey period, a total of 153 responses were completed. 72% of respondents said they live in Fair Haven, and all respondents stated some connection to Fair Haven including work or school, spending time in Fair Haven visiting friends and family, patronizing businesses, and using local parks. Survey responses provided a wealth of information about what people value most about Fair Haven and what could be improved; these surveys had a direct impact on the types of uses the study team tested for its Strong School redevelopment concepts.

Of 153 total responses, 145 used the English survey form and only 8 used the Spanish form; overall, 27% of respondents identified as Latinx. This was a lower than expected response rate from Latinx residents, who make up 64% of the Fair Haven population according to the latest Census data. 23% of Fair Haven residents identify as Black or African American, but only 15% of survey respondents did.

Finally, the survey was skewed by gender, with 67% identifying as female, compared with 25% male; 1% identified as nonbinary, and 7% did not respond. While the team collected a great deal of important data from this survey, the response numbers suggest that more work should be done to reach certain segments of Fair Haven who could stand to benefit from development in and around the Strong School.

"What would you like to see more of in Fair Haven?" (choose your top 5)

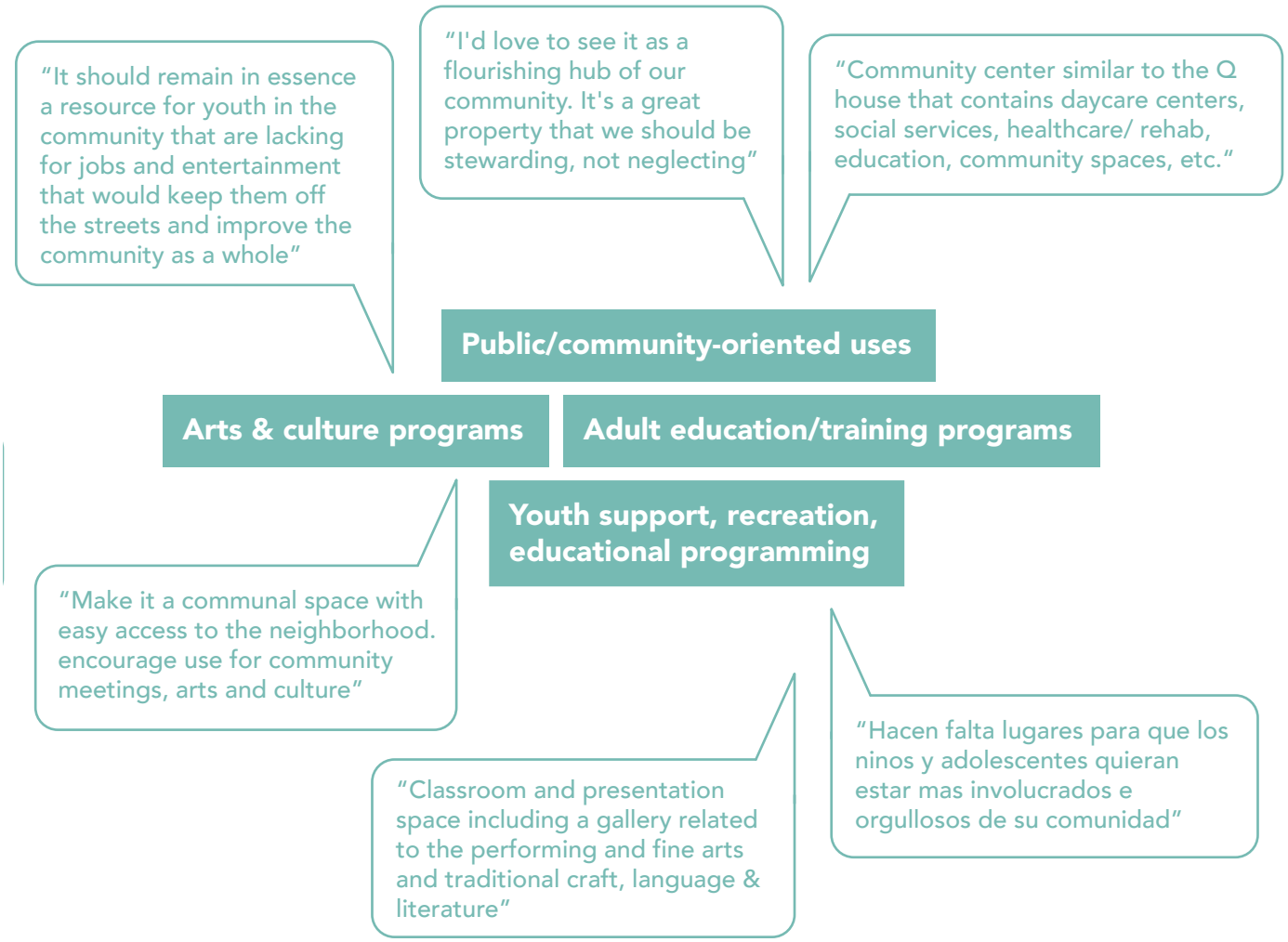
Top vote-getters:

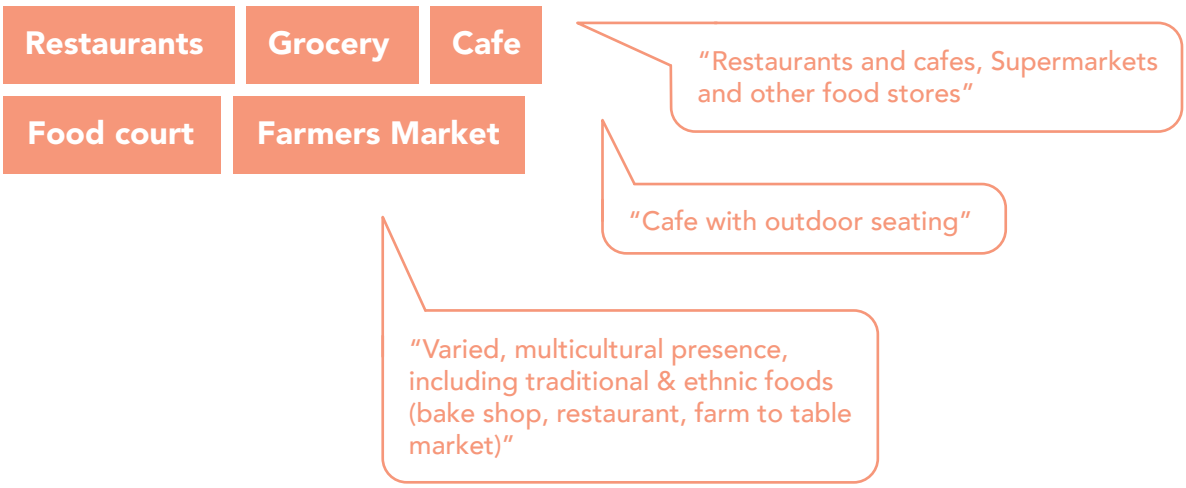


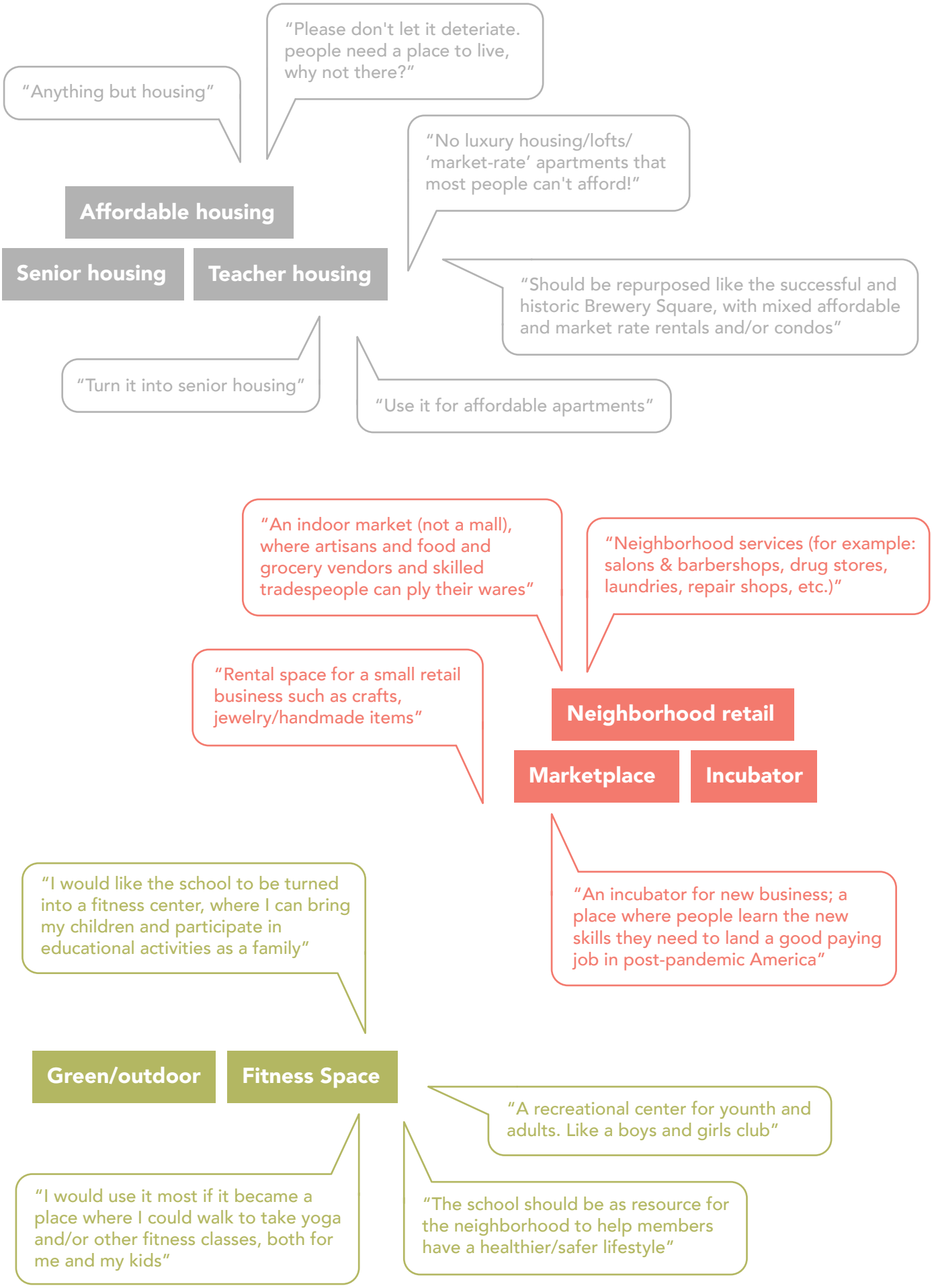
Survey Results (About Strong School)

"How could the Strong School site be reused to benefit the neighborhood?"

What we've heard:

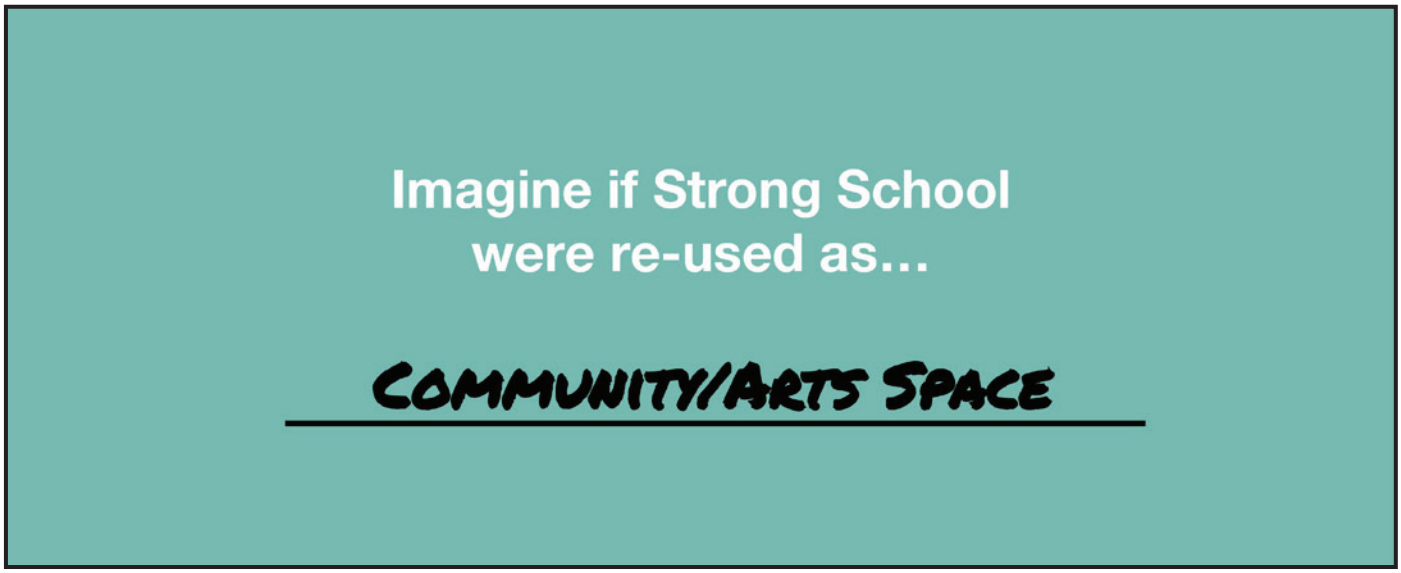


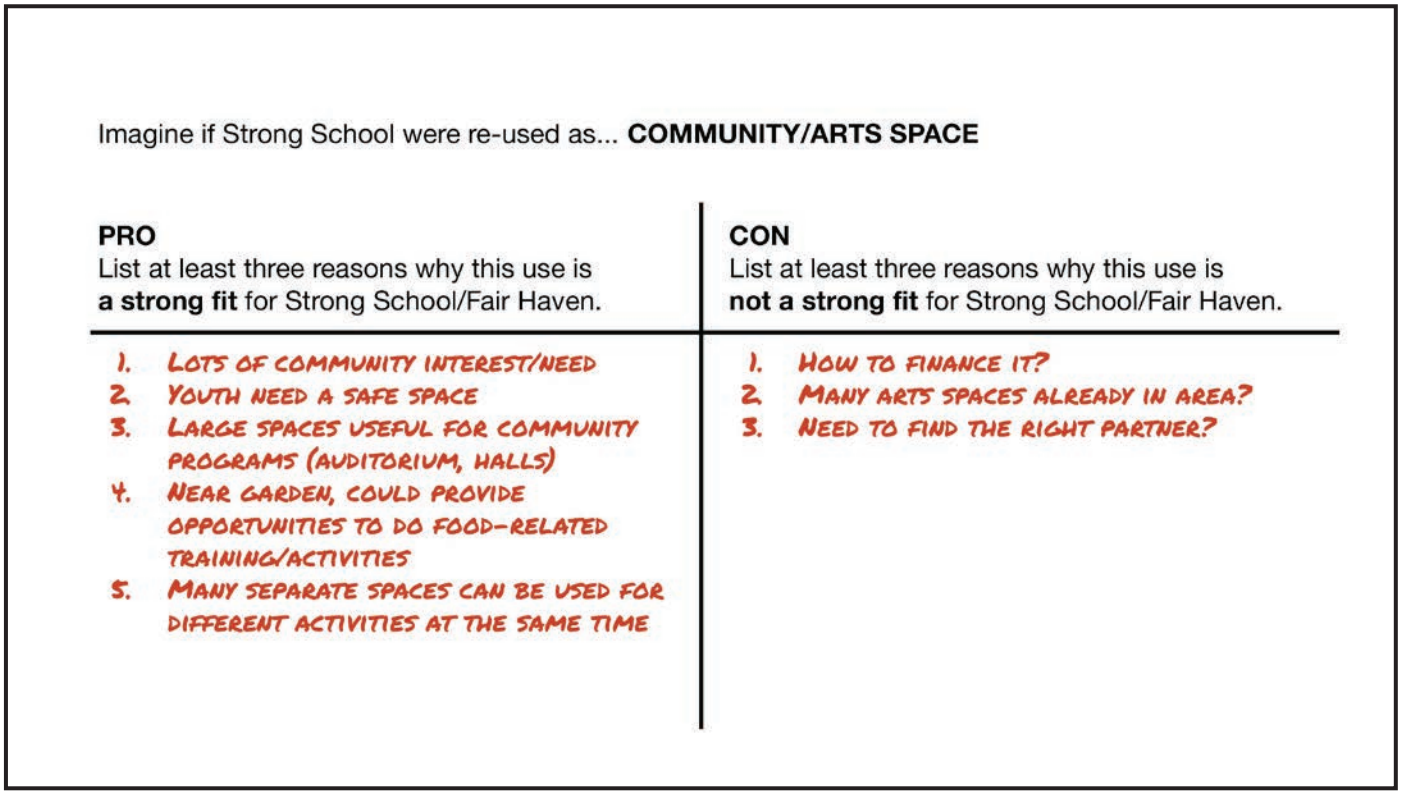



"Please don't let it deteriate. people need a place to live, why not there?"
"Anything but housing"
"No luxury housing/lofts/ 'market-rate' apartments that most people can't afford!"
Affordable housing
Senior housing
Teacher housing
"Should be repurposed like the successful and historic Brewery Square, with mixed affordable and market rate rentals and/or condos"
"Turn it into senior housing"
"Use it for affordable apartments"
"An indoor market (not a mall), where artisans and food and grocery vendors and skilled tradespeople can ply their wares"
"Neighborhood services (for example: salons & barbershops, drug stores, laundries, repair shops, etc.)"
"Rental space for a small retail business such as crafts, jewelry/handmade items"
Neighborhood retail
Marketplace
Incubator
"An incubator for new business; a place where people learn the new skills they need to land a good paying job in post-pandemic America"
"I would like the school to be turned into a fitness center, where I can bring my children and participate in educational activities as a family"
Green/outdoor
Fitness Space
"A recreational center for younth and adults. Like a boys and girls club"
"I would use it most if it became a place where I could walk to take yoga and/or other fitness classes, both for me and my kids"
"The school should be as resource for the neighborhood to help members have a healthier/safer lifestyle"

Public Meeting:

Imagine if Strong School were re-used as...





Key Takeaways:

Community members are interested in spaces that can serve as a mix of programs for both youth and seniors. They mentioned that the classrooms of Strong School could be reused as education, daycare, exercise, and entrepenur programs that foster new skills and have a positive economic impact on the neighborhood. Larger spaces such as the auditorium and boiler room could be a multupurpose space used for community meetings, events, and arts and culture.

Precedent:

cSpace King Edward Arts Hub

Calgary, AB

- School built 1912 with modern addition
- New "Creative Commons" with leasable office, production, theater, and creation spaces
- Historic "Learning Commons" with gallery, education, and gathering spaces
- "Community Commons" outdoor public space

Precedent:

Bell Artspace Campus

New Orleans, LA

- 79 units of live/work artist housing
- Hallways used as art galleries
- HLarge common spaces available for tenants & commercial uses

Precedent:

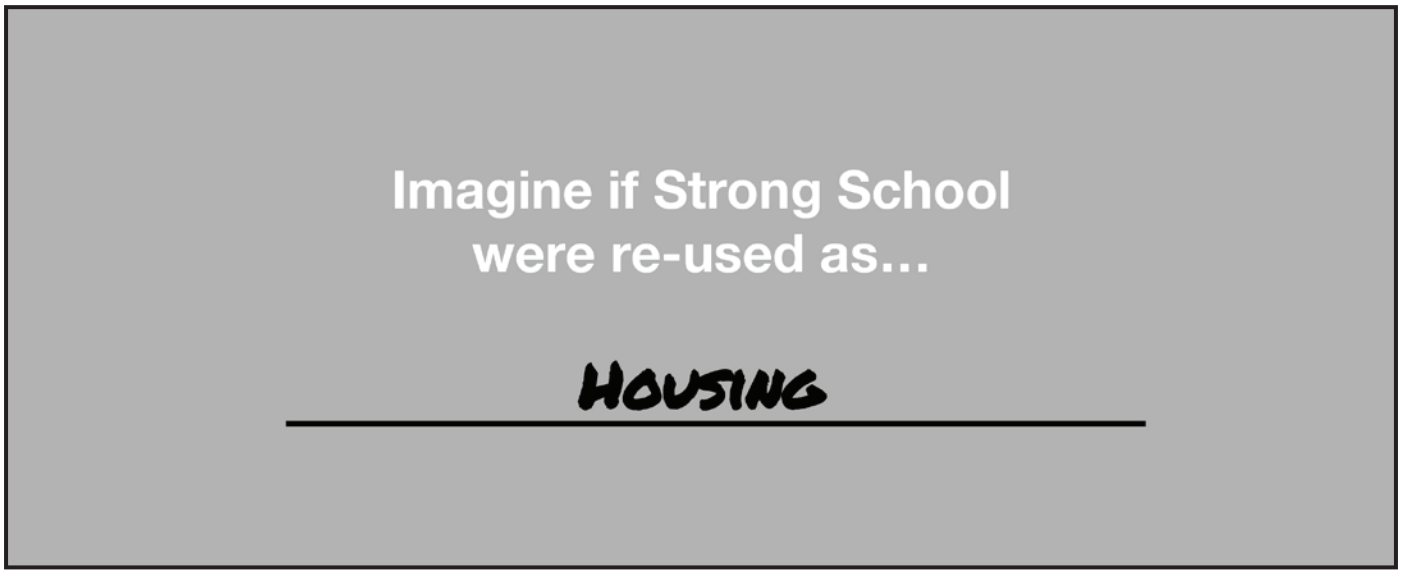
Franklin Art Center

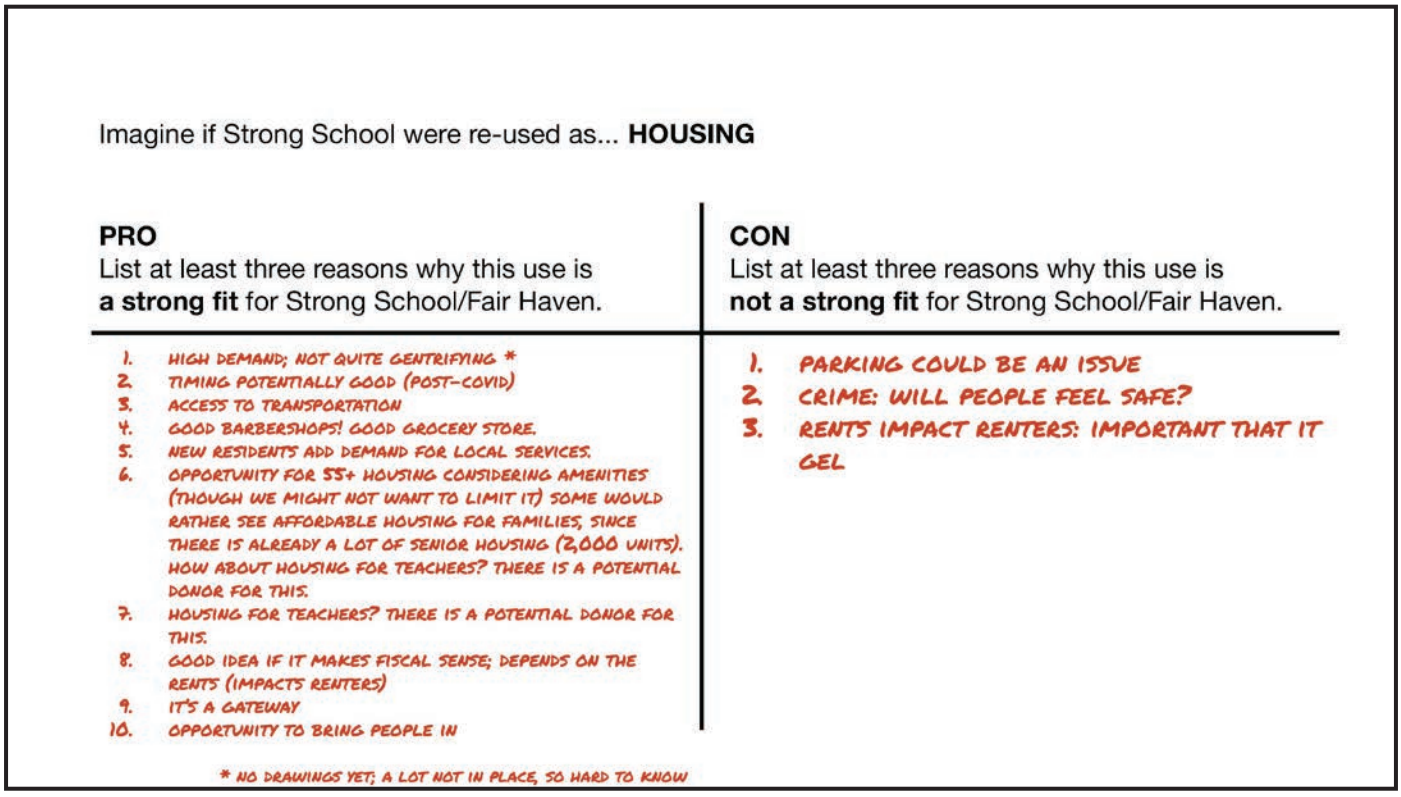
Brainerd, MN

- School built 1932
- 150,000sf mixed-use facility
- 38,000sf of artist studios
- 36,000sf of community space (operated by local school district)
- 25 live/work artist apartments

Public Meeting:

Imagine if Strong School were re-used as...





Imagine if Strong School were re-used as... **HOUSING**

PRO List at least three reasons why this use is **a strong fit** for Strong School/Fair Haven.	**CON** List at least three reasons why this use is **not a strong fit** for Strong School/Fair Haven.
1. HIGH DEMAND; NOT QUITE GENTRIFYING * 2. TIMING POTENTIALLY GOOD (POST-COVID) 3. ACCESS TO TRANSPORTATION 4. GOOD BARBERSHOPS! GOOD GROCERY STORE. 5. NEW RESIDENTS ADD DEMAND FOR LOCAL SERVICES. 6. OPPORTUNITY FOR 55+ HOUSING CONSIDERING AMENITIES (THOUGH WE MIGHT NOT WANT TO LIMIT IT) SOME WOULD RATHER SEE AFFORDABLE HOUSING FOR FAMILIES, SINCE THERE IS ALREADY A LOT OF SENIOR HOUSING (2,000 UNITS). HOW ABOUT HOUSING FOR TEACHERS? THERE IS A POTENTIAL DONOR FOR THIS. 7. HOUSING FOR TEACHERS? THERE IS A POTENTIAL DONOR FOR THIS. 8. GOOD IDEA IF IT MAKES FISCAL SENSE; DEPENDS ON THE RENTS (IMPACTS RENTERS) 9. IT'S A GATEWAY 10. OPPORTUNITY TO BRING PEOPLE IN	1. PARKING COULD BE AN ISSUE 2. CRIME: WILL PEOPLE FEEL SAFE? 3. RENTS IMPACT RENTERS: IMPORTANT THAT IT GEL

* NO DRAWINGS YET; A LOT NOT IN PLACE, SO HARD TO KNOW

Key Takeaways:

Community members see the Strong School site as ideal for new residents given its access to transportation, shops, and neighborhood amenities. They are interested in housing for groups that are in need of affordable options such as teachers or seniors. They also see the importance of new development for financing community space in the historic school building. Affordable housing is something that most neighbors would like to see, however some are concerned that new market rate rentals could lead to gentrification of Fair Haven.

Precedent:

Starkweather School

Plymouth, MI

- School built 1927
- 22 apartments
- 1- and 2-bedrooms ranging from 610-1290sf

Precedent:

St. Charles School

Detroit, MI

- School built 1912
- 25 apartments including new penthouse level
- Wide hallways used as art gallery and shared lounge space
- New townhouses built next door

Precedent:

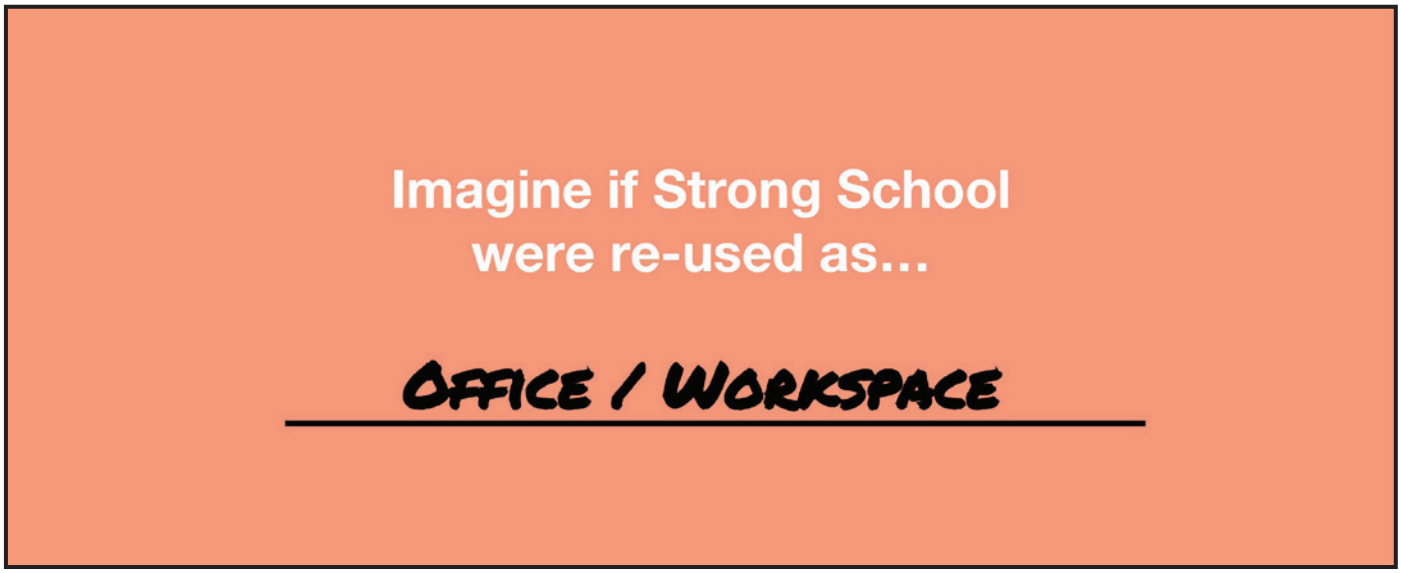
Saint Mary Place

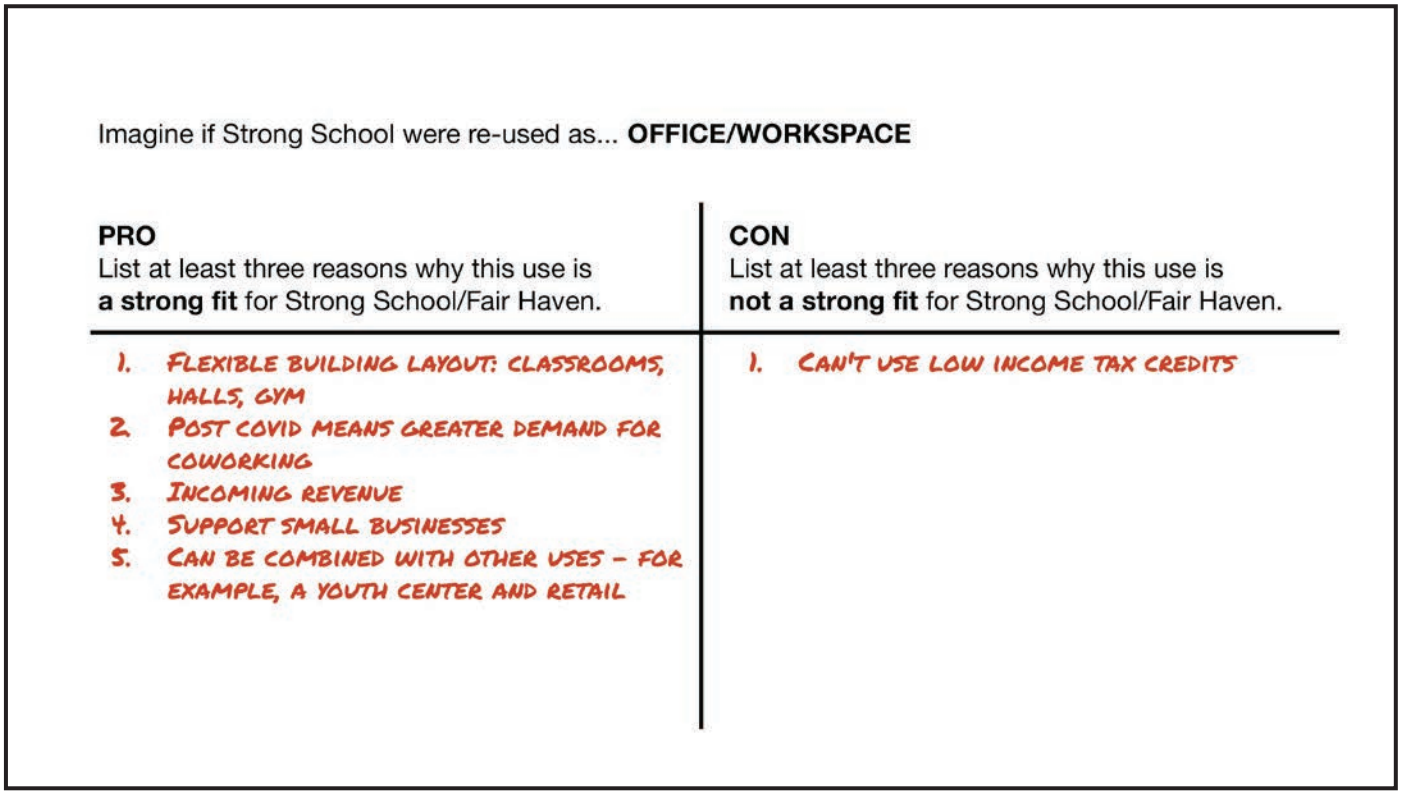
New London, CT

- School built 1898
- 21,250sf affordable housing
- 20 studio and 1 bedroom apartments

Public Meeting:

Imagine if Strong School were re-used as...





Key Takeaways:
Community members see office and coworking space as supportive of local businesses and incoming revenue for the development of the school. They also see an opportunity for small business education programs and entrepreneur training to take place.

Precedent:

Hayne School

Greenville, SC

- School built 1920
- 18,000sf of office space
- 4 separate office suites
- Shared hallway space

Precedent:

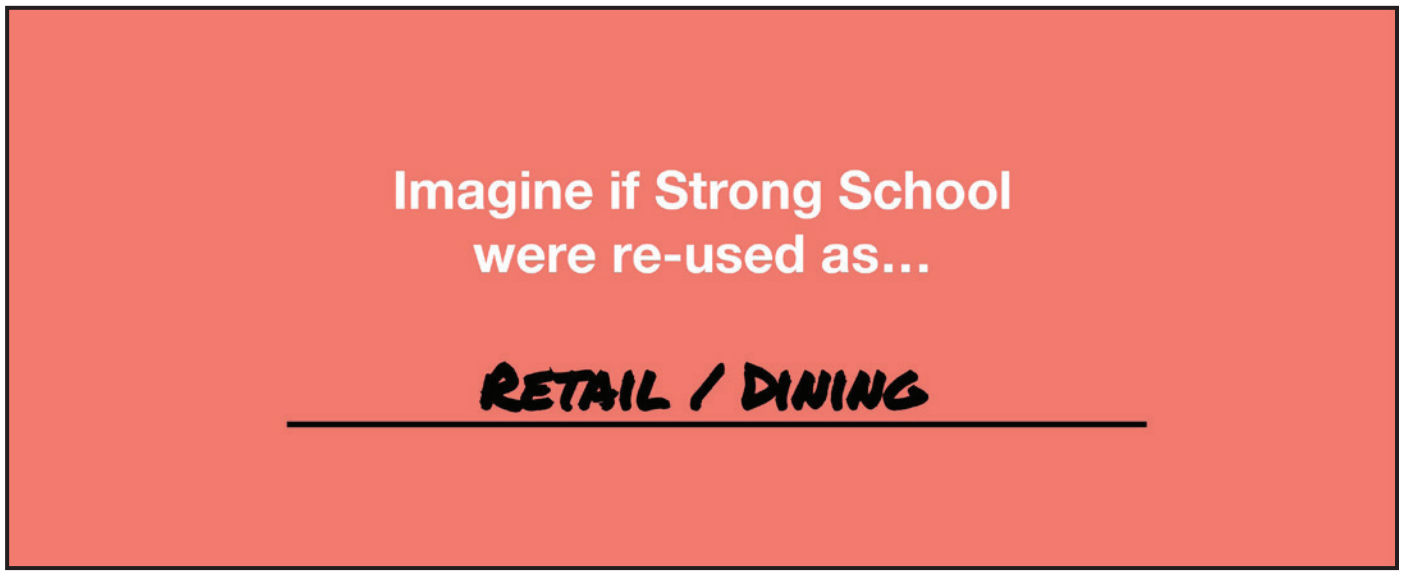
Bok School

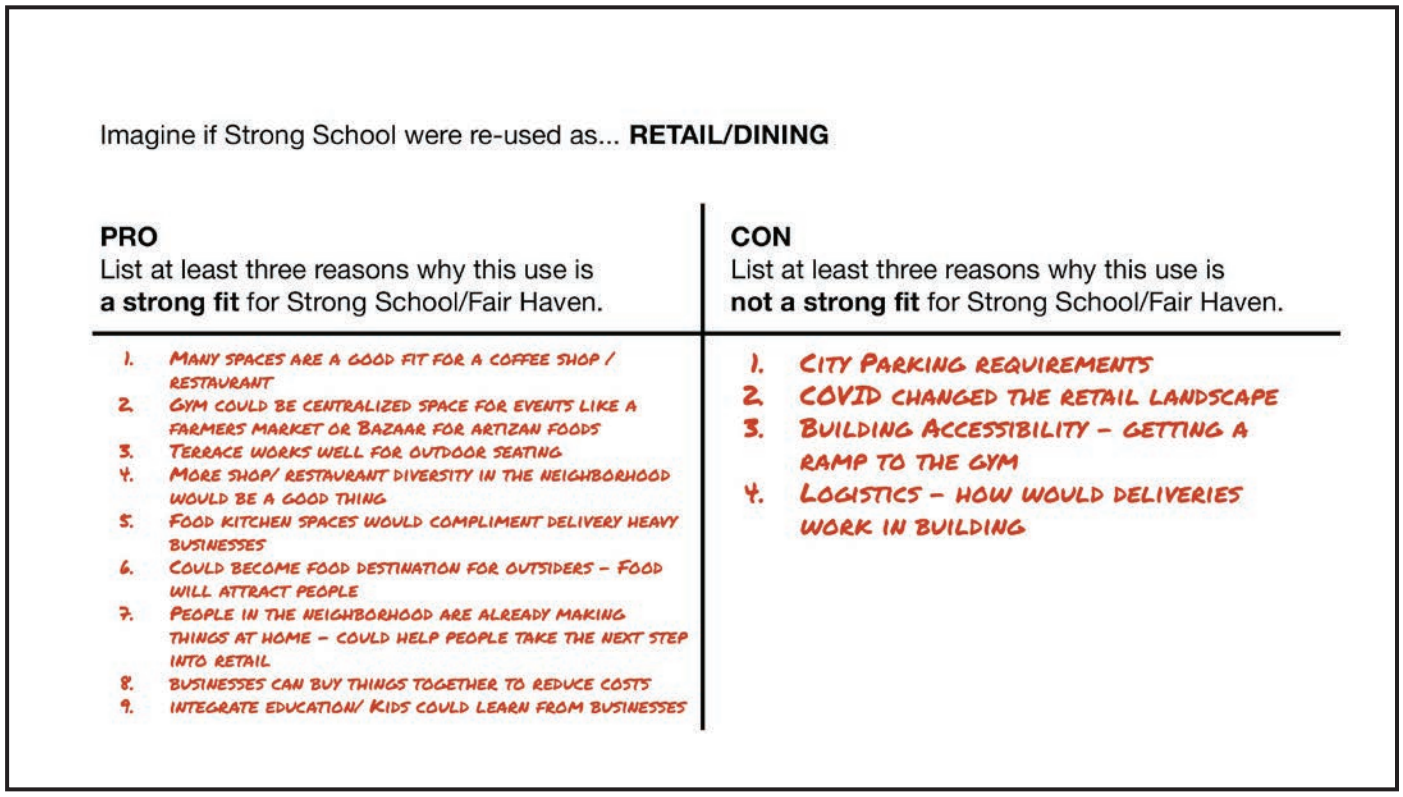
Philadelphia, PA

- School built 1927
- 340,000sf of multipurpose space
- About 150 different tenants, including designers, makers, artists, food businesses, and nonprofits
- 80% self-owned small businesses

Public Meeting:

Imagine if Strong School were re-used as...





Imagine if Strong School were re-used as... **RETAIL/DINING**

PRO List at least three reasons why this use is **a strong fit** for Strong School/Fair Haven.	**CON** List at least three reasons why this use is **not a strong fit** for Strong School/Fair Haven.
1. MANY SPACES ARE A GOOD FIT FOR A COFFEE SHOP / RESTAURANT 2. GYM COULD BE CENTRALIZED SPACE FOR EVENTS LIKE A FARMERS MARKET OR BAZAAR FOR ARTIZAN FOODS 3. TERRACE WORKS WELL FOR OUTDOOR SEATING 4. MORE SHOP/ RESTAURANT DIVERSITY IN THE NEIGHBORHOOD WOULD BE A GOOD THING 5. FOOD KITCHEN SPACES WOULD COMPLIMENT DELIVERY HEAVY BUSINESSES 6. COULD BECOME FOOD DESTINATION FOR OUTSIDERS – FOOD WILL ATTRACT PEOPLE 7. PEOPLE IN THE NEIGHBORHOOD ARE ALREADY MAKING THINGS AT HOME – COULD HELP PEOPLE TAKE THE NEXT STEP INTO RETAIL 8. BUSINESSES CAN BUY THINGS TOGETHER TO REDUCE COSTS 9. INTEGRATE EDUCATION/ KIDS COULD LEARN FROM BUSINESSES	1. CITY PARKING REQUIREMENTS 2. COVID CHANGED THE RETAIL LANDSCAPE 3. BUILDING ACCESSIBILITY – GETTING A RAMP TO THE GYM 4. LOGISTICS – HOW WOULD DELIVERIES WORK IN BUILDING

Key Takeaways:

Community members see new retail as an opportunity to grow the neighborhood diversity of shops and restaurants in Fair Haven while also bringing people in from elsewhere with new business types. They would like to see the larger spaces of the school like the auditorium become a local market or bazaar that becomes a place for local makers take the step into retail. They have concerns for how business logistics would work given the access constraints of the site as well as the impacts of COVID-19 on the retail landscape.

Precedent:

Dewitt Mall

Ithaca, NY

- School built 1915
- Located in Downtown Ithaca
- Retail and restaurants on ground floor
- Offices and apartments on upper floors

Precedent:

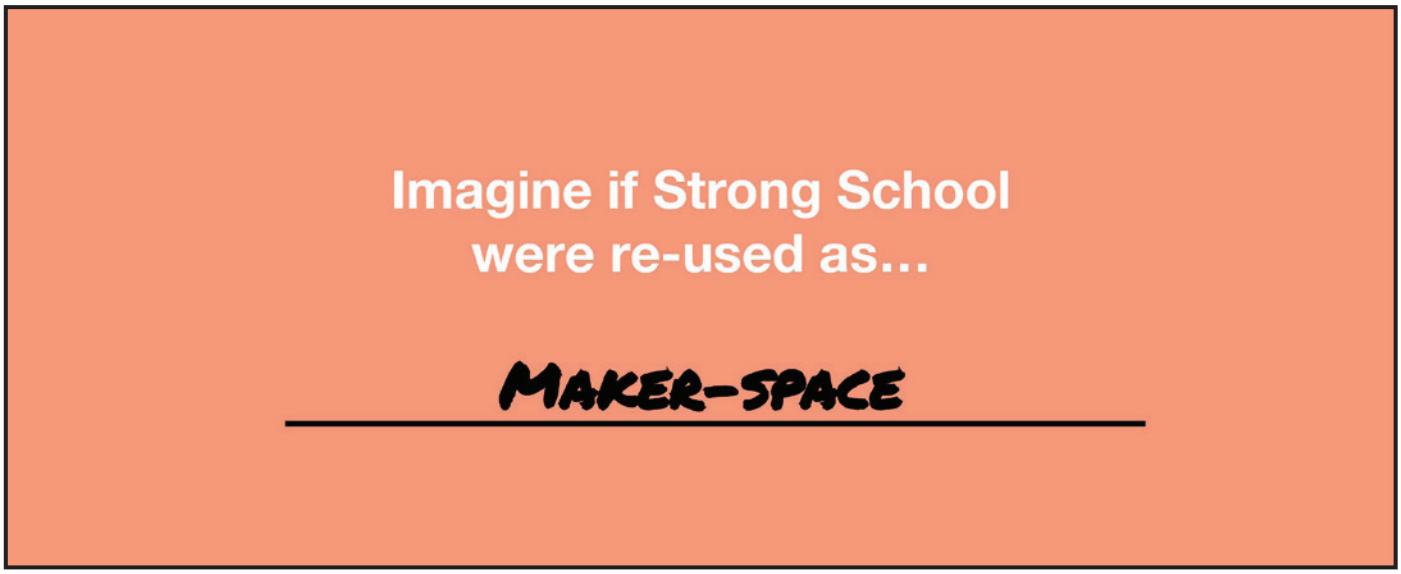
Bok School

Philadelphia, PA

- School built 1927
- 340,000sf of multipurpose space
- About 150 different tenants, including designers, makers, artists, food businesses, and nonprofits
- 80% self-owned small businesses
- Rooftop bar
- Ground floor coffee shop
- Commercial kitchens & food producers

Public Meeting:

Imagine if Strong School were re-used as...



Imagine if Strong School were re-used as... **MAKER-SPACE**

PRO List at least three reasons why this use is **a strong fit** for Strong School/Fair Haven.	**CON** List at least three reasons why this use is **not a strong fit** for Strong School/Fair Haven.
1. FOLKS IN TOWN ARE ALREADY MAKING THINGS FROM THEIR HOMES AND COULD USE A SPACE TO SCALE UP (PEOPLE ARE ALREADY COOKING, TAILORING FROM HOME) 2. SMALL BUSINESSES THAT ARE IN OLDER OR SMALLER SPACES COULD BENEFIT FROM AGGLOMERATING IN A LARGER BUILDING WHERE THEY BENEFIT FROM "RUBBING SHOULDERS" WITH OTHER ENTREPRENEURS 3. GREAT LOCATION, NEARBY TO WHERE PEOPLE LIVE, ACCESSIBLE BY BUS	1. HAVING TROUBLE IDENTIFYING CONS! 2. NEIGHBORS MIGHT NOT WANT SOME TYPES OF MAKING NEARBY IF IT HAS A POTENTIALLY NEGATIVE ENVIRONMENTAL EFFECT 3. CAN THE BUILDING/SITE SUPPORT THE LOGISTICAL NEEDS (DELIVERIES, LOADING,ETC.) OF MAKING?

Key Takeaways:

Community members see people already making things in Fair Haven that could utilize the collective tools and resources that a maker-space provides. They believe that a centralized maker-space in the neighborhood would encourage the making and selling of goods that could support the local economy. They see the school location as already in a central shopping and making area since it is on Grand Ave. However, some believe that certain types of making might not be wanted by neighbors due to a negative impact from deliveries or waste.

Precedent:

Bok School

Philadelphia, PA

- School built 1927
- 340,000sf of multipurpose space
- About 150 different tenants, including designers, makers, artists, food businesses, and nonprofits
- 80% self-owned small businesses
- Rooftop bar
- Ground floor coffee shop
- Commercial kitchens & food producers

Redevelopment Strategy

The Strong School design team explored redevelopment scenarios that would fulfill the following goals and guidelines:

Preserve and restore the historic original Strong School building as much as possible.
The Strong School is a historic site and an important local landmark. The building is an important and irreplaceable asset that can continue to serve the surrounding community for decades to come. The 1915 building is of high-quality construction, has architecturally significant details, and is in serviceable condition; its spaces are unique, and flexible enough to be used for a variety of purposes. The Strong School's one-of-a-kind history and character can become selling points that can attract tenants and visitors who demand special and memorable places, not generic space. The building also adds to the overall character of the surrounding neighborhood; investment in this building can attract people and raise values nearby, catalyzing further development. Finally, repurposing a vacant historic building is typically more environmentally friendly than demolishing and replacing it with new construction: it uses fewer resources and limits the building's carbon footprint.

Find creative ways to use large common areas like hallways and gym.
Certain features of historic school buildings, like wide hallways and large common areas, mean that historic schools may have lower ratios of rentable floor area than purpose-built commercial or residential building types. Successful redevelopment concepts for Strong School must view these common areas as assets and identify ways to activate them that support the primary uses of the building—for example, wide corridors are no longer necessary for circulation purposes, but they could add new value to the building if repurposed as common areas for gathering, mixing, and collaborating.

Make the building more accessible.
The Strong School was built in an era when accessibility and universal design principles were not considered as they are today. Developers should strongly consider adding a new elevator with an ADA-compliant, barrier free entrance lobby in order to make this building useable by all, regardless of their physical abilities. New designs should also explore the possibility of adding exterior wheelchair ramps, particularly at the southwest corner at Grand Avenue.

Maintain at least some community-serving functions in the original school building.
Strong School was a community hub for generations of Fair Haven children and their families, and there is strong local desire for the building to continue to provide public service to the community. The terrace and gym have direct access to Grand Avenue and serve as the public face of the building; these flexible spaces would be ideal for serving as a venue for a wide variety of community programming, from fitness classes and community theater to town hall meetings and quinceanera parties. Locally-based organizations who directly serve Fair Haven residents would make excellent tenants for classrooms converted into offices.

Develop the two north parcels to offset the cost of rehabbing the original building.
The 1996 addition is a serviceable building but is not historically or architecturally significant. This building should be demolished in order to make room for larger-scale development that could generate profits that could offset the costs of rehabilitating the historic school building. Offering the opportunity to build new market-rate multifamily residential on this site would generate interest from a larger group of developers, would add quality housing stock to the neighborhood, and help attract and concentrate residents who could support the programming in the historic school building.

Program & Uses

As other successful historic school reuse projects around the country can demonstrate, school buildings can be reused for a wide variety of program types, including residential, commercial, industrial, the arts, and more.

Many members of the Fair Haven community have strongly advocated for reusing the historic Strong School building for community-oriented uses that maintain public use of the space. Suggested uses have included studio and educational spaces for local arts organizations, youth programming, office space for Fair Haven-based nonprofits that serve area residents, and rentable event space (for community gatherings, performing arts events, pop-up markets, etc.). This study finds a number of reasons to support community-oriented programming in the historic school building. First, the building and site have always been used for educational and community functions that strengthened the surrounding neighborhood; restoring community-oriented programming here is an opportunity to fill the service gap created by the closure of the school. Second, the building is located at a prominent and highly-accessible site on a major business and transit corridor. This location links an active commercial district and dense residential neighborhoods, enabling community-oriented programs to potentially serve a large number of Fair Haven residents, workers, and visitors. Programming that draws many diverse visitors throughout the day can also help support nearby businesses, adding stability and vitality to the Grand Avenue corridor. Third, the building's layout includes a great amount of common space that were designed to handle large groups of people gathering and moving about; these spaces are ideal for higher-traffic public-facing uses, but may be more challenging to fully utilize alongside lower-capacity, private programs such as residential. Finally, nonprofit arts, education, and office spaces may be able to use the building nearly as-is—in fact, spaces that are flexible and "rawer" may be a selling point. These uses may not require the level of fit and finish that residential spaces would need—such as adding bathrooms and kitchens to every unit. While there is a strong case for reactivating Strong School with uses that directly cater to the surrounding neighborhood, this approach is not without challenges. Nonprofit tenants, especially smaller or newer organizations, may have lean operating budgets and therefore may not be able to afford market-rate commercial rents. Building owners may need to subsidize rents or lower other costs in order to ensure that these organizations can remain. These types of tenants may not generate a great deal of revenue for developers, and may make it more difficult to secure bank financing; they also may not be eligible for incentives like tax credits and grants that typically aim to support affordable housing and business development. Also, the building itself has physical barriers that currently prevent the building from being fully accessible to a diverse set of users—for example, the many stairways, the lack of elevators and ramps, and public restrooms located only in the basement. The building would require significant accessibility upgrades in order to better serve the whole community, including the elderly, disabled, and others with limited mobility. It should be noted, however, that accessibility issues could be a limited factor for any program.

Multifamily residential and office uses are two other uses that could also work well in this school space. Using the existing floorplan, the school's 15 classrooms could be converted into spacious loft-style apartments that would boast desirable features like tall ceilings, large windows, and an unbeatable location.

However, a residential conversion would require extensive renovation of the building—in particular overhauling the MEP systems to accommodate bathrooms and kitchens in each unit. Further, uses would need to be found for the wide hallways and the gym/auditorium that are compatible with the private apartments; a creative residential project would use these spaces as either quasi-public spaces (for example, public gallery space paired with private live-work artist studios), or communal amenities for residents. Higher construction costs and lower ratio of rentable space may force developers to set higher rents to produce a return on their investment. While market-rate residential is potentially feasible at this site, it would likely be a controversial addition to this predominantly working-class and lower-income neighborhood.

A more recommended strategy for including residential uses on the Strong School site is to replace the 1996 school addition with a new multifamily wing. This approach allows the creation of more units than could fit in the historic school building alone, along with more efficient floorplans, a higher ratio of rentable space, better accessibility, the ability to easily incorporate modern building systems, and overall lower construction costs per square foot. These factors increase the possibility that a newly-built multifamily building could be profitable enough on its own to cover any financing gaps associated with a mission-driven rehab and reuse of the historic Strong School building.

Community/Arts Spaces:

+ Pros:
- Community wants it
- Brings traffic to building

- Cons:
- Challenging to finance
- Needs local champion?

Retail:

+ Pros:
- Spread activity to east Grand
- Boost local economy
- Generates revenue

- Cons:
- Challenging retail climate
- Building not accessible
- Away from main business area

Residential:

+ Pros:
- Increase local housing options
- Increase density
- Generates revenue
- Many financing options

- Cons:
- Limits public use of building
- Many neighbors say they don't want housing here

Office:

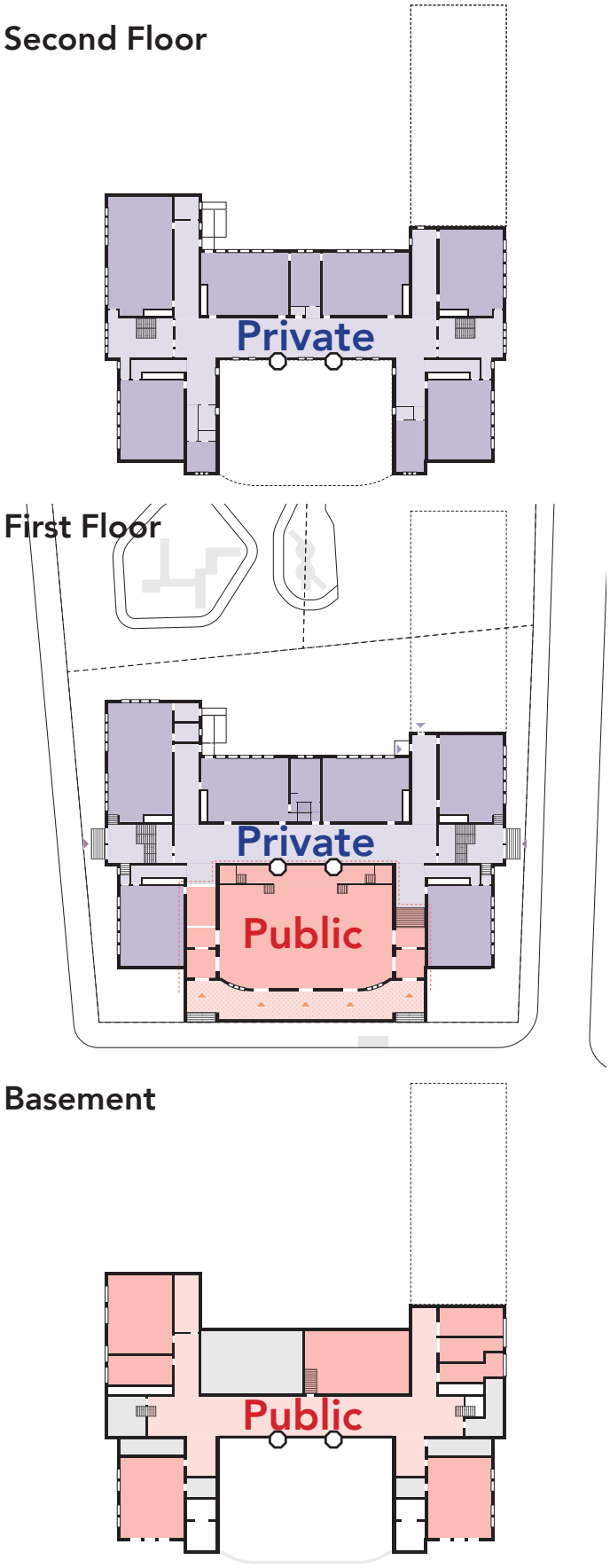
+ Pros:
- Works well with space
- Brings traffic to building
- Support local daytime economy

- Cons:
- Fewer financing options
- Post-Covid Office market = ???

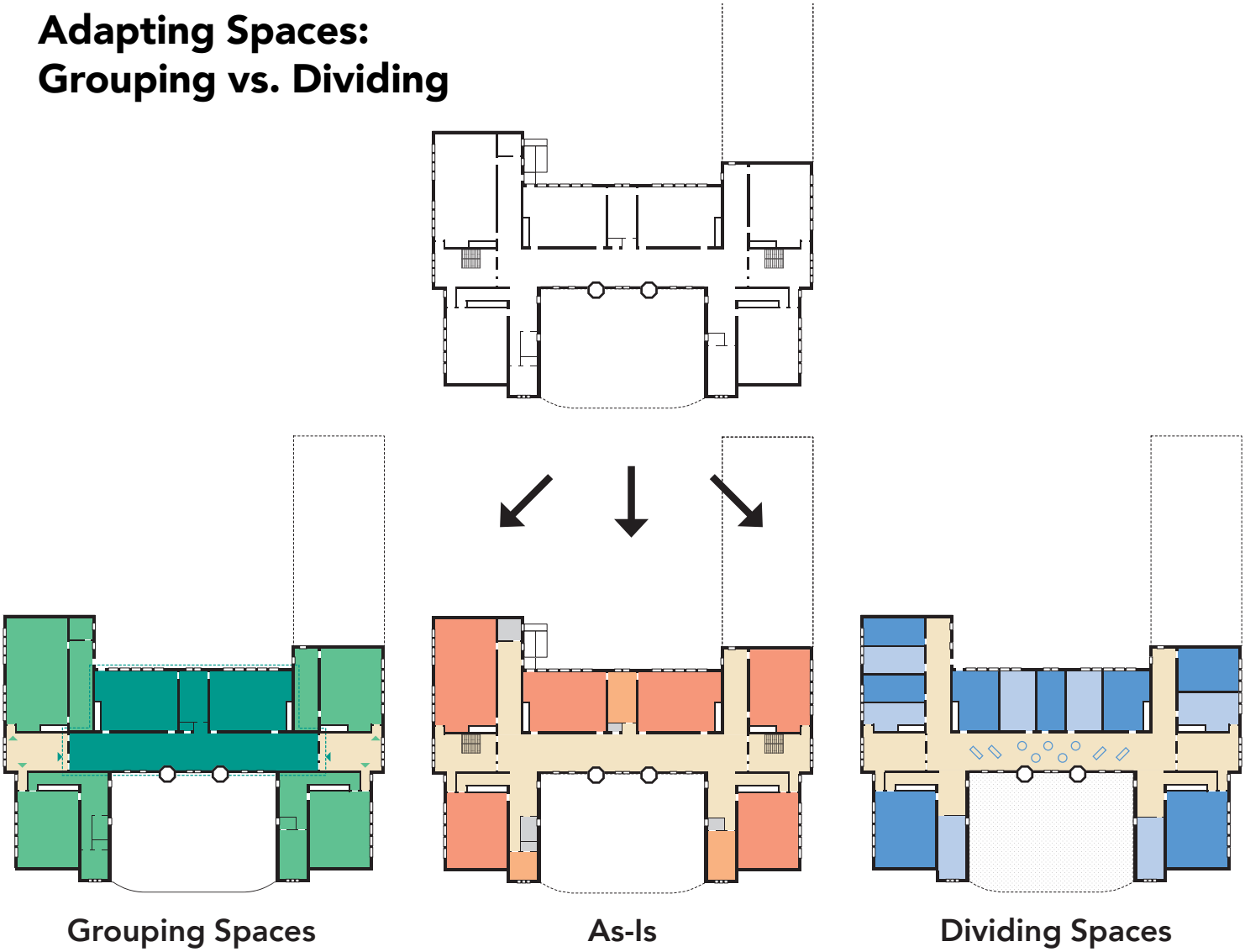
Adapting Spaces: Public vs. Private Areas

Repurposing a former school building often means negotiating the divisions between public and private spaces. As a community institution, Strong School was designed with two different zones of public access: the main classroom areas and the gym/auditorium. Because there are limited connections between the two zones, each can be closed off and operated independently from the other. The gym/auditorium is the most public, with five entrances facing Grand Avenue. Its street access is designed so that it can remain open to host public events—meetings, performances, sports events etc.—during evenings and weekends when the rest of the school is closed. This design also allows for the gym/auditorium to be open to the general public during school hours—for example, for use as a voting place—without allowing outside visitors to enter student areas.

This separation of spaces could allow Strong School to be used for hybrid uses, with more public uses (like event and exhibition space, fitness and recreation, or food and retail) in the former gym/auditorium, and more private uses like offices or studios in the former classroom areas.



Adapting Spaces: Grouping vs. Dividing



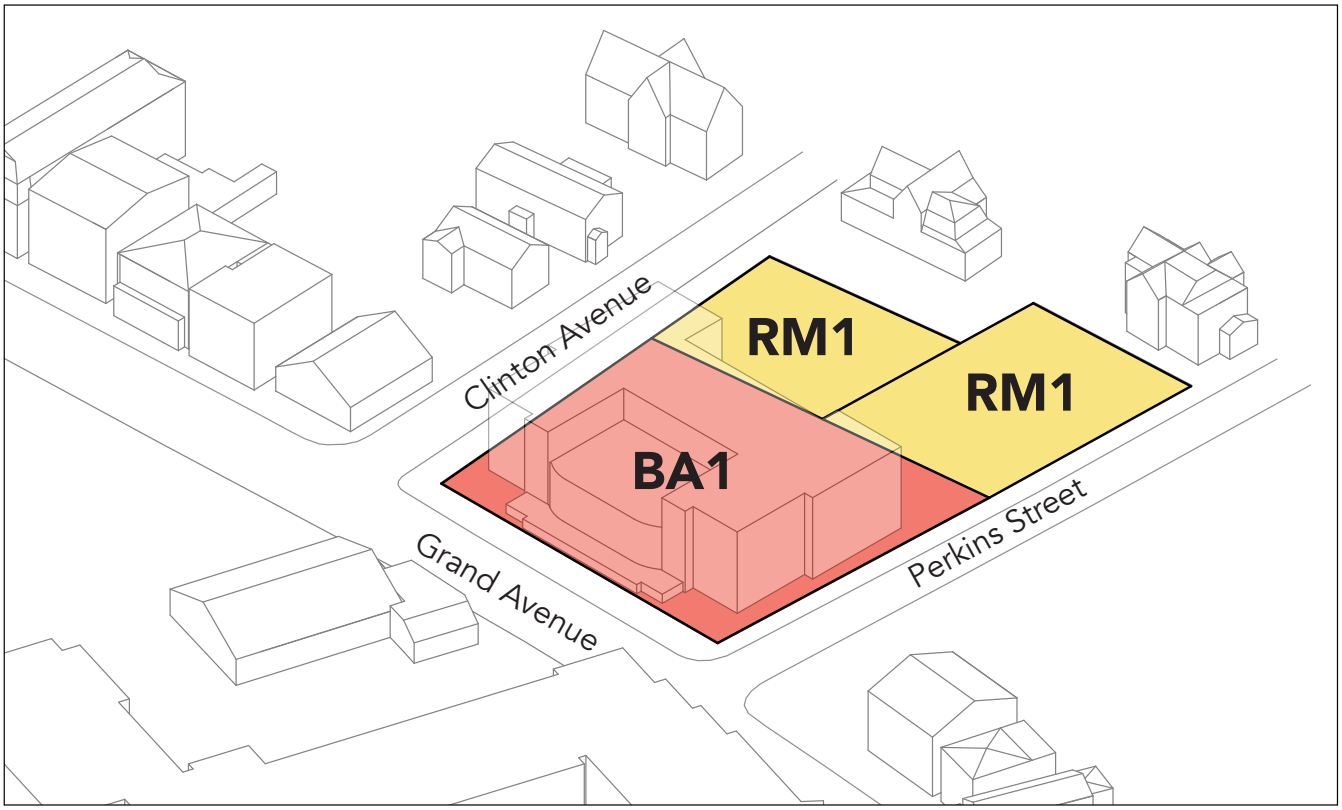
Reusing the Strong School building preserves one of Fair Haven's most important historical and architectural assets—and opens up opportunities to benefit from state and federal historic tax credits. The preservation approach does place some limitations on the types of alterations that are permitted on the interior. Most importantly, common areas like the gym/auditorium, entrances, and hallways must be preserved in their original configuration. While classroom spaces can be modified more freely, they cannot be expanded into existing corridors (and of course, exterior walls and other load-bearing walls must also stay where they are!). Other than using the former classrooms spaces in their existing forms, the two main approaches for reconfiguring those spaces are by grouping or dividing. The grouping approach may remove non-structural partition walls between adjacent classrooms to create larger spaces, and can also include connecting hallway spaces—which at Strong School are wide enough to be used as a room themselves— as part of the same "unit." This approach could be appropriate for uses that need large spaces, such as a performing arts group, fitness studio, or office space for an organization with 10-15 people. The dividing approach adds partitions within existing spaces to create more, but smaller spaces. Half a classroom could be used for private offices, art studios, or other uses with occupancy limited to just one or a few people at a time.

Zoning and Massing

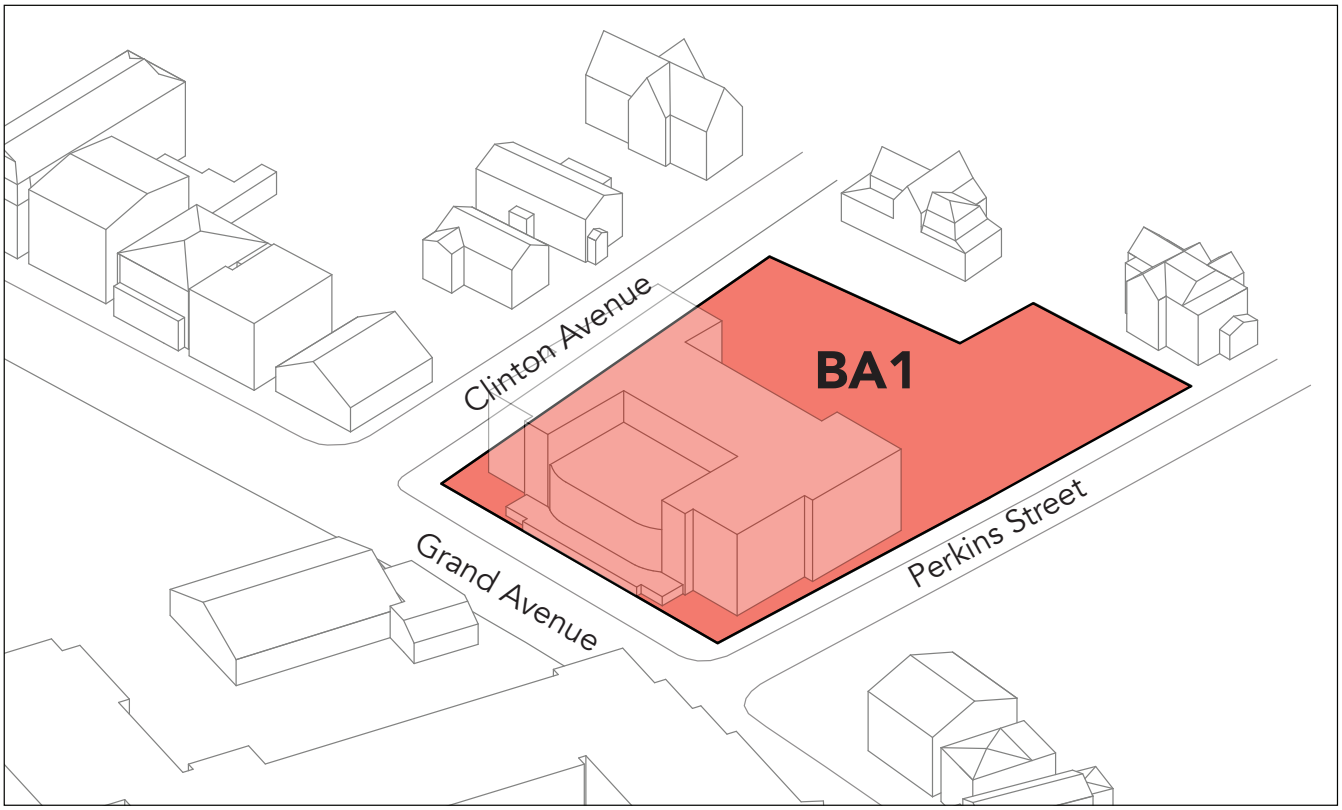
The existing Strong School site is actually made up of three different parcels: the primary parcel upon which the historic school building sits is zoned for commercial development, while the two northern parcels are zoned for low-to-medium density residential use only. In order to maximize the development potential of the site, the two north parcels should be rezoned from RM1 to BA1, matching the primary parcel. This allows for higher-density residential or mixed-use development that could match both the physical of the historic school building and the density of the Grand Avenue corridor. Allowing for larger-scale and higher-density development on the site could also provide opportunities for more profitable types of new development that could help offset the high rehab costs of the existing historic building and support more affordable rents for arts and community-oriented programming (see following sections for a more detailed discussion).

The diagrams on the following pages show step-by-step recommendations for appropriate zoning and massing for the site's northern parcels.

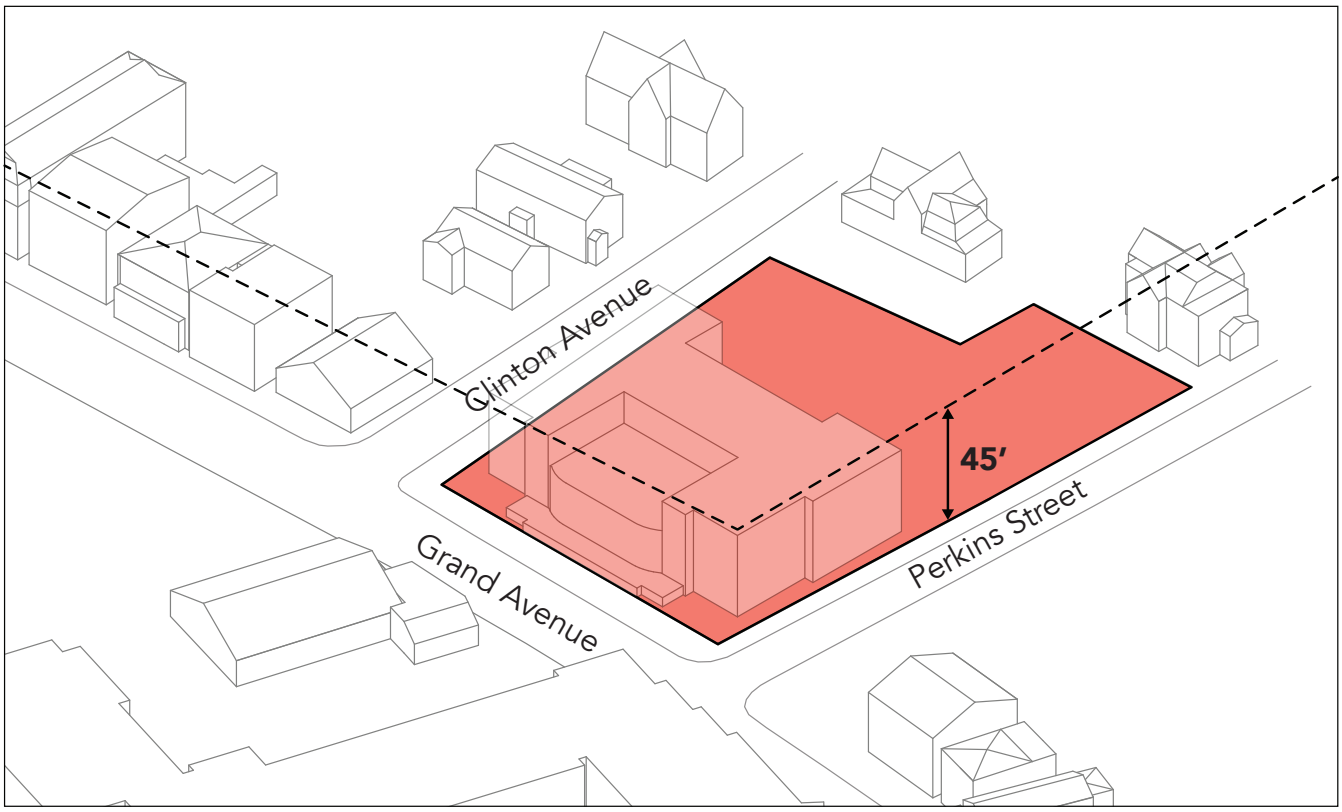
1. Existing Zoning



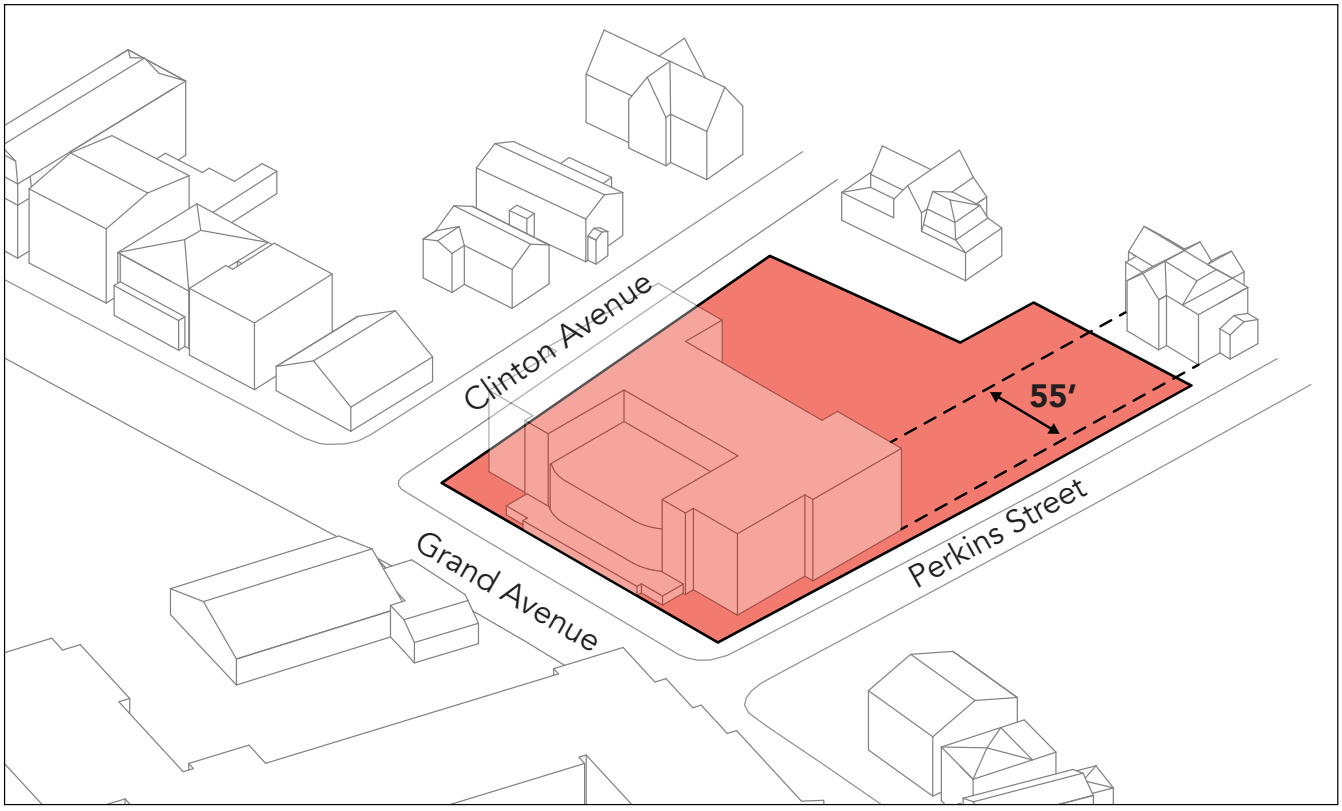
2. Create one parcel with Grand Ave (BA1) zoning



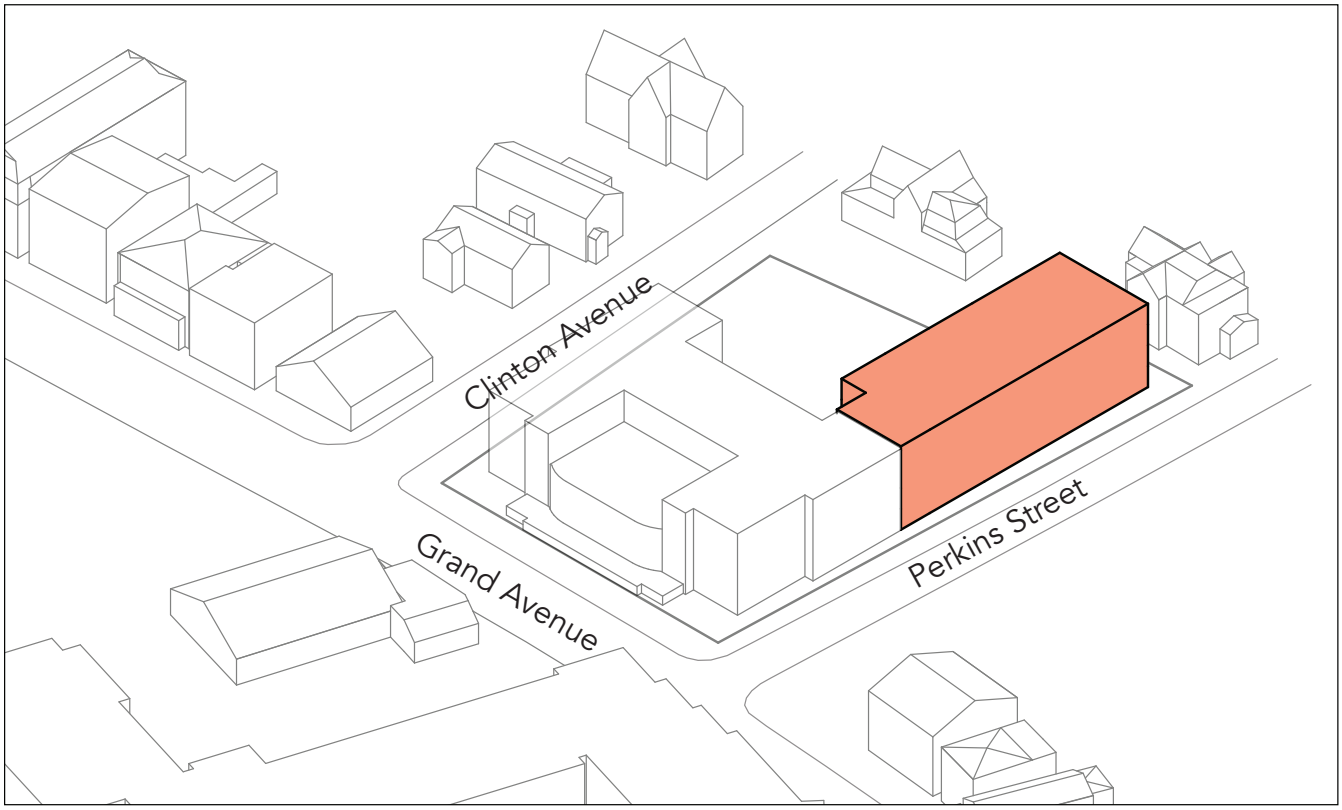
3. Limit new construction height to 45′ based on zoning and neighborhood context



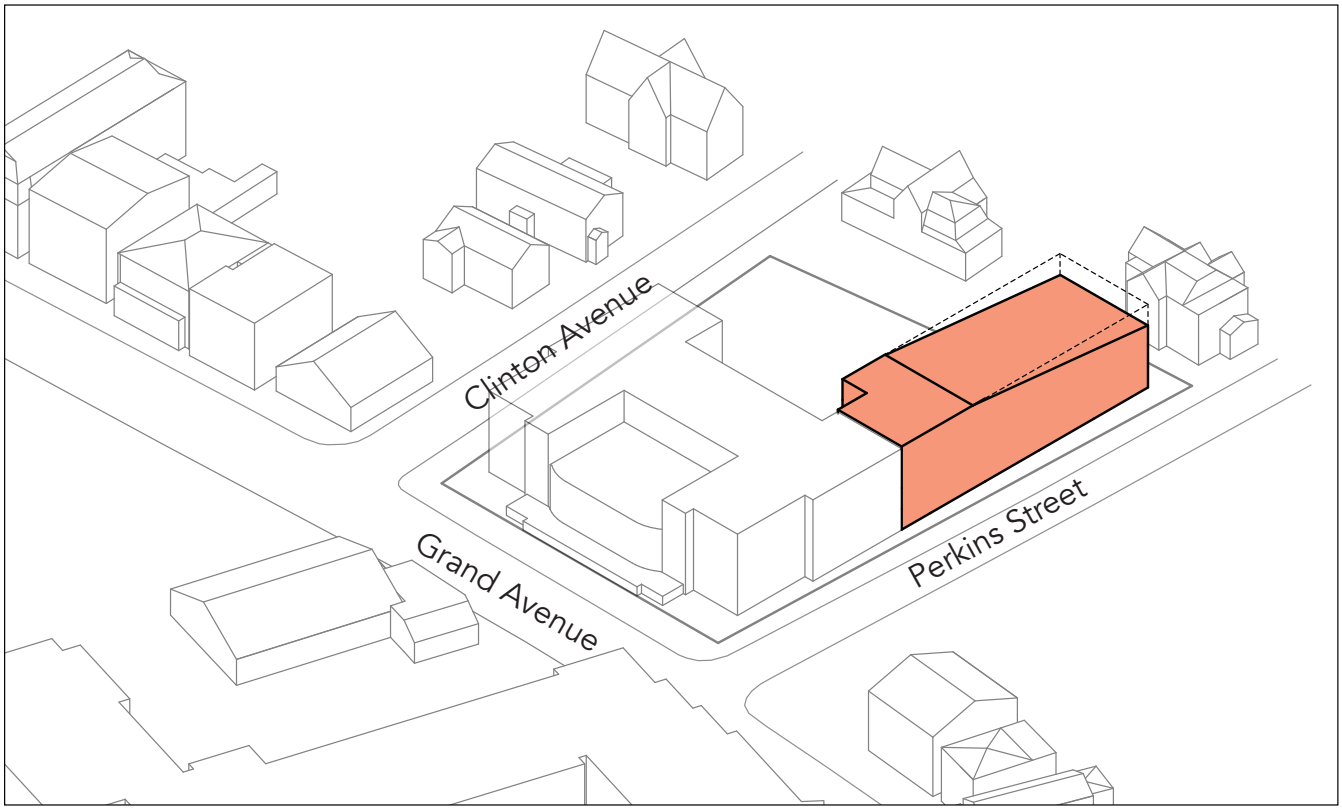
4. Limit new construction width based on zoning and neighborhood context



5. Zoning envelope (tested with Residual Land Value model)



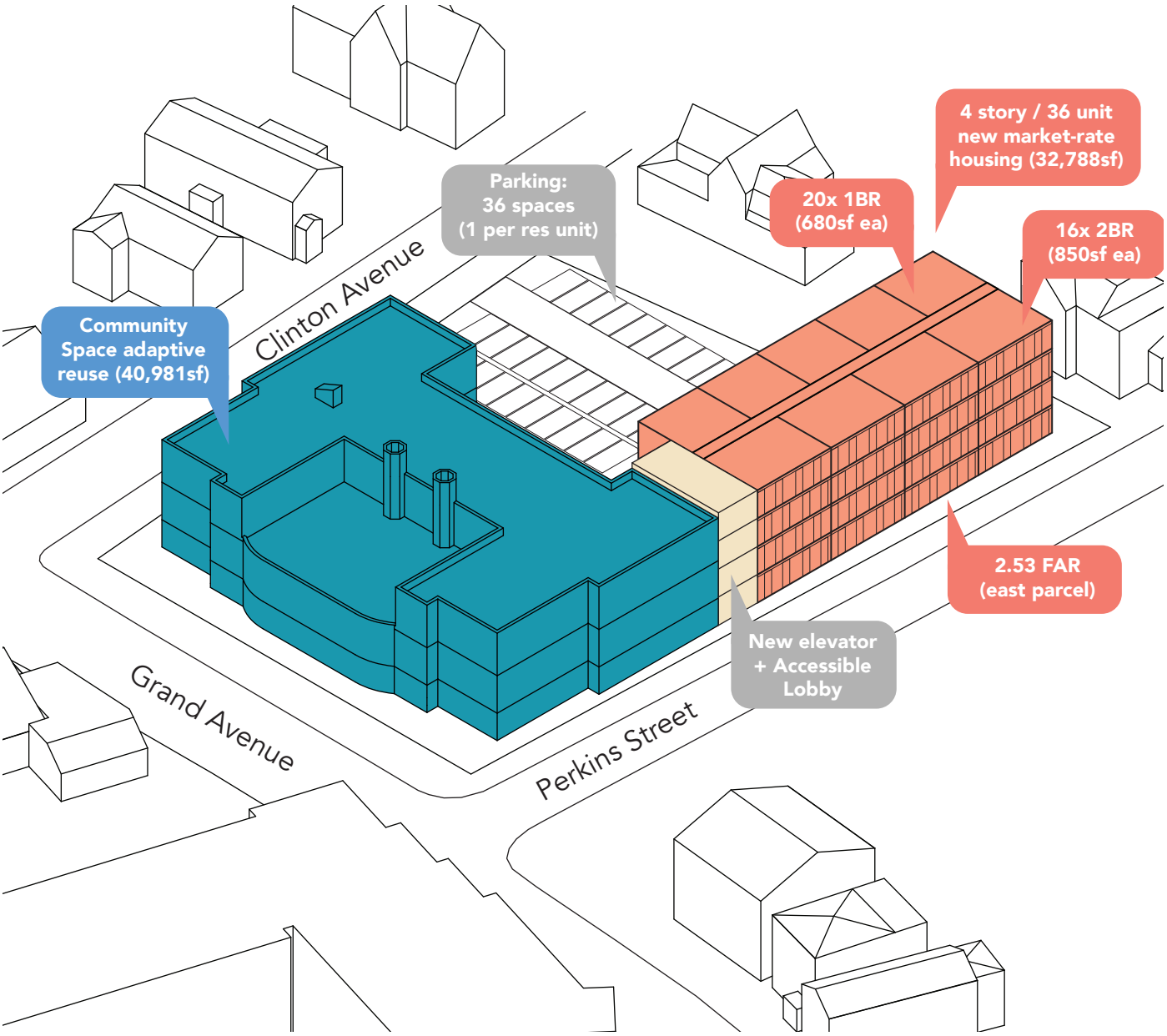
6. Zoning envelope refined to respond to neighborhood context



Redevelopment Scenario

The consultant team developed three different scenarios to examine the feasibility of redeveloping the historic Strong School building. The scenarios included reusing the historic building as: A.) a community non-profit and arts hub, B.) affordable housing, and C.) office and coworking space. These three reuse scenarios were paired with two different options for replacing the existing classroom addition with a new, larger building containing either: 1.) all market-rate residential or 2.) a combination of residential and ground-floor retail uses. The scenarios were evaluated based on their financial feasibility and their anticipated fit within the greater community.

Based on input from the Steering Committee and broader Fair Haven community over the course of this project, Scenario A—the community non-profit and arts hub with new all-market-rate multifamily housing—was the most-preferred. In this scenario, the historic



Strong School building would convert the 12 corner classroom spaces into education, studio, or office spaces aimed at nonprofit community and arts organizations; their adjacent hallways would remain in their current configuration but could serve as both circulation and programmable space, such as lobbies or galleries. These corner units range in size from less than 900 square feet to over 1700 square feet. Currently, on both the first and second floor, there are a pair of central classrooms joined by a shared auxiliary space. The partitions dividing these central rooms could be opened up, combining the rooms and providing bigger spaces which could be used for gatherings, performances, exhibitions, shared studios, or other space-intensive uses. The wide central corridors on each floor could support these spaces as open galleries for exhibitions and collaborative work. Including the corridors, the two central units would provide more than 3,500 square feet of useable space each. These two central units could be shared by the other organizations in the building, or occupied by individual organizations that need a large amount of flexible space.

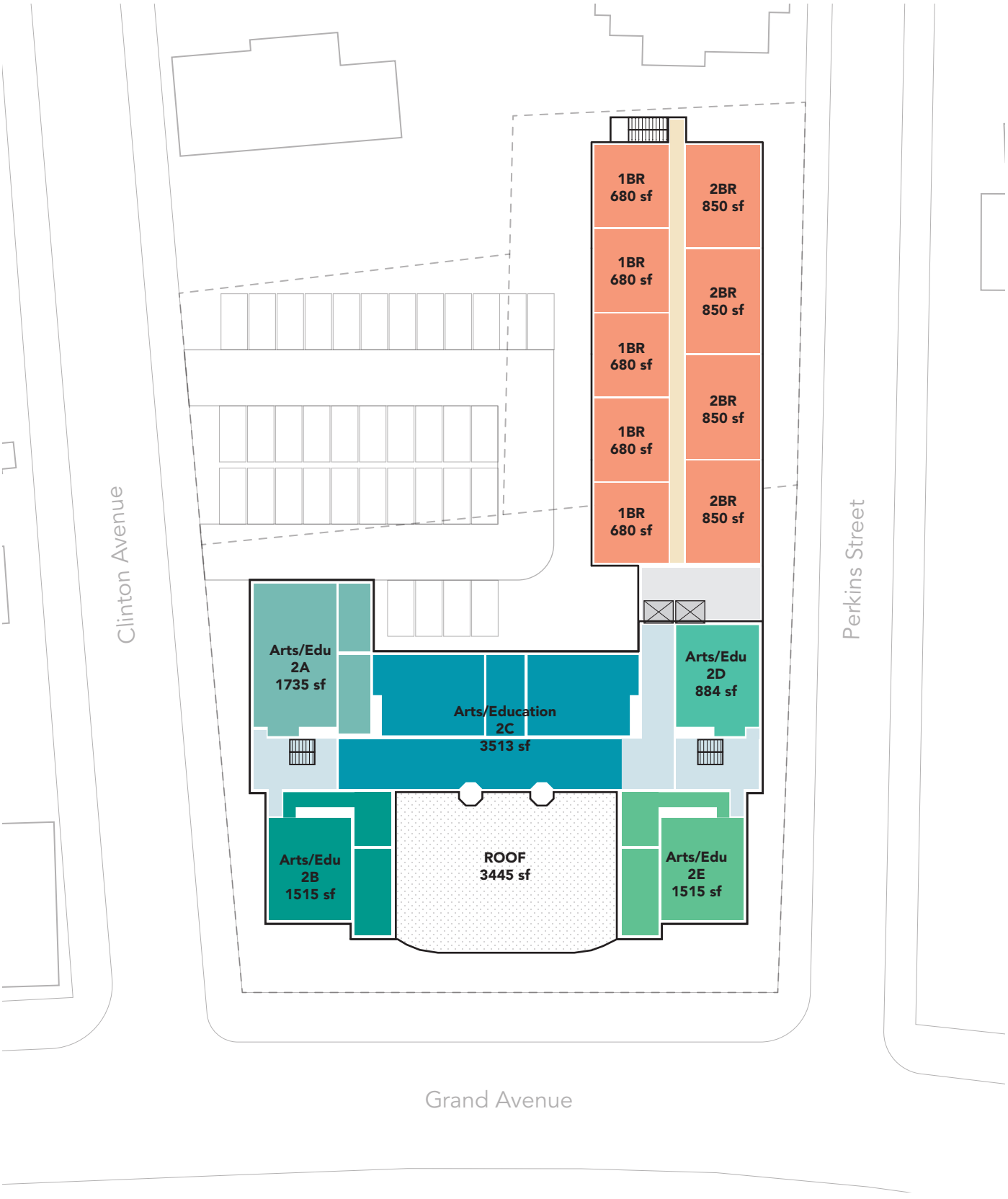
The auditorium would be restored and used in its existing configuration as a space for large public-facing performances, events, and gatherings. This space would not only be available to host events involving any of the tenant organizations in the building, but could also be rented out for use by other groups from Fair Haven and beyond.

If the building's HVAC systems are modernized and consolidated (for example, into the current fan room or onto the roof), the existing high-ceilinged boiler room on the basement level could be converted into a high-bay workspace, black-box theater, a gallery for large artworks, or a flexible event space.

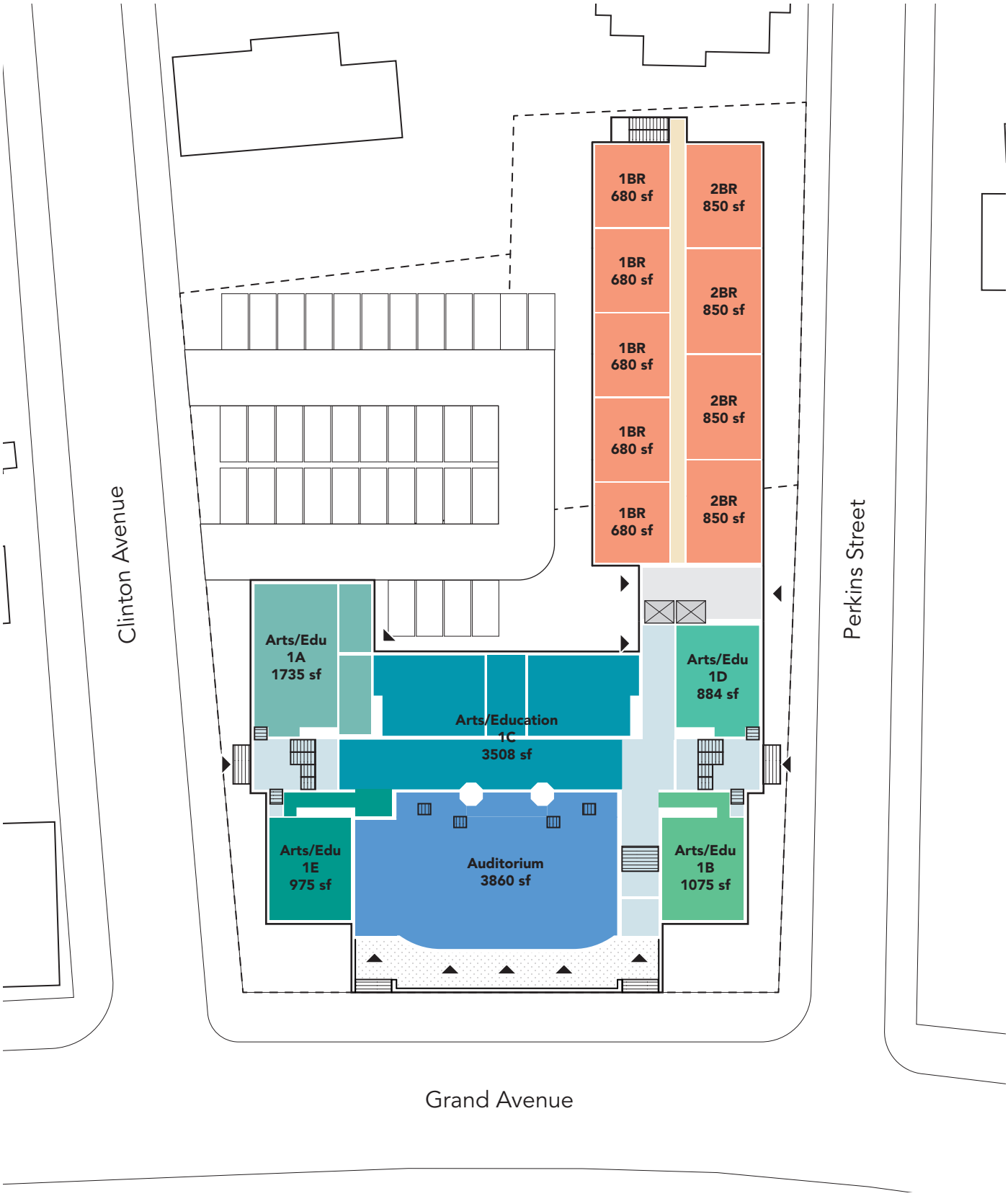
The final component of Scenario A is the demolition of the 1996 classroom addition and replacing it with a four-story, 36-unit market-rate multifamily residential building ("double-loaded residential scheme"). This scenario envisions twenty 680-square-foot, one-bedroom apartments and sixteen 850-square-foot, two-bedroom apartments. The residential wing would be joined to the historic school building via a new ADA-accessible lobby with ground-level access to both Perkins Street and an on-site parking lot. The lobby would also include elevators serving both the new and historic wings of the building. This shared approach is an efficient way to provide the historic Strong School with the ADA-accessible entry and vertical circulation it lacks, solving two of the biggest barriers to the school's reuse as a public space.

Scenario A reflects many of the community's desires for the space. It is the most direct response to the ten development goals advanced by the Strong School steering committee and community members involved in the visioning process. Arts and community-oriented uses in the historic school building would create a new social and cultural hub on Grand Avenue, and would create foot traffic that could support the growth and development of other local businesses along the corridor. Meanwhile, the inclusion of new market-rate housing would provide attractive and high-quality housing options along the Grand Avenue corridor, boost foot traffic to both Strong School and nearby businesses. The added housing also provides developers with a way to offset the costs of restoring and redeveloping the historic Strong School building, making the entire project more financially feasible—a benefit that will be discussed in the following section.

Scenario A
Second Floor Plan



Scenario A
First Floor Plan & Site



Scenario A
Basement Plan

Financial Analysis

A residual land value (RLV) analysis was conducted for each of the three scenarios. An RLV analysis provides a picture of financial feasibility of a new development and is calculated by subtracting the estimated costs from the estimated value of the development. An RLV model is helpful in providing a methodological approach to comparing values of different potential redevelopment uses. It is important to keep in mind that the model is sensitive to its assumptions. For example, for the RLV model, construction costs, rental income, and cap rates can be adjusted based on different assumptions or changes in market conditions.

This section summarizes the analysis for Scenario A. Summary analyses for Scenarios B and C can be found in the Appendix. Scenario A's RLV was deemed to be financially feasible based on several key assumptions, which could change over time. First, that the historic building itself would be repaired and restored to a basic working condition but with minimal alterations or fit-out beyond what already exists. Converting the school building to apartments, market-rate offices, or retail as shown in Scenarios B and C would require more extensive—and expensive—updating and remodeling of the historic school building (for example, adding new kitchens and bathrooms to each residential unit). It was assumed that nonprofit arts and education programming could make use of the former school spaces and more or less as-is, with no fit-out costs. The basic required work would include cleaning, hazardous materials abatement, and other prep work; critical repairs to the structure, roof, facade, windows and doors, and historic interior finishes; and installation of new elevator and mechanical, electrical, and plumbing (MEP) systems. These base rehabilitation costs were estimated to be approximately $2.5 million; adding multipliers for overhead and profit, professional services, contingencies, and inflation increases the total restoration and rehabilitation cost estimate to approximately $6 million—about $145 per square foot. To maximize market-rate rental revenue for Scenario A, the new residential wing was developed as a double-loaded residential scheme with construction costs estimated at approximately $5 million, or $150 per square foot. Assumptions for revenues, operating costs, and cap rates were made based on market research and interviews with local real estate brokers, developers, and historic rehabilitation professionals. Rents of $15 per SF was assumed, but could range from $10-20 per SF. In addition, a cap rate of 6% was assumed, but this rate could fluctuate between 6-9%. Decreasing the rental revenue and increasing the cap rate would result in a lower project value. Based on the assumptions outlined above, the historic school portion of the project was estimated to have an RLV of approximately -$348,220 (-$10 per square foot); however, the new construction portion was estimated to have an RLV of approximately $1.2 million ($40 per square foot), which offsets the negative RLV of the historic portion of the project, and offers one route to potential financial feasibility for the project as a whole. Further, the historic portion of the project could be supported by financing from the City of New Haven Property Tax Assessment Deferral Programs, Connecticut's Office of Brownfield Remediation and Development, federal and state historic tax credits (HTC), and potentially New Market Tax Credits (NMTC).

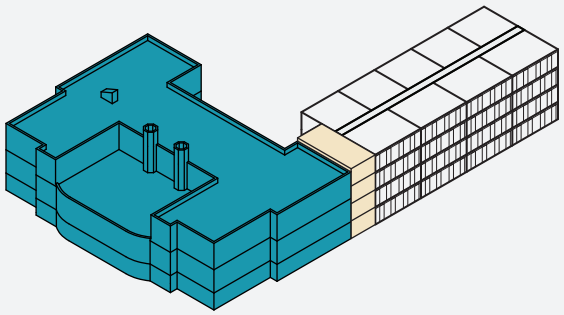
Because of the complexity and overlapping nature of potential tax incentives (i.e., HTC, Low Income Housing Tax Credits, etc.) at this early stage, the RLV models do not account for savings from incentive programs for which the

developer would likely apply. Depending on available programs, these tax incentives could significantly increase a project's value. For example, there are a number of state financing programs available for affordable housing developments, which would favor Scenario B. One in particular is the low-cost loan/grant program under the CT State Department of Housing Affordable Housing Program, aka "FLEX".

It is important to note that these estimates and assumptions are high-level and for reference purposes only. For example, many of the assumptions such as, actual rehab, construction costs and cap rates could be higher or lower than these estimates depending on a wide variety of variables. Developers should conduct their own due diligence and generate their own estimates based on the details of their own proposed projects.

Scenario A: Non-Profit/Arts Space + Residential

Development Type	Gross Area
Historic School Building	40,981 sf



Income	
Annual Rent	$452,550
Annual Vacancy Expense	-$14,660
Annual Operating Expense	-$94,670
NOI	$343,220
Project Value (Capped NOI)	**$5,615,550**

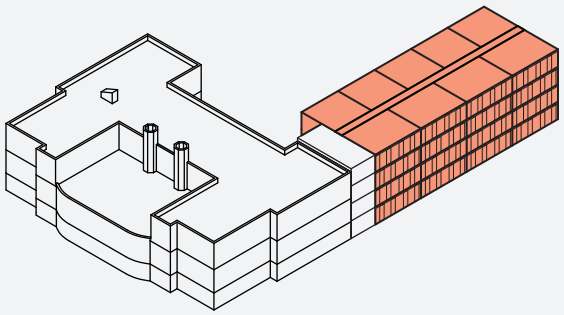
Costs	
Rehab Costs	$5,963,750
Fit-out Costs	$0
Total Costs	**$5,963,750**

Residual Land Value (RLV)	
Total RLV	-$348,200
Total RLV per square foot	-$10

Potential Funding Sources

City of New Haven:	Facade Improvement Grand Program
	Leasehold Improvement Program
	Property Tax Assessment Deferral Programs
State of Connecticut:	Historic Tax Credits
	Office of Brownfield Remediation and Development
Federal:	Commercial & Industrial Property Assessed Clean Energy (C-PACE)
	Historic Tax Credits
	New Market Tax Credits

Development Type	Gross Area
New Residential Construction	32,788 sf



Income	
Annual Rent	$546,120
Annual Vacancy Expense	-$32,510
Annual Operating Expense	-$111,950
NOI	$401,650
Project Value (Capped NOI)	**$6,179,300**

Costs	
Total Construction Costs	**$4,918,200**

Residual Land Value (RLV)*	
Total RLV	$1,261,100
Total RLV per square foot	$40

Potential Funding Sources

State of Connecticut:	Office of Brownfield Remediation and Development

**Potential savings from tax-exempt financing is not incorporated in the analysis.*
Numbers are rounded to the nearest tens, except for building square footage numbers.

Appendix:
Building Conditions Memo

Base Rehabilitation Cost Estimate

Work Item	Quantity		Unit Price	Subtotal
STRUCTURAL				
Partial depth concrete repairs in basement	5	EA	$ 7,500.00	$ 37,500.00
Repair wood roof deck and joists in localized regions of previous water infiltration (prior to roof repairs), assumed 10% (allowance).	1,500	SF	$ 50.00	$ 75,000.00
FACADE				
Repoint parapets where deteriorated	1800	SF	$ 30.00	$ 54,000.00
Repair existing windows, including exterior perimeter sealants and localized interior trim. Alternatively could replace (not considered here). Wood framed openings on south facade and near fire escape will require more significant repair due to decay.	5500	SF	$ 50.00	$ 275,000.00
Repair existing exterior doors or replace	6	EA	$ 6,000.00	$ 36,000.00
Replace isolated coping or accent band units, reinforced cast stone	25	EA	$ 750.00	$ 18,750.00
Replace coping head joint material	350	LF	$ 12.00	$ 4,200.00
Consider resetting all copings and installing though-wall flashing for more durable repair detail (beyond above). Durability option (not required)	650	LF	$ -	$ -
Leave surface-applid drip edge at window heads in place. Alternatively, remove and repair masonry as needed.	200	LF	$ -	$ -
Repoint masonry at missing downspouts	160	SF	$ 30.00	$ 4,800.00
Repoint stone band head joints	350	LF	$ 12.00	$ 4,200.00
Repoint misc. masonry, isolated cracks and debonded mortar	250	LF	$ 25.00	$ 6,250.00
Rebuild displaced masonry at upper SW corner, and misc. isolated locations	50	SF	$ 125.00	$ 6,250.00
Repair vertical cracks at south return walls above lower gym roof area. Repairs to include rebuilding masonry, repointing cracked/debonded/deteriorated joints, installation of soft joint to accommodate movement.	20	LF	$ 125.00	$ 2,500.00
Repair displaced masonry, louvers, and lintels at base of north wall (near fire escape and near basement egress area)	50	LF	$ 125.00	$ 6,250.00
Repoint steps/landings at entrance as needed	3	EA	$ 2,500.00	$ 7,500.00
Clean and paint exposed lintel surfaces, some flashing repairs	100	LF	$ 45.00	$ 4,500.00
Graffiti and effloresence, clean	1	LS	$ 15,000.00	$ 15,000.00
ROOFING				
Isolated repairs at missing mechanical rooftop units and misc. maintenance items	15,000	SF	$ 2.50	$ 37,500.00
Replace/repair downspouts, gutters/scuppers, and flashings on south facade	1	LS	$ 5,000.00	$ 5,000.00
Repair stairwell roof and cladding	1	LS	$ 10,000.00	$ 10,000.00
Replace roofing on lower roof	3000	SF	$ 26.00	$ 78,000.00
GENERAL / DEMO				
Demo 1970s building and accessible ramps	1	LS	$ 50,000.00	$ 50,000.00
Demo fire escape, repair masonry, assume replace in-kind (as necessary for future building use)	1	LS	$ 20,000.00	$ 20,000.00
Demo existing kitchen at SW entrance, does not include added elevator or restoration of stairs	1	LS	$ 10,000.00	$ 10,000.00
INTERIOR FINISHES				
Restore existing interior ceiling finishes	15000	SF	$ 4.00	$ 60,000.00
Stair treads and nosings, repair/replace/restore	1	LS	$ 10,000.00	$ 10,000.00
Wood flooring replacement/repair in areas of water damage, including gym 100% and Classroom 5 (north)	7500	SF	$ 15.00	$ 112,500.00
Remove interior stairwell glass enclosures/curtainwall, replace/reconfigure as desired (assume no in-kind replacement)	250	SF	$ 60.00	$ 15,000.00
Clean effloresence in localized regions, gym, hallways	1	LS	$ 2,500.00	$ 2,500.00
Replace interior west gym doors	1	LS	$ 12,000.00	$ 12,000.00
			Base rehabilitation cost estimate - TOTAL	$ 980,200.00

TOTAL RESTORATION COST ESTIMATE

Base rehabilitation cost estimate		$	980,200.00
Prep for rehab work (removal of necessary interior materials, abatement, etc.)		$	250,000.00
MEP, Fire Protection, assumes full replacement (may not be required)	($80/SF)	$	3,600,000.00
		$	**4,830,200.00**
General Conditions, Overhead and Profit	15%	$	724,530.00
		$	**5,554,730.00**
RS Means adjustment between New Haven and Detroit	5.7%	$	317,259.51
		$	**5,871,989.51**
Escalation (assuming 2 years)	6%	$	352,319.37
		$	**6,224,308.88**
Contingency	25%	$	1,556,077.22
		$	**7,780,386.10**
Architectural, Engineering, Design, Testing Services	10%	$	778,038.61
		$	**8,558,424.71**

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Appendix: Market Analysis

The Horace H. Strong School

BJH Market Analysis Summary – June 2021

Introduction

The Horace H. Strong School (the School) is located at 69 Grand Avenue in the Fair Haven neighborhood of New Haven, Connecticut. BJH completed a real estate market analysis to identify potential uses for the School that would enhance the neighborhood and be financially sustainable. This market analysis will form the inputs to the subsequent financial analysis of potential redevelopment scenarios. BJH gathered key real estate metrics and demand indicators for three areas: the district surrounding the School ("Study Area"), the neighborhood of Fair Haven ("Fair Haven"), and the City of New Haven ("New Haven"). These indicators include demographic data series, area inventory, rents and vacancy rates, among others.

Overview Trends

The population, housing and economic data below is available by census tract from the US Census Bureau's American Community Survey and covers the years 2010-2019. The Strong School is in census tract 1425. For the demographic analysis below, the census tract 1425 represents the "Study Area", the census tracts 1423, 1424 and 1425 represent "Fair Haven", and "New Haven" is the sum of "Fair Haven" and 28 census tracts. Variables that cannot be summed, such as median rents or unemployment rates, are annual averages of the census tract groups, weighted by population.

New Haven is the second largest city in Connecticut and in 2019 it had a population of approximately 130,330. The City is a hub on the 1-95 corridor and Amtrak's Northeast train routes. New Haven is home to seven colleges and universities, the largest being Yale University, Southern Connecticut State University and Quinnipiac University.[1] In 2019, the eastern neighborhood of Fair Haven contained approximately 13% of the population of New Haven. Fair Haven, an historically industrial neighborhood, has experienced growth along its waterfront area. The community has a variety of housing typologies, from large single-family homes to multifamily residential buildings. The Study Area comprised approximately a third of Fair Haven's population.

[1] https://www.newhavenct.gov/gov/depts/board_of_education/universities.htm

Table 1. Population, Housing and Employment Data, 2019

2019 VALUES	Study Area	Fair Haven	New Haven
POPULATION			
Total Population	5,891	17,354	130,331
Population 65 years and over	462	1,164	13,411
Median Age*	31	29	32
HOUSING			
Total Housing Units	2,218	6,544	55,682
Occupied Housing Units	2,046	5,850	49,177
Owner Occupied Housing Units	514	1,179	13,757
Median Value of Owner-Occupied Housing Units*	$197,800	$189,418	$221,376
Rental Vacancy Rate (%)*	3	6	7
Median Rent for Occupied Units*	$1,118	$1,179	$1,209
EMPLOYMENT			
Commute Transit	127	765	7,074
Commute Walk	224	338	6,794
Commute Other	57	80	2,462
Unemployment Rate (%)*	7	12	10
Median Household Income*	$42,095	$38,555	$45,445

Source: Census Bureau, ACS Data
*Weighted average for area

Table 2. Population, Housing and Employment Percent Change 2010-2019

% Change from 2010-2019	Study Area	Fair Haven	New Haven
POPULATION			
Total Population	9%	11%	1%
Population 65 years and over	15%	3%	20%
Median Age	5%	1%	4%
HOUSING			
Total Housing Units	1%	3%	-0.05%
Occupied Housing Units	4%	8%	2%
Owner Occupied Housing Units	28%	-22%	-10%
Value of Owner-Occupied Housing Units	-14%	0%	-3%
Rental Vacancy Rate	-72%	-58%	-18%
Median Rent for Occupied Units	11%	15%	17%
EMPLOYMENT			
Commute Transit	-64%	-23%	10%
Commute Walk	874%	125%	-11%
Commute Other	-35%	-44%	9%
Unemployment Rate	-34%	-10%	-15%
Median Household Income	44%	24%	14%

Source: Census Bureau, ACS Data

Population

Study Area

The Study Area's population increased by 9% from 2010-2019 and was 5,891 residents in 2019. During this period, the median age stayed the same at around 31 years, however the population age 65 and older increased by 15% to 462 residents.

Fair Haven

Fair Haven's population is distributed relatively evenly across its three census tracts. Compared to the Study Area and New Haven, Fair Haven's population is slightly younger and growing relatively faster. From 2010-2019, its population grew the most, by 11% and was 17,354 residents in 2019. In 2019, Fair Haven had the lowest median age of the three areas, at 29 years, which stayed stable during the study period.

New Haven

New Haven's population increased the least out of the three areas, only by 1% from 2010-2019. New Haven also has a comparatively older population. The Median Age was 32 in 2019 and the population 65 years and over increased the most, by 20% from 2010-2019.

Housing

Study Area

The total number of housing units in the Study Area stayed stable from 2010-2019, however, there were signs that the demand for housing was growing. From 2010-2019, the number of occupied housing units increased by 4% and owner-occupied housing units increased by 28%. The rental vacancy rate fluctuated during 2010-2019. The rate was 9.2% in 2010, then peaked at 13.2% in 2014, and then dropped to a low of 2.6% by 2019. This decrease in the rental vacancy rate was accompanied by a 11% increase in median rents for occupied units, from $1,008 per month in 2010 to $1,118 per month in 2019. Since rents did not increase significantly, this suggests that the Study Area may have had an adequate supply of rental units. The Real Estate Trends section below provides more detail on the multifamily and senior housing markets in the Study Area, Fair Haven and New Haven.

Fair Haven

The total number of Fair Haven's housing units also stayed stable during 2010-2019. At the same time, the demand for rental units showed signs of increasing. Owner-occupied housing units decreased by 22% while the rental vacancy rate fell from 14% in 2010 to 5.8% in 2019. The median rent for occupied units also increased during the study period by 15%.

New Haven

New Haven's housing market did not expand notably from 2010-2019, corresponding to the City's low population growth during this period. From 2010-2019, the total number of housing units stayed the same, the number of occupied housing units increased only slightly by 2%, and owner-occupied housing units fell by 10%. Unlike the sharp drops in the rental vacancy rates in the Study Area and Fair Haven, New Haven only experienced a decline in rental vacancy rates from 9.1% in 2010 to 7.5%. Additionally, in 2019, New Haven had a higher rental vacancy rate than the Study Area or Fair Haven. While rental vacancy rates only declined slightly, the median rent for occupied units increased by 17% from 2010-2019, a greater growth than the Study Area or Fair Haven experienced over the same period.

Employment

Study Area

Recently, the Study Area has experienced an improvement in some of its employment indicators. Starting in 2010, the unemployment rate began increasing, reaching a high of 24% in 2014 and falling to a low of 6.7% in 2019. Similarly, the Study Area had the highest percentage increase in its labor force during 2010-2019, at 13%. Although the median household income per year dropped to a low of approximately $29,000 in 2014, this value had been increasing, reaching a high in 2019 of almost $43,000 per year. Interestingly, from 2010-2019, the number of commuters who walk increased tenfold, to 224 people, while the number of commuters who use transit fell by two-thirds, to 127 people. This suggests that employment opportunities in the walking distance of the Study Area may have been increasing over the study period.

Fair Haven

In 2019, Fair Haven had the highest unemployment rate of the three areas, at over 12%. During 2010-2019, some key employment indicators improved for the neighborhood, though they were mostly driven by conditions only in the Study Area census tract. From 2014-2019, Fair Haven's unemployment rate steadily dropped. This decrease can be attributed to a corresponding fall in the unemployment rate in the Study Area. After hitting a low of $27,000 per year in median

household income in 2015, income began increasing and was almost $39,000 per year in 2019. Again, this increase was largely due to income growth in the Study Area; by 2019, the Study Area had the highest median household income per year than Fair Haven's other two census tracts, by at least $4,000 a year. Although the number of commuters who walk in Fair Haven increased from 2010-2019, this was in large part due to the increase previously mentioned in the Study Area. In fact, during the study period, one of Fair Haven's census tracts (1423) experienced a 6% decrease in commuters who walk.

New Haven

During 2010-2019, New Haven's unemployment rate fell by a relatively small amount, from 11.3% to 9.6%. Similar to the trend in Fair Haven, New Haven saw its unemployment rate decrease from 2014-2019. Although New Haven had a higher median household income per year than the Study Area or Fair Haven, its income grew by the least percentage amount during 2010-2019, by 14%. Commuting habits for New Haven residents changed slightly, with the number of commuters who walk decreasing by 11% during this period while the number of commuters who use public transit and those that use other means growing at 9% and 10%, respectively.

Real Estate Trends

CoStar real estate data covers the years 2011-2020. For the analysis of CoStar data below, "Study Area" includes the address of the Strong School and the region between Pine Street, west to Atwater Street, south to Exchange Street and across the Quinnipiac Reiver on Quinnipiac Avenue between Aner Street and Clifton Street. "Fair Haven" includes the Study Area and covers I-91 to the north and the boundary contained by the Mill River and Quinnipiac River. "New Haven" includes Fair Haven and the rest of the neighborhoods within its municipal boundary. Below is a summary of findings for general market indicators across the three regions and by six real estate uses: multifamily residential, retail, office, industrial, health care and community spaces.

Residential Use

Multifamily

Study Area

The Study Area had 188 units across seven multifamily buildings during 2011-2020. The effective Multifamily rent per square foot (per SF) was $1.14 in 2020. During 2011-2020, the Study Area had lower Multifamily vacancy rates than Fair Haven and New Haven. After plateauing at around 2%, the rate fell sharply in 2017-2019, from 2.1% to 0.7%, though this data may be biased by the small sample size within the Study Area. Although the Study Area had the lowest vacancy rates, it had a lower effective rent per SF than the other two areas. The rents, however, increased from 2015-2019, perhaps due to the corresponding fall in Multifamily vacancy rates and rise in median household income per year in the Study Area.

The largest facility in the Study Area is the River Run Apartments, an approximately 140-unit affordable senior housing community. The average unit in the building is 790 square feet and most of the units are one-bedroom. Although this development is larger than what would likely occur at the Strong School, it shows the demand for affordable senior housing in the Study Area. According to CoStar, this facility has a 0% vacancy rate.

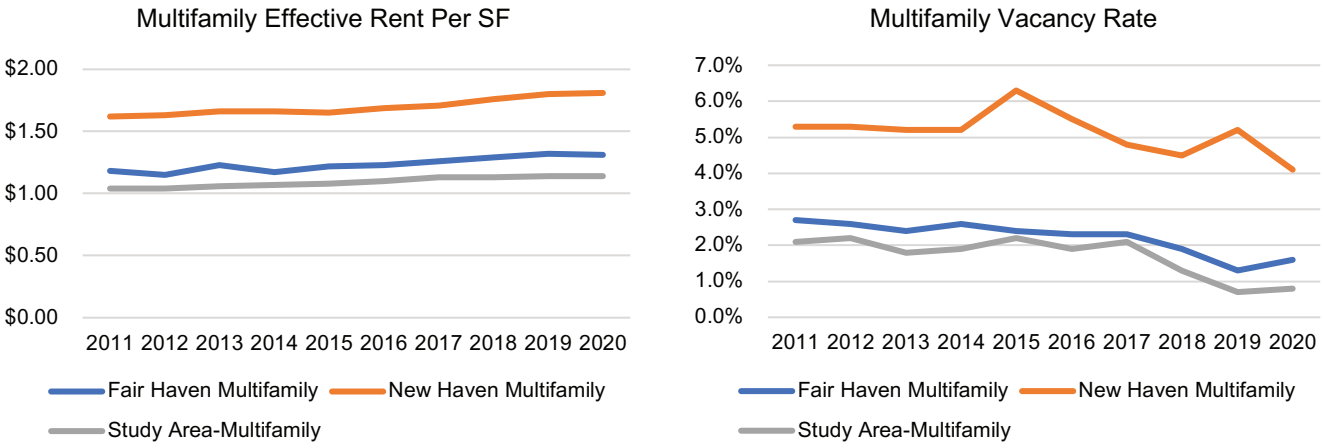
Fair Haven
Fair Haven had 910 units across 34 Multifamily buildings during 2011-2020. In 2020, the area's effective Multifamily rent per SF was $1.31. The Multifamily vacancy rate fell from a high of 2.6% in 2014 to 1.3% in 2019. The effective rent per SF increased from 2014-2019, corresponding to the decrease in vacancy rates and increase in median household income per year during that period.

Just outside of the Study Area, on Ferry Street, are the Fairbanks Apartments. This building is nine-stories and contains 120 affordable, one-bedroom apartments. Fair Haven has seen a cluster of apartment buildings being developed along the Quinnipiac River Historic District. Among these, Brewery Square Apartments contains 104 market-rate and affordable residential units in a former brewery plant. The apartments range from studios to three-bedroom units. The average unit size is 970 square feet and the average effective rent per SF is $1.42. Also nearby is the Bottling Works Condominium Complex which contains 27 ranch and townhome units in a former bottling factory.

New Haven
From 2011-2020, New Haven's number of Multifamily buildings and square feet of inventory increased by 4% and 11%, respectively. In 2020, the effective rent per SF was $1.81, substantially higher than the 2020 rents in the Study Area or Fair Haven. During 2011-2020, however, New Haven's vacancy rate fluctuated and was consistently higher than the rates of Fair Haven or the Study Area. After the vacancy rate reached a high of 6.3% in 2015, it decreased to 4.5% in 2018.

According to CoStar, New Haven's largest multifamily building is the Bella Vista, a high-rise, 2,462-unit affordable senior housing building in Fair Haven Heights. The apartments range from studios to two-bedroom units. The average unit size is 634 square feet and the average effective rent per SF is $1.29. On a smaller scale, New Haven has the Victory Garden Apartments, a 42-unit affordable housing building designed for the elderly or disabled populations. The building has approximately 40,000 square feet of rentable building area. All the units are one-bedroom, with an average size of 500 square feet and an average effective rent per SF of $2.08.

Figure 1. Multifamily Residential, 2011-2020



Source: CoStar

Multifamily residential is a well-matched use for vacant school redevelopment, with precedent projects under construction in southern Connecticut demonstrating the viability. The Welch Annex School in New Haven will be converted into a 30-unit affordable housing residence with a mix of studio, one-bedroom and two-bedroom units. Monthly rents are expected to range between $375 to $1,260 per unit. [2] The former St. Mary Star of the Sea School in New London will be converted into a 20-unit affordable housing residence with studio and one-bedroom units. [3] Rental information for this development was not available. Multifamily units can be carved out of the classroom layout and there is compatibility with the single-family residential neighborhoods surrounding the School.

In residential redevelopments, there must be sufficient demand for housing in the surrounding neighborhood. As mentioned above, the populations in the three areas have grown from 2010-2019, but New Haven's overall population grew at a low rate of 1%. At the same time, the area contains a number of senior housing facilities and demand for these types of residences may rise if the population continues to increase in age. BJH will take these types of underlying demographic trends into consideration when making recommendations for the School and analyzing financial feasibility of proposed uses.

Commercial Uses

Table 3 below provides a snapshot of the building inventory from CoStar used in this real estate analysis. The following is 2020 data for the retail, office and industrial sectors in the Study Area, Fair Haven and New Haven. This section goes on to profile some other specialized uses, such as health care and community facilities, but for which there is more limited CoStar data.

[2] "School Reborn as 30 'Affordable' Apts," *New Haven Independent*, Jun. 16, 2021.
[3] "St. Mary school to be transformed into affordable housing," *The Day*, Jun. 4, 2019.

Table 3. Real Estate Data, 2020

REAL ESTATE	Study Area	Fair Haven	New Haven
Retail Inventory SF	76,309	748,374	6,997,044
Retail Buildings	17	77	671
Office Inventory SF	15,000	462,712	11,472,697
Office Buildings	4	21	340
Industrial Inventory SF	40,203	1,680,582	5,983,207
Industrial Buildings	6	53	202

Source: CoStar

When comparing the three areas across Commercial uses, the predominate sector in the Study Area is Retail. Fair Haven has a relatively large Industrial sector while New Haven has a relatively large Office sector. The Study Area's Retail sector is concentrated in the vibrant commercial corridor on Grand Avenue which connects New Haven's downtown with Fair Haven Heights. These Retail buildings average approximately 4,500 square feet. In contrast, the average Retail buildings in New Haven and Fair Haven in 2020 was approximately 10,400 square feet and 9,700 square feet, respectively. Fair Haven historically had a large Industrial sector, and some buildings remain in use as warehouses or manufacturing facilities. New Haven has a downtown that provides quality office space attracting commercial businesses.

Retail

Within the retail property type, BJH's analysis includes the CoStar retail subcategories of Retail Neighborhood Center, Retail Community Center, and Retail Strip Center.[4] These categories contain some larger buildings than standard retail, but are useful for understanding the market context around the School.

Study Area

From 2011-2020, the number of Retail inventory stayed constant at approximately 76,300 square feet. All but three of the 17 Retail buildings are located on the Grand Avenue commercial corridor. Due to data limitations, the latest available Retail rents in CoStar for the Study Area was for 2017 when rents were $9.99 per SF. Retail vacancy rates declined substantially from 8% in 2011 to 0% in 2020, but this summary data is limited by the small sample size in the Study Area.

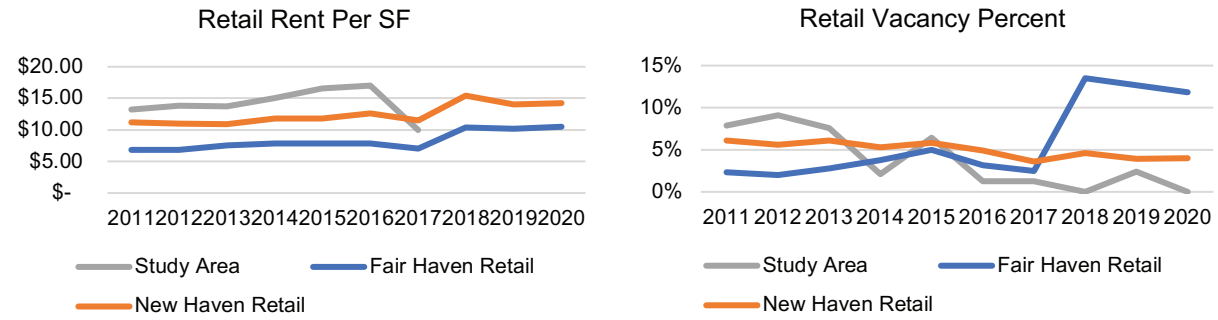
Fair Haven

From 2011-2020, the number of Retail buildings in Fair Haven was approximately 748,300 square feet over 77 buildings. Just over half of these buildings are located along the Grand Avenue commercial corridor, including one Retail Neighborhood Center. During 2011-2020, Retail rents increased from $6.84 to $10.50 per SF. Vacancy rates increased substantially during the past decade, with the largest yearly increase from 2.5% in 2017 to 13.5% in 2018.

[4] Retail Neighborhood Centers sell convenience goods and personal services with a supermarket being the principal tenant. Strip Centers are an attached row of stores managed as one entity, with on-site parking usually located in front of the stores. Strip Centers do not have enclosed walkways linking the stores. Retail Community Centers offer a wider range of apparel and other soft goods than neighborhood centers. Common anchors are supermarkets, super drugstores, and discount department stores.

New Haven
New Haven's Retail sector is larger and more diverse. Over the past few years, the sector has shown some growth. New Haven currently has approximately 7 million square feet of Retail inventory over 671 buildings. Retail rents have been increasing and in 2020, were the highest out of the three areas, at $14.22 per SF. In 2017, the vacancy rate was 3.6%.

Figure 3. Retail Sector, 2011-2020



Source: CoStar

There are design and market challenges to developing retail uses in former school buildings. Retail uses are often small and, as noted above, the average retail lease/building size in the three areas ranged from 4,500 to 10,400 square feet. Meanwhile, the School, is approximately 45,000 square feet. It is likely that a retail use would only use a portion of the building, preferably facing Grand Avenue to be close to other retail businesses and frequent pedestrian, bike, or car traffic. Retail projects could benefit from tactical preservation and redevelopment of a small portion of the School, or as part of a larger mixed-use development scheme.

Office

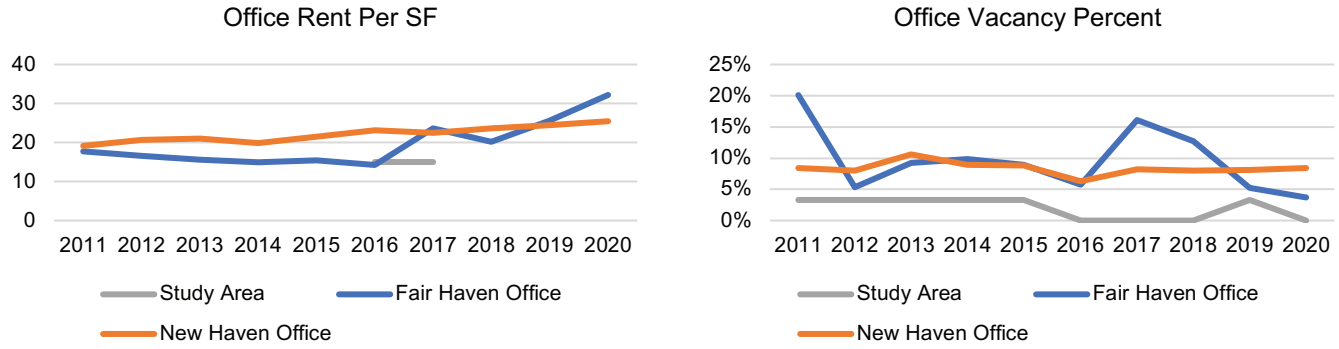
Study Area
From 2011-2020, the Study Area had four Office buildings ranging from 1,000 to 6,000 square feet. All four buildings were located along the Grand Avenue commercial corridor and contained either Class B or Class C space. The Office rent was $15.00 per SF in 2018, the latest year with available data from CoStar. The vacancy rate varied between 0% and 3% during the study period.

Fair Haven
During 2011-2020, Fair Haven had 21 office buildings ranging from one to four stories and averaging approximately 22,000 square feet. Its Office sector has shown strength in recent years. Although only one building was Class A space, it was the second largest Office building in the neighborhood comprising almost 110,000 square feet and commanding a high average rent per SF of $26.31. In 2020 Fair Haven had the highest office rent per SF of the three areas, at $32.20. Office vacancy rates fluctuated between 2011-2020, hitting a high of 20% in 2011 to a low of 4% in 2020. Corresponding to the decrease in the vacancy rate, the Office rents increased from 2018-2020

New Haven
New Haven's Office sector contains 11.5 million square feet over 340 buildings. The City has one Office Strip Center and one Office building under construction. Approximately two-thirds of

the Office buildings contain Class C space and 11 contain Class A space. The Office sector was strong between 2014-2016. However, recently New Haven's Office rents have plateaued while Fair Haven's have increased. In 2020, Fair Haven's rent per SF continued to grow and surpassed that of New Haven's. New Haven's rent remained at approximately $25.40 per SF. Vacancy rates remained relatively stable, at less than 10% during 2011-2020.

Figure 4. Office Sector, 2011-2020



Source: CoStar

Commercial office redevelopment is a potential use for the Strong School. Working with existing New Haven companies that may be interested in the type of heritage space the Strong School building provides could be a successful strategy. In Fair Haven and its surrounding areas, there are creative examples of historic rehabilitations for office uses. The GreenWave Building on the waterfront was converted from a construction company office to a co-working office space[5] and headquarters for GreenWave, a non-profit that trains on regenerative ocean farming.[6] The Jepson School in Fair Haven Heights was converted from a vacant school to an office for the New Haven Public School's facilities department and a Montessori school. Successful commercial projects benefit from the support of surrounding business, and Fair Haven has a vibrant commercial corridor where workers can eat lunch and run errands. However, commercial uses can be more risky than residential projects, and may be harder to finance.

Industrial

Study Area

The Study Area did not have a strong Industrial sector. Industrial rents were $5.61 per SF in 2016, the latest available year of data from CoStar. The number of Industrial square feet stayed stable at approximately 40,200 SF from 2011-2020. The vacancy rate, however, increased from 2% in 2016 to 17% in 2017. In 2017 the vacancy rate stayed at 17% from 2017-2020, suggesting that the space made available in 2017 had not been occupied by tenants.

Fair Haven

Fair Haven's Industrial sector has shown signs of recent growth. It had approximately 1.7 million of square feet over 53 buildings between 2011-2020. Fair Haven's rent per SF fell to a low of $4.09 in 2017, after which rents rebounded, reaching a high of $6.28 in 2020. Vacancy rates had been low, but fluctuating, reaching a high of 8% in 2019.

[5] Quinnipiac River Marina's website: http://www.quinnipiacrivermarina.com/office-spaces.html
[6] GreenWave's website: https://www.greenwave.org

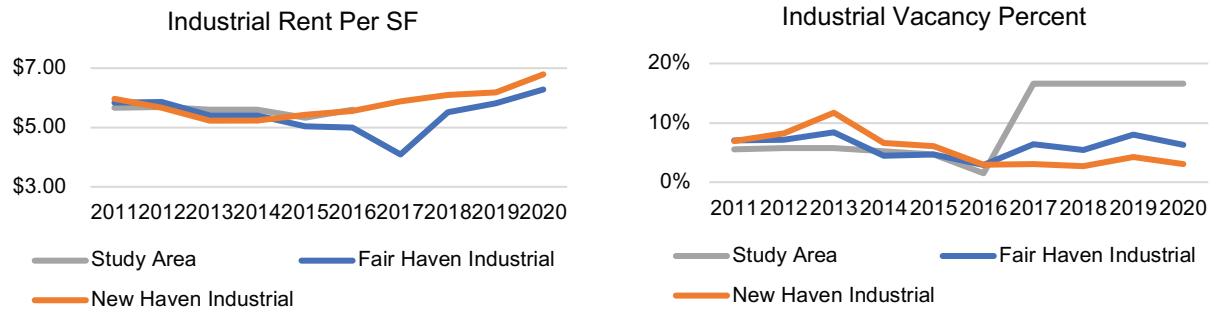
New Haven

New Haven has an increasingly growing Industrial sector. The area has approximately 6 million square feet over 200 buildings. Industrial rent per SF had been steadily increasing. In 2013 rents were $5.23 per SF and in 2020 rents were to $6.79 per SF. Likewise, vacancy rates fell significantly from a high of 12% in 2013 to 3% in 2020.

The typical school structure does not lend itself to the space requirements of modern manufacturing or distribution facilities, such as high ceilings, column-free space, and loading docks. However, there could be potential to subdivide schools into smaller maker studios, workspaces, or training centers where the previously listed features are less important. A successful example of this is Erector Square in the Fair Haven, where a former toy factory was converted into rental facilities for artists to lease studio, office and warehouse space. Rents are currently between $10.00 to $13.50 per SF.[7]

Working with existing New Haven entities will be important. Local organizations often have a vested interest in and connection to a neighborhood, and cultivating this type of home-grown match may be a successful strategy to redeploy the School into productive use. For example, a current development to convert a former industrial building in Fair Haven into a film studio, Jaigantic Studios, was proposed from a Connecticut native who works in the entertainment industry.[8]

Figure 5. Industrial Sector, 2011-2020



Source: CoStar

Health Care

Study Area

Within the Study Area is the historic Mary Wade Home, a residential and day center for the senior population. A new expansion for this complex is under construction nearby on Clinton Avenue, just outside of the Study Area. The new facility, called Chatham Square at Mary Place, will be a 75,000 square foot senior residential building with 84 units.[9]

New Haven

New Haven has a number of health care facilities located throughout the City. The facilities range from the prominent Yale-New Haven hospital to smaller assisted living residences and rehabilitation centers. Rent for these health care buildings are not available in CoStar, however all the buildings listed in CoStar are currently 100% leased.

[7] Erector Square's website: http://erectorsquarellc.com
[8] "Hollywood-Style Studio Would Be Jaigantic for Fair Haven," Patch, May 18, 2021.
[9] Chatham Place's website: https://www.chathamplace.org

Community Facility

According to the data available on CoStar, Fair Haven has two community spaces, one that is approximately 8,000 square feet and one that is approximately 4,700 square feet. Rent for these buildings are not available in CoStar, however the buildings are currently 100% leased. In New Haven, CoStar lists 15 community spaces, all currently 100% leased. These buildings have an average rental building area of approximately 17,400 square feet, much larger than their counterparts in Fair Haven.

As previously mentioned, Erector Square is a successful example of redevelopment based on a specific community's needs, such as the artist community in Fair Haven. It was noted in the Steering Committee meeting that these individuals or organizations were interested in the Strong School redevelopment in its previous iterations, meaning this type of tenant could be a good fit for future redevelopment scenarios.

Next Steps

This market analysis will be used to form the inputs to the high-level financial model. It may be augmented by interviews with local or previous developers to provide more context on this redevelopment project. BJH will continue to investigate current market conditions such as cap rates and impacts of the COVID-19 pandemic, as well as other inputs to the financial model. This data will provide additional color to the desktop analysis described above.

Then the financial analysis will be combined with engineering and design analysis in order to make recommendations for redevelopment prioritizations. BJH will perform deeper financial feasibility analyses on these prioritized properties to understand, given the market conditions, structural and cost conditions, and applicable funding programs, the most feasible redevelopment scenarios.

For redevelopment funding program eligibility, the School is within a New Markets Tax Credit Program area. It is located just outside of an Opportunity Zone designated census tract.[10] The School is listed on the National Register of Historic Places, possibly qualifying it for Federal and state Historic Tax Credits. Another potential funding program that could be employed but is not geographically limited is the Low-Income Housing Tax Credit program.

Data Notes

For buildings greater than 50 units, CoStar sources rent from a Daily Pricing System that is updated by the property owners and/or managers, which feeds directly into CoStar. For buildings between 20-50 units, CoStar calls the property managers. CoStar does not track rents for buildings with 20 units and less. Also of note, CoStar does not track rents for affordable units and reports market rate rents for affordable units, therefore the affordable rents must be separately verified.

[10] According to the CDFI Fund CIMS Mapping Tool: https://www.cdfifund.gov/cims3

Appendix: Alternative Scenarios

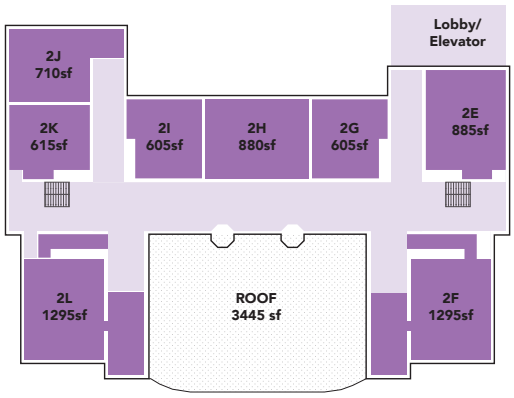
Scenario B: Residential

This scenario envisions converting existing classrooms to a mix of studio, 1- and 2-bedroom apartments, while leaving the existing hallways intact in their current configuration. The gym/auditorium space would be restored and used as a rental hall for community events. The basement-level boiler room could be used as a shared amenity for building residents—for example, a gym, lounge area, storage, or other utility space.

A new entrance lobby and elevator would replace the 1996 classroom addition, providing ADA-accessible entrance from Perkins Street and the north parking lot, as well as stair-free access to each floor. The new residential wing was developed as a market-rate residential building with twelve 720-square-foot, one-bedroom apartments.

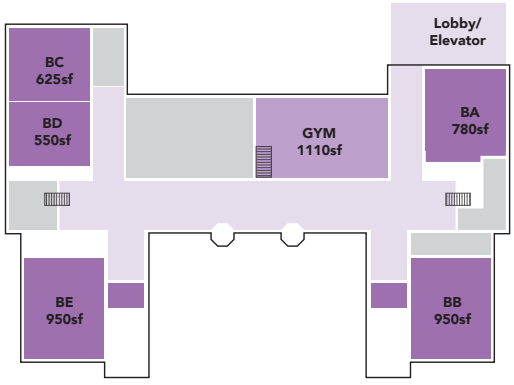
Given the potentially sizable tax-exempt capital for affordable housing development, of the three scenarios, Scenario B shows the lowest risk and highest potential for funding from incentive programs. For income projections, affordable rental rates are consistent with New Haven-Meridien Housing and Urban Development Metro Fair Market rent of 50% Area Median Income.

Second Floor



First Floor

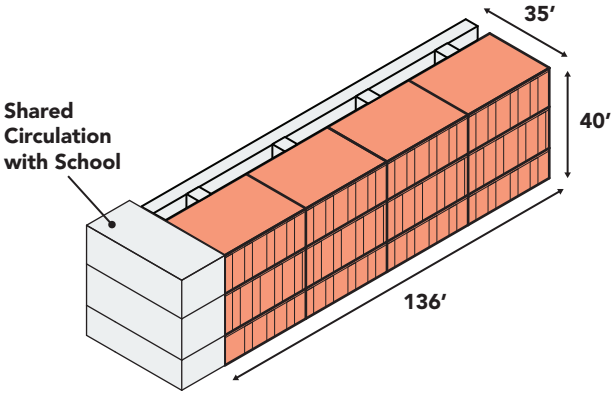
Basement



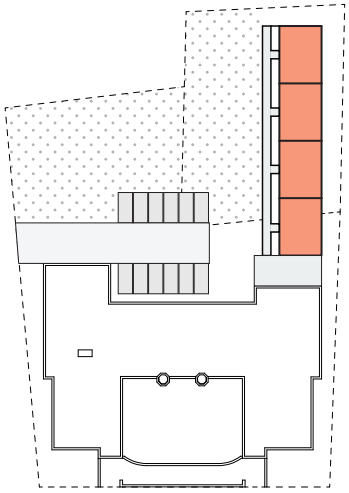
Dwellings: 12 units
Zoning: BA1
FAR (east parcel): 1.24
Parking: 12 spaces (1 per unit)
Open Space: 12,544 sf

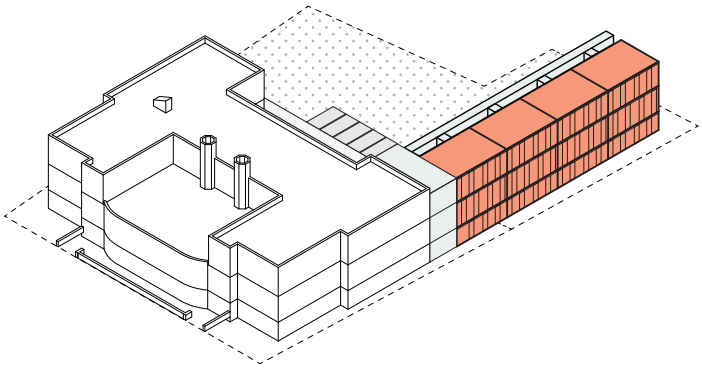
Pros: Balconies, large open space, easily accessible floors
Cons: Low density, ceiling height matches school

Single Loaded Bar
Stories: 3
Units: 12 Two-Bedroom
Unit size: 850 sf



Total Area: 14,691 sf
Residential: 10,200 sf
Corridor: 2,340 sf
Shared Circulation: 2,151 sf





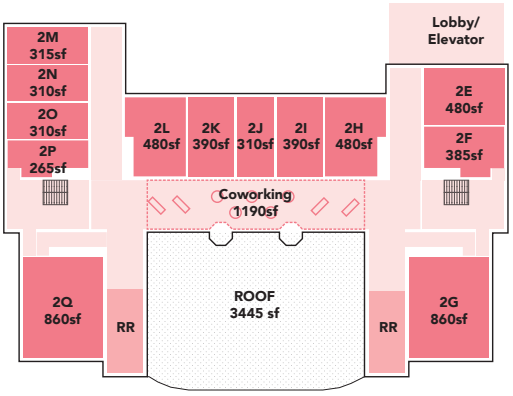
Scenario C: Offices/Coworking

This scenario envisions subdividing most of the former classroom spaces into small private offices. Some classrooms would remain in their current configuration to provide space for larger offices or to be used as conference rooms. The wide hallways could be furnished to serve as co-working and collaboration space with a "hot desk" approach. The basement-level boiler room would become a shared event space for use by office tenants.

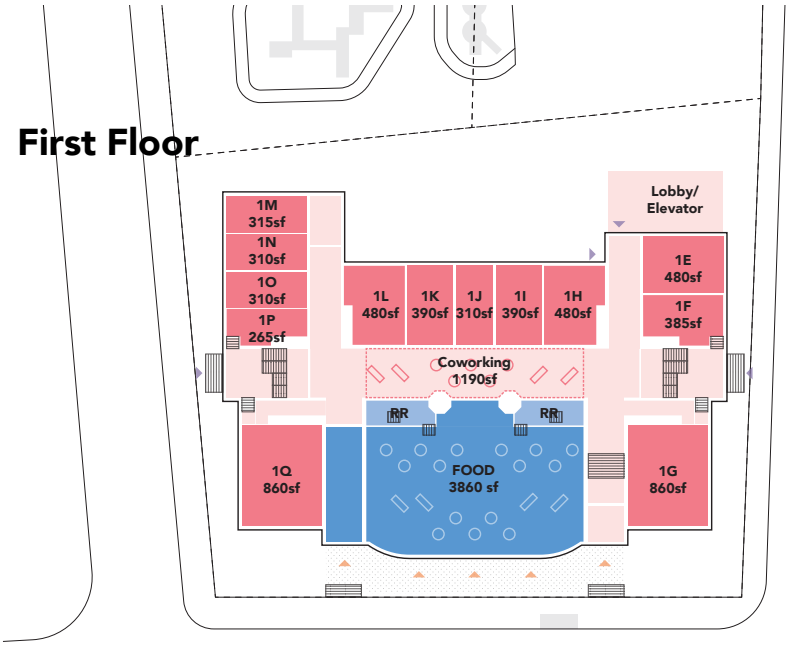
The existing kitchen would be expanded and upgraded to enable the former gym/ auditorium to be converted to a restaurant. The commercial kitchen would be operated by an anchor restaurant tenant, which could sublet the kitchen to smaller food-oriented businesses during off-peak hours. This strategy would allow the anchor restaurant to pad their income and partially secure their rent, while also providing an incubator space for new food businesses. The large hall could also be used as a coworking space during daytime off-hours, or rented out as a large event space to generate additional income.

A new entrance lobby and elevator would replace the 1996 classroom addition, providing ADA-accessible entrance from Perkins Street and the north parking lot, as well as stair-free access to each floor. The new residential wing was developed as a market-rate residential building with ground-floor retail and eight 720-square-foot, one-bedroom apartments.

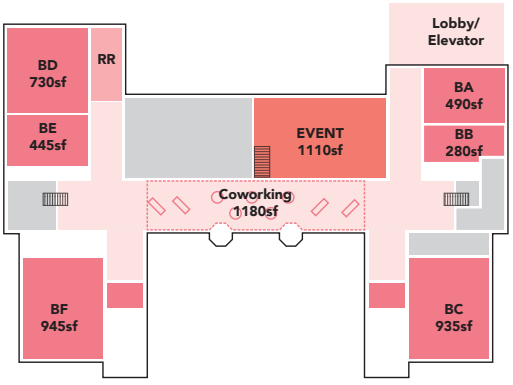
Second Floor



First Floor



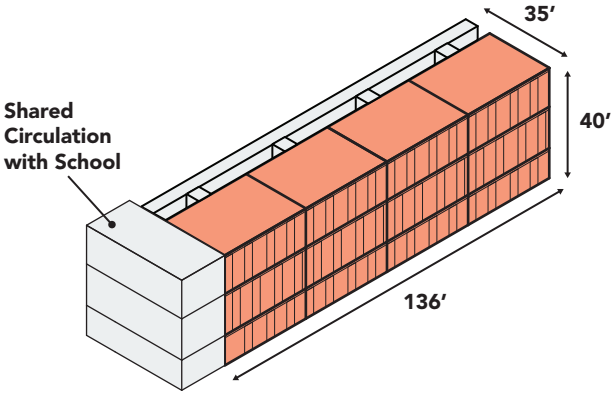
Basement



Dwellings: 12 units
Zoning: BA1
FAR (east parcel): 1.24
Parking: 12 spaces (1 per unit)
Open Space: 12,544 sf

Pros: Balconies, large open space, easily accessible floors
Cons: Low density, ceiling height matches school

Single Loaded Bar
Stories: 3
Units: 12 Two-Bedroom
Unit size: 850 sf



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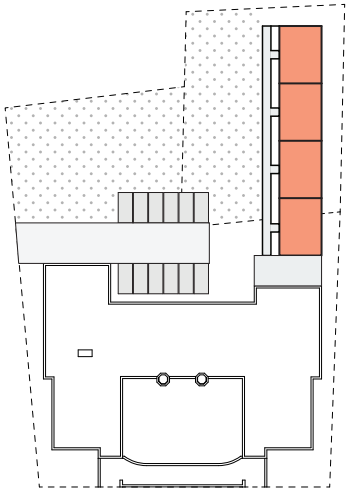
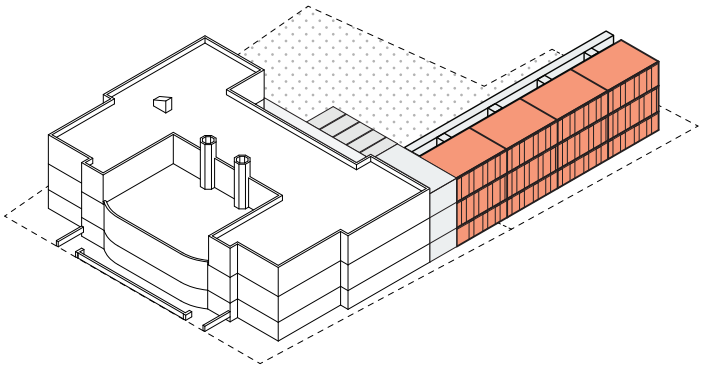
Shared Circulation: 2,151 sf





Appendix: Summary of Residual Land Value (RLV) Analysis

SUMMARY OF SCENARIOS

Scenario A: Non-Profit & Arts Space/Residential

The historic building portion to be used as: 1) **non-profit arts studio/office** space; 2) auditorium as **public amenity rentable on a per event basis** for parties/community events**;** 3) boiler room as **shared space** included in studio tenents' rents. The new construction portion to be used as 4) **market-rate residential units**.

Scenario B: Residential

The historic building portion to used as: 1) **affordable-rate residential units;** 2) auditorium as **public amenity rentable on a per event basis** for parties/community events**;** 3) boiler room as **shared event space** included in residents' rents**.** The new construction portion to be used as 4) **market-rate residential units**.

Scenario C: Office and Restaurant/Residential

The historic building portion to used as: 1) **traditional office** space**;** 2) auditorium and commercial kitchen to be rented out to **anchor restaurant tenant;** the anchor restaurant tenant would **rent out commercial kitchen** when not in use to small businesses. This income would pad the restaurant's income and partially secure their rent, 3) corridors used as **co-working space**, 4) boiler room as **shared space** included in office tenants' rents**.** The new construction portion to be used as 5) **ground-floor retail**; 6) **market-rate residential units**.

RESIDUAL LAND VALUE OF HISTORIC BUILDING AND NEW BUILDING

REHAB, FIT-OUT, AND NEW CONSTRUCTION COST SCENARIO **LOW**

REHAB AND FIT-OUT OF HISTORIC BUILDING

	Scenario A	Scenario B	Scenario C
Historic Building (Square Feet)	40,981	40,981	40,981
Revenue			
Rental Income	$452,550	$342,400	$495,120
Vacancy	$14,660	$15,550	$64,190
Total Revenue	**$437,890**	**$326,850**	**$430,930**
Expenses			
Operating	$94,670	$76,500	$82,080
Total Expenses	**$94,670**	**$76,500**	**$82,080**
Net Operating Income (NOI)	**$343,220**	**$250,350**	**$348,850**
Project Value (Capped NOI)	**$5,615,550**	**$3,785,090**	**$4,022,270**
Total Project Cost	**$5,963,750**	**$9,695,960**	**$9,080,340**
Total Residual Land Value, RLV (a)	**-$348,200**	**-$5,910,880**	**-$5,058,070**
Total RLV per SF	**-$10**	**-$140**	**-$120**

CONSTRUCTION OF NEW BUILDING

	Scenario A	Scenario B	Scenario C
New Building (Square Feet)	32,788	14,085	14,085
Revenue			
Rental Income	$546,120	$173,470	$165,200
Vacancy	$32,510	$10,330	$13,210
Total Revenue	**$513,610**	**$163,140**	**$151,990**
Expenses			
Operating	$111,950	$35,560	$32,130
Total Expenses	**$111,950**	**$35,560**	**$32,130**
Net Operating Income (NOI)	**$401,650**	**$127,580**	**$119,860**
Capped NOI (Project Value)	**$6,179,300**	**$1,962,840**	**$1,766,510**
Total Project Cost	**$4,918,200**	**$2,112,750**	**$2,112,750**
Total Residual Land Value (RLV)	**$1,261,100**	**-$149,910**	**-$346,240**
Total RLV per SF	**$40**	**-$10**	**-$20**

Source: Interboro, Wiss, Janey, Elstner, BJH Analysis

(a) Potential savings from tax-exempt financing is not incorprated in the analysis

Numbers are rounded to the nearest tens, except for building Square Feet numbers

RESIDUAL LAND VALUE- HISTORIC BUILDING

REHAB, FIT-OUT, AND NEW CONSTRUCTION COST SCENARIO LOW

The team has examined 3 potential redevelopment scenarios for the Strong School. The team calculated the residual land value of each of these scenarios to understand the financial implications of each potential development after stabilization. Assumptions are sourced from comparison projects in the neighborhood, developer interviews, and CoStar and shown in the Assumptions tab. The Potential Funding Sources section lists potential additional sources that could be used to support the project. Numbers are rounded to the nearest tens, except Gross Area (SF) numbers.

Scenario A: Non-Profit & Arts Space/Residential

Development Type	Gross Area (SF)
Historic Building	40,981
Income	
Annual Rent	$452,550
Annual Vacancy Expense	$14,660
Annual Operating Expense	$94,670
NOI	$343,220
Project Value (Capped NOI)	**$5,615,550**
Costs	
Rehab Costs	$5,963,750
Fit-Out Costs	$0
Total Costs	**$5,963,750**
Residual Land Value (RLV)	
Total RLV	-$348,200
Total RLV PSF	**-$10**

Potential Funding Sources

New Haven Programs
- City of New Haven Façade Improvement Grand Program
- City of New Haven Leasehold Improvement Program
- City of New Haven Property Tax Assessment Deferral Programs

Connecticut Programs
- Historic Tax Credits
- Office of Brownfield Remediation and Development

Federal Programs
- Commercial & Industrial Property Assessed Clean Energy (C-PACE)
- Historic Tax Credits
- New Market Tax Credits

Scenario B: Residential

Development Type	Gross Area (SF)
Historic Building	40,981
Income	
Annual Rent	$342,400
Annual Vacancy Expense	$15,550
Annual Operating Expense	$76,500
NOI	$250,350
Project Value (Capped NOI)	**$3,785,090**
Costs	
Rehab Costs	$7,130,600
Fit-Out Costs	$2,565,360
Total Costs	**$9,695,960**
Residual Land Value (RLV)	
Total RLV	-$5,910,880
Total RLV PSF	**-$140**

Potential Funding Sources

New Haven Programs
- City of New Haven Façade Improvement Grand Program
- City of New Haven Leasehold Improvement Program
- City of New Haven Property Tax Assessment Deferral Programs

Connecticut Programs
- CT Department of Housing- Competitive Housing Assistance for Multifamily Properties
- CT Housing Finance Authority- Housing Tax Credit Contribution Program
- CT State Department of Housing- Affordable Housing Program "FLEX"
- Historic Tax Credits
- Office of Brownfield Remediation and Development

Federal Programs
- Commercial & Industrial Property Assessed Clean Energy (C-PACE)
- Historic Tax Credits
- Low Income Housing Tax Credits
- National Housing Trust Fund
- New Market Tax Credits

Scenario C: Office and Restaurant/Residential

Development Type	Gross Area (SF)
Historic Building	40,981
Income	
Annual Rent	$495,120
Annual Vacancy Expense	$64,190
Annual Operating Expense	$82,080
NOI	$348,850
Project Value (Capped NOI)	**$4,022,270**
Costs	
Rehab Costs	$5,963,750
Fit-Out Costs	$3,116,590
Total Costs	**$9,080,340**
Residual Land Value (RLV)	
Total RLV	-$5,058,070
Total RLV PSF	**-$120**

Potential Funding Sources

New Haven Programs
- City of New Haven Façade Improvement Grand Program
- City of New Haven Leasehold Improvement Program
- City of New Haven Property Tax Assessment Deferral Programs

Connecticut Programs
- Historic Tax Credits
- Office of Brownfield Remediation and Development

Federal Programs
- Commercial & Industrial Property Assessed Clean Energy (C-PACE)
- Historic Tax Credits
- New Market Tax Credits

ASSUMPTIONS

REHAB, FIT-OUT, AND NEW CONSTRUCTION COST SCENARIO LOW

Fit-Out Square Footage and Costs

Scenario A: Non-Profit & Arts Space/Residential

Use	GSF	Total Rehab Costs	Fit-Out Costs PSF	Total Fit-Out Costs	Total Costs	Market Rate %	Affordable Rate %	Notes
Rehab and Historic Fit-Out:								MEP costs $60 per SF for commercial. Not additional fit-out costs.
Arts/Nonprofit	26,190	$3,811,293	$0	$0	$3,811,293			
Auditorium as Event Space	3,860	$561,726	$0	$0	$561,726			
Total Rentable Space	**30,050**	**4,373,019**	n/a	**-**	**4,373,019**			
Space with Basic Rehab Only	3,690	$536,986	$0	$0	$536,986			
Wall space with Basic Rehab only	7,241	$1,053,745	$0	$0	$1,053,745			
Total Rehab and Historic Fit-Out	**40,981**	**5,963,750**	n/a	**$0**	**$5,963,750**			
New Construction:								
Residential- New Construction	27,200	$0	$150	$4,080,000	$4,080,000	100%	0%	Market rate
All Other- New Construction	5,588	$0	$150	$838,200	$838,200			
Total New Construction	**32,788**	**$0**	n/a	**$4,918,200**	**$4,918,200**			

Scenario B: Residential

Use	GSF	Total Rehab Costs	Fit-Out Costs PSF	Total Fit-Out Costs	Total Costs	Market Rate %	Affordable Rate %	Notes
Rehab and Historic Fit-Out:								MEP costs $80 per SF for residential
Affordable Residential- Historic	18,180	$3,163,279	$122	$2,217,960	$5,381,239	0%	100%	Affordable rate, includes Boiler Room as Shared Amenity
Auditorium as Event Space	3,860	$671,631	$90	$347,400	$1,019,031			
Total Rentable Space	**22,040**	**3,834,910**	n/a	**2,565,360**	**6,400,270**			
Space with Basic Rehab Only	11,700	$2,035,773	$0	$0	$2,035,773			
Wall space with Basic Rehab only	7,241	$1,259,918	$0	$0	$1,259,918			
Total Rehab and Historic Fit-Out	**40,981**	**$7,130,601**	n/a	**$2,565,360**	**$9,695,961**			
New Construction:								
Residential- New Construction	8,640	$0	$150	$1,296,000	$1,296,000	100%	0%	Market rate
All Other- New Construction	5,445	$0	$150	$816,750	$816,750			
Total New Construction	**14,085**	**$0**	n/a	**$2,112,750**	**$2,112,750**			

Scenario C: Office and Restaurant/Residential

Use	GSF	Total Rehab Costs	Fit-Out Costs PSF	Total Fit-Out Costs	Total Costs	Market Rate %	Affordable Rate %	Notes
Rehab and Historic Fit-Out:								MEP costs $60 per SF for commercial
Traditional Office	16,605	$2,416,439	$122	$2,025,810	$4,442,249			Includes Boiler Room as Shared Amenity
Auditorium as Restaurant	2,860	$416,201	$111	$317,460	$733,661			
Auditorium as Commercial Kitchen	1,000	$145,525	$339	$339,000	$484,525			
Corridor Co-Working Space	3,560	$518,068	$122	$434,320	$952,388			
Total Rentable Space	**24,025**	**$3,496,232**	n/a	**$3,116,590**	**$6,612,822**			
Space with Basic Rehab Only	9,715	$1,413,773	$0	$0	$1,413,773			
Wall space with Basic Rehab only	7,241	$1,053,745	$0	$0	$1,053,745			
Total Rehab and Historic Fit-Out	**40,981**	**$5,963,750**	n/a	**$3,116,590**	**$9,080,340**			
New Construction:								
Residential- New Construction	5,760	$0	$150	$864,000	$864,000	100%	0%	Market rate
Retail- New Construction	3,660	$0	$150	$549,000	$549,000			
All Other- New Construction	4,665	$0	$150	$699,750	$699,750			
Total New Construction	**14,085**	**$0**	n/a	**$2,112,750**	**$2,112,750**			

Source: Interboro

Other Assumptions

Residential - Affordable	Value	Source	Notes
Rent PSF - 2021	$15.55	Connecticut Housing Finance Authority Income Limits Chart	Weighted average, multiplied by 12 for annual
Vacancy - 2021	5.5%	CoStar	Used same as Residential market rate
Expense Rate	16.5%	Huntsman, Meade 15-18% no amenities	Midpoint of Huntsman, Meade range
Cap Rate	6.50%	Huntsman, Meade 5.5%-7%, estimates Strong School 6.5%.	

Residential - Market Rate	Value	Source	Notes
Rent PSF - 2021	$20.08	CoStar, per SF per month, multiplied by 12 for annual	Fair Haven Building-Level, see Residential Comps tab
Vacancy - 2021	6.0%	CoStar	Fair Haven Building-Level, see Residential Comps tab
Expense Rate	20.5%	Huntsman, Meade 20-21% with amenities	Midpoint of Huntsman, Meade range
Cap Rate	6.50%	Huntsman, Meade 5.5%-7%, estimates Strong School 6.5%.	

Retail	Value	Source	Notes
Rent PSF - 2021	$13.54	CoStar	Fair Haven Building-Level, see Commercial Comps tab
Vacancy - 2021	12.8%	CoStar	Fair Haven Building-Level, see Commercial Comps tab
Expense Rate	17.0%	Consultant Research	
Cap Rate	7.60%	CoStar range, 7.60%-8.10%	Huntsman, Meade range 5.5-6.5%

Traditional Office	Value	Source	Notes
Rent PSF - 2021	$18.74	CoStar	Fair Haven Building-Level, see Commercial Comps tab. Rent includes usage of Boiler Room space
Vacancy - 2021	3.7%	CoStar	Fair Haven Building-Level, see Commercial Comps tab
Expense Rate	16.5%	Huntsman, Meade 15-18% no amenities	Midpoint of Huntsman, Meade range
Cap Rate	9.20%	CoStar	Range of 9.10-9.20%

Corridor Co-Working Space	Value	Source	Notes
Number of Desks	36	The District square footage for a desk is 50SF	3,560SF total corridor divided by 50SF discounted by 50% for unrentable space
Desk Rent per year	$3,000	The District desk rent is $299/month	The District is more high-end, so assmuing $250/month rent for Strong School
Vacancy - 2021	40.0%		
Expense Rate	16.5%	Huntsman, Meade 15-18% no amenities	Used Traditional Office expense rate
Cap Rate	7.60%	CoStar range, 7.60%-8.10%	Used Retail cap rate

Arts & Nonprofit Office/Studio	Value	Source	Notes
Rent PSF - 2021	$15.00	Consultant Research, $10-20 psf, data is per year	Midpoint of range
Vacancy - 2021	3.7%	CoStar	Used Traditional Office vacancy rate
Expense Rate	17%	Huntsman, Meade 15-18% no amenities	Midpoint of Huntsman, Meade range
Cap Rate	6.00%	Huntsman, Meade.	Huntsman, Meade suggested 5%, increased 6% to be more in-line with CoStar commercial cap rates

Auditorium as Restaurant- Anchor Tenant	Value	Source	Notes
Rent PSF - 2020	$20.00	See Commercial Comps tab	CoStar range is $12.76-16.09 (FH) and $8.73-20.50 (NH). Used high-end of range because assuming added revenue from renting commercial kitchen
Vacancy - 2020	12.8%	See Commercial Comps tab	Used Retail vacancy rate
Expense Rate	17%	Consultant Research	Used Retail expense rate
Cap Rate	7.60%	Huntsman, Meade	Used Retail cap rate

Auditorium as Public Amenity	Value	Source	Notes
Gross Rental per Event	$995	West River Hall rental	2021 Fee for quinceanera rentals
Operating Expense	50%		
Events per Month	5		Assuming a demand post-COVID-19
Cap Rate	7.60%	CoStar range, 7.60%-8.10%	Used Retail cap rate

WJE REHAB COSTS

REHAB, FIT-OUT, AND NEW CONSTRUCTION COST SCENARIO LOW

Base Rehabilitation Cost Estimate

Work Item	Quantity		Unit Price	Subtotal	Interboro Notes
STRUCTURAL					
Partial depth concrete repairs in basement	5	EA	$7,500	$37,500	
Repair wood roof deck and joists in localized regions of previous water infiltration (prior to roof repairs), assumed 10% (allowance).	1,500	SF	$50	$75,000	*$112,500*
FACADE					
Repoint parapets where deteriorated	1800	SF	$30	$54,000	
Repair existing windows, including exterior perimeter sealants and localized interior trim. Alternatively could replace (not considered here). Wood framed openings on south facade and near fire escape will require more significant repair due to decay.	5500	SF	$50	$275,000	
Repair existing exterior doors or replace	6	EA	$6,000	$36,000	
Replace isolated coping or accent band units, reinforced cast stone	25	EA	$750	$18,750	
Replace coping head joint material	350	LF	$12	$4,200	
Consider resetting all copings and installing though-wall flashing for more durable repair detail (beyond above). Durability option (not required)	650	LF	$0	$0	
Leave surface-applid drip edge at window heads in place. Alternatively, remove and repair masonry as needed.	200	LF	$0	$0	
Repoint masonry at missing downspouts	160	SF	$30	$4,800	
Repoint stone band head joints	350	LF	$12	$4,200	
Repoint misc. masonry, isolated cracks and debonded mortar	250	LF	$25	$6,250	
Rebuild displaced masonry at upper SW corner, and misc. isolated locations	50	SF	$125	$6,250	
Repair vertical cracks at south return walls above lower gym roof area. Repairs to include rebuilding masonry, repointing cracked/debonded/deteriorated joints, installation of soft joint to accommodate movement.	20	LF	$125	$2,500	
Repair displaced masonry, louvers, and lintels at base of north wall (near fire escape and near basement egress area)	50	LF	$125	$6,250	
Repoint steps/landings at entrance as needed	3	EA	$2,500	$7,500	
Clean and paint exposed lintel surfaces, some flashing repairs	100	LF	$45	$4,500	
Graffiti and effloresence, clean	1	LS	$15,000	$15,000	*$445,200*
ROOFING					
Isolated repairs at missing mechanical rooftop units and misc. maintenance items	15,000	SF	$3	$37,500	
Replace/repair downspouts, gutters/scuppers, and flashings on south facade	1	LS	$5,000	$5,000	
Repair stairwell roof and cladding	1	LS	$10,000	$10,000	
Replace roofing on lower roof	3000	SF	$26	$78,000	*$ 130,500*
GENERAL / DEMO					
Demo 1970s building and accessible ramps	1	LS	$50,000	$50,000	
Demo fire escape, repair masonry, assume replace in-kind (as necessary for future building use)	1	LS	$20,000	$20,000	
Demo existing kitchen at SW entrance, does not include added elevator or restoration of stairs	1	LS	$10,000	$10,000	*$ 80,000*
INTERIOR FINISHES					
Restore existing interior ceiling finishes	15000	SF	$4	$60,000	
Stair treads and nosings, repair/replace/restore	1	LS	$10,000	$10,000	
Wood flooring replacement/repair in areas of water damage, including gym 100% and Classroom 5 (north)	7500	SF	$15	$112,500	
Remove interior stairwell glass enclosures/curtainwall, replace/reconfigure as desired (assume no in-kind replacement)	250	SF	$60	$15,000	
Clean effloresence in localized regions, gym, hallways	1	LS	$2,500	$2,500	
Replace interior west gym doors	1	LS	$12,000	$12,000	*$ 212,000*
Base rehabilitation cost estimate - TOTAL				**$980,200**	*$ 980,200*
Base rehabilitation cost estimate per SF				**$24**	

Interboro Notes	
1915	Construction
40,981	SF Total Historic Building
3,535	SF New Construction, not in this analysis
15,000	SF building footprint area, WJE estimating purposes
650	Linear feet of perimeter, WJE estimating purposes

TOTAL RESTORATION/REHAB COST ESTIMATE

	LOW Cost Scenario	HIGH Cost Scenario	Scenario B	Scenario B	Scenarios A & C	Scenarios A & C	Notes
Base rehabilitation cost estimate				$980,200		$980,200	
Elevator				$250,000		$250,000	
Prep for rehab work (removal of necessary interior materials, abatement, etc.)	$500,000	$500,000		$500,000		$500,000	Includes environmental remediation
MEP, Fire Protection, assumes full replacement (may not be required)			$80	$3,278,480	$60	$2,458,860	MEP only for Historic Building,
				$5,008,680		**$4,189,060**	MEP Residential costs $80 psf, Commercial costs $60 psf
General Conditions, Overhead and Profit	10%	18%		$500,868		$418,906	
				$5,509,548		**$4,607,966**	
RS Means adjustment between New Haven and Detroit	5.7%	5.7%		$314,679		$263,185	
				$5,824,227		**$4,871,151**	
Escalation (assuming 2 years)	6%	6%		$349,454		$292,269	
				$6,173,681		**$5,163,420**	
Contingency	5%	25%		$308,684		$258,171	
				$6,482,365		**$5,421,591**	
Architectural, Engineering, Design, Testing Services	10%	20%		$648,236		$542,159	
Total Restoration/Rehab Cost Estimate				**$7,130,601**		**$5,963,750**	
Total Restoration/Rehab Cost Estimate per SF				**$174**		**$146**	

Source: WJE

INTERBORO FIT-OUT COSTS

REHAB, FIT-OUT, AND NEW CONSTRUCTION COST SCENARIO LOW

Program	LOW Cost Scenario per SF	HIGH Cost Scenario per SF	Scenario A Net Area	Scenario A Cost	Scenario B Net Area	Scenario B Cost	Scenario C Net Area	Scenario C Cost	Notes
Phase 1 - Rehab									
Base Rehab Cost				**$ 5,963,750**		**$ 7,130,601**		**$ 5,963,750**	Based on 40,981 gross square footage of Historic Building
Wall space with Base Rehab only			7,241		7,241		7,241		
Phase 2 - Develop Historic									Based on net square footage because of interior fit-out
Space w/ Base Rehab only	$0	$0	3,690	$0	11,700	$0	9,715	$0	Includes corridors + aux. spaces given basic rehab during P1
Residential- Affordable	$122	$163	0	$0	18,180	$2,217,960	0	$0	Concept B includes Boiler Room as Shared Amenity
Finish - Mkt Res		*$176*	*0*	*$0*	0	*$0*	0	*$0*	*(not used)*
Arts/Nonprofit	$90	$120	26,190	$2,357,100	0	$0	0	$0	Concept A includes Boiler Room as Shared Amenity
Traditional Office	$122	$163	0	$0	0	$0	16,605	$2,025,810	Concept C includes Boiler Room as Shared Amenity
Auditorium as Event Space	$90	$120	3,860	$347,400	3,860	$347,400	0	$0	
Auditorium as Restaurant	$111	$148	0	$0	0	$0	2,860	$317,460	
Auditorium as Commercial Kitchen	$339	$449	0	$0	0	$0	1,000	$339,000	
Corridor Co-Working Space	$122	$122	0	$0	0	$0	3,560	$434,320	
Subtotal - Phase 2			**33,740**	**$2,704,500**	**33,740**	**$2,565,360**	**33,740**	**$3,116,590**	Interboro assumption of 33,740 net SF for Historic Building
Subtotal - Phase 1+2				**$8,668,250**		**$9,695,961**		**$9,080,340**	
Phase 3 - New Construction			**Gross Floor Area**		**Gross Floor Area**		**Gross Floor Area**		
Residential- New Construction	$150	$250	27,200	$4,080,000	8,640	$1,296,000	5,760	$864,000	
Retail- New Construction	$150	$250	0	$0	0	$0	3,660	$549,000	
All Other- New Construction	$150	$250	5,588	$838,200	5,445	$816,750	4,665	$699,750	Concept A All Other SF source from Interboro
Subtotal - New Build			**32,788**	**$4,918,200**	**14,085**	**$2,112,750**	**14,085**	**$2,112,750**	
Phase 3 Cost PSF				**$150**		**$150**		**$150**	Interboro assumption of 14,085 GFA New Construction
Total Phases 1+2+3				**$13,586,450**		**$11,808,711**		**$11,193,090**	

Source: Interboro

POTENTIAL FUNDING SOURCES FOR REDEVELOPMENT

Reimbursed Funds
City of New Haven Façade Improvement Grand Program
City of New Haven Leasehold Improvement Program
City of New Haven Property Tax Deferral Program
CT Housing Finance Authority- Housing Tax Credit Contribution Program
Federal and State Historic Tax Credits
Low Income Housing Tax Credits
New Market Tax Credits

Upfront Funds
Commercial & Industrial Property Assessed Clean Energy (C-PACE)
CT Housing Finance Authority- Housing Developer Financing Products
CT Office of Brownfield Redemdiation and Development
CT State Department of Housing- Affordable Housing Program "FLEX"

Lump Sum Funds
City of New Haven Façade Improvement Grand Program
City of New Haven Leasehold Improvement Program
City of New Haven Property Tax Deferral Program
Commercial & Industrial Property Assessed Clean Energy (C-PACE)
CT Department of Housing- Competitive Housing Assistance for Multifamily Properties
CT Housing Finance Authority- Housing Developer Financing Products
CT Office of Brownfield Redemdiation and Development
CT State Department of Housing- Affordable Housing Program "FLEX" Program
Federal and State Historic Tax Credits
Low Income Housing Tax Credits
New Market Tax Credits

Funding Source	Scenario A	Scenario B	Scenario C
City of New Haven Façade Improvement Grand Program	x	x	x
City of New Haven Leasehold Improvement Program	x	x	x
City of New Haven Property Tax Deferral Program	x	x	x
Commercial & Industrial Property Assessed Clean Energy (C-PACE)	x	x	x
CT Department of Housing- Competitive Housing Assistance for Multifamily Properties		x	
CT Housing Finance Authority- Housing Developer Financing Products		x	
CT Housing Finance Authority- Housing Tax Credit Contribution Program		x	
CT Office of Brownfield Redemdiation and Development	x	x	x
CT State Department of Housing		x	
Federal and State Historic Tax Credits	x	x	x
Low Income Housing Tax Credits		x	
New Market Tax Credits	x		x

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Appendix: Alternative New Multifamily Housing Concepts

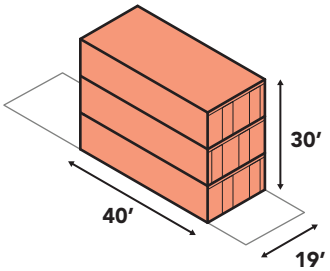
Multifamily Concept: Town Homes

Dwellings: 7 homes
Zoning: BA1
FAR (east parcel): 1.35
Parking: 7 spaces (1 per home)
Open Space: 7,600 sf

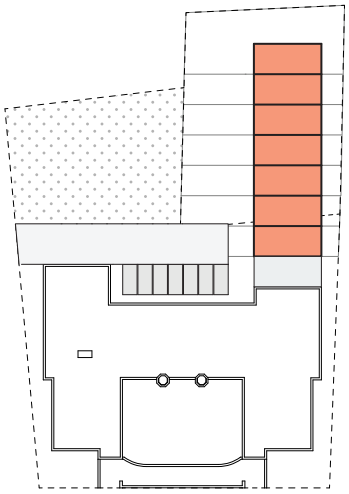
Pros: Street entrances, large open space
Cons: Parking is separated

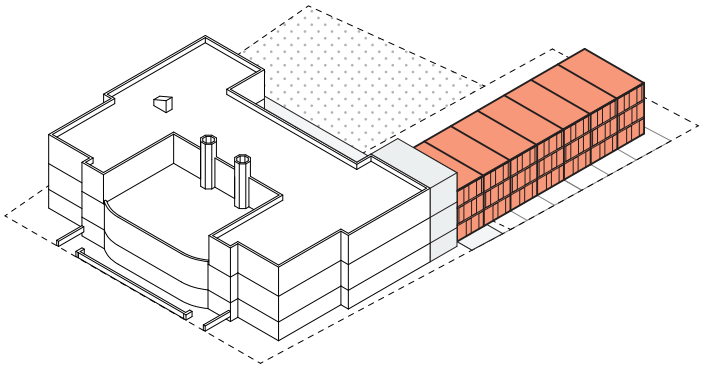
This scenario includes seven 3-story townhomes that replace the 1996 classroom addition. The northwest parcel is maintained as community open space.

Town Home
Stories: 3
Home size: 2,280 sf
Average lot size: 1,900 sf



Total Area: 15,960 sf
Residential: 15,960 sf
Other: 0 sf





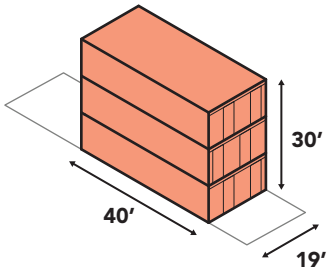
Multifamily Concept: Town Homes (Both Lots)

Dwellings: 9 homes
Zoning: BA1
FAR: 1.01
Parking: 9 spaces (1 per home)
Open Space: 0 sf

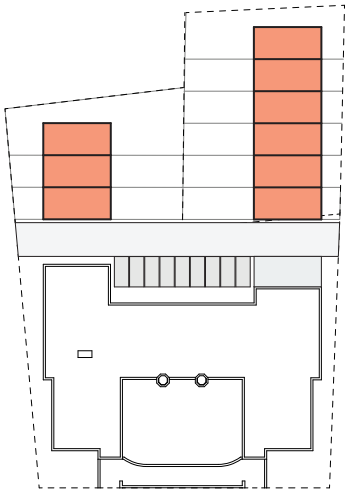
Pros: Large backyards, activates both sides of the street
Cons: Parking is separated, no open space

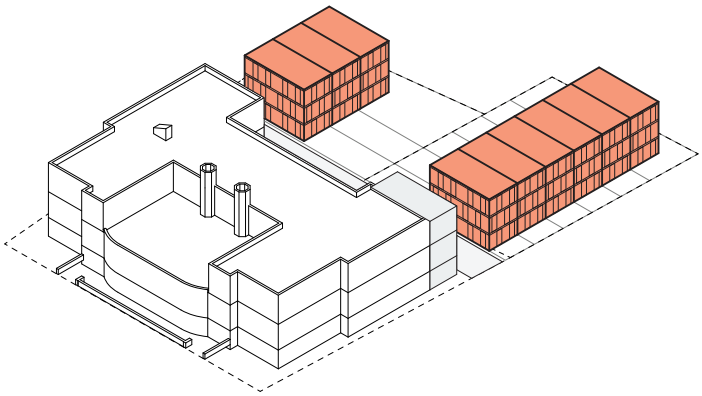
This scenario includes nine 3-story townhomes, constructed on both the northeast and northwest parcels.

Town Home
Stories: 3
Home size: 2,280 sf
Average lot size: 2,120 sf



Total Area: 20,520 sf
Residential: 20,520 sf
Other: 0 sf





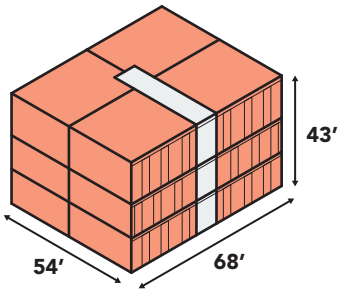
Multifamily Concept: Walk-up Quads

Dwellings: 24 units
Zoning: BA1
FAR (east parcel): 1.84
Parking: 24 spaces (1 per unit)
Open Space: 4,813 sf

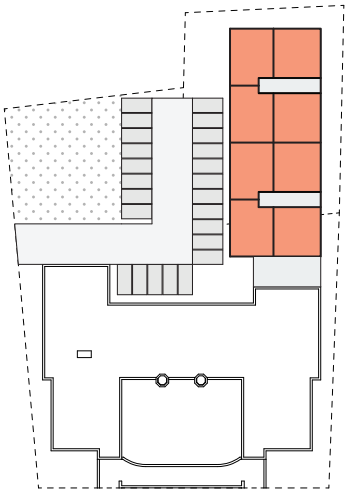
Pros: Higher density
Cons: Second and third floor units not accessible

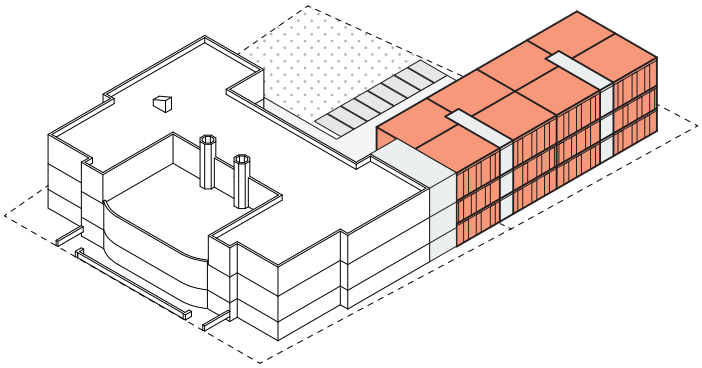
This scenario includes two 3-story walk-up apartments with point access on the northeast parcel. This scenario fits a large number of units in a small space, allowing the northwest parcel to remain open as public space.

Walk-up Quad
Stories: 3
Units: 24 Two-Bedroom
Unit size: 825 sf



Total Area: 21,768 sf
Residential: 19,800 sf
Circulation: 1,968 sf





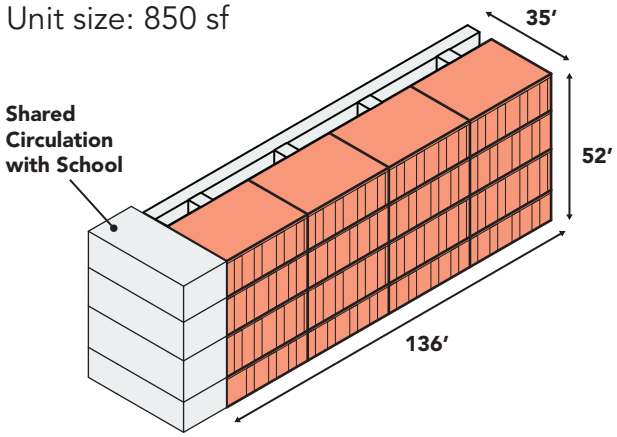
Multifamily Concept: 4-story Single Loaded Bar

Dwellings: 16 units
Zoning: BA1
FAR (east parcel): 1.66
Parking: 16 spaces (1 per unit)
Open Space: 11,976 sf

Pros: Balconies, large open space, easily accessible floors
Cons: Low density, ceiling height matches school

This scenario includes a four-story single-loaded bar building with four apartments on each floor. This configuration conserves a large amount of open space on the site and could be designed to provide all apartments with natural ventilation and light from both the east and west elevations. The residential building and historic school building share a new lobby with elevators.

Single Loaded Bar
Stories: 4
Units: 16 Two-Bedroom
Unit size: 850 sf



Total Area: 19,588 sf
Residential: 13,600 sf
Corridor: 3,120 sf
Shared Circulation: 2,868 sf