

DOWNTOWN URBAN REVITALIZATION PLAN

Worcester, Massachusetts

April 2016

Draft



SUBMITTED TO:

DEPARTMENT OF HOUSING AND
COMMUNITY DEVELOPMENT
100 CAMBRIDGE STREET, SUITE 300
BOSTON, MA 02114



PREPARED BY:

BSC GROUP
33 WALDO STREET
WORCESTER, MA 01608



PREPARED FOR:

CITY OF WORCESTER
WORCESTER REDEVELOPMENT AUTHORITY
455 MAIN STREET
WORCESTER, MA



IN ASSOCIATION WITH

L. J. BOUDREAU ASSOCIATES
HODGE ECONOMIC CONSULTING
LAMOUREUX PAGANO & ASSOCIATES, INC.
W.D. SCHOCK COMPANY, INC.

TABLE OF CONTENTS

Executive Summary 1

 I. Introduction 1

 II. Urban Revitalization Area Description 2

 III. Statement of Need 3

 IV. Project Vision 4

 V. Goals and Objectives 5

 VI. Commonwealth’s Sustainable Development Principles 6

12.02 (1) Characteristics 12

 Section 1: List of URP Figures 12

 Section 2: Supplemental Narrative for URP Figures 34

12.02 (2) Eligibility 50

 Section 1: Background Information 50

 Section 2: Study Area Location and Context 51

 Section 3: Area History 54

 Section 4: URA Data and Characteristics 56

 Section 5: Demographic, Economic and Market Analysis 64

 Section 6: Property Conditions 69

 Section 7: Area Eligibility Designation 70

 Section 8: Area Eligibility Acquisition, Clearance and Disposition 77

 Section 9: URP Conformity with Local Comprehensive Plan 78

12.02 (3) Project Objectives 80

 Section 1: Urban Revitalization Goals and Objectives 80

 Section 2: Overall Redevelopment Strategy 81

 Section 3: Implementation 81

 Section 4: Regulatory Requirements 84

 Section 5: Façade Improvements 84

 Section 6: Economic Benefits 85

12.02 (4) Financial Plan 86

 Section 1: Land Acquisition and Assemblage 86

 Section 2: Relocation Costs 86

 Section 3: Rehabilitation Costs 86

 Section 4: Demolition and Site Preparation 86

Section 5: Public Realm Improvements 88

Section 6: Sources of Funding 88

12.02 (5) Requisite Municipal Approvals 93

12.02 (6) Site Preparation 94

Section 1: Site and Building Assessment for Contamination Issues 94

Section 2: Demolition to Support Redevelopment 94

Section 3: Building Rehabilitation 95

12.02 (7) Public Improvements 96

Section 1: Connectivity Improvements 96

Section 2: Streetscape Improvements 96

Section 3: Roadways and Circulation 96

Section 4: Parking 97

Section 5: Open Space 97

12.02 (8) Relocation 99

12.02 (9) Redeveloper’s Obligation 102

12.02 (10) Disposition 103

12.02 (11) Citizen Participation 104

ATTACHMENTS

- Attachment A: URA Parcel Ownership Table and Map
- Attachment B: Declaration of Necessity
- Attachment C: Approval Documents
- Attachment D: Public Participation
- Attachment E: Market and Economic Analysis
- Attachment F: Overview of Worcester Projects

LIST OF FIGURES

Figure A-1: Project Location and URA Boundary 13

Figure A-2: Aerial Photography with URA Boundary 14

Figure A-3: Topography 15

Figure B-1: Boundaries of Proposed Clearance and Rehabilitation Areas 16

Figure C-1: Existing Property Lines, Building Foot Prints and Parking Areas 17

Figure C-2: Proposed Property Lines, Building Foot Prints and Parking Areas 18

Figure D-1: Existing Land Use 19

Figure D-2.1: Existing Zoning 20

Figure D-2.2: Existing Zoning Overlay Districts 21

Figure E-1: Proposed Land Use..... 22

Figure F-1: Existing Roadways, Public Rights-of-Way and Easements 23

Figure F-2: Proposed Roadways, Public Rights-of-Way and Easements 24

Figure G-1: Parcels to be Acquired or Transferred..... 25

Figure H-1: Lots to be Created for Disposition 26

Figure I-1: Buildings to be Demolished 27

Figure J-1: Buildings to be Rehabilitated..... 28

Figure K-1: Buildings to be Constructed..... 29

Figure S-1: Study Area Location – USGS Locus 30

Figure S-2: Environmental Constraints 31

Figure S-3: Public Realm Improvements 32

Figure S-4: URP Concept Plan 33

LIST OF TABLES

Table 1: Existing Land Use 36

Table 2: Existing Zoning and Zoning Overlay Districts 37

Table 3: Parcels to be Acquired or Transferred 39

Table 4: Lots to be Created for Disposition 43

Table 5: Buildings to be Demolished 45

Table 6: Buildings to be Rehabilitated 47

Table 7: Summary of Land Ownership 57

Table 8: Historic Districts within the URA 58

Table 9: Historic Resources Impacted by the URP 59

Table 10: Historic Resources Recommended for Façade Improvements 60

Table 11: Age of Structures 61

Table 12: MassDEP Listed Sites 63

Table 13: Building Conditions Overview 70

Table 14: Clearance and Spot Clearance 78

Table 15: URP Projects by Phase 82

Table 16: Revitalization and Development Budget Estimate..... 87

Table 17: Overview of Public Improvements..... 98

Table 18: Businesses to be Relocated for URP 99

DEFINITIONS

ACEC – Area of Critical Environmental Concern
 ACS – American Community Survey
 AUL – Activity and Use Limitation (under MCP)
 BFE – Base Flood Elevation (FEMA)
 BID – Business Improvement District
 BOR – Massachusetts DHCD Bureau of Relocation
 BRF – MassDevelopment Brownfields Redevelopment Fund
 CCOD – Commercial Corridors Overlay District
 CDBG – Community Development Block Grant
 CDE – Community Development Entities
 CEDS – *Central Massachusetts Grows: Greater Worcester Area Comprehensive Economic Development Strategy*
 CFR – Code of Federal Regulations
 CMR – Code of Massachusetts Regulation
 CMRPC – Central Massachusetts Regional Planning Commission
 CN – Common Name
 CSO – Combined Sewer Overflow
 DHCD – Massachusetts Department of Housing and Community Development
 DIF – District Improvement Financing
 EACC – Massachusetts Economic Assistance Coordinating Council
 EDIP – Economic Development Incentive Program
 EEA – Massachusetts Executive Office of Energy and Environmental Affairs
 ENF – Environmental Notification Form (under MEPA)
 EOA – Economic Opportunity Area
 EPA – U.S. Environmental Protection Agency
 FEMA – Federal Emergency Management Agency
 GDI – Growth District Initiative
 HDIP – Housing Development Incentive Program
 HECCMA – Higher Education Consortium of Central Massachusetts
 HN – Historic Name
 HOME – HOME Investment Partnership Program
 Hub – the WRTA Bus Transportation Hub
 HUD – U.S. Department of Housing and Urban Development
 LAND – Local Acquisitions for Natural Diversity Grant
 LID – Low Impact Development
 LSP – Licensed Site Professional (under MCP)
 LWCF – Land and Water Conservation Fund
 MACRIS – Massachusetts Cultural Resource Information System
 MBTA – Massachusetts Bay Transportation Authority
 MassDOT – Massachusetts Department of Transportation
 MassDEP – Massachusetts Department of Environmental Protection
 Master Plan – Theatre District Master Plan, December 2012
 MCP – Massachusetts Contingency Plan (310 CMR 40.00)
 MGD – Million gallons per day
 M.G.L. – Massachusetts General Law
 MEPA – Massachusetts Environmental Policy Act (301 CMR 11.00)
 MHC – Massachusetts Historical Commission
 MHRTC – Massachusetts Historic Rehabilitation Tax Credit
 NMTC – New Markets Tax Credit
 NOI – Notice of Intent (under WPA)
 NPDES – National Pollutant Discharge Elimination System (under EPA)
 NRDIS – National Register Historic District

OHM – Oil and Hazardous Materials (under MCP)
PARC – Massachusetts Parkland Acquisition and Renovations for Communities Grant
P&W – Providence and Worcester Railroad Company
RAO – Response Action Outcome (under MCP)
ROW – Right(s)-of-Way
SFHA – Special Flood Hazard Area
SOD – Sign Overlay District
SPD – Streetscape Policy District
SWPPP – Stormwater Pollution Prevention Plan (under EPA)
T&G – Worcester Telegram and Gazette
TDI – MassDevelopment Transformative Development Initiative
TIF – Tax Increment Financing
UCL – Upper Concentration Limit
UPass – WRTA bus pass for college students
URA – Urban Revitalization Plan Area
URDG – Urban Revitalization Development Grant
URP – Downtown Urban Revitalization Plan
USGS – U.S. Geological Survey
WBDC – Worcester Business Development Corporation
WPA – Massachusetts Wetlands Protection Act (310 CMR 10.00)
WRA – Worcester Redevelopment Authority
WRTA – Worcester Regional Transit Authority

DRAFT

Executive Summary

I. Introduction

The Downtown Urban Revitalization Plan (URP or the Plan) was initiated by the Worcester Redevelopment Authority (WRA) in cooperation with the City of Worcester and the Worcester City Council. The URP process involved collaboration with stakeholders, including area property owners, residents, city officials and the URP Citizen Advisory Committee. Stakeholders have the mutual interest of revitalizing the downtown area by publicizing arts and tourism destinations, improving the visitor experience, attracting new or expanding existing commercial and industrial users, enhancing residential quality of life, and remediating brownfields to increase developable land area.

Information used throughout this document was obtained from a wide range of publicly accessible online resources and studies, as listed below:

- MassDevelopment Transformative Development Initiative (TDI), Worcester Theatre District, 2015
- *Downtown Worcester Theatre District Master Plan*, December 2012, prepared for the Worcester Business Development Corporation in association with the City of Worcester Executive Office of Economic Development, Crosby/Schlessinger/Smallridge (the Master Plan);
- *Worcester Student Survey 2014*, the City of Worcester Executive Office of Economic Development in partnership with the Worcester Regional Chamber of Commerce;
- *Mercantile Center*, as presented on website, <http://www.mercantileworchester.com/>;
- *The Grid Downtown Worcester | The Master Plan*, undated, prepared by MG2, Bell Partners and EMBARC Studio;
- *Cost and Benefit Analysis of Blackstone Canal Revitalization*, Worcester Polytechnic Institute: Interactive Qualifying Project, December 18, 2014, prepared for John Giangregorio: President, Blackstone Canal District Alliance;
- *Analysis of Impediments to Fair Housing, Worcester, Massachusetts*, October 2012, prepared for the City of Worcester Office of Economic Development, I² Community Development Consulting;
- *Housing Market Study*, October 2012, prepared by the City of Worcester Executive Office of Economic Development; RKG Associates;
- *Central Massachusetts Grows: Greater Worcester Area Comprehensive Economic Development Strategy (CEDS)*, 2012, The Greater Worcester Area Comprehensive Economic Development Strategy Committee, Central Massachusetts Regional Planning Commission;
- *Market Overview – Downtown Theatre District, Worcester, MA*, October 2011, prepared for Worcester Business Development Corporation, Chan Krieger NBBJ and GLC Development Resources;
- *Downtown Worcester Strategic Opportunity Study*, July 2010, prepared for MassDevelopment and the City of Worcester Economic Development Department, Utile, Inc. Architecture + Planning;
- *The Beacon/Federal Neighborhood Revitalization Plan and Project Workbook*, August 2009, prepared for the City of Worcester, The Cecil Group Inc., Concord Square Planning & Development, FXM Associates, and Initiative for a Competitive Inner City (the Beacon/Federal Plan);
- *Sensible (Sense-Able) Bridges: Conceptual Design Presentation*, City of Worcester, June 2, 2009;
- *North Main Economic Development Strategy*, November 2008, prepared for the City of Worcester Economic Development Division, Vanasse Hangen Brustlin, Inc. in association with Basile Baumann Prost & Associates, Inc. and Finegold Alexander + Associates, Inc.;
- *Real Estate Development Opportunity Assessment, Downtown Worcester*, January 2008, Utile, Inc. Architecture + Planning;

- *Worcester North Main Market Analysis, Office, Flex/R&D, Residential, Retail & Lodging Sectors*, prepared for the City of Worcester Executive Office of Neighborhood and Economic Development;
- *Washington Square Redevelopment Strategy, Worcester, Massachusetts, 2006*, prepared for the City of Worcester Division of Economic Development, BSC Group;
- *Central Business District Parking Study*, April 2004, prepared for the City of Worcester Department of Public Works, Traffic Engineering Division, Vanasse Hangen Brustlin, Inc.;
- *Arts District Master Plan*, June 2002, prepared for Arts District Task Force ARTS Worcester, City of Worcester, Community Partners Consultants, Inc. in association with Economics Research Associates (the Arts Plan);
- *Union Station Urban Revitalization Plan*, October 1996, WRA; and
- *Predevelopment Study: Wyman-Gordon Property and The South Worcester Industrial Park*, March 1995, prepared for the Office of Planning and Community Development, Comprehensive Facilities Solutions, Inc. and Abbelire, Inc. (the Predevelopment Study).

Information and recommendations contained in the above-referenced reports are incorporated into this URP, as appropriate.

II. Urban Revitalization Area Description

The Urban Revitalization Area (URA), also referred to herein as the Study Area, has an irregularly-shaped boundary comprised of approximately 118 parcels and 380 properties (including approximately 67 business and 214 residential condominium units) within a 118.4-acre area, of which approximately 24.6 acres are public ways, 10.1 acres are railroad ROW, and approximately 93.7 acres are parcels. Please refer to *Figure A-1 Project Location and URA Boundaries* and **Section 2: Existing Characteristics of URA** of **Chapter 12.02 (1) Characteristics**. A list of the URA parcels is presented in **Attachment A: URA Parcel Ownership Table and Map**. As shown in *Figure A-2 Aerial Photography with URA Boundary*, the entire area is highly disturbed due to its urban character. There are diverse co-existing land uses, including commercial, retail, residential, transportation (rail), and industrial/manufacturing.

The Study Area encompasses revitalization opportunity areas in the heart of Worcester, with the P&W ROW running through the middle of the URA. As described in detail in **Section 2: Study Area Location and Context** in **Chapter 12.02 (2) Eligibility**, the area north of the Providence and Worcester (P&W) ROW is part of the traditional downtown, with high density mixed-use development consisting of business office, commercial and residential, interspersed with institutional and cultural uses. The area south of the railroad is dominated by former manufacturing sites and active industrial uses.

Adjacent to the URA

In terms of adjacent land uses, commercial and multi-family residential development predominate to the north, west, south and southeast. The residences are typically multi-family (e.g., triple decker and small apartment buildings), and the commercial developments are a mix of service and industrial businesses.

Immediately northeast of the Worcester Common is the CitySquare District Improvement Financing (DIF) District, consisting of the CitySquare and Mercantile Center redevelopment projects. CitySquare is a \$500+ million multi-phased public-private partnership currently underway in the heart of downtown Worcester, which includes:

- Unum Group's 214,000-square-foot LEED Silver office building;
- St. Vincent's Hospital's new 66,000-square foot Cancer and Wellness Center;
- A 168-room AC Hotels by Marriott;
- Worcester Common Parking Garage, a 550-space underground parking facility; and
- A 370-unit residential development (with 479 parking spaces).

Mercantile Center is a \$70 million investment located adjacent to CitySquare and comprised of the office towers at 100 and 120 Front Street and 2 Mercantile, containing a total of 642,300 square feet of mixed-use office and retail space with a 1,647-space structured parking garage. UMass Memorial Health Care has leased approximately 75,000 square feet of space in Mercantile Center and renovations are underway. An additional 183,000 square feet of vacant space will be improved as it is leased. Building façade improvements and lobby renovations are also planned.

Adjacent uses located further northeast of the URA include large-scale public and institutional uses (e.g., the DCU Center, St. Vincent's Hospital) as well as Union Station Intermodal Transportation Station and the Worcester Regional Transit Authority (WRTA) Transportation Hub (Hub).

The Canal District is east of the URA, in the vicinity of Green Street. The Canal District was designated to celebrate the industrial history associated with the Blackstone Canal, which now runs beneath Harding Street. There are a number of surviving mill buildings dating from the late 1800's along Green Street, Water Street and Winter Street. Some have been successfully repurposed, e.g., the Crompton Collective, and are integral to the district's urban industrial character. Programming events in the district have included a Blackstone Canal Fest, a year-round farmer's market, seasonal horse and wagon tours, race events, and walking tours. In fall 2015, the Worcester Business Development Corporation (WBDC) announced a new indoor hockey facility is to be built at the corner of Harding and Winter Streets in the Canal District. The 3.5-acre site currently contains a shuttered manufacturing facility with brownfields issues. WBDC is currently overseeing the demolition and cleanup activities on the site, then Marathon Sports Construction will build the facility. Construction is set to be completed by August 2017.

III. Statement of Need

This URP evaluates data from a variety of sources to support the recommendation that the URA meets the eligibility standards defined in Massachusetts General Law (M.G.L.) c. 121B for consideration as a decadent and blighted open area, and that it is improbable that the area would be redeveloped per the ordinary operations of private enterprise. Data evaluated includes parcel ownership, land and building assessments, parcel size and configuration, and current condition. The finding that the URA is a decadent and blighted open area is based upon all properties within the URA and not limited to properties identified for acquisition.

The area's characteristics are consistent with the definitions of decadent and blighted open area per M.G.L. c. 121B, section 1, as follows:

Decadent Area: defined as an area which is detrimental to the sound growth of a community as a result of the existence of buildings which are out of repair, physically deteriorated, unfit for human habitation, obsolete, or in need of major maintenance or repair, or because much of the real estate in recent years has been sold, or taken for nonpayment of taxes upon foreclosure of mortgages, or because buildings have been torn down and not replaced and under existing conditions it is improbable that the buildings will be replaced, or because of a substantial change in business or economic conditions, or because of inadequate light, air, or open space, or because of excessive land coverage or because diversity of ownership, irregular lot sizes or obsolete street patterns make it improbable that the area will be redeveloped by the ordinary operations of private enterprise, or by reason of any combination of the foregoing conditions.

Blighted Open Area: defined as a predominantly open area which is detrimental to the safety, health, morals, welfare or sound growth of a community because it is unduly costly to develop it soundly through the ordinary operations of private enterprise by reason of the existence of ledge, rock, unsuitable soil, or other physical conditions, or by reason of the necessity for unduly expensive excavation, fill or grading, or by reason of the need for unduly expensive foundations, retaining walls or unduly expensive measures for waterproofing structures or for draining the area or for the prevention of the flooding thereof or for the

protection of adjacent properties and the water table therein or for unduly expensive measures incident to building around or over rights-of-way (ROW) through the area, or for otherwise making the area appropriate for sound development, or by reason of obsolete, inappropriate or otherwise faulty platting or subdivision, deterioration of site improvements or facilities, division of the area by ROW, diversity of ownership of plots, or inadequacy of transportation facilities or other utilities, or by reason of tax and special assessment delinquencies, or because there has been a substantial change in business or economic conditions or practices, or an abandonment or cessation of a previous use or of work on improvements begun but not feasible to complete without the aids provided by this chapter, or by reason of any combination of the foregoing or other condition; or a predominantly open area which by reason of any condition or combination of conditions which are not being remedied by the ordinary operations of private enterprise is of such a character that in essence it is detrimental to the safety, health, morals, welfare or sound growth of the community in which it is situated.

As discussed in **Chapter 12.02 (2) Eligibility** (see *Section 2: Area Eligibility Designation*), the URA has many characteristics that contribute to the current decadent and blighted open conditions, as listed below.

- Many structures with physical conditions that lack the mechanical and building systems necessary to meet contemporary needs.
- Facilities that constitute a barrier to development due to scale, conditions and use restrictions.
- Structures which are quite old, indicating the potential for regulated materials typically found in older buildings.
- A diversity of ownership and/or irregular lot shapes and sizes that make it unlikely the area will be redeveloped under the normal operation of the private market.
- Substantial changes in business and economic conditions.
- Existing conditions that are detrimental to public health, safety and welfare and which are unlikely to be resolved by the operation of private enterprise.
- Portions of the URA that are currently underutilized.
- The presence of many incompatible uses which are directly adjacent to each other without adequate buffer.
- Inadequate transportation options, roadway conditions and traffic circulation.
- Infrastructure that is in need of improvements to supply adequate service.
- The Wyman-Gordon Parcels, which comprise a large vacant area with known contamination issues, require remediation, and are characterized by other site constraints that are unduly expensive to complete without public intervention.
- Severe economic hardship in the City of Worcester, as evidenced by an unemployment rate in excess of the state average and a high concentration of low and moderate income households.

IV. Project Vision

This URP embodies the vision that was defined in the 2012 Theatre District Master Plan, which reads as follows:

We envision a downtown Theatre District that is an active, mixed-use, 18-hour neighborhood with significant institutional and residential growth supporting a vibrant entertainment and cultural environment drawing residents, businesses, and visitors to downtown Worcester. Key corridors, including Main Street, Federal Street and Front Street will serve to tie District-wide activity together to make a walkable, inviting center of activity. Federal Street, the heart of the District, will be a tightly compressed pedestrian street plaza – a public gathering space – lined with food, entertainment and retail activity that:

- *Creates a sense of place;*
- *Serves as the center of the expanded Theatre/Creative District; and*
- *Connects all of the entertainment and creative venues both in the District and throughout downtown.*

Key destinations within the District, such as City Hall, the Hanover Theatre for the Performing Arts, the YWCA, and the Worcester Public Library, and destinations outside the District such as Union Station, the DCU Center and Mechanics Hall will connect to continue the comprehensive transformation of downtown Worcester as the heart of one of New England's great cities.

This Vision must be built with the understanding of the strengths, and challenges, of the current marketplace and the need to support the many investments already made by many dedicated stakeholders. The realization of this Plan requires partnerships with other active property owners and investors including residential developers, CitySquare II Development Company, LLC (CitySquare), and Massachusetts College of Pharmacy and Health Sciences University.

Because the above Master Plan vision focuses on the Theatre District area, additional consideration was given to developing a separate, but related, vision for the URA south of the P&W ROW. A public forum regarding the 11 parcels that previously contained Wyman-Gordon Company manufacturing activities (collectively referred to herein as the Wyman Gordon Parcels) was held in September 2015. During breakout sessions, participants were asked to consider a number of questions, including how various reuses would suit the area, how transportation and circulation could be improved, and what public amenities they would like to see incorporated into the URP. As a result, the following general vision was developed:

Ultimately, transform an abandoned manufacturing site into a productive development that will draw local and regional users. Redevelopment should be appropriate for the mixed-use character of the area, contribute to a positive impression of the neighborhood and the city, encourage pedestrian and traffic connections with surrounding neighborhoods and the nearby downtown area, and incorporate public amenities. The development should include recreational opportunities, such as a private indoor athletic facility with a track, multi-sports fields, and a pool. The redeveloped site should encourage healthy lifestyle choices, offer sustainable job opportunities, and contribute to the city's tax base.

V. Goals and Objectives

As described in **Chapter 12.02 (3) Project Objectives** (*Section 1: Urban Revitalization Area Goals and Objectives*), the goals and objectives for the Project build on the Vision to create an environment that has a strong identity and sense of place within downtown Worcester, and to identify buildings and sites that provide the primary transformation opportunities for institutional, residential, and entertainment/cultural uses, and the infrastructure improvements needed to support those uses. The plan embraces, and seeks to build upon, the area's historic legacy. The objectives listed below were established in order to achieve this goal.

- Incorporate the priorities and goals of previous studies and master plans, as appropriate, to identify and prioritize development projects.
- Foster an environment for businesses and institutions to thrive and create sustainable jobs.
- Facilitate land assembly and disposition to advance the goals, objectives and activities of the URP by identifying parcels that have high potential for development.
- Redevelop former industrial properties and in so doing increase the number and diversity of well-paying jobs in the city.

- Encourage and preserve economic diversity and quality of life by providing opportunities for businesses serving a diversity of incomes and skills.
- Increase real estate tax income-generating properties in the URA.
- Encourage private sector investment and utilize public funds judiciously and strategically as a catalyst for private investment.
- Improve wayfinding, circulation and pedestrian connections within the URA as well as with key destinations throughout the city, to promote the integration of residential, institutional, cultural, and commercial uses.
- Improve access to modern and efficient public transportation options in order to make the URA more accessible, with consideration to intermodal transportation networks.
- Stimulate and leverage institutional presence and investment throughout the URA.
- Develop venues (e.g., restaurants, entertainment, and shopping) which attract area college students to the URA.
- Provide necessary public services efficiently and effectively.
- Create connections (including wayfinding) between the downtown and Wyman-Gordon Parcels that safely facilitate all modes of transportation and are aesthetically appealing.
- Establish an entertainment core linked to activity centers and open spaces.
- Increase stock of market-rate housing.
- Manage and increase the parking supply with appropriate thought given to shared usage and proximity to high demand areas.
- Improve roadways and sidewalks, as well as traffic circulation, as appropriate.
- Improve infrastructure systems to support modern development needs.
- Consider future programming opportunities for live, work, study and play.

VI. Commonwealth's Sustainable Development Principles

The Commonwealth has established ten principles that encourage smart growth and sustainable development. Below is a discussion of how effectively the Worcester URP promotes these principles using redevelopment, open space and transportation improvements to attract economic development.

Concentrate Development and Mix Uses

Support the revitalization of city and town centers and neighborhoods by promoting development that is compact, conserves land, protects historic resources, and integrates uses. Encourage remediation and reuse of existing sites, structures, and infrastructure rather than new construction in undeveloped areas. Create pedestrian friendly districts and neighborhoods that mix commercial, civic, cultural, educational, and recreational activities with open spaces and homes.

The URP advances the principle of concentrating development and mixed-uses. The Study Area is highly urbanized and contains cultural resources, residential neighborhoods, commercial development, active industrial/manufacturing, a public common area and the Wyman-Gordon Parcels. The Project includes revitalizing former industrial areas and brownfields to create local and regional jobs and stimulate the local economy. The city is also focused on reusing and redeveloping existing commercial and industrial properties that are no longer functional.

Advance Equity

Promote equitable sharing of the benefits and burdens of development. Provide technical and strategic support for inclusive community planning and decision making to ensure social, economic, and environmental justice. Ensure that the interests of future generations are not compromised by today's decisions.

The URP seeks to advance public and private investment in a community of need. The WRA, in collaboration with the City of Worcester, has undertaken outreach to include residents, stakeholders and advocates, and incorporated their input into the URP. Implementation of the URP will increase job opportunities for local residents; provide expansion potential for existing businesses, and promote remediation of brownfields. A major component of the URP involves redevelopment of a former manufacturing site, including public access to new amenities and recreational opportunities. These URP activities promote equity for current and future generations of Worcester residents.

Make Efficient Decisions

Make regulatory and permitting processes for development clear, predictable, coordinated, and timely in accordance with smart growth and environmental stewardship.

The City of Worcester considers customer service to be a top priority, and their website offers extensive E-services, including online permitting for building, electrical, gas, plumbing and mechanical permits and the Online Customer Service Center with a live chat feature during business hours. The city's Executive Office of Economic Development administers the economic development agenda and programs of the city; promotes, develops and expands investment and employment in the city; secures the commitment of private capital into new or existing business in the city; and administers and coordinates all federal, state and local programs involving the preparation of property for real estate development through the remediation or removal of contaminated buildings, soils or substances.

The Office also offers assistance for new business owners in identifying the appropriate office for zoning, permitting, and licensing processes, and holds free workshops for prospective business owners. Finally, Worcester published a *Building in Worcester: A Developer's Guide, City of Worcester* (April 2009).¹ Worcester's business development resources reflect a process designed to promote efficient and coordinated decision-making. Thus, the URP complies with the Make Efficient Decisions Principle.

Protect Land and Ecosystems

Protect and restore environmentally sensitive lands, natural resources, agricultural lands, critical habitats, wetlands and water resources, and cultural and historic landscapes. Increase the quantity, quality and accessibility of open spaces and recreational opportunities.

As a highly urbanized area, the URA does not contain significant natural resources, critical habitats or agricultural lands. Therefore, the Worcester URP focuses on the protection and restoration of architectural, cultural and historic landscapes, sustainable development practices for new development, and increased open space and recreational opportunities.

There are numerous historic buildings within the URA with intact, but unmaintained, architectural elements. Façade improvements and rehabilitation efforts will preserve and enhance the historic architectural resources. New development will incorporate sustainable design principles, where feasible. Open space improvements are also an

¹ <http://www.mass.gov/hed/docs/permitting/chapter43d/worcester-guidebook-final.pdf>

important component of the URP, and will advance quality of life and opportunities for recreation. Thus, the URP is consistent with the Master Plan as well as this sustainable development principle.

Use Natural Resources Wisely

Construct and promote developments, buildings, and infrastructure that conserve natural resources by reducing waste and pollution through efficient use of land, energy, water, and materials.

New construction and redevelopment efforts will incorporate state stormwater management standards, low impact development techniques, and promote energy efficiency in building construction to the extent practicable. In 2010, Worcester became a state-designated Green Community under the Commonwealth's Green Communities Act. This designation recognizes the city's energy efficiency efforts and vision for a sustainable energy future. Worcester has a municipal initiative called "Worcester Energy" which has the following goals:

- To lead by example and improve the energy efficiency of municipal operations;
- To communicate the city's efforts related to energy efficiency, conservation and sustainability; and
- To provide resources and information in order to encourage residents, businesses and institutions to take action to reduce their energy use and carbon footprint.²

Sustainability and the efficient use of natural resources will be incorporated into the new development and rehabilitation projects outlined in this URP, and is therefore consistent with this design principle.

Expand Housing Opportunities

Support the construction and rehabilitation of homes to meet the needs of people of all abilities, income levels, and household types. Build homes near jobs, transit, and where services are available. Foster the development of housing, particularly multi-family and smaller single-family homes, in a way that is compatible with a community's character and vision and with providing new housing choices for people of all means.

Existing housing within the URA is primarily located within the downtown area, and almost exclusively consists of apartment dwellings and residential condominiums. In general, conditions at many of the housing structures in the downtown area are moderately to significantly deteriorated due to deferred or inadequate maintenance, health and sanitation violations, recurrent police activity, and complaints about garbage and illicit activity. The URP includes the development of new residential units in currently underutilized structures and encourages façade improvements for a number of buildings with residential units. The city will also coordinate with property owners to encourage rehabilitation of existing downtown units and increase the variety and quality of downtown rental and condominium housing.

South of the P&W ROW, current residential development within the URA is limited to two single-family residential units. These homes appear occupied and well-maintained. However, they are surrounded by expanses of vacant and neglected land enclosed by chain link fences. Redeveloping this portion of the Wyman-Gordon Parcels with some appropriately scaled residential development has the potential to significantly enhance the housing opportunities available in the immediate area.

Based on this, the URP will foster residential development that is compatible with the URA's character and vision, and will provide improved housing choices for people of all means.

² <http://www.worcesterenergy.org/>

Provide Transportation Choice

Maintain and expand transportation options that maximize mobility, reduce congestion, conserve fuel and improve air quality. Prioritize rail, bus, boat, rapid and surface transit, shared-vehicle and shared-ride services, bicycling, and walking. Invest strategically in existing and new passenger and freight transportation infrastructure that supports sound economic development consistent with smart growth objectives.

The Worcester URA is adjacent to the city's multi-modal transportation center, which includes Amtrak and Massachusetts Bay Transportation Authority (MBTA) Commuter Rail service, commercial bus service (e.g., Peter Pan) at Union Station, and the recently constructed WRTA Hub at 60 Foster Street. The Blackstone Valley Bikeway will also come into the city through the URA and terminate at Union Station. The URP seeks to facilitate pedestrian connections to these facilities by improving the connectivity while increasing downtown pedestrian traffic with new office, commercial, retail, hotel and residential facilities. Roadway improvements proposed within the URA will incorporate pedestrian amenities, bus shelters, and bicycle lanes, as appropriate. Therefore, the URP is consistent with the principle of providing transportation choice.

Increase Job and Business Opportunities

Attract businesses and jobs to locations near housing, infrastructure, and transportation options. Promote economic development in industry clusters. Expand access to education, training, and entrepreneurial opportunities. Support the growth of local businesses, including sustainable natural resource-based businesses, such as agriculture, forestry, clean energy technology, and fisheries.

The Worcester Commercial Corridors Overlay District (CCOD), adopted in February 2015 (refer to the discussion of zoning in **Chapter 12.02 (1)**), provides a very clear indication of the city's intent to promote both redevelopment of existing buildings and new development of consistent and compatible character; encourage a mix of complementary uses; foster the development of high-quality, pedestrian-scale environments through site and building design; reduce the amount of land devoted to parking and utilize parking areas more efficiently; and preserve and enhance the historical, cultural and architectural assets of the city. The CCOD also encourages mixed-use development by integrating residential uses with urban-appropriate setbacks, parking and landscaping requirements. The URP advances the principle of increasing job and business opportunities near housing, infrastructure and transportation options.

Promote Clean Energy

Maximize energy efficiency and renewable energy opportunities. Support energy conservation strategies, local clean power generation, distributed generation technologies, and innovative industries. Reduce greenhouse gas emissions and consumption of fossil fuels.

The URP calls for energy conservation to be incorporated in all projects, particularly commercial renovation and redevelopment. It is anticipated that the redevelopment of the Wyman-Gordon Parcels will showcase sustainable design technologies. Waste materials from demolition and construction of the new facilities will be recycled when possible.

Pedestrian and bicycle-friendly amenities, improved pedestrian connections and increased public transportation opportunities will reduce miles traveled, which translates into reduced greenhouse gas emissions and consumption of fossil fuels.

Plan Regionally

Support the development and implementation of local and regional, state and interstate plans that have broad public support and are consistent with these principles. Foster development projects, land and water conservation, transportation and housing that have a regional or multi-community benefit. Consider the long-term costs and benefits to the Commonwealth.

The local master plan most recently associated with the URP is the 2012 Theatre District Master Plan. As noted above, this URP embodies the vision that was outlined in that plan, and seeks to create an active, mixed-use, 18-hour neighborhood with significant institutional and residential growth supporting a vibrant entertainment and cultural environment drawing residents, businesses, and visitors to downtown Worcester. Other plans, including a 1995 Predevelopment Study of the Wyman-Gordon property, have focused on the area south of the P&W ROW. The 1995 study noted the many assets of the Wyman-Gordon Parcels, including central location, large and relatively flat urban tracts of land, proximity to Union Station and highways, and existing municipal utilities. The primary disadvantage of the area is the known hazardous waste contamination. There are many potentially suitable uses for the property, including mixed-use facilities, sporting/recreation facilities, public safety facilities, and low intensity manufacturing or office facilities. Some portions may also be suitable for residential and/or retail uses.

At the regional level, the Central Massachusetts Regional Planning Commission (CMRPC) published the document *Central Massachusetts Grows! Greater Worcester Area Comprehensive Economic Development Strategy (CEDS)* in 2012. The CEDS process focused on the identification of common issues and a joint commitment to success, understanding that needs and interests of different stakeholders within the region should be balanced. The CEDS Action Plan identifies the following goals, one each for industrial and commercial development, transportation, and workforce development:

1. To strengthen the industrial and commercial sectors within the CEDS Region.
2. To play a part in establishing an expanded, integrated, coordinated, truly multi-modal regional transportation network.
3. To play a part in establishing a comprehensive network of water, wastewater and stormwater infrastructure and other necessary utilities and promote green energy.
4. To provide an array of workforce development initiatives (employment, education, and training) for corporate and private citizens throughout the CEDS Region.³

The URP supports all of the above goals, particularly Goal #1. The CEDS Activity Implementation Plan associated with Goal #1 includes the following actions:

- Within the City of Worcester and older suburban towns, encourage reinvestment and reuse of brownfield sites, especially brownfield sites where feasible.
- Encourage reinvestment and reuse of sites in older commercial districts and downtowns.
- Provide information about the region's economic development potential through the conduct and maintenance of an industrial site survey.
- Promote economic growth in locations with public utilities that can be developed as clusters or nodes and eventually become linked to public transit.
- Encourage collaboration among government, industry and public and private institutions in marketing this area as a place where value and opportunity can be found.

³ CMRPC, *Central Massachusetts Grows!, Greater Worcester Area Comprehensive Economic Development Strategy (CEDS)*, 2012, pp. 75-78.

- Work to provide gap lending and micro-financing to enable start-up companies to gain the technical assistance necessary to begin work.
- Work in partnership with technical and higher education institutions and the private business sector to create and develop innovation and incubator centers.

The report notes that the City of Worcester is a major economic engine in the region with tremendous intellectual capital due to the academic institutions and a highly skilled and educated workforce.⁴ The CEDS document also identifies *Priority Projects* throughout the region, which includes the following actions that are relevant to the URP:

- Downtown Worcester Revitalization
- CitySquare
- Main Street Improvements
- TOD – Sensible (Sense Able) Bridges
- Wayfinding; and
- The Wyman-Gordon Parcels.⁵

Overall, the URP is consistent with these plans, which have broad public support and are based on the premise that a strong downtown will significantly benefit the region.

⁴ *ibid*, p. 80.

⁵ *ibid*, pp. 100-108.

12.02 (1) Characteristics

The plans and information presented herein describe the existing characteristics of the Study Area, as well as the proposed future conditions. *Section 1* presents the required and supplemental plans and figures for the Project. *Section 2* provides additional discussions of map content, as appropriate, with references to other sections of the URP for further detail.

Section 1: List of URP Figures

The figures presented herein and listed below adhere to the state's requirements for urban renewal plans to support the findings that the Study Area meets the eligibility requirements for an urban renewal area. The maps and plans were developed using MassGIS supplemented by field observations.

Required Figures

- A-1 Project Location and URA Boundaries
- A-2 Aerial Photography with Project Boundary
- A-3 Topography
- B-1 Boundaries of Proposed Clearance and Rehabilitation Areas
- C-1 Existing Property Lines, Building Foot Prints and Parking Areas
- C-2 Proposed Property Lines, Building Foot Prints and Parking Areas
- D-1 Existing Land Use
- D-2.1 Existing Zoning
- D-2.2 Existing Zoning Overlay Districts
- E-1 Proposed Land Use
- F-1 Existing Roadways, Public Rights-of-Way and Easements
- F-2 Proposed Roadways, Public Rights-of-Way and Easements
- G-1 Parcels to be Acquired
- H-1 Lots to be Created for Disposition
- I-1 Buildings to be Demolished
- J-1 Buildings to be Rehabilitated
- K-1 Buildings to be Constructed

Supplemental Figures

- S-1 Study Area Location – USGS Locus
- S-2 Environmental Constraints
- S-3 MassDEP Oil and/or Hazardous Material Sites
- S-4 Historic Resources
- S-5 URP Concept Plan

Figure A-1: Project Location and URA Boundary

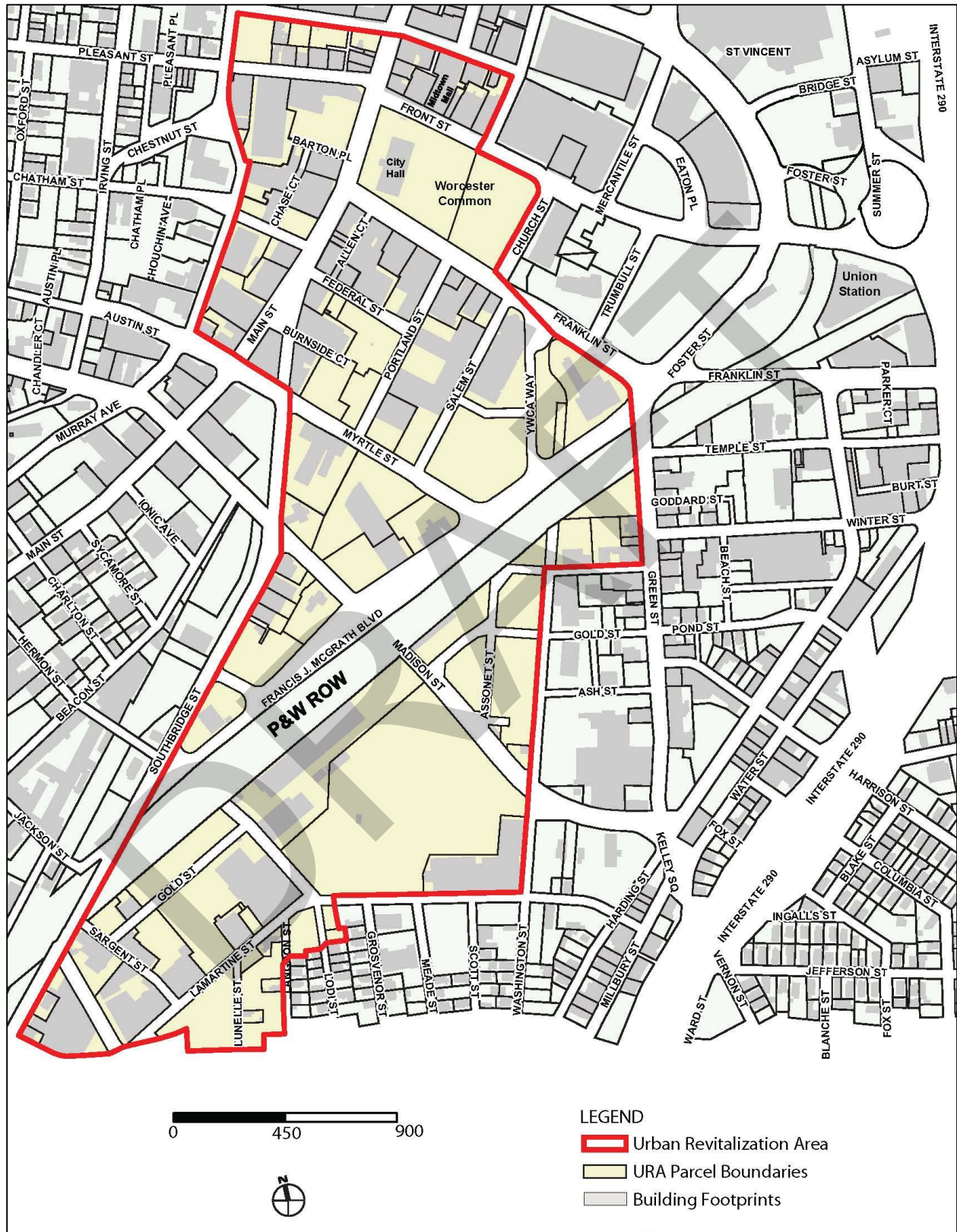


Figure A-2: Aerial Photography with URA Boundary

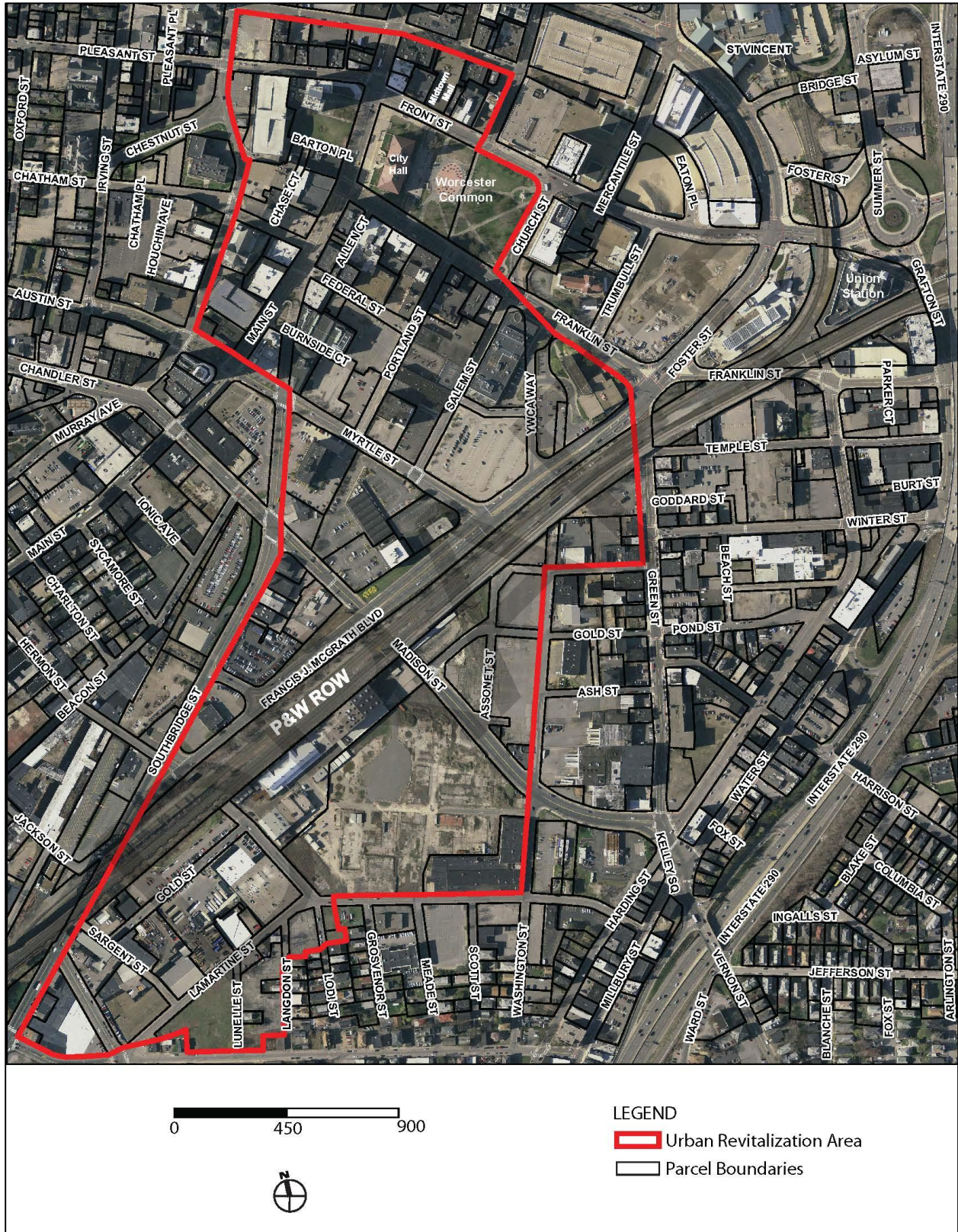


Figure A-3: Topography

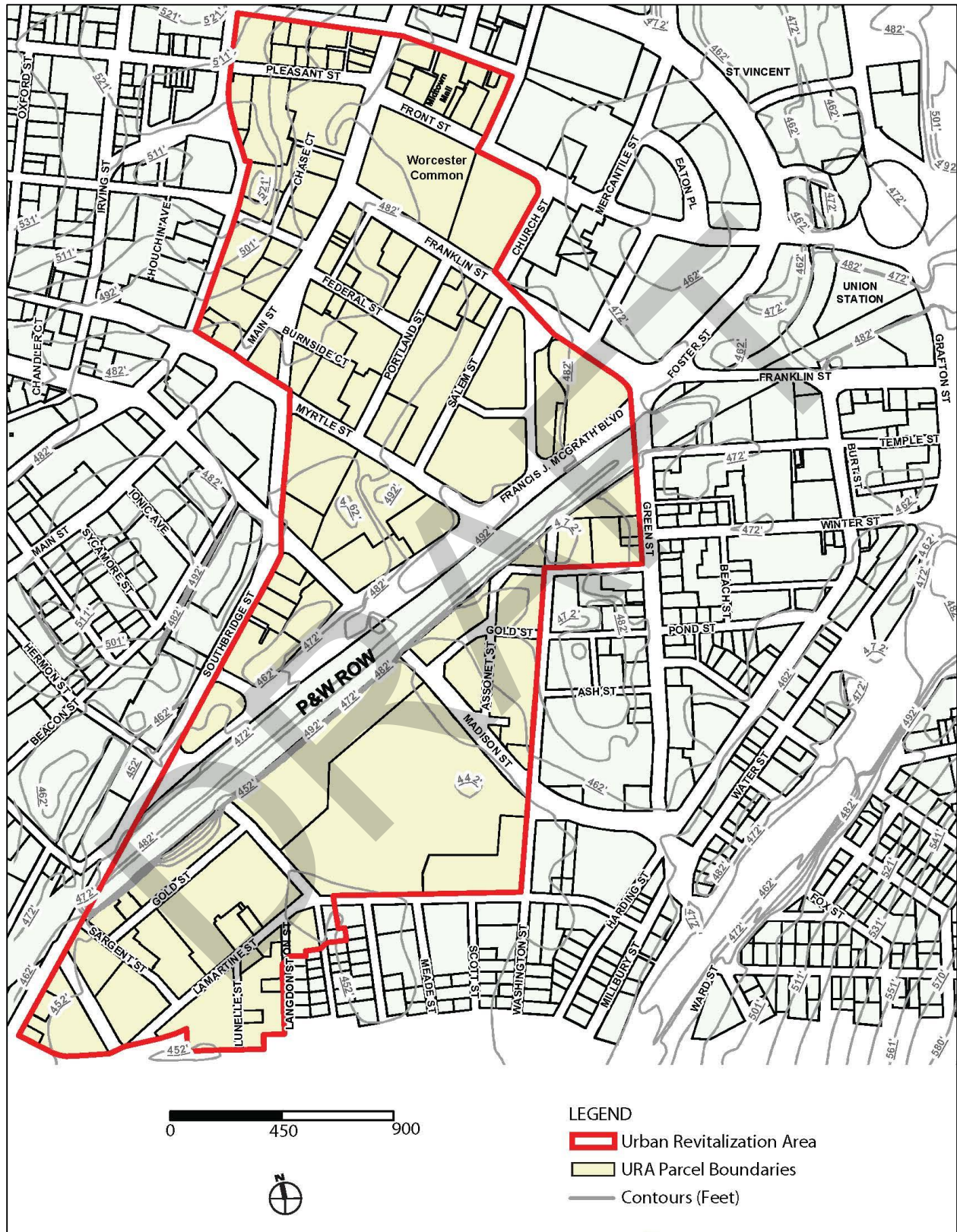


Figure B-1: Boundaries of Proposed Clearance and Rehabilitation Areas

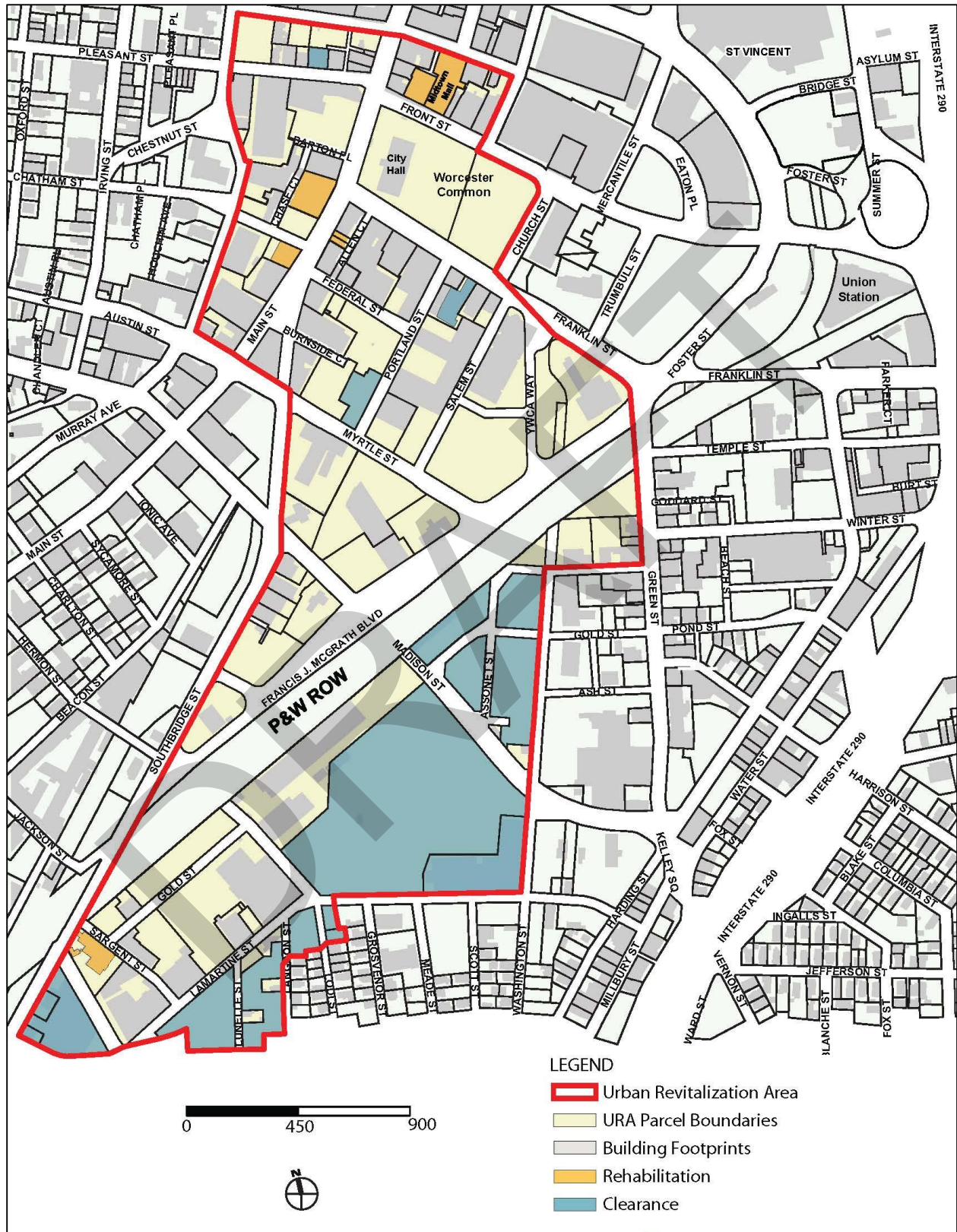


Figure C-1: Existing Property Lines, Building Foot Prints and Parking Areas

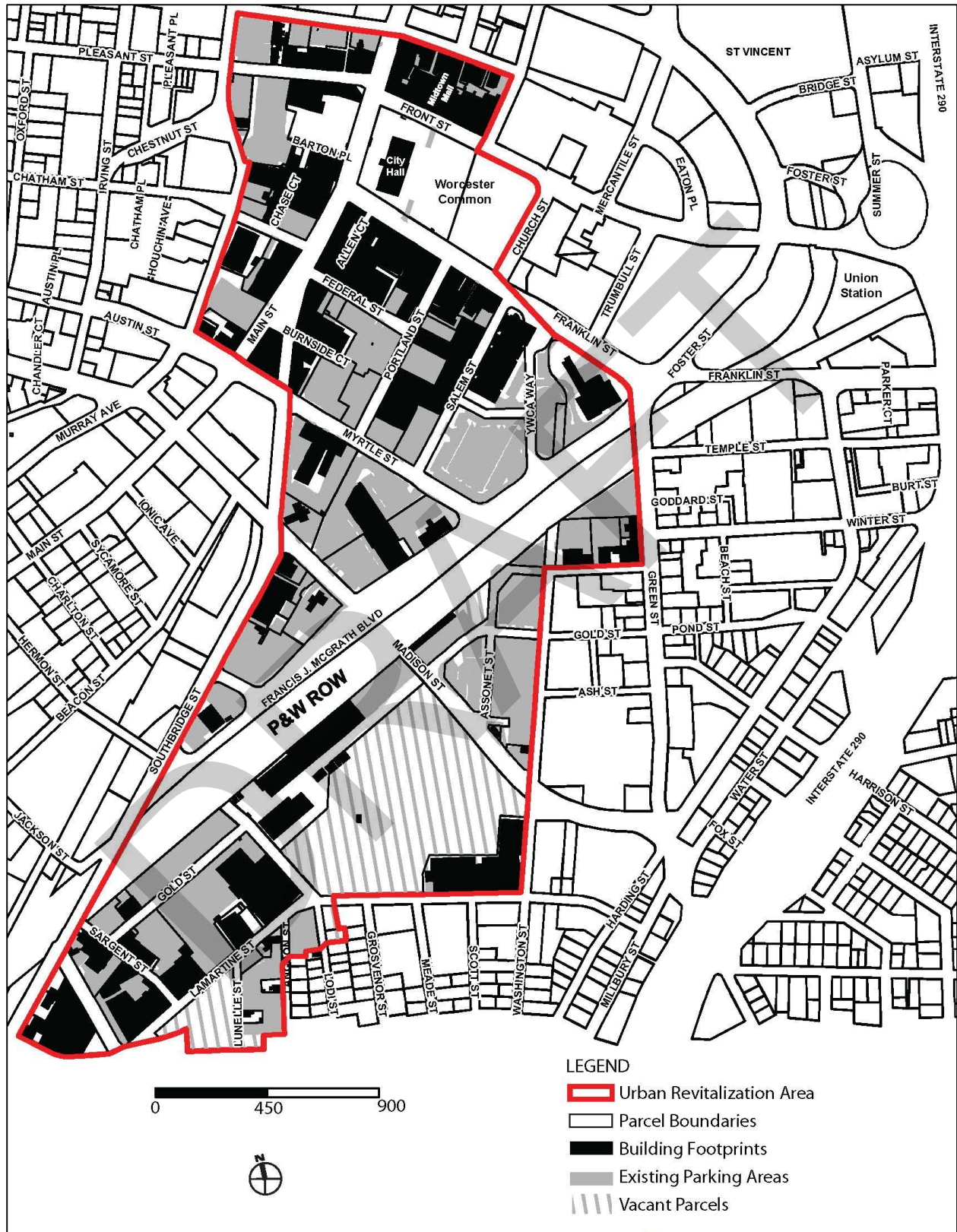


Figure C-2: Proposed Property Lines, Building Foot Prints and Parking Areas

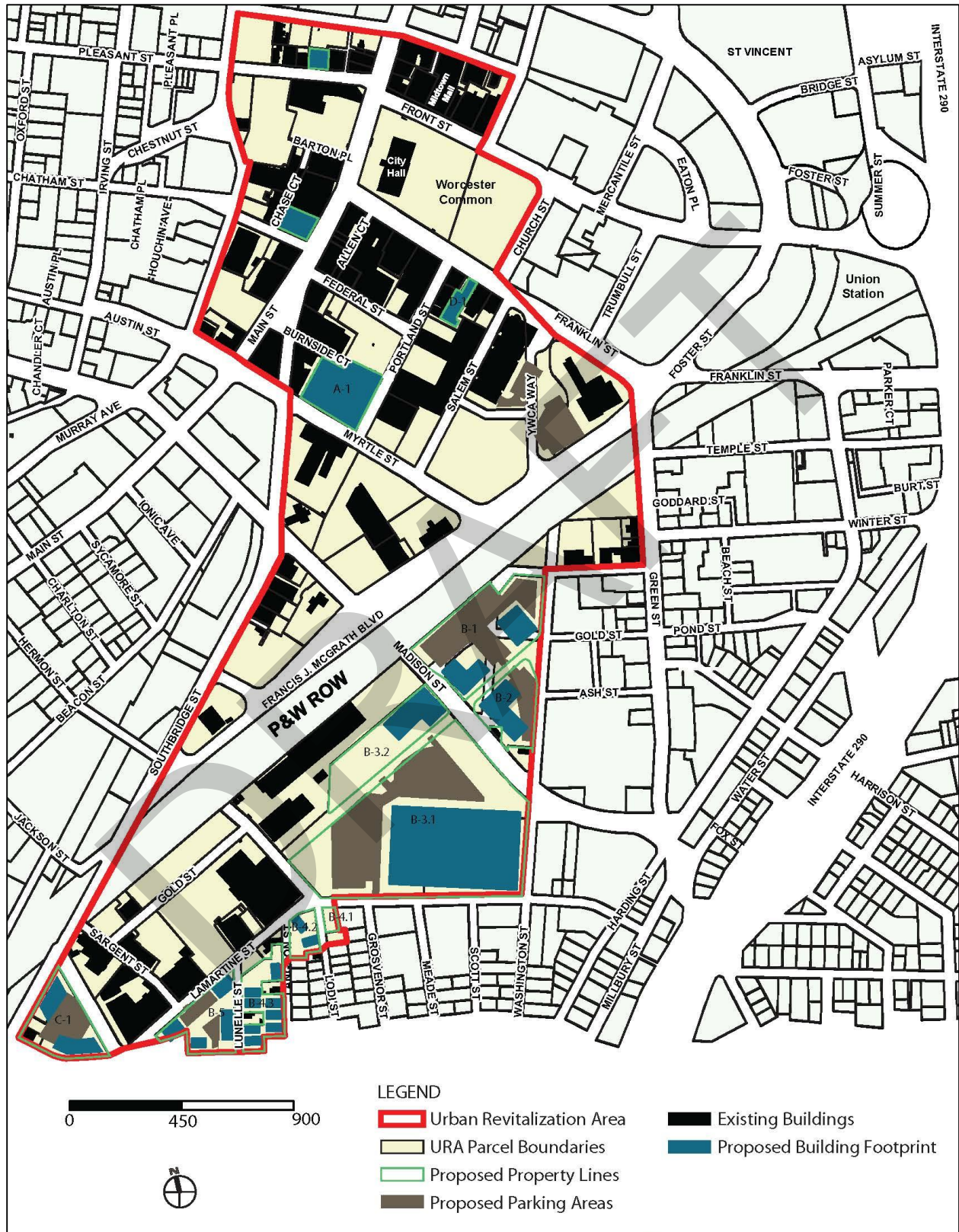


Figure D-1: Existing Land Use

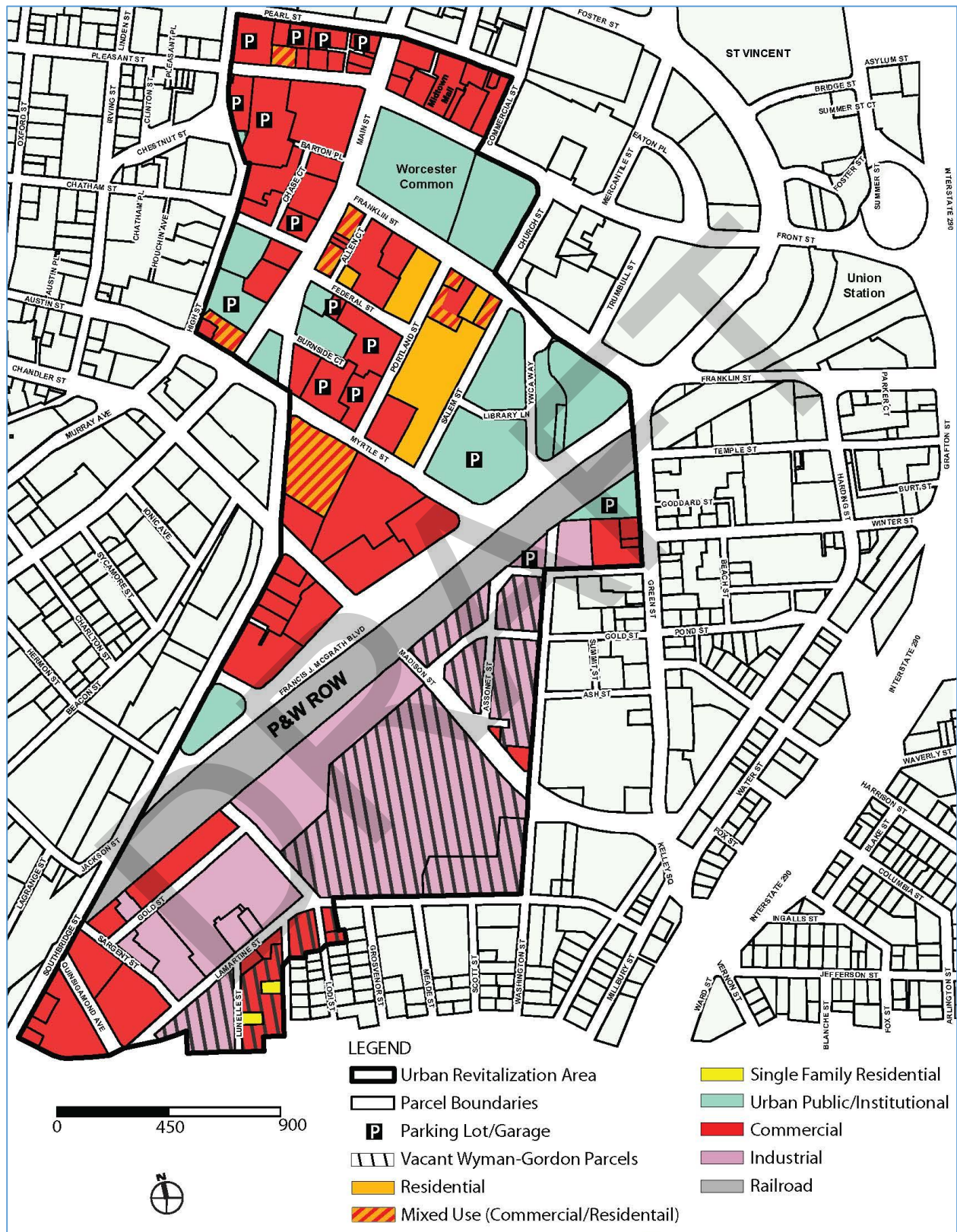


Figure D-2.1: Existing Zoning

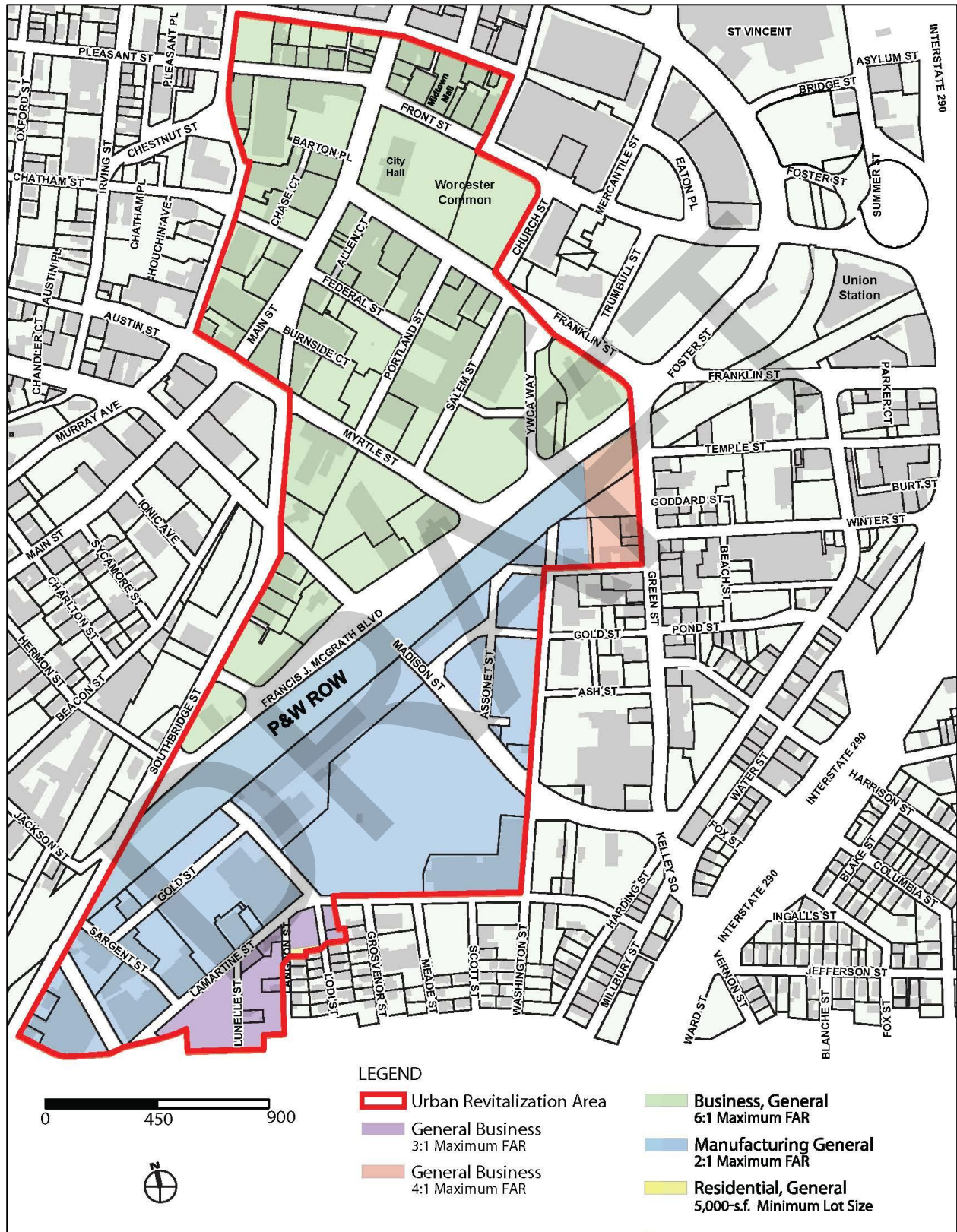


Figure D-2.2: Existing Zoning Overlay Districts

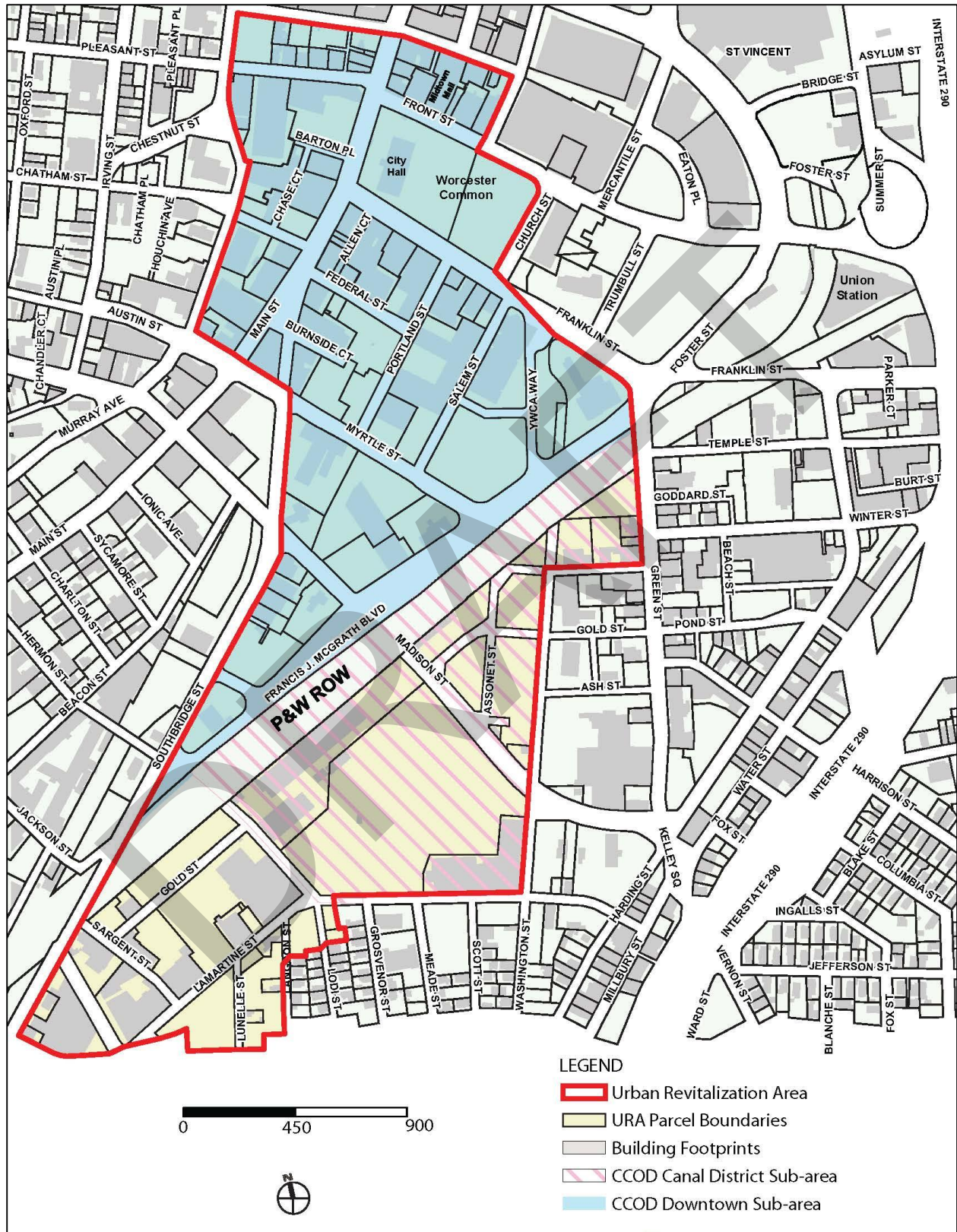


Figure E-1: Proposed Land Use

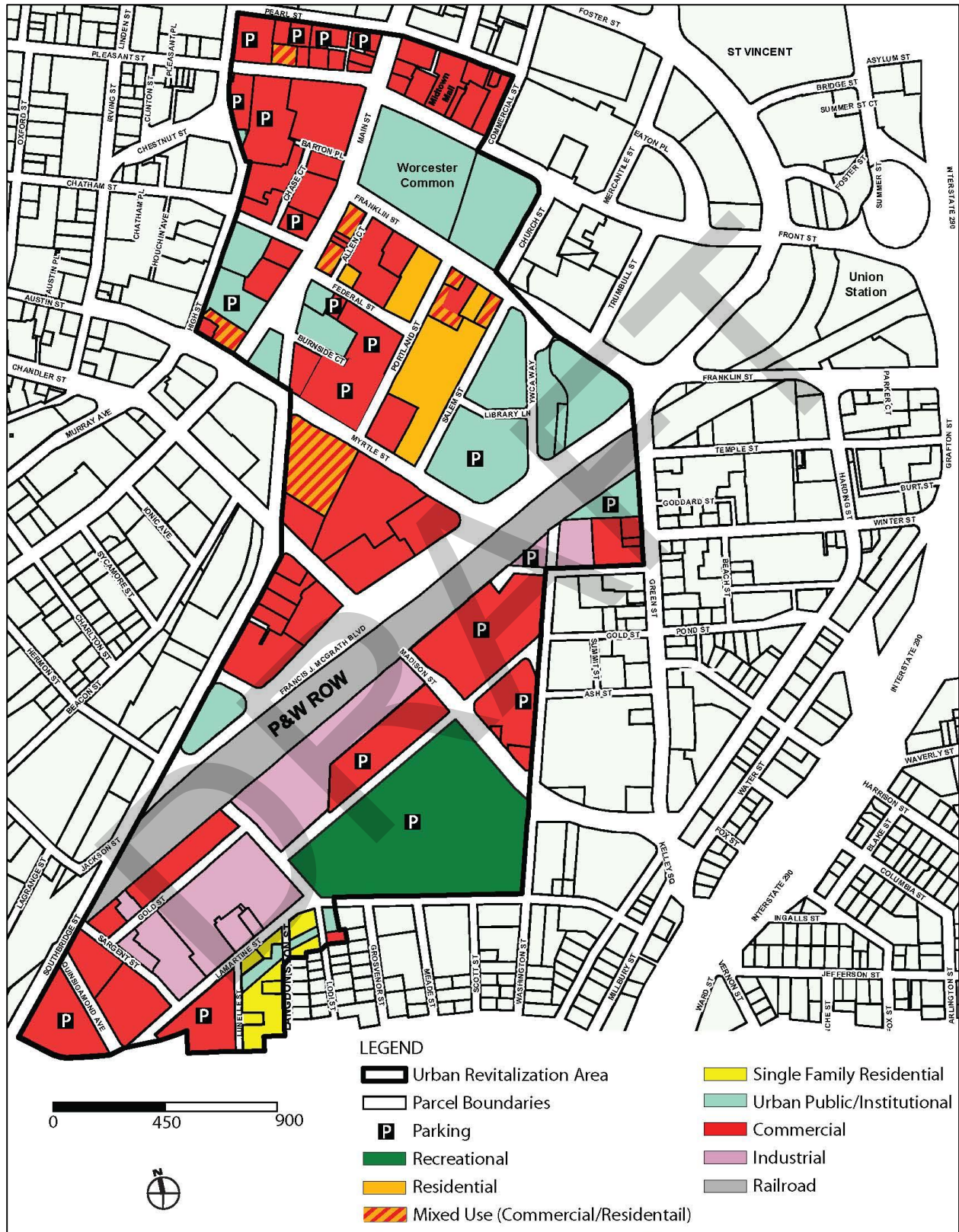


Figure F-1: Existing Roadways, Public Rights-of-Way and Easements

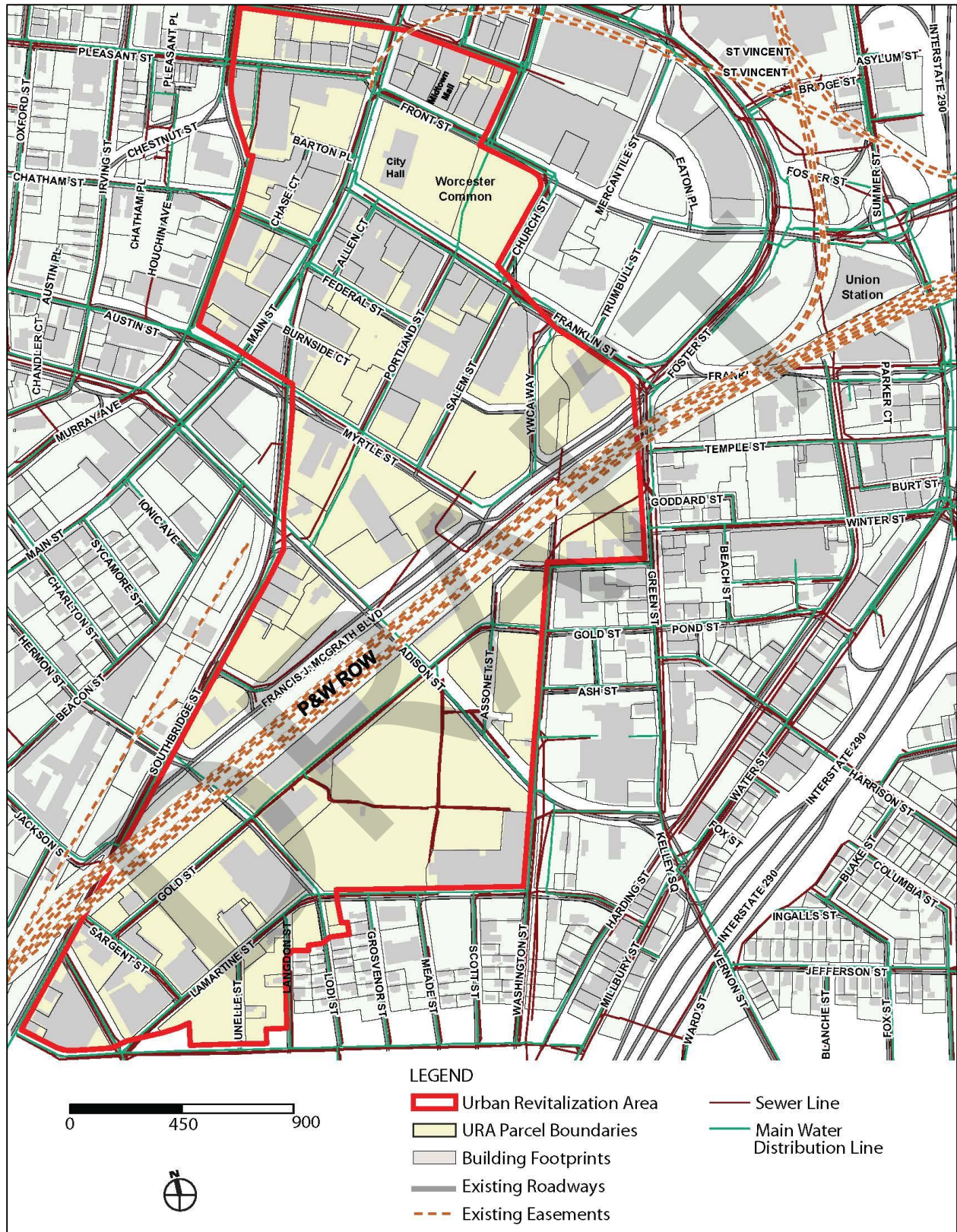


Figure F-2: Proposed Roadways, Public Rights-of-Way and Easements

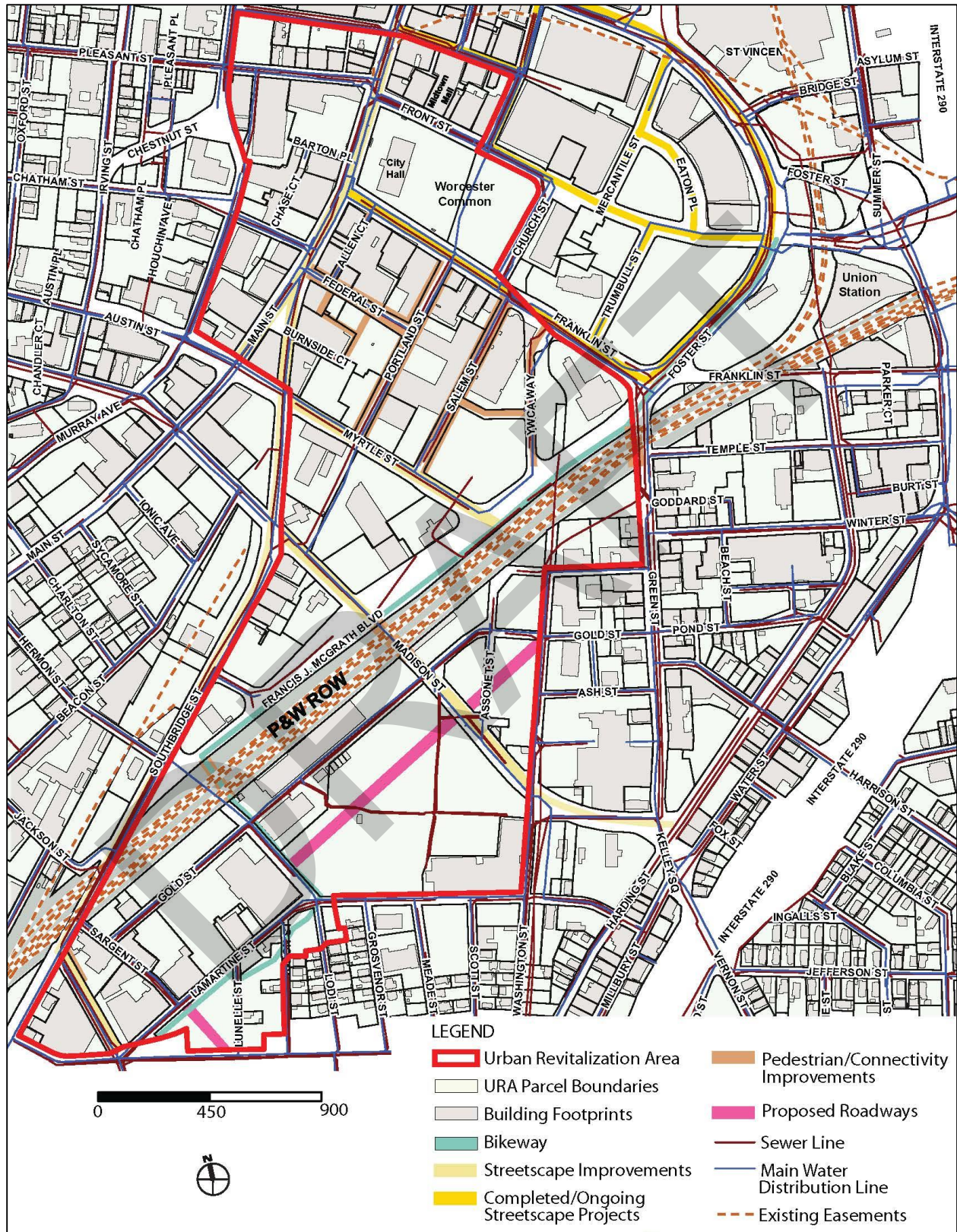


Figure G-1: Parcels to be Acquired or Transferred

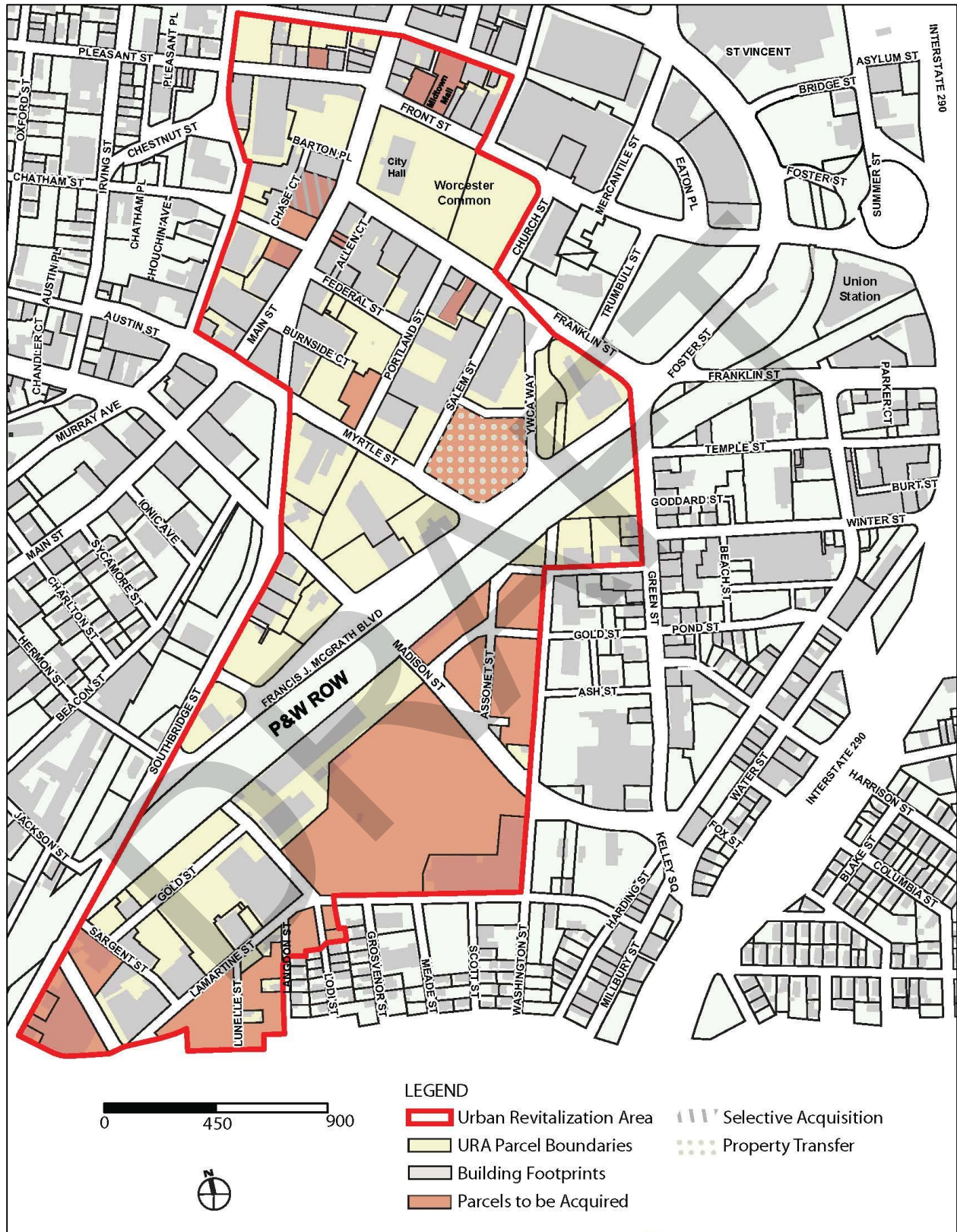


Figure H-1: Lots to be Created for Disposition

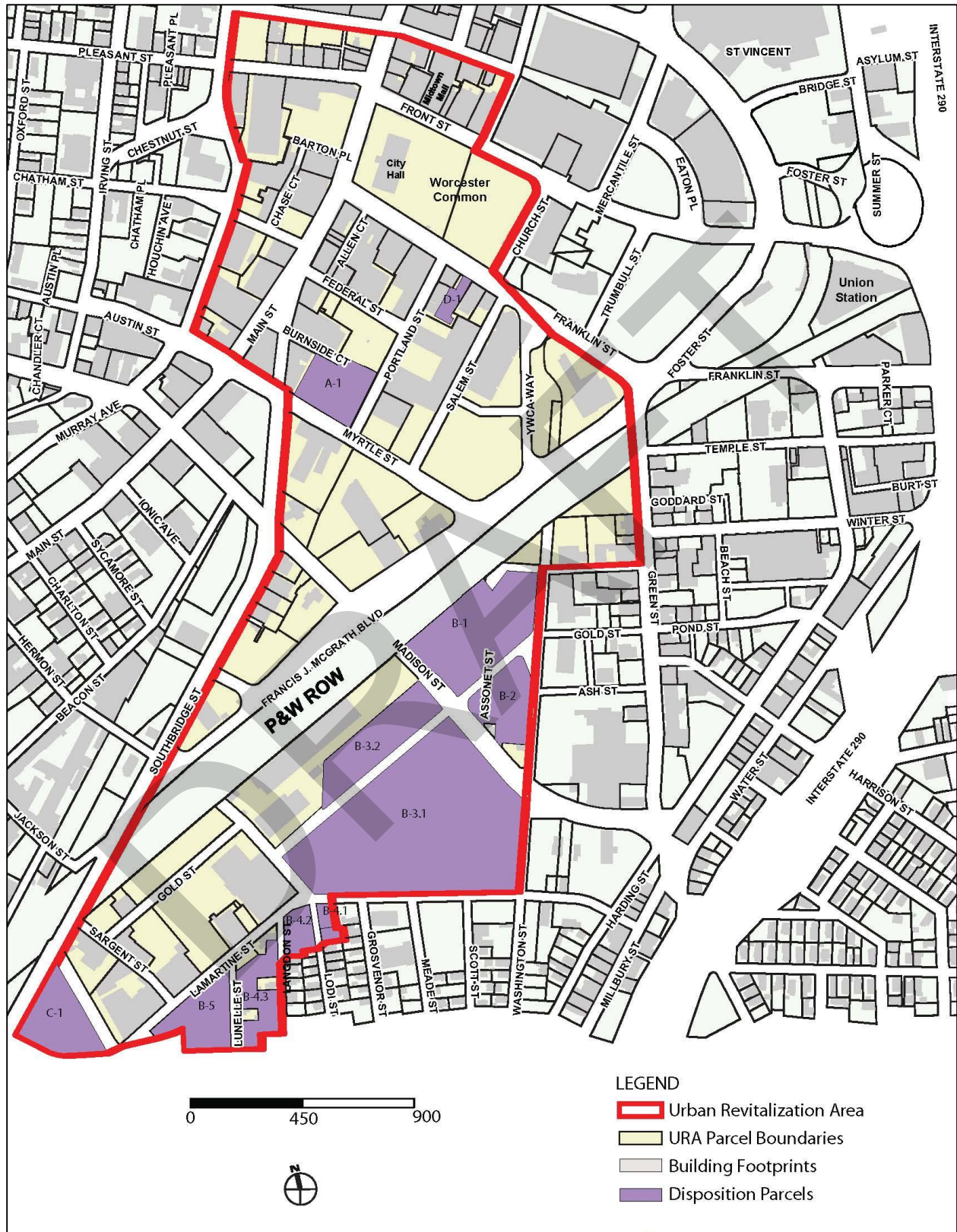


Figure I-1: Buildings to be Demolished

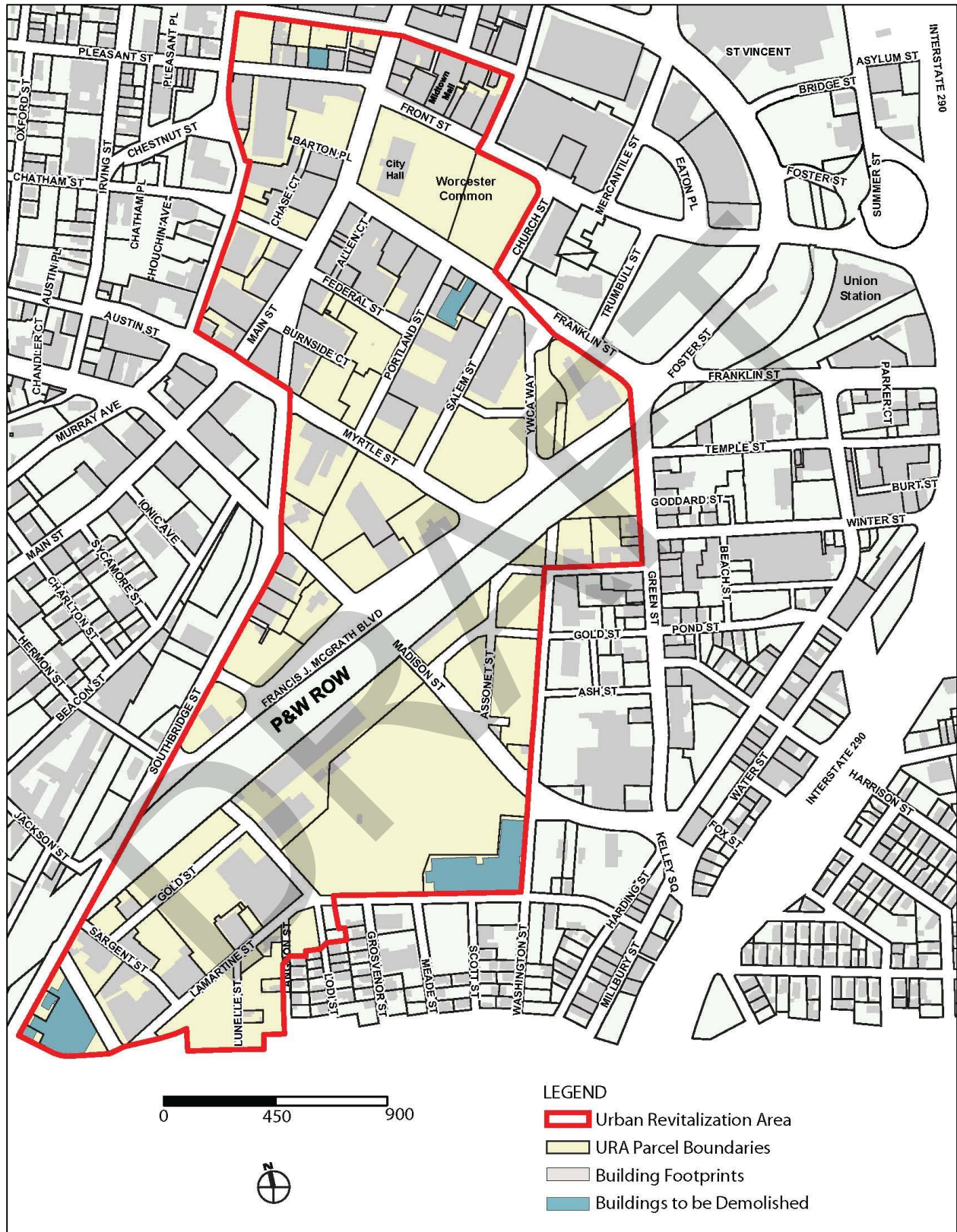


Figure J-1: Buildings to be Rehabilitated

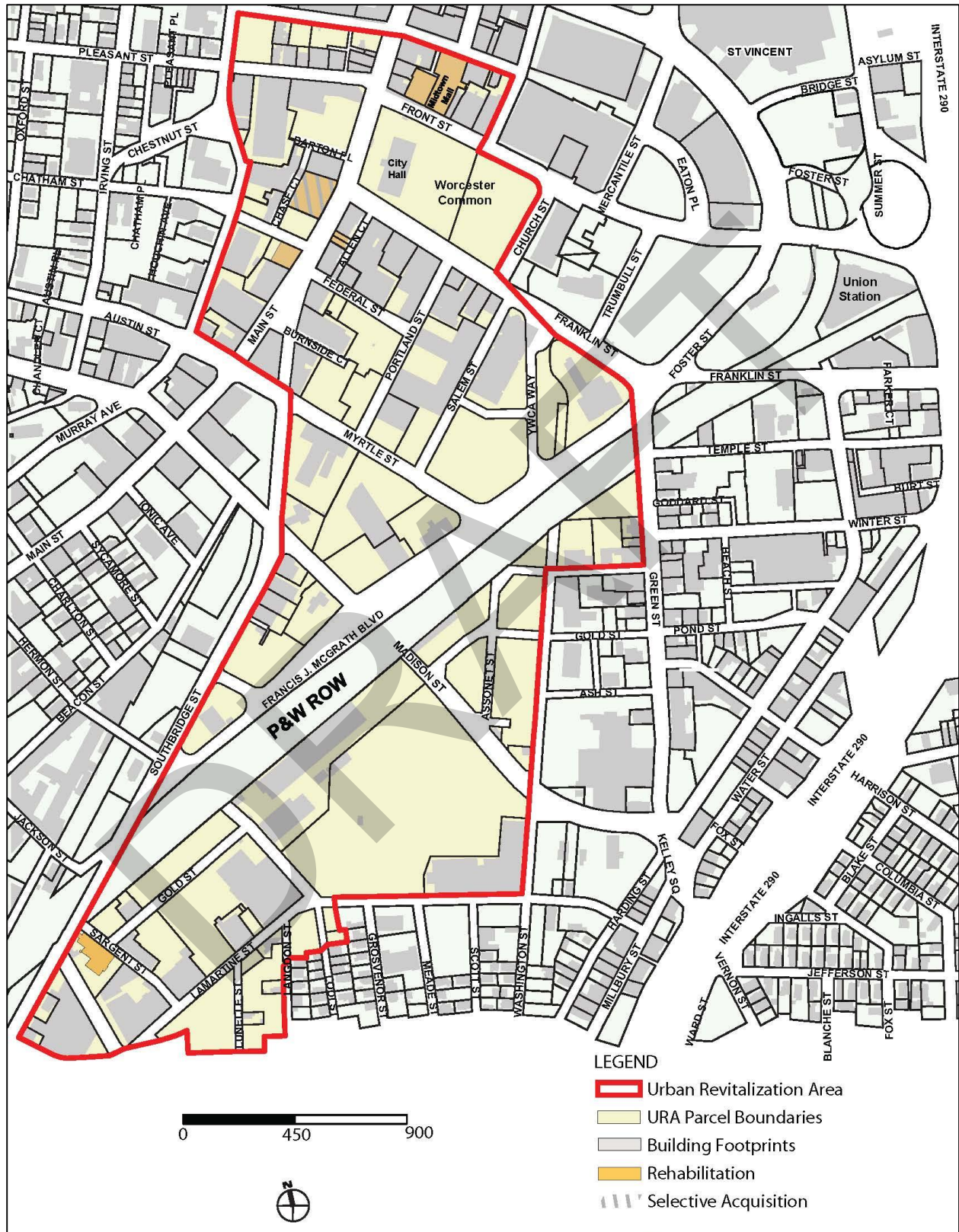


Figure K-1: Buildings to be Constructed

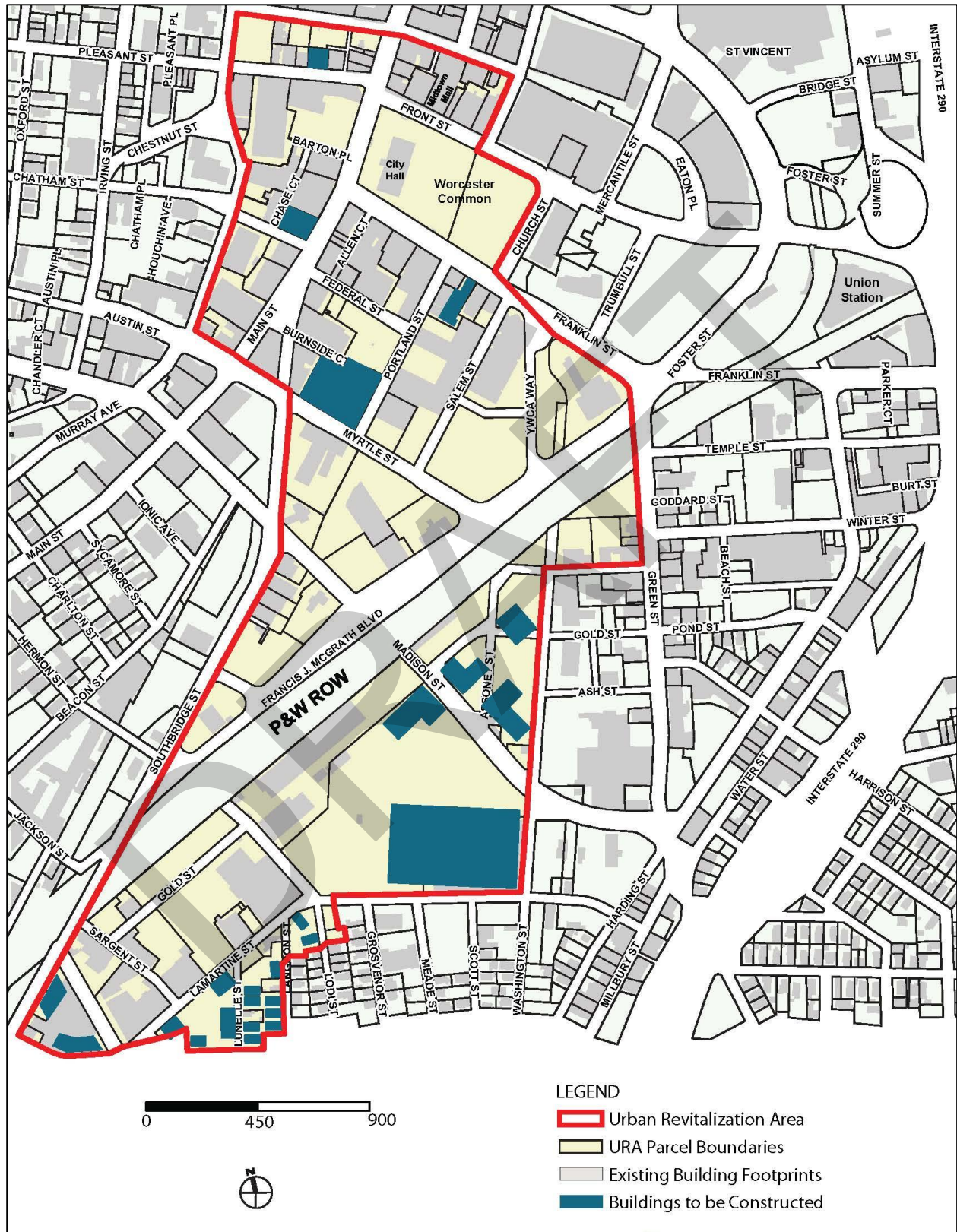


Figure S-1: Study Area Location – USGS Locus



Figure S-2: Environmental Constraints

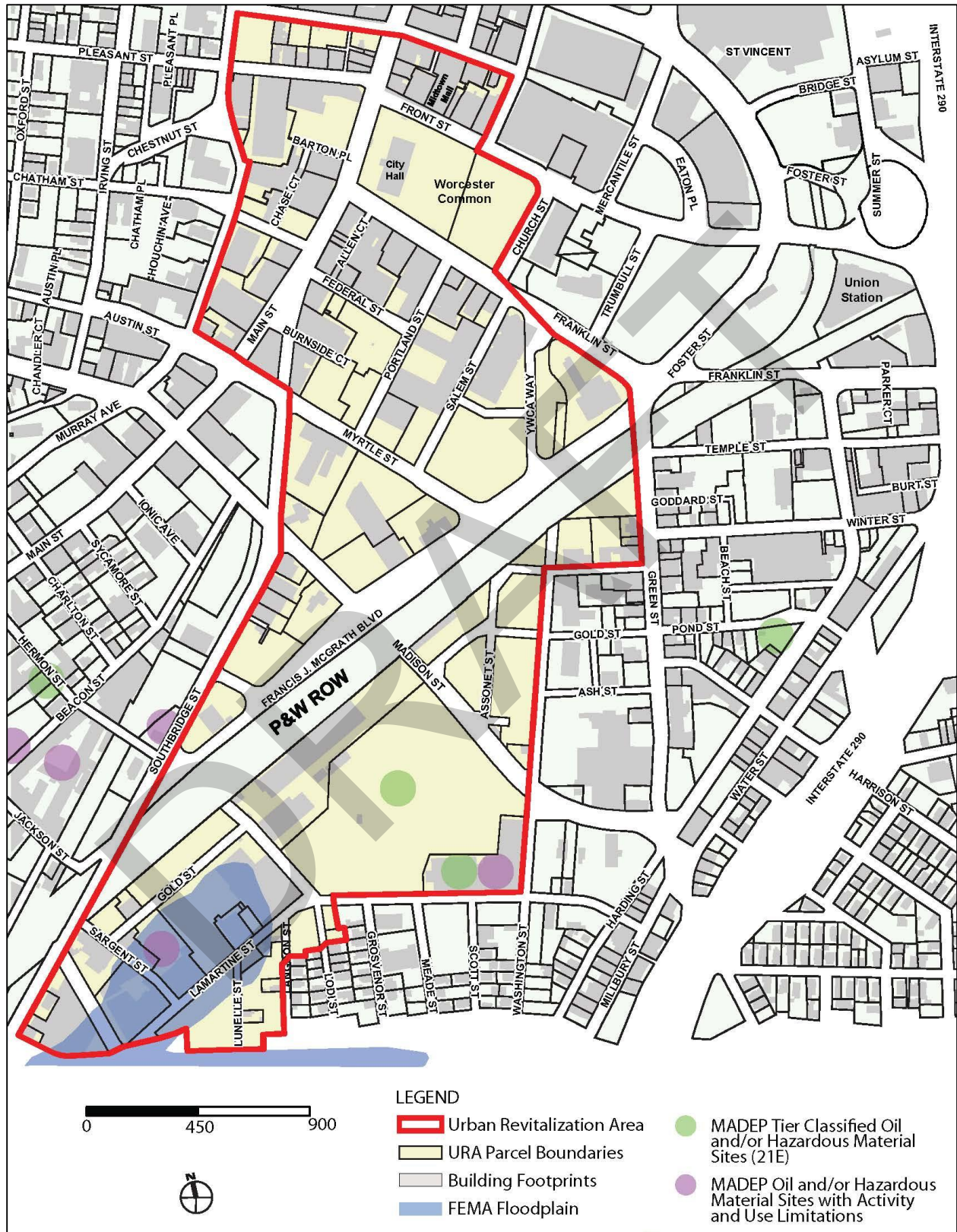


Figure S-3: Public Realm Improvements

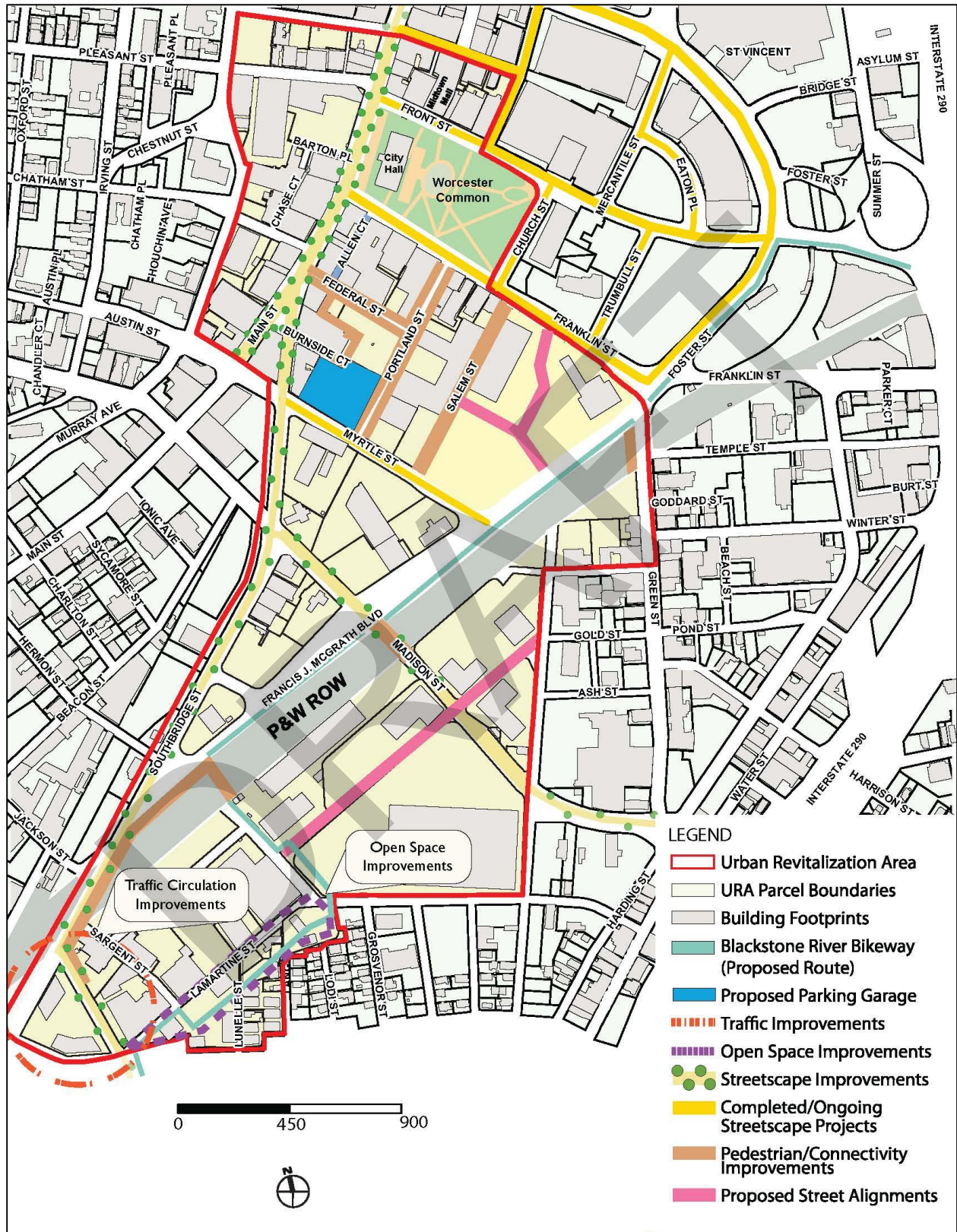
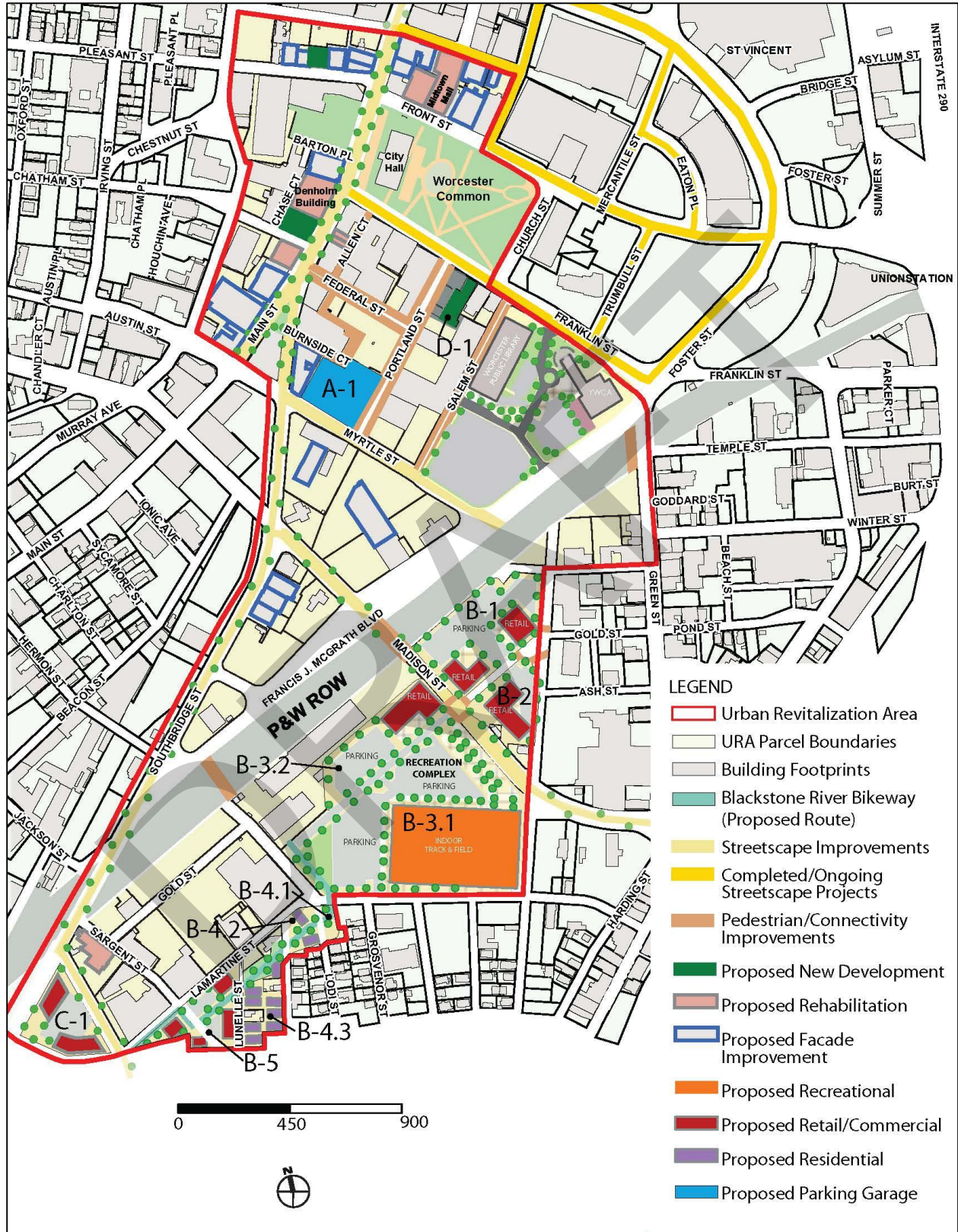


Figure S-4: URP Concept Plan



Section 2: Supplemental Narrative for URP Figures

Most of the figures presented in the previous section are self-explanatory, but some warrant a brief narrative to provide insight into the information provided. The following material expands on the information presented in some of the figures, with references to other sections of the URP, as appropriate.

Figure A-1: Project Location and URA Boundaries

The URA is generally bounded as follows:

- Beginning at the intersection of Myrtle Street and Southbridge Street (near the Hanover Theatre) extending approximately 245 feet northwest along Myrtle Street to Main Street;
- At Main Street, Myrtle Street becomes Austin Street, and the boundary continues northwest along Austin Street for approximately 240 feet to High Street;
- Turn north onto High Street, extending approximately 560 feet to the intersection with Chatham Street, where the road becomes Aldrich Street;
- Continue along Aldrich Street in a northerly direction for approximately 490 feet, to the merge with Chestnut Street;
- Continue northward on Chestnut Street for approximately 360 feet to Pearl Street;
- Turn eastward on Pearl Street for approximately 655 feet to Main Street;
- Cross Main Street onto Mechanic Street, continuing in an easterly direction for approximately 550 feet to the intersection with Commercial Street;
- At Commercial Street, turn sharply southward and travel approximately 335 feet to Front Street;
- At Front Street, turn sharply eastward for 310 feet to the intersection with Church Street;
- At Church Street, turn southward for approximately 455 feet to Franklin Street;
- Heading in a southeasterly direction along Franklin Street for approximately 715 feet to the intersection with Foster Street, where the roadway becomes Green Street;
- Heading southward, Green Street travels through the aqueduct tunnel beneath the P&W ROW, and extends approximately 705 feet to Plymouth Street;
- Turn westward at Plymouth Street for approximately 405 feet to Washington Street;
- Turn southward along Washington Street for approximately 1,320 feet to Lamartine Street;
- Turn sharply westward onto Lamartine Street for approximately 760 feet to the rear of 55 Lamartine Street (Parcel 05-014-00026);
- Turn southward behind 55 Lamartine and 30 Lodi Street (Parcel 05-0014-00027) for approximately 160 feet, then sharply westward, following the parcel boundaries;
- The boundary crosses Lodi Street, continuing westward along the rear boundary of 65 Lamartine Street (Parcel 016-013-36-41) to Langdon Street;
- At Langdon Street, turn southward for approximately 315 feet to the southern boundary of 9 Langdon Street (Parcel 05-013-00130);
- Follow the parcel's southern boundary in a westward direction for approximately 85 feet, then southward for approximately 60 feet to Lafayette Street;
- At Lafayette Street, continue westward for approximately 305 feet, then turn northward to follow the southern parcel boundary of 103 Lamartine Street (Parcel 05-013-00412) for approximately 90 feet, then westward for approximately 285 feet to the intersection of Lamartine Street, Lafayette Street and Quinsigamond Avenue;
- Continue on Lafayette Street for approximately 440 feet, crossing Quinsigamond Avenue, to the intersection with Southbridge Street;

- At Southbridge Street, turn northeasterly for 2,300 feet, crossing under the P&W ROW, to the intersection of Southbridge and Madison Streets;
- Traveling slightly further north, continue for 510 feet to the starting point at Southbridge and Myrtle Streets.

A list of the URA parcels and respective owners is presented in **Attachment A: URA Parcel Ownership Table and Map**.

The URA encompasses redevelopment opportunity areas in downtown Worcester. The area north of the P&W ROW is a mix of commercial and residential uses, interspersed with institutional and cultural uses. Much of this area is centered along or near Main Street. The area south of the P&W ROW is primarily industrial and commercial, and includes the unoccupied Wyman-Gordon Parcels. Please refer to **Chapter 12.02 (2) Eligibility** for additional information on the Study Area.

Figure A-2: Aerial View of Study Area

As shown in the aerial view, the Study Area is highly disturbed due to its urban character, transportation uses, and industrial past. In general, urban areas are highly dynamic, and it is possible that demolition and/or construction has occurred since this aerial was taken. Nonetheless, the aerial is included because it provides important context information that is difficult to convey in a schematic plan.

Figure B-1: Boundaries of Proposed Clearance and Rehabilitation Areas

M.G.L. c. 121B, § 1 defines “clearance” as “the demolition and removal of buildings from any substandard, decadent, or blighted open area by an operating agency in accordance with subsection (d) of section 26.” This figure highlights the proposed clearance area associated with the Wyman-Gordon properties, the spot clearance areas (discussed further below as part of *Figure I-1: Buildings to be Demolished*) and the properties where rehabilitation is planned (discussed further below as part of *Figure J-1: Buildings to be Rehabilitated*).

Figure C-1: Existing Property Lines, Building Footprints and Parking Areas

The Study Area is comprised of approximately 118 parcels and 380 properties (including approximately 67 business and 214 residential condominiums). For purposes of this URP, the P&W ROW is counted as a parcel. The URA is approximately 118.4 acres in total, with approximately 93.7 acres exclusive of public roads and public ROW. *Figure C-1* depicts the property lines and building footprints within the URA.

Figure C-1 also depicts existing parking areas. Most of the lots are private, but there is one municipal garage and two municipal surface lots in the URA. The garage is the Federal Plaza Garage located across from the Hanover Theatre at 570 Main Street. Another garage within the URA is the Worcester Plaza Garage located behind the Worcester Plaza tower at 40 Pleasant Street. This is a private facility but open to the public. The municipal surface lots are the McGrath Municipal Lot behind the Worcester Public Library and the General Josiah Pickett Municipal Lot at 43 Green Street just south of the P&W underpass.

Figure D-1: Existing Land Use

Existing land use was obtained from Worcester GIS, supplemented by field observations. Existing land uses vary widely across the URA, as shown in *Table 1: Existing Land Uses*.

Table 1: Existing Land Use

Land Use Classification	Area (acres)	% of Total Property Area	% of Total Property Area (Exclusive of Roadways)
Commercial	30	25.3%	31.9%
Industrial	29.2	24.7%	31.1%
Roads/Public Ways	24.5	20.7%	-
Public/Institutional	17.3	14.6%	18.4%
Transportation/Railroad ROW	10.1	8.5%	10.8%
Multi-Family Residential	3.7	3.1%	3.9%
Mixed Use	3.4	2.9%	3.6%
Single Family Residential	0.2	0.2%	0.2%
Total	118.4	100%	100%

This breakdown, along with knowledge of the general conditions within the Study Area, supports the following conclusions:

- Exclusive of roadways, commercial and industrial land uses each comprise about 31% of the area. Of the industrial land, approximately 20.5 acres, or 70%, is associated with vacant Wyman-Gordon Parcels.
- Exclusive of roadways, combined commercial and industrial land uses comprise over 60% of the URA.
- Residential land use comprises a small percentage of overall land area because housing is almost exclusively concentrated in multi-family apartment or condominium developments.
- The amount of public/institutional land reflects the many government and non-profit land uses within the URA (e.g., City Hall, Worcester Common, the Worcester Public Library, and the YWCA).
- The extensive roadway network within the URA comprises a significant portion of the land area (approximately 21%), but also provides opportunities for connectivity within the URA and to key nearby destinations.

Please refer to **Chapter 12.02 (2) Eligibility (Section 2: Study Area Location and Context)** for additional information on land use in and around the URA.

Figure D-2.1: Existing Zoning and Figure D-2.2: Existing Zoning Overlay Districts

Zoning information was obtained from the City of Worcester Zoning Ordinance, as Amended through February 3, 2015. As shown in *Table 2: Existing Zoning and Zoning Overlay Districts* (see next page), the URA contains zoning districts for General Business and General Manufacturing, as well as a very small General Residential zone. Also present are the Commercial Corridors Overlay District (CCOD) and Sign Overlay District (SOD)

As shown in *Table 2*, taken together, BG-6.0 and MG-2.0 together encompass over 83% of the URA. Worcester’s Zoning Ordinance clearly defines permitted uses by zoning district for residential use, general use, business use, and manufacturing use as allowed, not allowed, or requiring a special permit. In terms of residential uses, the districts

zoned for general business allow multi-family dwellings (high-rise and low-rise) and two- or three-family detached dwellings, but BG-6.0 does not allow single family attached or detached dwellings.

Table 2: Existing Zoning and Zoning Overlay Districts

Zoning Classification ¹	Detail ²	Area within URA (acres) ³	% of URA
BG-6.0, General Business	FAR 6 sf/ 1 sf	46.29	49.4%
MG-2.0 Manufacturing, General	FAR 2 sf/ 1 sf	32.08	34.2%
RG-5 Residence, General	Minimum Lot Size 5,000 sf	10.11	10.8%
BG-3.0, General Business	FAR 3 sf/ 1 sf	3.55	3.8%
BG-4.0, General Business	FAR 4 sf/ 1 sf	1.68	1.8%
Total		93.7	100%
Overlay Districts ⁴	Purpose	Total Area within URA (acres) ⁵	% of URA
Commercial Corridors Overlay District			
CCOD – C	To encourage compact, mixed-use, pedestrian-friendly redevelopment of the city’s downtown and commercial corridors.	34.85	30%
CCOD –D		64.02	55%
Signage Overlay District			
DSOD	Design guidelines for permanent and temporary or portable signage		
BSOD			
USOD			

Notes:

1. Source: City of Worcester Zoning Ordinance, as amended through February 3, 2015.
2. FAR = Floor Area Ratio, sf = square feet/foot
3. The area excludes public roadways.
4. The CCOD zoning ordinance, adopted February 3, 2015, replaced the Arts Overlay District & Mixed-Use Overlay District and Parking Overlay Districts.
5. The area of the URA within each CCOD/DOC subarea is calculated based on the entire URA, including streets and rights-of-way.

The CCOD is superimposed on top of the underlying conventional zoning districts, and encompasses the downtown area and connecting major commercial corridors of the city, including Main, Chandler, Pleasant, Highland, Shrewsbury and Grafton Streets within the following four designated sub-districts, two of which are present in the URA:

- CCOD-C: Canal District Parking Subarea
- CCOD-D: Downtown Parking Subarea
- CCOD-S: Shrewsbury Street Parking Subarea
- CCOD-E: Elsewhere

The CCOD is intended to promote the following:

- Active streets and a pedestrian-friendly environment;
- Redevelopment of existing buildings and new development that is of consistent and compatible character;

- Foster the development of a mix of complementary uses with high-quality, pedestrian-scale environments through site and building design;
- Reduce the amount of land devoted to parking and utilize parking areas more efficiently; and
- Preserve and enhance the historical, cultural, and architectural assets of the city.

With the exception of the area west of Hermon Street, the URA is entirely within CCOD-D or CCOD-C (see *Figure D-2.2*). Within the CCOD, dimensional requirements increase development options and allow development at densities typical of urban, walkable environments.

There are also three SODs:

- BSOD: Blackstone River Parkway Sign Overlay District
- DSOD: Downtown/Blackstone Canal Sign Overlay District
- USOD: Union Station View Corridor Sign Overlay District

The SODs seek to provide for the thoughtful integration of signage into the surrounding area for permanent installations and temporary or portable signs. Applicants with proposed sites that contain combined building footprints of 50,000 square feet or greater in commercial or mixed-use development may submit a Special Permit application to the Planning Board for Comprehensive Sign Approval.

The current zoning and zoning overlay districts are consistent with the proposed developments. Based on this, no changes to existing zoning or overlay districts are proposed at this time, and a proposed zoning map (typically *Figure E-2*) is not included in this URP.

Figure E-1: Proposed Land Uses

Overall, the existing and proposed land uses are fairly consistent, particularly in the downtown area. The most notable change is the conversion of the Wyman Gordon Parcels from industrial land to primarily commercial (recreation/business/retail) with a small amount of residential development.

Figure G-1: Parcels to be Acquired or Transferred

Figure G-1 highlights the privately owned parcels within the URA to be acquired by the WRA and the city-owned parcel to be transferred to the WRA. *Table 3: Parcels to be Acquired or Transferred*, on the next page, provides information regarding the address, lot size, owner, zoning, present use and the proposed use(s) of each parcel. In all, approximately 27.2 acres from some or all of 24 parcels, plus the six condominium units on the first floor of the Denholm Building, have been identified as candidates for acquisition. Acquiring specific condominium units is unusual, but appropriate where the current condition of the condominium(s) are adversely affecting the overall health of the building and/or visually contribute to the URA's decadent and blighted open area conditions. In addition, the McGrath Parking lot, a city-owned property, is to be transferred to the WRA for eventual redevelopment.

The city and WRA will coordinate efforts in implementing the URP, with incentives for property owners to encourage private redevelopment of properties and maximize strategic private investments.

Table 3: Parcels to be Acquired or Transferred

Assessors Map	Spot Clearance	Address	Lot Size (acres)	Owner	Zoning	Current Use	Proposed Use
Acquisition for Rehabilitation							
02-025-007+8	Y	22 Front Street Midtown Mall	0.522	Marcus, Dean & Judith	BG-6.0	Retail 1 st floor, Retail and Commercial lower and upper floors.	Retail on 1 st Floor, Commercial above and below
02-025-005+6	Y	12 Front Street	0.269	Marcus, Dean & Judith	BG-6.0	Retail 1 st Floor, Commercial/Office 4 Upper Floors (Predominantly Vacant)	Retail on 1 st Floor, Commercial Above
03-019A-00022	Y	526-538 Main Street The Money Stop	0.270	Rizzo, Louis A., Trustee	BG-6.0	Retail/Restaurant 1 st Floor, Vacant 2 nd Floor	Retail on 1 st Floor, Commercial Above
03-013-00002	Y	517 Main Street Metro PCS	0.0354	Isperduli, James	BG-6.0	Retail Store, 1 st Floor; Vacant 4 Upper Floors	Retail on 1 st Floor Residential Above
03-013-00003	Y	521 Main Street Great Wall Restaurant	0.395	Mindy Jiang Realty Trust	BG-6.0	Restaurant 1 st Floor; Vacant 4 Upper Floors	Retail on 1 st Floor Residential Above
05-012-00013	Y	300 Southbridge Street	0.72	Talbert, Thelma Trustee+	MG-2.0	Commercial Warehouse and Restaurant/Diner	Commercial/Light Industrial, retain Restaurant/Diner
Selective Acquisition for Rehabilitation							
CO-NDO-03005 ¹	Y	484 Main Street The Denholm Building 1 st Floor Units	N/A	N/A	BG-6.0	Commercial/Office Condominiums (1 st Floor Units), many vacant	Commercial, Retail & Restaurant
03-20B-U-100			0.098	PPM V Partnership LP			
03-20B-U-105			0.040	Denholm Condominium Trust			
03-20B-U-110			0.026	Denholm Condominium Trust			
03-20B-U-120			0.022	Angelou,Sideris & Ekaterini			
03-20B-U-150			0.081	Denholm Condominium Trust			
03-20B-U-170			0.029	Fortier, Joseph J & Naomi R			

Assessors Map	Spot Clearance	Address	Lot Size (acres)	Owner	Zoning	Current Use	Proposed Use
Acquisition for Demolition/Redevelopment							
03-012-002-4	Y	66 Franklin Street Paris Cinema	0.477	Worcester Park Plaza LLC	BG-6.0	Vacant Movie Theater	Retail on 1 st Floor, Commercial Above
03-031-00018	Y	17 Pleasant Street Olympia Theater	0.152	First Olympia Realty, LLC	BG-6.0	Retail 1 st Floor (3 Units); Vacant Theater Above	Retail on 1 st Floor, Commercial/Office Above
03-20A-00032	Y	518 Main Street	0.298	Park Plaza Apartments	BG-6.0	Surface Parking Lot	Retail on 1 st Floor Commercial/Office Above
Transfer for Redevelopment							
05-001-00002	Y	6 Library Lane McGrath Parking Lot	2.29	City of Worcester OSPB	BG-6.0	Surface Parking Lot, Public	Improve Parking Layout between Library and YWCA and Potentially Redevelop a Portion of the Lot
Acquisition for Assemblage²							
03-010-00012	Y	35 Portland Street	0.51	Portland Salem Realty LLC	BG-6.0	Surface Parking Lot, Private	Assemble with Some or All of Two Adjacent Parcels for a Structured Parking Facility
05-0009-00019	N	149 Washington Street	1.78	WG Washington Street LLC	MG-2.0	Manufacturing Building/Vacant	Wyman-Gordon Central Area Indoor Recreation Complex and Commercial/Retail Development
05-010-00001	N	115 Madison Street	10.9	Wyman-Gordon	MG-2.0	Surface Parking Lot, Private	
05-007-00005	N	0 Washington Street	0.90	Wyman-Gordon	MG-2.0	Surface Parking Lot, Private	Wyman-Gordon North of Madison Commercial/Retail Development
05-006-00013	N	0 Assonet Street	1.63		MG-2.0	Surface Parking Lot, Private	
05-007-00004	N	37 Gold Street	0.899		MG-2.0	Surface Parking Lots Private; open-fronted sheds	
05-007-00003	N	40 Gold Street	0.727		MG-2.0	Surface Parking Lot, Private	
05-014-00026	N	55 Lamartine Street	0.120	Wyman-Gordon	BG-3.0	Vacant	

Assessors Map	Spot Clearance	Address	Lot Size (acres)	Owner	Zoning	Current Use	Proposed Use
05-014-00027	N	30 Lodi Street	0.092		BG-3.0	Vacant	Wyman-Gordon South of Lamartine Residential and Commercial Development
05-013-36-41	N	65 Lamartine Street	0.445		BG-3.0	Vacant	
05-013-00130	N	9 Langdon Street	1.114		BG-3.0	Vacant	
05-013-00412	N	103 Lamartine Street	1.339		BG-3.0	Vacant	
05-012-16-21	Y	4 Quinsigamond Avenue	1.310	Rosenblatt, Greenberg Rosenblatt, Kull	MG-2.0	Mixed Commercial/Industrial	Assemble 3 Parcels, Demolish Structures and Redevelop for Commercial/Retail or Office Uses
05-012-0026A	Y	328 Southbridge Street	0.177	Grenache, Kathleen J	MG-2.0	Automotive Repair and Sales	
05-012-00027	Y	346 Southbridge Street	0.102	JOMO, LLC	MG-2.0	Bar/Restaurant	

Notes:

¹Only the former theater is slated for demolition on this parcel. See Table 5.

²The parcels identified for assemblage are grouped, as differentiated by shading. There are some structures on parcels to be assembled that will be demolished. See Table 6.

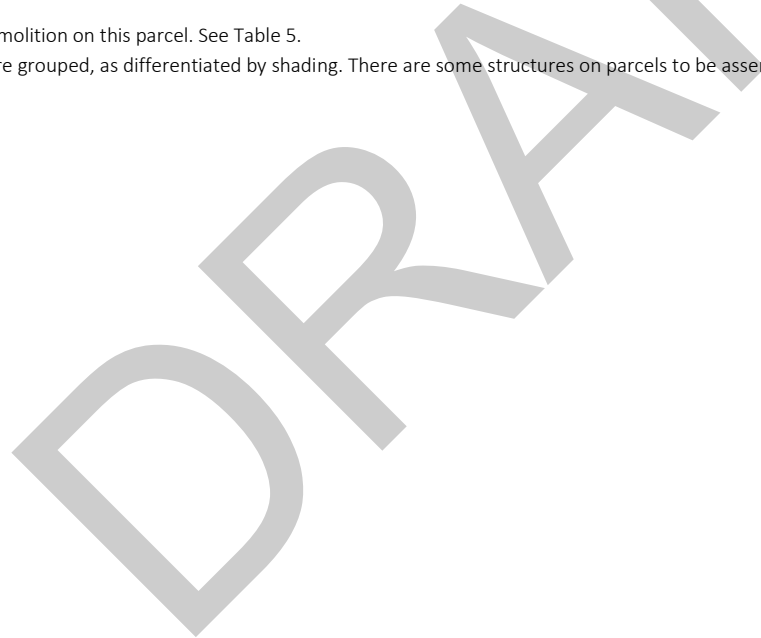


Figure H-1: Lots to be Created for Disposition

A number of new parcels will be created based on assemblage. At this point, the proposed parcels are simply identified as Parcels A-1, B-1 to B-5, and C-1 (with sub-parcels noted where a public street divides the parcel), as shown on *Figure H-1*, are presented in *Table 4: Lots to be Created for Disposition* on the next page.

Parcel A-1 will be assembled behind the Hanover Theatre. Parcel 03-010-00012 at 35 Portland Street, plus portions of Parcels 03-010-00008 and 03-010-00021 (30 Myrtle Street and 30 Federal Street, respectively) are proposed for assemblage to create a new lot for disposition. On this lot, a new parking structure is planned along Myrtle Street. Along Federal Street, the area will be privately developed as infill commercial/office space, and/or allow for expansion of theater and arts facilities associated with the Hanover. As noted in the notes to *Table 4*, only 35 Portland Street is to be acquired as part of the URP (Parcel 03-010-00012). The other two parcels are owned by WBDC/New Garden Park Inc., which will act in partnership with the city. Therefore, these two parcels are not being acquired as part of the URP, but are included in the table because portions are anticipated to be part of the lot to be assembled for disposition.

The Wyman-Gordon Parcels south of the railroad are to be assembled into separate parcels (Parcels B-1, B-2, B-3.1, B-3.2, B-4.1, B-4.2, B-4.3, and B-5). This approach is consistent with the Conceptual Design discussed later in this chapter.

At the intersection of Southbridge Street, Lafayette Street and Quinsigamond Avenue there are three parcels which are proposed for assemblage into one lot to facilitate redevelopment, hereafter referred to as the “triangle parcel” or Parcel C-1. The city has identified Quinsigamond Avenue as the primary connection between the regional highway network at Route 146 and central Worcester, where a number of major residential, commercial and mixed-use developments are under construction or planned for construction during the 2015-2016 timeframe. Worcester was recently awarded a \$2,000,000 MassWorks grant to fund Phase 1 of an infrastructure project and improve transportation safety and efficiency along a 2,300 linear foot segment of Quinsigamond Avenue from Ashmont Avenue. The triangle parcel fronts a portion of the area slated for improvements, and its redevelopment will create a positive and aesthetically pleasing impression for residents and visitors by removing visual blight and outdated signage, and making improvements to roadways, sidewalks, signage, and lighting.

Table 4: Lots to be Created for Disposition

Parcel ID	Address	Existing Lot Size (acres)	Proposed Lot Size (acres) ¹	Current Owner(s)
Behind Hanover Theatre – Assemble Portions of the Following Parcels into One Lot (Parcel A-1)				
03-010-00012	35 Portland Street	0.51	A-1 = 1.23 ac	Portland Salem Realty LLC
03-010-00008 ²	30 Myrtle Street	0.73		New Garden Park Inc.
03-013-00021 ²	30 Federal Street	0.97		
Wyman-Gordon, North of Madison – Assemble the Following Parcels into Two Lots (Parcels B-1 and B-2))				
05-007-00005	0 Washington Street	0.90	B-1 = 3.34 ac	Wyman-Gordon
05-006-00013	0 Assonet Street	1.63		
05-007-00004	37 Gold Street	0.899	B-2 = 1.71 ac	
05-007-00003	40 Gold Street	0.727		
Wyman-Gordon, Central Area – Assemble the Following Parcels into Two Lots (Parcel B-3.1 and B-3.2)				
05-010-00001	115 Madison Street	10.90	B-3.1 = 2.3 ac	Wyman-Gordon
05-0009-00019	149 Washington Street	1.78	B-3.2 = 10.05 ac	WG Washington Street LLC
Wyman-Gordon, South of Lamartine – Assemble the Following Parcels into Two Lots (Parcels B-4.1, B-4.2, B-4.3, B-5)				
05-014-00026	55 Lamartine Street	0.120	B-4.1 = 0.16 ac	Wyman-Gordon
05-014-00027	30 Lodi Street	0.092	B-4.2 = 0.40 ac	
			B-4.3 = 0.99 ac	
05-013-36-41	65 Lamartine Street	0.445	B-5 = 1.61 ac	
05-013-00130	9 Langdon Street	1.114		
05-013-00412	103 Lamartine Street	1.339		

Southbridge Street, Lafayette Street & Quinsigamond Avenue – Assemble the Following Parcels into One Lot (Parcel C-1)				
05-012-16-21	4 Quinsigamond Avenue	1.310	C-1 = 1.59 ac	Rosenblatt, Greenberg Rosenblatt, Kull
05-012-0026A	328 Southbridge Street	0.177		Grenache, Kathleen J
05-012-00027	346 Southbridge Street	0.102		JOMO, LLC
Former Paris Theater, Franklin Street – Divide Existing Parcel into Two Lots (Parcel D-1)				
03-012-002-4 ³	66 Franklin Street	0.48	D-1 = 0.25 ac	Worcester Park Plaza LLC

Notes:

¹Acres for parcels to be assembled are approximate.

²35 Portland Street is proposed for assemblage with some or all of two adjacent parcels owned by WBDC/New Garden Park Inc. as a partnership with the city. These two parcels are not proposed for acquisition, but portions will be a part of the parcel that is created for disposition.

³Parcel 03-012-002-4 will be divided into two lots. 66 Franklin Street will be a separate parcel from the lot containing the two apartment buildings along Portland Street.



Figure I-1: Buildings to be Demolished

Table 5 lists the buildings to be demolished, as shown on Figure I-1. Some of the demolition will occur on parcels slated for assemblage.

Table 5: Buildings to be Demolished

Parcel ID	Address	Lot Size (acres)	Owner	Current Use	Proposed Use
03-012-002-4 ¹	66 Franklin Street Paris Cinema	0.48 ¹	Worcester Park Plaza LLC	Vacant Movie Theater	Retail on 1 st Floor, Commercial Above
03-031-00018	17 Pleasant Street Olympia Theater	0.15	First Olympia Realty, LLC	Retail 1 st Floor (3 Units); Vacant Theater Above	Retail on 1 st Floor, Commercial/Office Above
05-009-00019	149 Washington Street	1.78	WG Washington Street LLC	Manufacturing Building/Vacant	Recreational Complex
05-012-16-21	4 Quinsigamond Avenue Commercial, Retail, & Industrial Uses	1.310	Rosenblatt, Greenberg Rosenblatt, Kull	Mixed Commercial/Industrial	Commercial/Retail or Office Uses
05-012-0026A	328 Southbridge Street Automobile Repair	0.177	Grenache, Kathleen J	Automotive Repair and Sales	
05-012-00027	346 Southbridge Street Adult Entertainment	0.102	JOMO, LLC	Bar/Restaurant	

Notes

¹Only the former cinema structure on Parcel 03-012-002-4 will be demolished. The two buildings with frontage along Portland Street with first floor commercial and residential above will be left in place.

There are three buildings on Parcel 03-012-002-4 at 66 Franklin Street - the former Paris Cinema (originally the Capitol Theatre) and two brick buildings with frontage along Portland Street. The Cinema’s façade at 66 Franklin Street is about three stories in height, but the rear portion of the theater, and the buildings with frontage along Portland Street, are up to five stories. As indicated in the previous section, the buildings along Portland Street will be left in place when the theater portion of the building is demolished.

The Olympia Theater structure at 17 Pleasant Street adjoins adjacent buildings on both sides, and is about the height of a five- to six-story building. The building façade above the first floor is predominately solid red brick with windows of varying sizes that appear covered from the interior, as well as two sets of doors in the upper stories previously used for a fire escape. The fire escape stairs are no longer present but are visible in a photo from the 1940’s found online.⁶

The WRA understands that demolition of the Paris Cinema and Olympia Theater is not ideal given their age and contributions to the city’s cultural history in the late 1800’s and early 1900’s. However, the Paris Cinema structure has been condemned by the Worcester Fire Department due to concerns regarding its structural integrity. The Olympia Theater has been unoccupied and unmaintained for many years. In the mid-to late 1900’s, the interiors of both theaters were modified to accommodate additional screens. The exterior features of each building are not

⁶https://www.google.com/search?q=worcester+olympia+theatre&rlz=1C1GGGE_US571US571&espv=2&biw=1280&bih=939&source=Inms&tbn=isch&sa=X&ved=0ahUKEwjj-rfN99vJAhUGox4KHR_LAb0Q_AUICCGD#imgrc=3tCgxGgAG6iP9JM%3A

architecturally significant and do not contribute to the historical context of the area. Rehabilitation of either building as an arthouse theater venue could be considered, but the following challenges may discourage potential developers:

- High costs associated with addressing structural issues;
- Meeting current building codes and accessibility requirements;
- Retrofit of current technology;
- Uncertainty of market for arthouse theatres; and
- Competition from nearby multiplex theatres.

Given these factors, it may be difficult for a small urban venue to compete with multiplex theaters and generate enough attendance for financial success. However, the WRA will continue to explore all opportunities for redevelopment, including rehabilitation.

Demolition of the structure at 149 Washington Street is necessary as part of the redevelopment of the Wyman-Gordon Parcels, as shown in the Conceptual Plan (*Figure S-4*) and discussed later in this section. This large structure is unoccupied, in poor condition, and contributes to the blighted open condition of the area.

The structures on the triangle parcel are slated for demolition as part of the vision to enhance this gateway corridor from Route 146 into downtown and complement improvements along Quinsigamond Avenue described in the previous section. The parcel's prominent location along a highly trafficked route makes it an excellent candidate for redevelopment. One of the structures is identified as historic on the Massachusetts Historic Commission's (MHC) MACRIS database, and opportunities for rehabilitation for reuse will also be pursued. This brick structure is the former Worcester Lunch Car and Carriage Manufacturing Company factory building, which was used to build diners in the early to mid-1900's (refer to *Table 10* in **Chapter 12.02 (2) Eligibility**).

Figure J-1: Buildings to be Rehabilitated

The buildings identified for acquisition for rehabilitation purposes are shown in *Table 6: Buildings to be Acquired* on the next page.

Overall, the intent of rehabilitation is to maintain the existing uses of occupied buildings while improving their conditions, amenities and marketability. However, structures which are entirely or partially vacant may have new uses. For example, the upper floors of 517 and 521 Main Street are currently vacant; and rehabilitation of the vacant areas for residential use is proposed, and 300 Main Street may be used for a combination of commercial and industrial uses.

Rehabilitated buildings will improve the urban context by providing up to date technology features that appeal to businesses, and amenities to draw new residents, customers, and visitors into the downtown. With few exceptions, retail businesses in downtown Worcester are small, locally owned businesses. National or regional chains are not currently a significant presence, although a balance of local and national businesses would be optimal. It is anticipated that the CitySquare Project, adjacent to the URA, will attract some national retail. Therefore, the URP emphasizes that rehabilitating existing buildings for commercial retail on the first floor and either residential or office space above may offer a significant opportunity to improve conditions for local and small businesses, and may draw some national or regional chains into the area.

Table 6: Buildings to be Rehabilitated

Parcel ID	Address	Lot Size (acres)	Owner	Current Use	Proposed Use
02-025-007+8	22 Front Street Midtown Mall	0.522	Marcus, Dean & Judith	Retail 1 st floor, Retail and Commercial lower and upper floors.	Retail on 1 st Floor, Commercial Above
02-025-005+6	12 Front Street	0.269	Marcus, Dean & Judith	Retail 1 st Floor, Commercial/Office 4 Upper Floors (Predominantly Vacant)	Retail on 1 st Floor, Commercial Above
03-019A-00022	526-538 Main Street The Money Stop	0.270	Rizzo, Louis A., Trustee	Retail/Restaurant 1 st Floor, Vacant 2 nd Floor	Retail on 1 st Floor, Commercial Above
03-013-00002	517 Main Street Metro PCS	0.0354	Isperduli, James	Retail Store, 1 st Floor; Vacant 4 Upper Floors	Retail on 1 st Floor Residential Above
03-013-00003	521 Main Street Great Wall Restaurant	0.395	Mindy Jiang Realty Trust	Restaurant 1 st Floor; Vacant 4 Upper Floors	Retail on 1 st Floor Residential Above
05-012-00013	300 Southbridge Street	0.72	Talbert, Thelma Trustee+	Commercial Warehouse and Restaurant/Diner	Commercial/Light Industrial
CO-NDO-03005	484 Main Street The Denholm Building	N/A	N/A	N/A	Commercial, Retail and Restaurant
03-20B-U-100	1 st Floor Units	0.098	PPM V Partnership LP	Post Office	
03-20B-U-105		0.040	Denholm Condominium Trust	Unknown/Storage	
03-20B-U-110		0.026	Denholm Condominium Trust	Dress for Success Worcester	
03-20B-U-120		0.022	Angelou,Sideris & Ekaterini	Cafe	
03-20B-U-150		0.081	Denholm Condominium Trust	Unoccupied/ Formerly Commercial/Office	
03-20B-U-170		0.029	Fortier,Joseph J & Naomi R	Antiques/Collectibles	

Figure K-1: Buildings to be Constructed

New buildings are planned at the following locations:

- 66 Franklin Street (only the portion of the former Cinema building)
- 17 Pleasant Street
- 518 Main Street
- Myrtle Street/Behind the Hanover Theatre
- The Wyman-Gordon Parcels
- The triangle parcels

As noted in *Table 6*, above, new buildings at 66 Franklin Street, 17 Pleasant Street and 518 Main Street may consist of commercial/office space or a combination of first floor commercial/retail/restaurant space with residential or commercial above. A boutique hotel may be considered, particularly on Franklin Street or Pleasant Street. The design of any new construction will be sensitive to the historic nature of both areas in terms of scale and materials.

A parking garage structure is proposed behind the Hanover Theatre at the corner of Portland and Myrtle Streets. According to the Theatre District Master Plan, the structure could be 4 to 6 levels above grade and hold between 450 to 675 spaces. The proposed new garage will have vehicular access on Myrtle Street and pedestrian access to Burnside Court, the pedestrian plaza to Federal Street and Myrtle/Portland Streets. The structure could operate as a shared facility for residents, students, office workers, and visitors/theater patrons through a combination of monthly and hourly payment methods.

As noted previously, the Wyman-Gordon Parcels will be grouped into new lots referred to as Parcels B-1 to B-5 (see *Figure H-1* and *Table 4*, above). In the central area (Parcels B-3.1 and B-3.2), commercial recreational facilities and complementary commercial retail are proposed. Some potential recreational uses include indoor track and field facilities with a pool, or a stadium. North of Madison, three commercial/retail buildings are proposed. South of Lamartine, townhouse-style residences and an off-road segment of the Blackstone Valley Bikeway are planned on Parcels B-4.1 to B-4.3, along with commercial/retail stores on Parcel B-5. Redevelopment of the triangle parcels at Southbridge Street and Quinsigamond Avenue (Parcel C-1) will include commercial/retail or office structures with associated parking.

Figure S-2: Environmental Constraints

Environmental constraints are identified to determine whether any natural environmental conditions are present which could pose a constraint to the redevelopment of the URA. Within the URA, there are no rare species, Areas of Critical Environmental Concern (ACECs), surface or groundwater water supplies, or vernal pools present within the URA. A FEMA floodplain overlaps the southwest corner of the URA in the vicinity of Lamartine and Sargent Streets and Quinsigamond Avenue. Please refer to the discussion of area-wide environmental conditions in **Chapter 12.02 (2) Eligibility**.

There are two sites within the URA that are categorized by the Massachusetts Department of Environmental Protection (MassDEP) Oil and/or Hazardous Material Sites with Activity and Use Limitations. This means the sites have been evaluated under the Massachusetts Contingency Plan (MCP) (310 Code of Massachusetts Regulations (CMR) 40.00), and an Activity and Use Limitation (AUL) has been placed as a deed restriction on the property. The purpose of an AUL is to narrow the scope of exposure assumptions used to characterize risks to human health from a release by specifying the activities and uses that are both prohibited and allowed at the disposal site in the future.⁷ Thus, an

⁷ <http://www.mass.gov/eea/docs/dep/cleanup/compliance/ce613.pdf>

AUL on a property alerts prospective property owners that the property may have restrictions on future uses without further cleanup activities.

Please refer to the discussion of area-wide environmental conditions in **Chapter 12.02 (2) Eligibility**.

Figure S-3: Public Realm Improvements and ***Figure S-4: URP Concept Plan***

The proposed Concept Plan presents the conceptual vision for the long-term redevelopment of the URA. It includes the public realm improvements shown in *Figure S-3*, along with anticipated private development, as discussed throughout this URP. These include the following:

- Opportunities for Rehabilitation of structures which are not achieving their highest and best use;
- Opportunities for Redevelopment of parcels which are currently vacant or occupied by obsolete structures;
- Improved parking opportunities for the Hanover Theatre, Worcester Public Library and YWCA;
- Public Space and Bikeway Improvements;
- Streetscape and Tunnel Improvements for improved pedestrian and traffic connectivity; and
- Façade Rehabilitation Programs to improve storefront aesthetics.

The Concept Plan reflects the Theatre District Master Plan and other relevant plans and studies, public input provided during the URP process during Citizen Advisory Committee Meetings and Public Forums, and the priorities established by the city for future development. Please refer to the discussion of the overall redevelopment strategy in **Chapter 12.02 (3) Project Objectives** for additional information, and the overview of public realm improvements in **Chapter 12.02 (7) Public Improvements**.

12.02 (2) Eligibility

The Commonwealth's Department of Housing and Community Development (DHCD) must make the following six findings in order to approve a proposed URP:

- Without public involvement, the area would not be (re)developed;
- The proposed projects will enhance/promote private reinvestment;
- The plan for financing the project is sound;
- The designated urban revitalization area is a decadent, substandard or blighted open area;
- The Urban Revitalization Plan is complete; and
- The Relocation Plan is approved under M.G.L. c. 79A.

This chapter focuses on supporting the finding that the Study Area is a decadent and blighted open area, and that these conditions are present to a reasonable degree in all portions of the area. The discussion begins with an overview of the City of Worcester and its history, followed by a description of the trends and conditions that are relative to the physical and economic deterioration that has accompanied the Study Area's decline. The data and other descriptive material presented herein demonstrates that the Study Area meets the eligibility criteria to be categorized as a decadent and blighted open area within the definitions of M.G.L. c. 121B, section 1.

Section 1: Background Information

Worcester Redevelopment Authority

The WRA is a corporate and politic body, established by the City of Worcester and the Commonwealth of Massachusetts under former M.G.L. c. 121 section 2600, the predecessor to the present M.G.L. c. 121B section 4 (M.G.L. c. 121 was recodified in 1969 as M.G.L. c. 121B). The WRA has the powers of an "operating agency" under section 11 of M.G.L. c. 121B and additional powers as an "urban renewal agency" under sections 9 and 45 to 57 of the same chapter. The broad development capabilities of the WRA includes the power to engage in "urban renewal projects" and other projects, the power to buy and sell property, the power to acquire property through eminent domain, and the power to designate projects under M.G.L. c. 121A. The WRA's previous urban renewal projects have included:

- Area D Urban Renewal Project
- Elm Park Urban Renewal Project
- Expressway Urban Renewal Project
- New Salem Urban Renewal Project
- Medical City Urban Renewal Project (formerly East Central Urban Renewal Plan)
- Union Station Urban Revitalization Plan (currently active)

Theatre District Master Plan

The Downtown Worcester Theatre District Master Plan (2012) was a joint effort of the City of Worcester Executive Office of Economic Development and the WBDC. The primary goal of the Master Plan was:

"To create a district identity and sense of place within downtown Worcester, and to identify buildings and sites that provide the primary transformation opportunities for institutional, housing and entertainment/cultural uses, and the infrastructure improvements needed to support those uses."

The plan's vision, which is embodied in this URP, is to achieve:

“an active, mixed-use, 18-hour neighborhood with significant institutional and residential growth supporting vibrant entertainment and cultural environment drawing residents, businesses, and visitors to downtown Worcester.”

Its primary goal is to create a district and sense of place within downtown Worcester, and to identify buildings and sites that provide the primary transformation opportunities for institutional, housing, and entertainment/cultural uses, and the infrastructure improvements needed to support those uses.

Gateway Cities Program

Worcester is one of 26 designated Gateway Cities under the Commonwealth's Gateway Cities Initiative. Gateway Cities are urban centers that anchor the regional economy, and which meet criteria defined by the state with regard to population, median household income and educational attainment. The Gateway Cities Initiative recognizes that despite significant economic challenges, these urban centers offer competitive business costs, affordable housing, easy access, and a high quality of life outside of the traditional Boston core. The state's vision for Gateway Cities is that they *“actively participate in, and contribute to, the Commonwealth's overall economic success by taking advantage of their distinctive ability to be desirable locations for innovators, entrepreneurs and businesses and places where people with choices choose to live. As this vision is achieved, our Gateway Cities will not only prosper, they will provide a distinctive competitive advantage for the Commonwealth as a whole.”*⁸

Section 2: Study Area Location and Context

The City of Worcester is referred to as the *“Heart of the Commonwealth”* and it is also the hub of the Central Massachusetts region. Bordering towns are Holden and West Boylston to the north, Boylston and Shrewsbury to the east, Millbury and Auburn to the south, and Leicester and Paxton to the west. According to the United States Census Bureau, the city has a total land area of approximately 38 square miles⁹. An elevated state highway, Interstate Route 290 (I-290), extends east to west through the center of Worcester about a half-mile from the URA. Other major area roadways include Interstate Route 190 (I-190), which extends northward from I-290, and Massachusetts Route 146, which runs southward from I-290 to Providence, Rhode Island.

The URA is highly disturbed due to its urban character, and has a high concentration of development with diverse co-existing land uses, including commercial, retail, residential, rail transportation and industrial/manufacturing. It encompasses areas of opportunity in the heart of Worcester with the P&W ROW running through the middle of the URA. North of the P&W ROW is part of downtown Worcester, and to the south is part of South Worcester, with much of the area falling within the Green Island neighborhood and the Canal District. The tracks run along a system of concrete viaducts and steel trestles. The arches of the concrete viaducts are used as tunnels to allow connections between the north and south areas along Green Street¹⁰, Madison Street (Route 122A) and Herman Street; Quinsigamond Avenue and Sargent Street both connect to Southbridge Street, which runs beneath a steel trestle.

North of P&W

Land uses north of the P&W ROW are consistent with a typical downtown area, and include a mix of business office, commercial and residential development, interspersed with institutional and cultural uses. Much of this area is centered along or near Main Street and Franklin Street. Many of the buildings are three to six story connected

⁸ <http://www.mass.gov/hed/community/planning/gateway-cities-and-program-information.html>

⁹ <http://www.census.gov/quickfacts/table/LND110210/2582000,25027>

¹⁰ The Green Street ROW is outside of the URA boundary.

structures with street-level commercial storefronts and residential or office space above. Many of the street-level façades have been modified from their original condition, although the upper floors retain original features on many buildings. Signage is inconsistent and tends to be older. There are many vibrant businesses within the URA, but a substantial number of the street-level units are unoccupied, many with “*For Lease*” signs in the windows. The upper levels of many commercial buildings are also unoccupied.

There are some taller office and residential structures. These include the Worcester Plaza, a 24-story glass office tower located at 446 Main Street, the ten-story Madison Tower residential condominium building at 70 Southbridge Street, the 11-story Park Plaza apartments at 507 Main Street, the nine-story Bancroft Commons apartments at 50 Franklin Street, and the seven-story residential condominium building at 17 Federal Street. These apartment and condominium buildings contribute to pockets of high density residential land use within the URA.

The block of properties bounded by Myrtle Street, Southbridge Street, Madison Street and Francis J. McGrath Boulevard has a somewhat different character than the surrounding area. This block includes Madison Place shopping center and office building, the Madison Condominiums (see above), a Shell Gas Station, and the Callahan & Fay Brothers funeral home, and is more typical of suburban development than high density downtown development. The buildings are stand-alone or strip mall type structures surrounded by large areas of surface parking. Madison Place is a 38,400-square-foot property. There is an elevation change on the property such that the first floor of Madison Place is accessed from Madison Street, and the second floor fronts Myrtle Street. On the Madison Street side, the first floor is currently partially occupied by small businesses, including New York City Express (a private transport company), a Caribbean restaurant and a small ethnic grocery store. On the Myrtle Street side, the building is occupied by the U.S. Social Security Administration.

The largest area of public open space in the URA is the Worcester Common, supplemented by the much smaller Federal Plaza (also called the Francis R. Carroll Plaza) in front of the Hanover Theatre. A small private greenspace is located in front of the Park Plaza building at 446 Main Street.

The Hanover Theatre holds close to 200 events per year which draw significant crowds into the Downtown. Most events require a ticket for admission, and shows include Broadway touring productions, comedians, musicians, and children’s character shows. Most Hanover Theatre events occur during non-business hours, e.g., plays and concerts at night and on weekends. City programming events on the Worcester Common can also draw significant crowds. Events on the Worcester Common include the Out to Lunch Summer Concert Series and Farmer’s Market, the Worcester Common Oval ice skating rink, and the Annual Festival of Lights. These events occur during business hours as well as evenings and weekends.

Institutional land uses in the downtown portion of the Study Area include the Central Massachusetts YWCA facility, the Worcester Public Library and the Worcester South Division Fire Station at 180 Southbridge Street. Recently, the Quinsigamond Community College Healthcare and Workforce Development Center moved into 20 Franklin Street, the former Telegram & Gazette (T&G) building owned by WBDC. Last April, WBDC also welcomed the Downtown Innovation Center as a new tenant at 20 Franklin Street. The Innovation Center will provide low-cost incubator space for entrepreneurs to collaborate and to start a business. Once a start-up is successful, rental space is available on the building’s fourth floor. The goal is to retain innovators who are graduating from the city’s many colleges and bring that energy downtown. The Innovation Center was funded by WBDC, a federal grant, donations from various foundations, and six city banks. Starting in the fall of 2013, Becker College leased renovated space in 76 Franklin Street to provide dormitory housing for about 70 students. The Cathedral of St. Paul, home of the Roman Catholic Diocese of Worcester, is located at the corner of High and Chatham Streets.

South of P&W

This area is part of South Worcester, most of it within the Green Island neighborhood. Land uses are predominantly industrial and warehouse facilities, supplemented by perimeter commercial businesses along Green Street and Quinsigamond Avenue, and residences on the side streets off Lamartine Street (e.g., Lodi Street and Grosvenor Street). A significant portion of the industrial land is vacant, much of it formerly occupied by Wyman-Gordon facilities, and a brick structure located at 300 Southbridge Street next to the Miss Worcester Diner (Parcel 05-12-0013) is unoccupied. There are a number of active businesses in the vicinity of Sargent Street and the western end of Lamartine and Gold Streets (e.g., a scrap metal company, industrial laundry facility and an active Wyman-Gordon facility).

There is an automobile repair facility at the corner of Lamartine and Langdon Streets. Langdon and Lunelle Streets each contain one single-family dwelling, which are surrounded by large fenced-off areas of broken pavement and weedy vegetation. Both of the houses are older, probably dating back to the 1940's, but the buildings and yards appear well kept and maintained. An auto parts store and the Miss Worcester Diner are situated along Quinsigamond Avenue near Southbridge Street.

In the vicinity of Washington, Gold and Assonet Streets there are a number of paved parcels. One parcel at the corner of Washington and Plymouth Streets is used for MedStar employee parking. The rest of the parcels are vacant and fenced off with weedy vegetation breaking through the expanse of pavement. Washington Street extends under the railroad but then dead ends, likely because of fill used when Francis J. McGrath Boulevard was constructed. This area is sectioned off with jersey barriers and has become a local area for skateboarding. There is extensive graffiti and evidence of use, but overall this "D.I.Y. Park" is not extensively littered or disorderly. On the east side of Madison Street, between Washington and Assonet Streets, are two small businesses – an auto glass repair shop and a fly fishing outfitters retail store.

Plymouth Street, is a short, narrow two-lane road with sidewalks on both sides that connects Green Street with the upper area of the Wyman-Gordon Parcels. Only the north side of Plymouth Street is within the URA, and this area consists of structures that appear to be consistent with light industrial uses. The small section of Green Street that lies within the URA is also part of the Canal District, and contains a single-story block of commercial storefronts (e.g., an insurance company, pub and locksmith).

Adjacent to the URA

In terms of adjacent land uses, residential and commercial development predominates to the north, west, south and southeast. The residences are typically multi-family (e.g., triple decker and small apartment buildings), and the commercial developments are a mix of service and industrial businesses. Immediately east of the Worcester Common is the CitySquare/Mercantile Center redevelopment area. CitySquare is a \$500+ million multi-phased project currently underway in the heart of downtown Worcester, which includes:

- Unum Group's 214,000-square-foot LEED Silver office building;
- St. Vincent's Hospital's new 66,000-square-foot Cancer and Wellness Center;
- A 168-room AC Hotel by Marriott;
- Worcester Common Parking Garage, a 550-space underground parking facility; and
- A 370 unit residential development (with 479 parking spaces).

Mercantile Center (adjacent to CitySquare) is a \$70 million investment comprised of the office towers at 100 and 120 Front Street and 2 Mercantile, and containing a total of 642,300 square feet of mixed-use office and retail space with a 1,647-space structured parking garage. UMass Memorial Health Care has leased approximately 75,000 square feet

of space in Mercantile Center and renovations are underway. An additional 183,000 square feet of vacant space will be improved as it is leased. Building façade improvements and lobby renovations are also planned.

Adjacent uses located further northeast of the URA include large-scale public and institutional uses (e.g., the DCU Center, St. Vincent's Hospital) as well as Union Station Intermodal Transportation Station and the WRTA Hub.

The Canal District is east of the URA, in the vicinity of Green Street. The Canal District was designated to celebrate the industrial history associated with the Blackstone Canal, which now runs beneath Harding Street. There are a number of surviving mill buildings dating from the late 1800's along Green Street, Water Street and Winter Street. Some have been successfully repurposed, e.g., the Crompton Collective, and are integral to the district's urban industrial character. Programming events in the district have included a Blackstone Canal Fest, a year-round farmer's market, seasonal horse and wagon tours, race events, and walking tours. In fall 2015, WBDC announced a new hockey facility will be built at the corner of Harding and Winter Streets in the Canal District. The 3.5-acre site currently contains a shuttered manufacturing facility with brownfield issues. WBDC is currently overseeing the demolition and cleanup activities on the site, then Marathon Sports Construction will build the facility. Construction is set to be completed by August 2017.

Section 3: Area History

Local History

The region containing the URA was originally occupied by the Nipmuc tribe and called Quinsigamond. Two initial attempts to establish English settlements were both abandoned due to Native American hostilities. The first settlement occurred in 1673 and was located in the area near Lake Quinsigamond. Called the Plantation of Quinsigamond, the settlement was abandoned during the King Philip's War and destroyed by Native Americans. The second settlement attempt occurred in 1684 in the area now known as Lincoln Square, and was called Worcester.¹¹ This settlement also experienced Native American hostilities and was abandoned around 1702. A permanent settlement was successfully established in 1713 by Jonas Rice. His land was situated on the easterly slope of what is now Union Hill. Worcester's population reached approximately 200 citizens by 1718.¹²

Although Worcester was originally agricultural, significant industrial development began in the early 1800's and continued for the next 150 years. Local mills initially manufactured textiles, wire, nails and paper, but production expanded into myriad industries throughout the city. Power was obtained by damming small streams, and subsequently by using the water for steam until electricity was available.¹³ The Blackstone Canal was completed largely by laboring Irish immigrants in 1828 to provide a connection between Worcester and the City of Providence. The Canal facilitated transport of the textiles and other goods manufactured in Worcester to a harbor for shipping. The opening of the Boston and Worcester Railroad Company in 1835 replaced the Canal and allowed further expansion for shipping manufactured goods via rail to Springfield, Norwich and Boston.¹⁴ The Blackstone Canal closed in 1848. Covering the canal began in 1849 and was the longest-lasting project in Worcester history.¹⁵

Worcester grew rapidly in the 19th century, and its population roughly tripled between 1800 and 1920, when it reached 179,754. This growth was largely fueled by an influx of immigrants from Ireland, Sweden, Canada, Poland, Italy, Lithuania, Greece, Armenia and Lebanon. Worcester was officially designated as a city in 1848. A street railway

¹¹ Thomas F. O'Flynn, *The Story of Worcester, Massachusetts* (Little, Brown, and Company, 1913), 14.

¹² O'Flynn, *The Story of Worcester, Massachusetts*, 22.

¹³ <http://www.worcesterma.gov/city-clerk/history/general/worcester-common>

¹⁴ <http://www.city-data.com/us-cities/The-Northeast/Worcester-History.html>

¹⁵ <http://www.worcesterhistory.org/bcinfo/fail.pdf>

began operations on Main Street in 1861, and quickly expanded to other parts of the city.¹⁶ Telephones and electric street lights were first used in Worcester in 1879 and 1883, respectively. The 1800's also saw the establishment of public and private institutions of higher learning, including Holy Cross (1843), Worcester Polytechnic Institute (1865), State College at Worcester (1874), Clark University (1887), and Becker Junior College (1887).

In the early 1900's, densely settled residential development occurred throughout the city to accommodate the expanding population. Housing near the city's many manufacturing facilities typically consisted of triple-deckers and close-set single-family homes on small lots. Further from the mills many grand homes were constructed for Worcester's wealthy professionals and civic leaders in the late 1800's and early 1900's. Some of these were located close to downtown along Salisbury Street, Massachusetts Avenue, and Cedar Street.

During the First and Second World Wars, Worcester's thriving manufacturing industry supported military efforts by supplying a vast array of goods, including uniforms, office supplies, weapons and forged metal parts for bombers. Worcester's population peaked in 1950 at 203,000 citizens. Subsequently, Worcester began to experience suburban migration and the city suffered an economic downturn which was exacerbated by the loss of manufacturing jobs to places providing cheaper labor in the 1960's and 1970's.¹⁷

URA History

North of P&W

In the Worcester Common area, twenty acres of level ground were originally set aside by the second group of settlers as Worcester Common in 1669 for militia training, burials, and livestock grazing. However, over the years, lots within the designated Common were granted to individuals such that the area was reduced to its current size of approximately five acres. A large meeting house was constructed on the Common by 1719, and the Town of Worcester was incorporated in 1722. The Old South Church replaced the Meeting House in 1763 and was used for town meetings, annual elections, and any business requiring citizen participation. On July 14, 1776 Isaiah Thomas publicly read the Declaration of Independence at the Old South Church on his way to Boston. A Town Hall was built next to the church in 1825. The Old South Church was removed in 1887 to accommodate the present City Hall, which was constructed in 1898.^{18,19}

In the downtown/Main Street area, the urban fabric of stores, churches, businesses government uses, and houses evolved over time to meet the needs of local residents. The early structures were demolished to accommodate newer development through the early to mid-20th century, although some structures date to the late 1800's (e.g., 586-596 Main Street and 418-426 Main Street). Through the 1950's, the downtown area was a vibrant shopping and commercial center, and local residents traveled into the city by car, streetcar and bus. Retail stores in the vicinity of City Hall included J.C. MacInness, Kresge's, Barnards, Filene's and Denholm's (originally Denholm's and McKay) on Main Street. Front Street offered C.T. Sherer, Woolworth's and Newberry's.²⁰ However, as noted above, in the 1960's and 1970 suburban migration and a downturn in economic conditions for manufacturing resulted in a significant change in the downtown, and these stores were largely shuttered by the early 1980's.

An urban renewal effort adjacent to the URA in the late 1960's included the Worcester Center Galleria shopping mall, which opened in 1971 but struggled continuously, losing its anchor tenants by the late 1980's. New owners changed

¹⁶ <http://www.worcesterma.gov/city-clerk/history/general/worcester-common>

¹⁷ <http://www.city-data.com/us-cities/The-Northeast/Worcester-History.html>

¹⁸ <http://www.worcesterma.gov/uploads/2e/a9/2ea982935ba5e18ead6b31f4aa9cf94d/historical-highlights.pdf>

¹⁹ <http://www.worcesterma.gov/uploads/2c/d9/2cd9ee3ed6405eaf581eb46d02db6231/city-hall-and-common.pdf>

²⁰ <http://www.telegram.com/article/20120112/COLUMN21/101129840&Template=printart>

the name to the Worcester Common Fashion Outlets in the mid-1990's, but the mall was shuttered in 2006. This is now being redeveloped as part of the CitySquare project described above.

The Hanover Theatre at 2 Southbridge Street is an excellent example of how the usage and context of a downtown structure has changed over time. The original structure was built in 1904 as the Franklin Square Theatre, later changed to the Grand Theater. In 1925, the structure was significantly expanded and upgraded to a luxurious 3,000 seat facility with ornate features and a two-story lobby. In 1967, the theatre was significantly altered for use as a movie theater until it closed in the late 1990's. In 2002, the Light the Lights! Capital Campaign embarked on a six year restoration project, and the facility reopened in March 2008 as the Hanover Theatre. The project, which cost almost \$31 million, restored the theatre's historic attributes and modernized its infrastructure. The Hanover's *Report to the Community 2015, Broadening our Impact* notes that during the 2014-2015 season, 168 events drew almost 191,823 visitors.²¹ The Hanover Theatre is renovating a vacant and derelict building next door at 551 Main Street, which will provide restaurant, office, dance, and theater practice space. This project will greatly improve the aesthetics of the block, provide easily accessible pre- and post-theatre dining options, facilitate community outreach, and improve functionality of theatre operations.

South of P&W

Most of the area south of the P&W ROW is within the Green Island neighborhood. The Green Island neighborhood is so named because before the late 1800's, the Blackstone River and canal traversed the district. The river branched and rejoined itself to form an island on the land now referred to as the Wyman-Gordon site. This created an island that is still known as Green Island, even though the Blackstone canal was covered by Harding Street in 1848.

The Wyman-Gordon Company has had a presence in this area since 1883, when it opened a plant to forge metal crankshafts. The company grew significantly for about 100 years, becoming one of the largest manufacturers of forgings, castings, engine components, and composite structures for the aerospace, mining, agricultural, construction, and forestry industries.²² Residents of nearby neighborhoods most likely worked at Wyman-Gordon and shopped and dined at nearby commercial businesses along Millbury Street and Green Street.²³ With the end of the cold war, there was a decrease in spending by the aerospace industry which resulted in significant downsizing of Wyman-Gordon's operations in the 1990's. Although there is still an active Wyman-Gordon plant situated between Madison and Hermon Streets, most of the company's facilities in this area were closed and had fallen into disrepair by the early 2000's. Demolition of some buildings began in 2001.^{24,25} As noted in this URP (e.g., see *Figure S-2*), some of the Wyman-Gordon Parcels included as part of the URA have known contamination issues associated with metal forging activities and are restricted by AUL's.

Section 4: URA Data and Characteristics

This section presents available statistics and data to provide an overview of the URA's characteristics and support the characterization of decadent and blighted open areas.

As noted in the discussion of land use presented in **Chapter 12.02 (1)** (see **Section 2: Narrative of URP Figures** and **Table 1: Existing Land Use**) commercial and industrial land uses comprise over 50% of the URA. Residential uses comprise a small percentage of land area because housing is concentrated in multi-family apartment or condominium

²¹ http://issuu.com/thehanovertheatre/docs/2015_thehanovertheatresreporttotheco

²² <http://www.fundinguniverse.com/company-histories/wyman-gordon-company-history/>

²³ *Predevelopment Study: Wyman-Gordon Property and The South Worcester Industrial Park (March 1995)*, pp. 5 - 6.

²⁴ http://www.pccforgedproducts.com/brands/wyman_gordon/america/locations/worcester/overview/

²⁵ <http://www.telegram.com/article/20130324/NEWS/130329789/1116>

developments. There is also an extensive roadway network within the URA which provides opportunities for connectivity.

The table below indicates the ownership of parcels by type of ownership. As shown, the majority of parcels are privately owned, with Wyman-Gordon a significant property owner. The City of Worcester owns just under one-third of the land within the URA. City-owned properties within the URA include City Hall, Worcester Common, Worcester Public Library and the McGrath Parking Lot. Nonprofit institutions account for a small portion (approximately 6%) of land ownership. Please refer to **Attachment A: Parcel Ownership Information and Map** for additional information on property ownership.

Table 7: Summary of Land Ownership

Land Distribution	# of Parcels	Area (acres)	% of Total Study Area
Privately Owned Land			
Various Owners	87	40.3	33.9%
Wyman-Gordon Company	12	23.5	19.9%
P&W ROW	1	10.1	8.5%
<i>Subtotal</i>	100	73.9	62.3%
Publicly Owned Land			
City of Worcester (Except Streets), MassDOT ¹ , U.S. Government	9	13.1	11.1%
Streets and Public Ways City of Worcester	-	24.2	20.8%
<i>Subtotal</i>	9	37.3	31.9%
Nonprofit Owned Land			
Cultural, Religious, Education or Service Nonprofit Organizations ² (e.g., YWCA, Hanover Theatre, Worcester Catholic Diocese)	9	6.8	5.8%
Total	118	118.3	100%

Note:

¹MassDOT=Massachusetts Department of Transportation

²This reflects property ownership only and does not capture non-profit organizations leasing space in privately-owned buildings.

Parcel Size

Parcel sizes vary widely throughout the URA, with the smallest parcel at 285 square feet and the largest approximately 10.9 acres. Taken as a whole, within the URA approximately 39% of the parcels are ¼-acre or less, and approximately 56% are ½-acre or less. North of the P&W ROW, approximately 35% of the parcels are ¼-acre or less, and approximately 58% are ½-acre or less. The largest parcels downtown are owned by the city and are associated with City Hall and Worcester Common. The non-profit YWCA also owns a large parcel, which is approximately 2.7 acres.

South of the P&W ROW, approximately 40% of the parcels are ¼-acre or less, and approximately 49% are ½-acre or less. Overall, because many of the parcels in the area south of the railroad are owned by Wyman-Gordon and they are fairly concentrated across a wide area, this section is predominated by larger parcels.

Cultural Resources

A review of the MHC Inventory of Historic and Archaeological Assets of the Commonwealth identified extensive historic resources within the URA, including a number of state and National Register-listed districts. Many buildings retain significant original features which have deteriorated over time. Information was obtained from MassGIS as well as through extensive online research using the Massachusetts Cultural Resource Information System (MACRIS). The MACRIS data is compiled from a variety of records and files maintained by the MHC, including but not limited to, the Inventory of Historic Assets of the Commonwealth, National Register of Historic Places nominations, State Register of Historic Places listings, and local historic district study reports.²⁶

The URA contains many architecturally significant structures including some National Register-listed properties. In addition, there are National Register-listed Districts, state historic districts, and/or city-designated districts within the URA that are identified in *Table 8* below.

Table 8: Historic Districts within the URA

District ID	Historic Districts (State or National Register) ¹	District Name
WOR.E	NRDIS	Worcester City Hall and Common
WOR.AR	MHC	517-525 Main Street
WOR.DP	MHC	Main-Franklin Streets Area
WOR.DR	MHC	Front-Commercial Streets Commercial Area
WOR.Q	NRDIS	Lower Pleasant Street District
WOR.W	NRDIS	Southbridge-Sargent Manufacturing District
WOR.CR	NRMRA	The Worcester Multiple Resource Area
WOR.EF	NRMPSP	Diners of Massachusetts Multiple Property Submission

Notes:

¹NRDIS=National Register District, MHC=Massachusetts Historical Commission, NRMRA=National Register Multiple Resource Area, NRMPSP=National Register Multiple Property Submission

Table 9 identifies the historic structures (buildings and non-buildings) that may be affected by activities recommended in the URP, including acquisition for rehabilitation or demolition. The historic name (HN) of the building is noted, along with the common name (CN) where appropriate. The ID is the MHC Inventory Number, followed by a local designation, if provided on the MACRIS database. Finally, the Notes column identifies the approximate year of construction (see table notes) and whether the structure is National Register-listed or located within one of the historic districts listed in the previous table. There are also many resources listed in the MACRIS database which are recommended for façade improvements. These will be undertaken under the city's Façade Program by individual property owners. The MACRIS-listed buildings which are recommended for façade improvements include those listed in *Table 10*.

²⁶ <http://mhc-macris.net/>

Table 9: Historic Resources Impacted by the URP

Building/Structure	Address	ID ²	Notes ³
Historic Resources Proposed for Rehabilitation			
HN: Woolworth's CN: Midtown Mall	22 Front Street	WOR.2453	c 1941
Unnamed Office/Commercial Building	12 Front Street	WOR.1001 130-CBD-64	r 1851
HN: Ransom F. Taylor Block CN: The Money Stop	526-536 Main Street	WOR.775 130-CBD-41	r 1894
HN: Cheney-Ballard Building CN: Metro PCS	517 Main Street	WOR.772 AR	r 1870 Within WOR.AR and WOR.DP
HN: Holbrook-Sawyer Building; Cheney-Laughter Building CN: Great Wall Restaurant	521 Main Street	WOR.773 AR	r 1855 Within WOR.AR and WOR.DP
HN: Sargent Card-Clothing Factory	300 Southbridge Street	WOR.1190 W	1866 NRDIS, Within WOR.W and WOR.CR
Historic Resources Proposed for Demolition and Redevelopment			
HN: Capitol Theatre CN: Paris Cinema	66 Franklin Street	WOR.2392	c 1926 Within WOR.DP
HN: Lothrop's Opera House CN: Olympia Theater	17 Pleasant Street	WOR.792 Q	c 1890 NRDIS: Within WOR.Q and WOR.CR
HN: Worcester Lunch Car and Carriage Manufacturing Co. CN: Flea Market & Port of Worcester Tattoo	4 Quinsigamond Avenue	WOR.2359	c 1916, expanded in 1924

Sources: MACRIS Database <http://mhc-macris.net/> and National Park Service <http://www.nps.gov/nr/research/>.

Notes:

¹HN=Historic Name(s) of the building/ CN=Common Name of the building

²The first ID is the MHC Inventory Number, the second is a local identification, if provided on the MACRIS database.

³c=circa. According to MHC, circa indicates the age of the building within ±10 years. r=range. According to MHC, range indicates the age of the building within ±50 years.

Table 10: Historic Resources Recommended for Façade Improvements

Historic Resources Suggested for Façade Improvements			
Chase Building	40 -48 Front Street	WOR.1003 / 130-CBD-66	1886 / Within WOR.DR
HN: Clark Block CN: Shacks	401 Main Street	WOR.766 / 130-CBD-33	1854
Rogers Block	418-426 Main Street	WOR.790 / 130-CBD-36	1869 / NRDIS: Within WOR.Q and WOR.CR
Odd Fellows Hall	9 Pleasant Street	WOR.791 / Q	c 1880 / NRDIS; Within WOR.Q and WOR.CR
HN: J. Marcus Rice Block CN: Ellis Building	29 Pleasant Street	WOR.793 / Q	r 1874 / NRDIS; Within WOR.Q and WOR.CR
Lamb Block	37 Pleasant Street	WOR.794 / Q	1888 / NRDIS; Within WOR.Q and WOR.CR
Enterprise Building	538-542 Main Street (Both addresses are on Parcel 03-19A-00013)	WOR.776 / 130-CBD-42	1900 / NR Individual Property, NRDIS WOR.CR
White-Dexter Building		WOR.777 / 130-CBD-43	c 1872
Colton’s Block	588 Main Street	WOR.778 / 130-CBD-45	r 1860 / NRDIS Within WOR.CR
Stevens Building	24-44 Southbridge Street	WOR.1005 / 130-CBD-68	r 1851 / NR Individual Property NRDIS WOR.CR
Coney Island Hot Dog Sign	158 Southbridge Street	WOR.929 / 142X-B	c 1940
Miss Worcester Diner	302 Southbridge Street	WOR.2110 / 142X-E	1948 / NR Individual Property NRDIS WOR.ER
HN: NY, NH & H RR Bridge – Providence Branch #42.96 CN: B&A RR Bridge, Main Line Branch #44.77	Madison Street	WOR.9049	1910
Providence and Worcester Railroad Bridge	Southbridge Street	WOR.903	1910
HN: NY, NH & H RR Bridge – Providence Branch #42.78 CN: B&A RR Bridge-Main Line Branch #44.94	Hermon Street Bridge	WOR.9050	1910
Boston and Albany Railroad Bridge #44.52	Green Street	WOR.950	1910

Sources: MACRIS Database <http://mhc-macris.net/> and National Park Service <http://www.nps.gov/nr/research/>.

Notes:

¹HN=Historic Name(s) of the building/ CN=Common Name of the building

²The first ID is the MHC Inventory Number, the second is a local identification, if provided on the MACRIS database.

³c=circa. According to MHC, circa indicates the age of the building within ±10 years. r=range. According to MHC, range indicates the age of the building within ±50 years.

Age of Structures

Based on information available from Assessor records, in conjunction with field observations and information contained in the MACRIS database (discussed above), it is reasonable to assert that a preponderance of structures within the URA were constructed prior to 1940. *Table 11* summarizes the age of the buildings within the URA based on the City of Worcester’s Assessor’s data, which indicate that approximately 61% of structures were constructed prior to 1940, and 75% were constructed prior to 1960.

Table 11: Age of Structures

Date of Construction	# of Buildings	Buildings by Age (%)
Pre-1900	33	35%
1901 to 1940	25	26%
1941 to 1960	13	14%
1961 to Present	14	15%
Unknown	10	11%

The presence of so many older structures indicates an increased potential for decadent conditions, outdated or abandoned facilities, lack of accessibility, maintenance issues, and the presence of regulated materials common to older buildings (e.g., lead paint and asbestos).

Vehicular and Pedestrian Access

Worcester has excellent access to Routes I-290, I-190, the Massachusetts Turnpike (I-90), and Route 146. Route I-290 extends for about 20 miles (32.44 km) between Auburn and Marlborough, Massachusetts. It is a continuation of I-395, located north of I-90, and runs through downtown Worcester, Massachusetts and across Lake Quinsigamond.

Much of the URA is within Worcester’s Streetscape Policy District (November 2012), which seeks to integrate a high quality of life, street safety, connectivity to work and activity districts, access to transportation options, and the creation of a clean and comfortable public environment.²⁷ Streets within the District are categorized as follows:

- Primary Streets:
 - The principal commercial, business, and civic streets within the District. Provide through-trips and connections to activity centers and neighborhoods.
 - Includes Main Street and Major Taylor Boulevard.
- Gateway Streets:
 - The primary entry routes to the District from I-290 and points south and east; provide connections to other major routes; serve as vehicular and pedestrian routes connecting Union Station, Main Street and the Canal District.
 - Includes Madison Street, Front Street, Franklin Street, and Green Street.

²⁷ <http://www.worcestermass.org/uploads/2d/f1/2df101a157d3f2d6900707eaaca3fdc8/Streetscape-Policy-2012-3-11-13-.pdf>

- Connector Streets:
 - Tie Primary Streets and Gateway Streets together; provide secondary links in the overall street grid; serve both vehicles and pedestrians; provide links to shopping destinations and connections between primary vehicular routes.
 - Includes Southbridge Street, Myrtle Street, High Street, Aldrich Street, and Chestnut Street.
- Internal Streets:
 - Small-scale tertiary streets in the overall city grid; serve as important pedestrian connectors between civic, cultural, entertainment, and residential precincts within the District.
 - Includes Federal Street, Portland Street, Salem Street, Chatham Street, Pearl Street, Mechanic Street, Commercial Street, Plymouth Street and Gold Street.

Bus and Rail Access

As noted previously, the Union Station Intermodal Transportation Station is located just northeast of the URA. The white stone structure was built in 1911, but fell into disrepair after it was closed in 1974. It was renovated and reopened in 2000, and an intercity bus terminal was added in 2006 with service provided by Peter Pan and Greyhound Bus Lines. A 500-space parking garage constructed in 2008 is attached to the rear of Union Station for use by travelers and businesses with office space in the station. MBTA Commuter Rail and Amtrak service are available from Union Station. Currently, 20 MBTA Commuter Rail trains per day depart Union Station for Boston's South Station along the Framingham/Worcester Line. Starting in May 2016, a non-stop bullet train and two additional express trains will be added to the schedule. Union Station is also a stop along Amtrak's Lake Shore Limited passenger line which offers daily service between Chicago and Boston, traveling through Worcester, Albany, New York, and Cleveland, Ohio.

The WRTA Hub is located at 60 Foster Street, just east of the URA. This new, 14,000-square-foot facility opened in 2013 and contains the WRTA's administrative offices, customer service center, and a bus pavilion with an enclosed public waiting area, restroom facilities, ticket vending machines and eight bus slips. WRTA provides bus transportation services to the 37 communities that comprise its service area.

There are multiple WRTA bus routes throughout the downtown area, including a new route added in August 2015 that connects the College of the Holy Cross, Assumption College and Worcester State University throughout the academic year, Monday through Friday from 7 a.m. to 7 p.m. The bus route runs through downtown and is open to all commuters, although college students can purchase unlimited passes (UPass) for a nominal fee for use during a semester. Within the URA, the route extends from the Hub to Southbridge Street, and along Myrtle Street. This route is noteworthy because it was developed through an agreement with the Higher Education Consortium of Central Massachusetts (HECCMA) and will be subsidized by the three schools.

South of the P&W ROW, a number of WRTA bus routes extend either along Green Street to Harding Street or along Southbridge Street. However, there is currently no service along Lamartine Street, Washington Street or Quinsigamond Avenue.²⁸ In addition to bus and rail service, planning is currently underway for the expansion of the Blackstone Bikeway through the URA to Union Station.

Area-wide Summary of Environmental Conditions

The URA is highly developed and does not contain any areas of quality natural conditions or habitat. With the exception of a floodplain in the southwest corner (see *Figure S-2*), the URA does not contain any wetland resource areas, vernal pools, ACEC, rare species habitats, or water supply protection areas. The floodplain is categorized as a

²⁸ <http://www.therta.com/wp-content/themes/therta/system-map.htm>

Special Flood Hazard Area (SFHA) Zone AE, elevation 449 feet. A Zone AE is defined as “areas subject to inundation by the 1-percent-annual-chance flood event determined by detailed methods. Base Flood Elevations (BFEs) are shown.”²⁹ Mandatory flood insurance purchase requirements and floodplain management standards apply. The lowest adjacent grade elevation to a structure must be at or above the BFE for a structure to be outside of the SFHA.

Contamination from historic manufacturing is known to be present on the Wyman-Gordon Parcels. As shown on Figure S-2, there are two sites within the URA that are categorized as MassDEP Oil and/or Hazardous Material Sites with Activity and Use Limitations. This means the sites have been evaluated under MassDEP’s MCP regulations, and an AUL has been placed as a deed restriction. As noted previously, an AUL on a property alerts prospective property owners that the property may have restrictions on future uses without further cleanup activities.

The table below lists the MassDEP sites within, and adjacent to, the URA. On the Wyman-Gordon Parcels, RTN#2-0010256 and RTN#2-0010760, the response action outcome (RAO) are Class A-3, which indicates that the concentrations of Oil and Hazardous Materials (OHM) in soils and/or groundwater have not been reduced to background but they do not exceed an applicable Upper Concentration Limit (UCL), and that one or more AULs has been implemented on the site.

Table 12: MassDEP Listed Sites

	MassDEP Site Name & Address	MassDEP RTN #	Chemical Type	Category
In URA	Wyman-Gordon Co 105 Madison Street	2-0010256	Oil and Hazardous Material	RAO Class A-3/Closed Site with AUL
	Stanley Tools 149 Washington Street	2-0010760	Oil and Hazardous Material	RAO Partial Class A-3/ Closed Site with AUL
	Stanley Tools Building 149 Washington Street	2-0010473	Oil	72 Hour/Phase III Open
Adjacent to URA	Harding St Realty Corp. 38-40 Pond Street	2-0000513	Oil	21E Site Tier 2/Phase II
	CK Smith Tank Farm 233 Southbridge Street	2-0000266	Unknown	RAO Class B-2/Closed Site with AUL
	Daniel Freelander 53 Hermon Street	2-0014603	Hazardous Material	RAO Class A-3/ Closed Site with AUL
	AJD Enterprises 79 Beacon Street	2-0014444	Oil and Hazardous Material	RAO Class A-3/Closed Site with AUL
	Castle Metals 70 Quinsigamond Avenue	2-0000365	Unknown	RAO Class A-3/Closed Site with AUL
	Getty Station 399 Southbridge Street	2-0001110	Oil	RAO Class A-3/Closed Site with AUL
	Former Manufacturing Gas Plant 42 Quinsigamond Avenue	2-0019512	Coal Tar	Two Hour Reporting Category/Unclassified Compliance Status
	Former Commonwealth Gas Property 42 Quinsigamond Avenue	2-0019674	Not Noted	120 Day Reporting Category Tier I/Phase II

Source: MassDEP GIS and MassDEP Waste Site/ Reportable Releases Look Up <http://public.dep.state.ma.us/SearchableSites/>

²⁹ <http://www.fema.gov/zone-ae-and-a1-30>

Existing Infrastructure

Existing utilities that service the Study Area include electricity, gas, water, sewer, drainage and telecommunications. Worcester's Water/Sewer Operations Division is an Enterprise operation responsible for the supply and conveyance of potable water and for the collection and conveyance of all sanitary sewage and stormwater throughout the city. This division provides an average of 24 million gallons per day (MGD) for both in-city use and sale to towns and water districts adjacent to Worcester. The supply system consists of 10 reservoirs located in five neighboring towns. Worcester's complex distribution system includes over 592 miles of water mains ranging in size from 3.4-inch to 54-inch diameter pipes, 6,100 fire hydrants, and nearly 40,000 service connections. In addition, the sanitary combined stormwater systems are made up of approximately 750 miles of various sized mains, 28 sewage pumping stations and a Combined Sewage Overflow (CSO) Treatment Facility. Wastewater is treated at the Upper Blackstone Water Pollution Abatement facility in Millbury. The Water Treatment Plant is located on a 6-acre site adjacent to the eastern shore of Holden Reservoir No. 2 at a facility with a flow capacity of 50 MGD.

Section 5: Demographic, Economic and Market Analysis

With a population over 180,000 residents, Worcester is the second largest city in New England with an enviable list of assets, including:

- A long list of colleges and universities in the city providing a vibrant set of over 35,000 students, as well as faculty and staff;
- Direct (and improving) commuter rail service to Boston, the refurbished Union Station Intermodal Transportation Station, and the adjacent Transportation Hub;
- Significant private-public development projects in or near downtown such as CitySquare/Mercantile Center and Gateway Park; and
- Key attractors such as the DCU Center, Mechanics Hall and the Hanover Theatre, and major employers such as St. Vincent's Hospital, UMass Memorial Healthcare and UMass Medical School, other health care companies and hospitals, insurance companies (Hanover, Unum), and industrial leaders such as Polar Beverages, CSX Rail and Simplex Grinnell.

Despite these advantages, Worcester remains a Gateway City in Massachusetts with relatively high poverty rates, low household incomes, and low home values compared to statewide averages. These economic, demographic and real estate market conditions tend to be more challenging in the downtown area of the city, which is the focus for the URP.

This section presents an economic development assessment of the URA that is informed by relevant data measures and input from private, non-profit, and public sector development leaders. This work builds from numerous other city planning efforts, most notably the 2012 Theatre District Master Plan, and a wide-range of data and information on downtown Worcester, including the 2016 MassDevelopment TDI report, which includes data on Worcester's Theatre District.³⁰

This discussion considers available data and relevant information about downtown Worcester to project current and future economic development opportunities and priorities. Significant data resides in publications such as the Worcester Regional Research Bureau's 2015 Almanac and the MassDevelopment TDI report referenced above. The intent here is thus to provide some highlights and relevant data measures that reflect current market conditions for the city and downtown.

³⁰ See http://www.massdevelopment.com/assets/pdfs/annual-reports/TDI_report_022016.pdf

Overview of Economic/Demographic Market Conditions

The uniquely formed area for the URP may be completely appropriate for revitalization and redevelopment, but does not easily lend itself to geographically consistent data measures. Consequently, the data included in this brief overview varies among the more focused TDI District (from the Master Plan) to the slightly broader ZIP code (e.g., real estate data for 01608) to city-wide measures. Summarizing available data that is most relevant to redevelopment opportunities and challenges, we note the following conditions, followed by a discussion of each:

- City-wide, Worcester has some relatively strong economic indicators;
- Residents of Worcester, and the downtown area in particular, face economic hardships;
- Downtown real estate market conditions are challenging in terms of both available product and lease rates; and
- Data indicates other challenges and needs for downtown.

Worcester has some relatively strong economic indicators.

As of 2014, there are just under 100,000 jobs in Worcester (99,722) which is more than any other Gateway City in Massachusetts. Worcester has a jobs to population ratio of 0.54 which is higher than the statewide average of 0.5 and significantly higher than the Gateway City average of 0.41. Coupled with the fact that Worcester has more employees working in the city than residents who are working overall, this is an indicator of a relatively strong employment base and the daily reality of commuters coming into the city.³¹ Further, Worcester's unemployment rate is relatively low compared to other Gateway Cities, and the percentage of adults with a bachelor's degree or higher (30%) is significantly above the Gateway City average of 23% (though still trailing the state average of 39%).

Residents of Worcester, and the downtown area in particular, face economic hardships.

Despite the presence of a relatively solid employer base, most resident-based data measures point to a distressed market. For example, the city's poverty rate is 21.4% compared to a statewide average of 11.4%. For the TDI District, the poverty rate almost doubles to 40.4%. Similarly, median household income in Worcester is \$45,932, compared to a statewide average over \$66,000. For the TDI District, median household income is just \$22,593. These lower median household incomes (especially city-wide) may be partly due to the large population of college students. Median home values see a similar pattern. Data measures like these are challenging because they:

1. Reflect the current perceptions of downtown in terms of a concentration of poverty, homelessness, public safety concerns, etc.; and
2. Do not include the current/planned market rate housing in downtown Worcester which is likely to improve these measures over time.³²

Downtown real estate market conditions are challenging in terms of both available product and lease rates.

A frequently noted comment from Worcester development experts is that there is a lack of larger, high-quality (Class A) office space available. Data from Co-Star (provided by the Worcester Regional Chamber of Commerce) indicates that there are only five Class A buildings in the downtown area with about 100,000 square feet available across multiple buildings, an average lease rate of \$20 per square-foot and a vacancy rate of 14.3%. Class A space will see an upswing shortly when UMass Memorial Healthcare moves 500 IT workers to a new Mercantile Center office location,

³¹ Worcester has a remarkably high concentration of jobs in the "eds and meds" categories of education and health care with 48% of all jobs in those sectors compared with 28% statewide.

³² The resident-based data is derived from American Community Survey (ACS) data that covers 2010 to 2014 and thus changes slowly as the ACS covers multiple years to arrive at statistically viable estimates.

thus freeing up their current space at 370 Main Street. Class B office space is much more abundant with higher vacancy rates and lower lease rates. The net effect is a market where average lease rates are often higher in the rest of Worcester than downtown. This condition is not a sign of a vibrant market. Further, Valassis Policy Map estimates a very high vacancy rate for commercial (including retail) space in the TDI District of 32.6% and retail lease rates that are higher outside the downtown area. Combined, these real estate data indicators point to both the opportunities and challenges of attracting new tenants and investment.

Data indicates other challenges and needs for downtown.

Two important issues that stand out for the downtown Worcester market are the need for more attractions in downtown Worcester and the perception and reality of public safety. These issues were recently highlighted in the results of a 2014 survey of college students in Worcester, which found that:

- College students perceive downtown Worcester as generally not offering amenities for the city's college students and not being pedestrian friendly (despite its fairly compact form and sidewalks).
- College students are most interested in seeing a downtown with a healthy food store, fast-casual Mexican food (e.g., Boloco or Chipotle), bookstores and cafes with Wi-Fi, and additional entertainment options (e.g., live music venues).

Public safety is a frequently cited concern for downtown Worcester in terms of interest from developers, quality retail stores, and attracting younger populations. This is discussed further below.

Economic Development Issues and Challenges

Based on research, findings from interviews with private and public sector development experts, and previous plans, a number of key issues and challenges remain in terms of redevelopment and the attraction of private investment into downtown Worcester. This is particularly true in the portion of the URA that is the core of the downtown surrounding City Hall and the Worcester Common. At the same time, it is important to keep in mind that there are very positive development activities and successes near the URA, e.g., CitySquare and Mercantile Center, described previously, which are important to the context of this evaluation.

Unlike many other Gateway Cities in Massachusetts that lack redevelopment and private sector vibrancy more broadly, Worcester has significant pockets of redevelopment success, but they have generally not reached the inner core of downtown. At a high level, the economic challenge of downtown Worcester is frequently summed up by developers calling Worcester an "8 to 5" market for downtown workers with few amenities/attractions aside from the Hanover Theatre to bring in younger professionals, college students or others seeking urban experiences.

Along those lines, the most prevalent economic development issues and challenges in the URP include the below listed conditions, followed by a discussion of each.

- Market rents for residential and office space that generally do not support private investment in new building construction;
- Real and perceived loitering and public safety concerns around Worcester Common and nearby retail that act as a deterrent to private investment;
- First floor vacancies and low-value retail uses peppered throughout the URA;
- Numerous small to medium-sized buildings that can be characterized by a mix of vacancy, low-quality Class B and C office space, and lower-income housing tenants.

- Downtown Worcester is a relatively compact area, and could become more pedestrian friendly as well as develop transit options which appeal to a wider market of users.
- The Wyman-Gordon site and other areas south of the McGrath Boulevard (sometimes referred to as the Canal District) present a mix of environmental concerns, weak pedestrian connectivity to downtown, and uncertain private development interest.

Market Rents that Don't Support New Construction/Speculative Investment.

A commonly heard statement from multiple development experts was that Worcester's relatively modest lease rates and sales values generally do not support new construction. This is very typical in Gateway Cities as a relatively weak market combined with construction costs that don't vary much from area to area results in lower capital investment. Worcester has seen some exceptions to this, as the CitySquare project (now with multiple developers and major tenants) has included major private investment, fueled by upfront public infrastructure funding (MassWorks grants). Other examples include the nearby Mercantile Center project which will include approximately \$70 million in private investment for acquisition and site improvement and the WPI/WBDC Gateway Park project with multiple partners. Still, office rents top out at about \$25 per square-foot for new Class A space with older/Class B space available at a significantly lower rate. A closely associated sentiment from developers is that they will not undertake major projects on speculation, thereby requiring existing or committed tenants to occupy space. And they need to ensure that if trying to acquire properties that they can purchase at a market price grounded in market realities.

Lingering public safety concerns in downtown Worcester.

Despite some improvements over time, the city's violent crime rate remains higher than the Gateway City average, and more than twice the state average. Perhaps even more importantly, the perceptions of safety largely based on significant loitering near the Worcester Common acts a deterrent to a host of visitation and development opportunities. Virtually everyone working in development in Worcester recognizes that there are public safety concerns in the core downtown area, concentrated around the Worcester Common and nearby retail stores. The commonly expressed descriptions revolve around loitering, drugs, and panhandling combined with a perception of insufficient police presence and other safety amenities (e.g., street lights). Along these lines, stakeholders mentioned that when college students arrive in Worcester, they are essentially told (explicitly or implicitly) to stay on campus and be very careful about going downtown. Multiple private developers mentioned that these perceptions are a significant deterrent to private redevelopment interest.

It is relevant to note that in mid-January of 2016 the city implemented a community policing approach to address quality of life issues that may concern visitors to the city center and nearby businesses. Foot patrols have become a daily presence in and around the Common. Police activity focuses on decreasing drug-related activity, providing assistance to those who may need services or shelter, and enhancing community partnerships and relationships with daily interactions with business owners and citizens.

First floor vacancies and low-value retail uses.

According to one local retail expert, there are approximately 33 ground floor vacancies in the Worcester downtown area/Theatre District. And every development expert recognized that the current mix of retail, service and restaurant offerings in the Study Area is less than desirable. Recent experience in the area has included unsuccessful efforts to retain or attract major chain retail providers, and even mid-priced casual eateries like Boloco or Chiptole (highly desired by college students) have not yet entered the market. While some high-quality ventures have been successful, the current mix of retail uses trends towards pawn shops, phone stores, convenience stores, etc. that tend to target low-income populations. One challenge is the prevalence of parking garages attached to major office buildings which often results in office workers staying within their own office rather than frequenting local establishments or street

level presence. In addition, the low median household income of downtown Worcester (less than \$25,000) is a major obstacle to attracting retailers. The more recent/ongoing build-up of market rate housing in the area should change this demographic over time but has not shown up in the ACS data yet.

Low quality small-medium sized buildings in downtown core.

Many of the small-medium sized buildings in the URA also have relatively low-value upper floors – a mix of vacancy, lower rent residential apartments, and Class B or C office space. Some of the current landlords appear to be stuck in a situation where they aren't attracting enough higher-paying tenants to cover higher-quality rehabilitation of spaces. Others are open to selling the property, but may be seeking a sale value well-above market realities.

To further emphasize this point, a number of these properties are in strategically critical locations next to or near other properties that have been redeveloped. For example, buildings on Franklin Street on either side of the revitalized Quinsigamond Community College and Innovation Center at 20 Franklin Street are generally in disrepair (e.g., the Paris Cinema) or only attracting lower-income tenants/customers. Similarly, CitySquare and Mercantile Center are located on the edge of the URP on Front Street but the remainder of Front Street (including the Midtown Mall) is largely distressed and/or vacant. Finally, the 500 block of Main Street near the Hanover Theatre also includes significant opportunity for higher and better uses.

Weak perceptions of walkability and unrealized transit markets.

Although Worcester's downtown area is relatively compact with sidewalks, almost 45% of college students think that downtown Worcester is not pedestrian friendly, with another 32% feeling neutral. This may be the result of a number of factors, including a lack of pedestrian connectivity between areas of downtown Worcester (e.g., Union Station or Shrewsbury Street to downtown), poor signage, and public safety concerns.

In terms of transit markets, most college students do not use WRTA buses which limits the ease of access from colleges to downtown. In addition, opportunities to link transit to economic development in Worcester appear deficient. For example, when asked directly, developers barely acknowledged Union Station and improvements to commuter rail to Boston as a critical element of their projects.

Long-term challenges at Wyman-Gordon site.

The Wyman-Gordon Parcels are the largest vacant/undeveloped site in the URA, and as the crow flies, it is fairly close to both the rest of downtown and other key areas of the city (e.g., Union Station, Canal District, Shrewsbury Street restaurants). That said, it presents a number of challenges for near-term redevelopment including: a) environmental issues with uncertain severity that will require clean-up and thus pose a development risk; b) lack of connectivity to the rest of downtown given McGrath Boulevard/Foster Street and unfriendly pedestrian connections; and c) a mix of industrial, automotive repair and other surrounding/existing uses that are less conducive to residential or mixed-use development. As discussed in more depth below, given the higher redevelopment opportunities and priorities in downtown Worcester, this area of the URP may require additional planning, environmental assessment, and, ultimately, patience.

Economic Development Implications

Worcester, like every city, may have its challenges and obstacles, but its list of assets is strong and the potential opportunities to redevelop the downtown into a more vibrant focal point for positive economic activity is enticing. While the City and various partners are understandably frustrated at the lack of progress on a number of key sites in the downtown area, that is a better problem to have than many Gateway Cities in Massachusetts, which lack overall market demand and have many fewer assets to leverage and connect. From this perspective, redevelopment

supported with a continued long-term vision working toward an 18-hour downtown area for Worcester can be more tactical and methodical than purely wishful thinking.

Through research and interviews, a number of positives related to downtown revitalization are worth highlighting:

- The positive spillover effects of CitySquare and its \$500+ million of public-private development are only just beginning. Most tangible are the completed buildings for Unum and Saint Vincent's Cancer and Wellness Center. The benefits of this project cannot be fully leveraged until more of it is complete, including the new Marriott hotel and luxury residences by Roseland.
- There is a significant upswing in market rate housing in downtown Worcester which should produce positive impacts on the area. By one estimate, downtown Worcester is experiencing an increase of 800 market rate units (many of them near but not in the URA). Most developers expect the potential for even more residential development, ideally reaching the market-termed affordable market rate housing. Given that the TDI Theatre District has a population of about 2,200 residents, this is a significant boost towards building an 18-hour downtown which will demand and require additional services, retail and other amenities in the downtown area. It also should boost median household incomes, thereby making the area more attractive for retailers.
- Starting in May 2016, Worcester will have an express, non-stop train to Boston that will reduce the travel time to just 46 minutes. The city, Chamber of Commerce and other stakeholders are advocating to increase that number to three express trains each morning and afternoon. This kind of accessibility to Boston, combined with less costly housing options, should be a major selling point for Worcester in the coming years.

Developers consistently gave high marks to city officials and public/private economic development leaders in terms of being supportive, responsive, creative and generally easy-to-work-with. This kind of positive, coordinated economic development environment can be a selling point for Worcester (especially compared to other cities). The active Economic Development Coordinating Council appears to be a positive force for collaborative and aligned efforts that should be continued and highlighted.

Section 6: Property Conditions

An exterior visual assessment of each parcel within the Study Area was conducted as part of the URP process. Where a parcel contained a building, the assessment evaluated the structure and the overall property. Based on field observations and assessor's data, each parcel was identified as categorized by condition, as follows:

- Excellent: Conditions of the building parts range from new to maintained such that they appear new, well cared for, and in no need of cleaning or maintenance.
- Good: Condition of the building parts are in deteriorating shape, in need of paint, washing, caulking, re-pointing, scraping rust, etc. The structure is still able to function at its intended purpose. The condition/deterioration is surficial.
- Fair: Conditions have worsened beyond cosmetic repairs. Thin cracks in masonry walls could allow potential for moisture penetration. Damaged exterior walls could be indicative of constant dampness or interior moisture reaching into the interior. The need for repair and attention to the underlying causes could represent moderate disrepair. Broken glass, damaged frames, missing roof shingles, broken, disrupted, or sagging cornice, eaves, and gutters are individual items of this category. Entire systems of enclosures have not failed, and the damaged items could be repaired or replaced.
- Poor: Worsening conditions are now beyond the weather protecting exterior materials of the building. Water/ice entering under or behind these exterior materials will or has degraded the entire structure. Severe disrepair include wide cracks in masonry walls, a sinking foundation, the broken or rotted out conditions of walls, sills, windows, doors, eaves, metal fasteners severely reduced by rust, and entire roofing assemblies missing. Disrepair is at a level that indicates a potential for compromised structural

integrity. A rating of Poor may also indicate that the parcel is vacant with deteriorated pavement conditions and/or remnants of structures that have been removed.

A visual survey of the exterior of buildings was completed to determine general condition. Of the 118 parcels within the URA, approximately 80% have structures and the remaining 20% are used for parking or are vacant. As shown in *Table 13*, 54.7% of the buildings are categorized as Fair/Serviceable, Moderate Disrepair or Poor/Severe Disrepair.

Table 13: Building Conditions Overview

Building Condition	# of Parcels	Percent (%) of Total Buildings
Excellent	4	4.2%
Good/Acceptable	32	33.7%
Fair/Serviceable, Moderate Disrepair	43	45.3%
Poor/Severe Disrepair	9	9.5%
Unknown	7	7.4%
Total	95	100%

The overall perception of the area is overwhelmingly that it is in poor condition with aging structures and obsolete features. Elements that contribute to this perception include the age, condition and façade/signage of many downtown buildings, the intersecting presence of the railroad ROW and viaduct tunnels. The condition of many of the vacant parcels also gives an impression of disrepair, particularly the Wyman-Gordon Parcels. Street and sidewalk conditions in some areas (e.g., Gold Street, Lamartine Street, and Pearl Street) also boost the perception of poor conditions. Viewed comprehensively, these conditions pose a barrier to redevelopment of the area.

Section 7: Area Eligibility Designation

In order to designate the Study Area as an URA, the WRA is required to make a finding that the area contains decadent and/or blighted open areas in accordance with M.G.L. c. 121B. This section integrates the information presented above with the elements of the regulatory definitions to demonstrate that the area meets these requirements.

Area Eligibility Findings

After extensive and thoughtful review of available data, in conjunction with input from stakeholders and officials from the City of Worcester, the most appropriate findings for the URA are decadent and blighted open. The regulatory definition of each was presented in the Executive Summary, *Section III Statement of Need*, and is summarized below.

Decadent – An area which is detrimental to the sound growth by reason of any combination of the following conditions:

- the buildings are out of repair, physically deteriorated, unfit for human habitation, obsolete, or in need of major maintenance or repair;
- the real estate in recent years has been sold, or taken for nonpayment of taxes upon foreclosure of mortgages;
- buildings have been torn down and not replaced and under existing conditions it is improbable that the buildings will be replaced;
- there has been a substantial change in business or economic conditions;
- there is inadequate light, air, or open space;

- there is excessive land coverage; or
- there is diversity of ownership, irregular lot sizes or obsolete street patterns which make it improbable that the area will be redeveloped by the ordinary operations of private enterprise.

Blighted Open – A predominantly open area which is detrimental to the safety, health, morals, welfare or sound growth of a community by reason of any combination of the following conditions:

- the area is unduly costly to develop soundly through the ordinary operations of private enterprise by reason of the existence of ledge, rock, unsuitable soil, or other physical conditions;
- the necessity for unduly expensive excavation, fill or grading, foundations, retaining walls or measures for waterproofing structures or for draining the area or for the prevention of the flooding thereof or for the protection of adjacent properties and the water table therein;
- the necessity for unduly expensive measures incident to building around or over rights-of-way through the area, or for otherwise making the area appropriate for sound development;
- the presence of obsolete, inappropriate or otherwise faulty platting or subdivision;
- deterioration of site improvements or facilities;
- diversity of ownership of plots;
- inadequacy of transportation facilities or other utilities;
- tax and special assessment delinquencies;
- because there has been a substantial change in business or economic conditions or practices, or an abandonment or cessation of a previous use or of work on improvements begun but not feasible to complete without the aids provided by urban renewal; or
- a predominantly open area which by reason of any condition or combination of conditions which are not being remedied by the ordinary operations of private enterprise is of such a character that in essence it is detrimental to the safety, health, morals, welfare or sound growth of the community in which it is situated.

The remainder of this section focuses on relating the above definitions to the existing conditions of the URA. Some of this discussion is unavoidably repetitive because buildings or areas often meet more than one aspect of the definitions.

Decadent Criteria

Building(s) Out of Repair, Physically Deteriorated, Unfit for Human Habitation or Obsolete

Finding: The Study Area contains numerous buildings which are out of repair, physically deteriorated, unfit for human habitation or obsolete.

Many buildings in downtown Worcester are no longer utilized to their fullest potential. One reason for this situation is that the older buildings are functionally obsolete and lack standard amenities considered necessary in the current business environment. Based on observations in the field and Assessor's information, the preponderance of structures in the URA appear to be 50 or more years old and their physical conditions lack the mechanical and building systems necessary to meet contemporary needs. The floor plans and ceiling heights of existing buildings do not allow flexibility or meet the requirements sought by contemporary businesses, which makes the spaces more difficult to lease to growing businesses. Further, facades in many of the downtown buildings have been altered from their original condition and/or have an unkempt appearance due to lack of maintenance and architecturally inappropriate updates. These factors inhibit demand, and under these circumstances it is unlikely that the situation will improve without assistance. Poor conditions also have a negative impact to the pedestrian environment, further reducing an area's utilization.

Finding: Chronic underutilization and long-term vacancies are a significant issue in Worcester.

Underutilized parcels have structures that may be unoccupied, or are occupied but not at an optimal level. There are many areas within the URA that appear to be underutilized, including (but not limited to) the properties described below.

- Retail spaces on the first level of the Midtown Mall at 22 Front Street (Parcel 02-025-007+8) are being used for storage, and the upper and lower levels have few occupants. There is also first floor retail available on Portland Street.
- Buildings along Main Street and Front Street have office space vacancies. For example, 12 Front Street (Parcel 02-025-007+8) and 40-44 Front Street (Parcel 02-025-00012) are only partially leased.
- Some buildings have active street level storefronts with vacant upper or lower floors that could be developed for housing, commercial or office space. These include 526-538 Main Street (the Money Stop), 517 Main Street (MetroPCS), and 521 Main Street (Great Wall Restaurant).
- The Olympia Theater building at 17 Pleasant Street (Parcel 03-031-00018) has three street level storefronts, but the upper floors (which comprise the former theater, circa 1890 and subsequently modified) are vacant and in disrepair. The rear of the building has an unoccupied lower floor that is accessible from a surface parking lot off Pearl Street.
- The former Paris Cinema at 66 Franklin Street (Parcel 03-012-002-4) has been closed since 2006. The condition of this historic building (circa 1926) is significantly deteriorated and the structure has been condemned by the Worcester Fire Department.

Properties with Demolished Buildings

Finding: The Study Area contains a number of properties with demolished buildings.

Of the eleven Wyman-Gordon Parcels south of the P&W ROW, ten are vacant parcels which likely contained buildings that were demolished years ago. As noted in the previous discussion of existing conditions in the URA, these parcels are primarily fenced off and comprised of cracked concrete and weedy vegetation. The parcels total approximately 25 acres and dominate the southern side of the URA. This area is the primary focus of the discussion of Blighted Open conditions presented in the next section.

Downtown has significantly changed over time, and there are a number of surface parking lots where buildings have been demolished. Examples include 518 Main Street which contained a brick office building, and the McGrath Municipal Parking Lot behind the Worcester Public Library which was cleared in the 1960's as part of the New Salem Urban Renewal Plan.

Diversity of Ownership, Irregular Lot Sizes or Obsolete Street Patterns

Finding: Small or irregular lot size maximizes problems of assembling development parcels.

As indicated in *Table 7: Summary of Land Ownership*, ownership and uses of the privately owned lands are quite varied. Development in the downtown area is very dense, and many of the parcels are irregularly shaped. In some cases, buildings were constructed on very small or oddly shaped lots to accommodate older existing buildings, resulting in some very narrow buildings wedged between larger buildings. Historically, downtown property owners have not demonstrated a willingness to work together to create mutually beneficial joint undertakings.

South of the P&W ROW, the Wyman-Gordon Parcels are irregularly shaped and span a large area. Prospective development would be facilitated by a more thoughtful configuration of property lines.

Blighted Open Criteria

Physical Conditions that Make Development Difficult or Unduly Expensive

Finding: On the Wyman-Gordon Parcels, the existing contamination triggers regulatory and remediation requirements that can make development on the parcel extremely expensive and unlikely to occur without public intervention.

The long-term use of the site for industrial purposes has resulted in soil and groundwater contamination in some areas. The site has been evaluated under the MCP, and cleanup has occurred to a point where the site poses no significant risk to public health, public welfare and the environment in its current state. However, additional investigations would be required before the site could be redeveloped. Data collected from investigations would be used to determine the extent of remediation required to comply with the MCP. It should be noted that MCP standards are dependent on the proposed use, with more intensive uses requiring higher standards of cleanup. Efforts could include soil borings and groundwater monitoring wells for data collection, assessment of site conditions by a Licensed Site Professional (LSP), and the implementation of appropriate remediation measures, e.g., hazardous materials transport and disposal at licensed facilities.

Obsolete, Inappropriate or Faulty Existing Development

Finding: Parcels with obsolete, inappropriate or faulty development create a challenging environment for stimulating economic development.

The parcels considered to be Blighted Open within the URA include the Wyman-Gordon Parcels, formerly associated with manufacturing. No longer in use, facilities on the property are obsolete and offer an excellent opportunity for redevelopment.

North of the P&W ROW, the McGrath Parking Lot may also be considered an inappropriate or faulty existing development. The lot was once part of a neighborhood which included the former location of St. Spyridon Church and Orange Street. The area was cleared as part of the New Salem Urban Renewal Plan in the 1960's. While the lot provides important parking for the Worcester Public Library and YWCA, it was identified in the Theater District Master Plan as an important redevelopment opportunity. The Master Plan noted that the 1.5-acre lot is a "sea of surface parking, with limited landscaping and pedestrian amenity" and that the area "can be improved to offer parking, provide an additional anchor to bring activity to the District and clarify pedestrian connectivity for the area."³³ The three surface parking lots behind the Hanover Theatre could also be better utilized. Assembling these parcels and constructing a public parking garage offers a significant opportunity for the businesses, residential and cultural uses of the area.

Deteriorated Conditions; Abandonment of Previous Uses

Finding: The URA contains a preponderance of structures that were constructed in or before the 1960's.

The presence of many older structures in the URA indicates the potential for decadent conditions, outdated or abandoned facilities, maintenance issues, and the presence of regulated materials typically found in older buildings (e.g., lead paint, asbestos). Visual observations indicate the presence of deteriorated conditions in select buildings throughout the URA.

³³ Master Plan, p. 46

Inadequate Connectivity and Transportation Facilities

Finding: There are challenges associated with connectivity between the north and south areas of the URA and a lack of transportation options in the south side of the URA.

Creating pedestrian-friendly amenities and encouraging connectivity are key components of creating a thriving urban environment. Drivers should also have a clear sense of place with appropriate signage on roads with good lighting and pavement conditions. The URA is served by a network of streets and sidewalks, some of which are in poor condition as well as lack appropriate lighting, signage, and/or wayfinding. For example, the drab concrete walls and poorly lit viaduct tunnels beneath the railroad tracks are a connectivity barrier between the southern area and downtown.

Finding: The lack of bus service along Lamartine Street and Quinsigamond Avenue may limit connectivity between the north and south sections of the URA, as well as between the south section and the rest of Worcester.

Proximity to the WRTA Hub and Union Station Intermodal Transportation Station is an excellent feature of the URA, but more is needed to encourage connectivity between the south side of the URA and the downtown. Bus route coverage in the downtown area is comprehensive, but the URA south of the P&W ROW is minimally served by the WRTA. The closest bus routes travel down Green Street through Kelly Square to Harding Street (Route 4) and along Southbridge Street (Routes 25 and 42). There is no route that directly serves Lamartine or Washington Streets.³⁴

According to their website, the WRTA is currently undergoing a comprehensive service analysis of its fixed-route system, and recommended changes include the eventual addition of a new route that creates connections between seven colleges, Union Station, Greendale Mall, and Walmart on Route 146. In late August 2015, the WRTA initiated a new bus route (Route 10) providing service between Assumption College, Worcester State University, and the College of the Holy Cross. Bus service is open to all riders between 7 a.m. to 7 p.m. on weekdays.

Finding: There are extensive impervious areas in the URA. Stormwater management infrastructure may be inadequate, or has the potential to be improved, in some areas.

Some limited flooding occurs on Southbridge Street during storm events, but overall flooding is not considered a significant issue in the URA. However, it is highly likely that the stormwater collection and treatment infrastructure is aging and in poor condition. In recent years, many new technologies and efficiencies have evolved and could be incorporated into new development designs for increased efficiency and improved environmental conditions. For example, low impact development (LID) practices manage rainfall at the source mimic a site's predevelopment hydrology by using design techniques that infiltrate, filter, store, evaporate, and detain runoff close to its source.

Underutilization and Vacancies

Finding: There are parcels throughout the downtown that are underutilized due to abandonment of previous uses.

In the downtown area, a number of properties are currently unoccupied, including (but not limited to) the former Paris Cinema on Franklin Street (Parcel 03-12-2-4). As noted above, many more downtown properties are underutilized, in some cases being partially occupied with high vacancy rates, and others with significant square-footage that is undeveloped. Examples of partially occupied buildings include The Olympia Theater building at 17 Pleasant Street (Parcel 03-31-00018) and Midtown Mall at 22 Front Street (Parcel 02-025-007+8). Examples of partially undeveloped buildings include and 517, 521 and 526-538 Main Street (Parcels 03-013-00002, 03-013-00003 and 03-19A-00022, respectively), all of which have one or more undeveloped upper floors.

³⁴ <http://www.therta.com/fixed-route-service-overview-and-maps/#South>

Finding: Vacant/underutilized land is present on multiple parcels south of the P&W ROW.

South of the P&W ROW are the Wyman-Gordon Parcels, with a land area of approximately 25-acres and known contamination issues. The parcels are predominantly vacant and underutilized. Most are fenced off with broken concrete and weedy vegetation. One of the Wyman-Gordon Parcels contains a large structure (Parcel 05-009-00019) which is vacant and dilapidated.

Another large unoccupied brick structure is located at 300 Southbridge Street (Parcel 05-012-00013). This former manufacturing building is known as the Sargent-Card Clothing Factory. The building's exterior appears to be in good condition with many intact architectural details. It is adjacent to the vibrant Miss Worcester Diner.

Substantial Changes in Business and Economic Conditions

Worcester has suffered through a number of economic setbacks, starting with suburban migration in the 1960's and most recently during the Great Recession.

Worcester's retail and commercial vibrancy through the 1940's and 1950's is well documented, but since the 1960's, downtown Worcester's retail and commercial businesses have been in decline. The cumulative effects of Worcester's economic difficulties include a lack of reinvestment in downtown properties, low market rents, vacant storefronts and difficulty in maintaining tenants. Manufacturing, which once thrived in the area south of the railroad, began to decline in the 1970's, resulting in large tracts of vacant land and obsolete facilities. Severe economic hardship in the City of Worcester is evidenced by an unemployment rate in excess of the state average and a high concentration of low and moderate income households.

Ongoing large-scale investments at the site of the former Worcester Center Galleria (the CitySquare Project), along with renovations to 100 and 120 Front Street are generating a great deal of energy and will bring in new workers, residents and visitors to the area. The URA is proximate to the CitySquare District, but the existing conditions are a deterrent to private investment. City officials believe that urban revitalization activities associated with CitySquare can be leveraged and will, over time, extend into the URA.

Other Urban Renewal Eligibility Considerations

Some other important factors relative to determining whether the proposed Worcester revitalization area is eligible for designation as an urban renewal area are discussed below.

Traffic Circulation and Parking

Finding: Within the URA there are issues with roadway conditions, intersection inefficiencies, and parking. Connections can also be improved in some areas.

The City of Worcester has recently undertaken a number of street improvement projects, including the ongoing repaving work along Myrtle Street, and the work planned for Main Street. Overall, much of the area's roadway network is in good repair. However, some roadways with less than optimal conditions include Sargent Street, Gold Street, and Assonet Street near the Wyman-Gordon Parcels. Sidewalk conditions are generally also good, but there are some areas with uneven surfaces that present challenges for pedestrians and obstacles for the disabled.

Signage and Wayfinding

Finding: Signage and wayfinding resources should be improved within the URA.

Signage and wayfinding resources throughout the URA should be significantly improved to aid traffic circulation and promote the development of a sense of place. Because the street layout is irregular, signage and wayfinding is extremely important for both pedestrians and drivers.

As part of a public-private partnership, the City of Worcester is implementing a \$3 million Worcester Wayfinding initiative in Fiscal Years 2016 and 2017 to improve the overall visitor experience and leverage Worcester's significant historic contributions to industry, arts, culture and innovation through improved signage, mapping, and public art in eight districts and ways, including downtown, the Canal District, and South Worcester. Efforts will include gateway or district markers that incorporate public art, consistent street and district directional indicators, and pedestrian-oriented information kiosks. A mobile app will be developed to further integrate the comprehensive wayfinding program.

Aesthetics

Finding: Aesthetics could be significantly improved throughout the URA.

Aesthetics in an urban environment strongly evoke a response that can contribute to a sense of place and feeling of safety. Aesthetically pleasing elements include pedestrian amenities, period and feature lighting, clean sidewalks, landscape features, banners, and public art. Downtown has recently added many aesthetic features, including period lighting, banners, some public art and pedestrian amenities, but these could be improved and expanded. Rehabilitation of the many beautiful and historic buildings in the downtown area will also significantly improve the area's aesthetic appeal.

South of the railroad ROW, there are few, if any, aesthetic features. Lighting fixtures are typical mercury vapor on steel poles, and there is no landscaping or public art. In addition, the triangle parcel at Lafayette Street, Quinsigamond Avenue and Southbridge Street is a jumble of different uses and façades, particularly fronting Southbridge Street.

Environmental Justice

Finding: There are incompatible uses that are directly adjacent to each other without adequate buffer.

South of the railroad ROW, residences are situated close to vacant lots and industrial uses. A fast-food restaurant is located across the street from the vacant Wyman-Gordon structure at the corner of Washington and Lamartine Streets.

Inadequate Open Space

Finding: There is insufficient public open space within the URA, and existing public spaces could be improved.

Parks can serve many different uses, from specialized functions to providing visual appeal. Large areas are not necessary to improve the sense of openness, and effective public spaces, particularly in densely settled urban areas can take the form of small pocket parks and plazas that offer visual and physical relief from structures, streets, and sidewalks. These spaces can be permanent or temporary (e.g., pop-up parks). The only public open spaces within the URA are the Worcester Common behind City Hall and Federal Plaza in front of the Hanover Theatre. These areas are actively used for sitting outdoors or for passive recreation/walking, but some issues have been observed at the Common. As a result there is a perception that the Commons is not safe. As noted in **Section 5**, above, the city recently implemented a community policing approach, with foot patrols in and around the Common. Police activity focuses on

decreasing drug-related activity, providing assistance to those who may need services and shelter, and enhancing community partnerships and relationships with daily interactions with business owners and citizens. The city incorporates engaging programming for Worcester Common to appeal to a wide range of users, and is always looking for opportunities to expand the appeal and uses of the Common.

The expansion of Federal Plaza, in front of the Hanover Theatre, will help minimize pedestrian gridlock during events and improve safety by creating a separation from automobile traffic. Installation of a new small public plaza behind the Worcester Public Library will increase the opportunity for outdoor passive recreation and allow the library to incorporate outdoor events into their programming.

There are currently no public open spaces in the southern portion of the URA. In addition to improving open spaces in the downtown, there is also an opportunity to incorporate new public open space for recreation in the redevelopment of the Wyman-Gordon Parcels, including the extension of the Blackstone Valley Bike Path off-road along Lamartine Street. Opportunities for the strategic incorporation of public open spaces of varying sizes are a key element within this portion of the URA.

Section 8: Area Eligibility Acquisition, Clearance and Disposition

Clearance and Spot Clearance

DHCD requires justification for clearance as well as and spot clearance areas. Clearance typically involves a sizeable land area, and it is necessary to show that more than 50% of the floor area of all buildings within that area are functionally obsolete, structurally substandard, or is not reasonably capable of being rehabilitated for productive use. If conditions warranting clearance do not exist, the appropriate treatment may be spot clearance to remove substandard buildings and blighting influences. Spot clearance may involve buildings that are in good condition, but whose demolition is necessary to achieve the Plan objectives within the URA. As shown in Table 14, there is one building within the URA that is part of a sizeable clearance area and five buildings where spot clearance is proposed. Specifically, the structure at 149 Washington Street is within the Wyman-Gordon clearance area. The remaining structures are all considered to be spot clearance.

Based on inspections of the buildings recommended for demolition, it is reasonable to assert that well over 50 percent of the floor area of the buildings is functionally obsolete, structurally deficient, or are not reasonably capable of being rehabilitated for productive use. In addition, given the age and history of the structures, it is likely that there are issues with hazardous materials (e.g., lead paint, asbestos, and potentially residual manufacturing waste) that must be addressed to achieve successful brownfields reuse. The structures on the triangle parcel are substandard and a blighting influence on the surrounding area.

Table 14: Clearance and Spot Clearance

Parcel ID	Address	Type of Clearance	Owner	Notes
03-012-002-4 (Parcel D-1)	66 Franklin Street Paris Cinema	Spot Clearance	Worcester Park Plaza LLC	Vacant building condemned by Worcester Fire Department.
03-031-00018	17 Pleasant Street Olympia Theater	Spot Clearance	First Olympia Realty, LLC	Retail 1 st Floor (3 Units) but vacant theater above in deteriorated condition.
05-009-00019 (Parcel B-3)	149 Washington Street	Clearance	WG Washington Street LLC	Vacant industrial structure with contamination issues; functionally obsolete and a blighting influence.
05-012-16-21 (Parcel C-1)	4 Quinsigamond Avenue Commercial, Retail, & Industrial Uses	Spot Clearance	Rosenblatt, Greenberg Rosenblatt, Kull	Substandard building and a blighting influence.
05-012-0026A (Parcel C-1)	328 Southbridge Street Automobile Repair	Spot Clearance	Grenache, Kathleen J.	Substandard building and a blighting influence.
05-012-00027 (Parcel C-1)	346 Southbridge Street Adult Entertainment	Spot Clearance	JOMO, LLC	Substandard building and a blighting influence.

Section 9: URP Conformity with Local Comprehensive Plan

Conformity is assessed with regard to consistency with the 2012 Theatre District Master Plan, a recent public forum for the Wyman-Gordon Parcels, and the 1995 *Predevelopment Study for the Wyman-Gordon Property and The South Worcester Industrial Park*.

As noted previously, this URP embodies the vision that was defined in the Theatre District Master Plan, and focuses on creating a welcoming sense of place, serving as the center of a creative district, and facilitating connections between key destinations throughout downtown. The Master Plan also notes the importance of partnerships with property owners, investors, and institutions as a key to progress. Actions proposed for the northern section of the URA are consistent with the Master Plan.

South of the railroad ROW, a public forum regarding the Wyman-Gordon Parcels was held in September 2015. During breakout sessions, participants were asked to consider a number of questions, including how various reuses would suit the area, how transportation and circulation improvements could be improved, and what public amenities they would like to see incorporated into the URP. The concepts proposed as part of this URP reflect those results.

Conceptual designs for the Wyman-Gordon Parcels were presented in the 1995 *Predevelopment Study*. Although 20 years has passed since that study was published, the area is largely unchanged and this URP is consistent with its general conclusions that the larger area would be suitable for light industrial or heavier commercial use, or for a theme-specific use like a sports stadium.

In terms of zoning, the city approved the CCOD zoning overlay district in February 2015 (refer to the discussion of *Figure D-2.1: Existing Zoning* in **Chapter 12.02 (1), Section 2**). This district provides a very clear indication of the city's intent to promote both redevelopment of existing buildings and new development of consistent and compatible character; encourage a mix of complementary uses; foster the development of high-quality, pedestrian-scale

environments through site and building design; reduce the amount of land devoted to parking and utilize parking areas more efficiently; and preserve and enhance the historical, cultural and architectural assets of the city.

DRAFT

12.02 (3) Project Objectives

Section 1: Urban Revitalization Goals and Objectives

The overall goal for the Project is to create an environment that has a strong identity and sense of place within downtown Worcester, and to identify buildings and sites that provide primary transformation opportunities for institutional, housing, commercial, and entertainment/cultural uses, and the infrastructure improvements needed to support those uses. The plan embraces, and seeks to build upon, the area's historic legacy. The following objectives were established in order to achieve this goal:

- Incorporate the priorities and goals of previous studies and master plans, as appropriate, to identify and prioritize development projects.
- Foster an environment for businesses and institutions to thrive and create sustainable jobs.
- Facilitate land assembly and disposition to advance the goals, objectives and activities of the URP by identifying parcels that have high potential for development.
- Redevelop former industrial properties and in so doing increase the number and diversity of well-paying jobs in the city.
- Encourage and preserve economic diversity and quality of life by providing opportunities for businesses serving a diversity of incomes and skills.
- Increase real estate tax income-generating properties in the URA.
- Encourage private sector investment and utilize public funds judiciously and strategically as a catalyst for private investment.
- Improve wayfinding, circulation and pedestrian connections within the URA as well as with key destinations throughout the city, to promote the integration of residential, institutional, cultural, and commercial uses.
- Improve access to modern and efficient public transportation options in order to make the URA more accessible, with consideration to intermodal transportation networks.
- Stimulate and leverage institutional presence and investment throughout the URA.
- Develop features (e.g., restaurants, entertainment, and shopping) which attract area college students to the URA.
- Provide necessary public services efficiently and effectively.
- Create connections (including wayfinding) between the downtown and Wyman-Gordon Parcels that safely facilitate all modes of transportation and are aesthetically appealing.
- Establish an entertainment core linked to activity centers and open spaces.
- Increase stock of market-rate housing.
- Manage and increase the parking supply with appropriate thought given to shared usage and proximity to high demand areas.
- Improve roadways and sidewalks, as well as traffic circulation, as appropriate.
- Improve infrastructure systems to support modern development needs.
- Consider future programming opportunities for live, work, study and play.

Section 2: Overall Redevelopment Strategy

This URP establishes the Worcester Downtown URA, which is comprised of interdependent commercial, residential, and industrial areas. This URP compiles information pertinent to the city's efforts within the URA to guide private investors. This plan allows the WRA to negotiate directly with potential developers for the redevelopment of parcels, and provides the mechanism for land assemblages to accomplish redevelopment objectives. The genesis of the URP planning process was the 2012 Theatre District Master Plan, which included a comprehensive assessment of the area, a robust public engagement visioning process, and the formulation of a redevelopment plan for the area.

The WRA notes that the urban renewal process, in conjunction with CitySquare and Mercantile Center, has generated a great deal of interest from property owners. One large residential and commercial property landowner, in particular, recently teamed with a property management company and an architect/design firm and commissioned a redevelopment plan for 12 downtown buildings. This private plan, referred to as "The Grid," acknowledges the extensive reinvestment currently underway, and asserts that implementation of The Grid's vision in conjunction with these initiatives will attract students and professionals to downtown, create a new brand to enhance the area's vibrant identity, and maintain an active street presence. If implemented, this plan will significantly improve a number of buildings which were identified by the URP Citizen Advisory Committee and other stakeholders as contributing to the decadent conditions of the Study Area. Based on this owner's apparent motivation to undertake the improvements privately, these buildings were not included as acquisition targets in the URP. The overall development strategy proposes a targeted approach to address the area's needs, as described in **Chapter 12.02 (2) Eligibility**, and to further the goals and objectives described above.

The historical nature of many structures within the URA presents both challenges and opportunities during URP implementation. Since many of the URA's structures in the downtown area reflect an era when it was the region's primary shopping and office district, the existing land use patterns and mix of uses already embodies the desired urban form, containing elements such as sidewalks, mixed-uses, varied and historical architectural styles, and highly concentrated development. However, the age of the buildings, in combination with deferred maintenance and neglect, cumulatively pose significant challenges, including functional obsolescence, visual blighting, accessibility, and inadequate compliance with modern safety codes.

Private rehabilitation efforts will be encouraged and facilitated by the WRA, which will work with the city's various departments, boards, and commissions to build consensus and establish conditions to facilitate rehabilitation. In addition, the city and WRA will actively seek funding for elements and overall implementation of the URP, including Community Development Block Grants (CDBG). The city will continue to partner with other economic development agencies, including the WBDC and the Worcester Regional Chamber of Commerce to strengthen the Worcester region's position as an economic leader in Massachusetts through targeted investment, and by bringing skills and resources to challenging and complex projects.

Section 3: Implementation

As noted in the *Table 15*, implementation of the URP is anticipated to be undertaken in phases. This approach is consistent with the Market and Economic Analysis presented in **Attachment E**. Overall, the URP has a 20-year implementation phase to accommodate the projects that require long-range planning. Along these lines, and addressing the issues and challenges described above, there are a number of near-term and longer-term redevelopment opportunities and strategies for Worcester to consider, listed as follows and discussed below.

Table 15: URP Projects by Phase

Activity ID	Activity Description
Phase 1 – Short-term (0 to 5 Years)	
1.1	Upgrade Federal Plaza in front of the Hanover Theatre to better accommodate pedestrians and events at the theatre and 551 Main Street.
1.2	Improve traffic patterns and signalization at Quinsigamond Avenue and Southbridge Street.
1.3	Acquire and improve the façade and rehabilitate the interior of 12 Front Street.
1.4	Acquire and improve the façade and rehabilitate the interior of 22 Front Street.
1.5	Improve the conditions and amenities (including lighting and safety features) in Allen Court and cultivate its use as a pedestrian connection.
1.6	<p>Acquire a portion of Parcel 03-012-002-4 (Parcel D-1) and demolish the former theater at 66 Franklin Street. Redevelop for commercial uses, e.g., office space or first floor commercial with market rate residential above.</p> <p>1.6.A Prepare the site for redevelopment by demolishing the existing structure.</p> <p>1.6.B Sell the parcel to a qualified developer for a redevelopment.</p>
1.7	<p>Assemble a new lot (Parcel A-1) off Myrtle Street and behind the Hanover Theatre and construct a structured parking facility.</p> <p>1.7.A Assemble three contiguous parcels behind the Hanover Theatre. Design and construct a new parking facility that is 4 to 6 levels above grade and can accommodate approximately 450 to 675 spaces.</p> <p>1.7.B The proposed new garage will have vehicular access on Myrtle Street and pedestrian access to Burnside Court, a new pedestrian plaza to Federal Street and Myrtle/Portland Streets.</p> <p>1.7.C The structure could operate as a shared facility for residents, office workers, and visitors/theater patrons through a combination of monthly and hourly payment methods.</p> <p>1.7.D Minimize the visual impact of the structure through the strategic use of screening and signage.</p>
1.8	Acquire 538 Main Street (the Money Stop) for redevelopment, including the elimination of the billboard on top of the structure.
1.9	Improve roadway and sidewalk conditions, as well as pedestrian amenities along Main Street, Southbridge Street, Madison Street and Quinsigamond Avenue.
1.10	Coordinate with the Worcester Wayfinding program, to be implemented through the Department of Public Works.
Phase 2 – Medium term (5 to 10 years)	
2.1	Reconfigure McGrath Parking Lot, including the realignment of Library Lane (a public way) to improve efficiency with the YWCA facility parking, install an outdoor plaza beside the library.
2.2	<p>Assemble the triangle parcel at the intersection of Lafayette Street, Quinsigamond Avenue and Southbridge Street (Parcel C-1) to facilitate redevelopment.</p> <p>2.3.A Acquire and demolish existing structures and assemble the parcels.</p> <p>2.3.B Sell site to qualified developer for redevelopment for commercial retail or office space.</p>

Activity ID	Activity Description
2.3	Acquire the Wyman-Gordon Parcels and assemble into five new lots (Parcels B-1 to B-5) to facilitate redevelopment for new business opportunities and job creation.
2.3.A	Perform environmental assessment and remediation of contamination to render the site suitable for development.
2.3.B	Demolish existing structures and outbuildings.
2.3.C	Facilitate the creation of developable lots, as follows: Parcels B-1 and B-2: Commercial/retail development parcels north of Madison. Parcel B-3.1 and B-3.2: Commercial recreational complex with complimentary commercial/retail development in central area. Parcels B-4.1, B-4.2, B-4.3 and B-5: Multi-family residential, commercial/retail development, and bikeway south of Lamartine.
2.3.D	Realign Gold Street, including the signalized intersection at Madison and Gold Streets.
2.4	Improve P&W aqueduct tunnels with public art, lighting and pedestrian amenities
2.5	Improve the façade and first floor of the Denholm Building at 484 Main Street.
2.5.1	Acquire the condominium units on the first floor of the Denholm Building.
2.5.2	Prepare for the units for rehabilitation and sell to qualified developers.
2.6	Acquire and rehabilitate 517 and 521 Main Street for residential use in the upper floors. These two narrow buildings could be connected on the interior to improve efficiencies and accessibility.
Phase 3 – Long-term (10 to 20 years)	
3.1	Acquire and demolish the structure at 17 Pleasant Street and redevelop for commercial uses, e.g., office space, or first floor commercial with market rate residential above.
3.2	Acquire and rehabilitate the historic Sargent-Card Clothing Factory building at 300 Southbridge Street for a mixed-use commercial/industrial facility.
3.3	Acquire and develop the parking lot adjacent to the Denholm Building at 518 Main Street for Retail/Commercial uses.
3.4	Eventually promote redevelopment of the Myrtle Street frontage of the McGrath Parking Lot for commercial/office space.

Section 4: Regulatory Requirements

Regulatory considerations for URP implementation include obtaining the necessary permits and approvals for the URP. As noted below, additional approvals may be required for individual projects, but these will be obtained by proponents for those developments, as appropriate.

The URP requires DHCD approval along with submittal of an Environmental Notification Form (ENF) to the Executive Office of Energy and Environmental Affairs (EEA) in accordance with the Massachusetts Environmental Policy Act (MEPA) (301 CMR 11.0). Coordination with MHC is also required. At the local level, the URP requires approvals by the Worcester City Council, City Administrator, and consistency reviews by the WRA, Planning Board and the City Solicitor (refer to **Attachment B: Declaration of Necessity** and **Attachment C: Approval Documents**).

Implementation of projects within the URA by proponents of individual projects may include filing with MEPA, as necessary, and obtaining MassDEP approval under the MCP for the site remediation work to address contamination at the Wyman-Gordon Parcels. Coordination with MHC may also be required. At the local level, proponents would need to obtain any necessary approvals from the Planning Board, and the respective proponent for projects that are within the FEMA floodplain will be required to file a Notice of Intent (NOI) with the Worcester Conservation Commission under the Massachusetts Wetlands Protection Act (WPA) (310 CMR 10.00). Any project with site disturbance of greater than one acre will also be required to file a National Pollutant Discharge Elimination System (NPDES) General Permit for Stormwater Discharges and Construction Dewatering Activities/Stormwater Pollution Prevention Plan (SWPPP) with the US Environmental Protection Agency (EPA).

Section 5: Façade Improvements

Façade improvements are planned for a number of key buildings which are slated for rehabilitation, but improvements will also be encouraged at the following locations:

- YWCA, 2 YWCA Way
- Worcester Public Library
- Chase Building, 40 Front Street
- Mid-State Building, 37 Mechanic Street
- Shack's Worcester, 401 Main Street
- 415 Main Street
- Odd Fellows Hall, 9 Pleasant Street
- 29 Pleasant Street
- 37 Pleasant Street
- 472 Main Street
- 542 Main Street, Federal Plaza Garage
- 588 Main Street, Colton Apartments
- Stevens's Building, 24 Southbridge Street
- 70 Southbridge Street (commercial 1st floor)
- Madison Place, 74 Madison Street and 90 Madison Street
- George's Coney Island Hot Dogs, 158 Southbridge Street
- Union Music, 142 Southbridge Street
- Guertin's Graphics
- Miss Worcester Diner, 302 Southbridge Street

These improvements will be administered through the City of Worcester's existing Façade Program, which seeks to leverage private investment in the physical and aesthetic improvement of commercial properties with first floor/street

level storefronts and enhance the attractiveness of targeted areas. First floor/street-level retail tenants may apply with the approval of the property owner as a co-applicant. Eligible activities could include complete façade renovations, lighting, signage, windows, doors, awnings, painting, and entryways.³⁵ All façade improvements must comply with the City of Worcester Design Guidelines.³⁶

Section 6: Economic Benefits

Redevelopment of the URA will return property that is currently underutilized into places of commerce and productivity, which increases employment opportunities for the local and regional workforce. Consistent with the objectives outlined for the URP, economic benefits of the proposed plan focus on the following:

- Act as a catalyst for private investment.
- The creation of temporary employment opportunities during construction, then sustainable and permanent jobs in a wide variety of fields.
- Provide a wide range of leasable space options for new and existing local businesses and institutions.
- Provide amenities and interesting programming which will encourage repeat visits to downtown by area residents and students.
- Provide opportunities for market rate housing in the downtown area.
- Returning vacant and underutilized land to the city's tax rolls.
- Providing adequate and strategically located fee-based parking facilities.
- Improve retention of college graduates in the area.

³⁵ <http://www.worcesterma.gov/development/business-assistance/facade-awning-grant>

³⁶ <http://www.worcesterma.gov/uploads/cb/05/cb052133f3fedebd8780e710395f45be/facade-design-guidelines.pdf>

12.02 (4) Financial Plan

The financial plan for the Worcester URP is based on financial cost estimates of the programs and projects which have been designed to fulfill the previously stated goals and objectives. *Table 16* on the following page presents the cost estimates of implementing the URP, and notes the potential sources of funding, as described later in this section. Additional detail for each cost category is also presented below.

Section 1: Land Acquisition and Assemblage

Parcel acquisition may occur either publicly by the WRA or by a private developer. The estimated costs for parcel acquisition by the WRA are based on information obtained from the City of Worcester Assessor's office. Before any acquisition by the WRA, the WRA will engage a professional, licensed appraiser to evaluate the subject property and prepare an up-to-date appraised value before action on a prospective acquisition is undertaken.

Section 2: Relocation Costs

In total, 24 parcels and six business condominium units have been identified for acquisition, plus one city-owned property will be transferred to the WRA. Currently, there are about 45 businesses occupying these buildings. The WRA anticipates that there will be no relocation costs associated with the residences along Portland Street which are on the same parcel as the former Paris Cinema, because the residential buildings will remain on the parcel and only the (vacant) cinema will be demolished. Thus, all of the relocations are anticipated to be associated with businesses. Cost estimates take into consideration the size and type of businesses to be relocated. Please refer to **Chapter 12.02 (8)** for additional information on relocation.

Section 3: Rehabilitation Costs

The estimated costs of rehabilitation are calculated using a per square-foot unit cost for urban projects of \$125 to \$150. The estimate included in *Table 16* (see next page) is preliminary, and as such conservatively applies the higher end of the range of \$150. This estimate includes the following buildings:

- 22 Front Street/Midtown Mall
- 12 Front Street
- 526-538 Main Street/The Money Stop
- 517 Main Street/Metro PCS Building
- 521 Main Street/The Great Wall Restaurant Building
- 484 Main Street/The Denholm Building – First Floor Condominium Units
- 300 Southbridge Street

Section 4: Demolition and Site Preparation

Site preparation costs include building demolition, foundation removal, fence removal, soil erosion control and grading of parcels. Site remediation to meet MassDEP requirements for future industrial and commercial use may include removal of asbestos and lead paint, and/or soil or groundwater remediation. A cost for site remediation will be estimated only after testing is done of any building and parcel being considered for acquisition. Thus, it is important to note that estimated remediation costs have not yet been determined.

Table 16: Revitalization and Development Budget Estimate

URP Public Action	Estimated Cost	Funding/ Resources in Place	Funding Source
Land Acquisition			
Land Acquisition	\$19,019,350	\$2,509,500	S, T, U
Appraisals	\$50,000		S, T, U
Legal Costs	\$500,000	\$500,000	B
Relocation Costs			
Relocation Plan	\$25,000		S, T, U
Relocation Consultant	\$375,000		S, T, U
Relocation Payments (Estimated)	\$3,000,000		S, T, U
Rehabilitation Costs			
Rehabilitation Costs	\$30,334,050		
Demolition and Site Preparation			
Demolition	\$600,000		K, S, T, U
Site Preparation	\$250,000		K, S, T, U
Remediation	TBD		H, O.2
Public Realm Improvements			
Connectivity & Tunnels	\$1,350,000		C
Streetscape Improvements	\$5,000,000	\$500,000	C, D
Parking Structure	\$12,500,000		
Traffic Improvements	\$400,000	\$400,000	F, G, K, Q
Bike Path Improvements	\$2,125,000	\$2,125,000	D
Federal Square Park Improvements	\$2,100,000		
Elimination of Assonet Street	\$400,000		
Realignment of Gold Street (& Signal)	\$1,000,000		
Reconfiguration of McGrath Lot & New Library Plaza	\$800,000		
Wayfinding	\$500,000	\$500,000	B
Consultants			
Site Engineering	\$5,456,555		
Environmental Assessments	\$495,000		
Administrative			
Administrative Legal	\$100,000	\$100,000	B
Administration/Staff	\$200,000	\$200,000	B
Fees (Bond Fees, Misc. Fees)	\$100,000		
Contingency 20%	\$17,391,861		
Total Estimated Project Costs	\$104,351,166		
Income from Sale or Lease (Estimated)	\$16,078,450		
Net Project Cost	\$88,272,716		
Funding/Resources in Place	\$6,834,500	\$6,834,500	
Grants (Estimated)			
Estimated Funding Required	\$81,438,216	\$6,834,500	

Notes:

¹ Assessor's value of the McGrath Parking Lot proposed for transfer to the WRA.

Section 5: Public Realm Improvements

As described in **Chapter 12.02 (7): Public Improvements**, there are a wide variety of public improvements proposed as part of the URP implementation. These include streetscape and roadway improvements, new parks and upgrades to existing parks, extending the Blackstone Valley Bikeway, pedestrian circulation improvements, parking improvements, lighting, signage, and associated improvements in the public realm. Estimates for these actions consider design and engineering costs.

Section 6: Sources of Funding

The WRA intends to rely on a mix of funding sources, including federal, state and local funding opportunities, to spur private investments to implement the URP. Below are descriptions of typical sources of funding. The last column in *Table 16* references the source that the WRA believes could be appropriate for that particular activity.

- A. WRA Proceeds
- B. City Funding/In-kind Support
- C. MassWorks Infrastructure Funding
- D. Transportation Enhancement Program
- E. Chapter 90 Funding
- F. Massachusetts Parkland Acquisition and Renovations for Communities (PARC) and Massachusetts Local Acquisitions for Natural Diversity (LAND) Grant Programs
- G. Land and Water Conservation Fund (LWCF)
- H. EPA Brownfields Funds
- I. Economic Development Incentive Program (EDIP), including Tax Increment Financing (TIF)
- J. Housing Development Incentive Program (HDIP)
- K. CDBG
- L. Funding from Massachusetts General Law Chapter 40R
- M. Federal and Massachusetts Historic Rehabilitation Tax Credit
- N. The New Markets Tax Credits Program
- O. MassDevelopment
 - O.1 TDI Program
 - O.2 Brownfields Redevelopment Fund (BRF)
- P. U.S. Department of Housing and Urban Development (HUD) Section 108 Loan
- Q. Gateway Cities Program
- R. HOME Investment Partnership Program (HOME)
- S. Urban Revitalization Development Grant (URDG)
- T. District Improvement Financing (DIF)
- U. Bonds

Each funding option is briefly described below.

- A. WRA Proceeds: The WRA does not currently have a budget for any of the recommended actions in the plan. However, according to M.G.L. c. 121B, Redevelopment Authorities such as the WRA, have the power to issue bonds, borrow money, invest funds, receive grants and accept gifts. As the WRA acquires and disposes of property, they will be able to generate income that can be reinvested into the Study Area.
- B. City Funding/In-kind Support: City funding or in-kind support from City Staff may be the best resource for some of the identified URP actions. Funding could come from bonding or the annual City budget process. “Seed” funds will need to be identified in order to create a self-sustaining budget for future actions. The

following city funding sources are potential mechanisms to generate revenue for the WRA to perform actions throughout the life of the plan and beyond:

1. **Property transfers:** The plan identifies a City-owned parcel to be transferred to the WRA. This would be considered a WRA acquisition. The process for the WRA to acquire this property would be done so by a vote of the City Council to transfer ownership from the City to the WRA. Once acquired, the WRA would then own this asset which could be sold and generate revenue.
 2. **Grants and Gifts:** An allocation of funds from the City Council to the WRA would enable the WRA to begin taking on projects, such as land acquisitions, site clean-up, and parcel assemblage. Funding these initial actions would allow the WRA to use revenue from initial actions to fund future projects.
- C. **MassWorks Infrastructure Funding:** A state program that promotes economic development and job creation through improvements to streets, sidewalks, and other specified infrastructure. Eligible activities include design, construction and/or reconstruction of existing and or newly relocated streets, sidewalks and related infrastructure. This program is a potential source of funds for URP projects involving roadway, streetscape, infrastructure and bridge improvements.
- D. **Transportation Enhancement Program:** A federal program that provides funding for a wide range of non-traditional surface transportation projects. Examples include development and improvement of pedestrian and bicycle facilities and safety education programs, acquisition or improvements of scenic or historic sites, preservation of abandoned railway corridors, alleviation of environmental impacts on water quality or wildlife, and other projects. Streetscape and bikeway improvements along major streets in the Study Area may be eligible for funding from this program.
- E. **Chapter 90 Funding:** A 100% reimbursable state funding program provided to each municipality for local roadway improvements. Funds must be allocated to roadway projects, such as resurfacing and related work and other work incidental to the above such as preliminary engineering. Potential funding for project design costs associated with roadway improvements.
- F. **Massachusetts Parkland Acquisition and Renovations for Communities (PARC) and Massachusetts Local Acquisitions for Natural Diversity (LAND) Grant Programs:** The PARC and LAND Grants provide financial assistance to city and town conservation commissions to acquire critical open space. The open space must be used for conservation or passive recreation purposes. PARC Grants aid cities and towns in acquiring, developing, and renovating park and outdoor recreation facilities. LAND Grants assist municipal conservation commissions acquiring land for natural resource and passive outdoor recreation purposes.
- G. **Land and Water Conservation Fund (LWCF):** Provided to the States, and through the States to local governmental jurisdictions, on a matching basis for up to fifty percent (50%) of the total project-related allowable costs for the acquisition of land and the development of facilities for public outdoor recreation. Appropriations from the LWCF may be made annually by Congress to the Secretary of the Interior who apportions the funds to the States. Payments for all projects are made to the state organization that is authorized to accept and administer funds paid for approved projects. Local units of government participate in the program as subgrantees of the State with the State retaining primary grant compliance responsibility.
- H. **EPA/MassDEP Brownfields Funds:** The federal program provides funds to inventory, characterize, assess, and conduct planning (including cleanup planning) and community involvement related to brownfield sites. If contamination is discovered there are a number of federal and state grant programs to carry out clean-up activities, including the U.S. Environmental Protection Agency's (EPA) Brownfields Cleanup Grant, which provides funds for site clean-up for brownfield sites owned by the applicant; HUD Brownfields Economic Development Initiative, which provides financial assistance to public entities in the redevelopment of brownfield sites; MassDEP Brownfields Site Assessment/Cleanup Grant of Service, which through the EPA provides funding for site assessment and clean-up of brownfields on behalf of municipal and non-profit entities by using state contractors (rather than granting funding directly to the applicant).

- I. Economic Development Incentive Program (EDIP): A tax incentive program administered through the Massachusetts Executive Office of Housing and Economic Development (EOHED) designed to foster job creation and stimulate business growth throughout the Commonwealth. Participating companies may receive state and local tax incentives in exchange for job creation, manufacturing job retention and private investment commitments. Designated as an Economic Target Area (ETA), Worcester is eligible to apply as a 'Certified Expansion Project', which includes a local tax exemption and approval by the municipality. Additionally, Worcester is a state-designated Gateway City making it eligible to apply for a 'Manufacturing Retention Project'.
 1. Tax Increment Financing (TIF): EDIP tool that promotes redevelopment by use of public/private partnerships by offering tax breaks to developers. TIF is authorized by M.G.L. c. 40 section 59 and its implementing regulations 760 CMR 22.01. Under this legislation, landowners may be granted property tax exemptions of up to 100% of the tax increment. A municipality may enter into a TIF Agreement with a landowner for a maximum term of 20 years. M.G.L. c. 40 section 60 also authorizes TIF's for housing in urban centers. A TIF Zone must be in an area approved by the Economic Assistance Coordinating Council (EACC) as an Economic Opportunity Area (EOA) or found to be an area "*presenting exceptional opportunities for economic development*" by the Director of Economic Development. Certification of the TIF Plan is issued by the EACC after the plan is accepted by municipal vote.
- J. Housing Development Incentive Program (HDIP): Designed to increase residential growth, expand diversity of housing stock, support economic development, and promote neighborhood stabilization in designated Housing Development Zones within Gateway municipalities by providing incentives to rehabilitate multi-unit properties that would be sold or leased as market rate units (residential units priced for households above 110 percent of the area's household median income). The program provides two incentives for developers to rehabilitate housing units in multi-unit buildings: a new local-option property tax exemption and a new tax credit for qualified rehabilitation expenses. Each year, there will be up to \$1 million available for the Housing Development Tax Credit.
- K. Community Development Block Grant Program (CDBG): A federally funded program designed to help small cities and towns meet a broad range of community development needs. Assistance is provided to qualifying cities and towns for housing, community, and economic development projects that assist low and moderate-income residents, or by revitalizing areas of slum or blight. Communities may apply on behalf of a specific developer or property owner. Eligible CDBG projects include but are not limited to housing rehabilitation or development, micro-enterprise or other business assistance, infrastructure, community/public facilities, public social services, planning, removal of architectural barriers to allow access by persons with disabilities, and downtown or area revitalization.
- L. Funding from Massachusetts General Law Chapter 40R: Housing production within the Commonwealth has not kept pace with the growing number of households looking for an affordable place to live. To help meet this demand, the Commonwealth adopted Chapter 40R within the General Laws allowing municipalities to encourage housing production that is aligned with the principles of "*smart growth*." Eligible municipalities, upon approval, will receive zoning incentive payments for housing creation based on number of units of new construction. Each new housing unit that meets the statutory requirements will allow the City to collect \$3,000 per building permit.
- M. Federal and Massachusetts Historic Rehabilitation Tax Credit: Since April, 2004, the Massachusetts Historic Rehabilitation Tax Credit program (MHRTC) has been catalyzing the rehabilitation, reuse and revitalization of historic properties across the Commonwealth. These historic structures have been rehabilitated to create quality affordable and market rate housing, community centers, commercial and office space, performing arts venues, restaurants and more, benefiting our communities in numerous ways. The MHRTC allows the

certified rehabilitation of an income-producing property to receive up to 20% of the cost of certified rehabilitation expenditures in state tax credits. This credit, many times coupled with the Federal Rehabilitation Tax Credit, is a critical source of attaining project feasibility. The credits can be sold to a third party investor for funds which are often put back into the project. The credit program makes evident the economic and community benefits of preservation.

- N. The New Markets Tax Credits Program: The New Markets Tax Credit Program (NMTC Program) was established by Congress in 2000 to spur new or increased investments into operating businesses and real estate projects located in low income communities. The NMTC Program attracts investment capital to low income communities by permitting individual and corporate investors to receive a tax credit against their Federal income tax return in exchange for making equity investments in specialized financial institutions called Community Development Entities (CDE's). The credit totals 39 percent of the original investment amount and is claimed over a period of seven years (five percent for each of the first three years, and six percent for each of the remaining four years). The investment in the CDE cannot be redeemed before the end of the seven-year period.
- O. MassDevelopment: MassDevelopment works with businesses, nonprofits, and local, state, and federal officials and agencies to strengthen the Massachusetts economy. Through these collaborations, they help create jobs, increase the number of housing units, eliminate blight, and address factors limiting economic growth including transportation, energy and infrastructure deficiencies. Offering a wide range of finance programs and real estate development services, MassDevelopment supports economic growth, development, and investment across all sectors of the Massachusetts economy: public and private, commercial, industrial, and residential; and nonprofit, including healthcare, educational, cultural, and human service providers. They work in collaboration with private and public sector developers, businesses, and banks to identify investors and leverage public and private funds to support economic growth.
1. *TDI*: MassDevelopment's TDI Program is a redevelopment program for Gateway Cities designed to enhance local public-private engagement and community identity; stimulate an improved quality of life for local residents; and spur increased investment and economic activity. TDI is an integrated systems approach to investment and urban redevelopment on a scale that can amplify and accelerate revitalization. Along with the new tools in the Commonwealth of Massachusetts' Transformative Development Fund, MassDevelopment also utilizes additional existing finance products, and coordinates with private- and public-sector partners, to encourage development activity by private landowners, enterprises, and investors.
 2. *Brownfields Redevelopment Fund (BRF)*: The BRF is administered by MassDevelopment, the state's economic development and financing agency, which works with private businesses and nonprofits to create housing and economic growth in blighted areas. It provides technical assistance and money, in the form of both loans and grants, to worthwhile projects around the state.
- P. HUD Section 108 Loan: The HUD Section 108 Loan Guarantee Program (Section 108) provides communities with a source of financing for economic development, housing rehabilitation, public facilities, and other physical development projects, including improvements to increase their resilience against natural disasters. This flexibility makes it one of the most potent and important public investment tools that HUD offers to state and local governments. Section 108 offers state and local governments the ability to transform a small portion of their CDBG funds into federally guaranteed loans large enough to pursue physical and economic revitalization projects capable of revitalizing entire neighborhoods. Such public investment is often needed to inspire private economic activity, providing the initial resources or simply the confidence that private firms and individuals may need to invest in distressed areas. Loans typically range from \$500,000 to \$140 million, depending on the scale of the project or program. Under Section 108, project costs can be spread over time

with flexible repayment terms, and borrowers can take advantage of lower interest rates than could be obtained from private financing sources.

- Q. Gateway Cities Program: The state has a number of resources supporting the revitalization of Gateway Cities, including (but not limited to) Brownfields Programs (M.G.L. c. 21E and Chapter 206, Acts of 1998), Chapter 43D Expedited Permitting (M.G.L. c. 43D), Chapter 40R Smart Growth Zoning Overlay District Act (M.G.L. c. 40R), CBDG, Community Investment Tax Credit Program (Community Partnership Act) (Chapter 238, Acts of 2012), and Growth Districts Initiative (GDI) (Section 2C of c. 303, Acts of 2008).³⁷
- R. HOME Investment Partnership Program: The HOME Investment Partnerships Program (HOME) provides formula grants to States and localities that communities use - often in partnership with local nonprofit groups - to fund a wide range of activities including building, buying, and/or rehabilitating affordable housing for rent or homeownership or providing direct rental assistance to low-income people. HOME is the largest Federal block grant to state and local governments designed exclusively to create affordable housing for low-income households.
- S. Urban Revitalization Development Grant (URDG): As authorized by M.G.L. c. 121B, sections 45 through 57 the Department may provide an Urban Revitalization Development Grant (URDG) to a municipality in an amount equal to half of the net project cost of a project, as determined by the Department. All grants are subject to a prior appropriation by the Legislature sufficient to fund the grant. Approval of an Urban Renewal Plan by the Department shall be a necessary condition of such a grant, but such approval shall not guarantee that the Department will make a grant. Such URDG projects will require detailed information regarding the redeveloper and redevelopment proposal, including the financing of the redevelopment, and the operating agency's management plan for the project site, to the extent known. An URDG request may be submitted in conjunction with an application for approval of an Urban Renewal Plan or as a separate grant application for a project under an approved plan. Any applicant for a grant shall provide all information requested by the Department for use in its determination of the grant request.
- T. District Improvement Financing (DIF): Channels tax dollars into targeted redevelopment districts. DIF is authorized by M.G.L. c. 40Q and its implementing regulations 402 CMR 3.00 et seq. New to Massachusetts, DIF has been implemented in other states with considerable success. A city or town wishing to utilize DIF must first designate a development district and a corresponding development program. The district and program must then be certified by the EACC. A development district may be as small as one parcel or may comprise up to 25% of a town or city's land. A district can be in effect for a maximum of 30 years. Each district must have a unique development program.
- U. Bonds: Municipal bonds are debt securities issued by a government entity to fund day-to-day obligations and to finance capital projects. Because of the significant cost of many of the actions, loans or bonds will need to be applied for. The payback of these bonds will require a business model that will generate revenue from projects in the Plan.

³⁷ <http://www.mass.gov/hed/docs/dhcd/cd/gateway/stateresourcessupportingrevitalizationofgatewaycities.pdf>

12.02 (5) Requisite Municipal Approvals

As required by M.G.L. c. 121B, Section 48, evidence of each required municipal approval is to be included in the final URP. Please refer to **Attachment B** for the Declaration of Necessity from the WRA, and **Attachment C** for additional municipal approvals, including evidence of a Public Hearing (with MHC notification), approval of the URP by the local boards and officials, and the Opinion of Legal Counsel.

The MEPA ENF for the URP has not yet been filed by the city, but a copy will be sent to DHCD when the document is submitted for review by the EEA Secretary.

DRAFT

12.02 (6) Site Preparation

Site preparation activities will address the existing conditions on the sites that will be developed for public use as well as sites that will be prepared for disposition and private development. This section provides a summary of the activities planned as part of the site preparation process, as required by 760 CMR 12.02 (6). Areas to be affected by site preparation activities are presented in *Figure I-1: Buildings to be Demolished* and *Figure J-1: Buildings to be Rehabilitated* (see **Chapter 12.02 (1) Characteristics**). For the URA, site preparations will include the action items described below

Section 1: Site and Building Assessment for Contamination Issues

Based on known information about the past uses within the Study Area and based on observed conditions within certain structures, there is the potential of encountering hazardous materials on various sites to be redeveloped or within various buildings to be demolished. Initial site and building assessments must be conducted to identify potential areas or sources of contamination. Once this evaluation is completed, actions and costs for remediation, if necessary, can be estimated.

Section 2: Demolition to Support Redevelopment

Structural demolition is proposed at the following locations:

- 66 Franklin Street
- 17 Pleasant Street
- 149 Washington Street
- 4 Quinsigamond Avenue
- 328 Southbridge Street
- 346 Southbridge Street

All utility services to the structures will be cut and capped within ten feet of the existing building foundations. All building materials, floor slabs and foundations of the demolished buildings will be removed and disposed of off-site, as appropriate. To the extent feasible, the contractor will recycle demolition debris. Any open excavations will be backfilled with on-site soils or imported clean fill and graded. Public access to construction sites will be restricted by the use of appropriate fencing materials. Erosion and sediment controls will be implemented to control stormwater.

On Parcel 03-012-002-4 at 66 Franklin Street, only the former Paris Cinema structure is planned to be demolished. Two residential buildings which are also situated on the parcel will remain intact. The process to remove a building that abuts an adjacent structure will generally follow the process described previously, except that utility service will only be cut to the portion of the building to be removed.

Section 3: Building Rehabilitation

Building rehabilitation is proposed at the following locations:

- 12 Front Street
- 22 Front Street
- 526-538 Main Street
- 517 Main Street
- 521 Main Street
- 484 Main Street (1st floor units)
- 300 Southbridge Street

Where buildings are proposed for rehabilitation, information gathered during the initial site and building assessments will be used to identify the appropriate measures for addressing materials requiring special handling and disposal. All work will be conducted under the supervision of qualified professionals who are knowledgeable and licensed, as appropriate.

DRAFT

12.02 (7) Public Improvements

A number of proposed public improvements are included in the redevelopment recommendations presented in **Chapter 12.02 (3) Project Objectives**. These improvements are intended to support or enhance private redevelopment initiatives or recommendations, as well as enhance the URA. As required by 760 CMR 12.02 (7), this section describes proposed public improvements in the Study Area, and notes how the improvements will foster one or more of the URP objectives. *Table 17* on the following page presents an overview of the public realm improvements.

It should be noted that while no specific stormwater improvement projects are noted, the collection and treatment of stormwater must be addressed in the redevelopment plan for any parcel and will be a significant consideration in the redevelopment of the Wyman-Gordon Parcels.

Section 1: Connectivity Improvements

One of the key objectives of this URP is to improve connectivity throughout the URA for all modes of circulation, including pedestrian, vehicular and bicycles. Key connections to be improved include alleyways as well as the numerous “tunnels,” or roadway underpasses beneath the railroad tracks. Connectivity improvements will enhance the pedestrian and cycling experience, as well as wayfinding, public safety, and help with placemaking by bringing unique and identifiable design elements into the public realm throughout the URA. The actions listed in *Table 17* will advance a number of the URP connectivity objectives by facilitating all modes of transportation to develop better linkages between residential, institutional, cultural and commercial uses, activity centers and open spaces. Some of the connectivity improvements will also create new and inviting pedestrian spaces which will enable the City and abutters to expand programming opportunities to improve the quality of life for those who live, work, study and play in Worcester.

Section 2: Streetscape Improvements

Streetscape improvements are proposed along roadways that are considered “gateways” into downtown as well as roadways within the URA that are primary circulation corridors. These streetscape improvements will employ current “complete street” design elements such as enhanced sidewalks and pedestrian amenities, bicycle accommodation, bus shelters, landscaping, lighting, wayfinding, and other elements that make the roadway a circulation corridor for all modes of transportation. Streetscape projects will also incorporate utility and drainage improvements as needed. The streetscape improvements will be designed in accordance with the City of Worcester Streetscape policy:

The City of Worcester is committed to providing a high quality, safe, pedestrian-friendly environment with multi modal accommodation and a positive experience of the street. The Downtown and Canal District, collectively the Streetscape Policy District (SPD), will be developed into a vibrant urban environment through the consistent use of durable but aesthetically pleasing materials, diligent maintenance, and targeted resources to leverage private development. The Streetscape Policy will achieve a sense of continuity on key linear corridors and provide a rational strategy for transitioning from one neighborhood to another.

Section 3: Roadways and Circulation

Roadway and circulation improvements will support URP objectives which focus on increased safety for drivers, pedestrians and bicyclists, improved traffic flow throughout the URA, and the long-term ability to accommodate additional traffic volumes associated with URA redevelopment. Some roadway improvements will be done in conjunction with streetscape improvements. Other roadway improvements include the re-alignment of streets to improve circulation connections and open up larger parcels for redevelopment. Where necessary, intersection signalization will also be included. The roadway improvements will incorporate complete street features.

Section 4: Parking

The proposed parking improvements will support events, as well as commercial and cultural development within the URA. A new parking structure is at the rear of the Hanover Theater to support redevelopment activities in that area, such as the rehabilitation of many buildings, as well events at the theater and other venues. Parking will also be incorporated into the development plans for most of the vacant parcels proposed for redevelopment, particularly in the Wyman Gordon area.

Section 5: Open Space

Open space improvements will support aesthetics, quality of life, opportunities for healthy activity and connectivity. Improvements are proposed for the existing Federal Square, and new park(s) are proposed in association with the redevelopment of the Wyman Gordon areas. Furthermore, the proposed route of the Blackstone Valley Bikeway through the URA, will be enhanced in some areas to give it an “off road” alignment through a linear park setting.

DRAFT

Table 17: Overview of Public Improvements

Location		Property Owner	Proposed Action(s)
Connectivity Improvements			
Allen Court	Public Alley	City of Worcester	Change in Use/Pedestrian Way
Portland Street	Public Street	City of Worcester	Enhance pedestrian circulation
Federal Street	Public Street	City of Worcester	Enhance pedestrian circulation
Burnside Court	Public Alley	City of Worcester	Amenities, lighting, period features
Green Street Tunnel	Railroad Aqueduct	P&W Railroad	Improve pedestrian amenities/aesthetics
Madison Street Tunnel	Railroad Aqueduct	P&W Railroad	Improve pedestrian amenities/aesthetics
Hermon Street Tunnel	Railroad Aqueduct	P&W Railroad	Improve aesthetics. See bikeway.
Southbridge Street Underpass	Highway Underpass	City of Worcester	Improve pedestrian amenities/aesthetics
Wayfinding Downtown	Throughout	City of Worcester	Part of Wayfinding Master Plan
Streetscape Improvements			
Madison Street	Public Roadway	City of Worcester	Repave street/sidewalk, improve curbing, install new lighting, plant new trees and landscaping
Main Street	Public Roadway	City of Worcester	Repave street/sidewalk, improve curbing, install new lighting, plant new trees and landscaping
Southbridge Street Underpass	Public Roadway	City of Worcester	Repave street/sidewalk, improve curbing, install new lighting
Quinsigamond Avenue	Public Roadway	City of Worcester	Repave street/sidewalk, improve curbing, install new lighting
Transportation/Transit			
Southbridge Street/ Quinsigamond Avenue	Public Roadways	City of Worcester	Traffic Circulation Improvements to improve a gateway into the city
Gold Street	Public Roadway	City of Worcester	Realign Gold Street to support parcel assemblage
Assonet Street	Public Roadway	City of Worcester	Remove Assonet Street to support parcel assemblage
Library Lane	Public Roadway	City of Worcester	Realign Library Land to support reconfiguration of McGrath Lot (see Parking, below)
Parking			
Rear of Hanover Theater	Myrtle and Portland Streets	Portland Salem Realty LLC and New Garden Park, Inc.	Structured parking facility
McGrath Parking Lot	Library Lane and Myrtle Street	City of Worcester	Reconfiguration of McGrath Lot (includes modification of Library Lane)
Open Space and Recreation			
Federal Square	Public ROW	City of Worcester	Update and improve the existing park
Blackstone Valley Bikeway	Public Roadways	City of Worcester	Improve safety and wayfinding features
Blackstone Valley Bikeway	Off-Road Segment	Wyman Gordon	Install off-road segment for bike path
Worcester Public Library Plaza	Adjacent to Library	City of Worcester	Create a new public plaza adjacent to the Worcester Public Library

12.02 (8) Relocation

In accordance with the CMR 27.02 and 27.03, the WRA intends to provide fair and equitable treatment to parties displaced due to public actions documented in the URP. Businesses and residents displaced by public action are entitled to receive relocation assistance and payment under M.G.L. Chapter 79A, as overseen by the Massachusetts Bureau of Relocation (BOR).

The WRA will request to be designated as the relocation agency in Worcester. The WRA will prepare and submit a detailed relocation plan to the BOR for review and approval before relocation activities commence for any property involving public acquisition for redevelopment pursuant to M.G.L. c. 79A and 760 CMR 27.00. In addition to designating a staff member to serve as the relocation officer, the WRA anticipates engaging the services of an experienced relocation consultant to provide assistance, e.g., finding alternative sites, identifying relevant zoning issues, and reviewing moving cost estimates.

The WRA acknowledges that each legal occupant at the time of the acquisition is entitled to remain on the said property for not less than four months from the date of receipt of the notice to vacate. The WRA will consult with the BOR in advance of property acquisition to ensure that 760 CMR, M.G.L. c. 79a and 49 Code of Federal Regulations (CFR) Part 24 are met. No residential units are anticipated to require relocation at this time.

Site occupant surveys have not been undertaken at this time due to the fact that site occupants may change between now and the point in the future when acquisition of property and relocation of occupants may occur. When appropriate, the relocation plan will consider a number of factors, including the size of the existing business, the need for visibility, proximity to public transportation, customer access, and any necessary special equipment.

Table 18 presents a list of businesses which currently occupy the buildings to be acquired, and which may require relocation as part of the URP’s implementation.

Table 18: Businesses to be Relocated for URP

Parcel ID	Business	Address	Type of Business
02-025-005+6	Main Beauty Supply	12 Front Street	Business Tenant/Beauty Products
	The Newsroom	12 Front Street	Business Tenant/Convenience Store
	Lili's Smoke Shop	12 Front Street	Business Tenant/Smoking Products
	Talyta's Cafe	12 Front Street	Business Tenant/Food Cafe
	The Great Charismatic Chapel	12 Front Street	Business Tenant/Church Services
02-025-007+8	United States Postal Service Convenience Center	22 Front Street	Business Tenant/Post Office
	Illucion Party Store	22 Front Street	Business Tenant/Party Goods
	AZ Central Market	22 Front Street	Business Tenant/Convenience Store
	Ahenfie Barbershop	22 Front Street	Business Tenant/Barbershop
	Clarrissa Hair Salon	22 Front Street	Business Tenant/Hair Salon
	CJ & Carlson Printing	22 Front Street	Business Tenant/Printing Service
	Laptop PC Repair Inc.	22 Front Street	Business Tenant/Computer repair

Parcel ID	Business	Address	Type of Business
	Original Grandmum	22 Front Street	Business Tenant/Fabric Textile Store
	Eagles Alterations	22 Front Street	Business Tenant/Tailor
	Sabanas Latin Food	22 Front Street	Business Tenant/Restaurant
	Eyebrow Place	22 Front Street	Business Tenant/Cosmetology
	4U Clothing	22 Front Street	Business Tenant/Clothing Store
	Kim's Jewelry Repair and Sales	22 Front Street	Business Tenant/Jewelry Sales and Repair
	International City Guards Chaplain Association Inc.	22 Front Street	Business Tenant/Local services
	Max Talent	22 Front Street	Business Tenant/Talent Agency
	Boost Mobile	22 Front Street	Business Tenant/Cell Phone Sales & Service
	Church Yome Levantare	22 Front Street	Business Tenant/Place of Worship
	Army of Lord Ministry	22 Front Street	Business Tenant/Place of Worship
	Final Call World Outreach Ministry	22 Front Street	Business Tenant/Place of Worship
	Apostolic Way Church	22 Front Street	Business Tenant/Place of Worship
	Christ Center for Prayer	22 Front Street	Business Tenant/Place of Worship
	The Weight Room	22 Front Street	Business Tenant/Exercise Facility
03-013-00002	Metro PCS	517 Main Street	Business Tenant/Cell Phone Sales and service
03-013-00003	Great Wall Chinese Restaurant	521 Main Street	Business Tenant/Restaurant
03-019A-00022	The Money Stop	526 Main Street	Business Tenant/Pawn Shop, Cash Checking
CO-NDO-03005 03-20B-U-100	United States Postal Service	484 Main Street #100	Business Tenant Post Office Services
CO-NDO-03005 03-20B-U-110	Dress For Success	484 Main Street #110	Business Tenant/Retail Clothes Store
CO-NDO-03005 03-20B-U-120	Denholm Cafe	484 Main Street # 120	Business Tenant/Food Cafe
CO-NDO-03005 03-20B-U-170	J & N Fortier Inc.	484 Main Street #170	Business Tenant/Antiques/ Collectables Appraisal Services
05-012-16-21	Port of Worcester Tattoo	4 Quinsigamond Avenue	Business Tenant/Tattoo Parlor
	Flea Market Worcester	4 Quinsigamond Avenue	Business Tenant/Flea Market
	Johnson Supply Company	4 Quinsigamond Avenue	Business Tenant/HVAC Supplies & Equipment
03+031-00018	Spectrum Health Systems	17 Pleasant Street	Business Tenant/Health Service Program

Parcel ID	Business	Address	Type of Business
	Everyday Miracles Peer Recovery Center	17 Pleasant Street	Business Tenant/Recovery Help Center
	International Lounge/Restaurant	17 Pleasant Street	Business Tenant/Food Restaurant
05-012-0026A	The Original Dollars' Worth: Clothing by the Pound	328 Southbridge Street	Business Tenant/Clothes Redemption Center
	Corvette City Auto Body	328 Southbridge Street	Business Tenant/Auto Body Repair
	Magic Used Cars	328 Southbridge Street	Business Tenant/Auto Repair/Detailing
05-012-00027	Hurricane Betty's	346 Southbridge Street	Business Tenant/Adult Entertainment

DRAFT

12.02 (9) Redeveloper's Obligation

To the maximum extent possible, the WRA seeks to stimulate and leverage private investment and activities within the URA. After approval of the URA, the WRA will be responsible for the disposition of properties requiring public acquisition for redevelopment. The WRA, in consultation with the city, will outline the desired uses for the parcels in accordance with this URP. For each public acquisition and disposition event, potential redevelopers shall be required to provide, at a minimum, the following information:

- A full description of the proposed development;
- A detailed description of the nature and location of any public improvements being sought;
- Financial strength of the developer with financial sources;
- Proposed job creation and job retention – temporary, permanent and construction jobs;
- Timetable for design, permitting and construction;
- Past experience and references; and
- Partners or development team.

When submissions are made by interested developer(s), WRA will check each proposal for completeness and adherence to submission requirements. The WRA will evaluate the proposals, considering issues such as (but not limited to) the following:

- Job creation and retention;
- Acquisition cost of city or WRA parcels;
- Commitment to add new industrial, commercial and/or retail activity;
- Advancement of URP goals and objectives, including job creation; a clean safe, physical and natural environment; and access and circulation;
- Adherence to applicable zoning and city design principles that reflect energy efficiency; and
- Representation that the developer shares the city's vision for the revitalization of the URA.

After evaluations are completed, the WRA will identify a preferred developer. The selected developer and the WRA will enter into a Land Disposition Agreement, to be approved by the DHCD as required by 760 CMR 12.00, and a Development Agreement. The preferred developer will be required to comply with the goals and objectives of this URP, current zoning regulations, and with Design Guidelines as may be promulgated by the City of Worcester.

12.02 (10) Disposition

Under M.G.L. c. 121B and c. 30B, the sale or lease of industrial or commercial real property by redevelopment authorities or their successors, engaged in the development and disposition of the real estate in accordance with an approved plan, is exempt from public disposition procedures required of all other local entities. The WRA, vested with the powers of an urban renewal agency, will exercise this authority and negotiate directly with any business within the Study Area who wishes to relocate onto one of the designated redevelopment parcels, provided they meet the requirements of this Plan. Following negotiations, the WRA will move forward with a process that will solicit proposals from outside entities to facilitate the redevelopment of the remaining disposition sites.

The proposed building, parking and service area improvements shown for each new lot on the URP Concept Plan are conceptual in nature and are intended to depict an option which maximizes development potential and is consistent with the goals of the URP and previous planning studies. The disposition parcels for redevelopment by the private sector (see *Figure H-1*) provide the maximum opportunity to facilitate private redevelopment of this area. However, the selected redeveloper(s) will be provided with the opportunity to propose alternative building and/or parcel arrangements for the URA, provided they meet the requirements of this Plan, the goals and objectives of the city and the WRA and applicable law. All development proposals will be reviewed by the WRA and the appropriate city representatives in accordance with the goals and objectives of the URP and the terms of the Land Disposition Agreement(s) to be negotiated with the developer.

DRAFT

12.02 (11) Citizen Participation

This URP incorporates input received from public outreach efforts undertaken during the planning process, as well as the recommendations that were developed for other area projects which incorporated extensive public outreach (e.g., the Theatre District Master Plan). The main components of the WRA's overall approach to citizen participation throughout the URP process included:

- URP Citizen Advisory Committee;
- Public Forums;
- Public Hearings
- Online availability of the draft Urban Revitalization Plan; and
- Media outreach (e.g. recording the forums for broadcast on local government access channel television, newspaper).

The citizen involvement process was initiated in autumn of 2014. A URP Citizen Advisory Committee was formed, comprised of a dedicated group of stakeholders that included local residents, business owners, property owners and municipal officials committed to the development and implementation of the URP. To-date, the Committee has met nine times. Please refer to **Attachment D: Public Participation** for a member list and meeting information. Information presented at meetings has included site conditions, redevelopment options, elements of this URP, proposed infrastructure improvements, and implementation strategies and funding initiatives. Discussions, question and answer periods, and future planning steps rounded out the meetings. The WRA is grateful for the commitment of the URP Citizen Advisory Committee throughout this planning process.

In addition to the Citizens Advisory Committee meetings, the WRA held a public forum in September 2015 and a public hearing in February 2016 (see **Attachment D**). Forum attendees included local residents, business owners, Citizen Advisory Committee members, public officials, institutional representatives and elected officials. Comments and concerns expressed at public forums regarding such matters as traffic volume and circulation, recreation/open space, public infrastructure improvements, and private property physical improvements are reflected in the goals and objectives, defined in **Chapter 12.02 (3) Project Objectives**.

Please refer to **Attachment D** for the agendas and meeting minutes of public hearings and forums. Attendees have included local residents, business owners, property owners, URP CAC members, public officials, institutional representatives and elected officials. Comments and concerns expressed at public forums regarding such matters as traffic volume and circulation, recreation/open space, public infrastructure improvements, and physical improvements of private property are reflected in the goals and objectives, defined in **Chapter 12.02 (3) Project Objectives**.

**Attachment A
URA Parcel Ownership Table and Map**

DRAFT

Table A-1: Worcester Downtown URA Parcel Ownership

ID#	#	Address	Owner	Lot Size (ac)	Current Use	Current Zoning
03-20A-00039	0	ALDRICH PL	MASSDOT	0.0414	Unused Paved	BG-6.0
05-006-00013	0	ASSONET ST	WYMAN-GORDON COMPANY	1.6316	Land Manufacturing	MG-2.0
03-19A-0004A	8	AUSTIN ST	COLTON LAND LLC	0.1190	Office Bldg	BG-6.0
03-20A-00036	6	CHATHAM ST	6-8 CHATHAM STREET,LLC	0.3052	Office Bldg	BG-6.0
03-19A-00007	19	CHATHAM ST	ROMAN CATHOLIC BISHOP OF WORCESTER	0.6451	Church	BG-6.0
03-013-0208F	17	FEDERAL ST	PAPPAS INDUSTRIAL PARKS,INC	0.0232	Residential Condo	BG-6.0
03-013-0209F	17	FEDERAL ST	LILY ROSE REALTY LLC	0.0271	Residential Condo	BG-6.0
03-013-0210F	17	FEDERAL ST	PAPPAS INDUSTRIAL PARKS,INC	0.0247	Residential Condo	BG-6.0
03-013-0211F	17	FEDERAL ST	PAPPAS INDUSTRIAL PARKS,INC	0.0262	Residential Condo	BG-6.0
03-013-0301F	17	FEDERAL ST	LEFRANCOIS,JOSEPH L +	0.0177	Residential Condo	BG-6.0
03-013-0302F	17	FEDERAL ST	FLEMING,SCOTT L.	0.0201	Residential Condo	BG-6.0
03-013-0303F	17	FEDERAL ST	NICALI PROPERTIES LLC	0.0180	Residential Condo	BG-6.0
03-013-0304F	17	FEDERAL ST	SULHAM,MICHAEL R	0.0138	Residential Condo	BG-6.0
03-013-0305F	17	FEDERAL ST	WILSON,BEVERLY	0.0158	Residential Condo	BG-6.0
03-013-0306F	17	FEDERAL ST	SERE LLC	0.0180	Residential Condo	BG-6.0
03-013-0401F	17	FEDERAL ST	JABER,EIHAB J	0.0177	Residential Condo	BG-6.0
03-013-0402F	17	FEDERAL ST	KIM,SEUNG K	0.0201	Residential Condo	BG-6.0
03-013-0403F	17	FEDERAL ST	FISH,NORA	0.0180	Residential Condo	BG-6.0
03-013-00021	30	FEDERAL ST	20 FRANKLIN QALICB CORPORATION	0.9725	Surface Parking Lot	BG-6.0
03-013-0404F	17	FEDERAL ST	CHIN REAL ESTATE INVESTMENT LLC	0.0153	Residential Condo	BG-6.0
03-013-0405F	17	FEDERAL ST	JACKSON,DOROTHEA	0.0158	Residential Condo	BG-6.0
03-013-0406F	17	FEDERAL ST	HENCHEY,CHRISTOPHER	0.0180	Residential Condo	BG-6.0
03-013-0703F	17	FEDERAL ST	RUSSO,EDWARD F TRUSTEE	0.0180	Residential Condo	BG-6.0
03-013-0704F	17	FEDERAL ST	COOLIDGE,CHERYL A	0.0138	Residential Condo	BG-6.0
03-013-0705F	17	FEDERAL ST	POKORNY,YZETTA N + IVAN	0.0158	Residential Condo	BG-6.0
03-013-0706F	17	FEDERAL ST	LAGADINOS,ALEXANDER N	0.0180	Residential Condo	BG-6.0
03-013-0501F	17	FEDERAL ST	SERE LLC	0.0177	Residential Condo	BG-6.0
03-013-0502F	17	FEDERAL ST	CHANG,JOHNNY	0.0201	Residential Condo	BG-6.0
03-013-0503F	17	FEDERAL ST	RUSSELL,MARK S	0.0180	Residential Condo	BG-6.0
03-013-0504F	17	FEDERAL ST	LILY ROSE REALTY LLC	0.0138	Residential Condo	BG-6.0
03-013-0505F	17	FEDERAL ST	CHIN REAL ESTATE INVESTMENT LLC	0.0158	Residential Condo	BG-6.0
03-013-0506F	17	FEDERAL ST	WISNIAK,ZOFIA	0.0157	Residential Condo	BG-6.0
03-013-0601F	17	FEDERAL ST	BOBADILLA,MIGUEL ALEJANDRO +	0.0177	Residential Condo	BG-6.0
03-013-0602F	17	FEDERAL ST	WARDLE,GERALDINE E	0.0201	Residential Condo	BG-6.0
03-013-0603F	17	FEDERAL ST	FRAGA,COURTNEY E +	0.0180	Residential Condo	BG-6.0
03-013-0604F	17	FEDERAL ST	IWANICKI,WALTER	0.0153	Residential Condo	BG-6.0
03-013-0605F	17	FEDERAL ST	MICHALAK,EDWARD L +MARY ELLEN	0.0158	Residential Condo	BG-6.0
03-013-0606F	17	FEDERAL ST	CLARK,SUSAN W	0.0180	Residential Condo	BG-6.0
03-013-0701F	17	FEDERAL ST	LILY ROSE REALTY LLC	0.0177	Residential Condo	BG-6.0
03-013-0702F	17	FEDERAL ST	RUSSO,EDWARD F TRUSTEE	0.0201	Residential Condo	BG-6.0
03-013-00012	12	FEDERAL ST	20 FRANKLIN QALICB CORPORATION	0.1113	Surface Parking Lot	BG-6.0
03-013-000E2	0	FEDERAL ST	551 MAIN ST LLC	0.0065	Surface Parking Lot	BG-6.0
05-002-00002	1	FRANCIS J MCGRATH BLVD	YOUNG WOMENS CHRISTIAN ASSOCIATION	0.1803	Recreation Active	BG-6.0
03-012-00006	80	FRANKLIN ST	WORCESTER FRANKLIN HOLDINGS LLC	0.1724	Apt >9 Units	BG-6.0
03-013-00006	18	FRANKLIN ST	20 FRANKLIN QALICB CORPORATION	0.9185	Office Bldg	BG-6.0
03-013-00029	24	FRANKLIN ST	BAY STATE SAVINGS BANK	0.3703	Bank Bldg	BG-6.0
03-013-00016	50	FRANKLIN ST	FIFTY FRANKLIN LLC	0.7760	Apt >8 Units	BG-6.0
03-012-00005	72	FRANKLIN ST	WORCESTER FRANKLIN HOLDINGS LLC	0.2227	Res Apt >8 Units	BG-6.0
03-012-002-4	66	FRANKLIN ST	WORCESTER PARK PLAZA LLC	0.4774	Res 3 Fam	BG-6.0
03-012-01+61	56	FRANKLIN ST	WORCESTER PARK PLAZA LLC	0.1091	Res Apt >8 Units	BG-6.0
02-024-00002	99	FRONT ST	CITY OF WORCESTER PARKS DEPT	2.8000	Vacant, City Council	BG-6.0
02-025-007+8	22	FRONT ST	MARCUS,DEAN + JUDITH	0.5223	Shopping Cntr/Mall	BG-6.0
02-025-005+6	12	FRONT ST	MARCUS,DEAN + JUDITH	0.2686	Office Bldg	BG-6.0
02-025-00013	50	FRONT ST	FIFTY FRONT STREET LLC	0.3945	Office Bldg	BG-6.0
02-025-00012	40	FRONT ST	SECOND TIME AROUND-CHASE LLC	0.3686	Office Bldg	BG-6.0
02-025-21-01	38	FRONT ST	HAN,YOUNG IN	0.1055	Comm/Office Condo	BG-6.0
02-025-21-02	38	FRONT ST	THIRTY-EIGHT FRONT STREET LLC	0.0701	Comm/Office Condo	BG-6.0
02-025-21-03	38	FRONT ST	NIA REALTY LLC	0.0701	Comm/Office Condo	BG-6.0
02-025-21-04	38	FRONT ST	ARMY,LAWRENCE F SR	0.0708	Comm/Office Condo	BG-6.0

Table A-1: Worcester Downtown URA Parcel Ownership

ID#	#	Address	Owner	Lot Size (ac)	Current Use	Current Zoning
02-025-21-05	38	FRONT ST	JENHYL PROPERTIES LLC	0.0885	Comm/Office Condo	BG-6.0
05-011-00005	104	GOLD ST	GOLD STREET REALTY LLC	3.3396	Buildings for Mfg	MG-2.0
05-012-0006A	134	GOLD ST	GAMACHE,DANIEL A TRUSTEE	0.2511	Warehouses Mfg	MG-2.0
05-007-00003	40	GOLD ST	WYMAN-GORDON COMPANY	0.7270	Developable Land	MG-2.0
05-011-00030	116	GOLD ST	MASSACHUSETTS ELECTRIC	0.0103	Developable Land	MG-2.0
05-007-00004	37	GOLD ST	WYMAN-GORDON COMPANY	0.8991	Surface Parking Lot	MG-2.0
05-012-00001	133	GOLD ST	OSBOURNE,JULIE TRUSTEE	0.1644	Buildings for Mfg	MG-2.0
05-011-00009	129	GOLD ST	WYMAN-GORDON COMPANY	1.1771	Surface Parking Lot	MG-2.0
05-003-00018	63	GREEN ST	Z + S REALTY LLC	0.0640	Eating/Drinking Est	BG-4.0
05-003-00019	55	GREEN ST	DERDERIAN,SETH G + ANN M	0.1563	Retail, <10k sf	BG-4.0
05-003-00012	45	GREEN ST	CITY OF WORC OSPB	0.6899	Vacant, City Council	BG-4.0
05-003-14+15	69	GREEN ST	SZETO & HUYNH LLC	0.6644	Retail, <10k sf	BG-4.0
05-011-13-15	90	LAMARTINE ST	QUINAPOXET REALTY CORPORATION	0.3342	Warehouses Mfg	MG-2.0
05-012-00005	104	LAMARTINE ST	GOLDSTEIN PROPERTIES,LLC	1.1052	Buildings for Mfg	MG-2.0
05-013-21+22	85	LAMARTINE ST	TORRES,ALBERTO	0.1313	Auto Repair	BG-3.0
05-014-00026	55	LAMARTINE ST	WYMAN-GORDON COMPANY	0.1195	Developable Land	BG-3.0
05-011-00012	84	LAMARTINE ST	QUINAPOXET REALTY CORPORATION	0.1159	Developable Land	MG-2.0
05-013-36-41	65	LAMARTINE ST	WYMAN-GORDON COMPANY	0.4445	Surface Parking Lot	BG-3.0
05-013-0019A	91	LAMARTINE ST	QUINAPOXET REALTY CORP	0.1153	Surface Parking Lot	BG-3.0
05-013-00412	103	LAMARTINE ST	WYMAN-GORDON COMPANY	1.3391	Developable Land	BG-3.0
05-013-00056	13	LANGDON ST	BARTKIEWICZ,PAULA F	0.0994	Res Single Family	BG-3.0
05-013-00130	9	LANGDON ST	WYMAN-GORDON COMPANY	1.1144	Surface Parking Lot	BG-3.0
05-001-00002	6	LIBRARY LN	CITY OF WORC OSPB	2.2920	Vacant, City Council	BG-6.0
05-014-00027	30	LODI ST	WYMAN-GORDON COMPANY	0.0918	Developable Land	BG-3.0
05-013-00015	10	LUNELLE ST	RHEAUME, PAUL R	0.0951	Res Single Family	BG-3.0
03-011-00002	74	MADISON ST	SZETO LANDMARK REALTY INC	2.2045	Shopping Cntr/Mall	BG-6.0
03-011-00001	90	MADISON ST	SZETO LANDMARK REALTY INC	1.0954	Office Bldg	BG-6.0
03-006-00023	71	MADISON ST	T REALTY,LLC	0.7019	Retail, <10k sf	BG-6.0
05-010-0000B	105	MADISON ST	WYMAN-GORDON CO	4.1437	Buildings for Mfg	MG-2.0
05-010-00001	115	MADISON ST	WYMAN-GORDON COMPANY	10.9003	Developable Land	MG-2.0
05-006-00014	134	MADISON ST	BENDER,JAMES	0.0495	Auto Sales/Service	MG-2.0
03-031-005+6	406	MAIN ST	COMMERCE BANK + TRUST	0.1944	Bank Bldg	BG-6.0
03-010-00001	601	MAIN ST	UNITED STATES OF AMERICA	0.4107	US Government	BG-6.0
03-031-008+9	418	MAIN ST	KYR 418 LLC	0.1075	Office Bldg	BG-6.0
03-031-00002	416	MAIN ST	OWL SHOP REALTY COMPANY INC	0.0257	Retail, <10k sf	BG-6.0
03-031-00010	426	MAIN ST	THE 426 MAIN STREET REALTY,LLC	0.0698	Office Bldg	BG-6.0
02-025-00001	427	MAIN ST	J + M BATISTA FAMILY LIMITED	0.1180	Office Bldg	BG-6.0
02-024-00001	455	MAIN ST	CITY OF WORCESTER	3.6600	Improved, City Council	BG-6.0
03-20A-06+37	472	MAIN ST	NEES COMMUNICATIONS INC	0.4718	Telephone Exchange Station	BG-6.0
03-013-00001	507	MAIN ST	PARK PLAZA APARTMENTS	0.2068	Res Apt >9 Units	BG-6.0
03-013-00002	517	MAIN ST	ISPERDULI,JAMES	0.0354	Retail, <10k sf	BG-6.0
03-20A-00001	446	MAIN ST	S-BNK WORCESTER MAIN LLC	1.6399	Office Bldg	BG-6.0
03-013-00003	521	MAIN ST	MINDY JIANG REALTY TRUST	0.0395	Eating/Drinking Est	BG-6.0
03-19A-00022	538	MAIN ST	RIZZO,LOIS A TRUSTEE	0.2700	Retail, <10k sf	BG-6.0
03-19A-00005	570	MAIN ST	CITY OF WORC OSPB	0.8476	Improved, City Council	BG-6.0
03-19A-08-11	588	MAIN ST	COLTON LAND LLC	0.3159	Res Apt >9 Units	BG-6.0
02-025-004-1	403	MAIN ST	JJ HOLDINGS,LLC	0.8159	Department Store	BG-6.0
02-025-004-2	407	MAIN ST	LOLA JNS,LLC	0.1098	Department Store	BG-6.0
02-025-004-3	409	MAIN ST	NGUYEN,KHUONG +	0.1197	Department Store	BG-6.0
02-025-004-4	401	MAIN ST	J + J HOLDINGS LLC	0.2590	Department Store	BG-6.0
02-025-0001A	415	MAIN ST	WORCESTER COMMUNITY CABLE ACCESS	0.0841	Charitable Services	BG-6.0
02-025-0002A	415	MAIN ST	WORCESTER COMMUNITY CABLE ACCESS	0.0911	Charitable Services	BG-6.0
02-025-0003A	415	MAIN ST	WORCESTER COMMUNITY CABLE ACCESS	0.0928	Charitable Services	BG-6.0
02-025-0004A	415	MAIN ST	ROBRO LLC	0.0916	Comm/Office Condo	BG-6.0
02-025-0005A	415	MAIN ST	ROBRO LLC	0.0942	Comm/Office Condo	BG-6.0
03-20A-00032	518	MAIN ST	PARK PLAZA APARTMENTS	0.2982	Surface Parking Lot	BG-6.0
03-013-00101	531	MAIN ST	ALPHA HOLDINGS,LLC	0.0394	Comm/Office Condo	BG-6.0
03-013-00102	531	MAIN ST	THEATER CAFE LLC	0.0152	Comm/Office Condo	BG-6.0
03-013-00103	531	MAIN ST	535 MAIN STREET LLC	0.0777	Commercial office unk	BG-6.0

Table A-1: Worcester Downtown URA Parcel Ownership

ID#	#	Address	Owner	Lot Size (ac)	Current Use	Current Zoning
03-013-00104	531	MAIN ST	SALOMONE,MARK E	0.0283	Commercial office unk	BG-6.0
03-013-0201M	531	MAIN ST	CHARLES,ERIC P +	0.0413	Residential Condo	BG-6.0
03-013-0202M	531	MAIN ST	PAPPAS INDUSTRIAL PARKS,INC	0.0270	Residential Condo	BG-6.0
03-013-0203M	531	MAIN ST	PAPPAS INDUSTRIAL PARKS,INC	0.0239	Residential Condo	BG-6.0
03-013-0204M	531	MAIN ST	PAPPAS INDUSTRIAL PARKS,INC	0.0241	Residential Condo	BG-6.0
03-013-0205M	531	MAIN ST	PAPPAS INDUSTRIAL PARKS,INC	0.0232	Residential Condo	BG-6.0
03-013-0206M	531	MAIN ST	ROMEO,CHERYL	0.0245	Residential Condo	BG-6.0
03-013-0207M	531	MAIN ST	KEEGAN,KATHRYN E	0.0236	Residential Condo	BG-6.0
03-013-0301M	531	MAIN ST	RUSSO,EDWARD F TRUSTEE +	0.0207	Residential Condo	BG-6.0
03-013-0302M	531	MAIN ST	RUSSO,EDWARD F TRUSTEE	0.0230	Residential Condo	BG-6.0
03-013-0303M	531	MAIN ST	MOSELEY,JULIAN	0.0221	Residential Condo	BG-6.0
03-013-0304M	531	MAIN ST	EQUITY TRUST COMPANY CUSTODIAN	0.0194	Residential Condo	BG-6.0
03-013-0305M	531	MAIN ST	KOSTER,DEREK TRUSTEE	0.0188	Residential Condo	BG-6.0
03-013-0306M	531	MAIN ST	RIVERA,ANGEL + LUZ	0.0194	Residential Condo	BG-6.0
03-013-0307M	531	MAIN ST	VILLAMIL,YOLANDA	0.0227	Residential Condo	BG-6.0
03-013-0308M	531	MAIN ST	HALPIN,RAYMOND	0.0148	Residential Condo	BG-6.0
03-013-0309M	531	MAIN ST	LILY ROSE REALTY LLC	0.0106	Residential Condo	BG-6.0
03-013-0310M	531	MAIN ST	LAVELLE,GARY +	0.0140	Residential Condo	BG-6.0
03-013-0311M	531	MAIN ST	SULSKI,PETER +	0.0156	Residential Condo	BG-6.0
03-013-0312M	531	MAIN ST	KOSTER,DEREK TRUSTEE +	0.0118	Residential Condo	BG-6.0
03-013-0401M	531	MAIN ST	IWANICKI,LAUREN B	0.0207	Residential Condo	BG-6.0
03-013-0402M	531	MAIN ST	MARTINEZ,HENRY	0.0230	Residential Condo	BG-6.0
03-013-0403M	531	MAIN ST	WARDLE,MICHELE	0.0221	Residential Condo	BG-6.0
03-013-00009	551	MAIN ST	551 MAIN STREET LLC	0.2385	Eating/Drinking Est	BG-6.0
03-19A-00013	542	MAIN ST	F R C REALTY CORPORATION	0.3956	Office Bldg	BG-6.0
03-013-0404M	531	MAIN ST	REZA,MOHAMMED BIN	0.0194	Residential Condo	BG-6.0
03-013-0405M	531	MAIN ST	LANGE,DOMINIQUE +	0.0188	Residential Condo	BG-6.0
03-013-0406M	531	MAIN ST	DOWNNS,MARY M +	0.0194	Residential Condo	BG-6.0
03-013-0407M	531	MAIN ST	DUNN,JOHN C	0.0227	Residential Condo	BG-6.0
03-013-0408M	531	MAIN ST	BOOKER,KEVIN BRENT + MAUREEN	0.0152	Residential Condo	BG-6.0
03-013-0409M	531	MAIN ST	TUXIM INCORPORATED	0.0106	Residential Condo	BG-6.0
03-013-0410M	531	MAIN ST	CHURCH,PETER STEWART + MARY	0.0140	Residential Condo	BG-6.0
03-013-0411M	531	MAIN ST	GUTIERREZ,WILLIAM	0.0156	Residential Condo	BG-6.0
03-013-0412M	531	MAIN ST	PAPPAS INDUSTRIAL PARKS,INC	0.0118	Residential Condo	BG-6.0
03-013-0501M	531	MAIN ST	LILY ROSE REALTY LLC	0.0262	Residential Condo	BG-6.0
03-013-0502M	531	MAIN ST	OLOTU,ADETOKUNBO	0.0194	Residential Condo	BG-6.0
03-013-0503M	531	MAIN ST	KELLY,RYAN +	0.0188	Residential Condo	BG-6.0
03-013-0504M	531	MAIN ST	WONG,MARGARET	0.0194	Residential Condo	BG-6.0
03-013-0505M	531	MAIN ST	SHEA,JUSTINE	0.0227	Residential Condo	BG-6.0
03-013-0506M	531	MAIN ST	YAZLOVITSKY,YAKOV +	0.0152	Residential Condo	BG-6.0
03-013-0507M	531	MAIN ST	BADE,SAMPATH K +	0.0106	Residential Condo	BG-6.0
03-013-0508M	531	MAIN ST	MCLEAN,ROBERT W + JEAN P	0.0140	Residential Condo	BG-6.0
03-013-0509M	531	MAIN ST	HUYNH,CUONG +	0.0156	Residential Condo	BG-6.0
03-013-0510M	531	MAIN ST	BRANAGAN,ELENA	0.0118	Residential Condo	BG-6.0
03-013-0601M	531	MAIN ST	CONSTANTINO,DAVID	0.0292	Residential Condo	BG-6.0
03-20C-U-400	484	MAIN ST	UNITED WAY OF CENTRAL MASS	0.1803	Charitable Services	BG-6.0
03-20C-U-420	484	MAIN ST	MORRILL,CHERYL J TRUSTEE	0.0699	Commercial office unk	BG-6.0
03-20C-U-450	484	MAIN ST	COLLEGES OF WORCESTER CONSORTIUM,IN	0.0600	Function Hall, Commun Center, Fraternal Org	BG-6.0
03-20C-U-460	484	MAIN ST	CENTER FOR LIVING + WORKING INC	0.0653	Commercial office unk	BG-6.0
03-20C-U-480	484	MAIN ST	CENTER FOR LIVING + WORKING INC	0.0955	Commercial office unk	BG-6.0
03-20C-U-500	484	MAIN ST	COLLEGES OF WORCESTER CONSORTIUM IN	0.1284	Charitable Services	BG-6.0
03-20C-U-510	484	MAIN ST	FELDMAN,RANDY S	0.0363	Commercial office unk	BG-6.0
03-20C-U-515	484	MAIN ST	COLLEGES OF WORCESTER CONSORTIUM IN	0.0260	Charitable Services	BG-6.0
03-20C-U-520	484	MAIN ST	MAYNARD,MARK S +	0.0374	Commercial office unk	BG-6.0
03-20C-U-530	484	MAIN ST	MAYNARD,MARK S +	0.0630	Commercial office unk	BG-6.0
03-20C-U-535	484	MAIN ST	VICKERS REALTY CORPORATION	0.0629	Commercial office unk	BG-6.0

Table A-1: Worcester Downtown URA Parcel Ownership

ID#	#	Address	Owner	Lot Size (ac)	Current Use	Current Zoning
03-20C-U-540	484	MAIN ST	COLLEGES OF WORCESTER CONSORTIUM,IN	0.0608	Function Hall, Commun Center, Fraternal Org	BG-6.0
03-20C-U-560	484	MAIN ST	COLLEGES OF WORCESTER CONSORTIUM,IN	0.0674	Function Hall, Commun Center, Fraternal Org	BG-6.0
03-20C-U-570	484	MAIN ST	570 REALTY TRUST LLC	0.0480	Commercial office unk	BG-6.0
03-20C-U-580	484	MAIN ST	ABDOW,ALEX N +	0.0497	Commercial office unk	BG-6.0
03-20C-U-600	484	MAIN ST	EASTER SEAL SOCIETY FOR MASS INC	0.3871	Charitable Services	BG-6.0
03-20B-U-010	484	MAIN ST	DENHOLM CONDOMINIUM TRUST	0.2315	Commercial office unk	BG-6.0
03-20B-U-050	484	MAIN ST	DENHOLM CONDOMINIUM TRUST	0.1833	Commercial office unk	BG-6.0
03-20B-U-100	484	MAIN ST	PPM V PARTNERSHIP LP	0.0983	Commercial office unk	BG-6.0
03-20B-U-105	484	MAIN ST	DENHOLM CONDOMINIUM TRUST	0.0400	Commercial office unk	BG-6.0
03-20B-U-110	484	MAIN ST	DENHOLM CONDOMINIUM TRUST	0.0263	Commercial office unk	BG-6.0
03-20B-U-120	484	MAIN ST	ANGELOU,SIDERIS + EKATERINI	0.0220	Commercial office unk	BG-6.0
03-20B-U-150	484	MAIN ST	DENHOLM CONDOMINIUM TRUST	0.0810	Commercial office unk	BG-6.0
03-20B-U-170	484	MAIN ST	FORTIER,JOSEPH J + NAOMI R	0.0273	Commercial office unk	BG-6.0
03-20B-U-180	484	MAIN ST	WINCHENDON PARK LLC	0.0301	Commercial office unk	BG-6.0
03-20B-U-200	484	MAIN ST	WORC COMM. ACTION COUNCIL,INC	0.2124	Charitable Services	BG-6.0
03-20B-U-250	484	MAIN ST	WORC COMM ACTION COUNCIL,INC	0.0699	Charitable Services	BG-6.0
03-20B-U-280	484	MAIN ST	WORC COMM ACTION COUNCIL,INC	0.0941	Charitable Services	BG-6.0
03-20C-U-300	484	MAIN ST	UNITED WAY OF CENTRAL MASS	0.2524	Charitable Services	BG-6.0
03-20C-U-320	484	MAIN ST	DENHOLM CONDOMINIUM TRUST	0.0827	Commercial office unk	BG-6.0
03-20C-U-330	484	MAIN ST	MARHEFKA,ROBERT E +	0.0632	Commercial office unk	BG-6.0
03-20C-U-340	484	MAIN ST	CENTER FOR LIVING + WORKING	0.0454	Charitable Services	BG-6.0
03-20C-U-345	484	MAIN ST	CENTER FOR LIVING + WORKING	0.0845	Charitable Services	BG-6.0
03-20C-U-350	484	MAIN ST	DENHOLM CONDOMINIUM TRUST	0.0603	Commercial office unk	BG-6.0
03-20C-U-360	484	MAIN ST	BIG BROS/SIS OF CENTRAL MASS METRO	0.0736	Charitable Services	BG-6.0
02-025-0014A	37	MECHANIC ST	PIETRO,JAMES J + PAUL W TRUSTEES	0.0546	Offic Bldg	BG-6.0
02-025-00101	19	MECHANIC ST	KOTSEAS,HARRY P TRUSTEE	0.0205	Comm Unk	BG-6.0
02-025-00102	27	MECHANIC ST	BERK,STEVEN L	0.0221	Comm Unk	BG-6.0
02-025-00103	27	MECHANIC ST	MASSACHUSETTS COMMUNITY COLLEGE	0.0182	Unk/School Facilities	BG-6.0
02-025-00105	19	MECHANIC ST	MASSACHUSETTS COMMUNITY COLLEGE COU	0.0212	Unk/School Facilities	BG-6.0
02-025-0010B	19	MECHANIC ST	M W ASSOCIATES	0.0514	Comm Unk	BG-6.0
02-025-0104A	19	MECHANIC ST	MASSACHUSETTS COMMUNITY COLLEGE COU	0.0264	Unk/School Facilities	BG-6.0
02-025-0104B	19	MECHANIC ST	MASSACHUSETTS COMMUNITY COLLEGE COU	0.0203	Unk/School Facilities	BG-6.0
02-025-00201	19	MECHANIC ST	ANUSBIGIAN,ROBERT G	0.0425	Comm Unk	BG-6.0
02-025-00202	19	MECHANIC ST	GIARRUSSO,FREDERIC	0.0475	Comm Unk	BG-6.0
02-025-00203	19	MECHANIC ST	M W ASSOCIATES	0.0168	Comm Unk	BG-6.0
02-025-00204	19	MECHANIC ST	M W ASSOCIATES	0.0216	Comm Unk	BG-6.0
03-010-00008	30	MYRTLE ST	20 FRANKLIN QALICB CORPORATION	0.7272	Surface Parking Lot	BG-6.0
03-011-00005	61	MYRTLE ST	FAY,WILLIAM J (TRUSTEE)+	0.8579	Funeral Home	BG-6.0
03-031-00028	55	PEARL ST	BULL MANSION LLC	0.1540	Restaurant/Events	BG-6.0
03-031-00012	17	PEARL ST	PANADOROU PROPERTIES LLC	0.2970	Surface Parking Lot	BG-6.0
03-031-29+30	61	PEARL ST	WORCESTER PROPERTIES,LLC	0.6832	Surface Parking Lot	BG-6.0
03-031-00041	53	PEARL ST	370 MAIN STREET GBB LLC	0.1931	Surface Parking Lot	BG-6.0
03-031-00019	29	PLEASANT ST	ELLIS,GEORGE N JR + NICHOLAS G	0.0930	Res Single Family	BG-6.0
03-031-00018	17	PLEASANT ST	FIRST OLYMPIA REALTY LLC	0.1515	Theater/Commercial	BG-6.0
03-031-34+35	37	PLEASANT ST	SOUTHBRIDGE SAVINGS BANK	0.1883	Res 4-8 Units	BG-6.0
03-031-00011	9	PLEASANT ST	PANADOROU PROPERTIES LLC	0.1148	Office Bldg	BG-6.0
03-20A-10+11	56	PLEASANT ST	WORCESTER COUNTY NATIONAL BANK	0.3845	Parking Garage	BG-6.0
03-20A-00002	36	PLEASANT ST	S-BNK WORCESTER MAIN LLC	1.3058	Parking Garage	BG-6.0
03-021-00012	64	PLEASANT ST	MASSACHUSETTS ELECTRIC CO	0.0116	Developable Land	BG-6.0
03-012-00014	26	PORTLAND ST	PORTLAND TWENTY SIX LLC	2.5623	Res Apt >8 Units	BG-6.0
03-012-49-52	44	PORTLAND ST	WADE,WYATT R TRUSTEE	0.6283	Buildings for Mfg	BG-6.0
03-010-00012	35	PORTLAND ST	PORTLAND SALEM REALTY LLC	0.5227	Parking Lot	BG-6.0
05-012-0013A	3	QUINSIGAMOND AVE	F A P PROPERTIES XXI LLC	1.2680	Automotive Supplies and Service	MG-2.0

Table A-1: Worcester Downtown URA Parcel Ownership

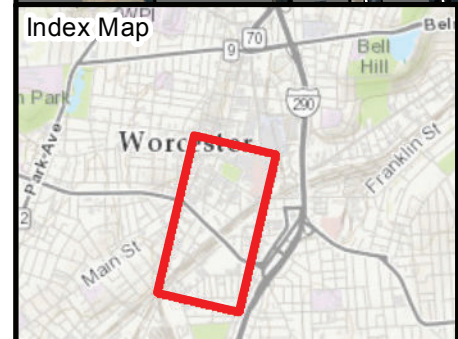
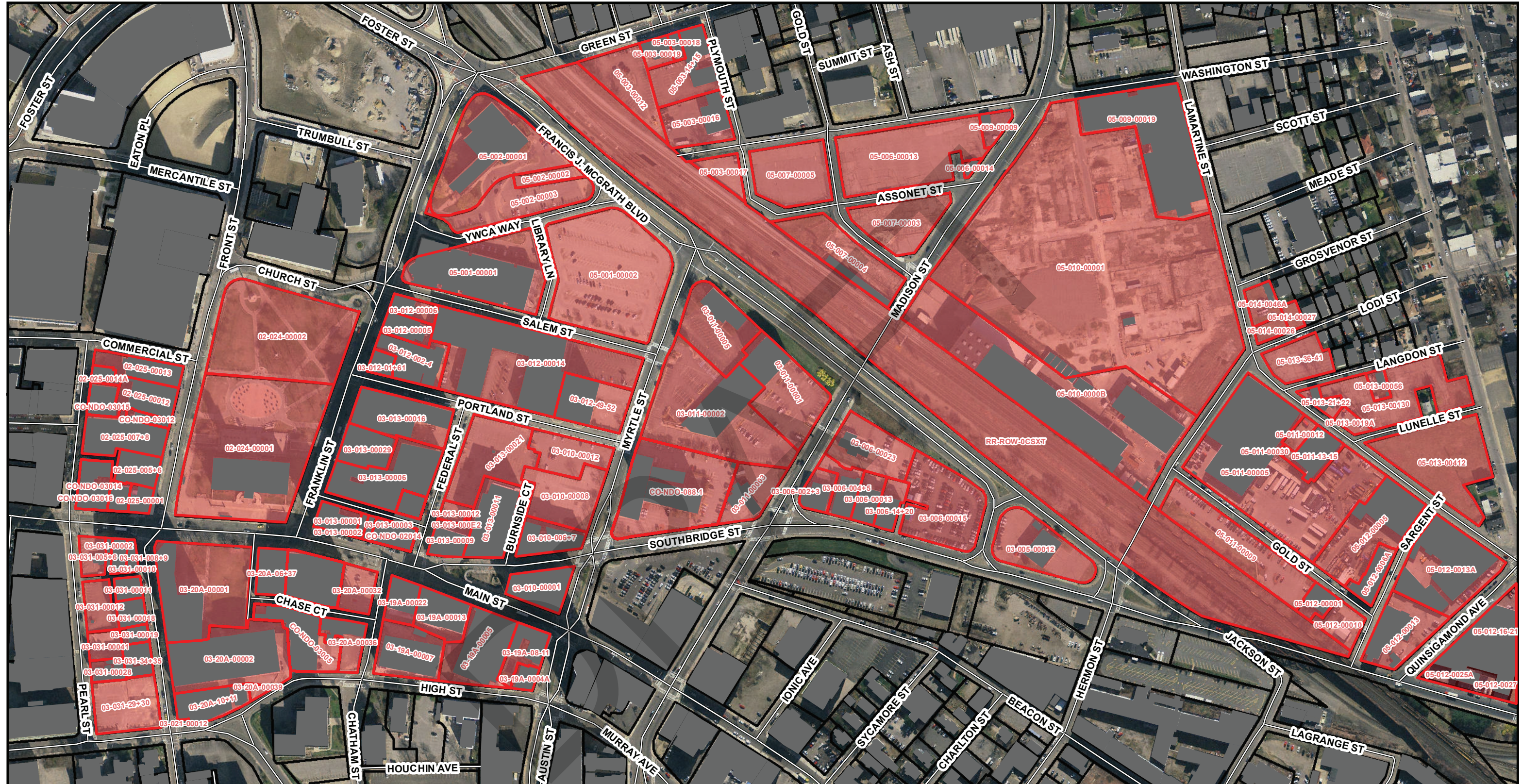
ID#	#	Address	Owner	Lot Size (ac)	Current Use	Current Zoning
05-012-16-21	4	QUINSIGAMOND AVE	ROSENBLATT, GREENBERG ROSENBLATT, KULL	1.3100	Wholesale HVAC & refrigeration parts, supplies & equipment	MG-2.0
05-001-00001	16	SALEM SQ	CITY OF WORCESTER PUBLIC LIBRARY	1.5295	Library	BG-6.0
05-012-00010	5	SARGENT ST	GAMACHE,DANIEL A TRUSTEE +	0.2744	Other Storage Warehouse and Distribution Facilities	MG-2.0
03-010-006+7	24	SOUTHBRIDGE ST	INCEPTION LLC	0.3750	Office Bldg	BG-6.0
03-006-00015	160	SOUTHBRIDGE ST	SONIA REALTY LLC	1.1658	Auto Sales/Service	BG-6.0
03-006-14+20	158	SOUTHBRIDGE ST	T REALTY,LLC	0.2183	Eating/Drinking Est	BG-6.0
03-006-004+5	132	SOUTHBRIDGE ST	SERRATO,SUSAN M TRUSTEE	0.2941	Retail, <10k sf	BG-6.0
03-11A-0004C	70	SOUTHBRIDGE ST	QUALITY FIVE INC	0.1868	Comm/Mixed Use	BG-6.0
03-11A-00101	70	SOUTHBRIDGE ST	NGUYEN,KATHY	0.0329	Comm/Mixed Use	BG-6.0
03-11A-00201	70	SOUTHBRIDGE ST	NICHOLS,ROBERT F	0.0102	Residential Condo	BG-6.0
03-11A-00202	70	SOUTHBRIDGE ST	DIAZ,MARIA R	0.0114	Residential Condo	BG-6.0
03-11A-00203	70	SOUTHBRIDGE ST	HARDIN,AMY	0.0115	Residential Condo	BG-6.0
03-11A-00204	70	SOUTHBRIDGE ST	FOLEY,KATHLEEN E	0.0126	Residential Condo	BG-6.0
03-11A-00205	70	SOUTHBRIDGE ST	BRADFORD,ROGER R	0.0115	Residential Condo	BG-6.0
03-11A-00206	70	SOUTHBRIDGE ST	MADISON TOWER CONDOMINIUM TRUST	0.0172	Residential Condo	BG-6.0
03-11A-00207	70	SOUTHBRIDGE ST	TALERO-MONROY,MARINA	0.0102	Residential Condo	BG-6.0
03-11A-00209	70	SOUTHBRIDGE ST	SZYMBORSKI,MARIUSZ J	0.0102	Residential Condo	BG-6.0
03-11A-00211	70	SOUTHBRIDGE ST	KIM,SEUNG K	0.0115	Residential Condo	BG-6.0
03-11A-00213	70	SOUTHBRIDGE ST	WRIGHT,FLORENCE A	0.0132	Residential Condo	BG-6.0
03-11A-00214	70	SOUTHBRIDGE ST	QUALITY FIVE INC	0.0072	Residential Condo	BG-6.0
03-11A-00215	70	SOUTHBRIDGE ST	WRIGHT,FLORENCE A	0.0114	Residential Condo	BG-6.0
03-11A-00216	70	SOUTHBRIDGE ST	ZAPPULLA,ALEXANDER	0.0115	Residential Condo	BG-6.0
03-11A-00217	70	SOUTHBRIDGE ST	QUALITY FIVE INC	0.0102	Residential Condo	BG-6.0
03-11A-00301	70	SOUTHBRIDGE ST	KUCUKU,VESEL +	0.0102	Residential Condo	BG-6.0
03-11A-00302	70	SOUTHBRIDGE ST	MEERS,RONALD + KELLY	0.0114	Residential Condo	BG-6.0
03-11A-00303	70	SOUTHBRIDGE ST	CARIGLIA,JOSEPH	0.0115	Residential Condo	BG-6.0
03-11A-00304	70	SOUTHBRIDGE ST	EISENBERG,ARTHUR M	0.0126	Residential Condo	BG-6.0
03-11A-00305	70	SOUTHBRIDGE ST	CORMIER,STEVEN R	0.0115	Residential Condo	BG-6.0
03-11A-00306	70	SOUTHBRIDGE ST	QUALITY FIVE INC	0.0172	Residential Condo	BG-6.0
03-11A-00307	70	SOUTHBRIDGE ST	PASHAJ,LULIJETA	0.0102	Residential Condo	BG-6.0
03-11A-00309	70	SOUTHBRIDGE ST	AQUILA,GERMAN	0.0102	Residential Condo	BG-6.0
03-11A-00310	70	SOUTHBRIDGE ST	HEALY,JOHN S	0.0072	Residential Condo	BG-6.0
03-11A-00311	70	SOUTHBRIDGE ST	DUFFY,JAMES J + MARY K	0.0115	Residential Condo	BG-6.0
03-11A-00312	70	SOUTHBRIDGE ST	DUFFY,JAMES J + MARY K	0.0072	Residential Condo	BG-6.0
03-11A-00313	70	SOUTHBRIDGE ST	SYED,IRFAN ALI +	0.0132	Residential Condo	BG-6.0
03-11A-00314	70	SOUTHBRIDGE ST	SMITH,KENNETH W	0.0072	Residential Condo	BG-6.0
03-11A-00315	70	SOUTHBRIDGE ST	AKHTAR,NADEEM	0.0114	Residential Condo	BG-6.0
03-11A-00316	70	SOUTHBRIDGE ST	THEODORE,BARRY G	0.0115	Residential Condo	BG-6.0
03-11A-00317	70	SOUTHBRIDGE ST	QUALITY FIVE INC	0.0102	Residential Condo	BG-6.0
03-11A-00401	70	SOUTHBRIDGE ST	D'ENTREMENT,WILLIAM +	0.0102	Residential Condo	BG-6.0
03-11A-00402	70	SOUTHBRIDGE ST	SERRANO,MARIO C	0.0114	Residential Condo	BG-6.0
03-11A-00403	70	SOUTHBRIDGE ST	DUFFY,JAMES J + MARY K	0.0115	Residential Condo	BG-6.0
03-11A-00404	70	SOUTHBRIDGE ST	MARTIROS,APOSTOL + BEVERLY A TRUSTE	0.0126	Residential Condo	BG-6.0
03-11A-00405	70	SOUTHBRIDGE ST	SARKISSIAN,CARLO	0.0115	Residential Condo	BG-6.0
03-11A-00406	70	SOUTHBRIDGE ST	ROSS,NORMAN M III + MARY	0.0172	Residential Condo	BG-6.0
03-11A-00407	70	SOUTHBRIDGE ST	ZAKI,VICTOR +	0.0102	Residential Condo	BG-6.0
03-11A-00409	70	SOUTHBRIDGE ST	CROCKER,CAROL	0.0102	Residential Condo	BG-6.0
03-11A-00410	70	SOUTHBRIDGE ST	MARTIROS,APOSTOL + BEVERLY A TRUSTE	0.0072	Residential Condo	BG-6.0
03-11A-00411	70	SOUTHBRIDGE ST	DUFFY,JAMES J + MARY K	0.0115	Residential Condo	BG-6.0
03-11A-00412	70	SOUTHBRIDGE ST	SPENCER,DAVID	0.0072	Residential Condo	BG-6.0
03-11A-00413	70	SOUTHBRIDGE ST	COOGAN,PAUL C	0.0132	Residential Condo	BG-6.0
03-11A-00414	70	SOUTHBRIDGE ST	ROOM,HARVEY L	0.0072	Residential Condo	BG-6.0
03-11A-00415	70	SOUTHBRIDGE ST	SZETO,ALEXANDER K P +	0.0114	Residential Condo	BG-6.0
03-11A-00416	70	SOUTHBRIDGE ST	DUFFY,JAMES J + MARY K	0.0115	Residential Condo	BG-6.0
03-11A-00417	70	SOUTHBRIDGE ST	GIBREE,RAYMOND W	0.0102	Residential Condo	BG-6.0
03-11A-00501	70	SOUTHBRIDGE ST	GOUROUSIS,GEORGE P +	0.0102	Residential Condo	BG-6.0

Table A-1: Worcester Downtown URA Parcel Ownership

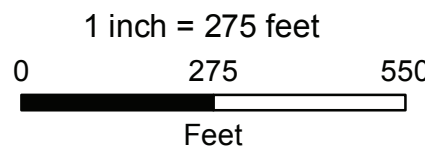
ID#	#	Address	Owner	Lot Size (ac)	Current Use	Current Zoning
03-11A-00502	70	SOUTHBRIDGE ST	HAIDUSIS,GEORGE A	0.0114	Residential Condo	BG-6.0
03-11A-00503	70	SOUTHBRIDGE ST	WESOLOWSKI,ZBIGNIEW +	0.0115	Residential Condo	BG-6.0
03-11A-00504	70	SOUTHBRIDGE ST	TALERO-MONROY,MARINA	0.0126	Residential Condo	BG-6.0
03-11A-00505	70	SOUTHBRIDGE ST	DUFFY,JAMES J + MARY K	0.0115	Residential Condo	BG-6.0
03-11A-00506	70	SOUTHBRIDGE ST	GIANAKIS,NICHOLAS J	0.0248	Residential Condo	BG-6.0
03-11A-00507	70	SOUTHBRIDGE ST	HEDGE,VINCENT F +	0.0102	Residential Condo	BG-6.0
03-11A-00509	70	SOUTHBRIDGE ST	MOSCHELLA,CYNTHIA M	0.0102	Residential Condo	BG-6.0
03-11A-00511	70	SOUTHBRIDGE ST	GRJJ LLC	0.0115	Residential Condo	BG-6.0
03-11A-00512	70	SOUTHBRIDGE ST	INGRAM,JUDITH A	0.0145	Residential Condo	BG-6.0
03-11A-00513	70	SOUTHBRIDGE ST	TORRES,EMIR J	0.0132	Residential Condo	BG-6.0
03-11A-00515	70	SOUTHBRIDGE ST	KOBITI,OLADIPO	0.0114	Residential Condo	BG-6.0
03-11A-00516	70	SOUTHBRIDGE ST	ALEXANDER,TAMMY L +	0.0115	Residential Condo	BG-6.0
03-11A-00517	70	SOUTHBRIDGE ST	MALINKEVICH,YURI	0.0102	Residential Condo	BG-6.0
03-011-00003	108	SOUTHBRIDGE ST	GTY MA/NH LEASING INC	0.5057	Gas Station	BG-6.0
03-006-002+3	114	SOUTHBRIDGE ST	PRASHAD,SOMDATT B TRUSTEE	0.1710	Retail, <10k sf	BG-6.0
03-006-00013	142	SOUTHBRIDGE ST	KAMP,CARL +	0.2426	Retail, <10k sf	BG-6.0
03-005-00012	180	SOUTHBRIDGE ST	CITY OF WORCESTER FIRE DEPT	0.8166	Munic Pub Safety	BG-6.0
05-012-00013	300	SOUTHBRIDGE ST	TALBERT,THELMA TRUSTEE +	0.7175	Storage, Warehouse, Other	MG-2.0
03-11A-00601	70	SOUTHBRIDGE ST	GOUROUSIS,GEORGE P +	0.0102	Residential Condo	BG-6.0
03-11A-00602	70	SOUTHBRIDGE ST	GILFOY,ROBERT	0.0114	Residential Condo	BG-6.0
03-11A-00603	70	SOUTHBRIDGE ST	HARDEN,AMY	0.0115	Residential Condo	BG-6.0
03-11A-00604	70	SOUTHBRIDGE ST	KADIU,ARIANA	0.0126	Residential Condo	BG-6.0
03-11A-00605	70	SOUTHBRIDGE ST	QUALITY FIVE INC	0.0115	Residential Condo	BG-6.0
03-11A-00606	70	SOUTHBRIDGE ST	SZETO,ALEXANDER K P +	0.0172	Residential Condo	BG-6.0
03-11A-00607	70	SOUTHBRIDGE ST	EISNER,JOHN	0.0102	Residential Condo	BG-6.0
03-11A-00609	70	SOUTHBRIDGE ST	HEIRS OF DEMETRE STEFFON	0.0102	Residential Condo	BG-6.0
03-11A-00610	70	SOUTHBRIDGE ST	FABER,DONNA	0.0072	Residential Condo	BG-6.0
03-11A-00611	70	SOUTHBRIDGE ST	GONZALEZ-NUNEZ,MINERVA +	0.0115	Residential Condo	BG-6.0
03-11A-00612	70	SOUTHBRIDGE ST	GLICKMAN,JAMES +	0.0072	Residential Condo	BG-6.0
03-11A-00613	70	SOUTHBRIDGE ST	PATEL,NISHITH	0.0132	Residential Condo	BG-6.0
03-11A-00614	70	SOUTHBRIDGE ST	IBRAHIM,BASSIM	0.0072	Residential Condo	BG-6.0
03-11A-00615	70	SOUTHBRIDGE ST	TALERO-MONROY,MARINA +	0.0114	Residential Condo	BG-6.0
03-11A-00616	70	SOUTHBRIDGE ST	DUFFY,JAMES J + MARK K	0.0115	Residential Condo	BG-6.0
03-11A-00617	70	SOUTHBRIDGE ST	LAPERLE,BRIAN	0.0102	Residential Condo	BG-6.0
03-11A-00701	70	SOUTHBRIDGE ST	HEALY,JOHN S	0.0102	Residential Condo	BG-6.0
03-11A-00702	70	SOUTHBRIDGE ST	DUFFY,JAMES J + MARY K	0.0114	Residential Condo	BG-6.0
03-11A-00703	70	SOUTHBRIDGE ST	QUALITY FIVE INC	0.0115	Residential Condo	BG-6.0
03-11A-00704	70	SOUTHBRIDGE ST	LOFGREN,FRED	0.0126	Residential Condo	BG-6.0
03-11A-00705	70	SOUTHBRIDGE ST	LASHUS,ANGELA	0.0115	Residential Condo	BG-6.0
03-11A-00706	70	SOUTHBRIDGE ST	SZETO,ALEXANDER K P +	0.0172	Residential Condo	BG-6.0
03-11A-00707	70	SOUTHBRIDGE ST	OBBERG,BRUCE W	0.0102	Residential Condo	BG-6.0
03-11A-00709	70	SOUTHBRIDGE ST	ALESSI,SARAH	0.0102	Residential Condo	BG-6.0
03-11A-00710	70	SOUTHBRIDGE ST	SORIAL,EHAB N	0.0072	Residential Condo	BG-6.0
03-11A-00711	70	SOUTHBRIDGE ST	NGUYEN,DAM T	0.0115	Residential Condo	BG-6.0
03-11A-00712	70	SOUTHBRIDGE ST	OZTURK,MESUT +	0.0072	Residential Condo	BG-6.0
03-11A-00713	70	SOUTHBRIDGE ST	FABER,DONNA M	0.0132	Residential Condo	BG-6.0
03-11A-00714	70	SOUTHBRIDGE ST	JAZZ,JEFFERY + JUDITH	0.0072	Residential Condo	BG-6.0
03-11A-00715	70	SOUTHBRIDGE ST	LABEACH,JUNIOR	0.0114	Residential Condo	BG-6.0
03-11A-00716	70	SOUTHBRIDGE ST	PERRAT,PAOLA	0.0115	Residential Condo	BG-6.0
03-11A-00717	70	SOUTHBRIDGE ST	RICHARDSON,DAVID TRUSTEE +	0.0102	Residential Condo	BG-6.0
03-11A-00801	70	SOUTHBRIDGE ST	QUALITY FIVE,INC	0.0217	Residential Condo	BG-6.0
03-11A-00802	70	SOUTHBRIDGE ST	BEDARD,BRIAN P	0.0114	Residential Condo	BG-6.0
03-11A-00804	70	SOUTHBRIDGE ST	WU,ARTIE + QIAN XIONG	0.0126	Residential Condo	BG-6.0
03-11A-00805	70	SOUTHBRIDGE ST	BRADFORD,ROGER R	0.0115	Residential Condo	BG-6.0
03-11A-00806	70	SOUTHBRIDGE ST	GOUROUSIS,GEORGE P + ANDREA	0.0172	Residential Condo	BG-6.0
03-11A-00807	70	SOUTHBRIDGE ST	GHOSH,SHUBHENDU	0.0102	Residential Condo	BG-6.0
03-11A-00809	70	SOUTHBRIDGE ST	GATTI,FRANK M +	0.0102	Residential Condo	BG-6.0
03-11A-00810	70	SOUTHBRIDGE ST	QUALITY FIVE INC	0.0072	Residential Condo	BG-6.0
03-11A-00811	70	SOUTHBRIDGE ST	METCALF,DONALD G	0.0115	Residential Condo	BG-6.0

Table A-1: Worcester Downtown URA Parcel Ownership

ID#	#	Address	Owner	Lot Size (ac)	Current Use	Current Zoning
03-11A-00812	70	SOUTHBRIDGE ST	KANTAR,UGUR KURTUL +	0.0072	Residential Condo	BG-6.0
03-11A-00813	70	SOUTHBRIDGE ST	DURAN,MIGUEL A	0.0132	Residential Condo	BG-6.0
03-11A-00814	70	SOUTHBRIDGE ST	PANTAZIS,PAVLOS	0.0072	Residential Condo	BG-6.0
03-11A-00815	70	SOUTHBRIDGE ST	HARDEN,AMY	0.0114	Residential Condo	BG-6.0
03-11A-00816	70	SOUTHBRIDGE ST	QUALITY FIVE INC	0.0217	Residential Condo	BG-6.0
03-11A-00901	70	SOUTHBRIDGE ST	O'BRIEN,MARGARET E	0.0217	Residential Condo	BG-6.0
03-11A-00902	70	SOUTHBRIDGE ST	MEDINA,DOUGLAS	0.0114	Residential Condo	BG-6.0
03-11A-00903	70	SOUTHBRIDGE ST	FRANCOIS,MICHELLE A	0.0072	Residential Condo	BG-6.0
03-11A-00904	70	SOUTHBRIDGE ST	BRADY,CHERYL C	0.0126	Residential Condo	BG-6.0
03-11A-00905	70	SOUTHBRIDGE ST	PUNTIERI,ROBERT	0.0072	Residential Condo	BG-6.0
03-11A-00906	70	SOUTHBRIDGE ST	NIETO,MARIA +	0.0172	Residential Condo	BG-6.0
03-11A-00907	70	SOUTHBRIDGE ST	PUNTIERI,ROBERT	0.0072	Residential Condo	BG-6.0
03-11A-00909	70	SOUTHBRIDGE ST	BISHAY,SHADY N +	0.0072	Residential Condo	BG-6.0
03-11A-00910	70	SOUTHBRIDGE ST	VARGAS,CAROLINA	0.0072	Residential Condo	BG-6.0
03-11A-00911	70	SOUTHBRIDGE ST	ABBOUD,SHADI A	0.0072	Residential Condo	BG-6.0
03-11A-00912	70	SOUTHBRIDGE ST	BRADY,CHERYL	0.0072	Residential Condo	BG-6.0
03-11A-00913	70	SOUTHBRIDGE ST	PUNTIERI,ROBERT	0.0072	Residential Condo	BG-6.0
03-11A-00914	70	SOUTHBRIDGE ST	MIYAUCHI,KEN	0.0072	Residential Condo	BG-6.0
03-11A-00915	70	SOUTHBRIDGE ST	CHANG,CHORNGHAW + JENNIFER	0.0132	Residential Condo	BG-6.0
03-11A-00916	70	SOUTHBRIDGE ST	MARKOS,ABRAHAM O	0.0217	Residential Condo	BG-6.0
03-11A-00917	70	SOUTHBRIDGE ST	MARKOS,ABRAHAM OZCAN	0.0114	Residential Condo	BG-6.0
03-11A-01001	70	SOUTHBRIDGE ST	CHUNG,KENNETH TRUSTEE	0.0217	Residential Condo	BG-6.0
03-11A-01002	70	SOUTHBRIDGE ST	KADIU,KRESHNIK	0.0114	Residential Condo	BG-6.0
03-11A-01003	70	SOUTHBRIDGE ST	KHARRAT,ALYA A + ABBOUD,GEORGE A	0.0072	Residential Condo	BG-6.0
03-11A-01004	70	SOUTHBRIDGE ST	RUSSO,EDWARD F TRUSTEE	0.0126	Residential Condo	BG-6.0
03-11A-01005	70	SOUTHBRIDGE ST	DYER,JOANNE E	0.0072	Residential Condo	BG-6.0
03-11A-01006	70	SOUTHBRIDGE ST	GRAF,WILLIAM	0.0172	Residential Condo	BG-6.0
03-11A-01007	70	SOUTHBRIDGE ST	DUFFY,JAMES J + MARY K	0.0072	Residential Condo	BG-6.0
03-11A-01009	70	SOUTHBRIDGE ST	LOPOLITO,RAYMOND	0.0072	Residential Condo	BG-6.0
03-11A-01010	70	SOUTHBRIDGE ST	PAUL,TINA	0.0072	Residential Condo	BG-6.0
03-11A-01011	70	SOUTHBRIDGE ST	CHARBONNEAU,ROY M +	0.0072	Residential Condo	BG-6.0
03-11A-01012	70	SOUTHBRIDGE ST	ZAKI,TONY V + NERMINE M TRUSTEES	0.0072	Residential Condo	BG-6.0
03-11A-01013	70	SOUTHBRIDGE ST	SPENCER,DAVID	0.0072	Residential Condo	BG-6.0
03-11A-01014	70	SOUTHBRIDGE ST	SPENCER,DAVID	0.0072	Residential Condo	BG-6.0
03-11A-01015	70	SOUTHBRIDGE ST	FIGUEROA,EDGAR +	0.0132	Residential Condo	BG-6.0
03-11A-01016	70	SOUTHBRIDGE ST	MARKOS,ABRAHAM	0.0217	Residential Condo	BG-6.0
03-11A-01017	70	SOUTHBRIDGE ST	DUFFY,JAMES J + MARY K	0.0114	Residential Condo	BG-6.0
03-013-00011	2	SOUTHBRIDGE ST	WORCESTER CTR FOR PERFORMING ARTS,I	0.6516	Theater	BG-6.0
05-012-0026A	328	SOUTHBRIDGE ST	GRENACHE, KATHLEEN J	0.1768	Auto Repair	MG-2.0
05-012-00027	346	SOUTHBRIDGE ST	JOMO LLC	0.1017	Adult Entertainment	MG-2.0
05-003-00016	50	WASHINGTON ST	MASSEY,SERENA E TRUSTEE	0.6273	Warehouses Mfg	MG-2.0
05-009-00019	149	WASHINGTON ST	WG WASHINGTON STREET LLC	1.7800	Buildings for Mfg	MG-2.0
05-003-00017	69	WASHINGTON ST	WORCESTER AMBULANCE LLC	0.2475	Land for Mfg	MG-2.0
05-009-00009	127	WASHINGTON ST	HARRINGTON,PAUL J	0.1502	Auto Repair	MG-2.0
05-007-00005	0	WASHINGTON ST	WYMAN-GORDON COMPANY	0.9008	Surface Parking Lot	MG-2.0
05-002-00001	2	YWCA WAY	YWCA	1.6898	Charitable Services	BG-6.0
05-002-00003	4	YWCA WAY	YWCA	0.8274	Recreation Active	BG-6.0



- Legend**
- Roads
 - Building Footprints
 - Proposed Urban Renewal Parcels



Source:
 -MassGIS
 Basemap & Environmental Data
 -Aerial & Topo Imagery
 ESRI, DigitalGlobe, GeoEye, i-cubed,
 DeLorme, NAVTEQ, TomTom, Intermap,
 increment P Corp., AEX, GEBCO, USDA,
 USGS, FAO, NPS, NRCAN, GeoBase,
 Getmapping, Aerogrid, IGP, IGN, Kadaster
 NL, Ordnance Survey, ESRI Japan, METI,
 ESRI China (Hong Kong), swisstopo, & the
 GIS User Community

URBAN REVITALIZATION PLAN

Downtown Worcester URP Parcels
 Worcester, MA

Figure A-1



**Attachment B
Declaration of Necessity**

DRAFT

To be inserted at a later date.

DRAFT

**Attachment C
Approval Documents**

DRAFT

To be inserted at a later date.

DRAFT

**Attachment D
Public Participation**

DRAFT

City of Worcester, Massachusetts

Edward M. Augustus, Jr.
City Manager

Michael E. Traynor, Esq.
Chief Executive Officer
Worcester Redevelopment Authority



WORCESTER REDEVELOPMENT AUTHORITY
Citizens Advisory Committee Meeting
Thursday, January 22, 2015
8:00 A.M.
City Hall, 455 Main Street
Levi Lincoln Chamber
Worcester, MA 01608

1. Welcome
2. Introductions
3. Role of the CAC
4. Review of Theater District Master Plan
5. Overview of Project Area Conditions
6. Schedule
7. Public Outreach
8. Next Steps

**Worcester Redevelopment Authority
Citizens Advisory Committee
January 22, 2008
8:00 AM
City Hall – Levi Lincoln Room
Worcester, Massachusetts**

Present:

John Brissette, Chair, Jill Dagilis, Vice Chair, Frank Carroll, Michelle Johnson, Hong Tran, Alec Lopez, Mable Millner, Linda Cavioli,

Staff

Michael Traynor, WRA Chief Executive Officer
Heather Gould, Chief of Staff, EOED
Jackson Restrepo, Sr. Project Manager, EOED
Jane Bresnahan, Administrative Assistant, EOED

Chair Brissette welcomed everyone to the meeting and thanked them for their participation, stating he looks forward to working with them throughout the urban renewal process.

Vincent Pedone, Chair of the Worcester Redevelopment Authority, described to the committee that the WRA is statutorily created. The WRA has been involved with six urban renewal projects. The first four projects were governed by WRA-hired staff. In the 1990s, the WRA was stripped of most of its financial independence and reduced to being staffed by the City. There are two active projects remaining - Worcester Medical Center and Washington Square Redevelopment and operations of Union Station. Mr. Pedone stated that the committee has been established to advise the consultants and the WRA Board in the drafting of the urban renewal plan and to bring the urban renewal process to the community as the plan moves forward. Mr. Pedone requested Chair Brissette to identify member(s) to periodically attend WRA meetings to update the WRA on accomplishments.

Michael Traynor stated that the Committee is subject to the open meeting law requirements. He further explained that while the committee is not subject to the Conflict of Interest Law, members were nevertheless receiving the state Ethics Commission's summary of the law for municipal employees. He advised that members should use this as the guiding principles for participation on the committee and that any specific issues or concerns could be brought to the city solicitor. Members were asked to sign the city's form to acknowledge receipt of the summary. Mr. Traynor then presented an overview of the role and responsibilities of the Committee, stating that the Committee will work with

City staff, the BSC Group, and the WRA to plan for, organize, and participate in a community input process.

In a review of past practices and reports guiding the overall vision of the Urban Renewal Plan, Heather Gould gave a PowerPoint overview of the Theatre District Master Plan completed in 2012 by the Worcester Business Development Corporation and the City. Over the past decade, downtown Worcester has witnessed substantial public and private investment. The Theatre District Master Plan is a strategic review of the strengths, challenges, and opportunities of an approximately 30 acre area in the downtown. The goal: To drive growth and spur private investment by leveraging public improvements with the outcome of activating the street life throughout the District. The vision: An active, mixed-use, 18-hour neighborhood with significant institutional growth to support a vibrant entertainment and cultural environment drawing residents, businesses, and visitors to downtown. Ms. Gould also reviewed the recommended actions and primary development opportunities outlined in the Theatre District Master Plan.

Jef Fasser, BSC Group, presented a PowerPoint to the Committee outlining BSC's role as the consultant for the urban renewal process. The CAC will play a prominent role as part of the public participation process required by urban renewal regulations. Mr. Fasser stated that they will work with the Committee to develop the content for the requisite public meetings/hearings for the urban renewal plan. BSC will undertake an inventory and review of existing conditions and report their findings to the Committee at the next meeting. Mr. Fasser reviewed the proposed boundaries of the Urban Renewal Plan, stating that the current area included the Theatre District Master Plan area as well as extending up Pleasant Street to Chestnut Street to High Street to Chatham Street back down to Main Street to Southbridge Street and extending over to the streets surrounding Wyman Gordan.

A question was asked about State participation. Russell Burke, BSC Group, answered that as part of the Urban Renewal Plan designation, an area could not be officially considered as an Urban Renewal Area until the State's Department of Housing and Community Development (DHCD) approved such a plan, and that the plan had to be prepared in accordance with State regulations. Mr. Fasser also advised that he has worked with the State's DHCD on other urban renewal plans and has a good working relationship with DHCD. Mr. Traynor informed the Board that Carol Wolfe from DHCD has reviewed and walked the proposed urban renewal area.

At the conclusion of the meeting it was determined that the Worcester Redevelopment Authority and its Citizens Advisory Committee will hold a joint meeting on February 13, 2015 at 8:00 AM – Levi Lincoln Chamber.

A motion was made by Jill Dagilis and seconded by Frank Carroll to end the meeting. The meeting ended at 9:10 AM.

City of Worcester, Massachusetts

Edward M. Augustus, Jr.
City Manager

Michael E. Traynor, Esq.
Chief Executive Officer
Worcester Redevelopment Authority



WORCESTER REDEVELOPMENT AUTHORITY MEETING NOTICE

Friday, February 13, 2015

8:00 A.M.

Levi Lincoln Chamber, City Hall, 3rd Floor
Worcester, MA 01608

AGENDA

Call to Order

Roll Call

Approval of the Minutes of the January 9, 2015

New Business

1. Joint Meeting with Citizens Advisory Committee - Update on the Downtown/Theatre District Urban Renewal Plan Process and Public Hearing Announcement - February 26, 2015
2. Proposed Amendment No. 1 to VHB Lease Agreement – Recommend Approval
3. Release of Executive Session Minutes – January 9, 2015 relative to the VHB Lease Amendment
4. Status Reports – Miscellaneous Maintenance/Improvement Projects
 - a) Union Station Signage Project
 - b) Union Station Harding Street Improvements Project
 - c) Union Station Restrooms Project
 - d) Union Station – Loading Dock Dumpster: Area Cleanliness/Users’ Conduct

The Worcester Redevelopment Authority does not discriminate on the basis of disability. The Worcester Redevelopment Authority will provide auxiliary aids and services, written materials in alternative formats, and reasonable modifications in policies and procedure to persons with disabilities upon advance request. Please contact Jane Bresnahan at bresnahanj@worcesterma.gov or the ADA Coordinator at disabilities@worcesterma.gov.

Worcester Redevelopment Authority
Worcester City Hall, 455 Main Street, Worcester, Massachusetts 01608
Telephone: (508) 799-1400 Ext. 249 Fax: (508) 799-1406
E-Mail: bresnahanj@worcesterma.gov
Website: www.worcestermass.org



Status Reports (continued)

e) Tenant Update

f) Proposed Special Legislation Authorizing the City Manager to Appoint the
Chair of the Authority

5. Financial Update

Update FTA Reimbursement

Monthly Expenditure Report

Updated Executed Contracts and Payments

DRAFT

City of Worcester, Massachusetts

Edward M. Augustus, Jr.
City Manager

Michael E. Traynor, Esq.
Chief Executive Officer
Worcester Redevelopment Authority



Joint Meeting
WORCESTER REDEVELOPMENT AUTHORITY
and
WRA Citizens Advisory Committee
Friday, February 13, 2015
8:00 A.M.
City Hall, 455 Main Street
Levi Lincoln Chamber
Worcester, MA 01608

Present:

Worcester Redevelopment Authority Board

Vincent A. Pedone, Chair
Steven Rothschild
David Minasian

Staff

Michael E. Traynor, Chief Executive Officer
Erin Cahill, WRA Financial Manager
Jackson Restrepo, Executive Office of Economic Development
Jane Bresnahan, Executive Office of Economic Development

Pursuant to a notice given (attached), a meeting of the Worcester Redevelopment Authority and the WRA Citizens Advisory Committee was held at 8:00 A.M. on February 13, 2015.

1. Call to Order

Chief Executive Officer Michael Traynor called the meeting to order at 8:15 A.M.

2. Roll Call

Mr. Traynor called the roll.

New Business

1. Joint Meeting with Citizens Advisory Committee - Update on the Downtown/Theatre District Urban Renewal Plan Process and Public Hearing Announcement - February 26, 2015

Chair Pedone opened the WRA Board meeting and invited Chair Brissette to open the WRA Citizens Advisory Committee meeting.

Jef Fasser, BSC Group, delivered a PowerPoint presentation that outlined draft proposed boundaries of the urban renewal area, and the process of preparing and obtaining approval of an urban renewal plan. He also discussed the respective roles of the WRA and the CAC. Mr. Fasser outlined the area of the plan and stated that he will work with the Committee in every step of the urban renewal process.

Mr. Traynor explained to the Committee and the WRA that this plan is not comparable to the Medical City Urban Renewal Plan, the dominant purpose of which was to obtain title to numerous properties by eminent domain to assemble a development parcel for an identified redeveloper. The actions under this proposed plan will be strategic, not every property located within the plan boundaries will be targeted for urban renewal activities. The goal of this plan is to change the fabric of the area downtown and the boundaries outlined in the Plan by incentivizing private investment and replacing non-performing or underperforming property owners. Mr. Traynor explained that the financing aspect of the plan will come into play as the plan evolves. At the present time there is no funding available from the State.

Mr. Pedone introduced City Councilor Frederick C. Rushton, Chair of the City Council Economic Development Subcommittee. Councilor Rushton said that he looked forward to having his Committee involved in the process along with the rest of the City Council members.

Advisory Committee Members proposed additions to the process to include a mailing to property and business owners prior to the first public hearing to discuss the development of a proposed urban renewal plan for the Theatre District and surrounding areas being held February 26, 2015 at 5:30 PM in City Hall

Mr. Traynor advised the members that he will work with John Hill, Communications Specialist from the City Manager's office to make sure the hearing is well publicized.

The Citizens Advisory Committee conducted their meeting until 8:55 AM. The WRA recessed its meeting and resumed at 9:12 AM.

2. Proposed Amendment No. 1 to VHB Lease Agreement – Recommend Approval

Mr. Traynor advised the Board that VHB has accepted the WRA's counterproposal, to VHB's request for a lease amendment, as outlined in the executive session held on January 9, 2015. In summary, the amendment deletes the current schedule of rent increases for the first three year renewal and freezes the current annual rent for the next three years.

Mr. Rothschild offered the following motion as written:

Voted that the Worcester Redevelopment Authority hereby authorizes its chair or vice-chair to execute Amendment No. 1 to the Commercial Lease Agreement dated January 31, 2008 with Vanasse Hangen Brustlin, Inc., to revise the rent payable over the term of the first three year extension through July 8, 2018.

Mr. Minasian seconded the motion, and it was voted 3-0 on a voice vote.

3. Release of Executive Session Minutes – January 9, 2015 relative to the VHB Lease Amendment

Mr. Traynor provided the Board Members with Executive Session Minutes for review relative to the VHB Lease Amendment. The portion of the Sale of Parcel at Washington Square has been redacted because the basis for Executive Session has not expired as of February 13, 2015. Chair Pedone reviewed and released the portion of the Executive Session Minutes regarding the VHB Lease Amendment and stated the minutes are now public and are disclosed and released to the public.

4. Status Reports – Miscellaneous Maintenance/Improvement Projects

Ms. Cahill advised the Board that Fusion Entertainment has not paid its January rent and underpaid the previous three months. The Board requested Mr. Traynor to send a default letter.

Mr. Traynor advised the Board that the Board's petition for city council designation of a taxi stand area on Harding Street, as part of the Harding Street Improvements Project was presented the City Council's Standing Committee on Traffic and Parking. The request for the taxi stand area as well as the plan the overall project were well received and the Committee voted to recommend approval of the petition to the City Council.

Other Business

Monthly Expenditure Report

Ms. Cahill, WRA Financial Manager reviewed with the Board the check detail and monthly comparison summary between January 7, 2015 and February 9, 2015. Expenses were \$75,313.43. Ms. Cahill stated that there were \$22,000.00 less in expenses for this time period.

Updated Executed Contracts and Payments

Ms. Cahill stated that a check in the amount of \$210,000.00 was received from the FTA which is the eighty percent reimbursement for the Fixed Guideways Funded Capital Projects for design scope of the Harding Street Improvements, Interior and Exterior Signage and First Floor Public Restrooms as well as work in connection with Coghlin Electrical Contractors and Siemens Industry for video surveillance equipment.

Chair Pedone requested that the Board change the meeting in March. After discussion the Board moved the meeting to Friday, March 6, 2015 at 8:00 AM.

Respectfully submitted,

Michael E. Traynor,
Chief Executive Officer

DRAFT

City of Worcester, Massachusetts

Edward M. Augustus, Jr.
City Manager

Michael E. Traynor, Esq.
Chief Executive Officer
Worcester Redevelopment Authority



WORCESTER REDEVELOPMENT AUTHORITY MEETING NOTICE

Thursday, February 26, 2015

5:30 P.M.

**Levi Lincoln Chamber, City Hall, 3rd Floor
Worcester, MA 01608**

AGENDA

Call to Order

Roll Call

1. Public Hearing M.G.L. C 121B: Housing and Urban Renewal 760 CMR 12.00 Urban Renewal Regulations for the purposes of discussing the development of a proposed urban renewal plan for the Theatre District and surrounding area

City of Worcester, Massachusetts

Edward M. Augustus, Jr.
City Manager

Michael E. Traynor, Esq.
Chief Executive Officer
Worcester Redevelopment Authority



WORCESTER REDEVELOPMENT AUTHORITY

Thursday, February 26, 2015

5:30 P.M.

Levi Lincoln Chamber
Worcester, MA 01608

Public Hearing M.G.L. C 121B: Housing and Urban Renewal 760 CMR 12.00 Urban Renewal Regulations for the purposes of discussing the development of a proposed urban renewal plan for the Theatre District and surrounding area

Worcester Redevelopment Authority Board

Vincent A. Pedone, Chair
Steven Rothschild
David Minasian

Chair Pedone opened the meeting by stating that the Worcester Redevelopment Authority (WRA) is holding a Public Hearing for the purposes of discussing the development of a proposed urban renewal plan for the Theatre District and surrounding area. Mr. Pedone introduced WRA Board Members, David Minasian and Steven Rothschild. He then advised the attendees that the meeting was an official meeting of the WRA and that it was being recorded but not televised so that it could be considered as part of the official public record for urban renewal plan purposes. Chair Pedone advised that the meeting would include a presentation from staff and The BSC Group, the consultant working with the WRA on the plan. Chair Pedone continued saying the purpose of the public hearing is to receive testimony from those impacted or having an interest in the urban renewal zone being created. The parameters of the zone are still in development, input will help to develop the zone and proceed with a plan. He said there would be a presentation, and after the presentation comments would be heard and questions would be answered.

Chair Pedone introduced Michael Traynor, Chief Development Officer for the city and Chief Executive Officer of the WRA, who provided a brief overview of the WRA and the role of the Citizens' Advisory Committee (CAC). Mr. Traynor explained the WRA was established by M.G.L. Chapter 121B, and that one function of the WRA is to undertake urban renewal. He explained that there would be a series of hearings at the local level, and that the urban renewal plan must be approved by the WRA, the Planning Board and the City Council. Once local approvals occur, the Urban Renewal Plan (URP) would be submitted to DHCD at the State level for approval. Mr. Traynor explained that one requirement for this process is "meaningful public input." The CAC is composed of stakeholders/ residents in the area, who will be a sounding

Worcester Redevelopment Authority

Worcester City Hall, 455 Main Street, Worcester, Massachusetts 01608

Telephone: (508) 799-1400 Ext. 249 Fax: (508) 799-1406

Email: bresnahani@worcesterma.gov

Website: www.worcestermass.org



board for WRA, and will help to solicit input from public at large. The WRA will look to CAC for as much public input/participation as possible.

Mr. Traynor turned the meeting over to Jef Fasser, BSC Group. Mr. Fasser stated he is working with Russ Burke (also in attendance), on the development of the urban renewal plan. Mr. Fasser provided an introduction about urban renewal, stating that it is no longer mass clearing of large blocks of land. He explained that the State has a number of urban renewal plans in different communities, and they typically go in and target properties that are vacant and underperforming, working with property owners and providing assistance to turn properties ?. Mr. Fasser explained the benefits of an urban renewal plan, stating that it defines actions to take place at a certain cost in a certain time to move an area forward from an economic development perspective. An URP sets forth a vision for an area and is a tool to attract private investment in the area while allowing the redevelopment authority to act like a private developer to negotiate with private property owners. An URP will also outline public investments that may be made in an area.

Mr. Fasser reviewed all that goes into an urban renewal plan – community involvement; inventory of properties/existing conditions study; zoning and land use. He continued by saying they would pull all the existing information that the State requires into the plan, and then look into strategies to move the area forward - identifying public and private investments that may be necessary and developing a budget for real improvements with real costs and identifying funding.

Heather Gould, Chief of Staff for the city's Executive Office of Economic Development presented information on the Theatre District Master Plan, explaining its significance as the basis for the development of the URP. Ms. Gould explained that the Theatre District Master Plan is a 30 acre area that encompasses the Hanover Theater and immediate blocks surrounding the Worcester Common and City Hall; that the goal is to create a district identity, drive growth, and spur private investment by leveraging public improvements (streetscape) with the outcome of activating the street life throughout the District; that the vision is an active, mixed-use 18 hour district to attract residents, particularly young professionals/empty nesters, businesses, and visitors to the Downtown. Ms. Gould continued her presentation, explaining the action agenda of the Theatre District Master Plan and reviewing the primary development opportunities within the proposed plan area.

Jef Fasser walked through the next steps of the URP process. Mr. Fasser reiterated that an urban renewal plan will be an implementation strategy for the Theatre District and adjacent areas, prepared with public input and ultimately approved by DHCD. Mr. Fasser reviewed original maps of the proposed URP area from 1897 – 2005, showing how the density and development has changed over time. Mr. Fasser provided a brief description of the proposed urban renewal area boundary, and explained that at the next public meeting BSC will provide more analysis for the plan, zoning, land use, development, goals/actions/recommendations for the URP area. Mr. Fasser stated that the process would continue through the spring and summer with anticipated plan approvals in the fall and early winter.

Mr. Pedone introduced members of the CAC that were present - John Brissette, Paul Demoga, Jill Dagilis, Frank Carroll, Jack Donahue, and also recognized State Representative Mary Keefe. The meeting was opened up for public comment.

Allen Fletcher – citizen of Worcester, resident of Canal District, very interested in the process and hopes that downtown will become increasingly vibrant. Mr. Fletcher expressed a curiosity about the boundaries - a little worried about the railroad and the urban terrain – and wondered why the boundaries cross over from the Downtown into the Canal District. What is the advantage of having part of what seems to naturally be the Canal District (Wyman Gordon) included in the Theatre District?

Chair Pedone gives technical reasons why the Wyman Gordon parcels were included – He explained that over the course of the past year, one of the things the WRA has tried to do is work closely with the City Council and the City Administration to be more open, more

transparent, and have more communication. Policymakers at the city level have expressed a desire to see something done at the site, and that incorporating it into the URP provides an opportunity to do that. Chair Pedone also stated that he recognizes that a barrier with the railroad does exist, but that for purposes of an urban renewal plan, an area has to be contiguous.

Mr. Fasser also acknowledged that while the railroad does create a natural boundary, if we are able to better link the downtown to Wyman Gordon, there is the potential they can support each other and feed off each other – so that Wyman Gordon doesn't continue to be a barrier for economic development purposes, and we are able to help revitalize a larger area here. Mr. Fasser points out that Wyman Gordon is within walking distance of the Hanover Theater and that there is opportunity to develop a lot of vacant land.

Russ Burke from BSC, stated that one of the criteria for urban renewal eligibility is “if not for” – Wyman Gordon property has been sitting there and has not on its own been able to get the momentum going to see something happen and the urban renewal process does provide an opportunity where there may be some public initiative or incentives or push to get the ball rolling. The other factor in including the Wyman Gordon properties is that it might prove to be a very interesting linkage between the downtown and Canal District, creating greater connectivity and an overall vibrancy within the City. We felt it was worthwhile to look at it given the opportunity urban renewal presents, if not for, public action through the urban renewal plan, Wyman Gordon may just continue to sit there.

Mr. Traynor explained there was a meeting with representatives from the State's Department of Housing and Community Development and there were preliminary conversations about the railroad tracks as a boundary and extending the urban renewal area down to the Wyman Gordon site. The State thought it made sense to enlarge the district and encouraged the concept. A phased approach - the Theater District, the core downtown, is what we will concentrate on first, and then in a later phase focus on Wyman Gordon. Creating this urban renewal area is not going to lose the identity of the Canal District. No one is going to refer to the Wyman Gordon area as the Downtown Urban Renewal Area, the intent of the urban renewal plan is not to take away from the Canal District. Mr. Fletcher requested a representative from the Canal District be added to the Citizens Advisory Committee.

Bruce Lucier – works for Alpine Management, Manager of Federal Square Condominium Buildings. Commented about parking and alternative options to car ownership/use – zip car, bike rentals (hubway pikes), the need for infrastructure to support those who live in the area - for instance, grocery store.

Jake Sanders, on behalf of Worcester Public Library – looking forward to working closely with you on the plan and finding solutions and outcomes that are beneficial both to the City as a whole as well as the thousands of people that walk into the Library every day.

Shyla Matthews, Community Development Officer for MassDevelopment – Theatre District Master Plan chosen as a Transformative Development Initiative. MassDevelopment through the TDI will seek to utilize additional existing finance products and coordinate with its public-sector partners to leverage activity by private landowners, enterprises, and investors. Ms. Matthews thanked the WRA for engaging in the urban renewal process.

Representative Mary Keefe is excited about the process ongoing in her district – An important part of urban renewal always has to include the idea of community development as well. Rep. Keefe understands the focus to attract new students/residents to the downtown but also urges folks to keep the people that actually live here in mind and consider what their needs are.

Question from the Audience – how fixed is the boundary? Chair Pedone – it is not fixed we are still working on setting the boundary. Is Lamartine Street included in project? Mr. Fasser replies, yes the portion that includes the Wyman Gordon property.

Dick Perry and wife, lifelong residents of Worcester – Comments about how Worcester should be more like Burlington, VT – very vibrant downtown area. Mr. Perry talks about

attracting colleges and students to come downtown and suggests Worcester explore parking solutions such as the methods Burlington uses.

Mauro DePasquale – Executive Director at WCCA TV, 415 Main Street, a public access community media center/TV station. WCCA efforts fit perfectly with the plans for the city/WRA efforts. Mr. DePasquale asks how he can help, he wants to be more engaged in the process.

Tim McCann, member of Worcester Historical Commission – interested in urban renewal project and historic preservation. Mr. McCann is glad to hear the scorched earth policy of the 1960 and 1970s is not being considered, and that he and other members of the Historical Commission would like to have some input to this process specifically regarding the historic buildings. Mr. McCann wants to spread resources over a larger area and cluster entertainment uses within a district to feed off each other. He also questions how this plan will be marketed, and believes there is a stigma in the downtown; recommended streetscape improvements, more specifically lighting, murals, and a visible police presence to help people feel safer and blunt stigma that exists.

Jef Fasser commented about historic resources on north side of lower Pleasant Street, significant properties that they recommended be included because of valuable architectural facades and elements to those buildings.

Jo Hart, resident of Worcester, asks about more meetings being held – was late and missed the presentation – but generally alarmed about WRA existing, worried about demolition, not totally opposed but wished she knew more about it.

Chair Pedone responded to Mr. McCann’s comments – Tax incentives, marketing, safety –there has to be a better effort to tie all of this together and he agrees the streets need to be more pedestrian-friendly and better lighted to make people feel safe. Those three points are well taken and the last point you made which is making sure there is more than one anchor project.

Nicole Apostola, serves on Board of the Friends of the Worcester Public Library – but here representing her own opinion as a resident. Ms. Apostola is not opposed to redevelopment of the library parking lot but anything that goes into that lot really needs to have an understanding of urban design and work with the Worcester Public Library and its staff and patrons. Many patrons of the Library have limited mobility or young children, parking needs to be in close proximity. Main entrance to library needs to be placed in a way that helps library patrons naturally move around downtown - it would benefit the downtown and the whole district.

John Giangregorio, representing Canal District Alliance – Mr. Giangregorio was glad to hear about the connectivity from downtown to the Canal District being a focus. He also recommended Canal District representation on the CAC board, and encouraged continued public participation in the process. He and others have worked very hard and getting the message out of what the vision is in the Canal District. An urban renewal plan, well thought out, will hopefully frame the future with growth. Mr. Giangregorio mentioned Canal District efforts in trying to build a Canal to attract people and spur economic development; he embraces this connectivity with the downtown and thinks we need to clean up those bridges to encourage pedestrian activity.

Jo Hart – Canal District was bottom up approach which is why it works. This is top down. People in the street are what make society - what makes a city. And of course everyone in the city just stays in their car. So instead of talking about the parking you should talk about how to get people out of their cars and into the street because that’s what creates safety, don’t need police – there is strength in numbers, strength in community, which Worcester does not have, and to control the cars you really do need a better traffic system, streetscape is a nightmare, please work at it.

Robert Branca – area real estate developer with property in the district. Mr. Branca states he has tried to make some deals in the area and has had obstacles - properties overpriced, for sale but not really for sale except in a windfall. If there is public incentive for private enterprises, we may be able to solve that problem. The property owner could get what the property owner needs and the area could get developed. Mr. Branca also suggests looking at the area just beyond the

URP boundary – where Mass College of Pharmacy has invested and look at getting some of that activity back into the district.

Russ Burke offered sticky notes to get additional insight/feedback by attendees uncomfortable with public speaking.

Chair Pedone asked audience to make sure they signed in and provided an email address to receive information and updates about the process. He mentions WRA meeting agendas and minutes are posted on line, and recognizes one last speaker – George Opoku. Mr. Opoku is a resident in downtown and a business owner. Mr. Opoku’s comment is that if we are looking to improve the city we should also look to the people that are already here doing something to grow first, and then we look to bring in new people to come and help out. Chair Pedone - We also understand your concerns and we are very aware of the impact that this will have on the businesses in the zone. Within the list of folks that are on the CAC are business owners, small and large within this proposed zone. Opens the floor to other WRA board members.

Steve Rothschild – Thank you for attending and your input. This type of turnout is really what we want to be seeing and it’s a great kickoff for the Citizens Advisory Committee. Mr. Rothschild stated he’d like to see one or two representatives from the Canal District on the CAC, and that the WRA is not looking to bulldoze anything – important to keep the character and historical elements. He appreciated the feedback and encouraged future participation, wants this process to be inclusive, not divisive.

David Minasian – This process is going to be much better for the City of Worcester if all of you continue to be a participant in this process. Economic development is a quality of life issue - it’s just not putting up a building and including private development investment. Mr. Minasian says he looks forward to hopefully creating a lot of new jobs, making a city that’s a lot more walkable, and more entertaining; but also raises those up who are living here as well. He appreciates all the comments and input and looks forward to them in the future.

Chair Pedone entertained a motion to adjourn the WRA meeting; Mr. Minasian motioned to adjourn the meeting, seconded by Mr. Rothschild.

The meeting adjourned at 6:55 PM.

Respectfully submitted,

Michael E. Traynor,
Chief Executive Officer

City of Worcester, Massachusetts

Edward M. Augustus, Jr.
City Manager

Michael E. Traynor, Esq.
Chief Executive Officer
Worcester Redevelopment Authority



Citizens Advisory Committee Meeting
Thursday, April 16, 2015
8:00 A.M.
City Hall, 455 Main Street
Levi Lincoln Chamber
Worcester, MA 01608

Call to Order

1. Introduction – New CAC Members
2. Approval of Minutes – January 22, 2016 and February 26, 2015
3. Downtown/Theatre District Urban Renewal Plan
 - Review of Project Area
 - Proposed Project Goals and Objectives
 - Proposed Redevelopment Opportunities
 - Proposed Public Realm Improvements
 - Next Steps

**Worcester Redevelopment Authority
Citizens Advisory Committee
April 16, 2015
8:00 AM
City Hall – Levi Lincoln Room
Worcester, Massachusetts**

Present:

John Brissette, Chair, Jill Dagilis, Vice Chair, Frank Carroll, Linda Cavaoli, Jack Donahue, Paul Demoga, Alex Dunn, Alec Lopez, Stacey Luster, Mable Millner, Deborah O'Malley, Hong Tran,

Staff:

Michael Traynor, WRA Chief Executive Officer
Heather Gould, Chief of Staff, EOED
Jane Bresnahan, Administrative Assistant, EOED

Mr. Brissette called the meeting to order at 8:06 A.M.

1. Introduction of New Members

Mr. Brissette advised the Committee that at the request of community leaders, discussions with the Administration and the CAC, it was determined that a representative from the Canal District and the Crown Hill District be added to the Citizens Advisory Committee. Alan Fletcher from the Canal District and Honee Hess from the Crown Hill Historic District have been added to the committee.

2. Approval of Minutes

A motion was made by Chair Brissette to approve the minutes of the February 13, 2015 and February 26, 2015 Public Hearing. Mr. Donahue seconded the motion.

3. Downtown/Theatre District Urban Renewal Plan

As part of a PowerPoint presentation, Mr. Jef Fasser (BSC Group) reviewed the information needed within an urban renewal plan. He provided Committee members with a hand-out of proposed project goals and objectives. He continued his presentation by reviewing the study area, the footprint of the current Theater District Master Plan, and proposed development opportunities.

Mr. Fasser advised the Committee that he has met with representatives from the Department of Public Works and Parks to discuss existing conditions and planned infrastructure improvements – noting that the existing city utilities (water and sewer) are

in good condition and adequately sized for the uses within the urban renewal proposed area. Mr. Donahue requested that BSC try to get information on existing infrastructure from the gas and electric companies in the city to make sure the infrastructure is up to standards, and Ms. Dagilis stated that BSC should be aware of the potential need for buildings within the URP to require upgrades to utility connections to buildings and within the streets as well as vaults. Members discussed pros and cons of housing – particularly student housing, tax exempt properties/not taking properties off the tax rolls, and working with existing tenants/property owners.

Ms. Luster was particularly concerned about displacing local small businesses, particularly minority businesses and relocation. Mr. Burke explained the DHCD parameters for relocation in an urban renewal scenario. Mr. Fasser stated he will provide members with a description of the State mandates on relocation. Mr. Burke also noted that the mandates have been updated and retooled to current standards.

Mr. Fasser offered potential development opportunities, starting with the Mid-Town Mall at 10-22 Front Street. The Committee requested careful consideration be made when thinking about actions that may affect businesses and relocation of those businesses. Mr. Fasser continued with the presentation outlining additional proposed development opportunities: Aldrich Street, Park Plaza on Main Street, 517-521 Main Street, 521-545 Main Street, Chatham Street at Main Street, Chatham Street at High Street, Federal and Portland Street, McGrath Parking Lot at Salem Square, Southbridge Street, and Wyman Gordon owned parcels. The discussion turned to the urban renewal area boundary and whether or not the area could be expanded. Mr. Traynor gave a brief background to the Committee of why the area was selected to be the focus.

Mr. Fasser stated that the WRA is looking to complete the urban renewal plan for submission to DHCD in Fall 2015. The Committee requested that the presentation and most current maps be forwarded for review. The Committee will meet again at 8:00 am on April 30 to discuss further.

A motion was made by John Brissette and seconded by Jack Donahue to end the meeting. The meeting ended at 9:40 AM.

City of Worcester, Massachusetts

Edward M. Augustus, Jr.
City Manager

Michael E. Traynor, Esq.
Chief Executive Officer
Worcester Redevelopment Authority



Citizens Advisory Committee Meeting
Thursday, April 30, 2015
8:00 A.M.
City Hall, 455 Main Street
Levi Lincoln Chamber
Worcester, MA 01608

Call to Order

1. Approval of Minutes – April 16, 2015
2. Downtown/Theatre District Urban Renewal Plan
 - Visioning Session

**Worcester Redevelopment Authority
Citizens Advisory Committee
April 30, 2015
8:00 AM
City Hall – Levi Lincoln Room
Worcester, Massachusetts**

Present:

John Brissette, Chair, Frank Carroll, Linda Cavaioli, Jack Donahue, Paul Demoga, Alex Dunn, Allen Fletcher, Michelle Johnson, Alec Lopez, Mable Millner, Hong Tran,

Staff:

Michael Traynor, WRA Chief Executive Officer
Heather Gould, Chief of Staff, EOED
Jackson Restrepo, Special Project Coordinator, EOED
Jane Bresnahan, Administrative Assistant, EOED

Mr. Brissette called the meeting to order at 8:05 A.M.

1. Introduction of New Members

Mr. Brissette welcomed Allen Fletcher from the Canal District noting that two new members have been added to the Committee to represent the Canal District and the Crown Hill District.

2. Approval of Minutes

Chair Brissette asked the Committee to approve the minutes of the April 16, 2015 meeting. Mr. Demoga made a motion to approve the minutes. Mr. Fletcher seconded the motion.

3. Downtown/Theatre District Urban Renewal Plan

- Visioning Session

City Manager Edward Augustus thanked the Committee for allowing him to share his vision for the future of the Downtown. He acknowledged that the Urban Renewal Project is meant to build upon the success of the Hanover Theatre for the Performing Arts and the creation of the Theatre District Master Plan. He then reflected upon how the downtown has evolved over the past thirty years – describing the CitySquare project and the re-opening of Front Street, re-creating the connections from Downtown to Washington Square, a vision inspired through the renovation of Union Station, the emergence of the Canal District, the announcement of a new Washington Square hotel

and the development of the Osgood Bradley Building into student housing – the development of the Osgood Bradley Building into an 82 unit, 250 bed market rate purpose built student housing complex bringing college students to the downtown core, creating a density and an energy that was lacking. Mr. Augustus noted the instrumental development of the Massachusetts College of Pharmacy and Health Sciences under the leadership of President Charles Monahan, and the development of numerous buildings within the downtown footprint - the Regional Justice Center and Gateway Park, the Voke Lofts and the construction of a new Hampton Inn hotel. He mentioned how the City was doing its part with funding programmed for streetscape within the downtown core – on Main Street from Courthouse to Courthouse, as well as Salem, Portland, Federal, and Southbridge Streets – new sidewalks, stamped crosswalks, and lighting. He would also like to see a front entrance be added to the Library opening up to the Common as well as the creation of a tot lot between the Library and the YWCA. Urban renewal is a worthwhile program to promote redevelopment in areas struggling with disinvestment and decay. While downtown Worcester has many positive attributes - strong businesses, historic architecture, vibrant entertainment and nightlife options, it suffers from a declining building stock due to property owners unwilling or incapable of maintaining and investing in their real estate. The impact of new investment is limited by substandard properties within the area. With the right resources and the right support, a targeted urban renewal program for downtown Worcester would eliminate those pockets of blight. Mr. Augustus noted that along with MCPHS, Becker College has students living in the area, Quinsigamond Community College has 1,500 students in their Center for Workforce Development and Continuing Education on Franklin Street, and Worcester State University is also looking into space within the urban renewal area. Mr. Augustus wants the URP to be a blueprint to guide developers 5, 10, 15 years down the road – identify the disinvested properties and address them because the City and the merchants deserve better. Worcester is the second largest city in New England, let's start acting like it.

During the discussion that followed, the Committee suggested/requested that the plan might be better received by changing the word “renewal” to “revitalization.” In closing, Mr. Augustus suggested that the committee review the plan and look at it as a toolbox to identify the boundaries and the footprint of all the structures and vacant land within the plan.

| _____ Mr. Traynor advised the Committee that a presentation on the Theatre District Master Plan will be given by the consultant who drafted it, and that a copy of the Theatre District Master Plan will be emailed to the Committee. The Committee will next meet May 14, 2015 at 8:00 AM.

A motion was made by Paul Demoga and seconded by Jack Donahue to end the meeting. The meeting ended at 9:15 AM.

City of Worcester, Massachusetts

Edward M. Augustus, Jr.
City Manager

Michael E. Traynor, Esq.
Chief Executive Officer
Worcester Redevelopment Authority



Citizens Advisory Committee Meeting
Thursday, May 14, 2015
8:00 A.M.
City Hall, 455 Main Street
Levi Lincoln Chamber
Worcester, MA 01608

Call to Order

1. Approval of Minutes – April 30, 2015
2. Theatre District Master Plan Presentation
Crosby Schlessinger & Smallridge Consultants

Worcester Redevelopment Authority
Citizens Advisory Committee
May 14, 2015
8:00 AM
City Hall – Levi Lincoln Room
Worcester, Massachusetts

Present:

John Brissette, Chair, Jill Dagilis, Vice Chair, Linda Cavaoli, Jack Donahue, Paul Demoga, Allen Fletcher, Honee Hess, Alec Lopez, Stacey Luster, Mable Millner, Hong Tran,

Staff:

Heather Gould, Chief of Staff, EOED
Jackson Restrepo, Special Project Coordinator, EOED
Amanda Gregoire, Project Manager, EOED
Jane Bresnahan, Administrative Assistant, EOED

Mr. Brissette called the meeting to order at 8:07 A.M.

1. Approval of Minutes

Chair Brissette asked the Committee to approve the minutes of the April 30, 2015 meeting. Mr. Donahue made a motion to approve the minutes. Ms. Dagilis seconded the motion.

2. Theatre District Master Plan Presentation
Crosby Schlessinger & Smallridge Consultants

Chair Brissette introduced Craig Blais, President & CEO of the Worcester Business Development Corporation. Mr. Blais spoke about the Theatre District Initiative, a partnership with the City focused on generating new investment and vitality in an area surrounding the restored Hanover Theatre for the Performing Arts. With this partnership, the City and WBDC leveraged investment within the Federal Square area by combining private investment and market strategies with public programming and infrastructure support to promote economic development of the area. Chair Brissette introduced and welcomed Representative Mary Keefe to the meeting.

Mr. Blais introduced Skip Smallridge and Carole Schlessinger. In December 2013, Crosby Schlessinger & Smallridge was hired to prepare a Downtown Worcester Theatre District Master Plan. Mr. Smallridge informed the group that the plan was introduced in January 2013 to City Council and the goal of the plan was to create a district identity and sense of place within Downtown Worcester, and to identify buildings and sites that provide the primary transformation opportunities for institutional, housing, and entertainment/cultural uses, as well as the infrastructure improvements needed to support those uses. Mr. Smallridge noted The WBDC's

recent purchase of 20 Franklin Street and plans for its transformation illustrate the organization's commitment to the plan as well as the City's commitment to make the necessary improvements through its various programs and initiatives, including streetscape and parking to support the private investment efforts. Mr. Smallridge reviewed the Action Agenda for the plan and map of a mixed-use district outlining education institutions (market rate student housing, existing and proposed, commercial, residential, community and ground level retail. Mr. Smallridge noted the acquisition by the Hanover Theatre of 551 Main Street to become a mixed use building, and the CitySquare project including the parking garage and new hotel. He discussed the need for a parking garage in the area of Federal Street.

The Downtown Worcester Theatre District Master Plan presents an Action Agenda – guiding principles for the plan - then expands into more detailed plans and recommendations. The Action Agenda includes the following eight principles: Create a Mixed-Use District Anchored in Institutional Growth, showing examples of Saint Vincent Hospital and Massachusetts College of Pharmacy and Health Sciences; Establish an Entertainment Core Linked to Activity Centers & Open Spaces – a master plan with Federal Street Entertainment Core and links to other activity centers and open spaces; Increase Stock of Market-Rate and Student Housing – New residential developments which have introduced 430 units between 2005 and 2012, have reached full occupancy and carry a wait list and CitySquare which includes plans for housing up to 300 units; Special Opportunity Area – examples of pedestrian-focused entertainment districts that have been converted on 4th Street in Cleveland, Ohio and Louisville, Kentucky; Attract Private and Institutional Investment; Expand District Connections – previous projects included Massachusetts College of Pharmacy and Health Sciences (academic) as well as the construction of the Gateway Park project (business innovation Center) – new projects include the rehabilitation of 20 Franklin Street and ongoing CitySquare project; Improve Pedestrian Network of Alleys and Shared Streets – by proposing assets and primary circulation routes and expand district connections – possible creation between the Library and the YWCA with a plaza created in between; Manage and Increase Parking Supply – provided aerial of existing and proposed parking garages as well as reconfigured surface lots and proposed streets for angled parking – new proposed parking in the Federal Street area; Program for Live, Work, Study and Play – Mr. Smallridge noted the current successful projects – Common/Oval events, food trucks, movies and festivals.

Mr. Smallridge focused on Federal Street as a Special Opportunity Area, as a new urban gathering space, that creates an opportunity since it is only one block long, it is identifiable, and it provides a sense of closure. The discussion on Federal Street focused on the fact that it had the potential to be a walkable center of activity but needed to be programmed in a way that allowed it to become a destination attraction over time.

Mr. Smallridge noted that these plans take time and to move forward you need to build on Worcester's historic architecture in the Theatre District and Worcester's Downtown for moving forward with the WRA Urban Revitalization Plan. Committee members discussed various scenarios to increase the footprint of the master plan adding not to leave out certain neighborhoods and historic buildings and to work off of successful plans including Gateway Park and Union Station. Questions were raised about traffic circulation and connections – how are people coming into the Downtown? What are the traffic counts? Which should come first, construction of a parking garage or redevelopment? Mr. Brissette noted that these were all good questions – and that the discussion would be left at this point to continue at the next meeting.

The next meeting will be held June 4, 2015 at 8:00 AM, hosted by Linda Cavaoli at the YWCA.

A motion was made by John Brissette and seconded by Jack Donahue to end the meeting. The meeting ended at 9:15 AM.

DRAFT

City of Worcester, Massachusetts

Edward M. Augustus, Jr.
City Manager

Michael E. Traynor, Esq.
Chief Executive Officer
Worcester Redevelopment Authority



Citizens Advisory Committee Meeting
Thursday, June 4, 2015
8:00 A.M.
YWCA Central Massachusetts
One Salem Square
Worcester, MA 01608

Call to Order

1. Approval of Minutes – May 14, 2015
2. Exterior Evaluation of Properties within the Proposed Urban Revitalization Area (BSC Group)

**Worcester Redevelopment Authority
Citizens Advisory Committee
June 4, 2015
8:00 AM
YWCA, One Salem Square
Worcester, Massachusetts**

Present:

John Brissette, Chair, Jill Dagilis, Vice Chair, Linda Cavaioli, Paul Demoga, Allen Fletcher, Jack Donahue, Alex Dunn, Alec Lopez, Stacey Luster, Deborah O'Malley, Hong Tran,

Representative Mary Keefe

Staff:

Michael Traynor, Chief Development Officer
Heather Gould, Chief of Staff, EOED
Jackson Restrepo, Special Project Coordinator, EOED
Jane Bresnahan, Principal Staff Assistant, EOED

Mr. Brissette called the meeting to order at 8:10 A.M.

1. Approval of Minutes

Chair Brissette asked the Committee to approve the minutes of the May 14, 2015 meeting. Mr. Donahue made a motion to approve the minutes. Mr. Dunn seconded the motion.

2. Exterior Evaluation of Properties within the Proposed Urban Revitalization Area (BSC Group)

Chair Brissette reviewed the process to date and the purpose of today's meeting. Mr. Fasser then, through a presentation format, started a review of the physical conditions of the existing buildings within the proposed Urban Revitalization Area (URA). Mr. Fasser explained that an exterior survey of the parcels and buildings within the URA was completed from the street level, and highlighted the specific properties that BSC was recommending be studied in further detail as the URP process continues. Mr. Fasser also reviewed proposed public realm improvements pointing out proposed traffic improvements, streetscape improvements and pedestrian connections within the URA. The discussion following the presentation addressed the following:

- Parking – Downtown parking is an issue, particularly when it is dedicated for specific buildings and not available to the general public
- Condo-owned Buildings – redeveloping is a challenge due to multiple ownership entities
- Façade improvements, and the extent of any proposed improvements, as well as vacant storefronts and how to fill them.

The next meeting will be held August 27, 2015 at 8:00 AM in the Levi Lincoln Chamber, City Hall.

A motion was made by Mr. Donahue and seconded by Ms. Dagilis to end the meeting. The meeting ended at 9:15 AM.

DRAFT

City of Worcester, Massachusetts

Edward M. Augustus, Jr.
City Manager

Michael E. Traynor, Esq.
Chief Executive Officer
Worcester Redevelopment Authority



**Citizens Advisory Committee Meeting
Agenda and Notice
Thursday, August 27, 2015
8:00 A.M.
City Hall, Levi Lincoln Chambers, 3rd Floor
Worcester, MA 01608**

Call to Order

1. Approval of Minutes – June 4, 2015
2. Update on Proposed Urban Revitalization Area (BSC Group)
3. Proposed Public Meeting – Wyman Gordon Property Re-Use

Worcester Redevelopment Authority
Citizens Advisory Committee
August 27, 2015
8:00 AM
City Hall, Levi Lincoln Room, 3rd Floor
Worcester, Massachusetts

Present:

John Brissette, Chair, Frank Carroll, Linda Cavaioli, Paul Demoga, Alex Dunn, Allen Fletcher, Michelle Jones-Johnson, Mable Millner

Representative Mary Keefe

Staff:

Heather Gould, Assistant Chief Development Officer, EOED
Jackson Restrepo, Special Project Coordinator, EOED
Amanda Gregoire, Project Manager, EOED
Jane Bresnahan, Principal Staff Assistant, EOED

Mr. Brissette called the meeting to order at 8:25 A.M. Mr. Brissette acknowledged Linda Cavaioli, for hosting the June 4th meeting at the YWCA.

1. Approval of Minutes

Chair Brissette asked the Committee to approve the minutes of the June 4, 2015 meeting. Mr. Fletcher made a motion to approve the minutes. Ms. Cavaioli seconded the motion.

2. Update on Proposed Urban Revitalization Area (BSC Group)

Chair Brissette introduced Russell Burke from the BSC Group. He reviewed various properties that have been visited by BSC Group and Heather Gould and Jackson Restrepo from the Economic Development Office. Most property owners in the area that BSC and the city met with have ground floor operations with vacant floors above. Most were interested in facilitating some sort of rehab to their properties, however, cited the cost to do so and no end user as obstacles to development. In most cases, the ground floor businesses were flourishing, but the upper floors needed serious rehabilitation. It was also pointed out that one property that was toured consisted of various condo owners within the buildings. Mr. Burke advised the Committee that the BSC Group is still gathering data and the next steps will include identifying the parcels that are vacant or have high development/redevelopment potential. Ms. Gould noted that the City's Streetscape Project is continuing in the downtown area and along Main Street from Courthouse to Courthouse, as well as Salem, Portland, Federal, and Southbridge Streets – new sidewalks, stamped crosswalks, and lighting.

Ms. Gould advised the Committee that a coordinated meeting was in the works with the Worcester Redevelopment Authority and its Citizens Advisory Committee to discuss the Wyman Gordon Property Re-Use.

The meeting will be held on September 16, 2015 at 5:30 PM at the Crompton Collective, 138 Green Street.

A motion was made by Mr. Dunn and seconded by Mr. Fletcher to end the meeting. The meeting ended at 9:15 AM.

DRAFT

Agenda

Worcester Urban Revitalization Plan

Public Forum on Wyman Gordon Property

September 16, 2015 5:30 PM

1. **Welcome – Michael Traynor, Chief Development Officer – City of Worcester
Exec. Director, Worcester Redevelopment Authority**
2. **Overview of Urban Revitalization Plan Jef Fasser, Project Manager, BSC Group**
3. **Describe Forum Format Jef Fasser**
4. **Wyman Gordon Discussion Forum 6:00- 6:45**
5. **Report Back 5 minutes summary from each group**
6. **Next Steps Michael Traynor and Jef Fasser**

DOWNTOWN WORCESTER URBAN REVITALIZATION PLAN

PUBLIC FORUM ON REDEVELOPMENT OPTIONS FOR WYMAN GORDON PROPERTY

SEPTEMBER 16, 5:30PM

SUMMARY FROM BREAKOUT DISCUSSION

During the break-out session community members identified three key features for improvements in the area: to establish a multi-sports facility, to increase mixed-use development, and to improve walkability and transportation connections. Additionally, emphasis was placed on the need to brand the area as part of the Canal District. Identified housing options included attracting first time homeowners, active retirees, and individuals looking to downsize. For possible jobs and industries, a strong theme was to foster a creative sector. Ideas discussed included accommodating smaller retailers, artist studios, small technology startups and other incubator spaces. General consensus was to move away from manufacturing and large office spaces. Participants identified the need to enhance pedestrian experience through integration of green spaces, street trees, bike lanes and public art. Finally, participants noted that any programming established in the area would require supporting parking facilities and traffic control.

Question 1: In your opinion, what use or uses are missing from the general area that you would like to see? Or, what uses would you like to see more of?

Group ONE Incorporate Mixed-Uses (1st floor retail/2nd floor residential with parking)

Design of a walking district with supporting amenities

Establish market rate housing

Group TWO Branding of the water element - Canal District

Include support/service retail such as a bank, pharmacy, grocery store

Create open space that serves as an attraction

Establish spaces for manufacturing with a buffer

Group THREE Include performance space that would be either indoor or outdoor

Establish green spaces containing community gardens or urban orchards

Create family-oriented housing and downtown area that is safe

Imbed green infrastructure practices within streetscapes and buildings

Develop athletic space/complex to accommodate sport tournaments

Group FOUR Improve streetscape (sidewalk width/lighting)

Enhancing connection between Downtown and Canal District/WG Sites

Question 2: Do you feel that the market would support additional housing units in this area? If yes, what type(s) of housing?

Group ONE Developing a variety of housing options that attract first time homeowners, elderly housing, and people looking to downsize

Development to fulfill market rate and local housing need for renting and owning

Group TWO Creating higher density, affordability and open spaces

Group THREE Developments that create neighborhoods and not (solitary) lofts

Developing housing for retired people who are still active

Group FOUR Geographically ideal for residents, colleges and outsiders

Question 3: If we want to attract more jobs into the area, what types of jobs would you like to see, with an understanding that the current zoning is an MG-2.0 Manufacturing zone, and zoning may have to change.

Group ONE Accommodating smaller retailers, crafts (artists) rent studios, small startups (technology) and co-working spaces

No manufacturing jobs or large office spaces

Group TWO Hosting emerging industries, growing markets

Creating a niche market

Group THREE A Creative Sector that could include a children's theater and house other creative after school activities, a craftspeople apprenticeship, incubator space, and an artist live/work space

Question 4: Do you feel that this area lacks open space? If yes, what public amenities would you prefer to see incorporated into the Urban Revitalization Plan?

Group ONE Designing spaces to include little courtyards, pet parks, water features, parking, bike paths, green infrastructure

Ownership with private entities (landowner or developer)

Establishing parking areas to support programming

Group FOUR Incorporating open space is an absolute
Reconnecting streets
Creating tourism destination
Establishing a year round sports facilities

Question 5: Imagine you are walking down Madison Street by the Wyman Gordon site. What transportation/circulation improvements (if any) would enhance your experience?

Group ONE Establishing a parking garage for the whole area
Creating low maintenance public amenities (green infrastructure, parking, fountains, bike paths)
Improving public transportation (connections to T-Station and Union Station)

Group TWO Need to humanize the scale of the area and eliminate very wide areas
Traffic control for any existing or purposed programing
Access for I-290 is good (closing Quinsig on ramp brought more congestion to Kelley Square)
Relocation of gas and bank and construction of a round-about

Group THREE Establish a pedestrian friendly atmosphere with including features such as lighting (especially under bridges), street trees, public art, and traffic calming

Group FOUR Reconnecting streets is vital
Incorporating open space is a must

Question 6: If money was irrelevant - In your opinion, what do you think is ultimately the best reuse scenario for the Wyman Gordon site?

Group ONE Creating mixed-use buildings

Group TWO Establish multi-sports facilities to house a pool, ice rink, track & field, etc.
Improve rail access

Group FOUR Developing a manufacturing museum

City of Worcester, Massachusetts

Edward M. Augustus, Jr.
City Manager

Michael E. Traynor, Esq.
Chief Executive Officer
Worcester Redevelopment Authority



**Citizens Advisory Committee Meeting
Agenda and Notice
Thursday, November 19, 2015
8:00 A.M.
City Hall, Esther Howland Room, 3rd Floor
Worcester, MA 01608**

Call to Order

1. Approval of Minutes – August 27, 2015
2. Summary of Economic Development Meeting – September 16, 2015
3. Massworks Announcement re: Quinsigamond Avenue
4. Proposed Urban Revitalization Plan Actions
 - a. Public Realm
 - b. Parcels
5. Next Steps

**Worcester Redevelopment Authority
Citizens Advisory Committee
November 19, 2015
8:00 AM
City Hall, City Council Chambers, 3rd Floor
Worcester, Massachusetts**

Present:

John Brissette, Chair, Jill Dagilis, Vice Chair, Linda Cavaioli, Jack Donahue, Alex Dunn, Allen Fletcher, Alec Lopez, Hong Tran

Representative Mary Keefe

Staff:

Michael Traynor, Chief Development Officer
Heather Gould, Assistant Chief Development Officer, EOED
Jackson Restrepo, Senior Project Coordinator, EOED
Amanda Gregoire, Senior Project Manager, EOED
Jane Bresnahan, Principal Staff Assistant, EOED

Mr. Brissette called the meeting to order at 8:05 A.M.

1. Summary of Economic Development Meeting – September 16, 2016

Chair Brissette remarked about the great turnout for the Economic Development Meeting held at the Crompton Collective. Many ideas were put forth for the area.

2. Massworks Announcement re: Quinsigamond Avenue

Ms. Gould announced that the City received a \$3 million MassWorks infrastructure grant award that will help the flow of traffic from Route 146 into downtown. \$1 million of the grant will focus on the Front Street downtown area and the remaining \$2 million will be used towards the reconstruction of Quinsigamond Avenue leading from the Route 146 interchange into downtown. This addition to the area will allow the possibility of combining an area near the Fire Station on Southbridge Street.

3. Proposed Urban Revitalization Plan Actions

Ms. Gould turned the meeting over to Jef Fasser to Mary Ellen Radovanic of the BSC Group. Mr. Fasser reviewed parcels and locations identified to be included in the Urban Revitalization Plan and summarized proposed action plans. It was determined after the presentation that a meeting will be scheduled of the WRA CAC Subcommittee to discuss in depth the parcels and action plans.

A motion was made to adjourn the meeting. The meeting ended at 9:10 AM.

City of Worcester, Massachusetts

Edward M. Augustus, Jr.
City Manager

Michael E. Traynor, Esq.
Chief Executive Officer
Worcester Redevelopment Authority



**Citizens Advisory Committee Meeting
Agenda and Notice
Thursday, February 11, 2016
8:00 A.M.
City Hall, Esther Howland Room, 3rd Floor
Worcester, MA 01608**

Call to Order

1. Approval of Minutes – November 19, 2015
2. Urban Revitalization Plan Discussion
 - Review of Process to Date
 - Financial Plan
 - Next Steps

Other Business

Summary of Conflict of Interest Law

**Worcester Redevelopment Authority
Citizens Advisory Committee
February 11, 2016
8:00 AM
City Hall, City Council Chambers, 3rd Floor
Worcester, Massachusetts**

Present:

John Brissette, Chair, Jill Dagilis, Vice Chair, Frank Carroll, Linda Cavaoli, Paul Demoga, Jack Donahue, Allen Fletcher, Alec Lopez, Deborah O'Malley, Hong Tran

Representative Mary Keefe

Staff:

Michael Traynor, Chief Development Officer
Heather Gould, Assistant Chief Development Officer, EOED
Jeanette Roach, Project Manager, EOED
Jane Bresnahan, Principal Staff Assistant, EOED

Mr. Brissette called the meeting to order at 8:05 A.M.

1. Approval of Minutes – November 19, 2015

Chair Brissette asked the Committee to approve the minutes of the November 19, 2015 meeting. Mr. Fletcher made a motion to approve the minutes. Ms. Dagilis seconded the motion.

2. Urban Revitalization Plan Discussion
Review of Process to Date
Financial Plan
Next Steps

Mr. Traynor advised the Committee that this meeting will consist of the appraisals, financials and the final plan to be brought to the public hearing process.

Mr. Fasser of the BSC Group explained the purpose of today's meeting was to provide updates to recommended actions, boundaries, public realm improvements, acquisitions, the initial financial plan, public meeting process and schedule, and next steps. Mr. Fasser reviewed the entire study area; noting which properties are currently identified for a proposed action within the plan: acquisition for demolition; acquisition for rehabilitation; acquisition for assemblage and new construction; partnership/ façade improvements; and potential public realm improvements. Mr. Fasser then reviewed the financial plan and budget estimate as well as the, funding in place and any potential funding sources. He advised the Committee of the next steps: draft plan and financial plan to be completed; an initial meeting scheduled with DHCD – potential for possible revisions to the Urban Revitalization Plan if necessary; public hearing in

Spring 2016; submission to the WRA for review and vote of the plan; Planning Board review and vote with submittal to the City Council shortly thereafter..

3. Other Business

Summary of Conflict of Interest Law

Mr. Traynor explained that as a member of the WRA Citizens Advisory Committee, members are considered a City of Worcester board or commission member. The law requires that each member receive a copy of the Summary of the Conflict of Interest Law and a signature be filed with the City.

A motion was made to adjourn the meeting. The meeting ended at 9:10 AM.

DRAFT

**Attachment E
Market and Economic Analysis**

DRAFT

Worcester Urban Revitalization Plan – Economic Development Assessment

Introduction

With a population over 180,000 residents, Worcester is the second largest city in New England with an enviable list of assets, including:

- A long list of colleges and universities in the City providing a vibrant set of over 35,000 students, as well as faculty and staff;
- Direct (and improving) commuter rail service to Boston, a refurbished Union Station on the edge of downtown, and a new bus transfer facility for WRTA;
- Significant private-public development projects in or near downtown such as CitySquare and Gateway Park; and
- Key attractors such as the DCU Center and the Hanover Theatre, and major employers such as UMass Healthcare and Medical School, other health care companies and hospitals, insurance companies (Hanover, Unum), and industrial leaders such as Polar Beverages, CSX Rail and Simplex Grinnell.

Despite these advantages, Worcester remains a Gateway City in Massachusetts with relatively high poverty rates, low household incomes, and low home values compared to statewide averages. And economic, demographic and real estate market conditions tend to be more challenging in the downtown area of the City that is the focus for the Urban Revitalization Plan (URP).

The **objective** of this memo is to present an economic development assessment of downtown Worcester for the URP that is informed by relevant data measures and input from private, non-profit, and public sector development leaders.

This work builds from numerous other city planning efforts, most notably the 2012 Theatre District Master Plan, and a wide-range of data and information on downtown Worcester, including the 2016 MassDevelopment Transformative Development Initiative (TDI) report, which includes data on Worcester's Theatre District.¹

This assessment is organized into three sections:

1. Overview of key economic/demographic market conditions
2. Economic development issues and challenges
3. Economic opportunities and potential strategies – near-term and long-term

¹ See http://www.massdevelopment.com/assets/pdfs/annual-reports/TDI_report_022016.pdf



Downtown Worcester Economic/Demographic Market Conditions

Integral to understanding current and future economic development opportunities and priorities is to work from a data-driven foundation of relevant information on downtown Worcester. Although it is beyond the scope of this project to undertake a new data profile of Worcester and its downtown area, significant data resides in publications such as the Worcester Research Bureau's 2015 Almanac and the MassDevelopment TDI report referenced above. The intent here is thus to provide some highlights and relevant data measures that reflect current market conditions for the City and downtown.

Study Area Overview

The formal study area for the URP is depicted in Figure 1 below. This area includes parts of downtown, the entire Theatre District (from the Master Plan and current TDI project), and areas to the southeast of the McGrath Boulevard known as the Canal District and including the Wyman-Gordon site. The study area is near but does not include Union Station, CitySquare, or the Massachusetts College of Pharmacy and Health Sciences.

This type of uniquely formed area for the URP may be completely appropriate for revitalization and redevelopment, but does not easily lend itself to geographically consistent data measures. Consequently, the data included in this brief overview varies among the more focused TDI District (from the Master Plan) to the slightly broader ZIP code (e.g., real estate data for 01608) to citywide measures.

Summarizing available data that is most relevant to redevelopment opportunities and challenges, we find that:

Citywide, Worcester has some relatively strong economic indicators. As of 2014, there are just under 100,000 jobs in Worcester (99,722) which is more than any other Gateway City in Massachusetts. Worcester has a jobs to population ratio of 0.54 which is higher than the statewide average of 0.5 and significantly higher than the Gateway City average of 0.41. Coupled with the fact that Worcester has more employees working in the city than residents who are working overall, this is an indicator of a relatively strong employment base and the daily reality of commuters coming into the City.² Further, Worcester's unemployment rate is relatively low compared to other Gateway Cities, and the percentage of adults with a bachelor's degree or higher (30%) is significantly above the Gateway City average of 23% (though still trailing the state average of 39%).

Residents of Worcester, and the downtown area in particular, do face economic hardships. Despite the presence of a relatively solid employer base, most resident-based data measures point to a distressed market. For example, the citywide poverty rate is 21.4% compared to a statewide average of 11.4%. For the TDI District, the

² Worcester has a remarkably high concentration of jobs in the "eds and meds" categories of education and health care with 48% of all jobs in those sectors compared with 28% statewide.



Figure 1. Worcester Urban Revitalization Plan – Study Area



Aerial Photography with URA Boundary

Legend

-  Urban Renewal Area
-  Parcels



Source: BSC Group



poverty rate almost doubles to a staggering 40.4%. Similarly, median household income citywide is \$45,932 compared to a statewide average over \$66,000. For the TDI District, median household income is just \$22,593. Median home values see a similar pattern. Data measures like these are challenging as they are: 1) reflective of the current perceptions of downtown in terms of a concentration of poverty, homelessness, public safety concerns, etc.; and 2) not yet reflective of the current/planned market rate housing in downtown Worcester which is likely to improve these measures over time.³

Downtown real estate market conditions are challenging in terms of both available product and lease rates. A frequently noted comment from Worcester development experts is that there is a lack of larger, high-quality (Class A) office space available. Data from Co-Star (provided by the Worcester Regional Chamber) indicate that there are only five (5) Class A buildings in the downtown area with about 100,000 square feet available across multiple buildings, an average lease rate of \$20 per square foot and a vacancy rate of 14.3%. Class A space will see an upswing shortly when UMass moves 500 IT workers to a new Mercantile Center office location, thus freeing up their current space at 370 Main Street. Class B office space is much more abundant with higher vacancy rates and lower lease rates. The net effect is a market where average lease rates are often higher in the rest of Worcester than downtown – not a sign of a vibrant market. Further, Valassis Policy Map estimates a very high vacancy rate for commercial (including retail) space in the TDI District of 32.6% and retail lease rates that are higher outside the downtown area. Combined, these real estate data indicators point to both the opportunities and challenges of attracting new tenants and investment.

Data indicates other challenges and needs for downtown. Two additional issues stand out for the downtown Worcester market: a) the need for more attractions in downtown Worcester; and b) the perception and reality of public safety. A 2014 survey of college students in Worcester found that:

- College students generally perceive downtown Worcester as generally not offering the amenities for the city's college students, and not being pedestrian friendly (despite its fairly compact form and sidewalks).
- College students are most interested in seeing a downtown with: a) a healthy food store; b) fast-casual Mexican food like Boloco or Chipotle; c) bookstores and cafes with wifi; and d) entertainment options like more live music venues.

Public safety is another frequently cited concern for downtown Worcester in terms of interest from developers, quality retail stores, and attracting younger populations. Despite some improvements over time, the city's violent crime rate remains higher than the Gateway City average and more than twice the state average. Perhaps even more importantly, the perceptions of safety largely based on significant loitering and the "convening" location of homeless and other hard-luck individuals near the

³ The resident-based data are derived from American Community Survey (ACS) data that cover 2010 to 2014 and thus change slowly as they cover multiple years to arrive at statistically viable estimates.



Worcester Common acts a deterrent to a host of visitation and development opportunities.

Economic Development Issues and Challenges

Based on research, findings from interviews with private and public sector development experts, and previous plans, a number of key issues and challenges remain in terms of redevelopment and the attraction of private investment into downtown Worcester. This is particularly true in the study area for the URP that is the core of the downtown surrounding City Hall and the Worcester Common. At the same time, it is important to keep in mind that there are very positive development activities and successes near the URP study area. In some ways, the study area URP thus represents an area in need of more redevelopment and economic enhancement, largely surrounded by areas that are seeing more private investment and redevelopment.

These assets and redevelopment projects (just outside the URP) are further explored in the next section on opportunities and strategies, but are worth noting here as they provide the context for the URP. In other words, unlike many other Gateway Cities in Massachusetts that lack redevelopment and private sector vibrancy more broadly, Worcester has significant pockets of redevelopment success, but they have generally not reached the inner core of downtown. *At a high level, the economic challenge of downtown Worcester is frequently summed up by developers calling Worcester an "8 to 5" market for downtown workers with few amenities/attractions (aside from the Hanover Theatre) to bring in younger professionals, college students or others seeking urban experiences.*

Along those lines, the most prevalent economic development issues and challenges in the URP include:

- Market rents for residential and office space that generally don't support private investment in new building construction;
- Real and perceived loitering and public safety concerns around Worcester Common and nearby retail that act as a deterrent to private investment;
- First floor vacancies and low-value retail uses peppered throughout the URP;
- Numerous small to medium-sized buildings that can be characterized by a mix of vacancy, low-quality Class B and C office space, and lower-income housing tenants.
- Despite the compactness of Worcester and the nearby activities, downtown Worcester is not viewed as pedestrian friendly and has not developed transit options to appeal to "choice" riders.
- The Wyman-Gordon site and other areas south of the McGrath Boulevard (sometimes referred to as the Canal District) present a mix of environmental



concerns, weak pedestrian connectivity to downtown, and uncertain private development interest.

Market Rents that Don't Support New Construction/Speculative Investment. A commonly heard statement from multiple development experts was that Worcester's relatively modest lease rates and sales values generally don't support new construction. This is very typical in Gateway Cities as a relatively weak market combined with construction costs that don't vary much from area to area results in lower capital investment. Worcester has seen some exceptions to this, as the CitySquare project (now with multiple developers and major tenants) has included major private investment, fueled by upfront public infrastructure funding (MassWorks grants). Other examples include the nearby Mercantile Center project which will include \$71 million in private investment for acquisition and site improvement and the WPI/WBDC Gateway Park project with multiple partners. Still, office rents top out at about \$25 per square foot for new Class A space with most older/Class B space significantly lower. A closely associated sentiment from developers is that they won't do major projects on speculation, thereby requiring existing or committed tenants to occupy space. And they need to ensure that if trying to acquire properties that they can purchase at a market price grounded in market realities.

Lingering public safety concerns in downtown Worcester. Virtually everyone working in development in Worcester recognizes that there are still public safety concerns in the core downtown area, concentrated around the Worcester Common and nearby retail stores. The commonly expressed descriptions revolve around loitering, drugs, and panhandling combined with a perception of insufficient police presence and other safety amenities (e.g., street lights). Along these lines, stakeholders mentioned that when college students arrive in Worcester, they are essentially told (explicitly or implicitly) to stay on campus and be very careful about going downtown. Multiple private developers mentioned that these perceptions are a significant deterrent to private redevelopment interest.

First floor vacancies and low-value retail uses. According to one local retail expert, there are approximately 33 ground floor vacancies in the Worcester downtown area/Theatre District. And every development expert recognized that the current mix of retail, service and restaurant offerings in the study area is less than desirable. Recent experience in the area has included unsuccessful efforts to retain or attract major chain retail providers, and even mid-priced casual eateries like Boloco or Chiptole (which would be highly desired by college students) have not yet entered the market. While some high-quality ventures have been successful, the current mix of retail uses tends towards pawn shops, phone stores, convenience stores, etc. that tend to target low-income populations. One challenge is the prevalence of parking garages attached to major office buildings which often results in office workers staying within their own office rather than frequenting local establishments or street level presence. In addition, the low median household income of downtown Worcester (less than \$25,000) is a major



obstacle to attracting retailers. The more recent/ongoing build-up of market rate housing in the area should change this demographic over time but has not shown up in the ACS data yet.

Low quality small-medium sized buildings in downtown core. Many of the small-medium sized buildings in the URP study area (Theatre District) also have relatively low-value upper floors – a mix of vacancy, lower rent residential apartments, and Class B or C office space. Some of the current landlords appear to be stuck in a situation where: a) they aren't attracting enough higher-paying tenants to cover higher-quality rehabilitation of spaces; and b) if open to selling the property, they may be seeking a sales value well-above market realities. To further emphasize this point, a number of these properties are in strategically critical locations next to or near other properties that have been redeveloped. For example, buildings on Franklin Street (largely owned by the Mayo Group) on either side of the revitalized Quinsigamond Community College and Innovation Center project at 20 Franklin are generally in disrepair (e.g., the old Paris Cinema) or only attracting lower-income tenants/customers. Similarly, the Mercantile Center project is located on the edge of the URP and City Square on Front Street but the remainder of Front Street (including the Midtown Mall) is largely distressed and/or vacant. Finally, the 500 block of Main Street near the Hanover Theatre also includes significant opportunity for higher and better uses.

Weak perceptions of walkability and unrealized transit markets. Although Worcester's downtown area is relatively compact with sidewalks, almost 45% of college students think that downtown Worcester is not pedestrian friendly, with another 32% just feeling "neutral". Based on my observations and interviews, I suspect that this is a combination of: a) lack of pedestrian connectivity between areas of downtown Worcester (e.g., unpleasant walk from Union Station or Shrewsbury Street to downtown, not obvious how to walk from Gateway Park to downtown); b) public safety concerns, especially around the Worcester Common; and c) the not yet realized walkability that CitySquare will eventually provide. In addition, opportunities to link transit to economic development in Worcester appear incomplete. For example, when asked directly, developers barely acknowledged Union Station and improvements to commuter rail to Boston as a critical element of their projects. Further, most college students or other potential "choice" transit riders simply do not use WRTA buses which limits the ease of access from colleges to downtown.

Long-term challenges at Wyman-Gordon site. At over 10 acres, the Wyman-Gordon site represents the largest vacant/undeveloped site in the URP study area. And as the crow flies, it is fairly close to both the rest of downtown and other key areas of the city (e.g., Union Station, Canal District, Shrewsbury Street restaurants). That said, it presents a number of challenges for near-term redevelopment including: a) environmental issues that will require clean-up but the severity of those issues remains uncertain and thus a development risk; b) lack of connectivity to the rest of downtown given the McGrath Boulevard and unfriendly pedestrian connections; and c) a mix of industrial, automotive repair and other surrounding/existing uses that are less conducive to residential or



mixed use development. As discussed in more depth below, given the higher redevelopment opportunities and priorities in downtown Worcester, this area of the URP may require additional planning, environmental assessment, and patience.

Economic Opportunities and Potential Strategies – Near-term and Longer-term

Worcester, like every city, may have its challenges and obstacles, but its list of assets is strong and the potential opportunities to redevelop the downtown into a more vibrant focal point for positive economic activity is enticing. While the City and various partners are understandably frustrated at the lack of progress on a number of key sites in the downtown area, that is a better problem to have than many Gateway Cities in Massachusetts that lack overall market demand and have many fewer assets to leverage and connect. From this perspective, redevelopment supported with a continued long-term vision working towards an “18 hour downtown area” for Worcester can be more tactical and methodical than purely wishful thinking.

Through research and interviews, a number of positives related to downtown revitalization are worth highlighting:

- The positive spillover effects of CitySquare and its \$565 million of public-private development are only just beginning. Most tangible are the completed and in operation buildings for Unum, and Saint Vincent's Cancer and Wellness Center, as well as another \$71 million in private investment at Mercantile Center (sometimes grouped into CitySquare but a different development project next door that will include the new location of 500 UMass Memorial Hospital IT workers). The benefits of this project cannot be fully leveraged until more of it is complete, including the new Marriott hotel and luxury residences at Roseland.
- There is a significant upswing in market rate housing in downtown Worcester which should produce positive impacts on the area. By one estimate, downtown Worcester is experiencing an increase of 800 market rate units (many of them near but not in the URP study area). And most developers expect the potential for even more residential development, ideally reaching a market termed “affordable market rate housing.” Given that the TDI Theatre District has a population of about 2,200 this is a significant boost towards building an “18 hour downtown” which will demand and require additional services, retail and other amenities in the downtown area. It also should boost median household incomes, thereby making the area more attractive for retailers.
- Come May 2016, Worcester will have an express, non-stop train to Boston that will reduce the travel time to just 46 minutes. The City, Chamber of Commerce and other stakeholders are advocating to increase that number to 3 trains in each morning and afternoon commute. This kind of accessibility to Boston, combined



with less costly housing options, should be a major selling point for Worcester in the coming years.

- Developers consistently gave high marks to City officials and public/private economic development leaders in terms of being supportive, responsive, creative and generally easy-to-work-with. This kind of positive, coordinated economic development environment can be a selling point for Worcester (especially compared to other cities). The active Economic Development Coordinating Council appears to be a positive force for collaborative and aligned efforts that should be continued and highlighted.

Along these lines, and addressing the issues and challenges described above, there are a number of near-term and longer-term redevelopment opportunities and strategies for Worcester to consider.

Near-term Economic Opportunities and Potential Strategies

Prioritize and implement acquisition of key sites and buildings in the URP study area.

Downtown Worcester is fortunate to have very real interest from private developers. Many Gateway Cities in Massachusetts lack this essential ingredient to revitalization but in Worcester, there are examples of: a) significant private investment in projects (e.g., CitySquare, Mercantile Center); b) investment from area colleges and universities in downtown facilities (e.g., Massachusetts College of Pharmacy and Quinsigamond Community College); and c) stated interest from existing Worcester developers if they can acquire lower-grade properties at a fair price to re-invest in them. Thus, one of the key obstacles to more comprehensive revitalization of downtown Worcester is the large number of poor quality retail, office and residential spaces.

While acquisition processes are not easy, the City has an opportunity to strategically work towards implementing a plan to gain access to critical buildings and sites and partner with developers interested in re-investing to create higher quality uses. For example, there appears to be an opportunity to provide a level of market rate housing that is enhanced over current quality and rents, but below the more luxury residences planned at Roseland (over \$2,000/month) and even the student housing at the Edge (\$1,600/month). This could be termed “affordable market rate housing” at rents of \$1,000 to \$1,500 which could further boost the downtown population and help create the 18 hour market developers and retailers seek.

One approach to prioritization could be to work from existing/new assets to build momentum and larger stretches of revitalization success. For example, this could mean extending from CitySquare and Mercantile Center towards the Midtown Mall on Front Street and 40-44 Front Street as a first step. The next priority could then be across the Common along Franklin Street (in particular the Paris Cinema) towards the new Innovation Center. With the logical connection then being to Main Street and sites surrounding the Hanover Theatre. Given the moderate market strength in the City, Worcester can proceed incrementally and not overextend itself or attempt to do it all at once. Consequently, a priority list might be along the lines of:



- Midtown Mall
- 40-44 Front Street
- Paris Cinema building on Franklin
- 507 Main Street (corner building with Franklin)
- 526 Main Street (with pawn shop)
- 531 Main Street

Of course, this kind of idealized priority list based more on geographical considerations and existing assets needs to be informed by market realities, costs, and developer interest (e.g., critical to have a good understanding of developer interest in reinvestment in a building).

Upgrade public safety and police presence around the Worcester Common. While crime rates in Worcester may be gradually declining, they remain above Gateway City averages. And unfortunately, the perception of public safety is often even more important as the visible presence of significant loitering, drugs, panhandling and other unsavory individuals (concentrated in and around the Worcester Common) remains a very real concern. It's abundantly clear that this is limiting downtown economic activity in terms of visitation (including college students), private developer interest, and retail options. Until this issue is addressed in a more visible manner (e.g., increased police presence, improved lighting), it will continue to limit revitalization of the URP study area.

Enhance and innovate gap financing and small business financing. As noted, market rents in downtown Worcester often are not high enough to support new construction or major gut rehabilitation projects. And the market reality is that the URP study area is unlikely to attract major national retailers in the near-term, meaning that first floor retail success is likely to come from more local/regional small businesses. Thus, the City and its development partners should continue to pursue expanded and creative financing to help spur improved physical spaces and successful business start-ups. Ideas include establishing a revolving loan fund for gap financing, and a small business loan program that converts to a grant if they create jobs in the City.

Conduct environmental and planning study of Wyman-Gordon site to determine clean-up costs for preferred uses. It's widely acknowledged that the Wyman-Gordon site should not be the first priority for redevelopment as many other sites and buildings in the downtown core remain vacant or underutilized. At the same time, the Wyman-Gordon site has environmental concerns without a price tag, meaning that everyone knows there are clean-up costs but are not sure how much. That said, there appears to be general consensus that the site could make sense as some kind of athletic / recreational sports facility complex, and there may be some private interest in that use. A practical next step would be to try to work with MassDevelopment to engage in a preliminary environmental assessment to determine approximate clean-up costs under different uses. For example, it might make sense to do a basic clean-up and cap it, which could be sufficient for a number of uses (though probably not residential). But



until those costs are better understood, it provides risk to a private developer and also the City (if it might partner on site clean-up or a land agreement). A key element for this site is to be patient and ensure that any substantive public investment is only undertaken with strong private sector partnership.

Survey new downtown residents about their desired retail, service and entertainment options. The growing influx of anticipated new market rate housing residents in downtown Worcester (including market rate student housing) is likely to generate new retail and service options. At first, this is likely to be concentrated at CitySquare and the nearby Mercantile Center and there are active efforts to attract national/regional retail and restaurant chains to CitySquare. Still, this level of residential development along with a concentration of office workers (e.g., 500 UMass IT workers at Mercantile Center) could be an opportunity to provide more services, retail and entertainment. A survey (perhaps in 2017) could help engage downtown residents and workers in their desired amenities, basic services, etc. This could help provide guidance to development partners as they work to upgrade first floor options in the URP study area (a natural next step after CitySquare is further completed).

Mid to Long-term Economic Opportunities and Potential Strategies

Start planning for stronger transit options to connect colleges and key activity nodes to downtown. Despite being the second largest city in New England with active commuter rail connections, Worcester's transit market appears to be quite limited, especially in terms of: a) attracting "choice" riders beyond the transit dependent; and b) providing visible, attractive transit connections between key activity nodes (employers, entertainment, colleges, hospitals, etc.). As the City considers its future and downtown market, it should keep in mind that: 1) millennials increasingly demand good public transit options and rate transit as a key factor in where they choose to live; and 2) other similarly-sized cities are initiating more forward-looking, ambitious transit projects to attract a wider mix of riders. For example, Providence and the Rhode Island Public Transit Authority (RIPTA) have already created rapid bus lines along the most traveled routes to provide more efficient rides (e.g., signal light prioritization) and they are working together to build a streetcar system to connect Brown University, their downtown area, the train station and the largest hospital complex in the state.

Given the long timeline from transit planning to implementation, three ideas that Worcester could begin to study for feasibility are:

1. Streetcar or bus rapid transit (BRT) to connect key activity nodes in the downtown area. Logical routes to consider could include: a) Gateway Park to MCPHS to DCU Center to Downtown (and Hanover Theatre) to CitySquare to Union Station; and/or b) UMass Memorial Hospital to Shrewsbury Street to Union Station to CitySquare to Downtown. This option could better connect the core of the city and allow residents, office workers and visitors to "park once" to move around the city to various attractions.



2. Enhanced, re-branded bus routes from colleges/universities to downtown area. Based on the 2014 survey, college students don't see easy connections to the downtown despite the presence of WRTA buses. To change this and attract different ridership markets, Worcester would need to enhance and re-brand very visible, easy to visualize on a map, buses with straight-forward connections to the downtown. Other small-medium cities (Boulder, Co; Eugene, OR) have re-branded bus routes with better amenities (real-time apps) and completely changed their bus ridership opportunities.
3. Ensure Worcester is fully leveraging passenger rail opportunities. As noted, existing developers apparently see Union Station and the MBTA commuter rail to Boston as a secondary consideration rather than a prime transit-oriented development (TOD) opportunity. Hopefully, the coming non-stop train that will shorten the time to Boston will help change this perception along with the implementation of the Edge project with lots of new housing units next door to Union Station. Further improving walkability from Union Station to the rest of downtown is an important part of fully leveraging this asset so it's much more than an urban park and ride facility. And longer-term, Worcester should advocate for the Inland Route inter-city route that would better connect Worcester to Springfield, Hartford, New Haven and New York City.

Methodically add more “reasons to come to downtown area”, linking CitySquare to Hanover Theatre. In line with student surveys and a potential survey of new downtown area residents, the City and its development partners can methodically work towards adding more reasons to come downtown, filling in the gaps between CitySquare and the Hanover Theatre. Some of the most compelling activities that are currently missing include: 1) more live music venues; 2) an urban grocery store; 3) a modern movie theater; and 4) wider mix of café, restaurant and bar options.

Develop more structured and shared parking in the downtown. Worcester remains an auto-centric city and even if it can improve transit (see above), more development will require more parking. And parking is an issue that is mentioned by virtually all development leaders in the City. The goal should be to carefully provide more structured parking over time as the market develops, focusing on shared parking facilities that will result in downtown office workers increasing their foot presence throughout downtown.

Develop coordinated strategies to help retain more college students in Worcester. One of New England's economic strengths is its higher education institutions – a highly prestigious and numerous set of colleges and universities that attracts students throughout the region and beyond. In this way, the region's colleges act as an export industry (similar to tourism) as they bring in tuition dollars and other spending from other parts of the country (and increasingly the rest of the world). Not surprisingly, many parts of New England would like to retain more students after graduation to help boost their local economic and residential markets. For example, in Boston, the challenge of



retention is often associated with high housing costs and other amenities but the reality is that the area attracts so many college graduates (even if they didn't go to school in Boston) that they have a very strong population cohort of younger, educated workers to fuel their economy. In contrast, western Massachusetts possesses many colleges and the University of Massachusetts Amherst, but also worries about retention, though the challenges are much more fundamentally about available jobs and major employers.

Worcester, on the other hand, may have a unique opportunity to retain more of its thousands of college graduates. As noted above, Worcester actually has a pretty strong job market with some close connections between major employers and local colleges and universities. And the proximity to Boston, Providence and other markets can be an asset. But based on local interviews and surveys, the reason many don't stay appears to be more about quality of life and a general sense that "they don't feel good here." Many of the opportunities and strategies mentioned above could start to change this dynamic and help Worcester retain more graduates. Key elements of this strategy would need to include improved walkability, downtown amenities (coffee shops, fitness centers, live music, quality eateries, urban grocery), transit connections, and mid-priced housing options.

In parallel to the City's efforts to implement the Urban Revitalization Plan should be a concerted effort, coordinated among the City's colleges and universities, to directly work at retaining more graduates through re-branding, social media, internships, outreach, and two-way communications. In the long run, this could have the most beneficial impact to downtown Worcester.

Attachment F
Overview of Worcester Projects

DRAFT

ATTACHMENT F: SUMMARY OF WORCESTER PROJECTS & INITIATIVES

1. Introduction

Worcester has a number of significant ongoing or recently implemented projects within and proximate to the URA. This attachment summarizes the major development projects, residential projects, higher education investments and development initiatives which are ongoing or recently completed relative to the URA.

- Major Development Projects
 - CitySquare
 - DCU Center Arena and Convention Center Complex
 - WRTA Administration and Bus Transfer Hub
 - Union Station and Union Station Parking Garage
 - Washington Square
- Residential Projects
 - Canal Lofts
 - 371-379 Main Street
 - Former Worcester Courthouse
- Higher Education Investments
 - Quinsigamond Community College
 - Becker College
- Development Initiatives
 - Urban Renewal
 - Wayfinding
 - Commercial Corridors Overlay District
 - Interdepartmental Review Team
 - Worcester Student Survey 2014

Worcester also has a number of business assistance programs through the City's Executive Office of Economic Development. Each program has specific guidelines and eligibility criteria. These are not discussed individually herein, but additional information can be found on the City's website.

Financial and technical assistance programs include the following:

- Brownfield Cleanup Revolving Loan Fund
- Economic Development Incentive Program
- Façade & Awning Incentive Grant Program
- Housing Development Incentive Program
- HUD Section 108 Loan Guarantee Program
- Microloan Program

Technical Assistance programs include the following:

- Business Retention
- Business Start-up Guide
- Creative Industries
- Developer's Guidebook
- Site Search Assistance

- Worcester Business Guide
- Worcester Interdepartmental Review Team

Finally, in addition to the municipal departments Worcester has a number of other public and private partners providing small business services and fostering start-ups in the City, including the following:

- Massachusetts Biomedical Initiatives (MBI)
- Massachusetts Life Sciences Center
- Massachusetts Manufacturing Extension Partnership (MassMEP)
- Massachusetts Office of Business Development
- MassDevelopment
- Worcester Business Development Corporation
- Worcester Business Resource Alliance
- Worcester Local First
- Worcester Regional Chamber of Commerce,

The remainder of this attachment presents an overview of selected projects and initiatives.

2. Major Development Projects

2.1 CitySquare

CitySquare, a \$500+ million, multi-phased project in the heart of downtown Worcester, is one of the largest public-private development projects in the Commonwealth. Upon completion, the project is anticipated to create more than 2.2 million square feet of commercial, medical, retail, entertainment and residential space. The approximately \$470 million private investment will be supported by a \$94 million public investment in the project area, which was designated a District Improvement Financing (DIF) District in 2005. This designation, the first of such in the Commonwealth, enables the City to utilize tax revenues generated from property within the DIF project area to fund public infrastructure and public project elements in support of this major and pivotal redevelopment project.

Over the past several years, the City of Worcester has been diligently working with the developer, CitySquare II Development Co. LLC ("CSII"), to complete the abatement and demolition of the former Worcester Common Fashion Outlets mall as well as portions of the adjacent parking garage. As a result, private development is ongoing within the project, and includes the completion of a 214,000 square foot building for Unum (Paul Revere Life Insurance), and the renovation of an 860-car parking garage. This construction has resulted in an \$85 million investment and the creation of more than 300 construction jobs. Unum moved into its new office building in January 2013, retaining 700 jobs and creating 50 net new jobs. In addition, Saint Vincent Hospital has completed the constructing a 66,000 square foot cancer and wellness center. The new center represents a \$21 million capital investment by Vanguard (parent company of Saint Vincent Hospital).

A new two-level subterranean parking garage is under construction at the corner of Front and Mercantile streets, and is expected to open to vehicles in spring 2016. Surface-level construction of a full service 168-room hotel is scheduled get underway in early summer 2016 and open in 2017 under the AC by Marriott brand. The hotel will also be accompanied by a 6,000 square-foot standalone restaurant. A commercial office building is also planned above the garage. A 370-unit residential development with approximately 12,000 square feet of ground level retail will be located directly across from the recently completed bus hub. Combined, the garage, hotel and residential development represent a \$116 million investment in Downtown Worcester.

The physical infrastructure surrounding CSII has also undergone considerable changes. As a public component of the project, a new roadway network has been constructed, creating an east-west connection through the downtown. Front Street and Mercantile Street are now open and accessible to vehicular and pedestrian traffic. This project will

leverage significant additional private investment in future phases, which are envisioned to consist of new construction for office, residential, retail, entertainment and hotel opportunities.

2.2 DCU Center Arena and Convention Center Complex

The City of Worcester and SMG-managed DCU Center completed a substantial \$32 million dollar renovation and expansion project at the arena. This was the first major refurbishment project at the City-owned Arena since it opened over 30 years ago. The DCU Center improvements were funded through revenues generated from a Special Finance District Zone (SFD). The Arena underwent a five-month period of complete shutdown from May to September 2013 to allow these improvements to occur.

Key components of the project include:

- Reconstructed main entrance, lobby and box office to better accommodate ticketing, circulation and security needs.
- Expanded concourse along Foster Street side of building.
- Two party suites and two new major bathroom facilities.
- Facelift for Interior of arena concourse (paint, fixtures, floor treatments, etc.).
- New streetscape along Major Taylor Boulevard and Foster Street sides of building.
- Upgrades to mechanical and electrical systems, particularly HVAC system - chiller, cooling tower and emergency generator.
- A new restaurant, “Figs and Pigs Kitchen + Pantry” located at the corner of Commercial and Foster Street in a new incubator restaurant space.

2.3 WRTA Administration and Bus Transportation Hub

The Worcester Regional Transit Authority (WRTA) recently constructed a new 14,000-square foot administrative and bus transportation hub (Hub) adjacent to the Union Station Intermodal Station Facility. This state-of-the-art building houses administrative offices, customer service operations, and user amenities. The transfer hub has eight bus slips and provides riders with shelter from weather conditions, bicycle amenities, and automated message boards.

2.4 Union Station Intermodal Station Facility

Union Station was constructed in 1911, and since the late 1990’s has undergone an extensive renovation to become Central Massachusetts’ premier intermodal facility, with transportation options which include high speed rail, commuter rail, inter- and intra-city bus services, and taxi services. Recent upgrades at Union Station include expanded commuter rail service, restroom facility renovations, improvements to the Harding Street entrance for taxi queuing, and a comprehensive signage overhaul. There is an adjacent 500-car parking garage with electric vehicle charging stations.

2.5 Washington Square

A \$7.7 million reconfiguration reduced the rotary to a smaller roundabout and created several new development parcels totaling more than three acres adjacent to Union Station. The roundabout also functions as a gateway to some of the city’s most important developments including CitySquare, the Regional Justice Center, Saint Vincent Hospital, the DCU Arena and Convention Center, and the Hanover Theatre for the Performing Arts. First Bristol Corporation is currently constructing an extended stay hotel at Washington Square. The hotel would include approximately 110 Rooms, 120 parking spaces, a fitness center, a pool, and continental breakfast. It is planned to be six stories and is estimated to cost \$14 million. Around the corner from the Washington Square rotary is the Osgood Bradley Building, a former manufacturing building, which is now vacant. Vision Development, Inc. has commenced construction to convert the 8-story, 160,000 square foot building into 82 units of 1, 2, and 4-bedroom apartments. The development

is intended to be purpose-built student housing, but would likely not have any formal affiliations with the local institutions.

3. Residential Projects

In addition to the residential units to be developed as part of CitySquare (noted above), below are highlights of some nearby residential developments.

3.1 Canal Lofts

The former Chevalier Furniture Building, a 90,000-square foot four (4)-story structure, was purchased by Winn Development for a 64-unit mixed income residential development. The building is fully leased.

3.2 371-379 Main Street

The upper floors of two underutilized buildings have been converted into 55 micro-loft units, 26 of which are committed to the Massachusetts College of Pharmacy and Health Sciences. These are market-rate housing units geared toward graduate students and young urban professionals. Ground level façade improvements support first floor commercial use of both buildings.

3.3 Former Worcester Courthouse

In spring 2015 the New Hampshire-based developer Brady Sullivan was selected through a city disposition process to redevelop the former Worcester Courthouse with the intent of creating 115 high-end apartment units and 3,000 square feet of retail space. The courthouse property consists of 4.28 acres on the north end of Main Street, just south of Lincoln Square. The main building was constructed in 1843, and additions were built in 1880 and 1954.

4. Higher Education Investments

4.1 Quinsigamond Community College

Quinsigamond Community College (QCC) recently took occupancy of approximately 72,500 square feet in 18-20 Franklin Street (the former T&G building) for its Allied Health programs. It also expanded its Workforce Development and Training, Adult Basic Education and English as a Second Language programs. This downtown space supports over 2,000 students and administrators.

4.2 Becker College

Becker recently leased 40 dwelling units to house 72 students at 72 Franklin Street from a private property owner. Other students have also been placed in privately-owned downtown buildings to address the college's demand for additional student housing.

5. Development Initiatives

In addition to the URP, the City has extensive development initiatives, programming activities and cultural development initiatives to encourage businesses to move into or expand within Worcester, as well as to facilitate positive experiences for residents and visitors in the downtown area. Some of these are highlighted below.

5.1 Wayfinding

A public-private partnership between the City of Worcester and the Worcester Cultural Coalition, working with the local business, higher education and cultural communities, the Worcester Wayfinding Project is intended to develop a comprehensive wayfinding system, including signage, district identifiers and information kiosks capable of guiding

Worcester visitors to their destinations while giving them the sense of Worcester's rich cultural history and future. As designed, the Worcester wayfinding system will not only guide visitors, but also share the stories and spirit of the community via public art installations and online mobile communication tools. In July 2014, the City secured \$2 million from the Massachusetts Department of Transportation, and has committed an additional \$1 million of its own. The initial plan includes over 175 wayfinding installations and 24 public art pieces to create a comprehensive and aesthetically pleasing navigation system. The first phase of sign fabrication and installation is ongoing.

5.2 Commercial Corridors Overlay District

The Commercial Corridors Overlay District (CCOD) is a multifaceted approach to stimulating redevelopment in the city's downtown and commercial corridors. The intent of the ordinance is to promote active streets, more dense development, mixed-uses, and a pedestrian-friendly environment. This will be achieved through regulations governing dimensional requirements, urban design aspects, and parking requirements. The CCOD encompasses the downtown area and connecting major commercial corridors of the city, including Main, Chandler, Pleasant, Highland, Shrewsbury, and Grafton Streets. It also includes the Canal District area. The Overlay District replaces the Arts Overlay District, Mixed Use Overlay District, and Parking Overlay Districts. In June 2014, the Planning Board voted to recommend the City Council's adoption of the ordinance and map amendment. The City Council approved the ordinance in February 2015.

5.3 Interdepartmental Review Team

To help developers by answering questions and advising them of any City approvals that may be required, the City offers an informal and voluntary 'Pre-Application' meeting between City staff and the project proponent. Known as the Interdepartmental Review Team (IRT), this informal City team offers a preliminary review of a project to streamline the development process. The initial IRT consultation can usually clarify whether a project qualifies as 'By-Right' or whether it requires additional approvals – such as a Variance and/or Special Permit. The IRT meets bi-weekly and is comprised of multi-disciplinary staff from the Executive Office of Economic Development, Department of Inspectional Services, and the Department of Public Works and Parks. In 2014, 26 IRT meetings were held to provide feedback on a total of 72 development plans.

5.4 Worcester Student Survey 2014

The City of Worcester Executive Office of Economic Development, in partnership with the Worcester Regional Chamber of Commerce, conducted a survey of college student perceptions of downtown Worcester. A total of 1,128 students from ten higher education programs participated in the online survey in spring 2014. The motivation for the survey was to better understand current student perceptions of downtown Worcester and what college students want as part of their downtown experience.

The majority of respondents felt that the city is not pedestrian friendly and does not offer the amenities necessary for the city's student population. However, most agree that downtown is easily accessible from campus. The top five establishments students would be excited to see in downtown Worcester are a health food grocery store, Wi-Fi café/lounge, fast casual Mexican food, a bookstore and more live music entertainment. Students were given the opportunity to offer comments, and the top three trends were the need to improve transportation and parking, safety and cleanliness, and promotions, events and marketing to the student population. Finally, students felt that a mix of local and national retail and service-based businesses would be optimal.