



Smart City, Smart Choice.



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Worcester at a Glance



Population
181,045



Population Within 50 Miles
6+ Million



FY12 Area Median Family Income
\$83,600



No. of Worcester-based Businesses
5,093



Payroll of Worcester Employers
\$4.9 Billion



Certified Projects Designated
50+



Downtown Office Space
4.75 Million Sq. Ft.



Class A Office Occupancy (2011)
84%



No. of Hotel Rooms
766



No. of College Students
30,000+



NIH Annual Funding (2011)
~\$200M



MBTA Commuter Trains to Boston
16 on Weekdays



MBTA Passengers to Boston
1,300 Daily



WRTA Annual Passenger Trips
3.5 million

National Recognition

Top 10 City for Families
Parenting Magazine (2014)

5th Best Small City to Get Rich
Credit Donkey (2013)

1st Best Access to Healthcare
Commonwealth Fund (2013)

7th Best Small City for College Grads
Credit Donkey (2013)

1st for Young Singles
Zillow (2013)

20 Strongest-Performing Metropolitan Region
Brookings Institution (2012)



#4 MSA in United States – Job Gainers
Wall Street Journal (2012)

Top 5 Housing Market in the Country
MSN Real Estate (2012)

#14 Ranking Most Creative U.S. Cities
The Daily Beast (2012)

#3 Ranking “30 Best Cities for Jobs”
The Daily Beast (2011)

#7 MSA in United States – Brain Gainers
Wall Street Journal (2011)

Worcester MSA boasted the #1 increase in both educational attainment (6.1% increase) and median household income (8.2% increase) from 2000 to 2008 (2010)

Brookings Institution Metropolitan Policy Program (2010)

A Strong Foundation

Employment by Industry, City of Worcester 2011

| | |
|---|------------|
| Education and Health Services | 45% |
| Trade, Transportation, and Utilities | 13% |
| Professional and Business Services | 9% |
| Leisure and Hospitality | 7% |
| Manufacturing | 7% |
| Financial Activities | 7% |
| Other Services | 4% |
| Public Administration | 3% |
| Construction | 3% |
| Information | 2% |



A Comprehensive Approach





Activities and Actors

- 1. Planning & Design Review** (*COW-EOED, DPWP, ISD*)
 - Master Planning, Zoning Recommendations, Project Review
- 2. Infrastructure Development**
 - Infrastructure Planning and Implementation (*COW-DPWP, EOED; MassPort; Commonwealth*)
 - Transportation Planning and Implementation (*COW-DPWP, EOED; MassPort; Commonwealth; WRTA*)
 - Infrastructure Management (Street & Sidewalk Improvements, Street Cleaning, Street Furniture) (*COW-DPWP; MassPort*)
- 3. Land & Building Development**
 - Identify Priorities & Secure Commonwealth Support (*COW-City Manager's Office, EOED*)
 - Acquire and Dispose of Property (*COW-EOED; WRA; WBDC, Office of the Attorney General*)
 - Provide Financial Assistance/Incentives (*COW-EOED, Assessing; Commonwealth; MassDevelopment*)
 - Permitting Assistance (*COW-EOED, DPWP, ISD*)
- 4. Business Incentives**
 - Identify Priorities & Secure Commonwealth Support (*COW-City Manager's Office, EOED*)
 - Provide Financial Assistance/Incentives (*COW-EOED; Commonwealth-MOBD; MassDevelopment*)
 - Generate Customer Base (*Destination Worcester; Worcester Regional Chamber of Commerce*)
 - Access to Business Network (*Worcester Regional Chamber of Commerce*)
- 5. Workforce Development**
 - Access to Trained/Educated Workforce (*COW-CMWIB, Workforce Central*)
- 6. Media & Marketing**
 - Manage Media Coverage (*COW-City Manager's Office*)
 - Engage in Broad Marketing Campaign (Direct and Indirect) (*COW-City Manager's Office, EOED; CMCVB; Destination Worcester; Worcester Cultural Coalition*)

Envisioning a Vibrant Downtown



Desired Activity Districts

Real Estate Development Opportunity Assessment
Downtown Worcester, Massachusetts

- Study Area Boundary
- Parcels
- Freeway Off-ramp
- Freeway On-ramp

Desired Land Use Types

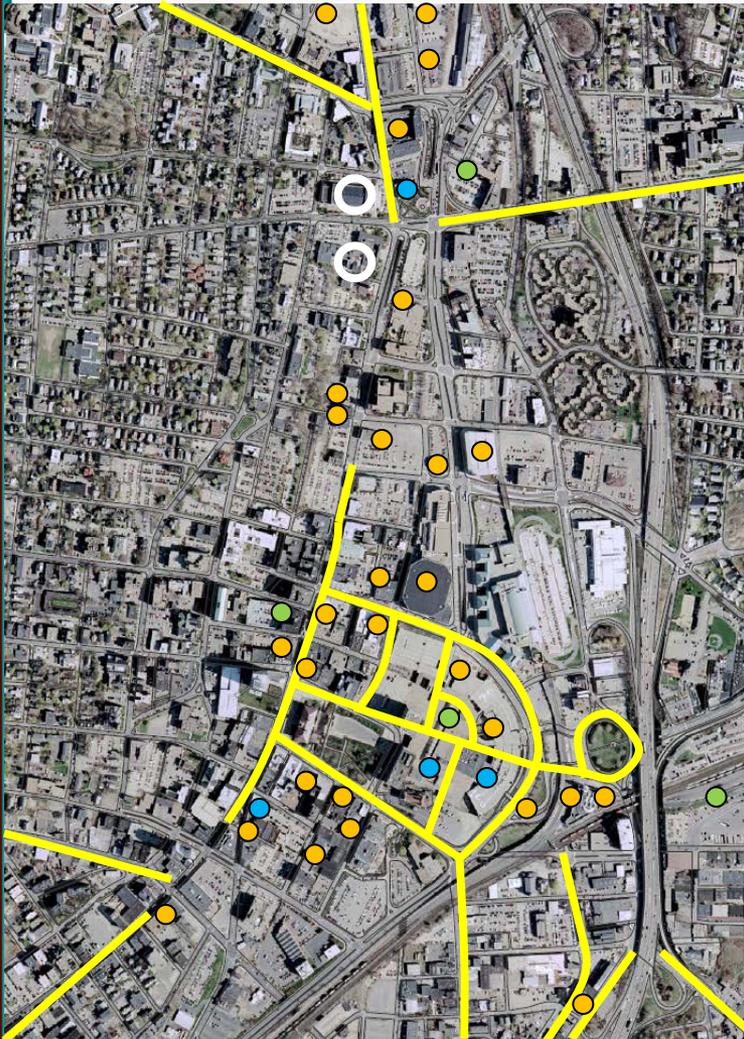
- Primary Retail or Restaurant
- Secondary Retail or Office
- Institutional/Cultural
- Office
- Industrial
- Transportation
- Residential

Pedestrian Realm

- Existing Active Pedestrian Realm
- Proposed Pedestrian Realm Improvements



Completing the Vision



Completed ●

- 6 & 16 Portland - Residential/Retail
- 40 Foster Street - Institutional
- 60 Franklin Street - Residential
- 180-184 Main Street – Commercial
- 371 & 379 Main Street – Residential
- 416 Main Street – Commercial
- 653 Main Street – Residential
- Gateway Park – Commercial
- The Hanover Theatre for the Performing Arts
- Hilton Garden Inn
- MCPHS – Foster Street/Lincoln Square
- Regional Justice Center
- Union Station (Byblos, CMRPC, Maxwell’s, VHB)
- Union Station Garage
- WPI Life Sciences & Bioengineering Center
- Canal Lofts – Residential
- CitySquare – Commercial (Unum, Vanguard)
- WRTA Transit Hub
- 20 Franklin Street – Commercial
- Portland Street Lofts – Commercial/Residential
- 10 Faraday Street/WPI Faraday Hall– Residential
- 427 Main Street/Harrington Corner – Commercial
- DCU Center Improvements Phase I
- Mezcal (Major Taylor Garage)
- Voke Lofts

Underway ●

- Commerce Bank - Commercial
- CSX Expansion Project
- Vocational School Residential
- MCPHSU – 15 Belmont Redevelopment
- CitySquare – Underground Garage

On the Books ●

- 551 Main Street - Commercial
- Boys Club – Residential
- CitySquare Hotel
- CitySquare Market Rate Residential

Street & Sidewalk Improvements —

Targeted Investment

- Commercial Growth
 - CitySquare
 - Gateway Park
- Residential Expansion
 - Portland Street Lofts
 - Canal Lofts
- Institutional Foundations
 - UMass Medical School – Albert Sherman Center
 - MCPHS Lincoln Square Living & Learning Center
- Creative Economy
 - WOO Card
 - MASS DIGI
- Infrastructure Support
 - Street & Sidewalk Improvements
 - Institute Park Improvements
 - CSX Expansion Project / MBTA Commuter Rail
 - Worcester Regional Transit Authority Hub



A Dynamic Downtown



Far-Reaching Impacts

North Main

MassDIGI
Worcester Memorial Auditorium
Worcester County Courthouse

Regional Justice Center

180 & 184 Main Street
Paris Cafe
Ritual
Worcester County Sheriff's Office

DCU Center Improvements

Hilton Garden Inn
Still & Stir
The Citizen
The People's Kitchen
Bar FX

MCPHS

Living & Learning Center
North High Gardens
Optometry School
Protocol Building
371-379 Main Micro Lofts

CitySquare

Unum
Vanguard/SVH Cancer Center

Worcester Common Enhancements

18-22 Franklin Street
Harrington Corner
Lucian's Sandwich Shop
Mayo Group Residences
Massachusetts Repertory Theater
Theatre District Initiative

Hanover Theatre for the Performing Arts

551 Main Street
Jak's
Theatre Café

Blackstone Parkway/Route 146

Millbury Savings Bank
Worcester Crossing
Worcester Blackstone Visitor Center

WPI/ Gateway Park

Gateway II Building
Voke School Lofts
10 Faraday – New WPI Residence Hall
WPI Parking Garage/Rooftop Athletic Fields
WPI Recreation Center

Worcester State Hospital Reconstruction

UMass Medical School Expansion

Biotech Park

Beechwood Hotel/Ceres Bistro
Saint-Gobain Performance Plastics
Biotech VI - UMass Parking



Main South/ SWIP

93 Grand Street
Clark U Athletic Fields
GKH Project
Southgate Place
Triage & Assessment Center

Canal District

Canal Lofts
Crompton Collective
Canal Bar & Grille
Mai Tai Restaurant
Industry Bar
Provenance

Union Station & Garage

WRTA Transfer Hub
Washington Square
Developable Parcels

Shrewsbury Street

Kenichi Asian Cuisine
Nuovo
Pomir Grill
7Nana
Vintage Grille
Sweet
Volturno

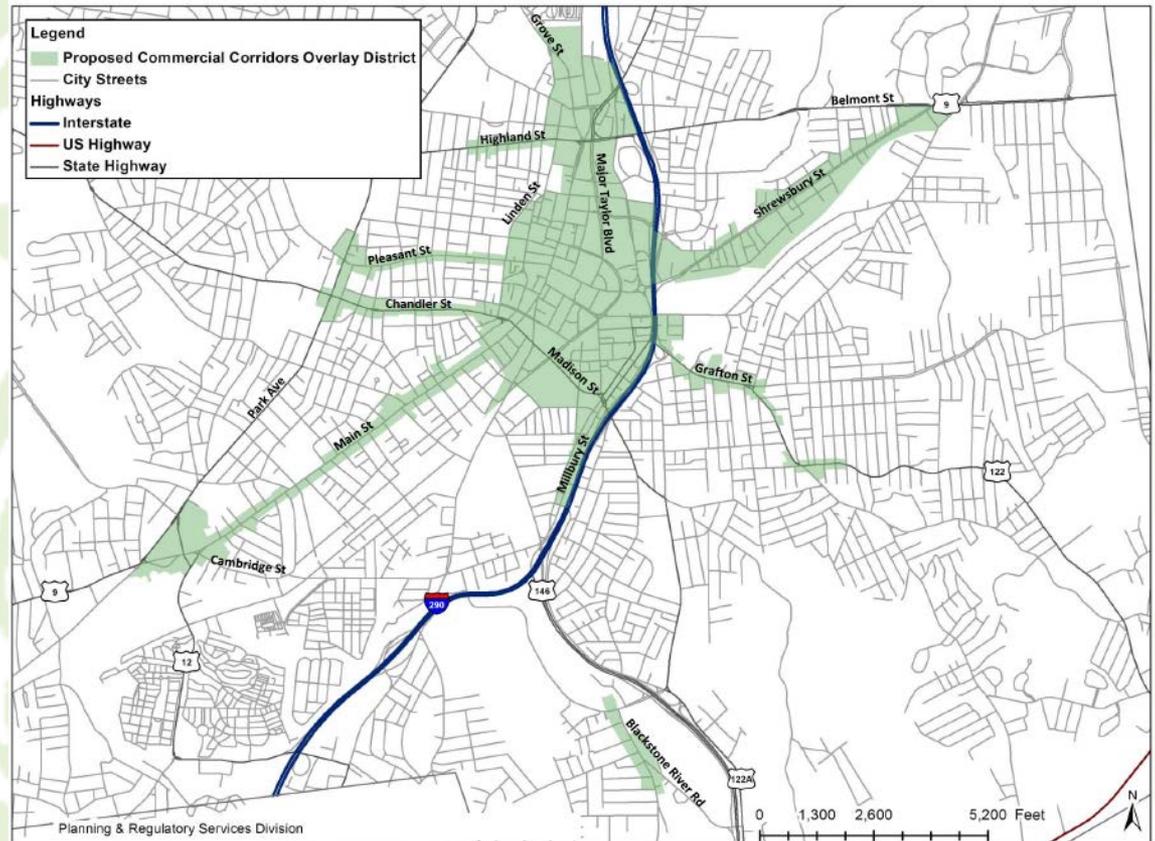


The Fix Burger Bar
Meze Greek Tapas

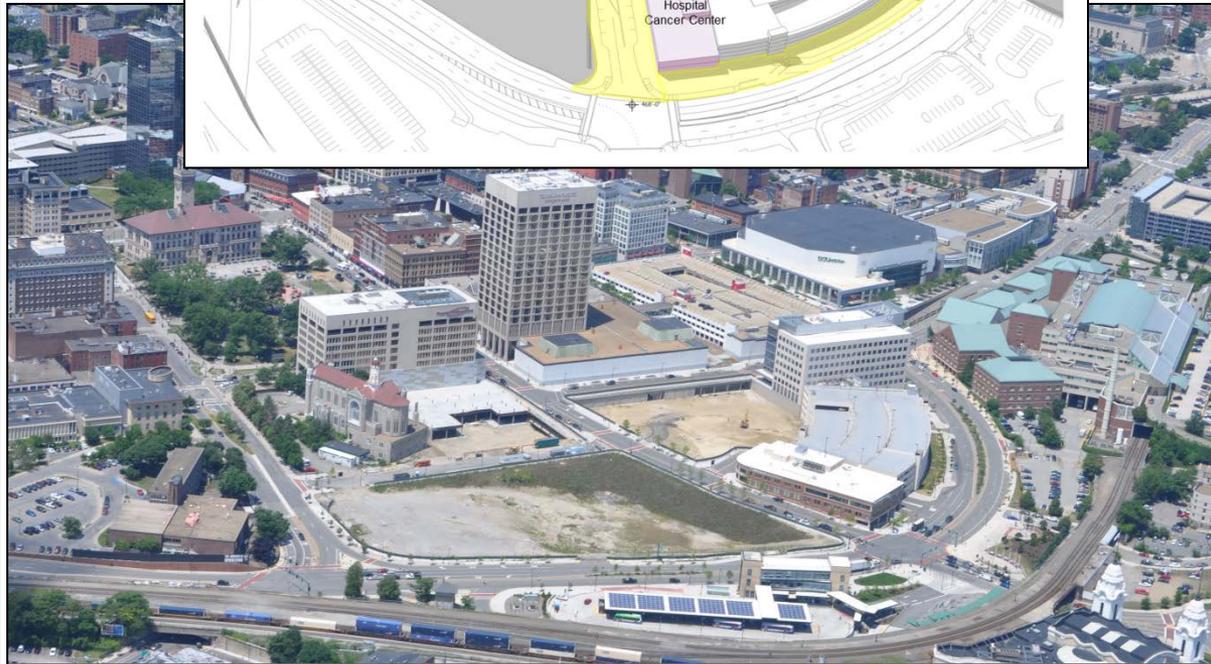
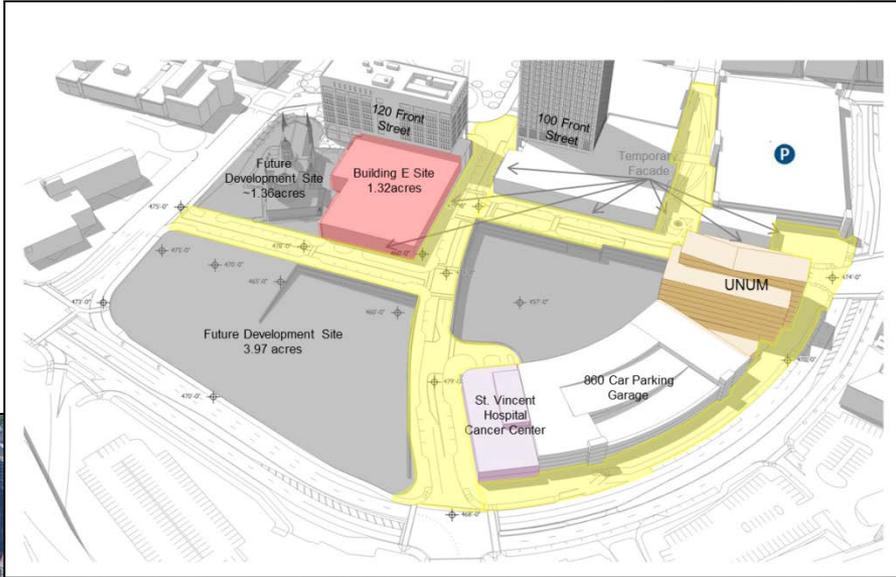
Commercial Corridors Overlay District

- The Commercial Corridors Overlay District 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.
- The ordinance is currently undergoing Planning Board and City Council review.

City of Worcester - Proposed Commercial Corridors Overlay District



CitySquare II



Public

- Demolition & Enabling – Former Mall Building
- Site Work
 - Improved Roadway Network – Front Street extension, Mercantile Street, and Trumbull Street

Private

- Unum – 214,00 SF
- SVH Cancer Center – 66,000 SF

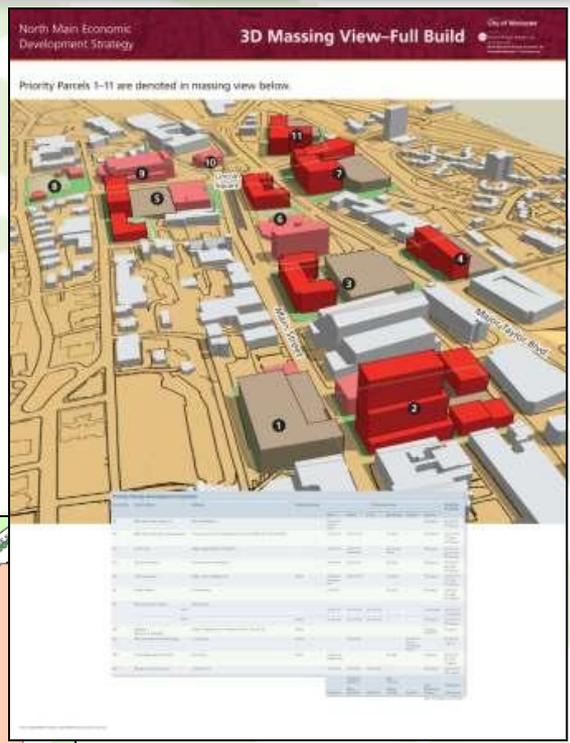
Theatre District Initiative

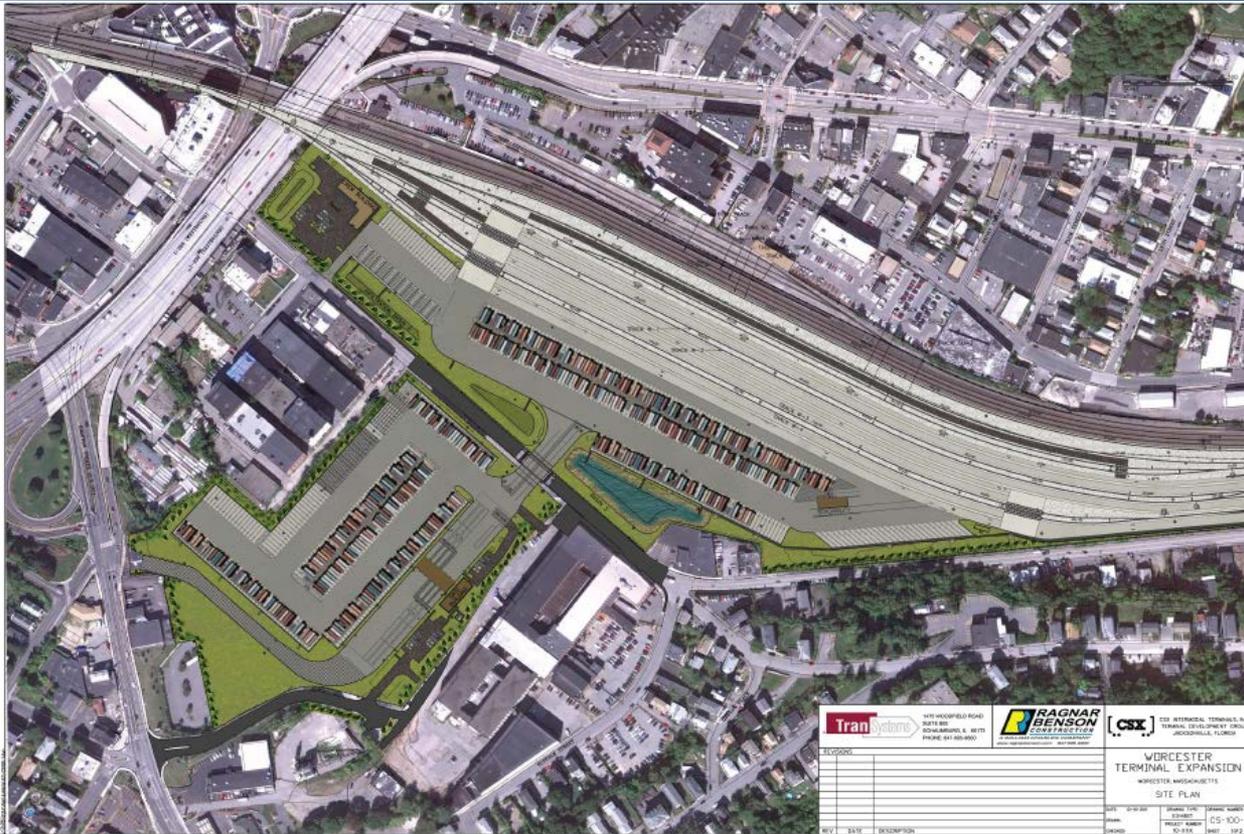
- Coordinated effort of City of Worcester, Worcester Business Development Corporation (WBDC), and Worcester Redevelopment Authority
- Visioning & Strategic Planning
- Targeted Public Infrastructure Investment and Private Redevelopment



Lincoln Square & Gateway Park

- Strategic Planning & Implementation
 - Gateway Park – Brownfield Remediation & Redevelopment
 - Infrastructure Improvements – Lincoln Square
 - Public Building Repurposing (Court House, Auditorium, Voke School) and Private Redevelopment Opportunities (MCPHS, Gateway Park LLC, WPI)





- Major Public Elements
- Franklin Street Overpass
 - Grafton Street Interchange
 - Brown Square/Plantation Street Improvements
 - Closure of Putnam Lane
 - \$5,000,000 Neighborhood Improvement Fund



Existing Facility: 58 Acres
Expanded Facility: 79 Acres

17 Private Parcels Acquired

South Worcester Industrial Park

- 11 Acre Revitalization Project
 - Access to Interstate 290, Route 146, and Massachusetts Turnpike
 - Environmental remediation, abatement and demolition
 - Construction of new road network
 - Anticipated availability for purchase and development by the end of 2012



Before



After



Worcester Energy Program

- **Worcester Energy Program** is an energy efficiency program that encourages residents, businesses and institutions throughout the city to take action to save energy. The City's efforts related to energy efficiency, conservation and sustainability are organized and communicated through this program.
 - **The Small Business Assessment Pilot** (Federal Grant Funded) will deliver thorough, high-quality energy and sustainability evaluations for approximately 25 eligible small businesses free of charge. Unlike typical energy audits, these holistic assessments will include sustainability components related to purchasing, water and waste management. Now accepting applications.
 - **The Residential Rebate Pilot** (State Grant Funded) is designed to encourage energy saving investments that meet or exceed the requirements of the energy efficiency stretch code. All owner occupied properties with four (4) or fewer units are eligible. This pilot will make rebates up to \$4,000 per unit available for eligible measures. About 150 participants are expected to benefit from these rebates. Now accepting applications.
 - **The Distressed Area Residential Rebate Pilot** (Federal EECBG funded) provides rebates to income eligible households located in areas of the city hardest hit by the foreclosure crisis. Nine properties consisting of 22 units are participating. This Pilot is closed.



Streetscape Policy & Urban Design Guidelines

- Build-to Lines
- Streetwall Heights/Stepbacks
- Prominent Elements
- Façade Articulation/Composition
- Lighting
- Sidewalks and Surfaces
- Ground-Level Façade
- Architectural Expression
- Surface Parking and Service Location
- Street Trees and Plantings

BUILD-TO LINES

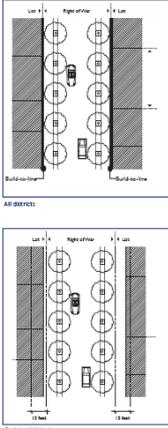


BUILD-TO LINES

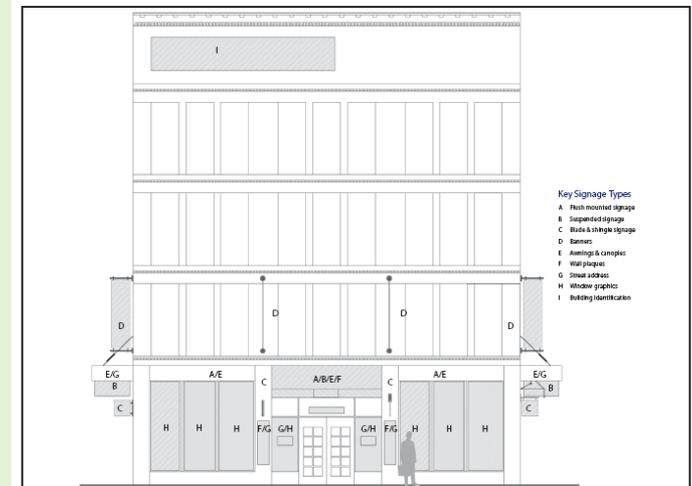
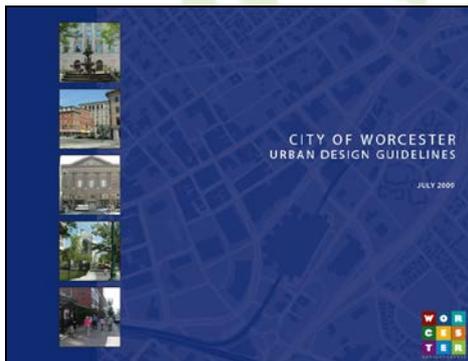
Principle
Streets and public spaces should be strongly defined by a consistent street wall in order to create an outdoor room with three-dimensional qualities.

Definitions
Build-to lines indicate the placement of the building in relation to the street and, together with other buildings, establish the street wall. This standard only applies to the measure of the lot line that coincides with the public right-of-way for a thoroughfare.

Guidelines
When practicable, one hundred percent of the lot lines that coincide with a public way should be occupied by the building façade. The building façade should be located on the build-to line. On large residential projects (one block length or more), building façades may be placed along a consistent build-to line recessed up to 15 feet from the right-of-way. Vehicular access into the building and service functions are strongly discouraged on Primary, Gateway, Connector, and Internal Streets, all of which are intended to be pedestrian in character. Access and service functions should occur on alleys and service streets.

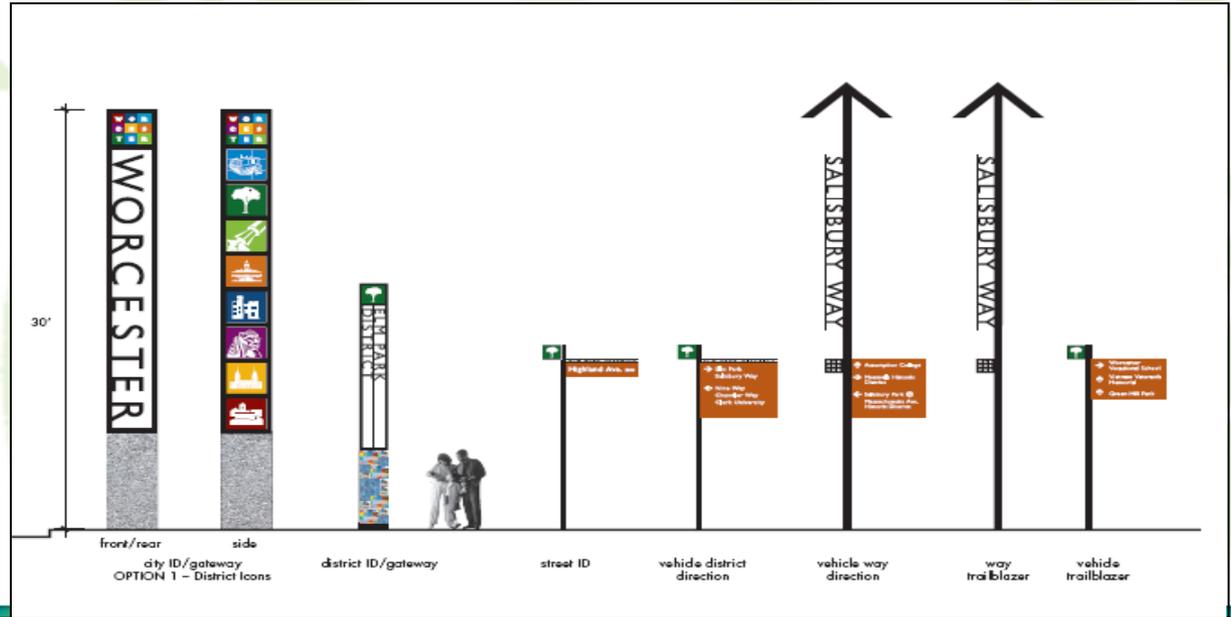
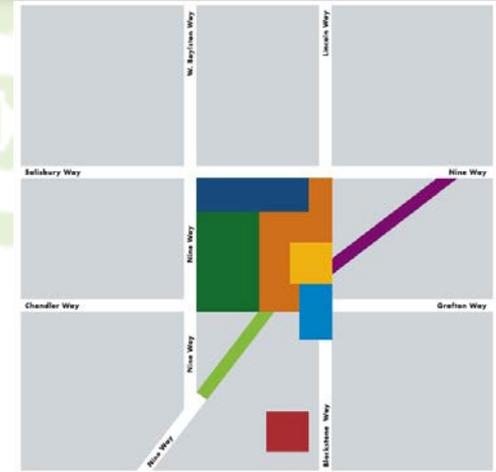


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Wayfinding Initiative

- Comprehensive City-Wide Signage System
- Coordinated Design
- Public Art Component



Building the Next Phase



- **A Framework for Growth**
 - Commercial Corridors Overlay District
 - Urban Renewal Initiative
 - Transportation Investments
- **A Place to Live**
 - CitySquare Residential
 - Housing Development Incentive Program
 - Main Street Redevelopment Opportunities
- **A Place to Work**
 - Washington Square
 - Main Street Redevelopment Opportunities
- **A Place to Visit**
 - Gateway Park Hotel – Hampton Inn
 - CitySquare Hotel – Renaissance by Marriott
 - Worcester Blackstone Visitor Center
- **A Place to Learn**
 - MCPHSU
 - Becker College
 - Quinsigamond Community College
 - Worcester Polytechnic Institute
- **A Place to Enjoy**
 - Worcester Common Redevelopment & Programming
 - Worcester Cultural Center & Incubator
- **A Stronger Partnership**
 - Economic Development Coordinating Council