

Urban Design, Market Analysis, and Parking Plan Services *for the*

North Main Economic Development Strategy Area



Presented to:
Worcester City Council
Standing Committee on Economic Development

Presented by:
 **Vanasse Hangen Brustlin, Inc.**
July 1, 2008

In association with:
Basile Baumann Prost & Associates, Inc.
Finegold Alexander + Associates, Inc.



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Agenda

- Process and Outreach
- North Main Economic Development Strategy
 - Draft Plan
 - Development Strategies
- Next Steps



Goals and Objectives

- Identify opportunities for development that will be integrated with existing projects and plans in the area.
 - Market-driven
 - Financially responsible
 - Sustainable redevelopment
- Create a strategy that supports the City's Action Agenda and is consistent with smart growth and transit-oriented development principles.



Process and Outreach

- 18 Month Process
- Steering Committee Meetings
- Stakeholders Interviews
- Focus Groups Meetings
- Day-long Charrette
- Project Web Site



Charrette

- September 29, 2007
- Extensive publicity (banner, website, press releases, mailing, radio)
- Highly successful; well-attended event



Breakout Sessions

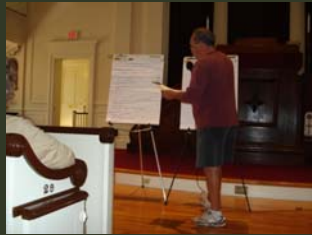
Each group identified issues, opportunities, and priorities for the North Main Street area.





Report Backs

Each group reported their results to the whole audience.



Voting Exercise

Each person was able to review all concepts generated by other groups and vote on his or her top three priorities for the North Main Street area.





Preliminary Development Program



Project Website

North Main Economic Development Strategy
 City of Worcester, Massachusetts

Project Overview

For decades, Lincoln Square has been viewed as one of the City's grand public plazas, housing some of the City's most significant buildings and transportation corridors. The area is a cultural center (home of the Worcester Art Museum, the Worcester War Memorial Auditorium, and the centerpiece for the annual First Night celebration), an academic center (site of the Worcester Technical High School and nearby Worcester Polytechnic Institute and Becker College), a law and order center (including the Worcester County Courthouse and the headquarters of the Worcester Police Department), and a business center (comprising in the recently opened Gateway Park). As the area continues to evolve, and public functions such as the Courthouse and the Worcester Technical High School are relocated, the City of Worcester looks to explore the opportunities for reuse of existing buildings and grounds and the infrastructure changes necessary to prepare the area for the expanding economy.

The City of Worcester's Executive Office of Economic and Neighborhood Development, with the assistance of a consultant team led by Vanessa Hargen Brunelle, Inc. (VHB), has embarked on an exciting effort to develop an economic development strategy for the Lincoln Square/Kenneth Main Street area. This project will build upon the cooperation and coordination of local, state, and federal officials, and most importantly the input of the local community members.

Historic Photographs of Lincoln Square
 (Corner of the Worcester Historical Museum)

Priority Parcel Map

Events

- Public Charrette
Saturday, September 24, 2007
 First Lutheran Church
 30 Main Street, Worcester
- View Charrette Agenda (Adobe PDF)**

The City of Worcester and VHB hosted a public charrette to envision the Lincoln Square area as a parkway, a boulevard, and a public square, and envision the future of this important district. [Click here for more information.](http://www.ci.worcester.ma.us/development)

Contact Information

Stephanie Crowe
 Special Projects Coordinator
 City of Worcester Economic Development Division
 40 Mount Street, Suite 505
 Worcester, MA 01608
 (508) 799-1400 ext. 242
scrowe@ci.worcester.ma.us

City of Worcester
 Michael V. Ozburn, City Manager
 John A. Anderson, Assistant City Manager

City Council

- Katherine B. Lubin, Mayor
- Dennis L. Sibley, At Large
- Michael G. Perrele, At Large
- Joseph M. Patis, At Large
- Gary Pinsky, At Large
- Katherine M. Tammey, At Large
- Jeffrey A. Smith, District 1
- Phyllis A. Palmer, District 2
- Paul J. Denis, Jr., District 3
- Richard B. Heller, District 4
- Frederick C. Kuehler, District 5

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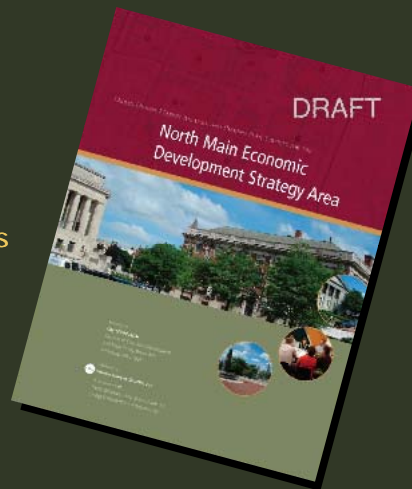


Draft
**North Main Economic
Development Strategy**



Draft Report

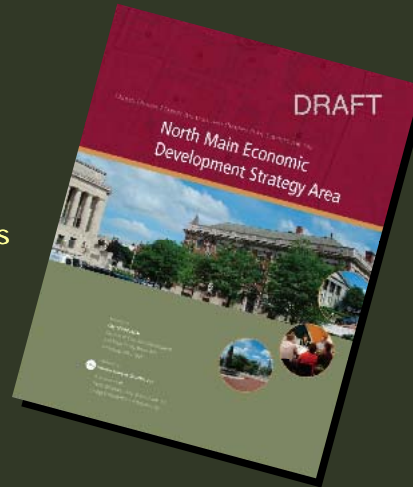
- Executive Summary
- Introduction
- Community Process
- Market Overview
- The Plan
- Development Strategies





Draft Report

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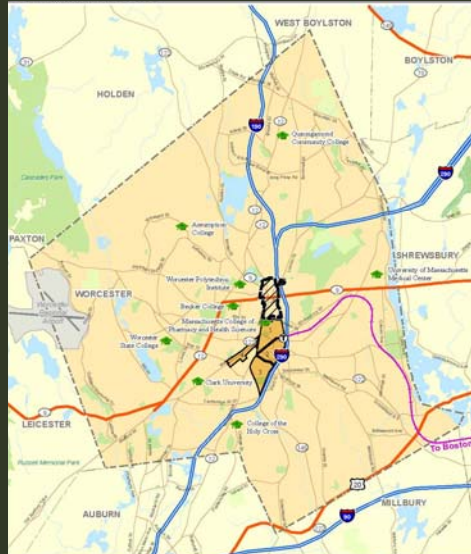
Plan and Development Strategy Overview

- North Main Context
- Development Themes
- Long-Term Vision
- Parcel Data Sheets
- Parking Circulation and Transit
- Development Strategies



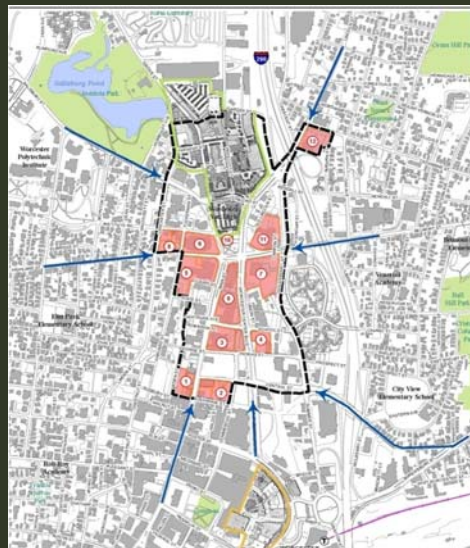
Context

- Northern Part of Downtown
- Regional Access
 - I-90
 - I-290
 - I-190
 - Rt. 146
 - Rt. 9
- Colleges/ Universities
- Defined Districts
 - Downtown
 - Canal
 - Green Island
 - Arts



Development Themes

- Theme 1:
"Urban Village/Downtown Connector"
- Theme 2:
"Cultural/Academic District"
- Theme 3:
"Idea Central/Gateway to the New Economy"





Long-Term Vision

- 15+ year time frame
- 1.6 million+ SF of development
- Approximately:
 - 860,000 SF office
 - 400,000 SF flex/R&D
 - 250,000 SF retail
 - 45,000 SF convention/meeting
 - 300 residential units
 - 50,000 SF cultural
 - 220-room hotel



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Parcel "Data Sheets" – Court House

DRAFT - Build Out

Priority Parcel #5: Old Court House

Development Program

- Retail: 22,900 sq. ft.
- Office: 188,000 sq. ft.
- Residential: 40 units
- Total Program: 211,100 sq. ft. + 40 units
- Parking: 712 spaces
- Number of stories: Building: 3-5 Levels, Garage: 3 Levels

Build Out

Finaghl Alexander + Associates Inc.
 Architects

Worcester County Courthouse:
 (1845, 1876, 1954 and 1989)

Observations

- Key element in revitalization of Lincoln Square
- Original building historically significant, strong presence on North Main Street
- Original building has generous floor-to-floor heights; can accommodate contemporary MEP/FF systems
- 1954 addition is architecturally undistinguished; demolition will allow parking and new construction along Harvard Street
- Costs for adaptive reuse will be high – core and shell in the \$200+ /sqft range
- Federal and State Historic Tax Credits available to offset 40% of development costs

Approximate Net Area:

Shell	Office	200K sqft
FF Floor	Office	100K sqft
FF Floor	Retail	100K sqft
FF Floor	Office	100K sqft
FF Floor	Office	200K sqft
FF Floor	Office	100K sqft



Parcel "Data Sheets" – Worcester Auditorium

DRAFT - Build Out

Priority Parcel #9: Worcester Memorial Auditorium

Development Program

- Reuse of existing building: Institutional / Office / Flex: 75,000 sq. ft., 50,000 sq. ft., 120,000 sq. ft.
- Total Program: 245,000 sq. ft.
- Parking: 0 spaces
- Number of stories: Building: Existing, Parking: N/A

Build Out

Finaghl Alexander + Associates Inc.
 Architects

Auditorium:
 (1982)

Observations

- Monumental presence
- Historically significant
- Dedicated War Memorial
- Monumental example of art deco interior
- Most dramatic building facing Lincoln Square
- Limited ADA access (Harvard Street)
- Huge potential to capitalize on large volume of interior, controlled natural light
- Parking, loading and accessibility will be major challenges
- Reuse for other than a public venue, such as museum or conference center, will require new window openings, new floor levels and extensive modifications to the building shell
- Costs for adaptive reuse will be high in range of \$250 /sqft – core and shell
- Combined 40% historic tax credits available for commercial – profit making reuse

Main Level Only:

Museum	4314 sqft
Museum	19000 sqft
Theater	10000 sqft
Office	14227 sqft



Parcel "Data Sheets" – Boys Club

Simon Hargrett Brault, Inc. **DRAFT - Build Out**

Priority Parcel #10: Former Worcester Boys' Club

Concept Site Plan (Not to scale)

Priority Parcel #10: Properties and Boundaries

Development Program

Remain of existing building:	24,000 sq. ft.
Health Club:	23 units
Residential:	
Total Program:	24,000 sq. ft. + 23 units
Parking:	93 spaces
Number of stories:	4 Levels
Building:	Grade
Parking:	

Eye View of Priority Parcel

Fingold Alexander + Associates Inc. **Build Out**

Architects

Boys Club:
(1990)

First Floor Conceptual Plan

Observations

- Building is a handsome, distinguished architectural backdrop for Lincoln Square
- Building is landlocked by roadway and a parking lot under separate ownership
- Double loaded central corridors can accommodate contemporary MEP/FP systems
- Steel, concrete and brick veneer structure lends itself to adaptive reuse in the \$180-\$200 / sq ft cost range for residential construction
- Range of apartments from 1 to 2 Bedroom can be accommodated, also possible health club mixed-use
- 40% Federal and State Historic Tax Credits available for apartment or commercial reuse

Second Floor Conceptual Plan

Smaller Unit	-	411 sq ft
Larger Unit	-	525 sq ft
Office	-	923 sq ft
As Shown		



Parking, Circulation and Transit

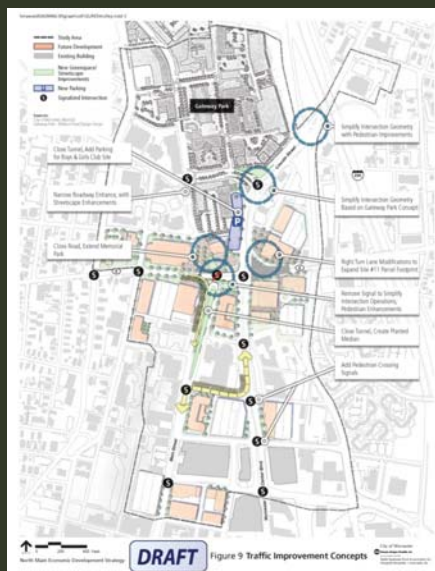
- Minimize Parking Requirements
- Accommodate existing parkers
- Parking Structures, not parking lots
- Balanced parking supply





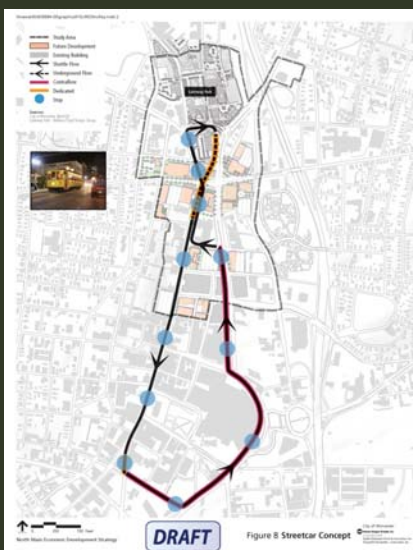
Parking, Circulation and Transit

- Regional access and site access is sufficient
- Needs intersection operational and geometric improvement in northern section
- Major streets have excess capacity



Parking, Circulation and Transit

- Improve WRTA hours and frequencies
- Transit center and rail connections
- Downtown connections via streetcar





Development Strategies



Phasing

Near-Term Phase (0-5 Years)

Interim Phase (5-15 Years)

Long-Term Phase (15+ Years)



Development Strategies

- Near-Term Projects
 - Site 3 – AT&T Site
 - Site 5 – Old Courthouse
 - Site 8 – Salisbury Mansion & Parking
 - Site 9 – Worcester Memorial Auditorium
 - Site 10 – Boys Club



Near-Term Conceptual Development Costs

- Private Development
\$64.7 million
- Public Improvements
 - Sites 3, 5, 8 (streetscape)
 - Site 9/10 (streetscape, plaza & closing of roadway)\$3.7 million



Development Strategies

- Action Items
 - General Actions
 - High-Priority/Immediate Actions
 - Pre-development/Organizational & Promotional Actions
 - Funding and Implementation Actions
 - Site-Specific Actions
 - Site 3 – AT&T Site
 - Site 5 – Old Courthouse
 - Site 8 – Salisbury Mansion
 - Site 9 – War Memorial Auditorium
 - Site 10 – Boys Club



Development Strategies

- Organizations
 - Marketing/North Main Event Promotion
 - Infrastructure/Streetscape Improvements
 - Commercial Development/Acquisition
 - Residential Development/Housing
- Funding/Incentive Sources & Programs
 - Marketing/North Main Event Promotion
 - Development (Residential, Commercial, Flex/R&D)



Private Sector Development Cost Assumptions

- Acquisition – Current Assessed Value
- Construction – Estimated Cost Per Square Foot For Redevelopment/ Renovation In 2008 Dollars
- Other Costs – Includes Demolition, Site Work, Architecture & Engineering/ Permitting Fees, Interim Financing/ Working Capital, Contingency



Public/Private Development Funding

	Base Scenario		Enhanced Revenue Scenario	
	Millions (\$)	Percentage	Millions (\$)	Percentage
Private Sector Development Costs	\$64.7	100%	\$64.7	100%
Supportable Debt/Equity	\$27.7	42.8%	\$33.8	52.2%
"Gap"	\$37.0	57.2%	\$30.9	47.8%



Public/Private Development Funding

	Base Scenario Millions (\$)	Percentage	Enhanced Revenue Scenario Millions (\$)	Percentage
Funding of Gap	\$37.0	100%	\$30.9	100%
<i>Historic Tax Credits</i>	<i>\$15.3</i>	<i>41.3%</i>	<i>\$15.3</i>	<i>49.5%</i>
<i>District Improvement Financing</i>	<i>\$6.2</i>	<i>16.8%</i>	<i>\$7.5</i>	<i>24.3%</i>
<i>Site Acquisition Writedowns</i>	<i>\$7.1</i>	<i>19.2%</i>	<i>\$7.1</i>	<i>23.0%</i>
<i>Tax Increment Financing</i>	<i>\$4.4</i>	<i>11.9%</i>	<i>\$5.5</i>	<i>17.8%</i>
Additional Development Grants/Surplus Funds Available	\$4.1	11.1%	+\$4.5	+14.6%



Private Sector Development Projections

Use Types	Site 3	Site 5	Site 10	TOTAL
Office (SF)	-	87,500	-	87,500
Retail/Health Club (SF)	1,800	12,500	24,000	38,300
Residential (Dwelling Units)	-	-	24,000	24,000
Total	1,800	100,000	48,000	139,800
On-Site Parking (Spaces)	-	400	45	445



Next Steps

- Presentation to: Worcester City Council (July 1st)
Standing Committee on Economic Development
- 30-Day comment period (Ends July 31st)
- Make Revisions to the Report (First week – August)
- Finalize / Distribute Report (Mid August)

