Mission
To provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

ULI is a research and education institution with over 35,000 members worldwide representing the entire spectrum of land use and real estate development disciplines, working in private enterprise and public service.

ULI at the local level
• Boston District Council covers nearly all of New England
• 1,100 Members—developers, architects, planners, public officials, financiers, students, etc.

Emphasis on sharing best practices and providing outreach to community
• Over 2,000 attendees last year
• UrbanPlan High School Program
• Technical Assistance Panels
• Trends in Real Estate Conference
City of Gardner, MA

ULI Boston is committed to supporting the communities of New England in making sound land use decisions and creating better places. A Technical Assistance Panel (TAP) brings together a group of ULI members with a range of professional expertise to provide focused, collaborative consultation to a local government or qualifying non-profit organization.

This TAP

• Sponsored by the City of Gardner Redevelopment Authority
• This panel looked at the full range of options from an unbiased perspective.
• Panelists include experts in the fields of architecture, development, engineering, marketing and planning.
• Panelists have donated their time
• Final Deliverable – Written report (within 6 weeks) will be available at http://boston.uli.org
TAP Co-Chairs

Richard Lampman – Tocci Building Corporation
Gabriel Safar – Dionne & Gass

TAP Panelists

Ira Baline – Bergmeyer Associates
Mika Brewer – MassDevelopment
Russ Burke – BSC Group
Tony Caner – Grub & Ellis
Craig Lizotte – VHB

Caitlin Bowler – ICON architecture, report writer
Michelle Landers – ULI Boston Manager
The Panel’s Assignment

Address the following questions:

- Are the current plans for cleanup and demolition of blighted buildings on the S. Bent and Garbose properties adequate? If not, what additional steps should be taken?

- What are the most appropriate targeted industries and end-users for the Mill Street Corridor, with a focus on the S. Bent and Garbose properties?

- What is the best strategy to attract new end-users, with a focus on the S. Bent and Garbose properties?

- Does the MSC provide opportunities for clean/green technology and renewable energy sectors based on the skill base available from Mt. Wachusett Community College Sustainable and Energy Management Program?

- Does the rail spur present an opportunity to attract rail-dependent end-users?

- Are there federal/state programs and incentives to help prepare and implement an appropriate marketing campaign?

- Management and implementation of a redevelopment plan is expected to center on a partnership between the City and the GRA, but the framework of the partnership is conceptual at this time. What organizational/management options should be considered to move this project forward.
Site Visit:

- Mill Street Corridor

Panel interviewed stakeholders today including:

- Town Officials
- Town Staff
- Property Abutters
- State Officials
Stakeholder Perspectives

- Jobs, Jobs, Jobs
- Growing Tax Base
- Gardner’s Manufacturing Reputation & Livability
- Recently completed downtown renewal plan
- Devens
- City Strengths – Mt. Wachusett Community College, Heywood Memorial Hospital
- Limited Industrial Growth Opportunities
- Existing Workforce
- Brownfields Support Team
- Proactive City Government
- Small Industrial Facilities for Advanced Technology Companies
Site Opportunities

- City Ownership
- Robust Utility Infrastructure
- Rail Spur
- Financial Incentives/Designation of Brownfields Support Team Site
- Commercial and Industrial Zoning
- Quality of Life/Attractive Site
- Proximity to Route 2
- Low Cost of Doing Business
- Timpany Plaza
- Superior Kitchen – Operating Business on site (Growth Potential)
Site Constraints

- Environmental Contamination
- Wetlands, Rivers and Floodplains limit developable land
- Topography/Geometry of site limit developable land
- Low Visibility for S. Bent Site
- Proximity to Residential Abutters
- Access for S. Bent Site
- Title Issues for Infill Land
- Condition of Dams
Development Considerations

- Timing
- Ownership Mechanisms
- Financial Issues
  - Remediation Funds
  - Land Value
  - Economic Incentives
  - End User Rents
- Market Analysis
Recommendations

- Existing Conditions Survey
- Flexibility – Consider mix of commercial and industrial uses and lot sizes. Approach Timpany Plaza
- Parallel Actions
  - Clean up
  - Demolition
  - Permitting
  - Master Planning
  - Market Analysis
- Incubator?
- Rail Spur. Great Opportunity, but wait and see
Questions?