



**Urban Land
Institute**

Boston/New England

ULI Boston/New England Technical Assistance Panel (TAP) Program



ULI Boston Urban Visionary TAPs Sponsor



MASSDEVELOPMENT

Build. Create. Innovate.



ULI – the Urban Land Institute

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 nearly 30,000 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
- Over 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



Technical Assistance Panels (TAPs)

City of Worcester, 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 Worcester and MassDevelopment
- This panel looked at the full range of options from an unbiased perspective.
- Panelists include experts in the fields of architecture, development, engineering, landscape architecture, and planning.
- Panelists have donated their time
- Final Deliverable – Written report (6-8weeks) will be available at <http://boston.uli.org>



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TAP Panelists

TAP Co-Chairs

Barry Abramson, Abramson & Associates

Ryan Pace, Anderson & Krieger

TAP Panelists

Ted Carman, Concord Square Planning & Development

Lawrence Cheng, AIA, Bruner Cott

Eliza Datta, The Community Builders

Tony Hsiao, AIA, LEED AP, Finegold Alexander

Noah Luskin, Suffolk Construction Company

Claire O'Neill, MassDevelopment

John Schmid, Nitsch Engineering

Peter Smith, Oxbow Partners

Tania Hartford -- MassDevelopment

Calvin Hennick – Report Writer

Michelle Landers – ULI Boston Manager

Ileana Tauscher – ULI Boston Associate





The Panel's Assignment

Address the following questions:

- What type of uses would be best for the identified parcels?
- How do we create connectivity between these parcels and the surrounding neighborhood?
- How can the city encourage unique and financially sustainable development for these parcels?



The Process

Site Visit:

- Old Worcester Courthouse, Worcester Memorial Auditorium, Former Boys Clubs, Highland Street Parking Lot, Gateway Park, and surrounding neighborhoods

Panel interviewed stakeholders today including:

- City officials
- Regional business leaders
- Private property owners
- Local colleges
- Local cultural and historic preservation institutions



Opportunities and Constraints

Opportunities

- Consolidated city site control
- \$4 Million to Spend on remediation and restoration of Courthouse building
- Potential for developing a gateway to Downtown
- Vibrant educational, cultural and medical institutions = potential participants/supporters
- Robust investment & interest in development in Worcester/Emerging markets
- Signature and legacy buildings and location
- Political will for redevelopment of buildings
- Expedited entitlement processes



Constraints

- Layout and condition of existing buildings- efficiency, cost
- Historic tax credit requirements
- Parking availability
- Traffic
- Office market vacancy rates
- Limited retail potential
- Challenging financial feasibility for redevelopment
- Lack of connectivity between sites



Summary of Recommendations

- Key master plan needs
 - Streetscape and transportation improvements
 - Parking and public transportation planning
- Consider interrelationships between sites
- Near-term redevelopment of Old Courthouse building
- Long-term redevelopment of Worcester Memorial Auditorium
- Flexibility with respect to Boys Club building



Near-Term Revitalization/Development Actions

- Master Plan
- Streetscape and Transportation Improvements
 - Improved public space
 - Dedicated bus lanes between Lincoln Square and Union Station
 - Bike lanes
 - Car sharing
- Parking Plan
- Business plan concept and orchestration for Auditorium
- Explore property marketing for redevelopment, facilitated by city
- Continued Engagement of Local Stakeholders for Revitalization Efforts



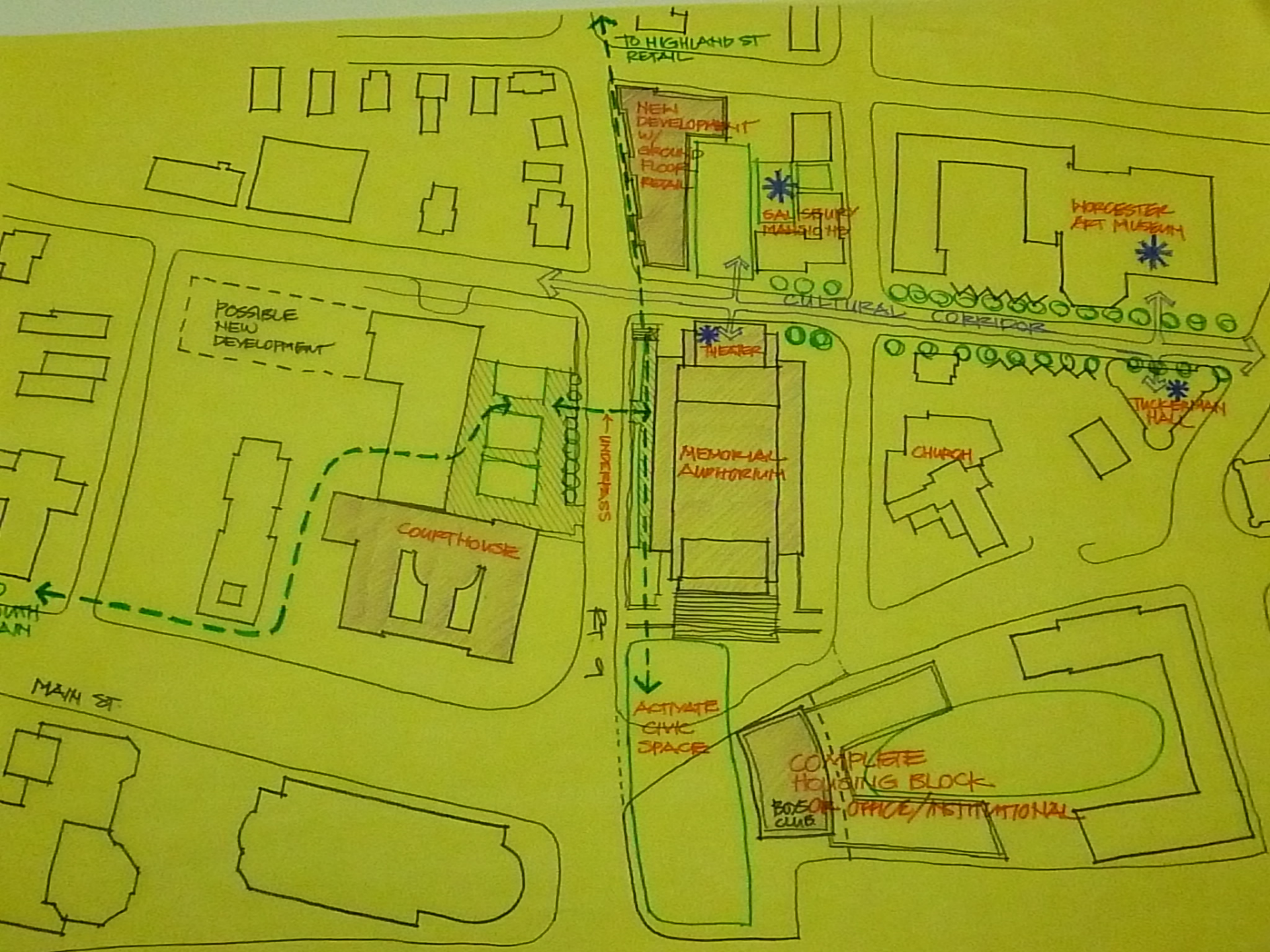
Development Potential

- Redevelopment feasibility will require significant help:
 - Historic tax credits
 - New market tax credits
 - Property tax breaks
 - Special state funding



Parking

- Limited parking supply
- Determine parking adequacy for each site – possibility of basement parking
- As necessary, explore consolidated parking plan







Boys Club

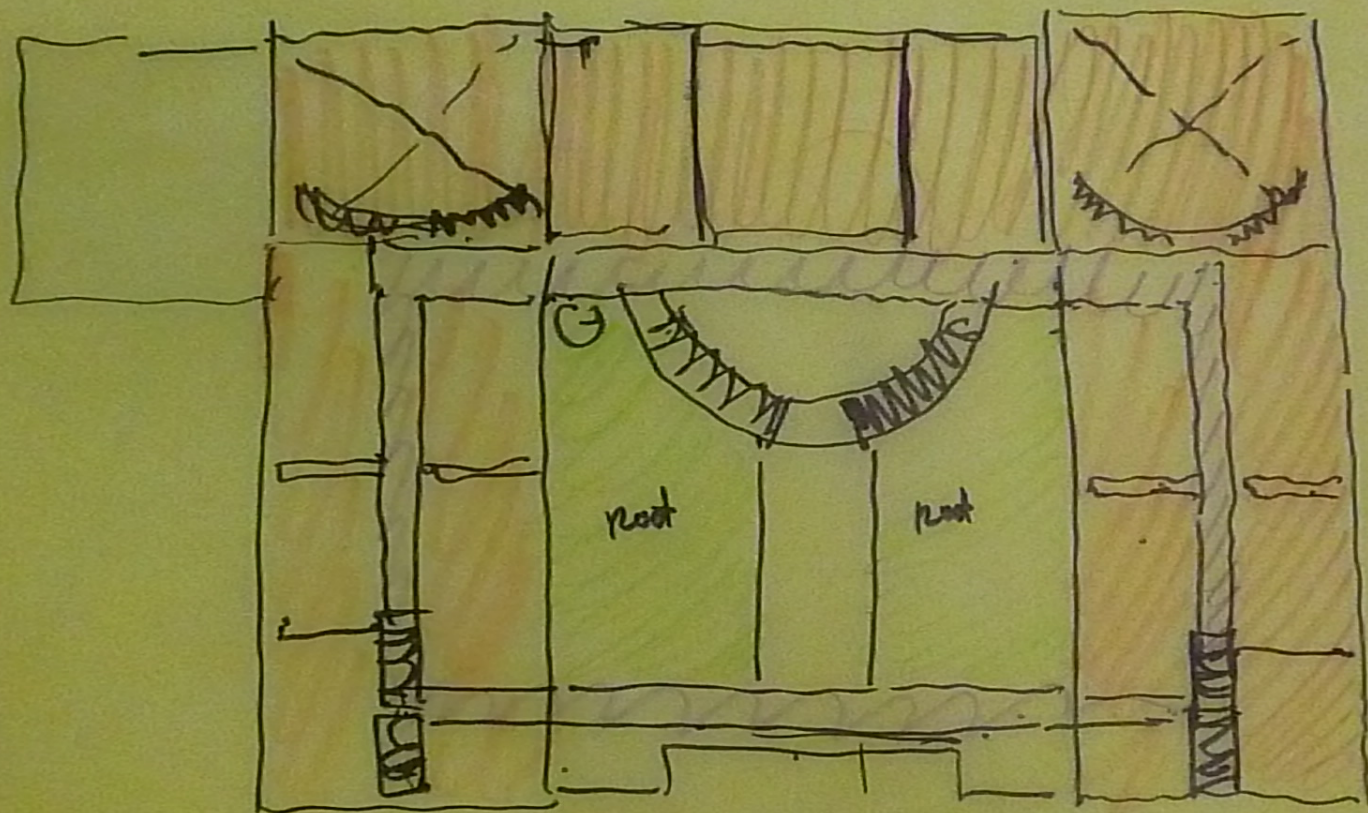
- Handsome structure
- Limited size
- Limited parking – opportunity to expand?
- Onerous historic tax credit requirements – gym, track, pool
- Degradation of building
- Potential reuses
 - Residential with office incubator or gym
 - Office/Institutional possibly with gym





Old Courthouse Building

- Original building, attractive but problematic – reuses vis a vis historic tax credits
- Annex conducive to reuse
- Potential reuses:
 - Original building -- institutional, office, hotel
 - Annex – residential, institutional, office



"COURT" 2nd Floor

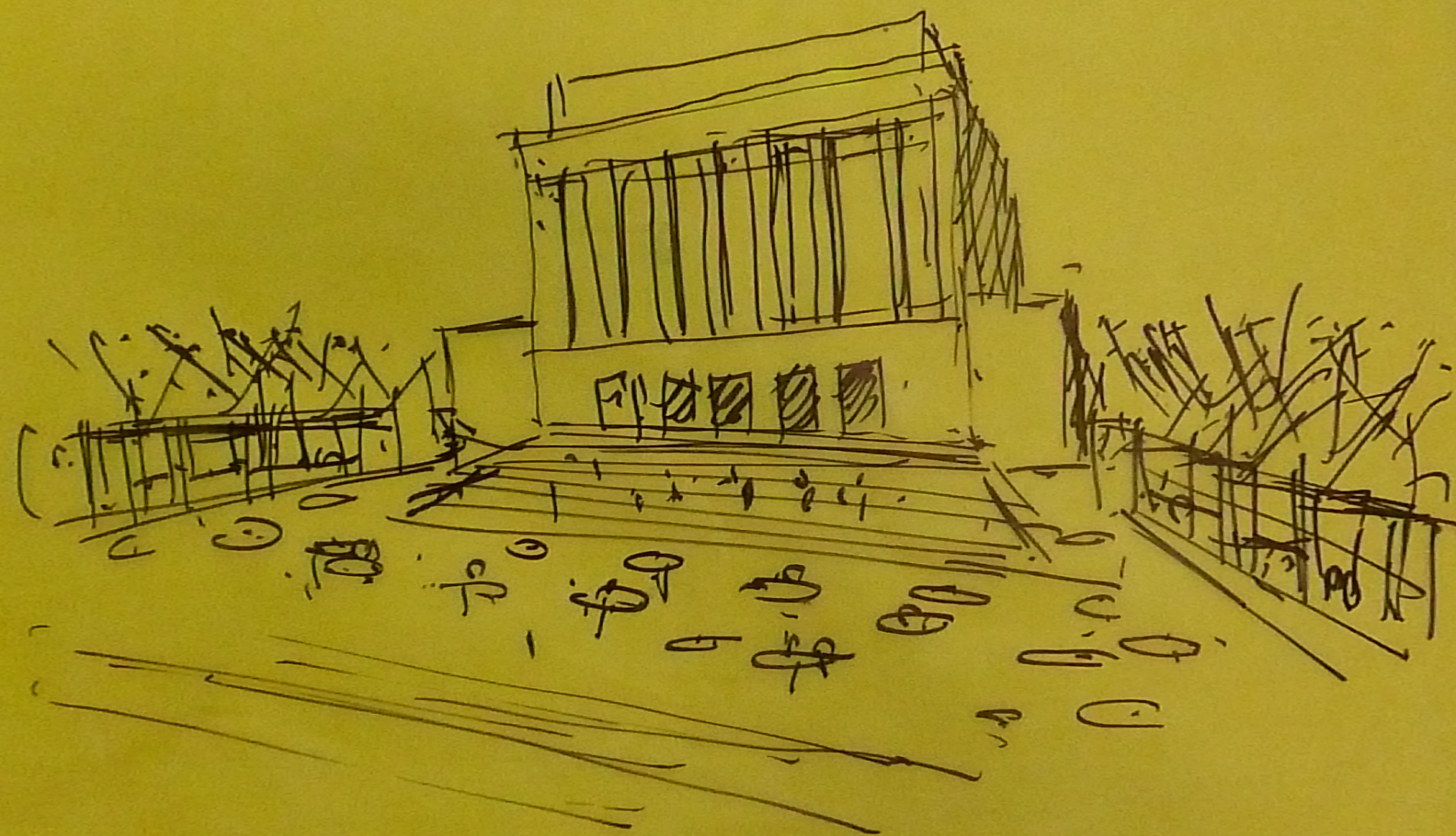


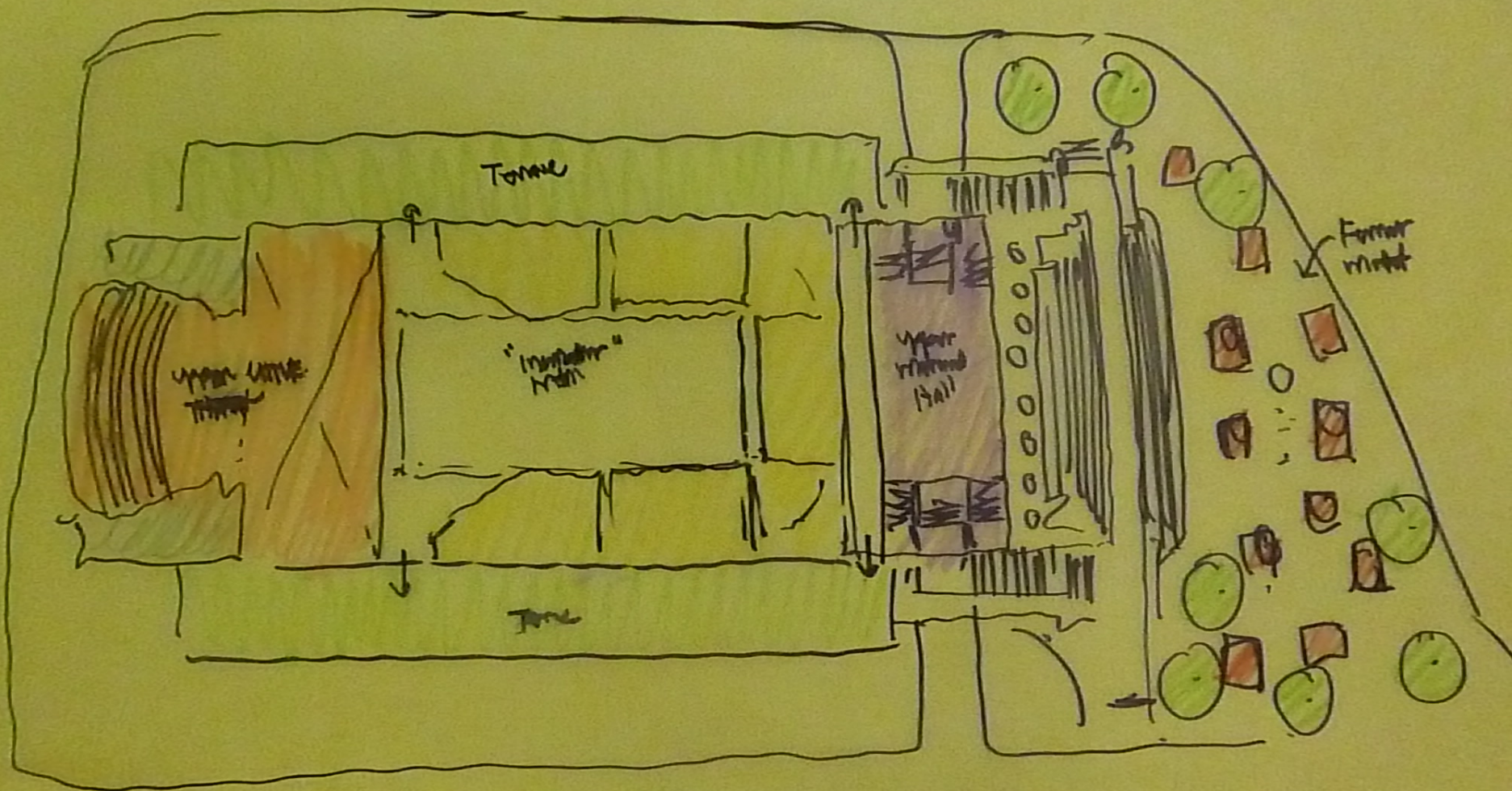


Worcester Memorial Auditorium

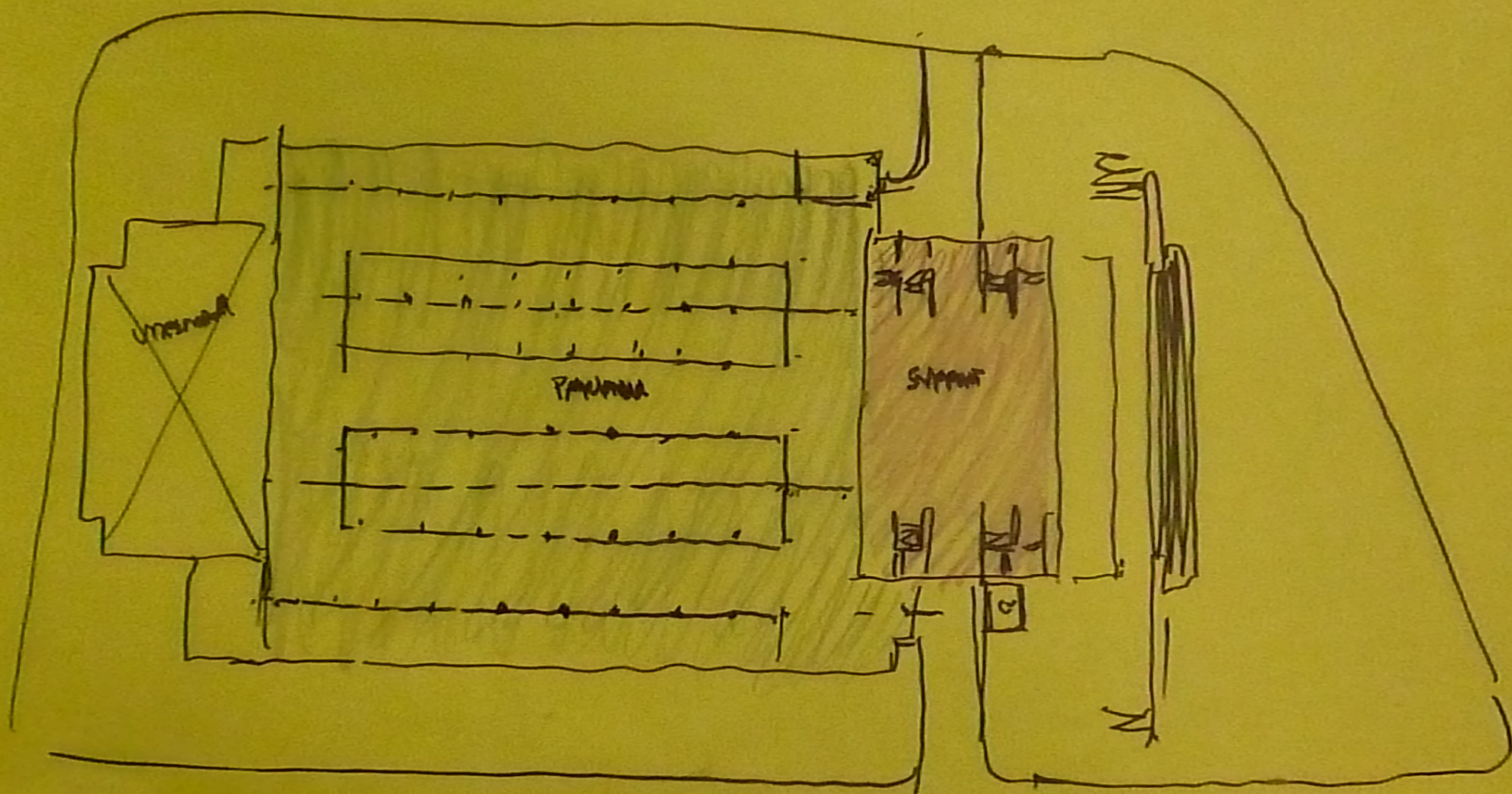
- Oversized
- Challenging limitations and reuse constraints
- Potential reuses
 - Institutional – college collaborations
 - Arts/cultural
 - Incubation
 - Farm and artisan market
 - Galleries
 - Studios and maker space
- Design
 - Use existing building
 - Possible structure within a structure
 - Retain memorial and little theater– limited demo and infill new development

Concept Design Ideas

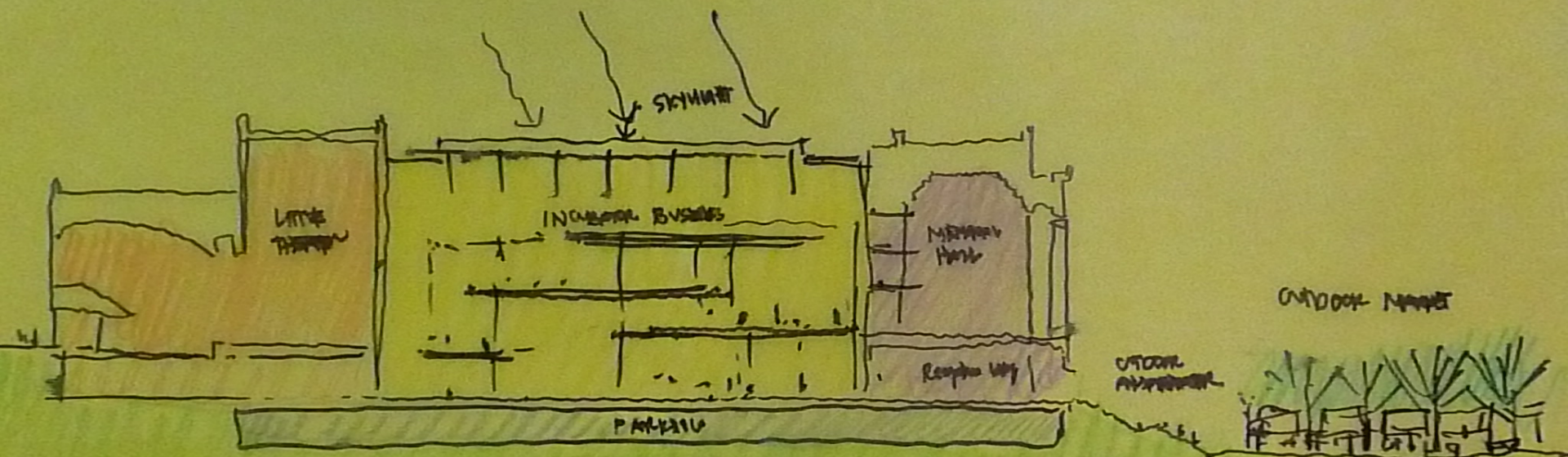


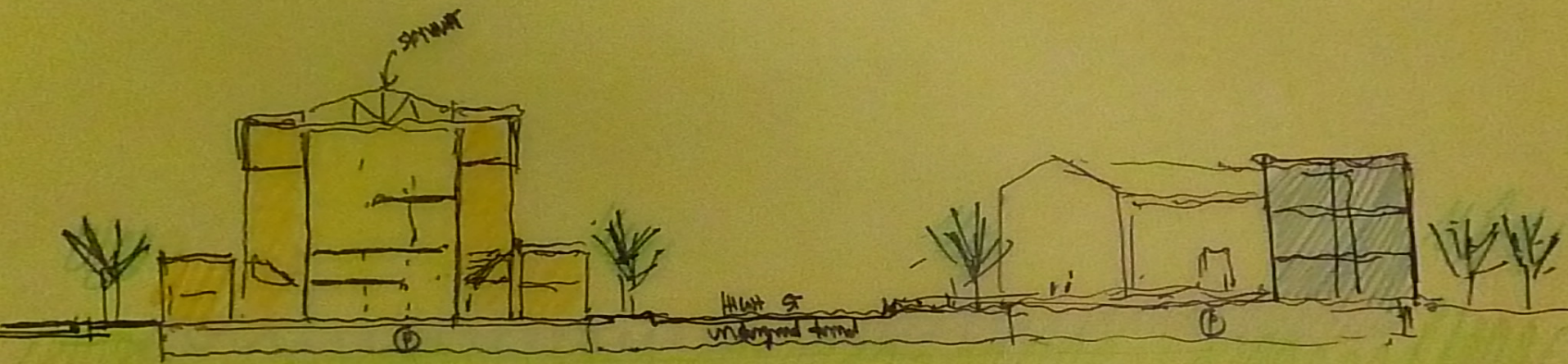


TYPICAL FLOOR



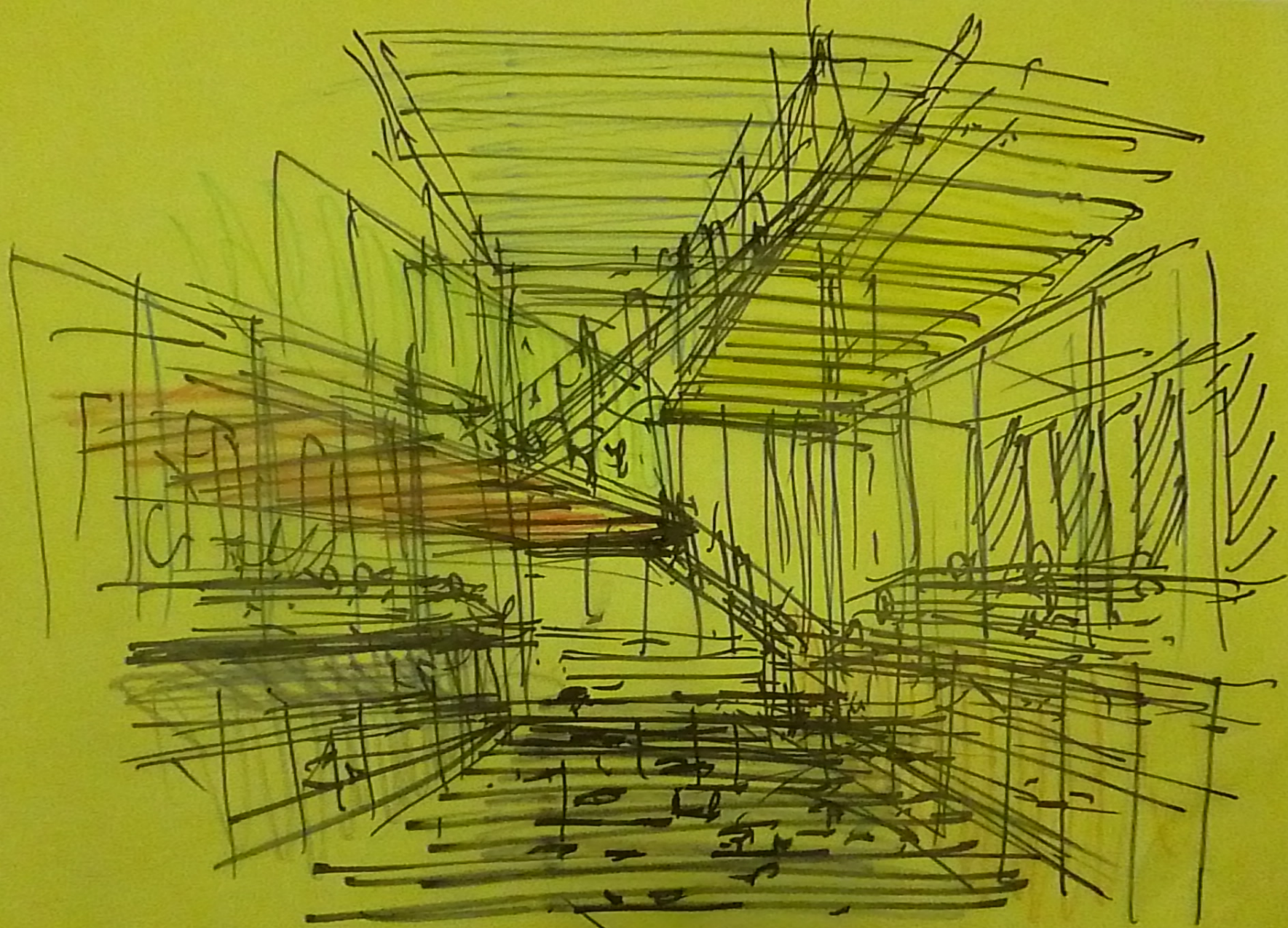
Basement



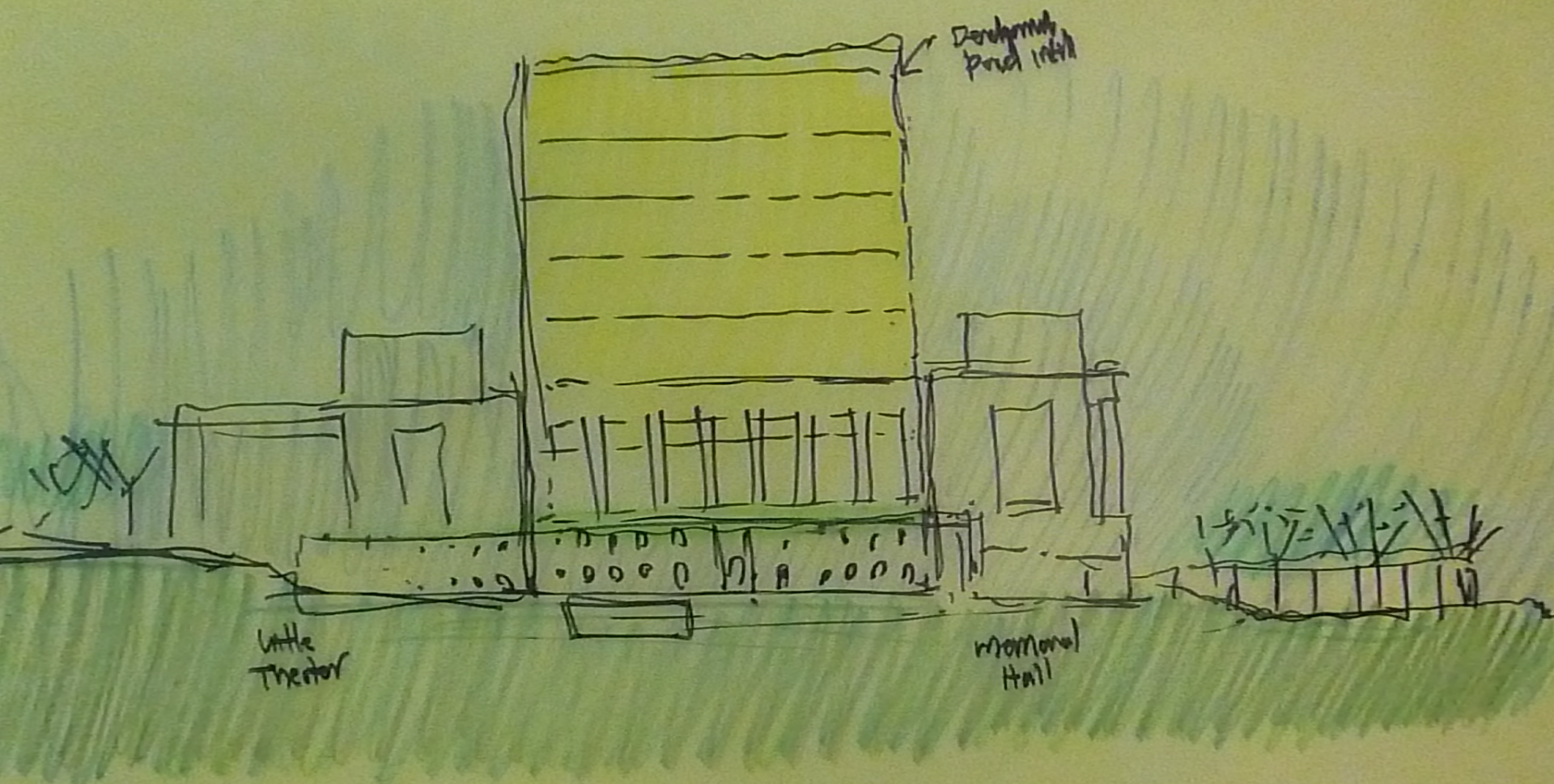


AND TOWERS

"COURTS" HOTEL



A JOURNAL "INNOVATION"



AUTODRUM SITE

Implementation



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RFP Development Process



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Questions?

Questions?

