A TECHNICAL ASSISTANCE PANEL REPORT

Coordinating Action In

Downtown Marlborough

[+ Lower French Hill]

Marlborough, Massachusetts

Downtown Marlborough and City Hall

NOVEMBER 4, 2013

Urban Land Institute
Boston
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Table of Contents

EXECUTIVE SUMMARY

1. ULI + THE TAP PROCESS.....4

a. Urban Land Institute (ULI)
b. Technical Assistance Panels (TAPs)
c. Panelists and the TAP Process

2. BACKGROUND + ASSIGNMENT.....6

a. The Downtown District
b. The lower French Hill District
c. Recent + Future Development Initiatives
d. City Planning Initiatives

3. PLANNING CONSIDERATIONS.....10

a. Emergence of Microdistricts
b. Citywide Assets
c. Community Development
d. Perceived Downtown Economic Health

4. CHALLENGES + OPPORTUNITIES.....12

a. Parking
b. Granger Boulevard
c. Main Street
d. Connection to Citywide Assets
e. Zoning/Land Use Regulations
f. Underutilized Parcels
g. Historic Building Reuse

5. RECOMMENDATIONS 16

Executive Summary

Under the direction of the Urban Land Institute's Boston District Council, the Marlborough Technical Assistance Panel (TAP) convened in Marlborough on September 18, 2013, bringing together stakeholders, including city, business, and community leaders, and a panel of land use and development professionals to focus on the Downtown and the lower French Hill Districts, specifically on strategies to strengthen and revitalize both districts and to effectively attract appropriate new development. The panel was also asked to examine the current land use and zoning regulations, and to consider strategies to incentivize new development through possible zoning amendments and/or creative finance methods. The report that follows summarizes the TAP recommendations in five chapters.

Section 1: ULI and the TAP Process
gives an overview of the Urban Land Institute's Boston District Council and its Technical Assistance Panels (TAPs).

Section 2: Background

provides relevant background information about the Downtown and lower French Hill Districts based on anecdotal information provided during the TAP process and maps and planning documents provided by the Marlborough Economic Development Corporation (MEDC). Additionally, the chapter highlights recent planning initiatives and development projects completed to date, and future planning activities in both districts, ranging from adaptive reuse of certain buildings in both districts to proposed facade improvements programs and a mixed-use overlay or zoning provision.

Section 3: Planning Considerations

outlines planning-related objectives and items that the panelists took into consideration in order to make appropriate judgments and recommendations on strategies for redevelopment of both districts. These items include the emergence of microdistricts within Downtown and lower French Hill; the connectivity and linkage opportunities with existing citywide assets; and the entrenched community development activities that are a vital part of Marlborough's community life.

Section 4: Challenges and Opportunities

outlines the current challenges identified by the panel for each of the two districts, and the areas of opportunity where the city can make positive changes through thoughtful, targeted strategies. Each challenge is presented with a corresponding opportunity, which in turn, helped inform the panel's strategic recommendations in Section 5 of the report. Challenges and opportunities include: parking; Main Street and Granger Boulevard conditions; zoning/land use regulations; underutilized land and parcels; historic building reuse; and connections to citywide assets.

Section 5: Recommendations

presents the panel's recommendations, which are organized under (a) zoning and land use; (b) parking; (c) development financing; (d) development incentives; and physical planning/design recommendations, which include (e) Granger Boulevard; (f) Main Street; (g) Assabet River Rail Trail; and (h) potential downtown hotel site.

FIGURE 1
Map of TAP Target District

The strategic recommendations range in scope and nature and include physical and streetscaping improvements, and changes in current zoning and policy to help shape appropriate new development initiatives across both districts.

Appendix A

provides a detailed list of participants in the Marlborough TAP including city officials, stakeholders, and the panel of land use and development professionals.

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1 | ULI + The TAP Process

a. URBAN LAND INSTITUTE (ULI)

The Urban Land Institute is a 501(c)(3) nonprofit research and education organization supported by its members. Founded in 1936, the institute now has nearly 30,000 members worldwide representing the entire spectrum of land use and real estate development disciplines, working in private enterprise and public service, including developers, architects, planners, lawyers, bankers, and economic development professionals, among others.

As the preeminent, multidisciplinary real estate forum, ULI facilitates the open exchange of ideas, information and experience among local, national and international industry leaders and policy makers dedicated to creating better places. The mission of the Urban Land Institute is to provide leadership in the responsible use of land and to help sustain and create thriving communities. The Boston District Council serves the six New England states and has over 1,000 members.

b. TECHNICAL ASSISTANCE PANELS (TAPs)

The ULI Boston Real Estate Advisory Committee convenes Technical Assistance Panels (TAPs) at the request of public officials and local stakeholders of communities and nonprofit organizations facing complex land use challenges who benefit from planning and development professionals providing pro bono recommendations. At the TAP, a group of diverse professionals specially assembled with expertise in the issues posed typically spends one to two days visiting and analyzing existing conditions, identifying specific planning and development issues, and formulating realistic and actionable recommendations to move initiatives forward in a way consistent with the applicant's goals and objectives.

c. MASSDEVELOPMENT SUPPORT

Recognizing the alignment between ULI Boston's Technical Assistance Panels and MassDevelopment's mission to support sustainable redevelopment across the Commonwealth, the two organizations have partnered to support TAPs in eight Gateway Cities throughout the Commonwealth. The Marlborough TAP was the seventh sponsored by MassDevelopment to date.

d. PANELISTS AND TAP PROCESS

Panel Members

ULI Boston convened a panel of volunteers whose members represent a range of the disciplines associated with urban redevelopment, with specific expertise in revitalization of underperforming commercial areas.

Disciplines represented included planning, architecture, urban design, traffic engineering, and development finance. Members were selected with the intent of convening a robust array of professional expertise relevant to the city's objectives for this TAP. Following is the list of panelists:

- Dick Lampman, G. Greene Construction (TAP Co-Chair - Construction)
- Scott Payette, Scott Payette Architects (TAP Co-Chair - Design)
- Steve Heikin, ICON Architecture
- Bob Buckley, Riemer & Braunstein
- Eric Fellinger, 1-2-3 Permitting
- Michael Miller, MassDevelopment

Christopher Cummings, planner, served as a consulting technical writer, while Michelle Landers of ULI Boston provided organizational and technical support in preparation for and during the TAP event. Michael Keimig of ULI Boston also participated.

Stakeholders

The TAP benefited from the participation of the diverse group of stakeholders—property owners, local residents, business people, city council members, and other city and regional officials—who met with the panel and shared information, ideas, and opinions on a range of issues affecting the Downtown and lower French Hill Districts. A comprehensive list of all stakeholders is located in Appendix A.

TAP Process

The Marlborough TAP was held on September 18, 2013 at the Walker Municipal Building (TAP Panel deliberations), 255 Main Street, Marlborough and at Marlborough City Hall (stakeholder interviews), 140 Main Street, Marlborough, MA. Arthur Vigeant, Mayor of the City of Marlborough, and Tim Cummings and April Martin, both of the Marlborough Economic Development Corportation (MEDC), welcomed the ULI panel at the Walker Building before the driving/walking tour of the Downtown and lower French Hill Districts. The driving tour began at Ward Park, the site of a planned community redevelopment project, and proceeded to lower French Hill along Lincoln Street, and then to Downtown along Main Street, Granger Boulevard, and the north-south connector streets between them. The tour briefly walked around the Main Street corridor and the areas around City Hall.

After the tour, the ULI panel interviewed a diverse series of stakeholders to gain a better understanding of relevant issues, dynamics, and opportunities in the Downtown and lower French Hill Districts. The panelists then engaged in an intensive charrette to develop potential revitalization concepts for the two Districts, as well as “next step” recommendations. The panel presented these to the public that evening. The presentation is available electronically at the ULI Boston website http://boston.uli.org.

IMAGE 1
Main Street Looking West

2 | Background

a. THE DOWNTOWN DISTRICT

Location

Downtown Marlborough is roughly defined by the loop connecting Main Street and Granger Boulevard, inclusive of Weed Street and several north-south connector streets between Main and Granger. The beginning of Mechanic Street and Bolton Street approximately represent the east and west boundaries, respectively. Figure 2 illustrates the Downtown District.

Primary Features

Main Street is the primary anchor of the Downtown District and contains a variety of retail, restaurant, and service businesses located primarily in two- to four-story structures some of which are historic properties. There are several businesses, including the popular FISH Restaurant and a Starbucks, as well as two three-story municipal parking structures located along Granger Boulevard. Main Street also contains two key municipal institutions: City Hall and the Walker Building.

Public space within the Downtown District includes a small pocket park located along Main Street [developed after a building fire in 2007]; Union Common at Main and Bolton Streets; and two passive recreation areas located behind City Hall and at the corner of Main and Prospect Streets. Ward Park, a more active, programmed space, lies just south of the Downtown District, near the intersection of Main Street and Granger Boulevard.

Current Zoning + Land Uses

The Downtown District is primarily zoned as Business [B], which primarily allows commercial office and institutional uses.

There is an area zoned as Residential B [RB] to the north of Main Street and Residence C [RC] at the southeast along Granger Boulevard, which primarily allow both single-family and two-familiy residential uses. Land uses within the Downtown District primarily include business and state and/or municipal uses. Although there are no provisions in the current zoning code for mixed-use development, several buildings in the Downtown District include residential uses above commercial uses. According to information gathered during the TAP, there is interest by both the city and local business owners to encourage mixed-use development.

b. THE LOWER FRENCH HILL DISTRICT

Location

The Lower French Hill District lies north of the Main Street in the Downtown District and includes several mixed-use blocks along Washington Street, Rice Street, and Lincoln Street to the north, and Mechanic Street to the west acting as the district's approximate westerly boundary. Figure 2 illustrates the approximate lower French Hill District.

Primary Features

Lincoln Street is the main thoroughfare in the lower French Hill District, and overall, the area is largely residential in nature. Along with single- and multifamily residential buildings, there are various older industrial structures, primarily along Lincoln Street. Several of these structures have been repurposed into residential and mixed-use developments; however, some existing underutilized

Figure 2: Target Area Locus Map

structures and land remain and represent good opportunities for future redevelopment. For example, the former armory building, located near the intersection of Lincoln and Mechanic Streets, is well-situated and well-suited for a future adaptive reuse.

The lower French Hill District also features the southern terminus of the Assabet River Rail Trail, a bicycle and pedestrian network that spans five communities including Marlborough. The trail terminates at the intersections of Lincoln, Highland, and Cashman Streets, to the northwest of the Downtown District.

Current Zoning + Land Uses

The vast majority of the lower French Hill District is zoned for, and contains residential uses (primarily Residence B, RB]. A few areas, particularly in the western portion of the District, are zoned for business [B], and commercial automotive [CA]. Despite the primary residential zoning, there are pockets of state/municipal and business land uses within the RB zoning. Similar to the Downtown District, no areas in the lower French Hill District are zoned for mixed-use, as there are no provisions for mixed-use zoning and development in the current zoning code.

c. RECENT + PLANNED DEVELOPMENT INITIATIVES

Downtown

While most of the Downtown District has remained untouched in terms of major development projects for decades, there are several completed and planned projects which are helping to transform the area.

The repurposing of the historic fire station at 91 Main Street into the popular VIN BIN, a wine and cheese store and cafe, is an example of a positive redevelopment initiative which is both preserving the historic quality of and drawing residents and visitors to the Downtown District.

One of the major proposed development projects for the Downtown District includes renovation of Ward Park, and the relocation of the Marlborough Senior Center from a Marlborough Housing Authority property on Main Street into a new freestanding building located on a portion of Ward Park. The total project is estimated at $10 million [$3m for park renovations, $7m for development of the senior center].

Lower French Hill District

The lower French Hill District has seen a flurry of development activity in the past decade. The majority of the projects have been residential in nature and include: Christopher Heights, a multifamily, assisted living facility; the conversion of a portion of Saint Mary's Church on Broad Street into market rate condominiums; and the conversion of a former mill building into the Renaissance Lofts, an artist live-work community with a coffee shop.

All of these recent developments have been particularly successful, with the condo development having been completely sold, and the Renaissance Lofts mostly leased. Given the success of these developments, and the availability of additional underutilized properties in the area, there is interest by both the city officials and private developers in future adaptive reuse initiatives. Opportunities include the aforementioned armory building and an underutilized multi-story industrial building, both on Lincoln Street.

d. CITY PLANNING INITIATIVES

Downtown Facade Improvement Program

In 2007, the city initiated a facade and sign improvement program, which made funding available to businesses in the Downtown District for exterior building improvement projects. The City has applied for another facade and sign improvement program, which is to include Downtown and extend to businesses in the lower French Hill District area.

Mixed Use Overlay

The City has recognized the need and demand for mixed-use development both in the Downtown and lower French Hill Districts. The City plans to confront this opportunity through either the creation of a mixed-use overlay, or through the amendment of the current zoning code.

Marlborough Pocket Park

The City created a pocket park on Main Street in the Downtown District after a building was destroyed by fire in 2007. Though the park is a public space amenity for residents and visitors, the City hopes to see this space redeveloped to a higher and better use.

IMAGE 2
Downtown Pocket Park

IMAGE 3
Underutilized Armory Building

IMAGE 4
Future Site of Senior Center at Ward Park

3 | Planning Considerations

Below are several planning-related items regarding both the Downtown District and lower French Hill District that the TAP took into consideration before examining opportunities and making its final recommendations. These considerations were derived from information provided by the MEDC and the stakeholder interviews.

a. EMERGING MICRODISTRICTS

Though Main Street is the veritable anchor, and central organizing feature of the Downtown District, several 'microdistricts' are emerging both Downtown and in the lower French Hill area. They have been identified as follows:

Downtown Historic District

There are several historic structures in the Downtown District, some of which are on the National Register of Historic Places. Additionally, there are several historic areas of interest including the Henry Knox Trail and the John Brown Bell. These two historic features along with the historic character of the buildings and public spaces draw visitors to the Downtown District. Currently, Downtown Marlborough has not officially been designated as a historic district.

Lower French Hill Arts District

Based on the success of the Renaissance Lofts, the availability of underutilized parcels for similar development opportunities, and anecdotal evidence that there is interest in such development, the lower French Hill District is poised to become a successful arts hub within Marlborough.

Downtown High-End Retail District

The portion of the Downtown District around Bolton Street [between Main Street and Granger Boulevard] features the VIN BIN, a Starbucks, and the FISH Restaurant, all of which draw customers for high-end products and services.

b. CITYWIDE ASSETS

The City of Marlborough is home to many businesses, amenities, and attractions that are pivotal in providing additional visitors and patrons to the Downtown and lower French Hill Districts. According to MEDC data, Marlborough provided 31,540 jobs in 2010 in both small businesses and larger firms including TJX and 3Com. Additionally, Marlborough is an established regional sports hub, particularly in the context of hockey. The New England Sports Center (NESC), located near I-495, draws hockey enthusiasts from around the nation. Fore Kicks, a mega sports complex, also draws a regional sports crowd.

Based on the high number of employers, and other attractions including the two sports complexes, Marlborough has over 1,500 hotel rooms to host visitors to the city. Currently, none of Marlborough's hotels are located in the Downtown or lower French Hill Districts.

c. COMMUNITY DEVELOPMENT

The Downtown District features various annual festivals, parades, and community events, including the popular Festival of Trees and Taste of Marlborough. These community events not only draw current residents together Downtown, but also attract visitors and the local workforce to the Downtown District. The Marlborough Chamber of Commerce is in the process of working to streamline the organization of these events.

d. PERCEIVED DOWNTOWN ECONOMIC HEALTH

During the TAP stakeholder interview process, the fifteen interviewees were each asked to rate the economic health of the Downtown District, based on a scale of 1 to 10 [‘1’ representing the weakest economic health and ‘10’ representing the strongest]. The average [mean] rating for the economic health of the Downtown District was 5, and most interviewees noted that it was stable or improving rather than weakening. This figure offers a snapshot of the current community perception of how the Downtown is performing economically. Figure 3 on the right shows the full results of this survey.

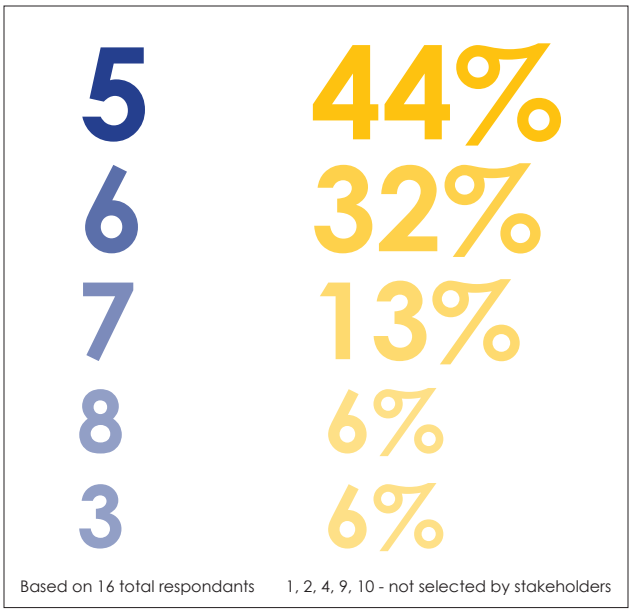

FIGURE 3
Stakeholder Downtown Economic Health Ratings

IMAGE 4
Main Street in Downtown Marlborough with City Hall in Background

4 | Challenges + Opportunities

During the TAP discussions following the site tour and stakeholder interviews, the panel considered four essential questions related to the Downtown District and lower French Hill District posed by the MEDC. These questions are as follows:

1. Is there adequate parking to increase and attract new development?

2. What incentives and/or financing will help make development projects in the two districts more feasible?

3. Are there current land use regulations in place that will hinder or encourage commercial growth?

4. What are the appropriate land uses in the two target districts?

The TAP used these questions to frame a discussion on current issues and opportunities in the Downtown and lower French Hill Districts, which in turn would help develop a vision for the two districts with targeted planning and development recommendations.

IMAGE 5
On-Street Parking along Main Street

a. PARKING [DOWNTOWN DISTRICT]

THE CHALLENGE:

According to evidence derived from the tour and interviews, the existing free municipal parking is heavily underutilized, with an average daily utilization of the parking structures of approximately 50%. It was suggested that poor signage and visibility of the structured parking could be a factor in the low utilization rates. Business owners have also expressed concern over the poor enforcement of on-street parking space limits [two-hours], which allows for long-term parking by employees instead of patrons.

THE OPPORTUNITY:

Parking is abundant in the Downtown District, and represents an opportunity for new development to take advantage of excess municipal parking capacity. In this case, existing parking regulations for new development can be relaxed, potentially through shared public-private parking arrangements. Desirable on-street parking spaces can be added to Granger Boulevard, and enforcement of current on-street parking limits to help increase availability of these spaces to Downtown patrons.

b. GRANGER BOULEVARD

THE CHALLENGE:

Granger Boulevard is primarily a major arterial, which allows traffic to essentially bypass the Downtown District, and discourages residents and visitors to travel through the district and take advantage of its businesses and services. Additionally, Granger Boulevard has not be described as pedestrian- or bicycle-friendly, with as many as five total travel/turn lanes, which present dangerous crossing and cycling conditions.

THE OPPORTUNITY:

According to recent traffic studies, Granger Boulevard is under capacity for automobile traffic, and therefore, one or more travel lanes can be effectively eliminated without hindering current traffic flow patterns. The City also has control over Granger according to the city engineer. In this case, the City can undertake streetscaping improvements to make Granger more safe and accessible to pedestrians and cyclists, and more visually appealing.

c. MAIN STREET

THE CHALLENGE:

Main Street was described by several interviewees as lacking physical connections and business ties to the rest of the Downtown District. Therefore, the Downtown is more of a Main Street strip than a unified business district. Additionally, several interviewees cited a lack of business variety [too service-oriented], poor lighting during night hours, and poor communication among business owners.

THE OPPORTUNITY:

The Downtown District is home to many restaurants, and has been described as a vibrant restaurant district. Though much of the pedestrian activity in the district is limited to the daytime, there is an opportunity to extend business hours to enhance the restaurant business and draw more people to the district outside of the current normal operating hours. In terms of infrastructure, the sidewalks are of adequate width for good pedestrian activity, the stairwells on the north side of Main Street offer good pedestrian connectivity to the lower French Hill District.

c. CONNECTIONS TO CITYWIDE ASSETS

THE CHALLENGE:

As previously described, Marlborough has a large workforce and employment centers, and draws many visitors annually for various events. Unfortunately, there is poor connectivity among these assets and the Downtown District, and other commercial hubs at the city outskirts are more accessible to these groups.

THE OPPORTUNITY:

Though costly, the City has examined options for public bus service between major employment centers and the Downtown District. However, less costly options may be effective in enhancing linkages to the Downtown, including increased visibility of business offerings and community events such as the Taste of Marlborough.

e. ZONING/LAND USE REGULATIONS

THE CHALLENGE:

Marlborough's current zoning ordinance is outdated and is in many ways a hindrance to development in the Downtown District. As stated before, the current zoning does not allow for mixed-use development. Additionally, certain zoning standards are prohibitive to cost-effective development, including but not limited to:

- A strict off-street parking regulation set at 10 spaces per 1,000 sf of development

- A 50' minimum building setback requirement

- A sign ordinance prohibiting blade-type signs

THE OPPORTUNITY:

Currently, there is interest by both the City and private business owners and developers to potentially amend the zoning code to allow for mixed-use development, primarily through the creation of an overlay district. Similar interest in relaxing the sign ordinance has also been expressed. Additionally, the aforementioned underutilization rate of free municipal parking could help relax the strict parking requirements that currently don't match an urban downtown typology.

f. UNDERUTILIZED BUILDINGS + PARCELS

THE CHALLENGE:

There are several vacant and underutilized buildings and parcels in both the Downtown and lower French Hill Districts, which both act as physical barriers, and detract both visually and economically from both districts. Several sites identified by the City and stakeholders include: the US Post Office facility on Granger Boulevard; and the Armory and a vacant industrial building both along Lincoln Street in lower French Hill.

THE OPPORTUNITY:

Several adaptive reuse projects have been successful both Downtown and in the lower French Hill, and there is both a need and demand for certain types of new development opportunities in both districts. For example, given the nature of Marlborough as an employment and sports hub and the high number of hotel rooms [second only to Boston in the Commonwealth], an appropriately-sized hotel may be developed downtown, and an underutilized site might be a good candidate for such development.

g. HISTORIC BUILDING REUSE

THE CHALLENGE:

Though many buildings in the Downtown and lower French Hill Districts are historic, it was expressed by both the City and stakeholders that there has been little use of creative financing to redevelop these historic assets, including Historic Preservation Tax Credits.

THE OPPORTUNITY:

The City and private developers have an opportunity to create a historic district downtown and target historic structures for financing and incentives for redevelopment initiatives.

5 | Vision

Based on the challenges and opportunities discussed previously, the panelists developed a vision statement for the Downtown and lower French Hill Districts, based on three primary objectives:

1. Transform the Downtown and lower French Hill areas from a Main Street strip commercial corridor to a veritable Downtown District.

Though an important commercial anchor, Main Street is largely disconnected from the surrounding Downtown area, and to some some extent, the surrounding residential neighborhoods including the lower French Hill District. The objective of this vision is to enhance the physical connections between Granger Boulevard and Main Street; to make targeted improvements along Granger Boulevard; and to encourage the appropriate reuse of the underutilized parcels in order to restore the true nature of Downtown Marlborough as a connected district.

2. Encourage new development and businesses both in the Downtown and lower French Hill Districts to create a vibrant retail, restaurant, and arts destination.

Though the Downtown District has already been described as a restaurant district, and has a low overall commercial vacancy rate, there are several additional new uses that can effectively be located in the district to help attract additional residents, local employees, and regional visitors to the area. The primary objective of this vision is to continue supporting the existing businesses and strengthening communication and linkages among them, while also encouraging the growth of the microdistricts within Downtown and lower French Hill and attracting new uses such as a hotel, a gym/fitness center, and entertainment.

3. Improve connections and links to existing citywide assets.

Though Marlborough is a thriving economic center and a regional sports hub, the links between these assets and the Downtown and lower French Hill District remain weak. The objective of this vision is to make targeted, cost-effective improvements to encourage the local workforce and visitors to Marlborough to make use of the Downtown and lower French Hill District assets.

5 | Recommendations

1. RELAX / RETHINK ZONING
[VISIONS 1, 2, 3]

Marlborough's zoning code and land use regulations should function to encourage, not inhibit new development in the Downtown and lower French Hill Districts. Specific recommendations include:

- Create a mixed-use overlay for the Downtown District, and based on the success of projects like the Renaissance Lofts, extend the overlay into the emerging arts district in lower French Hill.

- Allow for zero-foot setback minimums and change FAR [Floor Area Ratio] requirements to allow for 100% lot coverage throughout the Downtown District, including Granger Boulevard.

- Relax sign ordinance to encourage use of appropriately-sized and decorated blade signage types in order to increase visibility and wayfinding particularly in the Downtown District.

- Ensure clarity and certainty throughout the zoning process to remove unnecessary zoning and land use barriers to development.

2. RETHINK PARKING
[VISIONS 1, 2, 3]

- Change current 10 space/1,000 sf off-street parking requirement for new development projects. A 2.5 space/1,000 sf requirement is recommended.

- Encourage shared public-private parking arrangements for new development and redevelopment opportunities.

- Enforce current on-street parking regulations more strictly to discourage long-term on-street parking.

- Advertise free parking and increase wayfinding to public parking opportunities.

- Conduct traffic management study.

3. ENCOURAGE CREATIVE DEVELOPMENT FINANCING
[VISIONS 1, 2]

- Examine feasibility of implementation of a tax abatement program for new development, such as the Massachusetts Chapter 121A.

- Pursue Historic Tax Credits more aggressively for financing redevelopment initiatives in both the Downtown and lower French Hill Districts.

- Establish a clearinghouse for incentives, financing, and tax credit programs throughout Marlborough.

4. DENSITY BONUS TRANSFER SYSTEM
[VISIONS 1, 2]

- Examine the feasibility of an incentive [density, or similar] transfer system which will encourage development in the target Downtown District in exchange for incentives at another to-be-determined target area.

5. PHYSICAL IMPROVEMENTS: GRANGER BOULEVARD
[VISIONS 1, 3]

- Remove one or more traffic travel lanes for on-street parking and/or bicycle lanes, in order to enhance pedestrian and cyclist accessibility and safety.

- Remove slip lane [right turn lane] connecting Main Street to Granger Boulevard for traffic safety and to promote vehicle trips to Downtown District.

- Add trees and plantings and other streetscaping elements to improve visual appeal.

6. PHYSICAL IMPROVEMENTS: MAIN STREET
[VISIONS 1, 3]

- Maintain Main Street as a two-way thoroughfare.

- Enhance visual appeal of public stairs [via artwork or murals] to promote use of stairs and connection to lower French Hill.

- Add bicycle lanes, and maintain current widths of sidewalks.

- Add trees, plantings, signage, and other streetscaping elements.

- Enhance lighting on streets between Main Street and Granger Boulevard.

7. PHYSICAL IMPROVEMENTS: ASSABET RIVER RAIL TRAIL
[VISIONS 1, 3]

- Continue ARRT into Downtown District to encourage cyclists and pedestrians to patronize the local shops and businesses.

8. PHYSICAL IMPROVEMENTS: POTENTIAL HOTEL SITE
[VISIONS 1, 2, 3]

- Reuse US Postal Service Distribution Center parcel as possible Downtown District hotel site.

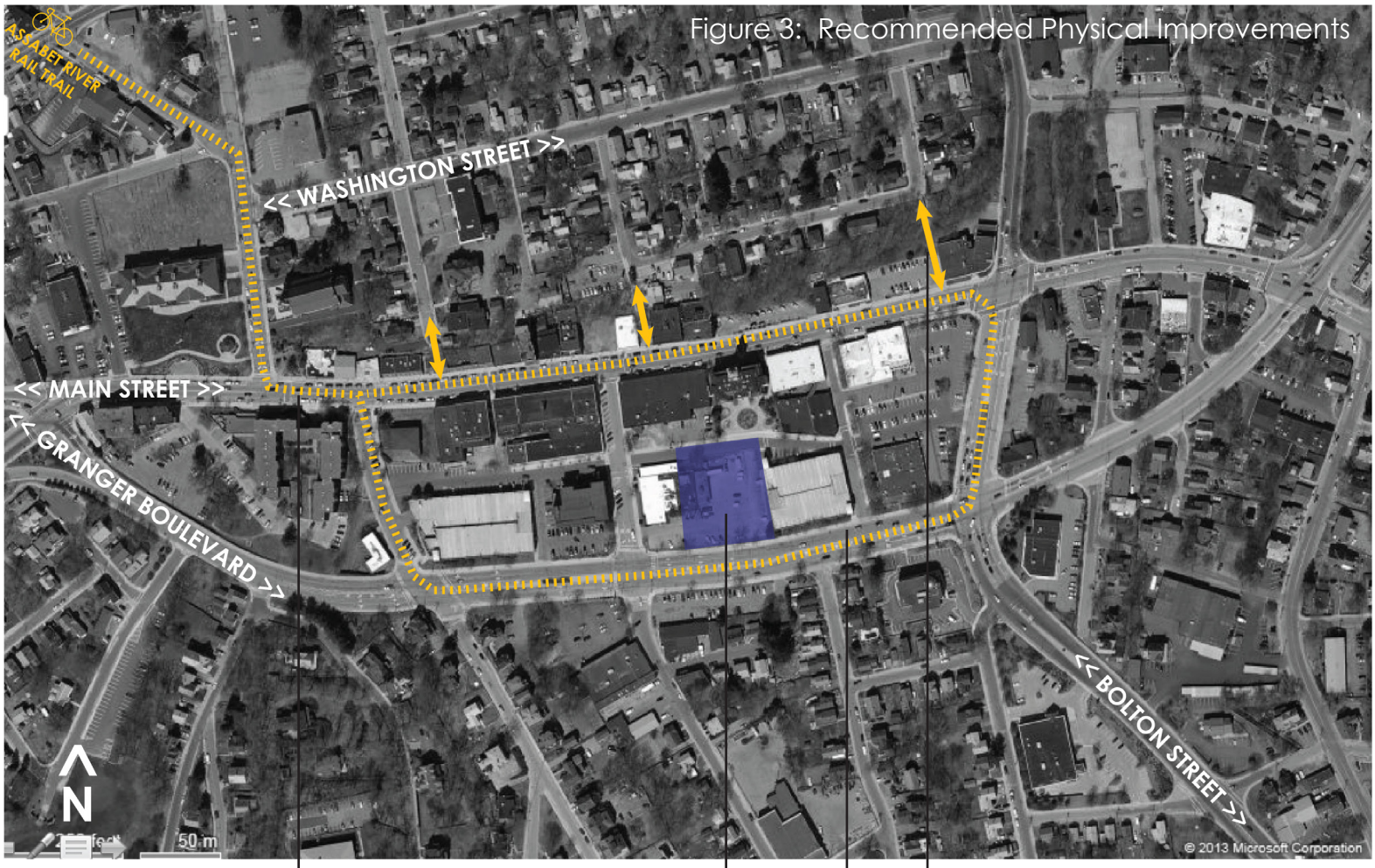

Figure 3: Recommended Physical Improvements

possible ARRT extension

potential hotel site

public stairway enhancements

Granger Blvd streetscaping

Appendix

The TAP benefited from the participation of the diverse group of stakeholders [property owners, local residents, business people, city council members, and other city and regional officials] who met with the panel and shared information, ideas, and opinions on a range of issues effecting the Downtown and lower French Hill Districts. The following is a list of all who participated in the interview sessions:

PROPERTY OWNERS AND BUSINESS PEOPLE:

- Bob Buckley
- Bob Kane
- Randy Scott
- Eric Asman
- Bill Sullivan
- Emily Greenwood
- Rick Lombardi
- Walter Bonin

PUBLIC OFFICIALS:

- Danielle Gregoire
  State Representative and Resident
- Don Landers
  City Councilman and Resident
- Joe Delano
  City Councilman
- Arthur Vingeant
  Mayor, City of Marlborough
  [conducted site tour]

NON-PROFITS

- Arthur Bergeron
  Chair MEDC
- Suzanne Morreale-Leeber
  President, Marlborough Chamber of Commerce
- Priscilla Ryder
  Conservation Officer, ARRT
- Tom Cullen
  City Engineer
- Ron Frenier
  Commissioner of Public Works