

Winchendon, MA

Opportunity Abounds

An Urban Land Institute



Technical Advisory Panel

Report

October 21, 2004

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Attachments

Retail Ring Analysis of Major Shopping Centers – Spaulding & Slye Colliers
Map of Major Shopping Centers around Winchendon
Converse Gardens circa 1900
Emerging Trends in Real Estate 2005 - ULI/PriceWaterhouseCoopers
Ten Principals for Rebuilding Neighborhood Retail – ULI
The Case for Multifamily Housing – ULI
Ten Principals for Reinventing America’s Suburban Strips – ULI

Overview

TAP :

As part of ULI's (Urban Land Institute) Outreach committee the TAP or Technical Advisory Panel provides assistance to Towns and non profit organizations who have requested assistance in addressing their land use challenges.

ULI:

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 more than 22,000 members worldwide representing the entire spectrum of land use and real estate development disciplines, working in private enterprise and public service.

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 responsible leadership in the use of land to enhance the total environment.

TAP Process:

ULI's (Technical Assistance Panel) TAP for Winchendon consist of a diverse group of professionals, representing several disciplines connected with land use. Members are selected on the basis of the specific request for the particular area being assisted.

Members of the Winchendon TAP are:

Richard K. Gsottschneider	President	RKG Associates Inc.
Kristie DeSalvo	Administrative Director	ULI Boston
Peter M. Brockelman	Vice President	Banknorth Massachusetts
Frederick A. Kramer	Principal	ADD, Inc.
Steven Heikin	Vice President	ICON Architecture, Inc
Denis J Swinford	Senior Planner	Goody, Clancy & Associates
Allen R Kieslich	President	KDC-Kieslich Development Consultants

The process followed in this TAP by ULI was to review the TAP request and materials submitted initially by the town, an additional information gathering session between the TAP chairman, co chair, key town officials and public members was held; and a field review of the key geographic areas was also conducted. Additional TAP members were then added to the group so as to provide a match of ULI members with the Town request.

This information was disseminated to the TAP members well in advance of the meeting date for their review. Additional research of demographic and regional retail sales information was collected by TAP members and other ULI members such as Spaulding & Slye Colliers.

The meeting was held in the Town Hall with presentations by the city planner, town selectpersons and several town members. A field visit was conducted to all major sites under discussion as well as other secondary locations. The TAP team then conducted a closed door session to arrive at a consensus of potential suggestions addressing the towns' future. Directly following, these findings and suggestions were then discussed in an overview at a public presentation at Town Hall.

As a follow up this written report will be given to the Town planner, and if desired also presented in a public forum to discuss the details at a future meeting. ULI would also be pleased to provide continued assistance to the town in implementing the various courses of action.

ULI and the TAP members would like to extend a sincere thanks to the citizens and public officials of Winchendon who provided the excellent data, the time at multiple meetings, and coordinated the wonderful experience we had in Winchendon. A special thanks goes to Kevin Flynn, Director of Planning and his staff for their professional and home town assistance.

Questions presented by Town.

Following up on the issues raised at the January 2003 charette, the town is requesting a Technical Assistance Panel to consider the opportunities and recommend strategies for creating a more vibrant downtown. Areas of particular concern:

1. What strategies or marketing can the town or private sector employ to attract and retain business and customers in the downtown? What mix of uses is appropriate?
2. What is the potential for re-using the vacant mill buildings? What strategic actions should be considered? What is the appropriate role for the public and private sectors?
3. What physical improvements can the town undertake to enhance the downtown, focusing especially on parking, traffic circulation, lighting and streetscape and improvements?
4. How can public access to Whitney Pond be improved and how can this resource be used to enhance the downtown?

For each of these items it is important to consider the role of the public and private sectors. For public sector actions, an additional consideration is the ability to identify grant funding sources, and activities that are grant eligible. The town is seeking specific action steps that can be undertaken in the near term (1 year) and longer term (2 years and beyond).

ULI TAP Findings:

The TAP attempts to address the Town's questions in context within an overall long term plan. These suggestions are specifically tied to the towns unique geographic and land use attributes.

These overall concepts will, if implemented, provide the impetus for:

- Increased tourism
- Job creation and sustainable economic growth
- Increased retail and service diversity
- Resort / second home & empty nester housing
- Workforce and Active Senior housing
- Additional commercial/retail construction
- Creation of a destination community, tourism, recreation
- A community with a very special sense of place
- Scio-economic mix and a sustainable increased real estate tax base to provide for public investment.

No single action however by itself will in fact provide the solution, there is no silver bullet. Success lies in a consistent application, aimed at an overall objective, over a long period of time, using multiple projects. The overall plan creates a blueprint, and the town must provide flexibility within this framework to reflect a constantly changing economic and social environment.

ULI found the existing town master plan is an exceptional basis for action and start to this process. The suggestions by ULI utilize the core elements already in the master plan and build from it.

Sewer: Should encourage additional residential development by extending service. Winchendon appears to have sewer and water serving the downtown revitalization area with adequate capacity for growth and should consider zoning and tax policy stimulus's and the elimination of building permit quotas in the planned downtown revitalization area.

Traditional industry/ manufacturing jobs are unlikely to return as a major economic contributor in Winchendon as in most of the North East. Most likely economic growth will come from the service sector. One must consider focusing instead on retail/specialty employment. Industrial zoned land in the downtown is disproportionately large to other uses and should be virtually eliminated in favor of residential / retail / commercial.

Retail : Major retail (ex. Target, Kohl's, and Home Depot) is unlikely due to lack of land, population and major highway access. There's much competition with neighbors who have major shopping center and big box stores. It is surrounded with major retail offerings from malls in NH to the north and along RT2 to the south. Winchendon does however have

a unique retail opportunity. With the advent of the Town's new theme environment and infrastructure Winchendon can offer a unique shopping environment and an assortment of retail variations not provided by the national outlets. Winchendon's offering focus should be on niche markets connected to its theme, examples: artisans, toy stores, bookstore, restaurants, sports/recreation equipment, brewery's, wine & cheese shops, or even outlet stores, to service local residences and visitors.

The town must be a major sponsor and fully embrace this idea of niche markets to accomplish a true, revitalized downtown.

Opportunities:

Community, Sense of Place, a "Theme":

In order to capitalize on the unique natural attributes in Winchendon a physical and mental environmental link to these elements is essential to establish a sense of place. Detailed architectural elements within these environments then can establish a sense of time or timelessness. The combination (time and place) creates what the Romans called the 'genus loci', the spirit of the place, or in modern parlance a "Theme".

Winchendon's opportunity is to create a sense of place based on the Toy Town Theme. By linking the water areas to the central business district and utilizing many of its historic structures near the water a sense of time can be created throughout the Town. Many of the existing downtown housing, public buildings, churches, and historic commercial buildings compliment this theme, especially the old mill and nearby structures.

Land use and Zoning that promote the long term theme is essential to its long term development. Existing land uses that are in conflict with these overall objectives ex. industrial, auto repair, warehouse, and stock yards, in the central business district are counter productive to the towns plan. A plan to mitigate their presences and relocate these uses to the industrial park or other commercial zones should be put in place as soon as possible.

Connecting to the Water:

Waterfront:

Winchendon is blessed with a rare combination of having several elements of water integrated with its downtown, and an abundance of vacant and underutilized available land in town and along the several pond levels. The upper and lower sections of the pond provide ideal opportunities for summer sports such as fishing, sailing, canoeing, kayaking, and winter sports such as ice sailing, skating and ice fishing. Sounds of the water from the dams and the potential for fountains in the pond areas add to this unique environment.

Grove Street Extension / Town Square / Boardwalk:

Connecting existing streets and pedestrian activity to the water is an essential component in creating an overall theme.

Town Square:

The presence of the open land, presently the athletic fields and land around the old mill, between Central Street and the water presents an ideal opportunity to create a unique new sense of place, a town square. This can be accomplished by extending



Grove Street from Central to the water passing directly around the Old brick Mill Building and to the waters edge. The Old Mill is an ideal focal point for the new square. The square can be designed initially as pedestrian town square with capacity for local vehicle transportation and parking for the retail activity generated by the reuse of the old mill, the Goodspeed machinery

buildings and other water edge attractions. Ultimately one can envision the town square being an attraction itself with restaurants, retail and housing on its edges, and fountains and art work within continuing the theme.

The Space presently occupied by the storage of lumber and hardware products abutting directly to the north of the square could be utilized for multi use (retail office, residential) structures with parking underneath. The square also provides for connecting Central Street to the proposed bicycle / pedestrian path crossing the water at the old railroad bridge and upper dam and the new boardwalk water walkway.

Additional connections to the water walkway can occur by the extension of Summer, Walnut, and Chestnut streets physically or with view corridors to the water boardwalk also continues this integration.

The Old Mill / Goodspeed Complex:

The existing old mill building can be the focus for the new town square. The brick and wood beamed building along with its high spire can be seen throughout the town and across the pond. Its conversion and renovation from the present industrial use to a tourist attraction is essential to the overall plan. Due to its size and height several uses may be able to occupy the building. Parking for visitors initially can be accommodated on the land surrounding the site.

The adjoining buildings once the Goodspeed Machine Company are predominately wood. Several of the building appeared in good shape and could be utilized as artisan work live lofts as well as theme related retail locations. The portion of the buildings directly adjoining the dam spillway and stream will require modifications to accommodate the boardwalk walkway.



Existing Uses East of Summer and Beach Streets:

The present buildings provide a multitude of uses such as recreational and warehousing/ office occupy a large portion of the development area on the pond. This large area presents a significant portion of the theme related multiuse potential



land mass.

A plan to mitigate their presence and ultimately transpose this area to newer theme related retail and housing should be put in action.

Existing Uses Along Beach Street:

The existing uses along southern Beach Street represent the location for the continuation of the boardwalk and multiuse development along the pond to/from Spring Street. This area also intersects with Chestnut and Walnut Streets, thus providing excellent pedestrian links to Central Street. A plan to mitigate their presence and ultimately transposed to newer theme related use development and the boardwalk should also be developed.

Pedestrian Water Edge Boardwalk:

Extending the water experience with a pedestrian boardwalk /walkway along Whitney Pond is essential and presents multiple benefits. Such a walkway provides the opportunity to connect all elements of present and future development around the pond while creating a special pedestrian sense of place. Extending the town theme with the use of lighting, railings, signage, construction material, etc. heightens the experience. It also provides for retail, restaurant, recreational, and environmental interaction along its various sections.

Development adjoining the Boardwalk is a key ingredient to the economic plan and creation of the theme. Multiunit housing north of the upper bridge, multiuse (retail, commercial and housing) from the RR bridge south to Spring Street will provide the catalyst for retail and pedestrian activity along the waters edge, thru the new town square and onto central street that will create an enormous tourism environment.

Bridge connections across the water. The walkway would also provide for linking to the proposed bicycle path, thus providing access to the eastern side of the pond over the existing Railroad Bridge.

In conjunction with the town theme these bridges and the spring street bridge present an ideal opportunity to create strong focal points and sense of theme.

As an example; modification of the existing railroad bridge to look like a covered bridge, or an old European stone bridge with balcony space used for café tables cantilevered over the water and falls would be most dramatic.





Construction of a second bridge across the pond is possible at the southern end of the spillway stream where old bridge foundations are still evident and provides an additional opportunity to connect the boardwalks and construct a theme related vocal point on the middle pond. One can picture the dramatic picturesque evening view from the spring street bridge looking at this bridge, outlined in lights.

The timing and location of the walkway /boardwalk would be a key ingredient in assisting development along the water. The section from Spring Street on the south to the Railroad bridge, then its extension to the Winchendon Schools property on the north along the west side of the pond are the most critical portions.

Central Street:

As the present main street for retail and public services a transition to a more pedestrian focus is essential in creating a place which invites people to enjoy these services and experience the Theme. It is also important to have people driving on this street to feel that this is primarily a pedestrian space. A few concepts would include:

- The widening of side walks on both sides to provide for such activities as sidewalk cafes, benches, trees, decorative theme period lighting. The sidewalk should be as wide as possible (at least double what they are now) after space has been left for parking on one or both sides, two travel lanes and if space allows a center island median.

Central Street
looking south
from Grove
Street.



- Curb cuts presently abound as entrances to the many surface parking lots directly off the street. To provide a pedestrian place curb cuts and parking lots adjoining the street should be minimized. Suggestions include:
 1. The use of side street entrances,
 2. Parking in the rear of buildings, establishing a maximum curb cut ordinance
 3. Modifying the existing cuts to comply, and elimination of curb cuts when multiple same street cuts access the same parking lot.

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These businesses and parking lots on Central Street are designed for vehicular not pedestrian. They have no screening, encroach on the pedestrian sidewalk, and have multiple or very large curb cuts.



Pictured is a screened parking lot on Center Street. Although it is recommended that parking not be on the main pedestrian street. This use represents a sensitive screened approach.



- Parking lot screening with the use of period fencing and or shrubbery should be encouraged thru theme design standards.
- Traffic Calming design such as raising crosswalks, cobblestone/rumble strips slowing areas before crosswalks, and road protected parking/narrowers at crosswalks to reduce vehicle speed, shorten the waking distance across the road for pedestrians and bookend the parking areas. These designs could be applied throughout the central business

district including the side streets intersecting Central St and a portion of Spring Street.

- Reduce Major thru truck traffic: Major thru truck traffic on Hwy 202/ Central Street significantly reduce the pedestrian s sense of safety and convenience. The appearance and noise from a large truck is daunting on shoppers and other vehicles. Creating a thru truck route using Glen Allen Street instead of Maple/Central would alleviate their effect on the residential and retail areas of the town.
- Utilities should be placed underground throughout the entire central business district. This process can be coordinated with the street pedestrian and other development projects.
- If the “Toy Town”, creative and artistic theme is to succeed major elements reflecting toys are essential. Moving the rocking horse “Clyde” to the center of the retail activity is recommended. A location in the center roundabout of Center Street at the intersection of Grove or in the middle of the new Town Square would create a dynamic presence.
- Additional theme roundabouts/islands located near each end of Central Street with similar themed ornamentation combined with period styled arched gateways over the street would frame the pedestrian and theme sense of place. Period theme lighting and flags could also continue the theme.
- Building residential and office space over the retail spaces on Center Street should be encouraged. “Living over the store” is an old concept with new emphasis, which invigorates the downtown.

Winchendon School Land – Maple Street.

As a respected regional educational institution and major land owner in Winchendon the schools participation in idea of a revitalized downtown and land use is essential, and discussion should commence soon.

The Winchendon school land is strategically located so as to significantly enhance the overall development plan. The land mass is approximately equal to the central downtown area, and presents an ideal location for uses such as an INN/Conference center, multi unit housing, education and recreation facilities. Education and conferences could be associated with the Winchendon School and or the Mt Wachusett Community College. Such land uses could add to the tax role and would provide additional pedestrian traffic with the pedestrian boardwalk links to the central retail area.

Spring Street Gateway:

Spring Street starting at the Bridge to Central Street is the first sight impression a considerable number of people visiting Winchendon will experience. This gateway's appearance and ability to reflect the town's new theme is therefore essential. Land use zoning, signage, sidewalks, and streetscape composition should mirror the Central Streets themes with utilities placed

underground, theme lighting and signage, etc. Picture is looking South on Spring Street toward bridge.



Housing:

Winchendon presents an ideal environment opportunity to live, work, learn, visit, and play, and also has all the essential ingredients to be one of the most sought after community in the region for the baby boom generation. Housing is a key in creating a sense of place and a sustainable economic driver for retail and other services. Boston's Back Bay is a prime example of housing and commerce complementing one another.

Seasonal / Empty Nester/Baby Boomers:

Winchendon's location near Wachusett Mountain Ski Area (20 Miles), RT 2 (12Miles), Monadnock Mtn. (Jaffrey NH 12 Miles), Mount Wachusett Community College (Gardner 3 Miles), Heywood Memorial Hospital (Gardner 4 Miles), Golf courses in Winchendon, and Gardner, Nearby Lakes and Ponds, Regional Malls in Leominster (21 Miles), and 1 ½ hours to Boston via RT 2, makes it convenient to all the essential elements the resort/second home and empty nesters are looking for.

In a recent annual Report done by ULI and PriceWaterhouseCoopers called "Emerging Trends in Real Estate 2005". The Best Bets for 2005 section P19, it indicated that Resort/Second Homes for Baby boomers and Housing for Active Seniors as two major areas for development opportunity.

In reference to this potential it states "At peak earning years with more disposable income, this graying tide focuses on **waterfront condominiums, mountain resort communities and relaxing getaway hideaways to enjoy and use. Best locations include ..., and anywhere just within a two hour drive from a major metropolitan city**". The report continues on Active Senior Housing "The oldest boomers are barley 60.... **They focus on golf and fishing...**" In the Housing Best Bets section P61, of the report it states in reference to baby boomer housing, "The leisure and second home market has legs. **Recreational areas with water views are golden**". This presents Winchendon with a golden opportunity (forgive the pun).

The town action to stimulate this opportunity is essential. Such action includes:

- The Creation of a downtown multi use district with higher densities.
- Inclusionary zoning for workforce housing combined with incentives for lofts, one and two bedroom units.
- Reduction in parking requirements, tax incentives and density bonuses to provide underground parking.
- Having a minimum number of floors for buildings in the center core, raising building height limits, and providing tax incentives for adding floors to existing building one story buildings.

- The modification of the 50 housing unit limit per year to exempt downtown housing is a key element needed to spur housing in support of economic growth.
- Tax incentives for multiuse buildings which include housing.

Potential Locations:

Within the Downtown District. Additional central year round housing opportunities, especially for the local baby boomers, could be accommodated

- Around the Park street/Morse avenue Oak street areas where large open land exist.



This area south of the exiting old school building presents an ideal location for compact multiunit housing targeted at the local empty nester and workforce market.



The existing underutilized schools could be rehabbed or removed for multifamily housing.

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- The Clark school is also an ideal opportunity for conversion to senior housing, and depending on land availability additional housing could be considered near the building.



Additional multifamily housing should be considered:

- North of the existing railroad bridge in the Pond Street, Poplar and Elm Street areas to Maple Street including the Winchendon Private School property.

This combined area represents the largest unified area for housing near the water and the boardwalk.



- On the land across the Railroad bridge along the south side of the pond.
- In the area on both sides of the lower pond south of RT 202/ River Street.
- On the South side of the middle pond from Spring Street to the RR Bridge. This area is also ideal for retail residential mix.

Hospitality Housing:

Bed & Breakfasts close to Central street and water, will foster foot traffic. There are many larger houses with considerable character and charm in the downtown street off Central and adjoining streets to the west. These present ideal B&B opportunities for tourism and increased retail trade. Land use and tax policies should encourage such use.

Parking:

Concerns with parking were mentioned in the center retail area. It appeared to the TAP that parking was a peak time concern, not a lack of parking slots. Opportunity exists to time share existing parking space and adds additional spaces.

- Although it was mentioned that there are thoughts to build a parking structure across from City hall on the river side of 202, it was felt that this location was not appropriate. The steep bank and awkward access creates an expensive site, additionally, retail growth activity will most likely be several block away near the old mill and on the waterfront. This location is more appropriate for multi family housing.
- Arrange to utilize the church parking lot at Front and Spring Street when not in use for services.
- Secure parking availability from users who may not require the present use to be based on predominately pedestrian traffic in the center of town. Such opportunity exists
 - With the automobile body shop at the corner of Grove and Pleasant streets. Incentives from the town could move this use to a more appropriate location. This land then could be used for parking and ultimately other theme related uses



- A similar opportunity exists with the Belletetes True Value storage site where the back portion near the water is used to store lumber and supplies.



With the use of tax, and land incentives, the relocation of non theme related uses to a more appropriately zoned location, possibly in the industrial park, would provide parking directly adjacent to the retail, recreational, and commercial locations and the future link to the water.

Un-taxed Land

The untaxed land in Winchendon due to government and educational ownership may be an opportunity to secure additional funding. Reviewing the government holding with the appropriate agencies to transfer land to the town should be perused. This land could then be sold to tax producing owners.

The Winchendon School holds a considerable portion of land near the center of town on the water off Maple Street. This land mass is nearly as large as the downtown center itself. Land lease arrangements with the school could provide for development to occur and taxes derived from these structures.

Opportunities Outside the Central Business Area.

These are several areas outside the central business area at or around the pond that present the potential to complement the overall theme that supports tourism and creates activity.

The Old Town Section of Winchendon:

This area can be a tourist delight. The area contains an authentic village green with colonial houses, with wonderful views across open fields. The old town center and adjoining Militia green area are excellent for colonial period activities, recreations of colonial battles, bazaars, part of historic house tours, 4th of July activities etc.

Golf Course Communities:

The Winchendon Golf Club provides an ideal activity to attract the baby boom generation and business conference activity occurring in the center of town. The Golf club is close enough and is located adjacent to the proposed golf path that people staying or living in town could use the path as a means to travel to the course. Providing for golf carts on the bike path from the center of town to the golf club should be investigated

The Golf course also presents the opportunity for golf course communities. Housing, both single family and multi family, on or around recreational activities such as golf clubs, marinas etc. are one of the biggest growth areas in housing. Zoning and infrastructure should be established to foster this opportunity.

If the number of golf users resulting from the additional housing units and visitors indicate the need for additional golf facilities the town may consider utilizing its excess space at the industrial park for another golf course, executive 9 holes or full, with or without housing, depending on land availability. A bicycle path/golf cart path could then be in order from this new golf area along the Rail Road ROW back to the center of town.

Converse Gardens

With the possibility of multifamily housing along the shores of the lower pond the location of the Converse garden area should be zoned in preparation for reconstruction. Although not essential to the overall plan, the beauty of these gardens available to the public would proved a secluded and beautiful attraction consistent with the overall period theme of the downtown. The gardens would certainly enhance the value and demand for housing in the area. Coordination of the gardens rebuilding and the development of adjoining housing would be appropriate.

Coordinating Building and Land Availability

The development of the homes, retail, recreational and commercial facilities, and complementing infrastructure will require an assembling of existing land from both private and public users and owners. The town is in the best position and must be prepared to coordinate and if necessary partake in the assemblage of the land to foster the overall plan. Without such a commitment success of the redevelopment will be very difficult.

Funding Opportunities:

Funding Strategies for infrastructure improvements, land accumulation etc.

Several funding sources and methods are available for the town betterments required to create the environment to stimulate private / public investments.

- Winchendon receives approx \$1 Million dollars as part of an annual endowment. This could be used for infrastructure.
- Possible Funding/Development Strategy Using DIF Financing
New Legislation within the Commonwealth allows a community or a redevelopment authority to utilize public bond proceeds to leverage private investment. For example, if a community or redevelopment authority acquired a downtown property with a hypothetical \$1 million bond issue and also used a portion of the proceeds to upgrade infrastructure, or clean-up the site or demolish some buildings prior to conveyance to a developer, this bond would then be amortized by the increase in property taxes resulting from the private investment. For example, if 50 new housing units were built and sold for \$225,000 each, they would generate \$11.25 million in new assessed value for the town. With a tax rate of \$11.80, this would result in \$132,750 in new taxes annually at full build-out. With a DIF, this incremental gain in taxes would be used to amortize the annual bond payment. With a \$1 million bond amortized over 15 years at 5% interest, the first year payment would be \$117,000 (\$67,000 for principal reduction and \$50,000 in interest). This would result in a net gain in tax revenue of \$15,750 the first year. Furthermore this level of new investment would likely spur new investment in both adjacent residential and commercial properties. Once the DIF bond is fully amortized, the tax revenue goes directly to the general fund.
- MassDevelopment
This is a State agency that assist with job creating projects. They offer consulting, funding and development expertise, as well as financing methods.
- Historical Building tax credits may be available for work on the Old Mill, Goodspeed complexes and the Clark

Immediate Actionable Activities:

Several parallel activities can be immediately initiated to arrive at a point where building development can commence.

- Zoning, sewer limits, and design standard changes to make possible the overall plan can be initiated.
- The town may consider ensuring the present planning and development office is adequately staffed to meet the overall needs involved with the theme town objectives. As tourism becomes an increasing part of the economic growth a town marketing and activity/event coordinator may be appropriate.
- Consider the assistance of a development consultant/ architectural planning group to address detailed market and economic data and facilitate in establishing an overall plan and town funding mechanisms with Federal, State and regional agencies. These plans ultimately leading to a public/private partnership thru a RFP process to construct the housing, retail and entertainment facilities.
- Public improvements such as street & sidewalk work, lights, bridges, etc. could be initiated on the main streets.
- The boardwalk design/construction can be initiated in conjunction with the overall plan and time schedule.
- Discussion with major stakeholders such as the Winchendon School and other major landholder can be started immediately.
- Establishment of an incentive plan to facilitate transferring locations of non complying uses from central theme business district to appropriate areas can be initiated immediately.
- Setting targets for major activities such as listed below is essential to the overall success of the towns plan for a vibrant downtown and a sustainable economy.
 - Zoning changes in effect by 10/1/2005
 - Street improvements starting by 9/1/2005
 - Boardwalk construction start 3/1/2006
 - Consulting assistance start by 3/1/2005
 - Plan by 12/1/2005
 - Initial RFP by 3/1/2006

Downtown Map – Potential Land Uses

MU = Multi Use – Retail, Residential, Office. MFH = Multifamily Housing

MUL = Multi Use Lodging & Education

