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THE FITCHBURG DOWNTOWN URBAN REVITALIZATION AND DEVELOPMENT PLAN

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EXECUTIVE SUMMARY



Revitalize Main Street



Create Jobs on Boulder Drive



Create Access to the Nashua River

The City of Fitchburg, acting by and through its Redevelopment Authority (hereinafter referred to as the "Authority"), in accordance with the powers conferred upon it by Chapter 121B of the Massachusetts General Laws, as amended, and in recognition of the need to remove certain decadent conditions located in the downtown section of the City, has caused this Fitchburg Downtown Urban Revitalization and Development Plan (hereinafter referred to as the "Plan) to be prepared for the Fitchburg Downtown Urban Revitalization and Development Area (hereinafter referred to as the "Area").

Vision

The Fitchburg Downtown Urban Revitalization and Development Plan is designed to revitalize and stabilize the City's 224-acre, blighted and underutilized downtown area by creating a comprehensive strategy to promote redevelopment through limited public action and major incentives for private enterprise.

Implemented over a 20-year period, the Plan will create a vibrant Main Street servicing the surrounding neighborhoods and will provide a more prominent presence for Fitchburg State College that will assist in revitalizing Main Street. Direct efforts to make a safe and stable neighborhood made up of a diverse group of people, incomes, and occupations will build on the City's strong community atmosphere. A new Boulder Drive extending over the Nashua River and new industrial park at Sawyer Passway will offer new job opportunities that will support the transformation of Main Street into a vibrant destination. New amenities such as a river walk and pedestrian bridges over the Nashua River will draw residents, employees and tourists to the downtown area. By meeting the objectives of this Plan, the City believes it can change its image, attract private investment and become a more desirable place to live, work and visit.

Within the 224-Acre Area, the Plan proposes the acquisition of 54 acres, 68 parcels, 57 structures totaling 749,088 square feet, and creates an estimated 815 jobs and 96 new housing units. All proposed actions are planned for locations that the private sector is not likely to make the investment. As seen in the following sections of the Plan, all aspects of the Urban Renewal Plan are complete as required by M.G.L. Chapter 121B, section 1 and the required relocation plan, which is in compliance with M.G.L. 79A, will be submitted under a separate cover.

Eligibility

The catalyst for the Authority to begin work on the development of an Urban Renewal Plan in May of 1998 was the closing of the General Electric Plant and subsequent loss of 600 jobs. The need for such a plan was already apparent based on the high number of deficient and vacant buildings, the incompatible land uses, the obsolete street patters, the underutilized land and the failure of the City to attract private investment despite large amounts of publicly financed projects within the Area.

Located in the Montachusett region of north central Massachusetts, Fitchburg is approximately 28 square miles and has a population of just over 41,000. Fifty miles west of Boston and 25 miles north of Worcester, the city is a potential home for commuters in both of those metropolitan areas. The City is a unique mix of urban core and rural open space. The Fitchburg Downtown Urban Revitalization and Development Area is unlike the rest of the City in that it has a dense urban area, an obstructed natural resource, intermodal facilities, and direct access to cultural, financial, educational, and governmental facilities.

Similar to other New England cities the last fifty years has seen numerous economic and social forces take their toll on Fitchburg. Though many attempts have been made to revitalize the once vibrant downtown and surrounding neighborhoods, the City has been unable to recover completely from the effects of changing industries and suburban sprawl. Once a regional shopping area, the downtown currently stands as a stark reminder of the effects of the automobile, strip mall, and suburban sprawl on many of the older New England mill cities.

The Area requires a mechanism to provide an overall strategy integrating solutions to these long standing conditions. The alternative, limited public action and sporadic private investment, has historically not worked. Projects such as the new fire headquarters, the new intermodal station, and the new Fitchburg State College Recreation Center, have done little to change the status of the Area. The investment in public dollars has failed to prove to private enterprise that this Area is a viable investment location. Therefore, this Plan seeks to coordinate all future public investments, and provide a framework for private investment, to accomplish the goals laid out in the project objectives (see Section 3. Project Objectives).

The City of Fitchburg has over the previous three decades, drafted numerous planning initiatives to address the conditions which make the 224 acre Area decadent substandard or blighted open. As articulated in the City's Master Plan, circumstances have existed in the Area that would not, by private enterprise alone and without either governmental subsidy or the exercise of governmental powers,

be made available for urban renewal. By performing the actions proposed in the Fitchburg Downtown Urban Revitalization and Development Plan, the proposed land uses and building requirements in the Project Area will afford maximum opportunity to privately finance urban renewal consistent with the needs of the locality as a whole. The plan provides detailed costs (see Section 5. Finance) for all proposed actions (see Section 6. Public Improvements) in compliance with 760 CMR 12.00

Conforms to a Local Survey

Many of the conditions that exist in the Area have been identified in previous plans. City administrations and non-profit organizations have exhaustively studied the Area and identified many of the solutions called for in the Plan. Specifically, the Area and is deficiencies were specifically identified in September 1998 in the *Fitchburg Master Plan: Vision 2020* ¹(the "Master Plan" - see Appendix F) prepared by the Fitchburg Office of the Planning Coordinator with the assistance of the Vision 2020 Advisory Committee, a committee comprised of Fitchburg residents and businesses. The Master Plan called for, among other objectives, the need to "eliminate blight, address problems of housing deterioration and abandonment, and increase the role of housing in downtown revitalization." ¹

Similarly, in May 1999, Mt. Auburn Associates prepared a plan for the City of Fitchburg entitled *Fitchburg: Positioned for the 21st Century*² (the "Mt. Auburn Study" - see Appendix G). The plan recommended that the City of Fitchburg, in seeking to address areas of continuous economic blight, should "use existing urban renewal laws to assist in the revitalization efforts." ² The Mt. Auburn Study went on to recommend that the City "make use of an urban renewal plan to coordinate efforts and resources." ³

Along with the Master Plan and the Mt. Auburn Study, the Saratoga Associates prepared a report in 1993 entitled *Lower Main Street Area Revitalization* which discussed specifically the need to "examine the patterns and under lying causes of current land use patterns that are resulting undesirable results, such as abandoned or deteriorated buildings, vacant lots, and stressful density levels." The Saratoga Plan also detailed how the city of Fitchburg had, as early as the 1960's, in a report titled *The Neighborhood Improvement Plan:* 1975, deemed the Area in such decay that it recommended the City "develop and implement an urban renewal program." 5

Fitchburg Advisory Committee, 1998, "Fitchburg Master Plan: Vision 2020" p44

Mt. Auburn Associates, 1993, Fitchburg: Positioned for the 21st Century, p 35
 Saratoga Associates, 1993, "Lower Main Street Revitalization: City of Fitchburg, P2

Many of the citywide changes and improvements called for in the various plans have been initiated and implemented. Unfortunately, direct public investment within the specific Fitchburg Downtown Urban Revitalization and Development Area has not accomplished the goals of spurring private investment within the Area or the removal of the blighting conditions indicated in the Master Plan.

Revitalizing Main Street

The proximity of Main Street to the River, Boulder Drive, and the City's oldest neighborhoods makes it an accessible destination for the residents and employees. Unfortunately, Main Street has been unable to attract retailers who act as a retail draw for the surrounding neighborhoods and businesses. There is a significant need for bringing people to Main Street so as to offer some chance for Main Street businesses to thrive. By increasing the number of people who frequent the Area, the likelihood of restaurants, shops and other services moving in to capitalize on the new activity will increase. Although Main Street will never be the regional retail draw it once was, the Plan seeks to transform the Street into a neighborhood retail center.

The Plan seeks to attract people to Main Street by the following initiatives: (1) change the current zoning to give property owners the right to convert vacant office space into residential units, thus increasing the amount of people in the downtown at all times; (2) offer \$5,000 a unit grant to any owner who will convert upper level office space to residential use; (3) offer parking in the City's new garages to residents on Main Street, thereby maximizing the public investment in the garages; (4) draw Fitchburg State College closer to Main Street so that the students and faculty can contribute to the revitalization of Main Street; (5) create jobs around Main Street to provide viable patrons for Main Street businesses; (6) open up the River in select locations close to Main Street to attract people to the Area and provide a resource for surrounding residents and employees; and (7) redesign Main Street for two-way traffic, slowing traffic, easing congestion and making it a more pedestrian friendly street. With these seven initiatives, it is very likely that Main Street can become a place where people want to live, shop, and recreate.

Job Creation

Job Creation is one of the major goals of the Plan. The loss of 600 jobs at the General Electric Plant was a devastating blow to the economic health of the City and especially the Downtown Area. The Fitchburg Downtown Urban Revitalization and Development Plan will seek to create 815 new jobs and retain approximately 125 existing

jobs forced to relocate under the Plan. Two locations will serve as the primary job creation areas. Each area will contribute to the revitalization of Main Street and the Downtown Area by offering ancillary activities, which will spill over onto Main Street. The areas will consist of (1) Boulder Drive and (2) Sawyer Passway, which are both industrial areas lying within walking distance of Main Street.

Boulder Drive, where the General Electric Plant is located, lies between the Nashua River and Main Street. The Plan seeks to recreate Boulder into a more desirable location for businesses to locate by making significant improvements such as changing the street from one way to two way, constructing a bridge over the Nashua River to connect Boulder to Broad Street and opening that area up for further development possibilities, new sidewalks, new lighting, and new landscaping.

Sawyer Passway is a confirmed contaminated site on the southeast corner of the Area. By acquiring this site and completing the necessary remediation, this underutilized property will serve as a prime industrial park creating jobs in the Downtown Area. The site will require a permanent roadway easement to provide a route for trucks exiting the site. The proposed river walk will provide an attractive draw to future employers who wish to locate to Sawyer Passway and its proximity to lower Main Street will assist in revitalizing the Area.

Fitchburg State College

Fitchburg State College is a significant institution in the City of Fitchburg. Unfortunately, for many years the relationship between the College and the City has not focused on mutual interests. The College, seeing the downtown area as a potential liability in attracting students, laid out a strategy of expansion away from the downtown. For many years, the City viewed the College and its students as a liability to the surrounding neighborhood, contributing to the transient and unstable nature of the downtown neighborhood. The relationship between the City and the College had not dealt with the problems facing the College and the adjacent residential neighborhood. In recent years the College and the City have worked hard to address their mutual interests, culminating with the City agreeing to assist the College in efforts to move any new expansion or construction in the direction of the downtown. The construction of a new recreation center on North Street is a shining example of the new relationship.

The Fitchburg Downtown Urban Revitalization and Development Plan seeks to embrace this strategy and work to create a way in which the College can play a more prevalent role in the life of the City. By using the College in the strategy to revitalize the Area, the Plan is working to refashion the City as a viable college town where people will want to live, work and study. Hoping to further such cooperation, the Plan seeks to construct a new science and technology building, which will facilitate the College's movement down North Street to Main Street. In the future, the City would like to see the expansion of college related buildings along the North Street corridor leading to a revitalized downtown.

By setting a direction for college expansion in the future, the Plan is providing a sense of stability for the surrounding neighborhood. To emphasize this point, the Plan will create an institutional zone on North Street from Pearl Street down to Main Street. By changing the City's zoning to reflect the strategy of bringing the College to Main Street, stabilization of the neighborhood will occur by showing potential investors the Area will not suffer haphazard institutional expansion.

In order to achieve the economic boost the college will provide the Downtown Area, the college faculty and students will need access to additional parking space. The need for additional parking for the College will open the possibility for a shared use by MBTA commuters and Fitchburg State students and faculty to use the Intermodal Garage. Both uses will eliminate much of the student and employee parking in the neighborhood.

Housing Strategy

The City of Fitchburg is committed to enhancing the neighborhood in a variety of ways and this Plan exhibits that commitment. The strategy is to (1) improve the quality of housing in the Area; (2) maintain the current residents by creating new home ownership opportunities; (3) assist the Fitchburg State College faculty and staff purchase homes in the neighborhood; (4) knit the neighborhood into the downtown Area; (5) take advantage of the intermodal station to attract potential commuters to Boston; and (6) create housing opportunities for artists.

The housing strategy will be implemented in two phases - a 5-year phase and a 10-year phase. (see Section 2. Eligibility) The City is committed to beginning strict enforcement of the zoning requirements by the creation of a "strike force." This strike force will be composed of representatives from Code Enforcement, the Planning Department and the Redevelopment Authority, and will work to protect the long-term soundness and affordability of the Area's housing stock.

The strategy calls for 49 existing housing units to be lost through acquisition, and a minimum of 96 new units to be constructed. Phase I will occur during the first five years of the Plan and will include the implementation of new housing and existing housing programs to stabilize the neighborhood. Emphasis will be placed on working with existing units and residents to insure current residents benefit from all public actions taken on the neighborhoods behalf. Since 46 units will be removed because of acquisitions, Phase II, which will include new construction, will occur concurrently. Phase II will occur over 10 years and will consist of 96 units to be constructed, focusing on the expansion of residents in the Main Street Area. Because the new housing will be primarily market rate, the strategy is not driven by a high degree of public action but is instead driven by building a framework of incentives to improve the housing market in the Area.

A variety of programs will be utilized in order to accomplish the housing strategy of the Fitchburg Downtown Urban Revitalization and Development Plan, including the Federal Community Development Block Grant Program, the Home Owner Rehabilitation Program, the Housing Ownership Opportunity Program (HOOP) for first time homeowners, the Project Rejuvenate for Rental Housing Program for rental property owners, the Demolition of Abandoned and Unsafe Structures Program, and The College Neighborhood Restoration Initiative, which offers college credit hours to first time home buyers and owner occupants who make exterior improvements to their home.

Other aspects of the housing strategy include changing Fitchburg's Chapter 181 Zoning Ordinance to: a) allow for residential use on Main Street, b) allow construction of single family units on vacant lots previously too small for construction, and c) allow for the creation of an institutional zone along North Street to Main Street. This institutional zone will encourage Fitchburg State College to expand its campus within this zone to protect the character of the adjacent residential neighborhood.

The Plan calls for the creation of three new incentive programs for:
a) market rate housing on Main Street (the Main Street Housing Program), b) assistance to faculty members of Fitchburg State College to purchase homes within the Area (the Fitchburg State College Employee Housing Assistance Program), and c) grant assistance for market rate single family housing on the formerly unbuildable vacant lots in the Area (the Downtown Neighborhood Improvement Program).

An additional part of the housing strategy will be the creation of the Myrtle Avenue Historic District, a portion of which will lie within the Area. The historic district will buttress the new institutional zone, further providing a sense of stability to potential investors. The historic tax credits will also serve as additional incentives for

individual owners and investors to begin to rehabilitate the houses in the neighborhood.

The proposed new housing will consist of primarily market rate single and two-family units. Single-family houses will also be used as infill houses on all vacant lots currently too small to build legally. The single- and two-family units, as opposed to multifamily structures, will offer more potential for existing neighborhood residents to purchase a new home. The housing on the upper levels of Main Street will also be single and double unit residential units.

Gentrification is not the goal of the Plan. The goal is to help existing residents stabilize their own neighborhood by using a variety of incentives. From housing programs to infrastructure improvements, the Fitchburg Downtown Urban Revitalization and Development Plan is committed to enhancing the livability of the neighborhood and its current residents.

Infrastructure Improvements

The obsolete street patterns have contributed to many of the conditions currently facing the Area. On Main Street, the speed of the one-way design insures an unfriendly environment and detracts from the ability of businesses to succeed. Currently, Boulder Drive is a dangerous bypass road. Blossom Street is a highly traveled entrance to both Fitchburg State College and Burbank Hospital. North Street, despite a large public investment attempting to create a gateway to Fitchburg State College, is not being used as the gateway to the College. Sawyer Passway is a 12-acre tract of land in close proximity to Main Street and the River, without any legitimate truck access in and out of the property, taking away from its redevelopment potential. All of these conditions show the intense need in the Area for significant infrastructure improvements. (see Section 7. Public Improvements)

As previously mentioned, Main Street and Boulder Drive will be redesigned for two-way traffic and the construction of both streets will be coordinated. A two-way Main Street will assist in the Street to become a friendlier place for people to visit, shop, and do business. A two way Boulder will give the street a more prominent feel and allow for people to travel to Main Street and the River safely.

Sawyer Passway is underutilized because of its poor access. The Plan set out to solve this issue by providing adequate entry and exit with a new connection to Moran Square. By providing this much needed connection, and a necessary environmental cleanup, the Sawyer Passway area will be a prime location for providing investment and job creation.

North Street has been the major emphasis of City efforts to revitalize the Area. Unfortunately, the public investment on North Street has not yet created the entranceway to the College originally envisioned. With a new fire department headquarters and the Fitchburg State College Recreation Center, the Street is on its way to being an impressive entrance to the College. The Plan will continue that work and acquire property along North Street to finish the improvements up to the College and finish the job.

Blossom Street is a major street in the neighborhood but is primarily used for access to Fitchburg State College and Burbank Hospital. The Plan will seek a variety of design changes to deter people from using this street as a thoroughfare to the College and force travelers to Burbank Hospital to slow down. The safety of the neighborhood residents will be the priority of the new design for Blossom Street.

Nashua River

Fitchburg was born of the Nashua River and reached its glory by tapping into the power of the Nashua River. Again, the City is looking to the river to be a catalyst to its revitalization. The Downtown Urban Revitalization and Development Plan sets out to use the river to attract people to the Downtown Area and create a more attractive urban setting. The vision for the River is to create a river walk from the Sawyer Passway area to Crocker Field, linking the entire riverfront. Pedestrian bridges will be constructed to facilitate better access to the River and downtown area from the adjacent neighborhoods. In addition, there will be a new green space on Boulder Drive across from the new parking garage. (see Section 7. Public Improvements)

Parking

Parking is essential for the revitalization of the Area and has been one of the single most pervasive reasons why the downtown area and neighborhood have had difficulty stabilizing. After extensive interviews with Area stakeholders, parking was identified as a significant issue for many of the residents, institutions and businesses. For business owners on Main Street, the lack of parking symbolizes the inability of the City to assist them in offering a basic service to their customers; for residents, the lack of parking deters them from using the Area for retail shopping and caused excess perking throughout the neighborhood; for institutions such as Fitchburg State College, parking has deterred the college from looking toward the downtown for expansion due to lack of legitimate parking space.

Recognizing the need for a parking solution, the Plan calls for three new garages to be constructed: 1) Main Street Garage, 2) the Intermodal Garage, and 3) the Courthouse Garage. Combined, these three public investments will go a long way in remedying the current parking problems within the Area (see Section 7. Public Improvements).

Primarily to alleviate the dire need for retail parking space, the Main Street Garage will give immediate relief to existing and new businesses that need parking for customers. The garage will also service offices in the Area that require parking for employees and the planned green space on Boulder Drive.

The new intermodal station continues to see its daily use rise, and with the rise of commuter use the need for additional parking also rises. To service this increase, the Plan designates the construction of the Intermodal Garage to service the MBTA commuters. The vicinity of the garage to the new Fitchburg State College building will give it a dual use, providing parking for MBTA commuters during the day, and at night, parking for the high level of commuters attending Fitchburg State College. Existing and new businesses created on lower Main Street will also use the new garage for retail uses.

The Plan identifies the need for a new garage on Main Street across from City Hall to handle the level of parking required by the government offices in the vicinity of upper Main Street, the relocation of the Worcester County Superior Courthouse to the Area, and the renovation of the Fitchburg Theatre. The need for a garage is this area is not presently as severe as the other two garages, therefore the Courthouse Garage will be the last of the three garages to be constructed.

All three garages will be available for overnight parking for residents of Main Street. With the change in the zoning to allow housing on Main Street, the need for overnight parking is crucial to providing enough incentive for private enterprise to create this new housing. The lack of free surface parking may also deter potential residents who want to maintain an automobile. By providing the parking, the Plan removes another disincentive to creating new housing on Main Street and makes the units much more attractive to future residents. (see Appendix C. Design Guidelines)

Zoning

The zoning code in the City of Fitchburg has in many ways hindered the economic development of the downtown Area, and contributed to the instability of the downtown neighborhood. Lots left vacant by building demolition have turned into trash-strewn properties and contributes to the lack of investor confidence in the neighborhood.

Institutional expansion has caused uncertainty in the Area leading to a lack of investment, particularly residential areas. Finally, the fact that property owners on Main Street cannot by right, create residential spaces on Main Street diminishes the potential for creating patrons for Main Street businesses. (see Section 3. Project Objectives)

The Plan calls for three specific changes to the zoning code in order to alleviate existing conditions in the Area: 1) allow housing by right on Main Street; 2) allow construction on vacant lots where construction is currently not allowed due to minimum lot size requirements; 3) create an institutional zone to provide for specific expansion of Fitchburg State College. While the Plan is moving through the public approval process, an Overlay District will be established for the Area in order to avoid the continuation of problems associated with the existing zoning regulations.

By changing the zoning to allow for the construction of housing units on the upper levels of Main Street, the Plan will begin to address the need for pedestrians on Main Street. Public investment for infrastructure improvements on Main Street will not alone bring residents to the downtown area. By bringing residents to the upper levels of Main Street, the Plan will insure that pedestrians do populated Main Street.

Within the neighborhood there exists a high degree of vacant lots where multi family buildings once stood. The City, in attempting to establish zoning controls for a more suburban population, changed the zoning to increase the minimal lot size. This change did not allow for the natural removal of structures from older more densely populated areas of the City. By changing the zoning requirements for building on a minimum lot size, the Plan will allow for infill housing where open, trash-strewn lots not stand.

As seen in many other communities in the commonwealth, where institutions can expand unchecked, investor confidence in that area remains low. Although the creation of an institutional zone cannot bind Fitchburg State College in its future expansion, the zone will serve as a commitment from the College to the City and residents of the surrounding neighborhood.

The allowable uses in new institutional zone will not be limited to just college structures, but will include limited housing so as to maintain a neighborhood feel along North Street. The sizes of buildings along North Street will be subject to design review so as not to create a canyon effect as one travels along North Street. The institutional zone is for the protection of the neighborhood, so any new building must not detract from the residential quality of the existing neighborhood.

Design Review/Design Guidelines

The Plan will call for the adoption of a design review procedure and design guidelines for the Area. Recognizing the need for a Site Plan Review to insure that each project is determined to meet specific criteria set by the City, the Plan calls for a Site Plan Review Process to be adopted. The Plan will also provide design guidelines to help stabilize the neighborhood that will be a benefit to both residents and property owners while providing an additional incentive for existing and potential future property owners to invest in and improve the Area. (see Appendix C Design Guidelines)

Financial Incentive Programs

The Plan will provide a limited amount of direct public investments and establish a framework of incentives programs that improve the Areas ability to attract investors. The Plan recognizes that without private investment, the objectives of the Plan will not be met. Therefore, the Plan includes existing incentive programs already in place, and adds to them to further the likelihood that investors will commit to - along with the housing incentives previously mentioned. The Plan calls for the use of 1) Economic Development Incentive Program; 2) Fitchburg by Design Loan Program; 3) the Brownfields Programs at the State and Federal Levels 4) Fitchburg Business Development Program; and 5) the Fitchburg Industrial Development Financing Authority Micro-loan Program (see Section 2. Eligibility)

The City Administration and the Redevelopment Authority have turned to the state's Economic Development Incentive Program (EDIP) to provide public assistance for private commercial investment. The EDIP provides three major incentives: (a) an abandoned tax credit for abandoned properties; (b) an investment tax credit for redevelopment; and (c) property tax relief on the increment between a property's existing taxes and its redeveloped property taxes.

In addition to the EDIP eligibility, Fitchburg by Design, Inc. presently offers a low interest loan program designed to assist primarily private, for-profit business seeking to locate, expand, or remain in business within the Fitchburg Downtown Urban Revitalization and Development Area. This program may also be used by non-profit organizations undertaking economic development projects that benefit the Area. Since this program is offered by a private non-profit organization in cooperation with Area lending institutions, the Authority will work to secure this program or similar programs.

The Brownfield program will assist in the cleanup of the Sawyer Passway area and will provide incentive for private interest to clean the area and begin construction of a new industrial park. The Brownfield program will enable private enterprise to bear the environmental cleanup costs to redevelop this underutilized site and become one of the main job creation engines within the Area.

The Authority, in cooperation with Area lending institutions, is committed to establishing the Fitchburg Business Development Program, which will be offered to existing and new businesses who wish to expand or locate within the Area. The main goal is establish a consortium of private lenders dedicated to providing below market financial assistance within the boundaries of the Plan. This program is modeled upon the documented successes of a similar program in Lowell, Massachusetts. The Program is intended to spur job growth within the Downtown Area and create a mechanism for long-term sustainability for existing and future businesses.

The Fitchburg Industrial Development Financing Authority to stimulate manufacturing for the purpose of retaining an expanding industrial development and job growth in the City of Fitchburg. The goal of the IDFA is to create one job for each \$5,000 loaned with a maximum of 25,000 to any singular borrower. All loans will meet job creation, job retention or other public benefit standard establish under the Community Development Block Grant program for the benefit of low and moderate income persons. All loans are subject to a DCBG eligibility review by the Fitchburg Planning Office.

Tourism

Currently, there are few reasons for people outside of Fitchburg to travel to the Downtown Area. Therefore the Plan proposes to 1) establish an artist cooperative on Willow Street to emphasize the significant amount of artists already in the Fitchburg area; 2) assist Fitchburg State College to develop an existing building for an Arts Center; 3) the Authority will work to find a private developer to redevelop and operate the Fitchburg Theater; and 4) hire a marketing firm to market the City and its many attractions to potential visitors.

The Fitchburg Art Museum is one of the few attractions in Fitchburg that draws people to the Downtown Area. The Fitchburg Downtown Urban Revitalization and Development Plan capitalize on the museum draw by proposing the creation of an artist cooperative. The Plan will create housing for artist living/work space in the Downtown Area to substantially increase the number of artists living and working in the Area. Attracting additional artists to the Area will

further bolster the City's image as a cultural destination and attract tourist to the Downtown Area. In addition, Fitchburg State is currently searching to locate a new "Arts Center" to house their arts program and other student related events.

The Plan also discusses the need to redevelop the Fitchburg Theatre. The Theatre will be an integral part of redevelopment of the downtown area and although the Plan does not call for a specific public investment at this time, it does call for the Fitchburg Redevelopment Authority to seek private investment to restore this historic theatre. A restored theatre would do much to bring people from outside Fitchburg into the Area to capitalize on the many cultural events which would occur at a restored Fitchburg Theatre. A restoration would also go far in emphasizing Fitchburg place as a cultural destination in north Worcester County.

Relation to City as a Whole

The Fitchburg Downtown Urban Revitalization and Development Area is a small part of the overall City of Fitchburg. Over the past decade, the City has made major investment outside the Area, including a new high school, airport improvements, and the creation of an industrial park. In addition, the City will be studying ways to improve the entrance into the City and take advantage of the improvements being made to Route 12. The City will work to capitalize on improvements to Route 12 by improving traffic flow into the City and onto Main Street, North Street, Boulder Drive and Blossom Street through major reconstruction of these downtown streets.

Each of these attempts is significant, but since the City recognizes the Area as the center of government, culture, businesses, the major emphasis of the City's planning has been on revitalizing the downtown area. The Plan is a further recognition by the City that this Area must be revitalized if the image and quality of life of the City is to improve. All other areas in the City will eventually benefit from a healthy Downtown Area.

Community Process

It is common knowledge that a plan will fail without significant public input and support. In that regard, this Plan was developed with the active participation of a Citizens Advisory Committee (CAC) comprised of 13 individuals representing local residents, businesses, institutions, community organizations, Fitchburg State College, and a number of city agencies. In addition, the Plan calls for Citizen participation sub-committees to be created to work with the

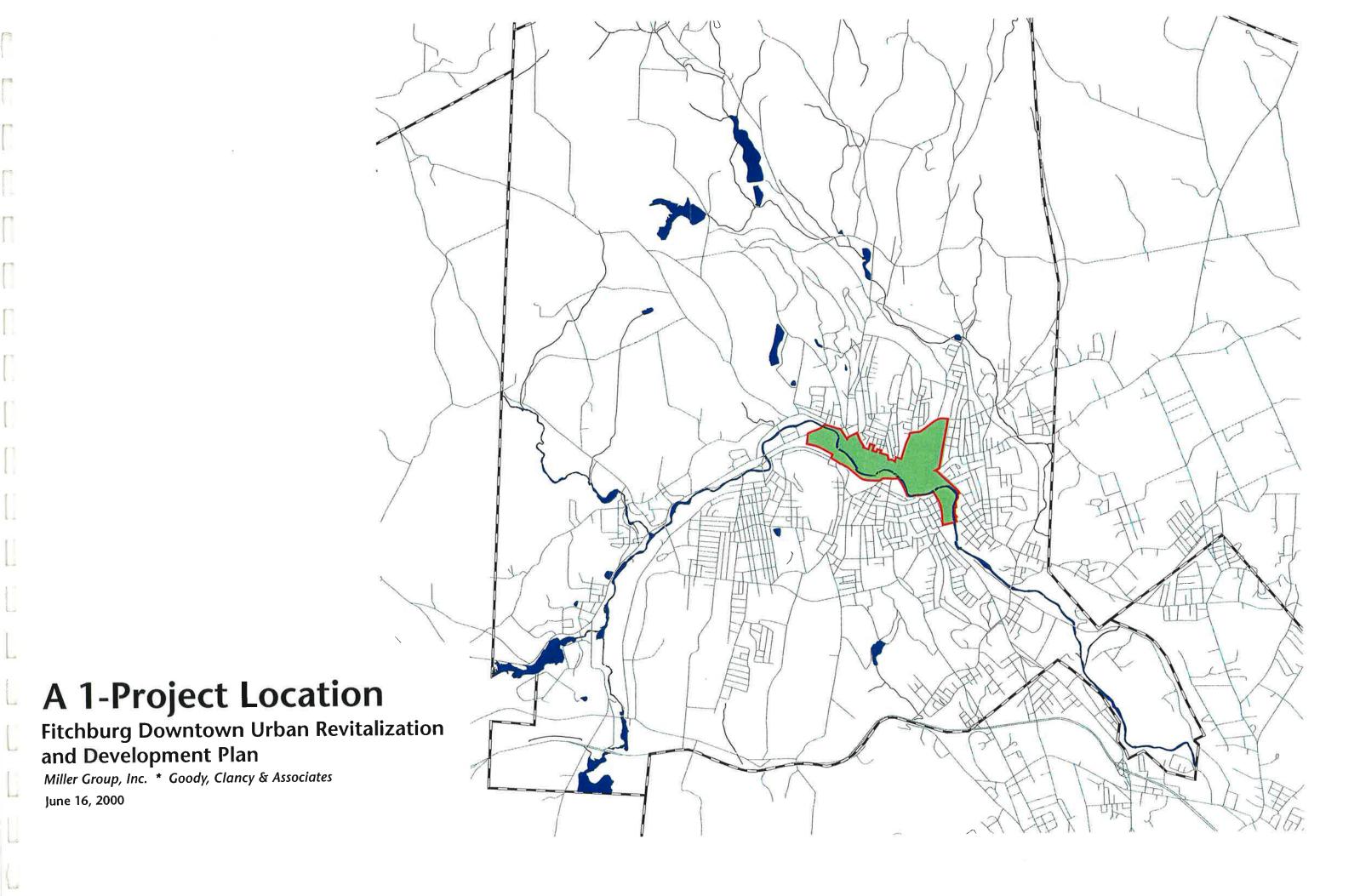
Authority on each major segment of the Plan, such as North Street, Boulder Drive, Housing, Historic District and other major projects. Each sub-committee create, as well a the Fitchburg Design Review committee will include at least one Fitchburg City Councilor who will be appointed by the Fitchburg City Council President, one member from Pride and one member from Fitchburg by Design, or any subsequent business association. In addition, the Nashua River Watershed Association and Fitchburg Stream Team shall be invited to consult the Authority on all projects dealing with the Nashua River (see Section 11. Community Process)

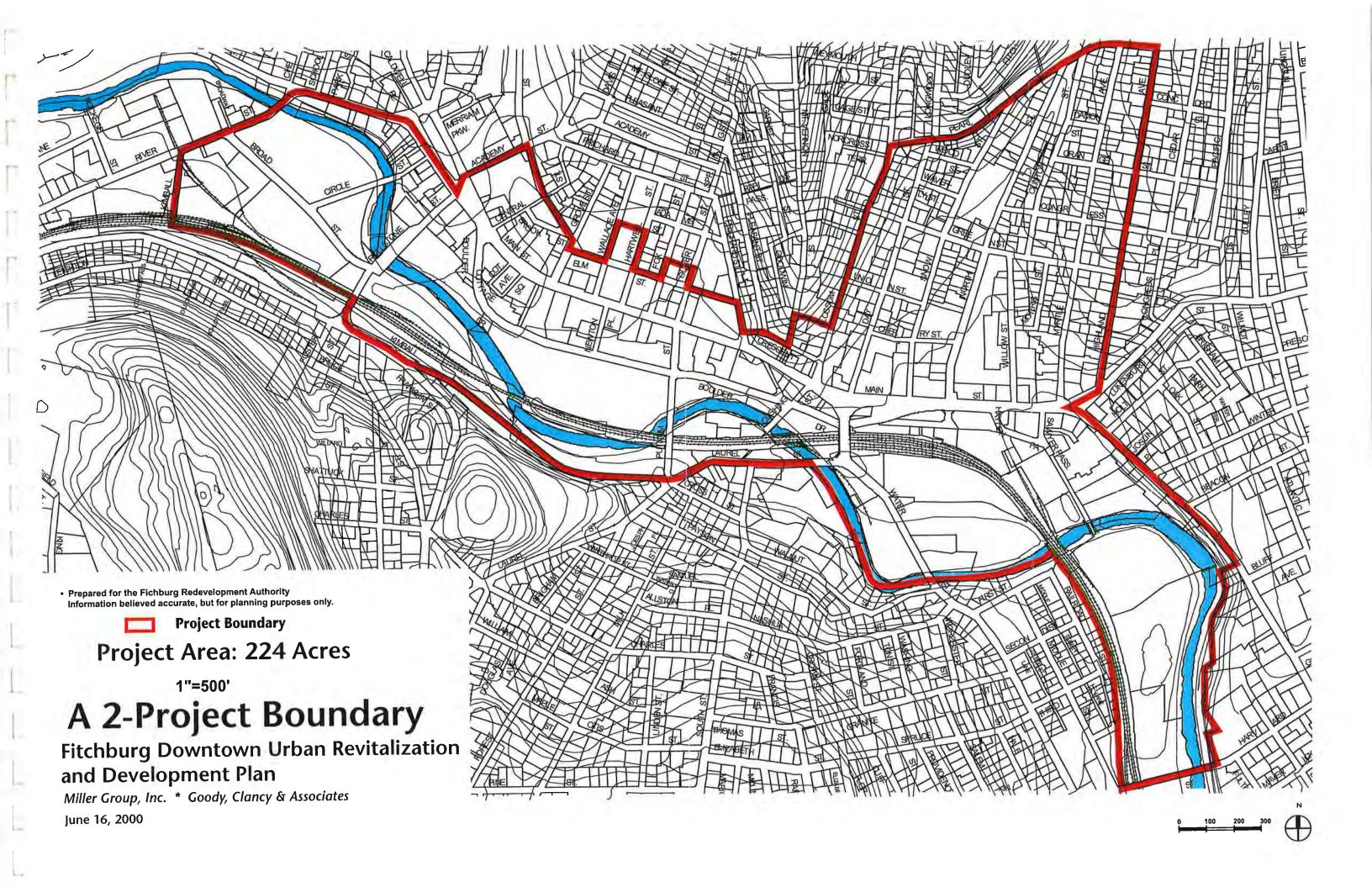
The Authority will meet with the Fitchburg City Council to review the progress of the Plan as often as the Council deems necessary by giving the Authority a 30-day written notice.

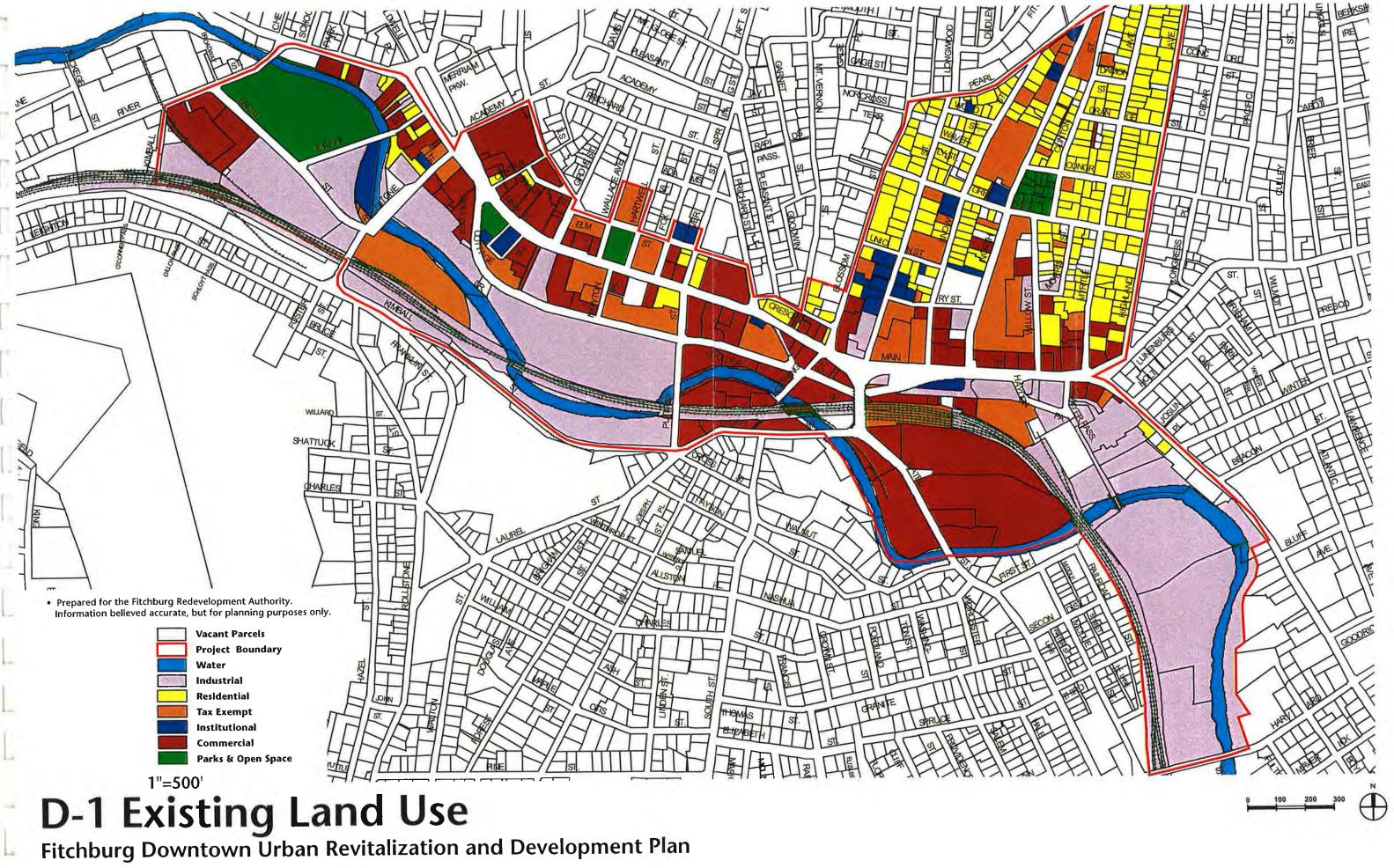
1. CHARACTERISTICS

The figures on the following pages illustrate the existing characteristics of the Area, as well as the proposed future characteristics.

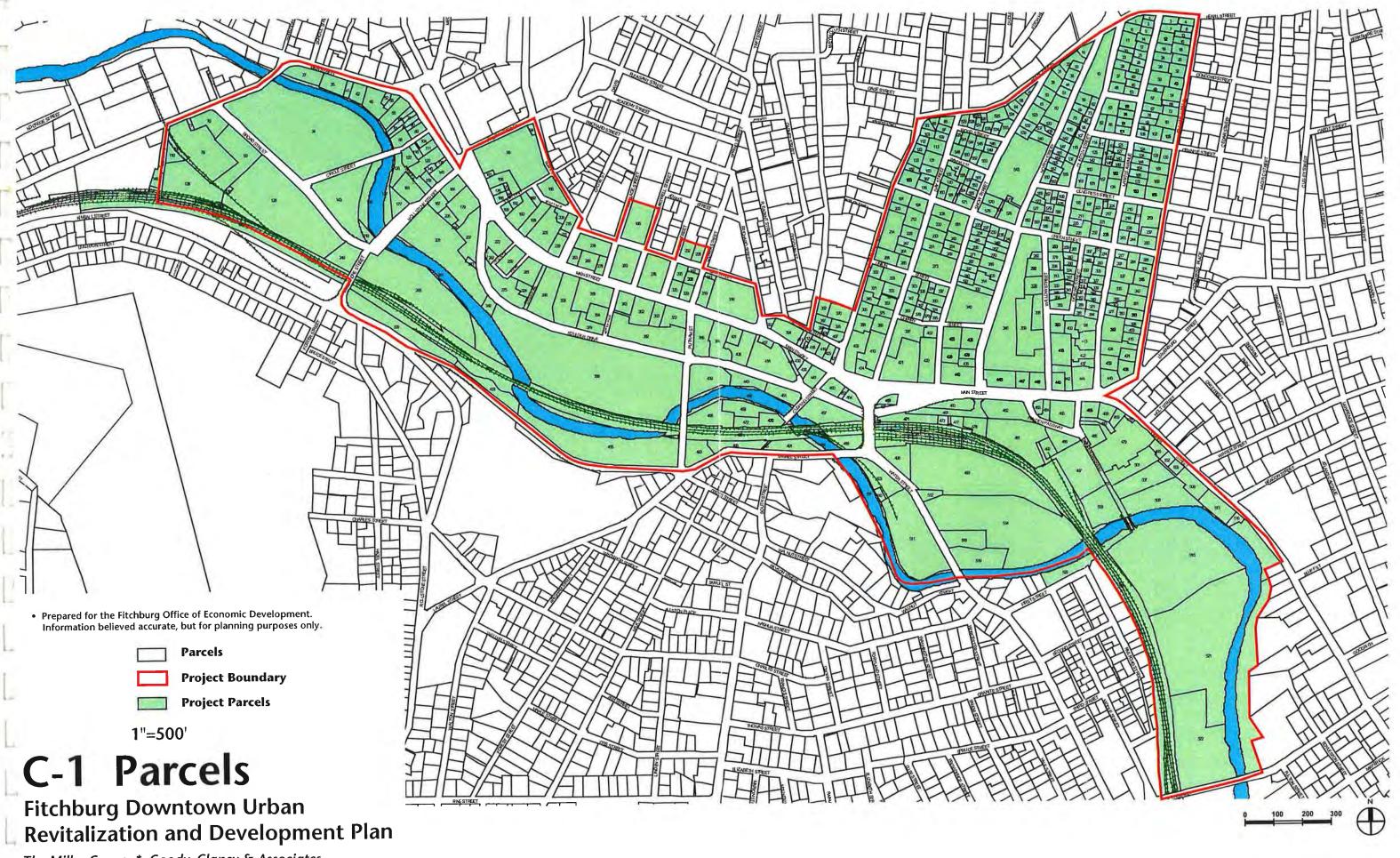
A-1	Project Location
A-2	Project Boundary and Topography
В	Boundaries of Spot Clearance and Rehabilitation Areas
C-1	Parcels (Property Lines)
C-2	Parcel Listings
D-1	Existing Land Use
D-2	Proposed Land Use Plan
E-1	Existing Zoning
E-2	Proposed Zoning
F	Thoroughfares, Rights of Way and Easements
G	Acquisition Plan
Н	Disposition Plan
I	Tax Title and Foreclosures
J	Existing and Proposed Historic Districts
K	Illustrative Plan/Buildings to be Constructed
L	Building Deficiencies
M	Mass DEP Hazardous Waste Sites



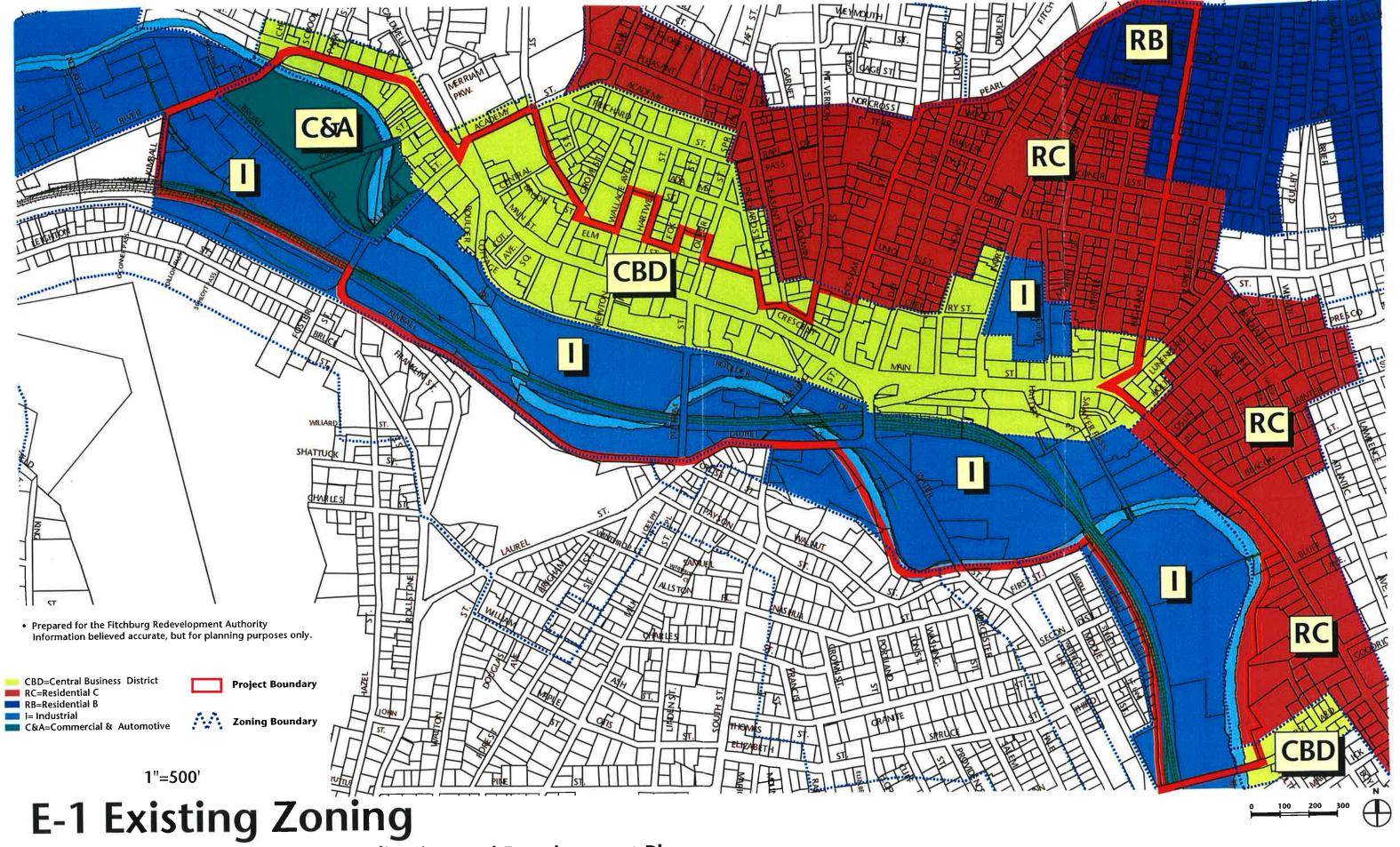




Miller Group, Inc. * Goody, Clancy & Associates June 16, 2000

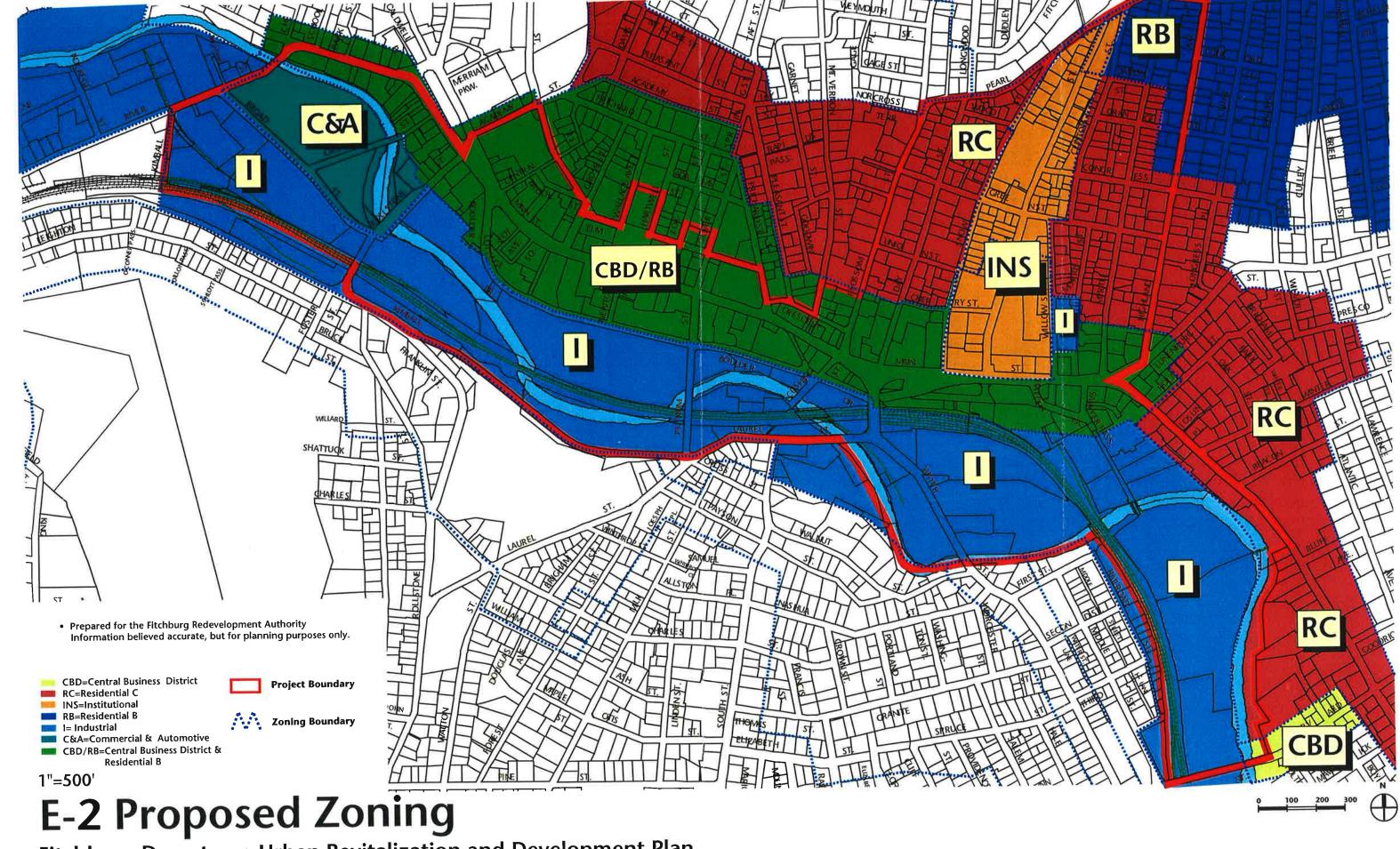


The Miller Group * Goody, Clancy & Associates
June 16, 2000



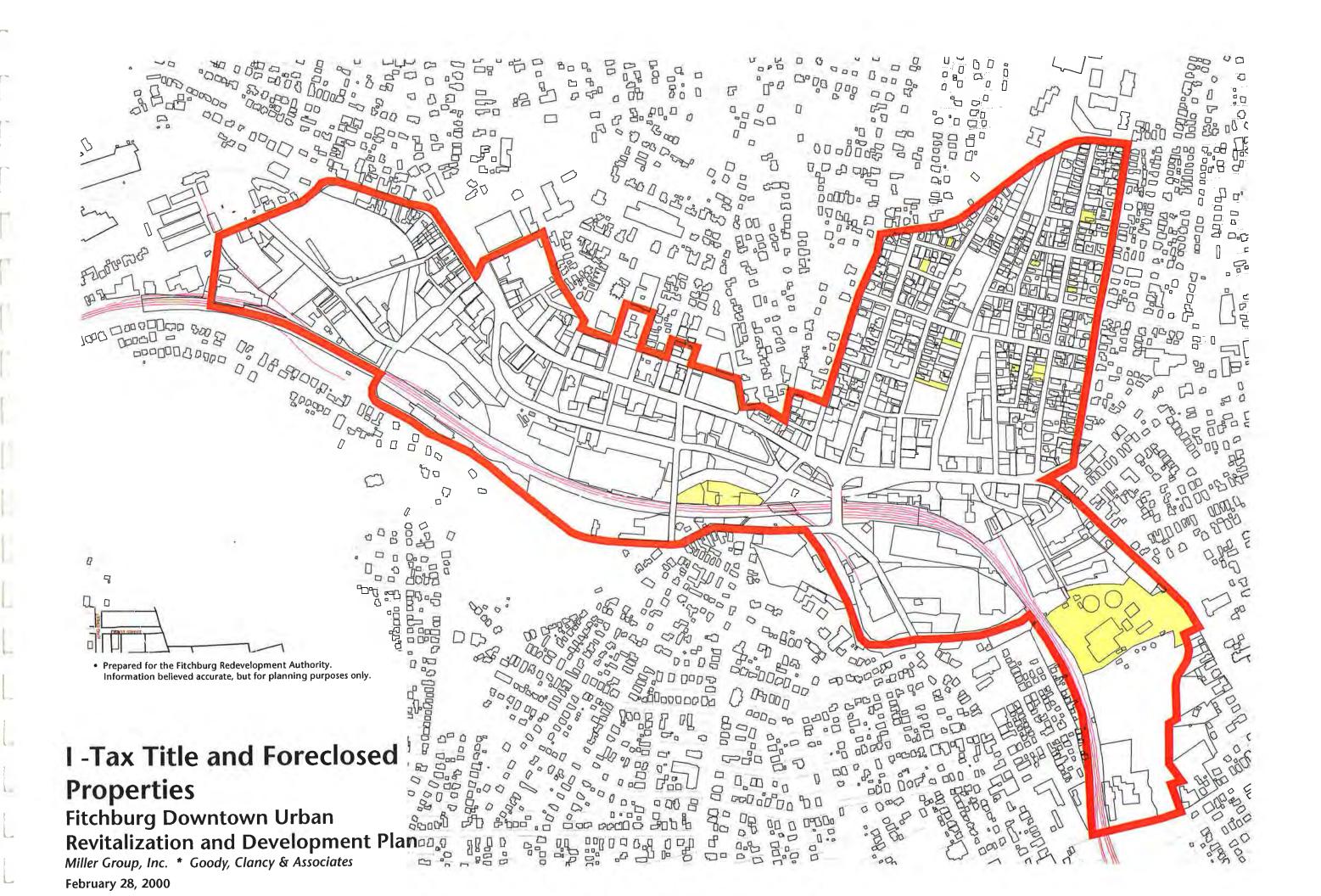
Fitchburg Downtown Urban Revitalization and Development Plan

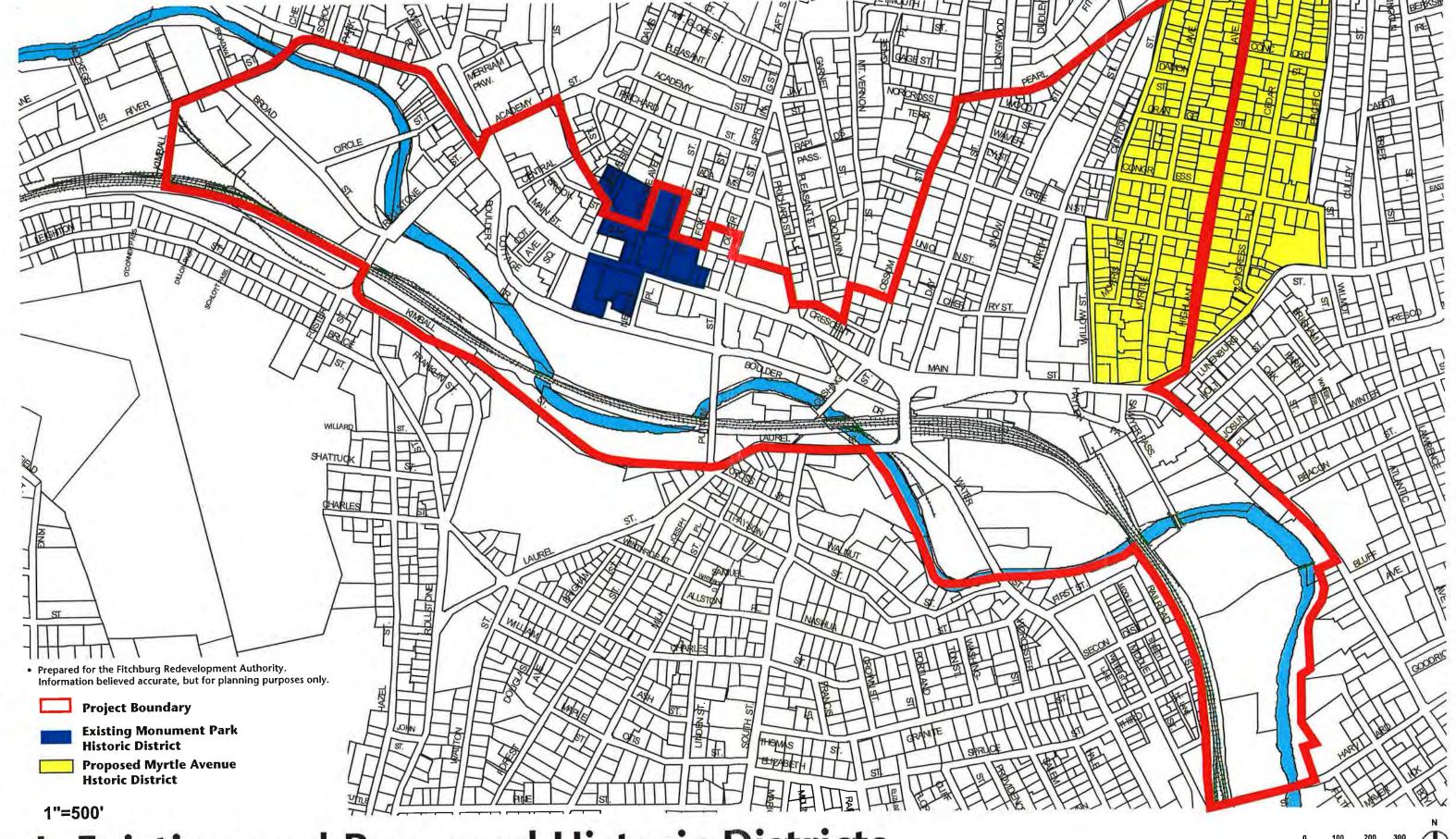
Miller Group, Inc. * Goody, Clancy & Associates June 16, 2000



Fitchburg Downtown Urban Revitalization and Development Plan

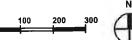
Miller Group, Inc. * Goody, Clancy & Associates June 16, 2000

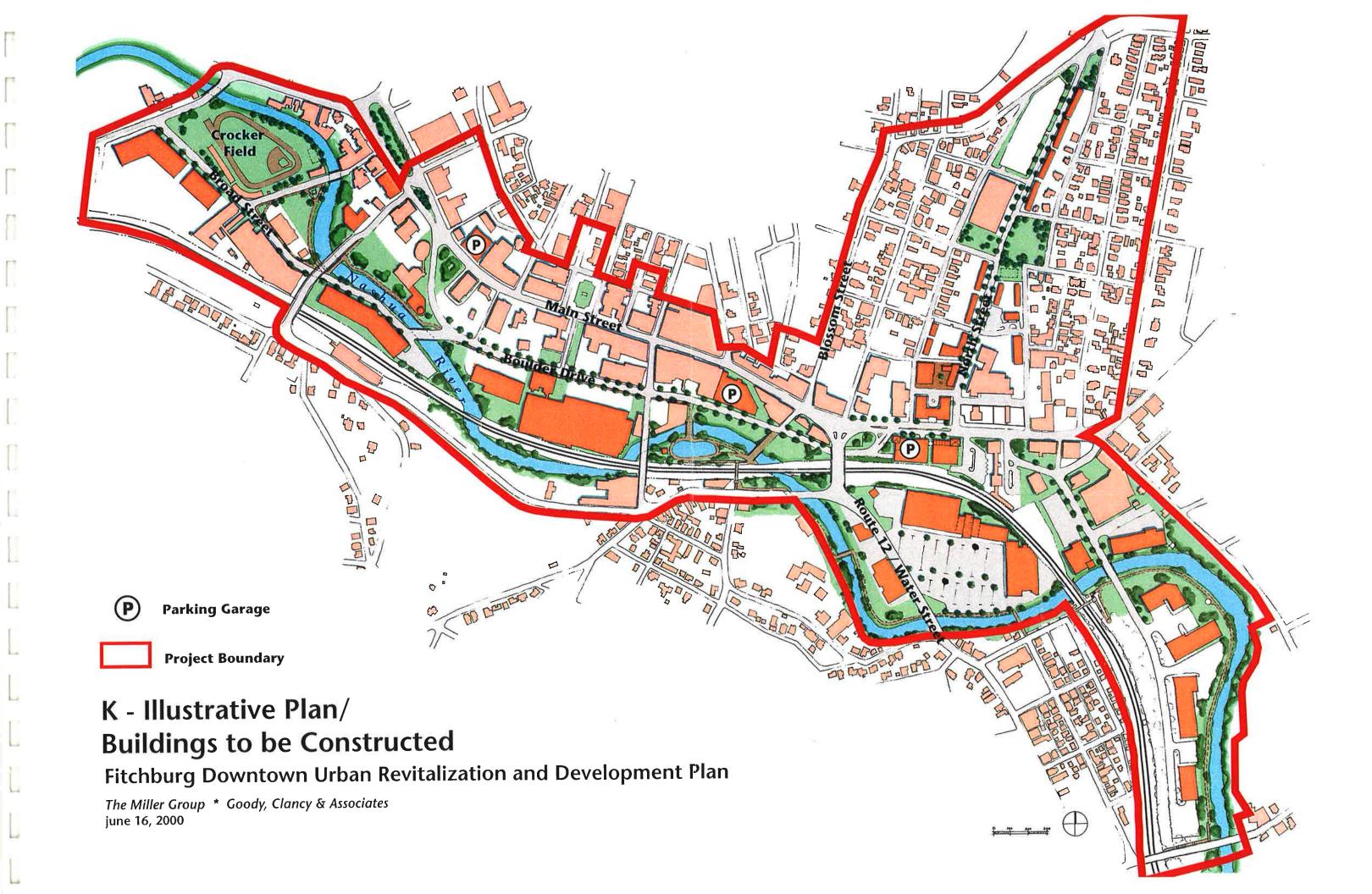


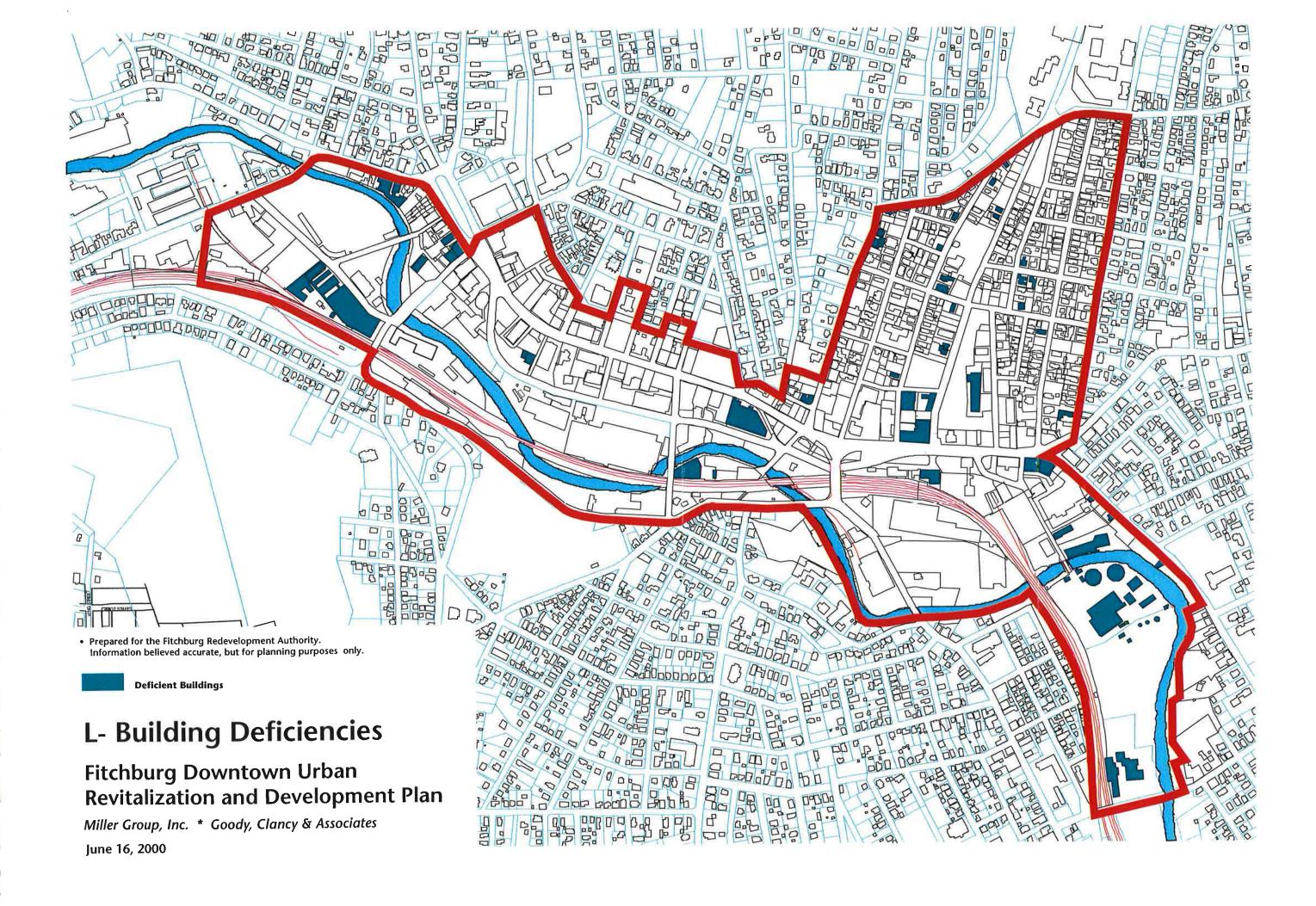


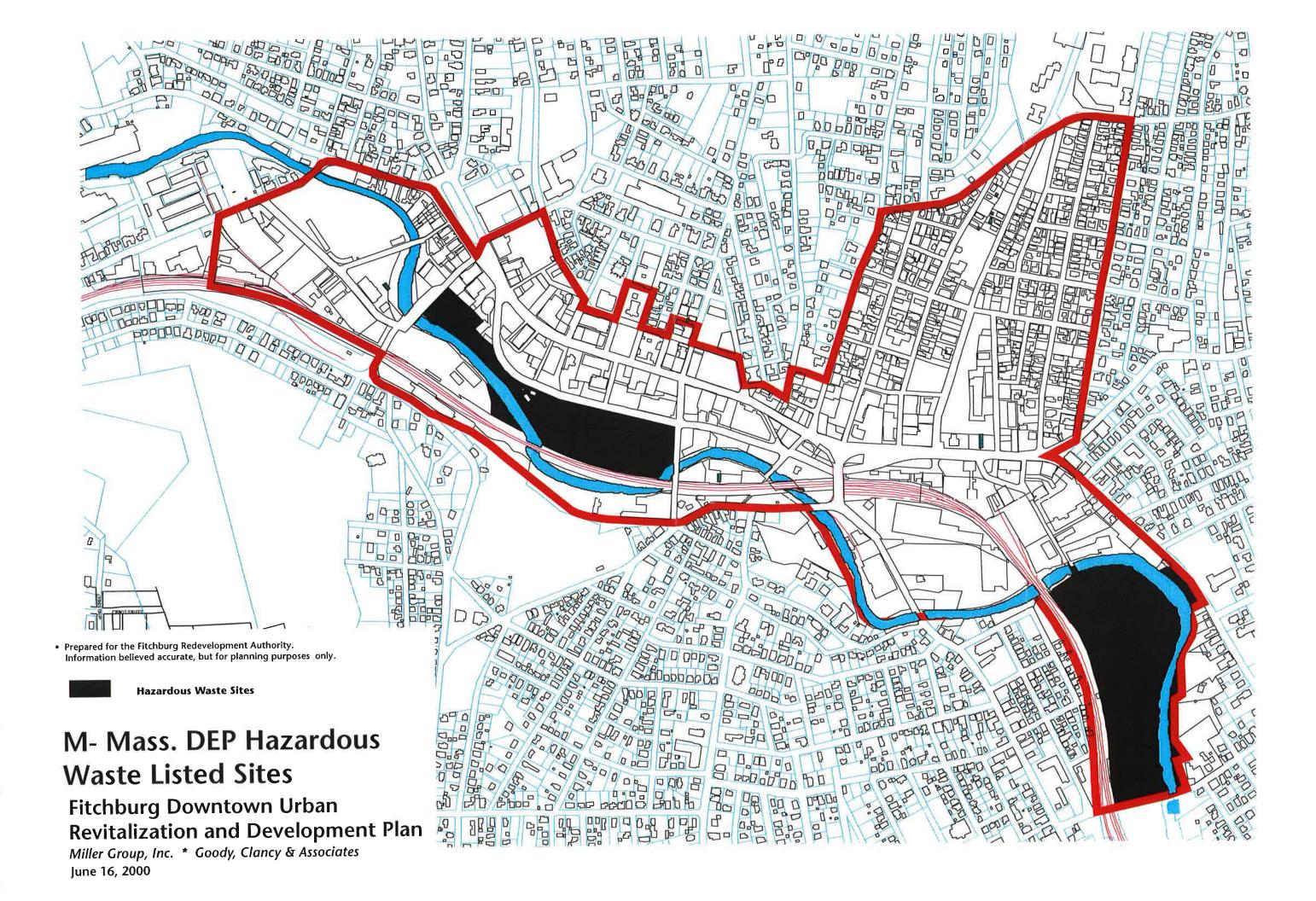
J- Existing and Proposed Historic Districts Fitchburg Downtown Urban Revitilization and Development Plan

Miller Group, Inc. * Goody, Clancy & Associates June 16, 2000









C-2 Parcel Listing

Parcels Slated for Acquisition - Clearance Area #1

Parcel #	Owner 1	Building Square Feet
1. Parcel 314	HUD	5,579
2. Parcel 303	Pappas	4,872
3. Parcel 286	Quach	10,500
4. Parcel 236	Gagne.	3,501
5. Parcel 570	Palmer	5,228
6. Parcel 578	Donnelly	2,640
7. Parcel 537	Dame	2,769
8. Parcel 538	Surette	1,902
9. Parcel 530	Dame	3,090
10. Parcel 31	Lamoureux	4,760
11. Parcel 38	O'Dowd	2,338
12. Parcel 50	Pennetti	4,980
13. Parcel 61	Gichangah	2,064
14. Parcel 532	Abdallah	4,986
15. Parcel 435	Sciabarrasi	4,365
16. Parcel 428	Bramante	8,200
17. Parcel 59	Donnelly	11,008
18. Parcel 551	Donnelly	2,835
19. Parcel 547	Donnelly	7,494
20. Parcel 535	Donnelly	5,384
21. Parcel 75	Flagg	3,715
22. Parcel 440	Martel	33,661
23. Parcel 542	Huckaby	4,974
24. Parcel 555	Robertson	1,968
25. Parcel 560	Rhodes	4,518

26. Parcel 562	Leger	1,644
27. Parcel 478	Jayasankar	15,766
28. Parcel 473	Montouri Tire, Inc	11,870
29. Parcel 471	Montouri Oil Corp.	120
30. Parcel 474	Montouri Tire Inc.	
31. Parcel 406	Nikitas	14,432
32. Parcel 405	Component Parts Co.	11,200
33. Parcel 573	England	
34. Parcel 574	England	i de
35. Parcel 230	Bureua	
36. Parcel 240	Gagne	Q.
37. Parcel 257	Farnum	
38. Parcel 270	Quach	
39. Parcel 340	Holman Enterprises	
40. Parcel 429	Nikitas	
41. Parcel 69	Donnely	-
42. Parcel 547	Donnely	•
43. Parcel 460	City of Fitchburg	_
44. Parcel 461	City of Fitchburg	
45. Parcel 476	Leclair	
46. Parcel 477	Montouri Tire Inc.	
Total Parcels Slated for Acquisition in Clearance Area # 1		46
Total Buildings		31
Total Buildings sq. ft		202,363

Parcels Slated for Acquisition - Clearance Area #2

Parcel #	Owner 1	Building Square Feet
47. Parcel 515	WRW	70,426
48. Parcel 521	Fitchburg Gas and Electric	960
49. Parcel 522	SCP Realty Trust	17,250
Total Parcels in Clearance Area #2 Total Buildings Total Building sq. ft		3 18 88,636

Parcels Slated for Acquisition in Spot Clearance Area

Parcel #	Owner 1	Building Square Feet
50. Parcel 358	Johnston	14,375
51. Parcel 457	Peoples Savings Bank	1,534
52. Parcel 472	Diversified Fin. Southeast Inc.	1,320
53. Parcel 201	General Electric	296,998
54. Parcel 349	General Electric	•
55. Parcel 366	General Electric	-
56. Parcel 458	Diversified Fin. Southeast Inc.	35,366
57. Parcel 468	Caron	12,316
58. Parcel 480	Micron Products (Roadway Easement/Bldg not being acquired)	in a
59. Parcel 265	City of Fitchburg	131,246
60. Parcels 443	Shacks	

61. Parcel 451	Peoples Savings Bank	¥.
62. Parcel 470	Diversified Fin. Southeast Inc.	
63. Parcel 459	Diversified Fin. Southeast Inc	
64. Parcel 472	Diversified Fin. Southeast Inc	-
65. Parcel 219	City of Fitchburg	-
66. Parcel 139	City of Fitchburg	-
67. Parcel 190	Fitchburg Mutual Fire Ins.	~
68. Parcel 198	Alfredson	
Total Parcels Slated for Acquisition in Spot Clearance Area Total Buildings Total Buildings sq. ft		19 8 458,089
TOTAL # OF ACQUISTION PARCELS TOTAL # OF BUILDINGS BEING ACQUIRED TOTAL BUILDING SQ FT BEING ACQUIRED		68 57 749,088

Complete Parcel Listing for Project Area

PARÇEL#	ACRES	ADDRESS	OWNER I	OWNER 2	TOTAL SQUARE FEET
1	0.083	PEARL ST	IDARIS, JAMES G.		3891
2	0.045	175 MYRTLE AV	IDARIS, JAMES (TC)	HAIDOUSIS, MICHAEL + LITSA TE	2421
3	0.093	172 MYRTLE AV	COULSON, KATHLEEN M.		4070
4	0.087	210 HIGHLAND AV	PENNETTI, ANNAMARIA TRUSTEE	HIGH "C" REALTY TRUST	3752
5	0.072	173 MYRTLE AV	IDARIS, JAMES G.		3251
6	0.118	CLINTON ST	HUNT, ALICE E.		5003
7	0.13	164 MYRTLE AV	MEAGHAN NOMINEE REALTY TRUST		5645
8	0.064	206 HIGHLAND AV	ST. JOHN, JOSEPH H. JR.	ST. JOHN, MILDRED A.	2823
9	0.076	171 MYRTLE AV	HUNT, ALICE E.		3323
10	0.822	NORTH ST	MASSA'CHUSETTS, COMMONWEALTH OF	C/0 FITCHBURG STATE COLLEGE	33124
11	0.181	119 CLINTON ST	SACCONE, ROBERT K.	SACCONE, FLORENCE P.	8252
12	0.146	162 MYRTLE AV	GILLIS, JAMES (TE)	GILLIA, JOAN M.	6428
13	0.078	202 HIGHLAND AV	DELPHIA, FRANCIS J.	DELPHIA, GLORIA M.	3401
14	0.099	167 MYRTLE AV	IDARIS, JAMES		4335
15	0.089	200 HIGHLAND AV	BONNET, MAGALY M.		3800
16	0.105	105 PEARL ST	MASSACHUSETTS, COMMONWEALTH OF		4663
17	0.087	163 MYRTLE AV	HAIDOUSIS, MIHAEL (TE)	HAIDOUSIS, LITSA	3789
18	0.139	194 HIGHLAND AV	KNOWLTON, PHILIP E. (TE)	KNOWLTON, SYLVIA N.	6000
19	0.108	158 MYRTLE AV	MAYNARD, KENNETH B.	MAYNARD, NANCY ANN	4771
20	0.067	CLINTON ST	SACCONE, ROBERT		2843
21	0.086	161 MYRTLE AV	LASHUA, HERBERT ALFRED (TE)	LASHUA, CLAIRE DIANA	3692
22	0.177	PEARL ST	MASSACHUSETTS, COMMONWEALTH OF		8285
23	0.113	CLINTON ST	FISHER, WILLIAM H.		4626
24	0.127	MYRTLE AV	MAYNARD, KENNETH B. (JT)	MAYNARD, NANCY A.	5515
25	0.127	188 HIGHLAND AV	GILLIS, JAMES O. (TE)	GILLIS, JOAN M.	5407
26	0.086	157 MYRTLE AV	MOORE, ROBERT J. (TE)	MOORE, ALMA I.	3684
27	0.388	MAIN ST	DILORENZO, GEORGE ETALS TRS.	THREE WAY REALTY TRUST	17076
28	0.106	CLINTON ST	RIVERS, MARK S. (TE)	RIVERS, JOSEPHINE	4552
29	0.14	150 MYRTLE AV	PIXLER, THERESA R.		5988
30	0.079	NORTH ST	MASSACHUSETTS, COMMONWEALTH OF		3584
31	0.097	85 PEARL ST	LANTEIGNE, JENNIFER L. (JT)	LANTEIGNE, NANCY S.	4438
32	0.169	182 HIGHLAND AV	CAMPBELL, ROBERT H. (JT)	CAMPBELL, JOYCE O.	7266
33		153 MYRTLE AV	RIVERS, MARK S. (TE)	RIVERS, JOSEPHINE	3775
34	7.825	CIRCLE ST	FITCHBURG, CITY OF	C/O SCHOOL DEPARTMENT	338944

35	0.312 1022 MAIN ST	DILORENZO, GEORGE ETALS TRS.	THREE WAY REALTY TRUST	13457
36	0.114 NORTH ST	MASSACHUSETTS, COMMONWEALTH OF		5014
37	0.143 95 CLINTON ST	FITCHBURG HOUSING AUTHORITY		6187
38	0.191 159 SNOW ST	O'DOWD, JAMES SCOTT		8393
39	0.231 148 MYRTLE AV	MARBLE, BRUCE A.		9947
40	0.102 149 MYRTLE AV	VISCONTI, RENEE		4411
41	0.083 1008 MAIN ST	FAY, CARL ROBERT		3654
42	0.206 992 MAIN ST	ROMANO, CHARLES RICHARD JR.		8835
43	0.118 174 HIGHLAND AV	BUSHEE, EDMOND EUGENE TRS.	C/O NORMAN L. BUSHEE	5219
44	0.086 NORTH ST	MASSACHUSETTS, COMMONWEALTH OF		3930
45	0.086 145 MYRTLE AV	YANG, YIA		3792
46	0.404 962 MAIN ST	FISHER, WILLIAM H.		17437
47	0.042 PEARL ST	SULLIVAN, DAVID J.		1850
48	0.121 61 CLINTON ST	SIOMOS, KERRY C. JR.		5229
49	0.094 140 MYRTLE AV	CHARPENTIER, NORMAN H. TRS.	138-140 MYRTLE AVE TRUST	4070
50	0.154 153 SNOW ST	PENNETTI, ANNAMARIA		6724
51	0.102 NORTH ST	MASSACHUSETTS, COMMONWEALTH OF		4501
52	0.059 958 MAIN ST	ROULEAU, BARBARA		2788
53	0.092 141 MYRTLE AV	HAIDOUSIS, MICHAEL (JT)	HAIDOUSIS, LITSA S.	3957
54	0.197 164 HIGHLAND AV	SMITH, KEVIN T. TRUSTEE	164-168 HIGHLAND REALTY TRUST	8134
55	0.086 956 MAIN ST	HUFF, RICHARD H. (TE)	HUFF, JOYCE R.	3686
56	0.337 938 MAIN ST	LECLAIR, PAUL L. (TE)	LECLAIR, EILEEN H.	14655
57	0.175 130 MYRTLE AV	VANGOS, JOHN E.	IDARIS, JAMES	8107
58	0.08 59 PEARL ST	SULLIVAN, DAVID J. (JT)	SULLIVAN, ZETTIE M.	3531
59	0.132 177 NORTH ST	DONNELLY, E. THOMAS	DONNELLY, JOANNE L.	5320
60	0.299 NORTH ST	MASSACHUSETTS, COMMONWEALTH OF		13441
61	0.107 151 SNOW ST	GICHANGAH, AUGUSTINE K.D. (JT)	ST. CLAIR, ANN G.	4736
62	0.066 CLINTON ST	DONNELLY, E. THOMAS		2891
63	0.197 57 CLINTON ST	ST. CYR, RONALD R.		8652
64	0.093 138 SNOW ST	O`CALLAGHAN, OWEN P.		4055
65	0.112 924 MAIN ST	BAUMAN, FREDERICK + DOROTHY	C/O GEORGE BAUMAN	4840
66	0.115 123 MYRTLE AV	PALMER, E. JEAN		5115
67	0.133 124 MYRTLE AV	METZ, PAMELA A. (TC)	CLARK, STEVEN B. ETUX	5609
68	0.078 162 HIGHLAND AV	BOUDREAU, EDWIN J. (TE)	BOUDREAU, ISABELLE E.	3508
69	0.094 175 NORTH ST	DONNELLY, E. THOMAS (TE)	DONNELLY, JOANNE	3715
70	0.46 424 BROAD ST	PAGLIA, ALPHONSO J. (TE)	PAGLIA, MARY D.	20439

71	0.049			2457
72	0.105 158 HIGHLAND AV	BOUDREAU, EDWIN J. (TE)	BOUDREAU, ISABELLE	4584
73	0.05 54 CLINTON ST	DOUCETTE, ALYRE J.	DOUCETTE, CATHERINE	2126
74	0.111 119 MYRTLE AV	ST. CYR, RONALD R.	<i>I</i> (4771
75	0.109 171 NORTH ST	FLAGG, ARNOLD W.	FLAGG, DEBORAH E.	4284
76	0.109		1.14	4726
77	0.034 RIVER ST	PAGLIA, ALPHONSO J. (TE)	PAGLIA, MARY D.	1498
78	0.09 122 MYRTLE AV	HAIDOUSIS, MICHAEL (TE)	HAIDOUSIS, LITSA S.	4068
79	1.677 78 RIVER ST	UNITED COOPERATIVE FARMERS INC		79254
80	0.057 910 MAIN ST	DAVIN, RAYMOND P. (TE)	DAVIN, CAROL A.	9310
81	0.062 900 MAIN ST	DAVIN, RAYMOND P. (TE)	DAVIN, CAROL ANN	2480
82	0.113 2 ORANGE ST	WHEELER, BRENT		4933
83	0.209 152 HIGHLAND AV	REICHERT, GORDON D. (TE)	REICHERT, ELIZABETH A.	9416
84	0.061			0
85	0.101 148 DAY ST	SCHRAMM, MARTIN W.		4411
86	0.137 4 ORANGE ST	KHAN, SAEEDA		6000
87	0.041 CLINTON ST	WALKER, DELORES	WALKER, FRANK	1814
88	0.061 7 PEARL ST	HOOVER, JOHN E. III		2866
89	0.125 862 MAIN ST	DAVIN, RAYMOND P. (TE)	DAVIN, CAROL ANN	5332
90	1.093 402 BROAD ST	UNITED COOPERATIVE FARMERS INC		43772
91	0.108 117 MYRTLE AV	JAKOLA, ALVAH U.	JAKOLA, KARRIN D.	4686
92	0.093 120 MYRTLE AV	PENNETTI, ANNAMARIE		3865
93	0.069 1 PEARL ST	RIVERS, MARK S.		3109
94	0.042 43 ACADEMY ST	WORKERS CREDIT UNION		1872
95	2.086 815 MAIN ST	WORKERS CREDIT UNION		87141
96	0.057 48 CLINTON ST	RIVERS, MARK S. (TE)	RIVERS, JOSEPHINE A.	2433
97	0.083 142 DAY ST	LAMOUREUX, BRYAN J.		3598
98	0.191 7 CIRCLE ST	HARRIS MANAGEMENT, INC.		8642
99	0.052 118 MYRTLE AV	WALTER, DONALD J. II TRS.	MYRTLE TRUST	2165
100	0.096			0
101	0.097 115 MYRTLE AV	OLSZAK, JOSEPH P. (TE)	OLSZAK, CAROLE ANN	4103
102	0.146 20 ORANGE ST	HOLMES, KELLY		6243
103	0.083 BLOSSOM ST	RIVERS, MARK S.		3450
104	0.098 886 MAIN ST	DAVIS, STEPHANIE G. TRS.	CIRCLE REALTY TRUST	4320
105	0.138 26 ORANGE ST	SHIPPY, AMBER		6026
106	0.067 26 WOOD ST	TORCI, DAVID		2919

107	0.061 46 CLINTON ST	PHANEUF, MYRLE E.		2626
108	0.077 116 MYRTLE AV	BOURQUE, CHRISTOPHER (TC)	RIZZO, JOSEPH	3370
109	0.084 128 DAY ST	DONNELLY, MICHAEL		3584
110	0.17 KIMBALL PL	UNITED COOPERATIVE FARMERS INC		10695
112	0.081 143 BLOSSOM ST	PENNETTI, ANNAMARIA		3903
111	0.119 872 MAIN ST	BICOULES, CHRISTO F.		5314
113	0.187 DAY ST	3B PROPERTIES INC.		7242
114	0.077 45 CLINTON ST	VARNEY, RAYMOND W.		3482
115	0.133 40 CLINTON ST	SHERIDAN, MYRTLE V. (TE)	SHERIDAN, EVERETT J.	5734
116	0.085 6 CIRCLE ST	HOWELL, RICHARD H. (TE)	HOWELL, JANE L.	3700
117	0.044 7 ORANGE ST	BROWNELL, MICHAEL J. (JT)	BROWNELL, NANCY A.	1979
118	0.07	1		0
119	0.047 11 ORANGE ST	RYAN, MARYRUTH TRS.	LEONTARI NOMINEE REALTY TRUST	2114
120	0.353 866 MAIN ST	SANTANGELO, RICHARD T. (TE)	SANTANGELO, THERESA E.	15569
121	0.071 113 MYRTLE AV	FLOREZ, ANTONIO H. (TE)	FLOREZ, ESTHER	3102
122	0.18 8 CIRCLE ST	STOCKWELL, PAULINE J.		7655
123	0.079 137 BLOSSOM ST	PALMER, E. JEAN		3995
124	0.103 114 MYRTLE AV	BOURQUE, CHRISTOPHER D. (TC)	RIZZO, JOSEPH M.	4398
125	0.143 41 CLINTON ST	MORGAN, DANIEL J.		6182
126	0.372 22 CIRCLE ST	STOCKWELL, PAULINE J.		16062
127	0.07 111 MYRTLE AV	GALVIN, DANIEL J.		3102
129	0.097 23 ORANGE ST	DONNELLY, E. THOMAS + JOANNE L	NCASA REALTY TRUST	4259
128	4.444 340 BROAD ST	GONZALES, RICHARD J. TRS.	G + G REALTY	185581
130	0.122 132 HIGHLAND AV	KUKTA, STANLEY R. (TE)	KUKTA, RUTH A.	5511
131	0.195 122 DAY ST	3B PROPERTIES INC.		8301
132	0.667			0
133	0.148 131 BLOSSOM ST	PALMER, E. JEAN		6774
134	0.097 112 MYRTLE AV	ORTIZ, JESUS A. (JT)	ALBIZU, CARMEN L.	4328
135	0.042 ORANGE CT	DRURY, ROGER (TE)	DRURY, NANCY	1853
136	0.039 854 MAIN ST	BOERSMA, ALOYSIUS G.		1917
137	0.072 36 CLINTON ST	BEAULIEU, LEON G. (LE)	RODGER, CLAIRE R.	3311
138	1.432 KIMBALL PL	UNITED COOPERATIVE FARMERS INC		61580
139	0.884 CIRCLE ST	FITCHBURG, CITY OF		58370
140	0.061 109 MYRTLE AV	DRURY, ROGER A.	DRURY, NANCY L.	2641
141	0.199 846 MAIN ST	FIRST UNITED METHODIST CHURCH	OF FITCHBURG	8428
142	0.091 37 CLINTON ST	HUBBARD, WILLIAM C. (TE)	HUBBARD, DEBORAH I.	3900

143	1.704 339 BROAD ST	POPPEL, SAMUEL B. + RUTH TRS.	POPPEL REALTY TRUST	74487
144	0.1 110 MYRTLE AV	GALVIN, DANIEL J.		4321
145	0.058 858 MAIN ST	FIRST UNITED METHODIST CHURCH	C/O FAITH UNITED PARISH	2536
146	0.12 KIMBALL PL	UNITED COOPERATIVE FARMERS INC		5242
147	0.1 123 DAY ST	WALSH, JAMES E.		3852
148	0.037 ORANGE CT	DRURY, ROGER (TE)	DRURY, NANCY	1553
149	0.061 107 MYRTLE AV	VANGOS, JOHN E.		2714
150	0.199 31 CLINTON ST	POWERS, RICHARD J. (TE)	POWERS, JANE E.	8720
151	0.182 124 HIGHLAND A	V CLARKSON, ROBERT E. SR. (JT)	REEVES, M. TERESA ETALS	8058
152	0.073 127 BLOSSOM ST	FIFTY ONE REALTY COMPANY, LLC	C/O EJ BABIN	3162
153	0.115 116 DAY ST	RUSSO; RUTH M.		4994
154	0.097 108 MYRTLE AV	GREEN, WILLIAM C.		4315
155	0.099 121 DAY ST	GALVIN, DANIEL J.		4295
156	0.317 791 MAIN ST	FITCHBURG MUTUAL FIRE INSUR CO		13910
157	0.176 24 CONGRESS ST	DONNELLY, E. THOMAS + JOANNE	LEE REALTY TRUST	7750
158	0.274 RIVER ST	BOSTON + MAINE CORP.	C/O GUILFORD TRANSPORTATION IN	21168
159	0.108 15 ROLLSTONE S	T NORTH WORCESTER COUNTY ASSOC.	FOR RETARDED CITIZENS, INC.	4565
160	0.04 805 MAIN ST	FITCHBURG MUTUAL FIRE INSUR CO		1420
161	0.431 24 BAKER ST	LEHTOLA, RICHARD J.		18639
162	0.128 103 MYRTLE AV	DONNELLY, E. THOMAS (TE)	DONNELLY, JOANNE L.	5624
163	0.215 121 BLOSSOM ST	WOODWARD, MARK A.		9300
164	0.295 820 MAIN ST	FAITH UNITED CHURCH		12904
165	0.105 102 MYRTLE AV	MARBLE, BRUCE A. (JT)	MARBLE, LINDA R.	4462
166	0.344 21 BROOK ST	M + P REALTY GROUP, INC.		15172
167	0.093 108 DAY ST	SAVANKHAM, KONGSAVANH + TRICIA	TRS. UXBRIDGE REALTY TRUST	4689
168	0.118 14 CONGRESS ST	RIVERS, MARK S.		5062
169	0.21 116 HIGHLAND A	V LANZILOTTI, RAYMOND JR.		9227
170	0.103 115 DAY ST	GODIN, RICHARD D.		4498
171	0.139 20 CONGRESS ST	RIVERS, MARK S.		5998
172	0.102 98 MYRTLE AV	HOLDER, PETER J. + KEVIN L.	BIBA, KATHLEEN E.	4480
173	0.02			0
174	0.158 93 MYRTLE AV	DONNELLY, E. THOMAS (TE)	DONNELLY, JOANNE L.	6886
175	0.091 781 MAIN ST	FITCHBURG MUTUAL FIRE INSUR CO		4001
176	0.128 102 DAY ST	GAGNE, PATRICIA		5715
178	0.025 BROAD ST	UNITED COOPERATIVE FARMERS INC		1042
177	0.248 ROLLSTONE ST	FITCHBURG PUBLISHING COMPANY		10464

179	0.559 808 MAIN ST	FITCHBURG PUBLISHING COMPANY		24213
180	0.103 107 DAY ST	MURCHISON, DWAIN E. (TE)	MURCHISON, RUKSHANDA	4490
181	0.053 GREEN ST	DONNELLY, E. THOMAS (JT)	DONNELLY, JOANNE L.	1825
182	0.095 15 CENTRAL ST	AUBUCHON, GERARD M. (TE)	AUBUCHON, DOLORES C.	4387
183	0.195 96 MYRTLE AV	MCHUGH, EDWARD T.		8450
184	0.11 36 GREEN ST	GODIN, RICHARD		4786
185	0.018			0
186	3.016			0
187	0.194 ROLLSTONE ST	FITCHBURG SAVINGS BANK		8454
188	0.083 773 MAIN ST	D'ONFRO, MARIO (TE)	D`ONFRO, ELEONORE	4348
189	0.2 108 HIGHLAND AV	VANGOS, JOHN E.		8546
190	0.416 MAIN ST	FITCHBURG MUTUAL FIRE INS. CO.		19922
191	0.177 105 BLOSSOM ST	CAMERON, SCOTT G.		7700
192	0.08 CENTRAL ST	FITCHBURG MUTUAL FIRE INS. CO.		3464
193	0.11			0
194	0.183 100 DAY ST	REED, GARY G. (TE)	REED, LINDA F.	7904
195	0.134 15 CONGRESS ST	FITCHBURG HOUSING AUTHORITY		6110
196	0.732 84 ELM ST	WORCESTER COUNTY	REGISTRY OF DEEDS	32655
197	0.113 23 CONGRESS ST	HERNANDEZ, ABAD		4943
198	0.308 721 MAIN ST	ALFREDSON, EDDA MARIE (TE)	ALFREDSON, KNUTE S.	14559
199	0.079 759 MAIN ST	ROME, HOWARD J. TRS.	M. + L. REALTY TRUST	3699
200	0.119 25 CONGRESS ST	RIVERS, MARK S. (TE)	RIVERS, JOSEPHINE	5056
201	2.539 ROLLSTONE ST	GENERAL ELECTRIC CO.	GE CBSI - TAX DEPARTMENT	110313
202	0.032 27 CONGRESS ST	HILL, ROMA F.	C/O CAHALAN, ROMA	1659
203	0.113 97 BLOSSOM ST	ANGELOPOULOS, JOHN		4948
204	0.061 89 MYRTLE AV	MONROE, FRANKLIN P. JR. (TE)	MONROE, DONNA M. TYLER-	2626
205	0.648 689 MAIN ST	TRAMONTOZZI, JOHN N. TRS.	TRAMONTOZZI, FRANCIS A.	29830
206	0.15 ROLLSTONE ST	FITCHBURG SAVINGS BANK		6604
207	0.617 780 MAIN ST	FITCHBURG SAVINGS BANK		27937
208	0.19 99 DAY ST	LUK CRISIS CENTER, INC.		7992
209	0.108 12 BROOK ST	M + P REALTY GROUP, INC.		5978
210	0.1 94 MYRTLE AV	HOLMES, KELLY A.		4367
211	0.081 33 CONGRESS ST	DONNELLY, E. THOMAS + JOANNE L	NCASA REALTY TRUST	3514
212	0.245 90 DAY ST	GROSSI, ROGER D.		9587
213	0.33 94 HIGHLAND AV	HAVERTY, THOMAS J. JR. (JT)	HAVERTY, THOMAS J. III	14397
214	0.553 85 BLOSSOM ST	BOSK, JOHN A. (TE)	BOSK, HAZEL I.	23150

215	0.151 20 GROVE ST	FIDELITY CO-OP BANK		7241
216	0.177 9 CLINTON ST	MALAVE, JESUS		7155
217	0.096 85 MYRTLE AV	DIAZ, ANGELICA		3858
218	0.101 88 MYRTLE AV	CAMPBELL, DOUGLAS N. (TE)	CAMPBELL, AMADA T.	4385
219	0.115 BROAD ST	FITCHBURG, CITY OF		51209
220	0.196 95 DAY ST	SANTIAGO, ANGELITA	LEWIS-NOTICE, KATHY	8491
221	0.161 81 MYRTLE AV	XIONG, KAO	HER, PAKOU	7159
222	0.446 730 MAIN ST	FITCHBURG SAVINGS BANK, FSB		19197
223	0.056 83 SNOW ST	HER, DANG		2500
224	0.021			0
225	0.077 5 CLINTON ST	MALAVE, JESUS REV.		3357
226	0.222 110 GREEN ST	RIVERS, MARK S.		9660
227	0.052 61 GREEN ST	BUREAU, GEORGE (TC)	RICHARD BRUCE	2500
228	0.13 82 MYRTLE AV	GALVIN, DANIEL J.		5599
229	0.171 86 DAY ST	PEASLEY, JOYCE	HEUSSER, ARTHUR	7328
230	0.08 GREEN ST	BUREAU, GEORGE (TC)	RICHARD, BRUCE	3605
231	0.045 14 GROVE ST	FIDELITY CO-OP BANK		1873
232	0.119 132 GREEN ST	WHALEY, DONALD A. (TE)	WHALEY, HESTER C.	5110
233	0.187 89 DAY ST	DIPAOLI, JOHN P.		8310
234	0.095 81 SNOW ST	MYLOTT, JO-ANN CARAVELLA		3992
235	0.138 71 MYRTLE AV	HORNIAK, EDWARD R. (TE)	HORNIAK, KATHLEEN M.	5952
236	0.064 67 GREEN ST	GAGNE, J. PAUL D.		2791
237	0.119 84 HIGHLAND AV	VALLIERE, LAURA L.		5052
238	0.423 WALLACE AV	FITCHBURG, CITY OF		18423
239	0.208 675 MAIN ST	FIDELITY CO-OP BANK		9210
240	0.063 NORTH ST	GAGNE, PAUL		2789
241	1.117 BROAD ST	FITCHBURG, CITY OF		51209
242	0.121 74 SNOW ST	LA IGLESIA DE DION, INC.		5045
243	0.11 76 MYRTLE AV	FREGEAU, KATHLEEN R.	*	4776
244	0.104 158 GREEN ST	DONNELLY, E. THOMAS (JT)	DONNELLY, JOANNE L.	4484
245	0.097 79 SNOW ST	GALLANT, ARTHUR J.	GALLANT, RITA A.	4361
246	2.789 55 NORTH ST	FITCHBURG, CITY OF		130244
247	0.121 82 DAY ST	JACOBSON, DONNA M.		5223
248	0.106 NORTH ST	FITCHBURG, CITY OF	TAX TITLE	4758
249	0.476 310 BROAD ST	OLD POST ROAD REALTY CORP.		20736
250	0.181 80 HIGHLAND AV	ALONSO, MARIA R. (JT)	CAZARD, MARIA V.	7753

251	0.176	85 DAY ST	DOHERTY, JAMES A. (TE)	DOHERTY, LINDA C.	7874
252	0.16	48 ELM ST	FITCHBURG, CITY OF		6999
253	0.147	101 GREEN ST	HUSS, RICHARD C. (TE)	HUSS, EDITA L.	6583
254	0.109	70 SNOW ST	FAVINI, LOUIS J.		4720
255	0.103	75 SNOW ST	AHMAD, NAEEM		4394
256	0.325	718 MAIN ST	FITCHBURG, CITY OF		14386
257	0.109 8	84 NORTH ST	FARNUM, LEORA ETALS	COLEMAN, LUCY W.	4712
258	0.143	28 OLIVER ST	FITCHBURG, CITY OF	CITY HALL	7345
259	0.065	111 GREEN ST	CONNOLLY, GENEVIEVE TRS.	THE GENO TRUST	2792
260	0.64	WALLACE AV	FITCHBURG, CITY OF	C/O PARKS DEPT.	27965
261	0.077	121 GREEN ST	CONNOLLY, GENEVIEVE TRS.	THE GENCO TRUST	3295
262	0.096	COTTAGE SQ	FITCHBURG, CITY OF	CITY HALL	2104
263	0.13	655 MAIN ST	ALFREDSON, KNUTE S. M.D.		5627
264	0.122	78 DAY ST	JACOBSON, DONNA M.	-10	5212
265	3.712	BROAD ST	FITCHBURG, CITY OF	FITCHBURG PUBLIC WORKS DEPT.	131246
266	0.245	633 MAIN ST	FITCHBURG SAVINGS BANK, FSB		10664
267	0.086	129 GREEN ST	DOUCETTE, ALYRE J. (TE)	DOUCETTE, CATHERINE	3835
268	0.237	73 BLOSSOM ST	ERCOLANI, BRIAN V. (TE)	ERCOLANI, SUZANNE L.	10350
269	0.107	68 SNOW ST	PALMER, STEPHEN W.		4560
270	0.122	78 NORTH ST	QUACH, YEN V. (TC)	NGUYEN, TRI T.	5233
271	0.098	71 SNOW ST	BLAKELY, KEVIN J. (TE)	BLAKELY, JENNIFER A.	4328
272	0.048	137 GREEN ST	WILBUR, DAVID W.		2014
273	0.72	75 DAY ST	CHILDRENS AID + FAMILY SERVICE		31644
274	0.065	67 MYRTLE AV	PINZINO, JAMES F. TRS.	MYRTLE FITCHBURG TRUST	2940
275	0.628	COTTAGE SQ	FITCHBURG, CITY OF		20590
276	0.649	569 MAIN ST	CHRIST CHURCH		27966
277	0.085	70 MYRTLE AV	DONNELLY, E. THOMAS		3758
278	0.13	625 MAIN ST	FITCHBURG SAVINGS BANK, FSB		5574
279	0.143	51 WILLOW ST	CHAUDHARY, MOHAMMAD		5989
280	0.086	5 MORRIS ST	ALGARIN, HIPOLITO (TE)	ALGARIN, GENEVEA	3609
281	0.415	700 MAIN ST	BANK BOSTON, N.A.	ATTN: LEASE ADMINISTRATION	15267
282	0.059	WILLOW ST	WELTON, IRENE I.		2510
283	0.046				0
284	0.155	157 GREEN ST	DONNELLY, E. THOMAS (TC)	DONNELLY, JOANNE	6648
285	0.121	72 DAY ST	CHASE, DAVID WILLIAM TRS.	K+D TRUST	5178
286	0.205	70 NORTH ST	QUACH, YEN V. (TC)	NGUYEN, TRI T.	9072

287	0.103	67 SNOW ST	CORMIER, AUDREY L.		4398
288	0.097	70 HIGHLAND AV	BOUAVONG, KHAM (JT)	SITHIBOUNE, THONG	4000
289	0.051	6 MORRIS ST	HORNIAK, EDWARD R. (TE)	HORNIAK, CYNTHIA M.	2185
290	0.09	63 MYRTLE AV	AKER, ALTON A.		4002
291	0.096	66 MYRTLE AV	SHEEHAN, JOHN F. (TE)	SHEEHAN, JOAN R.	4232
292	0.219	WILLOW ST	NERO, DIANA M.		10153
293	0.067	7 MORRIS ST	WALSH, PAUL (TE)	WALSH, BARBARA	2618
294	0.139				0
295	0.159	FOX ST	FIRST UNITED METHODIST CHURCH	C/O FAITH UNITED CHURCH	7007
296	0.857	676 MAIN ST	N.E. TELEPHONE COMPANY	PROPERTY TAX DEPT31ST FLOOR	38065
297	0.1	65 SNOW ST	BURRIS, YANG C.		4424
298	0.08	WILLOW ST	CHAUDHARY, MOHAMMAD		3550
299	0.126	10 MORRIS ST	FLAGG, CHARLES L.		5553
300	0.122	63 BLOSSOM ST	PEREZ, JORGE O. (TE)	PEREZ, LUZ M.	5315
301	0.095	66 HIGHLAND AV	PALMER, E. JEAN		4000
302	0.04	20 OLIVER ST	ASSET RESERVES, INC. TRS.	IVY ELM TRUST	1811
303	0.135	66 NORTH ST	PAPPAS, JAMES C. TRS.	JACKSON AVENUE REALTY TRUST	6218
304	0.077	11 MORRIS ST	WALSH, PAUL F.	WALSH, BARBARA L.	3357
305	0.104	MYRTLE AV	AKER, STEVEN	AKER, MARYALICE	4590
306	0.243	66 DAY ST	MONTACHUSETT OPP. COUNCIL INC.		10651
307	0.25	60 MYRTLE AV	KAUKORANTA, ARMAS I.	KAUKORANTA, BARBARA L.	11029
308	0.121	10 OLIVER ST	SECURITY MAINTENANCE, INC. TRS	OLIVER WAY TRUST	5212
309	0.826	658 MAIN ST	FAY CLUB		35690
310	0.079	63 SNOW ST	PALMER, E. JEAN		3438
311	0.041	13 OLIVER ST	MORGAN, CHARLES W. TR.	CHARLTON REALTY	1855
312	4.657				0
313	0.134	41 WILLOW ST	HEBERT, JACQUES E. (TE)	HEBERT, JANET R.	5942
314	0.203	62 NORTH ST	BOURQUE, LEE		8768
315	0.181	54 HIGHLAND AV	KAUKORANTA, ARMAS I.	KAUKORANTA, BARBARA L.	7756
316	1.269	423 MAIN ST	FIRST SAFETY FUND NATL BANK	C/O FAMILY BANK-ATTN M PLOUFFE	55992
317	0.057	13 MORRIS ST	FLAGG, DANIEL H. (TE)	FLAGG, KIMBERLY A.	2522
318	0.754	610 MAIN ST	FITCHBURG, CITY OF	ADULT LIBRARY	33023
319	0.262	491 MAIN ST	SVOLIS, STEPHEN A. TRS.	FOUR NINETY NINE REALTY TRUST	12173
320	0.079	61 SNOW ST	MCWILLIAMS, ALBERTA M.		3358
321	0.234	51 BLOSSOM ST	FITCHBURG HOUSING AUTHORITY		10150
322	0.1	MYRTLE AV	WILKINSON, DEBORAH S.C.		4371

323	0.131 67 DAY ST	BELANGER, ALBERT F.	BELANGER, PATRICIA A.	5744
324	0.14 1 WOOD PL	CARON, KENNETH W.	HOWARD, J. + TARQUINIO, E.	6055
325	0.157 533 MAIN ST	EQUITY PROTECTORS, INC. TRS.	LUCKEE TRUST	6984
326	0.249 32 WILLOW ST	nero, diana m.		10918
327	0.042 14 MORRIS ST	HUGHES, THOMAS C.	C/O US DEPT OF HUD SFABB	1763
328	0.139 17 UNION ST	BRAILEY, WILLIAM J.	BRAILEY, ROSAMOND	6488
329	0.16 515 MAIN ST	EQUITY PROTECTORS, INC. TRS.	MAIN STAY TRUST	7023
330	0.115 WILLOW ST	TAYLOR, JOSEPHINE F.		4850
331	0.032 15 MORRIS ST	WRIGHT, EILEEN M.		1407
332	0.16 60 NORTH ST	FITCHBURG, CITY OF		7168
333	0.159 DAY ST	FITCHBURG HOUSING AUTHORITY		7034
334	0.056 21 UNION ST	FULL GOSPEL MISSION CHURCH		2445
335	0.191 52 MYRTLE AV	WALKER, FRANK		8386
336	1.218 195 KIMBALL ST	DAVIS, JOHN M. TRS.	JJD REALTY TRUST	60728
337	0.111 54 SNOW ST	YANG, SUE		4810
338	0.037 MORRIS ST	DEWEY, RICHARD J. (TE)	DEWEY, MARGIE R.	1765
339	0.08 51 MYRTLE AV	WILKINSON, DEBORAH S.C.		3611
340	1.034 49 SNOW ST	HOLMAN ENTERPRISES		43225
341	0.054 17 MORRIS ST	FLAGG, PATRICIA A.		2240
342	0.166 50 HIGHLAND AV	SEWARD, WALLACE L. JR.		7086
343	0.27 574 MAIN ST	FERRARA, MICHAEL + LINDA TRS.	LAURISA REALTY TRUST	11748
344	0.06 49 MYRTLE AV	WILKINSON, DEBORAH S. C.		2344
345	0.038 18 MORRIS ST	DEWEY, RICHARD J. (TE)	DEWEY, MARGIE R.	1672
346	0.127 47 BLOSSOM ST	FITCHBURG HOUSING AUTHORITY		5660
347	0.121 DAY ST	MONTACHUSETT OPP. COUNCIL INC.		5230
348	0.052 31 WILLOW ST	TAYLOR, LEVI (TE)	TAYLOR, JOSEPHINE	2503
349	0.135 BOULDER DR	GENERAL ELECTRIC CO.	GE CBSI - TAX DEPARTMENT	5769
350	0.171 46 SNOW ST	COLLINS, HENDERSON	COLLINS, DORIS	7365
351	0.015			0
352	0.464 550 MAIN ST	NORTH WORCESTER COUNTY ASSOC.	FOR RETARDED CITIZENS, INC.	20556
353	0.171 50 DAY ST	FITCHBURG HOUSNG AUTHORITY	4 (8)	7566
354	0.076 WILLOW ST	BARBER, ROGER A.	BARBER, JUNE A.	3274
355	0.199 25 WILLOW ST	BARBER, ROGER	BARBER, JUNE	8537
356	0.118 46 MYRTLE AV	WALKER, FRANK JR. (TE)	WALKER, DOLORES D.	4982
357	0.043 20 MORRIS ST	DEWEY, RICHARD J. (TE)	DEWEY, MARGERY R.	2356
358	0.312 26 WILLOW ST	JOHNSTON, RONALD R.		14375

359	0.925 14 WILLOW ST	FITCHBURG, CITY OF		40330
360	0.086 43 MYRTLE AV	SHIRLEY, FRANCES S.		3120
361	0.219 44 HIGHLAND AV	MOUA, THAI (TC)	MOUA, XENG	9469
362	0.147 9 MT VERNON ST	STRAIGHT, CLARK A.		6308
363	0.219 536 MAIN ST	MARCUS, DEAN (TC)	CARNEY, JOHN P.	9565
364	0.27 NEWTON PL	FITCHBURG, CITY OF	YOUTH LIBRARY	11805
365	0.137 37 BLOSSOM ST	FITCHBURG BLOSSOM LMT. PART.	C/O CORNERSTONE CORP.	6000
366	10.061 BOULDER DR	GENERAL ELECTRIC CO.	GE CBSI - TAX DEPARTMENT	442928
367	0.051 10 CHERRY ST	SINGLETON, MARY E.		2552
368	0.07 24 MORRIS ST	ROSSI, JAY R. (JT)	ROSSI, BARBARA J.	3013
369	0.131 CHERRY ST	HOTEL RAYMOND ASSOCIATES	C/O M + S MANAGEMENT	5720
370	0.252 36 BLOSSOM ST	KEOUGH, JOHN M. TRS.	THE CRESCENT TRUST	11130
371	0.087 39 MYRTLE AV	BARBOSA, PETER		4000
372	0.37 510 MAIN ST	JOHNSONIA ASSOCIATES		15651
373	0.063 44 MYRTLE AV	GRIFFIN, CHRISTINE		2856
374	0.081 42 SNOW ST	COLLINS, HENDERSON (TE)	COLLINS, DORIS	3542
375	0.166 DAY ST	FITCHBURG HOUSING AUTHORITY		10293
376	0.105 CHERRY ST	HOTEL RAYMOND ASSOCIATES	C/O M + S MANAGEMENT	4390
377	0.097 42 MYRTLE AV	TAYLOR, JACKLYNN A. (JT)	DESGROSEILLIERS, GAIL A.	4207
378	0.063 CHERRY ST	HOTEL RAYMOND ASSOCIATES	C/O M + S MANAGEMENT	2788
379	0.259 NEWTON PL	GENERAL ELECTRIC CO.	GE CBSI - TAX DEPARTMENT	11333
380	0.074 40 MYRTLE AV	COAKLEY, RUSSELL J. (TE)	COAKLEY, JEAN A.	3402
381	0.067 28 MORRIS ST	MEMBRINO, ALGREDO G. (TE)	MEMBRINO, ROSEMARY	2953
382	1.326 133 BOULDER DR	FITCHBURG, CITY OF		65662
383	0.136 36 HIGHLAND AV	ROMILLY, ROBERT REED TRS.	ROMILLY REALTY TRUST	5944
384	0.087 35 MYRTLE AV	AKER, STEVEN E. (TE)	AKER, MARY ALICE	3600
385	0.064 40 SNOW ST	MCDERMOTT, PHILLIP D.	ROHRBACK, LAURA	2690
386	0.536 480 MAIN ST	FITCHBURG SAVINGS BANK, FSB		18857
387	0.107 5 MT VERNON ST	MAHER, PHILIP		4429
388	0.217 29 BLOSSOM ST	FITCHBURG LODGE OF ELKS	#847 INC.	9456
389	0.217 DAY ST	FITCHBURG HOUSING AUTHORUTY		9718
390	0.212 21 WILLOW ST	BURNELL, VICTOR V. + MELISSA M	C/O MELISSA M. KLEIN	9008
391	0.286 31 MYRTLE AV	MOORCROFT, RICHARD C. (TE)	MOORCROFT, BARBARA L.	12676
392	0.422 30 MYRTLE AV	DESMARAIS REALTY CORPORATION		18684
393	0.048 409 MAIN ST	ORCHARD REALTY TRUST		2088
394	0.364 377 MAIN ST	DEAN, PHILIP E. (TC)	RICHARD, RENE G.	15807

207			T	
395	0.135 26 BLOSSOM ST	KEOUGH, JOHN M. TRS.	THE CRESCENT TRUST	5960
396	0.533 470 MAIN ST	FAMILY BANK, FSB	C/O FAMILY BANK-ATTN M PLOUFFE	42462
397	0.556 35 DAY ST	HOTEL RAYMOND ASSOCIATES	C/O M + S MANAGEMENT	22846
398	0.093 32 HIGHLAND AV	POND, CHARLEY R.		3973
399	0.079 26 CRESCENT ST	KING, DUANE S.		3383
400	0.152 21 WILLOW ST	NELSON, WAINO I.	NELSON, CLAIRE H.	6712
401	0.18 444 MAIN ST	P.S.F. TRUST	PHILIP SHACK, TRUSTEE	7979
402	0.113 SNOW ST	COMPONENAT PARTS COMPANY, INC.		5066
403	0.092 28 HIGHLAND AV	BROGNA, JEAN C. (TC)	BROGNA, FIORE	3973
404	0.035 32 CRESCENT ST	DONNELLY, E. THOMAS	DONNELLY, JOANNE L.	1554
405	0.32 23 SNOW ST	COMPONENT PARTS COMPANY, INC.		11200
406	0.306 32 NORTH ST	NIKITAS, NICHOLAS M. (JT)	NIKITAS, MARINES	13432
407	0.119 18 BLOSSOM ST	KEOUGH, JOHN M. TRS.	THE CRESCENT TRUST	4947
408	0.457 424 MAIN ST	SHACK, PHILIP - TRUSTEE	PSF TRUST	20560
409	0.487 305 MAIN ST	SELECT ENGINEERING, INC.		21245
410	0.481			0
411	0.049 371 MAIN ST	MARKHAM, ROBERT A.		2113
412	0.062 365 MAIN ST	MARKHAM, ROBERT A.		2570
413	0.271 27 MYRTLE AV	LUK CRISIS CENTER, INC.		11724
414	0.996 412 MAIN ST	FITCHBURG, CITY OF	CITY HALL	47583
415	0.136 22 HIGHLAND AV	IRIZARRY, NORBERTO	ORTIZ, LUZ	5975
416	0.517 11 WILLOW ST	WILLOW LOFT REALTY TRUST ETALS	WILLOW LOFT RES NIKITAS, M.	22915
417	0.083 MAIN ST	FITCHBURG, CITY OF	CITY HALL	3675
418	0.105 347 MAIN ST	TUCKER, NORMAN D JR + NORMAN D	TUCKER REALTY TRUST	4469
419	0.143 341 MAIN ST	ELDRIDGE, ROBERT F. TRS.	FORD TRUST	6235
420	0.587 201 MAIN ST	ROLLSTONE CONG. SOCIETY		18359
421	0.991 255 MAIN ST	HERBERT LIPTON COMMUNITY	MENTAL HEALTH CENTER, INC.	42264
422	0.226 MYRTLE AV	WILLOW LOFT REALTY TRUST	C/O WILLOW LOFT RESIDENCES	13850
423	0.02 359 MAIN ST	STAFFORD, DARRIN J. TRS.	359 MAIN ST. FITCHBURG REALTY	889
424	0.294 20 MYRTLE AV	DESMARAIS REALTY CORPORATION		12919
425	0.105 329 MAIN ST	SADEGHIN, HASSAN (TE)	SADEGHIN, THERES'A ANN	4514
426	0.089			0
427	0.052 325 MAIN ST	MONTESION, THOMAS E.		2548
428	0.197 17 SNOW ST	BRAMANTE, JOSEPH W.	BRAMANTE, FLORENCE R.	8339
429	0.132 NORTH ST	NIKITAS, MARINES	NIKITAS, NICHOLAS	5670
430	0.1 360 MAIN ST	360-372 MAIN STREET NOMINEE	REALTY TRUST	4358

431		14 HIGHLAND AV	MARTIN, WALTER C. + LOIS E.	C/O LOIS LEWIS	6929
432	-	14 MYRTLE AV	SWETT, FRANK A.		8563
433		KIMBALL ST	KEATING, ROBERT P. ETALS TRS.	C/O P.J. KEATING COMPANY	25394
434	0.183				C
435		12 NORTH ST	SCIABARRASI, JOHN A.		5036
436	0.105	350 MAIN ST	ALARIO, ANTHONY J. + FANNIE M.	ALARIO, ROBERT	4273
437	0.135	21 MYRTLE AV	BELLI, JOHN A. (JT)	BELLI, PETER J.	4150
438	0.209	10 LUNENBURG ST	SWETT, FRANKLYN		9395
439	0.793	88 BOULDER DR	VIOLA, JOHN A. (TE)	VIOLA, AUGUSTA M.	29775
440	0.539	161 MAIN ST	MARTEL, GERARD A. TRUSTEE	TODMAR REALTY TR.	23474
441	0.235	326 MAIN ST	MAROTTA, ANTHONY J. TRS.	AKS REALTY TRUST	10102
442	0.231	35 MAIN ST	CUCCHIARA, ALBERT J. (JT)	GRECO, IRENE	10172
443	0.353	BOULDER DR	SHACK'S INC.		15883
444	0.397	15 MAIN ST	GORDON, ROBERT G. TRS.	DAMIC REALTY TRUST	17576
445	0.404	125 MAIN ST	MONTOURI OIL CORP.		17866
446	0.21	8 LUNENBURG ST	GIANNETTI, CHRISTOPHER V. (TE)	GIANNETTI, MARY C.	9082
447	0.188	97 MAIN ST	MONTOURI GASOLINE STATIONS INC		7232
448	0.22	75 MAIN ST	MONTUORI OIL CORP.		10630
449	0.185	57 MAIN ST	CUCCHIARA, ALBERT J. JR. (JT)	GRECO, IRENE C.	8127
450	0.22	310 MAIN ST	FAMILY FEDERAL SAVINGS + LOAN		9646
451	0.358	BOULDER DR	PEOPLES SAVINGS BANK	C/O R.M. BRADLEY + CO., INC.	15883
452	1.21				0
453	0.047	298 MAIN ST	HEALEY, EDWARD C. J. (TE)	HEALEY, ELIZABETH A.	2170
454	0.141	280 MAIN ST	PEOPLES SAVINGS BANK	C/O R.M. BRADLEY + CO., INC.	6399
455	4.401	87 PUTNAM ST	DREW, RUSSELL TRS.	JENNISON BUILDING REALTY TR.	115150
456	0.127				0
457	0.885	BROAD ST	PEOPLES SAVINGS BANK	C/O R.M. BRADLEY + CO., INC.	33261
458	0.664	40 COMMERCIAL ST	DIVERSIFIED FIN. SOUTHEAST INC		29040
459	0.456	COMMERCIAL ST	DIVERSIFIED FIN. SOUTHEAST INC		20345
460	0.312	MAIN ST	FITCHBURG, CITY OF	CITY HALL	85402
461	0.487			· ·	0
462	0.653				0
463	0.102				0
464	0.121				0
465	0.502	64 MAIN ST	WILLIAM HAY REAL ESTATE, INC.		25998
466	0.218	10 MAIN ST	RICE, KEVIN P. (TE)	RICE, LAURA A.	10163

467	0.037 MAIN ST	FITCHBURG, CITY OF		1749
468	0.2 1 SUMMER ST	CARON, JOSEPH R. L.	CARON, REGINA L.	9068
469	0.119 15 SUMMER ST	FITCHBURG, CITY OF	CITY HALL	5023
470	0.249 CUSHING ST	DIVERSIFIED FIN. SOUTHEAST INC		12057
471	0.397 2 BOULDER DR	MONTUORI OIL CORPORATION		12240
472	0.204 16 COMMERCIAL ST	DIVERSIFIED FIN. SOUTHEAST INC		9050
473	0.074 180 MAIN ST	MONTUORI TIRE, INC.		9957
474	0.018			С
475	0.024 17 SUMMER ST	LECLAIR, LEO H.	LECLAIR, ALICE L.	942
476	0.02			C
477	0.114 166 MAIN ST	MONTOURI TIRES, INC.		4262
478	0.282 144 MAIN ST	JAYASANKAR, DUBRAMANYAN TRS.	DALAL, AKSHAY 150 FITCH REALTY	12514
479	1.586 41 SAWYER PSWY	MICRON PRODUCTS, INC.		69130
480	0.129			C
481	1.461 100 MAIN ST	MONT. REGIONAL TRANSIT AUTH.	(MART)	92788
482	1.778			C
483	1.536 WATER ST	MASS. BAY TRANS. AUTHORITY		63978
484	0.196			C
485	0.293 SAWYER PSWY	MICRON PRODUCTS INC.		12554
486	0.358 SAWYER PSWY	WILLIAM HAY REAL ESTATE, INC.		15559
487	0.021			C
488	0.323 10 SOUTH ST	VERMONT + MASS. R.R.	C/O GUILFORD TRANSPORTATION IN	13888
489	0.217 LAUREL ST	FITCHBURG, CITY OF		10472
490	0.445 91 LAUREL ST	CONDOR CAPITAL CORP. TRS.	FIL REALTY TRUST	21172
491	0.417 LAUREL ST	MONTUORI OIL CORP.		19296
492	0.181 SAWYER PSWY	WILLIAM HAY REAL ESTATE, INC.		7831
493	0.388 65 LAUREL ST	GAMACHE, GEORGE E. (TE)	GAMACHE, MARY ANN	15757
494	0.045			1741
495	0.013			C
496	0.145 23 SUMMER ST	O`NEIL, EFRAIN	O`NEIL, RAQUEL	6112
497	1.357 SAWYER PSWY	WILLIAM HAY REAL ESTATE, INC.		60599
498	0.545 70 WATER ST	BROWN, ANDREW V.		23696
499	4.167 90 WATER ST	DEMOULAS, TELEMACHUS A. TRS.	DELTA & DELTA REALTY TRUST	154420
500	0.289			0
501	0.63 SAWYER PSWY	MICRON PRODUCTS, INC.		28169
502	0.103 SUMMER ST	MACLEOD, DONALD A. (TE)	MACLEOD, PAULINE	4386

503	0.657 85 WATER ST	BOUVIER, JOSEPHINE G.		29148
504	0.954 LAUREL ST	FITCHBURG, CITY OF		47459
505	0.11 31 SUMMER ST	MACLEOD, DONALD (TE)	MACLEOD, PAULINE	4695
506	0.409 SUMMER ST	MACLEOD, DONALD		18974
507	0.865 65 SAWYER PSWY	BENANDER, CARL V.M. ETALS TRS.	THORTINA REALTY TRUST	37293
508	1.63 75 SAWYER PSWY	BHATIA, NARAIN TRS.	L.C. REALTY TRUST	53500
509	0.859 SAWYER PSWY	GLICK, LEON + SHIRLEY TRS.	LEON GLICK REALTY TRUST	37870
510	0.067 87 WATER ST	BOUVIER, JOSEPHINE G.		2985
511	2.626 133 WATER ST	PELLETIER'S BLDG SUPPLY CO.INC		109976
512	0.156 WATER ST	DEMOULAS, TELEMACHUS A. TRS.	DELTA & DELTA REALTY TRUST	5975
513	0.478 SUMMER ST	WOLENSKI, JOSEPH H. (TE)	PULASKI, BARBARA D.	21758
514	5.467 96 WATER ST	DELTA + DELTA REALTY TRUST	(DEMOULAS)	259623
515	8.266 SAWYER PSWY	WRW		371131
516	0.096 57 SUMMER ST	CHRISTOPHER, JOHN		4637
517	0.035			0
518	0.61 140 WATER ST	HOWLAND, JON (TE)	HOWLAND, DEBORAH	34100
519	0.848 162 WATER ST	LELAND PROPERTIES INC.		34384
520	0.512 FIRST ST	ALLEVA, EDWARD W. JR.		25877
521	10.232 SAWYER PSWY	FITCHBURG GAS + ELECTRIC LIGHT	ATTN: ACCOUNTS PAYABLE	403801
522	3.298 SAWYER PSWY	SCP REALTY TRUST	POPKO, PETER C, SARAH, PETER F	288846
523	0.206 SNOW ST	MASSACHUSETTS, COMMONWEALTH OF	BRD OF TRS OF STATE COLLEGES	8989
524	0.085 132 SNOW ST	KOTOCH, GEORGE N.	KOTOCH, YASMINE I.	3656
525	0.177 PEARL ST	DOHERTY, JAMES A.	DOHERTY, LINDA C.	7932
526	0.043 35 PEARL ST	LOPEZ, REINALDO	CHESBROUGH, SHAWN	1927
527	0.025 33 PEARL ST	VAILLANCOURT, DONALD F.		1063
528	0.077 19 WOOD ST	SECRETARY OF HOUSING + URBAN	DEVELOPMENT	3370
529	0.074 25 WOOD ST	HANES, STEPHEN (TE)	HANES, FAY	3269
530	0.12 162 NORTH ST	DAME, CAMILLE N.	DAME, MARGUERITE R.	5351
531	0.073 13 WOOD ST	FITCHBURG, CITY OF	TAX TITLE	3145
532	0.096 133 SNOW ST	ABDALLAH, GEORGE M. (JT)	ABDALLAH, MICHAEL C.	4272
533	0.132 1 WOOD ST	NORMANDIN, JAMES P. TRUSTEE	K+M REALTY TRUST	5654
534	0.075 7 WOOD ST	NORMANDIN, JAMES P. (JT)	NORMANDIN, ANN MARIE	3318
535	0.109 163 NORTH ST	DONNELLY, E. THOMAS (TE)	DONNELLY, JOANNE L.	4395
536	0.07 11 WOOD ST	LOPEZ, REINALDO		3045
537	0.083 154 NORTH ST	DAME, STEVEN (TE)	DAME, DONNA	3540
538	0.048 156 NORTH ST	SURETTE, RUSSELL (TE)	SURETTE, MARGUERITE DAME-	2220

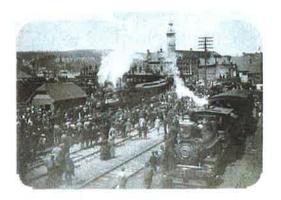
539		129 SNOW ST	SENEY, JOHN C. (TE)	SENEY, DELIA M.	4123
540		152 NORTH ST	MADSEN, RAYMOND P. (TE)	MADSEN, ELLEN M.	6395
541		22 WOOD ST	BOUCHER, STEVEN D.		3199
542		157 NORTH ST	HUCKABY, HERTA		3432
543		125 SNOW ST	MASSACHUSETTS, COMMONWEALTH OF	DIV OF CAPITAL PLAN. + OPERAT.	74537
544		18 WOOD ST	MURRAY, ROBERT J.	MURRAY, LUCY	3597
545	0.112	14 WOOD ST	MURRAY, ROBERT J. (TE)	MURRAY, LUCY	4808
546	0.074	114 SNOW ST	KOTOCH, NAJIB		3225
547	0.096	149 NORTH ST	DONNELLY, E. THOMAS (TE)	DONNELLY, JOANNE L.	3736
548	0.124	21 WAVERLY ST	DONNELLY, MICHAEL (TE)	DONNELLY, LINDA C.	5298
549	0.065	112 SNOW ST	ABDELJABER, ABDELKHALEQ		2783
550	0.093	13 WAVERLY ST	DONNELLY, MICHAEL (TE)	DONNELLY, LINDA C.	4105
551	0.07	147 NORTH ST	DONNELLY, E THOMAS + JOANNE TR	N.C.A.S.A. REALTY TRUST	2933
552	0.094	9 WAVERLY ST	SING-FOOK, VIOLET		4147
553	0.149	1 WAVERLY ST	LUCIER, MAURICE C.		6540
554	0.058	145 NORTH ST	CASEY, HENRY P.	CASEY, VIOLET M.	2420
555	0.063	141 NORTH ST	ROBERTSON, ALMEDA M. (LE)	ROBERTSON, RICHARD D. + HOWARD	2411
556	0.21	6 CONGRESS ST	ELIZALDE, EVELYN	, 110 // 120 // 120	9255
557	0.095	135 NORTH ST	MASSACHUSETTS, COMMONWEALTH OF	DIV. OF CAPITAL PLAN. + OPER.	3662
558	0.102	12 WAVERLY ST	SING FOOK, ALBERT (TE)	SING FOOK, PAULINE M.	4489
559	0.084	WAVERLY ST	DONNELLY, MICHAEL	on the state of th	3770
560	0.126	2 CONGRESS ST	RHODES, WILLIAM J. (TE)	RHODES, JUNE M.	4657
561	0.071	106 SNOW ST	EARLEY, HARVEY L.		3100
562	0.04	4 CONGRESS ST	MCNAMARA, LAUREN L.		2082
563	0.074	98 SNOW ST	DONNELLY, MICHAEL	DONNELLY, LINDA	3100
564	0.067	SNOW ST	DONNELLY, E. THOMAS	,	2987
565	0.071	SNOW ST	DONNELLY, MICHAEL (TE)	DONNELLY, LINDA	2987
566	0.063	119 NORTH ST	MASSACHUSETTS, COMMONWEALTH OF	DIV. OF CAPITAL PLAN. + OPER.	2791
567	0.068	CONGRESS ST	MASSACHUSETTS, COMMONWEALTH OF	DIV. OF CAPITAL PLANN. + OPER.	3003
568	0.072	3 CONGRESS ST	UNDERWOOD, HARRY G. + PEARL	UNDERWOOD, JOEL O. (JT)	3200
569	0.058	7 CONGRESS ST	D'AMORE, MARIA TRS.	ARGENTINA TRUST'	2497
570	0.143	95 SNOW ST	PALMER, RICHARD J.		6173
571	0.146	94 SNOW ST	DONNELLY, E. THOMAS (TE)	DONNELLY, JOANNE L.	6300
572		115 NORTH ST	MASSACHUSETTS, COMMONWEALTH OF	DIV. OF CAPITAL PLANN. + OPPER	3487
573		110 NORTH ST	ENGLAND, DENNIS P.		1120
574	0.039		,		0

575	0.037	12 CLINTON ST	DENZA, ROBÉRT J. (JT)	DENZA, VICTORIA V.	1667
576	0.257	GREEN ST	MASSACHUSETTS, COMMONWEALTH OF	DIV OF CAP. PLAN. + OPERATIONS	11251
577	0.104	111 NORTH ST	MASSACHUSETTS, COMMONWEALTH OF	DIV OF CAPITAL PLAN. + OPER.	4411
578	0.133	89 SNOW ST	DONNELLY, E. THOMAS + JOANNE L	NCASA REALTY TRUST	5739
579	0.061	10 CLINTON ST	LABELL, GARY		2667
580	0.114	CLINTON ST	LABELL, GARY		3960
581	0.288	84 SNOW ST	MACEDONIA CHURCH OF GOD		12657
582	0.117	NORTH ST	FITCHBURG, CITY OF		5056
583	0.113	GREEN ST	FITCHBURG, CITY OF		4909
584	0.063	GREEN ST	FITCHBURG, CITY OF		3360
585	0.127	NORTH ST	FITCHBURG, CITY OF		5603
586	0.098	NORTH ST	FITCHBURG, CITY OF		4314
587	6.385				0
588	0				0

2. ELIGIBILITY



Location of City



History of Fitchburg (Courtesy of the Fitchburg Historical Society)



Qualification as Urban Renewal Area

BACKGROUND INFORMATION

The City of Fitchburg

Location

Located in the Montachusett region of north central Massachusetts, Fitchburg is approximately 28 square miles and has a population of just over 41,000. Fitchburg is 25 miles north of Worcester and 46 miles northwest of Boston. Although Fitchburg does not have any direct access to a major interstate, it is just a few miles from Route 2 via Route 12. (See Section 1, Figure A-1). The MBTA also provides 1 hr and 15 minute commuter rail service to Boston.

Fitchburg's past is similar to many other New England cities whose once-prosperous mills and factories served as a lifeline to a dynamic urban center. For Fitchburg, the anchor to its glorious past was the Nashua River. It was the Nashua River that initially attracted industrious Puritans to build the mills and factories that would draw power from the powerful current of the River. With the addition of rail lines on the Boston Albany Rail Line, the City quickly became an industrial and manufacturing center. Wealth from cotton mills, textiles, paper and heavy manufacturing created the wealth that would enriched the downtown with the many impressive buildings, houses, and institutions that still exist today. At the same time, many different immigrant groups who, through their toil in the mills, factories and on the railroads, came to settle in the city and enriched the neighborhoods in and around Fitchburg's downtown.

Similar to other New England cities, Fitchburg would see its proud industrial past dwindle with the turn of the 20th Century. Numerous economic and social forces have taken their toll on the City over the last fifty years. Though many attempts have been made to revitalize the once-vibrant downtown and surrounding neighborhoods, the City has been unable to recover fully from the effects of changing industries and suburban sprawl. As the Twentieth Century ends, the City of Fitchburg, which owes its origin to Nashua River, is again looking to that precious resource to attract new industries that will serve as the catalyst to its revitalization.

History

Until 1718, the area surrounding what would become the City of Fitchburg was sparsely populated with members of the Nashaway Indian Tribe. Because of the lush forests and abundance of game, both the Native Americans and the European Settlers knew the area

for its great hunting. In 1718, John Fitch set up his garrison close to the Nashua River on what was then the frontier. After years of uncertainty due to British and French battles with Native American tribes, the area surrounding the Fitch garrison would finally became safe enough to prosper. In 1764, a group of residents living in the western part of Lunenburg incorporated a new town under the name "Fitchburg."

During the mid-1700's the residents of the small town were beginning to recognize the value of the Nashua River and began to build dams to harness the power of the strong current. Dam Ephraim Kimbal built the first mill on the Nashua River in the summer of 1750. Soon after, many other mills began to spring up and the River became the nucleus of a thriving village.

The first few decades of the 1800's brought innovations that transformed this small town on the river. As Doris Kirkpatrick states in A City and the River, "Eager to find new ways to churn up profits from the swirling water of the Nashua, Fitchburgers heard with interest that down in Pawtucket a twenty-four spindle cotton machine operated by water power could do the work of twenty-four persons. Like other Americans still dependent upon British exports, Fitchburgers yearned to make their own cotton goods with their own machines."

By the mid-1800s the Town of Fitchburg was slowly diversifying its industrial base and needed a new way to get its goods to new markets. With the 1845 connection to Boston via rail line, the town saw an enormous rise in its potential to become an industrial center for paper, cotton, and machinery. The eventual connection to Albany bolstered Fitchburg's economic position.

In the mid-1800s, a huge influx of Irish immigrants found work laying the railroad connecting Fitchburg with Boston. Having arrived in Fitchburg, many of the Irish stayed and worked in the mills on the River and lived in the neighborhoods surrounding Main Street. The influx of Irish immigrants working on the railroad and in the mills was just the first chapter in the rich ethnic history of the City of Fitchburg.

With the growth of industry came the growth of Fitchburg's neighborhoods. Most buildings were built during this Victorian era. Fitchburg experienced a rapid population growth from 3,883 people in 1845 to 31,531 people in 1900. These immigrants settled either near particular industries or in certain neighborhoods. With many of the original families settling in or around the downtown area, the Irish and later Italians settled near Water Street. A large contingent of

⁶ Doris Kirkpatrick, 1971, "City and a the River", p147

Finnish immigrants lived near Mechanic Street and Greek immigrants settled on W. Main Street. The British lived in West Fitchburg, while French-Canadians settled in Cleghorn. In a matter of decades, this small town on a river had become an ethnically diverse industrial center.

The Civil War had a profound effect on the town of Fitchburg with many of its resident leaving to fight. For Fitchburg, the war created excess demand for cotton and wool products due to the cotton from the south being blockaded by the north. Heavy industries such as machine and tool works, clothing, and paper mills were the engines of significant growth throughout the latter part of the 1800's. Fitchburg was positioned to benefit from the south's misfortune, but that geographical advantage would one day turn to benefit the south.

Fitchburg became a city in 1872 and continued to grow economically and in population. The downtown area flourished, and civic institutions were bolstered by philanthropic gifts made by many of the City's wealthy industrialists. The handsome design of Fitchburg's downtown was centered on Main Street next to the River. In fact, all major roads and rail lines remained close to the River, illustrating the City's continued reliance on the Nashua River.

The mills, which gave Fitchburg its prosperity, began to show signs of change in the early 1900s. Driven by lower wages, textile industries started moving to the south. Paper mills moved closer to the source of pulp, and heavy manufacturing sought out cheaper labor in other parts of the country. Compounding the City's economic troubles was the automobile, which shifted much of the wealthy residents who contributed so generously to the civic health of the city out to more suburban towns.

As Fitchburg's wealthy residents began to move to the suburbs, the downtown declined. The creation of malls in suburban areas around Fitchburg and the shift towards an automobile-reliant society damaged what was left of a thriving downtown. The once-prosperous City quickly lost the ability to sustain its economic strength. In the matter of a few decades, Fitchburg had lost its factories to the South, lost its wealthy residents to the suburbs, and subsequently lost its commercial focal point - the downtown - to the new suburban malls.

Statistics

With a land area of almost 28 square miles and a population of about 41,000 people (U.S. Census, 1990), and including a significant population decrease during the 1970s, Fitchburg's population has

been increasing since 1980. Fitchburg's large and growing population of older residents is primarily responsible for this increase. While the percentage of people in Fitchburg under the age of 18 (24.3%) is comparable to the county (24.4%) and state (22.5%) averages, its percentage of residents age 65 and over (15.5%) is higher than both (13.7% and 13.6%, respectively). It is also substantially higher than those of most communities in the area. Despite the fact that Fitchburg is no longer seeing large-scale emigration, the percentage of older residents is expected to continue to rise, as the aging of the "baby boomer" generation is a national demographic trend.

Fitchburg has greatly increased its ethnic and racial diversity over the last decade. In 1980, the percentage of non-white city residents was 2.0%, and people of Hispanic origin constituted 2.8%. According the 1990 Census, the city's Hispanic community rose to 9.6% of the total population. The percentage of non-white residents had nearly tripled, to 5.7%, including 2.9% black and 2.5% Asian. The Asian population is predominantly Hmong-Lao, many of whom are political refugees. Despite the low concentration of minorities in the rural areas of north and west Fitchburg and a higher concentration in the inner city, Fitchburg has not experienced widespread segregation. No single census tract holds greater than a 27% minority population.

Fitchburg has a relatively poor population, with household and per capita incomes lower than regional and State averages. The median family income for a family four in the City of Fitchburg is 50,700. As of 1990, 14% of Fitchburg's residents were living below the poverty line as compared to the state average of 8.9%.

The characteristics of a community's housing stock provide a great deal of insight into its history, its economy, its changing needs, and its values. It is clear that the housing history and characteristics tell a great deal about the evolution of Fitchburg and its ability to provide housing for a changing population.

Fitchburg has 16,665 housing units and up to 52% of Fitchburg's houses were constructed before 1940, according to the 1990 Census. This is further supported by census data indicating that only 28.1% of the City's housing has been built since 1960, compared to 42.3% for Worcester County as a whole. The growth in river- and rail-related industries during the late 19th and early 20th century resulted in a corresponding demand for housing which was affordable to working class families and within walking distance to employment, schools and other essential needs. To satisfy this demand, developers and mill owners attempted to attract workers by building much of the multifamily rental housing stock, which still predominates downtown. According to the 1990 Census, only 34.4% of Fitchburg's 16,665

housing units were single-family homes, compared to 55.7% for Worcester County and 53.4% for Massachusetts.

The relative lack of new housing development since 1940 can be attributed in large part to the decline of those industries that spurred the city's initial growth and to shifts in the commercial economy toward highway-accessible locations. No longer affording workers the advantages of access to work and essential shopping, the more densely built inner city housing stock has become a less attractive choice in favor of newly constructed, suburban and rural housing, offering larger lots and homes. Public safety is also cited as a reason for housing choice in suburban and rural areas by those homebuyers who hold the perception that crime rates are higher in urban areas.

Citywide, 1990 Census data indicates that the number of renter occupied units (7,948, or 51.7%) is slightly higher than those of owner occupied units (7,415, or 48.3%). Compared to the county (61.3%) and state (59.3%) totals, Fitchburg has a low rate of owner occupancy. The ratio of renter to owner occupied units in Fitchburg has historically been very high and is consistent with the lower median income and higher poverty rates in the city. It is also reflective of the city's blue-collar history, as mill workers created a large demand for rental housing development in the late 19th century.

There have been a number of changes in Fitchburg's housing stock, with 300 occupancy permits issued since 1990. During the same period, nearly the same number of housing units has been demolished by public and private sources. Virtually all of these demolished units were from multifamily structures built before 1940 and located within the Downtown Area.

The majority of the new duplexes and condominiums have also been constructed in these outlying areas. At the same time, housing demolition has been taking place almost exclusively in Fitchburg's inner city neighborhoods.

The city's central neighborhoods face many issues that are common to older urban communities. As Fitchburg's central neighborhoods were developed before the adoption of its first zoning ordinance in 1945, few of the lots in these areas meet the city's current lot area requirement. A large number also fail to meet building setback and frontage requirements that are currently in effect. The data indicates that 67.1% of the properties in the Residence B zoning district and 81.9% of those in Residence C do not conform to the minimum lot sizes for those zones. The majority of the homes in the neighborhoods are constructed on lots ranging from approximately 2000 to 6000 square feet - well below the current minimum lot

requirement of 10,000 square feet. Any new construction or substantial renovation on a nonconforming lot requires a variance from the Zoning Board of Appeals, placing an increased burden on improvements in those areas most in need of redevelopment

Fitchburg has lower levels of educational attainment than the State average, with 68.8% completing high school compared to a state average of 80.0%, and only 13.1% completing their Bachelors compared to 27.2% statewide. Fitchburg's lower than average levels may be attributed to the high percentage of immigrants who have settled in Fitchburg and the dominance of the manufacturing and construction industries that produced jobs not requiring advanced education. However, a substantially reduced high school dropout rate over the past decade indicates that the value placed on education among city residents is increasing.

A unique challenge facing Fitchburg's schools is the high number of transient students, mostly the children of new arrivals, who attend school for part of the year, then leave as their parents follow available work. The School Department estimates that 30% of the students enrolled at the beginning of the school year are replaced by the end of the year.

Selection of Project Area

The Fitchburg Downtown Urban Revitalization and Development Area is located in the downtown area of the City of Fitchburg (see Section 1. Figure A-2) The boundaries were chosen to maximize any and all public investments, and reasonably meet the Project Objectives laid out in Section 3. In some cases, the boundaries were drawn to include areas that could assist the revitalization efforts. However, in most instances, the boundaries were chosen where conditions suggested that the Area might qualify under existing urban renewal qualification standards. (see Section 2. Eligibility)

Drawn to include the neighborhood just south of Fitchburg State College and North of Main Street, the northern boundary was drawn to remedy decades of neglect, demolition, and transience. The City, in cooperation with Fitchburg State College, needed a comprehensive strategy to remedy the long-standing conditions within the neighborhood. Including the neighborhood in the Area allows for mutual projects such as new Fitchburg State College Gymnasium and continued expansion of the College in the downtown Area. New housing opportunities in this part of the Area could take advantage of the proximity to the MBTA Commuter Rail. In addition, improvements to North Street and Blossom Street, both within this

neighborhood, are needed to improve safety and traffic flow to Fitchburg State College and Burbank Hospital (the inclusion of the northern boundary of the Area is in support of *Project Objective* # 's 2,4,5,8).

The eastern edge of the Area runs south along the College neighborhood and signifies the tapering off of many of the blighted conditions prevalent in the neighborhood south of the College. The east edge continues south to the end of lower Main Street to Sawyer Passway where it meets the edge of the Nashua River and goes south to the Fifth Street Bridge. The Sawyer Passway Area was included because of its potential for redevelopment and job creation close to Main Street. With the River located so close to Sawyer Passway, the inclusion of a walkway as a draw for potential employers also seems logical. In addition, the sheer size of the Area, 12 Acres, may be divided to suit the needs of potential developers. Once the existing land is remediated and deteriorated buildings are removed, the remaining land will serve as a major catalyst for redevelopment of the Area (the inclusion of the eastern edge of the Area is in support of *Project Objective # 's 1,3,6,7,8,9,10,11,12*).

The southern edge ran along the Nashua River and was chosen to include the River and its ability to become a symbol of the revitalization of the Area. Since the River played such an important role in the creation of the City, it is fitting that any comprehensive effort to redevelop the Downtown Area would accentuate the River. Heading west along the River, the site includes the former General Electric site. The closing of the GE Plant was one of the main reasons for initiating the preparation of the Plan so the site was included as a major tenant in the job creation strategy. Traveling west, the boundary pulls away from the River to include the Broad Street Area. This Area includes many underutilized industrial buildings, which, once connected to the Downtown Area via a new Bridge connecting it to Boulder Drive, could become a significant area of job creation (the inclusion of the southern edge of the Area is in support of *Project Objective # 's 1,3,6,8,10,11,12*).

The western edge ends at River Street and heads northeast until it meets Main where the urban core of the Downtown Area tapers off after Crocker Field. At numerous places along Crocker Field, the River could and should be opened up for pedestrian access. The northern edge includes the southern part of Main Street but not the upper common. The northern side of Main Street is stable due to a strong presence of government and financial institutions. Continuing along Main Street the northern boundary was drawn to include parcels containing the likely relocation site of the Worcester County Superior Courthouse. Main Street was included because it is the cultural, governmental, and financial center of the City.

Unfortunately, the northern edge of the Area has suffered a high degree of vacancies over the past decades due to obsolete street patterns, job loss, and lack of parking. With the River and Boulder Drive just south of Main Street, the likelihood of pedestrians traveling from places of work to recreation areas along the river is great. The new and clear connections to Boulder Drive and the River are essential to the redevelopment of Main Street (the inclusion of the western edge and northern boundaries of the Area are in support of *Project Objectives # 's 3,6,8,9,10,13.*)

Because of the reasons stated above, the City Administration and the Redevelopment Authority are in agreement that the Fitchburg Downtown Urban Revitalization and Development Area boundaries are in conformance with the Master Plan of the City of Fitchburg (see *Appendix F*) and the *Project Objectives* in *Section 3*, which was developed with the Citizens Advisory Committee.

Description of Area Boundaries

The following is an exact description of the boundaries of The Fitchburg Downtown Urban Revitalization and Development Area (see Section 1, Figures A-1 and A-2).

- The north edge of the project area runs Pearl Street South West to Blossom Street. It travels south on Blossom Street including all parcels East of the Street until it reaches parcel 370, where the boundary then turns West until it meets Mt. Vernon Street, then south to Crescent Street; on Crescent Street it runs West until it meets Prichard Street; on Prichard Street the area runs north until it meets Elm Street; on Elm Street the Area runs west until it meets Oliver Street; running north on Oliver Street, the Area turns west at parcel 258 until it reaches Fox Street; on Fox Street the Area runs south until it reaches Elm Street; on Elm Street the boundary runs west until it comes to Hartwell Street; on Hartwell Street the Area runs north until it turns west at parcel 196 where it meets Wallace Street; on Wallace Street the Area runs south until it reaches Elm Street; on Elm Street it runs west until it meets Academy Street; running south on Academy Street the boundary meets Main Street; on Main Street the area runs west until it meets the western boundary of the Area.
- The east edge of the project area runs south on Highland Avenue from the corner of Pearl and Highland Avenue to Lunenburg Street until it reaches Main Street where it then turns South East onto Summer street; continuing on Summer street heading South until two blocks before Bluff Street; before Bluff Street it turns West towards the Nashua River

- where it travels along the base of the River South until it reaches Harvard Street.
- The south edge of the area runs along Harvard Street until it reaches Middle Street; once it reaches Middle Street the area runs north along the western most rail road line; running north until it reaches the Nashua River; once the area meets the River it runs West along First Street until it reaches Water Street; on Water Street the area travels northwest until it reaches the Rivers edge; the River's edge until it reaches Laurel Street; on Laurel Street the boundary travels west until it reaches Rollstone Street; at Rollstone the area turns north and then back to the west; traveling west along the railroad Phases until it reaches Kimbal Place.
- The west edge of the project area runs from Kimbal Place north until it reaches Main Street.

PROJECT AREA DATA

Land Ownership

The Area is comprised of 588 parcels of land, totaling approximately 224 acres, including rights-of-way. According to the City Assessor's records, there are 470 individual landowners. Listed below are the 15 largest landowners. The remaining 455 owners each own less than 3 acres of land within the Area (see Section 1 Characteristics, C-1 and C-2).

(Note: Use and ownership data used throughout this report are based on records provided by City Assessor in winter of 1999.)

Table 1: 15 Largest Property Owners in the Area

		Number of	Total
Owners		Parcels	Acres*
		Owned	
City of Fitchburg		33	28.09
Boston and Main Railroad		4	15.83
General Electric		4	12.99
Fitchburg Gas and Electric		2	10.36
WRW		1	8.26
Delta and Delta		1	5.46
Commonwealth of Massachusetts		15	4.58
United Corp. of Farmers		5	4.51
Richard Gonzales		2	4.444
Russell Drew	= 12	. 1	4.441
Demoulas		2	4.32
SCP Realty Trust		1	3.29
E. Thomas Donnelly		19	2.72
Pelletier's Building Supplies		1	2.62
Micron Products		3	2.50
Total		93	114.34%

Land and Building Use Data

City Assessor records (similar use categories were aggregated) show 50.73% of the land within the Downtown Urban Revitalization and Development Area is industrial, followed by residential and commercial. Only 5.6% of the study area is parkland or open space (see Section 1 Characteristics, Figure D-1).

Table 2: Land Use

Land Use Industrial Residential Commercial Vacant Water (River) Institutional Parking (designated as off street) Mixed Use	Acres 109.75 38.14 48.34 9.67 3.21 2.51 4.82	Percent of Total 48% 17% 20% 4% 1.5% 1% 2%
Mixed Use Park (Open Space) Right of Way	5.6 2.58	2.5% 4%

A survey of building use in the area conducted by the consultant team during the winter of 1999 reveals that although residential uses compose only 21.47% of land Area, they compose a majority of the building structures in the Area. This fact is borne out due to the relatively large number of residential buildings on small lots. The following table summarizes building use.

Table 3: Building Use

Note: Out buildings such as garages were classified the same as the use to which they belong. Buildings visibly vacant from the outside were classified as vacant. Individual vacant units within buildings were not counted.

^{*}Areas measured from City assessors map; acreages may be different than those listed on individual deeds.

	Number of	Percent of Total
Building Use	Buildings	
Residential	270	44%
Industrial	25	4%
Commercial	108	17%
Institutional	74	11%
Vacant	76	12%
Commercial & Residential	18	2%
(mixed)	7	
Unknown	37	11%
Residential & Institutional	9	1%
(mixed)		
TOTAL	617	100%

Demographics

The most recent demographic data for the study area is from the 1990 U.S. Census. This data is now 10 years old, but the overall character of the population remains accurate. Where possible, comparative data from the 1970 and 1980 Census has been included. The Downtown Urban Revitalization and Development Area is within census block groups 71103, 71073, 71061, 71072, 71071, 71063, 71665, 71065, 71083, and 71013.

Spread out over ten census block groups, the Area has most of the residential units in block 71103. In 1980, there were 1,972 people living in this area; by 1990 the population increased to 2,419, which suggests relatively high density compared to other areas of the City. The population in the Area remained mostly white, dropping from 92% to 83% of the population. Much of the growth between 1980 and 1990 was the result of a large Hispanic population moving into the area, which makes up 21% of the population.

In the years between 1980 and 1990, the percentage of families living in the area increased 56% from 332 to 515. Families living below the poverty level increased from 32% to 37%. The 23% percent increase in the population from 1980 to 1990 with virtually no new housing construction indicates that the existing housing stock became more densely populated. This is consistent with the increased percentage of the population living below the poverty level and the further deterioration of some of the residential buildings.

Since 1980, the number of renter occupied housing units increased 51% from 515 to 776. The percentage of owner occupied units remained relatively the same with only a 2% increase.

Area Eligibility Findings: A Decadent Area

Under Massachusetts General Law, Chapter 121B, Sections 45 and 46, the City of Fitchburg and the Redevelopment Authority are required to make findings that the Area is substandard, decadent or blighted open in order to undertake urban renewal activity. Based on the information summarized in this Plan, the Fitchburg Redevelopment Authority finds that the Area is decadent, and that it is unlikely to be redeveloped by the ordinary operations of private enterprise.

A "decadent area" is defined as "an area which is detrimental to safety, health, morals, welfare or sound growth of a community because of the existence of buildings which are out of repair, physically deteriorated, unfit for human habitation, or obsolete, or in need of major maintenance or repair, or because much of the real estate in recent years has been sold or taken for nonpayment of taxes or upon foreclosure of mortgages, or because buildings have been torn down and not replaced and under existing conditions it is improbable that the buildings will be replaced, or because of a substantial change in business or economic conditions, or because of inadequate light, air, or open space, or because of excessive land coverage, or because diversity of ownership, irregular lot sizes or obsolete street patterns make it improbable that the area will be redeveloped by the ordinary operations of private enterprise, or by reason of any combination of the foregoing conditions" (emphasis added).

The City and Redevelopment Authority conducted a survey of the Area that included inspection of 100% of the exteriors and a representative number of the interiors of all 617 buildings. It assembled data from a variety of other sources to support its finding that the Area is in fact decadent. It is improbable that the Area will be redeveloped by the ordinary operations of private enterprise.

The Authority's finding of decadence is based upon a survey of all buildings within the Area, not only buildings slated for acquisition; the following information has been compiled from the survey:

The supporting documentation for each finding is as follows:

1. Over 33 % of the total building square feet within the Area are out of repair, physically deteriorated, unfit for human

habitation, obsolete, or in need of major maintenance or repair (see Section 1. Characteristics, Figure L).

Land use and building conditions were determined by field surveys conducted from July 1999 to February 2000. The field surveys rated structures as standard, deficient or substandard on the basis of exterior conditions as well as a representative number of interior surveys. Structural deficiencies and defects were divided into the following categories of severity:

Major: critical structural damage correctable only by major repairs or clearance.

Serious: defects seriously effecting structural soundness and nonstructural deterioration for which correction involves costs far above those incurred by normal maintenance.

Minor: conditions contributing to structural weakness as well as non-structural conditions correctable within the costs of normal maintenance.

To be structurally substandard to a degree warranting clearance, a building must have one of the following combinations of deficiencies:

- 1. Two major deficiencies
- 2. One major and two serious deficiencies
- 3. Four serious deficiencies
- 4. One major, one serious and five minor deficiencies
- 5. Three serious and six minor deficiencies

It should be noted that a structural component could not be counted more than once in the enumeration of deficiencies -- e.g. if the columns and beams of a building had major splits as well as serious sagging, columns and beams would only be counted once as a major deficiency.

To be substandard (deficient) and included in the general project eligibility count a structure must have more than one serious deficiency or one serious deficiency and more than five minor deficiencies.

Although structural defects were the primary basis for determining required clearance, the interior surveys also determined the presence and condition of basic facilities and utilities:

- 1. Adequacy of artificial and natural lighting
- 2. Adequacy of mechanical and artificial ventilation
- 3. Adequacy and condition of electrical service

- 4. Adequacy, type, and condition of heating systems
- 5. Adequacy of fire protection
- 6. Presence and condition of sanitary facilities
- 7. Number, type, and condition of elevators
- 8. Number, type, and condition of loading facilities

The adequacy of these facilities and utilities were evaluated in terms of prevailing building codes and sanitary codes.

As noted above and in the Building Deficiencies Map (see Section 1. Characteristics, Figure L), building deficiencies are distributed throughout the Area and do not leave any significant portions of the Area free from this condition.

2. An historical survey of the Area reveals that since 1990, 23 buildings within the Area have been torn down and not replaced and under existing conditions, it is improbable that the buildings will be replaced. (see Section 1. Characteristics, Figure D-1)

The Area as a whole and especially the College neighborhood continues to experience a loss of investment confidence. This is most evident in the number of buildings that have been torn down and not replaced or have only been replaced by direct public assistance.

Since 1990, approximately 23 buildings have been removed for a variety of reasons. An example of this condition has been the removal of multi-unit residential buildings. Once removed, the lots have stood vacant because the remaining lot is too small, according to the zoning code, to construct a replacement structure.

The issue of whether or not it is probable that buildings will be replaced is directly connected to the confidence the average person would have to invest in the Fitchburg Downtown Urban Revitalization and Development Area.

3. 37 properties or 5 % of all properties within the Area have are in the tax title process by the City for failure to pay real estate taxes to the City of Fitchburg (as of December, 1999; see Section 1. Characteristics, Figure 1).

The number of properties presently in this process indicates an area that is experiencing hardship. As can be seen in Section 1, Figure I, the properties are not located in just one portion of the site, but rather are indicative of area-wide problems. It is hard to establish why this condition has occurred, but it may signify that the property owners

have a deep lack of confidence in the successful redevelopment of the Area.

As an integral part of the Plan, these parcels will be disposed of in concert with parcels designated for acquisition under the Plan to facilitate the redevelopment of the Area. Many of these parcels would contribute to parcel assemblage, one of the more critical aspects to successful redevelopment.

4. Diversity of ownership, irregular lot sizes and obsolete street patterns have made it improbable that the ordinary operations of private enterprise can assemble parcels for redevelopment.

The fact that the Area has 470 individual property owners with only 11 owners (includes the City and the railroad) with lots of over 2.5 acres leads to a diverse ownership. In addition, 411 of those 470 owners own parcels that are less than one acre in size. These facts indicate the core issue confronting this area, namely that this area is platted for residential, industrial, retail and commercial use but is essentially a conglomeration of incompatible land uses which have made impossible the assemblage of parcels large enough to economically develop.

In addition to incompatible land uses, the street patterns in the Area have contributed significantly to the current blight and underutilization. Sawyer Passway and Boulder Drive are two examples of street patterns that have led to hazards and intractable conditions that deter sound investment.

5. The closing of the General Electric Plant in 1998 was a substantial change in business or economic conditions because of the loss of 600 jobs at the plant and the subsequent loss of a significant number of "support" service jobs in and around the plant.

The loss of jobs from the closing of the plant continues even up to this day with the recent closing of a restaurant on Main Street two blocks from the former General Electric plant due to the lack of customers. The condition of Main Street and the Area as a whole, already suffering from decades of decline, was devastated by this severe loss of high paying industrial jobs.

In addition to the five specific examples described above supporting the finding of decadence, the Area experiences other conditions which are detrimental to the sound growth of the Area, including most notably that over 6% of all buildings are currently vacant. The conditions described in the findings set forth in the preceding pages have, in combination, substantially impaired the sound growth of the Area, decreasing the value of private investment. Based upon the data contained and referenced in this Plan, the City Administration and the Redevelopment Authority find that the Area is in a decadent condition which is beyond remedy and control solely by the existing regulatory process in place, and cannot be dealt with effectively by the ordinary operations of private enterprise without the aid provided for in this Plan. Therefore, the redevelopment and/or rehabilitation of the Area, by the means set forth in this Plan and in accordance with the Comprehensive Plan, is necessary in order to achieve the permanent and comprehensive elimination of the decadent conditions in the Area.

Area Eligibility: Clearance and Spot Clearance

To accomplish the objectives described in Section 3. Project Objectives, the City Administration and the Redevelopment Authority proposes the acquisition of 68 parcels of land totaling 54 acres (see Section 1. Characteristics, Figures B and G). This land will be acquired to create 16 disposition parcels (see Section 1 Characteristics, Figure H) for development by a combination of the public and private sector. The proposed land uses for these parcels are retail, offices, parking, infrastructure, commercial and housing. The proposed acquisitions will be in compliance with the requirements of 760CMR 12.02(2).

The land acquisitions, totaling 54 acres (including 48 acres of privately owned land), are comprised of 57 structures totaling 749,088 gross square feet.

The proposed acquisitions are in compliance with the eligibility requirements of 760CMR 12.02(2) as outline below.

a. Clearance

Where clearance is proposed, 760 CMR 12.02(2)(a) requires that 50% of the total floor area of all buildings within the clearance area be functionally obsolete, structurally substandard or not reasonably capable of being rehabilitated for productive use.

The breakdown of the buildings within the Clearance Areas is shown below in Table 4 and Table 5(some parcels have multiple structures).

Table 4: Clearance Area # 1 Buildings

Parcel	Owner		Building SqFt
1. Parcel 314	HUD		5,579
2. Parcel 303	Pappas		4,872
3. Parcel 286	Quach		10,500
4. Parcel 236	Gagne.		3,501
5. Parcel 570	Palmer		5,228
6. Parcel 578	Donnelly		2,640
7. Parcel 537	Dame		2,769
8. Parcel 538	Surette		1,902
9. Parcel 530	Dame		3,090
10. Parcel 31	Lamoureux		4,760
11. Parcel 38	O'Dowd		2,338
12. Parcel 50	Pennetti		4,980
13. Parcel 61	Gichangah		2,064
14. Parcel 532	Abdallah		4,986
15. Parcel 435	Sciabarrasi		4,365
16. Parcel 428	Bramante	ar v	8,200
17. Parcel 59	Donnelly		11,008
18. Parcel 551	Donnelly		2,835
19. Parcel 547	Donnelly		7,494
20. Parcel 535	Donnelly		5,384
21. Parcel 75	Flagg		3,715
22. Parcel 440	Martel		33,661
23. Parcel 542	Huckaby		4,974
24. Parcel 555	Robertson		1,968
25. Parcel 560	Rhodes		4,518
26. Parcel 562	Leger		1,644
27. Parcel 478	Jayasankar		15,766
28. Parcel 473	Montouri Tire, Inc		11,870
29. Parcel 474	Montouri Oil Corp.		120
30. Parcel 73	Docette		2126
31. Parcel 96	Rivers		2433
32. Parcel 107	Phanauf		2626
33. Parcel 115	Sheridan		5734
34. Parcel 406	Nikitas		14,432
35. Parcel 405	Component Parts Co.		11,200
Total Buildings			40
Total Deficient			13
Total Buildings sq. ft			215,282
Total Deficient sq. ft	15		111,943(52%)

The buildings within the Clearance Area # 1(see Section 1. Characteristics, Figure B) comprise a total of 215,282 square feet. Of that total, 111,943 square feet (52%) are considered structurally substandard based upon field surveys conducted as a part of the required local survey. The buildings that qualify for the structurally substandard designation are located on Parcels 303, 314, 236, 538, 530, 31, 50, 428, 440, 478, 406, and 405. Exterior surveys were conducted on all parcels. These buildings qualify because they have one of the following combinations of deficiencies:

- 1. Two major deficiencies
- 2. One major and two serious deficiencies
- 3. Four serious deficiencies
- 4. One major, one serious and five minor deficiencies
- 5. Three serious and six minor deficiencies

Table 5: Clearance Area # 2 Buildings

Parcel	Owner	Building SqFt
Parcel 515	WRW	70,426
Parcel 521	Fitchburg Gas and Electric	960
Parcel 522	SCP Realty Trust	17,250
Total Buildings		18
Total Deficient		18
Total Buildings sq. ft	~ ~ .	88,636
Total Deficient sq. ft		88,636 (100%)

The buildings within the Clearance Area # 2 (see Section 1. Characteristics, Figure B) comprise a total of 88,636 square feet. Of that total, 88,636 square feet (100%) are considered structurally substandard based upon field surveys conducted as a part of the required local survey. The buildings that qualify for the structurally substandard designation are located on Parcels 515, 521,and 522. Exterior surveys were conducted on all parcels.

In summary, because both findings exceed 50% of the total square footage of building area within each Clearance Area, the City Administration and the City Council find that clearance is warranted.

Area Eligibility: Spot Clearance

b. Spot Clearance

Where spot clearance is proposed, 760 CMR 12.02(2)(b) requires a showing that the clearance is necessary in order to achieve the objectives of the plan.

- Project Objective 12 states: To remove obsolete, substandard and deteriorated buildings and other environmental conditions which are factors in spreading blight and deterioration within the area and to adjacent areas. The following parcels will be acquired to achieve Objective 12 reason: 468,458, 358.
- Project Objective 11 states " To provide sites of sufficient size and with appropriate access and improvement, so that major new

construction is encouraged and sound redevelopment is facilitated. The following parcels will be acquired to achieve Objective 11: 201, 265, 366, 349.

- Project Objective 8 states: "To improve the traffic pattern of the City and the Area through the correction of conditions contributing to traffic hazards and congestion and more specifically through the following project actions:
 - widening and realignment of streets
 - improvement of signalization at intersections
 - construct new streets
 - improvement of existing streets
 - provision of adequate off street parking.

The following Parcels will be acquired to achieve Objective 8: 190, 198, 480.

• Project Objective 10 states: To provide increased access to the river through the development of parks and other recreational activities. The following Parcels will be acquired to achieve Objective 10: 443, 139, 219, 451, 457, 459, 470, 472.

A complete listing of the 68 parcel acquisitions is shown in Section 1, Figure C-2. The breakdown of the Spot Clearance Area parcels and buildings is shown below in Table 6 (Some parcels have multiple structures):

Table 6: Spot Clearance Area Buildings and Parcels

Par	cel	Owner	Building Sq Ft
1.	Parcel 358	Johnston	14,375
2.	Parcel 457	Peoples Savings Bank	1,534
3.	Parcel 472	Diversified Fin. Southeast Inc.	1,320
4.	Parcel 201	General Electric	296,998
5.	Parcel 349	General Electric	÷
6.	Parcel 366	General Electric	
7.	Parcel 458	Diversified Fin. Southeast Inc.	35,366
8.	Parcel 468	Caron	12,316
9.	Parcel 480	Micron Products (Roadway	9
		Easement/Bldg not being acquired)	
10.	Parcel 265	City of Fitchburg	131,246
11.	Parcels 443	Shacks	-
12.	Parcel 451	Peoples Savings Bank	
13.	Parcel 470	Diversified Fin. Southeast Inc.	-
14.	Parcel 459	Diversified Fin. Southeast Inc	
15.	Parcel 472	Diversified Fin. Southeast Inc	-
16.	Parcel 219	City of Fitchburg	
17.	Parcel 139	City of Fitchburg	
18.	Parcel 190	Fitchburg Mutual Fire Ins.	-
19.	Parcel 198	Alfredson	-
Tot	tal Parcels in		
Spc	t Clearance Area		19
	tal Buildings		8
	tal Sq Ft		458,089

c. Rehabilitation

Where rehabilitation is proposed, a showing that it is economically feasible to rehabilitate the properties in the project area and that the existing street and land use pattern can be adapted to the objectives of the plan.

As can be seen in Section 1. Characteristics, Figures F-1, the existing street system can be adapted to the objectives of the plan with minimal changes. Recommended changes involve primarily the improvements to Main Street, Boulder Drive, North Street, and Blossom Street. One of the goals of the Plan is to rationalize the existing inappropriate land use mix. Section 1. Characteristics, Figure D-2 illustrates that the land use pattern can be adapted to meet the objectives of the plan.

The City Administration and the Redevelopment Authority are proposing infrastructure improvements and incentive based programs throughout the Area as its primary tool for meeting the Plan's Objectives.

Commercial/Industrial Development Strategy

The Plan is limited in its use of public action to bring about redevelopment especially where private development is likely, under improved economic circumstances, to spur development on its own. Therefore the overall economic strategy regarding Commercial and Industrial Development will be to provide significant incentive programs to bring about private redevelopment while public investment in the infrastructure "sets the table" for this investment. If this incentive approach fails, the resulting action would be additional acquisition of private property to remove the conditions that are inhibiting the redevelopment of the Area. This approach, indicative of earlier urban renewal strategies, has the consequence of redevelopment attempting to catch up to clearance activities, a process with questionable benefits to the existing community.

The Plan will provide a limited amount of direct public investments and establish a framework of incentives programs that improve the Areas ability to attract investors. The Plan recognizes that without private investment, the objectives of the Plan will not be met. Therefore, the Plan includes existing incentive programs already in place, and adds to them to further the likelihood that investors will commit to - along with the housing incentives previously mentioned. The Plan calls for the use of 1) Economic Development Incentive Program; 2) Fitchburg by Design Loan Program; 3) the Brownfields Programs at the State and Federal Levels 4) Fitchburg Business Development Program; and 5) the Fitchburg Industrial Development Financing Authority Micro-loan Program.

The City Administration and the Redevelopment Authority have turned to the state's Economic Development Incentive Program (EDIP) to provide public assistance for private commercial investment. The EDIP provides three major incentives: (a) an abandoned tax credit for abandoned properties; (b) an investment tax credit for redevelopment; and (c) property tax relief on the increment between a property's existing taxes and its redeveloped property taxes. Given that the entire City of Fitchburg lies within an Economic Target Area and that the Fitchburg Downtown Urban Revitalization and Development Area will be an Economic Opportunity Area, businesses relocated from the Area to locations outside of the Area will still be eligible for the EDIP.

In addition to the EDIP eligibility, Fitchburg by Design, Inc. presently offers a low interest loan program designed to assist primarily private, for-profit business seeking to locate, expand, or remain in business within the Fitchburg Downtown Urban Revitalization and Development Area. This program may also be used by non-profit organizations undertaking economic development

projects that benefit the Area. In order to be eligible for the loans, applicants must meet one of the following criteria: (a) improve the utilization of vacant or underutilized space in existing building in the Area and/or operate a business that will contribute to the revitalization of Downtown Fitchburg; (b) stimulate growth and development of industry and commerce in the Area; (c) create jobs for local residents; or, (d) expand the local tax base. Since this program is offered by a private non-profit, the Authority will work to secure this program or programs like it continue into the future.

The Brownfield program will assist in the cleanup of the Sawyer Passway area and will provide incentive for private interest to clean the area and begin construction of a new industrial park. The Brownfield program will enable private enterprise to bear the environmental cleanup costs to redevelop this underutilized site and become one of the main job creation engines within the Area.

The Authority, in cooperation with Area lending institutions, is committed to establishing the Fitchburg Business Development Program, which will be offered to existing and new businesses who wish to expand or locate within the Area. The main goal is establish a consortium of private lenders dedicated to providing below market financial assistance within the boundaries of the Plan. This program is modeled upon the documented successes of a similar program in Lowell, Massachusetts. The Program is intended to spur job growth within the Downtown Area and create a mechanism for long-term sustainability for existing and future businesses.

The Fitchburg Industrial Development Financing Authority to stimulate manufacturing for the purpose of retaining an expanding industrial development and job growth in the City of Fitchburg. The goal of the IDFA is to create one job for each \$5,000 loaned with a maximum of 25,000 to any singular borrower. All loans will meet job creation, job retention or other public benefit standard establish under the Community Development Block Grant program for the benefit of low and moderate income persons. All loans are subject to a DCBG eligibility review by the Fitchburg Planning Office.

d. Rehabilitation

Where rehabilitation is proposed, a showing that the area has desirable qualities and other evidence of vitality establishing likelihood that rehabilitation activities will restore the area over the long-term.

The Area has a number of historic buildings and multi-unit residential structures in need of repair. It is clear that with a coordinated strategy, a full-scale revitalization of the Area will occur.

Residential Development Strategy

The City of Fitchburg is committed to enhancing the neighborhood in a variety of ways and this Plan exhibits that commitment. The housing strategy contains a set of initiatives intended to "jump start" the process of revitalization. Through a set of critically located redevelopment initiatives, the strategy follows a restrained response, providing recognizable results with minimal intervention. Goals are to (1) improve the quality of housing in the Area; (2) maintain the current residents by creating new home ownership opportunities; (3) assist the Fitchburg State College faculty and staff purchase homes in the neighborhood; (4) knit the neighborhood into the downtown Area; (5) take advantage of the intermodal station to attract potential commuters to Boston; and (6) create housing opportunities for artists.

Housing/Income Characteristics

Based on recent Fitchburg tax records, the composition of housing in the Downtown Urban Revitalization Area indicates an emphasis on investor-owned housing (investor-owners were defined as those owners whose tax record address did not match the address of the property). The majority of owner-occupied housing, where the current owner physically resides in the unit, is either single-family or two-family structures. There are a total of 128 owner-occupied units in the Area, representing 47% of all existing residential units. Surprisingly, 20% single-family structures are not owner-occupied, but are investor-owned. The remaining units are found primarily in multi-family structures of four or more units.

Investor-owned housing accounts for more than half the housing in the Area. Unfortunately, investor-ownership frequently means deficient maintenance and management. A summary of the existing housing profile for the Downtown Urban Revitalization Area follows:

Table 11. Existing Housing Stock

Building Type	The Fitchburg Downtown Urban Revitalization and Development Area			
	Number of Buildings	Number of Units		
Owner-Occupied				
Single-family	41	41		
Two-family	80	160		
Three-family	6	18		
Subtotal Owner-Occupied Investor-Owned	128	219		
Single-family	13	13		
Two-family	86	172		
Multi-family	42	154		
Subtotal Investor-Owned Units	141	339		
GRAND TOTAL	269	558		

Profile of Income Characteristics

On a quarterly basis, the Department of Housing and Urban Development provides an updated projection of area median incomes. The most recent median area income calculated for a family of four in the City of Fitchburg is \$50,700. Given the large number of families in the Area, the income projections used were those for a family of four.

Table 12. Profile of Income Characteristics

Income Category*	The Area	
	Households in Recitalization A rea	% of A rea Residents
Less than 30% of median	103	19%
30% - 60% of median	86	16%
60% - 80% of median	129	24%
80% or more of median	208	39%
TOTAL	526	100%
*Median family of four income:	\$50,	,700
30% of median family income:	\$15,	210
60% of median family income:	\$30,	,420
80% of median family income:	\$40,	,560

As Table 12 illustrates, nearly 19% of current Downtown Area residents earn less than 30% of the Area median income.

An overall goal of the Downtown Urban Revitalization and Development Plan is to support the mix of incomes and housing types throughout the neighborhood. In order to maintain affordability for these families, the City of Fitchburg and private lenders must commit to providing development subsidies and financing.

The comprehensive housing strategy for the neighborhood calls for implementation in two phases. The two strategies will run concurrently and will include rehabilitation, infill housing, commercial and industrial conversions to residential uses, and new construction.

Phase I—Stabilize Existing Housing

The initial activity, "Phase I," is designed to illustrate the potential for positive change quickly and set the stage for subsequent private investment by the local development community. Phase I will focus all existing efforts by the City to stabilize the neighborhood and expand housing options for current residents. The preservation goal is to provide opportunities for assisted rehabilitation to all interested owner-occupants structures. Phase I will provide rehabilitation assistance to owner-occupied units, and provide rehabilitation assistance to responsible investor-owners. If necessary, in the future, amendments to the Plan may call for additional acquisitions, rehabilitations and resell other investor-owned properties.

The following description of Phase I outlines the goals of that program and illustrates that it is economically feasible to rehabilitate much of the existing housing stock to meet most of the Plan's objectives. This five-year plan is intended to set the groundwork for future revitalization and will serve as a model for the potential of the Area. Phase I will serve the immediate need to preserve existing housing and provide new home ownership opportunities for existing residents. This initial activity is expected to stimulate market-rate development and encourage private investment to begin new construction. Phase I seeks to immediately improve and reinforce the neighborhood's housing by implementing a housing revitalization program for the existing residents through two parallel initiatives.

Initiative # 1 targets a set of strategically located acquisitions to "set the stage" for private enterprise to create opportunities for new housing development on sites that are currently vacant or in non-residential use.

Initiative # 2 provides for the continued use of existing housing programs, administered through the City of Fitchburg, which provides assistance for rehabilitation of existing structures, assistance for first time homebuyers, assistance for rental property rehabilitation, and assistance in the demolition of substandard

houses. These programs apply to owner-occupants and to those investor-owners willing to work within the program guidelines.

The programs and their qualification requirements are as follows:

Federal Community Development Block Grant
Program which are generally subject to the following
guidelines: (i) the property must be located within the
designated housing strategy area (inclusive of the urban
renewal area); (ii) the property must be income eligible; and
(iii) the owner must agree to correct all code violations,
meet HUD's Housing Quality Standards, and provide for
facade and/or landscaping improvements as needed.

Home Owner Rehabilitation Program works with existing owners under the following guidelines: (i) the property owner and tenants must earn less than 80% of the area median income, (ii) the property must have significant need for rehabilitation, (iii) the properties must be located within the Fitchburg Housing Strategy Area, (iv) the owner must agree to occupy property as a principal residence for the life of the mortgage, and the rental units must be affordable. Finally, priority is given to those properties with the greatest potential to positively impact the surrounding neighborhood.

Housing Ownership Opportunity Program (HOOP) for first time homeowners is implemented under the following guidelines: (i) the property owner and tenants must earn less than 80% of the area median income, (ii) the property must be in need of rehabilitation equal to or greater than 20% of the purchase price, (iii) the properties must be located within the Fitchburg Housing Strategy Area, (iv) the owner must agree to occupy the property as a principal residence for the life of the mortgage, (v) the rental units must meet affordability guidelines of the program.

Project Rejuvenate for Rental Housing is a program for rental property owners who fall under the following guidelines:(i) a majority of units must be occupied by households meeting HUD income eligibility standards, (ii) the property must have significant need for rehabilitation, (iii) the properties must be located within the Fitchburg Housing Strategy Area, (iv) the owners must have at least 10% "cash equity" investment in property and demonstrate positive management records of rental property.

Demolition of Abandoned and Unsafe Structures Program operates under the following guidelines: (i) the target property must be significantly deteriorated and be in an uninhabitable and unsafe condition, or the property must be extensively damaged by fire or natural disaster, (ii) the conditions existing create a serious risk to public health and safety, (iii) the property owner has failed to comply with repeated orders from the Fitchburg Board of Health or the Fitchburg Building Department to address sanitary and/or building code violations, including a final order to rehabilitate or demolish property (iv) the property owner has failed to respond to final order to rehabilitate or demolish property, (v) the property must be judged to be in such condition as to warrant use of existing funding for demolition by members of the Mayor's Housing Task Force.

The College Neighborhood Restoration Initiative offers college credit hours to first time homebuyers and owner occupants who make exterior improvements to their home. The initiative is provided under the following guidelines: (i) the properties must be located within the college neighborhood target area, (ii) the course credits shall be made available to eligible first time homebuyers and owner occupied property owners, including immediate family members who live in the same household, (iii) the credits are redeemable for evening and graduate classes only and are subject to the availability of sets in classes which secure a minimum number of paid course registrants, (iv) the first time home buyers must participate in the HOOP program offered by the City of Fitchburg, (v) the existing home owner occupants may qualify by participating in the homeowner rehabilitation program offered by the City of Fitchburg and repairs must have a value of at least \$2,500, (vi) the owner occupants who finance improvements must notify the Planning Office prior to commencement of rehabilitation and provide "as is" photos of the property as well as a proposed scope of work, including cost estimates; the Planning Office will provide a letter of approval and confirmation of value of improvements and will perform a post rehabilitation inspection with a letter of certification being provided to Fitchburg State College. Some of these programs use a combination of public and private sources.

The type and quantity of housing to be affected during this Phase is outlined below:

Table 13. Phase I Development - 5-year Revitalization Program

Building Type	Phase I - Total Number of Units			
	Existing	Rebab	Demo	Net Units Affected
Owner-Occupied				
Single-family	41	10	(4)	14
Two-family	80	20	(6)	26
Three-family	6	1	(13)	14
Subtotal Own-Occ	128	31	(23)	54
Units			, ,	
Investor-Owned				
Single-family	13	3	(2)	5
Two-family	86	21	(10)	31
Multi-Family	42	10	(2)	12
Subtotal Investor-	141	34	(24)	58
Owned Units				
PHASE I TOTAL	269	65	(46)	111

Accounting for these units, the program will affect a net total of 111 units (65 rehabbed units minus 45 demolished units).

Based on the proposed activities of Phase I, approximately 25% units of housing will be targeted for rehab assistance. However, these activities will likely require the removal of some existing residential units either to provide for other uses or to eliminate severely dilapidated structures.

The initial demonstration of confidence in the neighborhood will then set the stage for the "Phase II" of the housing strategy.

Phase II - Create New Housing

"Phase II" will provide incentives for construction of new units increasing the supply of affordable housing. It will build off Phase I to support the long-term stability of the neighborhood. Phase II will be implemented concurrently with Phase I, but will continue throughout the twenty years the Plan is in effect. This Phase will offer relief from existing disincentives and offer new incentives for private investment to construct new housing units in the Area. The new units will reflect the density and character of the existing neighborhood.

"Phase II" will develop new housing on vacant parcels by leveraging other investment resources, both public and private. The proposed new housing will consist of primarily market rate single- and two-family units. Single- and two-family houses will also be used as infill houses on all vacant lots currently too small to build legally. The single- and two-family units, as opposed to multifamily structures, will offer more potential for existing neighborhood residents to purchase a new home. Incentives will be offered to create housing

on the upper levels of Main Street, which will also be single- and double-unit residential units. A total of 96 new units are proposed, including 35 homeownership units targeted to families earning slightly more than the city median family income of \$50,700. Rents for these units will reflect the existing income profile of the neighborhood. In addition to the zoning enforcement "strike force" in Phase I, the implementation of this set of strategically located, highly visible new houses will reestablish confidence in the viability of the neighborhood and serve to induce additional private investment. Phase II is broken down as follows:

Initiative # 1 requires modifications of Fitchburg's Chapter 181 zoning ordinance to accommodate housing programs. First, the City will allow by right, upper level residential uses (above street level) along Main Street. Overnight residential parking spaces in City owned garages within the Area will be offered to property owners to assist in the feasibility of the conversion to housing units. Secondly, the minimum single-family residential lot size will be reduced from 10,000 to 4000 square feet to allow construction of single and two-family units on existing vacant lots. Third, the City will create an institutional zone along North Street to promote future expansion by Fitchburg State College within this zone. This new institutional zone will also serve as an incentive for residents and potential investors who may be reluctant to purchase a home in the Area for fear of "institutional expansion."

Initiative # 2 will be the creation of three new funding programs to provide incentives for market rate housing on Main Street, market rate single family housing within the neighborhood and to assist faculty members of Fitchburg State College to purchase homes within the Area. To provide the incentive for renovating existing office space on Main Street into housing, the Main Street Housing Program will offer \$5,000 per unit (up to a maximum of 20 units per year) as well as the right to rent overnight parking spaces in City owned garages for owners whose properties fall under the following guidelines: (i) the property must be located within two city blocks of Main Street, (ii) the property owner must agree to build market rate housing units, (iii) the owner must submit detailed plans of the renovation and must submit to an inspection of the property once renovation is complete. To provide incentives for the creation of single family units in the neighborhood, the Vacant Lot Housing Program will provide a \$5,000 grant (up to a maximum of 10 units per year) for construction of owner occupied single family dwellings on vacant lots within the Area. The City of Fitchburg and Fitchburg State College will create the Fitchburg State College Employee Housing Assistance Program to assist Fitchburg State College employees and faculty

members purchase homes within the Area. This program will be funded by a combination of state and federal funding.

Initiative # 3 will be the creation of the Myrtle Avenue Historic District. The proposed historic district will serve to further protect the Area's remaining historic houses and also instill confidence in potential investors and homeowners alike. The proposed historic district will allow for historic tax credit incentives at both the state and federal level. In addition, the proposed district will be adjacent to the North Street institutional zone making the boundaries of future institutional expansion all the more definitive.

The overall goal of the proposed strategy is to add 96 new residential units to the Area. The new construction proposed for Phase II would add both owner-occupied housing and limited investor-owned.

Table 14. Phase II - Creation of New Housing Units

Building Type	Phase II - Total Number of Units				
_	Existing	New	(Phase I)Demo	Net	
Owner-Occupied	J		, ,		
Single-family	41	25	(4)	25	
Two-family	80	54	(6)	54	
Three-family	6	17	(13)	17	
Subtotal Own-Occ	128	96	(23)	50	
Units	1		, ,		
Investor-Owned					
Single-family	13	0	(2)	0	
Two-family	86	0	(10)	0	
Multi-Family	42	0	`(2)	0	
Subtotal Inv-Owned Units	141	0	(24)	0	
PHASE II TOTAL	269	0	(46)	50	

These initiatives, along with a commitment by the city to begin strict enforcement of code compliance, will protect the long-term soundness and affordability of the Area's housing stock and assist in the revitalization of the Area.

Housing Subsidy Sources

A summary of potential subsidy sources is outlined below:

• Disposition of Acquired Parcels: The costs included in the development budgets assume that the parcels acquired by the

City will be conveyed at no cost. The City should review, on a case-by-case basis, the economic feasibility of transferring the acquired parcels. Ideally, land would be conveyed at little or no cost, providing an internal subsidy source for interested developers. In instances where market activity becomes strong enough for the developers to support acquisition costs, the City should consider transfer of parcels at a reasonable expense.

- Commitment of Local Public Subsidies: The majority of the sources are found in the City's Community Development Block Grant (CDBG) and other related programs. In the Vision 2020 Plan, the City recognized its commitment to funding affordable housing and inner-city revitalization efforts. The report specifically identifies the following activities supported by the CDBG programs:
 - 1. Affordable housing
 - 2. Upgrading of existing housing stock
 - 3. Economic development
 - 4. Neighborhood stabilization
 - 5. Homeless initiatives
 - Public services

The total amount of CDBG money applied to the area will be \$625, 000 (see Section 4. Finance) and will include the following programs: the Home Owner Rehabilitation Program for property owners in the Area, the Housing Ownership Opportunity Program (HOOP) for first time homeowners, the Project Rejuvenate for Rental Housing Program for rental property owners, and the Demolition of Abandoned and Unsafe Structures Program.

The Main Street Housing Program, the Vacant Lot Housing Program, and funds to assist the City in its code enforcement will be funded with an initial investment by the City of \$150,000 (see Section 4. Finance).

Designated buildings within the Myrtle Street Historic District will be eligible for Historic Preservation Tax Credits. The historic tax credits will provide further incentives for rehabilitation of houses in the Area.

e. The Fitchburg Downtown Urban Revitalization and Development Plan is based upon a local survey and conforms to a comprehensive plan for the locality.

This Plan has been prepared based upon a survey of the site performed by consultants of the Fitchburg Redevelopment Authority during the time period from December 1999 to February 2000. It is therefore based upon a local survey in accordance and compliance with 760 CMR 12.02 (2)(f).

It also is in conformance with the Vision 2020 Plan, prepared by Fitchburg Office of Planning Department and the Vision 2020 Advisory Committee (see *Appendix F*), the last comprehensive master plan undertaken for the City. This Plan meets the following objectives of the Vision 2020 Plan:

1) Support the downtown as the center for governmental and cultural activity for the city and the location for the community economic activity that focuses on retailing, personal services, restaurants, and office uses.

The Fitchburg Downtown Urban Revitalization and Development Plan seeks to support the downtown by transforming Boulder Drive into a desirable place for businesses to locate, creating jobs in support of nearby Main street. Creating jobs on Boulder Street by making the street a business destination will create a demand on Main Street for services, restaurants, and other uses. In addition, the plan will make both Boulder Drive and Main Street two way to further the desirability of Boulder Drive as a business destination, and Main Street as a neighborhood service and retail center.

2) Identify, manage and protect significant environmental resources using imaginative, cost effective, equitable and multi-sector approaches.

A major component of the Plan is to open up the Nashua River for recreational use by acquiring key parcels within the Area where green space can improve the community's access to the River. The creation of a walkway along the river, along with pedestrian bridges that span the river at key connection points, the Nashua River will assist in the redevelopment of the Area. By recapturing this hidden asset, the City will move a long way toward attracting both residential and business interests and improve the overall quality of life for its residents.

 Consider the development of design guidelines to ensure commercial development contributes to the city and avoids the creation of commercial blight.

The plan will create a detailed set of design guidelines to insure the historic character of downtown Fitchburg can be maintained and enhanced by sound design principles. The design guidelines will also work to enhance the Downtown Area housing stock by ensuring that all new homes meet certain design criteria.

4) E liminate inner city blight – address the problem of inner city deterioration, increase the role of housing in downtown recitalization, increase property values in the neighborhood area surrounding the downtown, increase the number of residents who are likely to patronize local shops.

The plan seeks to eliminate inner city blight by acquiring blighted houses and buildings where owners have been unable to rehabilitate existing structures. To increase the role of housing in downtown revitalization, the Plan will secure the housing stock using new and existing housing programs, by changing the zoning to allow new housing construction, housing on the upper levels of Main Street and by creating an institutional zone within the neighborhood to maintain the residential character of the neighborhood. An historic district will also be proposed to maintain existing historic homes and provide added incentive for Investment. In creating a stable residential presence, the Plan will increase the number of likely patrons of retail and service locations on Main Street.

S) Reestablish Intown Fitchburg as a successful, ribrant reflection of the community – capitalize on the presence of Fitchburg State College and the opportunities it creates for cultural, service, entertainment, and retail business; increase the arts community's presence downtown; establish and capitalize on the risual and physical links between the downtown and Nashua River; create an environmental which will attract families and other working people to the residential area within and around the In town area; seek out and administer economic development programs with the goal of creating a self-sustaining "critical mass" of commercial an business activity downtown.

The Plan will work to establish downtown Fitchburg as a destination that reflects the many assets the City has to offer. The Plan will assist in establishing Fitchburg State College as a presence on Main Street by designating a parcel on the Corner of North Street and Main as the location for a new science and technology building. The Plan will also seek to provide Fitchburg State College with a building to rehabilitate into an arts center. Both of these projects will bring students and faculty to Main Street creating a presence that increases the potential for retail and commercial uses.

Parking is essential to the goal of attracting the College to Main Street as well as creating commercial activity in the Area. With this in mind, the Plan intends to utilize the Intermodal Garage, the Court house Garage, and Main Street Garage to insure that adequate parking is provided for multiple uses. This strategy can be seen in the use of the Intermodal garage to service the MBTA Station, the new Fitchburg State College Building, and retail uses in the lower Main Street Area.

Green spaces are proposed for select location along the Nashua River to offer a year-round area for people to come and enjoy the Nashua River. The Plan seeks to create clear pedestrian links to all new green spaces from the Downtown Area to attract families from the surrounding neighborhoods and outside the Area.

The purpose of the Plan is to coordinate all projects to revitalize the Downtown Area so that each project can have the maximum effect on the surrounding Area. Garages, greens spaces, and road redesign are intended to work off of each other to create the "critical mass" discussed in the Master Plan.

1) Improve the entries into Fitchburg to serve as dignified, attractive, welcoming and efficient gateways into the community.

One of the Plan's main objectives is to create an entranceway to the City that will convey its many assets and the potential for families and businesses to locate in the Downtown Area. By accentuating the entrance to the Downtown Area, the Plan will serve to project Fitchburg's new image as a cultural, financial, governmental, educational, and economic center for north central Massachusetts.

In addition to improving the image of the City as one enters the Area, the Plan also seeks to improve the ability of its residents to utilize the new intermodal station by providing needed parking. With the construction of the new garage, the Plan seeks to provide incentives for people to live in Fitchburg and work in Cambridge or Boston. By improving this gateway, the Plan emphasizes efficient transportation alternatives.

3. PROJECT OBJECTIVES



Fitchburg State College



Rehabilitation of Industrial Sites



New Housing Opportunities

The City Administration and the Redevelopment Authority declare that it is in the best interest of the City of Fitchburg and of the general welfare of its citizens to undertake an Urban Renewal Project in the Area in accordance with this Plan and in accordance with the overriding planning objectives outlined below. These objectives were developed with the assistance of the Citizen's Advisory Committee and the Fitchburg Redevelopment Authority.

1. To enhance the Marketability and promote the development of underutilized land in the Area by the assembly, replanning and subdivision of Project land.

The underutilized land in the A rea is one of the many reasons the A rea is in need of Urban Renewal. Both Sawyer Passway and the former General E lectric site will be acquired and subdivided in order to facilitate private redevelopment of these underutilized properties. Other underutilized sites in the A rea include the DPW site, Broad Street, and the parcels on North Street. All of these locations are key for providing the jobs and residential development needed to bolster the A reas economic condition.

2. To solidify the existing residential neighborhood by encouraging and providing incentives to Fitchburg State College faculty to locate within the adjoining neighborhood.

The Plan intends to encourage employees of Fitchburg State College to join existing residents to improve the adjoining neighborhood. It is the City's objective to stabilize the neighborhood with the assistance of the College by asking employees to contribute to the stability of the existing neighborhood. By encouraging the employees to move into the neighborhood, the Plan will not seek to change gentrify, but to add to its residents a group of stakeholders with an interest in seeing the neighborhood continue its move towards stability.

3. To increase local employment opportunities by providing new sites for commercial development along Main Street and commercial/industrial development at the vacated General Electric site as well as Sawyer Passway.

The strategy to increase local employment revolves around obtaining high paying industrial jobs at the former General Electric site. A long with the former GE Site, Sawyer Passway has the potential to create a significant around of low to medium range industrial jobs. These two sites will be redeveloped and marketed by the A uthority as places for businesses to relocate. As far as jobs on Main Street, the bulk will be service orientated

and will be the direct result of increased activity on Boulder Drive, Sawyer Passway, and the evolution of the street into a neighborhood retail destination.

4. To strengthen the relationship between the College and the downtown through active participation in projects of mutual interest.

The Plan calls for the construction of a new science and technology building on the corner of Main Street and North Street. The building will insure that the College will be fully integrated into the Downtown A rea and its draw of students and employees will provide a much-needed increase in pedestrian traffic to this vital intersection. In addition, the College may be interested in redeveloping one of the buildings being acquired on North Street for the creation of an "Ant Center". To service the College's parking needs, the Intermodal garage will also be used for student and faculty parking. Because of the commuter nature of Fitchburg State College, and its heavy reliance on commuters, the duel use is a great way to maximize public investment.

5. To provide housing opportunities to take advantage of ease of access to commuter rail.

The MBTA commuter rail station is on Main Street and continues to draw residents to the station for travel to and from points east. The Plan emphasizes the creation of housing opportunities within walking distance to this tremendous asset to further attract potential residents to the A rea.

6. To increase local employment by providing tax incentive for existing industrial and business expansion.

Just as the Plan emphasizes the need to assist existing residents to stabilize and improve the neighborhood, the Plan also tries to assist existing businesses in the A rea. Wherever possible the Fitchburg Redevelopment A uthority will work with existing businesses to expand existing operations and improve the conditions of their current operations. It is the current business community that has worked hard to survive; this Plan will assist them and the Fitchburg Redevelopment A uthority will work hard for them by assisting them in tapping all of the incentive programs available.

7. To promote sound site planning and building arrangement in the development of individual parcels by private redevelopers in order to achieve coordinated and harmonious urban design.

The Plan identifies the importance of site planning and building arrangement by creating detailed set of design guidelines. These guidelines will insure that all future planning in the A rea is done to maximize urban design principles.

- 8. To improve the traffic pattern of the City and the Area through the correction of conditions contributing to traffic hazards and congestion and more specifically through the following project actions:
 - widening and realignment of streets
 - improvement of signalization at intersections
 - construct new streets
 - improvement of existing streets
 - provision of adequate off street parking.

In the Plan, emphasis has been placed on four major streets within the A rea. Main Street is currently a one-way thoroughfare with limited on street parking, which contributes to lack of pedestrian safety and retail vacancies. Boulder Drive is currently used as a bypass road to connect back onto Main Street. Blossom Street is the main access route to Burbank Hospital and Fitchburg State College. North Street is a narrow stretch of road, providing a poor entranceway for Fitchburg State College.

The Plan changes Main Street into a two-way street emphasizing pedestrian safety and slowing traffic down to attract people to the retail possibilities of the A rea. Boulder Drive will be transformed into an attractive location for companies to relocate and do businesses, and its connections to Main Street will be improved to insure efficient traffic flow Blossom Street will be redesigned to slow traffic and maximize pedestrian safety, turning the street into a neighborhood street instead of a major thoroughfare. North Street will become the entrance to the College and will be widened and improved so as to provide an attractive gateway to Fitchburg State College. These roadway improvements, done in relative concert, will do go far in removing the traffic bazards and congestion that have contributed to the over all condition of the A rea.

9. To improve public utilities by constructing or reconstructing sidewalks, street lighting, water, sewer and drainage systems where necessary and installing electrical and telephone lines underground, where appropriate.

The improvement of public utilities will occur wherever is needed to promote the likely hood of private development and the safety of pedestrians.

10. To provide increased access to the river through the development of parks and other recreational activities.

Opening access to the Nashua River with a walkway, green spaces, and pedestrian bridges is a way to attract residents, employees, and visitors to this hidden asset. As other cities have used existing waterways to assist in the redevelopment of their downtown areas, Fitchburg will do the same. The proximity of the River to Main Street, Boulder Drive, Sawyer Passway, and

surrounding Neighborhoods insures that once access is created, people will come to the water and contribute to the Area's reutalization.

11. To provide sites of sufficient size and with appropriate access and improvement, so that major new construction is encouraged and sound redevelopment is facilitated.

The acquisition of parcels was purposefully limited in the Plan, but in certain areas, parcels were taken if the potential was identified for major redevelopment. Examples of these areas include the DPW site, and the Moran Square connection to Sawyer Passway.

12. To remove obsolete, substandard and deteriorated buildings and other environmental conditions that are factors in spreading blight and deterioration within the Area and to adjacent areas.

Throughout the A rea there exists a high degree of substandard and deteriorated buildings that have contributed to the current economic condition of the A rea. As identified in Section 2.E ligibility, there are two dearance areas where the condition of the buildings have where over 50% of the buildings are deficient. Other buildings in the A rea that have contributed to the current condition experienced in the A rea are slated for acquisition within the spot dearance areas.

13. To increase public safety by providing improved pedestrian access and by reducing vehicular and pedestrian interaction throughout the Project Area.

The emphasis on all roadway improvements throughout the A rea is to increase the ability of pedestrians to enter and walk to various destinations within the A rea. Therefore, the redesign of Boulder, Main, Blossom, North Street and the creation of the river walk will serve to improve pedestrian access and safety.

In addition the City Administration and Redevelopment Authority propose the following Design Objectives:

- 1. To establish an urban character, as typified by a high overall intensity of activity during both the day and the evening through diversity of related uses which will generate these activities.
- 2. To recognize and define major pedestrian access points to the Area and to provide safe connections to adjacent facilities and land uses.

- 3. To encourage the highest quality design for the structures to be built, and for supporting elements such as lighting and planting.
- 4. To encourage through urban design guidelines development actions which will improve significantly the quality and quantity of pedestrian activity throughout the Area.
- 5. To reflect in architecture and site planning the uniqueness of the area in terms of location, access, visibility and historic character.

a. Specification of all proposed redevelopment

To carry out and accomplish the objectives described above, the Fitchburg Redevelopment Authority proposes the following actions:

Revitalize Main Street

- (1) Change the current zoning to give property owners the right to convert vacant office space into residential units, thus increasing the amount of people downtown at all times;
- (2) offer \$5,000 per unit grant to any owner who will convert upper level office space to residential use;
- (3) offer parking in the City's new garages to residents on Main Street, thereby maximizing the public investment in the garages;
- (4) draw Fitchburg State College closer to Main Street by assisting the College construct a science and technology building and an arts center;
- (5) create jobs around Main Street to provide viable patrons for Main Street businesses by making infrastructure improvements and creating industrial space around Main Street;
- (6) open up the River and construct green spaces Boulder Drive to attract people to the Area and provide a resource for surrounding residents and employees; and
- (7) redesign Main Street for two-way traffic, slowing traffic, easing congestion and making it a more pedestrian-friendly street.

Create Jobs

- (1) Redesign Boulder Drive, building a bridge over the Nashua River to connect it to Broad street in order to create a desirable street for businesses to relocate;
- (2) Connect Sawyer Passway to Moran Square by taking an permanent roadway easement, which will open the site up for a new industrial park; and
- (3) hire a marketing firm to establish a marketing strategy to attract employers to the Area.

• Integrate Fitchburg State College into Downtown

- (1) Assist Fitchburg State College construct a new science and technology building and a new arts center, which will facilitate the College's movement down North Street to Main Street;
- (2) create an institutional zone on North Street from Pearl Street down to Main Street to establish location for future College expansion;
- (3) offer usage of the new intermodal garage to all College student, faculty, and staff to maximize all public investments.

Implement Housing Strategy

- (1) improve the quality of housing in the Area by aggressively targeting the neighborhood with existing programs and new programs for renovation;
- (2) maintain current residents by creating new home ownership opportunities by changing current zoning;
- (3) assist the Fitchburg State College faculty and staff purchase homes in the neighborhood;
- (4) take advantage of the intermodal station to attract potential commuters to Boston;
- (5) Create housing opportunities for artists by redeveloping industrial space.

- Make Infrastructure Improvements
- (1) Redesign Main Street and Boulder Drive for two-way traffic and coordinate construction;
- (2) build a bridge connecting Broad Street and Boulder Drive for redevelopment purposes;
- (3) acquire property on North Street to complete the improvements to North Street making it the new gateway to Fitchburg State College;
- (4) redesign Blossom Street to provide more pedestrian-friendly measures for the neighborhood.
- Open Access to the Nashua River
- (1) Create a river walk from the Sawyer Passway area to Crocker Field, linking the entire riverfront;
- (2) construct pedestrian bridges to facilitate better access to the River and Downtown Area from the adjacent neighborhoods;
- (3) create new green spaces on Boulder Drive across from the new parking garage and behind Fitchburg Savings Bank to attract people to the Downtown Area;
- Create New Parking Space
- (1) Replace the Main Street Garage with a new garage to service the existing retail and office uses;
- (2) construct an Intermodal Garage to service the MBTA commuter rail and the Fitchburg State College Science and Technology Building and Arts Center, and
- (3) construct a Courthouse Garage to service the relocation of the Superior Courthouse and renovation of the Fitchburg Theatre.
- Change Current Zoning
- (1) Allow housing by right on Main Street to bring people to Main Street;
- (2) allow construction on vacant lots where construction is currently not allowed due to minimum lot size requirements to create housing opportunities for existing residents; and

- (3) create an institutional zone to provide for specific expansion of Fitchburg State College.
- Create Design Review/Design Guidelines
- (1) Adopt a site plan review process to insure all zoning measures are being met; and
- (2) implement design guidelines to insure that harmonious urban design and architectural standards are implemented within the Area.
- Offer Financial Incentive Programs
- Offer the Economic Development Incentive Program (EDIP) to provide public assistance for private investment;
- (2) Work to secure the Fitchburg By Design low interest loan program designed to assist primarily private, for-profit business seeking to locate, expand, or remain in business within the Fitchburg Downtown Urban Revitalization and Development Area;
- (3) Obtain a state and/or Federal Brownfield Grant for the former Fitchburg Gas and Electric site, which is currently contaminated.
- (4) Offer, in coordination with local financial institutions, the Fitchburg Business Development Program to provide incentives to existing and new businesses to create jobs in the Area
- (5) Make available the Fitchburg Industrial Development Financing Authority Micro-Loan Program.
- Attract Tourists
- (1) Establish an artist cooperative in the on Willow Street;
- (2) assist Fitchburg State College to develop an existing building for an Arts Center, and
- (3) Work to find a private developer to redevelop and operate the Fitchburg Theater
- (4) Hire a Marketing firm to market the City and its attractions to potential visitors.
- Relate Plan to City as a Whole
- (1) Capitalize on planned improvements to Route 12 by improving traffic flow into the City and onto Main Street, North Street,

- Boulder Drive and Blossom Street creating a better sense of arrival to the downtown; and
- (2) Coordinate planning efforts with the City to insure that projects in the Area will work to benefit both the Area and the City at large.
- Engage Community in Implementation Process
- Create citizen sub-committees to work with the Authority on each major segment of the Plan, such as North Street, Boulder Drive, Housing, Historic District and other major projects;
- (2) Include at least one Fitchburg City Councilor on each subcommittee (to be appointed by the Fitchburg City Council President), one member from Pride, and one member from Fitchburg by Design, or any subsequent business association.
- (3) Include the Nashua River Watershed Association and Fitchburg Stream Team to consult the Authority on all projects dealing with the Nashua River.
- (4) Meet with the Fitchburg City Council to review the progress of the Plan as often as the Council deems necessary by giving the Authority a 30-day written notice.

These actions were developed around the objectives stated above and an overriding vision for the project Area - to create a more livable neighborhood where families and individuals can live, work, visit, shop and play. It is the position of the Authority that the actions being taken through this Plan will meet those objectives.

b. Estimate of jobs retained, created, and eliminated as a result of the proposed redevelopment actions

Job Creation is one of the major goals of the Plan. The loss of 600 jobs at the General Electric Plant was a devastating blow to the economic health of the City. Given the current state of Main Street, the potential for wide-scale job creation on that street was not seen as likely. On the other hand, with the agreement reached by the City and General Electric for the transferal of the former General Electric Site to the City, the potential was there to center any new job creation around the redevelopment of that site. In addition, other locations were identified in the Area that offered the potential for the creation of industrial jobs. Sites such as the Department of Public Works site on the Nashua River, Broad Street, and Sawyer Passway each had

potential. The proximity of all of these sites, and the potential to create new and better ways to access them, presented a tremendous core of job creation possibilities. The history of light and heavy industry in the Area led to the likelihood that any employer would find the necessary skilled workforce within the vicinity. Therefore, the Authority decided to tie these sites into a comprehensive strategy to attract light to heavy industrial companies to locate in these places and include as the way to create the necessary jobs for redeveloping the Area.

Boulder Drive, where the General Electric Plant is located, lies between the Nashua River and Main Street. The Plan seeks to transform Boulder Drive into a desirable location for businesses by making significant improvements to the appearance and accessibility of the street. The street will change from one-way to two-way, and a bridge will be constructed over the Nashua River to connect Boulder to Broad Street. The connection of Boulder and Broad to create one long Boulevard of redevelopment sites justifies the cost of the bridge and the proximity of the new sites to Main Street would offer significant ancillary activities to contribute to Main Street's revitalization.

Sawyer Passway is a confirmed contaminated site on the southeast corner of the Area. By acquiring this site and completing the necessary remediation, this underutilized property will serve as a prime industrial park to create jobs in the Downtown Area. The site will require a permanent roadway easement to provide a route for trucks exiting the site. The proposed river walk will provide an attractive draw to future employers who wish to locate to Sawyer Passway, and its proximity to lower Main Street will assist in revitalizing the Area.

In each instance, the proximity of Main Street, the Nashua River and the availability of prime industrial space, directed the Authority to gear the job creation strategy towards high paying industrial jobs. The Authority has begun marketing these sites to employers who can offer the City and the Area the kind of job opportunities that will offer the residents a chance for a decent wage. To further those efforts, a comprehensive marketing strategy will be prepared for the Area and a marketing firm will be hired by the Authority to lead the effort to attract employers to the Area.

Table 7: Job Creation

Bldg. Use	Types of Jobs	# Jobs Created
Boulder Drive	Industrial	400
Retail on Main Street	Service	100
Office on Main Street	Service	115
Sawyer Passway	Industrial	100
Institutional	Service	100
TOTAL		815

This Plan is designed to facilitate job retention in Fitchburg and initiates numerous mechanisms, outside of the urban renewal actions, to accomplish the goal of accommodating 100% of the relocated businesses within the City of Fitchburg. Field surveys conducted during preparations of the plan indicated that there are 35 commercial properties slated for acquisition, with 6 appearing to be vacant. It is estimated that the acquisition of all 67 properties will result in the loss/relocation of approximately 125 jobs. If in fact, the retention goal is accomplished, the Plan would result in the retention of the 150 relocated jobs plus the creation of 815 jobs.

c. Zoning provisions which exist or which will be established to control densities, land coverage, land uses, setbacks, off street parking and loading and building height and bulk.

The zoning code in the City of Fitchburg has in many ways hindered the economic development of the Downtown Area, and contributed to the instability of the downtown neighborhood. Lots left vacant by building demolition have turned into trash-strewn properties, contributing to the lack of investor confidence in the neighborhood. Institutional expansion has caused uncertainty in the Area leading to a lack of investment, particularly within the residential areas. Finally, the fact that property owners are prohibited from creating residential spaces on Main Street diminishes the potential for attracting patrons to Main Street.

The City is currently in the process of revising and amending its zoning code, but the Plan calls for three specific changes to the Code in order to alleviate existing conditions in the Area: 1) allow housing by right on Main Street; 2) allow construction on vacant lots where construction is currently not allowed due to minimum lot size requirements; 3) create an institutional zone to provide for specific expansion of Fitchburg State College. While the Plan is moving through the public approval process, an overlay district will be established for the Area in order to avoid the continuation of

problems associated with the existing zoning regulations (see Appendix B)

By changing the zoning to allow for the construction of housing units on the upper levels of Main Street, the Plan will begin to address creating a critical mass of users to support Main Street commercial activities. It is clear that public investment for infrastructure improvements on Main Street will not alone bring residents to the downtown area. However, by bringing residents to the upper levels of Main Street, and instituting infrastructure improvements, these changes will go a long way to changing the condition of Main Street.

Within the neighborhood, there are many vacant lots where multifamily buildings once stood. The City, in attempting to establish zoning controls for a more suburban population, modified the zoning to increase the required minimal lot size. This change did not allow for the replacement of structures from older, more densely populated areas of the City. By amending the present zoning requirements for building on a minimum lot size within the Plan area, the change will allow for infill housing where there are now open, trash-strewn lots. The construction of new housing units, along with the improvement of existing conditions, will spark confidence in the residents to continue to invest in their own neighborhood.

As seen in many other communities in the Commonwealth, where institutions can expand unchecked, investor confidence in that area remains low. Although the creation of an institutional zone cannot bind Fitchburg State College in its future expansion, the zone will serve as a commitment from the College to the City and residents of the surrounding neighborhood.

The allowable uses in new institutional zones will not be limited to just college structures, but will include limited housing to maintain a neighborhood feel along North Street. Non-institutional uses will be subject to site plan review and design review guidelines and the uses will need to fit within the existing residential scale of the surrounding neighborhood. The institutional zone is for the protection of the neighborhood, but is also a gesture by the City to the College that the City will view future College expansion within this Area as the College playing its part in the revitalization of the Downtown Area. Specific Changes to the City Code, including dimensional regulations and allowable principal uses, are reflected below in Table 13 and Table 14:

Table 8: Article IV, Sec. 181.23 of the Fitchburg Zoning Code TABLE OF STANDARD DIMENSIONAL REGULATIONS

$OT W/O \qquad LO$	0 - 4 4					, ,	MAXIMUM
OI W/O L	OT AREA	LOT	LOT	FRONT	SIDE	M REAR	HEIGHT
UNICIPAL (F.	FEET)	FRONTAGE	WIDTH	YARD	YARD	YARD	(FEET
EWARAGE		(FEET)	(FEET)	(FEEET)	(FEET	(FEET)	
5,000 No	ONE	20	20	NONE	NONE	NONE	NONE
5	WARAGE	WARAGE	WARAGE (FEET)	WARAGE (FEET) (FEET)	WARAGE (FEET) (FEET) (FEET)	WARAGE (FEET) (FEET) (FEET)	WARAGE (FEET) (FEET) (FEET) (FEET)

Table 9: Article III Section 181.15 of the Fitchburg City Code TABLE OF PRINCIPAL USES

USE	INSTITUTIONAL ZONE (INS)
Industrial (Sec. 181.12)	
Warehouse	. N
Construction Yard	N
Lumberyard	N
Truck/Bus Terminal	N
Open-Air Storage	N
Research & Testing	SP-A
Publishing & Printing	SP-A
Computer Software Development	SP-A
Computer Hardware Development	SP-A
Airports	N
Light Manufacturing	N
Antenna	SP-A
Transmission	N
General Uses (Sec. 181.8)	
Agriculture	N
Conservation	N
Earth Removal	N
Recreation	Y
Timber Harvesting	N
Residential Uses (Sec. 181.9)	
Single-Family	Y
Two-family	Ŷ
Three-family	N
Multiple-Family	N
Government, Institutional, and Public	• `
Services Uses (Sec. 181.11)	
Municipal	N
Educational	Y
Religious	N
Nursing Homes	N
Cemeteries	N
Hospitals	N
Business Uses (Sec. 181.11.)	
Retail Store	Y
Business Office	Y
Financial	Ÿ
Restaurant	Ŷ
Hotel, Inn, Motel	Y
Lodge and Club	Ÿ
Funeral Home	N

Veterinary	N
Kennel	N
Personal Services	N
General Services	N
Building Trade Shop	N
Commercial Recreational	Y
Amusement Facility	Y
Vehicle Services	N
Vehicle Sales	N
Vehicle Repair	N
Parking Facility	Y
Vehicle Salvage	N

As described above, a major component of this Plan is the rationalization of land uses. Studies done in the Area and the 1998 Vision 2020 Plan, all refer to the inappropriate land use mix as a major cause of blight in the Area and a characteristic which must be changed in order to improve the Area. The plan for the redevelopment of the Area calls for the elimination of specific uses that detract from the future revitalization of the Area and the allowance of other uses more consonant with the redevelopment of the Area.

The infrastructure improvements proposed under the Plan are designed to support the uses described above, with reconstructed streets and sidewalks, redesigned streets for residential and institutional coexistence, small-scale open spaces interspersed throughout, new pedestrian paths and accessible connections to the River and Intermodal Station. The intent is to avoid any incompatible land use within the institutional zone. Both the College and the residents will benefit from a rigorous application of the site plan review and the application of the design guidelines to insure that North Street and the institutional zone benefits all affected parties.

The proposed zoning changes will help to transform the Area from its current decadent state, in which an inappropriate mix of land uses predominates, to one which is attractive for residential, commercial and public uses. The new zoning regulations will enable the City and Redevelopment Authority to respond to the concerns of private redevelopers who want to be sure that the redevelopment of the Area surrounding their new projects will be for uses that are compatible, rather than the random commercial and industrial uses, which currently are scattered throughout the Area.

Table 10 illustrates the potential future land use in the Area following implementation of this Plan.

Table 10: Potential Future Land Use

Design Review

These guidelines, which will reference this Plan, are detailed in Appendix C.

It is recommended that the neighborhood district and design guidelines be adopted as soon as possible, prior to approval of this Plan, in order to prevent further deterioration of historic buildings and the character of the neighborhood.

d. Anticipated Private Investment

Implementation of the Plan is anticipated to generate significant private investment. Based on the average square foot development cost for different uses, and the new retail, office and industrial development proposed on acquisition parcels, the Plan is anticipated to generate \$45,000,000 in private investment. Residential development throughout the Area, including disposition parcels and other city and privately-owned land, is expected to generate \$8,000,000 in private investment. Commercial development of other privately owned land, spurred by the revitalization activities outlined in this Plan, will result in additional private investment. To better insure such investment, the planned marketing strategy to be completed by a firm hired by the Authority will include strategies for commercial, residential, and industrial development possibilities.

4. FINANCIAL PLAN

a) Estimated cost of each parcel to be acquired and identification of any property in which any officer or employee of the municipality or of the operating agency has, or is believed to have, any direct or indirect interest.

Appraisals for each parcel to be acquired will be submitted under separate cover. The estimated cost shown in Table 15 is based on appraised value and recent experience in the relationship of appraised value to sales price.

There are six properties slated for acquisition of which a member of the Fitchburg City Council has been identified as an owner.

b. Detailed ost estimates for site preparation

The cost estimates for site preparation include building demolition, relocation, environmental and grading of parcels are not categorized under the sub-heading site preparation in Table 15, but are included under the listed categories in the table. Grading and building demolition costs were based on industry standards as applied to the square footage of buildings to be demolished and parcels to be graded.

c Detailed cost estimates of all proposed public improvements

The cost estimates for public improvements are summarized in Table 15 under various sub-headings and supported by the detailed pages that follow.

d. Detailed cost estimates for relocation expenses

Relocation estimates are based upon prior experience on numerous urban renewal and public sector relocation projects completed by different team members over the last fifteen years. More accurate estimates can only be provided at the time of the completion of the required relocation plan.

Relocation Estimates are based upon the following:

49 housing relocations @\$20,000/relocation

\$980,000

18 business relocations @\$75,000/relocation

\$1,350,000

TOTAL

\$2,333,000

It should be noted, however, that the true cost of relocation would be known only when the relocation claim is filed.

e. Detailed cost estimates establishing the gross and net project cost.

The gross and net project costs are shown on Table 15.

f. Project budget including administrative expenses and reserves for contingencies.

The project budget, including administrative expenses and reserves for contingencies, is shown on Table 15.

1. Acquisition		
i. i Equisidon	Land Acquisition	\$15,354,850
	Appraisals	\$324,000
	Legal	\$100,000
	0.11	\$15 779 950
	Subtotal	\$15,778,850
2. Relocation		
	Consultant	\$100,000
	Payments	\$2,200,000
	Subtotal	\$2,300,000
3. Site		
Improvements		
•	Building Demolition	\$1,141,080
	Bridge	\$1,400,000
	Roadway Reconstruction	\$2,263,000
	New Roadways	\$900,000 \$417,570
	Intersection Improvements	\$417,570 \$390,000
	Pedestrian Improvements Parks	\$1,000,000
	Parking Garage (Main St.)	\$3,000,000
	Parking Garage (North St.)	\$5,000,000
	Pedestrian Bridges	\$1,500,000
*	0.11	\$17.011.CD
	Subtotal	\$17,011,650
4. Environmental Cleanup		
Cicunap	Consultant	\$200,000
2	Remediation	\$8,000,000
	Subtotal	\$8,200,000
5. Administrative		
J. 1 Millimstrative	Employee	\$200,000
		*
	Subtotal	\$200,000

6. Consultants		
6. Constitutions	Urban Renewal	\$175,000
	Project Management	\$150,000
	Site Engineering	\$1,500,000
	Legal	\$150,000
	Survey	\$125,000
	Urban Design	\$100,000
	Cibai Design	,
	Subtotal	\$2,200,000
7. Fees		
	Bond Fee	\$100,000
	Misc. Fees	\$100,000
	Subtotal	\$200,000
8. Contingency		ਚ <u>ਚ</u> ਉਂ)
	Real Estate Reserve	\$3,070,970.0
	Construction Contingency	\$1,000,000.0
	- 4	44.070.070.0
	Subtotal	\$4,070,970.0
Gross Project Cost		\$49,961,470
Income		
	Garage Lease	\$1,373,410
	G.E. Sale	\$5,000,000
	Property Sales	\$1,000,000
		\$7,373,410
	Subtotal	\$7,373,410
Net Project Cost		\$42,588,060
URDG Request		\$21,294,030
Fitchburg Share		\$21,294,030
. 6		
	PWED Grant	\$2,000,000
	CDAG Grant	\$1,278,000
	ISTEA	\$307,570
<u>™</u>	TEA	\$750,000
	CDBG	\$625,000
	G.E. Acquisition Grant	\$4,500,000
	G.E. Cleanup Grant	\$7,000,000
	Intermodal Garage Grant	\$4,000,000
	Subtotal	\$20,460,570
	City Bond Required	\$833,460
As shown above the total		The City's net share for funding the
As shown above, the total	project cost is 17,701,170.	The Caty of her officer for forming the

project is \$21,294,030.

5. REQUISITE MUNICIPAL APPROVALS

Public Hearing

A public hearing was held on April 13, 2000. A videotape of that hearing has been submitted as part of this Plan.

Municipal Approvals

Copies of the Redevelopment Authority Vote approving the Plan, the City Council Vote approving the Plan and the Planning Board Resolution and Vote follow.

Opinion of Counsel

A copy of the Opinion of Counsel follows. -

MICHAEL J. CIOTA
CITY SOLICITOR
625 MAIN STREET
FITCHBURG, MA 01420
TELEPHONE: (978) 345-9555
FAX: (978) 345-6935



JOHN B. BARRETT
ASSISTANT CITY SOLICITOR
280 MAIN STREET, SUITE 201
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LAW DEPARTMENT OF THE CITY OF FITCHBURG

June 16, 2000

Jane Wallis Gumble, Director Department of Housing and Community Development 100 Cambridge Street Boston, MA 02202

Dear Ms. Gumble:

Please accept for filing, in accordance with M.G.L. c.121B, s. 48, the City of Fitchburg's ("City") Urban Renewal Plan, entitled "The Fitchburg Downtown Urban Revitalization and Development Plan (the "Plan"). Pursuant to M.G.L.c. 121B, s. 48, the City has obtained all the necessary municipal approvals before submitting the Plan to the Department of Housing and Community Development ("Department"). Those approvals are as follows:

1. Approval of the Plan by the Urban Renewal Agency

The Fitchburg Redevelopment Authority (the "Authority") is a duly created redevelopment agency created pursuant to G.L.c. 121B, s.4. The Authority approved the Plan on Mach 9, 2000.

2. Approval of the Plan by the Municipal Officers and the City Council

On March 31, 2000 and on April 7, 2000, notice of the April 13, 2000 public hearing was published in the Sentinel and Enterprise, a newspaper of general circulation. On March 27, 2000, notice of the hearing was served upon the Massachusetts Historical Commission together with a map indicating the area to be renewed. Application was made to the City Council accompanied by an Urban Renewal Plan as well as a statement of the proposed financing of the project.

On April 13, 2000 and May 2, 2000, the Council conducted Public Hearings voting to approve the Plan. On May 16, 2000, the Council adopted the resolution as amended. On May 30, 2000, the Mayor approved the Plan.

MICHAEL J. CIOTA
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LAW DEPARTMENT OF THE CITY OF FITCHBURG

3. Finding By the Planning Board

On April 18, 2000, the Planning Board of the City found that the Plan was based upon a local survey and conforms to the comprehensive plan for the City as a whole.

In closing, I note that all applicable votes, findings, and approvals are enclosed. Based on and subject to the foregoing, it is my opinion that the Plan is in compliance with applicable law. This opinion is rendered only in connection with the submittal of the Plan to the Department and may not be relied upon by any other person.

Sincerely,

Michael J. Ciofa City Solicitor

MJC/nb

cc: Mayor Whitney
Dan Mylott, Council President
Fitchburg Redevelopment Authority
Fitchburg Planning Board

3. BILLS TO BE PAID

A motion was made by Mr. Flynn, seconded by Mr. Leonhardt, to pay the following bills:

A. Development Fund

(1) Fitchburg Gas & Electric	44,995.05
(2) Bell Atlantic	
(3) Nutter, McClennen & Fish	13,137.61
(4) Lawyers Title Insurance Corporation	
(5) Group Insurance Commission.	
(6) Pinkerton Security	
(7) Resourse Controls	
(8) Landslides Aerial Photography	1,000.00
(9) North American Realty Advisory Services	4,333.61
(10) New England Real Estate Journal	
(11) Montachusett Contracting Co., Inc	
(12) Eyles Electric, Inc.	
(13) Dufresne-Henry, Inc.	1,925.37
(14) Christopher Navin Photography	1,937.40
(11) Children 1 and 1 an	AATTETEVATERAAAT

The motion carried unanimously.

B. Civic Center Account

(1) Arrowstreet, Inc.	6,752.56
(2) Fitchburg Redevelopment Authority	
(3) Sentinel & Enterprise.	39.55

4. UNFINISHED BUSINESS

A. Putnam Place (Formerly General Electric)

The executive director told members that the buildings were heated during January and February and that the bill for January was recently received. It was surprisingly high, although the FRA was quite fortunate to have a mild winter. The boiler was shut down a little over a week ago and will only be turned on in the event of very low temperatures.

The mock up version of the new Putnam Place brochure was shown to members and they were very pleased. The executive director will work with the designer to make a few slight changes and it should be out to the printers by the end of the month.

The FRA office is in the process of drawing up the documents necessary to sell off Parcel 3 of the property. There have been a couple of interested parties, so the sale will go out to bid following Chapter 30B guidelines.

ats & Marine Supplies Building Materials Camera & Photo Equipment Camping Equipment Children's Articles Clothing, Furs, Jewelry Electronic Equipment Factory Stores Flea Markets Floor & Wall Covering Free Offers

Heating Equipment Household Goods Interesting Articles Machinery & Tools Misc, for Sale Musical Instruments Office Equipment & Supply Plumbing Equipment Restaurant Equipment Radio, CB & Stereo 750 752 Seeds & Plants

Sporting Goods
Sporting Goods
Swimming Pools & Supplies
Wanted to Buy
Wood, Coal & Fuel
Yard Sules 758 Apartments

Apartments Furnished NH Apartments Assisted Living Apartment Furnished artment Wanted Commercial Prop. Rent/Lea Commercial Prop. Wanted House for Rent NH House for Rent

Rent with Option NH Rent with Option House Wanted Industrial Prop. RenVLease Miscellaneous

Garage Storage for Rent Mobile Homes NH Mobile Homes Motels/Hotels

Room & Board Rooms Wanted Real Estate Wanted Vacation Places for Rent Will Share Home

Condos for Rent NH Condos for Rent Townhouses for Rent 853 854 NH Townhouses for Rent Real Estate Publications 901 902 904 Commercial Prop. for Sale Commercial Prop. Wanted

Condos Townhouses for Sale NH Condos for Sale NH Townhouses for Sale Farm Property Open Houses Houses 911

NH Houses Multi-Family Sales House Listings Wanted Industrial Prop. for Sale 118 Investment Prop. Wanted Investment Prop. for Sule

Maine Real Estate Misc. for Sale Mobile Homes Modular Homes

Reultors MLS Real Estate Appraisals
Vacation Place for Sale ome Inspections

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Notice Of Fiduciary's Account

To all persons interested in the estate of Joseph Friedson of Leominster Worcester, a minor -a mentally retarded person
You are hereby notified pursuant to Mass. R. Ch. P. Rule 72 that the first & lineal account of Constance M. Cummings as Temporary Guardian (the fiduciary) of the property of said Joseph Friedson have been presented to said Court for allowance. If you desire to preserve your right to file an objection to said account, you or, your attorney must file a written appearance in said Court at Worcester on or before the eighteenth day of April, 2000 the return day of this citation. You may upon written equest by registered or certified mail to the fiduciary, or to the attorney for the fiduciary, obtain without cost a copy of said account, you must, in addition to filing a written appearance as aloresaid, file within thirty days after said return day or within such other time as the Court upon motion may order a written statement of each such item together with the grounds for each objection thereto, a copy to be served upon the fiduciary pursuant to Mass. R. Ch. P. Rule 5.

WITNESS, Joseph Lan, Jr., Esquire, First Justice of said Court at Worcester Leonard P. Florard Court at Worcester Leonard P. Florard P. Flora

April 7, 2000

000 - 1 Col. Legal Notices

FITCHBURG CITY COUNCIL Notice of Public Hearing

DOWNTOWN URBAN REVITALIZATION AND DEVELOPMENT PLAN

AND DEVELOPMENT PLAN

The Fitchburg Redevelopment Authority, an Urban Renewal Agency with all the powers of such, has requested a formal Public Hearing with the Fitchburg City Council for the purpose of discussing the proposed Downlown Urban Revitalization and Development Plan. Pursuant to MGL, Chapter 1218. Section 48, the Fitchburg City Council must hold a public hearing prior to any vote to approve the Downlown Urban Revitalization and Development Plan. Therefore, the Fitchburg City Council has scheduled a Public Hearing for Thursday, April 13, 2000 at 7:30 p.m. in the Council Chamber, City Hall, 718 Main Street, Fitchburg, Mass. to hear interested persons relative to the City's Downlown Urban Revitalization and Development Plan.

Lorraine T. Rousseau, Clerk

March 31, 2000 T. Rousseau, Clerk April 7, 2000

102 - Autos for Sale

84 Ford F-150 89 Plymouth Acclaim 90 Pontiac Grand Prix All run & all need work. \$800 ea. 534-2485.

85 Crown Victoria COCOCO All power, 8cyl, new tires, color burgundy, good running cond. Asking \$1,116. №978-537-4437

86 Dodge Daytona/Turbo AT: Am/Fm cass., Runs excellent. \$1000 or bo. Must sell by 4/20. 978-537-6427, leave message.

To Advertise in the Classifieds or Service Directory call 343-6911

102 - Autos for Sale

88 S10 BLAZER 4x4 Tahoe Package, V6, new engine, 30Kmi, P/W, P/L, A/C, privacy glass, roof rack, Blue/Grey, \$2,200, 978-537-2237

89 Jeep Wangler: Red, brand new gray soft-top. Complete whemote controlled min mount 61/sft plow. 120Kmi, V6, Runs/boks incredible \$9000 obo, 582-3343.

92 PLYMOUTH GRAND VOYAGER LE many options, one owner, well maintained, gd cond, 140Kmi, \$3,125 Call 978-582-7528

93 FORD TAURUS GL Station Wagon, cruise, arrylim, power doors and locks, good condition, asking \$3350/bo. 978-582-9579

93 PLYMOUTH ACCLAIM. Exc cond. PS, PB, Am/Fm, AC. Cruise. \$3,515 obo. 978-534-0640, Tony. 000000000000000

95 HONDA CIVIC DX 3dr hatchbk auto., A/C, green, 125K HW mi. no rust, runs god, got on gas! \$4,900. 464-0407

96 Volkswagen Jetta GLS: Loaded. 53Kmi. Blue: PW, AC, Am/Fm cass., sunroof, mint cond. Asking \$9800. Must see. 978-342-8342.

1973 FORD MUSTANG GRANDE 8 yrs outside storage, 302 high perf eng not running, many xtras. \$1,000 or b/o. Call Jeff after 6pm 342-2391

1985 EAGLE STATION WAGON 4 Wheel Drive, Fair Condition \$1000.00 or best offer, Call 978-537-7356

1988 Dodge Caravan: 4 cyl, 5spd., standard transmission. driven daily, well maintained. Red. \$1500. 978-840-0555.

1988 Ford Escort, 4Dr. Hatchback, Auto, AM/FM, Air Conditioning, 71k miles, recent tires & battery. Runs Good. Asking \$1,100 Call 537-9388.

1988 White Plymouth Rellant wagon LE Looks and runs good. 82,000 mi. \$995 obo. Call Steve 534-7922.

1991 Chevy Lumina: V6, Auto, AC, 4 door, grey with red cloth interior. Very nice condition. 100K miles. \$2695, 978-386-7295.

1996 Cuttass Supreme: 38Kmi. \$8,000. Call 840-2560.

1997 Honda Accord EX: 40Kmi. Orig. owner. All pwr, pwr mrwt, Homet alarm sys., w/ternote start Exc. cond. ABS Alby: \$15,900 obo. 978-466-1370.

Notice Of Fiduciary's Account

To Joseph Friedson and all persons inferested in the estate of Joseph Friedson of Leominster Worcester, a minor - a meritally relarded person. You are hereby notified pursuant to Mass. R. Ch. P. Rule 72 that the linst thru duciary) of the property of said Joseph Friedson have been presented to said duciary) of the property of said Joseph Friedson have been presented to said ecount for allowance. If you desire to preserve your right to file an objection to said account(s), you or your attorney must file a written appearance in said Count at Worcester on or before the eighteenth day of April, 2000 the return day of this citation. You may upon written request by registered or certified mail to the triduciary, or to the attorney for the fiduciary, obtain without cost a copy of said account(s), if you must, in addition to the day of within such other time as the Court upon motion may order a written statement of each such item together with the grounds for each objection thereto, a copy to be served upon the fiduciary pursuant to Mass. R. Ch. P. Rule 5. Rule 5.

WITNESS, Joseph Llan, Jr., Esquire, First Justice of said Court at Worcester Leonard P. Flynn
Register of Probate
April 7, 2000

102 - Autos for Sale

102 - Autos for Sale

THE UTO BARA RT 13 LUNENBURG, MA

99 FORD RANGER Ex. cab 6 cyl, loaded, 9K mi

99 ТОУОТА ТАСОМА Ex cab, 6 cyl. loaded, 9K mi

98 FORD RANGER XLT SPLASH 6 cyl, loaded, 11K mi

98 HONDA CRV EX 4X4 Like new, 9.9K mi

98 SUBARU OUTBACK LTD 5 speed, loaded, 20K mil

97 CHRYSLER TOWN/COUNTRY LX

99 HONDA CIVIC 4dr. DX air, auto, 20K mi

97 HONDA CIVIC LX 4dr, auto, air, lock, & windows 20K mi 97 TOYOTA TERCEL

Auto, air, only 16K ml 97 JEEP CHEROKEE COUNTRY

Auto, air & more, 28K mi 97 MAZDA MIATA CONVERTABLE Auto, zir, 7K mi

97 TOYOTA CAMRY

Auto, air, lots more, 9.9K mi Call 978-582-4302

for more info on these automobiles

93 Honda Del Sol Si

5spd., Air, Alloy wheels. REMOVABLE HARD TOP \$7,625

uchard's Used Car Dept. 300 Lunenburg St., (Rte 2A) (978) 345-1800

95 Cadillac DeVille

Leather, Air, Cloth roof, Alloys Low Miles \$16,500

Boker Codilloc Oldsmobile 495 Main St. (Re 2 & 13) Leominater (978) 534-6566

Olds, 88 Cuttass Sierra 4dr, auto, AC, Cassette. -\$995 or best offer. 343-7754.

95 Dodge Stratus ES

V6, Auto. Air, Alloy wheels. \$7,625

Ron Bouchard's Used Car Dept. 300 Lunenburg St., (Rie 2A) (978) 345-1800

95 Ford Contour GL 40R, Auto, Air, PS, P8 Only 42,000 Miles

\$7,725 Ron Bouchard's Used Car Dept. 300 Lunenburg St., (Rite 2A) (978) 345-1800

120 - Motorcyles

93 Suzuki RM125. Excellent condition. Vy well maintained. Must sell, buying st. bike, \$1600. Call 534-7529-D, 537-0369-E.

96 Cadillac DeVille

Leather, Alloys, Full Power, Loaded 44,000 miles!!! \$18,500

Baker Cadillac Oldsmobile 495 Main St. (Re 2 & 13) Leominster (978) 534-6566

> 96 Saturn SL1 .. 4 Door

5spd., Air, CD Changer, Security sys-lem, PS, PB. \$6,925

Ron Bouchard's Used Car Dept 300 Lunenburg St., (Rie 2A) (978) 345-1800

97 Camaro Z-28 5.7 Liter, T-Tops, Air, alloys, Loaded 1 24,000 miles

\$18,500 Baker Cadillac Oldsmobile 495 Main St. (Re 2 & 13) Leominster (978) 534-6566

97 Olds Aurora Pwr sunroof, Air, Alloys, Black Loaded! GM Certified used cart! L56744 \$16,999 WOW! Baker Codillac Oldsmobile 495 Main St. (Re 2 & 13) (Joannate)

97 Seville SLS eather, Alloys, Cadillac certified to 70,000 miles.

(978) 534-6566

16,000 Miles \$28,500 Saker Cadillac Oldsmobile 495 Main St. (Re 2 & 13) Lemminder (978) 534-6566 98 Ford Black, 5spd

\$9 Ron Bouchar 300 Lunent

(978)108

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92 Ford E 94 Ford E 95 GMC S 95 Suz 97 Toyo 97 Chevrole 98 Plymo 99 Suzuki Gra Many more to ISUZU -

525 John Fil

(978) 34 GRE USED

SUBARU 93 Geo 93 Subaru Legac

95 Mazda 96 Dodge 96 Subaru Lei 97 Mazda 97 Oldsmo 98 Chrysler (99 Honda

Many more to ch NORTH SUBARU -757 Chase R

(978) 582

128 - Truc / Sale

87 JEEP GRAND 4x4, loaded, w/leather sunroof. Runs excl. \$2,000 or b/o. 345-50

1977 GMC SIERRA W Very good condition. drive. Must sell. I 978-342-0948.

1987 Bronco II Florida truck \$2850/b Call 978-345-9274.

1993 4DR, Tahoe Wagon. Good Condi Pw.PL. \$7,000 or 8/0 978-537-1334.

ISUZU 4X4 PICKUP: 1992 V6, 5 speed, blue. \$3230 or best of 978-537-6891.

Fitchburg Economic Development Office

Redevelopment Authority & Industrial Development Commission & Industrial Development Financing Authority

Mary H. Whitney, Mayor



Michael A. Lanava, Executive Director

March 27, 2000

Massachusetts Historical Commission 220 Morrissey Boulevard Boston, MA 02125

Dear Sir/Madam:

The Fitchburg Redevelopment Authority is preparing an Urban Renewal Plan for the city of Fitchburg, Massachusetts. Pursuant to MGL 121B, Section 48, whenever a public hearing is held on an Urban Renewal Plan, notice shall be sent to the Massachusetts Historical Commission, together with a map indicating the area to be renewed.

Enclosed please find a copy of the proposed Urban Renewal Plan area and a copy of the Public Notice. Please feel free to contact me if you have any questions or require further information.

Sincerely,

Michael A. Lanava Executive Director



Councillors at Large Herman J. Bourque Annie K. DeMartino E. Thomas Donnelly Paul F. Fontaine Dan H. Mylott

City of Fitchburg

CITY COUNCIL

President
Dan H. Mylott

Vice President
Paul F. Fontaine

Ward Councillors
Ward 1-Kevin P. Maynard
Ward 2-Matthew L. Moison
Ward 3-Susan M. Koeck
Ward 4-Matthew C. Straight
Ward 5-Stephan Hay
Ward 6-Ralph R. Romano, III

May 31, 2000

Mr. Michael A. Lanava
Executive Director
Fitchburg Redevelopment Authority
718 Main Street
Fitchburg, MA 01420

Dear Sir:

At the regular meeting of the City Council held on Tuesday, May 16, 2000, the following RESOLUTION as amended was adopted by vote of 9 in favor, 1 abstention, and 1 opposed. 11 members present. Board consists of 11 members. Approved by the Mayor on May 30, 2000 –

93-00.

RESOLUTION: Providing for the Creation of the Fitchburg Downtown Urban Revitalization and Development Area.

(Copy Attached)

Very truly yours,

FITCHBURG CITY COUNCIL

By: Lorraine T. Rousseau, Clerk

City of Hitchburg

ln	City	Council,	May	16,	2000	- X
	 /					

RESOLUTION: Providing for the Creation of the Fitchburg Downtown Urban Revitalization and Development Plan

WHEREAS, the City Council of the city of Fitchburg strongly supports increased economic development to provide additional jobs for City residents and expanded commercial and industrial activity within the City to promote and develop a healthy economy and stronger tax base; and

WHEREAS, the City Council of the city of Fitchburg desires a beneficial economic use for the currently blighted and underutilized land in the downtown area, providing jobs for City residents and additional tax revenues; and

WHEREAS, the City Council of the city of Fitchburg desires that this area, described as the Downtown Area, consisting of 224 acres, be designated as the Fitchburg Downtown Urban Revitalization and Development Area; and

WHEREAS, the City Council of the city of Fitchburg finds that the proposed Downtown Urban Revitalization and Development Area meets the definition of a Blighted Open Area, a Decadent Area, and a Substandard Area as defined by 402 CMR 2.03; and

WHEREAS, the City Council of the city of Fitchburg supports and endorses the economic development goals for the Downtown Urban Revitalization and Development Plan; and

NOW THEREFORE BE IT RESOLVED by the City Council of the city of Fitchburg that the following activities are necessary pursuant to an application for an Urban Renewal Area Designation in the city of Fitchburg to be authorized:

The City Council hereby authorizes the submission of the Fitchburg Downtown Urban Revitalization and Development Plan application to the Massachusetts Department of Housing and Community Development substantially in the form attached thereto as Exhibit 1, with the following amendments:

- 1. The Fitchburg Redevelopment Authority *will not* acquire and demolish the buildings where Dunkin Donuts and the self-service Montuori gas station are located between North Street and Willow Street, parcels #445, #447, and #448 in the Plan.
- 2. The Plan will be changed to state that Boulder Drive and Main Street will both be redesigned simultaneously for two-way traffic and construction will be coordinated.
- 3. Every effort will be made to move Boulder Drive adjacent to the Nashua River, from Family Bank to Fleet Bank and create parking contiguous to these businesses on Boulder Drive. On Boulder Drive, an engineering study will be commissioned with instructions to create a plan that will bend Boulder Drive to the right (Parallel with the Nashua River) so as not to reduce the existing parking spaces which service these businesses.
- 4. Prior to the construction of any new parks, green ways, play areas or river ways; a plan shall be developed and the funding sources identified, to maintain any new recreational area.
- Once the Plan is approved by the City Council and the State, it is a complete plan. The Plan currently states that no acquisition will occur without a developer who is ready to begin redevelopment. The FRA does not wish to acquire any parcels unless the Agency is ready to dispose of the parcel. However, there are some parcels in the Area which the FRA may negotiate to purchase without specific plans for redevelopment in order to save money in acquisition costs.
- 6. The City Council will meet with the Redevelopment Authority to review the progress of the Urban Renewal Plan as often as the Council deems necessary by giving the Redevelopment Authority a 30-day written notice.
- 7. Citizen participation sub-committees will be created to work with the Redevelopment Authority on each major segment of the proposed plan such as the Science and Technology Building, Boulder Drive realignment, Housing assistance plan, and the Historical District. Each sub-committee created, as well as the Design Review Committee will include at least one City Councilor who will be appointed by the Council President, one member from Pride and one member from Fitchburg by Design, or any subsequent business association and, people who live and work in the affected area.

- Within three (3) years, an amendment will be presented to include in the Urban Renewal Area, the 'flats' better known as the area between the southerly side of Prichard Street starting from Main Street and continuing to Academy Street, and then back to Main Street; both sides of Blossom Street and Highland Avenue; and the properties located on the easterly side of Blossom Street (parcels 370, 396, 404 and 437) between Green Street and Pearl Street shall be designated for either demolition or renovation, at which time a re-use plan will be presented. Within five (5) years, a recommendation will be presented regarding the Crescent Building, which is on the corner of Blossom Street & Crescent Street, parcels #370, #396, #404 and #437; and the Fitchburg Theater Building on Main Street.
- 9. Funds will be allocated for a marketing program. The Redevelopment Authority will hire a marketing firm, to advertise, market and promote development in the affected areas.
- 10. The Nashua River Watershed Association & Fitchburg Stream Team shall be invited to consult the Redevelopment Authority on all projects dealing with Nashua River.
- 11. This Plan shall provide for equal contiguous parking for Harper Furniture in the event that there be any land taking around that site.
- 12. If acquisition of the parcels of land in area of Montuori's Tire Store does not occur within two (2) years, said parcels will be removed from the Plan.

President, City Council

6. SITE PREPARATION

Site preparation costs are identified throughout Section 4. Finance. Specifically, costs associated with site preparations are divided into the sub-categories in the Section 4. Finance in order to show a more detailed description of costs.

7. PUBLIC IMPROVEMENTS

All Public Improvements are being carried out in direct concert with the *Project Objectives in Section 3* of this Plan. The timeframe for implementation is crucial for maximizing the redevelopment potential for the Area as a whole; therefore, a window of proposed implementation has been included after each improvement. The Authority proposes a goal to complete all Public Improvements, contingent on funding, within the first ten years of the Plan. Such a goal will establish in clear terms the City's commitment to redeveloping the Area.

Area wide Open Space Improvements

Improvements to pedestrian connections and open space will help to create a more attractive and livable neighborhood, and will also help to provide pedestrian links between new green spaces and residential areas. The open space improvements are intended to enhance both the surrounding neighborhoods as well as create amenities to further enhance possible economic opportunities by drawing people to the Downtown Urban Revitalization and Development Area. Each improvement is in support of at least on Project Objective (see section 3. Project Objectives) The Plan includes the following open space improvements illustrated in Section 1 Characteristics Figure K:

Nashua River

- A River walk traveling the length of the Nashua River within the Downtown Urban Revitalization and Development Area. (Timeline 5 years)
- A green space with active and passive uses located between the Boulder Drive and the Nashua River across from the new parking garage (Timeline 5 years)
- A small park and amphitheater between the Fitchburg Savings Bank and the Nashua River (*Timeline 5 years*)

Design of the neighborhood open spaces during implementation of the Plan should include a community process to ensure that they meet the needs of the surrounding community. Prior to the construction of any new parks, green ways, play areas or river ways, a plan shall be developed and funding sources identified, to maintain any new recreational areas.

Area-wide Infrastructure Improvements

Infrastructure improvements will create a more attractive and safer way for people to travel in and out of the Downtown Urban and Revitalization and Development Area. By making the following improvements, the plan will emphasize various modes of transportation. The following improvements will help facilitate the development proposals within the Downtown Urban Revitalization and Development Plan.

Roadways

- Improvements to North Street providing a new entranceway to Fitchburg State College (*Timeline 3 years*)
- The redesign of Boulder Drive as a two way road, making it a viable commercial boulevard (*Timeline 3 years*)
- The widening of Main Street to accommodate two-way traffic, a turn lane, as well as on street parking (*Timeline 3 years*)
- The improvements to Blossom Street from Main Street to Pearl Street(Timeline 5 years)
- The realignment of Sawyer Passway to connect with Main Street and the Lunenberg and Main intersection. (Timeline 5 years)

Many of the area wide improvements are related to transportation (see Section 1. Characteristics, F).

Parking

Parking has been a primary concern throughout the process of developing the Downtown Urban Revitalization and Development Plan. Therefore, the following projects are proposed for the Area:

- The construction of a new 500 car garage to service the new train and bus station as well as accommodate the new Science and Technology Building for Fitchburg State College(Timeline 5 years)
- The completion of a 300 car garage on Main Street to service the Main Street commercial and retail parking needs(Timeline 2 years)

- The construction of a new 500 car garage on Main Street across from City Hall to service the relocation of the Superior Courthouse (Timeline 7 years)
- The widening of Main Street to accommodate more on street parking. (Timeline 3 years)

All recommendations will be designed in consultation with the Office of Planning and Development, and with the City Engineering Department.

Intersections

Specific analyses and field observations indicate intersections in the study area are operating at acceptable levels of service during peak hours for urbanized areas (level of service D or better) with minimal delays for motorists.

- The placement of a traffic light at the intersection of North and Main Street (Timeline 3 years)
- The realignment of Boulder Drive as it meets Main Street on the east side of Boulder Drive(Timeline 3 years)
- The creation of an intersection where Boulder Drive will continue over the Nashua River (*Timeline 5 years*)
- The construction of a new exit out of Sawyer Passway creating an additional road meeting at the Main and Lunenberg intersection. (Timeline 5 years)

All recommended roadway related improvements are summarized on Figure F in Section 1. Characteristics.

Bridges

- The construction of a bridge crossing the Nashua River which will continue Boulder Drive over the Nashua River to Broad Street(*Timeline 5 years*)
- The construction of pedestrian foot bridges along the River walk at 2 different locations (Timeline 10 years)
- The renovation of two foot bridges along the river at Boulder and Putnam intersection and at the Rollstone vehicular Bridge. (Timeline 10 years)

Pedestrian Movements/Crossings

The specific intersection and pedestrian improvements noted above should be included in the design of the intersections and pedestrian crossings as highlighted on Section 1. Characteristics, Figure 1.

8. RELOCATION



Residential Relocations



Commercial Relocations

Under Chapter 79A of the Massachusetts General Laws, all businesses and residents displaced by public action are entitled to receive relocation assistance and payments. The purpose of the Chapter 79A statute is to provide for the fair and equitable treatment of all parties to be displaced as a result of public action. 760 CMR 27.00, the applicable state regulation, spells out the terms and procedures for such assistance and payments.

It is the City of Fitchburg's intention to assist the affected businesses and residents in relocating successfully, consonant with the parameters set by Chapter 79A and 760 CMR 27.00, and the City invites cooperation of site occupants in that regard. The City of Fitchburg, however, is committed to going beyond what is formally in MGL Chapter 79A and 760 CMR 27.00 in an effort to affect a successful business and resident retention program.

The Fitchburg Downtown Urban Revitalization and Development Project involves the acquisition of 62 parcels of privately owned land out of an urban renewal area consisting of 224 acres. The successful implementation of the Plan requires the relocation of up to 49 units of residential housing and 18 existing businesses (some of these may remain during rehab activities); a listing can be found in Section VIII, M-4. Tax records indicate the acquisition parcels contain 49 units of housing; field inspection in September 1999 indicates that there are 49 units.

Current Occupants of Acquisition Parcels (Based on winter 1999 survey)

Parcel	Owner	Building SF	Occupant	Use
Parcel 314	HUD	5,579	One-Family	Residential
Parcel 303	Pappas	4,872	Two-Family	Residential
Parcel 286	Quach	10,500	Multi-Family	Residential
Parcel 236	Gagne.	3,501	Two-Family	Residential
Parcel 570	Palmer	5,228	Three-Family	Residential
Parcel 578	Donnelly	2,640	Two-Family	Residential
Parcel 537	Dame	2,769	Vacant	Residential
Parcel 538	 Surette	1,902	One-Family	Residential
Parcel 530	Dame	3,090	One-Family	Residential
Parcel 31	Lamoureux	4,760	Two-Family	Residential
Parcel 38	O'Dowd	2,338	One-Family	Residential
Parcel 50	Pennetti	4,980	Two-Family	Residential
Parcel 61	Gichangah	2,064	Two-Family	Residential
Parcel 532	Abdallah	4,986	Multi-Family	Residential
Parcel 435	Sciabarrasi	4,365	JR's Pub	Commercial
		•	Dainty Maid	Commercial
Parcel 428	Bramante	8,200	City Ćab Co.	Commercial
Parcel 59	Donnelly	11,008	Multi-Family	Residential
Parcel 551	Donnelly	2,835	Two-Family	Residential
Parcel 547	Donnelly	7,494	Multi-Family	Residential
Parcel 535	Donnelly	5,384	Multi-Family	Residential
Parcel 75	Flagg	3,715	Two-Family	Residential

Parcel 440	Martel	33,661	Martel's Classic Carriages	Commercial
			Video Paradise	Commercial
			Piano Exchange	Commercial
Parcel 542	Huckaby	4,974	Three-Family	Residential
Parcel 555	Robertson	1,968	One-Family	Residential
Parcel 560	Rhodes	4,518	Three-Family	Residential
Parcel 562	Leger	1,644	One-Family	Residential
Parcel 478	Jayasankar	15,766	Salvation Army	Commercial
	• ,		Byrne Insurance	Commercial
			Depot Travel Agency	Commercial
			Home First Mortgage Co.	Commercial
Parcel 473	Montouri Tire, Inc.	11,870	Montouri Tire	Commercial
Parcel 474	Montouri Oil Corp.	120	Citgo Gas Station	Commercial
Parcel 406	Nikitas	14,432	Vacant	Industrial
Parcel 405	Component Parts Co.	11,200	Component Parts Co.	Industrial
Parcel 515	WRŴ	70,426	WRŴ	Industrial
Parcel 521	Fitchburg Gas and Electric	960	Vacant	Industrial
Parcel 522	SCP Realty Trust	17,250	Vacant	Industrial
Parcel 480	Johnston	14,375	Vacant	Industrial
Parcel 457	Peoples Savings Bank	1,534	Fleet Bank	Commercial
Parcel 472	Diversified Fin. Southeast Inc.	1,320	Vacant	Industrial
Parcel 201	General Electric	296,998	Vacant	Industrial
Parcel 458	Diversified Fin. Southeast Inc.	35,666	Vacant	Industrial
Parcel 468	Caron	12,316	Caron's Flea Market	Commercial
Parcel 480	Micron Products	52,075	Micron Products	Industrial
	(Roadway Easement Only)	•		
Parcel 265	Department of Public Works	131,246	DPW	Tax Exempt

It is anticipated that land acquisition activities will begin during the fall of 2000. However, no business lawfully occupying property scheduled to be acquired in accordance with this Plan shall be required to move without 120 days written notice from the Redevelopment Authority.

As the staff for the Fitchburg Downtown Urban Revitalization and Development Project, the Fitchburg Redevelopment Authority will have responsibility for providing relocation assistance to the affected businesses. The Department will retain the services of a relocation firm experienced in relocation matters to directly assist the City, including assistance in finding alternative sites, data regarding relevant zoning issues, review of moving cost estimates, etc. It is planned that the City of Fitchburg will establish an office within the Downtown Urban Renewal Area that will provide these services. All affected occupants will be directly notified when the office has been established. However, in the interim, all inquiries should be directed to:

Fitchburg Redevelopment Authority 718 Main Street Fitchburg, MA 01420 Affected parties are encouraged to contact the Fitchburg Redevelopment Authority in writing, by telephone at (978) 345-9602, or in person, with any questions they may have.

The relocation assistance process will proceed as follows:

- 1. Redevelopment Authority staff and consultants will contact all known businesses to be relocated and will conduct personal interviews with the company principal(s) or their authorized representatives. Follow-up interviews will be held as the project proceeds.
- 2. At the time of the interview, the businesses will be provided with detailed information about the nature and extent of assistance available to them in (see Appendices I and J):

Fitchburg Redevelopment Authority Downtown Urban Revitalization and Development Plan

Relocation Benefits Brochure

- 3. Ongoing assistance to the affected businesses will continue until a move is facilitated.
- 4. All affected businesses are required to inform the City in writing of their intention to move at least 30 days prior to their moving date, but not earlier than 90 days prior to the move. All notices shall comply with 760 CMR 27.09 (23).
- 5. After the move, the Redevelopment Authority, along with its relocation consultant, will review the relocation payment claims for moving and related expenses for completeness as well as adherence to 760 CMR 27.00. Redevelopment Authority approval is required for all payments. State Bureau of Relocation (BOR) approval is necessary for claims over \$25,000. Claims must be submitted to the Redevelopment Authority within twelve months after the claimant's displacement and must be fully documented with appropriate receipts and other evidence showing expenses incurred. The Redevelopment Authority will pay claimants for eligible claims as promptly as possible after eligibility has been determined. Ineligible claimants shall be provided with written notice of the reasons for rejection of all or part of their claims.
- 6. Prior to the Redevelopment Authority's approval of any relocation payment claims, an agreement should be reached with each business as to the eligible expenses. In cases where such agreement cannot be reached, the following grievance procedure shall prevail:

- a. Claimant shall be invited to present their grievance in writing and/or in person to the Authority.
- b. The Redevelopment Authority shall receive a written recommendation from the Hearings Officer concerning said grievance within 14 days of the Redevelopment Authority's receipt of grievance.
- c. The Redevelopment Authority shall, at its next regular meeting, take action with respect to the grievance and subsequently provide a written notice to the claimant explaining the Authority action and the basis for such action.
- d. Claimants shall have the right to appeal the Authority's determination to the Bureau of Relocation (BOR), whose decision shall be final and binding on both parties.
- 7. No business shall be evicted from the Downtown Fitchburg Urban Revitalization and Development Project Area except as a last resort for one or more of the reasons stated in 760 CMR 27.03.
- 8. Affected businesses are advised that use and occupancy charges, where appropriate, shall be paid to the Authority pursuant to written notice received by each affected business.

A Proposed Business Relocation Benefits brochure and a Proposed Residential Relocation Benefits brochure can be found in Appendices J and K. For further information about relocation procedures or the Downtown Fitchburg Urban Revitalization and Development Project, parties may contact:

Fitchburg Redevelopment Authority 718 Main Street Fitchburg, MA 01420

9. REDEVELOPER'S OBLIGATION

RFPs will be issued for specific disposition parcels, outlining the desired uses for the parcels (see Section 1. Characteristics, Figures D-2), as well as the need for proposals to be consistent with this Plan. In the public solicitation of proposals, each redeveloper shall be required to provide information to the Redevelopment Authority that includes completion of forms entitled "Part I, Redeveloper's Statement for Public Disclosure" and "Part II, Redeveloper's Statement of Qualifications and Financial Responsibility" (see Appendix K) for review by staff of the Fitchburg Redevelopment Authority. Upon review of all documentation and evaluation by the Redevelopment Authority, a designation will be made. The selected development entity will be required to enter into a Land Disposition Agreement which will be entitled "STANDARD FORM OF CONTRACT FOR SALE OF LAND FOR PRIVATE REDEVELOPMENT" and which shall be approved by the Department of Housing a Community Development as required by 760 CMR 12.00.

Designated developers will be required to comply with the goals and objectives of this plan and with zoning and design guidelines developed for The Fitchburg Downtown Urban Revitalization and Development Area.

10. DISPOSITION

The improvements shown on Figure K in Section 1. Characteristics are conceptual in nature and intended to depict one manner in which the Clearance Areas could be developed consistent with this Plan. Subject to the requirements of this Plan, the goals and objectives of the City of Fitchburg, and applicable law, the proposed redeveloper(s) of the site will be provided with the opportunity to propose an alternative building and/or land use arrangement for the Clearance Area. Any such development proposal will be reviewed by the Redevelopment Authority and the appropriate City representatives in accordance with the terms of the Land Disposition Agreement(s) to be negotiated with the proposed redeveloper.

The Plan creates disposition parcels for redevelopment by both the public and private sector (see Section 1. Characteristics, Figure H). These parcels and their locations have been chosen to provide the maximum opportunity to facilitate private redevelopment of this Area.

Under Chapter 121B and M.G.L. 30B, the sale or lease of industrial or commercial real property by redevelopment authorities or their successors, engaged in the development and disposition of the real estate in accordance with an approved plan, is exempt from public disposition procedures required of all other local entities. The Redevelopment Authority, vested with the powers of an urban renewal agency, has decided to move forward with a process that will solicit proposals from outside entities to facilitate the redevelopment of the disposition sites.

11. CITIZEN PARTICIPATION

This plan resulted from an extensive public participation process in compliance with 760 CMR 12.02 (11). Representatives of the Fitchburg Redevelopment Authority and/or the Consultant Team preparing this Plan held individual meetings with various business owners, housing organizations, and other area residents and affected property owners as necessary to gain information or as requested by the individuals and organizations. The key component was the active participation of a Citizens Advisory Committee comprised of 14 individuals representing local residents, businesses, institutions, community organizations, the Fitchburg State College, and a number of City agencies.

It is common knowledge that a plan will fail without significant public input and support. In that regard, this Plan was developed with the active participation of a Citizens Advisory Committee (CAC) comprised of 14 individuals representing local residents, businesses, institutions, community organizations, Fitchburg State College, and a number of city agencies. The group consists of the following individuals:

- 1. Gerry Martel-Downtown Business Owner
- 2. Mathew Straight Downtown Resident/Councilor
- 3. David Svens Downtown Resident
- 4. T.C. Zimorowski Downtown Business Owner
- Nancy Maynard Downtown Resident/ Chamber of Commerce
- 6. Brad Kenney Downtown Resident
- 7. E. Thomas Donnelly Property Owner/ Councilor
- 8. Stephen Dinatale Downtown Resident
- 9. Michael McLaughlin Downtown Resident/ Mt. Vernon Association
- Thomas Conry Resident/ Fitchburg Industrial Development Corp.
- 11. Joe Tarbell Downtown Resident
- 12. Kelly Arvidson Downtown Resident/Mass Development
- John McNamara Downtown Resident/ Fitchburg Stream Team

14. Daniel Flynn - Fitchburg State College

The Plan calls for Citizen participation sub-committees to be created to work with the Authority on each major segment of the Plan, such as North Street, Boulder Drive, Housing, Historic District and other major projects. Each sub-committee create, as well a the Fitchburg Design Review committee will include at least one Fitchburg City Councilor who will be appointed by the Fitchburg City Council President, one member from Pride and one member from Fitchburg by Design, or any subsequent business association. In addition, the Nashua River Watershed Association and Fitchburg Stream Team shall be invited to consult the Authority on all projects dealing with the Nashua River.

The Authority will meet with the Fitchburg City Council to review the progress of the Plan as often as the Council deems necessary by giving the Authority a 30-day written notice.

It is the intention of the Authority to continue the Citizen Participation process on a monthly or quarterly schedule, depending on the level of activity, as the Plan undergoes implementation.

12. IMPLEMENTATION

Strategy

The City is committed to the successful implementation of this Urban Revitalization and Development Plan. Recognizing that implementing all of the recommendations in the Plan will require several years, the following list of priorities has been developed:

- 1. Establishment of the public mechanisms for supporting and guiding the development, including adopting zoning changes and design review procedures/guidelines, putting in place financial incentive programs, beginning more rigorous code enforcement (all of these could begin prior to adoption of this Plan), and establishing and staffing a field office to manage the implementation.
- 2. Disposal and/or development of all City-owned parcels; although these parcels are primarily targeted for housing, this would also include the former General Electric Site.
- 3. Acquisition, relocation and demolition of clearance and spot clearance areas.
- 4. Reconstruction of major arteries and open spaces along those arteries.
- 5. Acquisition and disposition of additional parcels for housing.
- 6. Construction of other public improvements, including reconstruction of secondary roads within the Area.
- 7. Acquisition and disposition of remaining parcels targeted for other uses.

Administration

The implementation of the Fitchburg Downtown Urban Revitalization and Development Plan will require significant time from administrative and technical staff for several reasons. The project Area is large and contains numerous small parcels in individual ownership. This ownership pattern increases the number of acquisitions and consequently the number of owners with whom the Authority must negotiate. More importantly, however, the success of the plan will rely not only on specific public improvements, but also on ongoing actions such as code enforcement and design review, and incentive programs which encourage property owners to make improvements to their homes and businesses. The approach is to use the initial phase of the revitalization program to create a renewed sense of confidence in the future of the neighborhood. By using strategic investment of public dollars, the program will create a setting in which private investment is more likely to occur.

This implementation plan therefore includes several key components related specifically to managing the implementation process.

- Redevelopment Office: Located within the project Area, the Redevelopment Authority Office will be staffed with a project manager, code enforcement officer and a housing specialist who can provide information and contacts for the development process and housing revitalization programs. Staff will be available to address questions concerning the revitalization plan and to assist with necessary applications for various City financing. The project manager will be responsible for designing a process to pre-qualify potential developers and contractors for involvement in the revitalization plan. This pre-approval process would eliminate the need for an RFP process for each individual situation. These onsite personnel should be able to supply property owners and potential developers with an easy-to-understand step by step outline of the development process, design guidelines, a brochure explaining available incentive programs, a description of the proposed public improvements, current RFP's for disposition parcels and a list of upcoming RFP's. This office will provide a visible reminder to the community that the City is committed to achieving the goals of the Plan, encouraging private investment and increasing neighborhood stability.
- Project Manager: Successfully implementing the plan will involve
 a number of concurrent actions ranging from conducting property
 surveys and appraisals to beginning acquisitions, issuing RFP's and
 contracting for design and construction services for public
 improvements. A full time Project Manager (see above) will be
 required to provide the concentrated oversight to the details of
 each of these actions.
- Technical/Administrative Support: The Project Manager will require ongoing cooperation from a number of City agencies and boards, including the Planning Board, Office of Code Enforcement, Office of Planning and Development, Tax Assessor, Legal Department, and Traffic and Engineering, as well as a Housing Specialist familiar with all available housing programs and able to help people gain access to them. Designating a liaison from each of these agencies will help to maintain consistency and a continued level of support. In addition, City services and code enforcement activities should be targeted to the Area during the early years of implementation, both to eliminate existing problems and to illustrate the City's commitment to the neighborhood. Strict enforcement of the Minimum Maintenance Ordinance should also be stressed in the Area.

Business Retention

Urban renewal projects are governed by MGL Ch. 121B which requires that all occupants displaced by urban renewal activities qualify for relocation benefits as defined in MGL Ch 79 and MGL Ch 79A. The regulations are designed to facilitate the orderly relocation of all occupants and establish eligibility criteria and reimbursement mechanisms to assist in that relocation. A relocation brochure for both residents and businesses is enclosed in *Appendices I and J*.

The relocation regulations make no requirement as to the final location of the displaced occupants. In fact, the statute and regulations establish eligibility for relocation benefits for moves up to 50 miles from the present site location and further with the appropriate approvals.

The City of Fitchburg values the contributions that each business and residential occupant brings to the stability of the community and has committed to initiate a Business Retention Program with the goal of relocating all displaced businesses and occupants in the Downtown Fitchburg Urban Revitalization and Development Area or at least in Fitchburg.

The key to the business retention program is to establish a retention team composed of economic development and planning department staff who will initiate contact with all occupants and establish both the existing and future needs of the occupant. At that point, program members will provide information as to the availability and costs of relocation locations in both the Downtown Urban Revitalization and Development Area and other areas of Fitchburg. The team will look at other assistance programs the occupant may be eligible for in addition to the basic relocation benefits provided under MGL Ch. 79 and MGL Ch 79A with the goal of composing a plan aimed at retaining the occupant in Fitchburg.

The Authority has the option to provide further assistance in the form of Tax Increment Financing, Section 108 loan guarantees, SBA loans, etc. that when combined with the eligible relocation benefits package can provide a very good incentive for occupants to remain in the City of Fitchburg and benefit from the revitalization of the Downtown Urban Revitalization and Development Area and the City.

Existing business owners being acquired and relocated will be given priority for both rental and condominium commercial and industrial space developed on disposition parcels. These existing owners also will have the opportunity to submit proposals for developing disposition parcels.

Housing Program Implementation

Preserving the quality and quantity of affordable housing for local homeowners is the principal goal of the Downtown Urban Revitalization and Development Plan. The two Phases recommended in this Plan are intended to create options:

- 1. Provide general rehab assistance and code-compliance assistance to owner-occupants of one- to three-family buildings. Rehabilitation efforts will be subject to financial and physical feasibility, with limited assistance to structures with rehab costs in excess of replacement costs.
- 2. Provide rehab assistance to "responsible" investor-owners who show a commitment to the revitalization plan and are willing to invest in improvements.
- 3. Take steps to acquire, rehabilitate and resell absenteeowned multi-family properties, where experience indicates that the present owners do not have a long-term interest in maintaining the property. Resale preference should go first to Area residents, then to Fitchburg State College Employees.

New Construction

In addition to the preservation of existing housing in the Downtown Urban Revitalization and Development Area, the proposed plan will address the need for the development of new housing. Vacant sites made available will provide the majority of new housing opportunities. Other new construction will be built as replacement housing for severely dilapidated structures or as infill housing designed to complement the surrounding residential context. The programs outlined in the Plan for new housing will serve to address the following needs.

- Create opportunities for first time homebuyers, with an emphasis on households currently living in the Downtown Area. Additional preference should be given to other Fitchburg residents.
- 2. Create sites for new construction through the assembly of existing vacant parcels occupied by structures that are not in sound condition or with uses not compatible with their surroundings. Relocation of existing industrial uses will limit the existence of non-conforming uses and provide additional land for development.

3. Utilize vacant land in the Downtown Area currently owned by the City. The City should continue its commitment to providing affordable housing by utilizing existing vacant land. Additionally, the re-use of such land would return property tax revenue to the City.

The Downtown Urban Revitalization and Development Plan Budget (see Section 4. Finance) will pay for site acquisition, demolition and relocation, as well as for off-site public improvements. The actual costs for proposed housing programs would come from private sources. In order to leverage the amount of required financing for the revitalization of the Area, it is important that the City remains committed to targeting subsidies and grant programs to the Fitchburg Downtown Urban Revitalization and Development Area. (see Section 2. Eligility)

First Refusal

In some cases, properties are designated for acquisition and rehabilitation, rather than for acquisition and demolition. The purpose is to ensure that the properties are rehabilitated to become positive contributions to the community, rather than to change the use of the parcel. In these cases, interested existing property owners will be given the opportunity to provide the City with a proposal/plan for the rehabilitation of their own property to city standards. The rehabilitation plan must include a detailed description of improvements, a schedule for making the improvements and an achievable strategy for funding those improvements. If the rehabilitation plan submitted by the property owner meets the city's goals, the owner will be given a reasonable opportunity (maximum of one year to secure approvals and begin construction) to make improvements according to the plan. If the owner meets the conditions of the plan, the City will not proceed with acquisition. If the current owner is not willing to make needed improvements and properly manage the building, then the plan provides for acquisition and transfer to an owner who will maintain the property and make a positive contribution to the good of the neighborhood. The Authority may purchase parcels slated for acquisitions through negotiations with the landowners without having a developer ready to redevelop the property. Otherwise, the Authority will not acquire any parcels unless it is ready to dispose of them. However, if acquisitions of parcels 471, 477, 473, 474, which are owned by Montouri Tire, Inc. do not occur within two years, those parcels will not be acquired. The following outline identifies the process for selecting additional developers:

Ongoing Review Committees

This Plan has been developed with significant input from a Citizens Advisory Committee. The Committee and the community, in addition to the City, are very interested in ensuring that the implementation of the plan is carried out according to the original intent. The Citizens Advisory Committee will continue to meet on a regular basis (monthly or quarterly, depending on the level of activity) to review the implementation progress made, upcoming actions, and the success of the project in leveraging private investment. The Committee will review and reach consensus on any changes to the Plan during the implementation phase. In addition, sub-committees will be created for all major projects in the Plan. Participation in these subcommittees will include a member of the City Council, chosen by the City Council President, a member of Pride, Fitchburg By Design or subsequent business organization, a member of the Nashua Watershed Association or Fitchburg Stream Team, and other community members.

The Authority is committed to continuing the extensive public involvement that led to the preparation of the Fitchburg Downtown Revitalization and Development Plan. Along with the CAC Committee, the process included an extensive public hearing held by the City Council where many of the suggestions presented by citizens were eventually included in the Plan. In addition, all of the amendments listed in the City Council Resolution (see Section 6.Requisite Municipal Approvals) are a part of this Plan and the Authority is committed to carrying them out.

Developer Selection

The process for selecting developers in the Downtown Area should be designed by the project manager. The Plan proposes that the Fitchburg Redevelopment Authority will act as the master developer of the Plan with attempts made to allow existing owners to redevelop parcels according to the Authority's specifications.

- Issue Request for Qualifications to qualify builders and contractors for upcoming redevelopment opportunities.
- 2. Assume that the Authority, working through the project site office will manage the developer selection process.
- 3. All work will be controlled by city zoning requirements and by the Project Design Guidelines through a one-stop development office.
- 4. For smaller infill parcels, the Authority can go directly to the list of pre-qualified contractors. The Authority will need to have staff or technical assistance capacity to oversee the work.

- 5. For larger parcels, the Authority has the right to designate the recipient of a disposition parcel. This designation should be governed by building type and density requirements.
- 6. Alternatively, the Authority could issue an RFP to include specific program information delineating the building types and number of units to be provided. The developer would have the choice of presenting a team including their contractor or of working from the Authority's pre-qualified list to select one or more contractors.