



# UXBRIDGE

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## COMPREHENSIVE COMMUNITY PLAN SECTION A

### MAIN STREET INITIATIVE

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2023 | EDCP

**“The greater danger for most of us is not that our aim is too high and we miss it, but that it is too low and we reach it.”**

Michelangelo



The *Comprehensive Community Plan Section A - Main Street Initiative* has been made possible by our collaborating partners, including...



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# CONTENT

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## INTRODUCTION

ACKNOWLEDGEMENTS	2
VISION	3
LET'S GET STARTED	4
OVERVIEW	6

## PURPOSE

OPPORTUNITY	14
-------------	----

## PROCESS

TODAY & TOMORROW	17
------------------	----

## ECONOMIC VITALITY

BALANCING MAIN STREET	
-----------------------	--

- Market Analysis 20
- Economic Restructuring 26

BUILDING A MAIN STREET TOOL KIT	34
---------------------------------	----

- Craft a Brand Identity 36
- Technical Assistance 38
- Business Loan Fund

## PIVOT PROJECTS

- Municipal Campus 46
- 21 South Main Street 48
- 32/36 South Main Street 49
- Public Library 50
- Public Safety Complex 51
- Bike Trail/Greenway 52

## DESIGN

### SENSE OF PLACE

- All Abilities Initiative 54
- Façade Improvement Design Project 55
- Signage Improvement Design Project 57
- Public Space Improvement Project 58
- Streetscape Improvement Project 59
- Town Common Improvement Project 66
- What About Public Art? 67
- SoNo Cultural District 68
- Uxbridge Historic District 70

• <b>Historic Preservation Works</b>	71
• <b>Calm the Traffic</b>	73
<b>ORGANIZATION</b>	
<b>BUILDING A MAIN STREET ORGANIZATION</b>	
• <b>Main Street Together</b>	75
<b>PROMOTION</b>	
<b>CRAFT SPECIAL EVENTS STRATEGY</b>	
• <b>Community Partnership Program</b>	82
• <b>Main Street Together</b>	84
<b>CLOSING REMARKS</b>	
• <b>One Last Thing</b>	89
<b>WHAT'S NEXT</b>	
<b>CRAFT A COMPLETE COMPREHENSIVE PLAN</b>	
• <b>Sections B, C, D &amp; E</b>	91
<b>APPENDICES</b>	
• <b>Appendix A: Zoning Mixed-Use Development</b>	94
• <b>Appendix B: Business Self-Assessment</b>	106
• <b>Appendix C: Community Partnership Application</b>	135
• <b>Appendix D: Community Preservation Award Notification/MO</b>	136
• <b>Appendix E: Community Planning Workshop Findings Report</b>	139
• <b>Appendix F: Business Investment Funds Forms</b>	173
• <b>Appendix G: Façade Improvement Program</b>	191
<b>ATTACHMENTS</b>	
• <b>Attachment A: Municipal Campus Project Briefing</b>	195
• <b>Attachment B: Façade Improvement Design Project Portfolio</b>	290
• <b>Attachment C: Signage Improvement Design Project Portfolio</b>	328
• <b>Attachment D: Program Graphics Portfolio</b>	369
• <b>Attachment F: Related Materials Reference</b>	371

*The preparation of this community plan is based on knowledge gained over a career that has spanned more than forty years. In addition, elements of the plan were gleaned or adapted from numerous trusted economic development publications and materials, as well as from our organizational partners, and professional consultants.*

*Michael Gallerani*

# INTRODUCTION

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COMPREHENSIVE COMMUNITY PLAN MAIN STREET INITIATIVE

**“The beginning is the most important  
part of the work.”**

Plato

# ACKNOWLEDGEMENTS

This community plan, as is the case with all efforts, completed under the auspices of the Department of Economic Development and Community Planning, would not be possible without the input, assistance and support of all the Town Departments, including:

Town Manager Steven Sette	Assessors Ken O'Brien	Building Joe Fitzpatrick
CATV Barry Giles	Conservation Emily Petro	Facilities Bruce Burak
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Senior Center Lisa Bernard	Town Accountant Matthew Bobola	Town Accountant Kurt Ginthwain
Town Clerk Kelly Cote	Treasurer/Collector Jessica Messer	Veterans Services Carl Bradshaw

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## VISION

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It is the year 2027, as Uxbridge celebrates its tercentenary, the Main Street District is a center of community life based on solid planning and thoughtful design that has blended the reuse of traditional commercial buildings with creative economic and community development activities, resulting in a new vibrancy that engages and is powered by residents, visitors, business owners, developers, and investors.

**“Vision is the art of seeing what  
is invisible to others.”**

*Jonathan Swift*

## LET'S GET STARTED

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Community planning takes many to make it successful. Of course, there are the planning and development professionals. There are the political and community leaders.

And then there are the investors. Ultimately it falls on the shoulders of those who are investing in a community to make it successful. If a community is committed to being the best it can be, the money will follow. In many places the developers were allowed to be the de facto planners. This was driven by tax limit measures and growing school populations. Communities scrambled for new growth and were faced with taking the best deal. They were not operating from a position of strength. Today communities, because of good zoning bylaws, and the implementation of master, strategic, and economic development plans, are better prepared to create communities that are special. The makeover cannot happen overnight, but it can happen.

The Town of Uxbridge, the town, the community, neighborhoods, businesses, investors, local organizations, professional staff, elected and appointed officials have been operating without a “road map” as Uxbridge has continued to grow and new demands for services, experiences, improved infrastructure, schools, and municipal facilities have grown louder and louder.

During the past several years, as the Town has been confronted with the need for direction based on forward leaning plans. The Municipal government has been the subject of constant change. Town Managers have come and gone, as have professional staff, and a lack of involvement by younger and enthusiastic leaders has led to a stagnation, and at times, a negative sense of being.

Uxbridge is at a crossroads - a crossroads where if the wrong path is taken, the community could be lost for generation. It has been estimated, that the much-needed infrastructure improvements could cost as much as \$75 million (in 2023 dollars), the cost of a new elementary school could well exceed \$100 million, the Municipal Campus (Town Hall/Senior Center/community recreation/meeting space) is \$70 million, and a public safety complex (Police/Emergency Management) could easily exceed \$30 million.

With neither a clear community master planning path nor an aggressive capital-spending contract, Uxbridge could quickly become just another pass-through or temporary landing spot for residents, businesses, investors, travelers, professional staff, and elected and appointed officials.

The first, and arguably the most vital, step is a need to commit to planning and related spending. The anti-spend culture that has engulfed Uxbridge has set a course that could,

if left unchecked, result in an out of balance community. Current projections indicate that in the year 2040 (just 17 years away) the population would be majority age 55 plus. An imbalance of any type, especially those of age and/or income and education, could lead to an erosion of the foundation needed for a healthy and strong community.

The demand for senior services will grow exponentially, the decline in the number of young families will result in underutilized school and recreation space, and an expected leakage of wealth and stagnation of economic growth will result in a self-fulfilling prophecy of “not being able to afford it”, whatever the “IT” is.

Predictably, neighborhoods, especially those with older housing stock will decline because of disinvestment, a lack of interest by young families, and opportunist investors buying in at the low value and creating a renter community. There is nothing to lead anyone to believe that the so-called renters will be anything more than people working two jobs to provide for themselves and their families. People in that situation and having no deep-rooted ties to the community do not have the time or interest to serve on local boards and committees, coach youth sports, volunteer, or care much beyond what they need and must do to survive. It is incumbent upon the community, any community, to offer a quality of life for all, that is fair, and equitable. The existing imbalances between age and socio-economic populations hinders the proliferation of fairness and equity.

The construct of a comprehensive community plan is crucial to Uxbridge today and tomorrow. An approach that focuses on all things Uxbridge starts with this document, *Uxbridge Comprehensive Community Plan – Section A – Main Street Initiative*. What should follow are Sections that speak to the future of housing, neighborhoods, and demographics; preservation (historic, conservation, environmental, and the sense of community); commercial/industrial growth including the re-zoning of the Route 146 Corridor; revenue enhancement; capital planning and spending; governance, including professional staff attraction and retention; public education; and public services. A variety of studies have been conducted in recent years that can serve as the foundation or reference going forward, including All Abilities Initiative (ADA compliance), Fleet Transition (to EVs), Market Analysis, Housing, and the repurposing of the McCloskey Building for the Municipal Campus.

**“Real change, enduring change  
happens one step at a time.”**

Ruth Bader Ginsberg

## OVERVIEW

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What is the future of Main Street? A somewhat rhetorical question, maybe. Time, energy and resources have been spent developing and looking at strategies, concepts, plans and even the beginnings of a new sense of place.

During the past decade the decision makers and planners have worked to produce strategies and studies, some of which were employed, others left to collect dust.

All are important to the creation of the new Uxbridge Main Street.

What follows is a collection of concepts, ideas and recommendations that embrace the work that has been completed while offering complementary thoughts and recommendations for the future of this vital piece of the community. This document will not rehash the work that has been done.

Gone, actually long gone, are the days of traditional “Main Street” retail. The internet, shopping centers, and big box stores have been reinventing the retail experience for the past fifty years.

The new “Main Street District” should be a mix of professional offices, shared workspaces, cafes, restaurants, services, and to a limited degree, retail. The latter would be food (grocery, specialty/small batch, bakery, etc.) and specialty (florist, hardware, art, etc.) stores that fill demand niches not easily met by the internet or big-box stores.

Mixed in would be a diversity of housing; diversity of residents, age – race - ethnicity - income – commuters – non-commuters; diversity of ownership, renters – owners; and a myriad of social needs and wants.

The goal should be to create a neighborhood, or series of interwoven and independent neighborhoods, that are active twelve to sixteen hours per day, and offer a sense of place that all but “rolls up the sidewalks” at 5 or 6PM. That is vital in support of the goal of attracting end users that will cater to residents, employers, their employees, commuters, and visitors. Part and parcel of the plan should be special events. Key to creating a sense of place and establishing an environment where “social collisions” and family-friendly events such as the Farmers Market, art events, holiday parades, festivals and pop-up activities such as “The Doors!” and “September Art Walk” occur.

So, what is the “Main Street” brand? How should it be marketed? What/who are the target end users? Who will identify them? How does it all come together?

Let's start with a slogan...

**“GOOD THINGS ARE HAPPENING!”**

From there, a theme can be built.

Many communities point to the malls and strip centers as the reason for their demise, but most often, many other factors had a greater negative impact.

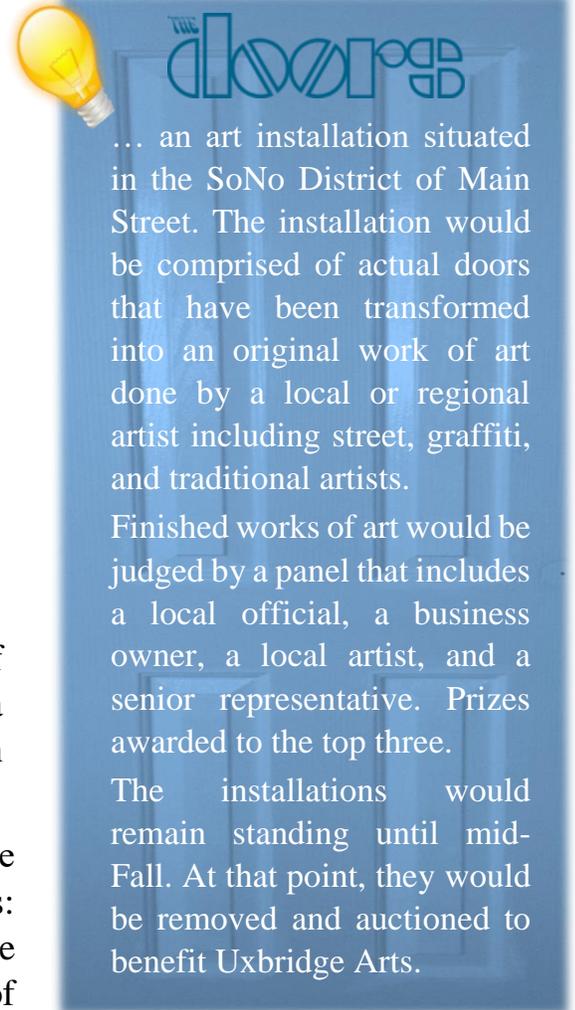
Today's planning and economic development model is to foster synergy and forge stronger communities one building at a time, resulting in a community of many well-planned and thought-out buildings. Business and property owners are realizing that sameness is not a plus it is actually a minus.

The economics of uniqueness and the creation of durable value are keys to success. The image of a community is fundamental and plays a major role in determining its economic well-being.

Today's marketplace is catching up to some of the ideas that planners have been promoting for years: robust downtowns; walkable and bikeable communities; abundant green space; and the value of high quality – thoughtful design.

Baby Boomers (1945 to 1965) and Gen X (1965 to 1980) still enjoy “downtowns” whether it be for socializing, dining, entertainment, culture, or in a limited manner, shopping. They typically spend time and money if the place is enjoyable. They want to walk more, drive less, and live in the vibrant core (center) of their community. Both generations seek ways to become integrated rather than isolated. Inviting and vibrant public spaces are created through appealing streetscapes, pedestrian activity, and a use-mix that drives consumer interest.

For Boomers, the question is will they age in place, or seek to live closer to their children and grandchildren, return to a place they once knew, or seek places that offer cultural quality. Due to their life expectancy, that when combined with a need among many to supplement their retirement income, job opportunities will play a role in their decisions. Access to healthcare is yet another important factor.



The younger age groups view location as being just as vital. In the end, time is money, so the less time spent in traffic and the more efficiently people can travel between work, home, family and friends, the greater the value of location and place. The children of Boomers are more connected to each other than any previous generation; they crave the interaction that is available in central locations that offer a chance for “social collisions”. Technology makes it possible for friends to get together at a moment’s notice, and social networking helps friends stay connected to current activities. Locations that offer recreation, culture, and a place to “see and be seen” have become increasingly attractive.

The case for appealing to Millennials/Gen Y (1981 – 2000) offers challenges that have yet to fully evidence themselves.

What we know is Millennials use social media to create a different sense of belonging, make acquaintances, and to remain connected with friends. Their need for centralized



locations to work, live and play are superseded by the ability to be connected electronically. They can “see and be seen” by turning on their phone, they can and are more willing to order their meals to be delivered, and they can and are willing to live with their parents far longer than any generation before. Their generation is burdened with the greatest debt of any generation, due in large part because of the cost of their educations. Millennials therefore will redefine the future of downtowns once again, and due to their sheer numbers (the largest post Boomer generation) are an important consideration. Simply put, the food service industry and workplaces of the near future may be much less dependent on physical space and more dependent on accessibility and proximity to dense population areas – hence the advent and popularity of food trucks. Connectivity may soon become more important than streets and buildings.

So, this is an exercise in balance. We must consider the present but keep an eye on the future. If we fail to do so, the “mall” story could be minor in comparison.

Any effective Main Street effort must have a plan, though the plan at its very core must remain flexible. The best approach for Main Street programming is the proven *Four Point* approach that has been crafted by the *National Main Streets* program and adopted by communities large and small across the country. Some follow it to the letter, while others use it as the roadmap for their programming. Any initiative requires leadership.

Leadership must know where the participants want to go, and what success looks like in the district. They must have the will and desire to mobilize local resources and talent. That means convincing residents and business owners of the rewards they'll realize by

investing time and money in the Main Street District — the “living room” of the community. Only local leadership can produce long-term success by fostering and demonstrating community involvement and commitment to the efforts. By identifying and capitalizing on existing assets, the Uxbridge Main Street Initiative and its partners can capitalize on the assets that make or will make the Uxbridge Main Street unique. There are what gives people a sense of place that is Uxbridge.



There should be no single focus such as lavish public improvements, name-brand business recruitment, or endless promotional events, that are intended to revive or enhance the Main Street District. A successful, sustainable, long-term Main Street Initiative requires a comprehensive approach that must be planned and employed.

Successful Main Street programs begin with basic, simple activities that demonstrate that "new things are happening” in the area. As public confidence in the Main Street District grows, and participants' understanding of the enhancement process becomes more sophisticated, the Uxbridge Main Street Initiative will be able to address increasingly complex problems and projects that are more ambitious; this incremental transformation will lead to much longer-lasting and dramatic positive change on Main Street.

Quality must be emphasized in every aspect of the program. This applies to all elements of the process, from organization to façade, storefront and signage designs to promotional campaigns and educational programs. Shoestring budgets and "cut and paste" efforts will only reinforce a negative image of the area. Instead, the Main Street Initiative should concentrate on quality projects over quantity. Skeptics can become believers and attitudes along Main Street will turn positive. Changes in attitude and practice are slow but definite; public support for change will build as the program grows and consistently meets its goals. Change also means engaging in better business practices, altering ways of thinking, and improving the physical entrance of Main Street. A carefully planned program will help shift public perceptions and practices to support and sustain the reimagining process. To succeed, the Main Street Initiative must show visible results that can only come from completing projects. Frequent, visible changes are a reminder that the reimagining effort is under way and succeeding. Small projects at the beginning of the program pave the way for larger ones as the Initiative’s efforts

mature, and that constant activity will create confidence in the program and ever-greater levels of participation.

The mission of the Main Street Initiative is to bring about positive changes by pulling together those who must invest and reinvest in the Main Street District. Both the public and private sectors have a vital interest in Main Street and must work together to achieve common goals of the Initiative.

Each sector has a role to play and each must understand the other's strengths and limitations in order to forge an effective partnership.

The Main Street Initiative is to be the overarching program for the reimagining of Town facilities, historic preservation, physical improvements (streetscape, roadway, and traffic management) and the introduction of programs that bolster existing businesses and encourage start-ups.



Establishing strong partnerships is often the key to a Main Street reimagining and enhancement effort that is sustainable and successful.

A Main Street partnership typically is a group or organization that brings together leaders from the business, development, residential, investment, and public sectors. The partnership serves as a vehicle for community leaders in order to advance enhancement efforts, be advocates for the Main Street, define reimagining strategies together, and to cooperatively implement the strategies.

The Uxbridge Main Street Initiative is based on several key elements, none is more pivotal than the proposed repurposing of the McCloskey Building as the Municipal Campus. The Campus would host Town Hall, the Senior Center, a historic research library, a performing arts/meeting center, and the community recreation center. In turn, two major Main Street properties would become available for impact development.

The strategy that follows uses the *National Main Streets Four Point* approach as a framework, treating each element individually but within the context of the greater Main Street Initiative and build a sustainable and complete community reimagining effort. Coincidentally, the Four Points of the Main Street approach correspond with the four forces of real estate value, which are social, political, physical, and economic.

**Organization** involves getting everyone working toward the same goal and assembling organizational structure of the volunteer-driven program. Volunteers are coordinated and the appropriate human and financial resources to implement a Main Street program are

secured. A governing board and standing committees make up the fundamental framework. This structure not only divides the workload and clearly delineates responsibilities, but also builds consensus and cooperation among the various stakeholders.

**Promotion** sells a positive image of Main Street and encourages consumers and investors to live, work, shop, play, and invest in the Main Street District. By marketing the District's unique characteristics to residents, investors, business owners, and visitors, an effective promotional strategy forges a positive image through advertising, retail promotional activity, special events, and marketing campaigns carried out by local volunteers. These activities improve consumer and investor confidence, and encourage commercial activity and investment in the area.

**Design** means getting Main Street into top physical shape. Capitalizing on its best assets — such as historic buildings and pedestrian-oriented streets — is just part of the story. An inviting atmosphere created through attractive window displays, parking areas, building improvements, street furniture, signs, sidewalks, streetlights, and landscaping conveys a positive visual message about Main Street and what it has to offer. Design activities also include instilling good maintenance practices in the District, enhancing the physical appearance of the District by rehabilitating historic buildings, encouraging appropriate new construction, developing sensitive design management systems, and long-term planning.

**Economic Vitality** strengthens the community's existing economic assets while expanding and diversifying its economic base. A good Main Street program helps sharpen the competitiveness of existing business owners and recruits compatible new businesses and new economic uses to build a Main Street that responds to today's consumers' needs. Converting unused or underused commercial space into economically productive property will also help boost the profitability of the district.

The effort should embrace the *Eight Principles of Success*, as they are the guide for the Four Point Approach. They are:

**Comprehensive:** No single focus — lavish public improvements, name-brand business recruitment, or endless promotional events — can reimagine Main Street. For successful, sustainable, long-term gain, a comprehensive approach, including activity in each of Main Street's Four Points, is essential.

**Incremental:** Baby steps come before walking. Successful programs begin with basic, simple activities that demonstrate that "Good Things are Happening" on Main Street. As public confidence in the Main Street District grows and participants' understanding of the reimagining process becomes more sophisticated, Main Street is able to tackle

increasingly complex problems and more ambitious projects. This incremental change leads to much longer-lasting and dramatic positive change.

**Self-help:** No one else will reimagine Main Street. Local leaders must have the will and desire to mobilize local resources and talent. That means convincing residents and business owners of the rewards they will reap by investing time and money in Main Street — the heart of their community. Only local leadership can produce long-term success by fostering and demonstrating community involvement and commitment to the effort.

**Partnerships:** Both the public and private sectors have a vital interest in the district and must work together to achieve common goals of Main Street's reimagining. Each sector has a role to play and each must understand the other's strengths and limitations in order to forge an effective partnership.

**Identifying and capitalizing on existing assets:** Business districts must capitalize on the assets that make them unique. Every district has unique qualities like distinctive buildings and human scale that give people a sense of belonging. These local assets must serve as the foundation for all aspects of the reimagining program.

**Quality:** Emphasize quality in every aspect of the reimagining program. This applies to all elements of the process — from storefront designs to promotional campaigns to educational programs. Shoestring budgets and "cut and paste" efforts reinforce a negative image of the Main Street District. Instead, concentrate on quality projects over quantity.

**Change:** Skeptics turn into believers and attitudes on Main Street will change. At first, almost no one believes Main Street can really become someplace special. Changes in attitude and practice are slow but definite — public support for change will build as the Main Street Initiative grows and consistently meets its goals. Change also means engaging in better business practices, altering ways of thinking, and improving the physical appearance of the District. A carefully planned Main Street Initiative will help shift public perceptions and practices to support and sustain the reimagining process.

**Implementation:** To succeed, Main Street must show visible results that can only come from completing projects. Frequent, visible changes are a reminder that the reimagining effort is under way and succeeding. Small projects at the beginning of the program pave the way for larger ones as the reimagining effort matures, and that constant activity creates confidence in the Main Street Initiative and ever-greater levels of participation.

“Change the way you look at things and  
the things you look at will change.”

Wayne W. Dwyer

# THE PURPOSE

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COMPREHENSIVE COMMUNITY PLAN - MAIN STREET INITIATIVE

“A nation is never finished. You can’t build it and leave it standing as the pharaohs did the pyramids. It has to be recreated for each new generation.”

John Gardner

# OPPORTUNITY

Why now? Why does Uxbridge need a community plan for Main Street? The people that live here like it just the way it is....

The discussion about a comprehensive community plan, or any community plan for that matter, begins with the future, not the past. A community plan provides guidance for public policy and decision-making in a variety of areas, including land use, economic development, housing, natural resources, services and facilities. They are also an opportunity for community members to discuss priorities, to reach consensus on goals, and to identify strategies to achieve those goals.

The future of Uxbridge will be the result of population growth and shifts. The number of post age 55 residents combined with those in the 40-55 age bracket will influence a great deal in the community as it strives to expand the tax base through good, sustainable growth.

In a study completed by the Central Massachusetts Regional Planning Commission (CMRPC) the population of Uxbridge will steadily increase until it reaches near built-out status around mid-century.

TOTAL POPULATION PROJECTIONS			
2020	2030	2040	2050
14,100	16,052	17,206	17,309
AGE 55+ POPULATION PROJECTIONS			
5,305	7,646	8,766	9,361
AGE 55+ AS A PERCENTAGE OF TOTAL POPULATION			
38%	48%	51%	54%

Source: CMRPC

As the above table demonstrates, if left unplanned for, the Uxbridge population growth will trend severely toward those age 55 plus, to the point that by 2050 it could reach more than one-half of the total, doubling the national projection of 27%.

So what does that mean? A major portion of resident consumers will be faced with diminished spending capacity, as more and more often, they will be burdened with the cost of health care and long-term care. As the average life span increases, the reality is many people will be reliant solely on pensions and social security, giving them a fixed income with a decreasing buying power.

How does the Town address this scenario? The first and most obvious option is to have

a long-range land use plan that balances the development of various types of housing. That will be further studied when the Town takes a long hard look at housing (present and future) in Uxbridge.

The second element is to build a Main Street economy that is less reliant on resident consumers and provides for new dollars (import spending) to enter via regional spending and visitors. The widely accepted economic multiplier of 5X means that for every new dollar introduced from outside the local economy the dollar will be spent five times, effectively growing the Uxbridge economy.

There are no plans, or thoughts, to make Uxbridge a destination that draws people from far away. Rather, the approach will focus on creating a sense of place that hosts a business mix that is attractive to people that are within a thirty minute drive.

This comprehensive community plan will serve as a roadmap, a forward look, if you will. By no means, is the Plan intended to be a rigid tool that is not subject to change or adjustment; for the Town to be successful the Plan must be fluid. The pivot projects, include the Municipal Campus (McCloskey Building), the repurposing of 21 South Main Street (Town Hall) and 32-36 South Main Street (Senior Center), a Public Safety Complex as well as the potential of leveraging the Public Library needs with the need for additional surface parking. Each can complement ideas and concepts that will move the Main Street to a position of competitive strength. That strength will serve as a magnet for new businesses beyond Main Street, as well as attract people that may not have previously considered Uxbridge for housing, and the professionals needed to keep Uxbridge at the forefront of the region and strive to make it a leader and a “go to” community in the Commonwealth.

Everyone should keep the process in mind.

“Don’t wait for the right opportunity:  
create it.”

George Bernard Shaw

# THE PROCESS

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COMPREHENSIVE COMMUNITY PLAN - MAIN STREET INITIATIVE

“Trust the wait. Embrace the uncertainty. Enjoy the beauty of becoming. When nothing is certain, anything is possible.”

Mandy Hale

## TODAY & TOMORROW

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The overarching desire of the community planning process is to provide guidance, direction, and inspiration for a next generation Uxbridge. To get there, vast amounts of research was conducted by Town staff and the Town’s collaborating partner, CMRPC, as well as a variety of consulting contributors.

All the while, it was imperative to listen to what the people that have a vested interest in Uxbridge want and are hoping for. To that end, surveys were conducted, opinions solicited, discussions and friendly debates had, and community planning workshops held.

Behind it all, countless studies and reports were completed in recent years. Most had been relegated to their duty as dust collectors, some referenced every now and then, though rarely, and quietly forgotten. Any momentum those reports and studies inspired waned quickly as the decision makers changed, a new and “smarter” idea came along, or worse, people resigned themselves to believe that “it’s never going to happen”.

All that has been done past and present is the foundation on which this plan is built.

In sports it is often referred to as “the process”...ignore the big picture - important games, winning championships, the opponent’s enormous lead – and focus instead on doing the absolutely smallest things well – practicing with full effort, finishing a specific play, converting on a single possession. A season last months, a game last hours, catching up might be four touchdowns away, but a single play is only a few seconds. Games and seasons are constituted by seconds. The same is true of successful communities.

The forward look for Main Street and adjoining neighborhoods and key properties (such as the McCloskey Building) is centered on creating a diverse economy that caters to both the local residents as well as those travelling to enjoy a dinner, specialty shopping, a night out with friends, recreation, or entertainment. Visitors’ direct expenditures have a multiplier impact on the economy through indirect and induced spending. Indirect spending results from visitor related businesses purchasing goods and services, preferably from other Uxbridge businesses. Induced spending results from employees of visitor-related businesses spending part of their income in Uxbridge. This multiplier impact is measured for expenditures, earnings, and employment. For example, in 2018 (pre-pandemic), according to the MA Office of Travel & Tourism Annual Report (2020) the total impact of all travel spending in Massachusetts was \$37.8 billion, a 5.4% increase from 2017. Total employment reached 244.7 thousand, a 2.6% increase. The desired outcome is that the share of that economy is claimed for Uxbridge.

During the Community Planning Workshop held in October 2021, previous and subsequent surveys, a variety of preferences and clarity were realized. Participants gave their reactions, offered ideas, thoughts, and desires with regard to building design, streetscape, public spaces, signage, public art, business mix, and pivot projects (such as the Municipal Campus). Based on the input, it is clear, that people want Uxbridge to be forward leaning.

“I’ve got an idea!”

Elmo  
Sesame Street

# ECONOMIC VITALITY

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COMPREHENSIVE COMMUNITY PLAN - MAIN STREET INITIATIVE

**“If you hit a wrong note, it’s  
the next note that you play  
that determines  
if it’s good or bad.”**

**Miles Davis**

# BALANCING MAIN STREET

## MARKET ANALYSIS



A clear understanding of existing market opportunities is an essential economic development tool.

The Main Street Initiative must employ this basic tool in order to make the District sustainable and be able to co-exist competitively with the District’s competition. An analysis is based on solid market information pertaining to the realistic retail, office, destination attractions, and housing potential of the Main Street District.

The market analysis tool serves to strengthen existing Main Street businesses and attract additional businesses. Using the market analysis, the Main Street Initiative would offer a program intended to link prospective investors with available spaces and properties; it would serve as a major component of a professional marketing campaign that would provide essential information to developers, investors, and entrepreneurs interested in the Main Street.

The market analysis is also a tool used by the Town when providing technical assistance to an existing business, assisting in the development of a business plan, or as a support document when a business owner is seeking financing for their business.

### DEMOGRAPHICS

ECONOMIC CHARACTERISTICS	
In labor force (population 16 years and older)	70.7%
Mean travel time to work (in minutes)	34.4
Total employer firms	310
Per capita income in 2023	\$47,848
Families below poverty level	3.7%
Source: U.S. Census Bureau	

POPULATION PROJECTIONS							
Age	2020	2025	2030	2035	2040	2045	2050
0-4	712	734	734	690	646	618	608
5-9	743	714	729	728	687	647	623
10-14	785	745	719	732	731	692	654
15-19	822	655	617	599	597	602	572
20-24	666	592	497	466	458	442	450
25-29	752	717	669	596	565	560	536
30-34	788	891	854	808	748	713	708
35-39	785	940	1,053	1,006	959	901	863
40-44	730	763	906	1,020	974	928	879
45-49	1,003	811	845	996	1,118	1,071	1,025
50-54	1,072	958	783	812	957	1,076	1,030
55-59	1,381	1,317	1,183	972	1,006	1,182	1,324
60-64	1,194	1,502	1,430	1,286	1,062	1,096	1,285
65-69	912	1,252	1,563	1,491	1,342	1,116	1,151
70-74	770	1,039	1,408	1,756	1,672	1,514	1,259
75-79	447	682	924	1,250	1,548	1,475	1,338
80-84	323	445	678	913	1,224	1,513	1,439
85+	278	346	460	659	912	1,237	1,565
<b>TOTAL</b>	<b>14,163</b>	<b>15,103</b>	<b>16,052</b>	<b>16,780</b>	<b>17,206</b>	<b>17,383</b>	<b>17,309</b>

Source: CMRPC

POPULATION PROJECTIONS BY GENDER								
	2020		2030		2040		2050	
<b>Female - All</b>	7,059		7,957		8,492		8,456	
<b>Female - 55 Plus</b>	2,731	39%	3,883	49%	4,401	52%	4,579	54%
<b>Male - All</b>	7,104		8,095		8,714		8,853	
<b>Male - 55 Plus</b>	2,574	36%	3,763	46%	4,365	50%	4,782	54%

Source: CMRPC

POPULATION BY AGE								
	2020		2030		2040		2050	
<b>Total</b>	14,163		16,052		17,206		17,309	
<b>Under 55</b>	8,858	63%	8,406	52%	8,440	49%	7,948	46%
<b>55 Plus</b>	5,305	37%	7,646	48%	8,766	51%	9,361	54%

Source: CMRPC

<b>GENERAL CHARACTERISTICS</b>	
Total population	14,163
Male	50.2%
Female	49.8%
Median Age	41.3
Under 5 years of age	6%
18 years and older	20%
65 years and older	17%
One Race	97.7%
White	95%
Black/African American	0.7%
American Indian or Alaska Native	0.1%
Asian	0.5%
Native Hawaiian or other Pacific Islanders	0%
Hispanic or Latino (of any race)	2.1%
Two or more races	2.3%
Foreign born	5.7%
Speak a language other than English at home	4.4%
High school graduate or higher	95.4%
Bachelor’s Degree or higher	37.8%
In civilian labor force (age 16 plus)	70.7%
Mean travel time (minutes) to work (age 16 plus)	34.4
Total housing units	5373
Average household size	2.63
Owner occupied housing units	82.7%
Median value of owner-occupied housing units	\$362,700
Median household income	\$115,890
Per capita income	\$47,848
Persons in poverty	3.7%
Population per square mile	478.7
Land area (square mile)	29.59
Source U.S. Census Bureau	

**TRADE AREA ANALYSIS**

SPENDING CATEGORY	ANNUAL EXPENDITURE	
	PER HOUSEHOLD	%
Average Annual Expenditures	\$70,681	100
Alcoholic beverages	\$ 624	.08
Apparel & Services	\$ 1,943	2.7
Cash contributions	\$ 2,545	3.6
Education	\$ 2,103	2.9
Entertainment	\$ 3,303	4.6
Food	\$ 8,814	12.4
Food at home	\$ 5,966	
Food away from home	\$ 2,848	
Healthcare	\$ 5,385	7.6
Housing	\$15,534	21.9
Owned	\$ 8,911	
Maintenance, repairs, insurance & other expenses	\$ 2,181	
Mortgage	\$ 2,853	
Property taxes	\$ 3,877	
Rented	\$ 5,468	
Shelter & other lodging	\$ 1,156	
Household operations	\$ 1,698	2.4
Household furnishings and equipment	\$ 2,816	4.0
Housekeeping supplies	\$ 883	1.2
Life & personal insurance	\$ 583	0.8
Miscellaneous	\$ 1,110	1.6
Personal care products & services	\$ 740	1.0
Reading	\$ 129	0.02
Social Security & pensions	\$ 8,206	11.6
Tobacco products & supplies	\$ 318	0.04
Transportation	\$ 9,478	13.4
Utilities	\$ 4,470	6.3
Source: U.S. Bureau of Labor Statistics		

The Uxbridge Main Street District Trade Area includes the towns of Douglas, Mendon, Millville, and Northbridge. In total the four neighboring towns account for 34,863 households, with Uxbridge the total rises to 49,133. At just under 50,000, the area is comparable with a mid-size city. The ideal is to capture the spending, rather than have it leak to retailers and service providers outside the region. In a perfect scenario, Uxbridge would capture the greatest share of the nearly \$800 million of flexible spending expended annually.

SPENDING CATEGORY	ANNUAL EXPENDITURE (\$)				
	UXBRIDGE	DOUGLAS	MENDON	MILLVILLE	NORTHBRIDGE
# of Households	5,373	3,133	2076	1,275	6,364
Alcoholic beverages	3,352,752	1,954,992	1,295,424	795,600	3,971,136
Apparel & Services	10,439,739	6,087,419	4,033,668	2,477,325	12,365,252
Cash contributions	13,674,285	7,973,485	5,283,420	3,244,875	16,196,380
Education	11,299,419	6,588,699	4,365,828	2,681,325	13,383,492
Entertainment	17,416,719	10,348,299	6,857,028	4,211,325	21,020,292
Food	47,357,622	27,614,262	18,297,864	11,237,850	56,092,296
<i>Food at home</i>	<i>32,055,318</i>	<i>18,691,478</i>	<i>12,385,416</i>	<i>7,606,650</i>	<i>37,967,624</i>
<i>Food away from home</i>	<i>15,302,304</i>	<i>8,922,784</i>	<i>5,912,448</i>	<i>3,631,200</i>	<i>18,124,672</i>
Healthcare	28,933,605	16,871,205	11,179,260	6,865,875	34,270,140
Housing	83,464,182	48,668,022	32,248,584	19,805,850	98,858,376
<i>Owned</i>	<i>47,878,803</i>	<i>27,918,163</i>	<i>18,499,236</i>	<i>11,361,525</i>	<i>56,709,604</i>
<i>Maintenance, repairs, insurance &amp; other expenses</i>	<i>11,718,513</i>	<i>6,833,073</i>	<i>4,527,756</i>	<i>2,780,775</i>	<i>13,879,884</i>
<i>Mortgage</i>	<i>15,329,169</i>	<i>8,938,449</i>	<i>5,922,828</i>	<i>3,637,575</i>	<i>18,156,492</i>
<i>Property taxes</i>	<i>20,831,121</i>	<i>12,146,641</i>	<i>8,048,652</i>	<i>4,943,175</i>	<i>24,673,228</i>
<i>Rented</i>	<i>29,379,564</i>	<i>17,131,244</i>	<i>11,351,568</i>	<i>6,971,700</i>	<i>34,798,352</i>
<i>Shelter &amp; other lodging</i>	<i>6,211,188</i>	<i>3,621,748</i>	<i>2,399,856</i>	<i>1,473,900</i>	<i>7,356,784</i>
Household operations	9,123,354	5,319,834	3,525,048	2,164,950	10,806,072
Household furnishings and equipment	15,130,368	8,822,528	5,846,016	3,590,400	17,921,024
Housekeeping supplies	4,744,359	2,766,439	1,833,108	1,125,825	5,619,412
Life & personal insurance	3,132,459	1,826,539	1,210,308	743,325	3,710,212
Miscellaneous	5,964,030	3,477,630	2,304,360	1,415,250	7,064,040
Personal care products & services	3,976,020	2,318,420	1,536,240	943,500	4,709,360
Reading	693,117	404,157	267,804	164,475	820,956
Social Security & pensions	44,090,838	25,709,398	17,035,656	10,462,650	52,222,984
Tobacco products & supplies	1,708,614	996,294	660,168	405,450	2,023,752
Transportation	50,925,294	29,694,574	19,676,328	12,084,450	60,317,992
Utilities	24,017,310	14,004,510	9,279,720	5,699,250	28,447,080
Sources:: U.S. Census Bureau. and U.S. Bureau of Labor Statistics					

	ANNUAL EXPENDITURE (\$)				
	UXBRIDGE	DOUGLAS	MENDON	MILLVILLE	NORTHBRIDGE
Gross Spending	377,735,472	220,450,412	146,075,664	89,714,100	447,796,496
Less Housing	83,464,182	48,668,022	32,248,584	19,805,850	98,858,376
Less Social Security	44,090,838	25,709,398	17,035,656	10,462,650	52,222,984
Less Utilities	24,017,310	14,004,510	9,279,720	5,699,250	28,447,080
Flexible Spending	<b>226,163,142</b>	<b>132,068,482</b>	<b>87,511,704</b>	<b>53,746,350</b>	<b>268,268,056</b>

**ANNUAL TRADE AREA FLEXIBLE SPENDING**

**\$767,757,734**

**Flexible Spending represents the dollars that could be available to be spent in the Uxbridge economy.**

**Cost of Housing, Social Security and Utilities are limited to home community and or workplace, therefore not included in the Flexible Spending figure.**

**Flexible Spending represents the dollars that can be spent in or outside the home community, including transportation, food, entertainment, healthcare, etc.**

**“Independently owned restaurants and small businesses are the backbone of our local economies.”**

*Michelle Steele*

# BALANCING MAIN STREET

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## ECONOMIC RESTRUCTURING

Bringing sustainability and balance to the Main Street business mix and gaining an understanding of the community's strengths and identifying the appeal to prospective businesses and investors is basic sound economic development.

A common goal of most cities and towns is the retention and expansion of successful businesses that in turn provide a balance to the commercial mix of the "Main Street", the improvement and sharpness of the competitiveness and merchandising skills of business owners, and the attraction of new businesses that the market can support. The constant underlying goal or desired outcome in Uxbridge is the reimagining of Main Street in order to respond to the needs of today's consumers while maintaining the town's historic character, and that in turn creates new growth revenue further driving new positive development.

At the core of the Main Street Initiative is the concept combining planning with marketing. It is about understanding people, their goals and their problems. It is about thoughtful design.

Thoughtful design is as much about the "what ifs?" as it is the "what for?" as the process evolves to "Thoughtful Community Planning". The goal should always be to build on what is good and eliminate the bad, shaping the District around the people that live or will live in the community.

Uxbridge, and specifically the Main Street District should have clarity about the desired outcome. It is during the planning process that adjustments can be introduced and decisions made. Each decision in the process, whether it is to grant Tax Increment Financing (TIF) to an investor, or the design of a public space, is a small step in building a great community. The result should be the creation of a place where the young will want to raise their families, the old will want to experience all it has to offer, and decision-makers will want to invest.

The Main Street Initiative is also a tool kit. Within the tool kit are programs that encourage investment and re-investment, the start-up and expansion of businesses that will be proper fits in the area whether they be within the SoNo Cultural District, or the greater Main Street. It also considers the improvement of the infrastructure that serves the area and the creation of new public spaces that ensures the human scale of Main Street. It is the marketing, the process, and the culture.

Decisions regarding the site selection for improved off-street parking would be complementary to the economic model that will serve as a guide for the marketing of the area to prospective investors. The model would reflect the movement of Main Street from a traditional New England Downtown with its roots planted in the Post-WWII era, to an area that embraces its Cultural District as its core element.

The introduction of residences in buildings that have underutilized second and third floors would introduce more immediate consumers to the District. Key to that change will be parking, improved access to transportation, a vibrant mix of businesses including various restaurants (casual to fine dining, sit down to take-out, ethnic and American fare), evening activity venues (upscale coffee shop, brew pub) and the retention of core businesses (banks, pharmacy, hair salons/barbershops, etc.).

Filling the Main Street District toolbox with programs and initiatives is vital to the long-term success of the efforts.

Rather than locking the community into a set of parameters that may or may not limit flexibility, the Main Street Initiative will serve as an umbrella program that could include the strategies of a Business or Special Improvement District (BID/SID) a Parking Improvement District (PID), a Tourism Improvement District (TID), and/or a Neighborhood Improvement District (NID).

### ***SUSTAINABILITY***

A sustainable community is one that is economically, environmentally, and socially healthy and resilient. It meets challenges through integrated solutions rather than through fragmented approaches that meet one of those goals at the expense of the others. It takes a long-term perspective—one that is focused on both the present and future, well beyond the next budget cycle.

As a result, a sustainable community manages its human, natural, and financial resources to meet current needs while ensuring that adequate resources are equitably available for future generations. It seeks:

- A better quality of life for the whole community without compromising the wellbeing of other communities.
- Healthy ecosystems.
- Effective governance supported by meaningful and broad-based citizen participation.
- Economic security.

A sustainable community's success depends upon its members' commitment and involvement through:

- Active, organized, and informed citizenship.
- Inspiring, effective, and responsive leadership.
- Responsible, caring, and healthy community institutions, services, and businesses.

An action-oriented program of work based on the vision and a market analysis must be defined. It should be definite and manageable. The Initiative strategy must be built on an implementation schedule that specifies what will be done, when, and by whom.

### ***TAX INCREMENT FINANCING***

Tax Increment Financing (TIF) agreements are one of the most attractive incentives that a Massachusetts community can offer. A TIF is a five- to twenty- year property tax exemption based on the increased value of the project property due to new construction or significant improvements.

The Main Street Initiative could employ the Tax Increment Financing (TIF) program as a vehicle to attract investment and reinvestment, specifically as it relates to the Façade Improvement and Signage Improvement Design Projects. In either application, the TIF would apply only to the value of the façade and/or signage improvement. For example, if a building currently has an assessed value of \$1 million, and the owner completes a façade improvement of \$100,000 and nothing else, the assessed value would stay at \$1 million. Any new assessments would consider the building absent of the façade improvement for a period of ten years. The caveat to this is if the property were to be remortgaged or conveyed - in which case the TIF would be vacated. Using the above example, at that point the value would be \$1.1 million plus any adjustments made for changes in the base value.

The intent of the TIF Zone is to expedite the process while incentivizing façade and signage improvements.

### ***ZONING***

Currently the Main Street corridor has a mix of zoning, lots adjacent to one another can be zoned residential, commercial and then residential yet again. It is proposed that the area be the subject of a zoning by-law amendment through the creation of the “Main Street Mixed-Use Development” zoning (see attached *Appendix A: Zoning: Mixed Use Development*).

Mixed-use zoning permits a complementary mix of residential, and commercial uses in a single district. Mixed-use zoning can take a variety of forms, but often is categorized

as one of three types: vertical mixed-use, horizontal mixed-use, and mixed-use walkable.

- Vertical mixed-use allows for a combination of different uses in the same building and most frequently the non-residential uses occupy the bottom portion of the building, with the residential on top.
- Horizontal mixed-use allows distinct uses on separate parcels to be combined in a particular area or district. This helps avoid the complexities of combining uses that may have different safety or regulatory requirements in a single building.
- Mixed-use walkable combines vertical mixed-use and horizontal mixed-use, thus creating an area containing mixed-use buildings as well as distinct single-use buildings in close proximity to one another.
- Prior to the rise of the automobile and modern zoning practices, mixed-use developments were the norm.
- Since the rise of classic Euclidean Zoning (Euclidean zoning is the separation of land uses by type—residential, commercial, retail, industrial, etc.—each into their own zones or areas within a given city or town), use segregation has been the norm and integrated land uses have been relatively rare.
- The emergence of sustainability and walkability as important factors in community development has led to a resurgence of mixed-used zoning.
- Implementation of mixed-use zoning has evolved to include more than just permitting mixed-use developments in certain districts. Local governments are now creating mixed-use districts. This allows for a more widespread integration of uses and the development of increasingly cohesive and efficient communities.

Mixed-use zoning can provide several important benefits, including:

- Reducing combined housing and transportation costs for households by providing diverse housing options and alternatives to automobile travel;
- Creating cohesive, yet diverse, neighborhoods with increased economic and cultural opportunities, contributing to greater livability and a healthier local economy;
- Encouraging healthier lifestyles by creating a pattern of development in which biking and walking are part of everyday travel behaviors;
- Reducing vehicle miles traveled, dependence on fossil fuels, and associated greenhouse gas emissions;
- Reducing the costs of delivering public services by encouraging infill and redevelopment in areas with existing infrastructure;

- Providing a more compact development pattern that helps preserve open space and natural resources elsewhere in the community or region;
- Encouraging a more sustainable transportation system over the long term by creating viable options for people to get to destinations by multiple modes of transportation;
- Reducing reliance on building new roadways or widening existing roadways to meet transportation needs as the community and region continues to grow;
- Taking advantage of and facilitating public investments in transit infrastructure, enabling more efficient servicing of community and regional transportation needs.

When implementing mixed-use zoning, the Town should consider how to mitigate potential adverse impacts related to mixed-use developments and buildings. Such negative impacts may include increased traffic, differing parking needs for residential and commercial uses, and insufficient existing infrastructure.

### ***CULTURAL DISTRICT***

Within the delineated Main Street District, a Cultural District can be designated by the Commonwealth of Massachusetts. A Cultural District would drive economic growth, strengthen the distinctive local character, and improve the quality of life of families. In addition, by supporting arts, humanities, and science organizations, a Cultural District would attract visitors and entrepreneurs, which in turn will help Uxbridge foster a cultural sector and expand the tax base.

### ***BRAND IMAGE***

Brand Image is defined as the impression in the consumers' mind of a brand's total personality (real and imaginary qualities and shortcomings). Brand image is developed over time through advertising campaigns (including social media) with a consistent theme, events, and sense of place; it is authenticated through the consumers' direct experience.

The Uxbridge brand imaging process began with a task team that considered the history, the present day, and future of the community. The task team contributed observations and concepts that have been turned over to professional designers for the creation of basic collateral elements. The Uxbridge brand will be central to the promotion and marketing of Main Street.

In turn, the Uxbridge Main Street will contribute to the Uxbridge Brand or Promise through physical appearance, business mix, and community attitude that will attract

investors and decision makers to look closely at Uxbridge (in total). A better understanding about its great location, highway access, nearby colleges and universities, quality of life that is based on traditional New England values, a quality workforce, and opportunities for new and growing businesses alike would result.

***SURVEYS***

The Central Massachusetts Regional Planning Commission (CMRPC) assisted the Town by conducting surveys that sought the input of property owners within the district to determine space availability, current users, “wish list” items, needs and wants, and ideas about improving the downtown and abutting areas.

A Community Planning Workshop was conducted in October 2021 specifically to address matters relevant to Main Street. Participants were asked a series of questions relative to design, business mix, and image, as well as, how Main Street can be improved.

Please see *Appendix E - Community Planning Workshop Findings Report* for greater detail.

***SUSTAINABILITY – BUSINESS ATTRACTION***

Building a sustainable Main Street economy is based on being able to bring together a business mix that is complementary, somewhat interdependent, attractive to residents and visitors, and capitalized well enough to succeed.

The targeted businesses include:

- Architects & Interior Designers
- Artists (arts and crafts)
- Brew pubs
- Cafes
- Designers (software, gaming, web site developers)
- Fashion Designers and Makers
- Film/Video Makers
- Furniture Makers & Woodworkers
- Galleries
- Graphic Designers
- Micro and Nano Breweries
- Musicians & Performing Artists
- Photographers
- Professional services (including medical)
- Retailers (antiques and art, music, sports & recreation)
- Publishing
- Restaurants
- Sign makers
- Specialty Food makers and sellers

***ECONOMIC/PLANNING MODEL***

An economic model of the subject area will provide decision makers with:

- A forecast of economic activity (new investment, build-out, and infrastructure improvement) in a way that conclusions are logically related to assumptions;

- A basis for proposing economic and planning policy (tax incentives, public investment, zoning) to modify future activity;
- Reasoned arguments to convincingly justify decisions; and
- An understanding from which the planning and allocation of resources to support anticipated new growth can be made.

A model establishes a framework for applying logic that can be independently discussed and tested and that can be applied to various scenarios. Policies and decisions that rely on models have a basis in the reality of the framework.

Conclusions drawn from models can approximate economic impacts.

A properly constructed model would remove extraneous information and isolate useful approximations of key relationships (i.e. residential development to parking) providing a better understanding about the relationships in question.

The Main Street Model would consider the building inventory and the build-out of the properties based on desired potential (residential units and professional offices on upper levels; restaurants, galleries, and other complementary uses on the street level) and their impact on key decisions regarding infrastructure and public improvements.

### ***BID/PID/SID***

An Improvement District (BID/PID/SID) allows for an assessment on property within a defined area. Revenues from this assessment are then directed back to the area to finance a wide range of services, including security, maintenance, marketing, economic development, parking, and special events.

**“Innovation and best practices  
can be sown throughout an  
organization -but only when they  
fall on fertile ground.”**

Marcus Buckingham

## ECONOMIC DEVELOPMENT BEST PRACTICE

### BRICKTOWN, OKLAHOMA CITY, OKLAHOMA

If you were to ask most Oklahoma citizens about a “Main Street” resurgence, they would probably first point to the Metropolitan Area Projects (MAPS), which was a series of voter supported improvements to public facilities.

The Business Improvement District has been right there with MAPS to the point that it is often referred to as the silent engine that keeps downtown humming. By their definition, Clean and Safe programs don’t make headlines. In fact, they only make headlines when they don’t work and people start complaining. Like most BIDs, OKC started with these programs and has grown to include downtown-wide marketing and events.



One of the more innovative MAPS projects was the creation of the Bricktown canal in the right-of-way of a former industrial street. While many view it as a public park, it is actually a public easement over private property. This unique arrangement meant that it required a very sophisticated tool for managing the space uniformly. The BID was a great solution. Having the BID in place meant that community leaders knew that there was a mechanism for maintaining whatever amenities they proposed in the new streetscapes without raising the tax base for everyone.



Bricktown became Oklahoma City’s premier entertainment district. For several decades, the warehouse district sat dilapidated and underused. With the passage of the MAPS initiative in 1993, the City of Oklahoma City constructed the Bricktown Ballpark and a one-mile canal that connects the north Bricktown area with the Chesapeake Boathouse along the Oklahoma River. In the ensuing decade, residences, restaurants, and offices have moved into Bricktown making the district one of the most unique and diverse areas in the state.

## OUTSTANDING MAIN STREET TRANSFORMATIONS

- Beverly Main Street, Beverly, MA
- Commercial Street, Portland, ME
- Damariscotta Main Street, Damariscotta, ME
- Dedham Square – Dedham, MA
- Downtown Portsmouth - Portsmouth, NH
- Historic Downtown & Waterfront, Plymouth, MA
- Saratoga Springs Main Street, Saratoga Springs, NY
- Stockbridge Main Street, Stockbridge, MA

# BUILDING A MAIN STREET TOOL KIT

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## CRAFT A BRAND IDENTITY

The Main Street Initiative should construct and sell a positive image of Main Street that will encourage consumers and investors to live, work, shop, play, and invest in the Main Street District. By marketing the District's unique character to residents, investors, business owners, and visitors, an effective promotional strategy that forges a positive image through advertising, retail promotional activity, special events, and marketing campaigns can be carried out by local volunteers. These activities improve consumer and investor confidence in Main Street and encourage commercial activity and investment.

The Uxbridge Main Street District lacks a true brand identity. Typically, a brand is a name, a symbol, or mark that is associated with a product or service, and to which consumers attach meaning. Brand identity is transmitted to the market place.

Most often the definition of a brand includes six elements: visual, perceptual, positioning, added value, image, and personality.

The building of a brand is guided by a vision of the desired positioning, and is implemented by all the decisions related to the marketing mix. It must also reflect the soul and vision of the community, what it hopes to achieve.

There are essentially two ways to improve the brand marketing. The first is by creating brand-building programs that are diverse and efficient, boost awareness, increase spending and attract investment. The second is to impact other brand building programs within, so there becomes unified synergy. The "brand identity" of the Main Street District should be used by realtors and property owners marketing properties and space within the district, as well as businesses in the district that advertise their goods and services.

When doing so for the Main Street District, the effort should start with the media and how the community is viewed and portrayed.

Brand identity should be active and look to the future, reflecting the associations that are aspired for the District. While brand image tends to be tactical, brand identity should reflect a business strategy that will lead to a sustainable advantage. The brand identity should also reflect Main Street's enduring qualities. Like any identity, it represents the basic characteristics that will persist over time.

Brand-building programs for a district can be more effective when the brand management presence (web site, social media, stationary, and publications) is used to amplify programs such as the following: meetings, demographic information, presentations, and elected and appointed officials' preparation and response to a given subject, as well as economic development initiatives, including advertising and promotion, customer service, news releases, and associated imaging including physical improvements.

Because an effective identity is based in part on a disciplined effort to specify the strengths, values, and vision of the brand, it can provide a vehicle to communicate internally what the brand is about. It is hard to expect the business owners and their employees, investors, developers, and residents to make a vision happen if they do not understand and buy into that vision.

The image of a brand is what exists in the minds of consumers. It is the total of all the information they have received about the brand - from experience, word of mouth, media representations, advertising, packaging, and service - modified by selective perception, previous beliefs, and social norms.

**“A brand for a company is like a reputation for a person. You earn reputation by trying to do hard things well.**

Jeff Bezos

# BUILDING A MAIN STREET TOOL KIT

## TECHNICAL ASSISTANCE

Most small business owners are often too busy with their day-to-day concerns to actually pause and conduct a self-assessment. Just as the Town has to take a step back and look at an area or district such as Main Street, it is incumbent upon business owners to do their own assessment. This allows them to determine where they stand with regard to their goals and how they fit into proposed changes to the physical and cultural make-up of Main Street.

Self-assessment is an important tool that involves performing a critical analysis of one's own goals, interests, skills, and experience. Employee development, team performance, and organizational change are among an assessment's other elements. Entrepreneurs have to know their strengths and weaknesses in order to be able to improve their chances of success. By evaluating such personal traits as business skills, experience, and knowledge, financial goals, likes and dislikes, willingness to expend effort, and ability to meet challenges, entrepreneurs may be able to identify business opportunities.

Innovative new business ideas often emerge from a self-assessment.

The tool of self-assessment can be used as an aid in employee development as part of a business' performance evaluation and training efforts. A "360-degree" system is a great tool as it allows for business owner or manager an opportunity to evaluate, be evaluated, and provide employees a chance to participate in setting goals, identifying shortcomings, and to generate ideas to increase competitiveness. Self-assessment allows an organization an opportunity to identify its strengths and weaknesses and map strategies to improve performance. At the organizational level, self-assessment performed with the participation of employees can help clarify a business' mission and goals.

The Self-Assessment (See *Appendix B: Business Self - Assessment*) is a starting point. By no means is technical assistance intended to be the "end all" answer, rather it is intended to offer an opportunity to take a look around and determine where a business is at any given time and what opportunities to improve may exist. Other components of the Technical Assistant program could include:

A Business Boost Camp/Entrepreneurial Training that provides guidance and training in the following:

- Electronic & social media
- Financial Issues

- Human Resources
- Legal Issues
- Management
- Marketing
- Taxes and accounting

In addition, a tailored program that would offer the expertise of individuals in specific professional fields that as independent contractors provide one-on-one assistance in the following disciplines:

- Accounting/Bookkeeping
- Display/Promotion (internal)
- Effective use of electronic and social media
- Human Resources
- Management
- Marketing/Promotion (external)

***POTENTIAL PARTNERS/RESOURCES***

- ❖ Blackstone Valley Chamber of Commerce
- ❖ Central MA Regional Planning Council
- ❖ MA Department of Revenue (DOR)
- ❖ Massachusetts Development Corporation (MDC)
- ❖ MA Office of Business Development (MOBD)
- ❖ MA Small Business Development Center (MSBDC)
- ❖ Rockland Trust Company
- ❖ Savers Bank
- ❖ Service Corp of Retired Executives (SCORE)
- ❖ Small Business Administration (SBA)
- ❖ UMass Boston
- ❖ UniBank

# BUILDING A MAIN STREET TOOL KIT

## LOAN PROGRAM

An Uxbridge Business Investment Fund (UBIF) would be a revolving loan program that could provide start-up and working capital to individuals or organizations seeking to start or expand a business type that will strengthen Main Street. The advantage of a loan fund is that as the loaned funds are repaid, they are placed back into the equity pool for re-use (new loans). Thereby, creating a circular program that fulfills the mission without major new investment.



Loan funds would target the smaller projects that private lenders, the SBA, and investors typically undertake. Revolving loan funds can also be combined with conventional private loans to provide “gap” financing, whereby borrowers whose projects are jeopardized by an inability to secure sufficient private funding can be realized if the Business Investment Fund provides the financing to fill the gap between the money available (conventional financing) and the amount required.

The Town’s participation would represent one-third of the total program. Local conventional lenders would participate by bringing two-thirds of the program funding to the table. By design the participating banks would serve as the underwriters and managers of repaid funds.

### *AUDIENCE*

The Uxbridge Business Investment Fund Program would reflect the desire of the planners, decision makers and the community at large to reimagine Main Street through the development and growth of a robust business mix that is, or will be, strongly supported by the community and visitors who are vital to a local economy.

### *QUALIFYING BUSINESS TYPES*

Businesses that are consistent with the overarching goal of building a strong and vibrant Main Street economy would be targeted. Businesses, such as those in the creative sector and dining and entertainment sectors would be a focus of the program, though not the only.

The businesses that have selected a business location that is appropriate and consistent with the program goals would receive a preference for financing by the Uxbridge Businesses Investment Fund (UBIF).

The program operates on a case-by-case basis; someone who makes a compelling argument for funding would receive the same consideration as those on the target list. All applicants must meet the basic criteria as defined in “Criteria”. After a review by the participating bank and the UBIF Review Board an exception to the base criteria may be considered.

### ***TARGETED BUSINESSES***

- Architects & interior designers
- Artists (arts and crafts)
- Brew pubs
- Cafes
- Designers (software, gaming, web site developers)
- Fashion designers and makers
- Film/Video makers
- Furniture makers and woodworkers
- Galleries
- Graphic designers
- Micro and nano breweries
- Musicians & performing artists
- Photographers
- Professional services (including medical)
- Publishing (including electronic publishing)
- Retailers (antiques and art, music, sports & recreation)
- Restaurants
- Sign makers
- Specialty food makers and retailers

### ***ABOUT THE PROGRAM***

#### **Who can apply?**

Anyone who has or is planning to expand or open a business in the Main Street District can apply. The business should have seven or less employees (including the owner) and the owner must qualify as low or moderate income (according to the Federal Guidelines).

#### **Where can one apply?**

The first step is to review the packet to be sure that the applicant meets the base qualifications. Once the base qualifications are met, the applicant should meet with the UBIF Task Team (appointed by the Town Manager) for a pre-application interview.

**What is the available loan amount?**

Typically, loans would be in the \$25,000 to \$50,000 range, though if an applicant requires less that is not an issue.

**How does one repay the loan?**

The loan should be subject to terms similar to a conventional bank loan. Payments are made to the designated participating bank (including the public and bank portion of the loan). The bank in turn processes the payment; the public portion is returned to the revolving loan account for future program use.

**What is the interest rate?**

The interest rate should be competitive, the bank portion(s) and the public portion should be subject to the same interest rate.

**How is the Uxbridge Business Investment Fund different from a typical bank loan?**

Businesses that carry more of a risk than banks would normally entertain, or whose loan amount is less than the typical bank loan (made by a conventional lending institution) could look to a program such as this for funding. The UBIF should also provide “gap” financing. Gap financing provides a loan to cover the portion of a need that a conventional loan will or cannot cover.

**Are loan recipients required to do anything else?**

Yes, all recipients would be subject to a customized technical assistance program and would be required to attend the UBIF *Entrepreneurial Training Program*.

***CRITERIA***

All applicants for loan assistance under the Uxbridge Business Investment Fund loan program would be required to meet the following basic criteria in order to be considered for funding under the program:

- All applicants must be low or moderate income according to Federal Guidelines.
- All applicants must submit a Business Concept Plan in advance of their formal submittal of their UBIF application.
- All application requirements, including the submission of a complete business plan, income certification forms, current credit report, employment status forms, and a training program plan.
- Existing business borrowers should demonstrate sustained profitable operations. If are not profitable, the loan package must clearly demonstrate that operations will be profitable once the financing is executed. This provision does not apply to start-ups.

- Cash flow must be adequate to service the proposed debt. The Uxbridge Business Investment Fund would employ a debt-to-equity ratio to measure debt capacity, consistent with the underwriting guidelines set forth by the participating banks.
- Approval of a financing request through the Uxbridge Business Investment Fund would be based on underwriting criteria used by most lenders. An essential element of the application would be evidence of a good credit history. It is expected that every applicant be able to demonstrate responsible repayment of both personal and business debt. An impaired credit history would adversely affect an applicant's ability to obtain UBIF financing.
- The borrower's net worth should be positive. If it is not positive, there must be sufficient subordinated debt or near equity to eliminate the negative net worth and evidence provided that causes of the negative net worth have been eliminated.
- Collateral must be adequate to satisfy the Uxbridge Business Investment Fund. Outside collateral will be permitted to overcome any perceived deficiency. The Business Investment Fund should not be averse to making subordinated working capital loans provided adequate collateral is identified that can satisfy the obligation and provide a second way out of the loan.
- The Business Investment Fund would be in the business of providing growth capital to expanding businesses and start-ups. Refinancing situations are considered when it can be demonstrated that the refinancing will substantially enhance the ability of the business to grow and prosper.
- The Uxbridge Business Investment Fund should require personal guarantees by the borrower.
- The required cash equity and/or other loan commitments of the project are secured.
- All other terms and conditions of the loan have or will be met.
- The project meets the overall socio-economic goals of the program including low/mod income job creation/retention, overall job creation/retention, building rehab and re-use, training and technical assistance, and improvements to Main Street and the community.

- The applicant completes the Uxbridge *Entrepreneurial Training Program* as offered and managed by the UBIF Review Board.
- The UBIF Review Board may require that the applicant agree to participate in an ongoing technical assistance program.

***FEDERAL LOW & MODERATE INCOME GUIDELINES***

<b><i>LOW &amp; MODERATE INCOME LIMITS ( AS OF MARCH 2022)</i></b>								
<b><i>UXBRIDGE MEDIAN INCOME = \$</i></b>								
<b><i>LIMITS</i></b>	<b><i>SIZE OF HOUSEHOLD (NUMBER OF PEOPLE)</i></b>							
	<b><i>1</i></b>	<b><i>2</i></b>	<b><i>3</i></b>	<b><i>4</i></b>	<b><i>5</i></b>	<b><i>6</i></b>	<b><i>7</i></b>	<b><i>8</i></b>
30%	24650	28150	31650	35150	38000	40800	43600	46400
50%	41000	46850	52700	58550	63250	67950	72650	77300
60%	49200	56220	63240	70260	75900	81540	87180	92760
80%	55950	63950	71950	79900	86300	92700	99100	105500

***CREDIT REPORT***

All prospective applicants to the Uxbridge Business Investment Fund are required to request a copy of their credit report from one of the following agencies and to submit a current (within 14 days of the submittal) report with their Business Concept Plan prior to a formal submittal of an application.

**Experian**

P.O. Box 2002  
Allen, TX 75013

[www.experian.com/lpt/credit-score](http://www.experian.com/lpt/credit-score)

**Equifax**

P.O. Box 741241  
Atlanta, GA 30374

[www.equifax.com/equifax-complete](http://www.equifax.com/equifax-complete)

**Trans Union**

P.O. Box 1000  
Chester, PA 19022

[www.transunion.com](http://www.transunion.com)

**FDIC Consumer Response Center**

2345 Grand Boulevard, Suite #100  
Kansa City, MO 64108

[www.fdic.gov/consumers](http://www.fdic.gov/consumers)

The Town of Uxbridge, the Uxbridge Business Investment Fund, and all affiliated partners in the Main Street Initiative do not discriminate in program assistance on the basis of race, color, religion, sex (including pregnancy and gender identity), national origin, political affiliation, sexual orientation, marital status, disability, genetic information, age, membership in an employee organization, retaliation, parental status, military service, or other non-merit factor.

## *PROCESS*

The intent of the *Uxbridge Business Investment Fund Loan Program* would be to stimulate start-ups as well as expansions and spin-offs of existing businesses. The process for all applicants to the UBIF would be as follows:

- **Pre-application interview:** Prior to a formal application being accepted, potential applicants are asked to meet with a representative of the Town of Uxbridge or UBIF Task Team (as designated by the Town Manager) to discuss the proposed business, its goals, the proposed location, concept, and financing needs.
- **Business Concept Plan:** The applicant would complete and submit a *Main Street Business Concept Plan*. The Concept Plan will serve as a tool for review and discussion by the UBIF Review Board.
- **Concept Presentation:** A meeting with the UBIF Review Board should be scheduled for a date no later than forty-five (45) days from the date of submittal and receipt of the Plan.
- **Application Qualifications:** Final review and initial approval of the application would be considered by the UBIF Review Board with an Amount Available Statement. The Amount Available Statement will outline the maximum dollar amount available from the UBIF Program for financing of the applicant project. A Statement of Support is issued and the project is referred to the participating bank for underwriting and financing. (See *Attachment F – UBIF Forms*).
- **Bank Approval:** All applications are subject to bank approval. The participating banks will receive all applications that have been reviewed and referred by the UBIF Task Team. Applicants that have met the base criteria and who have completed the above outlined steps will be considered for referral to the participating bank(s). The designated participating bank will conduct all underwriting, and schedule the documentation, signing and disbursement of funds. A final loan notification (of the bank’s decision) will be issued by the Town of Uxbridge to the UBIF Review Board.
- **Use of Funds Agreement:** The UBIF Review Board would issue the final approval and provide information regarding the amount, rate and term of the loan. In the event that the UBIF Review Board does not concur with the participating bank decision, a notification informing the participating bank and the applicant will be issued.

- **Statement of Agreement:** A UBIF *Statement of Agreement* will be provided for all loans that have been approved by the UBIF Review Board and the participating bank.

### ***ENTREPRENEURIAL TRAINING PROGRAM***

The Entrepreneurial Training program would be required of all applicants to the *Uxbridge Business Investment Fund*.

Topics covered in the Program include:

- Electronic & social media
- Financial issues
- Human Resources
- Legal issues
- Management
- Marketing
- Taxes and accounting

### ***TAILORED TECHNICAL ASSISTANCE***

Each individual applicant business will have a tailored technical assistance program designed by and approved by the UBIF Task Team. At a minimum, applicants are required to fully participate in the Entrepreneurial Training Program,

The Tailored Technical Assistance Program will offer the expertise of individuals in specific professional fields. The disciplines covered by the Technical Assistance Program include:

- Accounting/Bookkeeping
- Display/Promotion (internal)
- Effective use of electronic and social media
- Human Resources
- Management
- Marketing/Promotion (external)

The Technical Assistance Team is to be composed of independent contractors that are compensated on a per case basis.

Each participant in the Uxbridge Business Investment Fund Loan Program would be required to satisfactorily participate in the Technical Assistance Program or with the approval of the UBIF Task Team, granted a waiver of participation.

## ***APPLICATIONS AND REPORTS***

- Affirmative Action Guidelines
- Business Concept Plan
- Business Investment Fund Application
- Business Plan Guide
- Collateral Statement
- Davis Bacon Certification
- Debt Obligation Statement
- Employment Status Report
- Participation Certificate
- Projections Statement
- Public Information Disclosure
- Use of Loan Proceeds Statement
- Verification of Financial Feasibility

**“The price of success is hard work, dedication to the job at hand, and the determination that whether we win or lose, we have applied the best of ourselves to the task at hand.”**

Vince Lombardi

# PIVOT PROJECTS

## MUNICIPAL CAMPUS (McCLOSKEY BUILDING)

The *Uxbridge Municipal Campus Project* is an initiative intended to develop a state-of-the-art public services facility in the McCloskey Building. The future of the property must be considered in the context of community. Uxbridge is a community that is on the threshold, if not already in the midst, of major residential growth, commercial and industrial development, shifts in the demographic make-up, and a calming period of governance. It is a confluence of changes that will if left to mature individually will be less than idyllic. This presents a unique opportunity that comes along rarely. The Town/town has a chance to define itself for the generation and beyond.

The desired outcome is to have the building serve the community for many more decades (multi-generations) while giving people a connection to the past, providing an economic engine, and serving as a centerpiece of the future Uxbridge. The McCloskey Building, a former high school and short-term middle school is the centerpiece of what is possible. It is the pivot project of all that is the Main Street Initiative, as the repurposing would open opportunities to repurpose other Town owned buildings in a manner that they would be engines for the economic and physical reimagining of Main Street, and one that will make a promise to those who look to invest in the community.



Conceptual plan calls for the 110,000 square foot building to host the state-of-the-art Senior Center, Town Hall, research library, community recreation, performing arts and meeting/conference spaces. The site has more than one hundred-fifty parking spaces, easy access for trucks and other large vehicles, indoor storage, and grounds that have the potential to host a “town common” that can provide space for a farmers’ market, art shows, concerts, outdoor walk-in movies, and other community events.

During the past several years Town professional staff with the assistance of Central Massachusetts Regional Planning Commission (CMRPC), Kuhn Riddle Architects (KRA), and others has been working to bring a plan forward that makes sense for the community not only as a facility, but as an investment in its future.

The Municipal Campus would provide residents and visitors alike with easy access to Town Departments, Senior Center activities, events, programs and meals, community recreation activities, as well as the ability to view the historic collection of documents, publications, and other materials for research and education.

The department space needs both for day-to-day operations and storage of files and special equipment as well as input from Town Department Heads regarding their needs and the project in general appear in *Attachment A - Municipal Campus Project Briefing* (September 2022). The Kuhn Riddle Design studies appear as part of Associated reports and studies available for review at the Uxbridge Public Library.

***FOOD FORREST- SENIOR GARDEN***



Establish a Senior Garden on the area to the rear of the McCloskey (currently parking and storage). The garden would be a place where Senior Center staff and volunteers can raise fresh produce to supplement the Senior Meals program and a “Grocery Bag” delivery program to seniors.

**“You are not here to merely make a living. You are here to enable the world to live more amply, with greater vision, with a finer spirit of hope and achievement. You are here to enrich the world, and to impoverish yourself if you forget the errand.”**

Woodrow Wilson

# PIVOT PROJECTS

## 21 SOUTH MAIN (TOWN HALL)

The relocation of the Town Hall from 21 South Main Street to the Municipal Campus at the McCloskey Building would create an opportunity for the Town to either enter into a joint venture development with a developer or convey the building conditionally on an approved development plan and use mix performance guarantee.



Conceptually, the 18,298 SF building could serve as the platform for a mixed-use development that could include creatives workspaces, a café, movie theatre, and residences.

The proposed uses would serve as an anchor for the reimagined Main Street economy. Beyond the building footprint, such a development would drive other similar development, including dining, both casual and up-scale, micro-brewery, brew pub, art galleries/studios, and specialty retail, in privately owned and developed buildings.

A study of the building is proposed. Said study would consider the structural condition of the building, the feasibility and cost of a full renovation, the market for a joint venture or outright sale (with conditions), and a market analysis for the proposed end users.

Existing onsite surface parking includes two handicapped access spaces, and twenty general use spaces.

The building is currently valued at \$1,404,600 and is zoned business. It does not meet current ADA accessibility standards.

# PIVOT PROJECTS

## 32/36 SOUTH MAIN (SENIOR CENTER)

As is the case with 21 South Main Street, the property located at 32-36 South Main Street presents opportunities that could be an economic engine, or at least an influencer, for the reimagining of Main Street.

The Senior Center building poses no re-use challenges, as it is simply a box. On-site surface parking complements the building, though the footprint could be integrated into a larger scale building.

The proximity of the rail to the rear of the building poses an issue, in that a buffer zone within the right-of-way exists.

Like 21 South Main Street, the 32-36 South Main property is proposed to be the subject of a structural, use, and market study.

Conceptually, there are a myriad of options for the reuse of the property, including a diner-style restaurant, casual restaurant, micro-brewery, brew pub, art gallery/studios, welcome center, cultural center, shared workspace, professional office space, and day care center.

The 3,356 SF building and .52 acre parcel is currently valued at \$298,000 and is zoned Business. It does not meet current ADA accessibility standards.

The Town could enter into a long-term lease, sale, or joint venture. All agreements would be consistent and contingent on the goals of Main Street, this plan and future desired outcomes expressed by the Town.



### ***SITE EXPANSION***



The Town should consider the acquisition of the property adjacent to the Senior Center situated at 28 South Main Street, either by negotiated purchase or eminent domain (for economic development purposes) in order to provide a site for development that is not constricted by the existing building footprint.

# PIVOT PROJECTS

## 15 NORTH MAIN (PUBLIC LIBRARY)

The conceptual idea of moving the Public Library to the Municipal Campus has been deferred, as the Library Board of Trustees has expressed an interest in retaining the North Main Street location. Deed restrictions prohibit uses other than Public Library for the property.

The building and grounds in the current state present challenges for a growing community. The challenges include:

- Lack of off-street parking
- Unmet ADA accessibility standards
- Limited footprint
- Programming constraints

The Library decision makers have expressed an interest in acquiring the property to the rear of the Library. The property currently serves as the parking area for the adjacent professional office building at 9 North Main Street (Cove Insurance).

If the property can be acquired, a parking structure (or surface parking) could be developed to service the Library, the adjacent buildings and provide public parking. In addition, said parcel could provide the footprint for a Library addition, not unlike the Public Library in Natick, where the issues regarding space needs and accessibility were addressed by constructing a wrap-around building that preserved the original historic structure. Alternative strategies include a building that can coexist with the Library, not to necessarily serve Library purposes, rather to serve another community function (i.e. family resource center).

Not enough information is available now to make a complete decision.

### *COMMUNITY MALL*



The concept is a community mall as a place that would bring together the Public Library and its expansion, with a family resource center, lecture and small concert event venue, meeting space, and public parking. In addition, the town historic collection could be housed in the facility, adjacent to a historic research room of the Library. To start, the Town and Library Corporation would need to form a partnership and collaborate on the acquisition of the Cove Building (at minimum the parking area parcel(s)), and the former church building.

# PIVOT PROJECTS

## PUBLIC SAFETY COMPLEX

The basic concept is for a two-building complex that houses the Uxbridge Police Headquarters and a state-of-the-art emergency operations center (EOC). Said complex would ideally be situated on what is commonly referred to as the Cocke and Kettle property on South Main Street. Said location would provide immediate access to the Main Street corridor as well as easy access to Route 146 and the residential neighborhoods, as well as being in close proximity to the Court Facility, Uxbridge Town Hall, Fire Headquarters, Uxbridge High School, as well as the Whiten and Taft Schools.

The current Police Headquarters is both inadequate and outdated. The risk of losing accreditation is real, and the structural issues will soon become costly. The original structure was done with the budget, instead of the purpose and long-term performance, in mind. Consequently, the life of the building is less than a generation.

Ideally, a public building such as a public safety complex, town hall, school, or senior center should have an operation life that spans multi-generations and once declared obsolete for the original purpose be able to serve the community for another purpose.

That is not the case with the current Police facility. The site does not serve the community well as it is in near-close proximity to Route 146, but sorely inefficient with regard to other key geographic areas and key facilities of the community. The structure itself (wood frame) is totally inadequate and inefficient for use as a municipal building.

Beyond the Police function, the Town has no actual emergency operations center. In the event of an emergency, a conference room at the Police Station is used. That may have been appropriate during the 1950's, but by today's standards, it represents a failure to prepare.

A securing of the Cocke and Kettle site should be made in the short-term, and planning for a new complex should commence soon thereafter.



### *YMCA/BOYS & GIRLS CLUB*



The current Police Headquarters location on Douglas Street has the potential to be a site for a regional Boys & Girls Club or YMCA facility. The Town should enter into a conversation with either or both.

# PIVOT PROJECTS

## BIKE TRAIL/GREENWAY

The proposed Blackstone River Bike Trail/Greenway is a 48-mile-long bikeway connecting Worcester to Providence. Running the length of the National Heritage Corridor, the bikeway would follow along the Blackstone River and/or Canal wherever possible. Like all major Blackstone Heritage Corridor (BHC) projects, this is a partnership project, with major partners including state transportation and environmental agencies, which have assumed lead responsibility for planning, design, construction, and management. BHC's contributions include technical planning assistance, especially in the early stages, assistance in securing federal and state matching funding, and public outreach and coordination with local communities.

The plan calls for the Bike Trail/Greenway to be developed from the completed segment in South Uxbridge to Route 16, along Route 16 (Mendon Street) to Capron Street to parking at the McCloskey Building at the end of Capron Street as well as to Cross Street and to Massachusetts Department of Conservation & Recreation (DCR) parking at the end of Cross Street. Eventually the Bike Trail/Greenway will run through Uxbridge and Northbridge, Grafton, Sutton, and Millbury. In Millbury, the pathway will link with an existing segment of the completed path, linking it to Worcester.

The Bike Trail/Greenway presents an opportunity for the Main Street District to attract families, recreational bikers, runners, and walkers to local businesses. Vitally important to that effort is the need to have the appeal of a variety of restaurants, shops, and public spaces.

“I thought of it while  
riding my bicycle.”

Albert Einstein

# DESIGN

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COMPREHENSIVE COMMUNITY PLAN - MAIN STREET INITIATIVE

“Every great design begins  
with an even better story.”

Linda Mamo

## SENSE OF PLACE

### ALL ABILITIES

The Americans with Disabilities Act (ADA) is a civil rights law. Under the ADA, civil rights are guaranteed to individuals who experience discrimination because they; 1) have a physical or mental impairment that substantially limits a major life activity, 2) have a record of such an impairment, and 3) are regarded as having such an impairment. The ADA provides civil rights protections to those with disabilities in a manner similar to that provided to individuals on the basis of race, color, sex, gender, identity, natural origin, age, and religion. The law is intended to ensure that those with a disability cannot be excluded from participating in, or denied the benefits of programs, services and activities offered by state and local governments because of that disability.

Under Title II of the ADA, as amended, requires local municipalities to conduct a Self-Evaluation of programs and services as well as an evaluation of all facilities to document physical barriers to access as part of the requirements for developing a Transition Plan.

In Massachusetts, public buildings and facilities must adhere to Section 521 of the Code of Massachusetts Regulations, "*521 CMR: Architectural Access Board*", a specialized section of the State Building Code as governed by the Massachusetts Architectural Access Board (M.G.L. c.22, S13A).

In 2020 the Town of Uxbridge conducted a Self-Evaluation with the assistance of the Central Massachusetts Regional Planning Agency (CMRPC) and the Center for Living & Working. In 2021, the Town embraced the ADA Self-Evaluation & Transition Plan that serves as a guide and master planning tool for improvements to public spaces, facilities, and the general equity of the community.

The Town's ADA Self-Evaluation and Transition Plan includes model policies and procedures for adoption by the Town as well as barrier removal solutions for the Town's public buildings and facilities. The assessment of physical barriers and subsequent recommendations are based on the current *ADA Standards for Accessible Design* and MA State Building Code 521 C.M.R., the higher standard to prevail. There are exceptions and variations described in the ADA Self-Evaluation and Transition Plan, along with recommendations that are based on compliance with the current Federal and State standards and the measures.

As the plans for all improvements to Main Street unfold, all must be cognizant of the diverse needs of residents and visitors. Sidewalks, buildings, parks, and all public spaces and facilities must be accessible to all.

The complete *Uxbridge ADA Self-Assessment and Transition Plan* is available for reference and review. Copies are available on the Town website and at the Uxbridge Public Library.

# SENSE OF PLACE

## FAÇADE IMPROVEMENT DESIGN PROJECT

### *THE PROJECT*

The Town of Uxbridge received funding to support the *Façade Improvement Design Project* from the Massachusetts Office of Business Development REDO Grant. The funding was made available through the Blackstone Valley Chamber of Commerce via a competitive process.

The \$50,000 grant kick-started the Façade program. The reimagining of individual buildings would collectively create a place that will make a strong sense of place statement telling residents and visitors alike that Uxbridge is not a pass-through community, but is a destination for shopping, dining and entertainment.

The Design phase of the *Façade Improvement Design Project* is based on the concept of having one design team consider each commercial building in the Main Street Corridor (from CVS to the Coker and Kettle property) individually, as well as collectively, in order to create a theme and look that ultimately will create the Uxbridge sense of place.

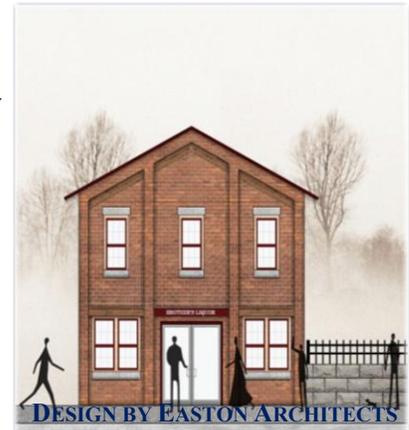
The Design program will be used to leverage grant funds and private investment to make the concepts reality.

Previously a small-scale start to the program began with a study and designs of four buildings. That has provided a “what if” glimpse.

The next phase enabled the Town to bring in Easton Architects of New York City, NY to work under the auspices of the EDCP to complete the design phase.

The target audience is property owners and investors that own buildings in the Main Street District. A group of forty buildings was selected by a task team comprised of residents, business owners, and Town professional staff. Each selected site was afforded a façade improvement design that can serve as an inspiration and guide for the individual improvements.

To succeed, the Initiative must show visible results that can only come from completing



projects.

Frequent, visible changes are a reminder that the Initiative effort is under way and succeeding. Small projects at the beginning of the program pave the way for larger ones as the Initiative effort matures, and that constant activity will generate confidence in the program and ever-greater levels of participation.

The mission of a partnership would be to bring about enhancement and economic growth to the Main Street by pulling together those who must invest and reinvest in the District. Both the public and private sectors have a vital interest in the District and must work together to achieve common goals of the Main Street reimagining and enhancement. Each sector has a role to play and each must understand the other's strengths and limitations in order to forge an effective partnership.



**DESIGNS BY EASTON ARCHITECTS**

Please see *Attachment B -*

*Façade Improvement Design Project Portfolio.*

A full copy of the *Façade Improvement Design Study* is available for review at the Uxbridge Public Library.

# SENSE OF PLACE

## SIGNAGE IMPROVEMENT DESIGN PROJECT

Funding for the *Signage Improvement Design Project* is the result of an application made to the Massachusetts Office of Business Development (MOBD) under the REDO Grant Program. As was the case with the Façade Project funding, the Blackstone Valley Chamber of Commerce hosted a competitive grant process.

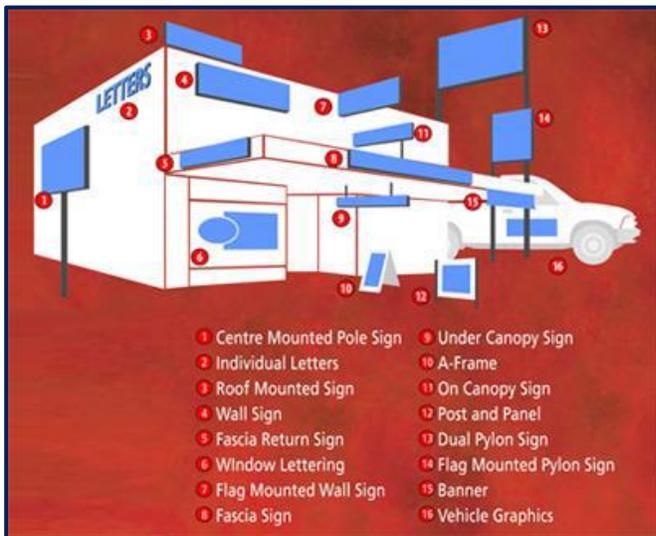
The Signage Project is by design and intent a complement to the previously described *Façade Improvement Design Project*. Together the Projects will form the base for the physical sense of place change for the Main Street District.

The \$50,000 grant funded the design element of the Project in its entirety. The reimagining of business and buildings signs, as well as public wayfinding and location (i.e. Town Common); will be crucial to the establishment of the Main Street District sense of place statement.

The Project will result in signs that have color, bits of whimsy, and most importantly fully complement the buildings, businesses and the community.

Please see *Attachment C - Signage Improvement Design Project Portfolio* for the suggested façade designs or refer to the complete *Signage Improvement Design Project Study* available on the Town website or at the Uxbridge Public Library.

### TYPES OF MAIN STREET SIGNAGE



### BEST PRACTICES: MAIN STREET SIGNAGE



Howell, MI



Newburyport, MA



Saratoga Springs, NY



Ashland, WI

## SENSE OF PLACE

### PUBLIC SPACE IMPROVEMENT DESIGN PROJECT

By definition a public space is a place that is open and accessible to the general public. Roads (including the pavement), public squares, parks, and beaches are typically considered public space, as are municipal buildings, libraries, historic structures, and senior centers. They are created and maintained for the community, they are owned by the public, serve the public good, and offer a sense of cohesion.

Public spaces should be accessible to all no matter of their ability, and open to everyone without regard to income, education, personal circumstances, age, gender, religion, race, ethnicity and identity.

Public spaces are where people meet one another, interact and have social collisions; it may be where people go to see and be seen. They are the places that people go to be quiet, loud, or just to listen. They are a definition of the community.

A community such as Uxbridge, needs public spaces to be safe, managed, clean and attractive. These spaces are essential to making the town livable, prosperous and inviting.

Which brings us to another element of the Main Street Initiative. A couple of years ago the Town embarked on the development and crafting of facility management manuals for all municipal buildings. Similar documents should be put in place for any and all public spaces in order to ensure that they meet their obligation and promise to the public. It also would eliminate surprise expenses or deterioration because of neglect or indifference.

The spaces also should be the best they can be. They should be designed to meet the needs and wants of the community including EV charging stations. Spaces should be environmentally sound and make a statement about the Town, town and community.

The Public Space Improvement Design Project is an element of the Main Street Initiative that is intended to be dependent on grant funding. The Town should work to make the improvements with or without the grant monies, and the Town planners and decision makers should demand that all spaces be as intended, including how they are maintained, designed, built, and contribute to the greater good.

**“Our public spaces are as  
profound as we allow them to be”**

*Candy Chang*

# SENSE OF PLACE

## STREETSCAPE IMPROVEMENT DESIGN PROJECT

Streetscape refers to the natural and built fabric of the street, and defined as the design quality of the street and its visual effect, recognizing that a street is a public place where people are able to engage in various activities. Streetscapes and their visual experience

largely influence public places where people interact, ultimately defining a community’s aesthetic quality, economic activity, health, and sustainability.

<b>STREETSCAPING ELEMENTS</b> <small>Help to “furnish” a street with functional and aesthetic items that provide amenities and utility to pedestrians.</small>	
<b>SIDEWALKS</b> foster pedestrian-friendly street systems where pedestrians can experience safety, comfort, accessibility, and efficient mobility. 	<b>CURB EXTENSIONS</b> extend the sidewalk, provide an opportunity for social interaction, and offer a safe refuge for pedestrians crossing streets. 
<b>LANDSCAPED BUFFERS</b> use trees and plantings to create a visual and noise buffer between pedestrians and vehicles. 	<b>PLANTERS</b> add color, texture, and interest to a streetscape. 
<b>SEATING</b> provides places to rest, wait for transit, and socialize with others. 	<b>PUBLIC ART</b> enhances a sense of place, civic pride, and visual appeal to a public space. 
<b>LIGHTING</b> increases a sense of pedestrian safety, security, and comfort. 	<b>BIKE PARKING</b> can be both functional and serve as public art. 
<small>Acknowledgements: Katherine Freitag, Marcia Scott, Sarah Pragg</small>	

Because Main Street has multiple users and serves many functions, the design must offer multiple elements and be context-sensitive. Design approaches and materials should be consistent with the community conditions, and have boundaries (signs, curbs, fences and landscaping) to ensure safe travel for all users while remaining comfortable, inviting, and able to accommodate a variety of activities.

The Main Street sense of place can be enhanced by the aesthetic appeal created through beautification initiatives, attractive lighting, street furniture, signage, clean streets, and outdoor dining. The goal should intend to get people out of their cars to socialize, interact with their environment, and experience Main Street spaces, shops, restaurants, services, entertainment options, galleries, and venues intended for social collisions.

The following are offered recommendations for the basic necessities needed for the start of a robust streetscape program.

“Nothing beautiful asks for attention.”

Unknown

## ***SUGGESTED STREET FURNISHINGS***

### ***Trash Receptacles***



*DuMor Site Furnishings*  
Model #: 102-32SH  
32 Gallon Steel Receptacle with Shield  
Color: Black

### ***Benches***



*DuMor Site Furnishings*  
Model #: 58  
Cast and Steel  
6' & 8' lengths available  
Color: Black

### ***Planters***



*DuMor Site Furnishings*  
Model #: 122-00SH  
Steel Planter  
Color: Black

### ***Bollards***



*DuMor Site Furnishings*  
Model #: 451-42  
42" High Decorative Round Bollard  
Color: Black

### ***Bicycle Racks***



*DuMor Site Furnishings*  
Model #: 188-07  
Steel Bike Rack, 7 openings  
Color: Black

### *Outdoor Dining Tables and Chairs*



#### *DuMor Site Furnishings*

126-40

42” diameter Steel Table with 4 Chairs

Color: Black

### *Ash Urns*



#### *DuMor Site Furnishings*

Model #: 123-00SH

Steel Ash Urn with Shield

Color: Black

<https://dumor.com>

### *Planters*



#### *Pots, Planters and More*

Wannsee Large Round Planter

Dimensions: 33”Diameter x 29” Height

39” Diameter x 34” Height

44” Diameter x 39” Height

Color: 20+ available

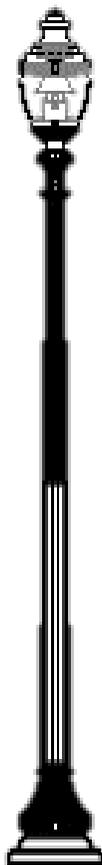
<https://potsplantersandmore.com>

“There are stories in everything. I’ve got some of my best yarns from park benches, lamp posts and newspaper stands.”

O Henry

## ***SUGGESTED STREET LIGHTING***

### ***Luminaire, Post & Base***



*Niland Company*

Model: Capital 5015

Model #: CCN-21-CITF-12-CP-118-SPLIT-BL-BAND

Core Cast Niland-21 Series Base & Pole w/ Capitol 5015

Luminaire w/ Dark Sky Louvers

Color: Black

Height: 12'

<https://www.nilandco.com/product>

“City lights are like stars on the ground.”

Unknown

### ***OUTDOOR READING ROOMS/NOOKS***



Install a series of Outdoor Reading Rooms or Nooks throughout the Main Street District, primarily in the SoNo Cultural District area. The Rooms/Nooks are open-air areas where people may sit and read. They can be covered or not, a grouping of chairs and tables, a single seat, or any combination. The rooms should be comfortable, relatively quiet and free of distractions. Possible locations include the Town Common, the greenspace to the rear of Town Hall, the front lawn of the Library and/or the Senior Center, the McCloskey Building site, and public playgrounds.

## ***SUGGESTED DISTRICT PLANTINGS***

The following list contains a variety of species (native and acceptable adapted species) that would be appropriate for the Main Street District whether as part of the streetscape, public spaces, or private development.

Invasive exotic species should not be used anywhere on lots or other areas.



### ***Japanese Tree Lilac***

The Japanese lilac has a moderate growth rate, an upright growing habit, and a rounded shape. It is a mid-size tree belonging to the olive family and grown for the panicles of white flowers that are 6 to 12 inches long, which it bears for about two weeks in early summer. Seeds follow the flowers and last through the winter, giving the plant (along with its graceful form and pretty bark) some visual interest for the winter.



### ***Red Maple***

The red maple is a tree native to North America and is a member of the Sapindaceae (Soapberry) family. It is the fastest-growing tree in the Eastern United States, growing up to 70 feet tall at a rate of 18 inches per year. In the north, red maples are usually found in wet bottomlands or moist woods.



### ***River Birch***

As its name suggests, the river birch naturally grows along riverbanks. But as a landscape tree, it can be planted almost anywhere in the U.S. The species is valued for its relatively rapid growth, tolerance of wetness and some drought, unique curling bark, spreading limbs, and relative resistance to birch borer.



### ***Little Leaf Ash***

Little Leaf Ash is a hardy evergreen that can be grown as a large shrub or a small tree. The shrub form requires little to no pruning to maintain, and its low, multi-branched habit serves as an ideal screen or landscape foundation.



***Green Ash***

Green ash trees will reach a height of about 60 feet with a spread of 45 feet. Upright main branches bear twigs which droop toward the ground before bending upward at their tips much like basswood. The glossy dark green foliage will turn yellow in the fall



***Sweet Gum***

Sweetgum trees are straight, tall trees with a single trunk that reaches a height of 75 feet or more. The trees look spectacular in fall when their leaves turn brilliant shades of scarlet, yellow, orange, or purple. The autumn show continues into late fall and early winter, and these stately shade trees are worth planting just to enjoy this fall color. Birds, chipmunks, and squirrels love sweetgum trees, which provide them with food, shelter, and nesting sites.



***Tupelo***

Tupelo trees typically grow to a height of 60 feet. The trees are tolerant of flooding and moist soils and characteristically have horizontal or hanging branches. They are deciduous with broad alternate leaves that turn attractive colors in autumn. Individuals are dioecious, meaning that male and female flowers are borne on different plants. All the North American tupelos produce small greenish white flowers and small bluish black or purple fruits.



***Sargent Cherry***

The Sargent cherry grows to a height of 40–50' and a spread of 40–50' at maturity. The trees grow at a medium rate, with height increases of 13–24" per year. Full sun is the ideal condition for this tree, meaning it should get at least six hours of direct, unfiltered sunlight each day.



***Katsura Tree***

The Katsura is a deciduous tree with a moderate to fast growth rate that reaches to about 50 feet in height at maturity. Well suited for an average urban or suburban property, homeowners with smaller properties can also opt for a dwarf-sized variety that grows to about 15 feet in height



***Scholar Tree***

Japanese scholar tree bark is light gray with rough-textured interlacing ridges. Leaf or needle arrangement, size, shape, and texture: Leaves are compound and alternate. The leaf is 6 to 10 inches long with 9 to 13 leaflets. Color is medium green in summer changing to yellow-green.



***Turkish Filbert***

Turkish Filbert is an extremely tolerant tree, surviving hot summers, cold winters, wind, drought, and heavy or alkaline soils with ease. This tree may need to be grown in containers, or under field conditions which encourage root development inside the root ball, to overcome poor transplant survival.



***Amur Cork Tree***

Amur cork tree is a deciduous tree that typically grows to 40' tall with similar crown width at maturity. Mature trees often bear low branches that extend horizontally from the short, stout trunk. Older bark is deeply furrowed and corky. Younger growth is orange-yellow or yellow-grey. Inner bark is bright yellow. Foliage is shiny and dark green in summer, turning yellow in the fall.

“The true meaning of life is to plant trees under whose shade you do not expect to sit.”

Nelson Henderson

# SENSE OF PLACE

## TOWN COMMON IMPROVEMENT DESIGN PROJECT

Public spaces such as the Town Common are a guaranteed inheritance that is owed to future generations. The Common is a visual representation of the decency and soul of the community.

An element of the Main Street Initiative is a refocusing of efforts to expand and improve parks and open spaces in the District. There is a sincere commitment to the public realm as well as a focus on investments in nature, green spaces and parks, and expanded access to public space.

Public spaces like the Town Common are places of respite, of human connection, of improved health, and that they boost equitable economic development and resilience in the face of climate change.

Ultimately, the Main Street District should be a blend of residences, commercial spaces, greenspace and natural corridors. Water and nature are ever-present as the Mumford River course runs through the District. Once a bustling industrial community, Uxbridge experienced the same industrial decline after the mid-20th century that so many other New England cities and towns endured. The town's greenspaces, natural areas, rivers and parks have been the subject of little or no reinvestment for decades. The Town Common has been maintained but has not been the subject of improvement for at least a generation.

A core element of any cohesive and equitable public space is the overall operating plan and system that guides robust programming and long-term maintenance. The ongoing maintenance can only be furthered by tested and committed funding sources.



In recent years, interest in the Common has been elevated as the Town Cannon underwent a complete restoration and the Common itself has continued to host community events such as the town's Memorial Day, Veteran's Day and First Night celebrations. The Town has the potential to build on the momentum to establish a collaboration of local, state and federal agencies, private organizations, philanthropic entities, private sector and community organizations that will drive a reimagining of the Town Common and to expand the community uses of this important part of Main Street while contributing to a healthier Uxbridge.

# SENSE OF PLACE

## WHAT ABOUT PUBLIC ART?

The introduction of public art is an integrative approach to community planning and reimagining. Public art serves to stimulate local economies as well as bring another important element to the streetscape and the greater sense of place efforts. Since creativity fuels place value, the benefits of using arts and culture to tap into a place’s unique character extend well beyond the art world. Leaders and decision makers must be asked to recognize how arts-based initiatives can simultaneously advance the Main Street, transportation, housing, employment, health care, environmental sustainability, and education.

Programs such as ArtPlace America, the Citizens’ Institute on Rural Design (CIRD), and the National Endowment for the Arts (NEA) have become a source of innovation and support in the realm of public art. A number of funders, organizations, and federal agencies have been working with cities and towns, planners, developers, arts organizations, citizen groups and other institutional stakeholders to enhance Place Making initiatives.

There should be an emphasis on process over outcome. For Uxbridge to have and sustain an expressive public art program in the Main Street District people must feel like they belong and that they can play an active part in the creation, management, and continued success of the efforts. The physical product is in fact important to the process, but there must also be an emphasis on community engagement. Each is vital for sustainable and lasting change.

The Uxbridge Public Art program can start with something as simple as the suggested “The Doors” project that is presented on Page 7 of this Community Plan. From there a program can build until the community desire is clear, which in turn could lead to more short- and long-term temporary installations as well as semi-permanent and permanent public art.

### BEST PRACTICES: PUBLIC ART



Medfield, MA



Plymouth, MA



Celeron, NY



Saratoga Springs, NY

# SENSE OF PLACE

## SoNo CULTURAL DISTRICT

The establishment of a Cultural District would be a first step in bolstering and enhancing the cultural vitality of Uxbridge and more specifically, the Main Street District. The Commonwealth of Massachusetts provides communities with an approved Cultural District, the tools, training, and resources needed to elevate the impact and visibility of local cultural institutions, artists, and creativity so as to build and sustain healthy, prosperous, and equitable communities.



Uxbridge has taken an important first step with the establishment of a local cultural council. A defined Cultural District would serve as an economic engine that will strengthen Uxbridge’s distinctive character, and improve the multi-generational quality of life, incomes and education. By supporting arts, humanities, and science organizations, Cultural Districts attract visitors, entrepreneurs, and investors, which in turn will foster new cultural expansion and growth of the tax base.

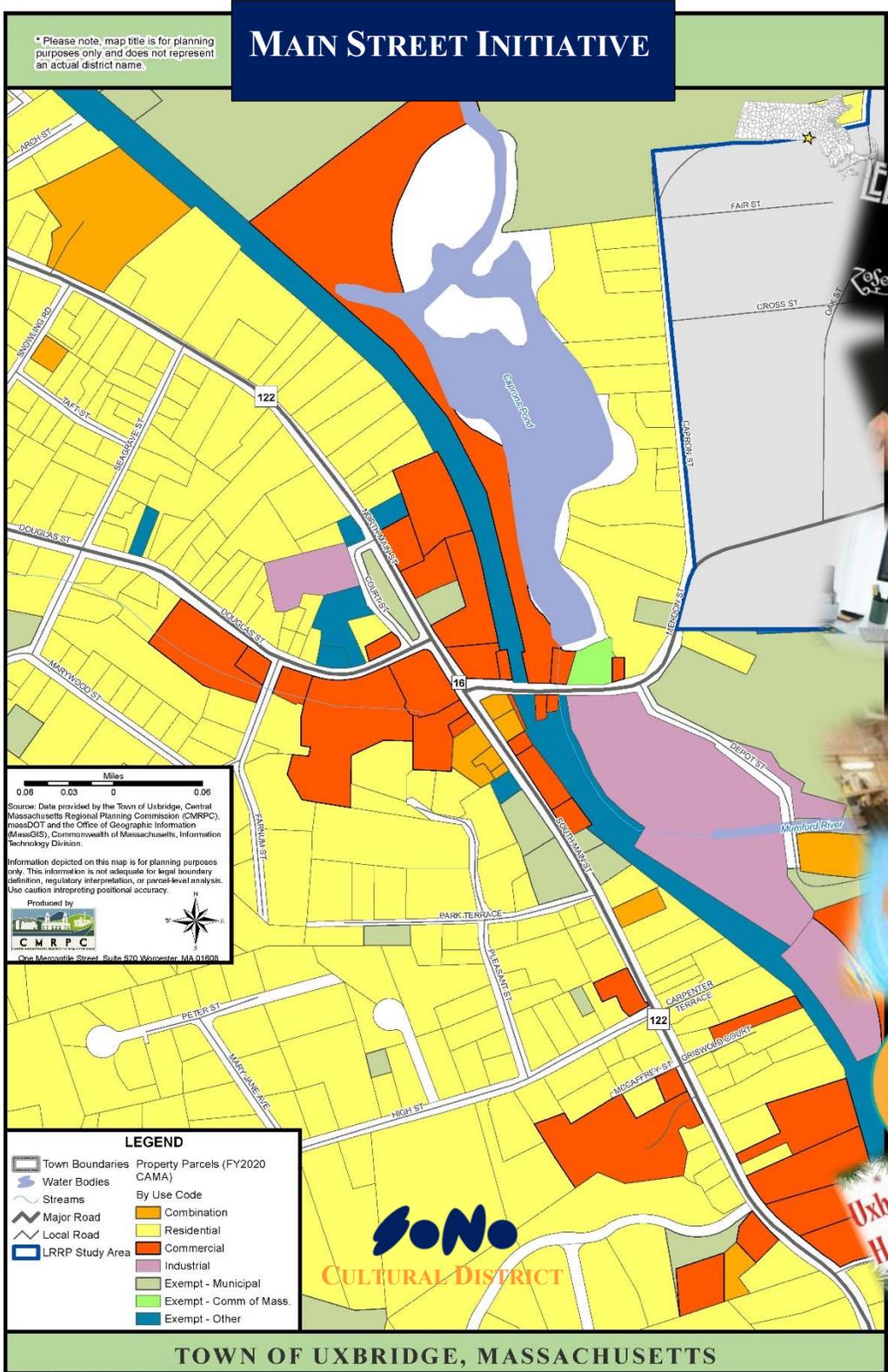
The SoNo Main Street District (the historic downtown area at the crossroads of North Main Street, upper section of South Main Street and Mendon Street) has the potential to become a regional epicenter of art, music, food, shopping, and history. The district’s numerous cultural assets enlighten and entertain residents and visitors alike. History buffs can walk among the Blackstone Valley’s many historical sites including the Farnum House, the Town Common, the Taft Free Public Library, the former Unitarian Church and potentially a repurposed Town Hall building. The repurposing of the current Town Hall into a mecca for artists, woodworkers, designers, software developers and other creatives will be possible if the McCloskey Building becomes the Town’s municipal campus. For consumers who look for art and creative products, a SoNo Creatives Workspace would be a destination.

The SoNo Cultural District would follow the defined lines of the SoNo Main Street District.

“Culture is the arts  
elevated to a set of beliefs”

Thomas Wolfe

*PROPOSED SONO CULTURAL DISTRICT*



# SENSE OF PLACE

## UXBRIDGE HISTORIC DISTRICT

The Uxbridge Historic District has been designated since 1984. The Historic District should serve as a complementary element of the Main Street Initiative, ideally placing no undue restrictions on property owners and businesses while ensuring and celebrating the integrity of the architecture. The Historic District should govern little, but guide many.

The expansion of the Historic District is being proposed and initiated by the Town’s Historic District Commission. The decision regarding said expansion and any changes to the existing district will ultimately be made by the Select Board, Planning Board and Town Meeting.

The Historic District Commission offered the following as to the reasoning that they believe supports the proposed expansion of the Historic District.

*The proposed expansion of the Historic District rests solely on the benefits to be derived from protecting the architectural history of Uxbridge, represented by many of the homes on North Main, Capron and Mendon Streets. The Town’s 300th anniversary (2027) approaches so it seems a reasonably proactive step to take sooner rather than later.*

### PROPOSED HISTORIC DISTRICT



# SENSE OF PLACE

## HISTORIC PRESERVATION WORKS

Historic Preservation forces a community to decide what is important in its history, what places best exemplify the history, and what best to preserve for future generations. The telling of history and historic preservation is a simple conversation between a place’s past and its future. Deciding what is important in Uxbridge history and what pieces of our past can be preserved for the future and how is that best accomplished.

Uxbridge is rich in history. It played an active role in the Underground Railroad, was a major contributor to the Industrial Revolution, and was home to significant people of their time.



Through historic preservation, history is seen by people in different ways, prompting different questions, learning about the past, and realizing new things about the town’s history and its people. Historic preservation is key to bringing an understanding of the past to future generations. It tells the Uxbridge story.



### *FARNUM HOUSE*

As this plan is being prepared the Town/town is grappling with the question of the Farnum House. There is a reluctance among community leaders to make the needed investment (estimated \$1.2 million) to properly restore the property to its historic place and preserve it in a manner that includes a maintenance plan. The Farnum House though no longer seen as being linked directly to Uxbridge’s first Town Meeting, is built on the first Town Meeting site. The house that was built sometime during the mid-18<sup>th</sup> century remains a significant part of the Main Street and Uxbridge story as well.



### *ESTABLISH THE FARNUM HOUSE FOUNDATION*

Under this scenario, the Town would transfer ownership of the property to a newly established non-profit (501(c) (3) historic preservation organization. Said organization would serve as the funding source through donations, grants, fees, in-kind services as well as the expertise of those involved to restore, preserve and maintain the building and grounds. In addition, the organization would have sole responsibility for the management of the the day-to-day operations, thereby eliminating the need for Town approval to use the space for meetings, small events, history camp, lectures, presentations, and as part of a “Walk Through History”. Such an organization could serve as a model for other efforts in Uxbridge, and when strategically advantageous, play the same role as what is proposed for the Farnum House.

***OLD FIRE HOUSE - 313 NORTH MAIN STREET***

The Town has entered into a sale agreement that will result in the Uxbridge Fire Museum having a permanent home. An active and robust Fire Museum can and should be an asset to Main Street.

As the Main Street is reimagined, niche destinations such as museums, historic homes, and historically significant public spaces will be complementary to the new and reinvigorated business mix. They will also enhance the Main Street experience and lend themselves well to the establishment and definition of the sense of place.



***WALK THRU HISTORY SERIES***

The challenge is to make the Uxbridge Fire Museum a “must see” for residents and visitors alike. Using the space for presentations and lectures about the history of Uxbridge’s public safety and first responders could make the Museum a key element of a “Walk Through History” series.

***TOWN COMMON***

The need to restore and maintain the Town Common in order to have a venue that can continue to be a vibrant centerpiece of the Main Street District and host community events such as the town’s Memorial Day, Veteran’s Day and First Night celebrations has been addressed earlier under the *Design - Sense of Place -Town Common Improvement Design Project* section.



***BUILD A SECOND TOWN COMMON***

The Town, specifically the Main Street District, is lacking a public gathering spot that can host concerts, movie nights, art shows and other local events. An area adjacent to the proposed Municipal Campus (62 Capron Street) could serve the purpose well as it would offer more than adequate parking, rest rooms, and indoor space for relocation of events in response to inclement weather.

“Old ideas can sometimes use new buildings.  
New ideas must use old buildings.”

Jane Jacobs

## SENSE OF PLACE

### CALM THE TRAFFIC

An over-riding and most concerning issue facing the reimagining the Main Street District is the volume of heavy truck traffic. The number of trucks that are using Uxbridge solely as a pass through or connection to and from Route 146 and Route 16 creates an inordinate level of noise, poses risks to pedestrians, and sets a tone for the every day traffic in the District. The pass through truck traffic contributes nothing to the local economy, rather, it creates potential losses of revenue and undue expenditures.

During 2021 the Town and the Central Massachusetts Regional Planning Commission (CMRPC) partnered on a study. The BSC Group served as the study consultant. Funding was limited, so the study was only able to provide an overarching look at the situation.

Please see *Related Materials: Project 1 - Addressing Truck Traffic* for the complete document.

The BSC study labeled the reduction of truck traffic and/or improvements to overall congestion the District as a high priority. In addition, they pointed out a need to prove pedestrian walkability, on-street parking, and overall safety.

Further, they suggested changes to existing roadway geometry, citing the off-set design as making it difficult for all traffic to maneuver. Changes to the traffic signal cue times, the possible implementation of truck prohibitions, improvements to access management, an intersection alignment strategy, and ultimately the introduction of a new interchange at Route 146 and Hartford Avenue West were key recommendations made.

Going forward the Town should appoint a task team that includes key Town staff, business/property owners, residents, and representatives of MA Department of Transportation (MA DOT) to explore options, identify funding sources and advocate for the needed changes.

“Adding highway lanes to deal with traffic is like loosening your belt to cure obesity.”

Lewis Mumford

# ORGANIZATION

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COMPREHENSIVE COMMUNITY PLAN - MAIN STREET INITIATIVE

“You can tell the tree by the fruit it bears. You see it through what the organization is delivering as far as a concrete program. If the tree's fruit sours or grows brackish, then the time has come to chop it down - bury it and walk over it and plant new seeds.”

Huey Newton

# BUILDING A MAIN STREET ORGANIZATION

## MAIN STREET TOGETHER

A key element in the transformation process of Main Street is the creation of an organization that represents and gives a voice to the business and property owners, investors, special event planners, non-profit organizations, and stakeholders. The organization should provide small business resources, organize events, facilitate outdoor recreation activities and events and serve as an important liaison to Town Hall.

The to-be-created “*Main Street Together*” organization would require and be driven by the buy-in from the established business community, key individuals, and groups as well as an ongoing attraction of new businesses and organizations to the effort.



A Main Street partnership typically is a group or organization that brings together leaders from the business, development, residential, investment, and public sectors. The partnership serves as a vehicle for community leaders to advance improvement efforts, be advocates for the Main Street, define improvement strategies together, and to thoughtfully and cooperatively implement the strategies.

Establishing a strong partnership is often the key to creating a robust Main Street that includes an enhancement effort that is sustainable and successful.

For a successful, sustainable, long-term initiative, a comprehensive approach must be planned and employed. Only local leadership can produce long-term success by fostering and demonstrating community involvement and commitment to the Initiative efforts.

Buy-in can be in the form of a “stock”, such as that used at the inception of a non-profit economic development corporation, or a “contract” whereby the signers agree to work together in support of the efforts and the Uxbridge Main Street Initiative.

It is vital that a policy and procedure statement is crafted for the “*Main Street Together*” organization, including any subcommittees, vendors, or support recipients.

The plan/effort should be broken into nine task categories:

- Community/Media Relations
- Cultural
- Development
- Governance
- Infrastructure
- Marketing
- Open Space & Recreation
- Preservation
- Public Safety

Strategies should be developed that address each identified sub-category with specific action plans or generic plans, which can evolve into specific plans, as the program moves forward. Within each task category, significant sub-categories (i.e. Cultural – special events, public art, entertainment, and historic sites) should be identified.

An array of ways to define and position the organization and articulates a baseline of reasonably achievable action items (grouped by difficulty) intended to gain traction and energize support for the broader effort should be developed. When taken together, the resulting components will form the basis for a refined sense of organizational purpose as well as the foundation for a robust strategy to guide Uxbridge Main Street along the path to a bright tomorrow.

The Main Street Together organization must constantly focus on the future. From the outset, the participating business owners, managers, investors, non-profit organizations and individuals must understand and clarify the organization’s strengths and economic development niche.

Successful Main Street programs begin with basic, simple activities that demonstrate that "new things are happening" in the district. As public confidence in the Main Street District grows, and participants' understanding of the reimagining process becomes more sophisticated, the Main Street Initiative will be able to address increasingly complex problems and more ambitious projects. This incremental change will lead to much longer-lasting and dramatic positive change in the District.

Skeptics can turn into believers and attitudes in the Main Street District will become more positive. Changes in attitude and practice are slow but definite — public support for change will build as the Main Street Initiative program grows and consistently meets its goals. Change also means engaging in better business practices, altering ways of thinking, and improving the physical appearance of Main Street. A carefully planned program will help shift public perceptions and practices to support and sustain the reimagining and enhancement process.

### ***STRUCTURE***

The *Main Street Initiative/Main Street Together* should bring together, coordinate, and leverage the work of Main Street’s key constituents, in other words, get everyone working together.

In addition, Main Street Initiative/Main Street Together would look to do the following organizational structuring and activities:

- Establish a Main Street Together Governing Board that will oversee the Main Street reimagining and enhancement effort and ensure that it is consistent with

the strategy. The result is that the volunteers would be coordinated and the structure not only divides the workload and clearly delineates responsibilities, but also builds consensus and cooperation among the various stakeholders;

- Develop standing committees, comprised of volunteers, responsible for implementing the various parts of the Main Street reimagining and enhancement strategy;
- Convene temporary (as needed and if necessary) task teams that will resolve special issues facing the Main Street District, issues that possibly could affect the reimagining and enhancement efforts;
- Meet with business owners and managers, property owners, investors, developers, and elected and appointed officials regularly to secure their input and understanding of the efforts;
- Identify funding sources (CDBG, MOBD, Town budget, MA Office of Travel and Tourism, Department of Conservation & Recreation, private foundations, etc.) that can support specific task goals either through full funding or matching funds;
- Develop annual plans that are publicly discussed and supported by business owners and managers, property owners, investors and other community leaders;
- Hold regular (monthly or quarterly) information workshops;
- Employ support from other professionals such as advertising/graphic design firms, event planners, entrepreneurial training coordinators, and landscape/streetscape designers.

### ***LEADERSHIP***

The Main Street Together organization would provide and cultivate the leadership necessary to implement the Main Street reimagining and enhancement efforts. It must:

- Garner an adequate level of resources – staff, volunteers, and funds to successfully implement the Main Street Initiative strategy;
- Build a strong and ever-growing constituency for the Main Street District by reaching out to and including Main Street investors (business owners, property owners, developers, local government, customers) and the community as a whole in the enhancement efforts;
- Inform and communicate with Main Street District investors, with the community-at-large, and the district users;
- Set a higher standard of quality for others to follow;

- Act and stimulate quality, effective action by others; and
- Be a primary advocate for Main Street and its importance to the entire community.

The Main Street Initiative/Main Street Together must also avoid common mistakes made by district improvement organizations, such as:

- Ignoring the existing local business base while searching for new investors;
- Sitting around waiting for business to come to the District;
- Trying to save funds by developing cheap amateurish promotional materials;
- Telling business people what you want to tell them rather than what they want and need to know;
- Expecting overnight results;
- Thinking that it is not worth the effort because “nobody would want to move to the Uxbridge Main Street District anyway”
- Thinking that economic reimagining and enhancement is anything but a lot of hard work with plenty of discouragement along the way.

### ***FUNDING***

The Main Street Together organization must be able to raise the funds needed to implement Initiative strategies in a timely and quality manner. Funds must come from a variety of sources in both the private and public sectors. Potential program funding sources include those derived through partnerships with local banks and lending institutions, joint venture/partnerships with other organizations (i.e. Blackstone Valley Chamber of Commerce, Blackstone Valley National Historic Corridor, etc.). In addition, funding can come from public economic and community development grants (CDBG, MOBD), private foundations and special interest organizations (historic, recreation, preservation, etc.), and other Town of Uxbridge sources including Town Meeting appropriation, budget line items, Community Preservation Act, Cultural Council funding, betterment/special improvements, and Development Increment Financing (DIF) agreements.

### ***ECONOMIC RESTRUCTURING***

The Main Street Initiative should look to strengthen the district’s existing economic assets while expanding and diversifying its economic base. Programs that sharpen the economic uses to build a Main Street district that responds to today's consumers' needs should be developed and implemented. Converting unused or underused commercial space into

economically productive property that also helps boost the profitability of the District. The Main Street Initiative should borrow the four points of real estate value: social, political, physical, and economic, as an underlying foundation for its projects and programs.

### *DESIGN*

It should be a goal of Main Street to bring the District into top physical shape. Capitalizing on its best assets — such as historic buildings/spaces and pedestrian-oriented streets — is just part of the story. An inviting atmosphere created through attractive window displays, building improvements, street furniture, signs, sidewalks, streetlights, and landscaping, conveys a positive visual message about Main Street and what it has to offer. Design activities also include instilling good maintenance practices in the District, enhancing the physical appearance of Main Street through an aggressive implementation of the Façade Improvement Design and Signage Improvement Design Projects, and by rehabilitating historic buildings, encouraging appropriate new construction, developing sensitive design management systems, and long-term planning.

Creating a sense of place is vital for any district that wants to express its character, make a statement about who and what the district represents, and be the place where residents and visitors want to spend time.

By defining Main Street through a design program that has specific guidelines, the developers/investors will have a clear understanding in advance of what is expected if they want to do business in the Main Street District; design professionals have a base from which to work; and investment will be made in the project rather than in legal processes.

Design guidelines by their very nature are primary tools in creating a quality district. The guidelines identify the components as style, site amenities, façade image, color schemes, landscape and building materials, community standards, and scale. Each is a contributing element to the overall and must be blended into a total that creates a standard.

It is important to streamline the process, so that each project can move forward at a pace that is desirable for both the community and the investors. By eliminating questions and creating a so-called “level playing field” the Main Street Initiative and the Town will welcome investment. A positive business climate is created when the investors can relate stories about the efficiencies and positive attitudes rather than those that tell of bureaucratic hang-ups, of unfair or special treatment (actual or perceived), or by a lack of clarity of the community standards.

By establishing design guidelines and improving the process that includes up-to-date changes and rulings regarding any subject parcel, the Town, Main Street Initiative and the Main Street Together organization will be seen as a  model of good planning.

### ***BANNER POLES***

Install two standard flag poles (one on each side) of Main Street that can serve as an efficient and stylish way to display promotional banners. The banners would be required to meet a minimum design standard and the calendar of use and logistical management would fall under the auspices of the Town Manager.

**“Talent wins games, but teamwork and intelligence wins championships”**

**Michael Jordan**

# PROMOTION

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COMPREHENSIVE COMMUNITY PLAN - MAIN STREET INITIATIVE

“Without promotion something terrible  
happens...nothing!”

**P.T. Barnum**

# CRAFTING A SPECIAL EVENTS STRATEGY

## COMMUNITY PARTNERSHIP PROGRAM

During the course of any given year, the local groups seeking to conduct special events are faced with the cost of meeting the increasing public safety needs of the participants and attendees as the priority in their planning. The Town charges for the services for a number of reasons, including liability, labor contracts, equity, and availability of personnel and equipment. Some proposed events are consistent with the goals of the community, while others may not be.

Most often, events are planned independent of one another with no collective vision of how the event, program or initiative may serve to bolster or complement the Main Street or the town in general.

What follows is a program/policy that will, if followed, “level the playing field” while also providing a clear focus for the Town to meet the needs of the community while building partnerships with organizations and event organizers that are both complementary and consistent with the overarching goals of the Main Street Initiative and the community as a whole.

### *AUDIENCE*

There is an underlying commitment to promoting a positive image for Uxbridge as an exciting place to live, work, visit, and invest. In addition, there has been consensus among those involved that the community, specifically Main Street, would benefit from a robust and vibrant arts community.

The audience for the Community Partnership Program is the organizations and individuals that will foster growth of the community through programs, events and initiatives within the business and cultural communities, while providing opportunities to further advance the image of Uxbridge as a positive place.

### *PROGRAM STRUCTURE*

The Community Partnership Program (CPP) would address the needs of the community through a pro-active funding/partnership program.

The basis of the program is a funding pool that would be carried as a line item in the annual Town of Uxbridge operations budget.

Each applicant would be required to complete the Community Partnership Request for Funding application (see *Appendix C: Community Partnership Application*), which must be submitted no later than thirty (30) days before the quarterly CPP meeting. The

funding request should address the cost of Town services associated with the event (i.e. Police, EMS, and DPW).

Event organizers/applicants should meet with the Town Departments in advance of submitting their application in order to best understand the requirements and costs associated with the services.

The Town/\_CPP will consider applications for funding at meetings to be held in September, December, March, and June of each year. The applicants will be required to make a formal presentation of to the CPP team, who in turn will consider the application at a subsequent meeting and vote to recommend to fund or not fund and the amount. The Town Manager will make the final decision regarding funding, and in turn inform the applicant of the decision via CPP Notice/MOA (see *Appendix D: CPP Notice/MOA*) no later than forty-five (45) days after the applicant presentation.

Funding would be appropriated quarterly as a percentage of the total (25% per quarter) or as a rolling figure that will make funds available until such time that the appropriation has been exhausted. The later approach will allow for consideration absent of the calendar, and encourage applicants to submit earlier in the process.

Each award would be conditioned on proper recognition of Town of Uxbridge support. At a minimum the Town Seal and “Good Things are Happening” logo should be featured in all event advertisements and publications (guides, brochures, web pages, signs, banners, etc.) and be displayed in format consistent with the largest logo that is not the applicant organization. The Town will provide electronic and formatted print copies of the official seal and logo(s) (see *Attachment D: CPP Graphics Portfolio*).

“Simplicity is the ultimate  
sophistication.”

Leonardo Da Vinci

# CRAFTING A SPECIAL EVENTS STRATEGY

## MAIN STREET TOGETHER

Main Street must be promoted as the center of commerce, culture, and community life for residents and visitors alike. To be effective the business owners, investors, and local leaders must move beyond the typical “tried-and-true” Main Street promotion ideas of the past. The people, buildings, heritage, culture and organizations define Main Street’s market niche unique “position” in the marketplace. At the core is the ability to create new and interesting image campaigns, retail promotions, and special events that will serve to attract people to the Main Street District.

The creation of new campaigns, promotions, and events efforts should be organized under the auspices of the *Main Street Together* organization. The image of the District is key to the potential for vitality and prosperity.

Promotion(s) will strengthen the District’s image and marketability by changing community attitudes, and by and focusing attention on Main Street’s best assets and potential. The building of a unified image that targets a clear, specific market niche with materials and activity. New and fresh activity will be generated that in turn helps reestablish Main Street as the center of community life.

The end result is that good promotion and activities will communicate progress and excitement, attracting more investors and shoppers. The Main Street image cannot be defined by a few people according to their own opinions or taste. The image must be crafted, based upon the assets of the District, its market potential, and the values of the community.

Appropriate style, sophistication and consistency of promotional activities and materials is an absolute must. It should be imaginative and reflect quality so as to be compelling. The promotions, including special events should capture the public’s imagination, reflect the true quality of the place that is Main Street, and be consistently delivered whenever someone visits the District.

Examples of other Main Street organizations’ campaigns and events include:

- "Service is our Signature” poster series
- “The Owner is Home” ad campaign
- “Here Comes the Neighborhood” campaign
- “Before and After” renovation displays
- “Shop Downtown” radio spots

- Entrance signs or banners with logo
- Shopping bags, buttons, T-shirts with logo
- Main Street program media “kits”
- Press receptions for major projects
- Annual report on program for the public
- TV, radio, and newspaper interviews
- Image-building events (public displays and special events) that help the community recognize and celebrate Main Street’s importance and progress
- Main Street progress awards ceremonies
- Ribbon-cuttings for new projects

The first question that should be addressed regarding any special event is “what is the desired outcome?”. Is it a traffic-building event that offers something for everyone and in turn will generate future sales for Main Street businesses by attracting consumers when there is no event? Or should the focus be on having the event to target a specific market niche, for example, holding an antique car show to attract auto enthusiasts which and generate instant “spin-off sales” at related businesses or food and drink establishments? By knowing the identity of the target consumers - that best serves the needed results, the first step toward a successful event is taken.

There are three types of events that *Main Street Together* should consider. They are:

***COMMUNITY HERITAGE***

Community Heritage events acknowledge local arts, industry, talent, and agriculture or celebrate the history and architecture of the community. Examples:

- “Crafts on the Square” fair
- “Strawberry Festival” of local produce
- “Candlelight” or “Ghost Tour” of historic buildings
- “Walk Thru History”
- “September Art Walk”
- “Jazz Out Back”
- “Hometown Christmas”

***SPECIAL HOLIDAYS***

Focus is on traditional and unconventional holidays that celebrate dates or events that have meaning for the entire community or dates of special interest to a specific ethnic or cultural group. Examples:

- “First Night”
- Halloween Pumkin Carving
- "Dickens of a Christmas” event
- Fourth of July parade & concert
- "Cinco de Mayo” Hispanic festival
- “Kwanza” African-American celebration
- Christmas Tree Festival
- “Home for the Holidays” interactive event

***SOCIAL EVENTS***

Unusual activities that enliven public spaces and attract people who do not normally come downtown. Examples:

- “Lunch at the Library” concert series
- "Just Desserts” gala concert and dinner
- Saturday Health Fair on the sidewalk
- “Hot August Nights” movie nights on the Common
- “Summertime, Summertime” concerts on the Common

Special events can focus widespread public attention on Main Street and the good work of *Main Street Together*, while offering a satisfying volunteer opportunity and profit potential for District businesses.

GOOD EVENT ESSENTIALS	
Music	Stage musical acts that are easy to hear and view, perhaps with different options on separate stages.
Food	Offer interesting, fun food and drink, on the street, with nearby trash receptacles and restroom facilities
Overlapping activities	Create a lively atmosphere through simultaneous events that may appeal to different members of the audience.
Appeal to all ages	Develop activities for children, displays of interest to seniors, attractions for teens, and entertainment for young, single adults.
Something free	Create a sense of surprise and excitement by offering giveaways, such as balloons, souvenirs, mementos, or door prizes.



**SEPTEMBER ART WALK**



The concept of a “September Art Walk” is two separate but connected and complementary events.

The **Visions of Uxbridge Juried Art Show** is a photography exhibit that evidences the pride that people have in the community. As a Juried Show the exhibit would be judged by a team of judges representing the community.

Three categories will be available for entrants; they are:

Uxbridge Past Time (20<sup>th</sup> Century Uxbridge)

Uxbridge Today (events, people, buildings & scenes)

Uxbridge Pride (people and places that show Uxbridge at its best)

The second event, the **Uxbridge Arts Celebration**, would run for an extended weekend in September. It is a community (non-juried) art show. This event will allow entries representing the full range of talents in all media, including photography, painting, drawing, sculpture, and mixed media. The event is as much a community celebration as it is an art show. A Show Favorite will be selected by a vote of the attendees.

It is also intended as a starting point for the establishment of a community arts organization that can develop and provide cultural activity throughout the year. Events such as art shows, classes, concerts, readings, and film festivals would be a great addition to the fabric of Uxbridge.

**UXBRIDGE ARTS**



Establish a non-profit organization that is staffed by volunteers, with a volunteer Board of Directors, to promote the arts (all forms), create new venues, and celebrate local artists and performers.



# CLOSING REMARKS

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COMPREHENSIVE COMMUNITY PLAN - MAIN STREET INITIATIVE

**“Coming together is a beginning.  
Keeping together is progress.  
Working together is success”**

**Henry Ford**

## ONE LAST THING

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For the past nearly five years, I have had the privilege of working with some extraordinary people in Uxbridge, as well with those from external organizations that offered support, expertise, and resources as we worked to make Uxbridge the best it can be.

Did we get everything done that was hoped for? Not by a long shot. That is the beauty of it, a community is never done...building, creating, defining and re-defining itself. Those that do consider themselves done, eventually wither and die. The death can be caused by something as simple as not embracing the future by failing to adequately fund projects and programs.

For the communities that keep the hope alive and find ways to move forward there is usually a reward, whether it be a vibrancy of place, a collection of good and thoughtful people, or the respect of other community leaders.

I have watched Uxbridge go in both directions. Good professional staff have come and gone. The fact that some have left because of the attitude and disrespect offered by decision makers is a concern. Others left for better opportunities, more challenging roles, or just to be someplace different.

Some have stayed and kept working to accomplish the goals.

The same holds true for volunteers. It is the very nature of community volunteering that change is constant. Some are able to go with the ebb and flow, while others cannot. There are those who try to keep everything as is or go back to a different time. In my forty-year career in public service, I have yet to see a community find their way back to the so-called “good old days”. What I have seen, is people embrace today as a great day, and a future that is filled with great possibilities.

This Comprehensive Community Plan is intended to be many things. For some it is just one more plan to put on the shelf to collect new dust. For others it is a roadmap that can guide those involved through a process. For others, it is a crystal ball filled with visions of the future.

My hope is that it becomes a worn and tattered document that people keep nearby as they embark on defining Uxbridge for future generations.

Personally, it has been a great experience and I thank those who have made it such.

Michael Gallerani

Director of EDCP (2018-2023)

# WHAT'S NEXT

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COMPREHENSIVE COMMUNITY PLAN - MAIN STREET INITIATIVE

# CRAFTING THE COMPLETE COMPREHENSIVE PLAN

## SECTIONS B, C, D & E

The Comprehensive Community Plan is by design, intended to be a five-section document. This document represents the first of the five; Town staff or external consultants should crafted/prepared the remaining four sections. They are:

**B: Rezoning:** An in-depth look at the current situation, the result of remaining as is, and the “What If” of a zoning update/change. The “What If” exercise should determine if a sweeping change will benefit the Town fiscally and the for the community good (employment opportunities, etc.). A focus on the Route146 Corridor is an important element of this Section.

In addition, the plan should look at and address any perceived or real transportation and road system inadequacies.

**C: Preservation:** An in-depth look (including projected costs) at the current situation, the needs and wants, the impacts of changing demographics (aging population), availability of Town-owned land, and the identification of properties for future *Municipal Use* including open space and recreation, environmental, historic preservation, and the sense of community.

**D: Housing, Neighborhoods, and Demographics:** An in-depth look at housing trends, needs, wants, and demands placed on the Town by state and federal agencies (senior housing, 40B, etc.) and the impact(s) that the shift demographics could have on established neighborhoods by way of a loss of population, dis-investment in housing stock, and the introduction of older properties into the housing market.

In addition, the plan should identify and address impediments to building a balanced community, whether it be too much of one type of housing, the aforementioned neighborhoods or clusters, any hazardous situations (i.e. corrupted water), transportation and road systems, neighborhood amenities (i.e. sidewalks), and the long-term viability of the school system as an attraction for young families.

**E: Services & Infrastructure:** An in-depth look at all things municipal as well as how the Town services, individual and collective Town Departments, and infrastructure and facilities need to change or adjust to meet the needs of the community, revenue enhancement, governance (including staff retention and attraction) as described in the overarching Comprehensive Community Plan.

“If you never try, you will never know what you are capable of.”

John Barrow

# APPENDICES

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COMPREHENSIVE COMMUNITY PLAN - MAIN STREET INITIATIVE

“True change takes place in the  
imagination”

Unknown

# APPENDIX A

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## ZONING: MIXED-USE DEVELOPMENT

## MIXED USE DEVELOPMENT

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### 1. STATEMENT OF PURPOSE AND AUTHORITY

The purpose of this Section is to encourage the construction of Mixed-Use Developments in the designated Main Street District within the Town of Uxbridge. The major objectives of the District are:

- a. Permit a mix of land uses, densities and building types in one development.
- b. Facilitate high quality, integrated planning of developments beneficial to the Town and constructed in a manner which is highly responsive to specific sites and their surroundings.
- c. Require more rigorous development standards than those found in other zoning districts.
- d. Provide a mechanism to accommodate development reuse and redevelopment in specified locations, which is in the public interest and may not otherwise be permitted within the Town's Zoning By-Law.
- e. Create Mixed-Use developments that work together to create a unified sense of place and purpose.
- f. Facilitate the development of a mix of uses that contribute to a vibrant business environment and increases street level activity.
- g. Promote a greater variety of housing choice and create diversity of housing opportunities in the corridor.
- h. Create connectivity of uses and promote pedestrian activity.
- i. Develop uses that are compatibility with the Town's character and historic or traditional context.
- j. Create a balanced and vibrant mix of compatible uses.
- k. Create development nodes in order to plan for a comprehensive corridor.
- l. Create a retail and restaurant base that residents can utilize m. Encourage the reuse of existing buildings and the construction of new, innovative designs that enhance the corridor.

### 2. DEFINITIONS

The following definition shall apply in the Mixed-Use District:

- a. Mixed-Use - The use of a building or buildings on one lot for both residential and commercial uses. The building shall contain a commercial use or uses on the first floor or ground floor and residential or office uses on the upper floors.

### 3. DISTRICT DEFINED

The Mixed-Use District shall take the form of a district covering designated portions of the areas designated Business as well as Residential on the Uxbridge Zoning Map. The Historic Districts lies within the subject zone and is so designated as a vehicle to preserve the historic character of the Main Street and adjoining areas while providing additional opportunities for a diversity of housing options, commercial development, and pedestrian activity.

Beyond the Historic District, the goal is to provide additional opportunities for commercial growth through the addition of housing. This zone will also act as an anchor to increase commercial growth along Main Street and adjoining areas as defined in the Main Street District Map. The boundaries the Mixed-Use Development Zone on the Map entitled “Mixed-Use Development District.

### 4. SPECIAL PERMIT CRITERIA

The Planning Board, as the Special Permit Granting Authority, shall have authority to grant a Special Permit to provide for the Mixed-Use of land within the Mixed-Use District. The Board shall evaluate proposed projects and require all such projects to conform to the requirements, standards and guidelines as set forth in the Mixed-Use Development District. In addition to any standards and criteria set forth elsewhere in this Mixed-Use Development Zone, the following standards shall apply for all projects, constructed in the Mixed-Use Development District. The following standards shall be met in order to receive special permit approval from the Planning Board:

- a. All mixed-use development shall contain a balance of commercial and residential uses.
- b. The review, permitting, and construction of the residential uses and the commercial uses shall be completed simultaneously.
- c. All mixed-use development shall be designed to generate pedestrian traffic.
- d. Parking shall be located to the rear or side of the building, whenever physically feasible and should be screened visually from the street and abutters.
- e. Parking lots shall not be separated by use.
- f. Parking areas shall provide pedestrian walkways and connections to the existing sidewalk system.
- g. All parcels located within the Uxbridge Historic District shall comply with all of the Historic District requirements.
- h. No lighting shall cast a glare on abutting properties

## 5. Density Regulations

The following residential density regulations shall apply:

- a. The density shall be no greater than six (6) units per acre.

## 6. Density Bonuses

A density bonus shall be awarded to increase the number of dwelling units beyond the maximum number permitted in the Mixed-Use Development District, under the following circumstances:

- a. A maximum of ten (10) units per acre shall be permitted when a project provides for increased pedestrian activity and connectivity between properties, including but not limited to walkways, pedestrian areas that increase the amount of sidewalk area available to the public, outdoor seating areas designed to be utilized by dining establishments while complementing the building and allowing for unencumbered pedestrian circulation, or public outdoor spaces.
- b. In addition, a maximum of twelve (12) units per acre shall be permitted when a project provides for alternate modes of transportation, including increased bicycle access between and/or off site and public transit throughout the Main Street corridor. Providing for alternate modes of transportation may include, but is not limited to, routes dedicated to pedestrian and bicycle connections separated from vehicular routes, or cross-access routes through the subject parcel specifically for pedestrian and bicycle cross-access which connects adjacent parcels. Cross access routes shall be specifically designed to be separated from vehicular use through design features such as signage, pavement markings, and landscaping.
- c. One additional market rate residential unit shall be permitted for each additional affordable housing unit provided above the number required by this Section, provided that in no case the unit density bonus shall exceed twenty-five percent (25%) of the total residential units of the project. Only one density bonus per development project may be utilized.

## 7. Affordability Requirement

The applicant for any Mixed-Use Development subject to the provisions of this Section shall contribute to the local stock of affordable units in accordance with the following requirements: A development subject to this by-law shall provide at least ten (10) percent of the residential units as affordable housing units. For purposes of calculating the number of affordable housing units required in a proposed development, any fractional unit of 0.5 or greater shall be deemed to constitute a whole unit and any fractional unit

of 0.5 or greater shall be deemed to constitute a whole unit and any fractional unit of 0.4 or less shall require no contribution to satisfy the fractional share.

Affordable housing units shall be offered for sale or rental in the same proportion of the total units as the offer for sale or rental of market rate units in the development. All affordable housing units shall be subject to an affordable housing restriction and a regulatory agreement in a form acceptable to the Planning Board. The regulatory agreement shall be consistent with any applicable guidelines issued by the Department of Housing and Community Development and shall ensure that affordable units can be counted toward the Town's Subsidized Housing Inventory. The affordable housing restriction shall run with the land in perpetuity or for the maximum period of time allowed by law.

No occupancy permits shall be issued until the restriction and the regulatory agreement are recorded at the Registry of Deed and a copy provided to the Town Planer and the Building Inspector. The Planning Board may request an applicant subject to this By-Law as an alternative to the requirements of this Section, to contribute to a designated housing entity to be used for the development of affordable housing in lieu of constructing and offering affordable units on-site.

- a. Eligibility: A fee-in-lieu of affordable housing units shall be approved only if the Planning Board makes specific findings that there will be an unusual net benefit to achieving the Town's housing objectives as a result of allowing a fee rather than affordable housing units. The findings shall include consideration of the appropriateness of the development site location for income-eligible households, including proximity to and quality of public transportation, schools, and other services.
- b. Fee Amount: For each affordable housing unit provided through a fee in lieu of units, the cash payment shall be equal to fifteen percent (15%) of the estimated assessed value of each unit as determined by the Town Assessor. The schedule of payments shall be determined by the Planning Board and specified during the Special Permit process.

## 8. Design Guidelines

These guidelines shall apply to Mixed-Use Development in the entire Main Street District. Furthermore, these guidelines are not intended to inhibit design creativity or discourage innovative architectural design solutions. Rather, they provide general standards for building massing, siting, and design solutions. It is understood that buildings and structures may not be able to comply with all of the following guidelines,

but buildings and structures should comply if it is physically possible. For projects in the Mixed-Use Development District, the following design guidelines shall apply:

- a. Residential and office space shall be placed on the upper floors, not on the first floor or street level. Handicap accessible units required by the Architectural Access Board (521 CMR) may be located on the first floor, if granted by the Planning Board.
- b. Retail, restaurant, and other lively pedestrian friendly uses are encouraged on the ground floor.
- c. Buildings on a corner lot should have a façade that relates to both streets and contains enhanced architectural features at the corner of the building.
- d. Development projects located adjacent to the Mumford River, shall provide public access to the river whenever feasible.
- e. Site lighting should be considered an integral element of the landscape design of a property. Lighting should facilitate safe and convenient circulation for pedestrians, bicyclists and motorists.
- f. Outdoor seating/dining throughout is encouraged.
- g. All development should be designed to facilitate, accommodate and encourage use by pedestrians.
- h. All development should encourage the use of bicycles to and from the site through the installation of bike racks, or by other means as determined feasible.
- i. Development projects located outside of the Uxbridge Historic District are encouraged to apply the design guidelines of the Historic District to their project.
- j. Whenever feasible, all above ground utilities shall be relocated underground.

## 9. Dimensional Regulations

The dimensional regulations for the Mixed-Use Development District are as follows:

- a. Maximum building coverage fifty percent (50%);  
Minimum green space twenty –percent (20%);  
Minimum width of side yard fifteen (15) feet;  
Minimum width of rear yard Twenty (20) feet;  
Maximum height of buildings forty-five (45) feet;  
Maximum stories three (3) stories

## 10. Parking Requirements

The parking requirements in the Mixed-Use Development District shall be as follows:

Multi-family Residential: 1.5 parking space per residential unit.

For all Mixed-Use Development, the total requirements for off-street parking facilities shall be the sum of the requirements of the various uses computed separately. Off-street parking facilities for one use will not be considered as providing required parking facilities for any other use except as permitted by the Planning Board as per specified in the Shared Parking section of this by-law.

- a. Shared Parking: Two or more uses may meet their parking requirements by sharing a common shared parking area, provided that the shared spaces are held in common ownership with all uses being served through easements or fee title, that all spaces are located within four-hundred (400) feet of all uses they serve, a calculation is provided to the Planning Board showing the expected peak use of all parking spaces and that the usage of such parking area would not occur simultaneously, and the Developer can show that the total proposed number of parking spaces will meet the demands of the uses proposed for the site. In order to be granted shared parking approval, the Planning Board shall determine that a lesser number of spaces would be adequate for all parking needs because of special circumstances such as shared parking for uses having peak parking demands at different times or other measures reducing parking demand.

A reciprocal agreement shall be executed by the owners and operators of the different sources or uses in the building or development ensuring the long-term joint use of such shared parking, and defining the terms upon which the parking is shared.

- b. Off-site Parking: An applicant may request to the Planning Board to utilize off-site parking in order to meet the parking requirement. All municipal or other parking facilities which are used to satisfy the parking requirement must meet the following criteria:
  1. The parking facility must be less than one-thousand (1,000) feet from the proposed development, the distance to be measured in a straight line from the two (2) closest points between the proposed use and the parking facility.
  2. The applicant must provide the Planning Board with proof of ownership or lease for those parking spaces in order to satisfy the parking requirement. The owner shall provide offsite parking in perpetuity of the building use, as required by the needs of the tenants, subject to approval by the Planning Board as part of the Special Permit. Prior to the

expiration of any parking lease, the Planning Board shall approve the new mechanism to satisfy the parking requirement.

## 11. Application for Approval

The Permit process as detailed in Section 400-50 of the Uxbridge Zoning Bylaw shall be followed for all Mixed-Use Development District Permits.

### a. Required Submittals

The applicant shall file the following information together with a Mixed-Use Development Permit Application and the required filing fee:

1. Form: A Civil Engineer, registered in Massachusetts, shall prepare and certify the site plan, which shall be clearly and legibly drawn on mylar to a maximum scale of 1" = 40'.
2. Size of Plan: All sheets that make up the original plan shall be 24" x 36".
3. Number of Copies: The applicant shall provide copies of each plan for purposes of review by other boards, agencies, officers, and outside consultants, as designated in the SPGA Rules. The number of copies to be provided shall be set forth in the SPGA Rules.
4. Contents: A site plan and supporting documents shall at a minimum show the following information:
  - a. Metes and bounds of the property, area of the property, north point, scale, and date;
  - b. Name, address, and signature of the person preparing the site plan stamped with that person's Massachusetts Registration number and seal;
  - c. Name and address of the record owner or owners of the property and street address of the property with street number, if one exists at the time of application;
  - d. Names of all abutters to the property as they appear in the most recent certified tax list;
  - e. The existing topography of the land at two (2) foot contour intervals, Mean Sea Level Datum;
  - f. Location, width, and names of all existing and proposed streets that affect the property and are within one-hundred (100) feet of the property;

- g. Location and width of all existing and proposed easements that affect the property;
- h. Existing and proposed carrying capacity and level of service of the streets that serve the property;
- i. Location and outline of all existing and proposed buildings and structures on the property;
- j. The basement and first floor elevations, the height, and use of all existing and proposed buildings on the property;
- k. Location and outline of cesspools, septic tanks, leaching areas, and wells on the property;
- l. Location and outline of existing public sewers available to serve the site;
- m. Location and outline of proposed access to trunk lines, capacity of the trunk lines, and available increases in flow;
- n. The location of all present and proposed utility systems, including sewage disposal; water supply lines; and telephone, cable, and electrical lines;
- o. Location, size, and type of all existing and proposed storm drains, culverts, catch basins, headwalls, invert elevations and depths, end walls, hydrants, manholes, drainage swales, percolation tests, storm drainage, and drainage facilities, including adjacent existing water ways and drainage ditches to serve the site and with all calculations for the proposed drainage system;
- p. Profiles of the proposed drainage system together with details of all proposed structures.
- q. An illumination plan showing the location, height, intensity, and bulb type (e.g., fluorescent, sodium, incandescent) of all external lighting fixtures, and including the direction and illumination and methods proposed to eliminate glare onto adjoining properties;
- r. The location, height, size, and design of all proposed signage;
- s. The location, type of surface, and type of screening of rubbish collection areas and type of container(s);

- t. The location of existing major site features, such as rock ridges, ledge outcroppings, wetlands, water retention or detention areas, brooks, bodies of water, waterways or canals, tree lines and isolated trees to be cleared that are of a twelve (12) inch diameter or greater;
- u. A landscape plan showing all buffer areas and the size and type of plant materials to be provided, and indicating all proposed changes to existing major site features.
- v. The proposed finished topography of the site at two (2) foot contour intervals, Mean Sea Level Datum.
- w. The location and description of a permanent type bench mark on or adjacent to the property;
- x. The location and description of the bench mark used in establishing the topography;
- y. Zoning district lines if any portion of the property lies outside of the Mixed-Use Development Zone or abuts a zoning district other than Mixed-Use Development;
- z. Where applicable, the location of wetlands and flood plain protection district boundaries;
- Aa. Description of plans to prevent erosion of soil during and after construction, excessive run-off, and flooding of other properties, if applicable;
- Ab. The location and type of surface of all existing and proposed parking areas, loading areas, maneuvering areas, driveways, fire lanes, accesses, and walkways, which shall include wheelchair ramps and crosswalks;
- Ac. The delineation of each parking space, showing the size of a typical parking space for domestic and imported cars, block totals for number of spaces, with the final number of parking spaces noted on the plan in an obvious place;
- Ad. Traffic flow patterns within site entrances and exits and existing and proposed daily and peak traffic and street capacity levels of ingress and egress streets and drives; site distances of ingress and egress streets and drives onto adjacent streets; loading and unloading areas on the site; and curb cuts on the site and within one-hundred (100) feet of the site. The traffic analysis shall be conducted by a traffic

engineer;

Ae. For new construction or alterations to any existing building or structure, the area of the building or structure to be used for the proposed use or uses; maximum number of employees; and where applicable, maximum seating capacity; and identification of any federal or state permits required for the project.

Af. A description of the hours of operation of the proposed use.

5. Elevations: Elevations of all proposed structures. Elevations for all sides of the building shall be included.
6. Site Section: A site section which includes all direct abutters.
7. Deed: A copy of the owner's deed giving a legal description of the site, and/or other evidence of authority or interest of the applicant, whenever the applicant is not the owner of the subject property, such as an executed purchase and sales agreement or appointment as agent of the owner.
8. Other Permits: Copies of existing variances or special permits applicable to the property, including the assigned Worcester Registry of Deeds Book and Page Numbers.
9. Procedure: An applicant shall file the application, fees, and all required submittals, including notice of the date of filing with the Town Clerk. In addition, the applicant shall also file fifteen (15) copies of the application and the required submittals to the Planning Department on behalf of the Planning Board. The Planning Board shall request comments from the Town Departments including the Building, Public Works, Conservation, Health, Fire, and Police Departments.
10. Decision: An application for approval shall be reviewed for consistency with the purpose and intent of this section and shall follow the requirements as set forth in this zoning by-law.
11. Waivers: Except where expressly prohibited herein, upon the request of the applicant, the Planning Board may waive dimensional and other requirements of the Section in the interests of design flexibility and overall project quality, and upon a finding of consistency of such variation with the overall purpose and objectives of the Mixed-Use Development District or if the Planning Board finds that such waiver will allow the project to better achieve the intent and overall purposes of this Section. The density, height, and affordability requirements are not waivable.

12. **Minor Amendments:** Following approval by the Planning Board, an applicant may apply to make minor amendments to the approved plan. Minor amendments include minor utility or building orientation adjustments, lighting or façade adjustments, or minor adjustments to parking, landscaping, or other site details that do not affect the overall massing, final build-out, or building envelope of the site and do not increase the number of dwelling units in the project in the aggregate form that was provided in the original plan approval. Plans showing such minor amendments must be submitted to the Town Planner. The Town Planner shall make a determination as to whether the changes constitute a minor amendment and may authorize such changes in writing to the applicant. The Town Planner shall set forth any decision to approve or deny a minor amendment in writing within thirty (30) days after the applicant has filed an amended plan. Within 15 (fifteen) days of the issuance of the Town Planner’s decision, the applicant may file an appeal with the Planning Board if determined necessary.
13. **Major Amendments:** Those amendments deemed by the Town Planner to constitute a major amendment because of the nature of the change in relation to the prior approved plan or because such change cannot be appropriately characterized as a minor change as described above, shall be submitted to the Planning Board as a new application for approval.
14. **Development Schedule:** The Developer shall begin construction of the project within twenty-four (24) months of the date of the Planning Board approval. (or, if applicable, following appeal as provided in Massachusetts General Law, Chapter 40A, Section 9). The Planning Board may grant in writing an extension of this time period of up to an additional twenty-four (24) months upon determination of good cause. If the Developer fails to commence construction of the project within twenty-four (24) months plus any approved extension period, the Permit shall lapse.
15. **Severability:** If any provision of this bylaw is held invalid by a court of competent jurisdiction, the remainder of the bylaw shall not be affected thereby. The invalidity of any section or sections or parts of any section or sections of this bylaw shall not affect the validity of the remainder of the Town of Uxbridge’s Zoning Bylaw.

# APPENDIX B

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## BUSINESS SELF-ASSESSMENT

## BUSINESS SELF-ASSESSMENT

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### INTRODUCTION

Most small business owners are often too busy with their day-to-day concerns to actually pause and conduct a self-assessment. Just as Uxbridge has to take a step back and look at an area or district such as Main Street, it is important for the business owners to do their own assessment. They must determine where they stand with regard to their goals and how their business will fit into the proposed and real changes to the physical and cultural make-up of Main Street. Self-assessment is an important tool that involves performing a critical analysis of one's own goals, interests, skills, and experience. Employee development, team performance, and organizational change are among an assessment's other elements.

Entrepreneurs have to know their strengths and weaknesses in order to be able to improve their chances of success. By evaluating such personal traits as business skills, experience, and knowledge, financial goals, likes and dislikes, willingness to expend effort, and ability to meet challenges, entrepreneurs may be able to identify business opportunities.

Innovative new business ideas often emerge from a self-assessment. The tool of self-assessment can be used as an aid in employee development as part of a business' performance evaluation and training efforts. A "360-degree" system is a great tool, as it allows for business owner or manager an opportunity to evaluate and be evaluated and provide employees a chance to participate in setting goals, identifying shortcomings, and to generate ideas to increase competitiveness.

At the organizational level, self-assessment performed with the participation of employees can help clarify a business' mission and goals.

What follows is a guide that will direct owners and managers of retail small businesses through a self - assessment. By no means is this guide intended to be the "end all" answer, rather it is intended to offer an opportunity to take a look around and determine where a business is at any given time and what opportunities to improve may exist. The Business Self-Assessment can be amended for use by all types of Main Street businesses.

#### ACKNOWLEDGEMENT

The material contained in this workbook has been sourced and adapted from a number of outlets.

**STEP ONE: *Take a good look around...***

Have there been any changes to “Main Street” or the area?


What, if any, changes to the vehicle traffic have occurred in the area?


What/who is our competition? Has it increased?


What new opportunities have been created?


What changes beyond our control affect our business – positive or negative?


What about the local - state - national economies? How are we affected?


What adjustments have we made?


STEP ONE NOTES



**STEP TWO: Take a good look in the mirror...**

Is our vision for the business the same as when we began? How is it different?


Has our idea of success become clearer since when we started?  
What have we changed?


What have we learned about being small business owners? Does it surprise us?


What do we need to learn?


How many hours do we spend **every week** working on our business?

Keeping the space clean and fresh			
Ensuring a good customer experience			
Being on top of new trends for...			
Products		Technology	
Marketing		Promotion	
Finances		Operations	


Do we think about how to improve our business?					
New sign	YES	NO	Update website	YES	NO
Fresh paint	YES	NO	Extend hours	YES	NO
New products	YES	NO	Sell on-line	YES	NO
Add staff	YES	NO	Add delivery	YES	NO
Other					

**STEP TWO NOTES**

*A business plan is important*

*helps foster our business growth*

*Gives a foundation from which we can make further business decisions*

**HELPS TO MONITOR OUR FINANCES**

*provides opportunity*

### STEP THREE: *Take a walk...*

When we stand across the street, does our business stand out?


Does something catch our eye and draw people over to our shop?


Do our outside lights shine on our business name **and** provide safety & security for our customers?


Is our street address visible?


Are there fliers, posters and/or paper signs stuck on our windows and doors?




Is our businesses entry (doorway) inviting?


When we stand in front of our business and turn around, are the five storefronts across the street inviting?			
1.	Yes	No	
2.	Yes	No	
3.	Yes	No	
4.	Yes	No	
5.	Yes	No	
Does the area convey an inviting scene?			
Crosswalks	Yes	No	
Plantings	Yes	No	
Street furniture	Yes	No	
Lighting	Yes	No	
Wayfinding signage	Yes	No	
Trash management	Yes	No	
Other			

**STEP THREE NOTES**

The sticky notes contain the following text:

- Be sure our store attracts people's positive attention.**
- We have but a few seconds to do so, whether they are walking or driving by.**
- Need an interesting and appealing identity (signage, façade, entrance) that is large enough and positioned to grab their attention.**
- We want the front of the store featured on the "Main Street" website!**
- keep the windows and doors sparkling clean and free of clutter.**
- We should have creative and well-lit window displays.**

## STEP FOUR: *Be creative...*

Do we regularly update our window displays (at least once per month)?


What message do our windows convey to our customers and potential customers?


Does our window display relate to today?


How are the lights in our windows positioned?

Do they shine back onto the products?	Yes	No	
Or directly down on them?	Yes	No	

Are there any distracting reflections or glares that make our windows less inviting?


## STEP FOUR NOTES

We have one chance  
to make a great  
first impression



Do not fall into the  
trap of putting a little  
of everything in the  
display.  
Feature one or several  
products that will tease  
the customers' interest.

Entice people to walk  
through our door for  
what can be a  
satisfying  
shopping adventure  
that only we can offer.

**make our  
windows  
big, bold and  
bright!**

**be the best  
salespeople  
we can be!**

## STEP FIVE: *Check the façade...*

Is the trim paint or material clean and attractive?


Does the paint or material color reinforce our business image and support our brand?


Are *ALL* entrances welcoming? What does our door say to a customer?


Are our customers adequately protected from the weather as they enter?


Is important information (hours, etc.) available at eye level?


Does the outside and inside of our store convey the same message about our products?


## STEP FIVE NOTES

Brand strategy is the foundation for building a successful brand.

**Brand identity needs to be consistent across all marketing channels.**

Brand marketing is the process of building awareness about our products and services using strategic communication.

**STEP SIX: Look up....**

What does our sign say to our customers?


How many signs do we have? Where are they? Are they consistent?


Does our exterior signage truly reflect our business brand?

Logo	
Color palette	
Shape	
Scale	
Number	

Do our signs meet the city/town signage by-law requirements?


How does our signage compare to those to our left? Right? and Across the street?

Two to the left	
Two to the right	
Five across the street	
Others	

Do our signs convey fun? Excitement?


## STEP SIX NOTES

People easily connect to a brand with a story.

It directly invokes positive feelings in their mind and starts building trust in our brand.

The same story will also help us create a brand voice.

It will help determine how we want to communicate with our customers, and how they respond to us.

## STEP SEVEN: *What's in our store...*

Is our store name featured prominently inside the store?			
Is our best seller or hottest new product a featured display at the point of entry?			
What few words pop into our heads when we enter our store? Is it what we want our customers to think when they enter?			
Are our store fixtures...?			
Attractive	Yes	No	
Interesting	Yes	No	
Easily serviced	Yes	No	
Up-to-date	Yes	No	
Accessible	Yes	No	
Have we used color for...?			
Background	Yes	No	
Brand message	Yes	No	
Accent	Yes	No	
Displays	Yes	No	
Wayfinding	Yes	No	
Is our service desk...?			
Neat	Yes	No	
Attractive	Yes	No	
Visible	Yes	No	
Fully stocked	Yes	No	
Accessible	Yes	No	

## STEP SEVEN NOTES

Greet and engage customers near the entrance with a new product or special offer.

## STEP EIGHT: *Walk around the store...*

Can I see over the displays?


Are our shelves the right height for *our* customers?


Are our aisles wide enough? Are they uncluttered?


Is there something interesting that will draw customers to the back of the store?


Have we strategically placed smaller items in an area that is visible, so as to deter theft?


## STEP EIGHT NOTES

Every great customer experience starts with a great customer-focused environment.

Remove deliveries and clutter immediately.

Maintain aisles that are comfortable and wide enough to accommodate people of all abilities.

**STEP NINE: Work the visuals...**

Do our interior signs serve as *silent salesmen* by calling attention to products and offers?


Does our interior signage have a consistent look and feel?


Do we have attractive presentations around the store drawing customers from one area to another?


Do our presentations make customers think that there is plenty of stock?


Do our table displays tell a story and induce multiple purchases?


Is there a theme to the merchandising that relates to our customer's mindset today?




## STEP TEN: Know our customers...

Do we know three things that our customers like best about our store?

1.
2.
3.

Have we surveyed our customers during the past year?


Do we have and maintain a customer database?

Email addresses	Yes	No	
Postal addresses	Yes	No	
Phone number	Yes	No	
Customer preferences	Yes	No	
Frequency of visits	Yes	No	

## STEP TEN NOTES

*Reward Customer loyalty often.*

*Know our customers and the customers that we want to attract.*

*Stay connected with our customers in every way we can!*

## STEP ELEVEN: *Promote, promote, and promote again...*

Do we have and maintain a loyalty program?			
Do we effectively educate our customers by sharing our expertise with them on line and in the local media?			
When did we last offer a coupon or other incentive?			
Are we having fun with contests to build our database and entertain our customers?			
How do we support the community?			
Sponsor a youth sports team	Yes	No	
Buy advertising	Yes	No	
Offer merchandise for fundraisers	Yes	No	
Other			
Do we have a media representative that offers local advertising opportunities?			
Do we support local charities?			

## STEP ELEVEN NOTES

Research and select local community events and organizations to support.

Offer support to those that share our business values

**Support a local charity that we care about.**

Sponsor a youth sports team, they should wear our brand colors and our font., even if we have to pay a little extra.

## STEP TWELVE: *Don't forget the internet...*

Do we have a website? Do we love it?			
Do we change and/or update our website often?			
Does our storefront and street address appear prominently on our website? Why not?			
Do we send emails, texts and other electronic messages to our customers? Regularly?			
Are we on...?			
Facebook	Yes	No	
Twitter	Yes	No	
YouTube	Yes	No	
Other	Yes	No	
Did we post our last sale, promotion or event on social media?			

## STEP TWELVE NOTES

Update the website often and attach it to a social media site that is fresh.

**Word of mouth is the best advertising”, today conversations are happening online**

We must be part of the new conversations!

**STEP THIRTEEN: *Now, the hard part....***

Do we maintain our personal monies and business monies in separate accounts?


Do we ever fall behind on our rent or utility bills?


In most instances, do we prepay our vendors, use a credit card or use credit lines?

Prepay	Yes	No	
Credit card	Yes	No	
On account	Yes	No	
Other	Yes	No	

Do we stress about money?


Do we track business income and expenses so we know how we are doing?

No	Yes	No	
Yes, weekly	Yes	No	
Yes, monthly	Yes	No	
Other	Yes	No	

Do we pay ourselves a salary or hourly wage? How much? If no, why not?

Salary	Yes	No	\$
Hourly	Yes	No	\$
Other	Yes	No	

Do we feel we have an adequate emergency fund for both business and personal?

Business	Yes	No	
Amount	\$		
Personal	Yes	No	
Amount	\$		





## FINAL NOTES & THOUGHTS

"JUST START.  
Don't worry that  
you don't have all  
the answers yet."  
Alli Webb

# APPENDIX C

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## COMMUNITY PARTNERSHIP PROGRAM APPLICATION

# CPP APPLICATION

Applicant			
Date			
Event/Program			
Date of Event/Program			
Point of Contact			
Phone			
Email			
Address			
Non - Profit	YES	NO	EIN:
501(c) 3	YES	NO	Date of IRS Approval:
Organization	YES	NO	Name:
Individual	YES	NO	SSN:
Amount Requested	\$		
Brief description of the event/program Please attach additional pages if necessary			
Attached pages	YES	NO	# of pages
Brochures, flyers, rack cards and/or photos	YES	NO	Include 20 of each
I hereby acknowledge that I am a duly authorized representative of the above-described organization and event/program and attest that the information contained is truthful.			
Signature			Date
FORM: CPPAPP			

# **APPENDIX D**

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## **COMMUNITY PARTNERSHIP PROGRAM AWARD NOTICE/MOA**

# CPP Award Notice/Memorandum of Agreement

Applicant		
Date		
Event		
Date of Event		
Point of Contact		
Phone		
Email		
Address		
Approved	Amount \$	Not Approved
<p>The funding is contingent on the following:</p> <ul style="list-style-type: none"> <li>Successful completion of the event. Program, or initiative as presented on the date stated in the application, unless mutually agreed to by the applicant and the Town.</li> <li>Use of the Town seal and logo(s) on all event/program/initiative advertisements and publications (guides, brochures, web pages, signs, banners, etc.) related to the subject event/program/initiative.</li> <li>Display of Town banner during event/program/initiative in an appropriate and mutually agreeable location.</li> <li>The submittal of a post event/program/initiative recap that speaks to success level, number of attendees, participants, etc.</li> <li>The submittal of event/program pictures with appropriate releases that will allow the Town and the Main Street Together the use of the photographs in publications including brochures, newsletters, signs, web pages, reports, etc.</li> <li>Submittal of this Notice/MOU signed by an authorized representative prior to the subject event/program.</li> <li>Funding will be made available upon receipt by Town of a signed original MOA document and the successful completion of the event.</li> </ul>		
Town of Uxbridge	Date	
<p>I hereby acknowledge that I am a duly authorized representative of the above described organization and event/program and agree to the above stated conditions of funding.</p>		
Signature	Date	
FORM: CPPANMOA		

# APPENDIX E

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## COMMUNITY PLANNING WORKSHOP FINDINGS REPORT

MAIN STREET INITIATIVE  
**UXBRIDGE**  
 COMMUNITY PLANNING WORKSHOP

---

**FINDINGS REPORT**

**OVERVIEW**

On Saturday October 23, 2021, the Department of Economic Development & Community Planning (EDCP) and the Central Massachusetts Regional Planning Commission (CMRPC) co-hosted and facilitated a Community Planning Workshop that focused on matters and issues related to the Uxbridge Main Street Initiative. The purpose of the Idea Uxbridge/Uxbridge Main Streets Planning Workshop was to have participants speak to the issues of Main Street, and bring their ideas forward to shape the future of the Main Street District as the Town prepares for what is next and the long-range future of Uxbridge.

This workshop was a progression of the process that encourages participation by residents and investors.

The “Buzz Group” (Break-Out Groups) format afforded participants an opportunity to cover a great deal of ground while thinking about and answering questions that will contribute to crafting of a framework for a comprehensive community/neighborhood master plan.

The input of the community, especially those who do not regularly serve on Town boards and committees is important, for they represent all that is Uxbridge. What is accomplished in workshops and roundtable meetings, as well as constructive conversations held outside of the process, contributes to the greater strength and ability that is the result of good planning and long-term sustainability.

All participants were asked to complete several “homework” or pre-workshop assignments intended to have the participants look at Uxbridge and particularly Main Street through a different lens. The assignments were as follows:

Assignment #1: Visit either in-person or virtually any of the following:

Dedham Square (Dedham, MA)  
 Historic Downtown and Waterfront (Plymouth, MA)  
 Downtown Portsmouth (Portsmouth, NH)  
 Beverly Main Street (Beverly, MA)  
 Stockbridge Main Street (Stockbridge, MA)  
 Downtown Guthrie (Guthrie, OK)  
 Hyannis Main Street (Hyannis, MA)  
 Main Street in Galena (Galena, IL)  
 Saratoga Springs Main Street (Saratoga Springs, NY)  
 Callicoon Main Street (Callicoon, NY)  
 Boerne Main Street (Boerne, TX)

Assignment #2: Call a friend or relative that lives more than 30 miles from Uxbridge and ask them to describe Uxbridge.

Assignment #3: Review the materials labeled “Main Street Initiative” on the Economic Development & Community Planning page of the Town of Uxbridge website (<https://www.uxbridge-ma.gov/>).

Extra Credit: Watch the *FYI Uxbridge* segment about the Main Street Initiative that is currently playing on Uxbridge Community Access TV.

The Workshop was presented in several segments involving Buzz Groups, or breakout teams that were populated in a manner that provided for complementary participation, that is, different backgrounds, expertise and professional involvements.

Round One focused on a single group specific question posed to each group; they then went through a “Five Whys” exercise.

Round Two presented a series of questions particular to each group. In addition, there were questions that were the same for each Group.

Presentations and whole group discussions followed each breakout round, at the end of the day, participants individually rated a series of examples of building facades, public art, streetscape, public spaces, and signage.

The following report presents the findings of the Workshop by following the outline and format of the Workshop, giving the reader a context and better understanding of the daylong event.

**HISTORY**  
*Education*  
Governance  
**Organization**

***PARTICIPANTS***  
MAIN STREET INITIATIVE

*Design*  
**Non-Profit** Marketing  
Business  
**Promotion**  
*Recreation*  
Property *Dining*

Workshop Participants	Affiliation	Email
Jane Keegan	Historic District Commission	stealth@charter.net
Mary Beauchamp	Historical Commission	mbeauchamp76@gmail.com
Elizabeth O’Neill	Resident	ELIZABETHONEILL@msn.com
Jim Beauchamp	Historical Society	jim.beauchamp2251@gmail.com
Dennis Rice	Open Skye	Dennis.Rice@openskyes.org
Holly Gallerani	First Night	justicegallerani@gmail.com
Amanda Gallerani	Resident	agallerani85@gmail.com
Tom Bellacqua	First Night	c/o Holly Gallerani
Steve Prior	Resident	stvnprior@gmail.com
David Tapscott	Board of Health	DTapscott@uxbridge-ma.gov
Jennifer Kurzon	Finance Committee	jkurzon@uxbridge-ma.gov
Pat Tuer	Public Schools	patricktuer@yahoo.com
Robert Dandrade	Blackstone Heritage Corridor	robert.dandrade17@gmail.com
Thomas “Randy” Fields	Resident	Tfields246@gmail.com
Ann Fields	Library Trustees	ann.fields@gmail.com
Bob Contursi	Bike Trail/Greenway	rjcnjc@yahoo.com
Barry McCloskey	Resident	BarryMcCloskey@verizon.net
Hurley Silbor	Resident	hssilbor@gmail.com
Diane Seely	Resident	dmseely@hotmail.com
Sarah Clarke	Resident	sarahsclarke@gmail.com
Faye McCloskey	UHC/UHDC	c/o BarryMcCloskey@verizon.net

Thank you to our collaborating partner, the Central Massachusetts Regional Planning Commission (CMRPC) and their professional staff that supported the Workshop, including Connor Robichaud, Ian McElwee, and Emily Glaubitz. In addition, a special thanks to the EDCP team of interns and volunteer staff including Shane Keville-Wagner, Kennedy Keville-Wagner, Matthew O’Brien, and Anthony Gallerani that helped coordinate the daylong event.

*Special Events*  
**Curb Appeal**  
PARKING *Mixed Use*

# *BUZZ GROUP EXERCISE*

1

MAIN STREET INITIATIVE

*Waterfall*  
*Social Collisions* **Leadership**

**Variety**

**Traffic** *Stability*

**Vision** *Restaurant*

**BIKE TRAIL**

**Farnum House**

## ***BUZZ GROUP EXERCISE ROUND 1***

The following “visions” came out of the 2004 Uxbridge Master Plan and restated as part of the “New Connections, Better Connected...a Vision for Downtown Uxbridge” completed by the Cecil Group on behalf of the Town in 2008.

The Buzz Groups were charged with reaching a conclusion as to whether the vision was or is on track to being realized in part or in total and if it was/is not, to conduct a “Five Whys” exercise to determine the reason(s).

### **GROUP I**

**Twenty Years hence...**

**“Downtown Uxbridge flourishes as the Town’s Center. Pedestrians walk safely on wide sidewalks, safely from speeding trucks. They come as tourists but also to do business, finding ample parking nestled among restored 19<sup>th</sup> Century buildings. These and the nearby mill buildings are crammed with art, crafts, antiques, as well as exhibits featuring Uxbridge’s natural and cultural landscape. In addition to retail consumers and tourists, the entire Town has become a destination for contractors, remodelers, interior decorators, and antique dealers.”**

### **FINDINGS**

#### **GENERAL**

- Lack of a social hub; no vehicle for “social collisions”.
- Traffic is the root of all problems.
- Lack of bike lane or area safe for bicycles.
- No compelling reason for people to visit downtown/Main Street.
- Uxbridge is a pass-through to somewhere else.
- Lack of Downtown continuity.
- Do something with the waterfall to make it a focal point.
- Need a plan for and around social capital.

#### **SIDEWALKS**

- Lack of wide sidewalks.
- Concept: Widen sidewalks on one side of the street.

**TRAFFIC**

- Area is too congested.
- Lack of a four-corner intersection impedes traffic (truck) flow.
- Traffic signals need to be phased.
- Amount and impact of truck traffic.

**TOURISM/VISITORS**

- Lack of parking.
- Parking is not conveniently located.
- Need an anchor.
- Need for attractions.
- Concept: Draw recreational visitors to Downtown.



Connor Robichaud of CMRPC presenting the LRRP Main Street Survey Findings.

## GROUP II

**Twenty Years hence...**

**“At lunch time, many employees come Downtown to sample a rich variety of eateries.”**

### FINDINGS

#### GENERAL

- Difficulty in crossing RT 16.
- Uxbridge has firm business base
- Lack of parking
- Lack of variety
- Uxbridge “closes” at 8PM
- No driving destinations
- Impact of Amazon (destined to be a last mile facility?)
- Speed enforcement
- Truck traffic/jack braking

#### APPEARANCE

- Feels like a “cave”
- No curb appeal
- Lack of ADA compliance
- Crosswalks are not ADA friendly
- Historic significance?
- “Hot Dog” sign is misleading
- Pass-through community
- “Poor town/mill town”
- Need to keep small town feel
- Vacant property
- DCR – need to clean Capron Park
- Clean downtown...leaves, weeding, mowing
- Dumping on Main Street
- Ugly and tired

#### PROCESS

- Restrictions with Town
- Landlord/rent issues
- Tired of study – Want action!
- Concept: Liquor license district

**BYLAW**

- Lack of outdoor dining.
- Mixed commercial/residential.
- Signage.

**WANTS/NEEDS**

- Businesses interested in the community (i.e. UxLocal).
- Coffee shop/bakery.
- Mixed Commercial/Residential.
- Crosswalk signage.
- Speed limit signage.
- Bars with seats.
- Businesses working together.

**PROMOTION/MARKETING**

- People do not know what is in Uxbridge/What to do?

**GOVERNANCE**

- No Open Space Committee.
- Community has no say.
- Accountability.
- Self-interests/conflicts of interest.
- Uxbridge cannot hold employees.
- Town just wants tax money through marijuana.



Bob Contursi of the Bike Trail/Greenway Committee presenting a report on the Bike Trail.

## GROUP III

**Twenty Years hence...**

**“...The local economy thrives, in part, because of nearby, affordable housing options from lofts in Downtown and mills to cluster single family and garden apartments.”**

## FINDINGS

### GENERAL

- Resistance to change/growth.
- Divide in town/housing is an afterthought.
- Loss of Bernat Mill complex (fire in 2007).

### FINANCIAL

- Went through economic depression/downturn.
- Financial crisis.
- Money.

### GOVERNANCE

- Instability in Town government.
- Leadership roles filled by non-Uxbridge residents.
- Town employees are not required to reside in Uxbridge.
- High turnover rate for Town jobs.
- Lack of advertisement of the “vision”.
- Lack of transparency.

## GROUP IV

Twenty Years hence...

**“...Bus service from Downtown takes residents to major centers...the regional bike and equestrian paths along the three rivers draw thousands over weekends. Many detour to the downtown.”**

## FINDINGS

### BUS SERVICE

- Town Manager is in preliminary talks with the Worcester Regional Transit Authority (WRTA) to have a bus service.
- There is great interest in having a bus available to bring residents to Millbury’s Blackstone Valley Shoppes or Polar Park in Worcester.
- The Senior Center bus is limited to local routes there is no regional service.
- Is there an opportunity to have a parking lot where residents can park then take a bus to Worcester/Providence? Either for recreation/entertainment or commuting to and from employment.
- Additional route ideas: new Big Y, post office, courthouse, nursing home.

### BIKE AND RECREATION TRAIL

- Obstacle: Easements – Need permission to go across land. Abutters have not been formally interviewed yet, only informal interactions.
- Obstacle: Funding and Support – DCR is a major revenue source. Their leadership has changed, resulting in a change of attitude. Now support and funding from DCR is questionable.
- Current Priority of the State: Connecting the trail into Rhode Island.
- Current Priority of the State: The SNETT.
- Uxbridge section of the Bike Trail/ Greenway is in limbo.
- No actionable plan for Bike Path – Committee has been formed.
- Bike path would be a benefit to downtown Uxbridge as riders could stop in at a restaurant/eatery or look at the town’s historical elements while using the trail.
- Bike paths bring families and dog-owners that businesses can cater to. (i.e. boxed lunches for people on the go).
- Need to raise funds for purchase of (private) land.
- Funding sources? DCR is identified, though questionable source.

- Determine if private property owners are willing to sell/give up land.
- Private property owners have been informally approached.
- Abutters have not been included.
- Vision is lacking.
- Easement: Sewer easement allowed with no pavement.
- Path would run alongside the tracks, cross onto public property to South Uxbridge.
- SNETT – South Uxbridge to Connecticut – Blackstone Heritage Fund.
- Bike trail would bring people into the Downtown business district and out to south Uxbridge.
- Bike trail would serve as an economic and historic driver.
- Bike Trail/Greenway should be dog friendly.
- Bike Trail/Greenway should allow for horses.

### **EQUESTRIAN**

- A trail for horses would have to be wider, unpaved, and have some kind of station to water/tie up horses.
- Issue: Crossing Route 16.
- Challenge: How does horseback riding help downtown? Riders will not leave horses unattended to go to businesses or walk around.
- Concept: An equestrian trail that connects from Douglas to the Bike Trail in South Uxbridge and then to the State Park.
- Concept: An equestrian trail that connects DCR land to Pout Pond and out to Northbridge, which would avoid the center.

### **RIVER RECREATION**

- Can one kayak towards Route 16?

### **PUBLIC SPACES**

- DCR is not paying for lighting or park benches at Capron Park.
- Town has had success with public/private initiatives in the past, for example the spot by the waterfall had no lighting or benches and now there are solar lights and picnic table/benches.
- Concept: Public park at Farnum House with path and stairs to waterfalls.
- Concept: Kayak launch/rental could be successful in town.
- Concept: A pocket park near the West River and the housing development.

*Restaurants*  
Facades  
Public Art **Lighting**

# *BUZZ GROUP EXERCISE*

**2**

MAIN STREET INITIATIVE

## **Historic Uxbridge**

*Serve Liquor* **Bookstore**  
*Diversity* *Underground*

**Café/Coffee**

Young

**Modern**  
*Performing Arts*

MCCLOSKEY BUILDING

Professionals *Accessible*  
**Signage** **Walkable**

## ***BUZZ GROUP EXERCISE ROUND 2***

The following instructions were provided to each Group:

- Please read each of the following questions carefully
- Consider them in total, but...
- Answer each one individually
- Spend no more than 12 to 15 minutes on each question

### **GROUP I**



*If you could change one thing about the “Main Streets” districts what would it be? How would you change it?*

### **FINDINGS**

- Attract “nice” restaurant
- Create building uniformity (facades)
- Need a liquor-serving establishment(s)
- Install uniform historic markers (on buildings), signage and banners
- Create a “Historic Uxbridge” map with QR Codes
- Install decorative lighting that creates ambiance



*If there were a “Main Streets business incubator” what types of business start-ups should be targeted?*

### **FINDINGS**

- Restaurant
- “Panera” type restaurant
- Café/coffee shop
- More retail
- Bookstore
- “Social hub” café
- Small antique shop
- Music shop
- Indoor/outdoor venue

- Internet café
- Place to meet and hang out



*What would you like to see in the “Main Streets” districts that does not exist today?*

**FINDINGS**

- Downtown pot shop
- Alcohol serving restaurant(s)
- Businesses open late on weekends
- Walkable downtown
- Uxbridge related gift/gear (clothing, etc.) store
- Improved lighting
- Improved public spaces and streetscape
- Cohesive public art



*Looking ahead ten years, who do you think will be calling Uxbridge home?*

**FINDINGS**

- People who cannot afford the cities
- Professionals
- Young families
- People with discretionary income willing to spend it locally
- Upper income earners
- Retirees
- Families may be leaving Uxbridge

Who should be living in Uxbridge? Needs?

- Diverse population.
- People invested in Uxbridge
- Lower – middle income housing
- Senior housing



*What types of Special Events do you think will work in and for Uxbridge?*

**FINDINGS**

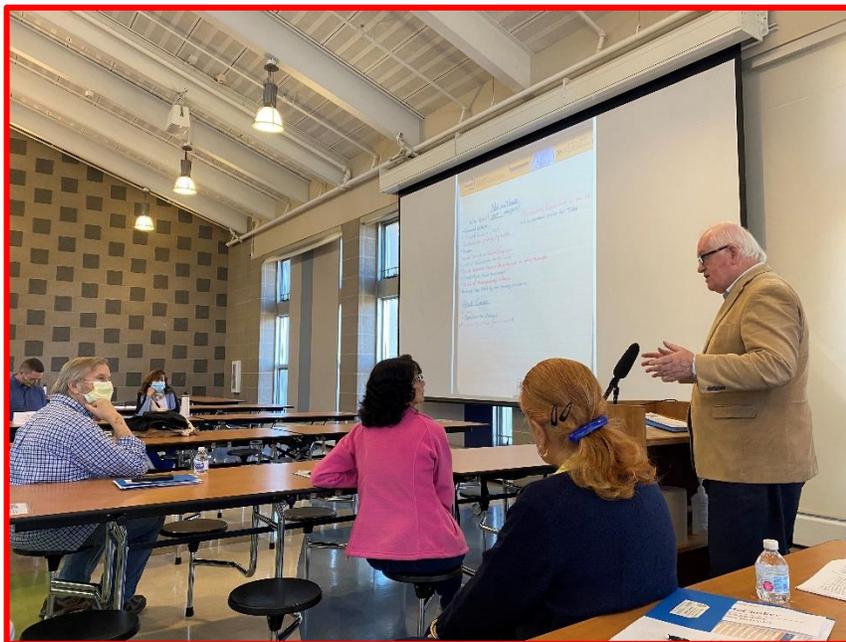
- Performing arts
- Uxbridge themed events
- Events oriented toward residents
- Annual town-wide festival
- “Uxbridge Fest”



*What is the one spot, building or scene that is the quintessential “Uxbridge Main Streets” image? Why?*

**FINDINGS**

- Waterfall
- Farnum House
- The Depot
- Town Hall



Barry McCloskey presents the findings of a Buzz Group.

## GROUP II

**Q** *What is the best approach for eliminating the negative image conveyed by a general lack of cohesive design and “gaps” in the streetscape?*

### FINDINGS

- It’s not all we what we see, but the image we portray (social media)
- FYI Uxbridge
- Local newspapers.
- Showcase the good in Uxbridge.

**Q** *How can the Uxbridge Main Street Initiative better understand the vacancy rate, the demands/desires of property owners, and what the future “Main Street” business mix should be? What about clusters?*

### FINDINGS

- No Findings reported

**Q** *What do you see as the important elements of a sense of place design program for the “Main Streets” districts?*

### FINDINGS

- No findings reported

**Q** *Looking ahead ten years, who do you think will be calling Uxbridge home?*

### FINDINGS

- Residences close to Main Street
- Students/young adults
- We are at the mercy of Meehan and development of the Bernat Mill
- Community must be engaged (vote).
- Age, ability and race –all are part of a community!
- Diverse businesses

- Main Street does not support our vision.

**Q** *Do you agree or disagree with the concept of a Municipal Complex as a repurposing project for the McCloskey?*

**FINDINGS**

- Multi-use space
- Cost is a concern
- Are there grants available?
- What happens if nothing happens?
- Cost to do something vs. nothing
- Concept: Saturday campus for education

**Q** *What is the one spot, building or scene that is the quintessential? “Uxbridge Main Streets” image? Why?*

**FINDINGS**

- There is no quintessential business in Uxbridge
- We need a proper Town Common
- Rebuild the parks
- ZBA vs. Planning Board
- Need a new master plan!



Michael Gallerani of the Uxbridge Department of Economic Development & Community Planning answers a question.

## GROUP III

**Q** *If you had a blank canvas of the “Main Streets” area what (historic, past, or other) era or theme would you like to see represented through the use of design elements (facades, signage, lighting, street furniture)?*

### FINDINGS

- Keep the historic feel (brick and glass), but add a modern feel. This could include a clean, simple feel with plenty of lighting
- Add consistent signage that is pedestrian friendly
- Better lighting, sidewalk plantings, and benches

**Q** *What are the elements that make up the “Main Streets” area’s current brand image? What should the future brand image be?*

### FINDINGS

- Currently inconsistent and uncoordinated
- Coordinated signage with universal look and feel
- Incorporate “mill town” feel with modern look
- Façade improvements

**Q** *What would you like to see in the “Main Streets” districts that does not exist today?*

### FINDINGS

- Underground wiring
- Newly paved center by Main Street
- New mixed-use buildings on Main Street
- Brewery/destination restaurant
- Boutique hotel

**Q** *Looking ahead ten years, who do you think will be calling Uxbridge home?*

**FINDINGS**

- Younger, educated professionals
- Diverse age groups, ethnicities, etc.

**Q** *What do you think about a local transportation (bus) service?*

**FINDINGS**

- Maybe with more density.
- On-demand service (i.e. Quaboag Connector).

**Q** *What is the one spot, building or scene that is the quintessential Uxbridge Main Streets” image? Why?*

**FINDINGS**

- Waterfall, Capron Park. They hold natural beauty while also capturing the Town’s history.



Hurley Silbor presents the findings of a Buzz Group.

## GROUP IV



*What type of incentive programs should be offered? Property owner/landlord? Business owners? Job creation? Cooperative marketing? Start-up/expansion loan programs? Technical assistance? Streetscape improvements? Other?*

### FINDINGS

- Encourage Main Street events such as window decorating contests, flags & banners
- Provide tax incentives for co-op marketing
- Offer a map of historic sites and businesses with a designated visitors center, QR codes at each spot. This could be a source of funding through sponsorship
- Improve streetscape with signage guidelines
- Install underground wiring
- Seek grant funds
- Small business loans & grants



*Rate the Uxbridge Main Streets communications – internal and external on a scale of 1-10. How can communications be improved? How can the Uxbridge Main Streets “make friends”?*

### FINDINGS

- Internal – No rating
- External – 3
- Only reason participants heard about Main Street is due to EDCP
- More visible on Town’s website – Pin key communications to front page
- Increase material and resources
- People do not understand “Main Street Initiative”
- Periodic updates, market the incentives and values
- Provide resources and communicate availability
- Build a sense of Main Street community

**Q** *What approaches can be introduced that will create a sense of interdependence among business owners and managers?*

**FINDINGS**

- Business owners do not want to be left out
- Create a sense of positive growth and change to encourage participation and new ideas

**Q** *What are the five best things about the “Main Streets” districts?*

**FINDINGS**

- Historic.
- Diversity of the area.
- Friendly/welcoming.
- Districts allow for a variety of adaptive solutions.
- Small community feel.

**Q** *Looking ahead ten years, who do you think will be calling Uxbridge home?*

**FINDINGS**

- People who work for Amazon
- Retirement age residents
- Lifelong residents
- Young professionals with families equals community growth
- Good school system will attract and retain new residents

**Q** *Do you agree or disagree with the concept of a Municipal Complex as a repurposing project for the McCloskey Building? Why?*

**FINDINGS**

- In Favor – 2...Maybe – 1
- Great opportunity to improve multiple challenges – parking, ADA (accessibility), etc.
- Convert it to something that becomes a destination
- If Library moves – difficult to find in space available.



**SIGNAGE**



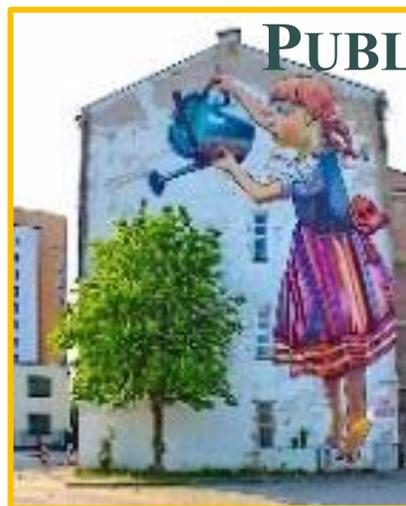
**STREETScape**

# *INDEPENDENT EXERCISES*

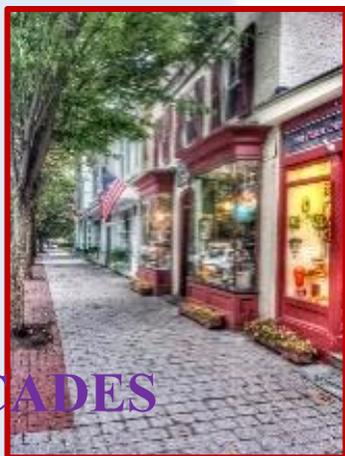
## MAIN STREET INITIATIVE



**PUBLIC SPACES**



**PUBLIC ART**



**FACADES**

## *INDEPENDENT EXERCISE*

The following are examples from across the country. They intend to serve as a guide and are examples of what may be possible in Uxbridge. The purpose of this exercise was to allow the Community Planning Workshop participants to offer their preferences as we work toward defining the Uxbridge Sense of Place.

Rate the following within each category: 1 (highest) through 5 (lowest).

### FACADES

FINDINGS				
	Facade	Score	Average	Rating
<b>A</b>		2 1 3 2 2 3 1 1 3 2 2 1 2 1 2 1 <b>29</b>	<b>1.8125</b>	<b>2</b>
<b>B</b>		4 4 1 4 4 5 5 3 4 4 3 4 3 3 3 4 <b>58</b>	<b>3.6250</b>	<b>4</b>
<b>C</b>		5 5 5 5 5 4 4 5 5 5 5 3 4 5 5 5 <b>75</b>	<b>4.6875</b>	<b>5</b>
<b>D</b>		1 2 2 1 1 1 2 4 1 1 1 2 1 2 1 3 <b>26</b>	<b>1.6250</b>	<b>1</b>
<b>E</b>		3 3 4 3 3 2 3 2 2 3 4 5 5 4 4 2 <b>52</b>	<b>3.2500</b>	<b>3</b>

## PUBLIC ART

FINDINGS				
	Public Art	Score	Average	Rating
A		3 5 3 1 3 3 4 5 1 4 5 4 4 3 1  <b>49</b>	<b>3.266</b>	<b>3</b>
B		4 3 4 5 1 2 3 3 2 5 1 3 1 1 3  <b>42</b>	<b>2.800</b>	<b>2</b>
C		5 4 1 4 4 4 5 2 4 2 2 1 5 5 4  <b>52</b>	<b>3.466</b>	<b>5</b>
D		2 1 5 2 5 5 2 4 5 1 4 3 3 4 5  <b>51</b>	<b>3.400</b>	<b>4</b>
E		1 2 2 3 2 1 1 1 3 3 3 5 2 2 2  <b>33</b>	<b>2.200</b>	<b>1</b>

“The aim of art is to represent not the outward appearance of things, but their inward significance.”  
Aristotle

## PUBLIC SPACES

FINDINGS				
	Public Space	Score	Average	Rating
<b>A</b>		4 5 5 5 4 4 5 4 5 4 5 1 3 5 5 5 <b>69</b>	<b>4.312</b>	<b>5</b>
<b>B</b>		1 1 2 4 2 1 2 1 3 1 1 5 1 2 4 2 <b>33</b>	<b>2.062</b>	<b>2</b>
<b>C</b>		5 3 4 3 3 5 4 5 4 5 4 2 5 1 1 3 <b>57</b>	<b>3.562</b>	<b>4</b>
<b>D</b>		3 4 3 2 5 3 3 3 2 2 2 3 4 4 3 4 <b>50</b>	<b>3.125</b>	<b>3</b>
<b>E</b>		2 2 1 1 1 2 1 2 1 3 3 4 2 3 2 1 <b>32</b>	<b>2.000</b>	<b>1</b>

**“You can't just have a clean public space - you also have to have people willing to use it, and something that will draw them in.”**

Bette Midler

# SIGNAGE

FINDINGS				
	Signage	Score	Average	Rating
<b>A</b>		3 5 4 5 4 5 4 5 4 4 3 5 5 5 2  <b>63</b>	<b>4.200</b>	<b>5</b>
<b>B</b>		4 2 5 4 3 4 5 4 5 5 4 4 4 3 5  <b>61</b>	<b>4.066</b>	<b>4</b>
<b>C</b>		2 1 3 3 2 3 3 3 3 1 2 2 3 4 4  <b>39</b>	<b>2.600</b>	<b>3</b>
<b>D</b>		5 3 1 1 5 2 2 2 1 3 1 1 1 2 3  <b>33</b>	<b>2.200</b>	<b>2</b>
<b>E</b>		1 2 2 2 1 1 1 1 2 2 5 3 2 1 1  <b>27</b>	<b>1.800</b>	<b>1</b>

**“Do or Do Not. There is no try.”**  
 Jedi Master Yoda

# STREETSCAPE

FINDINGS				
	Streetscape	Score	Average	Rating
A		2 2 5 1 1 3 2 1 1 5 5 5 4 3 5 4 4  <b>53</b>	<b>3.117</b>	<b>4</b>
B		3 4 2 3 3 1 4 3 2 4 4 3 3 2 4 5 1  <b>51</b>	<b>3.000</b>	<b>2</b>
C		4 1 3 5 4 5 5 2 4 1 1 2 1 3 3 3 5  <b>52</b>	<b>3.058</b>	<b>3</b>
D		5 5 1 4 5 4 3 5 5 3 3 4 2 4 2 1 3  <b>59</b>	<b>3.470</b>	<b>5</b>
E		1 3 4 2 2 2 1 4 3 1 2 1 5 1 1 2 2  <b>37</b>	<b>2.176</b>	<b>1</b>

**“The street is a room by agreement.”**  
 Louis Kahn

MCCLOSKEY BUILDING

*Drive-thru town*

**History**  
**Ugly signs** *Accessibility*

**UGHS**

**DEL**

**WATERBRIDGE VS. UXBRIDGE**

**MAIN STREET INITIATIVE**

**Waterfall**  
**Facades**  
**Parking**

**Fire Station**

*No destination to draw people*

**Library**


 The logo features the text "UGHS" in blue with a yellow outline, "UXBRIDGE" in blue, and "DEL" in yellow with a blue outline, all in a stylized, slightly slanted font.

Participants were asked to submit what they thought needs to be improved or eliminated thereby being “UghsBridge”, and what is particularly good and is something that can be built off of and is aspirational, hence “DelUxbridge”. The items that are aspirational appear in *italics*. The exercise was an Independent Exercise so that participants could speak freely. The results, unedited, are as follows.

## UGHS

- We are a drive thru town
- We have no downtown destination to draw people
- Too much traffic
- Does not feel safe to cross roads
- Our best visual draws are run down and not kept clean
- Inept government
- Divisive politics
- Ugly architecture
- Ugly signs and electronic signs
- No attractive landscaping
- No place to (easily) park
- No proper restaurant in which to sit, eat and visit socially
- Senior Center
- Parking
- Unused downtown properties
- Keegan property
- Downtown facades
- *McCloskey Building – use as a community center*
- Traffic
- Trucks
- No reason to stop here
- Need a coffee shop
- Uncoordinated look and feel
- No destination spots on downtown/ everything is in/out
- Poor lighting

- Uneven sidewalks
- Empty/deserted buildings
- Poorly paved streets (Douglas Street)
- Stoplights not coordinated
- Poor street design in town center
- Lack of good restaurants
- Trucks, noise, unsafe walking
- Random signage
- Look and feel
- Lack of self-tour guides, maps of businesses, maps of historic sites
- Overhead wires
- Narrow sidewalks
- Not bike able
- Not pedestrian or bicycle friendly
- Small constrained downtown
- Not a lot of public participation
- Town Common
- Non-uniform signage in downtown/Main Street area
- Non-uniform look
- Not diverse

## DEL

- History – still present
- Aesthetic is still there – churches, Library, monuments
- Easy access – Routes 16, 122, and 146
- Much potential
- McCloskey is a key center
- Easy access to downtown
- Easy access to mills and Tow Path
- Start of town loop
- Relatively easy walk to River Bend
- Parking available
- Offers a different shopping and dining experience
- Offers a variety of “tourist” experiences with historical places to visit
- The main streets thru town are “attractive” in terms of pleasant places to sit and/or sidewalks to meander leisurely
- Unitarian Church
- Waterfall
- River Walk
- Library
- Town Common
- Lynch’s Restaurant
- Capron Park
- Farnum House
- *Prioritize development in the Route 122 and Route 16 intersection area*
- New Fire Station aesthetic
- Capitalize on history/quaint town
- Capitalize on recreation
- Canoe/kayak down canal
- Tow Path
- Bring in the arts! Community center/theatre/auditorium.
- *Film festivals*
- *Art classes*
- Rivers/River Bend Farm
- *More mixed use is needed*

- *Destination restaurant*
- *Brewery*
- *Climbing rock wall gym/axe throwing*
- *Façade improvements*
- Awnings
- Signage
- Planters
- Benches
- More retail
- *Boutique hotel*
- High School
- North Main Street improvements
- Highlight waterfall
- Bike path formalized
- *McCloskey as recreational, secondary Town offices, Library and Senior Center*
- Waterways
- Rural farm town
- Outdoor space
- *More diverse shops downtown*
- *Coffee shops/diner*
- Not just pizza shops
- Centered around a river
- Lots of natural beauty
- Convenient location

# **APPENDIX F**

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## **BUSINESS INVESTMENT FUND FORMS**

<b>BUSINESS INVESTMENT FUND</b>			
<b>BUSINESS CONCEPT</b>			
Applicant			
Applicant Address			
Point of Contact			
Phone - Daytime			
Phone - Evening			
Email			
Business Name			
Business Address			
Business Type	<b>RETAIL</b>	<b>SERVICE</b>	<b>OTHER</b>
Business Status	<b>START-UP</b>	<b>GROWTH</b>	<b>OTHER</b>
Business Description			
Add additional pages as needed			
Space Needs (Square Feet)			
Lease or Purchase	<b>LEASE</b>	<b>PURCHASE</b>	
If Leased – Length of Term			
Number of Employees - Current			
Number of Employees – Projected	Year 1		
Number of Employees – Projected	Year 3		
Number of Employees – Projected	Year 5		
Financing Amount Requested	\$		

Form UBIF -BC

<b>BUSINESS INVESTMENT FUND</b>	
<b>BUSINESS PLAN GUIDE</b>	
<p>The following is a sample outline of a business plan.                      Disregard the elements that do not pertain to your business.                      The plan should be concise but informational.</p>	
Business Name	
Business Address	
<b>Section 1 - Summary</b>	
Business Description	
Business Goals	
Products or Services	
<b>Section 2 – Market Analysis</b>	
Description of Total Market	
Industry Trends	
Competition	
<b>Section 3 – Products and/or Services</b>	
Description of product line	
Proprietary position: patents, copyrights, trademarks	
Comparison to competitor’s products/services	
<b>Section 4 – Manufacturing Process (if applicable)</b>	
Materials	
Source(s) of supplies	
Capital equipment requirements	
Production methods	
<b>Section 5 – Marketing Strategy</b>	
Overall strategy for marketing and advertising	
Pricing policy	
Sales terms	
Methods of selling, distribution, and service of products	
<b>Section 6 - Management</b>	
Form of business organization	
Management team and responsibilities	
Resumes of key personnel	
Supporting external advisors (i.e. accountant, attorney, etc.)	

**Form UBIF-BPG – Page 1**

<b>BUSINESS INVESTMENT FUND</b>
<b>BUSINESS PLAN GUIDE</b> CONTINUED
<b>Section 7 – Financial Data</b>
Balance sheets and income statements from the last three years
Financial projections for two years <ul style="list-style-type: none"> <li>• Balance sheet</li> <li>• Profit and loss statements</li> <li>• Cash flow chart (monthly) for one year, by quarter for year two and beyond</li> <li>• Capital expenditures estimates</li> </ul>
Detailed explanation of projections
<b>Section 8 – Market Analysis</b>
Description of product line
Proprietary position: patents, copyrights, trademarks
Comparison to competitor’s products/services
<b>Section 9 – Products and/or Services</b>
Desired financing
Use of proceeds
Collateral available

Form UBIF-BPG – Page 2

<b>BUSINESS INVESTMENT FUND</b>			
<b>LOAN APPLICATION</b>			
<b>Section 1 – General Information</b>			
Business Name:			
Current Business Address:			
Proposed Business Address:			
Phone:			
Email:			
Date Business Established:			
Bank of Business Account:			
Loan to be made in the name of:			
Number of employees	Full-time	Part-time	
Current			
One year after loan			
Two years after loan			
Three years after loan			
How long has applicant been in business in Uxbridge area?			
If less than two years, where was previous location?			
<b>Section 2 – Management</b>			
<b>Proprietor, Partners, and Stockholders with 20% + ownership</b>			
Name	Address	Percent owned	
<b>Section 3 – Total Project Cost</b>			
Leasehold improvements	\$		
Acquisition of machinery & equipment	\$		
Working capital	\$		
Inventory	\$		
<b>TOTAL PROJECT COST</b>	<b>\$</b>		

Form UBIF-LA – Page 1

<b>BUSINESS INVESTMENT FUND</b>		
<b>LOAN APPLICATION CONTINUED</b>		
<b>Section 4 – Project Information</b>		
Have any construction contracts for this project been signed?	<b>YES</b>	<b>NO</b>
If yes, when?		
Has any equipment to be financed been ordered?	<b>YES</b>	<b>NO</b>
If yes, when?		
Has any inventory to be financed been ordered?	<b>YES</b>	<b>NO</b>
If yes, when?		
<b>Section 5 – Proposed Financing</b>		
Source	Amount	Percent of Loan
Bank	\$	%
Business Investment fund	\$	%
Applicant	\$	%
<b>TOTAL</b>	<b>\$</b>	<b>100%</b>
Participating Bank:		
Bank Point of Contact:		
Bank POC Phone:	Email:	
<b>Section 6 - Exhibits</b>		
	Brief history and description of business (one page or less)	
	Business plan	
	Detailed description of project	
	Use of Loan Proceeds statement	
	Personal financial statement for each owner	
	Business financial statements for past three years and current within 90 days	
	Two-year income projection with explanations	
	Breakdown of proposed costs (written estimates from contractors/suppliers)	
	Purchase or lease agreement	
	Proof of matching funds <ul style="list-style-type: none"> <li>○ Letter from participating bank stating loan term and conditions</li> <li style="text-align: center;">or</li> <li>○ Letter from bank stating bank account balance or copy of most recent monthly statement evidencing sufficient matching funds</li> </ul>	
	Schedule of business debt	
	Application fee (2% of amount requested - \$100 minimum/\$500 maximum)	

<b>BUSINESS INVESTMENT FUND</b>	
<b>LOAN APPLICATION CONTINUED</b>	
<b>Section 7 – Applicant’s Certification</b>	
<p>I/We certify that all information provided in this application (written, implied or otherwise) and all information furnished in support of this application are true and complete to the best of my/our knowledge and belief. Verification may be obtained from any source named, and I/we agree to a personal credit check.</p>	
Signature	Date
Signature	Date
Signature	Date

**Form UBIF-LA – Page 3**

<b>BUSINESS INVESTMENT FUND</b>				
<b>USE OF LOAN PROCEEDS</b>				
<b>Section 1 – Summary of Existing Collateral</b>				
Item	Description	Present Market Value	Present Mortgage Balance	Cost Less Depreciation
<b>A</b>	Land & Building	\$	\$	\$
<b>B</b>	Machinery & Equipment	\$	\$	\$
<b>C</b>	Furniture & Fixtures	\$	\$	\$
<b>D</b>	Accounts Receivable	\$	\$	\$
<b>E</b>	Inventory	\$	\$	\$
<b>F</b>	Other	\$	\$	\$
<b>TOTAL COLLATERAL</b>		<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>Section 2 – Use of Loan Proceeds</b>				
Leasehold improvements			\$	
Acquisition of machinery & equipment			\$	
Inventory			\$	
<b>Working Capital</b>				
Rent			\$	
Supplies			\$	
Accounts Receivable			\$	
Wages/Benefits			\$	
Advertising & Promotion			\$	
Other			\$	
<b>Section 3 - Distribution of Funds</b>				
Explain how and when the funds will be distributed for the project				
Add additional pages as needed				

Form UBIF-UP

<b>BUSINESS INVESTMENT FUND</b>			
<b>PROJECTIONS STATEMENT</b>			
<b>Section 1 – Estimate of Earnings (Two Years)</b>			
<b>Line</b>		<b>Year One</b>	<b>Year Two</b>
<b>1</b>	Gross Receipts	\$	\$
<b>2</b>	Less: Cost of Goods Sold	\$	\$
<b>a</b>	Beginning Inventory	\$	\$
<b>b</b>	Materials	\$	\$
<b>c</b>	Direct Labor	\$	\$
<b>d</b>	Subcontract costs	\$	\$
<b>e</b>	Purchases	\$	\$
<b>f</b>	Production costs	\$	\$
<b>3</b>	Goods Available for Sale (Add Lines 2a thru 2f)	\$	\$
<b>4</b>	Less: Ending Inventory	\$	\$
<b>5</b>	Cost of Goods Sold (Line 3 minus Line 4)	\$	\$
<b>6</b>	Gross Profit (Line 1 minus Line 5)	\$	\$
<b>7</b>	Less Expenses		
a	Owner/Officer’s salaries	\$	\$
b	Employee wages	\$	\$
c	Professional Services	\$	\$
d	Advertising/Promotion	\$	\$
e	Rent	\$	\$
f	Depreciation	\$	\$
g	Supplies	\$	\$
h	Telephone	\$	\$
i	Internet/Social Media	\$	\$
j	Interest	\$	\$
k	Repairs/Maintenance	\$	\$
l	Insurance	\$	\$
m	Taxes	\$	\$
n	Bad debts	\$	\$
o	other	\$	\$
p	other	\$	\$
q	other	\$	\$
r	other	\$	\$
s	other	\$	\$
t	other	\$	\$
<b>8</b>	Total Expenses (Add Lines 7a thru 7t)	\$	\$

Form UBIF-PS – Page 1

<b>BUSINESS INVESTMENT FUND</b>			
<b>PROJECTIONS STATEMENT CONTINUED</b>			
<b>Line</b>		<b>Year One</b>	<b>Year Two</b>
<b>9</b>	Net Profit Before Taxes (line 6 minus line 8)	\$	\$
<b>10</b>	Less: Income Taxes		
<b>a</b>	Federal Income Tax	\$	\$
<b>b</b>	State Income Tax	\$	\$
<b>11</b>	Income Taxes (add 10a and 10b)	\$	\$
<b>12</b>	Net Profit After Taxes (Line 9 minus Line11)	\$	\$
<b>13</b>	Less: Owner(s') Withdrawal	\$	\$
<b>14</b>	<b>Net Profit Available for Loan Repayment</b> (Line 12 minus Line 13)	\$	\$

Form UBIF-PS – Page 2

<b>BUSINESS INVESTMENT FUND</b>				
<b>SUMMARY OF EXISTING COLLATERAL</b>				
<b>Line</b>	<b>Description</b>	<b>Present Market Value</b>	<b>Present Mortgage Value</b>	<b>Cost Less Depreciation</b>
<b>1</b>	Land & Building	\$	\$	\$
<b>2</b>	Machinery & Equipment	\$	\$	\$
<b>3</b>	Furniture & Fixtures	\$	\$	\$
<b>4</b>	Accounts Receivable	\$	\$	\$
<b>5</b>	Inventory	\$	\$	\$
<b>6</b>	Other	\$	\$	\$
<b>TOTAL COLLATERAL</b>		\$	\$	\$

Form UBIF-SEC



<b>BUSINESS INVESTMENT FUND</b>			
<b>PAYROLL</b>			
<b>Present Annual Payroll</b>	<b>Expected 1<sup>st</sup> Year</b>	<b>Present # of Employees</b>	<b>Expected 1<sup>st</sup> Year</b>
<b>At Location to be Financed</b>			
\$	\$		\$
<b>At Other Locations</b>			
\$	\$		\$
<b>Closings and/or Reductions of Staff</b>			
<p>If the proposed project results in the closing of facilities at other Uxbridge locations or the reduction of employees at such facilities, indicate the reason for the reduction or closing.</p>			
<b>Financing Needed</b>			
<p>Provide information regarding the necessity of financing for the subject project and how it will be in the public interest to do so, notwithstanding the closing or reduction of employees.</p>			

Form UBIF-PR

<b>BUSINESS INVESTMENT FUND</b>	
<b>VERIFICATION OF FINANCIAL FEASIBILITY</b>	
<p>The undersigned authorizes the Town of Uxbridge and <i>Financial Institution(s)</i> to verify all information furnished in connection with the application for a loan under the Uxbridge Business Investment Fund. The information that that is subject to verification includes, but is not limited to, the following:</p> <ul style="list-style-type: none"><li>• Employment</li><li>• Pensions</li><li>• Mortgages</li><li>• Deposits</li><li>• Other income</li><li>• Personal loans</li><li>• Business loans</li><li>• Credit card debt</li></ul> <p>and further, to obtain a credit report.</p>	
<b>Owner's Signature</b>	
<b>Date</b>	

**Form UBIF-VFF**

<b>BUSINESS INVESTMENT FUND</b>			
<b>EMPLOYMENT STATUS REPORT</b>			
Date			
Business			
Point of Contact			
Phone			
Email			
Period of Performance	From	To	
	<b>YEAR 1</b>	<b>YEAR 2</b>	<b>YEAR 3</b>
Reporting Period end date	Month/Day/Year	Month/Day/Year	Month/Day/Year
Cumulative jobs created			
Actual jobs created during period			
Actual cumulative total jobs created			
Managerial/Professional			
Skilled			
Un-skilled			
Clerical			
Other			
White			
Black			
Hispanic			
Asian			
Other			
Male			
Female			
Disabled			
<b>TOTAL EMPLOYEES</b>			

Form UBIF-ESR

<b>BUSINESS INVESTMENT FUND</b>
<b>PARTICIPATION CERTIFICATE</b>
<p>All capitalized terms contained herein shall have the meanings ascribed thereto in that certain <b>Memorandum of Agreement</b> dated XXXX XX, 202X by and between XYZ Financial Institution (the BANK) and the Town of Uxbridge – Uxbridge Business Investment Fund (the PARTICIPANT).</p> <p>This Certificate evidences the participation of the Participant in the loan from the Bank, dated _____ to _____ (the BORROWER) as described in the Memorandum of Agreement.</p> <p>This is to certify that the Town of Uxbridge has a 33% interest in the loan as set forth in the Memorandum of Agreement. The outstanding amount of the loan as of the date hereof is \$ _____ .00. The outstanding amount of the Participation as of the date hereof is \$ _____ .00.</p> <p>The Certificate issued pursuant to and is subject to the terms of the Memorandum of Agreement. The Certificate is not an acknowledgement of indebtedness on the part of the Bank, but merely acknowledges a payment by the Town of Uxbridge to the Bank for Participation as set forth above. In the event of any inconsistency between this Certificate and the Memorandum of Agreement, the Memorandum of Agreement shall control.</p>

Form UBIF-PC

<b>BUSINESS INVESTMENT FUND</b>
<b>DAVIS-BACON CERTIFICATION</b>
<p>I certify that _____ <i>Business Name</i> _____, will adhere to Section 110 of the Housing and Community Development Act of 1974 (“Act”), 42 U.S.C. 5310, which states that “all laborers and mechanics employed by contractors or sub-contractors in the performance of construction work financed in whole or in part with loans received under the Uxbridge Business Investment Fund shall be paid wages at rates not less than those prevailing on similar construction in Uxbridge as determined by the Secretary of Labor in accordance with the Davis-Bacon Act , as amended (40 U.S.C. 276, a -5).</p>
Owner’s Signature
Date

Form UBIF-DB

<b>BUSINESS INVESTMENT FUND</b>	
<b>AFFIRMATIVE ACTION GUIDELINES</b>	
<p><i>Business Name</i></p>	<p>is committed to Equal Employment Opportunity for all of its employees and applicants for employment. In accordance with the objectives of this policy, <i>Business Name</i> has declared a policy of providing employment opportunities without regard to race, ethnicity, national origin, color, religion, sex, sexual orientation, gender, gender identity, age, handicapped status, political affiliation, or any other non-merit factor.</p> <p>In addition, while it is the policy to provide fair and equal employment to all qualified applicants to enter and advance in employment at <i>Business Name</i> based on demonstrated merit relative to appropriate job related standards, it is also the policy to take affirmative action to seek out individuals at any level of the organization, whose potential has not been fully utilized, with the objective of assisting them to reach their full potential and merit job standards. Affirmative action will also include <i>Business Name</i> actively seeking additional sources of applicants to help meet the objective of Equal Employment Opportunity.</p> <p>The affirmative action program is based on the following principles:</p> <ul style="list-style-type: none"> <li>• To recruit, hire, train and promote persons for all job vacancies without regard to race, ethnicity, national origin, color, religion, sex, sexual orientation, gender, gender identity, age, handicapped status, political affiliation, or any other non-merit factor, except where sex or physical or physical requirements constitute a bona-fide occupational qualification necessary to properly and efficiently function in the job.</li> <li>• To identify and eliminate all employment practices which have an adverse impact on those protected by applicable law.</li> <li>• To ensure that promotional decisions are in accordance with the principles of Equal Opportunity by imposing only valid requirements on promotional opportunities.</li> <li>• To ensure that personnel actions, such as compensation, benefits transfers, lay-offs, returns from lay-offs, company sponsored training, education/tuition reimbursement, and social and recreation programs will be administered without regard to race, ethnicity, national origin, color, religion, sex, sexual orientation, gender, gender identity, age, handicapped status, political affiliation or any other non-merit factor.</li> </ul> <p>I certify that <i>Business Name</i> will comply with all the provisions of the Affirmative Action policy statement provided above.</p>
Owner's Signature	
Date	

**Form UBIF- AAG**

**BUSINESS INVESTMENT FUND**

**PUBLIC INFORMATION DISCLOSURE**

The undersigned understands and agrees that some information furnished in connection with this application for an Uxbridge Business Investment Fund loan involves the use of public funds; and, as such, may be made public pursuant to Freedom of Information Act and other related laws, regulations, and statutes of the Federal, State and Town of Uxbridge.

Owner's Signature

Date

**Form UBIF-PID**

# APPENDIX G

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## FAÇADE IMPROVEMENT PROGRAM

# FAÇADE & SIGNAGE IMPROVEMENT PROGRAM

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## OBJECTIVE

Create a Main Street sense of place that is driven in large part by improvements to the building facades and signage.

## STRATEGY

To provide design guidance and Tax Increment Financing (TIF) incentives for facade and signage improvements.

## TERMS

Applicant must own the subject building and be in good standing with the Town, all lenders and lien-holders. Applicants must not have any outstanding code violations, unpaid property taxes or water bills.

Project must meet Town of Uxbridge Building Code and Main Street design review standards.

Applications will be accepted by the Office of the Town Manager or his/her/their Designee; TIF approval is contingent on Town Meeting approval.

The applicant must submit a facade and/or signage improvement proposal, including basic information about the property, its owner and primary tenant(s), primary use and a brief description of the project and its estimated cost.

The applicant must appear before the Main Street Task Team within 30 days of application submission with architectural drawings, detailed description of the proposal and detailed costs for review. The Task Team may approve, deny, or ask for additional materials.

Applicants may request a TIF that is based on up to 100% of the façade improvements and/or signage improvements.

The applicant must agree to maintain and upgrade the façade and signage so that it is consistent with the goals and standards set by the Uxbridge Main Street Initiative and all related programs.

All TIFs are subject to a maximum term of ten (10) years and will automatically sunset if the property is refinanced and or conveyed.

<b>FAÇADE &amp; SIGNAGE IMPROVEMENT PROGRAM</b>			
<b>TAX INCREMENT FINANCING APPLICATION</b>			
Subject Property			
Address			
Owner			
Owner Address			
Phone			
Email			
Website			
How long have you owned the subject property?			
Deed Attached?	<b>YES</b>	<b>NO</b>	
Number of businesses in the building?			
Types of businesses?			
How many people employed in the building?			
Number of residences in the building?			
How many people reside in the building?			
Improvement	<b>Facade</b>	<b>Signage</b>	
General description of improvements to be made to the building:			
Attach additional pages as needed.			
Attached current condition photos	<b>YES</b>	<b>NO</b>	
Current assessed value			
Estimated costs of improvements			
Architect/Designer name			
Architect/Designer address			
Contractor name			
Contractor address			
Building contact person			
Phone/Email			

EXISTING CONDITIONS	
PHOTO # 1	PHOTO # 2
PHOTO # 3	PHOTO # 4

I understand that this is a preliminary application. Upon approval of the tentative application, I will be asked for detailed information and plans, estimates of cost, details of improvements and schedules.

I further understand that a Tax Increment Financing agreement requires a positive vote of Town Meeting.

I have read and reviewed the term sheet for the Facade & Signage Improvement Program and understand and accept all terms written and implied.

\_\_\_\_\_  
Property Owner Signature

\_\_\_\_\_  
Date

# ATTACHMENTS

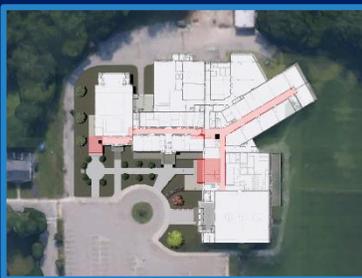
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COMPREHENSIVE COMMUNITY PLAN - MAIN STREET INITIATIVE

# **ATTACHMENT A**

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## **MUNICIPAL CAMPUS PROJECT BRIEFING**



Version 1.2

# UXBRIDGE

**MCCLOSKEY BUILDING  
MUNICIPAL CAMPUS**

## PROJECT BRIEFING

**2023 | EDCP**

**PROJECT:** Municipal Campus (McCloskey Building)

**DESIRED OUTCOME:** That the Town of Uxbridge develop a vibrant Municipal Campus that hosts the Town Hall, Senior Center, Emergency Operations Center, Community Recreation, Performing Arts /Community Meeting Center, and Town History Research Room (Library).

**PROPOSAL:** That the Town repurpose the McCloskey Building as the town’s Municipal Campus.

**Estimated Cost:** \$70 million

**JUSTIFICATION**

- Opportunity.... The proposed project, made possible by the availability of the former High/Middle School building, is a one in multi-generations chance.
- Need... The town’s population is growing (projected to exceed 22,000 by the year 2050), the demand for services will expand exponentially. This especially relevant when the “who” is considered, many residents will be age 55 plus, and many others will have relocated from elsewhere.
- Cost... The old adage “it ain’t gonna get any cheaper” is particularly appropriate. The building and site are owned by the Town, the repurposing will bring together a bundle of Town services under one roof, thereby eliminating repetitive costs (when building separate facilities), and the Town would be faced with a costly maintenance program for a vacant building that will degrade rapidly if left unused.
- Location... Ideally situated in the core area of the town, within walking distance of the current Senior Center and Town Hall.
- Impact... The Uxbridge Municipal Campus would be a signature property that makes a statement about the future of the community, and serve as a “welcome” to potential Town professional staff, investors, current and new residents, businesses, and visitors.

# **MCCLOSKEY BUILDING REPURPOSING STUDY**

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## **PART I**

# **McCloskey Building & Site Repurposing Study Final Report**

April 27, 2020

Prepared for:

**Town of Uxbridge  
Uxbridge, MA 01569**



By:

Central Massachusetts Regional Planning Commission

Worcester, MA 01608

Kuhn Riddle Architects

Amherst, MA 01002

Johnson Structural Engineering

Rochdale, MA 01542

VAV International, Inc.

Woburn, MA 01801

Shepherd Engineering, Inc.

Worcester, MA 01604

Hastings Consulting, Inc.

Holliston, MA 01746

## **Executive Summary**

The Central Massachusetts Regional Planning Commission, in partnership with Kuhn Riddle Architects, was retained by the Town of Uxbridge to prepare a Property Condition Assessment and Site Repurposing Study for the McCloskey Building in response to the Request for Proposal UMBR2019A issued in September, 2019. The property condition assessment was based on a site visit conducted by the assessment team on December 10, 2019. The assessment team included the following consultants:

- Architecture - Kuhn Riddle Architects
- Code - Hastings Consulting, Inc.
- Structural - Johnson Structural Engineering, Inc.
- Mechanical - VAV International, Inc.
- Electrical - Shepherd Engineering, Inc.

The team had access to existing conditions drawings that included the original 1936 structure and additions completed in 1988 and 1998. The drawings for the 1952 War Memorial and Junior High School addition were not available to the assessment team at the time of the study. The on-site assessment was limited to what was visible as no destructive exploration was conducted.

Notable findings include:

1. Any adaptive reuse of the McCloskey building will entail a gut-renovation as the majority of the building components are well past their useful life.
2. The extent of necessary future renovations will trigger code-required upgrades to the building's gravity and lateral force-resisting structural elements ranging from moderate to expansive depending on the configuration and type of future building uses.
3. The extent of necessary future renovations will trigger upgrades to the building's conformance with the Massachusetts Architectural Access Board regulations (CMR 521) such as new handicapped-accessible entrances and code-compliant elevators.
4. Roof leaks were observed throughout the building. Repairing roof leaks at a minimum or a complete reroofing (recommended) should be a high-priority item.
5. The exterior masonry walls are generally in good condition with mostly minor repointing needed throughout. There are a few locations with cracked/deteriorated masonry. Some of the steel window lintels are corroding, causing damage to the adjacent masonry. Repairing any damaged masonry or steel window lintels should be a high-priority item.
6. The majority of the building's interior spaces are of good architectural quality with high ceilings and access to daylight. Selective demolition of portions of the 1988 additions would restore access to daylight for large areas of the original 1936 building.
7. Locating an emergency operations center in the basement of the original 1936 building, as has been explored by Uxbridge, would trigger extensive structural upgrades to the entire building that may be more costly than building a new dedicated, independent structure.
8. The McCloskey building has sufficient square footage to be able to accommodate the Town's projected municipal needs under one roof with ample on-site parking (see next section).
9. The deed restriction associated with the War Memorial Gym could complicate selling the building outright or partitioning the building into public/private use areas.

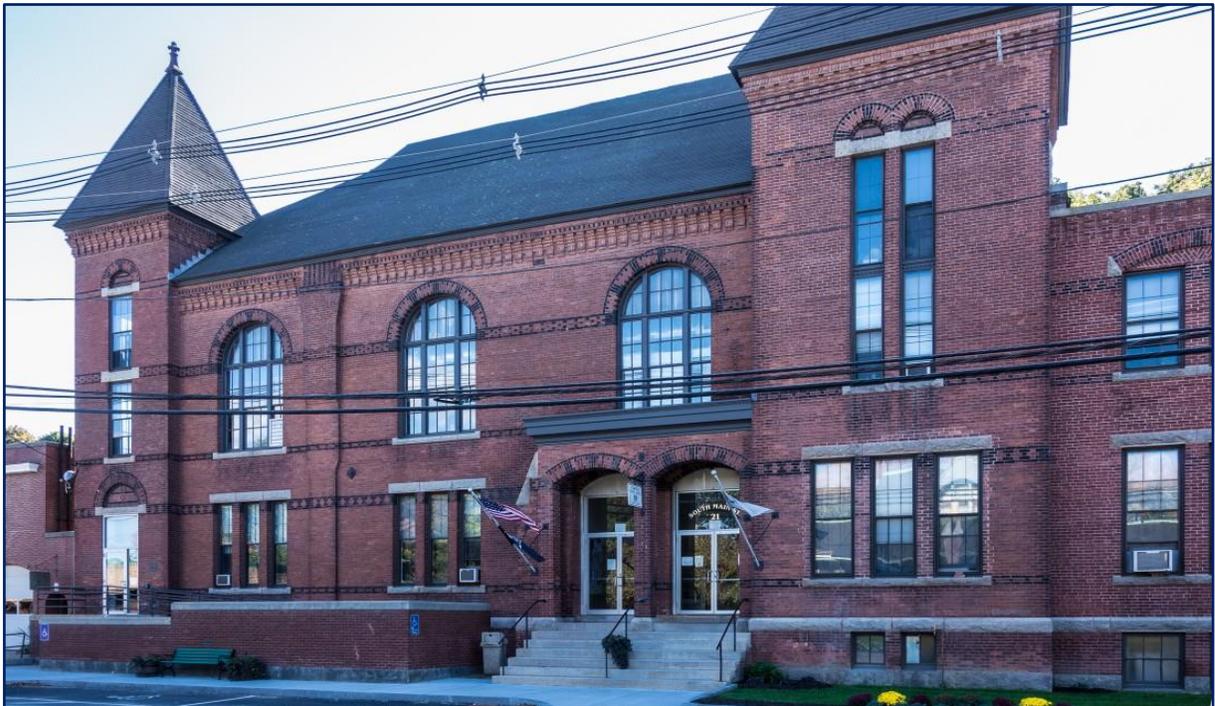
It is recommended that high-priority items such as roof replacement and masonry and lintel repair be executed as soon as possible to minimize further deterioration of building components.

**Assessing Current and Future Municipal Needs:**

The McCloskey building offers a substantial amount of usable square footage that would lend itself to a variety of repurposing. On January 21, 2020, representatives from Kuhn Riddle Architects and the Central Massachusetts Regional Planning Commission met with Uxbridge Town officials to discuss the potential of municipal reuse of the McCloskey Building. Some of the potential municipal uses discussed were Town Hall offices, using the auditorium for lectures, arts performances and Town Meeting, a Senior Center with cafeteria, a commercial kitchen, office space for the School Department/School Committee, and an Emergency Operations Center.

A build-out analysis completed by the Central Massachusetts Regional Planning Commission for the Massachusetts Executive Office of Environmental Affairs in 2000 indicated that there were 11,147 developable acres in Uxbridge. If built out, this could result in a total population of 23,390 plus an additional 5.5 million square feet of commercial and industrial space. Due to its proximity to urban centers and available land, Uxbridge is likely to experience substantial additional commercial, industrial and residential development. Undeveloped parcels of 10 acres or more total more than 1,200 acres. Using CMRPC population projections, the Town will come close to the total build-out population by 2050.

Total Population Projections				
2010 population	2020 population	2030 population	2040 population	2050 population
13,457	15,981	18,681	19,722	22,432
55+ Population Projections				
3,370	6,424	9,315	10,460	15,617



*Uxbridge Town Hall. Photo by Kenneth C. Zirkel*

**Conclusions:**

With the Town’s projected needs for municipal facility space at 98,736 square feet, it is worth considering where those needs could be met. Reconstruction and renovation could be completed at current facilities like the Town Hall and Senior Center, but there are constraints at those sites that would limit square footage, parking considerations, and costs to temporarily relocate during renovations. As such, municipal use is an attractive reuse option for the McCloskey Building. Its size is reasonable to accommodate the present and projected future municipal space needs of the Town (see table below) and renovation work would not disrupt current municipal operations.

The McCloskey building also has unique programmatic space features such as the auditorium, cafeteria, and kitchen that Uxbridge currently lacks. In considering potential future municipal uses for the McCloskey building, Uxbridge should weigh the costs of a gut-renovation of the McCloskey building against constructing an equivalent amount of new square footage. Additional adaptive-reuse programming and cost analysis could inform the Town of the feasibility and cost-effectiveness of repurposing of the McCloskey Building for municipal use.



## **Architectural Assessment History**

The McCloskey building is a sprawling complex of nearly 116,000 square feet and is composed of three primary structures constructed at different times. The oldest portion of the McCloskey building was constructed in 1937 to serve as the High School for Uxbridge. An addition in 1952 added the War Memorial Gym and a new classroom wing to house a Junior High School. Further additions and renovations came in 1967, 1989, and 1998.

In 2003, the New England Association of Schools and Colleges placed the high school on warning status citing overcrowding, small or inadequate classrooms, inadequate laboratory facilities, windowless instructional areas, and limited space for collaborative work. A new high school building was completed in 2012, but the McCloskey building continued to serve as the middle school for Uxbridge until late 2017 when the school committee voted to close the McCloskey Middle School due to budget concerns, citing the need to replace HVAC systems, roofing and asbestos removal, and needed building envelope improvements.

The War Memorial Gym still serves civic functions as the Town's polling place and is required to continue to serve as a gym by a deed restriction.

## **Building Site**

The McCloskey Building sits on a town-owned 36.3 acre parcel located in the Residential A zoning district. The McCloskey Building shares the property with the Taft Early Learning Center. There are shared playing fields and tennis courts between the two buildings. Access to the McCloskey building is via Capron St., a residential street that dead-ends at the facility.

### Potential Constraints:

- While municipal and residential uses are allowed by right in the Residential-A zone, commercial uses currently are either not allowed only by special permit from the Zoning Board of Appeals or the Planning Board.
- The parcel may need to be split in the future so that the McCloskey Building and the Taft Early Learning Center each have their own parcel in which case the Town will have to decide if all of the playing fields will go to Taft or if some of the space is to be allocated to the McCloskey parcel.

## **Parking**

There is a large asphalt parking area on the East side of the building that is currently striped with 159 parking spaces and an additional 4 accessible parking spaces with a turn-around drop-off. There is a small lot on the West side of the building with 9 parking spaces and an additional 4 accessible spaces. The asphalt is still largely intact but is cracking in many places.

### Potential Constraints:

- The Town should consider patching the cracked asphalt at a minimum to mitigate further deterioration.
- Depending on the configuration of new building elements in the future, the parking area may need to be reworked to accommodate new uses and automobile and pedestrian circulation.
- There is very little shade in the parking area. The Town may want to consider adding islands with shade trees.

## **Accessibility**

There is only one accessible entry located on the east side of the building at the 1952 Middle School addition via an accessible ramp. The 1980's and 1990's additions have at-grade accessible entrances on the west side of the building.

### Potential Constraints:

- Lack of an accessible entrance at the 1936 High School building and auditorium are serious impediments, particularly if the building is to be split into different use areas.

## **Site Features**

The site is relatively flat with about 10 feet of topographic relief from north to south and is bounded by thickly-settled residential areas on the north, east, and south, and by the Mumford River and Caprons Pond on the west. Vegetation is primarily turfgrass at the playing fields with a small number of shade trees at the east parking area and adjacent to building entrances on the east side of the building.

### Potential Constraints:

- Currently, there is no fire truck access around the entire perimeter of the building. Depending on future building plans, the Fire Department may require expanded fire truck access.

## **Building Elements**

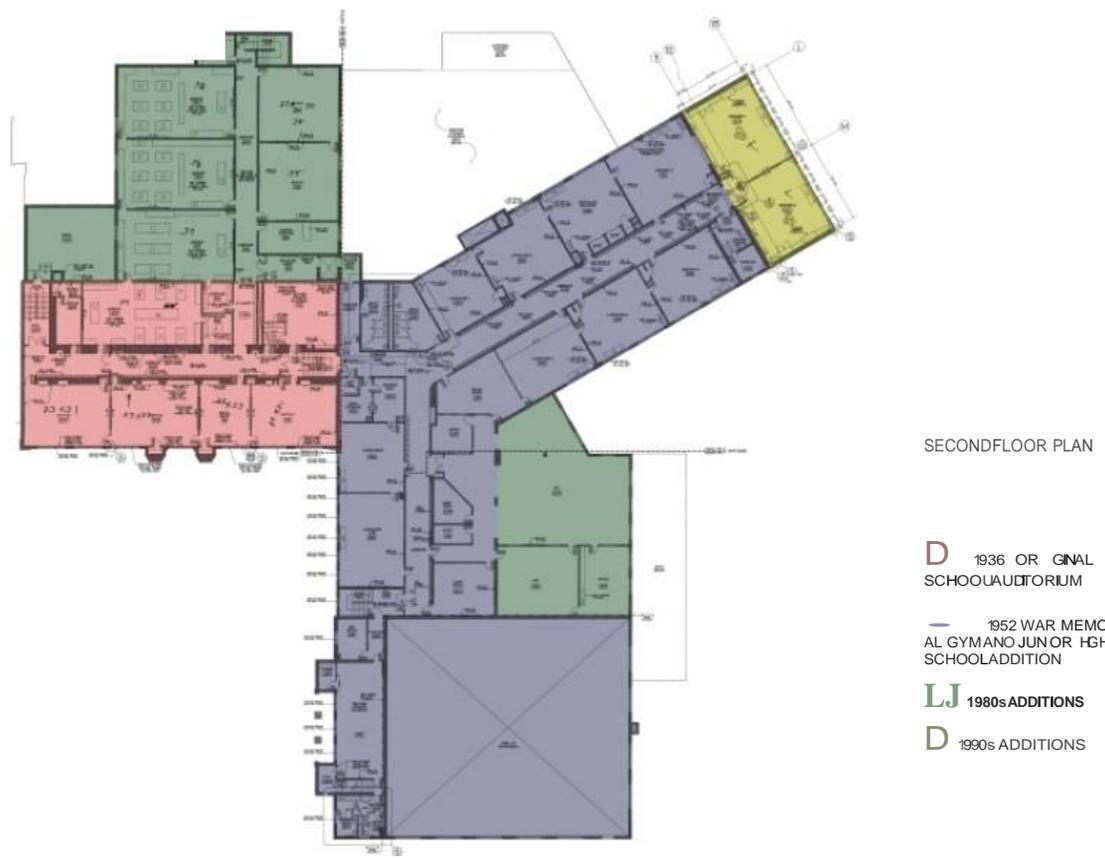
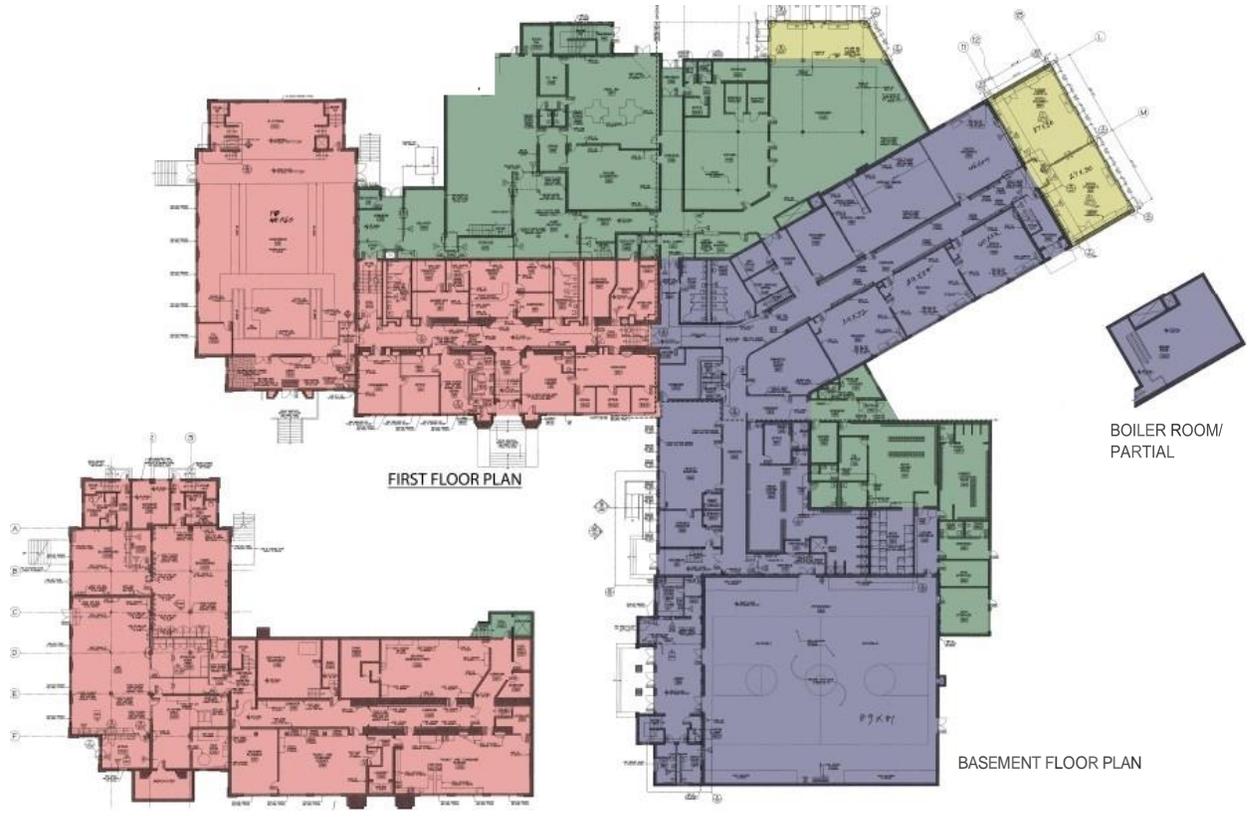
The total square footage of the McCloskey building is approximately 116,000 square feet with a building footprint of approximately 62,600 square feet. The original 1936 High School had a building footprint of approximately 14,000 square feet and approximately 41,250 square feet of building area. The 1952 addition added approximately 24,800 square feet to the building footprint and 41,150 square feet to the overall building square footage. The 1988 renovations and additions added approximately 18,000 square feet to the building footprint and approximately 29,300 to the overall building square footage. The 1998 additions added approximately 2,400 square feet to the building footprint and approximately 4,250 to the overall building area.

## **Roof**

The current rubber membrane roof is in need of replacement; many roof leaks and large areas of ponding were visible during the assessment walk-through. The original copper flashing is over 80 years old and has exceeded its anticipated service life. There are a number of unused gravity vents and other roof penetrations that should be eliminated. As no test cuts were performed, it is unknown what lies between the current membrane roofing and the structural roof deck.

### Potential Constraints:

- Due to the age of the building, it is possible that a multi-ply, built-up roof (BUR) is present under some areas of the membrane roof. If present, it is likely that the flashing contains asbestos and will require abatement.
- The roofing is in need of immediate replacement, and it is recommended that a complete reroof be performed which involves stripping all roof coverings and substrates to the roof deck which will trigger structural reinforcements (see structural report)
- The International Energy Conservation Code requires roof insulation R-values to be brought up to current code if the roof is stripped to deck. Adding additional insulation will increase the gravity loads on the roof structure which require further structural analysis (see structural report).



## Walls

Given the age of the building, the original brick masonry and cast stone are holding up reasonably well, but there are a number of areas that need to be repointed (see structural report.) The two masonry chimneys are both in need of immediate attention. Many of the joints in the cast stone water table and steps of the 1937 building have been repaired with sealant. It is recommended that the sealant be removed and the joints repointed with compatible mortar. As the building ages, the masonry and cast stone will continue to need periodic maintenance.

Based on the available documents, it appears that the original high school, auditorium, middle school addition, and War Memorial Gymnasium exterior walls are not insulated. The 1988 addition typically has 1" of rigid insulation in the walls. The small additions built in the 1990s have either 6" of fiber-glass batts in metal stud walls or 2" of rigid insulation over concrete masonry unit (CMU) backup walls.

Some flaking paint and rust is evident on the steel window lintels. This should be addressed soon as some of the steel lintels on the original building are beginning to show signs of delamination and causing damage to adjacent masonry (see structural section). If this is allowed to continue, the lintels would need to be replaced.

### Potential Constraints:

- Prior to the 1980s it was unusual to find reinforcing in solid masonry. Based on the available drawings, masonry reinforcing in the 1988 addition appears minimal. Depending on the proposed uses and level of renovation planned, some areas may require modifications to improve the lateral resistance of the exterior walls (see structural section).
- As an existing building, the code does not require that the exterior masonry walls be brought up to current code requirements for R-value although, from a building operations cost standpoint, it may be desirable to retrofit some insulation into the building envelope.

## Windows

About half of the original window openings in the 1936 High School were blocked in as part of the 1989 addition. The remaining window openings are generous and provide excellent natural light. The windows are a mix of replacement aluminum double hung and slider units. The windows have either double pane insulated glazing or fixed spandrel panels. A number of windows have louvers or vents inserted in the spandrel panels. Many windows were observed with broken glazing seals and almost all of the windows appear to be at or near the end of their service life it is unknown if the aluminum-framed windows are thermally broken. Given the assumed poor thermal performance and the condition of the existing, their replacement should be included in any future renovation plans.



*Roof of Junior High School addition with areas of ponding*



*Exterior of original 1936 High School building*



*Exterior of 1952 War Memorial Gym*



*View with 1952, 1988, and 1998 additions all visible*

### Potential Constraints:

- Window replacement may require some reworking of the existing interior and exterior trim.

## **Interior Elements**

### **Floors**

There are a variety of vinyl tile floors of various ages throughout the building. It is possible that the pre-1980 portions of the building contain vinyl asbestos tile flooring that should be verified by testing. Both the War Memorial Gymnasium and some of the classrooms in the 1936 High School building have wood floors. It is possible that additional wood flooring is present under carpeting. The gym flooring is in good condition and appeared to have been recently refinished. None of the carpeting is salvageable. The locker rooms and 1936 High School basement have painted concrete floors.

### Potential Constraints:

- Flooring and underlayment will need to be tested for hazardous materials.
- With the exception of wood floors, which may be salvageable, all flooring should be replaced to accommodate new uses.



*Replacement windows at 1936 High School*



*Typical corridor at 1936 High School*

### **Interior Doors**

Doors and door frames are a mix of wood and hollow metal, and many are in poor condition. It is assumed that hollow metal door frames in CMU partitions have been grouted in place. UL labels were not observed.

Classroom entry doors in the original school building have wood and glass transoms over the doors. Given the age of the transom panels, the glazing may not meet the requirement for safety glazing.

Door hardware is a mix of level handle and knob sets. Most exit doors appear to have the required exit devices (panic hardware) and closers installed.



*Typical upper-level classroom at 1936 High School*

### Potential Constraints:

- Existing door frames in CMU partitions may be grouted in place. This makes removal and replacement difficult.
- A number of doors do not have the required clearances or hardware to comply with the current ADA and Massachusetts Architectural Barriers Board requirements.
- Existing transom panels may not comply with current building code requirements.
- The condition of the existing doors and frames is generally poor to fair.



*Typical basement level classroom at 1936 High School*

## Interior Partitions

Basement areas in the 1936 High School have painted masonry wall finishes. Upper levels in the 1936 High School have plaster and structural glazed-tile wainscoting over a mix of masonry or wood framing. Where wood-framed walls are covered in plaster, it is assumed the plaster is on wire lath. The main entry and many classroom interior walls have wood wainscoting and built-in wood casework. The 1967 Gym and Junior High School addition has painted masonry and gypsum board or plaster wall finishes with some decorative plaster at the gym's main entrance lobby. The 1980's and 1990's additions appear to have gypsum board and painted masonry wall finishes. Many of the interior walls still have their blackboards and tackboards.

### Potential Constraints:

- Structural glazed tile is fragile and nearly impossible to match with modern materials.
- Plaster and CMU partitions are difficult to modify.
- Load-bearing partitions should remain in place (see structural report).

## Ceilings

Ceilings are a combination of plaster, gypsum, and 24" x 48" acoustic ceiling panels. The original High School entry and Auditorium have 12" x 12" acoustic tile ceilings. Many of the ceiling tiles, particularly in the 1980's additions, have sustained water damage from roof leaks. The acoustic ceiling tile in the 1936 portion of the building may or may not be adhered to the ceiling with asbestos containing adhesive. Any renovation should assume entirely new ceiling finishes.

### Potential Constraints:

- The adhesive at the glued-up ceiling tiles in the original 1936 building may contain asbestos and should be tested.

## Toilets

Toilet rooms were renovated in 1996 and are largely compliant with CMR 52 (see code report section). The bathroom floor finishes are a mixture of ceramic tile and painted concrete. Bathroom wall finishes are a mix of plaster, gypsum wallboard, and tile wainscoting.

### Potential Constraints:

- Condition of existing plumbing is discussed elsewhere in this report.

## Vertical Transportation

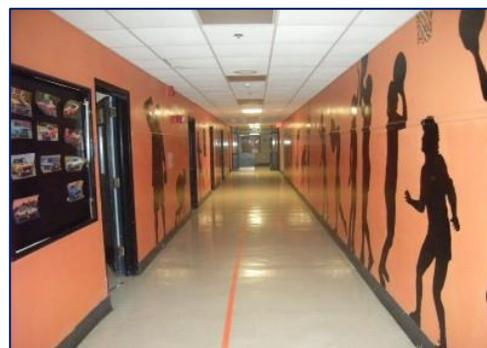
There is currently one 2,500-pound hydraulic elevator located in the 1980's addition and an enclosed wheelchair lift to allow wheelchair access to the auditorium stage. The owner has indicated a desire to decommission the elevator to reduce maintenance costs while the building sits unoccupied.



*Interior of 1936 Auditorium*



*Interior of 1952 War Memorial Gym*



*Typical corridor at 1952 War Memorial Gym*



*Typical classroom at 1952 Junior High School*

### Potential Constraints:

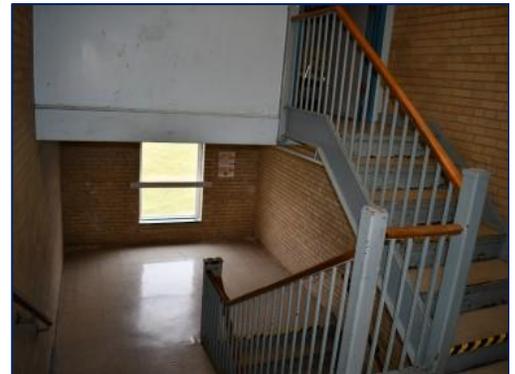
- The elevator shaft does not have a cast-in-place sump and 3,000-gallon-per-hour sump pump required by the current elevator code. Since the elevator is an in-ground piston hydraulic elevator, an oil/water separator would be required on the pump's discharge line.
- It is unknown if the elevator has the fire recall and two-way communication devices required under the current elevator code.
- The existing elevator does not meet the current requirements for an emergency medical evacuation elevator.
- If the elevator is decommissioned, it may need to be brought into compliance with the current elevator code when it is brought back into service.



*Windowless classroom at 1988 addition*

### **Stairs and Ramps**

There are six sets of egress stairs. The two at the 1936 High School originally exited directly to the exterior, but after the 1967 and 1989 additions, they only provide exit access via interior corridors. There is no accessible means of egress at the 1936 high school portion of the building. The 1967 War Memorial Gym and Junior High School has two sets of egress stairs that exit directly to the exterior and one additional stair that provides exit access via the gymnasium lobby. Only one of the egress stairs at the 1967 War Memorial Gym and Junior High School serves as an accessible means of egress. There is one stair at the 1989 addition that provides direct exit access to the exterior that is also accessible. Two stairs, one at the 1936 building and one at the Gymnasium, are not currently enclosed.



*Stairwell at 1936 High School with non-compliant handrails and tread nosings*

### Potential Constraints:

- See the Code Review section for additional information.
- If the building is sub-divided into different use areas in the future, new elevators and accessible means of egress will need to be added to make the building compliant with building and accessibility code requirements.



*Ramp between 1936 High School and 1952 War Memorial Gym addition with non-compliant slope*

### **Kitchen/Cafeteria**

See Mechanical Systems Assessment section of report for additional information.

# McCloskey Building

## Uxbridge, Massachusetts



## Existing Building Code Report

**Prepared By:** Kevin S. Hastings, P.E., LEED AP

**Date:** February 4, 2020

## **Table of Contents**

Introduction .....	1
International Existing Building Code .....	1
1. Work Area and Classification of Work .....	2
2. Occupancy Classification: .....	2
3. Construction Type.....	3
4. Fire Resistance Ratings.....	3
5. Exterior Wall Openings .....	4
6. Vertical Openings.....	4
7. Interior Finishes.....	5
8. Means of Egress.....	5
9. Required Fire Protection Systems.....	7
10. Energy Code Provisions for Existing Buildings .....	7
11. Ventilation Requirements .....	8
12. Structural Provisions for Existing Buildings .....	8
13. Accessibility for Persons with Disabilities.....	8

## **Introduction**

The McCloskey Building is a former public school building owned by the Town of Uxbridge. It was occupied as a middle school in 2016. Proposed future uses of the building include town offices and use of the various spaces in the building for community group offices, classrooms, performance, or recreation. This code summary is based on a review of available existing building documents and a site visit conducted on December 10, 2019.

Following is a list of applicable codes:

<b>Code Type</b>	<b>Applicable Code (Model Code Basis)</b>
<b>Building</b>	780 CMR: Massachusetts State Building Code, 9 <sup>th</sup> Edition <ul style="list-style-type: none"><li>• Amended 2015 International Building Code (IBC)</li><li>• Amended 2015 International Existing Building Code (IEBC)</li></ul>
<b>Fire Prevention</b>	527 CMR: Massachusetts Fire Prevention Regulations M.G.L. Chapter 148 Section 26G – Sprinkler Protection
<b>Accessibility</b>	521 CMR: Massachusetts Architectural Access Board Regulations 2010 ADA Standards
<b>Electrical</b>	527 CMR 12.00: Massachusetts Electrical Code <ul style="list-style-type: none"><li>• Amended 2017 National Electrical Code (NFPA 70)<sup>A</sup></li></ul>
<b>Elevators</b>	524 CMR: Massachusetts Elevator Code <ul style="list-style-type: none"><li>• Amended ASME A17.1-2013/CSA B44-13</li></ul>
<b>Mechanical</b>	2015 International Mechanical Code (IMC)
<b>Plumbing</b>	248 CMR: Massachusetts Plumbing Code
<b>Energy Conservation</b>	2015 International Energy Conservation Code (IECC) <sup>B</sup>

A. The 2020 Edition of NFPA 70 is expected to be adopted in January, 2020.

B. The 2018 Edition of the IECC is expected to be adopted in 2020, however a specific date has yet to be announced.

## **International Existing Building Code**

The 2015 International Existing Building Code with Massachusetts amendments allows for 3 separate compliance methods, the Prescriptive Method (in general, altered areas must comply with the code for new construction), Work Area Method (level of compliance is based on the classification of work), and Performance Compliance Method (numerical method that allows tradeoffs for deficiencies). This report is based on the Work Area Method, which is the most common option for the renovation of a building of this type and age.

## 1. Work Area and Classification of Work:

The requirements in the IEBC area based on the classification of the work as Alteration Level 1, 2 or 3. This is based on the extent of the project “work area”, which is defined as the area within which architectural reconfiguration will occur (IEBC Chapter 2). Areas where the only work will be new finishes, furnishings, or installation of new building systems are not classified as part of the work area. The levels of work area defined as follows:

Level 1 Alteration	No architectural reconfiguration, no work area.
Level 2 Alteration	Aggregate size of work areas (architectural reconfigured area) does not exceed 50% of the gross building area.
Level 3 Alteration	Aggregate size of all work areas (architectural reconfigured area) exceeds 50% of the gross building area.

Level 1 Alterations must comply with IEBC Chapter 7. Level 2 Alterations must comply with IEBC Chapters 7 and 8, and Level 3 Alterations must comply with IEBC Chapters 7, 8, and 9. Buildings, or portions thereof, undergoing a change of use must also comply with IEBC Chapter 10.

This report considers the potentially code implications for a Level 2 or 3 Alteration and change in use.

## 2. Occupancy Classification:

Existing

- a. Use Group E (Educational)
- b. Use Group A-1 (Use of Auditorium for non-school events)
- c. Use Group A-2 (Use of Cafeteria for non-school events)
- d. Use Group A-3 / A-4 (Use of Gymnasium for non-school events with or without spectator seating)

Potential Future Uses

- e. Use Group B (Offices / Community Classrooms with < 50 occupants / Emergency Operations Center)
- f. Use Group A-1 (Auditorium)
- g. Use Group A-2 (Cafeteria use for non-school dining (Senior Center))
- h. Use Group A-3 / A-4 (Gymnasium)
- i. Use Group S-1 (Town Document Storage)

Based on the proposed future uses of the building, a change in occupancy classification will occur for many of the proposed options.

### 3. Construction Type:

Based on field observations and past building plans, the building appears to be a mix of construction types. The original buildings (Classroom, Auditorium & Gym) are classified as Type III construction based on the loadbearing masonry exterior wall construction and at least partial wood-framed interior construction. The additions are classified as Type IIB based on unprotected non-combustible structure.



**Example Original Building Floor Framing**



**Example Construction in Additions**

The original Auditorium and Gym are separated from the remainder of the building by existing masonry walls and fire-rated doors. The original classroom building is also separated by the existing masonry walls, although fire-rated doors are missing in some locations. These walls provide separation between the buildings and separate the Type III and Type IIB construction to some extent. Based on previous plans, the existing walls between the Auditorium and Gym were considered use group separation walls. These walls must be maintained since the overall area of the building would not comply with current code requirements for an assembly occupancy. Other than that, the existing building is not required to comply with the area limitations for new construction unless a change of use occurs. However even in that case the only proposed change in use would be from Use Group E to Use Group B or Use Group S-1, neither of which would not result in an increase in the relative hazard in IEBC Table 1012.5 and therefore would not require the building to comply with the limitations for new construction.

### 4. Fire Resistance Ratings:

The following table summarizes the required fire resistance ratings for existing building structural elements of Type IIB and IIIB construction, based on IBC Table 601:

Building Element	Fire Resistance Rating (Hrs)	
	Type III B	Type IIB
Primary Structural Frame	0	0
Exterior Bearing Walls including columns along the exterior wall	2	0
Exterior Non-Bearing Walls	0	0
Interior Bearing Walls	0	0
Floor Construction	0	0
Roof Construction	0	0

Depending on the scope of future renovations, and whether or not the existing elements are located within the work area, the IEBC includes the following fire rating requirements for existing non-structural elements:

Building Element	Fire Resistance Rating (Hrs)	Opening Protectives (Hrs)
Existing shafts < 4 stories (IEBC 803.2.1)	½	½
Corridor walls (IBC Table 1020.1)	0	0

A. Since the building is fully sprinklered, existing shafts up to three stories in height located within Use Group B areas do not require a fire rating (IEBC 803.2.1 Exception 5). In addition, two story stairs or other floor openings do not require a fire-rated enclosure (IBC 712.1.9).

## 5. Exterior Wall Openings

Existing exterior walls are only potentially subject to compliance with the fire rating and opening limitations for new construction if the building undergoes a change in occupancy classification (IEBC 1012.6). However, since the relative hazard for Use Group A, B, and E are all the same in IEBC Table 1012.6, none of the potential changes in occupancy would require further compliance. Nevertheless, the existing exterior walls are generally located more than 20 feet from lot lines and therefore would comply with the IBC exterior wall requirements for new construction anyway.

## 6. Vertical Openings:

Since the building is fully sprinklered, existing shafts up to three stories in height located within Use Group B areas do not require a fire rating (IEBC 803.2.1 Exception 5). In addition, two story stairs or other floor openings do not require a fire-rated enclosure (IBC 712.1.9).

The majority of the building is only two stories and therefore existing stairs do not require a fire rating, although they are generally enclosed in rated construction currently. The stairs

extending three levels in the original building are also generally enclosed, but are missing doors in some locations. If the original classroom building is only used for a Use Group B occupancy in the future however the existing stairs would not require a fire-rated enclosure since the building is sprinklered (IEBC 803.2.1 Exception 5).

1. Interior Finishes:

The existing interior finish of walls and ceilings in the work area and in all exits and corridors serving the work area must comply with the code requirements for new construction (IEBC 803.4). All newly installed wall and ceiling finishes, and interior trim materials must also comply with IBC Table 803.11 (IEBC 702.1, 702.2, 702.3). The requirements are summarized below:

**Walls & Ceilings (IBC Table 803.11)**

Use Group:	A	B
Exit Enclosures	Class B	Class B
Exit Access Corridors	Class B	Class C
Rooms & Enclosed Spaces	Class C	Class C

Where exit stairs and exit access corridors serve more than one use group, the most restrictive interior finish is required.

2. Means of Egress:

Means of egress conforming to the requirements of the building code under which the building was constructed shall be considered compliant means of egress if, in the opinion of the code official, they do not constitute a distinct hazard to life (IEBC 805.1 Exception 2). A change of use from Use Group E to Use Group B would not require additional compliance for the existing means of egress since it would not result in an increase in the relative hazard in IEBC Table 1012.4. No hazardous egress conditions were noted during the site visit, although the exterior metal stairs providing egress from the Auditorium were corroded and should be inspected by a structural engineer before the building is re-occupied to confirm they are structurally sound. Other than that, the existing means of egress should be acceptable for continued use if the building is re-occupied.



### Level 3 Alteration

If the building undergoes a Level 3 Alteration, the following additional IEBC egress provisions apply (IEBC 905.1):

- 8.1 All rooms or spaces in the work area with a travel distance of over 75 feet or with an occupant load greater than 50 must be provided with two egress doors (IEBC 805.4.1.1).

The existing building generally appeared to include two means of egress from all rooms with more than 50 occupants.

- 8.2 In the work area and in the egress path serving the work area egress doors must swing in the direction of egress travel where serving an occupant load of 50 or more people (IEBC 805.4.2). Where the work area exceeds 50% of the floor the entire floor must comply with this section (IEBC 805.4.2.1).

Existing doors appeared to swing in the direction of egress where required.

- 8.3 In any work area, and in the egress path from the work area to an exit discharge, any doors that serve 100 occupants or more in Group A areas must be equipped with panic hardware (IEBC 805.4.4). Where the work area exceeds 50% of the floor this requirement applies throughout the floor (IEBC 805.4.4.1).

Existing doors from the assembly spaces include panic hardware.

- 8.4 In the work area the maximum existing dead-end corridor length must be < 35 feet or 2.5 times the least width of space. Less than 70 feet in other than Group areas where equipped throughout with an automatic sprinkler system installed in accordance with the IBC (IEBC 805.6).

The building work area does not contain dead-end corridors beyond 35 feet in length.

- 8.5 Doors into exit stairs must be self-closing or automatically closing by listed closing devices (IEBC 805.4.3).

The existing stair doors are typically self-closing, although the two story stairs could potentially be used as open-exit access stairs that do not require any doors (IBC 1019.3).

- 8.6 Illuminated exit signs and means-of-egress lighting must be provided in all work areas in accordance with the code for new construction. If the work area exceeds 50% of the floor area, this requirement applies to the entire floor (IEBC 805.7 & 805.8).

The building includes existing illuminated exit signs and emergency lighting throughout. Although a detailed review of the existing systems was not conducted, not significant deficiencies were noted during the walkthrough.

## 7. Required Fire Protection Systems:

The following fire protection systems are required:

- a. Automatic sprinkler system throughout work area if work area serves occupant load greater than 30 and work area exceeds 50% of floor area (IEBC 804.2.2). If the building is substantially altered, sprinkler protection can be required throughout by the fire official under Massachusetts General Law Chapter 148 Section 26G.

The existing building appears to be, and is reported to be, fully sprinklered with the exception of the existing Gym which is not protected but is separated from the remainder of the building by 2-hour construction. If the building undergoes a substantial renovation sprinkler protection may be required under MGL Chapter 148 Section 26G. A renovation is typically considered substantial if more than 33% of the building area is renovated or the cost of a renovation exceeds 33% of the building's assessed value, however the final determination is subject to interpretation by the fire official.

- b. Fire Alarm – for a Level 2 Alteration existing previously-approved fire alarm systems are permitted to remain (IEBC 804.4.1 Exception 2). A Level 3 renovation requires a fire alarm system that complies with the code requirements for new construction (IEBC 904.2).

The existing building has a relatively modern fire alarm system that should be sufficient for any Level 2 Alterations. If the building undergoes a Level 3 Alterations improvements to the system may be required.

- c. Fire extinguishers (527 CMR 1 Section 13.6 & IBC 906.1). Fire extinguishers must be located throughout the building so that the maximum travel distance to an extinguisher is less than 75 feet.

The building has existing fire extinguishers throughout, however a detailed review of fire extinguisher locations was not conducted.

## 8. Energy Code Provisions for Existing Buildings

New work is subject to the 2015 International Energy Conservation Code (IECC) or ANSI/ASHRAE/IESNA 90.1 with Massachusetts Amendments (Massachusetts Energy Code). Level 2 or 3 alterations to existing buildings are permitted without requiring the entire building to comply with the energy requirements of the International Energy Conservation Code (IECC). The alterations (new elements) shall conform to the energy requirements of the IECC as they relate to new construction only (IEBC 811.1 & 908.1).

Roof replacement projects (removing and replacing the existing roof covering) where the existing roof assembly is part of the building thermal envelope and contains insulation entirely above the roof deck must provide insulation in accordance with the IECC requirements for new construction (IECC C503.3.1). However roof recovering projects (installing an additional roof covering over an existing covering without removing the existing roof) are not required to comply (IECC C503.1 Exception 5).

The Massachusetts Stretch Code as adopted by the Town of Uxbridge does not apply to existing buildings. (780 CMR Appendix AA 101.2).

## 9. Ventilation Requirements

All reconfigured spaces must provide mechanical or natural ventilation in accordance with the International Mechanical Code, except that existing ventilation systems are permitted to remain provided they achieve not less than 5cfm of outdoor air per person and not less than 15 cfm of ventilation air per person (IEBC Section 809).

## 10. Structural Provisions for Existing Buildings

Structural alterations to buildings must be evaluated by a registered structural engineer to determine compliance with the IEBC.

A change of occupancy classification can potentially require additional compliance with the code requirements for new construction (IEBC 1007). For example, an emergency preparedness center is classified as a Risk Category IV occupancy in IBC Table 1604.5 and the former school and assembly use is Risk Category III. This increase in Risk Category classification would require the building (or portion thereof) to comply with the seismic loads for new construction (IEBC 1007.3). Also, the change in occupancy from a school use to a storage archive for town documents would also result in an increase in the live load in IBC Table 1607.1 which would require the existing structure to comply with the gravity loads for new construction (IEBC 1007.1).

See the structural analysis section of the building assessment for more detailed information.

## 11. Accessibility for Persons with Disabilities

### Massachusetts Architectural Access Board Regulations

Alterations to the building must comply with the requirements of the Massachusetts Architectural Access Board Regulations (521 CMR). For existing building alterations the requirements of 521 CMR are based on the cost of the proposed work:

- A. If the cost of the proposed work is **less than \$100,000**, only the new work must comply.
- B. If the cost of the proposed work is **greater than \$100,000** then all new work must comply and the existing building must include an accessible public entrance, toilet room, telephone and drinking fountain (if public phones and drinking fountains are provided) (521 CMR Section 3.3.1(b)). Exempt work when calculating the cost of work includes roof repair or replacement, window repair or replacement, and repointing and masonry repair work unless the exempt work exceeds \$500,000.
- C. If the cost of the proposed work is **greater than 30% of the full and fair cash value** of the existing building, the entire building is required to comply with 521 CMR (521 CMR

Section 3.3.2). There is no exempt work, i.e. the entire project costs apply to determining the 30% criteria.

The cost of all work performed on a building in any 36 month period must be added together in determining the applicability of 521 CMR (521 CMR Section 3.5). The full and fair cash value of the existing building is determined by using the 100% equalized assessed value of the building on record with the city assessor's office. If no assessed value exists or if the assessment is more than 3 years old, an appraised value may be substituted. The certified appraised value must be submitted to the Massachusetts Architectural Access Board for approval.

The building has an existing accessible entrance, toilet rooms, and drinking fountains and therefore would comply if the renovation cost exceeds \$100,000 but is less than 30% of the building's assessed value.



**Accessible Entrance**



**Accessible Toilet Room**



**Accessible Drinking Fountain**

If the renovation triggers the 30% threshold, all portions of the building open to the general public (students, visitors, etc) must be upgraded to comply in full with the current requirements of 521 CMR. Any employee-only areas such as staff lounges, staff bathrooms, and staff work areas are not required to comply with 521 CMR, as long as student and public access is not permitted. Although the building is generally accessible with accessible routes to all public areas, including an elevator that exceeds the 4' x 4' minimum required for an existing building, if full compliance with the provisions of 521 CMR is required many improvements to the building would be necessary, including the following building significant features (note this is not a comprehensive list of existing deficiencies):

- All public entrances must be accessible (521 CMR 25.1)

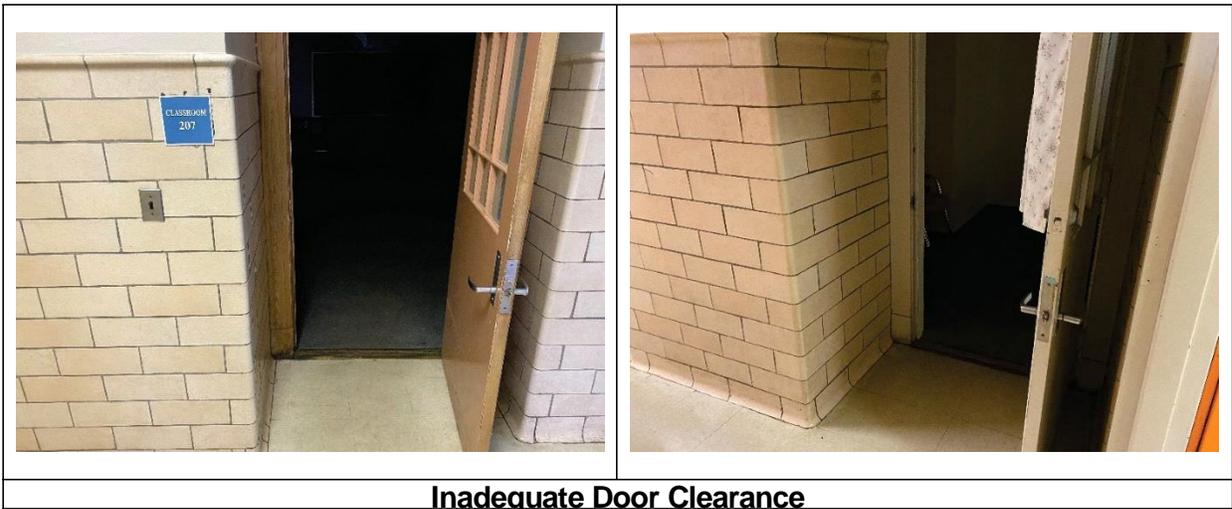
The building has an accessible entrance, however all entrances are not accessible (i.e. the main entrance to the original building and direct entrances into the Auditorium and Gymnasium are not accessible).



- Many of the interior and exterior handrails are not compliant due to lack of extensions, continuous inside rails, etc. (primarily in the original buildings) and would have to be replaced (521 CMR 27.4).



- Doors in various locations are lacking the required clear floor space (i.e. extending 18" beyond the latch on the pull side of the door) (521 CMR 26.6).



**Inadequate Door Clearance**

- Neither the Auditorium or the Gymnasium bleachers include the required integrated wheelchair seating locations (521 CMR 14.4).

### **Americans with Disabilities Act Guidelines**

The ADA Guidelines are not enforced by the Commonwealth of Massachusetts, they can only be enforced through a civil lawsuit or complaint filed with the U.S. Department of Justice. Compliance with the ADA Guidelines is triggered by renovations to the existing building. All renovations to the building must be made to ensure that, to the maximum extent feasible, the altered portions of the facility are readily accessible to and usable by individuals with disabilities (28 CFR Part 36 Section 36.402(a)). Alterations made to provide an accessible path of travel to altered areas and accessible facilities (i.e. provide accessible toilet facilities) are not required if the cost exceeds 20% of the total cost of the alteration (28 CFR Part 36 Section 36.403(f)). However, if the cost to meet these accessibility requirements does exceed 20%, alterations are still required to the maximum extent that the area can be made accessible without exceeding the 20% criteria (28 CFR Part 36 Section 36.403(g)). The ADA also contains less stringent dimensional requirements for some building elements in an existing building where it is infeasible to meet the requirements for new construction (ADA Section 4.1.6).

# JSE JOHNSON STRUCTURAL ENGINEERING, INC.

101 Huntoon Memorial Highway (Rt. 56), Rochdale, MA 01542 (508) 892-4884 Fax (508) 892-0477

February 10, 2020

Kuhn Riddle Architects  
28 Amity Street  
Amherst, MA  
01002 Attn:  
Charles Roberts

Re: McCloskey Building  
Assessment 62 Capron Street  
Uxbridge, MA 01569

Dear Mr. Roberts:

As per your request, Johnson Structural Engineering (JSE) has performed a structural assessment of the McCloskey Building located at 62 Capron Street in Uxbridge, Massachusetts. The purpose of the structural assessment was to identify any issues with the existing building structure and the structural implications for any future renovations and alterations. The structural assessment included a site visit to review the existing building structure, structural analysis of the existing building structure (gravity system only), and a structural code review. This report has been prepared to provide the town of Uxbridge, Massachusetts an assessment of the structural concerns, repairs, and reinforcing that would be required for the proposed alterations and renovations to the existing school structure.

Your office provided us with electronic copies of the existing structural drawings that were available of the McCloskey building. The drawings included the 1936 original structure and the 1988 additions. A full set of the existing architectural and structural drawings for the original building were prepared by S. W. Haynes & Asso. Architects and were dated January 10, 1936. A portion of the architectural drawings and a full set of the structural drawings for the 1988 additions were prepared by Harvey and Tracy Consulting Engineers and were dated February 29, 1988. There were no existing drawings available for the 1952 and 1990's additions. The original building is a two-story structure with a full basement. The remainder of the building (previous additions) is a two-story structure with a first-floor concrete slab-on-grade.

In addition to the information provided on the existing structural drawings, Travis Alexander and Tyler Kornacki of JSE performed a site visit on December 10, 2019 to document and review the existing building structure and its condition. The following summarizes the structural systems of the existing building.

### 1936 Original Structure

A full set of the existing architectural and structural drawings were provided for the 1936 original structure. The existing drawings indicate the following:

- The roof structure is comprised of wood decking supported by wood rafters that are supported by steel beams and steel columns along interior bearing lines and exterior masonry bearing walls.
- The roof structure over the auditorium is comprised of wood decking supported by wood rafters that span between steel beams. The steel beams span between steel trusses, which are supported by steel columns that are located in the exterior walls of the auditorium. The roof structure over the projector room is comprised of a 4” thick reinforced concrete slab spanning between steel beams and wood planking spanning between wood rafters. The steel beams and wood rafters are supported by the interior masonry and exterior terracotta block walls.
- The second-floor structure for the classroom space is comprised of wood decking supported by wood joists. The second-floor structure for the corridor and bathroom spaces is comprised of gypsum planking supported by steel beams. The wood joists and steel beams are supported by steel girder beams and columns along interior bearing walls and are wall bearing along the exterior masonry walls.
- The first-floor structure for the classroom and auditorium spaces is comprised of wood decking supported by wood joists. The first-floor structure for the corridor and bathroom spaces is comprised of gypsum planking supported by steel beams. The wood joists and steel beams are supported by steel girder beams and columns along interior bearing walls and bear on the foundation wall along the exterior bearing lines.
- The basement level is comprised of a concrete slab-on-grade.
- The foundation is comprised of concrete foundation walls and isolated concrete footings at column locations.
- The exterior walls are multi-wythe masonry walls. The exterior walls are load bearing.
- There are interior masonry walls around the stairwells, mechanical, and electrical rooms. The masonry walls appear to be bearing walls.

#### 1952 Addition

There were no existing architectural or structural drawings provided for the 1952 addition. The following summarizes what was observed during JSE’s site visit:

- The roof structure over the academic areas is comprised of metal deck supported by steel joists. The steel joists are supported by steel beams and steel columns along interior bearing walls and are assumed to be wall bearing along the exterior bearing lines.
- The roof structure above the gymnasium is comprised of metal deck supported by steel beams. The steel beams are supported by steel trusses that clear span over the gymnasium and are supported by steel columns located in the masonry walls around the gymnasium (see photograph #1 indicating that the masonry walls are not tied to the roof structure).
- The roof structure for the gable roof over the first-floor lobby / second-floor common area is comprised of wood trusses that are supported by wood stud walls located on steel beams. The steel beams bear on the interior and exterior masonry walls. There are small flat roof areas around the gable roof that are comprised of wood planking, which is supported by steel beams and continuous wood ledgers attached to the inside face of the exterior masonry walls.

- There is a loft located below the gable roof. The loft is comprised of plywood decking supported by wood joists. The wood joists are supported by steel beams that span between the masonry walls.
- The second-floor structure is comprised of a concrete slab that is supported by steel joists. The steel joists are assumed to be supported by steel girder beams and columns along interior bearing lines and are wall bearing along the exterior masonry walls.
- The addition appears to be structurally attached to the original 1936 structure.
- The first-floor is a concrete slab-on-grade.
- The foundation is comprised of concrete foundation walls and assumed isolated concrete footings at column locations.
- The exterior walls consist of masonry bearing walls.

#### 1988 Addition

A portion of the existing architectural drawings and a full set of the existing structural drawings were provided for the 1988 additions. The following summarizes what was detailed in the existing drawings and what was observed during JSE's site visit:

- The roof structure is comprised of metal deck supported by steel joists. The joists are supported by steel girder beams and columns along exterior and interior bearing lines. Please note that portions of the roof structure are wall bearing in new (1988 addition) and existing (pre 1988 addition) masonry walls (see photograph #2).
- The second-floor structure is comprised of a concrete slab reinforced with welded wire fabric on metal deck (4" total thickness) supported by steel joists. The steel joists are supported by steel girder beams and columns along exterior and interior bearing lines. Please note that portions of the second-floor structure are wall bearing in new (1988) and existing (pre 1988 addition) masonry walls.
- The addition appears to be structurally attached to the original 1936 structure and the 1952 addition.
- The first-floor is a concrete slab-on-grade.
- The foundation is comprised of reinforced concrete foundation walls with continuous concrete footings and isolated reinforced concrete footings at steel column locations.

#### 1990's Addition

There were no existing architectural or structural drawings provided for the 1990's addition. The following summarizes what was observed during JSE's site visit:

- The roof structure is comprised of metal deck supported by steel joists, which are supported by steel beams and steel columns.
- The addition appears to be structurally attached to the 1952 addition and the 1988 addition.

#### Existing Conditions, Issues, and Recommendations

The following summarizes the issues observed during our site visit on December 10, 2019 and our recommendations for repairs throughout the building.

- Please note that access to the floor structure and roof structure at each floor level was limited to the various existing openings in the hard ceilings throughout the building.

- In the basement of the original 1936 structure, an “Unexcavated” titled room beneath the auditorium main entrance stairs has large amounts of water damage, cracks in the foundation wall, and deteriorating masonry (photographs #3 and #4). The cracked and deteriorated masonry should be replaced and masonry joints repointed. All loose concrete should be removed back to sound material and the areas of deteriorated concrete should be repaired with the appropriate Sika concrete repair product to prevent further degradation to the exposed concrete. Further investigation should be performed to verify if there are ongoing water leaks.
- In the loft area above the gym in the 1952 addition, there is water damage to the wood planking and ledger along with substantial efflorescence and deterioration along the exposed brick beneath (see photographs #5 and #6). Further investigation should be performed to verify if there are ongoing water leaks. The rotted / deteriorated wood planking will need to be replaced. The deteriorated masonry should be repaired and masonry joints repointed.
- In the second-floor “Science” and “Math” rooms at the rear of the 1988 addition there are large areas of water damage in the ceiling (see photograph #7). Further investigation should be performed to verify if there are ongoing water leaks coming from the roof.
- In the library from the 1988 addition there is a large vertical crack along the angled corner of the exterior CMU wall (see photograph #8). The cracked CMU should be repaired and the masonry joints repointed.
- In the library from the 1988 addition there is water damage at the back corner of the room (see photograph #9). Further investigation should be performed to verify if there are ongoing water leaks coming from the roof.
- In the “Cafeteria” from the 1988 addition there are numerous water leaks (see photographs #10 and #11). Further investigation should be performed to verify if there are ongoing water leaks coming from the roof.
- In general, the exterior masonry is in good condition with minor repointing required throughout.
- There are some areas with broken masonry at multiple locations along the exterior wall (see photograph #12). The cracked and deteriorated masonry should be replaced and masonry joints repointed.
- Some of the exterior window lintels are corroded. It appears that the corroded lintels have caused cracking to occur in the masonry at multiple locations (see photograph

#13). The corroded lintels should be cleaned to remove all debris and surface corrosion in preparation for a new coat of paint.

- In the exterior walls there are areas of masonry shifting at multiple locations (see photographs #14). The shifted masonry should be replaced and masonry joints repointed. Shoring may be required during these repairs.
- Along the exterior foundation wall there are large cracks beneath the masonry bearing wall at multiple locations (see photograph #15).

### **Structural Code Review**

JSE has performed a structural code review for any future alterations and renovations to the existing building. For the structural code review, the *International Existing Building Code, 2015* (IEBC) and the *9<sup>th</sup> Edition of the Massachusetts Amendments to the*

*International Building Code, 2015 (780 CMR)* were referenced. The structural code review assumed that the work area will exceed 50% of the building area. As a result, the work is classified as Level 3 Alterations per IEBC Section 505. It was stated that the town of Uxbridge is considering an emergency response center (risk category IV) in the basement below the current first-floor auditorium in the original 1936 structure. It was also stated that the auditorium in the original 1936 structure could remain for performances. The gymnasium and associated spaces in the 1952 addition may be renovated for a recreational center. The remainder of the building may be renovated into town offices, a senior center, or a combination thereof. The structural code review assumes that there will be a change of use as a result of the alterations and renovations.

Gravity System

A structural analysis was performed based on the existing drawings and what was observed during the site visit. The purpose of the structural analysis was to determine and verify the live load capacities of the existing floor and roof structures. Table #1 indicates the live load capacities of the existing structure for the 1936 original building and the 1988 additions. Live load capacities for the 1952 and 1990’s additions are not included because the existing structural drawings were unavailable at this time. Selective demolition and further investigation will need to be conducted on these structures in

order to document the existing framing. Table #2 indicates the required live load capacities for the potential future uses specified in the IBC for new construction. Based on the final use, reinforcing may be required for the existing framing in order to comply with the live load capacities specified in the *International Building Code, 2015 (IBC)* for new construction.

**Table #1 – Existing Live Load Capacities**

Area (Year)	Live/Snow Load Capacity
Auditorium Roof (1936 Original Structure)	35psf
Projection Room Roof (1936 Original Structure)	30psf
Corridor & Classroom Roof (1936 Original Structure)	35psf
Corridors (1936 Original Structure) - Floor	100psf
Classrooms (1936 Original Structure) - Floor	70psf
Auditorium Lobby (1936 Original Structure) - Floor	100psf
Auditorium Stage (1936 Original Structure) - Floor	150psf
Auditorium Seating (1936 Original Structure) - Floor	100psf
Auditorium Projection Room (1936 Original Structure) - Floor	50psf
Storage Around Projection Room (1936 Original Structure) - Floor	20psf
Roof (1988 Addition)	35psf
Cafeteria Roof (1988 Addition)	125psf
Classrooms (1988 Addition) - Floor	50psf
Corridors & Public Areas (1988 Addition) - Floor	100psf
Storage & Mechanical Room (1988 Addition) - Floor	125psf
Library (1988 Addition) - Floor	225psf

**Table #2 – IBC Required Live Load Capacities**

Type of Space	IBC Design Live/Snow Load Capacity Requirement
Roof Snow Load	35psf + Applicable Drifting
First Floor Corridors	100psf
Corridors Above First Floor	80psf
Classrooms	40psf
Office + Partitions	50psf + 20psf
Assembly Stage Floor	150psf
Assembly Fixed Seats	60psf
Assembly Lobby	100psf
Assembly Projection Room	50psf
Uninhabitable Storage	20psf
Light Storage	125psf
Library	150psf

If the classrooms in the 1988 addition are proposed to be used as office space, then the locations and extents of any new partition walls will need to be reviewed during the design phase as the floor structure only has a 50psf live load capacity.

A preliminary structural analysis was also performed on the existing roof structure to verify its snow load capacity. The results of the analysis indicate that the existing high roof portions of the original 1936 structure and 1988 addition comply with the current design snow load for its current occupancy and also complies if its occupancy increases to risk category IV due to the addition of an emergency response center (calculated to be 35psf) based on the IBC loads for new construction. The low roof framing of the cafeteria in the 1988 addition also complies with the current design snow load and applicable drifted snow based on the IBC loads for new construction. The roof framing of the projection room will need to be reinforced as the current framing does not comply with the current design snow load and applicable drifted snow load. Please note that JSE was not provided with the existing structural drawings for the 1952 and 1990's additions and were unable to analyze the roof structures at this time. Selective demolition and further investigation will need to be conducted on these structures to document the existing framing. It is likely that reinforcing will be required to comply with the current design snow load and drifted snow in the snow drift zones of these additions. If it is proposed to replace the roofing on the existing building, then it is our recommendation that the weight of the new roofing does not exceed the weight of the existing roof and that the R-value of the new roofing insulation does not exceed the R-value of the existing roof insulation.

Section 707.3.2 of the IEBC states that if more than 50-percent of the roofing is removed and replaced on a building located in a region where the ultimate design wind speed is greater than 115 miles per hour (mph), then the roof to masonry wall connections must be evaluated. The roof to masonry wall connections must be able to resist 75-percent of the wind load specified in the IBC for new construction. Per 780 CMR, the ultimate design wind speed for office space (risk category II) and / or an emergency response center (risk

category IV) located in Uxbridge, Massachusetts exceeds 115mph. Therefore, the roof to masonry wall connections for this building will need to be analyzed. If the existing roof to masonry wall connections do not have the capacity to resist 75-percent of the current wind load specified in the IBC of new construction then wall ties will be required along all exterior and interior masonry walls at the roof level. It is likely that new wall ties will be required. The wall ties will likely include 6x4x1/4 by 4" long angles that are field welded to the perimeter steel beams and anchored to the masonry walls with an adhesive anchor.

If it is proposed to add new mechanical equipment on the existing roof, then existing roof structure will likely require reinforcing to support the increased loads. Typical reinforcement will either include reinforcing the existing steel joists with continuous rebar on each side of the top and bottom chords, installing additional supplemental beams, or installing galvanized steel platforms above the roof to support any new equipment.

#### Lateral System

Based on the existing structural drawings, it is assumed that the lateral system of the existing building is comprised of the exterior and interior masonry walls acting as shear walls. At the time of this report it is uncertain what the future use of the building will be. If the structure is used for a recreation center, senior center, and town offices, then it is viable to assume that less than 30-percent of the total floor and roof areas will be involved in structural alteration. Therefore, the lateral system of the existing building can remain as is (IEBC Section 907.4.4). It should also be noted that the alterations to the building must not increase the demand-capacity by more than 10 percent. Essentially, any new openings in the existing masonry walls cannot exceed 10 percent of the solid wall length where the opening would be located.

If the proposed emergency response center (risk category IV) is included in the basement below the auditorium, then the existing building must conform to a reduced IBC seismic design force (IEBC section 1007.3). Since the previous additions are structurally attached to the original 1936 building, all additions of the building will need to comply with the reduced IBC seismic design force, which will include major seismic upgrades. The seismic upgrades will likely include steel braced frames (or steel moment frames) that are strategically placed throughout the building. The braced frames must align floor to floor and be continuous from the roof down to the lowest level. The braced frames will require new reinforced concrete foundations. If the emergency response center is pursued, then a geotechnical engineer will need to be hired to survey the soil conditions, verify the soil bearing pressure, and provide recommendations on the foundation type required to support the new steel frames. The Seismic Design Category for the existing building was determined to be C (the soil site classification was assumed to be D since no geotechnical information is available at this time). As a result, wall ties will be required for all existing unreinforced masonry walls (IEBC Section 907.4.5), and bracing will be required for all unreinforced masonry parapets (IEBC Section 907.4.6).

## Conclusion

- The floor structure of the original 1936 structure and the 1988 alterations comply with the applicable design live loads specified in the IBC based on the proposed use. The partition layout for the office space will require further review during the design phase.
- Existing structural drawings for the 1952 and 1990's additions were not provided. JSE was unable to analyze the structures at this time. Selective demolition and further investigation will need to be conducted to document the existing framing.
- The high roof structure of the original 1936 structure, high roof structure of the 1988 addition, and the cafeteria roof structure of the 1988 addition comply with the applicable design snow load, including drifted snow. If it is proposed to replace the roof, then it is our recommendation that the weight and R-value of the new roof does not exceed the weight and R-value of the current roof.
- The roof structure of the projection room in the original 1936 structure does not comply with the applicable design snow load, including drifted snow, and the wood rafters will need to be reinforced.
- If more than 50-percent of the roof is reroofed, then wall ties will be required to tie the existing masonry walls to the roof structure.
- If it is proposed to add new mechanical equipment on the existing roof, the existing roof structure will likely require reinforcing and / or new galvanized steel framing above the existing roof to support the equipment.
- If it is decided to include an emergency response center (risk category IV) in the basement of the original 1936 structure, or if structural alterations exceed 30-percent of the total floor area, then the lateral system of the existing building will require major upgrades for seismic considerations. The seismic upgrades will likely include steel braced frames (or steel moment frames) supported by new reinforced concrete foundations. A geotechnical engineer will also need to be hired to verify the existing soil conditions and bearing pressure, and provide recommendations. Wall ties will be required for the existing unreinforced masonry walls bracing is required at unreinforced masonry parapets.
- The existing exterior masonry walls are in relatively good conditions. Minor repointing is required throughout, and repair work is required at certain locations.
- The steel lintels in the exterior walls should be cleaned to remove all debris in corrosion in preparation for a new coat of paint.
- There are a few locations where the top of the exposed concrete along the foundation wall has cracked that will require a further geotechnical investigation into the cause, extent, and repair for the damage.
- There are many locations of water damage that must be repaired and further investigation should be performed to verify if there are ongoing water leaks.
- JSE has noted areas where we believe the existing foundation has settled. Further review and geotechnical investigation will be required to determine if remedial work is required to prevent further settlement.

If you have any questions regarding this report, please do not hesitate to call.

Sincerely Yours,  
Johnson Structural Engineering, Inc.

*Robert A. Johnson, P.E.*

Robert A. Johnson,  
P.E. President



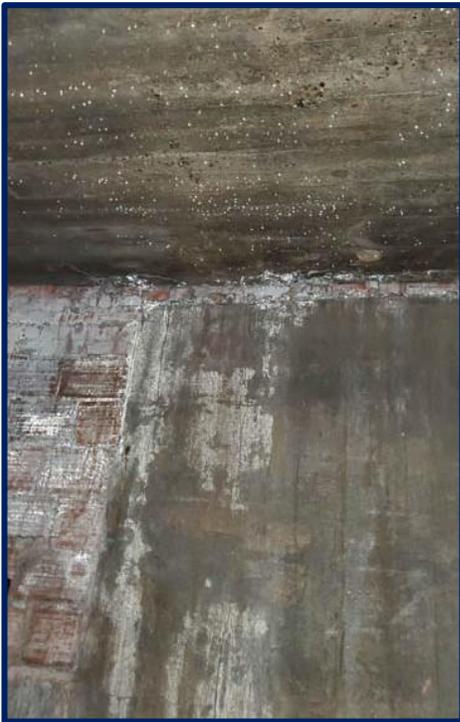
Photograph #1 – Lack of Masonry Wall Ties – 1952 Addition



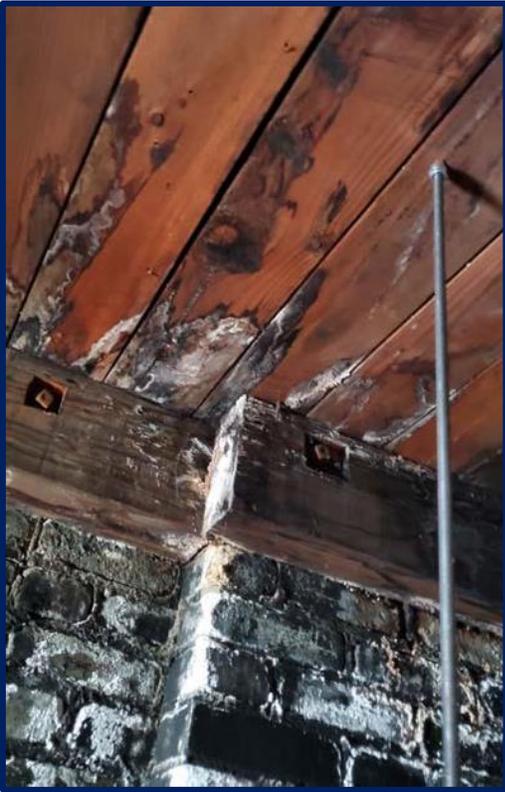
Photograph #2 – Beam From 1988 Addition Bearing on Original Masonry Bearing Wall  
– 1988 Addition and 1936 Original Structure



Photograph #3 – Water Damage in an “Unexcavated” Room – 1936 Original Structure



Photograph #4 – Cracked Concrete and Deteriorated Masonry in an “Unexcavated” Room – 1936 Original Structure



Photograph #5 – Water Damage in Loft Area – 1952 Addition



Photograph #6 – Efflorescence Masonry Wall in Loft Area – 1952 Addition



Photograph #7 – Water Damage in “Science” and “Math” rooms – 1988 Addition



Photograph #8 – Vertical Cracks in Library Masonry Wall – 1988 Addition



Photograph #9 – Water Damage in Library – 1988 Addition



Photograph #10 – Water Damage in “Cafeteria” (1) – 1988 Addition



Photograph #11 – Water Damage in “Cafeteria” (2) – 1988 Addition





Photograph #13 – Cracking Caused by Corroded Lintels – Multiple Locations



Photograph #14 – Shifting Masonry in Exterior Wall – Multiple Locations



Photograph #15 – Cracked Concrete Foundation Wall – Multiple Locations

## **McCloskey Building - Uxbridge, MA**

### **Mechanical Systems Assessment**

2/7/20

#### **A. SCOPE OF WORK:**

1. Assess the existing conditions through a brief site survey.
2. Provide recommendations for re-purposing the building.

#### **B. GENERAL:**

1. The McCloskey building is an approximately 100,000 sf former Junior High and High School building that was vacated in 2018.
2. The building was built in phases. The original 2-story plus Basement building was built in 1936 as a High School. In 1952, the War Memorial Gym and Junior High Addition were built. The building was added to in the 1980s and 1990s.



**A. HVAC:**

**1. Heating System:**

- a. The boiler plant is located in the Basement Level Boiler Room-032 in the 1952 Addition and consists of two (2) gas-fired steam boilers and provides heating to the entire building.
- b. Boiler B-1 is a Smith cast iron sectional boiler with 4,283 mbh heating capacity. The cover for boiler B-1 has been removed and not replaced suggesting sections may have been leaking.
- c. Boiler B-2 is a Weil-McLain Model 1688 cast iron sectional boiler with 4,283 mbh heating capacity.
- d. Boilers were replaced in 1996 and are now 14 years old.



(L - Steam Boilers B-1 and B-2, R - B-1 cover removed)

- e. A steam-to-hot water heat exchanger and duplex hot water pumps are provided in Boiler Room-032.
- f. Hot water pump P-6 is a Taco FE-2508 frame mounted end suction pump selected for 250 gpm and 60' Head.
- g. Hot water pump P-7 is a Taco FE-3008 frame mounted end suction pump selected for 400 gpm and 50' Head.
- h. Hot water pumps P-6 and P-7 were replaced in 1996 and are now 14 years old.



(L - Steam-to-Hot Water Heat Exchanger, R - Hot Water Pumps)

- i. A second hot water pumping system is located in Basement Level Mechanical Room-019 in the original 1936 building. The system consists of a steam-to-hot water heat exchanger and duplex hot water pumps.
- j. Hot water pumps P-1 and P-2 are Taco FE-2508 frame mounted end suction pump selected for 145 gpm and 75' Head.
- k. Hot water pumps P-1 and P-2 were installed in 1996 and are now 14 years old.
- l. The hot water pumping system serves 4-pipe unit ventilators in the classrooms.



Hot Water Pumps P-1 and P-2

- m. To improve efficiency and address the antiquated steam system, recommendation is to replace the steam boilers and steam heating system with new high efficiency condensing boilers and a new hot water piping system.
- n. To improve efficiency and meet energy code requirements, new hot water pumps to be provided with variable frequency drives to create a variable pumping system.

2. Cooling System:

- a. The building is partially air conditioned. Cooling is provided to the First and Second Floor classrooms. The cooling plant consists of a 100-ton Trane air-cooled chiller located outdoors on grade and triplex chilled water pumps located in Basement Level Mechanical Room-019 in the original 1936 building.
- b. Chilled water pumps P-3, P-4 and P-5 are Taco Model FE-2510 frame mounted end suction pump selected for 220 gpm and 60' Head.
- c. The cooling plant was installed in 1996 and is now 14 years old.



(L - Air-Cooled Chiller, R - Triplex Chilled Water Pumps)

- d. To improve efficiency and meet energy code requirements, new chilled water pumps to be provided with variable frequency drives to create a variable pumping system.

3. Classrooms:

- a. First and Second Floor classrooms are provided with 4-pipe unit ventilators.
- b. Basement Level classrooms are provided with 2-pipe heating only unit ventilators.
- c. Fresh air intake louvers are located at the exterior walls.
- d. The unit ventilators were installed in 1996 and are now 14 years.

- e. Classroom air is exhausted through wall exhaust openings, vertical exhaust ducts and roof mounted exhaust fans.
- f. Roof exhaust fans are original and are now 84 years old (original 1936 building) and 58 years old (1952 Addition).



(L - Typical Classroom Exhaust Opening, R - Roof Exhaust Fans)

4. Auditorium:

- a. The Auditorium is located on the First Floor of the original 1936 building and originally was used as a Gymnasium.



(L - Auditorium, R - Auditorium Ceiling and Wall Grilles)

- b. The Auditorium HVAC system consists of a heating and ventilating unit located in a penthouse mechanical room above the stage. Access to the mechanical room is through a small wall access door.
- c. The heating and ventilating unit is a Trane central station air handling unit with a hot water heating coil and 3-way pneumatic automatic control valve.
- d. The heating and ventilating unit is assumed to be 58 years old.

- a. Supply ductwork is not insulated.
- b. The Auditorium is not air conditioned.



(L - Mechanical Room Access Door, R - Heating and Ventilating Unit)

2. Gymnasium:

- a. The Gymnasium is located on the First Floor of the 1952 Addition.
- b. The Gymnasium HVAC system consists of two (2) heating and ventilating units located in the Attic space above. Supply and return ductwork run horizontally above the ceiling of the Gymnasium. Return air is via low return grilles.
- c. The heating and ventilating units are assumed to be 58 years old.
- d. Supply ductwork is not insulated.
- e. The Gymnasium is not air conditioned.



(L - Gymnasium, R - Low Gymnasium Return Grille)

3. Cafeteria:

- a. The Cafeteria is located on the First Floor was added to the building in 1988.
- b. The Cafeteria HVAC system consists of two (2) vertical unit ventilators having hot water heating coils and the original exhaust system.
- c. The unit ventilators were replaced in 1996 and are now 14 years old.
- d. Roof exhaust fans are 22 years old.
- e. The Cafeteria is not air conditioned.

4. Kitchen:

- a. The Kitchen is located on the First Floor was added to the building in 1988.
- b. The Kitchen HVAC system consists of an original abandoned air handling unit (AHU-6), a kitchen exhaust system, kitchen make-up air system and dishwasher exhaust system.
- c. The kitchen hood exhaust fan and make-up air unit are 22 years old.

(L - Kitchen Exhaust Hood, R - Dishwasher)

1. Steam System:

- a. Low pressure steam supply and condensate return piping run horizontally in pipe tunnels beneath the building.
- b. The original steam heating system piping are now 84 years old.



(L - Steam Radiator and Steam Trap, R - Steam Pipe Tunnel)

- c. Recommendation is to replace all steam system piping throughout with new hot water pipe mains from a new hot water heating plant.

2. Controls:

- a. Existing controls are original antiquated pneumatic controls.
- b. An air compressor serving the pneumatic control system is located in Basement Level Mechanical Room-019 in the original 1936



building.

(L - Pneumatic Thermostat, R - Pneumatic Control Panel)

- c. Recommendation is to replace the entire pneumatic control system with a new DDC (Direct Digital Control) control system.

1. Mechanical System Remaining Useful Life (as per BOMA):

past)

Components	Useful Life	Remaining Useful Life (- means
Boilers, steam, cast iron:	30 years	+16 years
Hot Water Pumps:	15 years	+1 year
Air-Cooled Chiller:	20 years	+ 6 years
Chilled Water Pumps:	15 years	+1 year
Heating & Ventilating Units:	20 years	-38 years
Exhaust Fans (1936 building):	25 years	-49 years
Exhaust Fans (1952 Addition):	25 years	-33 years
Exhaust Fans (Cafeteria & Kitchen):	25 years	+3 years
Insulation (1936 building):	20 years	-54 years
Insulation (1952 Addition):	20 years	-38 years
Condensate Return Pump:	15 years	+1 year
Steam Piping (1936 building): Hot	30 years	-44 years
Water Piping (1952 Addition): Unit	30 years	-28 years
Ventilators:	20 years	+4 years
Cast iron radiators, steam:	40 years	-34 years
Ductwork, galvanized:	30 years	-28 years
Controls, Pneumatic:	20 years	-38 years
Chimney, metal:	30 years	+16 years
Conclusion:	Majority of the components are well past its	

useful life.

**B. PLUMBING:**

- The domestic water service and water meter are located in Basement Level Mechanical Room-019 in the original 1936 building.
- The building is provided with a natural gas service that serves the gas-fired heating boilers and gas-fired kitchen make-up air unit.
- Domestic hot water is provided by the hot water heating boilers. A horizontal domestic hot water storage tank is provided in Basement Level Mechanical Room-019 in the original 1936 building.
- A Plumbing upgrade project was completed in 1996. The project upgraded bathrooms and Plumbing fixtures throughout the building. Water closets are wall-hung with exposed manually operated flushometers. Urinals are wall-hung with exposed manually operated flushometers. There is no evidence of piping replacement.
- There are a number of roof leaks. One of the roof leaks is associated with a damaged glass acid vent-thru-roof.
- In the Kitchen, an interior grease trap is missing from a 2-compartment pot sink.
- In Science Rooms, emergency eyewash/shower stations are fed from cold water (not tempered water).
- Mechanical System Remaining Useful Life (as per BOMA):

Components	Useful Life	Remaining Useful Life (- means past
Piping (1936 building):	30 years	-44 years
Piping (1952 Addition):	30 years	-28 years
Conclusion:	Piping is well past its useful life.	



(L - Domestic Water Service, R - Handicap Accessible Plumbing Fixtures)



(L - Wall-hung Urinals, R - 2-compartment pot sink without interior grease trap)



(L - Roof Leak at Damaged Glass Acid VTR, R - Emergency Eyewash/Shower Station)

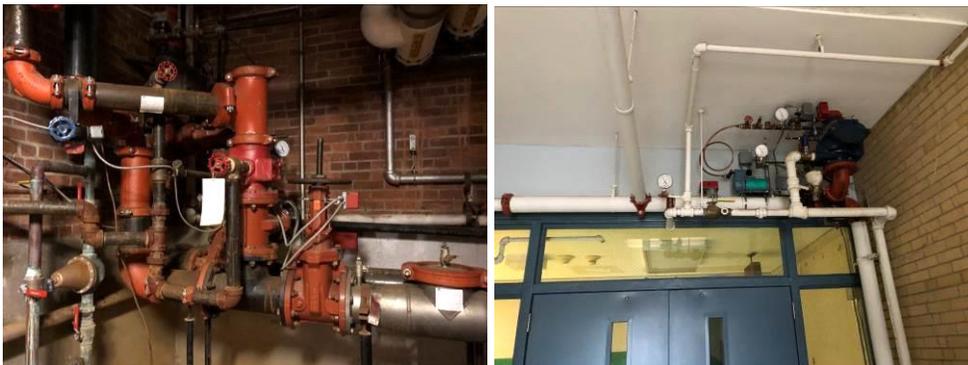


(L - Gas Service and Gas Meter, R - Horizontal Domestic HW Storage Tank)

1. Plumbing Recommendations are:
  - a. Repair the damaged glass acid VTR.
  - b. Install an interior grease trap at the Kitchen 2-compartment pot sink.
  - c. Replace all water, waste, vent, gas and rainwater leader piping that is over 50 years old with new.
  - d. Install a tempered water system(s) to serve the emergency eyewash/shower stations.

**B. FIRE PROTECTION:**

1. The building is fully sprinkler protected.
2. A 6" fire service enters the building in the Basement. A 6" double check valve assembly is located in Basement Level Mechanical Room-019 in the original 1936 building.
3. A sprinkler system upgrade project was completed in 1996.
4. A dry sprinkler system is provided for the Attic.



(L - Sprinkler Riser Station, R - Dry Sprinkler Valve)

5. Sprinkler piping and sprinkler heads in the original 1936 building are now 84 years old and well past their useful life.
6. Sprinkler piping and sprinkler heads in the original 1952 Addition are now 68 years old and well past their useful life.
7. Recommendation is to replace all sprinkler piping and sprinkler heads that are over 50 years old with new.

**BUILDING DESCRIPTION**

**A. SYSTEMS**

The existing systems of this facility are a mixture of original to fairly new (1990's). The main service equipment is located in the Boiler Room, in the 1952 War Memorial Gym & Junior High School Addition. The switchboard is rated for 1600 ampere, 120/208 volt, three phase, four wire, manufactured by General Electric Company. An indoor 55-Kw Generator is located in the same area, adjacent to the Main Switchboard; the automatic transfer switch is located in the room next to the Boiler Room. The lighting is fluorescent and installed a combination of surface-mount, pendant-mount and recessed throughout the building. There are a minimal number of receptacles throughout the facility; many are surface-mount style. The fire alarm system appears to have been upgraded in the 1990's. The building is equipped with a sprinkler system. The addressable system is manufactured by Simplex Company; it is not equipped with voice notification. The communications systems consist of surface intercom/clock/sound system; most of the clocks were missing.

**B. ELECTRICAL DISTRIBUTION SYSTEM**

The primary service originates from an exterior utility company pad-mount transformer located on the back side of the building, near the entrance to the Kitchen/Receiving Area. The utility primary lines run from a utility pole on the corner of Fair and Capron Street, overhead on utility poles to the back of the property. From the last Utility Co. pole in the back, the primary services runs underground to the Utility Co. pad-mount transformer. The secondary service feeders enter the ground level Boiler Room directly from the pad-mount utility company transformer and connects into the main switchboard. The Utility Company meter is installed on the side of the pad-mount transformer.



*Utility Co. Pole on Capron Street*



*Utility Co. Pole at back of building*



*Utility Co. Pad-mount Transformer*



*Utility Co. Meter*

The secondary service feeders enter the basement Boiler Room directly from the pad-mount transformer and connects into a General Electric Company, 1600 Amp, 120/208 Volt, three phase main switchboard. The main switchboard has a 1600 Amp main circuit breaker and distribution section with feeder circuit breakers that provide power to sub-panelboards located throughout the building.

The panelboards located throughout the building provide power to lighting, receptacles, mechanical equipment and miscellaneous loads. Most panels appeared to be at capacity.



*Main Switchboard*



*Feeder Circuit Breakers Panels*

The main switchboard and most of the sub-panels appear old and in poor condition. The main board does not have proper clearance in the Boiler Room.

### **C. INTERIOR LIGHTING**

The lighting consists mostly of recessed-mount and surface-mount, 4-lamp, acrylic lens, fluorescent light fixtures. They appeared to be 32-watt T8 lamps installed. The fixtures throughout appeared to be in poor condition. Classrooms, Corridors and large public areas appeared to be poorly lit. The lighting does not meet the energy conservation code, as stipulated in Article 13 of the Massachusetts State Building Code, 8<sup>th</sup> Edition. Local wall mounted switches are used for lighting control. There is no occupancy sensor control observed. The corridor lighting is controlled with key switches at each end of the corridors. The Gymnasium lighting appeared to be fairly new. The lights consisted of surface 1'x4' – (6) T5 lamp fluorescent light fixtures. The lamps were protected with cages. The light fixtures were controlled via ceiling occupancy sensors and manual wall switches. The space appeared to be adequately lit.



*Corridor surface 4'x4' –  
4 lamp fluorescent light fixtures*



*Classroom recessed 2'x4' –  
4 lamp fluorescent lensed light fixtures*



*Cafeteria surface 1'x4' -  
4 lamp fluorescent lensed light fixtures*



*Auditorium surface 1'x4' -  
4 lamp fluorescent lensed light fixtures*



*Gymnasium surface 1'x4' -  
6 lamp T5 fluorescent light fixtures with cages*

#### **D. EXTERIOR LIGHTING**

There are exterior flood lights installed on wooden Utility Company poles; there are three (3) poles that illuminate the main parking lot; there are also flood lights installed on the Utility Company poles that serve the primary service feed along the side and back of the building. There are exterior wall-mounted wall pack, metal halide light fixtures near all egress doors. The exterior light fixtures are controlled via time clocks, located in the Boiler Room.



*Exterior Flood Light on Utility Co. Pole*

## A. EMERGENCY SYSTEM

Emergency lighting is provided via emergency circuits fed from select light fixtures in the corridors, gymnasium/auditorium, Lobbies and Toilet Rooms to the emergency panel in the Boiler Room or via remote battery powered wall-mounted emergency lighting units. There are a combination of paper exit signs and illuminated exit signs to mark egress paths; there are a minimal amount installed throughout the building. The generator is 55-Kw, 120/208-3Ph-4W, manufactured by Superior Company. It is located in the Boiler Room and appears to be in poor condition; the generator has not been operational for years. The automatic transfer switch, also located in the Boiler Room, appeared to be in poor condition. A more comprehensive survey of the emergency lighting and generator system is needed to properly assess what the generator powered during a power loss and if the battery units are operational. Life safety circuits appear to be combined with the standby power circuits with no separation.



Indoor Generator

## A. BUILDING INTERCOM, SOUND, BELL & CLOCK SYSTEMS

The intercom/sound system was is not operational; many of the system components have been removed from the building. It appeared that all paging was achieved through the telephone system at the main reception area to wall-mounted telephones in the Classrooms (all telephones in the Main Reception Area and Classrooms have been removed).

The clock system, manufactured by Simplex Company, with bell/chime features, is located at the main reception desk. Most of the clocks throughout the building have been removed. The main sound system has been removed from the building. Therefore, the systems are not operational.



*Clock Panel in Main Office Area*



*Empty Chime/Clock Casing*

## B. TELECOMMUNICATIONS

There is a Telecommunications Room located on the Second Floor of the 1980's addition. There are a minimum amount of devices in each classroom; it appears that most devices were added(surface-mount) during the 1980's and 1990's renovations. The components in the Telecommunications Room have been removed, therefore the system is not operational. The telephone system in the room behind the Boiler Room appears to be old and non-functioning.

*Telephone Punch-downs*



## **E. RECOMMENDATIONS**

Overall, all of the existing electrical systems appear to be in poor condition. Updating and/ or replacement will be required to support any reuse of the building to meet current codes and standards. The following are recommendations if the school were to undertake any type of renovation or addition.

### **Main Distribution Service and Sub-Panelboards**

*The main service equipment installed appears to be original to the building and the equipment appears to be in poor condition. Replacement parts for this equipment are very difficult to purchase. It is evident that the equipment has not been maintained or tested over the years. At a minimum, the main distribution board and related breakers should have an infrared scan performed to ensure that the components are not deteriorating and are still capable of operating in the manner for which they were designed. The breakers should be cleaned and load tested for failure analysis. The grounds should be tested as well as the branch circuit conductors reviewed to ensure that they are still structurally sound. All connections should be tightened in accordance with manufacturer's recommendations. In accordance with the National Electric Code (NEC) Article 110.26, an electric service rated 1200 ampere and above is to have the capability of having two means of egress or be capable of allowing for a person to safely egress the room to avoid being trapped. Currently the room does not allow a minimum of three feet clearance in front of the board. It is recommended that the board and secondary feeder be replaced.*

*The 1600 Ampere Service appears to be adequate for the building's current use. Once a new building use has been established, a load analysis will need to be performed to ensure that the current incoming power is sufficient for the building's intended use.*

*The sub-panels throughout the building are a mixture of old to fairly new (1990's). It appears that panels and feeders are at their end of life cycle. At a minimum, all branch circuit panels should have an infrared scan performed to ensure that the components are not showing signs of overloading as well as deterioration. Each panel should be properly balanced per phase. It is recommended that the panels and associated feeders be replaced.*

### **Lighting:**

*The majority of the lighting throughout appears to be old and in poor condition in the building. Due to the age of the fixtures, they are showing signs of deterioration and will require maintenance or replacement. The lighting should be replaced with a more efficient lighting system which will properly illuminate the spaces, meet the energy conservation code as stipulated in Article 13 of the Massachusetts State Building Code 9<sup>th</sup> Edition and meet the standards of the Illuminating Engineering Society (IES). Incorporate occupancy/vacancy sensor controls in all applicable areas to automatically control the lighting during occupied and unoccupied times. Add photo-control sensor controls near perimeter windows for day-light harvesting. Replace all light fixtures with more energy efficient light fixtures to meet the energy conservation code, as stipulated in Article 13 of the Massachusetts State Building Code and the standards of the Illuminating Engineering Society (IES). If the light fixtures were to be replaced with LED energy efficient fixtures, then the power consumption would be reduced by at least fifty percent. It is recommended that all light fixtures and associated branch circuitry be replaced.*

### **Emergency System:**

*The emergency systems throughout the building do not currently meet the requirements of NEC Article 700 Emergency Systems. If upgrades occur, the normal and emergency systems must be separated. A comprehensive analysis should be conducted throughout the facility to determine exactly what is currently operating on the system. As each piece of equipment is identified it should be labeled and documented on a set of building plans. If a new Generator is installed to serve the emergency needs, emergency equipment serving life safety circuits are to be installed in a dedicated two-hour fire rated environment. All emergency panel feeders are to be minimum 2-hour fire rated. Not all exterior egress doors have emergency lighting to allow for safe passage from the facility. Additional energy efficient lighting would be proposed to properly illuminate the exterior egresses and related parking areas. The lighting would conform to the International Building Code (IBC) 2015 section 1006 – Means of Egress Lighting and the NFPA 101 Life Safety Code. The illumination level shall not be less than one (1) foot-candle along the walking area surface. An average of one (1) foot-candle shall be maintained along the area of exit discharge with a minimum of 0.1 foot-candles along the egress path at floor level. The emergency lighting power will be required to provide power for not less than 90 minutes utilizing self-contained storage batteries or an on-site generator.*

With respects to the interior emergency lighting, in accordance with the International Building Code (IBC-2015), section 1006 “Means of Egress Illumination”, the egress discharge emergency lighting from a space shall not be less than one foot-candle (11 lux) at the walking surface and a minimum of 0.1 foot-candles measured along the path egress at floor level. In the event of a performance, within the assembly spaces, the foot-candle level can be reduced to not less than 0.2 foot-candles provided that the lighting is automatically brought back to 100% during a fire alarm alert. The exit signs are to be continuously illuminated connected to the line side of the local lighting circuit.

It appears that the existing emergency lighting installed throughout is not connected to the normal lighting circuit protecting the immediate area. If the lighting circuit were to fail, the emergency lighting would not automatically come on. The emergency lighting would only operate if the building power were to fail or if the branch circuit to the emergency lighting panel were to fail. In accordance with Life Safety 101, the emergency branch circuit is to energize in the event of a normal lighting failure within the area of protection. Various methods are used to accomplish this – emergency self-contained battery units can be installed throughout, connected to the line side of the local lighting circuit or self-contained LED drivers can be installed within the light fixtures to illuminate in the event of a power outage. It is recommended that all emergency lighting be replaced with new.

**Fire Alarm System:**

If renovations occur, remove the existing fire alarm in its entirety and replace with a new, addressable, ADA compliant system that meets NFPA standards, National Electric Code, 9th Edition Massachusetts State Building Code and local fire department requirements. Install a new voice activated system that is compliant with NFPA72-2013 and the 9th Edition Massachusetts State Residence Code- Chapter 9 and Town of Uxbridge Fire Department Standards. The system is currently required to meet the requirements of Use Group “E” for Education.

- a. The system will be comprised of the following:
  - i. Upon the activation of a new manual pull station, photo-electric smoke detector, photo-electric duct smoke detector, the following shall occur:
  - ii. The exterior beacon will activate and flash.
  - iii. All speaker strobes will activate A pre-alert tone of one round code 4 will sound on all floors, followed by a voice message regarding evacuation procedure, which will be repeated twice.

“Attention Please: The signal tone you have just heard indicated a report of an emergency in this building. If your evacuation signal sounds after this message, walk to the nearest stairwell and leave the floor”.

- iv. This will be followed by an evacuation tone in the temporal pattern on the floor of the alarm and floor above as well as the floor below.
  - v. All building systems will activate as programmed, (elevator recall,).
  - vi. Photo-electric smoke beam detectors where required within the theater - existing.
  - vii. The floor of alarm will annunciate at the fire alarm control panel in the command center located adjacent to the main entrance vestibule.
  - viii. Device in alarm is displayed on the main FACP LCD Display.
  - ix. Fire department shall be notified via the U.L. Approved Central Monitoring Station which will contact the Boston Fire Department within 90 seconds of an alarm condition or approved digital radio box. The phone number of the U.L. approved central monitoring company shall be clearly labeled within the fire alarm cabinet. Fire department approved digital communicator will activate.
- b. Upon the activation of the sprinkler system tamper switch, the following shall occur:
  - i. Activation of the tamper switches shall initiate a supervisory signal per 780 CMR-903. The electric bell for the sprinkler must ring on flow only regardless of the condition of the fire alarm panel.
- c. Upon the activation of a duct smoke detector or a smoke detector protecting a smoke damper, the following shall occur:
  - i. All fire alarm visuals within the building of alarm shall be activated.
  - ii. All fire alarm speakers within the building of alarm shall be activated.
  - iii. HVAC units shall be shut down as required.
  - iv. The smoke damper will automatically close.

- v. Fire department shall be notified via the Town of Uxbridge Fire department the existing monitoring system currently protecting the building. Trouble and supervisory signals are not to be transmitted to the fire department.
- d. The alarm activation of any elevator lobby smoke detector shall cause the elevator cab to be recalled according to the following sequence:
  - i. If the alarmed detector is on any floor other than the main level of egress, the elevator cab shall be recalled to the main level of egress.
  - ii. If the alarmed detector is on the main egress level, the elevator cab shall be recalled to the predetermined alternate recall level as determined by the local authority having jurisdiction.
  - iii. The alarm activation of the elevator machine room smoke detector shall cause the elevator cab to be recalled to the predetermined alternate recall level as determined by the local authority having jurisdiction.
  - iv. The louver located at the top of the elevator shaft will open upon an alarm condition. Once the condition has cleared, the louver will automatically close.
  - v. Remote control capability of the elevator cab, shall be installed within the fire command center utilizing a visual display or approved method of indicating where the elevators are located during an alarm or testing condition when over-ridden by the fire fighters key.
- e. Install an exterior beacon on the front of the building in accordance with the City of Worcester's requirements. Install a remote exterior fire fighters key box.

6. In accordance with 780 CMR 9<sup>th</sup> Edition Massachusetts State Building Code, a Bidirectional Radio Amplification (BDA) System will be installed where necessary within the building to allow for full emergency responder radio coverage.

**Wiring Devices:**

The general receptacle power located throughout the facility is minimal and in poor condition. Devices should be upgraded as renovations occur, along with all associated branch circuit wiring.

**Telecommunications Systems:**

The telephone, intercom and sound/clock system are not operational. All existing equipment and devices cannot be retrofitted. Complete new systems will need to be installed,

**END OF ELECTRICAL CONDITIONS REPORT**

February 14, 2020

Mr. Connor Robichaud Regional  
Projects Coordinator  
Central Massachusetts Regional Planning Commission 1  
Mercantile Street – Suite 520  
Worcester, MA 01608

**RE: Hazardous Building Materials Visual Inventory Former  
McCloskey Middle School  
62 Capron Street  
Fuss & O'Neill Reference No. 20200040.A10**

Dear Mr. Robichaud:

On December 10, 2019, Fuss & O'Neill, Inc. (Fuss & O'Neill) representative, Mr. Lou Dias, performed a preliminary, visual inventory for suspect hazardous building materials at the former McCloskey Middle School located at 62 Capron Street in Uxbridge, Massachusetts (the "Site"). This summary report was prepared for the exclusive use of the Central Massachusetts Regional Planning Commission (the "Client").

The information summarized in this report is solely for the abovementioned materials only. The work was performed in accordance with our scope of services emailed to the Client on September 30, 2019, and our written proposal dated January 30, 2020.

Fuss & O'Neill services included a visual inventory of the following:

- Suspect asbestos-containing materials (ACM);
- Suspect lead-based paint (LBP)-coated building components;
- Fluorescent light ballasts;
- Mercury-containing light tubes, switches, and equipment; and
- Suspect polychlorinated biphenyls (PCB)-containing building materials.

### **Asbestos-Containing Materials (ACM)**

A property owner must ensure that a thorough ACM inspection is performed prior to possible disturbance of suspect ACM during renovation or demolition activities. This is a requirement of the United States Environmental Protection Agency (EPA) National Emission Standards for Hazardous Air Pollutants (NESHAP) regulation located at Title 40 CFR, Part 61, Subpart

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Mr. Dias is a Commonwealth of Massachusetts-certified Asbestos Inspector. At the Client's request, no samples were collected for laboratory analysis as part of the scope of work for this visual inventory. Note that this visual inventory does not satisfy United State Environmental Protection Agency (EPA) National Emission Standards for Hazardous Air Pollutants (NESHAP) regulations located at Title 40 CFR, Part 61, Subpart M.

For the purposes of this visual inventory, suspect ACM that typically contain asbestos (as determined from our professional experience) have been assumed to contain asbestos without sample collection and laboratory analysis. Suspect ACM are listed in **Table 1** attached by material type, location, and asbestos probability.

Prior to renovation or demolition, a thorough asbestos inspection is required in accordance with NESHAP regulation. All noted building materials will require laboratory analysis to determine asbestos content, or may be removed and disposed of as assumed ACM.

If the materials listed are determined (or assumed) to contain asbestos, they must be removed by a Commonwealth of Massachusetts Department of Labor Standards (MADLS)-licensed Asbestos Contractor prior to any proposed renovation and/or demolition activities that may impact the materials. This is a requirement of the Massachusetts Department of Environmental Protection (MassDEP), MADLS, and the EPA NESHAP standards for asbestos abatement.

## Lead-Based Paint

During the building walkthrough, Fuss & O'Neill observed several types of coated building components. Based on the age of the buildings, all coated building components are assumed to be coated with LBP.

Fuss & O'Neill recommends that the coated building components be screened (prior to disturbance) for LBP using an X-ray fluorescence (XRF) analyzer or paint chip sampling.

OSHA published a Lead in Construction Standard (OSHA Lead Standard) 29 CFR 1926.62 in May 1993. The OSHA Lead Standard has no set limit for the content of lead in paint below which the standards do not apply. The OSHA Lead Standards are task-based and are based on airborne exposure and blood lead levels.

Testing can provide guidance to contractors for occupational exposure control to lead. Building components containing lead levels above industry standards may cause exposures to lead above OSHA standards during demolition and renovation activities. Additionally, waste generated during building demolition is recommended to be characterized for disposal using Toxicity Characteristic

Leachate Procedure (TCLP). Testing paint and determining locations of lead paint can assist with defining materials to be included in TCLP testing. A TCLP sample of representative building components anticipated to be in the waste stream should be collected and analyzed.

## Presumed Polychlorinated Biphenyl (PCB)-Containing Materials

Based on the age and construction of the former McCloskey Middle School, PCB-containing source building materials (e.g., caulking, glazing compounds, etc.) may be present. Sampling of suspect PCB-containing building materials is presently **not** mandated by the EPA. However, significant liability risk exists for improperly disposing of PCB-containing waste materials. Recent knowledge and awareness of PCBs within matrices such as caulking, glazing compounds, paints, adhesives and ceiling tiles has become more prevalent, especially among remediation contractors, waste haulers, and disposal facilities.

The EPA requirements apply and require removal of PCBs once identified, regardless of project intent as an unauthorized use of PCBs. Therefore, if buildings are to remain for re-use and PCBs are identified, the EPA still requires PCB material removal once it is determined that PCBs are present. In addition to identification of source materials containing PCBs, if PCBs are present at certain concentrations, additional sampling and analysis of adjacent surfaces in contact with PCB sources, or which may have been contaminated from a source of PCBs (e.g., soil), must also be performed or remediated.

EPA requirements apply only if PCBs are present in concentrations above a specified level. Presently, PCB-containing materials at concentrations equal to or greater than ( $\geq$ ) 50 parts per million (ppm), or equivalent units of milligrams per kilogram (mg/Kg) are regulated.

Note materials containing less than ( $<$ ) 50 ppm PCBs may also be regulated, unless proven to be an “Excluded PCB Product”. The definition of an Excluded PCB Product includes those products or source of the products containing  $<50$  ppm PCBs that were legally manufactured, processed, distributed in commerce, or used before October 1, 1984.

The following table identifies the suspect PCB-containing source building materials at the Site by location and material type.

**Table 2  
Suspect PCB-Containing Source Building Materials**

Location	Material Type
Auditorium & Main Building	Window Caulking
Auditorium & Main Building	Window Glazing Compound
Auditorium & Main Building - Concealed at Building Additions	Concealed Window Caulking & Glazing Compounds
1940s Building - Lower Roof	Roof Caulking
1940s Building	Window Glazing Compound
1940s Building	Door Caulking
1940s Building	Doorlite Glazing Compound
Rear Side & Northeast Wing Additions	Window Caulking (on Aluminum Frames)

Identified materials should be presumed to contain regulated concentrations ( $\geq 50$  ppm) of PCBs until sample analysis indicates otherwise. These materials should be removed and disposed of at an EPA-approved facility as regulated PCB Bulk Product Waste.

## Fluorescent Light Ballasts & Mercury-Containing Equipment

Fluorescent light ballasts manufactured prior to 1979 may contain capacitors that contain PCBs. Light ballasts installed as late as 1985 may contain PCB capacitors. Fluorescent light ballasts that are not labeled as “No PCBs” must be assumed to contain PCBs unless proven otherwise by quantitative analysis. Capacitors in fluorescent light ballasts labeled as non-PCB-containing may contain diethylhexyl phthalate (DEHP). DEHP was the primary substitute to replace PCBs for small capacitors in fluorescent lighting ballasts in use until 1991. DEHP is a toxic substance, a suspected carcinogen, and is listed under RCRA and the Superfund Law as a hazardous waste. Therefore, Superfund liability exists for landfilling both PCB- and DEHP-containing light ballasts. These listed materials are considered hazardous waste under RCRA and require special handling and disposal considerations.

The fluorescent lights and light ballasts were not accessible at the time of the inspection. Therefore, light ballasts should be assumed to be PCB/DEHP-containing until proven otherwise.

Fluorescent lamps/tubes are presumed to contain mercury vapor, which is a hazardous substance to both human health and the environment. Thermostatic controls and electrical switch gear may contain a vial or bulb of liquid mercury associated with the control. Mercury-containing equipment is regulated for proper disposal by EPA RCRA regulations.

According to the EPA, mercury-containing equipment is characterized as a hazardous waste and mercury lamps/tubes are characterized as a Universal Waste. The mercury-containing equipment and fluorescent lamps/tubes at the Site must be recycled, reclaimed, or disposed of as hazardous waste or Universal Waste prior to disturbance.

If you should have any questions regarding the contents of this letter, please do not hesitate to contact me at (617) 282-4675, extension 4703. Thank you for this opportunity to have served your environmental needs.



This report was prepared by Environmental Technician, Lou Dias. Reviewed by:

Dustin A. Diedricksen Associate/Environmental  
Department Manager

DD/rs

Attachments:

Table 1: Summary of Suspect Asbestos-Containing Materials Asbestos Inspector State  
Certification & EPA Accreditation

## Kuhn & Riddle

McCloskey Building February 2020  
Fuss & O'Neill Reference No. 20200040.A10

Material Type	Observed Locations	Probability of Containing Asbestos	Comments
<b>Auditorium &amp; Main Building</b>			
Stair Tread Mastic	Stairways	Low	Not Identified in Prior Survey
12" x 12" Floor Tile	Throughout	Medium	
9" x 9" Floor Tile	Throughout	High	Prior Survey Identifies Some 9" x 9" Tiles as ACM
Mastic Associated with Floor Tile	Throughout	High	Prior Survey Identifies Some Mastics as ACM
Pipe & Mudded-Fitting Insulations	Throughout	High	Prior Survey Identifies Material Types as ACM
Wall & Ceiling Plaster (Skim & Rough Coats)	Throughout	High	Prior Survey Identifies Some Areas as ACM
Gypsum Board	Throughout	Low	Not Identified in Prior Survey
Joint Compound Associated with Gypsum Board	Throughout	Medium	Not Identified in Prior Survey
Composite Countertops	Throughout	Low	Not Identified in Prior Survey
Composite Window Sills	Throughout	Low	Not Identified in Prior Survey
Cove Base & Associated Adhesives	Throughout	Medium	Not Identified in Prior Survey; 4" & 6" Types
Composite Chalkboard	Throughout	Low	Not Identified in Prior Survey
Cementitious Fume Hood	Class Room 204	High	Not Identified in Prior Survey
Linoleum & Associated Mastics	Throughout	Medium	Not Identified in Prior Survey

Material Type	Observed Locations	Probability of Containing Asbestos	Comments
Carpet Adhesive	Throughout	Low	Not Identified in Prior Survey
2' x 4' Suspended Ceiling Tile	Throughout	Low	Not Identified in Prior Survey; 3 Types Observed
1' x 1' Suspended Ceiling Tile	Throughout	Low	Not Identified in Prior Survey
Pipe-Thread Sealant	Throughout (Associated with Water & Gas Pipes)	Low	Not Identified in Prior Survey
Ceramic Floor Tile Grout & Thin Set	Restrooms & Dish Wash Room	Low	Not Identified in Prior Survey
Ceramic Wall Tile Grout & Thin Set	Restrooms	Low	Not Identified in Prior Survey
Sink Undercoating	Throughout	Low	Not Identified in Prior Survey
Glue Daubs Associated with Wall Panels	Throughout (Observed in Guidance/Meeting Rooms)	Medium	Not Identified in Prior Survey
Duct-Seam Sealant	Throughout (Observed in Basement, Kitchen, & Art Room)	Low	Not Identified in Prior Survey
Fire Doors	Throughout (Observed in Basement)	Low	Not Identified in Prior Survey
Wall Panel Adhesive	Throughout (Observed in Cafeteria)	Low	Not Identified in Prior Survey
Walk-In Refrigerator Components	Kitchen	Low	Not Identified in Prior Survey
Textured Wall Material	Throughout (Observed in Northeast Classroom Wing)	Medium	Not Identified in Prior Survey
Chimney Flue Cement	Boiler Room	Low	Not Identified in Prior Survey
Gaskets Associated with Mechanical Equipment	Boiler Room	Medium	Not Identified in Prior Survey
Window Caulking	Exterior Throughout	Medium	Not Identified in Prior Survey
Window Glazing Compound	Exterior Throughout	Medium	Not Identified in Prior Survey

Material Type	Observed Locations	Probability of Containing Asbestos	Comments
Concealed Window Materials	Concealed Window Systems (at Building Additions)	Medium	Not Identified in Prior Survey
Roofing Materials	Exterior Roof (Multiple Roofing Systems Observed)	Medium	Not Identified in Prior Survey
Textured Ceiling	Third Floor	Medium	Not Identified in Prior Survey
<b>1940s Building</b>			
Roofing Materials	Exterior	Medium	Not Identified in Prior Survey
Black Siding Paper	Exterior	Medium	Not Identified in Prior Survey
Caulking	Exterior Lower Roof	Low	Not Identified in Prior Survey
Wall & Ceiling Plaster (Skim & Rough Coats)	Throughout	Medium	Not Identified in Prior Survey
Parging Cement	Basement	Medium	Not Identified in Prior Survey
Window Glazing Compound	Basement	Medium	Not Identified in Prior Survey
Flue Cement	Basement	Medium	Not Identified in Prior Survey
Wire coating (Knob & Tube)	Basement	Low	Not Identified in Prior Survey
Wall-Panel Glue	First Floor	Low	Not Identified in Prior Survey
Black Floor Tile	First Floor	Medium	Associated with Red Floor Tile; Not Identified in Prior Survey
Cove Base & Associated Adhesives	Throughout	Medium	Not Identified in Prior Survey
Thermal Paper (Associated with Radiators)	Throughout	Medium	Not Identified in Prior Survey
Gray Leveling Compound	Throughout	Low	Not Identified in Prior Survey
Black Felt Paper	Throughout	Low	Not Identified in Prior Survey

Material Type	Observed Locations	Probability of Containing Asbestos	Comments
Window Glazing Compound	Second Floor	High	Prior Survey Identifies Material Type as ACM; Two Windows Remain/Not Abated
Green Floor Tile	Second Floor Closet	High	Prior Survey Identifies Material Type as ACM; Abated at Other Areas of Building
Wall Paper (Thick)	Throughout	Low	Not Identified in Prior Survey
Roofing Materials	Exterior	Medium	Not Identified in Prior Survey
12" X 12" Floor Tile & Mastic	Interior	Medium	Not Identified in Prior Survey
Door Caulking	Interior	Low	Not Identified in Prior Survey
Doorlite Glazing Compound	Interior	Low	Not Identified in Prior Survey
<b>Rear Side &amp; Northeast Wing Additions</b>			
Asphaltic Roofing Materials	Exterior Main House	Medium	Not Identified in Prior Survey
Slate Roofing Shingle Adhesive	Exterior Main House	High	Not Identified in Prior Survey
Asphaltic Siding Materials	Exterior underneath Vinyl Siding	Low	Not Identified in Prior Survey
Asphaltic Siding Paper	Exterior underneath Asphaltic Siding	Low	Not Identified in Prior Survey
Flashing Sealant	Exterior at Basement Bulkhead Access	Medium	Not Identified in Prior Survey
Window Caulking	Exterior on Aluminum Frames	Medium	Not Identified in Prior Survey
Flue Cement	Basement	Medium	Not Identified in Prior Survey
Red Duct-Seam Sealant	Basement	Low	Not Identified in Prior Survey

Material Type	Observed Locations	Probability of Containing Asbestos	Comments
Wire coating (Knob & Tube)	Basement	Low	Not Identified in Prior Survey
Paper Damp proofing	First Floor underneath Hardwood Flooring	Medium	Not Identified in Prior Survey
Ceramic Floor Tile Grout & Thin Set	First Floor Entryway	Low	Not Identified in Prior Survey
Textured Ceiling	Kitchen Behind Newer Ceiling	High	Prior Survey Identifies Material Type as ACM; Abated at Other Areas of Building
Textured Ceiling	Second Floor	High	Residual Unabated Material
Chimney Parging	Second Floor	Low	Not Identified in Prior Survey
<b>1990s Cafeteria &amp; Northeast Classroom Wing</b>			
Roofing Materials	Exterior	Medium	Not Identified in Prior Survey
Heater Vent Caulking	Exterior	Medium	Not Identified in Prior Survey
Window Frame Caulking	Exterior	Medium	Not Identified in Prior Survey
Door Frame Caulking	Exterior	Medium	Not Identified in Prior Survey
Material Associated with Wall Heaters	Interior Throughout	Low	Not Identified in Prior Survey
Joint Compound & Gypsum Board	Throughout	High	Prior Survey Identifies Material Type as ACM; Abated at Other Areas of Building
Cove Base & Associated Adhesives	Throughout	Low	Not Identified in Prior Survey
Carpet Adhesive	Throughout	Low	Not Identified in Prior Survey
Wall-Panel Glue Daubs	First Floor Restrooms	Medium	Not Identified in Prior Survey

Material Type	Observed Locations	Probability of Containing Asbestos	Comments
Stair Tread Mastic	Throughout	Low	Not Identified in Prior Survey
Pipe Thread Sealant	Throughout	Low	Not Identified in Prior Survey
Paper Damp proofing underneath Hardwood Flooring	Throughout	Medium	Not Identified in Prior Survey
Flue Cement	Basement	Medium	Not Identified in Prior Survey
Yellow 12" X 12" Floor Tile & Mastic	Basement	Medium	Not Identified in Prior Survey
Boiler Flange Gaskets	Basement	Medium	Not Identified in Prior Survey
Joint Compound & Gypsum Board (Older Material)	Basement	Medium	Not Identified in Prior Survey
Residual White Material	Basement on Boiler Exhaust Duct	High	Possible Residual Breeching Material (ACM)
Red Duct-Seam Sealant	Second Floor	Low	Not Identified in Prior Survey
Linoleum & Black Paper Underlayment	Second Floor Small Room underneath Carpet	Medium	Not Identified in Prior Survey
Sink Undercoating	Second Floor	Low	Not Identified in Prior Survey
Interior Chimney Cement	Second Floor	Low	Not Identified in Prior Survey

# **MCCLOSKEY BUILDING REPURPOSING STUDY**

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## **PART II**



Prepared for  
**Town of Uxbridge, MA**

**Central Massachusetts Regional Planning Commission**  
1 Mercantile Street, Suite 520  
Worcester, MA 01604

**Kuhn Riddle Architects**  
28 Amity Street, Suite 2B  
Amherst, MA 01002

# AGENDA

- Study Scope
- Program Analysis
- Accessible Entry Nodes
- Conceptual Organization Plan
- Program Area Diagrams
- Discussion

# STUDY SCOPE

- 2019 Assessment
- CMRPC Programming with Uxbridge
- Conceptual Program Diagram
- Conceptual Site Plan and Accessible Entry
- Cost Estimate Based on \$/SF
- Town Meeting Presentation

# PROGRAM

Facility	Current SQFT	Estimated SQFT Needs	Notes
<b>Senior Center/Community Center</b>	3,456	3,456	Preferably next to Memorial Gym
Private Meeting Rooms, Additional Office Space		500	
Medical Center		1,000	Clinics, Check-ups, and other programs
Craft Center		1,000	
Fitness Center		2,000	
<b>Senior Center/Community Center TOTAL</b>	<b>3,456</b>	<b>7,956</b>	
<b>Town Hall/Municipal Center</b>	<b>23,632</b>	<b>23,632</b>	Include existing TH Board Meeting Rooms, employee kitchenette/breakroom,
Additional Office Space		3,000	
School Admin	2,500	3,000	Would move from Cove Building
<b>Municipal Center TOTAL</b>	<b>23,632</b>	<b>29,632</b>	
<b>Public Library (Adult and Children)</b>		<b>12,000</b>	Childrens and Adult Library, current library would become Research Library and Historical Society Collection. Need their own entry and exit in McCloskey (to apply for library funding) - consider former school library in McCloskey
<b>Public/Private Partnerships</b>			
Commercial Kitchen and Cafeteria	6,000 in McCloskey	6,000	Private Vendor to Manage, Potential Pop-up, Incubator, Senior Meals
Auditorium/Performance Center	6,800 in McCloskey	6,800	Private Vendor to Manage with rights reserved to hold large events
Flexible Space for Lease		3,712	
<b>Public/Private Partnerships TOTAL</b>	<b>12800</b>	<b>16,512</b>	
<b>Shared Meeting Spaces</b>			
Large Conference Room		2,000	Accessible to TH and SC sections For events and senior center programs
Large Meeting/Training Room		1,000	For presentations and meetings
Small meeting rooms		1,500	<10 person meetings, 3-4 small meeting rooms
<b>Shared Meeting Spaces TOTAL</b>	<b>23,632</b>	<b>4,500</b>	
<b>Storage</b>	<b>1,000</b>	<b>7,500</b>	
<b>Emergency Operations Center</b>	<b>1,000</b>	<b>3,000</b>	Structural Reinforcement or new construction, whichever is more feasible
<b>Current SQFT Anticipated Needs SQFT</b>			
<b>McCloskey Total sqft</b>	<b>116,000</b>		
<i>Selective demolition</i>	<i>1988 Portion in the back</i>	<i>15,000</i>	
<i>Memorial Gym</i>	<i>Deeded 15,400</i>	<i>15,400</i>	
Senior Center/Community Center	3,456	7,956	
Municipal Center Total	23,632	29,632	
Public Library		12,000	
Private/Public Partnerships	Existing 12,800	16,512	
Meeting Space		4,500	
EOC		7,500	
Storage		7,500	

# PROGRAM

Facility	Curr ent SQF T	Esti mate d SQFT	Notes
<b>Senior Center/Community Center</b>	3,456	3,456	Preferably next to Memorial Gym
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<b>Public Library (Adult and Children)</b>	<b>12,000</b>	<b>0</b>	Children's and Adult Library, current library would become Research Library and Historical Society Collection. Need their own entry and exit in McCloskey (to apply for library funding) - consider former school library in McCloskey
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# PROGRAM

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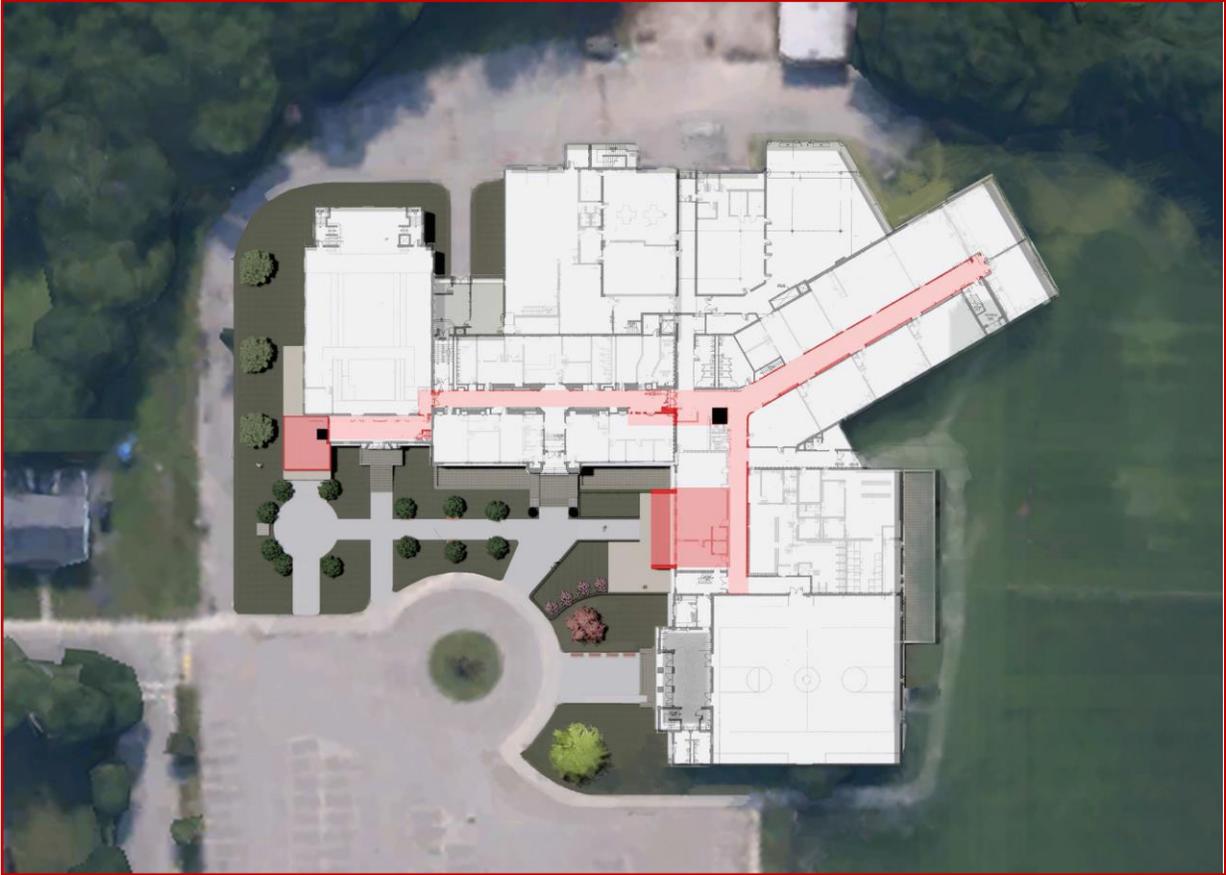
# PROGRAM

<b>PROGRAM AREA SQUARE FOOTAGES</b>		
<b>Program Type</b>	<b>Town Anticipated Needs</b>	<b>Designed Area</b>
CIRCULATION		24111 SF
EMERGENCY OPERATIONS CENTER	3000 SF	4762 SF
HISTORICAL SOCIETY	3000 SF	3112 SF
NON-PROFITS	6000 SF	4248 SF
PUBLIC PRIVATE PARTNERSHIPS	16512 SF	15573 SF
SENIOR CENTER/COMMUNITY CENTER	7956 SF	9377 SF
SERVICE CORE		3994 SF
SHARED MEETING SPACES	4500 SF	4880 SF
STORAGE	7500 SF	8253 SF
TOWN HALL/MUNICIPAL CENTER	29632	25398 SF
WAR MEMORIAL	7339 SF	7339 SF
Grand total	85439 SF	111047 SF

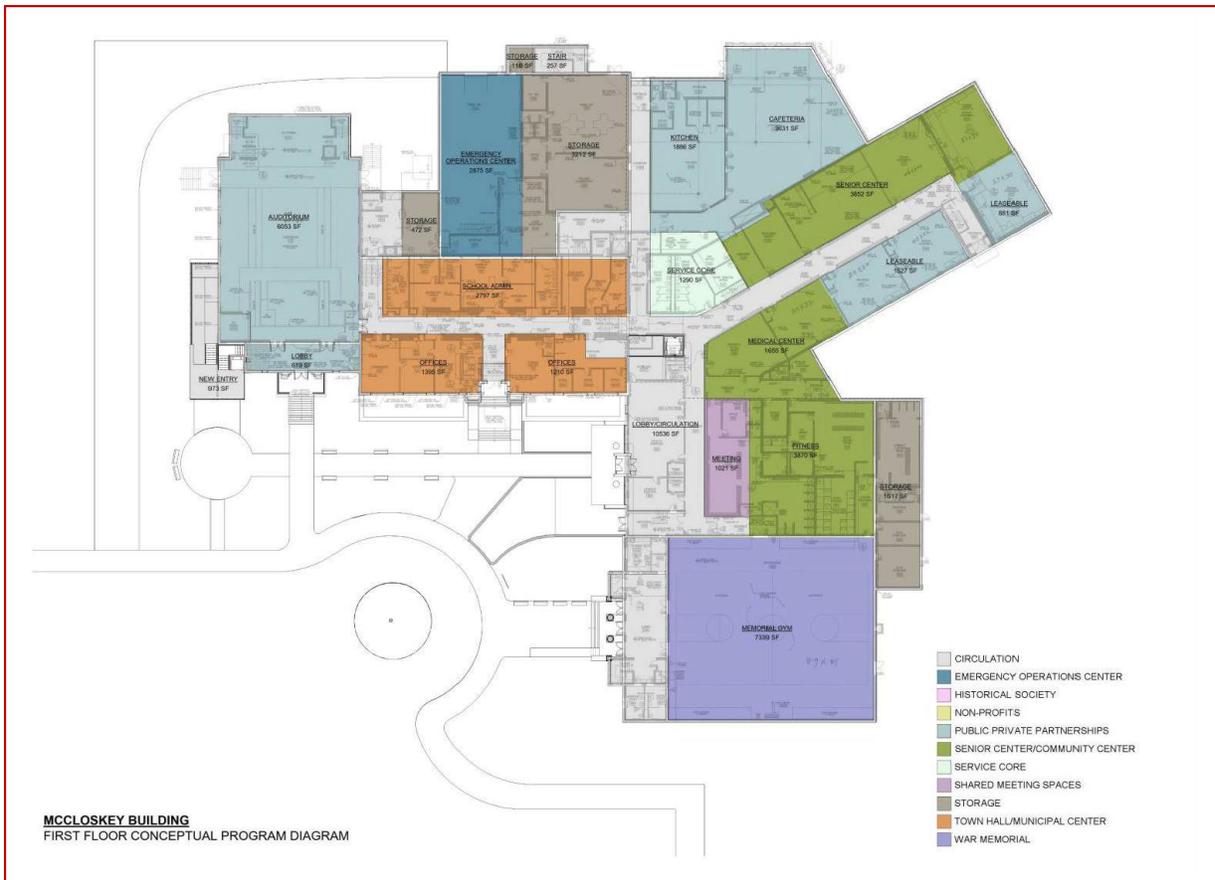
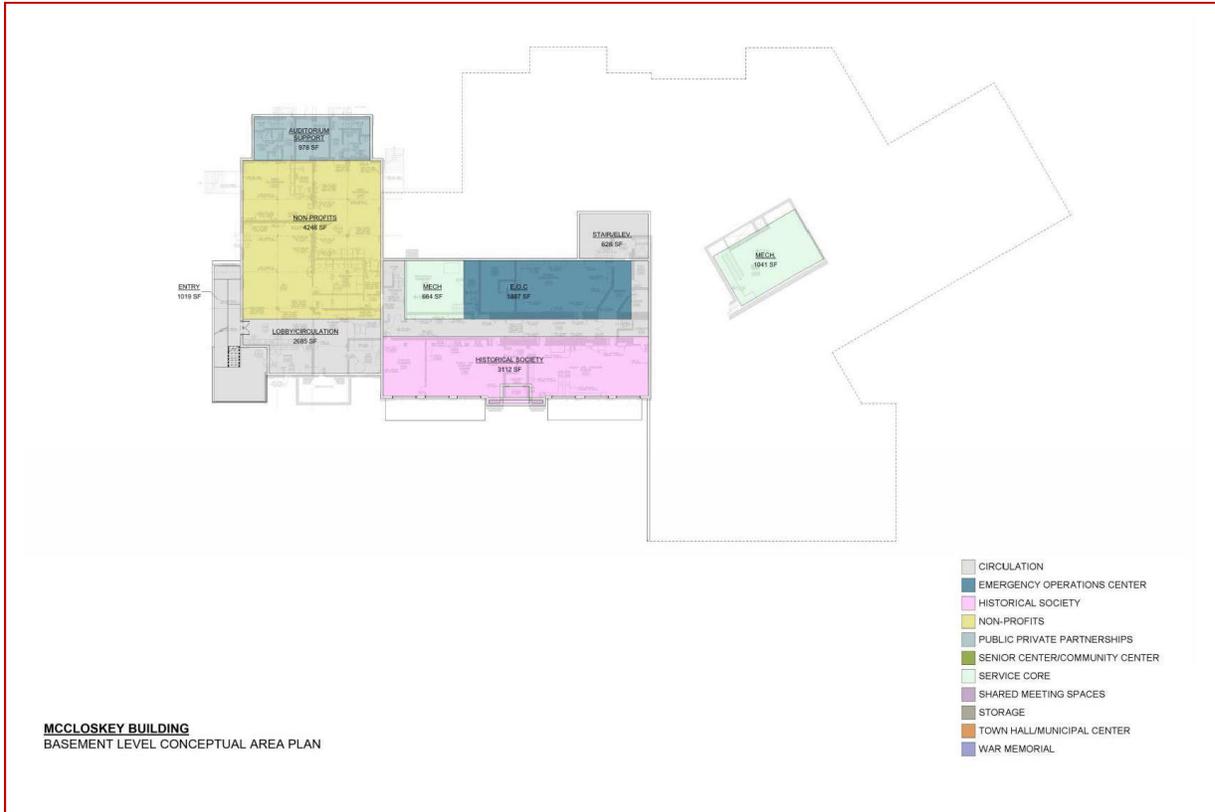
# ACCESSIBLE ENTRY NODES



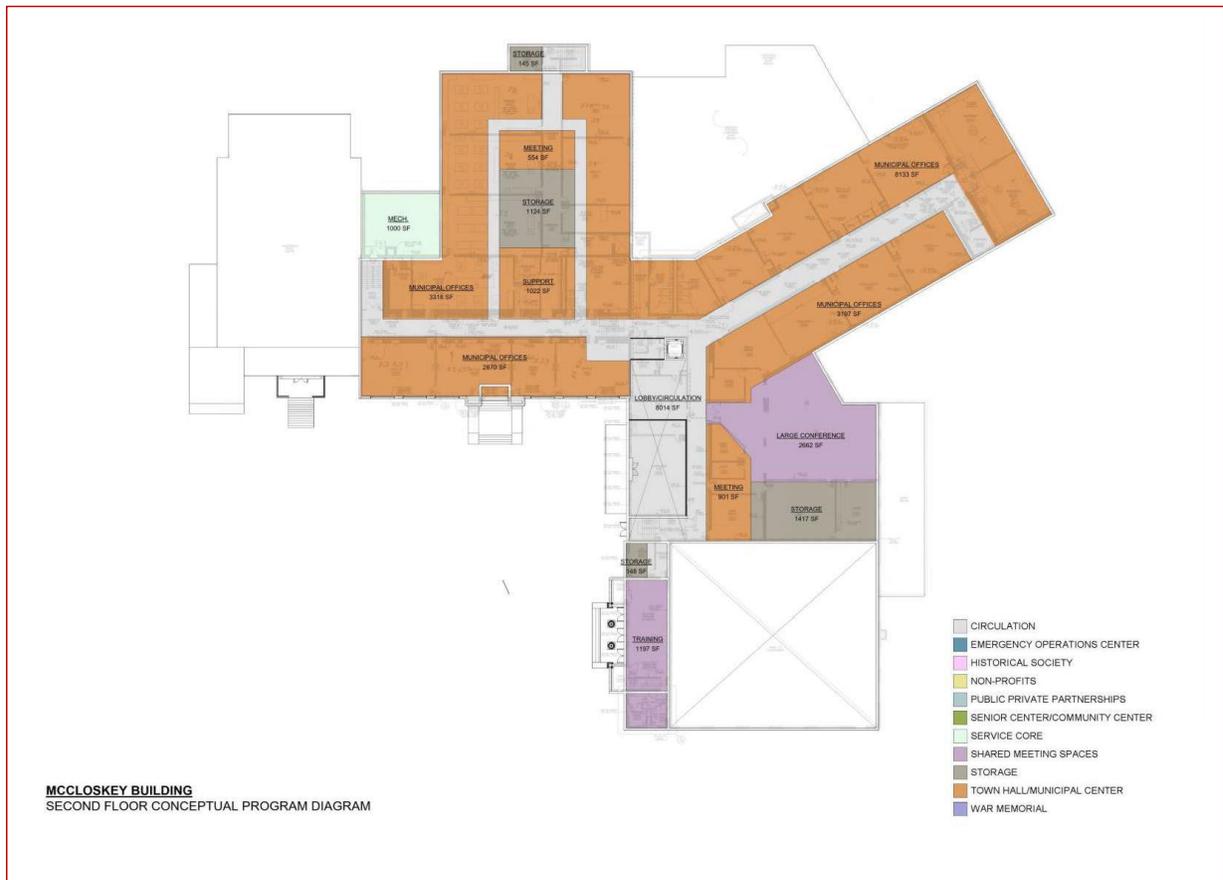
# CONCEPTUAL ORGANIZATION PLAN



# PROGRAM DIAGRAMS



# PROGRAM DIAGRAMS









# COST ESTIMATE

06.15.2022

Town of Uxbridge MA

McCloskey Building Renovations

Structures by Design, Inc.



## SUMMARY

### DIVISION TOTAL

1,461,313

Markup 1.54 2,247,685

EOS Seismic Reinforcements 985,600

Markup 1.54 1,515,978

1 General Requirements	3.6%	\$	2,226,700
2 Existing Conditions	4.5%	\$	2,728,220
3 Concrete	0.1%	\$	90,300
4 Masonry	1.3%	\$	818,600
5 Metals	1.9%	\$	1,153,500
6 Wood & Plastics	0.5%	\$	292,000
7 Thermal & Moisture Protection	4.4%	\$	2,723,365
8 Openings	3.7%	\$	2,260,500
9 Finishes	11.0%	\$	6,746,520
10 Specialties	0.5%	\$	290,460
11 Equipment	0.0%	\$	-
12 Furnishings	0.2%	\$	104,000
14 Conveying Equipment	0.6%	\$	370,000
21 Fire Protection	3.5%	\$	2,163,000
22 Plumbing	3.5%	\$	2,139,980
23 HVAC	12.6%	\$	7,725,000
26 Electrical	10.2%	\$	6,231,500
28 Electronic Safety & Security	2.0%	\$	1,236,000
31 Earthwork	0.1%	\$	59,500
32 Exterior Improvements	0.8%	\$	483,622
<b>Subtotal</b>	<b>65.0%</b>	<b>\$</b>	<b>39,842,766</b>
General Conditions	10.00%	6.5%	3,984,277
<b>Subtotal</b>	<b>71.5%</b>	<b>\$</b>	<b>43,827,043</b>
Bond	2.00%	1.4%	876,541
<b>Subtotal</b>	<b>72.9%</b>	<b>\$</b>	<b>44,703,584</b>
Profit	2.00%	1.5%	894,072
<b>Subtotal</b>	<b>74.4%</b>	<b>\$</b>	<b>45,597,656</b>
Escalation to Mid-Point	12.00%	8.9%	5,471,719
<b>Subtotal</b>	<b>83.3%</b>	<b>\$</b>	<b>51,069,374</b>
Design/Estimating Contingency	20.00%	16.7%	10,213,875
<b>TOTAL BASE BID</b>			<b>\$ 61,283,249</b>
South Entry Addition			1,672,000
Markup	1.54		2,571,749
North Entry Addition			748,800
Markup	1.54		1,151,750
Structural Reinforcements if required by code, after further investigation			1,461,313
Markup	1.54		2,247,685
EOS Seismic Reinforcements			985,600
Markup	1.54		1,515,978

**TOTAL INCLUDING OPTIONS \$68,770,411**

## PROJECT AREA

Project Area	
Existing Net* Square Footage - Three Levels	103000
New Gross Square Footage - Two Levels	1520

**Total Project Area 104520 SF Cost/sf: \$ 658**

### NOTES

1 State wage rates apply.

2 \* Indicates budget figure.

3 Pricing is based on today's costs, for work starting May 2023. For work starting after this period, add a budget of 1% per month for escalation.

4 General Conditions line item on Summary Sheet includes off-site costs, such as office expenses, insurance, project manager, testing services, etc.

5 General Requirements, Division 01 in Itemization section, includes on-site costs, such as project superintendent, dumpsters, cleanup, etc.

6 This estimate is not intended to reflect a low bid, when compared with multiple bidders, but rather a mid-range cost.

# MUNICIPAL CAMPUS PROJECT BRIEFING

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## CONCLUSION & RECOMMENDATION

## CONCLUSION

The *Uxbridge Municipal Campus Project* is an initiative intended to develop a state-of-the-art facility in the McCloskey Building (former High/Middle School). The future of the property must be considered in the context of community. Uxbridge is a community that is on the threshold, if not already in the midst, of major residential growth, commercial and industrial development, shifts in the demographic make-up, and a calming period of governance. It is a confluence of changes that will, if left to mature individually be less than idyllic. On the other hand, it presents a unique opportunity that comes along rarely. The Town/town has a chance to define itself for the next hundred years.

The desired outcome is to have the Municipal Campus serve the community for many decades (multi-generations), while giving people a connection to the past, providing an economic engine, and serving as a center piece of the future Uxbridge. It is the pivot project of all that is Uxbridge and the Main Street Initiative, as the repurposing would open opportunities to repurpose other Town owned buildings in a manner that they would be engines for the economic and physical reimagining of Main Street, and one that will make a promise to those who look to invest in the community.

Conceptual plan calls for the 110,000 square foot building to host the state-of-the-art Senior Center, Town Hall, research library, community recreation, emergency operations, performing arts and meeting/conference spaces. The site has more than one hundred-fifty parking spaces, easy access for trucks and other large vehicles, indoor storage, and grounds that have the potential to host a “town common” that can provide space for a farmers’ market, art shows, concerts, walk-in movies, and other community events.

A Municipal Campus would provide residents and visitors alike with easy access to Town Departments, Senior services and activities, events, programs and meals, community recreation activities, as well as the ability to view the historic collection of documents, publications, and other materials for research and education. In addition, the emergency operations center would provide Uxbridge with a focal point for coordinating the operational, planning, logistical, and administrative support needs of the emergency incident response personnel.

The consensus among the professional staff is that the financing of the project realistically can be offset by new growth revenue. The trajectory of new growth during the past several years evidences trends that left unabated, will provide the new growth number that when institutionalized into the annual revenue projections will, in fact, meet the offset figure.

Uxbridge is facing the need to address infrastructure needs as well during the coming years. The best tact may be the simplest, keep building the new Uxbridge in a manner that within the next five to ten years will accomplish all that needs attention. Once done, Uxbridge will present itself as a forward leaning community to investors, whether they be business owners, developers, home buyers, residents, or commercial property owners.

The Municipal Campus fits the profile of a wise investment for all the above reasons.

## **RECOMMENDATION**

That the Board of Selectmen call for and schedule a Special Town Meeting to be held during the month of March 2023. The Meeting to be specific and limited to the discussion and decisions regarding the McCloskey Building and the repurposing of the building as the Uxbridge Municipal Campus. It is recognized that the Meeting would be open to Citizens Petition articles; such should be discouraged by the Board of Selectmen, in that the Spring Annual Town Meeting will follow in short time.

The Town Manager should sponsor two articles for consideration, they are:

### **Article 1**

**To see if the Town will vote to authorize an amount of \$xxxx (xxxx dollars) for the purpose of securing the services of an architectural firm for the express purpose of crafting designs specific to the Municipal Campus to be located at 62 Capron Street, Uxbridge, or take any other action relative thereto.**

### **Article 2**

**To see if the Town will vote to authorize the Town Manager to secure financing in an amount up to \$70,000,000 (seventy million dollars) for the purpose of the development of the Uxbridge Municipal Campus to be located at 62 Capron Street, Uxbridge, or take any other action relative thereto.**

Prior to the Special Town Meeting, the Town Manager should facilitate a four-part series of public Information meetings using CATV - FYI under the auspices of the Town Manager. Each *FYI-Special Edition* should cover a single topic, they are:

- Introduction/Opportunity/How we got here
- Financing
- Space Needs/Wants and Uses
- Design

The topics should be presented by the Town Manager, with support and assistance from Department Heads, staff, and the architect.

A Community Meeting should be held after all four FYI-Special Edition Segments are aired and available through the Town's web site.

Ultimately, the design should commence during 2023, and be completed by mid-year 2024. With the RFQ (Request for Quote) out immediately upon completion of the design, contracts can be awarded by late 2024; construction would commence immediately following contract agreements, and the project should be operational by late 2026. The public opening/ribbon cutting during the early months of 2027, effectively kicking off the Uxbridge Tercentenary Celebration.



# ATTACHMENT B

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## FACADE IMPROVEMENT DESIGN PROJECT PORTFOLIO



# UXBRIDGE

FAÇADE IMPROVEMENT  
DESIGN PROJECT

PORTFOLIO

MAIN STREET INITIATIVE

PREPARED BY MICHAEL GALLERANI

FAÇADE DESIGNS BY

EASTON ARCHITECTS

PLANNING • RESTORATION • REUSE

2023

EDCP

# UXBRIDGE 5 Douglas Street



## RECOMMENDED IMPROVEMENTS

1. New cornice and columns
2. New pediment and entry door
3. New entablature and eave trim at roof
4. New windows and window hoods and trim
5. New accessible ramp
6. Landscaping at paving area

**ESTIMATED COST: \$68,116**



# UXBRIDGE 6 Mendon Street



## RECOMMENDED IMPROVEMENTS

- Restore front façade to replicate original design
- Install new corner trim and pilasters
- New sign boards
- New bay windows with bracket supports below
- New store front windows at lower level
- New front staircase

**ESTIMATED COST: \$60,780\***

**COST ESTIMATE IS REPRESENTATIVE OF BOTH FRONT AND SIDE PROJECTS**



# UXBRIDGE 6 Mendon Street



## RECOMMENDED IMPROVEMENTS

- Restore front façade to replicate original design
- Install new corner trim and pilasters
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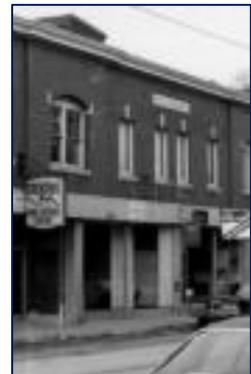
# UXBRIDGE 5 South Main Street



## RECOMMENDED IMPROVEMENTS

- Repair and paint upper cornice
- Install new entablature
- Install new storefront with new brick facade at first floor
- Repair/restore second floor windows

**ESTIMATED COST: \$249,933**



# UXBRIDGE 6 South Main Street



## RECOMMENDED IMPROVEMENTS

Replace storefront with new steel frame window and door system.  
Repair as required upper stories; install cornice on south side of building

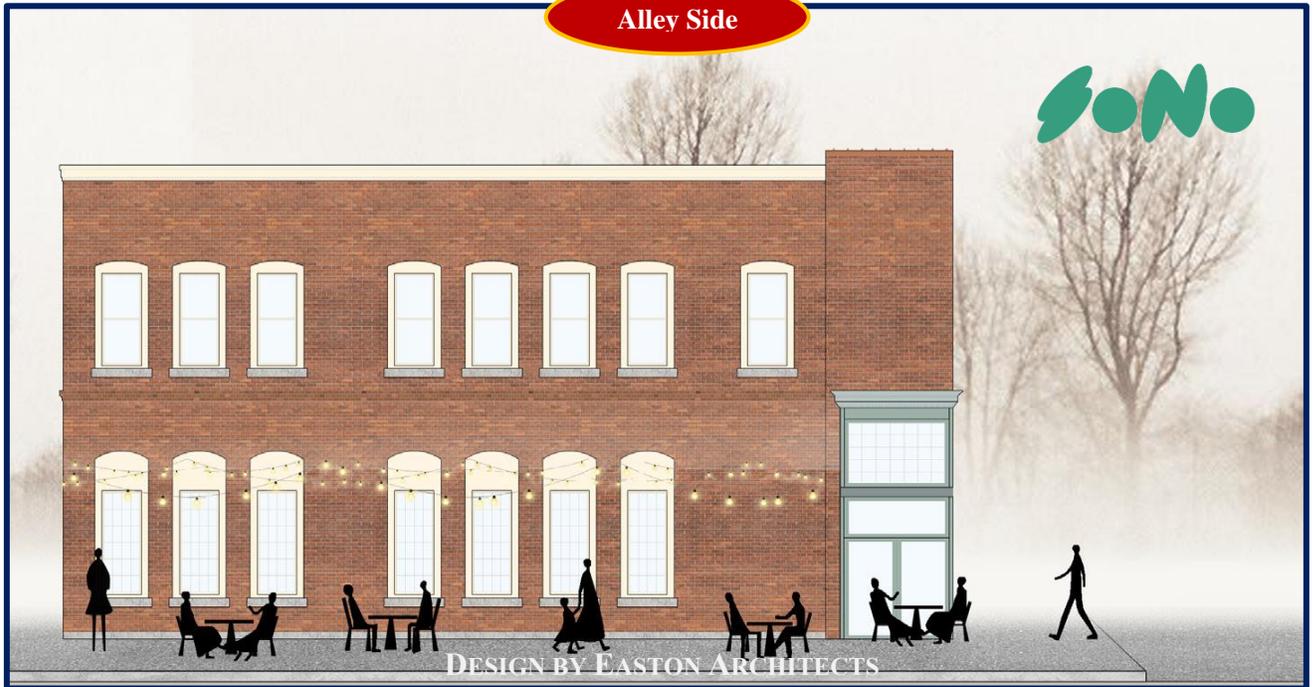
**ESTIMATED COST: \$366,708\***

**COST ESTIMATE IS REPRESENTATIVE OF BOTH FRONT AND SIDE PROJECTS**



# UXBRIDGE 6 South Main Street

Alley Side



## RECOMMENDED IMPROVEMENTS

Replace storefront with new steel frame window and door system.  
Repair as required upper stories; install cornice on south side of building.

**ESTIMATED COST: \$366,708\***

**COST ESTIMATE IS REPRESENTATIVE OF BOTH FRONT AND SIDE PROJECTS**



# UXBRIDGE 9 Mendon Street



## RECOMMENDED IMPROVEMENTS

- Renovate front steps and railing
- Connect rear seating area with new public space
- Connect to covered seating area in 2 South Main Street

**ESTIMATED COST: \$90,821**



# UXBRIDGE 11 South Main Street



## RECOMMENDED IMPROVEMENTS

- Repair and paint upper cornice
- Install new entablature
- Install new storefront with new brick façade at first floor
- Repair/restore second floor windows

**ESTIMATED COST: \$263,284**



# UXBRIDGE 16 Mendon Street



## RECOMMENDED IMPROVEMENTS

- Remove large mansard roof
- install new brick on front façade with new windows and doors
- New brick corbelling and arches
- Paint additional trim and window trim to match front façade

**ESTIMATED COST: \$165,923**



# UXBRIDGE 77 South Main Street



## RECOMMENDED IMPROVEMENTS

- New period appropriate windows
- New cornice moldings and trim
- New eave moldings; new wood siding

**ESTIMATED COST: \$85,058**



# UXBRIDGE 313 North Main Street



## RECOMMENDED IMPROVEMENTS

- New gable roof with detailing and upper story window
- New windows/doors in existing openings
- New trim and siding

**ESTIMATED COST: \$80,342**



# UXBRIDGE 195 South Main Street



## RECOMMENDED IMPROVEMENTS

Align roofs

Install new clapboard siding and windows

Install new fascia board, and new stylized garage doors

Provide landscaping features at entrance

**ESTIMATED COST: \$205,570**



# UXBRIDGE 2 South Main Street



## RECOMMENDED IMPROVEMENTS

Replace storefront with new steel frame window and door system  
Paint and repair as required upper stories

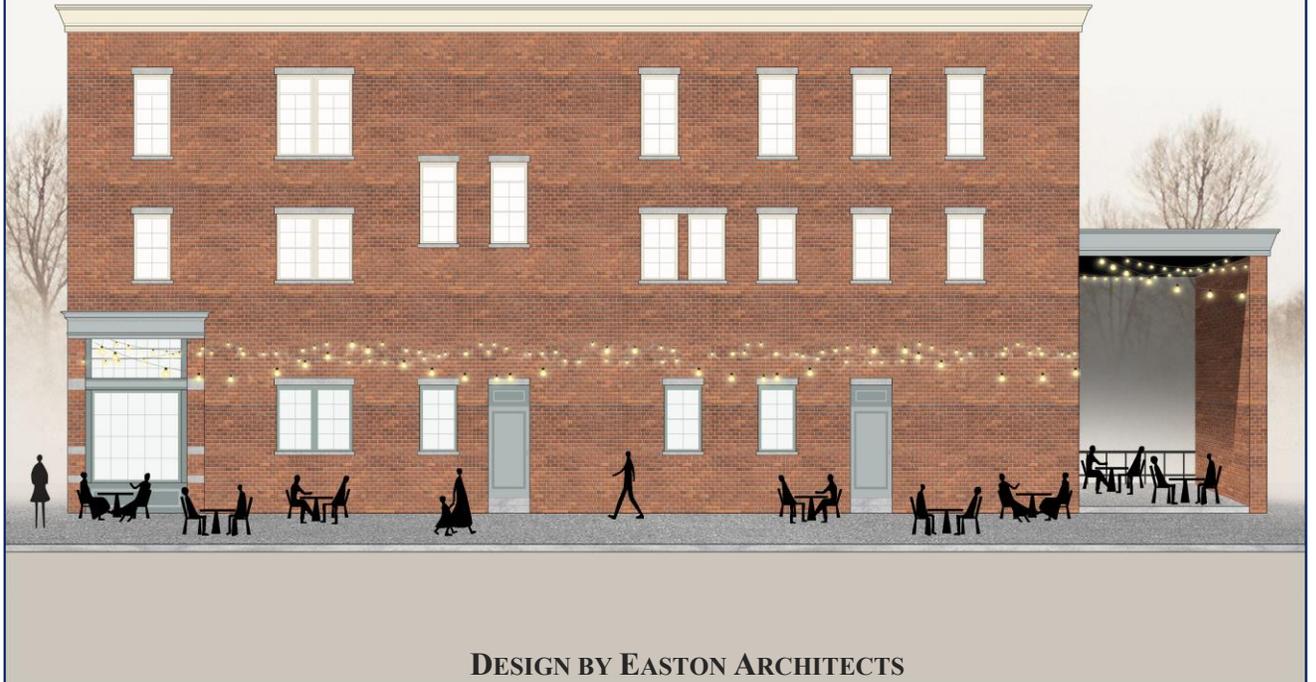
**ESTIMATED COST: \$244,519\***

**COST ESTIMATE IS REPRESENTATIVE OF BOTH FRONT AND SIDE PROJECTS**



# UXBRIDGE 2 South Main Street

Alley Side



## RECOMMENDED IMPROVEMENTS

- Replace storefront with new steel frame window and door system
- Paint and repair as required upper stories

**ESTIMATED COST: \$244,519\***

**COST ESTIMATE IS REPRESENTATIVE OF BOTH FRONT AND SIDE PROJECTS**



# UXBRIDGE 2 Hartford Ave West



## RECOMMENDED IMPROVEMENTS

- Paint exterior walls white and green stripes at the bottom.
- Replace window aluminum framing in expanded opening
- Replace doors to match window aluminum style
- Replace gas pumps with vintage-style units
- Repave pedestrian sidewalks with stone or similar material

**ESTIMATED COST: \$71,406**



# UXBRIDGE 316 North Main Street



## RECOMMENDED IMPROVEMENTS

- New hip roof on south side
- Standing seam metal canopy roof
- New doors and windows
- New brick siding

**ESTIMATED COST: \$129,721**



# UXBRIDGE 303 North Main Street



## RECOMMENDED IMPROVEMENTS

New windows and doors in modified configuration

New sign panel

**ESTIMATED COST: \$23,753**



# UXBRIDGE 277 North Main Street



## RECOMMENDED IMPROVEMENTS

- New windows and doors in modified openings
- Remove aluminum siding
- New garage bay doors
- New signs

**ESTIMATED COST: \$112,628**



# UXBRIDGE 270 North Main Street



## RECOMMENDED IMPROVEMENTS

New windows and doors

New trim and moldings

New railings and stairs from street to porch

**ESTIMATED COST: \$31,159**



# UXBRIDGE 264 North Main Street



## RECOMMENDED IMPROVEMENTS

- New windows and entry door
- New trim and patch/repair siding
- New landscaping/pedestrian pattern at entrance

**ESTIMATED COST: \$69,513**



# UXBRIDGE 187 North Main Street



## RECOMMENDED IMPROVEMENTS

Removal of aluminum siding

Strip paint on brick

New showroom windows and service bay doors

**ESTIMATED COST: \$153,593**



# UXBRIDGE 151 North Main Street



## RECOMMENDED IMPROVEMENTS

- New windows in modified openings
- New roof canopy over new first floor windows
- New gambrel end roof
- New shingle siding

**ESTIMATED COST: \$79,014**



# UXBRIDGE 101 North Main Street



## RECOMMENDED IMPROVEMENTS

- New wood shingle canopy
- New garage doors and man door
- Trim and molding at attic area with new window; corner trim
- New landscaping at front edge of garage

**ESTIMATED COST: \$61,968**



# UXBRIDGE 8 Court Street



## RECOMMENDED IMPROVEMENTS

- Remove pediment entrance
- Rebuild stepped façade to match original
- Restore columns
- Windows and door to match original
- Repair/restore entry steps and porch

**ESTIMATED COST: \$362,656**



# UXBRIDGE 8 Court Street



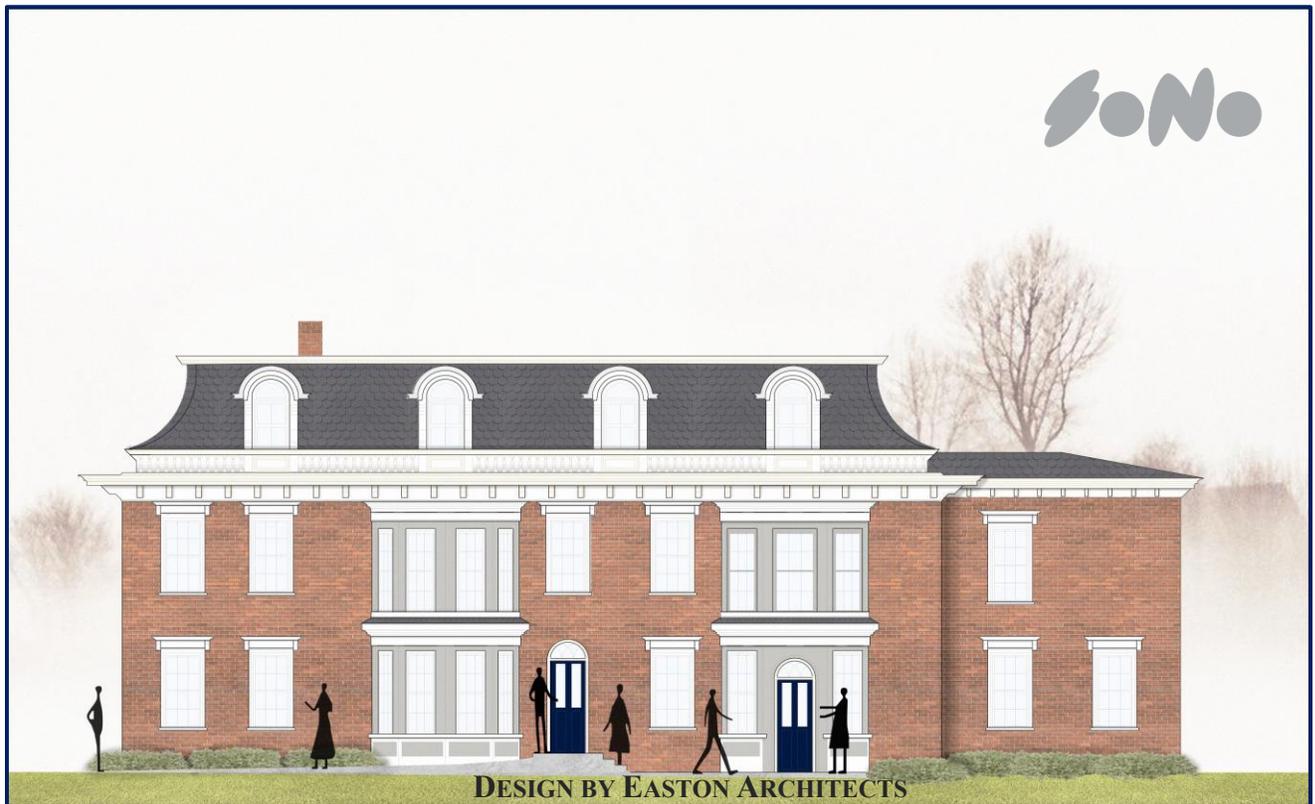
## RECOMMENDED IMPROVEMENTS

Install new windows in original locations to match original design

**ESTIMATED COST: \$16,000**



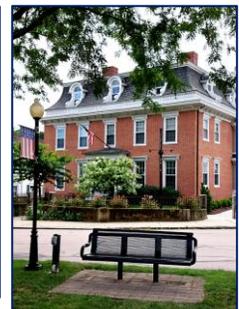
# UXBRIDGE 6 Court Street



## RECOMMENDED IMPROVEMENTS

- Construct new bay entrance with historically appropriate details
- Extend roof over entrance, matching existing
- Provide new window surround details to match original
- Optional brick siding to match original building
- Grade as appropriate with new landscaping, and new wrought iron fencing.

## ESTIMATED COST: TBD



# UXBRIDGE 30 Douglas Street



## RECOMMENDED IMPROVEMENTS

New windows and doors in modified openings

New siding and new roof vent details

New landscaping at landscaping and plantings at parking and entrance area

**ESTIMATED COST: \$37,726**



# UXBRIDGE 9 North Main Street



## RECOMMENDED IMPROVEMENTS

- New fence and low vegetation
- New stone wall and curb
- Modified plant/flagpole area

**ESTIMATED COST: \$121,211**



# UXBRIDGE 6 North Main Street



## RECOMMENDED IMPROVEMENTS

New stone base

New entry portico

Open porch on the corner with more specific architectural elements  
for the columns and entablature

Accentuate the verticality of the windows at the interior stairs

**ESTIMATED COST: \$197,012**



# UXBRIDGE 13 South Main Street



## RECOMMENDED IMPROVEMENTS

New glass store front and door

New trim at eave and transom

Remove existing aluminum siding and install new wood clapboard siding

**ESTIMATED COST: \$190,445**



# UXBRIDGE 15 South Main Street



## RECOMMENDED IMPROVEMENTS

Remove aluminum siding

Restore/repair/replace wood siding and trim/moldings to match original

Install new faux stained-glass window; restore steeple to match original

Provide lawn/green area in small yard between church and Elysian Salon

## ESTIMATED COST: TBD



# UXBRIDGE 20 South Main Street



## RECOMMENDED IMPROVEMENTS

- Remove glass entry way
- Restore front portico to original with wood columns and truss work
- New windows with historic lite pattern
- New landscaped entrance area

**ESTIMATED COST: \$309,980**



# UXBRIDGE 28 South Main Street



## RECOMMENDED IMPROVEMENTS

Remove roof

Install new brick siding with new windows/doors and new garage bay door

New landscape at all sides

**ESTIMATED COST: \$235,786**



# UXBRIDGE 36 South Main Street



## RECOMMENDED IMPROVEMENTS

- Remove front awning
- New windows and entry door
- New brick
- Aluminum awning and canopy
- New aluminum panel parapet with signage

**ESTIMATED COST: \$335,340**



# UXBRIDGE 107 South Main Street



## RECOMMENDED IMPROVEMENTS

- New entry porch with metal roof
- New windows and siding
- New trim; remove shutters

**ESTIMATED COST: \$72,881**



# UXBRIDGE 115 South Main Street



## RECOMMENDED IMPROVEMENTS

- Install a new rubble wall along the front yard that links the site with the neighboring properties
- Provide softer edges on the drive with landscape and entrance pillars
- Install latticework at porch deck to connect building to the ground

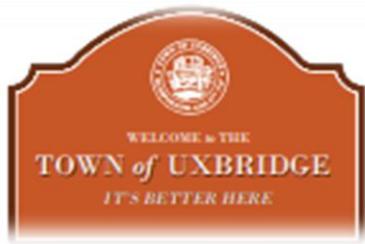
**ESTIMATED COST: \$108,874**



# **ATTACHMENT C**

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## **SIGNAGE IMPROVEMENT DESIGN PROJECT PORTFOLIO**



# UXBRIDGE

## SIGNAGE IMPROVEMENT DESIGN PROJECT

### PORTFOLIO

### MAIN STREET INITIATIVE

PREPARED BY MICHAEL GALLERANI

SIGNAGE DESIGNS BY

**EASTON ARCHITECTS**

PLANNING • RESTORATION • REUSE

2023 | EDCP

# UXBRIDGE MUNICIPAL SIGNAGE

**EXISTING CONDITIONS AND PRECEDENTS**




**PROPOSED SIGN IMPROVEMENT**



**36 South Main Street**  
*Uxbridge Senior Center*

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**Recommendations**

- Replace existing freestanding sign.

---

**Additional Signage**



**21 South Main Street**  
*Uxbridge Town Hall*

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**Historic Name:** Uxbridge Town Hall

**Year Built:** 1878-79

**Architectural Style:** Victorian Gothic

**Building Materials:** Brick

**Designation:** National Register Individual Property, National Register MRA, National Register Uxbridge Town Common and Center Historic District Local Historic District

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**Current Use:** Town Hall

**Recommendations**

- Replace existing freestanding sign.

---

**Additional Signage**

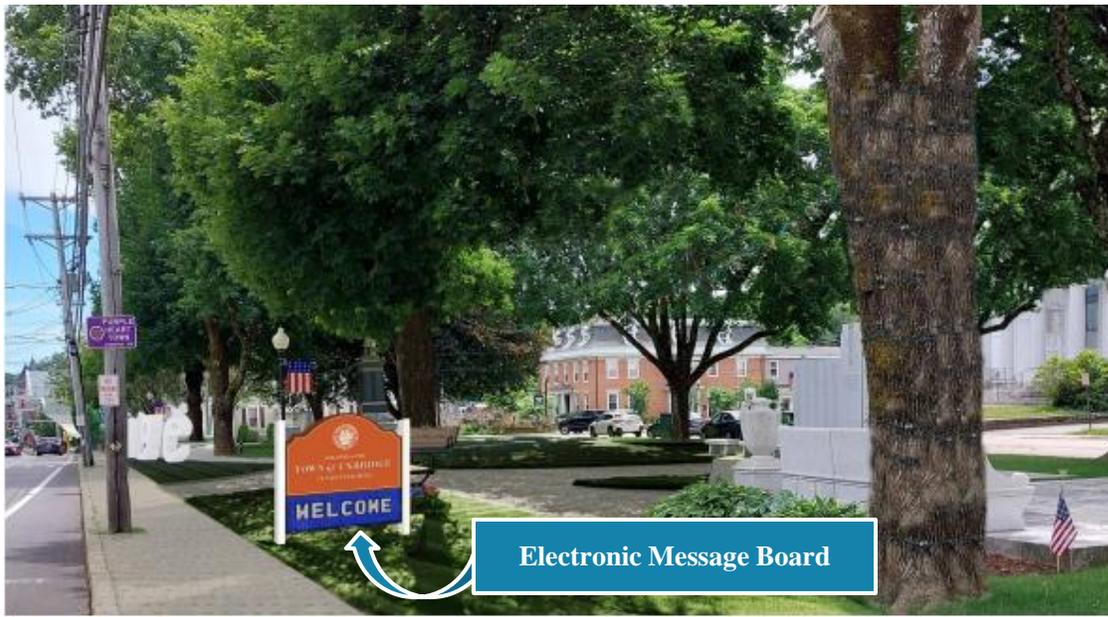



**EXISTING CONDITIONS AND PRECEDENTS**




**PROPOSED DESIGN IMPROVEMENT**



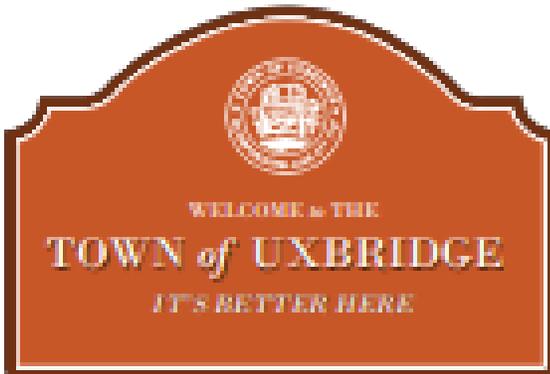


Town Commons Proposed Improvement

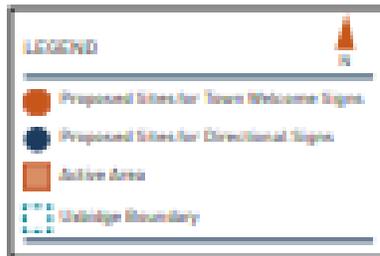
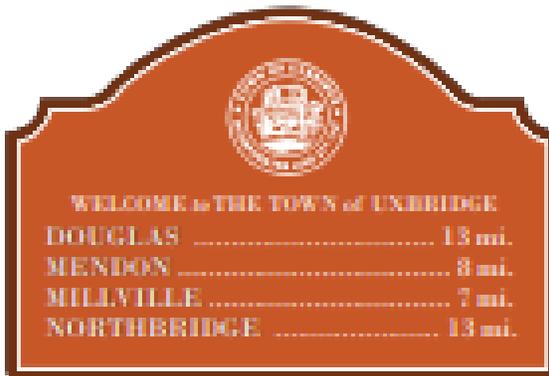
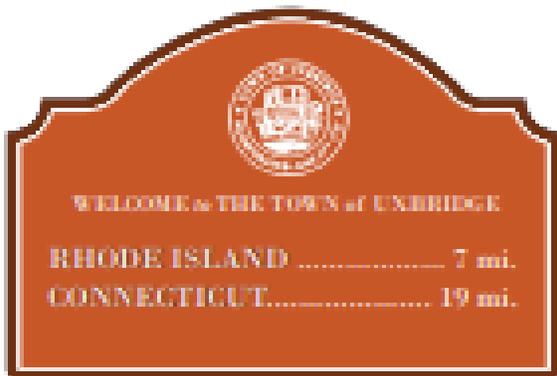
DESIGNS BY EASTON ARCHITECTS

# UXBRIDGE WAYFINDING SIGNAGE

Proposed town welcome sign

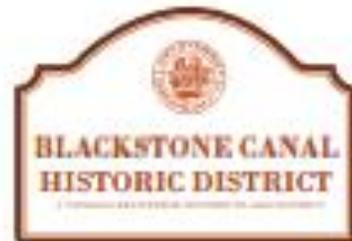
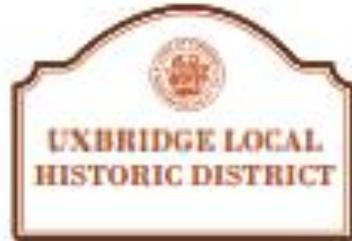
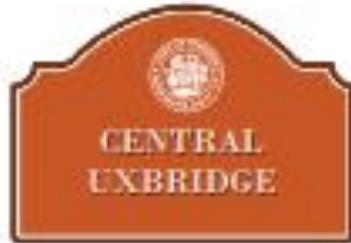
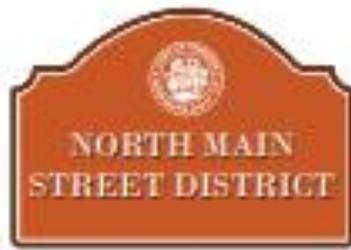


Proposed directional signs



DESIGNS BY EASTON ARCHITECTS

# UXBRIDGE DISTRICT SIGNAGE



DESIGNS BY EASTON ARCHITECTS

# UXBRIDGE MAIN STREET SIGNAGE

**2 Hartford Avenue West**  
BP Gas

EXISTING CONDITIONS AND PRECEDENTS



Recommendations

1. Replace existing signage with vintage-style sign;
2. Any other signs to be added keep the vintage feel and follow the industrial style outlined in the manual.

Additional Signage



**316 North Main Street**  
New Life Ministries

EXISTING CONDITIONS AND PRECEDENTS



Recommendations

1. Restore existing hanging signs;
2. New hanging signage at business entrances;
3. New mounted signage above windows.

Additional Signage



**313 North Main Street**  
Old Unbridge Fire Station

EXISTING CONDITIONS AND PRECEDENTS



Recommendations

1. New downward sign to the front yard.

Additional Signage



PROPOSED SIGN IMPROVEMENT



**303 North Main Street**  
B&L Pools/Food Works

EXISTING CONDITIONS AND PRECEDENTS



Recommendations

1. Restore existing awning and hanging signage;
2. New mounted signage above the doors.

Additional Signage



PROPOSED SIGN IMPROVEMENT



DESIGNS BY EASTON ARCHITECTS

# UXBRIDGE Main Street Signage

**277 North Main Street**  
Hellen Garage

**EXISTING CONDITIONS AND PRECEDENTS**



**Recommendations**

1. Retain existing signage;
2. New signage above windows and garage bays.

**Additional Signage**



**PROPOSED SIGN IMPROVEMENT**



**270 North Main Street**  
Kapi's Pub

**EXISTING CONDITIONS AND PRECEDENTS**



**Recommendations**

1. Retain existing hanging signage;
2. New mounted signage.

**Additional Signage**



**PROPOSED SIGN IMPROVEMENT**



**264 North Main Street**  
Butterfly Gift

**EXISTING CONDITIONS AND PRECEDENTS**



**Recommendations**

1. Retain existing signage;
2. New freestanding, mounted and glass signage.

**Additional Signage**



**PROPOSED SIGN IMPROVEMENT**



**187 North Main Street**  
Uxbridge Auto

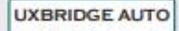
**EXISTING CONDITIONS AND PRECEDENTS**



**Recommendations**

1. Retain existing signage;
2. New mounted signage.

**Additional Signage**



**PROPOSED SIGN IMPROVEMENT**



**DESIGNS BY EASTON ARCHITECTS**

# UXBRIDGE MAIN STREET SIGNAGE

**43 North Main Street**  
D&D Construction

**EXISTING CONDITIONS AND PRECEDENTS**



**Recommendations**

1. Restore existing signage;
2. New mounted signage above windows.

**Additional Signage**



**PROPOSED SIGN IMPROVEMENT**



**101 North Main Street**  
Ruma Funeral

**EXISTING CONDITIONS AND PRECEDENTS**



**Recommendations**

1. Replace existing signage with new freestanding signage.

**Additional Signage**



**PROPOSED SIGN IMPROVEMENT**



**23 North Main Street**  
Unibank

**EXISTING CONDITIONS AND PRECEDENTS**



**Recommendations**

1. Replace existing signage with new freestanding signage.

**Additional Signage**



**PROPOSED SIGN IMPROVEMENT**



**6 Court Street**  
Wickstrom & Moore, LLP

**EXISTING CONDITIONS AND PRECEDENTS**



**Recommendations**

1. Replace existing signage with hanging signage.

**Additional Signage**



**PROPOSED SIGN IMPROVEMENT**



DESIGNS BY EASTON ARCHITECTS

# UXBRIDGE MAIN STREET SIGNAGE

**8 Court Street**  
First Congregational Church

EXISTING CONDITIONS AND PRECEDENTS



**Recommendations**

1. Replace existing signage with new freestanding signage
2. Remove other signage

Additional Signage



PROPOSED SIGN IMPROVEMENT



**8 Court Street**  
First Congregational Church Community House

EXISTING CONDITIONS AND PRECEDENTS



**Recommendations**

1. Replace existing signage with new mounted signage
2. New freestanding signage

Additional Signage




PROPOSED SIGN IMPROVEMENT



**30 Douglas Street**  
Kim's Variety

EXISTING CONDITIONS AND PRECEDENTS



**Recommendations**

1. New mounted sign above door;
2. New freestanding sign if necessary

Additional Signage



PROPOSED SIGN IMPROVEMENT



**5 Douglas Street**  
Jumb Donuts

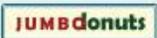
EXISTING CONDITIONS AND PRECEDENTS



**Recommendations**

1. Remove existing signage;
2. New mounted and hanging signage

Additional Signage


PROPOSED SIGN IMPROVEMENT



DESIGNS BY EASTON ARCHITECTS

# UXBRIDGE MAIN STREET SIGNAGE

**EXISTING CONDITIONS AND PRECEDENTS**

**PROPOSED SIGN IMPROVEMENT**

**9 North Main Street**  
Cove Insurance

**Recommendations**

1. Replace existing signs with new freestanding sign.

**Additional Signage**

**EXISTING CONDITIONS AND PRECEDENTS**

**PROPOSED SIGN IMPROVEMENT**

**6 North Main Street**  
Savers Bank

**Recommendations**

1. Replace existing signs with new freestanding sign.

**Additional Signage**

**EXISTING CONDITIONS AND PRECEDENTS**

**PROPOSED SIGN IMPROVEMENT**

**6 Mendon Street**  
Blackstone Valley Music/DWA

**Recommendations**

1. Remove all existing signs.
2. New mounted and hanging signs.

**Additional Signage**

**EXISTING CONDITIONS AND PRECEDENTS**

**PROPOSED SIGN IMPROVEMENT**

**6 Mendon Street (West Facade)**  
Blackstone Valley Music/DWA

**Recommendations**

1. Remove all existing signs.
2. New mounted and hanging signs.

**Additional Signage**

DESIGNS BY EASTON ARCHITECTS

# UXBRIDGE MAIN STREET SIGNAGE

**16 Mendon Street**  
Brothers Liquor Store

**EXISTING CONDITIONS AND PRECEDENTS**



**Recommendations**

1. Replace existing hanging signs;
2. New mounted sign.

**Additional Signage**



**PROPOSED SIGN IMPROVEMENT**



**9 Mendon Street**  
Mendon Street Kitchen

**EXISTING CONDITIONS AND PRECEDENTS**



**Recommendations**

1. Replace existing sign with new mounted sign;
2. New directional signs.

**Additional Signage**



**PROPOSED SIGN IMPROVEMENT**



**2 South Main Street**  
Commercial

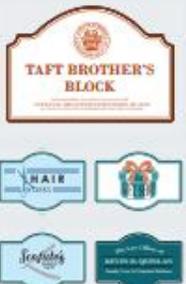
**EXISTING CONDITIONS AND PRECEDENTS**



**Recommendations**

1. Replace existing hanging signs;
2. New glass signs above doors.

**Additional Signage**



**PROPOSED SIGN IMPROVEMENT**



**2 South Main Street (Alley Facade)**  
Commercial

**EXISTING CONDITIONS AND PRECEDENTS**



**Recommendations**

1. New aluminum.

**Additional Signage**



**PROPOSED SIGN IMPROVEMENT**



DESIGNS BY EASTON ARCHITECTS

# UXBRIDGE MAIN STREET SIGNAGE

**6 South Main Street**  
Commercial

**EXISTING CONDITIONS AND PRECEDENTS**

**Recommendations**

1. Replace existing hanging signs
2. New glass signs above doors

**Additional Signage**

**PROPOSED SIGN IMPROVEMENT**

**EXISTING CONDITIONS AND PRECEDENTS**

**PROPOSED DESIGN IMPROVEMENT**

**5 South Main Street**  
Commercial

**EXISTING CONDITIONS AND PRECEDENTS**

**Recommendations**

1. Remove all existing signage
2. New recessed signs
3. New hanging signs

**Additional Signage**

**PROPOSED SIGN IMPROVEMENT**

**11 South Main Street**  
Commercial

**EXISTING CONDITIONS AND PRECEDENTS**

**Recommendations**

1. Remove all existing signage
2. New recessed signs
3. New hanging signs

**Additional Signage**

**PROPOSED SIGN IMPROVEMENT**

DESIGNS BY EASTON ARCHITECTS

# UXBRIDGE MAIN STREET SIGNAGE

**13 South Main Street**  
Elysian Salon

**EXISTING CONDITIONS AND PRECEDENTS**



**Recommendations**

1. Replace existing hanging signs;
2. Replace existing glass signs.

**Additional Signage**



**PROPOSED SIGN IMPROVEMENT**



**15 South Main Street**  
Congregation Maranatha

**EXISTING CONDITIONS AND PRECEDENTS**



**Recommendations**

1. Remove all existing signage;
2. Replace existing freestanding signs.

**Additional Signage**



**PROPOSED SIGN IMPROVEMENT**



**20 South Main Street**  
Derisneau Real Estate

**EXISTING CONDITIONS AND PRECEDENTS**



**Recommendations**

1. Replace existing freestanding signs.

**Additional Signage**




**PROPOSED SIGN IMPROVEMENT**



**28 South Main Street**  
Keegan Construction

**EXISTING CONDITIONS AND PRECEDENTS**



**Recommendations**

1. Remove existing signage;
2. New retained sign.

**Additional Signage**



**PROPOSED SIGN IMPROVEMENT**



DESIGNS BY EASTON ARCHITECTS

# UXBRIDGE MAIN STREET SIGNAGE

**77 South Main Street**  
77 Blossom Shop

**EXISTING CONDITIONS AND PRECEDENTS**

**Recommendations**

1. Remove all existing signage
2. Replace existing freestanding sign
3. New hanging sign

**Additional Signage**

**PROPOSED SIGN IMPROVEMENT**

**107 South Main Street**  
Professional Building

**EXISTING CONDITIONS AND PRECEDENTS**

**Recommendations**

1. Replace existing freestanding sign

**Additional Signage**

**PROPOSED SIGN IMPROVEMENT**

**145 South Main Street**  
Residential

**Historic Name:** Zadock Taft House  
**Year Built:** 1817  
**Architectural Style:** Greek revival  
**Building Materials:** Frame, clapboard, asphalt shingles, brick chimney  
**Description:** National Register Individual Property  
**Current Use:** Residential

**Design Intent**

This attractive building is in excellent condition, and is situated on its site in a steady manner. The intent here is to bring the surrounding area of the building to scale, and to link it with its neighbors. The traditional property observation along streets in the low band laid rubble wall, which in this instance would address the need for context, and provide an attractive edge to Main Street. Landscaping features along the entrance drive and side yard will add scale and context to the structure.

**Recommendations**

1. Install a new rubble wall along the front yard that links the site with the neighboring properties.
2. Provide softer edges on the drive with landscape and entrance pillars.
3. Install lattice work at porch deck to connect building to the ground.
4. Add NRHP sign.

**EXISTING CONDITIONS AND PRECEDENTS**

**PROPOSED DESIGN IMPROVEMENT**

**EXISTING CONDITIONS AND PRECEDENTS**

**Recommendations**

1. Replace existing freestanding sign
2. Add NRHP sign

**Additional Signage**

**PROPOSED SIGN IMPROVEMENT**

**195 South Main Street**  
A Touch of Magick

**EXISTING CONDITIONS AND PRECEDENTS**

**Recommendations**

1. Replace existing freestanding sign
2. Add NRHP sign

**Additional Signage**

**PROPOSED SIGN IMPROVEMENT**

DESIGNS BY EASTON ARCHITECTS

# ATTACHMENT D

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## PROGRAM GRAPHICS PORTFOLIO



ALL ABILITIES INITIATIVE



**NOTICE**

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# **ATTACHMENT E**

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## **LIST OF RELATED MATERIALS**

## **RELATED MATERIALS**

Available for review on the Town of Uxbridge website  
and at the Uxbridge Public Library.

### **All Abilities/ADA Self Evaluation and Transition Plan**

CMRPC and Center for Living & Working

### **McCloskey Building Studies and Report**

Kuhn Riddle Architects

### **Façade Improvement Design Project**

Easton Architects

### **Signage Improvement Design Project**

Easton Architects

### **Addressing Truck Traffic**

BSC Group

### **Uxbridge Gateway Options**

Boston Architectural College

### **Gateway – Uxbridge Report**

Boston Architectural College

“You have to trust in something – your  
gut, destiny, life, karma, whatever.  
This approach has never let me down,  
and it has made all the difference  
in my life”

Steve Jobs



**UXBRIDGE**  
MASSACHUSETTS