

Economic Development Initiatives Detail Report

3/3/2016

Initiative / Project Name	Project Status	Lead Division	Total Estimated Project Cost	Uses	Proposed Completion
Downtown Development					
<p>CitySquare</p> <p>The construction of the underground parking garage is nearing substantial completion. It is anticipated that the portion of the garage, bounded by Eaton Place, Front Street, and Mercantile Street, will be open to the public in early 2016. The portion of the garage underneath the hotel parcel will remain closed as the hotel is constructed above it. Construction is set to commence on the 168 room hotel in spring 2016. Ownership of the vacant parcel directly across from the WRTA Bus Hub has transferred from CitySquare II Development Co. LLC to Roseland Properties. Roseland has received Definitive Site Plan approval from the Planning Board to construct 370 residential units with 12,000 SF of retail. The project will be phased, with a recently issued press release from Roseland announcing the commencement of construction of 237 units. The property is being marketed as 145 Front @ CitySquare. Construction has commenced at the site. Lastly, Franklin Realty Advisors has recently purchased the existing remaining properties formerly part of the mall complex from Berkeley Investments, Inc. for \$32.5 million. The overall project cost, including redevelopment of the property, will total over \$70 million. UMass Memorial Health Care will become a major new tenant at 90-110 Front St., bringing 500 information technology jobs to downtown. In addition to the private investment, the Lt. Governor announced a \$1M Massworks grant for the renovation of the Commercial Street Parking Garage, located at the intersection of Commercial and Foster Streets and across from the DCU Center.</p>	Ongoing	Administration & Special Projects	570,000,000	Housing Office Retail Cultural	
<p>Urban Revitalization Plan</p> <p>The Worcester Redevelopment Authority (WRA) hired the BSC Group, Inc. to provide consultant services for developing, drafting, and obtaining approval of an Urban Revitalization Plan, as established by M.G.L. Chapter 121B, for strategic portions of the City's downtown. The Urban Revitalization Plan will address some of the downtown's critical properties that have suffered ongoing disinvestment. It will build on the prior development efforts including the Theatre District Master Plan to propose a program of targeted redevelopment and land use controls to capitalize on both private and public initiatives. Work on the Urban Revitalization Plan is currently underway; a 15 member WRA Citizen Advisory Council has helped guide the process. The plan is expected to be completed in the first quarter 2016. There will be a review and approval process through the Worcester Redevelopment Authority, Planning Board, and the City Council prior to submission to the State for approval.</p>		Administration & Special Projects	0	Mixed-Use Public Improvements	
<p>Former Worcester County Courthouse</p> <p>The City of Worcester acquired the former Worcester County Courthouse from the Commonwealth of Massachusetts in August 2014. In conjunction with taking title, the City received a grant of \$3M from the Commonwealth to assist with environmental remediation and selective demolition, if necessary, of the building. The City reached an agreement to sell the property to a New Hampshire-based developer for \$1.2 million. The developer plans to convert the vacant, historical courthouse into approximately 115 market-rate apartments, with 3,000 square feet of retail space. This redevelopment calls for the preservation and renovation of the entire building. An abatement contractor was procured through a public bid process. Abatement and remediation work is mostly complete. It is anticipated that the developer will take title to the property in early spring 2016. Phase I of the Environmental Remediation Work, which comprised primarily of the removal of environmental hazards located in the interior of the building have been completed. Phase I work also included the removal of the underground storage tanks. Phase II which includes the abatement of environmental hazards outside the building will be accomplished in the coming weeks.</p>		Administration & Special Projects	4,000,000	Housing Retail	

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<p>Theatre District - Transformative Dev. Initiative</p> <p>The City of Worcester is among the first Gateway City communities to receive MassDevelopment's TDI District in Development designation for the Worcester Theatre District. As part of this initiative, MassDevelopment will provide enhanced technical assistance, real-estate services, and equity investments in real estate to support local visions for redevelopment, and to catalyze and leverage investments and economic activities. This designation allows Worcester to continue the forward momentum created by the Theatre District Master Plan and, in concert with the Downtown-Theatre District urban revitalization plan, leverage assets to make the Theatre District a walkable and thriving mixed-use, 18-hour destination. In association with this initiative, Worcester received a placemaking grant to support the first ever Worcester Local Kickoff Weekend which included live music, food trucks, a pop-up café, vendors at Worcester Common, a kickball game, beer garden, and the transformation of a vacant storefront into a game show studio. In addition, Mass Development has engaged the firm Civic Moxie to provide enhanced technical assistance to the TDI Partners. This technical assistance is focused on creating an active uses implementation strategy and providing in depth market- and building redevelopment analysis on select properties.</p>		Administration & Special Projects	0	Mixed-Use Institutional Retail Office Housing	
<p>Commercial Development</p> <p>CSX Neighborhood Improvement Fund</p> <p>The City, Commonwealth of Massachusetts, and CSX signed a landmark agreement enabling CSX to expand operations in Worcester as part of an economic development project aimed to increase commuter and freight rail options to the City. The agreement has resulted in \$5 million of donations from CSX to the City including an Open Space Donation of \$1 million, a Community Space Donation of \$4 million and a "Container Fees" donation which is estimated to collect approximately \$2 million over a period of 20 years. This funding has allowed for improvements to Cristoforo Colombo Park and Holmes Field, streetscape improvements in the areas around the CSX yard, and a number of capital improvement projects as recommended by the CSX Neighborhood Improvement Advisory Committee including the ShotSpotter Program, purchase and installation of security cameras, streetscape improvements in various strategic areas, playground improvements, purchase of educational equipment, and beautification projects.</p>		Administration & Special Projects	7,000,000	Public Improvements	
<p>Washington Square Hotel</p> <p>In March 2015, the WRA authorized the execution of a Terms of Conveyance Agreement with First Bristol Corporation for the sale of a 40,000 square foot parcel in Washington Square. The parcel will become the site of a \$14 million, 120 room Homewood Suites Hotel. The hotel developer has completed the permitting process the buildings on the project site have been razed. A groundbreaking ceremony took place on February 29, 2016. Construction is anticipated to last thirteen months.</p>		Business & Community Development	14,000,000	Hotel	
<p>Gateway Park</p> <p>Gateway Park</p> <p>Hotel Development - The owner/operator of the Courtyard by Marriott is currently constructing a \$10M, 100-room Hampton Inn within Gateway Park, behind the current hotel facility. A TIF was approved by City Council in 2013 and the Commonwealth's EACC in 2014. The hotel owner/operator has also made facade and parking lot improvements to the Courtyard by Marriott site. The opening of the Hampton Inn is slated for March 22, 2016.</p>	Ongoing	Business & Community Development	40,000,000	R&D	09/01/2016
<p>Vocational School Property</p>	Ongoing	Administration & Special Projects	0		10/31/2015

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<p>Voke School A - Winn Development is exploring the possible acquisition and redevelopment of the Boys' Club for professional office use. The discussions between the city and Winn are preliminary and non-binding. Winn has been granted a license to enter upon the property to conduct due diligence and determine the feasibility of its plans. The license period has been extended through April 30, 2016. During this extended period Winn will continue to be responsible for the maintenance of the landscaping around the building as well as snow removal.</p>				Housing	
<p>Union Station</p> <p>Capital Improvements</p> <p>*Capital Projects - Improvement projects planned at Union Station include: internal signage, improvements along Harding Street, and restrooms. Signage within the facility was installed in October 2015. The restroom project bid was awarded and construction is underway. The new and renovated restrooms will be complete by Spring 2016. The bid for the Harding Street electrical work has been awarded and work will be complete by Spring 2016. The bid for the Harding Street wall repair work has been awarded, and work will be complete by Spring 2016.</p> <p>* Union Station Garage Tenancy - The WRA awarded a contract to Glickman Kovago Company for commercial broker services to assist in the marketing and disposition of the space. EOED has placed "For Lease" signs in the windows of the retail space.</p>	Ongoing	Administration & Special Projects	2,400,000	Retail Office Restaurant	
<p>Blackstone Canal</p> <p>Blackstone Heritage Corridor Visitor Center</p> <p>Stakeholders include the City, Holy Cross, Massachusetts Department of Transportation (MassDOT), Massachusetts Department of Conservation and Recreation (DCR), Federal Highway Administration (FHA), Blackstone Heritage Corridor Inc., and Congressman McGovern's Office. The City continues to work with project stakeholders to realize the full potential of the development in the area and incorporate the Visitors' Center, Blackstone Gateway Park, and Blackstone River Bikeway elements into an overall, cohesive vision for the future growth of Quinsigamond Village. MassDOT is overseeing Phase I site work, which commenced in Fall 2015. Phase II, which includes the building construction, is at 25% design. It is anticipated that this phase will be bid out in Fall 2016 with a Fall 2017 opening. This facility will not only be a visitor center but also the new regional headquarters for MA Dept. of Conservation and Recreation. Blackstone Gateway Park plans are at 100% design, with bidding and anticipated construction of this bridge/boardwalk linear park to start in 2016.</p>	Ongoing	Administration & Special Projects	15,000,000	Cultural Educational	06/01/2017
<p>South Worcester Industrial Park (SWIP)</p> <p>SWIP</p> <p>The environmental remediation and demolition of all the City-owned sites within the industrial park is now complete. A sign has been installed advertising the SWIP parcels for sale at the corner of Southbridge and Southgate Streets, and the City Council approved an Economic Development Plan for SWIP that allows for the direct disposition of the City-owned properties. The City continues to market the properties and has had preliminary conversations with parties interested in developing the sites. Discussions are currently underway with a developer interested in constructing a new building at 49 Canterbury Street. O&S Realty, LLC (Absolute Machinery) has agreed to purchase approximately 25,000 square feet of land that abuts their property at 57 Southgate Street. O&S Realty's request for a zone change to allow for a planned 13,500 square foot expansion of their operations in lieu of relocation out of the city was approved. In addition, the City Council approved a Tax Increment Financing Plan for the company's expansion project on February 2, 2016. The state is expected to approve the Certified Project request on March 22, 2016. Finally, the City is working with an out-of-state company that has expressed interest in</p>	Ongoing	Business & Community Development	8,000,000	Light Manufacturing	

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<p>locating a wind turbine manufacturing facility at 25 Southgate Street.</p>					
Housing Initiatives					
<p>Gardner Kilby Hammond</p> <p>* GKH Bike Path and Street Improvements - The bike path project consists of two separate scopes of work – (1) construction of a 700 linear foot bike path and (2) street resurfacing and construction of new sidewalks along Kilby Street and Gardner Street both from Main Street to Tainter Street. The City has been coordinating with MassDOT, Congressman McGovern’s Office, National Grid, and Clark University. A groundbreaking event was held at the site on May 28, 2015. Much progress has been made. Final paving and the official opening of the bike path is anticipated in Spring 2016. In addition, Clark will be breaking ground on its playing fields adjacent to the Boys & Girls Club in Spring 2016.</p> <p>* Sustainable Communities Grant - The final report has been provided by McCabe Enterprises and city staff will be coordinating providing access to the community by March 31st.</p> <p>As part of a Sustainable Communities Grant (a collaborative undertaking between the City, MSCDC, McCabe Enterprises, IES, and TCB), the Loom Works Livability and Crompton & Knowles Redevelopment Project is focused on developing an economically viable development plan for the redevelopment of 95 Grand Street and a sustainability and connectivity plan/ vision for the balance of the 8 acre Crompton & Knowles Loom Works site and larger Main South neighborhood. This project is funded through a Sustainable Communities Challenge Planning Grant from the U.S. Department of Housing and Urban Development (HUD). A separate component of the grant funded the redevelopment of 93 Grand Street (aka Worcester Loomworks) into affordable housing.</p> <p>* The Worcester Loomworks project consists of the renovation and adaptive re-use of an 1890s era industrial building at 93 Grand Street. The Community Builders began construction on 94 units of low-income rental housing in July 2014. The final construction report was received in January 2016, the rent-up of all 94 units have been completed and we are currently in the close out certification phase. A celebratory open house is being coordinated with the Community Builders, the developers, of the Worcester Loomworks I & II for early spring.</p>	Ongoing	Administration & Special Projects	32,000,000	Housing Public	09/01/2016
<p>HUD Entitlement Programs (CDBG, HOME, HOPWA, ESG)</p> <p>*Emergency Solutions Grant (ESG) is a federally funded grant program that provides funding to: engage homeless individuals and families living on the street; help operate emergency shelters for homeless individuals and families these shelters; provide essential services to shelter residents, and rapidly re-house homeless individuals and families. The City coordinates with the local Continuum of Care (COC) in determining how to allocate ESG funds to compliment the Homeless Assistance service system and COC recipients and services. Six non-profit human services providers implemented nine different programs funded in-part by the City’s ESG funds in Fiscal Year 2016. These programs provide services to over 150 individuals and families, including subpopulations that encompass veterans, youth, former prisoners, households fleeing domestic violence, unsheltered homeless, and unaccompanied adults that exit the Triage & Assessment Center towards permanent housing options.</p> <p>*Housing Opportunities for Persons With AIDS (HOPWA) program is the only Federal program dedicated to the housing needs of individuals and families living with HIV/AIDS. It is also the largest geographic service area the city of Worcester administers encompassing all of Worcester County, Massachusetts and Windham County Connecticut. HOPWA funds may be used for a wide range of housing, social services, program planning, and development costs. These include, but are not limited to, the acquisition; rehabilitation; or new construction of housing units; costs for facility operations; rental assistance; and short-term payments to prevent homelessness. An essential component in providing housing assistance for this targeted special needs population is the coordination and delivery of support services including (but not limited to) assessment and case management, substance abuse treatment, mental health treatment, nutritional services, job training and placement assistance, and assistance with daily living.</p>		Grants Management & Compliance	0		

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<p>Five non-profit human services providers implemented seven different programs funded in-part by the City's Fiscal Year 2016 HOPWA Grant, providing services and housing that helped over 140 individuals and families obtain and maintain stable housing.</p> <p>*HOME Investment Partnerships Program (HOME) is a federally funded grant program that the city of Worcester utilizes - often in partnership with both private nonprofit and developers - to fund a wide range of activities including building, buying, and/or rehabilitating affordable housing for rent or homeownership or providing direct rental assistance to low-income people.</p> <p>Currently the City's Housing Development Division is working with both non-profit and profit entities to support both the preservation of affordable housing units built in the 1960, 1970s and 1980's. These projects now face the elimination of restrictions ("expiring use") that they serve low-income residents due to the potential for owners to prepay their federally-subsidized mortgages, or opt out of their existing Section 8 rental subsidy contracts. To preserve these units requires a combination of resident and community initiative, and public and private investment. Some 2,676 housing units qualified as expiring use in the City's Subsidized Housing Inventory from 2013-2020. The City, in partnership with the Department of Housing and Community Development, have thus far engaged and identified with owners in the preservation of 2,325 of these units. Currently, the City is working with DHCD's designee thru the Chapter 40T process to preserve an additional 132 units at the Fruit & Sever apartments. Additionally, some over 170 new affordable housing units are anticipated the next 24 months.</p> <p>*Community Development Block Grant Entitlement Program (CDBG) provides annual grants on a formula basis to entitlement cities such as the city of Worcester, to provide, principally for low- and moderate-income persons, decent housing and a suitable living environment, expanding economic opportunities, and improving public infrastructure. Specific to Housing Development, in Fiscal Year 2016 approximately \$1.4 million of funding will be provided in grants to homeowners and investor owners to support home owner and rental rehabilitation, down payment, code enforcement and demolition.</p> <p>The City can also allocate up to 15% of its annual allocation to providing social and human services ("Public Services"). In Fiscal Year 2016, \$605,721 was allocated in Public Services that provided 5,024 low- and moderate-income persons in the city of Worcester with health services, emergency food, counseling, education and training, youth recreational and after school programming. Public Services were administered through 13 contracts with 9 different area non-profits. Additionally, through a combination of the annual CDBG allocation and use of unexpended balances from prior years, an additional \$3.2 million of funding was allocated to the improvement of Public Facilities. The Public Facility improvements included: safety and energy efficiency improvements for 3 non-profit service provider buildings, improvement of a community life job center space located in a subsidized housing community, the re-construction of two parking lots at a community health center and replacement of dental operator chairs at another, the purchase of a city of Worcester fire fighting ladder truck, parks improvements at two city parks, the pending relocation of a historically designated tavern property, and extensive sidewalk and street reconstruction work in Union Hill, a low- to moderate-income neighborhood undergoing a focused revitalization effort. Administration of the CDBG program also requires the City provide both an Annual Plan and Five (5) Year Consolidated Plan submission to the US Department of Housing & Urban Development (HUD). The consolidated planning process serves as the framework for a community-wide dialogue to identify housing and community development priorities for HUD-sponsored entitlement grant programs. Over the last year, the Neighborhood Services Division facilitated numerous community input meetings across city of Worcester neighborhoods attracting over 134 participants. The citizen input was integrated with data generated from a variety of sources to formulate the City's newly approved Five (5) Year Consolidated Plan.</p> <p>The city's commitment of \$375,000 of Community Development Block Grant in Fiscal 15 was successful in leveraging a \$3,714,272 HUD award from the Office of Lead Hazard Control and Healthy Homes. These funds will promote local efforts to eliminate dangerous lead paint and other housing-related health hazards from lower income homes; stimulate private sector investment in lead hazard control; support cutting-edge research on methods for assessing and controlling housing-related health and safety hazards; and educate the public about the dangers of hazards in the home.</p>					

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<p>Union Hill Neighborhood Revitalization Project</p> <p>Union Hill is the focus of a targeted strategy across multiple City departments seeking to improve the quality of life in the area. Since 2013, \$4.9 million in investments has been completed, programmed, or is underway in the Union Hill neighborhood. EOED is spearheading this effort. In coordination with DPWP, comprehensive streetscape improvements for Harrison Street and Providence Street have been a focus as well as street resurfacing and sidewalks for Aetna Street, Plane Street, and Chapin Street, resulting in a total of 18,250 square yards of roadway resurfaced and 6,200 square yards of sidewalk replaced. Phase II will commence in Spring 2016, and will include 7,575 square yards of roadway resurfacing as well as the replacement of 2,910 square yards of sidewalk. To date, close to \$155,000 in housing rehabilitation and lead abatement funds has been expended on 20 housing units. The National Community Development Association (NCDCA) recently announced that Worcester was selected for a 2015 Community Development Achievement Award in recognition of the Union Hill Neighborhood Revitalization Initiative. The Housing Development Division is currently working with five new owner occupied properties (15 Housing units) on Providence and Barclay Street. Currently, applications and eligibility are being updated and reviewed. We anticipate bidding projects out early in the fourth quarter of FY16.</p>		Grants Management & Compliance	5,000,000	Housing Public Improvements	
<p>HDIP</p> <p>The Commonwealth of Massachusetts, Department of Housing and Community Development (DHCD) approved the city's application to create a Housing Development Incentive Program (HDIP). The HDIP is an economic development incentive providing Gateway Cities an additional development tool to increase residential growth, expand diversity of the housing stock, support economic development and promote neighborhood stabilization in designated target areas. It allows qualified projects to obtain a local real estate tax exemption, which then allows the project to access a State Investment Tax Credit. The city worked with the Developer, Vision Development, on the approval of an HDIP application which has allowed the redevelopment of the Osgood Bradley building into a modern purpose-built student housing project. Branded Realty Group, Inc. has received local HDIP approval for its proposed redevelopment of the former El Morocco building at 100 Wall Street, and the application has been submitted to the State for its review and approval.</p>		Business & Community Development	0	Housing	
<p>City Arts</p> <p>Wayfinding Project</p> <p>DPW in partnership with Selbert Perkins is finalizing site locations for Wayfinding signage. A public meeting was held at the EcoTarium to update citizens and institutions providing an overview and timeline for the scope of work. Jenna Wills has been hired by the DPW to serve as the project manager for the Worcester Wayfinding program. The Wayfinding working committee has met with Ms. Wills and the design firm liaison from Selbert Perkins Design to map out the work plan. It is anticipated that components of the project (such as signage fabrication and installation) will commence in the spring-fall of 2016. Public art and web based technology will be implemented in 2017. The city of Worcester received \$2M in funding from the Commonwealth for this \$3M project. Wayfinding is a collaboration between the city's EOED and DPW along with the Worcester Cultural Coalition - Wayfinding Steering Committee.</p>	Ongoing	Cultural Development	3,000,000	Transportation Cultural	
<p>Cultural Marketing</p> <p>* Worcester PopUP: The Cultural development office, is partnering with the Worcester Cultural Coalition and Worcester Business Development Corporation to seek funding from the state Cultural Facilities Fund to build out a performance space and, gallery and co-working space for arts and culture in 20 Franklin Street. The Cultural Development Division, in partnership with the Worcester Cultural Coalition and Worcester Business Development Corporation, opened a new Worcester PopUP at 20 Franklin Street. The opening coincided with the Worcester Local Kickoff Weekend held on the Worcester Common. The PopUP hosted the Worcester Regional Research Bureau's "Are You Smarter Than a 5th Grader?" - a</p>	Ongoing	Cultural Development	100,000	Public Cultural	

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<p>competition pitting Worcester School Committee members against City Councilors. The PopUP has hosted 15 events including dance workshops, painting classes, concerts, arts shows, and youth workshops attracting more than 600 people to date. The PopUP is funded in part by the Worcester Cultural Coalition and the Greater Worcester Community Foundation.</p> <ul style="list-style-type: none"> * • Worcester Arts Council awarded \$88,692 in grants to 40 Worcester-based artists and organizations in the arts, sciences and humanities, including two Artist Fellowship awards of \$5,000 each. Worcester Arts Council received additional funding from the MCC for FY16 and will have \$112,812 available for the next grant cycle. • The website at www.WorcesterMass.org attracted 173,620 unique visitors viewing 660,876 page views in calendar 2015, while the Culture Coalition home page attracted an additional 21,369 page views. The online Cultural Calendar saw growth of 28% from FY14 with 38,414 unique page views, affirming the site's status as a reliable, comprehensive source for cultural happenings in the greater Worcester area. Significant growth (63%) in visits to our restaurant listings in the last quarter of the year after utilizing WorcesterScene to populate that information, again reinforcing WCC site as THE comprehensive stop for a full cultural experience in Worcester. The WCC visitors to the website comprised of 69% returning visitors with 31% percent representing new visitors to the site. • WCC publishes a popular bi-monthly enewsletter, Arts & Culture Connection, a monthly public WOO e-newsletter and a bi-monthly College WOO e-newsletter with a distribution of more than 29,789 subscribers, supporting nearly 2,000 public events throughout the calendar year. • WCC maintains very active Facebook and Twitter accounts for the College and Public WOO Card and for the Worcester Cultural Coalition and has recently launched a Pinterest account. Social media continues to grow daily with our friends and followers now reaching over 8,000 people • WCC oversees monthly unique media plugs in/on more than a half dozen media outlets – print, radio, local television, and online - with an approximate combined cash value of well over a quarter-million dollars. Marketing outlets include: WBUR, WFCR, WNNZ, WICN, WTAG, WCRN, WSRS, WXLO, PIKE, WORC-FM, Go Local Worcester, Charter TV3 and on line. All WCC member organizations and WOO venues are promoted through the WCC's multi-faceted marketing strategies. <p>* Public Art: The Worcester Public Art Working Group (PAWG) is preparing to install three new murals in Worcester during the spring of 2016. PAWG oversees a 3 tiered action agenda: 1) to commission large-scale public art in the downtown footprint - i.e., The Block Player mural by Caleb Neelon at 484 Main Street and the new mural at the Hanover Theatre for the Performing Arts created by Damien Mitchell; 2) to support local and regional artists in the development of public art throughout the city; 3) to encourage and support the engagement of young people and the general public in creating public art. The Worcester Arts Council has partially funded mural projects throughout the city. This past summer, Art in the Park featured 25 public art works in Elm Park created by artists from across the U.S., including an installation by Seven Hills Charter School students under the direction of Jerry Beck/Revolving Museum. Worcester Windows featured a photo exhibition entitled Worcester Celebrates Diversity in the City Hall Community Gallery. The exhibition is curated by the Worcester Alliance for Photographers.</p> <p>* The Cultural Development office, in partnership with Discover Central MA has engaged and trained 15 ambassadors to staff public events and share information about Worcester cultural and entertainment attractions, an hospitality venues.</p> <p>* Woo Pass: With 13,000 plus registered WOO Cards as of November 30, 2015, WOO is a comprehensive and effective means of uniting and promoting creative opportunities available throughout the region. The WCC is partnering with Destination Worcester to promote Greater Worcester to visitors and residents. The WOO Card has evolved into the WOO Pass - a new mobile application which soft launched in October. WOO Pass markets Greater Worcester as a great place to live, learn, work and play.</p> <p>* Out to Lunch: The Out to Lunch Concert series featured 10 main stage concerts on the Worcester</p>					

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<p>Common Oval last summer (June - August). In addition to ethnic food vendors, farmers and crafters market, young aspiring talent was engaged to perform during intermission. Approximately 200-500 people attended each event. The city of Worcester and Worcester Cultural Coalition co-produced the series with generous support from WCRN, Charter TV, College of the Holy Cross, WRTA, Immedia, and the Worcester T&G. The program was staffed by the Cultural Development Division and DPW&P Parks Division with assistance from interns from the following colleges and schools: Worcester Public Schools, College of the Holy Cross, UMASS Amherst, and Boston University.</p>					
<p>Planning</p> <p>Worcester Energy</p> <p>The goal of Worcester Energy is to encourage residents, businesses, and institutions throughout the city to save energy through investments in energy efficiency and sustainability. The Residential Rebate Pilot Program has been completed and staff are analyzing the results of the program to gauge its effectiveness. Staff is also exploring options for future applications to the Green Communities Grant program.</p>		<p>Planning & Regulatory Services</p>	<p>0</p>	<p>Energy Efficiency Residentie</p>	