

FAIRMOUNT INDIGO PLANNING INITIATIVE

UPHAM'S CORNER STATION AREA PLAN

EXECUTIVE SUMMARY

DRAFT



CITY OF BOSTON
Martin J. Walsh
Mayor



Boston
Redevelopment
Authority

Upham's Corner

Working Advisory Group (WAG) Members

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Prepared for **City of Boston, Martin J. Walsh Mayor**
Boston Redevelopment Authority



CITY OF BOSTON
Martin J. Walsh
Mayor



Boston
Redevelopment
Authority

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Study Purpose

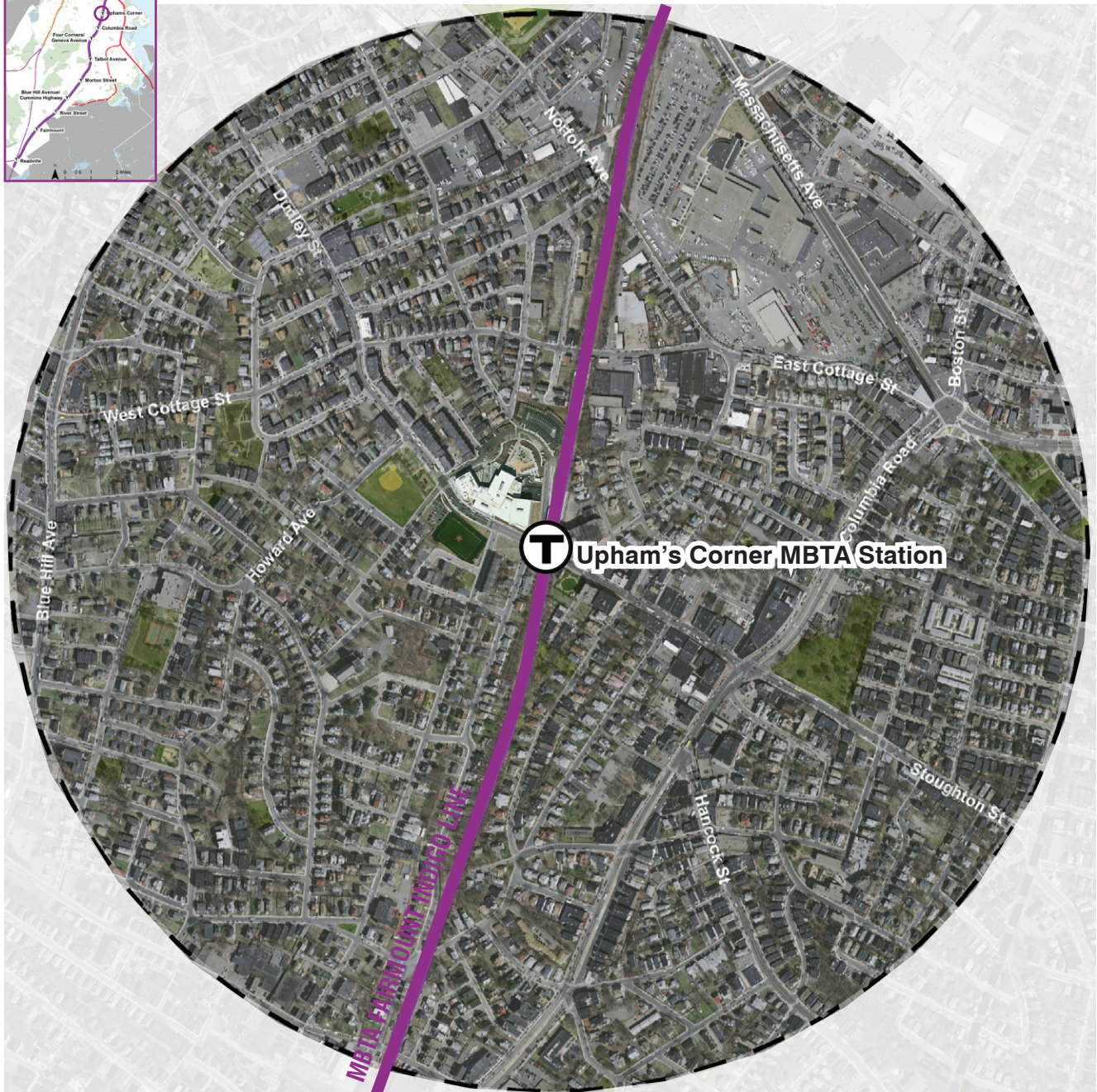
As part of the City of Boston's Fairmount Indigo Planning Initiative, the Upham's Corner Station Area Plan establishes a framework for future improvements and investment to enhance both the commercial center of Upham's Corner and the surrounding neighborhoods. The study has included a year-long process with community workshops and public meetings under the guidance of a Working

Advisory Group (WAG) comprised of local residents, business owners and stakeholders. The Station Area Plan embraces the MBTA Fairmount Indigo line as a transit amenity and looks to guide physical and economic development, encourage sustainable and transit-oriented growth, prioritize economic prosperity for current residents and businesses and incorporate existing planning initiatives into one shared vision.



Fairmount Indigo Corridor Context

The study area for the Upham's Corner Station Area Plan includes portions of Roxbury and Dorchester within 1/2 mile of the Upham's Corner rail station.



Community Vision

The community vision was created through a community planning and visioning process that included a community workshop, community open houses, discussion with a Mayoral appointed Working Advisory Group (WAG), many in-person visits to each Station Area neighborhood, stakeholder, resident and advocate interviews and an analysis of the existing conditions of the Station Area. The Vision Statement sets a direction for future efforts in Upham's Corner. The Community Goals add more detail to the statement.

Vision Statement

Upham's Corner is a revitalized commercial, cultural and community center that is a celebration of diversity and an arts and cultural anchor of the Fairmount Indigo Corridor.

Community Goals

The goals of the community vision are to:

- Strengthen businesses and activity to revitalize and support the commercial and cultural center
- Provide new housing opportunities near the station and Main Streets District to support vitality
- Reinforce a direct connection between the center of activity and the rail station
- Reinforce a walkable neighborhood orientation through public realm and open space improvements to enhance Station Area quality of life
- Protect existing community assets found in the current residents, businesses, and historic sites and buildings of Upham's Corner
- Minimize displacement of current residents and businesses to preserve diversity



The Strand Theatre a cultural anchor to Upham's Corner

The vision builds on Upham's Corner's rich history as a commercial hub in Boston. The Station Area Plan seeks to position Upham's Corner for new economic prosperity and to reinforce it as an important hub of cultural activity in the Fairmount Indigo Corridor. The cultural anchor of the Strand Theatre and new community amenities, such as the Salvation Army Kroc Center, anchor a renewed and evolving station area and neighborhood center.

Key recommendations of the community vision have been outlined by topic areas including Prosperity, Home, Place, Getting Around, Quality of Life and Public Space. The Station Area Plan balances recommendations in each topic area to reinforce a high quality livable district and neighborhood.



PROSPERITY



HOME



PLACE



GETTING AROUND



QUALITY OF LIFE



PARKS AND PUBLIC SPACE

Illustrative Vision Plan

An illustrative plan of the community vision is shown below. The illustration reflects the physical strategies that are part of the Station Area Plan including new transit-oriented development near the rail station, new mixed-use development at the Main Streets district, new infill residential development in the surrounding neighborhoods, streetscape improvements to critical connections and an expanded open space network.



Recommendations illustrated within the study area for the Upham's Corner Station Area Plan includes portions of Roxbury and Dorchester within 1/2 mile of the Upham's Corner rail station

Key Findings



Prosperity

- 1 Redevelop City-owned Maxwell Property to bring new investment
- 2 Address negative impact of Leon Building - short and long term
- 3 Reinforce Upham's Corner as an arts and cultural destination
- 4 Strengthen an active and walkable Main Street District



Home

- 5 Encourage a mixed-use Main Street with new residential uses
- 6 Increase housing choice with multi-family near rail station
- 7 Infill vacant lots with new housing opportunities
- 8 Minimize displacement of existing residents



Place

- 9 Reinforce Dudley St/Columbia Rd connection to station
- 10 Improve wayfinding to Upham's Corner
- 11 Strengthen gateways into Upham's Corner



Getting Around

- 12 Create a multi-modal hub connecting to rail station
- 13 Enhance safety with neighborhood street improvements
- 14 Link connections as per Greenway Concept Plan



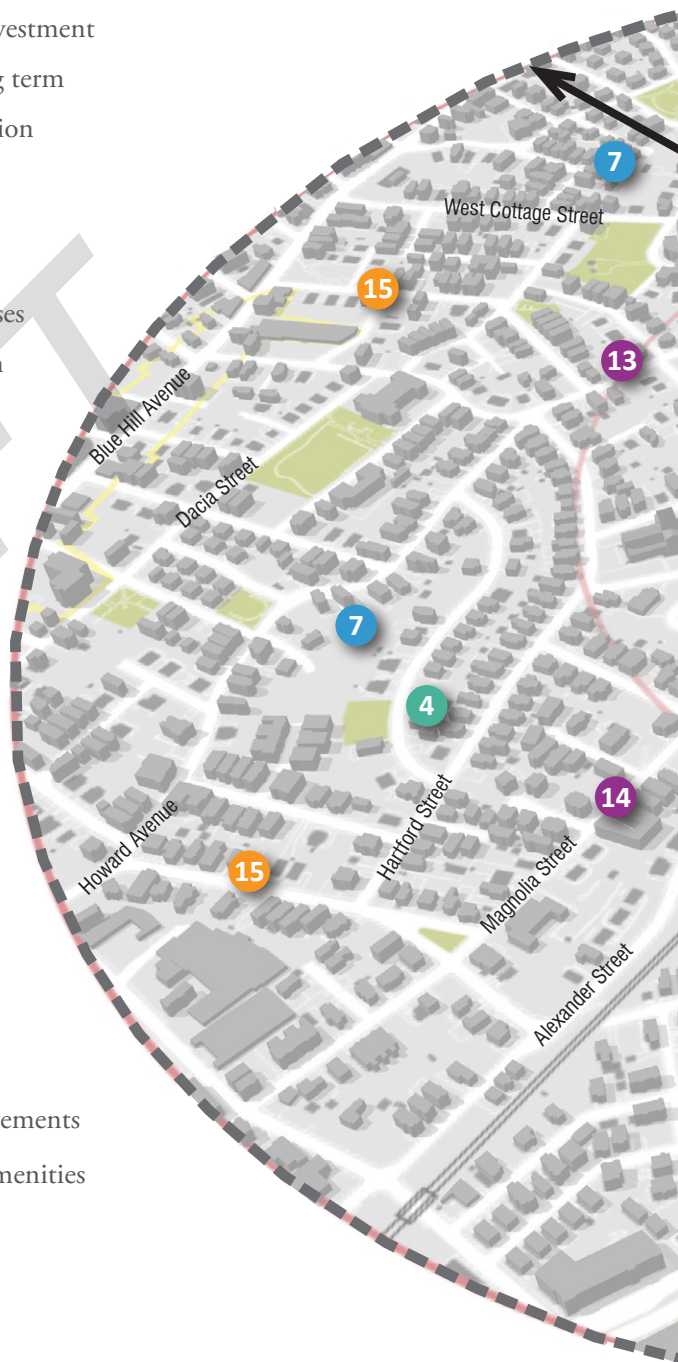
Parks/Public Space

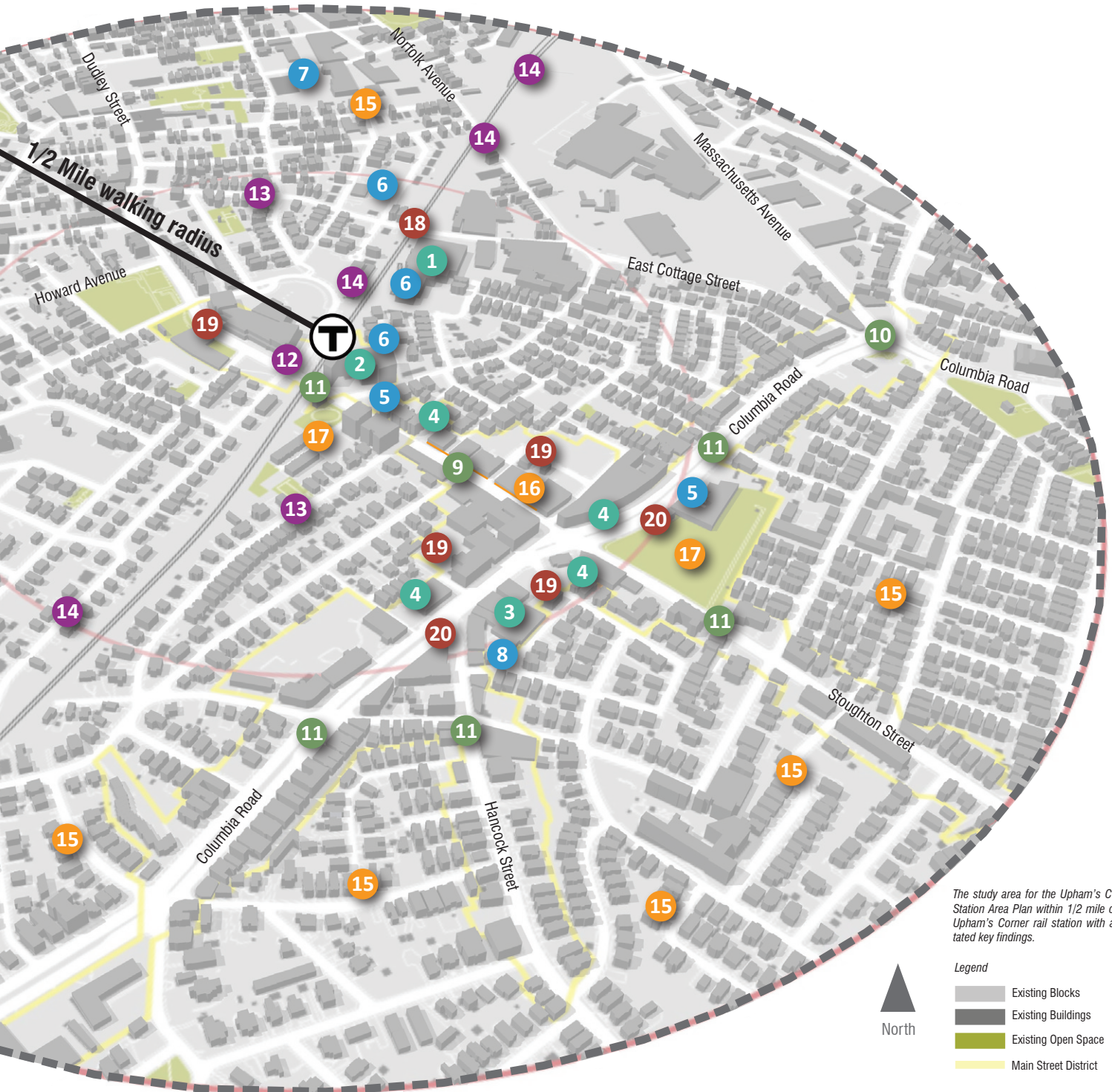
- 15 Establish new neighborhood open spaces/agriculture sites
- 16 Expand public space with rebalanced public realm improvements
- 17 Improve access to existing public space and community amenities



Quality of Life

- 18 Add a new station entrance and platform connection
- 19 Encourage shared/managed public and private parking
- 20 Promote public art as a consistent feature of the district







Prosperity

Strengthen business activity to revitalize and support Upham's Corner as a commercial and cultural anchor. The approaches to reinforcing the prosperity of the Station Area follow:

- A Identifiable and Attractive** - an attractive central district must be identifiable at its entry points and draw in residents and visitors at the rail station and Columbia Road.
- B Mixed-use Activity** - renovation and redevelopment should add new residential activity above active ground floor uses to support a vibrant retail district.
- C Cultural Complements** - new and existing retail and restaurant businesses should complement the Strand Theatre to reinforce the district as a destination for cultural events.
- D Local-serving Businesses** - small businesses need to sustain active patronage from local residents to grow and thrive. Conversely, residents need to drive local spending.
- E Training and Connection** - coordinate community, health, and training centers as a network to serve residents and businesses to connect to opportunity and partners.



Home

Provide new mixed-income housing opportunities near the station and Upham's Corner Main Streets District to support vitality and prosperity. The approach to housing in focuses on the following characteristics:

- A Transit Orientation** - underutilized properties directly adjacent to the rail station are an excellent opportunity to provide residential uses that promote transit and walking.
- B Mixed-use Activity** - add new residential units above ground floor retail uses to support a vibrant commercial district through targeted redevelopment.
- C Multi-Family Models** - projects that bring a critical mass of units efficiently with conventional stick-built construction and surface parking are the most economically feasible.
- D Mixed Income** - new housing must provide opportunities for diverse income levels including market rate and workforce units that also bring new opportunities for current residents.
- E Neighborhood Infill** - strengthen blocks and promote infill development using City programs and lands as a model.

Leon Electric Building

Corners of Dudley St and Humphreys St



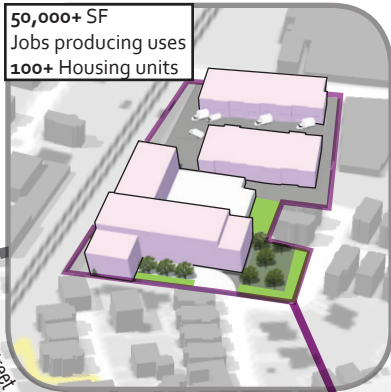
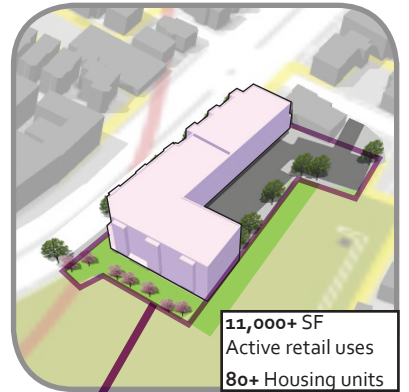
Potential Redevelopment of Key Sites

Commercial/Light Industrial (Gross Square Feet)	50,000
Residential (Units)	460
Retail (Gross Square Feet)	60,000

The following area calculations are based upon hypothetical redevelopment scenarios on (5) sites in Upham's Corner selected by the Upham's Corner Working Advisory Group (WAG). Potential redevelopment would require reinvestment in private property and modification to current zoning regulations to achieve. The scenarios tested the scale and feasibility of potential redevelopment at these key locations.

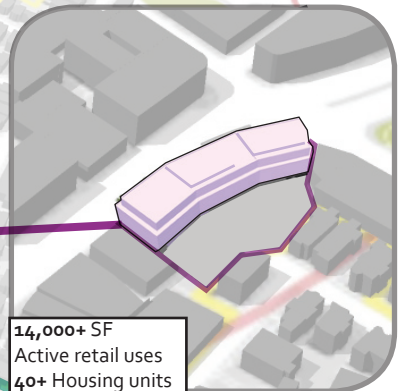


ATCO Supply Parcels Columbia Rd at North Burying Ground

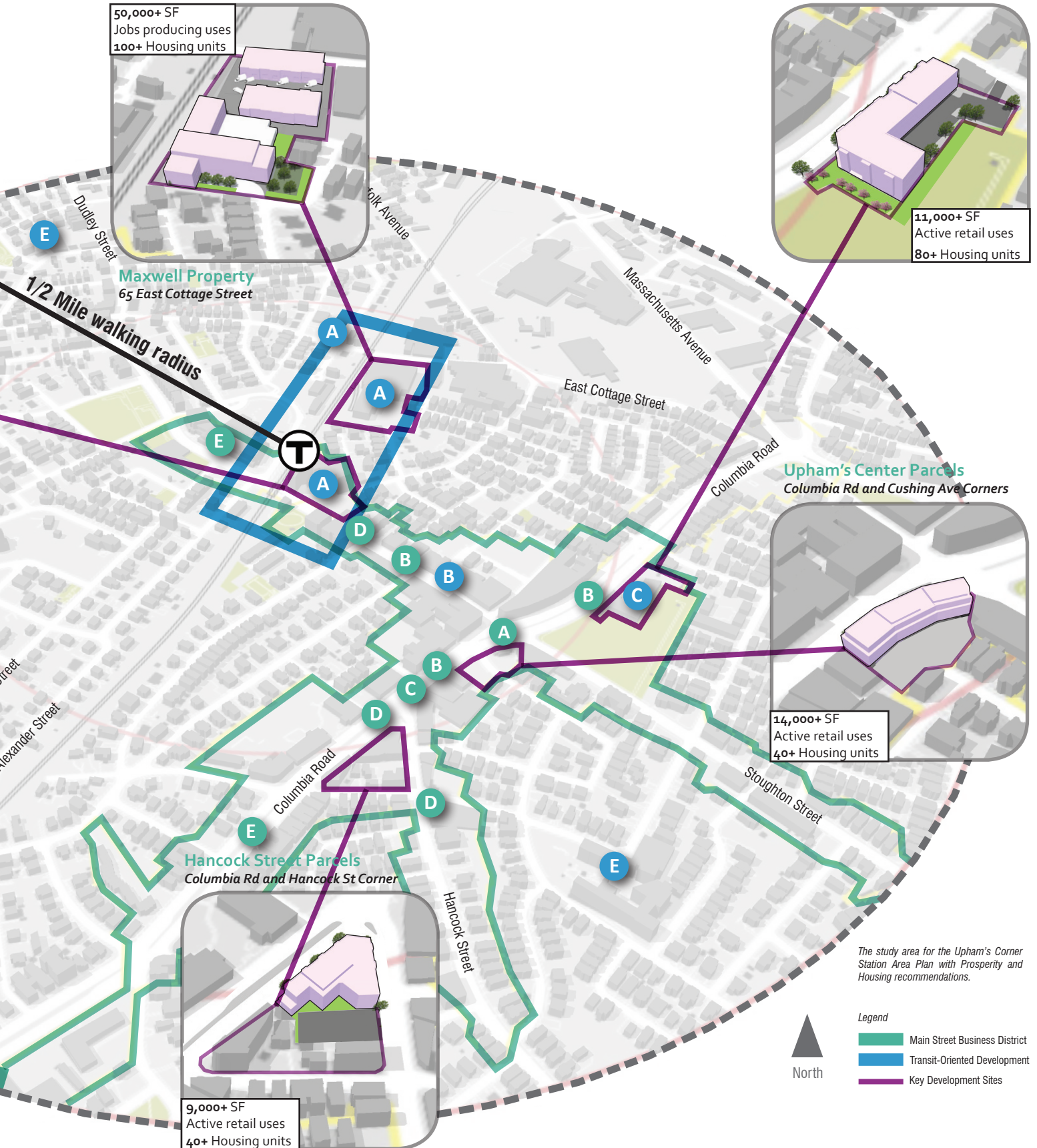
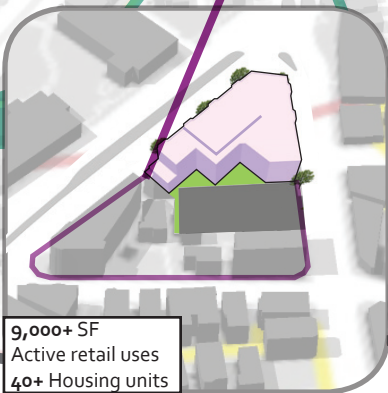


Maxwell Property 65 East Cottage Street

Upham's Center Parcels Columbia Rd and Cushing Ave Corners



Hancock Street Parcels Columbia Rd and Hancock St Corner



The study area for the Upham's Corner Station Area Plan with Prosperity and Housing recommendations.

Legend

- Main Street Business District
- Transit-Oriented Development
- Key Development Sites



Place

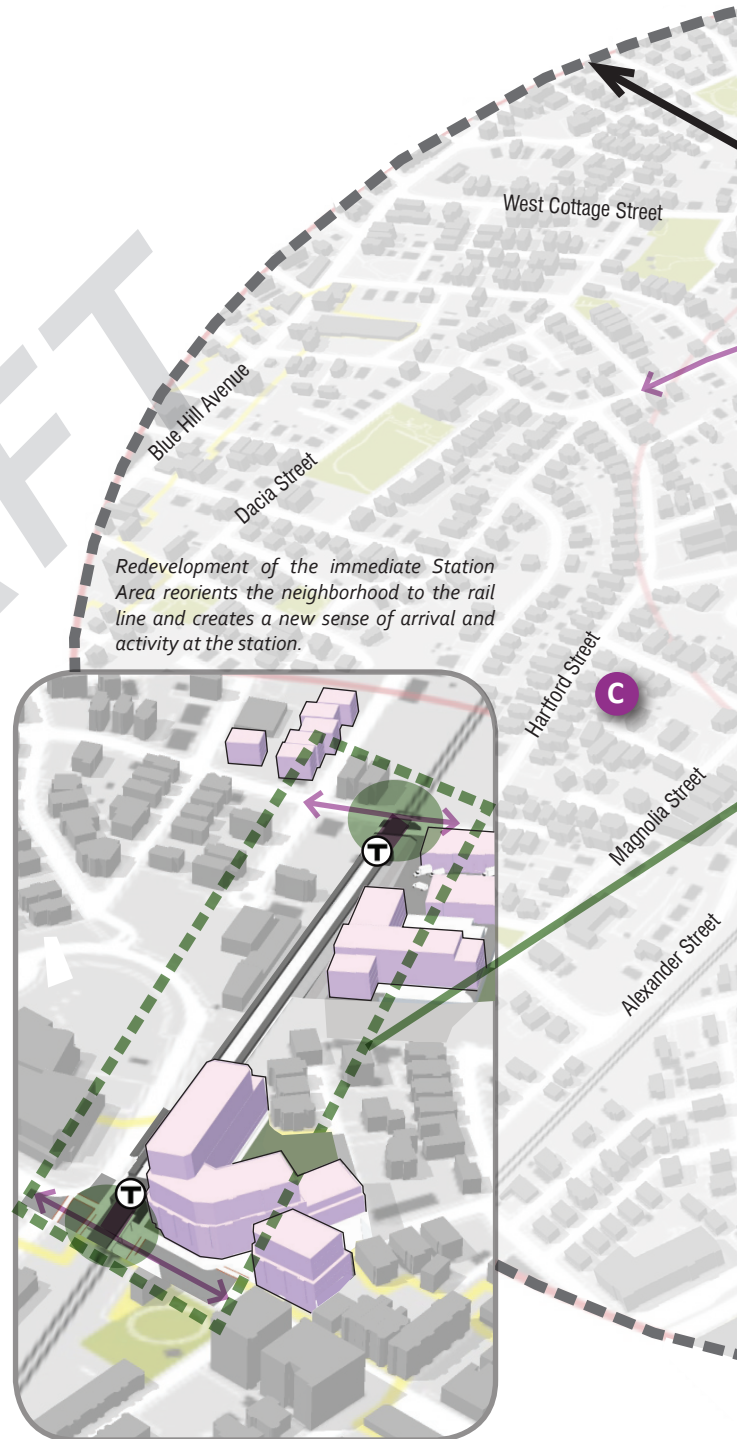
The physical environment of the Station Area should express the distinctiveness and vitality of the heart of the district and provide visual cues for attractive and stable neighborhoods. The following principles have been identified to reinforce the physical environment of the Station Area:

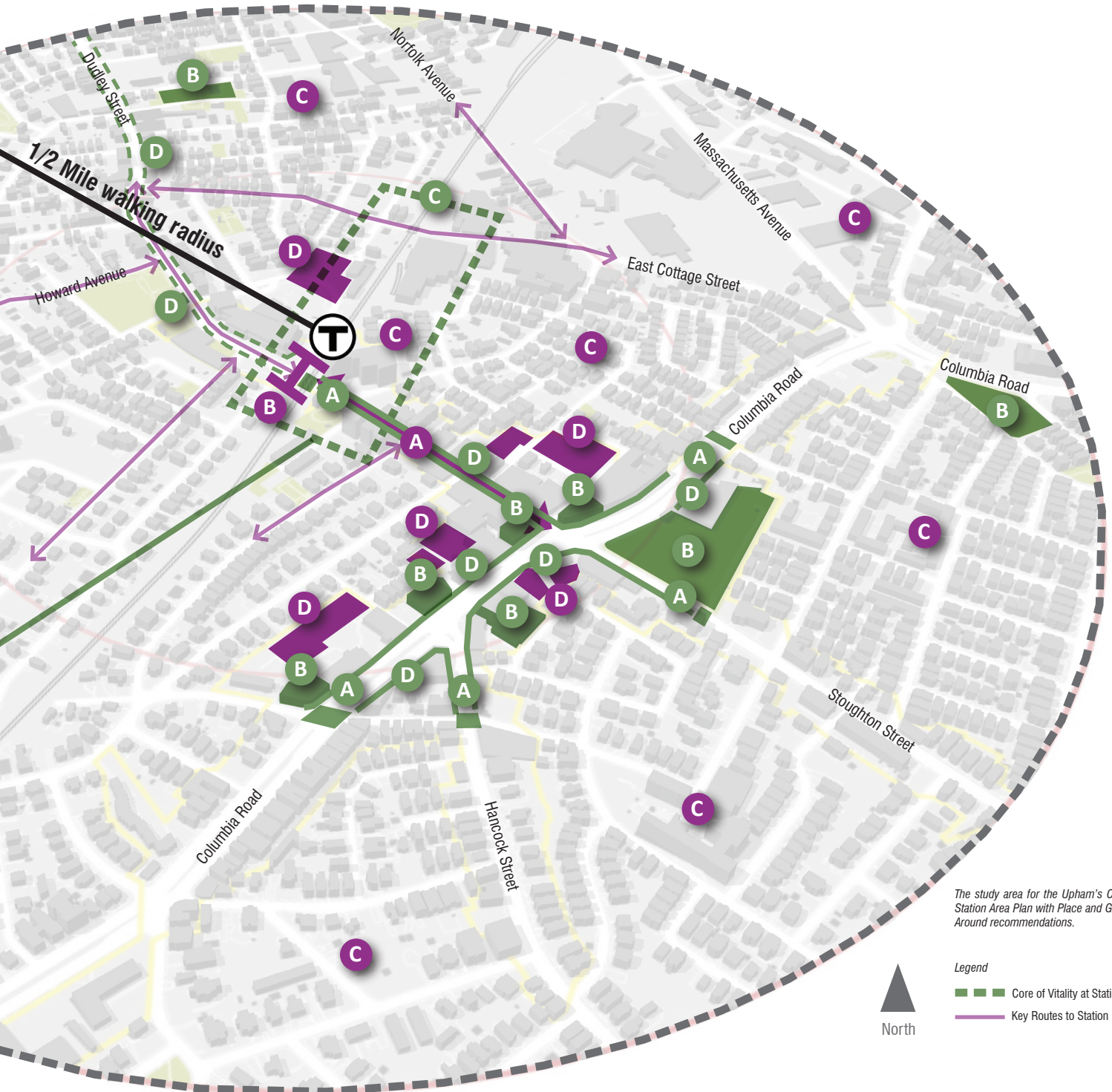
- A Main Street Gateway** - signify entry points into the district through redevelopment and streetscape improvements along primary street connections and at the rail station.
- B Highlight Historic Assets** - the distinctiveness of the Station Area is enhanced by preserving, but also actively re-using historic buildings and sites. New development should respect the historic scale of approximately 5-story buildings.
- C Vitality at the Station** - allowing larger building massing adjacent to the station can transform the sense of arrival at the station and reinforce district continuity.
- D Active Ground Floor** - reinforce continuity of active ground level use with transparency and entries at the street. Active ground floor uses should coordinate with adjacent public realm amenities.

Getting Around

Connections to the rail station and the public street network can be improved to emphasize a sense of place, reinforce walkability, increase bike and vehicle safety and reduce congestion for buses. The following approaches get more out of the Station Area public realm:

- A Dudley Street Gateway** - Columbia Road improvement treatments, landscape, lighting and materials should extend a sense of unity in the district along Dudley Street to create gateways to the district from the rail station.
- B Mobility Hub** - the rail station entry at Dudley Street needs to become a central collection point for accessible mobility options with wayfinding for walking and easy connections to Hubway, bus routes, and car and taxi cab pick-up.
- C Walkable Neighborhoods** - walking is central to promoting rail station access and a vital Main Street District, all surrounding neighborhoods should provide continuous and safe sidewalks and crosswalks to these destinations.
- D Managed Parking** - public and private parking resources require coordination, wayfinding and improvement in visual appeal district-wide to maximize utilization.





The study area for the Upham's Corner Station Area Plan with Place and Getting Around recommendations.

- Legend
- Core of Vitality at Station Area
 - Key Routes to Station





Parks and Public Space

A deficiency of publicly accessible open space around the Station Area (relative to other neighborhood averages) should be addressed. The following approaches have been identified to improve neighborhood access to strategically located open space amenities:

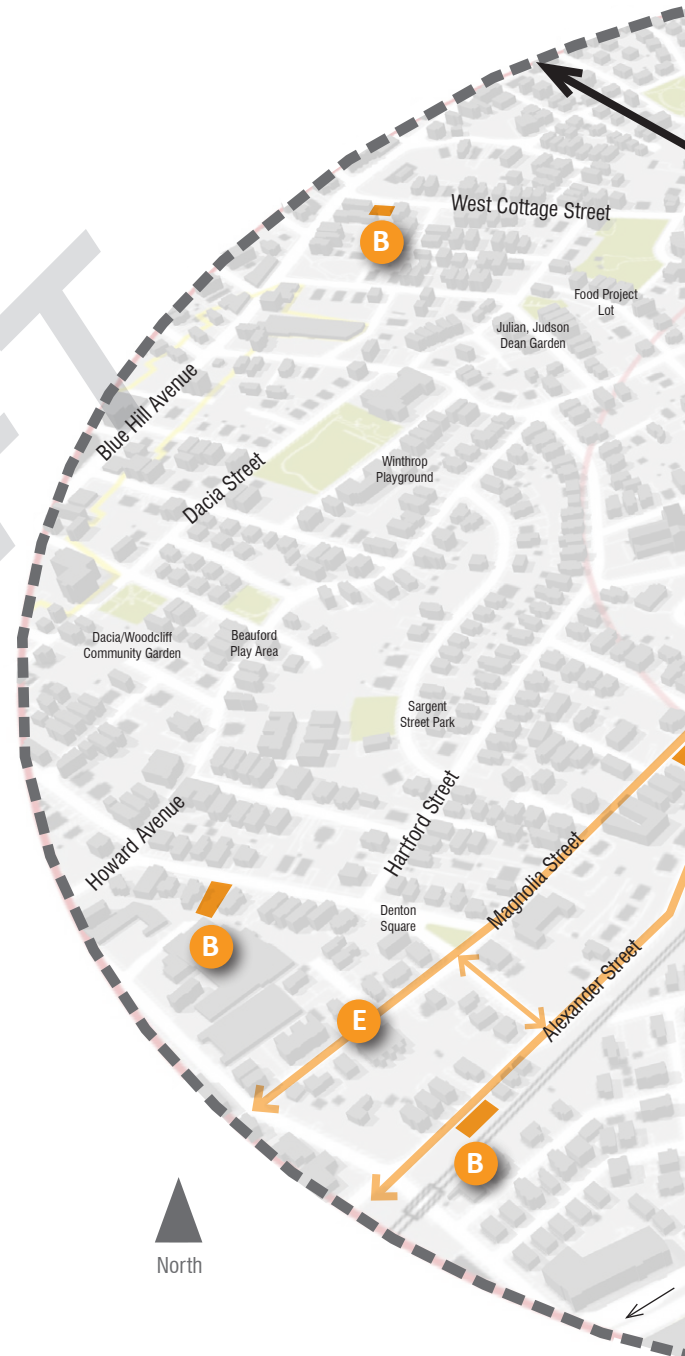
- A Publicly Accessible** - improve openness of existing public or private open spaces including activity along the edges and street frontages of the North Burying Ground.
- B Convert Vacant Parcels** - strategically convert vacancies into amenities including playgrounds and agriculture.
- C Development Requirements** - provide incentives for new public open space to be included in new large development projects.
- D Right-of-way Users** - expand sidewalks for uses such as public art/space, trees and outdoor seating
- E Open Space Networks** - use the Boston bike network and Fairmount Greenway Concept Plan to connect to nearby open space resources.

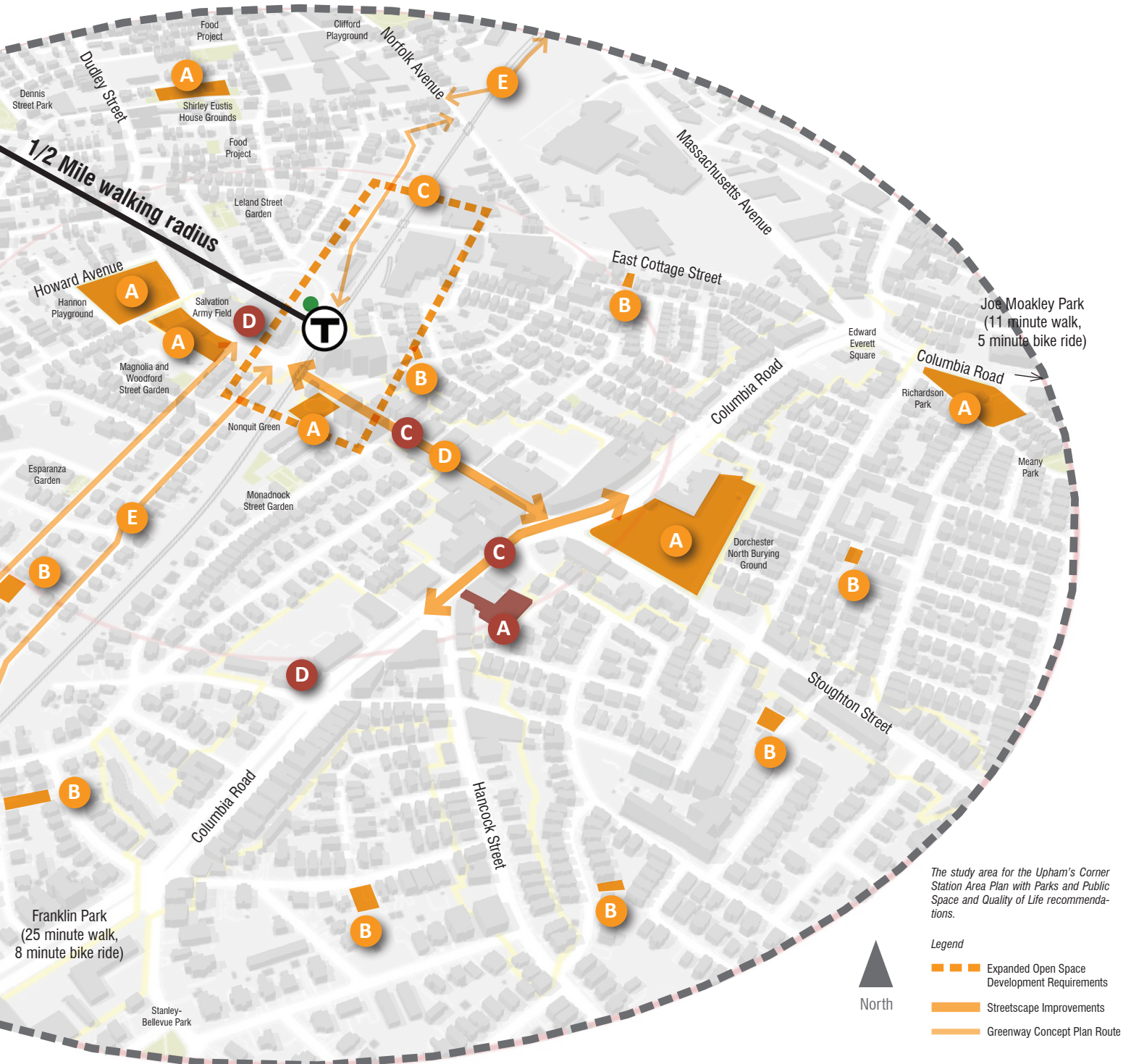


Quality of Life

The Station Area is anchored by the unique cultural asset of the Strand Theatre and a vital collection of community and health centers, historic buildings and residences that provide strong anchors. The following approaches build upon existing amenities to improve quality of life:

- A Art and Culture** - capitalize on the unique district opportunity to showcase public art, artists, and performance.
- B Public Safety** - address resident, business and visitor safety concerns through active and thriving ground floor uses, well-lit pedestrian-oriented streets and a renewed sense of pride.
- C Traffic and Parking** - reduce congestion on Dudley Street and Columbia Road with turn lane improvements, relocated bus stops, and parking management.
- D Community Amenities** - reinforce events and programs at community centers, health centers and training centers through a coordinated network information and displays to connect the community.
- E Sustainability** - become an exemplar of healthy neighborhoods socially, economically and environmentally.





Upham's Corner Implementation Actions

The Implementation Actions are the critical components of Station Area strategies highlighted as actionable items.

The community vision outlined for Upham's Corner is not achieved through a single action or solution, but through a series of purposeful and strategic changes that position the Station Area for a positive and incremental evolution over time. This continuum of positive change is already underway and can be expedited with the following key actions:

Attract Redevelopment

The disposition of the Maxwell Property provides a very important opportunity for the City and community to promote Upham's Corner and to engage private investment with enthusiasm and positivity. In strategic locations, adopting a development friendly tone within the community along with several of the actions listed below will be an effective first step to attracting strategic redevelopment to other key properties in the Station Area and attracting investment into the community.

Modify Zoning

A major step toward strategic growth and redevelopment is modification to the existing zoning. Several zoning modifications are justified by this community vision and were supported by the community in this process. First, dimensional regulations within the Neighborhood Shopping (NS) Subdistrict, roughly correlated to the Main Street District, should be increased to allow a mixed-use redevelopment height of 5 to 6 stories. Additionally, a gateway district should be established adjacent to the station that would allow more density for transit-oriented development with a height of 8 to 10 stories. Parking regulations should be decreased to acknowledge the Station Area as a transit-advantaged location and to provide

more potential land area for active uses. Lastly, modification of the Neighborhood Shopping Subdistrict boundary to capture the key sites would reinforce continuity of the district.

Enable Development Guidelines

Many important community goals have been formulated and articulated through this planning process. Existing urban design guidelines are in effect for the Neighborhood Shopping (NS) subdistrict and Neighborhood Design Overlay District and should be expanded to articulate shared parking arrangements, active ground floor uses, and height stepbacks to reinforce the continuity of the street wall and consistency with historic buildings.

Leverage Publicly-Owned Land

City-owned property should be strategically and sequentially disposed to build momentum for redevelopment. A public disposition and community process should establish development guidelines and potential community benefits for each property. These guidelines should be consistent with the overall vision identified in the Station Area Plan and the specific development guidelines referenced for particular key sites.

Reinforce the Main Street District

Build upon the strength of the existing businesses and vitality of the Main Street District with facade and signage improvements working with the City of Boston Main Streets Program. Consider a special assessment of business improvement district program in which businesses would contribute to an improvement and maintenance fund for the district. The funds could be used for agreed upon improvements or create a revolving loan fund to assist business owners.



Enhance Walkability and Mobility

Unlocking the benefits of enhanced rail access at Upham's Corner is as much about the characteristics of enhanced access to the station as it is about the characteristics of rail service at the station. The Station Area must be a safe and comfortable walkable environment that provides convenient and accessible connections to other modes of transportation.

Invest in Street Improvements

In a Station Area with many demands upon street network, it is very important that the streets and public realm perform multiple functions. Improved streetscape conditions and traffic signal improvements are critical for traffic and bus transit circulation. The addition of expanded sidewalk and public plaza space is equally as important at the center of the Main Street District. The street network must be viewed as a rich and active public space that is used by cars, transit, pedestrians and bikes.

Promote Main Street Economic Development

Upham's Corner should take a proactive lead in promoting the Fairmount Corridor and building it up as it evolves so that the long term synergy and opportunities that the Corridor brings will return to Upham's in the future. A "match-making" initiative should be undertaken to approach the type of food-oriented tenants the community would like to see in the district, that support the activity at the Strand Theater, and connect them to potential properties or with landlords or developers. These efforts should continue to partner with the City's Office of Business Development and work with the City to support revitalization efforts.

Share and Manage Parking

A coordinated and managed approach to parking in the Station Area and commercial center is needed to reinforce efficient land use, convenience, and high levels of activity. Many of the public and private surface parking areas in Upham's Corner are underutilized on a daily basis. A coordinated approach to shared parking and parking management should be created and agreed to such that the adequate parking supplies of the district are used more effectively.

Leverage the Strand Theatre

The cultural anchor of the Strand Theater provides a calendar of events when the Upham's Main Street Community should focus its efforts. Hours of operation should be catered to the event, advertisements for local businesses placed on event programs, information or special offers for local restaurants promoted. Each event at the Strand Theater should be viewed as an opportunity to showcase all that Upham's Corner has to offer.

Expand Public Art Programs

The activities, art events, and installations created as part of the ArtPlace initiative are extremely valuable cultural and community building features. The use of public art to promote Upham's Corner as an active, vital and creative place should be expanded and include both temporary and permanent installations. The art murals that are a part of Upham's Corner should be expanded upon and become a significant feature of positive community expressions. The focus of this effort should be upon the most visible and well-traveled portions of the Station Area and should be designed to maximize impact and public engagement.



FAIRMOUNT INDIGO CORRIDOR



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UPHAM'S CORNER
STATION AREA PLAN *DRAFT*
FEBRUARY 2014

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FAIRMOUNT INDIGO PLANNING INITIATIVE

UPHAM'S CORNER STATION AREA PLAN

DRAFT Final Report Contents

- 1 Introduction
- 2 Community Vision
- 3 Strategies and Recommendations
- 4 Implementation and Actions
- 5 Appendices

An **Executive Summary** of the Station Area Plan is also available at:
www.FairmountIndigoPlanning.org



Dudley Street, Upham's Corner

UPHAM'S CORNER STATION AREA PLAN

INTRODUCTION

Upham's Corner

Station Area Plan

Main Ideas

Across all key findings, recommendations and strategies several main ideas emerged as part of the Upham's Corner Station Area Plan. The following six main ideas resonate throughout the plan and report sections that follow.



The historic commercial center of Upham's Corner

Historic Center of Activity

The historic strength of Upham's Corner as a commercial center should be a focus to build upon today. The scale and height of the historic buildings that remain in Upham's Corner recall an era of prosperity and a city-wide focus on this historic crossroads. The future evolution of Upham's Corner should look to its own past significance and enduring patterns of development to renew itself. To recapture the success of the past commercial era, growth and new housing are required to support local-serving retail uses. An increase in the intensity of uses near the Main Streets district and rail station would be consistent with the historic prominence of the district. This type of focus on Upham's Corner would bring density and height near the commercial district similar to the historic building fabric.



The restored marquee of the historic Strand Theatre

Arts and Culture Destination

Upham's Corner is an arts and culture concentration in the City and should be cultivated and grown as a destination for the arts. The city-owned Strand Theater is an incredible cultural and historic asset of the Station Area. The collection of area artists, art programs and events should be promoted as a source of activity and draw for visitors to the station and Main Street district.

Walkable Commercial District

Reinforcing a social and walkable commercial district is the center point of creating a thriving neighborhood center. Creating a walking environment that is safe and comfortable through improvements to sidewalks, street crossings and streetscape promotes the district, enhances surrounding neighborhoods and invites visitors to stay and be social without driving. The integration of new



PROSPERITY



HOME



PLACE



GETTING AROUND



PARKS AND PUBLIC SPACE



QUALITY OF LIFE

public spaces into an improved public realm helps to build Upham's Corner into a vibrant center.



Sidewalk and storefronts along Dudley Street

Rail Station as a Gateway

The improvements along the Fairmount Indigo Line are unlocking a new era of connectivity in Upham's Corner. As service further improves in the coming years, connections to the surrounding neighborhoods and continuity of the Main Street down Dudley Street are critically important. The integration of the station into the center of activity will leverage it as an asset and reinforce Upham's as a destination for residents, businesses and visitors.



The rail overpass at Upham's Corner Station

Neighborhood Amenity and Services

Upham's Corner boasts an impressive collection of health and community centers today and should retain this as a Station Area asset. New community-oriented uses should complement existing resources to reinforce high quality neighborhoods with a high quality of life that are

rich with housing, employment, community and entertainment opportunities. New investments should look to strategically fill gaps that exist in the assets of the Station Area.



The new Salvation Army Kroc Community Center

Shared and Managed Parking

A neighborhood center with cultural and community destinations requires adequate and convenient parking. However, not all of these activities require parking capacity at the same time. The current parking provided to service the Main Street district has capacity and is well-located. Future parking resources in the Upham's Corner Station Area should be coordinated and managed on a district-wide basis to balance parking needs. Reinforced pedestrian connections should encourage a "park-once and walk" environment. Parking should be made to be more efficient and fully used district-wide. The addition of large amounts of new parking in Upham's Corner would counteract many of the other strategies and recommendations for Station Area improvements.

Access to public parking at Belden Street



Key Findings



Prosperity

- 1 Redevelop City-owned Maxwell Property to bring new investment
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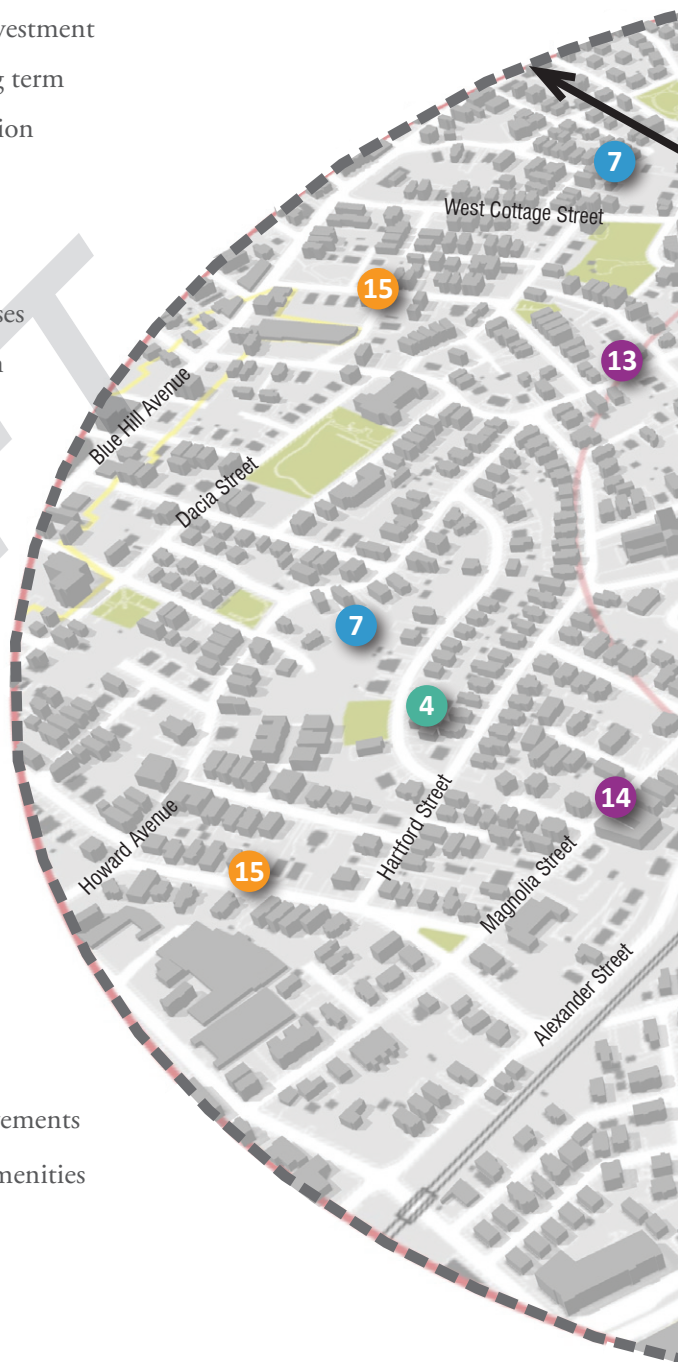
Parks and Public Space

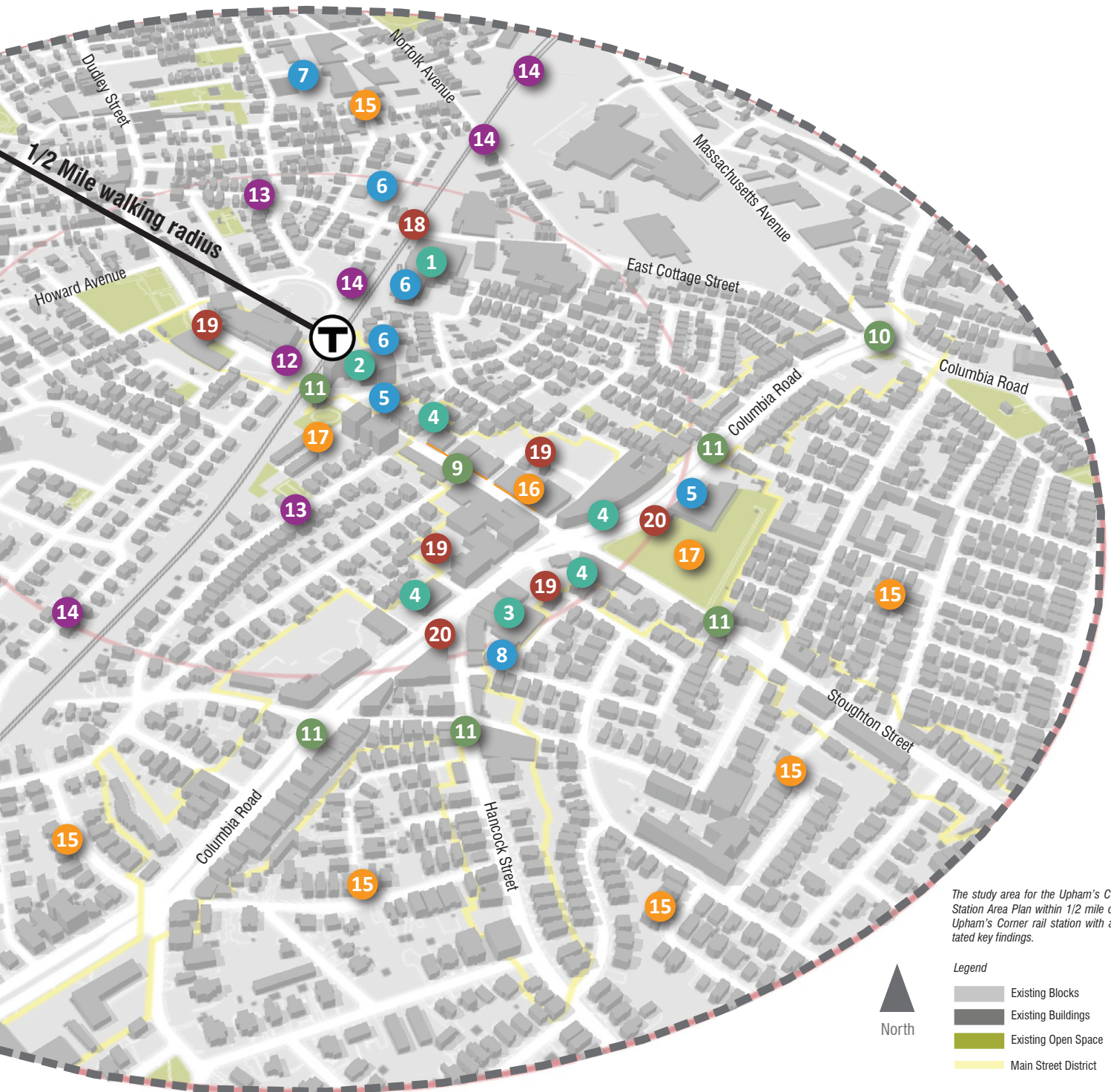
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Quality of Life

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The study area for the Upham's Corner Station Area Plan within 1/2 mile of the Upham's Corner rail station with annotated key findings.

Fairmount Indigo Corridor

The Fairmount Indigo Corridor in the context of the City of Boston's neighborhoods



Fairmount Indigo Planning Initiative

In February 2012, the City of Boston launched the Fairmount Indigo Planning Initiative at the historic Strand Theatre in Upham's Corner, Dorchester. The Fairmount Indigo Planning Initiative is a comprehensive community based, corridor-wide planning process that the City of Boston has undertaken with the involvement of community participants and partners.

Boston has a unique opportunity to address the critical need for economic growth and physical improvement along the Fairmount Indigo Corridor, a 9.2 mile transit corridor that runs through some of Boston's most disadvantaged neighborhoods. The communities along the Corridor have experienced poor access to public rail transit - creating significant barriers to economic opportunity for both residents and businesses.

Now with new rail stations operational, residents and local businesses have improved access to economic opportunity both within and beyond the Corridor. The City recognizes the significant potential for growth in the area and looks to capitalize on this momentum.

The Fairmount Indigo Corridor includes rail stations at South Station, Newmarket, Upham's Corner, Four Corners/Geneva Avenue, Talbot Avenue, Fairmount and Readville. A rail station is under design at Blue Hill Avenue/Cummins Highway and potential stations have been discussed at Columbia Road and River Street.

The Fairmount Indigo Planning Initiative is the City's largest planning initiative to date. The City Team, led by the Boston Redevelopment Authority, along with its consultants and the community, have developed a long term strategy for business growth, employment opportunities, housing development, and Corridor branding.

The purpose of the Fairmount Indigo Planning Initiative is to create a shared vision and coordinated set of strategies to unlock greater potential for each of the Station Areas and neighborhoods than would exist for each area

acting in isolation. The planning effort focuses upon the following:

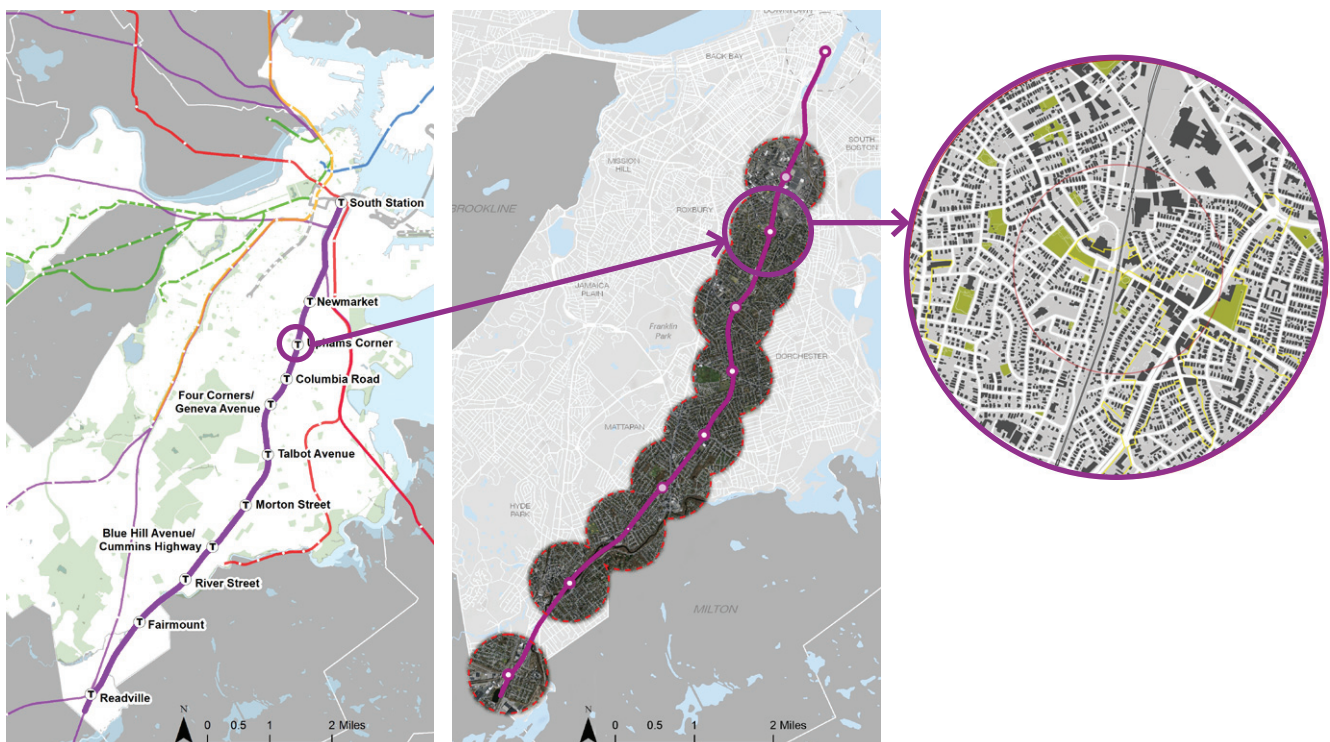
- *Guiding physical and economic development*
- *Encouraging sustainable growth and transit-oriented development (TOD)*
- *Prioritizing economic prosperity for existing residents and businesses*
- *Incorporating existing planning initiatives (City-led and Community-based) into one vision for the future*

The Planning Initiative encompasses two major planning approaches: Corridor-wide Planning and Station Area Planning. The Corridor Plan documents the Fairmount Indigo Corridor process and recommendations for improving the Corridor in the context of the City of Boston. The Station Area Plans document the Station Area planning at each Station Area. The initial phase of

planning will result in Station Area plans at three stations. Upham's Corner was the first Station Area plan to be undertaken.

Additionally, a Fairmount Indigo Corridor Profile was created in November of 2012 to provide baseline information for a variety of interested parties in the community, elected officials, planners, investors, researchers, and others. Key areas of focus include demographics, business, real estate, infrastructure and quality of life. The profile represents a collaborative effort between City agencies, foundations, and other planning entities. It provides current data and some trends that give a useful framework to inform the planning process.

All reports, profiles and presentations as part of the planning initiative can be found at: www.fairmountindigoplanning.org.



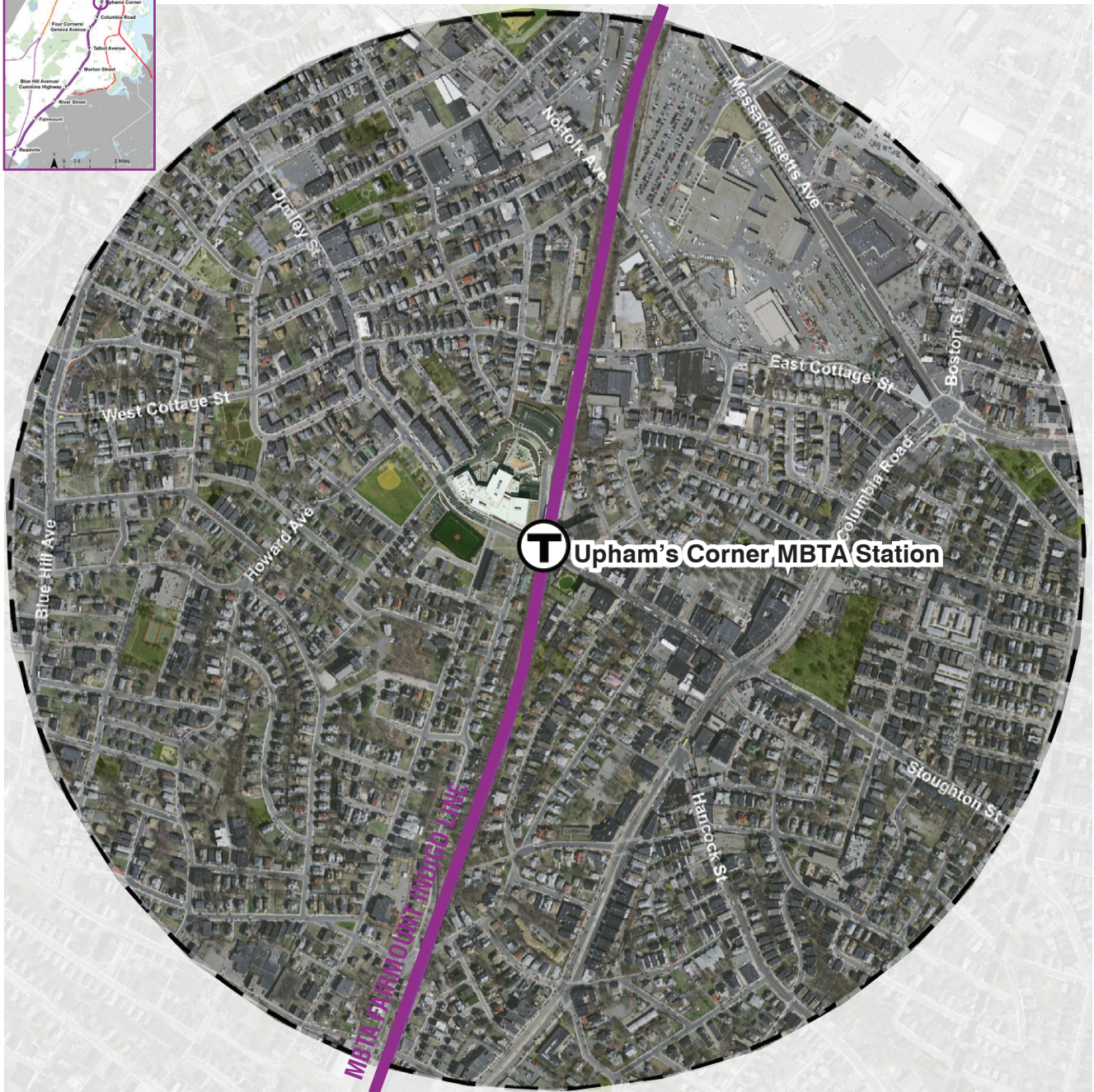
Complementary scales of planning - City-wide (left), Corridor-wide (center) and Station Area (right)

Upham's Corner Context



Fairmount Indigo
Corridor Context

The study area for the Upham's Corner Station Area Plan includes portions of Roxbury and Dorchester within 1/2 mile of the Upham's Corner rail station.



Upham's Corner Station Area Geography

The Station Area planning for Upham's Corner focuses upon an area within a 1/2 mile radius centered on the Upham's Corner rail platform at Dudley Street. The 1/2 mile radius encompasses the area within which people would most likely walk to transit service at the station. This type of planning boundary is hypothetical and groups together neighborhoods that are adjacent, but that may have been considered separately in previous planning efforts.

The Fairmount Indigo Line forms the boundary between Dorchester and Roxbury. In fact, the planning study and Station Area follow the station name, Upham's Corner, but some of the areas included within this study area may not be traditionally considered Upham's Corner. This geography is useful to focus on a closely connected set of neighborhoods and a commercial district that are most likely to benefit from enhanced rail service along the Fairmount Indigo Corridor and access to the Upham's Corner station.

City Context

Upham's Corner is located at the critical junction of Columbia Road, Dudley Street, and Stoughton Street, and has been a historic and important crossroads for Dorchester and the City of Boston. Due to this busy intersection in the street network, Upham's Corner has always been a center of activity and commerce. The neighborhood's transportation network has evolved over the years from a streetcar hub, but the importance of Upham's Corner as a critical center of activity in an evolving network has remained constant. Historically, it was a key transfer point for many of the city's streetcar lines, while today it remains one of Dorchester's main shopping districts and accommodates a variety of uses and activities. The Station Area population is approximately 17,000 people.

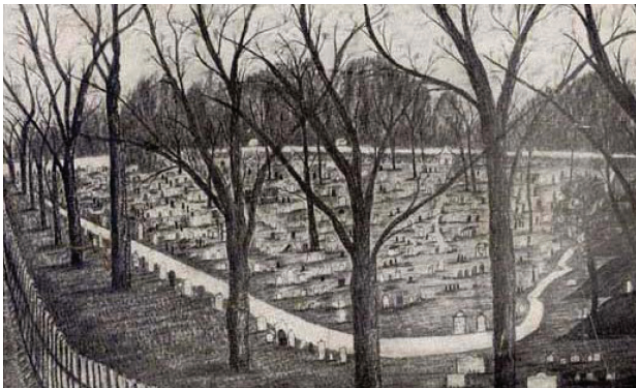
In the context of the Fairmount Indigo Corridor, Upham's Corner has a very important role to play as a commercial and cultural destination in the City. For many visitors it is the first introduction to the Corridor and should act as a gateway for other Fairmount Indigo attractions.

A historic postcard of the main intersection of Upham's Corner at Columbia Road, Dudley Street and Stoughton Street



Historic Context

Upham's Corner has a significant history that includes many interesting highlights as Dorchester and the City of Boston have evolved. Many of the facts and history of the area are reported from the Dorchester Atheneum (www.dorchesteratheneum.org). One of the oldest sites in the Station Area is the Old North Burying Ground, a historic cemetery at the corner of Stoughton and Columbia Road. The burying ground was established in 1634 and was enclosed by the perimeter wall in 1912. The burying ground is such a prominent feature at the center of Upham's Corner that it was known as "cemetery corners" in the eighteenth century.



Old North Burying Ground

Upham's Corner receives its name from the historic dry goods and general store owner Amos Upham, who's store was located at the historic crossroads. Amos Upham opened the Upham General Store in 1804 at the bustling corner, operated a thriving business and played a prominent role in Boston's annexation of Dorchester. The store became a fixture to the crossroads of the area and eventually came to bear his name. Upham's Corner thrived as an important hub in the streetcar network in the late 19th century.

Upham's market was continued by the Cifrino family and cultivated into one of the world's first one-stop supermarkets, helping to solidify Upham's Corner as a commercial center of activity. The Cifrino's grew the market into a 50,000 square foot store that was billed as

a one-stop shop and designed to accommodate automotive delivery trucks and to provide parking for customers. It was one of the first marketplaces of its kind.



Historic advertisement for Upham's Corner

The significance of Upham's Corner as a commercial and cultural center of activity was increased with the opening of the Strand Theatre. The Strand Theatre, which was built in 1918, was Boston's first movie theater. It capitalized on the amount of activity in Upham's Corner and added a cultural attraction to this burgeoning commercial center. The Strand Theatre is now owned by the City of Boston. At its peak, Upham's Corner was the second largest shopping district in the City of Boston.

The end of Boston's streetcar era in the 1950's brought major changes to many of the communities along the Fairmount Indigo Corridor. The resulting changes in City transportation and commuting patterns led, in part, to a pattern of disinvestment in Upham's Corner. What was once a hub of transportation and activity was now a congested node in a crowded vehicular network with few transportation alternatives.

A compounding pattern of vacancy, loss of resident population, crime and arson through the 1960's, left Upham's Corner as one of the most blighted districts in Boston. A grassroots effort of neighborhood advocates and residents have turned the neighborhood in a more positive direction beginning in the 1980's. This momentum has been solidified by recent efforts by The Dudley Street Neighborhood Initiative, Dorchester Bay Economic Development Corporation, Upham's Corner Main Street, Nuestra Comunidad and the City of Boston to stabilize the surrounding neighborhoods and revitalize the commercial center.

Past Planning Efforts

As a part of this process, previous planning studies have been reviewed and evaluated to carry forward critical recommendations and directions. The following studies were included in this effort:

- Placemaking Along the Fairmount Indigo Line: Lighter, Quicker, Cheaper. A Short Term Action Plan by the Project for Public Spaces in 2012
- Newmarket and Upham's Corner Planning Initiative Concepts for a Walk to Work Community by The American City Coalition from 2013
- Crossroads: Upham's Corner as a Local and Regional Destination by MIT in 2010
- Upham's Corner Commercial District Profile and Business Mix Analysis from 2008
- Assessment Report for Upham's Corner Main Street Program, 1995
- The Fairmount Greenway Concept Plan from 2011



Columbia Road in Upham's Corner

Key Characteristics

As part of the Station Area planning an analysis of the existing conditions and context of Upham's Corner was prepared for land use, housing characteristics, demographics, transportation, and public space. A comprehensive catalog of this analysis is located in the appendix.

The most relevant observations regarding Upham's Corner today are included here. The analysis was completed using data sources from the Boston Redevelopment Authority, the City of Boston, and the U.S. Census 2010 American Community Survey.



U.S. Census Tracts in Upham's Corner

The census tracts used in the analysis are shown above and include 904, 906, 912, 913 and 914.

In terms of the demographics of Upham's Corner, several notable characteristics emerged. The first is reflected in the race and ethnicity of the Station Area. Upham's Corner is very diverse and reflects very balanced population distributions for white (10%), Hispanic or Latino (26%), black (39%), Asian (3%) and other (22%). In fact, the zip code that includes Upham's Corner (02125) has recently been named as one of the top ten most diverse neighborhoods in the United States by Trulia as reported by Forbes in November of 2012.

Other notable characteristics, focus upon education, earnings and opportunity. The current population has lower rates of educational attainment than the City of Boston with 62% of the Upham's Corner population 25

years or older with no more than a high school education compared to 49% for Boston. This could be a contributing factor to a disparity in median household income with Upham's Corner at \$34,659 compared to the City of Boston at \$50,684.

The lower median income is a factor in determining housing affordability and contributes to the number of severely rent burdened residents. Severely rent burdened is defined as a renter-occupied home where at least half of the household income is spent on rent. Upham's Corner has 37% of its households that are severely rent burdened, compared to 27% in the City of Boston. A comparison of median gross rents (rent calculated across all bedroom types) shows that Upham's Corner is relatively aligned with the City median of \$1,199 with rents ranging from \$691 to \$1,217 depending upon Census Tract.

In terms of transportation, Upham's Corner is served by the Fairmount Indigo rail line and several bus lines. An indication of the commuter patterns of the streetcar past, Upham's Corner includes the MBTA's 11th busiest bus route, Route 15 with stops along Dudley Street. Route 15 will be improved as part of the MBTA's Key Bus Route Improvement Program. The Station Area is also served by Route 16, Route 17 and Route 41. The City of Boston, through the Department of Public Works-led Upham's Corner Roadway Construction Project, will be improving the critical intersection of Columbia Road, Dudley Street beginning in 2014 (www.cityofboston.gov/publicworks/).

One notable community deficiency found in the land use patterns of the Station Area is the lack of public open space. The overall amount of parks and public space provided in the Station Area is 3.9% as a percent of the total land area within a 1/2 mile radius of the station as compared to 15.7% for Boston as a percent of the total land within the City limits.

In terms of the built environment and physical attributes of the Upham's Corner Station Area, the historic com-



Vacant Parcels in Upham's Corner

mercial center is surrounded by cohesive and diverse residential neighborhoods. The Station Area is predominantly residential uses (76%) with commercial (7%) and tax exempt uses (15%) aligned on the frontages of the primary street network. A small amount of light industrial uses (1%) to the north of the Station Area are consistent with the land uses in the Newmarket Business District. The commercial uses roughly align with the boundaries of the Upham's Corner Main Street District at the intersection of Dudley Street and Columbia Road.

In the large amount of residential land uses there is diversity in the existing housing types. Similar to many Boston neighborhoods and much of Dorchester, the largest proportion of residential uses is three-family homes (35%). Single-family homes are the next largest proportion of residential housing types at 26%, followed by two-family homes at 23%. The majority of the Station Area is built at a density of less than 24 units per acre. The Station Area includes a total of about 1,500 affordable housing units today with 72% of that total as rental units.

A remnant of its turbulent past, the Station Area includes a relatively even distribution of vacant properties. Most vacant properties are small parcels (less than .25 acres). The image to the left shows the distribution of vacant property in Upham's Corner. Some of the vacancies have been converted to community gardens, others are open fields or dirt lots left generally unmaintained.

The Station Area is served by several active community centers including the Salvation Army Kroc Center di-

rectly adjacent to the station, the Bird Street Community Center, and Upham's Corner Health Center. The interior recreation spaces of the community centers help to balance one of the current deficiencies of the Station Area neighborhoods, access to open space. Other positive community anchors include numerous houses of worship such as Holy Family Parish, Pilgrim Church, St. Mary's Episcopal Church and the Universal Church.





Strand Theatre, Upham's Corner

UPHAM'S CORNER STATION AREA PLAN

COMMUNITY VISION

Community Process

At the beginning of the Upham's Corner planning process, the City of Boston assembled a Working Advisory Group (WAG) comprised of Upham's Corner residents, business owners, advocates and stakeholders. As part of this process, the WAG met with members of the Boston Redevelopment Authority (BRA) and the planning consultant team through a series of public meetings over the course of a year. Each of the thirteen WAG Meetings was open to the public and well attended. Each of the topic areas, strategies and recommendations were discussed in this series of meetings.

The broader community of Upham's Corner was engaged during a community workshop held in February of 2013. The community workshop was attended by over 100 participants representing the diversity of Upham's Corner and included discussion of issues and opportunities and a shared vision. This community input is the foundation for the Station Area Plan. A community wide open house was held during January of 2014 to review the Station Area Plan. The process owes much to the dedicated effort and involvement of the WAG as they helped to craft the community vision for Upham's Corner and shape recommendations that are relevant to and representative of the voice of the community.

Community participation and break-out sessions

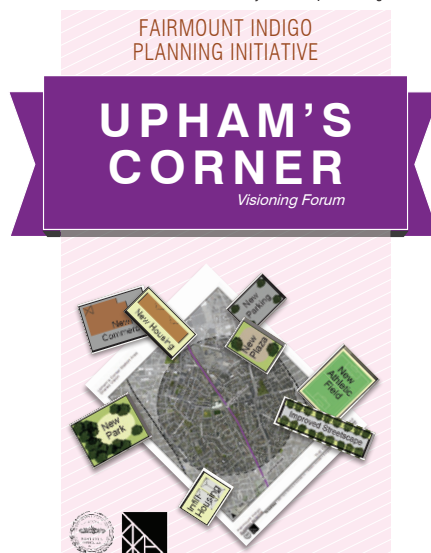


Community Vision

The Community Vision is embodied in the entire Station Area Plan. Each recommendation and strategy is intended to be consistent with the overall vision that was articulated and shared by the community. The Community Vision Statement and Goals that follow are a direct and simple description of the vision for Upham's Corner and are intended to provide a direction for the community that can be supported by many actions and entities working toward a shared purpose. As implementation of the community vision continues into the future, returning to this statement to consider the continuity of efforts with this shared direction would be an appropriate way to measure progress. The Community Goals add more detail to the Vision Statement.

The vision builds on the rich history of Upham's Corner's as a commercial hub in Boston. The Station Area Plan seeks to position Upham's Corner for new economic prosperity and to reinforce it as an important hub of cultural activity in the Fairmount Indigo Corridor. The cultural anchor of the Strand Theatre and new community amenities, such as the Salvation Army Kroc Center, anchor a renewed and evolving Station Area and neighborhood center.

Community workshop visioning materials



PROSPERITY

HOME

PLACE

GETTING AROUND

PARKS AND PUBLIC SPACE

QUALITY OF LIFE

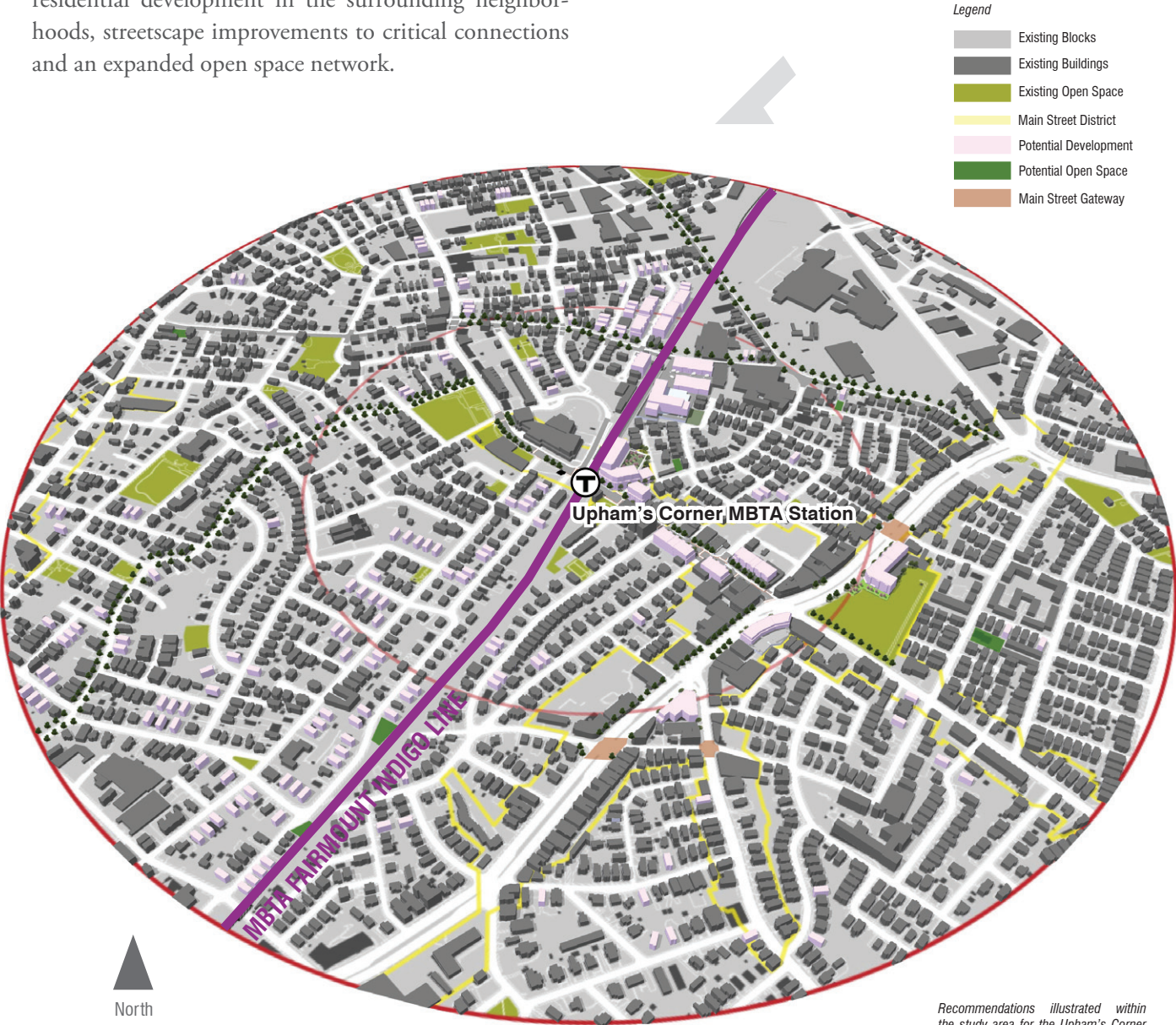
The recommendations and strategies of the Station Area Plan build from the foundation of the Community vision. In the visioning forum, community members used an aerial map and scaled “game pieces” showing street improvements, new parks, and different types of new development to create a shared vision for the future of Upham’s Corner. The image to the right illustrates the components used in this exercise. The results of this exercise translate directly into the key findings of the plan.

The community was also asked to write down three to four words that they associate with Upham's Corner. The community responses were organized into the image below. It is called a word cloud. The size of each of the words relates to the frequency of that word as a community response. For example, the words "Strand", "diversity" and "traffic" were some of the most frequent responses to what people associate with Upham's Corner.

Word cloud visualization of survey responses from the community working group. The words are arranged in a circular pattern, with 'congestion' and 'diversity' being the largest and most prominent. Other significant words include 'neighborhood', 'street', 'community', 'youth', 'families', 'history', 'development', 'traffic', 'business', 'district', 'great', 'crime', 'parking', 'historic', 'bustling', 'downtown', 'intersection', 'buildings', 'opportunities', 'parks', 'stores', 'banks', 'CVS', 'safe', 'places', 'drug', 'displacement', 'potential', 'Dorchester', 'shopping', 'commercial', 'Cape', 'hills', 'crossroads', 'bus', 'pilgrim', 'lot', 'beautiful', 'economic', 'entertaining', 'church', 'margaret', 'line', 'columbia', 'roxbury', 'lively', 'streets', 'restaurants', 'great', 'district', 'memories', 'culture', 'childhood', 'center', 'character', 'many', 'nices', 'continuation', 'commuter', 'coming', 'Dudley', 'Hispanic', 'lines', 'Jones', 'interesting', 'big', 'civic', 'churches', 'hard', 'heroes', 'wide', 'retail', 'baseball', 'quiet', 'shows', 'bird', 'purple', 'DSNI', 'Laura', 'strong', 'Kroc', 'cosmopolitan', 'people', 'homes', 'paraiso', 'Upham', 'Road', 'diverse', 'strong', 'Kroc', 'cosmopolitan', 'people', 'homes', 'paraiso', 'Upham', 'Road', 'diverse'.

Illustrative Vision Plan

An illustrative plan of the community vision is shown below. The illustration reflects the physical strategies that are part of the Station Area Plan including new transit-oriented development near the rail station, new mixed-use development at the Main Streets district, new infill residential development in the surrounding neighborhoods, streetscape improvements to critical connections and an expanded open space network.





PROSPERITY



HOME



PLACE



GETTING
AROUND



PARKS AND
PUBLIC SPACE



QUALITY
OF LIFE



The Strand Theatre a cultural anchor to Upham's Corner

Vision Statement

Upham's Corner is a revitalized commercial, cultural and community center that is a celebration of diversity and an arts and cultural anchor of the Fairmount Indigo Corridor.

Community Goals

The goals of the community vision are to:

- Strengthen businesses and activity to revitalize and support the commercial and cultural center
- Provide new housing opportunities near the station and Main Streets District to support vitality
- Reinforce a direct connection between the center of activity and the rail station
- Reinforce a walkable neighborhood orientation through public realm and open space improvements to enhance Station Area quality of life
- Protect existing community assets found in the current residents, businesses, and historic sites and buildings of Upham's Corner
- Minimize displacement of current residents and businesses to preserve diversity



Columbia Road, Upham's Corner

UPHAM'S CORNER STATION AREA PLAN

STRATEGIES AND RECOMMENDATIONS



PROSPERITY



Prosperity

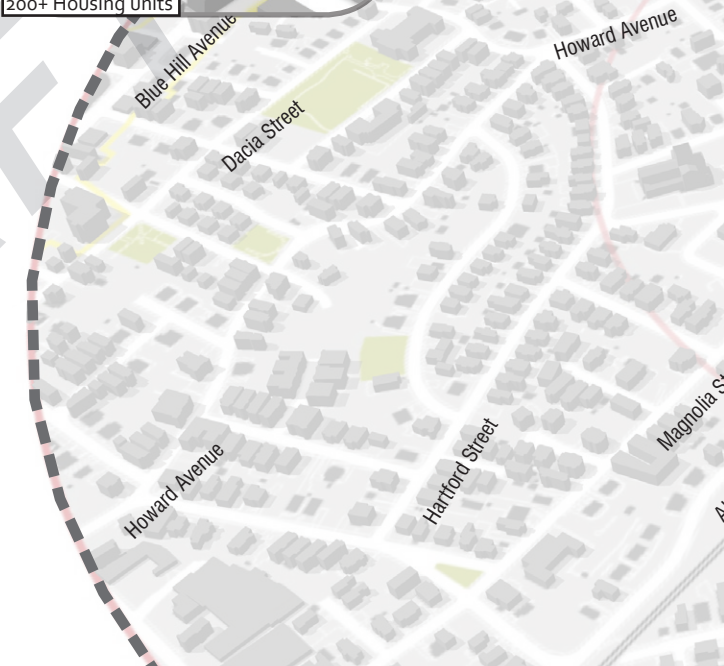
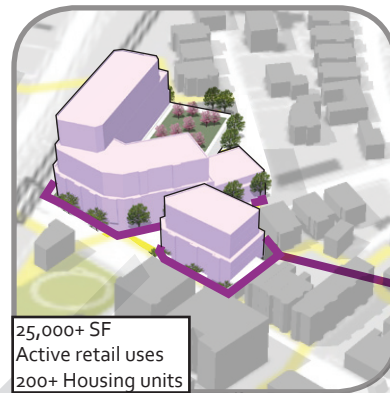
Strengthen business activity to revitalize and support Upham's Corner as a commercial and cultural anchor. The approaches to reinforcing the prosperity of the Station Area follow:

- A Identifiable and Attractive** - an attractive central district must be identifiable at its entry points and draw in residents and visitors at the rail station and Columbia Road.
- B Mixed-use Activity** - renovation and redevelopment should add new residential activity above active ground floor uses to support a vibrant retail district.
- C Cultural Complements** - new and existing retail and restaurant businesses should complement the Strand Theatre to reinforce the district as a destination for cultural events.
- D Local-serving Businesses** - small businesses need to sustain active patronage from local residents to grow and thrive. Conversely, residents need to drive local spending.
- E Training and Connection** - coordinate community, health, and training centers as a network to serve residents and businesses to connect to opportunity and partners.



Leon Electric Building

Corners of Dudley St and Humphreys St



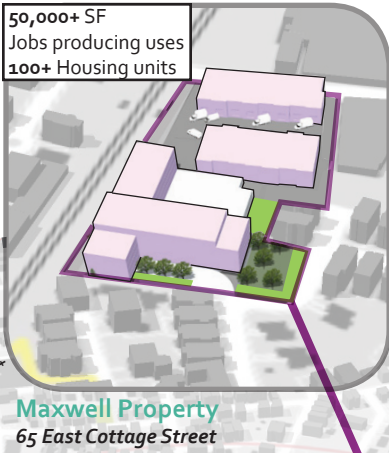
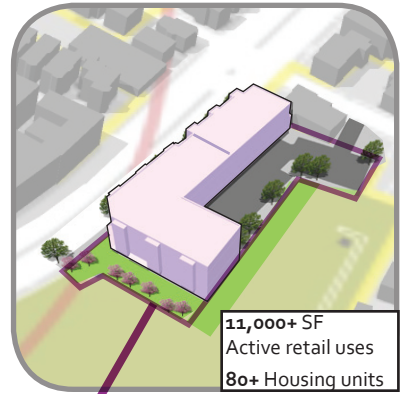
Potential Redevelopment of Key Sites

Commercial/Light Industrial (Gross Square Feet)	50,000
Residential (Units)	460
Retail (Gross Square Feet)	60,000

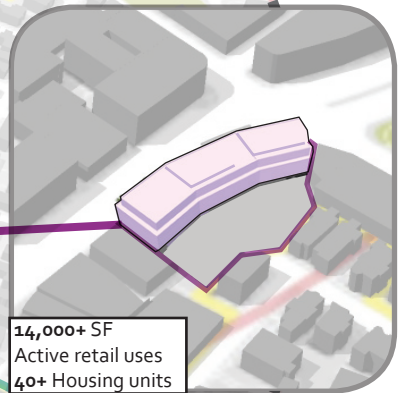
The following area calculations are based upon hypothetical redevelopment scenarios on (5) sites in Upham's Corner selected by the Upham's Corner Working Advisory Group (WAG). Potential redevelopment would require reinvestment in private property and modification to current zoning regulations to achieve. The scenarios tested the scale and feasibility of potential redevelopment at these key sites.



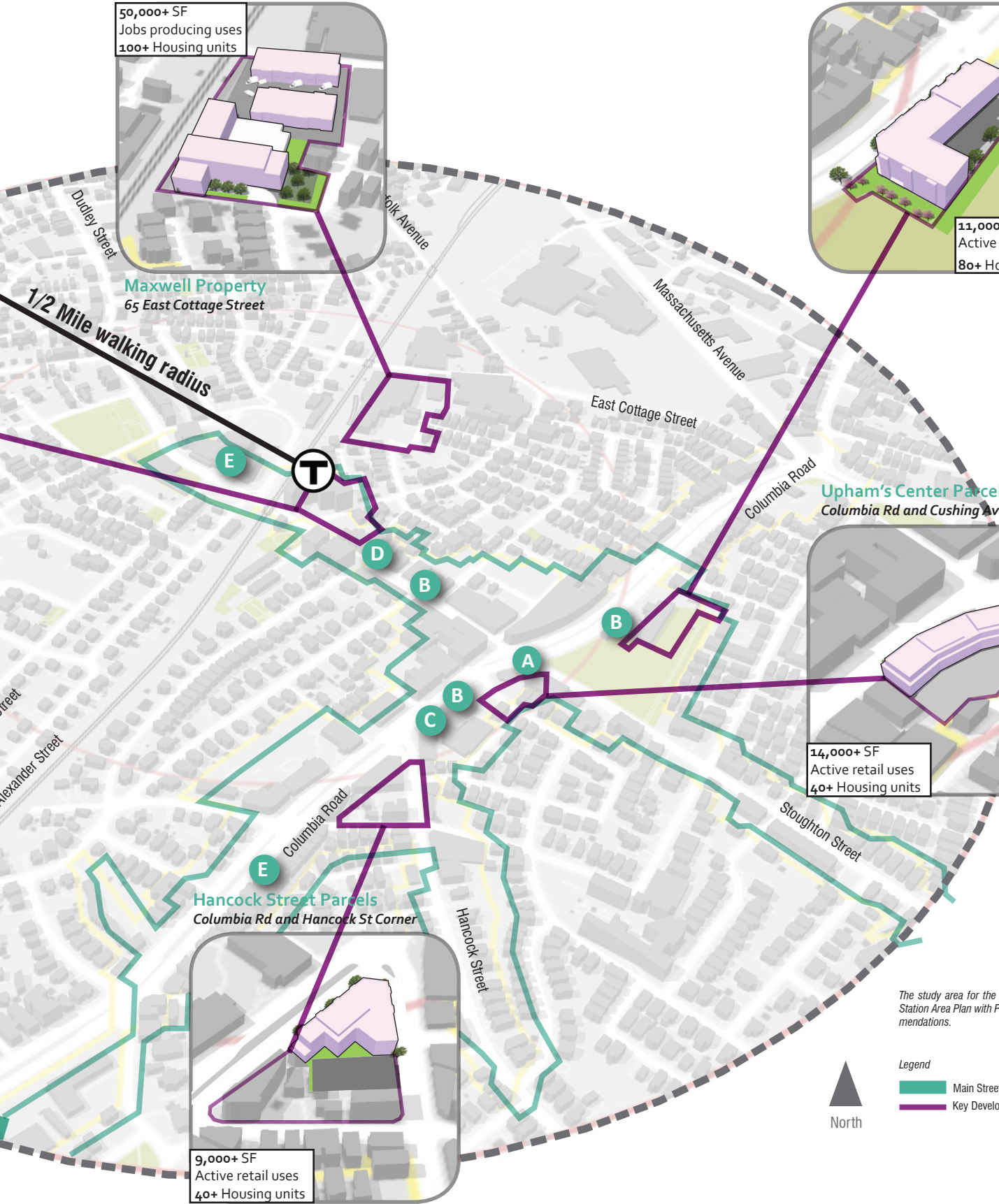
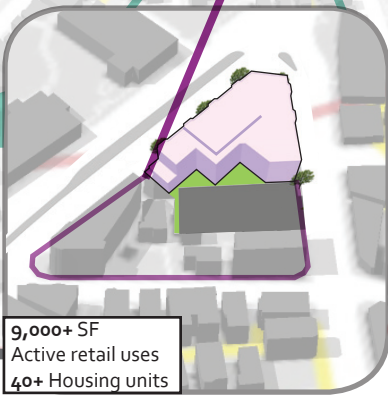
ATCO Supply Parcels Columbia Rd at North Burying Ground



Upham's Center Parcels Columbia Rd and Cushing Ave Corners



Hancock Street Parcels Columbia Rd and Hancock St Corner



The study area for the Upham's Corner Station Area Plan with Prosperity recommendations.

Legend

- Main Street Business District
- Key Development Sites





Prosperity

This section of recommendations is focused on prosperity for the residents and businesses of Upham's Corner with a focus on economic development. From the perspective of the real estate market, Upham's Corner is at a critical point in its revitalization. The long history of disinvestment has turned to stability and a growing collection of successful enterprises and neighborhood amenities is emerging. In general, however, unlike some other neighborhoods in Boston, market forces alone have not been sufficient to support the revitalization in Upham's Corner and much of the recent economic activity has been made possible through a combination of public and private supports including land write downs, private foundation grants, tax credits and low interest loans. The recent and continued improvements of the rail service along the Fairmount Indigo Line further enhances Upham's Corner as a desirable location for new economic activity and a sustained pattern of revitalization in the neighborhood.

The current real estate market context varies by land use type with the greatest potential for new investment lying in the market's ability to deliver new residential uses to Upham's Corner. With current vacancy at a record low 3% and average asking rents at \$1,650 per month and growing, adding units in the Station Area seems both prudent and possible as part of the strategy to broaden the residential offerings to meet the evolving neighborhood demand while helping to stabilize rapid price increases. Multi-family housing developments that are of sufficient scale to provide efficient multi-level buildings supported by surface parking appear to be financially feasible today.

Beyond the neighborhood's housing objectives, the strategic addition of market rate housing and an expanded population base within walking distance to Main Street provides additional activity and economic resources to

support the retention and renewal of retail uses in Upham's Corner. Market rate housing also reinforces a more diverse income mix in the neighborhood mix and builds upon the diversity of Corridor residents. By leveraging City-owned real estate assets and continuing to focus on strategic infrastructure investments, redevelopment near the rail station can help to activate the neighborhood core and catalyze other revitalization efforts throughout the district.

Close proximity to the Newmarket business district supports demand for light industrial and manufacturing uses at the northern edge of the Upham's Corner Station Area. Retaining and expanding this type of use in Newmarket is important to growing a local employment base for the Corridor. However, as the larger light industrial parcels of Newmarket transition south to Upham's Corner it is also important to respect the residential neighborhood context and the off-site impacts such uses may bring.

The market for commercial office space is not a primary target for redevelopment with options for other more desirable office locations nearby. If new commercial space is to be feasible as a development component, then a commercial tenant for that space must be identified and committed to the location and space, prior to development. The development of speculative commercial space in Upham's Corner is not likely to be successful in the current market context.

As mentioned above, the final redevelopment use to consider is retail. The existing population base supports an active retail district with few vacancies. The types of goods and services provided saturate a market niche of low cost merchandise and restaurants. Members of the community have expressed an interest in attracting other retailers that may provide a broader offering of local goods and services. The expansion of retail activity and growth in Upham's Corner is dependent upon new residential redevelopment. Ideally, this redevelopment



would occur in or near the Main Streets district and near the rail station.

Strategic Growth in Upham's Corner

The following 10-year growth capacities were identified for Upham's Corner through a build-out analysis that examined the potential for new growth in relation to existing patterns of use, development and susceptibility to change. The following targets represent an average of a range that has been established for each metric based upon an analysis of existing land use patterns.

Population Capacity	Percent Increase
873	6.0%
Employment Capacity	Percent Increase
413	7.6%
Building Area Capacity	Percent Increase
1.59 M Gross Square Feet	11.8%

This potential capacity will only be redeveloped if Upham's Corner can attract reinvestment. Several opportunities exist in the real estate market for Upham's Corner. The market for new transit-oriented housing is a strength of the area. Commuter and resident serving retail to build upon the vitality of the retail that already exists in Upham's Corner today is another opportunity. Leveraging the Strand Theater, the Salvation Army Kroc Center and attracting other institutional anchors is also an opportunity for the Station Area. Lastly, building upon the strength of existing social services and labor force training is an opportunity for the Station Area to reinforce a cluster of services.

Building upon these potential opportunities, the Station Area Plan includes the following approaches to reinforce the prosperity in Upham's Corner:



A Identifiable and Attractive

In a market context with limited tenants for retail space, it is important to keep the retail district compact and identifiable. New tenants should be directed to vacant or new space that will fill gaps in the existing Main Street District. The Main Street district should be identifiable, compact, walkable and continuous. A cluster of retail stores in a district that is walkable is more likely to attract customers and retain business.

An attractive Main Street district must be identifiable at its entry points and draw in residents and visitors at the rail station and Columbia Road. The continuity of a walkable retail district is very important in this context. The Main Street district of Upham's Corner is not overly large, within that district it is important that there be continuous ground floor storefront activity. Expanding this active retail district down Dudley Street to the rail station is also critically important as the station evolves into a new gateway for the neighborhood.

Another aspect of a well-functioning retail district is convenient and efficient parking with safe, attractive pedestrian connections that does not detract from the compactness or identity of the district. New parking in Upham's Corner should be avoided. A parking management plan for the district is proposed that would prioritize on-street parking in the Main Street district for short term retail trips, with other long term parking options provided to the rear of buildings.



B Mixed-use Activity

Upham's Corner is currently an excellent example of a active mixed-use district with a variety of uses that are immediately adjacent or within the same building. This may include retail, office, residential and light industrial uses that all contribute to an active and vibrant area. New investment and redevelopment in Upham's Corner should reinforce this pattern with mixed-use development programs that add to the vitality of the Station Area. Mixed use in the context of the current real estate market is likely to be residential uses on upper floors combined with another use at the ground level. This type of pattern would be ideal for near and within the Main Street District where renovation and redevelopment should add new residential activity above active ground floor uses to support a vibrant retail district.

Other locations, such as the city-owned Maxwell property provide an opportunity for mixed-use redevelopment that may include light industrial, or other jobs producing uses. In this portion of the Station Area, this would be very appropriate due to its proximity to other similar land uses of Newmarket. One of the important aspects of mixed-use development in the context of transit-oriented neighborhoods is that it drives transit-use by bringing a greater diversity of transit riders to the station. For example, it may bring shoppers or employees to Upham's Corner as a destination, rather than only servicing residents using the station to go to other destinations. The

main benefit is a variety of positive activities that are adding to the Station Area economy.

Mixed-use development programs may bring more difficulty from a perspective of project financing and implementation. It is important that local community development corporations, like the Dorchester Bay Economic Development Corporation (DBEDC) and the City of Boston, provide examples and assistance to possible redevelopment projects to overcome such difficulties and to guide this type of project toward Upham's Corner. Mixed-use development may also require appropriate pairing of spaces with potential tenants. The Upham's Corner Main Street can play an important role in matching and recruiting potential tenants with an appropriate space to be filled.

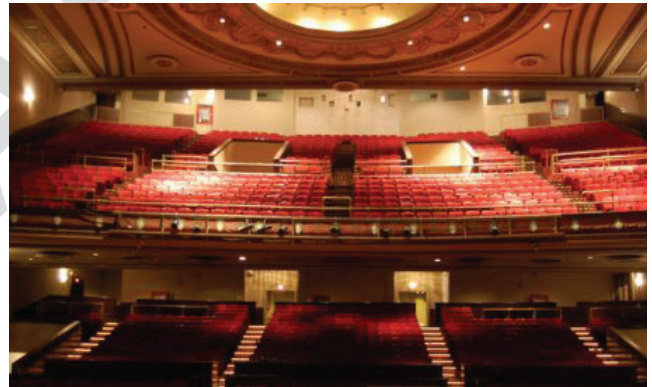


Photo Credit: Strand Theatre

C Cultural Complements

One of the great differentiators for Upham's Corner from many other Station Areas, neighborhoods and main streets districts is the Strand Theatre. This type of cultural venue and destination an unique asset for Upham's Corner. As investment in the theater and improvement in events and programming continue, it is important for Upham's Corner to embrace and support the Strand Theatre by providing complements to the cultural destination. The complements may seem obvious, but would include activities for patrons before or after a show, a place to park, a safe and attractive environment and a pleasant



and memorable experience. The Station Area plan addresses many of these aspects of Upham's Corner directly.

In terms of prosperity and economic development, new and existing retail and restaurant businesses should cater to the Strand Theatre by being attuned to the calendar of events. Stores, shops and restaurants should be open and inviting during the time of a show at the theater. In addition, event programs and promotions at the Strand Theatre should feature local stores and restaurants and encourage visiting Upham's Corner before or after the event. Another approach would be to add a kiosk near the theatre entry to highlight the locations and menus of Upham's Corner restaurants.



D Local-serving Businesses

The Strand Theatre provides a potential economic driver for Upham's Corner businesses, but does not include a calendar of events frequent enough to support a Main Street district alone. The primary support for the Main Street District will be from the surrounding residential neighborhoods and other city residents that pass through Upham's Corner as part of regular routines. Small businesses need to sustain active patronage from local residents to grow and thrive. Conversely, residents need to drive local spending. Strengthening Upham's Corner as a center of small and local-serving businesses is a key component of the vision for the Station Area.

In this regard the Upham's Corner Main Street can play a vital role in understanding the desire of the community for certain business types and the types of spaces that may be available in the district. This type of match making and recruiting can help to attract the types of businesses that residents want and will support, adding to the success of the district. Through this process residents expressed the desire for a place to get coffee and sit, additional options for sit-down restaurants and other clothing options.

Often, local-serving businesses are successful and most responsive to community needs when created and run by local entrepreneurs. In this regard, a business assistance program that would provide a small revolving start-up fund for such small businesses and provide mentorship, training or partnership with more established businesses could be an excellent program for Upham's Corner. Additionally, if a collection of unique and locally operated small businesses become successful they can help to cultivate an identity for the district that could attract shoppers and visitors throughout the City.



E Training and Connection

Lastly, as highlighted in local-serving businesses, the need for training, mentoring and connections is high in Upham's Corner to ensure that existing residents and businesses are a part of future prosperity and success. Improved transit connections, a thriving Main Street District and availability of great jobs are all meaningless if you are not prepared for or connected to that success.

Upham's Corner has a wealth of existing community, health, and training centers that should be coordinated as a network to serve residents and businesses to connect to new opportunity and partners.

As mentioned for local-serving businesses, a partnership approach should be the focus of enhancing training and connection to opportunities. Bringing together successful small businesses, restaurateurs, or individuals in the area of interest of prospective restaurateurs, employees, or trainees is a personal and effective approach to expanding and extending success throughout the community in Upham's Corner.

Key Development Sites

In testing this market context, five key sites were selected to examine the development potential and feasibility of redevelopment in the Station Area. Key sites were selected based upon the following criteria – sites contributing to and consistent with the community vision, high impact sites that can leverage Station Area change, underutilized sites that are susceptible to change, sites that are currently under public control, a diverse collection of key sites selected, and sites that are effective for the purposes of this study. The economic feasibility of each of the sites was tested and supports the basic conclusion that moderately scaled residential projects that reduce construction and parking costs would be viable.

As highlighted in the implementation section of the plan, the testing of development scenarios on the key sites has been informative in terms of the scale and characteristics of potential development that is seen as desirable in the community. Many important community goals have been formulated and articulated through this planning process. Enabling development guidelines either through zoning or specific development sites would bring this understanding forward toward implementation. Existing urban design guidelines are in effect for the Neighborhood Shopping (NS) subdistrict and Neighborhood Design Overlay District and should be expanded to articu-

late shared parking arrangements, active ground floor uses, and height stepbacks to reinforce the continuity of the street wall and consistency with historic buildings.

The following considerations have been a part of the analysis of each of the key development sites: Building Height and Massing, Orientation and Street Wall, Building Character and Materials, Access and Parking, Service and Loading, Site Open Space and Landscaping, Sustainable Development, Public Realm and Streetscape Guidelines.



Key Redevelopment Scenarios

The following key sites were selected with the Working Advisory Group (WAG) and analyzed for potential redevelopment to explore implications relating to land use, urban design, zoning and community benefits. Each of the redevelopment scenarios are consistent with the Community Vision and inform strategic and implementation recommendations.



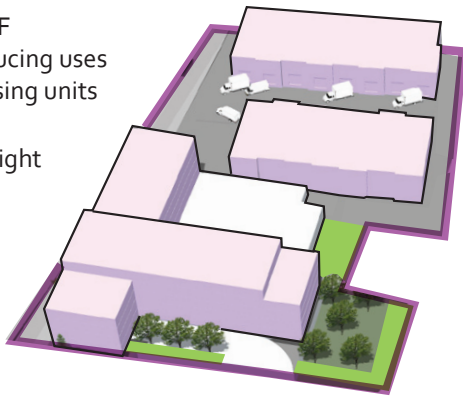
The study area for the Upham's Corner Station Area Plan showing the (5) key redevelopment sites that were tested using hypothetical development scenarios

1 Maxwell Property

65 East Cottage Street

50,000+ SF
Jobs producing uses
100+ Housing units

5-story height
FAR of 1.3



The Maxwell Property is a single contiguous City-owned parcel that includes approximately 120,000 square feet of lot area. The property includes a vacant light industrial building and surface parking and loading areas. The Department of Neighborhood Development is currently leading a community process to establish development guidelines for disposition of this publicly owned property for redevelopment.

Significance to Upham's Corner

This location was determined to be a key site for Upham's Corner due to its direct adjacency to the rail platform and condition as a vacant and underused property adjacent to a residential neighborhood and East Cottage Street. The property has strong potential to expand residential and job producing uses in Upham's Corner while building activity and focus near the rail station gateway.

Potential Redevelopment Program

The scale of the property could accommodate multiple buildings and could support a mixed-use redevelopment program either in connected or separate facilities. The frontage of the parcel on East Cottage Street in close proximity to Newmarket and may be an attractive site for a jobs producing manufacturing or light industrial



use. Additionally, housing units at the rear or center of the site would connect it to the surrounding residential neighborhood.

The general approach undertaken in the development scenarios was to combine jobs producing uses with residential uses in separate facilities on the northern and southern halves of the site. Under this approach, the fit studies on the site yielded approximately 50,000 square feet of commercial or light industrial space using the northern half of the site. Additionally, over 100 housing units were developed in a multifamily housing building at the southern half of the site. The residential uses would be supported by parking underneath the building to maintain a parking supply of .5 spaces for every unit.

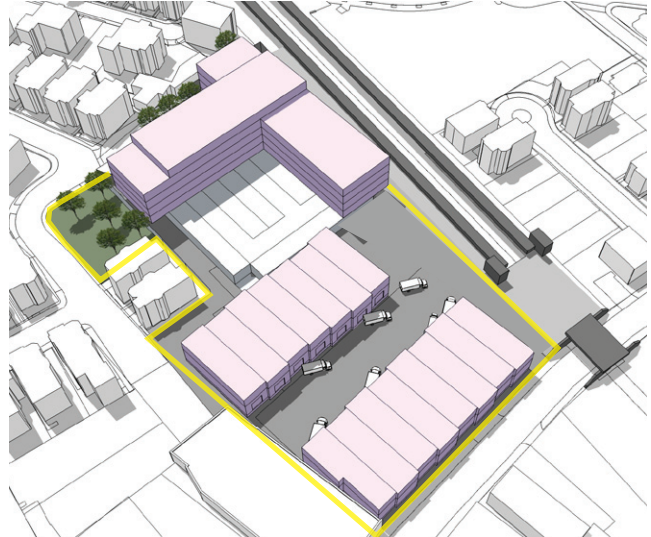
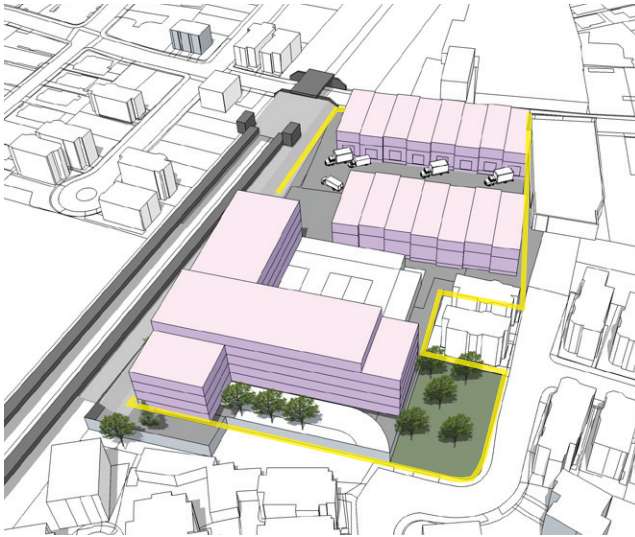
Feasibility of Redevelopment

The physical features and configuration of the site offer few constraints, but would require removal of existing structures, potential environmental remediation and earthwork to refine site contours. The scale of the property and near rectangular shape offer many possibilities for the redevelopment of the property.

The proforma test of the development program on this property was positive with the residential uses provid-



Building massing for hypothetical redevelopment scenarios at the Maxwell Property



ing the most economic viability. The residential units cross-subsidize the light industrial use and support its feasibility. The scale of development allows the use of less expensive stick built construction. The feasibility is made possible by the potential for the City to write-down the cost of the land in disposing the property. Disadvantages to the feasibility are the cost of demolition of the existing structures, site remediation and the cost of structured parking to support a higher density redevelopment.

Use and Design Guidelines

The scale and density of development on this property should balance the transit-oriented location with the context of the existing triple-decker neighborhood to the east and be considerate to the adjacent neighborhood. A sloping topography may provide opportunity to build parking supply into the site grading. Light industrial and jobs producing uses should be oriented to the East Cottage Street frontage. Loading and storage should not be accessed from the neighborhood.

At upper levels the site may offer great views to the downtown skyline. Building massing that is located near the center or south of the site should step down to meet the scale of the adjacent neighborhood. Community benefits of the development should consider including a publicly

accessible community and open space. Additionally, the property and residential areas to the north would benefit from the development of a new connection to the Upham's Corner station platform from East Cottage Street. This type of connection would require approval and coordination with the MBTA.

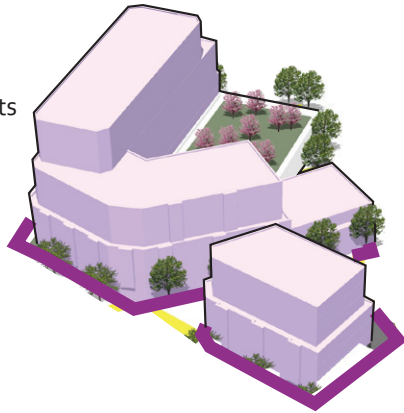
A development scenario of this scale at this location would require zoning modifications to accomplish. The parcels are currently located within a LI Local Industrial Subdistrict. This subdistrict limits the property to a 45' maximum building height and a maximum floor area ratio of 2.0. The redevelopment scenario was designed to a 55' maximum building height and a floor area ratio of 1.31. Additionally, the amount of parking required for the residential units would need to be reduced from the current 1.5 spaces per unit. Zoning recommendations are discussed in greater detail in the Implementation Section of the Station Area Plan.

2 Leon Electric Building

Corners of Dudley Street and Humphreys Street

25,000+ SF
Active retail uses
200+ Housing units

10-story height
FAR of 3.9



The Leon Electric parcels are directly adjacent to the Upham's Corner rail station. The parcels considered are all privately owned by multiple owners. Four parcels were considered in the analysis with a combined lot area of over 60,000 SF. Three parcels are located to the north of Dudley Street and Humphreys Street. One parcel is located to the south of Humphreys Street with frontage on Dudley Street.

Significance to Upham's Corner

This location was determined to be a key site due to its direct adjacency to the Upham's Corner rail station platform and station entry and critical frontage along Dudley Street. This location and the prominence of the existing building are a landmark that is viewed negatively by most in the community. The properties are a gateway in Upham's Corner and should better reflect the valuable and strategic position they occupy in the district.

Potential Redevelopment Program

At this critical location, the Working Advisory Group (WAG) thought it was appropriate to expand the allowable density and height for future redevelopment to leverage the transit-oriented and gateway aspects of the sites. Accordingly, the preferred development scenario

pushed beyond current zoning limitations to propose a new mixed-use multi-family and retail project that could be up to 10-stories with a floor to area ratio (FAR) of just under 4.0. This type of expanded redevelopment would include approximately 200 units and 25,000 SF of active uses on lower levels.

The scale of redevelopment is not dissimilar to the scale of the existing building. The redevelopment scenario involved demolition of the existing building to create a floor plate and building configuration better suited to residential uses. Additionally, the reconfiguration of the new building on the site adds street wall continuity to Dudley Street where activity and a continuation of the Main Street District is needed.

Feasibility of Redevelopment

The scale and density of this type of development would require removal of the existing buildings, construction of structured parking and mid-rise building construction. All of which impose cost burdens that the current market conditions cannot support. Therefore, the evolution of this property is a long term vision that will, in all likelihood, occur after other redevelopment projects build a more tangible momentum for the real estate market in Upham's Corner.



Building massing for hypothetical redevelopment scenarios at the Leon Electric Building and adjacent parcels



Use and Design Guidelines

The use and design of these key parcels should anchor this gateway into the Main Street district and provide a beacon for the rail station and station entry. A higher building height should be mediated by using facade step backs at heights consistent with adjacent buildings to reduce the overall building massing and to relate to the existing scale of the district.

Bringing an active ground floor use to the sidewalk at Dudley Street is critical to extending the continuity of the Main Street district to the rail station and expanding the walkability of the district. The ground floor should be active and transparent. Parking and loading should be located to the rear and interior of the properties. Com-

munity benefits of the development should consider including publicly accessible community and open spaces. The rail station would benefit from a building design and site layout that provided additional public space at the entry to the inbound platform. The current ramp to the platform is very constrained as it meets Dudley Street.

A development scenario of this scale at this location would require zoning modifications to accomplish. The parcels are currently located within a NS Neighborhood Shopping Subdistrict. This subdistrict limits the property to a 40' maximum building height and a maximum floor area ratio of 1.0. The redevelopment scenario was designed to a 100' building height and a floor area ratio of 3.94. Additionally, the amount of parking required for the residential units would need to be reduced from the current 1.5 spaces per unit. Zoning recommendations are discussed in greater detail in the Implementation Section of the Station Area Plan.



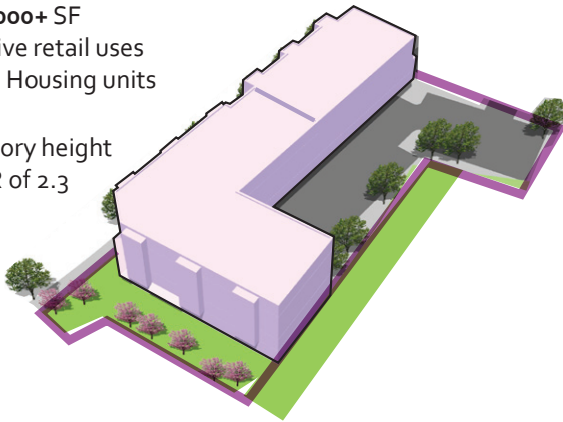
View of the Study Property from Dudley Street

3 ATCO Supply Parcels

Columbia Rd Adjacent to North Burying Ground

11,000+ SF
Active retail uses
80+ Housing units

5-story height
FAR of 2.3



The ATCO Supply Parcels are a collection of private and publicly owned adjacent properties with frontage along Columbia Road near the Old North Burying Ground. The majority of the property is privately owned by multiple owners with a small vacant parcel owned by the City. The four parcels have a combined lot area of approximately 42,000 SF.

Significance to Upham's Corner

This location was determined to be a key site due to its location as a gateway into Upham's Corner along Columbia Road. As it is currently configured this portion of frontage along Columbia Road does not provide a strong gateway into the district. Parking is adjacent to the street and a lengthy curb cut exists at this location. Continuity of building frontage along Columbia Road with an active ground floor could expand and anchor a walkable retail district.

Potential Redevelopment Program

In terms of the overall district, the benefit of redevelopment of this site is to create a more continuous and consistent mixed-use and walkable main street character. The types of automotive and service uses currently on the site would better serve the neighborhood in a more simi-



lar light industrial area. Accordingly, the development program tested includes an active retail ground floor with residential uses above. The scale of redevelopment was optimized to add residential units, but maintained a parking supply of about .6 spaces per unit in the rear surface parking lot. The 4-stories of residential use yield approximately 80 units of housing.

Feasibility of Redevelopment

The scale and geometry of the properties is of an appropriate size and depth to support a mixed-use multifamily residential project with surface parking in the rear of the building. Of all the development scenarios studied in Upham's Corner, the potential redevelopment of these properties seemed the most straightforward in terms of the configuration and scale of redevelopment. The feasibility would be subject to the actions of the private owners.

The proforma test of the development program on this property is positive. The advantages of this redevelopment include low demolition cost, a site that accommodates inexpensive surface parking and a building scale that can be built conventionally with less expensive stick-built construction. Acquisition cost and process of acquisition would be the main impediment to redevelop-



Building massing for hypothetical redevelopment scenarios at the ATCO Supply Parcels



opment. This scenario illustrates the impact of parking costs on feasibility, the residential market cannot support the cost of structured parking without offsets and where parking can be provided in a surface lot, such as this site, it improves feasibility.

Use and Design Guidelines

At this gateway location into the Main Street District, it is important to visually define Columbia Road and anchor the corner near Annabel Street. This is accomplished primarily through the building massing and creation of new street wall continuity along Columbia Road. The scale of the building, articulation of the facade and materials should complement the adjacent historic structures, such as the Pierce Building. The street frontage along Columbia Road should be occupied by the building and include an active and transparent ground floor.

The redevelopment should relate to the North Burying Ground with a complementary and publicly accessible open space. Access and parking should be provided to the rear of the building and should include a landscape buffer to the cemetery. Community benefits of the development should consider including a publicly accessible open space that is visually connected to the North Burying Ground and includes a portion of frontage on

Columbia Road. This area could include the additional of the City-owned “Comfort Station” or could remove the existing structure on this property to contribute to a larger publicly accessible open space.

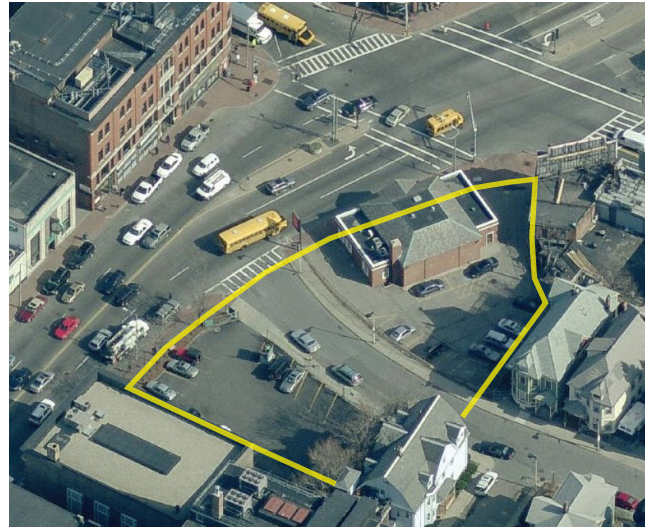
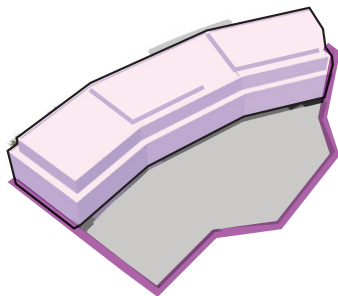
A development scenario of this scale at this location would require zoning modifications to accomplish. The parcels are currently located within a 3F-5000 Three-Family Residential Subdistrict. This subdistrict limits the property to a 35’ maximum building height or 2.5 stories. The redevelopment scenario was designed to a 55’ building height at 5 stories. Additionally, the amount of parking required for the residential units would need to be reduced from the current 1.5 spaces per unit. Zoning recommendations are discussed in greater detail in the Implementation Section of the Station Area Plan.

4 Upham's Center Parcels

Columbia Road and Cushing Avenue Corners

14,000+ SF
Active retail uses
40+ Housing units

5-story height
FAR of 2.6



The Upham's Center parcels are two privately owned banking properties at the corner of Columbia Road and Dudley Street. The two privately owned parcels combine to form a lot area of approximately 22,000 SF separated by a public right of way, Mount Cushing Terrace that would require roadway reconfiguration prior to redevelopment. Although this would be a change in the City infrastructure and street network it appears to be a relatively straight forward adaptation for the neighborhoods to the rear of the properties and may simplify circulation at this critical intersection at the center of Upham's Corner.

Significance to Upham's Corner

The corner of Columbia Road and Stoughton Street is the center of Upham's Corner. It is the focus of the district and the most memorable intersection of the area with the historic Pierce Building and Masonic Hall anchoring the other corners of the intersection. The North Burying Ground is the other corner of the intersection and provides a visual void that must be overcome by the building massing at the other three corners. The existing combination of buildings and parking lots at the corner today do not overcome this void to visually anchor the center of the district.

Potential Redevelopment Program

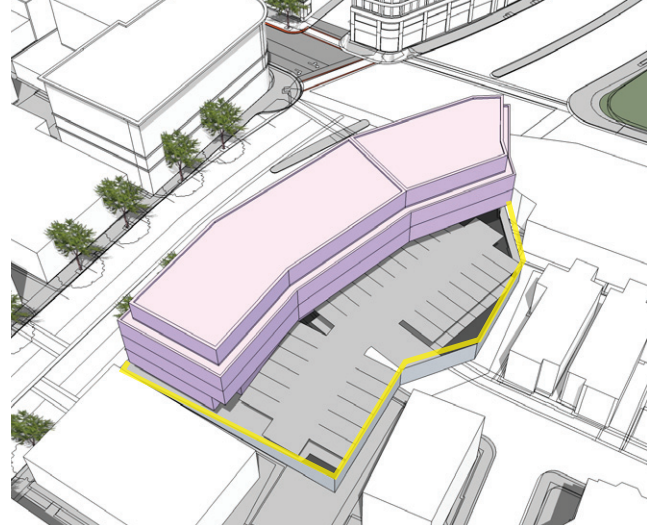
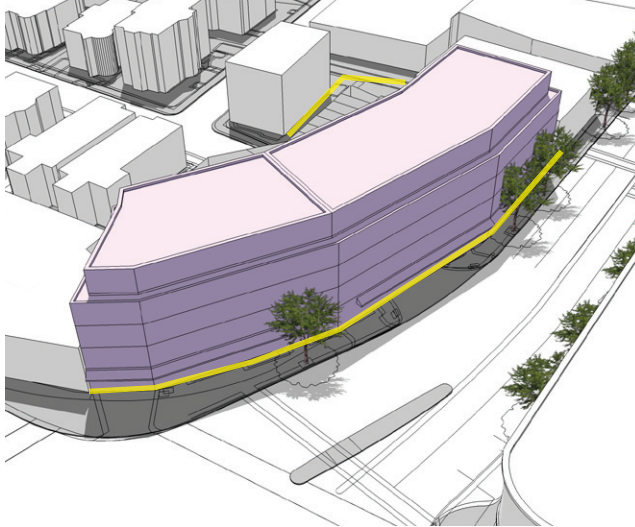
A redevelopment scenario was tested that retained Mount Cushing Terrace in its current configuration. The resulting development program was not substantial enough to be feasible. Therefore this redevelopment program terminates Mount Cushing Terrace and uses the segment that connects to Columbia Road to form a large contiguous development parcel. This type of street reconfiguration connects two parcels together and opens a new opportunity for development at this critical corner for the center of Upham's Corner. The scale of the development should be similar to the historic structures across Columbia Road, 4 to 5 stories and could provide new ground floor retail space and 40 residential units at the center of the district.

Feasibility of Redevelopment

When the two properties studied are redeveloped separately, they are not physically large enough to support a redevelopment program of enough scale to be feasible. A part of the feasibility of this redevelopment scenario is the feasibility of combining the parcels to include a portion of a public street right-of-way and to reconfigure neighborhood traffic patterns. This process did not involve direct outreach to the surrounding residents to



Building massing for hypothetical redevelopment scenarios at the Upham's Center parcels



discuss this specific idea. The corner site is a prominent feature in Upham's Corner and may warrant further investigation within the neighborhood to understand if this type of reconfiguration would be supported.

The proforma test of the development program on this property was positive in terms of financial feasibility as a result of low demolition cost, inexpensive surface parking, and less expensive stick-built construction. As noted, the scale of redevelopment of the combined parcels is required to create enough revenue from the property to recover the other costs of redevelopment. The reconfiguration of the street and acquisition costs of the properties are the impediments to redevelopment for this scenario. The conceptual proformas are near break-even and would depend on the ability to secure a high paying ground floor retail user.

Use and Design Guidelines

As seen in many historic postcards of Upham's Corner, this corner is the identity of the district. While a nice building, the low scale and perimeter parking of the current site layout does not reflect the historic scale, density and activity of a thriving commercial district at Upham's Corner. The building height and massing of a redevelopment project should be deployed to anchor the promi-

nent corner with a similar scale and mass as the historic Masonic Building across Columbia Road. The redevelopment should provide a continuous frontage with an active ground floor facade that contributes to the Main Street District.

Vehicular access should be provided to the south of the new building with a small access drive from Columbia Road. A tiered parking configuration can be achieved with the grade change between Mount Cushing Terrace and Columbia Road. An upper parking area can add to district parking capacity with access from the rear of the building from Mount Cushing Terrace.

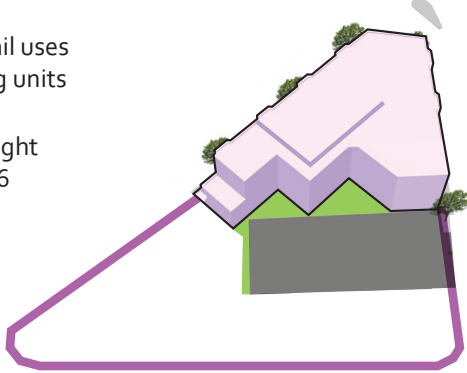


5 Hancock Street Parcels

Columbia Road and Hancock Street Corner

10,000 SF
Active retail uses
40 Housing units

4-story height
FAR of 2.66



The Hancock Street parcels occur at the block between the intersection of Columbia Road and Hancock Street. 3 privately owned parcels that combine to form a land area of approximately 19,000 SF. The parcels are nearly fully developed today, but with some critical vacancies at the intersection of Columbia Road and Hancock Street. Existing parking is accessed from Hancock Street and located near the center of the block.

Significance to Upham's Corner

The intersection of the Columbia Road and Hancock Street provides a visual terminus to the southern edge of the Main Street District and provides a gateway into the district from the south. This gateway location is critical to providing additional positive activity near the Strand Theatre. The sidewalk at the large radius corner between Columbia Road and Hancock Street is generous and provides potential space for outdoor activity which could bring positive activity and street life to the district.

Potential Redevelopment Program

At this critical location, a transparent and active ground floor use is very important. Therefore, a mixed-use redevelopment program with an active use on the ground floor such as retail or a restaurant with residential uses



above was tested. This type of development program is consistent with the market context and potential demand. The number of residential stories above the ground floor was determined by the ability to provide off-street parking for at least .5 spaces per unit. This resulted in three-stories of residential uses and yields approximately 40 units.

Feasibility of Redevelopment

The physical configuration and geometry of the site is difficult to resolve for an efficient site and building layout. The geometry constrains internal building circulation and parking layouts on the site. In terms of the financial feasibility, the development scenario on this site showed negative results. The existing build-out of the site is relatively dense and would require a high cost of demolition. The resulting increase in density for the new development is marginal and is not enough to offset costs of acquisition, demolition and construction. This all results in a potential negative return on investment.

It is likely that a more modest approach to revitalizing the existing buildings at this location would be more feasible for the foreseeable future. A more substantial rehabilitation and addition to the existing structure may also be feasible. All future redevelopment possibilities would



Building massing for hypothetical redevelopment scenarios at the Hancock Street parcels



likely require a reduction in the amount of parking required given the site constraints.

Use and Design Guidelines

In every main street district, several locations stand out as contributors to the image and perception of a place. The property at the corner of Columbia Road and Hancock Street is this type of location. The building massing, character and quality do not complement the main street district as well as they could. The district would benefit from a larger scale building that visually anchors the corner and a ground floor facade that is more active, welcoming and transparent.

While the building massing and scale could increase to anchor the corner, it should not exceed five-stories to remain consistent with the surrounding context. The most important characteristic of the site is the continuity of the street wall at this critical intersection. The building should be oriented to the street edge and provide active uses adjacent to the sidewalk.

A building at this location should announce a sense of arrival at this gateway location and should provide a visual anchor and collection of ground floor uses that complement the Strand Theatre. Access and parking should

be concealed at the center of the block. The public realm, streetscape and landscaping should be expanded at the corner of Columbia Road and Hancock Street. A small pedestrian plaza should be provided with outdoor seating, lighting and other amenities to add to the pedestrian environment at this location.

View of the Study Property from Columbia Road





HOME

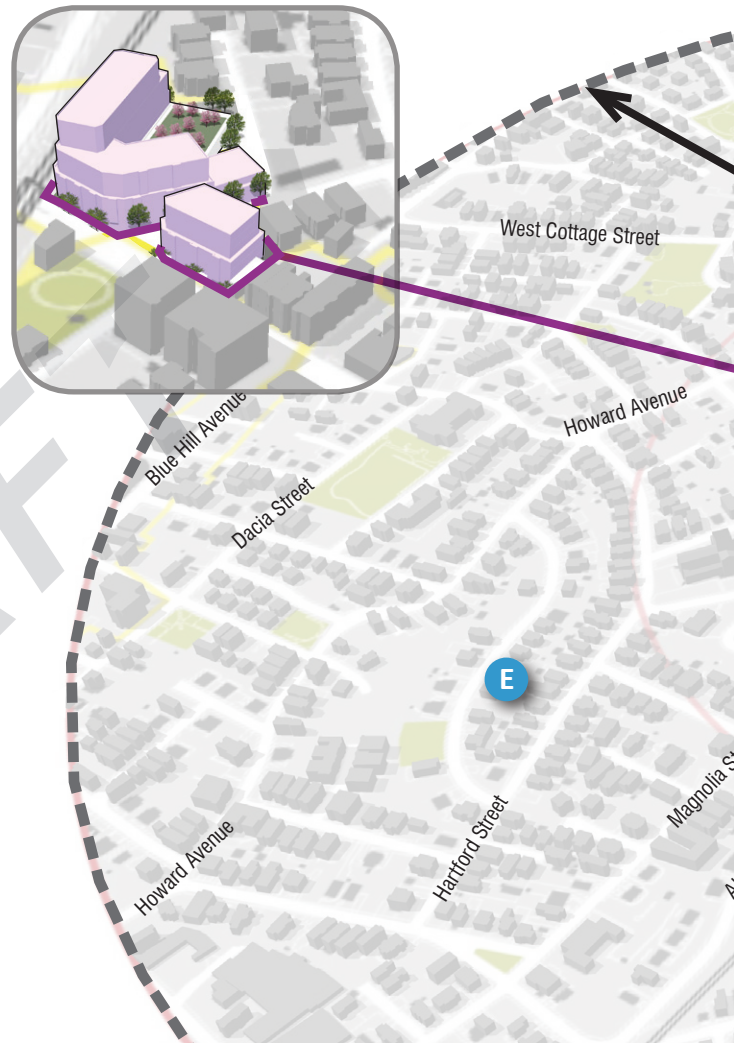
The *Home* section addresses the issues and opportunities associated with the supply of and demand for housing in Upham's Corner. Strategies and recommendations focus on reinforcing the neighborhoods of the Station Area as desirable places to live and aligning the characteristics of new housing opportunities with the community needs.



Home

Provide new mixed-income housing opportunities near the station and Upham's Corner Main Streets District to support vitality and prosperity. The approach to housing in focuses on the following characteristics:

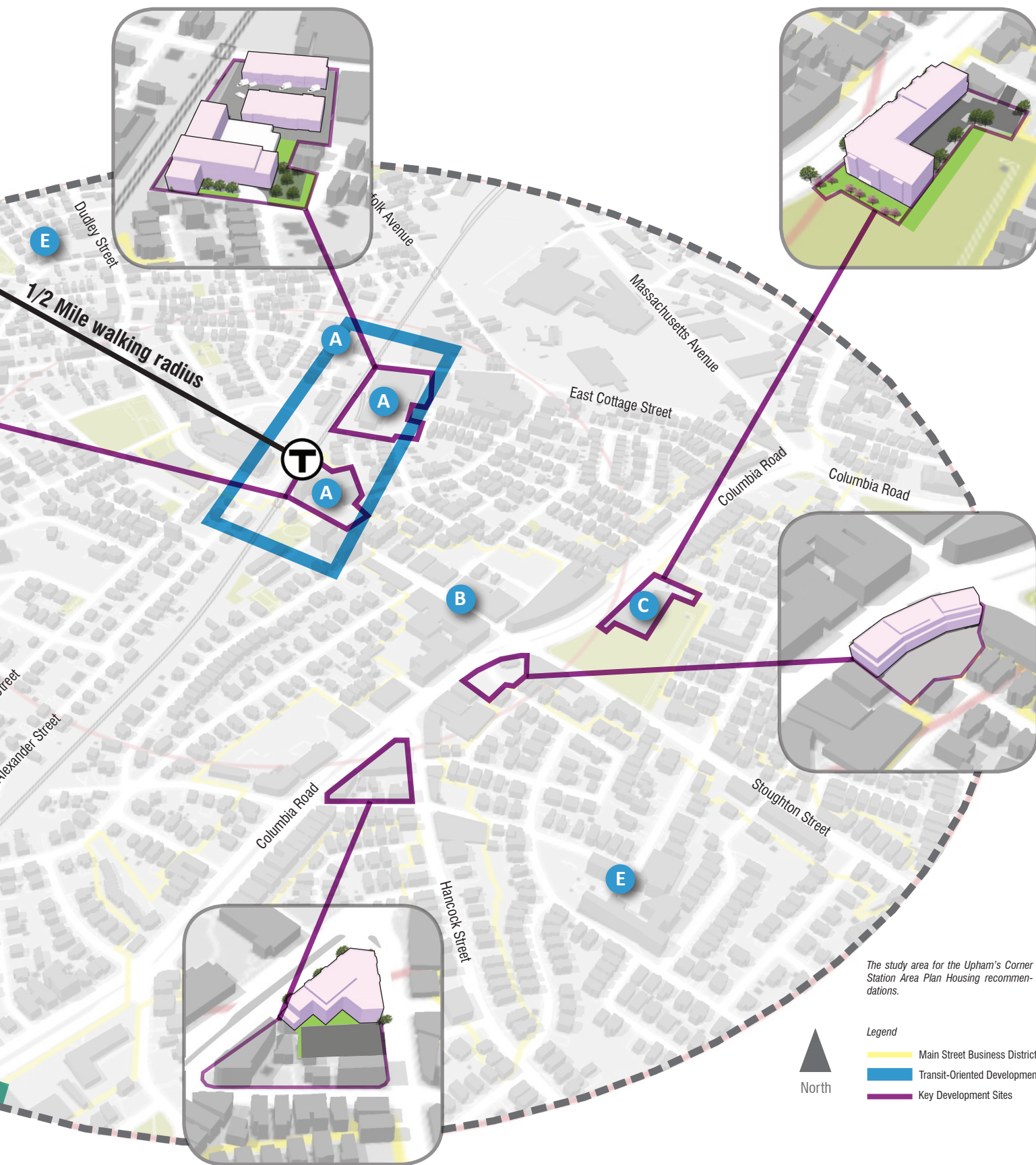
- A Transit Orientation** - underutilized properties directly adjacent to the rail station are an excellent opportunity to provide residential uses that promote transit and walking.
- B Mixed-use Activity** - add new residential units above ground floor retail uses to support a vibrant commercial district through targeted redevelopment.
- C Multi-Family Models** - projects that bring a critical mass of units efficiently with conventional stick-built construction and surface parking are the most economically feasible.
- D Mixed Income** - new housing must provide opportunities for diverse income levels including market rate and workforce units that also bring new opportunities for current residents.
- E Neighborhood Infill** - strengthen blocks and promote infill development using City programs and lands as a model.



Potential Redevelopment of Key Sites

Commercial/Light Industrial (Gross Square Feet)	50,000
Residential (Units)	460
Retail (Gross Square Feet)	60,000

The following area calculations are based upon hypothetical redevelopment scenarios on (5) sites in Upham's Corner selected by the Upham's Corner Working Advisory Group (WAG). Potential redevelopment would require reinvestment in private property and modification to current zoning regulations to achieve. The scenarios tested the scale and feasibility of potential redevelopment at these key locations.





Home

Many of the recommendations and focus of the Upham's Corner Station Area Plan have been on the Main Street District and area immediately around the rail station. However, it is important to highlight that the majority of the land use within the Station Area is residential. Several high quality neighborhoods comprise the Station Area including Jones Hill, Virginia-Monadnock, Upham's Corner Westside, Nonquit Street, Eastman/Elder and the Anapolis Street area. Reinforcing the Station Area as safe and attractive place to live is critical to supporting many of the other goals and ambitions for Upham's Corner.

Upham's Corner provides a superb location for residential neighborhoods. It is very close to the downtown core of Boston with excellent access by way of the Fairmount Indigo Line and several bus routes and has excellent access to highways. The historic housing stock has been retained and well-maintained creating attractive tree-lined blocks of homes. The main activity corridors of Columbia Road and Dudley Street have been built up with commercial and multi-family residential uses. The Upham's Corner Main Street district provides convenience for goods and services within walking distance of many of the homes. The demand for more housing units with these desirable qualities is high.

Even with all of these advantages, many blocks within the Upham's Corner neighborhoods are interrupted with vacant lots. In many locations these vacant parcels have been put to productive and communal use, such as pocket parks and agricultural plots. In other locations the sites are overgrown or include a vacant building or structure. Several large properties near the rail station are underused or vacant as well. The addition of new housing in these locations is critical to adding supply to the housing needs in this area, but also to stabilize the neighborhoods and to add new residents and activity to the Main Street district. New housing in the Station Area should have certain characteristics to be consistent with the vision for

Upham's Corner. New housing units in Upham's Corner should be mixed-income, should provide affordable units to retain diversity in the neighborhoods and should be of a higher density adjacent to the rail station.

The approach to housing in Upham's Corner focuses on the following characteristics:



A Transit Orientation

Underutilized properties directly adjacent to the rail station are an excellent opportunity to provide residential uses that promote transit and walking. Additionally, vacant properties adjacent to the station communicate a negative perception about the Station Area. The vacancies of scale near the station should be a residential redevelopment priority for the City and the community.

The transit-oriented nature of this residential redevelopment should be reinforced by higher allowed building height and density and reduced parking requirements. This redevelopment should be intended to attract transit users and pedestrians to the Station Area.

B Mixed-use Activity

Strong housing demand is indicated by low vacancies and increasing rents, new housing that is well-located and transit-served fills this need and provides residents with new housing choices. The two of these trends together will continue to cause rising prices and could displace



current residents and businesses. One of the approaches to stabilizing rents and giving new options to existing residents is to build new housing.

The Station Area has many locations near the rail station that are vacant or underused that are excellent locations for residential redevelopment. Near the rail station, a greater height and density of residential uses would allow a greater number of new units to be added to the Station Area. This would have several benefits, including adding a critical mass of housing units that would better address housing demand and needs, adding new housing units near the rail station where new residents would be encouraged to rider the Fairmount Indigo line more frequently, and adding new residents near the Main Street District to support businesses.



C Multi-Family Models

Projects that bring a critical mass of units efficiently with conventional stick-built construction and surface parking are the most economically feasible. Larger residential redevelopment projects, such as shown in the bottom series of diagrams to the left, should be used strategically at station gateway locations or within the station main street district. This type of multi-family development would require zoning modifications. It would bring a concentration of residents to support other components of the community vision including a vibrant and active cultural and retail center.



D Mixed Income

The diversity of the population of Upham's Corner is one of its great strengths. This is a diversity of background, race, ethnicity and income level. The dynamic demographic and cultural mix that defines Upham's Corner is also a defining feature of the Fairmount Indigo Corridor. It is critical that as new development and housing occurs in Upham's Corner that the diversity of the community is retained and even expanded. New housing must provide opportunities for diverse income levels including market rate and workforce units.

Additionally, housing opportunities for current residents should be made available to prevent displacement. If economic patterns of continuously rising rents create affordability issues for existing residents. New residential units should be created to keep the current residents in

Upham's Corner. Building up of workforce housing and affordable housing in new development is the most effective way to retain income diversity in Upham's Corner into the future.



E Neighborhood Infill

Residential infill redevelopment is one straightforward approach to improving and stabilizing the Station Area neighborhoods and adding residents that will use the existing centers of activity. This type of redevelopment does not require a modification to zoning, it does not pose unknown impacts or hardship on existing neighbors, it only replaces what has been lost over time. Infill development strengthens existing residential blocks and can be promoted by using or developing City programs to invite developers and to use publicly owned vacant lots as a pilot for this program. The City owns numerous sites that could be strategically disposed of for private development to advance this process. This may be done through a special City-wide program or specific neighborhood initiative and may require special conditions on the redevelopment of the property in exchange for a reduced or zero-cost land payment.



The aerial image (below) shows the type and scale of infill redevelopment opportunities in the residential neighborhoods surrounding Upham's Corner





PLACE

Place

The physical environment of the Station Area should express the distinctiveness and vitality of the heart of the district and provide visual cues for attractive and stable neighborhoods. The following principles have been identified to reinforce the physical environment of the Station Area:

- A Main Street Gateway** - signify entry points into the district through redevelopment and streetscape improvements along primary street connections and at the rail station.
- B Highlight Historic Assets** - the distinctiveness of the Station Area is enhanced by preserving, but also actively reusing historic buildings and sites. New development should respect the historic scale of approximately 5-story buildings.
- C Vitality at the Station** - allowing larger building massing adjacent to the station can transform the sense of arrival at the station and reinforce district continuity.
- D Active Ground Floor** - reinforce continuity of active ground level use with transparency and entries at the street. Active ground floor uses should coordinate with adjacent public realm amenities.



UPHAM'S CORNER STATION AREA PLAN





The study area for the Upham's Corner Station Area Plan with Place recommendations.

Legend

- Core of Vitality at Station Area
- Key Routes to Station



Place

Place is a category of recommendations that is concerned with the character and quality of the physical environment. The physical environment is the composition of the buildings, streets, and landscape that define the look and feel of Upham's Corner. The configuration of these components can help to contribute to a positive sense of the place or can communicate negative signals about the place. Cultivating a positive sense of place in Upham's Corner is very important to the vitality of the Main Street District and to the safety and walkability of the surrounding neighborhoods. A positive sense of place also benefits the use of the rail station and attracts residents and visitors alike to an attractive and vital place.

Upham's Corner has a larger role to play in the context of the Fairmount Indigo Corridor. For many visitors to Upham's it provides a first impression of the entire corridor, its Main Streets districts and its neighborhoods. Upham's provides a unique opportunity to engage residents and visitors to invite them to visit other locations and points of interest down the line and to provide a sense of the reinvigoration that the Corridor and neighborhoods have underway. Therefore, it is critical that Upham's Corner provide the right type of experience and impression to invite further exploration of the unique places opportunities the entire corridor provides.

In terms of a positive, strong and memorable sense of place, Upham's Corner has several assets that should be highlighted. Historically, Upham's Corner has been a center of commerce and activity, a critical crossroads in the streetcar network. This legacy is important today and it has left a coherent and cohesive Main Street district and commercial center. Another major asset is the landmark and feature that a historic theatre and theatre marquee provide to a district. The Strand Theatre provides a cultural destination in the center of Upham's Corner, but also provides a very positive and memorable visual cue for the district.

The experience of a place is continuous, but a few key locations and moments send a lasting message about how Upham's Corner is perceived. For a rail passenger, the experience of Upham's Corner begins on the platform, down the ramp and onto Dudley Street. For many drivers, the experience of Upham's Corner is along Columbia Road. The critical moments in creating a memorable and positive experience of Upham's Corner is at the gateway moments of entry into the main center of activity. The physical environment of the Station Area should express the distinctiveness and vitality of the heart of Upham's Corner, a big part of this is the active use and preservation of the historic buildings and sites at the center of the district. Additionally, the physical environment should provide visual cues for attractive and stable neighborhoods with well-maintained streetscape, inviting and generous places to walk, and active and attractive storefronts and shops.

These features are the primary recommendations to enhance the sense of place at Upham's Corner:



A Main Street Gateway

The importance of a good first impression is significant for places, districts and neighborhoods. The gateways and points of arrival into Upham's Corner may vary by mode of travel. Arrival points for the train, bus, car or pedestrian may be different and it is important to consider all of the most likely locations of that critical first impression. Acknowledging the district at its entry points can also help to communicate the presence of the district and its history. To achieve an enhanced gateway presence, sev-



eral locations should be the focus of redevelopment and streetscape improvements.

The first and perhaps most obvious, is the Upham's Corner Station. The focus of this gateway effort should be at Dudley Street where the platform ramps meet the sidewalk and at the rail overpass. A rail passenger entering Upham's Corner at this locations should enter into a generous sidewalk and plaza with clear connections to other transportation options, clear directional signage to the center of Upham's Corner and an immediate impactful and positive impression.

The other gateway locations are for vehicular and pedestrian travelers along the main streets into and out of Upham's Corner, Columbia Road, Stoughton Street and Hancock Street. The intersections that should be treated as gateways mark the point of arrival identifiable as the beginning of the Main Street district. On Columbia Road at the intersection of Annabel Street arriving from Everett Square to the north. On Columbia Road at the intersection of Bird Street arriving from the south. On Stoughton Street at the North Burying Ground arriving from the east and on Hancock Street at Bird Street arriving from the south. Each of these locations should be reinforced with new streetscape and landscape features, strengthened pedestrian crossings and potentially modest gateway signage. The public realm and streetscape is under the control of the public through the City. Gateway treatments could be implemented by the City to reinforce the district as described in this section.

In addition to streetscape enhancements at the gateways, properties adjacent to these locations are important redevelopment locations to convey an active and vibrant commercial center. A vacant lot, parking lot, or derelict building do not promote the district or provide the appropriate first impression of Upham's Corner. Short term efforts with landscaping, public art or facade improvements should be used to improve properties in critical locations. Long term efforts for encouraging redevelopment with new investment in the properties should be pursued by community advocates with property owners.



B Highlight Historic Assets

A part of the distinctiveness of Upham's Corner is its extensive history of as a center of commerce and culture. That history is on display in the historic sites and structures that reinforce a memorable and positive sense of place. These historic assets, the Strand Theatre, the Masonic Hall building, the Pierce building, the Pilgrim Church building, the Old North Burying Ground, should be preserved and highlighted as centers of activity. The distinctiveness and legacy of the Station Area is enhanced by preserving these historic buildings and sites, but the need for active and vital uses must also be recognized such that these historic structures are contributing to the present success of Upham's Corner.

In addition to these specific sites and structures, adjacent redevelopment or new development should respect, complement and highlight the history of the district. The historic scale and height of buildings in Upham's Corner was four to six stories, reinforcing this scale of redevelopment would add to the continuity and vitality of the district. Similarly, the use of high quality materials that complement the brick, stone and decorative cornices of the historic structures should be encouraged in new development to add to the visual coherence and richness of the district while bringing fresh and contemporary elements.



C Vitality at the Station

The sense of place dissipates near the rail station with derelict structures and vacant lots directly adjacent to the platform. In order to form a gateway appropriate to Upham's Corner and to reinforce a positive sense of place for the district, the built environment around the rail station should be built up and embrace this transportation asset as a focal point of the Station Area. The Salvation Army Kroc Center provides a strong community and cultural anchor west of the station, but all properties surrounding the station should contribute to a renewed gateway for Upham's Corner.

Allowing larger building massing adjacent to the station can transform the sense of arrival at the station and reinforce district continuity. An increase in the density of development directly around the station enhances a sense of arrival and activity at the station and provides the potential for more rail ridership from residents, employees and visitors in the future. New development at the station also provides a placemaking opportunity to reinforce a public plaza and center of pedestrian activity near the station entry. Contemporary transit-oriented development could also provide a unique opportunity to create a dialogue with the historic core of Upham's Corner to create a unique sequence of arrival with distinctive buildings.

In addition to the positive physical and economic attributes expanded development near the station would bring, it also provides an opportunity to reorient the neighborhood to the rail station and fill amenity gaps

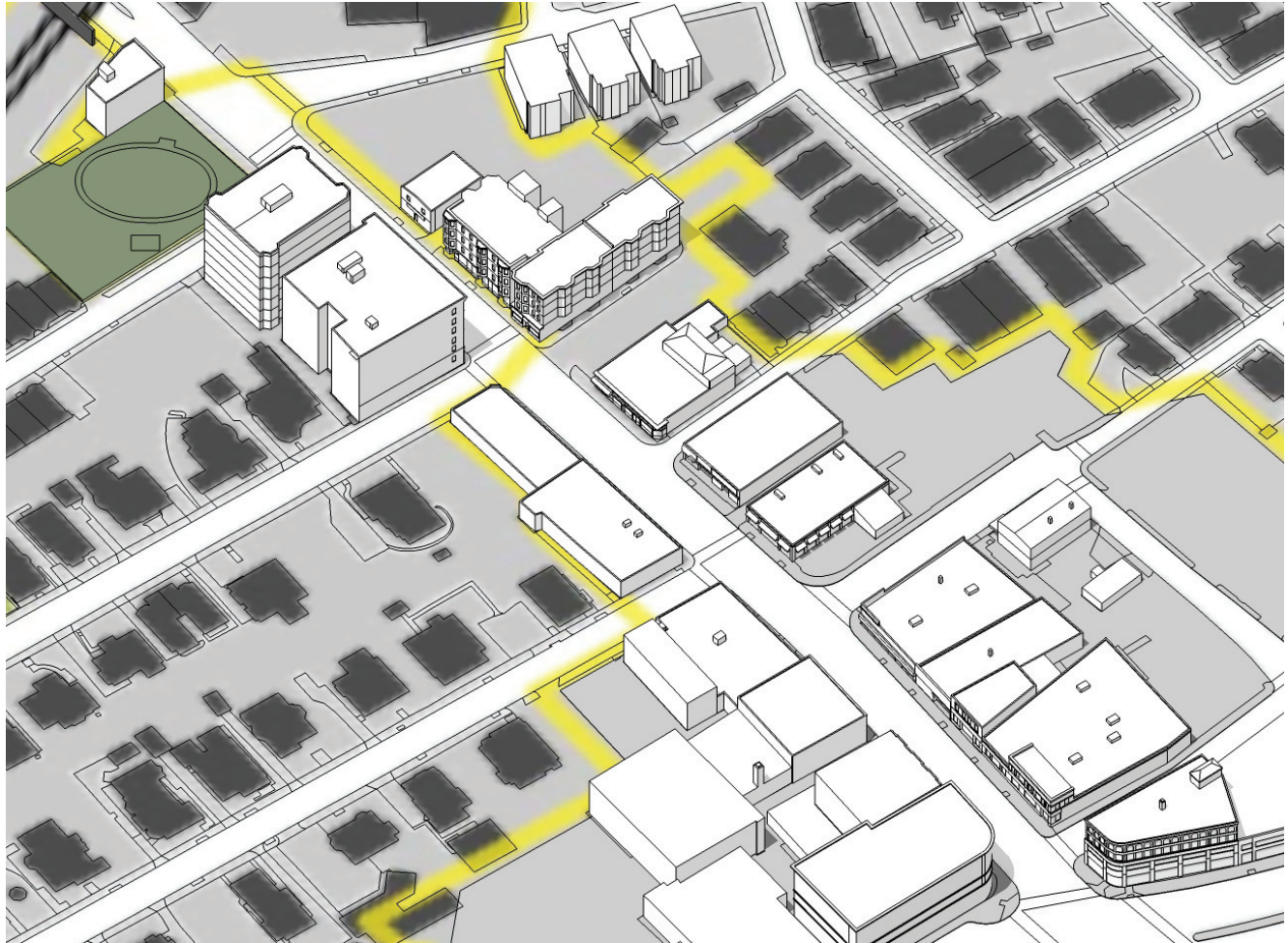
for the community. A coordinated redevelopment effort at station gateways provides an opportunity for policy, planning, place, programming and public engagement to come together physically to manifest positive change in Upham's Corner centered at the rail station.

Upham's Corner has two ready-made sites adjacent to the station platform that reflect the community's readiness for change and are promising locations for this type of redevelopment. One is City-owned, the Maxwell Property on East Cottage Street, and the other privately-owned, the Leon Building on Dudley Street. The Maxwell Property provides a unique short term implementation opportunity for these ideas as the City has initiated a development disposition process that could focus expanded redevelopment at the station that can bring many community benefits along with a renewed sense of place.



D Active Ground Floor

In the context of Upham's Corner the final critical component of placemaking through the permanent components of the physical environment is an active ground floor in a concentrated district. Within the Main Street district in the area previously defined by the gateway locations, it is very important to reinforce continuity of active ground level use with inviting and attractive shops with transparent and interesting storefronts and accessible entries that face the primary street. A memorable and active place, particularly a walkable commercial center must have a critical mass of active ground floor uses to retain interest and sustain repeat visits.



The building frontages connecting Upham's Corner Station to Columbia Road are critical to reinforcing continuity in the district and bringing vitality to the station

In the short term, keeping existing storefronts active with successful businesses may be the focus. As well as, finding creative interim uses for vacant storefronts to avoid gaps in ground floor activity and negative perceptions. In the long term, as existing storefronts are filled with successful businesses, buildings within the district with inactive ground floors should be converted to active ground floors through redevelopment. The long term goal being a well-defined, recognizable and walkable commercial district that has continuity of active ground floor uses adjacent to the sidewalk with minimal gaps in buildings with storefronts.

Active ground floor uses should coordinate with adjacent public realm amenities, with sidewalk seating for a cafe for example. This type of coordination and integration of the streetscape and amenities with the adjacent private uses brings together the entire district into a coherent sense of place. Lastly, businesses and storefronts should actively maintain and improve building facades to retain a perception of care and freshness. The City of Boston facade improvement programs should be used as a resource to renew the appearance of ground floor businesses. Active ground floor uses should be treated sensitively when businesses are not in operation. An entire district closed down with rolling grates, metal doors and security gates does not communicate a positive message about the dis-

trict. Alternative security measures should be encouraged with business owners to reinforce a positive sense of place at all times of the day or night.



E Other Placemaking Features

Other components contribute to a strong sense of place in Upham's Corner, many are identified in other sections of the Station Area Plan. A few notes about other important placemaking features are added here and expanded elsewhere in the report.

Locations of active ground floor, discontinuity in the street wall and building massing in the Main Street District



First, as a centerpiece the Station Area, this section has focused on the sense of place in or near the Main Street district. However, every area, neighborhood or district within the Station Area has its own sense of place. Each scale of perception, a building on a lot, a segment of a street, a full block, a neighborhood, may have a unique association and identifiable association for people. In all of these contexts, maintenance and cleanliness is one of the biggest signals for positive or negative associations with a place.

Second, public art is a major component of the sense of place in Upham's Corner and is highlighted in the implementation section of the Station Area Plan. Public art should be used as a component to reinforce gateway locations and to contribute to the sense of place in Upham's Corner.

Many of the components of placemaking or directly connected to the dimensional characteristics of zoning ordinances and the qualitative descriptions of design guidelines. The concepts outlined in this section are the focus of recommendations for zoning modifications and de-



sign guidelines included in the implementation section of the Station Area Plan. Zoning and design guidelines are the direct mechanisms controlling the built environment that are under the control of the public through the City. Implementation of redevelopment concepts, active storefront uses, and other investments to benefit the sense of place in Upham's Corner require private action on private property.

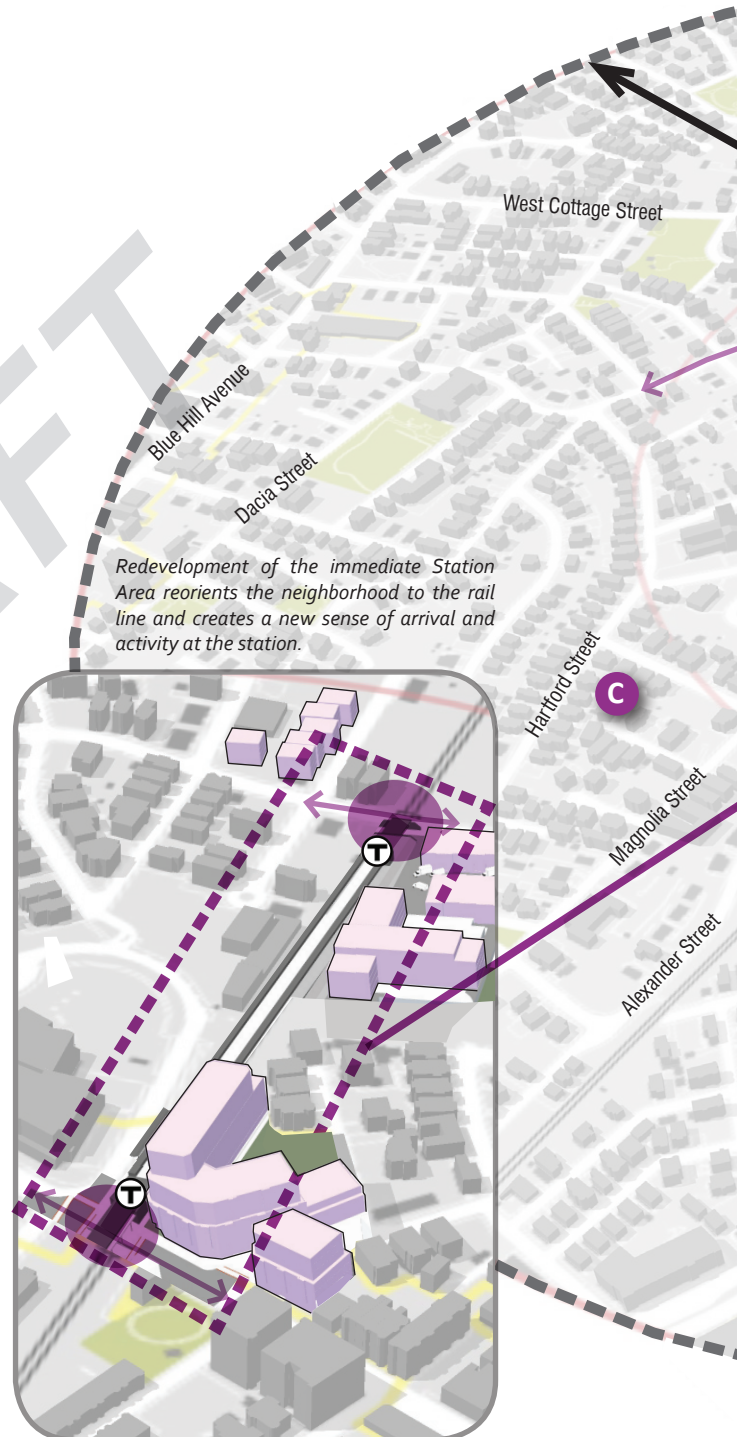


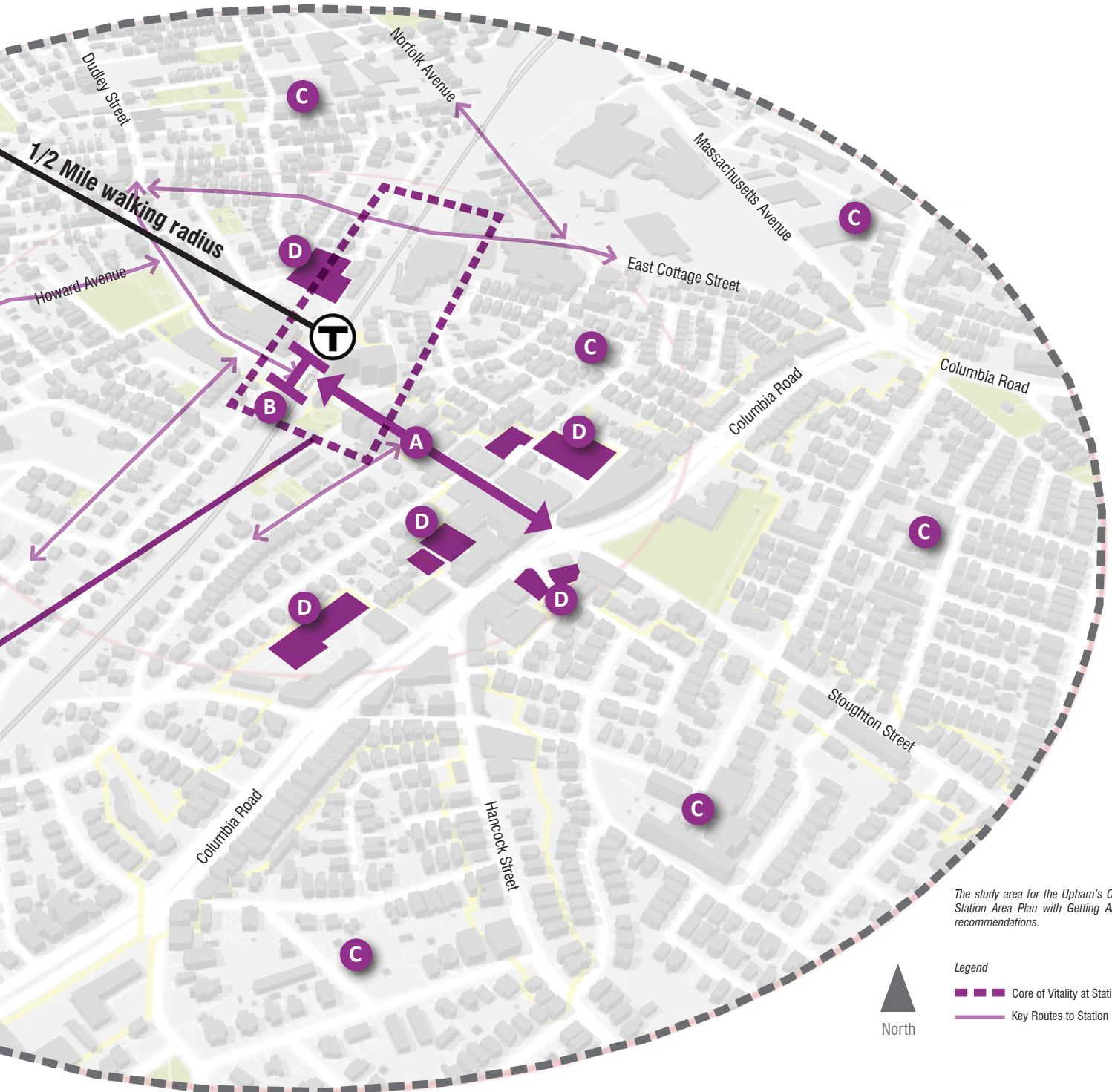
GETTING AROUND

The *Getting Around* section focuses on issues and opportunities related to transportation in Upham's Corner. Strategies and recommendations focus on improving all mobility options in and around Upham's Corner.

Connections to the rail station and the public street network can be improved to emphasize a sense of place, reinforce walkability, increase bike and vehicle safety and reduce congestion for buses. The following approaches get more out of the Station Area public realm:

- A Dudley Street Gateway** - Columbia Road improvement treatments, landscape, lighting and materials should extend a sense of unity in the district along Dudley Street to create gateways to the district from the rail station.
- B Mobility Hub** - the rail station entry at Dudley Street needs to become a central collection point for accessible mobility options with wayfinding for walking and easy connections to Hubway, bus routes, and car and taxi cab pick-up.
- C Walkable Neighborhoods** - walking is central to promoting rail station access and a vital Main Street District, all surrounding neighborhoods should provide continuous and safe sidewalks and crosswalks to these destinations.
- D Managed Parking** - public and private parking resources require coordination, wayfinding and improvement in visual appeal district-wide to maximize utilization.





The study area for the Upham's Corner Station Area Plan with Getting Around recommendations.



Getting Around

Getting Around is a category of recommendations that is focused on improving mobility and transportation options in Upham's Corner. This set of recommendations examines improvements across all modes of transportation (rail transit, walking, bus transit, bicycling and driving). It also examines the relationship of each form of travel to the Upham's Corner rail station to improve access and connectivity to the Fairmount Indigo line. The Station Area Plan focuses on the transportation options and network of streets located in the study area within a 1/2 mile radius of the rail station.

The public street network can be improved for all modes of transportation to emphasize a sense of place, reinforce walkability, increase bike and vehicle safety and reduce congestion for buses and cars. In 2009, the City of Boston launched a Complete Streets Initiative to provide both great public spaces and sustainable transportation networks (www.bostoncompletestreets.org). A "Complete Street" is an approach to the allocation and use of the public realm to meet the needs of all users of the street. This approach is consistent with the considerations of this study to optimize mobility within Upham's Corner for all.

Across each mode of transportation, key recommendations are intended to be consistent with a Complete Streets approach to improve connectivity and mobility:

- **Rail** – A key feature to better integrate rail connections is the concept of a "mobility hub" located adjacent to the station. A mobility hub enhances connectivity at the transit station by providing seamless access to the rail system, reinforcing the rail station as an important gateway into Upham's Corner and adding a convenient transfer point for other modes of travel. As rail service on the Fairmount Indigo line continues to improve, in frequency and integration with the subway system, the mobility hub and the

emphasis it places on the Station Area will benefit residents, businesses and visitors.

- **Pedestrian** – A safe and walkable environment for pedestrians is critical for connecting to rail station, the Main Street district, and the surrounding neighborhoods. Pedestrian connections are particularly important for Upham's Corner to fulfill ambitions as a walkable commercial center that is a destination for visitors. Walking is combined with nearly every other form of transportation and comprises at least a portion of any trip. The pedestrian environment should be safe, attractive, and accessible to encourage a walkable commercial district in Upham's Corner surrounded by walkable neighborhoods.
- **Bus Transit** – In coordination with the MBTA's Key Bus Route improvement program along the Dudley Street and Columbia Road corridors, the bus stop locations nearest to Upham's Corner Station should be integrated with a mobility hub. The mobility hub would provide a plaza and streetscape treatment to create a physical environment that reinforces easy and convenient transfers between rail and bus. Additionally, bus service and schedules should be optimized to allow for conveniently timed transfers.
- **Vehicular** – Many of the issues highlighted for vehicles include congestion, queuing on Columbia Road and limited parking. Roadway improvements at critical intersections (Dudley Street and Columbia Road) can improve congestion and traffic flow. Vehicular patterns must balance city-wide travel routes with local safety and walkability. The walkable commercial core of Upham's Corner should be marked with recognizable gateways to assist in managing vehicular speeds while enhancing access to parking. Vehicular pick-up and drop-off areas should be integrated with the Mobility Hub near the rail station.
- **Bicycle** – Bicycle accommodations that link the station to existing bicycle network should be added consistent with the Boston Bikes Network. Bicycle amenities should be provided at the rail station including bicycle racks and Hubway stations. In ad-



dition bicycle amenities should provide adequate short- and long-term bicycle parking facilities at the station, and at appropriate locations along the Dudley Street corridor.

Across improvements to each of the modes of travel, a few areas of emphasis emerged with the community to improve mobility for Upham's Corner. Some priorities have already been highlighted, including the concept of a mobility hub, public realm improvements to key roadways, improved walkability, and better managed parking within the district.

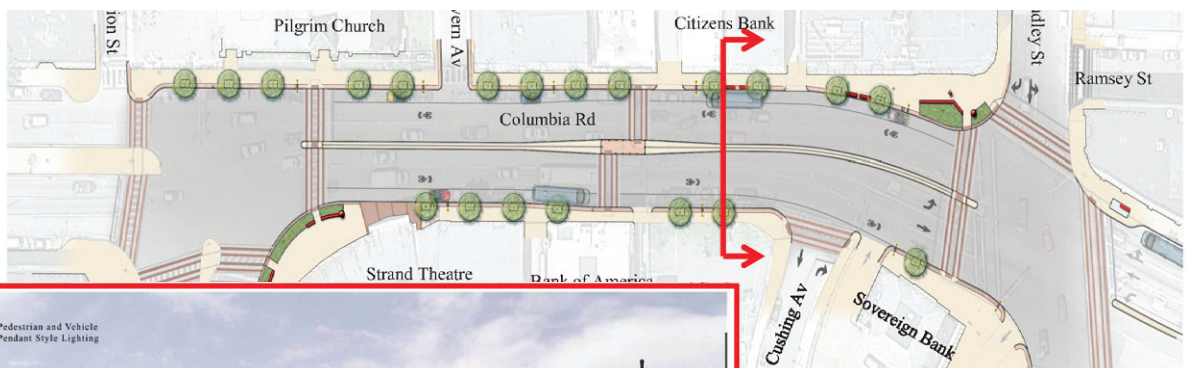
Upham's Corner will benefit from Boston Public Works improvements to the public realm of Columbia Road at the center of the Station Area. This important investment will improve walkability and vehicular travel patterns. It will also enhance the character of the Main Street district. The improvements include establishing a new eastbound right-turn lane for Dudley Street at its intersection with Columbia Road (the existing bus stop will be relocated to Virginia Avenue as part of MBTA's Key Bus Route Improvement Program). The new right-turn lane is anticipated to help alleviate long queues forming on Dudley Street eastbound. This type of public realm improvement should be a model for future investment in Upham's Corner and continue as a series of incremental improvements to the Station Area.

These features are the primary recommendations to improve getting around in Upham's Corner:

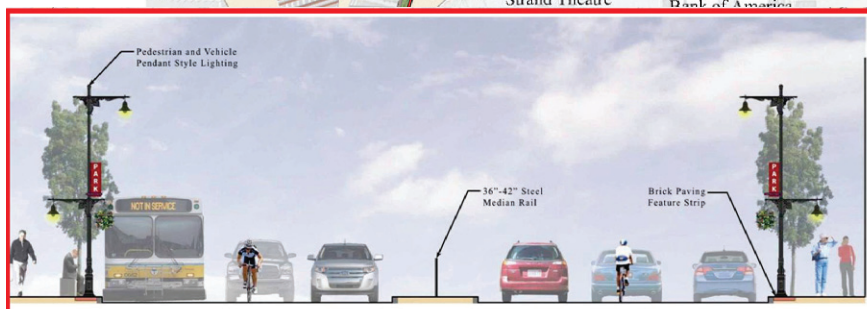


A Dudley Street Gateway

Following the Columbia Road improvements, Dudley Street from Columbia Road to the Station entrance should be the next priority for public realm improvements. The pedestrian connection between the station and the center of the Main Street must be an attractive, safe and pleasant walk and this segment of Dudley Street is the connection between the center of Upham's Corner and the station.



Planned improvements for Columbia Road in Upham's Corner



Public realm improvements to Columbia Road and Dudley Street enhance a sense of place in Upham's Corner as an active commercial and retail center. Improvements should reinforce active and pedestrian-friendly streets with traffic calming, consistent materials and treatments. All improvements should address accessibility issues with many of the existing brick sidewalks and tree pits and they should develop a green and sustainable design. The Columbia Road improvements have set a template for improvements to Dudley Street and a consistent palette of materials and character of streetscape would enhance the continuity of the district.

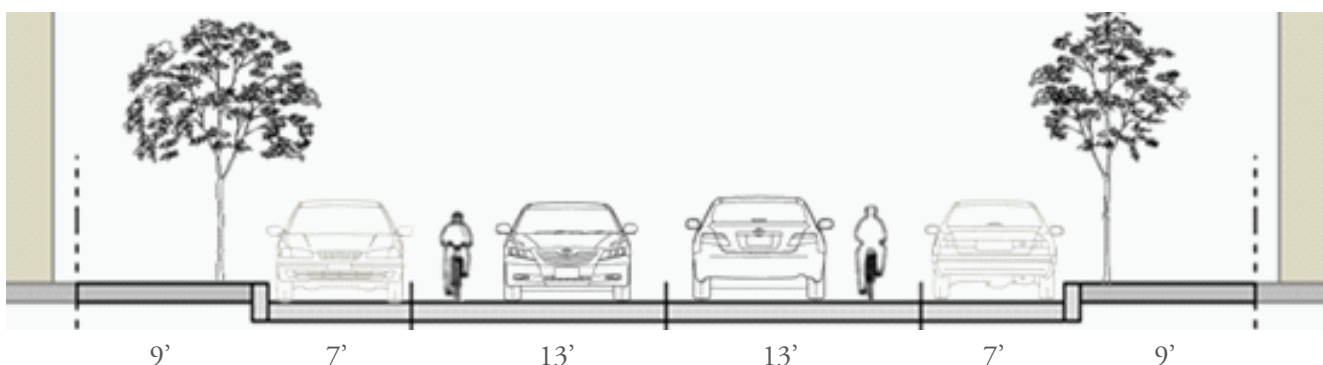
Dudley Street is a key feature of many of the modes of travel in Upham's Corner. It has a constrained curb-to-curb width of approximately 40 feet, with nine foot sidewalks. The existing roadway cross-section allocates all the roadway space to vehicle travel lanes and parking. The bicycle and pedestrian accommodations are not the primary focus of the existing street cross-section and should be emphasized to be consistent with a Complete Streets approach. Through this process, several design alternatives were presented and discussed with the Working Advisory Group. The diagrams below show the existing street conditions and proposed options for use of the public right-of-way for vehicle travel, parking, bicycles, and sidewalk uses that are consistent with a "Neighborhood Main Street" street typology according to the City's

Complete Streets design guidelines. Street dimensions are approximate.

The existing cross-section could be maintained with one 13-foot vehicle travel lane in each direction and seven foot parking lanes on both sides of the street. Shared lane markings (SLM or "sharrows") could be installed within the vehicle travel lanes to enhance the visibility of bicyclists. SLM is off-set slightly toward the curb to advise bicyclists of the recommended alignment within the lane.

Alternatively, bicycle lanes could be implemented to provide improved accommodation to bicyclists and to provide better separation between vehicular and bicycle traffic. Parking would need to be removed from one side of the street and the width of the existing travel lanes would be reduced to 10.5 feet, which is consistent with the City's Complete Streets guidelines for "Neighborhood Main Street."

A five foot bicycle lane could be provided in each direction adjacent to the curb. A two foot striped buffer could be implemented between the parking lane and bicycle lane to prevent bicyclist conflict with the "door zone" of parked cars. Bicycle lanes should be dashed adjacent to bus stops to warn bicyclists of frequent crossing of the bike lane by buses.



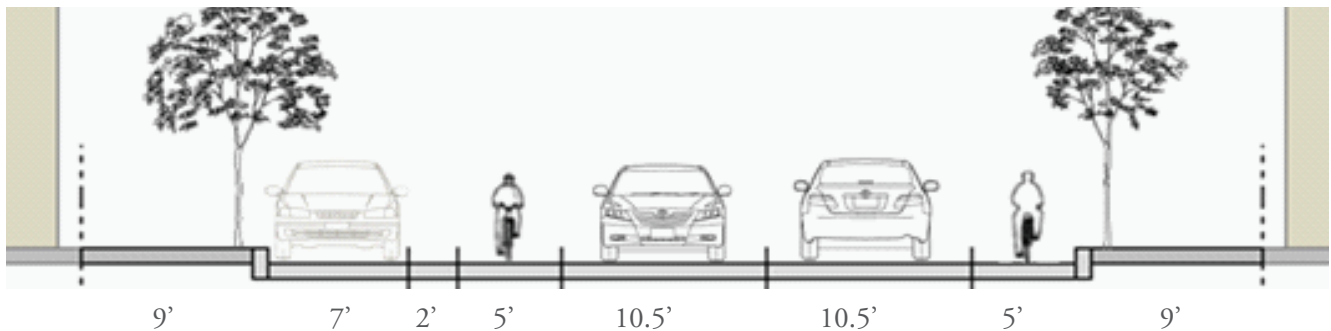
Dudley Street Existing Conditions



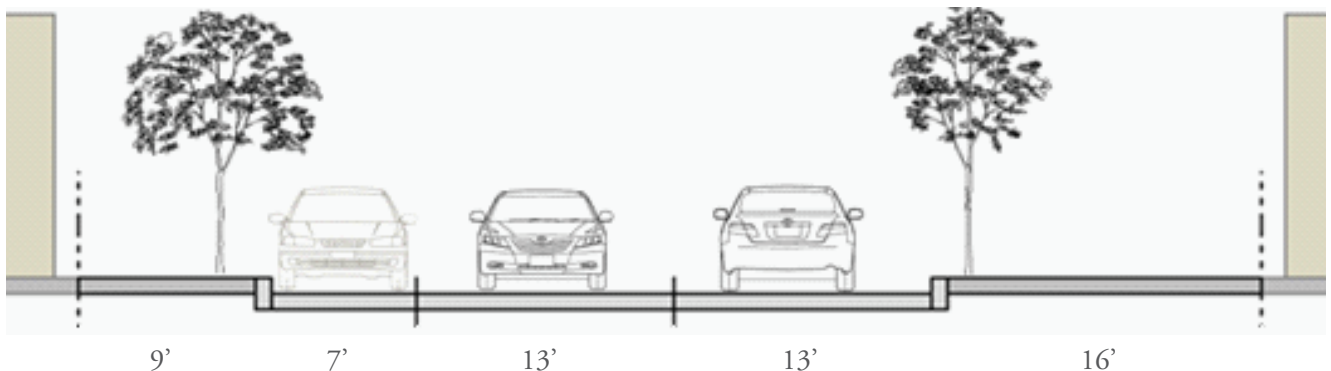
On the side of the street without parking, buses would stop partially within the travel lane and bike lane; 15.5 feet from curb to centerline allows vehicles to pass a stopped bus on the left. Encroachment of the bike lane is not ideal but acceptable in most situations and allows bicycles to pass on the left as well. This option may be combined with colored bike lanes or other pavement markings at intersections to further improve the visibility of bicycles.

An interesting trade-off to provide more space for pedestrians and other sidewalk uses, such as café seating, would be to remove on-street parking from the north side of the street to expand the sidewalk. One lane of parking would need to be removed from the north side

of the street, and the curb could be expanded by seven feet. Shared lane markings for bicycles could be installed within the vehicle travel lanes to enhance visibility. Any changes to the sidewalk and curb line will require investigation of utilities and drainage considerations. This change would create additional public space and provide a generous connection to from the station to the center of Upham's Corner. The expanded sidewalk would not have to be continuous for the length of Dudley Street, but expand or contract as was sensible with existing curb cuts, bus stops and storefront shops. It is an approach that would create a different look and feel for the Main Street District.



Dudley Street Option - Parking One Side



Dudley Street Option - Expanded Sidewalk



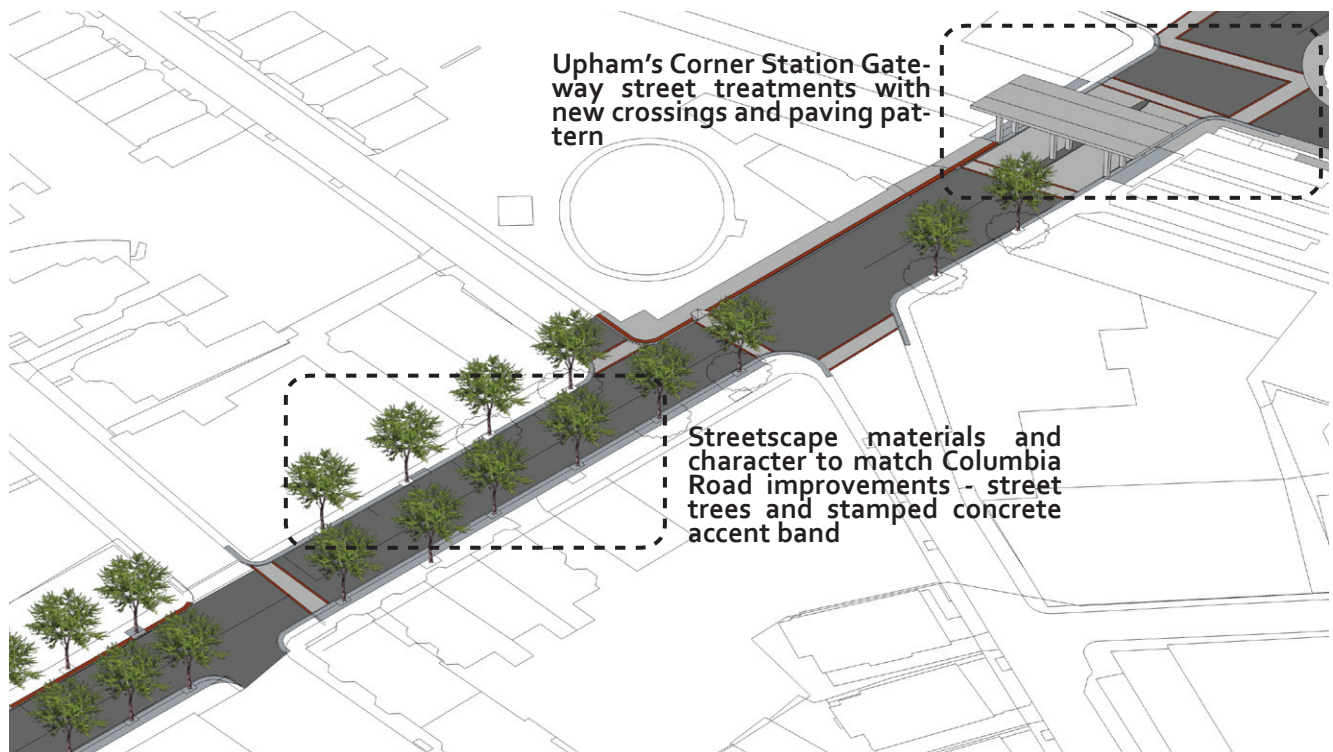
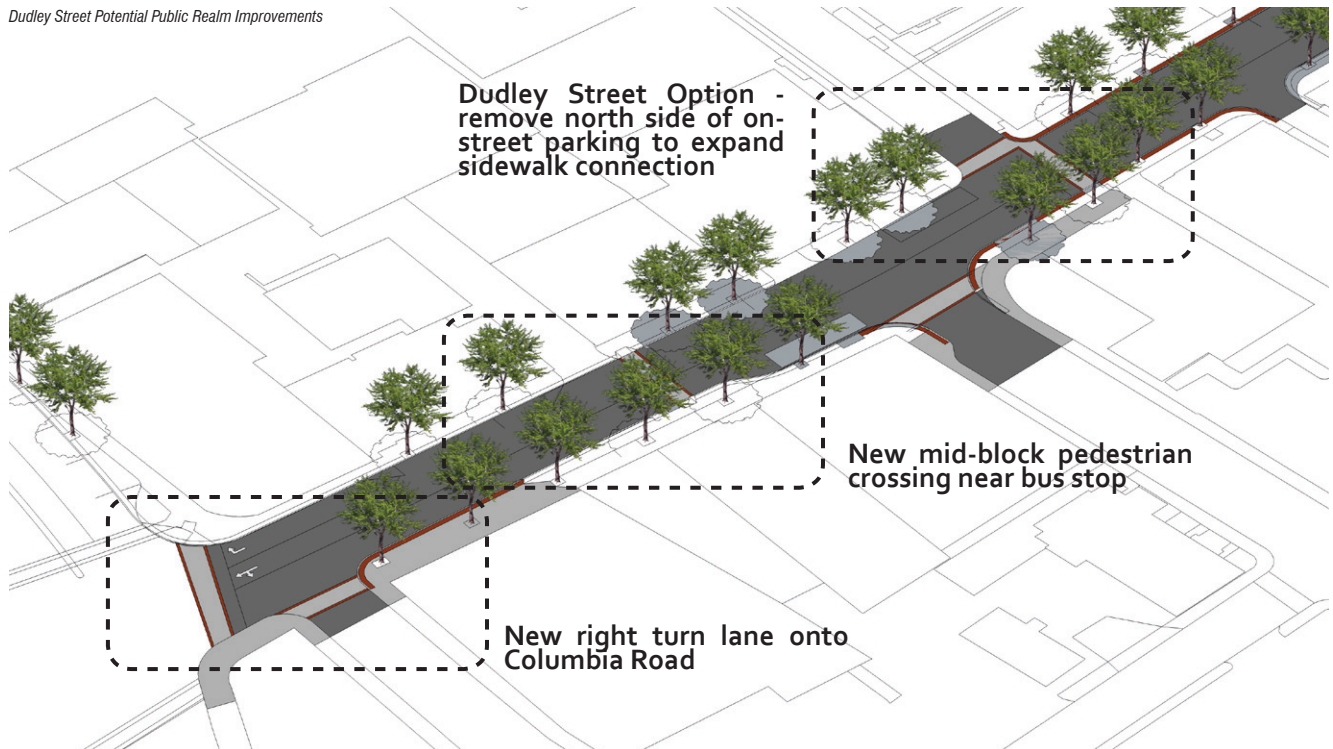
Dudley Street Existing Conditions



Dudley Street Option - Expanded Sidewalk



Dudley Street Potential Public Realm Improvements





B Mobility Hub

At the Upham's Corner Station, the current configuration of ramp entries connecting to Dudley Street does little to announce the significance of this gateway into the district. The rail service is a great asset to Upham's Corner and service improvements to the Fairmount Indigo Line, implemented as recently as the summer of 2013, are expected to attract new users to the commuter rail service. Six daily new trips have been added to the schedule and the fare between nearly all stations has been reduced to Zone 1A rates (\$2.00 per trip). The improvement and integration of the line with the subway system will continue into the future. Enhanced facilities and amenities at the Upham's rail station would complement these service improvements and maximize the impact of new activity around the station.

The concept of a *Mobility Hub* is a complement to the enhanced service on the Fairmount Indigo Line and a complement to enhanced placemaking in Upham's Corner. A mobility hub is a site immediately adjacent to the rail station entry that provides open space, a gateway and sense of place, bicycle accommodations, bus connections, event information and wayfinding in one location. The benefits of this type of configuration are many, but one of the primary objectives is to improve getting around by creating easy and convenient transfers between the train and other modes of travel.

The mobility hub would provide pedestrian amenity by adding street crossing on Dudley Street at the end of each platform ramp. This would directly connect to a gateway street treatment on Dudley Street to signify

entry into the Main Streets District and connect to public realm improvements on Dudley Street leading to the center of Upham's Corner. A sense of place, arrival and a gateway experience are emphasized with wayfinding, information, events, and public art in a new plaza and highlighting the rail overpass at Dudley Street. The mobility hub should also provide curb-side taxi stand for pick-up of passengers, integrated MBTA Route 15 and 16 bus stops, and a vehicle pick-up and drop-off area. A Hubway station should be integrated into the plaza along with bike racks. Renaming the bus stops at Dudley and Clifton and Dudley and Alexander "Upham's Corner Station" would reinforce this connection and transfer.



C Walkable Neighborhoods

Pedestrian improvements on Dudley Street should be the first priority due to the concentration of activity along that corridor and the importance of the street as a gateway. Pedestrian connections and walkability improvements from the surrounding neighborhood should be considered as improvements in the Station Area progress. Improvements should be designed to promote safe and pleasant connections from neighborhoods to the station. This includes safe and sufficient lighting, continuous sidewalks with marked crossings and accessible ramps, and consistent landscaping.

All streets in residential neighborhoods should be reinforced as safe pedestrian and family-oriented places through lane markings, landscape and sidewalk treatments. A series of improvements for direct connections between neighborhoods and the rail station should be implemented to encourage resident use of the Fairmount

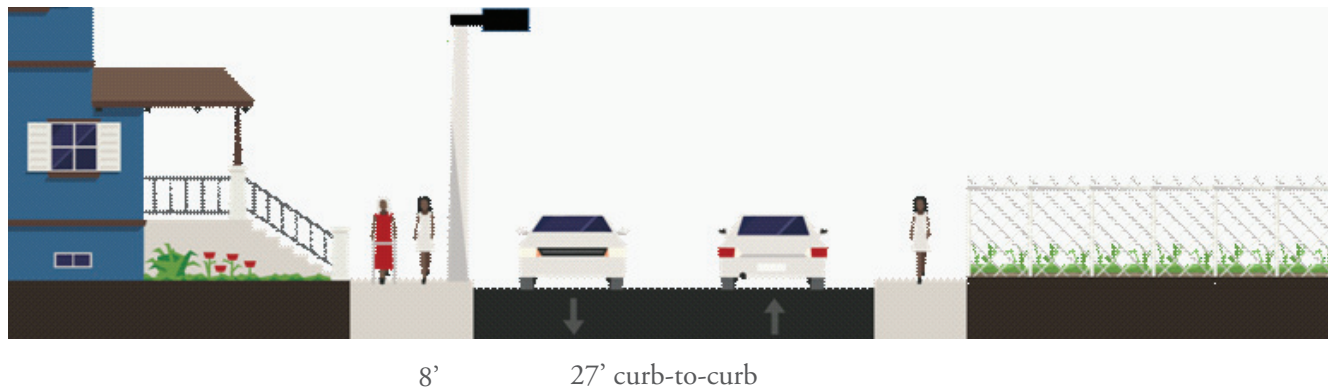


Indigo Line. One improvement that would expand walkable connections to the rail station is a platform entry and connection to East Cottage Street. Currently, the rail platform is only accessible from the Dudley Street entry ramps. This results in a long walk to the station platform from neighborhoods north of Dudley Street.

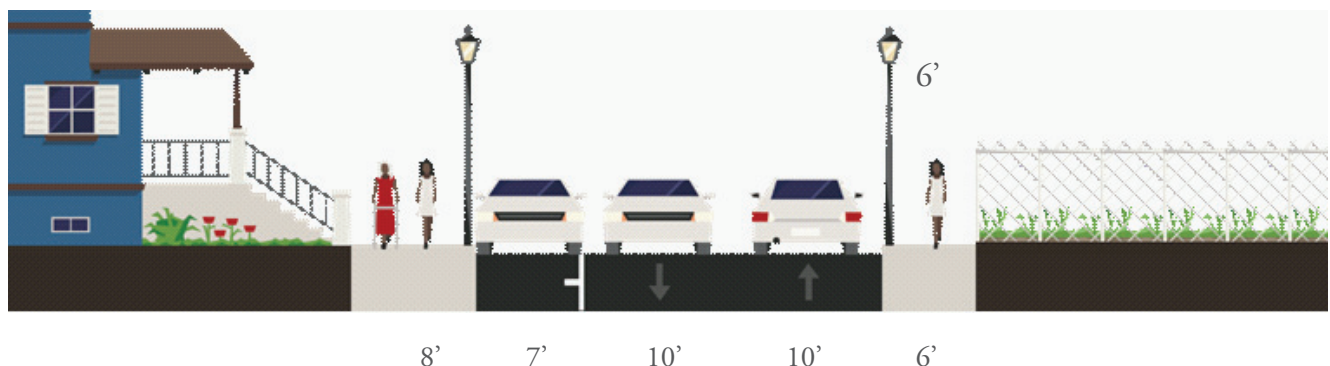
The focus of neighborhood street improvements should be upon streets such as Howard Avenue, East Cottage Street and Norfolk Avenue. Neighborhood streets that can be used to direct residents walking to the station with improved and updated lighting, sidewalks and landscape. Another critical component for many of these streets is adding lane markings and painted crosswalks. Unmarked, many of the existing cross sections of these

neighborhood streets are overly generous and may contribute to higher travel speeds or cut through traffic. For example the cross sections below of Howard Avenue could be improved by adding an on-street parking lane and reducing travel lane widths. Street dimensions are approximate.

At some locations, like Howard and Dean Street, new curb ramps have been installed, but crosswalks are not delineated. Along with lane and crosswalk markings, reducing corner radii improves walkability by reducing pedestrian crossing distances. Reductions may be possible while considering truck access requirements for nearby trucking and utility operations. Many of the neighborhood streets would benefit from these types of pedestrian improvements to enhance Station Area walkability.



Howard Street Existing Conditions



Howard Street Potential Improvements



D Managed Parking

The primary feature of vehicular improvements is focused on managing vehicular traffic, enhancing a sense of place in Upham's Corner and supporting a walkable Station Area. An integrated approach to parking wayfinding and hierarchy should be developed to efficiently guide cars to parking areas and pedestrians to their destinations. Shared parking should also be explored. All in an effort to create a park-once district at Upham's Corner, where visitors feel comfortable walking from destination to destination when they stop in Upham's Corner.

The overall parking management strategy should maximize the available parking supply, which is a limited resource. It's important to recognize that parking strategies are part of an integrated system that should be implemented simultaneously for the most effective outcomes. The key goals of this strategy are to: 1. Encourage turnover of on-street spaces in the Main Street district to assist with customer short-term parking, and pick-up/drop-off at the Salvation Army Kroc Center 2. Shift long-term parking to off-street lots 3. Protect neighborhood parking spaces 4. Manage rail station parking

To accomplish these goals, the parking management strategy should consider parking meters or increased enforcement of parking limits on Dudley Street as a means of encouraging turnover and retaining available convenience spaces. It's also crucial to improve wayfinding to public parking lots, including better signage from major routes at Upham's Center for free parking and an improved pedestrian environment with high-quality lighting and landscaping.

The Municipal Parking lots at Belden Square and Belden Street should be enhanced with new lighting and landscaping to overcome fears of safety and lack of attractiveness of the parking areas. The pedestrian environment is markedly more inviting at the Belden Square lot than at Belden Street, due to the presence of trees, landscaping, and attractive lighting.

Two other aspects of parking in Upham's Corner are important to address. First, as the rail station becomes more widely used, it may become necessary to protect resident parking near the station. This may require the creation of a resident permit parking restriction that is defined more narrowly than the neighborhood of Dorchester. Second, with parking space in high demand, more efficient use of the space is often necessary. This can be achieved through shared access and parking agreements between private parking lots. For example, if a use needs its parking during business hours, but is vacant during evenings, a shared use agreement could be formed to benefit events at the Strand Theatre. Additionally, if parking lots on adjacent parcels form a shared use and access agreement, often the two parking lots can be combined to create a more efficient layout resulting in more parking spaces. The general idea is that the parking resources in Upham's Corner should be optimized to realize shared benefits and to reinforce a successful district.

The Upham's Corner Main Street association is an important stakeholder in developing the parking management strategy for Upham's Center. Upham's Corner Main Street interviewed businesses to obtain their opinions on parking on Dudley Street. Key concerns of the businesses include: 1. Adding meters to Dudley Street was basically evenly split between people who support and people who don't support it. However, eliminating one side of parking was not supported by any business interviewed. 2. All agreed that enforcement was really the key issue. One possible compromise for the split opinions is to reduce the parking to one hour and focus on enforcement without adding any new meters. 3. Many of the businesses interviewed mentioned that they or their customers felt unsafe parking in the municipal lot behind CVS, which increases pressure on street parking spaces on Dudley Street.



Potential Parking Management Plan



Public Off-Street Parking

- A** Belden Square (East) – free
- B** Belden Street (West) – free

Private Off-Street Parking

- C** Salvation Army Kroc Center
- D** Citizens Bank
- E** Bank of America
- F** Sovereign Bank
- P** Additional Private Lots

On-Street Parking

- Dark Blue Line** 2 hour limit metered parking, Mon-Sat 8am-6pm (\$1.25 per hour or \$0.25 per 12 min)
- Red Line** 2 hour limit (not metered), Mon-Fri 8am-6pm
- Yellow Line** Pick-up/Drop-off, Mon-Fri 8am-6pm
2 hour limit outside those hours
- Dashed Blue Line** Resident Parking permit area



PARKS AND PUBLIC SPACE



Parks and Public Space

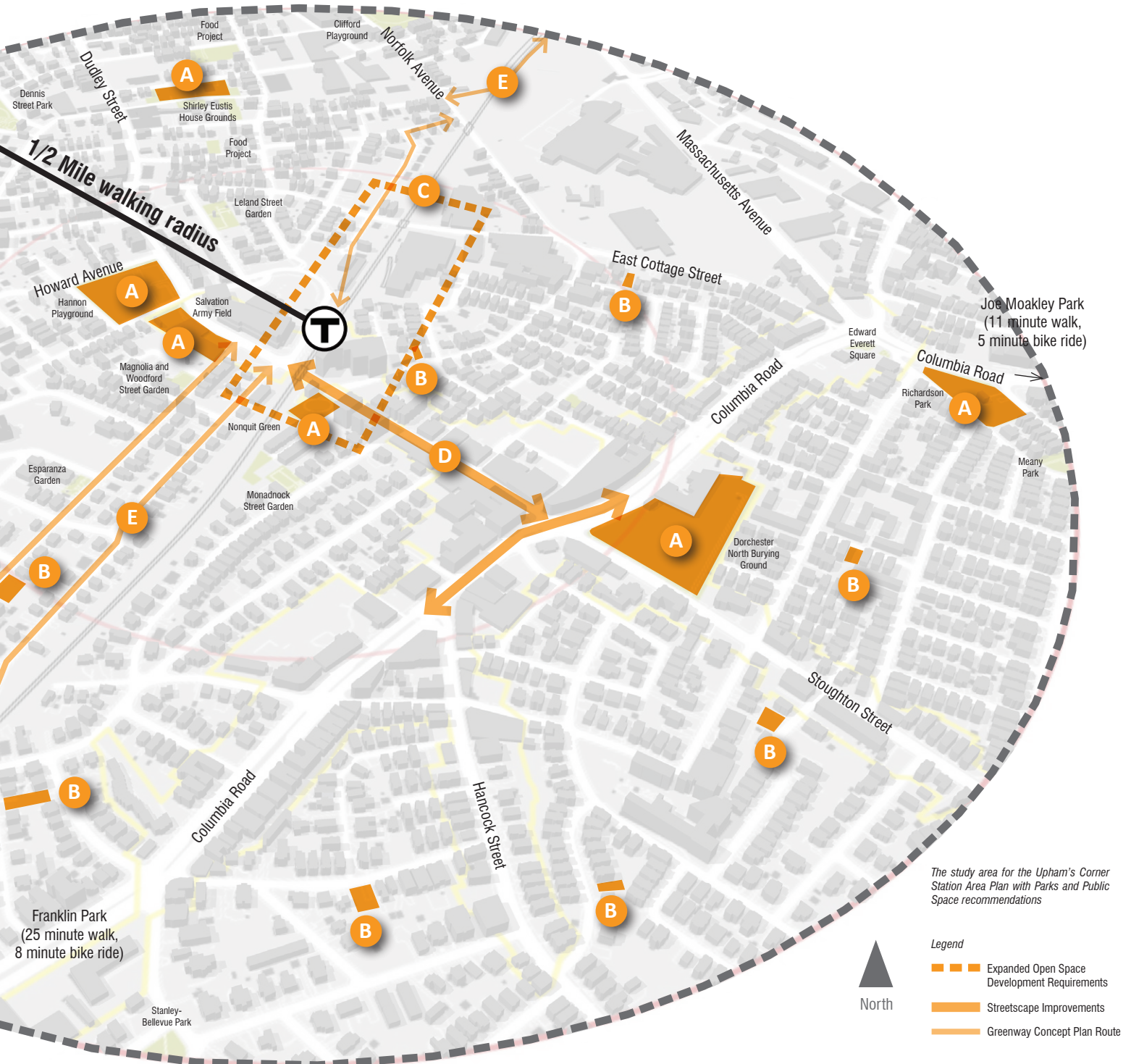
A deficiency of publicly accessible open space around the Station Area (relative to other neighborhood averages) should be addressed. The following approaches have been identified to improve neighborhood access to strategically located open space amenities:

- A Publicly Accessible** - improve openness of existing public or private open spaces including activity along the edges and street frontages of the North Burying Ground.
- B Convert Vacant Parcels** - strategically convert vacancies into amenities including playgrounds and agriculture.
- C Development Requirements** - require new public spaces with large new development projects to a targeted community benefit.
- D Right-of-way Uses** - develop strategic and creative expansion of pedestrian space in public ways.
- E Open Space Networks** - use the Boston bike network and Fairmount Greenway Concept Plan to connect to nearby open space resources.



UPHAM'S CORNER STATION AREA PLAN







Parks/Public Space

The City of Boston has approximately 15% of its total land area as a percentage of land that is publicly accessible open space. Upham's Corner provides much less publicly accessible open space. The Old North Burying Ground, creates the impression of a large open space at the center of Upham's Corner, but it is a historic site that is not publicly accessible or useful for recreation. The Station Area deficiency of open space is major opportunity for adding amenity as new development and public realm improvements occur. As redevelopment occurs the preservation and creation of open space will become more precious as a community resource. A portion of the vacant lots within the Station Area that may presently be used as communal open space, may not be dedicated open spaces and could disappear if redeveloped.

Public space in the Station Area fulfills several important functions for the surrounding neighborhoods by providing a community recreation resource, gathering place, green space, amenity and urban agriculture site. New public spaces should fill in the gaps in the existing network of resources and complement broader patterns of open space networks in the City. New public space resources should not duplicate existing amenities, but provide a more comprehensive network of amenities that are responsive to the community's needs. The following approaches have been identified to improve neighborhood access to strategically located open space amenities:



A Publicly Accessible

When viewed from an aerial photograph, Upham's Corner has several well positioned and sizable open spaces distributed near its center. However, several of these are not publicly accessible parks. For example, the historic site of the North Burying Ground is a historic site and park, but is enclosed with a perimeter fence and inaccessible, except for special events. This type of public space resource should be examined for the potential for small portions that may be made publicly accessible or could become useful public open space in Upham's Corner. Other open spaces, both public and private, such as the Nonquit Green, are fenced and gated and have restricted access and hours. These existing open space resources should evolve to provide more equitable access as a shared community amenity.





B Convert Vacant Parcels

Among the vacant parcels that are available in Upham's Corner. Many of the parcels should be targeted for infill housing as discussed and recommended in the Housing section of the Station Area Plan. A strategic network of parcels should be preserved as part of the parks and open space network in Upham's Corner. This strategic collection of parcels could include a pocket park, playground, or urban agriculture based upon the existing open spaces of the area.

The strategic conversion of vacant lots to useful open spaces or urban agriculture spaces would benefit blocks that do not have open spaces nearby. This type of conversion has been occurring at a grassroots level, but in some cases has not translated to ownership of the land. A community land trust may be a viable mechanism to convert a network of these properties into pocket parks and provide a mechanism by which to maintain them. A model for this type of private, non-profit stewardship of open space resources is the South End Lower Roxbury Open Space Land Trust that preserves and maintains a similar network of modestly scaled community gardens and pockets parks in the South End.



C Development Requirements

The creation of new open spaces can be a part of community benefits that are associated with new development.

The City of Boston Zoning Ordinance uses a square foot area per residential unit for such requirements. This type of community benefit requirement can be included in zoning modifications or in specific development guidelines for targeted properties. This type of new open space should also be required to be publicly accessible.

The open space requirement for new development varies by district and subdistrict from 50 to 750 square feet of usable open space per residential unit. The requirement varies based upon the parcel and development type with open space requirement increasing as the number of units provided decreases. In the development scenarios of higher density, transit-oriented, mixed-use projects near the rail station and Main Streets district, an open space requirement of 50 square feet per residential unit is most appropriate.



D Right-of-way Users

The most easily accomplished from the perspective of leveraging a publicly controlled asset is the expansion of the pedestrian portion of the street right-of-way to include small parks. This type of conversion is typically adapting on-street parking spaces into small parks, referred to as parklets. This conversion can be temporary, seasonal or permanent and would benefit the pedestrian environment within a very walkable and active district. The City of Boston has been piloting neighborhood parklet programs. Dudley Street in the Main Street dis-

trict would be an excellent location for added pedestrian space and amenity.

Another right-of-way that could enhance the perception of parks and public space would be the rail right-of-way. A natural vegetated buffer at the rail right-of-way could reinforce the sustainable image of the places along the Corridor, such as Upham's Corner. In some locations, small parklets could be fit into the rail right-of-way near other access points or primary circulation routes. While complications with safety and liability concerns arise for encouraging public access in the rail right-of-way, it could be enhanced as a natural landscape by the strategic addition of trees and other landscape features and amenities.



E Open Space Networks

Upham's Corner is located relatively near to many of the City-wide open space networks and resources. It is located within about a 15 minute walk to the Harborwalk and about 25 minute walk to Franklin Park. Many world-class recreational amenities are even closer by bicycle. For Upham's Corner, safe and enjoyable recreational access to these larger networks would help to alleviate the local deficiency in neighborhood open space. Two current efforts are designed to improve this access and should be supported by the community, the Fairmount Greenway Concept Plan and Boston Bikes Plan both provide sug-

gestions for improved multi-modal connection to broader recreation resources near Upham's Corner.

Bicycle enhancements along Ceylon Street, Magnolia Street, Columbia Road and Massachusetts Avenue would be first steps to unlocking large open space networks. Local bicycle and walking routes to area recreation resources and amenities could be highlighted with community recreation maps that help residents make the connection to these resources. Upham's Corner is uniquely located to offer access to the harbor and the Emerald Necklace.

F Sustainability

The Fairmount Indigo Corridor is composed of healthy neighborhoods and Upham's Corner is an exemplar of that theme. The Station Area approach to sustainability focuses upon three scales of intervention - the Corridor, the District/Neighborhood and the Station.

The economic, social and environmental impacts leveraged by a coordinated effort across many neighborhoods, partners, businesses and residents connected by transit is at its foundation a sustainable endeavor. A sustainable lifestyle along the Corridor is easily attainable and a desirable differentiator in the market for residents and businesses deciding where to locate. At the Corridor scale, the focus is upon creating a community driven sustainable pattern of development that builds upon compact and walkable environments with environmentally friendly infrastructure and community connectivity to open space and healthy food systems.

At the district and neighborhood scale bringing the Corridor level advantages into focus is important with green infrastructure, plantings, and streetscape while reinforcing multi-modal connections and walkability. In terms of green infrastructure this entails retaining and treating stormwater on site, enhanced energy efficiency and conservation, reduction of the urban heat island effect, reduction of light trespass and light pollution and the encourage use of recycled materials. In terms of plant-



ings and streetscape, this entails native low maintenance species, frequent and abundant street trees, preservation of existing trees, utilization of structural soils and control of invasive species.

Lastly, at the Station scale, the infrastructure of the stations themselves should evolve to be emblematic of the sustainability of the corridor and of the neighborhoods. Showcasing the type of energy, conservation and landscape features described above is important as an icon for healthy and sustainable neighborhoods.





QUALITY OF LIFE

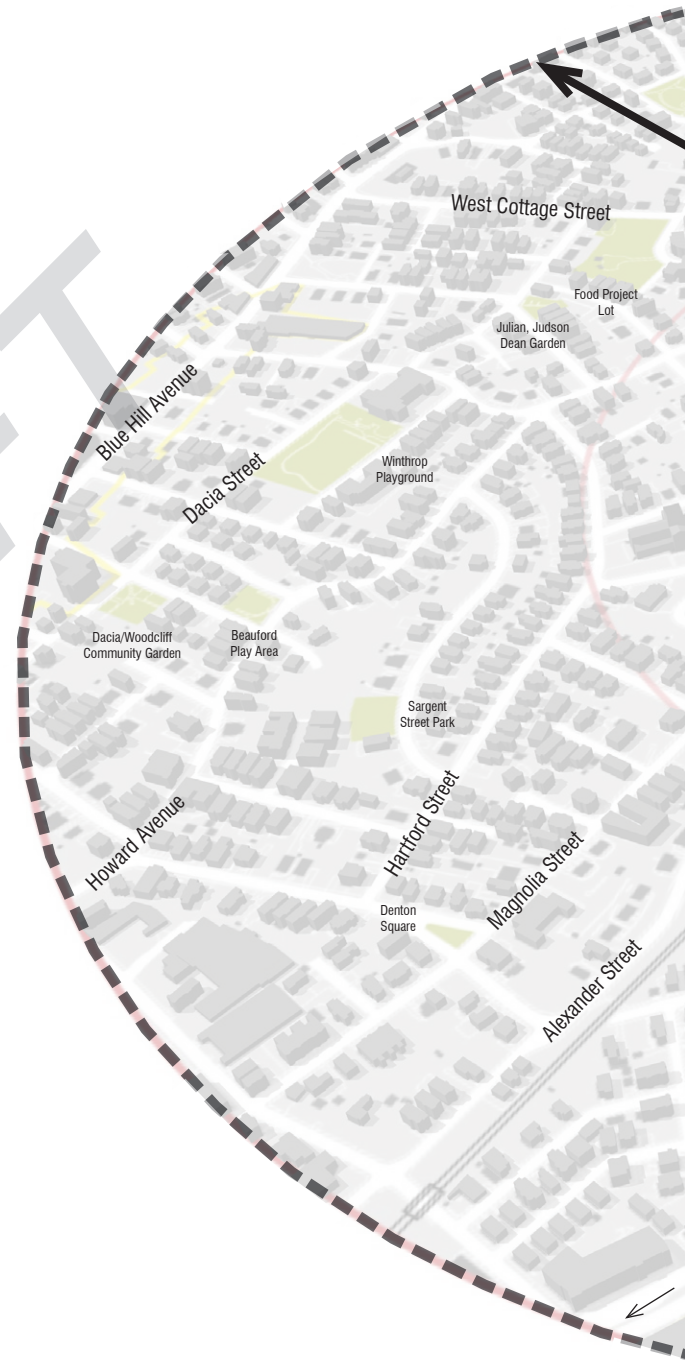
The *Quality of Life* section deals with issues not captured by the other section topics, but also focuses on Arts and Culture in Upham's Corner. Strategies and recommendations focus on the most important aspects of the Station Area that affect the daily life of residents and businesses.

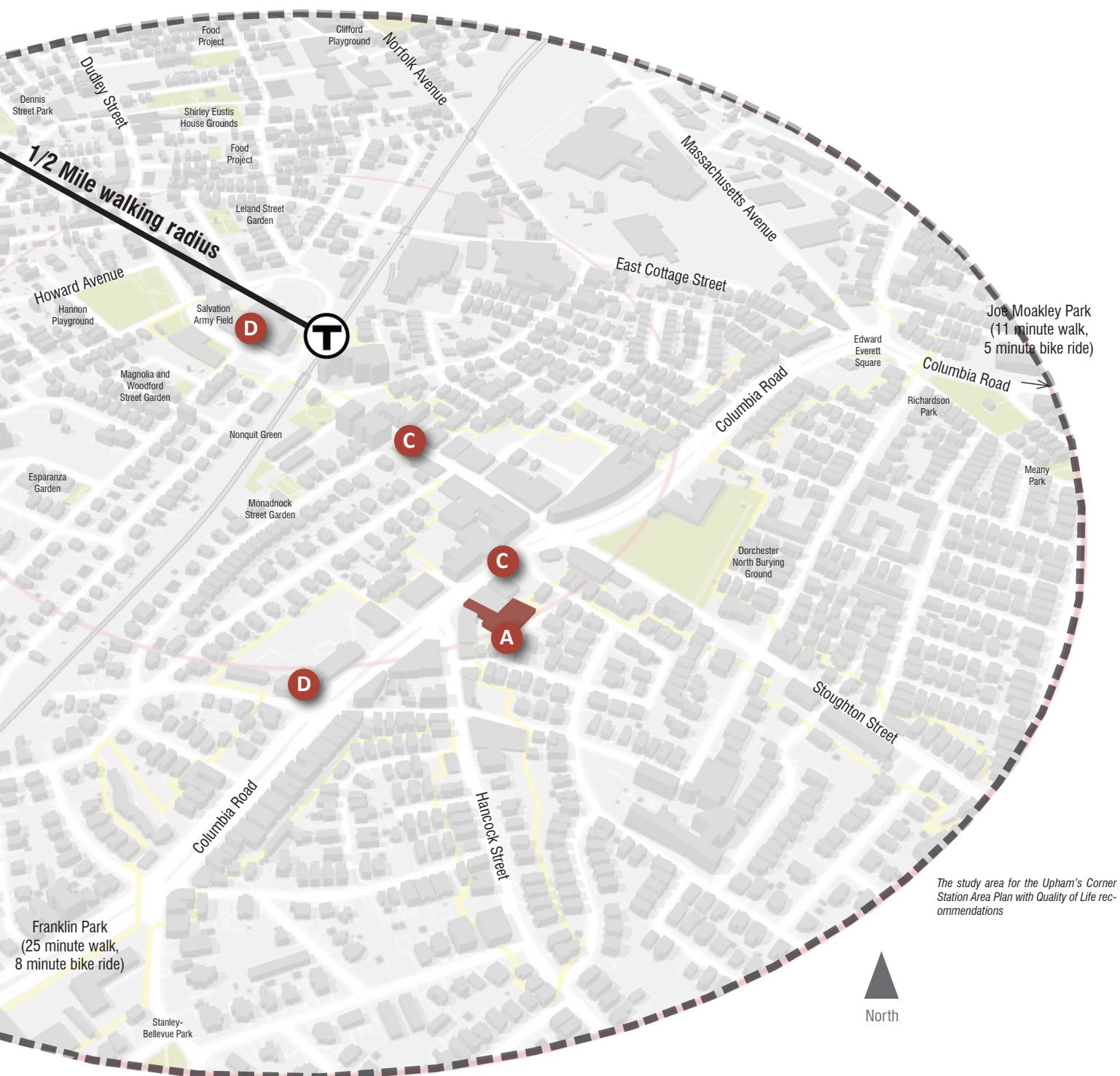


Quality of Life

The Station Area is anchored by the unique cultural asset of the Strand Theatre and a vital collection of community and health centers, historic buildings and residences that provide strong anchors. The following approaches build upon existing amenities to improve quality of life:

- A Art and Culture** - capitalize on the unique district opportunity to showcase public art, artists, and performance.
- B Public Safety** - address resident, business and visitor safety concerns through active and thriving ground floor uses, well-lit pedestrian-oriented streets and a renewed sense of pride.
- C Traffic and Parking** - reduce congestion on Dudley Street and Columbia Road with turn lane improvements, relocated bus stops, and parking management.
- D Community Amenities** - reinforce events and programs at community centers, health centers and training centers through a coordinated network information and displays to connect the community.
- E Sustainability** - become an exemplar of healthy neighborhoods socially, economically and environmentally.





Quality of Life

Nearly all of the recommendations of the Upham's Corner Station Area Plan directly or indirectly address and improve quality of life in the Station Area. The Quality of Life category of recommendations is intended to address any other specific improvements to quality of life that were not discussed in any of the other categories. The term quality of life may be defined differently in other context, but for this study quality of life refers to the ability of the character, amenity and environment to positively or negatively affect the daily life of residents, businesses and visitors in Upham's Corner.

In general, Upham's Corner is positively contributing to the daily life of its constituents, but improvements could be made to correct some negative issues and to expand the effectiveness of some of the unique opportunities in Upham's Corner to bring a positive impact to the City. One of the opportunities unique to Upham's Corner is a celebration of arts, culture and artists. The Strand Theatre is a unique landmark in the Station Area and its presence in Upham's Corner, and the City could be expanded to bring more positive benefits to residents, businesses and visitors. Other community and cultural assets exist in Upham's Corner that should become a center point for community activity and involvement including a purposeful focus on Station Area sustainability efforts that are underway.

Perhaps more than any other category, negative aspects that cause daily inconvenience, nuisance or safety issues are difficult to look past. If negative quality of life issues persist, other positive aspects or world-class amenities are ineffective. Public safety was a major issue that was raised in many conversations with the community. This must be addressed with the community to create the appropriate context for the other positive elements to flourish. Additionally, traffic and parking were consistently raised as major quality of life issues and is related to public safety and other quality of life issues.

The following approaches build upon existing amenities to improve daily quality of life:



A Art and Culture

Art and culture have a unique ability to improve the daily life of those who see and experience it. As highlighted, Upham's Corner is a unique neighborhood center with arts and culture embedded in its history. The Strand Theatre is a unique arts and culture catalyst that should be the focus of more partnerships and collaboration between the arts community and Upham's Corner. This should be an effort to capitalize on the unique district opportunity to showcase public art, artists, and performance. Additionally, Upham's Corner has a unique history of street art, murals and paintings. This type of expressions should be expanded and highlighted as a tradition in the Station Area. New art should be a distinguishing features of the district and also be a part of district gateways and special entry treatments.





B Public Safety

All of the strategies and recommendations included in the Station Area Plan could be implemented and positive impact and benefits would all be undermined if public safety is not addressed as well. Throughout the planning process, many residents and businesses expressed safety concerns for Upham's Corner as a major issue. Many of the strategies in other sections would contribute to a safer community, more people on the street is linked to more safety, active and thriving ground floor uses reinforce a safe environment, well-lit pedestrian-oriented streets translate to a sense of safety and comfort. All improvements expand a sense of pride in the community that reinforces safety.

Additionally, direct involvement of the community, City and Police Department in building collaborative partnerships to address public safety and decrease incidents of crime is critical to getting Upham's Corner ready for success and to avoid negative activity that will undermine other positive actions and progress toward the shared community vision.



C Traffic and Parking

Similar to public safety, if a roadway improvement adds attractive sidewalks and trees, but does not reduce congestion on Dudley Street or Columbia Road, residents, visitors and drivers in Upham's Corner will be displeased. The Public Works improvement project to Columbia Road will add a turn lane improvements at Dudley Street and relocated bus stops to improve traffic flow at this critical

intersection. Again, many of the strategies and recommendations will directly benefit the amount of traffic and parking availability in Upham's Corner. For example, if more visits to the Main Street district are done on foot or by parking the car once and walking around, less cars will be on the road and less back-ups will occur.

Parking is directly related to parking, as often cars that are searching for parking or that decide to double park generate a significant amount of local traffic. Enhancing a simple parking system within the district that patrons, businesses and visitors can use easily and comfortably will have a very big impact on the district.



D Community Amenities

Upham's Corner features an existing network of community centers, health centers and training centers. Each of these resources offers programs, events and support for the surrounding community. Each of these resources should be brought together to reinforce events and programs at community centers, health centers and training centers through a coordinated network information and displays to connect the community.



E Sustainability

Many features of sustainability are embodied in the location of Upham's Corner and in the recommendations of this Station Area Plan. The type of urban neighborhoods that are supported by walkability, local commerce and transit are a model for sustainable communities. One of the quality of life goals and a differentiator for Upham's Corner could be to focus on becoming an exemplar of healthy neighborhoods socially, economically and environmentally. This type of focus on sustainability would build upon many of the existing programs and practices within the City of Boston including LEED ND, the Boston Complete Streets Guidelines, the Boston Parks and Recreation Department Sustainable Design Guidelines, the Boston Water and Sewer Commission Stormwater BMP Guidance Document and the Fairmount Greenway Concept Plan.





Dudley Street, Upham's Corner



Hartford Street, Upham's Corner

UPHAM'S CORNER STATION AREA PLAN

IMPLEMENTATION AND ACTIONS

Upham's Corner Implementation Actions

The Implementation Actions are the critical components of Station Area strategies highlighted as actionable items.

The community vision outlined for Upham's Corner is not achieved through a single action or solution, but through a series of purposeful and strategic changes that position the Station Area for a positive and incremental evolution over time. This continuum of positive change is already underway and can be expedited with the following key actions. The stewards of this effort include local the City with its authorities, departments and agencies, local economic development corporations, local community advocates, the Fairmount Indigo Collaborative, community businesses and community residents. Each of the following implementation actions have a lead actor and supporting stewards, but all require attention and focus and support from the community.

Attract Redevelopment

The disposition of the Maxwell Property provides a very important opportunity for the City and community to promote Upham's Corner and to engage private investment with enthusiasm and positivity. In strategic locations, adopting a development friendly tone within the community along with several of the actions listed below will be an effective first step to attracting strategic redevelopment to other key properties in the Station Area and attracting investment into the community.

Given the economic and real estate context of the neighborhoods along the Fairmount Indigo Corridor it may be difficult to gain interest in the properties that are currently available for redevelopment. A catalyst is important for the momentum of private investment and redevelopment to become self-sustaining. The initial projects may require some combination of subsidy, write-down

of the land value, increased entitlements or other special programs or circumstances to attract redevelopment. The land holdings the City already has under its control may provide enough flexibility to create the types of incentives that are needed. The long term benefit to the City of a successful redevelopment project at critical locations in Upham's Corner may justify a more aggressive disposition of the properties than may be required in other parts of the City.



Modify Zoning

The community vision that has been articulated in the Upham's Corner Station Area Plan would require zoning modifications to be implemented. The recommendations for modifying zoning have been outlined and discussed with the Working Advisory Group (WAG). The WAG expressed support for the community vision and for the zoning modifications that would address implementation of the plan.

The first recommended modification is to the boundary of the Neighborhood Shopping (NS) Subdistrict in Upham's Corner. Several key redevelopment sites at gateway locations into Upham's Corner are not currently included in this district and should be included to reinforce continuity in the district and enable a higher density of redevelopment than would currently be allowed. Similarly the boundary of the Neighborhood Design Overlay



District (NDOD) should be modified to bring continuity to the application of design guidelines.

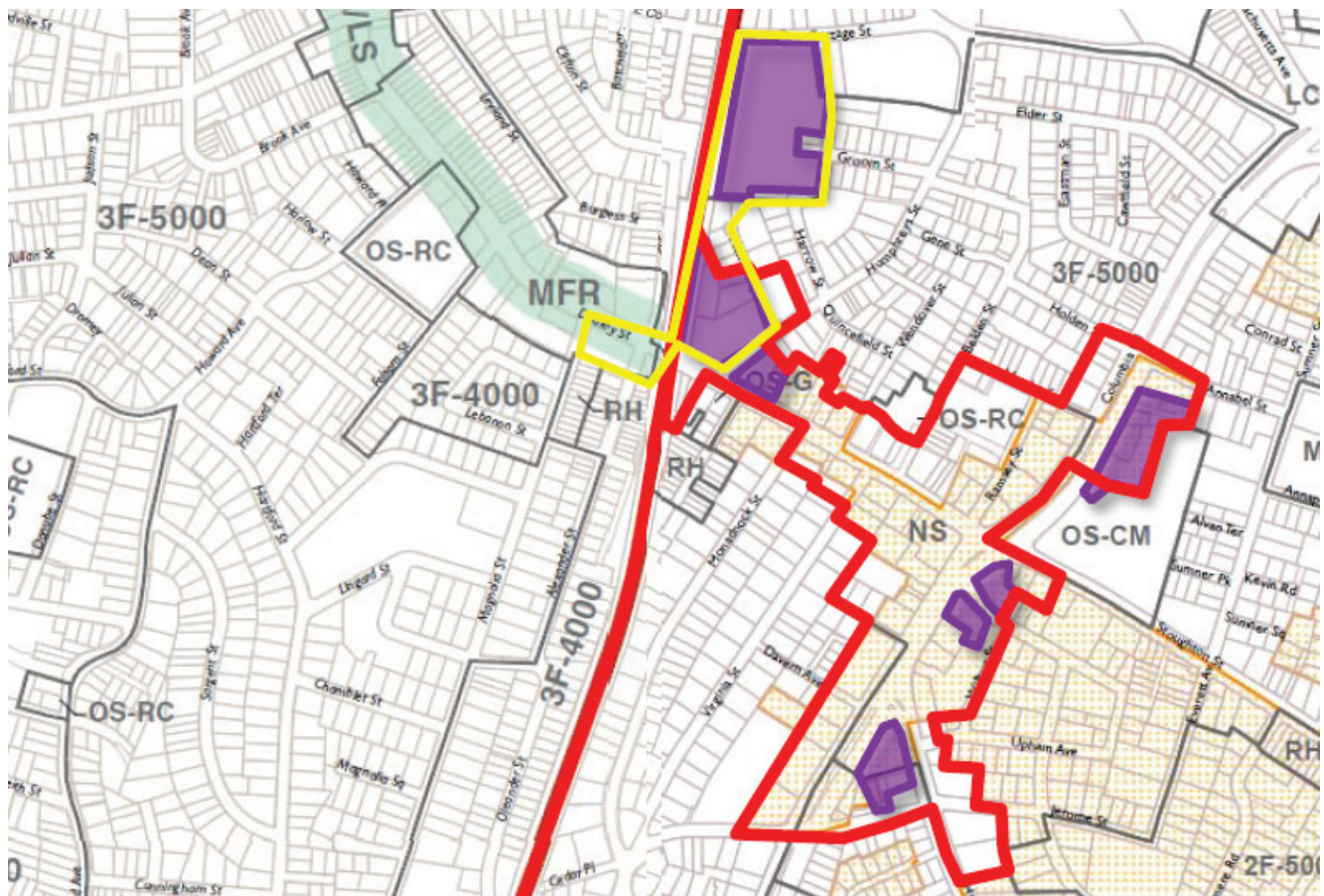
The second recommended modification would also affect the Neighborhood Shopping (NS) Subdistrict in Upham's Corner. To be consistent with the character and scale of potential redevelopment within the Main Street District that the community vision reflects, an increase in dimensional regulations would be required. The current maximum building height is 40 feet. Based upon the conceptual redevelopment and feasibility studies, it is recommended that the maximum building height is increased to 65 feet. The current maximum FAR is 1.0 and it is recommended that the maximum FAR is 2.0.

Changes to NS Subdistrict

	Height	FAR	Parking Ratios
Current	Max 40'	1.0	1.5 per unit; 2/1,000 GSF comm.
Proposed	Max 65'	2.0	0.5 or 0.6 per unit; 1/1,000 GSF comm.

Additionally, a Gateway Subdistrict should be established adjacent to the station that would allow more density for transit-oriented development to reinforce the station gateway and enhance positive activity adjacent to the rail station. The characteristics of this gateway district would be to allow a maximum building height of approximately 100 feet (8 to 10 stories) and a maximum FAR of 4.0.

Proposed expansion of the NS Neighborhood Shopping subdistrict boundary in Upham's Corner (below in red) and a potential Gateway Overlay District boundary (below in yellow)



This type of modification would help to create an incentive for redevelopment adjacent to the station and would allow the type of transit-oriented development that would take advantage of this unique location at Upham's Corner.

Lastly, modifications to parking requirements in Upham's Corner in the Neighborhood Shopping (NS) Subdistrict and proposed Gateway Subdistrict would be consistent with the enhanced transit access and future use in this location. Parking requirements should be decreased to acknowledge the Station Area as a transit-advantaged location and to provide more potential land area for active uses. The redevelopment studies created through this process used parking ratios of 0.5 and 0.6 space per unit and 1 space per 1,000 square feet of retail or commercial space.

In the context of growing Upham's Corner into a more walkable and active district, parking minimums may not be useful. Small businesses should not be penalized for not providing parking due to cost or site constraints. In fact, parking maximums should be explored to maintain a strong sense of place in Upham's Corner with continuity of buildings that conceal district parking areas.

Enable Development Guidelines

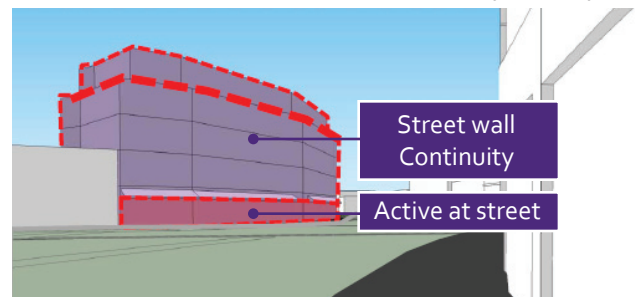
Many important community goals have been formulated and articulated through this planning process. Existing urban design guidelines are in effect for the Neighborhood Shopping (NS) subdistrict and Neighborhood Design Overlay District and should be expanded to articulate in more detail the shared community vision that has emerged through this process. The language below provides both the intentions and outline guidelines that can be used for this purpose.

Social and Active - Ground Floor - Redevelop strategically to attract and revitalize main street activity with

continuous, active and transparent ground floor uses supported by new upper floor residential uses

- Orientation and street wall - continuity of street wall, building entries oriented to primary street, active and transparent ground floor, anchor active corners and gateway

Development scenarios illustrating development guidelines



Vital and Valuable - Street Wall - Target vacancies and surface parking with prominent street frontage. Preserve and enhance cultural assets with new and redeveloped properties that complement the scale, orientation, street frontage and block perimeter of historic development patterns

- Building height and massing - consistent with historic context, infill gaps in activity and building frontage, create continuity within the Main Street district to the station, respect existing context with building setbacks, massing and form

Development scenarios illustrating development guidelines

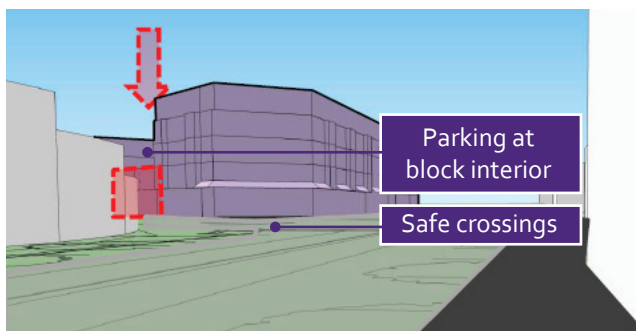


Walkable and Safe - Sidewalks and Crossings - Reinforce district vitality by improving walkability and the quality of the pedestrian environment through public



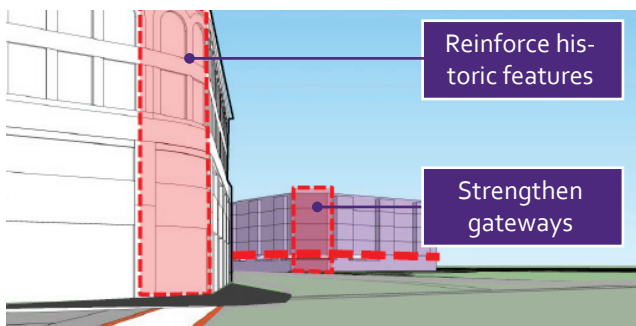
realm enhancements for sidewalks, street crossings and open spaces to create comfortable and inviting places.

- Access and parking - continuity in public realm treatment, safe street crossings, adequate lighting and signage, parking at block interior and rear of building, use on-street parking



Recognizable - Gateway Sites - Reinforce gateway locations as points of entry into Upham's Corner with building orientation, massing and continuity of building frontage at the street combined with concentrated landscape and signage features. **Promote placemaking** through inventive open spaces, integrated public art, diverse architectural assets and sustainable environments.

- Building location and treatment of public realm - sense of arrival and enclosure, reinforce a continuous and comfortable walking district, expanded landscape and signage at gateways, appropriate building scale.



Development guidelines for specific sites may also be created. Similar to the Key Development Sites that were tested in this process. Specific development guidelines should include the following elements: Building Height and Massing, Orientation and Street Wall, Building Character and Materials, Access and Parking, Service and Loading, Site Open Space and Landscaping, Sustainable Development, Public Realm and Streetscape Guidelines

Leverage Publicly-Owned Land

City-owned property should be strategically and sequentially disposed to build momentum for redevelopment. A public disposition and community process should establish development guidelines and potential community benefits for each property. The guidelines should be consistent with the overall vision identified in the Station Area Plan and the specific development guidelines referenced for particular key sites.

The sites should be sequentially disposed as to not compete with each other or packaged together if directly adjacent to invite a variety of development responses. Additionally, the City-owned infill properties on residential streets could be used to expand a City pilot program for new net-zero sustainable construction for residential infill. This type of program could provide financial incentives or land write-downs to attract builders to the program.

Reinforce the Main Street District

Build upon the strength of the existing businesses and vitality of the Main Street District with facade and signage improvements working with the City of Boston Main Streets Program. Consider a special assessment of business improvement district program in which businesses would contribute to an improvement and maintenance fund for the district. The funds could be used for agreed upon improvements or create a revolving loan fund to assist business owners.

The collaboration and agreement between district business owners should be strengthened and expanded to include coordination of events, promotions and parking.

Enhance Walkability and Mobility

Unlocking the benefits of enhanced rail access at Upham's Corner is as much about the characteristics of enhanced access to the station as it is about the characteristics of rail service at the station. The Station Area must be a safe and comfortable walkable environment that provides convenient and accessible connections to other modes of transportation.



Invest in Street Improvements

In a Station Area with many demands upon street network, it is very important that the streets and public realm perform multiple functions. Improved streetscape conditions and traffic signal improvements are critical for traffic and bus transit circulation. The addition of expanded sidewalk and public plaza space is equally as important at the center of the Main Street District. The street network must be viewed as a rich and active public space that is used by cars, transit, pedestrians and bikes.

Promote Main Street Economic Development

Upham's Corner should take a proactive lead in promoting the Fairmount Corridor and building it up as

it evolves so that the long term synergy and opportunities that the Corridor brings will return to Upham's in the future. A "match-making" initiative should be undertaken to approach the type of food-oriented tenants the community would like to see in the district, that support the activity at the Strand Theater, and connect them to potential properties or with landlords or developers. These efforts should continue to partner with the City's Office of Business Development and work with the City to support revitalization efforts.

Share and Manage Parking

A concept for parking management in Upham's Corner is outlined in the *Getting Around* section of recommendations. The benefit of a coordinated and managed approach to parking in the Station Area is to reinforce efficient land use, convenience, and high levels of activity near the station and Main Street district resulting in a higher level of utilization of the existing public and private surface parking supply in Upham's Corner.

Several implementation actions are required to advance this concept. First, among the Main Street District businesses and stakeholders, a coordinated approach to shared parking and parking management should be created and agreed to such that parking becomes an asset of the district, not of individual properties. This would include modifying the layout of any private parking lots that may be joined on adjacent lots. This type of layout modification can result in more parking and more efficient circulation if both property owners form an agreement as to use and access.

Additionally, the City of Boston should develop special parking considerations for Upham's Corner that may be associated with the District including mechanisms to allow and support shared parking agreements between property owners in the district. As part of the Subdistrict Zoning amendment, policies could outline that formal agreements for sharing parking between properties could result in reduced parking requirements for both



properties. This type of parking amendment for the district would create an incentive for shared parking and encourage the adoption by owners. Improvements to the municipal parking lots at Belden Street should also be considered. Improved wayfinding signage to the central parking lots with enhanced landscape and lighting at the lots would promote use of the lots and encourage visitors to park once in this convenient location and walk throughout the district.

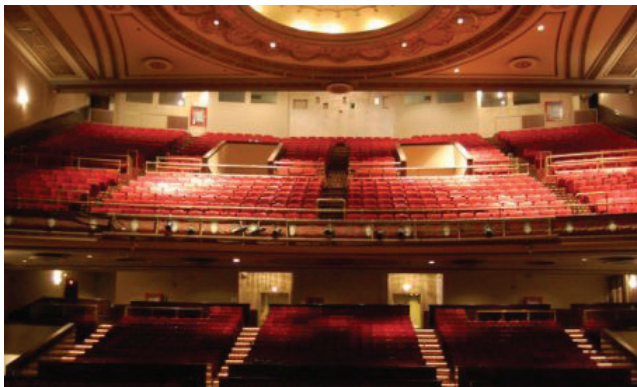


Photo Credit: Strand Theatre

Leverage the Strand Theatre

Several parallel efforts are underway to continue to improve and expand the cultural and event programming at the Strand Theatre including efforts from the City of Boston and grassroots community efforts. Upham's Corner is unique among Boston neighborhoods to have an operational historic landmark theatre. It is also uniquely positioned to be able to work with the City to leverage this asset for the community. The efforts to bring attention to the Strand Theatre and to help revive its prominence in the city should not solely focus on the Strand and its programming.

One path to mutual success is to embrace the Strand's calendar of events outside of the theatre. Each event should be viewed by the Upham's Corner Main Street and business community as a moment to showcase Upham's Corner and to test new ideas and improvements. For example, businesses should adjust hours of opera-

tion and cater specials to the event and visiting audience. Specials and local advertisements should be featured on event programs and playbills. Directional signage to parking resources and shared parking relationships should be tested during events to refine and improve implementation and policies.



Expand Public Art Programs

Beyond the Strand Theatre, the cultural and arts activities at Upham's Corner should be cultivated and expanded to build the district into a arts concentration in the City.

The activities, art events, and installations created as part of the ArtPlace initiative are extremely valuable cultural and community building features. The use of public art to promote Upham's Corner as an active, vital and creative place should be expanded and include both temporary and permanent installations.

The art murals that are a part of Upham's Corner should be expanded upon and become a significant feature of positive community expressions. The focus of this effort should be upon the most visible and well-traveled portions of the Station Area and should be designed to maximize impact and public engagement.

Other events in Upham's Corner and at other locations on the Fairmount Indigo Corridor should be promoted during Strand Theatre events.



FAIRMOUNT INDIGO CORRIDOR



CITY OF BOSTON
Martin J. Walsh
Mayor



Boston
Redevelopment
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UPHAM'S CORNER
STATION AREA PLAN *DRAFT*
FEBRUARY 2014

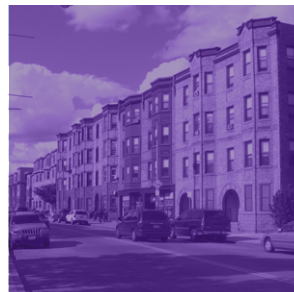
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UPHAM'S CORNER STATION AREA PLAN

APPENDICES

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CITY OF BOSTON
Martin J. Walsh
Mayor



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FAIRMOUNT INDIGO PLANNING INITIATIVE

UPHAM'S CORNER STATION AREA PLAN

DRAFT Appendices Contents

- 1 Process and Meetings
- 2 Existing Conditions Analysis
- 3 Proforma Feasibility Tests
- 4 Sustainability Framework

PROCESS AND MEETINGS

The Fairmount Indigo Planning Initiative was over a 2 year long process that involved extensive community outreach, participation and conversation. The Planning Initiative involved separate, but parallel processes for corridor-wide planning and Station Area planning. In the first phase of planning, three Station Area Plans were undertaken with Upham's Corner the first to be completed. The Upham's Corner Station Area Plan is the result of a community process that focused on the neighborhoods, residents and businesses around the Upham's Corner MBTA Rail Station.

The City of Boston appointed members of an Upham's Corner Working Advisory Group (WAG) to be a consistent voice of the community through the process. The WAG Members dedicated over a year of meetings and discussion to the Station Area Plan and the City is grateful for their contributions. All Working Advisory Group meetings were open to the public and attended by members of the community. The following is a list of meetings and agendas that were a part of this community planning process:

Working Advisory Group Meeting #1

August 8, 2012

1. Meeting Introduction
2. Fairmount Indigo Planning Initiative
3. Consultant Introduction
4. Planning Process
5. Next Steps

Working Advisory Group Meeting #2

September 26, 2012

1. Meeting Introduction
2. Planning Context
3. Existing Conditions Presentation
4. Discussion of Existing Conditions
5. Next Steps

Working Advisory Group Meeting #3

October 24, 2012

1. Welcome and Introductions
2. Infrastructure Improvements Update
3. Review WAG Meeting #2
4. Project for Public Spaces Presentation
5. Community Forum
6. Upham's Corner Community Visioning Discussion
7. Next Steps

Working Advisory Group Meeting #4

December 5, 2012

1. Welcome and Introductions
2. Infrastructure Improvements Update
3. Community Forum Review - Upham's Perspective
4. Proposed Upham's Corner Visioning Forum
5. Youth Outreach
6. Next Steps

Working Advisory Group Meeting #5

January 23, 2013

1. Welcome and General Items
2. Update on Corridor Context - Upham's Perspective
3. Overview of Visioning Forum Agenda/Logistics
4. Visioning Forum Discussion Topics
5. Upham's Visioning Forum Outreach
6. Real Estate Analysis Introduction
7. Next Steps

Upham's Corner Visioning Forum

February 2, 2013

1. Introduction
2. Virtual Station Area Tour
3. Interactive Questions and Answer
4. Break-out Group Discussion 1
5. Break-out Group Discussion 2
6. Concluding Presentation



Working Advisory Group Meeting #6

February 27, 2013

1. Welcome and General Items
2. Summary of Visioning Forum
3. Upham's Corner Shared Themes
4. Methodology and Suggestion for Target Sites
5. Public Realm and Transit Improvement Introduction
6. Next Steps

Working Advisory Group Meeting #7

March 27, 2013

1. Welcome and General Update
2. Additional Community Visioning Results
3. Key Sites
4. Real Estate Context for Key Sites
5. Design and Sustainability Guidelines
6. Next Steps

Working Advisory Group Meeting #8

April 24, 2013

1. Updates
2. Development Scenarios at (5) Key Sites
3. Public Realm Improvement Preview
4. Next Steps

Working Advisory Group Meeting #9

May 22, 2013

1. Welcome and Introductions
2. Public Realm Improvements
3. Multi-modal Transportation Improvements
4. Open Space Improvements
5. Next Steps

Working Advisory Group Meeting #10

June 19, 2013

1. Welcome and Introductions
2. Public Realm Improvements
3. Open Space Improvements
4. Sustainability
5. Next Steps

Working Advisory Group Meeting #11

July 24, 2013

1. Welcome and Introductions
2. Columbia Road Improvements
3. Urban Design
4. Development Scenarios
5. Zoning
6. Design Studio for Social Intervention
7. Next Steps

Working Advisory Group Meeting #12

September 25, 2013

1. Welcome and Introductions
2. Maxwell Property Update
3. Hubway Update
4. Urban Design
5. Zoning
6. Corridor-wide Executive Summary
7. Next Steps

Working Advisory Group Meeting #13

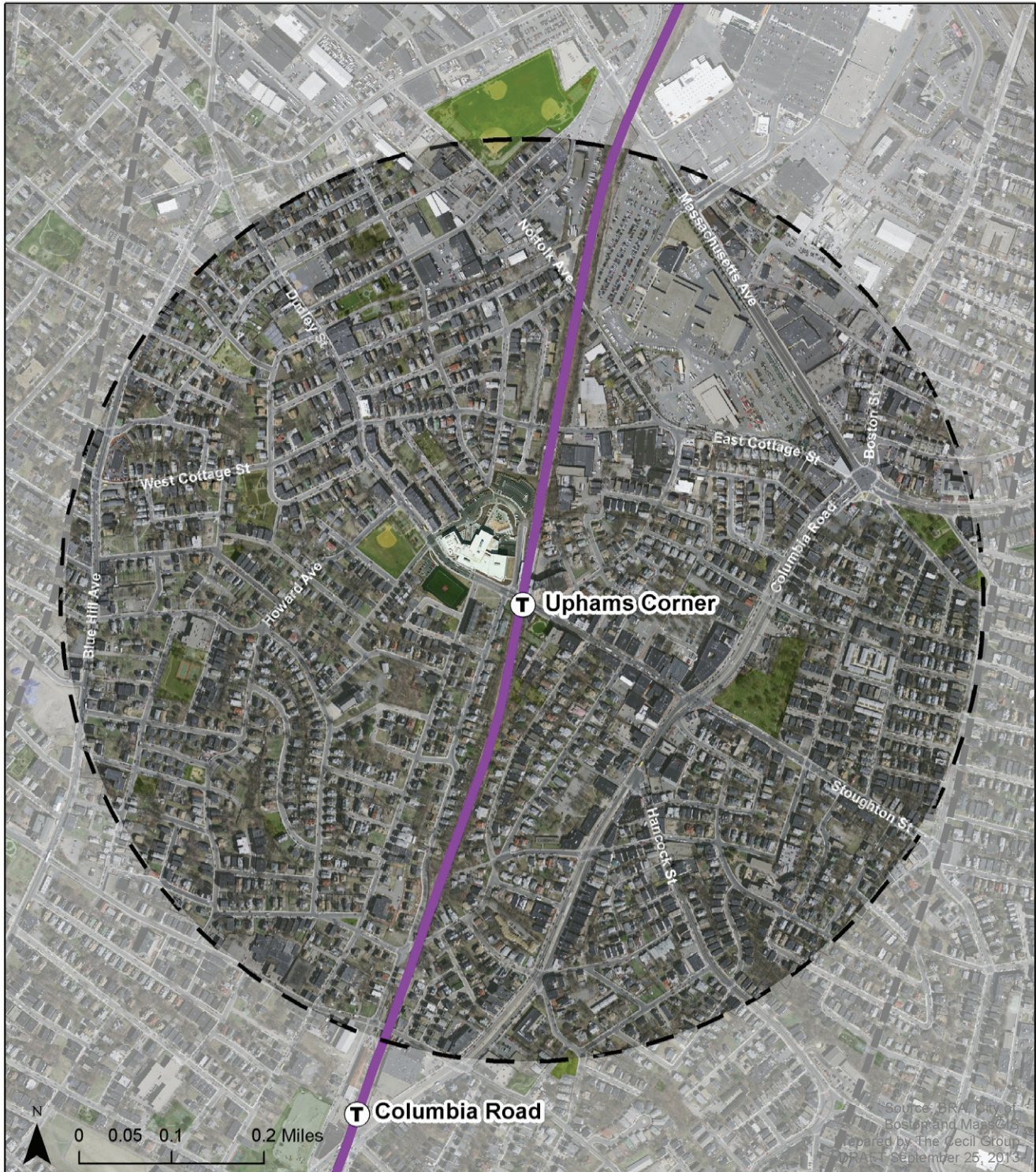
November 18, 2013

1. Welcome and Introductions
2. Station Area Plan Summary
3. Summary Discussion
4. Open House Preparation
5. Next Steps

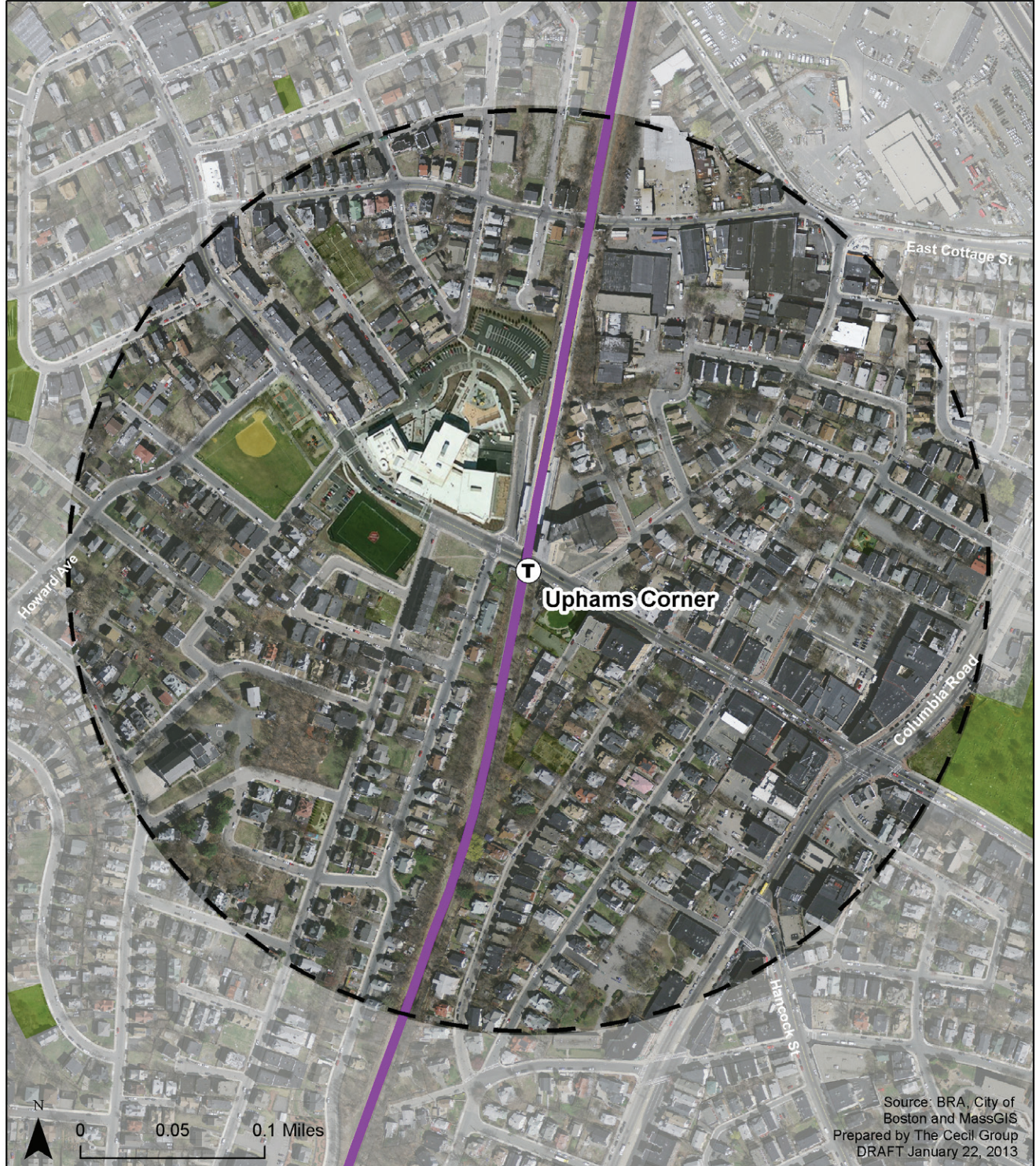
Upham's Corner Community Open House

January 22, 2014

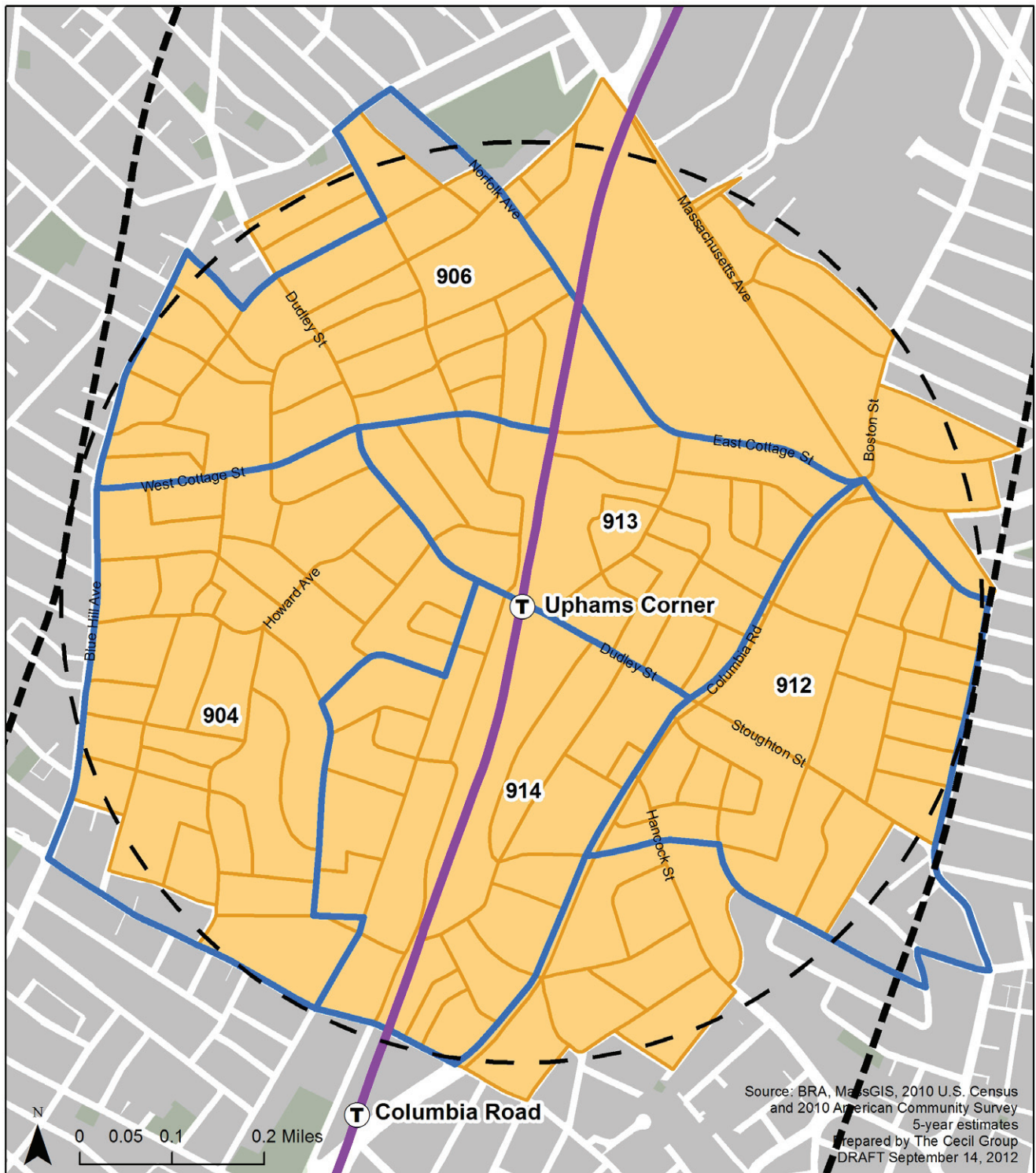
EXISTING CONDITIONS ANALYSIS



**Upham's Corner
Station Area Aerial**



Upham's Corner Station Area Aerial



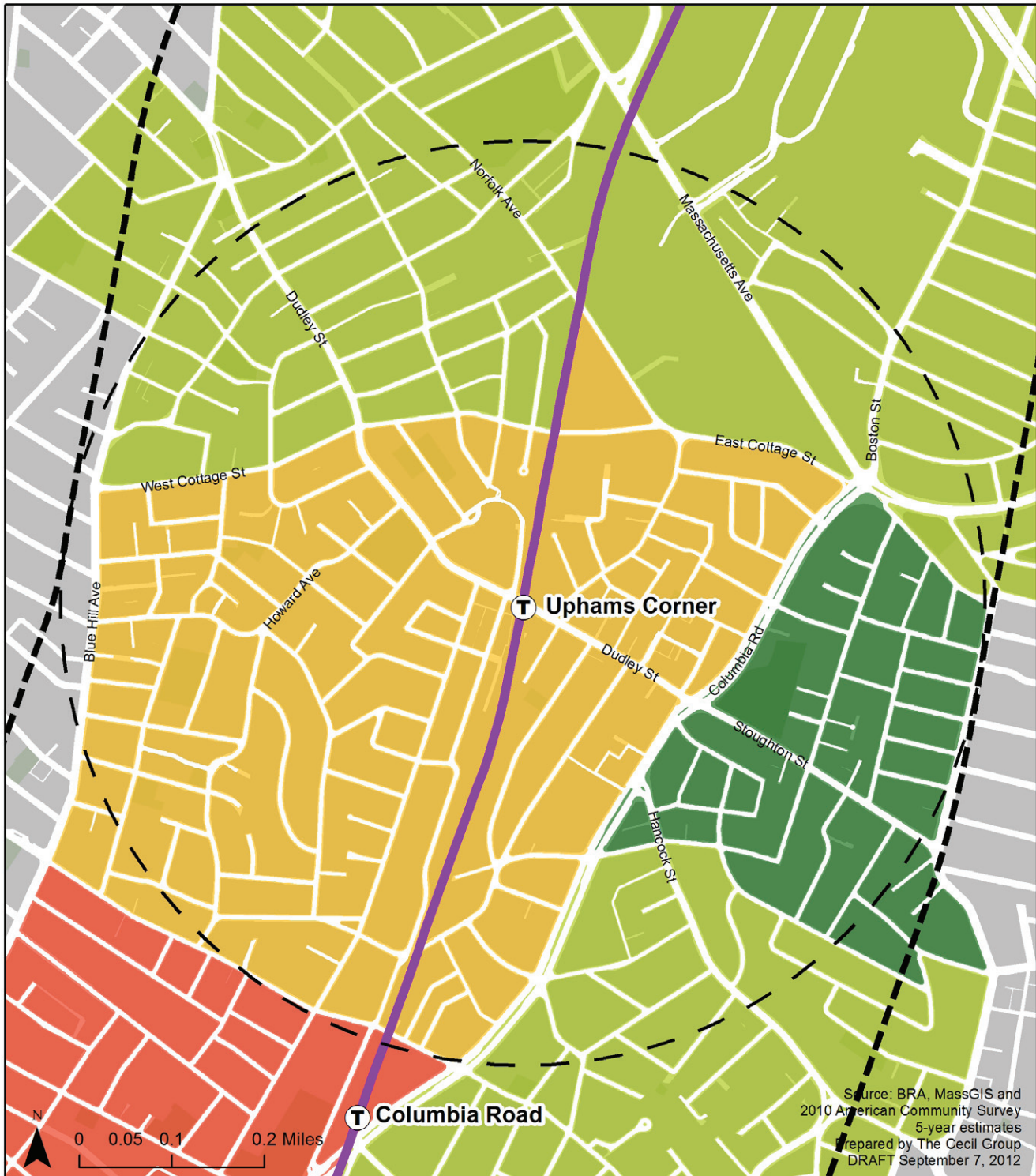
Census Tracts and Blocks

- Census 2010 Tracts
- Census 2010 Blocks

- Fairmount Indigo Line
- Half Mile Uphams Corner
- Half Mile Fairmount Corridor



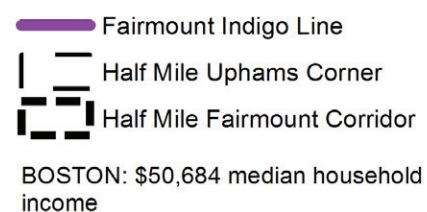
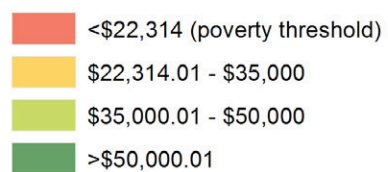
Upham's Corner Station Area Aerial

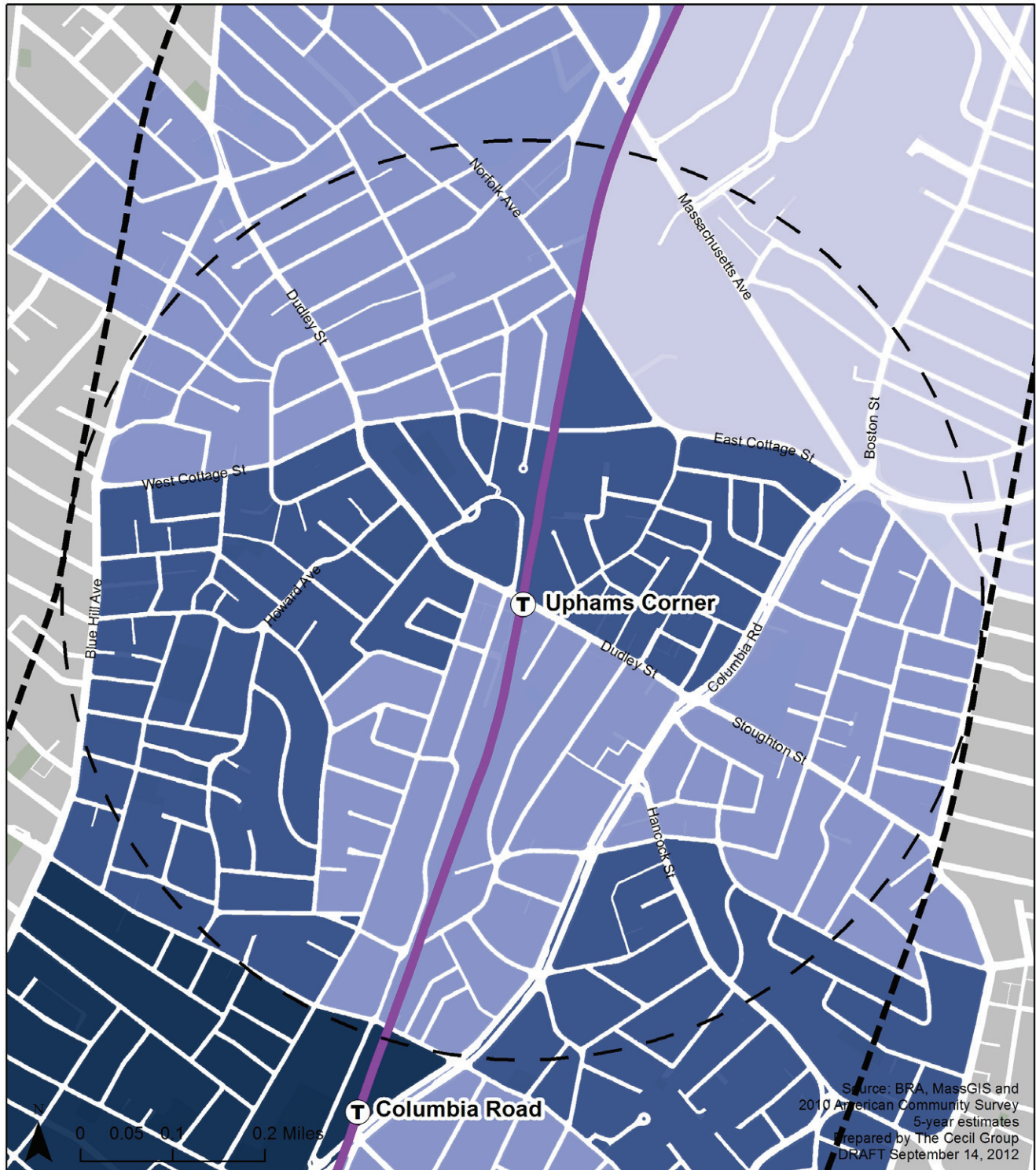


Median Household Income

By Past 12 Months By Census Tract

Median Household Income

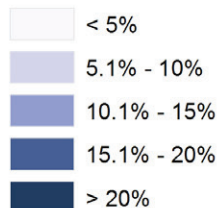




Unemployment

By Census Tract

% pop. age 16+ unemployed

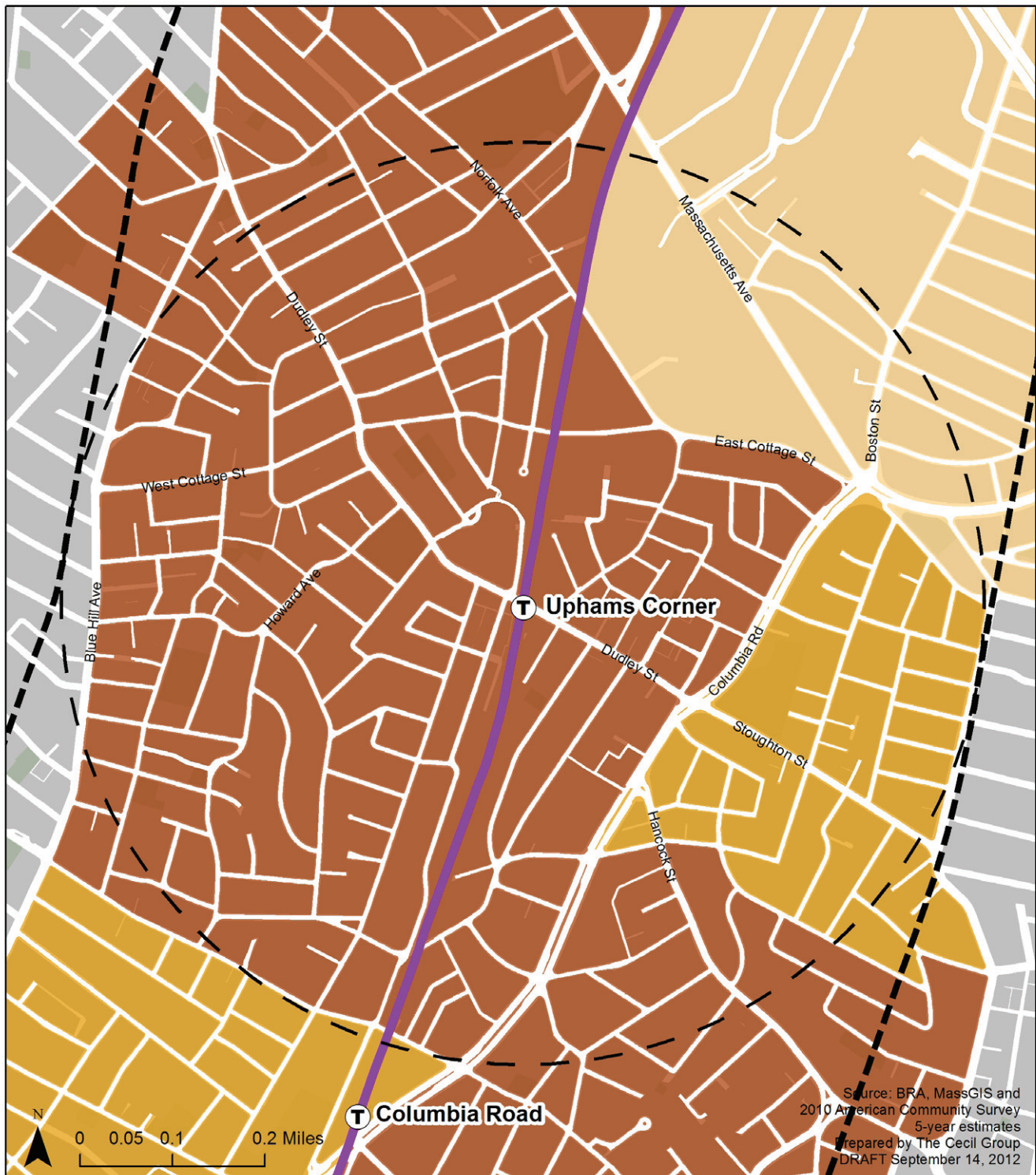


Fairmount Indigo Line

Half Mile Uphams Corner

Half Mile Fairmount Corridor

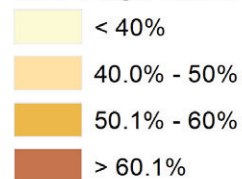
BOSTON: 9.3% unemployment



Education

By Census Tract

% of pop. age 25+ with no more than a high school diploma

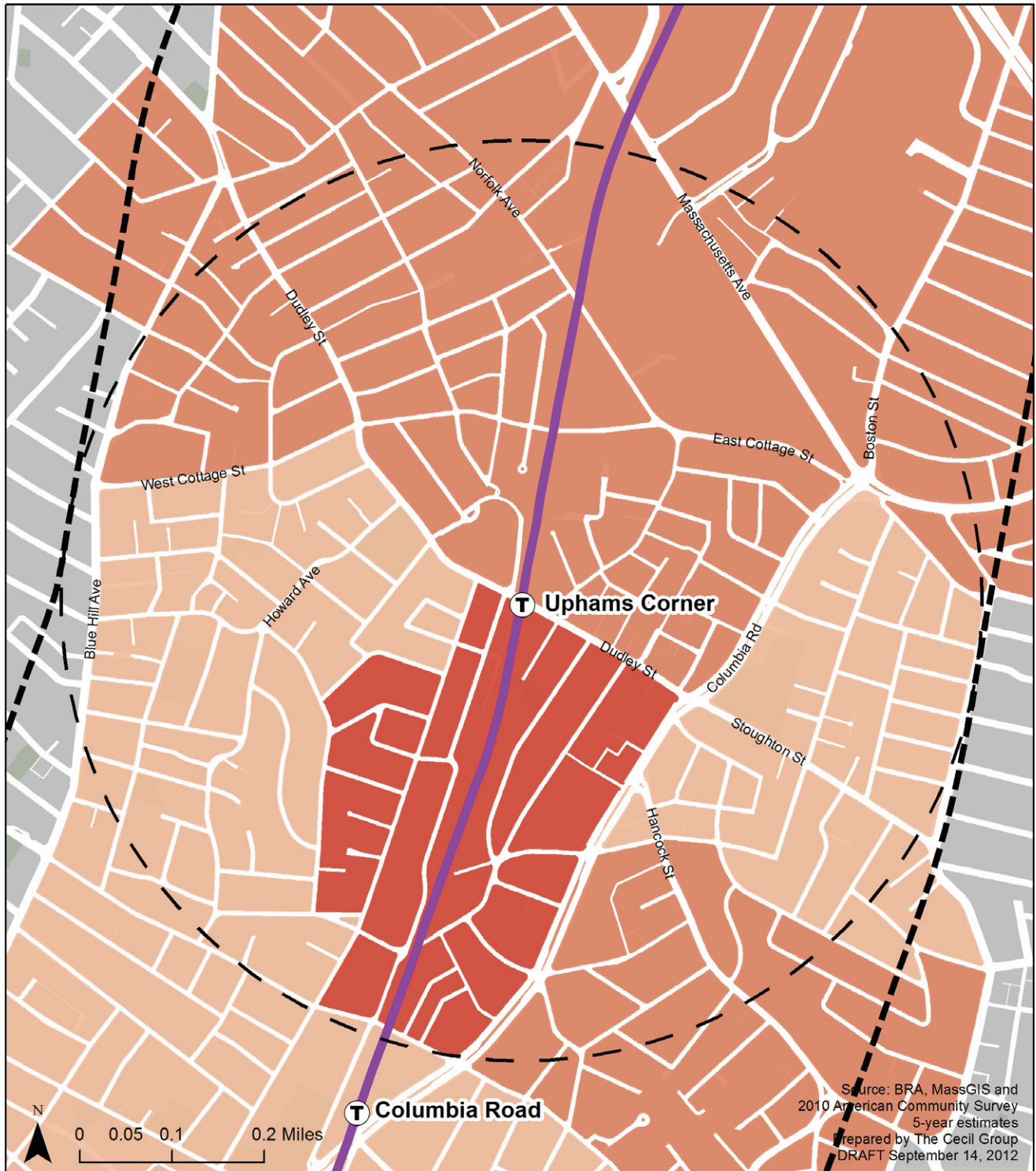


Fairmount Indigo Line

Half Mile Uphams Corner

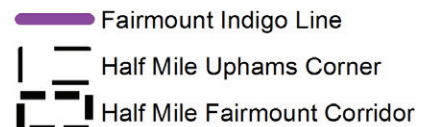
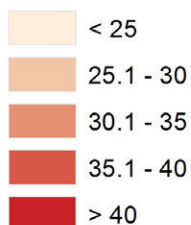
Half Mile Fairmount Corridor

BOSTON: 39.3% with no more than a high school diploma

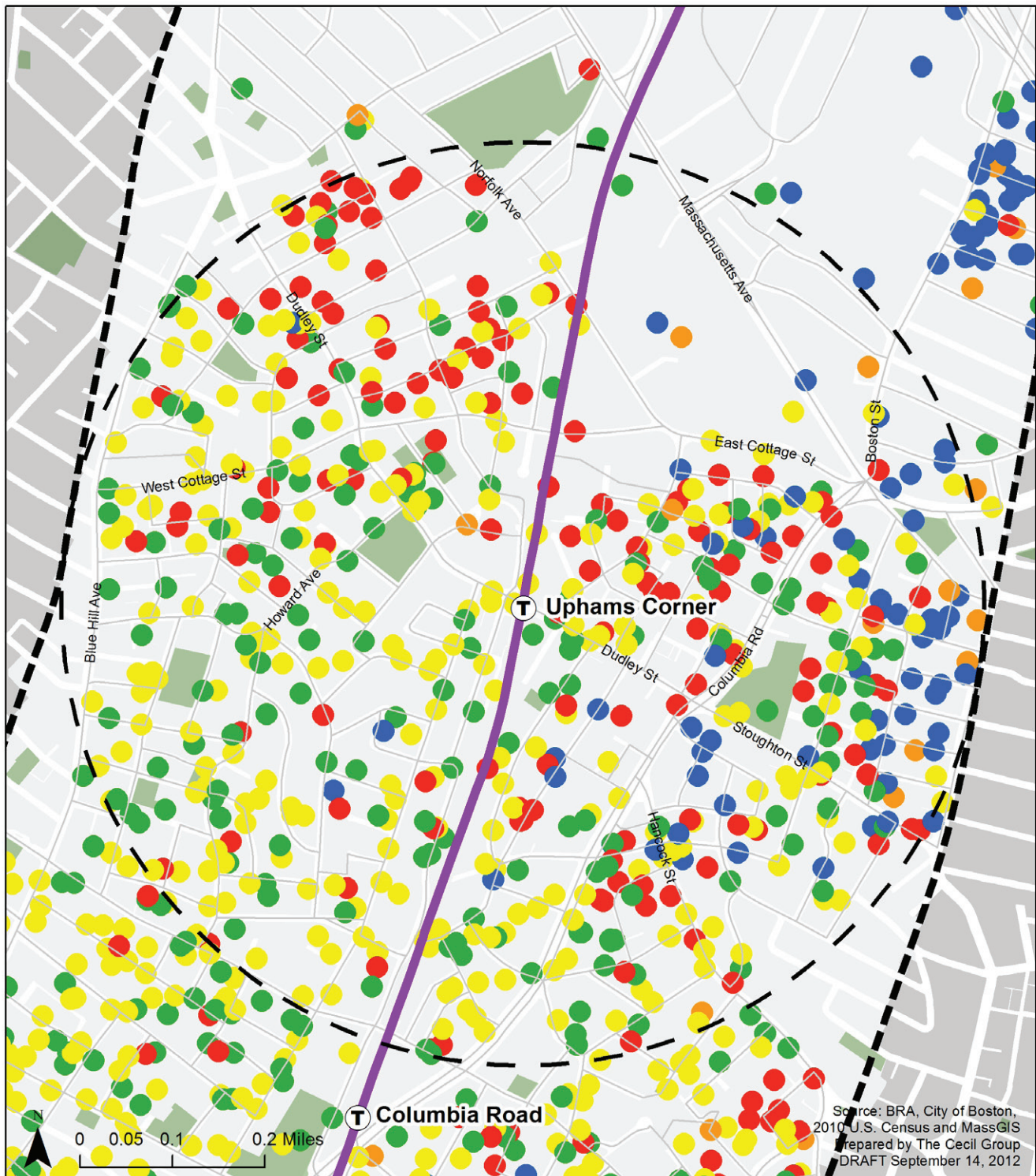


Median Age

By Census Tract



BOSTON: 30.9 median age



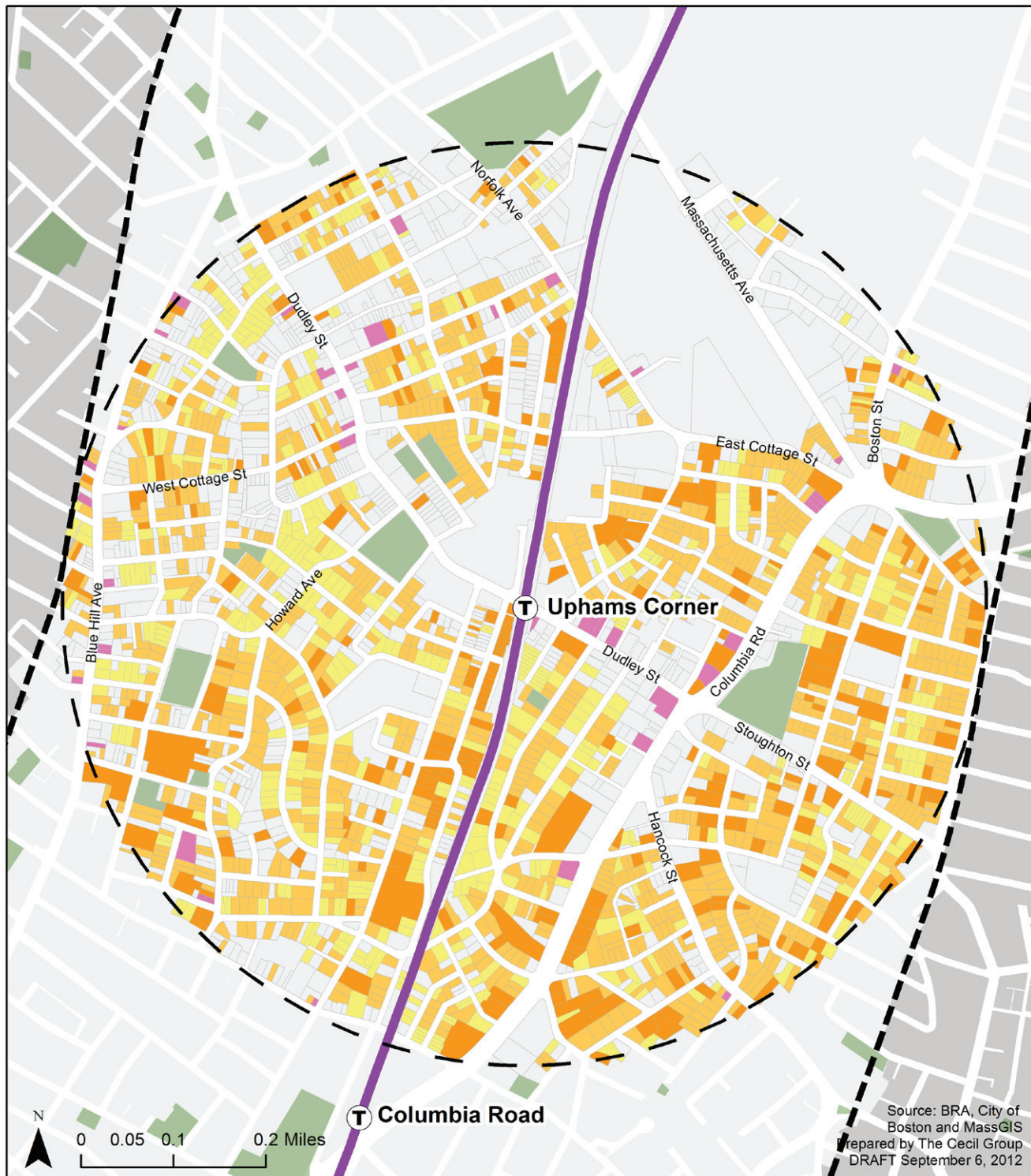
Race and Ethnicity

By Census Block

- 1 Dot = 25
- White
- Hispanic or Latino
- Black
- Asian
- Other

- Fairmount Indigo Line
- Half Mile Uphams Corner
- Half Mile Fairmount Corridor

BOSTON:
 47% White
 17.5% Hispanic or Latino
 22.4% Black
 8.9% Asian
 4.3% Other

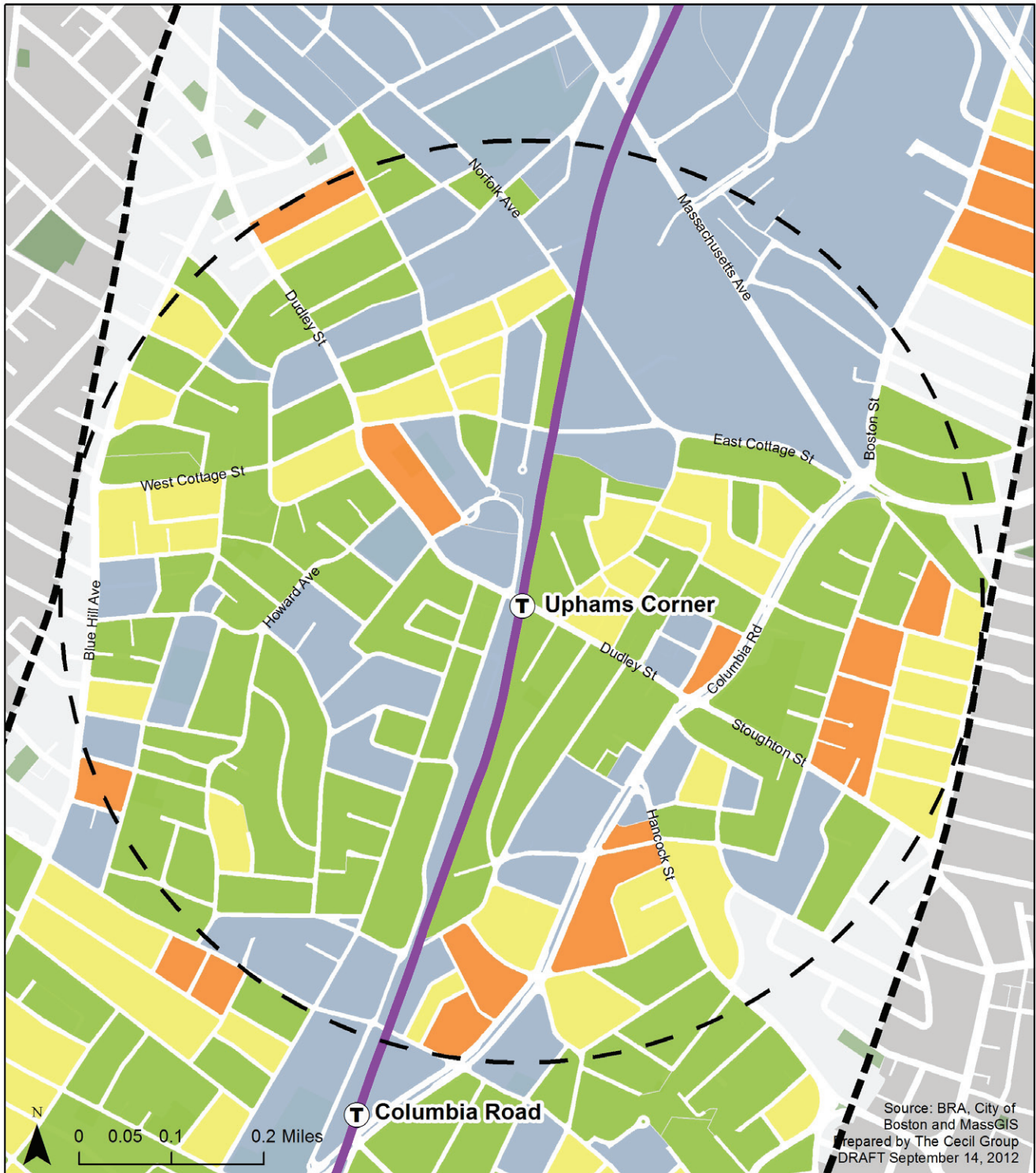


Housing Type

By Parcel

- Single Family
- Two or Three Family
- Multifamily
- Mixed Use

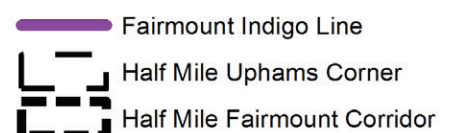
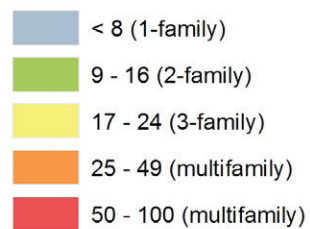
- Fairmount Indigo Line
- Half Mile Uphams Corner
- Half Mile Fairmount Corridor

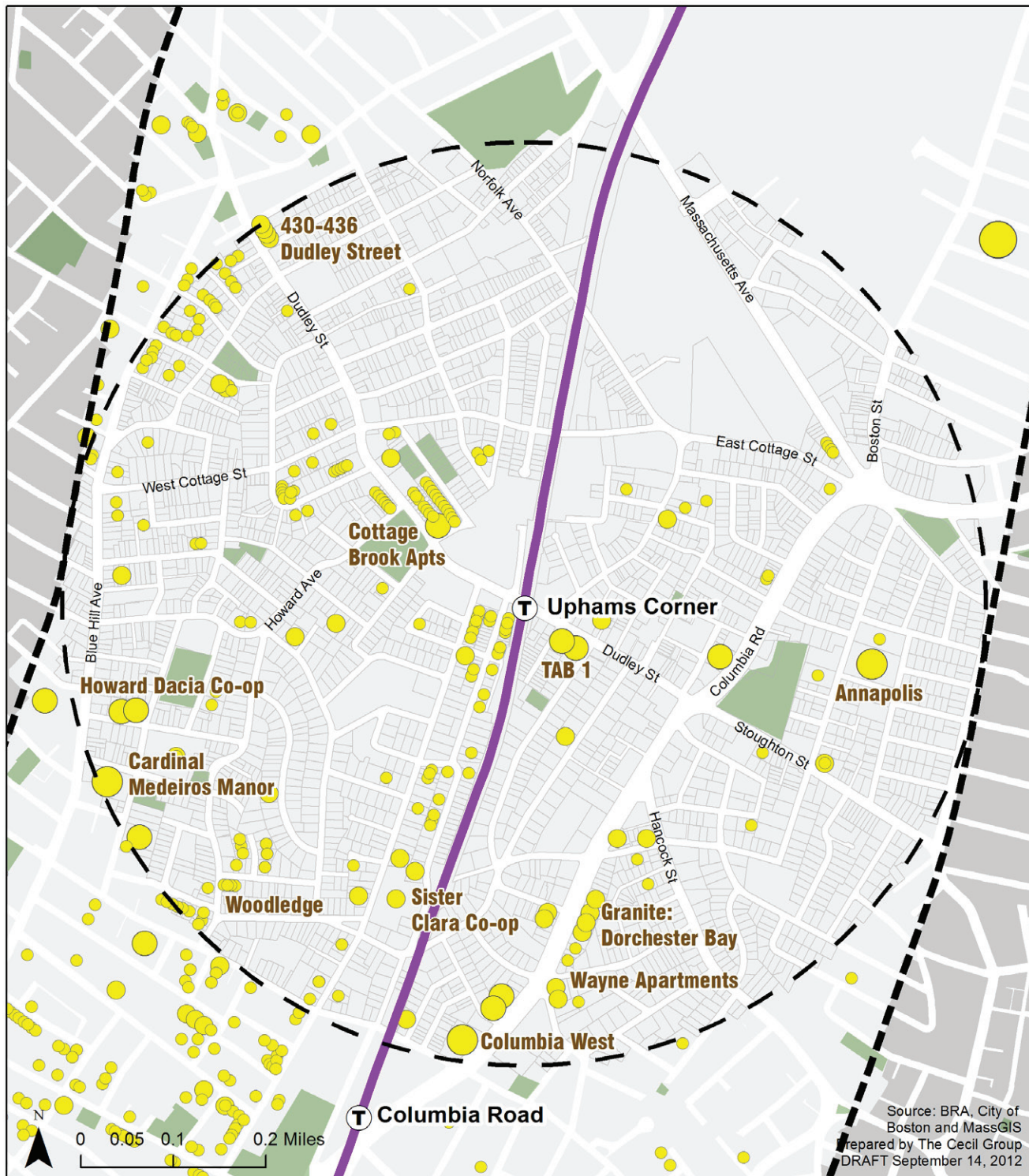


Housing Density

By Census Block

Housing Units / Acre

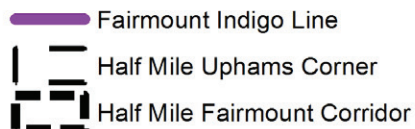
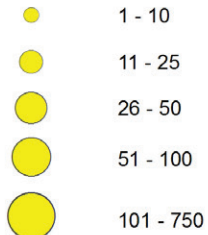


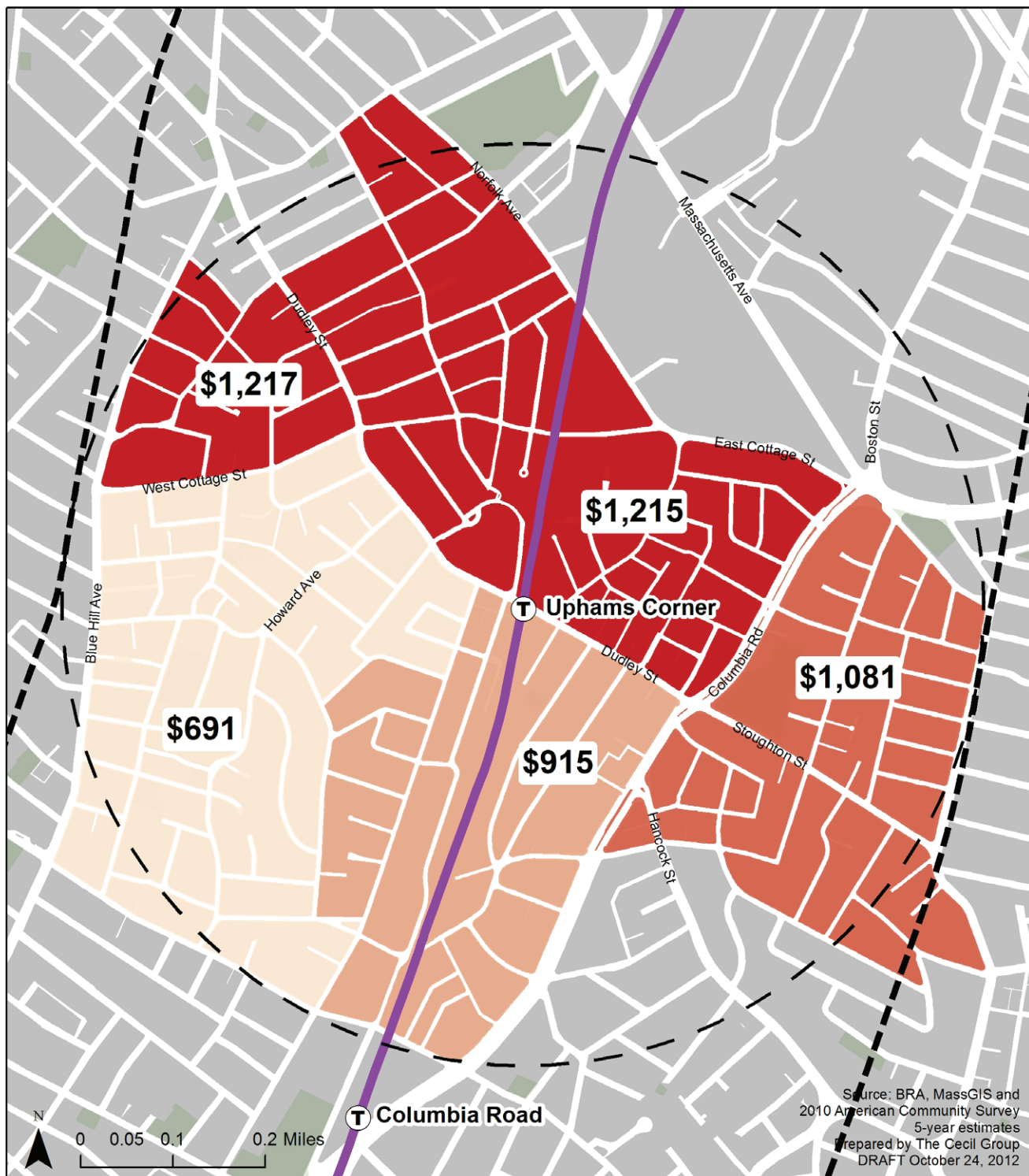


Affordable Housing

By Development

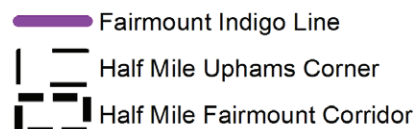
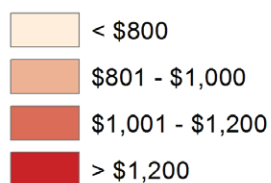
Affordable Units



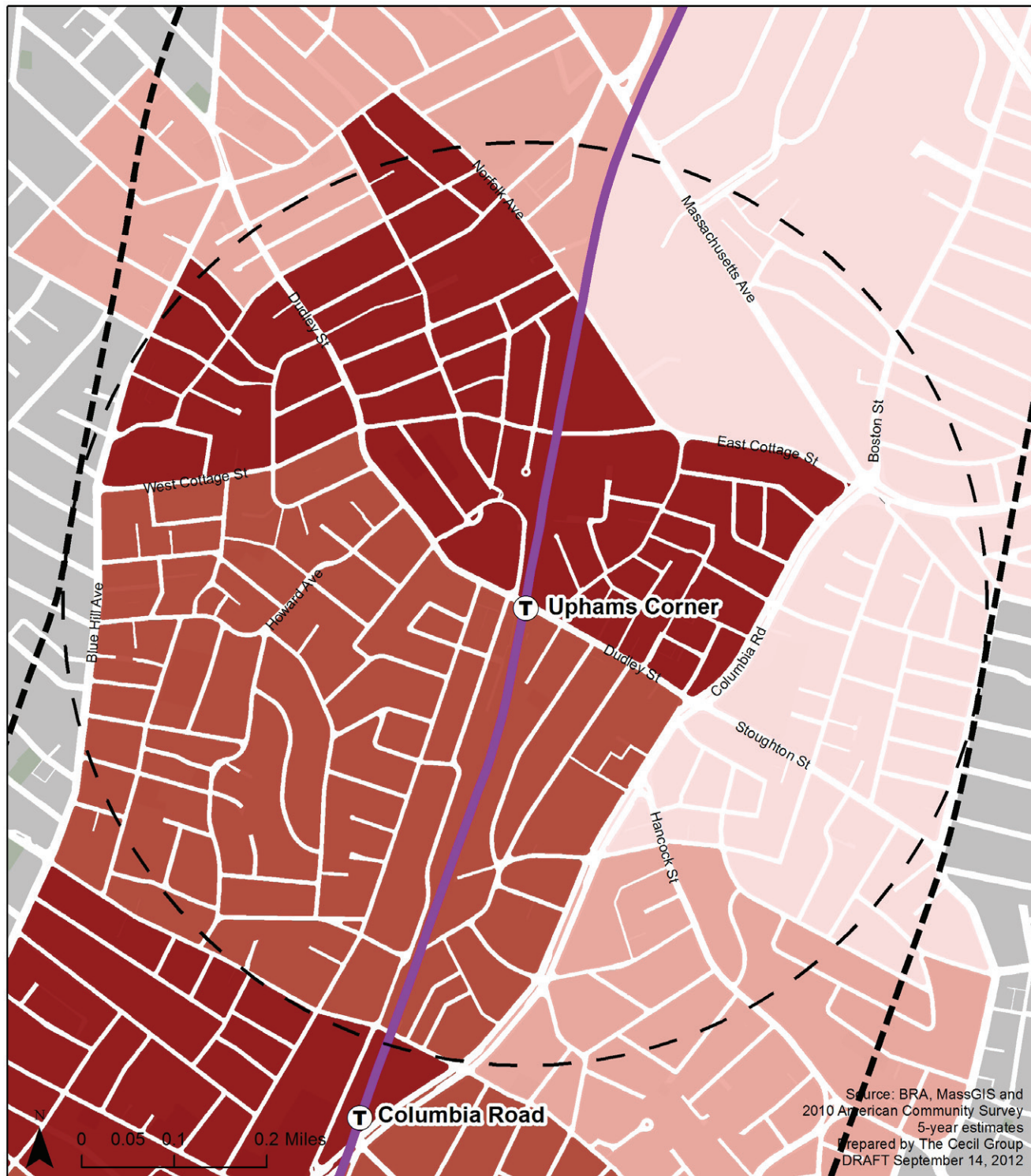


Median Gross Rent

By Census Tract



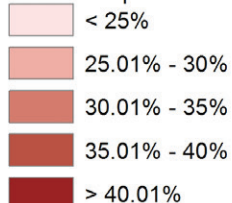
BOSTON: \$1,199 median gross rent



Severely Rent Burdened

By Census Tract

% of renter-occupied homes where at least half of household income is spent on rent

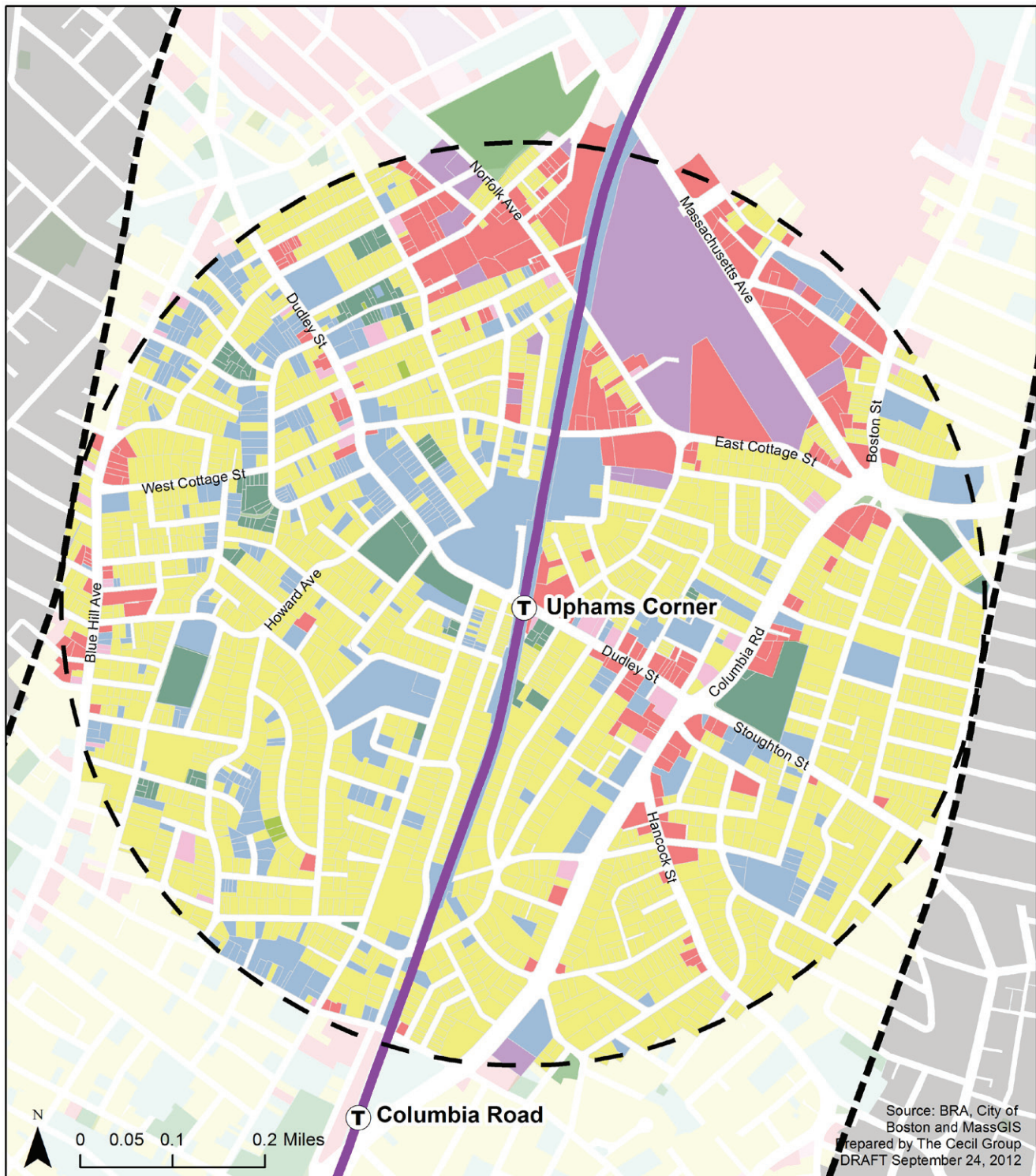


Fairmount Indigo Line

Half Mile Uphams Corner

Half Mile Fairmount Corridor

BOSTON: 27% severely rent burdened



Source: BRA, City of Boston and MassGIS
 Prepared by The Cecil Group
 DRAFT September 24, 2012

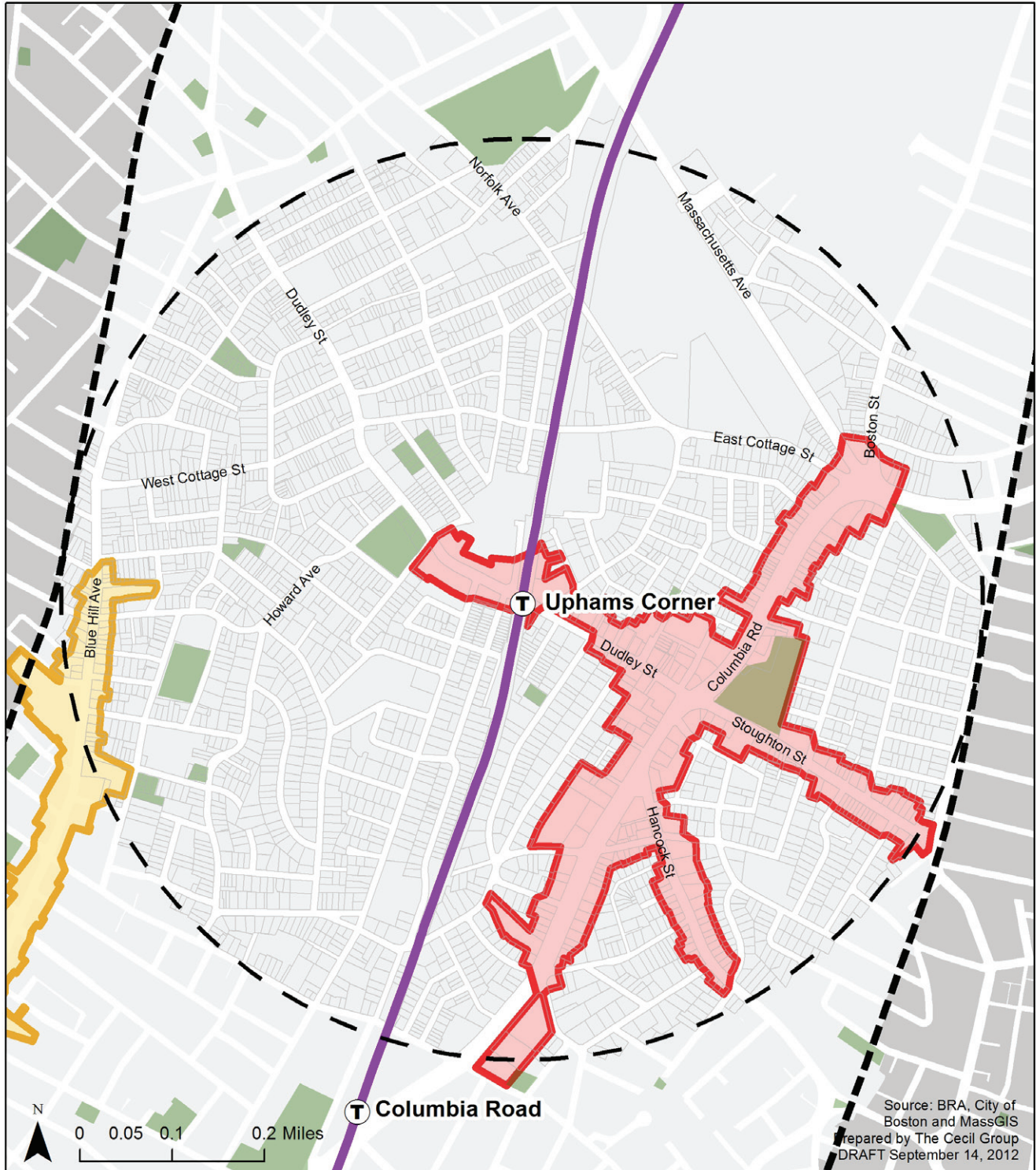
Land Use

By Parcel

- Residential
- Commercial
- Mixed Use (Res/Com)
- Industrial
- Tax Exempt
- Open Space



- Fairmount Indigo Line
- Half Mile Uphams Corner
- Half Mile Fairmount Corridor




BOSTON:
 36% Residential
 9% Commercial
 4% Industrial
 51% Tax Exempt

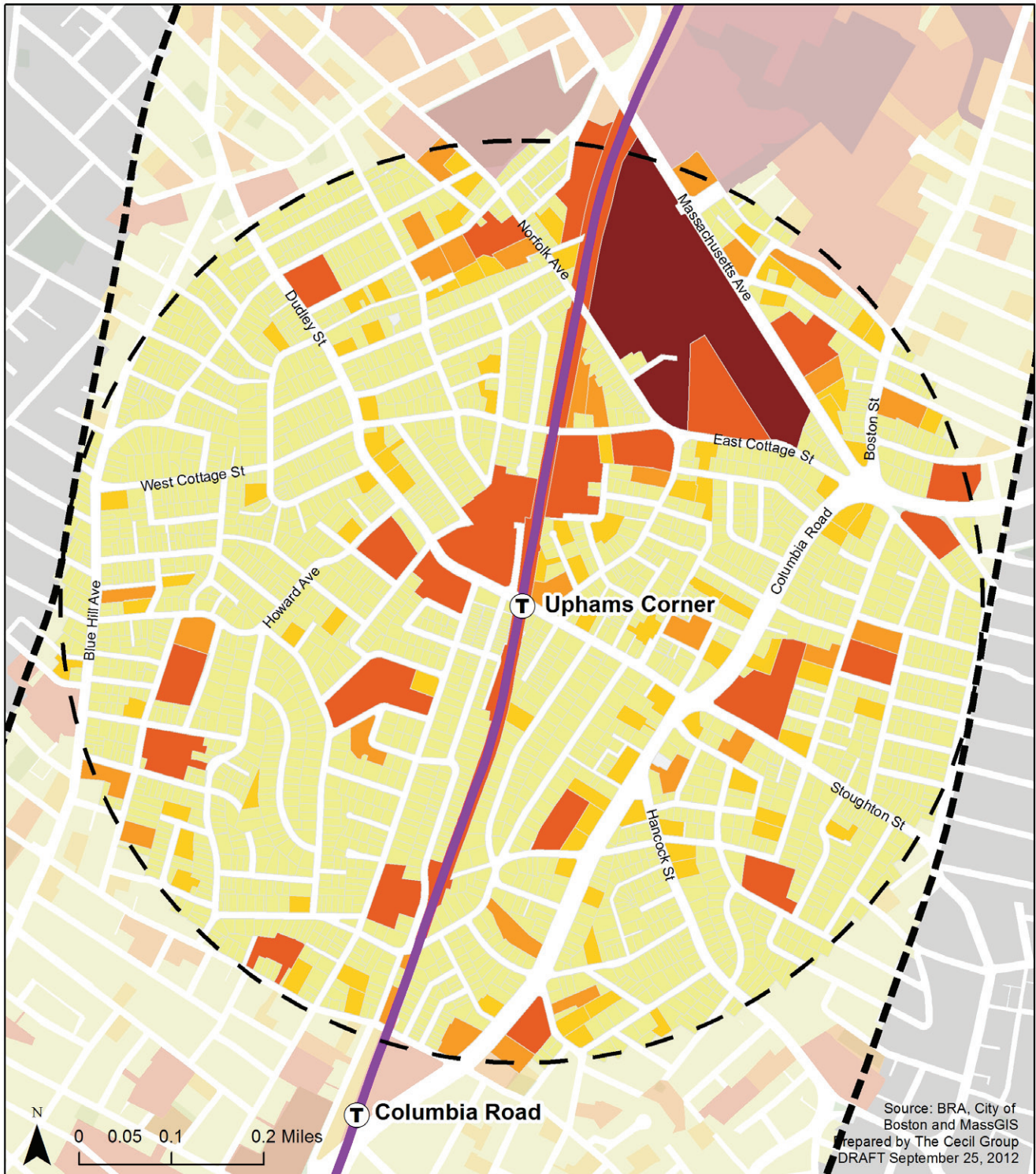


Main Street Districts

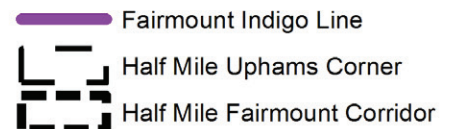
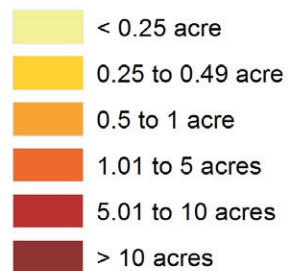
By Parcel

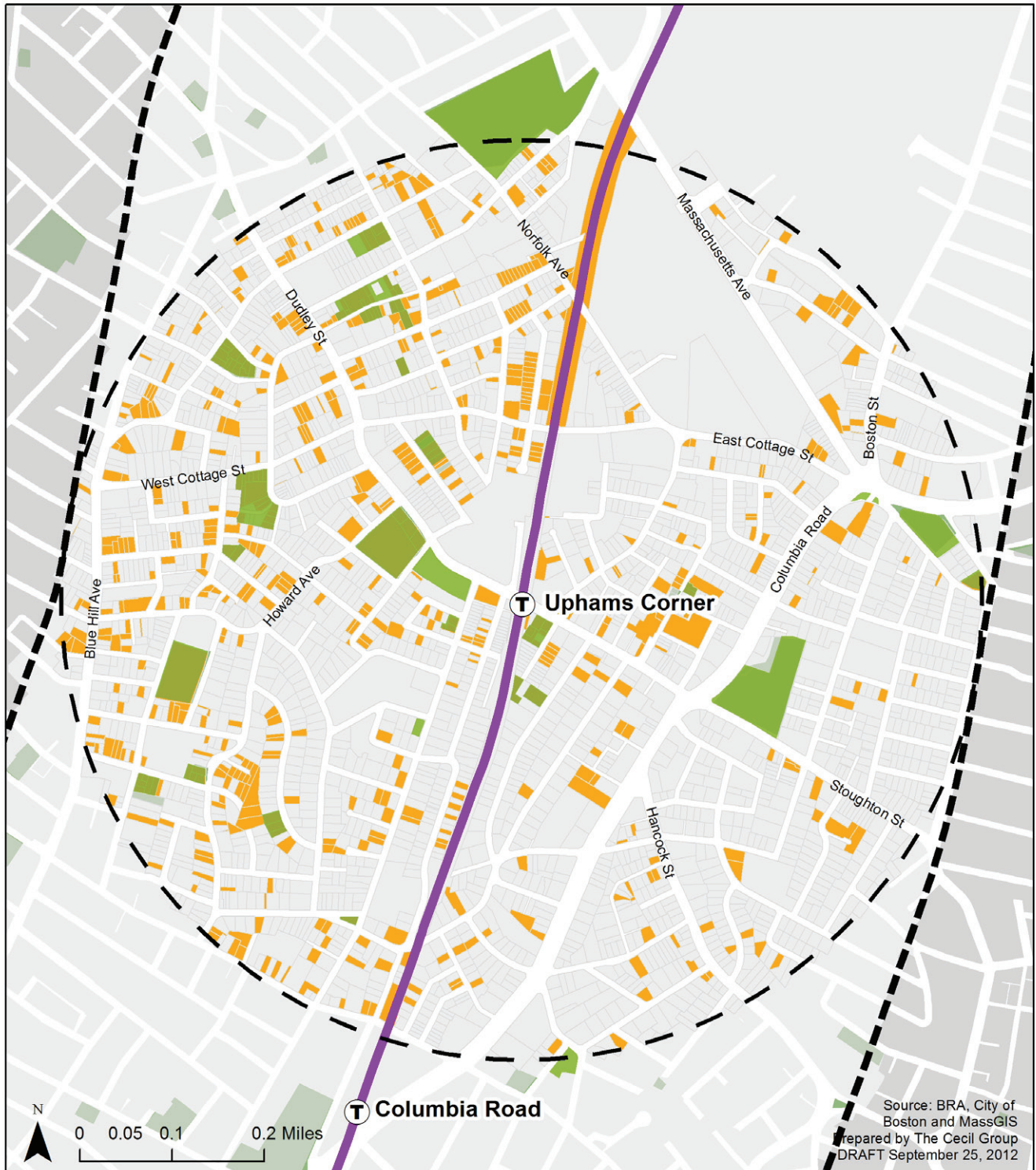
-  Upham's Corner
-  Greater Grove Hall

-  Fairmount Indigo Line
-  Half Mile Uphams Corner
-  Half Mile Fairmount Corridor



Parcel Size





Source: BRA, City of Boston and MassGIS
 Prepared by The Cecil Group
 DRAFT September 25, 2012

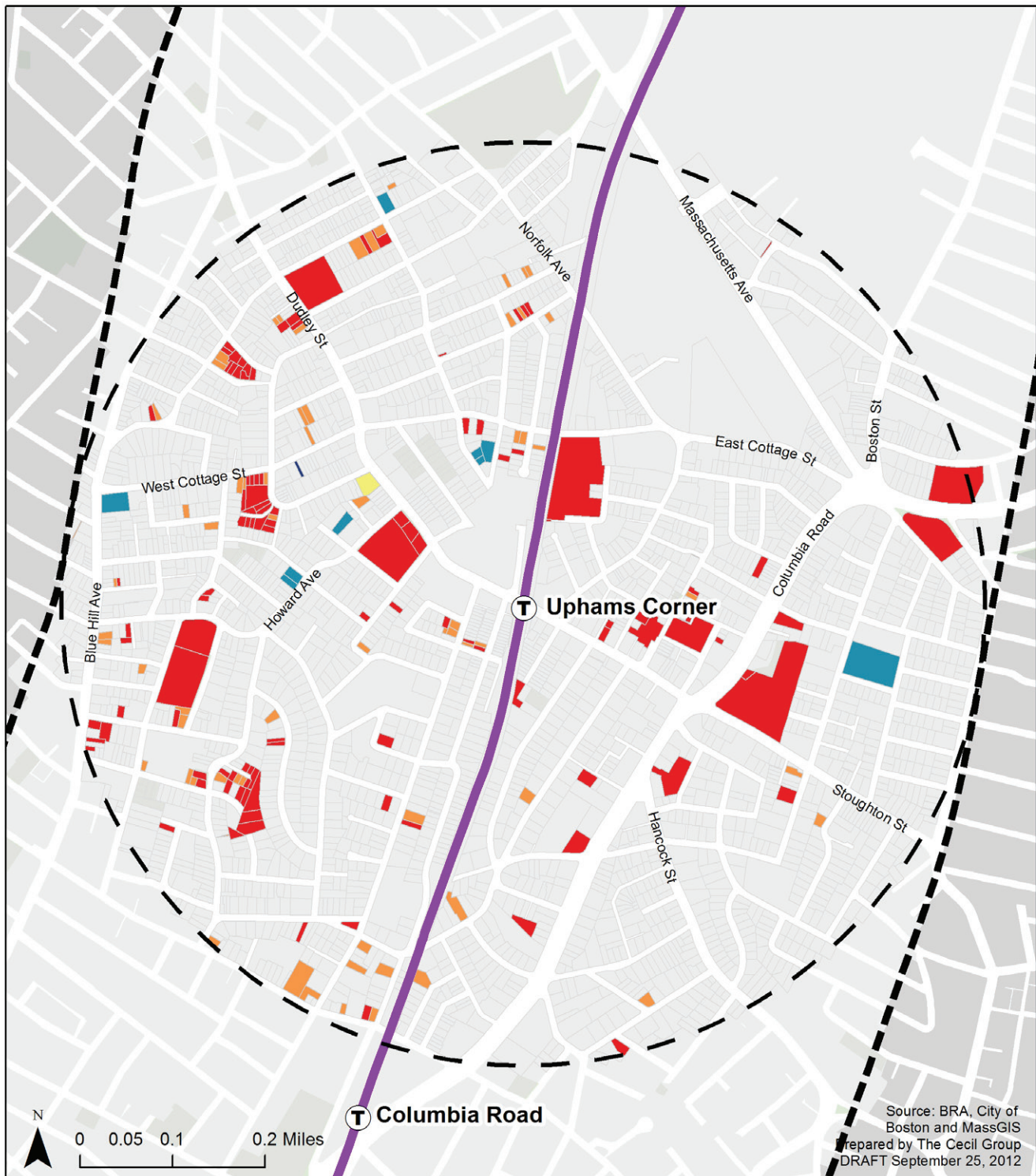
Vacant Property

Vacant Property

Fairmount Indigo Line

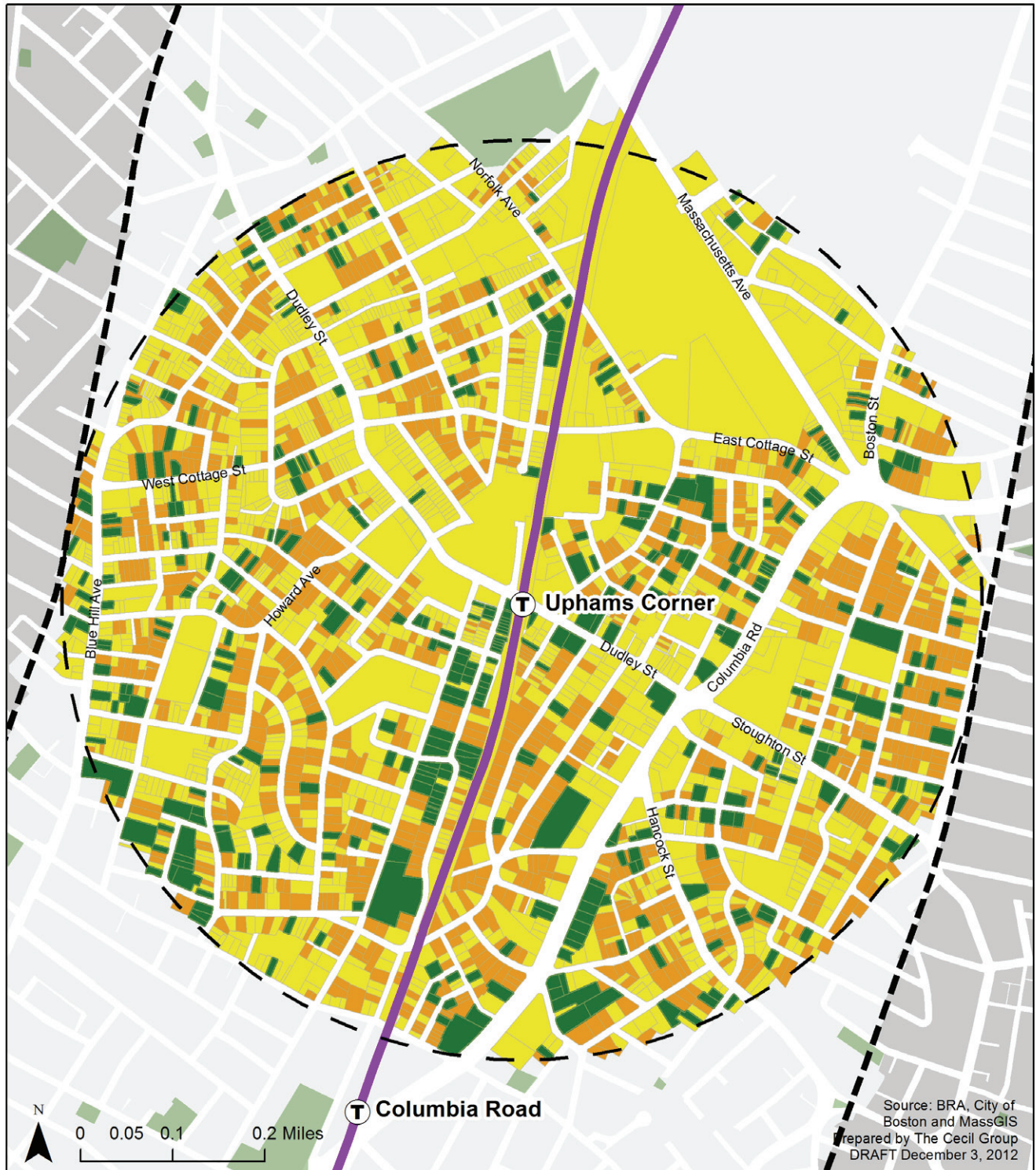
Half Mile Uphams Corner

Half Mile Fairmount Corridor



City-owned Property

- City of Boston
- City of Boston by Foreclosure
- City of Boston Trust
- Boston Housing Authority
- Boston Redevelopment Authority
- Fairmount Indigo Line
- Half Mile Uphams Corner
- Half Mile Fairmount Corridor



Absentee Landlords

By Parcel

- Absentee Landlord
- Owner-Occupancy Residential Exemption
- Yes
- No

- Fairmount Indigo Line
- Half Mile Uphams Corner
- Half Mile Fairmount Corridor

Upham's Corner is the junction of Columbia Road, Dudley Street, and Stoughton Street, and is an important crossroads for Dorchester and the City of Boston. The neighborhood's transportation network has evolved over the years with shifting emphasis on different modes of transportation. Historically, it was a key transfer point for many of the city's streetcar lines, while today it remains one of Dorchester's main shopping districts and accommodates a variety of transportation modes, including cars, trucks, MBTA buses, the Fairmount Indigo Commuter Rail line, pedestrians, and bicyclists.

The MBTA's Fairmount Indigo Line provides limited commuter rail service via the Upham's Corner Station, which has existing connections to the surrounding transportation network. The study area is focused on Dudley Street, including the immediate vicinity of the Upham's Corner Commuter Rail Station and the stretch of Dudley Street east to its intersection with Columbia Road. This corridor already exhibits many characteristics of a "complete street," i.e., one that is supportive of safe access for all modes and for users of all ages and abilities. It currently contains some key transportation elements that can be strengthened to support a Transit Oriented District (TOD) characterized by:

- Transit access
- Strong pedestrian and bicycle connections
- Lower automobile ownership
- Parking management

An important aspect of this project is not only balancing the needs of multiple transportation uses, but facilitating connections between transportation modes. A person in Upham's Corner should be able to seamlessly use multiple modes of travel for a single trip. For example, a commuter rail passenger destined to Upham's Corner Station is ultimately a transit rider, but that person could also be a cyclist riding to the station, and a pedestrian as he travels from bicycle parking to the commuter rail platform.

Transit Services

Upham's Corner is served by several MBTA bus routes in addition to existing commuter rail service at Upham's Corner Station.

As indicated in the summary of existing conditions for the corridor-wide community planning process, the Fairmount Line, traveling 9.2 miles between South Station and Readville, serves Upham's Corner Station with weekday AM inbound and PM outbound service (four trains during each peak). During off-peak periods, the station has flag stop service only (twenty off-peak trains throughout the day). There were 154 average daily inbound boardings at Upham's Corner Station (MBTA Ridership Statistics, 2009), 100% of which accessed the station by walking. There is no service on weekends.

With the addition of four new stations on the Fairmount Line and the MBTA's announcement in July 2013 for schedule changes and a reduction in fares, commuter rail ridership is expected to increase. This has the potential to shift transit riders from MBTA buses that are often near capacity during periods of peak demand. The project goal of improving connections to major crossroads in the Fairmount Station areas will become increasingly important.

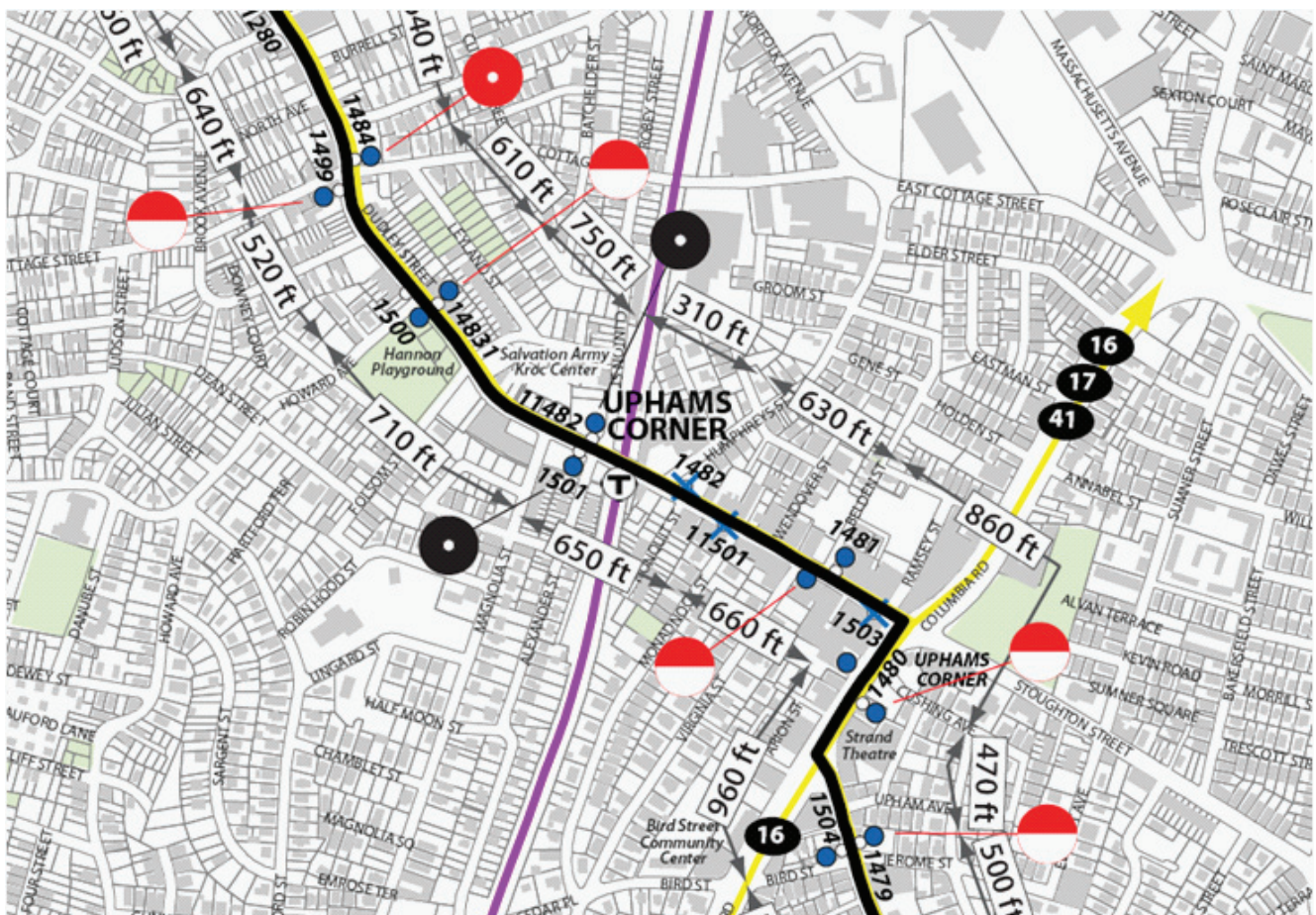
Four MBTA bus routes serve the study area, as depicted in Figure 1.

- Routes 15 and 41 travel along Dudley Street, serving stops adjacent to Upham's Corner Station.
- Routes 15 and 41 connect to the Silver Line at Dudley Station, approximately 10 minutes travel via bus.
- Route 15, one of MBTA's Key Bus Routes with high ridership and frequent headways, provides service between Ruggles Station and Kane Square/Fields Corner.



- Route 41 provides service between Centre and Eliot Streets in Jamaica Plain and JFK/UMass Station for MBTA Red Line and commuter rail service. JFK/UMass Station is approximately 9 minutes away from Upham's Corner.
- Routes 16 and 17 offer less direct access; they travel along Columbia Road, serving stops just north of the intersection of Dudley Street and Columbia Road (inbound and outbound stops approximately 0.25 mile walk from Upham's Corner Station).
- Route 16 provides service between Forest Hills Station and Andrew Station
- Route 17 provides service between Fields Corner and Andrew Station. Route 16 provides service to the South Bay Center, about 9 minutes travel time from Upham's Corner.

Routes 15, 16, and 17 are in service beginning at 5:00 AM on weekdays and 6:30 AM on weekends, and end service at 1:00 AM. Some Route 15 inbound buses begin service as early as 4:00 AM. Route 41 operates on weekdays between 5:00 AM and 9:00 PM, Saturdays from 8:00 AM to 8:00 PM, and Sundays from 10:00 AM to 7:00 PM. Table 1 summarizes headways and average weekday ridership for each route. Route 15 is MBTA's 11th busiest bus route according to average weekday ridership. Based on stop-level rider counts, approximately



one-quarter of Route 15 riders get on or off the bus within the study area.

Route 15 is included in the MBTA's Key Bus Route Improvement Program, a federally funded program intended to improve overall quality of service for riders by reducing trip times; enhancing customer comfort, convenience, and safety; and making the bus service more reliable and cost-effective. Elements of the program include improvements to bus stop locations to provide better spacing and/or bus operation; accessibility enhancements; and bus stop amenities, including shelters, benches, and trash receptacles.

The planning and community involvement phase for Route 15 was completed in summer 2012, and improvements are scheduled for construction by the end of 2013. Figure 3 illustrates planned improvements within the study area, summarized below:

- The inbound and outbound bus stops at Upham's Corner Station, both with existing shelters, will be maintained.

- The inbound (toward Ruggles) stop at Humphreys street is to be removed to improve stop spacing.
- The outbound stops on Dudley Street at Monadnock and at Columbia Road are to be consolidated, with a new stop and shelter at the farside of Virginia Street. This change improves stop spacing and improves bus and general traffic operation at the intersection of Dudley Street and Columbia Road.
- A new outbound stop is proposed on Columbia Road in front of Citizens Bank, to provide a stop within the retail district.

Existing bus transit provides service to a variety of destinations, including connections to the MBTA rapid transit system. Both the inbound and outbound stops served by Routes 15 and 41 on Dudley Street are easily accessible to Upham's Corner Station, within 200 feet. The bus stops on Columbia Road serving Route 16 and 17 are nearly 0.25 mile walk distance from the station, which is the upper limit of a practical connection. How-





ever, the route traverses a highly walkable commercial district which may make it more feasible to some riders. Additionally, the Route 15 or 41 could be used to make the short connection.

Pedestrian Network

The study area is heavily populated with foot traffic, consistent with a mixed use neighborhood district. Sidewalks, crosswalks, and pedestrian traffic controls are the key infrastructure elements of the pedestrian network. The quality and character of these elements vary throughout the study area. Figure 5 illustrates the presence of crosswalks roughly every 200-300 feet throughout the study area, with locations where additional crossings are needed circled.

Sidewalks west of the station are constructed of concrete, approximately nine feet wide, and relatively new. ADA compliant curb ramps are available at all crossings, and crosswalks are provided at each intersection, except across Dudley Street on both the inbound and outbound sides of the rail station. To the east of the station, sidewalks are constructed of concrete up to Monadnock Street and also approximately nine feet wide. Curb ramps are provided, but not all have ADA tactile warning strips. From Monadnock to Columbia Road, sidewalk material is brick and in poor condition at some locations. Sidewalk width is about nine feet, somewhat narrow for the retail land uses and high pedestrian volumes in this corridor. Crosswalks are provided across all side streets, and across Dudley Street at all intersections with the exception of Belden Street.

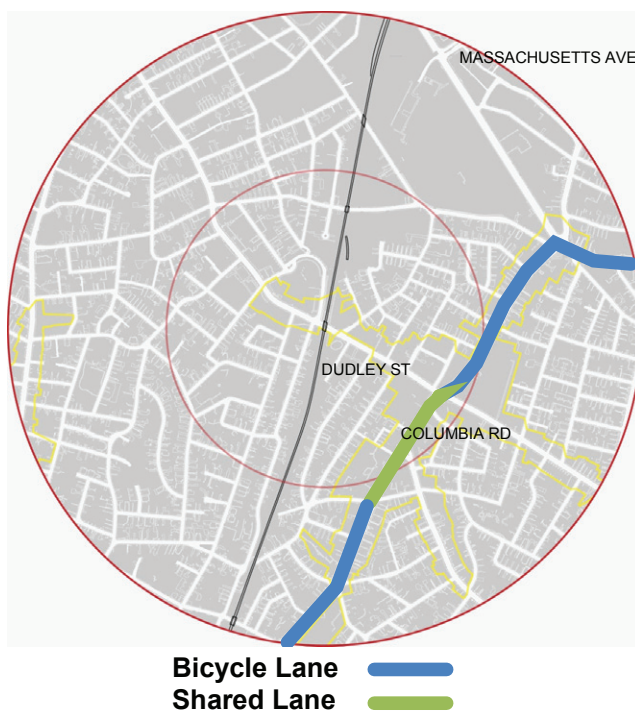
At the intersection of Dudley Street and Columbia Road, a potential conflict exists between pedestrians crossing Columbia Road and vehicles turning right from Dudley Street. Existing signage warns vehicles to yield to pedestrians, and warns pedestrians to watch for turning vehicles. The feasibility of “No Turn On Red” could be explored to improve pedestrian safety and comfort at this intersection.

Accommodations for Cyclists

Bicycles can be observed travelling on Dudley Street and Columbia Road. As shown in Figure 6, bicycle accommodations are not provided on Dudley Street, which has one travel lane in each direction and on-street parking on both sides of the street. Columbia Road has shared lane markings for bicycles in both directions.

Based on observed traffic levels on Dudley Street, some type of bicycle accommodations would be beneficial. However, there is not sufficient curb-to-curb width to provide bicycle lanes without removing some on-street parking. Shared lane markings would contribute to bicycle safety and comfort by indicating to bicycles their advised alignment within the travel lane, and enhancing the awareness of automobile drivers.

There is limited bicycle parking provided at the bus stops nearest to Upham’s Corner and to the station itself. As noted previously, current commuter rail riders accessed the station by walking, indicating that bicycle access



could be facilitated by providing suitable bicycle facilities. A combination of short-term bicycle parking, covered or not, and longer-term secure bicycle parking (i.e. lockers, bicycle cage) would facilitate bicycle access and connections to Upham's Corner Station. In addition, the station is a desirable location for a Hubway station in the future.





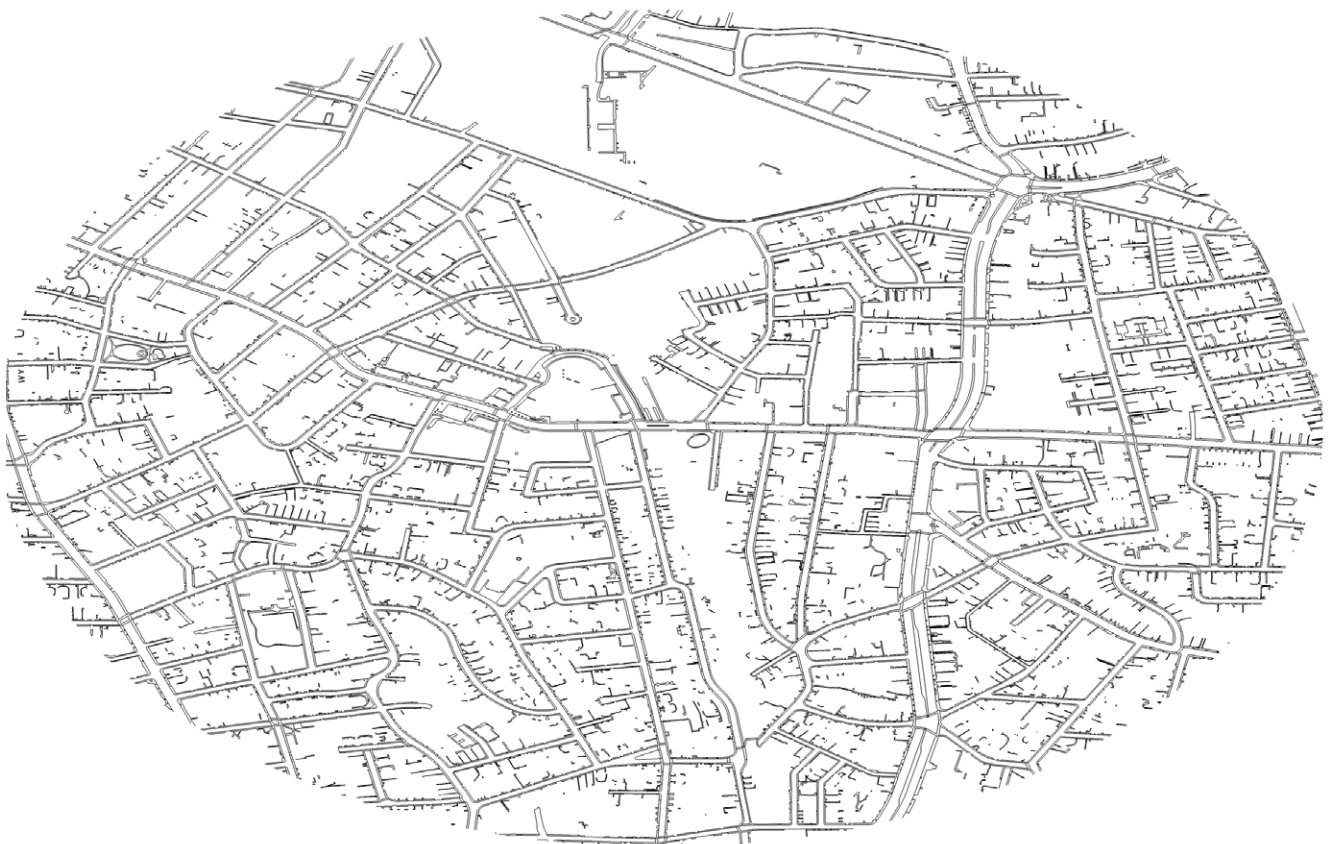
Vehicular Roadway Network

Within the study area, Dudley Street is approximately 38-feet wide (curb-to-curb), carrying two 11-foot travel lanes and 8-foot parking lanes in each direction.

Side streets intersecting Dudley Street within the study area are stop controlled and are generally neighborhood-serving streets. There are no other traffic controls for Dudley Street except for the intersection with Columbia Road. This four-legged intersection is signalized for vehicles and pedestrians. Queuing is observable at the intersection with Columbia Road throughout the day. Average daily traffic (ADT) volume on Columbia Road, north of Dudley Street was 21,200 in 2007 (source: CTPS data). Figure 7 shows vehicle turning movements

at the intersection of Dudley Street and Columbia Road. The high volume of right turns from eastbound Dudley Street suggest that a new exclusive right-turn lane could alleviate the long queues observed forming on Dudley Street eastbound.

The Department of Public Works has initiated a project to improve Columbia Road from Dudley Street to Hancock Street (approximately 600 feet of Columbia Road, including the two intersections). A \$3 million grant has been secured for design and construction. As part of the roadway reconstruction, the project also seeks to enhance bicycle network connections and intends to continue public realm improvements that will be developed on Dudley Street as part of this project.



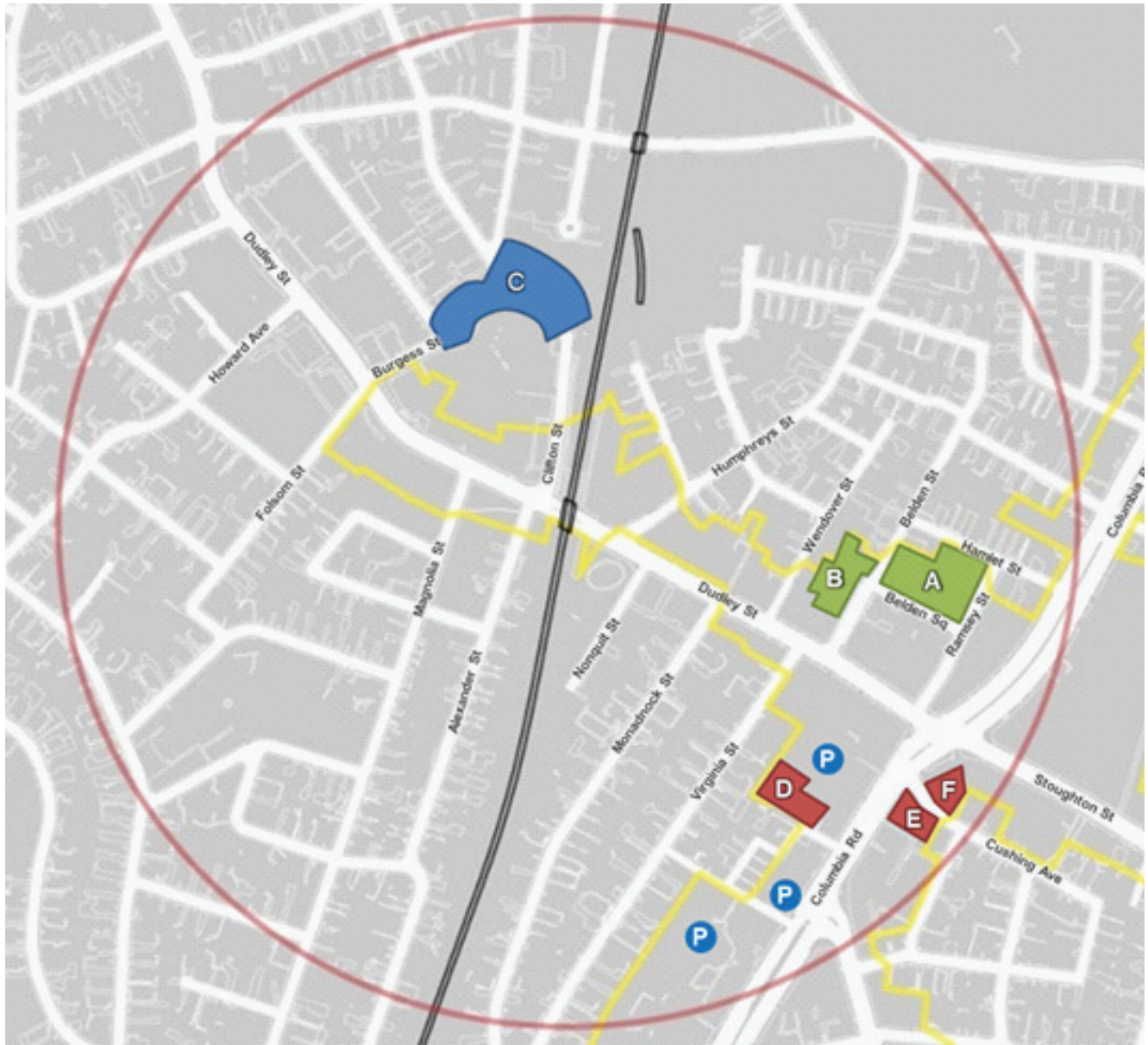


The parking supply within the study area is comprised of off-street public and private lots (Figure 7) and on-street parking along Dudley Street (Figure 8).

There are two off-street public parking lots located north of Dudley Street, accessible from Belden Street. The Salvation Army Kroc Community Center, just to the west of Upham's Corner Station, also has a publicly accessible lot. Nearby on Columbia Road, off-street parking lots exist adjacent to Citizens Bank, Sovereign Bank, and Bank of America.

On-street parking is available on both sides of Dudley Street, with the exception of bus stops. Unmetered parking with two-hour limit is available throughout the commercial corridor from Columbia Road to Monadnock Street. Parking on most side streets is also two-hour limit. From Monadnock Street to Upham's Corner Station, and west to the Kroc Center and the residential areas beyond, parking is unregulated.





Public Off-Street Parking

- A** Belden Square (East) -- free
- B** Belden Street (West) -- free

Private Off-Street Parking

- C** Salvation Army Kroc Center
- D** Citizens Bank
- E** Bank of America
- F** Sovereign Bank
- P** Additional Private Lots

Public Realm

As noted previously, the condition of sidewalks varies within the study area. The presence and condition of street trees and lighting vary as well. A preliminary evaluation of the streetscape conditions has been completed for segments of the study area, and is summarized below.

Howard Ave to Magnolia Street

This section consists of some higher density residential buildings with wide concrete sidewalks accommodating street trees and furniture. Street lights are overhead “cobra” style.



Magnolia Street to Upham's Corner Station

The Salvation Army Kroc Community Center is located on the north side of Dudley Street, while underutilized green space and single-family residential are on the south side. Bus stop shelters exist on both sides of the street, with wide concrete sidewalks in good condition. Pendant-style street lamps are provided adjacent to the Kroc Center, with “cobra head” street lighting across the street.





Upham's Corner Station to Monadnock Street

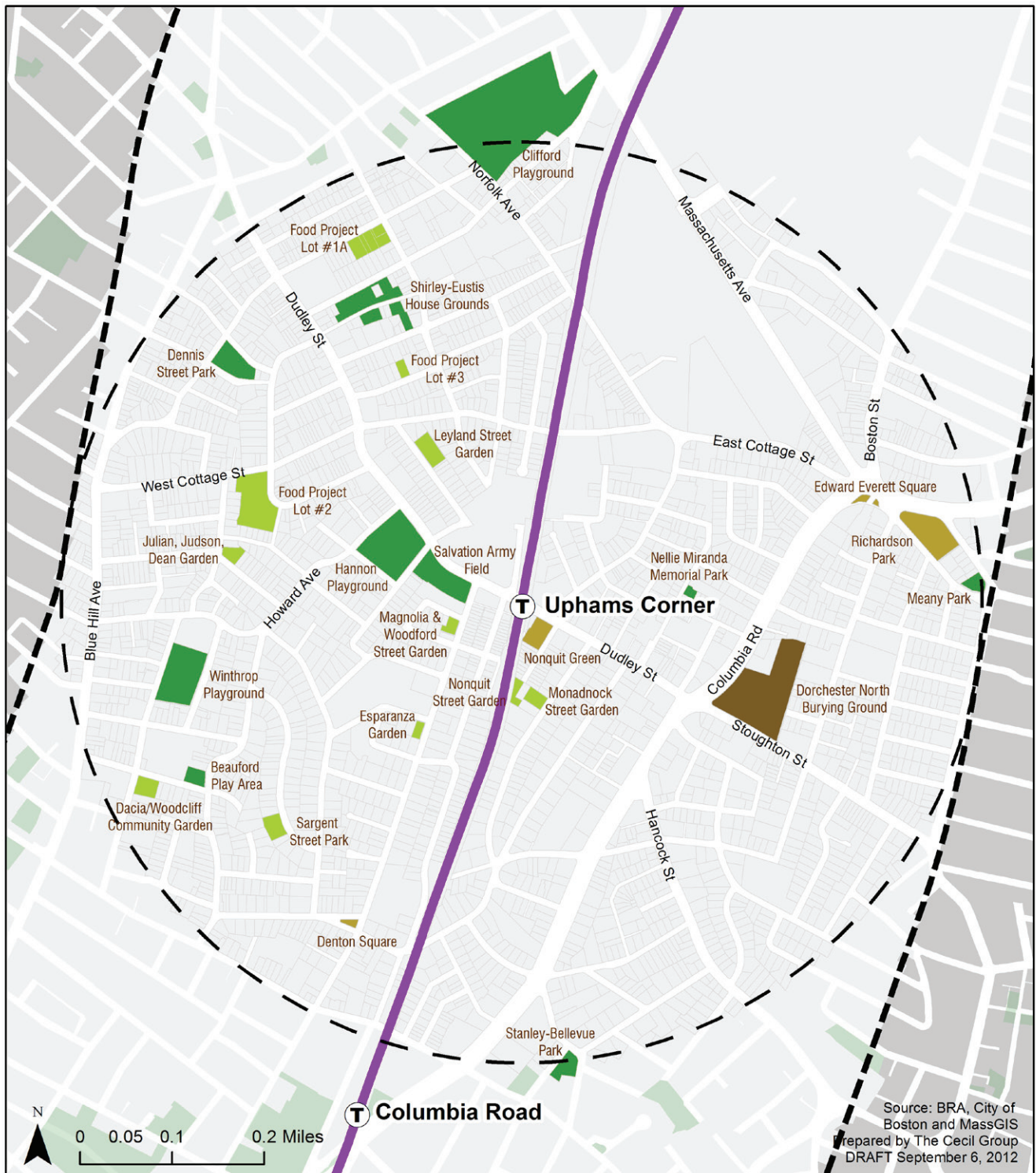
This segment of the study area includes vacant warehouse buildings and concrete barriers on the north side of the street, and apartment buildings on the south side of the street. Streetscape elements include “cobra head” street lighting and concrete sidewalks.



Monadnock Street to Columbia Road

This segment of the study area consists primarily of commercial buildings, with numerous storefronts and restaurants. The brick sidewalks are in poor condition in some places. Street trees exist along both sides of the street, as well as pedestrian scale street lamps.



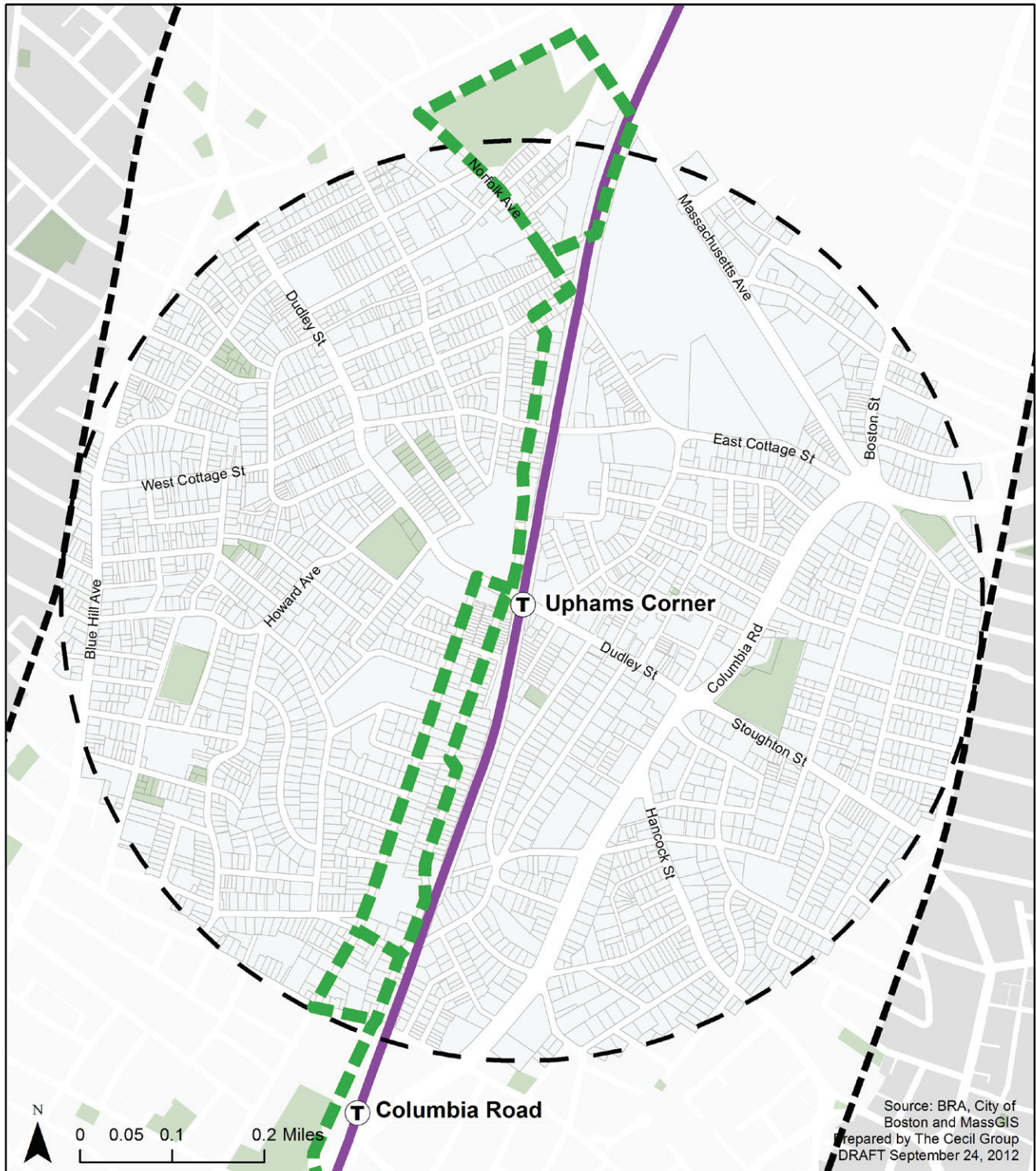


Open Space

By Parcel

- Community Gardens
- Parks, Playgrounds & Fields
- Malls, Squares & Plazas
- Cemeteries & Burying Grounds

- Fairmount Indigo Line
- Half Mile Uphams Corner
- Half Mile Fairmount Corridor



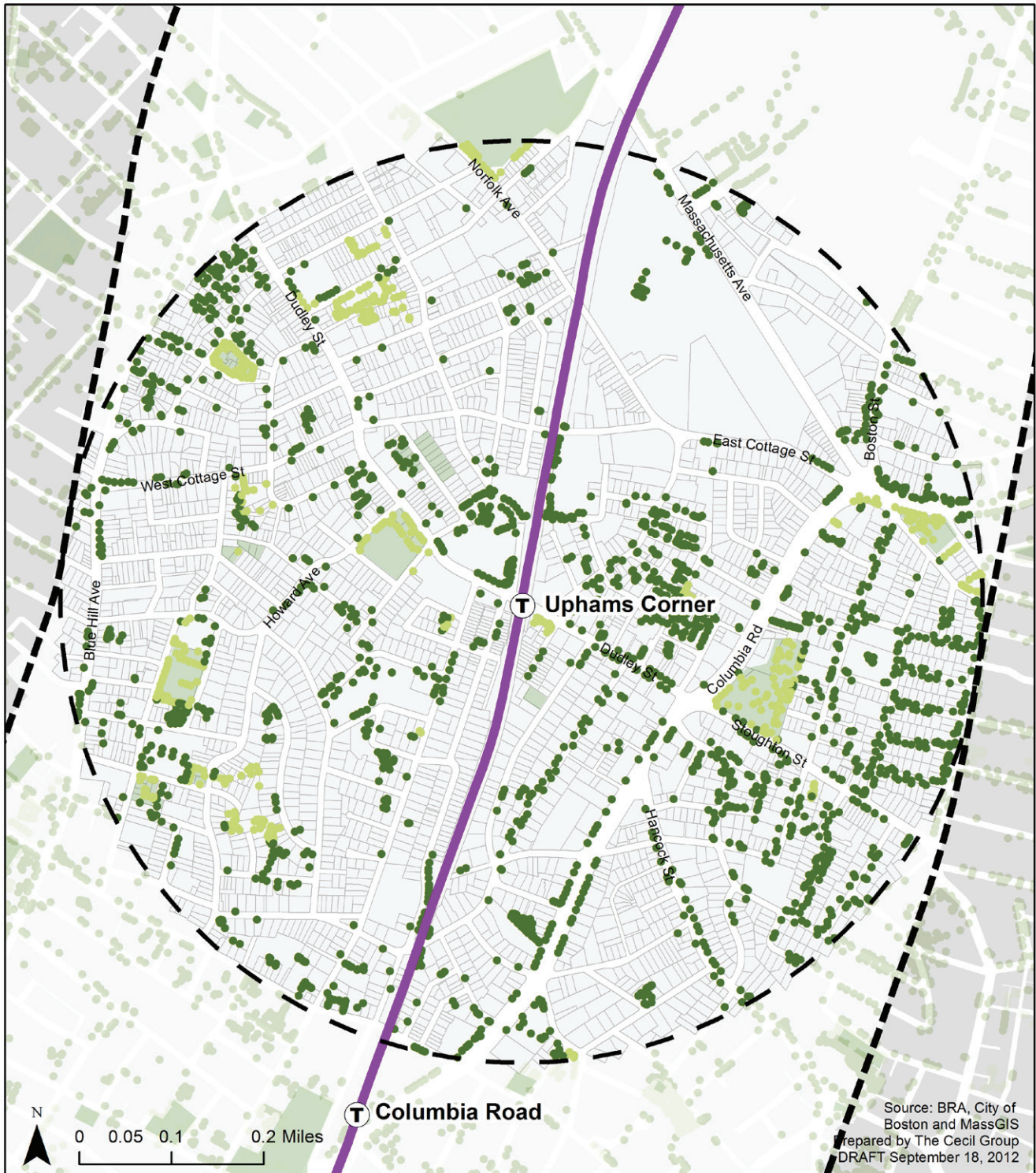
Proposed Fairmount Greenway

Proposed Greenway

Fairmount Indigo Line

Half Mile Uphams Corner

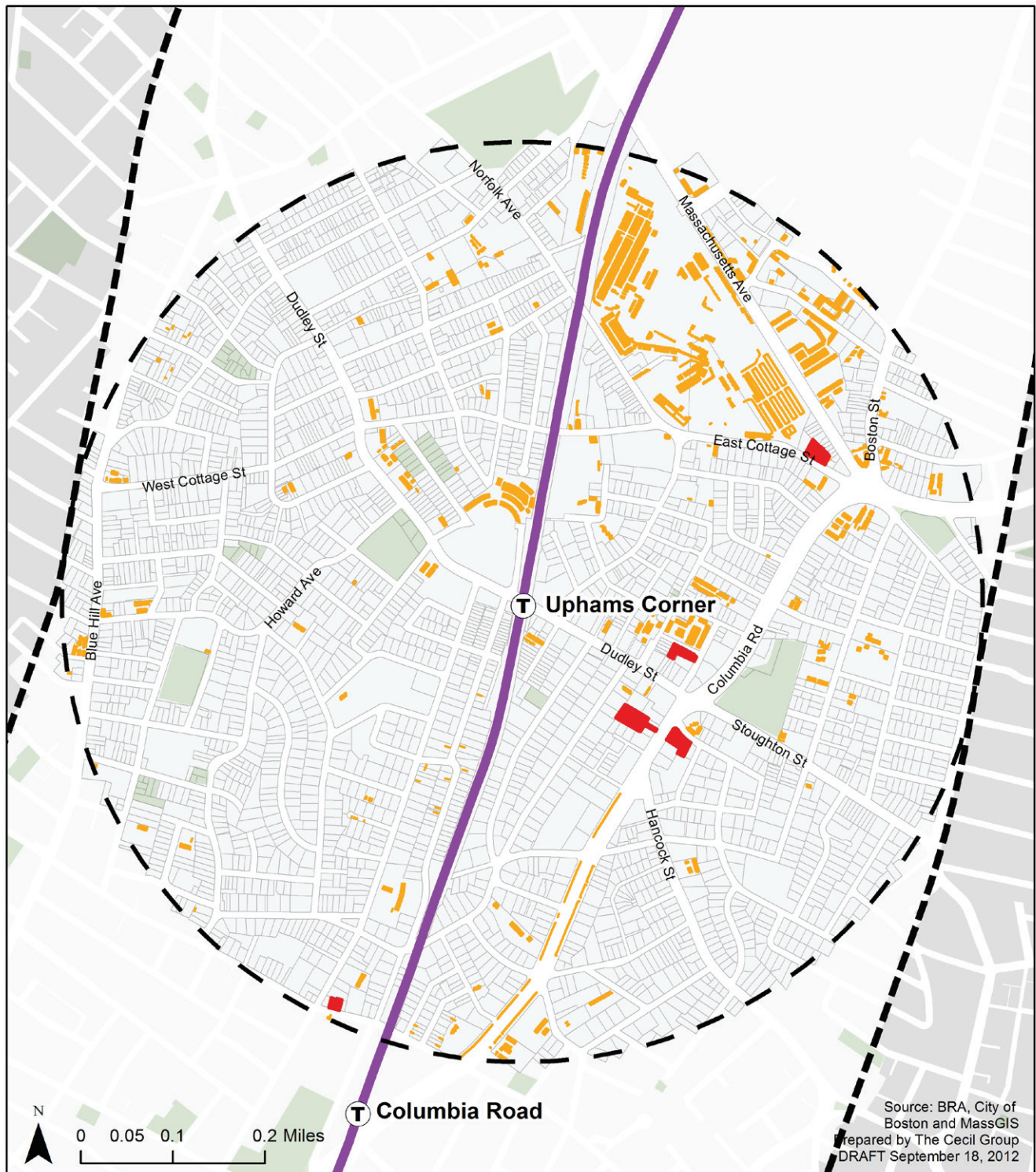
Half Mile Fairmount Corridor



Trees

- Street Tree
- Park Tree

- Fairmount Indigo Line
- Half Mile Uphams Corner
- Half Mile Fairmount Corridor



Parking

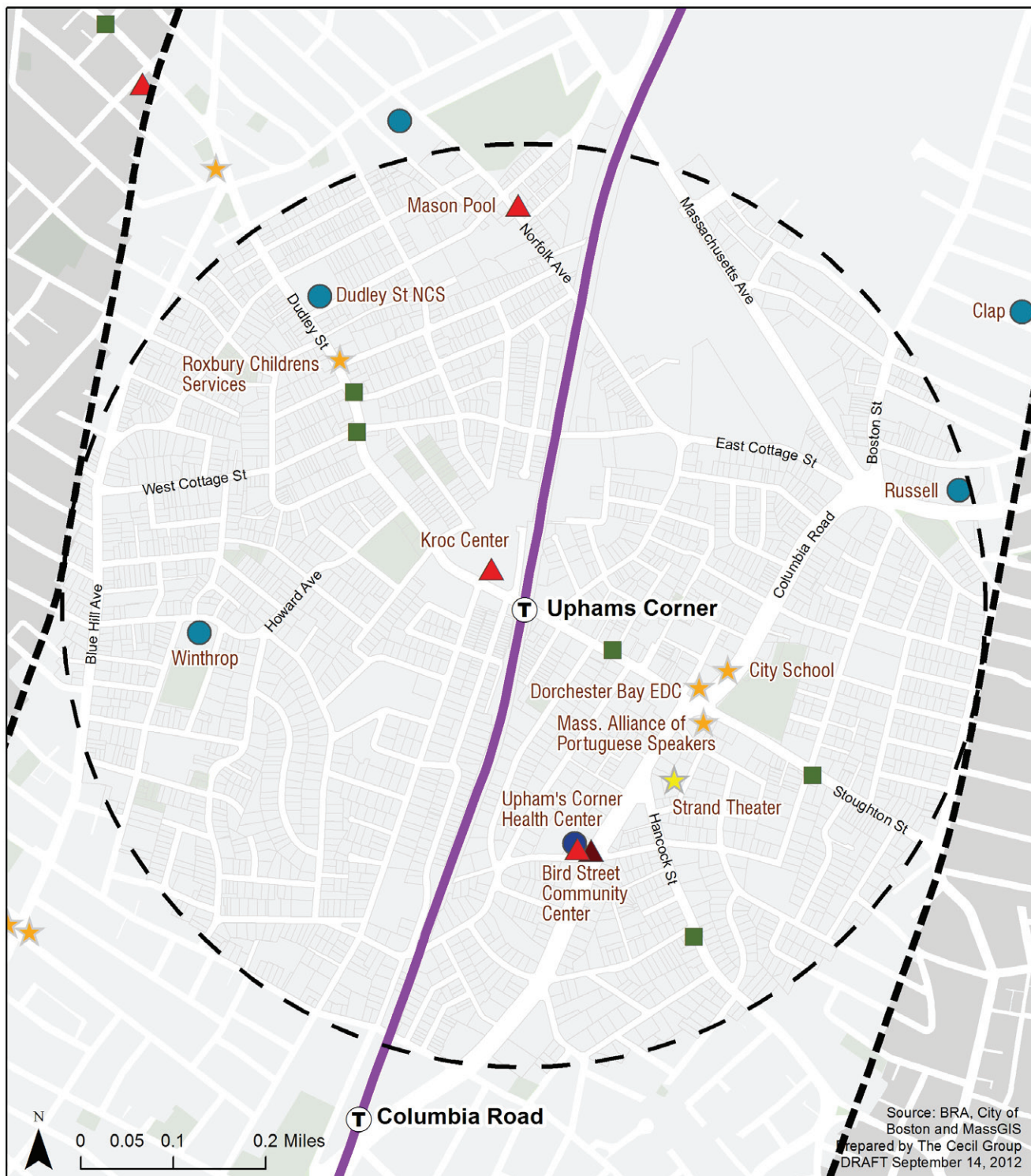
— Parking (pavement marking)

■ Parking Lot or Garage

— Fairmount Indigo Line

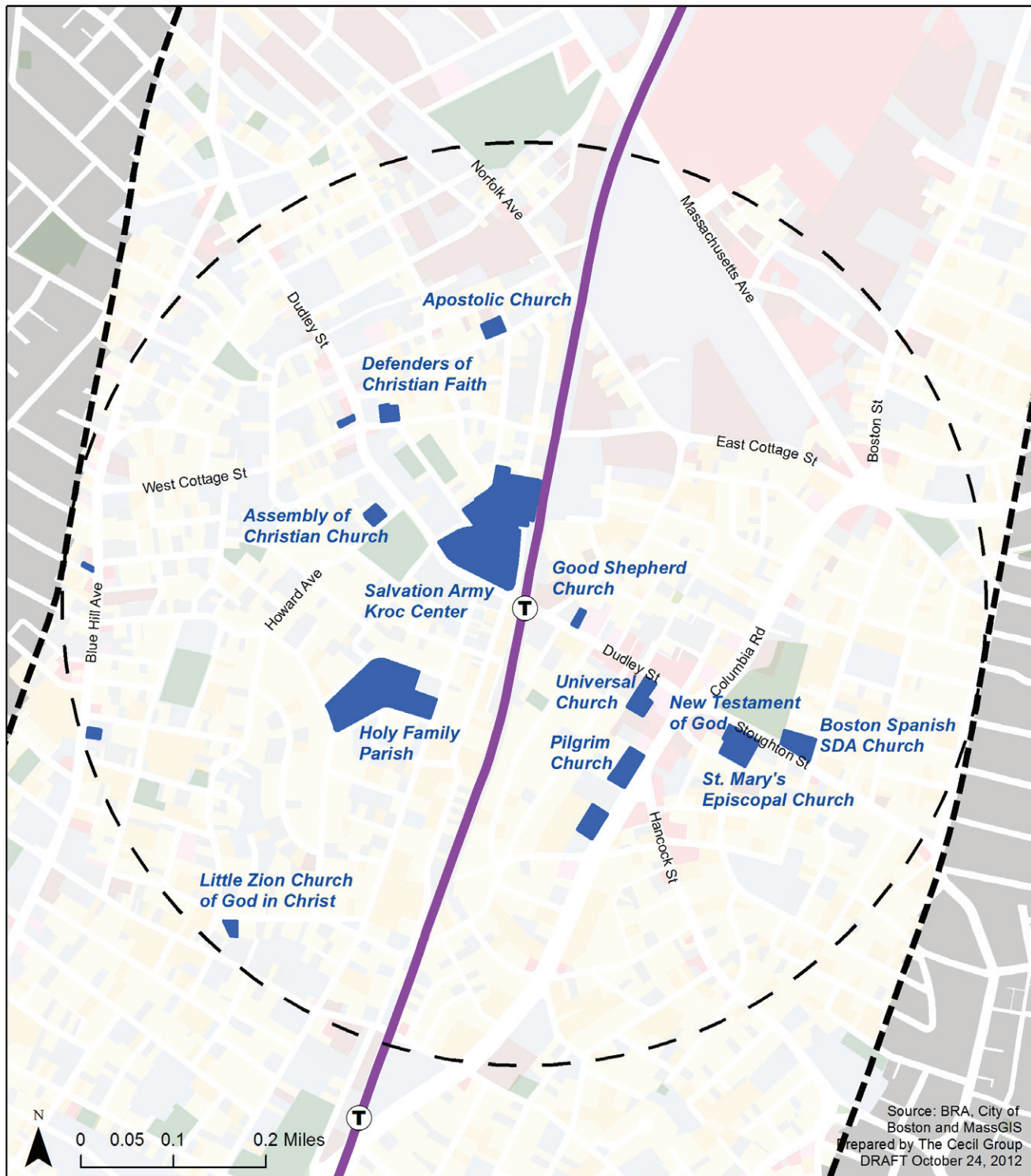
— Half Mile Uphams Corner

— Half Mile Fairmount Corridor



Points of Interest

- ★ Strand Theater
- ★ Community Organizations
- ▲ Community Centers
- ▲ Health Centers
- Grocery Store/Supermarket
- Fairmount Indigo Line
- Half Mile Uphams Corner
- Half Mile Fairmount Corridor
- Public Schools
- Public Libraries



Houses of Worship

By Parcel

- Fairmount Indigo Line
- Half Mile Uphams Corner
- Half Mile Fairmount Corridor

PROFORMA FEASIBILITY TESTS

A conceptual redevelopment proforma was evaluated as part of the feasibility testing of the five sites selected by the Working Advisory Group that represent a critical future redevelopment opportunity for Upham's Corner. In conjunction with financial feasibility the physical redevelopment potential of the sites was tested.

The physical fit studies were performed using digital three-dimensional building models to determine the scale of the building that is feasible on the site. An analysis of the market context helped to establish the development program that would occupy the hypothetical buildings that were designed.

The proforma analysis used the potential development program to test the balance of development costs and revenue on the particular site. All together this feasibility testing helps the community to better understand market conditions and the likelihood of a particular site to redevelop.

The information that follows documents the output of the proforma feasibility tests for the key sites studied. This information is followed by tables that reflect the market conditions of Upham's Corner for the residential, office, light industrial and retail markets.

1 Maxwell Property

65 East Cottage Street

50,000+ SF
Jobs producing uses
100+ Housing units

5-story height
FAR of 1.3



Maxwell Box		Scenario Definition:			Apartment
Feasibility Tests					
Gross Potential Income					
Revenues - Private	Units	RSF	Monthly Rent	Rent/SF	Annual Rent
Apartment	101	80,800	\$1,800	\$2.25	\$2,181,600
Parking Spaces	51		\$0	\$0	\$0
Subtotal	101	80,800		\$27.00	\$2,181,600
GSF		97,349			
Vacancy & Collection Losses				3.0%	(\$65,448)
Effective Gross Income					\$2,116,152
Non-Reimburseable Expenses					
Operating			\$10,000 Per Unit		(\$1,010,000)
Reserves			\$350 Per Unit		(\$35,350)
Other			\$0.00 per RSF		\$0
Subtotal					(\$1,045,350)
Net Operating Income					\$1,070,802
Capitalized Value of Residential On Completion-At Stabilization					
Capitalization Rate			5.00% Overall Rate		\$21,416,040
			Rounded		\$21,400,000
			Per Residential RSF		\$265
			Per Unit		\$211,881
Development Cost					
Land	Based on City Assessment		\$0 Per Land SF		\$0
Demolition	42,269 SF		\$10.00 per GSF		\$400,000
Hard Cost			\$165.00 per GSF		\$16,100,000
Parking			\$15,000 per space		\$800,000
Soft Costs (includes financing, fee etc.)			20% of Hard Cost		\$3,400,000
			Rounded		\$20,700,000
			Per RSF		\$256
			Per Unit		\$204,950
Feasibility Surplus/(Gap)				Rounded	\$716,040
			% Surplus/(Gap)		3.3%

1 Maxwell Property

65 East Cottage Street

50,000+ SF
Jobs producing uses
100+ Housing units

5-story height
FAR of 1.3



Maxwell Box		Scenario Definition:			Light Industrial
Feasibility Tests					
Gross Potential Income					
Revenues - Private	RSF	Rate/SF	Exp. Base	NNN Rent	Annual Rent
Space A	54,000	\$15.00	\$0.00	\$15.00	\$810,000
Space B	0	\$0.00	\$0.00	\$0.00	\$0
Parking	54	\$0.00	\$0.00	\$0.00	\$0
Subtotal	54,054			\$14.99	\$810,000
GSF	60,060	0			
Vacancy & Collection Losses				15.0%	(\$121,500)
Effective Gross Income					\$688,500
Non-Reimburseable Expenses					
Management			3.0% of EGI		(\$20,655)
Reserves			1.0% of EGI		(\$6,885)
Other			\$0.00 per RSF		\$0
Subtotal					(\$27,540)
Net Operating Income					\$660,960
Capitalized Value On Completion-At Stabilization					
Capitalization Rate			8.0% Overall Rate		\$8,262,000
			Rounded		\$8,300,000
			Per RSF		\$154
			Per GSF		\$138
Development Cost					
Net:Gross SF Efficiency			90%		
Land	Based on City Assessment		\$0.00 Per Land SF		\$0
Demolition	42,269 SF		\$10.00 per GSF		\$400,000
Hard Cost			\$100.00 per GSF		\$6,700,000
Parking			\$15,000 per space		\$810,000
Soft Costs (includes financing, fee etc.)			20% of Hard Cost		\$1,300,000
			Rounded		\$9,210,000
			Per RSF		\$170
			Per GSF		\$153
Feasibility Surplus/(Gap)				Rounded	(\$910,000)
			% Surplus/(Gap)		-11.0%

2 Leon Electric Building

Corners of Dudley Street and Humphreys Street

25,000+ SF
Active retail uses
200+ Housing units

10-story height
FAR of 3.9



Leon Electric		Scenario Definition:			Apartment
Feasibility Tests					
Gross Potential Income					
Revenues - Private	Units	RSF	Monthly Rent	Rent/SF	Annual Rent
Apartment	200	160,000	\$1,800	\$2.25	\$4,320,000
Parking Spaces	124		\$0	\$0	\$0
Subtotal	200	160,000		\$27.00	\$4,320,000
GSF		192,771			
Vacancy & Collection Losses				3.0%	(\$129,600)
Effective Gross Income					\$4,190,400
Non-Reimbursable Expenses					
Operating			\$10,000 Per Unit		(\$2,000,000)
Reserves			\$350 Per Unit		(\$70,000)
Other			\$0.00 per RSF		\$0
Subtotal					(\$2,070,000)
Net Operating Income					\$2,120,400
Capitalized Value of Residential On Completion-At Stabilization					
Capitalization Rate			5.00% Overall Rate		\$42,408,000
				Rounded	\$42,400,000
			Per Residential RSF		\$265
			Per Unit		\$212,000
Development Cost					
Land	Based on City Assessment		\$22.23 Per Land SF		\$1,350,000
Demolition	128,814 SF		\$15.00 per GSF		\$1,900,000
Hard Cost			\$185.00 per GSF		\$35,700,000
Parking			\$15,000 per space		\$1,900,000
Soft Costs (includes financing, fee etc.)			20% of Hard Cost		\$7,500,000
				Rounded	\$48,400,000
				Per RSF	\$303
				Per Unit	\$242,000
Feasibility Surplus/(Gap)				Rounded	(\$6,000,000)
			% Surplus/(Gap)		-14.2%

2 Leon Electric Building

Corners of Dudley Street and Humphreys Street

25,000+ SF
Active retail uses
200+ Housing units

10-story height
FAR of 3.9



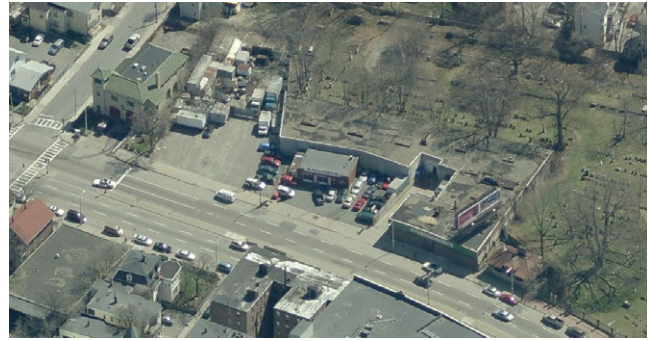
Leon Electric		Scenario Definition:			Office/Retail
Feasibility Tests					
Gross Potential Income					
Revenues - Private	RSF	Rate/SF	Exp. Base	NNN Rent	Annual Rent
Office	14,761	\$15.00	\$0.00	\$15.00	\$221,415
Retail	20,874	\$25.00	\$0.00	\$25.00	\$521,850
Parking	15	\$0.00	\$0.00	\$0.00	\$0
Subtotal	35,635			\$20.86	\$743,265
GSF	39,594	0			
Vacancy & Collection Losses				15.0%	(\$111,490)
Effective Gross Income					\$631,775
Non-Reimburseable Expenses					
Management			3.0% of EGI		(\$18,953)
Reserves			1.0% of EGI		(\$6,318)
Other			\$0.00 per RSF		\$0
Subtotal					(\$25,271)
Net Operating Income					\$606,504
Capitalized Value On Completion-At Stabilization					
Capitalization Rate			8.0% Overall Rate		\$7,581,303
				Rounded	\$7,600,000
				Per RSF	\$213
				Per GSF	\$192
Development Cost					
Net:Gross SF Efficiency			90%		
Land	Based on City Assessment		\$2.47 Per Land SF		\$150,000
Demolition	14,313 SF		\$15.00 per GSF		\$200,000
Hard Cost			\$120.00 per GSF		\$5,300,000
Parking			\$2,500 per space		\$37,500
Soft Costs (includes financing, fee etc.)			20% of Hard Cost		\$1,100,000
				Rounded	\$6,787,500
				Per RSF	\$190
				Per GSF	\$171
Feasibility Surplus/(Gap)				Rounded	\$812,500
			% Surplus/(Gap)		10.7%

3 ATCO Supply Parcels

Columbia Rd Adjacent to North Burying Ground

11,000+ SF
Active retail uses
80+ Housing units

5-story height
FAR of 2.3



ATCO Supply		Scenario Definition:			Apartment
Feasibility Tests					
Gross Potential Income					
Revenues - Private	Units	RSF	Monthly Rent	Rent/SF	Annual Rent
Apartment	83	66,400	\$1,800	\$2.25	\$1,792,800
Parking Spaces	51		\$0	\$0	\$0
Subtotal	83	66,400		\$27.00	\$1,792,800
GSF		80,000			
Vacancy & Collection Losses				3.0%	(\$53,784)
Effective Gross Income					\$1,739,016
Non-Reimbursable Expenses					
Operating			\$10,000 Per Unit		(\$830,000)
Reserves			\$350 Per Unit		(\$29,050)
Other			\$0.00 per RSF		\$0
Subtotal					(\$859,050)
Net Operating Income					\$879,966
Capitalized Value of Residential On Completion-At Stabilization					
Capitalization Rate			5.00% Overall Rate		\$17,599,320
				Rounded	\$17,600,000
			Per Residential RSF		\$265
			Per Unit		\$212,048
Development Cost					
Land	Based on City Assessment		\$13.92 Per Land SF		\$845,458
Demolition	20,779 SF		\$10.00 per GSF		\$200,000
Hard Cost			\$165.00 per GSF		\$13,200,000
Parking			\$2,500 per space		\$100,000
Soft Costs (includes financing, fee etc.)			20% of Hard Cost		\$2,700,000
				Rounded	\$17,000,000
				Per RSF	\$256
				Per Unit	\$204,819
Feasibility Surplus/(Gap)				Rounded	\$600,000
			% Surplus/(Gap)		3.4%

4 Upham's Center Parcels

Columbia Road and Cushing Avenue Corners

14,000+ SF

Active retail uses

40+ Housing units

5-story height

FAR of 2.6



Upham's Center Feasibility Tests

Scenario Definition:

Apartment

Gross Potential Income

Revenues - Private	Units	RSF	Monthly Rent	Rent/SF	Annual Rent
Apartment	40	32,000	\$1,800	\$2.25	\$864,000
Parking Spaces	31		\$0	\$0	\$0
Subtotal	40	32,000		\$27.00	\$864,000
GSF		38,554			

Vacancy & Collection Losses

3.0% (\$25,920)

Effective Gross Income

\$838,080

Non-Reimbursable Expenses

Operating	\$10,000 Per Unit	(\$400,000)
Reserves	\$350 Per Unit	(\$14,000)
Other	\$0.00 per RSF	\$0
Subtotal		(\$414,000)

Net Operating Income

\$424,080

Capitalized Value of Residential On Completion-At Stabilization

Capitalization Rate	5.00% Overall Rate	\$8,481,600
	Rounded	\$8,500,000
	Per Residential RSF	\$266
	Per Unit	\$212,500

Development Cost

Land	Based on City Assessment	\$49.04 Per Land SF	\$541,089
Demolition	5,416 SF	\$10.00 per GSF	\$100,000
Hard Cost		\$165.00 per GSF	\$6,400,000
Parking		\$15,000 per space	\$500,000
Soft Costs (includes financing, fee etc.)		20% of Hard Cost	\$1,400,000
		Rounded	\$8,900,000
		Per RSF	\$278
		Per Unit	\$222,500

Feasibility Surplus/(Gap)

Rounded (\$400,000)
% Surplus/(Gap) -4.7%

4 Upham's Center Parcels

Columbia Road and Cushing Avenue Corners

14,000+ SF
Active retail uses
40+ Housing units

5-story height
FAR of 2.6



Upham's Center Feasibility Tests		Scenario Definition:		Office/Retail	
Gross Potential Income					
Revenues - Private	RSF	Rate/SF	Exp. Base	NNN Rent	Annual Rent
Office	7,623	\$20.00	\$0.00	\$20.00	\$152,460
Retail	6,791	\$35.00	\$0.00	\$35.00	\$237,685
Parking	31	\$0.00	\$0.00	\$0.00	\$0
Subtotal	14,414			\$27.07	\$390,145
GSF	15,173				
Vacancy & Collection Losses				15.0%	(\$58,522)
Effective Gross Income					\$331,623
Non-Reimburseable Expenses					
Management			3.0% of EGI		(\$9,949)
Reserves			1.0% of EGI		(\$3,316)
Other			\$0.00 per RSF		\$0
Subtotal					(\$13,265)
Net Operating Income					\$318,358
Capitalized Value On Completion-At Stabilization					
Capitalization Rate			7.0% Overall Rate		\$4,547,976
				Rounded	\$4,500,000
				Per RSF	\$312
				Per GSF	\$297
Development Cost					
Net:Gross SF Efficiency			95%		
Land	Based on City Assessment		\$49.04 Per Land SF		\$541,089
Demolition	14,313 SF		\$15.00 per GSF		\$200,000
Hard Cost			\$165.00 per GSF		\$2,600,000
Parking			\$2,500 per space		\$77,500
Soft Costs (includes financing, fee etc.)			20% of Hard Cost		\$500,000
				Rounded	\$3,918,589
				Per RSF	\$272
				Per GSF	\$258
Feasibility Surplus/(Gap)				Rounded	\$581,412
			% Surplus/(Gap)		12.9%

Residential Market Background

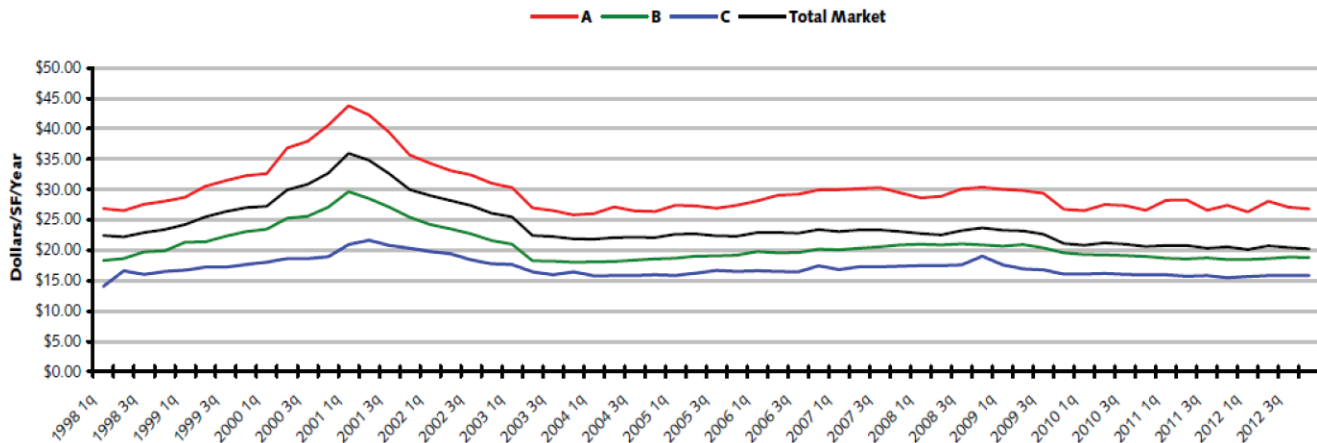
Year	Qtr	Inventory SF/Units	Completions	Inventory Growth%	Vacant Stock	Vacancy Rate	Vacancy Change(BPS)	Occupied Stock	Net Absorption	Asking Rent	Ask Rent % Chg
2007	Y	13,447	112	0.8%	511	3.8%	-170	12,936	334	\$1,459	- 1.1%
2008	Y	13,507	60	0.4%	500	3.7%	-10	13,007	71	\$1,554	6.5%
2009	Y	13,776	269	2.0%	854	6.2%	250	12,922	-85	\$1,489	- 4.2%
2010	4	13,875	48	0.3%	666	4.8%	-50	13,209	115	\$1,542	- 0.2%
2010	Y	13,875	99	0.7%	666	4.8%	-140	13,209	287	\$1,542	3.6%
2011	1	13,875	0	0.0%	638	4.6%	-20	13,237	28	\$1,547	0.3%
2011	2	13,875	0	0.0%	587	4.2%	-40	13,288	51	\$1,560	0.8%
2011	3	13,875	0	0.0%	541	3.9%	-30	13,334	46	\$1,566	0.4%
2011	4	13,875	0	0.0%	458	3.3%	-60	13,417	83	\$1,577	0.7%
2011	Y	13,875	0	0.0%	458	3.3%	-150	13,417	208	\$1,577	2.3%
2012	1	13,914	39	0.3%	431	3.1%	-20	13,483	66	\$1,580	0.2%
2012	2	13,914	0	0.0%	417	3.0%	-10	13,497	14	\$1,595	1.0%
2012	3	13,914	0	0.0%	417	3.0%	0	13,497	0	\$1,610	0.9%
2012	Y	13,962	87	0.3%	423	3.0%	0	13,539	122	\$1,620	2.7%
2013	Y	14,223	261	1.9%	434	3.1%	0	13,789	250	\$1,683	3.9%
2014	Y	14,884	661	4.6%	476	3.2%	20	14,408	619	\$1,768	5.0%
2015	Y	15,005	121	0.8%	453	3.0%	-20	14,552	144	\$1,826	3.3%
2016	Y	15,150	145	1.0%	406	2.7%	-30	14,744	192	\$1,872	2.5%

Retail Market Background

Period	Existing Inventory		Vacancy		Net Absorption	Delivered Inventory		UC Inventory		Quoted Rates
	# Bldgs	Total RBA	Vacant SF	Vacancy %		# Bldgs	Total RBA	# Bldgs	Total RBA	
2012 4q	2,440	28,381,149	644,696	2.3%	56,512	1	33,000	4	172,017	\$25.00
2012 3q	2,439	28,348,149	668,208	2.4%	35,468	0	0	5	205,017	\$24.60
2012 2q	2,439	28,348,149	703,676	2.5%	(8,101)	0	0	2	50,000	\$25.67
2012 1q	2,439	28,348,149	695,575	2.5%	144,616	1	4,373	2	50,000	\$19.33
2011 4q	2,438	28,343,776	835,818	2.9%	479	0	0	2	37,373	\$19.75
2011 3q	2,440	28,360,927	853,448	3.0%	13,200	0	0	1	4,373	\$22.40
2011 2q	2,441	28,367,941	873,662	3.1%	159,033	3	41,000	0	0	\$21.49
2011 1q	2,440	28,334,486	999,240	3.5%	91,909	1	2,905	3	41,000	\$22.42
2010 4q	2,440	28,334,490	1,091,153	3.9%	154,801	1	46,400	4	43,905	\$22.85
2010 3q	2,440	28,304,560	1,216,024	4.3%	(29,566)	1	2,200	4	80,305	\$23.77
2010 2q	2,439	28,302,360	1,184,258	4.2%	60,478	2	125,700	3	74,600	\$23.69
2010 1q	2,437	28,176,660	1,119,036	4.0%	74,373	1	5,731	5	200,300	\$23.92
2009 4q	2,437	28,175,801	1,192,550	4.2%	50,032	0	0	4	133,631	\$24.00
2009 3q	2,437	28,175,801	1,242,582	4.4%	35,008	1	16,105	3	131,431	\$23.76
2009 2q	2,437	28,164,808	1,266,597	4.5%	8,217	1	14,700	1	16,105	\$22.72
2009 1q	2,436	28,150,108	1,260,114	4.5%	(74,840)	2	46,426	2	30,805	\$22.23

Office Market Background - Historical Rental Rates

Based on Full-Service Equivalent Rental Rates



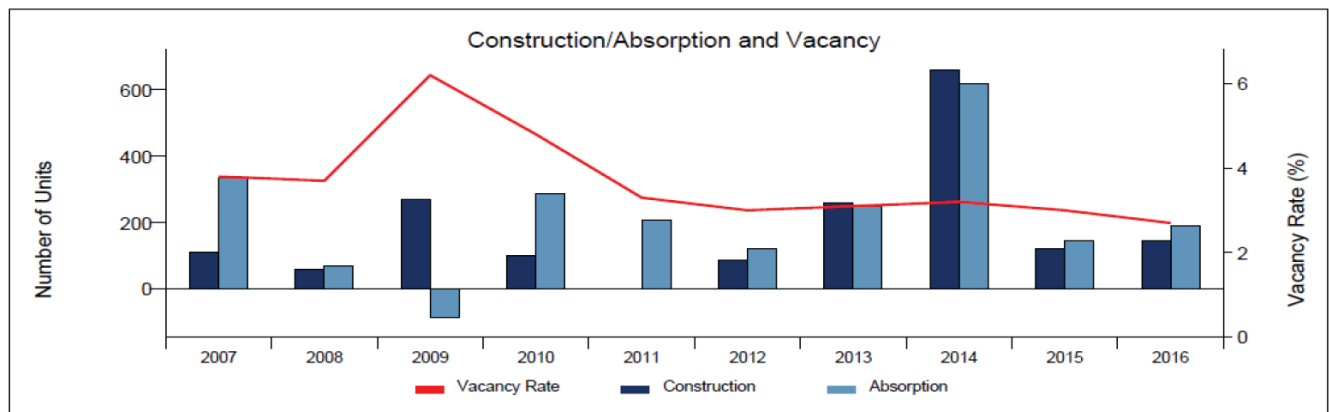
Light Industrial Market Background

Period	Existing Inventory		Vacancy		Net Absorption	Delivered Inventory		UC Inventory		Quoted Rates
	# Bldgs	Total RBA	Vacant SF	Vacancy %		# Bldgs	Total RBA	# Bldgs	Total RBA	
2012 4q	749	28,431,214	3,271,348	11.5%	185,745	0	0	0	0	\$8.66
2012 3q	750	28,446,214	3,472,093	12.2%	(129,750)	0	0	0	0	\$8.96
2012 2q	750	28,446,214	3,342,343	11.7%	15,305	0	0	0	0	\$9.23
2012 1q	750	28,446,214	3,357,648	11.8%	(184,067)	0	0	0	0	\$9.14
2011 4q	751	28,547,464	3,274,831	11.5%	169,360	0	0	0	0	\$8.97
2011 3q	754	28,726,884	3,623,611	12.6%	(439,404)	0	0	0	0	\$9.41
2011 2q	755	28,803,276	3,260,599	11.3%	(40,618)	0	0	0	0	\$9.49
2011 1q	755	28,803,276	3,219,981	11.2%	181,381	1	10,225	0	0	\$9.32
2010 4q	754	28,793,051	3,391,137	11.8%	(42,585)	0	0	1	10,225	\$9.51
2010 3q	755	28,907,249	3,462,750	12.0%	223,307	0	0	1	10,225	\$8.72
2010 2q	755	28,907,249	3,686,057	12.8%	(16,868)	0	0	0	0	\$8.78
2010 1q	755	28,907,249	3,669,189	12.7%	(54,698)	0	0	0	0	\$8.92
2009 4q	755	28,907,249	3,614,491	12.5%	53,698	0	0	0	0	\$8.70
2009 3q	755	28,907,249	3,668,189	12.7%	188,779	0	0	0	0	\$8.89
2009 2q	755	28,907,249	3,856,968	13.3%	(187,293)	0	0	0	0	\$9.06
2009 1q	755	28,907,249	3,669,675	12.7%	(260,488)	0	0	0	0	\$8.95

Upham's Corner Residential Positioning

Current Submarket Average Rents and Sizes				Asking Rent Growth					
	3Q 2012			Quarterly			Annualized		
	Rent	Avg. SF	Avg. Rent PSF	3Q12	2Q12	YTD	1 Year	3 Year	5 Year
Studio/Efficiency	\$1,003	440	\$ 2.28	0.7%	0.2%	0.6%	1.8%	1.7%	2.7%
One Bedroom	\$1,449	722	\$ 2.01	0.4%	2.1%	2.2%	3.2%	1.4%	1.6%
Two Bedroom	\$1,763	968	\$ 1.82	1.0%	0.3%	1.7%	1.4%	0.0%	1.1%
Three Bedroom	\$2,402	1193	\$ 2.01	3.4%	1.7%	6.3%	7.0%	- 0.4%	1.5%
Average over period ending:				09/30/12	06/30/12	09/30/12	12/31/11	12/31/11	12/31/11

Upham's Corner Residential Positioning



Upham's Corner and Newmarket Commercial and Industrial Positioning

Face Rent Analysis Report

	# Spaces	DIRECT SPACES			# Spaces	SUBLET SPACES			TOTAL Avg
		Min	Avg	Max		Min	Avg	Max	
Flex									
Full Service Gross	1	\$17.60	\$17.60	\$17.60	0	-	-	-	\$17.60
Negotiable	1	-	-	-	0	-	-	-	-
Triple Net	0	-	-	-	1	\$13.00	\$13.00	\$13.00	\$13.00
Off/Ret									
Full Service Gross	1	\$14.22	\$14.22	\$14.22	0	-	-	-	\$14.22
Modified Gross	1	\$14.12	\$14.12	\$14.12	0	-	-	-	\$14.12
Negotiable	2	-	-	-	0	-	-	-	-
Plus All Utilities	1	\$11.69	\$11.69	\$11.69	0	-	-	-	\$11.69
Triple Net	7	\$7.00	\$9.74	\$19.00	0	-	-	-	\$9.74
Office									
Full Service Gross	1	\$14.22	\$14.22	\$14.22	0	-	-	-	\$14.22
Modified Gross	5	\$18.00	\$26.00	\$30.00	0	-	-	-	\$26.00
Negotiable	9	-	-	-	0	-	-	-	-
Plus All Utilities	10	\$15.00	\$15.46	\$18.00	0	-	-	-	\$15.46
Plus Electric	1	\$18.00	\$18.00	\$18.00	0	-	-	-	\$18.00
Triple Net	15	\$5.00	\$10.70	\$13.50	0	-	-	-	\$10.70
Retail									
Full Service Gross	2	\$25.00	\$27.50	\$30.00	0	-	-	-	\$27.50
Modified Gross	2	\$14.11	\$21.70	\$33.84	0	-	-	-	\$21.70
Negotiable	16	-	-	-	0	-	-	-	-
TBD	2	-	-	-	0	-	-	-	-
Triple Net	22	\$5.29	\$15.49	\$35.00	0	-	-	-	\$15.49
Warehse									
Full Service Gross	1	\$5.00	\$5.00	\$5.00	0	-	-	-	\$5.00
Modified Gross	3	\$9.00	\$10.33	\$14.40	0	-	-	-	\$10.33
Negotiable	9	-	-	-	0	-	-	-	-
Triple Net	34	\$7.95	\$10.01	\$17.76	2	\$8.50	\$9.70	\$11.00	\$10.00

SUSTAINABILITY FRAMEWORK FOR STATION AREA PLANNING

The concept of sustainability describes a condition where human consumption of natural resources is in balance with Nature's ability to replenish them. Sustainability planning aims to achieve the greatest good for all segments of our population, to protect the health of the environment, and to assure future generations the resources they will need to survive and progress.

Physical, social and economic patterns of human development are affecting sustainability at all levels and expanding the gap between human consumption of resources and Earth's capacity to supply those resources and reabsorb resulting waste. Sustainable planning guides development towards holistic and inclusive approaches. Our approach to sustainable design is based on the "three-legged stool": an understanding that each of the three legs – community, economy and environment – is of equal importance to support a healthy, sustainable community. In this way, the concept of sustainable development becomes an overarching framework to guide the planning process toward a holistic and inclusive view of the community; both the natural and human processes. The goals and attainable benefits to this approach are reduced environmental impacts, better health for residents, and greater economic opportunities.

The sustainability framework described below aims to operationalize these principles into guidelines and implementation actions for Fairmount Indigo station-area planning.

1 SUSTAINABILITY PROGRAMS, POLICIES, FRAMEWORKS

The Fairmount Indigo project occurs within the context of existing programs, policies and guidelines in the Boston region, as well as national frameworks and initiatives for sustainability. The Sustainability Framework synthesizes these existing programs, along with community values and priorities, into a planning guide that aims to achieve consistency with and satisfy multiple objectives of local, regional and national policies and programs.

LEED for Neighborhood Development (LEED-ND) serves as the foundation for the Sustainability Framework. The City of Boston requires all new construction over 50,000 SF to be designed and built to meet the LEED certifiable level, and all multiple-building developments to meet the LEED-ND certifiable level (Article 37 – Green Building Regulations of the Boston Zoning Code). Administered by the U.S. Green Building Council, LEED-ND provides a rating system that integrates the principles of smart growth, new urbanism, and green building into a national standard for neighborhood design. LEED-ND guidelines promote environmentally responsible buildings and infrastructure, mixed-use development, walkable streets, and open space.

To customize LEED-ND to the local context, several other programs were considered in creating this framework, including:

- Boston Complete Streets
- Boston Parks and Recreation Department Sustainable Design Guidelines
- Boston Water and Sewer Commission Stormwater BMP Guidance Document
- Boston Harbor Association "Preparing for a Rising Tide"
- A Climate of Progress: City of Boston Climate Action Plan Update 2011
- Massachusetts Climate Change Adaptation Report
- Fairmount Greenway Concept Plan

2 GOALS AND OBJECTIVES

The Sustainability Framework is informed by goals and objectives that are expressed – explicitly or implied – in the documents mentioned above. Table 1 summarizes the goals and objectives for station-area redevelopment and future growth.



TABLE 1

Table 1. Sustainability Goals and Objectives		
Category	Goal	Objective
Water	Restore pre-development hydrology	<ul style="list-style-type: none"> Design for water efficiency in plumbing fixtures, landscaping, and operations. Recycle graywater and rainwater on site Minimize impervious cover Utilize green stormwater infrastructure to slow, cleanse and infiltrate rainwater where it falls
Energy	Promote clean, renewable energy	<ul style="list-style-type: none"> Design structures and operations for energy efficiency Generate renewable energy on site Minimize embodied energy of materials Utilize vegetation and solar-reflective surfaces to reduce urban heat island and building heating/cooling energy needs Orient buildings to maximize passive and active solar access
Climate	Minimize greenhouse gas emissions	<ul style="list-style-type: none"> Utilize fuels with lower carbon footprint Choose locally sourced materials with lower carbon footprint
	Foster resilience to climate change	<ul style="list-style-type: none"> Utilize design standards that account for projected changes in sea level, precipitation, and temperature Adopt climate adaptation strategies
Ecology	Support healthy soil, plant, and wildlife ecosystems	<ul style="list-style-type: none"> Specify native vegetation in landscape design Control invasive and nuisance species Preserve existing mature trees Preserve and create open (undeveloped) space Minimize soil disturbance by using a phased approach to landscape construction, where one area will be begun and completed prior to starting the next site Protect and restore wetlands
Community	Foster environmental stewardship in the community	<ul style="list-style-type: none"> Engage community members in planning and design Include public access, interpretive signage, and educational programming Reflect community identity and values in design
	Create community amenities	<ul style="list-style-type: none"> Design stormwater features to provide landscape amenities Preserve and create open space with public access, recreational facilities, and ongoing maintenance and security
	Reduce burdens of legacy contaminants and ongoing pollution in the community	<ul style="list-style-type: none"> Remediate brownfields Reduce vehicular traffic Install noise damping facilities Limit light trespass
	Enhance access and connectivity	<ul style="list-style-type: none"> Create accessible pedestrian and bike routes connecting stations, neighborhoods, open spaces, and commercial centers Repair and upgrade existing pedestrian and bike corridors and facilities Provide secure and covered bicycle storage Design compact, mixed-use, walkable neighborhoods
	Expand access to and awareness of healthy, local food systems	<ul style="list-style-type: none"> Dedicate space for urban agriculture and farmers markets Locate markets and CSA drop-offs in central, visible, accessible places Enhance/create signage for local farmers markets, community gardens, urban farms
	Ensure fairness in the distribution of project costs and benefits	<ul style="list-style-type: none"> Involve environmental justice community in planning and design
Economy	Encourage growth of sustainable businesses	<ul style="list-style-type: none"> Create “green business” incubators Co-locate businesses that can share resources (i.e. eco-industrial facility) Incentivize businesses to adopt sustainable practices (green building, bike-to-work facilities, energy conservation, etc.)
	Improve access to jobs and services by foot, bike or public transit.	<ul style="list-style-type: none"> Promote infill
	Increase waste diversion among area businesses	<ul style="list-style-type: none"> Composting Recycling

3 BEST PRACTICES

The goals and objectives summarized above can be achieved by implementing a set of best practices, as described in the following sections. Under each broad category below, specific best practices are detailed in relation to station site design, neighborhood planning, and station-community connectivity. Overarching themes for each of these planning areas are as follows:

Green and Efficient Stations: Develop neighborhood specific, green, energy efficient stations that are safe, well managed and maintained and that elicit a sense of ownership from the community.

Healthy and Integrated Neighborhoods: Create community driven sustainable neighborhood development with a compact, walkable environment created with environmentally-friendly infrastructure and community connectivity to open space and healthy food systems.

Green Connections: Create a system of accessible pedestrian and bike friendly corridors connecting the neighborhood to the green and efficient stations and reinforce a sense of community and stewardship.

3.1 Green Stormwater Infrastructure

Green stormwater facilities capture, cleanse, and infiltrate rainwater where it falls, mimicking natural hydrologic conditions with small-scale facilities distributed throughout the drainage basin. Typical green stormwater facilities include rain gardens, vegetated swales, permeable pavement, green roofs, street trees, and stormwater wetlands. These facilities can be designed to infiltrate into underlying soils, discharge to the storm sewers, and/or provide treated rainwater for on-site storage and reuse.

Green stormwater infrastructure meets multiple sustainability objectives. It enables restoration of pre-development hydrology, allowing for groundwater recharge, improved stream baseflow, and reduced stream channel

erosion. These facilities reduce peak runoff flows, thereby reducing demand on existing stormwater and combined sewer infrastructure and reducing the likelihood of localized flooding and combined sewer overflows during extreme events. Filtering and detaining stormwater runoff also improves the quality and temperature of runoff entering water bodies, thereby enhancing ecological, human health, and recreational conditions. If captured rainwater is subsequently reused, potable water can be conserved.

In terms of energy use, green stormwater facilities can provide shading and evapotranspiration to reduce the urban heat island effect and building energy needs. They also reduce the embodied energy of stormwater infrastructure (i.e. soil, stone, plant material versus. concrete pipes). In green street applications, green infrastructure provides for traffic calming and improved pedestrian and bike safety. It also creates community green-space amenities, and allows for community engagement and education through planning, design and maintenance.

Green stormwater infrastructure is a common requirement in sustainability guidelines. LEED-ND provides credits for retaining and treating stormwater on-site, and encourages the use of green stormwater retention techniques. The Boston Sewer and Water Commission (BSWC) report, Stormwater Best Management Practices (BMP) Proposal and Guidance Document, identifies green stormwater BMPs for BSWC to consider during site plan review of development projects and when designing capital improvements in both public and private development.

3.1.1 Station Site Design

- Design the station to minimize impervious area, maximize vegetated area, and preserve existing trees.
- Surface-level parking areas: bioretention basins (a.k.a. rain gardens) on perimeter and within parking-lot islands. Tree wells designed to receive flows from surrounding pavement. Permeable pavement.



- Courtyards, walkways: Bioretention basins receiving runoff from roofs and paved surfaces. Permeable pavement.

- Roof: Vegetated roof (“ecorooft”) on portion of station roof. (assume large portion is allocated for PV)

- Specify native species for vegetated stormwater facilities

- Allow for public access and educational signage and programs in low-security areas.

3.1.2 Neighborhood Planning

- Assess the condition of storm sewers, combined sewers and receiving waters to identify priority areas for improved stormwater management, along with target pollutants.

- Engage community members in identifying and prioritizing neighborhood sites for green stormwater facilities.

- Develop a protocol – and a policy requiring its use - for evaluating opportunities for green stormwater infrastructure within all redevelopment/improvement areas.

- Minimize creation of new impervious area (e.g. surface parking lots)

- Preserve existing trees

- Identify paved surfaces that could be revegetated

- Consider community de-paving parties such as those in Somerville

- Identify vacant lots or existing landscaped areas that could accommodate larger stormwater facilities (e.g. large bioretention basin or wetland basin) to receive runoff from several adjacent properties on which there is no space for green stormwater facilities.

- Specify native species for vegetated stormwater facilities

- Include educational signage.

3.1.3 Station-Community Connections

- Evaluate opportunities for installing “green street” facilities along pedestrian and bike routes. These may include tree-well filters, vegetated curb bulb-outs, rain gardens, and permeable sidewalks and bike lanes.

- Select one or two streets to pilot full conversion to green streets

- Specify native species for vegetated stormwater facilities

- Include educational signage.

3.2 Energy Efficiency and Generation

Energy efficiency and on-site energy generation are essential strategies for reducing pollution, greenhouse gases emissions, energy losses along transmission lines, and reliance on depleted non-renewal energy sources.

3.2.1 Station Site Design

- Orient buildings to maximize passive and active solar access

- Design buildings systems – including electrical, lighting, HVAC – for energy efficiency

- Install solar PV and micro wind turbines for on-site energy generation

- Utilize green roofs and solar-reflective roofing and paving materials to reduce urban heat island effect, and thereby reduce building heating/cooling energy needs.

- Capture and reuse waste heat (if applicable)

3.2.2 Neighborhood Planning

- Evaluate opportunities for district heating and cooling systems

3.2.3 Station-Community Connections

- Reduce vehicle miles traveled – and thereby fossil fuel consumption – by creating more accessible and affordable transit, pedestrian and bike connections to jobs, schools, services and recreation areas.

3.3 Water Conservation and Reuse

As with other sustainable strategies, water efficiency satisfies multiple sustainability objectives, including lower rates of water withdrawals from aquifers, streams and reservoirs; and reduced energy and chemical use for potable water treatment and conveyance.

Efficient indoor water use can be achieved by utilizing low-flow plumbing fixtures and equipment, and by using lower-quality recycled water for toilet flushing, air conditioning, and other industrial uses (e.g. bus or train wash-down). Outdoor water efficiency can likewise be improved by irrigating with recycled water, and through careful plant selection and landscape design (see landscape section below).

3.3.1 Station Site Design

- Design for water efficiency in plumbing fixtures, landscaping, and operations.
- Recycle graywater and rainwater on site

3.3.2 Neighborhood Planning

- Evaluate opportunities for neighborhood-scale decentralized wastewater treatment and reuse.
- Identify open areas, such as playing fields, where rainwater can be stored underground in engineered

storage systems and used during droughts for landscape irrigation.

- Specify native and drought-resistant plants.
- Include educational signage.

3.3.3 Station-Community Connections

- Specify native and drought-resistant plants.
- Include educational signage.

3.4 Landscape Design

Sustainable landscape design incorporates the water efficiency practices described above. It also aims to support ecological health of soil and plant communities; prevent soil erosion; and create green-space community amenities. A sustainable landscape will consist of native, drought-tolerant, aesthetically pleasing vegetation that provides habitat value and other ecological services.

Thoughtful landscape design and plant specification not only enhance the value of green and open space; they also reduce the need for irrigation, fertilizer and pesticide application, and energy-intensive maintenance (e.g. mowing). Native plants have naturally evolved over time with adaptations for survival and reproduction within a specific ecosystem. These adaptations make them resilient to climate changes and less susceptible to insects and disease. Native plants also provide habitat value and forage for wildlife as well as erosion control, stability and aesthetic significance to surrounding human communities. Invasive plants, on the other hand, impair both ecological function and aesthetic appeal. Commonly found invasives in Massachusetts include Japanese knotweed (*Polygonum cuspidatum*), common reed (*Phragmites communis*), reed grass (*Phragmites australis*), and Japanese hop (*Humulus japonicus*).

3.4.1 Station Site Design

- Preserve existing tree canopy and native vegetation



- Specify native and drought-resistant vegetation in landscape design
- Control invasive and nuisance species
- Minimize soil disturbance by using a phased approach to landscape construction, where one area will be begun and completed prior to starting the next site
- Develop and implement an erosion control plan for the construction phase.
- During construction, protect open space and sensitive areas through the use of strict boundaries to reduce damage to site ecology.
- For open areas, select hardy grass species that are adapted to the conditions present
- Use taller grasses in areas where there is a desire to reduce energy and resource input further (less or no mowing) and also to restrict access by humans and or nuisance wildlife.
- Select native tree and shrub species for their tolerances to the environment, i.e. full sun, low water requirements etc. and place them where they are sure to succeed.
- Restrict access to certain areas completely, making them into butterfly or wildflower gardens that provide aesthetic interest but require no maintenance

3.4.2 Neighborhood Planning

- Inventory existing landscape conditions, including species composition, vegetative community health, percent cover of native species, percent dominance of invasive species and habitat characteristics.
- Prioritize areas for invasive and nuisance species removal and maintenance
- Preserve and enhance existing open space

- Evaluate parcels for open space creation, with a focus on both recreational and ecological services
- Protect and restore existing wetlands
- Coordinate public events such as interpretive walks or volunteer events to remove invasive species or to plant native species.

3.4.3 Station-Community Connections

- Invasive species are commonly found in disturbed, high-use areas and travel corridors. Bike and pedestrian corridors could be prioritized for the control of invasive species.
- Install kiosks and educational signage made of recycled or found materials where informative flyers and maps can go. This will draw public attention and inform them of environmental and sustainability goals and how they can help.

3.5 Materials

Sustainable material selection aims to reduce the energy and environmental consequences of material use and waste production. For example, reusing existing buildings reduces construction and demolition waste while conserving raw materials. Likewise, using materials with recycled content diverts materials from landfills and helps conserve raw materials.

3.5.1 Station Site Design

- Evaluate the embodied energy (i.e. energy used to extract, manufacture, and transport) when specifying materials.
- Reuse existing buildings
- Specify materials with recycled content

3.5.2 Neighborhood Planning

- Reuse existing buildings

- Specify paving materials with recycled content

3.5.3 Station-Community Connections

- Specify paving and sign materials with recycled content

3.6 Healthy Food Systems

Urban food systems aim to improve access to affordable, nutritious, locally-produced, fresh food within urban communities. Local agriculture offers myriad benefits, including health, education, food security, and economic benefits for local farmers and consumers alike. It also diminishes the environmental impacts of long-distance transport of food.

Access to fresh, locally-produced foods can be fostered using several tools, including:

- Small urban farms
- Community gardens
- School gardens
- Private/family gardens
- Farmers markets
- Community-supported agriculture (CSA) with local drop-offs

The City of Boston, in partnership with local organizations, has supported the expansion of urban agriculture. In August 2013, the Boston Redevelopment Authority issued draft Zoning Code Article 89, which establishes zoning regulations and standards for urban agriculture in Boston. Several organizations already operate urban farms in Boston: ReVision Urban Farm has two farms in Dorchester; The Food Project includes a 2-1/2-acre farm in Roxbury; and City Growers operates three small farms in Dorchester and one in Roxbury.

3.6.1 Station Site Design

- Install signage at or near station to increase awareness to local farmers' markets and urban farms/gardens.
- Dedicate permanent space at transit station for farmers' market, local-food kiosks, and/or CSA drop-off.

3.6.2 Neighborhood Planning

- Evaluate vacant lots and open spaces within a ½ mile walking distance of transit station for farmers market, community garden, urban farms and urban orchards
- Review local zoning codes or deed restrictions to ensure that growing food is not prohibited; if it is, work with officials to amend codes
- Ensure suitable soils for growing food, in compliance with Boston Public Health Commission's Soil Safety Protocol for Urban Farms

3.6.3 Station-Community Connections

- Create or enhance bike and pedestrian access to farmers' market, community gardens and/or urban farms.

3.7 Climate Resilience

The Fairmount Indigo corridor, as with Boston in general, can expect changes in precipitation, temperature, and flooding in the future as a result of climate change. Precipitation impacts will include more extreme rain events, greater occurrence of droughts, and more winter precipitation in the form of rain instead of snow (therefore more winter runoff and less spring snowmelt runoff). These changes, paired with sea level rise, will increase the likelihood of flooding along the Neponset River and its tributaries. In contrast, stream flows during the summer months are expected to decrease, leading to higher water temperatures and stress on fish populations. The number



of extreme-heat days will also increase, creating higher energy demand for cooling.

The City of Boston has introduced many climate mitigation and adaptation initiatives and policies. Boston Complete Streets and Grow Boston Greener promote green infrastructure throughout the City to reduce the urban heat island effect and mitigate flooding. The BRA requires all new large developments to complete a climate adaptation questionnaire as part of the Article 80 review process. The 2011 update to Boston's Climate Action Plan highlights many of the City's climate preparedness initiatives, and the 2014 update will focus on climate preparedness.

All of the sustainable strategies described in sections above will improve station-area climate resilience. Beyond those, the key recommendation for climate resilience will be to follow the City of Boston's guidelines in its upcoming 2014 Climate Action Plan. Several additional strategies, to be applied to all planning areas, are summarized below.

- Use design standards that are based on projected (not historic) flood elevations, precipitation, and temperatures
- Elevate key utilities (e.g. generators) above projected flood levels
- Seal lower levels or install flood walls; OR allow free passage of water through lower levels
- Relocate key infrastructure away from or above flood zones
- Mitigate the urban heat island effect using shading, green spaces, reflective roofs/pavement
- Design for system redundancy
- Design pedestrian/bike corridors along waterways to serve as flood buffers



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