# Sullivan Square Disposition Study

November 21, 2013



CITY OF BOSTON
Thomas M. Menino
Mayor

BOSTON
REDEVELOPMENT
AUTHORITY
Peter Meade, Director

MAPC
METROPOLITAN AREA PLANNING COUNCIL
Smart Growth & Regional Collaboration

DRAFT

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# 1. INTRODUCTION

The City of Boston Transportation Department (BTD) recently completed a two-year transportation planning process to develop a conceptual plan for reconfiguring Rutherford Avenue and Sullivan Square in Charlestown. This conceptual plan seeks to transform the roadway into an urban boulevard and create walkable, gridded city blocks adjacent to the Sullivan Square MBTA Station. As a follow-up to the BTD planning process, the Boston Redevelopment Authority and the Metropolitan Area Planning Council conducted this public process to develop a land use vision for the newly created parcels and help prepare for their eventual disposition. The Study Area is comprised of the blocks and parcels adjacent to Sullivan Square Station that will be created by the new roadway configuration.


*Aerial view of Sullivan Square today, facing northeast to the Mystic River (photo by Don Kindsvatter).*



The Study Area for the parcel level development plan focuses primarily on the publicly-owned parcels clustered between the Sullivan Square MBTA Station and the rotary where the proposed reconfigured grid of streets and development blocks is located. Currently it is predominantly underutilized and industrially-zoned properties. The goal is to form urban design and land use guidelines that create a mixed-use Transit Oriented Development neighborhood with a pedestrian-friendly streetscape and public realm, inclusive of open space and active ground-floor uses that have strong connections to the rest of the neighborhood and neighboring Somerville.

The many parking lots, high-speed rotary and highway interchanges stand in sharp contrast to the adjacent pedestrian-scale historic neighborhood. The Sullivan Square rapid transit and bus hub dominates the horizon to the northwest, yet is largely disconnected from the Mystic waterfront and neighboring Ryan Playground to the northeast, as well as adjacent residential and employment centers to the southeast.

The Project Area is not only a portal for the Orange Line rideshed to Sullivan Square and the Charlestown neighborhood, but with frequent bus service, also a portal to the growing mixed-use employment centers at Kendall Square, NorthPoint, and eventually Everett. This is an opportunity to reorient the Sullivan Square Station to the Charlestown neighborhood, to create a "transit plaza" lined with an active, mixed-use development to improve the transit riders' experience and incentivize development.

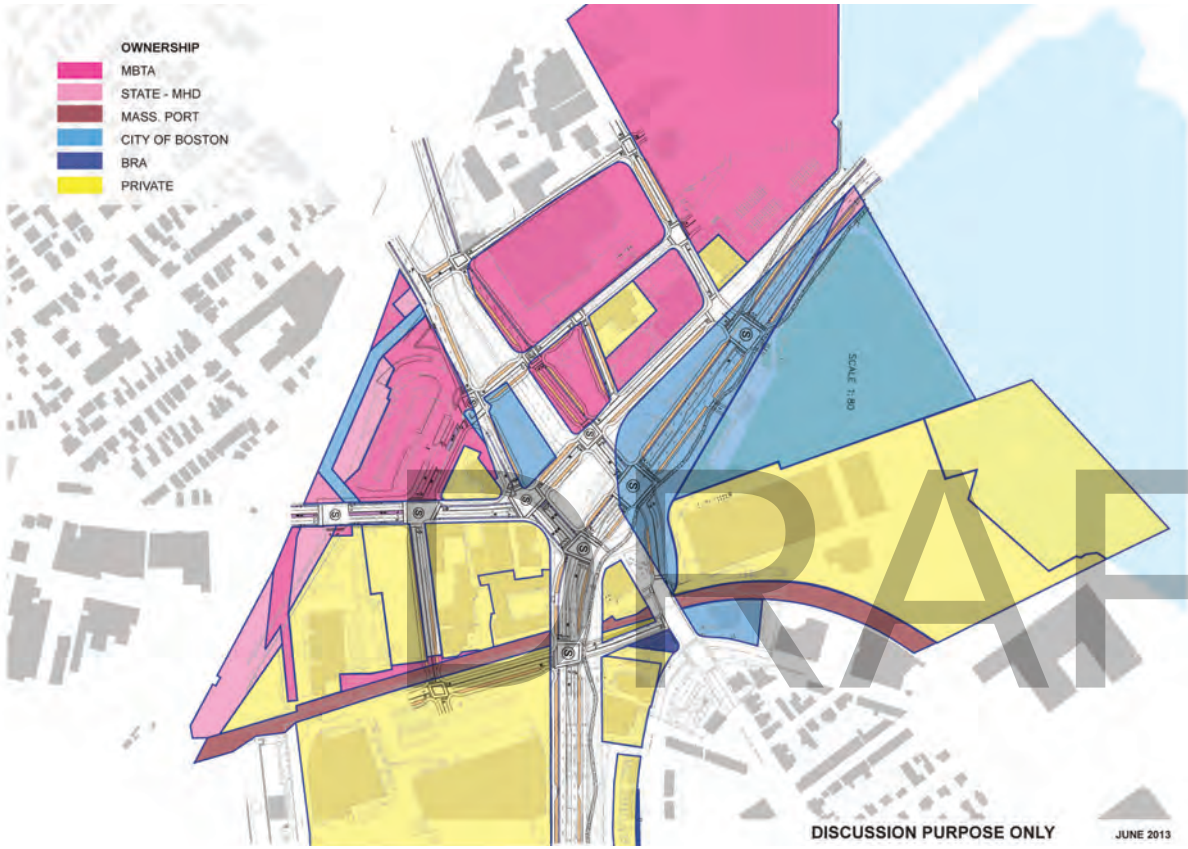
## Study Purpose

This study is intended to document efforts to address two very different goals:

The first goal is a visioning exercise: based on the expertise of the consulting team and the preferences of process participants, we have described a comprehensive vision for a future Sullivan Square neighborhood. Because we have not carried out a zoning exercise, this vision is not a mandated build-out scenario, but rather one possible future iteration that incorporates the challenges and opportunities of each disposition parcel and the public realm.

The second part focuses on an analysis of economics. Whereas the first goal addresses challenges to neighborhood-creation arising in the physical realm, the second portion is intended to help understand challenges and opportunities in the fiscal realm. Because the entire disposition process is predicated on reconstruction of area roadways, the economic analysis must project out to the indefinite point in the future when these infrastructure projects will be undertaken. For this reason, the economic analysis is intended to color or supplement our understanding of the visioning exercise, but not limit it.


*Parcels 1 though 7, and the adjacent roadways and public realm, are the focus of this Study.*




*Parcel ownership, shown with the new roadway system, illustrates the large amount of publicly owned land.*

The actual future Sullivan Square will not exactly replicate the neighborhood build-out model iteration shown on the following pages. Similarly, the future financial analyses undertaken to support construction of this neighborhood will resemble, but not recreate, what is shown in this report.

The market analysis demonstrates that if it were built today, the neighborhood model shown would face significant economic obstacles. However, because economic conditions will evolve between now and the time of land disposal, the project team saw value in including this iteration of the physical model, as a way of documenting community preferences at this time. It will be the task of future public review processes to refine the neighborhood model, as new roadways are created and the disposition parcels are constructed. It is hoped that this study expresses a clear stakeholder vision for the future of Sullivan Square, and sheds light on the economic opportunities and challenges that will be encountered in implementing this vision.

The purpose of this study was to build upon the BTD's reconfigured plan for Sullivan Square by taking advantage of proposed new frontages and city grid blocks in order to spur new development. An overarching goal is to enhance the Sullivan Square public realm through pedestrian-friendly streetscape and new open spaces. The Study focuses on parcel level planning, urban design guidelines and a financial analysis in order to position the newly created parcels for successful development that achieves the community's goals and vision.

The intent is to leverage existing public land ownership as a catalyst for encouraging the development of adjacent privately-owned parcels; to engage community stakeholders/property owners' planning in the creation of the development guidelines; and ultimately to dispose of the public land through a subsequent RFP process that will result in mixed-use TOD development that will complement the exist-

*At the September 19, 2013 Advisory Group/Public Meeting, community members created plans to convey their ideas for the Study Area.*



ing residential neighborhood by connecting it to the transit station and beyond.

Final design, funding and reconstruction of the Sullivan Square roadway system is expected to be an approximately ten year planning, design and construction process, with final design scheduled to begin in late 2013 or early 2014. Redevelopment parcels will not be available until the reconstruction occurs. Many changes could occur in that ten-year timeframe – including, potentially, market conditions, private auto usage and related parking requirements, and community attitudes toward desired land use and scale of development. For these reasons, this Study is the first step in an ongoing community conversation that will continue throughout the ten year planning, design and construction process.

This Study defines the public realm framework that will provide the armature for future development and documents current community aspirations for public realm improvements, land use and the scale of development, as well as the character and design of new buildings.

## Process

This Study included an extensive community process. A Community Advisory Group established for the Study consisted of approximately 10 members. Nominations were solicited via public advertisement and the selected members were appointed by Mayor Thomas M. Menino. The goal was to have broad and wide representation on the Advisory Group with neighborhood residents, business owners, and the major stakeholder/property owners within the Study Area participating, as well as participation form the community at large, Charlestown Neighborhood Council and other community organizations. The Advisory Group worked with the BRA and the Consultant Team in overseeing the Study. Stakeholders from adjacent and nearby communities were included in the public meeting process.

All of the Advisory Group meetings were held as Public Meetings and were advertised widely. As a result of the strong interest in the Study, the original calendar of six meetings was expanded to eight to incorporate two "hands on" workshops where community members broke into smaller groups to provide input into the site plans and design guidelines.

The Advisory Group/Public Meeting schedule included the following meetings:

- May 16, 2013 – Study Overview & Preliminary Open Space Discussion
- June 25, 2013 – Visioning for Public Realm Framework

- July 25, 2013 – Visioning for Land Use Mix
- September 19, 2013 – Visioning for Urban Design: Heights/Massing
- October 10, 2013 – Visioning for Parcel Level Use & Development Guidelines
- October 29, 2013 – Presentation & Discussion of Parcel Level Use and Development Guidelines and Final Report Format
- November 21, 2013 – Presentation of Draft Report
- December 5, 2013 – Presentation of Final Report

The process also has involved a high level of coordination with the MBTA and other public agencies in preparation for disposing of publicly-owned land in a manner consistent with the development guidelines created through this study process.

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# 2. BACKGROUND & EXISTING CONDITIONS

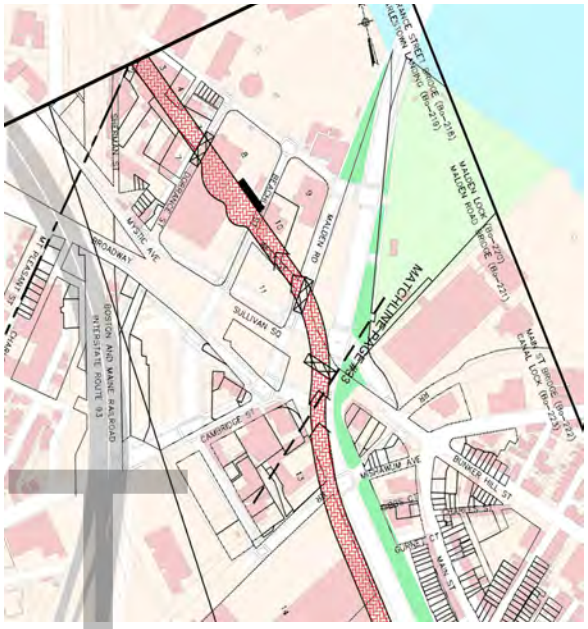
## History

At the turn of the 20th Century, the Sullivan Square district was a bustling mixed-use neighborhood centered on one of the first public parks in the city - called Sullivan Square. The 1885 Sanborn map of the area (at right) shows residential uses in the northwest quadrant along the rail corridor, industrial and commercial uses to the east and southwest, and to the south, a block of commercial use connecting to the heart of Charlestown. Often referred to as the Charlestown Neck, this area was originally a thin strip of land connecting what became part of Somerville in 1842 with the Charlestown Peninsula (called Mishawum by Native Americans).

Sullivan Square has an interesting history as a transportation corridor and a record of industrial history. Of particular note was the construction of the Middlesex Canal which traveled 27 miles from Lowell to terminate at the Mill Pond in Charlestown. Completed in 1803, the canal was replaced fifty years later by the Boston and Lowell Railroad which followed roughly the same path and eventually became part of the MBTA Commuter Rail system.

Sullivan Square Park, named after Richard Sullivan who owned a hotel on the east side of the park, was established in 1848. Newspaper accounts from the late 1800s and early 1900s describe activities there.

*This 1885 map shows a bustling, mixed use neighborhood.*



*The historic Middlesex Canal (shown in red, superimposed over the new street system) crossed through Sullivan Square.*



"Mothers of the neighborhood greatly appreciate the many shaded seats in the park, and the children are allowed to play freely upon the unfenced greensward" *Christian Science Monitor, August 16, 1912.*

The construction of the Elevated station on the east side of Sullivan Square, completed in 1901, did not impact the park directly, but in 1927 the "…taking of the southeast corner of the park [was] approved for El and roadway improvements," *Christian Science Monitor, May 11, 1927*, and this heralded the park's eventual demise as the need for more roadway grew to accommodate the increased use of automobiles. Later, Alford Street was extended across Main Street to connect directly with Cambridge Street, resulting in the loss of the southern third of the park. The remainder of the park was taken for the construction of the Cleary Overpass and the rotary in the early 1950s. In 1975 the Sullivan Square Elevated station was replaced by the new Orange Line station tucked under the I-93 viaduct in the B&M rail alignment. The old station was demolished.


*From left: the historic Sullivan Square Park shown in purple over the new roadway alignment (the park was on the newly defined Parcel 4), aerial view of the Park and Station, the beautiful fountain that graced the historic park.*



Today only the name Sullivan Square is left to remind us of the park. The opportunity to develop a new mixed-use neighborhood at Sullivan Square and reestablish a public open space at its center is compelling. The rich history of the area offers a wealth of material for designers and public artists to draw upon and incorporate into a new community.

## Land Use

Today, the Study Area is primarily a sea of surface parking, at-grade and below-grade roadways, with the MBTA's two-level Sullivan Station and the elevated I-93 viaduct forming the western border.

To the north are large lots with single story industrial buildings - primarily MBTA maintenance buildings. These parcels separate the Project Area from the Mystic River.

To the south is a densely developed block of primarily red-brick buildings including the historic Benjamin Tweed School now serving as the First Brazilian Baptist Church; the attractive, but underutilized three-story Graphic Arts industrial building; and the former Priscilla of Boston three-story building at the corner of Cambridge and Spice Streets (2 Spice Street), which has been converted into residential lofts. Also to the south along Spice and Cambridge Streets are several large privately-owned, underutilized industrial parcels, currently used for automobile and school bus parking. Further to the south is the Hood Industrial Park.

To the east of the Study Area is Ryan Playground, the Schrafft's Center, and the beginning of the traditional Charlestown neighborhood, with a mix of residential and commercial uses.

*Facing page: aerial view of existing land use, facing northeast to the Mystic River (photo by Don Kindsvatter).*

## Urban Design Characteristics

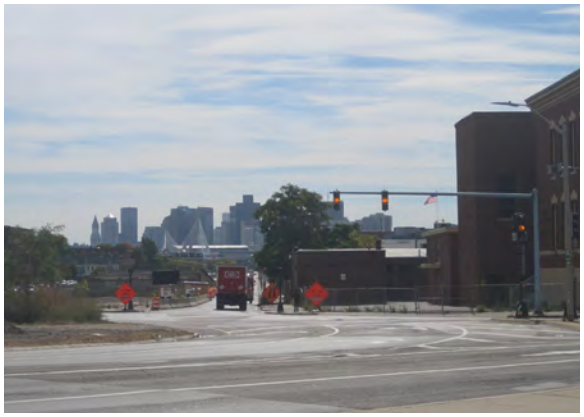
### pedestrian environment

The busy roadways, narrow sidewalks and undeveloped parcels create an unfriendly pedestrian environment. A shuttle-bus transports passengers between the Schrafft's Center and Sullivan Station, a distance of only 0.3 miles. The existing Sullivan Square rotary makes the pedestrian route to the Station from the Schrafft's Center and the adjacent residential neighborhood challenging, and many neighborhood residents choose to use the Bunker Hill Community College Station to avoid the rotary.

Despite such sentiments regarding the pedestrian environment, Bunker Hill/Main Street to Sullivan Station is a key pedestrian route. Maffa Way is a heavily used pedestrian route to the Station from "The Lost Village" and Somerville neighborhoods west of the I-93 viaduct. Cambridge Street also provides an important pedestrian link to the Station from neighborhoods to the west, although it is less heavily used than Maffa Way.

### open space

While the Mystic River is a valuable community and regional resource, and there has been great progress in planning and implementing a continuous Riverfront path, existing connections to the River from Sullivan Square (both physical and visual) are uninviting or non-existent. The large MBTA maintenance facilities block connections to the River and the lower elevation of the River precludes distant views of the water. Views down Rutherford Avenue to the Alford Street Bridge provide the only indication of the River's presence. The MA Department of Conservation and Recreation is currently developing plans to continue the path from the new riverfront park at Assembly Square and an improved Draw 7 Park, along the edge of the MBTA parcels, to the Alford Street Bridge. South of the Alford Street Bridge, the path would follow the edge of Ryan Playground and eventually connect with the Harbor Walk at the Charlestown Navy Yard to connect to North Point and the Charles River.



*From left: View of the Schrafft's Center from Sullivan Square Station; view of the Leonard P. Zakim Bunker Hill Memorial Bridge and Boston Skyline from Sullivan Square; the pedestrian route down Rutherford Avenue adjacent to Ryan Playground with a view toward the Mystic River.*



The 8.97 acre Ryan Playground, at the northeast corner of the Study Area, comprises heavily used ballfields and a playground. The existing pedestrian/ bicycle environment along Rutherford Avenue make pedestrian and bicycle access to the park unpleasant.

## views

Currently, there are views from the Project Area to several landmarks, most notably the Schrafft's Center which is visible from Sullivan Station and many other locations within the area. The Leonard P. Zakim Bunker Hill Memorial Bridge and portions of Boston's downtown and Back Bay skyline are visible down Rutherford Avenue from the area around the existing intersection of Alford and Main Streets. The skyline also is visible from Beacham Street between Maffa Way and Main Street.


*This map, produced by the Mystic River Watershed Association, highlights the existing and proposed trails along the Mystic River.*

# 3. THE FUTURE

As discussed previously, the realignment and re-construction of the Sullivan Square roadways would remove the grade-separated rotary and result in the creation of a series of publicly owned developable parcels bounded by at-grade streets. The realignment also would result in the creation of new open space adjacent to existing parcels and adjacent to Ryan Playground alongside Rutherford Avenue. The plan shown at right illustrates the juxtaposition of the existing roadways, the new roadways, the newly-defined development parcels and the newly created open space.

Parcels 1 through 7 are the focus of this study and are described in more detail beginning on page X.

Newly created open space includes:

A. A swath adjacent to the east side of Rutherford Avenue from City Square north. The swath narrows to a point just south of the Mystic River. Illustrations shown throughout this report include Ryan Playground, but do not show the detailed plan of the park with existing access roads and parking areas. The integration of new land and use with existing use will be developed during the next roadway design phase. A new multi-use


*The new roadway system, and resulting development parcels and open space, are shown superimposed over the existing roadway system.*

path is proposed to run the entire length of this swath from City Square to the Mystic River.

B. A large addition to the small park on the southwest side of the intersection of Rutherford Avenue and Main Street at the Teamsters Local 25 Building.

C. A triangular parcel on the west side of Rutherford Avenue north of Arlington Street.

D. A triangular shaped site on the west side of the Rutherford Avenue/Cambridge Street intersection adjacent to the former Benjamin Tweed School.


*Desired pedestrian connections identified by the community.*


*Desired sight lines identified by the community.*



## Public Realm

In addition to assessing the development potential of the individual parcels, a key goal of this study was to define the public realm improvements that should be implemented as part of the redevelopment of the roadway and parcels shown on the plan on the previous page. The desired development character was defined as a lively mixed-use district, with active, pedestrian-friendly streets and open space.

Much time was spent in the public meetings discussing the public realm that will provide the framework for future development. The Community Process identified the following public realm components that have been included in the potential future development illustrated throughout this report.

These components are supported and strengthened by the recommendations included in this chapter.

## pedestrian connections

There was a strongly expressed community desire to use building placement and streetscape amenities to enhance and/or create important linkages:

- Between Sullivan Square Station and the existing residential community, the "Lost Village" via Maffa Way and Cambridge Street, and the Schrafft's Center.
- Down Rutherford Avenue and Alford Street to the Mystic River Corridor. There also is a desire to create new connections to the River via other streets such as Beacham Street that are currently cut off by the MBTA facilities. Should these parcels redevelop in the future, connections to the River should be encouraged.
- To Assembly Square from Sullivan Square via Main Street
- From the neighborhood West of I-93 - the "Lost Neighborhood" - to Sullivan Station.

## sight lines

Sightlines to local landmarks aid in orientation and also will help to create a sense of connection between this newly developing neighborhood and the historic Charlestown community. Important sight lines identified by the community to be maintained by open space placement/design and building massing and entrance location include:

- Sullivan Square Station to the Schrafft's Center
- New Sullivan Square neighborhood to the Mystic River
- New Sullivan Square neighborhood to Brazilian Church/former Benjamin Tweed School


*Potential iconic building locations.*


*Proposed linked open spaces/plazas leading to Sullivan Station are shown in green, with the pedestrian path shown in red.*



## iconic building locations

Iconic buildings can become local landmarks, aiding in orientation, and creating gateways into the new district. The community identified several iconic building locations: one at the Sullivan Square Station, which would highlight the station and anchor the area, and one at the corner of Rutherford Avenue and Cambridge Street. There was also discussion about a potential iconic building on Parcel 4, adjacent to the new park. Because of its prominent location, an iconic building on Parcel 6 would be visible to people on Rutherford Avenue as well as for those coming down Main Street from the existing Charlestown residential neighborhood.

## open space

The community expressed a strong interest in the creation of new open space in the Study Area in addition to the new open space illustrated on page 9. The location and form of new open space was the topic of much discussion. In addition to the new open space shown on page 11 (swath adjacent to the east side of Rutherford Avenue, a small park on the southwest side of the intersection of Rutherford Avenue and Main Street at the Teamsters Local 25 Building, a triangular parcel on the west side of Rutherford Avenue north of Arlington Street and a triangular shaped site on the west side of the Rutherford Avenue/ Cambridge Street intersection adjacent to the former Benjamin Tweed School) options discussed for open space included:

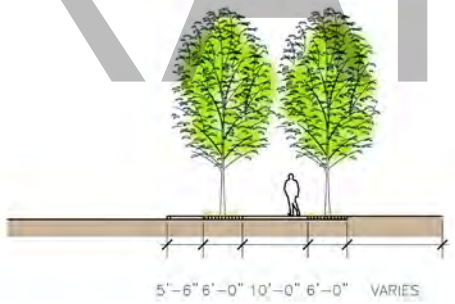
- A new park on Parcel 7
- A new park on all or part of Parcel 4
- Linked open spaces/plazas connecting the neighborhood to Sullivan Station

During this discussion, consideration was given to the use of open space, potential character of surrounding edges, width of streets, sense of enclosure from surrounding development, ability for the open space both to serve the existing Charlestown community and to provide amenity for new development.

After much discussion, there was general (but not unanimous) agreement that the series of linked open spaces and a park on a portion of Parcel 4 was the preferred option. The linked plazas define the pedestrian path from the Charlestown neighborhood and Schrafft's Center to the Station, while the park on Parcel 4 creates a new central open space flanked by buildings with active ground floor uses that can spill out into the park and activate the space. Smaller open spaces are included on other development parcels.

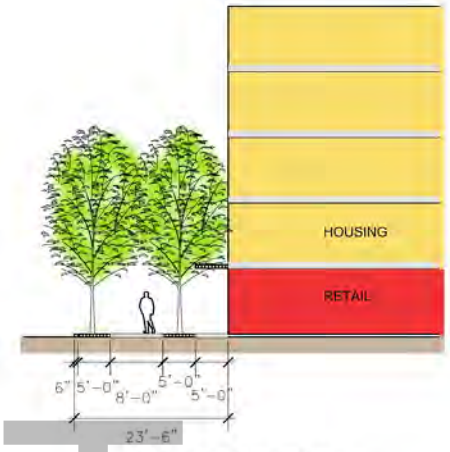
Community residents also stressed the importance of having developers take responsibility for the construction and maintenance of the new open space.

Shadow studies developed for the build-out illustrated in the 3-D drawings in this report illustrate that the open spaces will be relatively free of shadow impacts. The only significant shadows on the Parcel 4 park would be in the evening (6 p.m. on June 21 and beginning around 3 p.m. on December 21). Shadows would be cast on the open space between the two buildings on Parcel 7 beginning at around 3 p.m. on September 21.

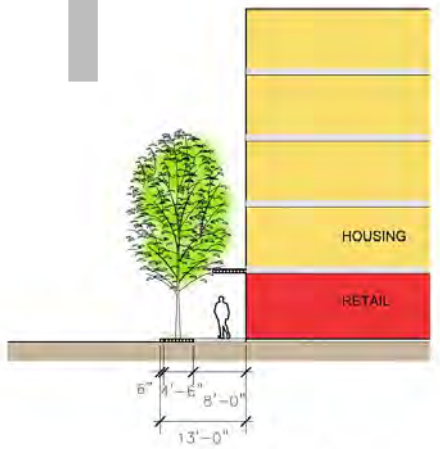




Single Tree Row for Typical Streets

*Proposed streetscape sections and the recommended locations for each section.*




Double Tree Row for Major Pedestrian Routes




Double Tree Row with Multi-Use Path for Rutherford Avenue

## streetscape

The public realm discussion included streetscape improvements, including sidewalk width and tree planting, and plaza space to accommodate outdoor seating to support ground floor retail/restaurant space.

Three street cross sections were developed as guidelines for streetscape improvements. The cross sections and recommended locations for each cross section are shown on the diagrams at right.

### Double Tree Row, Multi-Use Path

This cross section along the east side of Rutherford Avenue and continuing onto the expanded open space at the corner of Rutherford Ave. and Main Street supports the multi-use path included in the roadway design for Rutherford Avenue, and creates an attractive pedestrian access to Ryan Playground and the Mystic River, and a gateway into Charlestown. The cross section includes:

- 5.5′ sidewalk
- 10′ multi-use path
- Two 6′ treelawns

### Double Tree Row

This cross section follows the major pedestrian route to the Station from the community and, together


*The generalized land use plan includes office uses closer to Sullivan Station with residential uses closer to the community.*


*Retail space lining the pedestrian route is highlighted in blue above.*



with the double tree row and path described above, frames Rutherford Avenue as a parkway. The cross section includes:

- 8′ sidewalk
- Two 5′ treelawns

### Single Tree Row

This cross section, recommended for the remaining streets, includes:

- 8′ sidewalk
- 4.5′ treelawn

In several locations, wider sidewalks and/or plazas adjacent to these sections provide additional space for pedestrians to gather at important street crossings.

These streetscape sections helped to define the potential building footprints on individual parcels and should be continued down other streets such as Cambridge, Spice and Beacham Streets as they are redeveloped in the future.


*Taller buildings are clustered closer to Sullivan Station, with lower buildings closer to the community. Taller buildings will help to buffer impacts from the I-93 viaduct.*



Illustrative plan of the conceptual vision for the district described in this chapter.

## Land Use

There was a strong sense, expressed in community meetings, that the district should be a mix of residential, retail, restaurant and office use, with the possibility of a hotel. In general, residents felt that office uses should be located closer to the station, while residential uses should be located closer to the existing residential community. While there is a strong desire for ground-floor retail space, both to enliven the neighborhood and activate the streets, the market study indicated that the new district will be able to support a limited amount of retail space. The buildings that line the key pedestrian route to the station were identified as the most important locations for new retail. These spaces will be the most visible and will have the largest number of pedestrian patrons.

Other ground floor space could accommodate active community-focused uses such as day care and arts-related functions, to create transparency and activate the pedestrian environment.

Residential uses are shown as apartment/condominium buildings with double-loaded corridors.

*From left: Existing aerial view of Sullivan Square from the south (photo by Don Kindsvatter); aerial overview of the conceptual vision for the district described in this chapter.*



## Building Scale

It was felt that buildings should be a range of heights to create a more interesting development pattern. There was consensus that higher buildings should be located closer to the station, with buildings getting lower closer to the existing residential community. There was particular interest in taller buildings being used to buffer air quality and noise impacts from traffic on the I-93 viaduct. Recommended heights include:

- Taller buildings closer to the Station
- Lower buildings closer to the existing neighborhood

## Illustrative Plan

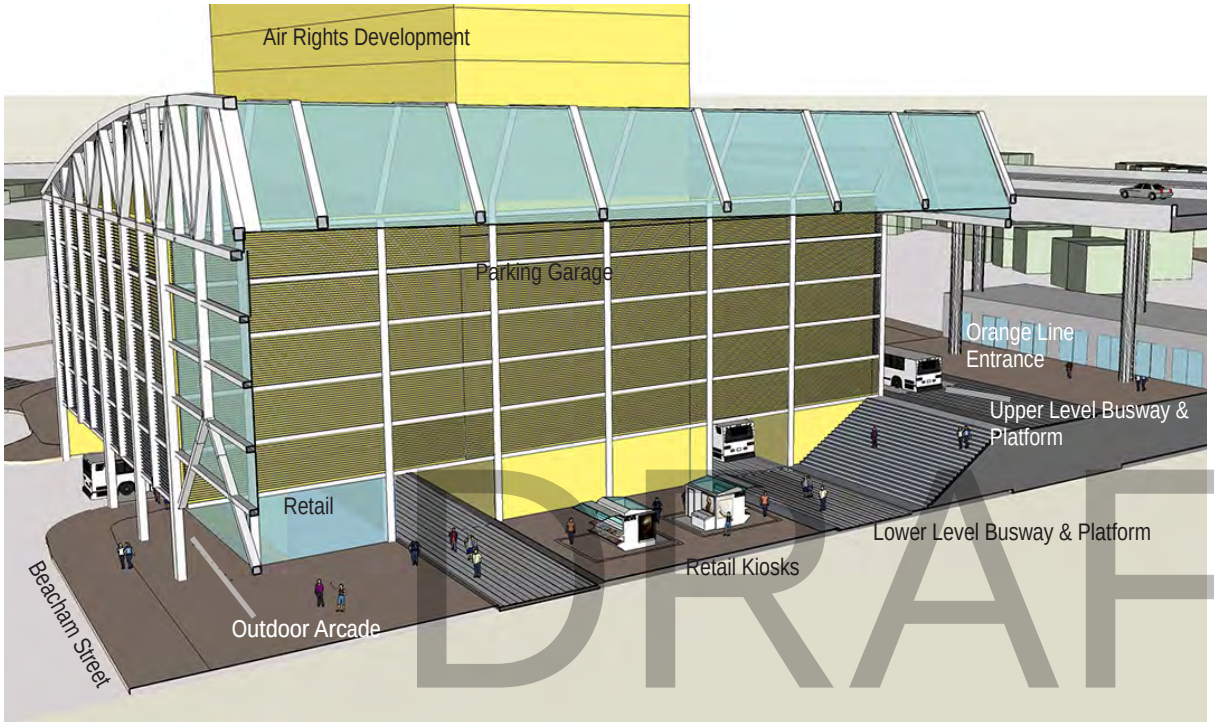
The plan at left illustrates the conceptual vision for the district described in this chapter, including both the public realm and the conceptual open space and buildings footprints on individual parcels.

### Parcel 1

Parcel 1 (1.54 acres) presents an opportunity to accomplish big things:

- To modify and improve the transportation center and create a "front door" for the Sullivan Square Station on Beacham Street with views to the Schraftt's Center.
- To create a user-friendly pedestrian circulation system with an open-air retail arcade on Beacham Street and a large enclosed, skylit arcade linking the new MBTA Station entrance with the bus and Orange Line platforms.
- To develop two above-grade parking garages fore replacement MBTA commuter parking and for additional parking to support commercial and residential development in the new district.
- To develop a mixed-use TOD Intermodal Center with ground floor retail and two mid-rise buildings on air-rights over the bus circulation/ layover space and over the parking garages. the achievable floorplates for the two buildings could accommodate housing, office or a hotel.

*Left from top: historic elevated Sullivan Square Station; atrium with view through glass ceiling to adjacent taller building. Middle: exterior and interior views of Charlotte, NC transit center with busway similar to that described for Parcel 1. Right: Exterior and interior arcades at Back Bay Station.*




*Cutaway view of Sullivan Square Station (taken from Parcel 4) with new development. The view shows the pedestrian arcade through the building, with bus platforms, bus circulation and vendor kiosks.*

- To design a multi-layered building on the site that will serve as a noise and air quality buffer buffer between the elevated I-95 structure and the neighborhood.

The concept is illustrated in the accompanying plan, 3-D massing images and 3-D cutaway diagram. A rough concept for the Beacham Street elevation has been developed to reflect the scale and architectural character of the former MBTA Sullivan Square elevated train shed.

Development on this parcel will need to be designed to accommodate all of the MBTA's operational requirements. In addition, the existing 222 MBTA-owned parking spaces will need to be accommodated in the parking garage.

The station should be a bold and iconic building in the new Sullivan Square District and should create a handsome, safe and hospitable public environment for transit riders. It is a major station in the regional system today and will grow in importance if an Urban Ring Commuter Rail Station is constructed in the future.

### Parcel 2

Parcel 2 (.64 acres) is primarily in private ownership. Although included in this Study as one of the seven identified development parcels because the parcel shape is enlarged by the roadway realignment, the parcel would not be part of the public disposition process. The plans shown throughout this report indicate recommended streetscape treatment as well as improvements to the expanded open space at the northern corner across from the Station and Parcel 4, but do not show new development on this privately-owned parcel. It is recommended that any future development follow the design guidelines outlined in this report.

*The park on Parcel 4 will have a clear view to the historic Benjamin Tweed School.*

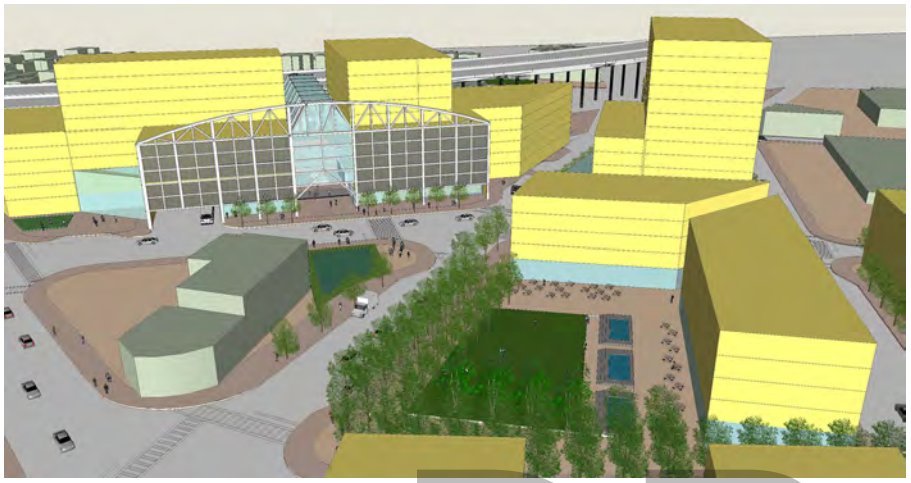
## Parcel 3

Parcel 3 (0.97 acres), because of its relatively large size and its distance from the existing Charlestown residential community, provides the opportunity for development of a parking garage to serve development on several parcels, as well an office building on this parcel. The building shown includes a five-floor parking garage. A seven-floor office building is shown above the garage on the eastern end of the parcel facing Beacham Street and Maffa Way. The building is designed to create a continuous street frontage for most of the parcel. A glass lobby is shown at the corner of Beacham Street and Maffa Way, providing a pedestrian entry into both the garage and office building and creating an attractive, transparent feature at this important pedestrian corner across from the Station.

## Parcel 4

Parcel 4 (1.25 acres), as described earlier, provides a significant park that is part of the series of plazas linking the existing Charlestown residential neighborhood to the Station. The park is shown flanked by two buildings to the north and west. The two buildings maintain the street wall along Beacham and Main Streets. These buildings have retail/restaurant space on the ground floor, with residential use above. They are shown at a total of five floors in the 3-D diagrams. Some community members felt that least one of these buildings could be higher. The central lawn area of the park is set back from the buildings to provide plaza space for outdoor tables and seating areas that could serve ground floor food establishments. The ground floor retail and restaurant space will help to enliven the park. The plazas following the fronts of the buildings will encourage pedestrians to walk by the retail establishments.

*From top: alternative designs for parcel 4 with one L-shaped building and with two more rectilinear buildings; overlay of alternative building footprint on western half of Parcel 4 illustrates improved views resulting from the L-shaped building configuration.*



*From left: View from the east into Parcel 4 and across to the new Sullivan Square Station; eye level view from the Station to Parcel 4 with the Schrafft's Center tower in the background.*



Three low fountains with seating walls pay homage to the beautiful fountain in the original Sullivan Square Park, while providing an opportunity for an interpretive element recalling the Middlesex Canal.

Earlier plans included a building on the west end of the parcel at Beacham Street, with the park on the east end near Alford Street. The current L-shaped configuration enhances the ability of the park to provide pedestrian access in many directions and improves views between the Station, the park and the Schrafft's Center. The path at the northwest corner, between the two buildings, provides a connection through the park to Main Street and the pedestrian route to Assembly Square.

## Parcel 5

Parcel 5 (0.55 acres) is shown with residential use fronting on Main Street. The U-shaped building surrounds a courtyard that provides open space as well as an attractive view for residents on the West Street side of the building. Residents on the Main Street side have views down into the new park on Parcel 4. The building is shown at five floors with a taller wing (7 floors) facing West Street. A number of building height configurations were studied. The buildings are sited to maintain a street wall along all four sides of the parcel.

*Alternative massing and heights studied for buildings on Parcels 5 and 6.*

## Parcel 6

Parcel 6 (0.81 acres) is shown with a residential building with a taller section (10 floors) on the northern end of the building and lower section (5 floors) on the southern end of the building at Main Street. A special (iconic) design feature at the corner of Main Street and Rutherford Avenue, combined with the Shrafft's Center tower across Rutherford Ave. would help to create a gateway at this corner. The building is sited to maintain the street wall along Rutherford Avenue and Main Street. A small green space is shown on the Alford Street side of the building. The northern end of the parcel, which is too narrow to accommodate a residential building, could be used for either open space or on-site surface parking. Other building heights analyzed are shown in the diagrams at right.

## Parcel 7

Parcel 7 (0.54 acres) is shown in residential use. The illustrated concept shows two five-story buildings flanking and creating continuous street walls along Main Street and Maffa Way. The central green space serves residents of the building and provides views from Rutherford Avenue through to the open space and fountains on Parcel 4. A special treatment of the Rutherford Avenue/Maffa Way corner would help to create an iconic building form at this important corner



*View south on Rutherford Avenue with alternative building heights for Parcel 6.*

visible to people heading north or south on Rutherford Avenue. This is also a key corner on the pedestrian route from the existing Charlestown neighborhood to the new park on Parcel 4 and the Station.



*On-street parking locations are shown in purple. Locations where on-street parking was shown on the BTD plan, but is not included in this plan, are shown in red.*

*View between the Parcel 7 buildings to Parcel 4 and Sullivan Square Station.*

## Parking

### on-street parking

The location of on-street parking is shown on the diagram at left. These locations are consistent with the on-street parking locations developed as part of the BTD roadway design for Sullivan Square, with a few exceptions. The plan shows a reduction in on-street parking from the BTD plan of approximately 38 spaces in the following locations (noted on the diagram in red):

- Parcel 3 along Beacham Street – parking could

be added in this location but would result in a smaller building.

- Parcel 4 along Beacham and Alford Streets – parking along Beacham Street would reduce the space available for buildings and open space. Parking along Alford Street would limit views into the new park.
- Parcel 5 along Beacham Street and across from Parcel 5 along West Street- parking could be added on Beacham Street but would result in a smaller building. The recommended realignment of West Street encroaches on the parking lot on the parcel to the north of West Street; adding on-street parking would further reduce the size of that parking lot; this parcel is not one of the seven parcels focused on in this Study.
- Parcel 7 along Alford Street and Rutherford Avenue – parking in these locations would significantly reduce the scale of the parcel available for buildings and would limit views into and through the open space between the two buildings.

## off-street parking

The following off-street parking ratios, currently employed by the Boston Transportation Department, were used to determine parking requirements. BTD parking requirements are subject to change; parking requirements in place at the time of development will be employed.

| Land Use | Maximum Allowable Parking Spaces |
|---|---|
| **Residential (rental / condo)** | 0.5 / unit |
| **Retail / Food & Beverage / Entertainment** | 0.75 / 1,000 SF |
| **R&D/Lab** | 0.75 / 1,000 SF |
| **Office** | 0.75 / 1,000 SF |
| **Hotel** | 0.25 / key |
| **Institutional** | 0.75 / 1,000 SF |

*Maximum allowable parking., per current BTD regulations*

Because of the geometry and small size of many of the parcels, it is very difficult to accommodate parking requirements on each parcel. Doing so would either greatly restrict the amount of development and/or require very inefficient small structured parking facilities. For this reason, as described above in the Parcel by Parcel descriptions, large parking garages are shown on Parcels 1 and 3. It is assumed that these garages would serve the parking needs for other parcels throughout the Study Area. As a result of the need for garages to serve several parcels, it may be desirable or necessary to have a "Master Developer" responsible for the development of a number of parcels, and the associated parking.

In addition to, or in lieu of, the garages shown on Parcel 1, which complicate development on that parcel, it may be possible to develop parking structures on air-rights over maintenance facilities on other MBTA parcels.

## Other Design Guidelines

Community members were shown a number of photographs of building types and details to elicit a response to a variety of building design details. Overall, there was strong agreement that building design should include a diversity of heights and styles. The discussion is summarized below, illustrated by precedent photos from around the Boston area. These guidelines should be used for all development in the district, including development on parcels adjacent to Parcels 1 through 7.

### Transparency & Ground Floor Activity

There was consensus among community residents that ground floor spaces should have significant transparency, highlighting active ground floor uses, and helping to enliven the street. Where retail/restaurant use is not viable, active uses could include community use such as daycare and arts-related uses. Each ground floor business should have a separate entrance from the sidewalk, rather than one building entrance with entrances for individual businesses off a central corridor.

*Rather than blank walls (right), ground floor uses should have a high level of transparency and multiple entrances.*

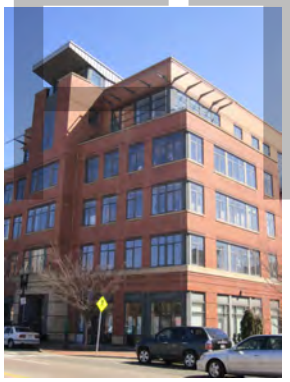
## Historicist or Contemporary Building Design

Residents felt that there should be a mix of modern and historically influenced design, with less contemporary design closer to the existing residential community. While people supported some historically influenced design, there was a sense that there should be "no fake historic buildings."

## Articulation

There was agreement that building design should incorporate stepbacks, setbacks, window and corner details and materials, and multiple ground-floor entrances to add interest and reduce the massing. String courses, cornice lines and step backs with copings all can be used to articulate buildings and create a more interesting building form.

*"Fake historic" buildings such as at Mashpee Commons (left) should be avoided; this infill residential building on Massachusetts Avenue in the South End respectfully reinterprets the adjacent historic building forms and scale with modern building materials and fenestration (middle), while the more modern building (right respects the scale and cornice lines of adjacent buildings.*



*The stepbacks, window and corner details, and cornice lines help to articulate these buildings.*

## Materials

Community sentiment was somewhat mixed on building materials.  Residents felt that it was important to include materials other than brick. While some residents expressed a dislike for metal panels, others felt that, used appropriately, they can provide interest and help to lighten the appearance of a building.

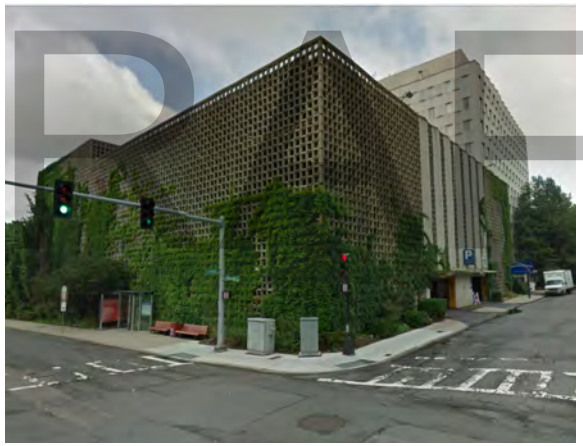
## Fenestration

Comments on window design were very mixed. Some residents favored punched windows, particularly for more traditional buildings. There was some opposition to window banding, although others felt that banding done right could mitigate height impact.

## Parking Garages

There was agreement that parking garages should have fenestration, and/or grilles or some other form of treatment, rather than having open sides. There also was some sentiment that garages should "read" honestly as garages, rather than be disguised as other building types.

*Buildings within the District should include a mix of materials. Metal panels can provide interest and lighten the massing of a building.*



*Parking garage facades should have fenestration or grillwork to obscure views to cars. The "green screen" on the garage above helps to soften the appearance of the structure and provide additional vegetation at this busy corner.*


### Iconic Buildings and Corner Treatments

There was consensus that there should be some iconic buildings that stand out from other "background" buildings. The use of special corner treatments and manipulation of building shapes, such as curved or sharply angled building corners to conform to irregularly shaped parcels, also will help to create more interesting buildings, particularly on high visibility corners.

## Public Health

Community members were very concerned that new development create a healthy environment. The plan illustrated in this report incorporates public health concepts encompassing:

- Air quality: the taller buildings proposed on Parcels 1 and 3 will help to buffer the community from air quality impacts related to traffic on I-93.
- Physical activity: the public realm improvements are designed to encourage pedestrian activity throughout Sullivan Square and between

*Interesting corner treatments and building shapes can help to add an iconic form to buildings. The Hancock Tower is an iconic Boston building (top left), while the Tent City buildings on Columbus Avenue serve more as "background" buildings.*

the Study Area, the Mystic River, the existing Charlestown neighborhood and other destinations such as Assembly Square.

- Safety: the numerous crosswalks incorporated into the new roadway design and the wide sidewalks included in the public realm recommendations will improve safety throughout the Study Area, as will active ground floor uses along sidewalks providing "eyes on the street."
- Access to healthful / affordable food: the arcade in front of the new Station development will provide a location for a green grocer serving the new community as well as existing community residents arriving at the Station.
- All residential development shall adhere to the Inclusionary Development Policy requirements in effect at the time of permitting.
- At this time, the Inclusionary Development Policy requires 10% affordable units in any development that has a total of 10 units or more, and requires zoning relief or is built on land owned by the city. Community members expressed a strong desire to increase the proportion of affordable units beyond the current minimum requirement for all Sullivan Square Disposition parcels.

## Sustainability

The community is very interested in ensuring that development of this district comply with sustainability guidelines. Specific issues mentioned in the public meetings included:

- Importance of providing irrigation for street trees
- Limiting run-off from sidewalks and streets
- Use of materials other than brick for sidewalks to improve accessibility
- Mandating green building components

Any development on these parcels will be required to comply with *Boston Complete Streets Design Guidelines 2013* which specifically addresses these issues, as well as a number of other sustainability issues, and the *Boston Green Building Standards* that require U.S. Green Building Council's LEED Certification for all projects subject to Article 80 Large Project Review (projects over 50,000 SF). LEED (Leadership in Energy and Environmental Design) is a rating system for the design, construction, operation, and maintenance of green buildings.

# 4. IMPLEMENTATION

## Financial Analysis

### market summary

The complete market analysis is included as an appendix.

#### Charlestown Submarket Activity: Office

The average quoted asking rental rate in the Charlestown submarket (81 buildings containing roughly 4.3 million square feet) was $28.94 at the end of the third quarter 2013, with vacancy of just under 7% and negative absorption of 88,471 square feet for the quarter.

Without an identified build-to-suit user or major anchor tenant, the sub-market office rents are insufficient to support new office construction at Sullivan Square and are likely to remain so for the foreseeable future.

#### Charlestown Submarket Activity: Industrial/R&D

The average quoted asking rental rate in the local Boston neighborhood submarket (89 buildings containing roughly 5.4 million square feet) was $9.28 at the end of the third quarter 2013, with vacancy of 12.2% and positive absorption of 113,040 square feet for the quarter.

As with office space, without an identified build-to-suit user or major anchor tenant, the sub-market industrial/R&D rents are insufficient to support new construction at Sullivan Square and are likely to remain so for the foreseeable future. In addition, the physical building requirements of modern R&D/industrial users are incompatible with the parcel sizes and shapes to be created within the Sullivan Square study area.

#### Charlestown Submarket Activity: Retail

The average quoted asking rental rate for General Retail space in the local neighborhood submarket (101 buildings containing roughly 566,00 square feet) was $18.50 at the end of the third quarter 2013, with vacancy of less than 1.0% and positive absorption of 14,768 square feet for the quarter.

While rents are arguable too low to support new stand-alone retail construction in Sullivan Square, retail vacancy and therefore demand is high and retail is viewed as making a valuable contribution to the feasibility of a mixed-use program as a ground floor revenue generator (with other residential or commercial uses above).

#### Charlestown Submarket Activity: Rental Apartments

Boston and Cambridge have the most prestigious rental addresses in the metropolitan area. In the 14,026-unit Boston City submarkets (which includes the subject neighborhood, but excludes the uber-expensive core downtown markets) Reis reports a vacancy rate of 2.9%, and an average asking rent of $1,650 per month. The vacancy rate decreased 10 basis points during the third quarter, and it is unchanged from a year earlier. The average asking rent increased 1.1% during the quarter, with the average effective rent up 1.0% to $1,581 per month. The year-over-year gains are 2.5% and .7%, respectively.

Six projects with 1,130 market-rate units are under construction here, with more ground breakings expected. While just 156 units are expected to complete construction in 2013 all told, the projection for 2014 and 2015 combined is 1,585 new market-rate units.

Rental apartment development is seen as the prime market opportunity for the Sullivan Square study area – offering both an opportunity to leverage the transit advantages of the MBTA Orange Line as well as the rent levels to support feasible new construction.

#### Charlestown Submarket Activity: Condominium Housing

We note that the Charlestown market remains one of the City's most robust markets both in terms of deal velocity and pricing.

The Charlestown submarket continues to be a reliable performer in terms of deal velocity and gross sales. The neighborhood has experienced appreciation of 25% in the 5 years since 2008, even after accounting

for the recessionary 2008-2009 years, with over half of that occurring since the trough of the recession.

The potential for condominium development in Sullivan Square is seen as speculative in the current market, but improving and we expect that this use could be part of a larger program of mixed use transit oriented development in the future.

### Charlestown Submarket Activity: Lodging

While the demand for new hotel development appears satisfied for the time being, the potential for casino development across the river in Everett, less than a mile from the subject site presents a game changer for potential hotel development at Sullivan Square – especially now that the prospects for casino development in East Boston have dimmed.

## sullivan square parcel evaluations

### Land Use Potentials

Based on the market investigations conducted for this study, the tables on the following pages summarize our conclusions regarding the short and long term development potentials for the sites to be created in Sullivan Square along with development parameters used to assist with capacity and financial studies undertaken for the parcels.

| Development Parameters | Rental Housing | Condo Housing |
|---|---|---|
| Competitive Attributes | | |
| Demand Targets | Value-Seeking (primarily younger cohorts) | Value-Seeking (primarily younger cohorts) |
| Expected Future Prospects (10 year horizon) | Improving | Improving |
| Primary Advantage | Transit | Transit |
| Primary Disadvantage | Traffic congestion | Traffic congestion |
| Current Feasibility | Good | Poor |
| Future Feasibility | Excellent | Good |
| Probability of Market Response | Good | Poor |
| | | |
| **Site Features** (Importance on a Scale of 1-5; Least to Most) | | |
| Visibility | 2 | 2 |
| Access | 4 | 5 |
| Address | 3 | 4 |
| | | |
| Building Features | | |
| Building Typology | Midrise | Midrise |
| Minimum Project Size (GSF) | 100,000 | 35,000 |
| Maximum Project Size (GSF) | 200,000 | 70,000 |
| Efficiency Expectations | 85% | 80% |
| Minimum RSF, Units or Keys | 110 | 40 |
| Maximum RSF, Units or Keys | 230 | 70 |
| | | |
| Preferred Floor Plate Size | 15,000-30,000 | 7,500-15,000 |
| | | |
| Parking Requirements | | |
| Parking Type: in general, might want to be a shared vision. | Surface/Above Grade Structure | Surface/Above Grade Structure |

| Development Parameters | Office | Hotel |
|---|---|---|
| Competitive Attributes | | |
| Demand Targets | Value-Seeking (2ndary markets - back office, professional service, medical build-to-suit) | Value-Seeking (limited and select service) |
| Expected Future Prospects (10 year horizon) | No change | Dramatic improvement with Casino |
| Primary Advantage | Transit | Transit |
| Primary Disadvantage | Traffic congestion | Traffic congestion |
| Current Feasibility | Good-with identified Tenant | Poor |
| Future Feasibility | Good-with identified Tenant | Good/Excellent - but only with Casino |
| Probability of Market Response | Fair | Poor/Excellent |
| | | |
| Site Features Importance on a Scale of 1-5; Least to Most) | | |
| Visibility | 3 | 5 |
| Access | 5 | 4 |
| Address | 4 | 2 |
| | | |
| Building Features | | |
| Building Typology | Midrise | Midrise |
| Minimum Project Size (GSF) | 50,000 | 75,000 |
| Maximum Project Size (GSF) | 100,000 | 150,000 |
| Efficiency Expectations | 100% | 85% |
| Minimum RSF, Units or Keys | 50,000 | 100 |
| Maximum RSF, Units or Keys | 100,000 | 200 |
| Preferred Floor Plate Size | 15,000-30,000 | 20,000-40,000 |
| | | |
| Parking Requirements | | |
| Parking Type: in general, might want to be a shared vision. | Surface/Above Grade Structure | Surface/Above Grade Structure |

| Development Parameters | R&D/Lab | Retail/F&B | Institutional (Med/Ed) |
|---|---|---|---|
| Competitive Attributes | | | |
| Demand Targets | Value-Seeking (alternative to Kendall, North Point) | Ancillary To Other Uses (commuter and onsite) | Value-Seeking (2ndary markets - back office, professional service, medical build-to-suit) |
| Expected Future Prospects (10 year horizon) | No change | No change | No change |
| Primary Advantage | Transit | Transit | Transit |
| Primary Disadvantage | Traffic congestion | Traffic congestion | Traffic congestion |
| Current Feasibility | Good-with identified Tenant | Good near station/Poor elsewhere | Good-with identified Tenant |
| Future Feasibility | Good-with identified Tenant | Good near station/Fair elsewhere with full build-out | Good-with identified Tenant |
| Probability of Market Response | Poor | Fair | Poor |
| Site Features (Importance on a Scale of 1-5; Least to Most) | | | |
| Visibility | 2 | 5 | 2 |
| Access | 5 | 5 | 5 |
| Address | 3 | 2 | 2 |
| | | | |
| Building Features | | | |
| Building Typology | Midrise | Ground Level | Midrise |
| Minimum Project Size (GSF) | 250,000 | 1,000 | 50,000 |
| Maximum Project Size (GSF) | 500,000 | 5,000 | 100,000 |
| Efficiency Expectations | 100% | 100% | 70% |
| Minimum RSF, Units or Keys | 250,000 | 1,000 | 35,000 |
| Maximum RSF, Units or Keys | 500,000 | 5,000 | 70,000 |
| Preferred Floor Plate Size | 100,000-200,000 | N/A | 25,000-50,000 |
| Parking Requirements | | | |
| Parking Type: in general, might want to be a shared vision. | Surface/Above Grade Structure | Surface/Above Grade Structure | Surface/Above Grade Structure |

## feasiblity tests

The table at right summarizes the results of the financial feasibility studies undertaken for the program options being envisioned for the study area. We note that only the residential schemes produce positive feasibility in today's market and that these will be need to be subjected to further economic testing as the market evolves and the implementation of a disposition process draws nearer. We also note that the potential for development of a casino across the river in Everett could materially affect development potentials in the Sullivan Square study area – offering greater opportunities for lodging and other commercial use programs.

## public benefits

Direct contributions by the parcel developers, proceeds from the sale of public parcels, the Commonwealth's Infrastructure Investment Incentive program (I-Cubed), and other City sponsored tax increment financing mechanisms (DIF, TIF, 121A, etc.) all represent potential sources that might be targeted to support the costs of public realm improvements embodied by the Sullivan Square concepts plans. Additional or different sources might well become available as the roadway reconfiguration project unfolds. As the time draws nearer for disposition, specific expectations for public benefits and developer contributions as well as information regarding other funding sources available at that time should be identified and made part of the development solicitation.

## Constructability

While the seven parcels will be examined further as more concrete development plans are created in later phases of the design and construction process, consideration was given to two key construction issues: location of utility lines and environmental concerns.

## utilities

The roadway design concepts developed by BTD includes relocating existing utility lines out of the new parcels and into the new roadway right-of-way. However, there are three locations where utility relocation is not included in the current design:

- Because BTD's plans did not include relocating West Street, the proposed utility layouts do not include relocating existing stormwater collection, water distribution and electrical conduits in West Street. Plans in this report show realigning West Street to make Parcel 5 a more rectilinear parcel, which would require relocating those utilities.
- The proposed utility layouts do not include any relocations on the MBTA Station parcel. There are existing water distribution lines, electrical conduit, wastewater collection lines and gas distribution lines on the parcel which might have to be relocated by the MBTA or private developer, depending on the final building configuration and column placement of any new development on the site.
- There is an existing stormwater collection line running the length of Parcels 6 and 7 parallel to Rutherford Avenue. It is not shown as relocated. *The Utility Desk Study and Concept Report for the Rutherford Avenue Design Project, June 1, 2010*, prepared by Tetra Tech Rizzo states:

  *It is also noted that with the reconfiguration of the Sullivan Square area, one of the newly created TOD parcels will contain the existing 78" x 86" MWRA (Massachusetts Water Resources Authority) sewer. Build out of this parcel will be hampered by the disposition and presence of this pipe. It is likely that building a structure on top of this MWRA facility will not be allowed. Ideally, this sewer line should be relocated to provide the maximum build out opportunity for this new parcel. In conversations with the MWRA, there was initially some hesitation on their part regarding relocating this sewer.*

| Site | Feasiblility | Advantages | Disadvantages | Comments |
|---|---|---|---|---|
| **Parcel 1: Office/Retail/Hotel** | Speculative | Retail use helps to support feasibility<br>Potential for partial land write-down (City-owned) | Weak Office Market<br>Cost of Structured Parking | Speculative feasibility - even at zero land cost with presence of retail in program<br>Weak office market cannot support cost even with breakeven hotel |
| **Parcel 3: Office** | Speculative | Potential for partial land write-down (City-owned) | Weak Office Market<br>Cost of structured parking<br>No retail use to help support feasibility | Speculative feasibility - even at zero land cost, especially without presence of retail in program ***(retail could be added to program)***<br>Weak office market cannot support cost |
| **Parcel 4: Apartment/Retail** | Positive | Retail use helps to support feasibility<br>Low TOD supported parking ratios<br>Strong apartment market | Cost of structured parking | Feasibility made possible by strong apartment market and presence of retail in program<br>Generates supportable market land cost |
| **Parcel 5: Apartment/Retail** | Positive | Retail use helps to support feasibility<br>Low TOD supported parking ratios<br>Strong apartment market | Cost of structured parking | Feasibility made possible by strong apartment market and presence of retail in program<br>Generates supportable market land cost |
| **Parcel 6: Apartment** | Positive | Low TOD supported parking ratios<br>Strong apartment market | Cost of structured parking | Feasibility made possible by strong apartment market<br>Generates supportable market land cost |
| **Parcel 7: Apartment/Retail** | | Retail use helps to support feasibility<br>Low TOD supported parking ratios<br>Strong apartment market | Cost of structured parking | Feasibility made possible by strong apartment market and presence of retail in program<br>Generates supportable market land cost |

*Summary Financial Feasibility Analysis*

*However, at a follow-up meeting where this same issue was discussed, the MWRA agreed that moving their wastewater infrastructure into the new right-of-ways made the most sense. It is noted that the relocation of this major MWRA conduit will require significant construction costs as well as advanced coordination and design costs associated with relocating a critical wastewater facility of this size.*

If the line cannot be moved, buildings on Parcels 6 and 7 will need to be reoriented to avoid the line. On Parcel 6, the building would remain in the same orientation, but would be limited to the southern end of the site near Main Street. On Parcel 7, this would result in one building parallel to Rutherford Avenue.

## environmental issues

The summary memorandum for the *Sullivan Square/ Rutherford Avenue Preliminary Environmental Assessment submitted by TetraTech Rizzo on October 31, 2008*, states:

> *A preliminary screening based on a review of available government regulatory databases, current and historic land uses, available plans and a visual inspection of the project area was conducted. The results were compiled into a table and figure showing known and suspected hazardous waste sites with reported releases; areas of historical industrial/commercial land use; and locations of underground storage tanks* (USTs) or significant use of oil and hazardous materials (OHM). This screening consisted of a review of federal and state regulatory environmental databases, and historical Sanborn maps.

Five sites within the immediate Project Area were identified as known or suspected sites of environmental concern with potential to impact construction within the Project Area:

- Site A5 was the location of fatality involving a train; although the site is listed as a result of being on the Emergency National Response Center database, the incident did not include the release of hazardous materials.
- Site B49: the incident included a leak of transformer oil and the case has been closed.
- Site C63: One incident included illegal dumping of miscellaneous oil and the status is closed.
- Site D58: several reportable releases resulting in a Response Action Outcome (RAO) that asserts that "a permanent solution has been achieved: contamination has not been reduced to background class. Response actions were sufficient to achieve a level of no significant risk or at least ensure that all substantial hazards were eliminated.
- Site E34: a reportable release with an RAO Class A1 – a permanent solution has been achieved; contamination has been reduced to background or a threat of a release has been eliminated.

## Next Steps

As discussed throughout this Report, this Study was the first step in an ongoing process to determine the future of Sullivan Square, and specifically, the seven parcels resulting from the reconstruction of Rutherford Avenue. During this process a number of issues were raised (both by the community and the City/Consultant Project Team) that were beyond the scope of this Study, but that should be resolved during continued planning efforts for Sullivan Square and Charlestown. The following includes both the next steps in this ongoing process, and the issues raised which should be resolved (or just studied further) as part of those next steps.

## next steps

- Planning effort to study the disposition of parcels resulting from the relocation/reconstruction

of Rutherford Avenue that were not included in this study.

- Planning effort to look at the broader context around Sullivan Square, including connections to Somerville.
- Final design, funding and construction for the relocation/reconstruction of Rutherford Avenue, including the new open space created adjacent to the roadway alignment in concert with BTD planning efforts.

## issues to be resolved in next steps

- Coordination between the City and the MBTA to determine the mechanics for disposing of individual parcels (e.g., the advantages/disadvantages of disposing of parcels individually versus having a Master Developer for all or most of the seven parcels).
- Sea level rise and the incorporation of City regulations into future planning.
- Further study of desirable unit sizes (i.e., number of bedrooms) for residential buildings.
- Determination of parties responsible for public realm improvements (construction and maintenance).
- Continuation of Riverfront path and improved access to the Mystic River via streets now closed by MBTA maintenance facilities.

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