

FAIRMOUNT INDIGO PLANNING INITIATIVE

# CORRIDOR PLAN



FAIRMOUNT INDIGO CORRIDOR



CITY OF BOSTON  
Martin J. Walsh  
*Mayor*



Boston  
Redevelopment  
Authority

CORRIDOR PLAN  
SEPTEMBER 2014

FAIRMOUNT INDIGO PLANNING INITIATIVE  
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**CITY OF BOSTON**  
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FAIRMOUNT INDIGO PLANNING INITIATIVE

# CORRIDOR PLAN

*Final Report Contents*

- 1 Introduction (1-15)
- 2 Community Vision (16-27)
- 3 Strategies and Recommendations (28-77)
- 4 Implementation and Actions (78-146)
- 5 Appendices

An **Executive Summary** of the Corridor Plan is also available at:  
[www.FairmountIndigoPlanning.org](http://www.FairmountIndigoPlanning.org)

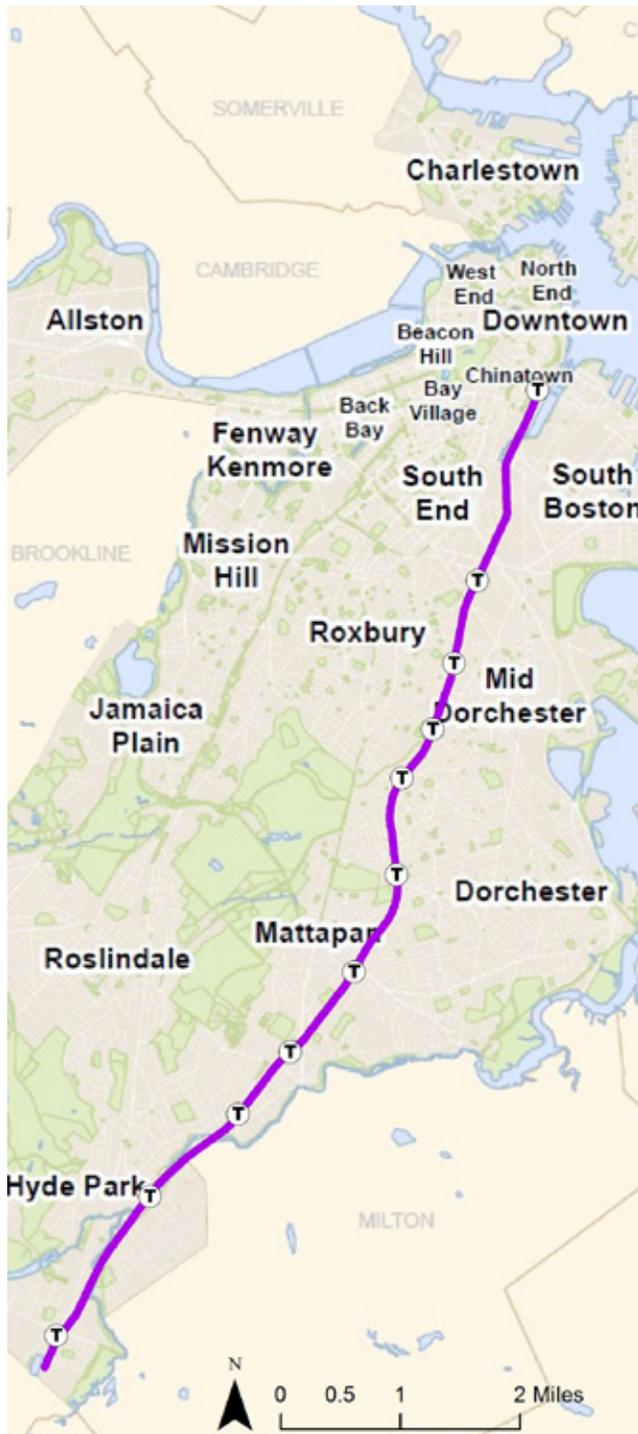


Station Platform, Upham's Corner

FAIRMOUNT INDIGO CORRIDOR PLAN

# INTRODUCTION

# 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.

## Stations

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, at the time of this publication, 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.

## Purpose

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*

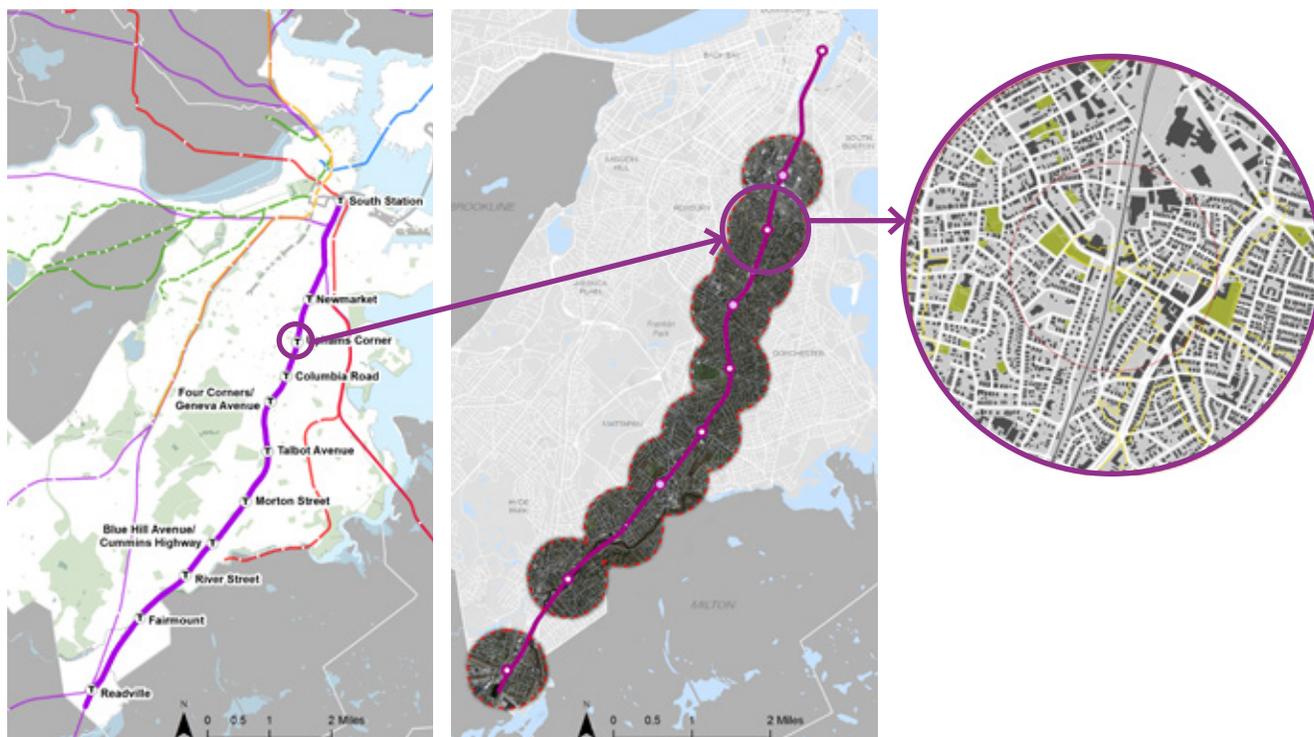
## Process and Documentation

The Planning Initiative process and results are documented by several reports. The Corridor-wide 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 community-based 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.

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](http://www.fairmountindigoplanning.org).



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

## Corridor Geography

The Fairmount Indigo Corridor is a series of places that have historically been defined by a lack of rail infrastructure. The Corridor is located in a broad swath of neighborhoods between the MBTA's Red Line and Orange Line of the subway network. Today, the Fairmount Indigo Line rail service fills this gap and creates new connections between the neighborhoods south of Boston. The transit line creates a Corridor that is defined as a series of places that is only directly connected and experienced on the rail line.

## Key to Common Terms

Given that this is a relatively new geography in the City of Boston and the terms and definitions used to describe this series of places are new, several clear explanations are warranted. The distinct geographies referenced during the community process and in the Corridor Plan include:

- **City of Boston:** Defined by the municipal city limits.
- **Corridor:** General reference to the series of places that are connected by the Fairmount Indigo rail line. For the purposes of this Plan, Corridor generally refers to the area from Newmarket to Readville.
- **Fairmount Indigo Corridor:** 9.2 miles extending from South Station to Readville Station. This geography represents the full extent of the rail corridor from terminus to terminus.
- **Fairmount Indigo Focus Area:** 7.3 miles extending from Newmarket Station to Readville Station. This geography excludes South Station. As a regional transportation and economic hub in Downtown Boston, it is dramatically different in land use and transportation characteristics from the other Station Areas of the Corridor. In general, it has been removed from all demographic, land use and growth capacity analysis that are referenced in the Corridor Plan.
- **Station Area:** The Fairmount Indigo Corridor currently includes eight Station Areas (South Station, Newmarket, Upham's Corner, Four Corners/Geneva Avenue, Talbot Avenue, Morton Street, Fairmount

and Readville). Each Station Area includes the geography that is within a one half mile radius of the rail station. A half mile distance is approximately a 10 minute walk and an approximate distance that residents are willing to walk to transit, and it is the distance correlated with increased land values associated with enhanced transit access.

- **Main Streets district:** the Corridor includes several distinct commercial districts that are characterized by retail storefront uses on major streets. Six of these districts are official Main Streets districts in the City of Boston and receive special assistance and stewardship to enhance neighborhood serving businesses in the district.

The geographic boundaries for both the *Focus Area* and *Corridor* are defined by a half mile radius from each transit station, built, in design, or proposed along the rail line.



A portion of the skyline from the Newmarket Station Area

## City Context

In the larger context of the City, the Fairmount Indigo Corridor represents a unique opportunity to redefine a large geography, and to create new links and sense of identity for Corridor communities. The Corridor runs through a broad swath of many of Boston's most populous neighborhoods between the MBTA's Red Line to the east and the Orange Line to the west. These portions of Roxbury, Dorchester, Mattapan and Hyde Park were linked together by the lack of rail infrastructure and were

some of the most difficult portions of the City to access relying on the street network. It is a new geography in the City that residents do not yet identify with, because the Corridor has only recently been redefined by enhanced rail service. The primary feature of identity in the communities of the Corridor remains associated with the neighborhoods.

The communities of the Corridor have also struggled with crime and safety and perceptions associated with negative news stories and violence. Many of the specific areas along the Corridor, Blue Hill Avenue, Talbot Avenue, among others, have been associated with higher levels of violent crime in the City. The Corridor represents an opportunity to reframe the City-wide narrative that is associated with communities along it. The many positive aspects of the very same places along the Corridor, including the Mattapan Health Center and Talbot Norfolk Triangle community efforts, need to be elevated along with the Corridor to better align the identity of the places with the positive momentum underway.



Historic context of Upham's Corner

## Historic Context

### ***The Beginning - 1944***

The Fairmount Indigo Corridor has an interesting history that reflects the evolution of transportation in the City of Boston. The rail line opened as the Midland

Railroad with passenger service in 1855 operated by the Boston and New York Central Railroad. The service first operated with at-grade crossings that created congestion issues along the important crossroads that were enabling expansion to the south of Boston. The rail corridor was modified with bridges and below grade crossings to remedy this incumbrance on the surrounding areas.

### ***From 1944 - 1999***

Consistent with the increase in automobile use and the City-wide transition from a streetcar network to a bus system, passenger service along the Fairmount line was abandoned in 1944. The intact rail right-of-way presented an opportunity to provide temporary replacement rail service as work along the Southwest Corridor was completed for the Orange Line. Passenger service was restored along the Fairmount Indigo line in 1979 during this construction process. In 1987, with temporary service scheduled to end, the communities along the line came together in opposition of the termination of service. This effort was led by the Dudley Street Neighborhood Initiative (DSNI) and resulted in the continuation of passenger service. Passenger service consisted of stops at South Station, Upham's Corner, Morton Street, Fairmount and Readville stations.



Street trolleys in Mattapan Square

### ***From 1999 - 2004***

Following this effort, transit equity advocacy continued in the Corridor communities. The Fairmount Coalition was created, in part, by the Greater Four Corners Action

Coalition in 1999. This Coalition of community leaders and advocates pushed for continued and expanded service on the rail corridor. In 2004, the Fairmount Indigo Line CDC Collaborative was formed by four local community development corporations (CDC's) including Dorchester Bay EDC, Codman Square, NDC, Mattapan CDC and Southwest Boston CDC.

### ***From 2005 - Present***

All of the community advocacy and effort to bring transit equity to the Corridor communities resulted in substantial action and response from the Commonwealth of Massachusetts. In 2005, the state committed to four additional stations as part of Big Dig mitigations to offset community impacts. In 2007, the existing stations at Upham's Corner and Morton Street stations were rebuilt and upgraded and all bridge infrastructure along the Corridor was upgraded and improved.

In 2013, three new stations along the Corridor opened for operation including Newmarket, Four Corners/ Geneva Ave, and Talbot Avenue. Additionally, in 2013, the MBTA decreased the fare on the line to \$2.00 (except for trips from Readville), to be equal to the cost of a subway ride in the City. A new station at Blue Hill Avenue/Cummins Highway is in design, at the time of this publication, and funded for construction.



*Newly opened station at Talbot Avenue*

### **Past Planning Efforts**

Parallel to the substantial upgrade of the physical infrastructure of the Corridor, community planning efforts continued. In 2006, an overall plan for the Corridor was created and detailed in a report titled, "Boston's Newest Smart Growth Corridor Study". In 2008, the communities of the Corridor formed the Fairmount Greenway Task Force resulting in a study titled, the "Fairmount Greenway Concept Plan" that outlined new recreation and open space connections along the Corridor. In 2012, the Fairmount Indigo Planning Initiative began.

The following studies have been critical to the evolution of the Fairmount Indigo Corridor and have been referenced and built upon as part of the Fairmount Indigo Planning Initiative:

- Boston's Newest Smart Growth Corridor: A Collaborative Vision for the Fairmount/Indigo Line, 2006
- The Fairmount Greenway Concept Plan, 2011
- The Fairmount Initiative, People and Place, 2011
- Fairmount Line Corridor Improvements Project, 2008
- Realizing the Potential: One Year Later, 2008
- Fairmount Line Feasibility Study, 2002
- Roxbury/Dorchester/Mattapan (RDM) Transit Needs Study, 2012

In addition, each Station Area includes a number of specific studies that have been completed recently and that were reviewed through this process to better understand conditions local to each station community.

### **Key Characteristics**

Among the key characteristics of the Fairmount Indigo Corridor are the economic conditions as they relate to the residents and the broader City of Boston. This includes an examination of employment, population, occupations,

and level of educational attainment. Whenever possible, the existing conditions for the Fairmount Corridor are compared to the City of Boston.

### **Population**

Excluding South Station, there are an estimated 93,104 people who live in the Corridor within ½ mile of the Fairmount Indigo rail stations. An additional 10,322 people live within the ½ mile catchment area of South Station.

### **Labor Force**

There are approximately 62,000 Corridor residents reportedly in the labor force, based on the 2006 to 2010 ACS. Eighty-four percent of these residents were employed during this period with 15.6 percent unemployed. In contrast, Boston residents in the labor force are roughly 350,000, with nearly 91 percent employed (9.3 percent unemployed) during this same period.

For both the Corridor and Boston generally, a large share of employees work in management, professional and related occupations. For the Corridor, this occupation employs 28.3 percent. While this is significant, it is a considerably smaller share of overall employment than Boston in general. Nearly 45 percent of Boston residents work in these occupations.

Another 30.4 percent of Corridor employees work in service occupations, which include health care, education, community services, therapy, and administrative services. This is the occupation category for the largest share of Corridor residents. For Boston in general, this occupation accounts for 21.7 percent of employees.

Production, transportation, and material moving occupations also employ a relatively larger share of Fairmount residents than Boston in general. Slightly more than 11 percent of Corridor residents are occupied in these fields. In contrast, 6.4 percent of Boston residents hold these occupations. People working in this

field could be in manufacturing or work as truck drivers, for example.

### **Employment**

Among Boston’s largest employers, the most significant industry sectors are health care, finance and insurance, and higher education. These three industries account for approximately 74 percent of all employment among Boston’s largest employers, equivalent to 142,000 jobs across 61 companies.

Like Boston, the health care and social services industry employs the largest share of people in the Corridor, as shown in the figure below. Specifically, 3,247 people are employed in this industry. Some of these employees may work for the larger employers listed for the Top 10 Employers in Boston; however, many likely work for smaller Boston employers. In the Corridor, health care and social services represents 13 percent of total employment, the largest share of any industry.

<b>Top 10 Employers in Boston, 2010</b>	
<b>Employer</b>	<b># of Employees</b>
1. Massachusetts General Hospital	14,207
2. Brigham and Women’s Hospital	11,607
3. Boston University	9,301
4. Children’s Hospital, Boston	7,603
5. Beth Israel Deaconess Medical Center	7,192
6. Liberty Mutual Holding Company, Inc.	7,125
7. State Street Bank & Trust Co	5,600
8. Fidelity	5,457
9. Boston Medical Center Corporation	4,875
10. Tufts Medical Center	3,915

Source: “The Largest Employers in the City of Boston,” BRA Research Division, March 2011

Although this is the largest industry share, there are only 30 firms in the Corridor that provide more than 100 jobs according to InfoUSA data. The remaining health care and social assistance establishments employ an average of ten people, highlighting the importance of smaller businesses to the Corridor. Public administration and other services each account for 11 percent of employment in the Corridor, and educational services and retail trade each employ another 10 percent.



South Bay Center is a location of major Corridor employers

<b>Top 10 Employers in the Fairmount Indigo Corridor, 2010</b>	
<b>Employer</b>	<b># of Employees</b>
1. Stop & Shop Distribution Center	600
2. Suffolk Construction Company	500
3. Interdenominational Church	450
4. Federated Dorchester Neighborhood	389
5. Super Stop & Shop	360
6. Home Depot	300
7. Syria Temple No 31	300
8. Board of Examiners	300
9. MBTA Transit Police Department	300
10. Boston Public Health Commission	300

Source: InfoUSA 2010

### **Unemployment**

The unemployment rate in the Corridor is 15.6 percent, as compared to Boston's 9.3 percent. Despite a population of approximately 120,000, the Corridor has fewer than 25,000 jobs. In contrast, there are about 650,000 jobs for a labor force age (16 years plus) population of 532,500 in Boston. While this is not necessarily unusual, given that Boston is a large metropolitan area and employment center, it does suggest a lack of employment options in the Corridor compared to Boston as a whole. Further economic development may provide more employment options for residents along the Corridor.

### **Job Industries**

The top ten industries based on employment for the Fairmount Corridor are shown below:

<b>Share of Employment by NAICS Industry in the Fairmount Indigo Corridor, 2010</b>	
<b>Industry</b>	<b>Share (%)</b>
1. Health Care and Social Services	13%
2. Public Administration	11%
3. Other Services (repair,/maint., personal care/service, funeral homes, religious organizations)	11%
4. Educational Services	10%
5. Retail Trade	10%
6. Construction	9%
7. Accom. and Food Services	8%
8. Wholesale Trade	7%
9. Manufacturing	6%
10. Transp. and Warehouse	3%

Source: InfoUSA and BRA 2010

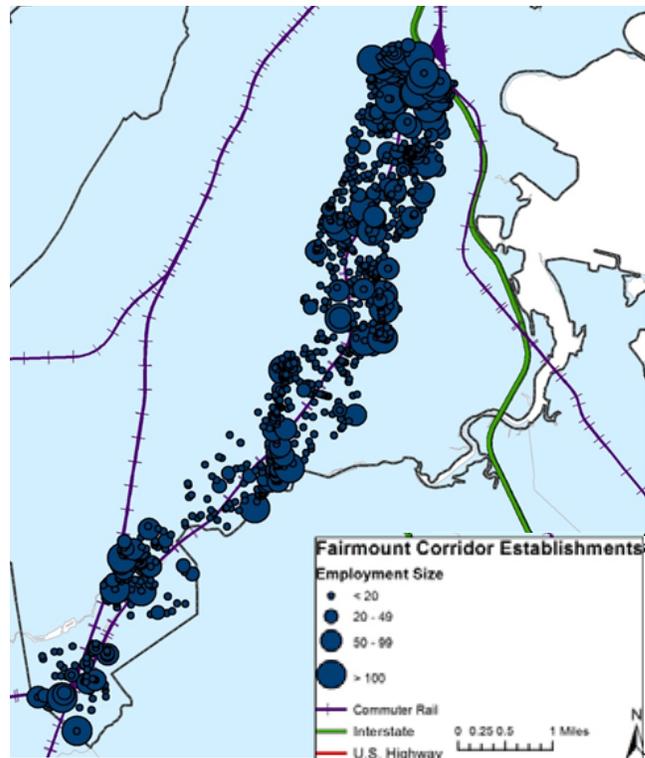
Similar to Boston, health care and public administration are the two largest industries in terms of jobs. In the Fairmount Corridor, health care and social assistance account for 3,247 jobs, as mentioned above. This industry is followed by public administration with 2,658 jobs, and other services with 2,610 jobs. A major difference between the Fairmount Corridor and Boston is the relatively higher concentration of jobs in educational

services and construction in the Corridor. The share of employment in these industries within the Corridor is more than double the share of employment in these industries in Boston. Additionally, three large industries in Boston are not represented as well in the Corridor. Those industries are professional services, finance and insurance, and administration.

Another notable difference between the Corridor and Boston, in terms of employment, is the other services industry. This industry accounts for the third largest share of employment in the Corridor, but the industry accounts for only four percent of Boston's overall industry employment.

In addition to accounting for a significant number of employees in the Corridor, there are more Corridor businesses in the other services industry than any other. Specifically, 434 Corridor establishments out of a total of 2,009 (22 percent) are part of this industry. Other services include repair and maintenance, commercial and industrial machinery and equipment, personal and laundry services, as well as personal care services, funeral homes, and other businesses. Not surprisingly, many of these businesses are relatively small. Corridor businesses in this industry employ an average of 5.5 people. Additionally, the Corridor has more retail and personal service based businesses than Boston, while Boston has a larger share of businesses in professional services.

The importance of smaller businesses to the Corridor is further supported by the fact that more than 850 businesses located here make less than \$500,000 in annual revenue. This represents almost 40 percent of the Corridor's businesses, according to InfoUSA data. Nearly 54 percent of Corridor businesses reported less than \$1 million in revenue as shown in the figure below. These smaller businesses are part of several different industries, but most establishments in the Corridor earning less than \$500,000 annually are in the retail industry. 89 percent of establishments in the Corridor have fewer than 20 employees, which is a larger share than Boston generally.



Source: InfoUSA, MassGIS, BRA Research Division

Nearly all Corridor establishments have less than 100 employees. There are only two establishments in the Corridor that employ more than 500 employees. These businesses are located in the southern portion of the Corridor in Roxbury and Hyde Park. These businesses perform construction and distribution. Other large Corridor employers (>100) are concentrated near the upper end of the Corridor, as shown in the figure above. The lower to middle portion of the Corridor has fewer businesses and fewer large businesses. Most of these very small businesses are retail and wholesale trade, health care and social assistance, as well as other services.

### Key Industries

Key industries within the Fairmount Indigo Corridor were selected for comparison to see what the average educational attainment is for the industry workers. As expected, the requirements for health care and education lean towards college and post-bachelor, while the largest

group of employees in other services, retail, and public administration typically have either a high school diploma or GED. It is worth noting that educational requirements for occupations in Massachusetts typically are greater than the national average, as the labor force in Massachusetts tends to have attained higher education levels. More than 41.3 percent of Boston's population has a bachelor's, graduate, or professional degree, ranking the city fifth most college educated among the 30 largest US cities.

### **Place of Employment**

Boston residents, from other parts of the city and the Corridor, generally tend to work in the city, approximately 70 percent of all employees for both groups. 70 percent of residents in the Fairmount Corridor work within Boston. This is consistent with Boston generally; 68.8 percent of Boston residents also work in Boston. Some of these people work in the Corridor, quite likely in the employment centers of Newmarket and Readville. Commercial and industrial land use is most concentrated in the northern and southern ends of the Corridor, which is where the larger employers of the Corridor are located. For example, Home Depot, Aggregate Industries, Suffolk Construction Company, Paul Revere Transportation, Winston Flowers, and Boston Public Health Commission have facilities located within the New Market and South Bay areas.



*Distribution and manufacturing employment center in Newmarket*

### **Mode of Travel to Work**

How these employees get to their jobs, however, differs somewhat. Corridor residents tend to drive to work; in fact, 58.9 percent of residents commute by automobile. Driving is also the top choice of commuters in Boston generally, but the share of drivers is considerably less (46.3 percent).

Corridor residents are slightly more likely to take public transportation than others in Boston, 34.5 percent and 32.9 percent, respectively. One of the more striking differences in commuting patterns between Corridor residents and Bostonians generally is with respect to walking. Only three percent of Corridor residents walk, as compared to nearly 15 percent of Boston residents in general.

### **Commuter Travel Time**

The largest share of Corridor residents commutes between 30 and 34 minutes, but Corridor residents generally have longer commutes than others in Boston. For commuters in the Fairmount Indigo Corridor, 22 percent have commutes that exceed 35 minutes and 16 percent travel more than an hour.

### **Work Day Specifics**

Corridor residents are also likely to start their work days earlier than others in Boston. More than one-third of Corridor residents leave home for work by 7:00 am. There are a few possible explanations for their early-rising. First, the occupations held by Corridor residents may necessitate an early arrival to work. Second, residents may demand child care that would require departure from their home to drop off their children at a daycare or other caregiver.

### **Household Income**

Nearly half of Corridor residents make less than \$40,000 in household income annually, and the largest share of residents make less than \$20,000 annually. When evaluated by location, the largest share of residents living below the poverty threshold (\$22,314 annually) resides

northwest of Columbia Road. The largest share of residents making \$50,000 or more lives on the southern half of the Corridor.

### **Poverty Level**

Approximately 23.6 percent of Corridor residents reported income in the past 12 months that fell below the poverty level. This is slightly higher than Boston's 21.2 percent during the same time period.

### **Educational Attainment**

The educational attainment for people in the Corridor is typically less than those living in Boston on the whole. More than half (56 percent) of the population in the Corridor has no more than a high school education. In contrast, 39 percent of Boston's population has achieved this level of education, as shown in Figure 15. In the Corridor, 22.5 percent of the population has no high school diploma, as compared to Boston's 15.7 percent. In the Corridor, 33.5 percent of the population has a high school diploma. Forty-two percent of Boston's residents have a bachelor's degree; in the Corridor, only 18 percent do.

While there are several schools and training centers located close to the Corridor (e.g., Roxbury Community College, Boston Adult Technical Academy, Genesis Academy of Cosmetology, Center for Career Development), there may be impediments to residents continuing their education.



*Roxbury Community College is an educational resource near the Corridor*

# OVERVIEW

*The Corridor Plan enables each Station Area to leverage recent investments in transit to maximize community building and neighborhood improvement. The following strategies are core components of the Corridor Plan and are fundamental to the Corridor Vision:*

## **Transit Equity and Improvement**

The continued enhancement of service along the Fairmount Indigo Line is an economic driver that brings immense benefit to the residents and businesses of the Corridor. The City advocates for transit equity in the neighborhoods that require increased daily frequency of trains, weekend service on the line, and the integration of the rail line with the subway system. This would include the continuation of subway fare pricing, integrated transfers, and the implementation of Diesel Multiple Units (DMU's) on the line.

## **Corridor of Complete Neighborhoods**

The majority of the Fairmount Indigo Corridor is residential with distinct and diverse neighborhoods. The distinctiveness of each Station Area neighborhood should be reinforced based upon the assets of that community. The Corridor should emphasize strong and livable neighborhoods with high quality housing choices. New development in the Corridor should be intended to reinforce quality neighborhoods adding to community, livability and stability with improved streetscape, public spaces and infill of vacant lots.

## **Diversity of the Communities and Places**

The ethnic and cultural diversity of the Corridor is a distinction of the places connected by the rail line; it is home to many diverse immigrant populations. The cultural vibrancy and diversity of the neighborhoods is a distinct asset of the Corridor. The notion that “The entire world is at home here” should be highlighted within the local entrepreneurial businesses and restaurants. Current residents and businesses should be the primary beneficiaries of improvements along the Corridor and a focal point in the evolution of the Corridor.

## **Employment Center “Bookends”**

South Station, Newmarket and Readville are current and future economic centers within the region. These stations operate under different conditions than the residential

core of the Corridor. Newmarket and Readville are employment assets for the Corridor and the City, and that should be reserved for economic development, namely local job creation. Direct connections between these Corridor employment resources and Corridor residents should be reinforced.

## **Strength of Neighborhood Centers**

The existing commercial centers and Main Streets districts within the Corridor are active, vibrant and distinct centers of activity. Each provides a local center of commerce within a residential context that brings opportunity for new mixed-use development, new models for service, and amenities that strategically serve neighborhood needs. The activity of these centers should be refocused such that clusters of commercial uses support distinct and vital places while building upon the surrounding residential uses.

## **Quality of Life Core and Services**

The diversity of Corridor neighborhoods should be reinforced with a consistent and high quality of life. Affordable, high quality and convenient neighborhoods should be a hallmark of the Corridor. Build upon the strength of assets that already exist in the Corridor and reinforce health, education, and mobility assets to support an amenity-filled and convenient Corridor with new service and amenity clusters near stations.

## **Links to Education and Institutions**

Creating and reinforcing direct connections between the Corridor and Boston's strength of educational and institutional (academic, health and nonprofit) resources should be used to leverage the potential of employment in the neighborhoods, strengthen connections to jobs, partnerships for training, and support investment, resources and improvements along the Corridor.

## Summary by Topic Area

*The following topic areas have been used to sort Corridor-wide Strategies and represent the components of a Complete Neighborhood. Key strategies for the Corridor have been highlighted below each topic area. The topics and associated icons are used throughout the report to organize information and highlight priorities.*



### Prosperity

- Strengthen the neighborhood structure with core services and amenities at Station Areas
- Build human resources and capacity through education, training and job linkage
- Support Corridor job growth through small and entrepreneurial businesses
- Use publicly-owned real estate assets to unlock strategic private investments



### Home

- Add market rate and affordable housing complementary to station context to strengthen housing choice and healthy neighborhood income mix
- Focus new housing of scale at station gateways and near existing centers of activity to enhance ridership and vitality



### Place

- Celebrate Corridor diversity by reinforcing Station Area restaurants, cultural venues and events
- Create catalytic projects and placemaking at Station Areas to reorient the neighborhoods to existing and new stations
- Strengthen connections to rail stations and existing Main Streets districts and commercial centers



### Getting Around

- Create mobility hubs at Station Areas to enhance pedestrian, bus, bicycle and vehicular connections and to refocus circulation at the stations
- Strengthen wayfinding and signage for connections and destinations to and from station



### Parks / Public Space

- Improve streetscape and reinforce Corridor-wide street treatments at connections between stations and existing centers of activity
- Highlight and build upon existing and expansion of urban agriculture within the Corridor
- Enhance connections to existing open spaces by reinforcing pedestrian and bike links along the Corridor



### Quality of Life

- Use new Station Areas, development projects and public realm improvements to reposition neighborhood sense of community and safety
- Highlight the positive Station Area amenities, events, and assets with information kiosks at each station and a gateway of arrival at stations



Cleary and Logan Square, Fairmount

FAIRMOUNT INDIGO CORRIDOR PLAN

# COMMUNITY VISION

## Community Process

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The Corridor Plan was created through an extensive community planning and visioning process that involved over 15 meetings from the Fall of 2012 to the Spring of 2014 including community meetings, a community workshop, and community open houses. Additionally, the consultant team undertook many in-person visits to each Station Area neighborhood, and conducted many stakeholder, resident and advocate interviews for an analysis of the existing conditions of the Fairmount Indigo Corridor.

The strategies and discussion were guided by local residents, business owners and advocates who were part of a City appointed Corridor-wide Advisory Group (CAG). An agenda for each meeting is included in the Appendix. All meetings were open to the public, and the location of meetings rotated among a variety of locations along the Corridor.

The Corridor is an unusual study area in the context of the City. It spans four neighborhoods and includes a geographical area that has not been comprehensively studied in the past. The process involved introducing the residents of Corridor communities to the idea of the Corridor and the new connections and benefits that the new rail line and stations can bring.

The community process has involved two distinct levels of planning: Corridor planning and Station Area planning. Generally, overall visioning, brand and growth strategies have been examined at the Corridor scale, and neighborhood planning and improvements have been examined at the Station Area scale. The two levels of planning are distinct, but have been coordinated such that the parts reinforce the whole.

Parallel to the Corridor planning process, a Station Area plan for Upham's Corner has been prepared. Station Area planning processes for Blue Hill Ave/Cummins Highway and Four Corners/Geneva are underway, at the time of this publication. Over the coming years, the intention is to create a Station Area Plan for each rail station on the Corridor continuing with Talbot Avenue next.

## Community Vision

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*The Fairmount Indigo Corridor community vision provides a succinct and coordinated statement about how the Corridor should leverage its assets to bring shared benefits to its residents and businesses.*

The Fairmount Indigo Corridor includes a very broad geography and diverse population, bringing together the neighborhoods of Roxbury, Dorchester, Mattapan and Hyde Park. The Corridor provides access for about one sixth of Boston's population. In a City defined by its neighborhoods, creating a shared and meaningful vision across those boundaries is difficult. However, the great strength of the Corridor is the diversity of places and people that are connected, and the new opportunities and perspectives that can emerge. The following statement describes the shared and community-created vision for the Corridor.

***The Fairmount Indigo Corridor is a unique collection of neighborhoods and urban centers within Boston that provide new opportunities to link culturally rich residential areas with mixed-use amenities in a setting that is accessible and affordable reinforcing the idea that "the entire world is at home here."***

The vision statement captures the shared ambitions that have been articulated by residents and businesses in Roxbury, Dorchester, Mattapan and Hyde Park for the Corridor. The statement is simple, but captures the optimism and opportunity that people see in the new connections the Corridor provides. The uniqueness and diversity of the places and people connected by the Corridor is a theme that resonated through each of the

Icons used throughout the report to organize recommendations



conversations that have occurred during this community process.

The Vision Statement reinforces that the composition of the Corridor is primarily residential, and that the strength of the Corridor is in the diversity of its residents, neighborhoods and places. The neighborhoods have unique and distinct identities in part because of the ethnic and cultural diversity of its resident and business populations. To retain this great asset of the Corridor, future improvements must benefit current residents and businesses.

Improved and direct connections to unique and diverse residential neighborhoods with walkable commercial districts provides new opportunities within the City. This combination of assets is unique within the City, metropolitan regional context of Boston, and even across

the country. The unique characteristics of diverse and walkable places positions the Fairmount Corridor as poised to flourish as an opportunity Corridor in the City. However, the new opportunity is not disruptive to the patterns of use and residents already in the Corridor. This is an opportunity to create Complete Neighborhoods at every Station Area on the Corridor.

A Complete Neighborhood is a residential community that has all aspects of life within a short walk. The components of the Complete Neighborhood are depicted above and include prosperity, home, place, getting around, parks and public space and quality of life. A Complete Neighborhood is not homogenous nor does it offer the same assets from one place to another. A Complete Neighborhood has assets and amenities that satisfy each of these fundamental components in a way that is unique and sustainable for its community.



Word cloud results from the community workshop for words associated with the Fairmount Indigo Corridor

# INDIGO VISION

## OUR VISION

The Fairmount Indigo Corridor presents the opportunity to create new links between neighborhoods, revitalize commercial districts, and create a sense of place that identifies and celebrates the local yet transcends neighborhood boundaries. The operation of the Fairmount Indigo transit line is poised to create connections and opportunities within its neighborhoods on a scale not seen in Boston in many years.

The transit line extends 9.2 miles from South Station to Readville. The Fairmount Indigo Corridor Plan, the result of a two year community effort with the Boston Redevelopment Authority, multiple city agencies and a consultant team, focuses on the Corridor stations and neighborhoods south of South Station.

The Corridor has previously been defined by trains that ran through neighborhoods without making frequent stops and a high fare structure. Today, the fare structure has been adjusted on a pilot basis; and the future looks to have the potential of more frequent service.

### Indigo Vision Statement

The Fairmount Indigo Corridor is “a unique collection of neighborhoods and commercial centers within Boston. It provides new opportunities to link culturally rich residential areas with mixed-use amenities in settings that are accessible and affordable.

### Indigo Principles

The promise of the Fairmount Indigo Corridor has three important Indigo principles:

- GO Complete Neighborhoods** - through a series of recommendations, the Plan seeks to reinforce a Complete Corridor by strategically building Complete Neighborhoods connected by the Indigo Line based upon six key components;
- GO Diverse Communities** - “the entire world is at home here” is a phrase the community sees as representing the great multicultural diversity of the Corridor that can be better showcased through food, events, and businesses;
- GO GO Places** - each Station Area on the Indigo Corridor should have an Indigo Place, a physical representation of the principles of its community that connects civic, educational, food and cultural elements. This is a Go Place, a community catalyst.



# OUR PRINCIPLES

## *Diverse and Complete Neighborhoods*

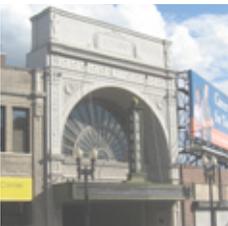
The Corridor Plan establishes strategies for Indigo neighborhoods to become Complete Neighborhoods – places where resident and business needs for work, living, gathering, recreation, and health can be met. Each Station Area along the Corridor provides opportunities to improve prosperity, housing, ability to get around, a sense of place, open space, and overall quality of life. This Plan defines the opportunities and component strategies that will result in communities that are diverse and “Complete” over time.

### Complete

### Neighborhood Component

### Indigo Diversity and Opportunity

### Component Strategies

 <p>PROSPERITY</p>				<ul style="list-style-type: none"> <li>● Grow Job Center Bookends</li> <li>● Strengthen “Main Streets” Activity</li> <li>● Create Catalyst Investments</li> <li>● Support Small Business</li> <li>● Invest in Training and Education</li> <li>● Create Transit-oriented Housing</li> <li>● Encourage Mixed-use Main Streets</li> <li>● Grow Infill Opportunities</li> <li>● Prevent Displacement</li> <li>● Focus on the “Main Streets” Districts</li> <li>● Reinforce Active Storefronts</li> <li>● Reorient Activity to the Station</li> <li>● Build Places Around Food</li> <li>● Reinforce Culture, Art and History</li> <li>● Expand Rail Service</li> <li>● Implement New Train Technology</li> <li>● Improve Walkability/Public Realm</li> <li>● Integrate Bus/Shuttle Connections</li> <li>● Manage Parking</li> <li>● Connect Open Space Networks</li> <li>● Continue Streetscape Improvements</li> <li>● Add Parklets and Plazas</li> <li>● Expand Community Gardens</li> <li>● Leverage Vacant Conversions</li> <li>● Create Station Plazas</li> <li>● Highlight Corridor Diversity</li> <li>● Add Core Amenities and Services</li> <li>● Enhance Neighborhood Health</li> <li>● Strengthen Institution Connections</li> <li>● Build Community and Safety</li> </ul>
 <p>HOME</p>				
 <p>PLACE</p>				
 <p>GETTING AROUND</p>				
 <p>PARKS AND PUBLIC SPACE</p>				
 <p>QUALITY OF LIFE</p>				

# OUR OPPORTUNITIES

## INDIGO Places



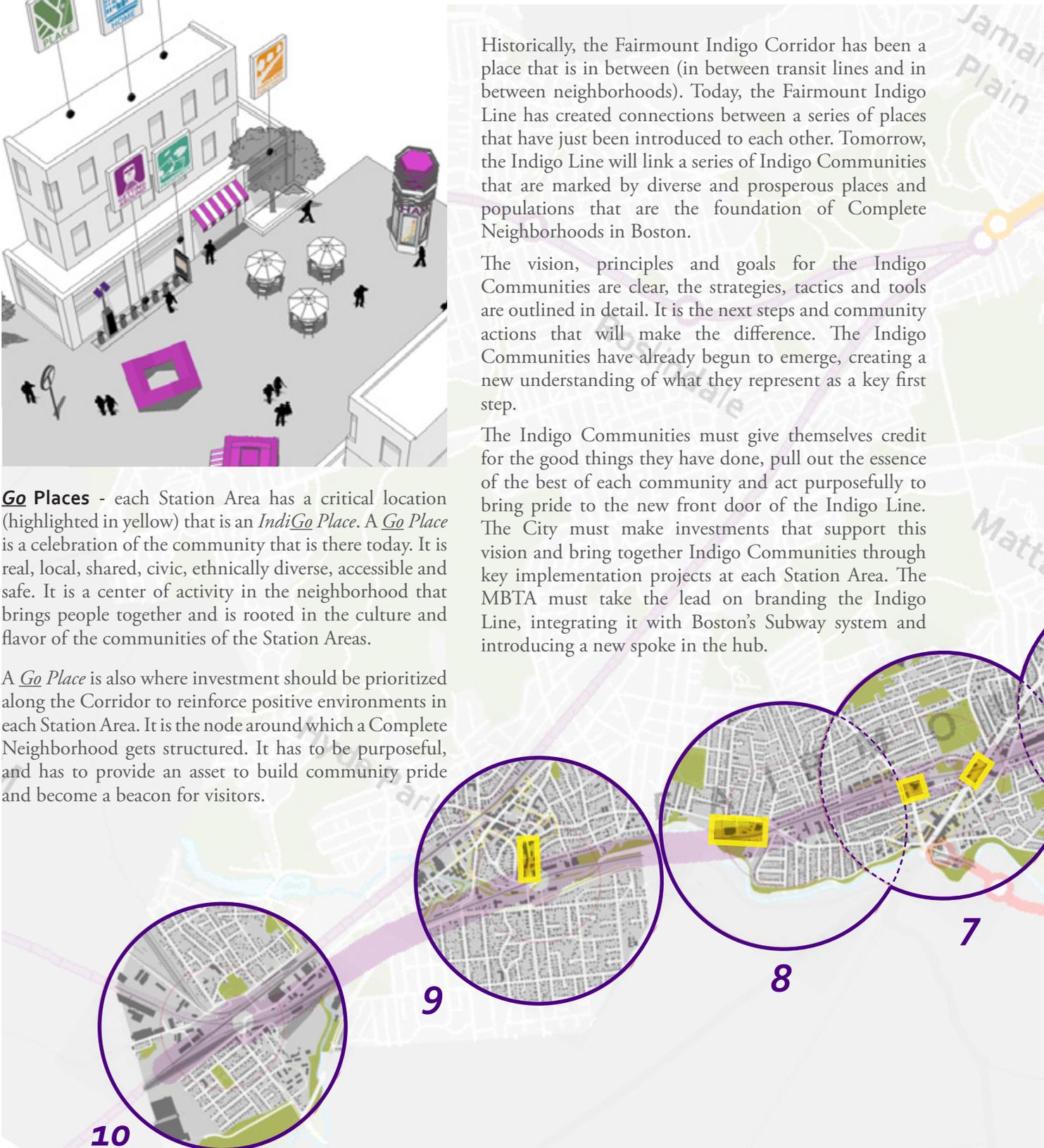
**Go Places** - each Station Area has a critical location (highlighted in yellow) that is an *IndiGo Place*. A *Go Place* is a celebration of the community that is there today. It is real, local, shared, civic, ethnically diverse, accessible and safe. It is a center of activity in the neighborhood that brings people together and is rooted in the culture and flavor of the communities of the Station Areas.

A *Go Place* is also where investment should be prioritized along the Corridor to reinforce positive environments in each Station Area. It is the node around which a Complete Neighborhood gets structured. It has to be purposeful, and has to provide an asset to build community pride and become a beacon for visitors.

Historically, the Fairmount Indigo Corridor has been a place that is in between (in between transit lines and in between neighborhoods). Today, the Fairmount Indigo Line has created connections between a series of places that have just been introduced to each other. Tomorrow, the Indigo Line will link a series of Indigo Communities that are marked by diverse and prosperous places and populations that are the foundation of Complete Neighborhoods in Boston.

The vision, principles and goals for the Indigo Communities are clear, the strategies, tactics and tools are outlined in detail. It is the next steps and community actions that will make the difference. The Indigo Communities have already begun to emerge, creating a new understanding of what they represent as a key first step.

The Indigo Communities must give themselves credit for the good things they have done, pull out the essence of the best of each community and act purposefully to bring pride to the new front door of the Indigo Line. The City must make investments that support this vision and bring together Indigo Communities through key implementation projects at each Station Area. The MBTA must take the lead on branding the Indigo Line, integrating it with Boston's Subway system and introducing a new spoke in the hub.



# OUR ACTIONS

## Indigo Communities

The following are important actions to move each Station Area forward:

**1: Newmarket** - an employment center.

Create a mobility hub at the station ramp at Mass. Ave. and Newmarket Street



**5: Talbot Avenue** - residential neighborhood with a vibrant Main Street center.

Strengthen Talbot Avenue connections to the station, Codman Square and Harambee Park



**6: Morton Street** - residential neighborhoods with training and small business incubators.

Create a central gathering hub for community activity and a gateway to the station



**7: Blue Hill Ave./Cummins Hwy.** (in design) - a strong mixed-use and neighborhood center.

Reinforce the pedestrian connection between Cummins Highway, Mattapan Square and the Neponset River



**8: River Street** (potential station) - residential neighborhoods with and training and small business incubators.

Add residential uses near the station to support business activity and amenities



**9: Fairmount** - a strong mixed-use center and corridor-wide arts and culture destination.

Strengthen vibrancy of the Main Streets district and extend activity on Fairmount Avenue to the rail station



**10: Readville** - an employment center with surrounding neighborhoods.

Investigate long term regional transportation improvements



**2: Upham's Corner** - a strong mixed-use center and Corridor-wide arts and culture destination.

Strengthen Dudley Street connections to the station, Main Streets and the Strand Theatre



**3: Columbia Road** (potential station) - residential neighborhoods with training and small business incubators.

Improve walkability on key routes along Quincy Street, Columbia Road and Ceylon Street



**4: Four Corners/Geneva Ave.** - residential neighborhood with a vibrant Main Street center.

Focus new housing and neighborhood-serving amenity at the Washington Street gateway



# Displacement Prevention

*The Fairmount Indigo Corridor Plan is intended to create new opportunities directly benefiting the residents and businesses of the Corridor.*

One of the most important considerations of the investment and improvement of the Corridor is the prevention of displacement of the current population of the Corridor and the expansion of opportunity and prosperity for current residents and businesses. New opportunities should prioritize the upward mobility of current Corridor residents and businesses providing new opportunities for growth and success.

The recommendations of this Plan and the implementation actions outlined as a part of this plan are explicitly focused on the people and businesses of the Corridor. The Brand Strategy identifies the Indigo Corridor as one of ethnic and cultural diversity. This is an asset found in the many people, cultures and communities of the Corridor. If the people and communities that represent this asset are displaced, a fundamental aspect of this vision for the Corridor is lost. The Growth Strategy reinforces this approach by highlighting training, education and partnership resources to advance employment and small business entrepreneurship on the Corridor.



Community diversity as represented by an artist's mural in Upham's Corner



Corridor diversity must be actively preserved

The communities of the Corridor that exist today must be respected and built into future opportunities. This approach is not dissimilar to the preservation and adaptation of the historic buildings and Main Streets districts that are a large part of the physical environment of the Corridor.

Several strategies are a part of this Corridor Plan and vision that directly address the prevention of displacement of Corridor residents and businesses. First, new transit-oriented development and Main Streets mixed-use redevelopment must include affordable and workforce housing units for a percentage that is greater than the standard inclusionary housing policies of the City of Boston. The current policy is a requirement of 15% affordable households for any residential development with 10 or more units. Affordability is defined as households earning between 80% to 120% of the Boston Area Median Income (AMI). Alternatively, a \$50,000 payment per unit can be made. For non-residential development that exceeds 100,000 square feet, a linkage fee program requires a \$7.28 per gross square foot fee for housing and a \$1.44 per gross square foot fee for jobs.

New workforce and affordable housing units should be integrated with, and indistinguishable from, market rate units. All new housing should be designed to contribute to the sense of place and community in the Station Area. Corridor-wide homeownership programs should be developed or increased to allow current residents to benefit directly from future land value increases. Local

resident priority for new affordable housing units should be established, along with local resident priority for new jobs created in the Corridor.

Small business loan programs, storefront improvement programs, and partnership and mentorship programs should be designed and coordinated to retain locally-owned small businesses. A collection of programs that are beneficial to small businesses in the Corridor already exist in the City (DND, BRA) and should be promoted within the Corridor. The current programs include, but are not limited to, the Boston Business Hub, the Main Streets program, ReStore Boston, Neighborhood Restaurant Initiative, Back Streets, Workforce Training Fund, and small business loan programs.

Direct links between jobs and residents of the Corridor should be created and reinforced. Keeping current residents and businesses is not enough for a successful community. The prosperity of current residents and businesses must be enhanced to bring all residents of the City into the success that the experiences now and into the future.



A sustainable community preserves unique local shops and services

## Transit Equity

*The Fairmount Indigo Corridor represents a new era of bringing enhanced transit options to the communities most in need of improved mobility.*

Fairness and social equity are relevant and recurring topics in the neighborhoods that comprise the Fairmount Indigo Corridor. The Community Vision for the Corridor has at its core a recognition that these underserved areas of the City of Boston, consisting of many working class and underserved families and businesses, deserve equal access to opportunity and increased mobility options.

While no simple answer exists for addressing transit equity in complex urban environments, several important topics have emerged through this community process. A key idea is that rail service along the line should evolve toward integration with the rapid rail service of Boston. This would add the Indigo line to be included alongside the Red, Orange, Blue, Green and Silver lines of the MBTA system.

Several major improvements are required to achieve this integration. First the train technology used along the line must be upgraded to new Diesel Multiple Units (DMU's) to enable more frequent operation of trains. Second, expansion of the platforms at South Station would alleviate another impediment to frequency of service along the line. Lastly, the integration of fares along the line to equal the cost of a subway ride and to allow transfers to other subway and bus lines would be needed. Each of these improvements would better serve the neighborhoods of the Corridor and enhance mobility across this large geography of the City.

The correlation between transit equity and displacement prevention are direct. Historically, the most affordable neighborhoods in an urban area are those underserved by transit. The better connected a neighborhood is, the

more valuable the location becomes over time. As transit access improves, the general pattern is that land values will shift over time and populations that once lived in a relatively affordable, but inaccessible location must relocate to another location that is also less accessible. The goal on the Corridor is to break this cycle, providing enhanced mobility without displacing affordability.



MBTA Rapid Transit System with the Indigo Line highlighted

### eTOD

In breaking the cycle of displacement often associated with improved transit, measures are needed over time to track the relationship between equity, transit and prosperity. One such potential measure is the eTOD system. As part of the planning process, the consultant team became more familiar with the eTOD system, a framework that focuses on neighborhood characteristics in combination with transit to identify improvements to social equity.

The eTOD system was created by the Dukakis Center for Urban and Regional Policy at Northeastern University in collaboration with the Center for Transit Oriented Development (CTOD). The eTOD rating system uses existing data to identify neighborhoods with social and transit attributes that reduce driving,

encourage higher transit ridership, and promote transit equity and accessibility. The set of metrics within the eTOD framework focus on neighborhood characteristics that contribute to traditional TOD performance and improved neighborhood social equity.

The eTOD system is an index composed of three major measurements: transit, orientation, and development. Each component focuses on different measurements that will allow relative comparisons across the region and identify strengths or opportunities. The eTOD factors for each measurement are composed of:

<b>eTOD Measurement Factors</b>	
<b>1. Transit</b>	<ul style="list-style-type: none"> <li>a. Transit Accessibility (transit access shed index)</li> <li>b. Transit Connectivity (transit connectivity index)</li> <li>c. Transit Use (% workers who use transit, bike or walk)</li> <li>d. Max Score: 15</li> </ul>
<b>2. Orientation</b>	<ul style="list-style-type: none"> <li>a. Transit Dependency (% of households without cars)</li> <li>b. Income (% of households with income less than \$25,000)</li> <li>c. Rental housing (% of renters)</li> <li>d. Max Score: 15</li> </ul>
<b>3. Development</b>	<ul style="list-style-type: none"> <li>a. Walkability (WalkScore)</li> <li>b. Residential Density (households per residential acre)</li> <li>c. Employment Gravity (employment gravity measure)</li> <li>d. Affordability (% of income spent on transportation)</li> <li>e. Max Score: 20</li> </ul>

Source: Dukakis Center for Urban and Regional Policy at Northeastern University in collaboration with the Center for Transit Oriented Development (CTOD)

Stations closer to downtown will have an inherent advantage over those further out in the system. However, more distant stations have the greatest potential to reduce vehicle miles traveled (VMT) and should be considered

for development opportunities. Once the three eTOD factors are evaluated, the transit, orientation, and development scores are summed for each Station Area. The categories below describe the eTOD index scores:

1. Transit-Oriented Stations – (scores above 41) prime spots for future equitable development to promote mode-shifts to transit and other non-motorized modes, and greater access to employment for lower to middle income households.
2. Transit-Supportive Stations – (scores 31 to 40) prime locations for future development and more affordable.
3. Transit-Related Stations – (scores 21 to 30) strong in one metric but deficient in others. Appropriate to focus on affordable housing solutions due to low Orientation scores. Further outside of city.
4. Transit-Adjacent Stations – (scores 0 to 20) might be strong on one metric, but deficient in others. Mostly commuter rail stations with less frequent all day service, limiting transit utilization. Mostly affluent bedroom communities with smaller shares of transit dependent populations and suburban built environments less conducive towards higher ridership.

The eTOD scores for the station locations of the Fairmount Indigo Corridor are shown to the right. These scores represent the aggregate eTOD values for the existing stations and stations under design. The two proposed stations for Columbia Road and River Street are not shown; some data did not exist for these proposed station locations. The Station Areas with the highest score are those closest to South Station and downtown. Station Areas to the southern part of the Corridor have the lowest total eTOD score as they have the lowest orientation and transit scores due to lower transit use and higher incomes.

The table to the right shows the individual factor scores for each Station Area. The Station Areas from Newmarket Square south to Morton Street are identified as Transit-Supportive. The three most southern stations are identified as Transit-Related and Transit-Adjacent.

The areas identified as Transit-Supportive appear to lack the most in the development category, followed by the transit category. Improved transit frequency (reduced headways) and housing development may help boost the eTOD scores for these neighborhoods.

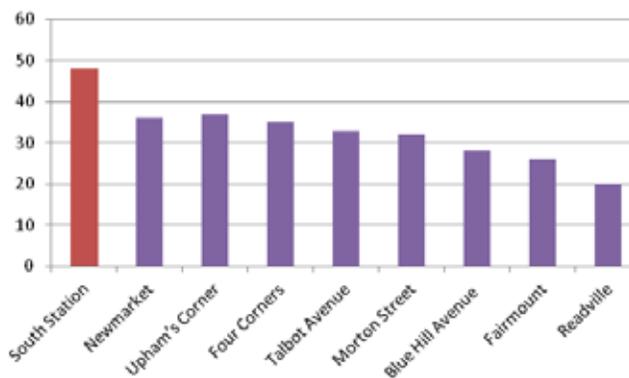


Figure: eTOD score for Existing Fairmount Stations  
Source: Dukakis Center for Urban and Regional Policy “eTOD Score: A Proposed Rating System for Equitable Transit Oriented Development” Northeastern University, November 2012.

<b>eTOD Scores by Station and Factor</b>				
Station	Transit	Orientation	Development	Score
South Station	15	14	19	48
Newmarket	10	13	13	36
Upham's Corner	10	13	14	37
Four Corners	10	13	12	35
Talbot Avenue	9	13	11	33
Morton Street	9	12	11	32
Blue Hill Ave/ Cummins Hwy	9	10	9	28
Fairmount	6	9	11	26
Readville	6	6	8	20
Max Score	15	15	20	50

Source: Dukakis Center for Urban and Regional Policy “eTOD Score: A Proposed Rating System for Equitable Transit Oriented Development” Northeastern University, November 2012.



LOBBY

Porta  
Classica  
FINE  
MEN'S WEAR

FAIRWAY ST

Parking  
2 Hour  
Limit  
Mon-Fri  
8am-5pm

Mattapan Square, Blue Hill Avenue/Cummins Highway

FAIRMOUNT INDIGO CORRIDOR PLAN

# **STRATEGIES AND RECOMMENDATIONS**



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**PROSPERITY**





# Prosperity

## Current Status

Enhancing access to jobs and economic opportunity is one of the most critical needs for the Corridor's residents and businesses. In the Corridor today, nearly half of all households earn less than \$40,000 per year and over half of the residents older than 25 have no more than a high school education. A promising fact is that the Corridor is home to over 900 small businesses, many employing Corridor residents.

## Future Strategies

A coordinated set of economic strategies for the Corridor provides more opportunity for Station Areas and neighborhoods than if each Station Area acts in isolation. The following strategies of the Corridor Plan are intended to enhance prosperity and opportunity for residents and businesses:

- A Invest in Training and Education** - the Corridor connects residents to new opportunities, if residents are informed and well prepared. A more comprehensive approach to enabling residents for success through education, training and job linkage should be established in the Corridor. The training and education investments should be made in partnership with institutions and partners across the Boston metropolitan area.
- B Strengthen "Main Streets" Activity** - Main Streets activity is a primary source of Corridor employment and supports many of the small and entrepreneurial businesses. New economic activity should be focused and promoted within Main Streets districts to fill vacancies and add vitality. A continuity of active ground floor uses throughout the Main Streets districts reinforces these critical nodes as a center of neighborhood activity.

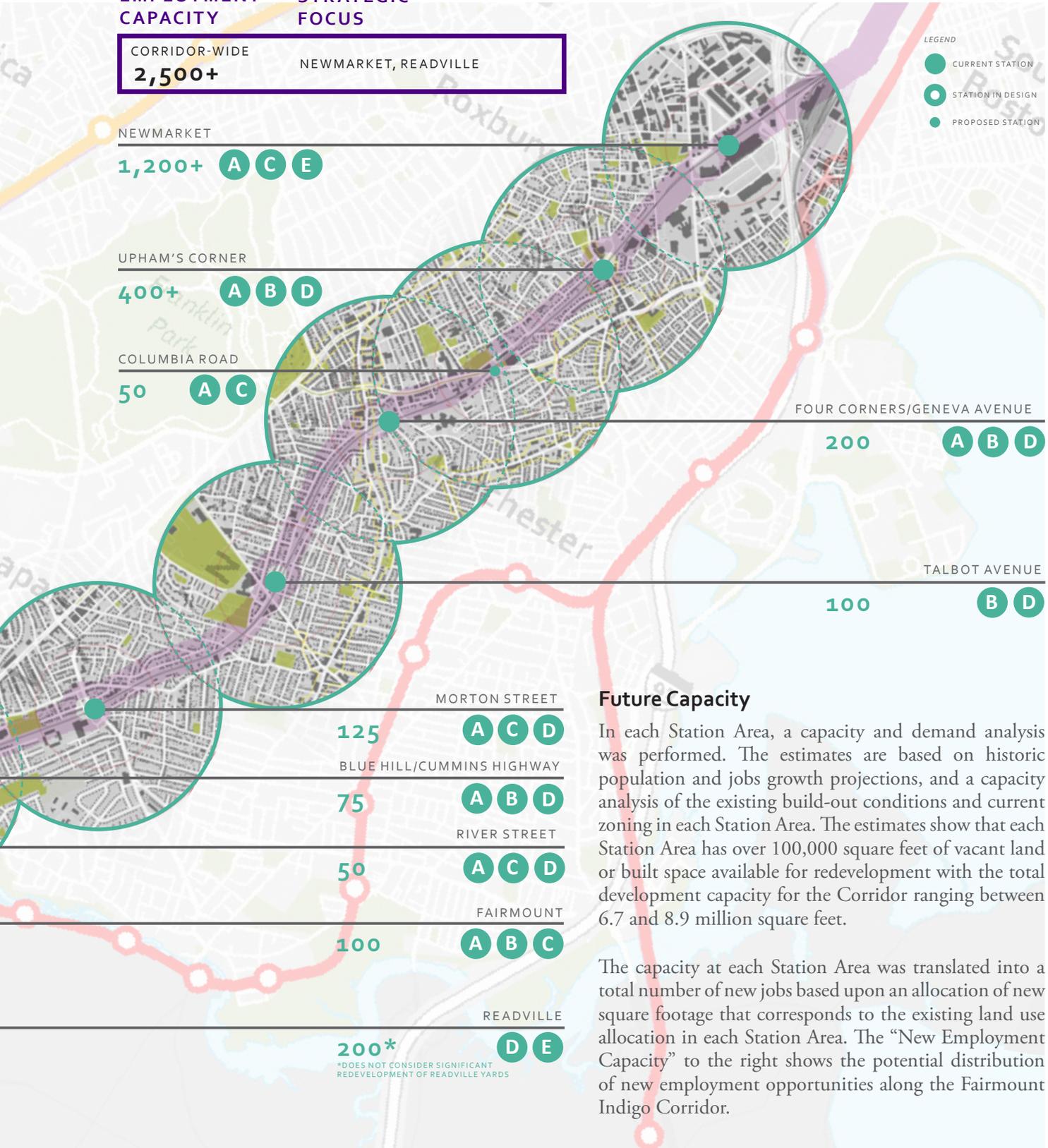
- C Support Small Business** - enhance the entrepreneurial environment that exists along the Corridor and support job growth through small businesses. Focus on building support from Community Development Corporations, Main Streets organizations and City programs such as ReStore Boston, a storefront business improvement program and various capital programs. Form partner and mentorship programs for Corridor businesses to connect with other City businesses to create a broader system of support for Corridor small businesses.
- D Create Catalyst Investments** - use publicly-owned real estate assets to attract and unlock strategic private investments near the stations and in the Main Streets districts. Use City-owned vacancies on residential streets to reinforce neighborhood fabric with infill development. Create a permitting and approval program to promote development readiness targeted to the Corridor.
- E Grow Job Center Bookends** - advance corridor-wide opportunity by building upon capacity for new employment at Newmarket and Readville and connecting to the regional employment center of South Station. Target industries for new opportunities such as manufacturing, wholesale trade and food services. Create direct connections and programs to bring Corridor jobs and residents together.



**NEW  
EMPLOYMENT  
CAPACITY**

**STRATEGIC  
FOCUS**

CORRIDOR-WIDE  
**2,500+**      NEWMARKET, READVILLE



**Future Capacity**

In each Station Area, a capacity and demand analysis was performed. The estimates are based on historic population and jobs growth projections, and a capacity analysis of the existing build-out conditions and current zoning in each Station Area. The estimates show that each Station Area has over 100,000 square feet of vacant land or built space available for redevelopment with the total development capacity for the Corridor ranging between 6.7 and 8.9 million square feet.

The capacity at each Station Area was translated into a total number of new jobs based upon an allocation of new square footage that corresponds to the existing land use allocation in each Station Area. The “New Employment Capacity” to the right shows the potential distribution of new employment opportunities along the Fairmount Indigo Corridor.

\*DOES NOT CONSIDER SIGNIFICANT REDEVELOPMENT OF READVILLE YARDS

*The recommendations within each topic area have been prioritized by the community as part of a community open house and online review of the Corridor Plan.*



## Prosperity

A coordinated set of economic strategies for the Corridor provides more opportunity for Station Areas and neighborhoods than if each Station Area acts in isolation. In terms of enhanced prosperity a primary benefit of the Indigo Corridor is a direct and quick connection to the regional job center of South Station. Beyond that benefit, the following strategies of the Corridor Plan are intended to enhance prosperity and opportunity for residents and businesses in the Corridor.

As measured by many metrics, the Corridor includes some of the most disadvantaged areas within the City. Enhancing access to jobs and economic opportunity is one of the most critical needs for the Corridor's residents and businesses. Excluding South Station, the Corridor has fewer than 25,000 jobs for over 90,000 residents. While it is not realistic to employ all Corridor residents within the Corridor, it is an indication of the lack of opportunity that exists in the communities.

The industries that account for the largest share of employment in the Corridor are health care and services, public administration, other services, educational services, retail trade and construction. Combined these industries account for 64% of the Corridor employment. A promising fact is that the Corridor is home to over 900 small businesses, many employing Corridor residents. A small business is one that makes less than \$500,000 in revenue annually, this accounts for about half of the businesses in the Corridor. The largest business establishments are concentrated near Newmarket station.

In the Corridor today, nearly half of all households earn less than \$40,000 per year. As compared to an average household income of \$49,000 in the City of Boston. The largest share of residents living below the poverty threshold (\$22,314) live just north of the Four Corners/ Geneva Avenue Station. The earnings potential of Corridor residents is directly connected to education and skill attainment. Over half (56%) of the residents older than 25 have no more than a high school education. Only 18% of the Corridor residents have a bachelor's degree compared to 42% of the City on average.



*Local food businesses and food service training are growing in the Corridor*

**A Invest in Training and Education** - the Fairmount Indigo Corridor connects residents to new opportunities, if residents are informed and well prepared. A more comprehensive approach to enabling residents for success through education, training and job linkage should be established in the Corridor. The training and education investments should be made in partnership with institutions and partners across the Boston metropolitan area.

New training and educational opportunities should be brought into the Corridor to create direct connections between the strength of the Boston areas world class institutions and the needs of the Corridor. Satellite offices, training centers and programs should become a part of the Corridor resources and assets. This may include the expansion of successful partnerships that already exist in Boston, such as MIT's Fablab and the South End Technology Center at Tent City. A physical connection to this type of training and advancement opportunity can become a beacon in the neighborhood.

The importance of on-the-job training should be reinforced with local businesses and local residents. Shared investment in the human capital of the Corridor would benefit both businesses and residents. In the Implementation Section of the Corridor Plan other training partnership and education opportunities are highlighted in the Growth Strategy.



Active businesses in the Hyde Park Main Streets district

**B Strengthen Main Streets Activity** - Another economic driver in the Corridor are the Main Streets districts. The Corridor includes five Main Streets districts: Upham's Corner, Bowdoin Geneva, Four Corners, Mattapan Square, and Hyde Park Main Streets.

The Main Streets activity is a primary source of Corridor employment and supports many of the small and entrepreneurial businesses that are distributed throughout the neighborhoods. New economic activity should be focused and promoted within Main Streets districts to fill vacancies and add vitality. A continuity of active ground floor uses throughout the Main Streets districts reinforces these critical nodes as a center of neighborhood activity.

In conversations with the community, a mismatch between the type of retail and restaurant activities that exist and the needs of the residents seems to exist. This mismatch should be explored within each Main Streets district to identify new opportunities for small businesses and entrepreneurs to serve community needs. A close match between community needs and Main Streets businesses could also expand local spending and increase the amount of dollars that remain in the Corridor communities.

The type of businesses that add vitality and interest to a Main Streets district are relatively limited and the amount of businesses of this type that are sustainable is finite. Therefore it is critical to locate

this type of positive community building business together in clusters in the Main Streets districts. Reinforcing this type of business within a walkable pedestrian environment increases the possibility for success and prosperity for the business and district.



Small businesses in storefronts on Blue Hill Avenue

**C Support Small Business** - enhance the entrepreneurial environment that exists along the Corridor and support job growth through small businesses. Focus on building support from Community Development Corporations, Main Streets organizations and City programs such as ReStore Boston, a storefront business improvement program and various capital programs. Form partner and mentorship programs for Corridor businesses to connect with other City businesses to create a broader system of support for Corridor small businesses either through the efforts of The Boston Foundation, Greater Boston Chamber of Commerce or others. Partnerships from the Corridor to other parts of the City should be used to advance small businesses, entrepreneurs or restaurateurs and provide training and best management practices to help educate and build the success of Corridor small businesses.

The Corridor should become a setting for innovative entrepreneurship with programs and partnerships that support start-up local businesses. Tools such as a revolving loan fund could be used to assist businesses with capital expenses in the Corridor. The Corridor communities should become known and highly valued as places of unique and local businesses that offer services and goods useful to residents and visitors.



The Mattapan Community Health Center is a positive catalyst in Mattapan Square

**D Create Catalyst Investments** - The first two strategies to reinforce prosperity are effectively strengthening patterns of use that already exist in the Corridor. In some locations, particularly adjacent to the rail stations, catalyzing change is desired. At several of these locations, publicly-owned real estate assets can be used to attract and unlock strategic private investments near the stations and near Main Streets districts. The disposition process for the publicly owned properties can be used to inform the community and create a shared understanding about the potential for beneficial change on the properties. It can also be used as a process to promote the Fairmount Indigo Corridor and to attract attention from private developers to the Corridor.

The City-owned property provides an opportunity to leverage private investment. This asset should be combined with zoning modifications to align the potential development opportunity with the need for economic development and repositioning of the rail stations in the Corridor neighborhoods. The zoning modifications should increase the allowable building height, increase building massing, allow mixed-use development and potentially decrease parking requirements. Specific zoning recommendations should be created as a part of each Station Area Plan.

The catalyst investments should be strategic in their location and how they are promoted. Each additional Station Area redevelopment project builds a momentum of investment in the Corridor

that can attract the next private investment. Create a permitting and approval program to promote development readiness targeted to the Corridor.

Clear limits for this type of transformative development should be established to retain the community and character of the Corridor neighborhoods. In locations not immediately adjacent to rail stations, City-owned vacancies on residential streets should be used to reinforce neighborhood fabric with infill development.



Wholesale businesses in Newmarket (photo credit: The Boston Globe)

**E Grow Job Center Bookends** - As suggested by the Corridor facts relating to industries and employment, adding jobs directly to the Corridor is an important strategy for economic development and enhancement of opportunities for residents. Two main locations on the Corridor are the best candidates to increase jobs producing uses among the current mix of land uses, Newmarket and Readville. These two Station Areas are near the Corridor ends and would provide employment destinations that reinforce transit use and connections between Corridor communities along with South Station.

Both Newmarket and Readville have existing land use patterns that accommodate substantial areas of light industrial and commercial uses. Both Station Areas also have additional capacity for the growth of these uses. The efforts of the Newmarket Business Association should be directly connected to Corridor efforts to increase opportunity. A direct



connection between business and property owners at Readville should be made to those at Newmarket to understand shared opportunities or business attraction opportunities that could exist if both Station Areas were marketed together.

While transit and highway access is excellent at Newmarket, regional connections at Readville are less direct. However, long term considerations for improving highway and rail connections to the regional economic drivers of Interstates 93 and 95 and Route 128 should be considered. Improved highway access and integration of multiple commuter lines that travel through Readville would open new opportunities for jobs at this critical node on the Corridor.

Target industries for new opportunities such as manufacturing, wholesale trade and food services build from the strength of business establishments located in the Corridor. The Corridor Plan Implementation Section outlines a Growth Strategy with more specific information regarding target industries for growth. Additionally, the Growth Strategy highlights the importance of creating direct connections and programs to bring Corridor jobs and residents together.



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**HOME**

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The *Home* section addresses the issues and opportunities associated with the supply of and demand for housing in the Corridor. 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

## Current Status

The Fairmount Indigo Corridor is primarily a residential corridor. Two and three family homes are the most common housing type across the Corridor. Relative to the City of Boston, housing in the Corridor is affordable, but relative to income of Corridor residents housing affordability is a major issue. Over one third of Corridor households spend at least half of their income on rent.

## Future Strategies

A coordinated set of housing strategies for the Corridor provides new economic activity with transit-oriented housing, quality housing choices, increased neighborhood stability and a focus on benefitting current residents. The following strategies of the Corridor Plan improve housing and residential communities:

- A Prevent Displacement** - the Corridor and its neighborhoods must continue to provide a place for residents of moderate incomes to live affordably with excellent access to opportunity and amenity. As City and neighborhood dynamics continue to shift, procedures and policies to prevent displacement of resident and businesses who cannot afford to locate elsewhere must adapt as well. Diverse mixed income neighborhoods are a core feature of the Corridor and can be retained by promoting homeownership, adding a variety of housing units affordable to a range of household incomes
- B Create Transit-oriented Housing** - new multi-family housing of a density higher than the surrounding context should be allowed and encouraged directly adjacent to transit stations. New transit-oriented housing promotes transit use,

walkability, and activity for Main Streets businesses. Existing isolated uses (such as commercial or light industrial) near rail stations should be transformed to create new housing opportunities at key neighborhood-building locations.

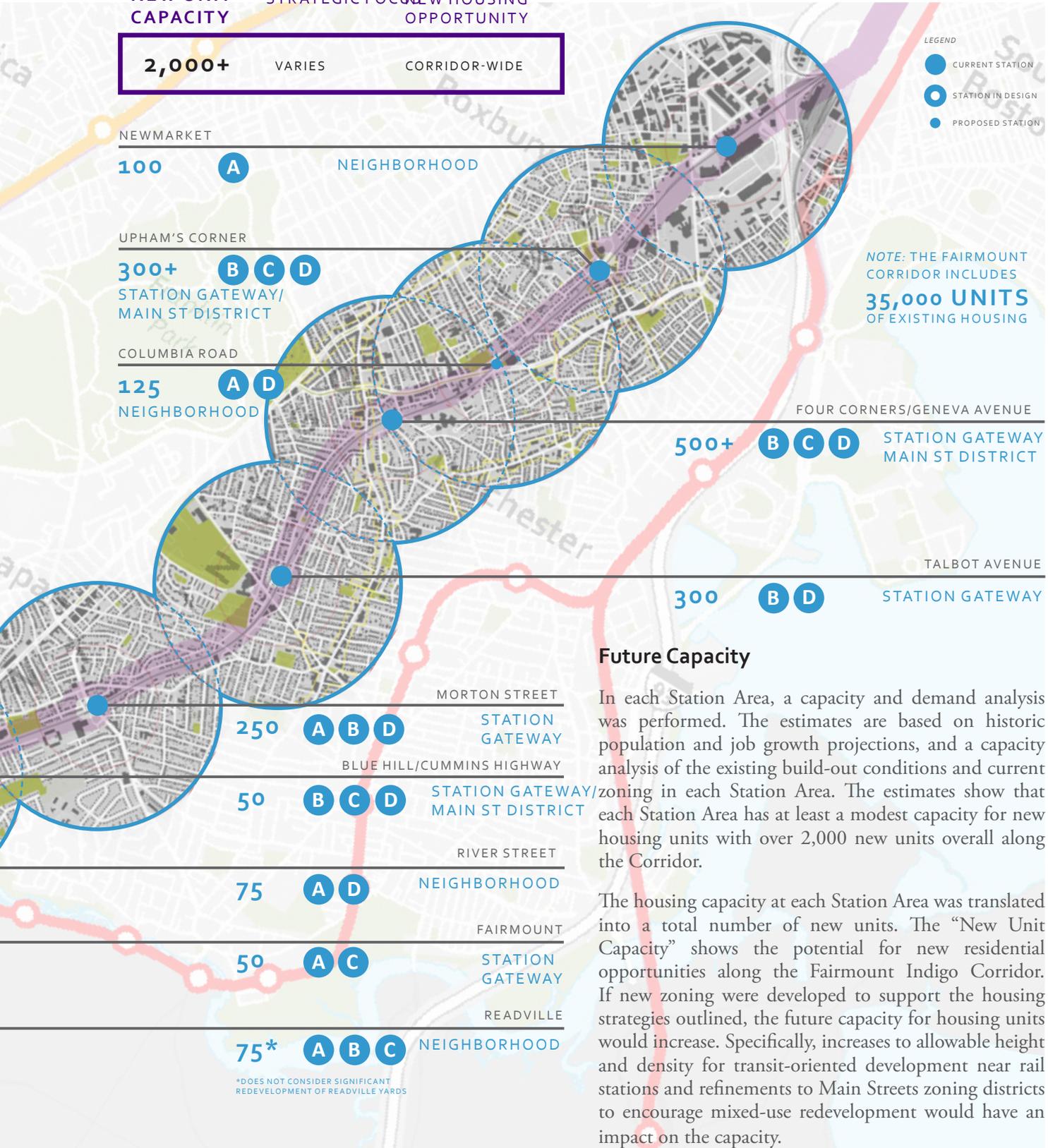
- C Grow Infill Opportunities** - new housing that fills in vacant lots with context-sensitive residential use is important to strengthening residential blocks, reducing empty lots, and adding positive neighborhood activity. A City program that promotes land disposition and infill residential construction would be a beneficial implementation measure. Neighborhoods would also be strengthened by creating incentives to improve the existing housing stock and provide supports to existing residents for building upgrades, including energy and sustainability upgrades.
- D Encourage Mixed-use Main Streets** - new residential uses should be focused on the Corridor's Main Streets. New mixed-use redevelopment should be promoted within Main Streets districts to support and activate commercial vitality. Increased density in Main Streets districts is consistent with historic land use patterns and reinforces important neighborhood centers.



### NEW UNIT CAPACITY

### LOCATION OF STRATEGIC FOCUS NEW HOUSING OPPORTUNITY

<b>2,000+</b>	VARIES	CORRIDOR-WIDE
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### Future Capacity

In each Station Area, a capacity and demand analysis was performed. The estimates are based on historic population and job growth projections, and a capacity analysis of the existing build-out conditions and current zoning in each Station Area. The estimates show that each Station Area has at least a modest capacity for new housing units with over 2,000 new units overall along the Corridor.

The housing capacity at each Station Area was translated into a total number of new units. The “New Unit Capacity” shows the potential for new residential opportunities along the Fairmount Indigo Corridor. If new zoning were developed to support the housing strategies outlined, the future capacity for housing units would increase. Specifically, increases to allowable height and density for transit-oriented development near rail stations and refinements to Main Streets zoning districts to encourage mixed-use redevelopment would have an impact on the capacity.

*The recommendations within each topic area have been prioritized by the community as part of a community open house and online review of the Corridor Plan.*



## Home

The Fairmount Indigo Corridor is primarily a residential corridor. Of the total land use in the Corridor, 57% is residential uses with over 18,000 parcels that have a residential land use classification. Relative to the City of Boston at 36% this is a higher percentage of land area that is residential. The housing density and residential building types on the Corridor vary. Nearly all of the Corridor, 96% is less than 24 residential units per acre. The highest residential densities are located around Upham's Corner, Columbia Road, Four Corners/Geneva Ave, Talbot Ave and Morton Street. A transition occurs near Blue Hill Avenue where the predominant housing type shifts toward single family homes.

The residential housing types vary from single family, two or three-family and multi-family buildings. Two and three family homes are the most common housing type across the Corridor. Relative to the City of Boston, housing in the Corridor is affordable, but relative to income of Corridor residents housing affordability is a major issue. Over one third of Corridor households (37%) spend at least half of their income on rent as compared to 27% across the City of Boston. Lower household income in the Corridor is more likely to be the cause of housing affordability issues rather than the cost of housing.

The Corridor includes a sizable amount of affordable and subsidized housing buildings and units. High concentrations of affordable units are clustered near Upham's Corner, Columbia Road, Four Corners/Geneva Ave and Talbot Ave. Each Station Area includes affordable housing units except for Readville. The inclusion of a variety of housing units affordable to a range of household incomes, is important to retain Corridor affordability as the communities grow in the future.

A coordinated set of housing strategies for the Corridor provides new economic activity with transit-oriented housing, quality housing choices, increased neighborhood stability and a focus on benefitting current residents. The following strategies of the Corridor Plan are intended to improve housing and residential communities:



*A Corridor resident in Upham's Corner*

**A Prevent Displacement** - the vision for the Corridor highlights that the communities of the Corridor are its defining characteristic. Diverse mixed income neighborhoods are a core feature of the Corridor. This portion of the Corridor Plan and vision highlights the importance of retaining the diversity and cultural richness of the current populations in the Corridor. After years of transit and community improvements, the Corridor should not become known as “The entire world once lived here”. To retain the asset of diverse communities in the Corridor specific strategies for displacement prevention must be a part of the core strategies.

The Corridor and its neighborhoods must continue to provide a place for residents of moderate incomes to live affordably with excellent access to opportunity and amenity. As City and neighborhood dynamics continue to shift, procedures and policies to prevent displacement of resident and businesses who cannot afford to locate elsewhere must adapt as well. Several strategies are considered core features of displacement prevention.

The Corridor neighborhoods must be of a high enough quality to be desirable places to live. The communities must be places in which residents stay as they become more prosperous and successful. The Corridor neighborhoods, particularly those areas that have recurring violent crime and safety issues are sometimes viewed by residents as neighborhoods to move away from as soon as it becomes economically possible. This type of pattern



causes the upwardly mobile of a community to leave. Instead, the Corridor neighborhoods should be viewed as positive places with high quality choices within them for people to grow into and choose as their income and prosperity grows. The community and amenity that each neighborhood provides should be a part of retaining a diverse population as they succeed.

Additionally, the promotion of homeownership within the community is very important. As rail service improves, communities come together and places of increased value emerge, residents benefit more directly if they are owners of a housing unit or property. The City and CDC's should work with residents to identify opportunities for homeownership for residents that are interested and that may need assistance or education in the process of becoming a property owner.

A major portion of future investment in the Corridor will be the addition of new housing units through the construction of new transit-oriented housing, new Main Streets district housing and new neighborhood infill housing. Each new housing development must include new workforce housing units in the mix of units that is provided. The workforce housing units that are included should be provided at a percentage that is greater than the standard rate of inclusionary housing in the City (15%). The workforce housing units should be integrated with other units and indistinguishable from them. Recognizing the range of income

diversity in the Corridor, the workforce housing units in the Corridor should include residents with 60% of the area median income (AMI). Lastly, the fee in lieu of housing units should be considered for an increase on the Corridor to better reflect the cost of building the unit and should potentially be dedicated for use along the Corridor.

In the creation of new housing and new jobs in the Corridor it is important to provide opportunities to current Corridor residents for both. A matching program between current residents and opportunities for new housing and new jobs should be explored. Resident priority should be considered for new housing units and jobs that are created in the Corridor to bring new opportunities for retention and advancement of the current Corridor community. Such a policy would require review for compliance with Fair Housing policies to confirm that local residency preferences would not have a disparate impact on minorities or lower income groups.



A storefront reflecting the many immigrant communities of the Corridor



The Levedo Building on Talbot Avenue (photo credit: The Atlantic Cities)

**B Create Transit-oriented Housing** - the Corridor Plan includes a broad geography. As has been described, a 1/2 mile distance from the station is the approximate maximum distance for accessing and benefiting from a rail station. New transit-oriented development will not occur everywhere within this large area. New transit-oriented housing should be targeted strategically at areas immediately adjacent to the stations and immediately adjacent to or within the Main Streets districts.

The strategic and targeted addition of new multi-family housing of a density higher than the surrounding context achieves several goals for the Corridor and supports the Corridor Vision. First, additional residential density immediately near the rail station adds activity and the potential for increased rail ridership within the Corridor. Increased residential activity near the Main Streets districts adds the potential for local household expenditures that can support local shops and businesses that contribute to thriving and active Main Streets. Transit-oriented development reinforces neighborhood walkability by adding positive activity that is oriented to rail and bus service and pedestrian districts. The Levedo Building on Talbot Avenue is an excellent example of strategic transit-oriented housing that adds new vitality to an important block adjacent to the Talbot Station Area.

In order to promote this type of activity near rail stations and Main Streets districts, zoning should be modified to allow the building height, residential density and building mass that such projects require. Whenever possible such projects should be mixed-use with active ground floor uses that contribute to Main Streets districts. Existing isolated uses (such as commercial or light industrial) near rail stations should be consolidated to other centers of activity to create new housing opportunities at key neighborhood-building locations. Specific locations for transit-oriented development and specific zoning recommendations should be created, where appropriate, as part of a Station Area Plan. Potential key locations are highlighted in the Station Area Implementation section of the Corridor Plan.

In regard to housing capacities that have been identified in this section, new zoning to support transit-oriented housing would increase the future capacity for housing units. The scale of potential capacity increase would be determined by the specific zoning characteristics that would be established through a community process as part of a Station Area Plan.



*A friendly residential street in the Corridor*

**C Grow Infill Opportunities** - the remaining geography of the Station Area, the areas that are not immediately adjacent to the rail station or a Main Streets district, should be reinforced as stable and high quality residential neighborhoods. An exception to this statement would be the portion of Station Areas that are not residential today, like a vast majority of the Newmarket Station Area, and portions of Readville, where the pattern is light industrial and commercial uses. Otherwise, as mentioned, the majority of the Corridor is residential neighborhoods.

The historic evolution of the neighborhoods of Corridor has involved disinvestment, abandoned properties and arson. It has left vacant parcels in many of the Station Area neighborhoods. Vacant parcels do not reflect positively on the quality and value of Corridor neighborhoods. A strategic set of programs to redevelop vacant residential parcels over time throughout the Corridor should be implemented to add housing opportunities, investment and stability in the neighborhoods. A



*A diagram of a residential infill opportunity*



City program that promotes land disposition and infill residential construction would be a beneficial implementation measure. A property disposition program of this kind could favor development proposals that include higher percentages of workforce housing units.

New housing that fills in vacant lots should be context-sensitive, meaning that redevelopment should be of a high quality that is consistent with the historic character and quality of adjacent residential uses. It should be of the same scale with sensitivity to the height and massing of existing structures.

The Corridor neighborhoods would also be strengthened by creating incentives to improve the existing housing stock and provide supports to existing residents for building upgrades, including energy and sustainability upgrades. This process in combination with residential infill redevelopment would provide a sense of revitalization in the neighborhoods and reinforce a sense of community pride along the Corridor.



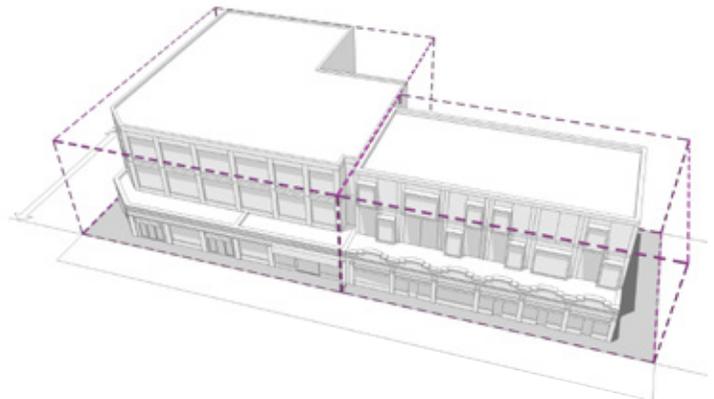
*New residential uses above storefront activity within Four Corners Main Streets District (photo credit: Codman Square Neighborhood Development Corporation)*

**D Encourage Mixed-use Main Streets** - in addition to transit-oriented housing, the addition of new housing and mixed-use activity near and within Corridor Main Streets districts should be encouraged. The addition of residential uses directly within Main Streets districts would support and activate commercial activity and vitality of the districts. Increased density in Main Streets districts is consistent with historic land use patterns and reinforces important neighborhood centers.

New Main Street residential activity could take several forms. Upper level floors that are either vacant or underutilized as commercial space could be converted to residential to respond to housing demand in the Station Areas. Alternatively, Main Streets buildings, particularly single story retail uses, could be targeted for redevelopment to add upper floor residential uses. 157 Washington Street at Four Corners/Geneva is an excellent example of this type of conversion. The original ground floor facade was retained to maintain character and continuity of the Main Streets district and upper story uses of residential were setback from the facade and added above and to the rear of the storefront spaces.

In order to promote new mixed-use redevelopment in the Main Streets districts several actions should occur. Individual Main Streets organizations should promote and discuss this type of redevelopment opportunity with business and property owners. As they have already done, community development corporations should target this building type and redevelopment opportunity as part of their development programs and projects.

The City should examine zoning within each of the Main Streets districts to align this goal with allowable height limits, building uses and density. Parking requirements may also need to be reduced to make possible higher density on Main Streets parcels. Specific zoning recommendations should be created as a part of each Station Area Plan.



*A diagram illustrating redevelopment of residential uses above Main Streets storefronts*



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**PLACE**





# Place

## Current Status

The Fairmount Indigo Corridor includes many distinct, recognizable and memorable places and landmarks. The main centers of activity and most identifiable places along the Corridor are the Main Streets Districts, including Upham's Corner, Bowdoin Geneva, Four Corners, Mattapan Square and Hyde Park. The Main Streets districts evolved from commercial centers located at critical crossroads in Boston's streetcar network.

## Future Strategies

A coordinated set of placemaking strategies for the Corridor provides new opportunities for Station Areas and neighborhoods to become recognizable and memorable places in the City. The following strategies of the Corridor Plan are intended to enhance the sense of place near each rail station and to reinforce the physical environment of the Station Areas:

- A Reinforce Active Storefronts** - a strong sense of place and walkable environments are reinforced by active and transparent ground floor uses. Main Streets districts and direct street connections to rail stations should be reinforced with active ground floor storefronts.
- B Reinforce Culture, Art and History** - the physical environment of the Corridor should become a vehicle to express the rich narratives of history, culture and public art of the neighborhoods and places. Each Station Area has embedded in its history and place multiple layers and stories that are currently hidden or known only by select groups. These narratives should be leveraged to reinforce a sense of place through art, sculpture and urban details that add meaning to place.

- C Focus on the Main Streets Districts** - placemaking efforts should focus on enhancements to the Main Streets districts. The boundary of the districts today are mostly unrecognizable. Gateway streetscape treatments and strategic redevelopment of key sites should reinforce entry points into the Main Streets districts. Expansion of pedestrian spaces and amenities in the Main Streets districts should be used to define walkable and active places.
- D Reorient Activity to the Station** - the fabric of the built environment of most Station Areas does not engage the rail station. The sense of arrival at the stations should be transformed through strategic transit-oriented development to reinforce the importance of the transit infrastructure. Station Area reorientation should include enhanced public plazas at station entries that provide gathering space, amenity, information and wayfinding.
- E Build Places Around Food** - a great strength of a quality restaurant is its ability to change the perception of a place, create a sense of shared community pride, and to attract new attention and visitors. The Corridor's strength of cultural diversity should be tied to a narrative of great food and diverse restaurant offerings along the Corridor. Many good restaurants already exist and should be linked to the Corridor and promoted.



### STRATEGIC FOCUS

UPHAM'S CORNER, BLUE HILL/  
CUMMINS HIGHWAY, FAIRMOUNT

NEWMARKET

D E



UPHAM'S CORNER

A B C D E



COLUMBIA ROAD

B D



FOUR CORNERS/GENEVA AVENUE



A C E

TALBOT AVENUE



A B C D

MORTON STREET



A D E

BLUE HILL/CUMMINS HIGHWAY



A B C E

RIVER STREET

B D



FAIRMOUNT

A C D E



READVILLE

B D



#### LEGEND

- CURRENT STATION
- STATION IN DESIGN
- PROPOSED STATION

### Future Capacity

Fundamentally, the patterns of use and activity have already been determined along the Corridor, but each redevelopment project provides an opportunity to reshape and evolve the built environment to positively strengthen places and a renewed sense of pride in the Corridor. Each new investment must be viewed as a strategic opportunity to reinforce community and enhance the perception of the Corridor.

*The recommendations within each topic area have been prioritized by the community as part of a community open house and online review of the Corridor Plan.*



## Place

The Fairmount Indigo Corridor includes many distinct, recognizable and memorable communities, places, landmarks, features and views in the City. The Corridor includes overlapping historic and cultural narratives that offer critical insights into the evolution of the City of Boston and urban environments. The rich history of the Corridor is reflected in the richness of historic buildings and landmarks that are part of the built environment.

The main centers of activity and most identifiable places along the Corridor are the Main Streets districts, including Upham's Corner, Bowdoin Geneva, Four Corners, Mattapan Square and Hyde Park. The Main Streets districts evolved from commercial centers located at critical crossroads in Boston's streetcar network. Most areas surrounding the Main Streets districts are primarily residential of varying degrees of density from single-family to multi-family.

The Corridor rail stations are in locations that do not necessarily coincide with the pattern of Main Streets districts and existing centers of activity. The Corridor neighborhoods and centers of activity have evolved over many decades around the absence of rail infrastructure. Many of the commercial centers were built around streetcar hubs. The streetcars later transitioned to bus lines. The evolution of the Corridor neighborhoods will continue as patterns of focus and use shift to recognize the great asset of the rail service on the Fairmount Indigo Line.

A coordinated set of placemaking strategies for the Corridor provides new opportunities for Station Areas and neighborhoods to become recognizable and memorable places in the City. The following strategies of the Corridor Plan are intended to enhance the sense of place near each rail station and to reinforce the physical environment of the Station Areas:

- A Reinforce Active Storefronts** - among the Main Streets focus and investments that are critical is a reinforcing a consistent, active and transparent use



Active storefront uses in Codman Square

of ground floor storefronts. A strong sense of place and walkable environments are reinforced by active and transparent ground floor uses that include shops, restaurants, small businesses, and services. Main Streets districts and direct street connections to rail stations should be reinforced with active ground floor storefronts. The continuity of active uses adjacent to the street should not be disrupted by security grates, parking lots, windowless walls or other inactive features that negatively affect the perception of a place.

The City of Boston has several programs that would assist in strengthening and activating storefronts. ReStore Boston helps neighborhood businesses and property owners with storefront improvements with assistance from the Office of Business Development. Storefront improvements can range from new signage to complete facade reconstruction. All levels of improvements can contribute to the positive character of a district. Additionally, as momentum builds among property owners when several improvement activities take place in a district.

The Neighborhood Restaurant Initiative is also part of the Office of Business Development's efforts to revitalize commercial districts. This program's focus is on creating new sit-down, family-style restaurants owned and operated by local entrepreneurs. This type of program is consistent with activating storefronts, but also with building places and cultural associations around food. Additionally, many members of the Corridor communities



have commented that they would like to see more quality sit-down restaurants. This type of program is a perfect fit for the Corridor to introduce and promote new restaurants that reflect the diversity of the communities and add access to capital programs for local small businesses.



*The Clapp Pear sculpture near Upham's Corner (photo credit: Boston Community Examiner)*

**B Reinforce Culture, Art and History** - the physical environment of the Corridor should become a vehicle to express the rich narratives of history, culture and public art of the neighborhoods and places that comprise it. Each Station Area has embedded in its history and place multiple layers and stories that are currently hidden or known only by select groups. Improvements to the built environment should be seen as an opportunity to uncover some of these hidden stories.

This strategy is not unfamiliar to the Corridor neighborhoods, but should be expanded to add a layered richness to the built environment. Everett Square is home to a large Clapp pear sculpture, a reflection of Dorchester's past as an agricultural center where the Clapp pear was cultivated. The Rise/Gateway sculpture in Mattapan is a reflection of the diverse people of the community reflecting the Mattahunt Native American tribe, the Civil War's 54th Regiment, Jewish, German and Irish immigrants and African-American and Caribbean immigrants. The Corridor also includes a rich collection of street murals and urban artworks that can be connected to a larger narrative of the Corridor.

These narratives should be leveraged to reinforce a sense of place through art, sculpture and urban details that add meaning to place. A series of Corridor art, culture and history walks can be created that invite residents and visitors to explore the layered narratives of their communities. This series of walks can be coordinated with Corridor events, Main Streets districts and area restaurants and local stores to bring all Indigo community assets together.



*The Rise/Gateway sculpture at Mattapan Square*

**C Focus on the Main Streets Districts** - the City of Boston has recognized through many years of success, that the center of neighborhood identity and placemaking is in the Main Streets districts. The communities of the Corridor are no different and placemaking efforts should focus on enhancements to the Main Streets district centers. In 1995, the City created the first urban, multi-district Main Streets program in the United States. The program is devoted to the continued revitalization of Boston's neighborhood commercial districts through design, technical and financial support.

Each of the five Main Streets district in the Corridor are recognized by the City, receive financial and technical assistance, training and are led by a full time Executive Director. The district program follows a four-point comprehensive approach to creating and sustaining a district's image - community organization, promotion, design, and economic restructuring. The goal of this Corridor Plan is that the clear strategies and principles



Local food businesses and food service training are growing in the Corridor

outlined are taken on by each Main Streets district to craft an individual approach that is consistent and recognizable as a Corridor-wide approach.

Specifically, each Main Streets district should work within their programs to strengthen Complete Neighborhoods, reinforce diversity and the theme that “the entire world lives here”, and establish a Go Place that is a reflection of Indigo Communities.

Beyond the narrative and connections to the Corridor, each Main Street would benefit from some consistent physical improvements. The extents of the Main Streets districts today are mostly unrecognizable. Gateway streetscape treatments and strategic redevelopment of key sites should be used to reinforce entry points into the Main Streets districts. Expansion of pedestrian spaces, streetscape improvements and amenities in the Main Streets districts should be used to define a walkable and active places. Commercial uses and new investment should be directed to the Main Streets districts to strengthen viable neighborhood centers.

**D Reorient to the Stations** - in addition to a focus on the Corridor’s Main Streets districts, the areas that immediately surround the rail stations should be a placemaking priority as well. As described above, the patterns of the built environment of most Station Areas does not engage the rail station. The centers of activity were the streetcar lines and transfer nodes. The passenger rail service on the Fairmount line had been inactive for many decades and the land uses and building patterns that



Local food businesses and food service training are growing in the Corridor

emerged over time reflected these priorities in the environment.

Today, many of the new rail stations are literally located in a residential back yard. While the rail corridor remained in place in the neighborhoods, it was not a local asset or focus of attention. The level of investment and magnitude of community asset each station represents is not appropriately reflected in the adjacent uses. The sense of arrival at the stations should be transformed through strategic transit-oriented development to reinforce the importance of the transit infrastructure. Station Area reorientation should include enhanced public plazas at station entries that provide gathering space, amenity, information and wayfinding.

Fundamentally, the patterns of use and activity have already been determined along the Corridor, but each redevelopment project provides an opportunity to reshape and evolve the built environment to positively strengthen places and a renewed sense of pride in the Corridor. Each new investment must be viewed as a strategic opportunity to reinforce community and enhance the perception of the Corridor. The evolution of the built environment around the rail stations will take time and require private investment.

The City of Boston can help in two critical ways. First, the City owns several key properties adjacent to rail stations. These properties should be publicly disposed of by the Department of Neighborhood



Development to invite private investment in these locations based upon the Corridor Plan and Vision. Second, the City should explore zoning modifications in the areas immediately adjacent to the stations to promote a revaluation of these critical locations as neighborhood anchors and community builders.

As mentioned above, the City of Boston's Neighborhood Restaurant Initiative is part of the Office of Business Development's efforts to revitalize commercial districts. This program's focus is on creating new sit-down, family-style restaurants owned and operated by local entrepreneurs. The mission of this program is directly aligned with this strategy for the Corridor. Bringing people and communities together around food is a traditional world-wide and can be a true reflection of the entire world at home on the Indigo Line.



*Positive experiences with food, help create memorable places*

**E Build Places Around Food** - a great strength of a quality restaurant is its ability to change the perception of a place and to become a portal through which to attract new attention and visitors to the Corridor. Good food creates a desirable destination and location of shared community pride. The Corridor's strength of cultural diversity and strong immigrant populations should be tied to a narrative of great food and diverse restaurant offerings along the Corridor.

Many good restaurants already exist and should be linked to the Corridor and promoted, such as Victoria's Diner at Newmarket, Paraiso at Upham's Corner, the Pit Stop Barbeque at Morton Street, Simco's at Blue Hill, or the Fairmount Grille at Fairmount. At first, this collection of restaurants is enough to start a Corridor-wide narrative about diverse places, cultures and great food. If each Station Area can add a quality restaurant the narrative would double, local communities would benefit and visitors would be attracted. A quality restaurant can anchor a Main Streets district and lend a good deal of character and identity to the place.



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# GETTING AROUND

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The *Getting Around* section focuses on issues and opportunities related to transportation in the Corridor. Strategies and recommendations focus on improving all mobility options throughout the Corridor.



# Getting Around

## Current Status

The Fairmount Indigo line creates new connections along the Corridor and in the City. The Fairmount Indigo rail service provides a single seat trip to South Station in 20 minutes. The Corridor also includes sixteen crosstown MBTA bus routes including several of the system's highest ridership routes. Residents of the Corridor choose to drive at a higher rate (59%) as compared to the City of Boston (45%). Walking as a means of transportation is the primary difference with a fraction of Corridor residents (3%) choosing to walk as compared to the City of Boston (14%).

## Future Strategies

A coordinated set of transportation strategies for the Corridor provides more mobility options for Station Areas and neighborhoods over time. The following strategies of the Corridor Plan are intended to enhance mobility options for all Corridor residents and businesses:

- A Improve Walkability and Public Realm** - all Station Areas and surrounding neighborhoods should provide safe, pedestrian friendly environments that encourage walking for short distance connections. Increasing the number of residents that walk as a means of transportation is an important discontinuity to address to better align transportation patterns with other parts of the City.
- B Expand Rail Service** - rail service should continue to be improved in terms of frequency (daily and weekend service) and integration with the subway system (transfers and schedule). This type of rapid rail operation of the line would bring immense benefit in terms of mobility and as a driver of economic development in the Corridor neighborhoods.

- C Implement New Train Technology** - implementation of new Diesel Multiple Units (DMU's) along the Fairmount Indigo line would enable service improvements, including more frequent service, and better integration with subway service. This type of train also offers enhanced perception of the rail service, furthering the shift away from a community association with commuter rail service.
- D Integrate Bus and Shuttle Connections** - bus stops for major routes should be relocated to create easy and convenient transfer points between rail and bus transit at every stop along the Corridor. Each rail station should become a mobility hub that connects rail access to bus access, safe pedestrian routes, bicycle lanes and bike share stations, and convenient pick-up and drop-off areas for vehicles.
- E Manage Parking** - parking must be more deliberately managed in each of the Station Areas. The different parking needs of residents, commuters, Main Street customers, business owners, employees and visitors must all be accommodated and provided with convenient options. The full range of parking management tools including resident parking regulations, on-street metered parking, shared parking programs and adaptations to parking requirements require consideration and coordination for each Station Area.

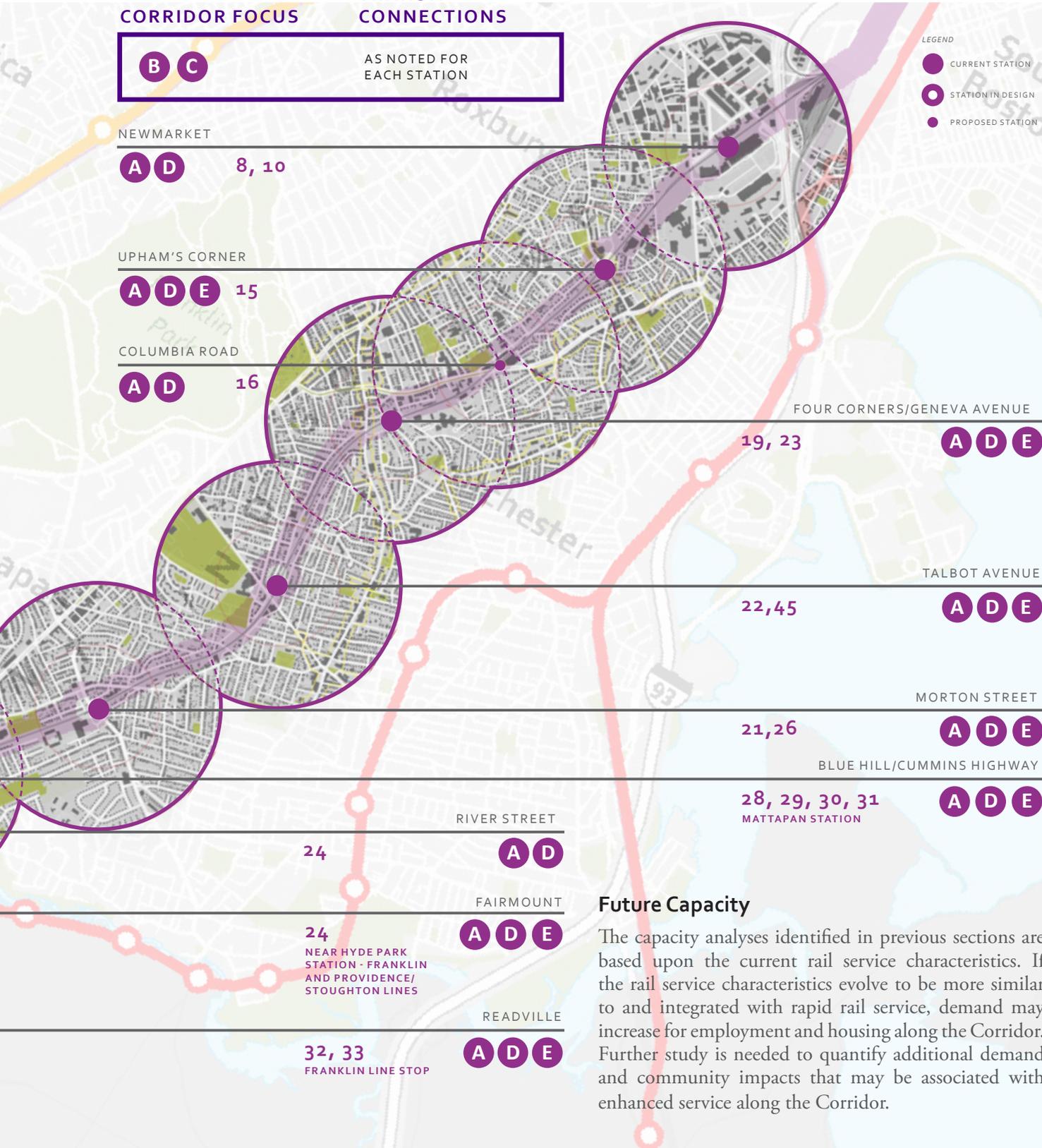


### CORRIDOR FOCUS

### TRANSIT CONNECTIONS

**B C**  
AS NOTED FOR EACH STATION

- LEGEND
- CURRENT STATION
  - STATION IN DESIGN
  - PROPOSED STATION



### Future Capacity

The capacity analyses identified in previous sections are based upon the current rail service characteristics. If the rail service characteristics evolve to be more similar to and integrated with rapid rail service, demand may increase for employment and housing along the Corridor. Further study is needed to quantify additional demand and community impacts that may be associated with enhanced service along the Corridor.

The recommendations within each topic area have been prioritized by the community as part of a community open house and online review of the Corridor Plan.



## Getting Around

Getting around in the City is a primary daily concern for all residents, commuters and visitors. Improved mobility on the Corridor must consider all forms of transportation including rail, bus, vehicle, bike and walking. Each mode of transportation can be improved along the Corridor and has been addressed with the following strategies.

Two primary objectives for the Corridor exist in terms of transportation. The first is improving walkability in every Station Area and neighborhood. Residents of the Corridor choose to drive at a higher rate (59%) as compared to the City of Boston (45%). Walking as a means of transportation is the primary difference with a fraction of Corridor residents (3%) choosing to walk as compared to the City of Boston (14%).

The second primary objective is continuing to improve rail service on the Fairmount Indigo Line. For many years, rail service passed through the communities along the Corridor, but did not stop. The Fairmount Indigo line creates new connections along the Corridor and in the City. The Fairmount Indigo rail service provides a single seat trip to South Station in 20 minutes, but can be dramatically improved as a convenient and reliable transit service.

A coordinated set of transportation strategies for the Corridor provides more mobility options for Station Areas and neighborhoods over time. The following strategies of the Corridor Plan are intended to enhance mobility options for all Corridor residents and businesses:

- A Improve Walkability and Public Realm** - a key to neighborhood improvement, vitality of Main Streets districts and transit-oriented development is reinforcing walkable and pleasant places for pedestrians. All Station Areas and surrounding neighborhoods should provide safe, pedestrian friendly environments that encourage walking for short distance trips. Increasing the number of residents that walk as a means of transportation is an important discontinuity to address to better



Pedestrian activity in Mattapan Square

align transportation patterns with other parts of the City. Walkability has been linked to health benefits for residents, environmental benefits for neighborhoods and economic benefits for businesses.

Walkability is supported by several key components in the built environment - sidewalks, roadways, and building patterns. The relationship of these components either creates places that are pleasant and inviting for pedestrians or create places that are uncomfortable, unsafe or uninviting. Many of the neighborhoods of the Corridor are already walkable. They are pleasant places to walk. However, all Station Areas would benefit from improvements in walkability and upgrades to the public realm.

The condition of sidewalks and roadways should be considered for the consistency of the pedestrian environment looking at primary circulation routes for the width of sidewalks, the condition of accessible curb ramps, the condition of pedestrian crossings, signs and signals, and the presence and condition of landscape and pedestrian amenities. Primary connections between rail stations and Main Streets districts are a priority for improved streetscape treatments to enhance Station Area walkability. For example, Dudley Street in Upham's Corner.

The condition of building patterns are also important to reinforcing the walkability of the environment. Active and transparent ground floor uses in Main Streets district contribute to



pleasant and inviting places. Parking lots, access drives, extended curb cuts and other vehicular conveniences can reduce the walkability of a place. The scale of blocks, buildings and the distance between crosswalks are all important to reinforcing distances that are comfortable for travel on foot. The neighborhoods of the Corridor are well-suited by the historic patterns of development to be very pedestrian friendly, but leveraging this asset requires public realm improvements.



A Fairmount Indigo Line train inbound to downtown from Upham's Corner

**B Expand Rail Service** - the defining transit service within the Fairmount Indigo Corridor is the MBTA Fairmount Commuter Rail Line service that runs the length of the Corridor providing connections between the neighborhoods and downtown Boston. Transit characteristics, ridership on the line and potential economic benefits to the neighborhoods are all connected.

The transit service operating characteristics include station locations, service headways (frequencies), service hours and travel times. Station locations can be improved by continuing with the addition of new stations at Blue Hill Avenue/Cummins Highway, Columbia Road and River Street. Service headways can be improved from current peak conditions of 40 minutes and off-peak conditions of 120 minutes. This level of service is not frequent enough to be considered convenient for use beyond daily commuting. Service headways for subway lines are generally about 9 minutes for peak conditions and 12 minutes for off-peak conditions.

Service hours can also be dramatically improved. The current service hours are from 5:48am to 10:45pm Monday through Friday. The subway lines operate from about 5:30am to 12:30am Monday through Sunday. The addition of weekend service is important to many of the strategies that are outlined in the Corridor Plan. Rail service improvements should continue to better integrate the Indigo Line with the other primary subway lines of the City. Characteristics of rail service should continue to improve to align with the characteristics of the subway system. Travel times, ranging from 11 to 25 minutes are not going to change dramatically and offer a substantial advantage compared to any other form of transportation in the City.

Improvements in terms of frequency (daily and weekend service) and integration with the subway system (transfers and schedule) would bring immense benefit in terms of mobility and as a driver of economic development in the Corridor neighborhoods. The capacity analyses identified in previous sections are based upon the current rail service characteristics. If the rail service characteristics evolve to be more similar to and integrated with rapid rail service, demand may increase for employment and housing along the Corridor. Further study is needed to quantify additional demand and community impacts that may be associated with enhanced service. For the families and businesses that depend on the rail service for access to jobs, employees and customers, the need is urgent and has a direct economic impact.



An example of a diesel multiple unit (DMU) train

**C Implement New Train Technology** - the rail service characteristics that are described above are not possible without major infrastructure changes. The two major constraints are the train/locomotive technology used on the line and the number of train berths at South Station. Both require major investments from the Commonwealth and both are components of the 2013 MassDOT Capital Investment Plan.

The level of funding for South Station continues the long term process of expanding to accommodate future passenger rail growth as the project continues through environmental and design permitting over the next five years. Implementation of diesel multiple unit (DMU) vehicles will provide reliable public transit to underserved communities in the Fairmount Corridor of Boston. The DMU funding will establish the new Indigo Line, using the Fairmount commuter rail corridor, to provide faster, more reliable service to that region of Boston.

The South Station expansion project would involve the relocation of the United States Postal Service's General Mail Facility on Dorchester Avenue. It would add at least seven new tracks to the South Station's existing thirteen train berths. This additional capacity would have a regional impact and would enable new service options, such as the South Coast Rail service. It would also enable a dedicated Indigo Line platform that is integrated with, yet distinct from other regional or commuter rail services. This would allow the Indigo Line service to be reconsidered as a part of the subway system with a terminus at South Station.

Additionally, the implementation of new DMU vehicles along the Indigo line would enable service improvements and better integration with subway service. A diesel multiple unit is a train in which the locomotive is integrated with the carriages. It would allow for enhanced service on the line including faster acceleration, shorter station dwell times and shorter headways. This type of train also offers enhanced perception of the rail service with an appearance that is more similar to a light rail system, furthering the shift away from a community association with commuter rail service.



*A local bus connection at Upham's Corner*

**D Integrate Bus, Shuttle and Bicycle Connections**

- the transit services that immediately serve the Fairmount Indigo Corridor include the sixteen MBTA bus services listed in the table below. The MBTA bus services principally run in an east-west direction crossing the north-south orientation of the rail line. The bus service provides connections between the Corridor and MBTA subway lines or other locations in Boston.

Bus stops for major routes should be relocated to create easy and convenient transfer points between rail and bus transit at every stop along the Corridor. Beyond MBTA bus routes, private shuttle connections to important employment centers should also be recognized and coordinated to enhance transfers. Each rail station should become a mobility hub that connects rail access to bus access, safe pedestrian routes, bicycle lanes and bike share stations, and convenient pick-up and drop-off areas for vehicles.

Bicycle safety and connections should be reinforced by adhering to Boston's Complete Streets manual and designing bike lanes and bike friendly streets and building amenities integrated into public realm improvements and future development. The expansion of Hubway down the Fairmount Indigo Corridor will occur over time and would benefit from an expansion of the City's bicycle network following the overall plan of the Boston Bike Network.



**E Manage Parking** - among many of the community conversations throughout the Corridor, the lack of convenient parking was a recurring issue to be raised by many residents and business owners. This is consistent with the data that shows residents of the Corridor choose to drive at a higher rate (59%) as compared to the City of Boston (45%). The inability to find parking can be a daily inconvenience, can affect commuting and shopping patterns and may hurt the vitality of the Main Streets districts. This is particularly important given the surrounding suburban context of some of the Station Areas, it is likely easier and more convenient to drive to a nearby mall or store with adequate parking than it is to walk to a local store in a congested Main Streets district. Even the most transit-oriented community must accommodate vehicles and parking, the Corridor is no different.

However, parking and surface parking lots in particular have a negative impact on the sense of place and walkability of a district. The solution is not to add more parking that will devalue the surrounding uses. Instead, parking must be used more efficiently and deliberately managed in each of the Station Areas. The different parking needs of residents, commuters, Main Streets customers, business owners, employees and visitors must all be accommodated and provided with convenient options. The full range of parking management tools including resident parking regulations, on-street metered parking, shared parking programs and adaptations to parking requirements require consideration and coordination for each Station Area. A parking utilization study in each Station Area would likely show that many spots are left unused throughout much of the day, a purposeful approach to parking would maximize the use of each space and reinforce efficient land use that can enhance vitality and activity.



On-street parking in Mattapan Square

### Fairmount Indigo Corridor Bus Service

Route #	Route Name	Station Area	Ridership (Weekday boardings)
8	Harbor Point/UMass - Kenmore Station	Newmarket	3,220
10	City Point - Copley Square	Newmarket	2,940
15	Kane Square - Ruggles Station	Upham's Corner	6,950
16	Forest Hills Station - UMass	Upham's Corner/ Columbia Rd	4,350
19	Fields Corner Station - Ruggles or Kenmore	Four Corners/ Geneva	3,380
21	Ashmont Station - Forest Hills Station	Morton Street	4,440
22	Ashmont Station - Ruggles Station via Talbot Avenue	Talbot Avenue	7,050
23	Ashmont Station - Ruggles Station via Washington Street	Four Corners/ Geneva	11,140
24	Wakefield Ave & Truman Hwy - Mattapan or Ashmont Station	River Street/ Fairmount	1,460
26	Ashmont Station - Norfolk and Morton Belt Line	Morton Street	1,420
28	Mattapan Station - Ruggles Station via Dudley Station	Blue Hill Ave/ Cummins	10,600
29	Mattapan Station - Jackson Sq Station	Blue Hill Ave/ Cummins	2,060
31	Mattapan Station - Forest Hills Station	Blue Hill Ave/ Cummins	3,990
32	Wolcott Sq or Cleary Sq - Forest Hills Station	River Street/ Readville	7,730
33	Dedham Line - Mattapan St via River St	Readville	1,090
41	Center & Elliot St - JFK/UMass Station	Upham's Corner	2,210

MBTA and MBTA Ridership and Service Statistics, 2010



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# PARKS AND PUBLIC SPACE





# Parks/Public Space

## Current Status

Within the Fairmount Indigo Corridor access to parks and public space is lower than many other Boston neighborhoods. As a percentage of total land area, the City of Boston includes approximately 15% as parks and public space. The Station Areas of the Corridor range from between 2% and 12% of total land is parks. However, the neighborhoods of the Corridor are very close to some of the City's largest public space networks and resources including the Blue Hills Reservation, Emerald Necklace, Franklin Park, Neponset River Reservation and Stony Brook Reservation.

## Future Strategies

A coordinated set of parks and public space strategies for the Corridor are intended to improve availability and access to areas of amenity, gathering and recreation. The following strategies of the Corridor Plan are intended to enhance access to parks and public space:

- A Connect Open Space Networks** - enhance connections to existing open spaces by reinforcing pedestrian and bicycle links along the Corridor. Proposed connections, supported by the community, such as the Fairmount Greenway Concept Plan provide a framework for improving Corridor connections to surrounding open spaces throughout the City.
- B Continue Streetscape Improvements** - throughout the Corridor, public realm improvements along key pedestrian and bicycle routes should be used to enhance connections to parks and public space. Streetscape improvements should also expand the pedestrian realm in strategic locations.
- C Leverage Vacant Conversions** - in addition to infill development and catalytic redevelopment projects, vacant parcels along the Corridor should be used to fill gaps in the parks and public space network. Depending on the type of deficiency a vacant parcel could be converted into a plaza, playground, community garden, athletic field or other open space amenity.
- D Create Station Plazas** - as part of a reorientation of the built environment that needs to occur at the rail stations, expanded station entry plazas should be considered and designed as adjacent parcels are redeveloped. This type of plaza should be included as part of the description of community benefits if the parcels are publicly held and disposed for private redevelopment. Station plazas should provide seating, wayfinding and landscape features.
- E Expand Community Gardens** - a strength of the Corridor is the amount of urban agriculture already underway. Local food production should be emphasized as a major narrative of the Corridor that can be linked to emerging opportunities in food production and training. Community gardens and local agriculture plots should be promoted as an open space resource wherever such a conversion is possible.



**% OF TOTAL LAND AS  
PARKS/  
PUBLIC SPACE**

**MAJOR PARKS/  
PUBLIC SPACE**

**STRATEGIC  
FOCUS**

**CORRIDOR-WIDE  
AVG 6%**

**AS NOTED BELOW**

LEGEND

- CURRENT STATION
- STATION IN DESIGN
- PROPOSED STATION

NEWMARKET

**2%** CLIFFORD  
PLAYGROUND

**B D F**

UPHAM'S CORNER

**3%** HANNON  
PLAYGROUND

**C D F**

COLUMBIA ROAD

**4%** CEYLON  
PARK

**B D F**

FOUR CORNERS/GENEVA AVENUE

**7%** FRANKLINPARK

**A D E**

TALBOT AVENUE

**12%** HARAMBEE PARK

**C D E**

MORTON STREET

**3%** MILDREDSCHOO  
PLAYGROUND

**A E F**

BLUE HILL/CUMMINS HIGHWAY

**12%** HUNT  
PLAYGROUND

**B D F**

RIVER STREET

**5%** NEPONSET RIVER  
RESERVATION

**A C D**

FAIRMOUNT

**3%** WEST STREET  
PARK

**B D F**

READVILLE

**9%** LACONO  
PLAYGROUND

**A B D**

**F Add Parklets and Plazas** - in strategic locations of heavy pedestrian activity or where needed to add placemaking features, converting parking spaces into pedestrian plazas or small parks (parklets) may be appropriate. This conversion can be seasonal, temporary in nature, or completed as part of a pilot program. The community benefit of such a conversion is usually evident once it has taken place. This type of implementation provides another tool to introduce public space in areas that may otherwise have too many other demands on them to advance.

*The recommendations within each topic area have been prioritized by the community as part of a community open house and online review of the Corridor Plan.*



## Parks/Public Space

As has been highlighted, the Fairmount Indigo Corridor is generally deficient in providing access to parks and public space as compared to the City of Boston more generally. The percentage of total land area that is provided as parks or public space in the City is approximately 15%, a statistic that compares favorably to other major cities in the United States. Station Areas such as Upham's Corner (3%), Columbia Road (4%), Morton Street (3%), River Street (5%) or Fairmount (3%) do not compare as well to this standard. While many factors contribute to a community's sense of access to open space, this is a rough measure that provides an understanding of the scale of resources that are available.

While some parks and public space resources are best for community access and use if they are located within a short walking distance, several vast public space resources exist adjacent to the Corridor. The neighborhoods of the Corridor are very close to the Blue Hills Reservation, Emerald Necklace, Franklin Park, Neponset River Reservation and Stony Brook Reservation. Connecting more directly to the larger open space networks is important to the health of Corridor communities. Some of these connections would require working with other neighboring communities to implement the connections. A coordinated set of parks and public space strategies for the Corridor are intended to improve availability and access to areas of amenity, gathering and recreation. The following strategies of the Corridor Plan are intended to enhance access to parks and public space:



*The Neponset River Trail (photo credit: Boston Harborwalk)*

**A Connect Open Space Networks** - enhance connections to existing open spaces by reinforcing pedestrian and bicycle links along the Corridor. Proposed connections, supported by the community, such as the Fairmount Greenway Concept Plan provide a framework for improving Corridor connections to surrounding open spaces throughout the City. Each Station Area has unique opportunities for adjacent open space connections.

The concept for the Fairmount Greenway is a linear greenway along the Fairmount Indigo Corridor that will link nearby existing and new open spaces, creating a new ribbon of green space that weaves back and forth through the adjacent neighborhoods. The multi-use pedestrian and bicycle path will span the length of the Fairmount Indigo line and provide connections between parks, community gardens, schools, historic sites, community centers and shopping districts.

The concept of the Fairmount Greenway in providing safe access to parks and public space is consistent with the strategies of the Corridor Plan. The proposed alignment of The Greenway should be reviewed with each Station Area community through the community planning process and modified as necessary to be consistent with the Station Area Plan. The direct connections to broader open space networks that are most convenient and most desirable for each Station Area community will vary as will the considerations on each of the local streets that may be part of enhanced open space connections.

**B Continue Streetscape Improvements** - each fiscal year the City of Boston allocates funds to capital improvement projects. Many of these projects involve roadway and streetscape improvements. The improvements may range from new paving and lane markings to a full redesign of the street cross section with expanded sidewalks and pedestrian amenities. Regardless of the scope and scale of the improvement, these capital investments bring a sense of renewal and progress to the community.



Proposed streetscape improvement concept for Quincy Street

In 2014, the City of Boston Public Works Department will implement roadway improvements to Columbia Road in Upham’s Corner providing new pedestrian amenities and intersection improvements. This type of investment should be continued throughout the Corridor to add strategic public realm improvements along key pedestrian and bicycle routes. These improvements should be used to reinforce the Main Streets districts and to enhance connections to parks and public space.

Streetscape improvements should also expand the pedestrian realm in strategic locations to provide additional parks and public space resources built into areas that could benefit from additional space, such as the Main Street districts. Enhanced connections to rail stations are critically important along primary roadway segments.

A collection of these types of improvements are outlined in the Station Area Action Plans in the Implementation Section of the Corridor Plan. A series of strategic and continued investments from the City should be organized into a purposeful Corridor Improvement Program that is identified and promoted within the community to bring additional attention to the improvements that are taking place.

**C Leverage Vacant Conversions** - as has been done in the past, vacant parcels along the Corridor should be used to fill gaps in the parks and public space network, in addition to providing opportunities for infill development and catalytic

redevelopment projects. Depending on the type of deficiency a vacant parcel could be converted into a plaza, playground, community garden, urban farm, athletic field or other open space amenity. It is important to be strategic about the location of such a conversion. Within each Station Area, a robust, but balanced network of parks and public spaces should be pursued.

The conversion of vacant lots to parks and public space should be optimized by the location and type of the conversion to have the maximum use and benefit for the surrounding communities. The optimized solution would leave other nearby vacant parcels for active redevelopment uses to add housing and economic opportunities to the neighborhoods. To this end, vacant City-owned parcels should be evaluated in terms of potential to contribute to neighborhood open space networks prior to disposition for redevelopment.



Tucker Street urban farm near the Talbot Avenue Station (photo credit: The Atlantic Cities)

**D Create Station Plazas** - the amenities that have been provided as part of the rail station entries and platforms are an excellent foundation from which to build. The investment by the Commonwealth and MBTA has set the stage for reimagining the Corridor. The relationship between the rail station platforms and adjacent streets has been constrained by responsible budgets and by the MBTA standards for a Commuter Rail Station. As service along the line evolves toward integration with the subway network of Boston, so too should the rail stations evolve.

Part of a reorientation of the built environment that needs to occur at the rail stations is the creation of expanded station entry plazas. This type of plaza should be included as part of the description of community benefits if the parcels adjacent to the station are publicly held and disposed for private redevelopment. Station plazas should provide seating, wayfinding and landscape features. The relationship between the station entry and the adjacent street is important to get right, so that the community feels welcome and invited to use the service. The primary nature of this transit resource should be given the same level of recognition and priority with the public spaces that are built up and evolve at the stations over time.



An illustration of the plaza at Newmarket Station (photo credit: MBTA)

**E Expand Community Gardens** - a strength of the Corridor is the amount of urban agriculture already underway. Local food production should be emphasized as a major narrative of the Corridor that can be linked to emerging opportunities in food production and training in the City. The City of Boston has become a leader nationwide in improving access to locally produced fresh food by expanding urban agricultural activities. The Fairmount Indigo Corridor is a natural location to run targeted pilot programs for many of the ground breaking and sustainable practices underway.

Urban farms, community gardens and school gardens are all currently in operation in Boston's neighborhoods and within the Corridor. Corridor communities have embraced this type of use of vacant lots as a productive use of land and an origin of community activity and pride. One

excellent example of such a program's success is an Urban Farm at Tucker Street operated by Victory Programs and ReVision UrbanFarm near the Talbot Avenue Station. The City of Boston's Department of Neighborhood Development created a pilot project making available vacant land for agricultural programs.

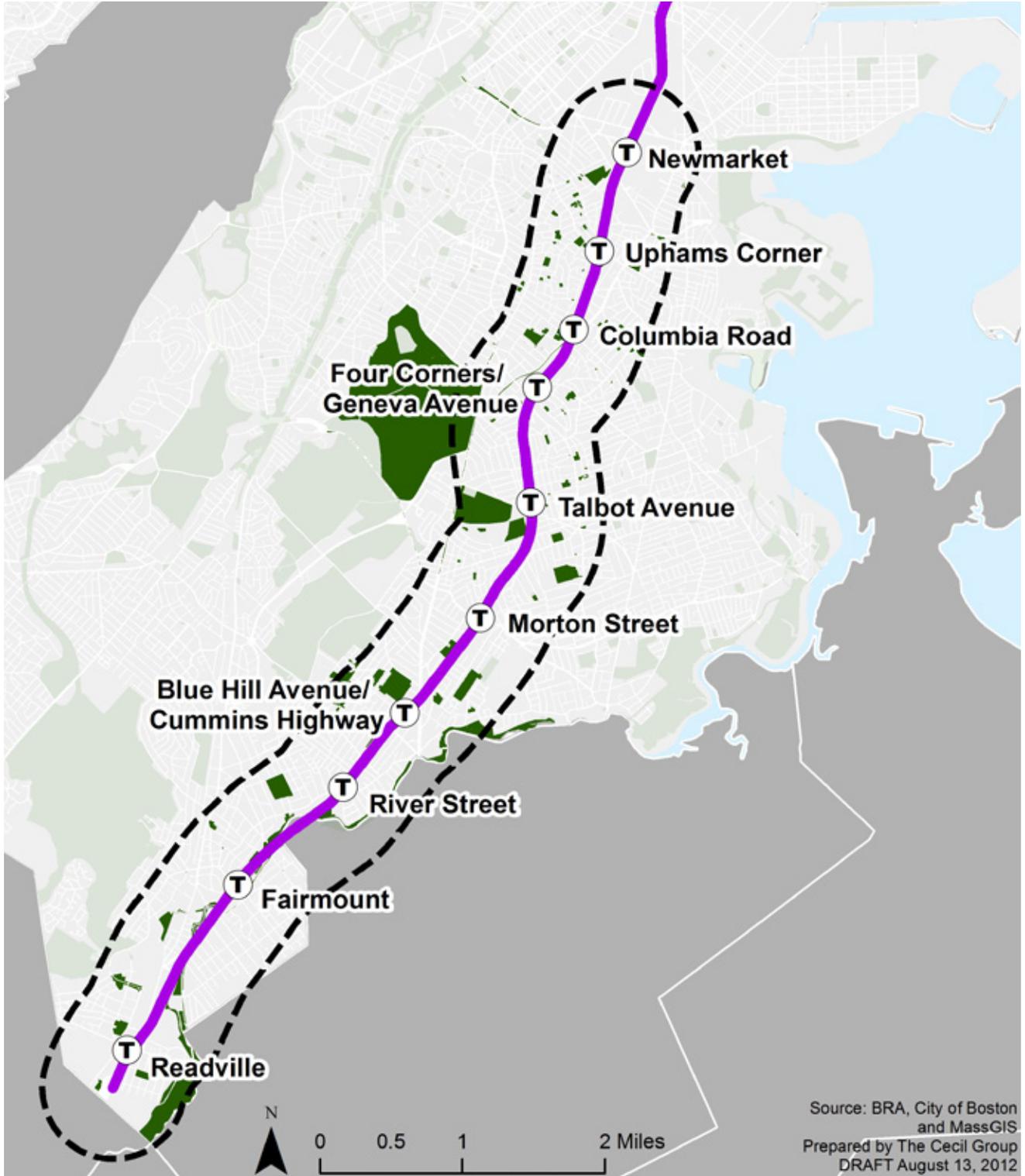
The City of Boston's Urban Agriculture Rezoning Initiative has resulted in new zoning (Article 89). It sets new standards for a variety of urban agriculture activities in the City. It applies citywide and will benefit many vacant properties and unused parcels along the Corridor.

**F Add Parklets and Plazas** - the City of Boston's Transportation Department has been piloting small parks that replace parking spaces in Mission Hill and Jamaica Plain. These small parks are referred to as parklets. Parklets are designed to fit into strategic locations of heavy pedestrian activity or where a placemaking features, or civic gathering space is needed. These conditions describe many locations and needs of Fairmount Indigo neighborhoods.

The conversion of on-street parking spaces to parklets can be seasonal, temporary in nature, or completed as part of a pilot program. This type of implementation provides another tool to introduce public space in areas that may otherwise have too many other demands on them to advance. A pilot program for parklets could be considered for the Fairmount Indigo Corridor. Ideally, parklets would be located within a Main Streets district, adjacent to a thriving business or restaurant and be provided in a location that is lacking parks and public space.

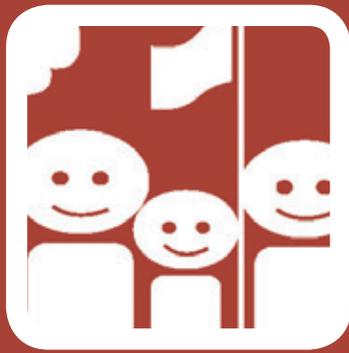


A parklet on Tremont Street in Jamaica Plain (photo credit: Mission Hill Gazette)



Source: BRA, City of Boston and MassGIS  
 Prepared by The Cecil Group  
 DRAFT August 13, 2012

Existing open spaces along the Fairmount Indigo Corridor



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# QUALITY OF LIFE

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



# Quality of Life

## Current Status

The neighborhoods that comprise the Fairmount Indigo Corridor, collectively, account for the City's highest congregation of immigrants and most diverse population; under-served populations; and the lowest (or among the lowest) rankings in a variety of known quality of life measures (including poverty, crime, obesity, and education).

## Future Strategies

The Corridor strategies present an opportunity to build up a diverse, prosperous and healthy collection of neighborhoods that contribute directly to the success of the City. The following approaches build upon existing Corridor attributes and amenities to improve daily quality of life:

### **A Build Neighborhood Safety and Community**

- use new Station Areas, redevelopment projects and public realm improvements to reposition the neighborhood sense of community and safety. Address resident and visitor safety concerns through active and thriving ground floor uses, well-lit pedestrian-oriented streets and a renewed sense of pride in place. Reinforce current community policing efforts to involve residents and small businesses to build community, change perceptions, and minimize violent crime. Improve the built environment as a symbol of community pride and involvement to reinforce the sense of safety.

### **B Enhance Neighborhood Health**

- several characteristics of the Corridor should be reinforced as priorities that enhance the overall health of the

Corridor neighborhoods, including building upon the existing network of community health centers, expanding recreational access and opportunities, and expanding healthy food sources and stores. The existing community health centers are anchors of Main Streets districts and should be connected to future growth. Open space networks of the City should be linked to the Corridor to expand recreation and walkability. The Corridor should build upon local and urban agriculture efforts to bring new food opportunities into the communities.

### **C Add Core Amenities and Services**

- reinforce existing events and programs at community centers, health centers and training centers through a coordinated network of information and displays at rail stations. Add core amenities and services that may be missing from specific Station Areas as part of the focus of redevelopment efforts near rail stations and Main Streets districts.

### **D Strengthen Connections to Institutions**

- the neighborhoods of the Corridor are disconnected from the broader network of educational and training institutions that are core to the City of Boston. Stronger and more direct connections between the Corridor and City-wide institutions and resources should be a part of Corridor efforts



GENERAL INVENTORY OF STATION AREA QUALITY OF LIFE ATTRIBUTES

EDUCATION /TRAINING    HEALTH    SERVICES (CHILDCARE)    MOBILITY    FOOD CHOICE/ QUALITY    OPEN SPACE

CORRIDOR-WIDE

--	--	--	--	--	--	--

NEWMARKET

--	--	--	--	--	--

UPHAM'S CORNER

--	--	--	--	--	--

COLUMBIA ROAD

--	--	--	--	--	--

FOUR CORNERS/GENEVA AVENUE

--	--	--	--	--	--

TALBOT AVENUE

--	--	--	--	--	--

MORTON STREET

--	--	--	--	--	--

BLUE HILL/CUMMINS HIGHWAY

--	--	--	--	--	--

RIVER STREET

--	--	--	--	--	--

FAIRMOUNT

--	--	--	--	--	--

READVILLE

--	--	--	--	--	--

LEGEND

- CURRENT STATION
- STATION IN DESIGN
- PROPOSED STATION

LEGEND:

- EXISTING RESOURCES IN PLACE
- NEEDS IMPROVEMENT/ ADDITIONAL RESOURCES
- NO EXISTING RESOURCES
- PROPOSED STATION FOCUS

to bring new opportunities to residents and small businesses. Unique partnerships and opportunities for satellite locations and outreach programs would improve the perception of connectedness along the Corridor, creating connections beyond transit.

**E Highlight Corridor Diversity** - diversity is a defining attribute of the Corridor. Corridor diversity should be highlighted through cultural events, food, arts and performances. A calendar and guide to the cultural richness, destinations and events along the Corridor should reinforce and coordinate efforts to engage residents and visitors.

*The recommendations within each topic area have been prioritized by the community as part of a community open house and online review of the Corridor Plan.*



## Quality of Life

As summarized earlier, the neighborhoods that comprise the Fairmount Indigo Corridor, collectively, account for the City's lowest (or among the lowest) rankings in a variety of known quality of life measures. These quality of life indicators include Food Insecurity a measure of physical and economic accessibility of quality affordable food. Another quality of life indicator is the distribution of Violent Crime with elevated rates in the Corridor neighborhoods. Housing foreclosures are also elevated along the Corridor following the economic crisis of 2008.

The Corridor strategies present an opportunity to build up a diverse, prosperous and healthy collection of neighborhoods that contribute directly to the success of the City. The following approaches build upon existing Corridor attributes and amenities to improve daily quality of life:



*The Anderson Tree Lighting Festival in Logan Square (photo credit: Boston.com)*

**A Build Neighborhood Safety and Community** - the beginning and end of quality of life improvements for the Corridor, must be public safety and security. It is not easily ignored, all of the community pride, infrastructure improvements and neighborhood amenity cannot overcome the negative impacts of violent crime on quality of life. If a resident does not feel safe to walk on the

street at night then all other improvements are compromised.

New Station Areas, redevelopment projects and public realm improvements can be used to reposition the neighborhood sense of community pride and safety, but elevated levels of crime in many areas of the Corridor must be directly addressed. Address resident and visitor safety concerns through active and thriving ground floor uses, well-lit pedestrian-oriented streets and a renewed sense of pride in place. Reinforce current community policing efforts to involve residents and small businesses to build community, change perceptions, and minimize violent crime. Improve the built environment as a symbol of community pride and involvement to reinforce the sense of safety.

Additionally, the distribution of elevated levels of violent crime in Dorchester, Roxbury and Mattapan leave a perception that the Corridor is dangerous. Whether warranted or not, news media outlets depict many of the Station Areas as dangerous places where gang activity, shootings, and other violent crime are the focus of coverage. The residents of North Dorchester, Mattapan and Roxbury have the lowest percentage who feel their neighborhood is very safe according to the Boston Public Health Commission. The Corridor Plan and community building efforts that accompany it, must be used to directly counteract this negative perception to invite Bostonians to visit and rediscover the rich and complex Indigo communities.

**B Enhance Neighborhood Health** - in addition to the community health centers that have been highlighted, several aspects of the Corridor neighborhoods are directly related to community health. Several programs already existing on the Corridor to address community health issues, the Resilient Communities, Resilient Families Initiative and Healthy Dorchester. Community health is an important issue and hot topic that is guiding best practices for land use and development patterns nationwide.



The Codman Square Health Center is an anchor for community health



The Salvation Army's Kroc Center adds a hub of community amenities at Upham's Corner

Several characteristics of the Corridor should be reinforced as priorities that enhance the overall health of Corridor communities, including building upon the existing network of community health centers, expanding recreational access and opportunities, and expanding healthy food sources and stores. Open space networks of the City should be linked to the Corridor to expand recreation and walkability. The Fairmount Greenway Concept Plan is one approach to expanding the network of recreational opportunities for Corridor residents.

The Corridor should build upon local and urban agriculture efforts to bring new food opportunities into the communities. The benefits of such programs are enormous for community health providing economic, fitness, healthy eating and community building based around one activity. The strength of urban agriculture programs in Upham's Corner and Talbot Avenue deserve recognition and expansion as a model of community food and health. Project Right has operated several small plots of land as urban farms for several years in Upham's Corner.

**C Add Core Amenities and Services** - core amenities and services refer to those aspects of daily routine and life that are best completed at a convenient location that saves time and effort. This type of convenient access for amenities and services translates directly into an improved quality of life and additional time for work or family obligations. All of the Station Areas on the Corridor have some

core amenities and services offered in convenient locations that serve the local residents and businesses.

Numerous community health centers exist on the Corridor including the Upham's Corner Health Center, Bird Street Health Center, Codman Square Health Center, and Mattapan Health Center. The resources and programs that the centers offer and provide should be promoted within each of the Station Areas through a coordinated network of information and displays at rail stations.

Additionally, many community centers are located on the Corridor and provide additional gathering and recreational resources to residents. Similarly, to the community health centers, the resources and programs that community centers offer should be promoted within each Station Area.

Other community amenities and services include grocery stores, childcare, copy and business centers, laundromats, and other convenience goods and services. All services of this kind should be available in the Corridor. Essential services that are used by many residents on a daily basis should be promoted at each Station Area to be within walking distance of most residents. A community-based analysis of the gaps in the services and amenities that exist in each community could be performed by individual Main Streets districts and then used as a blueprint to attract new businesses to fill the gaps.



Existing health center (triangle) and community centers (circle) along the Fairmount Indigo Corridor

**D Strengthen Connections to Institutions** - among the aspects by which the Corridor is underserved relative to the City of Boston, is the strength of connections with the region's institutions. Greater Boston is one of the world's centers of higher education, philanthropic organizations and medical institutions. The neighborhoods of the Corridor are disconnected from the broader network of institutions and education that is core to the City of Boston.

Creating stronger and direct connections between the Corridor communities and City-wide advantages and resources should be a part of Corridor efforts to bring new opportunities to residents and small businesses. Unique partnerships and opportunities for satellite locations and outreach programs would improve the perception of connectedness along the Corridor, creating connections beyond transit.

While this network of institutions is attracting many of the best and brightest minds from all over the world, the Fairmount Indigo Corridor is a few rail stops away and is home to bright minds from all over the world. In both cases, Boston is attracting new energy and new residents and a more direct connection should be made between these two worlds, which today, are distinct and separate.

This connection could take any number of forms. It could be a partnership between Corridor small businesses and the Harvard Business School. It could be a Corridor host family for an international student from the same home country. It could be a Corridor visit organized by an international student group to the best restaurant in the City for the comfort food they have missed. It could be satellite campus offices of outreach and recruitment that bring higher education one step closer to disenfranchised populations.

This could take any number of forms, but the overarching idea is that the Fairmount Indigo Corridor should be directly connected to the great resource of greater Boston, which is access to best



education and the opportunities that it brings. Education, knowledge and training, is universally seen by contemporary society as the single most important pathway to human satisfaction and improved quality of life.

current transit service on the Fairmount Indigo Line does not operate on the weekend. This reinforces the need to expand service characteristics as outlined in the “Getting Around” strategies.

The development of an Indigo App could integrate this information so the a Corridor calendar of cultural events and attractions is accessible on the phone, integrated with rail line information, and created with the potential for connecting users to location-based alerts and recommendations. Food should also be highlighted with this tool of community engagement, as a portal into the cultural richness of the Corridor communities. Station Area restaurants and specials should be promoted and developed for visitors to the Corridor.



The diversity of local residents and immigrant populations on display in the Corridor

**E Highlight Corridor Diversity** - although diversity is a defining characteristic of the people and communities that comprise the Corridor, that diversity is not showcased by cultural events in the City. The number of cultural events or parades sorted by neighborhood show that Mattapan and Hyde Park are two of the least celebrated locations in the City. Dorchester and Roxbury are more of a cultural event destination, but remain well below Downtown Boston, Back Bay, Beacon Hill or the South End.

If cultural events and parades were combined across the Corridor to highlight the Indigo Communities it would be a much more substantial calendar of events. A calendar and guide to the cultural richness, destinations and events along the Corridor should reinforce and coordinate efforts to engage residents and visitors. The calendar should be highlighted on Corridor-related websites of the Main Streets districts, community development corporations and other community groups and advocates.

It is worth noting that many of the community events of this type occur on the weekend. The



Codman Square, Talbot Avenue

FAIRMOUNT INDIGO CORRIDOR PLAN

# IMPLEMENTATION AND ACTIONS

*The implementation actions have been prioritized by the community as part of a community open house and online review of the Corridor Plan.*

## Implementation Actions

*The Implementation Actions are the critical components of Corridor strategies highlighted as actionable items.*

The community vision outlined for the Fairmount Indigo Corridor will not be achieved through a single action or actor, but through a series of purposeful and strategic partnerships and changes that position the Corridor 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:

### Ensure Prosperity for Current Residents

Future improvements and enhancements to the Corridor should be designed to include current residents and businesses. All development and construction should involve community participation and dialogue. New training programs, educational connections, and employment partnerships should be created to build prosperity for current residents and businesses to invest in families, local ownership and wealth creation. New housing should provide opportunities for a diverse range of incomes to attain high quality units and to have expanded choices in their neighborhoods. Potential City programs to target these outcomes could include providing a City loan program to create affordable housing and capitalize on the strength of community development corporations (CDC's) in the Corridor. It could also include targeting City assistance for rental and first-time homebuyer programs to qualifying Corridor residents or a multi-family homebuyer assistance program targeting the wealth of triple-decker homes in the Corridor for local ownership and landlords.



*A small business owner in Mattapan (photo credit: Boston.com)*

### Create New Partners and Partnerships

The Fairmount Indigo Corridor has benefited from the many unique partnerships between the City of Boston, community development corporations, nonprofit organizations, community health centers, local institutions and others. With respect to the network of partners that already exist, the Corridor would benefit from new partners and partnerships that focus explicitly on connecting to the City's strength as a home to great educational, health and cultural institutions. This would enhance opportunities for residents to connect to and benefit from the greater Boston community. The new institutional partners and partnerships could be part of the creation of active neighborhood spaces that connect people, commerce and institutions with each other. This could be done in connection with redevelopment to provide active ground floor uses near rail stations and Main Streets districts that create a physical beacon of new partnerships in the neighborhoods.



*Local food businesses and food service training are growing in the Corridor*

## Strategically Dispose of Publicly Owned Land

In each Station Area along the Fairmount Indigo Corridor, the City of Boston owns many parcels. The parcels have either been historically owned by the City or recently acquired through foreclosures. Accordingly, the majority of the parcels are small vacant residential lots. The City also holds several larger parcels that are located in close proximity to Corridor rail stations. This type of parcel presents an excellent opportunity for the City to leverage publicly owned land to invite redevelopment strategically along the Corridor to catalyze positive changes. The Department of Neighborhood Development, the city department charged with disposing of city properties, should continue to work with the community to identify and review proposals appropriate to building community along the Corridor at each potential publicly owned site.



Station platform at Upham's Corner

## Expand Rail Service and Network Integration

Alongside all other Corridor improvements, advocacy for the continued expansion of rail service and integration with the Boston's rapid rail network should be a focus of Corridor-related outreach. All of the components of the Corridor Plan benefit from expanded and improved mobility options including enhanced rail service. Corridor advocacy has resulted in fares aligned with subway pricing, but must be expanded to Readville. The fare to and from Readville remains at \$6.00 and is a deterrent to resident use and access to jobs and potential development near Readville. Transit advocacy for the

Corridor should continue to focus on implementation of new train technology on the line, diesel multiple unit vehicles (DMU's), to enable more frequent schedules and operation on the weekends. The goal for the Corridor is to fully integrate operational characteristics with the rapid rail network of Boston.

## Coordinate Events, Attractions and Amenities

The arts, cultural and community assets of the Corridor are much greater than any one Station Area. The yearly calendar of events should be coordinated and promoted together as part of the Corridor. A coordinated effort to promote events and attractions that link Corridor annual events together as a collective could be referred to as a Fairmount Festival. By collecting and refocusing Corridor-wide events, visitors and residents could become more aware of the diversity of cultures, assets and opportunities the Fairmount Indigo Corridor represents. In addition, the Fairmount Indigo Corridor is a unique geography in the City of Boston that cuts across neighborhood boundaries and collections of cultures to create a cross section of unique events that would benefit from a more purposeful curation and promotion.



Main Street activity near the Fairmount rail station

## Promote and Vitalize Main Streets Districts

The Fairmount Indigo Corridor's five Main Streets districts should be the focus of mixed-use activity and the centers of vitality for the Corridor neighborhoods. Each of the Main Streets districts should be guided under the stewardship of the City of Boston Main Streets program

and benefit from the leadership of a dedicated Main Streets director and staff. Based upon local community needs and visions, the Main Streets districts should work to attract new businesses, promote the Station Areas and Corridor, and create a center of community activity that anchors each of the Corridor neighborhoods.

Alternatively, active commercial and retail uses not located within a Main Streets district should be discouraged. The amount of positive active uses that would reinforce street life and vitality is not unlimited. The limited amount of this type of use should be concentrated in areas of most benefit to the community in creating attractive and desirable centers of activity that draw visitors and residents to support local businesses.



*Walkability improvement concept on Dudley Street*

### **Implement Key Walkability Improvements**

Fundamental to mobility, connectivity and community along the Corridor, is walkability in the Station Areas. Walkability is the extent to which an area is amenable to pedestrians and encourages walking. The neighborhoods and activity centers along the Corridor must be comprised of safe and pleasant places for families to walk. All aspects of the Corridor Plan benefit from and are dependent on improved walkability - quality neighborhoods, vital Main Streets districts, safe and healthy communities. An inventory and priority listing of Station Area walkability improvements should be created for each station along the Corridor. Improvements may be easy to implement such as restriping or new striping of pedestrian crossings, to more intensive redesign of street cross sections and

intersections. In all locations, reinforcing direct walking routes to the rail station and connections between the station and Main Streets districts should be the first priority.

### **Develop Consistent Rail Station Wayfinding**

Many of the rail stations along the Fairmount Indigo Line are directly adjacent to Main Streets districts, other transit connections, community centers, libraries, historic sites, or other attractions. However, all of these Corridor assets are unmarked as destinations at the rail station. The rail stations are a new front door and gateway to the Station Areas along the Corridor. A consistent set of information should be developed for the Corridor stations that can be communicated to visitors and residents. The method to deliver this information could be uniform or distinct for each Station Area, but the information provided should be consistent. Ideally, the wayfinding would be dynamic and could be used for events or other occasions. The information and destinations of the Corridor that are highlighted help to make visible the narratives and assets of the Corridor that may otherwise go unnoticed.

In addition to the rail station as a front door to a district and neighborhood, the rail station is a destination from other locations as well. Simple and unobtrusive signage that locates the direction of the rail station from key locations in the Station Area would be helpful to reinforcing the rail connection. The Main Streets districts would be the type of location that directional signage to the rail stop would be warranted.



*Station and directional signage at the Talbot Avenue station*



*The Strand Theatre is an anchor for events on the Corridor*

## Brand Strategy

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***The Fairmount Indigo Corridor Brand Strategy provides a common framework for bringing together diverse and varied actions that reinforce and contribute to the Corridor Vision, enhance the perception and pride of place for the Station Areas and provide a purposeful strategy to direct the evolution of communities and places.***

### OVERVIEW

The brand strategy for the Corridor seeks to establish - and then communicate - clear and positive messages and imagery that will bring long term benefits to all of the neighborhoods along the Fairmount Indigo Line. The strategy is built upon the distinctive characteristics of the communities along the Corridor. These include the cultural heritage and outstanding qualities with the communities that exist today. Looking ahead, the brand strategy is directly tied to the community's vision for the future and the components of this Corridor Plan. The strategy is purposeful in building a narrative around the people, communities and places that comprise the Corridor so that it becomes an increasingly recognized and highly valued dimension of Boston.

The recommendations in this portion of the Corridor Plan provide the foundations for subsequently implementing a branding program that can eventually involve many specific activities, programs, participants and audiences. The specific actions will be diverse, but should always reference a broader connection to the Corridor and build a shared sense of success and momentum Corridor-wide.

The strategy is comprised of several parts. The *brand promise* articulates the tangible benefits that will distinguish the Corridor. The promise is translated into specific *brand principles*, each of which is directly linked to the framework of themes and concepts of the overall Corridor Plan. The *specific strategies* for advancing these principles are described.

If the overall strategy is adopted by the community leaders and stewards of the Corridor's future, it must be implemented. The implementation steps are described. These are the steps that would require sponsorship, cooperation, funding and action. The implementation of the strategy would include a *brand identity* program, along with implementation of specific *brand tactics* for promotion and adoption of the brand. Each tactic is associated with *brand tools* - the methods for establishing and extending the brand. As the brand strategy unfolds, it will be important to measure success and adjust the tactics and tools; *brand assessment* methods are contemplated.

# Understanding “Branding” for an Urban Corridor

## *Benefits of a Brand*

The brand strategy seeks to advance an overall identity for the Fairmount Indigo Corridor to enhance the perception and sense of place, to provide an overarching sense of purpose, and to establish a set of goals that can unite a distinct and diverse collection of communities. In understanding how “branding” relates to a complex urban environment and a unique series of places such as the Fairmount Indigo Corridor, it is important to ask: *What is a Brand?*

The myth in popular culture is that a brand is simply a name, attached to a logo and accompanied with a slogan or a jingle. Of course, when a person thinks about those things that are considered “brands” one begins to realize that there’s much more at work.

Each and every one of us has those things that we naturally think are the best. Food we buy, clothes we like, cars we seek to own, even the toothpaste we prefer—are but a few of those things that we select to meet our daily needs, or to bring us joy, comfort, and pleasure with our discretionary income. In fact, we become wedded to many of “our brands” to the point that we can’t imagine considering anything else—they mean that much in defining who we are in the world.

The way they taste, the style and attitude they represent, convey the respect they bring to us by our peers (“wow, he really has good taste”), or the value (and sometimes, values) they represent are among the many things we associate with a brand beyond some identifiable logo. The brand becomes recognizable as a communal shorthand for attributes of quality and reputation. A known brand is something that we all come to know and trust; we become emotionally drawn and often committed to certain brands.

## *Branding for Urban Areas*

Places can be brands, too. Often, we do not think of places as brands, even though many of us are, indeed, emotionally drawn and at times committed to a particular place. Sometimes, it’s a region of the country, or a particular city. We tell people things such as: “Look, I am a New Englander through and through, and I can’t imagine living anywhere else.” Or: “You can take the girl out of the city, but not the city out of the girl.” The point is, such views belie a simple truth: People form deep and complex relationships with places that have great value and meaning to them.

The City of Boston has a collection of positive associations that are a part of its brand. These associations can be images, a red brick rowhouse, the Citgo sign, Customs House or other icons. Or they can be ideas and phrases, such as “The Hub”, Beantown, or America’s Walking City. It is a place that is closely associated with its rich history, world-class higher education and medical institutions, its sports teams, its innovation and entrepreneurship and its neighborhoods.

The communities that compose the Fairmount Indigo Corridor - Roxbury, Dorchester, Mattapan and Hyde Park - all have their own associations. The Fairmount Indigo Corridor is its own unique geography and its own unique opportunity to purposefully nurture and tend a brand. **Would the Corridor evolve and advance without a brand? Yes, but a brand strategy for an urban area helps to build community and bring people together around a shared narrative.**

A brand for the Corridor allows it to overcome negative associations that may be attached to some of the areas that comprise it. A brand for the Corridor acknowledges that some places are burdened by crime rates, the perception and reality of safety, negative news coverage and a historic memory of redlining, arson and disinvestment. A brand for the Corridor is an opportunity to reframe the conversation, build trust, rebuild a positive emotional attachment and strengthen a commitment.

***In this context, the purpose of a Brand Strategy is about appreciating your place, your culture and your life and getting credit for the good things that are happening in the communities of the Corridor.***

## ***Creating a Brand***

Great brands are the result of a purposeful strategy. Nike, BMW, Oreos, Disney World...it doesn't matter. Commercial brands are nurtured and tended constantly to deliver a particular consumer result. Cities, districts, neighborhoods and places—all can be restored and managed to achieve a particular citizen result. A strategy – a brand strategy – is simply an essential parallel process that informs and guides the planning that attends the urban environment. After all, as Thomas Edison once said, Vision without execution is hallucination!

This brand strategy was created in parallel to the Corridor Plan through the same extensive community process. The brand strategy has been a key part of the process and in many ways is inseparable from the results, conclusions and strategies that are found in the Corridor Plan. Through the community process and in-person tours on the Corridor, the brand strategy searched for community blind spots, those parts of itself that the community cannot see or recognize. The purpose of this exploration was to uncover the great things already happening and point out that which needs improvement, to find ways to elevate the “specialness” of the Corridor.

**Brands must be nurtured and tended and a brand is only as strong as the groups that believe in and support it.** Fortunately, the Fairmount Indigo Corridor already has many participants, partners, stewards and believers. The participants in the branding must be broad. The brand strategy must be viewed as authentic among residents and businesses of the Corridor and it must evolve with them. It cannot be overly deterministic, but must also be directed and purposeful.

Several important stewards can bring that purposeful direction to the Brand Strategy. The participants must be broad to effectively reinforce the Brand of the Corridor. The channels of reinforcement must range from formal to informal, official to unofficial and most frequencies in between. The official partners must include the MBTA, the City of Boston, the Boston Foundation, the Community Development Corporations, and Main Streets organizations.

Unofficial stewards must include residents, businesses, community organizations, groups and advocates. Appropriately, the evolution of the Brand will be dynamic; it must be responsive to and meaningful for the participants in the branding. **The Brand Strategy is an initial approach at identifying the special aspects of the Corridor that differentiate it among other places in Boston.**

## ***Brand Strategy Components***

The components of a brand strategy are relatively straight forward. The assets and ambitions of the Corridor have been identified and reconsidered. Those aspects and ambitions of the Corridor that make it special have been identified and posited as a commitment to residents, businesses and visitors, a *brand promise*. The core aspects of the brand promise are reinforced and detailed as *brand principles*. Lastly, the brand promise and principles are moved into action and actualized by a *brand strategy*. The brand strategy outlines potential implementation components, but the ideas should be considered as a starting point that must be fully adopted by communities of the Corridor.

- **The Brand Promise** - The brand promise is an affirmative statement about what the Fairmount Indigo Corridor provides to residents, businesses and visitors. The brand promise is what the Fairmount Indigo Corridor has to offer that distinguishes it from other communities and what participants in this brand can expect to receive.
- **Brand Principles** - The brand promise is made more specific and tangible with brand principles. The principles are intended to guide strategies and actions in a manner that is consistent with tending and nurturing the brand and making good on the brand promise. The brand principles are the core tenants that must be checked to intermediate between the brand promise and the brand strategy.
- **Branding Strategy** - The brand of the Corridor must be formed and guided, a clear strategy and set of goals is essential to effectively promoting the Fairmount Indigo communities which include such a wide-range of local identities and associations. If the brand promise is considered “*Why*,” the brand principles are considered “*What*,” the branding strategy is considered “*How*.” The brand strategy is a purposeful approach to releasing the brand promise and principles into the real world to give it the opportunity to both grow organically and authentically.
- **Brand Identity** - The other components of the Brand Strategy make clear that the Brand Identity is a product, not the origin of the Brand. It is only when the community has internalized and adopted the Brand Promise that a relevant Brand Identity emerges that may include logos, tag lines, and marketing collateral. In this case, a multi-pronged approach to the brand identity is appropriate and imaginable. The Indigo Corridor will have certain identity aspects that are managed by multiple parties. They should be consistent in message and depiction of the brand, but do not need to be homogenous.
- **Branding Tactics** - The branding tactics are the actual means used to achieve the branding strategy. The tactics are specific activities and actions that can be divided amongst a variety of stewards, stakeholders or affinity groups to advance the brand. The tactics may also introduce variation by location. The Corridor is intended to be reinforced by the brand strategy, but brand tactics may break the overall objectives down differently from Station Area to Station Area.
- **Branding Tools** - The branding tools are the specific techniques, programs, investments or assistance that supports both the brand strategy and brand tactics. The branding tools may vary by location and will vary over time. Certain tools will prove ineffective, new tools will emerge; other tools may need to be invented. These are the specific implements designed to advance the brand for the Corridor.
- **Brand Assessments** - As suggested in the branding tools description, evaluation and assessment is an important component in the long term management of a brand. The effectiveness of specific tactics and tools can be evaluated using surveys, measuring results or tracking statistics. Brand assessment should occur at all levels and components of the brand strategy. It is important to consider the brand strategy as a dynamic tool that must evolve with the community.

## Brand Implementation Components

Brand implementation components are the actions that are intended to promote the brand strategy and advance the strategy within the City, Corridor and communities. The implementation components are outlined, but require further study. The implementation of a brand that involves established communities and places, must be adopted by or originate from within the communities themselves to be most successful. If implementation seems hollow, forced or inauthentic the brand strategy will either not be a success or could have a negative impact on building community.

## BRAND PROMISE

## BRAND PRINCIPLES

## BRAND STRATEGIES

**The Entire World is at Home Here**

Indigo neighborhoods support and celebrate diverse communities and cultures

- Support positive identity
- Promote community and cultural-specific resources

**Indigo Neighborhoods are Complete Neighborhoods**

Prosperity

Indigo neighborhoods are places of opportunities for education, advancement and employment

- Promote opportunities to residents
- Highlight small businesses

Home

Indigo neighborhoods include excellent housing choices that are high quality and affordable

- Build neighborhood and community
- Promote family-oriented

Place

Indigo neighborhoods are centered on walkable, convenient and memorable activity centers

- Reinforce cultural narratives in places
- Strengthen placemaking

Getting Around

Indigo neighborhoods are convenient and accessible for all modes of transportation

- Promote the Indigo Line
- Reinforce Indigo identity
- Enhance walkability

Parks /Public Space

Indigo neighborhoods offer a variety of high quality recreation and gathering places

- Promote health and recreation resources
- Enhance walkability

Quality of Life

Indigo neighborhoods are healthy, pleasant, attractive, safe, cultural and community-oriented.

- Support community pride
- Promote neighborliness

**Every Neighborhood has a Go Place**  
*(Brand Beacon)*

A Go Place is a physical beacon for the brand promise that is local, real, civic, shared, cultural, accessible, walkable and safe.

- Begin with one place in each Station Area
- Promote Go Places across the City

## TACTICS

- (examples)
- Multi-cultural events
  - Ethnic and cultural restaurant and food stores

- Educational and institutional partnerships
- Entrepreneurial and small business networks

- Anti-displacement measures to retain community
- Community events

- Ethnic and cultural restaurant and food as a portal
- Public realm improvements

- Indigo Line updates for network maps/other materials
- Walking and biking events

- Community gardens
- Connections among broad open space networks

- Multi-cultural events
- Expand urban agriculture
- Ensure neighborhood safety

- Identify each Station Area Go Places
- Promote transit-oriented development
- Build around existing assets

## TOOLS

- (examples)
- Language and culture education programs
  - Main Streets program investments

- Boston Business Hub
- Neighborhood Restaurant Initiative

- Inclusionary housing policy
- Homeowner and home improvement programs

- Main Streets program investments
- ReStore program

- MBTA Indigo Line identity program
- Streetscape investments

- Fairmount Greenway Concept Plan
- Community garden and land trust programs

- Neighborhood watch and community policing programs
- Indigo cultural calendar

- Public and private catalyst investments
- Disposition of public land for redevelopment

## ASSESSMENT

- (examples)
- Demographic studies
  - Community surveys

- Corridor unemployment
- Educational attainment
- Small business establishments

- Demographic studies
- Community surveys
- Housing surveys

- Storefront and vacancy surveys
- Community surveys

- Ridership surveys
- Pedestrian traffic or foot count surveys

- Open space inventory
- Community surveys

- Community surveys
- Cultural event surveys
- Public safety studies

- Interactive place-based surveys to engage the community

## BRAND IMPLEMENTATION

# FAIRMOUNT INDIGO BRAND PROMISE

The brand promise of the Indigo Corridor includes three parts. Each of the three parts are related and originated from the assets and ambitions of the Indigo communities. The Indigo Corridor is a celebration of diversity, it is a collection of Complete Neighborhoods and it is reflected by a series of Go Places that are recognizable reflections of the community.

## *Diversity: The Entire World is at Home Here*

The neighborhoods that comprise the Indigo Corridor collectively account for the city's highest congregation of immigrants and the most diverse population. The overall identity is representative of the community vision and showcases the diversity of culture, people and places that make up the Corridor, and reflects the stability and inviting nature of a home.

The neighborhoods, residents and businesses that comprise the Fairmount Indigo Corridor are diverse on many levels. The Fairmount Indigo Corridor should celebrate this diversity with existing and new cultural venues, events, and food. Destinations and events along the Corridor should reinforce these coordinated efforts and engage residents and visitors at Station Area gateways. Station gateways should be a celebration of the great assets of the Corridor through a coordinated effort to promote events and attractions and linking a Corridor full of annual events together.

## *Indigo Neighborhoods are Complete Neighborhoods*

The Indigo communities include generations of historically under-served populations; and among the lowest rankings in a variety of known quality of life measures, but the neighborhoods also include beautiful homes, thriving commercial districts, resident amenities and excellent parks.

The Corridor Plan is organized around the notion that the current neighborhoods could be improved and made more whole by filling key gaps in amenities and services to help each evolve into a Complete Neighborhood. The strategies of the Corridor Plan look to fill in the gaps in the current neighborhoods to create unique, but complete places that build community by satisfying each of the following needs: prosperity, home, place, getting around, parks and public space and quality of life.

## *Indigo Neighborhoods Have Go Places*

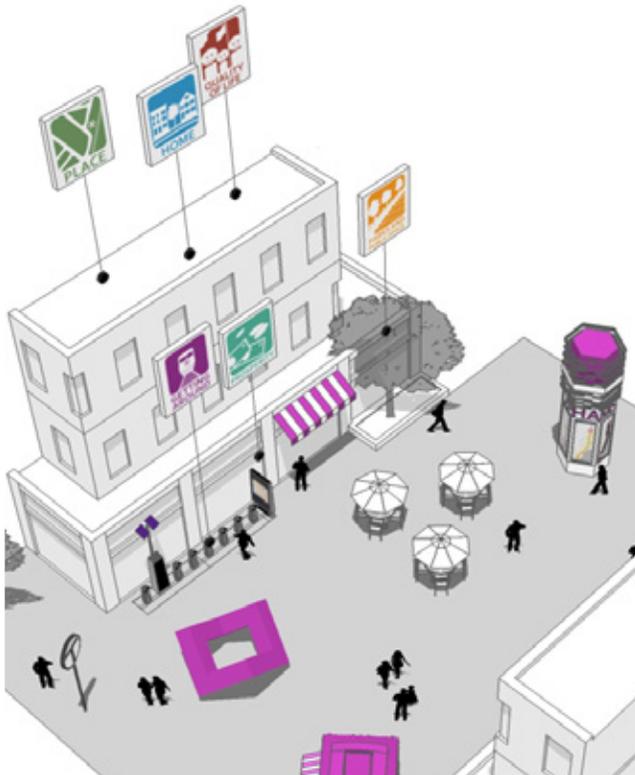
The neighborhood fabric evolved with the commercial centers as a focal point. The rail stations are not located within these focal centers and this provides an opportunity for investment in the areas that link stations to centers of activity to create an appropriate neighborhood gateway. This gateway, a Go Place, provides a beacon for the brand of the Corridor, an opportunity to physically demarcate components of the Corridor identity.

Go Places are an initial step to reorienting the neighborhood to rail stations and filling amenity gaps. The transformation of a coordinated redevelopment effort at station gateways provides an opportunity for policy, planning, place, programming and public engagement and support to come together physically at stations to manifest the brand promise of the Corridor. These various components combine over time to reinforce vibrant and connected places along the Fairmount Indigo Corridor. The process may begin with modest measures (food trucks and information at stations), to public art and information kiosks in a station plaza, to events and programming and eventually to redevelopment of scale that would be consistent with the community vision.

# BRAND PRINCIPLES

## Diversity Principles

- Fairmount Indigo neighborhoods support and celebrate diverse communities and cultures
- The neighborhood environment is a reflection of the diversity of the communities that live there
- Fairmount Indigo open spaces and public realm are the setting for a diverse collection of events and community gatherings that bring ethnic and cultural diversity into public view
- The current diversity of the Corridor should be reinforced and nurtured over time to retain current residents and businesses, while attracting new residents and businesses that will contribute to future diversity of the Corridor



## Complete Neighborhood Principles

- **Prosperity** - Indigo neighborhoods are places of opportunities for education, advancement and employment with centers of training and job development
- **Home** - Indigo neighborhoods include excellent housing choices that are of a high quality and affordable
- **Place** - Indigo neighborhoods are centered on walkable, convenient and memorable activity centers that provide convenient neighborhood goods and services
- **Getting Around** - Indigo neighborhoods are convenient and accessible for all modes of transportation supporting safe walking and biking
- **Parks and Public Space** - Indigo neighborhoods offer a variety of high quality recreation and gathering places
- **Quality of Life** - Indigo neighborhoods are healthy, pleasant, attractive, safe, cultural and community-oriented places that offer a high level of well-being serving resident needs

## Go Places Principles

- A *Go Place* is a physical beacon for the brand promise
- A *Go Place* is local, real, civic, shared, cultural and accessible
- A *Go Place* can be a new development investment, a revitalization project, an entire building, a common space or a public space

# BRAND STRATEGIES

## Diversity Strategies

- Strengthen cultural values and preserve heritage and history
- Communicate the broad and diverse cultural events and narratives occurring within the communities of the Corridor to make known its wealth of ethnic and cultural value - create maps that link historic, cultural narratives and neighborhood stories
- Support positive and varied cultural and ethnic identities in the Corridor and validate ethnic groups that are included in the Corridor demographics
- Promote community and cultural-specific resources to support diverse and immigrant populations
- Expand public art programs to extend the cultural, ethnic and historical narratives of the Corridor
- Track diversity over time by several indicators including demographic and migration patterns, racial and ethnic diversity, housing type and affordability and household composition

## Complete Neighborhood Strategies

- **Prosperity** Strategies - promote economic opportunities to residents, highlight local neighborhood-serving businesses
- **Home** Strategies - build a sense of neighborhood and community to promote family-oriented places

- **Place** Strategies - reinforce cultural narratives and community character in places and strengthen meaningful placemaking
- **Getting Around** Strategies - promote the use of the Fairmount Indigo line with enhanced wayfinding and station identification, reinforce Indigo community identity and enhance walkability with wayfinding from stations to community assets and attractions
- **Parks and Public Space** Strategies - promote health and recreation resources for active use among residents and enhance safe and easy walking and biking routes within the community
- **Quality of Life** Strategies - support community pride, promote neighborliness and expand opportunities to bring communities together around a positive occasion

## Go Places Strategies

- Begin with one place in each Station Area neighborhood to provide a community-oriented amenity, common space or place of gathering
- Attract and promote new amenities, services or uses that would fill a gap in the current community offerings
- Leverage City-owned properties and Department of Neighborhood disposition processes to create new development opportunities that have the potential to be *Brand Beacons* as part of a *Go Place*

# Brand Identity: Process and Participants

	ELEMENTS	IMPLEMENTATION - EXAMPLES -
<p><b>Transit Origins</b></p> <p><i>Message:</i> This is a rapid transit line that is completely incorporated into the MBTA subway system</p>		<ul style="list-style-type: none"> <li>• Transit line designation (equivalent to Red, Orange, Green, Blue, or Silver Lines)</li> <li>• Identity: colors, logo, name</li> <li>• Station enhancements for transit status</li> <li>• Information kiosks at stations</li> <li>• Cultural art at stations</li> <li>• Line specific information on trains</li> <li>• Add to all maps, promotional materials</li> <li>• Train, equipment branding</li> <li>• Target marketing for ridership</li> <li>• Wi-Fi and QR links to Indigo App</li> </ul>
<p><b>Community Initiatives</b></p> <p><i>Message:</i> We are working together to fulfill the Indigo Vision</p>		<ul style="list-style-type: none"> <li>• Station Area and Neighborhood Plans</li> <li>• Indigo App</li> <li>• Community Services and Community partnering for non-profits and education institutions</li> <li>• Cultural events</li> <li>• Streetscape and Station Area enhancements</li> <li>• Graphic and signage identity program</li> </ul>
<p><b>Community Adoption</b></p> <p><i>Message:</i> These are distinctive communities and places with which I want to be identified</p>		<ul style="list-style-type: none"> <li>• Marketing and promotion</li> <li>• Expanded Indigo Apps</li> <li>• Graphics and signage</li> </ul>

# IMPLEMENTATION

## *Fairmount Indigo Brand*

The goals and actions outlined within the brand strategy are only the starting points for positive community change. They will provide a jump-start for many initiatives—those physical and virtual, social and economic, educational as well as commercial. In doing so, they will also set high bars and create models for others to follow. For if they are successful, the adjacent properties and the surrounding blocks will be the places where many—from newly minted citizens to established corporations—will wish to engage at a level higher than many within these neighborhoods and in the Greater Boston area thought possible.

The implementation components of the brand strategy are outlined below, but must be studied in much greater detail with the community, stakeholders and leaders of the brand. Some suggestions for participants in the brand strategy follow. The implementation components are critical to how the brand is launched and can indeed fall flat if they do not resonate with the Corridor communities. It is hoped that the power of a brand strategy has been adequately described such that the responsibility that comes with the implementation steps is appropriately understood. The opportunity to create something new out of the Indigo Corridor is rare and should be implemented with care.

## *Brand Identity*

The brand identity has three major levels at which it should simultaneously take place. The three levels reflect the nature of the Corridor and the complexity of branding such a collection of places.

**Transit Origins** - The origin of the Corridor is the rail line and the importance of the rail line to the narrative and connection between this series of places is critical. Therefore the brand identity must focus on the transit line. All activity in this regard should reinforce the

message that this is a rapid transit line that is completely incorporated into the MBTA subway system. This requires the transformation of the way the line is officially treated from a regulatory, promotional, and operational perspective.

This would include referring to the service as the Indigo Line and labeling and color coding all maps, stations, schedules and other promotional materials accordingly. The status of the rail line would shift from commuter rail, thereby allowing station enhancements such as information kiosks and public art. It would also include, as outlined in the Corridor Plan, an upgrade of the rail technology to Diesel Multiple Units (DMU's). The new rail technology should be branded as the Indigo Line.

The Wi-Fi enabled DMU carriages should direct passengers to the Indigo App on its homepage portal. The Indigo App could be developed by any number of entities, but should be a guide to the Corridor based upon Station Area with cultural, food, historic, landmark, and destination assets highlighted and mapped. The Indigo App should be a virtual extension of the physical brand that develops on the Corridor.

**Community Initiatives** - The brand promise clearly indicates that the Indigo Corridor is about the communities. Therefore the brand identity must also focus on the communities. All activity in this regard should reinforce the message that we are working together to fulfill the Indigo Vision. This effort may also begin with the Indigo App which could include content development from several partners.

These efforts should span the formal and informal. For example, the process of Station Area planning should continue as part of the Fairmount Indigo Planning Initiative to add detail and clear priorities to improvement of the Station Areas. This type of City involvement is also necessary for capital improvements such as streetscape and for the strategic disposition of public land.

All of these efforts should recognize the Indigo Corridor and identify processes, documents or other advertisements with Indigo identity components that emerge. The informal efforts are those that are better

suiting to originate from the community. This would include cultural events, neighborhood improvements.

**Community Adoption** - the last level at which the brand identity should be implemented is community adoption. In many ways, community adoption is the intended result of the transit origins and community initiatives. The message of community adoption is affirmative and perhaps from unexpected sources as the brand gains momentum and becomes bigger than a campaign. The message is that Indigo communities and places are distinctive and I want to be identified with them.

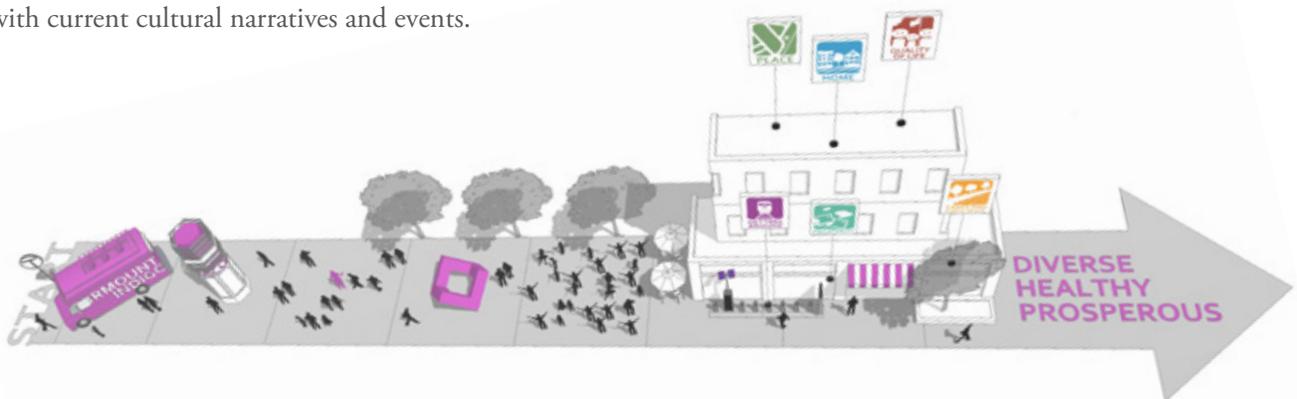
Importantly, rather than framing the brand and the narrative for people of the Corridor to understand and support, this level of brand identity is a response from the community, or the City, or other groups. Community adoption is recognition that something is happening here and that it addresses a deeper meaning that is of value to be associated with. It may come from residents, artists, restaurants or businesses, but it will hopefully be an endorsement of all that it means to be an Indigo place or person.

**Historic Narratives** - each of the neighborhoods have had interesting and important historic roles in the development of the City of Boston. Relating this narrative to the larger history of Boston may be an opportunity to expand visitor and resident imagination and wayfinding to significant Corridor sites. One such narrative opportunity would be how the American Revolution played a role in Dorchester or how parts of the Corridor are representative of early American development. Create walking or biking routes that connect historical events, activities, or significant sites with current cultural narratives and events.

## Brand Tactics

Tactics for the brand strategy can take many forms. In general, three approaches would have great utility for the Indigo Corridor. Other more specific examples of tactics are outlined on the proceeding table that depicts a summary of the brand strategy. All tactics used to promote or define the Indigo brand should fit within one of the following categories to begin with and may evolve and expand from there:

- **Engage** – Inform residents of the great assets and opportunities that exist at other stations for work and play. Reorient the surrounding neighborhoods to the stations and make the rail service more visible in the community to invite increased ridership.
- **Invite** – Highlight the events, restaurants, parks and places that would attract new visitors and the broader population of Greater Boston to explore the Corridor neighborhoods as destinations for entertainment and enjoyment.
- **Reinvigorate** – Help to shape the perception and narrative of the Corridor with strategic investment to catalyze a process of market-driven investment in the Corridor and redevelopment of underutilized and vacant properties.



## ***Brand Tools***

Many tools for the assistance in the brand implementation exist within the constellation of programs that the City of Boston has to offer. Some of the tools needed for implementation may not exist and may require either adaptation or invention. It is important to remember that the branding tool is a technique or method by which the brand promise is being delivered. Tools are not the end product and should not be treated as if they were precious. The Indigo brand is precious and tools should be reconsidered if they are not working properly.

Examples of specific branding tools are outlined on the preceding table. Tools should be directly linked to next implementation category, brand assessment. If the efficacy of a tool cannot be measured, it may require reconsideration. Tools should be engaged if they can directly and measurably impact the Indigo brand. They may be justifiable for some other purpose, but they are probably not contributing to the brand of the Corridor.

## ***Brand Assessments***

Brand assessment is necessary and should occur at several levels. The primary assessment is that of the overall brand and brand promise. Has the brand strategy been positively advancing delivery of the brand promise to residents, businesses and visitors of the Indigo Corridor? If it has not, then its structure should be re-evaluated. If it has with unintended consequences, those consequences should be assessed. If the apparent brand promise of the Corridor has shifted, then the focus of the strategy should shift as well.

As mentioned above, the second level of assessment is linked directly to brand tools. This assessment should measure and evaluate tools and tactics to ensure that activity and resources expended are indeed effective in delivering the brand promise more broadly and consistently. This type of assessment may be more easily identified and resolved than the former. At its most simple level, the brand assessment is a reminder that brands must be tended and nurtured. If the brand promise, brand strategy or any of the tactics or tools become out of alignment they must be reconsidered or recalibrated.

## *Participants and Resources*

Participants and Resources - Several important leadership groups can bring that purposeful direction to the enhancement of the brand of the Corridor. The breadth and depth of local resources that can be leveraged in this effort is a true asset of the Corridor. The organizations span from a comprehensive and broad view of the Corridor and communities to the fine grained and neighborhood oriented.

The City of Boston can recognize this series of places as distinct and leverage many of the strategies and resources described in the Corridor Plan to reposition the city-wide perception of it. The MBTA is responsible for the link that ties the communities together and the origin of its namesake with the Indigo Line. The brand of the rail line is inextricably attached to the brand of the Corridor communities. It is important that the brand is reinforced by this type of authority, but in many ways the champions of the Corridor brand must be a part of the community.

In that regard, other advocates and non-profits have been champions of the Corridor for many years and have worked closely with community groups, residents and businesses. One such organization, The Boston Foundation, has realigned its programs as it recognized the close connections between its mission and the needs along the Corridor. The Boston Foundation is well-suited and positioned to advance the brand strategy along with its other broad-reaching and high impact work along the Corridor. In many ways its work with ArtPlace grants in collaboration with the Dudley Street Neighborhood Initiative (DSNI) has been piloting the Indigo brand in Upham's Corner.

Other active partners in the Corridor must all become resources in an expansion of the positive narrative and brand promise including Action for Boston Community Development (ABCD), Boston Local Initiatives Support Corporation (LISC), the Boston Public Art Commission, and the Greater Four Corners Action Coalition. In many ways, the Corridor's biggest asset is this collection of involved advocates and stewards. All of which can

become responsible for a portion of the brand strategy and promote a shared vision for the future. If all parts are reinforcing the whole of the Corridor, it leverages a very powerful force.

The strength of Community Development Corporations on the Corridor is an excellent resource for the stewardship of a Corridor brand. The Fairmount Indigo Corridor Collaborative was established in 2004 and is a coalition of CDC's along the line that work to benefit the residents and businesses of the Corridor. Dorchester Bay EDC, Codman Square NDC and Southwest Boston CDC are each part of the Corridor Collaborative and each have had sustained success in bringing new investment and community building to their respective communities of the Corridor. All of them should be advocates and stewards of the Corridor brand and look at ways to integrate the brand strategy with their individual work and missions.

Another powerful group of advocates and managers of the Corridor brand are the Main Streets organizations. While each Main Streets district has been defining its own unique and local identity, each can be stewards of the brand of the Corridor. All main streets should relate the Corridor Vision and brand strategy to the missions they have adopted. Finally, local business organizations, such as the Newmarket Business Association can help to bring the brand to local businesses and connect economic development efforts to a broader narrative of the Corridor.

# Growth Strategy

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*The Fairmount Indigo Growth Strategy provides a framework for economic development actions that reinforce the Corridor Vision, enhance job opportunities on the Corridor and promote economic vitality.*

## OVERVIEW

The Growth Strategy provides an economic development strategy to enhance job opportunities and long-term economic vitality for the Fairmount Indigo Corridor. It parallels and reinforces the branding strategy as an implementation tool, which is essential to effectively promoting the Corridor with such a wide-range of local identities. The Growth Strategy reinforces the overall Corridor Plan with explicit actions related to economic development and prosperity for the Corridor.

### *Goals and Objectives*

This coordinated set of strategies for the Corridor provide more opportunity for Station Areas and neighborhoods than if each Station Area acts in isolation. The Growth Strategy focuses upon: guiding physical and economic development, encouraging sustainable growth and transit-oriented development (TOD), prioritizing economic prosperity for existing residents and businesses, and incorporating existing planning initiatives (City-led and Community-based) into one vision for the future. The Growth Strategy focuses on three key areas to achieve the core economic development goals for the Fairmount Indigo Corridor:

**Grow** - cultivate and expand the advantages and productive activity already occurring

- Enhance the entrepreneurial ecosystem
- Build from existing businesses
- Strengthen neighborhood fabric with infill

**Import** - attract new opportunities to strategic locations

- Support economic development readiness
- Enhance livability with gap-filling assets
- Create new housing opportunities

**Export** - connect well-prepared residents to opportunity

- Provide outstanding talent delivery to businesses
- Provide educational assets to Corridor residents

### *Strategy Summary*

Build upon strengths of the Corridor to position and coordinate competitive advantages of each Station Area. Coordination based upon Station Area strengths, promotes more vibrant and sustainable growth for the entire Corridor.

**Grow and Import** are primarily real estate strategies with a focus on:

- Commercial activity (growth of existing centers) focused upon Newmarket (South Bay), Upham’s Corner, Four Corners Main Street, Codman Square, Mattapan Square, and Fairmount, an opportunity to attract a mid-scale retailer would be an import opportunity at Morton Street.
- Housing activity (import of new housing types, growth with infill) focused upon growth of infill housing similar to existing patterns of neighborhoods and the import of new multifamily housing of scale clustered near existing Stations Areas or activity centers.
- Industrial activity (import of new activity, growth of existing strengths in distribution, others) focused upon Newmarket and Readville with small clusters at Cottage Street, New England Avenue and Quincy Street.

**Export** is primarily a workforce strategy with a focus on:

- Labor force connections and improvements by enhancing training and education opportunities in and out of the Corridor, improve mobility options to access new opportunities and reinforce shared prosperity in the City.
- Reinvent the immediate Station Areas as critical locations of community amenity and vitality by outlining catalyst projects that respond to community needs and that reinforce a Corridor identity and brand (Cote Ford at Blue Hill Ave or Maxwell Property at Upham’s Corner).
- Reinforce connections between the Station Areas and existing assets through improved public realm and enhanced mobility connections (Dudley Street and Columbia Road improvements at Upham’s Corner).
- Strengthen the surrounding neighborhoods by focusing on the opportunities available to residents and inviting private investment to build upon catalyst projects (potential for Leon Building in Upham’s Corner).

Table: Corridor Development Capacity

Location	Development Potential				Growth Assumptions*		
	Vacant for Infill	Vacant for New Development		TOTAL DEVELOPMENT CAPACITY		Corridor	
		Low	High	Low	High	Employment	Population
Newmarket	344,000	474,000	1,083,000	818,000	1,427,000	1.3%	-3.5%
Upham’s Corner	1,037,000	424,000	689,000	1,461,000	1,726,000	7.2%	5.8%
Columbia Road	337,000	32,000	85,000	369,000	422,000	1.3%	-4.1%
Four Corners	1,097,000	147,000	405,000	1,244,000	1,502,000	8.8%	-1.5%
Talbot Ave.	606,000	103,000	275,000	709,000	881,000	8.9%	-8.7%
Morton Street	767,000	169,000	488,000	936,000	1,255,000	12.1%	-4.8%
Blue Hill Ave.	267,000	95,000	219,000	362,000	486,000	-8.0%	-11.2%
River Street	152,000	20,000	80,000	172,000	232,000	0.2%	-4.1%
Fairmount	312,000	76,000	213,000	388,000	525,000	25.1%	2.3%
Readville	227,000	93,000	281,000	320,000	508,000	20.1%	5.4%
<b>TOTAL</b>	<b>5,146,000</b>	<b>1,633,000</b>	<b>3,818,000</b>	<b>6,779,000</b>	<b>8,964,000</b>	<b>10.7%**</b>	<b>12.3%**</b>

\*Historical Growth Rates from 2000-2010 for Population and 2000-2011 for Employment

\*\*These are the City of Boston growth projections for 2010-2034

The strategies summarized above leverage existing resources in the Corridor, including the vacant area available near each station. The estimated available space for development is shown in the table below. These estimates are based on historic population and jobs growth projections. The table shows that each Station Area has over 100,000 square feet (SF) of space available for development with the total development capacity for the Corridor between 6.7 and 8.9 million square feet. The space available for development is an asset of the Corridor, as it presents opportunities for green and brownfield developments, and is a critical component of these growth strategies. A more detailed description of the methodologies used for the capacity analysis can be found in the Appendix.

## Strategy Details

In addition to the overall growth capacity, the strategy builds upon existing resources such as educational and training facilities and programs, businesses already located in the Corridor, organizations designed to support development, and others. It is divided into the three focus areas, import, export, and grow. For each of these areas, an objective is provided, along with proposed leaders and partners who will work toward achieving the objective. The existing conditions related to the objective are described, as well as barriers to success. Potential metrics, milestones, and an action plan are also included. The list below outlines each of these elements.

- **Objective** - the objective outlines the goals for the strategy and describes the targeted audience for those goals. These targets can be industry representatives, residents, or commuters.
- **Opportunity Lead** - many of these goals are collaborative in nature, it is crucial to engage leaders and partners and each goal requires a champion to coordinate implementation. The champion evaluates the progress in achieving the goal over

time and coordinates the implementation process with partners. In all cases an opportunity lead must be confirmed and would require coordination to transfer stewardship of that portion of the strategy.

- **Collaborative Partners** - these partners assist the opportunity leaders by sharing implementation assignments, daily operations and tasks, and they spread the responsibility and stewardship.
- **Situation Assessment** - these assessments provide the current state of conditions within the Corridor for the import, export, and growth focus areas.
- **Metrics** - the metrics are performance measures to track progress toward achieving the objective.
- **Milestones** - these are thresholds or benchmarks demonstrating major progress over the course of the project implementation.
- **Action Plan Narrative** - necessary steps for successful implementation of each growth strategy goal.
- **Barriers to success** - the initial perceived barriers to successfully implementing the goals of the growth strategy and achieving results. These should be updated over the course of time in implementing the growth strategy operations as these barriers may change.

# GROW:

## Strengthen within the Corridor

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### Objectives

To instill local growth, the focus must be on smaller properties for start-up or existing businesses looking to expand. Main Streets, storefront growth districts, and areas with transit access should be targets for reducing vacancies and encouraging redevelopment. Saturating efforts to neighborhood growth districts will present opportunities for successful development and agglomeration such as that experienced in the Brewery Complex in Jamaica Plain. Partners will have specific targets to enhance existing assets through reducing storefront vacancies, increasing foot traffic, and boosting transit use.

**Enhance the entrepreneurial ecosystem** - Residents and small business owners of the Fairmount Indigo Corridor possess strong entrepreneurial values. These entrepreneurs are critical for the future economic vitality of the Corridor and are an asset to the region. Opportunities for expansion come from engaging local business, supporting existing business, and creating resources for start-up businesses. This will improve chances of success, and foster further growth and local development.

**Building from existing businesses** - Sustainable natural growth will come from building up the existing core industries located in the Fairmount Indigo Corridor. Although the existing Corridor businesses have grown and matured, there are opportunities for expansion. Organizing business leaders to address barriers to growth and encourage supply chain opportunities between companies will facilitate more opportunities for expansion.

### Actions

**Opportunity Lead** - Boston Department of Neighborhood Development

**Collaborative Partners** - Boston Redevelopment Authority, Boston Local Development Corporation (BLDC)

**Situation Assessment** - service based industries represent the largest number of establishments in the Fairmount Indigo Corridor, along with a large entrepreneurial population which is well suited for growing the services provided in the Corridor. This has the potential for keeping the wages and economic activity local. For businesses to start up and grow, improved access to capital and additional development services are needed.

**Metrics** - number of improved housing units, specific neighborhood targets to enhance existing (market-rate and workforce), percent of residents retained; increase rail ridership, bus ridership, and walking as a percentage of mode share; percent increase in median corridor income, decrease in unemployment; square feet (SF) of new retail space, percentage decrease of vacant retail space; number of existing small businesses to maintain and support; number of new small businesses, SF of new space for small businesses (appropriate space and location)

**Milestones** - pursue the following actions for successful implementation of this strategy: improved neighborhood amenities and convenience [year 2]; more transit options enhance resident opportunities and connections [review annually]; resident workforce “job ready” – adequately trained, supported to ensure job success (e.g., childcare

established, clear on transportation options) [review annually]; potential for higher incomes, job stability [review annually]; more prosperous and vital commercial centers leading to more local services and amenities for residents [year 2]; maintain a family-oriented Corridor, crime reduction [review annually]

**Barriers to Success** - lack of entrepreneurial networks, difficulty coordinating job training with financing and internship opportunities, large effort to market internally and externally, retail vacancy rate is high in some locations and it is unclear whether retailers can afford new space

**Action Plan Narrative (Action Steps) -**

- **Enhance viable mobility options for residents**  
- Future public and private development projects must create “Mobility Hubs” near or connected to Station Areas, enabling residents greater ability to reach job centers and local businesses. As discussed in the “Getting Around” strategy, viable mobility is also dependent on fare, service, and frequency characteristics of the transit.
- **Enhance existing housing stock to create more housing options and choices** - Develop more workforce and market rate housing, in addition to improving the overall regional housing stocks to meet housing demands. Providing adequate housing supply is one way to address rising rents and to support existing residents to remain in the Corridor while providing more diversity to the existing housing stock.
- **Develop outreach plan to ensure that residents are aware of training and community services available** - Connect training and community service resources to residents through marketing. Expanding resident awareness of available programs improves utilization, enrollment, and effectiveness of training and community service programs. For example, The Onein3 Boston initiative may be a

good way to reach residents in the 20 to 34 age demographic.

- **Create better utilization of retail storefronts**  
- Tenants to provide active retail storefronts are in limited supply. Through identification of available storefront spaces, a deliberate matching of spaces and small businesses can occur. Prune and upgrade rentable spaces and advertise for local expansion or entrepreneurial start-ups. The Boston Retail Market initiative may be able to provide support.
- **Support existing small businesses** - More than 900 establishments make less than \$500,000 in revenue annually along the Corridor. Main Streets Programs and easier access to obtain capital helps foster and grow local businesses.
- **Models of sustainable urban agriculture**- Expanding urban agriculture in the Corridor with a business model of education component that ties to health, science, nutrition, entrepreneurship and mentorship provides new opportunities, particularly using the resource of currently vacant lots.
- **Innovation hubs with Fab Lab technology** - resources for community utilizing technology to fabricate objects and train residents would develop links to connect community with technical schools and local industries.

# IMPORT:

## Attract New Activity to Corridor

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### *Objectives*

The import strategy starts with a focus on marketing the Corridor location to businesses that provide locally needed services and others that benefit from the existing industry base. Each neighborhood within the Corridor has an existing industry base and gaps in services; for example, finding opportunities to bring in small to medium sized logistics and warehousing firms to add to the existing industry base in Newmarket Square. The objective is to grow these industry clusters to support new job opportunities for residents living in the Corridor and utilize the vacant space available.

In addition to considering the local existing industry strengths, it is important to be cognizant of emerging industry trends and focus on industries that have long-term sustainability. This helps to ensure that the area benefits from long-term growth. Lastly, the lead and partners of this strategy must develop targets for specific industries that already have a presence in the neighborhoods and identify those additional industries that should be targeted.

**Support economic development readiness** - Economic development readiness comes from clear pathways for business owners and residents to locate, remain, and grow in the region. Simply, the groundwork must be laid out for businesses looking to locate. Financing, site work, and workforce matching must be available to businesses. Local partners can support businesses growth through a site ready policy that links local businesses and developers together; allowing for the best fit between businesses and commercial space. Marketing a “business ready” atmosphere and demonstrating recent successes are a top priority to

build economic development momentum. Additionally, workforce placement and talent delivery will be critical for facilitating operational growth and productivity gains within the corridor.

**Enhance livability with transportation, housing, and community assets** - Livability embodies convenience, mobility, affordability, services, and community characteristics for current and potential residents. Livability improvements require coordination with developers for housing, and community leaders and the City to bolster community assets. Livability improvements will benefit existing residents and promote the Corridor as an attractive place to live and visit. Ultimately, livability improvements will make migration to the Corridor easier and more attractive.

### *Actions*

**Opportunity Lead** - Boston Redevelopment Authority, Massachusetts Alliance for Economic Development

**Collaborative Partners** - Newmarket Business Association, Commonwealth of Massachusetts Office of Small Business and Entrepreneurship, Dorchester Bay Economic Development Corporation, Boston Redevelopment Authority, Boston Local Development Corporation (BLDC)

**Situation Assessment** - the Corridor exhibits a strong industry presence in terms of health care, education, other services, construction, wholesale, and transportation. These locations are already major hubs for these industries, but can promote further development by preparing the labor force and creating an inventory of properties and sites suited for various redevelopment

opportunities and industry. Marketing efforts should highlight the existing industry concentrations, labor force skills, and cost competitiveness for small and medium sized firms looking to locate. Future growth and site capacity is also important for firms looking to locate. For this strategy to work, targeted firms must be able to grow without reaching site capacity and being forced to relocate outside the Corridor. This is an important consideration, as some businesses in the Newmarket area, for example, have experienced just this situation. Medium to small sized businesses are best suited for long-term sustainability.

For residential housing, the low cost of ownership compared to other sections of Boston needs to be highlighted and protected. To take advantage of the rise in migration to the city, there is a need for more workforce and market rate housing. In order to match increased demand pressure for housing in the City of Boston and the Corridor, robust housing production must add needed housing supply. Increasing work force housing at the same rate of market rate housing will reinforce the future diversity of the Corridor and preserve affordability.

**Metrics** - change in land use and vacancies by property type; number of new residential units (market-rate and workforce); percent change in median corridor income and decrease in unemployment; square feet per target industry, establishments per target industry, employees per target industry

**Milestones** - pursue the following actions for successful implement this strategy: compile inventories of vacant properties ready for development with willing property owners for each use type and assess viability [year 1]; develop marketing plan [year 2]; strengthen resident base of corridor [long-term]; strengthen market for other uses like retail and local services [review annually]; support transit and increase ridership [review annually]; enhance healthy mixed neighborhoods [review annually]; direct

links for connecting new jobs to existing residents [review annually]; reduced vacant properties [review annually]

**Barriers to Success** - mismatch of skills to job opportunities; large effort for marketing and coordination; perception of Corridor to businesses moving in; costs to redevelop in the Corridor. High costs for site, labor, and market do not necessarily translate into higher rents; empty parcels with high remediation costs; developments are required to have parking because there is a perception that a car is needed to travel in the Fairmount Indigo Corridor. Car ownership is high in this area, due to direct transit access and connection issues.

#### **Action Plan Narrative (Action Steps) -**

- **Consolidate isolated uses and create opportunities for new housing** - There are opportunities for new workforce and market rate housing. Given the rise in rents and housing costs across the City and limited areas for residential growth, additional housing will be needed. Opportunities for workforce housing are important to retain and grow the unique workforce in the Corridor. Multi-unit housing near rail stations supports increased mobility and creates necessary infill development for the Corridor.
- **Build upon strengths of resident skills** - create synergies with existing and new job opportunities. Growth will depend on developing and retaining high paying jobs like those in the healthcare industry. New opportunities must capitalize on the unique entrepreneurial spirit of the existing labor force by promoting small business development to support businesses in high growth/high paying industries or expand their own smaller businesses already in the high growth/high paying industries. Facilitating local as well as “external to the Corridor” investment is also critical.

- **Connect to resident skills in service occupations** - Most of the establishments in the Corridor are service based, and the resident population has skills that are valuable to the local businesses. Sixty two percent of service industry workers in Massachusetts have up to a post secondary certificate. Jobs in the service industry can provide income to residents with lower levels of education within the Corridor and potentially reduce the amount of travel required outside of the neighborhoods or Corridor to access jobs.
- **New Corridor businesses** - Target four to six industries to develop a strong industry cluster and identity. The target industries could focus on reinforcing strengths in manufacturing, wholesale trade, transportation, warehousing and utilities, and food services. Target new businesses that would fill amenity and service gaps to fit with the current context of existing businesses and resident needs. The short term target should be on job areas like the Newmarket Square; eventually branching out to Readville and other local service centers. Coordination with the Boston Local Development Corporation and Boston Industrial Financing Authority can provide loans and other opportunities for new businesses considering a move into the Corridor.

# EXPORT:

## Improve Access Outside of the Corridor

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### *Objectives*

Fostering economic development connections with the surrounding communities provides new job opportunities for residents in and outside of the Corridor. The lead and supporting agencies for this strategy must bolster these relationships. Benefits of the connections are two fold. First, organizations within the Corridor can work with peer agencies to develop relationships for job training and placement, which will help Corridor residents. Second, a lack of transportation services between communities can be identified and addressed to help facilitate Corridor workers in reaching employment opportunities outside of the Corridor. Engaging local industry, employment boards, and by working with State agencies is important for successful job placement in surrounding communities.

#### **Provide outstanding talent delivery to businesses and educational assets to Corridor residents -**

A skilled workforce is a critical factor for economic development, but it must be accessible to local businesses and the regional job market. The export strategy should strengthen ties between industries in the surrounding communities and focus on long term improvements to education and work force training for residents. Higher earning potential and household incomes are a result of job opportunities for Corridor residents in the surrounding communities.

### *Actions*

**Opportunity Lead** - City of Boston Economic Development and Neighborhood Innovation District Committee

**Collaborative Partners** - Boston Redevelopment Authority, Massachusetts Executive Office of Labor Force and Workforce Development

**Situation Assessment** - the latest Journey to Work (JTW) data shows that residents in the Fairmount Indigo Corridor do commute outside of Boston for work. In terms of mode share, 59 percent of commuters travel to work using automobiles, compared to 46 percent for the entire City. Public transit, predominantly bus, accounts for 35 percent of travel to work for residents in the Corridor, which is close to City average. Commute times are also generally longer for residents in the Corridor, relative to the rest of the City. Short-term job growth in the Corridor is limited and requires more investment, but the labor force for the Fairmount Indigo Corridor is strong in healthcare and warehousing. This could present an opportunity for large warehouse operations or healthcare centers outside of the City of Boston to better access qualified employees who reside in the Corridor.

These existing conditions provide opportunities for strengthening connections within other parts of Boston and surrounding communities to place job seekers in the Corridor with opportunities for employment.

**Metrics** - number of new resident jobs outside of Corridor regionally; number of new resident jobs outside of Corridor but within Boston; locations and names of training and educational facilities near Station Areas; shuttle services traveling to other parts of Boston from areas surrounding Fairmount Indigo Stations

**Milestones** - pursue the following actions for successful implement this strategy: improved connections to job centers and destinations, Route 128 [review annually]; resident access to more and better jobs [review annually]; improved connections to job centers and destinations: Chinatown, Longwood Medical Area, Boston Medical Center [review annually]; resident access to more and better jobs [review annually]

**Barriers to Success** - difficulty in developing and maintaining agency relationships for job placement; requires more detailed commuter information for residents; transportation funding is tight; initiatives are short term, cannot incentivize auto travel outside of Corridor

**Action Plan Narrative (Action Steps) -**

- **Target regional employment concentrations/ destinations and improve connections** - Targeting key industries and destinations improves job seekers' opportunities and potentially facilitates better placement by narrowing outreach efforts. Internships and training through industry and community partners could also improve chances of job placement for residents. Additionally, identified and targeted destinations will improve or account for commuter logistics.
- **Consider expanded shuttle connections and commuter rail connections outbound** - Partnering will be critical for feasibility and for planning shuttle connections between Corridor rail stations and job centers. This is the case both in terms of cost sharing, but also in terms of

creating a magnitude sufficient to justify startup and operations.

- **Target city employment concentrations and destinations while improving connections** - The export strategy should focus on training and connections with the warehousing and health care sectors. Warehousing typically pays better than minimum wage or entry level positions and does not have many labor force requirements. The warehousing industry is strong in Newmarket and areas outside of Boston. Healthcare also provides high wages, and the region has a large percentage of health care workers in the labor force. Focusing on areas like Longwood and other healthcare centers for targeted outreach and improved connectivity may improve opportunities for job placement.
- **Target modal improvements based upon destinations and commute patterns** - Additional modal improvements to connections might be considered based upon the commuting patterns. Most likely bus connections along the Fairmount Indigo Corridor to serve the "last-mile" connection between stations and job centers should be identified. Bus service is the easiest to implement and is dynamic because changes can be made based upon ridership fluctuations with relatively limited additional investment.
- **Coordinate with business associations** - Work with business associations in and outside of Corridor to better understand employer requirements (e.g., drivers for Newmarket jobs). Coordinate training around job requirements for better placement.

## Growth Targets for the Corridor

The following growth targets are assembled for the Corridor by growth strategy in the table below. The growth targets represent reasonable goals for the Fairmount Indigo Corridor over the next ten years based on historical growth and similar benchmarks for the City of Boston. The job growth targets are for key industries spread along the Corridor.

Import growth focuses on medium-sized firms in manufacturing, wholesale, and warehousing to fill and utilize the vacant warehouse and industrial space. Export strategy goals for the labor force focus on placing those trained in the education, health, and services industries with jobs in the neighboring communities. Local growth is also fostered through local business expansion and entrepreneurship support.

Growth in the number of businesses is targeted to be between three and five percent. Other targets include cutting the unemployment rate for the corridor in half from 16 percent to eight percent in ten years. Generally, the disparity between the City-wide unemployment rate and the Corridor unemployment rate should be narrowed, such that the opportunities in the Corridor more closely resemble the broader economic context. Growth in jobs and establishments will help reduce vacancies in the Corridor, further supporting this reduced unemployment rate and increased development. The table below provides growth range targets for retail, commercial and industrial, office, and residential.

Incomes for the communities throughout the Corridor vary significantly between \$30,000 and \$60,000. The income growth goal focuses on bringing the low end of the range up to at least \$45,000 for the poorest communities in the corridor, and reducing the number of families below the poverty rate by three percentage points. Improving the educational attainment of residents with high school and college degrees may also help produce more highly skilled and employable members for the workforce. The

goal for educational attainment for both high school and college is a ten percentage point increase.

The strategic addition of market rate housing provides additional activity and economic resources to create and support vibrant commercial districts within the Corridor. Increasing market rate housing opportunities should be used to enhance support for retail and commercial activity at Upham's Corner, Codman Square, Mattapan Square and Logan and Cleary Squares and within Main Streets districts.

The connection of neighborhood redevelopment and enhanced access to employment should be reinforced through continued investments in mobility options and convenience at the stations. The neighborhood structure should be strengthened with core services, amenities and enhanced mobility at transit hubs located near the rail station. These type of shifts in daily convenience and commuting connections are an important component to enable export strategies to link the resident workforce to training and jobs opportunities.

In terms of the overall Fairmount Indigo Corridor and the individual Station Areas, the growth strategy is critical to coordinating investment, attracting economic development activity and distributing the benefits of revitalization strategically along the Corridor. A set of Station Action priorities are outlined to illustrate how the strategies may be applied at each location and how the focus of the strategies shifts from station to station. The growth strategy is looking into the future and identifying actions that will unlock that potential for growth in each of the Station Areas.

The focus of strategic actions is upon elements that are within the City's control and builds upon existing resources such as educational and training facilities and programs, businesses already located in the Corridor, organizations designed to support development, and others.

## Corridor Growth Targets

Performance Targets	Current	Import Target	Export Target	Growth Target
<b>Jobs</b>	52,380			2.2%
Manufacturing	2,190	2-4%		
Wholesale trade	530	2-4%		
Retail Trade	5,610			2-4%
Transportation, warehousing, utilities	2,830	2-4%		
Educational, health and social services	18,960		2-4%	
Arts, entertainment, recreation, accommodations, food service	5,520			2-4%
Other services	2,570		2-4%	
<b>Unemployment Rate</b> (close gap between Corridor and City-wide rates)	16%			8%
<b>Establishments</b>	2,010	3%		5%
<b>Income</b>	530	2-4%		
Median household income	\$30-60K			\$45K
Families below poverty rate	19%			16%
<b>Population - 2010</b>	120,612			2.9%
<b>Educational attainment (% completed)</b>				
Highschool graduate	34%			44%
Bachelors or better	18%			28%
<b>Vacancies</b>				
Retail and storefront	4-10%			4-6%
Commercial and industrial	8-20%			6-15%
Office	5-8%			4-6%
Residential	6.5-12.5%			5-10%
<b>Housing Units</b>				
<b>Total Units</b>		2,000+		
<b>Workforce Units</b>		300+		
<b>Transportation eTOD Scores</b>	31			35

# Fairmount Indigo Station Action Plans

## Defining Station Area Priorities for the Corridor

*Station Area Actions are organized by strategies that reinforce Complete Neighborhoods according to the following:*



**Prosperity**



**Home**



**Place**



**Getting Around**



**Parks / Public Space**



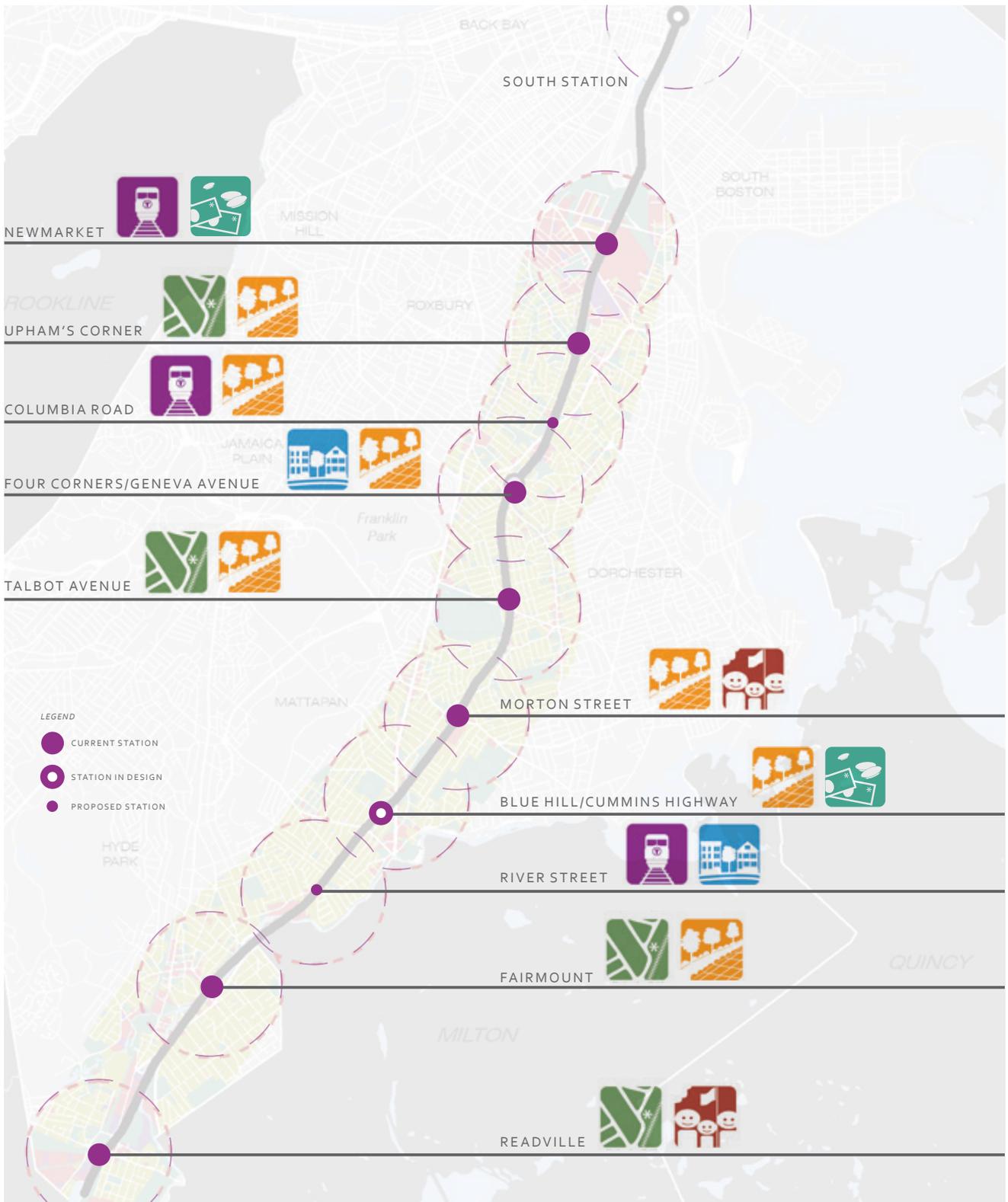
**Quality of Life**

The station action plans are created in the support of the overall community vision for the Fairmount Indigo Corridor and the brand and growth strategies associated with implementing that vision. Each Station Area that is a part of the Corridor must act in a coordinated and strategic manner to build upon the positive activities of the Corridor collectively.

The following Station Area summary pages provide:

- A brief description of the characteristics of the neighborhoods and commercial centers at each location.
- The potential positive contribution that the Station Area can bring to the Corridor vision.
- Growth capacity targets that are based upon existing zoning and land use conditions.
- Specific actions to be considered at each station location to advance the overall Corridor vision and strategies.

The action plans are an intermediate level of detail and planning that bridge the gap between Station Area planning and Corridor-wide planning. The action plans highlight that each station does not need to pursue all strategies described for the Corridor to both increase quality of life and contribute to the community vision. The overall Corridor Plan provides a framework for each station to contribute based upon existing strengths in such a way that reinforces the Corridor as an asset. Residents, employees and visitors can circulate up and down the Corridor, from station to station within an interconnected and complementary set of high quality places.



# Newmarket

## Station Area Type – “Job Center”

The Station Area type established as part of the planning study to link Station Areas with important similarities and characteristics. The classification of stations also allows lessons learned at a similar Station Area to be applied generally to other stations of the same typology. “Job Center” was a Station Area type classifying Newmarket and Readville due to the local industrial emphasis and employment potential.

*Rail Station Status* – **Existing (Opened 2013)**  
*Major Bus Connections* – Routes 8 and 10  
*Major Cross Streets* – Massachusetts Avenue and Southampton Street  
*Major Open Space* – Clifford Playground



Massachusetts Avenue entering Newmarket from the east

## Existing Conditions Summary

The Newmarket Station Area is a very strong job center in the City of Boston and a driver for economic development along the Fairmount Indigo Corridor. Newmarket is a city-wide center of local industrial, distribution, commercial and retail activity and is the largest light industrial area within the City of Boston. Directly adjacent to the industrial area is the South Bay Shopping Center, a unique location for large format retail very close to the city core. The Station Area is characterized by large footprint lower height buildings with portions of residential neighborhoods at its eastern and southern edges.

Clifford Playground, a large park, playground and recreation area is near the station at the center of the half mile walking radius. After South Station, Newmarket is the strongest job center within the Corridor with the strongest employment growth capacity. Direct highway

access to the Massachusetts Turnpike (I-90) and Southeast Expressway (I-93), easy access to Logan Airport and cross-city connections by way of Massachusetts Avenue are assets of the Station Area. The table below displays the mix of existing Station Area land uses:

NEWMARKET	
Category	Percent of Total Area
Industrial	10.8%
Tax Exempt	35.4%
Commercial	44.1%
Residential	9.0%
Mixed-Use	0.6%
Other	0.0%
<b>Total</b>	<b>100.0%</b>



## Action Plan to Unlock Capacity

In terms of Corridor-wide benefit, the following actions and considerations are intended to expand the position of the Newmarket Station Area as a job-center anchor for the Corridor residents. Therefore, the most important factors for Corridor success at Newmarket are to preserve, elevate, and expand the commercial, manufacturing and distribution uses and to enhance connections between clusters of business and the rail, bus and shuttle services that operate in Newmarket. New opportunities and potential development sites should prioritize employment and job producing uses.



South Bay Center adjacent to the Newmarket Station



Jobs producing shipping and manufacturing uses in Newmarket



*Transportation* – A mobility hub at the station ramp at Massachusetts Avenue and Newmarket Street can enhance the link between the station and surrounding jobs and destinations. This mobility hub should include a cab stand, vehicular pick-up/drop-off area, Hubway station, and bus and shuttle stops. The need for additional parking is also a major issue that could be addressed by a parking structure near 1010 Mass. Ave.



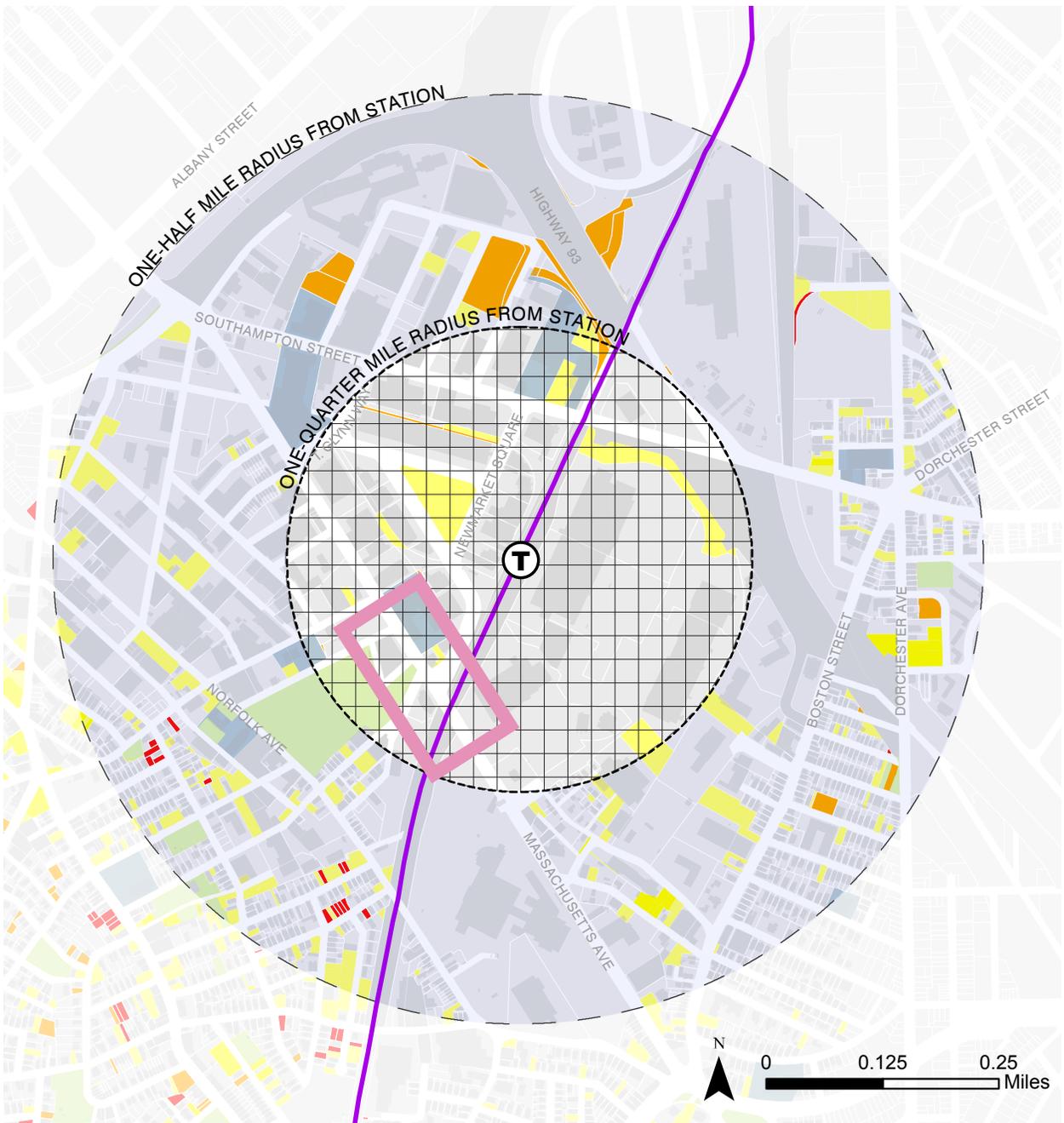
*Land Use* – The mix of land uses at Newmarket should be strategically cultivated over time to support employment generating activity in light industrial, manufacturing, distribution and commercial uses. Residential uses should not be introduced near the job center of the Newmarket Business District, but transit-oriented housing would be appropriate at the edges of the existing neighborhoods adjacent to South Bay Center.



*Public Realm and Open Space* – Pedestrian connections to the station along Massachusetts Avenue and Newmarket Square are critical to reinforcing the rail as a viable commuting option for Station Area jobs. Sidewalk, crossing, lighting and landscape improvements should reinforce pedestrian connections between employers and the station. Clifford Park should be the focal point for open space needs in the Station Area. New open space should not be considered, instead prioritizing economic development and job creation.

*Previous Relevant Studies and References:* “Newmarket and Upham’s Corner Planning Initiative: Concepts for a Walk to Work Community” by The American City Coalition, May 15, 2011.

Source: BRA, City of Boston, MassGIS & 2011 ACS 5-Year Estimate. Prepared by The Cecil Group



## NEWMARKET

### EXISTING ANCHORS

- Open Space
- City or MBTA owned

### POTENTIAL CHANGES

- Vacant, City-acquired by foreclosure
- Vacant, publicly-owned
- Vacant, other owner

### ACTION PLAN

**GO Place**

- Station Focus Area
- Strengthen Neighborhood

# Upham’s Corner

## Station Area Type – “Village Center/Destination”

The Station Area type established as part of the planning study to link Station Areas with important similarities and characteristics. The classification of stations also allows lessons learned at a similar Station Area to be applied generally to other stations of the same typology. “Village Center/Destination” was a Station Area type assigned to Upham’s Corner and Fairmount due to the vibrant commercial and cultural centers that exist at both locations and the relationship of the station set apart from the center of activity.

*Rail Station Status* – Existing Station  
*Major Bus Connections* – Routes 15, 41 and 16  
*Major Cross Streets* – Columbia Road, Dudley Street, East Cottage Street  
*Major Open Space* – Hannon Playground



The center of the Upham’s Corner Main Street District

## Existing Conditions Summary

Upham’s Corner has historically been a center of commercial and cultural activity and continues that heritage today as a vibrant and active commercial center. The Upham’s Corner Main Streets district includes active retail uses, businesses, restaurants and the Strand Theater at its center. Upham’s Corner is one of the most viable “destination” stations along the Fairmount Indigo Line with the potential to attract new visitors to the Corridor. Upham’s Corner has a strong arts and cultural focus that can draw visitors.

The commercial center is surrounded by cohesive and diverse residential neighborhoods. The station is connected to the Upham’s Main Streets center by Dudley Street. The Station Area is served by several active community centers including the Salvation Army Kroc Center directly adjacent to the station, the Bird Street Community Center, and Upham’s Corner Health Center.

The Station Area is also punctuated by historic buildings and sites, such as the Dorchester North Burying Ground and James Blake House. The north edge of the Station Area transitions from neighborhood to light industrial uses at the edge of the Newmarket commercial area.

UPHAM’S CORNER	
Category	Percent of Total Area
Industrial	6.9%
Tax Exempt	23.8%
Commercial	17.2%
Residential	50.9%
Mixed-Use	1.1%
Other	0.1%
<b>Total</b>	<b>100.0%</b>



## Action Plan to Unlock Capacity

In terms of Corridor-wide benefit, the most important features of Upham's Corner are its potential to be reinvigorated as a City-wide cultural and commercial destination. Upham's Corner has a critical role to play in linking the unique places along the Corridor by creating an inviting first impression and an introduction to the cultural diversity of the Corridor. The following actions and considerations are intended to expand the ability of Upham's Corner to be a destination within the constellation of places to visit in the City of Boston. The following should be prioritized to unlock this potential:



Mixed-income multi-family housing on Dudley Street



The Strand Theatre is a cultural anchor of the Corridor



*Public Realm* – A strengthened pedestrian connection along Dudley Street from the station to Upham's Center at Columbia Road is critical to reinforce Upham's as a destination and to create continuity between the Station Area and the Main Streets district.



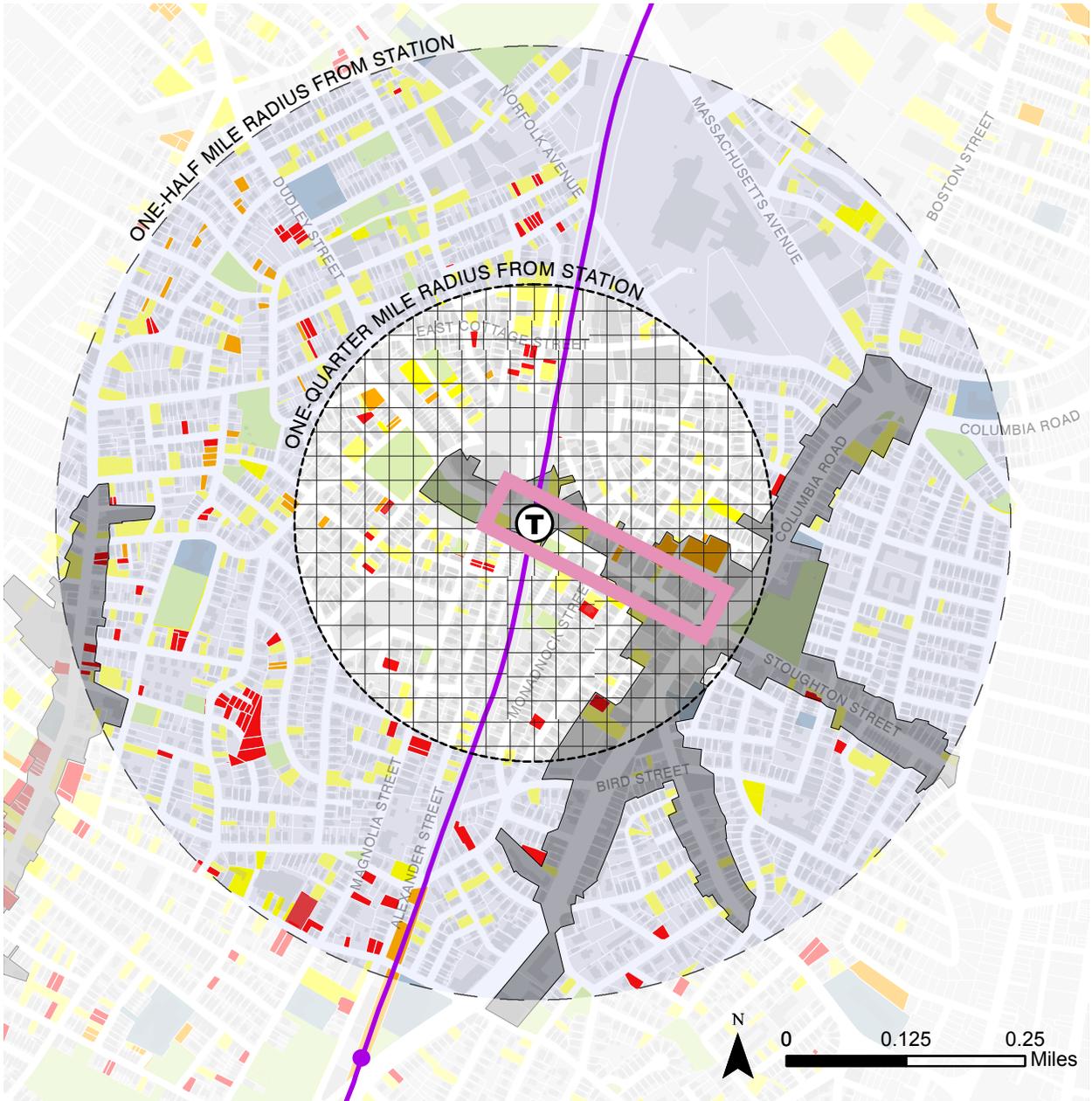
*Land Use* – Creating new development opportunities to reinforce investment in Upham's Corner should be undertaken to build upon Upham's Center as an active mixed-use center. Properties that are underutilized, particularly near the station and Main Streets district, should be promoted for redevelopment to build residential density near these assets and to enhance ground floor activity. Market rate housing would strengthen the diversity of residents and income mix of the Station Area.



*Quality of Life* – Enhanced neighborhood convenience amenities and neighborhood safety are key quality of life components to reinforce an active and inviting destination. Additionally, celebrating the diversity of residents and cultures already present in Upham's would reinforce the Station Area vitality.

*Previous Relevant Studies and References:* "Newmarket and Upham's Corner Planning Initiative: Concepts for a Walk to Work Community" by The American City Coalition, May 15, 2011.

Source: BRA, City of Boston, MassGIS & 2011 ACS 5-Year Estimate. Prepared by The Cecil Group



## UPHAMS CORNER

### EXISTING ANCHORS

- Open Space
- City or MBTA owned

### POTENTIAL CHANGES

- Vacant, City-acquired by foreclosure
- Vacant, publicly-owned
- Vacant, other owner

### ACTION PLAN

- GO Place**
- T Station Focus Area
- Main Street Enhancement: Uphams Corner, Greater Grove Hall Main Streets
- Strengthen Neighborhood

# Columbia Road

## Station Area Type – “Neighborhood”

The Station Area type established as part of the planning study to link Station Areas with important similarities and characteristics. The classification of stations also allows lessons learned at a similar Station Area to be applied generally to other stations of the same typology. “Neighborhood” was a Station Area type assigned to Columbia Road, Four Corners and River Street, due to the very strong residential emphasis of the surrounding land use patterns.

*Rail Station Status* – Proposed Station  
*Major Bus Connections* – Route 16  
*Major Cross Streets* – Columbia Road  
*Major Open Space* – Ceylon Park and Brunswick-King Play Area



Multi-family residential buildings on Columbia Road

## Existing Conditions Summary

A Columbia Road station has been proposed by the community as a potential future station. Columbia Road crosses the Fairmount Line adjacent to the popular open space of Ceylon Park. The Columbia Road Station Area is characterized by higher density residential buildings, typically of three and four stories. The Station Area includes clustered commercial and light industrial uses along Quincy Street near its center and Grove Hall and Bowdoin Street near the outer boundary of a ½ mile walking radius. The Quincy Street corridor in particular has seen recent activity in both new housing and commercial redevelopment.

COLUMBIA ROAD	
Category	Percent of Total Area
Industrial	1.1%
Tax Exempt	26.1%
Commercial	7.9%
Residential	63.9%
Mixed-Use	0.9%
Other	0.1%
<b>Total</b>	<b>100.0%</b>

## Coordinated Contribution to the Corridor

Columbia Road, along with the other “neighborhood” station types, is representative of the predominant residential land use characteristics of the Corridor. The focus of development in strongly residential Station Areas should be on reinforcing these station locations as high quality neighborhoods. Redevelopment of vacant parcels



## Action Plan to Unlock Capacity

Potential neighborhood improvements at the Columbia Road Station Area are unique because of its short term position along the Corridor between two existing stations and the long term potential for creation of a new station. In the short term, bicycle and pedestrian connections to the Upham's Corner station to the north and to the Four Corners/Geneva Avenue station to the south are particularly important. Long term, bringing a station to Columbia Road would enhance access from the neighborhoods to other Corridor assets.



The elevated crossing of the Indigo Line and potential future station location



Redevelopment, jobs and training opportunities along Quincy Street



*Transportation* – Walkability, pedestrian safety and comfort are the most critical improvements to residential access and quality of life in the short term. Enhanced access routes to the existing stations through improved pedestrian crossings and streetscape along primary routes would enhance ridership opportunities at those stations (Upham's Corner and Four Corners) and reinforce alternatives to driving.



*Land Use* – Columbia Road should reinforce and emphasize the residential nature of the Station Area. The vitality of the neighborhoods should be supported with targeted and strategic goods, services and employment opportunities such as the mixed-use redevelopment and jobs producing renovations along Quincy Street near the proposed Columbia Road Station.

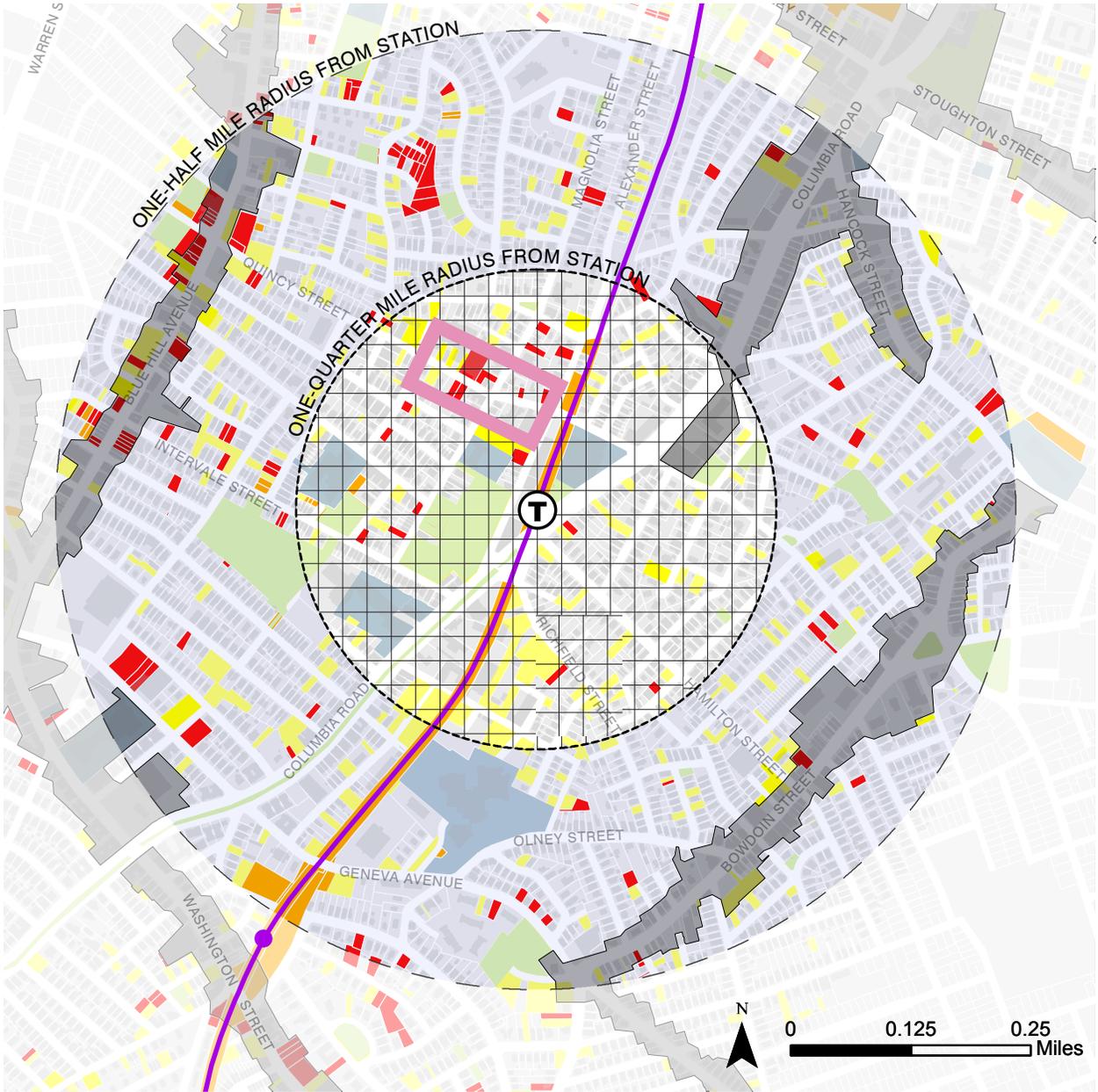


*Public Realm* – Reinforcing Columbia Road as a multi-modal connection between Upham's Corner and Franklin Park provides an opportunity to emphasize open space connections and recreational links. A continuation of pedestrian- and bicycle-friendly street treatments reinforces open space access.



*Open Space* – Columbia Road and its surrounding neighborhoods should provide access to some of the largest open space resources along the Corridor. Enhancing the public realm connections consistent with the Fairmount Greenway Concept Plan would unlock city-wide open space amenities.

*Previous Relevant Studies and References:* "Quincy/Ceylon Street Community Visioning" by Dorchester Bay EDC, New Vision CDC/Quincy/Geneva HDC and Project Right, Inc. May 2007.



## COLUMBIA ROAD

### EXISTING ANCHORS

- Open Space
- City or MBTA owned

### POTENTIAL CHANGES

- Vacant, City-acquired by foreclosure
- Vacant, publicly-owned
- Vacant, other owner

### ACTION PLAN

- GO Place**
- Station Focus Area
- Strengthen Neighborhood
- Main Street Enhancement:  
*Four Corners, Uphams Corner, Greater Grove Hall, and Bowdoin/ Geneva Main Streets*

# Four Corners/Geneva Ave.

## Station Area Type – “Neighborhood”

The Station Area type established as part of the planning study to link Station Areas with important similarities and characteristics. The classification of stations also allows lessons learned at a similar Station Area to be applied generally to other stations of the same typology. “Neighborhood” was a Station Area type assigned to Columbia Road, Four Corners and River Street, due to the very strong residential emphasis of the surrounding land use patterns.

*Rail Station Status – Existing Station  
(Opened 2013)*

*Major Bus Connections – Routes 19 and 23*

*Major Cross Streets – Washington Street, Geneva Ave, Columbia Road*

*Major Open Space – Franklin Park*



Mixed-use activity on Washington Street south of the rail station

## Existing Conditions Summary

The Four Corners/Geneva Avenue Station Area includes primarily residential neighborhoods punctuated by commercial corridors and community amenities. The neighborhoods include within them several community centers and schools, such as the Holland School and the Dorchester Arts Collaborative Community Center. The area is also home to the Four Corners Main Streets and the Bowdoin/Geneva Main Streets district. The Station Area includes several remarkable open spaces including Mother’s Rest Park and the Geneva Cliffs Park. The table below displays the mix of existing station land uses:

FOUR CORNERS / GENEVA AVENUE	
Category	Percent of Total Area
Industrial	1.0%
Tax Exempt	24.0%
Commercial	8.0%
Residential	66.0%
Mixed-Use	1.0%
Other	0.0%
Total	100.0%

## Coordinated Contribution to the Corridor

Four Corners/Geneva is primarily a residential Station Area with commercial uses focused along Washington Street within the Four Corners Main Streets district. The Four Corners/Geneva Station Area should be reinforced as a residential Station Area with redevelopment primarily focused on residential infill and redevelopment.



## Action Plan to Unlock Capacity

The Four Corners/Geneva Avenue Station Area should build upon the successes and advantages of the Station Area that already exist. Washington Street provides a very active commercial corridor that cuts across the heart of the Station Area linking Blue Hill Avenue, Columbia Road and Bowdoin Street. The station has access at two ends of the platform, affording more of the Station Area ease of access. The entrance at Geneva Avenue should be reinforced as a gateway to a residential neighborhood and a connection along Geneva Avenue to the Geneva Cliffs open space. The entrance at Washington Street should be emphasized as a transit-oriented commercial corridor that provides a community gathering hub of and local serving retail that will support and be supported by the surrounding residents. Strengthening connections to both Franklin Park and Mother's Rest Park enhance these excellent open space resources for residents and visitors.



*Sweeping views of Boston Harbor from Mother's Rest Park*



*Residential neighborhoods surrounding the rail station*



*Land Use* – Reinforcing the residential character of the Four Corners/Geneva Avenue Station Area with infill residential development enhances the ability to add ridership and vitality to the Corridor. Larger parcels should be reserved for transit-oriented multi-family housing opportunities.



*Land Use* - A neighborhood-serving node of commercial activity and amenities should be supported and focused upon Washington Street. This is an ideal location for local retail and services with a station gateway to build upon the Go Place created at 157 Washington Street.

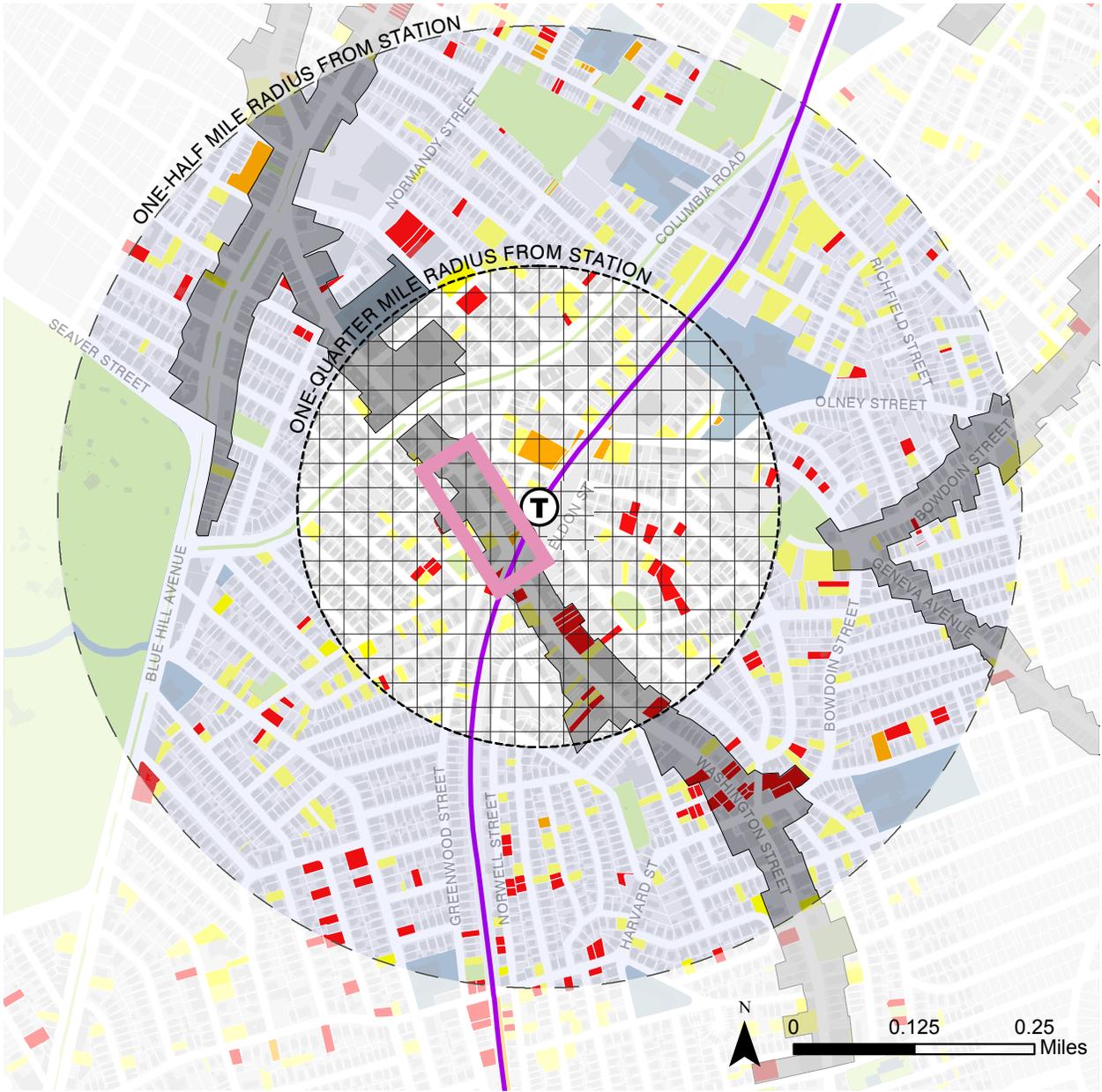


*Public Realm* – Improvements to the pedestrian and bicycle connections along Washington Street provide improved connections to the station and broader Corridor connections to Codman Square to the south. Enhance the pedestrian and bicycle connections to Franklin Park along Columbia Road and create a gateway into Four Corners at the intersection of Columbia Road and Washington Street.



*Open Space* – Highlight the proximity to existing open space resources of Franklin Park and Mother's Rest Park. In addition to strengthened connections to large existing open spaces, the addition of smaller pocket parks to increase neighborhood access to open space would enhance the walkability and quality of life. Open spaces immediately adjacent to the station entries should be reinforced as neighborhood gateways, such as the open space at the Dorchester Head Start and the station entry at Geneva Avenue.

*Previous Relevant Studies and References:* "Four Corners Main Streets Urban Village Concept Plan" by Four Corners Main Streets, 2004.



## FOUR CORNERS / GENEVA AVENUE

### EXISTING ANCHORS

- Open Space
- City or MBTA owned

### POTENTIAL CHANGES

- Vacant, City-acquired by foreclosure
- Vacant, publicly-owned
- Vacant, other owner

### ACTION PLAN

- GO Place**
- Station Focus Area
- Strengthen Neighborhood
- Main Street Enhancement: *Four Corners, Greater Grove Hall, and Bowdoin/Geneva Main Streets Districts*

# Talbot Avenue

## Station Area Type – “Neighborhood-serving Center”

The Station Area type established as part of the planning study to link Station Areas with important similarities and characteristics. The classification of stations also allows lessons learned at a similar Station Area to be applied generally to other stations of the same typology. “Neighborhood-serving Center” was a Station Area type assigned to Talbot Avenue, Morton Street and Blue Hill/Cummins Highway due to the existing commercial node or corridor that serves the surrounding residential neighborhoods.

*Rail Station Status* – Existing Station  
(Opened 2012)

*Major Bus Connections* – Routes 22, 23, 26 and 29

*Major Cross Streets* – Talbot Avenue and Washington Street

*Major Open Space* – Harambee Park

### Existing Conditions Summary

The Talbot Avenue Station Area is a primarily residential neighborhood surrounding the historic commercial crossroads of Codman Square, a long-standing center of activity in Dorchester. Codman Square includes local serving retail and services and community anchors such as the Codman Square Health Center. The active commercial center at Codman Square is located to the east of the station on Talbot Avenue and continues the commercial corridor activity of Washington Street south from the Four Corners/Geneva Station Area.

The residential neighborhoods are composed primarily of two and three story buildings of multiple residential units. A large open space, Harambee Park is located to the west of the station. Immediately to the south of the station is New England Avenue, a collection of light industrial and auto-oriented service uses, some of which are now vacant. A collection of new multi-



A thriving commercial district, Codman Square, blocks from the rail station

family buildings has recently been completed on Talbot Avenue and are among recent exemplars of residential redevelopment in the Corridor.

TALBOT AVENUE	
Category	Percent of Total Area
Industrial	0.3%
Tax Exempt	42.0%
Commercial	3.6%
Residential	53.4%
Mixed-Use	0.7%
Other	0.0%
Total	100.0%

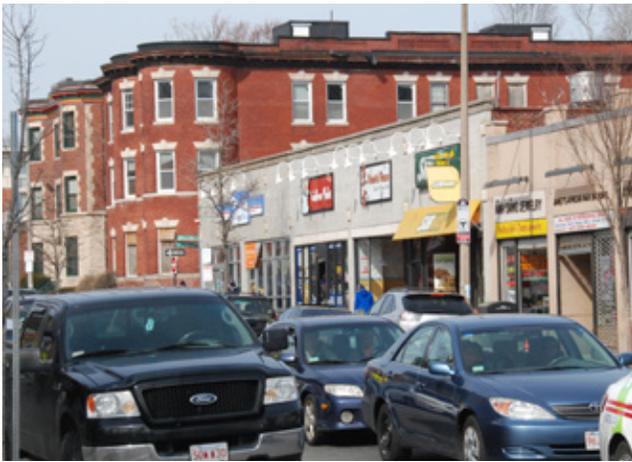
### Coordinated Contribution to the Corridor

The Talbot Avenue Station Area has the potential to transform into a station gateway as a front door for the neighborhood and direct connection to Codman Square.



## Action Plan to Unlock Capacity

Building success at the Talbot Avenue Station Area requires enhancing the connection between the Station Area and existing centers of activity. This connection should focus on Talbot Avenue and enhanced streetscape, gateways and pedestrian amenities along it that will draw residents to the station and to Codman Square.



Retail storefronts in Codman Square



Residential neighborhoods surrounding the rail station



*Public Realm* – Street and public realm enhancements on Talbot Avenue connecting to Codman Square are the most critical improvement to unlocking the potential of the new station. The distance between the station and the center of Codman Square is not insurmountable, but is relatively far (about seven blocks). It is important that orientation and wayfinding to Codman Square become integrated into the arrival sequence of the station.



*Open Space* - Talbot Avenue provides an important connection to one of the Corridor's larger open spaces, Harambee Park, in the opposite direction.



*Land Use* – Focused improvements to the building frontages along Talbot Avenue would reinforce the connection to Codman Square. Intensifying commercial and residential uses in Codman Square would support and promote existing activity and vitality. Concentrating redevelopment efforts along New England Avenue anchors and reinforces the immediate Station Area.

*Previous Relevant Studies and References:* "Talbot Norfolk Triangle Master Plan at Codman Square" by Codman Square Neighborhood Development Corporation, 2007; Millennium Ten Initiative



## TALBOT AVENUE

### EXISTING ANCHORS

- Open Space
- City or MBTA owned

### POTENTIAL CHANGES

- Vacant, City-acquired by foreclosure
- Vacant, publicly-owned
- Vacant, other owner

### ACTION PLAN

- GO Place**
- T Station Focus Area
- Strengthen Neighborhood
- Main Street Enhancement: Four Corners Main Street District

# Morton Street

## Station Area Type – “Neighborhood-serving Center”

The Station Area type established as part of the planning study to link Station Areas with important similarities and characteristics. The classification of stations also allows lessons learned at a similar Station Area to be applied generally to other stations of the same typology. “Neighborhood-serving Center” was a Station Area type assigned to Talbot Avenue, Morton Street and Blue Hill/Cummins Highway due to the existing commercial node or corridor that serves the surrounding residential neighborhoods.

*Rail Station Status* – Existing Station  
*Major Bus Connections* – Routes 21 and 26  
*Major Cross Streets* – Morton Street and Norfolk Street  
*Major Open Space* – Mildred Avenue Middle School Playground



Retail storefronts on Morton Street near the rail station

### Existing Conditions Summary

The Morton Street Station Area is characterized by the active commercial uses along Morton Street and the large construction supply warehouse giving the immediate Station Area a distinctly non-residential character. However, the surrounding streets are identified by two and three-story homes and residential neighborhoods and the majority of the Station Area is residential in character. Morton Street provides an important cross-city vehicular connection and is an active commercial corridor that has a distinctly automobile-oriented character. The table below displays the mix of existing Station Area land uses:

MORTON STREET	
Category	Percent of Total Area
Industrial	0.0%
Tax Exempt	29.4%
Commercial	6.1%
Residential	63.9%
Mixed-Use	0.7%
Other	0.0%
Total	100.0%

### Coordinated Contribution to the Corridor

The Morton Street Station Area provides an opportunity to reinforce access to the station for surrounding residents and to reinforce Morton Street as a commercial corridor that provides local goods and services for the surrounding neighborhoods. Strategically redeveloping vacant parcels adjacent to the station provides an



## Action Plan to Unlock Capacity

Morton Street provides access to the rail station and commercial uses for the surrounding residential neighborhoods. However, due to the vehicular and land use characteristics of the street, it provides less of a sense of place and pedestrian-friendly orientation than some of the other commercial centers along the Fairmount Indigo Corridor. The Station Area would benefit greatly from a streetscape program that would enhance the appearance of the roadway and calm traffic in the immediate vicinity of the station. Providing some form of gateway on Morton Street at Blue Hill Avenue and Gallivan Boulevard could also enhance the sense of place and arrival at a walkable district along this segment of Morton Street, as well as improve overall safety for non-vehicular travelers.



A small business and food destination at Morton Street



Typical "triple-decker" residential fabric of the Morton Street neighborhoods



*Transportation* – Addressing Morton Street as a busy vehicular cross-street is important to balance the needs of the surrounding neighborhoods with through traffic. Enhancing pedestrian safety near the rail station is crucial to inviting more residents to walk to the station.



*Public Realm* – Streetscape and pedestrian improvements to Morton Street and the primary residential streets that connect to Morton are important to invite increased resident use of the rail station and the commercial uses on Morton Street.



*Quality of Life* – Creating a central gathering hub and community center or collection of amenities for the surrounding neighborhoods would greatly benefit the Morton Street Station Area. It is a Station Area surrounded by neighborhoods that does not have a center or sense of arrival near the station.



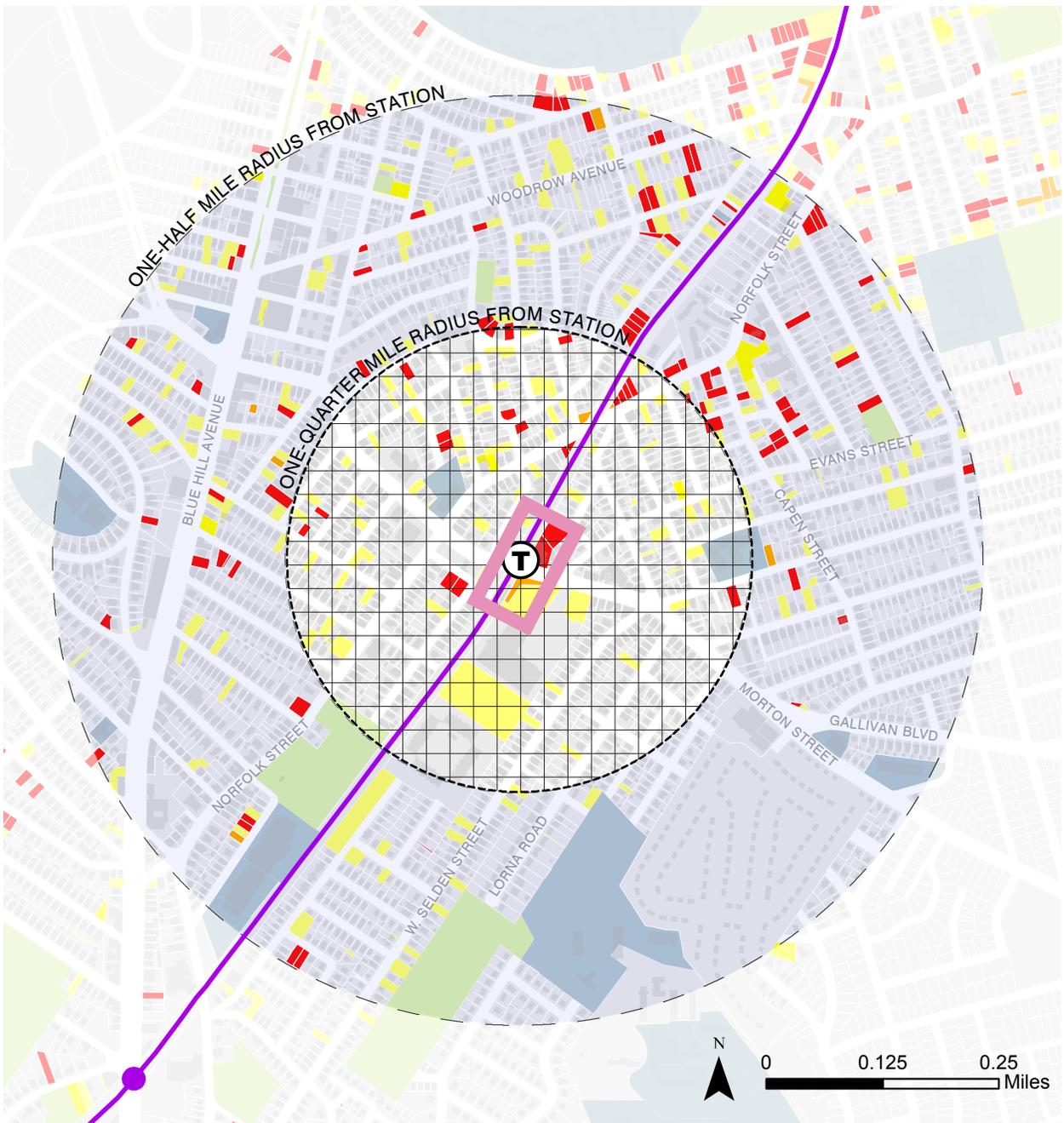
*Land Use* – Directly adjacent to the Morton Street station are several large and vacant or underutilized parcels that would be ideal for transit-oriented redevelopment. These parcels would be excellent candidates for a Fairmount Indigo Corridor Brand Beacon that can establish a sense of arrival at the station gateway and form a communal gathering place and amenity center for surrounding neighborhoods.



*Land Use* – Underutilized parcels adjacent to the station are also ideal locations for new higher density housing opportunities to support Station Area vitality and rail ridership.

*Previous Relevant Studies and References:* “Roxbury Dorchester Mattapan (RDM) Transit Needs Study”

Source: BRA, City of Boston, MassGIS & 2011 ACS 5-Year Estimate. Prepared by The Cecil Group



## MORTON STREET

### EXISTING ANCHORS

- Open Space
- City or MBTA owned

### POTENTIAL CHANGES

- Vacant, City-acquired by foreclosure
- Vacant, publicly-owned
- Vacant, other owner

### ACTION PLAN

- GO Place**

- Station Focus Area
- Strengthen Neighborhood

# Blue Hill Ave/Cummins Hwy

## Station Area Type – “Neighborhood-serving Center”

The Station Area type established as part of the planning study to link Station Areas with important similarities and characteristics. The classification of stations also allows lessons learned at a similar Station Area to be applied generally to other stations of the same typology. “Neighborhood-serving Center” was a Station Area type assigned to Talbot Avenue, Morton Street and Blue Hill/Cummins Highway due to the existing commercial node or corridor that serves the surrounding residential neighborhoods.

*Rail Station Status* – In Design  
*Major Bus Connections* – Routes 28 and 30  
*Major Cross Streets* – Blue Hill Avenue, Cummins Highway, River Street  
*Major Open Space* – Hunt Playground



The center of Mattapan Square, a thriving commercial and Main Streets district

### Existing Conditions Summary

The Blue Hill Avenue / Cummins Highway Station Area is immediately to the west of Mattapan Square. The station is currently in design, anticipated to open in 2015, and would be located between Blue Hill Avenue and Cummins Highway between Woodhaven Street and Regis Road. Mattapan Square and the commercial center that provides a terminus for Blue Hill Avenue within the City of Boston is the defining feature of the Station Area. The Ashmont-Mattapan High Speed Line has a terminus at Mattapan Square adjacent to the Neponset River, but would not be directly connected to the Fairmount rail station.

Mattapan Square is a very active commercial center with low storefront vacancies. A vacant city-owned property, the Cote Ford site, is adjacent to the proposed station and provides potential opportunities for creating an enhanced station gateway. The Station Area includes

strong community anchors such as the Jubilee Christian Church and the Mattapan Community Health Center. The surrounding secondary streets include residential neighborhoods that are composed of one and two story homes. The table below displays the mix of existing Station Area land uses:

BLUE HILL / CUMMINS HIGHWAY	
Category	Percent of Total Area
Industrial	0.1%
Tax Exempt	34.2%
Commercial	4.6%
Residential	60.2%
Mixed-Use	0.8%
Other	0.0%
<b>Total</b>	<b>100.0%</b>



## Action Plan to Unlock Capacity

The potential for success at the Blue Hill/Cummins Highway Station Area is contingent upon reinforcing connections between the station gateways and the vitality of Mattapan Square. The platform entries to the station would be very near to Mattapan Square, but would require redevelopment of several key parcels to expand the center of activity toward the station. The primary focus of this type of redevelopment should be a city-owned parcel on Cummins Highway known as the Cote Ford site. Reinforcing public realm connections along Blue Hill Avenue and Cummins Highway would provide strengthened pedestrian connections along these critical areas of activity.



Mattapan Square is anchored by the Mattapan Community Health Center



Retail storefronts along Blue Hill Avenue with low vacancy rates



*Land Use* – The Cote Ford property provides an excellent opportunity for a city-owned parcel to contribute to the catalytic change of the new station. It is a property that is positioned ideally to be redeveloped as a Fairmount Indigo Corridor Brand Beacon that can extend the activity of Mattapan Square to the station. This property can provide a sense of arrival and create a gateway into the commercial center.



*Land Use* - New opportunities for residential redevelopment should be considered at the edges of Mattapan Square to further support commercial activity. Potential opportunities like the MBTA Mattapan Station parking lot, should be explored to strengthen the street frontages and vitality of the center of neighborhood activity.

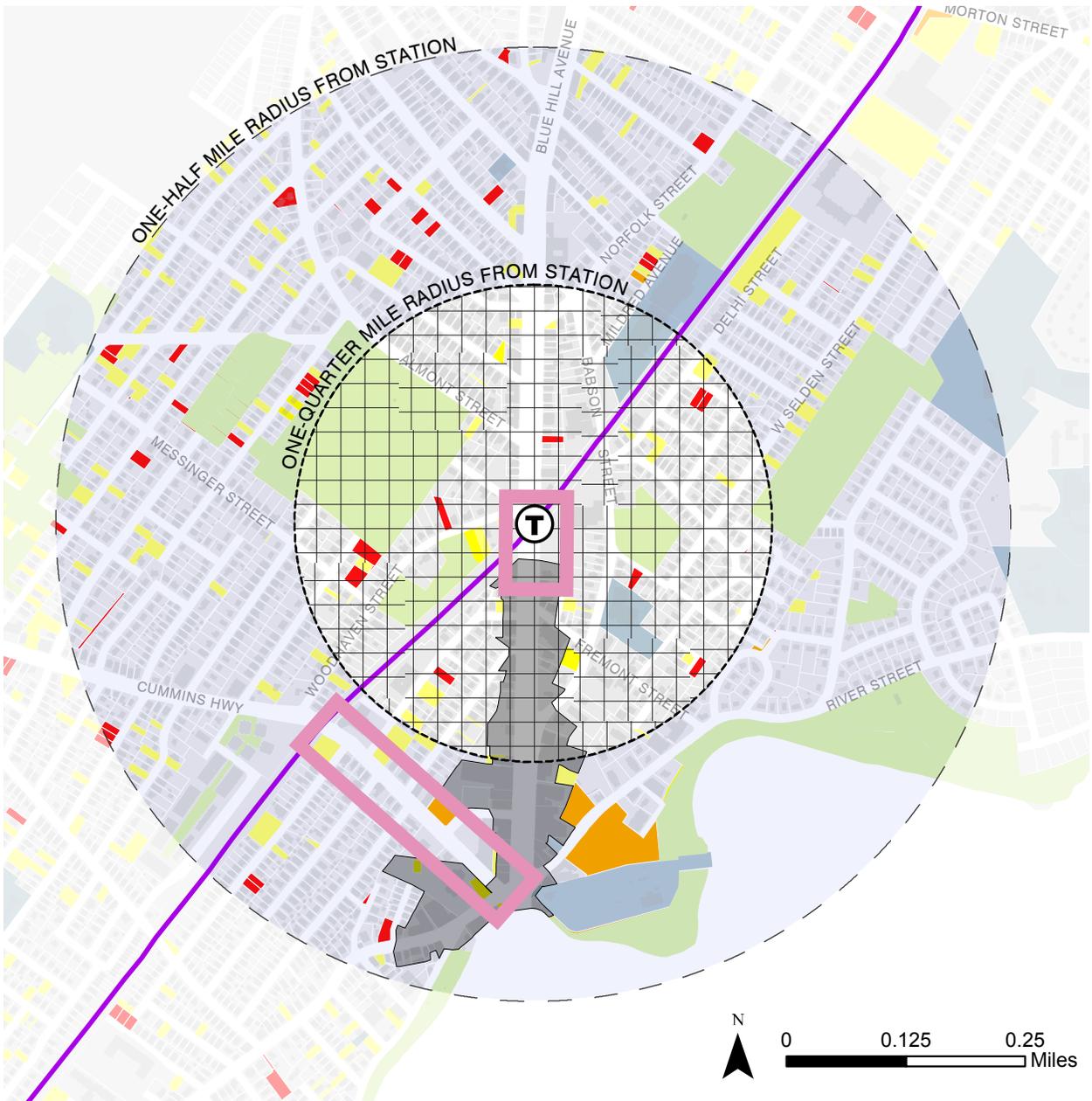


*Public Realm* – Establishing consistent pedestrian and streetscape enhancements along Cummins Highway and Blue Hill Avenue to extend the activity of the Main Streets district is important to the continuity of the area and to unifying the center of activity with the station. Similar street treatments along River Street would add to the positive impact of a consistent Main Streets treatment.



*Open Space* – Reinforcing connections to the Neponset River at this location is important to connecting the Fairmount Indigo Corridor to larger City-wide open space networks. This connection should be enhanced near the existing Ashmont-Mattapan rail station.

*Previous Relevant Studies and References:* “Roxbury Dorchester Mattapan (RDM) Transit Needs Study”



## BLUE HILL / CUMMINS HIGHWAY

### EXISTING ANCHORS

- Open Space
- City or MBTA owned

### POTENTIAL CHANGES

- Vacant, City-acquired by foreclosure
- Vacant, publicly-owned
- Vacant, other owner

### ACTION PLAN

- GO Place**
- T Station Focus Area
- Strengthen Neighborhood
- Main Street Enhancement: *Mattapan Square Main Street District*

# River Street

## Station Area Type – “Neighborhood”

The Station Area type established as part of the planning study to link Station Areas with important similarities and characteristics. The classification of stations also allows lessons learned at a similar Station Area to be applied generally to other stations of the same typology. “Neighborhood” was a Station Area type assigned to Columbia Road, Four Corners and River Street, due to the very strong residential emphasis of the surrounding land use patterns.

*Rail Station Status* – Proposed Station  
*Major Bus Connections* – Routes 24 and 33  
*Major Cross Streets* – River Street  
*Major Open Space* – Ross Playground, Neponset River Reservation



A typical tree-lined residential street near the potential River Street rail station

## Existing Conditions Summary

A River Street station has been proposed by the community as a potential future station. The River Street Station Area is characterized by commercial and vacant properties adjacent to the station and surrounding residential neighborhoods of a lower scale and density relative to the Corridor. The commercial properties are a part of the Shops at Riverwood and others located along River Street. The Neponset River Reservation is adjacent to the station and represents an important open space resource and connection. The surrounding residential neighborhoods are characterized by one and two-story single family homes. The table below displays the mix of existing Station Area land uses:

RIVER STREET	
Category	Percent of Total Area
Industrial	0.1%
Tax Exempt	13.3%
Commercial	7.5%
Residential	79.0%
Mixed-Use	0.1%
Other	0.0%
<b>Total</b>	<b>100.0%</b>

## Coordinated Contribution to the Corridor

The proposed River Street station is relatively unique among the Fairmount Indigo Corridor stations in that it is almost exclusively a lower density residential neighborhood. It is approximately halfway between Mattapan Square to the north and Logan and Cleary Squares to the south. The rail station is critical to



## Action Plan to Unlock Capacity

As mentioned, the focus for the River Street Station Area is first to advocate for an additional rail station in this location. The neighborhoods are underserved by transit and providing additional mobility options would unlock the assets of the Corridor for the surrounding residents.

Redevelopment of vacant areas immediately adjacent to the station could provide additional opportunities for transit-oriented residential uses and an opportunity for a neighborhood training or community center. The direct connections to the Neponset River Reservation are another benefit to the Corridor that would result from this additional point of access.



*Typical residential uses along River Street*



*A cluster of retail uses at the Shops at Riverwood*



*Transportation* – A new rail station on the Fairmount Indigo line at River Street is the first condition for improvements for the proposed Station Area. Connecting the Station Area to the existing bus lines that service River Street would further enhance access options.

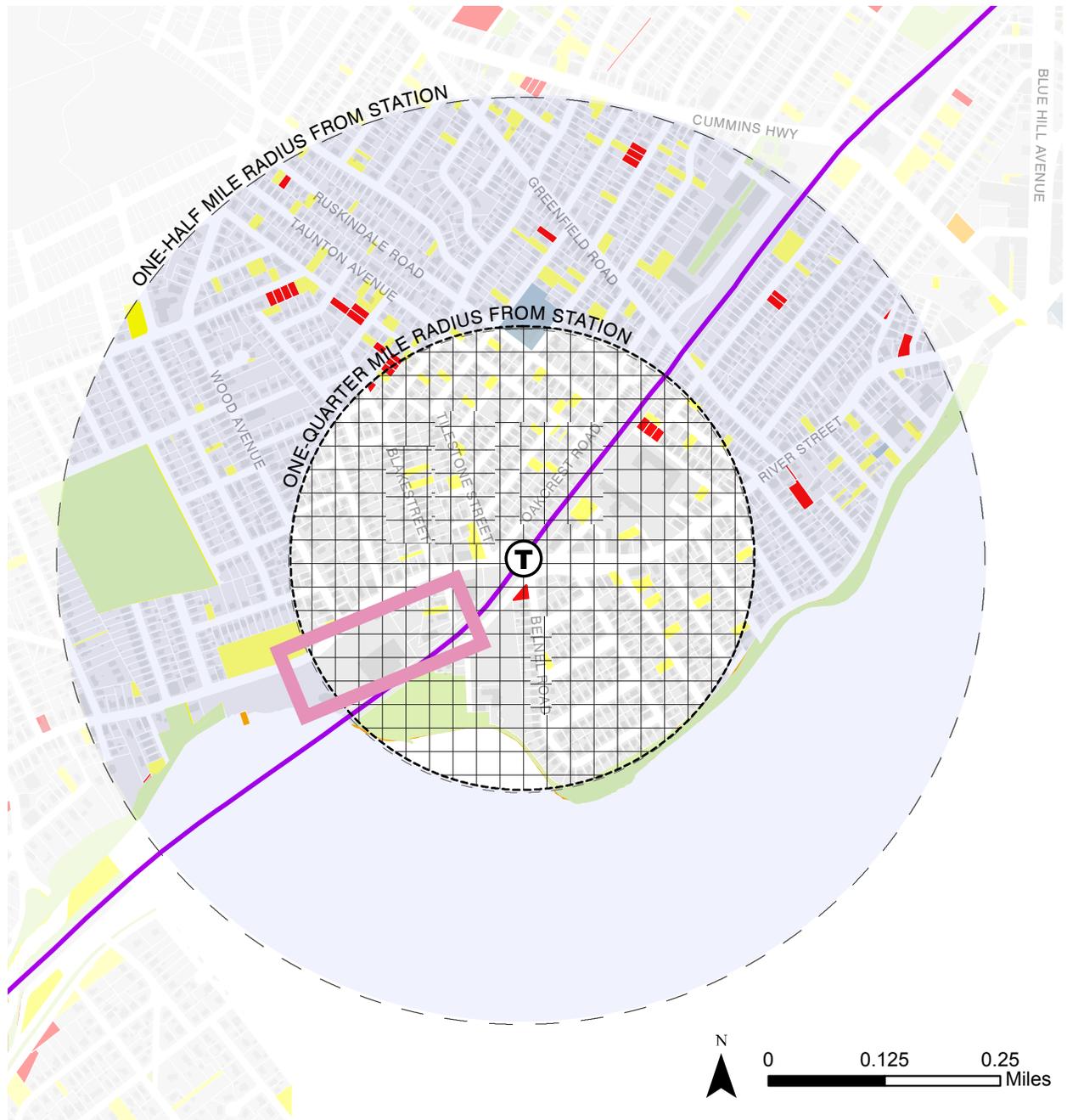


*Land Use* – The vacant and underutilized parcels near the Station Area should be strategically redeveloped to both augment the case for a new rail connection and to take advantage of it when complete. This would entail higher density residential uses adjacent to the station and completing the commercial development at the shops at Riverwood. Building up an amenity center near the station would further improve convenience and quality of life for surrounding residents.



*Open Space* – Reinforcing connections to the Neponset River at this location is important to connecting the Fairmount Indigo Corridor to larger City-wide open space networks. Developing a direct connection between the station and a riverside open space would be important as well as connecting to the larger Neponset River Greenway and Fairmount Indigo Greenway concepts.

Source: BRA, City of Boston, MassGIS & 2011 ACS 5-Year Estimate. Prepared by The Cecil Group



## RIVER STREET

### EXISTING ANCHORS

- Open Space
- City or MBTA owned

### POTENTIAL CHANGES

- Vacant, City-acquired by foreclosure
- Vacant, publicly-owned
- Vacant, other owner

### ACTION PLAN

- GO Place**



Station Focus Area



Strengthen Neighborhood

# Fairmount

## Station Area Type – “Village Center/Destination”

The Station Area type established as part of the planning study to link Station Areas with important similarities and characteristics. The classification of stations also allows lessons learned at a similar Station Area to be applied generally to other stations of the same typology. “Village Center/Destination” was a Station Area type assigned to Upham’s Corner and Fairmount due to the vibrant commercial and cultural centers that exist at both locations and the relationship of the station set apart from the center of activity.

*Rail Station Status* – **Existing Station**  
*Major Bus Connections* – Routes 24, 32 and 33  
*Major Cross Streets* – Hyde Park Avenue, River Street, Fairmount Avenue  
*Major Open Space* – West Street Park



Retail storefronts along Hyde Park Avenue

## Existing Conditions Summary

The Fairmount Station Area is very near to the center of Hyde Park located southeast of Cleary and Logan Squares. At Cleary and Logan Squares the Station Area is an active commercial center with retail, restaurant and cultural attractions including the Riverside Theater Works and Hyde Park Community Center. Surrounding the commercial center are residential neighborhoods. Adjacent to the station are several commercial and light industrial uses along the Neponset River Reservation. The table below displays the mix of existing Station Area land uses:

FAIRMOUNT	
Category	Percent of Total Area
Industrial	0.9%
Tax Exempt	20.9%
Commercial	9.6%
Residential	68.0%
Mixed-Use	0.7%
Other	0.0%
<b>Total</b>	<b>100.0%</b>

## Coordinated Contribution to the Corridor

Fairmount, along with Upham’s Corner, are two Station Areas with the most potential as cultural and commercial destinations to attract visitors to the Fairmount Indigo Corridor. The slogan of “A small town in the city” is evident at Cleary and Logan Squares. This small town ambience is an attraction that can be built upon to bring



## Action Plan to Unlock Capacity

Similar to Upham’s Corner, the focus for Fairmount should be strengthening the connection between the station gateway and the center of commercial and cultural activity. At Fairmount, this focus is upon the connection of Fairmount Avenue between the Neponset River and River Street. This segment of Fairmount Avenue should be improved in terms of streetscape, pedestrian infrastructure and continuity with the character of Cleary and Logan Squares.

Building frontages and active ground floor uses along this segment of Fairmount Avenue are also critical to reinforcing a continuity of activity and vitality that will draw visitors into the center. A direct connection between the station and the Neponset River Reservation should also be created. Redevelopment opportunities immediately at the station should be explored to reinforce the Station Area as a gateway.



Hyde Park Main Streets district at Fairmount Avenue and River Street



Riverside Theatre Works a community theatre near the rail station



*Land Use* – Enhance the compatibility of the land uses immediately adjacent to the rail station to bring the vibrancy and activity of Logan and Cleary Square down Fairmount Avenue to the station entry. Existing light industrial and automotive-related uses adjacent to the station have long-term potential to be redeveloped as transit-oriented residential uses with ground floor retail use that expand the Main Streets district to the station.



*Public Realm* – Focus public realm improvements upon Fairmount Avenue and River Street to enhance the center of activity as a pedestrian-oriented and walkable district. Provide consistent streetscape treatments to bring continuity to the center of activity and the area around the station.



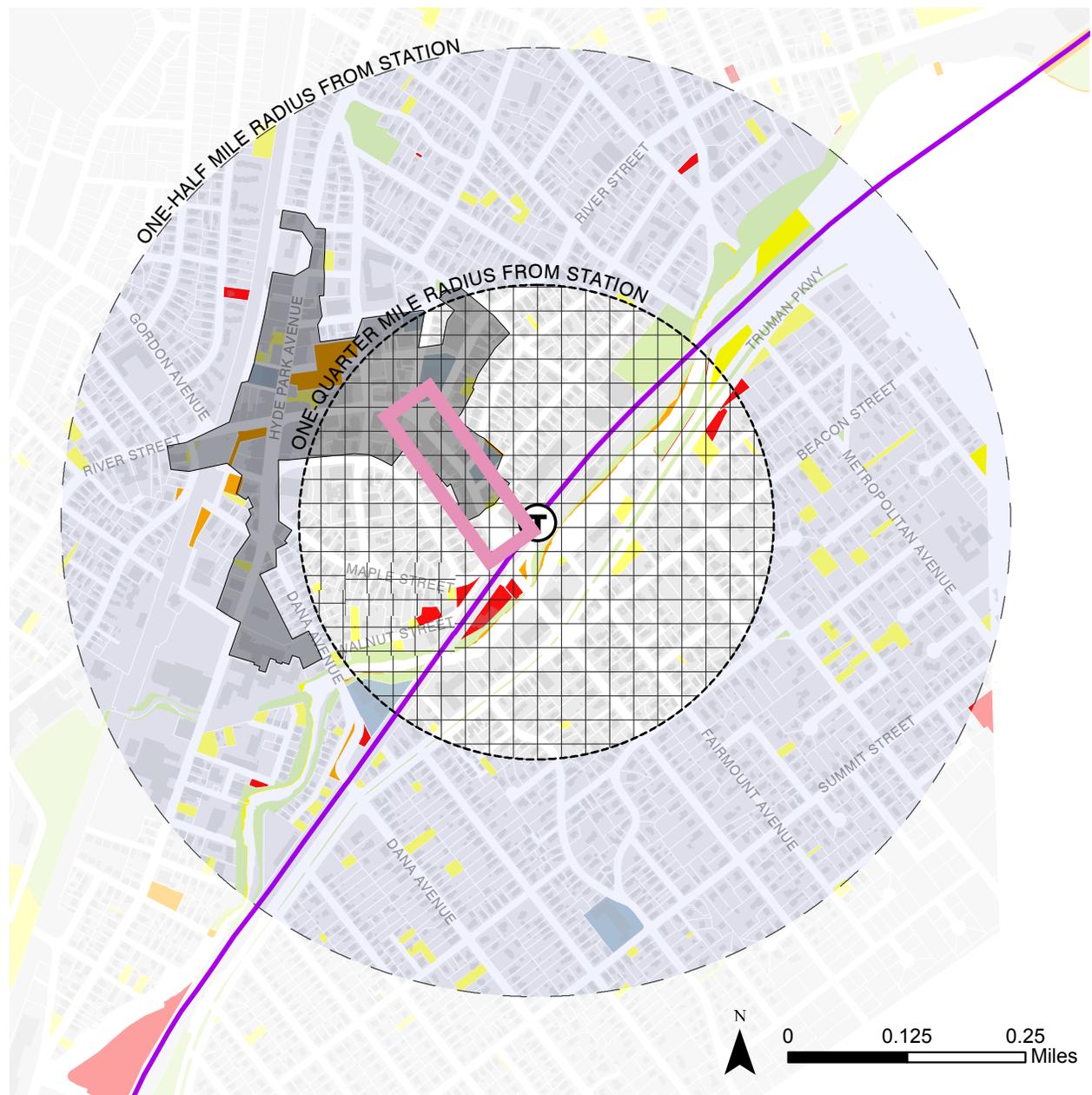
*Public Realm* – Enhance pedestrian crossings and safety at Fairmount Avenue and Truman Parkway to reinforce transit connections for surrounding residents.



*Open Space* – Enhance direct connection and open space at the Neponset River Reservation as an accessible recreational resource. Create an enhanced access point directly adjacent to the Station Area.

*Previous Relevant Studies and References: “Hyde Park Neighborhood Strategic Plan” City of Boston, 2011.*

Source: BRA, City of Boston, MassGIS & 2011 ACS 5-Year Estimate. Prepared by The Cecil Group



## FAIRMOUNT

### EXISTING ANCHORS

- Open Space
- City or MBTA owned

### POTENTIAL CHANGES

- Vacant, City-acquired by foreclosure
- Vacant, publicly-owned
- Vacant, other owner

### ACTION PLAN

- GO Place**
- Main Street Enhancement: *Hyde Park Main Street District*
- Station Focus Area
- Strengthen Neighborhood

# Readville

## Station Area Type – “Job Center”

The Station Area type established as part of the planning study to link Station Areas with important similarities and characteristics. The classification of stations also allows lessons learned at a similar Station Areas to be applied generally to other stations of the same typology. “Job Center” was a Station Area type classifying Newmarket and Readville due to the local industrial emphasis and employment potential.

**Rail Station Status – Existing Station**

*Major Bus Connections* – Routes 32 and 33

*Major Cross Streets* – Hyde Park Avenue, Sprague Street, Neponset Valley, Milton Street

*Major Open Space* – Neponset River Reservation, Lacono/Readville Playground



Readville neighborhoods with single-family homes

## Existing Conditions Summary

The Readville Station Area includes both a job center and residential neighborhoods located within Hyde Park. These two major land uses have clear boundaries separated by rail and roadway infrastructure. The immediate Station Area includes sizable rail yards for connections of multiple commuter and freight rail lines. Commercial and light industrial uses are primarily located along Hyde Park Avenue and Sprague Street. The residential neighborhoods are predominantly single-family homes on tree-lined streets with nearby open spaces. The table below displays the mix of existing Station Area land uses:

READVILLE	
Category	Percent of Total Area
Industrial	6.9%
Tax Exempt	39.1%
Commercial	22.9%
Residential	30.7%
Mixed-Use	0.4%
Other	0.0%
<b>Total</b>	<b>100.0%</b>

## Coordinated Contribution to the Corridor

Readville, along with Newmarket (and South Station) create a unique feature of the Fairmount Indigo Corridor - job center book ends. While employment growth at Readville is longer term in nature, compared to Newmarket or South Station, the potential for the Corridor terminus to become an active employment



Word cloud results from the community workshop for words associated with Readville

center is strong. Among Readville’s assets are relatively large commercial parcels with access to two commuter rail lines and adequate roadway access. The Station Area can best contribute to the long term health of the Fairmount Indigo Corridor by providing an employment center that creates multiple employment destinations for residents along the Corridor.

The focus of economic strategies at Readville should be “**Import**” to attract new economic activity to the Corridor. In this location, the specific strategies would include supporting economic development readiness and competitive positioning of the Corridor and the Station Area. Additionally, growth of employment at Readville enhances the strategy of “**Export**” by providing more opportunity and employment destinations for residents.

### Growth Capacity Targets

The following 10-year growth capacities were identified for Readville 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 the existing land use patterns. To note this analysis does not account for a major shift in the land use characteristics or long-term development potential of the rail yards.

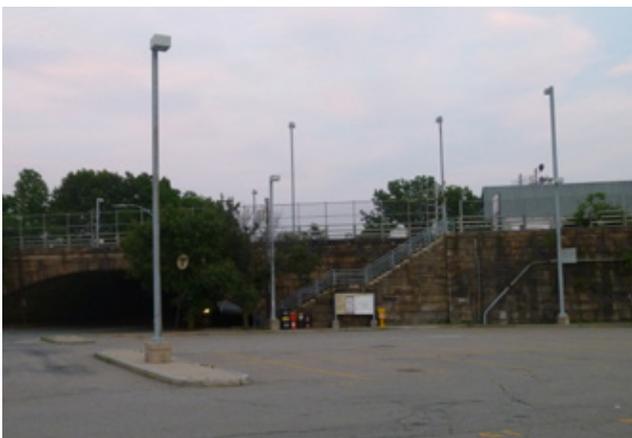
READVILLE	
<b>Population</b>	
<b>Capacity</b>	<b>Percent Increase</b>
189	2.9%
<b>Employment</b>	
<b>Capacity</b>	<b>Percent Increase</b>
200	5.5%
<b>Building Area</b>	
<b>Capacity</b>	<b>Percent Increase</b>
414,000	9.4%

## Action Plan to Unlock Capacity

The long term potential for Readville as an opportunity for employment growth is unique. Several large scale infrastructure improvements could help to capitalize on this critical location and opportunity. The first would be consideration of other outbound rail connections or transfers at this confluence of multiple service routes. The second would be consideration of roadway access improvements to better connect the Station Area to Route 128. Any development for Readville as an employment center should retain the existing residential uses and the existing boundaries to keep neighborhoods intact.



Light industrial and warehouse uses along Hyde Park Avenue



Commuter parking at the Readville station and potential connections to the Providence/Stoughton Line



*Transportation* – Explore additional rail connections and transfers. Examine long term implications of connecting the Truman Parkway to the Route 128 interchange at Interstate 95. Improve vehicular circulation near station at Hyde Park Avenue, Milton Street and Sprague Street intersections.



*Land Use*—Simultaneously protect the residential neighborhoods and preserve the light industrial and commercial areas. Both areas are distinct with clear edges and boundaries, particularly, the residential neighborhoods.



*Public Realm* – Reinforce pedestrian connections to and from the station to the residential neighborhoods at Milton Street and Neponset Valley Parkway. Reinforce pedestrian connections to and from the station for commercial and light industrial employees at Hyde Park Avenue and Sprague Street. Connect existing sidewalks and enhance street crossings for safety.



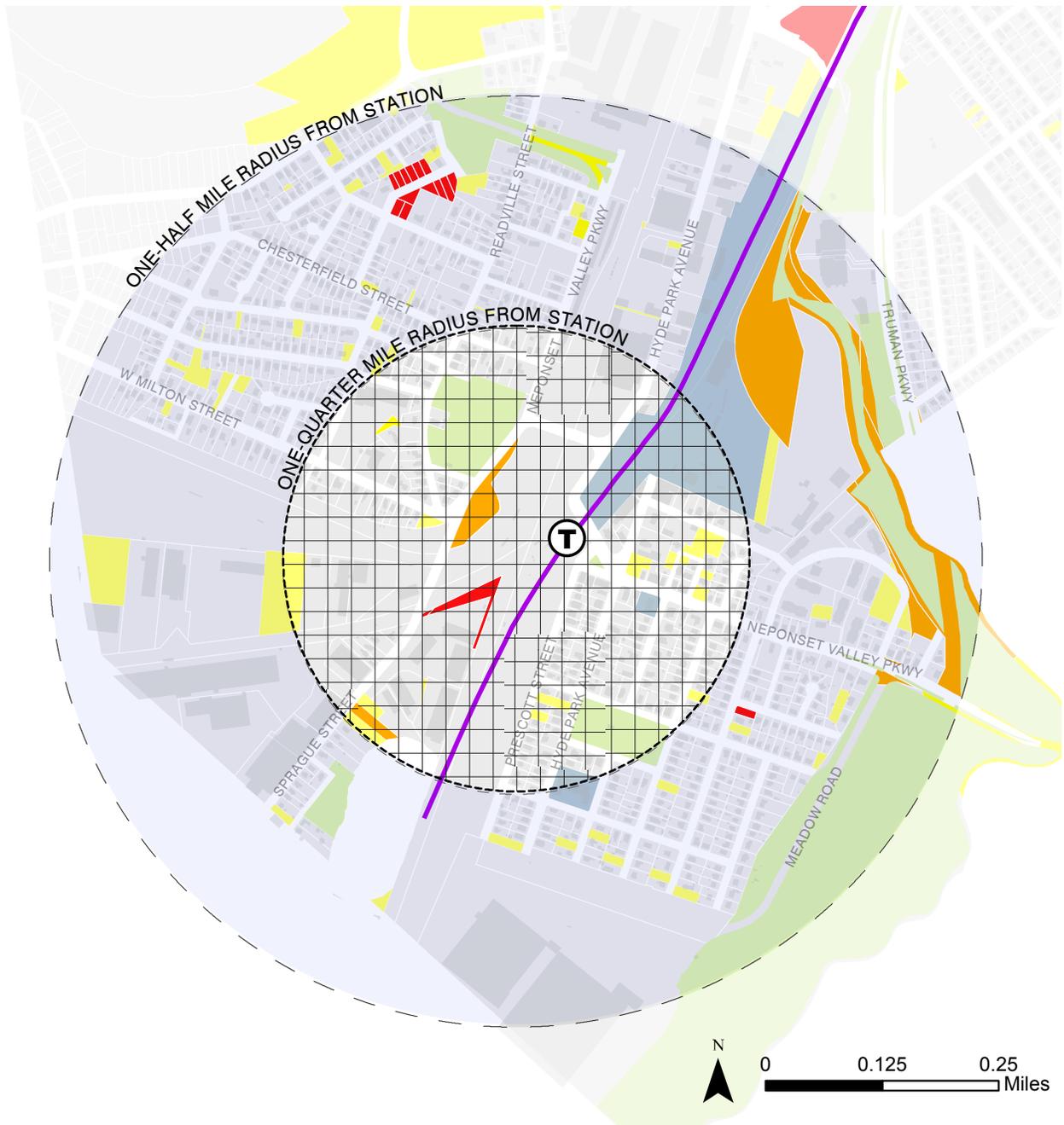
*Open Space* – Emphasize Sprague Pond, Camp Meigs and Lacono/Readville Playground as central neighborhood recreational resources. Highlight Camp Meigs as a historic site and attraction along the Fairmount Indigo Corridor.



*Quality of Life* – Isolate and mitigate potential circulation and traffic impacts at edges of existing neighborhoods, provide traffic calming and reinforced pedestrian crossings.

*Previous Relevant Studies and References:* “Hyde Park Neighborhood Strategic Plan” City of Boston, 2011.

Source: BRA, City of Boston, MassGIS & 2011 ACS 5-Year Estimate. Prepared by The Cecil Group



## READVILLE

### EXISTING ANCHORS

- Open Space
- City or MBTA owned

### POTENTIAL CHANGES

- Vacant, City-acquired by foreclosure
- Vacant, publicly-owned
- Vacant, other owner

### ACTION PLAN

**GO Place**

- Station Focus Area
- Strengthen Neighborhood



# FAIRMOUNT INDIGO CORRIDOR



CITY OF BOSTON  
Martin J. Walsh  
*Mayor*



Boston  
Redevelopment  
Authority

CORRIDOR PLAN  
SEPTEMBER 2014

FAIRMOUNT INDIGO PLANNING INITIATIVE  
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