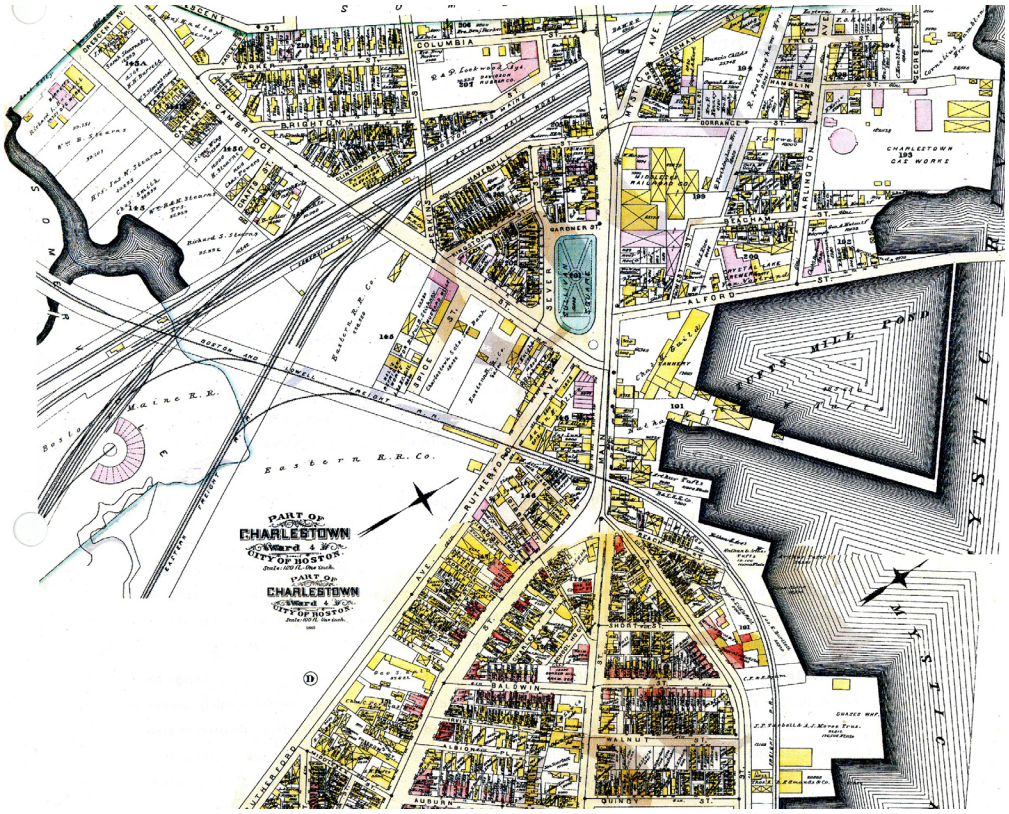

Sullivan Square was a bustling mixed-use district in 1885.

At the turn of the 20th Century, the Sullivan Square district was a mixed-use neighborhood centered on one of the first public parks in the city, called Sullivan Square. This 1885 Sanborn map of the area shows residential uses in the northwest quadrant along the rail corridor, industrial and commercial uses to the east and southwest, and to the south, a block of commercial use before connecting to the heart of Charlestown.

APPROACH

Transit Oriented Development is a three legged stool.

Transit

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

Oriented

Typically, much attention is given to the transit systems and the related development opportunities, but the term "oriented" deserves equal time. Orientation of neighborhoods to transit; the wayfinding, pedestrian and bicycle environments; the safety, clarity, amenity, and streetscape of the pathways linking neighborhoods to transit and its attendant mixed-use environment are a key ingredient in a successful TOD community.

We will pay particular attention to the linkage between Sullivan Station and the neighborhood, nearby businesses and TOD parcels. There needs to be a clearly defined pedestrian and bicycle network focused on linking transit, jobs, residents, commercial opportunities and open space.

Development

Removing the Sullivan Square rotary and re-establishing a street and parcel grid will allow Sullivan Square to be the 21st Century version of Boston's 200 year tradition of "found land." In the 19th Century, we filled the marshes, creating Back Bay, South Cove and the South End. In the 20th Century we reclaimed land by building over the MassPike, the Copley Square Interchange, the Southwest Corridor and the Central Artery.

The Sullivan Square Project Area Parcels 1-7 and the surrounding environs is of sufficient scale to become a new mixed-use node - like the Charlestown Navy Yard, Kendall Square and the Innovation District. And, it isn't a stretch to envision a new "Boston Square" with a specific focus - say paramedical education - that takes advantage of the site's access, visibility and proximity to related medical facilities. The market study will guide this effort, and we will examine land use "packages" unique to Boston, and to this specific site, from both a location and urban design point of view.

One of the challenges with all these parcels is where to put the parking and how much there should be. Developing the right TOD parking ratios and finding sites for consolidated parking structures serving more than one building will be a key task at the outset of the study.

Integrating these three legs with equal vigor and with enthusiastic support from the Citizens Advisory Group, stakeholders and the larger public will bring this "found land" back to the Sullivan Square of 1885.

Mixed-use, a public park and transit - Back to the Future....

SCOPE OF WORK

Task 1: Review roadway alignments & confirm right of way

1.1 Review alignment & propose adjustments

Working interactively with the consultant team, BRA, and BTD, HSH will perform an initial review of the roadway alignments proposed in the BTD Rutherford Avenue Study and provide input into roadway and sidewalk widths and alignments as well as intersection geometry, guided by City of Boston Complete Streets principles.

The major streets that will give definition to the development parcels are already in existence. Main Street, Maffa Way, and Arlington Avenue are the north-south connectors. Dorrance Street, Beacham Street, Spice Street, Alford Street, and Cambridge Street are the primary cross streets. All of these are City of Boston public ways, with the possible exception of the section of Beacham Street that passes through the MBTA Sullivan Square parking lot. The plan proposes to make this section a through street, connecting to Spice Street, as well as to extend Dorrance Street from Main Street/

Mystic Avenue west to Maffa Way. Presumably all of these streets would be incorporated into the plan as public ways. HSH will indicate modifications to each right-of-way necessary to maintain the desired Complete Streets cross sections for roadways, sidewalks, and bicycle accommodations.

1.2 Confirm & modify proposed sidewalk & streetscape zones

We will review the sidewalk and streetscape zones as defined in the Rutherford Avenue/Sullivan Square Transportation Planning Process and confirm and/or modify them as the definition of parcelization, building form and public realm unfolds. This will be an iterative process, beginning in the first few weeks and continuing in Task 3 and, possibly, again in Task 6 if it is necessary to re-analyze the traffic impacts.

We will pay particular attention to pedestrian comfort and safety in areas along major heavily travelled arterials; additional opportunities for bike lanes and/or bike paths and cycle tracks; opportunities for sustainable design; and, the relationship and integration of streets and sidewalks with the greater public realm. Streets and sidewalks compose the majority of "open space" in most cities, and we will focus on their role as movement corridors, passive open space and view corridors linking sub-districts and assisting in orientation.

Task 1 Deliverable: Confirmation of proposed roadway alignments, public rights of way and sidewalk/streetscape zones.

Task 2: Develop and illustrate potential full build-out

2.0 Conduct market study of potential uses

The first step in the real estate analysis is to assess the scale, type and mix of uses likely to be supported (now and in the future) with Sullivan Square Study Area and at each of the seven identified TOD development sites. This effort will serve to inform the preparation of the land use and development programming options for each site as well as the strategic phasing and development sequencing for the project as a whole.

Byrne McKinney will also be on the lookout for critical threshold conditions necessary for successful development and will offer input to the definition of development and land use guidelines to be applied to each parcel. The real estate market analyses will also provide the basis for the financial feasibility testing of specific land use concepts/project recommendations arising from the Team's planning efforts.

The analyses will be informed by a review of the Team's community listening sessions, field research related to competitive supply and demand for use types being contemplated for the Study Area,

previous local and regional planning and economic studies, and by selected interviews with knowledgeable market sources.

2.1 Define & determine preferred land use mix

Based on the market study conducted in Task 2.0 and discussions with you and the Advisory Group, we will determine the preferred land use mix, indicating types of uses, preferred locations for each of these uses, and the relative amount of each use (e.g., 40% residential, 30% office, 20% open space and 10% retail.) We understand that for many uses, success is dependent upon reaching a "critical mass" and we will define minimum thresholds for the use. We also will highlight the siting factors that will be important for each use – elements such as visibility from major roadway, minimum parcel depth and size, etc. These relative percentages and minimums will help us to adjust and further define the land use mix later in Task 3.1. It is possible that we will carry forward several land use packages into Task 3.1 and test them on the final parcel configuration.

2.2 Determine general parcel development parameters

This effort will be informed by the Market Study and the preferred land use mix, but we will work with you to maintain the greatest degree of development flexibility possible. Markets shift quickly and often, and we want to set parameters that create parcels with a scale, geometry, configuration and pattern of access that allows for multiple uses (should the market shift). We will test each potential parcel for its capacity to accommodate various building type footprints.

Secondly, we want to understand the effect that building massing on specific parcels will have on the pedestrian environment and public realm, including shadow impacts. The development of building massing actually occurs in a subsequent task, but parcel configuration will influence it.

Thirdly, we will explore opportunities to reconfigure or expand parcels to better accommodate development or some aspect of the public realm (for example, moving the intersection of West and Alford Streets to create a 90 degree intersection). This public-private venture would create a larger parcel and a better intersection. The MBTA parking can be relocated on site, and value could be created for both land owners.

Our initial parcel observations:

Parcel 1

We have learned on a number of TOD projects, Columbia Point for example, that planning a development project on a parcel adjacent to a major transit station is a tricky proposition. Regardless of the Urban Ring's prospects and the likelihood of the addition of a new commuter rail station,

it is reasonable to assume enhanced bus service over time to the burgeoning employment and mixed-use centers within a 1 to 2 mile radius; this Plan should fold that into the mix. Situated on the convex edge of I-93, the parcel has great visibility to drivers approaching and leaving Boston and is sufficient size to accommodate transit, an enhanced pedestrian environment and one or two buildings. Vehicular circulation within (as well as to and from) the site, and accommodating parking, will be a challenge. But, on the whole, it's a great opportunity.

Parcel 2

We are not privy to discussions that may have taken place with the current property owners (it is in multiple ownership), but if they are amenable to redevelopment, this parcel has unique qualities: it is visually prominent, a crossroads for residents and workers going to and from the T Station, and it can be integrated into a new pedestrian way – a transit plaza – on axis with the Sullivan Square Station entrance.

Parcels 3 and 4

These two parcels are large enough and have the boundary dimensions and geometric configuration to be adaptable to a variety of different building types. The trick will be articulating the building mass to avoid a "superblock" look and feel.

Parcel 5

The scale of this trapezoidal parcel is adequate for a range of uses, but its geometry would be improved if West Street was realigned to form a perpendicular intersection with Alford Street. This modification has the added advantage of improving the intersection geometry and efficiency by moving it farther from the Alford and Main Streets intersection. The MBTA parking could be reorganized on-site, and the resulting public-private partnership could create value for both parties.

Parcel 6

Although this parcel is very long and narrow, the majority of it is wide enough for housing, a hotel or an office building. Parking will be a challenge and will, most likely, be off-site. With views to the south and west over lower buildings and to the northeast over Ryan Playground to the Mystic River, occupants of the building will have excellent views. It is on the visual axis for those approaching Sullivan Square over the bridge; the Rutherford Avenue façade and streetscape should reflect their importance as an entrance to Sullivan Square.

Parcel 7

"Urban parks and plazas succeed or fail at their edges." Sim Van der Ryn

The success of this open space is challenged by the open edge and heavy traffic on Rutherford Avenue, the narrow edge of Parcel 6 and the ragged edge of buildings in the parcel bounded by Rutherford Avenue and Mishawum, Spice and Cambridge Streets. The acutely angled corner of Parcel 2 doesn't help, but the open space is tied to, and well anchored by, Parcels 4 and 5.

We propose to revisit this parcel designation and to examine other options with an eye toward its integration into streetscape and the larger public realm.

2.3 Define approach to open space/public realm

Our approach to the open space/public realm system has several components.

First, we will work closely with you and the AG throughout Tasks 2 and 3 for the first two months to define the goals and design principles for the public realm.

Second, who are we planning for?

- Everyday Users - People who live and work in the area
- Passersby - People passing through area, going or coming from other places (including MBTA commuters)
- Recreational Visitors - Those who visit the park/plaza because of its beauty or to use the space for passive recreation
- Visitors to Events - People who come for special programs (craft fairs, flower markets, farmers markets, performances, etc.)
- Visitors - People who visit the area from beyond (this is more likely at the other end of Main Street)
- Runners, walkers and bicyclists - people using the Greater Boston cycling and walking trail system as it develops over time

Third, we also will break the generic expression "open space" into meaningful components:

- Parks - active
- Parks - passive
- Plazas
- Mini-parks
- Sidewalks

- Mid-block pedestrianways
- Playgrounds
- Malls
- Multi-use path
- Cycle tracks

We will discuss the convenience, attractiveness, safety and comfort, maintenance and the ability of well-designed open spaces to attract developers and investment. Planning and designing such places requires an instinct for understanding and meeting peoples' needs. Our instincts have been honed through 30 years of planning and designing open spaces and that understanding will focus our work.

2.4 Define public opens space parcels & integration into private parcels

This task is integral with Task 2.2 and will be an iterative process developed by the design team and the client team in concert with the Advisory Group over the course of the first two meetings and, possibly, stretching into the third meeting. Getting the palette, parcelization and open space right is a critical step – it sets the framework for every subsequent piece of the study and development of the design guidelines.

We will illustrate optional open space organizing concepts – partis – based on the approach developed in Task 2.3. These might include:

- a large central park or plaza
- a number of smaller parks and plazas connected to buildings and to each other in a series of linked plazas (including an enhanced pedestrian approach to the MBTA station)
- a linear park (wide, heavily landscaped sidewalks along one or more streets)
- a series of internal walkways and mini-parks
- some combination of these or other concepts.

We will develop and illustrate the options for discussion and evaluation with you and the AG. The evaluations will cover a lot of ground and will include benefits to the neighborhood and to transit patrons and the ability to leverage development and investment.

2.5 Determine optimal pedestrian corridors & impacts

We will establish a hierarchy of pedestrian and bicycle corridors ranging from sidewalks and bicycle lanes to internal mid-block crossings and the multi-use path. Some of the pedestrian desire lines are obvious and well documented - Sullivan Square MBTA Station to the Schraft Center; Medford, Bunker Hill and Main Streets; and the Hood Business Center. Others are envisioned as connections to ongoing and planned pedestrian corridors – the Charles River paths, the Mystic River paths, the Somerville Community Path, etc., and some will evolve as areas contiguous to Sullivan Square continue to grow and change.

We will define the scale and configuration of these corridors and assess the physical ramifications of their construction. We also will assess and design them from a broader range of criteria: safety and security, perceived safety and security, sightlines and orientation, wayfinding, shadow and wind, and the comfort and pleasure of the pedestrian experience.

2.6 Develop 3-D model of full build-out

Based on the prior planning study as modified in Task 1 and Tasks 2.2 through 2.5, we will develop a 3-D model of the full build-out and its immediate context. On recent City of Boston projects, we have developed 3-D models in SketchUp, but we are prepared to use other formats if desired. We will start the model immediately upon receiving an NTP because the context and rough street and parcel layout will be useful in sketching and testing open space/public realm, pedestrian corridor and parcelization options.

2.7 Establish future transportation mode share & parking ratios

HSH will develop future transportation mode share assumptions for the development proposed for these parcels. In this regard, it is important to be certain that the proximity of the sites to transit is taken into account in determining the basis for traffic impact analysis. Similarly, demand management measures such as limited parking ratios and parking pricing need to be reflected in the factors chosen to represent future conditions. This type of approach has been followed in districts like the South Boston Seaport, where parking will be more constrained than it is today and transit access improved. BTD's Access Boston 2000-2010 plan assigns only a 19% transit share for all Charlestown trip making, but a 51% transit share for trips destined for "core neighborhoods," including downtown Boston. Nevertheless, only 13% of total Charlestown neighborhood trips were destined for the core. HSH will refer to market studies conducted for residential and commercial uses on these parcels in establishing the extent to which the excellent Orange Line transit access will influence new residents and employees to use transit.

Similarly, current BTD parking ratios call for 0.75 to 1.0 parking spaces per dwelling unit or per 1,000 square feet of commercial space in Charlestown areas near transit stations. However, transit-oriented developments near North Station are successfully offering lower parking ratios. Again, we will consult the market studies to develop target parking ratios and pricing that will allow the units to be marketable while preserving a disincentive to auto ownership and use. We will draw upon best practices and real comparable parking requirement standards that fit the market and are sensitive to the demographics of the new residents and businesses that require a parking space at their trip origin or destination.

2.8 Test traffic impacts of build-out alternatives; adjust assumptions and land use mix

HSH will work with BTD to agree upon trip distribution assumptions for trips entering and leaving the site in order to test development build-out alternatives for impacts on the traffic network. Here we will use the previously developed data to develop simplified a.m. and p.m. peak hour traffic networks that cover 4 or 5 key intersections as traffic impact yardsticks. We will identify critical turning movements that will be affected by development traffic and work with the team to balance peak hour inbound and outbound trips in order to minimize negative impacts. No new traffic counts will be undertaken as part of this work.

Task 2 Deliverables:

- Summary of market analysis
- 3-D build-out model and illustrative plan indicating:
  - Generalized land use mix & associated square footages
  - Heights
  - Building/street setbacks
  - Stepbacks
  - Floor Area Ratios
  - Parking ratios and on-street parking
  - Sidewalk and public realm dimensions
  - Open space connections/calculations and pedestrian corridors
- Traffic analysis

Task 3: Develop parcel level use & development guidelines for 7 project sites

3.1 Define preferred mixes of uses and square footages

We will make recommendations for the preferred mix of uses and resulting square footages by use, based on:

- the market analysis described in Task 2.0,
- the size, configuration and location of available parcels
- other siting factors described in Task 2.1
- and our understanding of the community's vision for the district.

The existing zoning allows an FAR of 2.0 and maximum heights between 35 and 65 feet. We will check these densities and heights against the market analyses and the discussions with you and the Advisory Group. As mentioned above, we will establish an approach to "right-size" parking, and propose alternate policy/legislative standards as needed.

3.2 Refine extent of public realm

As we look in more detail at the individual parcels, we will better define the public realm, including streetscape, buffers, pedestrian and bicycle facilities/amenities and public open space. For example, the shape and location of the park parcel may be modified based on the analysis of the site capacities performed as part of the developing the 3-D model.

3.3 Propose design vision of public realm

Based on the proposed developments, we will recommend pedestrian and bicycle improvements, including streetscape improvements and other amenities. "Streetscape Improvements" is a broad catchall expression which, like the phrase "Open Space," must be parsed to be really meaningful. As landscape architects, we have designed a broad range of urban pedestrian and bicycle improvements, ranging from wide sidewalks with sustainable tree lawns and traffic calming crosswalks to in-street bicycle lanes to exclusive cycle tracks. The trick is to find the right solution for each movement and right of way and then to weave them together into a seamless pedestrian/bicycle system.

3.4 Develop design/development guidelines

We also will develop design standards for new development – including architectural, parking lot and streetscape standards - to ensure that new development is respectful of the historic neighbor-

hood character. The existing design standards for the Charlestown Neighborhood District and the Harborpark District: Charlestown Waterfront provide an excellent starting point. Guidelines will include recommendations for setbacks and stepbacks, ground level activity and transparency, access, landscaping, streetscape, and pedestrian/bicycle connections and amenities. Development guidelines will include preferred uses and square footages, as well as existing and proposed easements and recommendations for infrastructure improvements.

Task 3 Deliverables:

Parcel level use and development guidelines for the 7 project sites, including:

- Preferred mix of uses and square footages
- Development guidelines
- Public realm vision and guidelines

Task 4: Create constructability & phasing implementation plan

4.1 Proposed transportation network phasing

HSH will prepare recommendations for phasing in the transportation network. We will use available information to identify physical limits on constructability such as utilities, grades, etc. No new data collection will be conducted for this task.

4.2 Positive impacts on place making, public ream, and land use vision

We will document the positive impacts of the proposed build-out on placemaking, the public realm and the land use vision, illustrating how the proposed development and guidelines support the creation of an active and attractive district providing jobs, housing and retail opportunities, connecting the surrounding neighborhood to transit, the river, the regional bicycle and pedestrian network, and encouraging the development of adjacent and nearby parcels.

4.3 Financial feasibility of private development

BMA will analyze the financial performance of specific land use concepts arising from the larger Team planning effort. Their work will include the preparation of illustrative development cost and operating proformas for each of the identified projects with an eye toward evaluating the extent and nature of the capital funding required for successful implementation. The process will be iterative, responding to program refinements as they are developed by the Team.

Fundamentally, the analyses will test the financial feasibility of development for each of the seven identified TOD sites as well as provide an understanding of the capacity of each site to contribute to the capital and operating carry for the Sullivan Square plan as a whole. The analyses will include an estimate of the improved property and residual land values produced by each development site and will identify the extent of public and private capital that might be leveraged from or required by the proposed developments.

4.4 Potential as catalyst for development of other parcels

We will examine the potential of the Sullivan Square Development Plan to leverage investment in other parcels from five points of view:

1. How can the placement and design of the public realm, open spaces and pedestrian corridors enhance the development potential of adjacent parcels?
2. Where do ownership patterns favor development potential (for example, large parcels in single ownership along Spice Street)?
3. Where are there opportunities for private-public partnerships (for example, an enlarged parcel 5 created by the realignment of West Street)?
4. Where are there opportunities to consolidate a number of smaller underutilized parcels? Several sites contiguous to the Project Area suggest themselves.
5. Where are there opportunities for air-rights or partial air-rights on large publicly controlled parcels? There are several MBTA parcels on which modest "street-edge" development would contribute to the overall character and quality of the Sullivan Square District.

4.5 Physical limitations on constructability

We will provide an assessment of the potential impacts on the existing utilities with the TOD alternatives, and evaluate the availability of utility services. The areas around the stations are fairly developed with commercial development and therefore, it is expected that utility infrastructure is readily available, but will be confirmed with discussions with the utility providers.

We will provide a summary of the potential for barriers to development including any needs for utility infrastructure upgrades, additional parking, limitations on traffic improvements such as Rights Of Way and any significant constraints from floodplains, brownfields and environmental land use restrictions.

Relying on available data and public records, we also will document, to the degree possible, potential sub-surface constructability constraints on a parcel by parcel basis, including soil conditions,

potential environmental/hazardous materials issues, utilities and utility easements and potential historic/archaeological resources.

We also will document the surface constraints and constructability issues such as easements for bus operations and for rail and highway maintenance on Parcel 1. In a few instances, sight lines at major intersections may result in modest setbacks to ensure safe and efficient traffic operation.

4.6 Plan to address parcel ownership and title issues

We will identify the ownership of each of the seven parcels and, where multiple owners are involved, recommend opportunities for acquisition, land swaps or joint development agreements. We also will outline any title issues identified by the BRA or property owners and options for resolving those issues. Our budget does not include title searches.

4.7 Plan to address existing and future easement requirements

We will identify easements required for development of specific parcels and/or implementation of the public realm elements, highlighting the parties which will need to be involved in negotiating those easements. For example, we will keep an eye out for any easements and restrictions dating back to earlier periods when industry and railroads dominated sections of the Project Area. We learned on the CANA project that 19th Century railroad easements bisected a major Massport parcel for which a development RFP had been completed and was on the eve of being publicly advertised.

Task 4 Deliverables:

Constructability and phasing implementation plan, including:

- Transportation network phasing
- Analysis of positive impacts
- Financial feasibility and potential for catalytic results
- Analysis of limitation on constructability
- Plan to address ownership, title and easement issues

Task 5: Conduct financial feasibility assessment

5.1 Review and analyze development assumptions

Byrne McKinney will participate with the Team in the definition and modification of development assumptions, land use mix and densities in Tasks 2 through 4, bringing their experience on and knowledge of similar projects.

5.2 Prepare financial analysis reports at key milestones, 5.3 Analyze financial feasibility with standard & 20% affordability

BMA will analyze the financial performance of specific land use concepts as described in Task 4.3. This analysis will include preparing financial analysis reports at key points in Tasks 2, 3 and 4. The analysis will include both standard and 20% affordability.

Task 5 Deliverables:

Assessment report/memorandum of financial feasibility

Task 6: Revise full build-out vision and develop implementation sequencing timeline

6.1 Revisit and modify full build-out vision

We will modify the illustrative site plan and 3-D model based on the parcel level planning in Task 3. The level of detail will go up a new notches from the basic massing model, and some building detail, and streetscape and open space elements, will be modeled.

6.2 Re-analyze traffic impacts if necessary

HSH will revise the traffic impact analysis and roadway network phasing plan if necessary for the revised full build-out.

6.3 Create implementation timeline/schedule

During this task we will develop an implementation plan and timeline, laying out next steps for completing public infrastructure improvements and for disposition of the publicly-owned development parcels.

Development phasing plays an important role in our approach to implementation. There are two principal considerations: (1) a phasing plan should balance the timing of development with the timing and financing for public amenity and infrastructure, as well as with reasonable absorption rates, and (2) a phasing plan should create value by strategically developing both public amenity and infrastructure with the early parcels to leverage development and value in the remaining parcels.

An important component of the work will be the review and identification of funding opportunities, including public (federal, state and local) and public-private partnership opportunities.

The timeline will include coordination with property owners, parcel consolidation, infrastructure design and construction, and parcel disposition, highlighting which activities are dependent on each other, and which parties are responsible for, or must participate in, each of the steps.

Task 6 Deliverables:

- Revised 3-D model of full build-out vision
- Implementation timeline

Task 7: Draft reports on financial feasibility, constructability requirements and challenges

7.1 Draft reports

We will develop draft reports summarizing the Financial Feasibility Analysis from Task 5 and the Constructability Requirements and Challenges from Task 4, informed by any changes to the full build-out vision and the schedule developed in Task 6. We will present these draft reports for your review.

7.2 Final reports

We will revise the reports based on your comments.

Task 7 Deliverables:

Financial feasibility and constructability reports

Task 8: Draft sample land use, design and disposition guidelines

8.1 Draft sample land use, design & disposition guidelines

We will develop land use, design and disposition guidelines for each of the seven parcels.

The land use and disposition guidelines will detail the proposed development program and constraints for each parcel to provide prospective developers with a clear picture of the opportunity. For each parcel, we will document:

- The proposed land use mix
- Existing and proposed easements potentially affecting the development of the parcels
- Recommended and/or required on-site and adjacent infrastructure and public realm improvements

The challenge in developing design guidelines is to find the right balance between performance oriented guidelines and prescriptive guidelines – balancing the flexibility to attract developers and give architects and landscape architects latitude for creative design on the one hand and specificity to ensure the realization of the guidelines' intent and focus on the other hand.

The Charlestown Neighborhood District Guidelines accomplish this effectively. Section 62-24, Design review and Design Guidelines, sets out the guiding principles while Section 62-26 establishes the Specific Design Requirements but allows exceptions. For example, in the case of recesses and bays, the guidelines state "If appropriate to the creation of visually intersecting designs or the accommodation of a specific ground level function, provided that the façade remains compatible with its historical and architectural surroundings and visual continuity in the block front is preserved…," thus allowing flexibility but maintaining control through design review.

In some instances, in the landscape design for example, a greater level of specificity may be appropriate. Sustainable sidewalk and street design incorporating rain gardens is one candidate for a more detailed guideline.

We propose to develop the Sullivan Square Design Guidelines along the same lines and to add one element to the mix. We will have developed the final 3-D model to a greater level of detail, and we propose to take a series of aerial and bird's eye images together with the illustrative site plan to produce a "reference document" which could be used in discussions with developers, property owners and potential investors.

Task 8 Deliverable:

Land use, design and disposition guidelines for specific parcels, as described above.

Participation Process

Client/Agency Review Meetings

We will hold an early Kick-off Meeting with you and senior representatives from our consultant team partners to make sure that we all have the same project goals and expectations. We anticipate that the meeting agenda will include reviewing the project scope and schedule, as well as a discussion of key components of the Public Involvement Plan. The meeting will also provide a good opportunity for the group to discuss background information sources as well as important stakeholders.

We will have regular meetings to keep you updated on project progress and to discuss policy issues. We anticipate that representatives from other City agencies, as well as MAPC, the MBTA and Transit Realty Associates will attend these meetings as appropriate.

Citizens Advisory Group/Public Meetings

We will meet with the Citizens Advisory Group regularly over the course of the project, bringing them up to date on our work and eliciting feedback and ideas. From our other BRA planning projects, we understand that the Advisory Group meetings are open to the public, although not necessarily widely advertised. At key points, as indicated on our schedule (and highlighted in red below), we recommend advertising the meetings more widely to attract broader community participation.

ADVISORY GROUP MEETINGS		
Mtg.	Date	Agenda
1	APR	Kickoff Meeting: Scope & Schedule: Introductions, Initial thoughts on Market Study, 3-D Model, ROW Adjustments & Open Space/Public Realm Opportunities
2	MAY	Wrap up of subjects listed above (Tasks 1 & 2), Presentation of methodology for defining mix and scale of land uses/extent & vision of public realm, Discussion of goals
3	JUN	First pass at all of the Task 3 items: Use/Public Realm/Guidelines
4	JUL	First pass presentation of Task 4: Constructability, Phasing & Implementation
5	SEP	Presentation of Findings: financial feasibility, implementation schedule
6	OCT	Public presentation of Draft Document
7	NOV	Public presentation of final Document: Sullivan Square Plan Land
	DEC	BRA Board Approval

Stakeholder Meetings

We will conduct a series of one-on-one stakeholder meetings at the outset and circle back to meet again with select residents, business owners, property owners, real estate professionals and public officials at points in the study where their input can clarify or forward a specific issue. We have found that early one-on-one stakeholder meetings are crucial to gaining a clear understanding of neighborhood residents and associations as well as existing and potential future property owners. We will work with you to identify the key stakeholders.

Crosby | Schlessinger | Smallridge's Role as Prime Consultant

As Prime Consultant, Crosby | Schlessinger | Smallridge will be responsible for managing and coordinating the work of all of the team members, client contact, running the Advisory Group and community meetings, and producing all final products. We also will be responsible for ensuring that the project is on schedule.

CSS principals Carole Schlessinger and Skip Smallridge have worked with the BRA on projects for over 20 years, most recently on the Roslindale and Hyde Park Neighborhood Strategic Plans and the Columbia Point Master Plan. Skip Smallridge began his career in Boston at the BRA in the 1970s. Principal Deneen Crosby is currently working with the BRA, Boston Transportation Department and Boston Public Works Department on the Crossroads Initiative and has worked with the Boston Transportation Department, Department of Neighborhood Services, Parks and Recreation Department and Department of Public Works through her design work throughout the City.

In addition, we worked closely with the MBTA and Transit Realty Associates on the Columbia Point Master Plan and on the Neponset River Master Plan and Greenway Projects, where we have coordinated closely with the MBTA on the location of pedestrian access through and around Mattapan Station and the adjacent TOD parcel. We have also worked closely with the MBTA on the Green Line Extension Project.

Skip Smallridge and Deneen Crosby's history of successful collaboration with the Charlestown community began with the Central Artery North Area (CANA) project in City Square. They both participated in many community meetings and note that many of the same neighborhood residents have been attending the Sullivan Square meetings. Carole Schlessinger and Deneen Crosby are familiar with the riverfront and planned pedestrian paths as a result of their recent work on the Mystic River Master Plan.

Schedule

The following schedule outlines our proposed timeline for completing each task to support a presentation to the BRA Board in December of 2013. The schedule is flexible and could be modified to accommodate your specific timing requirements.

Development Plan for New Parcels in Sullivan Square
Crosby | Schlessinger | Smallridge **March 28, 2013**

TASKS	April	May	June	July	August	September	October	November	December
Task 1: Review roadway alignments & confirm right of way									
1.1 Review alignment & propose adjustments									
1.2 Confirm & modify proposed sidewalk & streetscape zones									
Task 2: Develop and illustrate potential full build-out									
2.0 Conduct market study of potential uses									
2.1 Define & determine preferred land use mix									
2.2 Determine general parcel development parameters									
2.3 Define approach to open space/public realm									
2.4 Define public opens space parcels & integration into private parcels									
2.5 Determine optimal pedestrian corridors & impacts									
2.6 Develop 3-D model of full build-out									
2.7 Establish future transportation mode share & parking ratios									
2.8 Test traffic impacts of build-out alternatives; adjust assumptions and land use mix									
Task 3: Develop parcel level use & development guidelines for 7 project sites									
3.1 Define preferred mixes of uses and square footages									
3.2 Refine extent of public realm									
3.3 Propose design vision of public realm									
3.4 Develop design/development guidelines									
Task 4: Create constructability & phasing implementation plan									
4.1 Proposed transportation network phasing									
4.2 Positive impacts on place making, public ream, and land use vision									
4.3 Financial feasibility of private development									
4.4 Potential as catalyst for development of other parcels									
4.5 Physical limitations on constructability									
4.6 Plan to address parcel ownership and title issues									
4.7 Plan to address existing and future easement requirements									
Task 5: Conduct financial feasibility assessment									
5.1 Review and analyze development assumptions									
5.2 Prepare financial analysis reports at key milestones									
5.3 Analyze financial feasibility w/standard & 20% affordability									
Task 6: Revise full build-out vision and develop implementation sequencing timeline									
6.1 Revisit and modify full build-out vision									
6.2 Re-analyze traffic impacts if necessary									
6.3 Create implementation timeline/schedule									
Task 7: Draft reports on financial feasibility, constructability requirements and challenges									
7.1 Draft reports summarizing Task 5 & 6 analyses									
7.2 Final reports summarizing Task 5 & 6 analyses									
Task 8: Draft sample land use, design and disposition guidelines									
8.1 Draft sample land use, design & disposition guidelines									
Client/Agency Review Meetings									
Advisory Group Meetings									
Combined Advisory Group/Public Meetings									
Stakeholder Meetings									
BRA Board Meeting									