
Plan Downtown Malden Blueprint for Action

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Acknowledgements & Project Process

This document is part of an iterative process with preliminary work done by the Harvard Graduate School of Design (GSD) faculty and first year graduate students in collaboration with the City of Malden. The three project phases are outlined below.

- 1) **Research:** In the Fall of 2012, a team from the Harvard GSD researched existing conditions, demographics, previous studies and plans, commercial and residential market conditions, vacancies and redevelopment opportunities and finances, and small business development support strategies.
- 2) **Planning/Design:** In the Spring of 2013, through an extensive community visioning process, Harvard GSD first year graduate students assembled a plan focused on revitalizing downtown Malden. A key focus of the downtown plan was the Malden Government Center site. However, the plan examined the entire downtown area and addressed six topic areas, including urban design principles, redevelopment opportunities, housing balance, transportation and downtown connections, natural systems and open space, and downtown activities. The plan provides many recommendations that are applicable regardless of whether the Government Center site is redeveloped. Throughout the report, students identified opportunities for transit-oriented development (TOD), including increased housing density where appropriate, revised zoning and design guidelines, improved transportation infrastructure and Complete Streets, and greater opportunities for economic development. The students presented their final recommendations to the City at a public meeting in April 2013. A full summary of the student community outreach and planning process is attached as Appendix A.
- 3) **Blueprint Development:** This effort by the Metropolitan Area Planning Council (MAPC) aims to provide Malden with specific steps, tasks, roles and responsibilities, and funding opportunities for the implementation of refined Harvard GSD recommendations. MAPC staff have reviewed and refined student recommendations in addition to making additional recommendations. The blueprint document consists of two parts: a narrative document of recommendations for downtown Malden and an implementation grid designed as a step by step guide on how to move forward on recommended action items. The blueprint document follows the same structure as the student report and is organized into six planning topic areas: urban design principles, redevelopment opportunities, housing balance, transportation and downtown connections, natural systems and open space, and downtown activities.

Blueprint development included professional technical assistance by the Metropolitan Area Planning Council: Sarah Kurpiel, Transportation Engineer and Planner; Mark Racicot, Director of Land Use, Jennifer Raitt, Assistant Director of Land Use, and Matthew Smith, Senior Regional Planner. The primary author of this report is Amanda Chisholm, Regional Planner. Much of the content of this report is drawn from and adapted from the *Plan*

Downtown Malden report authored by Harvard GSD students and the *Malden Square Planning Project: Background Report* authored by Harvard faculty and select GSD students.

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Executive Summary

The Metropolitan Area Planning Council has worked with the Harvard Graduate School of Design and the City of Malden to develop a plan for downtown Malden. MAPC's work is based off of an initial plan for the downtown area drafted by Harvard Graduate School of Design students in an Urban Planning Core Studio in the Spring of 2013. The Harvard GSD draft report is included in Appendix B. MAPC has reviewed the GSD student planning document and refined student recommendations as well as making additional recommendations. The blueprint document consists of two parts: a narrative document of recommendations for downtown Malden and an implementation grid designed as a step by step guide on how to move forward on recommended action items. The blueprint document follows the same structure as the initial student report and is organized into six planning topic areas: urban design principles, redevelopment opportunities, housing balance, transportation and downtown connections, natural systems and open space, and downtown activities. The students conducted an expansive community visioning process through their work that has informed the recommendations included in this plan. For the purposes of this study, downtown Malden is defined on the West by the MBTA Orange Line, on the north by Mountain Avenue, on the East roughly by Sprague Street, and on the South by the Bike to the Sea Trail.

Malden is a diverse and densely populated city with a limited amount of developable land. It lags behind the region in terms of economic indicators such as median household income and downtown Malden in particular suffers from low median incomes with 30.1% of households earning less than \$25,000/year. Downtown Malden suffers from a lack of connection to surrounding areas, most importantly the Malden Center MBTA Station. Pedestrian, bicycle, and automobile traffic to the T can easily bypass the downtown area without even knowing that Pleasant Street, the main commercial street, is directly behind City Hall. Route 60 runs directly through the downtown area and serves to divide the downtown from areas south because of the volume and speed of traffic.

Downtown Malden also lacks sufficient pedestrian amenities. Some of the key current issues include wide crossing distances, unclear walk cycles on traffic signals, and pedestrian crossings that are not clearly marked. A lack of open space, public space, and variety of retail options also discourage people from spending significant time downtown. Parking downtown can also be problematic. Although there is sufficient parking, much of it needs to be made more visible and easier to use.

Despite these challenges, downtown Malden has significant opportunities to thrive and many assets to build upon. The proximity of the downtown to the Malden Center MBTA Station is an incredibly valuable asset and will play a large role in driving new development in this area. The downtown also is very close to the Bike to the Sea trail and there is potential for a facilitated connection between the trail and downtown. Malden has numerous multifamily housing structures downtown which provide customers for the downtown stores and create pedestrian traffic and activity downtown. The proximity of the downtown to many

dense residential neighborhoods should be capitalized on to encourage even more pedestrian activity. There has been some progress on pedestrian infrastructure downtown including wide sidewalks and ornamental street lighting. There are also many storefronts that can help to contribute to a walkable and interesting environment. Perhaps most importantly, Malden has a core of deeply committed and diverse citizens that are committed to their city and this will be a significant factor in the future of any improvements that are to be made to the downtown area.

Major planning recommendations from each of the six topic areas are outlined below.

Urban Design Principles

The goal of the urban design recommendations is to create a more beautiful, safe, and accessible downtown for the entire Malden community through improving efficiency and accessibility for pedestrians and building inviting streetscapes that encourage commercial activity. Downtown Malden currently lacks a sense of place and suffers from a lack of engaging building facades, uneven building scales, long blocks, and numerous gaps between buildings. Many building designs actually create an unwelcoming pedestrian environment. Making changes to streetscape design, improving wayfinding, and introducing street furniture and improved lighting are all design interventions that can help to create a more welcoming downtown area and thereby facilitate more people on the streets.

Major urban design recommendations include re-connecting Pleasant Street following the proposed demolition of Government Center, building on current wayfinding work to continue to identify appropriate places for signage, installing kiosks and disk maps throughout the downtown area, in addition to installing street furniture, lighting, and vegetation according to a street hierarchy.

Redevelopment Opportunities

The goal of the redevelopment recommendations is to create distinct yet connected districts downtown to provide for an expanded tax base, to meet the needs of current residents and businesses, and to allow the City of Malden to successfully compete in contemporary and future economies while preserving the city's historic and natural features. There are many opportunities for redevelopment in downtown Malden with the most prominent opportunity being the Government Center site itself. Another current development proposal that is being strongly considered by the city is the Boston Field of Dreams ballpark proposal on the former Nstar site.

Downtown Malden has had a lot of redevelopment in recent years and in fact has received the majority of recent developments in the City of Malden. Over the last five years, downtown Malden added 92,500 s.f. of office space, 32,850s.f. retail space, and 311 new housing units.¹ 485 housing units have been approved and construction is expected to begin

¹ MAPC Development Database. (2012). <dd.mapc.org>

in 2013 for these properties. The low cost of living and access to Boston that downtown Malden provides should be attractive assets for developers looking to create substantial infill development. If the city is able to strengthen the retail market downtown, they will make development even more attractive.

Major redevelopment recommendations include prioritizing residential infill projects in Malden Center, issuing an RFP to demolish and redevelop Government Center that includes a mixed-use development and prioritizes the re-connection of Pleasant Street, and the re-location of City Hall. Other priority recommendations include encouraging all new developments downtown to create a more active ground floor retail environment and focusing on identifying new retail opportunities on Pleasant Street and Exchange Street.

Housing Balance

The goal of the housing recommendations is to substantially increase the local housing supply to meet the needs of current and future Malden residents, to ensure that affordable housing options remain available for current and future residents, and to provide the residential base necessary to support Malden businesses. The City of Malden is projected to see a 4% increase in number of households between 2010 and 2020 and about a 10% increase by 2030. In order to keep up with the growing population, the City of Malden will need to see greater housing production.

In addition to increasing residential density downtown, more affordable housing units should be developed throughout the city. Preserving existing affordable housing units will be just as important as Malden faces development pressures and begins to introduce more market rate residential units. Working with owners of units that are due to expire will be a particularly important strategy for preserving affordability downtown.

Major housing recommendations include promoting and incentivizing residential occupancy on upper levels of properties downtown and encouraging development of new housing on surplus, vacant, or under-utilized land throughout the city. Another priority recommendation is that the city apply for and adopt a 40R district near the downtown area in order to create more dense, affordable, transit-oriented development. Working with owners to maintain expired use projects as affordable units, and improving landscaping, public space, and streetscapes to better integrate affordable housing development into the community will also be important.

Transportation & Downtown Connections

The goal of the transportation recommendations is to create a downtown Malden that is not only accessible and linked to Greater Boston, but that also serves as a destination in itself. The analysis focuses on creating a downtown where visitors can walk, bicycle, or use public transit to easily, while minimizing the need to drive through downtown Malden.

At the present time, downtown Malden is very walkable with extensive wide sidewalks and a number of businesses and residences within a small area. Downtown Malden is also within a short distance from the Bike to the Sea (“Northern Strand”) trail, a 12 mile trail that extends from the Malden River in Everett, through Malden to the Saugus River and eventually on to the waterfront beaches of Revere, Lynn, and Nahant. Despite the proximity of the downtown to the Bike to the Sea Trail, there is currently no bicycle infrastructure downtown and despite the walkable nature of the downtown, pedestrian safety and comfort could be dramatically improved.

Major recommendations from the transportation section include establishing a safe and well-connected network of bike paths and infrastructure that is well utilized by both visitors and commuters and improving pedestrian safety through the installation of clear pedestrian signage, lighting and the continual installation of pedestrian wayfinding signs. Conducting a downtown parking study to understand how to make more efficient use of the current available parking and coordinating on and off street parking are also priority action items.

Natural Systems & Open Space

The goal of the Natural Systems and Open Space recommendations is to create an open space and natural systems network that celebrates Malden’s environmental history, connects visitors and residents to various districts, open spaces, natural resources, and sets Malden apart as a local leader in sustainability.

At this time, Downtown Malden does not currently have adequate open space or public gathering space. In fact, Government Center Plaza is the only publicly owned and publicly accessible open space in the downtown area. In order to address this issue, incorporating new publicly accessible open space into the downtown area should be a priority for the city. Establishing places to host civic events and bring the community together is an important strategy for attracting more people to the downtown area.

Major recommendations for the Natural Systems/Open Space section include creating a series of lively “green spots” downtown, activating open space at Government Center as downtown’s premier open space asset, and incorporating natural elements into the new design of Pleasant Street if Government Center is re-located.

Downtown Activities

The goal of the downtown activities recommendations is to facilitate a vibrant downtown that caters to a diverse set of residents and visitors, supports local businesses, and encourages people to visit and spend time frequenting events, restaurants, and retail. Important strategies for revitalizing the downtown include assisting existing downtown businesses, finding ways to attract new businesses, and capitalizing on the unique economic assets that the downtown Malden area already possesses. Providing spaces for cultural and community events will also be an important way to attract activity to the downtown.

Major recommendations in the Downtown Activities section include promoting a business-friendly downtown through streamlining permitting processes and establishing an expanded Business Development Office in the municipal government. Introducing a diversity of retail, entertainment options, and activities will be important. Creating a formal branding strategy that publicly highlights the city's achievements and promotes redevelopment in the downtown is also a priority recommendation.

If the City of Malden is able to work with partner organizations and generate the necessary funding to advance the recommendations outlined in each section above, the downtown area has great potential to become an economically successful destination where people want to live, work, and play.

Introduction

Study Area

For the purposes of this study, downtown Malden is defined on the West by the MBTA Orange Line, on the north by Mountain Avenue, on the East roughly by Sprague Street, and on the South by the Bike to the Sea Trail. See Figure 1 for a detailed map of the study area, including four distinct downtown districts designated by the students.²

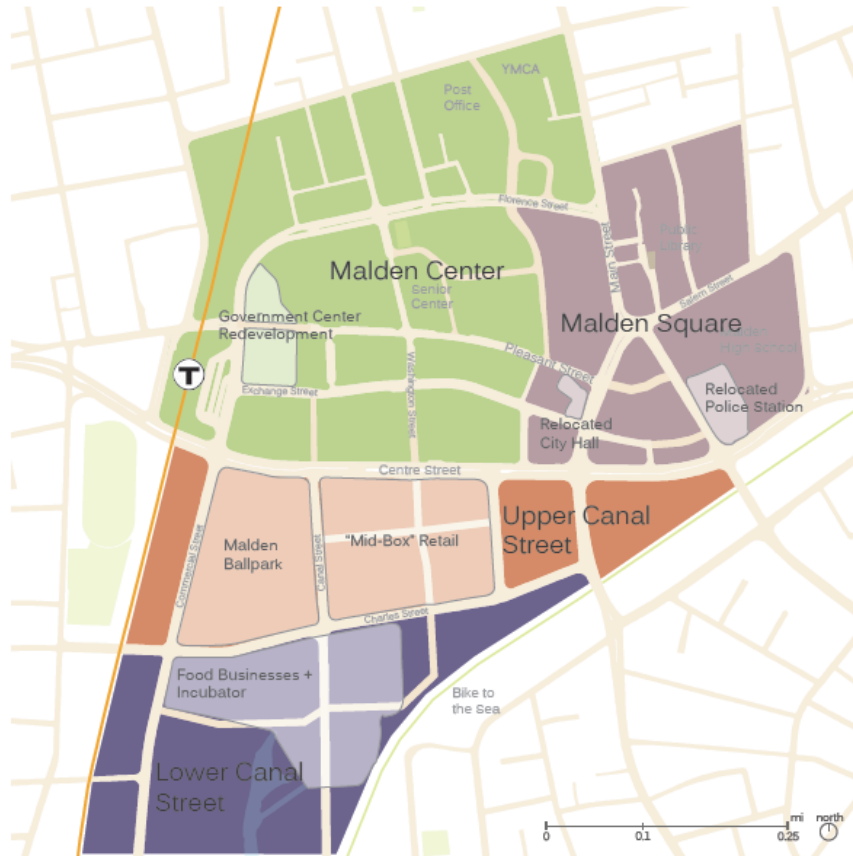


Figure 1: Downtown Malden Study Area³

Primary Land Uses Downtown

Downtown Malden is primarily commercial as seen below in Figure 2. Residential land uses surround the center and are primarily concentrated in the north. As is the case throughout the rest of the city, the downtown has a lack of significant developable land. There are some light industrial areas just south of Centre Street that also offer some potential opportunities for redevelopment although key industrial areas should be preserved for job opportunities.

² This map was created by Harvard GSD students and includes proposed street extensions that do not currently exist.

³ Harvard University Graduate School of Design Urban Planning Core Studio. *Plan Downtown Malden* 2013. May 2013.



Figure 2: Primary Land Uses in Downtown Malden⁴

Demographics

The City of Malden is an ethnically diverse and culturally rich place. It is densely populated with 11,728 people/sq mi. The City of Malden has a 14.8% Black or African American population and a 20.5% Asian population. Malden's downtown area is particularly dominated by Asian residents at 44.5%.⁵ Other groups present in the downtown include 36.5% White residents and 10.8% Black or African American residents. City-wide, 39.4% of the population is foreign-born. Looking more specifically at the downtown, 65.5% of the population is foreign born.⁶

When looking at economic indicators, Malden is slightly behind the region. Median and mean household income are both lower than the regional numbers, at a median of \$56,347 and a mean of \$66,745. Of Malden households, 24.5% have an annual income of less than \$25,000. Downtown Malden fares worse in terms of income, with 30.1% of households earning less than \$25,000. However, the unemployment rate in downtown is actually lower than in Malden overall, at 5.8%.⁷

⁴ Harvard University Graduate School of Design Urban Planning Core Studio. *Plan Downtown Malden* 2013. May 2013.

⁵ The downtown area is generally contained in Census Tract 3413. For the purposes of this study the downtown is defined as Tract 3413 and as Block Groups 2 and 3 when Block Group level data is available.

⁶ U.S. Census Bureau. (2010).

⁷ U.S. Census Bureau. (2010).

Zoning

As you can see in Figure 3 below, the majority of downtown Malden is zoned Central Business with some areas south of the Malden Center MBTA stop zoned industrial. Just North of Florence Street there is a residential zone; many residences are therefore within short walking distance to the main commercial street in downtown Malden.



Figure 3: Zoning Districts Downtown

The Residential Incentive Overlay District (RIO) is an overlay district downtown covering the Central Business District. It allows for multi-family residential use by right up to 12 stories and a height of 120 feet from the highest point of established grade. It permits all allowed uses in the underlying Central Business Zone at street level. There is a density requirement of a minimum of 150 sq feet of land area/dwelling unit. The RIO eliminated the requirement of a special permit by the Malden City Council for buildings in excess of six stories and also offers a reduced parking requirement. For allowed uses, see Table 1 below.

Table 1: Zoning Districts in Downtown Malden⁸

Zoning District	Uses Allowed (by right, special permit or use variance)
Residence A	Low-density residential: single-family, two-family High-density residential: group dwelling Institutional: daycare, hospital, non-profit school, religious facility Business: funeral home Other: offsite parking facility
Industrial 1	Institutional: club/lodge, daycare, religious facility Business: auto maintenance, gasoline filling & service station, medical & dental offices or clinic, general offices, recreation for gainful business, restaurant, fast-food restaurant, retail sales (convenience, general and in conjunction with on-site manufacturing, warehouse, wholesale & distribution), retail services (convenience, general), adult bookstore, adult theatre, adult club, body art, drive-thru, convenience store, supermarket Industrial: building, construction & contracting, manufacturing & repair, marina, motor vehicle repair shop, warehouse, wholesale & distribution, self-storage facility Other: offsite parking facility
Industrial 2	Institutional: club/lodge, daycare, religious facility Business: auto maintenance, gasoline filling & service station, medical & dental offices or clinic, general offices, recreation for gainful business, restaurant, fast-food restaurant, retail sales (convenience, general and in conjunction with on-site manufacturing, warehouse, wholesale & distribution), retail services (convenience, general), adult bookstore, adult theatre, adult club, body art, drive-thru, convenience store, supermarket Industrial: building, construction & contracting, manufacturing & repair, marina, motor vehicle repair shop, warehouse, wholesale & distribution, self-storage facility Other: offsite parking facility
Central Business	Medium-density residential: 1-3 story multifamily High-density residential: 3-6 story multifamily, group dwelling Maximum-density residential: 6-12 story multifamily Institutional: club/lodge, daycare, hospital, non-profit school, religious facility Business: auto maintenance, business school, funeral home, motel-hotel, medical & dental offices or clinic, general offices, recreation for gainful business, restaurant, fast-food restaurant, retail sales (convenience, general), retail services (convenience, general), drive-thru, convenience store, supermarket Industrial: warehouse Other: artist live-work space, offsite parking facility
Residential Incentive Overlay	Institutional: club/lodge, daycare, hospital, non-profit school, religious facility Business: auto maintenance, business school, funeral home, motel-hotel, medical & dental offices or clinic, general offices, recreation for gainful business, restaurant, fast-food restaurant, retail sales (convenience, general), retail services (convenience, general), drive-thru, convenience store, supermarket Industrial: warehouse

⁸ Metropolitan Area Planning Council. *City of Malden Master Plan*. July 2010.

Assets, Challenges, and Opportunities

Downtown Malden has a number of assets in addition to facing some challenges. Through addressing the challenges and building on the assets of the area, downtown Malden can become a vibrant, livable, and desirable place for residents and visitors alike.

Assets

One of the most valuable assets in downtown Malden is the Malden Center MBTA station, which serves as a station on the Orange Line, a commuter rail station, and a connecting point for a number of bus routes. According to the Orange Line Opportunity Corridor Report, 23% of the MAPC region's population lives within 1/2 mile of one of the Orange Line stations, along with 16% of the region's total jobs.⁹ The station is unquestionably a key driver of the new development that has occurred in downtown Malden in recent years, and of planned additional development. Macroeconomic changes and shifting preferences are increasing the value of this asset, as more and more people are preferring to live and work near a public transit station¹⁰.

Malden also has numerous multifamily housing structures downtown which provide customers for the downtown stores and also create pedestrian traffic and activity downtown. The downtown is located within close proximity to many dense residential neighborhoods and there is a large daytime workforce in Malden. The neighborhood itself also has many appealing restaurants, a major grocery store (Stop and Shop) and pharmacy (CVS) within walking distance, and a significantly diverse population.

Many of the sidewalks downtown are wide and adorned with ornamental street lighting. There are also many small storefronts that are close together on Pleasant Street, contributing to a walkable and interesting environment for pedestrians. The downtown has good potential for pedestrian and bicycling connections with the proximity of the Bike to the Sea trail.

There is adequate parking infrastructure downtown and the beginnings of adequate bicycle infrastructure as well. Since 2007, Malden has participated in the MAPC Bike Parking Program, which reimbursed municipalities for the installation of bicycle racks. As of 2010, Malden was among the top 10 municipalities in the Boston metro region with the highest number of bike rack orders, installing 226 rack spaces through the city since 2007.

The City of Malden has a wonderful diversity that makes it an exciting and unique place to live and there have been great strides in building consensus with respect to downtown development. Numerous planning and community dialogues have resulted in agreement concerning the re-location of City Hall, an acceptance of new midrise development, and a

⁹ Metropolitan Area Planning Council. *Orange Line Opportunity Corridor Report*. March 2013.

¹⁰ Ann Forsyth, Tom Leighton, Cathy Lin, Holly Masek, & Oscar Quintanilla. *Malden Square Planning Project: Background Report*. December 2012.

fairly strong consensus concerning the desired character of downtown Malden. There is a core of deeply committed citizens that want to see Malden continue to improve and are willing to put in the time and effort to do so. The diversity and commitment of citizens will be an important asset as the city continues to grow and attract development¹¹.

Challenges

Despite its many assets, downtown Malden also faces a number of challenges. One of the most prominent challenges that the downtown faces includes a disconnection from surrounding areas and most importantly from the Malden Center MBTA Station. Pedestrian, bicycle, and automobile traffic to the T can easily bypass the downtown area without even knowing that there is a main commercial street in Pleasant Street right behind City Hall. A major goal of the city is to re-establish this connection by removing the Malden Government Center building and by re-connecting Pleasant Street across Florence Street. Officials have acknowledged that the city needs to do something differently with the site and Mayor Gary Christenson has publicly vowed to demolish Government Center.

Malden's proximity to and access from Route 60 can be considered a strength because it allows for potential customers to access the downtown. However, because of the volume and the speed of traffic, Route 60 also serves to divide downtown Malden from areas south of downtown, including the Walgreens and Stop and Shop grocery store.

As mentioned above, downtown Malden has some characteristics that lend themselves well to a pedestrian friendly environment. However, there is room for much improvement. Pedestrian connections to and from downtown are difficult and many changes should be implemented in order to improve these connections. Some of the key current issues include wide crossing distances, unclear walk cycles on the traffic signals, and pedestrian crossings that are not clearly marked. The downtown also lacks open space and public space where people can congregate and where activities can be hosted. Introducing more public space would be an important gesture towards creating a more inviting downtown.

Downtown Malden has few retail vacancies but it does not have a strong mix of businesses that would attract a consistently strong customer base. Introducing new retail options that the market could support would be a good strategy for restoring vitality to the downtown commercial base. Related to retail, the issue of parking is often raised as a challenge downtown. There is ample parking in the area, but much of it needs to be made more visible and easier to use¹².

¹¹ Forsyth et al. *Malden Square Planning Project: Background Report*. December 2012.

¹² Forsyth et al. *Malden Square Planning Project: Background Report*. December 2012.

Opportunities

Several of the challenges also represent opportunities for improvement especially as they complement existing assets of downtown Malden. Calming traffic along Route 60 (Centre Street) would facilitate a better connection between downtown Malden and areas south of downtown in addition to encouraging automobiles to slow down and perhaps stop in the downtown area to frequent the stores. Creating connections between the downtown area and Stop and Shop might encourage customers of these destination retailers to make complimentary stops in downtown Malden.

Malden also has a great opportunity to take advantage of their recently completed portion of the Bike to the Sea (Northern Strand) Trail which officially opened on December 1, 2012. The trail will eventually connect the Mystic River to the waterfront in Lynn and passes only a block south of downtown Malden. Establishing routes to get bicyclists downtown safely and developing a cluster of businesses that cater to the bicycle community could be a good way to capitalize on the proximity of the bicycle trail and attract bike traffic to the downtown area. Introducing more open and public space would also encourage greater vibrancy downtown. There are also many more opportunities which are outlined by topic area below¹³.

Urban Design

The goal of the urban design recommendations is to create a more beautiful, safe, and accessible downtown for the entire Malden community through improving efficiency and accessibility for pedestrians and building inviting streetscapes that encourage commercial activity. Downtown Malden currently lacks a sense of place and suffers from a lack of engaging building facades, uneven building scales, long blocks, and numerous gaps between buildings. Many building designs actually create an unwelcoming pedestrian environment. Making changes to streetscape design, improving wayfinding, and introducing street furniture and improved lighting are all design interventions that can help to create a more welcoming downtown area and thereby facilitate more pedestrian traffic on the streets.

One of the major student urban design recommendations was to define five distinct design character districts in the downtown area with suggested uses and design standards. The students suggested a form-based code in order to achieve these design districts. However, modifications to existing zoning and an introduction of design guidelines may be an easier way to achieve the stated goals of each defined district.

The students have also made a long term recommendation to extend some existing streets. Extending existing streets can be a long and difficult process and may be unnecessary to improving the flow of traffic downtown. Extending Washington Street would actually conflict

¹³ Forsyth et al. *Malden Square Planning Project: Background Report*. December 2012.

with an existing development project at 100-150 Exchange Street and would therefore be even more difficult to achieve. The Exchange Street project has already been approved and the developer is unlikely to change the building footprint to accommodate a conceptual plan that creates new streets

Recommendations

Create Design Guidelines for the Downtown Area

In the absence of form-based codes, the city should establish design guidelines for the Central Business District (CBD) or incorporate Design Standards into existing zoning. Design guidelines will help to establish a distinct character for the downtown area and can help to encourage active retail storefronts, mixed-use buildings with upper floor residential, as well as mid-box retail where appropriate. Design guidelines can include regulations on materials & color, facades, windows, and doorways, building heights, storefronts and window transparency, awnings, signs, landscaping and open space and parking areas. They would allow for more consistent building heights and setbacks and help to foster a sense of cohesion in downtown.

The city already has a set of design review criteria for the Rowe's Quarry zoning district that they could use as a model. There are also many examples of local bylaws that incorporate design and performance standards. The 2010 Malden Master Plan indicates that design review criteria could be included as a #8 under Section 300.1.2 of the existing zoning ordinance. Guidelines could also be referenced in 800.3.1.3 regarding site plans, and could be included in the "Developer's Procedural Form" referenced in Section 800.3.1.4 as well as Section 800.3.22 regarding special permit reviews.

Consider the Implementation of Form-Based Codes

As opposed to traditional zoning, form-based codes use physical form rather than land use as the basis. Form-based codes help to establish predictable building heights and facades and can ensure appropriate building scale on different types of blocks. Creating and implementing form-based code can be a lengthy and expensive process however so this recommendation should be carefully weighed against other options before action is taken.

The City of Malden's planning board should review the advantages and disadvantages of form-based code versus a more traditional design guidelines approach to determine what the appropriate intervention for downtown would be. It is likely that appropriately enforced design guidelines would be an equally affective and more affordable option for the city.

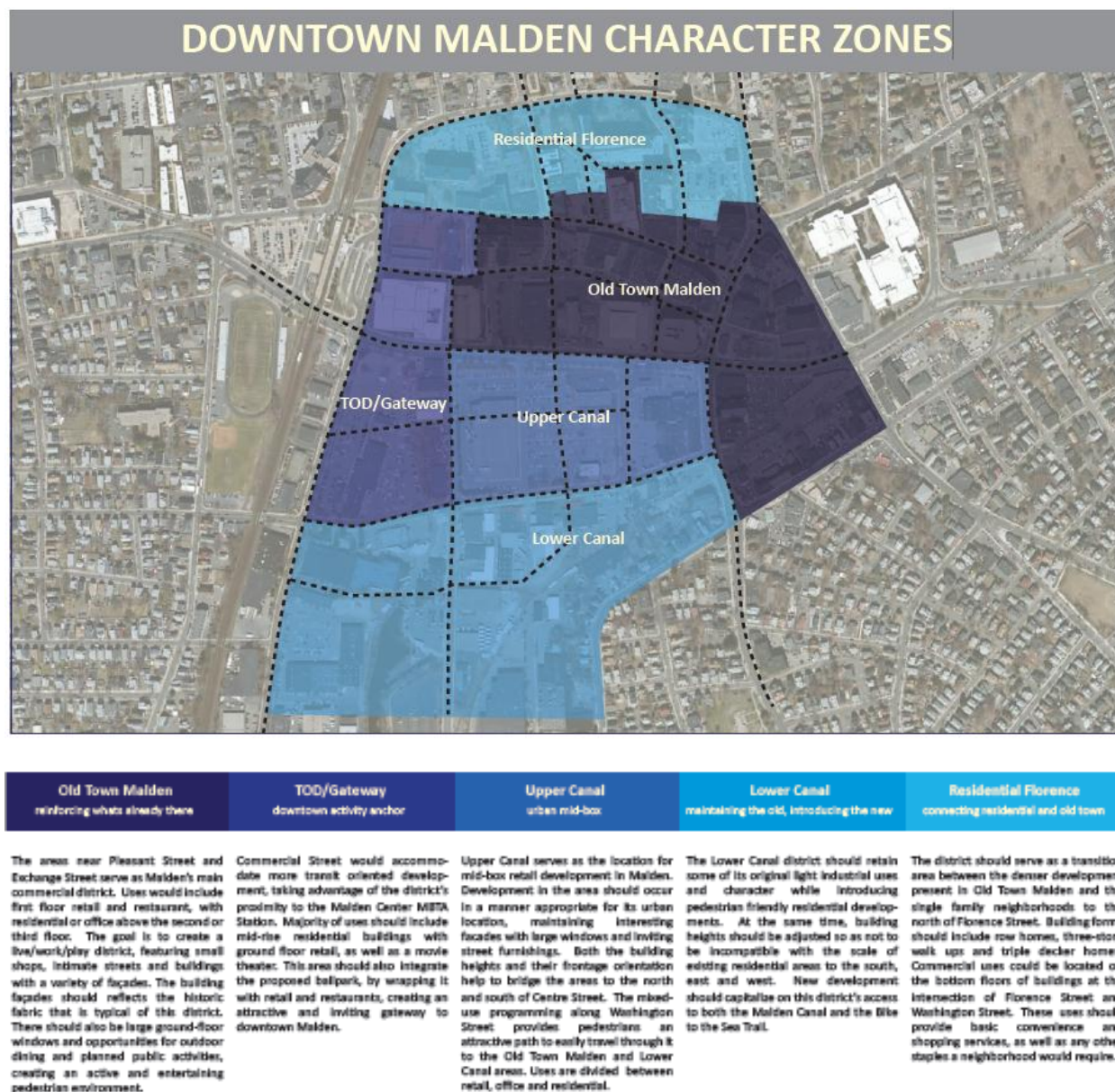


Figure 4: Student Recommended Character Zones¹⁴

The students assembled some preliminary character zones that could be used to guide a future form-based code if the city decides to pursue this strategy. A map and descriptions of each character zone is included in Figure 4 above. If these character zones are pursued, the city should carefully consider the interplay and relationship between the districts in order to create a downtown with a distinct and unified identity.

¹⁴ Harvard University Graduate School of Design Urban Planning Core Studio. *Plan Downtown Malden* 2013. May 2013.

Study the Re-alignment of the Street Grid

The city should study or hire a consultant to determine the potential to extend existing streets, or to create new ones in order to improve circulation in downtown. As mentioned previously, the students recommended extending Washington Street. However there are many obstacles in the way of this extension including a scheduled development at 100-150 Exchange Street.

Creating more north/south pathways between the commercial and industrial areas downtown could be beneficial for re-connecting the downtown to the areas south. Also, if Government Center is removed and the site is redeveloped, the new developer should be charged with re-connecting Pleasant Street to Commercial Street in order to facilitate a clear path from the Malden Center MBTA stop to Malden's main commercial street. This requirement was included in the recently released Government Center site RFP.

Continue to Install Comprehensive Wayfinding Signage

Since the beginning of this project in the Fall of 2012, the city has made great progress in establishing a wayfinding system. Key intersections and destinations have been selected for wayfinding signage. They have identified a local artist whose art will be used as a border for signs and are now in the process of timing the walks. The goal is to have these signs up by the end of November.

The city should continue to implement wayfinding signage with informational kiosks and disk maps located throughout the downtown area. Sidewalk directionals could also make it easier to navigate the downtown area.

Create a Street Hierarchy to Guide Future Urban Design Interventions

A road typology is a classification of different types of roads that pertains to the way that those roads should be used by all modes of transportation (pedestrians, bicyclists, and automobiles). Creating a road typology will allow the city to better match urban design interventions with the characteristics of individual streets. These classifications may also help to guide the future uses of each street. The students have recommended the following classifications as mapped out in Figure 5 and detailed below.

- **Boulevard-** Boulevards are arterial streets intended to ferry people to and from major shopping and recreational areas. Introducing directional signage, lighting, and vegetation to these streets will minimize the impact of surrounding vehicles.
- **Neighborhood Streets-** Neighborhood Streets are intended to facilitate transport within downtown Malden. Introducing benches, directional way-finding, and lighting will allow for and encourage lingering and relaxation.
- **Main Shopping Streets-** The center of activity in downtown Malden, Main Shopping Streets would facilitate prolonged pedestrian interactions. These streets should have

the highest density of street furniture and vegetation in order to facilitate prolonged pedestrian interactions.



Figure 5: Suggested Road Typology for Downtown Malden¹⁵

Introduce Amenities to Downtown Malden

New amenities should be introduced to downtown Malden to encourage more pedestrian activity and to improve the overall pedestrian experience. Amenities might include urban parklets, community gardens, and street furniture. The current lack of these kind of amenities implies that time in the area is intended to be limited.

Urban vegetation can go a long way to create comfortable spaces that also can provide environmental benefits and improve air quality. Introducing more street trees downtown would be one way to encourage more urban

Creative interventions like Busk stops are no-expense ways to showcase Malden's culture by designating spots for performers through signage and have been implemented successfully in other cities such as Lowell.



¹⁵ Harvard University Graduate School of Design Urban Planning Core Studio. *Plan Downtown Malden* 2013. May 2013.

vegetation. Installing improved lighting is another way to improve the perceived safety of the downtown area.

Re-purpose Under-Utilized Space

Re-purposing vacant storefronts or under-used parking lots such as the Stop and Shop parking lot would be an effective way to re-activate currently under-utilized space until a more permanent use is found. Organizations could use temporarily vacant spaces such as these for temporary programming or as a space to display art work. This could be tied to the Malden *WindowArts* project through which local artists are matched with Downtown Malden locations (storefronts and other appropriate sties) where they will exhibit their work.

Redevelopment

The goal of the redevelopment recommendations is to create distinct yet connected districts downtown to provide for an expanded tax base, to meet the needs of current residents and businesses, and to allow the City of Malden to successfully compete in contemporary and future economies while preserving the city's historic and natural features. There are many opportunities for redevelopment in downtown Malden with the most prominent opportunity being the Government Center site itself. Another current development proposal that is being strongly considered by the city is the Boston Field of Dreams ballpark proposal on the former Nstar site.

Downtown Malden has had a lot of redevelopment in recent years and in fact has received the majority of recent developments in the City of Malden. Over the last five years, downtown Malden added 92,500s.f. of office space, 32,850s.f. retail space, and 311 new housing units.¹⁶ 485 housing units have been approved and construction is expected to begin in 2013 for these properties. In order to continue to encourage development, the students have divided the downtown into four districts in Figure 6 below and redevelopment recommendations are centered around these districts¹⁷. The low cost of living and access to Boston that downtown Malden provides should be attractive assets for developers looking to create substantial infill development. If the city is able to strengthen the retail market downtown, they will make development even more attractive.

The student's have described very specific programs of redevelopment, particularly for the Government Center site. However because there is currently a lack of market research to support a specific program of uses, potential redevelopment scenarios are outlined more generally below. Many student redevelopment recommendations are also based on a long term student recommendation to alter the street pattern and extend some existing roads to

¹⁶ MAPC Development Database. (2012). <dd.mapc.org>

¹⁷ These four districts are distinct from the five character zones proposed in the urban design recommendations as they focus on the type of redevelopment rather than the form and character of the buildings.

create a grid. These redevelopment recommendations have been adjusted in order to be applicable to the street pattern that exists today.

Recommendations

Guide Redevelopment Downtown

Redevelopment downtown should be guided by four distinct districts as mapped in Figure 6 below.



Figure 6: Map of Four Districts in Downtown Malden¹⁸

¹⁸ Harvard University Graduate School of Design Urban Planning Core Studio. *Plan Downtown Malden* 2013. May 2013.

Malden Center

This area is considered the center of downtown with close proximity to the MBTA station and has the most potential for infill development. Many retail spaces on Exchange Street have the potential for further development, especially residential.

Malden Square

Malden Square is the historic heart of downtown Malden, with Malden High School, the Public Library, and the Teen Enrichment Center all located here. At this point, Malden Square is no longer the focal point for downtown and suffers from high vacancy rates and under-market rents. To re-infuse this area with activity and re-establish it as the Eastern anchor of downtown, City Hall services and employees could be re-located to some of the vacant buildings in this area.

Upper Canal Street District

The Upper Canal District, south of Centre Street, is currently zoned for industrial and has many single story buildings. This area also contains a lot of surface parking. There is not a lot of pedestrian activity in this area because it is highly auto-oriented.

The Upper Canal Street District can be re-developed to eventually become a dense mixed use center with retail that would extend the commercial core of Pleasant Street and Exchange Street and serve the local and regional markets. However there is room for improvement in the current retail market in Malden and the city should focus on filling in existing vacancies and improving retail options in Malden Center and Malden Square prior to introducing retail or turning redevelopment focus to the Upper Canal District.

Lower Canal Street District

The Lower Canal Street District is predominantly a mixture of light-industrial and industrial production. The district hosts an assortment of food production services that could be capitalized on to create a food production district. A food-production cluster could be well positioned to attract other regional suppliers and retailers to Malden's Canal Street District. The industrial character of the Lower Canal District should be preserved to the extent possible and food production facilities should be prioritized over mixed use in this area.

Create a Food Production Cluster in the Lower Canal District

Prioritizing industrial uses in the Lower Canal District and capitalizing on the food production industries that are already operating would be an effective strategy to attract other regional suppliers and retailers to the Canal District. It could also expand Malden's reputation as a culinary destination.

Introducing a culinary incubator to the Lower Canal District- a shared kitchen space for small, startup food businesses- would be a creative way to draw attention to this area. The food production cluster could serve as a buffer zone between the potential Malden Ballpark

and the industrial manufacturing in the Lower Canal District to the south. See Figure 6 for a suggested location for this cluster.

Demolish and Redevelop Government Center

In order to re-activate the downtown core and to re-connect Pleasant Street to Commercial Street, the current Government Center should be demolished and a new development should take its place. The city is already well on its way to achieving this goal. In August 2013, the city issued a Request for Proposals to demolish the current Government Center and to re-develop the site with the option to also develop the parcel currently occupied by the Malden Police Station. Mapping and re-establishing Pleasant Street is the most important element of demolishing and redeveloping this site and was appropriately prioritized by the city in the RFP. The RFP also asked for mixed-use development with ground floor destination retail, potential office, and residential.

In December of 2013, Jefferson Apartment Group was selected as the developer and they will be pursuing a mixed used development site with 17,000-19,000 square feet of ground floor retail and 240 apartments in two buildings. As part of their development, they will re-connect Pleasant Street and incorporate both public and green space. The new development is consistent with recommendations for a mix of uses, including both residential and retail. Also, incorporating public space at the current Government Center site is strategic because of its proximity to the Malden Center MBTA station and its potential to serve as a gateway to the business district. This space can be utilized as both event space and space for community gatherings. Specific recommendations on how to design the open space at the Government Center site are referenced later in this report in the Natural Systems and Open Space section.

The city has also designated a new site for the City Hall on Dartmouth Street and are currently working on a construction document. The city-owned site is currently a parking lot located behind the post office and across the street from the YMCA. It is near the intersection of Florence Street and still within walking distance of the Malden Center MBTA station. The police station will also be re-located to allow for the new development at the current Government Center site, with a likely re-location site on Route 60, but a definite site is still yet to be determined.

Re-locate the Existing City Hall

The site that was selected for the re-location of City Hall is not one of the student recommended sites, but is still a good location. It will be an infill development that is close to the current Government Center site and the Malden Center MBTA station. These were issues that were often brought up by the community and the selection of the new site is responsive to these concerns.

Prior to the determination of the new City Hall site, the students suggested four alternatives for the re-location of City Hall offices. They are listed below in order of preferred scenarios.



Figure 7: Renovated Dowling Building

Renovated Dowling Building (former home of Jordan Marsh)-This option takes advantage of low lease rates and vacant office space within Malden Square. Re-locating City Hall to the renovated Dowling Building (Figure 7) in Malden Square could help to revitalize the area and re-activate the street level. This option will also help to revive economic and social activity in Malden Square.

New City Hall at Pleasant Street- A new development on the South side of Pleasant Street could provide ground floor residential and retail units while also including space for a New City Hall. The entrance for City Hall could be on Exchange Street in order to help activate this corridor. This option would keep city services close to where they are currently, which was a major concern for residents who wanted to keep civic services easily accessible. During construction and demolition, City Hall services could be temporarily located to leasable space in the old Bank of America building at 200 Exchange Street.

New City Hall at the Brunelli Building - This option would completely re-imagine the Brunelli site to house both a new police station and a new City Hall. Because demolition and construction would have to take place, this would be a more expensive option than the two previously cited. This option would also anchor activity on the east side of downtown in Malden Square. It allows the city to create a new identity for City Hall and Malden Square, but it does not take advantage of old or historic buildings.



Figure 8: Old Bank of America Building at 200 Exchange Street

200 Exchange Street- The city could pursue the recent proposal from KBS Realty Advisors which offered 30,000 square feet of leasable space for five years at 200 Exchange Street, the old Bank of America building (Figure 8). During this temporary period, the City of Malden could look for a new site to house its offices for the long term. This option would allow the city to move forward with its demolition plans without having a set plan for permanently housing its employees.

Re-locate the Existing Malden Police Station

If the current City Hall is demolished, another key recommendation is to re-locate the police station and offer the current site to the new developer. As discussed previously, Jefferson Apartment Group will develop the current police station site as part of their development proposal and the city has plans to re-locate the Malden Police Station.

The students suggested that the existing Malden Police Station could be re-located to the Brunelli building at the intersection of Centre and Ferry Streets. This location keeps the station within the downtown, but moves it away from the train station so that it will no longer be the first image of downtown Malden for passengers alighting at the Malden Center MBTA Station. The City is currently considering a site on Route 60 as a new location for the police station.

Work with Boston Field of Dreams (BFOD) to Ensure a Satisfactory Development Proposal for Malden ballpark

The City of Malden has charged a Citizen's Advisory Committee (CAC) with assessing the feasibility and potential benefits of developing a proposed baseball stadium in downtown Malden. The CAC consists of business owners, civic organizers, community activists, and elected officials. They are currently exploring questions of traffic congestion, parking issues, and the use of the stadium during non-game days.

The stadium is being proposed by the Boston Field of Dreams (BFOD) and would host games from the independent Atlantic baseball league. The ballpark would be sited on the National Grid site, south of Malden Center. In order for the ballpark to remain a viable possibility, the city needs to negotiate a land agreement for the three adjacent parcels to the National Grid site. All four parcels will be required. If the ballpark is carefully considered and appropriately developed it could be a financial and community asset for downtown Malden.

In order for this to be a successful development, the CAC should gather and carefully outline the desires of the citizens of Malden with regard to the stadium. Based on this information, they should recommend to the city whether or not the proposal should be approved. The city should also guarantee that the whole project is privately funded so that it does not become a burden on Malden residents. It is also important to ensure that the stadium is open to the Malden High School baseball team and rentable to the community at an affordable rate.

In order to acquire the property, the following steps would need to be taken.

- Stadium plan is approved by CAC.
- Malden Redevelopment Authority gets a purchase option on the National Grid property to ensure the viability of the site.
- BFOD seeks purchase options on the three adjacent parcels.
- MRA leases the National Grid site to BFOD.

The city should also be considering alternatives for this site that would make good use of the space if the ballpark development proposal is not successful.

Encourage New Developments to Incorporate Pedestrian Friendly Design

In general, new developments in downtown should create inviting spaces with active first floor environments when possible. The new development at 100-150 Exchange Street should be encouraged to create a more active retail environment than currently proposed. A ground floor with larger windows and greater transparency could improve the retail success of stores included in this development. Also, whenever possible, smaller blocks and scale should be incorporated into new developments. This will help to create a more walkable and pedestrian friendly downtown.

Strengthen the Downtown Retail Market

Malden currently has low office absorption rates and low office/retail rents so introducing new retail to the area would need to be appropriately phased in conjunction with additional downtown residential development. The Malden Center district should be a focus for new retail, especially Pleasant Street. Once those storefronts are full, the city can focus on attracting additional retail in some of the other downtown districts. Incorporating retail into the new development at Government Center will be especially important because this will be a gateway development for Pleasant Street and should serve to alert pedestrians and those arriving at the Malden Center MBTA Station that there is a retail district on Pleasant Street.

The city should first conduct a retail market analysis to understand the retail gap and what kind of retail downtown Malden can support. With this information, the City of Malden can work to attract viable retail options. Malden should also make sure to consider retail at nearby large scale developments such as Assembly Square and Station Landing when deciding what kind of retail to introduce to downtown Malden and how successful that retail is likely to be.

Housing Balance

Housing in Downtown Malden

The goal of the housing recommendations is to substantially increase the local housing supply to meet the needs of current and future Malden residents, to ensure that affordable housing options remain available for current and future residents, and to provide the residential base necessary to support Malden businesses. According to MetroFuture projections the region will need to increase housing stock by about 12% between now and 2020 and by 24% between now and 2030 in order to keep up with projected population

increases. The City of Malden will need to see significant housing production in order to keep up with this growing population demand.¹⁹

Currently, Malden's residential growth trails behind its peers. If Malden is able to substantially increase the production of housing units, this will not only help to meet growing population demands, it will also help to preserve affordability. If the City of Malden is able to fill its approximately 1500 vacant housing units and create an additional 4000 housing units between now and 2030, that would constitute a reasonable effort to keep pace with the growing Malden population.

In addition to increasing residential density downtown, more affordable housing units should be developed throughout the city. Preserving existing affordable housing units will be just as important as Malden faces development pressures and begins to introduce more market rate residential units. Working with owners of units that are due to expire will be a particularly important strategy for preserving affordability downtown.

Downtown Housing Conditions

64% of housing units in downtown Malden were built before 1980. The city advanced much new development throughout downtown over the past three decades- both mixed-use (commercial & residential) as well as institutional. Recent strategies have included lifting height restrictions and increasing affordability to add more density. There are a significant amount of renters in downtown Malden with 80% of downtown Malden units being renter-occupied. The median gross rent in downtown Malden is around \$1,151/month. This compares to an average rent for the region of \$1210.46/month²⁰. The vacancy rate for the downtown area is around 7% and the median owner-occupied housing value in downtown Malden is \$338,500²¹.

Affordability Gap

One way to measure housing affordability is to compare the median home sale price or rental unit cost in a community to the price that a household at the community's median

¹⁹ MetroFuture projections were developed for MAPCs regional plan, MetroFuture, and are built on extensive technical analysis to quantitatively analyze patterns of future growth based on a vision of the region where growth is focused in areas where it already exists and linked by an efficient transportation system; our land and natural resources are conserved; we invest in our residents by improving their health and education; opportunities are available to all residents of the region regardless of race or ethnicity; and expanding prosperity benefits all of us. For the purposes of this document, MAPC's MetroFuture Stronger Region projections will be used, since they are based on extensive technical analysis developed to quantitatively analyze patterns of future growth as envisioned in the region, including focusing growth in already developed areas to use land more efficiently, protecting open space, and reducing the need for more infrastructure. In 2012, the Executive Office of Housing and Economic Development adopted the Stronger Region scenario as the basis for the Commonwealth's multifamily housing production goal, and is now working to coordinate local and state policies to support the achievement of that goal. The projections are available at <http://www.mapc.org/data-services/available-data/projections#Mf35>.

²⁰ ACS 2007-2011 5 Year Estimates.

²¹ ACS 2007-2011 5 Year Estimates.

household income can afford. The difference between these values is defined as the affordability gap. As housing prices increase or median income lowers, the affordability gap widens.

The median sale price for a single family home in Malden is \$315,000 through September 2013 and the median sale price for a condominium is \$202,000²². To afford the median sales price of a single-family home in Malden, a household would have to earn approximately \$72,863²³, significantly higher than the downtown median income of \$43,183.²⁴ To afford the median sales price of a condo in Malden, a household would have to earn approximately \$42,873, which is lower than downtown's median income. To afford the average monthly rent of \$1151/month,²⁵ a household would have to earn \$46,040, which is higher than the downtown median income.

A Malden household earning the median income of \$43,183 could afford a house priced at approximately \$203,000, resulting in an affordability gap of \$112,000 for single-family homes. The gap widens further for low income households. A Malden household earning the median income of \$43,183 would only be able to afford \$12,955 in annual rental costs, \$857 less than the average annual rent of \$13,812. However, there is no affordability gap for condos, since the median price is lower than what downtown Malden households earning the median income can afford. If Malden does not increase their production of housing units and work on preserving affordable units, this affordability gap is likely to increase over the coming years.

Inventory of Downtown Housing Units

As seen below in Table 2, there are a total of 2538 housing units in downtown Malden with the majority of units in multi-unit buildings with more than 5 units. This compares with the overall City of Malden which has 27% one unit-detached units and only 23% structures of 20 units or more.

Table 2: Downtown Malden Housing Units²⁶

Downtown Malden Housing Units		
Total housing units	2588	100%
1-unit, detached	267	10.3%
1-unit, attached	101	3.9%
2 to 4 units	316	12.2%
5 to 9 units	198	7.7%

²² Warren Group Town Statistics Data. (September 2013).

²³ Estimates are generated using a mortgage calculator that assumes a good credit profile, a 30 year fixed mortgage at 5%, with a \$50,000 down payment, a 1.52% property tax rate, and private mortgage insurance rate of .5%.

²⁴ ACS 2007-2011 5 Year Estimates.

²⁵ ACS 2007-2011 5 Year Estimates.

²⁶ ACS 2007-2011 5 Year Estimates.

10 to 19 units	246	9.5%
20 or more units	1460	56.4%

As of August 2013, the City of Malden had 2500 subsidized housing units on the Massachusetts Department of Housing & Community Development Subsidized Housing Inventory per Massachusetts General Law Chapter 40B. This is down from about 2638 affordable units filed in 2010. Malden has a total of 25,122 year-round housing units, which means that they are .05% or 12 units short of the 10% Chapter 40B threshold. 728 of the units listed in the Subsidized Housing Inventory are located in downtown Malden.²⁷ 142 of those 728 units are owned by the Malden Housing Authority. These public housing units are listed below in Table 3.

Malden Gardens/Pleasant Plaza in particular is a pair of large affordable tower complexes downtown that have generated a considerable amount of criticism from tenants on a range of issues related to maintenance and management.

Table 3: Malden Housing Authority Properties in Downtown Malden²⁸

Malden Housing Authority Properties in Downtown Malden				
Address	Year Opened	Type	# Units	# Buildings
120 Mountain Avenue	1972	Elderly/Disabled	124	1
14-16 Clement Street	1988	Disabled	18	1

Table 4 below lists the units included in the Subsidized Housing Inventory that are in downtown Malden.

Table 4: DHCD SHI Units Downtown (August 2013)

Department of Housing and Community Development CH40B Subsidized Housing Units Downtown (August 2013)				
Project Name	Address	SHI Units	Own/Rent	Funding Agency
120 Mountain Avenue	120 Mountain Avenue	124	Rental	HUD
Clement Street	Clement Street	10	Rental	DHCD
14-16 Clement Street SRO	14-16 Clement Street	10	Rental	DHCD
Malden Gardens	510 Main Street	141	Rental	DHCD
Pleasant Plaza	Pleasant Street	125	Rental	DHCD
Robinson Mill	59 Green Street	94	Rental	MassHousing
The Heritage House	195 Pleasant Street	209	Rental	HUD
Triple M Realty Trust	Main Street	3	Rental	HUD
The Uptown Condominiums	260 Main Street	1	Ownership	HUD
Tri-Cap	22 Charles Street	11	Rental	DHCD

²⁷ Department of Housing and Community Development CH40B Subsidized Housing Inventory. (August 2013).

²⁸ Metropolitan Area Planning Council. *City of Malden Master Plan*. July 2010.

According to the Department of Housing and Community Development CH40B Subsidized Housing Inventory of August 2013, of a total of 2500 total subsidized units in the City of Malden, 244 units are at risk of expiring through 2016. This accounts for four projects that are at risk throughout the city. 238 of these units are downtown and include the Malden Gardens, Robinson Mill, and Triple M Realty Trust developments.

Current Developments

Three high-density residential developments, shown in Figure 9, are slated to begin construction downtown in 2013, will add a total of 485 market rate units to the housing stock. The developments and applicable information are listed below.

- Residences at Malden Square, 452-490 Main Street, Approved November 2012, 195 residential units, 9600 sf retail, 6 stories
- 100 & 150 Exchange Street, Approved November, 2012, 210 Residential Units, 1950 sf retail, 6 stories
- 39 Florence Street, Approved December 2012, 80 residential units, 5 stories

There is an additional planned project at 180 Eastern Avenue for 100 residential dwelling units.



Figure 9: Approved Residential Development Projects in Malden²⁹

²⁹ City of Malden. *City of Malden Mayor's Information Center*. (August 2012). <
<http://www.cityofmalden.org/index.cfm?fuseaction=content.faq&faqTypeID=20>>

Recommendations

Conduct a Quality Inventory of Downtown Malden's Existing Affordable Housing

The city should survey affordable housing options, condition, quality, and flaws and compile results in order to have the information necessary to preserve, maintain, and manage Malden's affordable housing. This survey should take place on an annual basis and include Inspectional Services.

Solicit Community Feedback on Affordable Housing

Community Forums will allow the city to gain perspective from residents regarding community expectations of affordable housing in Malden.

Forming a Residential Development Vision Action Team is also an effective strategy for soliciting ongoing feedback from the community on affordable housing. This work to gather feedback should be done in coordination with other city housing and community development efforts.

The Planning Board should recommend to the City Council the formation of a Residential Development Vision Action team comprised of a Planning Board member, a Malden Redevelopment Authority Representative, Mayor's Housing Task Force member, member of the City Council's Housing & Community Development Committee, nonprofit housing or community development organization representative, nonprofit groups representing seniors and persons with disabilities, residents, and business owners.

Promote & Incentivize Residential Occupancy on Upper Levels of Properties along Pleasant and Exchange Streets

Downtown requires a substantial increase in residential density in order to meet housing demand, to activate the streetscape, and to support existing businesses. There are opportunities on both Pleasant Street and Exchange Street for vertical expansion.

The current zoning ordinance in Malden allows for the construction of six to twelve stories by special permit in the central business district which would allow for residential occupancy on upper levels of properties. There is also potential for residential expansion to the south of Downtown Malden in the Upper Canal Street district. Land now serving as parking lots could be utilized allowing future residents to remain within walking distance of downtown entertainment and shopping, the MBTA station, and the potential proposed ballpark.

Contacting property owners downtown to determine if they are willing to consider either residential uses of upper-level properties or additional vertical development and mapping any willing property owners would be a key first step. The city could also consider tax

abatements to help cover the cost of conversions or provide grants such as CDBG or HOME to cover costs of some conversions.

Encourage the Development of New Housing on Surplus, Vacant, and Under-Utilized Land

The city can partner with the local housing authority to create an inventory of units and under-utilized sites. This will allow them to analyze site feasibility and to determine whether property owners are willing to consider redevelopment or future residential development.

Small city-owned or foreclosed parcels suitable for the development of affordable housing should also be identified. These properties can be sold at low cost with the requirement that the developer construct affordable ownership units. It will be important to work closely with any Neighborhood Stabilization program that becomes available to the city.

Once this initial work is done, the city can create a guide of available development sites and highlight spaces and ways that developers would benefit from building in these areas.

Consider 40R Zoning for Smart Growth and Transit-Oriented Development

Because of the location in proximity to the Malden Center MBTA Orange Line and Commuter Rail stop and the ability to support dense residential, the downtown Malden area would be an ideal location to consider implementing a 40R district. A MGL 40R³⁰ district would encourage more density and allow for the introduction of affordable units.

This recommendation is consistent with the 2010 Malden Master Plan, in which two areas in the City of Malden were identified as potential candidates for creating a 40R district. The area identified downtown is the industrially-zoned land south of Centre Street. It was noted that a density of 40 units per acre would be highly feasible in this area. With four-story height limits and a floor areas ratio limit of 2.0, buildings covering half of a one-acre parcel might yield 40 units and 17,000 square feet of retail space, with room left over for 40 surface parking spaces and 9,000 square feet of open space.

The student's proposal for the 40R district broadens the area recommended in the Master Plan and includes the area north of Centre Street as well, roughly including areas within ¼ mile of downtown Malden. Their proposal for a 40R district is outlined below in Figure 10.

The Executive Office of Housing and Economic Development is also interested in seeing a 40R district in Malden. However, they are focused south of downtown. They have discussed

³⁰ In June 2004, Massachusetts enacted the Smart Growth Zoning and Housing Production Act ("Chapter 40R"). Chapter 40R encourages cities and towns to zone for compact residential and mixed-use development in "smart growth" locations by offering financial incentives and control over design. See *The Use of Chapter 40R in Massachusetts* for more detailed information.
< http://www.mapc.org/sites/default/files/Chapter_40R_Report.pdf >

the possibility of a 40R district on Commercial Street south of Medford Street down to the city line. Nearby Melrose has done something similar and created a Smart Growth overlay district $\frac{1}{4}$ to $\frac{1}{2}$ mile North of Oak Grove Station. MAPC has performed further analysis to determine the feasibility and appropriate location of a 40R district in or near downtown Malden and will be submitting this analysis to the City of Malden in February 2014.



Figure 10: Proposed 40R District³¹

³¹ Harvard University Graduate School of Design Urban Planning Core Studio. *Plan Downtown Malden* 2013. May 2013.

Consider Other Strategies to Incentivize the Production and Preservation of Affordable Units Downtown

It is important to take a multi-pronged approach to the production and preservation of affordable housing. The following are some potential strategies to consider.

- Review the current zoning to identify any zoning changes that could be made to promote housing affordability.
- In the absence of 40R, FAR bonuses could be tied to development on an ad hoc basis as an economic incentive for providing affordable housing. This could be added as an additional incentive to the current Residential Incentive Overlay District which already offers FAR bonuses for multi-family residential uses.
- Low Income Housing Tax Credits could also be used as an incentive for affordable housing. The Low Income Housing Tax Credit is a federally authorized program that assists in the production and preservation of affordable rental housing for low-income families and individuals. The program can support acquisition, new construction, and rehabilitation of existing rental properties and both nonprofit and for-profit developers are eligible to apply. Low Income Housing Tax Credits are a good way to provide private funding for affordable projects. Preference is given to developments with at least 40 percent affordability to incomes at or below 60 percent of the Area Median Income.
- Malden should consider establishing an inclusionary zoning ordinance to set a percentage of affordability to which all developers must adhere. The city decides on the appropriate percentage and also can choose whether or not to provide developers with an option to pay a fee to an affordable land trust.
- The recently released MAPC Orange Line Opportunity Corridor Study suggests that creating a linkage fee program to collect modest charges from new non-residential and/or market-rate residential construction at the time of development and then re-directing money into an Affordable Housing Fund might be a good strategy to help preserve and promote affordable housing. This could be modeled after Somerville's existing program.

Work with Existing Organizations within Malden to Advance Affordable Housing Development

This recommendation is consistent with the recently released MAPC Orange Line Opportunity Corridor Study which suggested expanding the reach of an existing CDC already working along the Orange Line corridor in order to help develop new housing, grow local businesses, and provide culturally-sensitive social services on the North end of the line. Community Housing Development Organizations (CHDOs) should actively participate in helping to implement this recommendation.

Working with existing non-CDC organizations could be just as effective in order to ensure affordability concerns are addressed within downtown Malden. There are many organizations in Malden that are capable of developing affordable housing. Building on their

capacity would be a more efficient way to ensure a nonprofit housing developer. Suggestions of appropriate organizations to reach out to are listed below-

- Housing Families, Inc.
- Tri-City Community Action Program
- YWCA Malden Center for Women and Families
- Salvation Army Emergency Services Program
- Malden Housing Authority
- Caritas Communities
- Heading Home
- YMCA
- Asian Community Development Corporation

Preserve, Maintain, and Adequately Manage Existing Affordable Housing Units in Downtown Malden

It will be critically important for the city to work with owners to maintain expired use projects as affordable units. State and federal funding programs can be used to provide assistance to affordable housing. The State government fosters housing rehabilitation through other programs such as the Commercial Area Transit Node Housing Program, the Housing Stabilization Fund, and State Low Income Tax Credits. Offering low interest loans to upgrade units of income eligible households is another way to encourage investor-owners of multifamily properties to invest in their property.

The city should also work to improve landscaping, public space, and streetscapes in order to better integrate the Malden Gardens development and other affordable housing developments into the existing urban fabric.

Strictly Enforce the Malden Problem Properties Policy for Vacant or Blighted Land

According to Section 3.36 of the City of Malden Ordinance on the Regulation/Registration of Vacant Properties, any owner of a vacant property in Malden must register the building within 45 days of said building becoming vacant with the Department of Inspectional Services. At the time of the initial registration and annually, on or before March 1st, the owners of a vacant building shall pay to the Department of Inspectional Services a registration fee to cover the administrative cost of monitoring the property in accordance with the following schedule:

- \$500.00 for properties vacant less than one year;
- \$1,000.00 for properties vacant for more than one year but less than two years;
- \$2,000.00 for properties vacant for more than two years but less than three years;
- \$3,000.00 for properties vacant for three years or more

The Treasurer will impose a Municipal Charges Lien for all registration fees remaining unpaid for a period of 30 days after the due date. This may be up to a \$300 fine for every 30 day period during which a violation exists. Fees collected are deposited into a revolving fund that serves as a resource to address those properties that are seriously neglected and not maintained. The city also maintains a list of vacant properties.

These policies should be strictly enforced to discourage landlords from holding onto vacant properties for their own purposes to the detriment of the downtown.

Ensure Ethnic and Economic Diversity on Bodies that Regulate Housing Design, Policy, and Development

Because Malden is an ethnically and economically diverse community, it is important to ensure adequate representation on bodies that regulate housing design, policy, and development in order to satisfy the many different housing needs of the community. For example, many immigrant groups may be more likely to live with an extended family than their native-born counterparts. The Pew Research Center reports that 18.8% of people living in immigrant households in the United States live in a multi-generational family household, compared with 14.2% of native-born households.³² This would necessitate multi-bedroom units that perhaps are not common in a developer's standard program.

Facilitate Fair Housing and Equal Opportunities

The City of Malden should work with nonprofit housing organizations, local realtors, and tenants and landlords to facilitate fair housing and equal opportunities through education, enforcement, and other measures.

Transportation & Downtown Connections

The goal of the transportation recommendations is to create a downtown Malden that is not only accessible and linked to Greater Boston, but that also serves as a destination in itself. The analysis focuses on creating a downtown where visitors can walk, bicycle, or use public transit to easily, while minimizing the need to drive through downtown Malden.

At the present time, downtown Malden is very walkable with extensive wide sidewalks and a number of businesses and residences within a small area. Downtown Malden is also within a short distance from the Bike to the Sea ("Northern Strand") trail, a 12 mile trail that extends from the Malden River in Everett, through Malden to the Saugus River and eventually on to the waterfront beaches of Revere, Lynn, and Nahant. Despite the proximity of the downtown to the Bike to the Sea Trail, there is currently no bicycle infrastructure downtown and despite the walkable nature of the downtown, pedestrian safety and comfort could be dramatically improved.

³² Paul Taylor, Jeffrey Passel, Richard Fry, Richard Moring, Wendy Wang, Gabriel Velasco, & Daniel Dockterman. *The Return of the Multi-Generational Family Household*. March 2010.

Malden is located between two interstate highways. Route 1 is located along the eastern extent of the city and is a north-south corridor linking the Boston Metropolitan Area with northeastern New England and Interstate 95. To the West, Malden is accessible from Interstate 93, which also links the Boston region to points north and south. The MBTA Orange Line, Commuter Rail, and 18 different bus routes serve the City of Malden's public transportation needs. The MBTA Malden Center station is located across the street from Malden City Hall and is the fifth busiest station on the MBTA's Orange Line system of eighteen stations; more than 18,000 commuters use the station on a daily basis³³.

In 2011, the City of Malden Planning Board commissioned a Traffic Operations Assessment of the Malden Central Business District. The purpose of the study was to assess the current traffic conditions and to make recommendations for transportation improvements, and for enhanced pedestrian safety. The overall conclusions of the study were-

- Overall the vehicular intersections within the Central Business District operate with acceptable levels of service.
- Existing pedestrian phasing at the intersections generally provide clearance times that are insufficient to cross pedestrians in conformance with national standards.
- Most of the traffic control equipment is dated, but still functions properly and safely.
- Streetscape elements, such as making crosswalks more visible and limiting areas where pedestrians can leave the curb, could be incorporated into the Central Business District to enhance pedestrian safety.
- Implementing exclusive pedestrian phasing at intersections that currently utilize concurrent pedestrian phasing would severely degrade vehicular level of service³⁴.

Based on the findings from the Traffic Operations Assessment, the city has already begun to prioritize improving the pedestrian environment downtown with the formation of a Mayor's Advisory Committee on Walkability in 2012 and the installation of ladder style thermoplastic crosswalks at several intersections throughout the downtown.

There are also a number of hazardous intersections in downtown Malden where pedestrian and bicyclist safety needs to be prioritized. These intersections are identified below in Figure 11 with 2013 data from the Boston Region Metropolitan Planning Organization³⁵.

³³ Metropolitan Area Planning Council. *City of Malden Master Plan*. July 2010.

³⁴ Beta Group Inc. *Traffic Operations Assessment: Malden Central Business District, Malden, Massachusetts*. July 2011.

³⁵ This data reflects Harvard GSD student analysis of data from the Boston Region Metropolitan Planning Organization.



Figure 11: Hazardous Intersection Map³⁶

In terms of traffic flow, many of the streets downtown are one-way which helps to reduce traffic downtown and discourage cut-through traffic. These streets are shown below in Figure 12. The students had suggested altering the street directional flow as a long term goal. Given the likely cost and potential confusion as a result of the change, this may not be the best option and actually could possibly result in more congestion in downtown Malden. Another alternative is to be strategic about parking and allow auto passengers to park on the perimeter and walk into downtown as a better way to ensure that vehicular passengers can access all that downtown has to offer without expensive or disruptive construction.

³⁶ Harvard University Graduate School of Design Urban Planning Core Studio. *Plan Downtown Malden* 2013. May 2013.

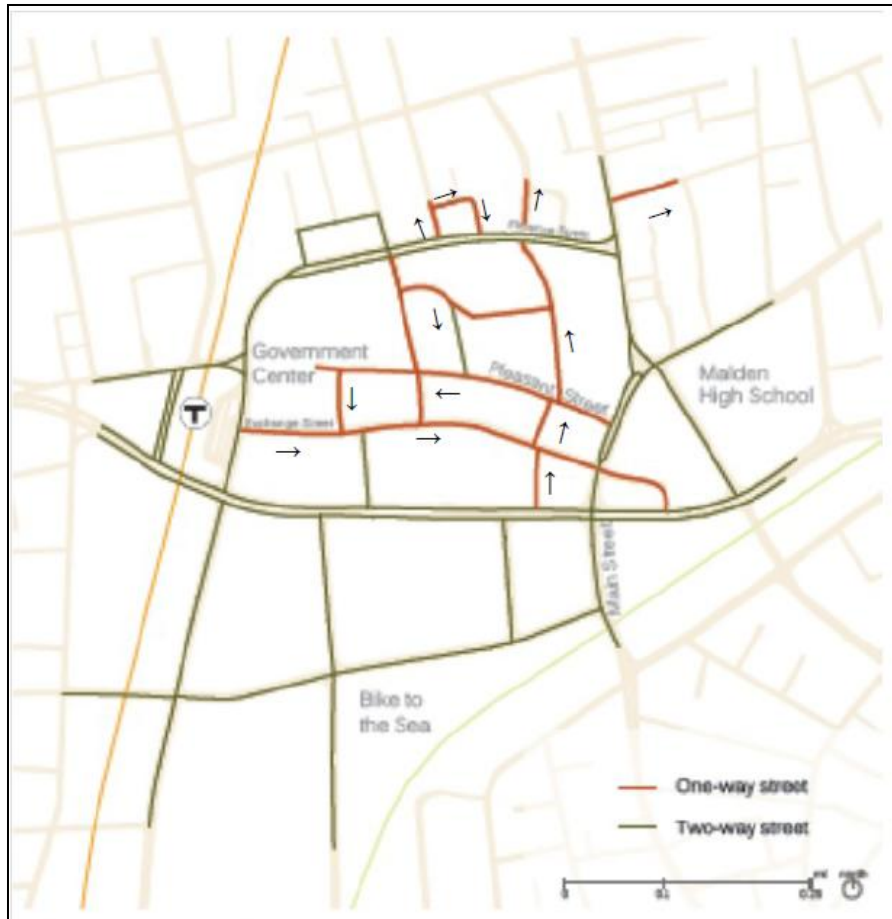


Figure 12: One Way Streets in Downtown Malden³⁷

Transit Recommendations

Improve Transit Rider Experience

Improving the transit rider experience can help to encourage more riders to use the MBTA and reduce overall vehicle trips. Below are some strategies for making these improvements.

- Introduce “Next Bus” signs outside the T and at key bus stops so that transit riders know when they can expect the next bus to arrive and can plan their trips accordingly. A model “Next Bus” sign can be seen below in Figure 13.

³⁷ Harvard University Graduate School of Design Urban Planning Core Studio. *Plan Downtown Malden* 2013. May 2013.



Figure 13: MBTA Next Bus sign in downtown Boston³⁸

- Upgrade bus stops so they provide ample seating and properly shelter riders from the elements.
- Consider introducing amenities near the MBTA station that would increase user convenience and improve the physical surroundings of the station. Examples might include landscaping, more shops, or bike racks.

Improve Safety at the MBTA Malden Center Station and Nearby Bus Stops

Crime rates around the Malden Center MBTA station are relatively low, but the community has indicated that perceived safety is low and if people do not feel safe around the station, they are less likely to use this service, especially at night. Facilitating a more frequent and visible police presence and introducing more lighting are recommended ways to improve the perceived safety in the area. Lighting in particular can be implemented relatively quickly and inexpensively. Figure 14 below shows a well-lit bus stop in downtown Boston.

³⁸ Massachusetts Bay Transit Authority. 2013.

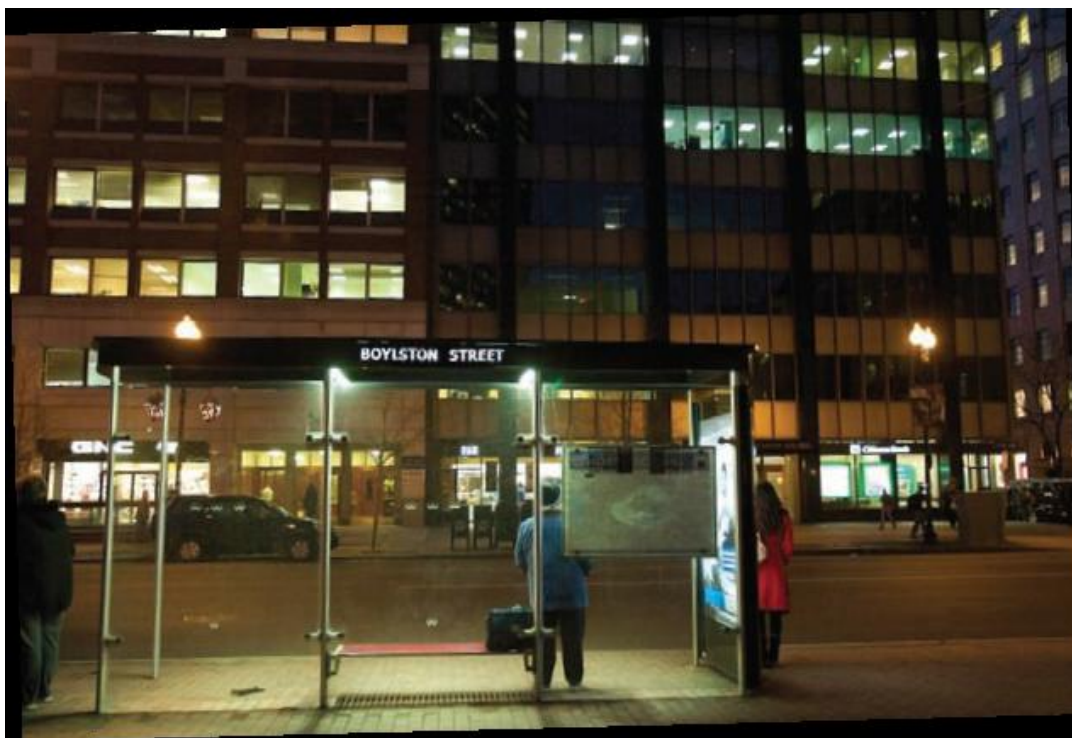


Figure 14: Well-lit bus stop on Boylston Street in Boston³⁹

Bicycle Recommendations

Establish a Safe and Well-Connected Network of Bike Paths and Infrastructure

In addition to installing bicycle infrastructure to connect the Bike to the Sea Trail to downtown Malden, bike lanes and sharrows should be introduced throughout downtown in order to encourage more people to use bicycling as a form of transportation. Installing bicycle infrastructure will also help to accommodate the increasing number of residents cycling to and from work or to and from the Malden Center Station. The following recommendations for bicycle infrastructure in downtown Malden came from the July 2013 Northern Strand Trail Communities Bicycle and Pedestrian Network Plan. Roadways were measured and evaluated to determine what kind of bicycle infrastructure they could accommodate. Bicycle accommodations can be installed in the following locations with no change to curb locations.

- Main Street should have designated bicycle lanes from Eastern Avenue north to Florence Street. This will help to facilitate a connection between Downtown Malden and the Bike to the Sea trail.

³⁹ Harvard University Graduate School of Design Urban Planning Core Studio. *Plan Downtown Malden 2013*. May 2013.

- A designated bike lane should be installed on Ferry Street from Eastern Avenue in the south to Salem Street in the north. This will help to facilitate a connection for cyclists who are traveling West on the Bike to the Sea Trail.
- Pleasant Street and Exchange Street should have designated bike lanes in the downtown area.
- A designated bike lane should be installed on Washington Street from Pleasant Street north to Florence Street.
- Centre Street, Commercial Street, and Florence Street should incorporate sharrows or signs to accommodate more bicycling activity as they are not wide enough to accommodate bicycle lanes (46' curb to curb with 11' lanes and 1' shoulders).
- Installing sharrows on additional collector streets with slower traffic should be considered.

See Figure 15 below for a map of MAPC recommended bicycle infrastructure in downtown Malden.

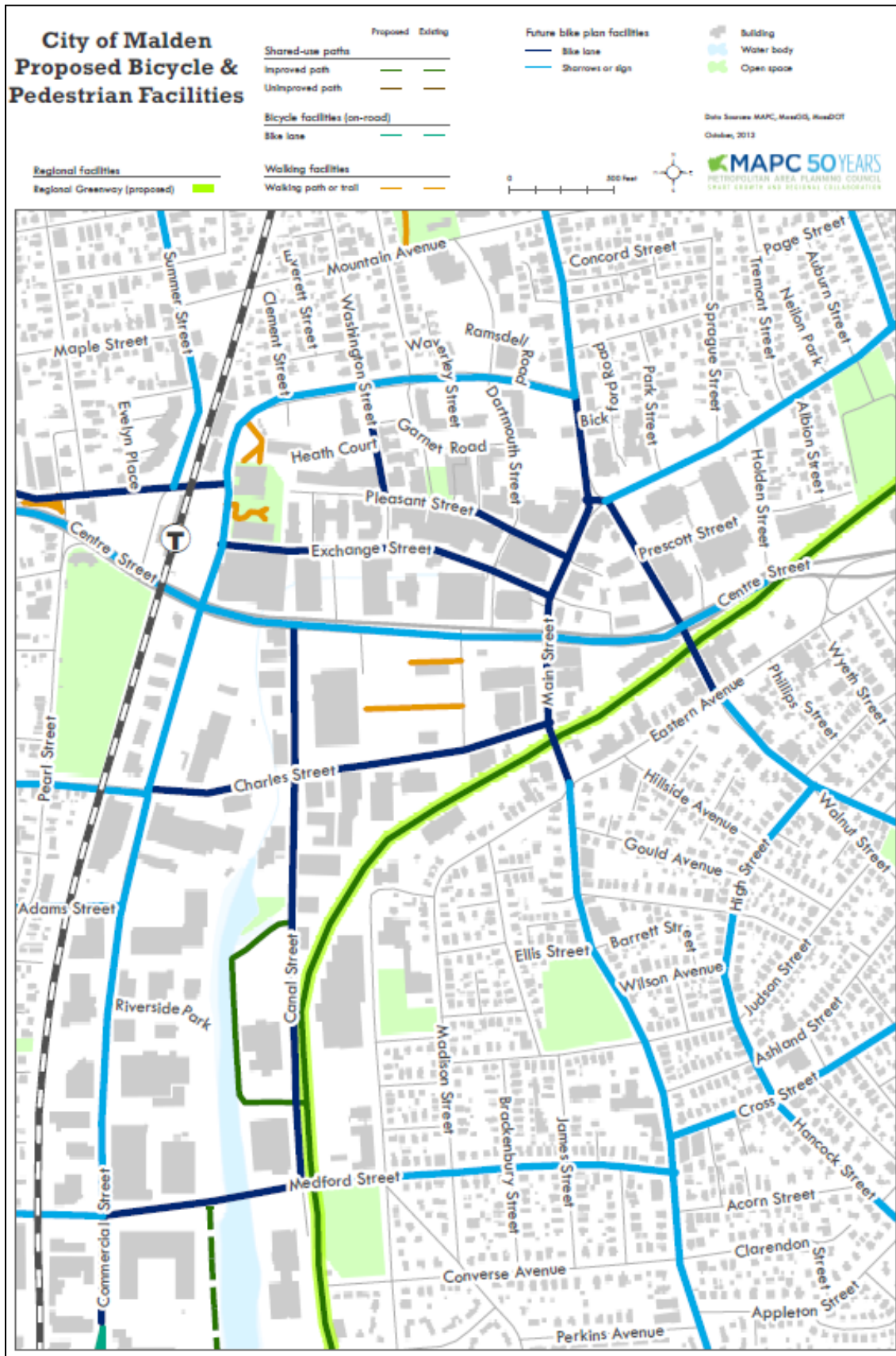


Figure 15: MAPC Recommended Bicycle Infrastructure

Install Bike Racks at Key Intersections in Downtown Malden

Additional bike racks should be installed at Main Street and Pleasant Street, Government Center, and Pleasant Street and Washington Street. MAPC has a Regional Bike Parking Program that Malden has participated in in the past that will provide a discount on the cost of purchasing bicycle racks (minus shipping and installation costs) for all 101 cities and towns in the MAPC region.

Encourage Malden residents to Use Bicycles as a Regular Mode of Transportation

Biking can alleviate vehicular congestion, promote a healthier community, and increase the number of visitors to the downtown district. An organization in the city should run campaigns and create promotional material to encourage more people to bike throughout Malden. Once the appropriate bicycle infrastructure is installed, the city should partner with a nonprofit organization to distribute promotional materials to residents to encourage biking and to educate cyclists and drivers on road sharing etiquette and safety.

Pedestrian Recommendations

Improve Pedestrian Experience and Safety

Improving the pedestrian experience and safety is a key priority for Malden and will encourage more people to linger in the downtown area, activating the streets and supporting the existing businesses. Below are some strategies for improving the pedestrian experience.

- Paint ladder-style crosswalks on multiple intersections. This will improve pedestrian safety directly and also begin to establish the multi-modal nature of Malden's streets and encourage people to walk to their destinations. Well-marked crosswalks are depicted below in Figure 16.



Figure 16: Well-marked ladder-style pedestrian crosswalk⁴⁰

⁴⁰ Harvard University Graduate School of Design Urban Planning Core Studio. *Plan Downtown Malden* 2013. May 2013.

- Install clear pedestrian signage and lighting. Many of Malden's streets currently lack proper lighting and signage. On Florence Street, Exchange Street, Garnet Street, and other downtown streets this creates an unwelcoming pedestrian environment and makes people feel unsafe.
- Update pedestrian signal indications where needed and ensure that pedestrian clearance intervals meet National Standards. The Manual on Uniform Traffic Control Devices (MUTCD) indicates a walking rate of 3.5 feet per second. Pedestrian countdown timers, indicating the amount of time remaining for pedestrian crossings, should also be installed where appropriate.
- Consider creating curb extensions, refuges, and raised crosswalks. Figure 17 below shows a pedestrian refuge.



Figure 17: Pedestrian Refuge on Mt. Auburn Street in Cambridge, MA

- Re-construct sidewalks as necessary. Creating a rating system would be a good way to prioritize these improvements.
- Continue to install pedestrian wayfinding signs. These signs can indicate the direction to retail services, the MBTA station, cultural destinations as well as how to access the downtown area from the Bike to the Sea Trail.
- Initiate traffic calming measures on Centre Street and Pleasant Street. On Pleasant Street, installing buffered bicycle lanes will help to narrow the width of the roadway and slow down vehicular traffic. On Centre Street, installing sharrows will encourage vehicles to slow down as they share the roadway with bicyclists. Other strategies for traffic calming include increasing the visibility of pedestrian roadway crossings, installing lighted crosswalk signage and/or flashing lights in crosswalks, and appropriately landscaping the sidewalks with street trees. This will be especially important along Pleasant Street if the current Government Center site is demolished and Pleasant Street is re-connected allowing for two-way traffic.
- Occasionally close some downtown streets to allow for weekend festivals and pedestrian activities.

Vehicular Recommendations

Encourage Appropriate Usage of Roadways in Downtown Malden

MassDOT has a functional classification of roads as mapped below in Figure 18. Roads in downtown Malden should be treated with signage, appropriate streetscape designs, and appropriate traffic signal lighting so that roads will be used according to their classification. These interventions will encourage cars to use downtown roads only to access the downtown area rather than merely to cut through to another destination. This will be particularly important if Government Center is demolished and Pleasant Street is re-connected and made into a two way street.

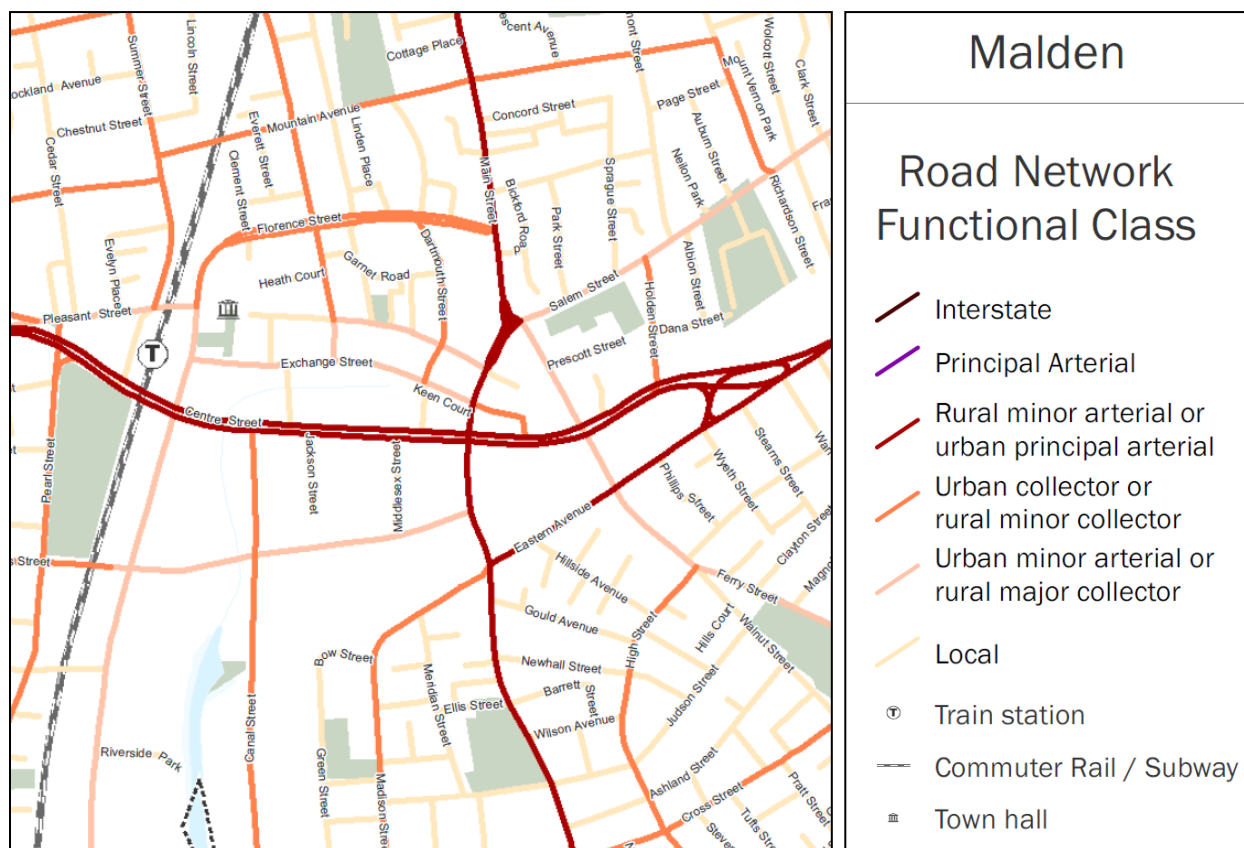


Figure 18: MassDOT Functional Classification of Roads⁴¹

Conduct a Downtown Parking Study

The downtown area has 2,291 parking spaces in municipal lots and garages, an estimated 347 on-street spaces, and an estimated 1,984 spaces in privately owned lots⁴². The supply of

⁴¹ MassDOT Functional Classification of Roads. October 2012. <

<http://www.massdot.state.ma.us/planning/Main/MapsDataandReports/Maps/FunctionalClassification.aspx>>

parking downtown is more than sufficient⁴³. However there is no unified wayfinding or signage to direct drivers into the appropriate lots.

Conducting a downtown parking study to understand how to make optimal use of the available parking is an important first step to addressing downtown parking issues. If an excess of parking is discovered, it is possible that some of the current surface parking lots might even become prime parcels for transit-oriented redevelopment.

Install Parking Meters

Installing parking meters is an effective way to keep long-term parkers from occupying on-street spaces closest to downtown Malden's businesses and restaurants and to allow for more turnover of short term parkers, thereby maximizing the potential for a larger customer base for local businesses.

The revenue collected from meters can be re-invested back into the downtown to pay for parking maintenance, streetscape improvements, or beautification projects. Although standard parking meters should be sufficient, the city can also consider installing electronic parking meters which would allow the city to track usage, control time limits, and customize rates, adjusting them based on demand. Electronic meters are often more convenient for consumers as they can use either cash or credit cards. Existing parking and student-proposed meter locations are detailed below in Figure 19.

⁴² Beta Group Inc. *Traffic Operations Assessment: Malden Central Business District, Malden, Massachusetts*. July 2011.

⁴³ Ibid.

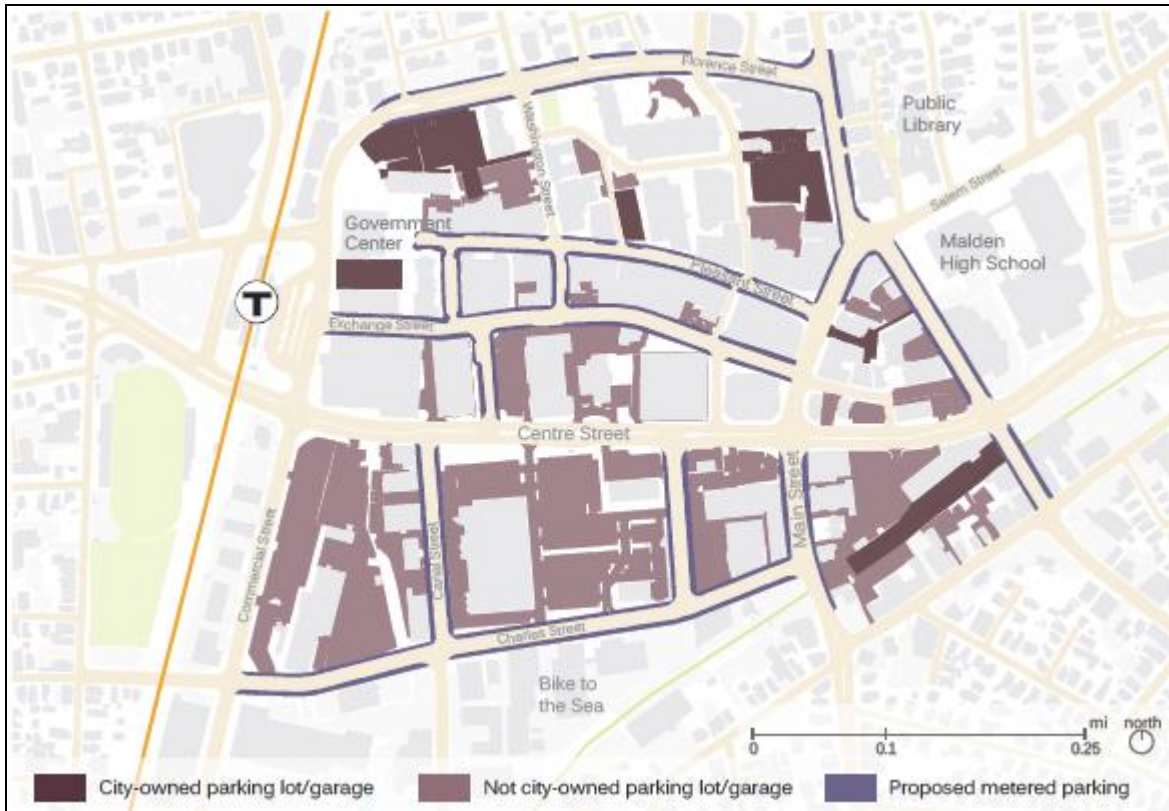


Figure 19: Existing Parking and Proposed Meters in Downtown Malden⁴⁴

Strengthen Parking Enforcement

Parking enforcement was cited by the community as a problem in downtown Malden. Strictly enforcing parking restrictions and handicap placards will free up parking spaces for people who want to visit downtown Malden. It is important to vary the enforcement schedule to prevent long-term parkers from using on-street parking.

Coordinate On and Off-Street Parking

Long-term parkers looking to occupy on-street spaces that would ideally be used by short-term parkers leads to long cruising times and eventually causes people to avoid trying to park in Malden in the first place. Longer term parkers should be directed to lots and garages and on-street parking should be for short-term visitor's to Malden's restaurants, shops, and cultural and civic institutions. This will allow for more turn-over and for short-term visitor's to more easily find a parking spot and conveniently frequent a business.

Malden Redevelopment Authority is the owner of some 2300 parking spaces in downtown so there is a great opportunity for on-street and off-street parking to work in tandem and support each other. Some strategies that will help to coordinate on and off-street parking

⁴⁴ Harvard University Graduate School of Design Urban Planning Core Studio. *Plan Downtown Malden* 2013. May 2013.

include installing clear signage to direct long term parkers to garages as well as pricing off-street parking appropriately. Off-street parking needs to be attractively priced to encourage people to use it. The City of Malden can also partner with the Malden Chamber of Commerce to bolster participation in the parking validation program in order to yield better prices for off-street parking.

Signage that connects to a central parking system and communicates price and availability of area parking can also be an effective tool in controlling congestion and encouraging visitors to seek parking in lots that have capacity. This information can also be published on the web and through Smartphone apps.

Encourage Employees to Park on the Perimeter of Downtown

In order to prevent employees from parking on the major streets and taking valuable on-street parking spaces, the city should offer free parking in some of the perimeter surface lots in the downtown for employees. This policy can be enforced through ticketing long term parkers.

Improve Signal Timing for Vehicles

The Beta Group Traffic Operations Assessment recommended that traffic signaling be closely evaluated and re-programmed to improve vehicular levels of service. It is recommended that traffic signaling should be further studied but vehicular access should not be prioritized over pedestrian safety and access to downtown.

Natural Systems and Open Space

The goal of the Natural Systems and Open Space recommendations is to create an open space and natural systems network that celebrates Malden's environmental history, connects visitors and residents to various districts, open spaces, natural resources, and sets Malden apart as a local leader in sustainability.

At this time, Downtown Malden does not currently have adequate open space or public gathering space. In fact, Government Center Plaza is the only publicly owned and publicly accessible open space in the downtown area. In order to address this issue, incorporating new publicly accessible open space into the downtown area should be a priority for the city. Establishing places to host civic events and bring the community together is an important strategy for bringing more people into the downtown area.

It is important to note that while there is a lack of open space in the downtown area, there are many interesting parks in close proximity to downtown, including Waitt's Mountain, Coytemore Lea Park, and Bell Rock Park. There is also an established walking path through the downtown called the Malden River Route. The Route travels from Oak Grove Station south to where the Malden River daylights and connects existing open space and notable sites in Malden along the way. This route travels along sidewalks and is designated by

signage that allows people to continue to follow the trail. Figure 20 below outlines the existing River Route and highlights existing open space in downtown Malden and the nearby areas.

Malden is also fortunate to have the Bike to the Sea Trail, a bicycle and pedestrian trail that begins along the Malden River in Everett and then heads north and east through Malden and will eventually end along the Lynn waterfront. The portion of the trail in Malden has now been completely paved and establishing a clear pedestrian and bicycle connection between downtown Malden and the Bike to the Sea trail should be a high priority for the city. The trail is currently not easily visible or accessible from downtown. Establishing a connection between the Bike to the Sea Trail and the Malden River Route through signage and through the introduction of bicycle infrastructure to downtown roads will help to direct people back and forth between the bicycle trail and downtown Malden.

Many of the natural systems and open space recommendations for downtown Malden were guided by the 2010 Open Space and Recreational Plan which was written by the City of Malden and reviewed by MAPC. The following were outlined as major goals of that plan-

- 1) Coordinate open space and recreation system to provide recreational and cultural programs.
- 2) Improve maintenance of recreational facilities.
- 3) Coordinate open space with the historical and cultural resources of the city.
- 4) Increase environmental awareness and education.
- 5) Enhance Malden's visual image and promote cooperation between city departments and other jurisdictions.

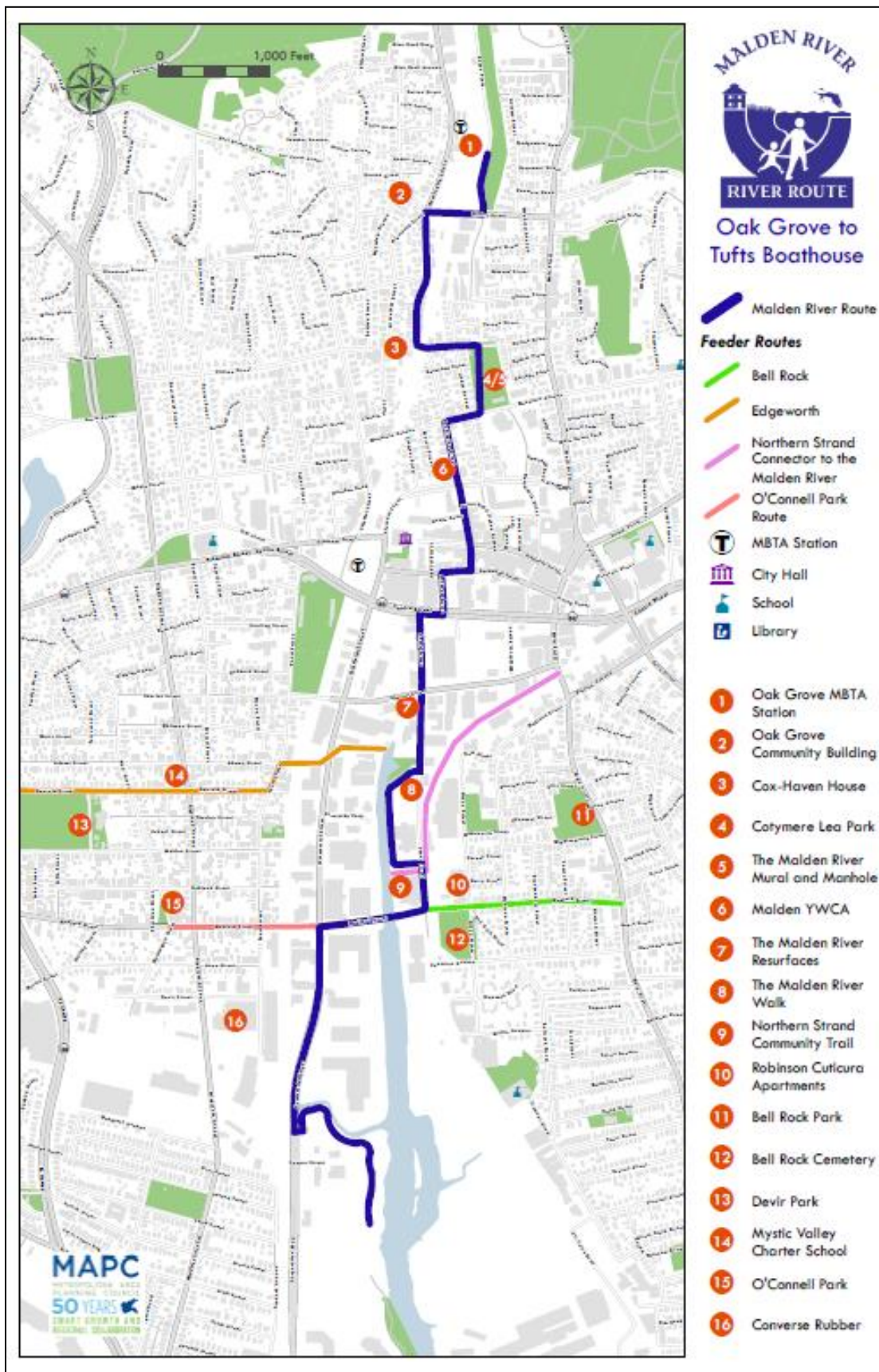


Figure 20: The Current Path of the Malden River Route

Recommendations

Expand on the Existing River Route to Create a City-Wide, Visually Linked Open Space Network

The Malden River Route, seen in Figure 20, was established in 2012 and currently runs from the Oak Grove MBTA Station in the North down through Malden Center. It connects with various parks, T stations, and other points of interest along the way. The River Route as it exists now roughly traces the path of the underground Malden River and also serves as a connection to the Bike to the Sea trail.

As their cornerstone recommendation, the students suggested developing a River Route similar to the route that already exists. The City of Malden should build off of their existing River Route and create additional connections in order to capitalize on the good work that has already been done. In Figure 20 above, there are already a few additional connections from the original dark blue route, designated as Feeder Routes in the legend. These include the Bell Rock Route, Edgeworth Route, Northern Strand Connector to the Malden River, and the O'Connell Park Route. Another route that could be added would be a connection to Mt. Waitt.

Specific recommendations for improving the River Route are below.

- Continue to connect activity centers with public art, improved green spaces, helpful signage, and creative programming.
- Create an aesthetically-pleasing wayfinding path connecting Waitt's Mountain to the River Route via downtown Malden.
- Incorporate complete street designs into the length of the River Route.
- Establish zoning regulations that facilitate the success of the River Route and would protect the pathway from parking or other construction and mitigate noise or visual impacts of the pathway on neighboring areas.
- Implement proposed comprehensive open space maintenance and snow upkeep policies from the 2010 Malden Open Space and Recreation Plan.
- Bolster public safety initiatives along the route through patrols and lighting.
- Seek additional funding, technical support and assistance for the continued enhancement of the River Route.

Activate Under-Utilized "In-Between" Spaces in Downtown Malden to Create a Series of Lively Green Spots

The students proposed re-purposing existing under-utilized space downtown into Green spots that could be woven into the existing downtown River Route. Of the five green spots that they proposed, three of them are located on private property. This includes Malden Towers Park, 160 Pleasant Street Apartment Corridor, and the Canal Street Parking Lot. If the plaza at City Hall is re-designed to accommodate more public functions or if the entire

City Hall building is demolished and the site redeveloped to include some open space, the proximity of Malden Towers Park to Government Center may make it unnecessary to pursue as a potential green spot.

Re-purposing the alleyway behind 160 Pleasant Street would be a good way to establish an additional connection for the River Route. However, there already is an established route that travels down Washington Street from Pleasant Street to Exchange Street. The Canal Street Parking lot could be a good area to re-purpose as a parklet, but this should be treated as a long term priority. Convincing private property owners to turn their land over to the city or to a conservancy managing this area would be a difficult task and the focus should be on improving the current River Route and the spaces that are currently along this Route rather than trying to add additional private properties. That being said, the two public properties that the students suggested, including New England Hair Academy & Parking and Heritage Apartments Park, might be easier to convert to green space and would be worth exploring further. The more green space that can be introduced into the downtown area the more likely people will be to linger. See Figure 21 below for a table of the students' five proposed green spots.



Figure 21: Students Proposed Green Spots⁴⁵

Re-design the Alleyway Behind 160 Pleasant Street and Connect it to the Existing Malden River Route

In outlining their River Route, the students included a recommendation to improve an alleyway behind 160 Pleasant Street that is currently serving as a connection between Pleasant Street and Exchange Street. Because this is a narrow alley that does not get a lot of light, it would be difficult to introduce native species plantings. However, introducing informational signage, improved lighting, and community art would be a good way to make

⁴⁵ Harvard University Graduate School of Design Urban Planning Core Studio. *Plan Downtown Malden* 2013. May 2013.

this a more pleasant and safer connection. The current River Route continues down Washington Street as it proceeds from Pleasant Street to Exchange Street. The alleyway could be improved and then serve as an alternate pathway for those who are following the Malden River Route. There are precedents in other communities where towns or cities have taken advantage of spaces such as alleyways to create more pleasant connections. One example is below in Figure 22. The town of Needham introduced public art to their alleyway in order to convert an underutilized space into a pedestrian connection. It is important to keep in mind however that the alleyway behind 160 Pleasant Street is privately owned and that it may be challenging to work with the owner in order to make these changes.



Figure 22: Improved Alleyway in Needham, MA

Activate Open Space at Government Center as Downtown's Premier Open Space Asset

Creating open space at the Government Center site regardless of whether or not the entire site is redeveloped will be an important way to introduce natural features and a public gathering space downtown. Open space should be introduced at this site and the following steps should be taken to design this space.

- Incorporate natural elements, street furniture, and community-based programming into the Government Center site, establish improved pedestrian passages, create a stage for community gatherings, and incorporate nature into the city's center.
- Incorporate safety elements such as plaza lights, safety mirrors, and call boxes in order to ensure a sense of security.
- Introduce artistic flexible chair seating into the Government Center plaza. This will allow people to rearrange the space and take more ownership over it.
- Install internal signage, public art, and monumental displays in Government Center that are consistent with the Malden River Route and reflect the commemorative aspects of the route and of Malden's history.
- Install highly visible, ecologically functional landscaping in the new plaza; in the short-term, employ low-cost planters and eventually transition to proper at-grade planting where appropriate.

- Provide comfortable seating that encourages use of the plaza as a gathering space as well as serving nearby ground-floor retail businesses and restaurants.
- Seek community or business support; encourage private investment in this public space to benefit local economic development.
- Institute programming to draw people to the downtown area and to promote the use of the space.

If Government Center is Re-located and Pleasant Street is Re-Connected, Natural Elements should be Incorporated into the New Design of Pleasant Street

If the Government Center site is re-developed and Pleasant Street is re-connected, it will be important to maintain that connection as a pedestrian oriented street. Incorporating a landscaped, linear plaza along the southern edge of the Pleasant Street extension would strengthen the connection between the T station and downtown Malden and would create a pleasant environment for pedestrians. Below are some recommendations for the new design of Pleasant Street.

- Construct a woonerf-style street (street shared equally by pedestrians, cyclists, and motorists) on the Pleasant Street extension in order to establish the pedestrian-oriented nature of this corridor.
- Incorporate a storm water management device constructed out of permeable pavers that could also double as a traffic calming device.
- Consider occasionally temporarily closing off this portion of Pleasant Street to create a public plaza for farmer's markets or other community related events and develop a programming strategy that makes use of the full public plaza that is created when the Pleasant Street woonerf extension is closed off to auto traffic.
- Coordinate with public works and transportation departments for shared-street design and storm water management plans.
- Establish proper plaza dimensions, right-of-way dimensions, and building setbacks when the site is redeveloped in order to maximize open space and encourage visibility and physical connections between the T station and Pleasant Street storefronts.

If Government Center is Not Re-located and/or Demolished, Re-design the Plaza Area

If the Government Center site is not re-developed for any reason, there is still a need to re-design the plaza area in order to establish a better connection between the MBTA Station and Pleasant Street. This re-design should include natural features. Below are some recommendations for re-designing the plaza area if Government Center remains.

- Demolish the wall on the Commercial Street side of the plaza to allow for clear uninterrupted site lines between Pleasant Street and the MBTA Station. This will allow

the plaza to be the seam that holds the train station together with the commercial center on Pleasant Street.

- Re-locate the ADA accessible ramp to the north entrance of Government Center and adjust the current grade of the plaza with the existing streetscape. This will facilitate pedestrian activity and reduce the perception and presence of crime.

Establish Guidelines for the Introduction of Any New Open Space to Downtown

Establishing some guidelines for new parks and green spaces in downtown will provide a roadmap for maintaining consistent quality open space. Below are some recommended guidelines.

- 1) Add substantial, highly visible greenery; in the immediate-term employ low-cost planters and eventually transition to proper at-grade planting where appropriate.
- 2) Provide comfortable seating that meets undesirable usage requirements (i.e. homeless deterrents).
- 3) Use resilient and native species in all plantings.
- 4) Increase high-quality public lighting, especially in key crime areas.
- 5) Use programming strategies to activate open space at different times during the day.
- 6) Consider winter-time uses and challenges.
- 7) Coordinate with public works and transportation departments for complete street design and storm water management plan.
- 8) Seek community or business “sponsorship” to create a sense of ownership in the community.

Incorporate Ecological Functions into New and Existing Open Spaces

Create a guiding framework and list of contemporary design best practices to allow the city to incorporate ecologically functional infrastructure into new open spaces, existing and new streets, and public spaces throughout downtown.

Incorporate Water Catchment Systems to Diminish the Pressure on Existing Storm water Management Infrastructure

It is also important to consider storm water management techniques in the downtown area. Incorporating shallow planted depressions, proper soil drainage, and permeable paving into areas of downtown Malden is one strategy that will allow rainwater to better penetrate the ground. De-paving selected impervious surface areas in the downtown can also be very helpful.

Downtown Activities

The goal of the downtown activities recommendations is to facilitate a vibrant downtown that caters to a diverse set of residents and visitors, supports local businesses, and encourages people to visit and spend time frequenting events, restaurants, and retail. In speaking to Malden residents, the students noted that many residents cited an absence of cultural or entertainment anchors to draw people to downtown Malden, as well as a relative lack of variety in the current set of retail establishments. Important strategies for revitalizing the downtown include assisting existing downtown businesses, finding ways to attract new businesses, and capitalizing on the unique economic assets that the downtown Malden area already possesses. Providing spaces for cultural and community events will also be an important way to attract activity to the downtown.

Residents in particular felt that the following characteristics of downtown were serving to limit its full potential.

- Most daytime-oriented businesses close before evening restaurant activity picks up and have limited Saturday hours and no Sunday hours on weekends.
- Benches have been removed from Pleasant Street. This particularly impacts senior citizens who frequent downtown businesses. A lack of street furniture implies that downtown is a place where people are not meant to linger.
- Services provided in the vicinity of Pleasant Street have, at times, made the downtown a destination for the homeless population and individuals recovering from substance abuse issues. Some of these services have been re-located or have discontinued operation, but the perception of their impact on the area's security continues. Business owners are concerned about this perception negatively impacting their customer traffic.
- The types of retail establishments that community members were most interested in seeing added to the downtown include an evening entertainment attractor, such as a movie theater, a coffee shop with sufficient space for people to meet, read, and study or work, and a gallery space for displaying the work of local artists.

It is important to balance community desires in regards to retail with an objective market analysis that will suggest what kinds of establishments the downtown area can successfully support.

Recommendations

Promote Malden's Heritage and Ethnic Diversity

Marketing Malden's diversity and many ethnic food restaurants will attract both residents and visitors downtown. Creating multi-lingual maps and guides is another way to encourage and capitalize on Malden's diversity.

Malden has a newly formed Economic Development Advisory Committee (EDAC) to work on issues related to economic development downtown. The city should ensure that this committee is representative of Malden with representatives from the small business community, the Chinese community, the Haitian Community, the Arab-speaking community, and the senior community.

Promote a Business-Friendly Downtown

Easing hurdles and stream-lining processes for current and future business owners in downtown Malden is an important way to create a business-friendly downtown. An online application tool or marketed “Green Tape Zone” policy whereby business applications are processed quickly could be one way to ensure efficiency in business permitting.

Another strategy would be to establish an expanded Business Development Office in the municipal government to attract and incentivize new businesses and support existing businesses in Malden. This office could work to stream-line the business application process, offer and assist businesses in securing government-backed financing, and implement a local tax credit. They could also partner with a downtown business advocacy organization as needed on downtown revitalization efforts. They could work to market Malden’s downtown to businesses and highlight the city’s efforts and future plans.

Attract New Businesses and Employers to Malden

The City of Malden can offer local tax credits, and assist businesses in applying for state level or federal level business and hiring credits. State and Federal financing could include Mass Growth Capital Corporation (MGCC) loans, MassDevelopment Incentive Program funding, or funds from the US Small Business Administration (US SBA). Guaranteed Loan Programs, Bonding Programs, Venture Capital Programs, and grants for nonprofits and educational organizations are other sources of funding to consider. The city could also consider providing a commercial rent subsidy program through which they provide financial assistance in the form of rent subsidies to new businesses that locate in vacant storefronts downtown.

Use Pop-Up Retail to Fill in Under-Utilized retail spaces

Introducing pop-up retail is a great way to activate under-utilized spaces in downtown Malden. Pop-up retail could exist in vacant storefronts, under-used parking lots, or other vacant parcels downtown. This kind of retail involves the creation of roughly finished spaces to accommodate businesses or vendors for short periods of time. Investments in facade and interior improvements are basic and low-cost and rotating occupants increase interest and encourage a pattern of repeat visits to the site. This is also a flexible way to test innovative food and retail ideas as potential options for more permanent retail.

Work with Local Businesses on Storefront Improvement

Promoting inviting storefronts including attractive signage and window displays is an important strategy for creating a welcoming retail environment downtown. Retail windows and facades should be clean and inviting and signage should be informative with clearly posted names and hours of operation. Storefront pathways should be kept free from debris and all stores should maintain handicapped accessible entrances. In general, retail frontage should be prioritized in high-visibility downtown areas.

The city can set standards or guidelines and create programs to encourage business owners to liven up their window displays. Other cities in the region such as Everett, MA have used CDBG funding to fund retail best practices programs that include business assistance workshops covering topics such as improving your storefront. CDBG funding can also be used to help selected business enact best practice retail improvements. Workshops on retail trends with experts on retail frontage could be made available to business owners in order to provide them with strategies for window display design and layout. Window Display Competitions sponsored by the Economic Development Advisory Committee (EDAC) can also encourage business owners to be creative.

Draw Visitors and Residents to Downtown Malden

In order to activate the downtown and provide adequate support for local businesses, it is important to find ways to draw visitors and residents to downtown Malden. Introducing new civic and cultural amenities, diverse retail and entertainment options, and more public space and events are all effective strategies for bringing more people into the downtown. Areas of Pleasant Street could be closed down occasionally for festive activities and celebrations. This closed off space could host a diverse array of programming from small events like open-air tai chi classes and street music, to MaldenArt's Salon Series and the city's Street Performers Program. If Boston Field of Dreams does locate on the National Grid site, baseball games and other events held in the stadium could draw more people to the downtown. The city should work on cross-marketing between BFOD and downtown businesses.

Establishment of publicly funded events in the evenings could lead to more active streets, leading businesses to stay open longer, thereby reinforcing more activity downtown.

Expand Food Markets

The City of Malden has a great diversity of food options and should consider expanding on the current food markets that they offer. Changing the Annual Taste of Malden to an outdoor event or a week-long event would be a great way to bring more visitors and dollars into the local economy. Thinking through ways to integrate the city's existing restaurant scene and food manufacturing business into the Farmer's Market would help the market to expand and create more exposure for many of the restaurants throughout the city.

Promote Public Art

Public art can help to create attractive public spaces where people want to linger. Integrating community art into the streetscape as well as into public spaces like libraries and community centers would be a great way to add visual interest to the downtown. Introducing innovative artist live/work solutions and city-wide creative place-making efforts could capitalize on the talents of local artists that are already working in Malden.

If Government Center is demolished, using this site as a space for temporary public art before its proposed demolition would be a creative way to make use of under-utilized space.

It is important to also consider how to market existing local artist initiatives. Creating a brochure advertising *WindowArts Malden* and *Switchbox*⁴⁶ would help to promote public art and to attract people to the downtown. MaldenArts already plays a large role in promoting public art in Malden and would be a key organization to involve in this effort. Involving MaldenArts in the creation of an arts association that could coordinate funding and arts projects would be a key strategy for formalizing the role of public art in Malden.

Promote Downtown Malden through Better Communications and Branding

The city should create a formal branding strategy that publicly highlights Malden's achievements and promotes redevelopment in the downtown by capitalizing on Malden's unique diversity. A city-wide marketing campaign could highlight governmental policies and programs to attract new businesses, nonprofits, and other employers. The campaign should include a distinct graphic identity and a downtown Malden website. The online platform should include information on accessibility and transit, retail and cultural offerings, an inter-cultural events calendar and list of participating community groups, and a business directory cataloguing current establishments.

Improve Communication between the City and Residents

Providing clear information about the downtown improvements that the city has implemented will clearly demonstrate progress to Malden residents. This kind of transparency will show Malden residents that the city is actively taking a role in making improvements to the downtown and will help to spur further momentum. One example would be publicizing the improved lighting levels throughout downtown area and the presence of new surveillance cameras in the downtown.

Create a Long-Term and Sustainable Downtown Organization

The EDAC should establish a working group tasked with creating an organization devoted to promoting the interests of small downtown businesses, focusing on the densest commercial

⁴⁶ *Switchbox* is a project that allows artists in Malden to paint switchboxes throughout the city for an honorarium.

districts along Pleasant Street, Main Street, and, in the long-term Washington Street. The EDAC can also help to assemble seed money to facilitate the early development of this business organization.

Conclusion

Downtown Malden is well-positioned to become an economically successful destination where people want to live, work, and play. In order to thrive, the city should work with partner organizations to pursue the action items outlined in the six topic areas addressed in this report and to identify and apply for a diverse pool of funding sources with which to pursue these actions. The accompanying implementation grid provides guidance on the impact, expense, timeline, and potential funding sources for each of the action items and will be a useful tool as the downtown Malden area continues to grow and improve.

**Plan Downtown Malden Blueprint for Action:
Implementation Grid**

Urban Design Principles Goal: Create a more beautiful, safe, and accessible space for the entire Malden community through improving efficiency and accessibility for pedestrians and building inviting streetscapes that encourage commercial activity.							
Strategy	Action	Leader	Funding Source	Impact	Expense	Partners/Other Stakeholders	Timeline
Create Design Guidelines for Downtown.	Perform initial review/analysis of design guidelines. Review templates from other cities.	City of Malden Planning Board and/or consultant	City of Malden	Medium	Low	Malden Planning Department, Zoning Board	Near term
	Draft design guidelines.	City of Malden Planning Board and/or consultant	City of Malden	Medium	Medium	Malden Planning Department, Zoning Board	Medium term
	Integrate design guidelines into existing zoning.	City of Malden Planning Board and/or consultant	City of Malden	High	Medium	Malden Planning Department, Zoning Board	Medium term
	Establish and train a design review committee with appropriate representation .	City of Malden Planning Board and/or consultant	City of Malden	High	Medium	Malden Planning Department, Zoning Board	Medium term
Consider implementing a form-based code.	Perform initial review/analysis of form-based code versus more traditional design guidelines.	City of Malden Planning Board and/or consultant	City of Malden	Medium	Medium	Malden Planning Department, Zoning Board	Medium term
Study the re-alignment of the street grid.*	Consider an extension of Washington St. to Centre St. and/or Charles St. and Middlesex St.	City of Malden, MassDOT	City of Malden, TIGER grant, MassDOT, CDBG program, MassWorks	Medium	High	Property owners, Business owners, Malden Public Works Committee (PWC)	Long term
	Consider making additional north/south connections to improve circulation.	City of Malden	City of Malden, TIGER grant, CDBG program, MassWorks, I-Cubed	Low	High	Property owners, MassDOT, Business owners, Malden PWC	Long term
	Connect Pleasant St. to Commercial St. following the proposed demolition of Government Center.	City of Malden	City of Malden, TIGER grant, CDBG program, MassWorks, I-Cubed	High	High	Property owners, MassDOT, Business owners, Malden PWC	Near/medium term
Continue to Install Comprehensive and Multi-modal Wayfinding Signage.**	Build on current wayfinding work to continue to identify appropriate places for signage and to install kiosks and disk maps throughout the downtown area.	City of Malden	Transportation Improvement Program (FHA), MA Downtown Initiative grant, City of Malden general budget	Medium	Medium	Malden sign design committee, Malden Planning Department, downtown business community	Near term

Strategy	Action	Leader	Funding Source	Impact	Expense	Partners/Other Stakeholders	Timeline
Create a street hierarchy to guide consistent urban design interventions.	Survey the existing roads and designate them as Boulevards, Neighborhood Streets, and Main Shopping Streets.	City of Malden	City of Malden	Low	Low	MassDOT	Near term
	Create urban design standards to correspond with each street type.	City of Malden Planning Board	City of Malden	Low	Low	MassDOT	Near term
Introduce Amenities to Downtown Malden.**	Install street furniture, lighting, and vegetation according to street hierarchy.	City of Malden	Downtown business support, City of Malden, Mass ReLeaf Grant program, TIGER grant	High	Medium	Malden open space advisory board, Malden Planning Department, downtown business community	Medium term-Long term
Re-purpose under-utilized space as temporary public or community space.	Identify under-used parking lots and vacant storefronts that could be used as temporary community gathering space.	City of Malden	City of Malden	Medium	Low	MRA, WindowArts, Switchbox, downtown business community	Near term
	Allow community groups to apply for permits to use this space for events.	City of Malden	City of Malden	Medium	Low	MRA, WindowArts, Switchbox, downtown business community	Medium term

Redevelopment Opportunities Goal: <i>Provide opportunities for redevelopment in distinct yet connected districts downtown to provide for an expanded tax base, meet the needs of current residents and businesses, and allow the city to successfully compete in contemporary and future economies while preserving the city's historic and natural features.</i>							
Strategy	Action	Leader	Funding Source	Impact	Expense	Partners / Other Stakeholders	Timeline
Guide redevelopment downtown.**	Identify and map distinct districts for downtown redevelopment.	City of Malden	City of Malden	Low	Low	MRA, Malden Planning Board	Near term
	Prioritize residential infill projects in Malden Center.	City of Malden	City of Malden	High	Medium	MRA, Malden Planning Board	Near term
	Re-locate City Hall services and employees to Malden Square.	City of Malden	City of Malden	High	High	MRA, Malden Planning Board	Medium term
	Consider introducing mixed use into the industrially zoned Upper Canal Street District in the long term.	City of Malden	City of Malden	Medium	Medium	MRA, Malden Planning Board	Long Term
	Retain the industrial character of the Lower Canal District.	City of Malden	City of Malden	High	Low	MRA, Malden Planning Board	Near term
Create a food production cluster in the Lower Canal District.	Work to attract regional food suppliers and retailers to the Lower Canal District.	City of Malden, MRA	City of Malden	High	Medium	Citizens Advisory Committee, Malden Chamber of Commerce, private owners	Medium term
	Introduce a culinary incubator to the Lower Canal District.	City of Malden, MRA, Private developers/owners	Private development financing	Medium	Medium	Citizens Advisory Committee, Malden Chamber of Commerce	Long term
Demolish and redevelop Government Center site.**	Issue an RFP to demolish and redevelop Government Center. The RFP should be for a mixed use development and should prioritize the re-connection of Pleasant Street.	Mayor's office, MRA	City of Malden; demolition may come from developer of the site at 200 Pleasant St.	High	Low	City Council, City departments	Near term
	Restructure parcels based on appropriate zoning and land use; begin road construction to reconnect Pleasant St; begin landscaping/preparation of public/open space.	Malden Planning Board, MRA, City Council, Private Developers	City of Malden, private development funds	High	High	City departments: Planning & Waterworks; Open Space Advisory Board; Public works commission; Board of Assessors	Medium term
Re-locate the existing City Hall.**	Find adequate space, negotiate terms and agreements of lease or ownership.	City of Malden, Office space property owners, MRA	City of Malden	High	High	Architecture/design firm	Near/medium term

Strategy	Action	Leader	Funding Source	Impact	Expense	Partners / Other Stakeholders	Timeline
Re-locate existing Malden Police Station.	Identify a site such as the Brunelli building where the police station can be re-located.	City of Malden, MRA	City of Malden, Federal allocations/sources ; bonds; demolition cost may partially come from developer of the site of 200 Pleasant St.	Medium	Medium	Office space property owners	Near term
	Offer the police station site as part of an RFP to re-develop the Government Center site.	City of Malden, MRA	City of Malden	Medium	Low		Near term
Work with BFOD to ensure a satisfactory development proposal for Malden ballpark.	Gather and carefully outline the desires of the community with regard to the stadium.	Citizens Advisory Committee	City of Malden	Medium	Low	City of Malden	Near term
	Allow only private funding for the development of the stadium.	Citizens Advisory Committee	City of Malden	Medium	Low	City of Malden	Near term
	If the stadium is constructed, year round programming should be scheduled for Malden high school use, and community events.	Boston Field of Dreams, MRA	BFOD equity, development financing	Medium	Low	City of Malden, Citizens Advisory Committee, Malden Chamber of Commerce, Alden High School	Medium term
	Support BFOD in the acquisition of the property.	Boston Field of Dreams, MRA	BFOD equity, development financing	High	Medium	City of Malden, Citizens Advisory Committee, Malden Chamber of Commerce, National Grid	Medium term
	Consider other alternatives for this site in case the ballpark deal does not go through.	Citizens Advisory Committee	City of Malden	High	Low	City of Malden, Malden Planning Board	Near term
Encourage new developments to incorporate pedestrian friendly designs.**	Encourage all new developments including the one at 100-150 Exchange Street to create a more active ground floor retail environment with larger windows.	City of Malden	City of Malden	High	Low	Malden Planning Board, Zoning Board, Malden citizens	Near term
	Incorporate smaller blocks and scale into new developments.	City of Malden	City of Malden	High	Low	Malden Planning Board, Zoning Board, Malden citizens	Near term-Medium term
Strengthen Retail Market.**	Conduct a Retail Market Analysis.	Consultant	City of Malden	Medium	Medium	City of Malden, Malden Chamber of Commerce	Near term
	Focus and prioritize new retail on Pleasant Street and Exchange Street.	City of Malden	City of Malden	High	Medium	Malden Planning Board, Zoning Board, Malden citizens	Near term

Housing Balance Goal: <i>Substantially increase the local housing supply to meet the needs of current and future Malden residents, to ensure that affordable housing options remain available for current and future residents, and to provide the residential base necessary to support Malden businesses.</i>							
Strategy	Action	Leader	Funding Source	Impact	Expense	Partners / Other Stakeholders	Timeline
Conduct a Quality Inventory of Downtown Malden's current affordable housing.	Survey affordable housing options, condition, quality, and flaws and compile results.	Inspectional Services	City of Malden	Medium	Medium	Malden Planning Department, MRA, MHA, Private developers	Near term
	Identify locations at-risk of blight and/or loss of affordability.	Malden Planning Department	City of Malden	Medium	Low	MRA, MHA, Private developers	Near term
Solicit community feedback on affordable housing.	Hold community meetings to get community feedback on affordable housing and problematic units.	Malden Planning Department	City of Malden, Private Development financing	Low	Medium	MRA, MHA, City of Malden boards & commissions, Private developers	Near term & ongoing
	Form a Residential Development Vision Action Team.	Malden Planning Board, City Council	City of Malden	High	Low	MRA, MHA, Private developers	Near term
Promote & Incentivize Residential Occupancy on Upper Levels of Properties Downtown.**	Find and map owners willing to consider other uses of upper level properties.	Malden Planning Department	N/A	Medium	Medium	Property owners	Near term
	Provide tax abatements to help cover the cost of conversions.	Malden Assessor	General fund/foregone revenue	Medium	Medium	Malden Planning Department	Medium term
	Provide grants, such as CDBG or HOME, to cover costs of conversion.	Malden Planning Department	Federal grants	High	High	MRA	Medium term
Encourage development of new housing on surplus, vacant, or under-utilized land throughout the city.**	Identify and map soft sites, analyze site feasibility, and whether property owners are willing to consider redevelopment. City-owned sites can be sold at low cost with the requirement that the developer construct affordable units.	Malden Planning Department	City of Malden	Medium	Medium	MHA, Private developers	Near term
	Produce a guide to market these sites to the development community.	Malden Planning Department	City of Malden	High	Medium	Consultant to support marketing materials	Medium term

Strategy	Action	Leader	Funding Source	Impact	Expense	Partners / Other Stakeholders	Timeline
Create a special "Smart Growth" zone using the MA Chapter 40R, which will incentivize dense and affordable living near the transit station.**	Analyze downtown to develop boundaries and criteria for smart growth (40R) zone, solicit community support for measure; pass ordinance for smart growth boundaries.	City of Malden	City of Malden	Medium	Medium	MRA, Consultant	Near term
	Apply for priority development funds to cover the cost of creating a smart growth district.	City of Malden	Commonwealth of Massachusetts (Mass Housing)	Medium	Medium	Commonwealth of Massachusetts, Consultant	Medium term
	Apply for and receive 40R status.	City of Malden	Commonwealth of Massachusetts	High	Medium	Commonwealth of Massachusetts, Consultant	Medium term
	Promote new smart growth zone as a tool for developers.	City of Malden	Commonwealth of Massachusetts, Private	High	Medium	Private developers	Medium/long term
Consider Other Strategies to Incentivize the Production of Affordable Units downtown.	Review current zoning to identify any zoning changes that could be made to promote housing affordability.	Malden Planning Department	City of Malden	Low	Low	City of Malden; Developers and managers of affordable units	Near term
	In the absence of 40R, draft legislation for FAR bonuses for affordable units; circulate for review, approve, and add to zoning code.	Malden Planning Department	Design review fees will cover administrative costs	Medium	Medium	Private developers	Medium term
	Utilize low-income housing tax credits to support acquisition, new construction, and rehabilitation of affordable housing.	Developers	State LIHTC	Medium	Medium	Malden Planning Department, State agencies	Medium term
	Draft inclusionary zoning ordinance; circulate for review, approve, and add to zoning code.	Malden Planning Department	Design review fees will cover administrative costs.	High	High	Private developers	Medium term
	Consider the creation of a linkage fee program to collect modest charges from new non-residential or market-rate residential construction and re-direct money into an Affordable Housing Fund.	Malden Planning Department	City of Malden	Medium	Medium	Private developers	Long term

Strategy	Action	Leader	Funding Source	Impact	Expense	Partners / Other Stakeholders	Timeline
Build on capacity of existing organizations to advance affordable housing development.	Identify nonprofit organizations that could develop housing compatible with their mission.	City of Malden	City of Malden	Medium	Medium	Housing Families, Inc., Tri-City Community Action Program, YWCA Malden Center for Women and Families, Salvation Army Emergency Services Program, MHA, Caritas Communities, Heading Home, YMCA, Asian Community Development Corporation, Metropolitan Boston Housing Partnership	Medium term
	Work with these organizations to encourage them to develop, promote, and support affordable housing.	City of Malden	City of Malden	High	High	Housing Families, Inc., Tri-City Community Action Program, YWCA Malden Center for Women and Families, Salvation Army Emergency Services Program, MHA, Caritas Communities, Heading Home, YMCA, Asian Community Development Corporation, Metropolitan Boston Housing Partnership	Long term
Maintain and adequately manage existing affordable housing units.**	Work with owners to maintain expired use projects as affordable units.	Malden Planning Department	City of Malden	High	Medium	MHA, City of Malden, Private developers	Near term
	Utilize state and federal programs to provide assistance for the rehab of affordable housing.	City of Malden	City of Malden	Medium	Medium	Malden Planning Department, MHA, HUD	Medium term
	Use low interest loans to incentivize investment in poorly maintained affordable housing units.	City of Malden	CDBG, HOME, MassHousing	High	High	MassHousing, DHCD	Medium term
	Improve landscaping, public space, and streetscapes to better integrate affordable housing developments into the community.	City of Malden, MHA	City of Malden, CDBG, HOME, Private development financing	High	High	MRA, MHA, Private developers	Near term
Strictly Enforce the Malden Problem Properties Policy for Vacant or Blighted Land.	Ensure that property owners of vacant or blighted properties are paying penalty fees according to Malden's current vacant or blighted land policy.	Malden Mayor's Problem Properties Unit	City of Malden	Medium	Low	City of Malden	Near term

Strategy	Action	Leader	Funding Source	Impact	Expense	Partners / Other Stakeholders	Timeline
Ensure ethnic and economic diversity on bodies that regulate housing design, policy, and development.	Recruit housing committees and policy makers that are representative of the economic and ethnic diversity of the City of Malden.	City of Malden	City of Malden	Low	Low	Malden planning and zoning board	Near term
Facilitate fair housing and Equal Opportunities	Ensure fair housing through education, enforcement, and other measures.	Local tenants and landlords	City of Malden, Nonprofit programming	High	Low	City of Malden, Nonprofit housing organizations	Near term

Transportation & Downtown Connections Goal: Create a Downtown Malden that is not only accessible and linked to Greater Boston, but that also serves as a destination in itself where visitors can walk, bicycle, or use public transit to easily explore the area.							
Strategy	Action	Leader	Funding Source	Impact	Expense	Partners / Other Stakeholders	Timeline
Improve the public transit rider experience.	Insert "next bus" signs outside of MBTA and at key bus stops.	Department of Public Works	MBTA	Medium	Low	MBTA, Transit riders	Medium term
	Upgrade bus stops so they provide ample seating and properly shelter riders from the elements.	Department of Public Works	City of Malden; MBTA	Medium	Low	Transit riders	Near term
	Introduce amenities near the MBTA station to improve user convenience and physical surroundings. Examples include more landscaping, shops, or bike racks.	Department of Public Works	City of Malden; MBTA	Medium	Medium depending on amenity	MBTA, City of Malden, Transit riders	Long term
Improve safety of public transit in Malden.	Increase police presence and improve lighting at T-stop and bus stops at night to improve safety.	Malden Police Department, Department of Public Works	Malden Police Department; MBTA; City of Malden.	High	Medium	City of Malden, MBTA, Transit riders	Near term
Establish a safe and well-connected network of bike paths and infrastructure that is well utilized by both visitors and commuters.**	Install designated bike lanes on Main Street to connect the Bike to the Sea trail downtown and install a designated bike lane on Ferry Street from Eastern Avenue in the south to Salem Street in the north for cyclists who are traveling west.	Department of Public Works, Bike to the Sea Inc.	State Chapter 90 Funds; City of Malden; federal grants available	High	Medium	City of Malden, MBTA, cyclists, drivers, transit riders, Malden Square businesses, MassDOT, MRA	Near term
	Install designated bike lanes on Pleasant Street and Exchange Street.	Department of Public Works	City of Malden; State Chapter 90 Funds	High	Medium	City of Malden, MBTA, cyclists, drivers, transit riders, Malden Square businesses, MassDOT, MRA	Near term
	Install designated bike lanes on Washington Street from Pleasant Street to Florence Street.	Department of Public Works	City of Malden; State Chapter 90 Funds	High	Medium	City of Malden, MBTA, cyclists, drivers, transit riders, Malden Square businesses, MassDOT, MRA	Medium term
	Incorporate sharrows or bicycle signs on Centre Street, Commercial Street, and Florence Street.	Department of Public Works	City of Malden; State Chapter 90 Funds	Medium	Medium	City of Malden, MBTA, cyclists, drivers, transit riders, Malden Square businesses, MassDOT, MRA	Medium term
	Consider installing sharrows on additional collector streets with slower traffic.	Department of Public Works	City of Malden; State Chapter 90 Funds	Low	Medium	City of Malden, MBTA, cyclists, drivers, transit riders, Malden Square businesses, MassDOT, MRA	Long term

Strategy	Action	Leader	Funding Source	Impact	Expense	Partners / Other Stakeholders	Timeline
Install more bicycle racks in Downtown Malden.	Install more bike racks at key intersections including Pleasant and Main, Government Center, Washington and Pleasant.	Department of Public Works	City of Malden; MAPC bicycle rack funding; state funding	Low	Low	City of Malden, MBTA, cyclists, drivers, transit riders, Malden Square businesses, MassDOT, MRA	Near term
Encourage Malden residents to use bicycling as a regular mode of transportation.	Distribute promotional materials to residents to encourage biking and educate cyclists and drivers on road sharing etiquette.	MassBike	City of Malden; MassBike	Low	Low	Malden is Moving (Department of Public Health), cyclists, drivers, MBTA, transit riders, Malden Square businesses, MassDOT	Medium term
Improve pedestrian experience and safety.**	Paint ladder-style crosswalks to clearly define pedestrian zones.	Department of Public Works	City of Malden	Medium	Low	Mayor's Advisory Committee on Walkability, Pedestrians, property owners	Near term
	Install clear pedestrian signage and lighting to improve the pedestrian experience.	Department of Public Works	City of Malden	High	Low	Mayor's Advisory Committee on Walkability, Pedestrians, property owners	Near term
	Update pedestrian signal indications where needed and ensure that pedestrian clearance intervals meet National Standards.	Department of Public Works	City of Malden	Medium	Medium (updating signal indications)- High (new pedestrian countdown timers)	Mayor's Advisory Committee on Walkability, Pedestrians, property owners	Medium term
	Consider creating curb extensions, refuges, and raised crosswalks.	Department of Public Works	City of Malden	Medium	High	Mayor's Advisory Committee on Walkability, Pedestrians, property owners	Long term
	Re-construct sidewalks as necessary.	City of Malden	Preserve America Initiative, State Chapter 90 Funds	Medium	High	Mayor's Advisory Committee on Walkability, Malden public works commission, downtown business community	Medium term
	Continue to install pedestrian wayfinding signs.	City of Malden	Transportation Improvement Program (FHA), MA Downtown Initiative grant, City of Malden	Low	Low	Mayor's Advisory Committee on Walkability, Malden sign design committee, Malden Planning Department, downtown business community	Medium Term

Strategy	Action	Leader	Funding Source	Impact	Expense	Partners / Other Stakeholders	Timeline
	Initiate traffic calming measures on Pleasant Street.	MassDOT	City of Malden; state/federal funding	High	High	Mayor's Advisory Committee on Walkability, MRA, commuters	Long term
	Temporarily close some downtown streets to allow for pedestrian activities.	Downtown businesses	N/A	Medium	Low	Mayor's Advisory Committee on Walkability, Malden Police Department, Department of Public Works / commuters, pedestrians	Long term
Encourage treatment of downtown roads consistent with MassDOT functional classification.	Treat roads with signage, appropriate traffic signal lighting and streetscape design so that motorists will use them according to their functional classification.	MassDOT	City of Malden; state/federal funding	Medium	High	MRA, commuters	Medium term
Conduct a downtown parking study.**	Conduct a parking study downtown to understand how to make more efficient use of the parking that is available.	Consultant	City of Malden	High	High	Malden Planning Department, City of Malden	Near term
Install parking meters.	Install parking meters throughout downtown. Re-invest meter revenues back into downtown to pay for streetscape improvements and parking maintenance.	MRA	Federal grants available	Medium	High	Department of Public Works, Malden Chamber of Commerce / Malden Square businesses, visitors, Malden Square residents, neighboring residents	Long term
	Consider installing electronic parking meters which would allow the city to track usage, control time limits, and customize rates.	MRA	Federal grants available	Medium	High	Department of Public Works, Malden Chamber of Commerce / Malden Square businesses, visitors, Malden Square residents, neighboring residents	Long term
Strengthen parking enforcement.	Strictly enforce parking meters and handicap placards. Vary schedule to prevent long-term parkers from using on-street parking.	Malden Police Department	Malden Police Department	Medium	Medium	MRA, Malden Square businesses, visitors, Malden Square residents, neighboring residents	Medium term
Coordinate on and off-street parking.**	Guide long-term parkers toward lots and garages, through pricing, signage, and incentive programs.	MRA	LAZ Parking, Inc.; downtown businesses and employers	High	Low	Malden Square businesses, visitors, Malden Square residents, neighboring residents	Near/medium term
	Outfit garages and lots with electronic signs that advertise rates and current available spaces.	LAZ Parking, MRA	Federal grants available	Medium	Medium	Malden Square businesses, visitors, Malden Square residents, neighboring residents	Medium term

Strategy	Action	Leader	Funding Source	Impact	Expense	Partners / Other Stakeholders	Timeline
Encourage Employees to Park on the Perimeter of Downtown Malden.	City of Malden employees should be offered free parking in perimeter surface lots so they do not take up valuable parking spaces in the heart of downtown.	City of Malden, MRA	City of Malden	Low	Low	City of Malden employees	Near term
Improve signal timing for vehicles.	Traffic signal timing should be further studied to improve flow and safety through congested intersections.	City of Malden/Consultant	City of Malden	Medium	Medium	MassDOT, MRA, commuters, pedestrian advocacy groups (seniors, disabled, children), local businesses	Medium/long term

Natural Systems & Open Space Goal: <i>Create an open space and natural systems network that celebrates Malden's environmental history, connects visitors and residents to various districts, open spaces, natural resources, and sets Malden apart as a local leader in sustainability.</i>							
Strategy	Action	Leader	Funding Source	Impact	Expense	Partners / Other Stakeholders	Timeline
Expand on the existing River Route to create a city-wide, visually linked open space network.	Continue to connect activity centers with public art, improved green spaces, helpful signage, and creative programming.	City of Malden, Property Owners	City of Malden	High	High	MAPC, Bike to the Sea Inc, Malden Open Space Advisory Committee	Medium term
	Landscape a north-south connection from the current River Route to Waitt's Mountain; move toward "Complete Streets" design.	City of Malden, Property Owners	Land acquisition: public and private partnerships. Installation Costs: City of Malden, business investors	Medium	High	Business owners, Malden Open Space Advisory Committee, Malden Conservation Commission	Long term
	Establish zoning regulations that facilitate the success of the River Route and protect the pathway from parking or other construction.	Malden Planning Department	City of Malden	Medium	Medium	City of Malden, Malden zoning board, Malden Open Space Advisory Committee	Medium term
	Implement proposed comprehensive open space maintenance and snow upkeep policies.	City of Malden	City of Malden	Medium	Medium	Malden Open Space Advisory Committee	Near term
	Bolster public safety initiatives along route with patrols and lighting.	Malden Police Department, City of Malden	City of Malden	Medium	Medium	Malden Open Space Advisory Committee	Near term
	Seek additional funding and technical support and assistance for the continued enhancement of the River Route.	City of Malden	City of Malden	Low	Low	Malden Open Space Advisory Committee	Near term
Create a series of lively "Green Spots" downtown.**	Create green spots on publicly owned sites.	City of Malden, Neighboring businesses and property owners	Land acquisition and installation: public sector. Continued maintenance: City of Malden	High	High	Malden Open Space Advisory Committee	Long term
Re-design the alleyway behind 160 Pleasant Street and connect it to the existing Malden River Route.	Work with the private property owner to see if he would accommodate improvements to the alleyway. Consider incorporating public art and better lighting.	Property owners	Land acquisition and installation: public and private negotiation. Continued maintenance: City of Malden	Low	Medium	City of Malden, Malden Open Space Advisory Committee, Department of Public Works	Medium term

Strategy	Action	Leader	Funding Source	Impact	Expense	Partners / Other Stakeholders	Timeline
Activate open space at Government Center as downtown's premier open space asset.**	Incorporate natural elements, open space, street furniture, and community-based programming into the Government Center site.	City of Malden	City of Malden, Private development financing	High	High	Malden Open Space Advisory Committee, Private developers	Near term
	Incorporate safety elements such as plaza lights, safety mirrors, and call boxes.	City of Malden	City of Malden, Private development financing	High	High	Malden Open Space Advisory Committee, Private developers	Near term
	Introduce artistic flexible chair seating.	City of Malden	City of Malden, Private development financing	Low	Medium	Malden Open Space Advisory Committee, Private developers	Medium term
	Incorporate signage, public art, and displays that are consistent with the Malden River Route.	City of Malden	City of Malden, Private development financing	Low	Medium	Malden Sign Design Committee, Malden Open Space Advisory Committee, Private developers	Medium term
	Install highly visible, ecologically functional landscaping.	City of Malden	City of Malden, Private development financing	Medium	High	Malden Open Space Advisory Committee, Malden Conservation Commission, Private developers	Long term
	Provide comfortable seating to encourage use of plaza and to serve nearby retail and restaurants.	City of Malden	City of Malden, Private development financing, Malden Chamber of Commerce	Medium	Medium	Malden Open Space Advisory Committee, Malden Chamber of Commerce, Business owners, Private developers	Medium term
	Seek community or business support to invest in this newly created public space.	City of Malden	City of Malden, Private development financing, Malden Chamber of Commerce	Medium	Low	Malden Open Space Advisory Committee, Business owners, Malden Chamber of Commerce, Private developers	Medium term

Strategy	Action	Leader	Funding Source	Impact	Expense	Partners / Other Stakeholders	Timeline
If Government Center is re-located, natural elements should be incorporated into the new design of Pleasant Street.**	Create a landscaped, linear plaza along the southern edge of the Pleasant Street extension.	City of Malden	City of Malden, investors, private development financing	High	High	Malden Planning Department, MassDOT, Business owners, Private developers	Medium term
	Construct a woonerf-style street on the Pleasant Street extension in order to establish the pedestrian-oriented nature of this corridor.	Private developer	City of Malden, Private development financing	High	High	City of Malden, Malden Planning Department, MassDOT, Business owners, Private developers	Medium term
	Incorporate stormwater management devices constructed out of permeable pavers.	City of Malden	City of Malden, Coastal Pollutant Remediation Grant Program, Private	Medium	High	Malden Planning Department, Malden Conservation Commission, Private developers	Long term
	Consider occasionally closing off this section of Pleasant Street to create a public plaza for community events.	City of Malden	Community Organizations, City of Malden	Low	Low	Community Organizations, Business owners, Malden Chamber of Commerce	Medium term
	Develop a programming strategy that makes use of the full public plaza.	City of Malden	Community Organizations, City of Malden, Malden Chamber of	Medium	Medium	Malden Cultural Council, Malden Arts, Community Organizations, Malden Chamber of Commerce	Long term
	Coordinate with public works and transportation department for shared-street design and stormwater management plans.	City of Malden, MassDOT, Department of Public Works	City of Malden, State Chapter 90 funds	Medium	High	Malden Conservation Commission	Long term
	Establish proper plaza dimensions, right-of-way dimensions, and building setbacks when the site is redeveloped in order to maximize open space and connections between the T and Pleasant Street.	City of Malden	City of Malden, Private development financing	High	Medium	Private developers	Medium term
If Government Center is not re-located, re-design the plaza area.	Demolish the wall on Commercial Street side.	City of Malden, Malden Planning Department	City of Malden	High	High	Consultant	Medium term
	Re-locate the ADA accessible ramp to the north entrance of Government Center and adjust the current grade of the plaza with the existing streetscape.	City of Malden, Malden Planning Department	City of Malden	Medium	High	Consultant	Medium term

Strategy	Action	Leader	Funding Source	Impact	Expense	Partners / Other Stakeholders	Timeline
Establish guidelines for the introduction of any new open space to the downtown area.	Consider creating guidelines for new open space that include introducing highly visible greenery, comfortable seating that meets undesirable usage requirements, resilient and native species plantings, programming strategies, wintertime maintenance plans, and community or business "sponsorship."	City of Malden, Malden Open Space Advisory Committee	City of Malden	Low	Low	Malden Planning Department, Malden Conservation Commission	Near term
Incorporate ecological functions into new and existing open spaces.	Create a guiding framework and list of contemporary design best practices to allow the city to incorporate ecologically functional infrastructure into new open spaces, existing and new streets, and public spaces throughout downtown.	City of Malden, Malden Open Space Advisory Committee	City of Malden	Low	Medium	Malden Planning Department, Malden Conservation Commission, Consultant	Medium term
Incorporate water catchment systems to diminish pressure on existing stormwater management infrastructure.	De-pave selected impervious surface areas, incorporate shallow planted depressions and proper soil drainage, and incorporate permeable paving to mitigate stormwater runoff, river pollution, and "heat island effect."	MassDOT, Environmental Impact Consultant	MassDOT, City of Malden, Private foundations associated with river conservation initiatives, Coastal Pollutant Remediation Grant Program	High	High	River conservation and environmental sustainability NGO's, Malden Conservation Commission	Long term

Downtown Activities Goal: Facilitating a vibrant downtown that caters to a diverse set of residents and visitors, supports local businesses, and encourages people to visit and spend time frequenting events, restaurants, and retail.							
Strategy	Action	Leader	Funding Source	Impact	Expense	Partners / Other Stakeholders	Timeline
Promote Malden's heritage and ethnic diversity.	Market Malden's diversity and many ethnic food restaurants to attract both residents and visitors downtown.	City of Malden, Malden Cultural Council, Malden Arts	Massachusetts Cultural Council; New England Foundation for the Arts; National Endowment for the Arts; other foundations	Low	Low	Business owners	Near term
	Create multi-lingual maps and guides for downtown.	City of Malden, Malden Cultural Council, Malden Arts	Massachusetts Cultural Council; New England Foundation for the Arts; National Endowment for the Arts; other foundations	Medium	Low	Business owners	Near term
	Ensure that Economic Development Advisory Committee (EDAC) is representative of Malden's ethnic and economic diversity.	City of Malden	City of Malden	Medium	Low		Near term
Promote a business-friendly downtown.**	Ease hurdles and streamline processes for establishing businesses in Downtown Malden.	Mayor's office, Municipal Business Development Office (once created)	City of Malden	High	Medium	Property owners, Business owners, Chamber of Commerce, MRA, EDAC	Near term
	Establish expanded Business Development Office in the municipal government.	Mayor's office	City of Malden; CDBG	High	Medium	Property owners, Business owners, MRA, Planning Office, Malden Chamber of Commerce, Economic Development Advisory Committee	Near term

Strategy	Action	Leader	Funding Source	Impact	Expense	Partners / Other Stakeholders	Timeline
Attract new business and employers to Malden.	Offer local tax credit programs, such as local property and employee tax credits, and encourage businesses to utilize state and federal tax credits.	Mayor's office, Municipal Business Development Office (once created)	City of Malden; New Markets Tax Credit Program (NMTC); Federal business and hiring tax credits	Medium	High	Property owners , Business owners (current and potential), Malden Chamber of Commerce	Medium term
	Assist businesses in securing government-backed financing.	Mayor's office, Municipal Business Development Office (once created)	City of Malden; State financing (e.g. Massachusetts Growth Capital Corporation (MGCC) loans, MassDevelopment financing, Economic Development Incentive Program); Federal financing (e.g. US Small Business Administration (US SBA) Guaranteed Loan Programs, Bonding Program, Venture Capital Program, and US SBA grants for nonprofits and educational orgs)	Medium	Low	Property owners, Business owners (current and potential), Malden Chamber of Commerce	Medium term
	Offer a commercial rent subsidy program.	Mayor's office, Municipal Business Development Office (once created)	City of Malden	Medium	Medium	Property owners, Business owners, Chamber of Commerce, MRA, EDAC	Near term
Use pop-up retail to fill in underutilized retail spaces.	Introduce pop-up retail spaces for temporary offerings and other public uses.	Mayor's office, EDAC	City of Malden, Community organizations	Medium	Medium	Property owners, Business owners, Malden Arts, Chamber of Commerce, Private developers, MRA	Near term

Strategy	Action	Leader	Funding Source	Impact	Expense	Partners / Other Stakeholders	Timeline
Work with local businesses on storefront improvement.**	Work with Business owners to encourage attractive and inviting storefronts.	City of Malden, Municipal Business Office (once created)	City of Malden, CDBG, Business owners	High	Low	Malden Chamber of Commerce, EDAC	Near term
	Set standards and programs to encourage Business owners to liven up their window displays.	City of Malden, Municipal Business Office (once created)	City of Malden, CDBG, Business owners	Medium	Low	Malden Chamber of Commerce, EDAC	Near term
	The EDAC can sponsor a Window Display Competition to encourage Business owners to be creative.	EDAC	City of Malden, CDBG, Business owners	Medium	Low	Malden Chamber of Commerce, City of Malden, Municipal Business Office (once created)	Medium term
Draw visitors and residents to Downtown Malden.**	Introduce new civic and cultural amenities to attract people downtown.	Malden Cultural Council, Malden Arts	MA Cultural Council; New England Foundation for the Arts; National Endowment for the Arts	High	High	Business owners, local artist, Malden Sketch Group, Teen Center, YMCA, Senior Community Center, Immigrant Learning Center, Haitian Community, The Outreach and Reform Centre at the Malden Mosque, Chinese Cultural Connection, Hispanic community, Ethiopian community, Artist Housing Projects, Malden public galleries, Malden Access TV	Long term
	Introduce a diversity of retail, entertainment options, and activities.	Mayor's office, EDAC	City of Malden, CDBG, Business owners, Private development financing	High	High	Property owners, Business owners, Malden Arts, Malden Chamber of Commerce, Private developers, MRA	Medium term
	Utilize Pleasant Street for activities and celebrations.	City of Malden	MaldenArts, Community Organizations, City of Malden, Private donations	Medium	Low	MaldenArts, YMCA, the Teen Centre, Malden Cultural Council, Other downtown institutions.	Medium term
	Extend current business hours.	EDAC	City of Malden	High	Medium	Malden Chamber of Commerce, Business owners	Medium term
Expand food markets.	Expand Annual Taste of Malden to an outdoor event or week-long event.	Malden Chamber of Commerce	Malden Chamber of Commerce	Low	Low	City of Malden, Business owners	Near term
	Integrate city's existing restaurant scene and food manufacturing business into Farmer's Market.	Malden Chamber of Commerce	Malden Chamber of Commerce	Low	Low	City of Malden, Business owners	Near term

Strategy	Action	Leader	Funding Source	Impact	Expense	Partners / Other Stakeholders	Timeline
Promote Public Art.	Integrate community art into the streetscape and other public spaces.	City of Malden	City of Malden, Malden Cultural Council, New England Foundation for the Arts	Medium	Low	Malden Arts, Window Arts Malden, Switchbox, Malden Cultural Council	Near term
	Showcase temporary public art at the Government Center site.	City of Malden	City of Malden, Malden Cultural Council, New England	High	Low	Malden Arts, Window Arts Malden, Switchbox, Malden Cultural Council, Private developers	Medium term
	Create a brochure advertising Window Arts Malden and Switchbox to promote current public art initiatives.	Malden Arts	Malden Arts, Malden Cultural Council, New England	Low	Low	Window Arts Malden, Switchbox, Malden Cultural Council	Near term
	Continue to identify funding opportunities for MaldenArts to play a key role in promoting public art downtown.	Malden Arts	Artist Investment Fund of the Arts and Business Council of Greater Boston, New England Foundation for the Arts, City of Malden	Medium	Low	Window Arts Malden, Switchbox, Malden Cultural Council, City of Malden	Near term
	Formalize an arts association that coordinates funding and arts projects.	Malden Arts	Artist Investment Fund of the Arts and Business Council of Greater Boston, New England Foundation for the Arts, City of Malden	High	Medium	Window Arts Malden, Switchbox, Malden Cultural Council, City of Malden	Long Term
Promote Downtown Malden through better communications and branding.**	Introduce a formal branding strategy that publicly highlights the city's achievements and promotes redevelopment in the downtown by capitalizing on Malden's unique diversity.	Mayor's office, Municipal Business Development Office (once created), EDAC	Public grant (e.g., HomeCorps Partnership Grants, Municipal and Community Restoration Grant); Business owners; Malden Cultural Council	High	Medium	Property owners, Business owners, Malden Chamber of Commerce, City of Malden Neighborhood Preservation	Medium term

Strategy	Action	Leader	Funding Source	Impact	Expense	Partners / Other Stakeholders	Timeline
	Create a city-wide marketing campaign highlighting governmental policies and programs to attract new businesses, nonprofits, and other employers.	Mayor's office, Municipal Business Development Office (once created), EDAC	Public grant (e.g., HomeCorps Partnership Grants, Municipal and Community Restoration Grant); Business owners; Malden Cultural Council	High	High	Property owners, Business owners, Malden Chamber of Commerce, City of Malden, Consultant as needed	Long term
Improve Communication between the city and residents.	Provide information to residents on downtown improvements that the city has implemented.	Mayor's Office, City of Malden	City of Malden	Medium	Low	EDAC, Malden Chamber of Commerce	Near term
Establish support network/organization to promote downtown business interests, organize events/festivals, and manage programs.	Organize and fund formal organization to promote collective downtown business interests and public events/programs.	Local business owner or community leader	Local donations (businesses/corporations, residents, visitors, property owners); Private grants (National Trust for Historic Preservation); Public funds/grants (city and state); Earned income from events and services	High	High	Property owners, Business owners, MRA, Malden Planning Department, Potential donors/board members, Malden Chamber of Commerce	Long term

**Indicates a priority action.