

DEDHAM CORPORATE STATION: CREATING A CONNECTED NEIGHBORHOOD

NEAR TERM SOLUTIONS / LONG TERM VISION

JULY, 2017



Acknowledgements

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EXECUTIVE SUMMARY

Dedham Corporate Center has an enviable location and attributes, including: a commuter rail station providing direct access to Boston; one of the premier retail “life-style” centers in the northeast with numerous shops, restaurants, and a movie theater; the second-highest grossing Wholefoods grocery store in the country; residences; several large employers; and even a beautiful pond.

Yet even with these attributes the area does not “feel” like a neighborhood. Instead, each of the above assets sits among an auto-oriented setting are cut off from each other. The Town now has the opportunity to overcome these deficiencies to create a neighborhood with strong pedestrian connectivity, public realm improvements, and attractive future development.

This report builds upon several of the goals from the Town’s 2009 Master Plan. It presents a first step towards creating a neighborhood by applying principles of “transit-oriented development.” TOD is a strategy to integrate a mixture of housing, office, retail and other daily needs in a walkable neighborhood within close proximity to quality public transportation. This report lays the groundwork for the next step in achieving this long-term vision. Additional planning work, including further engaging the community, developing further details related to land use, considering various zoning aspects such as height and mass, and detailed connectivity improvements must still occur. This report provides a snapshot of the current situation, as well as near-term and long-term recommendations

to ultimately achieve the vision of creating a vibrant neighborhood.

Recommendations

In the near term, the Town should focus on two aspects:

- Improving connectivity, especially for pedestrians
- Examine appropriate zoning changes for a focused portion of the study area, e.g., the Dedham Corporate Center parking lot, to facilitate the type of development that will meet the Town’s future needs

Connectivity

Specific connectivity recommendations, described in further detail in this report, include:

1. Better connecting Dedham Corporate Center Station to Legacy Place
2. Constructing a sidewalk along Rustcraft Road
3. Constructing a sidewalk along Legacy Boulevard
4. Enrolling in the Massachusetts Complete Streets Program
5. Ensuring any development, e.g., at Commuter Rail station, creates a walkable environment (e.g., locating parking in rear)

Zoning

This report focuses on connectivity improvements in the near-term. There are, however, also zoning changes that the Town can begin to undertake. These include:

1. Better defining Mixed-Use to simplify and clarify what and where mixed-use projects are allowed in Dedham.
2. Assessing the various mechanisms for creating a TOD- style neighborhood (e.g., a zoning overlay district, changes to the existing Planned Commercial Development district, etc.)
3. Updating parking requirements to be aligned with the creation of a walkable neighborhood.

These recommendations set the stage for achieving a long-term vision that will need to consider additional issues such as land use mix, urban design principles, and public infrastructure.

INTRODUCTION

The 1996 Master Plan recommended that the area around Dedham Corporate Station be rezoned Research Development and Office. The recommendation's goal was to create an employment center for technical research and light assembly jobs that were high paying and generate real estate value. Various economic factors prevented the realization of this goal. Since that time one of the premier lifestyle shopping centers was built adjacent to the commuter rail station. In between the shopping center and the commuter rail station 585 apartments were built.

The area contains several of the ingredients associated with creating a high-quality, livable community: access to transit, housing, retail, office, and open space all within walking distance. Yet the area does not yet "feel" like a neighborhood ~ a mix of land uses is a required but insufficient element to creating a thriving community. Elements that create a walkable built environment must be added to create a true neighborhood.

The metropolitan Boston region has begun to embrace the national movement of complete streets, which is a set of principles stating that roadways should be safe, accessible, and

comfortable for all users of the road. For the past several decades roads were designed solely for vehicular movement with pedestrians considered an afterthought (and bicyclists not considered at all). Complete streets principles take into account the needs of pedestrians, cyclists, and people using the commuter rail and buses. In particular, they consider the needs of children, seniors, and people with disabilities. Creating a walkable environment incorporates complete streets principles but goes one step further: in addition to being safe, comfortable, and accessible, the walk must also be interesting. For example, the experience of walking through a parking lot lined with rows of cars creates a less walkable environment than walking alongside buildings lined with cafes and outdoor seating.

The various elements around Dedham Station today (housing, Legacy Place, MBTA Station) can be thought of like islands that are close to each other but unconnected. A primary goal of this project is to connect these "islands."

A secondary goal of this study is to provide recommendations on how this area could develop over time into a cohesive neighborhood. That is, accompanying the connectivity goals should be a phased development that minimizes

potential impacts. Unlike many identifiable neighborhoods in Town, this area isn't necessarily part of any one neighborhood. The study will, therefore, make zoning recommendations that achieve the Town's goals in a responsible, phased manner. For example, the 2009 Master Plan identified this area as appropriate for a mix of uses, including additional housing. The 2014 Northeastern University Housing Study further emphasized this point but went further to say housing choice for different age groups is a need of Dedham residents. This study will provide recommendations on phasing development, housing and other elements, that positively contribute to the quality of life in the Town.

The area around the Dedham Corporate Center Station is primed to become a walkable, vibrant neighborhood. A recent Technical Assistance Panel (TAP) workshop by the Urban Land Institute (October, 2016) brought together a group of experts to provide recommendations on development potential for the area. The TAP underscored MAPC's recommendations for achieving the long-term goals for the area. Indeed, a recent development proposal has been submitted that incorporates various elements of high quality transit-oriented development.

MAPC worked from two overarching principles in developing its recommendations:

1. Connectivity improvements (sidewalks, paths, crosswalks, etc.) in the near to medium term are critical to the area's future.
2. Development should occur in a responsible, phased approach to examine any potential impacts on the neighborhood and community at large.

In addition to these principles, it is important to recognize that change will occur, and “the best way to predict change is to create it.” For example, under direction of Governor Baker, the Dedham Corporate Center MBTA station parking lot is listed as a priority location for development (explained further in a following section). The Town has a tremendous opportunity to examine and update the current zoning for this area to ensure that development fits with the Town's needs.

Planning Process

Beginning in January 2014, MAPC and the Town worked to create a vision and associated near term and long term recommendations to shape the site's future. These recommendations included a robust public process involving land owners and residents of both adjacent neighborhoods and the community at large. In addition, the process involved coordination with MBTA staff, as well as meeting with development firms engaged in the area.

The following is an outline of the planning process:

- Collect data and analyze existing conditions, including site visits
- Forum with land owners
- Public meeting #1
- Overview to Planning Board
- Public meeting #2 (hosted by Planning Board)
- Refine recommendations
- Prepare final document

Station Area Context

For the purpose of this study MAPC focused on an approximately $\frac{1}{2}$ square mile area (350 acres) around the Dedham Corporate Center station and Legacy Place. The site is bounded on the west by Providence Highway (Route 1), on the south by I-95 (excluding the small residential enclave off of Elm Street), and on the east extending up to Wigwam Pond in the north.

The study area contains a mix of residential, commercial, and industrial uses segregated fairly clearly. Legacy Place is a major regional destination “lifestyle center” with more than 80 stores, restaurants, and a 15-screen movie theater. It also contains the largest Whole Foods grocery store in New England. Adjacent to Legacy Place are two large apartment buildings, Avalon Bay Dedham and the Jefferson at Dedham Station, which together include nearly 600 units. Across the street from the apartments is the Dedham Corporate Center commuter rail station with commercial space and a hotel located to the south.

Figure 1: Study Area



The site also contains auto-centric retail along Route 1, as well as low density light industrial uses to the east of Legacy Place. The site omits a small enclave of existing single family homes sandwiched between Legacy Place the I-95 interchange, as these homes are expected to remain in place for the foreseeable future.

MBTA Station Lot

In the spring of 2015 the Governor Baker Administration initiated a process to identify state-owned parcels of land that could potentially be redeveloped with a particular emphasis on addressing the region's housing shortage, as well as furthering economic development. The process involved a number of state agencies and in October 2015 the state hosted the Open For Business conference to announce the list of identified underutilized parcels. Among the list of approximately 40 parcels was the Dedham Corporate Center commuter rail parking lot. This 5.5 acre lot contains approximately 500 parking spaces yet is only 25% utilized on a typical weekday. The MBTA recently issued a Request for Proposals for this lot. The Town is in the process of working with the MBTA to attract a financially viable development proposal that meets its goals and helps it to achieve its vision. This is a unique opportunity for the Town to influence the type of development that occurs on this property and, importantly, an opportunity for the Town to address some of the connectivity issues currently facing the site.

Figure 2: Regional Context Map






2009 Dedham Master Plan

In 2009 Dedham completed a master plan that set numerous goals and strategies relevant to the area around the Dedham Corporate Station.

Goals for the Dedham Corporate Center itself include:

1. Reassess policies around Dedham Corporate Station to encourage higher density mixed use development, including residential uses
2. Analyze the potential for transit-oriented development (TOD)
3. Focus on the following TOD objectives:
 - ➔ Assess opportunities for higher-development at the Dedham Corporate station;
 - ➔ Maximize local and regional bus, walking, bicycle, and car/vanpool connections to station and integrate this hub with the neighborhood
 - ➔ Identify commercial and/or light industrial development opportunities

2009 Master Plan: Town-Wide Selected Goals

	<ul style="list-style-type: none"> ➤ Integrate sustainable development into Dedham's development regulations ➤ Encourage "village" design in Dedham's commercial centers
	<ul style="list-style-type: none"> ➤ Enhance development and redevelopment of large-scale and underutilized sites and areas ➤ Identify market opportunities and locations for new types of economic growth
	<ul style="list-style-type: none"> ➤ Provide for a diversity of housing opportunities
	<ul style="list-style-type: none"> ➤ Increase opportunities for walking and biking ➤ Promote the beautification of Dedham's roads and other transportation infrastructure
	<ul style="list-style-type: none"> ➤ Improve access to public transportation in Dedham

Transit-Oriented Development

Dedham Corporate Center is well-located with a commuter rail station providing direct access to Boston. Transit-oriented development (TOD) is a strategy to integrate a mixture of housing, office, retail and other daily needs in a walkable neighborhood within close proximity to quality public transportation. TOD is usually accomplished through higher intensity, mixed-use, mixed-income development close to the station area with decreasing intensity as one gets further from the station. Successful examples of TOD include a mixture of housing types at varying price points, ensuring that those who need to live near transit and those that choose to live near transit can be accommodated.

The ability of residents and employees to walk and bike to and from the station area is also extremely important. A safe and well connected walking and biking network helps connect residents to local businesses, jobs, recreation areas, and the transit station itself. More trips taken by cyclists and pedestrians can help reduce auto traffic on local and regional roadways, improving congestion and air quality.

By coordinating investments in transportation and existing and future development, Dedham can greatly improve the quality and ease of life for its residents. TOD has a number of benefits for a community depending on the type and quality of the transit service available.

Benefits of Transit Oriented Development

TOD can provide transportation choices - TOD provides transportation for young people, the elderly, people who do not drive, and those who choose to or cannot afford to own a car.

TOD can increase transit ridership - TOD improves the efficiency and cost effectiveness of transit investments. New development around transit stations can increase transit ridership by 20 to 40 percent, which would increase revenue for the MBTA.

TOD can reduce reliance on automobiles - By creating neighborhoods where housing, jobs, and shopping are within walking distance to transit, reliance on driving can be reduced. TOD can reduce annual household rates of driving by 20 to 40 percent.

TOD can reduce air pollution and energy consumption - With more pedestrian, bike, and transit travel taking place, reductions in driving can ease congestion and improve local air quality. TODs can reduce rates of greenhouse gas emissions by 2.5 to 3.7 tons per year for each household.

TOD can increase households' disposable income - Housing and transportation costs are the number one and two highest expenses households have to account for. Some estimates show that reducing household driving costs can help save \$3,000-\$4,000 annually. This can greatly increase a household's disposable income and ease overall household cost burden.

TOD can bolster the local economy - Constructing housing in walking distance to existing or future business districts means local businesses can be supported by the surrounding neighborhoods.

TOD can increase the municipal tax base - New development around the transit station can add to the municipal tax base without large infrastructure costs. This can mean new investments in schools, municipal services, or parks and recreation.

TOD can contribute to more affordable housing - By reducing household expenditures on transportation costs, more disposable income is available to be spent on housing costs. New development around transit stations should also include deed restricted affordable housing units for households making below the area median income.

Source: <http://tod.drcog.org/what-are-benefits-tod>

TOD concepts can be applied in a context-sensitive manner to fit the character of the community, from small suburbs to urban centers. The accompanying photos are examples of TOD in a variety of community types.



Manchester by the Sea



Newton



Reading



Melrose

TRANSPORTATION NETWORK

The site contains strong connections to Boston and the rest of the region via the Commuter Rail, Route 1, and Route 95. The commuter rail has increasingly become a popular and vital route for accessing Boston, particularly during the morning and afternoon commute as an alternative to driving. Located on the Franklin line, Dedham Corporate Center is located less than 12 miles from downtown Boston (South Station) and takes approximately 30 minutes (far less than it would take to drive).

Although a majority of Dedham residents drive to work, a significant percentage take public transit. Furthermore, those living near the commuter rail are more likely to take transit rather than drive to work, suggesting that development near the commuter rail is one of the best locations for increasing development while minimizing traffic impacts.

Figure 3: Daily inbound boardings

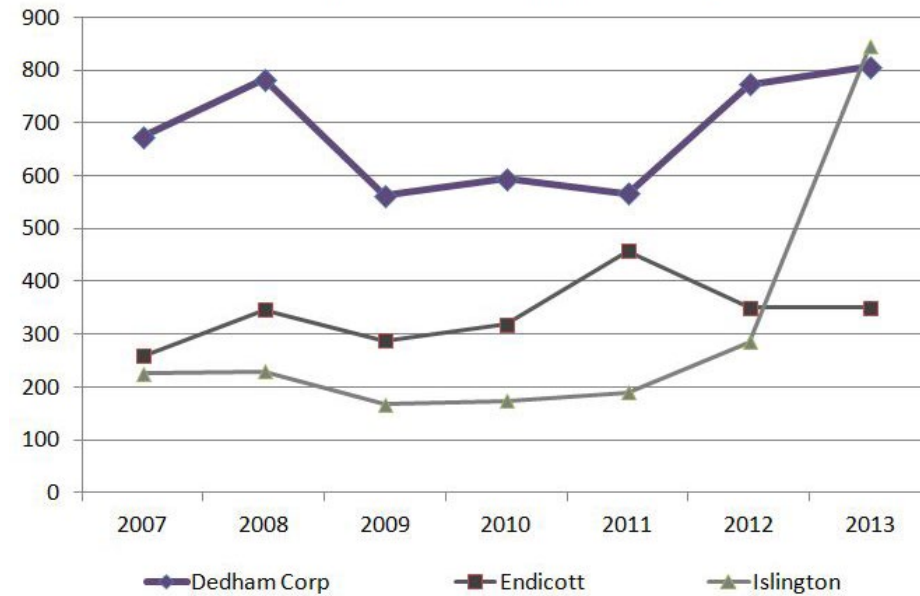
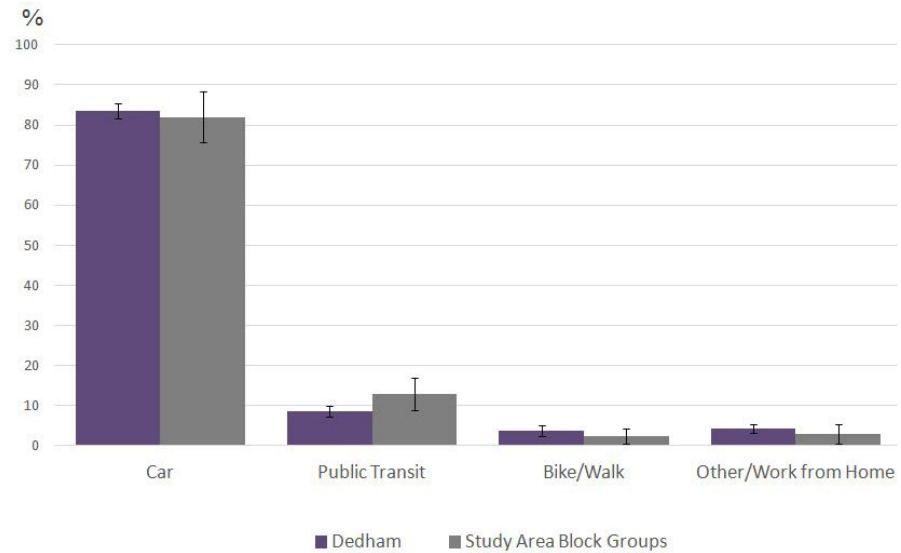


Figure 4: How Dedham residents get to work



Data Source: American Community Survey 2009-2013 5-Year Estimates
Note: Error bars indicate 90% confidence interval

The majority of people accessing the Dedham Corporate Center station do so by car. Thirty-one percent walk. As connectivity improvements and if the number of residents living near the station increases, people walking and biking to the station would be expected to increase.

While access to and from the study area is strong, connectivity within the study area itself needs improvement. Because the study area is relatively small, people should be able to walk across it relatively quickly; however, as noted earlier much of the site lacks safety, comfort, and accessibility to foster a walkable environment.

Figure 5: Dedham Corporate Center Station Access by Mode

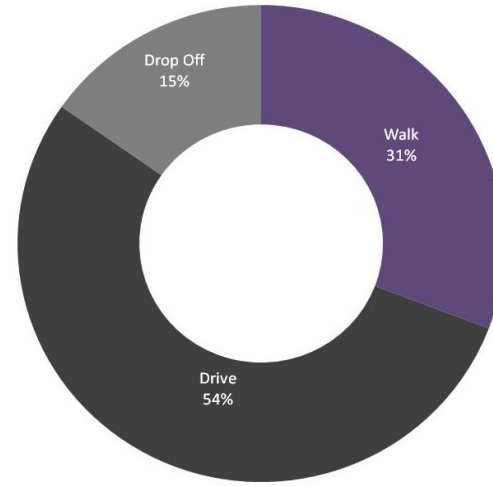
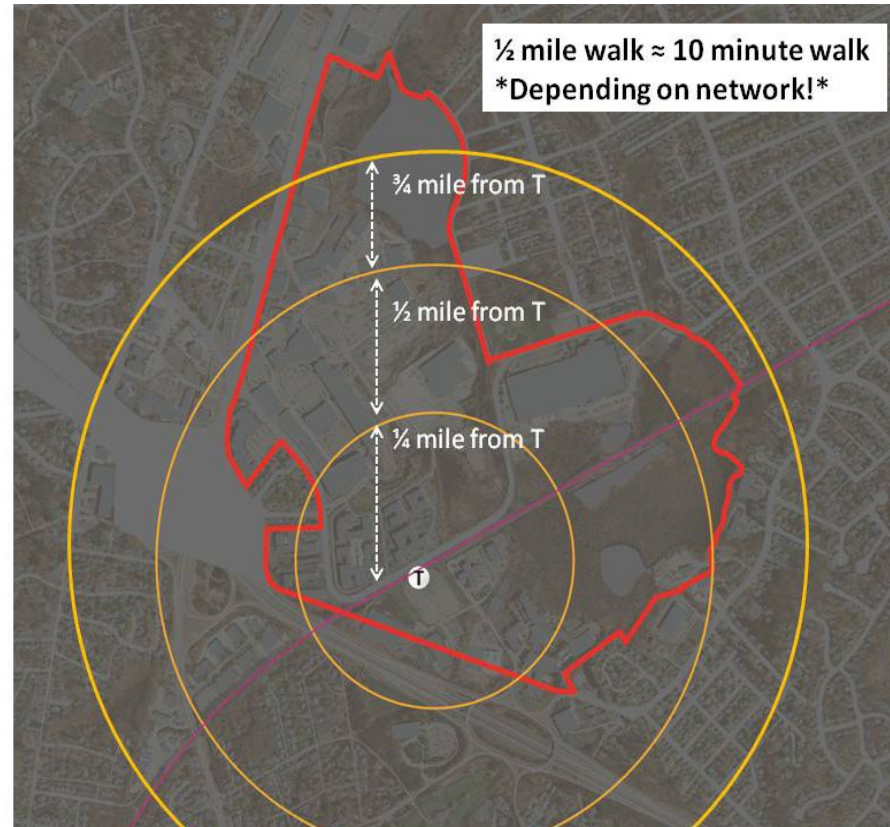


Figure 6: Site area potential walking distances



Pedestrian Issues

From a pedestrian perspective, several issues stand out:

Lack of sidewalks

Rustcraft Road currently does not contain sidewalks on either side of the street, making the walk from the Commuter Rail station to the Red Cross / General Dynamics building impractical and unsafe for most people.

Figure 7: Rustcraft Road



Legacy Boulevard also has a glaring lack of pedestrian facilities for major portions. This is an important roadway that connects Route 1 to Legacy Place and would act as a connector to any future development that occurs to the northeast toward Wigwam Pond.

Parking lots within the site in some instances lack accessibility (e.g., curb ramps) and safety (e.g., walkways and crossings). The accompanying photos capture the issue. A person in a wheelchair is attempting to access the stores. Without a convenient and safe route, she must resort to walking over a curb directly into a parking space before attempting to reach the store through the lot.

Figure 8: Legacy Boulevard





The commuter rail station and Legacy Place lack a strong connection

The station is only a few minutes' walk to Legacy Place, separated by two large apartment complexes. A new crosswalk across Rustcraft Road with pedestrian flashing beacon has greatly improved the connection towards Legacy Place. A recently constructed drop-off space along with new sidewalks for the length of it has also improved safety.

From the apartment complexes to Legacy Place is an attractive walkway with landscaping and pedestrian scale lighting.

Between the crosswalk and the walkway, however, the space adjacent to the two apartment complexes lacks a distinct connection. Lack of signage prevents people from knowing that Legacy Place is less than a block away and lack of sidewalks reduces safety and gives the feeling that pedestrians would be intruding on private property.

Figure 9: Between the commuter rail station and the walkway to legacy place is a missing link



Vehicular Issues

Parts of the site feel the effects of being situated at the confluence of two major roadways, I-95 and Route 1, experiencing congestion during the morning and evening commutes. Level of Service (LOS) is a measure used to qualify how traffic flows through intersections, measured by a grade of A through F. An A grade indicates free-flow traffic, and an F indicates extremely slow movement through an intersection, taking multiple signal changes.

Level of service is a complex subject that requires further explanation of the grading system. The metric originated during the intense highway-building era of the 1950s. The system was then applied to a community's local roadways. On streets that are intended to serve a neighborhood (as opposed to highways and major arterials), the grading system can be misleading. Confusingly, on a local roadway an A or B LOS is generally not considered optimal. This is because an A or B grade can indicate an over-capacity of roadway. These situations often result in speeding vehicles and streets that do not serve pedestrians well.

Consequently, traffic engineers often aim for achieving a grade of a C, which some believe finds the right balance between the needs of automobiles. In many cases a D LOS is also considered acceptable. Even in these situations it is important to remember that a) LOS is considered only during peak times, meaning the majority of the day may have excess capacity, and b) LOS typically considers long-term future growth as part of the analysis.

According to 2014 data, the roadways within the site received grades of A and C, indicating that congestion is well within the normal range. Outside the site, the East Street at Wentworth Street intersection received an E and a D for the evening commute (Wentworth Street eastbound and Endicott Estate westbound). This data indicates that, generally speaking, there is additional roadway capacity to accommodate future development, assuming that development would be focused away from East Street and toward Elm Street and Legacy Boulevard. The Town may also wish to focus capacity improvements on the areas receiving E and D grades.

Bicycle

For bicyclists, there are no bicycle facilities (e.g., bicycle lanes) throughout the study area. There is some bicycle parking in the rear of Legacy Place; however, without appropriate bicycle infrastructure connecting to and within the site, it is unlikely to accommodate many bicyclists. Creating a safe environment for cyclists can reduce the reliance on automobiles to the area, helping to alleviate congestion.

Figure 10. Although the roadway depicted below may have an LOS A, it is not the optimal design for fostering a walkable neighborhood.



CHANGING DEMOGRAPHICS

Projections Methodology

The metropolitan Boston region is home to an ever-changing population, shaped by numerous factors. To help plan for this uncertain future, MAPC has prepared a dynamic model of future population, household size, and housing demand for Metro Boston and its municipalities. MAPC's projections include two scenarios for regional growth. Each scenario reflects different assumptions about key trends. The "Status Quo" scenario is based on the continuation of existing rates of births, deaths, migration, and housing occupancy. Alternatively, the "Stronger Region" scenario explores how changing trends could result in higher population growth, greater housing demand, and a substantially larger workforce. Specifically, the Stronger Region scenario assumes that in the coming years:

- The region will attract and retain more people, especially young adults, than it does today;
- Younger householders (born after 1980) will be more inclined toward downtown living than were their predecessors, and less likely to seek out single family homes; and,
- An increasing share of senior-headed households will choose to downsize from single family homes to apartments or condominiums.

Of the two scenarios, Stronger Region is more consistent with the housing, land use, and workforce development goals of MetroFuture and has already been adopted by the Executive Office of Housing and Economic Development as the basis for the Commonwealth's multifamily housing production goal. Furthermore, based upon a review of its previous projections, the Stronger Region scenario was the more accurate of the two scenarios. The projections in this section, therefore, rely on the Stronger Region scenario.

Development of these projections was supported by an advisory team comprising academic experts, state agencies, neighboring regional planning agencies (RPAs), and member municipalities. MAPC reviewed reports from other regions nationwide to assess the current state of practice and also reviewed prior projections for its region to assess their accuracy and identify opportunities for improvement. The "Metro Boston" region refers to 164 cities and towns in Eastern Massachusetts, including the entire MAPC district as well as all or portions of five neighboring RPAs. This region coincides with the extent of the travel demand model used by the Boston Metropolitan Planning Organization.

Data sources for the projections include Decennial Census data from 1990, 2000, and 2010; American Community Survey (ACS) data from 2005 to 2011; fertility and mortality information from the Massachusetts Community Health Information Profile (MassCHIP); housing production information from the Census Building Permit Survey database; and MAPC's Development Database. For more information please visit <http://www.mapc.org/available-data/projections>.

Dedham, as with the rest of the region, is growing and changing. Demographics and changing preferences are aligning in ways that make Dedham Corporate Center a prime opportunity to enhance the well-being of the Town.

There are three key points relevant to the future of the site.

Dedham's population is rising

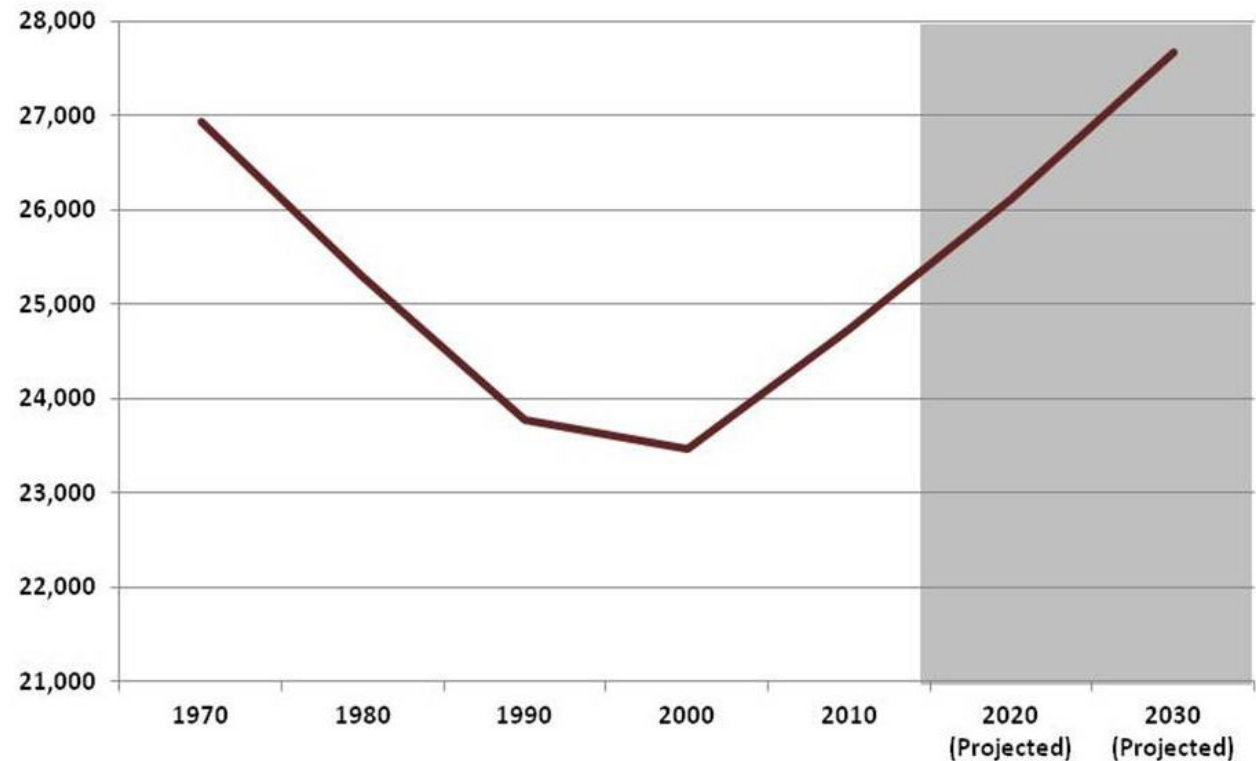
MAPC's population projections are based on current patterns of births, deaths, and migration, as well as assumptions about how those trends might change in coming decades. Dedham's population peaked in 1970 and then dropped precipitously over the next 30 years. Beginning in 2000, however, population began to rebound and as of 2010 reached 24,730. MAPC expects population to continue to rise over the next twenty years, reaching and surpassing its 1970 peak some time around 2030.

Dedham's population make-up is changing

In addition to the population as a whole, the change in specific age cohorts impacts the planning for Dedham's future. MAPC projects that Dedham's school age population (5-19 year olds) is peaking and are projected actually to fall by 10% from 2010 through 2030. Thirty-five through 64 year olds comprise the largest segment of the population in Dedham. They will continue to grow, but at a low pace of 3% from 2010 through 2030. Twenty through 34 year olds

are projected to grow at a moderate pace of 8%. The greatest growth will come from seniors, who are projected to grow 66% from 2010 through 2030, a population increase of approximately 3,000 people.

Figure 11: Dedham Population



Household size is projected to shrink

In 2000, Dedham's average household size was 2.61 people. Since then, it fell 6% to 2.45 in 2010. MAPC projects household size will continue to fall to 2.26 by 2030. This is because younger people are often waiting longer to have children and older people are living longer.

The significance of these trends

The change in demographics, combined with changing preferences and needs for various age groups, suggest several things:

- More housing is needed to accommodate the growing population.
- Many seniors wish to “age in place;” i.e., remain in their communities during retirement. Aging in place does not necessarily imply remaining in the same home; rather, it means having the types of residential choices (single-floor homes, homes with elevators, homes near various amenities, etc.) throughout the Town that provide options for remaining in the community. Many of these people increasingly do not want or are unable to drive for every trip. As with the younger generation they want access to restaurants, stores, and other amenities.
- Younger people (20-34 year olds) are generally interested in living in a walkable, downtown-like setting, where they can

easily access restaurants, stores, and other points of interest. They don't want to rely on a car for every time they leave their homes. They also want easy access to transit, such as the commuter rail. For example, according to a recent poll, 76% of Millennials want to live in a transit-oriented neighborhood (i.e., containing the elements listed above). While many would choose to live in the downtown neighborhoods of Boston, Somerville, and Cambridge, as these communities become increasingly unaffordable, suburbs such as Dedham become more attractive.

- People entering their mid-30s primarily are interested in living in a community with good schools. As their household sizes increase, they often prefer single family homes with more space. But many would still like easy access to the trappings of downtown settings with restaurants, night life, and a mix of amenities, even if they don't live directly within that type of setting.

These factors imply a need for:

- Additional housing units, particularly smaller units in multi-family buildings.
- A walkable community, containing a mix of uses where people do not need to rely on automobiles for every trip or activity. Being walkable means having places to go in an attractive setting (i.e., the walk must be interesting), as well as being safe and accessible.

- Access to transit, as many young professionals work in or near Boston. Within the broader context of an increasing preference for urban settings, many employers are relocating to Boston and adjacent communities, making the transit access increasingly attractive.

Within this framework, the area around Dedham Corporate Station has several of the elements and the potential to support the changing demographic needs.

Figure 12: Dedham Household Size

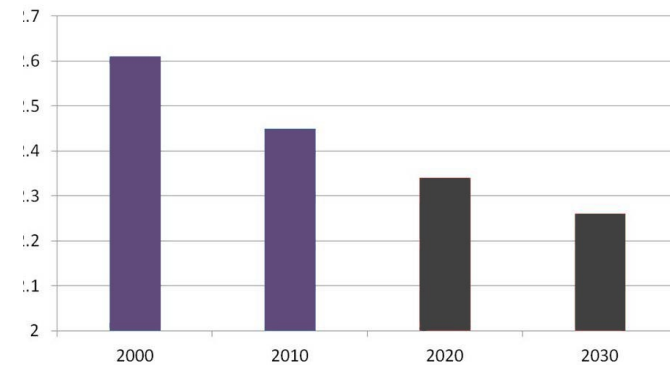
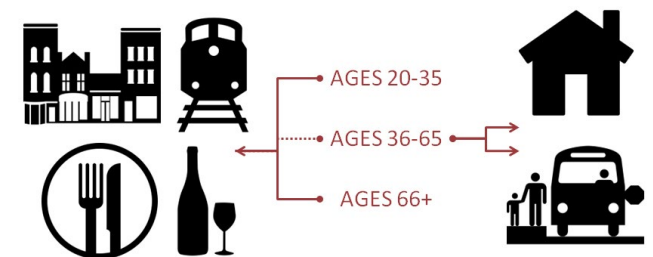


Figure 13: General demographic preferences



MARKET ANALYSIS

M^{APC} undertook a preliminary market assessment as a component of the study. The purpose of the assessment was to identify the potential for supportable residential, retail and office development in the study area, to better inform future planning decisions, and to identify development opportunities.

It is important to note that this preliminary assessment of market opportunities is not a prediction of what will occur on the site or a recommendation that the Town build to fully meet demand. It is a representation of what may be possible should Town goals, policies and market interest align given current data, trends and projections for future household growth, spending potential and employment within and around the Town of Dedham over the next 5 to 10 years.

Our analysis indicates that the study area has the market potential to support an additional 575

units, primarily of multi-family homes. They area could support an additional 130,000 square feet retail space (34 new establishments). The opportunity for office is more limited, although a targeted marketing strategy to attract a tenant prior to build may be feasible.

Residential Analysis

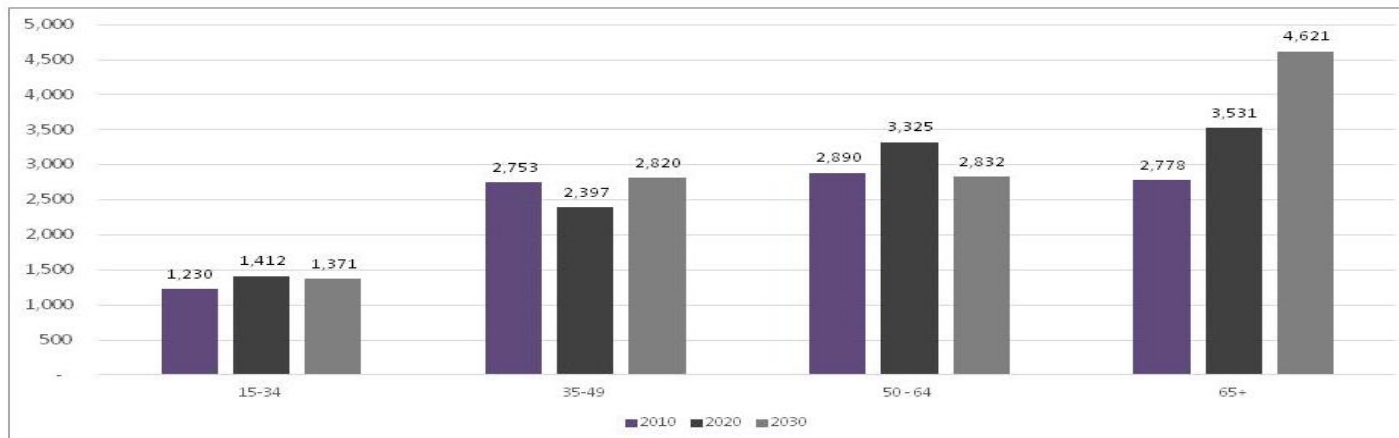
Households

For the housing market analysis, understanding the household composition and trends is more important than the overall population. Every household resides in one housing unit, no matter the number of people in that household. Thus, to better understand future housing needs within a community, the number of households

provides insight into the amount and type of housing that may be needed currently or in the future.

As shown in Figure 14, over 2,000 additional households are projected in the Town of Dedham over the next two decades. The majority of that growth is projected to be senior headed households (+66%) and young professional households under 35 (+11%). Housing preferences for these Baby Boomers and Millennials in many ways align. Both are increasingly interested in residing in downtown-like pedestrian oriented environments that offer many amenities and transportation options.

Figure 14: Household Change by Age: 2010-2030



Housing Sales and Pricing

Dedham's real estate market is quite competitive. The Town's sale housing market has recovered since the recession and housing prices are nearing all time highs. Single family home prices have increased 22% since 2009 (the bottom of Dedham's real estate market), and condominium prices are up 21%. The number of sales has also increased at a steady pace over the last few years; however, given that current inventories for both single family and condos is considerably lower than during peak real estate years, prices are likely to continue upward.

Rental Housing and Pricing

The rental market in the study area is also strong. Two large rental complexes, Avalon Bay Dedham and the Jefferson at Dedham Station, which together include nearly 600 rental units. Although more affordable than Boston and Cambridge, these units command solid rents. 1-bedroom units lease for \$1,900 and up; 2-bedroom units lease for \$2,250 and up; and 3-bedroom units lease for \$2,850. Based on these rents, should there be demand, new construction could likely be feasible.

According to discussions with building management, most tenants are young professionals and empty nesters. Vacancy rates at both complexes are low (below 5%), and whenever units open up, they lease within the next month. The main appeal for tenants is not proximity to the commuter rail but rather its proximity to the numerous retail and entertainment options at Legacy Place, and easy access to Route 128 job centers.

Figure 15: Dedham Median Sales Price

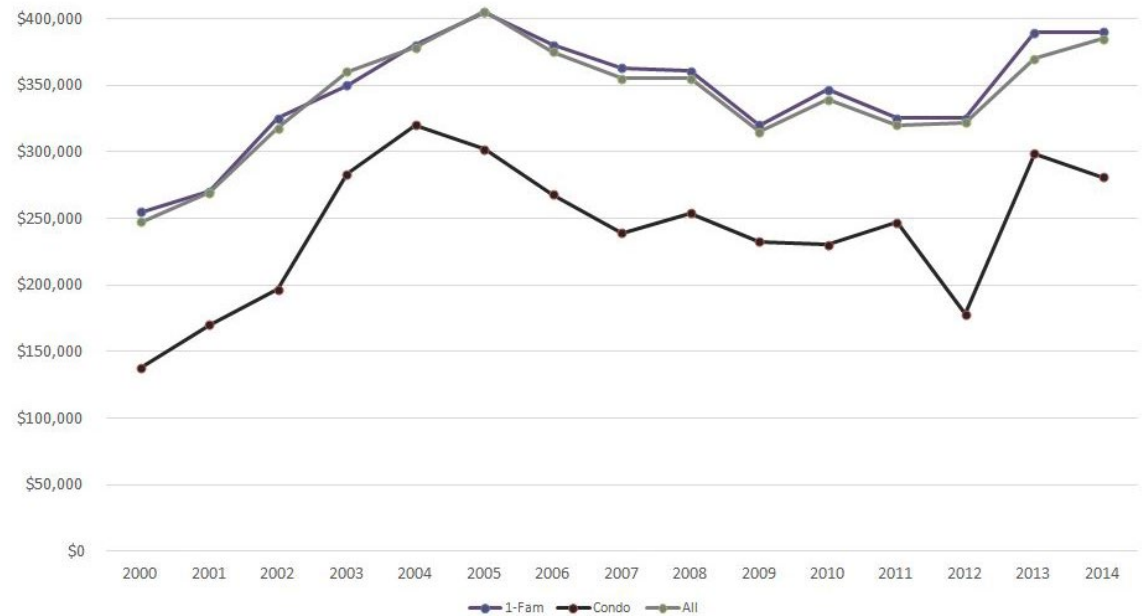
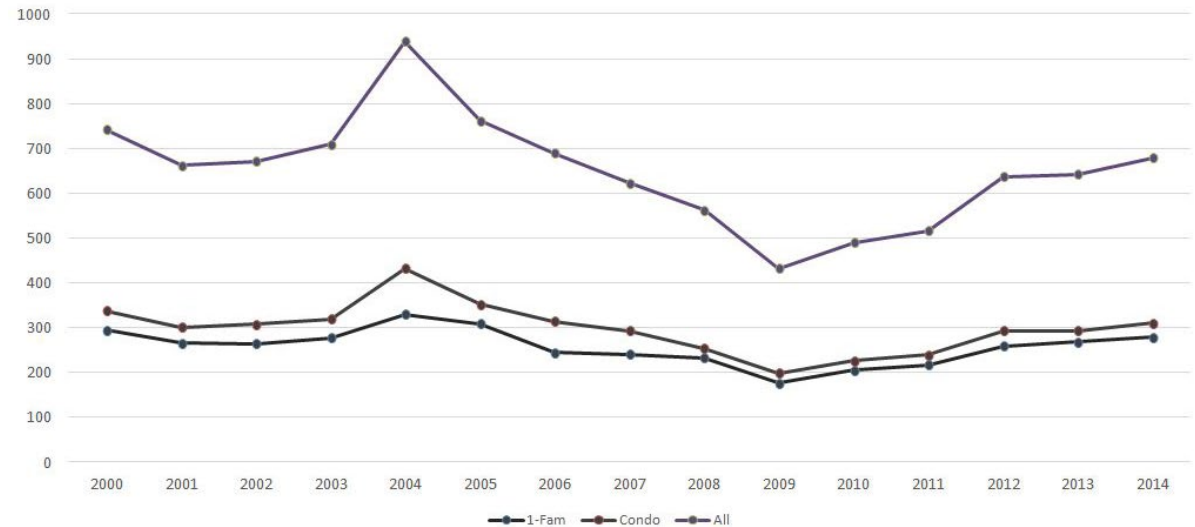


Figure 16: Dedham Number of Home Sales



Housing Demand

To identify the number of potential new units that could be supported in the study area, MAPC first defined a broader focus area of housing markets that might reasonably compete with Dedham in attracting residents. The area identified included Dedham, Newton, Needham, Westwood, Walpole, Norwood, Milton, Canton. Next, MAPC considered projected housing unit demand through 2020 by combining total demand from the entire focus area by both housing type and tenure. Within the focus area, an estimated 3,850 multifamily units and 3,096 single family units were projected by 2020.

We then assessed the housing units added in the focus area by type since 2012 – 761 multifamily and 828 single family units. Next, we calculated the percent of total focus area units that were permitted in Dedham – 12% of all multifamily housing permits and 6% of all single-family housing permits.

Next, we subtracted the number of permits issued from the projected total demand. This resulted in the number of remaining units that could likely be supported within the larger market – the unmet demand – which totaled 3,089 multifamily units and 2,268 single family units. Given the unmet demand, and permitting trends in Dedham, we assigned low and moderate capture rates – 10% and 15% to estimate the portion of the unmet area unit demand for multifamily, and 2.5% and 5% for single family (alternative) – that Dedham could potentially meet and support. The capture rate represents those households that may choose to live in the study area.

As shown in Table 1, based on the capture rates, and given growing preferences for urban living among smaller households, the study area could potentially see somewhere between 309 and 463 additional multifamily and 57 and 113 single-family alternative units over the next 5-10 years should the right unit types be constructed.

Unit Demand Mix

Given the diversity of households interested in downtown styles of living, it is crucial that new residential development include a mix of unit types, including one-, two-, and three-bedroom options. One- and two-bedroom units in larger apartment and condominium developments will be most attractive to smaller households, including downsizing seniors and younger singles and couples, many of whom may wish to access the commuter rail to job opportunities in Boston/Cambridge. Three-bedroom units, either in larger multifamily developments or in townhouse-style properties, would be most appealing to slightly larger households, such as those with children and downsizing households interested in smaller living spaces that still offer guest bedrooms for family visitors (e.g. grandchildren).

Table 1: Potential Unit Demand

	Unit Demand (Subregion)	Units Added (Subregion)	Remaining Demand	Capture Rates	
				10%	15%
Multifamily	3,850	761	3,089	309	463
				2.5%	5%
Single-family	3,096	828	2,268	57	113

Source: MAPC

Retail Analysis

Existing Retail Inventory

The first step in conducting the retail market analysis involved researching and analyzing the current retail inventory within the study area. MAPC staff surveyed the existing retail environment – which includes the 675,000 sf Legacy Place retail and entertainment complex, as well as several smaller strip retail commercial centers along or just off of Route 1.

In total, over 80 retail and professional office establishments were identified. This included 14 eating establishments (most full service), 36 clothing and accessories stores (including athletic attire), 5 shoe stores, 3 general merchandise stores, 5 health and beauty, 4 personal services, and one grocery store. The majority of these stores are national or regional chain retail or dining establishments including Whole Foods, Uniqlo, H&M, Loft, Banana Republic, J Crew, Urban Outfitters, etc., as well as restaurants such as Legal C Bar, Shake Shack, and Aquitaine. There were virtually no locally owned and operated establishments.

Trade Area

Before future retail potential can be identified, a trade area – the area in which businesses will draw the majority of their business – needs to be determined. Defining a trade area, or areas, is a key task as it defines the boundaries for which data is gathered and analyzed to identify potential retail opportunities.

Given that the Dedham Corporate Station study area is located at the intersection of I-95 and Route 1, and serves a regional market, MAPC identified and analyzed two trade areas for different purposes. The Primary Trade area included all households within a 10-minute drive and the Secondary Trade Area included all households within a 15-minute drive.

Gap Analysis

A retail opportunity or gap analysis looks at the overall demand for retail goods and services within a designated trade area based on the spending potential of households (demand), and the actual sales for those goods and services within the market area (supply). The difference between the demand and supply is the retail “gap.” To arrive at this retail gap analysis, MAPC utilizes a database from Esri Retail MarketPlace Data. This database enables the comparison of supply and demand in one measure, the Leakage/Surplus Factor. Leakage/Surplus measures the balance between the volume of supply (retail sales) generated by retail industry and the demand (spending by households [i.e., retail potential]) within the same industry.

When the demand exceeds the supply, there is “leakage,” meaning residents must travel outside the area to purchase those goods. In such cases, there is an opportunity to capture some of this spending within the market area to support new retail investment. When there is greater supply than demand, there is a “surplus”, meaning consumers from outside the market area are coming in to purchase these goods and services.

In such cases, there is limited or no opportunity for additional retail development. Thus, the retail gap analysis provides a snapshot of potential opportunities for retailers to locate within an area.

Table 2 provides a summary of the retail opportunity gap analysis. Those figures in red indicate sectors for which there is a surplus of retail sales within the given trade area (i.e. little to no opportunity). Those that are positive and in green, represent sectors where there is leakage (i.e. opportunity for more retail).

In total, the study area could potentially support up to 34 new establishments, in an estimated 133,000 square feet. The strongest opportunities would be restaurants and drinking places, miscellaneous retailers, hobby and sporting goods, and food and beverage stores. Given the regional nature of the existing establishments at Legacy Place, establishments that appeal to both a regional and local clientele (e.g., existing and potential new study area residents) would likely be the most likely to succeed.

Figure 17: Trade Areas

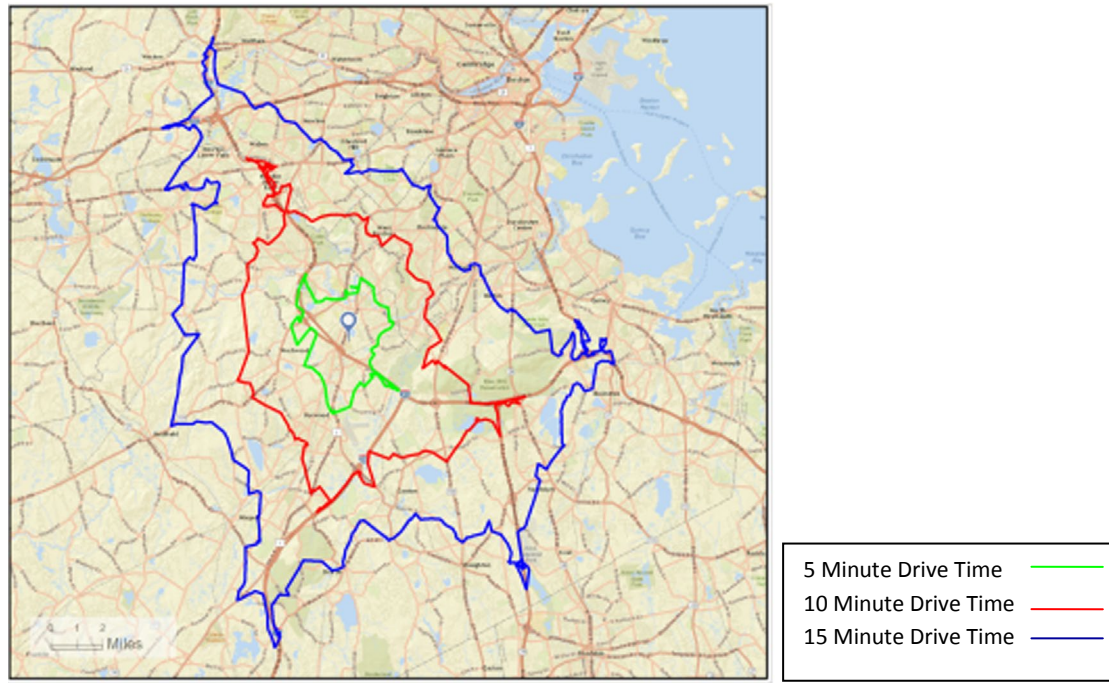


Table 2: Gap Analysis Summary

Retail Industry Sectors	NAICS	PRIMARY TRADE AREA	SECONDARY TRADE AREA
		10-minute drive time	15-minute drive time
Furniture & Home Furnishings Stores	442	X	X
Electronics & Appliance Stores	443	X	X
Building Materials, Garden Equip. & Supply	444	X	1
Food & Beverage Stores	445	X	5*
Health and Personal Care	446	X	X
Clothing & Clothing Accessories	448	X	X
Sporting Goods, Hobby, Book and Music Stores	451	2	4
General Merchandise	452	X	X
Miscellaneous Store Retailers	453	0	8
Food Services & Drinking Places	722	1	16
Total	N/A	2 to 3	34

Office Analysis

Existing Office Uses

The study area is currently home to numerous office uses (including a mix of healthcare) and light industrial tenants, which employ over 1,100 workers.

Market Context

Dedham is part of the Boston South submarket, as analyzed by Jones Lange LaSalle, a real estate services firm. The South submarket has among the highest vacancy rates in all Boston area submarkets; however, the market is improving, a trend that is expected to continue. Vacancy has decreased at a slightly higher rate compared to other areas year over year, and rents are up 8.1%. With more competitive rental rates than some areas, Dedham is a value, particularly given its proximity to top markets in Boston proper as well as the top suburban market, 128/Mass Pike.

However, given Dedham's location adjacent to Needham and Newton, the office market is in many ways is tied to the 128/Mass Pike office submarket, where vacancy is low, and Class A and B space is highly sought after. Furthermore, proximate commuter rail service should make the area attractive to tenants. However, as noted in discussions with area stakeholders, traffic concerns in and out of the area, the disconnection from the Legacy Place development (a short walk, but a long drive due to the commuter rail tracks), have hampered the area from a marketing perspective.

Improved circulation to and from the highway, and connections to Legacy Place (pedestrian and bike), along with increased marketing of the area, could make it a more desirable office location.

Table 3: Office Market Statistics

	South	128/Mass Pike	Suburbs
Supply (million s.f.)	12.5 SF	20.1 SF	89.0 SF
% Class A	56.7%	58.20%	58.80%
Average Asking Rent*	\$21.38	\$28.99	\$20.99
YoY Rent Growth	8.1%	3.20%	2.00%
Total Vacancy	19.4%	10.30%	18.80%
YoY Change (ppts)	-3.3%	-3.1	-2
Historical Average (%)	16.9%	14.60%	17.70%
Total Absorption (includes 495S)	166,997	199,241	572,428
as % stock	n/a	1.00%	0.60%
Historical Annual Average	11,197	326,246	770,050
Total Availability	22.2%	14.20%	21.60%
y/y Change (ppts)	-4.43	-1.64	-1.12
Historical Average (%)	19.2%	16.80%	20.10%

Job Trends

Dedham has seen little office growth over the last decade. There has only been a net increase of 20 office inclined jobs over the last 15 years, or less than half of 1%. Although this is in large part due to the recession that impacted the entire region, state and nation, the larger Metro West/South WIA (Workforce Investment Area) has seen significant job increases (43,113 or 16.5%).

Dedham has largely missed out on office growth over the last decade; however, there may be opportunity to capture some future growth in the Metro West/South WIA. According to job projections by the Massachusetts Executive Office of Labor and Workforce Development, the subregion is projected to see a 13.4% increase in office and institutional sector jobs, or 38,705 positions. This number of jobs would equate to between 6.8 and 9.7 million square feet of office space, based on 175 to 250 square feet per worker. With approximately 3.5 million square feet of new office space under construction or proposed within the subregion, there is opportunity for the study area to capture some of the additional demand.

Table 4: Office-Inclined Job Growth (Source: EOWLD, 2015)

Sectors	Dedham				Metro West/South WIA			
	2001	2013	Change	% Change	2001	2013	Change	% Change
51 – Information	1,263	722	-541	-42.83%	29,529	26,794	-2,735	-9.30%
52 – Finance and Insurance	719	810	91	12.66%	21,205	20,299	-906	-4.30%
53 – Real Estate and Rental and Leasing	139	143	4	2.88%	7,436	7,484	48	0.60%
54 – Professional and Technical Services	939	713	-226	-24.07%	58,665	69,733	11,068	18.90%
55 – Mgmt of Companies and Ent	661	837	176	26.63%	17,341	24,412	7,071	40.80%
56 – Administrative and Waste Services	628	433	-195	-31.05%	29,537	32,090	2,553	8.60%
61 – Educational Services	682	1,268	586	85.92%	46,787	55,763	8,976	19.20%
62 – Health Care and Social Assistance	2,531	2,656	125	4.94%	50,518	67,556	17,038	33.70%
OFFICE/INSTITUTIONAL: BLDG TYPE	7,562	7,582	20	0.26%	261,018	304,131	43,113	16.50%

Table 5: Project Office-Inclined Job Growth (Source: EOWLD, 2015)

NAICS Code		Employment		Change	
		2012	2022	Net	Percent
51	Information	25,886	27,099	1,213	4.5%
52	Finance & Insurance	20,358	21,535	1,177	5.5%
53	Real Estate and Rental and Leasing	7,207	7,653	446	5.8%
54	Prof, Scientific, and Technical Svs	64,541	79,289	14,748	18.6%
55	Mgmt of Companies and Enterprises	23,152	24,745	1,593	6.4%
56	Admin and Support and Waste Mgmt	31,308	32,242	934	2.9%
OFFICE BUILDING TYPES		172,452	192,563	20,111	11.7%
61	Educational Services	55,089	60,140	5,051	8.4%
62	Health Care and Social Assistance	61,647	75,190	13,543	18.0%
INSTITUTIONAL BUILDING TYPES		116,736	135,330	18,594	15.9%
TOTAL OFFICE INCLINED SECTORS		289,188	327,893	38,705	13.4%

Office Opportunity

Given the above, the Dedham Corporate Center station study area could potentially capture some office development. There are numerous factors in its favor, including:

- Employers are increasingly locating in transit-oriented, amenity-rich, mixed use areas.
- Visibility from the highway is important to attract corporate headquarters and regional offices. Areas to the south of the railroad tracks hold potential.
- There is little office vacancy in the study area, including all office space in Legacy Place, which is fully leased.

However, there are limitations to the area. First and foremost is the disconnection of areas to the south of the tracks from the amenities offered at Legacy Place. Connectivity must be improved – both to the highway and to Legacy Place – to unlock potential. There are opportunities for infill office locations on the Route 1 side of the study, and on underdeveloped parcels to the east of the shopping complex. These locations should be prioritized, particularly for small to mid-size tenants whose employees would be attracted to the amenities offered at Legacy Place, and who would be more likely to arrive to work by public transportation.

Summary

Based on the analysis of the various market conditions highlighted throughout this document, the Dedham Corporate Station study area holds the potential to support additional residential, retail and office development. The residential could support up to up to 575 units. Given changing housing preferences of the market segments most likely to reside in a mixed-use, transit-oriented area, multi-family and townhouse style units would be in greatest demand. Rental would likely be the most in demand.

Based on the analysis for retail, the potential exists for up to 130,000 sf of additional retail (34 new establishments). The primary opportunity is for eating and drinking establishments, and other retailers that appeal to a regional market that would benefit from the cluster of uses already at the Legacy Place shopping center.

While there is opportunity for office development, a targeted marketing strategy highlighting the growing live-work-play atmosphere of the study area and the transit amenity is required. Connectivity and circulation improvements are also needed.

Figure 18: Selection of Study Area Photos



NEAR TERM SOLUTIONS -- *CONNECTIVITY*

As noted previously, the site around Dedham Corporate Center Station contains most of the elements that one typically considers comprising a functioning, vital neighborhood:

- Numerous retail options, including restaurants and bars
- A concentration of residents
- Transit access to Boston
- A grocery store
- Natural features such as Wigwam Pond that help give the area a unique sense of place

Yet despite these individual elements, the area lacks the neighborhood feel present in other parts of the Town. A key reason for this is the lack of connectivity throughout the site. In the near term, the Town should focus on two aspects:

1. Improving connectivity, especially for pedestrians
2. Examine appropriate zoning changes for a focused portion of the study area to facilitate the type of development that will meet the Town's future needs

Importantly, any development that does occur in the near term can be leveraged to help address some of the connectivity issues. Furthermore, this development should be designed in such a way to further improve connectivity. This chapter will focus on connectivity improvements. The following chapter will provide a zoning assessment and a "road map" for realizing appropriate zoning modifications.

At its heart, improving connectivity in a neighborhood is primarily concerned with fostering walkability. Being walkable implies four conditions are met.

1. Safe (i.e., sidewalks and other infrastructure are needed to ensure safety)
2. Useful (i.e., aspects of daily life must be located reasonably close by)
3. Comfortable (i.e., the landscape and buildings must be designed in a way that makes pedestrians want to travel within the space)
4. Interesting (i.e., a mixture of uses, a variety of buildings and/or landscape elements, a concentration of people using the space, etc. are all elements that contribute to an interesting walk)

Throughout the site, many places have one of the above elements; however, all are necessary to foster the walkability required to create a successful neighborhood. Focusing on adequate pedestrian facilities is not enough. For example, building a sidewalk, while a necessary condition to create a safe walk, will fail to foster walkability if there is no nearby connection and if the walk itself feels boring. The following recommendations utilize this holistic framework in improving the connectivity. Additional recommendations supplement walkability improvements through complementary improvements.

Goal 1: Connecting Dedham Corporate Center Station to Legacy Place

Connecting the MBTA station to Legacy Place is, arguably, the most important near term connection. This connection can:

- Help foster use of the commuter rail as a means of traveling to Legacy Place
- Better connect the Avalon and Jefferson apartment complexes into the fabric of the area
- Create the conditions to connect future development at the station to Legacy Place

The MBTA's investment in a crosswalk and pedestrian signal has greatly improved the connection across Rustcraft Road. A connection needs to be completed to bring one from this point to Legacy Place itself. The Town should work closely with the owner(s) of one or both developments to find a feasible solution. It may be possible to reduce the pavement area slightly to create a narrow pathway through the lot. This, combined with signage, would be an improvement.

A more optimal connection, however, would be to utilize an easement existing between the two apartment complexes. This space could provide for an attractive and comfortable walkway towards Legacy Place. A way-finding sign clarifying Legacy Places' proximity will further improve this connection.

Because the easement is through an existing drainage ditch, construction of a walkway would require a substantial investment. This potentially could be funded, at least in part, as part of a community benefits agreement for a future development of the MBTA parking lot. The MBTA has indicated a willingness to include reasonable requests for achieving various Town goals in its future RFP.

Creating this connection will drastically improve upon the existing walkability of the area.

Table 6: Walkability Assessment - Dedham Corporate Center Station to Legacy Place

Existing Conditions Walkability Assessment		
Dedham Corporate Center Station to Legacy Place		
Safe		The MBTA has invested in crosswalks and a pedestrian signal to cross Rustcraft Road. Pedestrians then need to walk through a parking lot without sidewalks to arrive at Legacy Place.
Useful		As noted above, this is a vital connection for the area
Comfortable		Until arriving at a pleasant walkway on the north side of the apartment parking lot, pedestrians must walk through a treeless, asphalt parking lot
Interesting		The parking lot renders human activity to virtually nothing. The multifamily residences do not contain any elements of ground-level activity that foster an interesting walk.

Figure 19: This drainage easement could have a covered walkway to provide an attractive connection between the station and Legacy Place.



Figure 20: Signage like this could be place near the commuter rail directing visitors to Legacy Place



Goal 2: Constructing sidewalk along Rustcraft Road

The Town has been approved for state funding for construction of a sidewalk on Rustcraft Road from the western side of the Avalon Apartments up to the baseball fields and American Red Cross building.

The MBTA has recently constructed a drop-off area which includes a sidewalk along the area across from the Jefferson apartments. A sidewalk along the rest of the segment would further improve connectivity. As the framework notes, while this sidewalk would improve safety and, to a degree, comfort, it would not by itself create a truly walkable environment. Instead, this could be accomplished by ensuring any future development conforms to urban design standards that foster walkability, such as reducing setbacks and placing parking in the rear of the building.

Goal 3: Constructing sidewalk along Legacy Boulevard

Legacy Boulevard is a major roadway stretching from Route 1 all the way to Presidents Way and the Jefferson Apartments. As with Rustcraft Road, a sidewalk would greatly improve pedestrian safety. Over the long term, if the parcels on the east side of Legacy Boulevard are redeveloped, a clear street structure with mixed use buildings close to the street edge would help create a truly walkable environment. Construction of a sidewalk could occur in phases and be tied in to any future development.

Table 7: Walkability Assessment - Rustcraft Road

Sidewalk along Rustcraft Road		
Safe		A lack of sidewalks combined with high speed automobiles creates an unsafe environment for pedestrians
Useful		The connection on the western side of Avalon provides a means to Elm Street. A sidewalk to the ball fields could be useful for children living in the apartment complexes and/or for works at the Red Cross and other employers to access Legacy Place.
Comfortable		Part of the walk is along wetlands, which provides a pleasant experience but other parts are along open parking lots. The high speed cars further detract from a comfortable walking experience.
Interesting		The wetlands have moments that provide for an interesting experience; however, most of the walkfronts parking lots

Table 8: Walkability Assessment - Rustcraft Road

Existing Conditions Walkability Assessment		
Sidewalk along Legacy Boulevard		
Safe		Legacy Boulevard is a four-lane arterial with no sidewalks, creating an unsafe pedestrian environment.
Useful		The roadway runs along numerous retailers but also industrial sites
Comfortable		Walkable roadways provide a comfortable feel with trees and buildings that create a human-scaled environment. By contrast, Legacy Boulevard has a wide open feel with parking lots fronting almost the entire stretch, as well as the rear side of Legacy Place
Interesting		Although the various retailers could provide interest, they are separated by too much parking to create an interesting walk or foster use by a significant number of pedestrians

Goal 4: Incorporating bicycle infrastructure

In addition to creating a better environment for pedestrians, the Town should work towards ensuring the area is better connected for bicyclists. Bicycling provides numerous benefits, such as improving individuals' health, reducing reliance on automobiles, and allows people to cover great distances than by walking. The area today, however, is a major challenge for cyclists.

The best immediate location for bicycle infrastructure would be to stripe bicycle lanes on Rustcraft Road. MAPC's Dedham/Westwood Bicycle-Pedestrian Plan (2014) recommended bicycle lanes on this roadway from Route 1 to East Street. The roadway width would be reallocated from its current wide lanes with shoulders to 5' bike lanes and 11' vehicular travel lanes.

Combined with the connection from the commuter rail station to Legacy Place, bicycle lanes on Rustcraft Road, a low cost intervention, will greatly improve the area's connectivity. Traveling all the way from East Street to the station takes approximately 5 minutes for the average cyclist.

Bicycle parking will also be necessary to improve the area for bicyclists. Currently, only a bicycle rack is located at the rear of Legacy Place. More centralized bike parking, as well as bicycle parking at the commuter rail station (especially as part of any new development) will further enhance

bicycling in this area.

Any future roadway construction or reconstruction should also consider inclusion of appropriate bicycle infrastructure.

Goal 5: Enrolling in the Massachusetts Complete Streets Program

The State has recently initiated a complete streets program that will provide funding for communities to implement complete streets projects. This could be an opportunity for the Town to receive funding to help it achieve its near term goals. Funding for implementation can run as high as \$400,000. To qualify, communities must progress through three tiers:

- **Tier 1: Complete Streets Policy Development and Training.** Town staff, ideally comprised of a multi-disciplinary group, such as DPW, Planning and Economic Development, must attend a training by Baystate Roads introducing complete streets and the program. A list of dates for future workshops can be found here: <http://baystateroads.eot.state.ma.us/workshops/>. The Town must also adopt a qualifying complete streets policy by its Board of Selectmen. A policy is a high-level commitment to creating streets that work for all users of the roadway. The policy does not provide specific designs for each street but rather sets forth principles and a process for incrementally achieving a network of complete streets throughout

the community. There are numerous examples of adopted policies throughout the metropolitan Boston region.

- **Tier 2: Develop a prioritization plan.** The Town must then create a prioritization plan that provides a list of the projects and approximate costs for implementing complete streets. Communities may request up to \$50,000 in technical assistance funding from MassDOT to develop these plans.
- **Tier 3: Project approval and notice to proceed.** Once reaching Tier 3, the Town can then apply for reimbursable grants of up to \$400,000 to complete the projects listed in its prioritization plan.

Many communities have already completed the training, adopted a complete streets policy, completed (or are in process of completing) the prioritization plans. Several have also been approved for receiving construction funding. This should not preclude the Town from moving forward, however. The program is currently funded for two years and it is likely that the program will continue forth beyond that.

Goal 6: Connecting the MBTA Station Parking Lot

Future development plays a strong role in creating a connected, walkable neighborhood. Development can accomplish this in two ways:

1. Development may be able to fund connectivity improvements throughout the site.
2. The site plan of parcels can foster connectivity by filling in gaps in the neighborhood.

A key site that can serve as an example is the Dedham Corporate Center MBTA parking lot. As noted previously the MBTA is interested in developing this parcel due to its low parking utilization. Any development would need to retain a certain number of spaces for commuters in addition to providing adequate parking for users of the development itself.

Because the site is greater than five acres, it qualifies under the Town's Planned Commercial District, thus providing the Town with an opportunity to appropriately shape the site's development. The following provides the types of principles the Town can consider to harness future development as a means to improve the area's connectivity.

Figure 21: Existing conditions of Dedham Corporate Center lot and surrounding area



Figure 22: Example of how new development can improve connectivity

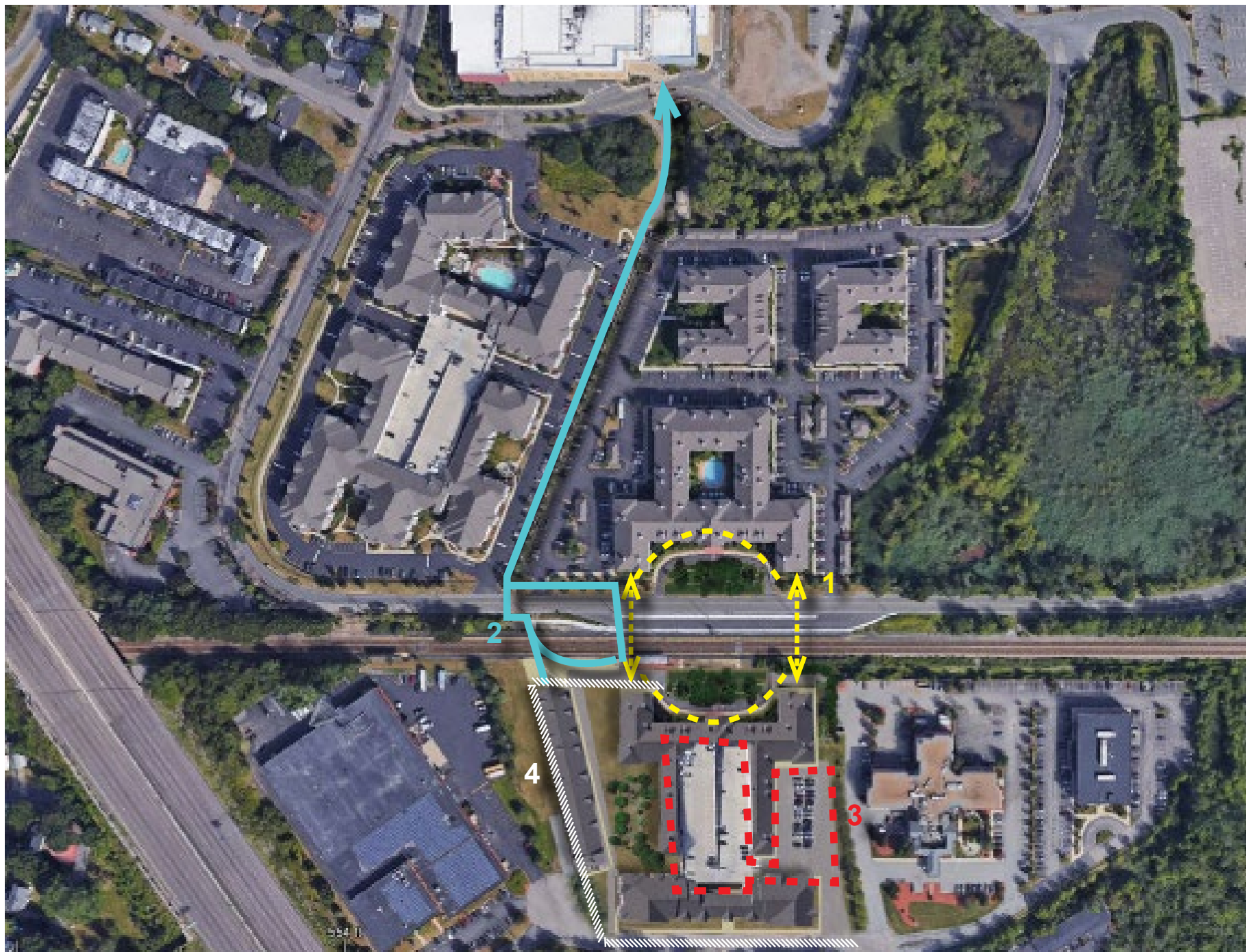


Figure 22 provides an example of how development can positively impact connectivity on the site. *Note that this is not an actual development proposal but rather helps illustrate the principles that can form the basis of future development.*

Ideally, ground floor retail would best activate the space with residents living above supporting the business and adding life to the area. However, even if office uses are programmed onto the site, the following principles will benefit the area.

1) One of the issues noted with the Jefferson and Avalon apartments is that they feel like islands cut off from the surrounding area. Development across the street can be designed to help mirror the existing building footprint of the Jefferson apartments. Neither the building program nor architectural style need match the Jefferson apartments in order for this concept to be successful. More important is to create a unified feel through site plan and landscape design.

In particular, the landscaping in front of the Jefferson apartment acts more like a barrier than a welcoming open space. By resiting the fence and modifying the space, it could mirror a future open space as part of the new development. The pull-in spaces could be reconfigured to parallel parking to create additional open space. These two pocket parks would be reminiscent of a small but popular park in Boston's South End that is bifurcated by Massachusetts Avenue.

Figure 23: The open space in front of the Jefferson Apartments, while pleasantly landscaped, acts as a barrier to connecting the development with the surrounding area.



Figure 24: The parklets between Massachusetts Avenue in Boston's South End provide an alternative open space typology to better connect the parcels across Rustcraft Road



2) Future development can help create the connection between the commuter rail station and Legacy Place, arguably the most important connection in the area. Despite being less than a five minute walk most people do not associate the commuter rail location with Legacy Place (which instead remains an almost exclusively auto-oriented destination). The site plan and location of sidewalks and paths can help facilitate this connection by logically directing people towards Legacy Place (and vice versa). Wayfinding signage could complement these efforts.

Furthermore, the development could potentially fund or partially fund creation of a walking path over an easement between the two properties. The Town has had initial conversations with the owners of the two properties and there is a potential interest in creating this connection.

Figure 25: This easement between the two apartment buildings could potentially be a shared use path to connect the station to Legacy Place.



3) Both the amount and the location of parking impact a site's walkability and connectivity. Walking along an open parking lot has a very different "feel" than walking along building(s) located next to the sidewalk.

Development at the MBTA station site should be located toward the interior of the site. Along Rustcraft Road, especially, the negative visual impacts of parking should be minimized. The curb cuts along Allied Drive should be minimized to reduce pedestrian crossing distances.

Although more expensive than surface parking, a structured parking facility would reduce the amount of parcel footprint required for automobiles. The Avalon apartments could provide the template for this typology. The structured parking facility is shielded to pedestrians by the buildings themselves (although in this case the vast surface parking diminishes this effect). Furthermore, because it is located across the street, it shows that the economic realities of constructing a structured parking facility could be feasible on the site, depending on the total amount of parking required and the amount of development able to be constructed.

The amount of required parking associated with the development should be kept to a minimum. Given its adjacency to transit and proximity to a variety of retail options, there is the potential to reduce parking requirements, especially for residential uses, at this location.

Figure 26: The user experience of walking along a parking lot (left photo) is far different than walking where parking is located discreetly in the rear of the building. The building on the right is a recent mixed-use development in Mansfield that placed parking discreetly in the rear.



Figure 27: The diagrams below illustrate the principles of where parking should and should not be located. The diagram on the left minimizes curb cuts and sites the building frontage along the roadway, creating a safer and more inviting environment for pedestrians. The diagram on the right places the building at the back of the parcel, which does not promote walkability or connectivity.

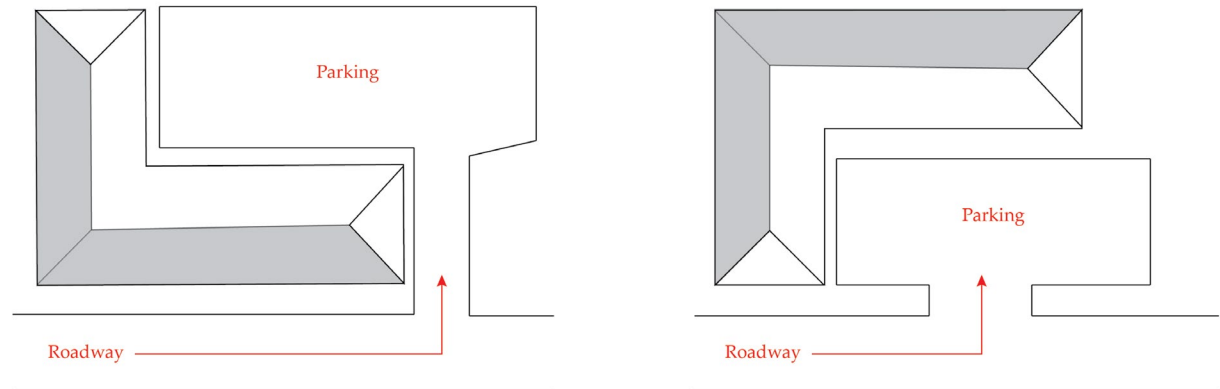


Figure 28: The Avalon apartments contain structured parking surrounded by the buildings themselves. Because it is located across the street from the MBTA station lot, it signifies that the market potential exists to build a structured lot, thus reducing the amount of surface parking required. The resulting surplus space can be used for higher quality open space and/or additional development.

4) As with the location of parking, the location of the site's building(s) is extremely important. Building frontage should create an "edge" to the streetscape and adjacent parcels. This will create what has been described as a "living room" feel, i.e., one that is comfortable, enveloped, and human-scale versus a wide open expanse of space.

Ideally, the ground floor of the buildings along the roadway would contain "active" uses, i.e., uses such as retail and restaurants that encourage people to visit, encourages people to linger, and breaks up visual monotony.

Figure 29: Examples of mixed use buildings that encourage walkability.



NEAR TERM SOLUTIONS -- *ZONING*

Zoning Assessment

One of most important components of shaping the future of the site – which the Town has jurisdiction over – is the area’s zoning bylaws. This section describes the site’s existing zoning characteristics and identifies the impediments.

There are two base zoning districts and five overlay districts in the 352 acre project area. The northern portion of the study area, east of Providence Highway is zoned Highway Business (HB, 32 acres); the remainder of the study area is zoned Research Development and Office (RDO, 320 acres). The entire study area is included in the Wireless Overlay District; Legacy Place and land east of Legacy Boulevard and north of Quabish Road is in the Adult Use Overlay; north of this overlay, up to approximately McNeil Way is the Medical Marijuana Overlay; a small triangle of land in the area, just south of Wigwam Pond is within both the Adult Use and the Medical Marijuana Overlay. Wigwam and Little Wigwam Ponds, the stream connecting them, and the wetlands surrounding them are all included in the Flood Plain Overlay District.

The zoning surrounding the Study Area is Single Residence B.

There is no other area of Dedham that includes so many different overlays. The overlays are designed to locate specific uses in the area through special permit processes.

The relevant portions of the Table 1 Principal Use Regulations, showing Allowed (YES) Uses, and those available by Special Permit, typically granted by the Dedham Board of Appeals and Table of Dimensional Requirements are shown on the following page.

Figure 30: Dedham Site Area Zoning Map

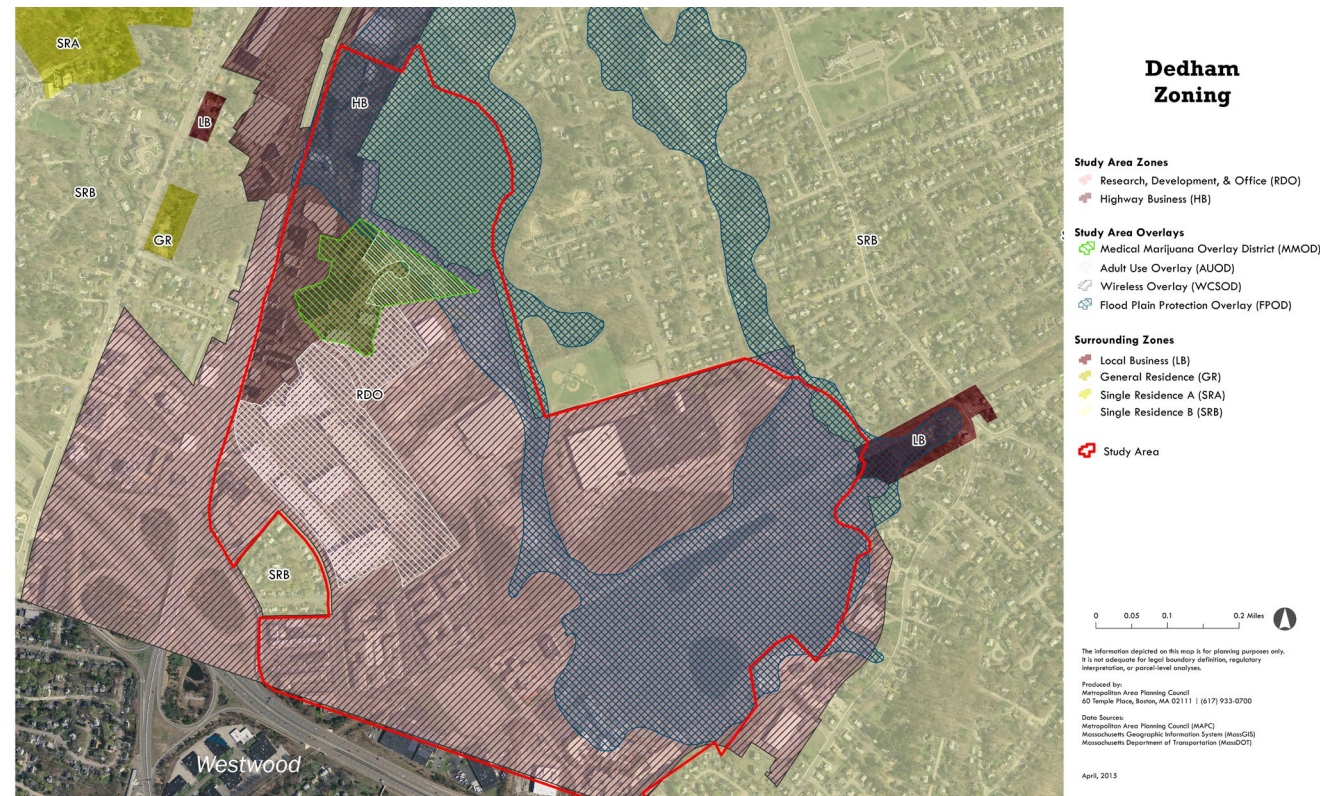


Table 9: Site Area Principle Uses

Principal Use – See Footnote explanations, Section 3.1.6	DISTRICTS		
	RDO		HB
A. Residential Uses			
1. Single family detached house.	SP		NO
2. Mixed-Use Developments (as of 2016 Town Mtg)	SP		SP
B. Exempt and Institutional Uses			
1. Use of land or structures for religious purposes	YES		YES
2. Use of land or structures for educational purposes on land owned or leased by the Commonwealth or any of its agencies, subdivisions, or bodies politic, or by a religious sect or denomination, or by a nonprofit educational corporation	YES		YES
3. Child care facility ³	YES		YES
4. Governmental administration building, fire or police station; use of the land for recreational water supply by a public agency	YES		YES
5. Any municipal facility or governmental use not specifically listed; Essential services ⁴	SP		SP
6. Hospital, nursing, or convalescent home, outpatient facility, charitable or philanthropic institution, or cemetery (but not including a place of detention or a correctional institution).	SP		YES
7. Public renewable and/or alternative energy generating facilities on municipal property ^{27, 28}	YES		YES
C. Agricultural and Open Land Uses			
2. Use of land for the primary purpose of agriculture, horticulture, floriculture, or viticulture on a parcel of more than five acres in area. ¹	YES		YES
3. Facility for the sale of produce, wine, and dairy products, provided that during the months of June, July, August, and September of every year, or during the harvest season of the primary crop, the majority of such products for sale, based on either gross sales dollars or volume, have been produced by the owner of the land containing more than five acres in area on which the facility is located. ¹¹	YES		YES
6. Boat launching site, tennis court, riding academy, outdoor skating rink, ski ground, or golf course ² (but not a miniature golf course or a driving range).	SP		YES
D. Office Uses			
1. Medical Office	YES		YES
2. Business or professional office	YES		YES
3. Banks or financial institution	YES		YES
4. Freestanding automatic teller machines, not accessory to use of the property for a bank	SP		SP
5. Major Nonresidential Project	PB		PB

PRINCIPAL USE – See Footnote explanations, Section 3.1.6	DISTRICTS		
	RDO		HB
E. Commercial Uses			
1.Small retail business	NO ²²		YES
2.Salesroom for automobiles, automotive sales	NO ²³		SP
3.Retail Business	NO ²²		YES
4.Personal service establishment	SP ^{20, 23}		YES
5.General service establishment	NO ²³		YES
6.Trade shop	NO ²³		SP
7.Reserved			
8. Any use requiring a common victualler license, but not an inn holder license, under section 2 of Chapter 140 of the General Laws	NO ²²		SP
9. Animal or veterinary hospital	NO ²³		SP
10. Hotel or motel	SP		SP
11. Convention or conference center, trade exhibit facility, theater, or motion picture theater	SP		SP
12. Commercial boat rental or limousine livery	SP		YES
13. Kennel	NO ²³		SP
14. Drive-through facilities	SP		SP
15. Major Nonresidential Project	PB		PB
F. Wholesale, Storage and Showrooms			
1. Wholesale office or showroom	YES		YES
2. Commercial storage	SP		NO
3. Warehouse	SP ²⁶		SP
4. Major Nonresidential Project	PB		PB
G. Vehicular and Automotive Services & Uses			
1. Full-service, self-service, or split island gasoline service stations with automotive repair bays but not performing body work ²⁴	NO		SP ¹⁷
3. Auto body and paint shop, soldering or welding shop, and automotive repair garages	SP		YES
4. Parking lot, as defined in Section I-4, as a principal use, which is approved pursuant to Section VIII of this by-law	SP		YES
5. Major Nonresidential Project	PB		PB

Table 10: Site Area Principle Uses

PRINCIPAL USE – See Footnote explanations, Section 3.1.6	DISTRICTS		
	RDO		HB
H. Manufacturing and Processing Uses			
2. Limited manufacturing	SP		SP
3. Research, experimental, or testing laboratory	YES		SP
4. Printing or publishing establishment with not more than 5,000 sq. ft. of floor area used for production	YES		YES
6. Major Nonresidential Project	PB		PB
8. Renewable and alternative energy research and development facilities	YES		NO

Footnotes

22. Except SP if located on a lot having frontage on a major highway, that lot either having been established by plan or deed prior to the effective date of this By-Law (April 8, 1996) or, if newer, lying entirely within five hundred (500) feet of a major highway, and further provided that development on the lot will include direct access onto a major highway and that projected traffic generation by all uses on the lot during the afternoon peak hour does not exceed 3.5 trip ends per 1,000 square feet of lot area, excluding pass-by trips but not diverted trips, based upon current trip generation materials from the ITE or other source acceptable to the Zoning Board of Appeals.

23. Except subject to the following if located on a lot having frontage on an existing or planned access directly onto a major highway, that lot either having been established by plan or deed prior to the effective date of this By-Law (April 8, 1996) or, if newer, lying entirely within five hundred (500) feet of a major highway: alteration to a use in this category, if legally existing on the lot as of the effective date of this By-Law (April 8, 1996), is allowed by right, not requiring a Special Permit, but requiring at least site plan (and Design Review Advisory Board) review if increasing the number of parking spaces on the lot, altering the location or configuration of driveway entrances, regardless of whether the applicability thresholds of Section 9.5 have been exceeded. Establishment of a new use in this category is allowed by Special Permit; and development in this category is not subject to note 20.

Table 11: Dimensional Requirements

	LMA/LMB	HB
	RDO/AP ₄	
Minimum Frontage (ft.)	150 ⁴	200 ⁴
Minimum Lot Area (sq. ft.)	1 acre ⁴	1 acre ⁴
Minimum Lot Width as percentage of required Minimum Frontage	70	70
Minimum Front Yard (ft.)	30 ¹¹	30
Minimum Side Yard (ft.)	15 ¹¹	20
1-st. Det. Accessory Building	15	15
Minimum Rear Yard (ft.)	25 ¹¹	25
1-st. Det. Accessory Building	25	25
Maximum Lot Coverage ⁸ (%)	50	40
Maximum Floor Area Ratio	0.35 ¹⁰	0.35
Space between Buildings (ft.) for buildings erected, moved, or added after January 22, 1990	15	15

Dimensional requirements for each Planned Residential or Commercial Development to be specified in the Special Permit.

Footnotes for Dimensional Requirements

*4. Minimum lot frontage and area shall not apply to any lot recorded by plan or deed in the Norfolk Registry of Deeds or filed with the Land Court prior to passage of Article 57 of the 1973 Town Meeting, if in an RDO district, or Article 40 of the 1963 Town Meeting, if in an LMA, LMB, RDO, or HB district.

*10. In the RDO district, the Planning Board may, by Special Permit, grant an increase in Floor Area Ratio to 0.40 for projects which have frontage on a major highway and which will result in the consolidation of two or more lots, upon determination by the Board that the resulting development will better serve traffic safety and visual clarity than would development on the existing lots at the otherwise allowable floor area ratio.

*11. In addition, in the RDO district, no portion of a building for a use not allowed in a Single or General Residence district shall be closer to such district than forty (40) feet or, if greater, the height of that building.

ANALYSIS

Highway Business (HB)

The 1996 Master Plan suggested that the land along Providence Highway be rezoned from Light Manufacturing (LMA) to match its predominant use, auto-oriented retail. Consequently, the HB district is different from Dedham's other business zones that reflect more neighborhood-scale retail. Similar to Highway Business zoning in the MAPC region, dimensional requirements, including large frontages and setbacks, further encourage suburban-scale strip development.

As of right uses in the HB include: Hospital, nursing or convalescent home, outpatient facility, medical office; business or professional office, banks; small retail business, personal and general services establishments; commercial boat rental; wholesale office or showroom auto body and paint shop, automotive repair garage and printing or publishing limited to 5,000 sq ft.

Other uses are authorized by special permit, including automobile salesroom; any use requiring a common victualler license; hotel or motel, convention center, theater; drive-through facilities; warehouse and limited manufacturing.

As of the May, 2016 Dedham Town Meeting, Mixed Use Developments are allowed in the Highway Business zone by grant of a Special Permit by the Planning Board.

For any project of 5,000 sf or more, permitting in the HB district includes Site Plan Review by

the Planning Board. This includes landscaping and parking plans. The Design Review Advisory Board will also review many HB projects. While another layer of review, the goal is to improve the overall design along Providence Highway. Projects over 25,000 sf (new or expansion) or 100 parking spaces also require a Major Nonresidential Project (MNP) special permit from the Planning Board.

As shown in the Dimensional Table the Minimum Lot Area of 1 acre and Frontage of 200 feet encourage auto-centric development at this time.

Research Development and Office (RDO)

Similar to the Highway Business zone, the RDO was another recommendation of the 1996 Master Plan. The purpose was to promote higher-value office, research and technology business on land with commuter rail and highway access. The acreage in the study area includes most of the land zoned RDO within Dedham.

In addition to Exempt, Institutional and Agricultural uses (most of which are Allowed throughout all zoning districts) the following uses are allowed as-of-right in this zone: medical office; business or professional office; bank or financial institution; wholesale office or showroom; research, experimental or testing laboratory; printing of publishing less than 5,000 sf; and renewable and alternative energy research and development facilities. Other uses, including single family detached housing and the new

mixed use development may be authorized by special permit. Retail development is restricted to lots created prior to 1996 along "major highways" or new lots entirely within 500 ft. of a major highway. Required dimensions are similar to the Highway Business: Minimum lot area is one acre, with 150 ft. Frontage requirement. Maximum Lot Coverage is 50% in the RDO and 40% in the HB.

The Planned Commercial Development (PCD) is a special permit option that allows for commercial or mixed use development in specified zones, including RDO and HB. The PCD allows the Planning Board to grant a Major Nonresidential Project Special Permit for retail use and other uses that otherwise would not be allowed. This is the mechanism the developers of Legacy Place used to permit that project.

Summary

The zoning changes instituted in the Study Area as recommended in the 1996 Master Plan have had mixed results: Providence Highway continued to be developed as an auto-centric collection of commercial uses, although a recent proposal does incorporate smart growth principles. The RDO district did not encourage the development of any research and development projects. However, the availability of the Planned Commercial Development provision allowed for the creation of one of the region's premier lifestyle centers at Legacy Place. The challenge now for Dedham is to determine what it would like to see in this area, and whether it will support the recommendations in the 2009 Master Plan.

Near Term Solutions

Context

This plan is a primary step toward attaining three goals identified in the 2009 Master Plan: Enhance development and redevelopment of large-scale and underutilized sites and areas; Provide for a diversity of housing opportunities; and Increase opportunities for walking the biking. The specific Implementation Action identified in the 2009 Plan that Dedham is pursuing is to Analyze the potential of the MBTA commuter rail stations for transit-oriented development. Complementing these recommendations are those from the ULI Technical Assistance Panel Report (October 2016), which are well aligned. In addition, the TAP report provides additional details on phasing, illustrative tax implications of future development, and implementation strategies.

Roadmap to TOD/Creating another Dedham neighborhood

Transit-Oriented Development tells only part of the story in the Study Area. The larger picture is that as part of the community's ongoing planning, Dedham recognizes that this part of town is transitioning from earlier development patterns and has the potential for different land uses and typologies. With the success of Legacy Place the value of surrounding land has

increased. While zoned Research Development and Office, a number of uses reflect the former industrial zoning for the location. However, in meetings MAPC conducted with property owners, there was a consensus that the area would change, and that a mix of uses, including residential, would be appropriate.

Dedham officials have also expressed a desire to help the area become a neighborhood, identifiable in a manner similar to other sections of Town. The availability of commuter rail is an asset to creating a neighborhood. Many communities in the MAPC region have built thriving neighborhoods around commuter rail stations.

What needs to be done to maximize potential in this area? The market study included in this report reviews demographic trends and housing and retail demand. For example, by 2030, 1 out of every 4 Dedham residents will be over the age of 65. As the population ages, alternatives to single family homes are typically desired, as well as access to transportation, shopping, medical care, entertainment and recreation. Many seniors wish to age in a "village," with many services at hand. Furthermore, many people in their twenties and early thirties are also attracted to village-like neighborhoods, as well as direct transit access to Boston. This area, well-planned, has the potential to become one such highly desirable neighborhood.

There are many elements to creating a new neighborhood, and they will be discussed in

more detail in the Long Term Recommendations. Major elements include:

- ➔ Connectivity between uses, particularly for pedestrians (e.g., sidewalks and pathways, bike lanes)
- ➔ Signature open spaces/gathering spaces
- ➔ A mix of land uses so residences are nearby, if not in the same structure
- ➔ Buildings that are designed to be harmonious, to "fit" with each other on a street and be pedestrian-scale at street level

Near-term zoning actions

In the short-term, the following recommendations could be undertaken:

1. Define Mixed Use¹

At the May 2016 Town Meeting, a new definition of Mixed Use Development was adopted. The Use Categories of "Buildings containing dwelling units in combination with stores or other permitted uses" and "Subsidiary Apartments" were deleted from the Zoning By-Law. The Subsidiary Apartment provisions in Section 7.4 were replaced by new regulations for Mixed-Use Development.

The new definition is:

Mixed-Use Development: A building containing lower floor commercial and other non-residential uses allowed in the zoning district by right or by special permit with residential dwelling units on upper floors. The gross floor area of the commercial and other non-residential uses in a Mixed-use Development must be at least

¹ While finalizing this report, this recommendation has been accomplished.

ten (10%) percent of the gross floor area of the entire building. All Mixed-Use Developments are authorized by a Special Permit pursuant to Section 7.4 of this By-Law.

The new Mixed-Use Development provisions in Section 7.4 include:

- Mixed-Use is allowed only upon issuance of a Special Permit issued by the Planning Board.
- In RDO or HB Districts a Mixed-use Development with 12 or more apartments shall have maximum lot coverage of 80% and a maximum floor area ratio of 1.0. In the RDO District, there shall not be more than 30 apartments located on any lot or on any abutting lots held in common ownership on the date of adoption of this provision.
- Only 1 parking space per dwelling unit is required.

Providing a definition and additional regulations helps to simplify and clarify what and where mixed use projects are allowed in Dedham. The limitations on units, in the RDO, however, may limit re-development of large parcels.

2a. Begin to develop a new zoning district that recognizes the existing retail and housing developments, and supports redevelopment that includes retail, office and housing.

For the Study Area, this new zoning district would replace the Research, Development and Office and eventually large portions of the Highway Business underlying zoning district,

with a new district. Ideally, this would be a new underlying zone; initially, it might be an overlay. It may be easier to adopt the overlay incrementally, starting with the area around Legacy Place, and possibly around the train station. When and if owners sold or decided to redevelop their land, they could request the overlay provisions be extended to their property. The overlay also sends the clearest signal that no current uses will become pre-existing non-conforming. This is very important for owners of viable industrial uses (and jobs) in the area.

Potential Uses include, either As of Right or by Special Permit [From Dedham zoning definitions]

- Personal Service Establishment
- General Service Establishment (Likely SP to discourage a funeral home, encourage a dancing, music school, electronic repair, etc.)
- Retail Business
- Small Retail Business
- Business or Professional Office
- Motel or Hotel
- Multi-Family: Needs revised definition (current definition requires ZBO Special Permit)
- Row House/Town House needs to be revised (“two rooms deep”)
- Senior Supportive Housing, as a special permit use
- Restaurant

Potential Dimensions

The following are a few suggestions to begin considering for standards that promote an appropriate transit-oriented neighborhood in a community such as Dedham.

- 50 ft. height as of right; up to 70 ft. by special permit
- 20% open space required or payment-in-lieu for offsite open space
- Reduced yard dimensions
- Increased FAR

Streamline Permitting

Planning Board can grant special permits and conduct Site Plan Review.

2b. Alternatively, analyze the potential for changes to the Planned Commercial Development / Planned Residential Development

The Planned Commercial Development (PCD) is a special permit zoning that does not currently include any residential use. The Planned Residential Development is a cumbersome process that includes approval of a concept plan by Town Meeting, and then a Planning Board Special Permit. The (PCD) could be amended to include residential uses or the PRD could be amended so that it is just a special permit process, without requiring Town Meeting.

3. Update required parking to current standards and to better redevelop the sites.

The requirements in the new Mixed Use Development of 1 space/residential unit are an excellent start toward these updates. As recommended in the Master Plan, update parking requirements to current standards.

For example:

- Revise the required 1 space per 200 sf for retail to 1 space per 300 sf.
- Utilize Shared Parking techniques
- Reduce the requirements for properties near to the commuter rail stop

4. Pedestrian connectivity between the commuter rail stop, existing housing and retail is a priority, and must be addressed in any site plan reviews.

Provide requirements in Section 9.5 Site Plan that requires connectivity between sites to be incorporated in the project when properties are redeveloped.

5. Design Guidelines

Design Guidelines would provide criteria for the Dedham Review Advisory Board and SPGA to use to evaluate projects to ensure high quality building design.

Design guidelines can also encourage green building techniques insofar as possible (zoning cannot dictate building construction requirements).

Implementing the zoning changes

MAPC recognizes that these recommendations are not going to be supported by all of the residents, particularly some from surrounding neighborhoods. It may be prudent to phase the re-zoning, beginning with the area of Legacy Place, to recognize the existing development. The benefits of phasing include:

- The zoning would be available to respond to the likely desire of the MBTA to maximize the potential of its commuter rail lot
- An opportunity to provide pedestrian connections between the station and existing housing/Legacy Place
- Allows time to gauge impacts of Westwood Station development

Ideally, the new zoning amendments would be drafted with input from an advisory or working group comprised of the Town Planner, residents and property owners.

LONG TERM VISION

As noted previously, Dedham will continue to change in the future – e.g., zoning is already in place that allows land owners to develop in certain ways. While change is inevitable, the Town has the opportunity to shape that change in a way that best meets its current and future needs. The Study Area provides an opportunity to create a true neighborhood as old land uses are phased out in favor of higher-value development. Land use patterns shift over time to accommodate population growth, economic development that creates jobs and provides new goods and services, etc.

This change need not happen all at once – the Town can begin by focusing on near term connectivity improvements and discreet development projects. But it can also lay the groundwork for achieving appropriate long-term change. The following provides the long-term vision and associated road map for achieving that vision and meeting the Town’s goals.

Connectivity

The focus on connectivity must continue for any future development. The Town has seen recent improvements, such as a new crosswalk and pedestrian light crossing Rustcraft Road at the Dedham Corporate Center station, a new commuter rail drop-off location, and designs for a sidewalk along Rustcraft Road. In the near term, the Town should focus on:

- Creating a connection from the Dedham Corporate Center Station to Legacy Place

- Constructing the sidewalk along Rustcraft Road
- Adding bicycle parking and other biking infrastructure to and within the site area

To fully realize the long-term vision, the Town should also:

- **Create a grid-network of streets.** The northeast section of the site, east of Legacy Place toward Wigwam Pond, provides the greatest opportunity for future development. In order to create a walkable, vibrant area, streets should be laid out in a grid-like pattern (to the extent possible). Ideally, the streets would be oriented toward Wigwam Pond with a central, “main street” providing direct access with views of the approaching Pond. Streets should be designed at the outset to take into account the needs of all users, including pedestrians and bicyclists.
- **Waterfront access at Wigwam Pond.** Wigwam Pond is a beautiful community asset that should be accessible by everyone, including future residents of the area, as well as other community members and visitors. If desired, paths could connect to the residential area on the east side of the site.
- **Install sidewalk along Legacy Boulevard.** As noted previously, the lack of sidewalks along Legacy Boulevard poses a safety hazard for pedestrians. As future development occurs this will be even more important to address.

- **Improve bus access.** A number of employees and others utilize bus service to access Legacy Place. Safety improvements at the stop and to cross the busy roadway should be addressed by the Town and MassDOT.
- **Relocate overflow parking.** During the holiday season, Legacy Place utilizes adjacent parking lots to handle the additional vehicles. During the rest of the year, these lots are largely vacant. There are other locations slightly farther away that would be more appropriate for housing vehicles only several days per year. This would free up more prime real estate for higher-value development.

Figure 31: Diagram summarizing connectivity improvements



Zoning

M^{APC} and the Town went through a series of exercises with members of the public, landowners, and other stakeholders to help craft the future vision of the area. In addition to the connectivity improvements, the exercises included a visual preference and mapping survey to better understand the land use mix for various parts of the site, as well as an initial attempt to better define the types and scales of buildings appropriate for the area. It should be noted that full consensus is rarely possible; indeed, a number of residents of the abutting residential area to the northeast came out against any future development at all. However, as noted, stopping all future development is not realistic as zoning is already in place to allow certain types of development and uses. Furthermore, the existing land owners of the site were highly enthusiastic about the potential for creating a new, mixed use neighborhood.

Figure 32: Visual preference exercise from first public meeting



The result of this exercise lead to the following land use mix:

Figure 33: Long term vision land use diagram



- **Office, retail, and residential along Route 1.** Although it is likely this development would continue to be largely auto-centric, there are examples where this development can also be a better environment for pedestrians. It should be noted that this type of development would encourage visitors to park once rather than driving to each store, thus reducing traffic. This area also has the opportunity to strategically include additional housing. A landowner of several single-story auto-centric retail buildings has submitted plans to redevelop the parcel. The proposal calls for a 4-story mixed-use building with ground-floor retail and 48 residential units above.
- **Mixed use to the east of Legacy Place.** The area to the northeast of Legacy Place has tremendous opportunity. Although it is currently industrial the area is proximate to transit and numerous retail opportunities at Legacy Place. In addition, Wigwam Pond is an asset and proper development could make this a true benefit for the community. Immediately to the east of Legacy Boulevard, the area would act as a transition between Legacy Place and development closer to Wigwam Pond. This area could contain a mixture of retail and residential uses with a scale that decreases as one travels away from Legacy Place.

Figure 34: Example of retail / office that may be appropriate along Route 1 (left). Recent mixed-use proposal for building along Route 1.



Figure 35: Examples of mixed-use development



→ **Residential towards Wigwam Pond.**

Transitioning from the mixed use area described above could be an exclusively (or predominantly) residential area. The scale and housing typologies could vary and include apartment buildings, town houses, and single family homes on small lots. Because of the growing senior population a portion of the residences could be either age-restricted or designed in ways that are appropriate for seniors and people with physical disabilities (e.g., homes entirely on the first floor).

→ **Phasing.**

The ULI TAP report provided preliminary recommendations on phasing throughout the site area. Phase 1 recommendations included parcels along Rustcraft Road, and the site currently occupied by a gravel company. Phase 2 included sites along Quabish Road West, Stergis Way, and McNeil Way East. Phase 3 included buildings along Route 1. An illustrative development program for phases 1 and 2 resulted in an increase in annual real estate taxes at a preliminary estimate of \$6,000,000 versus existing development. It should be noted that the phasing recommendations are an example, and market conditions could provide development opportunities at a variety of times (e.g., a recent proposal has been submitted for property along Route 1).

Figure 36: Examples of residential development



Implementing Longer Term Change

Zoning change does not need to occur all at once. As noted, the Town can begin with one area, assess the impacts, and phase in changes. The zoning adopted for the southern portion in the near term can be phased in to other areas of the site. To achieve the long-term vision, MAPC recommends the Town consider:

1. Master Planning Effort

The Town should consider building upon this report with creation of a more detailed master plan for the area. This would include a general site plan, including a signature open space, circulation, land uses, and building scales. The owner(s) of the potential open space could then be allowed greater density flexibility, or perhaps a transfer of development rights to compensate for the open space. The plan would also include an organizing street layout developed, public realm improvements and a potential location for a parking structure, if determined to be needed.

Alternatively, the Town could explore using a Planned Unit Development (PUD) zoning concept that allows for great flexibility in dimensions and uses, but requires a master planning effort by the applicant to ensure that development meets the goals of the community. PUD zoning is often used for large areas with multiple owners. Design guidelines need to be in place, however, to ensure that the area is developed as a “harmonious whole.”

2. Identify housing styles and densities.

This could be included in the Master Planning effort. It could also be done separately at a series of workshops. Styles of housing most compatible with the community could be discussed. The housing developed at the southern portion of the site was done as part of the Chapter 40B process, allowing the buildings to be more massive than would generally occur in Dedham. While providing much-needed affordable housing, and helping to maintain Dedham at the desirable 10% affordability level, it has created a backlash against additional housing, particularly denser development. The development in this area can be denser than single and two family homes without being out of character with the community.

This could be explored in community design preference exercises, and would help inform FAR decisions for any zoning overlay.

3. Continue to make Connectivity a Priority.

That Rustcraft Road will soon have sidewalks constructed is an excellent beginning to connecting this area to the community. As projects are permitted, ensure that all Town boards and commissions understand the priority of connections both within this area (residences to Legacy and to the train, for example) and to other portions of Town.

4. Explore strategies for funding infrastructure improvements. In addition to funds by developers that can be used for connectivity improvements, the Town should explore various

state-mechanisms. The MassDOT Complete Streets Program is providing communities up to \$400,000 per year for construction of complete streets elements. Although this requires some upfront planning by the Town (much of which can also be funded by MassDOT), this is an excellent opportunity for the Town to implement connectivity improvements.

District Improvement Financing Program (DIF) enables municipalities to fund infrastructure and development projects by allocating future, incremental property tax revenues collected from a pre-defined geographic area (DIF district) to pay project costs. Another relevant program is I-Cubed, a bond-funded program designed to generate private investment and economic growth and creates a partnership among a developer, a host community, and the Commonwealth. This tool helps municipalities and developers fund street, sidewalk, water, sewer, and other infrastructure projects that ignite private development and stimulate the economy. Principal and interest on I-Cubed bonds is paid by the Commonwealth.

Other programs include the Massachusetts Brownfields Act, the Community Preservation Act, and 43D Priority Development site designation.

SUMMARY

This report builds upon the 2009 Master Plan and develops a high level vision and associated roadmap with achieving the Town's goals. Taking into account a variety of viewpoints, MAPC recommends first focusing on improving connectivity in the area. A true neighborhood must be walkable, and focusing on pedestrian (as well as bicycle) mobility helps set the stage for future development. Although the area contains a number of the elements associated with successful, transit-oriented development, this lack of walkability hinders the area's ability to act as a true neighborhood. The report discusses a number of connectivity improvements, which includes leveraging near term developments to help fund improvements and fill in gaps in the area.

Over the long term, the area has tremendous potential to transition from today's conditions (i.e., auto-oriented with discrete developments that act more like islands than creating an inter-connected neighborhood), to a modern-day New England village-like community. This community can serve both seniors wishing to "age in place," as well as "Millennials" who tend to be highly interested in living in walkable, mixed use neighborhoods near transit. The report lays out this broad vision with the necessary steps to achieve this vision.