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PLAN DOWNTOWN MALDEN 2013

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Source: Steve Crofton

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Source: Clarissa Sosin, ClarissaSosin.com

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Source: www.johns.org

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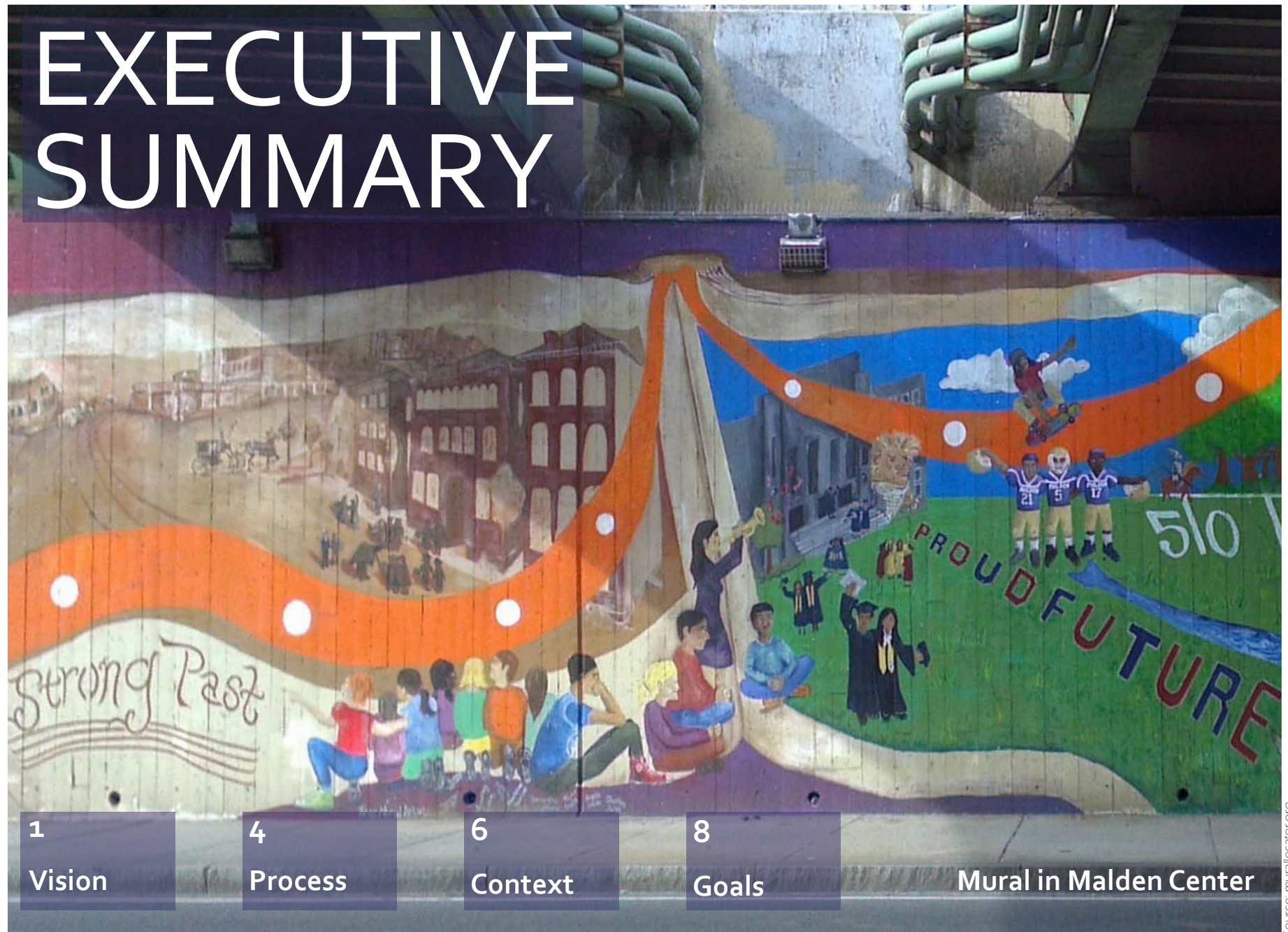
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EXECUTIVE SUMMARY



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Mural in Malden Center

Downtown Malden Vision

One of the most interesting features of downtown Malden is a mural painted under the Orange Line overpass on Centre Street. A project three years in the making, the mural came into being as a result of funding from state arts foundations, design from regional artists, support from the Malden City Council, and ultimately the efforts of Maldonians who chipped in during a community painting day in the spring of 2011. The mural's creation represented the cooperation of an entire city, and its prominent location, at a gateway to the heart of the city, is meant to give drivers passing through a glimpse of Malden's values and self-image. Half of it features a 19th-century Malden streetscape; the other half depicts a modern Malden, highlighting a graduation ceremony, the Malden High School football team, and bright natural scenery. Across the bottom, in large bold letters, the mural reads "Strong Past, Proud Future."

That message—Strong Past, Proud Future—came up again and again during the creation of this report. Discussions with local leaders, engagement with a host of different Malden residents, and direct observation all pointed to the same things: regardless of Maldonians' perceptions of the present state of the city, they conveyed a fierce pride in their community and a faithful optimism about its future. This pride and optimism influenced the vision of the Plan Downtown Malden project: a vibrant downtown Malden that honors the

city's past and builds on its diverse present to meet the needs and desires of residents, visitors, and businesses today and in the future. This report addresses current issues and assets in downtown Malden, lays out a series of goals in six topic areas, and identifies implementation strategies to achieve the Plan Downtown Malden vision.



Figure 1 — Community participation session
Members of the Haitian community, shown here, were one of several groups represented in the public participation process.

Source: Holly Masek

What is your favorite feature of downtown Malden?

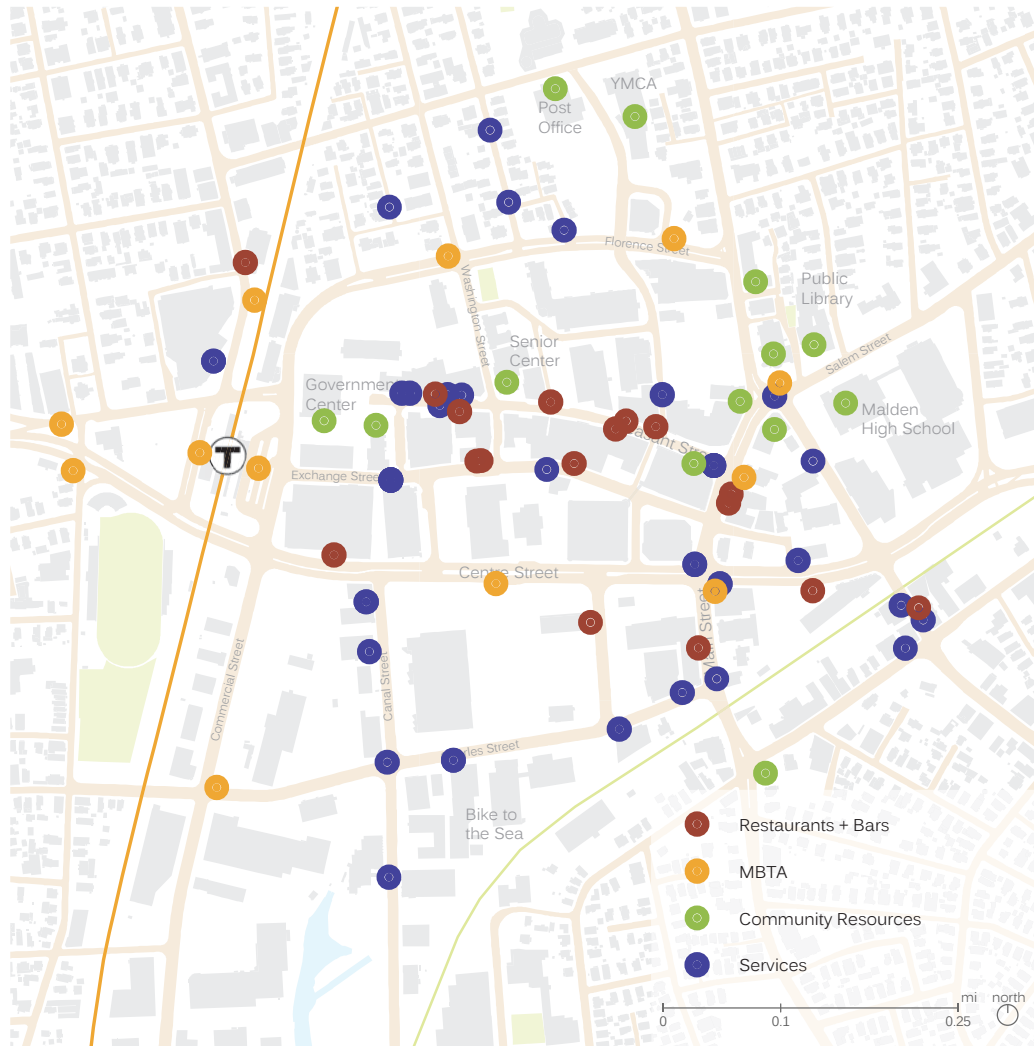


Figure 2 — Map of assets in downtown Malden

This map and word cloud were generated from participant responses regarding favorite features of downtown Malden. Size of words represent frequency of response, and colors correspond to symbols in map.



Process

Plan Downtown Malden is a project of the Second Semester Core Urban Planning Studio at Harvard University's Graduate School of Design. A great deal of research and analysis undergirds this report. In February 2013, studio members met with government officials and local community and business leaders, and performed some 140 hours of direct observation of conditions in downtown Malden. The group also studied previous plans and reports dealing with downtown Malden, including the 2001 Goody Clancy/Connery Associates Malden Government Center: Restoring Pleasant Street Feasibility Study, the 2011 BETA Group Malden Central Business District Traffic Operations Assessment, and the 2010 City of Malden Master Plan. It builds on a 160-page report prepared in fall 2012 as background for the studio.

What feature of downtown Malden needs the most improvement?



Most importantly, this report is informed by an intensive engagement process with the Malden community. Studio members reached out to a variety of stakeholder groups, including:

- Seniors
- Arabic-speaking, Chinese-speaking, and Haitian residents
- Teens
- Downtown Malden business and property owners

The public outreach process also included a survey of visitors to downtown Malden, an online survey that yielded 482 responses, and a nighttime safety audit. Comments on the Plan Downtown Malden Facebook page and a number of Malden Patch articles were even taken into account. In all, more than 660 Maldonians spoke out through in-person surveys and at 22 public events.

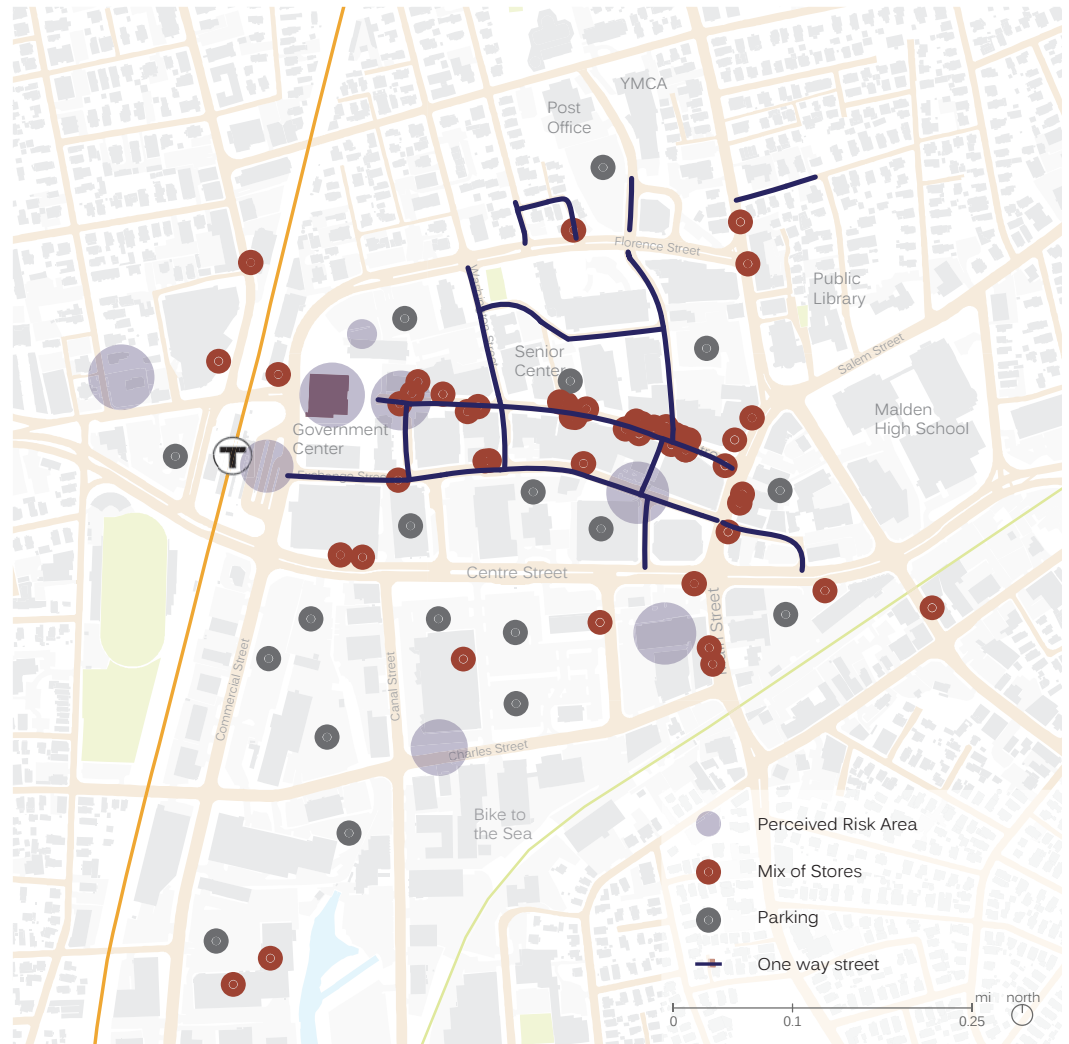


Figure 3 — Map of challenges in downtown Malden

This map and word cloud were generated from participant responses regarding needed improvements in downtown Malden. Size of words represent frequency of response, and colors correspond to symbols in map.

Context

Throughout this research and engagement process, a number of broad issues came to light. Perhaps the most prominent is the general dissatisfaction with Government Center. Many Malden residents blame the location of Government Center and the closing off of Pleasant Street, for what they perceive to be a decline in downtown Malden. While this view might oversimplify a series of factors facing urban centers across the country, Government Center weighs on the hearts and minds of Maldonians for a reason: its location has had real ripple effects on economic development, traffic, and urban design. Officials have spoken to the city's psychological need to fix Government Center, and Mayor Gary Christenson has publicly vowed to demolish Government Center. A

reconnected Pleasant Street figures into Plan Downtown Malden's long-term outlook; however, understanding that economic and political circumstances can change, this report lays out strategies that still achieve the vision of a vibrant downtown Malden even if Government Center remains.

Another issue is the preponderance of mis- or under-utilized places on one hand, and the absence of some much-needed spaces on the other. Many residents recall downtown Malden's busy and bustling heyday, a memory that does not fit with the neighborhood's many surface parking lots, vacant storefronts on Pleasant and Exchange streets, and proposed luxury residential developments that do not seem to fit in with downtown Malden's traditional mixed-income character. While some facilities exist, downtown Malden still

suffers from a lack of community space for religious, civic, and cultural groups. Open space is also hard to come by.

A final concern that was common throughout the engagement and research phase of the project was safety. The recent murder of a local business owner has deeply affected people's perception of safety in the neighborhood. Even before that, though, poor lighting, dangerous traffic patterns, and a scant police presence at the Malden Center T station contributed to the idea that downtown Malden does not always feel like a safe place to live, work, and shop.

These, and others, are valid concerns of Maldonians. The neighborhood is not without considerable promise, though. The Plan Downtown Malden team identified several



Source: Adrienne Mathews

Figure 4 — Vacant storefront
Downtown Malden suffers from high retail and office vacancies.



Source: William Hewitt

Figure 5 — Government Center
Probable demolition of Government Center will offer improved access to the downtown and connectivity to the T station.



Source: William Hewitt

Figure 6 — Newly opened specialty shop
Thriving industries in downtown Malden include ethnic and niche retail.

key assets that work heavily in downtown Malden's favor, and make the achievement of a vibrant downtown Malden that meets the needs and desires of residents, visitors, and businesses today and in the future a very real possibility. The Orange Line T station is a valuable asset. The T gives downtown Malden's residents a direct connection to downtown Boston and the rest of the region, and gives the region access to downtown Malden's shops, restaurants, and civic institutions. The neighborhood has a burgeoning restaurant scene, fueled by its increasingly diverse population, which could serve to make downtown Malden a regional destination for a variety of ethnic cuisines.

There are physical assets in downtown Malden as well: close proximity to dense residential neighborhoods; the Bike to the Sea trail, which will connect Malden with the beaches of Revere, Lynn, and Nahant; historic buildings like the Art Deco Malden High School wing and the H.H. Richardson-designed Converse Memorial Library. Malden's most important asset, though, is its human capital. Throughout the public participation process, the Plan Downtown Malden team encountered people with a deep love for their city. Downtown is for people, and from officials in city hall, to religious leaders, to educators, to ordinary Maldonians strolling down Pleasant Street, Malden has no shortage of people who want to see a better, more vibrant neighborhood, and are willing to put in the time and effort to achieve that vision.

Goals and Strategies

This report is divided into chapters based on six areas of planning concern:

- ① Urban Design Principles
- ② Redevelopment Opportunities
- ③ Housing Balance
- ④ Transportation and Downtown Connections
- ⑤ Natural Systems and Open Space
- ⑥ Downtown Activities

Each chapter has a detailed set of goals and implementation strategies to achieve the vision of a vibrant downtown Malden that honors the city's past and builds on its diverse present to meet the needs and desires of residents, visitors, and businesses today and in the future. However, the Plan Downtown Malden project has a few general and overarching principles.

Build on downtown Malden's history and current assets

Downtown Malden has a rich and proud heritage, a heritage that its current denizens are adding to every day. A new open space system that traces the route of the old Malden River will provide a much-needed resource while reminding Maldonians of the geography that shaped their city. The potential relocation

of City Hall to the old Jordan Marsh building will reinvigorate an iconic Malden building and return government functions to the traditional heart of downtown Malden. Business development and housing strategies will maintain and build on the neighborhood's current ethnic and economic diversity.

5 ster local businesses and economic growth

Downtown Malden already has a number of small, local businesses. Big-box retail developments in neighboring cities mean that the best route forward for economic growth in Malden is to continue to encourage the development of local businesses and certain targeted national chains that fit in with Malden's demographic and business mix. A downtown advocacy organization will promote downtown Malden's businesses, represent downtown interests in City Hall, and aid the development of new businesses. A form-based zoning code will give property development in downtown Malden a level of predictability and consistency. The installation of smart parking meters, as well as a system directing long-term parkers to garages and surface lots, will ensure the availability of on-street parking for drivers patronizing downtown businesses.



Figure 7 — Map of vision for Malden Square

Our vision for Malden Square includes a transformed civic center, a reconnected street grid, diverse retail, and the introduction of a historic river route.

Improve accessibility and circulation in downtown Malden

Downtown Malden is the heart of the city, but it is a heart that is often difficult to get to. Demolishing Government Center will go a long way toward improving access to downtown Malden and connecting it to the T station and the western part of the city. An expanded and revamped street grid will increase the number of access points to downtown, make circulating through the neighborhood easier, and connect downtown Malden to adjacent residential, industrial and commercial areas. Open spaces, streetscape improvements, and new pedestrian and bike infrastructure will make it easier for pedestrians and cyclists to get around.

Make Malden a regional destination

Downtown Malden's current and potential assets, including the T station, make it uniquely suited to become a regional destination for shoppers, diners, and other visitors. The proposed minor league ballpark at the National Grid site has the potential to attract thousands of people to Malden each year. A food business incubator in the southern part of the neighborhood will help grow Malden's restaurant industry. Multicultural celebrations and other downtown events will draw crowds from all over Greater Boston.

Strategies

This report outlines a number of incremental steps and tactics necessary to achieve these goals for downtown Malden. Some highlights of those strategies include:

- Extend Pleasant Street, Washington Street, and others to create a network of streets that connect different parts of downtown.
- Relocate City Hall to the heart of Malden Square, ideally in an existing office space on Main Street with high visibility and easy access.
- Reveal the River Route as a linear park tracing the path of the old Malden River, connecting downtown Malden's open spaces.
- Create pedestrian friendly streets with new streetscapes, traffic calming, improved signage and wayfinding, and an emphasis on multi-modal transportation.
- Encourage new development in distinctive downtown districts, with new housing serving a diverse population, more retail offerings large and small, cultural anchors, and opportunities for small business incubation especially around food production.



Source: Malden Historical Society

Figure 8 — Historic downtown Malden

Although it has seen many transitions over the past century, Pleasant Street continues to serve as the heart of downtown Malden.

- Pursue the ballpark on the National Grid site as a multipurpose and community friendly destination, and a catalyst for development south of Centre Street.
- Transform the streets and small spaces in downtown Malden with public art, festivals, and a wide variety of “pop-up” activities such as farmers’ markets.
- Develop a comprehensive parking system to manage commuter, employee, resident, and shopper needs.
- Establish new downtown organizations to focus on affordable housing, parking, and retail businesses.

Strong Past. Proud Future.

Maldonians have many opinions about their downtown, but they tend to agree on a few things. They want a safe neighborhood where they can raise their families. They want a neighborhood where there are diverse opportunities to work, shop, eat, and play. They want a neighborhood that reflects their community spirit. The Plan Downtown Malden team has laid out a vision and a path to a vibrant downtown Malden that meets the needs and desires of residents, visitors, and businesses today and in the future. The strategies outlined in this report build on downtown Malden's strong past in order to create a future that all Maldonians can be proud of.

INTRODUCTION



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Source: Kate Anderson

Vision

Greater Boston, home to more than 4.1 million people, is among the nation's most desirable places to live and work. Less than 20 minutes from the center of downtown Boston, Malden is home to a diverse community of residents who represent a wide spectrum of cultural backgrounds, professions, age groups, and interests. In 2009, *Bloomberg Businessweek* named Malden, a city with over 59,000 people and a reviving downtown, as the best city in Massachusetts to raise a family.

“Malden is a racially diverse, relatively affordable, and well-connected city six miles north of Boston . . . [with] a mix of shops and restaurants around the Malden Square.”

Development pressure predicted along the Orange Line corridor requires that the city carefully guide its future growth (Bencks, 2013). Equipped with quick connections to downtown Boston, a diverse community, and strong leadership, downtown Malden has the framework in place for economic and social rejuvenation. Plan Downtown Malden presents a vision and a path to a vibrant downtown Malden that honors the city's past and builds on its diverse present to meet the needs and desires of residents, visitors, and businesses today and in the future.

Scope

In 2012 the Metropolitan Area Planning Council (MAPC) initiated an ambitious planning endeavor for downtown Malden. Dissatisfaction with Government Center was the original impetus for the project. Government Center currently divides Pleasant Street and Commercial Street, creating a visual barrier, a vehicular impasse, and an impediment to downtown business development. The site presents a myriad of redevelopment implications and possibilities, which include its potential demolition. Discussions with city officials, research, and a community engagement process broadened the scope of MAPC's initial task to include a range of issues in downtown Malden.

The Sustainable Communities Regional Planning Grant program supported the MAPC and its partners to establish a targeted planning strategy for Malden that combines housing, land use, economic development, transportation, and infrastructure investments. (Forsyth, Background Report, Appendix A, 139). The grant program is a partnership between the U.S. Department of Transportation, the U.S. Environmental Protection Agency, and U.S. Department of Housing and Urban Development. The goals of the grant program are four fold: “empower jurisdictions to consider the interdependent challenges of: (1) economic competitiveness and revitalization; (2) social equity, inclusion, and access to opportunity; (3) energy use and

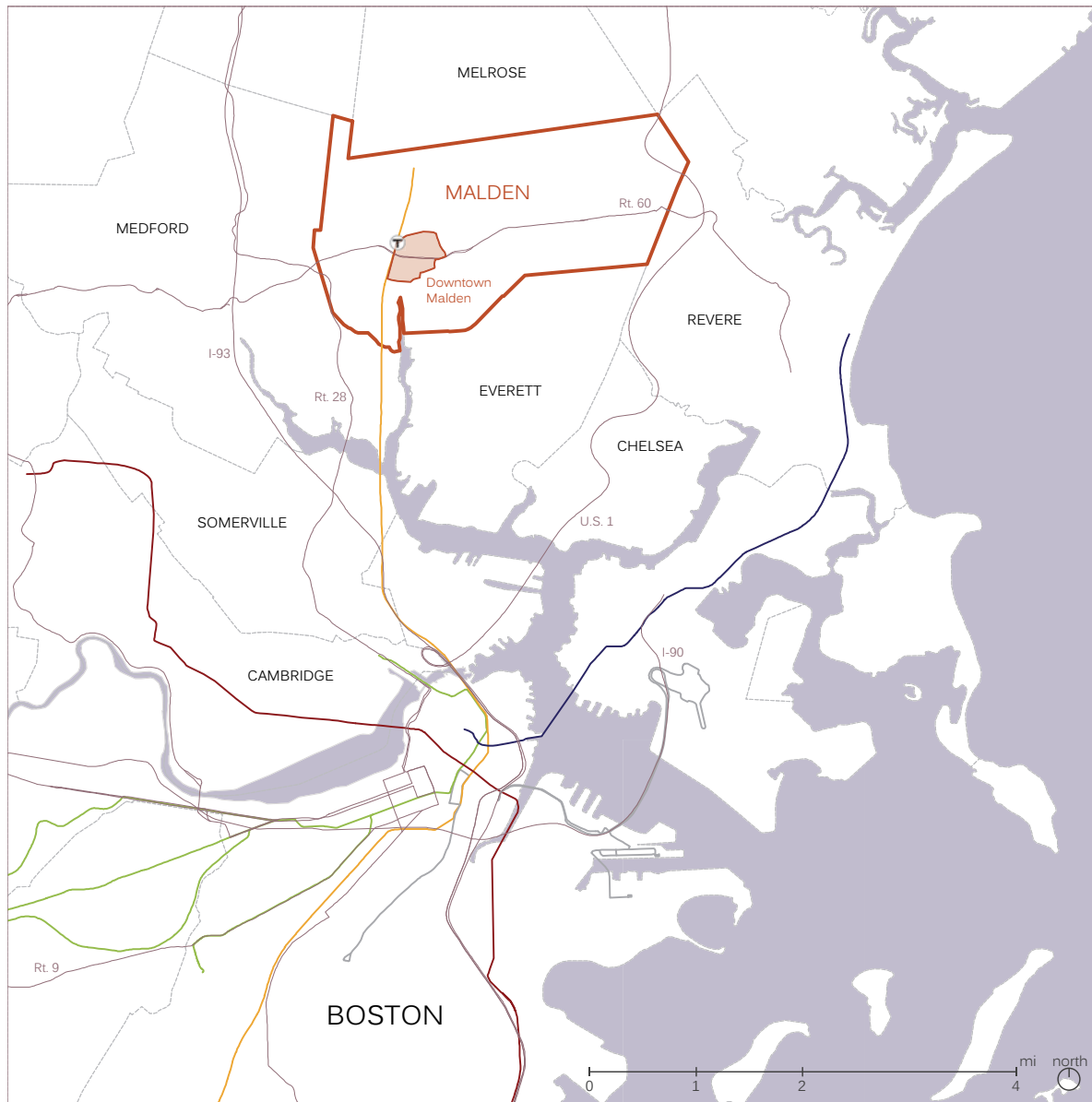


Figure 1 — Malden's location in the north of the Boston metropolitan region

Greater Boston, home to more than 4.1 million people, is among the nation's most desirable places to live and work.

climate change; and (4) public health and environmental impact" (HUD, 2013). The specific planning project, Plan Downtown Malden, is a partnership between the Mayor's Office, MAPC, and Harvard University Graduate School of Design (GSD) urban planning core studio.

In the fall of 2012, GSD faculty and teaching assistants completed a detailed background report, synthesizing much of the previous planning efforts. The analysis recommendations included in Plan Downtown Malden are supported by numerous previous plans. This plan builds on extensive research from the 2010 MAPC *City of Malden Master Plan*, the 2001 Goody Clancy/Connery Associates *Malden Government Center: Restoring Pleasant Street Feasibility Study*, and the 2011 BETA Group *Malden Central Business District Traffic Operations Assessment*, among other reports. The redevelopment of Government Center, in particular, was highlighted in the 2010 Master Plan. For the development of the specific recommendations and strategies included in Plan Downtown Malden, however, the most important component was an independent community engagement process with the Malden community undertaken by students in the GSD core studio.

Plan Downtown Malden presents strategic recommendations to revitalize downtown Malden as a center of cultural vibrancy, business vitality, and community strength. After a nearly month-long

community engagement process, GSD students approached the studio project by thinking critically and creatively about six targeted categories in order to frame the recommendations.

These categories and the ensuing plan chapters are divided into six areas:

- ① Urban design principles
- ② Redevelopment opportunities
- ③ Housing balance
- ④ Transportation and downtown connections
- ⑤ Natural systems and open space
- ⑥ Downtown activities.

Project Goals

- Develop a more detailed **VISION** for the downtown and redevelopment of the Government Center site exploring how best to re-knit the urban fabric and create a more desirable and accessible location for businesses, residents and visitors.
- Provide **RESEARCH** on existing conditions, including the context of local commercial and residential markets.
- Launch an extensive public planning **PROCESS** that includes business owners and traditionally under-represented populations as key partners in the visioning process.
- Include **RECOMMENDATIONS** for how to achieve goals from the 2010 master plan addressing additional retail, support of local businesses, well maintained and accessible shopping districts, relocated municipal offices, connection from the MBTA to downtown shopping, and educational and job opportunities for citizens of all ages and abilities through training and education to support local development.
- Produce a blueprint for **IMPLEMENTATION** (a project goal that will be developed more thoroughly by MAPC in the final report).

Plan Downtown Malden is one of three sections in the partnership between the MAPC and GSD urban planning studio. The first section, the Background Report, synthesized information from other planning projects as well provided additional supporting research about Malden. The second section, Plan Downtown Malden, engaged the Malden community, created a vision and developed detailed recommendations. The third section, which the MAPC is charged with creating in the summer of 2013, combines the wealth of information from the previous two sections into a “blueprint” for Malden.

Process

In February 2013, GSD urban planning students performed approximately 140 hours of observations on existing conditions in downtown Malden and conducted an in-depth community engagement process. The community engagement process employed numerous tactics in order to reach Malden residents and community members on a variety of levels of engagement. GSD students performed on-street, in-person, and online surveys; maintained a frequently updated Facebook page; and conducted small group meetings, one-on-one interviews, and large community meetings. Local news sources, including MATV and malden.patch.com,

covered the project. The breadth of approaches resulted in significant quantitative results and important anecdotal information, not to mention a newfound connection to Malden and many Maldonians.

GSD students engaged more than 1,000 community members. A summary of the community engagement process follows, but the bulk of supporting material including methodology, surveys, and documentary photographs and video are available in the appendix. Working with the Mayor's Office, specific audiences were targeted and GSD students made sure that their voices were heard. Using a variety of techniques, including

online outreach, intercept surveys, a thorough safety audit, and target population-specific methods, the Plan Downtown Malden team reached out to seniors, the Arabic-speaking community, the Chinese-speaking community, Haitian residents, teens, and downtown business and property owners. The community engagement process led to the following results:

- 225 in-person/on-street intercept survey respondents
- 482 online survey respondents



Source: Holly Masek

Figure 2 — Interactive participation
Various activities engaged community members to voice their likes, dislikes, and desires for the future.



Source: Raven Anderson

Figure 3 — Whole community involvement
Children participate in activities while their parents provide feedback at a community meeting.



Source: Dave Ginsberg

Figure 4 — Feedback from teenagers
Teenagers participated in events at Malden High School and the Malden Teen Enrichment Center.

- More than 150 attendees at community meetings (Chinese-speaking, Arabic-speaking, Haitian, Seniors)
- More than 50 interviews with local business owners and property owners
- 140 teen participants in three events
- 5,320 people “reached” online via Facebook
- 217 likes on Plan Downtown Malden Facebook page
- Three published articles in the Malden Patch

- Coordinated taping of multiple community events broadcast on MATV, made available on YouTube
- Seven structured safety audit walks/drives
- Two resident safety focus groups
- Many additional small group and one-on-one meetings with civic and religious groups and leaders



Source: Ed Meng

Figure 7 — Local community meetings
A number of stakeholder groups spoke out at community meetings organized by GSD students.



Source: Will Stein

Figure 5 — Business surveys
Surveys allowed the team to gather feedback from local businesses.



Figure 6 — Web-based participation
Facebook provided a forum for web-based surveys and open community discussions.

Moving Forward

Throughout the engagement process, community members were invited to share their thoughts on the future of downtown Malden. The variety of participation techniques ensured a variety of stakeholders and diverse opinions. As community input was gathered from snowy downtown street corners, the welcoming rooms of religious and other community centers, and various online platforms, several broad issues across various target audiences surfaced. These ideas, opinions, suggestions, and observations became the backbone Plan Downtown Malden's strategic recommendations.

Government Center received its fair share of negative comments throughout the engagement process. Community members also highlighted the numerous underutilized spaces that contribute to a lackluster pedestrian experience and challenging retail business climate. Many residents brought up the lack of community gathering places, few accessible green spaces, and general concerns about safety. The result of the community process shaped the specific strategies included throughout Plan Downtown Malden.

Throughout the community engagement process it became clear that downtown Malden's most important asset is its human capital. The Plan Downtown Malden team met with residents, visitors, and business leaders who are passionate about the future

of their city and committed to its growth. From in-depth analysis and research, including the broad community engagement process, Plan Downtown Malden achieved the project goals by developing a cohesive vision, creating an inclusive process, making specific recommendations, and initiating a set of implementation strategies. The following chapters set forth an agenda for positive change to capitalize on the wealth of opportunity in downtown Malden. Each chapter presents a distinct vision, addresses current issues, sets forth attainable goals, and outlines a strategic approach to accomplish each objective.

Major Recommendations

This report outlines a number of incremental steps and tactics necessary to achieve the ambitious goals set forth for downtown Malden. The fine points of the targeted recommendations included in this plan are located in the strategies section of each chapter. Nine major recommendations highlight the broad goals of Plan Downtown Malden:

1. Extend Pleasant Street, Washington Street, and others to create a network of streets that connect different parts of downtown.
2. Relocate City Hall within the heart of Malden Square, ideally in an existing office space on Main Street with high visibility and easy access.
3. Reveal the River Route as a linear park tracing the path of the old Malden River, connecting downtown Malden's open spaces.

4. Create pedestrian friendly streets with new streetscapes, traffic calming, improved signage and wayfinding, and an emphasis on multi-modal transportation.
5. Encourage new development in distinctive downtown districts, with new housing serving a diverse population, more retail offerings large and small, cultural anchors, and opportunities for small business incubation, especially around food production.
6. Pursue the ballpark on the National Grid site as a multipurpose and community-friendly destination, and a catalyst for development south of Centre Street.
7. Transform the streets and small spaces in downtown Malden with public art, festivals, and a wide variety of “pop-up” activities such as farmers’ markets.
8. Develop a comprehensive parking system to manage commuter, employee, resident, and shopper needs.
9. Establish new downtown organizations to focus on affordable housing, parking, and retail businesses.

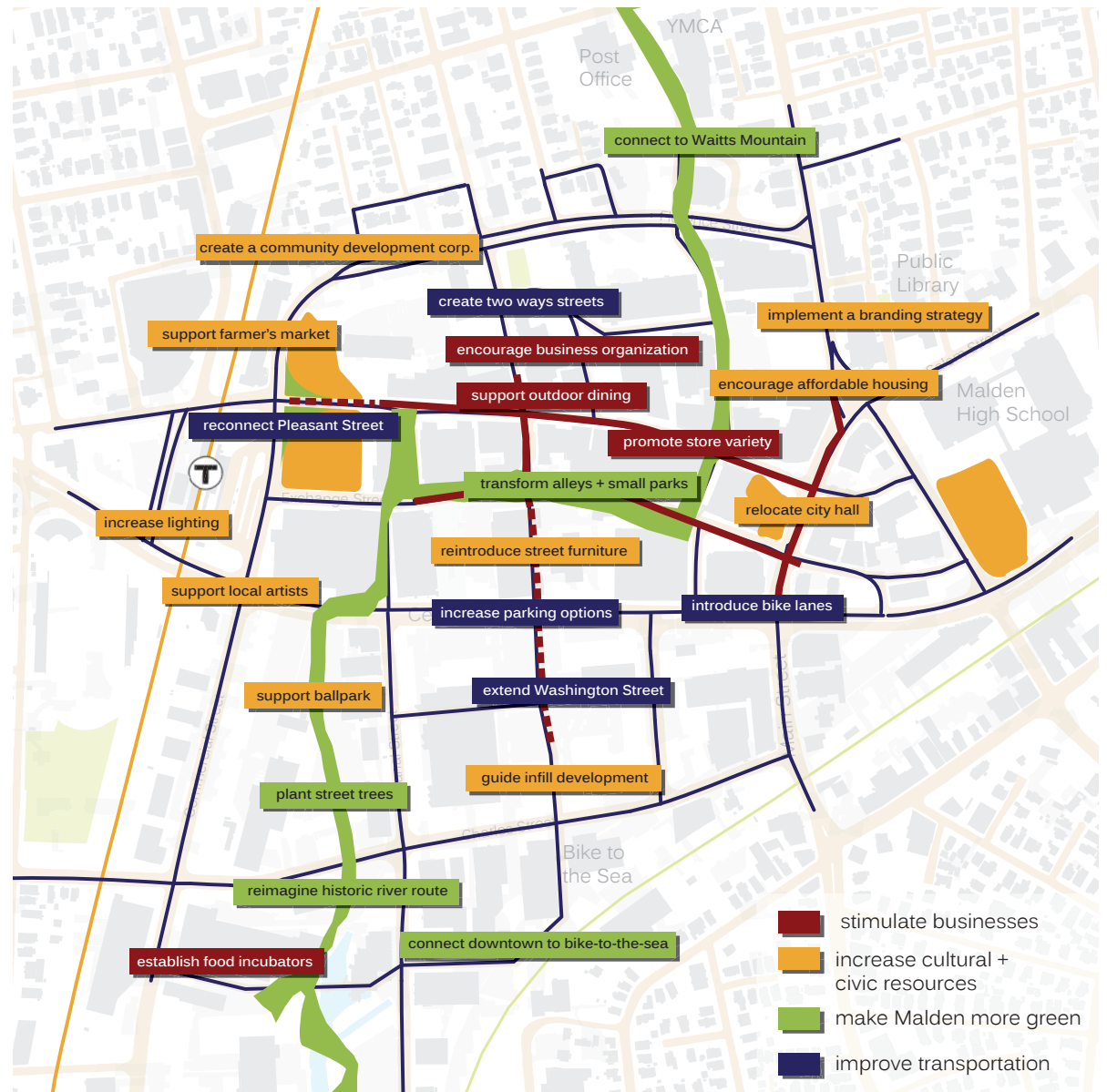


Figure 8 — Map of vision for Malden Square

Our vision for Malden Square includes a transformed civic center, a reconnected street grid, diverse retail, and the introduction of a historic river route.

URBAN DESIGN PRINCIPLES

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Vision

Downtown Malden currently encompasses residential, commercial, and industrial areas, as well as open spaces and other land uses that serve residents, visitors, and businesses. This report lays out a vision of a connected downtown area where pedestrians will safely explore improved streetscapes while shopping or visiting local landmarks, drivers will easily access parking and reach destinations, and visitors and residents alike will enjoy cultural activities in landscaped open spaces.

Malden should create a form-based code for downtown, which will help break down boundaries between its various zones, improve efficiency and accessibility for pedestrian and vehicular traffic, and build inviting streetscapes that encourage commercial activity. The urban design recommendations

outlined in this chapter aim to create a more beautiful, safe, and accessible space for the entire Malden community.

Issues

Flawed street pattern

Several key urban design issues in Downtown Malden relate to the current street pattern, which impacts not only transportation, but also public safety, downtown activity, and economic development.

Traffic and crosswalks

Frequent traffic jams, excessive congestion, and dead-end or one-way roads currently make driving difficult, while high vehicle speeds on other roads (like Florence and Main streets),



Figure 1-1 - Dangerous intersections

A Malden senior resident attempts to cross a dangerous and busy intersection as drivers ignore the pedestrian crosswalk.



Figure 1-2 - Lack of crosswalks

There are no marked crosswalks found on Florence Street, encouraging pedestrians to jaywalk.



Figure 1-3— Map of current street direction in Malden

Pleasant, Exchange, and Washington are all one-way, which may be hindering the potential efficiency of circulation downtown. The grey hatched area highlights the lack of north-south connections in the Upper Canal and Canal Districts, with the exception of Canal Street.

combined with poorly marked crosswalks and short signal times, make walking downtown difficult and unsafe for pedestrians. Malden's senior population warrants special attention when considering the length of signal times.

Government center

Government Center currently divides Pleasant Street and Commercial Street, which results in a feeling of isolation both on Pleasant Street and throughout much of downtown Malden. The building creates a visual barrier and blocks

vehicular traffic. According to the online Plan Downtown Malden community survey, the presence of Government Center is a common concern among residents. On the survey, respondents expressed dissatisfaction over the division of Pleasant Street. Responses included the following:

- “It doesn’t feel ‘alive’. Sometimes it feels semi-abandoned.”
- “Please open up Pleasant St. once again. Building City Hall killed the traffic flow past businesses. I never drive down there so [I] don’t know what vendors are there.”
- “City Hall dead ends Pleasant St. and walls off the square from Malden Center T stop.”
- “Lack of central flow and sense of community due to City Hall being in the middle of Pleasant Street. Creates a sense of a dead end street and would scare away some folks at night when City Hall is closed.”

Activity and street direction

Pleasant Street serves as the primary road of downtown Malden, home to many businesses and popular establishments. More recently, Exchange Street has experienced business developments, including Oya Cuban Café and the Exchange Street Bistro, and also streetscape improvements, including new lighting and street trees. Some community survey respondents described restaurants as their favorite aspect of Malden:

- “High quality restaurants. e.g. All Season's Table and Exchange Street Bistro.”
- “Excellent restaurants! Joti Palace, Abiata, All Seasons, Exchange Street...best selection of any small neighborhood in [the] Boston Area.”

Despite direct, visual access from the Malden Center T station, Exchange Street is less trafficked than Pleasant Street. Exchange Street could be designed to complement Pleasant Street to increase pedestrian activity and create a downtown loop. Currently, Pleasant and Exchange Streets are both one-way streets in opposite directions, presenting additional problems for circulation.

Access to areas to the south

Few roads lead drivers and pedestrians into the Upper and Lower Canal Street districts. The present street pattern does not facilitate any access to these districts, which could inhibit future business development. Residential areas near Canal Street also lack a direct connection to downtown Malden.

Underdeveloped sense of identity or place in built form

Downtown Malden lacks a fully defined sense of place, which can be seen through the lens of its east-west and north-south streets.

East-West streets

Streets running east to west, such as Centre, Florence, and Pleasant streets, have contrasting building scales that cause an unwelcoming atmosphere. As one resident commented in the online survey, “the newest tall building on Pleasant Street close to city hall [...] is not inviting nor community friendly; the high walls on at least two sides make one feel unsafe and unwelcome in the area.”

Figure TK shows the two contrasting sides of Centre Street. To the north, pedestrians walk next to six story parking garages, while to the south a sea of parking separates pedestrians from the nearest building.

The current street forms do not support walkability. One Malden resident commented: “Route 60, Commercial Street, and Eastern Avenue are all far too wide; they present a huge



Source: Christopher Colley

Figure 1-4 - Uneven building scales

This view of Centre Street looking west from Main illustrates the stark contrast in the scale of buildings that are present (or not) on either side of this street.

psychological barrier to pedestrians walking the square [...] Large gaping hole in the street wall on Main St.”

North-South streets

Figure TK shows two buildings on either side of the street. On the right side is the back of the police station, where officers park their patrol cars. The buildings do not engage with pedestrians, leading to an unwelcoming experience along Exchange Street. Both buildings have bland, sterile facades; the street would benefit from activated façades to attract pedestrians. Furthermore, fewer gaps between buildings would create clearer sightlines that would make the street feel safer.



Source: Christopher Colley

Figure 1-5 - Lack of pedestrian traffic

Exchange Street features a lack of both pedestrian activities on the street as well as the uniform, unengaging façades of the buildings facing the street.



Figure 1-6—Map detailing need for streetscape improvements
Areas of Malden’s downtown area that could benefit from increased vegetation.



Figure 1-7— Confusing signage
Downtown Malden’s signs lack a uniform character and are placed haphazardly.

Unappealing pedestrian experience

Existing street conditions detract from the accessibility and attractiveness of the community to visitors and current residents. Failure to improve street infrastructure and wayfinding tools could hinder future development in downtown Malden and prevent the creation of a more vibrant community.

Lack of street furniture

Downtown Malden has a shortage of street furniture and areas for pedestrians to gather. People may be less likely to visit or stay in downtown Malden for shopping and recreation, as the lack of furniture implies that time in the area is intended to be limited.

Overwhelming car presence

Downtown Malden’s street pattern and built form is oriented toward automobiles, at the expense of pedestrian convenience and safety. The strong presence of cars in Malden also diminishes the aesthetic of the sidewalks.

Areas lacking vegetation

Urban vegetation is a key to creating areas that are comfortable and welcoming to visitors and residents alike. Perhaps more importantly, trees provide environmental benefits and improve air quality. Downtown Malden has a good number of street trees, and the City of Malden should be commended for its efforts in preserving and providing street trees. Despite

these efforts, there are still significant areas of Malden that lack a sufficient number of trees.

Areas with poor lighting

Lighting is crucial in creating urban environments that make pedestrians feel safe and comfortable. Poorly lit areas can contribute to threats to pedestrian safety, making people less likely to visit and patronize an area. Nighttime safety is of particular concern in Malden; of 227 people asked to rate their opinion of various aspects of downtown, “safety at night” received an average of 2.9 on a scale of one to five. Areas with limited lighting are one factor contributing to this opinion of nighttime safety in Malden.

Unclear wayfinding tools

Signs and other wayfinding tools should serve dual purposes: they should help people find their way to key locations, while promoting a unique municipal brand and unifying image for their locality. While downtown Malden has a great deal of signage, it does not have a consistent design or unified focus. The city is forgoing a valuable opportunity to develop a community identity and brand through its signage.

Underused public open space

The design of a public meeting space conducive to proposed temporary programming and intercultural events would transform vacant and open spaces into attractive areas through community art and gardening projects,



Source: Christopher Colley

Figure 1-8 - Pedestrian barriers

Pedestrians walking along busy streets struggle to escape surrounding cars.

temporary greening, removable café settings, and spaces for street performers. Currently, the Government Center redevelopment is the most promising primary public space. The Stop & Shop and Super Fitness parking lots also serve as potential temporary programming spaces.

Downtown Malden lacks a viable public meeting space for different community groups to plan activities and events. It also has many vacant, inactive spaces, such as abandoned storefronts, unused parking lots, and seasonal venues, which could be redesigned for use by these community groups. Organizations could use temporarily vacant spaces, such as the Stop & Shop, scheduled for future development, for temporary programming.



Figure 1-9— Map detailing study of current lighting

A February 2013 study documented areas in downtown Malden with suboptimal lighting (Baudon et al, 2013)

Goals

Realign and activate streets

Several critical adjustments to the current street pattern in downtown Malden can address its problems of congestion, pedestrian safety, and inaccessibility. Currently, the street

alignment in Malden heightens the negative effects of these factors. Introducing a grid pattern in coordination with adaptations of street direction can effectively address these issues. The implementation and phasing of this project would certainly be a long-term investment of time and resources, aided by



Figure 1-10— Map of potential market locations
Potential locations for temporary programming include the newly redeveloped Government Center site, the (former) Super Fitness parking lot, and the Stop & Shop parking lot.

Form-Based Codes

FBCs regulate development to achieve a desired built form, placing less of an emphasis on land use. Such codes lend predictability to the development of an area by controlling such building elements as set-backs, floor heights, façade treatments, the location and provision of parking, and the amount of public space provided. FBC offers an effective tool to manage the impacts of sprawl and can help create compact, vibrant neighborhoods.

MassDOT and federal funding programs. However, the project would provide benefits for residents and visitors in terms of circulation and access to downtown amenities.

Establish form-based code

Adopting a form-based code (FBC) is one approach Malden could take to tackle its design issues.

Creating more consistent building heights and setbacks helps foster a sense of cohesion within an area, as well as across district boundaries. Creating a more uniform street wall allows pedestrians to anticipate what is around the corner, making safety less of a concern. As downtown Malden redevelops, FBCs can help break down real and perceived physical barriers between districts, creating boundaries that are recognizable, yet easy and pleasant to cross.

While the development of a full form-based code exceeds the scope of this document, the principles have been identified as ways to address the previously identified urban design issues. The following section will present a possible FBC strategy to achieve the vision and goals of Downtown Malden. A map of the proposed FBC zones and the Pocket Guide for Malden can be found in Appendix 9.1.

Improve the pedestrian experience

An improved pedestrian experience in downtown Malden could produce a more welcoming environment. Increasing the

quantity of street furniture, vegetation, and lighting, and creating space between vehicular traffic and sidewalks would improve streetscapes.

Additionally, the excess of vacant units creates problems for pedestrians. For example, the vacant Super Fitness parking lot could act as a connection between the Malden Square and Upper Canal Street districts, but is not currently used as a path.

Encourage temporary public space programming

Government Center space redevelopment

In the event of redevelopment of the current Government Center, this plan proposes an open space in this site based on its convenient

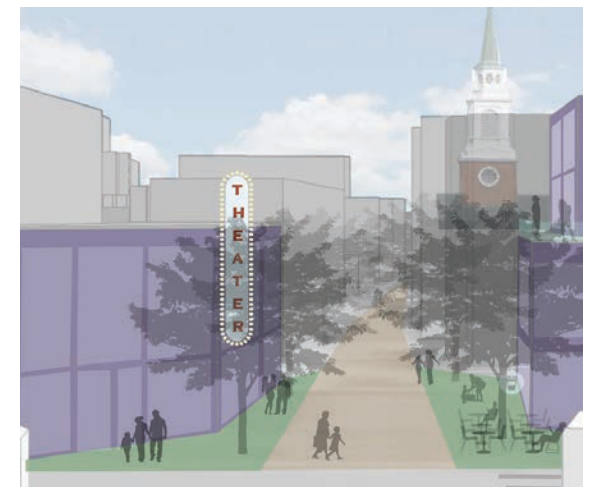


Figure 1-11 - Proposed future use for the current Government Center site.

location for visitors and residents, as it sits between the T station and the heart of downtown Malden. One local business owner approved of Government Center's location, because "[y]ou can always find it. This central location would also serve to encourage programming.'

Stop & Shop parking lot

Community groups have expressed a desire for more community space and intercultural activities downtown and have also cited satisfaction with the Stop & Shop shopping area. Currently, the Stop & Shop parking lot, scheduled for future development, is partially unused during many parts of the week, which allows for a temporary space for programming.



Figure 1-12 - Stop & Shop parking lot
The Stop & Shop parking lot is empty during certain times of the week.

Strategies

Extend streets

The extension of select streets would complement a street grid in downtown Malden. While some of these streets are currently organized into smaller blocks, the introduction of a grid would benefit pedestrians, and therefore welcome increased activity. A grid would also facilitate circulation. Three streets have been identified as possibilities to extend the current street pattern to the Canal Street district: Washington, Canal, and Pleasant streets.

Washington Street

Washington Street presents an excellent opportunity to improve the city's north-south connection. Currently, Washington travels from the northern, residential part of downtown Malden and terminates at Exchange Street. This extension could improve circulation throughout downtown Malden. The proposed extension for Washington Street also includes a transition from one-way to two-way travel, which would offer two travel lanes, parking, and sidewalks.

There are three options for this proposed extension:

- Option A: Extension of Washington Street from Exchange Street to Centre Street
- Option B: Extension of Washington Street beyond Centre Street to Charles Street
- Option C: Extension of Washington Street beyond Charles Street, westward to combine with a proposed new street that would transect Canal Street and meet perpendicularly with Commercial Street

Canal Street

A northbound extension of Canal Street could also facilitate the development of north-south connections for pedestrians, cyclists, and vehicles. Currently, Canal Street terminates at Centre Street, which prevents traffic from reaching Malden Center and Malden Square for shopping, dining, and other activities. Canal Street's proposed extension would travel north to meet perpendicularly with Exchange Street, allow one-way traffic, with one travel lane and an eight foot sidewalk and no

Grid Pattern

The grid pattern, which exists in many cities worldwide, has been praised for bringing a "variety of benefits to pedestrians—direct routes, parallel streets that provide interesting alternate routes, clear orientation so that pedestrians do not get lost easily, and an orderly progression of streets" (Change Lab Solutions, 2013).



Figure 1-13— Map of proposed new streets
Proposed east-west and north-south connections through the creation of new streets.

space for vehicle parking. The construction of this street extension would require the modification of the present 20 foot alley, but would not require the removal or modification of the Bank of America building.

Pleasant Street

A westbound extension of Pleasant Street would depend on the future of Government Center. This proposed extension is perhaps most influenced by the feedback acquired through the public participation process, where community members voiced strong dissatisfaction with the lack of connection of Pleasant Street to Commercial Street. A perpendicular connection to Commercial Street could best serve downtown Malden in the event of a Government Center relocation.

Create new streets

Two new streets could be introduced and phased in conjunction with the proposed opportunities for street extensions and other local developments.

- **New Street A:** While this parcel in the Upper Canal Street district is currently slated for the construction of the new baseball stadium, New Street A serves as an east-west connection in the event that the stadium is not constructed as planned. This street would connect pedestrians and vehicles from Commercial Street to Middlesex Street, provide additional retail frontage, and connect to the newly introduced grid pattern. It would allow two-way

traffic, and spur retail and transit activity in the Canal Street district.

- New Street B: This street is in part an extension of Washington Street and aims to achieve similar goals as New Street A. New Street B would increase accessibility from the residential areas of Canal Street to Malden Center and Malden Square, as well as to the Bike to the Sea Trail.

Designate form-based zones

Five districts with distinct identities in downtown Malden guide the proposed designation of form-based zones, which would also weave the different districts together. For specific recommendations on building heights, setbacks, façade coverage, and other design features, please refer to Appendix 9.1: FBC Map and Pocket Guide for Malden.

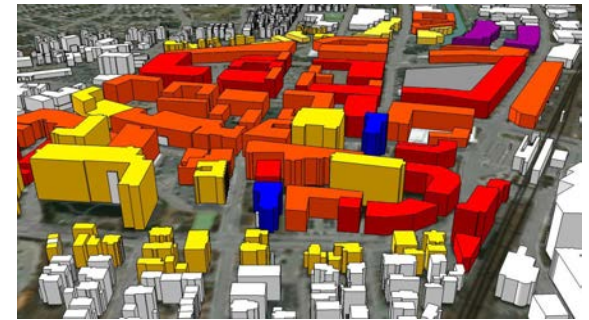


Figure 1-14 Rendering of Euclidean zoning and form-based code

Perspective from northwest looking down on Malden's downtown area, in traditional land use colors.

Precedent: State College, Pennsylvania

State College, Pennsylvania, which is similar in both geographic area and population to Malden, has based its downtown on a loop created by two key streets, College Avenue and Beaver Avenue. These streets, which are the north and southbound divisions of PA State Route 26, provide residents and visitors with the primary shopping, dining, retail, and residential options in the town. The downtown loop also relies strongly on perpendicular

connections made by smaller one- and two-way streets, which provide more retail frontage, congestion relief, and wide pedestrian thoroughfares. The 2013 Master Plan for State College shares many of the streetscape improvements suggested by this report, and focuses on the maintenance of a cohesive yet distinct character for each of the streets that constitute the downtown loop (State College Master Plan, 2013).

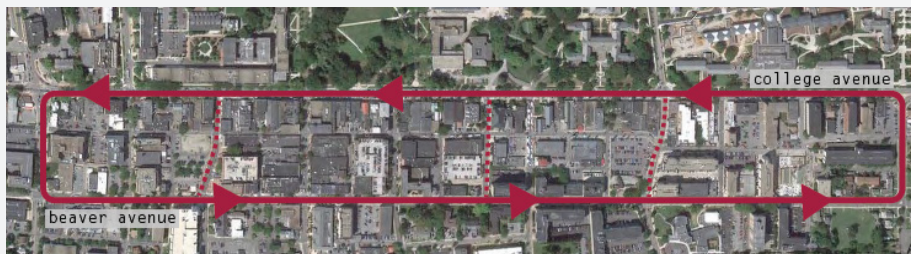


Figure 1-16 An aerial view of the downtown loop found in State College, Pennsylvania. This loop shares key elements found in Malden, and Pleasant and Exchange Streets could be used to create a similar circulation pattern.

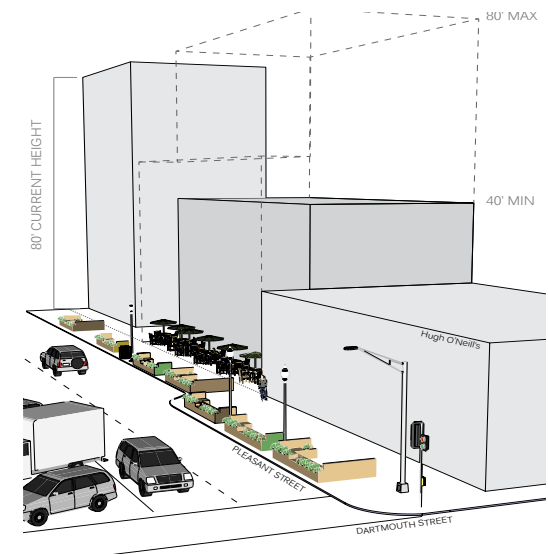


Figure 1-15 Rendering of design guidelines for Malden Center

This rendering shows how a potential development might look along Pleasant Street under the form-based code. Building details have been purposefully left out, as the intention of the code is not to be overly prescriptive in the individual architectural style of new development.

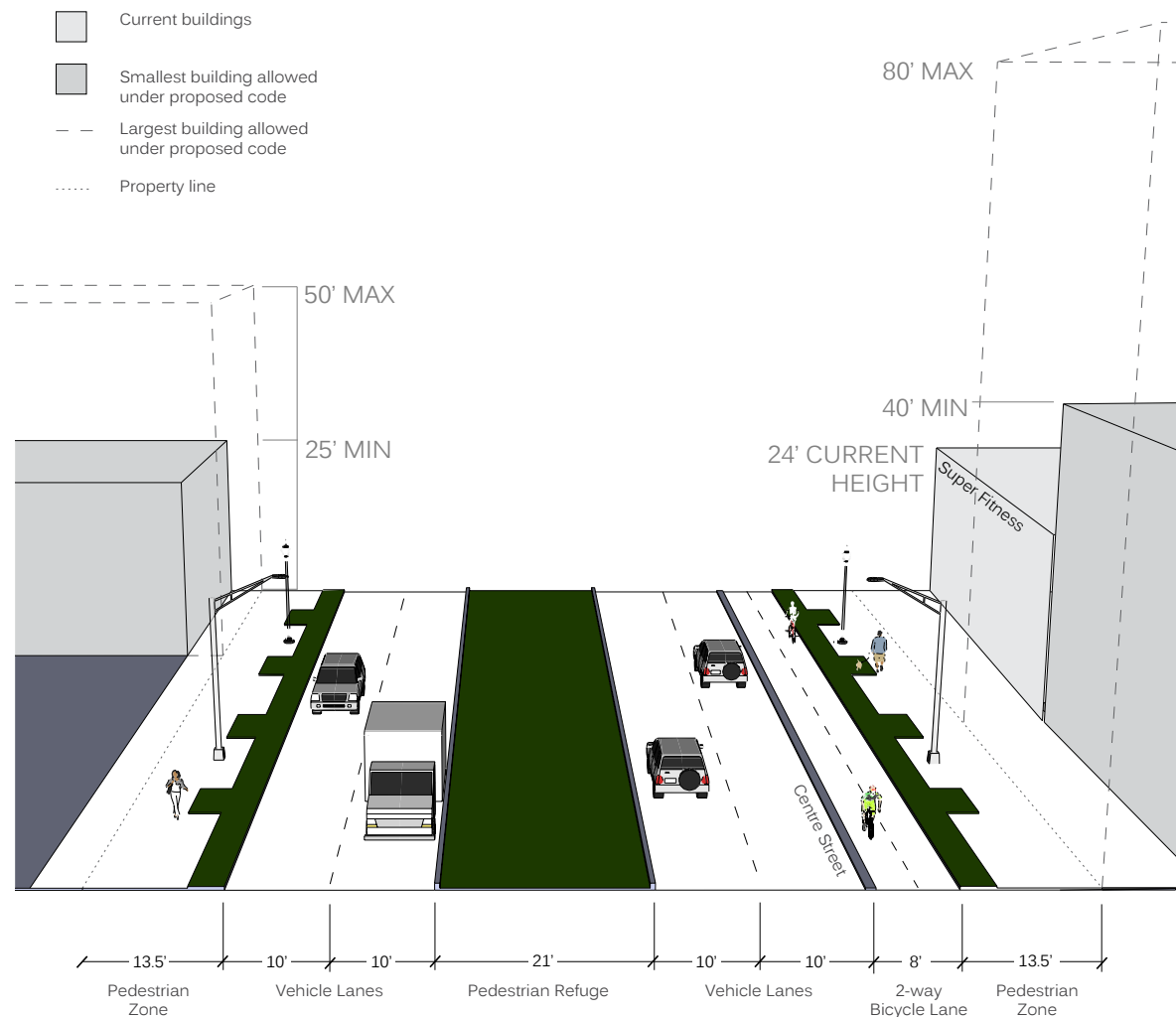


Figure 1-17 Rendering of design guidelines for Upper Canal Street

This rendering shows possible development along Centre Street. Currently, there are no buildings fronting the southern edge of the street, only large parking lots, leading to a sense that the Pleasant and Exchange Streets are disconnected from the rest of the area. Encouraging buildings to front Centre Street will create a more inviting, cohesive environment.

Malden Center: reinforcing what is already there

Malden Center, the area near Pleasant and Exchange Streets, is downtown Malden's main commercial district. Proposed uses include first floor retail and restaurant with residential or office on the second or third floors. This area would feature small shops, intimate streets, and buildings with a variety of façades, which would reflect the historic fabric typical of this district. Large ground-floor windows and opportunities for outdoor dining and planned public activities would create an active and entertaining pedestrian environment.

TOD/Malden Center gateway: downtown activity anchor

Commercial Street would accommodate more transit-oriented development (TOD), taking advantage of Malden Center's proximity to the T station. The majority of proposed uses would be mid-rise residential buildings with ground floor retail. This area would integrate the proposed ballpark by developing retail and restaurants nearby, creating an attractive and inviting gateway to downtown Malden.

Upper Canal Street: urban "mid-box" establishments

Upper Canal Street serves as the location for mid-box retail development in Malden. Development in the area would ideally occur in a manner appropriate for its urban location, maintaining interesting façades with large windows and inviting street furnishings.

Building heights and façades help to bridge the areas to the north and south of Centre Street. The mixed-use programming along Washington Street, including retail, office, and residential, would provide pedestrians an attractive path to easily travel from Town Square to Lower Canal Street.

Lower Canal Street: maintaining the old while introducing the new

The proposed Lower Canal Street district would retain some of its original light industrial uses and character while introducing pedestrian-friendly residential developments. Building heights would be adjusted to be compatible with the scale of surrounding residential areas. New developments would benefit from the district's access to the Malden Canal and the Bike to the Sea Trail.



Figure 1-18 Classifications of streets in Malden

Malden Center residential: connecting residential and downtown

The residential district surrounding Florence Street could serve as a transition area between the denser development in downtown Malden and the single-family neighborhoods to the north of Florence Street. Proposed building forms include row homes, three-story walk ups, and triple-decker homes. Commercial uses would be located on the bottom floors of

buildings at the intersection of Florence Street and Washington Street.

Create road typology

To better match interventions with the characteristics of individual streets, the roads of downtown Malden have been divided into three classes based on how they would serve pedestrians: boulevards, neighborhood streets, and main shopping streets.

Boulevards

Arterial streets are intended to ferry people to and from major shopping and recreational areas. Streetscape improvements would therefore emphasize their circulatory role. The arterials will have the least amount of street furniture but ample directional signage, lighting, and vegetation to minimize the impact of surrounding vehicles. Because of the width of many medians along boulevards, a pedestrian respite area will be provided. The influence of vehicles would be mitigated through the creation of green barriers.

Neighborhood streets

Neighborhood streets are intended to facilitate transport within downtown Malden. These streets would have benches, directional wayfinding, and lighting to allow for lingering and relaxation.

Improved streetscape along Washington St. displays the addition of new street furniture, lighting, signage, and vegetation.

Main shopping streets

Main shopping streets, paved in brick, would be the center of activity in downtown Malden. They would facilitate prolonged pedestrian interactions and have the highest density of

street furniture and vegetation, both provided through semi-structured parklets.

Install comprehensive wayfinding system

The implementation of a wayfinding system in Malden that makes navigation through the area as easy as possible is essential. An effective wayfinding system could also serve as a branding tool for the community, creating

Kiosks

Kiosks would be located at strategic locations throughout the area and provide an overview of activities in downtown Malden.



Source: <http://dennismapanningdept.wordpress.com/>

Figure 1-19 - Directional signage
Directional signage in Northfield, MN.

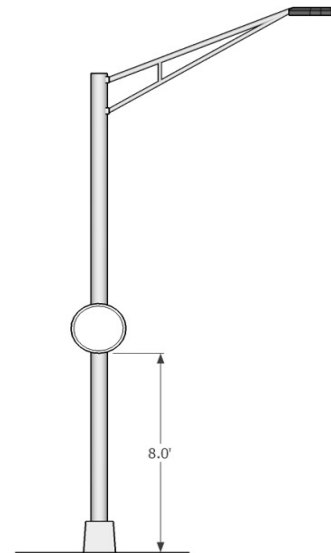


Figure 1-20 - Disk maps
Proposed disk map dimensions shown next to disk maps in Philadelphia, PA.



Source: Davies, 2013

Disk maps

Disk maps, or small circular maps reflecting the surrounding area, would be located on lamp posts throughout the area, providing geographical context to visitors, including non-English speakers.

Sidewalk directionals

Because not all areas of Malden are conducive to hanging signage from lamp posts, aerial wayfinding tools would be supplemented with directionals that are painted onto sidewalk corners. These directionals would also aid the visually impaired population.

Location of signage

The placement of these signs is equally important as appropriate diversity of signage. The proposed locations for wayfinding tools are indicated in Figure TK.

The content of the signage is as important to the wayfinding system as its type or location. This plan proposes to conduct a public participation process, drawing from the city's diverse population to gain a complete understanding of the area's most relevant and important in the daily lives of residents. A combined competition and public participation process would determine signage design.

The content of the signage is as important to the wayfinding system as its type or location. This plan proposes to conduct a public participation process, drawing

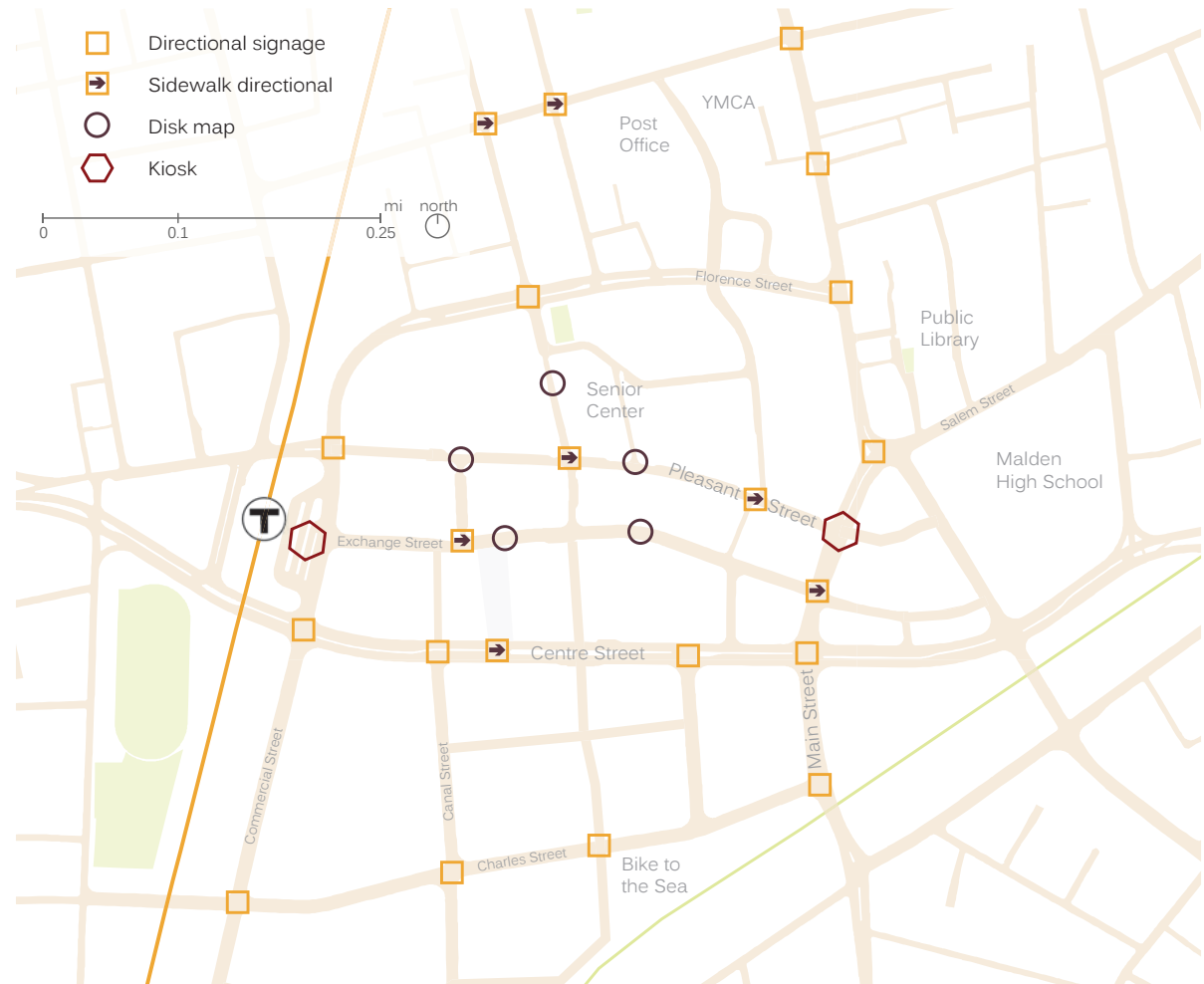


Figure 1-21— Map detailing wayfinding locations
Proposed locations for wayfinding apparatus in Malden.

from the city's diverse population to gain a complete understanding of the area's most relevant and important in the daily lives of residents. A combined competition and public participation process would determine signage design.

Design an inviting space

Below are several options to create spaces conducive to temporary programming:

Busk stops

Busk stops are no-expense ways to showcase Malden's culture by designating spots for performers through signage. These signs have been successfully implemented in nearby Lowell, MA (Cromwell, 2013). Through permitting by the City of Malden, busk stops can give opportunities to different cultural groups, middle and high school students, and amateur musicians to display their talents.



Figure 1-22 - Busk stops

Busk stops have been successfully implemented in Lowell, MA.

Movable café tables and chairs

Through moveable furniture, the simple placement of tables and chairs transforms a space into a café atmosphere. This could be easily implemented in the Government Center site on any given day, creating a more park-like environment.

Miniature community gardens

Miniature community gardens would contribute to Malden's burgeoning and diverse food industry and provide an opportunity to engage different community groups. A series of these gardens would line the open space at Pleasant Street displaying gardens sponsored by local organizations such as the Malden Teen Center, the Immigrant Learning Center, and the Senior Center.

Urban parklets

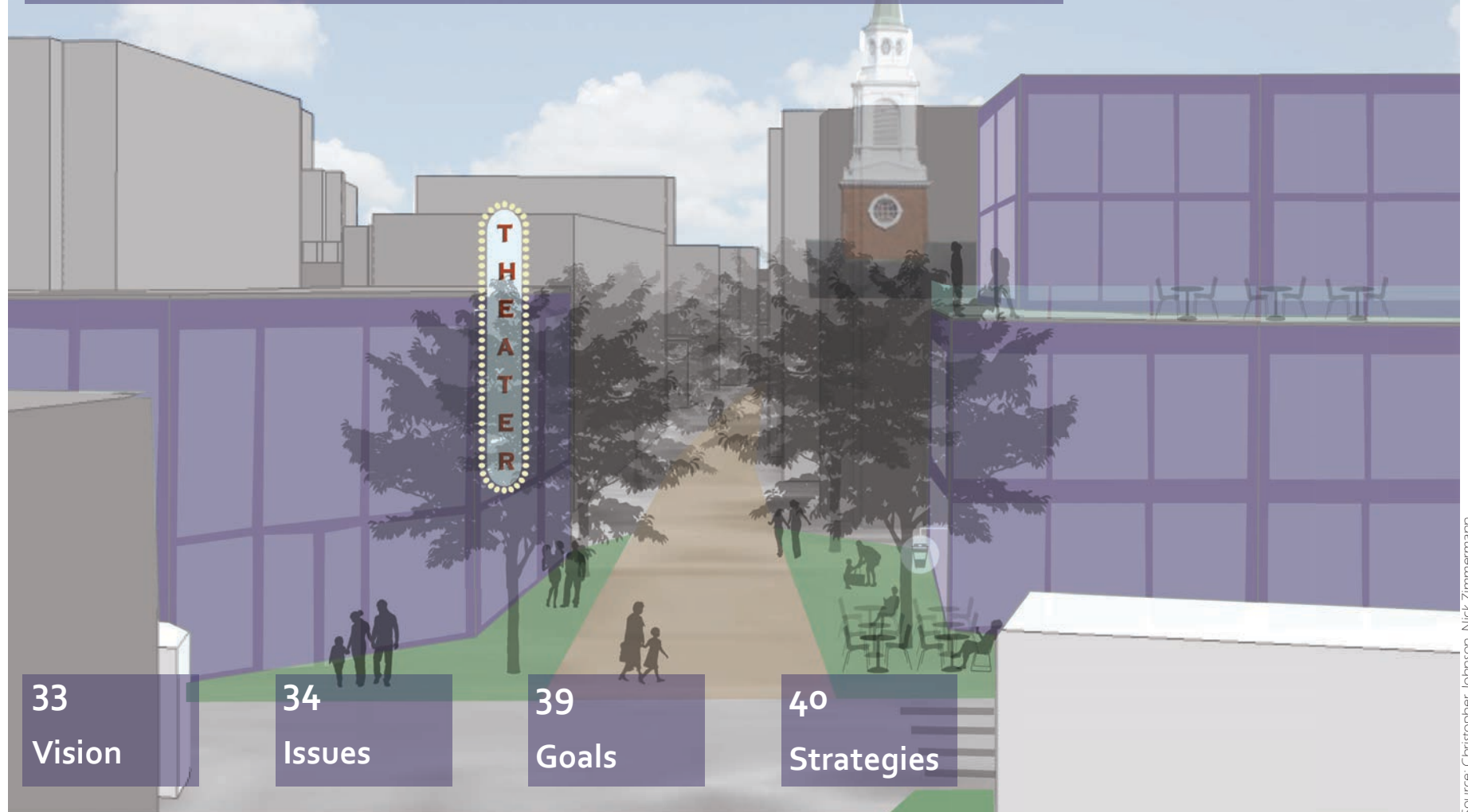
The empty spaces in the Super Fitness parking lot and extra spaces in the Stop & Shop lot are great potential spots for "urban parklets," miniature parks on converted parking lots that provide a place for people to sit.



Figure 1-23 - Parklets

Parklets in San Francisco allow family friendly recreation along major shopping corridors.

REDEVELOPMENT OPPORTUNITIES



Source: Christopher Johnson, Nick Zimmermann

Vision

Malden will experience exciting new development opportunities due to predicted growth in the Greater Boston region and along the Orange Line. It will also face the challenges and pressures that accompany such growth. To respond to these considerations, downtown Malden will redevelop its four distinct but connected districts to provide opportunities, meet the needs of current residents and businesses, and successfully compete in contemporary and future economies while

preserving the city's historic and natural features. By promoting a healthy real estate market and business climate; encouraging job growth; re-establishing downtown as a destination for entertainment, commerce, recreation, and culture; and relocating Government Center, Malden will better serve current stakeholders and attract new residents, visitors, industries, and businesses to its bustling center.

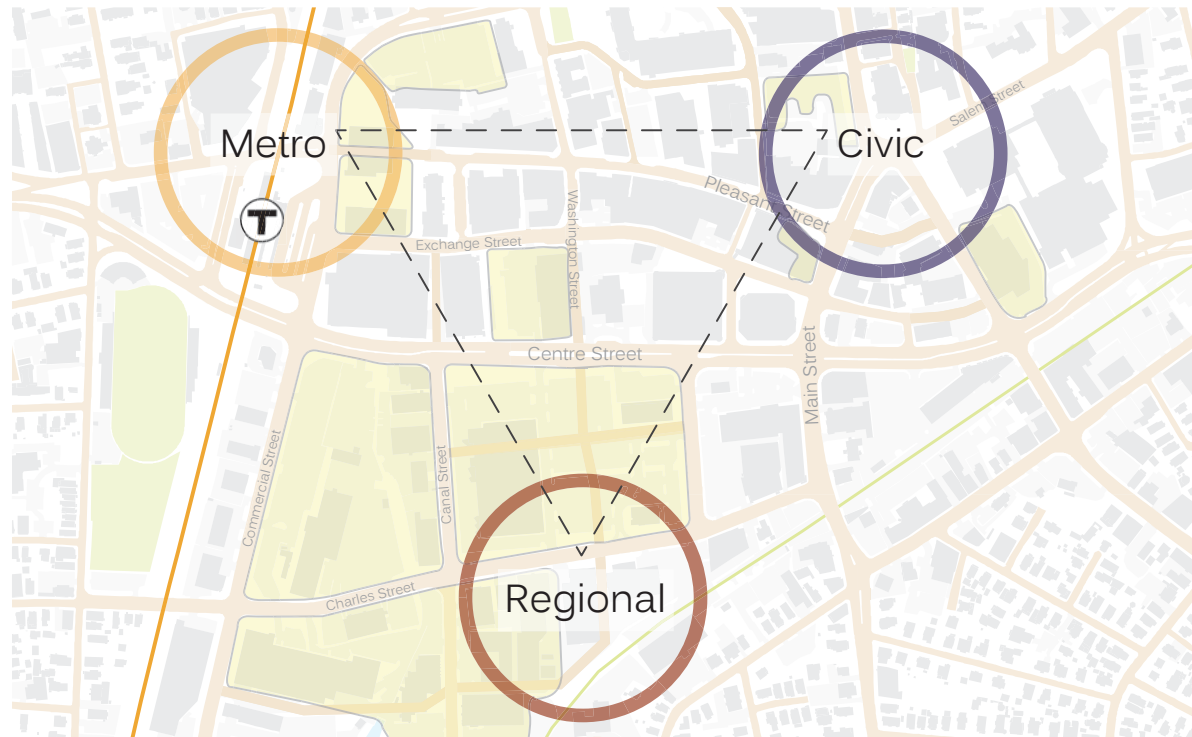


Figure 2-1 — Vision diagram for Malden's redevelopment clusters

The overall vision for redeveloping Malden is to establish nodes that attract people from different geographic scales, including: civic (Malden residents), regional (North Shore residents), and metro (Greater Boston area residents).

Issues

This chapter addresses existing issues and opportunities in downtown Malden and draws on previous reports conducted on the area including *Restoring Pleasant Street Feasibility Study* by Connery Associates and Goody, Clancy & Associates (Goody, 2001). Malden has potential in its growing restaurant businesses, which are representative of the city's demographic diversity. However, there are opportunities to develop even more food services. The existing high-quality building stock in downtown, low cost of living, and access to the Greater Boston area make the neighborhood an attractive place to live. Developments—primarily residential—are in the pipeline for downtown Malden as developers continue to recognize the strategic advantages to the lower cost of living and easy access to downtown Boston. In addition, the Boston Field of Dreams organization has selected Malden as the location for a new independent league baseball stadium, creating an affordable, family-friendly attraction for the city.

Despite this, the city faces a number of challenges, including a disjointed downtown transit hub, due to the location of the Government Center building. The position of Government Center obscures pedestrian and vehicular access as well as view corridors down and along Pleasant Street. There are also a large number of surface parking lots and two multi-story parking structures within



Figure 2-2 — Map of four districts in downtown Malden

Each of downtown Malden's four districts have specific issues and opportunities. Appropriate strategies in these districts can guide the holistic revitalization of the downtown area.

downtown, contributing to an unattractive street-scape. The land to the south, in the Canal Street district, is underdeveloped and configured for big box, warehouse-style buildings. The downtown core, while featuring some high-quality buildings, is aging, and lacks investment. Malden also has low office absorption rates and low office/retail rents. The high retail and office vacancy is especially noticeable along Pleasant Street, the city's traditional main street corridor.

Malden Center

Malden Center is anchored on the west by Government Center and on the east by the historic Jordan Marsh building. Within this district there are a mixture of community services, commercial office space, retail stores, restaurants, and residential units. Due to the proximity of the Malden Center T station and clustering of dynamic building groups, this area is considered the center of the city's downtown area and has the most potential for infill development.

The location of the Government Center site presents a challenge to the Malden Center district, as it forms a blockage at the western edge of Pleasant Street. Proposals to demolish the building have inspired the public in the past but repeated delays continue to suppress the potential of the downtown area. Pleasant and Exchange streets, two key elements in this redevelopment strategy, drive the vibrancy of Malden Center. Situated at the heart of

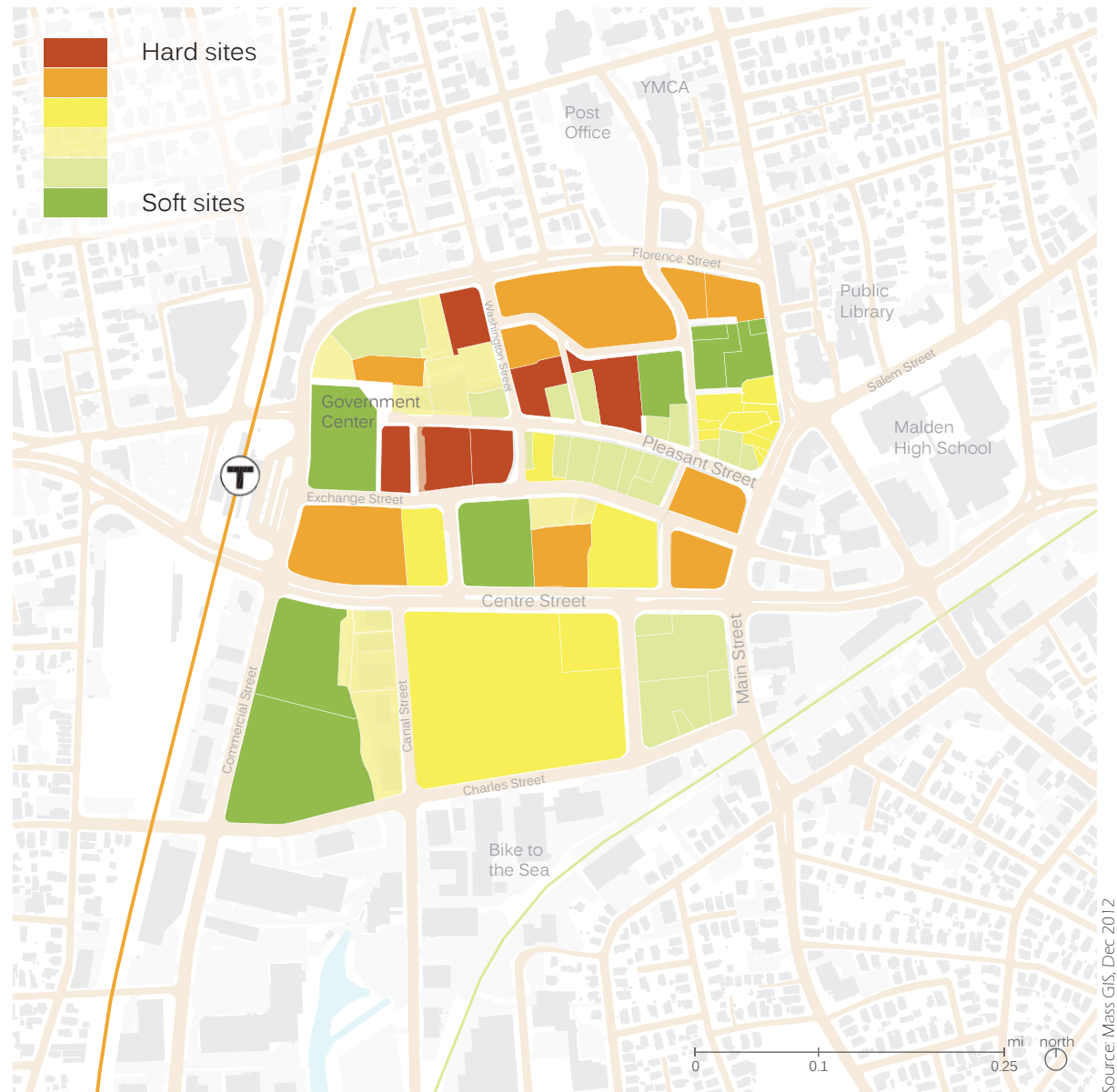


Figure 2-3 — Location of hard and soft sites in downtown Malden

Key to the successful redevelopment of downtown Malden will be redeveloping properties to their highest and best use. This will ultimately focus redevelopment to "soft sites" including surface parking lots and outdated properties featuring high vacancies.



Figure 2-4 — Map of Malden Center

The area around the access-providing Malden Center T station is primed for redevelopment and features multiple housing developments in the pipeline. This area is currently inhibited by Government Center, which physically cuts off the road network and symbolically hinders the district.

Malden Center, both streets are in a prime location for redevelopment.

The construction of two parking garages on Exchange Street in close proximity to the T station has made Malden a destination for many commuters who drive into Malden, park their cars, and ride the T. This has led to an inactive Exchange Street. Many retail spaces have the potential for further development, such as more residential and retail units.

Several projects are currently in the pipeline within Malden Center. This includes a retail-residential mixed-use development by Combined Properties, which will replace the Super Fitness and its surrounding parking lot at 100–150 Exchange Street (Mayor's Information Center, 2013). The development as currently proposed obstructs the potential extension of Washington Street, which would connect Malden Center to the Canal Street district and provide opportunities to create a pedestrian-friendly green pathway and improve circulation.

Malden Square

Malden Square is located to the east of Malden Center, bounded by Main Street, Centre Street, and Ferry Street.

Malden Square suffers from high vacancy rates and under-market rents. This is especially troubling given the area's heritage as the historic heart of downtown Malden. Malden Square was originally slated to anchor the eastern end of downtown with the monumental Jordan Marsh building. However, as this plan never came to fruition, the area does not provide the necessary activities and resources to accommodate a thriving downtown.

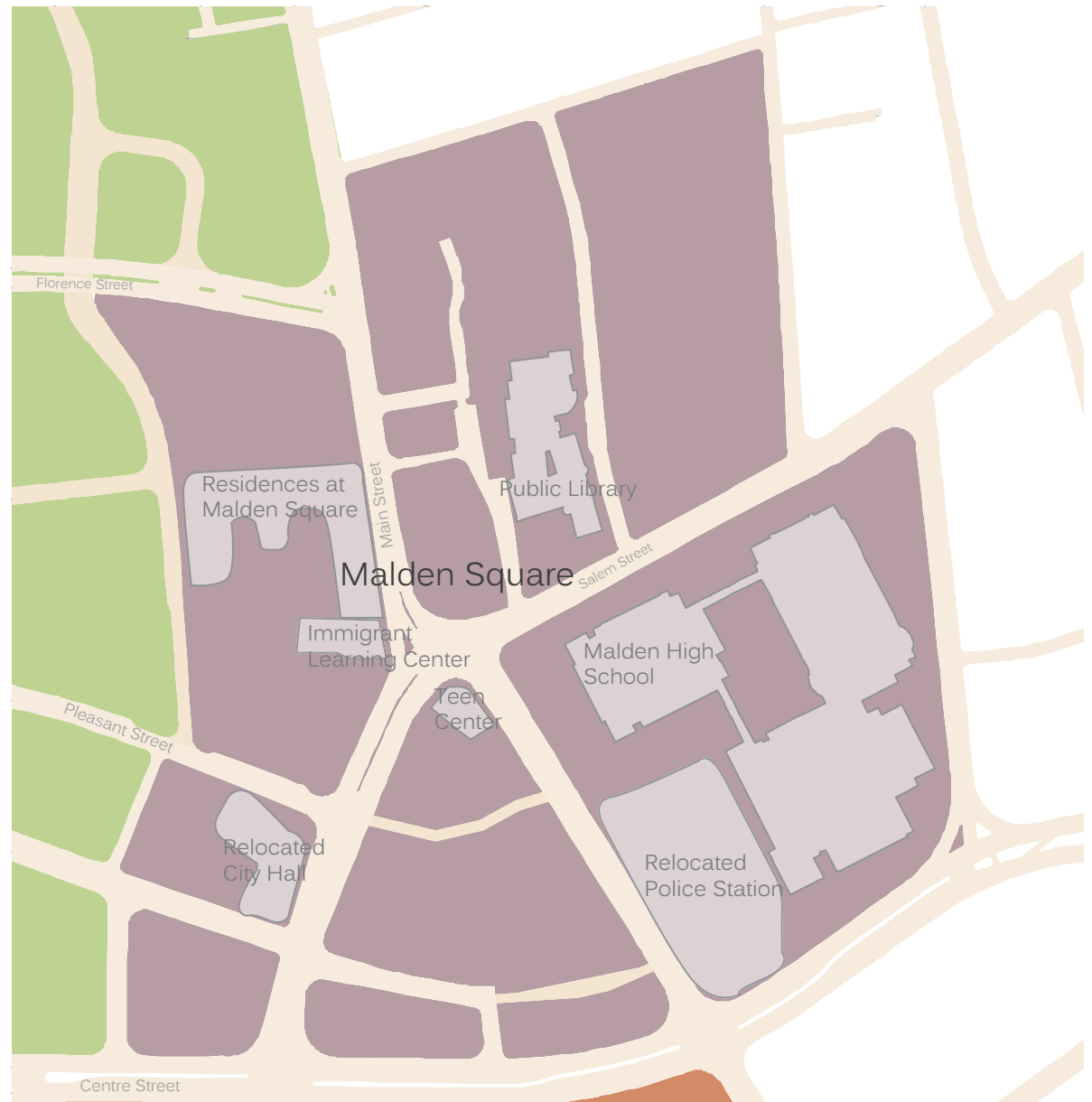


Figure 2-5 — Map of Malden Square buildings

Malden Square features many of Malden's civic assets, such as the Malden High School, Public Library, Teen Enrichment Center, and Immigrant Learning Center. However, this district also features high office vacancies and empty buildings which could house government facilities, including city hall and the police station.

Upper Canal Street District

The Upper Canal Street district is about 30 acres situated south of Malden Center, between Centre and Charles streets.

The area south of Centre Street is currently zoned for industrial uses and contains many large single-story buildings. This includes a

large Stop & Shop and Walgreen's, as well as a number of smaller businesses, ranging from independent specialty food stores to beauty salons and cell phone retail shops. Building footprints range from approximately 60,000 square feet for the Stop & Shop to approximately 2,500 square feet for smaller buildings. The area contains a large amount

of surface parking, especially along Centre Street. The land in this district is underused, with much of it devoted to parking for various businesses. Large one-story buildings contribute to a low-density environment that results in a dearth of pedestrian activity. Current uses do not take advantage of the district's proximity to the T Station and exacerbate reliance on automobile use.

Lower Canal Street District

The Lower Canal Street district comprises a broad region of 50 acres south of Charles Street.

The Lower Canal Street district is predominantly a mixture of light-industrial and industrial production, with wholesale food production services to the north and west, construction and technical equipment manufacturing centers to the south (including the headquarters of Asahi/America), and a medical clinic along the eastern side of the river. The area is currently zoned for industrial use, including the northern parcels immediately below Charles Street (Mass GIS, 2013).

Unfortunately, however, this area does not have a cohesive urban fabric. It is insufficiently dense to generate any significant foot traffic. These conditions are poor for pedestrian travel. Although close to the Bike to the Sea Trail and the Malden River, the Lower Canal Street District is not strongly connected to either of these assets.



Figure 2-6 — Map of Upper Canal Street and Lower Canal Street Districts

Both the Upper and Lower Canal Districts feature low-rise buildings, with large footprints and surface parking area. The result are two districts that, although centrally located in downtown, have little street activity and lost economic potential. Strategic government policies and capitalizing on the proposed Malden Ballpark could create a growing retail district in Upper Canal Street and a light-industrial hub in Lower Canal Street.

Goals

Malden Center

Strengthening Malden Center will re-establish a diverse and vibrant core while making use of the existing fabric. The demolition of Government Center will enable the extension of Pleasant Street west toward Commercial Street, reconnecting areas west of the railroad tracks to the downtown and improving sight lines down Pleasant Street.

Malden Square

Before the construction of Government Center at 200 Pleasant Street, this area was the center of town. Returning civic activity to this location acknowledges Malden's history. Malden Square will be the eastern anchor of downtown, serving as a catalyst for the area's development and driving activity along Pleasant Street. This area is also easily accessible by public transit, automobiles, and pedestrians. The new site of Government Center will provide a convenient and central location for residents to visit for government services.

Upper Canal Street

To re-establish Malden as a destination, the city must enhance its retail offerings and meet the needs of local and regional markets. The goal for this district is to create sufficient retail to attract local residents and residents of nearby towns. The retail in this area will fill the shopping needs of the local and regional community while retaining the smaller-scale feel of a traditional downtown area. The environment should be friendly to shoppers, maintaining the ample sidewalks and street trees that currently exist throughout Malden's downtown as well as the smaller-scale shop frontages on both sides of Pleasant Street. A dense mixed-use center is envisioned here, extending the commercial core of Pleasant Street and Exchange Street.

Lower Canal Street

The Lower Canal Street district has the potential to become a vibrant mixed-use area by capitalizing on the commercial opportunities of the Malden ballpark, and building on the historic fabric of wholesale goods and light industry. A food production cluster could be consolidated and positioned as a buffer zone between the entertainment and sports-based development to the north and industrial manufacturing to the south, helping to smooth the gradient of urban form.

Strategies

Guide infill development

The revitalization of Malden Center is necessary to complement other development and redevelopment projects in the downtown region. There are numerous soft sites, or areas that are not realizing their real estate potential, and most buildings are currently zoned for commercial use. Our strategy seeks to create more diverse and systematic ground-floor retail nodes along the two main streets. This plan also hopes to increase the floor area ratio of these structures for residential or commercial use in order to further facilitate the improvement of this district. To spur

the improvement of downtown Malden, future infill projects should take advantage of the existing buildings to increase density and diversify uses by promoting mixed-use development.

It is also necessary to incorporate on-going projects with our goals to complement redevelopment opportunities and strategies. Several residential buildings are already in the pipeline, including a residential-retail mixed use structure at 100-150 Exchange Street and a residential structure at 39 Florence Street.

The proposed southern extension of Washington Street, described in Chapter 1, would facilitate economic growth and

population mobility by connecting Canal Street to Malden Square, complementing the creation of a green path (outlined in Chapter 5), and contributing to the formation of retail nodes in Exchange Street (outlined in Chapter 6).

However, the approved two-building project in 100-150 Exchange Street, proposed for the former Super Fitness site, will impede the plan for a southern extension of Washington Street. While extending Washington Street will also add considerable socio-economic value to the building based on its prime location, it is necessary to rearrange the parcel and building site to make this proposal viable.

Another pipeline project at 39 Florence Street provides 80 dwelling units and 128 parking spaces, among which 40 spaces are directly linked to the north side of the City Hall, which will be redeveloped into a theater in this plan. As the on-going residential project is close to public transit and has its expected vacancy, the 40 parking spaces can be used as shared parking between the pipeline project and the proposed theater to accommodate potential customers. The public sector could negotiate with the developer to harmonize the land use between the theater and the residential project to make them both economically and socially attractive, providing the potential increase in land value created by the theater.



Source: CityofMalden.org

Figure 2-7 — 100-150 Exchange Street

The proposed project at 100-150 Exchange Street features two six-story towers of residential and retail mixed use. While the project represents a positive step for the redevelopment of downtown Malden, alterations to the floorplan could better accommodate the suggestions at the Government Center site and for redesigned roads.

Demolish and redevelop Government Center

One large project is set to re-energize and re-activate the historic downtown core: the demolition of Government Center. This will reconnect Pleasant Street to Commercial Street while providing necessary sight lines and pathways between the east and west side of downtown Malden. In order to make this transition successful, there are five necessary steps that the city must take in a swift and efficient manner.

Upon successful relocation of city services from the current government center site, the nearly 2.5 acre site can be redeveloped into a regional and local attraction including such business and services as a movie theater, coffee shop, restaurants, local retail boutiques, office space, and residential apartments all flanking a grand shared street and entertainment pavilion. The redevelopment, while reliant upon complete city discretion, could take place in three phases after the requests for proposals have been agreed upon and signed. The first phase would include demolition of the current Government Center buildings, to be carried out by the purchaser of the northern parcel in size of 0.89 acres. After the demolition and mapping of the continuation of Pleasant Street to Commercial Street, the northern parcel would be developed into potentially a 8-plex movie theater with an IMAX screen, opening onto a shared street and plaza, while the southern parcel would be lightly landscaped

and seeded. This would provide a regional draw from the Orange Line and give the city a much-needed entertainment option. The southern parcel, while temporally and lightly landscaped, would be serviced and ready for redevelopment upon strategic marketing and strong market conditions to insure maximum

value capture, as the northern parcel would be a loss leader. The southern parcel would hopefully be redeveloped into a mixed uses building with apartments on the upper floors, and a coffee shop, restaurant, and local retailers on the ground floor, all facing and opening onto a large 14,000 square foot plaza



Figure 2-8 — Government Center

At the center of the revitalization of downtown Malden is demolishing the current Government Center, reconnecting Pleasant Street, and appropriately redeveloping the property. The imposing structure literally blocks access from the T station to downtown Malden and the land has high potential value based on its location and size. The site has been slated for redevelopment for decades.

Source: Natalia Gaerlan

and at-grade (without curb cut) shared street. Also, there would be enough floor plate area on the first floor, minus the retailers, to house over 35,000 sf of city offices, with the potential of taking the second floor for more than 75,000 sf. This building would be able to provide a variety of options for the city at a later date.

A draft of the phasing follows the initial five steps that need to be taken to get this project off the ground. This is a draft summary and is to be used for illustrative purposes only.

Step 1: Relocate City Hall and associated government services

As noted above, the relocation of City Hall will not only make a political statement, but will serve to anchor downtown Malden. This step should be completed first, in order to redevelop

City of Rome, New York

The city of Rome issued a RFP for redeveloping their former City Hall in the Historic Gateway neighborhood in May 2012, and successfully attracted several developers. The city of Rome aimed to utilize the redevelopment of the old City Hall as a catalyst for job opportunities and economic growth—a physical and environmental structure very similar to Malden's. The RFP also outlined the City Hall site-specific information and public requirements for redeveloping a mixed-use structure. In addition, it provides information regarding public subsidy, sources of funds, potential investors and economic pro forma, allowing potential developers to make informed decisions.

Source: EmpireStateBidSystem.com

and re-connect Pleasant Street to Commercial Street and the T station.

Step 2: Cluster Government Center parcels

The second step in redeveloping the current Government Center site is the agglomeration of the two parcels that City Hall and the police station occupy. The combined parcels will grant the city with a total site of 2.4979 acres.

Step 3: Map Pleasant Street right of way

The third step is to map the Pleasant Street right of way. This will divide the newly agglomerated Government Center parcel into two distinct parcels and will re-connect the downtown to the T station and allow multiple modes of transportation to continue through downtown Malden. The two parcels, 1P and 2P, will provide a total of 2.12 acres: the northern parcel will be 0.89 acres and the southern parcel, where the current police station is, will be 1.23 acres.

Step 4: Establish criteria for a request for proposal (RFP)

The fourth step in successfully redeveloping Government Center is establishing criteria for a single or two separate RFPs. These RFPs would be for each parcel on the newly mapped Pleasant Street. In order to establish criteria, numerous public outreach efforts, as well as a variety of internal discussions, should take place. They should include, but not be limited to: development roundtables, form-based reviews, community “wants” sessions, housing

and entertainment analysis, city economic feasibility studies, and economic catalyst analysis. Establishing the criteria for the RFPs through a variety of lenses will allow the city to engage with potential developers within parameters that the community deems most appropriate.

Step 5: Issue and market the RFPs

The final step is to issue and market the RFPs. While the heavy lifting will have been done by establishing what is feasible for the site and what the community desires, it is through this final phase that downtown re-envisioning will be realized. Suggested parcel guidelines follow.

Parcel 1P

Parcel 1P will be bound by Pleasant Street to the south and Florence Street to the west. This parcel will have a total of 0.89 acres. 1P will be zoned to a 2 FAR, 50 foot height limit, 30 foot height minimum, with a use limitation of entertainment/theater. The entrance lobby will be two stories and open onto open space. There will be a minimum of eight theaters with one IMAX screen. The building will provide a minimum of a 5,000 sf curvilinear at-grade first floor open space at the intersection of Pleasant Street and Commercial Street.

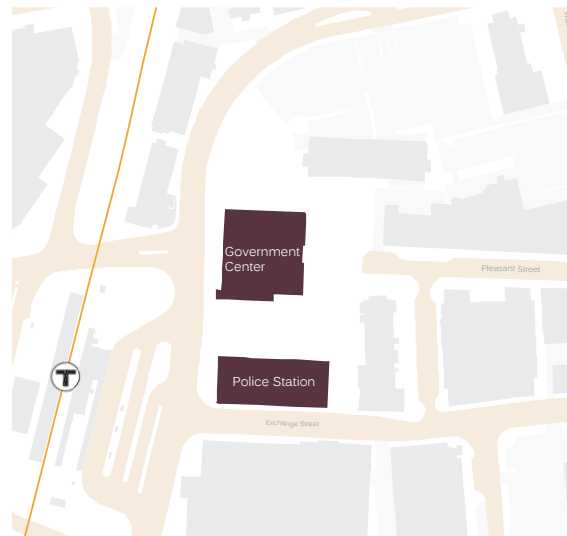


Figure 2-9 — Existing parcels at Government Center site
The current building arrangement interrupts Pleasant Street and is an unwelcoming sight for T-riders.

Parcel 2P

Parcel 2P will be bound by Commercial Street to the west, Pleasant Street to the north, and Exchange Street to the south. This parcel will have a total of 1.23 acres. 2P will be zoned to a 4.5 FAR, 65 foot height limit, 50 foot height minimum, with a use limitation of ground floor retail or office of roughly 46,000 sf, and for-lease residential with 20 percent low income units, with an average unit size of 1,000 sf and no less than 160 units. The building will provide a minimum of a 5,000 sf curvilinear at-grade first floor open space at the intersection of Pleasant Street and Commercial Street.

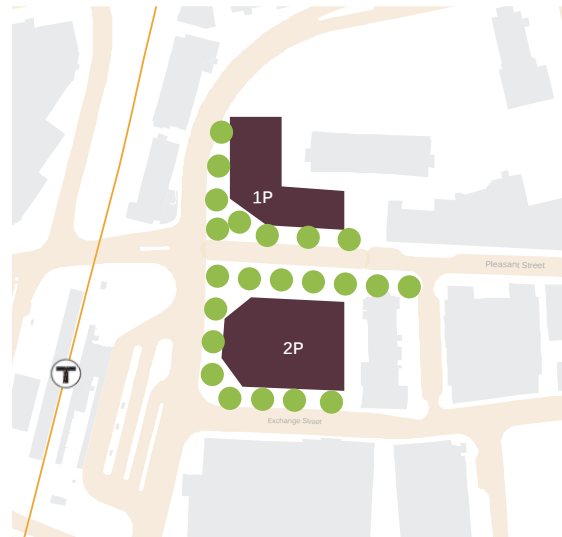


Figure 2-10 — Proposed parcels at Government Center site
Reconfiguring parcels and connecting Pleasant Street allows for the development of high-value buildings.

Relocate city services

The demolition and redevelopment of Government Center at 200 Pleasant Street is contingent on the relocation of government offices and services. Relocation needs can be fulfilled in many ways. This report outlines four options for moving city services, both temporary or more long-term. Although these four sites offer alternative solutions for housing the City of Malden's offices, they all incorporate the relocation of the existing Malden Police Station to the Brunelli building at the intersection of Centre and Ferry streets, adjacent to Malden High School. This is a good site for a relocated police station because it is at the crossroads of many arterials, which will make the new facility ideal for dispatch. This location also keeps the police station in close proximity to all downtown activity while moving it away from the T station, which some residents consider an issue since a line of police vehicles is often the first sight one sees when exiting the T station at Malden Center. With this new police location in mind, the four options for relocating city offices are detailed below, beginning with the scenario that provides the most public benefits.

Options

1. Renovate Dowling Building (former home of Jordan Marsh)

The first option takes advantage of low rates and vacant spaces within the already established Dowling Building (formerly Jordan Marsh) at the corner of Main and Pleasant

streets. This would take the form of a lease-to-own agreement, assuming less risk on the city's behalf. This move would renovate a historic and appealing building, by repurposing its use to one that pays homage to Malden's rich history while looking forward to a bright future. In consideration of the currently occupied office and retail space on the ground floor, most of the city offices will be located on the upper levels and a potential floor lobby

or entrance that is inviting. Allowing these businesses to stay in their current spots, or attracting new tenants, will help activate the area on the street level, ensuring sustained levels of activity around the civic building. Although the city offices will mostly be on the upper levels, ideally there will be a welcome desk in the ground floor lobby to provide customers with assistance as well as technological features that allow residents

to take care of simple tasks like paying for parking citations. This option absorbs vacant office space in the area, allows for the cheap rental of office space while bolstering the real estate market and creating an anchor on the eastern side of downtown, driving economic and social activity on Main Street and down Pleasant Street to the T station.

2. New City Hall at Pleasant Street

This option taps into the proposed development for the old Government Center site at 200 Pleasant Street. With the demolition of the current Government Center and the subsequent reconnection of Pleasant Street, a new activated street front will set the scene for a proposed four-to-five story building on Pleasant Street's south side, with ground floor retail and residential units on the upper floors. This new development can be configured in such a way so as to incorporate a New City Hall on the site. The New City Hall will keep the city services close to where they currently are, which was a major concern for residents who wanted to keep civic services easily accessible. The New City Hall will occupy the first two floors in such a way that the main entrance will be on Exchange Street, so the Pleasant Street frontage of the development can continue to have ground floor retail. Having the New City Hall face Exchange Street will further activate this corridor. The entire development will be wrapped with retail and commercial space that complement the T station and additional development in the area, including the proposed theater



Source: Malden Historical Society

Figure 2-11 — Historic postcard of Malden Square

This 1960 photograph looking west along Pleasant Street features Jordan Marsh and the Granada Theater, two buildings of historic impact to Malden. This intersection acted as the eastern anchor of downtown Malden. Repurposing historic structures into a new city hall would re-establish this once-vital corner.

development that will be on the north side of the newly connected Pleasant Street. During the demolition and construction phase of this option, city offices and services will be relocated to the 30,000 sq. ft. leasable space in the old Bank of America building at 200 Exchange Street.

3. New City Hall at Brunelli Building

Given that the existing police facilities will be moved eastward to the site of the old Brunelli building on the corner of Centre and Ferry streets, the lot can also serve as a potential site for a brand new Government Center. This option will completely re-imagine the Brunelli site to house both a new police station and a New City Hall. Demolition and construction must take place on this site, making it more expensive than the two options previously discussed. As with the first option, locating the New City Hall on the east side of downtown will anchor activity there, giving this side of the neighborhood a catalyst around which redevelopment can take place. A new building in this area can send a signal to the people and businesses of Malden that the city is serious about reinvesting in the city. This alternative does not take advantage of the older and more historic buildings in the downtown area, but it allows the city to forge a new identity for its City Hall. Breaking ground on new construction at the Brunelli site might take awhile, so the city offices should be relocated in the interim to 200 Exchange Street so that demolition can begin at the existing Government Center on Pleasant. This

option allows the city to move forward with building a New City Hall without stalling the impending redevelopment of its valuable site near the T station.

4. Temporary—200 Exchange Street

In the event that the first three options are not feasible, the fallback alternative is to accept the recent proposal from KBS Realty Advisors. This proposal offers 30,000 square feet of leasable space for five years at 200 Exchange Street, the old Bank of America building. The city may also want to pursue a two-year lease if it sees fit. During this lease period, the City of Malden should look for a new site, either for the construction of a new building or the renovation of an existing one, to house its offices and services for the long-term. This option allows the city to move forward with its demolition plans without having a set plan for permanently housing its employees. It also keeps civic activity downtown, brings new activity to Exchange Street, and uses currently vacant office space. Although this option may seem indecisive, its impermanence gives the City of Malden the most flexibility.

Strengthen retail markets

To encourage the growth of the retail sector, the city should expand retail activities in the area south of Centre Street by changing its zoning, uses, forms, and connections. The city's infrastructure has the potential to handle this development since the area is accessible by

major roads, with access to the T, bus services, and the downtown's dense, walkable center.

A change in form and use could be formalized through zoning adjustments, encouraging the growth of ground floor commercial activity in this area. New retail could include establishments that offer neighborhood goods and services as well as general merchandise, apparel, furnishings, and other goods. This could be provided by chain suppliers, but independent stores are also possible. This development might be targeted towards goods and services so as to complement the existing eating and drinking establishments along Pleasant Street and Exchange Street. Examples like the Landmark Center in Boston's Fenway neighborhood suggest the revitalizing potential of retail, and also provide examples of large-scale urban retail in a walkable district.

Parking is a key component of these developments, but it should be strategically placed to encourage walking and to contribute to an inviting pedestrian and cyclist environment. This may include a variety of parking options, such as angled parking around buildings or small parking lots in the center of retail blocks. The city should work with developments to provide feasible and appealing parking solutions.

A new retail center in this area would be well-connected to the area along Pleasant and Exchange streets through multiple routes for walking, cycling, and driving. The area is already easily walkable, and new developments

can take advantage of the proximity to Malden's T station and to bus stops, but will retain its vehicular accessibility and parking availability. Additional north-south routes will permeate through the large existing blocks to create a sense of smaller-scale, finer-grain fabric and an environment more compatible with traditional main-street style retail uses available along Pleasant and Exchange streets. The area from Pleasant and Exchange streets

down across Centre Street should be inviting for pedestrians, encouraging easy strolls along the north-south routes.

The extension of Washington Street will provide additional physical connections to Pleasant Street and Exchange Street and complement the retail character north of Centre Street. The scale and types of buildings south of Centre Street should be changed to

match the north side of the street, with facades on the street and frontages of 200 feet or less, and shops of one to three stories. The scale of desired shops ranges from 30,000 sf to 50,000 sf, in line with recent City Target or urban Wal-Mart developments.

Implementation

Changes to zoning, built form, and regulations would be required in the development of the commercial retail south of Centre Street. To encourage the creation of buildings more in line with this report's urban design strategy, the buildings in this area could have smaller footprints, with a maximum of 200 feet along any side. As part of this effort, developers could be encouraged to introduce new streets into the blocks south of Centre Street. The most important of these will be an extension of Washington Street to the south, which will help create a street and block scale more aligned with the north of Centre Street.

These changes are best led by private development. Developers will be encouraged to meet with the city at an early stage to understand the new zoning codes and the city's ambition for a new type of retail south of Centre Street. To encourage change in this area, three steps are proposed:

1. Rezone the area to formalize commercial retail uses in the area and associated built form.
2. Work with private developers to agree to design and capacity of shared parking facilities.

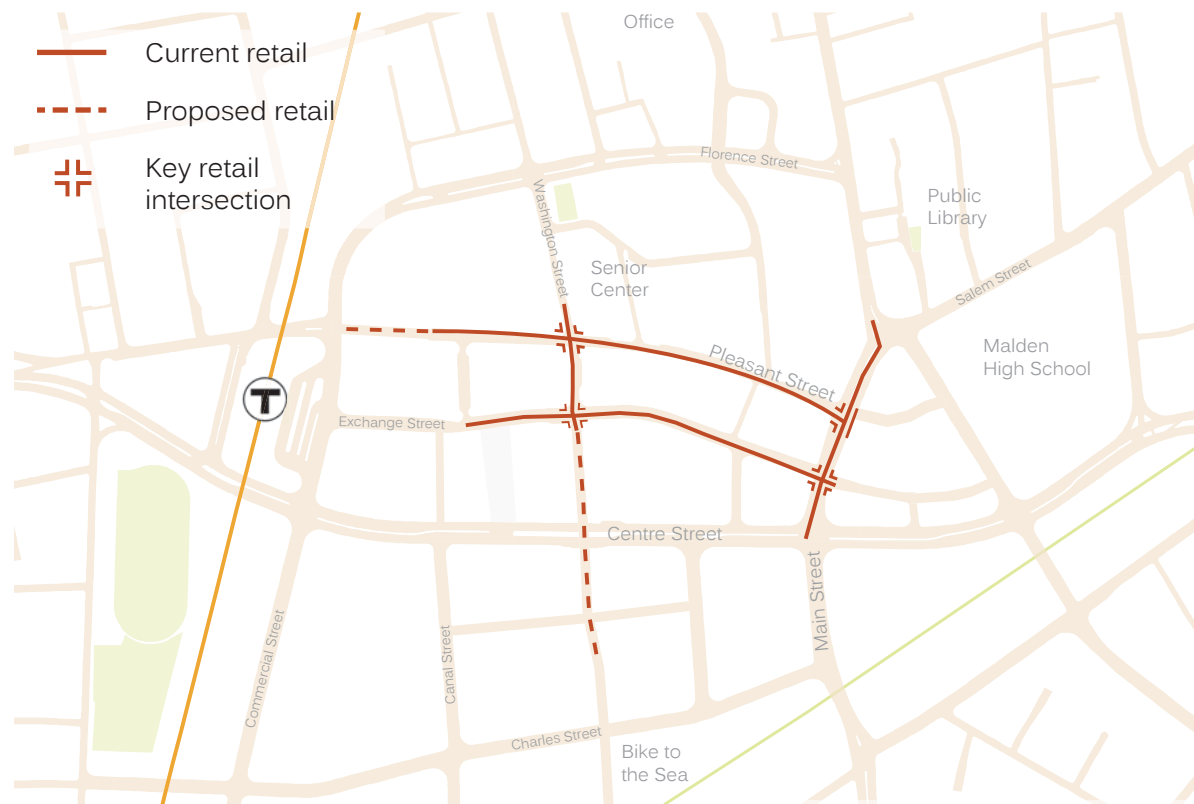


Figure 2-12 — Existing and proposed retail in downtown Malden

By extending Washington Street further south, new key retail intersections would be established. The newly connected roadway would link existing stores and restaurants in Malden Center to the Upper Canal Street District, an area ripe for more retail development.

3. Construct shared parking facilities in a timeframe consistent with new development.

Develop Malden ballpark

Facilitating the development of the Boston Field of Dreams stadium in Malden (BFOD) while also ensuring the stadium developer meets the needs of the community is a crucial component of downtown Malden's redevelopment. Research into newly constructed stadiums in the independent Atlantic League, which the BFOD and its future team will be a part of, indicates that the Malden proposal could be both financially viable and a community asset. Furthermore, if successfully integrated into the larger

redevelopment vision of the city, the BFOD could be a catalyst for greater investment in downtown Malden. Key aspects to ensuring this positive impact include successfully negotiating a land agreement for all four required parcels, guaranteeing that the whole project is privately funded, and carefully outlining the desires of the citizens of Malden with regard to the stadium.

The stadium project became a possibility in Malden as the BFOD development group was the only respondent to the Malden Redevelopment Authority (MRA)'s request for proposals to redevelop the National Grid site (Malden Redevelopment Authority, 2011). National Grid is a centrally located gas

operations center south of the Malden Center T station. National Grid will relocate in 2013, remediating their approximately six-acre site. The BFOD proposal is to develop a 6,372 seat baseball stadium at the National Grid site and the three adjacent parcels to the east. The preliminary stadium design includes 16 private boxes, a children's play area, a grand plaza opening onto Commercial Street, and upgrades to the nearby streetscape. The stadium will be home to an expansion team in the independent Atlantic League. The league currently has eight teams and boasts a strong financial record, due to its entertaining level of play at an affordable cost, which fosters a family-friendly atmosphere. New stadiums in Bridgeport, Connecticut, and Central Islip, Long Island,



Figure 2-13 — Rendering of Malden ballpark

The initial renderings by the Boston Field of Dreams Developers for the approximately 6,000-seat Malden ballpark include a playground, a restaurant, and multiple street plazas. The proximity to the Malden Center T station and size of the current National Grid parcel make the site appropriate for a minor league stadium. If the ballpark successfully becomes home to an Atlantic League team, it could act as a catalyst for the redevelopment of the southern districts of downtown Malden.

Source: Malden Field of Dreams Website, 2013; Google Earth, 2013

have been cited as catalysts for neighborhood revitalization.

Located in the heart of Malden, the site of the proposed ballpark would provide an easily accessible location to residents and tourists of the Boston metro area. The site's desirability is due to its location one block south of Malden

Center T station and its proximity to two MRA-owned parking garages. The required eight-acre site consists mostly of National Grid (six acres) as well as parcels occupied by Spadafora Auto Parts, L&L Trucking, and Collex Auto Body Repair. The highest priority for both the city and BFOD is negotiating a deal for the National Grid parcel. Once a land

lease is agreed upon between the MRA and National Grid, the MRA will transfer rights to BFOD through a second land lease.

Subsequently, the BFOD team will enter negotiations with the three other parcel occupants. If no deal is struck to acquire these 2.1 acres, a second review process should be undertaken to determine if the use of eminent domain through Urban Renewal Plan power is in the City of Malden's best interest. This action will be poorly received by the Chamber of Commerce and should only be utilized as a last resort.

Critical to the city is guaranteeing that the ballpark developer will not seek bonding authority or financial assistance for construction from the City of Malden. Furthermore, the ballpark should also serve as a tax revenue generator for the city. The cost of financing 99-year land leases on all parcels and constructing the baseball stadium is estimated by the BFOD group at \$50 million (Malden Field of Dreams, 2013). General equity for the development is estimated at \$20 million with a land development loan of \$30 million. To generate an annual sustainable income the stadium must maintain ticket sales at 3,200 per game, which is well below the projected 4,600 per game sales amount (Malden Field of Dreams, 2013). It will be in the city's best interest to expedite the overall process, this will keep development costs low and increase the likelihood of the ballpark being ready for the 2015 season.



Figure 2-14 — Malden ballpark and surroundings

Ensuring easy access to the Malden ballpark is critical to the success of the stadium's development. The site is well-served by rail and buses from the Malden Center T station. Parking agreements must be made with the two nearby parking garages, local businesses such as Stop & Shop, and with regards to nearby residents.

The development of the stadium is contingent on proposal approval by the Citizens Advisory Committee (CAC). The CAC consists of business owners, civic organizers, community activists, and elected officials. It is their duty to assess the overall impact of the project, paying special attention to citizen concerns. Currently, these include questions about traffic congestion, parking issues, and use of the stadium during non-game days. Alexander Bok, president of BFOD, and project architects should continue to engage citizens to garner support.

Successful construction of the Malden ballpark and hosting home games of an Atlantic League team would bring a number of benefits to the city. Financially, the stadium will generate 284 jobs (temporary and permanent), \$500,000 in annual tax revenues, and create a \$3.6 million boost for other businesses (Malden Field of Dreams, 2013). The BFOD has already committed to hiring local residents throughout the lifespan of the stadium. As a community asset, the space will be open to the Malden High School baseball team and rentable to the community of Malden at an affordable rate. Other teams in the Atlantic League have shown a commitment to their localities by partnering with small businesses, undertaking charity work, and becoming active in their local school systems. Steps should be taken to ensure the Malden ownership group does the same. Finally, the stadium brings more recognition to the city, which can be positive for both civic pride and for spurring greater

local investment. Therefore, the city should urge the BFOD team to choose the team name and logo with Malden's rich history in mind. Overall, the ballpark development could be a catalyst for positive changes to downtown Malden. This will only be possible if all parcels are acquired at a fair price, the project is 100 percent privately financed, community opinions are considered, and the stadium and team are fully integrated into the Malden community.

Implementation

1. Community outreach continues and Citizens Advisory Committee approves development Proposal.
2. MRA leases 6.4 acres from National Grid, which in turn leases land under a contracted land lease to BFOD group.
3. BFOD negotiates with three existing businesses on the land. If an agreement is met BFOD purchases these properties.
4. If the negotiation is unsuccessful, the City of Malden and the MRA may use the power of eminent domain as part of an Urban Renewal Plan for the ballpark.
5. Ground is broken on the stadium in 2014 and an Atlantic League baseball team makes its home debut in spring of 2015.

Promote food businesses

Malden is already known for its restaurants along Pleasant Street and elsewhere in the downtown area. Promoting a food production district will help to ensure that this important sector of Malden's local economy will continue to grow and thrive. Although the Canal Street district already hosts an assortment of food production services, it must be better packaged and presented as a feature of Malden's identity. Through a combination of form-based code redevelopment, tax subsidies and other economic incentives, and a collective

rebranding of the area as a culinary supply center, a food production cluster could be well-positioned to attract other regional suppliers and retailers to Malden's Canal Street district. In the process, it may also fortify and expand Malden's overall reputation as a culinary destination, potentially bringing more business to restaurants throughout the downtown.

One possible element of a food production district is a culinary incubator—a shared kitchen space for small, startup food businesses. An incubator facility would

allow food entrepreneurs to test recipes and products without having to commit to the large up-front investment of their own kitchens and equipment. This type of facility could take advantage of Malden's cultural diversity and foster a spirit of food business innovation.

Revitalize residential district

There are a number of vacant lots and under-utilized buildings in the residential area to the northwest of downtown, including 67-73 Summer Street. The backyard parking here appears to have been inactive for some time. Although Summer Street lies on the boundary of downtown Malden, it connects northwestern residential units to the T station and to downtown. However, the vacant environment leaves a dark and empty impression. This site is representative of several parcels which could be incorporated into a greater strategy for community revitalization.



Figure 2-15 — New England Coffee Company headquarters

The region's largest independent coffee roaster is located along Charles Street in the Lower Canal Street District, occupying five low-rise buildings. Promoting similar light industry, especially related to the food and beverage industry, is possible by establishing a "Food Incubator Area."

HOUSING BALANCE



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Vision

Downtown Malden is home to a diverse community of residents who represent a wide spectrum of cultural backgrounds, professions, age groups, and interests. The proposed plan to address the housing needs of this transforming community envisions a substantial increase in the local housing supply that will meet the growing demand of Greater Boston, improve downtown business conditions, and ensure that affordable housing options remain available for current and future residents. By empowering the community, increasing the housing supply, zoning for smart growth, and maintaining existing affordable units, Malden can achieve this vision and will attract a diverse set of residents and serve as home for a thriving community for generations to come.

Issues

Regional growth and pressures

Metro Boston, home to more than 4.1 million people, suffers from a critical housing shortage that drives up prices and limits affordability. The region is among the nation's most desirable places to live and work and its rents come at a premium. About 48 percent of residents in the Boston area spend more than 30 percent of their income on rent. Of that group, slightly more than half spend more than 50 percent of their incomes (U.S. Census Bureau, 2011). Yet housing production in the region has not kept up with demand.

According to Northeastern University's Dukakis Center for Urban and Regional Policy, the region will need to increase the housing stock by almost 7 percent between now and 2020 to keep up with projected population increases, which assumes growth consistent with the national average (Dukakis Center, 2012). Malden residents are subsequently facing a steady increase in competition for housing units. The heat map in Figure 6-7 on page 113 shows high rent prices expanding from Boston into outlying communities via MBTA lines.

This pattern can be expected to continue. It is reasonable to suggest that sometime in the near future, market rents in Malden will be similar to those in North Cambridge today. In order to adapt to the changing demands, Malden will need to increase supply far beyond the current capacity. As of 2011, Malden's total

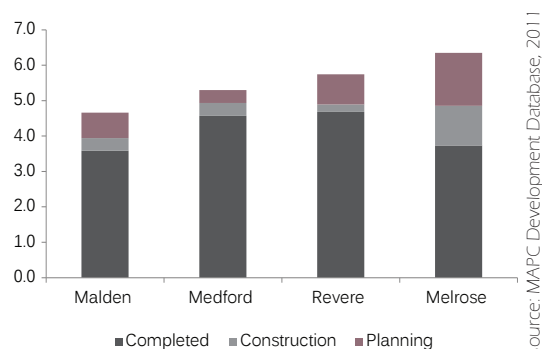


Figure 3-1 — Housing Production

Malden ranks behind neighboring communities in recent housing development.

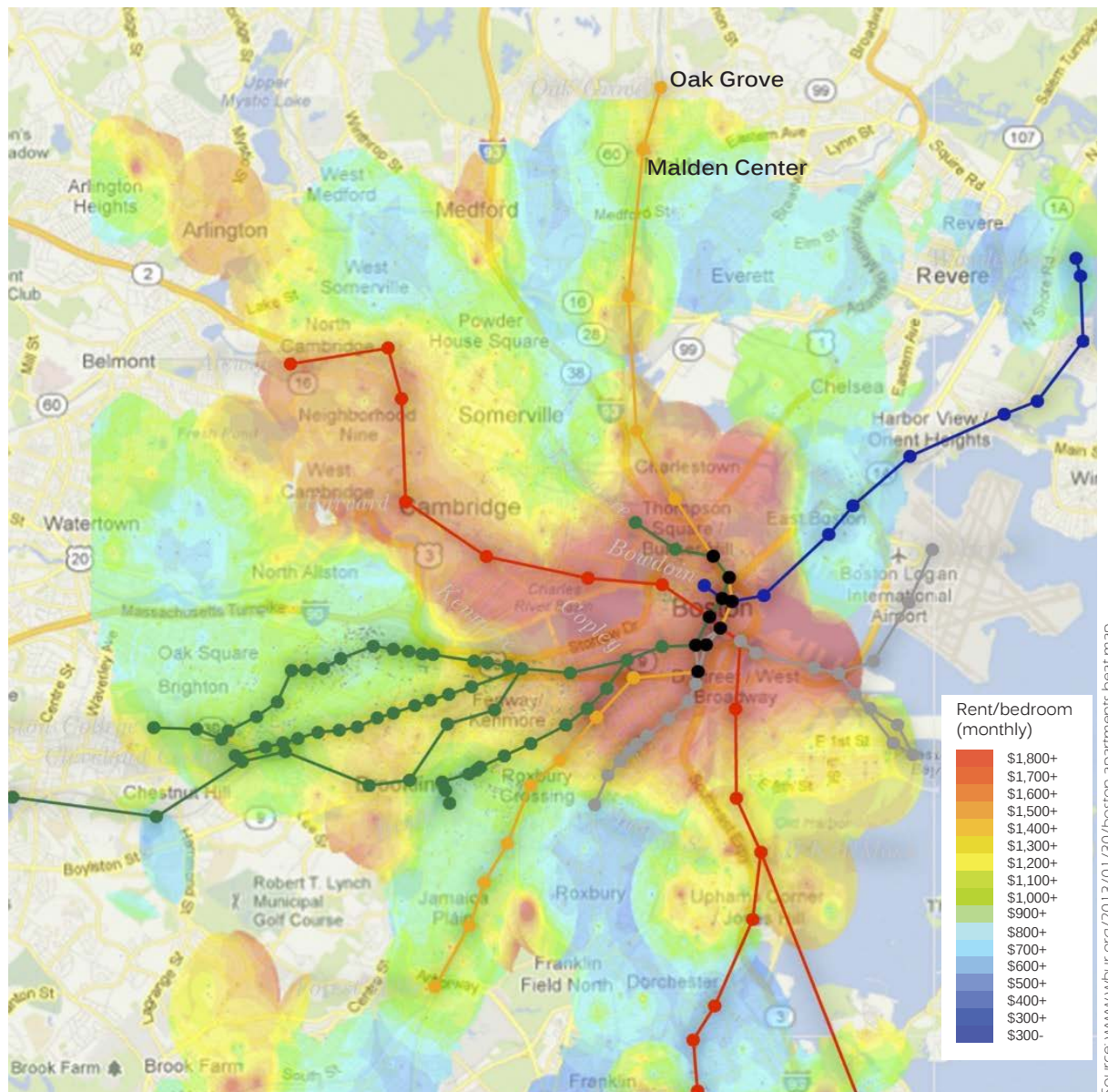


Figure 3-2 — Average price per bedroom for Boston area apartments

This “heat map” illustrates the pattern of high rent prices expanding from Boston into outlying communities via MBTA lines.

housing stock consisted of 25,143 units (U.S. Census Bureau, 2011). Applying the seven-per-cent-per-decade population increase, Malden will require 28,778 units in 2030—an additional 3,635 units, or about 182 units per year, just to meet demand from the higher projected population.

There is substantial room for additional housing development in downtown Malden that could be used to help meet regional demand. Three high-density residential developments, slated to begin construction downtown this spring, will add a total of 485 units to Malden’s housing stock. These developments will increase Malden’s housing supply and thereby keep housing more affordable.

Source: www.wbur.org/2013/01/30/boston-apartments-heat-map

Lack of downtown housing and commerce

Downtown neighborhood services and higher-density residential housing areas have a symbiotic relationship: housing is less likely to be attractive to buyers and tenants where there is a lack of neighborhood services, and downtown businesses providing neighborhood services are less likely to thrive where housing is limited. Despite Boston's rapid growth, many businesses in downtown Malden are struggling to keep their doors open.

Downtown Malden requires a substantial increase in residential density along Pleasant Street, with ground floor open for retail. The combination of residential and business developments could prove to be mutually reinforcing and central to Malden's economic vibrancy.

40 percent of Malden's population and about two-thirds of the downtown population is foreign-born

Representation of ethnic and economic diversity

Malden boasts an impressive ethnic diversity, which has come about largely due to a heavy influx of immigrants: about 40 percent of the city's population and about two-thirds of the downtown population is foreign-born (U.S. Census Bureau, 2011).

This high representation of diverse ethnicities can serve as a source of both friction and strength in the community, and represents a significant challenge to housing policy. Diverse populations have different financial and cultural considerations that may lead to different preferred housing types.

Some differences in desired housing types may stem from household income factors. Recent immigrants may not have the financial resources of more established communities and would require affordable options. Additionally, many immigrant groups may be more likely to live with an extended family than their native-born counterparts. The Pew Research Center reports that 18.8 percent of people living in immigrant households in the U.S. live in a multi-generational family household, compared with 14.2 percent of native-born households (Pew Research Center, 2010). This would necessitate multi-bedroom units that perhaps are not common in a developer's standard program.

Some foreign-born groups may significantly rely upon either private automobile use or on

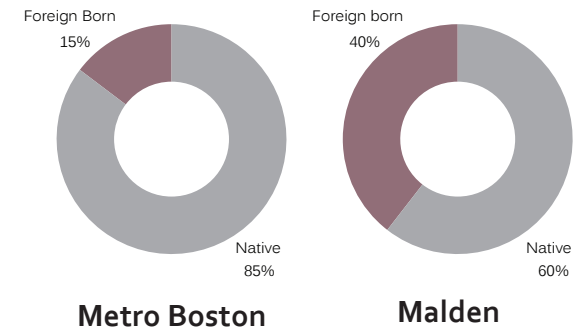


Figure 3-3 — Foreign-born residents in Malden and the Boston metropolitan area
About 40 percent of the Malden's population and about two-thirds of the downtown population is foreign-born.

public transit as a means of commuting. This preference would have impacts on parking requirements or location to public transit in relation to housing

There may be housing design options non-existent in the current stock or that developers would not think to include. To meet their specific housing needs, these disparate groups all require representation in the bodies that regulate housing design, policy, and development.

Maintenance of affordable housing

Much of the existing affordable housing downtown is in disrepair, poorly managed, or aesthetically unattractive, and Malden will likely face an increasing shortage of affordable housing in the coming decades. If these trends continue, the affordable units may become so unappealing as to effectively remove them from the housing stock, exacerbating the pressure

on low-income households. Preserving and improving the existing affordable housing stock is therefore imperative.

There are currently 70 government-subsidized units in downtown Malden (Forsyth et al, 2012). Of these, 34 are in the Malden Gardens / Pleasant Plaza, a pair of large tower complexes (off of Dartmouth Street) that have generated a considerable amount of criticism from tenants

on a range of issues related to maintenance and management. Disregarding remaining affordable housing, resident concerns with Malden Gardens indicate that nearly half of the government-subsidized housing in downtown Malden is in unsuitable condition. Should these conditions persist as new affordable housing is built in the area, residents may leave Malden Gardens en masse and further the disinvestment in this complex. With 349 combined housing units in these properties, this would be a huge loss for both the affordable and market-rate housing stock in the area (Forsyth et al, 2012).

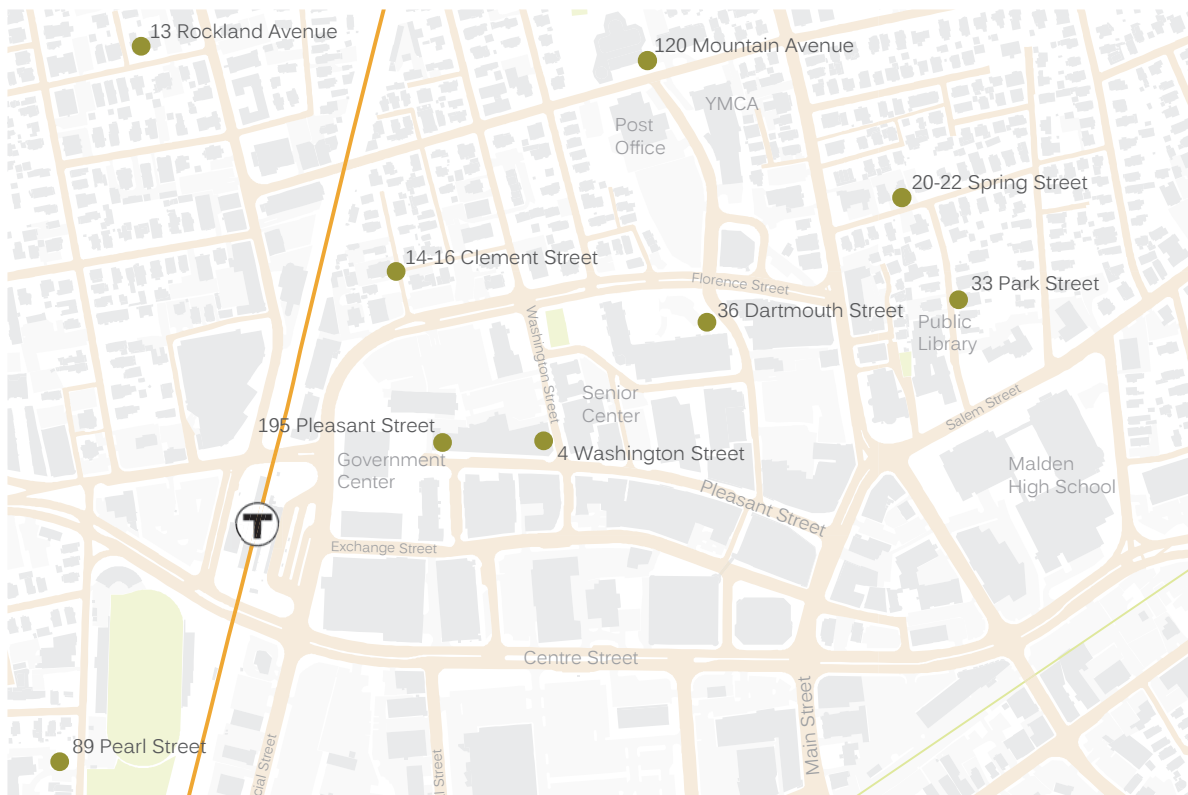


Figure 3-4 — Map of affordable housing developments in Malden

There are currently 70 government-subsidized units in downtown Malden, nearly half of which have received criticism from tenants regarding maintenance and management.



Figure 3-5 — Map of primary land uses in Malden Square

Residential land uses surround the center, and are primarily concentrated in the north.

Boston's continuing growth will inevitably lead to growth in Malden, bringing substantial pressure for development and redevelopment and making growth management the central focus in local residential planning.

Goals

Empower community members to act as advocates for responsible, affordable housing in Malden

Nobody understands Malden's specific housing needs better than current residents. If organized and empowered, community-based groups can ensure that the housing needs of Malden's diverse population are met in an affordable, prompt, and collectively beneficial way.

Zone for and encourage higher-density transit-oriented and pedestrian-oriented housing development

Allowing for affordable TOD near the Malden MBTA Station would put less strain on city roads, improve the environment, and enhance quality of life in the Malden community. It would help create a pedestrian-friendly downtown, where citizens could enjoy the local amenities that make downtown Malden unique.

Transit-Oriented Development (TOD)

Transit-Oriented Development (TOD) refers to residential and commercial development designed to maximize access by transit and non-motorized transportation. A typical TOD has a rail or bus station at its center, surrounded by relatively high-density development. Ideally, there would be progressively lower-density structures

spreading outwards from a one-quarter to one-half mile radius representing the distance that the average resident is willing to walk to transit. Maximizing access to transit therefore implies increasing residential density in areas surrounding the rail station. The diagram below illustrates this planning concept.

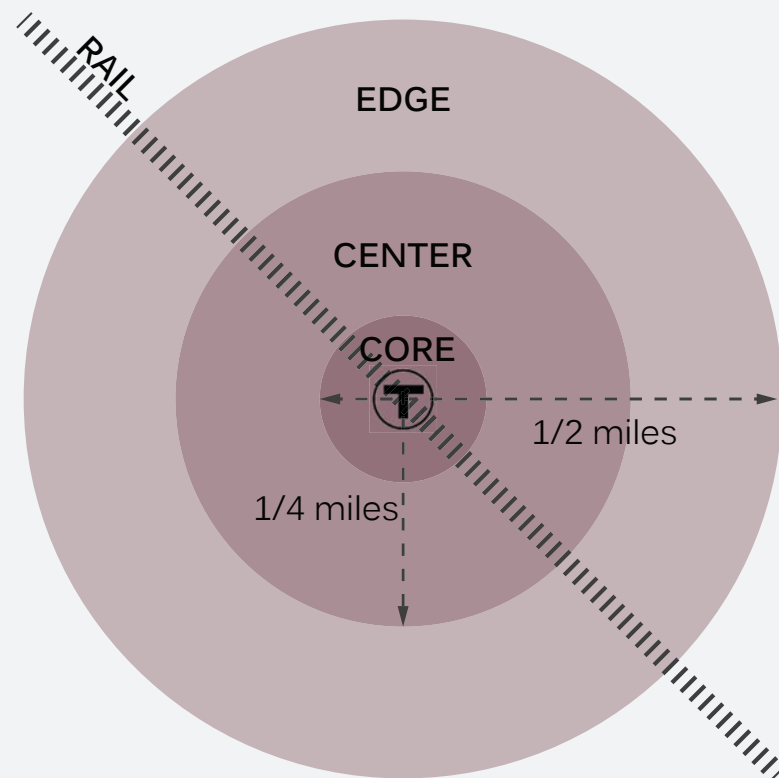


Figure 3-6 — Core-center-edge diagram illustrating development patterns in a TOD
Transit-Oriented Development comprises a dense residential and commercial development core, contributing to a walkable center with access to local amenities.

Increase the housing supply in downtown Malden and incentivize affordable units in new developments

Increasing the housing stock would address several issues within both the regional and the citywide housing market. Malden is an integral part of the greater Boston region that is poised to play a key role in addressing local housing needs. Yet despite its prime location, real estate development in Malden lags behind its neighbors.

Increasing stock by 10 percent per decade would constitute a reasonable effort to increase housing supply. When this goal is applied to Malden, the 2030 target is to reach

40B: A Possible Alternative for Malden

Chapter 40B is a law enacted in 1969 that intends to preserve affordability in cities. It states that if less than 10 percent of the housing units in a city are not affordable (defined as a resident living at or below 80 percent of the Area Median Income), the law goes into effect. 40B penalizes noncompliant cities by allowing developers to build higher-density housing than a city's zoning laws permit, provided at least 25 percent of the units are affordable. Additionally, the law streamlines the development process to 250 days maximum. Malden is currently hovering just above the 10 percent level at which 40B would go into effect.

30,423 total units, representing an additional 5,280 units, or approximately 264 additional units per year (U.S. Census Bureau, 2011). Malden's average annual increase between 2000 (when Malden had 23,634 units) and 2011 was 137 units. To meet this goal, average annual production would have to nearly double. This is an ambitious target, but necessary to address the economic realities of the regional housing supply shortage.

Increasing the housing supply would also help the city achieve some important objectives locally. An increase would create a ripple effect for the local economy, as more residents make for a more active downtown. Increasing the number of downtown residents would activate the existing shops and restaurants and help spur demand for new businesses.

Increased supply could also push down rents in the area, of dire importance if Malden is to retain its unique economic and social diversity. Although Malden's residential growth trails its peers, it is still growing and rents are still rising. In 2012, average downtown rents spiked to \$1,139, an 8.7 percent increase from 2000, and almost on par with Boston city levels, \$1,199 (U.S. Census Bureau, 2012).

Greater housing supply, however, cannot decrease rents on its own. Recent luxury condominium developments in Malden have increased the area supply but have not helped decrease rents. While new and exciting developments like luxury condominiums act as boons to the economy and offer additional

housing units, the city aims to balance this growth by retaining affordable options to maintain a community of diverse economic levels.

Preserve, maintain, and adequately manage the existing affordable housing stock in Malden Center

While promoting new residential development is important, it is also imperative not to overlook the housing that currently exists. Several key properties downtown provide a large proportion of both market-rate and affordable housing for the Malden community. Without adequate maintenance, existing affordable properties could fall into disrepair or otherwise deter local and potential residents, which would stimulate further disinvestment in these properties and could eventually lead to removal from the housing stock.

Strategies

Create a community development corporation (CDC)

Malden boasts significant ethnic and income diversity. In order to ensure that its many constituencies are represented in housing policy and development, a CDC should be established. This non-profit organization would have board members representing all of Malden's diverse communities and would act to develop new housing, help grow local businesses, and provide culturally-sensitive social services.

The first step in establishing the CDC would be to form a steering committee comprised of community leaders that can identify key community actors and issues. While these leaders may or may not end up serving on the CDC board, they would be invaluable resources as the organization drafts a mission statement and a set of goals and priorities. For example, the Tri-City Community Action Organization ("tri-CAP") is an existing anti-poverty agency that will be another great resource in establishing the CDC. While tri-CAP does not develop housing on a scale comparable to a CDC, they have experience in operating transitional and single-room-occupancy housing, among other social services in the area, and would be an integral partner on the project (Tri-CAP, 2013).

Once the steering committee has defined the community needs and relevant constituencies,

the CDC would apply for non-profit status and raise seed funding. While developer fees would eventually cover the operating expenses, private philanthropic donations could fund early start-up activities.

A CDC in Malden would not simply oversee the construction and operation of new affordable housing. It would also serve the following beneficial purposes:

- Create a unified voice for the residential community
- Acquire and rehabilitate existing affordable housing

- Provide community ownership and homeownership assistance services
- Help build the local economy

Hold community events to encourage participation in larger projects

To maintain its diverse identity, new residential growth in Malden must suit the needs of those already living in the area. To ensure this, community meetings must be held in advance of any major upcoming projects, where current residents could voice their opinions concerning housing design,



Figure 3-7 — Community event poster

Community neighborhood events are just one of the many ways community development corporations help empower local communities.

Source: Nuestra CDC

affordability, and other relevant community topics.

With the help of a newly-formed CDC, as well as the Mayor's Community Liaisons and other community leaders, the city could work to promote these meetings to the entire Malden community with an emphasis on groups most likely to be affected by any proposed changes. While this process could be time-intensive and complex, a regular, well-attended series of community events representing many populations would help gauge the broader opinions and goals of current residents and would lead to the development of projects better integrated into the community.

Create a special "Smart Growth" zone using Mass. Chapter 40R, incentivizing dense and affordable living near the transit station

In 2004, the Commonwealth adopted the "Smart Growth Zoning and Housing Production Act", also known as Chapter 40R. The law allows cities to create special zones to encourage "smart growth," an urban planning strategy that encourages concentrating growth and density in certain areas, often near public transportation stations or town centers. Smart growth promotes walkable neighborhoods, support for local business, and reliance on public transit, which has positive effects on traffic congestion and air quality. It does so by increasing housing density and offering cash incentives to the city, both in



Source: MassGIS, 2012

Figure 3-8 — Proposed 40R zone

The proposed boundaries of a 40R "Smart Growth" zone, above, are roughly drawn to include areas within ¼ mile of the Malden Center T-Station, as well as areas that are generally considered to be part of downtown Malden. This would encourage growth near the T and Malden Center.

lump sum payments and per unit payments of \$3,000, which are based on the total number of residential units in a zone (Mass.gov, 2013). Malden should establish a special “Smart Growth” zone in line with Massachusetts’s Chapter 40R. An example site is shown in Figure 3-8 on page 60.

40R zoning: the basics

- **The zone:** The location must be near a commercial center or public transportation hub and must have adequate existing water and sewer infrastructure.
- **Housing:** Residential areas must be allowed with densities of at least 8 to 20 units per acre.
- **Affordability:** Each new development in these zones must have 20 percent of its units be affordable.

40R zoning: the benefits

- **Community control:** After following the above guidelines, cities may set the remaining standards for projects in the districts.
- **Developer certainty:** 40R allows housing development by-right, streamlines project approvals to 120 days (maximum), and only allows for disapproval of projects if they do not meet the city’s new design guidelines.
- **Flexibility:** The law helps maintain a percentage of affordability located near transit stations and downtowns; unlike Massachusetts’s 40B law, it

does so in a way that allows flexibility among cities, reducing affordability requirements for developers (from 25 percent to 20 percent), and does not impose profit controls on developers.

- **Much-needed capital:** The district will receive an upfront incentive payment, covering the total development possible in the area; additionally, it will receive \$3,000 per unit for every unit built; finally, the accompanying 40S law allows cities to be reimbursed for net increases to costs as a result of students enrolled in K–12 education within the city.

40R zones have numerous additional benefits. To encourage family housing in these areas, the Commonwealth also passed the “Smart Growth School Cost Reimbursement Act” (Chapter 40S), which assures cities that the state will cover any net costs incurred by adding families living in these Smart Growth Zones with students requiring K-12 education. This policy helps to prevent opposition to multi-family developments on the grounds that they have added costs to city schools, a common criticism of residents. Another important benefit to cities is that developments in 40R areas receive preferential treatment towards future state funding. Finally, as the Pittsfield example Figure 3-12

Conversion Opportunities in Downtown



Figure 3-9 — 17 Pleasant Street

The property at 17 Pleasant St. appears tailor-made for loft conversion and may offer the possibility of vertical expansion by 2 to 3 storeys to accommodate additional units.



Figure 3-10 — 169-185 Pleasant Street

The building occupying 169-185 Pleasant St. near Government Center appears ripe for redevelopment through refurbishment and more substantial vertical expansion given its prime location near the T station.

on page 62 illustrates, it could serve as a catalyst for further development in an area.

Creating the zoning guidelines and the ordinance necessary for a 40R zone is a complex and time-consuming yet integral process. Many cities hire consultants to assure it is done correctly. Priority Development Funds (PDF) issued by MassHousing are one way cities can pay for these consultants. The given timeframe is taken from an average of cities that have adopted 40R zones. Although the initial application and approval process take time, subsequent developments often move along quickly with a median of only 53 days after passing the law. Below is a potential timeline:

- Planning Fund Application - Apply for PDF to cover the cost of creating a smart growth district: 3–4 months
- 40R Application - Develop boundaries and criteria for smart growth (40R) zone; apply for and receive 40R status: 8–18 months
- Plan Creation - Solicit community support for measure; pass ordinance for smart growth boundaries: 5–6 months
- Smart Growth Development - Promote new smart growth zone as a tool for developers: ongoing

Promote residential occupancy on upper levels of properties along Pleasant and Exchange streets

The city should begin its effort to transform the downtown into a truly mixed-use area through a property owner search. Property owners willing to consider either residential uses of upper-level properties or additional vertical development must be contacted and mapped. The Malden Planning Board may then begin formulating more detailed plans for Pleasant and Exchange Streets.

Given downtown Malden's vacancy rate and lower rents for office space, along with the prospects for market-rate residential development along Malden's prime retail strip, many property owners may welcome the idea of converting to residential space. In the event that they do not, the city could consider tax abatements to help cover the cost of the conversions. The city would likely recover reasonable concessions in property taxes once the downtown is redeveloped for residential and ground retail.

To ensure affordability on what are poised to become some of Malden's priciest residential streets, the city should investigate the possibility of providing grants such as Community Development Block Grants (CDBGs) or HOME Investment Partnerships Program (HOME) to cover costs of some conversions (HUD.gov, 2013). With a population greater than 50,000, Malden

Precedent: Pittsfield, MA

In 2006, the City of Pittsfield adopted a 40R zone, allowing for 296 units of new smart growth development in its downtown. Already, over 100 affordable units have been. At a recent ribbon cutting ceremony, Governor Deval Patrick praised Pittsfield for "leading the whole Commonwealth" by "using the resources available to all the Gateway Cities to invest in downtown-oriented housing." A local developer agreed: "The city is smart enough and progressive enough," he said, "to jump onto things the state government, particularly this administration, provides." The use of 40R zoning has helped the City of Pittsfield make a statement that they would be smart growth leaders both economically and environmentally.



Figure 3-11 — Governor Patrick at the groundbreaking ceremony of a recent project within Pittsfield's 40R zone

qualifies as an “entitlement community” that may apply to HUD for CDBGs may be used for a number of purposes, including housing. Proposed projects must be aligned with the program’s priorities, which include activities that benefit low- and moderate-income people. The HOME program provides matching grants to local governments, often in partnership with local nonprofit groups such as CDCs, to fund construction, acquisition, and/or renovation activities in pursuit of affordable housing. The program also provides direct rental assistance to low-income people.

Exchange Street is notable for the large “Super Fitness” parcel at 100–150 Exchange Street that will be home to a new apartment complex, the Exchange Street Apartments, a step towards higher-density residential use. Other opportunities on both Exchange and Pleasant Streets exist for vertical expansion that could be used to satisfy additional housing demand. There is also great potential for residential expansion to the south of downtown Malden in the Upper Canal Street district, where land now serving as parking lots could be utilized and where future residents would remain within walking distance of downtown entertainment and shopping, the MBTA station, and the proposed baseball stadium.

A number of buildings along Pleasant Street appear to offer intriguing opportunities for additional residential space either through repurposing or through vertical expansion of the buildings.

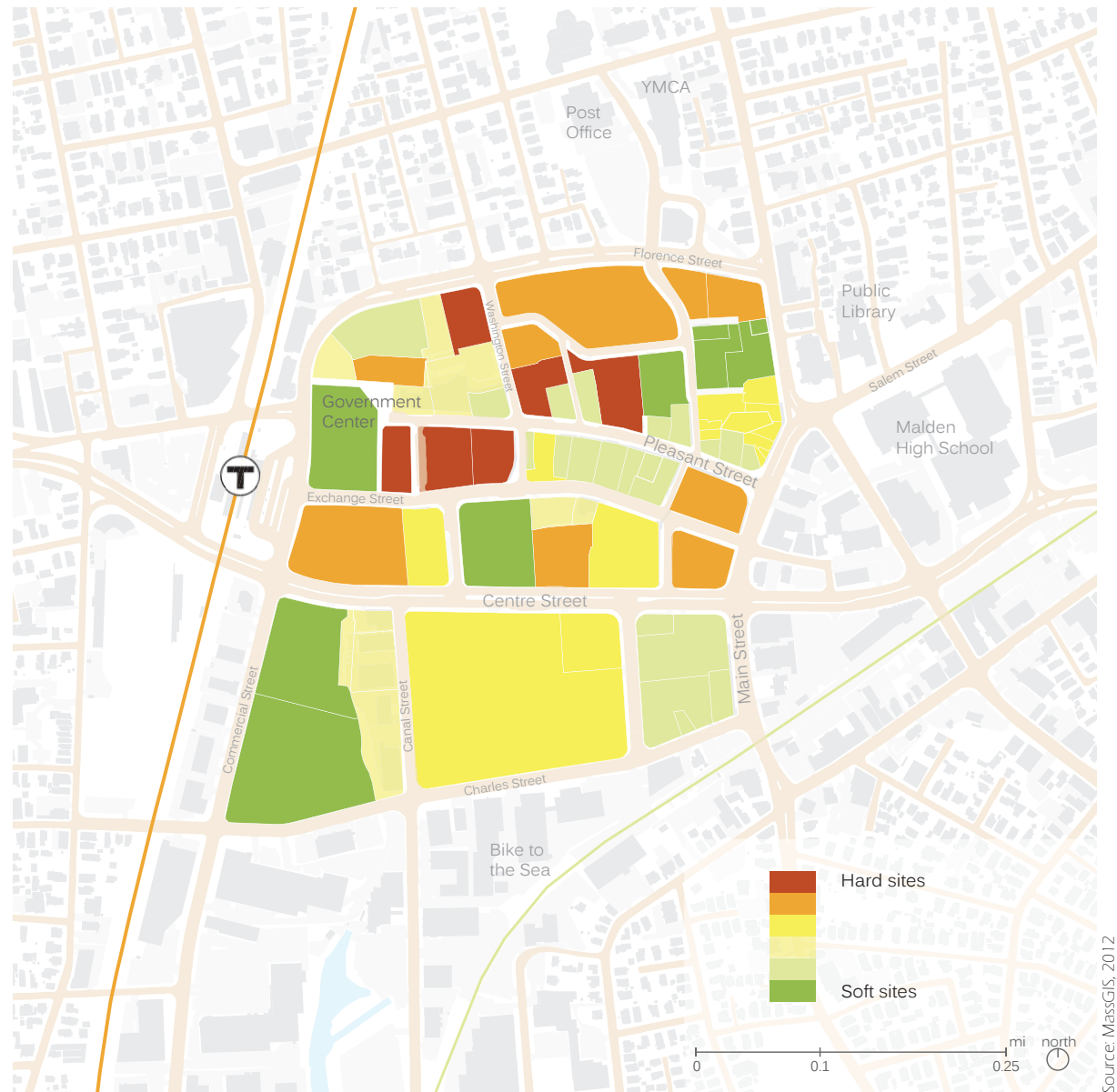


Figure 3-12 — “Soft Sites” in downtown Malden: areas with redevelopment opportunity
 “Soft Sites”, sites that are vacant or could be used in a more productive way, present prime opportunities for redevelopment. For these and other sites that the city do not own, the city should partner with the private sector to help encourage such developments.

Source: MassGIS, 2012

The current zoning ordinance in Malden allows for the construction of six to twelve stories by special permit in the central business district. This is a reasonable framework given the issues faced by Malden, so permitting for these larger developments should continue to keep pace with the targeted 264 new units per year.



Source: The Carabetta Companies

Figure 3-13 — Malden Towers, Malden
Malden Towers is one of the properties that should be considered for rehabilitation.

Use subsidies to promote affordable developments

All of the above policy proposals can and should be bundled with other subsidies to help promote affordability in Malden neighborhoods. Many strategies exist wherein developers provide community benefits while still attaining high rates of return on their projects. For example, Low Income Housing Tax Credits are an excellent way to provide private funding for affordable projects. Preference is given to developments with at least 40 percent affordability to incomes at or below 60 percent of the Area Median Income (Mass.gov, 2013).

Encourage the development of new housing on surplus, vacant, and underutilized land, or “soft sites”

A “soft site” is a site that is either vacant, or could be used in a more productive way, such as an empty lot or surface parking. It could also be a development which is either too small or somehow incongruous with surrounding developments. As Figure 3-13 indicates, a variety of soft sites in the downtown area present prime opportunities for redevelopment.

Since local government has limited control over how or if these soft sites are redeveloped, the city should partner with the private sector to help encourage such developments. Smart growth zoning, FAR (Floor Area Ratio)

bonuses, and other policies are all potentially beneficial actions, but the city could also proactively work on promoting these soft sites to foster more immediate, visible growth. This would entail creating an inventory of units, perhaps with the help of the local housing authority or CDC, which would conduct a strong analysis of site feasibility, including property owners willing to consider redevelopment. The city could then work to create a guide of these available sites, in which they would highlight these spaces and the ways that developers would benefit from building in these areas, such as through 40R zoning or FAR bonuses.

Enact tax penalties for vacant/blighted land

Downtown Malden does not have a significantly high vacancy rate, but certain vacant properties create a perception of blight on the local land market, which in turn hinders development of all types, including residential. Landlords often retain vacant spaces for a variety of reasons: they may be holding onto the site for tax purposes, or perhaps speculating and waiting until the land becomes more valuable. Either way, the city could enact penalties for neglecting valuable downtown space that would disincentivize this type of landlord and create space for more active owners invested in community growth.

Establish an inclusionary zoning ordinance

Malden could establish an inclusionary zoning ordinance, whereby it sets a percentage of affordability to which all developers must adhere. Boston, for example, sets this rate at 15 percent, while Somerville sets its rate at 12.5 percent. The city decides on the appropriate percentage for its municipality and also can choose whether or not to require those not in compliance to pay a fee to an affordable land trust. Should downtown Malden receive 40R status, an additional ordinance would be unnecessary.

Provide FAR bonuses

Malden could also increase its supply of affordable housing by offering FAR bonuses to projects that provide affordable housing. 40R zones effectively serve the same purpose as FAR bonuses for areas within the applicable zone. In the absence of 40R zoning, the city could provide additional buildable square footage to developers on an ad hoc basis as an economic incentive for providing affordable housing.

Conduct a quality inventory

In order to take steps to effectively preserve, maintain, and manage Malden's affordable housing, the city must first develop a precise understanding of the current status of the market stock by conducting an inventory of current affordable housing options, surveying their condition, quality, and flaws. This

process would identify unregistered units suitable for affordable housing. Through rezoning policies or agreements between developers and the local government, these spaces could be converted or rehabilitated for residential use. This assessment could also reduce the total number of inventoried units due to the fact that some of them may not meet the criteria or prove suitable for inclusion in a subsidized housing inventory.

Use subsidies for preservation and/or rehabilitation of existing affordability

Malden has two main tools available to develop a plan for preservation and/or rehabilitation of its existing units. The first option would be to implement changes to the building codes that may represent barriers for the rehabilitation of buildings in Malden. The adoption of specific codes to monitor rehabilitation of older buildings could represent a potential source for affordable housing and new investment. Additionally, while any renovation would likely focus on interiors rather than wholesale changes to the density and massing of these units, improvements to landscaping, public space, and streetscapes could all help to better integrate Malden Gardens and other towers into the existing urban fabric.

The second possible tool to promote affordable housing is the set of state and federal programs that, through local government, provide assistance for the construction and

rehabilitation of affordable housing. These funds may be used to construct or rehabilitate renter- or owner- occupied housing, or finance home ownership programs. In the case of Malden, these programs are administered by the MRA.

The MRA is the representative member of the North Suburban Consortium (NSC), an affordable housing organization that serves the communities of Malden, Medford, Arlington, Chelsea, Everett, Revere, Melrose, and Winthrop. The NSC administers a variety of state programs, including the HOME program. At the same time, the state government of Massachusetts also fosters housing rehabilitation through other programs such as the Commercial Area Transit Node Housing Program, the Housing Stabilization Fund, and State Low Income Tax Credits.



Figure 3-14 — Salem Towers, Malden
Salem Towers, a Malden affordable housing complex, rehabilitated with the help of state and federal LIHTC funds.

Source: USC

Hold community events to discuss concerns about existing units

Community involvement plays a key role in developing an effective program for redevelopment or rehabilitation of existing affordable housing units, as any program goals should address the concerns and needs of Malden's community.

Community participation could provide tools to determine the profile of the affected population. In other words, it would provide the main characteristics of this population, such as age range, economic activity, and percentage of the population in need of affordable housing. This assessment would also deliver information related to the existence of potential gaps between demand and supply of affordable housing in Malden, and the real expectations of the community in terms of types of affordable units, preferences in housing tenure, and the concerns of persons with special needs. In sum, community meetings would provide an accurate perspective of the housing market in Malden and its problems to address local population's needs.

TRANSPORTATION & DOWNTOWN CONNECTIONS

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Vision

Downtown Malden is a multi-use district for a diverse set of people, who visit or use the city in many different ways. Whether it is a high schooler going to sports practice, a young professional dining at a local restaurant, a worshipper attending a religious service, or a busy parent going grocery shopping after work, its residents and visitors require safe, easy, and efficient ways to travel to, from, and within downtown Malden.

However, issues like a street network that creates traffic congestion, inadequate parking or public transit services, lack of bicycle infrastructure, and a streetscape unsafe for pedestrians make it difficult for individuals to navigate the area and access downtown Malden's current and proposed amenities and activities. This plan aims to create a downtown Malden that is not only accessible and linked to Greater Boston, but also serves as a destination in itself where visitors and residents can easily explore the area while enjoying the activities that matter to them most.

Issues

Traffic

Congestion on major thoroughfares

The main arterial roads connect residents of Malden and neighboring towns to Boston and the rest of the region. This causes

significant degradation of service levels on several downtown roads, as reported in the *Traffic Operations Assessment, Malden Central Business District, Final Report* (Beta Group, 2011). This congestion has negative impacts on pedestrians and cyclists, and contributes to the frustration of commuters, who otherwise could be encouraged to spend more time downtown.

Limited accessibility around and within downtown

The prevalence of one-way streets in the downtown area and the fact that most roads steer traffic off of Pleasant Street instead of onto Pleasant Street contributes to a lack of accessibility in and around downtown. This traffic flow pattern makes it difficult to access parking and discourages vehicle access to downtown retail establishments.

Parking

Perceived lack of convenient parking

Throughout the public participation process, parking was cited as a concern by a number of stakeholder groups.

Business owners said that their patrons had a hard time finding parking. Arabic-speaking residents said that they were often ticketed during mosque services. Even Malden teens said that there was not enough parking in Malden.

Ineffective enforcement

Some participants in the public engagement process complained that long-term on-street parkers were able to take advantage of a predictable enforcement schedule by moving their cars when enforcement officers came by, and then moving them back shortly after. Others said they were aware of people taking unfair advantage of handicapped parking placards.

Transit

Perceived lack of safety

While crime rates around the T station are relatively low, interviews suggest that residents do not feel the area around the T and other public transit points is safe, and feel discouraged from using transit at night.

Perceived lack of convenience

Efficient and convenient transit is critical to making Malden both a destination and a convenient access point to Boston. During

the public participation process, residents said that they appreciated the access that the current transit system provides and would like to see minor improvements that would increase user convenience.

Bikes

No bike lanes

Bike infrastructure does not exist in downtown Malden, which creates hazardous conditions for cyclists.

Cycling is not widely used for daily transportation in Malden

Cycling concerns were rarely mentioned in community outreach events, possibly because cycling is not widely used in Malden as a mode of transportation.

Pedestrians

Unsafe or uninviting pedestrian network

According to Walk Boston, a non-profit dedicated to improving walking conditions in Massachusetts, Malden has “neighborhoods that are close together, retail areas that are easy to find, safe sidewalks that are abundant, and there’s a great deal to see” (WalkBoston, 2013). However, downtown is also missing crucial pieces of pedestrian infrastructure, making it unsafe or inconvenient to get around on foot. This problem is particularly evident at certain key entrances to the downtown area (Figure 4-1). There are also a number of streets that have uninviting pedestrian environments.

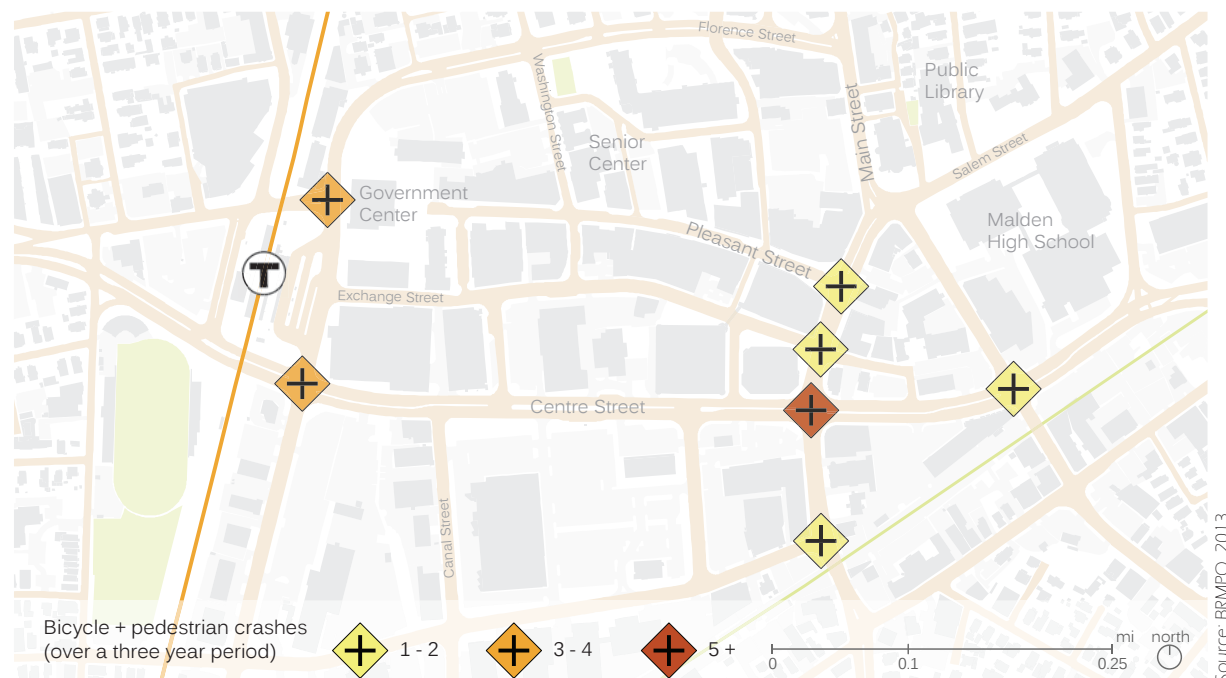


Figure 4-1 — Hazardous intersection map

Some of Malden’s biggest intersections are also its most hazardous to cyclists and pedestrians. Data is drawn from the most recent years available from the Boston Regional Metropolitan Planning Organization.

Wayfinding

No unified wayfinding system exists in downtown Malden

The system of signage that guides people and vehicles through downtown Malden is haphazard and uneven. No single direction or philosophy connects these signs, making it difficult for first time visitors and residents alike to figure out where the neighborhood's retail, dining, and cultural attractions are.

Goals

Improve accessibility and support multiple modes of transportation

Malden is bisected and bordered by major arterial roads connecting the city and its neighbors to the greater metropolitan area. Malden can capitalize on the advantages of this high traffic volume by improving the accessibility of the through traffic to downtown services and retail. Connecting the major arteries with downtown collector streets will encourage commuters to make downtown Malden a destination of choice.

Taking cars off the road is the surest way of easing congestion. This transportation plan for Malden aims to improve the pedestrian, cyclist, and transit-rider experience, in order to encourage alternate forms of transportation. The system of roads in Malden, while acknowledging the needs of drivers, should also be safe and efficient for those who use other modes.

Connect drivers to appropriate parking and ensure availability of on-street parking

With 2,291 parking spaces in municipal lots and garages, an estimated 347 on-street spaces, and an estimated 1,984 spaces in privately owned lots, the supply of parking does not seem to be the problem in downtown Malden (Beta Group, 2011). Rather, long-term drivers occupying spaces that would ideally be used by short-term parkers leads to long cruising times, and eventually causes people to avoid trying to park in Malden in the first place. In a February 3, 2012, post on Boston.com, Ted Coates, the executive director of the Malden Chamber of Commerce, wrote "There is actually a great deal of parking within Malden's business district. Unfortunately, poor signage, misguided planning, and erratic enforcement have limited the effective use and value of this parking" (Coates, 2013).

This plan's strategies seek to correct this mismatch, directing longer-term parkers to lots and garages, and freeing up on-street parking for visitors to Malden's restaurants, shops, and cultural and civic institutions.

Parkers should be continually cycling in and out of on-street spaces. This ensures that people who need to quickly drop into a store or civic building can find convenient parking nearby.

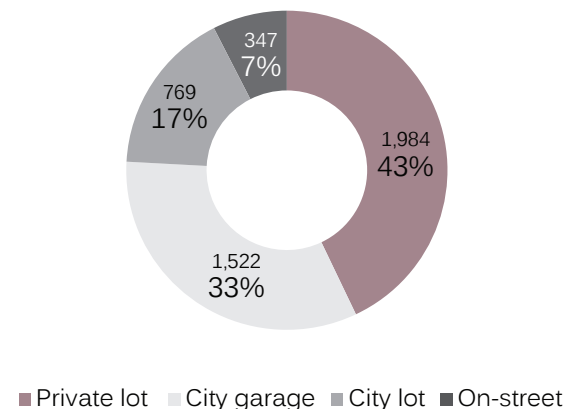


Figure 4-2 — Downtown Malden parking inventory
Parking is abundant in downtown Malden.

Improve transit safety and experience

In order to achieve the vision for Malden's transit system, several small-scale improvements can be combined to make relatively large improvements. Recommendations for short-term action can be implemented within a few weeks while long-term action can be taken over the course of months or even years.

Sources: Malden Redevelopment Authority, Google Earth

Encourage Malden residents to use bicycles as a regular mode of transportation

By installing bike infrastructure, Malden residents might feel safer riding bicycles through downtown Malden, encouraging them to rely less on vehicles. This can alleviate traffic congestion, promote a healthier community, and increase the number of visitors to the downtown district (Rose, 2010).



Source: Design for Health Cyclists

Figure 4-3 — Bike infrastructure
Cycling can be an efficient method of transportation. Bike infrastructure can promote healthier activities and alleviate traffic congestion.

Improve pedestrian safety, experience, and comfort

A safe, comfortable pedestrian network is essential for drawing and keeping people in downtown Malden. Minor improvements

to existing infrastructure can prioritize transportation by foot, while longer-term streetscape modifications can ensure that downtown Malden remains a safe and welcoming environment for pedestrians.

Guide transit riders, cyclists, drivers, and pedestrians through downtown Malden

In its development as a local and regional destination for shopping, dining, and entertainment, Malden must be prepared to not only help visitors arriving by car to find their way to available parking, but also to quickly and easily help visitors orient themselves and become familiar with the district on foot. A successful wayfinding system should be intuitive, guiding visitors to the places they want to go, and perhaps places they didn't know they wanted to go.

Strategies

Improve signal timing

Malden's major arterial roads support regional connections. The high volume of traffic in downtown Malden, however, cause major issues with the level of service on Main Street and Route 60 (Centre Street). As reported in the *Traffic Operations Assessment*, several major intersections in the downtown corridors have severely degraded levels of service during peak hours (Beta Group, 2011). The assessment recommended that traffic signaling be closely evaluated and reprogrammed to improve levels

of service. Implementing improved signal timing should be the first priority.

Alter street directions

To improve accessibility within the downtown area and to better connect drivers with parking options, traffic direction should be changed on several streets. Any roadway wide enough for two-way traffic (greater than 20 feet curb-to-curb) should be two-way. The directionality should be coordinated with on-street parking modifications and shared-use streets. Roadways not wide enough for bi-directional traffic will orient the direction of travel in a manner that is most conducive to downtown circulation.



Figure 4-4 — Current traffic patterns
Many of the streets in the downtown area are one-way, which decreases accessibility.

Establish a hierarchy of roads

A delineated hierarchy of roads will contain major traffic flows to arterial roads, while activating pedestrian and bike-friendly retail corridors. Signals, signage, on-street parking, and the design of streetscapes contribute to the delineation of this hierarchy. The majority of through traffic should be encouraged to use the main arterial roads of Main Street and Route 60 (Centre Street). Florence Street should be converted to a collector street to connect downtown with the residential areas to the north. Collector streets facilitate multimodal travel from the arteries and adjacent residential areas to downtown services and retail. Minor local connector streets ease multimodal travel around smaller downtown blocks and assist with access to parking options.

Initiate traffic calming measures on Pleasant Street

Following the removal of the Government Center building and the reconnection of Pleasant Street through Commercial Street, Pleasant Street should be traffic calmed to support an active, pedestrian-friendly retail and restaurant corridor. Bi-directional traffic should be possible through Pleasant Street to give drivers access to shops and restaurants. Through traffic should be encouraged to use Exchange Street as the primary east-west connector street.



Figure 4-5 — Future traffic patterns

A hierarchy of streets is established through the design of streetscapes, adjusting traffic signal lighting, and adjusting signage. Major through traffic will be encouraged to use the arterial streets. This will facilitate multiple modes of transportation on local retail streets.

Convert the Salem-Main-Ferry intersection into a traffic circle

The intersection of Salem, Main, and Ferry streets has a severely degraded level of service according to the *Traffic Operations Assessment* (Beta Group, 2011). The confluence of

commuters, visitors, high school traffic, 11 bus routes, and pedestrians is further congested by the irregularity of the intersection angles. Replacing the signal-controlled intersection with a traffic circle would alleviate congestion, increase safety, and provide an iconic gateway into downtown Malden.

Construct a new road grid pattern

To support and encourage further development of downtown Malden, particularly the long-term addition of north-south retail corridors, a more regular grid pattern of streets is proposed.

Establish a downtown parking zone

A downtown parking zone would be governed by a unified set of policies designed to maximize turnover of on-street parking spaces, direct long-term parkers into lots and garages, and raise revenues for downtown amenities and improvements. The functions and purposes of the downtown parking zone are outlined in the coming sections.

Install metered parking

Parking meters can be an effective way to keep long-term parkers from occupying the on-street spaces closest to downtown Malden's

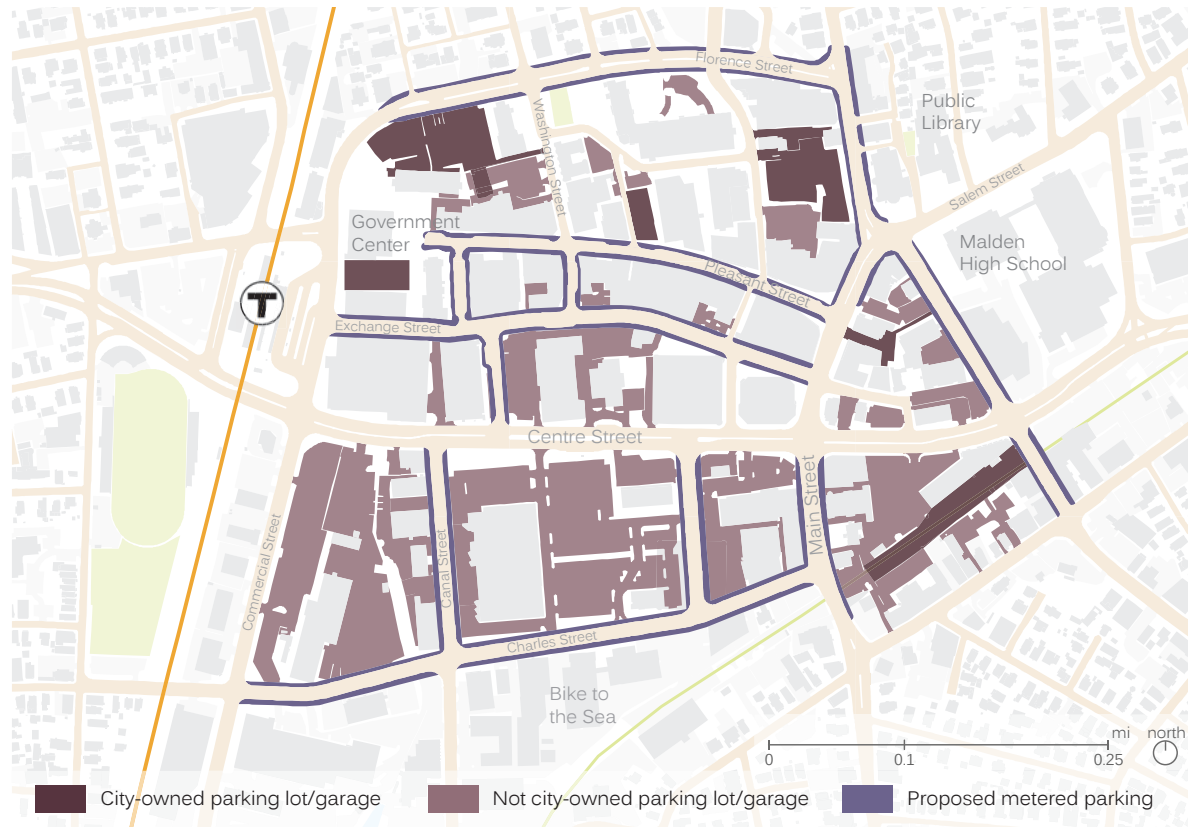


Figure 4-6 — Downtown Malden parking map

The shaded region shows a downtown parking zone, into which revenues from parking meters can be reinvested. The zone can be expanded as downtown Malden continues to develop. The map also shows the wide distribution of off-street parking in the neighborhood.

Electronic Meters

Electronic meters would allow the city to track usage, control time limits, and customize rates, adjusting them based on demand. Electronic meters are also more convenient for consumers, who can use either cash or credit cards to pay. Revenue collected from meters could be reinvested back into the downtown parking zone for parking maintenance, streetscape improvements, or beautification projects.



Source: Tim Czerwinski

Figure 4-7 — Smart meter

This smart meter is located in Union Square in Somerville. Smart meters are solar powered, transmit information wirelessly, and can be installed in existing parking meter infrastructure. They can be monitored and controlled remotely.

businesses and restaurants. These businesses would benefit from customers being able to easily pop in from a nearby parking space. Figure 4-6 shows the streets where electronic parking meters could be installed.

Strengthen parking enforcement

In order for parking meters to effectively turn over spaces in downtown Malden, enforcement must be strict. Penalties must be severe enough to discourage parkers from leaving their cars in on-street spaces. While a smart meter system will allow the city to customize time limits and rates, limits should be raised to at

least two hours on Pleasant Street, to allow parkers enough time to sit down and enjoy a meal, attend religious services, or visit multiple shops. Also, parkers should not be able to predict when a parking enforcement officer will be coming; schedules should be as random and unpredictable as possible.

The abuse of handicap placards, which allow a car to occupy a space all day, was brought up during the public participation process. While the distribution of handicap parking placards is handled at the state level, the City of Malden should study ways to prevent abuse while also being mindful of the needs of handicapped drivers. Some methods include allowing cars with handicap placards to exceed meter time limits (while still paying for the time they use), and allowing placard holders to pay via cell phone, if the physical structure of a parking meter is an impediment. Regardless of the method, the goal of handicap placards and handicap parking should be to provide convenient parking, as opposed to free parking (Shoup, 2011).

Coordinate on- and off-street parking

The fact that the Malden Redevelopment Authority is the owner of some 2,300 parking spaces in downtown presents a great opportunity to make on-street and off-street parking work in tandem and support each other. Clear, digital signage placed at various gateways to Malden—including the corners of Commercial Street and Centre Street, Main

Metered Parking Precedent: Old Pasadena

Old Pasadena, the historic downtown of Pasadena, California, was once an elegant and vibrant commercial district in the 1920s, but began to fall into decay and by 1980 was home to vacant storefronts, decaying buildings, and undesirable retail establishments. Prior to 1993, Old Pasadena had no meters and on-street parking was restricted only by two-hour limits. Because parking was free, store employees monopolized parking, moving their cars every two hours to avoid fines. This resulted in few places to park for customers.

In 1993, the city installed parking meters with a high, \$1 per hour rate, with revenues going back into a downtown parking zone (Behrens, 2010). Today, Old Town Pasadena is one of Southern California's most popular commercial and entertainment destinations (Weikel, 2008). The meters do not have time limits because the high hourly rate encourages high turnover. Moreover, meters are managed in conjunction with nearby city-owned garages, which are priced more economically for long-term parking, thereby providing more on-street spaces available for those who want them the most. In 2011, parking revenue yielded nearly \$1.5 million, and Old Town Pasadena improvements such as daily street and sidewalk cleaning, additional police and horseback patrols, and public art have come at no additional cost to the city or taxpayers (Nichols, 2012).

Street and Centre Street, Florence Street and Main Street, and Salem Street and Main Street—could direct visitors to the various lots and garages. These signs, as well as signs placed outside the lots and garages themselves, could tell drivers exactly how many spaces are available. Figure 4.22 shows proposed signage types.

Off-street parking must be attractively priced to encourage people to use it. The City of Malden should partner with the Malden Chamber of Commerce to bolster participation in the parking validation program. The program should also be vigorously advertised throughout Malden.

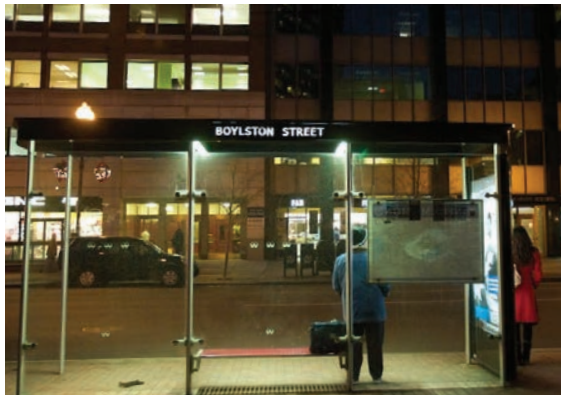


Figure 4-8 — Well-lit bus stop
This well-lit bus stop on Boylston Street contributes to a sense of safety and security for riders.

Increase supply of on-street parking

As Malden’s downtown is further developed, new streets should be designed wide enough to allow for angled parking. This will allow for more spaces on a given street than parallel parking.

Improve safety

Improving safety both at the T station and at Malden’s bus stops is a relatively low-cost method for reducing fears residents may have of riding transit, and can help attract new riders. A police officer currently patrols the T station area from 9 a.m. to 5 p.m. A more frequent and visible police presence, as well as better lighting, can have a big impact on riders’ perception of safety at the T station. Improving lighting at bus stops could have a similar impact. Implementing these changes can be done relatively quickly and inexpensively.

Improve transit rider experience

Introducing small interventions that improve the transit rider experience can have a big impact on encouraging more people to take transit. One key improvement is the addition of “next bus” signs outside of the T and at key bus stops. These digital signs, which tell riders when the next train or bus is arriving just like the ones on the platforms of T stations, should be conveniently placed so that they are visible from outside of the T station or from across the street of a bus stop. This will make the bus more convenient for riders, who will know all



Figure 4-9 — Next bus sign
The MBTA is already implementing next bus signs in the Boston metropolitan area. This sign gives riders real time updates on the arrival of the next buses for each line at this stop.

of their transit options after a quick glance at the signs. The infrastructure for bus and train tracking is already in place thanks to the Open MBTA project, so the only action needed is the purchase and physical placement of signs. See <http://openmbta.org/> for more details.

Improve the physical environment around transit

In the long-term, improvements should be made to the physical structures around transit. This includes upgrading bus stops so they provide ample seating and properly shelter riders from the elements. These infrastructure improvements will make the wait time for transit more bearable and help make transit an attractive alternative to driving a car.

Study the transit system

While all of the above recommendations seek to improve the existing system, more extensive studies should be conducted to determine

whether larger-scale systematic changes are in order. A transit system study can determine whether rerouting some bus routes, creating new ones, or creating a new expressway (limited stop bus route) are viable changes for downtown Malden and its surrounding neighborhoods. Further study of new or changed bus routes will be crucial if a new street grid is implemented downtown.

Connect downtown Malden with Bike to the Sea Trail

To encourage people within the community and visitors along the bike trail to visit downtown Malden, designated bike lanes should be installed along Main Street, connecting the Bike to the Sea Trail to the intersection of Main and Pleasant streets. An additional designated bike lane could be installed along Ferry Street from the bike trail to Centre Street to provide a bicycle connection for cyclists traveling west.

Create designated bike lanes

Designated bike lanes should be installed for arterial roads—Centre Street, Main Street, Commercial Street, and Florence Street. These lanes should be a four-foot minimum width to allow adequate space for cyclists, marked with bike lane symbols, and clearly separated from vehicular traffic by physical curbs. Centre Street should have a two-way designated bike lane (eight feet wide) to keep cyclists closer to downtown Malden and help them avoid left turns across the busy street. Florence Street

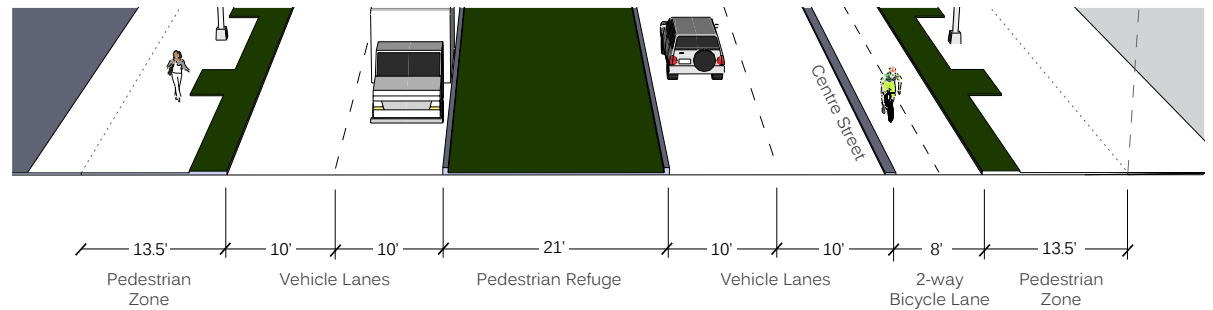


Figure 4-10 — Proposed Centre Street lane usage and dimensions

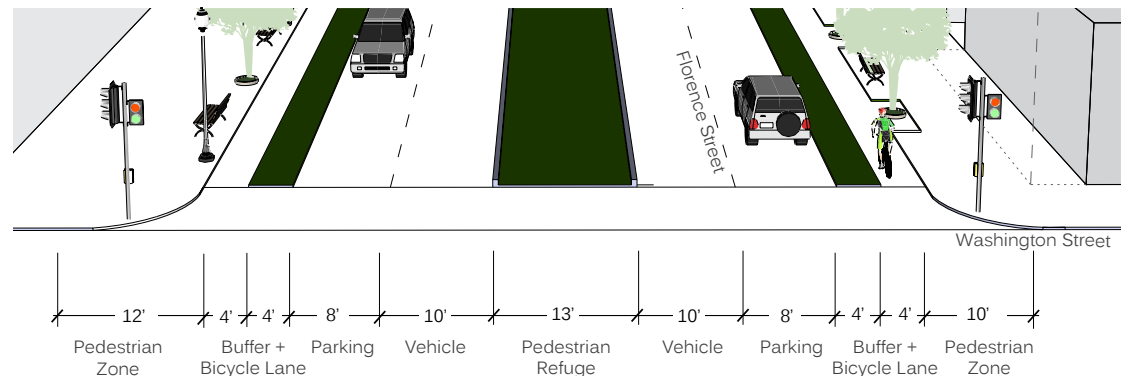


Figure 4-11 — Proposed Florence Street lane usage and dimensions

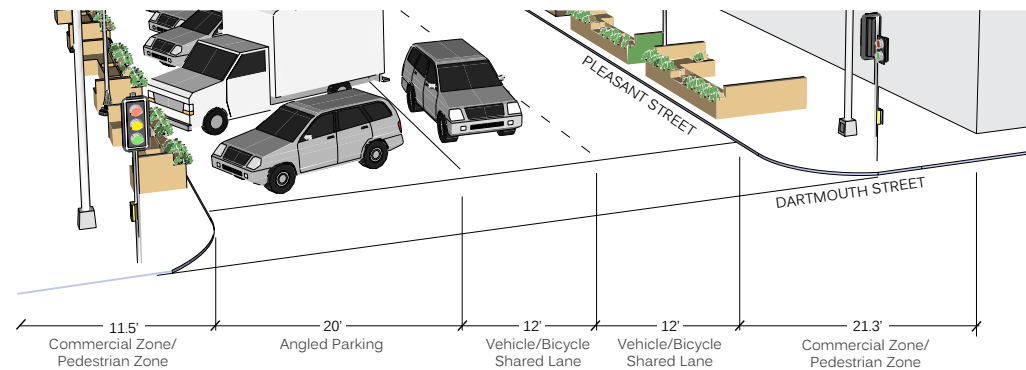


Figure 4-12 — Proposed Pleasant Street lane usage and dimensions

should implement a planter strip between cyclists and vehicles. This will not only provide protection for cyclists from moving and parked vehicles, but will also beautify the street and contribute to traffic calming.

Create shared bike lanes

Shared bike lanes should be marked by painting bike symbols on collector streets with slower traffic, such as Pleasant Street, Exchange Street, and Washington Street. Traffic lanes with shared biking should be 12 feet wide to allow adequate space for vehicles to bypass cyclists.



Figure 4-13 — Protected bike lanes
A two-way bike lane physically divided from vehicular traffic provides safety for cyclists.

Install bike racks

Durable bike racks should be installed at key intersections, such as Main Street and Pleasant Street, Government Center, and Pleasant Street and Washington Street to provide cyclists with a location to lock their bikes so that they can enjoy the stores and restaurants in Malden.

Introduce Hubway stations

Bike sharing stations should be installed at the Malden Center T Station and at the corner of Main Street and Pleasant Street. This makes cycling convenient for visitors to Malden. Since Hubway users need a drop-off point



Figure 4-14 — Protected bike lanes
A designated bike lane separated from vehicles by a planting strip is proposed for Florence Street.

when renting a bicycle, having a Hubway station in Malden opens up the downtown area as a new destination for Hubway users in adjacent cities.

Initiate safety and education programs

Promotional materials should be distributed to residents within a one-mile radius from downtown Malden, encouraging them to ride their bikes to the downtown area. Educational materials should be distributed citywide, informing residents and cyclists of the safety rules about sharing the road. Since bicycle infrastructure will be fairly new to Malden residents, drivers and cyclists may be unsure



Figure 4-15 — Shared bike lane marking
Bike symbols are painted on shared vehicle lanes, alerting drivers to be aware of cyclists.



Figure 4-16 — Proposed bike infrastructure

Malden's wider roads should be supplemented with designated bike lanes. Bike racks and Hubway stations should be placed at strategic, highly trafficked nodes.

of proper road-sharing methods, how to make turns, and when bicycle lanes can be crossed by a vehicle, which could make people hesitant about using the system. The program will ease both driver and cyclist fears, creating a safer experience and encouraging more cycling. Local bicycle organizations can help with promotional materials and safety courses.

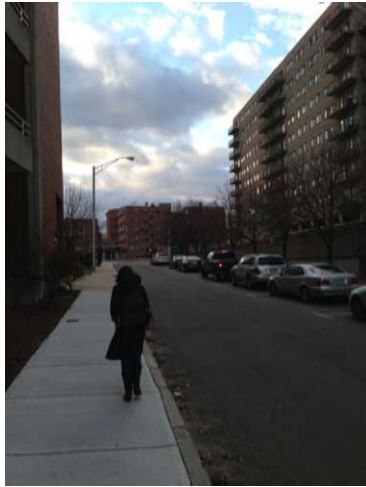
Clearly define pedestrian zones

This short-term solution entails painting ladder-style (or zebra-style) crosswalks on multiple intersections (Figure 4.17). This will improve pedestrian safety directly and also begin to establish the fact that Malden prioritizes pedestrians as well as automobiles. This relatively inexpensive and quick solution will better establish the multimodal nature of Malden's streets and encourage people to walk to their destinations.



Figure 4-17 — Well-marked pedestrian crosswalk
This ladder-style crosswalk, along with clear signage, makes clear where the safe pedestrian zone is.

Source: grimlocke.bostonbiker.org



Source: Anderson

Figure 4-18 — Poorly lit street
Garnet Street in Downtown Malden has insufficient lighting and street activity, creating a dark, unwelcoming environment for pedestrians.

Improve the pedestrian experience

Many of Malden's streets lack proper lighting and signage. On Florence Street, Exchange Street, Garnet Street, and other downtown paths this creates an unwelcoming pedestrian environment and makes people feel unsafe (Figure 4-18). One solution is to install better lighting and signage to make people feel like they are walking in a well-travelled, well-maintained environment where they can feel at ease (Figure 4-19).

Improve pedestrian safety and comfort

Certain intersections downtown prioritize cars over pedestrians. This leads to long waits, hurried runs across the street, and danger for those traveling on foot. Lengthening crosswalk countdowns, combined with more ladder style

crosswalks, will make crossing streets on foot safer and more comfortable.

Redesign streets to help pedestrians cross

This long-term solution seeks to create infrastructure that prioritizes the pedestrian experience. This is the most expensive pedestrian intervention as it requires creating bulbouts (Figure 4-20), refuges (Figure 4-21), and raised crosswalks. These infrastructure improvements will attract and keep pedestrians in the downtown, leading to increased foot traffic for businesses and a more lively and populated downtown Malden.

Install parking guidance signage

The first element of a downtown Malden wayfinding system, outlined earlier in this



Source: flickr user talk2wink

Figure 4-19 — Well-lit street
Harvard Square has sufficient lighting and street activity, creating a vibrant pedestrian environment.



Source: Ed Meng

Figure 4-20 — Pedestrian friendly "bulbout"
This bulbout in Cambridge slows traffic and decreases the distance pedestrians have to travel to cross a street



Source: Calm Streets Boston

Figure 4-21 — Pedestrian refuge
This pedestrian refuge on Mt. Auburn Street in Cambridge, Massachusetts, divides the street in two, allowing pedestrians to rest and focus on traffic moving in one direction at a time.

chapter, would direct drivers entering the neighborhood toward the most convenient available off-street parking. Visitors arriving by automobile can then quickly choose which lots to park at, and will not be required to circle the streets, adding congestion to roads with limited space. Signage that connects to a central parking system and communicates price and availability of area parking can be an effective tool in controlling congestion and encouraging visitors to seek parking in lots that have capacity rather than a lot that may be more convenient but has fewer or no available spaces. These signs can also be programmed for traffic alerts, street closures, and/or event

parking specifics. The real-time parking data can also be published on the web, and a smartphone application can be developed that guides visitors to their desired parking space.

Install pedestrian wayfinding signage

One of downtown Malden's strengths is its density of retail and services. Malden's pedestrian wayfinding system should focus on how easy it is to reach local destinations. Placed at strategic locations where pedestrians often enter and leave downtown Malden, including the T station and bus stops, these

guides can serve as an introduction to the neighborhood and can help orient the user to the density and richness of options in Malden. It can also incorporate city branding, and with dynamic next bus signs, can also give information on transit and bicycle infrastructure.

As the Bike to the Sea Trail continues to develop, wayfinding signage should be installed on the sections running through Malden that direct cyclists downtown. Signage in downtown Malden itself should reference the location of bike racks and Hubway stations.

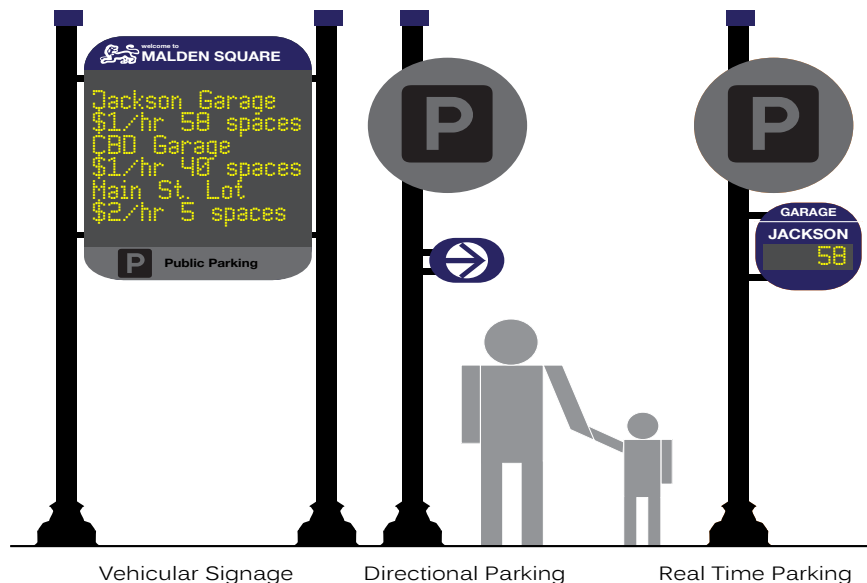


Figure 4-22 — Sample signage

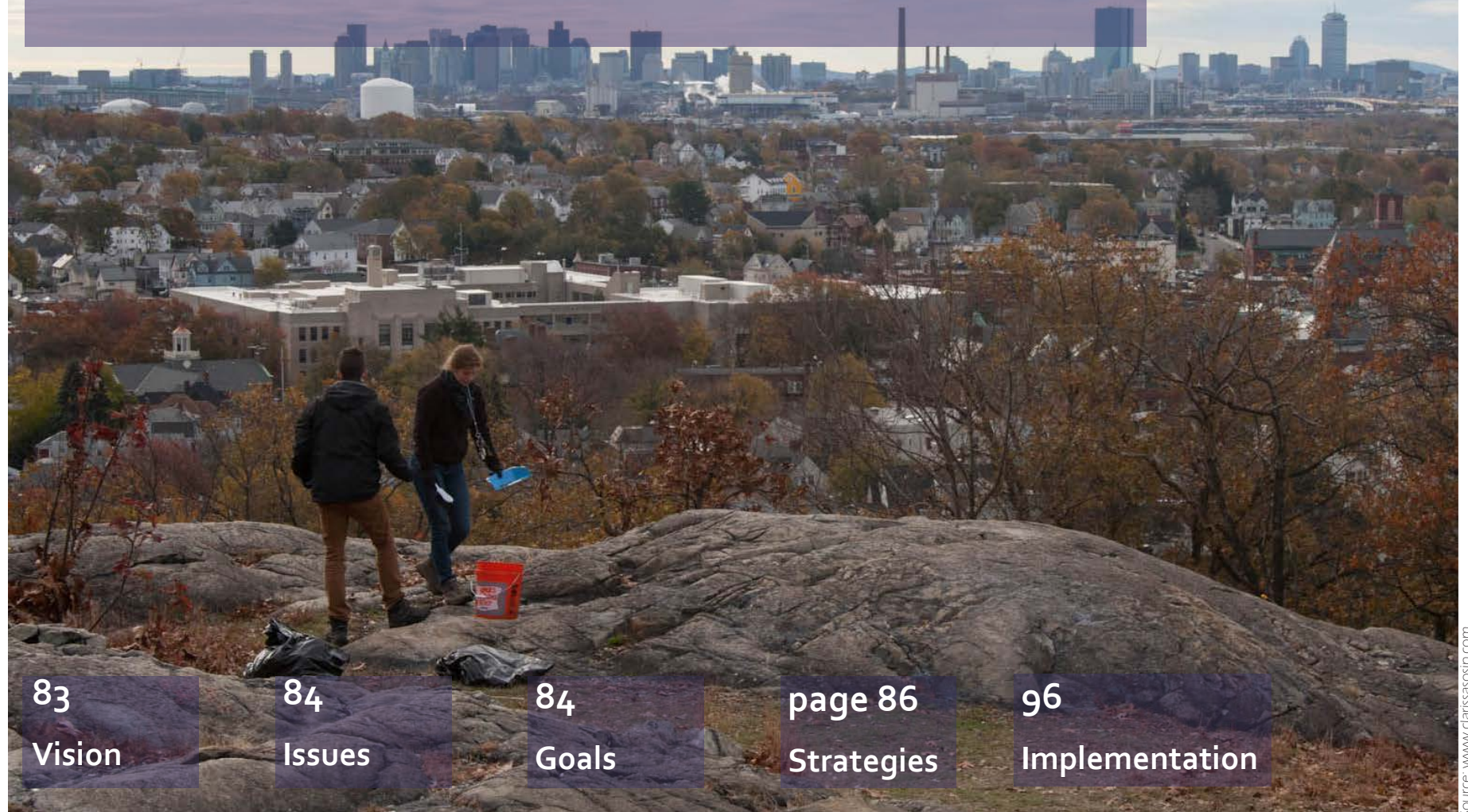
Dynamic real time electronic signs can direct visitors to available and existing parking capacity, allowing the city to best monitor and manage its parking supply while also reducing congestion on area streets.



Figure 4-23 — Example of informational kiosk

This figure shows a potential wayfinding information kiosk at a new bus shelter. This kiosk shows how people can get around and potential key services a person might need, and it has the ability to incorporate the city's branding.

NATURAL SYSTEMS & OPEN SPACE



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Source: www.clarissasosin.com

Vision

Malden has a wealth of natural resources and open spaces, including the River Route and Waitts Mountain, that offer great recreational and ecological opportunities. Currently, however, many open spaces are underutilized by the public, and many residents are unaware of the environmental and recreational benefits and possibilities nearby. This plan proposes creating an open space and natural systems network that celebrates Malden's environmental history, connects visitors and residents to various districts, open spaces, and natural resources, and sets Malden apart as a local leader in sustainability.

The plan will build on the city's assets by focusing on three key strategies. The city, organizations, and community members will reinvigorate downtown by establishing a River Route, transforming under-activated spaces into landscaped, maintained "Green Spots," and creating a central open space at Government Center for community gatherings. The new open space system will transform streetscapes and public spaces into welcoming, multi-functional, and ecologically-friendly spaces that combat public safety fears, promote public health, and unite the Malden community.

Goals of the 2010 Open Space and Recreational Plan (MAPC, 2010):

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

(Forsyth, 2012)

Existing assets

- Waitts Mountain
- Coytemore Lea Park
- Small pockets of open spaces downtown
- Active, engaged community members eager for improved, additional open spaces
- River Route along the Malden River and Canal

Issues

Inadequate public open space

Government Center Plaza is the only publicly owned and publicly accessible open space in downtown Malden. Recreational facilities like McDonald Stadium and Callahan Park and parks such as Coytemore Lea and Waitts Mountain are important open space assets that are currently underutilized. There are also limited spaces for informal gathering and community events.

Safety Concerns

While some community members said they enjoyed walking downtown, many others expressed concern. Scarce public seating is an issue for seniors as well as business owners. Infrequent and poorly-located public street lighting, as well as the presence of the homeless population, are also issues of concern for locals. Interrupted sightlines throughout downtown further contribute to the perception of danger downtown.

Abandoned and underutilized spaces

The prevalence of underutilized surface parking lots as well as poorly maintained existing parks and other recreation facilities on the edge of downtown contribute to a pervading sense of neglect downtown. The lack of natural elements such as street trees and landscaping along major downtown streets add to an atmosphere of abandonment.

Disconnection between natural features and existing amenities

The Bike to the Sea trail and the Malden River are disconnected and not visible or easily accessible from downtown Malden. Open spaces on the periphery of downtown including Coytemore Lea Park and Waitts Mountain are also cut off from the downtown core.

Goals

Create a citywide, visually linked open space network of safe, aesthetically-pleasing, interactive open spaces

A connected open space system would outline a clear structural pathway through downtown as well as promote community interactions. This could connect activity centers with public art, improved green spaces, helpful signage, and creative programming. High quality public spaces would improve the pedestrian experience and increase local property values. As housing density increases in the downtown, increased public open space would provide additional space for individuals to meet, relax, exercise, and play.

Honor and celebrate the history of the Malden River

The Malden River is a local ecological asset that should be celebrated in Malden's built environment. This could be accomplished by referring to the historical course of the Malden

The River Route

The River Route is a short pedestrian pathway along the Malden Canal. The Malden River formerly stretched north through downtown to Coytemore Lea Park but was later sunk underground in the 20th century. Malden Canal is what currently remains above ground.

River through a distinct linear pathway. The pathway would build upon the existing River Route and include historical and educational components downtown, paired with complete street designs.

Incorporate ecological functions into new and existing open spaces

A guiding framework and list of contemporary design best practices would allow the city to incorporate ecologically functional infrastructure into new open spaces, existing and new streets, and public spaces throughout downtown. As portions of the city are rebuilt by both the public and private sector, the downtown could be transformed into an ecologically functional district and an efficient, clean city.

Activate Government Center as downtown's premier open space asset through programming, landscaping, and safety measures

Given its location and status as the gateway between the T station and Malden Square, Government Center Plaza is uniquely poised to welcome visitors to downtown Malden. Natural elements, open space, street furniture, and community-based programming could all help establish Government Center as the premier public space for downtown Malden.

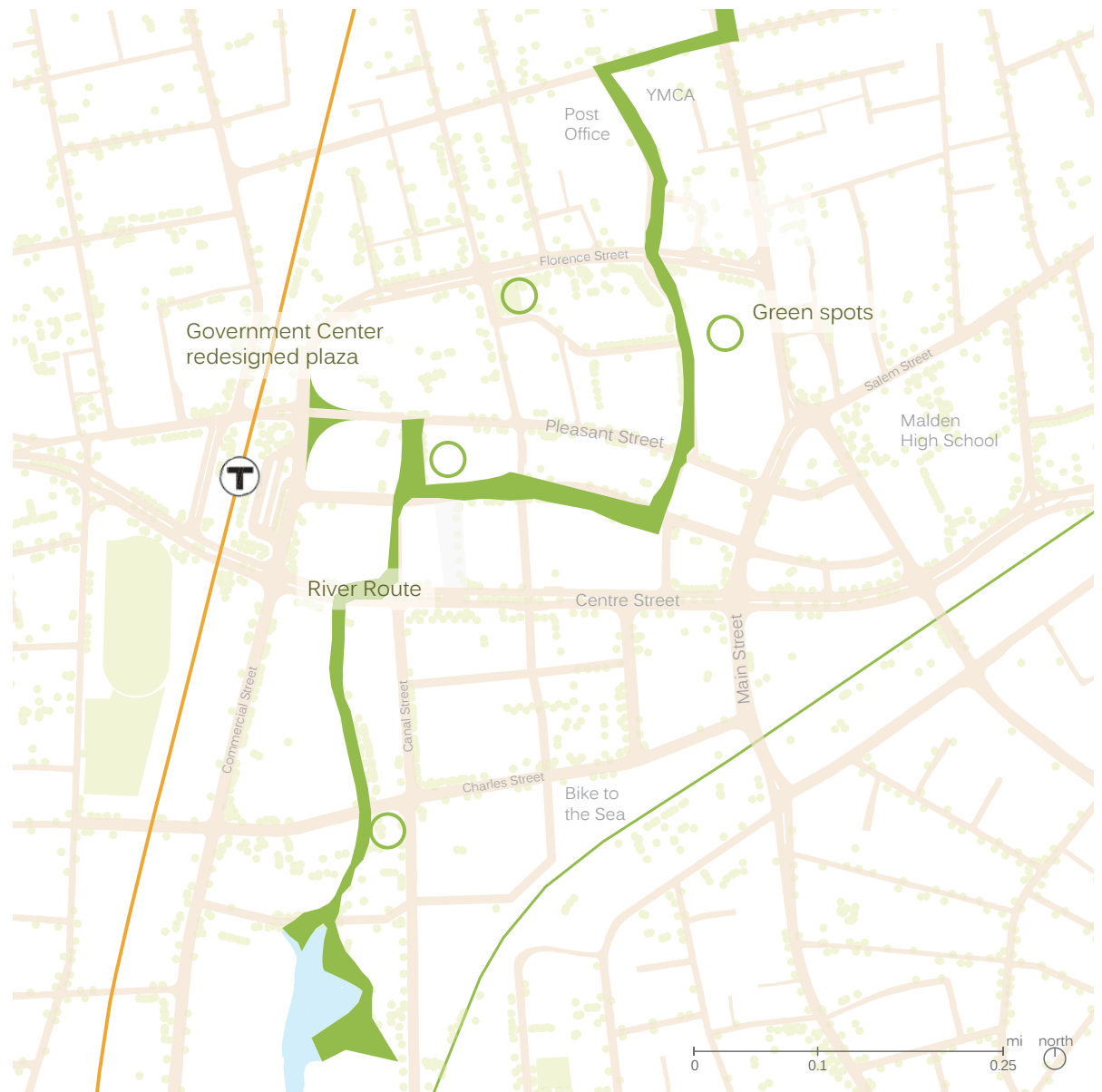


Figure 5-1 — Strategies

The three proposed strategies outlined in the open spaces and natural systems plan in Malden include implementing green spaces in the form of the River Route, Green Spots, and a new Government Center Plaza.

Strategies

Create a new River Route: a pedestrian-oriented, on-street network that links key open spaces and trail networks while building on the history of the Malden River

The current River Route is underutilized and geographically isolated from the downtown and other open spaces. This plan proposes a multi-modal and pedestrian-oriented street network that will extend from the Bike to the Sea trail north to Waitts Mountain. The pathway would not only connect the north to the south and downtown to more natural settings by the river, but would also serve as a gateway to historic Malden. The River Route would honor the original route of the Malden River while providing a scenic, maintained space for residents and visitors to walk, bike, and exercise.

The River Route would further build on current assets and activate open spaces in downtown by connecting major civic and public spaces. The route would also connect high priority green spots outlined in the Strategy 5.4.2.

The improved River Route would pass through downtown Malden and near historic landmarks like the Malden Public Library, opened in 1885, also known as the Converse Memorial Building (Malden Public Library, 2013). The River Route would also create

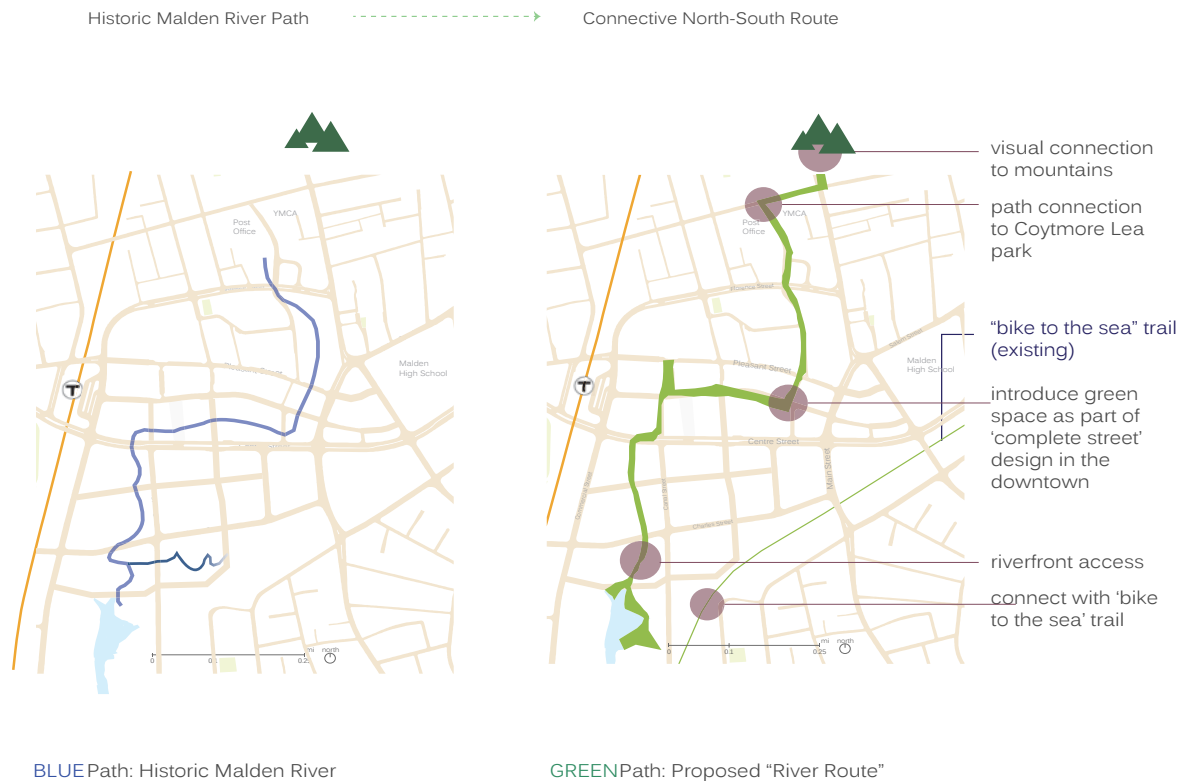


Figure 5-2 — Proposed River Route

The proposed extension of River Route will go north through the downtown and connect Coytemore Lea Park and Waitts Mountain.

Malden's Natural Systems

Malden's natural systems and open spaces have historical significance beyond the former path of the Malden River. Many local parks have been used in the city since the 19th century, including Coytemore Lea Park, along the proposed river route. Frederick Law Olmsted, the celebrated 19th century landscape architect, designed a park system for Malden that includes Fellsmere Park and Pond (MAPC, 2010).

newly-landscaped areas and enliven the streets by promoting foot traffic, thereby supporting local commerce. Increased outdoor activity and additional eyes on downtown streets would ultimately make downtown Malden a safer neighborhood.

The pathway would further serve as the framework for a revitalized open space plan. The historical path of the Malden River could be commemorated through public art, green spaces, wayfinding, and programming.

The guiding principles for the River Route include the following recommendations:

1. Extend the River Route, which celebrates the cultural and environmental history of downtown Malden, and create an aesthetically pleasing wayfinding path connecting Waitts Mountain to the Malden River via downtown Malden.
2. Incorporate complete street designs into the length of the linear way.

3. Establish zoning regulations that facilitate the development of the River Route and would protect the pathway from parking or other construction and mitigate noise or visual impacts of the pathway on neighboring areas (MAPC, 2010, p 249)

4. Form a conservancy or "friends" group that would be responsible for the maintenance and management of the River Route using a model inspired by the Rose Fitzgerald Kennedy Greenway Conservancy in Boston.

5. Implement proposed comprehensive open space maintenance and snow upkeep policies.

6. Bolster public safety initiatives along route through patrols and lighting.



Source: en.wikipedia.org

Figure 5-3 - Malden's historic open spaces
A 1906 image of Coytemore Lea Park, one of Malden's many historic parks, which residents and visitors continue to frequent today.

Precedent: Indianapolis Greenways

Indianapolis, Indiana has a citywide system of linear open spaces called the "Indianapolis Greenways." The master plan for this system was created in 1994 and currently consists of 59 miles of trails connecting many urban neighborhoods. One of the system's more popular trails is its downtown Cultural Trail, an eight-mile urban bike and pedestrian pathway that connects Indianapolis's cultural district to other trails and neighborhoods (Indy Parks, 2013). Indianapolis has also been praised for its Complete Streets initiatives, and is ranked number one by Smart Growth America's evaluation of top Complete Streets policies (Dodds, 2013).



Source: it155.photobucket.com

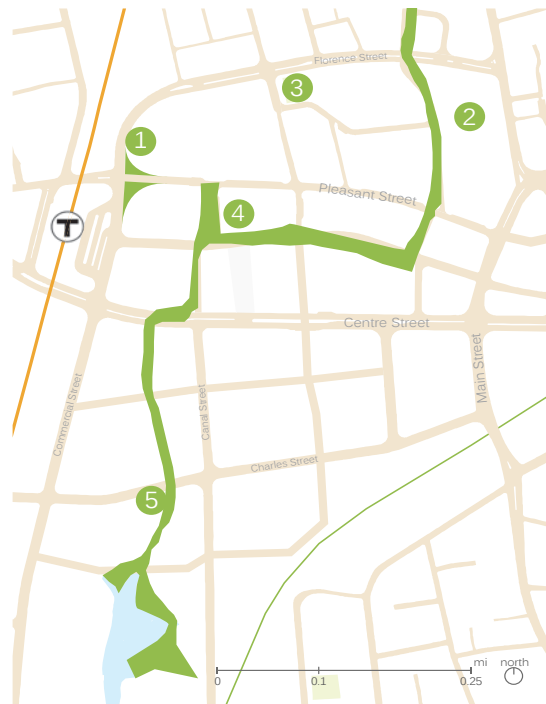
Figure 5-4 - The Indianapolis Cultural Trail
The Cultural Trail in the Indianapolis Greenway System acts as both an active downtown crossroads and a connector to pathways that run county-wide.

Precedent: Millers River Littoral Way, Boston/Charlestown, MA

Millers River was a small estuary between Charlestown and Boston that extended more than a mile inland from the bay, stretching past Bunker Hill College, the site of the Cambridgeside Galleria, and up

through Union Square in Somerville (Ross Miller, 2013). The river was once used as a sewer and dumping ground for Boston's industries until it was later filled in (Jaquith, 2008). Today, Millers River Littoral way

is a 2,000 foot long pathway that traces the historical trajectory of the river, lined with colorful light poles and public art that celebrate the river's history and local past (Jay, 2011).



	Current + Proposed	Proposed Use:
1 Malden Towers Park Private 29,700 SF		 <ul style="list-style-type: none"> - Activated space through programming + public art - Bioswales - Planting of native or context appropriate species - Free public wifi
2 New England Hair Academy + Parking Public 13,500 SF		 <ul style="list-style-type: none"> - Creation of a pocket park - Outdoor seating - Raised planters - Public art or mural on parking garage and/or New England Hair Academy
3 Heritage Apartments Park Public 25,000 SF		 <ul style="list-style-type: none"> - Ensured public access, particularly for those at the Senior Center - Planting of native or context appropriate species - Free public wifi
4 160 Pleasant St Apartment Corridor Private 2,400 SF		 <ul style="list-style-type: none"> - Green alley connecting Pleasant St onto Exchange St to Stop 'N Shop - Permeable pavement - Planting of native or context appropriate species
5 Canal St Parking Private 9,000 SF		 <ul style="list-style-type: none"> - Parklet as a node on the Malden River Route - Raised planters - Outdoor seating for customers of New England Coffee Co. and proposed stadium

Figure 5-5 — Proposed Green Spots

The five proposed locations for Green Spots in Malden.

Source: bbjtoday.com/blog, www.greengaragedetroit.com, www.drainfo.com, www.flickr.com, inspireyourenvironment.com

Precedent: “Depave”, Portland, OR

“Depave” is non-profit organization in Portland, Oregon that actively removes “unnecessary pavement” in order to improve stormwater management, create community green spaces, and educate residents about the social and environmental impacts of pavement (Depave, 2013). The organization is successful because it embraces a low-tech, labor-intensive, and volunteer-led process that creates community ownership of the new public spaces. This strategy is critical because maintenance of everything from bioswales to playgrounds requires continued community support and coordination. Working with leaders from depave, community members in Somerville, MA initiated a successful project in 2010 (Groundwork Somerville, 2013).



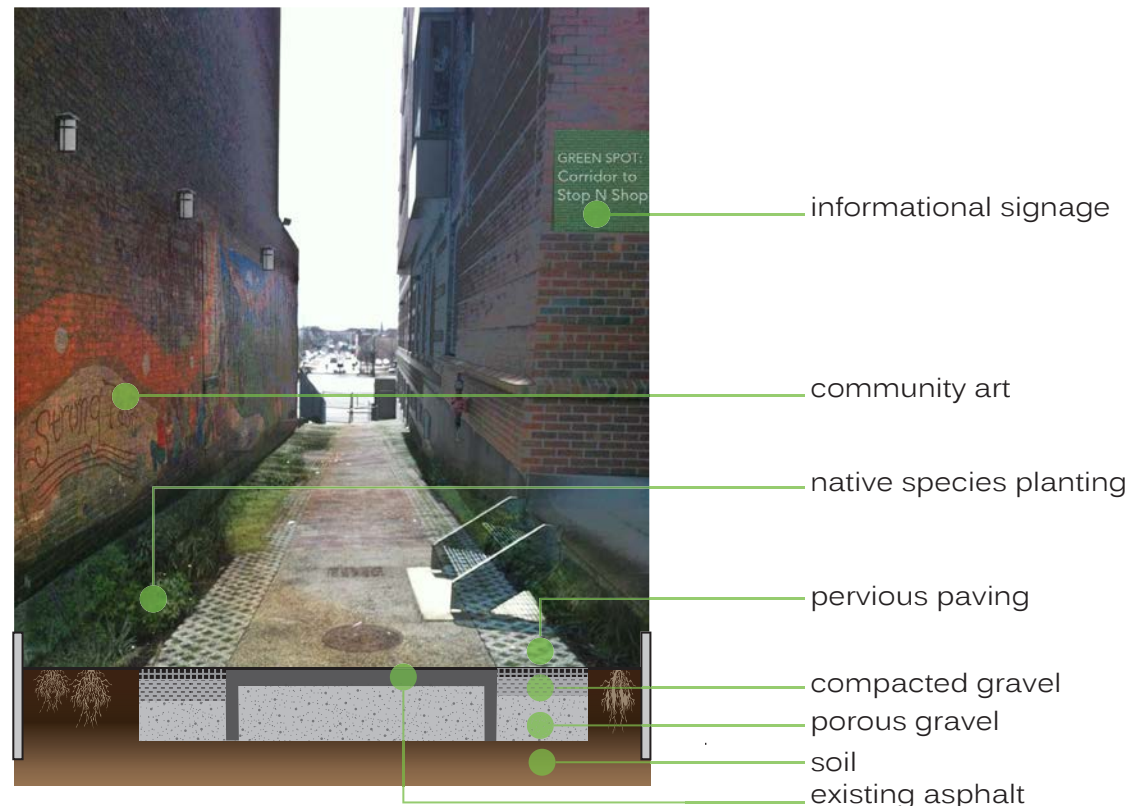
Source: depave.org

Figure 5-6 - “Depave” volunteers in action
“Depave” volunteers transform a parking lot into a vibrant garden.

Activate underutilized “in-between” spaces in downtown Malden to create a series of lively Green Spots.

To complement the River Route, five sites were selected as the future locations of small, activated public spaces, or Green Spots. These

sites currently detract from the downtown pedestrian experience, and are referred to as “in-between” spaces that have the potential to be activated and improved. By embedding ecological functions into green spots, these targeted investment would also improve water management in downtown. Through a variety of interventions, this strategy seeks to turn those in-between and underutilized



Source: Jennifer Lee

Figure 5-7 — Malden's alleyways transformed

By turning the existing alleyway at 160 Pleasant St, left, into a Green Spot, right, the passageway could serve as an improved pedestrian passageway, community gathering space, and provide important stormwater management infrastructure.

Precedent: “Parklets”, San Francisco, MA

“Parklets” are small open spaces that creatively repurpose on-street parking spaces. The successful San Francisco Pavement to Parks program is a partnership between the city’s planning, public works, and transportation departments (Arieff, 2009). Its mission is to coordinate the creation of privately funded parklets in order to enhance the city’s streetscape. Business owners build, maintain, and program parklets and in doing so, activate the public streetscape and improve their own businesses. The SF Pavement to Parks program oversees the design and implementation of parklets, but its role is primarily planning and regulatory—business owners and their patrons become the champions of these small urban spaces (Rebar, 2013).



Source: rebargroup.org

Figure 5-8 - Permanent parklets

A permanent parklet created by Rebar Studio, an interdisciplinary San Francisco-based design studio.

spaces into lively green spots that encourage users to linger and that incorporate green infrastructure, such as pervious pavement to manage stormwater runoff.

Water catchment systems diminish the pressure on existing stormwater management infrastructure and prevent polluted water from draining into the Malden River. While specific designs do not apply to each Green Spot—each project has to fit the context and community needs of the immediate surrounding—the focus on a water catchment system is paramount. By incorporating shallow planted depressions and proper soil drainage into areas of downtown Malden, rainwater can better penetrate the ground. The root systems of native or cultivated plants help water penetrate into the ground so polluted water, which otherwise drains into the Malden River, can be cleaned more naturally (MetroBlooms, 2013). Additional use of permeable paving offers similar benefits to the stormwater management system (Green Streets NYC, 2013).

Green Spots would dramatically transform underutilized “in-between” spaces into beautiful community places and helpful pedestrian links. The alley behind 160 Pleasant Street is currently poorly lit, entirely hardscape, and generally unwelcoming. This improved space, as a Green Spot, would incorporate useful informational signage, improved lighting, community art, stormwater

management infrastructure, and native species plantings.

Through evidence from the community participation process, precedent research, and GIS analysis of the specific sites, a list of eight guiding principles was developed for all new Green Spots:

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

Reimagine Government Center Plaza, if the Center remains

This plan's objective is to establish Government Center as the chief public space for the City of Malden's downtown. Open space at Government Center would establish improved pedestrian passages, create a stage for community gatherings, and incorporate nature into the city's center.

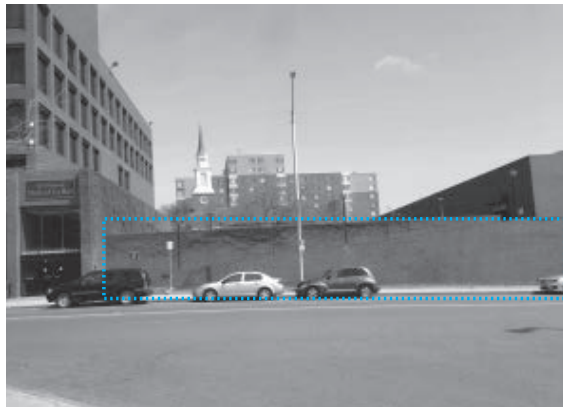


Figure 5-9 — Barrier wall at Government Center
The demolition of the existing barrier wall between Government Center Plaza and the T station would improve Malden Center's pedestrian circulation and the perception of safety.

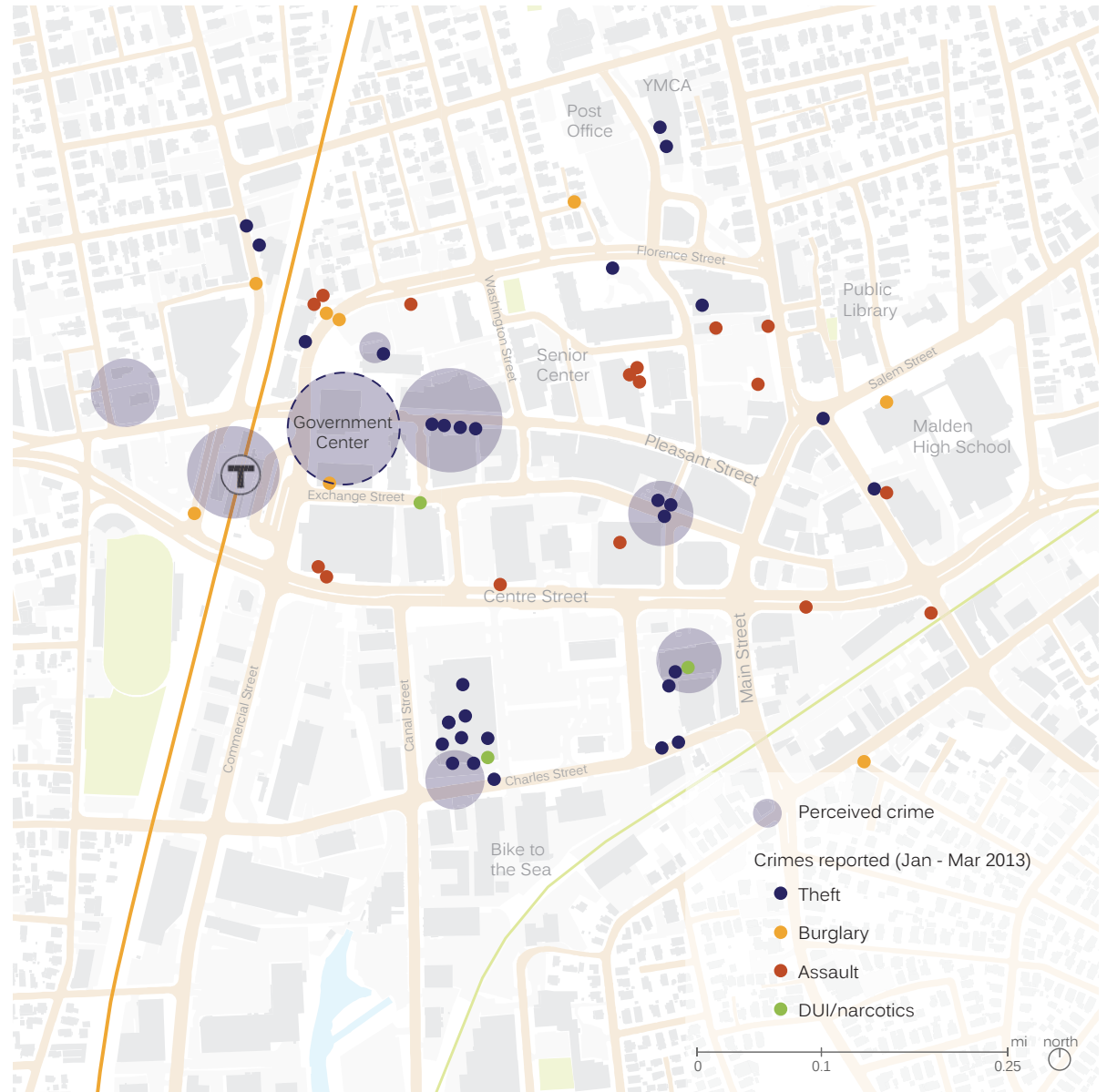


Figure 5-10 — Perceived versus actual crimes
Additional lighting and other proposed safety measures would address the high perception of fear around Government Center Plaza, indicated by recent safety audits.

Malden Residents Speak Out Regarding Government Center

Community members from several participation groups, including business owners and the Chinese community, commented on the convenience of Government Center's proximity to the regional transit system and downtown. With these factors in mind, as well as the high cost of building demolition, several residents have suggested an alternative

scenario, should the Government Center Plaza remain in its current location. Those who had positive views on the location of the building nevertheless provided feedback critical of the look, feel, and activity of the Government Center Plaza.

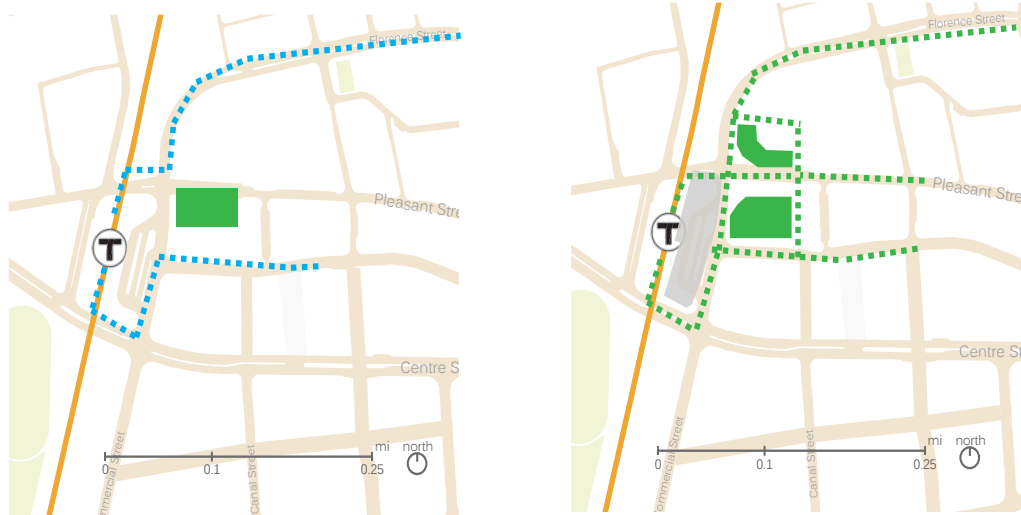


Figure 5-11 — Foot traffic patterns around Government Center Plaza

These diagrams display current foot traffic patterns, left, and potential foot traffic patterns, right, in the event of a Government Center relocation

Pedestrian passage

One advantage of the present Government Center Plaza is its proximity to Malden's transportation hub on the west and the commercial center of Pleasant Street on the east.

At present, however, the plaza is a visual barrier between these two regions because of the wall on the Commercial Street side.

The first, and most pressing, aspect of the proposal is to demolish this wall to allow for clearer, uninterrupted sight lines, and for the plaza to be the seam that holds these two distinct regions together. The removal of the wall would facilitate pedestrian traffic between downtown and the Malden T station. With the wall removed, the ADA accessible ramp would be relocated to the north entrance of Government Center and the current grade would be adjusted to integrate with the would be adjusted to integrate with the existing streetscape.

Establishing the plaza as a place of circulation would enliven the space with activity and help

Malden Residents Speak Out Regarding Community Space:

Many community members expressed the desire for a communal gathering space and noted that their community events currently occur in parking lots, private homes, and within churches due to the lack of safe, open spaces to occupy.

reduce the perception and presence of crime. Incorporating wayfinding signage from the T station to the central downtown corridors would encourage activity through the plaza and orient pedestrians. Finally, plaza lights, safety mirrors, and call boxes would ensure a sense of security.

Community gathering

The second motivation for reconfiguring Government Center Plaza is to facilitate informal community gatherings and formalized events. This plan aims to make the plaza a “Town Common,” a place of entertainment, leisure, and commerce.

The plaza would function as an urban park that acts a place of repose and as a center for civic and cultural events. The introduction of chairs in place of benches within the plaza would provide comfortable resting places for casual strollers, and would discourage people from sleeping in the plaza throughout the night. The seating would be artistic and flexible, allowing for changes in arrangement. This seating would allow the plaza to operate not only as a passageway, but also as a meeting place and as a theater. It would allow the community to define, determine, and occupy the space in ways that are pleasurable, efficient, and comfortable to them. Internal signage, public art, and monumental displays could echo the commemorative aspects in the River Route, continuing the idea of Malden’s open spaces as a “moving museum” and linking

historic Malden to its emerging populations in an iconic fashion.

Connection to nature

Malden hosts a wealth of green spaces, including a network of open spaces designed by Frederick Law Olmsted in the 19th century. Today, however, the presence of green spaces has essentially vanished within the downtown area. The public participation process suggested that residents are dissatisfied with downtown Malden’s lack of central green space, shaded areas, or landscaping.

This plan reimagines the plaza as an urban park where trees provide shade and bright flowers attract visitors. Landscaping interventions would include depaving portions of walkways to increase ecological sustainability and integrating native plants that will be selected to honor Malden’s ecosystem. Informational plaques would highlight the landscaping of the plaza. The renovated Government Center plaza would celebrate Malden’s history, highlight its natural systems, and bring together the community.

Reimagine the Government Center Plaza, if City Hall and the Police Station are relocated

If Government Center the police station are relocated, the new design must take into account the role of open space in the newly-created intersection where Pleasant Street is

extended through Commercial and Florence Streets.

A landscaped, linear plaza along the southern edge of the Pleasant Street extension would strengthen the connection between the T station and Malden Square. This public open space would attract pedestrian traffic from the T Station and funnel attention down Pleasant Street past the new buildings on either side of the street extension. The linear plaza would be linked to the existing pedestrian island just north of the T station with an improved pedestrian crosswalk. Additionally, the view framed by the plaza and building setback created by the open space would draw people from the T station down Pleasant Street. The opening would create visibility for Pleasant Street businesses and for the First Church of Malden, an important historical asset and urban design feature of downtown Malden.

The construction of a “woonerf” (a street shared equally by pedestrians, cyclists, and motorists) on the Pleasant Street extension would establish the pedestrian-oriented nature of this corridor. The woonerf would serve a dual purpose, functioning as a stormwater management device constructed out of permeable pavers as well as a traffic calming device that makes the area more amenable to foot traffic.

This portion of Pleasant Street could be temporarily closed to allow only pedestrian traffic, creating a large, continuous public plaza. The large open space created by closing

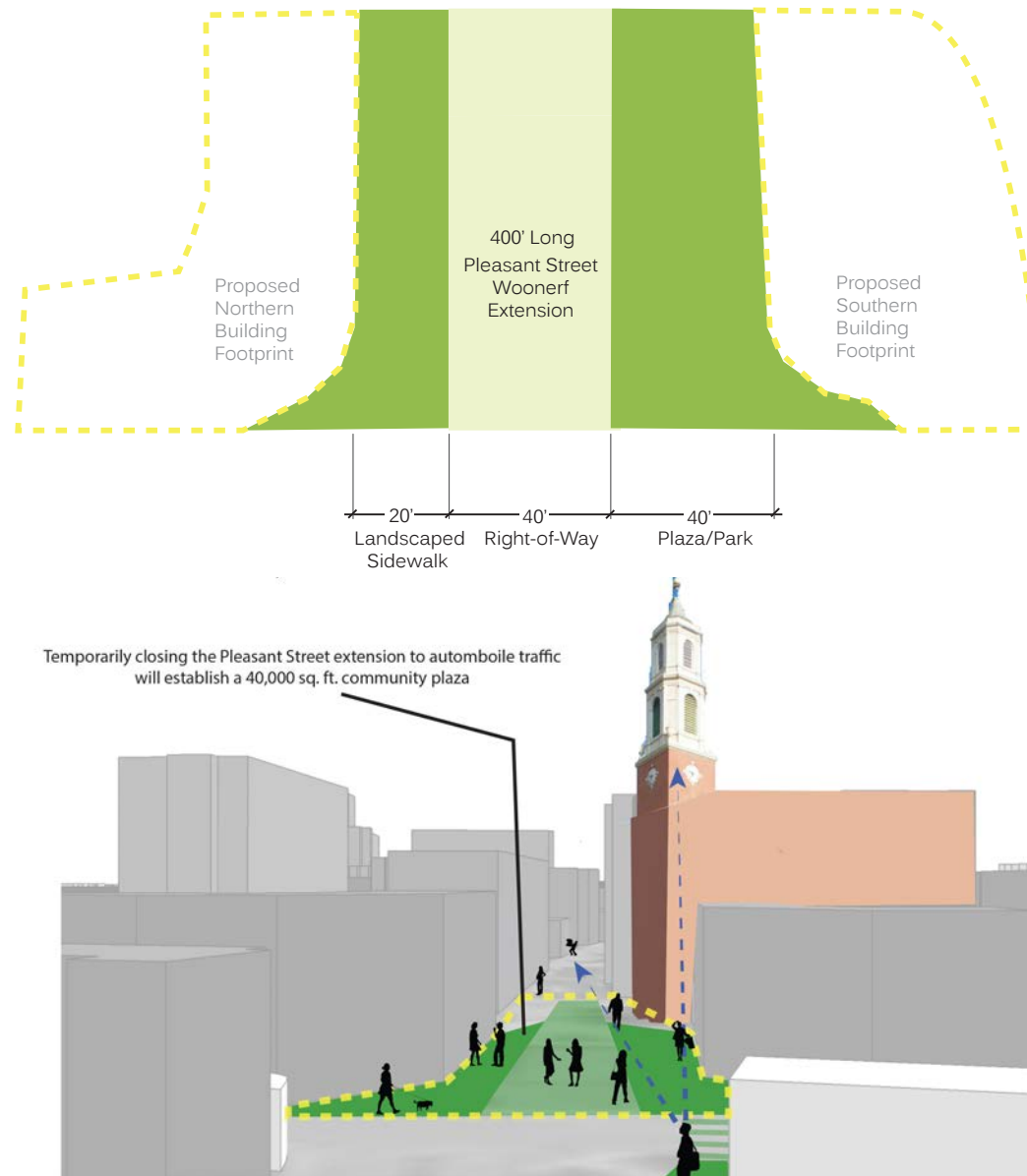


Figure 5-12 — Plan for Pleasant Street extension

This diagram shows one possible configuration of the dimensions of the Pleasant Street extension, the new public plaza, and the relationship between open space and new building footprints at the intersection.

the woonerf portion of the Pleasant Street extension could create a public plaza as large as 40,000 square feet, an area suitable for a range of events, such as a farmer's market and other community-oriented activities. This plaza would be a more successful community open space than the current Government Center Plaza due to its increased visibility and accessibility. Guiding principles for proposed open space on the Government Center site include:

1. Install highly visible, ecologically functional landscaping in the new plaza; in the short-term, employ low-cost planters and eventually transition to proper at-grade planting where appropriate.
2. Provide comfortable seating that encourages use of the plaza as a gathering space as well as serving nearby ground-floor retail businesses and restaurants.
3. Develop a programming strategy that makes use of the full public plaza that is created when the Pleasant Street woonerf extension is closed off to automobile traffic.
4. Coordinate with public works and transportation departments for shared-street design and stormwater management plans.
5. Seek community or business support; encourage private investment in this public space to benefit the economic development of all of downtown Malden.

6. Establish proper plaza dimensions, right-of-way dimensions, and building setbacks when the site is redeveloped in order to maximize open space and encourage visibility and physical connections between the T station and Pleasant Street storefronts.

Increased foot traffic created by the proposed open space design in the plaza would benefit

both new and existing retail destinations. The redesigned community space would be more accessible and more easily programmed than the current Government Center plaza and the opening up of Pleasant Street would dramatically improve the connections between the Malden T station and downtown.



Figure 5-13 — A vision for Pleasant Street

The image above displays a rendering of a how Government Center Plaza and Pleasant Street could appear after proposed interventions. This inviting open space would simultaneously serve as a public gathering space, a corridor that functions as a link between the T Station and downtown Malden, and a redevelopment asset that attracts, promotes, and helps sustain new business activity.

Source: milestoneimports.com

Implementation

To achieve the goals addressed through the three strategies discussed in the previous section, a proposed implementation strategy will include a variety of short term approaches that can easily be achieved within the next few years. These include some quick win scenarios, such as simple landscaping options and the creation of a few Green Spots on publicly owned property.

In addition, there are larger projects that will require investment and attention from the city, business investors, and private developers over a longer horizon. Such projects include the completion and maintenance of the entire River Route, and the redevelopment of Government Center Plaza should City Hall be relocated.

In order to implement these strategies, the City of Malden will need to partner with private actors—business owners, investors, and developers—to come up with a strategy for establishing and maintaining the open space assets suggested in this report. Some of the interventions will directly impact business owners, or will need to be established on privately-owned property. Securing buy-in from these private actors is a necessary step. The establishment of a local conservancy or main street organization that is willing and able to mobilize businesses and property owners to invest in community resources will be essential.

Without adequate public-private partnerships, this plan can never be implemented in more than a piecemeal fashion. If, however, everybody buys into the plan as a whole, Malden's environment will be enhanced in a way that benefits the public, invigorates local businesses, increases property values, and addresses ecological concerns.

To this end, the city should engage with an existing conservancy or seek funding for the support and creation of a new conservancy for the management and maintenance of Malden's River Route and newly created open space assets.

Malden could structure a maintenance deal with a local conservancy that is modeled after the partnership between the city of Boston and the RFK Greenway Conservancy. Possible partners for the management and maintenance of Malden's River Route include:

- 1) Bike to the Sea, Inc.
- 2) Mystic River Watershed Association
- 3) Massachusetts Environmental Trust and the Executive Office of Environmental Affairs

Bike to the Sea, Inc. is a charitable, non-profit 501(c)(3) corporation that promotes bicycling and bicycle safety in the Malden area (Bike to the Sea, 2013). Funds raised at the event "B2C Day" have been donated to develop a preliminary design and cost estimate for the bicycle trail itself and an aerial survey of

Precedent: Rose Fitzgerald Kennedy Greenway Conservancy

The Greenway is a 15 acre, 1.5 mile park located above the eight lane highway tunnel that was created by the "Big Dig" project. According to the RFK Greenway Conservancy website, the Greenway is owned by the Commonwealth of Massachusetts but is managed and operated daily 7 a.m. to 11 p.m. by the nonprofit Rose Fitzgerald Kennedy Greenway Conservancy through a lease agreement with the Commonwealth of Massachusetts. The Conservancy's operations have been funded through private donations, endowment income, and revenue (60 percent of the funds for the park, combined) as well as state support (the remaining 40 percent) (Greenway, 2013).

potential future routes. Members also promote safer streets for bicyclists, better parking at MBTA stations and bicycle commuting to Boston. B2C works with MassBike, Rails to Trails and East Coast Greenway.

Bike to the Sea is a well-organized group with strong ties to Malden, and would likely be amenable to the idea of working to achieve and maintain the complete-streets aspects of the River Route. However, Bike to the Sea is a volunteer-only organization, without much funding, and they are chiefly interested in bicycle-related planning efforts. Their interest and capacity to be involved in the more place

bicycle-related planning efforts. Their interest and capacity to be involved in the more place-based and sustainability-oriented aspects of the comprehensive open space plan for downtown Malden is thus unclear.

The Mystic River Watershed Association mission statement is “to protect and restore the Mystic River, its tributaries and watershed lands for the benefit of present and future generations and to celebrate the value, importance and great beauty of these natural resources” (MyRWA, 2013). The Malden River is a direct tributary to the Mystic River, and much of Malden (including all of downtown and the area between Waitts Mountain and the Malden River) is within the Mystic River Watershed. Therefore, any efforts to improve the quality of runoff within this area will be of concern to the MRWA.

Through funding from the Massachusetts Environmental Trust, the MRWA has published an Urban Trail Map for the Mystic River and its Tributaries. The incorporation of the River Route into this system of urban trails has a great deal of promise. “The goal of this map is to help watershed residents find their way to river access points in order to encourage healthy enjoyment of the river. The map will highlight unique ecological features and environmental conditions from Medford to Chelsea.”

The MRWA has identified the Malden River as an impaired waterbody due to “organic enrichment/low DO, pathogens, oil & grease,

taste, odor & color, suspended solids, and objectionable deposits” (MADEP, 2006, p 22). Thus, improvement of the watershed area that would be affected through stormwater interventions in and around downtown Malden will be of primary concern for the MRWA (MyRWA, 2013).

The MRWA is primarily concerned with water quality issues, and so showcasing the green infrastructure devices and low-impact development techniques suggested in this report as part of the River Route and the comprehensive downtown open space plan will mesh well with their goals. Furthermore, the MRWA has specifically identified the industrial history of Malden, lack of open space in the area, and poor public access to rivers and brooks as key environmental issues that affect the watershed. (See question “What Environmental Issues Affect the Mystic River Watershed?” at <http://mysticriver.org/faqs/> for more details). However, the MRWA is a small organization that primarily achieves its vision through partnering with citizens’ groups, universities, businesses, and government agencies, and so may lack the funding and capacity to contribute significantly to the creation and maintenance of the River Route and other open space interventions suggested in this report.

The Massachusetts Environmental Trust and the Executive Office of Environmental Affairs provide additional sources of funding and technical support. Since 1988, the Trust has

“dispensed over \$17 million through nearly 650 grants to organizations which have in turn made a remarkable impact on protecting and enhancing the state’s water resources” (Mass.gov, 2013). The Massachusetts Environmental Trust is one of the state’s largest sources of funding for water quality initiatives. As its goals are to improve and safeguard the quality of the waterways throughout Massachusetts, MET funds nonprofit organizations, municipalities, scientists and educational institutions.

According to the Massachusetts Executive Office of Environmental Affairs, special consideration (such as funding, technical support, and priority) is given to Environmental Justice Communities, such as Malden, which are defined as:

“EJ Populations are those segments of the population that EOEA has determined to be most at risk of being unaware of or unable to participate in environmental decision-making or to gain access to state environmental resources. They are defined as neighborhoods (U.S. Census Bureau census block groups) that meet one or more of the following criteria:

- The median annual household income is at or below 65 percent of the statewide median income for Massachusetts; or
- 25 percent of the residents are minority; or
- 25 percent of the residents are foreign born, or

- 25 percent of the residents are lacking English language proficiency.”

Increasing environmental assets in EJ communities is central toward improving public health and achieving environmental equity. EEA (Executive Office of Environmental Affairs) works to advance urban land conservation, which is a key component in the creation of new parks, trails, urban wilds, and gardens. Additionally, in partnership with DCR, EEA seeks to expand tree canopies in urban areas, particularly in EJ neighborhoods” (Mass.gov, 2013).

To the extent that the River Route will be constructed on publicly owned land or public right-of-ways (or perhaps public easements on private property), a situation similar to the Rose Kennedy Greenway Conservancy’s lease agreement with the state of Massachusetts could be set up between the city of Malden and the conservancy that maintains and manages the River Route.

While the managing conservancy will contribute some significant funding, it is however still necessary to secure substantial financial support from the city of Malden or the state of Massachusetts. Showcasing the Low Impact Development programs and green infrastructure improvements suggested in this report as part of the River Route and downtown open space plan will be essential in garnering the support of the Mystic River Watershed Association. Further funding,

support, and technical assistance (beyond the municipal government of Malden) can be sought from state organizations such as the Massachusetts Environmental Trust (\$5,000-\$100,000) and the Executive Office of Environmental Affairs. All 501(c)(3) organizations and municipalities are eligible to for funding through the trust (Mass.gov, 2013).

In addition to seeking support from the organizations and programs discussed above, a new conservancy could be established specifically for the purpose of creating and maintaining the open space initiatives discussed in this report.

Conservancies, while lacking any formal legal power, can provide invaluable public support for projects that municipal governments may not have the time, staff, or money to give proper attention to. A conservancy is a voluntary, cooperative management of an area by its community and user groups. Groups of individuals, landowners, or businesses who have interests in the state of the environment or the maintenance of an environmental asset may volunteer to be part of a registered committee of a conservancy.

Because forming a 501(c)(3) to start a new conservancy specifically for the management of the Malden River Route and associated open space initiatives can be a complicated endeavor, it is advisable that the city of Malden instead seek to partner with an existing group, business organization, and/or governmental entity. However, a model implementation

schedule of how such a conservancy might be organized is outlined below:

1. Canvass the population of Malden for interest in starting up a conservancy.
2. Hold a public meeting for the purpose of gauging interest and enlisting support.
3. Facilitate discussion between the new conservancy and officials with the city of Malden, in order to obtain guidance and support.
4. Call for nominations of those who wish to serve on the conservancy’s committee.
5. Set aside a date for the committee to meet in order to draft a constitution, mission statement, establishment of future meeting dates, and a formal title for the conservancy.
6. Submit the conservancy constitution to the City of Malden and the State of Massachusetts, where appropriate.
7. Apply for 501(c)(3) status.
8. It is advisable to assess a membership fee, for covering administrative expenses, funding projects, and for giving weight and legitimacy to the conservancy’s standpoints in the eyes of municipal government and the public at large (Gauteng Conservancies Association, 2013).



Vision

Downtown Malden, as defined by the area surrounding Pleasant Street, bounded by Florence Street to the north, Centre Street to the south, Commercial Street to the west, and Main Street to the east, possesses many strengths: a central location, access to public transit, a variety of storefronts, and the presence of a culturally diverse community. This plan envisions a downtown that will use the strategies outlined below to create a vibrant place that caters to a diverse set of residents and visitors, and encourages people to come and linger.

Issues

Underdeveloped downtown character

As it is currently configured, Malden's downtown lacks a cohesive set of attractors to encourage consistently high levels of activity. Residents noted an absence of cultural or entertainment anchors to draw people to Downtown Malden, as well as a relative lack of variety in the current set of retail establishments. Furthermore, most daytime-oriented businesses close before evening restaurant activity picks up and have limited Saturday hours and no Sunday hours on weekends. The result is a pattern of predictably slow pedestrian traffic during certain periods of the day and week. Downtown Malden thus has no consistent

“feel” to give its storefronts and public spaces a sense of continuity. As noted by multiple residents, it would be difficult for an outsider to know when he or she has reached the downtown area.

Limited community meeting spaces and resources

Malden's diverse population creates demand for a variety of civic venues for public events or scheduled programming. Many of these are currently space-constrained or not optimally located. For example, the Chinese-speaking senior population identified a shortage of space



Source: Ellen Nicholson

Figure 6-1 — Underdeveloped downtown character

A view down Pleasant Street, towards Main Street.

and resources for programming at the Senior Center. Similarly, the community mosque is situated in a second-story space on Pleasant Street, which limits its congregation's activity. Even less formal social and meeting places in the downtown have their shortcomings: benches have been removed from Pleasant Street (particularly impacting senior citizens who frequent downtown businesses), and the types of street corners, landmarks, or open spaces that might serve as 'hubs' for activity are inadequate.



Source: Elise Baudon

Figure 6-2 — Perceived and actual safety risks
The recent murder in Malden has left many residents feeling unsafe, as was discovered during public participation.

Perceived and actual safety risks

Despite the location of the police station, security presence around the T station at night is fairly limited. Services provided in the vicinity of Pleasant Street have, at times, made the downtown a destination for the homeless population and individuals recovering from substance abuse issues. Some of these services have been relocated or have discontinued operation, but the perception of their impact on the area's security continues. Business owners commented that they were concerned about this dynamic negatively affecting their customer traffic.

Insufficient business development support

The experience of downtown business owners varies; some indicated that they felt well-supported by the Chamber of Commerce and the city government, but many, particularly minority business owners, were concerned about their lack of decision-making capacity in local business-related activities. For example, multiple business owners seemed unfamiliar with the city's goals for the recent and ongoing upgrades to Pleasant Street.

Need for an Unified Business Community

Through discussions with both business owners and property owners, it became apparent that additional resources are necessary to improve existing owners' experiences and to attract quality businesses to Malden. Overcoming the lack of a robust and unified business community would strengthen residents' and visitors' experiences in downtown Malden.

Goals

Draw visitors and residents to downtown Malden

Downtown Malden can create a unique identity and become a place that visitors and residents seek out for its distinctive attributes through the introduction of anchors that make downtown a destination, new civic and cultural amenities, even more diverse businesses, and new and improved wayfinding services.

Entice people to linger in downtown Malden

A successful downtown area is one that provides a multifaceted experience for visitors and residents. Diversity of retail and entertainment options allows visitors to accomplish multiple tasks during their trip to the area, appeals to a diverse audience, and provides visitors with an easier and more enjoyable shopping experience. Malden can achieve this and create a comprehensive downtown experience by introducing activities that cater to a wide variety of people and by extending current business hours.



Figure 6-3 — Vision map for Malden's downtown activities

Downtown Malden can become a vibrant place that caters to a diverse set of residents and visitors, and encourages people to come and linger. This diagram shows proposed locations for retail corridors, public services, cultural offerings, and open spaces.

Precedent: Main Street Organizations

Available Models

Many quasi-public non-profit organizations such as Business Improvement Districts (BIDs) and Main Street organizations rely on various strategies to market downtowns as attractive, lively, and unique urban environments. These operate under the premise that public space beautification and the provision of supplemental sanitation and maintenance services contribute to creating an attractive business environment. Additionally, they typically offer marketing and business development support for new and existing businesses and organize cultural events which activate the public realm throughout the year.

BIDs have had success in promoting business development in many communities, but Malden does not have the critical mass

of businesses to support the operations of a BID. Moreover, the model is often politically difficult to implement. Main Street is a proven model for economic development that the working group should explore. The approach “enables communities to revitalize downtown and neighborhood business districts by leveraging local assets - from historic, cultural, and architectural resources to local enterprises and community pride. It is a comprehensive strategy that addresses the variety of issues and problems that challenge traditional commercial districts” (NTHP, 2013). It has provided small cities and towns throughout the Northeast with a process for building on local strengths to create a unique identity for their central business district.

More information on Main Street can be found at: <http://www.preservationnation.org/main-street/>

to create an organization devoted to promoting the interests of small downtown businesses, focusing on the densest commercial district along Pleasant, Main, and, in the long-term, Washington Streets.

A downtown advocacy organization in Malden does not have to formally adopt the Main Street model, but it should adopt some of its strategies. The organization would benefit from taking the following actions:

- Promote downtown Malden as an attractive and vibrant place to visit, shop, and dine by creating a distinctive brand identity and marketing it to local and regional audiences (see Figure 8.4)
- Represent the collective interests of downtown businesses within City Hall, particularly ethnically-owned shops and restaurants
- Guide and help fund the design of streetscape improvements and wayfinding
- Develop programs to build the organizational capacity of downtown small businesses
- Organize and hold events to draw people downtown to support local businesses

Several hurdles must be overcome to establish a successful downtown advocacy organization. The new organization will need to generate diversified funding streams, including grants

Promote Malden’s heritage and diversity

Malden’s ethnic and cultural diversity is evident in its mix of businesses and cultural activities, and its downtown area can adequately reflect the city’s assortment of community activities through the support of strong cultural and community-building organizations.

Strategies

Use the economic development advisory committee to create a long-term and sustainable downtown organization

The recently formed Economic Development Advisory Committee is a good first step toward enlivening the largely stagnant climate for small businesses in downtown Malden. In concert with its work to support economic development throughout the city, the committee can establish a working group

Make the Economic Development Advisory Committee Representative of Malden

The City of Malden announced on April 1, 2013, that it would be creating a 12-member Economic Development Advisory Committee charged with developing a strategic plan for the local economy. Half of the committee is to be made up of six area professionals, while the other six members are slated to be chosen from resident applicants (Caesar, 2013). Community participation feedback stresses the importance of ensuring community representation in the Economic Development Advisory Committee in order to fully capture the ideas and needs of the Malden community. The committee

would ideally include the following major stakeholders:

- Small business owners: Malden's small business owners represent what is special and unique about downtown Malden, and their future depends on Malden's economic development. Including their voice on the committee is paramount.
- The Chinese Community: One-fourth of downtown Malden is Chinese. This large population should have a seat at the table and could offer valuable recommendations for how to

capitalize on the untapped market of the local student population.

- The Haitian community
- The Arab-speaking community
- Seniors

A good precedent for creating a representative task force in a diverse community is the Dudley Street Neighborhood Initiative planning committee, which consisted of one member from each major ethnic group in the Roxbury area. For more information, see <http://www.dsni.org>.

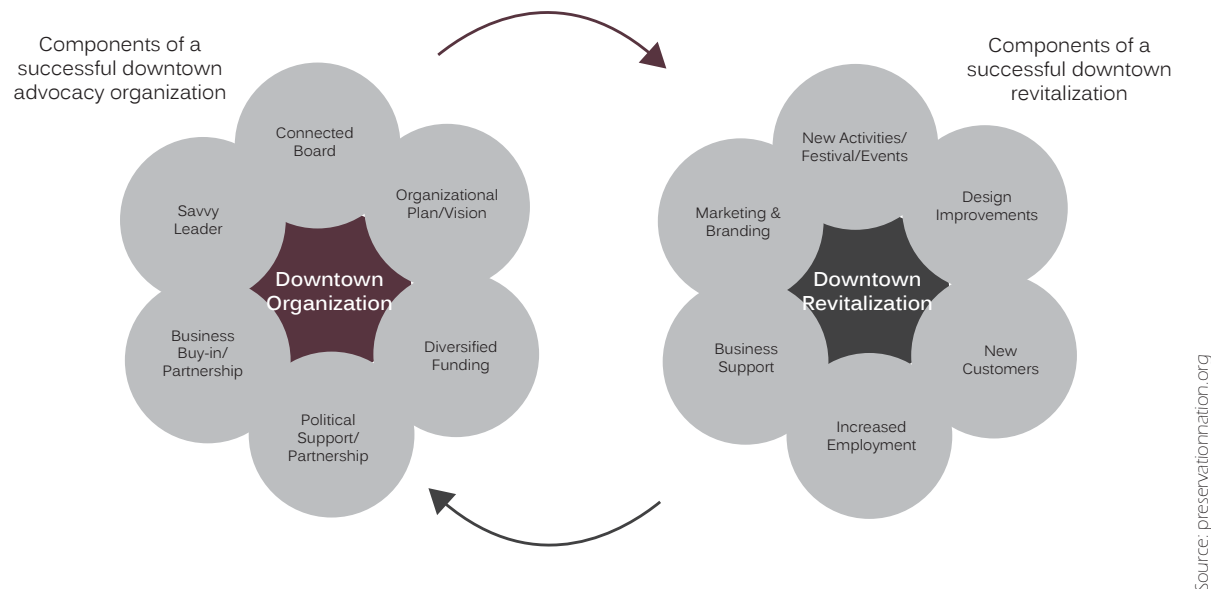


Figure 6-4 — Downtown advocacy organization

Diagram showing the components of a successful downtown advocacy organization and revitalized downtown advocacy organization.

from foundations and city and state agencies, donations from local residents, businesses, and corporations, and earned income from services and programs.

To build excitement and buy-in among key constituents — business owners, downtown residents, property owners, government

officials, and partner nonprofit organizations — it is imperative that the organization be developed from the ground-up by an engaged, savvy, and connected leader. This person must be entrepreneurial in spirit and a creative problem-solver. They will be responsible for mobilizing broad support for the organization's mission and raising the

funds necessary to support its operations. The prospective Board of Directors should be composed with similarly situated people to ensure the long-term sustainability and strategic direction of the organization.

Malden's Economic Development Advisory Committee should begin implementing this strategy by forming a working group composed of key stakeholders, identifying a person to lead the nascent effort, and helping to assemble seed money to facilitate its early development.

Promote a business-friendly downtown

A vibrant and energetic downtown is the result of many factors, from market climate to civic participation. This strategy focuses on public policy as a tool to foster downtown activity in the business sector. Many municipalities have led successful downtown revitalization efforts by encouraging the private sector through public action. The most successful examples have tended to attract new businesses while preserving the local character and small businesses native to the area. Malden already has a unique character which distinguishes it from surrounding towns. It has some of the best ethnic food restaurants in the Boston metropolitan area, many small, independently-owned businesses, and a walkable, appropriately-scaled downtown area. Preserving these distinct qualities provides a competitive edge.

Business Development Office



Figure 6-5 — Business Development Office
Diagram illustrating the role of the Business Development Office.

Building on Malden's existing strengths, we suggest implementing policies to attract more business activity to the downtown area with a focus on small business in order to activate the downtown.

Establish an expanded business development office in the municipal government

An expanded, dedicated Business Development Office in the municipal government would attract and incentivize new businesses as well as support existing businesses in Malden. The city already has staff working on business development; a dedicated office would bolster this resource and enhance services for new and existing businesses. This office would be responsible for implementing policy initiatives to attract businesses such as streamlining the business application process, offering and assisting in securing government-backed financing, and implementing a local tax credit and sales tax rebate program. The Business Development Office could also partner with a downtown advocacy organization as needed on downtown revitalization efforts. This office could potentially take on the responsibility of marketing Malden's downtown to businesses, highlighting the city's efforts and future plans, in the absence of a downtown advocacy organization

Precedent: Silver Spring, MD

In the late 1990s, Silver Spring implemented a wide-ranging revitalization plan, focusing on development in a core business district. The region began revitalization efforts by making Silver Spring a Green Tape Zone, which prioritized the town's development at the county level. Development proposals for Silver Spring were prioritized and handled by a Green Tape team, which involved all departments usually involved in permitting (i.e. building, electrical, zoning, etc.). The team was headed by a permit technician, who assisted applicants with filing requirements, regulatory reviews, and inspections. The goal of the Green Tape Zone was to issue permits within two weeks. While this could not always be achieved with more complex projects, the permitting time was drastically reduced compared to business as usual. Applying the principles of the Green Tape Zone for business applications could help significantly reduce permit processing times, benefitting both businesses and the municipal government. For more information, see <http://www.epa.gov/smartgrowth/case/greentap.htm>.

Ease hurdles and streamline processes for business owners in downtown Malden

A streamlined application process for business owners would not only expedite government processes and permitting in Malden, it would also attract businesses to the area. A precedent for this kind of policy is Silver Spring, Maryland — a town with many similarities to Malden.

Another streamlining method is to create an online application system for new businesses or existing business expansion. Montgomery County, MD launched an online application system for developers called "ePlans" in March 2013, which allows developers to file all application materials for preliminary and site plan applications electronically. In Malden, such a system could go a long way in expediting and streamlining applications and permitting for business owners. For more information on "ePlans" see <http://www.montgomeryplanning.org/development/eplans.shtm>. Applying the streamlining principles and techniques of the Green Tape Zone and ePlans would facilitate business activation in Downtown Malden.

Attract new businesses and employers to Malden by offering and assisting in securing government-backed financing

Financing is needed to secure new businesses in Malden, especially small businesses that can contribute to Malden's unique character. The City of Malden can assist businesses in these efforts by helping to secure government-backed financing when appropriate. This could include local, state, or federal financing. A dedicated Business Development Office would make new businesses aware of the financing available to them and assist and advise small businesses in the application process. State and federal financing could include Massachusetts Growth Capital Corporation (MGCC) loans, MassDevelopment financing, Massachusetts' Economic Development Incentive Program, or U.S. Small Business Administration (U.S. SBA) Guaranteed Loan Programs, Bonding Program, Venture Capital Program, and grants for nonprofits and educational organizations.

Offering tax credits is another way of using financial incentives to attract businesses to downtown. While the City of Malden could offer local tax credits, this action should be part of a wider campaign to make businesses aware of, and assist them in applying for, state-level credits (e.g., New Markets Tax Credit Programs), or federal-level business and hiring credits.



Figure 6-6 — Proposed retail corridors

Prioritize retail frontage in high-visibility downtown areas, along Pleasant Street, Exchange Street, Main Street, and Washington Street, with special attention paid to intersections.

Attract consumers to downtown Malden through sales tax rebate program

Once the downtown has begun attracting new businesses, Malden could further boost business vitality and viability by offering consumers incentives such as a sales tax rebate on their purchases. This policy could be combined with a local festival, possibly involving a Main Street organization and local community, to launch, advertise, and brand the new offerings of a revitalizing downtown Malden with the goal of getting local residents and consumers to rediscover downtown as a destination.

Develop a lively downtown retail environment that fosters entrepreneurship and embodies the diversity of Malden's population

The range of local business offerings in Downtown Malden reflects Malden's diverse population. By focusing on the visual appeal of businesses in key areas and supplementing the current range of offerings, businesses can better meet residents' needs and ensure consistent activity levels for the city's shops, restaurants, and services.

Prioritize retail frontage in high-visibility downtown areas

Through newly-developed support structures, Malden has an opportunity to build on its great tradition of local retail in the downtown core. The Business Development Office and downtown advocacy organization can work to attract more visitors and residents to the high concentration of shops, services, and restaurants that run the length of Pleasant Street and along Main and Washington Streets, including proposed extensions. Further development along Exchange Street would complement improvements along Pleasant Street and its primary cross-streets, particularly due to its visibility from the T station and easy access from the planned baseball stadium.

Within this central retail corridor, key intersections can be highlighted as central anchors of activity that draw pedestrians down the full length of Pleasant Street and encourage exploration of its primary cross streets. Expected plans for the redevelopment of the Government Center site could create a strong anchor that attracts visitors from the T station and also appeal to many residents. The corner of Pleasant and Washington Streets could be enhanced to encourage foot traffic onto Pleasant Street.

The intersections of Pleasant and Exchange Streets with Main Street could host additional retail. If City Hall relocates to the Dowling building spanning the block along Main Street

between Pleasant and Exchange, supporting retail will have the opportunity to benefit, and benefit from, employees and visitors alike. If South Washington Street extends to the Lower Canal Street, attractive businesses at the intersection of South Washington and Centre Streets could lead pedestrians through the redeveloped blocks and across Centre Street.

Promote attractive and inviting storefronts

Malden's entrepreneurs have an opportunity to increase customer traffic by collectively showcasing their products in vibrant and fresh-looking storefronts. For brick-and-mortar businesses, attractive signage and window displays serve as on-the-ground marketing. As a result, individual business owners and the newly-created downtown



Figure 6-7 — Window displays and signage
Several businesses along Pleasant Street provide strong examples of enticing window displays, including New England Comics.

advocacy organization could focus on enhancing the visual appeal of the pedestrian experience along Pleasant Street and beyond through a collective campaign for attractive storefronts.

Storefront and streetscape standards

As a baseline, storefronts and the streetscape adjacent to them should consistently be clean, inviting, and informative. The desired changes will likely be achieved through a combination of collectively agreed-upon standards or guidelines and programs to encourage business owners to live up to their window displays. Business owners would contribute and agree to a baseline set of operational standards that ensure cleanliness and legibility among shopfronts. Key elements of this list would include the following guidelines for businesses:

- Clearly post names for easy identification
- Clearly post hours of operation
- Keep storefront pathways free from debris
- Maintain clean windows and façades
- Maintain handicapped accessible entrances

The advocacy group should be self-policing with regard to these standards. A defined system of warnings and fines for non-compliance should be developed; the funds raised through such appropriate fines should be contributed to the advocacy organization for continued improvement efforts.

Window displays and signage

Many of Malden's businesses sell a wide range of goods; rotating features of key products in the window will encourage shoppers to make frequent visits. Some businesses provide strong examples of how this can be done.

Each business owner should have the flexibility to define the identity of his or her image as communicated through storefront signage and window displays. The city should not request uniformity in signage; rather, creativity should be commended and recognized as a means of advertising. Window displays should be similarly representative of diverse business offerings but should also be visually appealing to passers-by. Businesses should have the opportunity to build on their current strengths through workshops and competitions:

- Workshops on retail trends: As part of the best-practices activities promoted by the downtown advocacy organization, experts on retail frontage could be made available to business owners with strategies for window display design and layout.
- Window display competition: The Economic Development Advisory Committee could hold a window display competition on an annual basis to incentivize business operators to be creative.

In cases where the downtown advocacy organization determines that substantial



Source: dhivedetroit.org

Figure 6-8 — A successful retail store in Detroit
Malden should focus on filling existing vacant storefronts with retail amenities that expand local offerings and meet the needs of residents.



Source: sustainablecitiescollective.com

Figure 6-9 — A bike shop in Pittsburgh, PA
Given the proximity of the Bike to the Sea trail to downtown Malden, a bike shop could prove to be a profitable retail venture.

façade improvements may be necessary, the cost of upgrades should be shared by the organization and the property owner.

These varied strategies for updating storefronts would work in conjunction with this plan's intended streetscape improvements. Investing in creative upgrading of businesses could contribute to long-term benefits to the city.

Focus on filling existing vacant storefronts with retail amenities

Malden residents described a variety of business types as having great potential for success downtown. For example, Malden is home to a large population of university students who might frequent establishments like coffee shops, a movie theater, and clothing retail. Visiting commuters might enjoy a wider variety of lunchtime options. Furthermore, residents complained that the few clothing retailers downtown meet the needs of local children who require school uniforms, but do not meet the needs of all residents. The most needed retail establishments include the following:

- An evening entertainment attractor, such as a movie theater, to act as a downtown anchor
- A coffee shop with sufficient space for people to meet, read, and study or work within walking distance of the T station

- A gallery space for displaying the work of local artists

Coffee shop

A coffee shop near the T station would attract commuters and encourage visitors to explore more of Pleasant Street. Potential high-volume sites for this include the mixed-use complex slated for the current Government Center site, or the ground-floor spaces in the Dowling building where city offices could be relocated

Pop-up retail

Pop-up retail, a creative approach to retail that has enabled urban neighborhoods to fill underutilized retail spaces in other cities, could serve as a quick win to increase visitor traffic. Pop-up retail involves the creation of roughly finished spaces to accommodate businesses or vendors for short periods of time. Investments in façade and interior improvements are basic and low-cost, and rotating occupants increases interest and encourages a pattern of repeat visits to the site. Pittsburgh and Detroit have used this model effectively.

In downtown Malden, this strategy could be effective for the following reasons:

- The local artistic community would have an occasional venue for displaying and selling its work

- New retail options could be introduced to meet seasonal needs
- Innovative food and retail ideas could be tested as potential options for more permanent offerings
- The space could serve as ad-hoc community meeting space, thus serving a multi-faceted purpose

This strategy coincides with Malden's growing emphasis on the arts and food culture and could aid the growing population of minority and immigrant entrepreneurs.

Establish cultural programming that activates the physical environment

Successful cultural programming of space has many important benefits. It can activate underutilized sites, create temporary public space, promote safety, and attract visitors. Most importantly, innovative programming could capture residents' imagination and enrich a sense of community and identity. On a pragmatic level, it serves as an important vehicle for "quick wins" that could garner public support for larger structural interventions.

Programming for a diverse community encompasses a wide range of possible interventions, from the creation of multilingual maps and guides and the inclusion of



Figure 6-10 — Saint Anthony's Feast, North End, Boston

Malden should host outdoor festivals that celebrate its diverse cultures.

community art into the streetscape to larger scale interventions such as public libraries, community centers, innovative artist live/work solutions and citywide creative placemaking. Malden already engages in many of these practices.

Expand food markets

Malden has a great food culture that includes its downtown restaurants and a number of food businesses on Canal Street, where additional incubators have been proposed. Currently, Malden's prime events in this field are the Farmers' Market and the annual Taste of Malden, which could be expanded to become an outdoor event, or a longer, week-long event.

The Farmers' Market presents the opportunity to showcase Malden's strong food culture



Figure 6-11 — Malden Farmers' Market 2012
Wenger's Farm in Bellingham, MA sold fresh produce at Malden's successful farmers' market last year.

by integrating the existing restaurant scene and the city's food manufacturing businesses. The city's ethnic diversity can set its food markets apart, allowing them to emerge as a destination for residents and visitors alike, possibly complemented by the new Bike to the Sea Trail.

In 2012, the Farmers' Market was held at City Hall Plaza and the 2013 edition is planned to relocate to the plaza in front of the T station. Going forward, Malden could also consider the temporary appropriation of soft sites such as surface parking lots, which would make use of underutilized space.

Promote public art

Malden is rich in artistic talent, including MaldenArt's innovative Switchbox and Window Arts projects. The Switchbox Project is a unique intervention that encourages creativity in the public sphere. Continued funding of artists to paint the remaining electrical switchboxes, especially in downtown Malden could encourage designs that actively draw on the city's history and culture.

Window Arts Malden encourages pedestrian flow between the T station and Malden Square, and could enliven vacant storefronts and the proposed pop-up retail spaces. A "quick win" for the city could be a brochure combining both projects - Switchbox and Window Arts - potentially attracting day tourists from nearby.

Government Center could serve as a space for temporary public art before its proposed demolition.

MaldenArts should continue to play a key role in these events and receive the funding necessary for the expansion of its projects from the Malden Cultural Council (MCC) and the MRA where appropriate. The Artist Investment Fund of the Arts & Business Council of Greater Boston, as well as the Arts Grants of the New England Foundation for the Arts could prove useful for larger-scale funding needs.

In the long-term, Malden should formalize an arts association that coordinates these and similar challenges (see recommendation N4.1 of the 2010 master plan).

Create a programmed, intercultural gathering space

Malden seeks a platform, both physical and institutional, that celebrates and promotes its cultural diversity.

For purposes of promotion and coordination, these events should be advertised in a city-wide intercultural calendar for city residents, children, and visitors. This calendar, along with a directory of participating institutions and groups, could be available on the city's web site.

Most of the festive activities and celebrations should take place on traffic-calmed Pleasant Street (see chapter on Transportation), between Malden Center Station and the civic core. Further, Malden should utilize the proposed open space of the former Government Center Plaza to anchor these events, provide a start and finish point for parades, host small events, and serve as a general meeting place for residents. Such small events can range from open-air tai chi classes and street music, to MaldenArts's Salon Series and the city's Street Performers Program. Ideally, the programming should be facilitated and supported by the city, but run by the community groups themselves. A straightforward permission system would allow for high levels of usage, which in turn regularly sparks residents' curiosity to visit. This proposition is an alternative to the choice of downtown Malden as the location for small festivals (see recommendation E1.4 of the 2010

A Dedicated Public Open Space

A unifying feature of downtown Malden is the multiplicity and heterogeneity of its racial, cultural, religious, and ethnic identities. Malden should explore the creation of a programmed community events space that gives a voice to the city's many cultures, and educates and entertains the wider public. Specifically, Malden could activate a dedicated public open space with a year-round stream of small-scale festive events.



Figure 6-12 - Lowell, MA Folk Festival
The Lowell Performance Pavilion, located in Boardinghouse Park, hosts many festivals year round.

master plan). In addition, this site provides less ground for resistance from business owners concerned with inhibited access to their stores.

MaldenArts' participation in these cultural events is integral, along with other important institutions like the YMCA, the Teen Centre, and any additional institutions serving distinct ethnicities and religious associations. Coordination by the Malden Cultural

Council in the interim, and by a formalized arts association in the long-term, could be beneficial. In governance, the Massachusetts Cultural Council and the Massachusetts Office of Travel & Tourism already provide a suitable umbrella platform - WorldFest - an annual celebration of Massachusetts' summer ethnic and cultural events, in which Malden could participate.

Promote downtown Malden through better communications and branding

Continuous communication by the city regarding successful downtown activities, to both residents and the surrounding region, is an important element of Malden's revitalization efforts. Malden should implement a formal branding strategy and improve communication channels between the city and its residents.

A branding strategy for downtown Malden

As noted previously, it is currently hard for a visitor to identify the exact location of the downtown. This is due to the absence of

cultural and entertainment anchors that would otherwise ensure consistently high activity levels. In line with promoting a more cohesive yet diverse retail environment, establishing strong cultural programming, and supporting small businesses via the municipal Business Development Office and downtown advocacy organization, Malden should introduce a formal branding strategy for downtown Malden.

A well-designed branding strategy would successfully advertise downtown's existing and future resources, and would require the following actions:

- Create a distinct graphic identity for downtown Malden (e.g. logo, font, slogan, etc.)

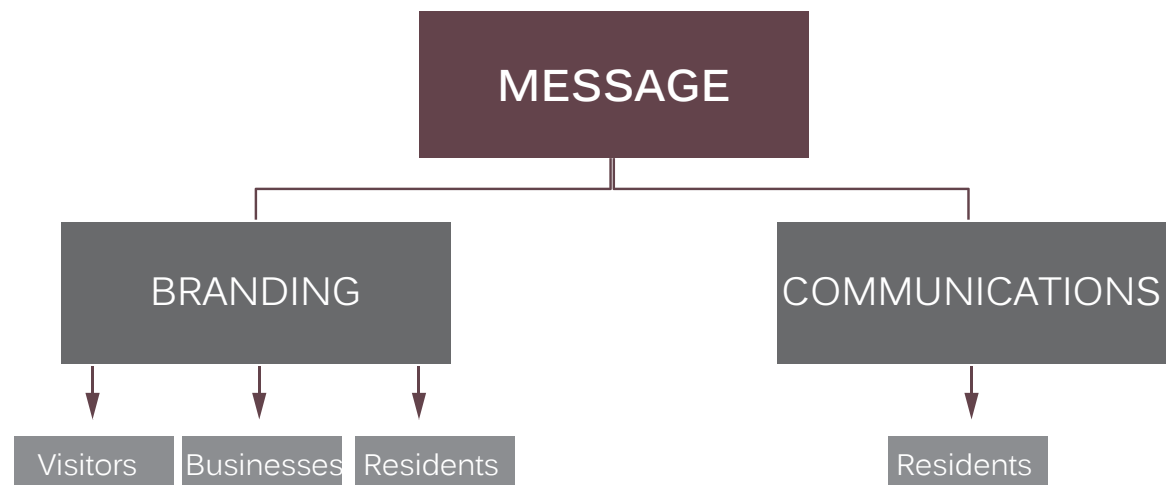


Figure 6-13 — Branding and communications diagram

Diagram illustrating how the city's message can be disseminated through two channels: one internal (improved communications between the city and Maldonians), one external (a formal branding strategy in order to attract residents, visitors, and businesses).

- Establish a downtown Malden website that will include local information
- Disseminate information through multiple media outlets (e.g. online media, printed press, public meetings, etc.)

Many downtown advocacy organizations rely on branding strategies to market downtowns as attractive, lively, and unique urban

environments. A set of best practices could inform downtown Malden's branding strategy. For example, Downtown Boston's BID logo can be found in storefronts in the area and is set to be embedded within various elements of the wayfinding system (street maps, signposts, benches, etc.), which in turn shapes and promotes the distinct character of this Boston district.

Downtown Boston's BID Logo

Many downtown advocacy organizations rely on branding strategies to market downtowns as attractive, lively, and unique urban environments. A set of best practices could inform downtown Malden's branding strategy. For example, Downtown Boston's BID logo can be found in storefronts in the area and is set to be embedded within various elements of the wayfinding system (street maps, signposts, benches, etc.), which in turn shapes and promotes the distinct character of this Boston district.



Source: imgivsky.com

Figure 6-14 — A possible branding strategy
One example of how Malden can create a branding strategy using a slogan such as "We're all in with Malden!"



Source: www.senior-transition-services.com

Figure 6-15 — A possible branding strategy
Another example of a plausible branding strategy for Malden.



Source: www.downtownboston.org

Figure 6-16 - Downtown Boston's BID logo
Downtown Boston BID logo featured at the Downtown Boston Farmers' Market 2011.

Website recommendations

An online platform would include the following elements to successfully promote downtown Malden :

For residents and visitors:

- Information about accessibility and transit
- Information about retail and cultural offerings
- An intercultural events calendar and list of participating community groups
- A business directory cataloguing current establishments

For businesses:

- Local real estate listings
- A list of development projects in Malden
- Contact information for city services
- City regulations relevant to business owners

In order to guarantee the long-term viability of the branding strategy, downtown Malden's website should work with the City of Malden's existing online presence (including the City of Malden Twitter account, Facebook page, and Youtube channel). Additionally, downtown Malden's brand should advertise in local printed press and sponsor intercultural events held downtown.

Artistic Interventions as Catalysts

The first step of the implementation process should focus on garnering excitement for Malden's future through a series of short-term artistic interventions. Facade-spanning artwork over Government Center could capture people's curiosity and generate excitement about impending city development projects. The latter could be sponsored or spearheaded by the downtown advocacy organization and should include the "downtown Malden" logo.

Another step of the implementation process could include a participatory process to design a logo for downtown Malden. The design could reflect and celebrate Malden's diversity and heritage. Additionally, engaging residents at the nascent stage of the project will further spur enthusiasm and reinforce the power of local voices.

Improve communications

Publicly highlighting and celebrating the city's and mayor's achievements would aid the promotion of downtown Malden's revitalization. Incorporating the current and impending city improvements into the branding strategy would promote the city as a vibrant center.

For example, Mayor Christenson has made crime prevention one of his top priorities since the start of his term. Information about improved lighting levels throughout the downtown area as well as the presence of new surveillance cameras should be circulated as a reflection of steps taken by the city to reduce crime levels. Highlighting these new and successful safety measures initiated by the city could positively alter the community's perception of safety.

Overall, increased transparency in the communication of the city's goals and processes holds the potential to solicit public trust and support. Informing residents about improvements can foster civic engagement and excitement about Malden's proud future.

APPENDICES



Appendix A: Implementation Grid

Urban Design Principles					
Strategy	Action	Leader	Partners / Other Stakeholders	Funding Source	Timeline
Introduce temporary public space programming	Designate locations and times, create itinerary and manual for set-up and execution	City of Malden/Malden Recreation Department	Business owners, community groups	City of Malden, MA Department of Agricultural Resources	Near term
	Compile list of vendors and respective services and merchandise	City of Malden/Malden Recreation Department	Business owners, community groups	City of Malden, MA Department of Agricultural Resources	Near term
	Diagram and allot space and slots	City of Malden/Malden Recreation Department	Business owners, community groups	City of Malden, MA Department of Agricultural Resources	Near term
	Obtain materials, stands, and chairs	City of Malden/Malden Recreation Department	Business owners, community groups	City of Malden, MA Department of Agricultural Resources	Near term
	Create feedback surveys and implement changes	City of Malden/Malden Recreation Department	Business owners, community groups	City of Malden, MA Department of Agricultural Resources	Near/medium term
Implement streetscape improvements	Repave sidewalks as necessary	City of Malden	Malden public works commission, downtown business community	Preserve America Initiative, City of Malden general budget	Near/medium term
	Install street furniture, lighting, and vegetation according to street hierarchy	City of Malden	Malden open space advisory board, planning dept, downtown business community	downtown business support, City of Malden general budget, Mass ReLeaf Grant program, TIGER grant	Medium term
	Use public participation to determine wayfinding landmarks	City of Malden	Downtown businesses, Malden residents and visitors	downtown business support, City of Malden general budget	Medium term
	Install multi-modal wayfinding system	City of Malden	Malden sign design committee, Malden planning dept, downtown business community	Transportation Improvement Program (FHA), MA Downtown Initiative grant, City of Malden general budget	Medium term
Create a form-based code for the future (FBC)	Perform initial review/analysis that includes community meeting	City of Malden and/or consulting firm	Community groups, special interest groups	City of Malden	Near term
	Draft FBC	City of Malden and/or consulting firm	Community groups, special interest groups	City of Malden	Medium term
	Integrate FBC into existing zoning	City of Malden and/or consulting firm	Community groups, special interest groups	City of Malden	Medium term
	Refine FBC	City of Malden and/or consulting firm	Community groups, special interest groups	City of Malden	Long term
	Train city's planning department in FBC updates	City of Malden and/or consulting firm	Community groups, special interest groups	City of Malden	Long term
Re-align and activate streets	Propose extension of Washington St. to Centre St. and/or Charles St. and Middlesex St.	City of Malden, MassDOT	Property owners, business owners, Malden Public Works Committee (PWC)	City of Malden, TIGER grant, MassDOT, CDBG program, MassWorks	Near/long term
	Make additional north/south connections to improve circulation	City of Malden	Property owners, MassDOT, business owners, Malden PWC	City of Malden, TIGER grant, CDBG program, MassWorks, I-Cubed	Near/long term
	Execute traffic caling on Florence St.	City of Malden	Malden PWC	City of Malden, MassWorks	Near/long term
	Connect Pleasant St. to Commercial St. following demolition of Government Center	City of Malden	Property owners, MassDOT, business owners, Malden PWC	City of Malden, TIGER grant, CDBG program, MassWorks, I-Cubed	Near/medium term
	Create "downtown loop" with Pleasant and Exchange Streets	City of Malden	Property owners, MassDOT, business owners, Malden PWC	City of Malden, TIGER grant, CDBG program, MassWorks, I-Cubed	Long term

Redevelopment Opportunities					
Strategy	Action	Leader	Partners / Other Stakeholders	Funding Source	Timeline
Relocate Government Center (lease an existing building; or lease an existing building and construct a new building)	Find adequate leasable space, negotiate terms and agreements of lease, and demolish current Government Center at 200 Pleasant St.	City of Malden, officespace landlord, Malden Redevelopment Authority (MRA)	All other City of Malden departments	City of Malden; demolition may come from developer of the site at 200 Pleasant St.	Near/medium term
	If also constructing a new Government Center: identify new site, build and move into new Government Center	City of Malden, officespace landlord, MRA	Architecture/design firm, all other City of Malden departments	City of Malden, Federal allocations/sources; bonds; demolition cost may partially come from developer of the site of 200 Pleasant St.	Near/medium term
Reuse Malden Center parcels for mixed-use development	Demolish current Government Center at 200 Pleasant St	Mayor's office	City Council, city departments, MRA	City of Malden; demolition may come from developer of the site at 200 Pleasant St.	Near/medium term
	Restructure parcels based on appropriate zoning and land use; road construction to reconnect Pleasant St; landscaping/preparation of public/open space	Malden Planning Board, MRA, City Council	City departments: Planning & Waterworks; Open Space Advisory Board; Public works commission; Board of Assessors	City of Malden	Near/medium term
	Sell parcels zoned for mixed-use to development	City of Malden, MRA, investors and developers	City Council; Private developers; MRA	Private investors/developers	Medium term
Develop residential units on Malden Center infill sites	Approved projects under construction: 452-590 Main St (residential)	The Architectural Team, MRA, City of Malden	HW Moore Associates, Welch Associates Land Surveyors Inc, McPhail Associates, Fay Spofford & Thorndoke, Leggat McCall	City of Malden, property owners, investors, developers	Near term
	Approved projects under construction: 100&150 Exchange St (residential)	Combined Properties, MRA, City of Malden	Oak Consulting Group, DGT Survey Group, Vannasse & Associates Inc	City of Malden, property owners, investors, developers	Near term
	Approved projects under construction: 39 Florence St (residential)	The Residences @ Malden Station LLC, MRA, City of Malden	VMY Architects, HW Moore Associates, Harry R. Feldman, Howard/Stein-Hudson Associates, McPhail Associates	City of Malden, property owners, investors, developers	Near term
Develop other Malden Center infill sites	Increase in FAR along Pleasant St with potential development in single floor restaurants and retail stores such as Pho 99, beauty salons, New England Comics, and Cornucopia Foods with attached units	Real estate developers, property owners, MRA, City of Malden	Investors, architect, civil engineer, surveyor, traffic engineer, geotechnical engineer	City of Malden, property owners, investors, developers, future business owners	Medium term

	Further activate Exchange St through increasing FAR of one story buildings such as Vallie Restaurant and its associated parcel in conjunctions with the increase in population in Exchange St and current approved projects	Real estate developers, property owners, MRA, City of Malden	Investors, architect, civil engineer, surveyor, traffic engineer, geotechnical engineer	City of Malden, property owners, investors, developers, future business owners	Medium term
	Utilize abandoned structures to generate community/economic benefits in residential area; 67-73 Summer St	Property owners, MRA, City of Malden	Potential business owners, investors, CAC, MCoC	City of Malden, property owners, investors, developers, future business owners	Medium term
Construct a baseball stadium	Property acquisition: stadium plan is approved by CAC, MRA purchases National Grid property, MRA leases National Grid to BFOD, BFOD negotiates with 3 other parcels and purchases, if 3 properties hold out utilize power of eminent domain	Boston Field of Dreams, MRA	City of Malden, Citizens Advisory Committee, Malden Chamber of Commerce, National Grid	BFOD equity (\$20m), development financing (\$30m)	Near term
	Stadium construction: BFOD builds 6000 seat independent league baseball stadium, schedule year round programming including Atlantic League baseball, Malden high school use, and community events	Boston Field of Dreams, MRA	City of Malden, Citizens Advisory Committee, Malden Chamber of Commerce, Alden High School	BFOD equity (\$20m), development financing (\$30m)	Near/medium term
Develop retail and mixed-use structures in the Canal District	Phase 1 (600 parcels): Rezone to mixed use, agglomerate parcels (MRA acts as vertical developer), RFPs for parcels according to mixed use plan	City of Malden, MRA, private developers/owners	Citizens Advisory Committee, Malden Chamber of Commerce, Architecture/design firm, all other City of Malden departments	City of Malden, private developer/business owners, MRA	Near/medium term
	Phase 2 (700 parcels): Rezone to mixed use, agglomerate parcels (MRA acts as vertical developer), RFPs for parcels according to mixed use plan	City of Malden, MRA, private developers/owners	Citizens Advisory Committee, Malden Chamber of Commerce, Architecture/design firm, all other City of Malden departments	City of Malden, private developer/business owners, MRA	Medium/long term
Establish Canal Street as a business incubator district	Rezone to incubator district/mixed use, agglomerate parcels and MRA acts as vertical developer, RFPs for various parcels according to mixed use plan	City of Malden, MRA, private developers/owners	City of Malden, Citizens Advisory Committee, Malden Chamber of Commerce, private owners	City of Malden, private developer/business owners, MRA	Medium/long term

Housing Balance					
Strategy	Action	Leader	Partners / Other Stakeholders	Funding Source	Timeline
Create a Malden Community Development Corporation (CDC)	Work with community liaisons to identify key community actors to form steering committee	City of Malden	City of Malden community liaisons, Malden Housing Authority	N/A	Near term
	Define community needs and relevant constituencies	Malden CDC Steering committee	City of Malden, Malden Housing Authority	N/A	Near term
	Form CDC; Apply for non-profit status; Raise funding	Malden CDC Steering committee	City of Malden, Malden Housing Authority	Fundraising activities	Near term
	Apply for priority development funds to cover the cost of creating a smart growth district	City of Malden	Commonwealth of Massachusetts	Commonwealth of Massachusetts (Mass Housing)	Near term
	Develop boundaries and criteria for smart growth (40R) zone, solicit community support for measure; pass ordinance for smart growth boundaries	City of Malden	Malden CDC	General fund	Near term
Encourage development of new housing on surplus, vacant, or underutilized land throughout the city	Apply for and receive 40R status	City of Malden	Commonwealth of Massachusetts	Commonwealth of Massachusetts	Near term
	Promote new smart growth zone as a tool for developers	City of Malden	Developers, Malden CDC	Commonwealth of Massachusetts, private developers	Medium/long term
	Identify and map soft sites	Malden Planning Department	Private developers	N/A	Near term
Target an overall level of 20% workforce and low-income units in Malden using inclusionary zoning, LIHTC, and government grants	Produce a guide to market these sites to the development community	Malden Planning Department	Contract to a planning consultant for support	General fund	Near term
	Enact tax penalties for vacant/blighted land	MRA	Malden Planning Department	N/A	Medium/long term
	Draft inclusionary zoning ordinance; circulate for review, approve, and add to zoning code	Malden Planning Department	Developers	Design review fees will cover administrative costs. May limit development and associated revenue	Near term
	Draft legislation for FAR bonuses for affordable units; circulate for review, approve, and add to zoning code	Malden Planning Department	Developers	Design review fees will cover administrative costs	Near term
	Find sites for affordable and mixed-use development; apply for LIHTC and use credits to finalize financing	Developers, Malden CDC	Malden Planning Department, State agencies	Federal LIHTC	Near/long term

Utilize LIHTC or similar incentives to encourage the redevelopment or rehabilitation of existing affordable units	Conduct a quality/needs inventory of downtown affordable units; Identify locations at-risk of blight and/or loss of affordability	Malden CDC	City of Malden; Developers and managers of affordable units	N/A	Near term
	Hold community meetings to address troubled affordable units	Malden CDC	City of Malden; Residents of Affordable Units	N/A	Near term
	Create a plan of action for preservation and/or rehabilitation of existing units; utilize LIHTC, if necessary	Malden CDC, developers	City of Malden	Federal, Malden CDC	Near term
	Find and map owners willing to consider other uses of upper level properties	Malden Planning Department	Property owners	N/A	Near term
	Provide tax abatements to help cover the cost of conversion	Malden Assessor	Malden Planning Department	General fund/foregone revenue	Near/medium term
	Provide grants, such as CDBG or HOME, to cover costs of conversion	Malden Planning Department	MRA	Federal grants	Near/medium term

Transportation and Downtown Connections					
Strategy	Action	Leader	Partners / Other Stakeholders	Funding Source	Timeline
Implement an effective parking policy for Malden Square that will help visitors quickly find convenient parking, accommodate employees and residents, and take advantage of existing capacity	Create parking zone in Malden Square that combines on-street parking supply with city-owned lots and garages	MRA	LAZ Parking, Inc. (downtown parking contractor) / Malden Square businesses, visitors, Malden Square residents, neighboring residents	N/A	Near term
	Install electronic parking meters throughout parking zone. Reinvest meter revenues back into parking zone	MRA	Department of Public Works, Malden Chamber of Commerce / Malden Square businesses, visitors, Malden Square residents, neighboring residents	Federal grants available	Near term
	Strictly enforce parking meters and handicap placards. Vary schedule to prevent long-term parkers from using on-street parking	Malden Police Department	MRA, Malden Square businesses, visitors, Malden Square residents, neighboring residents	Malden Police Department	Near term
	Guide long-term parkers toward lots and garages, through pricing and incentive programs	Malden Redevelopment Authority	Malden Square businesses, visitors, Malden Square residents, neighboring residents	LAZ Parking, Inc.; downtown businesses and employers	Medium term
	Outfit garages and lots with electronic signs that advertise rates and current available spaces	LAZ Parking, Malden Redevelopment Authority	Malden Square businesses, visitors, Malden Square residents, neighboring residents	Federal grants available	Long term
Improve Malden Square's system of roads to provide better access to downtown businesses, restaurants, and places of employment	Change traffic light timing to improve flow and safety through congested intersections	Department of Public Works	MassDOT, MRA, commuters, pedestrian advocacy groups (seniors, disabled, children), local businesses	N/A	Near/medium term
	Temporarily close some downtown streets to allow for pedestrian activities	Downtown businesses	Malden Police Department, Department of Public Works / commuters, pedestrians	N/A	Near term
	Change the direction of some downtown streets, or create two-way streets, to improve circulation and access to Malden Square	Department of Public Works	MassDOT, MRA, commuters, downtown businesses	City of Malden	Medium/long term
	Construct a traffic circle at Salem-Main-Ferry intersections to improve flow and safety through the intersection	MassDOT	Department of Public Works / commuters	City of Malden; state/federal funding	Long term
	Install major traffic calming infrastructure to create a mixed transit mode woonerf concept on Pleasant St	MassDOT	MRA, commuters	City of Malden; state/federal funding	Long term

Establish a safe and well-connected network of bike paths and infrastructure that is well utilized by both visitors and commuters	Install designated bike lanes for arterial roads and painted shared bike lane symbols on connector streets	Department of Public Works	MassBike / cyclists, drivers, MBTA, transit riders, Malden Square businesses, MassDOT	State funding; City of Malden; federal grants available	Near term
	Paint shared bike lane symbols on collector streets	Department of Public Works	MassBike / cyclists, drivers, MBTA, transit riders, Malden Square businesses, MassDOT	City of Malden	Near term
	Install bike racks at key intersections including Pleasant and Main, Government Center, Washington and Pleasant, and Dartmouth and Pleasant	Department of Public Works	MassBike / cyclists, drivers, MBTA, transit riders, Malden Square businesses, MassDOT	City of Malden; state funding	Near term
	Install Hubway stations at the intersection of Pleasant and Main and at the T Station	Hubway	MRA, cyclists, drivers, MBTA, transit riders, Malden Square businesses, MassDOT	Hubway	Near term
	Provide connection between Bike to the Sea trail and Malden Square	Bike to the Sea, Inc.	MRA, cyclists, drivers, MBTA, transit riders, Malden Square businesses, MassDOT	Bike to the Sea; City of Malden	Near term
	Distribute promotional materials to residents to encourage biking and educate cyclists and drivers on road sharing etiquette	MassBike	Malden is Moving (Department of Public Health), cyclists, drivers, MBTA, transit riders, Malden Square businesses, MassDOT	City of Malden; MassBike	Medium term
Improve Malden's transit system to quickly and conveniently connect Malden Square to the region and visitors to Malden Square.	Increase police presence and improve lighting at T-stop at night to improve safety	Malden Police Department	MBTA / transit riders	Malden Police Department; MBTA	Near term
	Improve lighting at bus stops to improve safety	Department of Public Works	MassDOT, MBTA / transit riders	MBTA; City of Malden	Near term
	Insert "next bus" signs outside of T and at key bus stops	Department of Public Works	MassDOT, MBTA / transit riders	MBTA	Near term
	Improve T station and bus stops and their physical surroundings	Department of Public Works	MassDOT / transit riders	City of Malden; MBTA	Medium/long term
	Conduct studies to determine the effectiveness of bus routes and determine if rerouting is necessary	City of Malden, MassDOT, MBTA	Transit riders	MBTA; City of Malden	Long term
Establish Malden Square as an area with a safe and easily navigable network of pedestrian paths.	Paint crosswalks ladder style to clearly define pedestrian zones	Department of Public Works	Pedestrians, property owners	City of Malden	Near term
	Install clear pedestrian signage and lighting to improve the pedestrian experience	Department of Public Works	Pedestrians, property owners	City of Malden	Near term

Lengthen crosswalk countdowns	Department of Public Works	Pedestrians, property owners	N/A	Near term
Create pedestrian bulbouts, refuges, and raised crosswalks	Department of Public Works	Pedestrians, property owners	City of Malden	Long term

Open Space and Natural Systems					
Strategy	Action	Leader	Partners / Other Stakeholders	Funding Source	Timeline
Create a "River Route" as a multi-modal transit pathway that links key existing and proposed open spaces to trail networks while celebrating the historic path of the Malden River	Landscape a north-south connection from Mystic River to Waitt's Mountain; move toward "Complete Streets" design	City of Malden, Property Owners	Main Street Organization, business owners, Bike to the Sea, Inc.	Land acquisition: public and private partnerships. Installation Costs: City of Malden, business investors	Near/medium/long term
	Depave selected impervious surface areas to mitigate stormwater runoff, river pollution, and "heat island effect"	MassDOT, Environmental Impact Consultant	River conservation and environmental sustainability NGO's	MassDOT, City of Malden, Private donors associated with river conservation initiatives	Near/medium term
Create a series of lively "Green Spots" by designing and landscaping underutilized "in-between" spaces in the downtown area to reconnect urban spaces and communities to nature	Create green spots on publicly owned sites (Main St., surface parking, Heritage Apartments, Canal St.)	City of Malden, Neighboring businesses and property owners	Main Street Organization	Land acquisition and installation: public sector. Continued maintenance: Main Street organization	Near term
	Create green spots on privately owned sites (Malden Towers, 160 Pleasant St. Corridor)	Property owners	Main Street Organization, Department of Public Works	Land acquisition and installation: public and privat negotiation. Continued maintenance: Public sector	Near/medium term
Re-imagine the Government Center Plaza to serve Malden's desire for socioeconomic growth	If Government Center remains: Demolish wall to establish plaza as community space and open pedestrian artery	City of Malden, Malden Planning Department	Consulting firms, business owners	City of Malden, CDBG	Near term
	If Government Center is removed: Create commercial and mixed use infrastructure with central woonerf corridor	City of Malden	Malden Planning Department, MassDOT, business owners and developers	City of Malden, investors, real estate developers	Long term

Downtown Activities

Strategy	Action	Leader	Partners / Other Stakeholders	Funding Source	Timeline
Establish physical interventions that improve the downtown	Introduce new retail amenities (including a coffee shop and pop-up retail spaces for temporary offerings and other public uses)	Mayor's office, Economic Development Committee (or newly established downtown advocacy group)	Property owners, Business owners (current and potential), Malden Arts, Chamber of Commerce, Private developers, MRA	Subsidies provided through new economic development policies; Newly established downtown advocacy group; Private developers	Near term
	Fill upper-level retail and commercial spaces with small-scale businesses and entrepreneurial tenants	Mayor's office, Economic Development Committee (or newly established downtown advocacy group)	Property owners, Business owners (current and potential), Chamber of Commerce, MRA	Subsidies provided through new commercial rent subsidy program; Newly established downtown advocacy group; Private developers	Medium term
	Establish a 'culture route' complementing (but not tracing) the river route	Malden Cultural Council, Malden Arts	Mayor's office	Massachusetts Office of Travel and Tourism; Malden Cultural Council grants	Medium term
	Increase profile of existing public and local art initiatives and introduce new initiatives (including Switchbox Project, Window Arts Malden, Salon Series; this can make use of pop-up retail spaces)	Malden Arts	Mayor's office	Malden Cultural Council grants	Near/long term
Establish support network/organization to promote downtown business interests, organize events/festivals, and manage programs	Organize and fund formal organization to promote collective downtown business interests and public events/programs, while developing a brand identity that positions downtown Malden as an attractive destination for residents and visitors (e.g., Main Streets)	Local leader and locally based working group	Property owners, Business owners (current and potential), MRA, Planning Office, Potential donors/board members, Chamber of Commerce	Local donations (businesses/corporations, residents, visitors, property owners); Private grants (National Trust for Historic Preservation); Public funds/grants (city and state); Earned income from events and services	Near/long term
Utilize and implement governmental policies and programs to enhance the business, civic, and cultural environment	Establish expanded Business Development Office in the municipal government	Mayor's office	Property owners, business owners (current and potential), MRA, Planning Office, Potential donors/board members, Chamber of Commerce	Mayor's office; State funding (e.g. Small Cities CDBG program)	Near term

Attract new businesses and nonprofit organizations to Malden by assisting in securing government-backed financing	Mayor's office, Municipal Business Development Office (once created)	Property owners, business owners (current and potential), Chamber of Commerce	Mayor's office; State financing (e.g. Massachusetts Growth Capital Corporation (MGCC) loans, MassDevelopment financing, Economic Development Incentive Program); Federal financing (e.g. US Small Business Administration (US SBA) Guaranteed Loan Programs, Bonding Program, Venture Capital Program, and US SBA grants for nonprofits and educational orgs)	Near/long term
Attract new businesses and boost downtown business vitality through local tax credit programs, such as local property and employee tax credits, and encourage businesses to utilize state and federal tax credits	Mayor's office, Municipal Business Development Office (once created)	Property owners, business owners (current and potential), Chamber of Commerce	Mayor's office; New Markets Tax Credit Program (NMTC); Federal business and hiring tax credits	Near term
Attract new businesses and nonprofit organizations through a commercial rent subsidy program	Mayor's office, Municipal Business Development Office (once created)	Property owners, Business owners (current and potential), Chamber of Commerce, MRA	Mayor's office	Near term
Attract consumers to downtown Malden through sales tax rebate program	Mayor's office, Municipal Business Development Office (once created)	Property owners, Business owners (current and potential), Chamber of Commerce, MRA	Mayor's office	Near term
Ease hurdles and streamline processes for establishing businesses in downtown Malden, such as through an online application tool or marketed "Green Tape Zone" policy whereby business applications are streamlined and processed quickly	Mayor's office, Municipal Business Development Office (once created)	Property owners, Business owners (current and potential), Chamber of Commerce, MRA	Mayor's office	Near term
Attract new targeted development to downtown through tax-increment financing	Mayor's office, Municipal Business Development Office (once created)	Property owners, Business owners (current and potential), Chamber of Commerce	Mayor's office	Near term

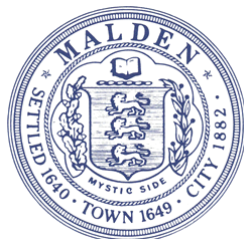
Introduce programming that caters to Malden's diverse population	Establish an agency of year-round festive events that are advertised in a citywide events/ intercultural calendar (for location recommendations, see the Open Space group)	Malden Cultural Council, Malden Arts	Business owners (current and potential), local artists, Malden Sketch Group, Teen Center, YMCA, Senior Community Center, Immigrant Learning Center, Masjid AdDaawah (The Outreach Community and Reform Centre at the Malden Mosque), Haitian community (specifically Marie Coulangue, Haitian Community Ambassador), Chinese community (e.g., Chinese Culture Connection), Hispanic community, Ethiopian community (Hairmanot Legesse, owner of Abiata Cafe), Artist Housing projects (Irving Street Studios), Malden public galleries (e.g., the Mayor's Gallery, Commerce Place Gallery, Ryder Art Gallery), Malden Access TV (MATV Gallery)	Massachusetts Cultural Council; New England Foundation for the Arts; National Endowment for the Arts; other foundations	Near/medium/long term
	Identify a new home for the Malden Mosque	Imam (Masjid AdDaawah Arab-owned businesses The Outreach Community and Reform Centre at the Malden Mosque)		Malden Mosque	Near term
Promote downtown Malden through better communications and branding	Introduce a formal branding strategy that publicly highlights the city's achievements and promotes redevelopment in the downtown by capitalizing on Malden's unique diversity	Mayor's office, newly-established downtown advocacy group	Property owners, business owners (current and potential), Chamber of Commerce, City of Malden Neighbourhood Preservation	Public grant (e.g., HomeCorps Partnership Grants, Municipal and Community Restoration Grant); City of Malden funds; Local private donors (e.g., business owners); Malden Cultural Council	Near/long term
	Create a city-wide marketing campaign highlighting governmental policies and programs to attract new businesses, nonprofits, and other employers	Mayor's office, Municipal Business Development Office (once created), newly-established downtown advocacy group	Property owners, Business owners (current and potential), Chamber of Commerce, City of Malden Neighbourhood Preservation	Public grant (e.g., HomeCorps Partnership Grants, Municipal and Community Restoration Grant); City of Malden funds; Local private donors (e.g., business owners); Malden Cultural Council	Near/medium term



Appendix B: Urban Design

A Pocket Guide to Development in Downtown Malden

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APRIL 10, 2013

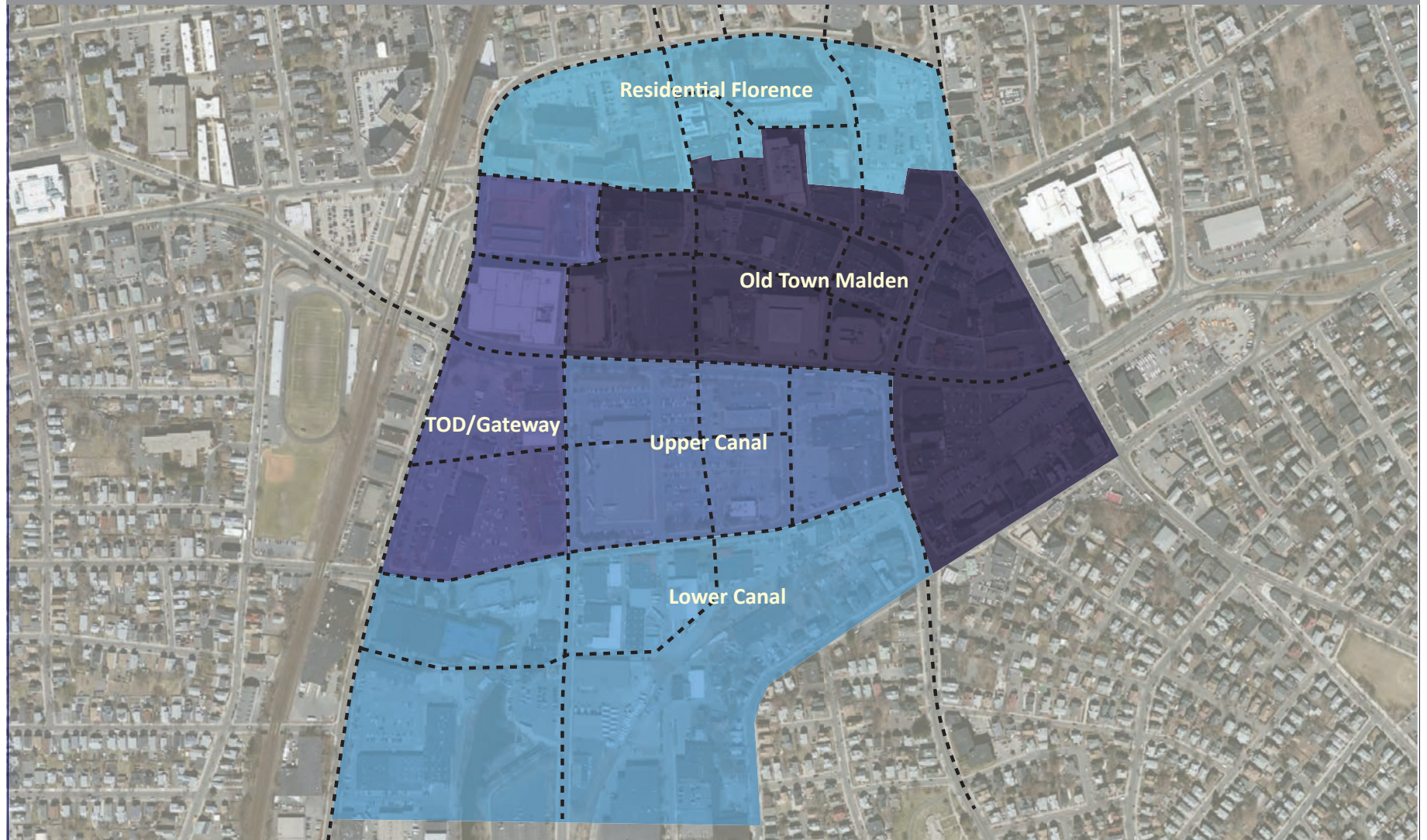


Overview

Historically, Euclidean zoning has been the method used by local governments in the United States to manage and plan for their future development. Form-based codes (FBCs) offer an alternative approach to Euclidean zoning. As the name suggests, a FBC regulates development to achieve a desired built form, placing less emphasis on land use. Such codes create a predictability to the development of an area by controlling such building elements as height, built-to, step backs, facade treatments, the location and provision of parking, public or open space. FBCs offer an effective tool to manage the negative impacts of sprawl, and help encourage compact, walkable neighborhoods.

Key	Old Town Malden reinforcing whats already there	TOD/Gateway downtown activity anchor	Upper Canal urban mid-box	Lower Canal maintaining the old, introducing the new	Residential Florence connecting residential and old town
District Characteristics The following five district descriptions represent the goals of Economic Development, Urban Design Principles, Transportation, Housing, Redevelopment, and Natural Systems/Open Space.	The areas near Pleasant Street and Exchange Street serve as Malden's main commercial district. Uses would include first floor retail and restaurant, with residential or office above the second or third floor. The goal is to create a live/work/play district, featuring small shops, intimate streets and buildings with a variety of facades. The building facades should reflect the historic fabric that is typical of this district. There should also be large ground-floor windows and opportunities for outdoor dining and planned public activities, creating an active and entertaining pedestrian environment.	Commercial Street would accommodate more transit oriented development, taking advantage of the district's proximity to the Malden Center MBTA Station. Majority of uses should include mid-rise residential buildings with ground floor retail, as well as a movie theater. This area should also integrate the proposed ballpark, by wrapping it with retail and restaurants, creating an attractive and inviting gateway to downtown Malden.	Upper Canal serves as the location for mid-box retail development in Malden. Development in the area should occur in a manner appropriate for its urban location, maintaining interesting facades with large windows and inviting street furnishings. Both the building heights and their frontage orientation help to bridge the areas to the north and south of Centre Street. The mixed-use programming along Washington Street provides pedestrians an attractive path to easily travel through it to the Old Town Malden and Lower Canal areas. Uses are divided between retail, office and residential.	The Lower Canal district should retain some of its original light industrial uses and character while introducing pedestrian friendly residential developments. At the same time, building heights should be adjusted so as not to be incompatible with the scale of existing residential areas to the south, east and west. New development should capitalize on this district's access to both the Malden Canal and the Bike to the Sea Trail.	The district should serve as a transition area between the denser development present in Old Town Malden and the single family neighborhoods to the north of Florence Street. Building forms should include row homes, three-story walk ups and triple decker homes. Commercial uses could be located on the bottom floors of buildings at the intersection of Florence Street and Washington Street. These uses should provide basic convenience and shopping services, as well as any other staples a neighborhood would require.
Diagram Definitions Maximum building outline Minimum building outline Property line Frontage = Building facade on setback line					
General Notes A. Use: Prohibited from every district include all major agriculture, heavy industrial, truck depots, creamation facilities, and adult entertainment. B. Grandfathering: Buildings destroyed by natural causes or fire may be rebuilt on their existing footprint. C. Building Height: Measured from the average natural grade level at the elevation facing the principle property frontage.	Description Site configuration front setback (max): 10' frontage: 80% minimum Building configuration height (min): 40' height (max): 80' entrances: entrances must be on all principle roads Parking: Parking structure parking below building or in rear/side Notes: 1. Principle roads include Centre, Washington, Commercial, Pleasant + Exchange. 2. Excessively long facades should be divided to relate to the historic building fabric 3. Parcels with a deep lot may be located add. structures to the rear. 4. 10' setbacks above 50'	Description Site configuration front setback (max): 10' frontage: 75% minimum Building configuration height (min): 25' height (max): 65' entrances: entrances must be on all principle roads Parking: Parking structure parking below building or in rear/side Notes: 1. Principle roads include Washington, Centre, Commercial, Pleasant, + Exchange	Description Site configuration front setback (max): 5' frontage: 50% minimum Building configuration height (min): 25' height (max): 50' entrances: entrances on Canal, Centre + Washington Parking: Parking structure parking below building or in rear/side Notes: 1. Buildings fronting Washington Street have a max height of 65' 2. **100% frontage on Centre Street	Description Site configuration front setback (max): 5' frontage: 50% minimum Building configuration height (min): 25' height (max): 40' entrances: Parking: Garage or surface parking shall be located to the rear of the property, parking shall be accessed from a back alley or frontage road	Description Site configuration front setback (max): 10' frontage: 50% minimum Building configuration height (min): 15' height (max): 40' entrances: entrances must be on all principle roads Parking: Garage or surface parking shall be located to the rear of the property, parking shall be accessed from a back alley or frontage road
	Portsmouth, NH: A small mixed-use active, pedestrian friendly main street	Station Landing, Medford, MA: A TOD mixed-use development	Home Depot, Chicago, IL: A mid-box fitted into an urban context	South of Market Street, San Francisco, CA: Light industrial close to residential	Porter Square, MA: A neighborhood commercial center

DOWNTOWN MALDEN CHARACTER ZONES





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