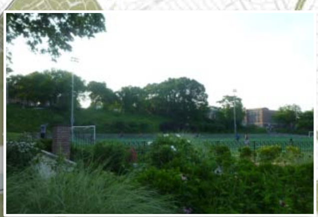
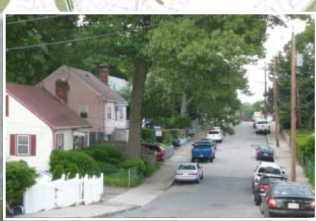
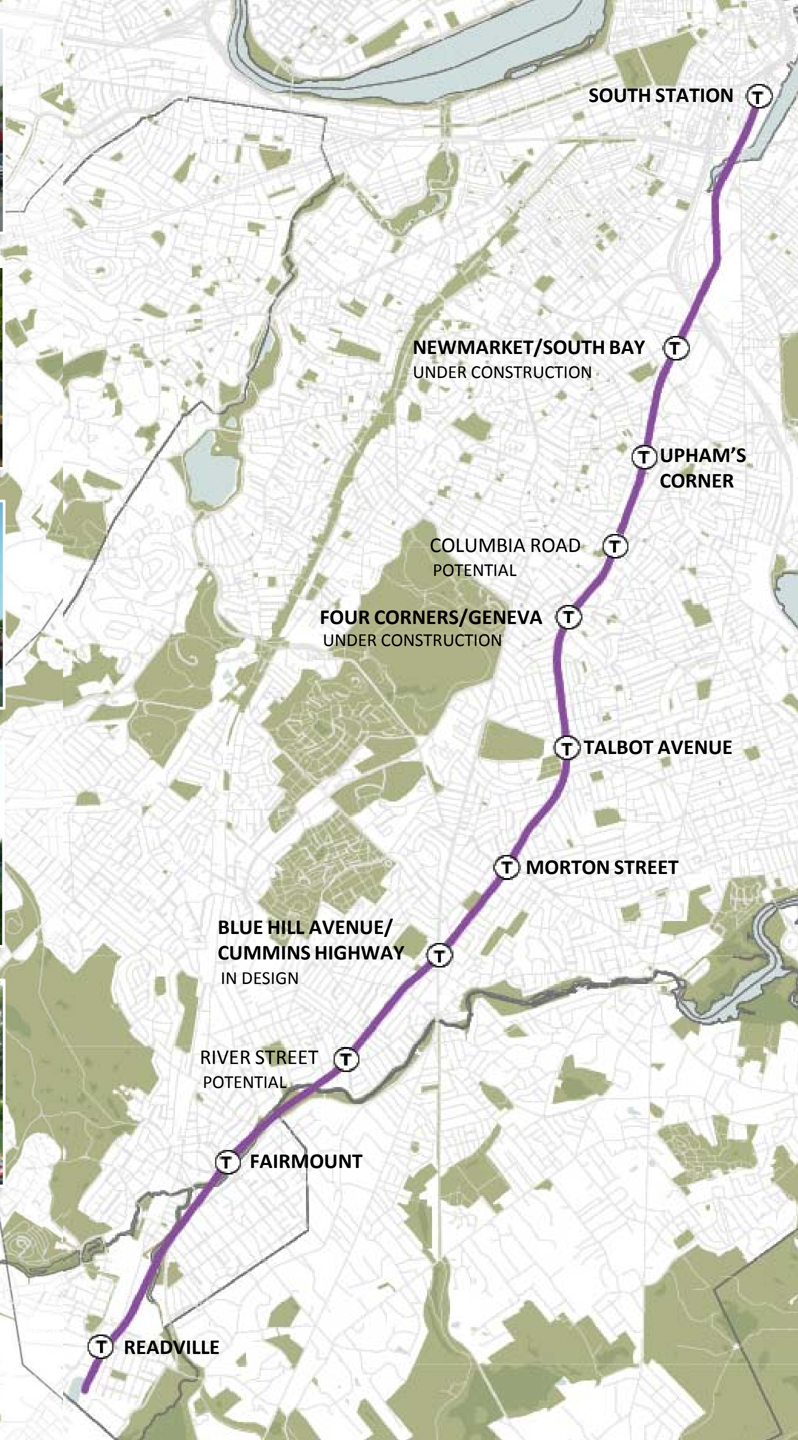






Fairmount Indigo
Planning Initiative

Corridor-wide Advisory Group (CAG) Meeting

Growth Strategy

Monday, May 13th

Prepared by:

The Cecil Group Team

The Cecil Group
HDR Engineering, Inc.
Byrne McKinney & Associates, Inc.
McMahon Associates
Bioengineering
SAS Design, Inc.
Shook Kelley

Agenda

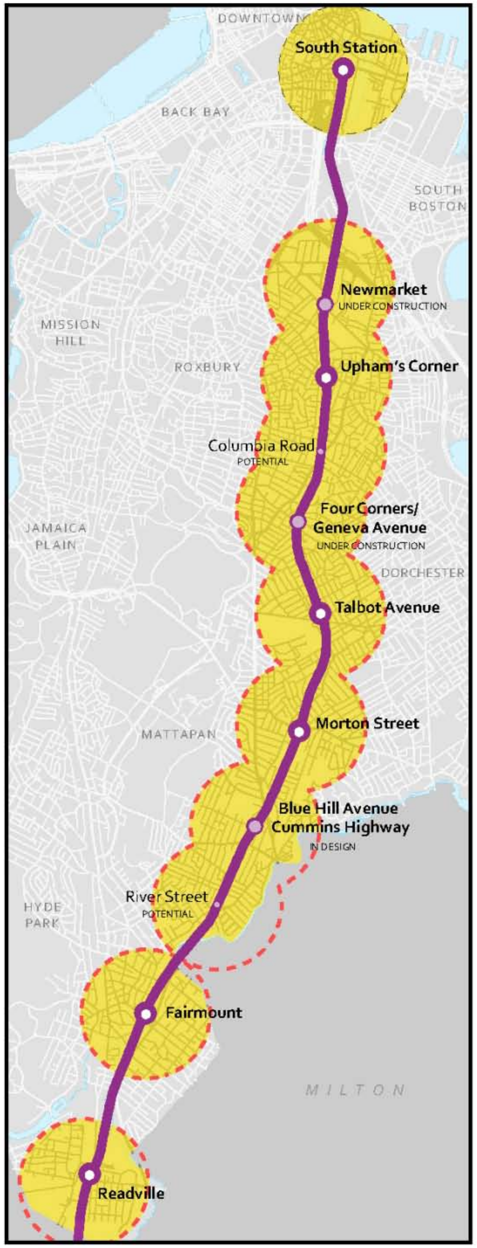
1. Welcome and Introductions

2. Project Schedule

3. Corridor Growth Strategy and Discussion
   - Objectives
   - Context
   - Specific Strategies
   - Targets
   - Station Area Targets and Strategies

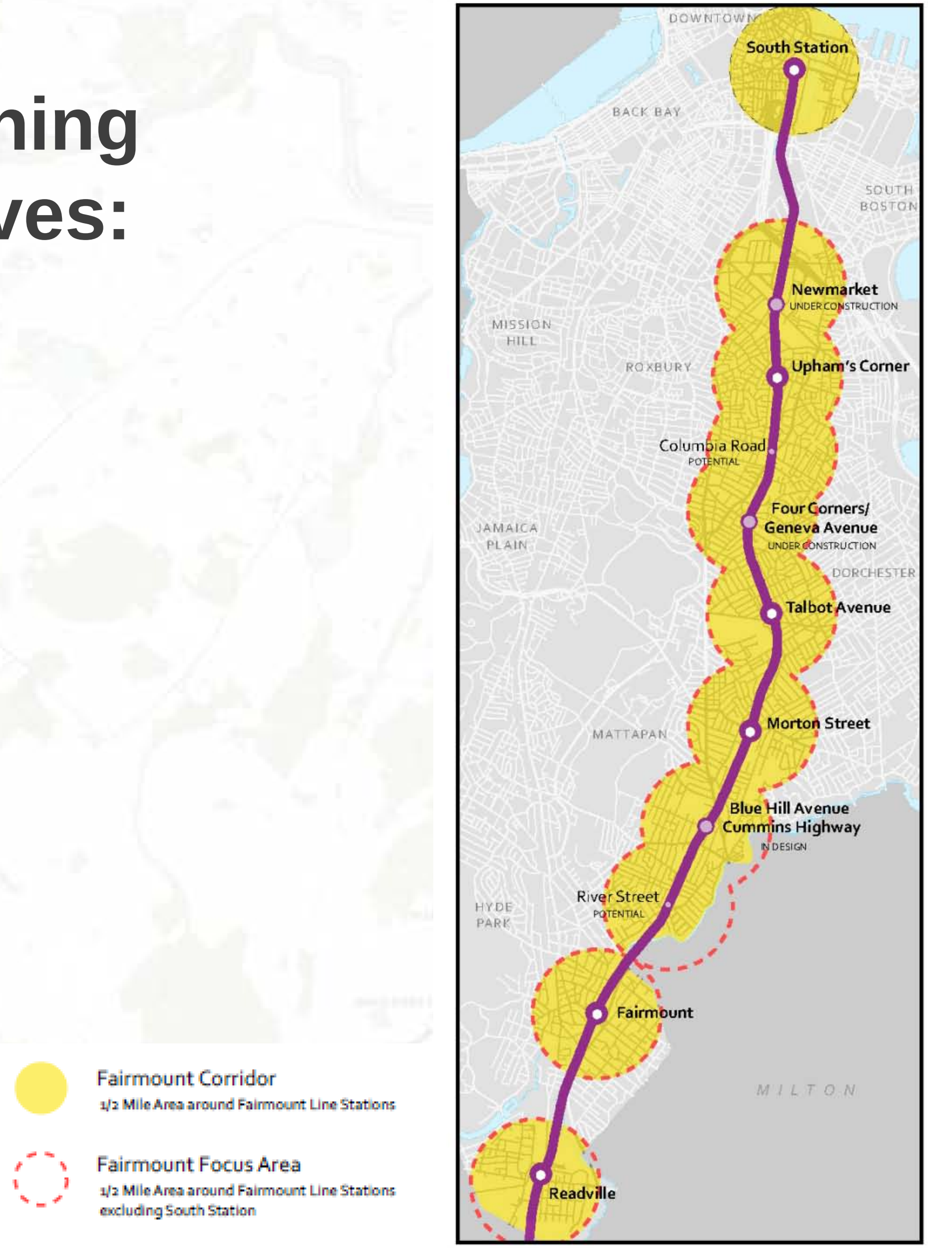
4. Transit Equity Discussion

5. Project Schedule/Next Steps

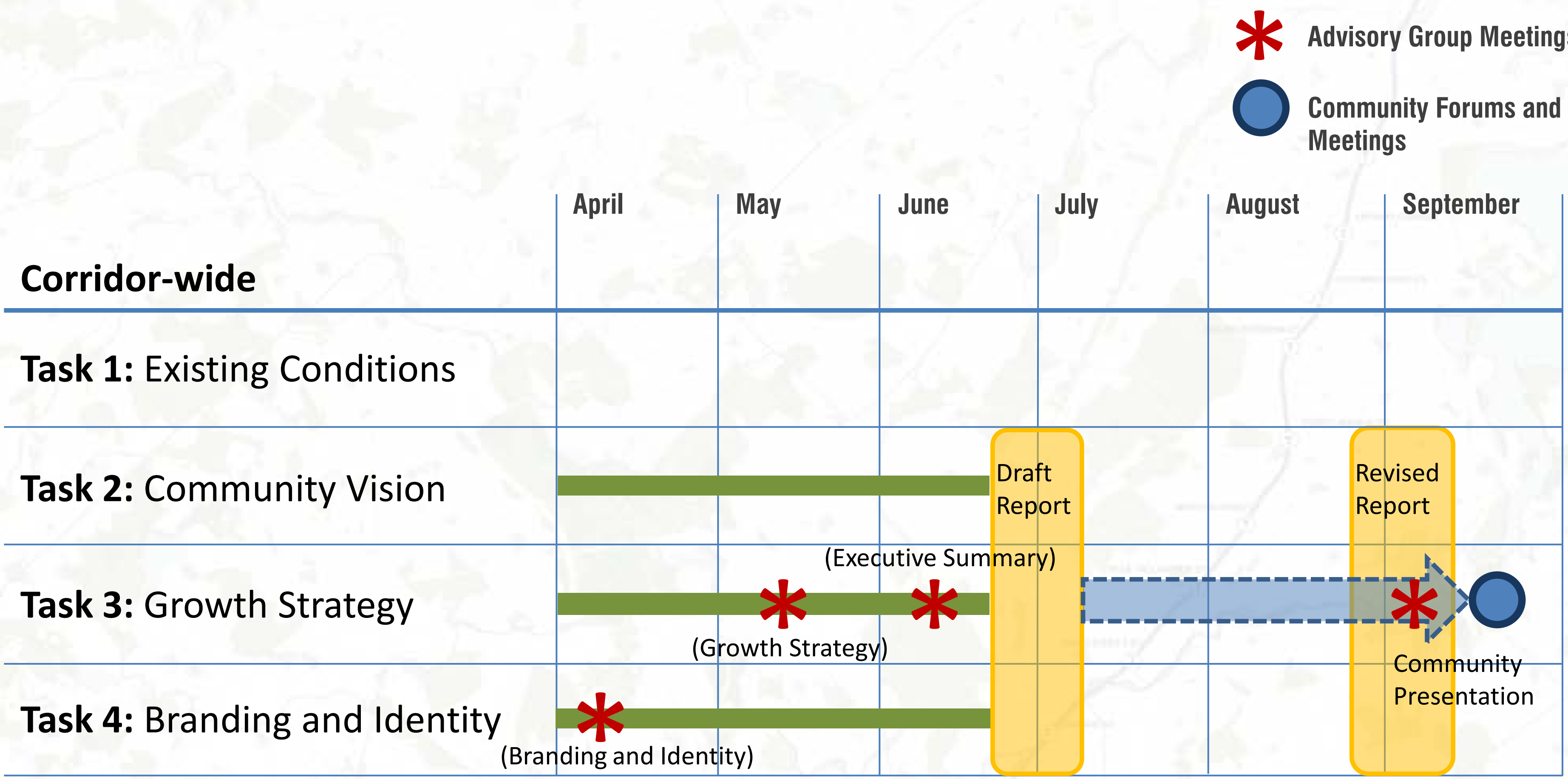


Fairmount Indigo Planning Initiative (FIPI) Objectives:

- Guide physical and economic **development**
- Encourage **sustainable** growth and transit-oriented development (TOD)
- Prioritize economic **prosperity** for existing residents and businesses
- Incorporate existing planning initiatives (City-led and Community-based) into **one vision** for the future



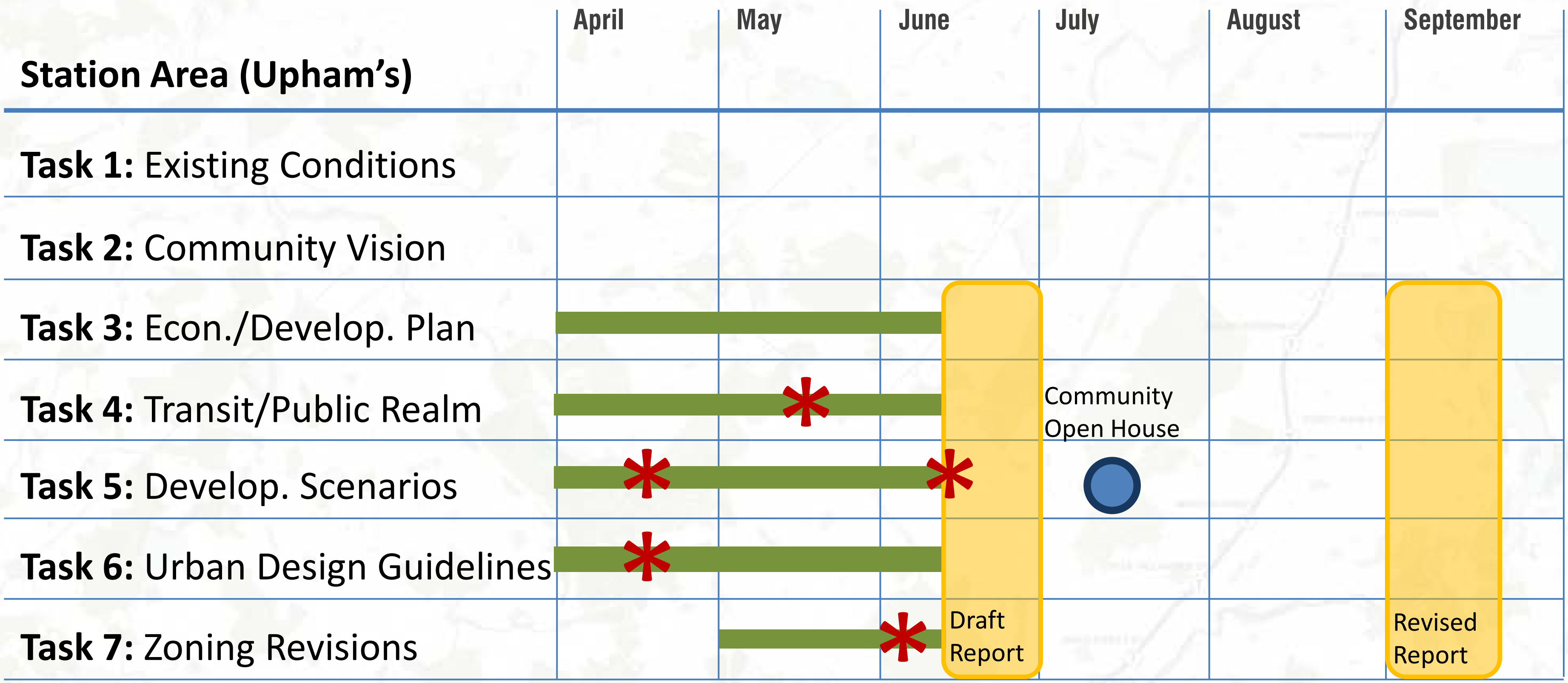
Corridor-wide Schedule



Station Area Schedules

Advisory Group Meetings

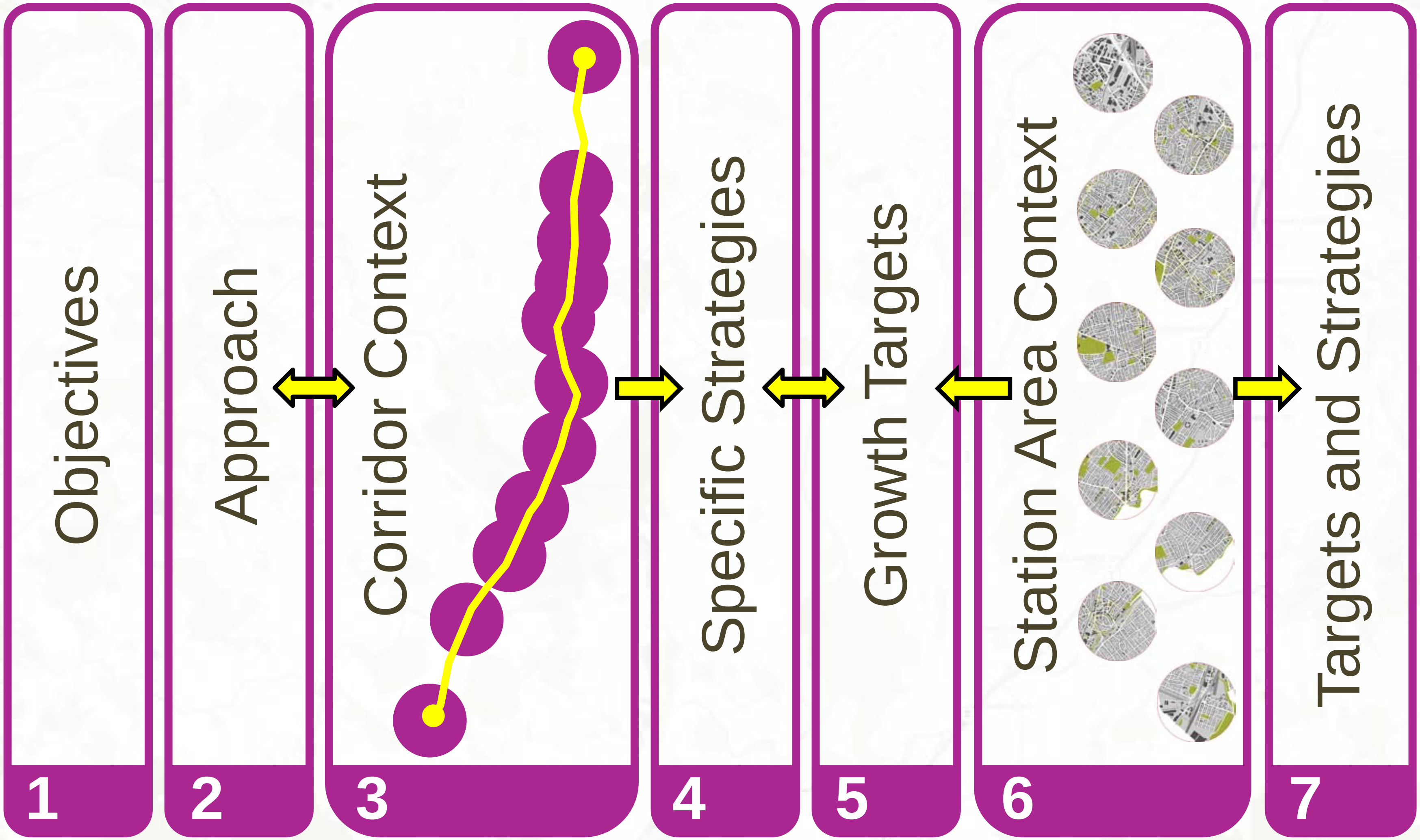
Community Forums and Meetings



Two Additional Stations (Four Corners and Blue Hill)

(July to December/January)

Summary of Growth Strategy

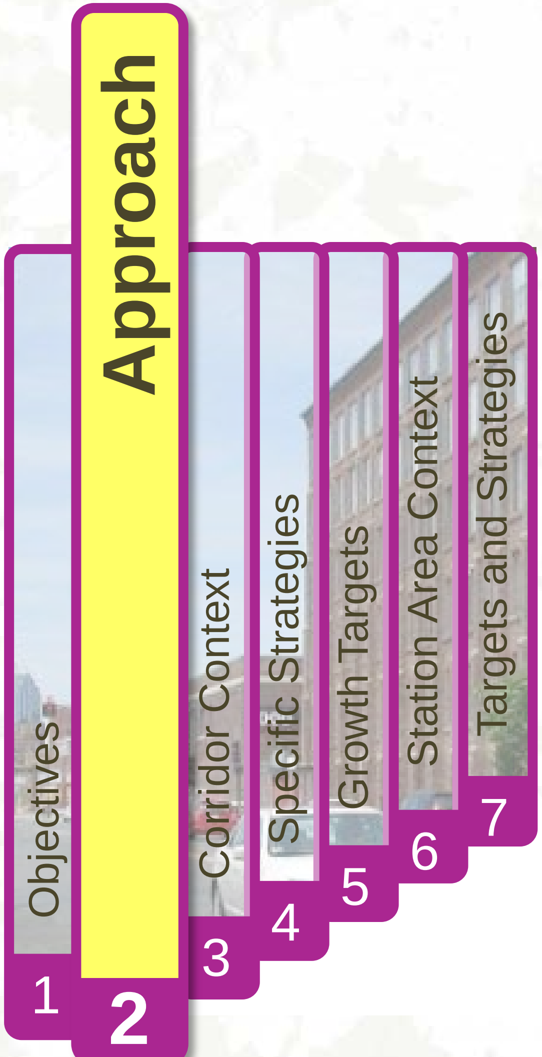


Objectives

The Fairmount Indigo Corridor Growth Strategy intends to:

- Leverage and **connect the Corridor to** the City's and the region's **economic engines**
- **Connect to existing public sector programs** and reinforce a collaborative effort
- Identify and **target the region's growth industries**
- Reinforce that the Corridor's greatest assets are its residents and businesses
- Ensure that Corridor growth delivers on the promise of **shared prosperity** for current residents and businesses
- Leverage the diversity of the community to attract and stimulate economic opportunities
- Leverage **improved stations areas** for new opportunities

Objectives and Approaches



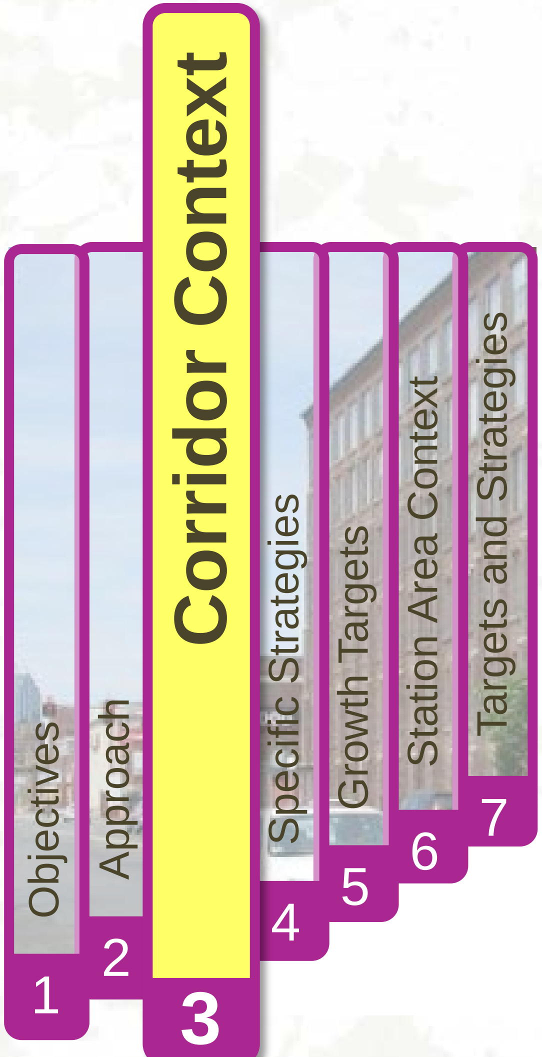
Specific strategies are organized within three approaches to support the Growth Strategy:

IMPORT: *Attract new economic activity to the Corridor*

EXPORT: *Improve access to economic opportunities outside of the Corridor*

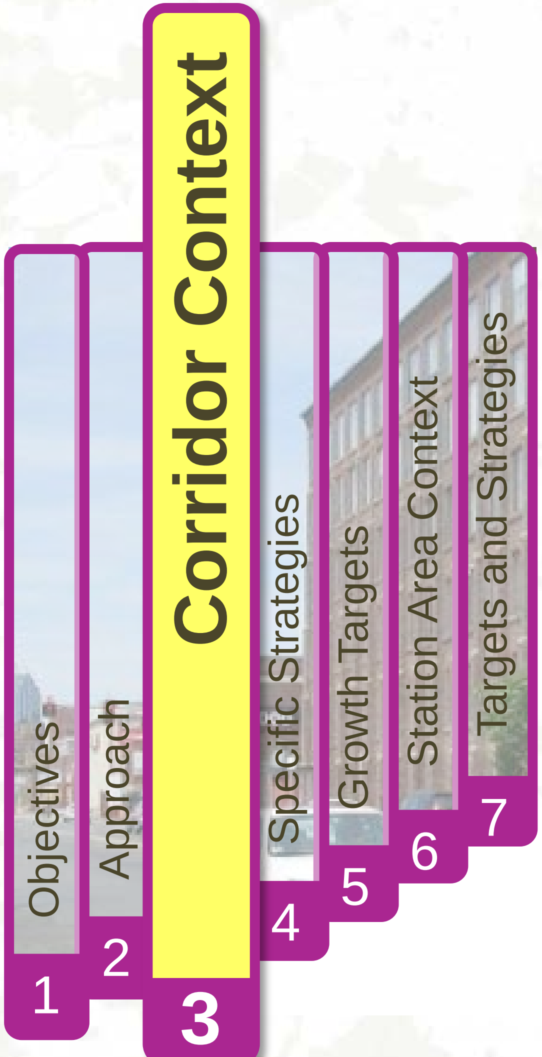
GROW: *Strengthen the performance of existing enterprises within the Corridor*

Fairmount Indigo Context



- Specific Growth Strategies have been developed to build upon Corridor assets and to address weaknesses
- A brief recap of the Corridor SWOT analysis is followed by overarching conclusions about the Corridor's value proposition
- The Corridor brings competitive advantages in the broader City and regional context
- SWOT analysis was performed for the following considerations: demographics, talent / workforce, industries, quality of life, and transportation

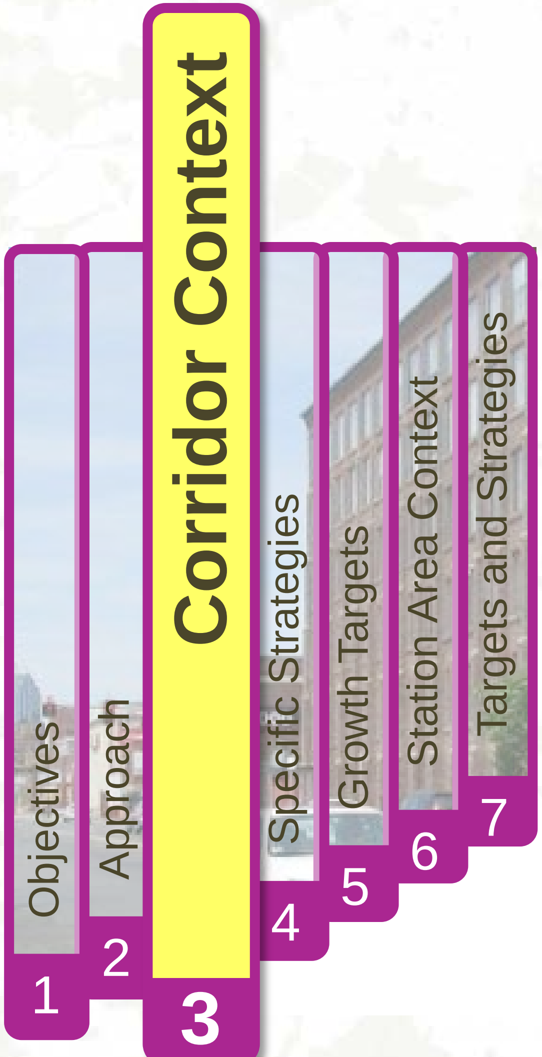
Fairmount Indigo Context



Demand Sources ➔ Development Potentials and *Growth*

- **Households ➔** Residential Development
  – Housing typologies, price points and match to resident requirements
- **Labor Force ➔** Commercial and Industrial
  – Skills and match employer requirements
- **Employment ➔** Commercial and Industrial
  – Land and building availability and match to business requirements
- **Visitation ➔** Cultural and Institutional
  – Visitor types and match to destination requirements
- **Expenditures ➔** Retail Development
  – Resident/employee/visitor expenditures match to commercial types and sales

Strengths, Weaknesses, Opportunities, Threats



Demographics

Strengths	Weaknesses
• Young population • Diverse population	• Relatively high level of poverty • Low household income • Schools • Crime

Opportunities	Threats
• Available young workforce	• Need to link opportunities, jobs, education/skills

Strengths, Weaknesses, Opportunities, Threats

Talent / Workforce

Strengths	Weaknesses	Opportunities	Threats
• Proximity to educational institutions in Boston • Nearly ¼ of residents have some college	• Fewer than half of residents have a BA or higher • Nearly ¼ of corridor residents do not have high school diploma • Relatively high unemployment rate	• Talent development initiatives available • Market resources available to help residents finish their degrees	• Need for more or better-marketed workplace training for residents • City-wide initiatives to improve K-12 education

Strengths, Weaknesses, Opportunities, Threats

Industries

Strengths	Weaknesses	Opportunities	Threats
• Large number of small businesses • Employment centers at Newmarket and Readville • 25% of Boston Main Street businesses are located in Corridor • Diverse industry presence • Proximity to Boston's medical facilities – growth industry	• Few large employers located within the corridor • Mismatch of resident skills and employer needs and/or lack of awareness of jobs available	• Grow health care industry presence – link to existing assets • Creative economy • Build on existing industrial base • Potential for existing small businesses to grow	• Potential to lose industrial base in corridor • Limited industrial expansion potential in employment centers • Language barrier with some smaller businesses

Strengths, Weaknesses, Opportunities, Threats

Transportation

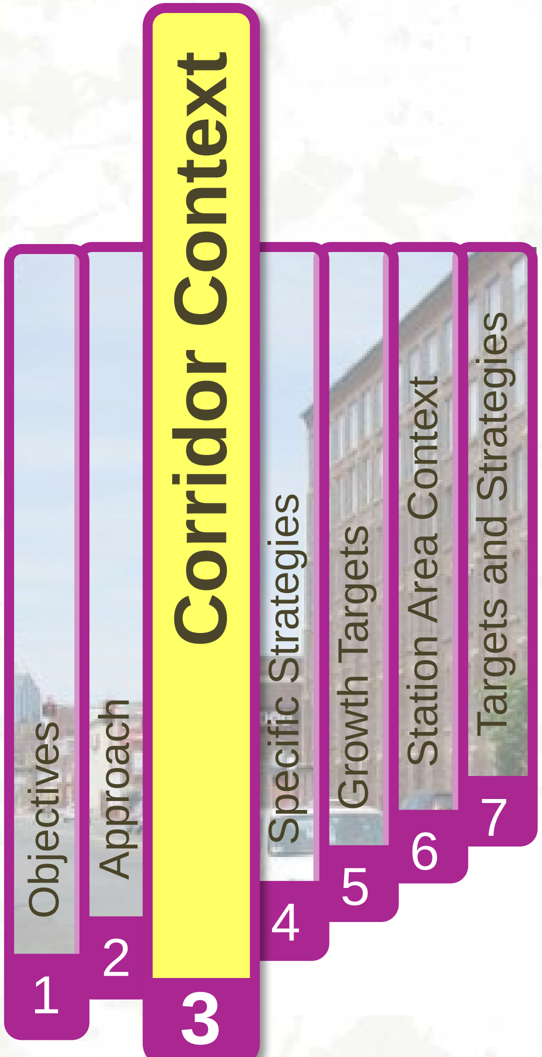
Strengths	Weaknesses	Opportunities	Threats
• Existing bus and rail service	• Limited rail service and frequency • Parking availability in areas of corridor	• Expand use of transit • Reduce reliance on automobiles • Improve pedestrian/bicycle access in Corridor	• Service required to support economic development not made available

Strengths, Weaknesses, Opportunities, Threats

Quality of Life

Strengths	Weaknesses	Opportunities	Threats
• Median home sales prices relatively less expensive • Median rent is relatively less expensive • Relatively low housing density for urban setting • Variety of housing options available	• 36% of all distressed properties in Boston are located in Corridor • Permitting process cumbersome	• Older buildings for live/work • Encourage mix of new/redeveloped housing options • May be able to increase density near stations, support TOD • Continue to offer mix of housing options	• Potential lack of funding to improve sites • Housing affordability may diminish as corridor develops

Fairmount Indigo Context



Based upon the SWOT analysis, the **value proposition** of the Corridor within the context of the Greater Boston Metropolitan Region is:

Cultural diversity

Relative affordability (for residents and businesses)

Active centers and main streets

Leverage transit and **create an actual and perceptual environment that invites Boston** to come to the Corridor to visit, to shop, to work **and that better connects residents** to City and regional amenities, institutions and employment centers.

Specific Strategies

Specific strategies within the overall Growth Strategy:

IMPORT: *Attract new economic activity to the Corridor*

- Support **economic development readiness** and competitive positioning of the Corridor
- Enrich the **quality of life** within the Corridor with more transportation, housing, shopping, recreation and employment choice

EXPORT: *Improve access to economic opportunities outside of the Corridor*

- Cultivate connections between the **workforce and employment** opportunities in and out of the Corridor

GROW: *Strengthen the performance of existing enterprises within the Corridor*

- Enhance the Corridor's **entrepreneurial ecosystem**
- **Enhance prosperity** for current residents and businesses

Structure of Specific Strategies

Each Specific Strategy will be supported by the following information:

- **Mission/Objective**
  - Entrepreneurial ecosystem
  - Talent delivery
  - Economic development readiness
  - Enhanced livability
- **Opportunity for Leadership and Stewardship**
  - Point person
  - Leading organization
- **Collaborative Partners**
  - Industry leaders in Boston
  - Educational facilities or training centers
  - Public agencies and planning commissions

Structure of Specific Strategies

Each Specific Strategy will be supported by the following information (continued):

- **Situation Assessment**
  - Existing conditions – pros and cons
- **Metrics**
  - Variable, depending on growth objective
- **Milestones**
  - Implementation
- **Action Plan**
- **Barriers to Success**
  - Derived in part from threats

Economic Development Readiness

Support **economic development readiness** in the Corridor and enhance the Corridor's competitive positioning

Actions to support the strategy:

- Identity key development parcels and potential **Brand Beacon locations** and possible partnerships
- Develop/revise **zoning to promote economic development** within the Corridor and at the Station locations
- Tailor **approvals and permitting processes to objectives** for the Corridor
- Assist with **creative financing** and exploration of resources

Economic Development Readiness

Support **economic development readiness** in the Corridor and enhance the Corridor's competitive positioning

Existing Programs that support the strategy:

- Back Streets – assistance with real estate, financing, and navigation of City services to industrial and commercial business
- Boston Buying Power – group rate discount for energy
- Boston Retail – assistance with real estate, financing, and navigation of City services to retail business
- Boston Redevelopment Authority program links
- Regional Transit-Oriented Development Fund (currently under study by MAPC, LISC and CLF)
- Others

Economic Development Readiness

Support **economic development readiness** in the Corridor and enhance the Corridor's competitive positioning

Potential Brand Beacon key development sites:

- Newmarket –Boston Edison property with Mass Ave frontage (Privately owned)
- Upham's Corner – Maxwell Property (City owned) and Leon Property (Privately owned)
- Columbia Road –Parcels at corner of Ceylon Street and Columbia Road (Privately owned)
- Four Corners –City owned, MBTA owned and privately owned land at Lynnville Terrace
- Talbot Avenue – Privately owned parcels that front on Talbot Avenue between New England Ave and Rail Right-of-way
- Morton Street – 872 Morton Street (City owned), Economy Plumbing Property (Privately owned)

Economic Development Readiness

Support **economic development readiness** in the Corridor and enhance the Corridor's competitive positioning

Potential Brand Beacon key development sites:

- Blue Hill Avenue – Cote Ford Property (City-owned), Jubilee Church Property (privately owned) at 1500 Blue Hill Avenue
- River Street – Privately owned parcel between Tchapitoulas Street and Rail Right-of-way
- Fairmount – Privately owned parcels (light industrial/warehouse) between Nott Street and Rail Right-of-way, Lewis Chemical Property (publicly owned)
- Readville – Privately owned parcels in the 1600-1700 block of Hyde Park Avenue in combination with MBTA owned land

Growth Strategy - **IMPORT**

Fairmount Indigo

Support **economic development readiness** in the Corridor and enhance the Corridor's competitive positioning

Potential Target Sectors:

- Local industrial – food production and distribution
- Local industrial – repair/specialty
- Local industrial – "boutique"
- Green jobs

Growth Strategy - **IMPORT**

Quality of Life

Enrich the quality of life within the Corridor with more transportation, housing, shopping, recreation and employment choice

Actions to support the strategy:

- **Transportation enhancements** (station areas as community and mobility hubs)
  - **Strategic shuttle services** (existing or new), **expanded Hubway network**
- **Housing opportunities for expansion of mixed-income and market rate units** (connect to Housing Boston 2020 Plan)
- **Community amenities** (station areas and nearby Main Streets as hubs for local serving retail and services)
- Promote a vision of **shared prosperity** for existing residents and businesses
- **Targeting industries for expanded Corridor opportunities**

Quality of Life

Enrich the quality of life within the Corridor with more transportation, housing, shopping, recreation and employment choice

Transportation Actions to support the strategy:

- Commuter rail
- MBTA transit
- MASCO and other shuttle services
- Hubway Boston
- Pedestrian-friendly station areas

Quality of Life

Enrich the quality of life within the Corridor with more transportation, housing, shopping, recreation and employment choice

Community Amenity actions to support the strategy:

- Grocery stores
- Daycare facilities
- After-school care
- Publicly-accessible computer centers and libraries
- Others

Quality of Life

Enrich the quality of life within the Corridor with more transportation, housing, shopping, recreation and employment choice

Housing actions to support the strategy:

- Integrate higher residential density in redevelopment at station areas
- Reinforce residential populations near Main Street districts to support vitality
- Dispose of City owned parcels through RFP processes for market rate and workforce housing
- Expand market rate and workforce housing

Growth Strategy - **EXPORT**

Workforce and Employment

Cultivate the connections between employees and employers

Actions to support the strategy:

- Connect to existing job training and workforce development programs
- Targeted training and partners in education, health care, life sciences, food production and service
- Connect directly to Boston Public Schools efforts and programs (Circle of Promise, STEM learning, vocational programs)
- Enhance mechanisms to communicate and advertise opportunities (Brand Beacons at station areas)

Workforce and Employment

Cultivate the connections between employees and employers

Existing Workforce Development Programs to support the strategy:

- Project Hope
- The Family Child Care Business Enterprise
- Workforce Development & Employer Partnerships (WDEP)
- Roxbury Community College
- Action for Boston Community Development (ABCD)
- Adult Basic Education (ABE)
- ESOL (English for Speakers of Other Languages)
- NECAT Culinary Arts Training & Placement Program
- Newmarket driver training program
- Youth Build
- Carpenter's Training Union

Workforce and Employment

Cultivate the connections between employees and employers

Partner opportunities to support the strategy:

- Education
  - Colleges and universities
  - Community colleges
  - Training centers
- Life sciences
- Healthcare Sector
  - MASCO
- Food production industry
  - Massachusetts Food Association
  - Boston Organics
- Others

Fairmount Indigo

Cultivate the connections between employees and employers

Potential target sectors to support the strategy:

- Healthcare
- Life Sciences
- Food production and distribution
- “Boutique” manufacturing

Entrepreneurial Ecosystem

Enhancing the **entrepreneurial ecosystem – building upon the diversity of the residents and community**

- **Enable and enhance wealth of small businesses (more than 900 establishments) in the Corridor**
  - Build upon Main Streets programs, small business loan programs, Back Streets program
  - Create new partnerships, programs and training opportunities
  - Business incubator and technical assistance
  - New links through partnerships with institutions
- **Enhance visibility of programs available to residents and business owners**

Entrepreneurial Ecosystem

Small Business Development Existing Programs:

- Boston Business Hub
- Main Streets
- ReStore Boston
- Neighborhood Restaurant Initiative
- U.S. Small Business Administration
- Back Streets
- Workforce Training Fund/Express Program
- Small Business Loan Programs
  - Boston Industrial Development Financing Authority (BIDFA)
  - The Business & Equity Fund
  - Boston Local Development Corporation (BLDC)
  - Back Streets Backup Loan Program
- Others

Prosperity for Current Residents/Businesses

Create enhanced opportunities and enhanced neighborhoods that **allow current residents and businesses to improve livelihood**

- Key to the Corridor is the diversity and wealth of cultures in the Corridor communities and residents, retaining that diversity is very important to the future of the Corridor and health of the neighborhoods
- Recommended anti-displacement strategies:
  - Dispose publicly held property through RFP processes that require a mix of affordable and market rate units
  - Examine specific inclusionary zoning requirements for the Corridor (Current Policy: 10 or more units = 13% affordable to households earning between 80% to 120% Boston Area Median Income (AMI) or $50K per unit payment in lieu of on-site units)

Prosperity for Current Residents/Businesses

Create enhanced opportunities and enhanced neighborhoods that **allow current residents and businesses to improve livelihood**

- Linkage fee program (projects exceeding 100K SF a $7.28 housing fee per gross square foot of new non-residential and/or market-rate residential construction and 1.44/SF jobs payment)
- Maintain existing resident base to retain existing businesses
- Set aside new retail/mixed-use space for a certain percentage of locally-owned small businesses
- Develop local hiring priorities and mechanisms
- Small business loan programs, storefront improvements

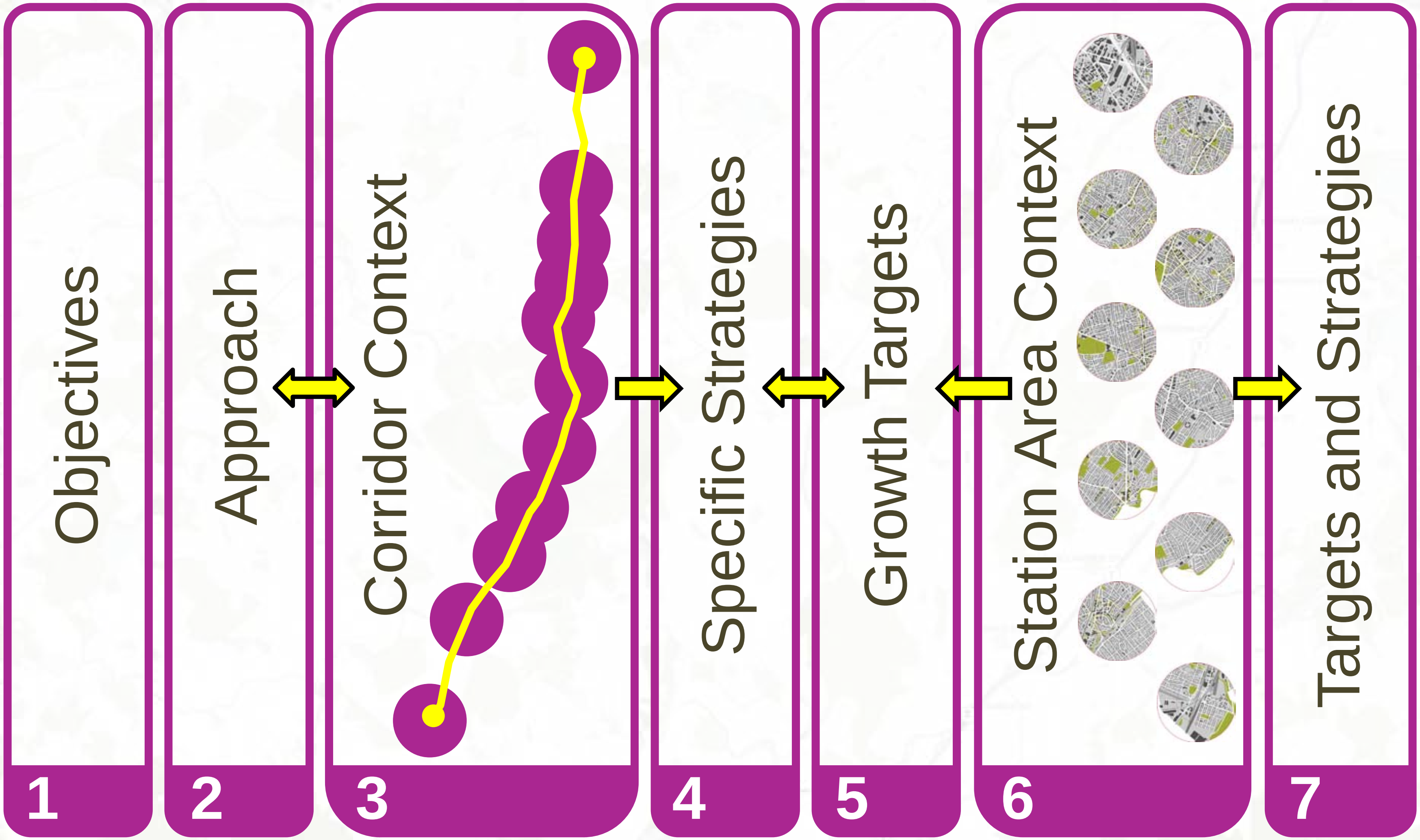
Fairmount Indigo

Create enhanced opportunities and enhanced neighborhoods that **allow current residents and businesses to improve livelihood**

Potential target sectors to support the strategy:

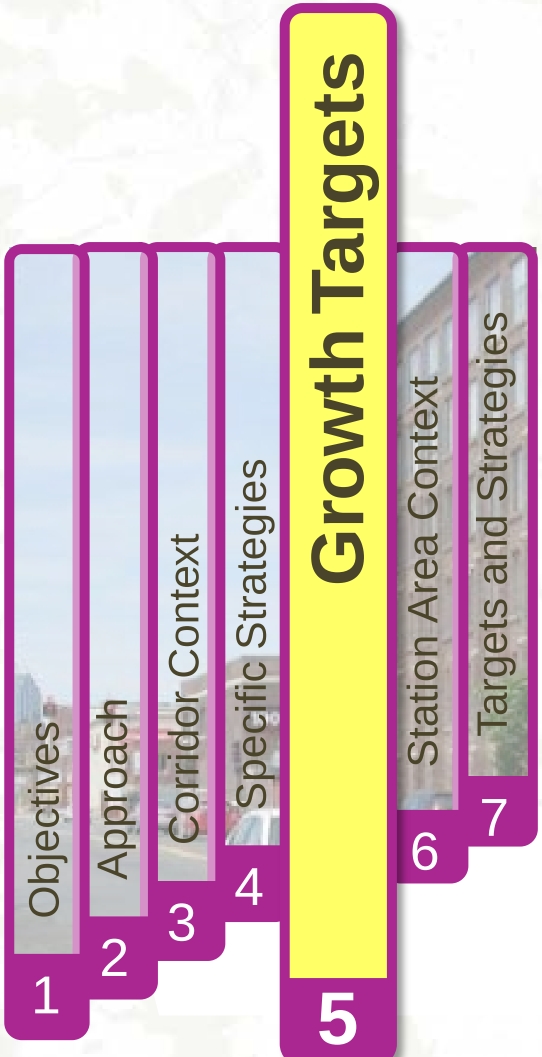
- Food production and distribution
- Repair/specialty crafts
- Green jobs
- Retail and services concentrated at Main Streets
- Cultural, community and recreation services

Summary of Growth Strategy



Establishing Growth Targets

Establishing Growth Targets



General Methodology

- Calculations and assumptions based upon existing conditions and capacity
- Underutilized and vacant space square footage reduced by City of Boston parking space requirements per SF and the average amount of space per parking spot
- Population
  - Based on average unit size, per parcel data
  - Based on average occupancy from U.S. Census in each area
- Employment
  - Based on space use per 1000 SF
  - Commercial includes both retail and office

Fairmount Indigo

Growth Targets

5

The growth potential and capacity at each station area further defines and identifies strategies and approaches applicable to each location.

Use Type	Development Potential					Growth Assumptions*		New Residents & Jobs			
	Vacant for Infill	Vacant for New Development		TOTAL DEVELOPMENT CAPACITY		Corridor		Population		Employment	
		Low	High	Low	High	Employment	Population	Low	High	Low	High
Newmarket	344,000	474,000	1,083,000	818,000	1,427,000	1.3%	-3.5%	232	257	835	1,601
Uphams Corner	1,037,000	424,000	689,000	1,461,000	1,726,000	7.2%	5.8%	820	925	318	508
Columbia Road	337,000	32,000	85,000	369,000	422,000	1.3%	-4.1%	362	408	43	59
Four Corners	1,097,000	147,000	405,000	1,244,000	1,502,000	8.8%	-1.5%	1,571	1,807	151	258
Talbot Ave	606,000	103,000	275,000	709,000	881,000	8.9%	-8.7%	761	943	102	133
Morton Street	748,000	160,000	488,000	908,000	1,236,000	12.1%	-4.8%	655	896	120	159
Blue Hill Ave	267,000	95,000	219,000	362,000	486,000	-8.0%	-11.2%	76	102	69	100
River Street	152,000	20,000	80,000	172,000	232,000	0.2%	-4.1%	167	200	26	66
Fairmount	312,000	76,000	213,000	388,000	525,000	25.1%	2.3%	126	173	88	108
Readville	227,000	93,000	281,000	320,000	508,000	20.1%	5.4%	141	237	158	242
TOTAL	**5,127,000**	**1,624,000**	**3,818,000**	**6,751,000**	**8,945,000**	**10.7%****	**12.3%****	**4,911**	**5,947**	**1,910**	**3,234**

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

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

Newmarket

Approach: IMPORT, Specific Strategies:

- Strongest job center within the Corridor, strongest employment growth capacity
- Import new target sector industries
- Grow existing employers and retain development potential for job creation

Newmarket

1 Objectives
2 Approach
3 Corridor Context
4 Specific Strategies
5 Growth Targets
6 Station Area Context
7 Targets and Strategies

Residential Capacity: 131,000 – 145,000 GSF

Commercial Capacity: 254,000 – 535,000 GSF

Industrial Capacity: 400,000 – 705,000 GSF

Government/Exempt Capacity: 33,000 – 42,000 GSF

Potential Population Increase: 232 -257

Potential Employment Increase: 835 – 1,601

Newmarket

	Use Type	Vacant for Infill	Vacant for New Development		TOTAL DEVELOPMENT CAPACITY		Vacancy Rates	Average Heights			Population Capacity		Employment Capacity	
			Low	High	Low	High		Bldg Height	Gross Area	Living Area	Low	High	Low	High
Newmarket	Residential	113,000	18,000	32,000	131,000	145,000	12.50%	1.19	0.80	0.57	232	257		
	Total Commercial	63,000	191,000	472,000	254,000	535,000							457	963
	Commercial - Office						4.40%	0.96	0.46	0.43				
	Commercial - Retail						3.60%	0.86	0.34	0.27				
	Industrial/Warehouse	142,000	258,000	563,000	400,000	705,000							320	564
	Industrial						7.50%	0.73	0.38	0.34				
	Warehouse						8.60%	1.79	0.85	0.79				
	Government/Exempt	26,000	7,000	16,000	33,000	42,000	2.00%	1.50	0.43	0.33			58	74
	Total Square Footage	**344,000**	**474,000**	**1,083,000**	**818,000**	**1,427,000**							*835*	*1,601*

Residential Capacity: 131,000 – 145,000 GSF

Commercial Capacity: 254,000 – 535,000 GSF

Industrial Capacity: 400,000 – 705,000 GSF

Government/Exempt Capacity: 33,000 – 42,000 GSF

Potential Population Increase: 232 -257

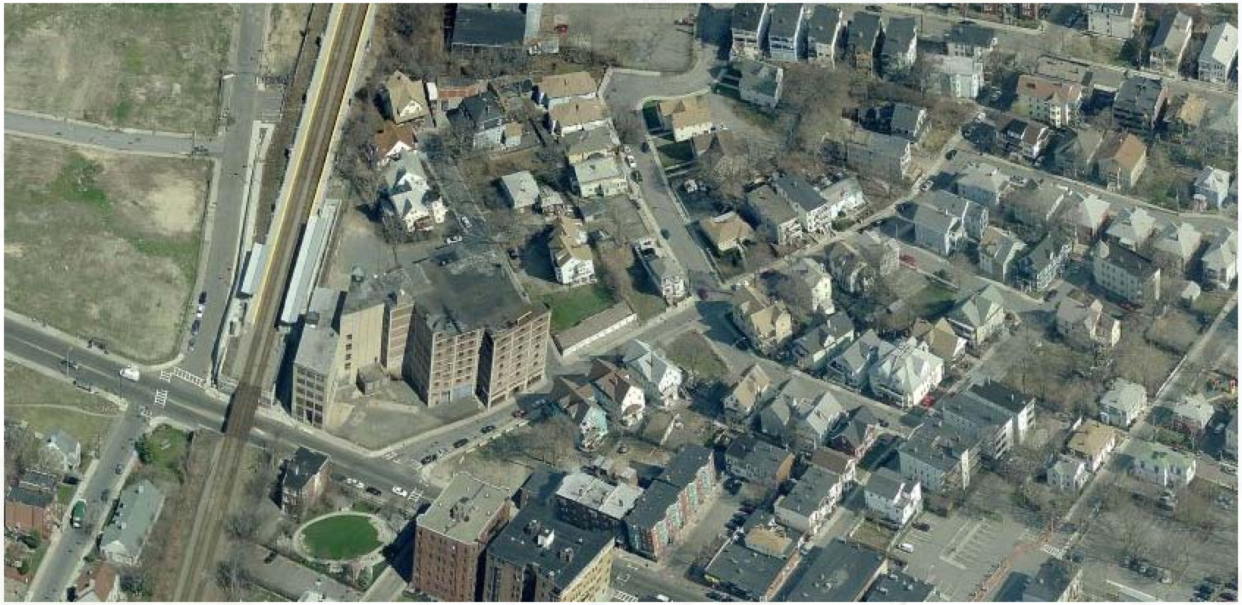
Potential Employment Increase: 835 – 1,601

Upham's Corner

Approach: GROW/IMPORT, Specific Strategies:

- Strong resident and employment growth, concentrate new development to reinforce commercial and cultural center with new residents
- Target higher density development to support Upham's Center and take advantage of location close to the City core

Upham's Corner



Residential Capacity: 1.25 – 1.4M GSF

Commercial Capacity: 114,000 – 218,000 GSF

Industrial Capacity: 69,000 – 70,000 GSF

Government/Exempt Capacity: 33,000 – 34,000 GSF

Potential Population Increase: 820 – 925

Potential Employment Increase: 318 – 508

Upham's Corner

	Use Type	Vacant for Infill	Vacant for New Development		TOTAL DEVELOPMENT CAPACITY		Vacancy Rates	Average Heights			Population Capacity		Employment Capacity	
			Low	High	Low	High		Bldg Height	Gross Area	Living Area	Low	High	Low	High
Uphams Corner	Residential	920,000	325,000	484,000	1,245,000	1,404,000	14.80%	1.64	1.61	1.10	820	925		
	Total Commercial	19,000	95,000	199,000	114,000	218,000							205	392
	Commercial - Office						4.40%	1.00	0.74	0.51				
	Commercial - Retail						3.60%	0.54	0.31	0.22				
	Industrial/Warehouse	66,000	3,000	4,000	69,000	70,000							55	56
	Industrial						7.50%	0.45	0.26	0.23				
	Warehouse						8.60%	1.25	0.73	0.69				
	Government/Exempt	32,000	1,000	2,000	33,000	34,000	2.00%	1.48	0.53	0.40			58	60
	Total Square Footage	**1,037,000**	**424,000**	**689,000**	**1,461,000**	**1,726,000**							*318*	*508*

Residential Capacity: 1.25 – 1.4M GSF

Commercial Capacity: 114,000 – 218,000 GSF

Industrial Capacity: 69,000 – 70,000 GSF

Government/Exempt Capacity: 33,000 – 34,000 GSF

Potential Population Increase: 820 – 925

Potential Employment Increase: 318 – 508

Columbia Road

1 Objectives
2 Approach
3 Corridor Context
4 Specific Strategies
5 Growth Targets
6 Station Area Context
7 Targets and Strategies

Approach: EXPORT, Specific Strategies:

- Moderate residential capacity to infill existing residential neighborhoods, little employment expansion
- Target higher density development to support Columbia Road's location close to the City core

Columbia Road

1 Objectives
2 Approach
3 Corridor Context
4 Specific Strategies
5 Growth Targets
6 Station Area Context
7 Targets and Strategies

Residential Capacity: 345,000 – 389,000 GSF

Commercial Capacity: 17,000 – 26,000 GSF

Industrial Capacity: 0 GSF

Government/Exempt Capacity: 7,000 – 7,000 GSF

Potential Population Increase: 362 – 408

Potential Employment Increase: 43 – 59

Columbia Road

			Vacant for New Development		TOTAL DEVELOPMENT CAPACITY			Average Heights			Population Capacity		Employment Capacity	
	Use Type	**Vacant for Infill**	**Low**	**High**	**Low**	**High**	**Vacancy Rates**	**Bldg Height**	**Gross Area**	**Living Area**	**Low**	**High**	**Low**	**High**
Columbia Road	Residential	326,000	19,000	63,000	345,000	389,000	15.60%	1.36	0.57	0.42	362	408		
	Total Commercial	4,000	13,000	22,000	17,000	26,000							31	47
	Commercial - Office						4.40%	0.39	0.28	0.22				
	Commercial - Retail						3.60%	0.27	0.27	0.16				
	Industrial/Warehouse	0	-	-	-	-							0	0
	Industrial						7.50%	0.00	0.00	0.00				
	Warehouse						8.60%	0.00	0.00	0.00				
	Government/Exempt	7,000	-	-	7,000	7,000	2.00%	1.05	0.42	0.30			12	12
	Total Square Footage	**337,000**	**32,000**	**85,000**	**369,000**	**422,000**							*43*	*59*

Residential Capacity: 345,000 – 389,000 GSF

Commercial Capacity: 17,000 – 26,000 GSF

Industrial Capacity: 0 GSF

Government/Exempt Capacity: 7,000 – 7,000 GSF

Potential Population Increase: 362 – 408

Potential Employment Increase: 43 – 59

Four Corners

1 Objectives
2 Approach
3 Corridor Context
4 Specific Strategies
5 Growth Targets
6 Station Area Context
7 Targets and Strategies

Approach: EXPORT, Specific Strategies:

- Very strong capacity for increased residential development, reinforce neighborhood services, but little growth of employment
- Target higher density development to match scale and character of existing neighborhoods

Four Corners

Residential Capacity: 1.1M – 1.3M GSF

Commercial Capacity: 32,000 – 69,000 GSF

Industrial Capacity: 51,000 – 102,000 GSF

Government/Exempt Capacity: 30,000 – 30,000 GSF

Potential Population Increase: 1,571 – 1,807

Potential Employment Increase: 151 – 258

Four Corners

	Use Type	Vacant for Infill	Vacant for New Development		TOTAL DEVELOPMENT CAPACITY		Vacancy Rates	Average Heights			Population Capacity		Employment Capacity	
			Low	High	Low	High		Bldg Height	Gross Area	Living Area	Low	High	Low	High
Four Corners	Residential	1,039,000	92,000	262,000	1,131,000	1,301,000	12.80%	1.22	0.60	0.43	1,571	1,807		
	Total Commercial	14,000	18,000	55,000	32,000	69,000							58	124
	Commercial - Office						4.40%	0.56	0.13	0.11				
	Commercial - Retail						3.60%	0.42	0.30	0.21				
	Industrial/Warehouse	14,000	37,000	88,000	51,000	102,000							41	82
	Industrial						7.50%	0.67	0.17	0.16				
	Warehouse						8.60%	0.78	0.54	0.45				
	Government/Exempt	30,000	-	-	30,000	30,000	2.00%	1.35	0.73	0.58			53	53
	Total Square Footage	**1,097,000**	**147,000**	**405,000**	**1,244,000**	**1,502,000**							*151*	*258*

Residential Capacity: 1.1M – 1.3M GSF

Commercial Capacity: 32,000 – 69,000 GSF

Industrial Capacity: 51,000 – 102,000 GSF

Government/Exempt Capacity: 30,000 – 30,000 GSF

Potential Population Increase: 1,571 – 1,807

Potential Employment Increase: 151 – 258

Talbot Avenue

1 Objectives
2 Approach
3 Corridor Context
4 Specific Strategies
5 Growth Targets
6 Station Area Context
7 Targets and Strategies

Approach: GROW, Specific Strategies:

- Very strong capacity for increased residential development, reinforce neighborhood services and add some employment to Codman Square
- Target higher density development (Levedo Building) to match scale and character of existing neighborhoods

Talbot Avenue

Residential Capacity: 649,000 – 804,000 GSF

Commercial Capacity: 25,000 – 40,000 GSF

Industrial Capacity: 4,000 – 4,000 GSF

Government/Exempt Capacity: 31,000 – 33,000 GSF

Potential Population Increase: 761 – 943

Potential Employment Increase: 102 – 133

Talbot Avenue

	Use Type	Vacant for Infill	Vacant for New Development		TOTAL DEVELOPMENT CAPACITY		Vacancy Rates	Average Heights			Population Capacity		Employment Capacity	
			Low	High	Low	High		Bldg Height	Gross Area	Living Area	Low	High	Low	High
Talbot Ave	Residential	562,000	87,000	242,000	649,000	804,000	11.90%	1.36	0.65	0.47	761	943		
	Total Commercial	10,000	15,000	30,000	25,000	40,000							45	72
	Commercial - Office						4.40%	0.61	0.49	0.32				
	Commercial - Retail						3.60%	0.37	0.28	0.17				
	Industrial/Warehouse	4,000	-	-	4,000	4,000							3	3
	Industrial						7.50%	0.18	0.07	0.07				
	Warehouse						8.60%	0.44	0.16	0.16				
	Government/Exempt	30,000	1,000	3,000	31,000	33,000	2.00%	1.26	0.33	0.25			54	58
	Total Square Footage	**606,000**	**103,000**	**275,000**	**709,000**	**881,000**							*102*	*133*

Residential Capacity: 649,000 – 804,000 GSF

Commercial Capacity: 25,000 – 40,000 GSF

Industrial Capacity: 4,000 – 4,000 GSF

Government/Exempt Capacity: 31,000 – 33,000 GSF

Potential Population Increase: 761 – 943

Potential Employment Increase: 102 – 133

Morton Street

Approach: GROW, Specific Strategies:

- Moderate capacity for increased residential development and employment opportunities
- Focus on large vacant parcels, moderate density housing and building upon supply and warehouse employment synergy

Morton Street

Residential Capacity: 834,000 – 1,140,000 GSF

Commercial Capacity: 34,000 – 55,000 GSF

Industrial Capacity: 12,000 – 12,000 GSF

Government/Exempt Capacity: 28,000 – 29,000 GSF

Potential Population Increase: 655 – 896

Potential Employment Increase: 120 – 159

Morton Street

	Use Type	Vacant for Infill	Vacant for New Development		TOTAL DEVELOPMENT CAPACITY		Vacancy Rates	Average Heights			Population Capacity		Employment Capacity	
			Low	High	Low	High		Bldg Height	Gross Area	Living Area	Low	High	Low	High
Morton Street	Residential	698,000	136,000	442,000	834,000	1,140,000	11.70%	1.82	0.76	0.54	655	896		
	Total Commercial	11,000	23,000	44,000	34,000	55,000							61	99
	Commercial - Office						4.40%	0.11	0.12	0.07				
	Commercial - Retail						3.60%	0.40	0.28	0.20				
	Industrial/Warehouse	12,000	-	-	12,000	12,000							10	10
	Industrial						7.50%	0.00	0.00	0.00				
	Warehouse						8.60%	0.67	0.50	0.47				
	Government/Exempt	27,000	1,000	2,000	28,000	29,000	2.00%	0.99	0.23	0.17			49	51
	Total Square Footage	**748,000**	**160,000**	**488,000**	**908,000**	**1,236,000**							*120*	*159*

Residential Capacity: 834,000 – 1,140,000 GSF

Commercial Capacity: 34,000 – 55,000 GSF

Industrial Capacity: 12,000 – 12,000 GSF

Government/Exempt Capacity: 28,000 – 29,000 GSF

Potential Population Increase: 655 – 896

Potential Employment Increase: 120 – 159

Blue Hill Avenue/Cummins Highway

1 Objectives
2 Approach
3 Corridor Context
4 Specific Strategies
5 Growth Targets
6 Station Area Context
7 Targets and Strategies

Approach: GROW, Specific Strategies:

- Less strength in capacity of vacancies, strong potential for redevelopment
- Potential for strengthening employment in Mattapan Center

Blue Hill Avenue/Cummins Highway

1 Objectives
2 Approach
3 Corridor Context
4 Specific Strategies
5 Growth Targets
6 Station Area Context
7 Targets and Strategies

Residential Capacity: 321,000 – 428,000 GSF

Commercial Capacity: 28,000 – 43,000 GSF

Industrial Capacity: 4,000 – 4,000 GSF

Government/Exempt Capacity: 9,000 – 11,000 GSF

Potential Population Increase: 76 – 102

Potential Employment Increase: 69 – 100

Blue Hill Avenue

	Use Type	Vacant for Infill	Vacant for New Development		TOTAL DEVELOPMENT CAPACITY		Vacancy Rates	Average Heights			Population Capacity		Employment Capacity	
			Low	High	Low	High		Bldg Height	Gross Area	Living Area	Low	High	Low	High
Blue Hill Ave	Residential	240,000	81,000	188,000	321,000	428,000	6.50%	1.25	0.63	0.49	76	102		
	Total Commercial	15,000	13,000	28,000	28,000	43,000							50	77
	Commercial - Office						4.40%	0.68	0.52	0.33				
	Commercial - Retail						3.60%	0.55	0.31	0.23				
	Industrial/Warehouse	4,000	-	-	4,000	4,000							3	3
	Industrial						7.50%	0.11	0.05	0.02				
	Warehouse						8.60%	0.75	0.28	0.25				
	Government/Exempt	8,000	1,000	3,000	9,000	11,000	2.00%	0.53	0.06	0.04			16	19
	Total Square Footage	**267,000**	**95,000**	**219,000**	**362,000**	**486,000**							*69*	*100*

Residential Capacity: 321,000 – 428,000 GSF

Commercial Capacity: 28,000 – 43,000 GSF

Industrial Capacity: 4,000 – 4,000 GSF

Government/Exempt Capacity: 9,000 – 11,000 GSF

Potential Population Increase: 76 – 102

Potential Employment Increase: 69 – 100

River Street

Approach: EXPORT, Specific Strategies:

- Low capacity for housing and employment increases, but several large parcels provide opportunities

River Street

1 Objectives
2 Approach
3 Corridor Context
4 Specific Strategies
5 Growth Targets
6 Station Area Context
7 Targets and Strategies

Residential Capacity: 156,000 – 187,000 GSF

Commercial Capacity: 11,000 – 28,000 GSF

Industrial Capacity: 3,000 – 15,000 GSF

Government/Exempt Capacity: 2,000 – 2,000 GSF

Potential Population Increase: 167 – 200

Potential Employment Increase: 26 – 66

River Street

			Vacant for New Development		TOTAL DEVELOPMENT CAPACITY			Average Heights			Population Capacity		Employment Capacity	
	Use Type	Vacant for Infill	Low	High	Low	High	Vacancy Rates	Bldg Height	Gross Area	Living Area	Low	High	Low	High
River Street	Residential	146,000	10,000	41,000	156,000	187,000	7.40%	0.89	0.31	0.22	167	200		
	Total Commercial	4,000	7,000	24,000	11,000	28,000							20	50
	Commercial - Office						4.40%	0.11	0.04	0.03				
	Commercial - Retail						3.60%	0.25	0.11	0.08				
	Industrial/Warehouse	0	3,000	15,000	3,000	15,000							2	12
	Industrial						7.50%	0.06	0.00	0.00				
	Warehouse						8.60%	0.33	0.11	0.08				
	Government/Exempt	2,000	-	-	2,000	2,000	2.00%	0.83	0.09	0.06			4	4
	Total Square Footage	**152,000**	**20,000**	**80,000**	**172,000**	**232,000**							*26*	*66*

Residential Capacity: 156,000 – 187,000 GSF

Commercial Capacity: 11,000 – 28,000 GSF

Industrial Capacity: 3,000 – 15,000 GSF

Government/Exempt Capacity: 2,000 – 2,000 GSF

Potential Population Increase: 167 – 200

Potential Employment Increase: 26 – 66

Fairmount

1 Objectives
2 Approach
3 Corridor Context
4 Specific Strategies
5 Growth Targets
6 Station Area Context
7 Targets and Strategies

Approach: GROW, Specific Strategies:

- Moderate capacity for increased employment growth to potentially reinforce neighborhood services and add vitality

Fairmount

Objectives
1
Approach
2
Corridor Context
3
Specific Strategies
4
Growth Targets
5
Station Area Context
6
Targets and Strategies
7

Residential Capacity: 332,000 – 457,000 GSF

Commercial Capacity: 26,000 – 35,000 GSF

Industrial Capacity: 12,000 – 13,000 GSF

Government/Exempt Capacity: 18,000 – 20,000 GSF

Potential Population Increase: 126 – 173

Potential Employment Increase: 88 – 108

Fairmount

			Vacant for New Development		TOTAL DEVELOPMENT CAPACITY			Average Heights			Population Capacity		Employment Capacity	
	Use Type	Vacant for Infill	Low	High	Low	High	Vacancy Rates	Bldg Height	Gross Area	Living Area	Low	High	Low	High
Fairmount	Residential	265,000	67,000	192,000	332,000	457,000	7.80%	1.49	0.61	0.46	126	173		
	Total Commercial	19,000	7,000	16,000	26,000	35,000							47	63
	Commercial - Office						4.40%	0.47	0.32	0.21				
	Commercial - Retail						3.60%	0.66	0.40	0.27				
	Industrial/Warehouse	11,000	1,000	2,000	12,000	13,000							10	10
	Industrial						7.50%	0.39	0.17	0.12				
	Warehouse						8.60%	0.67	0.21	0.21				
	Government/Exempt	17,000	1,000	3,000	18,000	20,000	2.00%	1.31	0.43	0.32			32	35
	Total Square Footage	**312,000**	**76,000**	**213,000**	**388,000**	**525,000**							*88*	*108*

Residential Capacity: 332,000 – 457,000 GSF

Commercial Capacity: 26,000 – 35,000 GSF

Industrial Capacity: 12,000 – 13,000 GSF

Government/Exempt Capacity: 18,000 – 20,000 GSF

Potential Population Increase: 126 – 173

Potential Employment Increase: 88 – 108

Readville

1 Objectives
2 Approach
3 Corridor Context
4 Specific Strategies
5 Growth Targets
6 Station Area Context
7 Targets and Strategies

Approach: IMPORT, Specific Strategies:

- Very strong capacity for increased employment opportunities, potentially large development parcels
- Transportation access by multiple modes must be improved to unlock opportunity

Readville

Residential Capacity: 154,000 – 258,000 GSF

Commercial Capacity: 22,000 – 38,000 GSF

Industrial Capacity: 141,000 – 208,000 GSF

Government/Exempt Capacity: 3,000 – 4,000 GSF

Potential Population Increase: 141 – 237

Potential Employment Increase: 158 – 242

Readville

	Use Type	Vacant for Infill	Vacant for New Development		TOTAL DEVELOPMENT CAPACITY		Vacancy Rates	Average Heights			Population Capacity		Employment Capacity	
			Low	High	Low	High		Bldg Height	Gross Area	Living Area	Low	High	Low	High
Readville	Residential	103,000	51,000	155,000	154,000	258,000	6.70%	0.95	0.31	0.23	141	237		
	Total Commercial	13,000	9,000	25,000	22,000	38,000							40	68
	Commercial - Office						4.40%	0.48	0.16	0.13				
	Commercial - Retail						3.60%	0.32	0.13	0.10				
	Industrial/Warehouse	109,000	32,000	99,000	141,000	208,000							113	166
	Industrial						7.50%	0.55	0.20	0.18				
	Warehouse						8.60%	0.97	0.30	0.30				
	Government/Exempt	2,000	1,000	2,000	3,000	4,000	2.00%	0.48	0.16	0.09			5	7
	Total Square Footage	**227,000**	**93,000**	**281,000**	**320,000**	**508,000**							*158*	*242*

Residential Capacity: 154,000 – 258,000 GSF

Commercial Capacity: 22,000 – 38,000 GSF

Industrial Capacity: 141,000 – 208,000 GSF

Government/Exempt Capacity: 3,000 – 4,000 GSF

Potential Population Increase: 141 – 237

Potential Employment Increase: 158 – 242

Fairmount Indigo
PLANNING INITIATIVE

The Cecil Group Team

The Cecil Group • HDR • Byrne McKinney & Associates • McMahon Associates • Bioengineering • SAS Design • Shook Kelley

Fairmount Indigo

Growth Targets

The growth potential and capacity at each station area further defines and identifies strategies and approaches applicable to each location.

Use Type	Development Potential					Growth Assumptions*		New Residents & Jobs			
	Vacant for Infill	Vacant for New Development		TOTAL DEVELOPMENT CAPACITY		Corridor		Population		Employment	
		Low	High	Low	High	Employment	Population	Low	High	Low	High
Newmarket	344,000	474,000	1,083,000	818,000	1,427,000	1.3%	-3.5%	232	257	835	1,601
Uphams Corner	1,037,000	424,000	689,000	1,461,000	1,726,000	7.2%	5.8%	820	925	318	508
Columbia Road	337,000	32,000	85,000	369,000	422,000	1.3%	-4.1%	362	408	43	59
Four Corners	1,097,000	147,000	405,000	1,244,000	1,502,000	8.8%	-1.5%	1,571	1,807	151	258
Talbot Ave	606,000	103,000	275,000	709,000	881,000	8.9%	-8.7%	761	943	102	133
Morton Street	748,000	160,000	488,000	908,000	1,236,000	12.1%	-4.8%	655	896	120	159
Blue Hill Ave	267,000	95,000	219,000	362,000	486,000	-8.0%	-11.2%	76	102	69	100
River Street	152,000	20,000	80,000	172,000	232,000	0.2%	-4.1%	167	200	26	66
Fairmount	312,000	76,000	213,000	388,000	525,000	25.1%	2.3%	126	173	88	108
Readville	227,000	93,000	281,000	320,000	508,000	20.1%	5.4%	141	237	158	242
TOTAL	**5,127,000**	**1,624,000**	**3,818,000**	**6,751,000**	**8,945,000**	**10.7%****	**12.3%****	**4,911**	**5,947**	**1,910**	**3,234**

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

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

Transit Equity

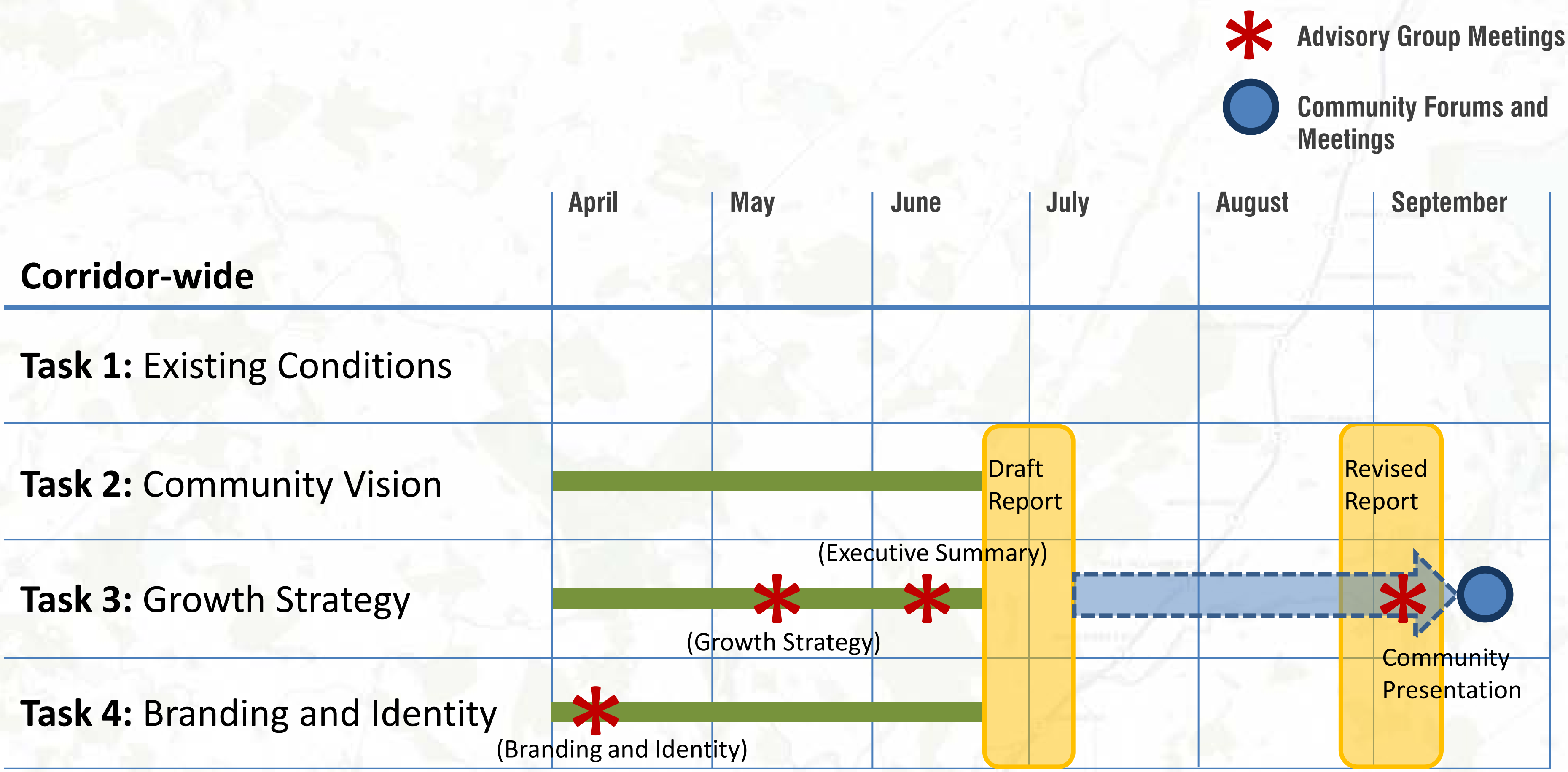
Transit Equity

The Fairmount Indigo Planning Initiative (FIPI) advocates for the **long term integration of the Fairmount Indigo Corridor with the rapid rail network of Boston** in terms of fare structure, transfers, frequency, hours of operation and additional stations. This planning process is based upon the current conditions of transit in the Corridor while anticipating an expanded role of rail in the future.

Enhanced access for all modes of transit (rail, bus, car, bike and walking) translates into **better neighborhoods** and contributes to improvements across each major topic area of this study.

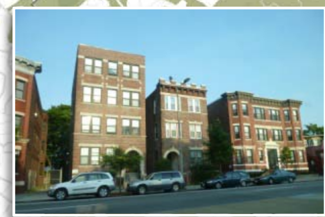
- Economic Development
- Housing
- Land Use
- Transportation
- Public Realm
- Quality of Life

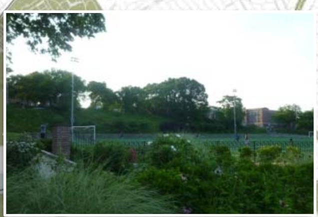
Corridor-wide Schedule

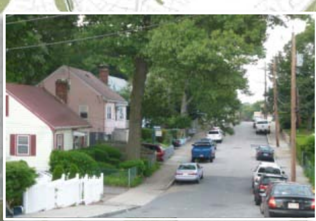


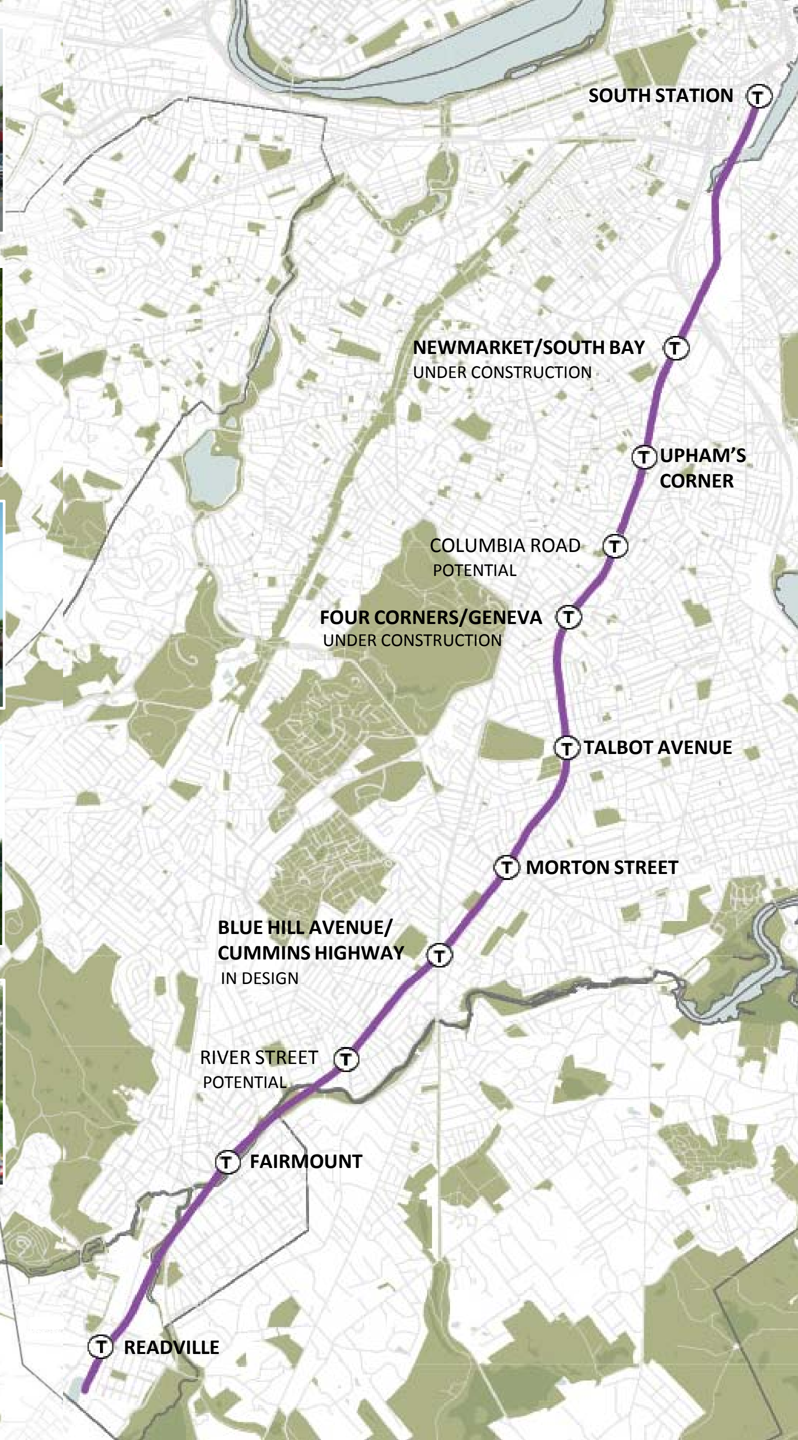
Next Steps

- **Next CAG Meeting June 12th, 2013**
  - Overview – executive summary of Corridor Plan
    - Corridor Vision
    - Growth Strategy
    - Brand Strategy
- Draft Plan mid-summer
- Early fall Community Meeting









Fairmount Indigo
Planning Initiative

Corridor-wide Advisory Group (CAG) Meeting

Growth Strategy

Monday, May 13th

Prepared by:

The Cecil Group Team
The Cecil Group
HDR Engineering, Inc.
Byrne McKinney & Associates, Inc.
McMahon Associates
Bioengineering
SAS Design, Inc.
Shook Kelley

Station Area Strategies

"Job Centers"

Capacity Rank: P-6, **E-1**

Newmarket/South Bay

Capacity Rank: P-7, **E-3**

Readville

"Neighborhood"

Capacity Rank: P-5, E-9

Columbia Road

Capacity Rank: **P-1**, E-10

Four Corners

Capacity Rank: P-8, E-8

River Street

"Village Centers/Destinations"

Capacity Rank: **P-3, E-2**

Upham's Corner

Capacity Rank: P-9, E-6

Fairmount

"Neighborhood-serving centers"

Capacity Rank: **P-2**, E-5

Talbot Avenue

Capacity Rank: P-4, E-4

Morton Street

Capacity Rank: P-10, E-7

Blue Hill/Cummins