



APPENDIX D – TRANSPORTATION PLANNING GRANT APPLICATION

BD-21-1068-1068C-1068L-56499

Please complete entire the Application

1. PROJECT INFORMATION
a) NAME OF MUNICIPALITY/GOVERNMENT ENTITY/DISTRICT City of Malden
b) PROJECT NAME (LIMIT 10 WORDS) Broadway (Route 99) Corridor Investigation and Improvement Project
c) BRIEF PROJECT DESCRIPTION (LIMIT 50 WORDS) The City of Malden is requesting \$200,000 to retain a consultant to provide surveying, pavement and subsurface investigation, traffic analysis, landscape, urban and transportation design services for the Broadway corridor from Everett to Melrose and to prepare bid ready documents for a portion of the corridor closer to Everett.
d) CONTACT PERSON(S)/TITLE (Persons with responsibility for this grant) Dan Grover, Treasurer, responsible for handling of funds Deborah Burke, Executive Director, Malden Redevelopment Authority (MRA)-grant administration Evan Spetrini, MRA Senior Planner—grant administration <i>(Ms. Burke & Mr. Spetrini will be the day-to-day points of contact on this project).</i>
e) PHONE # AND EMAIL ADDRESS OF CONTACT PERSON(S) Grover: dgrover@cityofmalden.org ; 781-397-7090 Burke: dburke@maldenredevelopment.com ; 781-324-5720 ext. 5725 Spetrini: espetrini@maldenredevelopment.com ; 781-324-5720 ext. 5736
f) MAILING ADDRESS OF CONTACT PERSON(S)

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Malden City Hall
215 Pleasant Street
Malden, MA 02148

2. IMPACT DESCRIPTION/CONNECTION TO GAMING FACILITY

a) Please describe in detail the transportation related impact that is attributed to the operation of a gaming facility.

The City of Malden is requesting this transportation planning grant to prepare for additional pedestrian and vehicular traffic that will result from Wynn Casino's use of Malden as a transportation hub through the planning and design for the reconstruction of Broadway (Route 99) corridor. The need to address transportation concerns along this corridor has been a longstanding priority of the city which included Broadway in its MassDOT-approved Complete Streets Prioritization Plan. Additionally, a "Broadway (Route 99) Corridor Framework Plan," completed in December 2020 and funded with a Gaming Commission non-transportation planning grant concluded: *"When a transportation network is more efficient for all modes of travel, there are increased economic opportunities and socio-economic benefits. A significant challenge for the City will be to address the existing transportation issues along this corridor. By doing so the corridor will evolve into a true multi-modal, business- and pedestrian-friendly environment."* (see p. 16 of attached frameworks plan).

While the framework plan was focused on land use and economic development, it relied on existing studies and data supplemented with field observations by a traffic engineer to demonstrate that transportation is intrinsically linked to both. The "Broadway Corridor Framework Plan", which is attached, noted: *lack of sidewalks, confusing traffic circulation patterns which have resulted in some higher numbers of accidents, gridlock at certain times of day at various signalized intersections which does not take into account any increase in traffic counts from the casino, several obstacles to accessibility including lack of crosswalk striping, poor lighting, and obstructions in sidewalks that make the corridor not pedestrian or bicycle friendly.*

This grant application, if approved, would get the city closer to a 25 percent design for the reconstruction of the Broadway Corridor which would improve access and safety for pedestrians, cyclists and motor vehicles and would offset detrimental casino related impacts from increased congestion. This will be a multi-year undertaking to get to 25 percent design and then construction, but working towards a complete streets design for the Broadway Corridor Project is essential to off-setting casino related transportation impacts in Malden. It is important to note that since the casino opened in June 2019 and was shut down during its first year of operation due to the Covid-19 pandemic, documentation and analysis of traffic impacts on Malden as a surrounding community and "transportation hub" are not available at this time.

b) Please provide documentation, specificity or evidence that gives support for the determination that the operation of the gaming facility caused or is causing the impact (i.e. surveys, data, reports)

The City of Malden is requesting \$200,000 to undertake some of the planning and design work that will be necessary to achieve the reconstruction of the full length of Broadway (Route 99) Corridor from the Everett City Line to the Melrose City line in the City of Malden. The proposed project will include: field survey and base plan; data collection

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and capacity analysis; pavement and subsurface investigation; preliminary and final design (\$177,000) and direct expenses that include pavement probes, traffic counts and police details (\$23,000). The full scope and budget is attached—“*Proposed Scope of Services Broadway Investigation & Improvement Project – Everett to Melrose*,” dated Jan. 29, 2021 from BSC Group.

Services not included in this fee proposal include: preliminary (25%) or Final (75 %/100%/PS&E design submission to MassDOT; water or sanitary sewer service design; hazardous materials consulting services; bidding services; and construction administration services including review of shop drawings, coordination with the selected contractor and part-time or full-time resident engineer. However, BSC as part of the fee proposal will complete the design and prepare bid-ready documents for an early action project with a construction cost of up to \$400,000 (possibly Complete Streets).

The City’s intention is to achieve a design, funded in multiple funding rounds, that is consistent with MassDOT’s “Project Development and Design Guide” and “Complete Streets” policy. In future rounds, the City would seek construction funding from the Gaming Commission and other funding sources such as the MassWorks Program. The city intends to start the work needed to get this much-needed transportation improvement project on the TIP. This improvement project is essential to off-setting casino related transportation impacts in Malden. It is important to note that since the casino opened in June 2019 and was shut down during its first year of operation due to the Covid-19 pandemic, documentation and analysis of traffic impacts on Malden as a surrounding community and “transportation hub” are not available at this time.

c) How do you anticipate your proposed remedy will address the identified impact.

See responses to 2A and 2B above.

3. PROPOSED USE OF TRANSPORTATION PLANNING FUNDS (Please attach additional sheets/supplemental materials if necessary.)

a) Please identify the amount of funding requested.

\$200,000

b) Please identify the manner in which the funds are proposed to be used. Please provide a detailed scope, budget, and timetable for the use of funds

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See attached "Proposed Scope of Services Broadway Investigation & Improvement Project – Everett to Melrose", dated January 29, 2021 from BSC Group.

c) Please provide documentation (e.g. - invoices, proposals, estimates, etc.) adequate for the Commission to ensure that the funds will be used for the cost of mitigating the impact.

Attached to this application is "Proposed Scope of Services Broadway Investigation & Improvement Project – Everett to Melrose," dated Jan. 29, 2021 from BSC Group. If the Gaming Commission approves this application, the City of Malden would execute a contract with BSC Group to undertake the attached scope of services. Oversight on this project will be provided by the City Engineer and the two Malden Redevelopment Authority (MRA) staff listed as project managers. Invoices from the consultant would undergo a thorough internal review and approval process before Gaming Commission funds would be used to pay for said services.

d) Please describe how the mitigation request will address the impact indicated. Please attach additional sheets/supplemental materials if necessary.

There are several safety and accessibility issues that exist along Broadway from the Everett City line to the STRAND trail crossing. The grant will allow the City to address some of these issues such as installing new sidewalk and lighting along a section in front of the cemetery; ADA upgrades at the intersection of Broadway and Route 60 including new accessible pedestrian ramps, audible pushbuttons and countdown heads; and signal timing adjustments; or installation of a new pedestrian operated beacon (i.e. HAWK) at the STRAND trail crossing.

e) How will you provide the data for reporting? How will you measure the effectiveness of the proposed project in mitigation impacts?

Data will be provided in the form of various reports and counts. The project will result in the implementation of new sidewalk/lighting along a significant gap along Broadway (i.e. cemetery) that has existed for decades; and/or signal upgrades at the intersection of Broadway and Route 60; and/or installation of new pedestrian activated signals at the STRAND trail crossing. Accident and crash data reports from the Malden Police Department (post-construction) along this section of Broadway will provide comparison and effectiveness of any signal upgrades. Pedestrian counts taken prior to and post-construction will provide comparison of use along the corridor and effectiveness of the new sidewalk.

f) For joint grant requests, please state the amount requested for the joint request. Please also state the amount of any Regional Planning Incentive Award requested and provide separate detail on the use of these additional funds.

N/A

4. CONSULTATION WITH MASSDOT/REGIONAL PLANNING AGENCY (RPA)/NEARBY COMMUNITIES

a) Please provide details about the Applicant's consultation with MassDOT to determine the potential for cooperative regional efforts regarding planning activities.

The City/Malden Redevelopment Authority and project consultants (BSC Group) have discussed this project with MDOT District 4 officials. We are hoping to move forward with getting the Broadway Corridor construction project on the Transportation Improvement Program (TIP). We will provide MDOT with a copy of this application that we are submitting to the Mass. Gaming Commission.

b) Please provide details about the Applicant's consultation with the Regional Planning Agency serving the community and nearby communities to determine the potential for cooperative regional efforts regarding planning activities.

The City of Malden has had several discussions over the past few years with the Metropolitan Area Planning Council (MAPC) about much needed transportation improvements to the Broadway (Route 99) Corridor. MAPC, along with Toole Design Group, assisted the City in developing a "Complete Streets in Malden Prioritization Plan August 2017" that identified the "top 20" prioritization projects in the City. The Broadway and Northern Strand Community Trail and the Broadway Corridor were numbers 15 and 20 respectively in that report. *(See Attached: Complete Streets Policy adopted by Malden Mayor's Executive Order, Prioritization Plan that was approved by MassDOT and the Final Report which includes diagrams of conceptual designs.)* The City will share a copy of this grant application to the Gaming Commission with MAPC.

5. MATCHING FUNDS FROM GOVERNMENTAL OR OTHER ENTITY

a) Please demonstrate that the governmental or other entity will provide significant funding to match or partially match the assistance required from the Community Mitigation Fund.

Upon completion of the consultant study, the City will likely apply for "Complete Streets" funding to undertake an early action item on the Broadway corridor closer to Everett City Line. For example, one possible Complete Streets project could include sidewalk upgrades and lighting Infrastructure (conduit and foundations) along the east side to Route 60 or new sidewalks/lighting to close the gap in front of the Holy Cross Cemetery and connect Everett and Route 60 for pedestrians.

b) Please provide detail on what your community will contribute to the planning projects such as in-kind services or planning funds.

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The City of Malden and its partner agency, the Malden Redevelopment Authority (MRA), will provide in-kind services to support this transportation planning project. The MRA is dedicating two of its staff—the Executive Director and the Senior Planner to serve as project managers. These two MRA staffers will provide in-kind technical assistance and will interface with city officials, the public and state agencies as needed. The City will also make available staff assistance from all municipal departments relevant to the project including Engineering, Public Works and Permits, Inspections and Planning.

6. RELEVANT EXCERPTS FROM HOST OR SURROUNDING COMMUNITY AGREEMENTS AND MASSACHUSETTS ENVIRONMENTAL POLICY ACT (MEPA) DECISION

a) Please describe and include excerpts regarding the transportation impact and potential mitigation from any relevant sections of any Host or Surrounding Community Agreement.

Under the Surrounding Community Agreement between the City of Malden and the Wynn Everett, transportation impacts were addressed as follows:

The Agreement states: “The Parties recognize and agree that due to the historic connectivity between the City of Everett and the City of Malden (i.e. the City of Everett was formerly a part of the City of Malden), the roadway system flow (sic) from one city to the other. Therefore, certain improvements may be required in order to maintain a consistent aesthetic, quality, signage and safety improvements.”

Broadway (Route 99) provides direct connectivity to Everett and is therefore considered to be a direct path of travel by persons travelling to and from the Casino. Continued planning and design of the reconstruction of the Broadway Corridor is necessary particularly since the Surrounding Community agreement identifies Malden as a “transportation hub” for the casino. Moreover continued planning and design of the Broadway corridor would determine what improvements are needed in order to maintain consistent aesthetic quality and enhance public safety as part of the historic street connectivity between Malden and Everett.

b) Please provide a demonstration that such mitigation measure is not already required to be completed by the licensee pursuant to any regulatory requirements or pursuant to any agreements between such licensee and applicant.

See attached “*Surrounding Community Agreement by and between the city of Malden, Massachusetts and Wynn MA, LLC dated November 12, 2013*”. There is no obligation under this document for the licensee to undertake the reconstruction of Broadway Corridor between the City of Everett and City of Melrose line.

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c) Please also briefly summarize and/or provide page references to the most relevant language included in the most relevant MEPA certificate(s) or comment(s) submitted by the community to MEPA.

From the SSFEIR (dated August 28, 2015), traffic impacts were a primary concern as part of MEPA review of the casino project to which the proponent made significant commitments to minimize and mitigate including providing an annual operating subsidy to the MBTA. MassDOT and MAPC concur with the proponent's traffic analysis and mitigation plans will address long-term impacts on the transportation infrastructure. There is no proposed mitigation in the SSFEIR for Broadway Corridor in Malden.

d) Please explain how this transportation impact was either anticipated or not anticipated in that Agreement or such MEPA decision.

Any impacts to the transportation infrastructure were anticipated and as such the proponent has committed specific steps to mitigate said impacts. There is no proposed mitigation in the SSFEIR for Broadway Corridor in Malden.

e) If transportation planning funds are sought for mitigation not required under MEPA, please provide justification why funding should be utilized to plan for such mitigation.

The City is requesting funding to implement specific improvements along Broadway that will establish an uninterrupted sidewalk connection along the cemetery; improve operational efficiency and safety at the intersection of Broadway and Route 60; improve safety at the STRAND trail crossing; encourage walking; and potentially reduce the number of vehicles using the corridor thus reducing carbon monoxide emission.

7. INTERNAL CONTROLS/ADMINISTRATION OF FUNDS

a) Please provide detail regarding the controls that will be used to ensure that funds will only be used to plan to address this transportation impact.

The City of Malden will document all mitigation funds received to ensure that these funds are spent for the above-stated purpose.

b) Will any non-governmental entity receive funds? If so, please describe. If non-governmental entities will receive any funds, please describe what reporting will be required and how the applicant will remedy any misuse of funds.

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N/A

***No Community is eligible for more than one
Transportation Regional Planning Incentive Award.***

8. CERTIFICATION BY MUNICIPALITY/GOVERNMENTAL ENTITY

**On behalf of the aforementioned municipality/governmental entity I hereby
certify that the funds that are requested in this application will be used solely
for the purposes articulated in this Application.**



Date: 02/01/21

**Signature of Responsible Municipal
Official/Governmental Entity**

Gary Christenson

(print name)

Mayor

Title:

January 29, 2021

Deborah A. Burke, Executive Director
Malden Redevelopment Authority
215 Pleasant St., Third Floor
Malden, MA 02148

803 Summer Street
Boston, MA 02127

Tel: 617-896-4300

www.bscgroup.com

**Re: Proposed Scope of Services
Broadway Investigation & Improvement Project – Everett to Melrose**

Dear Ms. Burke:

BSC Group is pleased to submit this proposal to provide surveying, pavement and subsurface investigation, traffic analysis, landscape, urban and transportation design services for the Broadway corridor from the Everett City Line to Melrose City Line in the City of Malden.

We recognize that this project is a community driven effort, and we are eager to contribute our expertise in the Massachusetts Complete Street program as well as streetscape planning and design to assist the City. With over 50 years of experience in the consulting industry, BSC offers an interdisciplinary team of in-house professionals with the requisite expertise to serve your needs.

To assist the City with this project, BSC has pulled together a team of professionals who are prepared to build on your past efforts, knowledge, and address community concerns. The expertise of our in-house team members will allow for seamless collaboration to deliver a unified design that will serve the City of Malden for an initial Complete Street project as well as future phases. Our team offers a variety of strong advantages for your project as summarized below:

- Expertise in combining streetscape design with community revitalization efforts, aimed to solidify a sense of place within the community while also catalyzing economic development
- Professional engineers and landscape architects to develop innovative designs that are environmentally sensitive, aesthetically pleasing, and cost-effective
- Regularly assisting clients in the identification and application for grant funds from private and public sources
- Depth of resources and broad range of expertise to begin project immediately and within schedule
- Skilled communicators to lead an effective and efficient public participation process
- Solutions-oriented focus and experience coordinating with MassDOT

Task 1.0 Field Survey and Base Plan

Following a kick-off meeting with City officials and project stakeholders, BSC will perform research and obtain the latest records and property information from the City or Registry of Deeds to establish the public right-of-way and ownership information along Broadway.

Engineers

Environmental
Scientists

Custom Software
Developers

Landscape
Architects

Planners

Surveyors



BSC will coordinate with the City and utility companies to obtain all available record plans, maps, sketches and utility poles along Broadway and 100 feet along intersecting side streets from the Everett City Line to the Melrose City Line.

BSC will establish horizontal control based on the North American Datum (NAD 1983) and vertical control based on National Geodetic Vertical Datum (NGVD 1988).

BSC will perform an on-the-ground survey along Broadway beginning at the Everett City Line to the Melrose City Line. Survey will include parcels along both sides of Broadway and corners of intersecting side streets to the face of buildings or back of sidewalk as necessary. BSC will recover record boundary and street line monumentation if available. The field survey will include detail such as buildings, curb, sidewalk, fences, signs, driveways, trees and shrubs within the public layout. Utility information will include utility poles, hydrants, pipe inverts, size and materials. Survey will include approximately 100 feet along side streets from the intersection with Broadway.

Once the field survey is complete, BSC will develop an existing condition plan in AutoCAD format for the project. The record street layouts will be reconciled with any monumentation found in the field. BSC will prepare an AutoCAD Civil 3D surface of the project area utilizing contours developed at one-foot intervals and at a scale of 1" = 20'.

2.0 Data Collection and Capacity Analysis

BSC will perform a simple engineering analysis of existing traffic operations for all modes of transportation within the study corridor. This Task will include the following:

Data Collection

- Obtain copies of and review all published relevant existing traffic data related to the study corridor;
- Visit the site to observe existing traffic conditions, verify existing signs and pavement markings and any other factors that could have an impact on pedestrian, bicycle and vehicular operations;
- Collect 24-hour and peak hour traffic volumes over a 3-day period using either tubes/counters or video recorders;
- Perform AM and PM peak hour manual turning movement counts for three of the signalized intersections (Eastern Avenue (Rte 60), Salem/Hunting Street and Elwell St/Central Avenue) including type of vehicle (i.e. single car, 2-axle truck, 3-axle, bus, etc.), bicycle and pedestrian volumes respectively;
- Obtain available crash data from MassDOT and/or the Malden Police Department dating back at least three (3) consecutive years.

Traffic Operational Analysis

BSC will utilize existing traffic volume data to analyze the signalized intersections under existing conditions, and projected traffic volume data under future conditions. BSC will utilize Synchro/SimTraffic analysis software to develop a signalized traffic model of the intersections.

BSC will utilize existing and projected traffic data to evaluate the intersections with respect to turning movements, safety, vehicle queues/delays, and consider/recommend various traffic improvements that may include modification and/or reconfiguration of existing traffic signals,



crosswalk relocation, signage or geometric upgrades. We will identify any design constraints and impacts resulting from the proposed recommendations, including right-of-way, utilities and buildings.

BSC will prepare a memorandum that summarizes the results of the signal analysis. This will include documentation of existing pedestrian, bicycle, vehicle and transit user conditions. BSC will provide recommendations for improvements to pedestrian, bicycle and vehicular circulation at the signalized intersections that may include proposed geometric reconfigurations, bike lanes, on-street bike accommodations, improved visibility of crosswalks, reduced pedestrian crossing distances, clear and non-conflicting signage for all roadway users.

3.0 Pavement & Subsurface Investigation

To better understand the existing pavement structure along Broadway, BSC will perform several investigative probes within the paved travel way. The operation will involve a drilling crew utilizing either a truck-mounted or small tracked drill rig to perform a 5-foot deep probe within the travel way. This process will reveal the depth and type of surface and sub-surface material and if needed, allow sampling of the subsurface materials for any presence of contaminants.

BSC anticipates utilizing a drill crew for a maximum of two days and will prepare a summary of the probe results and provide recommendations for roadway repairs (i.e. full-depth reconstruction, reclamation or mill & overlay).

Task 4.0 Complete Street Design

Anticipating the City receives a notification of Tier 3 construction funding from the Complete Street program, or another funding source, BSC is prepared to complete the design and prepare bid-ready documents for a project with a construction cost of up to \$400,000.

Once a project has been described and funded, BSC will then prepare a more detailed Scope of Services for the preparation of construction documents for this project. In general, this project is expected to have an estimated construction cost that does not exceed \$400,000 and may include one or all of the following elements;

- Sidewalk upgrades including ADA accessibility, expansion of sidewalk area and locations, and new walking surface
- Crosswalk improvements including ADA accessibility, bump-outs, crosswalk marking and signage
- Site furnishings and decorative lighting
- Drainage improvements or modifications where required

In addition to a set of 'bid-ready' plans, BSC will prepare special provisions in accordance with the latest Massachusetts Department of Transportation's Standard Specifications for Highways and Bridges and City standards where required. BSC will utilize standard MassDOT temporary traffic management details to demonstrate the work can be completed in a safe and efficient manner within the project budget. BSC will prepare an itemized final design estimate of probable construction costs and quantity calculations for the proposed improvements based upon the final design and MassDOT weighted average bid prices.



ADDITIONAL SERVICES

The following services are not included as part of this proposal but may become necessary based upon the conclusions derived from the performance of the proposed scope herein. If required, these services will be performed for an additional fee:

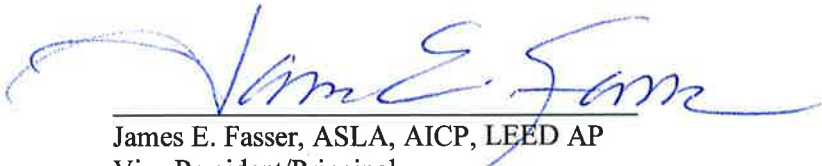
- Preliminary (25%) or Final (75%/100%/PS&E) design submission to MassDOT
- Water or sanitary sewer service design
- Hazardous materials consulting services
- Bidding services
- Construction Administration services including review of shop drawings, coordination with the selected contractor part-time or full-time resident engineering

PROJECT FEES

TASK 1.0	Field Survey and Base Plan	\$ 88,000
TASK 2.0	Data Collection and Capacity Analysis	\$ 25,000
TASK 3.0	Pavement & Subsurface Investigation	\$ 8,500
TASK 4.0	Preliminary & Final Design	<u>\$ 55,500</u>
TOTAL		\$177,000
Direct Expenses (Allowances):		
	Pavement Probes	\$ 10,000
	Traffic Counts	\$ 12,000
	Police	\$ 1,000

We appreciate the opportunity to present this scope of services to the City. Should you have any questions or comments, please contact me by telephone at 617.896.4335 or by email at jfasser@bscgroup.com (Jef).

Sincerely,
BSC GROUP



James E. Fasser, ASLA, AICP, LEED AP
Vice President/Principal

City of Malden COMPLETE STREET POLICY	
Effective Date	TBD
Expiration Date	None
Planning Board vote to recommend	July 15 th , 2015
City Council vote to adopt an administrative policy/Mayor	November 24 th , 2015
Public Hearing	February 16 th , 2016
Signed by Chief Administrative Officer (Mayor)	October 13, 2016
Signed by City Councilors	

COMPLETE STREETS POLICY

Vision and Purpose:

Complete Streets are designed and operated to provide safety, comfort, and accessibility for all the users of our streets, trails, and transit systems, including pedestrians, bicyclists, transit riders, motorists, commercial vehicles, emergency vehicles and for people of all ages, abilities, and income levels. Complete Streets fundamentals contribute toward the safety, health, economic viability, and quality of life in a community by improving the pedestrian and vehicular environments in order to provide, safe, accessible, and comfortable means of travel between home, school, work, recreation, and retail destinations. The purpose of the City of Malden's Complete Streets Policy is to try to accommodate all road users, whenever reasonable and financially feasible, by creating a roadway network that meets the needs of individuals utilizing a variety of transportation modes.

By using complete streets principles as a guide in decision making as it relates to infrastructure, planning and construction it will give consideration to all roadway users from the onset. This Policy encourages decision-makers, whenever reasonable and financially feasible; to plan, design, construct, and maintain streets to accommodate all anticipated users including, but not limited to pedestrians, bicyclists, motorists, emergency vehicles, and freight and commercial vehicles.

Objective:

The City of Malden recognizes that users of various modes of transportation, including, but not limited to, pedestrians, cyclists, transit and school bus riders, motorists, delivery and service personnel, freight haulers, and emergency responders are legitimate users of roadways and deserve safe accessibility. "All Users" includes users of all ages, abilities, and income levels.

The City recognizes that all roadway projects – including new construction, maintenance and reconstruction – present potential opportunities to apply Complete Streets design principles. The City shall, to the extent practical and financially feasible, design, construct, maintain, and

operate all streets to provide for a comprehensive and integrated street network for people of all ages.

Complete Streets design recommendations shall be incorporated into all publicly and privately funded projects, as appropriate/feasible and when budgeting allows. All transportation infrastructure and street design projects requiring funding or approval by the City of Malden, as well as projects funded by the State and Federal government, including but not limited to Chapter 90 funds, City improvement grants, Transportation Improvement Program (TIP), the MassWorks Infrastructure Program, Community Development Block Grants (CDBG), Capital Funding, and other state and federal funds for street and infrastructure design shall integrate, as appropriate and/or feasible the City of Malden Complete Streets Policy. Private developments and related roadway design components shall use the Complete Streets principles, when prudent and feasible. In addition, to the extent practical, state-owned roadways will comply with the Complete Streets Policy, including the design, construction, and maintenance of such roadways within City boundaries.

The City Engineer and the DPW with recommendations from the Planning Board, MRA (Malden Redevelopment Authority) and/or the Traffic Commission will use best judgment practices regarding the desirability and financial feasibility of applying Complete Streets principles for routine roadway maintenance and projects, such as repaving, restriping, and so forth.

Transportation infrastructure projects, including but not limited to roadway reconstruction, roadway reconfigurations, or subdivisions may be excluded upon approval by the City Engineer or Planning Board where documentation and data indicate that any of the following apply:

1. Roadways where specific users are prohibited by law, such as interstate freeways or pedestrian malls. An effort will be made, in these cases, for accommodations elsewhere.
2. Cost or impacts of accommodation are excessively disproportionate to the need or probable future use.
3. Other City policies, regulations, or requirements that contradict or preclude implementation of Complete Streets (when Complete Streets principals do not need to be applied, exceptions can be altered, added or deleted when needed.)

Best Practices:

The City of Malden Complete Streets policy will focus on developing a connected, integrated network that serves all road users. Complete Streets, whenever reasonable and financially feasible, will be integrated into policies, planning, and design of all types of public and private projects, including new construction, reconstruction, rehabilitation, repair, and maintenance of transportation facilities on streets and redevelopment projects. As practicable, recommendations for incorporating Complete Streets elements will occur in projects' beginning stages prior to design.

Implementation of the City of Malden Complete Streets Policy as stated herein will be carried out cooperatively within all departments in the City of Malden and, to the extent possible, among private developers, and state, regional, and federal agencies.

Complete Streets principles include the development and implementation of projects in a context-sensitive manner in which project implementation is sensitive to the community's physical, economic, and social setting. The context-sensitive approach to process and design includes a range of goals by giving significant consideration to stakeholder and community values. It includes goals related to livability with greater participation of those affected in order to gain project consensus. The overall goal of this approach is to preserve and enhance scenic, aesthetic, historical, and environmental resources while improving or maintaining safety, mobility, and infrastructure conditions.

The City of Malden recognizes that "Complete Streets" may be achieved through single elements incorporated into a particular project or incrementally through a series of smaller improvements or maintenance activities over time.

Once the City of Malden determines to implement Complete Streets in a particular project the latest design guidance, standards, and recommendations available will be used in the implementation of Complete Streets, including the most up-to-date versions of:

- Documents and plans created for the City of Malden, including but not limited to:
City of Malden Master Plan 2010
MAPC Bicycle and Pedestrian Plan 2013
- The Massachusetts Department of Transportation Project Design and Development Guidebook
- The National Association of City Transportation Officials (NACTO) Urban Bikeway Design Guide
- The National Association of City Transportation Officials (NACTO) Urban Streets Design Guide
- The latest edition of American Association of State Highway Transportation Officials (AASHTO) A Policy on Geometric Design of Highway and Streets
- The United States Department of Transportation Federal Highway Administration's Manual on Uniform Traffic Design Controls
- The Architectural Access Board (AAB) 521CMR Rules and Regulations

Discretionary Implementation:

The City will determine when it is appropriate and/or financially feasible to make Complete Streets practices a routine part of operations, and approach transportation projects and programs as an opportunity to improve streets and the transportation network for all users, and shall work in coordination with other various departments, agencies, and jurisdictions to maximize Complete Streets usage.

The City Engineer and the DPW with recommendations from the Planning Board, MRA and/or the Traffic Commission shall integrate Complete Streets principles, whenever appropriate and/or financially feasible, in all new planning documents, as applicable (master plans, open space and recreation plan, etc.), laws, procedures, rules, regulations, guidelines, programs, and templates and make recommendations for zoning and subdivision codes in line with their existing updated timeline.

The City via the GIS Coordinator maintains a comprehensive inventory of pedestrian and bicycle infrastructure as well as a MassGIS sidewalk and street inventory layer.

The City may evaluate projects within the Capital Improvement Plan to encourage implementation of this Policy.

The City may utilize inter-department coordination to promote the most responsible and efficient use of resources for activities within the public way.

The City may research sources of funding and grants for implementation of Complete Streets policies, as appropriate by various city departments.

Evaluation of Effectiveness:

The City may periodically assess the rate, success, and effectiveness of implementing the Complete Streets Policy by, using appropriate assessment metrics that may include the total number of new bicycle lanes, the linear feet of new pedestrian accommodation, number of retrofitted pedestrian facilities or amenities, number of intersection improvements made to improve Level of Service and safety for vehicles, pedestrians and bicyclists, rate of crashes by mode, rate of children walking or bicycling to school, and or the number of trips by mode, and compiled into a report.

Complete Streets Task Force

The Mayor will designate a Complete Streets Task Force (hereinafter "Task Force") for the purposes of developing a Complete Streets Prioritization Plan (hereinafter "Prioritization Plan,") and recommending updates to the City's Complete Streets Policy. When formed, the Task Force will have the following members: the Mayor or his representative, who will chair the Task Force; the City Engineer or his representative; the DPW Director or his representative; the City Planner; a City Councillor appointed by the Council President, a member of the Walkability Committee and the Coordinator of Mass in Motion.

Complete Streets Prioritization Plan

The City, acting through its Task Force, may develop a Prioritization Plan that identifies needs and priorities to improve safety, mobility or accessibility, that support the City's Complete Streets Policy. The Prioritization Plan will contain a list of infrastructure projects for traffic and safety, bicycle facilities, pedestrian facilities and transit facilities; and for each project, a brief description, cost estimate, timeline and ranking order based on priority. The Task Force may update the Prioritization Plan every three years.

The City may apply for state technical assistance funding for analysis and completion of the Prioritization Plan. The Mayor may approve any Prioritization Plan that is filed with the state (Massachusetts Department of Transportation) as a precursor to application for funding of construction of infrastructure projects that support the City's Complete Streets Policy and are listed on the City's Prioritization Plan.

On this date, as Mayor of the City of Malden, I hereby endorse the Complete Streets Policy specifically described above.



GARY CHRISTENSON, Mayor

Date: 10/13/2016

SURROUNDING COMMUNITY AGREEMENT

By and Between the City of Malden, Massachusetts and Wynn MA, LLC

This Surrounding Community Agreement (this "Agreement") is made and entered into as of November 12, 2013 (the "Effective Date"), by and between the City of Malden, Massachusetts ("Malden"), a municipal corporation organized under the laws of the Commonwealth of Massachusetts, with principal offices located at 200 Pleasant Street, Malden, Massachusetts, County of Middlesex, acting by and through its Mayor with approval of the Malden City Council as required under M.G.L. c. 23K, Chapter 194 of the Acts of 2011, and the Malden City Charter, and Wynn, MA LLC, a subsidiary of Wynn Resorts, Limited ("Wynn"), duly organized under the laws of the State of Nevada, with principal address and offices located at 3131 Las Vegas Boulevard South, Las Vegas, Nevada 89109. Hereafter, the parties may also be collectively referred to as the "Parties".

GENERAL RECITALS

Pursuant to Chapter 194 of the Acts and Resolves of 2011, and Commonwealth of Massachusetts General Laws Chapter 23K, the Massachusetts Gaming Act (the "Act"), Wynn plans to apply to the Massachusetts Gaming Commission (the "Commission") for a Category 1 gaming license to develop a luxury hotel and destination resort on the site (the "Project Site") depicted in Exhibit A in Everett, Massachusetts (the "Project");

And whereas, Malden shares a border with the City of Everett, Massachusetts, and may be impacted by the development of the Project, and the Act and regulations relating thereto, including 205 CMR 125.00 *et seq.*, permit Wynn to enter surrounding community agreements to address surrounding community impact as well as demonstrate advancement of the Act and public support for its proposed development;

And whereas, Malden believes that the Project will bring economic development to Malden, create new jobs for Malden residents and new sources of revenue for the Malden business community, and as such, Malden desires to enter into this Agreement with Wynn to address the anticipated impact on Malden businesses, residents, infrastructure, public safety, transportation and roadway needs;

And whereas Wynn desires to mitigate any adverse impacts from the development and operation of the Project through the means described herein in accordance with the Act, and Malden desires to mitigate any anticipated adverse impacts from the development and operation of the Project through the means described herein, and to work proactively with Wynn to capitalize on the unique nature of Malden's community resources;

Accordingly, in consideration of the terms and conditions set forth herein and to effectuate the purposes set forth above the Parties enter this Agreement and hereby agree to be bound by the terms and conditions set forth herein.

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1.2.D. Notwithstanding anything herein to the contrary, the Transportation Hub Payment shall remain in the exclusive custody and control of Malden, and shall be used and applied at Malden's sole discretion and determination toward any impact, infrastructure, improvement and/or mitigation measures Malden deems necessary and suitable.

2. Transitional Roads in Malden

2.1. The Parties recognize and agree that due to the historic connectivity between the City of Everett and the City of Malden (i.e., the City of Everett was formerly a part of the City of Malden), the roadway system flow from one city to the other. Therefore, certain improvements may be required in order to maintain a consistent aesthetic, quality, signage and safety improvements.

2.2. In recognition of the above, and contingent upon the receipt of the License, Wynn has agreed to pay to the City of Malden the following amounts (collectively, the "Transitional Roads Payment"):

2.2.A. A one time, upfront, non-refundable payment of Three Hundred Thousand Dollars (\$300,000.00), which amount shall be due upon the award of the License. The purpose of this payment is to enable Malden to make certain roadway improvements on all transitional roads in preparation for the Project, which shall include aesthetic, quality, signage and safety improvements.

2.2.B. An annual payment of Two Hundred Twenty Five Thousand Dollars (\$225,000.00), which amount shall be due on or before the ninetieth (90th) day following the opening of the Project to the general public and on each annual anniversary thereof. The annual payment shall continue for as long as Wynn, or any parent, subsidiary or related entity, owns, controls or operates a commercial gaming facility at the Project Site and shall increase by two and one-half percent (2.5%) per annum, with an additional adjustment on the fifth (5th) annual payment. See Appendix A for payment detail summary. The purpose of this payment is to enable Malden to make certain roadway improvements, as needed, to address aesthetic, quality, signage and safety needs.

2.2.C. Notwithstanding anything herein to the contrary, the Transitional Roads Payment shall remain in the exclusive custody and control of Malden, and shall be used and applied at Malden's sole discretion and determination toward any impact, infrastructure, improvement and/or mitigation measures Malden deems necessary and suitable.

3. Public Safety Impact relating to Roadway Safety

3.1. As a result of the "transportation hub" resulting in additional pedestrian and vehicular traffic, the Parties recognize and agree that there may be a need for increased police, fire, traffic and public works personnel to maintain roadway safety due to increased use.

3.2. In recognition of the above, and contingent upon the receipt of the License, Wynn has agreed to pay to the Malden the following amounts (collectively, the "Public Safety Payment"):

3.4.A. A one time, upfront, non-refundable payment of Two Hundred Thousand Dollars (\$200,000.00), which amount shall be due upon the award of the License.

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TERMS AND CONDITIONS

1. Malden as a Transportation Hub

1.1. The Parties recognize and agree that the City of Malden is uniquely situated to play an important role as a “transportation hub” for the Project. This shall include but not be limited to:

- To facilitate public transportation to the Project, the Parties shall identify a specific portion of the Malden Center MBTA station and/or surrounding area to be used exclusively for Wynn shuttles serving Wynn guests, invitees, employees and/or vendors of the Project arriving to the area via public transportation including buses, trains, water services, or commuter rail services.
- The Parties will explore the use of covered parking facilities within the City of Malden to provide additional off-site parking for Wynn employees and/or vendors who would utilize Wynn shuttles to and from the Project. The specifics of such an agreement, if one can be reached, shall be contained in a separate document outlining the terms of such agreement in its entirety.
- The Parties shall work together to promote Malden as a “transportation hub” for Wynn guests, invitees, employees and/or vendors while also providing said individuals with a positive impression of Malden. The foregoing will be accomplished through mutually agreed upon promotional materials and improvements (including, without limitation, safety upgrades, improved lighting, fixtures, signage and beautification efforts) to the Malden Center MBTA station and surrounding area.
- In addition, the Parties will work with Malden’s business community to promote and support businesses so that they may benefit from and effectuate the use of Malden as a “transportation hub,” as contemplated herein.

1.2. In recognition of the above, and contingent upon the receipt by Wynn of an unconditional, non-appealable award by the Massachusetts Gaming Commission of a Category 1 license for the Project (the “License”), Wynn has agreed to pay to the City of Malden the following amounts (collectively, the “Transportation Hub Payment”):

1.2.A. A one time, upfront, non-refundable payment of Five Hundred Thousand Dollars (\$500,000.00), which amount shall be due upon the date that the License is awarded.

1.2.B. An annual payment of Three Hundred Twenty Five Thousand Dollars (\$325,000.00), which amount shall be due on or before the ninetieth (90th) day following the opening of the Project to the general public and on each annual anniversary thereof. The annual payment shall continue for as long as Wynn, or any parent, subsidiary or related entity, owns, controls or operates a commercial gaming facility at the Project Site and shall increase by two and one-half percent (2.5%) per annum, with an additional adjustment on the fifth (5th) annual payment. See Appendix A for payment detail summary.

1.2.C. An annual payment of One Hundred Thousand Dollars (\$100,000), which amount shall be due on or before the ninetieth (90th) day following the opening of the Project to the general public and on each annual anniversary thereof. This annual payment shall continue for as long as Wynn, or any parent, subsidiary or related entity, owns, controls or operates a commercial gaming facility at the Project Site and shall increase by two and one-half percent (2.5%) per annum, with an additional adjustment on the fifth (5th) annual payment. See Appendix A for payment detail summary. The purpose of this annual payment is to enable Malden to assist businesses in effectuating aesthetic upgrades and enable them to participate in the opportunities that will be available as a result of the Project’s use of Malden as a “transportation hub.”

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3.4.B. An annual payment of Two Hundred Fifty Thousand Dollars (\$250,000.00), which amount shall be due on or before the ninetieth (90th) day following the opening of the Project to the general public and on each annual anniversary thereof. The annual payment shall continue for as long as Wynn, or any parent, subsidiary or related entity, owns, controls or operates a commercial gaming facility at the Project Site and shall increase by two and one-half percent (2.5%) per annum, with an additional adjustment on the fifth (5th) annual payment. See Appendix A for payment detail summary. The purpose of this payment is to enable Malden to fund staffing and other public safety initiatives related to increased pedestrian and vehicular traffic in the City of Malden.

3.4.C. Notwithstanding anything herein to the contrary, the Public Safety Payment shall remain in the exclusive custody and control of Malden, and shall be used and applied at Malden's sole discretion and determination toward any impact, infrastructure, improvement and/or mitigation measures Malden deems necessary and suitable.

4. Business Impact

4.1. The Parties recognize and agree that the Project is likely to provide certain opportunities for the local business community. The Parties will work together to communicate with the local business community to ensure that the community is best prepared to take advantage of these opportunities.

4.2. In recognition of the above, and contingent upon the receipt of the License, the Parties have agreed as follows:

4.2.A. On an annual basis, subject to its obligations to the City of Everett, Wynn shall make a good faith effort to utilize local contractors and suppliers for the construction and future operations of the Project and shall afford such opportunities to local vendors when such contractors and suppliers are properly qualified and price competitive. Such efforts shall include actively soliciting bids from Malden vendors through local advertisements, coordination with the Malden Chamber of Commerce and such other reasonable measures as the City may from time to time request. In furtherance thereof, Wynn agrees to use good faith efforts to purchase at least Ten Million Dollars (\$10,000,000.00) of goods and services from vendors with a principal place of business in Malden. Wynn shall work with Malden to hold vendor fairs that provide Malden businesses with information concerning the process of providing goods and services to the Project. Wynn shall, on at least an annual basis, consult with the Malden Chamber of Commerce and such other business groups or associations as Malden may reasonably request to identify opportunities in furtherance of the objectives set forth in this section. Wynn shall, upon reasonable request, meet with Malden to provide updates on Wynn's efforts to comply with this section 4.2.A. Notwithstanding anything herein to the contrary, Wynn's obligations under this section 4.2.A. shall be subject to the availability of such goods and services at a level of quality that is consistent with the Project specifications and on commercially reasonable terms.

4.2.B. Wynn agrees to work with and assist local businesses to become "Wynn certified" in order to participate in this local purchasing program. Wynn certification represents a Wynn specific vendor qualification program that requires vendors to be pre-qualified, which may include but not be limited to background checks and other screening methods utilized to qualify vendors.

4.2.C. Wynn agrees that it will include as part of its rewards, frequent guest, loyalty and/or similar programs offered by Wynn to use vouchers and gift certificates to Malden businesses. Wynn commits to purchase and issue at least Twenty Five Thousand Dollars (\$25,000.00) in such vouchers and gift certificates annually from local businesses for use in its customer loyalty programs.

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4.2.D. The first annual purchase of the above vouchers and gift certificates by Wynn shall occur ninety (90) days after the opening of the Project to the general public and on each annual anniversary thereof.

5. Jobs Program

5.1. The Parties acknowledge that Malden desires to help its community members and residents who are interested in attaining employment at the Project. The Parties agree that Malden's demographic is an appropriate, suitable, desirable and employable work force for the Project, and therefore it is mutually beneficial to provide a structured program to educate Malden's residents about available employment opportunities.

5.2. In recognition of the above, the Parties agree as follows:

5.2.A. Wynn will work in a good faith, legal and non-discriminatory manner with the Project's construction manager to give preferential treatment to qualified Malden residents for contracting, subcontracting and servicing opportunities in the development and construction of the Project. Following the engagement of a construction manager, Wynn shall, in coordination with Malden, advertise and hold at least one event for Malden residents at venues to be approved by Malden, at which it will publicize its construction needs and explain to attendees the process by which they may seek to be hired in connection with the construction of the Project.

5.2.B. Prior to beginning the process of hiring employees (other than internally) for the Project, Wynn shall advertise and hold at least one event for Malden residents at venues to be approved by Malden, at which it will publicize its hiring needs and explain to attendees the process by which they may seek to be hired in connection with the Project. In seeking to fill vacancies at the Project, Wynn will give preference to properly qualified residents of Malden, to the extent that such a practice and its implementation is consistent with Federal, State or Municipal law or regulation.

5.2.C. Notwithstanding anything herein to the contrary, in recognition of Wynn's host community agreement with the City of Everett, the Parties acknowledge and agree that the preference provided in this section 5 shall be secondary to the preference provided by Wynn in its host community agreement. In addition, the Parties acknowledge and agree that the preferences provided in this section 5 shall be on a pooled basis with any other community that voluntarily enters into a surrounding community agreement with Wynn prior to the filing of the application by Wynn for the License.

5.2.D. Wynn agrees to work with Malden on an annual basis to identify prospective, qualified Malden employees to effectuate the terms and conditions herein.

6. Malden Community Fund

6.1. The Parties recognize the importance of supporting the Malden community and share a mutual desire to utilize this Agreement to provide ongoing support to the many important non-profit organizations throughout the City of Malden.

6.2. In recognition of the above, and contingent upon the receipt of the License, Wynn has agreed to pay to the Malden the following "Community Fund Payment":

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6.2.A. An annual payment of One Hundred Thousand Dollars (\$100,000.00), which amount shall be due on or before the ninetieth (90th) day following the opening of the Project to the general public and on each annual anniversary thereof. The annual payment shall continue for as long as Wynn, or any parent, subsidiary or related entity, owns, controls or operates a commercial gaming facility at the Project Site and shall increase by two and one-half percent (2.5%) per annum, with an additional adjustment on the fifth (5th) annual payment. See Appendix A for payment detail summary.

6.2.B. Malden agrees to establish a Committee or Board tasked with reviewing requests for assistance from qualified organizations and making determinations on the awarding of any portion of the Community Fund Payment.

7. Targeted Traffic Study

7.1. The Parties acknowledge and anticipate that Wellington Circle, although not located in Malden, has a significant impact on traffic flow in Malden. The Parties acknowledge and agree that a comprehensive traffic solution for Wellington Circle, which is already severely impacted as a result of other developments, including, without limitation, Stations Landing and Assembly Row, is highly advisable and beneficial to Malden and other neighboring communities.

7.2. In recognition of the above, the Parties agree as follows:

7.2.A. Wynn will work with Malden and other interested neighboring communities to commission a permanent improvements study of the Wellington Circle, and will fund such study.

7.2.B. Following the results of the permanent improvements study, Wynn will fund up to twenty-five percent (25%) of the concept design (up to One Million Dollars (\$1,000,000.00) for the agreed upon approach.

7.2.C. Following the completion of the study and design, Wynn will cooperate with efforts by Malden and other interested neighboring communities to seek funding from the Transportation Infrastructure and Development Fund (estimated to be capable of yielding in excess of \$200 million) for a permanent solution for Wellington Circle.

7.2.D. Pending completion of the study and design, Wynn will fund and undertake interim improvements to Wellington Circle, as more particularly set forth in its proposed traffic plan.

8. Look Back Provision

8.1. The Parties agree that best efforts have been made to anticipate impacts to Malden, and to utilize this Agreement as the framework for mitigating those anticipated impacts. The Parties also acknowledge that there may be impacts that are difficult to anticipate now, but that may be meaningful or become significant and apparent once the Project has been completed and is fully operational.

8.2. The Parties agree to negotiate in good faith to address any and all unanticipated, material impacts which may occur following the completion of the Project, including, but not limited to, unknown mitigation measures necessitated by the completion and operation of the Project, as well as mitigation measures contemplated herein which may in time become less than satisfactory to address and resolve mitigation necessary as a result of said development and operation.

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8.3. Wynn agrees that, upon the written request of Malden, within 30 (thirty) days, to meet with Malden officials for the purpose of reviewing any unanticipated or unrealized material impacts.

8.4. Any modifications following review and negotiation shall be made as an Addendum to this Agreement and shall be in writing and signed by the authorized individuals from each of the Parties.

9. Agreement to Reopen

9.1. The Parties recognize the benefit and value of Malden entering into this Agreement at this early stage, and the positive impact it will have on the overall application by Wynn for the License. As the single largest community neighboring the City of Everett, Malden is pleased to provide support to the City of Everett in its desire to take advantage of this opportunity for a development of this size.

9.2. In recognition of the foregoing, the Parties agree that in the event that the total economic value of any other surrounding community agreement voluntarily entered into by Wynn and any other surrounding community, if any, but excluding the City of Boston, exceeds the total value of this Agreement by more than ten percent (10%), the Parties shall negotiate in good faith for additional amounts to be paid by Wynn to Malden in recognition of Malden's support for the Project and good faith in entering into this Agreement.

9.3. Wynn agrees to provide to Malden copies of any surrounding community agreements voluntarily entered by Wynn and any other surrounding communities, if any, and to provide any subsequent modifications and amendments thereto, within thirty (30) days following the execution of said agreements, modifications and amendments.

9.6. Wynn agrees that upon the written request of Malden, within thirty (30) days, to meet with Malden officials for the purpose of reviewing and negotiating any additional payments contemplated herein.

9.7. Any modifications following review and negotiation shall be made as an Addendum to this Agreement and shall be in writing and signed by the authorized individuals from each of the Parties.

10. Malden Obligations

10.1. In consideration of the obligations hereunder to be taken by Wynn, and in further recognition of the many benefits the Project will bring to Malden, Malden shall do the following (with all reasonable costs incurred by Malden to be paid by Wynn, subject to prior written approval of such costs and Wynn's right to receive documentation of such cost):

10.1.A. Malden shall support the Project and agrees to actively work with and assist Wynn and its contractors and agents to obtain any and all permits, certifications, legislation or regulatory approvals from governmental entities and officials.

10.1.B. Malden, in coordination with Wynn and the City of Everett, shall exercise best efforts to petition the Massachusetts Gaming Commission for monies made available under the Act, including, but not limited to, those monies in the Community Mitigation Fund and the Transportation Infrastructure Fund.

11. Additional Terms and Conditions

11.1. **Term.** This Agreement shall remain in effect for such time as Wynn maintains, operates and controls the Project.

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11.2. Definitions. All definitions contained in the Act and regulations promulgated thereto are incorporated herein by reference as if fully set forth herein and shall be applicable hereto where relevant.

11.3. Non-Tranferable - Non-Assignable. Neither Wynn nor Malden may transfer or assign its rights or obligations under this Agreement without the prior written consent of the other Party. In the event of a sale, transfer, assignment and/or conveyance of the License by Wynn to an unrelated entity, the Parties agree that this surrounding community agreement shall be treated consistently with all other surrounding community agreements as prescribed and required by the Commission in granting such transfer or assignment.

11.4. Captions and Headings. The captions and headings in this Agreement are inserted for convenience of reference only and in no way shall affect, modify, define, limit or be used in construing the scope or intent of this Agreement or any of the provisions hereof. Where the context requires, all singular works in the Agreement shall be construed to include their plural and all words of neuter gender shall be construed to include the masculine and feminine forms of such words.

11.5. Severability. If any term of this Agreement or the application thereof to any person or circumstance shall, to any extent, be determined by a court of competent jurisdiction to be invalid or unenforceable, the remaining provisions of this Agreement, or the application of such term to persons or circumstances other than those as to which it is invalid or unenforceable, shall not be affected thereby, and this Agreement shall otherwise remain in full force and effect.

11.6. Amendments-Modifications. No amendment or modification of this Agreement shall be deemed valid unless mutually agreed upon and duly authorized by the Parties and effectuated by a written amendment signed by the Parties.

11.7. Amendments-Modifications to the Act and Gaming Regulations. The Parties acknowledge that from time to time following commencement of this Agreement that additional regulations may be promulgated, and/or statutes and regulations may be amended from time to time. The Parties agree to be bound by said amended and/or modified regulations and statutes, and further agree to renegotiate any terms and conditions contained herein which may be substantially and materially modified by any said amended and/or modified regulations and statutes.

11.8. Compliance with Massachusetts and Federal Laws. In the performance of this Agreement, Wynn agrees to comply with and shall use reasonable efforts to cause all agents, contractors, subcontractors and suppliers to comply with all applicable laws, ordinances, regulations and orders from time to time in effect relating to nondiscrimination, equal employment opportunity, contract compliance and affirmative action.

11.9 Organizational Status in State of Organization and in the Commonwealth of Massachusetts. Wynn acknowledges that it shall notify Malden promptly in writing in the event of any change in its organizational status and/or standing under the laws and regulations of its State of Incorporation and under the laws and regulations of the Commonwealth of Massachusetts. Wynn agrees to remain in good standing and maintain adherence to all laws, regulations and requirements applicable to licenses and permits issued to Wynn pursuant to the Act.

11.12. Notices. All notices required or permitted to be given hereunder shall be in writing and delivered by hand or courier service; by a nationally-recognized delivery service, by mailing, postage prepaid via certified mail, to the following addresses, or to other addresses as may be furnished by the parties from time to time in writing hereafter:

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In the case of notice to Malden:

To: Mayor
City of Malden
Office of the Mayor
200 Pleasant Street
Malden, MA 02148

with copies to:

City Solicitor
City of Malden
Malden Legal Department
200 Pleasant Street
Malden, MA 02148

Controller
City of Malden
Office of the Controller
200 Pleasant Street
Malden, MA 02148

In the case of notice to Wynn:

To: Wynn MA, LLC
c/o Wynn Resorts, Limited
3131 Las Vegas Blvd. South
Las Vegas, NV 89109
Attn: Kim Sinatra, Sr. VP and General Counsel

and in the case of either Party, to such other address as shall be designated by written notice given to the other Party in accordance with this section. Any such notice shall be deemed given when so delivered by hand, by courier delivery on date of service, or if mailed, when delivery receipt is signed by the party designated herein as accepting notice. Service to Malden shall not be deemed effective unless accomplished during normal business hours and days of operation of the City of Malden. Each Party shall ensure that the other party is notified in writing immediately of any changes in the contact and address information above.

10.13. Failure and Waiver. Failure of either Party to require strict performance of the terms and conditions herein shall not be deemed a waiver of any rights and remedies available to such Party, and shall not be deemed a waiver of subsequent default or nonperformance of said terms or conditions in the future. No actual waiver by a Party of performance of any terms, conditions or obligations under this Agreement shall be effective unless agreed upon and in writing signed by such Party. No waiver of either Party to require strict performance of any terms and conditions shall constitute a waiver of such Party's right to demand strict compliance with the terms and conditions of this Agreement.

10.14. Notice of Default and Rights in the Event of Default. Each Party shall have thirty (30) days from receipt of written notice of failure, violation or default to cure said failure, violation or default. If such failure, violation or default cannot in good faith be cured within such thirty (30) day period, the defaulting Party shall notify the other Party immediately in writing and diligently pursue curing said default to completion. Except as expressly provided herein, the rights and remedies of the Parties, whether provided by law or by this Agreement, shall be cumulative, and the exercise by a Party of any one or more of such remedies shall not preclude the exercise by it, at the same or different times, of any other such remedies for the same default or breach or of any of its remedies for any other default or breach by the other Party.

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Appendix A

Direct Payments to Malden

<u>Category</u>	<u>Upfront</u>	<u>Year 1</u> <u>Annual</u>	<u>Year 2</u> <u>Annual</u>	<u>Year 3</u> <u>Annual</u>	<u>Year 4</u> <u>Annual</u>	<u>Year 5</u> <u>Annual</u>
Transportation Hub Payment	\$500,000	\$325,000	\$333,125	\$341,453	\$349,989	\$400,000
Public Safety Payment	\$200,000	\$250,000	\$256,250	\$262,656	\$269,223	\$290,000
Transitional Roads Payment	\$300,000	\$225,000	\$230,625	\$236,391	\$242,300	\$250,000
Business Improve Fund	\$0	\$100,000	\$102,500	\$105,063	\$107,689	\$110,000
Community Impact Fund	\$0	\$100,000	\$102,500	\$105,063	\$107,689	\$125,000
Totals:	\$1,000,000	\$1,000,000	\$1,025,000	\$1,050,625	\$1,076,891	\$1,175,000

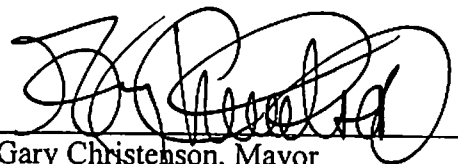
1. Year six (6) and subsequent annual payments shall increase at a rate of two and one-half percent (2.5%) annually from the Year 5 payment reflected above.

10.15. Governing Law and Forum in Event of Dispute. This Agreement shall be subject to, governed under, and construed in accordance with the laws and regulations of the Commonwealth of Massachusetts, including any amendments thereto which may occur from time to time following execution of this Agreement, and said laws and regulations shall govern the validity, enforcement of terms, conditions, rights and obligations, and performance of this Agreement. The Parties further agree that any legal proceedings whether in law or equity arising hereunder shall be instituted in the Commonwealth of Massachusetts Middlesex County Superior Court. Nothing in this Agreement shall be construed to prohibit Malden from instituting actions or proceedings in law or equity. The prevailing Party in any action shall recover its litigation costs (including attorneys' fees and expert witness fees). Notwithstanding the foregoing provisions for forum selection, the Parties agree that before resorting to any formal dispute resolution process concerning any dispute arising from or in any way relating to this Agreement, the Parties will first engage in good faith negotiations in an effort to find a solution that services their respective and mutual interests.


IN WITNESS WHEREOF, the parties, by and through the signatories below, acknowledge they are duly authorized and have the full power, right and authority to enter into, execute, deliver, and perform the terms and conditions of this Agreement, and hereto have hereunto set their hands and seals on this 12th day of November, 2013.

City of Malden:

Wynn MA, LLC



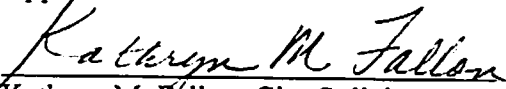
Gary Christenson, Mayor



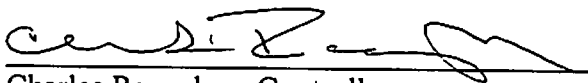
Ken SINATRA, Sr.

Approved as to Form:

Approved:



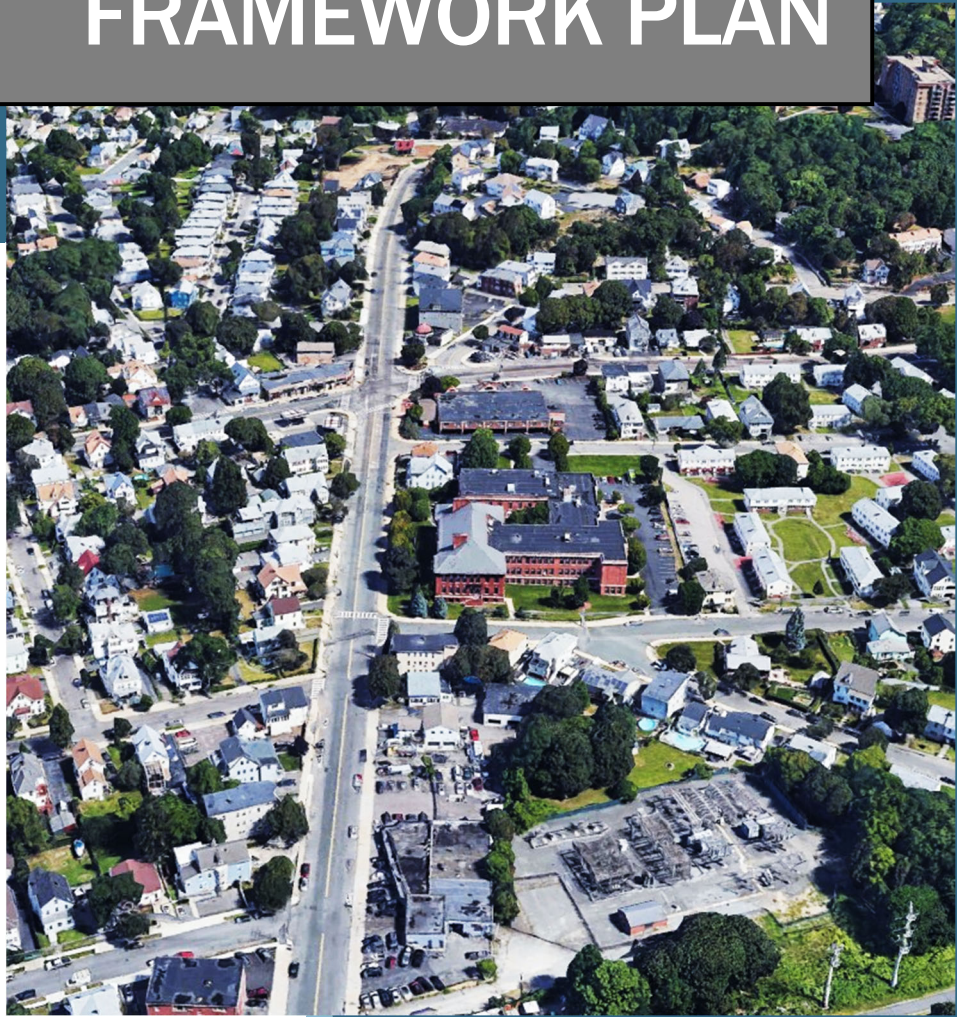
Kathryn M. Fallon, City Solicitor



Charles Ranaghan, Controller

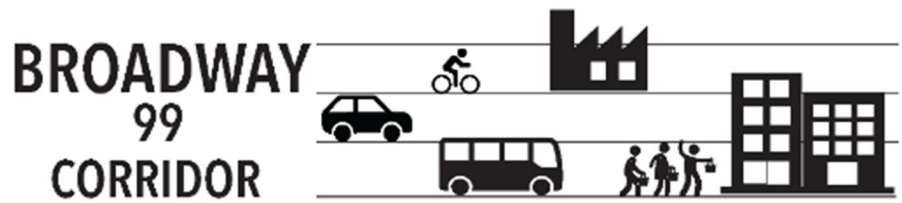
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BROADWAY (ROUTE 99) CORRIDOR FRAMEWORK PLAN



Prepared for the City of Malden and
the Malden Redevelopment Authority

October 2020



SPONSORSHIP

The City of Malden and the Malden Redevelopment Authority (MRA), with funding provided by the Massachusetts Gaming Commission, were assisted by a consultant team to develop a land use and economic development plan for the Broadway (Route 99) Corridor. The grant funding for this project was used to evaluate certain conditions along the corridor and provide the City of Malden and MRA with a clear and action-oriented plan to protect important uses, prepare for and regulate new development along the Corridor, and utilize Encore Boston Harbor-driven economic opportunities to grow Malden's business community and prevent Corridor erosion.

The consultant team was comprised of BSC Group and RKG Associates.

ACKNOWLEDGMENTS

CITY OF MALDEN

Mayor Gary Christenson

Kevin Duffy, Strategy & Business Development Officer

Michelle A. Romero, City Planner

MALDEN REDEVELOPMENT AUTHORITY

Deborah Burke, Executive Director

Evan Spetrini, Senior Planner and Policy Manager

SPECIAL THANKS

The project team would like to thank the property owners, business owners, and residents who took the time out of their busy schedules to discuss their thoughts on this key transportation corridor through one-on-one conversations, community meetings, or via an online survey.

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EXECUTIVE SUMMARY

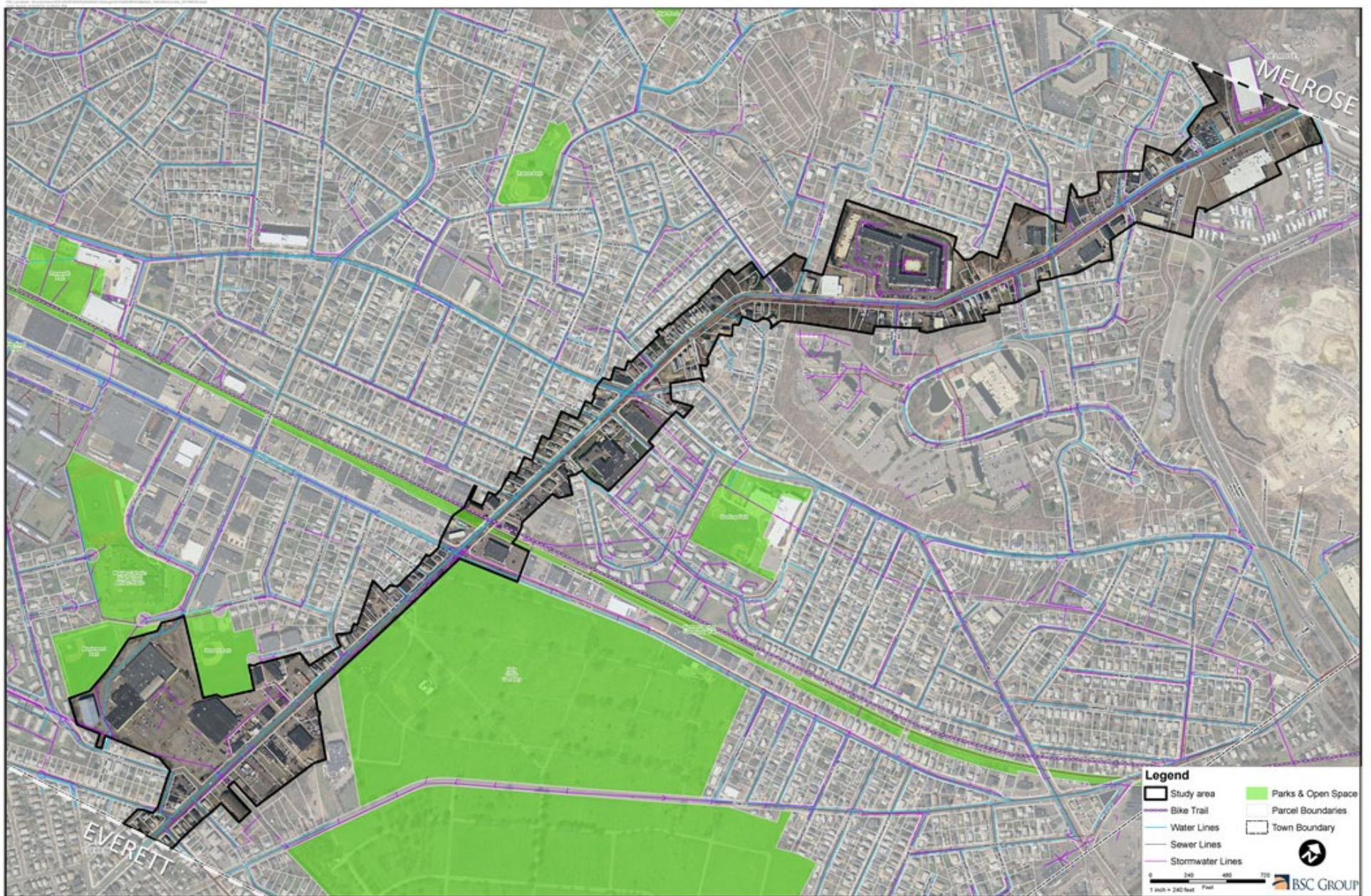
INTRODUCTION

The Route 99/Broadway Corridor (“the Corridor”) is an approximately 74-acre area in Malden that extends from the border of the City of Everett in the south to the border of the City of Melrose in the north. The project boundaries encompass both sides of the Rt. 99/Broadway Corridor for a length of approximately 1.7 miles. More suburban than urban in nature, the Corridor in Malden contains a mix of uses including retail, residential, strip malls, industrial, commercial, and entertainment. This *Corridor Framework Plan* consists of detailed analysis and specific recommendations that are intended to complement prior planning efforts completed by the City of Malden.

PURPOSE AND SCOPE OF WORK

This *Corridor Framework Plan* seeks to:

- Define the community’s vision and desires for the character of this important Corridor;
- Understand physical conditions, existing uses, parcel characteristics and economic conditions along the Corridor;
- Conduct and integrate market analysis to formulate a practical economic vision;
- Identify an appropriate balance of uses (hotel/retail/office/industrial/residential) along the Corridor;
- Balance community desires with market realities to create an actionable plan;
- Define diversified strategies for job retention and creation;
- Identify the infrastructure needs of the Corridor to better support existing and proposed land uses;
- Consider how proposed development scenarios mitigate or intensify existing traffic patterns and identify circulation improvements to balance the needs of truck traffic serving the businesses with other modes of transportation (vehicular, bicycle, mass transit, and pedestrian);
- Identify new means to enhance public access and physical connections to the Northern Strand Community Trail;
- Include elements for project area sustainability and address any limitations associated with site contamination;
- Evaluate the impact of development scenarios on existing zoning and regulatory challenges, and provide recommendations for zoning changes; and
- Provide an implementation plan with short-term and longer-term elements and identify funding strategies for those elements.



ROUTE 99/BROADWAY CORRIDOR

Funding for this report was provided by the Massachusetts Gaming Commission to develop an action-oriented plan to protect important uses, prepare for and regulate new development along the Corridor, and utilize Encore Boston Harbor-driven economic opportunities to grow Malden's business community and prevent Corridor erosion. Since the Encore Boston Harbor Casino opened in June 2019 and was shut down during its first year of operation due to the COVID-19 pandemic, initial documentation and analysis is not available to report the amount and types of services and goods procured locally.

...the [Casino] Project will bring economic development to Malden, create new jobs for Malden residents and new sources of revenue for the Malden business community, and as such, Malden desires to enter into this Agreement with Wynn to address the anticipated impact on Malden businesses, residents, infrastructure, public safety, transportation and roadway needs.

Surrounding Community Agreement between City of Malden and Wynn MA, LLC

FINDINGS

The findings address the four categories of goals and implementation actions: Land Use/Zoning, Transportation, Economic Development, and Public Realm.

- **Land Use/Zoning** – The Corridor is generally built out and occupied with a mix of uses, including commercial, office, residential, entertainment, and auto-repair/sales. However, there is no consistent density along the corridor, which ranges from low-intensity, low-rise commercial development with large surface parking lots to more compact, mixed-use development. The five (5) zoning districts that are interspersed throughout the corridor generally coincide with the variations in density and uses. Amending the zoning would help promote a conducive environment for vibrant, mixed-use development within the Corridor.
- **Transportation** – Traffic congestion, speeding, and a lack of general upkeep contribute to a perceived poor quality of life in the Corridor. Efforts to make the transportation network more efficient for all modes of travel – vehicular, pedestrian, bicycle, and public transit – would increase economic opportunities and socio-economic benefits.
- **Economic Development** – Economic development spans economic, political and social policy, and is a process to create jobs and wealth and improve quality of life. By infusing the area with public improvements to encourage private investment, the City of Malden would improve the vitality within the Corridor. In addition, by fostering a business-friendly environment, the City of Malden would provide opportunities for additional commercial development and job creation along the Corridor.
- **Public Realm** – The public realm refers to urban spaces that are publicly accessible. As part of the built environment, the public realm reinforces an area's sense of place and identity. An improved streetscape with expanded pedestrian, bicycle, and bus accommodations, as well as public open space, would create a better atmosphere for businesses to grow and thrive.

More detailed information regarding the current conditions in the Corridor is provided in *Existing Conditions Overview*.

VISION STATEMENT

As a Corridor in transition, Broadway/Route 99 will evolve into a true mixed-use destination for local independently owned retail, shops, and restaurants to grow and thrive in Malden. This growth will attract industry and encourage mixed-use development incentivizing residents with a prime location within a neighborhood commercial node but also affording an excellent proximity to greater Boston.

The northern subarea will primarily consist of commercial uses – office, manufacturing, and large-scale retail. A mixed-use commercial and residential transition area will stretch from Elwell Street/Central Avenue south to Bowman Street. The middle subarea will remain primarily residential, extending from Bowman Street to Webster Street, with neighborhood mixed-use development at the intersection of Broadway and Salem Street/Hunting Street. A second mixed-use transition area will extend from Webster Street south through to the southern end of the cemetery. The southern subarea will consist of larger scale commercial uses, as well as mixed-use commercial and residential. The transition areas will serve as great opportunities for smaller-scale, locally owned retail and commercial uses that will complement the surrounding residential density.

Broadway Plaza will become a lifestyle center – dining, entertainment, and shopping will be complemented by attractive landscaping, community gathering areas, and integrated residential/hotel and office space. The implementation of a greener and safer streetscape will be enhanced by pedestrian, bicycle, and bus accommodations. Traffic calming measures will result in reduced traffic congestion and better traffic circulation. With a defined streetscape design, Broadway will be recognized as a unified urban, compact, mixed-use commercial corridor filled with character and a sense of place.

GOALS

Major goals for this framework plan include:

1. To use zoning as a tool to guide sound land use and economic growth, leading to the Corridor's transition from a suburban highway landscape to a dense, mixed-use neighborhood center.
2. To make transportation improvements that create a true multi-modal corridor, calming traffic and increasing walkability and safety for all users.
3. To increase the use of public transportation by offering better connections and service along the Corridor.
4. To create an enjoyable, walkable, corridor for residents to shop locally by providing green public gathering spaces and implementing an aesthetically pleasing streetscape.
5. To foster a business-friendly environment that provides opportunities for additional commercial development along the Corridor.
6. To forge a relationship with Encore Boston Harbor that enhances business opportunities for Malden-based vendors, particularly those within proximity of Broadway.

The Corridor would benefit from additional actions by the City and the MRA, as well as through collaborative efforts involving relevant state agencies and private entities such as Encore Boston Harbor, to support the goals identified during this planning process.

RECOMMENDATIONS

The actions to implement the goals of this *Corridor Framework Plan* are the result of the research and analyses of current economic and physical conditions, as well as feedback from the community members, property owners and business owners who participated in a community meeting, an online survey, and interviews. The implementation actions are grouped into the categories described below:

- **Land Use/Zoning** – The recommended actions are intended to use zoning as a tool to promote mixed-use, higher density development and uses that are more complementary to adjacent residential neighborhoods and consistent with the vision for the Corridor. Mixed-use developments blend two or more uses and envisions ground floor commercial (retail/restaurant) with upper floor residential or office. Amending the zoning ordinance to reduce the number of zoning districts to one with three sub districts, prohibit uses that conflict with the vision for the Corridor, revising dimensional regulations for the new Broadway Corridor District, and implementing design guidelines would facilitate the longer-term change needed for the Corridor to evolve into a true mixed-use destination.
- **Transportation** – The transportation recommendations are part of a holistic approach to achieving the vision for the Corridor by creating a true multi-modal corridor, calming traffic and increasing walkability and safety for all users. Transportation elements include the street network, pedestrian environment, bicycle travel, transit enhancements, and intersection improvements. Conducting a thorough transportation analysis of the Corridor would help create a fuller understanding of the gaps in the transportation network and generate a plan to address these gaps. Specific actions include implementing a road diet in certain areas including the southern subarea near Broadway Plaza, near the Strata Apartments, and in the northern subarea to provide space for other uses such as sidewalks and bicycle lanes. Traffic safety would be addressed through intersection upgrades, installation of new sidewalks, implementation of Complete Street recommendations, and upgrades to the Northern Strand Community Trail (Bike-to-the-Sea) crossing. By creating a dialogue with and engaging the MBTA, the City of Malden/MRA would enhance bus service within and along the Corridor.
- **Economic Development** – The economic development findings and recommended actions are intended to provide a better environment for small-scale, independent businesses to grow and thrive within the Corridor. In addition, opportunities exist for large-scale office users and hospitality at select sites along the Corridor. Business attraction, retention, and expansion would be supported by collaborating with businesses and property managers within the Corridor, the regional workforce board, and the Malden Chamber of Commerce. In addition, the City of Malden should designate a department or organization to provide ongoing outreach and education to local businesses about the process required to become established as a vendor for Encore Boston Harbor.
- **Public Realm** – The recommended actions are intended to create a safe, accessible, and attractive public realm within the Corridor that encourages residents to be more active and

engaged in the community and to frequent more local businesses, which will in turn foster a higher quality of life and area identity. Creating a more attractive public realm that is designed to balance pedestrians and bicyclists with motor vehicles should be a top priority for the City of Malden. Key recommended actions include making sidewalk improvements, constructing new sidewalks where they are presently missing, and enhancing crosswalks at key locations. Corridor lighting, both in the public realm and on private property throughout the Corridor, could be assessed and any gaps addressed.

The recommended actions outlined in this summary are detailed in *Goals* and presented in an easily readable format with a timeframe for implementation in *Implementation Strategy*.

PROPOSED CONCEPTS

The corridor was broken down into three smaller sections, and proposed concept plans were generated for each section to illustrate the Corridor vision and recommendations included in this report. More detailed proposed concept plans are included in *Development Scenarios*.

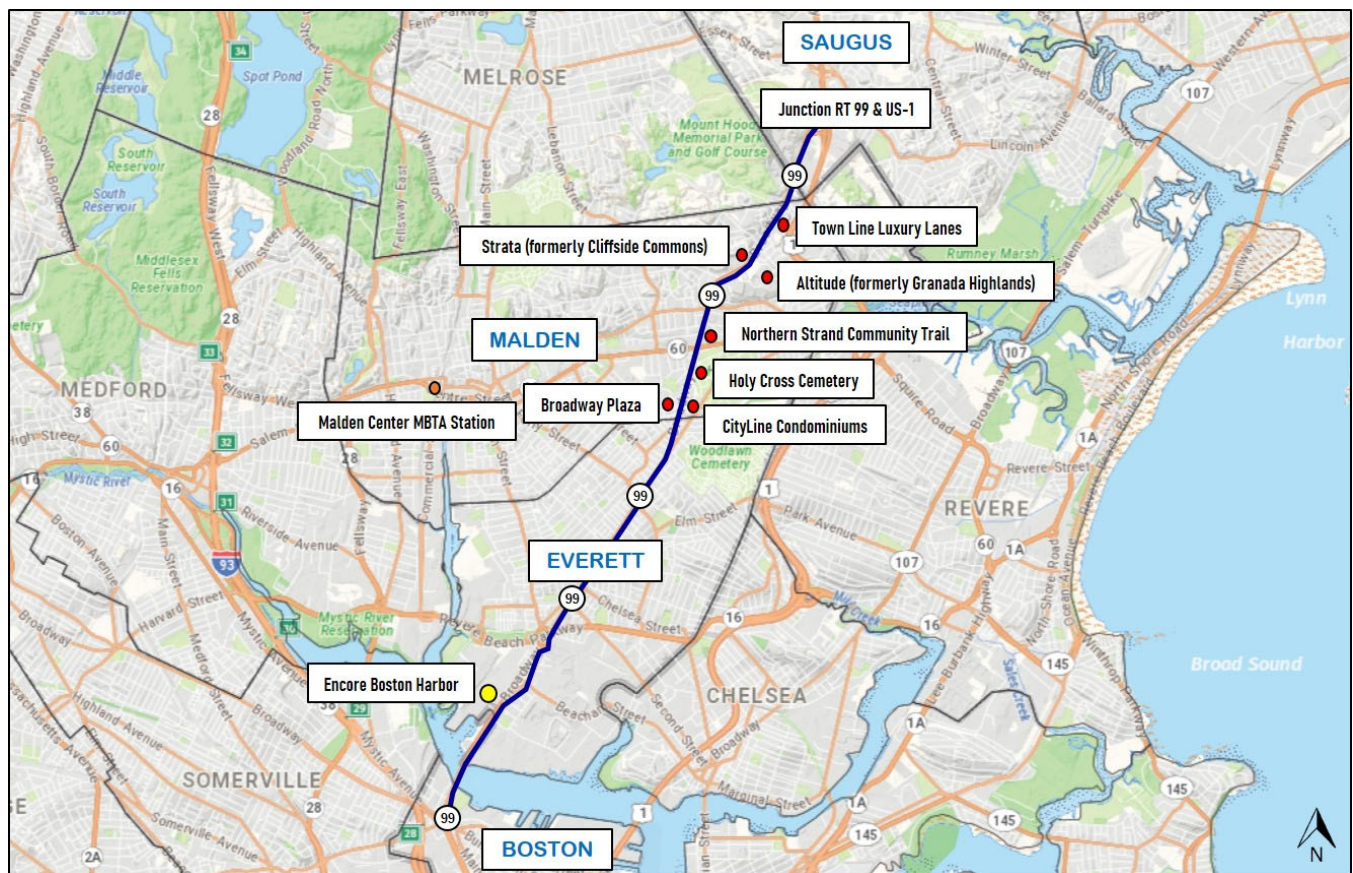


EXISTING CONDITIONS OVERVIEW

INTRODUCTION

The City of Malden is in eastern Massachusetts, bordered by Melrose on the north, Stoneham on the northwest, Medford on the west, Everett on the South, Revere on the east, and Saugus on the northeast. Approximately six miles north of Boston, Malden is considered a suburb of Boston, with a total area of 5.1 square miles. Malden is serviced by the Massachusetts Bay Transportation Authority (MBTA) public transportation system with access to the subway (Orange Line), commuter rail, and bus network. Malden is serviced by major highways – Route 28, Route 60, Route 99, and U.S. 1 – with Route 16 and Interstate 93 nearby. The Northern Strand Community Trail, a former railroad right of way converted into a 10-foot wide multi-use trail, runs across Malden. Malden’s accessibility to Boston has made it a more affordable alternative to living within Boston proper.

Route 99 is a north-south highway that begins in Boston at North Washington/Chelsea Street in Charlestown and travels north through Everett, Malden, and Melrose, terminating at Route 1 in Saugus. The context map below shows the Corridor from Saugus in the north to Boston in the South. It also denotes notable landmarks such as the Encore Boston Harbor Casino in Everett, the Malden Center MBTA Station, and residential and commercial development along the Corridor in Malden.



PLANNING FRAMEWORK

The *Corridor Framework Plan* consists of detailed analysis and specific recommendations that are intended to complement prior planning efforts completed by the City of Malden. The previous studies listed below provided important context as the project team analyzed data and prepared the recommendations that have been incorporated into this Plan.

PREVIOUS STUDIES

Information in this document was obtained from a wide range of publicly available resources, studies, and initiatives:

- Trail Crossing Report, Northern Strand Community Trail (2019)
- Malden Housing Needs Assessment (2019)
- Commercial Street Corridor Framework Plan (2018)
- Complete Streets in Malden (2017)
- Malden Open Space and Recreation Plan (2017)
- City of Malden Master Plan (2010)
- Malden Vision (2008)

In addition, the project team reviewed the City's ordinances and codes that regulate the built form and land uses within the Corridor. To effectively implement the plan, Malden's Zoning Ordinance must be able to accommodate and foster the development desired by the community. Considering this, the *Corridor Framework Plan* references the City's Zoning Ordinance in the *Land Use* section of this Plan and provides recommended modifications to help facilitate development consistent with the community's projected vision for the Corridor.

SOCIO-ECONOMIC SNAPSHOT

Malden has diversified dramatically over the last thirty years. In 1990, Malden was almost 90% white. Today, Malden is considered a majority-minority city with a diverse community and a rich mix across different racial and immigrant groups.¹ With an estimated population of 61,200, Malden is 47% White, 24% Asian, 16% Black, 9% Latino, and 4% Other. Malden is also 43% foreign born.² According to the "Changing Faces of Greater Boston" Report, much of Malden's increasing diversity has been driven by immigration. The largest foreign-born subpopulation is Chinese, with other large foreign-born communities coming from Haiti, Latin America, Asia, and North Africa.

Based on U.S. Census 2017 ACS data, approximately 87% of the population in Malden aged 25 years and older are a high school graduate, and 35% possess a Bachelor's Degree or higher. Approximately 69% of the population aged 16 years and over are in the labor force and have a mean travel time to work of 34 minutes. Of those commuting to work, approximately 52% drive alone while 32% utilize public transportation. Other means of transport include carpool (9%), walk (4%) and work at home (3%). In terms of occupation, 41% of those employed are in the management, business, science, and

¹ [Changing Faces of Greater Boston](#), A Report from Boston Indicators, The Boston Foundation, UMass Boston, and the UMass Donahue Institute, 2019

² U.S. Census, 2013-2017 American Community Survey (ACS) 5-Year Estimates

arts occupations, 23% are in service occupations, and 21% are in sales and office occupations. The median household income in Malden is \$62,360, and the median family income is \$72,660. By comparison, the median household income in Boston is similar to Malden at \$62,021, but the median family income is lower in Boston at \$69,616. The percentage of families and people with income below the poverty level is slightly lower in Malden (13% and 16% respectively) compared to and 16% and 20.5% in Boston.

Approximately 70% of the housing stock in Malden was built prior to 1970. Fifty-nine percent of housing units are renter-occupied while 41% are owner-occupied. In terms of gross rent as a percentage of household income, 55% of renters contribute 30% or more of their household income to rent payments.

The Greater Boston economy continues to grow with low unemployment and a booming real estate development market. The ever-increasing cost of living and working in Boston, coupled with the June 2019 opening of the Encore Boston Harbor Casino and Resort in neighboring Everett, put Malden – particularly the Route 99/Broadway Corridor – in a prime position to capture additional economic growth. However, with this potential growth, comes challenges, such as increased vehicular traffic and congestion along the Corridor. Given these dynamics, this framework plan identifies the community's vision for the Corridor and is intended to protect important uses, prepare for and regulate new development, and utilize gaming facility-driven economic opportunities to grow Malden's business community and promote a vibrant quality of life within the Corridor.

DATA COLLECTION/METHODS FOR ANALYSIS

To gain a complete understanding of the physical conditions, existing uses, parcel characteristics, and economic conditions along the Corridor, the consultant team completed an assessment through the collection of existing data including GIS, City of Malden Assessor's data, fields observations, and meetings with key abutters and stakeholders. This information was used to develop a spreadsheet of current property owners, uses, and buildings, and to map out existing property and transportation-related conditions throughout the Corridor. A deliverable of this exercise is a property inventory, in the form of a one-page sheet for each property within the project boundary. This inventory can be found in the appendix of this report.



APPROACH TO INFORMATION GATHERING

An inventory and analysis of physical conditions, existing uses, traffic conditions, parcel characteristics, and economic conditions along the corridor was developed through data collection, field observations, and meetings with key property owners and business owners. Sociodemographic and economic data for Malden and the surrounding area was also compiled and analyzed to understand how population, incomes, and employment are changing, and the effects that change could have on the Corridor.

Public input was key to the development of this plan. Twenty-five (25) community members came together for a Route 99/Broadway Corridor Study workshop held at the Malden Moose Hall on October 23, 2019. The meeting started with a presentation about the Corridor, and included an overview on its existing conditions – land uses, transportation, economic analysis, perceived constraints, challenges, and opportunities within the Corridor. The meeting concluded with a breakout session in which attendees reviewed maps, interacted with facilitators from the consultant team, City of Malden, and Malden Redevelopment Authority, and provided feedback on post-it notes and flipchart paper at six different stations.

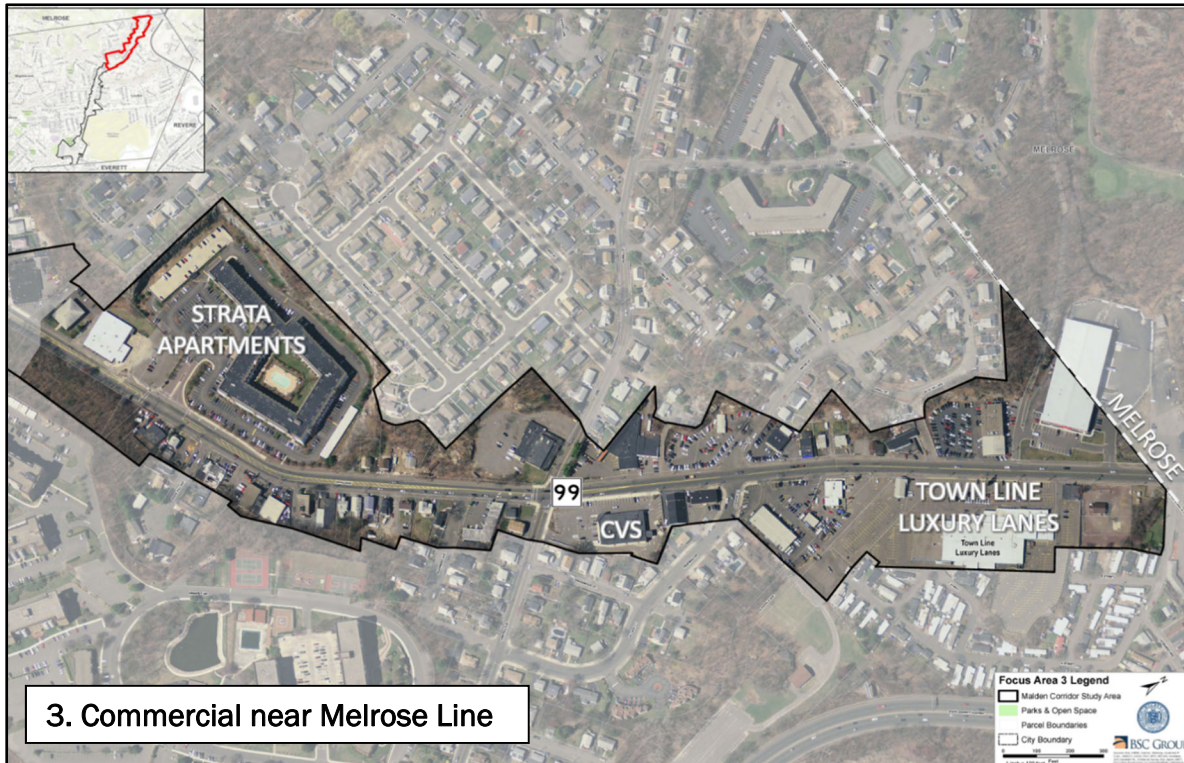
In addition to the public workshop, an online survey using Google Forms was created. This survey asked the same questions that were asked at the public meeting, garnering 145 responses. Lastly, select interviews were conducted with property- and business-owners within the Corridor. All public input received was organized and analyzed for consideration as the project team developed recommendations. The results of the public participation process have been provided under separate cover to the MRA/City.

PROJECT AREA

The project boundary encompasses both sides of the Rt. 99/Broadway Corridor from the Melrose line to the Everett line, a length of approximately 1.7 miles. The project area spans approximately 74 acres of land. For this framework plan, the Corridor has been divided into three smaller sections:

1. **Broadway Plaza and Surrounds** – The subarea from the Everett line to the intersection of Broadway and Route 60/Eastern Avenue. More commercial in nature, this stretch is characterized by suburban style commercial development with two traffic lanes in each direction.
2. **Residential Subarea** – The subarea from the intersection of Broadway and Route 60 to just after Bowman Street (438 Broadway). With residential properties and neighborhood businesses, this stretch has one traffic lane in each direction.
3. **Commercial near Melrose Line** – The subarea from just after Bowman Street (438 Broadway) to the Melrose line. More commercial in nature, this stretch has larger parcels with larger surface parking lots and one traffic lane in each direction.





LAND USE AND ZONING

The corridor is generally built out with a mix of uses, including commercial, office, retail, service, fast food, restaurant, residential, entertainment, and auto-repair/sales.

There is no consistent density along the corridor. Near the Broadway Plaza, the development is low-rise and low-density with large surface parking lots. High-density residential uses with small-scale business uses span the residential stretch. Since the parcel sizes are smaller, and the buildings tend to occupy a large amount of the parcel size, parking is more limited in this stretch.



Broadway Plaza, 38 Broadway



Two-Family Residential, 304 Broadway

In the commercial area near Route 1, larger parcel sizes do not equate to higher density. Instead, density varies between mid-rise, high-density (i.e. Strata) and low-rise, low-density (i.e. Town Line Luxury Lanes). In this area, large surface parking lots are consistent with larger, low-rise buildings and strip commercial development. Overall, the uses along the Corridor are reflective of the zoning districts found within it. In addition, the low-rise, low-density nature of the existing development is consistent with the City's Highway Business zoning and where it is located throughout the Corridor.

EXISTING USES

According to the city's Assessor's data, 56% of the land use is characterized as commercial, 30% is residential, and 8% is industrial. However, it should be noted that there is a discrepancy between the uses noted through

the Assessor's data and the observed uses in the field, particularly related to auto-oriented uses. Approximately 35.4% of the parcels with observed commercial uses, (including mixed-use parcels) are auto-oriented. Auto-oriented uses include gas stations, vehicle service/ repair, and auto sales.

Broadway Plaza, a larger commercial shopping plaza, dominates the southern portion of the Corridor. The middle segment is composed of a residential neighborhood with smaller commercial uses. The northern portion of the Corridor near the Melrose line is generally populated with larger commercial properties. Except for Broadway Plaza, most commercial retail uses are smaller in scale and account for a mix of some chain and local entrepreneurs.

Another land use is characterized as vacant. Undeveloped land comprises 3% of uses, and these parcels are vacant due to slope and open space barriers. Holy Cross Cemetery is a large parcel (180 acres) that offers residents a passive recreation opportunity for walking.

While there is no active open space along the Corridor, Maplewood Park, Howard Park (formerly South Broadway Park) and Hunting Field are the closest parks, located just outside the bounds of the Corridor. In addition, the Northern Strand Community Trail, a bicycle path and walking trail that connects the cities of Everett, Malden, Revere, and Saugus, bisects the Corridor near the intersection of Route 60 and Broadway. It is important to note that there is a lack of open space in the northern section of the Corridor near Melrose.



F.W. Webb, wholesale business & retail showroom, 700 Broadway

SUMMARY OF LAND USES – BROADWAY/ROUTE 99 CORRIDOR

Land Use	Area in Acres	% of Total	Land Assessment	Assessment per Acre	Total Assessment	% of Total
Mixed residential/commercial	1.91	2.6%	\$ 1,690,000	\$ 884,817	\$ 3,936,300	2.1%
Residential	21.30	28.8%	\$ 41,844,600	\$ 1,964,535	\$ 117,999,000	63.6%
Single Family	4.20	5.7%	\$ 4,799,900	\$ 1,142,833	\$ 10,696,000	5.8%
Apartments	9.72	13.2%	\$ 18,376,800	\$ 1,890,617	\$ 58,152,400	31.4%
Other	7.38	10.0%	\$ 18,667,900	\$ 2,529,526	\$ 49,150,600	26.5%
Commercial	41.66	56.4%	\$ 25,758,300	\$ 618,298	\$ 55,591,420	30.0%
Warehousing	3.90	5.3%	\$ 2,855,200	\$ 732,103	\$ 7,287,300	3.9%
Retail/Restaurant	21.43	29.0%	\$ 12,484,100	\$ 582,552	\$ 27,442,520	14.8%
Auto Related	7.85	10.6%	\$ 6,224,200	\$ 792,892	\$ 10,853,300	5.9%
Office	1.69	2.3%	\$ 1,107,100	\$ 655,089	\$ 2,072,700	1.1%
Other	6.79	9.2%	\$ 3,087,700	\$ 454,742	\$ 7,935,600	4.3%
Industrial	6.18	8.4%	\$ 3,555,100	\$ 575,259	\$ 5,544,300	3.0%
Manufacturing	2.69	3.6%	\$ 1,408,400	\$ 523,569	\$ 3,280,800	1.8%
Utility Related	3.49	4.7%	\$ 2,146,700	\$ 615,100	\$ 2,263,500	1.2%
Institutional	0.58	0.8%	\$ 869,200	\$ 1,498,621	\$ 1,202,900	0.6%
Land	2.26	3.1%	\$ 1,152,000	\$ 509,735	\$ 1,152,000	0.6%
TOTAL	73.89	100.0%	\$ 74,869,200	\$ 1,013,252	\$ 185,425,920	100.0%

Source : Malden Assessor Data, BSC Group and RKG Associates (2019)

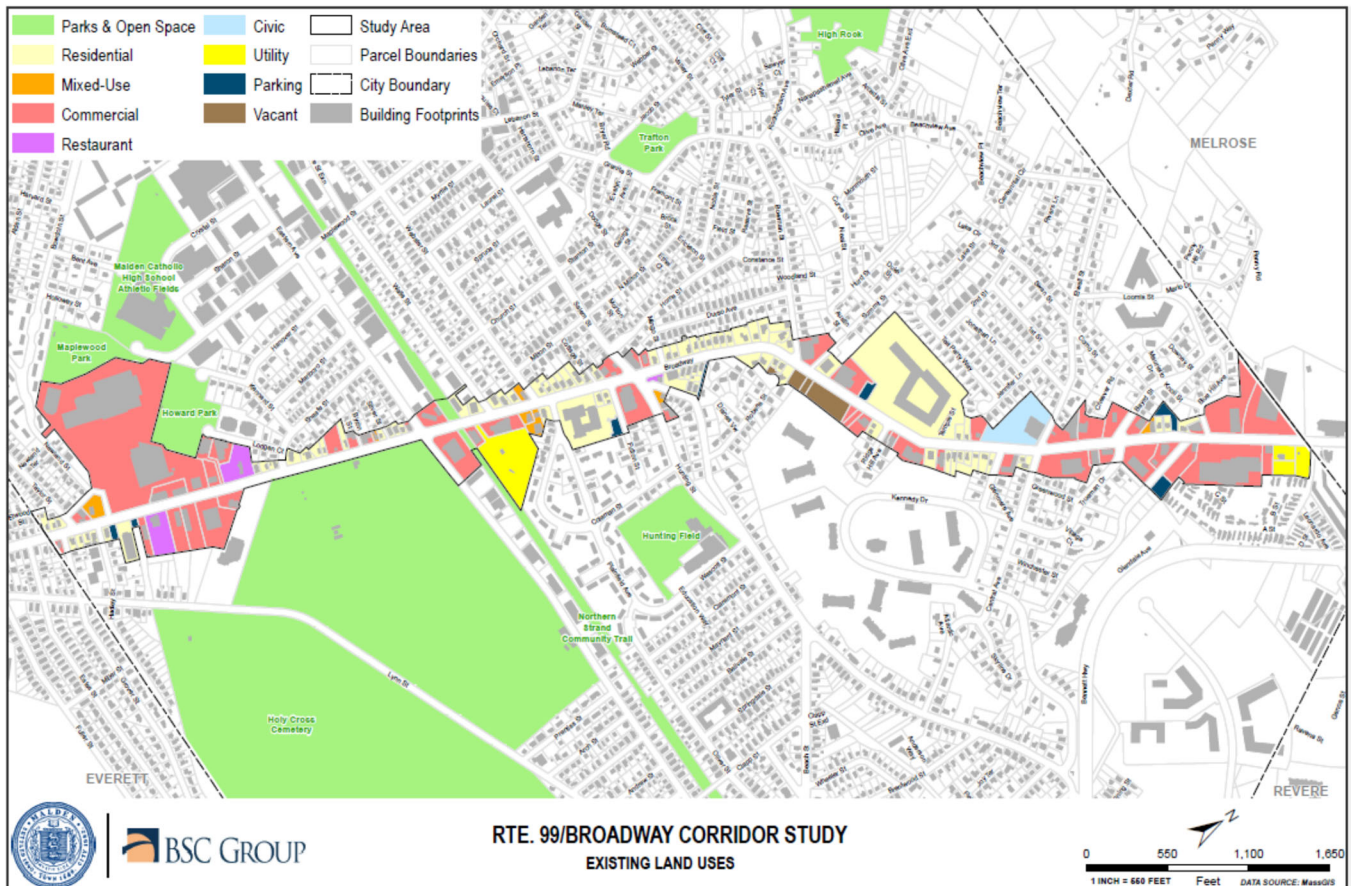
Assessor's data was used to generate the below Summary of Land Uses. This data was then augmented by field observations to more accurately capture actual uses along the Corridor. Please note that Assessor's data is not determinative of the legal land use of a property, nor does actual/current use make a use legal; legal use and occupancy of a property is definitively established by an occupancy permit. Building Department records containing occupancy permits were not reviewed to verify legal land use of properties for this report.

Based on observed land uses, twenty-three (23) parcels within the Corridor contain an auto-related commercial use. These parcels tend to be smaller in size, averaging .44 acres, and comprise approximately 20.4% of the total commercial use in acres. It is important to note, however, that this observed percentage is different than what appears in the summary table (10.6%). At street view, the auto-related uses appear more prevalent, perhaps because these parcels are dispersed within all three subsections of the Corridor, and the use is quite visible (i.e. vehicles packed into the lot).

Similarly, retail/restaurant is a predominant observed commercial use at 53.8% of the total commercial use in acres, but these parcels are much larger in size (averaging 1.1 acres) and surrounded by surface parking lots, typical of suburban style development. The City/MRA should work with the City Assessor's Office to determine if land use classifications need to be re-evaluated, as

there are major discrepancies between the Assessor's data and observed land uses, particularly with commercial land use. Residential/office land use is harder to observe from the ground level, as some multi-family residential could have converted office space that is not visible from the street, particularly if there is no accompanying signage.

Observed Existing Land Uses



ZONING

Zoning codes and ordinances specify the type of development that is permissible in each zoning district (residential, commercial, mixed-use, etc.), as well as provisions for how each parcel of land within those districts may be developed and used. These provisions generally include uses allowed by right, by special permit, or by a use variance, and set limits on building size and density.

Density in residential areas refers to the number of housing units in a given land area, with low density generally meaning single family homes on larger lots. For commercial areas, density refers to how much commercial or office space may be built in a given land area, with low density generally meaning low-rise buildings with large surface parking lots oriented to highway travel and access by vehicle. There is also a correlation between density and walkability. When stores and services are spread farther apart, the area is considered less walkable.

The Route 99/Broadway Corridor is interspersed with the following five (5) zoning districts that dictate land uses and density, along with the percentage of land area in the Corridor:

- Highway Business (45%)
- Residence A (45%)
- Residence B (3%)
- Neighborhood Business (5%)
- Industrial I (2%)

The Corridor is primarily composed of the Highway Business zoning district, which is spread out into four clusters including Broadway Plaza in the southern portion of the Corridor and roughly one-third of the northern portion of the Corridor near Route 1. Residence A zoning is sprinkled throughout the Corridor as well, with the central portion made up of a Residence B and a Neighborhood Business zoning district. The Industrial I zoning district is limited to the parcels near the Northern Strand Community Trail. Residence A zoning primarily abuts the Corridor, although portions of Residence B and Residence C zoning do as well.

Zoning determines the types of buildings and other structures that can be constructed (e.g., size, number of stories, configuration) and where those structures can be located (e.g., setbacks, green space). The City of Malden's Zoning Ordinance stipulates dimensional regulations based on use. This dimensional approach differs with other municipalities who prescribe dimensional regulations according to zoning districts. As a result, a given use must meet the same dimensional regulations regardless of the zoning district in which it will be located. For example, an office building must meet the same dimensional requirements in the Neighborhood Business zoning district as the Industrial I zoning district. Consequently, present zoning regulations in Malden are less able to ensure that development preserves or contributes to the character of each zoning district.

Malden's Zoning Ordinance stipulates the lot coverage based on use rather than zoning district. Lot coverage refers to the amount of land that building(s) take up on a given lot. Most commercial uses, including office, have a 50% lot coverage requirement for principal buildings. The following table provides land uses allowed either by right or special permit in the Neighborhood Business and Highway Business zoning districts, associated dimensional standards and minimum parking requirements.

Example Intensity Regulations, City of Malden Zoning Ordinance

LAND USE	MINIMUM LOT AREA (SF)	FRONTAGE	MINIMUM SETBACK	MAXIMUM HEIGHT	DENSITY (SF/DU)	MINIMUM PARKING
Offices, General	10,000	50'	10'	50' and 4 Stories	-	4 per 1000 sq ft of gross floor area
Restaurant, All Other*	5,000	50'	10'	30' and 2 Stories	-	12 per 1000 sq ft of gross floor area
Restaurant, "Fast Food" Service**	20,000	100'	20'	30' and 2 Stories	-	25 per 1000 sq ft of gross floor area

Retail Sales and Services***	10,000	50'	10'	30' and 2 Stories	-	4 per 1000 sq ft of gross floor area
Light Manufacturing	20,000	100'	10'	30' and 2 Stories	-	1.2 per 1,000 sq ft of gross floor area
Dwelling, Three & Four Family	18,750	70'	20'	35' and 3 Stories	3,000	1 per bedroom

*Other than "Fast Food" Service that does not take call-ahead orders and is in excess of 1,000 square feet gross floor area

**"Fast Food" Service that does not take call-ahead orders and is in excess of 1,000 square feet gross floor area

***Not in conjunction with On Site Manufacturing, Warehousing, Wholesaling & Distribution

HIGHWAY BUSINESS (BH)

The dominance of the Highway Business zoning district in and around the Broadway Plaza area and near Route 1 has helped produce low-intensity, low-rise commercial development with large surface parking lots as well as facilitate the proliferation of auto-related uses. Auto repair shops, towing businesses, and gas stations are allowed by a special permit, and Malden's Zoning Ordinance only requires a landscaped buffer for commercial properties that abut a residential use. Despite the dimensional requirements laid out in the Table of Intensity Regulations, Section 400.4 of Malden's Zoning Ordinance requires a minimum setback of twenty (20) feet from the street line for all allowed uses. This section also provides a maximum building height of six (6) stories or fifty (50) feet, whichever is higher, for many of the uses provided in the Table of Intensity Regulations. The Highway Business zoning designation is identified as light pink in the *Zoning Districts along Route 99/Broadway Corridor* map.

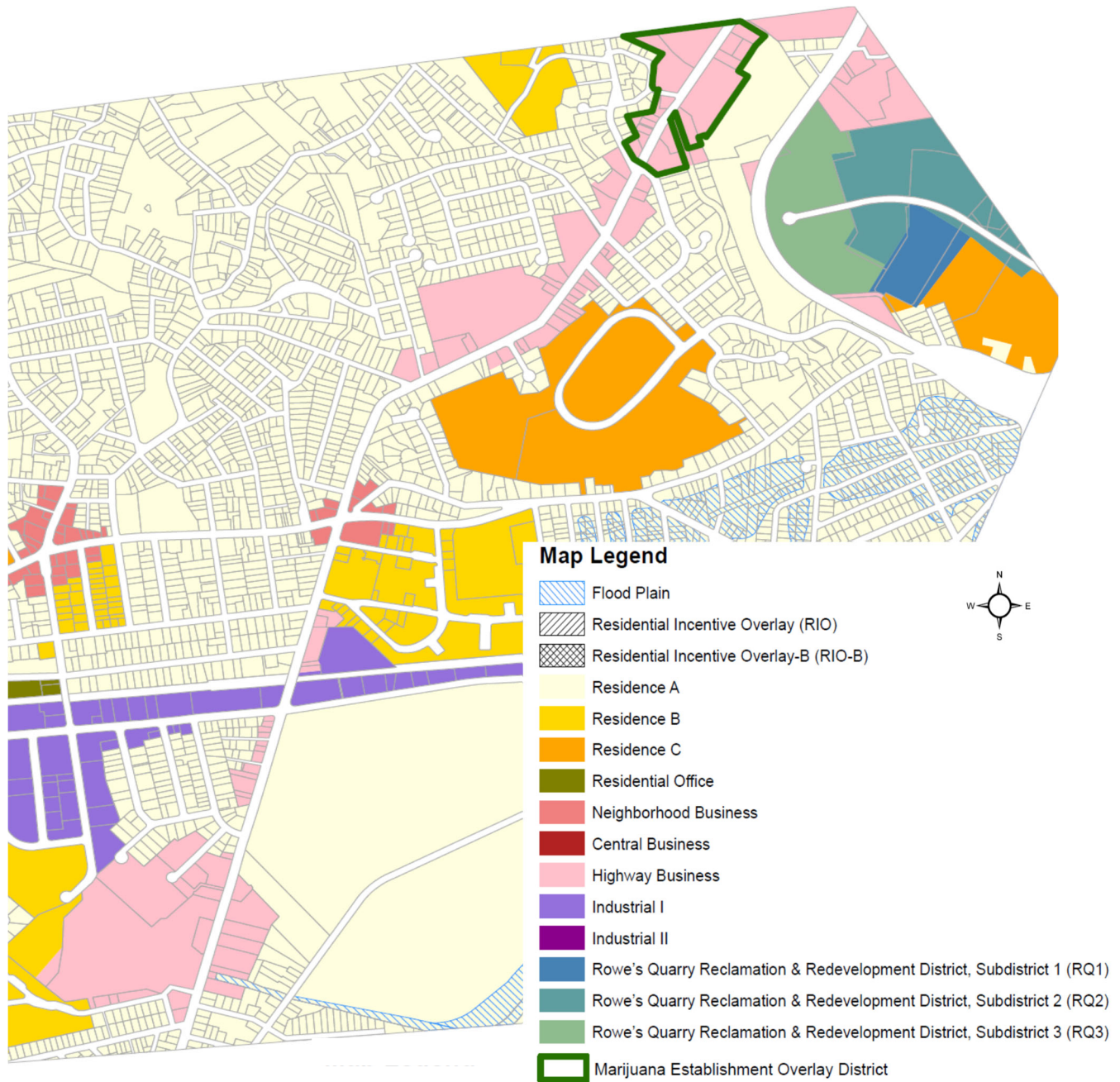
RESIDENCE A

The Residence A zoning district is another common zoning designation found along the Corridor. Residence A is the least flexible residential zoning with allowed by-right uses limited to single-family and group homes. The Table of Intensity Regulations requires a smaller lot size for single-family homes at 7,500 sq. feet or greater. The Table of Offstreet Parking and Loading Regulations specifies the minimum number of parking spaces per single-family residential use as one parking space per bedroom. The Residence A zoning district is identified as beige in the *Zoning Districts along Route 99/Broadway Corridor* map.

RESIDENCE B

The Residence B zoning district has a small presence within the Corridor, found between Fulton Street and Plainfield Avenue. By-right uses within Residence B zoning include single-family and two-family homes. Multi-family dwellings, up to three stories, and town/row dwellings are allowed by special permit. Like Residence A, one parking space per bedroom is required. Lot sizes can be no smaller than 7,500 sq. feet for single-family, 12,500 sq. feet for two-family detached, and 6,250 sq. feet for two-family semi-detached, each half. For multi-family development, the lot size can be no smaller than 18,750 sq. feet. The Residence B zoning district is identified as orange in the *Zoning Districts along Route 99/Broadway Corridor* map.

Zoning Districts along the Route 99/Broadway Corridor



NEIGHBORHOOD BUSINESS (BN)

The Neighborhood Business zoning district is found at the intersection of Broadway and Salem Street. By-right uses in this zone include single- and two-family homes, offices, retail sales—less than 5,000 sq. feet, retail services, recreation, and public service corporations (utility controlled and licensed by the MA Dept. of Public Utilities, general offices and limited accessory uses). Multi-family residential, up to three stories, town/row dwellings, small scale retail, and restaurants may be allowed by a

special permit. The intent of the Neighborhood business zone is to provide for compact, mixed-use development with service retail that supports nearby residents. The Neighborhood Business zoning district is identified as coral in the *Zoning Districts along Route 99/Broadway Corridor* map.

INDUSTRIAL I

The Industrial I zoning district includes a limited number of properties, stretching from Eastern Avenue to the Northern Strand Community Trail. Present uses include a CVS Pharmacy, a gas station, and a utility substation. Offices and recreation uses are by-right uses, as well as retail sales less than 5,000 sq. feet, and retail services. Uses such as building construction and contracting, manufacturing and repair, research and development, and light manufacturing are also by-right. Per the Table of Intensity Regulations, a parcel dedicated to an industrial use must be at least 20,000 sq. feet in size with a frontage of at least 100 feet and front yard setback of 10 feet. Parking requirements for industrial uses vary, but for Industrial I by-right uses, the most common calculation for parking is 1.2 spaces per 1,000 sq. feet of gross floor area. The Industrial I zoning district is identified as bright purple in the *Zoning Districts along Route 99/Broadway Corridor* map.

TRANSPORTATION

Successful urban corridors allow people to move among many destinations using a variety of modes of transportation. While this framework plan is meant to address land use and economic development, transportation is intrinsically linked to both. This framework plan suggests a holistic approach to mobility planning in the Route 99/Broadway Corridor to provide recommendations on a broad range of transportation-related issues that include the street network, pedestrian environment, bicycle travel, transit, and intersection improvements. The analysis in this section is based on existing studies and data and supplemented with field observations by a traffic engineer.



Gateway to Malden from Melrose

When a transportation network is more efficient for all modes of travel, there are increased economic opportunities and socio-economic benefits. A significant challenge for the City will be to address the existing transportation issues along this Corridor. By doing so, the Corridor will evolve into a true multi-modal, business- and pedestrian-friendly environment.

TRAFFIC AND CIRCULATION

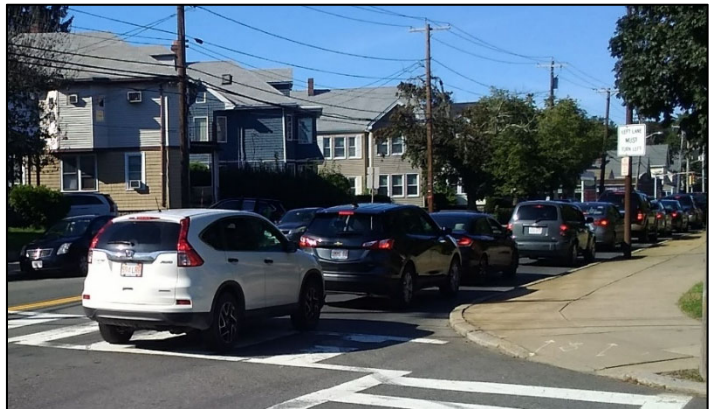
The northern end of the Corridor is defined by a two-lane road, one travel lane in each direction, from the Melrose line to the intersection of Broadway and Eastern Avenue. From there, there are two travel lanes in each direction until approximately Broadway Plaza near the Everett line. There are many wide curb cuts along the Corridor. There is no sidewalk on the east side of Broadway adjacent to Holy Cross Cemetery, and limited on street parking on the west side of Broadway across from the cemetery.

TRAFFIC SIGNALS

- *Broadway and Eastern Avenue (Route 60)* – This four-way intersection has dedicated left turn lanes in all directions.
- *Broadway, Salem Street, and Hunting Street* – This four-way intersection has a dedicated left turn lane from Broadway (Northbound) onto Salem. There are no dedicated turning lanes headed south.
- *Broadway @ Strata* – This intersection is a three-way intersection. There is a left and right turn only out of the apartment complex.
- *Broadway, Elwell Street, and Central Avenue* – This four-way intersection has a left turn lane from Broadway (Northbound) onto Elwell Street.

TRAFFIC VOLUME

Traffic ebbs and flows with daily routine. The Corridor can become gridlocked during rush hour times, particularly at the various signalized intersections. Daily vehicle volume varies, with the lowest volume to the south near the Everett line and higher volumes from Eastern Ave and Broadway all the way to the Melrose line. Traffic counts provided by MassDOT for 2018 recorded the following volumes of vehicles per day: 16,858 near the Broadway Plaza and Everett city line; 28,810 at the Northern Strand Crossing; 27,233 near Broadway and Elwell Street; and 28,214 near Town Line Luxury Lanes and Melrose city line.



Rush hour traffic northbound on Broadway (Plainfield Ave.)

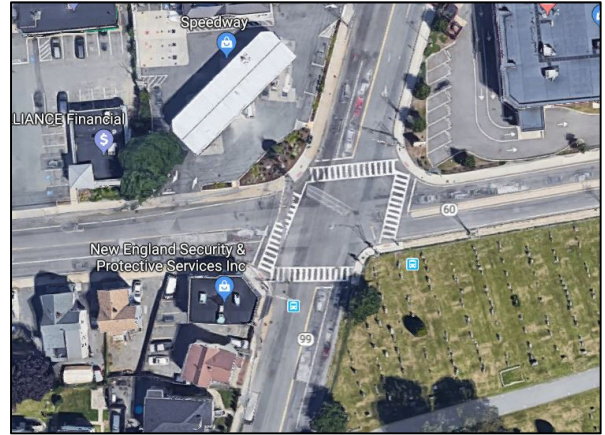
This vehicle volume does not consider any increase in traffic counts since the casino opened.

VEHICLE CRASHES

Confusing traffic circulation patterns lead to higher numbers of accidents. From November 18, 2016 through September 16, 2019, there were 196 crashes (south to north) along Broadway.

While there were no fatalities, there was property damage and minor injuries. The highest crash locations within the Corridor include:

1. **Broadway and Eastern Avenue**
Total Number of Crashes: 23
Type of Traffic Control: Signal
2. **Broadway and Elwell Street/Central Ave**
Total Number of Crashes: 17
Type of Traffic Control: Signal
3. **Broadway and Salem/Hunting Street**
Total Number of Crashes: 15
Type of Traffic Control: Signal
4. **Broadway and Plainfield Ave (Stop Sign)**
Total Number of Crashes: 7
Type of Traffic Control: Stop Sign



Broadway & Eastern Avenue

STREETSCAPE



The Corridor's streetscape, or the elements that contribute to the character of the street, is disjointed in nature. The corridor is vehicle oriented, and it lacks a consistent pattern of street trees, sidewalks, open space, signage, and street furniture. In its current form, the Corridor does not appear to encourage walkability or a sense of place, but rather, is considered as a means to travel from one point to another as quickly as possible. The picture to the left was taken near the Broadway Plaza. As an example, this photo represents the typical character found within the highway business (BH) zoned areas. Open space (public or private) is not a requirement under City zoning for nonresidential uses.

However, for property in all zoning districts, Malden Zoning's Ordinance requires:

- 1) Landscaping of offstreet parking areas with twenty (20) or more parking spaces to be planted with shade trees in raised islands, based on the formula, one tree per every ten parking spaces (the requirement was increased from one tree per every fifteen spaces in 2018); and
- 2) Screening areas with landscaping or fencing for any nonresidential use which adjoins or abuts residential or educational uses.

Many properties in the Corridor (and throughout the City) predate the City's Zoning Ordinance, and are exempt or "grandfathered in" from compliance with these requirements until the properties are subject to redevelopment or construction activities that trigger the current Zoning Ordinance. As such, this example shows a lack of street trees, landscaping, or green space. Additionally, there are wide

curb cuts and no clear delineation between private property and public right of way. In its present form, pedestrian safety is a concern within this section of the Corridor for many reasons. There is no visual buffer between the current commercial/industrial land uses and the sidewalk, nor between the sidewalk and roadway. In addition, there are no methods of traffic calming, allowing cars to travel (real or perceived) at faster speeds. Lastly, in the summer, without the shade from trees to cool temperatures down, urban heat island effect impacts pedestrians brave enough to traverse the area.

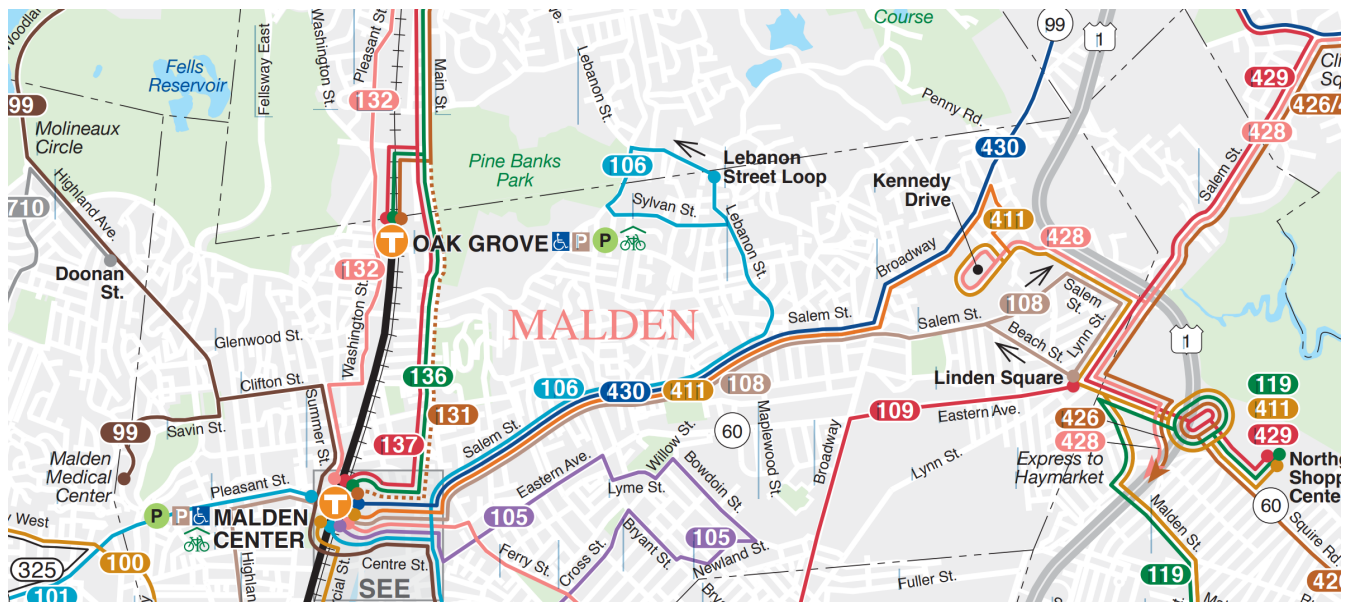
PEDESTRIAN AND BICYCLE CIRCULATION

In its current form, the Corridor is not pedestrian- or bicycle-friendly, especially in the commercial area near Route 1 and the Broadway Plaza area. Within the residential portion of the Corridor, walkability is higher but still problematic for cyclists. Obstacles to accessibility include lack of curb ramps and detection equipment at road crossings, steep slopes, gaps in sidewalk coverage, narrow sidewalks, obstructions in sidewalks (empty tree pit, utility pole, etc.), poor condition of sidewalks, worn away traffic markings, lack of crosswalk striping, and poor lighting.

By design, drive-through restaurants and pharmacies utilize large front and side yard setbacks, creating an environment that feels less accessible and unsafe to pedestrians. Lack of sidewalks in some locations require pedestrians to walk in the street or on an unsafe path along the street (e.g. near cemetery), creating no safe barrier between vehicles on the road and pedestrians. Fast vehicular traffic presents a safety concern particularly related to the pedestrian environment and bicycle accommodations.

PUBLIC TRANSPORTATION

MBTA System Map (2020)



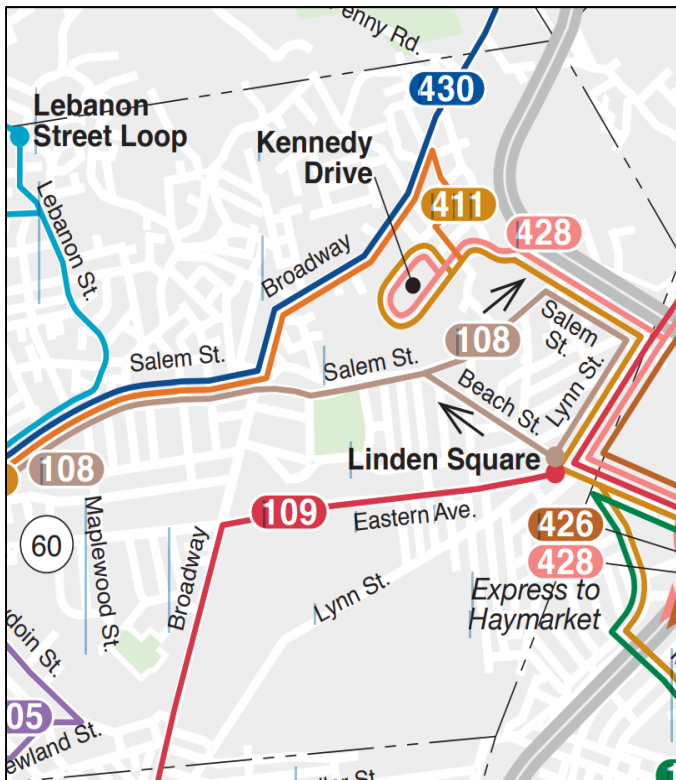
<https://cdn.mbta.com/sites/default/files/2020-07/2020-06-21-system-map.pdf>

Route 99/Broadway extends a distance of approximately 1.7 miles in Malden. There are 22 MBTA bus stops along the Corridor. Bus stops are designated by signage at each bus stop location. Except for a bus shelter at Broadway Plaza, there are no others found along the Corridor.

As shown on the MBTA system map on the previous page, and the insert below, four MBTA bus lines touch Broadway: the 430, 411, and 109 makes stops along Broadway and the 108 crosses Broadway at Salem Street.



Example of bus stop on Broadway



However, there is no continuous north-south bus service on Broadway. In particular, the segment of Broadway from Salem Street to Eastern Avenue has no bus service. Riders have the option to take a bus to Malden Center for a transfer to another route or they can exit the bus and walk approximately 3/10 of a mile to another bus stop on Broadway. The 109 route allows riders to board at Broadway and Eastern Avenue and continues down Broadway into Everett. The 430 route allows riders to board at Broadway and Blue Hill Avenue, then continue down Broadway to Salem Street to Malden Center. The 108 Route crosses Broadway, allowing riders to board at Broadway and Salem Street on the way to Malden Center. The 411 Route allows riders to board at Broadway and Trueman Drive on the way to Malden Center via Broadway to Salem Street.

PARKING

The suburban nature of the BH zoning and development has led to an expanse of underutilized surface parking and increased impervious surfaces. Most commercial/ industrial uses in the Corridor have limited landscaping, and use the front yard setback for parking. While the auto-related uses may use the surface lots to a higher degree, larger parking lots such as the Broadway Plaza tend to have an overabundance of parking supply.

Over time, some of the residential front yards, particularly along the middle stretch of the Corridor, have been paved over to provide parking. This trend, prevalent throughout the City, prompted amendments of the City Zoning Ordinance in 2017 to expand the requirement for landscaping a minimum of 50% and restricting paving to no more than 50% of front yards of one, two, three and four-family and town/row dwellings, to side and rear yards.

On-street parking is found on the southbound side of the Corridor, and only in limited locations. There is on-street parking in front of residential homes from 380 Broadway to Mingo Street; from 321 Broadway (King Petroleum) to Waite Street; and from Silver Street to 114 Broadway (McDonald's). On-street parking can act as a traffic calming measure, since the parked vehicles create a buffer between the sidewalk and the travel lane. Creating more on-street parking can serve as a design strategy to make the Corridor safer and more appealing for pedestrians.



Example of front yard parking on Broadway

COMPLETE STREETS

Street design influences the character, value, and use of abutting properties, as well as the vitality of the surrounding neighborhoods. Street design also influences the walkability and attractiveness of an area and determines whether certain types of retail will be viable. These impacts, in turn, affect overall economic strength and resiliency.

The City completed its Complete Streets Prioritization Plan in 2017, and has been working to implement identified improvements ever since. There are three projects identified in the Prioritization Plan that impact Broadway.

NAME	RANK	PROJECT DESCRIPTION	SCHEDULE
Broadway and Northern Strand Community Trail	15	Move the "Yield for Pedestrians" sign to the flashing light pole for more coherence and to eliminate confusion.	April 2020
Salem Street Corridor	18	Add/repaint crosswalks and appropriate signs where missing; Provide parking lane pavement markings; Add sharrows and bike route signs as appropriate. (Corridor project from Broadway to Main Street)	April 2021
Broadway Corridor	20	Consider converting road from 4-lane roadway to 3-lane roadway with 2-way center left-turn lane and flanking bike lanes. If traffic volume too high for road diet, consider narrowing lanes to calm traffic and install bike lanes. Install crosswalks across the corridor at all bus stops. Consider providing spot pavement rehabilitation at select areas.	May 2021

NORTHERN STRAND COMMUNITY TRAIL (BIKE-TO-THE-SEA)



View from the Trail looking east across Broadway

The Northern Strand Community Trail, a multimodal bicycle and pedestrian trail a planned nine (9) mile trail through five communities, starts at the Mystic River in Everett and will eventually culminate at the Lynn shoreline. The portions in Everett and Malden are complete, with new trail in Revere, Saugus, and Lynn currently under design.

In addition, the MA Executive Office of Energy and Environmental Affairs released a draft Trail Crossing Report for the Northern Strand Community Trail in 2019. It notes that road trail crossings in Malden, including the crossing at Broadway within the Corridor, will be upgraded for better visibility and safety.

ECONOMIC SUMMARY

RKG Associates, Inc. completed a summary review of selected socio-economic, real estate, land use, and other market indicators for Malden to offer a baseline of supportable development possibilities along the Corridor.

RKG was also tasked with analyzing and projecting Encore Boston Harbor gaming related impacts on the Corridor. Despite many attempts, representatives from Encore Boston Harbor were not available to provide input.

As part of its Gaming Agreement with the Commonwealth, the Encore Boston Harbor Casino has a “Supplier Diversity and Local Commitment Plan” which sets goals for the solicitation of proposals and procurement of goods and services from abutting communities. The yearly goal for procurement of goods and services from Malden businesses is \$10 million. Ongoing supplier opportunities posted by Encore Boston Harbor include event services, food & beverage products, miscellaneous medical and office equipment/supplies, car washing and detailing, hotel operations, maintenance materials and services, marketing, and transportation.

Since the Casino opened in June 2019 and was shut down during its first year of operation due to the COVID-19 pandemic, initial documentation and analysis is not available to report the amount and types of services and goods procured locally. As operations at the Casino resume, it is recommended that the City of Malden designate a department or organization to provide ongoing outreach and education to local businesses about the process required to become an established vendor for Encore Boston Harbor.

In addition, the City/MRA should request an update from Encore Boston Harbor (or the MA Gaming Commission) to understand which goods and services have been solicited and procured from businesses in Malden, and if there have been any unmet needs. Based on this information, the City/MRA can then determine if additional actions are needed to secure more business from the casino and if such goods and services could be appropriately located along Route 99 in accordance with the vision for the Corridor.

The full text of RKG's analysis is attached as an appendix. Since the Corridor is not contained within one easily discernible data boundary, the following is a summary of the market overview findings for the City overall:

Socio-Economic

- Malden is projected to see a 5% increase in population through 2024, exceeding the rate of growth for neighboring communities.
- Households in Malden are projected to increase by approximately 5% to a total of 26,800 by 2024, representing an increase of 550 ownership units and 650 rental units.
- The median household income in Malden is projected to increase to \$98,400 by 2024.
- Between 2015 and 2018, there were 230 businesses established in Malden, representing a 20% increase.
- Industry clusters in the healthcare and real estate sectors exhibited very strong gains while traditional industrial sectors such as wholesale trade, transportation and warehousing, and manufacturing declined in Malden. There were also declines in the information and finance sectors.
- Between 2015 and 2018, Malden's employment base increased by more than 300 employees, representing a 2.3% increase. However, Malden's employment growth was lower than the Metro North Workforce Development Area (WDA), which increased 8.4% over this same time period.
- Although Malden experienced job gains, jobs have shifted from typically higher-paying industry sectors such as professional and technical services, finance, and information sectors to lower wage positions in accommodations (hotel/motel), food services, and entertainment.



Example of accommodations industry; 321 Broadway

- Even with the shift in jobs, average annual wages for workers in Malden have increased. Wages are up 5.4% between 2015 and 2018, increasing from \$48,900 to \$51,500. Although the wage amount increased, it failed to keep pace with the rate of inflation. Wages in Malden are lower than the WDA as a whole. This measurement is for people who work in Malden, but may not necessarily live in Malden.
- Employment projections through 2028 show an increase of 934 jobs in Malden over ten years. These employment projections indicate the possibility of supporting an additional 230,000 square feet of building use, or 23,000 square feet annually across the city.
- Not all the projected new demand amounts to the need for newly built space, nor may all of it be appropriate for development along the Corridor.
- Nonetheless, the projected annual demand for additional commercial space includes 3,940 square feet of professional and personal office uses, along with 3,240 square feet of selected retail, dining and drinking uses – any of which may be appropriate as stand-alone buildings or ground floor commercial uses in a mixed-use project along the Corridor.

REAL ESTATE

- Malden's housing market has changed substantially since 2010.
- The average number of single-family home sales increased nearly 35% from 172 sales per year in 2010 to 232 sales per year in 2018. As sales volume increased, so did median single-family home prices. Between 2010 and 2018, the median single-family sales price increased 81% from \$269,500 to \$486,500.
- Malden's condominium market also saw increases in sales volume and median sales price. In 2010, Malden averaged 111 condo sales and by 2018 that number increased to 163. The median sales price for a Malden condominium was \$174,000 in 2010, doubling to \$350,000 by 2018, and representing a larger increase than any of the surrounding communities.

LAND USE

- The Corridor land area is approximately 74 acres, with an average assessed value of \$1.01 million per acre. Malden's housing market has changed substantially since 2010.
- Residential land uses have the highest average assessed value per acre and commercial uses the least.



Example of small-scale commercial/retail along the Corridor

- Although residential properties are assessed higher, commercial properties bring in more tax revenue for the City of Malden.
- While there is a shopping plaza at the southern end of the Corridor (Broadway Plaza), most service-based retail is smaller in scale and accounts for a mix of chain and independently owned businesses.
- Field observations revealed limited storefront and/or property vacancies, generally of limited acreage, suggesting that any sizeable parcels for potential redevelopment might require assemblage.

INVENTORY OF CURRENT TYPES OF USES

(As of September 2019)

Through field inspection, the following types of uses are found within the Broadway Corridor:

Retail

99 Asian Supermarket, Dollar Tree, Game Stop, Liquor Stores (2), CVS Pharmacy (2), Italian Market, North Shore Vapor

Service

Laundromat, Dry Cleaner, Photography (2), Party Events & Rentals, Salon/Barber (Multiple), Beauty, Pharmacy, Gym, Tattoo, Gas Station, Carwash, Convenience Store, Dog Grooming/Doggy Day Care, Children's Daycare, Self-Storage

Restaurant

Flaming Grill & Buffet, McDonalds, Burger King, Robert's Restaurant, Maria's Pizza, Dunkin', 621

Automobile/Motorcycle

Repair, Sales, Valvoline, Detailing, Towing

Home Improvement

Paint Store, Kitchen & Bath Cabinetry

Professional Offices

Insurance (2), Computer Software Applications, Legal, Real Estate Property Management & Development

Entertainment

Bowling, Night Club

Lodging

Econolodge, Broadway Inn

Light Industrial/Distribution/Warehouse

FW Webb, Vending Machine Repair, Video Surveillance Sales/Installation

STAKEHOLDER INPUT

As outlined in the introduction, methods used to obtain community and stakeholder input included a community meeting, an online survey, and select interviews with property- and business-owners within the Corridor.

COMMUNITY MEETING

At the community meeting, attendees were presented the opportunity and time and review and comment on the three subareas relative to the following elements:

- Roadways and Traffic Circulation
- Pedestrian and Bicycle Circulation/Accommodations
- Buildings and Land Uses
- Placemaking & Other
- Corridor Economics
- Public Improvements
- General Corridor

A full summary of the community meeting can be found as an appendix to this Plan. However, the main themes that emerged are outlined below.

BROADWAY PLAZA & SURROUNDS

- The traffic travels at excessive speeds in this area and uses the plaza as a cut-through to avoid traffic.
 - Attendees recommended a road diet, traffic calming, and a traffic light at the plaza's main entrance.
- The area is not walkable or bicycle friendly.
- The area could benefit from higher density mixed-use development and retail that meets the needs of the area's residents.

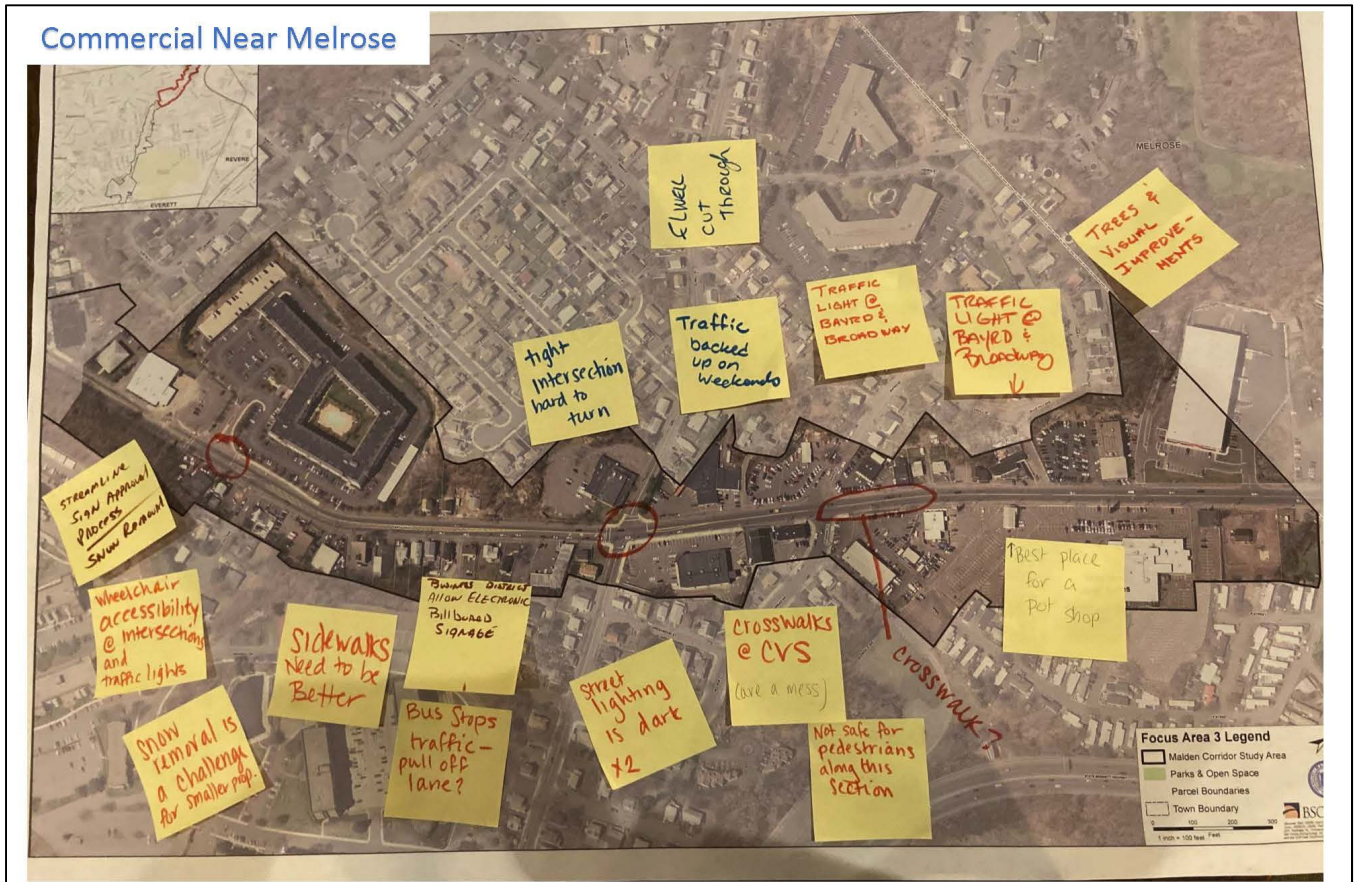
RESIDENTIAL SUBAREA

- Concern was expressed for vehicular and pedestrian safety in this area.
 - Attendees recommended a traffic study, better crosswalks, and easing congestion to make traffic flow more smoothly.

COMMERCIAL NEAR MELROSE LINE

- Traffic backs up along this stretch, better wheelchair accessibility is needed at intersections and traffic lights, street lighting, sidewalks and crosswalks need improvement. General agreement that this stretch is not safe for pedestrians.

Commercial Near Melrose



CORRIDOR ECONOMICS

Attendees were asked: More than 50% of the Broadway Corridor has a mix of commercial uses (retail and small professional/personal services) and nearly 30% is residential. What types of commercial uses would you like to see more of along the Broadway Corridor?

- Starbucks
- Manufacturing
- Less auto sales and repair
- I would like it to be residential like it used to be
- Large office buildings
- More food – takeout
- I rarely use businesses on Broadway, only CVS
- More food and entertainment
- Chase Bank

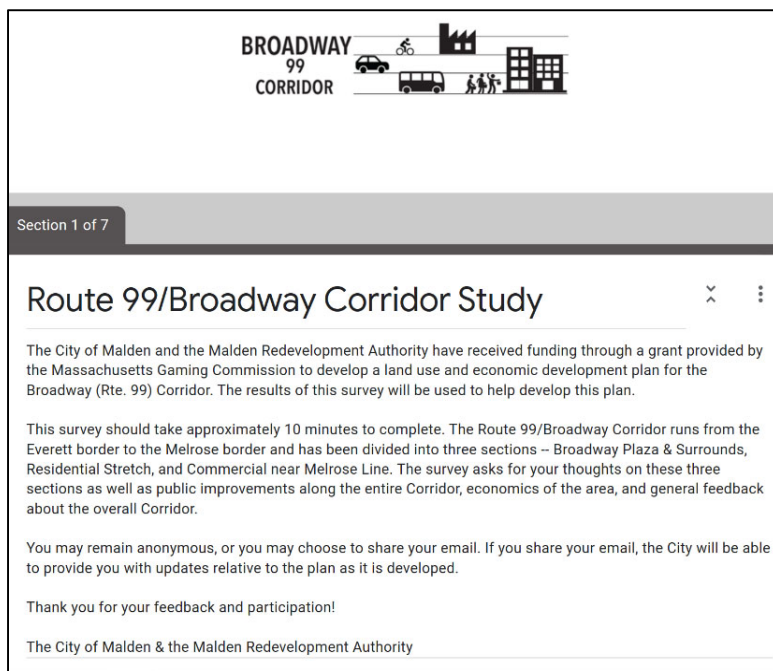
PUBLIC IMPROVEMENTS

Attendees offered the following feedback relative to public improvements:

- Traffic is an issue, especially during rush hour at Broadway and Salem Street and Broadway and Eastern Avenue (Route 60).
- Speeding is an issue, particularly near Broadway Plaza.
- Stormwater runoff/flooding issues along Broadway and Bowman Street and Broadway near Melrose line.
- Pedestrian improvements are needed throughout the corridor.

In addition to the above, generally, attendees felt that better bus service and more street trees were needed in the Corridor. Other uses they would like to see in the Corridor include office, grocery store, hotel, and restaurants. Some felt that the Highway Business zoning was an issue and should be changed to allow for higher density multi-use development. Overall, attendees offered thoughtful comments that helped shaped some of the recommendations offered later in this document.

ONLINE SURVEY



The screenshot shows a Google Forms survey titled "Route 99/Broadway Corridor Study". At the top, there is a header with the text "BROADWAY 99 CORRIDOR" and a graphic showing icons for a car, a bus, a person walking, and a building. Below the header, a grey bar indicates "Section 1 of 7". The main title "Route 99/Broadway Corridor Study" is followed by a paragraph explaining that the City of Malden and the Malden Redevelopment Authority have received funding for a land use and economic development plan. It states that the survey results will be used to help develop this plan. Another paragraph explains that the survey should take approximately 10 minutes to complete and that the Route 99/Broadway Corridor runs from the Everett border to the Melrose border, divided into three sections: Broadway Plaza & Surrounds, Residential Stretch, and Commercial near Melrose Line. It asks for thoughts on these sections and public improvements. A third paragraph states that respondents can remain anonymous or share their email for updates. A "Thank you" message and the organization's name, "The City of Malden & the Malden Redevelopment Authority", are at the bottom.

An online survey was created using Google forms. The same questions that were asked at the community meeting were asked on the survey.

The survey was open for respondents for approximately one month, and 145 responses were received. Of the respondents, 124 said they lived in Malden, 95 utilized services in the Corridor, and 32 lived along the Corridor. A handful owned a business or worked in the Corridor. Feedback varied, particularly related to the feedback received during the public meeting. The feedback from the public meeting was much more focused on public improvements, particularly traffic.

Nevertheless, themes did emerge. Respondents felt that Broadway Plaza needed to be improved, citing the need for improved retail uses, aesthetics, and buildings, to accommodate a “village-like” feel. Many would like to see updated zoning and land uses, no longer allowing car dealers/car lots or industrial uses in this stretch. Many felt the Corridor needed to be made more pedestrian, bicycle and public transit friendly.

Within the residential stretch, many respondents felt that the retail doesn’t encourage community, and would like to see better/more neighborhood-based commercial businesses. They felt the area lacks greenspace or a park and that there needed to be better upkeep of storefronts, homes, and landscaping.

Near Route 1 by the Melrose line, respondents felt this area could become an entertainment district featuring night life/adult focused commercial (including cannabis), movie theater/independent film theater, restaurants, live music/performances, and larger-scale commercial/retail development. Also cited was a need for better designed streetscape and parking.

When asked about needed public improvements, the most popular answers included: better traffic control and circulation, more pedestrian-friendly and walkable (with safer crosswalks, better signals, and better sidewalks), more trees, community greenspace, and parks, and better accommodations for bikes, buses, and public transit in general.

Finally, respondents mentioned many specific chains, businesses, and uses they would like to see somewhere in the corridor. Answers included fitness, medical-related, fast-casual and sit-down dining, comedy club, kids/family entertainment (rock climbing gym, trampoline park, etc.), more local independent shops (bakery, restaurant, farmers' market, bookstore, yoga, cafe, coffee shop, clothing, bicycle, vegan. bar/brewery, hardware store, flower shop, pet store, gift shop), and community space (senior center, youth and teen center, library, and community art space/gallery). Additional housing and mixed-use development were also common responses.

A complete breakdown of the survey responses was tabulated and is found in the Appendix.

PROPERTY/BUSINESS OWNER INTERVIEWS

A representative from the Mayor's Office and BSC Group met with and interviewed nine property and/or business-owners in the Corridor. Each were asked a series of questions that included, among others:

- How long have you owned property?
- Is it easy to lease to tenants? Do you have long-term agreements?
- Do you like the location?
- What do you feel are the challenges in the Corridor?
- Do you have any expansion and/or relocation plans?
- What uses would you like to see in the Corridor?
- Ten years from now, how do you think the Corridor will look?
- Has your property/business been impacted by any increased traffic along Route 99 as a result of the Encore casino?

Although the property-owners and business-owners came from all along the Corridor, it is important to note that none have noticed an increase in traffic along the Corridor related to the casino opening. They have said, however, that there has been a steady increase in traffic over the last few years. Many felt that the Corridor lacks a restaurant for a business lunch. Uses they would like to see included office, small produce market/deli, a coffee shop, a hotel, and better retail in general. Public improvements cited were public transportation, street lighting and crosswalks, and traffic calming. It is interesting to note that the property owners find it easy to lease their space within the Corridor, and most said they would purchase more property in the Corridor if they had the opportunity to.

FINDINGS

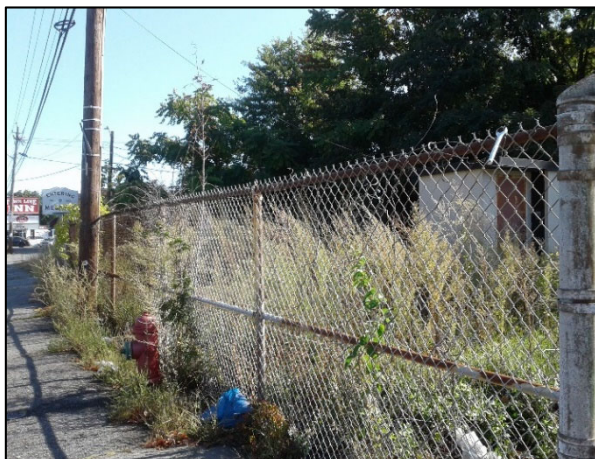
The existing conditions review and stakeholder input helped form the basis of the following findings.

CHALLENGES/CONSTRAINTS

- From the Melrose line to around Bayrd Street and Trueman Drive on Rt. 99 is designated as State Highway Layout. Early and continuing coordination with MassDOT is critical to the success of any public improvements made along this stretch.
- Present zoning does not promote a conducive environment for vibrant, mixed-use development within the Corridor.
- There are many smaller parcels that would require assemblage to create large-scale redevelopment.
- The Corridor suffers from a lack of pedestrian, bicycle, and bus accommodations as well as public open space.
- There is an unmet demand and need for housing in Malden. However, Malden Center has been the focus for residential, office, and mixed-use development in recent years.
- There are at least eight (8) different retail plazas, malls, and commercial centers within 5-miles of Broadway Plaza that draw from its primary trade area, making demographics and supply in the marketplace challenging factors to overcome.
- Traffic congestion, speeding, and a lack of upkeep contribute to a perceived poor quality of life in the Corridor.



Overgrowth along Broadway near Bowman Street



Utility owned property near the Melrose line



Commercial property abutting a residential property

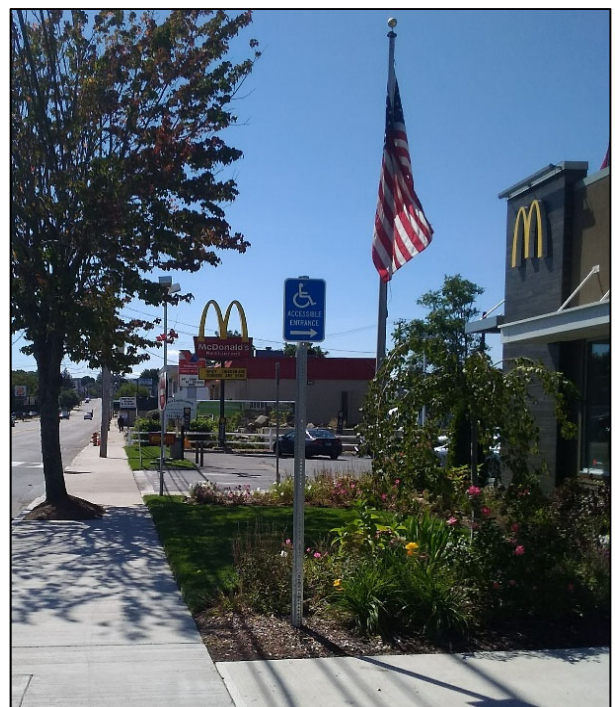
OPPORTUNITIES

While every place has its challenges, it also has its opportunities. Many comments received through the public input process showed that respondents felt like the Corridor had been neglected and forgotten. However, it is important to note that not every property owner has failed to renovate or maintain its real estate. The City of Malden can lead efforts to improve this perceived quality of life by infusing the area with public improvements to encourage private investment. With vision and a concerted effort, improvements can be made little by little, over time:

- Creating a better atmosphere for small-scale, independent businesses to grow and thrive within the Corridor.
- Creating a dialogue with and engaging the MBTA to enhance bus service within and along the Corridor.
- Using zoning as a tool to promote mixed-use, higher density development and uses that are more complementary to adjacent residential neighborhoods and consistent with the vision for the Corridor. Mixed-use envisions ground floor commercial (retail/restaurant) with upper floor residential or office.
- Using zoning to allow for more valuable land uses and easier parcel assemblage and development.
- Installing sidewalks where there are gaps; and improving existing sidewalks for safe and universal accessibility.
- Installing street trees and maintaining crosswalk markings.
- Working with large property owners in the area to communicate the vision and encourage investment or sale for redevelopment.
- Working with utility companies to place infrastructure underground as replacement and repairs of overhead wires and poles are needed.
- Working with the MRA to take advantage of State programs and policies through M.G.L. c. 121B (urban renewal powers).



Example of a wide sidewalk and street trees



Example of a new sidewalk and landscaping

RECOMMENDATIONS

The main purpose of this Corridor Framework Plan was to define the community's vision and desires for the Corridor and understand existing physical and economic conditions to create an actionable plan for implementation. To that end, the Consultant team presents the following recommendations:

VISION STATEMENT

As a Corridor in transition, Broadway/Route 99 will evolve into a true mixed-use destination for local independently owned retail, shops, and restaurants to grow and thrive in Malden. This growth will attract industry and encourage mixed-use development incentivizing residents with a prime location within a neighborhood commercial node but also affording an excellent proximity to greater Boston.

The northern subarea will primarily consist of commercial uses – office, manufacturing, and large-scale retail. A mixed-use commercial and residential transition area will stretch from Elwell Street/Central Avenue south to Bowman Street. The middle subarea will remain primarily residential, extending from Bowman Street to Webster Street, with neighborhood mixed-use development at the intersection of Broadway and Salem Street/Hunting Street. A second mixed-use transition area will extend from Webster Street south through to the southern end of the cemetery. The southern subarea will consist of larger scale commercial uses, as well as mixed-use commercial and residential. The transition areas will serve as great opportunities for smaller-scale, locally owned retail and commercial uses that will complement the surrounding residential density.

Broadway Plaza will become a lifestyle center – dining, entertainment, and shopping will be complemented by attractive landscaping, community gathering areas, and integrated residential/hotel and office space. The implementation of a greener and safer streetscape will be enhanced by pedestrian, bicycle, and bus accommodations. Traffic calming measures will result in reduced traffic congestion and better traffic circulation. With a defined streetscape design, Broadway will be recognized as a unified urban, compact, mixed-use commercial corridor filled with character and a sense of place.

GOALS

Major goals for this framework plan include:

1. To use zoning as a tool to guide sound land use and economic growth, leading to the Corridor's transition from a suburban highway landscape to a dense, mixed-use neighborhood center.
2. To make transportation improvements that create a true multi-modal corridor, calming traffic and increasing walkability and safety for all users.
3. To increase the use of public transportation by offering better connections and service along the Corridor.
4. To create an enjoyable, walkable, corridor for residents to shop locally by providing green public gathering spaces and implementing an aesthetically pleasing streetscape.

5. To foster a business-friendly environment that provides opportunities for additional commercial development along the Corridor.
6. To forge a relationship with Encore Boston Harbor that enhances business opportunities for Malden-based vendors, particularly those within proximity of Broadway.

The City of Malden/MRA will be able to achieve the abovementioned goals by implementing the recommendations outlined in this report. While the implementation of the recommended actions will not transform the Corridor overnight, by embracing the vision and working collaboratively together, change will occur over time.

LAND USE/ZONING

When historical development patterns result in conflicting land uses that abut each other, it often leads to nuisance complaints and negatively impacts quality of life. This has an adverse effect on the public health, safety, and welfare of a community. To achieve the vision as set forth in this Framework Plan, land uses will have to evolve over time to become more mixed-use and complementary in nature.



Current conflicting uses: automotive/machine shop use between residential use (single-family home and apartment building)

Zoning is the mechanism to facilitate that longer-term change. It is important to note that zoning changes cannot eliminate legally pre-existing, nonconforming uses without property owners initiating and pursuing redevelopment. In addition, there are public infrastructure improvements that can facilitate private investment and encourage turnover in land use to more preferred, complementary uses, consistent with the Corridor Vision. Finally, by focusing on changing its land use policy and regulations, as well as empowering the MRA to focus on redevelopment through the enabling powers of M.G.L. c. 121B, the City has tools available to facilitate positive changes in the Corridor over time.

Recommendation: Complete a zoning amendment that reduces the number of zoning districts within the Corridor from five (5) to one (1) with three subdistricts. An example district name could be Broadway Corridor Zoning District, Subdistrict 1, Subdistrict 2, and Subdistrict 3, like the Rowe's Quarry Reclamation and Redevelopment District. This will also help to promote a cohesive identity to the Corridor, as well as a sense of place over time.

Alternative/Short-term: Tailor/calibrate dimensional standards in the Highway Business district to promote more compact development. Rather than a large single-story building, promote multi-story buildings with a mix of uses, a smaller building footprint, and a building that is oriented to the street to create a defined street wall. Push parking to the side and rear of the building. Transit improvements and better transit opportunities will lead to less of a reliance on vehicles, allowing less minimum parking requirements. Since vehicle sales and

rental businesses are considered retail sales or retail services, and Malden's Zoning Ordinance should regulate this as its own use and prohibit it in any amended Highway Business zoning district.

Recommendation: Change the Table of Use Regulations to no longer allow the following uses (except as a legally pre-existing, non-conforming use) in the Broadway Corridor Zoning District:

- Gasoline filling & service stations,
- Motor vehicle repair shops and vehicle sales,
- Wholesale and distribution,
- Building construction and contracting,
- Towing, and
- Any other industrial uses that are not consistent with the Vision set for the Corridor.

Recommendation: Amend of Table of Intensity Regulations for uses within a new Broadway Corridor Zoning District.

- Modify dimensional standards to promote a more urban built environment. In this sense, an urban built environment includes the way buildings, sidewalks, roadways, and greenspace all relate to each other. A compact mixed-use development design encourages walkability and promotes livability. One option is to regulate dimensional standards by district instead of by use in special zoning districts.
 - Consider reducing minimum parking requirements wherever possible to reflect context, transportation options, and desired land use mix. In addition, consider applying parking maximums instead of minimum parking requirements. Identify opportunities to add on-street parking, particularly as a traffic calming measure.
 - Complete a parking analysis using drones (may require FAA approval) or in-person field assessment/data compilation to assess the current utilization percentage of existing parking in the Corridor based on existing conditions.
 - An alternative to parking maximums/minimums is to allow for a certain percentage of compact parking spaces within a lot, to minimize total area of impervious surface on a lot.
 - Increase landscaping requirements (particularly within front yard setbacks and buffer zones between uses), and/or incorporate usable open space requirements for uses other than residential, to encourage building taller rather than wider.
 - Increase landscaping requirements in surface parking lots within the Corridor.
 - Promote build-to lines and encourage building placement as close to the back of sidewalk as possible, after consideration of front yard setback requirements.
 - Require surface parking lots to be placed to the rear and/or side of a building.
 - Prohibit parking or vehicle storage in any front yard setback.

- Increase the maximum height limits for new development within the Corridor.
- Implement design guidelines for the Corridor, including sign guidelines. The 2010 Malden Master Plan indicates that design review criteria should be established to evaluate projects under their site plan review processes. Design and performance standards could be incorporated into Section 300.1.2. which provides Special Permit controls.
 - Design guidelines can also be tailored to improve transitions between desired higher density development and lower-density neighborhoods along the Corridor (e.g., building setbacks, open space, landscaping).
- Establish development standards for each use within the Corridor (or Highway Business district) to ensure contiguous retail areas.
- Limit the width and numbers of curb cuts along the Corridor. Include a maximum for curb cut and driveway widths of 30 feet to address the proliferation of wide driveways that impact walkability.
- For the Broadway Plaza area, allow for a higher density of mixed-use development, including a residential apartment building, medical offices, and professional office buildings. (Presently, multi-family residential buildings more than 3 stories are not allowed.)
- For the Commercial area near the Melrose line, consider incorporating a higher standard for open space/landscaping due to the lack of greenspace/parks in this section of the Corridor. This will also help with the mitigation of flooding and stormwater runoff.

Recommendation: Enforce the rules and regulations of the Zoning Ordinance, once amended. In addition, hold the owners of problem properties accountable for property maintenance and upkeep.

Recommendation: Establish a dialogue with stakeholders (e.g. property owners) to ensure that the Vision is communicated and understood. Encourage landlords to embrace the Vision and work with the City/MRA to lease real estate to tenants for a use that is consistent with and not in conflict with the Vision.

TRANSPORTATION

The recommendations in this transportation section are based on existing studies and data and supplemented with field observations by a traffic engineer. While the emphasis of this framework plan is focused on land use development and economic growth, the transportation elements impacting the Corridor cannot be overlooked. Therefore, the consultant team felt it necessary to incorporate transportation recommendations as part of a holistic approach to achieving the vision for the Corridor. That said, related transportation elements include the street network, pedestrian environment, bicycle travel, transit enhancements, and intersection improvements.

The City crafted the “Malden Vision” in 2008 as part of its master planning process. The Malden Vision was a broad statement that was further broken into smaller elements – transportation,

residential development, community facilities and public services, and cultural and natural resources. The *Transportation Vision* remains relevant to Malden today, and mimics the feedback obtained through the stakeholder input process. It encouraged safe and efficient networks for all modes of transportation and enhanced neighborhood quality of life through pedestrian-oriented streetscapes and thoroughfares. Goals included reducing traffic congestion, speed and volume and addressing traffic safety problems; providing multi-modal transit options to enhance connections, and creating, implementing, and promoting bicycle land and the Bike-to-the-Sea. Recommendations remain relevant today, and can be applied specifically to the Broadway/Route 99 Corridor.

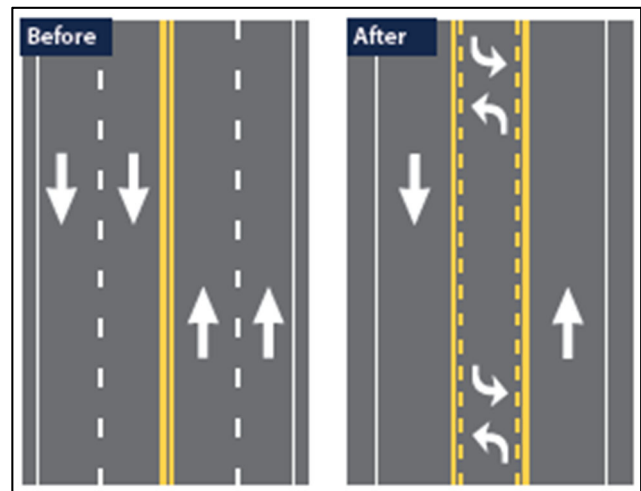
Recommendation: Conduct a thorough transportation analysis of the Corridor to fully understand the gaps in the transportation network and create a plan to address. By doing so, the City will be able to develop a holistic approach to implementing transportation and public realm improvements throughout the Corridor.

TRAFFIC IMPROVEMENTS

ROAD DIET

According to the U.S. Dept. of Transportation Federal Highway Administration, a road diet involves removing or narrowing motor vehicle lanes and utilizing the space for other uses, including but not limited to a two-way left-turn lane, bicycle lane, or parking.

Recommendation: Implement geometric improvements along Broadway that include resetting existing granite curb, installing new granite curb, pavement milling and overlay, and applying new pavement markings and signage that will result in more consistent travel/turn lanes, accommodate on-street parking and establish separated bicycle lanes with bike boxes at intersections.



Example of a Road Diet

Such locations for a road diet include the southern subarea near Broadway Plaza, near the Strata Apartments, and in the northern subarea where businesses could benefit from on-street parking and sidewalks.

INTERSECTION UPGRADES

Since intersections are planned points of conflict in the roadway system, intersection safety should be a priority.

Recommendation: Address existing deficiencies at intersections along the Corridor.

- Implement flashing yellow technology and new camera detection at each signalized intersection including Eastern Avenue, Salem Street, Strata driveway, and Central Avenue.

- Review and adjust vehicle and pedestrian phasing and timing at each signalized intersection.
- Review and adjust intersection geometry to accommodate truck traffic while reducing crossing widths and approach travel/turn lanes.
- Make ADA improvements such as incorporating wheelchair ramps at non-signalized intersections along the Corridor.



Example: Lack of accessibility at a non-signalized intersection

- Ensure that wheelchair ramps and audible pedestrian signals are in place in every direction at signalized intersections.
- Review all existing mid-block pedestrian crossings and develop a plan to either eliminate crossings that are not required; or improve safety by implementing new advanced warning signs or new pedestrian activated signals (e.g. a high-intensity activated crosswalk, or HAWK, also known as a pedestrian hybrid beacon).

SIDEWALKS

There are locations along the Corridor that do not have sidewalks, and pedestrians are forced to walk along a busy roadway with little buffer. The City should consider working with developers to improve impacted and adjacent sidewalks during new commercial construction. Generally, sidewalks provide many benefits and contribute to the health and safety of a community.

Recommendation: Install new sidewalks (cement concrete preferred; hot mix asphalt as an alternative) at the following locations:

- East side of Broadway in front of Holy Cross Cemetery;
- East side of Broadway from Trueman Drive to #635 Broadway (Kol's Pizzeria);
- East side of Broadway from #649 Broadway to City of Melrose line; and
- West side from #650 Broadway to Penny Road.

COMPLETE STREETS

Recommendation: Implement the Complete Street recommendations pertaining to the Broadway Corridor in the near-term. If Complete Street improvements cannot be made within the entire Corridor, implement them wherever possible.

NORTHERN STRAND CROSSING

Recommendation: Implement the following upgrades for the Northern Strand Community Trail (Bike-to-the-Sea) crossing:

- Upgrade existing sidewalk on either side of Broadway to meet current ADA standards including detectable warning panels;
- Reposition existing cobra-head (LED) light fixture located on NW utility pole so it is lower and distributes light more efficiently. Install new overhead (LED) fixture on the NE utility pole;
- Replace existing pedestrian beacon with a Rectangular Rapid Flashing Beacon facing each direction of traffic, or with a High Intensity Activated Crosswalk (HAWK) system;



Example of an overhead HAWK system

(<https://www.fhwa.dot.gov/publications/research/safety/10045/>)

- Upgrade existing trail approach to implement deflection to improve safety.
- Upgrade street markings and advanced Yield signage.

BUS TRANSIT

Having access to bus transit throughout the entire length of the Corridor from north to south is critical to achieving a true, vibrant, mixed-use commercial corridor and neighborhood. Residents who live in the Corridor need reliable access to transit to be able to work close to where they live. Likewise, businesses need to be accessible to those traversing the Corridor and those who live nearby. Having interruptions in transit service is not conducive to a vibrant, business-friendly and pedestrian-friendly Corridor, and creating those connections and eliminating interruptions in service is critical to achieving the Vision of this plan.

Recommendation: Meet regularly with the MBTA to review service needs and problems, and to collaborate on providing enhanced transit services within the Corridor.

Recommendation: Work with the MBTA to realize north-south bus service throughout the Broadway Corridor. Additionally, work with the MBTA on the feasibility of introducing dedicated bus lanes or bus rapid transit throughout the Corridor (similar to neighboring Everett).

Recommendation: Work with the MBTA to create better signage, ADA accommodations, and more amenities (benches, shelters, etc.) for riders at bus stops.

ECONOMIC DEVELOPMENT

Economic development can mean many things. Generally economic development can span economic, political and social policy, and be a process to create jobs and wealth and improve a community's quality of life. As mentioned in the land use recommendations, the City has a valuable tool available to facilitate large-scale redevelopment of the Corridor according to the Vision set forth

in this plan, through the enabling powers of M.G.L. c.121B, housing and urban renewal. Along with the small business assistance and development opportunities, focusing on large-scale land use development as an economic development tool is important to the overall successful transformation of the Corridor.

Recommendation: Based on the findings and observations from the market overview, RKG offers the following preliminary considerations:

- Corridor-wide streetscape improvements, pedestrian and bicycle accommodations, and traffic improvements could help to foster an improved investment climate among existing property owners.
- Create better transportation connections from commercial development fronting Broadway/Route 99 to surrounding residential neighborhoods.
- Consider incentives to encourage parcel assemblages for redevelopment for desired uses to achieve the vision of the Corridor, particularly near key intersections or as gateway enhancements. Examples of this are in the southern subarea across from the Broadway Plaza and in the northern subarea near the Melrose line.
- Explore the opportunities for relocating auto-oriented businesses (such as repair shops and/or dealerships) to off-corridor locations.
- Consider the demand for residential development in Malden and do not discourage mixed-use projects on the Broadway/Route 99 corridor, noting that increased residential development generally equates to increased consumer spending demand for existing and/or new commercial activities.
- For larger parcels/sites along the corridor, consider a mix of uses that integrate different types of commercial uses and strategically brings in residential use as a transition between commercial and surrounding residential neighborhoods.

Recommendation: With respect to Broadway Plaza, work with property managers to ensure that the vision is understood and ultimately achieved. Provide incentives and offer local municipal support for the redesign of a plaza into a more dense, mixed-use, lifestyle center for the community and region.

Recommendation: Create a roundtable for businesses within the Corridor to come together with the City/MRA to voice and address concerns/frustrations, share the vision, and encourage coordination and communication of business-related ventures (e.g. expansion, loss of tenant, available new real estate, public realm sponsorship, and business signage) as well as to create placemaking events and other sponsorship opportunities.

Recommendation: Create a financing program to assist businesses with new equipment, storefront, signage, and façade updates.

Recommendation: Analyze and update the City's regulatory policies to streamline the permitting process for petitioners seeking approval for certain uses within the Corridor.

Recommendation: Work with the regional workforce board, local businesses, and the Malden Chamber of Commerce to create a workforce training program for jobseekers lacking the soft skills and technical skills needed to successfully obtain employment. Jobseekers could be residents within the Corridor, and/or job opportunities can be from businesses in the Corridor.

Recommendation: To do business with Encore Boston Harbor, interested businesses/vendors are required to complete a multi-step process - complete an online form required by Wynn Resorts, obtain a license from the Massachusetts Gaming Commission, successfully pass a Wynn Resorts background check, and be registered and accepted as a vendor with Wynn Resorts. Based on this information, BSC recommends that the City of Malden designate a department or organization to provide ongoing outreach and education to local businesses about the process required to become established as a vendor for Encore Boston Harbor. While there was an initial push to make businesses aware of opportunities, perhaps an ongoing outreach and education component could be beneficial to Malden businesses able to provide the goods and services as identified by Encore Boston Harbor as needed.

Recommendation: There is a diverse mix of commercial uses throughout the Corridor, but it doesn't immediately present itself that way because of the intermittent residential uses, as well as the fact that the businesses are dispersed throughout the Corridor rather than in a concentrated area. The highest prevalence of uses include retail, service, and automobile-related, along with small buildings for professional offices. Based upon the goods and services that Encore Boston Harbor/Wynn Resorts is seeking, the City of Malden could develop a recruitment strategy for businesses providing the goods and services to locate along the Corridor.

Recommendation: Looking at the Corridor holistically, there is diversity in the types of businesses that exist. This supports the feedback received about types of business/industry that survey respondents would like to see along the Corridor. Although the feedback does not address any kind of gaming/casino related business directly, BSC offers two strategies for business attraction to the Corridor:

1. Focus on the independent types of businesses that survey respondents stated would be beneficial and attract them to the Corridor, irrespective of relevance to Encore Boston Harbor.
2. Focus on the types of goods and services that Encore Boston Harbor seeks and recruit businesses that are consistent with the City's vision for the Corridor to locate here. Ongoing supplier opportunities posted by Encore Boston Harbor include event services, food & beverage products, miscellaneous medical and office equipment/supplies, car washing and detailing, hotel operations, maintenance materials and services, marketing, and transportation.

PUBLIC REALM

The public realm is a term for used for urban spaces that are publicly accessible. As part of the built environment, the public realm reinforces an area's sense of place and identity. The Corridor's public realm includes the streetscape – roadways, sidewalks, and intersections. A public realm that is safe,

accessible, and attractive will encourage residents to be more active and engaged in a community. A more active and engaged citizenry will frequent more local businesses, fostering a higher quality of life and area identity.

STREETSCAPE

Recommendation: Make updating the Corridor's public realm the highest priority. Create a more attractive public realm that is designed to balance pedestrians and bicyclists with motor vehicles.

- Make sidewalk improvements and constructing new sidewalks where they are presently missing throughout the Corridor a priority.
- Enhance crosswalks at key locations either through improved striping and signage and raised or textured surface materials.
- Promote a more walkable, pedestrian- and bicycle-friendly Corridor.

Recommendation: Incorporate bike sharrows where possible along the Corridor. Promote the connection to the Northern Strand Community Trail. Incorporate a shared bike lane on Maplewood Street from behind Broadway Plaza to the bike path as an alternative to riding along Broadway in that area.

Recommendation: Reassess the Corridor's lighting, both in the public realm and on private property throughout the Corridor. Ensure that lighting is added where there are gaps. Work with property owners to update to more efficient lighting and address gaps within private property that abuts the public way.

PROJECT AREA SUSTAINABILITY

URBAN TREE CANOPY

The urban tree canopy is important to the overall health and wellness of a community. There is a public health value found in providing greenspace, particularly for environmental justice populations who are more negatively impacted by urban heat island effect and air pollution. Trees offer a cooling effect and provide much needed shade in warmer weather months. From an ecological perspective, urban trees are used as a nature-based solution to stormwater runoff and flooding. Trees and rain gardens help store water and can also reduce building energy consumption in the summer. Green business districts have been proven to promote attractive, pedestrian-oriented retail environments, make shoppers and diners feel more comfortable, create a sense of place that is a destination and increase the values of properties and businesses.

In general, an urban tree canopy helps to define and give identity to a space. Trees make the streetscape more attractive. The character and quality of a streetscape can affect the overall appeal of a business and positively persuade purchase power. Lastly, trees foster meaningful connections between people and the built and natural environment. They create a vertical wall framing a street considered a defined edge, that encourages motorists to slow down. Along with traffic calming, trees create a safer walking environment. Safer walking environments lead to increased travel by foot and the frequenting of local, neighborhood businesses.

Recommendation: Increase the number of street trees along the Corridor.

- Use the Broadway Corridor as a pilot for a tree planting program.
- Update standards governing provision of street trees to increase the city's street canopy as Route 99 undergoes any major renovations. This may require resolving issues of cost responsibility for maintenance of street trees. Ensure that standards are realistic for the local climate and specify appropriate designs to contain tree root structures.

GREEN INFRASTRUCTURE

Additional green infrastructure in lieu of excessive parking can increase pervious surfaces leading to enhanced stormwater retention and less flooding. Increased greenery also provides a cooling effect in relation to urban heat impacts resulting from climate change.

Recommendation: Complete an analysis to inventory locations where green infrastructure can be implemented along the Corridor, focusing on areas that lack greenspace or open space.

- Work with residents in the Corridor to educate and implement green infrastructure tactics such as the use of rain barrels, rain gardens, and permeable pavers.
- Consider the feasibility of implementation of a “green” linear park along the east side of Broadway from #417 Broadway to #470 Broadway. Currently overgrown and vacant land, a linear park could provide an opportunity to increase pedestrian safety by creating a larger buffer between the pedestrian and vehicles and a more aesthetically pleasing environment to walk in.
- Implement higher landscaping requirements within surface parking lots and encourage the use of bio-swales and rain gardens. Study the feasibility of using alternative green paving methods rather than impervious concrete or asphalt.

IMPLEMENTATION STRATEGY

The following implementation strategy incorporates the recommendations into an easily readable format while also identifying a timeframe for implementation and responsible parties. It is important to note that this matrix is fluid and adaptable, as priorities and policies of the City and MRA shift and change over time.

Element	Recommended Actions	Short-Term (1-3 Years)	Mid-Term (4-6 Years)	Long-Term (7-10 Years)	Responsible Party
VISION	Concentrate specific uses in each subarea of the Corridor.	X	X	X	MRA City Developers
ZONING	Amend zoning ordinance to reduce the number of zoning districts to one with three sub districts.	X	X		City Planner Planning Board City Council

ZONING	Amend Table of Use Regulations to prohibit gasoline filling & service stations, motor vehicle repair shops, vehicle sales, wholesale and distribution, building construction and contracting, towing, and other uses in conflict with the Vision.	X	X	X	City Planner Planning Board City Council
ZONING	Amend of Table of Intensity Regulations for uses within a new Broadway Corridor Zoning District.	X	X		City Planner Planning Board City Council
ZONING	Enforce the rules and regulations of the Zoning Ordinance, once amended. Hold owners of problem properties accountable for property maintenance and upkeep.	X	X		City Permits, Inspections, and Planning Services
LAND USE	Encourage landlords and other stakeholders in the Corridor to embrace the Vision and work with the City and the MRA to lease real estate to tenants for uses consistent with the Vision.	X	X		MRA City (Mayor's Office; Permits, Inspections, and Planning Services)
TRANSPORTATION	Conduct transportation analysis to understand gaps/weaknesses in the transportation network (including public transit) and create a plan to address.	X	X		MRA City (Mayor's Office; Engineering; Public Works; Planning)
TRANSPORTATION	Complete geometric improvements such as resetting existing granite curb, installing new granite curb, pavement milling and overlay, and applying new pavement markings and signage for more consistent travel/turn lanes, to accommodate on-street parking and to establish separated bicycle lanes with bike boxes at intersections.	X	X		MRA City (Mayor's Office; Engineering; Public Works; Planning)
TRANSPORTATION	Address existing deficiencies at intersections along the Corridor.	X	X		MRA City (Mayor's Office; Engineering; Planning Public Works)

TRANSPORTATION	Install new sidewalks at identified locations.	X	X		MRA City (Mayor's Office; Engineering; Public Works; Planning)
TRANSPORTATION	Implement Complete Streets policy recommendations at identified locations.	X	X	X	MRA City (Mayor's Office; Engineering; Public Works; Planning)
TRANSPORTATION	Implement upgrades to the Northern Strand Community Trail (Bike to the Sea) Crossing.	X			City (Mayor's Office; Engineering; Public Works)
TRANSPORTATION	Meet regularly with the MBTA to review service needs and problems, and collaborate on providing enhanced transit services within the Corridor.	X			MRA City (Mayor's Office; Engineering; Public Works; Planning)
TRANSPORTATION	Work with MBTA to realize north-south bus service throughout the Broadway Corridor and feasibility of introducing dedicated bus lanes or bus rapid transit to the Corridor.	X	X		MRA City (Mayor's Office; Engineering; Public Works; Planning)
TRANSPORTATION	Work with the MBTA to create better signage, ADA accommodations, and more amenities (benches, shelters, etc.) for riders at bus stops.	X	X		MRA City (Mayor's Office; Engineering; Public Works; Planning)
ECONOMIC DEVELOPMENT	Work with property managers to ensure that the vision is understood and ultimately achieved. Provide incentives and offer local municipal support for the redesign of a plaza into a more dense, mixed-use, lifestyle center for the community and region.	X	X	X	MRA City (Mayor's Office; Planning)
ECONOMIC DEVELOPMENT	Create a roundtable for businesses within the Corridor to come together with the City/MRA to voice				MRA City (Mayor's Office; Planning;

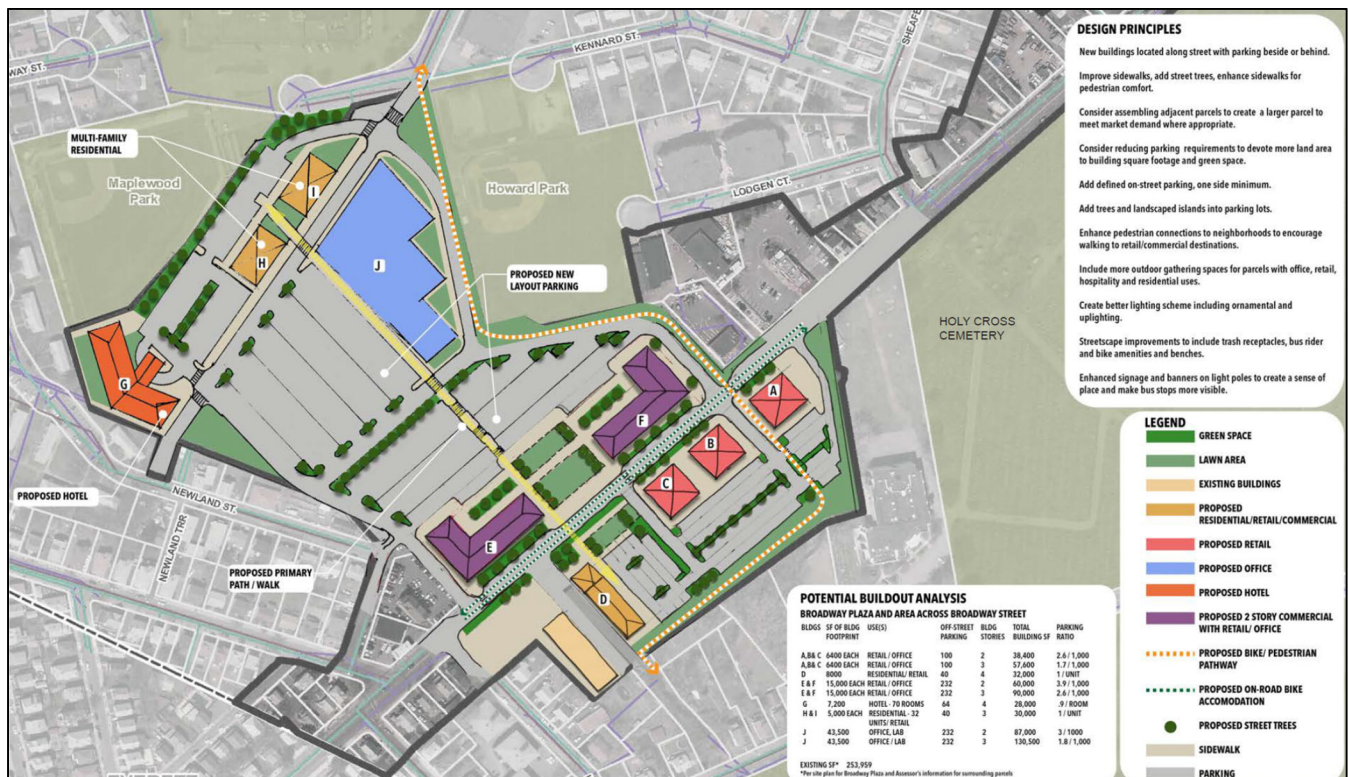
	concerns and frustrations, share the vision, and encourage coordination and communication of business-related ventures (e.g. expansion, loss of tenant, available new real estate, public realm sponsorship, and business signage).	X	X	X	Public Works; Engineering) Chamber of Commerce (potential)
ECONOMIC DEVELOPMENT	Create a financing program to assist businesses with new equipment, storefront, signage, and façade updates.	X	X	X	MRA City (Mayor's Office)
ECONOMIC DEVELOPMENT	Analyze and update the City's regulatory policies to streamline the permitting process for petitioners seeking approval for certain uses within the Corridor.	X			MRA City (Mayor's Office; Permits, Inspections, and Planning Services)
ECONOMIC DEVELOPMENT	Work with the regional workforce board, local businesses, and the Malden Chamber of Commerce to create a workforce training program for jobseekers lacking the soft skills and technical skills needed to successfully obtain employment.		X		MRA City Mayor's Office MassHire Metro North Workforce Board Chamber of Commerce
ECONOMIC DEVELOPMENT	Foster a relationship with the casino and create a business support program that provides ongoing outreach to Malden businesses to enable them to satisfy the procurement process for Encore Boston Harbor vendors.	X	X	X	MRA City Mayor's Office Encore Boston Harbor/Wynn Resorts Local businesses
ECONOMIC DEVELOPMENT	Develop a recruitment strategy to locate businesses providing goods and services to Encore Boston Harbor/Wynn Resorts along the Corridor.	X			MRA City Mayor's Office Encore Boston Harbor/Wynn Resorts Business Community
ECONOMIC DEVELOPMENT	Develop a recruitment strategy to locate businesses that survey respondents stated would encourage them to frequent the Corridor more often	X	X	X	MRA City Mayor's Office Business Community

	(independent retail/restaurant, service, entertainment, etc.).				
PUBLIC REALM	Create a more attractive public realm that is designed to balance pedestrians and bicyclists with motor vehicles.	X	X	X	MRA City (Mayor's Office; Engineering; Public Works; Planning)
PUBLIC REALM	Incorporate bike sharrows where possible along the Corridor.	X	X		MRA City (Mayor's Office; Engineering; Public Works; Planning)
PUBLIC REALM	Reassess the Corridor's lighting, both in the public realm and on private property throughout the Corridor.	X	X		MRA City (Mayor's Office; Engineering; Public Works; Planning)
PROJECT AREA SUSTAINABILITY	Increase the number of street trees along the Corridor.	X	X		MRA City (Mayor's Office; Engineering; Public Works; Planning)
PROJECT AREA SUSTAINABILITY	Complete an analysis to inventory locations where green infrastructure can be implemented along the Corridor, focusing on areas that lack greenspace or open space.	X			MRA City (Mayor's Office; Engineering; Public Works; Planning)

DEVELOPMENT SCENARIOS

To help promote the Vision set forth within this Framework Plan, three proposed concepts were created, one within each subsection of the Corridor. Two of these concepts, near Broadway Plaza and near the Melrose line, demonstrate mixed-use higher density development. The third concept, within the residential spine of the Corridor, shows a linear greenspace and traffic calming measures to promote a better pedestrian environment.

PROPOSED CONCEPT 1 – BROADWAY PLAZA



This proposed concept includes mixed-use development consisting of residential, commercial/retail, office, green space, hotel, and public realm improvements to create a more defined lifestyle center. It should be noted that Broadway Plaza appears to be a prime location for a hotel use, in light of the real estate market and COVID-related impact on the economy, siting of a hotel and its feasibility at this location, or elsewhere within the Corridor, will need to be determined at a future date. This concept was developed by applying the following design principles:

- Placing new buildings near the street edge to create a street wall with parking adjacent or behind.
- Focusing on pedestrian walkability and comfort by improving the conditions of sidewalks, adding public shade trees, and improving street lighting.
- Assembling smaller adjacent parcels to create larger development parcels to meet market demand, where appropriate.
- Reducing parking requirements to devote more land area to building square footage and green space.
- Enhancing pedestrian connections to neighborhoods to encourage walking to retail/commercial destinations.
- Adding defined on-street parking, one side minimum.

- Adding trees and landscaped islands within parking lots.
- Including more outdoor gathering spaces for parcels with office, retail hospitality and residential uses.
- Improving streetscape by installing trash receptacles, bus rider and bike amenities and benches.
- Enhancing signage and banners on light poles to create a sense of place and make bus stops more visible.

Potential Buildout Analysis

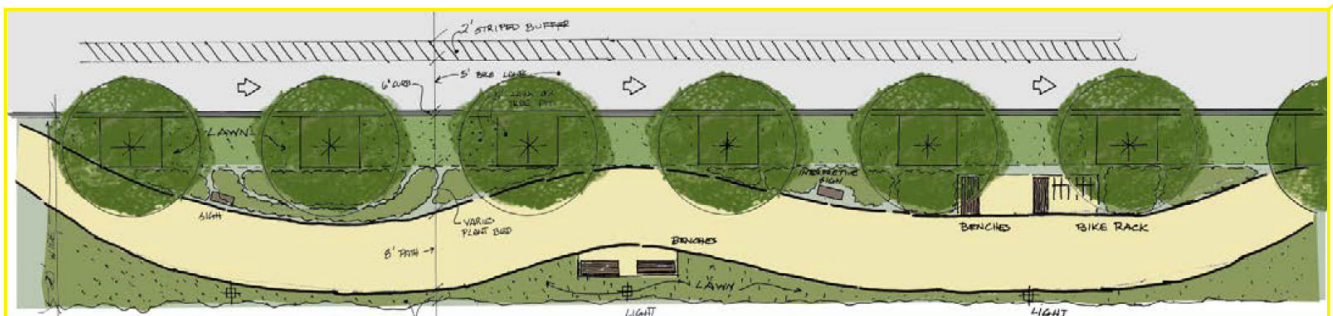
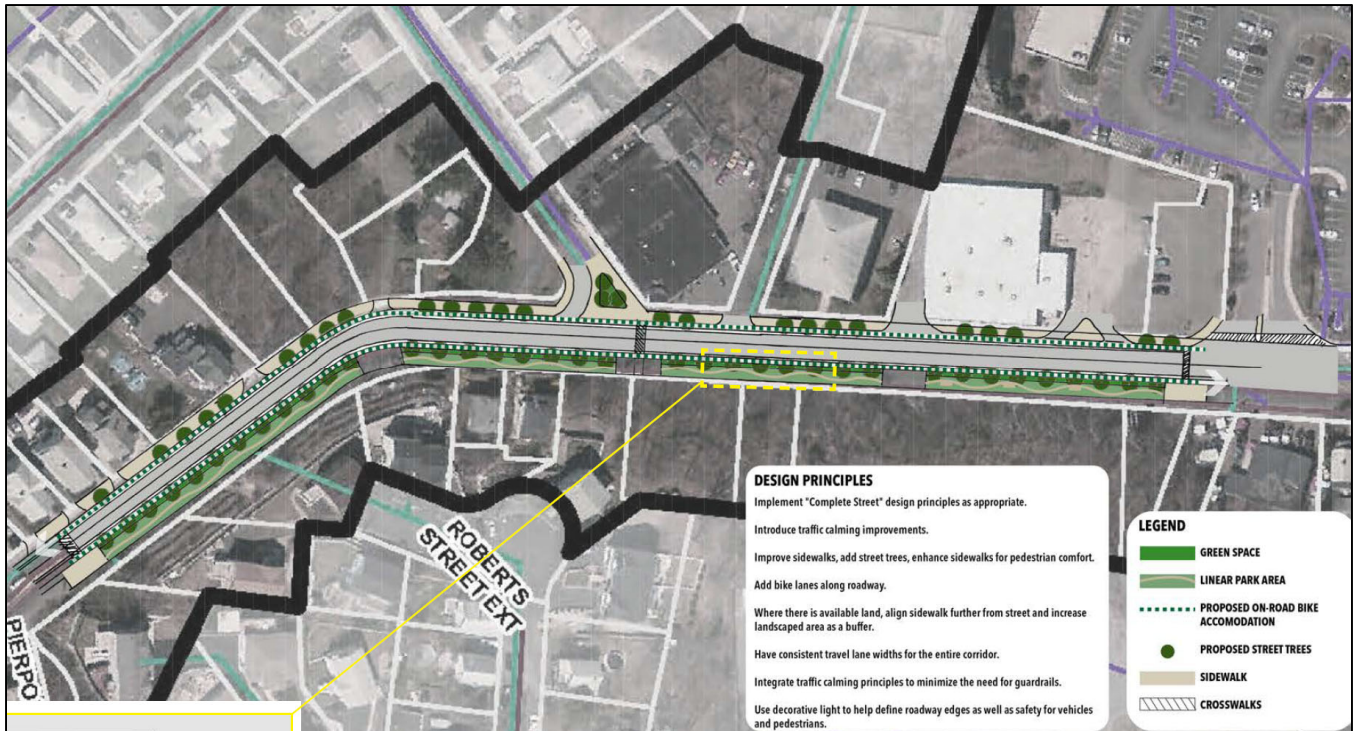
Per the site plan for the existing Broadway Plaza and Assessor's information for surrounding parcels, there is approximately 253,959 square feet of building space in the plaza currently. The potential buildout analysis offers square footage per building constructed based on the number of building stories. Based on this proposed sample redevelopment, the total building square footage could increase to approximately 275,000 square feet to 368,000 square feet.

Section Sketch - The graphic below demonstrates a Complete Streets approach along the section of Broadway, abutting Holy Cross Cemetery (as shown on the right), by incorporating bike lanes on both sides of the street, reducing the through travel lanes, installing a sidewalk adjacent to the cemetery, designating on-street parking, and installing public shade trees.



PROPOSED CONCEPT 2 – RESIDENTIAL STRETCH

This proposed concept includes public realm improvements on Broadway spanning from Mingo Street to just beyond Bowman Street. The most notable improvement is the creation of a linear park on the east side of Broadway. By creating a greener corridor, public street trees will provide shade during the hot summer months for pedestrians along this stretch. Narrower travel lanes will calm traffic, and allow for the removal of guard rails, which contribute to a perceived lack of safety for foot travel.



LINEAR PARK ENLARGEMENT

This concept was developed by applying the following design principles:

- Incorporating "Complete Streets" principles.
- Introducing traffic calming measures and eliminating the need for guard rails.
- Focusing on pedestrian walkability and comfort by improving the conditions of sidewalks, adding public shade trees, and improving street lighting.
- Adding bike lanes along the roadway.
- Aligning the sidewalk further from the street and using the landscaped area as a buffer.
- Having consistent travel lanes throughout the entire Corridor.
- Using decorative lighting to help define roadway edges as well as safety for vehicles and pedestrians.

Section Sketch - The graphic below demonstrates a Complete Streets approach along this section of Broadway (from Mingo Street to just beyond Bowman Street) by incorporating bike lanes on both sides of the street, reducing the width of travel lanes as a traffic calming measure, installing public shade trees, and incorporating a linear park along the east side of Broadway where vacant land presently exists.



Existing Conditions



Proposed Improvements

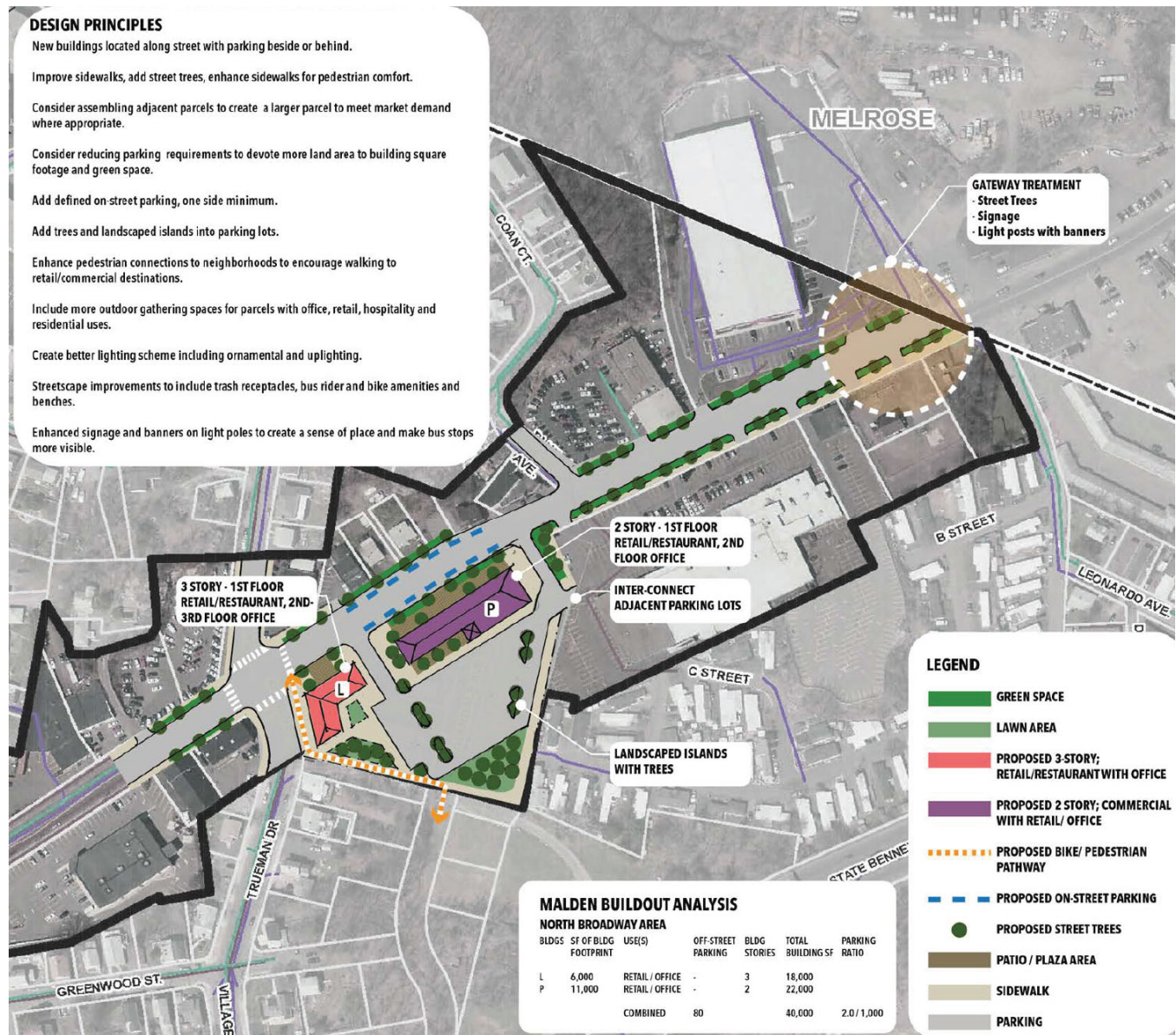
PROPOSED CONCEPT 3 – COMMERCIAL NEAR MELROSE LINE

This proposed concept includes mixed-use development consisting of retail, restaurant, and office. There is the potential for a hotel to be sited in this location as well. With buildings fronting the street, parking is incorporated behind them. Additional landscaping helps to green this section of Broadway, and streetscape improvements reduce the emphasis on vehicular travel, promoting a more multi-modal and safer pedestrian environment. Since this is a gateway into the Corridor from the north, special treatment is recommended through the installation of signage, street trees, and decorative light posts with banners.

Potential Buildout Analysis

Per Assessor's information for the impacted parcels, there is approximately 17,000 square feet of existing building space. The potential buildout analysis offers square footage per building constructed based on the number of building stories. Based on this sample redevelopment scenario, the total building square footage of the two new proposed buildings is approximately 40,000 square feet.

Design Principles and Build-Out Concept



This concept was developed by applying the following design principles:

- Placing new buildings near the street edge to create a street wall with parking adjacent or behind.
- Focusing on pedestrian walkability and comfort by improving the conditions of sidewalks, adding public shade trees, and improving street lighting.
- Assembling smaller adjacent parcels to create larger development parcels to meet market demand, where appropriate.
- Reducing parking requirements to devote more land area to building square footage and green space.
- Enhancing pedestrian connections to neighborhoods to encourage walking to retail/commercial destinations.

- Including more outdoor gathering spaces for parcels with office, retail, hospitality, and residential uses.
- Creating a better lighting scheme including ornamental lighting and uplighting.
- Streetscape improvements to include trash receptacles, bus rider and bike amenities and benches.
- Enhanced signage and banners on light poles to create a sense of place and make bus stops more visible.

Section Sketch - The below graphic demonstrates an approach that promotes dense development that creates a street wall, sidewalks and street trees, green space, bike lanes, and a safer pedestrian environment along the section of Broadway that acts as a gateway into the City of Malden from Route 1 to the north. Parking is pushed behind the buildings, rather than fronting along the street and a plaza area offers outdoor dining opportunities.



Existing Conditions



Proposed Improvements

CONCLUSION

Overall, the three proposed sample redevelopment areas offer buildout analysis and section sketches to demonstrate that higher density mixed-use development along with the incorporation of green space presents opportunity for growth along the Corridor. In addition, through traffic calming measures and streetscape enhancements, a more pedestrian-friendly and safer environment can transform this Corridor into a unique urban place, not only as a business corridor but also as a high-quality walkable neighborhood.