

SHAPING MEDFORD:

COMMUNITY CONVERSATIONS TO GUIDE OUR ECONOMIC FUTURE

Prepared by

**Mayor Stephanie Burke's
Business and Economic Development Committee (BEDC)**

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EXECUTIVE SUMMARY

The following is the result of a 6-month effort of engaging the community to understand the citizens' interests and needs in the various squares. In addition to the established business districts/squares, the committee investigated citywide opportunities and regional factors that will and have already begun influencing Medford.

Medford's financial profile has changed over recent years including increases in median income, per capita income and housing values. There is an increasing level of interest for Medford as a location to live. Its housing stock, location to Boston, access to public transportation and being urban but still having a "small town" culture in many of its neighborhoods is contributing to the appeal.

The primary recommendation is for the city administration to create an integrated business and growth focus for development throughout Medford. Although there are numerous activities and developments underway, having a broad set of citywide objectives and guidelines will set proactive direction for development and businesses. Some of the objectives may be location specific to take advantage of local opportunities. This approach will increase significantly the outcomes to better align with the citizens' interests and desires for their community. It will also establish expectations for developers and projects conducted in Medford. Accomplishing objectives for citywide growth can be enhanced significantly by creating a business development organization with the City Administration.

The committee conducted a series of meetings with citizens throughout the city. The following were the top five categories of need heard from the residents, business owner and property owners:

1. Streetscape Improvement/Beautification improvements
2. Circulation (vehicular, pedestrian, bike)
3. Safety (mainly for pedestrians and cyclists)
4. Business Development and Marketing
5. Development (new construction, mixed-use development)

Details on specifics and location can be found in the recommendation section of the report and in tables available in Appendix A. Below are square specific interests in order of selection.

Medford Square

1. Create mixed-use development
2. Create retail variety in the downtown area
3. Open space and use of natural resources
4. Building reuse

West Medford

1. Circulation (vehicular, pedestrian, bike)
2. Streetscape Improvement/Beautification improvements
3. Safety (mainly for pedestrians and cyclists)

South Medford

1. Streetscape Improvements/Beautification improvements
2. Circulation (vehicular, pedestrian, bike)
3. Safety

Hillside

1. Streetscape Improvement/Beautification improvements
2. Circulation (vehicular, pedestrian, bike)
3. Safety (mainly for pedestrians and cyclists)
4. Business Development and Marketing

Haines Square

1. Streetscape Improvement/Beautification improvements
2. Safety (mainly for pedestrians and cyclists)
3. Business Development and Marketing

Medford Square was different from the other squares and clearly asking for a focus on development. This was in the form of building projects that would create retail businesses and housing in the immediate square area. Other development projects included physical improvements to walkability in Medford Square. The residents considered important changes to include sidewalks, parking configuration and location, walking and bike paths, etc.

Recommendations

Internal Improvements - City of Medford

1. Form an Office of Economic Development and Planning under which would be grouped the functions of Community Development, Planning, and Transportation.
2. Consult with MAPC for technical assistance to determine best organizational practices to accommodate the expanded economic development functions.
3. Establish an Economic Development Council (EDC) to create partnerships between the industrial and business communities and City Government.
4. Develop a "How to do Business Guide" for the City of Medford.
5. Conduct new business recruitment.

6. Establish Development and Design Guidelines based on residents' and businesses' expressed preferences, as a common vision and foundation from which to update zoning.
7. Issue Requests for Interest (RFIs) in advance of Requests for Proposals (RFPs) for the city-owned parcels downtown.
8. Cultivate and strengthen relationships with Tufts University.
9. Consider developing an integrated rebranding effort for Medford.

City/Regional/State Related Activity Improvements

1. Plan for development opportunities along the Green Line extension corridor.
2. Plan for development opportunities with the Wynn Casino project.
3. Coordinate with MassDOT and DCR to effect changes to Route 16 and access to the Mystic River.
 - Recommend to MassDOT and DCR that an alternative to the replacement of the Route 16 overpass over Main Street be considered, and that Medford is interested in a partnership similar to what Somerville and MassDOT accomplished with "Grounding McGrath".
 - Create a grounded Route 16, which creates improved connections to the Mystic River and infill opportunities.
 - Consider closing Clippership Drive once the Route 16 ramp and overpass are removed and grounded respectively.
4. Investigate the feasibility of selling the municipal land where the current police and fire stations are located on Main Street and build a new station with proceeds from infill development to help pay for a new facility.
5. Transfer the federal Post Office on Forest Street to the city of Medford, and identify alternative location for the post office.
6. Negotiate with the MBTA to transfer their car barn property in Haines Square to the city of Medford through their land disposition process.

See Sections 6, 9, and 10 for more detailed recommendations for each square location and other areas. Sections 7, 8, and 11 are citywide recommendations.

1.0 INTRODUCTION

1.1 BUSINESS AND ECONOMIC DEVELOPMENT COMMITTEE CHARGE AND PURPOSE

The Business and Economic Development Committee (BEDC) of Mayor Burke's Transition Team was established to assess opportunities to improve economic development in the city of Medford. The scope focuses on development and improvement opportunities in Medford Square, Haines Square, and the business districts of West Medford, South Medford and Hillside, as well as some emerging districts in other areas of Medford. The research and recommendations include the areas of: new business outreach, measures to benefit existing business districts and neighborhoods, promotion of the city to surrounding communities and institutions, transportation improvements, streetscape improvements, planning, zoning and opportunities for development.

Supporting city processes and organization are evaluated to consider the changes needed to support economic development. The committee makes several recommendations based on community input from five public meetings and additional contributions from its members, including steps for implementation. The results are included in this report submitted to the Mayor and city administration.

The committee included a community engagement process as an integral part of the business and economic development effort. The committee worked with the community, local businesses, city government and the elected officials and administration.

1.2 MEMBERS OF THE BEDC

- Rick Orlando, Co-Chair BEDC. Program Manager and Business Planning. Co-chair of Building the Future Committee for the Medford School Project. Representative on the City's Community Development Board.
- Fred Dello Russo, Jr, Co-Chair BEDC. Medford City Council President.
- Muhammad Chowdhury, Environmental Engineer, Department of Conservation and Recreation. Member, Medford Human Rights Commission.
- Christine Cousineau, AICP, planner and lecturer in planning and urban design, Department of Urban and Environmental Policy and Planning, Tufts University.
- Linda Garriott, Marketing and communications professional. Managed downtown business improvement district (BID) in Manchester NH.
- Kelly Hurstak, Assistant Chair of City's Community Development Board. Member of Boston Harbor Islands Advisory Council as Representative for City. Regional Manager, ATC Group Services, environmental services.
- Paul Materazzo, Planning Director, Town of Andover. Medford resident.
- Tim McGivern, PE, Senior Project Engineer, Nitsch Engineering. Member, Medford Bicycle Advisory Commission.

1.3 OBJECTIVES

The BEDC applied the criteria below to decisions regarding Medford's economic development recommendations.

1. Solutions based on community input from residents, business and property owners.
2. Solutions that support flexibility for future change.
3. Identification of programs and partnership opportunities at the local, state and federal level.
4. Recommendations that will provide direction for Medford's economic development both short and long term.

2.0 MEDFORD HISTORICAL ASSETS PROMOTION

Among the many suggestions and opinions expressed by the community about the economic development of Medford was the recurring theme of promoting the city's historical assets. Medford residents are proud of the city's history and feel that it should be an integral part of future promotion efforts as well as incorporated into capital improvements.



2.1 OVERVIEW

Medford has a unique culture that is built upon a long and rich history. The historic events, people and places of this city provide an opportunity to differentiate Medford from its surrounding communities. Showcasing or promoting historic cultural assets can take many forms from dedicated museums, to simple signage. From the perspective of Economic Development, promotion of these assets should be used to increase cultural tourism and a sense of pride from current residents and businesses. The creation of a Cultural (and Arts) Promotion Strategic Plan could be used to guide the City and identify areas for coordination and collaboration with other entities. This document could include Arts since Cultural promotion and Arts promotion will have significant overlap and synergy.

2.2 HISTORIC EVENTS, PEOPLE AND PLACES

Below is a list of major historic events, people, and places in Medford with examples of ideas to stimulate economic development. This is not a comprehensive list and should only be used as a starting point for further discussion. The Medford Historical Society, Medford Historical Commission, Medford Arts Council and other entities such as the Coalition for Arts, Culture, and a Healthy Economy (CACHE) should be consulted in the creation of a Culture (and Arts) Promotion Strategic Plan. A professional consultant should be hired in preparation of this document in order to identify appropriate metrics and study the potential economic benefits of execution.

EXAMPLES OF HISTORICAL EVENTS

- **Paul Revere's ride**

Expand wayfinding and signage along the route. Install placemarks and/or exhibits in highly visible locations along the route that tell Paul Revere's story. Coordinate with the Paul Revere House in Boston to include Medford as an additional destination. Improvements could be incorporated into a Complete Streets design of the route and partially funded by CPA funds. This event has potential for City branding. *"You've seen his house, come see his route!"*

- **Clippership Building**

Install a scale model sculpture of a famous clippership in a highly visible location. This may include exhibits and maps to demonstrate the importance of this event. Create a "Clippership District" that matches the geographic extent of the historical area used for shipbuilding. This area could be celebrated as a special historic zoning overlay district that would require future developments to incorporate historical elements through architecture and/or encourage development that supports cultural tourism. This event has potential for City branding. Example: the Cannery Row district in Monterey, CA. <http://canneryrow.com/>; https://en.wikipedia.org/wiki/Cannery_Row

- **Over the River and Through the Woods and Jingle Bells**



Expand upon current exhibits and events such as the Jingle Bell festival. Use the creation of these pieces in marketing materials when promoting events at the Chevalier Theatre and the Condon Band Shell. *"The birthplace of Jingle Bells brings you a Christmas concert you and your family will never forget"*

EXAMPLES OF HISTORIC FIGURES

- **Fannie Farmer.** Target a Cooking School to move to Medford. Provide incentives under agreement that Fannie Farmer be celebrated in an exhibit in the entrance to the school.
- **James Plimpton.** Commission a sculpture of a roller skate at or near the Medford residence (or in a highly visible area) with an exhibit.
- **Amelia Earhart.** Commission a mural in a highly visible location that celebrates her life and achievements. Potential for branding.

EXAMPLES OF HISTORIC LOCATIONS

- **Civil War-era African-American neighborhood in West Medford.** Establish a historic overlay district and identify structures that merit preservation. Install signage on the primary entrance points to identify and provide information to visitors.

- **Royall House and Slave Quarters; Brooks Estate; and other historic homes.** Invest in the historic preservation of structures throughout the City to establish a network that can be easily visited by tourists with the help of a self-guided tour. Establish agreements with live-in properties for preservation and potential for exhibits and signage.



3.0 MEDFORD DEMOGRAPHICS: A CHANGING COMMUNITY

To better understand the social and economic landscape of Medford, the Committee summarized highlights from the city's demographics.

3.1 DEMOGRAPHICS

The city of Medford has experienced steady growth in population, household income, housing values, education levels, and diversity since the 2000 Census. While its population grew by a modest 3%, Medford's median household income grew by 40%, and its median house or condo value increased by 71% (Table 1).

At 36.6 years old, Medford's population is younger than the state average of 39.4 (Table 1). Forty-five percent of Medford's population has a bachelor's degree or higher, well above Massachusetts' level of 37%¹, while Massachusetts ranks second in the country (after the District of Columbia) for education level².

The city's white population declined by 10% since 2000, in favor of more Asians (increasing by 3.2% to 7% of the city's population) and Latinos (increasing by 3% to 5.6%) while blacks or African-Americans increased by 1.4% to 7.5% of the population. Twenty-one percent of the city's population are foreign-born and 27% speak a language other than English at home (Table 2). While the city's two major ancestries remain Italian (25.3%) and Irish (17%), new immigrants are increasingly coming to Medford. The student body at Medford High School currently represents over 65 different birth countries³. Medford ranks in the top 10% of cities and towns in Massachusetts for racial diversity (Figure 1).

17.2% of Medford residents live and work in the city while 17.6% leave Medford to work elsewhere, with an average commuting time of 29 minutes⁴. Medford ranks in the top 2% nationally among cities of similar size for its use of public transportation, and in the top 8% of Massachusetts cities and towns for residents who walk or bike to work (Figure 1).

The four leading industries in the city are professional, scientific, and technical services (14%), educational services (12%), manufacturing (10%) and retail trade (10%). The first two of these categories are represented at a higher rate in Medford than in the rest of the state. The four leading sectors of occupation of the city's residents are management (13%), sales and related occupations (8%), computer and mathematical occupations (8%) and office and administrative support (8%). The participation rate of Medford workers in all these occupation sectors, except sales, is higher than in the rest of the state (Figure 2).

¹ Census Quick Facts. <http://www.census.gov/quickfacts/table/EDU635214/2539835>

² State Master http://www.statemaster.com/graph/edu_bac_deg_or_hig_by_per-bachelor-s-degree-higher-percentage

³ Amie Saulnier. 2016. Medford High School: At the World Café, I tasted awesome. <http://medford.wickedlocal.com/article/20160412/NEWS/160418932>

⁴ City-Data <http://www.city-data.com/city/Medford-Massachusetts.html#b#ixzz4AicFhIVk>

Table 1: Medford population, household income, housing values, and age, 2013.

Population in 2014: 57,437. Population change since 2000: +3.0%	
Estimated median household income in 2013: \$73,797 (it was \$52,476 in 2000)	
Medford:	\$73,797
MA:	\$66,768
Estimated per capita income in 2013: \$36,372 (it was \$24,707 in 2000)	
Estimated median house or condo value in 2013: \$393,220 (it was \$229,500 in 2000)	
Medford:	\$393,220
MA:	\$327,200
Mean prices in 2013: All housing units: \$482,112; Detached houses: \$517,347; Townhouses or other attached units: \$408,619; In 2-unit structures: \$419,187; In 3-to-4-unit structures: \$460,645; In 5-or-more-unit structures: \$286,073; Mobile homes: \$56,700	
Median gross rent in 2013: \$1,481.	
Median resident age:	36.6 years
Massachusetts median age:	39.4 years

Source: City-Data for Medford, 2013 <http://www.city-data.com/city/Medford-Massachusetts.html#b>

Table 2. Medford racial composition, foreign-born, other than English spoken at home, and ancestries, 2000-2013.

Race	2000	2013	change
White alone	86.5%	76.4%	-10.1%
Black or African-American	6.1%	7.5%	1.4%
Asian	3.9%	7.1%	3.2%
Two or more	2.3%	3.4%	1.1%
Hispanic or Latino origin	2.6%	5.6%	3.0%
Foreign-born	16.2%	21.3%	5.1%
Speaking other than English at home	21.2%	27%	5.8%

Sources: 2000 data: <http://www.infoplease.com/us/census/data/massachusetts/medford/>
2013 data: <http://www.city-data.com/city/Medford-Massachusetts.html>

Medford compared to Massachusetts state average:

- Unemployed percentage significantly below state average.
- Length of stay since moving in above state average.
- Percentage of population with a bachelor's degree or higher above state average.

Medford strengths, compared to state (other places in Massachusetts) or peers (similar size places nationally).

Category	Trophy	
Public Transportation Use (vs. Peers)	Top 2%	🏆🏆
Walking and Biking to Work (vs. State)	Top 8%	🏆
Racial Diversity (vs. State)	Top 10%	🏆
Well-Paid Single Women (vs. Peers)	Top 15%	🏆
Low Violent Crime (vs. Peers)	Top 19%	🏆

Figure 1. High points of Medford compared to Massachusetts and peers.

Sources: City-Data <http://www.city-data.com/city/Medford-Massachusetts.html#b#ixzz4AKD5IR4D>,
City Town Info <http://www.citytowninfo.com/places/massachusetts/medford>



Figure 2. Most common industries and occupations in Medford, 2013.

Source: City-Data. <http://www.city-data.com/work/work-Medford-Massachusetts.html>

3.2 UNIQUE POSITION

Medford occupies a uniquely favorable position in Greater Boston. The city lies at the intersection of I-93, the Mystic Valley Parkway, and the Mystic River, between the economic energy and employment opportunities of Boston to the south, and the quiet residential neighborhoods around the Middlesex Fells Reservation to the north. Regional transit connects the city in all directions - the commuter rail at West Medford, the Orange Line at Wellington Station and Sullivan Square, and express buses directly into downtown Boston. State Routes 38 and 60 also cross through the city connecting to Malden, Winchester, Somerville, Arlington, and Cambridge. Four universities are nearby: Tufts University within Medford (1 mile from the city center), Lesley University (3.7 miles), Harvard University (4.1 miles) and the Massachusetts Institute of Technology (MIT) (6.7 miles). The innovation district of Kendall Square, adjacent to MIT, is built up and needs new land for the further expansion of the high-tech and biotech industries.

Over the past decade, land values, housing and commercial rents, and housing sales prices have all escalated in Boston, Cambridge and Somerville. On average in the Greater Boston region, costs for both homeowners and renters have risen by roughly 15 percent since 2000⁵, even after adjusting for changes in the overall level of inflation. Housing costs are part of the reason why Greater Boston is the third most expensive large metro area in the nation, trailing only New York and Washington, D.C.⁶ Forbes in 2015 identified Boston as the third most overpriced city, after Stamford, Ct and Honolulu, HI.⁷

With more land available for development at more affordable prices than most of its neighbors, Medford is poised to reap the benefits of commercial and residential development. The Boston-Cambridge-Quincy Metropolitan Statistical Area (MSA) (also called Boston-Cambridge-Newton), is the 10th most populous MSA in the country, with a 2015 population of 4.8 million. The residential real estate company Redfin predicts that within this entire SMA, three top neighborhoods will be the next hot markets - #3: Cobble Hill in Somerville, #2: Kendall Square in Cambridge, and #1: South Medford in Medford (Table 3).

⁵ The Greater Boston Report Card, 2014-2015, p. 17. Dukakis Center for Urban and Regional Policy, Northeastern University. http://www.tbf.org/~media/TBFOrg/Files/Reports/2014%20-%202015%20Housing_Report.pdf

⁶ Ibid., p.17

⁷ America's Most Overpriced Cities in 2015. Forbes. <http://www3.forbes.com/business/americas-most-overpriced-cities-in-2015/24/>

Table 3. South Medford predicted by Redfin to be hottest neighborhood in Boston SMA.

Boston-Cambridge-Quincy, MA-NH				
Neighborhood	Median Sale Price	Median Days on Market	Average Sale-to-List %	Hot Homes %
#1 South Medford	\$500,000	8	104.4%	62.9%
#2 Kendall Square	\$672,500	9	104.1%	60.7%
#3 Cobble Hill (Somerville)	\$617,000	9	104.0%	53.6%



Nancy McLaughlin

"I grew up in Medford and am excited to see that it's widely desired for a number of reasons. It borders Cambridge and Somerville, two well-established cities that are too expensive for many buyers, making Medford the next best choice. For a long time Medford didn't have commercial centers with shops, restaurants and other amenities. Due to the revitalization of Assembly Row and growth in Station Landing, Medford has more amenities that are drawing first-time buyers and empty nesters alike."

Source: Redfin Predicts the Hottest Neighborhoods of 2016.
<https://www.redfin.com/blog/2016/01/redfin-predicts-the-hottest-neighborhoods-of-2016.html#BostonCambridgeQuincyMANH>

This report outlines ways in which Medford can prepare to be proactive in shaping future development.

3.3 POLITICAL TRANSITION

In 2015, Medford experienced changes to its political leadership not seen in decades. The changes include a new mayor and numerous new members to the City Council and School Committee. This creates an opportunity to streamline city government to meet changing needs and development opportunities desired by the residents and businesses in Medford.

4.0 SUMMARY OF PREVIOUS STUDIES AND REPORTS

In order to build recommendations on existing foundations, the Committee reviewed and summarized three previous planning studies and reports. These are the 2005 Sasaki Master Plan for Medford Square, the 2006 MIT Students Medford Square and Mystic River planning study, and the 2009 Department of Conservation and Recreation (DCR) Mystic River Master Plan. Additional information on the three previous studies is located in **Appendix B**.

4.1 MEDFORD SQUARE MASTER PLAN. SASAKI ASSOCIATES, 2005.

The Master Plan identified goals for the future of Medford Square, to be achieved through public and private investment:

- Create a single identity for the Square by physically and visually uniting the east and west sides.
- Encourage mixed-use vibrancy with culture, retail, office and housing.
- Enhance connections between the Mystic River, retail streets, surrounding neighborhoods, and regional open space.
- Develop the pedestrian character of the Square by balancing transportation modes.
- Achieve a higher and better use of land and create value for real estate.

To accomplish these goals, the Master Plan makes several recommendations outlined in the following six chapters:

1. Development Opportunities
2. Civic Realm
3. Access and Transportation
4. Retail Positioning
5. Guidelines for Development, and
6. Implementation.

A summary of the Master Plan recommendations is found in Appendix B, and the full report can be seen on Medford's Community Development website at: <https://drive.google.com/file/d/0B1hiOcEPPI0Cc2U0Uks4S0U1MEU/view> and also at: <http://takegovernment.com/Medford-Square-Master-Plan.pdf>

4.2 MEDFORD SQUARE AND THE MYSTIC RIVER: RECONNECTION, REVITALIZATION, REDEVELOPMENT. MIT DEPARTMENT OF URBAN STUDIES AND PLANNING, 2006.

Working with the City of Medford and the state Department of Conservation and Recreation (DCR), graduate students from MIT's Department of Urban Studies and Planning conducted a semester-long study of Medford's waterfront assets resulting in a three-part report with detailed recommendations for

- Mystic River Greenway,

- Transportation and Streetscape Improvements, and
- Redevelopment Proposals.

A summary of the MIT study recommendations is found in Appendix B, and the full report can be seen at:

<http://web.mit.edu/11.360/www/final%20report%20for%20web%2012.13.06.pdf> The

Appendices of the MIT study are in a separate document at:

<http://ocw.mit.edu/courses/urban-studies-and-planning/11-360-community-growth-and-land-use-planning-fall-2006/projects/finalappdx.pdf>

4.3 MYSTIC RIVER MASTER PLAN, DEPARTMENT OF CONSERVATION AND RECREATION (DCR), 2009

The Department of Conservation and Recreation (DCR) and a consultant team led by Crosby, Schlesinger and Smallridge (CSS) developed The Master Plan for the Mystic River. The goals of the report were to respond to:

- Restore riverbanks and edges to increase recreational use and the river's ecological health.
- Develop a continuous multi-use pathway system along both banks of the Mystic River from the Harvard Avenue Bridge to the Malden Bridge.
- Determine areas most suitable/desirable by location and type for recreation, education and preservation.
- Protect and enhance the wildlife habitat by improving natural areas.
- Increase opportunities for water-related activities, including fishing and non-motorized boating.
- Strengthen the open space network with links to adjacent public open space and neighborhoods
- Develop guidelines and techniques for management and operation of the parkland.

The report gives a historical overview of the Mystic River and its watershed, inventories its natural and cultural resources, and outlines the Mater Plan. The sections of the Master Plan are as follows:

- Continuous River Corridor Trail System
- Overlooks and Views
- Water Trail
- Signage and Interpretive Elements
- Fencing Strategy
- Property Acquisitions and Easement Needs
- Encroachment on Public Land
- Access and Connections and
- Dog Recreation.

A summary of the DCR Mystic River Master Plan recommendations is found in Appendix B, and the full report can be seen at:

<http://www.mass.gov/eea/docs/dcr/pe/mysticrivermasterplann-final-11-09.pdf>

The Master Plan was conducted by Crosby, Schlesinger, Smallridge (CSS) for landscape architecture and planning, with AECOM for natural resources assessment and environmental planning, and Boelter Associates for watershed planning.

5.0 COMMUNITY ENGAGEMENT

5.1 PROCESS

In addition to documenting Medford’s changing demographics, and summarizing recommendations from previous studies, the Committee sought ideas, opinions and recommendations from residents, business owners, and property owners, in five visioning sessions conducted in the business districts/villages of Medford in February and March of 2016.

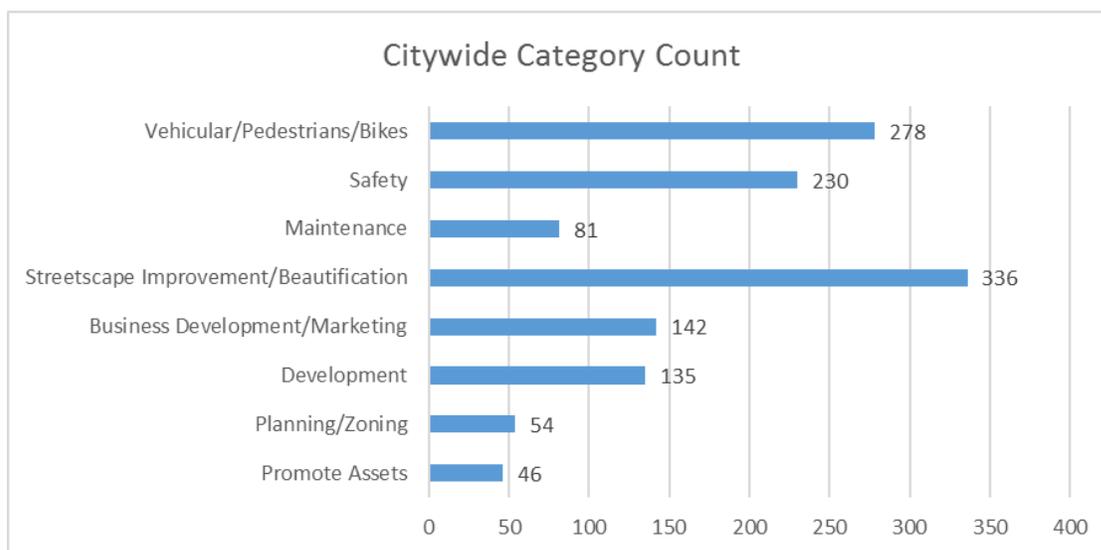
We held five community meetings with 40 to 60 participants each. Participants at each meeting broke into discussion tables around a map of the business district, with post-it notes to write comments, and small images of elements they may want to see in the area, that they could paste onto the map. In addition, each table took notes of their discussion and reported to the larger group.

From the comments on maps and the discussion notes, we tabulated responses into eight categories and analyzed the data to identify most commonly expressed desires. A summary of results is presented below.

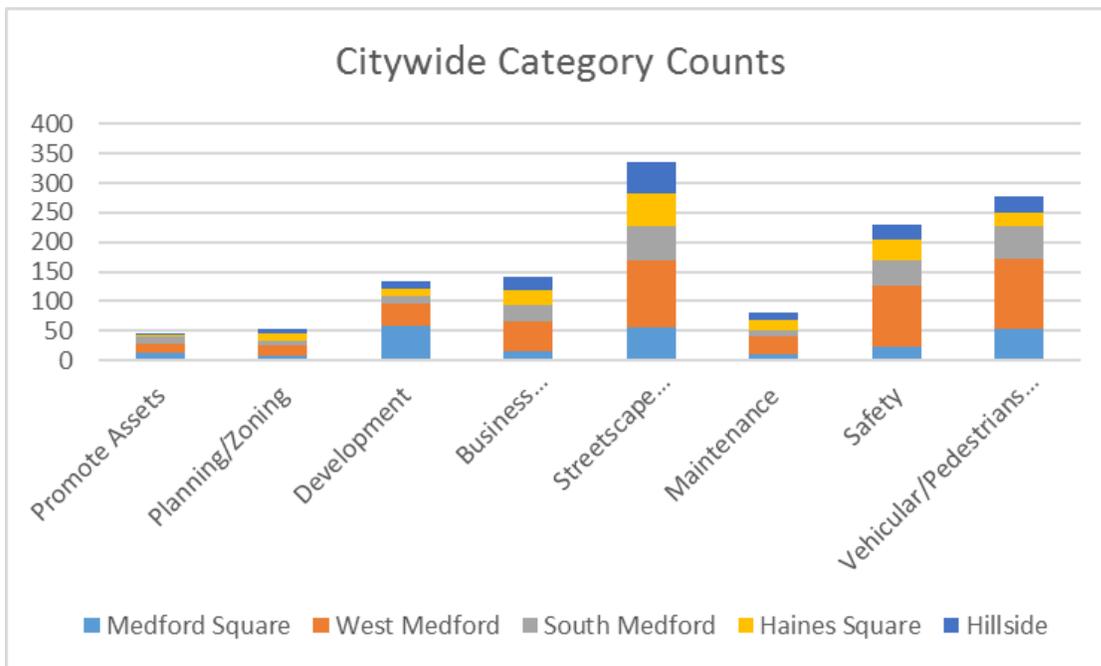
5.2 CITYWIDE RESULTS

Overall, the five categories that received the greatest number of comments were:

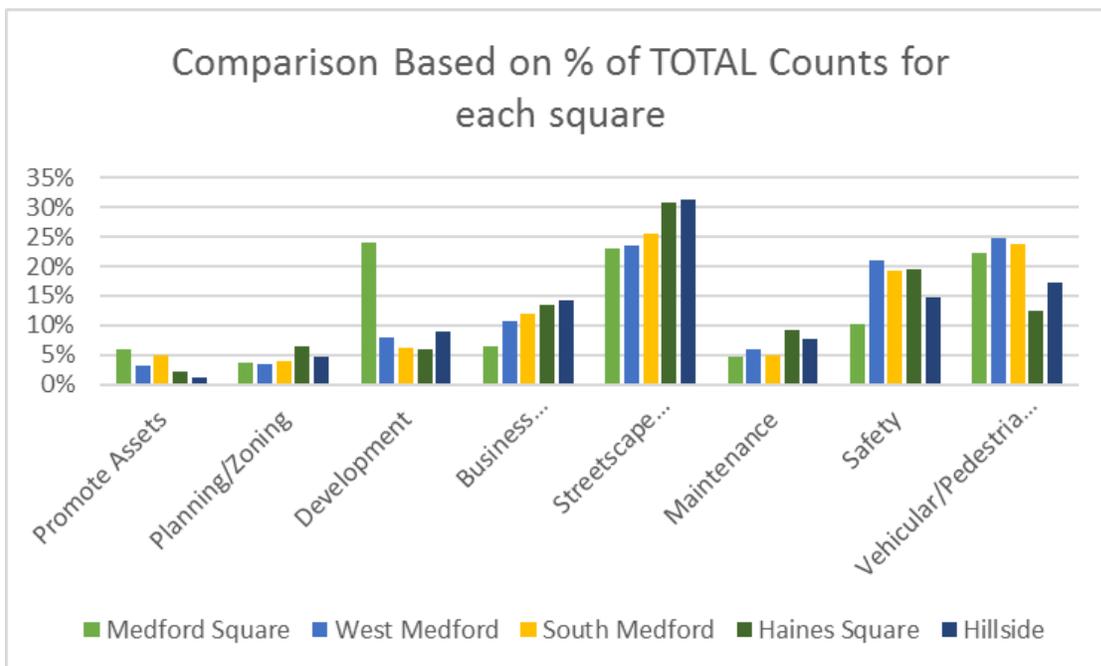
- 1) Streetscape Improvements/Beautification
- 2) Circulation (vehicular, pedestrian, bike)
- 3) Safety (mainly for pedestrians and cyclists)
- 4) Business Development and Marketing
- 5) Development (new construction, mixed-use development).



Below is a stacked bar chart showing the distribution of comments by category, color-coded by Square.



The bar chart below shows what categories of comments emerged as most important within each Square in proportion to their total comments.

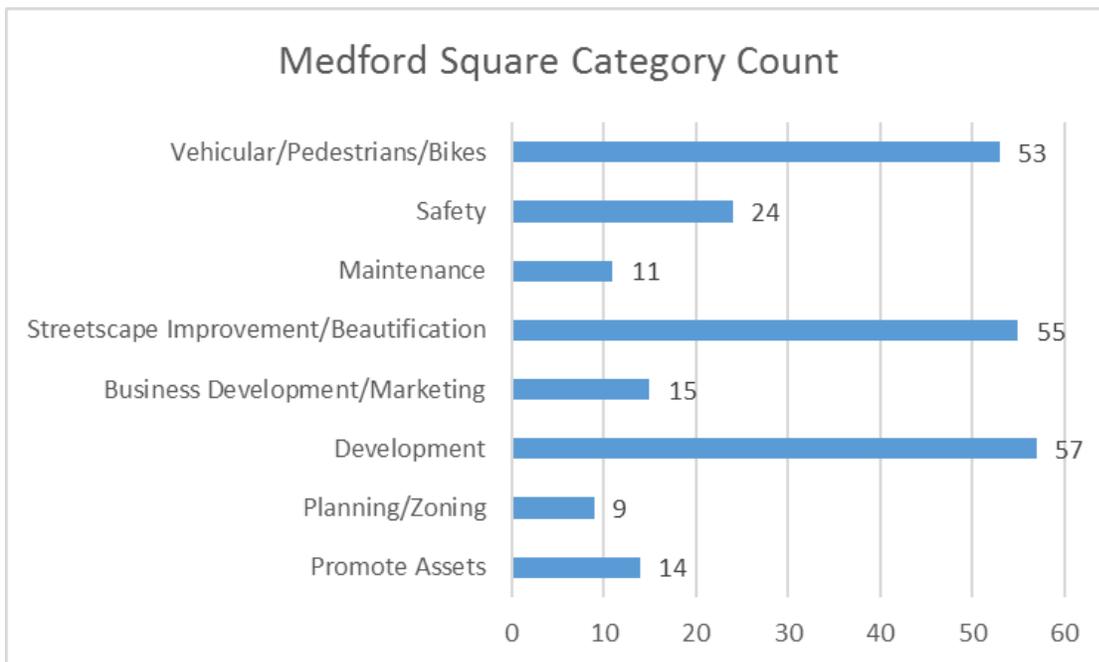


Relative to their other comments, Medford Square clearly expressed the most interest in Development issues. Haines Square and Hillside wanted Streetscape Improvements above all else. West Medford and South Medford were more evenly balanced in their desire for Streetscape, Circulation and Safety improvements, though West Medford had more concerns about Circulation.

5.3 RESULTS BY SQUARE

MEDFORD SQUARE

As the city's downtown, Medford Square generated the greatest number of comments for Development, closely followed by Streetscape Improvements and Circulation.



Medford Square Community Meeting, City Council Chambers, March 2nd, 2016.

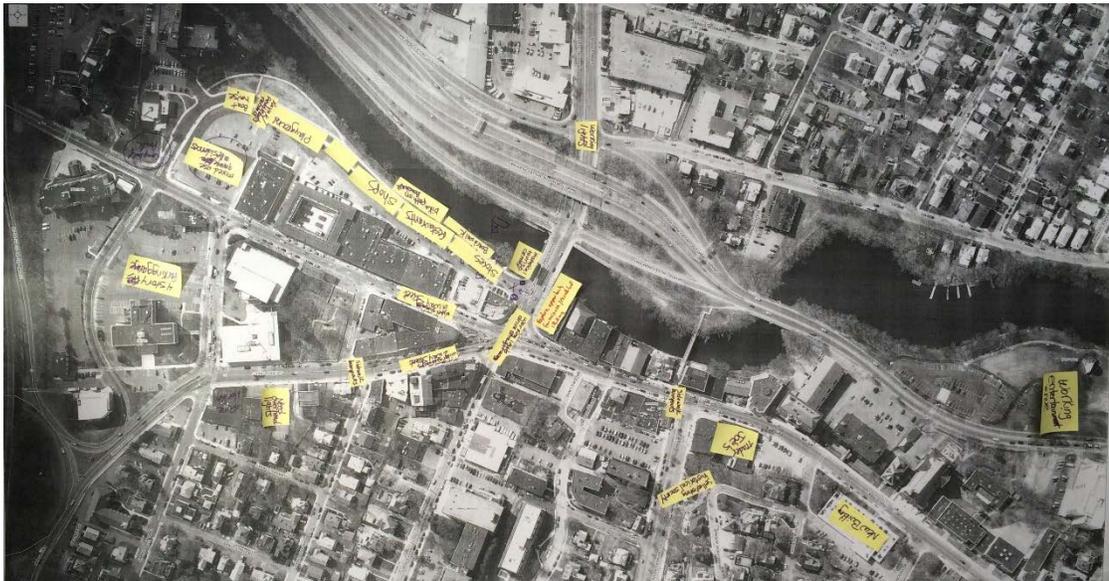


Medford Square Community Meeting, City Council Chambers, March 2nd, 2016.

The main drivers of Medford Square comments for Development are as follows.

- Create mixed-use development
 - City-owned parcels
 - Forest Street at Water Street southerly to Medford Square
 - Clippership Drive
 - High Street
 - CVS area

- Create retail variety in the downtown area
 - City parcels
 - Clippership Drive
 - Enhance vibrancy after 5pm
 - Recruit businesses to attract restaurants, shops, grocery store, pubs, etc.

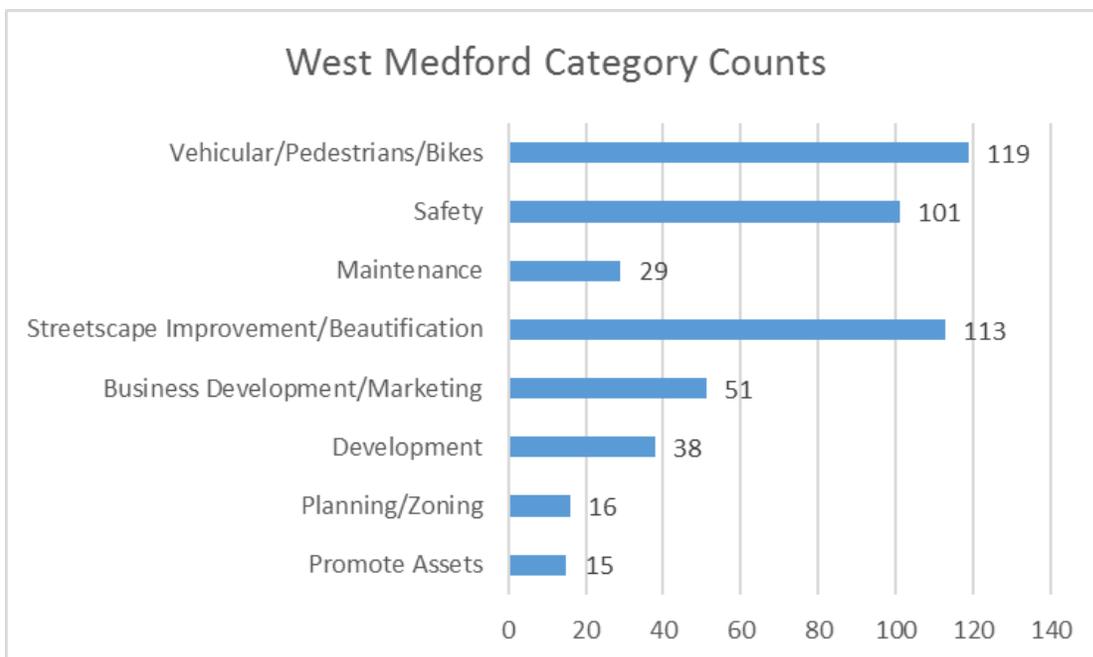


One of five maps annotated with comments by participants at the Medford Square Community Meeting. Overall, the community engagement process produced nearly 30 such maps annotated and presented by participants.

- Open space and use of natural resources
 - Close Clippership Drive to allow access to Mystic River.
 - Create a boardwalk along the backside of buildings along High Street overlooking the Mystic River.
 - Create a boardwalk along the Mystic River.
 - Enhance public connectivity along the Mystic River for docks, kayaks, bike trails, and walkways.
 - Create an entertainment program for Condon Shell.
 - Build a playground area near the library.
 - Create a multi-purpose path from Condon Shell to the senior center in Medford Square.
 - Establish a community garden in Medford Square.
- Building reuse
 - Upgrade or replace the Library; investigate a public/private partnership to do this.
 - Co-develop the site to include the library and other amenities.
 - Relocate the Historical Society building closer to the Mystic River.
 - Alternatively investigate the feasibility of creating a pocket park.
 - Reuse the Springstep building as a community center or for commercial use.
 - Acquire the Post Office on Forest Street and reuse it.
 - Consider a new police/fire station at a new location.

West Medford

Of all the squares, West Medford expressed the most desires for improvements to Circulation, closely followed by Streetscape Improvements and Safety.



The most frequently expressed needs under Circulation for West Medford were as follows.

Vehicular/Pedestrian/Bike Circulation

- Implement various traffic calming techniques throughout the business district, including High Street, Harvard Street, Playstead Road, Canal Street and Boston Avenue. Techniques suggested included raised crosswalks.
- Expand bike lanes along High Street, including bike parking and Hubway stations at train station.
- Move the bus stop from in front of the liquor store at 440 High Street and relocate it with a bus shelter.
- Enhance pedestrian circulation, movement and safety within the business district with:
 - Raised crosswalks
 - Improved lighting.



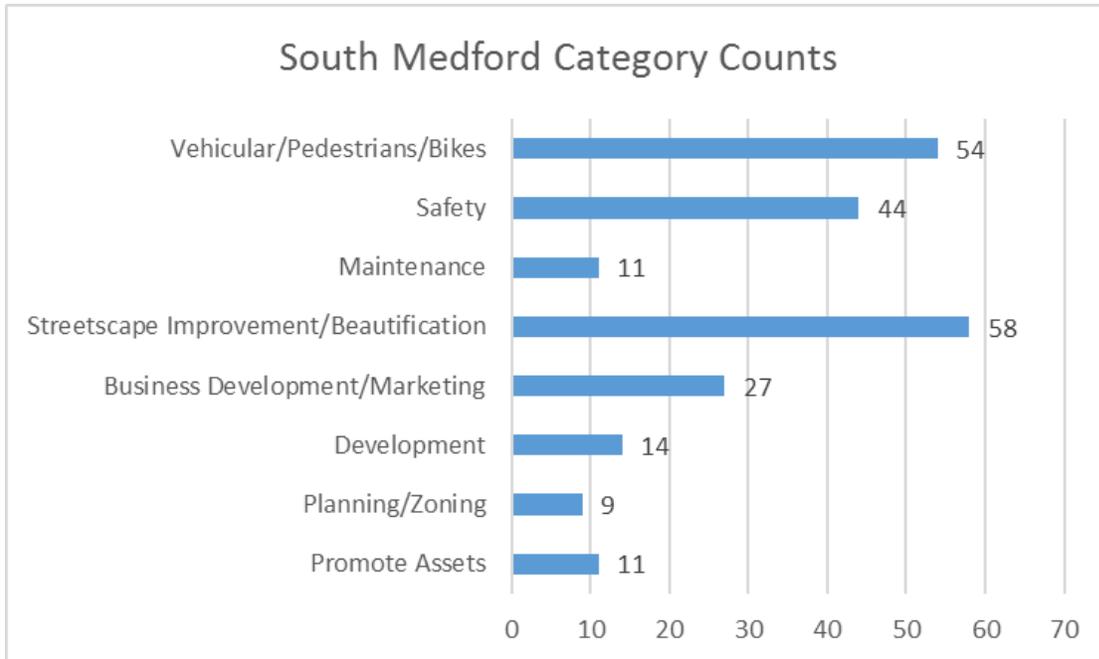
West Medford Community Meeting, Brooks School, March 16, 2016.

SOUTH MEDFORD

South Medford wanted most to see Streetscape Improvements, closely followed by changes in Vehicle/Pedestrian/Bike Circulation, and followed to a lesser degree by improved Safety.



South Medford Community Meeting, Fire Department, March 23, 2016.

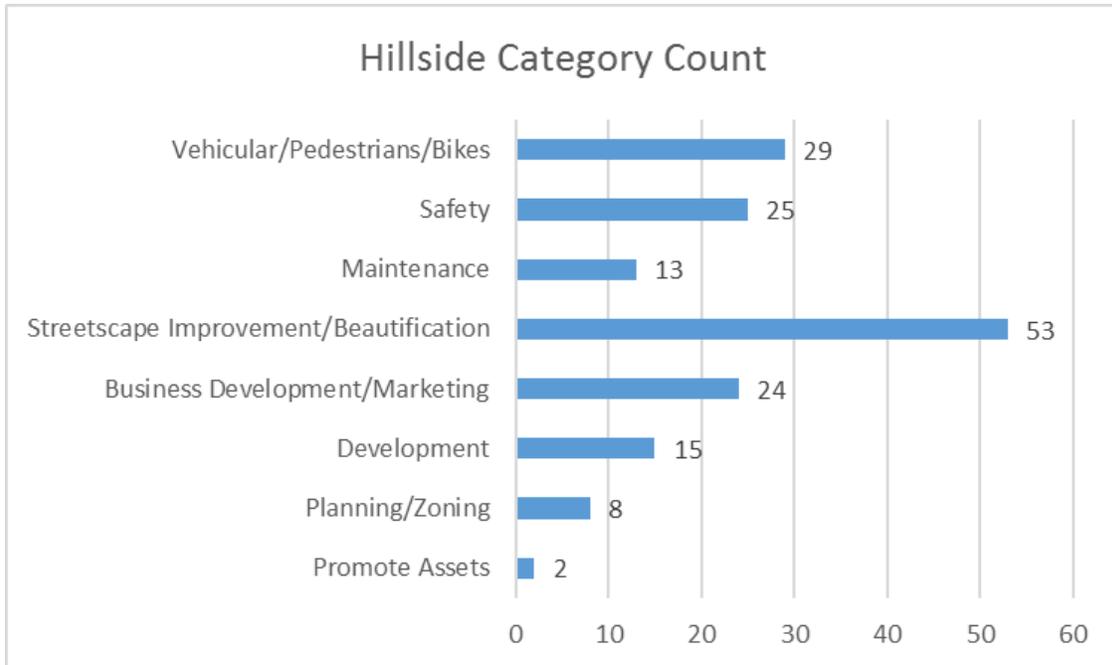


The drivers for Streetscape Improvements/Beautification for South Medford included:

- Implement storefront façade improvements.
- Establish a community garden at Tufts Park.
- Add trees, plantings, flowers, and benches;
 - in particular, provide a welcoming landscaped triangle area where Main Street splits between Main and Medford streets.
- Install more street lights.
- Improve signage, add banners.

HILLSIDE

Hillside participants expressed the most desires for Streetscape Improvements relative to their other comments, wanted Circulation improvements second, and almost tied their comments for improved Safety and for better Business Development and Marketing.



The main comments about Streetscape Improvements in Hillside were:

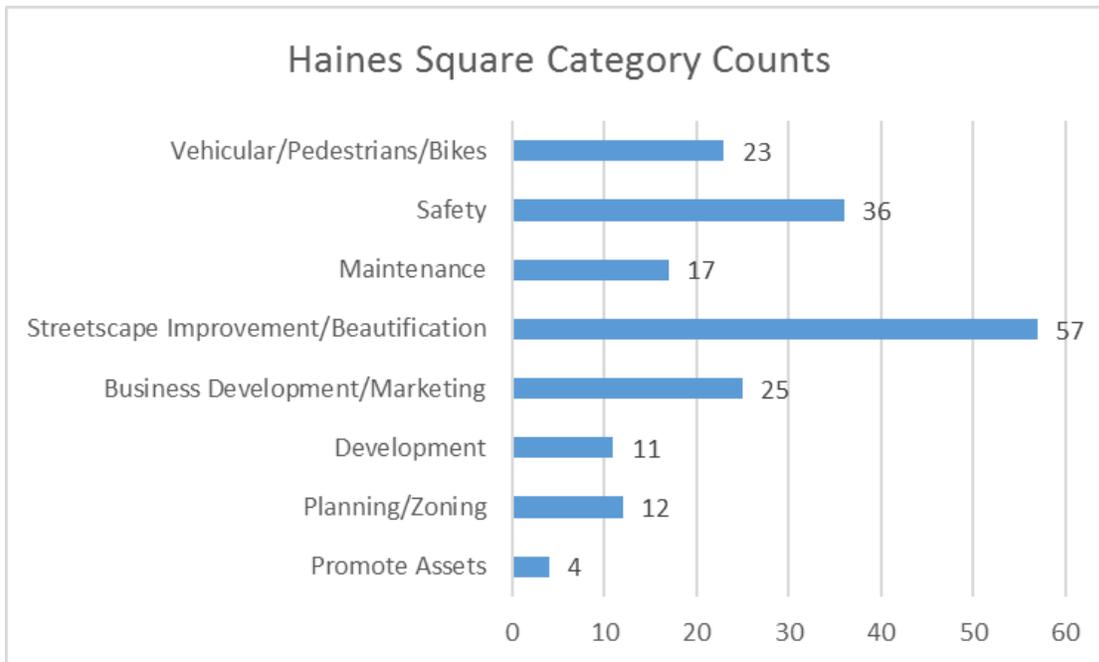
- Install banners.
- Add trees and planters.
- Improve lighting.
- Add public art at bus stops.
- Install benches.



Hillside Community Meeting, 574 Boston Ave, March 9, 2016.

HAINES SQUARE

Haines Square was the business district that expressed the strongest desire for Streetscape Improvements, followed by Safety, and then Business Development and Marketing.



The main comments about Streetscape Improvements/Beautification in Haines Square were:

- Implement storefront façade improvements.
- Add trees, plantings, flowers, parklets.
- Create a public plaza at the intersection of Spring Street and Salem Street.
- Enhance the frontage along Stop & Shop plaza, including landscaping the parking lot.
- Install welcome signs.
- Install pedestrian-scale lighting.



Haines Square Community Meeting, Roberts School, February 3rd, 2016.

6.0 RECOMMENDATIONS

Informed by the results of the Community Engagement process, the Business and Economic Development Committee (BEDC) of the Transition Team gathered suggestions to best prepare for the future of Medford. Throughout the series of public engagement meetings, it was apparent from listening to the various residents, business owners and community leaders that now is the time to set the platform for transformational change throughout the city. The ideas shared during these meetings were examined and categorized by the BEDC, whose members also conducted additional research, resulting in the following recommendations being offered for consideration.

6.1 MEDFORD ECONOMIC DEVELOPMENT

NEW BUSINESS OUTREACH

- Consider forming an Office of Economic Development and Planning under which would be grouped the functions of Community Development, Planning, and Transportation. The Office of Economic Development and Planning could plan strategies and guide development and implementation.
- The existing Office of Community Development could play a vital role as part of that new organizational structure by overseeing licensing, permitting, zoning and grant writing.
- Additional emphasis should be placed on new business recruitment as well as servicing the needs of existing businesses, transportation, and communications.
- The City should consider consulting with MAPC for technical assistance to determine best organizational practices to accommodate the expanded economic development initiatives that the community wishes to undertake.
- Hire additional staff: specifically, an Economic Development Planner, Geographic Information System Planner and Transportation Coordinator. Additional staff will position the City to better market, recruit and respond to emerging trends and development opportunities.
- Establish an Economic Development Council (EDC) to create partnerships between the industrial and business communities and City Government. The focus of the Council is to ensure that businesses thrive in Medford as well as attract businesses interested in locating here.
- EDC can assist in identifying best practices along with what is currently working well and identify opportunities to help streamline City processes.
- Establish a “How to do Business Guide” for the City of Medford to help streamline the permitting process and attract new businesses.

- Cultivate and strengthen relationships with Tufts University;
 - Discuss “Town Gown” issues and opportunities with Tufts President, administration and faculty;
 - Explore targeted business amenities (how to draw students to Medford Square), housing and other opportunities in Medford (i.e. Grandfather’s House, South Street).
- Investigate the feasibility of creating a business mentor program to assist new businesses who are looking to start up in the City.
- We recommend that the City consider an integrated rebrand that includes a revitalized and interactive web site, publicity campaigns that target regional audiences in applicable commercial sectors, social media presence, and traditional media outreach that feature Mayor Burke, i.e. byline articles, etc.
- There should also be an emphasis on positioning economic development opportunities along the Green Line extension corridor and in Medford Square.

EXISTING BUSINESS SUPPORT

- Investigate ways to offer low-interest loans to business owners for upgrading their property.
- Listening Tour - Conduct a series of listening outreach meetings with existing businesses and major property owners.
- Investigate opportunities to encourage private investment in business façades by offering a façade enhancement program.
- Collaborate with the Chevalier Theater Board and Commission to discuss long-term vision.
 - Consider opportunities for public/private partnership to enhance the vibrancy and usage of the Chevalier Theater.

LICENSING AND PERMITTING

- Create a one-stop permitting process for businesses and residents.
- Investigate the feasibility of co-locating under one roof the Building Department, Electrical, Community Development, Health Department and Fire Prevention.
- Encourage collaboration between City departments.
- Consider hiring a permitting ombudsman that will provide single point of contact for projects.
- Create a new City website, that would be more interactive for City Departments and resident/business;
 - Expand opportunities for online permitting/bill payment.

CITY COMMUNICATION

- Empower and encourage city departments to post and update various information about their departments via webpage.
- Post all meeting schedules with agendas in one central location on the city's website.
- Transparency: consider having all City Council and regulatory board meetings taped, televised and archived on the City Website.
- Consider mandatory yearly educational training for all key permitting staff, elected and appointed officials.
- Leverage local talent of area residents by creating a platform for residents to provide technical assistance to the City.
 - This can be accomplished by creating a talent bank or volunteer form where residents can submit their qualifications to participate in helping on various municipal boards, special projects, etc.

VISITOR PROMOTION

- Attract destination businesses: breweries, climbing gyms, a conference center, bars, other venues for nightlife and music, and allow outdoor seating.
- Market Medford to Tufts staff and students;
 - Encourage businesses to offer discounts to Tufts students and staff with ID.
 - Get Tufts' shuttle bus to loop through Medford Square.
- Improve trash pickup in Medford Square to enhance appearance throughout the week. Engage Waste Management to explore better solutions.
- Create and implement marketing campaigns.
- Promote Medford on social media including Twitter, Facebook and Pinterest.
- Include surrounding communities to promote Medford promotion; emphasize that market is broader.
- Leverage amenities:
 - Mystic River recreation and associated parks (McDonald Park)
 - Middlesex Fells
 - Medford History
 - Condon Shell

6.2 STRATEGIES FOR ECONOMIC DEVELOPMENT

CITY INITIATIVES

- Based on the community input from the Committee's March 2016 meetings, update sections of the Sasaki Medford Square Master Plan.
- Update zoning to reflect the community's vision for lively and mixed-use business districts.
- Draft Development and Design Guidelines (adapted from the Sasaki Master Plan) and circulate them to business and property owners and to the public for feedback and ratification.
- Through the Complete Streets program, examine roadways to better serve pedestrians and cyclists, create contiguous parcels of developable land, and allow direct access to the Mystic River. Propose road diets, street closings, eliminations of access ramps, and grounding of portions of elevated roads, all of which will result in more land for public amenities and private development.
- Implement the Medford DCR Mystic River Master Plan, to increase access to the Mystic River and create recreational opportunities. Coordinate with DCR and other stakeholders to develop an action plan with a timetable for achieving access to the River.
- Establish a Beautification Program, possibly including a Façade Improvement program, and a cohesive plan for public realm amenities: street trees, lighting, sidewalk widening, outdoor eating, planters, benches, bike racks, and other.
- Clarify roles, responsibilities and frequency of service in a comprehensive Maintenance Program.
- Establish policies and enforcement procedures for a Parking Program.
- Strengthen the role, enforcement, and effectiveness of Public Safety.
- Become our own "CEO" and proactively market Medford's great variety of assets.

INCENTIVES FOR PRIVATE DEVELOPMENT

- Issue Requests for Proposals (RFPs) for city-owned parcels, consistent with an updated Medford Square Master Plan.
- First, conduct RFI events with potential developers to solicit ideas.
- Outreach to interested businesses, property owners and developers.
- Establish a process for property and business owners, and developers, to use the Development and Design Guidelines and for the city to review and enforce them.

- Establish a process for identifying soft/available properties and near-term development opportunities.
- Explore the feasibility of establishing a Façade Program, with grants and low-interest loans for property owners who participate.
- Explore TIFs and other tax incentives as means to attract desired development.

MARKET ANALYSIS AND METROPOLITAN AREA PLANNING COUNCIL (MAPC)

The MAPC is the regional planning agency serving the people who live and work in Metropolitan Boston. Their mission is to promote smart growth and regional collaboration. The resources and opportunities for collaboration with MAPC are many and varied. Once the City engages them for Market Analysis, Best Practices and planning advisement, the City should remain involved with the organization to aid in coordinating planning efforts among neighboring municipalities.

- Engage the Metropolitan Area Planning Council (MAPC) to perform a Market Analysis, receive advisement on Best Practices for economic and business development, and inform planning decisions.

Next Steps:

- Approach the MAPC under advisement from the Office of Community Development and the BEDC to determine the appropriate scope of a city-wide market analysis;
- Use the Market Analysis to inform economic and zoning planning efforts using Best Practices; and
- Continue to work with MAPC during planning efforts to use their resources and to maintain coordination with adjacent municipalities.

WYNN CASINO

- Channel nearly \$1 million dollars a year of mitigation payments from the Wynn Casino to support and spur economic activity throughout the various business districts.

ECONOMIC DEVELOPMENT SELF-ASSESSMENT TOOL

- Consider participating in Northeastern University's Economic Development Self-Assessment Tool;
 - EDSAT helps communities identify and promote their "deal makers" that foster economic growth and opportunity by surmounting the "deal breakers" within their control.
<http://www.northeastern.edu/dukakiscenter/resources/economic-development-self-assessment-tool/>

7.0 TRANSPORTATION IMPROVEMENTS

Consider hiring a traffic engineer or transportation planner who has a comprehensive understanding of MassDOT's Healthy Transportation Policy.

<http://www.massdot.state.ma.us/Portals/0/docs/GreenDOT/DirectiveHealthyTransportation.pdf>

GREEN LINE EXTENSION

- Proactively collaborate with the MBTA and their consultants to identify opportunities and challenges for the city related to the upcoming Green Line Extension College Ave Station.
- Collaborate with the City of Somerville in investigating opportunities for transit-oriented development around Ball Square, College Ave and potential Route 16 stations.
- Hold public visioning sessions to engage area residents and businesses around the new transit stations.
- Develop a comprehensive strategy for setting the platform for prosperous new growth around the new transit stations.

ROUTE 16

- Coordinate with MassDOT and DCR to effect changes to Route 16 and access to the Mystic River. The Mystic River is an important asset to Medford and there is a desire to highlight the river and incorporate it into the future planning of Medford Square. The intersection of Main Street (owned by Medford) and the Mystic Valley Parkway (Route 16, owned by DCR and MassDOT) is an impediment to embracing the river at a location adjacent to, and potentially part of, Medford Square. The City and DCR should review recent improvements to McGrath Highway in Somerville, transforming it into a ground-level boulevard, as an example of what can be accomplished with Mystic Valley Parkway at Main Street.
<http://www.massdot.state.ma.us/groundingmcgrath/Home.aspx>
- The existing Route 16 overpass is clearly ageing and the supporting columns are currently under repair. The design and purpose of the overpass may be outdated and does not support the economic and business development of Medford Square, which includes expansion of Medford Square and focusing on the Mystic River as a public amenity and asset. The Route 16 overpass and general layout of the ramp system impacts the area by impeding potential connectivity and expansion of the square with the Main Street and Mystic Ave areas and the Mystic River. The intersections of the "on" and "off" ramps with Main Street are infamous for being dangerous and poorly designed. Thru traffic on Mystic Valley Parkway travels "over" Medford Square, which does not align with the desire to increase visitation to Medford Square.

Next Steps:

- Recommend to MassDOT and DCR that an alternative to the replacement of the Route 16 overpass over Main Street be considered, and that Medford is interested in a partnership similar to what Somerville and MassDOT accomplished with “Grounding McGrath”;
- Work with MassDOT and DCR to review existing available information and gather more information. This may include review of older studies or assessments, Requests for Information, or studies to determine feasibility and limitations. A study similar to “Grounding McGrath” could be conducted in partnership with MassDOT and DCR; and
- Incorporate the redevelopment of the Public Safety parcel into plans for the Mystic Valley Parkway (Route 16) and Main Street intersection. Identify infill development opportunities to expand and bridge Medford Square to the south side of the Mystic River.

COMPLETE STREETS

- Continue to plan for Complete Streets throughout Medford, giving priority to those streets mentioned by residents as having the potential to stimulate economic growth through streetscape improvements: widened sidewalks, outdoor dining, streets trees and landscaping, pedestrian-scaled lighting, and bike lanes, all bringing more foot traffic to existing and new businesses.
- When resurfacing roadways or implementing infrastructure projects throughout the city, use as a guidance MassDOT’s Complete Street Policy: www.massdot.state.ma.us/GreenDOT/HealthyTransportation/CompleteStreets.aspx

BICYCLE INFRASTRUCTURE

- Improve the bicycle infrastructure within the business districts and throughout the City.
- Support and implement the Medford Bicycle Master Plan.
- Create and implement bicycle infrastructure design and construction standards in alignment with the Complete Streets Policy.
- Engage the MBAC for advisement to amend Zoning regulations to include bicycle parking, connectivity and infrastructure requirements in building and development projects.
- Involve MBAC in the permitting process to ensure project compliance with zoning regulations regarding bicycle infrastructure and consistency with the Bicycle Master Plan.

TRANSPORTATION DEMAND MANAGEMENT

- In an attempt to reduce vehicle trips and promote various Transportation Demand Management Strategies for existing and future Medford businesses, investigate the feasibility of creating a Transportation Management Association, http://www.masscommute.com/tma_members/.

PARKING MANAGEMENT

- Consider revisiting the Parking Program by facilitating a series of public forums;
 - provide an opportunity for the city and Republic Parking to review program objectives and share data relating to parking kiosks;
 - allow residents to be part of solution for moving forward;
 - will help explain why parking management is a necessary tool to assist parking turnover in the business districts.
- Investigate best practices: what works/doesn't work in other communities like Somerville/Cambridge as it relates to parking management;
 - engage Metropolitan Area Planning Council to assist with further investigation.
- Consider engaging Republic Parking to undertake a parking assessment of existing conditions to help better frame the need for the kiosks. The assessment should consider examining opportunities to:
 - provide signage and wayfinding information
 - establish pricing and time limits
 - optimize the parking supply
 - enhance the downtown environment
- Review the revenue to be generated from the parking management program and how money is to be used;
 - explore ways of designating portions of the funds to specific business district enhancements;
 - identify local business champions to help tell story of successes and challenges of the parking program.
- Consider appointing a City Parking Czar at City Hall to assist with resident/business relations.
- Continue to provide parking ambassadors/assistants to help citizens and answer questions.
- Investigate the feasibility of establishing a citywide residential sticker program, similar to Cambridge, Somerville and many other communities;
 - Residents of Medford should feel welcomed in other parts of the city and encouraged to shop local.

8.0 EXISTING BUSINESS DISTRICT REVITALIZATION

The recommendations in this section focus on the business districts of Medford Square, West Medford Square, South Medford, Hillside, Haines Square and the emerging districts of Wellington Circle, the Mystic Ave Corridor (Route 16/Route 38), and the East Medford Commercial/Industrial Area (Route 16/Route 28/Riverside Ave/Spring Street/Freedom Way).

- Based on the visions articulated for each business square, consider a comprehensive overview of existing Zoning Ordinance based on these visions;
 - Identify what is working well and amend sections that are dated or do not capture the community's vision.
- Establish a Design Review Board (DRB) that would provide timely input to all new development projects, major renovations, and signage in the city's established and emerging business districts
 - Establish design guidelines for each of the business districts;
 - Develop a clear charter for the DRB, with specific triggers for engagement.

In examining suggestions for the following business districts, building on the numerous comments received during visioning meetings, the BEDC offers the following recommendations.

8.1 MEDFORD SQUARE REVITALIZATION

See Community Visioning inputs from March 2016 (Section 6).

UPDATE THE MEDFORD SQUARE MASTER PLAN

- Building on past studies and reports, update the Sasaki Medford Square Master Plan sections based upon community input.
 - Hold Community meetings to provide brief overview of highlights from the 2005 Master Plan and from the March 2016 meeting;
 - Use the community visioning inputs collected in March 2016 to expand on various elements, themes and ideas that have been provided by the public;
 - Engage MAPC to assist with this process;
 - Engage the community on new ideas and promotion for Medford Square (Social Media, Medford Transcript, Town Hall meetings).
- Consider amending zoning, or establishing a Medford Square Overlay District, to provide more flexible mixed-use zoning where needed.
- Actively engage the Medford Chamber of Commerce and Tufts University in participating in the Medford Square Master Plan.

- Perform Traffic Assessment of existing roadway conditions in the downtown, to identify where changes in traffic patterns are necessary, and to target infrastructure investments.
- Enhance pedestrian, bicycle and traffic movement throughout the business district by examining opportunities for implementation of a series of traffic calming solutions.



Traffic patterns in Medford Square need to be examined.

ISSUE REQUESTS FOR PROPOSALS

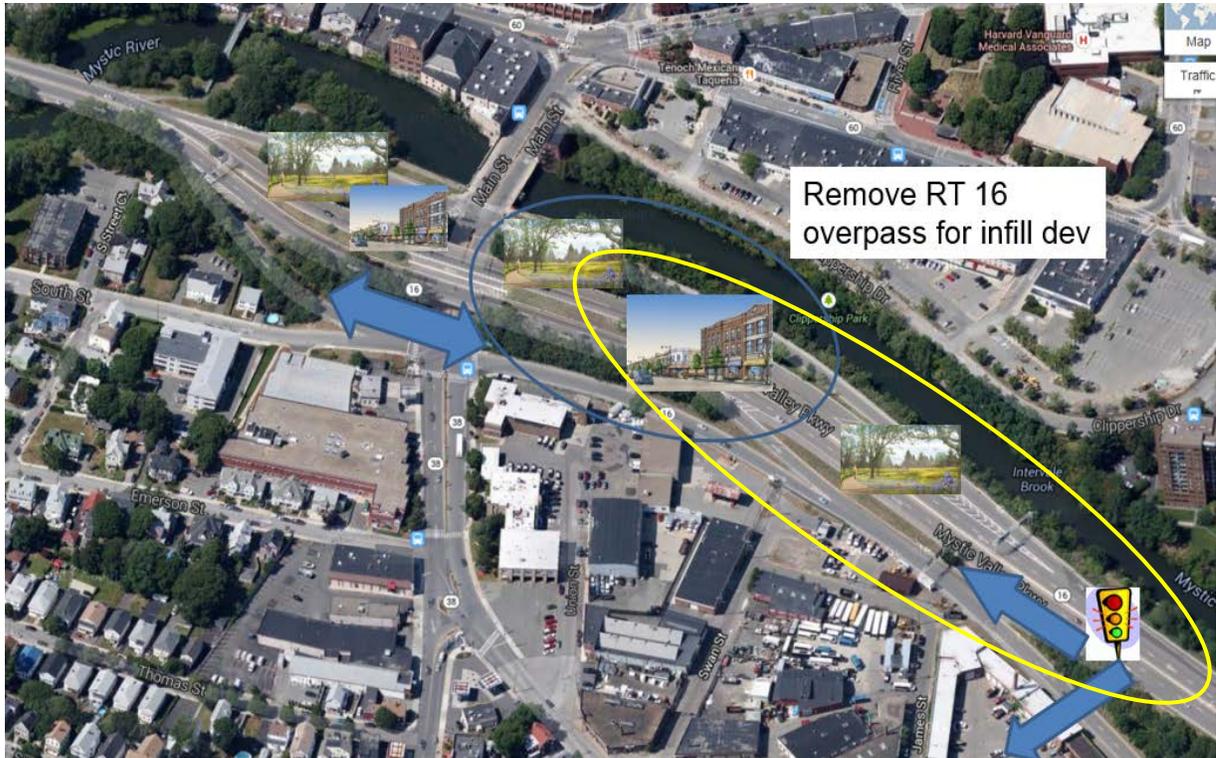
- Based upon Community Visioning inputs, with assistance from MAPC, consider issuing Requests for Information for municipally-owned land in Medford Square;
 - The process may provide the City with the opportunity to engage area developers around ideas for City parcels, prior to preparing formal RFPs;
 - Include elements, ideas and suggestions from residents/businesses to help guide development.

IMPLEMENT DCR MYSTIC RIVER MASTER PLAN

- Cultivate a working relationship with DCR;
 - DCR controls the majority of land along the Mystic River; the City should work closely with DCR to implement the 2009 Mystic River Master Plan.
 - Create a Mystic River Greenway Committee to ramp up outreach to community members and organizations such as the Mystic River Watershed Association, Friends of the Mystic River and the Medford Chamber of Commerce.

REMOVE ROUTE 16 OVERPASS

- Investigate the feasibility of removing the Route 16 overpass to reconnect and extend Medford Square to Mystic River, while recovering land for infill development and public open space along the Mystic River. Mirror the process that the City of Somerville is currently undertaking with the McGrath Boulevard Project.
<http://www.massdot.state.ma.us/highway/HighlightedProjects/McGrathBoulevardProject.aspx>



Remove the Route 16 overpass to create land for infill development and access to the Mystic River.

RELOCATE POLICE AND FIRE STATIONS

- Investigate the feasibility of selling the municipal land where the current police and fire stations are located and build new station with proceeds from infill development to help pay for a new facility.
- Establish special legislation to facilitate this process, with proceeds from sale of municipal land and future taxes being allocated to pay down debt of new facilities
- Unique opportunity to reconnect this part of the City to Medford Square, while providing opportunities for public open space along the Mystic River
- Engage Wynn Casino in conversation about creating a water shuttle along the Mystic River between Station Landing, Assembly Square & Wynn Casino;

- Leverage water shuttle in Medford Square to create infill development opportunities.

RELOCATE POST OFFICE

- Transfer federal Forest Street Post Office to city of Medford, identify alternative location for the post office. The location of the Post Office building is in a premier location in Medford Square between Salem Street and the Chevalier Theater and impacts future improvements to this area. This stretch of Forest Street has a high potential for redevelopment to include first floor retail mixed use with active pedestrian use. A USPS distribution center in an environment like this is misplaced. According to the Overview of Federal Real Property Disposal Requirements and Procedures (<https://www.fas.org/sgp/crs/misc/R43818.pdf>) The USPS has independent disposal authority. The City of Medford can deal directly with the USPS and negotiate a land transfer/lease/purchase in accordance with any agreements between the USPS and the GSA. Having a feasible proposal that provides minimal disturbance to USPS operations as well as a financial benefit will facilitate cooperation from the agency.

Next Steps:

- Approach the United States Postal Service to determine the feasibility of a land transfer, lease agreement, or purchase revolving around the relocation of the Medford distribution center on Forest Street. Determine what the existing plans are for the facility and gather information relevant to preparation of proposal that meets the needs of stakeholders.
- Identify potential locations for a new distribution center if required. The location should meet the requirements of the USPS.
- Coordinate the redevelopment of this parcel into any economic plans, business plans, master plans or re-zoning efforts for the Medford Square. This will position the City to take immediate action and facilitate the conversation.
- Prepare a Draft Proposal for discussion and coordination purposes. This proposal should align with the economic and business plan of the City as well as any master planning or re-zoning efforts. This proposal should also provide minimal disturbance to the operations of the USPS as well as provide a financial benefit to the agency.

ESTABLISH MEDFORD SQUARE MAIN STREETS

- Establish a Medford Square Main Streets program, as recommended by the Sasaki Master Plan (pp. 50-52);
 - Incorporate Medford Square Main Streets as a 501(c)3 non-profit, tax-exempt corporation and establish by-laws;
 - Recruit board members, committee members and hire an executive director;
 - the Committee's functions are to:

- design standards to create a cohesive, attractive district and retain architectural features of historical significance;
 - focus on improvement of the retail mix to yield a more viable commercial district while retaining and building existing businesses;
 - focus on enhancing the district's image as an attractive environment in which to do business;
 - ensure the effective functioning, funding and capacity building of the organization.
- Funding for this program can come from a variety of sources: City of Medford, Community Development Block Grant, Community Preservation Act fund, Linkage ordinance, Foundation Grants, "Corporate Buddy", Business Improvement District, Memberships, and Events.

DEVELOP PARTNERSHIPS

- Develop Community Partnerships
 - Local projects
 - Community Groups such as community gardens
 - Adopt-a-Site has not been successful in the past but could still be viable opportunity.
 - Tufts University
 - City to create opportunities for community service projects such as the 2005 painting of Condon Shell by Tufts students.
 - Reach out to campus groups to build awareness of Medford's assets (environmental, outdoor activities, service)
 - Work with Tufts and MBTA to investigate a better route for the #96 bus connecting Tufts to Medford Square.

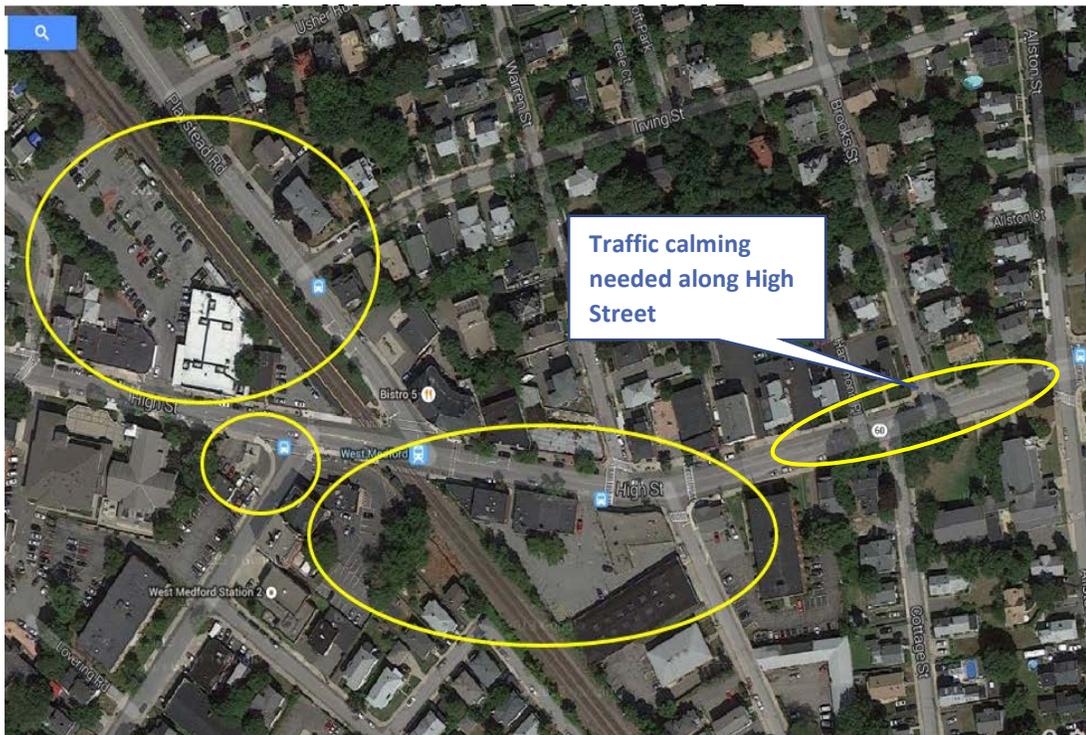
ENHANCE ATTRACTIVENESS OF MEDFORD SQUARE

- Assist local businesses in defining a refuse, maintenance and cleaning program.
- Enhance gateways into Medford Square with visually intriguing signage, banners, public art, and other markers.
- Celebrate the history of Medford throughout the city.

8.2 WEST MEDFORD REVITALIZATION

See Community Visioning inputs from March 2016 (Section 6).

- Enhance pedestrian, bicycle and traffic movement throughout the business district by examining opportunities for implementation of a series of traffic calming solutions.
- Capitalize on the access to the MBTA Train Station and proximity to Boston in considering issuing Request for Interest (RFIs) to developers for municipally owned land (parking lot).
- Engage MBTA as to their interest in collaborating on this effort.
- Collaborate with the owners of the Rite Aid building and Post Office for consideration of redevelopment.



West Medford Infill development opportunities

8.3 SOUTH MEDFORD REVITALIZATION

See Community Visioning inputs from March 2016 (Section 6).

- Enhance streetscape through improvement and beautification projects.
- Reconfigure the triangular area at the fork of Main and Medford Streets adding landscaping, trees, planters and benches.
- Add attractive lighting and signage to create welcoming entrance to South Medford.
- Incorporate safety techniques including visible crosswalks, bollards, etc. around the newly created space at the triangular intersection area.
- Utilize Tufts Park for community promotion. This could include events, public garden, etc.
- Implement storefront façade program.



8.4 HILLSIDE REVITALIZATION

See Community Visioning inputs from March 2016 (Section 6). Streetscape Improvements relative to other categories was the highest comment section from citizens.

- Implement upgrades including trees, planters, banners and benches.
- Implement attractive street lighting.
- Incorporate public art.
- Implement walkway improvements down Boston Ave from intersection of Boston Ave and Winthrop Street down to the College Ave intersection. This stretch of walkway is currently dark and unattractive.



8.5 HAINES SQUARE REVITALIZATION

See Community Visioning inputs from February 2016 (Section 6).



MBTA PROPERTY

- Transfer ownership of MBTA Property on Salem Street to city of Medford. The MBTA bus facility located on Salem Street in Haines Square is centrally located within a business district. The location and use of this facility impacts improvements to Haines Square. The parcel spans from Salem Street to Surrey Street and is bounded by a retail mall on the north and a residential neighborhood to the south. The frontage of the property is on Salem Street and includes a masonry building in disrepair. This masonry building is directly across the street from a major square intersection and public outdoor space. The site appears to be primarily used for storage and repair of part of the MBTA bus fleet.
- The potential for this parcel to have a positive impact on Haines Square and Medford is significant. Many comments expressed at the Haines Square Community outreach event referred to the desire to redevelop this parcel to fit into the environment of the square.
- Ideas ranged from the creation of a pedestrian-focused travel way connecting Salem Street and Surrey Street flagged on either side with market stalls or retail business; mixed-use development; and preservation of the existing structure with park space behind it.

Next Steps:

- Meet with State Representative Paul Donato to learn about discussions that may have already taken place between himself and the MBTA regarding this parcel. Partner with Rep. Donato to form a Task Force with the charge or working with the MBTA to encourage relocation or consolidation of their bus storage facilities so the Salem Street facility property can be disposed of. Depending on the information gathered at this meeting, then:
- Approach the MBTA to gather information regarding the existing plans for the facility, and to understand the timing for consolidation of bus storage facilities;
- Coordinate the redevelopment of this parcel into any economic plans, business plans, master plans or re-zoning efforts for the Haines Square area. This will position the City to take immediate action and facilitate the conversation;
- Prepare a Draft Proposal for discussion and coordination purposes. This proposal should align with the economic and business plan of the City as well as any master planning or re-zoning efforts. This proposal should also provide minimal disturbance to the operations of the MBTA as well as provide a financial benefit to the agency; and
- Include site remediation as part of any land transfer agreements due to the historic use of the property as fleet storage.

ACCESSIBILITY TO MIDDLESEX FELLS

- Improve the accessibility and connectivity to Middlesex fells along its southern border. The Middlesex Fells is an outstanding asset to the Commonwealth and the City. Leverage and market the parkland to attract potential residents and businesses to the City.
- The adjacent roadways within Medford that provide access to Middlesex Fells include Highland Avenue, Elm Street, Aquavia Road and South Border Road. Except for Aquavia Road, these roads are relatively busy, high-speed roads with limited pedestrian crossings that are poorly placed. For example, there are no crosswalks on South Border Road to bring pedestrians from the Medford residential neighborhood to the Middlesex Fells access points.
- There is also very limited pedestrian access on the park side of these roads typically consisting of "goat paths". Pedestrian crossings should be installed, and sidewalks (or multi-use paths) should be installed on the park side to increase accessibility and connectivity with the Middlesex Fells.

Next Steps:

- Approach DCR regarding the potential for increasing pedestrian accessibility and connectivity between the City and the Middlesex Fells;
- Establish an agreement with DCR regarding scope of work and coordination between the City and DCR;
- Consult with the MBAC and Walk Medford to prepare a Draft Proposal for discussion and coordination purposes. The proposal should include improvements to the city-owned Wrights Pond access.

SALEM AND ROOSEVELT ROTARIES AND ROUTE 16 INTERCHANGE

- Improve safety, pedestrian access, and connectivity at the Salem Street rotary, Roosevelt Circle rotary, and Route 16 interchange. Interstate 93 approximately bisects the City at the eastern edge of Medford Square and has a large impact on all modes of transportation throughout the City. The interstate also poses a significant challenge to the City regarding connecting neighborhoods and business districts via pedestrian and bicycle routes. Working with MassDOT on these three highway interchanges have the potential for significant improvement.
- The Salem Street rotary has inadequate pedestrian travel ways that include crosswalks located on the on and off ramps and minimal lighting.
- Roosevelt Circle is infamously dangerous with vehicles traveling at high speeds and entering the rotary without caution from the northbound side. The sidewalks and pedestrian crossing are in disrepair and do not meet accessibility standards.
- The Route 16 interchange is infamously dangerous for cyclists traveling from Harvard Street or Mystic Avenue to the Fellsway. The Route 16 interchange is adjacent to pedestrian and bicycle access to the Mystic River Reservation multi-use pathway system and safety improvements to bring this interchange to current standards would result in a significant positive impact to the communities in Medford separated from the rest of the city by Interstate 93.

Next Steps:

- Identify any incomplete mitigation agreements between MassDOT and the City regarding the construction of these three interchanges;
- Approach MassDOT regarding the potential for increasing pedestrian and bicycle accessibility and connectivity at these three intersections;
- Establish an agreement with MassDOT regarding scope of work and coordination between the City and MassDOT;
- Consult with the MBAC and Walk Medford to prepare a Draft Proposal for discussion and coordination purposes. The proposal should include improvements to pedestrian safety, access, and connectivity; and
- Initiate a program with MassDOT under advisement of the Medford Arts Council to provide murals or other artistic beautification at the Salem Street underpass.

9.0 EMERGING BUSINESS DISTRICTS

In addition to the well-established business districts of Medford, some potential new districts are also emerging that could be the focus of the city's future economic development. These are Wellington Circle, the Mystic Ave Area, and the East Medford Commercial/Industrial Area.

The city administration should have a plan for these areas, meet with property owners and potential developers to communicate preferences for development, and potentially provide incentives. City administration should investigate these areas quickly as high development potential in the near term.

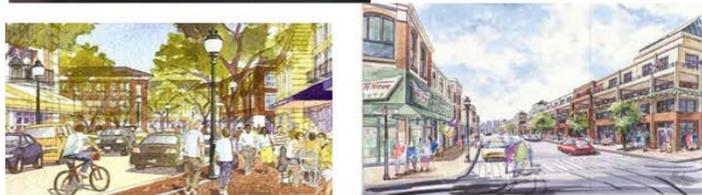
9.1 WELLINGTON CIRCLE REVITALIZATION

- Engage MassDOT and Wynn Casino in investigating the feasibility of re-designing Wellington Circle to create "Wellington Square".
- Leverage private investment to go after State and Federal Funding to help solve the long- standing traffic issues at Wellington Circle.
- Examine enhancing pedestrian movement throughout the district.

Future "Wellington Square"

Traffic Mitigation from Wynn Casino can:

- Stimulate new economic growth
- Re-connect area neighborhoods
- Substantial Infrastructure Improvements
- Enhance connectivity to the Mystic River & nearby recreational amenities
- Access to State Funding – Massworks, ICUBED , etc to assist with infrastructure improvements
- Consider implementation of DIF, BID or other to enhance district

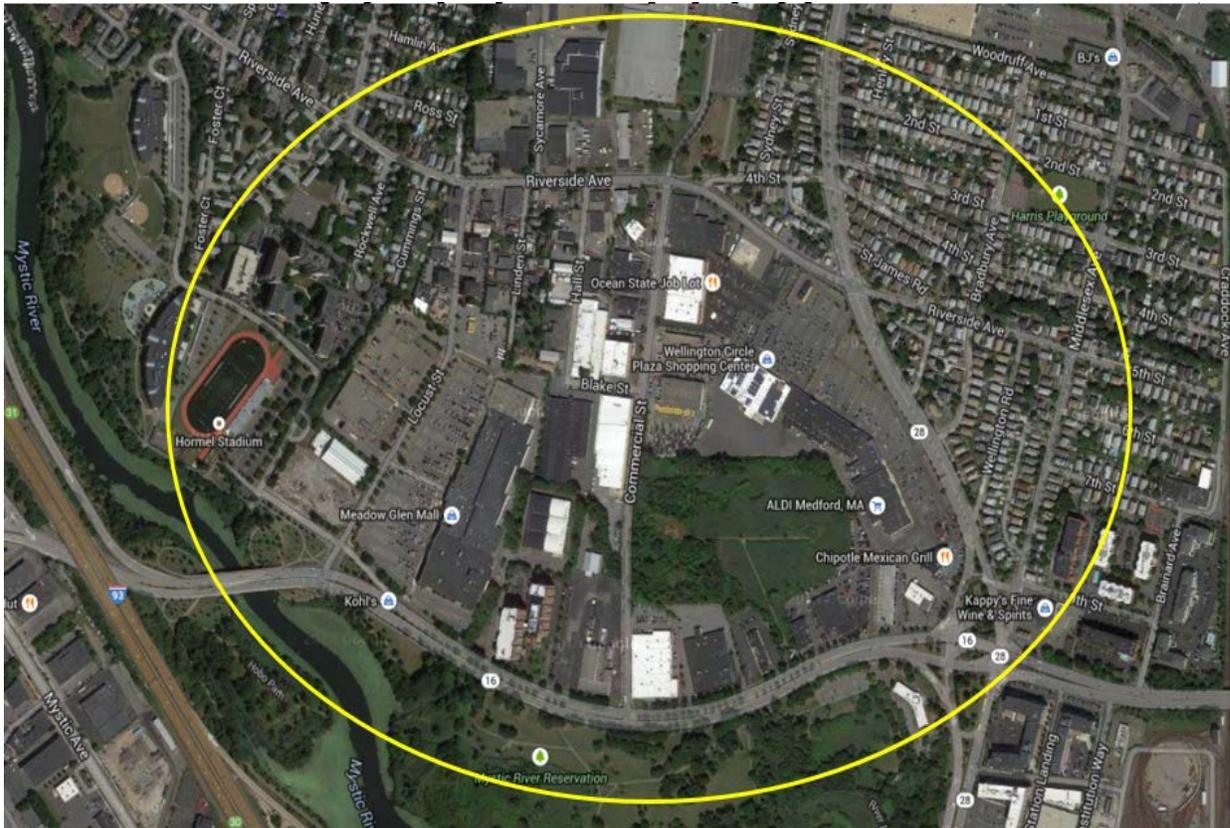


9.2 MYSTIC AVE CORRIDOR (ROUTE 16/ROUTE 38 CORRIDOR)



- Consider rezoning the Mystic Ave Corridor (Route 16/Route 38) to promote quality development consistent with the community's desires and economic conditions (see photos below). Collaborate with MAPC to investigate existing zoning based on market conditions.
- Hold series of public meetings to solicit comments from area residents, businesses and community leaders as to their desire for this corridor.
- Route 38 (Mystic Ave) is in desperate need of a "Road Diet". Engage MassDOT and perform traffic assessment to enhance pedestrian and vehicular movement.

9.3 EAST MEDFORD COMMERCIAL/INDUSTRIAL AREA



Route 16, Route 28, Riverside Ave, Spring Street and Freedom Way border the East Medford Commercial/Industrial Area.

This is an area mostly zoned for low-density commercial and industrial uses. It encompasses the Meadow Glen Mall, where a Wegmans supermarket is under construction, and the site of the vacant, former Shaw's supermarket where the proposed Locust Street residential development is located. Older, small-scale industrial uses present opportunities for turnover. This could be Medford's new mixed-use neighborhood.

- Develop a vision for the East Medford Commercial/Industrial Area for future development.
- Hold community meetings with citywide residents as well as residents of the surrounding neighborhoods, to develop a vision for the area.

Establish development guidelines consistent with this vision, including mixed-use, higher density zoning, ground-level retail to animate the neighborhood, pedestrian, bike and shuttle connections to Wellington Circle, and improved access to the parks and open spaces of the area.

10.0 STRUCTURES AND RESOURCES FOR IMPLEMENTATION

Federal and state level agencies provide opportunities for collaboration, partnership and coordination. An excellent example of collaboration between the city and state is the Community Compact Agreement. This agreement between the state and city is a way for Medford to take advantage of state technical, financial, and regulatory resources while implementing programs for the betterment of the City. The Community Preservation Act, which recently passed in Medford, is another great example of the state and the city coming together for the improvement of the community.

10.1 RECENT STATE-LEVEL ACTIONS

COMMUNITY COMPACT AGREEMENT

- A Community Compact Agreement with the Commonwealth of Massachusetts was signed on March 10, 2016. This agreement aligns with and supports the recommendations of the BEDC and will help establish policies and practices that will guide and coordinate the implementation of these recommendations. The City of Medford's commitments as part of the agreement with the state include:
 - Housing and Economic Development - Infrastructure: Medford has applied to the Metropolitan Area Planning Council's (MAPC's) District Local Technical Assistance (DTLA) program in pursuit of assistance carrying out a public process aimed at invigorating revitalization efforts in Medford Square through research and stakeholder engagement. The goal is to identify development sites and to undertake the necessary steps to enhance site readiness by ensuring the appropriate zoning, permitting, and land assembly.
 - Transportation/Citizen Safety - Complete Streets: In an effort to provide safe access for pedestrians, bicyclists, motorists and users of public transportation, Medford obtained funding from MassDOT on June 10, 2016 through the Commonwealth's Complete Streets Grant Program, which gives preference to cities and towns that have entered into a Community Compact. Medford is certified through MassDOT and will demonstrate the regular and routine inclusion of complete streets design elements and infrastructure on locally funded roads.
 - Financial Systems Integration: Medford has hired and is working with a consultant to explore moving to a single financial system, which would provide operating efficiencies, comprehensive detailed information for all departments and the ability to provide a transparent open checkbook to the public.

During the pursuit of these commitments by Medford, the Baker-Polito Administration (the Commonwealth):

- Intends to be a reliable partner on local aid.

- Pledges to work with our partners in the Legislature toward earlier local aid formula funding levels.
- Will work to make available technical assistance opportunities for cities and towns as they work toward best practices.
- Will not propose any new unfunded state mandates, and will look at existing mandates with a goal toward making it easier to manage municipal governments.
- Will give special attention, in its review of state regulations, to those that affect the ability of municipalities to govern themselves.
- Pledges to work closely with municipal leaders to expand opportunities to add municipal voices to those state boards and commissions that impact local governments.
- Will introduce incentives for municipalities that sign Compacts in existing and proposed state grant opportunities, including proposals for technical assistance grants available only to compact communities.
- Will identify ways to expedite state reviews that can often slow down economic development opportunities or hinder other municipal interests.

COMMUNITY PRESERVATION ACT

- Medford voters approved the Community Preservation Act (CPA) in November 2015. The act directs Medford to establish a Community Preservation Fund (CPF) to be used for open space protection, historic preservation, affordable housing and outdoor recreation purposes. CPA funds are raised through an assessment on local property taxes; in Medford the charge will be 1.5%. Additionally, Medford will receive annual funds from the statewide Community Preservation Trust Fund.
- A local Community Preservation Committee (CPC) will oversee the CPA funds. City Council has passed recommending an ordinance be drafted which will define the membership, scope and duties of the committee, and oversee future CPA-eligible projects.
- These resources can be applied to promote and advance an Economic Business Plan, or support Master Plan objectives. The Community Preservation Act commission should coordinate efforts and fund allocation with recommendations within this document and any future economic, business, zoning, or master plan efforts the City takes on.

10.2 OTHER AVAILABLE STATE-LEVEL ACTIONS

DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT (DHCD)

- Collaborate with the Department of Executive Office of Housing and Economic Development in investigating opportunities.
- If judged by the Mayor and OCD to be appropriate and beneficial for Medford, apply to the Department of Housing and Community Development (DHCD) for a Smart Growth Zoning District (Chapter 40R) designation of either

- Medford Square and any contiguous area that may constitute downtown Medford or be deemed beneficial to include; or
- Other areas of high development potential.
- See Chapter 40R details in the following section.

SMART GROWTH ZONING DISTRICT (40R)

- Apply to the Massachusetts Department of Housing and Community Development (DHCD) for a Smart Growth Zoning District designation (40R) of downtown Medford or an area of future growth. The information below is selected from documents located at the Chapter 40R website. Refer to this documentation for additional and detailed information:
(<http://www.mass.gov/hed/community/planning/chapter-40-r.html>)

SUMMARY OF CHAPTER 40R

Chapter 40R encourages cities and towns to zone for compact residential and mixed-use development in “smart growth” locations by offering financial incentives and control over design. Proponents see it as a way to increase housing production and ultimately bring down housing costs in Massachusetts by creating zones pre-approved for higher density development that will attract developers. It is designed to address municipal fiscal and design concerns, as well as developer concerns.

- It is unique in providing for direct cash payments to cities and towns that create zoning overlay districts that meet location and procedural standards set out in the statute. Localities become eligible for a zoning incentive payment when they adopt the overlay and a density bonus payment (\$3,000 per unit) if and when units are built using it. There are no restrictions on how municipalities use their 40R payments.
- It allows communities to set detailed design standards for projects built in the districts and to reject projects that do not meet the standards. To address fears about school impacts, a companion law offers “school cost” insurance (Chapter 40s <http://www.mass.gov/hed/community/planning/chapter-40-s.html>).
- It offers developers a more predictable approval process. It makes allowed uses in the district allowed by right, sets a 120-day deadline for project approvals and allows denials only for non-compliance with the bylaw or design standards (or for significant impacts that can’t be mitigated by suitable conditions).
- It is an alternative to the Chapter 40B permit process in communities that have not met affordable housing goals. It gives municipalities more control and, unlike 40B, does not impose profit limits on developers.

Goals of Chapter 40R

Chapter 40R was proposed by the Commonwealth Housing Task Force (a group of academics, foundations, civic and business leaders and builders) as a way to

gradually reduce the high cost of housing in Massachusetts. It accomplishes this by directly addressing “fiscal zoning” practices (such as minimum lot sizes and the elimination of as-of-right multifamily districts) that raised housing costs and kept supply below demand. The Task Force argued that creating a large number of districts that allow smaller lot single family homes and apartments by right would spur production when market demand justified it and act to reduce land values and costs, and thereby the ultimate costs of the housing. The underlying goal was to create a surplus of zoned land so that market needs could be met efficiently and in a timely way when market demand justified new construction or the substantial rehabilitation of existing buildings. Another goal was to moderate home price inflation by enabling supply to track demand more efficiently. Chapter 40R was designed to encourage communities to adopt such zoning by offering cash payments as well as two important non-financial benefits:

- Control over the location, size and other characteristics of new projects through design standards and infrastructure certification, and;
- A way to attract developer interest by creating pre-approved districts with a fast approval process. (The law also makes it more expensive for abutters to appeal 40R decisions compared to other zoning decisions, though this provision is currently being challenged as unconstitutional in a challenge to an approval in Natick’s 40R district).

FISCAL INCENTIVES

The statute authorizes two types of payments to municipalities:

- an upfront “zoning incentive payment” (can be requested after DHCD’s final approval of the district) of \$10,000 to \$600,000 depending on the increase in the number of new units that can be built in the district as-of-right compared to the underlying zoning, and
- a “density bonus payment” of \$3,000 per unit when building permits are issued for projects using the overlay zoning or Chapter 40B (see below).
- A companion law (Chapter 40S) enacted in November 2005 provides “school cost insurance” as an additional incentive. Under Chapter 40S communities are eligible to receive payments from the State to fill the gap if approximately half of the new property and excise taxes generated by development in the 40R district plus the Chapter 70 (State school aid) payments for the public school students living in new housing developed in the 40R district does not fully cover the cost (based on the district per pupil average cost) of educating those children. The 40S payment is subject to appropriations. It is up to the municipality to request 40S payments.

SMART GROWTH IN MEDFORD

- Many areas within Medford including Medford Square could be targeted for a Smart Growth District. Development of a specific area with incentives from the

Commonwealth align with the input received by the Committee from the community engagement process regarding a desire to see redevelopment in places like Medford Square with a focus on affordable housing. A Smart Growth district will also support other recommendations within this report including taking advantage of city-owned parcels in Medford Square, embracing the Mystic River, and creating opportunities for infill developments as a result of the potential realignment of Route 16 and the redevelopment of the Public Safety parcel. These are only examples since Smart Growth Districts should be considered as a resource and opportunity when planning for the improvements of any targeted areas within the City that meet the eligibility criteria described in Next Steps below.

Next Steps:

- **Identify and select eligible locations.** The district must be located in an “eligible location,” meaning at least part of it must be:
 - within a half mile of a transit station or terminal,
 - in an area of concentrated development that is primarily commercial or mixed-use or
 - otherwise “highly suitable.”
 - The 40R bylaw or ordinance must allow as-of-right residential development of at least 8-20 units per acre, depending on building type, and requires that at least 20% of the “bonus units” (the increase in as-of-right units) be affordable to households with incomes below 80% of area median for at least 30 years.
- **Submit an Application to DHCD.** To create the district, the locality must develop a detailed application - including the zoning bylaw/ordinance and any design standards it elects to impose, hold a public hearing on it after public notice, finalize it and then submit it to the Massachusetts Department of Housing and Community Development (DHCD) for a preliminary determination of eligibility.
- **City Council Zoning Approval.** Once DHCD makes a preliminary determination of eligibility for the proposed district and bylaw, the zoning bylaw or ordinance and design standards must be approved locally by two-thirds of the City Council and finally once more by DHCD.
- **Design Review.** After the 40R zoning has received final DHCD approval, developers can apply for “plan approval” of projects. The local approval authority must file its decision within 120 days of the application and projects can only be denied for significant adverse project impacts that cannot be adequately mitigated or noncompliance with the local 40R bylaw/ordinance, including design standards. To help meet this deadline, DHCD recommends that local bylaws include language allowing for a voluntary “pre-application” review of the developer’s concept plan.

DCR AND MYSTIC RIVER MASTER PLAN

- Improve and develop relationships with state agency landowners in Medford. The land located within Medford’s borders that belongs to the Commonwealth of Massachusetts is varied; however, parkland owned by the Massachusetts

Department of Conservation and Recreation (DCR) is dominant. These parklands include the many parks within the Mystic River Reservation, and the Middlesex Fells Reservation. DCR is also the owner of the Mystic Valley Parkway (Route 16). There are state highway corridors, bridges and interchanges that are owned by Massachusetts Department of Transportation (MassDOT). These lands, especially the parklands on the banks of the Mystic, and the Route 93 corridor, have a tremendous impact on the City. These lands are currently being used by the City for positive gain in a number of different ways; however, more opportunities for coordination, collaboration and partnership with the Commonwealth for the benefit of Medford remain.

- Implement the DCR Mystic River Master Plan. The Mystic River Master Plan is a comprehensive document that includes improvements to the Mystic River Reservation, much of which is located in Medford. The areas in Medford include such as Veterans Memorial Park, Condon Band Shell, Riverbend Park, McDonald Park, and Draw Seven.

Next Steps:

- Review the Mystic River Master Plan to identify areas that can coordinated with Medford's master planning and economic planning efforts. This may include extending pedestrian and bicycle connectivity through the city, or consolidating roadway improvement projects as a cost saving measure;
- Incorporate the Mystic River Master Plan into business and marketing plans for the City;
- Request a seat at the table as a stakeholder when the Mystic River Master Plan is updated; and
- Support existing organizations such as the Mystic River Watershed Association and others that their missions are to support the Mystic River and its surrounding parklands.

CONDON SHELL

- Collaborate with DCR in the redevelopment of the Condon Band Shell in coordination with the Mystic River Master Plan (MRMP). The MRMP indicates that the City of Medford is pursuing a redevelopment of the Condon Band Shell; however, this plan was written in 2009 and it appears these efforts have been stalled. The Condon Band Shell is currently programmed through the Mayor's Office and is in need of upgrading to improve accessibility, acoustics, amenities such as restrooms, and modern performance requirements. This venue is a valuable part of the arts and culture of Medford and is a complement to the Chevalier Theatre.

Next Steps:

- In consultation with the Medford Arts Council, identify a Condon Band Shell redevelopment champion within the City to explore and identify funding opportunities.

- Establish a timeline for the design, permitting and construction of a new structure. This timeline should be coordinated with a timeline for funding.
- Advance the programming and performance scheduling of the new structure through the Parks department in consultation with the Medford Arts Council during the design phase to support funding and design efforts as well as to have a queue of performances established.

APPENDIX A
Tables of Comments from Participants
at Community Meetings

APPENDIX B

Previous Studies and Reports

Medford Square Master Plan. Sasaki Associates, 2005

The Master Plan identified six goals for the future of Medford Square, to be achieved through public and private investment:

- Create a single identity for the Square by physically and visually uniting the east and west sides.
- Encourage mixed-use vibrancy with culture, retail, office and housing.
- Enhance connections between the Mystic River, retail streets, surrounding neighborhoods, and regional open space.
- Develop the pedestrian character of the Square by balancing transportation modes.
- Achieve a higher and better use of land and create value for real estate.

To accomplish these goals, the Master Plan makes several recommendations in six chapters:

- Development Opportunities
- Civic Realm
- Mystic River
- Access and Transportation
- Retail Positioning
- Guidelines for Development

Development Opportunities

- Redevelopment opportunities in the Square center on the three City-owned parcels on the east side.
- Facilitating development on these sites will provide a catalyst for additional private investment in other areas of the Square.
- Ground floor retail is encouraged especially along Riverside Avenue and the River Street extension.
- The parking that serves retail and office uses during the day provides important shared parking resources to meet the needs of the Chevalier Theater and other venues for evening and weekend activity.

Civic Realm

- Wider sidewalks, on-street parking, and realigned streets, many with two-way traffic, will offer an attractive setting for tenants and their customers to do business.

- A consistent wayfinding and signage system will help people navigate the Square, both for those who pass through and those with a destination in the Square.
- By improving bicycle and walking trails along the river, Medford Square can become part of a more regional system of recreational connections with opportunities for alternative modes of transportation.
- On Sundays and key festival dates, Clippership Drive can be closed for casual recreational use, farmer's markets, art festivals, music events, arbor day, and other civic celebrations.

Mystic River

- New public space along Clippership Drive and improvements to existing parks should connect to the Condon band shell and surrounding open space in the Mystic River Reservation upstream.
- A continuous boardwalk along the back of the historic buildings on High Street will provide an important connection and could serve as an amenity to the businesses on these properties.
- A continuous waterfront promenade would provide opportunities for overlooks where views up and down the Mystic River will be enhanced.
- Interpretive elements and signage will offer visitors a glimpse into the continuing evolution and intertwined history of the River and the Square.

Access and Transportation

- Minimize the amount of traffic that needs to pass through the heart of the five-way intersection at Salem Street, Riverside Avenue, Main Street, High Street, and Forest Street.
- Two-way streets are recommended for local traffic headed for residential and retail areas on the east side of the Square.
- The width of each travel lane should be 11 feet on primary streets and 10 feet on secondary streets.
- Parallel parking helps to protect pedestrians from moving vehicles, serves to calm traffic, and provides short term parking. The width of the parking lane should be eight (8) feet and the length of the spaces 20 feet.

Retail Positioning

- To achieve a compact and competitive shopping environment, the overall tenant mix needs to move away from personal care tenants and ground floor office uses to accommodate more establishments that offer eating, drinking, apparel, home furnishings, and gifts.

- In order to become known as a retail destination, the Square needs to develop a more positive image, addressing marketing, operational aspects, and physical improvements.

Targeted Markets for the Retail Mix

- University Market: Restaurants, Live Music, Cafes, Coffee Shops, Specialty Foods, Take-out Food, Convenience, Grocer, Bookstores, Specialty Sports, Electronics, Outdoor and Casual Apparel and Shoes.
- Age 25-44 Population: Cafes, Coffee Shops, Children's Apparel and Shoes, Consignment/Second Hand Clothes and Home Furnishings stores, Boutique Gift Stores, Affordable Ethnic and Family Restaurants, Hobby, Pets, Home Furnishings, Furniture, Hardware, Off-price General Merchandise Stores.
- Women of the Region (who represent 80% of the shoppers): Women's and Children's Apparel, Shoes and Accessories, Bath and Body, Cosmetics, Specialty Food, Antiques, Home Furnishings, Specialty Gifts, Jewelry, Second Hand/Resale Clothes and Estate Jewelry.
- Tourists: Restaurants, Cafes, Souvenirs, Arts and Crafts, Museum Shops, Specialty Gifts, Seasonal and Weather-Related Items, Antiques and Second Hand Merchandise, Convenience.

Site Plan Approval Process

- On City-owned parcels, the developer's RFP will specify the development review process.
- For all other parcels, a more consistent process of development review is recommended to be put in place, including the adoption of development guidelines.
- Site plan approval should be issued if the development is in consistent with the development guidelines and the master plan.

Implementation

For a successful development outcome, an implementation plan must be put in place and address:

- Phasing and investment
- Strategy for the developer's request for proposal
- Public funding mechanism
- Approvals process
- Roles and responsibilities.

Private Development

- Structure the disposition process as a two-stage (RFQ/RFP) process
- Invite developers to make proposals for individual or multiple City-owned parcels
- Invite developers to propose private or public approaches to developing and managing the public parking
- Attempt to integrate private properties in the City's RFP process
- Resolve unknowns, formulate a viable phased public improvement and financing plan, and secure funding commitments to the maximum extent possible.

Overlay Zoning District, Development Guidelines and Approvals Process

- An overlay district is recommended for the Square to provide the City with more control over the development outcomes and to provide the private development community with a more realistic set of guidelines that match market expectations.
- Existing building setbacks, parking requirements, dimensional requirements tied to uses, and other zoning provisions do not reflect current market and smart growth approaches to urban development.
- The purpose of the overlay district will be to update the current zoning to reflect the master plan recommendations, encourage smart growth, promote high quality urban development, and streamline the approvals process.

Building on the basic ingredients of the existing zoning, the overlay district needs to:

- Clarify the overall height and massing expected in the Square to create a vibrant urban district, taking into account the context of taller buildings along the highway corridor, the typical streetwall heights on the retail streets, and the need to step down to adjacent residential districts with lower heights.
- Clarify the allowed uses and desired outcomes, such as promotion of active ground floor uses.
- Promote shared parking and update the parking ratios to reflect an urban mixed-use village with available transit service.
- Establish a consistent review process that is linked to a set of development guidelines.

Full report: <https://drive.google.com/file/d/0B1hiOcEPPI0Cc2U0Uks4S0U1MEU/view>
or <http://takegovernment.com/Medford-Square-Master-Plan.pdf>

Medford Square and the Mystic River: Reconnection, Revitalization, Redevelopment. MIT Department of Urban Studies and Planning. 2006.

Working with the City of Medford and the state Department of Conservation and Recreation (DCR), graduate students from MIT's Department of Urban Studies and Planning conducted a semester-long study of Medford's waterfront assets resulting in a three-part report with detailed recommendations for a Mystic River Greenway, Transportation and Streetscape Improvements, and Redevelopment Opportunities.

Mystic River Greenway Goals

- Connect transit nodes, residential neighborhoods, recreational amenities, and business districts to the river.
- Create a vibrant mix of uses and activities along the river.
- Engage residents, businesses, and institutions in shaping and building the greenway.
- Convey a unique identity that reflects the local character, the history, and the environment.
- Restore and maintain the river's ecological integrity as a regional resource.

Objectives

- Establish high priority links to the river.
- Locate priority sites for views, uses and river access along the Mystic.
- Identify models for community partnership and non-profit collaboration.
- Improve signage related to way-finding, history, and environmental stewardship.
- Select opportunities for improving water quality, creating wildlife habitat, and diversifying the landscape.

Recommendations

- Cultivate a productive working relationship with DCR and collaborate on a Mystic River Master Plan.
- Form a Medford Greenway Committee to: ensure local participation in the master plan process; investigate funding sources; and develop a public-private partnership organization.
- Establish the Mystic River Greenway from the Alewife Brook Greenway to Station Landing/Wellington Station.

The report provides recommendations for six segments of the Greenway:

- Auburn Street to Winthrop Street: Underused grassy area is a potential recreational asset that connects adjacent neighborhoods, and an ecologically rich western gateway to the Greenway, that can draw people toward Medford Square.

- Winthrop Street to Cradock Bridge: Improved circulation, stronger visual connections to the river, and a steady increase of public uses will integrate the Greenway and Medford Square into a unified, multi-use community asset.
- Cradock Bridge to I-93: Clippership Park will extend the civic life of the Square to the River. A DCR easement along the senior housing properties enables the path to continue towards I-93, with a bike lane along Riverside Avenue serving as a short term connection.
- I-93 to Yacht Club: A bike lane along Riverside Avenue and a path under the highway and around the Yacht Club will provide a direct connection from Medford Square to Riverbend Park and the Medford Public School Campus.
- Riverbend Park: New directional signage throughout the park will help guide users through this tremendous community asset filled with both passive and active recreational uses.
- Mystic River Reservation: This ecologically diverse public park will serve as a critical connector between Medford Square and the Wellington MBTA station. It also provides spectacular river views and a natural setting for passive recreation.

This section concludes with recommendations about Community Partnerships, Signage, Ecology, Interventions (specific improvements numbered and keyed to maps), and Next Steps & Funding.

Transportation and Streetscape Goals

- Connect the neighborhoods to the south and east to the Square.
- Enable better access to the Mystic River from the Square by opening up land near the riverbanks.
- Improve the pedestrian environment.
- Reorient the existing road network to more local uses.

Objectives

- Focus improvements on the only three major “gateways” into the area, creating continuous pedestrian and bikepaths, and more direct connections to Clippership Drive.
- Open up land on both sides of the Mystic River.
- Widen sidewalks, narrow streets, and establish continuous paths.
- Calm but accommodate car traffic.
- Disperse the heavy through traffic throughout the Square.
- Encourage Medford Square as a destination, rather than a bypass.

Recommendations

- Realign Clippership Drive as a local street to support vibrant new development and riverfront access.
- Create uninterrupted pedestrian paths to the Square from east of I-93, Main Street, and along the river.
- Relocate the Route 16 on- and off-ramps closer to the highway, and construct a new park on the south bank of the Mystic River.
- Rehabilitate Main Street and Cradock Bridge to make this entrance to Medford Square more inviting.
- Adjust the street circulation pattern to create direct connections to the riverfront and fewer one-way roads.
- Formalize and reconfigure the parking lot and road around City Hall.
- Adopt street design guidelines to establish a uniform feel in the Square.

The report provides detailed design recommendations, with plans and street sections for:

- the South Gateway: the area around Main Street from Route 16 in the south to the intersection of River Street, Salem Street, High Street and Main Street in the north, comprised of three distinct parts: Route 16 Underpass, Cradock Bridge, and Route 16 On- and Off-Ramps.
- the Northeast Gateway: the area around the intersection of Salem Street and Clippership Drive, including the sidewalks and parking lots next to Springstep and City Hall.
- Clippership Drive: a new design is proposed to change the perception of Clippership Drive from a bypass road to a local street that is an integral part of Medford Square; create riverfront open space; and enable new development and street life oriented to the river.
 - Realign Clippership Drive closer to the existing retail space.
 - Encourage stores and activities to open out south towards this new street and the newly-created riverfront.
 - Arrange for an easement or purchase on a privately-owned parcel to allow for a straight Clippership Drive to become part of the Square's street grid.
 - Make Clippership Drive a two-way road, with one lane for each direction.
 - Construct on-street parking on both sides of the road.

- Establish a very wide new sidewalk (between 15 and 25 feet) on the north side of the road, and a six-foot sidewalk on the south side.
- Build a new 1.5-acre Clippership Park on the land made available by this realignment.

This section concludes with Street Design Guidelines and a Budget for the recommended improvements.

Redevelopment Goal

- Foster development within Medford Square that honors and respects the historic past, while forging opportunities for a viable and progressive future.

Objectives

- Formulate a regulatory framework that establishes preferred guidelines for future development.
- Assess the viability of redevelopment on city-owned parcels and highlight the trade-offs involved in achieving the type of development the Medford community wants.
- Devise a program that ensures sustained economic development by strengthening existing retail and attracting new investment to the future retail market.

Recommendations

- Create a Zoning Overlay District that will serve as a regulatory framework that establishes rules for form and function, and guidelines for future development.
- Reference the Model RFP as a guide for attracting developers to the City owned parcels.
- Use Development Scenarios to assess the viability of development and the amount of revenue and public benefit the City can expect.
- Implement a Medford Main Streets program to strengthen existing businesses and attract new investment resulting from development.
- The report provides a general framework for a model Zoning Overlay District for Medford Square, combining the conventional zoning overlay with a form-based approach, with tables, pictures and drawings. Development guidelines are included for Buildings, Retail, Historic Structures, Parking, and Building Appearance - Materials, Fenestration, and Articulation of Building Walls.
- Development Scenarios are presented for the three city-owned sites in Medford Square, with illustrations of massing models, financial proformas, and projections of tax revenue for the city.

- The section concludes with a description of a Medford Main Streets program - its benefits, organization and funding.

Full report:

<http://web.mit.edu/11.360/www/final%20report%20for%20web%2012.13.06.pdf>

Appendices: <http://ocw.mit.edu/courses/urban-studies-and-planning/11-360-community-growth-and-land-use-planning-fall-2006/projects/finalappdx.pdf>

Mystic River Master Plan. Department of Conservation and Recreation (DCR), 2009.

This Master Plan was developed by the Department of Conservation and Recreation and a consultant team led by CSS, to respond to the following goals:

- Restore river banks and edges to promote both increased recreational use and the river's ecological health.
- Develop a continuous multi-use pathway system along both banks of the Mystic River from the Harvard Avenue Bridge to the Malden Bridge.
- Determine areas most suitable/desirable by location and type for recreation, education and preservation.
- Protect and enhance the wildlife habitat by improving natural areas.
- Increase opportunities for water-related activities, including fishing and non-motorized boating.
- Strengthen the open space network with links to adjacent public open space and neighborhoods
- Develop guidelines and techniques for management and operation of the parkland.

The report gives a historical overview of the Mystic River and its watershed, inventories its natural and cultural resources, and outlines the Master Plan. The sections of the Master Plan are: Continuous River Corridor Trail System, Overlooks and Views, Water Trail, Signage and Interpretive Elements, Fencing Strategy, Property Acquisitions and Easement Needs, Encroachment on Public Land, Access and Connections and Dog Recreation.

The report includes detailed maps of four sections of the corridor, with lists of suggested improvements within each:

Section 1: Harvard Avenue Bridge to Auburn Street Bridge

Section 2: Auburn Street Bridge to Cradock Bridge

Section 3: Cradock Bridge to Wellington Fellsway Bridge

Section 4: Wellington Fellsway Bridge to Alford Street Bridge

River Trail Corridor System

The trail system was designed to:

- Provide safe access to the Mystic River from MBTA subway and bus stops and surrounding neighborhoods
- Connect to local pedestrian pathways and bicycle trails
- Provide recreational loop trails where possible
- Connect destinations including:
 - Public Parks - Dilboy Fields and Stadium, Condon Band Shell, Mystic Riverbend Park/Hormel Stadium, McDonald Park, Draw Seven Park, Gateway Park
 - Marinas and Boathouses - Winter Hill Yacht Club, Riverside Yacht Club, Mystic/Wellington Yacht Club, Blessing of the Bay Boathouse, Tufts University Boathouse.
 - Commercial areas or development sites with existing or proposed future public access to the River -

Medford Square, Station Landing, Gateway Plaza, Assembly Square/Assembly Row and the MBTA Orange Line Assembly Square station.

Main features

- The primary path of the River Corridor Trail would be the main, continuous riverway connector, following the most direct, uninterrupted route along the Mystic Valley Parkway, adjacent to the roadway.
 - Bicycle activity would be high along the primary path, as it would provide links between the Minuteman Commuter Bike Path, major T-stops and downtown Boston.
 - The path would be 10' wide, paved with bituminous concrete, striped for two-way travel, and located a minimum of 25 feet from the riverbank edge.
- Secondary paths would bring trail users closer to the River edge, marsh or sensitive woodland areas where an asphalt trail is not desirable. Secondary paths also would be 10 feet wide but may be paved with stabilized stone or soil surfacing or constructed as boardwalk, depending on location.
- Tertiary paths would be smaller, four- to five-foot wide pathways that would provide access to sensitive areas and River overlooks. Tertiary paths would be constructed with stabilized soil surfacing or boardwalk and may be located within the 25' riparian buffer.

- **Bridges:** nine pedestrian-accessible bridges cross the Mystic River, with most existing sidewalks not meeting multi-use path standards, and with none having a striped bike lane. These sidewalks should be widened and striped bike lanes added where possible. Recommended bridge alterations and modifications will have to be carried out over time by the municipalities in which they are located.
- **Easements:** while DCR owns approximately 80 percent of the Mystic River shoreline within the Project Area (between the Harvard Avenue Bridge in Arlington and the Alford Street Bridge in Everett), several shoreline parcels not in DCR ownership interrupt the continuous path system. It is recommended that DCR pursue easements through the following parcels:
 - Senior housing and apartments east of Medford Square, Medford - easement to construct boardwalk and trail past site;
 - MBTA Wellington Station, Medford - easement to facilitate construction of the trail system.

Section 2: from Auburn Street Bridge to Cradock Bridge

Primary Path

- The primary path would cross the River from the south bank at the Auburn Street intersection, continue along the Mystic Valley Parkway on the north bank, cross Winthrop Street at a signalized intersection and continue along the Condon Band Shell property. The path would be set back from the Parkway a minimum of five feet.
- A culverted creek would require a cantilevered or constructed pedestrian bridge to accommodate the multi-use trail.
- The trail would continue through the Condon Band Shell property on the River side of the parkway area to the Mystic Valley Parkway Bridge near Medford Square. At that bridge, a five-foot striped bike lane would be added in each direction adjacent to the existing sidewalks which would be widened to 8 feet, leaving a 15.5-foot vehicular travel lane in each direction, and continue east until the path crosses the Parkway at an existing signalized pedestrian crossing.
- The primary path would then follow the existing pedestrian bridge to Medford Square north of the River or follow an existing asphalt path that would be realigned out of the riparian buffer on the south bank.
- It is recommended that a signalized pedestrian crossing be considered at the intersection south of the Cradock Bridge to increase pedestrian safety.
- The primary path would continue along the Mystic Valley Parkway where curbs can be reset to allow for an off-road bike route south of the Parkway.

Secondary Path

- The secondary path on the north bank would follow the River. Where it borders the baseball fields, safety fencing would separate the path from the River.
- The secondary path would cross Winthrop Street at an existing pedestrian crossing and continue through the redesigned Condon Shell area. Rather than follow the existing path by the Condon Band Shell, which is located too close to the shoreline and is causing erosion problems, the path would be routed across the creek via a boardwalk bridge, along the back side of the Condon Shell, eventually meeting the primary path along the Parkway.
- To remain on the north bank, the secondary path would cross over the Parkway by the Condon Shell parking lot. It is recommended that the existing striped crossing be replaced with a signalized pedestrian crossing.
- The Medford Square Master Plan proposes an elevated boardwalk adjacent to the existing retaining walls. The path would follow this boardwalk to the Cradock Bridge.

Bike Lane

- On-road bike lanes should be located on the Mystic Valley Parkway between the Auburn Street and Mystic Valley Parkway Bridges. Road widths allow for bike lanes throughout most of this stretch, but some curb realignment would be needed at Winthrop Street. The roadway would require re-striping throughout.

Access Improvements

Recommended access improvements (which would need to be done by the City of Medford) include:

- Hastings Lane: new signalized crossing
- Medford Square footbridge: trail marker and "footprints"
- Winthrop Street: signage, "footprints," and bike lane
- Winthrop Street: new crosswalk
- Mystic Avenue: pedestrian controls for the north and east crossings at the existing signal, bike lanes, "footprints" and trail markers
- West Street and Auburn Street: signage, "footprints" and bike lane

Canoe/Kayak Landing

- The existing unofficial riverfront access at the Condon Shell parking lot should be designated as a canoe/kayak launch. Existing eroded banks require restoration. A proposed new access path would lead to a floating dock.

Condon Shell

- A new performance space and surrounding park (developed as a separate project by the City of Medford) will be programmed for community events and various performing arts events and will be a destination along the River.
- Recommendations include:
 - New bandstand located farther from River edge
 - New location for vendors
 - New canoe launch convenient to parking
 - New children's play area
 - Relocated waterfront trail
 - Replacement of concrete culvert bridge with boardwalk
 - Replacement of benches and drinking fountains

The report concludes with a detailed section on Conservation measures and vegetation improvements (removal of invasive species), followed by sections on Permitting (applicable laws and jurisdictions of different agencies), and Ongoing Operations (maintenance, staffing, safety and security).

Full report: <http://www.mass.gov/eea/docs/dcr/pe/mysticrivermasterplann-final-11-09.pdf>

APPENDIX A
Tables of Comments from Participants
at Community Meetings

MEDFORD SQUARE								
Location	Promote Assets	Planning/Zoning	Development	Business Development/Marketing	Streetscape Improvement/Beautification	Maintenance	Safety	Vehicular/ Pedestrians/Bikes
8 Forest Street			Put something there please					
Behind City hall			Redevelop parcel into mixed-use					
Behind City Hall			Mixed-use buildings					Parking garage
Behind City hall			Mixed-use					
Behind City Hall								Parking garage
Behind City hall			Mixed-use/ parking garage					Parking garage
Bradley Road						Better plowing for bank access		
Bradley Road				Business signage potential in public parking lot				Hubway
Cemetery	Public art				Public art			
Center of square							Pedestrian, signals improvements	Pedestrian, signal improvements
Chevalier	Utilize Chevalier more							Dedicated parking/shared after 6:00
City Hall, Salem Street, City Hall Mall								Traffic management improvement at intersection
Clippership Drive			Close it					Close it
Clippership Drive			Cafe, boardwalk riverfront					
Clippership Drive			Close it					Close it
Clippership Drive			Redevelop with restaurants		Landscape edge along parking lot			
Clippership Drive			Get rid of it					Get rid of it
Clippership and Riverside					Pocket parks			
Clippership at Riverside								Hubway
Clippership at Riverside, southeast parking lot					Pocket park			
Clippership Drive			Bulldoze Clippership Drive		Dirty parking, dirty road			Bulldoze Clippership Drive
Clippership Drive	"A reason to come and stay"		Remove					Remove
Clippership Drive			Retail/Housing					
Clippership waterfront		Outdoor seating	Mixed-use buildings	Outdoor seating	Outdoor seating			
Clippership, along					Bike racks			Bike racks

MEDFORD SQUARE

Location	Promote Assets	Planning/Zoning	Development	Business Development/Marketing	Streetscape Improvement/Beautification	Maintenance	Safety	Vehicular/ Pedestrians/Bikes
Clippership/Riverfront			Stores, restaurants, shops, playground, kayaks, paddle boats, boathouse, boardwalk, bike path on board walk					
Clippership/Riverside			Mixed-use garage and residence					
Condon Shell	Make it a working entertainment venue		Working entertainment venue			Working entertainment venue		
Condon Shell					Lights/lighting		Lights/lighting	
Corner of Main and High, south/west side			Mixed-use, residential, commercial					
Craddock Bridge					Lighting installed		Lighting installed	
CVS			Grocery store like Trader Joes	Grocery store like Trader Joes				
CVS			Mixed-use					
Footbridge by square							Walking access to Condon shell from square	Walking access to Condon shell from square
Forest Street							Speed table at McNally park	
General Comments			More retail, boutiques, bookstore, grocery store					
General Comments			Dessert place needed, night clubs					
General Comments		Liquor licenses regulation review						
General Comments		Request for business to be open later						Improve traffic flow
General Comments	Community gathering space							
General Comments					Pocket park			
General Comments					More street trees throughout square			
General Comments								
General Comments	Take back the waterfront!		Take back the waterfront!					Review/revise traffic patterns around Square.
General Comments					Take back the waterfront!			

MEDFORD SQUARE

Location	Promote Assets	Planning/Zoning	Development	Business Development/Marketing	Streetscape Improvement/Beautification	Maintenance	Safety	Vehicular/Pedestrians/Bikes
General Comments			Redevelop entire square					
General Comments				Make Medford Square an attractive destination	Make Medford Square an attractive destination			
General Comments		Design guidelines			More trash bins	More trash bins		
General Comments							Speed bumps raised crosswalks	Speed bumps raised crosswalks
General Comments					Fix sidewalks			Re-route trucks from square
General Comments							Lighting in square	
General Comments				Public electricity for events	Public electricity for events			
General Comments				Beautification around all businesses	Beautification around all businesses	Beautification around all businesses		
General Comments								More traditional meters
General Comments					Cleanliness, more trash bins	Cleanliness, more trash bins		
General Comments	More public art				Public art			
General Comments					Lights in the Square		Lights in the Square	
General Comments	More public art				Public art			
General Comments						Street sweeping more often		
General Comments					Trees, lighting		Lighting	
General Comments	Utilize Banners		"Make Medford Square a destination"	"Make Medford Square a destination"	Banners			
General Comments	More public art		Shops/Restaurants	Shops/Restaurants	Public art			Free parking certain time periods
General Comments				Matching grant program city/business to improve store fronts	Matching grant program city/business to improve store fronts		Sidewalks River/Salem/Collen's are dangerous	"Medford has become a drive thru to Watertown and Arlington"
General Comments		Urban Planner	Playground near library					Reevaluate parking rules 2 to 3 hours not enough
General Comments			Grocery Store					
General Comments			Library - New Building "update to make jewel of community"					Salem/Riverside make 2 way streets

MEDFORD SQUARE								
Location	Promote Assets	Planning/Zoning	Development	Business Development/Marketing	Streetscape Improvement/Beautification	Maintenance	Safety	Vehicular/Pedestrians/Bikes
General Comments			Sell and relocate Historical Society to riverfront				Reroute traffic	Take left from Main Street to High Street and straight to Forest Street
General Comments			More mixed-use - if live there brings money in	More mixed-use - if live there brings money in		Poorly plowed		Set no fee times, 8 to 5 weekly
General Comments			Structured parking east/west side of Square		Trash pick-up more frequent	Trash pick-up more frequent		More traditional meters
General Comments			Garages with Residences above near City Hall		Connect Hillside to Square with crossover or boardwalk under	Connect Hillside to Square with crossover or boardwalk under	Connect Hillside to Square with crossover or boardwalk under	4 way intersection
General Comments		Design Guidelines (colonial)	90 different non-profits - utilize Spring step as Community Center					Loading Dock enforcement for deliveries
General Comments		Challenging regulations/permitting						Traffic calming/Raised crosswalks
General Comments			Repurpose Post Office.	Community Fund Raising Arm				Keep 16 off-ramp closed
General Comments		Community Preservation Act	Chevalier Underutilized	Chevalier Underutilized				Open up Harvard Vanguard parking garage to public use during events
General, parking					Outdoor seating			
High Street					Bump out sidewalk/sidewalks		Bump out sidewalk/sidewalks	
High Street at Governors/ Colleens					Widen sidewalks, benches			
High street, Library			Sell existing building, relocate to Mystic River historic brick building					
Historical Society			New Building		Public Art			
Library					Parklets, public art			
Library			Use second story for public use not storage					
Library					Lighting	Clean up exterior	Lighting	
library area					Lighting		Lighting	
Main Street and Mystic/onramp to 93, police station							Working lights	

MEDFORD SQUARE								
Location	Promote Assets	Planning/Zoning	Development	Business Development/Marketing	Streetscape Improvement/Beautification	Maintenance	Safety	Vehicular/Pedestrians/Bikes
Main Street at Carroll's								Move bus stop from Main and High to Riverside
Main Street at Forest								Northbound from Main to Forest direct
Main to Forest								Traffic flow from Main St. to Forest street
Mystic River			Dock					
Mystic River			Bike paths/dock/water taxi				Overhead lighting improvements	Bike paths/dock/water taxi
Mystic River			Shell needs to be accessible to all				Commuter Parking dark and dangerous	
Mystic River	Rowing on river (high school)			Electricity at shell	Condon Shell - Lights on shell			
Mystic River	Add kayaks/gondolas							
Mystic River	Jewell of City - Utilize to its max							
Mystic River			Dock					
Mystic River			Play area					
Mystic River								Connect bike paths
Mystic River			Boardwalk from Condon Shell to mid-rises at 93 and beyond		Boardwalk from Condon Shell to mid-rises at 93 and beyond			
Mystic River	Add historic shipyard - promote				More pedestrian crossings, boardwalks		More pedestrian crossings, boardwalks	More pedestrian crossings, boardwalks
Mystic River								better pedestrian circulation around river
Mystic River behind stores on Main					Sidewalks, tables chairs			
Mystic River by Condon Shell			Community Garden					
Mystic River near Senior Housing								
Mystic River, pedestrian crosswalk			Community Garden					Water taxi to Boston
Mystic Valley parkway at river bridge								
Parking lot behind St. Joseph's			Mixed-use				Very dangerous, improve safety	
Police and fire/ South side of Mystic			Mixed-use					
Police Station			New police station					

MEDFORD SQUARE								
Location	Promote Assets	Planning/Zoning	Development	Business Development/Marketing	Streetscape Improvement/Beautification	Maintenance	Safety	Vehicular/ Pedestrians/Bikes
Post Office parking lot								Add meters
Public behind Colleen's				No kiosks, no Saturday payments				
Public lot behind Colleen's								Parking garage
Public parking behind City Hall			4-story parking garage					
River Street								Two-way and no parking
Riverside Ave								Two-way street
Riverside Ave					Wider sidewalks			
Riverside Ave				Small outlet store	Façade improvement			
Riverside Ave					Façade improvements			
Riverside Ave					Wider sidewalks, shrubs, trees			
Riverside Ave								Two-way
Riverside Ave		Outdoor seating			Outdoor seating	Always dirty		
Riverside between Main and Clipper			Mixed-use		Façade improvements			
Riverside between Main and Clipper					Widen sidewalks with planters and benches		Sidewalk bump-outs	Sidewalk bump-outs
Rt. 16					Street trees			
Rt. 16 and Main Street								Demolish the overpass
Rt. 16 and Main Street							Make safer for pedestrians and bikes	Make safer for pedestrians and bikes
Rt. 16 Main Street abutments					Murals, public art on abutments			
Salem and Forest, northeast			Mixed-use buildings					Parking garage
Salem and River					Raised intersection		Raised intersection	Raised intersection
Salem at River					Sidewalk bump-out			
Salem St. at High Street			Mixed-use buildings, parking garage					
Salem St. public parking lot					Lights		Lights	
Salem Street					Sidewalks not wide enough for tables			
Salem Street					Wider Sidewalks, two-way street			Two way street
Salem Street					Wide sidewalks with planters and benches			

MEDFORD SQUARE

Location	Promote Assets	Planning/Zoning	Development	Business Development/Marketing	Streetscape Improvement/ Beautification	Maintenance	Safety	Vehicular/ Pedestrians/Bikes
Salem Street					Larger sidewalk, outdoor seating			No parking on the south side and north side
Salem Street					Trees			
Salem/Main/High intersection								Redo/rework circulation and traffic
Small building next to Springstep, east side					Hold owner accountable, Façade improvement			
Springstep			Community center					
Springstep			Move police station					
Springstep			Community center					

West Medford

Location	Promote Assets	Planning/Zoning	Development	Business Development/Marketing	Streetscape Improvement/Beautification	Maintenance	Safety	Vehicular/Pedestrians/Bikes
Allston/High							Pedestrian improvements at intersection	Pedestrian improvements at intersection
Allston/High					New lighting and banners			
Allston/High					Provide Bus shelter at schools			Provide Bus shelter at schools
Allston/High				Season banners/special events	Season banners/special events			
Boston Ave						Tree maintenance at corner of Boston Ave and Harvard Ave		
Boston Ave				Wayfinding	Wayfinding			
Boston Ave	Celebrate history at Harvard St and Boston Ave (Canal)							
Boston Ave							Slow traffic at Boston Ave/Harvard St	Slow traffic at Boston Ave/Harvard St
Boston Ave							People from Arlington use as a cut through (Harvard/Boston Ave)	People from Arlington use as a cut through (Harvard/Boston Ave)
Brooks School							Traffic calming along High St	Traffic calming along High St
Brooks School							Solar blinking lights to assist pedestrians	
Brooks School							Traffic calming needed	Traffic calming needed
Brooks School							Consider raised crosswalks in front of school	Consider raised crosswalks in front of school
Brooks School							Slow Traffic	Slow Traffic
Brooks School							Speed tables	Speed tables
Brooks School				Parking relocated to school visitors			Raised crossing at High and Allston Street	Raised crossing at High and Allston Street
Brooks School							Slow cars around school	Slow cars around school
Brooks School							Parking along High Street	
Brooks School							blinding cars turn off Auburn Street	
Brooks School							Raised crosswalk	Raised crosswalk
Brooks School							Slow traffic/improve pedestrian crossing	Slow traffic/improve pedestrian crossing
Canal St						Fix pot holes on road		

West Medford									
Location	Promote Assets	Planning/Zoning	Development	Business Development/Marketing	Streetscape Improvement/Beautification	Maintenance	Safety	Vehicular/Pedestrians/Bikes	
Canal Street		No Mixed use on Canal Street	No Mixed use						
Canal Street					Screening along Brookline Bank rear parking lot				
Canal Street	Celebrate the history								
Canal Street			Redevelop majority of Canal Street to Prescott St						
Canal Street			Redevelop Apt Building at 7 Canal Street						
General Comments				Improve Square's vibrancy, small Davis Square				Rt 16 part of traffic problem, re-routes drivers through W Medford during peak times	
General Comments				Missing, Book store, cafe at night, open space, entertainment, outdoor cafe space, wine bar, tappas					
General Comments				Establish squares in Medford as destinations, need balance					
General Comments		Create design review board for new development						Coordination with crossing guards/traffic/pedestrians	
General Comments				Utilize MHS Students for community service	Old fashion lamps along street				
General Comments	Collaborate with Tufts, develop partnerships			Better communication between City and businesses	Uniform Planters in square				
General Comments			Students to assist businesses	Notify businesses of ongoing construction					
General Comments				City needs to be more business friendly. Protect businesses against construction that would hurt businesses					

West Medford								
Location	Promote Assets	Planning/Zoning	Development	Business Development/Marketing	Streetscape Improvement/Beautification	Maintenance	Safety	Vehicular/ Pedestrians/Bikes
General Comments	Vocational School MHS collaborate on special projects in Square (social media, facades)			Vocational School MHS collaborate on special projects in Square (social media, facades)				
General Comments			Transit-oriented development/Mixed-use					
General Comments			Storefront improvements		Storefront improvements			Parking solve it
General Comments				Allow for display of items for sale outside				
General Comments	Historical memory - river, canal, history, not with boulder and plaque	Change zoning to allow more commercial development	More Mixed-use development, shopping/restaurants		add bike racks, existing bikes attached anywhere are dangerous	Street cleaning, litter, barrels along sidewalk needed		
General Comments	More ways to access River on foot		Mixed-use buildings restaurants/shops on 1st floor, housing above		street furniture, not cheap			
General Comments	Paul Revere ride signage				light poles, good looking			
General Comments					More street trees	More trash barrels		
General Comments			Improve storefronts		Improve storefronts			
General Comments						Sweep sidewalks in front of business		Use both kiosks and coin meters. Kiosks are not great for everyone.
General Comments					Cohesive looking storefronts	Trash migrating into neighborhoods		
General Comments			Recruit and attract Mixed-use development to W Medford Sq.			Businesses clean up after costumers		
General Comments						Power wash sidewalks		Permit Parking - goal for people who live here or people who come in or both?
General Comments								Traffic - Slowing on State Road bump-outs, getting trucks off street
General Comments			Involvement of property owners	Involvement of property owners				

West Medford

Location	Promote Assets	Planning/Zoning	Development	Business Development/Marketing	Streetscape Improvement/Beautification	Maintenance	Safety	Vehicular/ Pedestrians/Bikes
General Comments		Input from designers/developers		Input from designers/developers				
Grove Street						Repair Grove Street		
Grove Street								
Grove Street							Speed table	Speed table
Grove Street							No big trucks	No big trucks
Grove Street					More street trees/landscaping			
Harvard @ Monument St							Raised crosswalk	Raised crosswalk
Harvard Street							Traffic calming along Harvard Street	Traffic calming along Harvard Street
Harvard Street							Add crosswalks	Add crosswalks
Harvard Street							Bike lane	Bike lane
Harvard Ave							Raised Intersection Harvard@Boston Ave	Raised Intersection Harvard@Boston Ave
High @ Canal Street					Street trees along Brookline Bank parking lot			
High @ Canal Street							Traffic light	
			Outdoor eating @ Public Parking Lot				Better signage	
					Sidewalk tables and chairs along northern side of High Street near Amici's			
High Street		Pop up restaurants	Pompeo Property, more Mixed-use development	Pop up restaurants			Put train tracks under High Street	Put train tracks under High Street
High Street					Public Art @ Public Parking Lot			
High Street		Farmers Market	Move Post Office, outdoor retail	Farmers Market	Additional street trees along High St		Better traffic controls in front of St Ray's	
			Redevelop Rite Aid for Mixed-use Development				Pedestrian-operated crossing signal at Bennett Junction @ High St	
High Street			Move Dunkin Donuts due to traffic issues					
High Street					Parlet at Post Office			
High Street					Planters along High Street			
High St @ Canal St					Beautify and remove signs in Spa windows		Solar blinking lights to assist with pedestrian crossing	
High St @ Canal St						Add trash barrel		

West Medford

Location	Promote Assets	Planning/Zoning	Development	Business Development/Marketing	Streetscape Improvement/Beautification	Maintenance	Safety	Vehicular/Pedestrians/Bikes
High St @ Grove/Boston Ave							Traffic calming/speed table	Traffic calming/speed table
High St @ Harvard					Landscaping enhancements			
High St@ Johnson Ave							Traffic Calming	Traffic Calming
High Street								Remove parking on both sides of street, need to promote biking riders
High Street				Introduce more public art	New lighting in square			Bike lane through the square
High Street					Introduce more public art			
High Street					Uniform signage needed			
High Street					Improved landscaping			Need hubway
High Street				Promote nicer storefronts	Promote nicer storefronts			Move bus stop from in front of liquor store
High Street				Outdoor seating for restaurants	Outdoor seating in square			Traffic calming in square
High Street					Planters along Dunkin Donuts		Consider raised crosswalks	Consider raised crosswalks
High Street					Trash in square especially in front of liquor store			
High Street					Take out benches so drunks won't sit there		Take out benches so drunks won't sit there	
High Street					sidewalk tables/chairs		Traffic calming through square	Bike paths through square
High Street					planters along High St and Playstead		Examine traffic pattern at High@ Playstead	Examine traffic pattern at High@ Playstead
High Street					Improved lighting		Improved lighting	Hubway
High Street					Storefront			
High Street					Improvements along corridor			More business parking
High Street					Wide sidewalks with planters and benches			Traffic calming throughout the square
High Street			Storefront Improvements along corridor		Banners and old fashioned light poles			Rezone Rt 16 so tankers can't use this route

West Medford

Location	Promote Assets	Planning/Zoning	Development	Business Development/Marketing	Streetscape Improvement/ Beautification	Maintenance	Safety	Vehicular/ Pedestrians/Bikes
High Street					Lights on trees		Raised crosswalks at Canal St, Playstead and Harvard Streets	Raised crosswalks at Canal St, Playstead and Harvard Streets
High Street					People oriented lighting		Need to slow down oil tankers speeding through square	Enforce parking in Public Parking Lot
High Street				Seasonal window displays in storefronts	Light trees		Move student pickup from in front of Two Sisters Antiques	
High Street			Dunkin Donuts parking lot. Wasted space. What can be done. Potential for rezoning	Halloween painting for kids, decorative window treatments			High St at Playstead Road, broaden curve from Playstead to High Street across tracks	
High Street			More Mixed-use development along High St@ Canal Street	Attract new businesses to square, Art gallery, food, farmers market	Improve storefronts		Traffic/cars blocking driveways along western part of High St@Grove Street	
High Street				Unify W Medford Square	High St @Bennett Delta Beautification of triangle		Yellow barriers at Playstead are a safety hazard	
High Street	High St @ Warren St, Paul Revere , where did he ride?			Public art in Public Parking Lot along chain link fence			High St@Boston Ave Dangerous pedestrian crossing	High St@Boston Ave Dangerous pedestrian crossing
High Street			Medford Spa is a dump	Uniform planters that are sturdy			High St @ Playstead - Improve ADA accessibility along sidewalks	High St @ Playstead - Improve ADA accessibility along sidewalks
High Street			Improve storefronts		Improve storefronts		Intersection at Playstead/High needs major improvement	Intersection at Playstead/High needs major improvement
High Street				4-season banners along street	4-season banners along street		Entrance to D&D a traffic problem	Entrance to D&D a traffic problem
High Street			Improve storefronts		Pedestrian and lighting enhancements		Restrict big trucks from using Rt 60	Meters w/ free 15 min spaces
High Street					Flower boxes along northern side of High Street businesses		Pedestrian light at High and Boston Ave	
High Street					Parklet at High and Grove Street (triangle area)		Turning onto Playstead confusing	Turning onto Playstead confusing

West Medford								
Location	Promote Assets	Planning/Zoning	Development	Business Development/Marketing	Streetscape Improvement/Beautification	Maintenance	Safety	Vehicular/ Pedestrians/Bikes
High Street					Planters and trees along northern side of High Street near Rite Aid and Jimmy's Pizza			
High Street along Main Business District of W Medford				Gateway signage should be considered		clean sidewalks each morning	Improve lighting along corridor, especially past Rite Aid	Traffic calming
High Street along Main Business District of W Medford				"Welcome to West Medford"				Trailers can't take right at end of Playstead onto High Street
High Street along Main Business District of W Medford			storefront improvements should be examined		streetscape improvements storefront improvements should be examined		Traffic calming	Move bus stop
High Street along Main Business District of W Medford					Create new public spaces with benches			
High Street along Main Business District of W Medford					Examine areas to provide flower boxes			
High Street along Main Business District of W Medford				Gateway signage should be considered	Gateway signage should be considered			
High/Canal Street							Traffic calming	Traffic calming
High Street				Better Businesses in Square	More landscaping/street trees		Slow traffic coming down High Street into square	Slow traffic coming down High Street into square
High Street			Enhance storefronts		Enhance storefronts	Paint cross walks	Paint cross walks	
High Street					Outdoor seating		Enforce parking regulations	
Municipal Lot							Cameras for security	
Municipal Lot						More trash cans		
Municipal Parking lot					Parking lot improvements	Parking lot improvements		
Municipal Parking lot						Paint lines, make spot clearer		
Municipal Parking lot					Better way finding signage			Better way finding signage
Municipal Parking lot							Stop sign back at Canal Street	Stop sign back at Canal Street
Municipal Parking Lot					Landscape parking lot edges			
Municipal Parking Lot					Parklet			

West Medford

Location	Promote Assets	Planning/Zoning	Development	Business Development/Marketing	Streetscape Improvement/Beautification	Maintenance	Safety	Vehicular/Pedestrians/Bikes
Playstead			Redevelopment opportunity at train parking with new storefronts on Playstead Road				Speed table at existing crossing from train station at Playstead	Speed table at existing crossing from train station at Playstead
Playstead							Speed table and raised crosswalk at Usher Road/Playstead Rd	Speed table and raised crosswalk at Usher Road/Playstead Rd
Playstead							Raised intersection at Madison St and Playstead Rd	Raised intersection at Madison St and Playstead Rd
Playstead @ High St							Awkward intersection and turns w rail road	Awkward intersection and turns w rail road
Playstead @ High St							Consider removing one space along High St at Playstead to enhance vehicular movements	Consider removing one space along High St at Playstead to enhance vehicular movements
Playstead Road							Bike lanes	Bike lanes
Playstead Road						Repave Playstead Road	Paint arrows on road to assist with traffic movement	Paint arrows on road to assist with traffic movement
Playstead Road							Improve intersection of High/Playstead	Improve intersection of High/Playstead
Playstead Road		Utilize commuter parking for general public on weekends and evenings		Utilize commuter parking for general public on weekends and evenings	Landscape parking lot at train station			Opportunity for parking and bike depot
Playstead Road							Speed table at Madison Street	Hubway at train station
Playstead Road							Need change on right turn from play stead	Need change on right turn from play stead
Playstead Road	Promote Events/entertainment @ Playstead Park		No more banks	Promote Events/entertainment @ Playstead Park	Additional Street trees		Speed table at Madison Street	Speed table at Madison Street
Train Station					Improve waiting area at shelter			Enforce no parking at "T" Stops in square
Train Station			Mixed-use at train station. Introduce station into new project		Green space at train station		Improve train crossing for vehicles, pedestrian & train	Improve train crossing for vehicles, pedestrian & train
Train Station					Create green space at train station or at end of Playstead Road			

West Medford

Location	Promote Assets	Planning/Zoning	Development	Business Development/Marketing	Streetscape Improvement/Beautification	Maintenance	Safety	Vehicular/ Pedestrians/Bikes
Train Station			Train station needs total overhaul		Beautification along Playstead Road	Litter on tracks		Hubway at train station
Train Station			More forward with Mixed-use development at train station with street level businesses.		Create parklet next to Post Office			
Train Station					Parklet next to Post Office			Improve ADA accessibility
Train Station					Plaza			
Train Station					Landscape edge of train parking lot			
Train Station			Opportunity to make into destination	Improve 1st Impression of Medford to commuter rail traffic	More street trees to mitigate pollution			Better parking
Train Station					New bike racks			
Train Station			Below grade parking, with green roof above	Farmers market & music events in parking lot	Better defined areas			Bike trail to new T
Train Station					Make train station look better			New bike racks
West Medford Commuter Station					Parklet			Hubway
General Comments				More Restaurants				
General Comments					Allow outdoor seating			
General Comments				Increased retail				
General Comments				Small grocery store				
General Comments					Enforce signage ordinance for businesses/storefronts			
General Comments						Clean sidewalks and streets		
General Comments						Fix concrete sidewalks		
General Comments							Repave Grove Street and Playstead	Improve bus stop
General Comments						Trash - morning clean-up		
General Comments	Welcome to Medford signage				Welcome to Medford signage			
General Comments					Banners, plants, trees			

West Medford

Location	Promote Assets	Planning/Zoning	Development	Business Development/Marketing	Streetscape Improvement/Beautification	Maintenance	Safety	Vehicular/Pedestrians/Bikes
General Comments							Enforce handicap parking	
General Comments							Crossing Guard	Crossing Guard
General Comments							Enforce no left turn onto Harvard Street from High Street	
General Comments							Bumped out sidewalks	Bumped out sidewalks
General Comments							Safe biking	Safe biking
General Comments							Have parking on only one side of High Street	
General Comments		Outside seating						
General Comments				Eateries				
General Comments						Litter - near liquor store		
General Comments							Bus stop to close to liquor store - intoxicated patrons too close to children.	
General Comments					Move bus stop and offer a shelter from elements (at present parents and children stand in liquor store doorway.		Move bus stop and offer a shelter from elements (at present parents and children stand in liquor store doorway.	Move bus stop and offer a shelter from elements (at present parents and children stand in liquor store doorway.
General Comments							Speed bumps to control speed	Speed bumps to control speed
General Comments								Hubway by train stop
General Comments						Municipal parking needs lines		
General Comments						Municipal parking - trash		
General Comments							Municipal parking - no clear enter/exit or stop sign onto Canal Street	
General Comments					Uniform lighting			
General Comments					Planters			
General Comments							Traffic calming - slow into square and on Playstead	
General Comments							Improve sidewalks	Improve sidewalks
General Comments								Enforce parking

West Medford

Location	Promote Assets	Planning/Zoning	Development	Business Development/Marketing	Streetscape Improvement/ Beautification	Maintenance	Safety	Vehicular/ Pedestrians/Bikes
General Comments							Raised crosswalks	Raised crosswalks
General Comments		Route 16 - Zoning so tankers can travel						
Canal Street			Limited retail space - support smart growth					
Rite-aid parking lot			Mixed-use					
General Comments					Better lighting			
General Comments					Upgrade store fronts			
Playstead to High Street							Grade level crossing	Grade level crossing
Playstead to High Street							Crosswalk unsafe - must be fixed	Crosswalk unsafe - must be fixed
General Comments								Do not eliminate parking
General Comments				Better communication between City Hall and businesses requested				
General Comments				Engage Tufts to assist businesses with windows/systems	Engage Tufts to assist businesses with windows/systems			
General Comments								
General Comments							Parking - traffic calming	Parking - traffic calming
General Comments							Brooks and St. Rays drop-off causes significant traffic which is challenging to residents	Brooks and St. Rays drop-off causes significant traffic which is challenging to residents
General Comments								Recommend St. Rays drop-off on Boston Ave.
General Comments			Redesign rail station					
General Comments					Pocket park			
General Comments				Parking lots (Rite-Aide, commuter lot and municipal lot - Farmers market				
General Comments			Lot behind D&D wasted space					
General Comments	History of Medford - Middlesex Canal (Boston Ave) - evoc heritage for branding							
General Comments								Bike racks/posts
General Comments					Artisan banners			

West Medford

Location	Promote Assets	Planning/Zoning	Development	Business Development/Marketing	Streetscape Improvement/Beautification	Maintenance	Safety	Vehicular/ Pedestrians/Bikes
General Comments	Flower boxes, planters - Community service for students				Flower boxes, planters - Community service for students			

SOUTH MEDFORD

Location	Promote Assets	Planning/Zoning	Development	Business Development/Marketing	Streetscape Improvement/Beautification	Maintenance	Safety	Vehicular/ Pedestrians/Bikes
			Pocket plazas		Pocket plazas			
101 Main Street					Move landscaping to more central area			
Albion and Medford							Raised crosswalk	Raised crosswalk
Bob's and Alexander's							Raised crosswalk	
College and Stanley							Speed bump	Speed bump
Davis to alumni field								Bike path
Fire Station Area				Uniform signage to identify retail businesses	Uniform signage to identify retail businesses			
Fire Station triangle					Line with trees			
Fire Station triangle			Make greenspace		Make greenspace			
Fire Station triangle			Pocket plaza		Pocket plaza			
General Comments		Community garden			Community garden			
General Comments					Enclosed space for MBTA bus stops			Enclosed space for MBTA bus stops
General Comments			Façade improvement		Façade improvement			
General Comments					Façade improvements			
General Comments							bike lanes	bike lanes
General Comments								hub way
General Comments		No parking permit restrictions on Saturday						No parking permit restrictions on Saturday
General Comments		Place to park when street sweeping				Place to park when street sweeping		Place to park when street sweeping
General Comments								
General Comments				Branding			Snow emergency parking	Snow emergency parking
General Comments				Community events - business community more involved - trick or treating, neighborhood community events				
General Comments						Street trash major issue - more street cleaning		
General Comments						Trash		
General Comments	Engage youth							
General Comments				Business recruitment				
General Comments								Parking by zone, permit parking modifications
General Comments					LED street lights, planters, benches			

SOUTH MEDFORD

Location	Promote Assets	Planning/Zoning	Development	Business Development/Marketing	Streetscape Improvement/Beautification	Maintenance	Safety	Vehicular/ Pedestrians/Bikes
General Comments	Contest - Store front beautification - get students involved			Contest - Store front beautification - get students involved	Contest - Store front beautification - get students involved	Emergency snow plowing		
General Comments						Emergency snow plowing		
General Comments					Bench near bus			Parking - parallel
General Comments					Banners, sidewalk widening			
General Comments								Bike racks
General Comments					Planters		Raised crosswalks	Raised crosswalks
General Comments						Better trash removal		
General Comments	Make more inviting				Make more inviting			
General Comments					Landscaping			
General Comments								Bicycle - support of
General Comments							Raised crosswalks, no paint	Raised crosswalks, no paint
General Comments					Lamps, banners			
General Comments	True identity of neighborhood			True identity of neighborhood				
General Comments			Improve retail mix					
General Comments				"Give them reason to come here"				
General Comments			Retail mix variety					
General Comments	More community events			More community events				
General Comments					Community garden			
General Comments	Market Paul Revere's ride to drive people to neighborhood			Market Paul Revere's ride to drive people to neighborhood				
General Comments							Traffic - due to Wegmans and Casino a concern	Traffic - due to Wegmans and Casino a concern
General Comments							Commercial trucks - dangerous	Commercial trucks - dangerous
General Comments	Communication - improve and enhance to businesses, look at other municipalities to use as examples, need change of culture							

SOUTH MEDFORD

Location	Promote Assets	Planning/Zoning	Development	Business Development/Marketing	Streetscape Improvement/Beautification	Maintenance	Safety	Vehicular/ Pedestrians/Bikes
General Comments					Green space - incorporate public art and music			
General Comments				Wine & Cheese Shops				Bus shelters
General Comments					Bus shelters			
General Comments							Pedestrian lighting	Pedestrian lighting
General Comments				Community garden				
General Comments				"Closer you live to Somerville the more forgotten we feel"				
General Comments					Safety, lighting, greenspace		Safety, lighting, greenspace	
General Comments	Encourage residents and businesses to participate in neighborhood community							
General Comments						Street sweeping		
General Comments	Events - Meet your Neighbors - June - brings families together and patrons to neighborhood			Events - Meet your Neighbors - June - brings families together and patrons to neighborhood				
General Comments	Reinstate Memorial Day Parade			Reinstate Memorial Day Parade				
General Comments								With Green Line add bike paths to be able to access amenities such as Wegmans and Medford Square
General Comments		Request - traffic engineer						
General Comments						Street cleaning - twice a year not enough. Once a month recommended.		
General Comments			Branch library			Replace Green Machine		
General Comments	Culture and aesthetics - improve upon			Culture and aesthetics - improve upon				
General Comments	"We destroy our history and make ugly"			"We destroy our history and make ugly"				

SOUTH MEDFORD

Location	Promote Assets	Planning/Zoning	Development	Business Development/Marketing	Streetscape Improvement/Beautification	Maintenance	Safety	Vehicular/ Pedestrians/Bikes
General Comments			High School is faraway - move more central - such as Medford Square					
Harvard							Too much traffic	Too much traffic
Harvard and Main								Advanced delayed green
Harvard and Main				More storefronts, planters, park, trees, benches, banners, lighting	More storefronts, planters, park, trees, benches, banners, lighting			
Harvard and Main							traffic calming	traffic calming
Harvard and Main							Dangerous, add advanced delayed green	Dangerous, add advanced delayed green
Main and Billings							Raised intersection	Raised intersection
Main and Golden							Upgrade street lights	Upgrade street lights
Main and Harvard								Parallel parking near Arthur's bakery
Main and Harvard							Raised crosswalk	Raised crosswalk
Main and Harvard							Raised intersection	Raised intersection
Main and Harvard		Mixed-use	Mixed-use					
Main and Medford							Upgrade street lights	Upgrade street lights
Main and Medford							Needs flashing light, dangerous	
Main and Walnut							Traffic signal	Traffic signal
Main close to Craddock Bridge			Redevelopment					
Main near restaurants		Loading Zone						Loading Zone
Main near Willard							Raised crosswalk	Raised crosswalk
Main Street								
Main Street					Banners			
Main Street					Banners			
Main Street					Benches			
Main Street					Better signage			
Main Street					Bike racks			Bike racks
Main Street					Brick Sidewalks			
Main Street		Community garden			Community garden			
Main Street		Community gardens, banners			Community gardens, banners			
Main Street					Electricity on poles			
Main Street			Façade improvements		Façade improvements			
Main Street					Gateway signage			
Main Street					Gateways			

SOUTH MEDFORD

Location	Promote Assets	Planning/Zoning	Development	Business Development/Marketing	Streetscape Improvement/Beautification	Maintenance	Safety	Vehicular/ Pedestrians/Bikes
Main Street					LED streetlights		LED streetlights	
Main Street					Lighting		Lighting	
Main Street					Planters, benches			
Main Street					Planters, trees, benches			
Main Street					Public Art			
Main Street					Reconfigure public landscape - to much effort at 101 Main - no emphasis at Harvard and Main			
Main Street							Sidewalk bump-outs	Sidewalk bump-outs
Main Street					Sidewalks with benches			
Main Street					Street lights		Street lights	
Main Street					Table and chairs			
Main Street					Tables and chairs			
Main Street					Trees, planters, flowers			
Main Street					Widen sidewalks			Widen sidewalks
Main Street							bike lanes	bike lanes
Main Street								Hubway
Main Street								Parking Meters
Main Street								Resident parking or park by zone
Main Street								
Main Street								
Main Street				Business recruitment				
Main Street				Dog Bakery				
Main Street				Fish Shop, cheese shop				
Main Street				Art studio				
Main Street		Local library						
Main Street							Raised intersection	Raised intersection
Main Street				Green grocer on Main Street				
Main Street					LED lighting		LED lighting	
Main Street - near restaurants								Four 15 min parking meters
Main street and billings Medford and Albion							Raised crosswalk	Raised crosswalk
Morton Ave and Medford Ave							Raised crosswalk	Raised crosswalk
							Lights and better crosswalks	Lights and better crosswalks

SOUTH MEDFORD

Location	Promote Assets	Planning/Zoning	Development	Business Development/Marketing	Streetscape Improvement/Beautification	Maintenance	Safety	Vehicular/Pedestrians/Bikes
Mystic and Harvard								Lights not working - need to be synchronized (25 mins from Meadow Glen to Mystic by car)
Mystic and Bonner							Crosswalk	Crosswalk
Mystic and Harvard								Lights need to be synchronized baking up traffic
Mystic and Harvard						Repair sidewalks lifted by trees		
Mystic and Willis						Potholes		
					Trees			
Mystic Ave					Putting in median strip with trees similar Governors Ave with raised crosswalks at intersection			Putting in median strip with trees similar Governors Ave with raised crosswalks at intersection
Mystic Ave				Redevelopment pharmaceuticals,			Traffic calming	
							Highway cut City in half, can't walk to Middle School and amenities which are only 3/4 mile away. Pedestrian accommodations need to be made.	Highway cut City in half, can't walk to Middle School and amenities which are only 3/4 mile away. Pedestrian accommodations need to be made.
Mystic Avenue							Need safe crossing	Need safe crossing
Mystic Avenue							47.5 miles average speed, run by State - too fast - looking for commitment from Mayor and Governor	
Mystic Avenue								
Near Alumni Field			Dog Park					
Near Fire Station					Small public garden space			
Oasis		Expand sidewalk						
Parking								Parking lot for overflow traffic
Parking/Traffic								Concerns over parking patterns with addition of green line

SOUTH MEDFORD

Location	Promote Assets	Planning/Zoning	Development	Business Development/Marketing	Streetscape Improvement/Beautification	Maintenance	Safety	Vehicular/ Pedestrians/Bikes
Pearl Street								Request - permitted parking not required on Sunday
Public Parking					Better signage			
Rice Avenue								Make two-way
Rice Street								Make two-way
Tufts Field Area				Farmers market				
Tufts Field Area					Public art			
Tufts Park							Enforce Drug Use	
Tufts Park							More lighting at park	
Tufts Park							Dark in front of park	
Tufts Park							Security cameras	
Tufts Park				Dog park, Farmers market, community gardening				
Tufts Park								
Tufts Park					Dog park vs. kids park			
Tufts Park				Festivals				
Tufts Pool						Clean-up tufts pool - dirty		
Tufts Pool					Street lights		Street lights	
Tufts Pool			Move to different location - too close to street for kids. Put wires underground and beautify					
Tufts Pool								
Yale Street				Farmers market				

HILLSIDE

Location	Promote Assets	Planning/Zoning	Development	Business Development/Marketing	Streetscape Improvement/Beautification	Maintenance	Safety	Vehicular/ Pedestrians/Bikes
Adams and Quincy							Traffic enforcement - fed up with speeding	
Adams and Quincy							Speed bumps, Speed tables	Speed bumps, Speed tables
Adams and Quincy							Safety serious concern	
All Streets					Too may cable wires			
Boston across from Tamper					Parklet/Plaza			
Boston and Fairmont					Bike Racks			
Boston and Fairmont					Sidewalk table and chairs			
Boston and Rt 16								Hubway
Boston and University Ave				Gateway Sign	Gateway Sign			
Boston and Winthrop					Parklet Plaza			
Boston and Winthrop								Hubway
Boston Ave					Banners			
Boston Ave					Banners			
Boston Ave					Banners			
Boston Ave					pocket plaza, planters,			
Boston Ave					Bench/bike racks			
Boston Ave					Better landscaping			
Boston Ave					Better street lighting		Better street lighting	
Boston Ave					Bike Racks			
Boston Ave					Dog park at grant park			
Boston Ave			Façade Improvement	Façade Improvement	Façade Improvement			
Boston Ave			Façade program	Façade program	Façade program			
Boston Ave					Lighting		Lighting	
Boston Ave					Parklet			
Boston Ave					Planters, street lights			
Boston Ave					Public Art			
Boston Ave					Public art			
Boston Ave								
Boston Ave					Raised Crosswalks		Raised Crosswalks	
Boston Ave					Repair sidewalks and curbs		Repair sidewalks and curbs	
Boston Ave					Sidewalks		Sidewalks	
Boston Ave					Sidewalks bump-outs		Sidewalks bump-outs	
Boston Ave					Tables and chairs			
Boston Ave					Trees			
Boston Ave					Trees			
Boston Ave					Trees, Planters, Flowers			

HILLSIDE								
Location	Promote Assets	Planning/Zoning	Development	Business Development/Marketing	Streetscape Improvement/Beautification	Maintenance	Safety	Vehicular/ Pedestrians/Bikes
Boston Ave					Trees, sidewalks and benches			
Boston Ave				Dining				
Boston Ave							Raised intersections	
Boston Ave								Bike Lane
Boston Ave								Bike Lane
Boston Ave								Hubway
Boston Ave				Jewelry store and gift shops				
Boston Ave						Some street signs missing	Some street signs missing	
Boston Ave			Parking Garage					
Boston Ave				Pub near college Ave				
Boston Ave				More retail near new t-station				
Boston Ave				Grocery store in every neighborhood				
Boston Ave			Mixed-use	Mixed-use				Parking meters
Boston Ave							Bike lane - no sharrows	Bike lane - no sharrows
Boston Ave			Mixed-use					
Boston Ave			Rudi's upholstery		Lighting		Lighting	
Boston Ave & residential								Hubway
Boston Ave and College								
Boston Ave and Winthrop							Delayed advanced green with left turn arrow	Delayed advanced green with left turn arrow
Boston Ave and Winthrop							Signage to 93	Signage to 93
Boston Ave from Winthrop to College						Creepy, poor lighting, unsafe	Creepy, poor lighting, unsafe	Creepy, poor lighting, unsafe
Boston Ave to Rt 16			Possibilities for development - MAPC					
Capen, Hillsdale, Adams, Quincy North, George, Summer, South					Raised speedbumps at crosswalks		Raised speedbumps at crosswalks	
College and Dowling Hall (Tufts)					Park			
College Ave - down by						Weeds, Ticks, People		
Corner of Winthrop and Boston	Welcome signage			Welcome signage	Welcome signage			
General Comments					Banners			

HILLSIDE

Location	Promote Assets	Planning/Zoning	Development	Business Development/Marketing	Streetscape Improvement/Beautification	Maintenance	Safety	Vehicular/ Pedestrians/Bikes
General Comments					Banners, benches, trees, planters			
General Comments				More eateries	Better lighting		Better lighting	
General Comments	Get art students from High School involved				Get art students from High School involved			
General Comments					Green space			
General Comments				Identify District	Green space, benches Identify District			
General Comments					Need greenspace, disappearing in Medford			
General Comments					Plant trees along track			
General Comments				Bar, Grocery Store	Planters			
General Comments					Planters must be high enough			
General Comments					Refresh painting on sidewalks	Refresh painting on sidewalks		
General Comments				Run-down square, unattractive to patrons	Run-down square, unattractive to patrons	Run-down square, unattractive to patrons		
General Comments					Trees - better thought when replanting			
General Comments					We are a "Tree City" but trees are being cut-down			
General Comments							Pedestrian safety at Winthrop	Pedestrian safety at Winthrop
General Comments								Bike Rack - have them scattered
General Comments								Traffic on Boston Ave increased with rerouting of traffic in area
General Comments		Concern about Tufts development	Concern about Tufts development					
General Comments				Improve communication regionally and inter-city - sometimes don't feel part of Medford				
General Comments							Need more police patrol	

HILLSIDE								
Location	Promote Assets	Planning/Zoning	Development	Business Development/Marketing	Streetscape Improvement/Beautification	Maintenance	Safety	Vehicular/Pedestrians/Bikes
General Comments								Traffic caused due to circulation with one way streets - specifically to Whole Foods
General Comments				Residents and abutters request informations such as pulled permits for nearby projects				
General Comments			Parking - even if we had businesses where would they park?					Parking - even if we had businesses where would they park?
General Comments								
General Comments		Permitting issues						
General Comments			Multi-level parking					
General Comments		Parking laws need to change						
General Comments						Cleanliness - sidewalks disgusting		
General Comments				Branding				
General Comments							Creepy train track area - concern when greenlines arrives, will be a key corridor	
General Comments				Localize communication - better				
General Comments						Trash recepticles		
General Comments			Keep retail mix					
General Comments		Mixed - use development						
General Comments		Mixed - use across from Grant Park	Mixed - use across from Grant Park					Substantial bike paths
General Comments								
General Comments				Façade Program				Bike lanes
General Comments			Air-rights development					
General Comments		Look at zoning laws						
General Comments		Better design culture						
General Comments						Sidewalks crumbling by Tufts garage	Sidewalks crumbling by Tufts garage	Sidewalks crumbling by Tufts garage

HILLSIDE

Location	Promote Assets	Planning/Zoning	Development	Business Development/Marketing	Streetscape Improvement/Beautification	Maintenance	Safety	Vehicular/ Pedestrians/Bikes
General Comments						Concrete blocks have no purpose		
General Comments								Bike lane next to tracks
General Comments								Permit parking by zone recommended in conjunction with GLX
General Comments				Façade Program				
General Comments						Street cleaning		
General Comments						Replace green machine		
General Comments								Parking meters vs. kiosks (easier/faster)
General Comments				More amenities				
General Comments				Grocery close-by				
General Comments				Farmers Market				
General Comments			More retail					
General Comments						Sidewalk repair		
General Comments								
George Street					Trees			Parking plaza
George Street								Raised Crosswalk
Grant Park					Bus Stop - have art students redesign			
Grant Park						Nasty		
Intersection Boston and Winthrop							Delayed and advanced green	Delayed and advanced green
Near Route 16 - Mixed-use			Mixed-use	Gateway Sign	Gateway Sign			
North to Winthrop - make one-way							Reconfigure one way streets	Reconfigure one way streets
Parking								Enforce parking near church
Regional and intercity cooperation and communication							Traffic calming	Traffic calming

HAINES SQUARE

Location	Promote Assets	Planning/Zoning	Development	Business Development/Marketing	Streetscape Improvement/ Beautification	Maintenance	Safety	Vehicular/ Pedestrians/Bikes
28 and Salem (Morrison Playground)					Turn tennis courts to dog park, shade trees, tot lot			
432 Salem St				Irish Restaurant		Dumpsters	Speedbump	Speedbump
Almont St					(wide/inviting)		(wide/inviting)	
Anthony's Liquors							Unsafe	
Cherry and Lambert			Community Center					
Cherry St				Free short term parking				Free short term parking
intersection					Flower box			
Farragut					Post Office Box			
Road at Fellsway							Make crossing safer	
Fellsway				trees				
Fellsway					around businesses		around businesses	
Fellsway	sign			sign				
Street					sidewalk		sidewalk	
General Comments				program	Outdoor seating			
General Comments		Zoning modifications to support mixed use		Local Café, Irish pub, nightlife	Electric outlets for festivals/events		Lighting	Hubway
General Comments				weekends				weekends
General Comments				Independent movie theater	Façade improvement program			
General Comments					flowers and trees everywhere (all businesses should have)		Yield signs at all pedestrian crosswalks	
General Comments				Coffee house/café (local)				
General Comments		before MBA to influence design of projects		flowers and trees everywhere (all)	Street cleaning			
General Comments		What is district		Incentivize businesses - façade improvement	Incentivize businesses - façade improvement			
General Comments		Boundary definition		Taco joint, diversity in restaurants	assist in beautification projects			enforcement, valet for restaurants, Lantana
General Comments				Avoid redundant businesses	Repair street sidewalks, make ADA compliant		Repair street sidewalks, make ADA compliant	Repair street sidewalks, make ADA compliant
Gillio Building					(conceal)			
Grant and Salem								Raised crosswalk
Grant Ave and Salem St					Sidewalk tables and chairs			
St					Crosswalk		Crosswalk	Crosswalk
Lambert St					Trees, lantern lights			
Lambert St							Crime	
Lambert Street							Drug dealing	

HAINES SQUARE

Location	Promote Assets	Planning/Zoning	Development	Business Development/Marketing	Streetscape Improvement/ Beautification	Maintenance	Safety	Vehicular/ Pedestrians/Bikes
Malden Line/Salem st	Gateway sign			Gateway sign	Street trees, Gateway sign			
Maynard St			MBTA redevelopment, pedestrian only space, market place		Fix streetlights	Fix streetlights		
MBTA								
MBTA			(substation - redevelopment), office, center)		Clean and beautify	Clean and beautify		
MBTA			Redevelop		Pocket park			
MBTA					Clean-up	Clean-up		
MBTA lot				Free parking	Trees, benches			Free parking
MBTA/Stop & Shop					Trees and lighting			
Public Lot - more signage								
Public Parking					Lighting	Poorly plowed snow removal	Poorly plowed Lighting	Parking enforcement
Public Parking					DD, more street sweeping	DD, more street sweeping	Poor lighting	
Public parking lot				Poor lighting				diets, coordinate traffic lights
Salem and Fellsway					Flower boxes			
Salem and Lambert					Flower boxes and parklets, street trees			
Salem and Spring					Street sweeping	Street sweeping		
Salem and Spring					Flower boxes			
Salem and Spring					of retail, cut canopy higher	of retail, cut canopy higher		
Salem and Spring								
Salem and Spring		Zoning modifications to support mixed use, outdoor seating		Outdoor seating (Copy Somerville)	Outdoor seating (Copy Somerville)			
Salem and Spring St Extension - Corner of		Outdoor seating			outdoor seating, bus stop shelter, green space		Narrowing, intersection realignment	Narrowing, intersection realignment
Salem and Spring St Extension - Lambert							Curb extensions at intersection	Curb extensions at intersection
Salem and Spring St Extension - Lambert								
Salem St		Mixed use	Mixed use		Benches, bike racks			Bike lane
Salem St					Planters		Crosswalk bump-outs	
Salem St		Small mixed use	Small mixed use		Banners	Repair sidewalks	Repair sidewalks	Repair sidewalks
Salem St					Flower boxes			parking signs
Salem St		and zoning		Façade program	Façade program		Security in the area	
Salem St					Banners, flower boxes			

HAINES SQUARE

Location	Promote Assets	Planning/Zoning	Development	Business Development/Marketing	Streetscape Improvement/ Beautification	Maintenance	Safety	Vehicular/ Pedestrians/Bikes
Salem St	Welcome signs both ends			Welcome signs both ends	Welcome signs both ends	Walk to school initiative/sidewalk repair	Walk to school initiative/sidewalk repair	Walk to school initiative/sidewalk repair
Salem St						Flashers on crosswalks		bike committee to review for bike lane
Salem St				Hold more events	Façade program, nice outdoor spaces to sit and hang-out		Lighting (lantern)	
Salem St					Wide sidewalks, trees, streetscape improvements			Meters in front of all businesses along Salem
Salem St					Lighting (lantern)		Safe for crossing	Bike lane
Salem St and Spring St across from Stop and shop			Redevelop		Trees		Lighting (lantern)	Crosswalks - enforcement for pedestrians
Salem St - Northside				Store fronts empty for years				
Salem St across from stop & Shop				Studios, bakery, bookstore				
Salem St and fell sway					Landscape edge at parking lot			
Salem St at Fellsway								
Salem St at Grant					MBTA sign tied to tree			
Salem St at Nappys					Flowers, trees		Crosswalk at Cherry Street	
Salem St at Spring St ext.							Raised crosswalk	
Salem St closer to Fells				Bakery				
Salem Street					New benches along walkway, shallow bushes and plants			Remove parking meters
Salem Street								
Salem Street - at Malden City Line	Welcome to Medford sign			Welcome to Medford sign	Welcome to Medford sign			
Salem Street and Grant Ave							Handicap sidewalk	
Salem street and Grant Ave crosswalk					Lighting		Lighting	
Sheraton					Lighting		Lighting	
Spring St extension							Raised crosswalk	

HAINES SQUARE

Location	Promote Assets	Planning/Zoning	Development	Business Development/Marketing	Streetscape Improvement/Beautification	Maintenance	Safety	Vehicular/Pedestrians/Bikes
Spring Street and Salem Street							Raised Intersection & intersection realignment	Raised Intersection & intersection realignment
Stop & Shop		Mixed use	Mixed use		Parking lot improvement			
Stop & shop		Outdoor seating			Outdoor seating	Parking lot - who takes care of		
Stop & Shop		Retail with housing above	Retail with housing above	Zip car, hubway, beer garden			Entrance	
Stop & Shop				Façade revamp	Façade revamp			
Stop & Shop area			Redevelopment			Deplorable		
Youmans Ave					Pocket parks, pedestrian lighting, flower boxes		Lighting	

APPENDIX B

Previous Studies and Reports

Medford Square Master Plan. Sasaki Associates, 2005

The Master Plan identified six goals for the future of Medford Square, to be achieved through public and private investment:

- Create a single identity for the Square by physically and visually uniting the east and west sides.
- Encourage mixed-use vibrancy with culture, retail, office and housing.
- Enhance connections between the Mystic River, retail streets, surrounding neighborhoods, and regional open space.
- Develop the pedestrian character of the Square by balancing transportation modes.
- Achieve a higher and better use of land and create value for real estate.

To accomplish these goals, the Master Plan makes several recommendations in six chapters:

- Development Opportunities
- Civic Realm
- Mystic River
- Access and Transportation
- Retail Positioning
- Guidelines for Development

Development Opportunities

- Redevelopment opportunities in the Square center on the three City-owned parcels on the east side.
- Facilitating development on these sites will provide a catalyst for additional private investment in other areas of the Square.
- Ground floor retail is encouraged especially along Riverside Avenue and the River Street extension.
- The parking that serves retail and office uses during the day provides important shared parking resources to meet the needs of the Chevalier Theater and other venues for evening and weekend activity.

Civic Realm

- Wider sidewalks, on-street parking, and realigned streets, many with two-way traffic, will offer an attractive setting for tenants and their customers to do business.

- A consistent wayfinding and signage system will help people navigate the Square, both for those who pass through and those with a destination in the Square.
- By improving bicycle and walking trails along the river, Medford Square can become part of a more regional system of recreational connections with opportunities for alternative modes of transportation.
- On Sundays and key festival dates, Clippership Drive can be closed for casual recreational use, farmer's markets, art festivals, music events, arbor day, and other civic celebrations.

Mystic River

- New public space along Clippership Drive and improvements to existing parks should connect to the Condon band shell and surrounding open space in the Mystic River Reservation upstream.
- A continuous boardwalk along the back of the historic buildings on High Street will provide an important connection and could serve as an amenity to the businesses on these properties.
- A continuous waterfront promenade would provide opportunities for overlooks where views up and down the Mystic River will be enhanced.
- Interpretive elements and signage will offer visitors a glimpse into the continuing evolution and intertwined history of the River and the Square.

Access and Transportation

- Minimize the amount of traffic that needs to pass through the heart of the five-way intersection at Salem Street, Riverside Avenue, Main Street, High Street, and Forest Street.
- Two-way streets are recommended for local traffic headed for residential and retail areas on the east side of the Square.
- The width of each travel lane should be 11 feet on primary streets and 10 feet on secondary streets.
- Parallel parking helps to protect pedestrians from moving vehicles, serves to calm traffic, and provides short term parking. The width of the parking lane should be eight (8) feet and the length of the spaces 20 feet.

Retail Positioning

- To achieve a compact and competitive shopping environment, the overall tenant mix needs to move away from personal care tenants and ground floor office uses to accommodate more establishments that offer eating, drinking, apparel, home furnishings, and gifts.

- In order to become known as a retail destination, the Square needs to develop a more positive image, addressing marketing, operational aspects, and physical improvements.

Targeted Markets for the Retail Mix

- University Market: Restaurants, Live Music, Cafes, Coffee Shops, Specialty Foods, Take-out Food, Convenience, Grocer, Bookstores, Specialty Sports, Electronics, Outdoor and Casual Apparel and Shoes.
- Age 25-44 Population: Cafes, Coffee Shops, Children's Apparel and Shoes, Consignment/Second Hand Clothes and Home Furnishings stores, Boutique Gift Stores, Affordable Ethnic and Family Restaurants, Hobby, Pets, Home Furnishings, Furniture, Hardware, Off-price General Merchandise Stores.
- Women of the Region (who represent 80% of the shoppers): Women's and Children's Apparel, Shoes and Accessories, Bath and Body, Cosmetics, Specialty Food, Antiques, Home Furnishings, Specialty Gifts, Jewelry, Second Hand/Resale Clothes and Estate Jewelry.
- Tourists: Restaurants, Cafes, Souvenirs, Arts and Crafts, Museum Shops, Specialty Gifts, Seasonal and Weather-Related Items, Antiques and Second Hand Merchandise, Convenience.

Site Plan Approval Process

- On City-owned parcels, the developer's RFP will specify the development review process.
- For all other parcels, a more consistent process of development review is recommended to be put in place, including the adoption of development guidelines.
- Site plan approval should be issued if the development is in consistent with the development guidelines and the master plan.

Implementation

For a successful development outcome, an implementation plan must be put in place and address:

- Phasing and investment
- Strategy for the developer's request for proposal
- Public funding mechanism
- Approvals process
- Roles and responsibilities.

Private Development

- Structure the disposition process as a two-stage (RFQ/RFP) process
- Invite developers to make proposals for individual or multiple City-owned parcels
- Invite developers to propose private or public approaches to developing and managing the public parking
- Attempt to integrate private properties in the City's RFP process
- Resolve unknowns, formulate a viable phased public improvement and financing plan, and secure funding commitments to the maximum extent possible.

Overlay Zoning District, Development Guidelines and Approvals Process

- An overlay district is recommended for the Square to provide the City with more control over the development outcomes and to provide the private development community with a more realistic set of guidelines that match market expectations.
- Existing building setbacks, parking requirements, dimensional requirements tied to uses, and other zoning provisions do not reflect current market and smart growth approaches to urban development.
- The purpose of the overlay district will be to update the current zoning to reflect the master plan recommendations, encourage smart growth, promote high quality urban development, and streamline the approvals process.

Building on the basic ingredients of the existing zoning, the overlay district needs to:

- Clarify the overall height and massing expected in the Square to create a vibrant urban district, taking into account the context of taller buildings along the highway corridor, the typical streetwall heights on the retail streets, and the need to step down to adjacent residential districts with lower heights.
- Clarify the allowed uses and desired outcomes, such as promotion of active ground floor uses.
- Promote shared parking and update the parking ratios to reflect an urban mixed-use village with available transit service.
- Establish a consistent review process that is linked to a set of development guidelines.

Full report: <https://drive.google.com/file/d/0B1hiOcEPPI0Cc2U0Uks4S0U1MEU/view>
or <http://takegovernment.com/Medford-Square-Master-Plan.pdf>

Medford Square and the Mystic River: Reconnection, Revitalization, Redevelopment. MIT Department of Urban Studies and Planning. 2006.

Working with the City of Medford and the state Department of Conservation and Recreation (DCR), graduate students from MIT's Department of Urban Studies and Planning conducted a semester-long study of Medford's waterfront assets resulting in a three-part report with detailed recommendations for a Mystic River Greenway, Transportation and Streetscape Improvements, and Redevelopment Opportunities.

Mystic River Greenway Goals

- Connect transit nodes, residential neighborhoods, recreational amenities, and business districts to the river.
- Create a vibrant mix of uses and activities along the river.
- Engage residents, businesses, and institutions in shaping and building the greenway.
- Convey a unique identity that reflects the local character, the history, and the environment.
- Restore and maintain the river's ecological integrity as a regional resource.

Objectives

- Establish high priority links to the river.
- Locate priority sites for views, uses and river access along the Mystic.
- Identify models for community partnership and non-profit collaboration.
- Improve signage related to way-finding, history, and environmental stewardship.
- Select opportunities for improving water quality, creating wildlife habitat, and diversifying the landscape.

Recommendations

- Cultivate a productive working relationship with DCR and collaborate on a Mystic River Master Plan.
- Form a Medford Greenway Committee to: ensure local participation in the master plan process; investigate funding sources; and develop a public-private partnership organization.
- Establish the Mystic River Greenway from the Alewife Brook Greenway to Station Landing/Wellington Station.

The report provides recommendations for six segments of the Greenway:

- Auburn Street to Winthrop Street: Underused grassy area is a potential recreational asset that connects adjacent neighborhoods, and an ecologically rich western gateway to the Greenway, that can draw people toward Medford Square.

- Winthrop Street to Cradock Bridge: Improved circulation, stronger visual connections to the river, and a steady increase of public uses will integrate the Greenway and Medford Square into a unified, multi-use community asset.
- Cradock Bridge to I-93: Clippership Park will extend the civic life of the Square to the River. A DCR easement along the senior housing properties enables the path to continue towards I-93, with a bike lane along Riverside Avenue serving as a short term connection.
- I-93 to Yacht Club: A bike lane along Riverside Avenue and a path under the highway and around the Yacht Club will provide a direct connection from Medford Square to Riverbend Park and the Medford Public School Campus.
- Riverbend Park: New directional signage throughout the park will help guide users through this tremendous community asset filled with both passive and active recreational uses.
- Mystic River Reservation: This ecologically diverse public park will serve as a critical connector between Medford Square and the Wellington MBTA station. It also provides spectacular river views and a natural setting for passive recreation.

This section concludes with recommendations about Community Partnerships, Signage, Ecology, Interventions (specific improvements numbered and keyed to maps), and Next Steps & Funding.

Transportation and Streetscape Goals

- Connect the neighborhoods to the south and east to the Square.
- Enable better access to the Mystic River from the Square by opening up land near the riverbanks.
- Improve the pedestrian environment.
- Reorient the existing road network to more local uses.

Objectives

- Focus improvements on the only three major “gateways” into the area, creating continuous pedestrian and bikepaths, and more direct connections to Clippership Drive.
- Open up land on both sides of the Mystic River.
- Widen sidewalks, narrow streets, and establish continuous paths.
- Calm but accommodate car traffic.
- Disperse the heavy through traffic throughout the Square.
- Encourage Medford Square as a destination, rather than a bypass.

Recommendations

- Realign Clippership Drive as a local street to support vibrant new development and riverfront access.
- Create uninterrupted pedestrian paths to the Square from east of I-93, Main Street, and along the river.
- Relocate the Route 16 on- and off-ramps closer to the highway, and construct a new park on the south bank of the Mystic River.
- Rehabilitate Main Street and Cradock Bridge to make this entrance to Medford Square more inviting.
- Adjust the street circulation pattern to create direct connections to the riverfront and fewer one-way roads.
- Formalize and reconfigure the parking lot and road around City Hall.
- Adopt street design guidelines to establish a uniform feel in the Square.

The report provides detailed design recommendations, with plans and street sections for:

- the South Gateway: the area around Main Street from Route 16 in the south to the intersection of River Street, Salem Street, High Street and Main Street in the north, comprised of three distinct parts: Route 16 Underpass, Cradock Bridge, and Route 16 On- and Off-Ramps.
- the Northeast Gateway: the area around the intersection of Salem Street and Clippership Drive, including the sidewalks and parking lots next to Springstep and City Hall.
- Clippership Drive: a new design is proposed to change the perception of Clippership Drive from a bypass road to a local street that is an integral part of Medford Square; create riverfront open space; and enable new development and street life oriented to the river.
 - Realign Clippership Drive closer to the existing retail space.
 - Encourage stores and activities to open out south towards this new street and the newly-created riverfront.
 - Arrange for an easement or purchase on a privately-owned parcel to allow for a straight Clippership Drive to become part of the Square's street grid.
 - Make Clippership Drive a two-way road, with one lane for each direction.
 - Construct on-street parking on both sides of the road.

- Establish a very wide new sidewalk (between 15 and 25 feet) on the north side of the road, and a six-foot sidewalk on the south side.
- Build a new 1.5-acre Clippership Park on the land made available by this realignment.

This section concludes with Street Design Guidelines and a Budget for the recommended improvements.

Redevelopment Goal

- Foster development within Medford Square that honors and respects the historic past, while forging opportunities for a viable and progressive future.

Objectives

- Formulate a regulatory framework that establishes preferred guidelines for future development.
- Assess the viability of redevelopment on city-owned parcels and highlight the trade-offs involved in achieving the type of development the Medford community wants.
- Devise a program that ensures sustained economic development by strengthening existing retail and attracting new investment to the future retail market.

Recommendations

- Create a Zoning Overlay District that will serve as a regulatory framework that establishes rules for form and function, and guidelines for future development.
- Reference the Model RFP as a guide for attracting developers to the City owned parcels.
- Use Development Scenarios to assess the viability of development and the amount of revenue and public benefit the City can expect.
- Implement a Medford Main Streets program to strengthen existing businesses and attract new investment resulting from development.
- The report provides a general framework for a model Zoning Overlay District for Medford Square, combining the conventional zoning overlay with a form-based approach, with tables, pictures and drawings. Development guidelines are included for Buildings, Retail, Historic Structures, Parking, and Building Appearance - Materials, Fenestration, and Articulation of Building Walls.
- Development Scenarios are presented for the three city-owned sites in Medford Square, with illustrations of massing models, financial proformas, and projections of tax revenue for the city.

- The section concludes with a description of a Medford Main Streets program - its benefits, organization and funding.

Full report:

<http://web.mit.edu/11.360/www/final%20report%20for%20web%2012.13.06.pdf>

Appendices: <http://ocw.mit.edu/courses/urban-studies-and-planning/11-360-community-growth-and-land-use-planning-fall-2006/projects/finalappdx.pdf>

Mystic River Master Plan. Department of Conservation and Recreation (DCR), 2009.

This Master Plan was developed by the Department of Conservation and Recreation and a consultant team led by CSS, to respond to the following goals:

- Restore river banks and edges to promote both increased recreational use and the river's ecological health.
- Develop a continuous multi-use pathway system along both banks of the Mystic River from the Harvard Avenue Bridge to the Malden Bridge.
- Determine areas most suitable/desirable by location and type for recreation, education and preservation.
- Protect and enhance the wildlife habitat by improving natural areas.
- Increase opportunities for water-related activities, including fishing and non-motorized boating.
- Strengthen the open space network with links to adjacent public open space and neighborhoods
- Develop guidelines and techniques for management and operation of the parkland.

The report gives a historical overview of the Mystic River and its watershed, inventories its natural and cultural resources, and outlines the Master Plan. The sections of the Master Plan are: Continuous River Corridor Trail System, Overlooks and Views, Water Trail, Signage and Interpretive Elements, Fencing Strategy, Property Acquisitions and Easement Needs, Encroachment on Public Land, Access and Connections and Dog Recreation.

The report includes detailed maps of four sections of the corridor, with lists of suggested improvements within each:

Section 1: Harvard Avenue Bridge to Auburn Street Bridge

Section 2: Auburn Street Bridge to Cradock Bridge

Section 3: Cradock Bridge to Wellington Fellsway Bridge

Section 4: Wellington Fellsway Bridge to Alford Street Bridge

River Trail Corridor System

The trail system was designed to:

- Provide safe access to the Mystic River from MBTA subway and bus stops and surrounding neighborhoods
- Connect to local pedestrian pathways and bicycle trails
- Provide recreational loop trails where possible
- Connect destinations including:
 - Public Parks - Dilboy Fields and Stadium, Condon Band Shell, Mystic Riverbend Park/Hormel Stadium, McDonald Park, Draw Seven Park, Gateway Park
 - Marinas and Boathouses - Winter Hill Yacht Club, Riverside Yacht Club, Mystic/Wellington Yacht Club, Blessing of the Bay Boathouse, Tufts University Boathouse.
 - Commercial areas or development sites with existing or proposed future public access to the River -

Medford Square, Station Landing, Gateway Plaza, Assembly Square/Assembly Row and the MBTA Orange Line Assembly Square station.

Main features

- The primary path of the River Corridor Trail would be the main, continuous riverway connector, following the most direct, uninterrupted route along the Mystic Valley Parkway, adjacent to the roadway.
 - Bicycle activity would be high along the primary path, as it would provide links between the Minuteman Commuter Bike Path, major T-stops and downtown Boston.
 - The path would be 10' wide, paved with bituminous concrete, striped for two-way travel, and located a minimum of 25 feet from the riverbank edge.
- Secondary paths would bring trail users closer to the River edge, marsh or sensitive woodland areas where an asphalt trail is not desirable. Secondary paths also would be 10 feet wide but may be paved with stabilized stone or soil surfacing or constructed as boardwalk, depending on location.
- Tertiary paths would be smaller, four- to five-foot wide pathways that would provide access to sensitive areas and River overlooks. Tertiary paths would be constructed with stabilized soil surfacing or boardwalk and may be located within the 25' riparian buffer.

- **Bridges:** nine pedestrian-accessible bridges cross the Mystic River, with most existing sidewalks not meeting multi-use path standards, and with none having a striped bike lane. These sidewalks should be widened and striped bike lanes added where possible. Recommended bridge alterations and modifications will have to be carried out over time by the municipalities in which they are located.
- **Easements:** while DCR owns approximately 80 percent of the Mystic River shoreline within the Project Area (between the Harvard Avenue Bridge in Arlington and the Alford Street Bridge in Everett), several shoreline parcels not in DCR ownership interrupt the continuous path system. It is recommended that DCR pursue easements through the following parcels:
 - Senior housing and apartments east of Medford Square, Medford - easement to construct boardwalk and trail past site;
 - MBTA Wellington Station, Medford - easement to facilitate construction of the trail system.

Section 2: from Auburn Street Bridge to Cradock Bridge

Primary Path

- The primary path would cross the River from the south bank at the Auburn Street intersection, continue along the Mystic Valley Parkway on the north bank, cross Winthrop Street at a signalized intersection and continue along the Condon Band Shell property. The path would be set back from the Parkway a minimum of five feet.
- A culverted creek would require a cantilevered or constructed pedestrian bridge to accommodate the multi-use trail.
- The trail would continue through the Condon Band Shell property on the River side of the parkway area to the Mystic Valley Parkway Bridge near Medford Square. At that bridge, a five-foot striped bike lane would be added in each direction adjacent to the existing sidewalks which would be widened to 8 feet, leaving a 15.5-foot vehicular travel lane in each direction, and continue east until the path crosses the Parkway at an existing signalized pedestrian crossing.
- The primary path would then follow the existing pedestrian bridge to Medford Square north of the River or follow an existing asphalt path that would be realigned out of the riparian buffer on the south bank.
- It is recommended that a signalized pedestrian crossing be considered at the intersection south of the Cradock Bridge to increase pedestrian safety.
- The primary path would continue along the Mystic Valley Parkway where curbs can be reset to allow for an off-road bike route south of the Parkway.

Secondary Path

- The secondary path on the north bank would follow the River. Where it borders the baseball fields, safety fencing would separate the path from the River.
- The secondary path would cross Winthrop Street at an existing pedestrian crossing and continue through the redesigned Condon Shell area. Rather than follow the existing path by the Condon Band Shell, which is located too close to the shoreline and is causing erosion problems, the path would be routed across the creek via a boardwalk bridge, along the back side of the Condon Shell, eventually meeting the primary path along the Parkway.
- To remain on the north bank, the secondary path would cross over the Parkway by the Condon Shell parking lot. It is recommended that the existing striped crossing be replaced with a signalized pedestrian crossing.
- The Medford Square Master Plan proposes an elevated boardwalk adjacent to the existing retaining walls. The path would follow this boardwalk to the Cradock Bridge.

Bike Lane

- On-road bike lanes should be located on the Mystic Valley Parkway between the Auburn Street and Mystic Valley Parkway Bridges. Road widths allow for bike lanes throughout most of this stretch, but some curb realignment would be needed at Winthrop Street. The roadway would require re-striping throughout.

Access Improvements

Recommended access improvements (which would need to be done by the City of Medford) include:

- Hastings Lane: new signalized crossing
- Medford Square footbridge: trail marker and "footprints"
- Winthrop Street: signage, "footprints," and bike lane
- Winthrop Street: new crosswalk
- Mystic Avenue: pedestrian controls for the north and east crossings at the existing signal, bike lanes, "footprints" and trail markers
- West Street and Auburn Street: signage, "footprints" and bike lane

Canoe/Kayak Landing

- The existing unofficial riverfront access at the Condon Shell parking lot should be designated as a canoe/kayak launch. Existing eroded banks require restoration. A proposed new access path would lead to a floating dock.

Condon Shell

- A new performance space and surrounding park (developed as a separate project by the City of Medford) will be programmed for community events and various performing arts events and will be a destination along the River.
- Recommendations include:
 - New bandstand located farther from River edge
 - New location for vendors
 - New canoe launch convenient to parking
 - New children's play area
 - Relocated waterfront trail
 - Replacement of concrete culvert bridge with boardwalk
 - Replacement of benches and drinking fountains

The report concludes with a detailed section on Conservation measures and vegetation improvements (removal of invasive species), followed by sections on Permitting (applicable laws and jurisdictions of different agencies), and Ongoing Operations (maintenance, staffing, safety and security).

Full report: <http://www.mass.gov/eea/docs/dcr/pe/mysticrivermasterplann-final-11-09.pdf>