Re-imagining the Everett Commercial Triangle

A Preliminary Master Plan

Annie Burtoff  |  John Taylor  |  Jingyu Tu  |  Yifei Ren
May 3, 2013
Tufts University Field Projects Team
Re-imagining the Everett Commercial Triangle
A Preliminary Master Plan

Annie Burtoff | John Taylor | Jingyu Tu | Yifei Ren

May 3, 2013
Tufts University Field Project
Department of Urban + Environmental Policy + Planning

Prepared for the City of Everett, Massachusetts
Acknowledgements

The team would like to thank Professor Justin Hollander and teaching assistant Brian Szekely for their guidance and insight throughout this project. We are also indebted to Jamie Errickson, Executive Director of the City of Everett Department of Planning and Development, who provided invaluable knowledge and assistance. We also thank Marzie Galazka, Deputy Director at the Department of Planning and Development, along with Mayor Carlo DeMaria for his support of this project. Finally, we would like to thank the many citizens of Everett who offered us their time and opinions in this process.
Abstract

This Preliminary Master Plan was created by a team of Tufts University graduate students for the City of Everett, Massachusetts. The focus of the plan is an industrial- and commercial-dominated 110-acre site known as the Commercial Triangle, which is centrally located within Everett but has been an afterthought for investment and development opportunities in the post-industrial era. After extensive research and outreach, the team believes that this area possesses great potential for future growth, and the redevelopment vision presented here sets forth a plan for expansion of housing options, new job opportunities for residents, and access to needed goods and services that will improve the quality of life for all residents of Everett.

The team conducted a literature review, case study analysis, existing conditions analysis, and community outreach in the form of two public meetings in Everett and numerous interviews. Since the Commercial Triangle has not been the focus of any previous planning efforts, this background research and baseline data was invaluable in informing any future vision for the area. The team focused on existing land use and zoning, property and real estate, and transportation conditions in the Commercial Triangle, all within a regional context.

The research culminates in a series of recommendations and redevelopment options that begins with capital improvements, followed by concentrated public and private investment in three distinct districts of the Commercial Triangle: a residential district, a retail corridor along Revere Beach Parkway, and a business and industrial corridor. It is proposed that these districts will coexist as intertwined, complementary neighborhoods, seamlessly fitting in to the 110-acre site, the surrounding city, and the metropolitan Boston region.
# Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Executive Summary</strong></td>
<td>11</td>
</tr>
<tr>
<td><strong>Chapter 1: Introduction</strong></td>
<td></td>
</tr>
<tr>
<td>1.1 Historical Context</td>
<td>16</td>
</tr>
<tr>
<td>1.2 Demographics</td>
<td>16</td>
</tr>
<tr>
<td>1.3 Research Questions and Methodology</td>
<td>16</td>
</tr>
<tr>
<td>1.4 Goals</td>
<td>17</td>
</tr>
<tr>
<td>1.5 Structure of the Report</td>
<td>18</td>
</tr>
<tr>
<td><strong>Chapter 2: Literature Review</strong></td>
<td></td>
</tr>
<tr>
<td>2.1 Impacts of De-industrialization</td>
<td>23</td>
</tr>
<tr>
<td>2.2 Redevelopment Paradigms</td>
<td>24</td>
</tr>
<tr>
<td>2.3 Environmental Issues: Brownfield Redevelopment</td>
<td>26</td>
</tr>
<tr>
<td>2.4 Effective Community Participation</td>
<td>27</td>
</tr>
<tr>
<td>2.5 Identifying Redevelopment Strategies</td>
<td>27</td>
</tr>
<tr>
<td><strong>Chapter 3: Existing Conditions</strong></td>
<td></td>
</tr>
<tr>
<td>3.1 Land Use</td>
<td>33</td>
</tr>
<tr>
<td>3.2 Zoning</td>
<td>36</td>
</tr>
<tr>
<td>3.3 Property &amp; Market Analysis</td>
<td>37</td>
</tr>
<tr>
<td>3.4 Transportation</td>
<td>40</td>
</tr>
<tr>
<td><strong>Chapter 4: Case Studies</strong></td>
<td></td>
</tr>
<tr>
<td>4.1 Tanner Street District - Lowell, MA</td>
<td>53</td>
</tr>
<tr>
<td>4.2 Lynn Waterfront - Lynn, MA</td>
<td>55</td>
</tr>
<tr>
<td>4.3 Canton Center Transit-Oriented Development - Canton, MA</td>
<td>57</td>
</tr>
<tr>
<td>4.4 Assembly Square - Somerville, MA</td>
<td>59</td>
</tr>
<tr>
<td>4.5 Case Study Conclusions</td>
<td>62</td>
</tr>
<tr>
<td><strong>Chapter 5: Community Outreach and Input</strong></td>
<td></td>
</tr>
<tr>
<td>5.1 Outreach for Public Meetings</td>
<td>67</td>
</tr>
<tr>
<td>5.2 First Public Meeting Overview and Feedback</td>
<td>67</td>
</tr>
<tr>
<td>5.3 Interviews</td>
<td>70</td>
</tr>
<tr>
<td>5.4 Second Public Meeting Overview and Feedback</td>
<td>70</td>
</tr>
<tr>
<td><strong>Chapter 6: Vision</strong></td>
<td></td>
</tr>
<tr>
<td>6.1 Overview</td>
<td>73</td>
</tr>
<tr>
<td>6.2 Residential District</td>
<td>74</td>
</tr>
<tr>
<td>6.3 Parkway Corridor</td>
<td>79</td>
</tr>
<tr>
<td>6.4 Second Street Corridor</td>
<td>81</td>
</tr>
<tr>
<td>6.5 Environmental Considerations</td>
<td>84</td>
</tr>
<tr>
<td><strong>Chapter 7: Implementation</strong></td>
<td></td>
</tr>
<tr>
<td>7.1 Phasing and Next Steps</td>
<td>89</td>
</tr>
<tr>
<td>7.2 Funding Opportunities</td>
<td>90</td>
</tr>
<tr>
<td><strong>Conclusion</strong></td>
<td>95</td>
</tr>
<tr>
<td><strong>Appendices</strong></td>
<td></td>
</tr>
<tr>
<td>A. MOU</td>
<td>97</td>
</tr>
<tr>
<td>B. IRB Approval Letter</td>
<td>103</td>
</tr>
<tr>
<td>C. BostonGlobe.com article</td>
<td>105</td>
</tr>
<tr>
<td>D. NoBo Magazine article</td>
<td>107</td>
</tr>
<tr>
<td>E. March 6, 2013 Everett Independent Ad</td>
<td>109</td>
</tr>
<tr>
<td>F. April 17, 2013 Everett Independent Ad</td>
<td>111</td>
</tr>
<tr>
<td>G. Project website screenshot</td>
<td>113</td>
</tr>
</tbody>
</table>
Figures

Figure 1 Everett Commercial Triangle locus map
Figure 2 Lone mixed-use development in Commercial Triangle
Figure 3 Scrap metal lot
Figure 4 Restaurant Depot
Figure 5 Scrap metal business
Figure 6 Simoniz Car Wash
Figure 7 MBTA commuter rail
Figure 8 Everett land use 1971-1999
Figure 9 Existing land use
Figure 10 Existing land use in the Commercial Triangle (acres)
Figure 11 Businesses on Parkway
Figure 12 Industrial sites in interior of Commercial Triangle
Figure 13 Lewis St. in residential area
Figure 14 Demographics of Commercial Triangle
Figure 15 Existing population
Figure 16 Existing zoning
Figure 17 View of Commercial Triangle across Parkway
Figure 18 Tax rates in Everett and surrounding communities
Figure 19 Regional highway access
Figure 20 Average daily traffic
Figure 21 Morning rush hour vehicle speeds
Figure 22 Evening rush hour vehicle speeds
Figure 23 Crash statistics along Parkway
Figure 24 Road conditions on Garvey St.
Figure 25 Pedestrian environment along Parkway
Figure 26 Second Street in Everett and Chelsea
Figure 27 Pedestrian environment in residential area
Figure 28 Pedestrian crossing at Lewis St. and Parkway
Figure 29 T rapid transit and commuter rail access
Figure 30 Select T rapid transit ridership
Figure 31 Orange Line headway
Figure 32 Select commuter rail ridership
Figure 33 Select MBTA bus ridership
Figure 34 Select bus headway
Figure 35 Bus route 104
Figure 36 Bus route 106
Figure 37 Bus route 109
Figure 38 Bus route 110
Figure 39 Lowell, MA
Figure 40 Tanner Street District, before
Figure 41 Tanner Street District, after
Figure 42 Lynn, MA
Figure 43 Lynn Waterfront, before
Figure 44 Lynn Waterfront, after
Figure 45 Canton, MA
Figure 46 Canton Center, before
Figure 47 Canton Center, after
Figure 48 Somerville, MA
Figures

Figure 49 Assembly Square, before
Figure 50 Assembly Square, after
Figure 51 First public meeting, March 7, 2013
Figure 52 Commercial Triangle vision overview
Figure 53 Existing industrial building
Figure 54 Potential mid-rise housing development
Figure 55 Existing industrial structures and warehouses
Figure 56 Potential low-rise housing development and bus service on Garvey Street
Figure 57 Recommended Bus 104 and/or 109 route serving Commercial Triangle
Figure 58 Silver Line extension service area
Figure 59 Proposed community path
Figure 60 Existing storefront and streetscape along Parkway
Figure 61 Potential storefront and streetscape along Parkway
Figure 62 Existing pedestrian crossing at Lewis St. and Parkway
Figure 63 Improved pedestrian crossing at Lewis St. and Parkway
Figure 64 Existing Second Street conditions
Figure 65 Potential Second Street Corridor
Executive Summary

The Field Projects team was tasked with developing a preliminary master plan for a 110-acre site in Everett, Massachusetts. The master plan represents the synthesis of the team’s extensive research on the neighborhood and industrial redevelopment plans, as well as a community input process. This research converges in a series of redevelopment options for the site that were presented to the public and the City of Everett in April 2013. The focus of the study is an area known as the Commercial Triangle, which is comprised of several districts with heterogeneous uses, including commercial, industrial, retail and residential properties. While centrally located from a geographic standpoint, the site is isolated from the rest of the city due to transportation and infrastructural barriers. This area had not been the subject of previous planning studies, and this project was framed as a first attempt at studying the site and envisioning its future.

The City of Everett’s Department of Planning and Development acted as the client for the duration of the project and has been extremely involved in the efforts of the team. The team’s research consisted of case study analyses of four communities in Massachusetts, a literature review, and existing conditions analysis. This research illuminated the strengths and weaknesses of the area. The Commercial Triangle, and Everett at large, benefits from its metropolitan location, just minutes outside of downtown Boston by car. The Commercial Triangle is inaccessible, though, for those who do not drive, with no bus service and no rapid transit stops. The Field Projects team also managed two public meetings and conducted interviews to gather feedback on the area from residents and business owners. The feedback largely focused on aesthetic concerns in the neighborhood, and a perceived lack of attention paid to the area on the part of the City.

The team’s vision for the area reflects the fact that it is an area composed of multifarious neighborhoods, not one continuous, cohesive district. Redeveloping the entire site for one use (such as housing) would not be a realistic plan for the area given its history and current uses. As such, the team’s vision consists of redevelopment options for three different districts within the Commercial Triangle, with differing options for redevelopment in each of them. The team also found that a series of critical infrastructural improvements needed to take place first and foremost in all the districts. This included repaving the streets, sidewalks, re-engineering traffic patterns and improving the drainage conditions. In numerous conversations, stakeholders in the area asserted that any future development and private investment in the area would be contingent on these improvements. Beyond these basic changes, further redevelopment scenarios include new multifamily housing, a revitalized industrial and commercial corridor with a food services and hospitality cluster, and improved amenities and an enhanced streetscape along Revere Beach Parkway.
Chapter 1
INTRODUCTION
Urban areas are constantly changing; fluctuations in demographics, the economy, and political climate may all contribute to the ever-shifting nature of cities. Everett, Massachusetts is no exception, and the 3.7 square mile municipality looks much different today than it did fifty years ago. Ongoing City planning efforts are a key component in addressing and managing change in a way that optimizes one of the Everett’s most valuable resources: its land. For this project, the Field Projects team produced a preliminary master plan for a 110-acre site in Everett called the Commercial Triangle, focusing on land use, transportation, economic development and real estate development. While the City of Everett (“the City”) is actively engaged in planning for the future, this particular district has not been studied before; it is now seen as a prime opportunity for a comprehensive program of improvements. The resulting preliminary master plan aims to serve the City with extensive analysis and conceptual redevelopment schemes, as well as a series of goals for the area that reflect the history and community vision for the future. A full redevelopment of the Commercial Triangle could take up to twenty years, but the team has proposed incremental steps that can be implemented in both long-term and short-term phases.

The Commercial Triangle is located between Revere Beach Parkway (also known as Route 16), the MBTA commuter rail tracks and the Chelsea city line. Historically, this site has been characterized by industrial activity, along with some commercial and residential uses. As a small, dense city, Everett’s clusters of neighborhoods often share similar characteristics, and changes in one can precipitate changes in another. As such, it is important to look at the area outside the Commercial Triangle as well as the city and region at large. Lower Broadway, a district directly southwest of the Commercial Triangle, has been the subject of a concerted planning effort and public involvement process in the past few years. Revere Beach Parkway was also the subject of a recent zoning and transportation study that elucidated many of the upgrades
needed there. Another former industrial site just half a mile from the Commercial Triangle is under consideration for redevelopment as a resort casino. The team referred to those completed studies and proposed plans throughout the project to understand what was happening in nearby neighborhoods and how that may impact the Commercial Triangle.

1.1 Historical Context

Beyond the individual neighborhoods in Everett, looking at the history of the entire city will provide context for the preliminary master plan and show what larger changes have occurred over time. Everett was first settled in 1630; it became a town in 1870, and finally a city in 1892. It industrialized early in the twentieth century and served as the home to several chemical and oil companies that were attracted to Everett by its waterfront location on the Mystic River and proximity to Boston just four miles away. Today, Everett retains this industrial character south of Revere Beach Parkway, even after most original factories and businesses closed or moved in the latter half of the twentieth century as part of the wider trend of deindustrialization in the United States. The businesses currently located in the Commercial Triangle are predominantly a mix of warehouses, automotive repair shops, and scrap metal recycling facilities. A comprehensive land use analysis is included later in the report.

1.2 Demographics

As of the 2010 census, Everett’s population was 41,667. It is a densely populated community, with 11,241 people per square mile. The population has increased slightly since the 2000 census, likely due to continued immigration. Everett is known as an “immigrant city,” and 36% of the population is foreign-born. The population is also fairly young with a median age of 35. Manufacturing is the predominant occupation in Everett, comprising 31% of jobs in the city, followed by service industry and retail employment. The median household income is $48,319, significantly less than the statewide median of $65,891. However, the 6.9% unemployment rate is on par with the state at 6.7% (as of December 2012).

1.3 Research Questions and Methodology

The team developed a series of core research questions to guide the project and data collection:

1. What are the existing economic and physical conditions in the Commercial Triangle?
2. How do neighborhood residents, business owners, property owners, and City officials want the Commercial Triangle to redevelop in the future?
3. What conflicts exist between these
stakeholders’ visions of future redevelopment, and how might they be reconciled?

4. Based on existing conditions and stakeholder visions, what options exist for the future redevelopment of the Commercial Triangle?

Field Projects is an experiential learning process, and over the course of the semester, the team immersed itself in Everett. Numerous group visits to the site gave the team a street-level perspective on the character of the area, what it looks like now and what may be appropriate for the future. The team also conducted extensive research on existing conditions, a literature review and case study analysis, interviews with stakeholders, and held two public meetings to gather community input. Mixed methods were employed in an attempt to achieve triangulation of the research data and ensure validity in the findings.

The research on existing conditions covered zoning, land use, property ownership, demographics, transportation, and market conditions. Since the area had not been studied before, this section forms a particularly important foundation for the project and constitutes a large part of this report. For the case studies, four neighborhood plans from the past decade in New England communities similar to Everett—specifically matching the land use profile and neighborhood attributes of the Commercial Triangle—were chosen to show a range of redevelopment options. The literature review centered around understanding the state of literature in the field that addresses industrial redevelopment, community participation processes, the impacts of de-industrialization, and which frameworks might be suitable for a redevelopment strategy. The first community meeting was held on March 7, 2013 in order to present the existing conditions to the public and gather their feedback on what they would like to see in the area, with a final public meeting on April 18, 2013. Interviews also served a similar purpose, and were conducted by phone with those who were unable to attend the public meeting.

1.4 Goals

The goal of the project is to develop a preliminary master plan for the Commercial Triangle that aids the City in future planning efforts for the area. The redevelopment vision should serve as a capstone to the project and encourage redevelopment for the area that is both feasible and viable. Master plans are an important part of city planning; they are
an “evolving, long-term planning document [which] establishes the framework of a site, reflecting a clear vision created and adopted in an open planning.” The team is aware that external factors play a role in urban redevelopment and the plan may or may not be implemented on the proposed terms. The vision and plan are only intended to guide the City as they pursue options to upgrade and improve the area.

1.5 Structure of the Report

The next section of the report begins with a literature review, which introduces existing academic literature on the history of de-industrialization, participatory planning, environmental remediation and strategies for redevelopment plans on formerly-industrial sites. After the literature review, the report moves on to a comprehensive analysis of existing conditions in the Commercial Triangle, focusing on land use, transportation, and real estate and market conditions. From here, case studies are presented to show other types of industrial redevelopment that have already been planned, proposed, or executed in four proximate Massachusetts towns. Finally, the report moves on to redevelopment options for the Commercial Triangle, showcasing possible streetscape designs and future land use options that would revitalize the area and adhere to the community’s vision for the area. Finally, implementation and phasing are proposed to lay out a plan for financing the proposed improvements within a realistic time frame. Next steps and recommendations are also provided to the City so that this project may be moved forward even after the Field Projects team completes its duties.
References


2. Ibid.


4. Ibid.


Chapter 2
LITERATURE REVIEW
As the City looks at redevelopment strategies for the Commercial Triangle, it is important to understand the state of wider literature that could inform the process. The Field Projects team is interested specifically in the historical context of de-industrialization in the United States; types of redevelopment paradigms; environmental barriers; and the processes of engaging citizens and going about choosing an appropriate plan. The team believes that a better understanding of these issues will help frame the master planning process in the Commercial Triangle and lead to stronger proposals for the neighborhood.

2.1 Impacts of De-industrialization in the United States

Industrial restructuring in the twentieth century has had many economic, social and physical effects on American cities like Everett. De-industrialization is defined as a “widespread, systematic disinvestment in the nation’s basic productive capacity.”1 Although rooted in changes from earlier decades, it progressed rapidly in the late 1970s as higher transportation and labor costs began to push industry out of northern cities. Subsequently, unions also diminished, leading to a relative decrease in pay and benefits for workers who remained in manufacturing positions. In the 1980s, globalization fostered international outsourcing, further eroding the industrial job base in the United States.2 In Greater Boston, the economy shifted toward knowledge-based sectors, leading to an expansion of technology, finance and educational clusters while manufacturing firms shrank, resulting in a dearth of blue-collar jobs that could sustain residents who do not have the resources and education to secure employment in the knowledge-based sector. Thus, after decades of industrial job loss, an array of formerly-thriving cities have been left behind with aging infrastructure, vacant factories and displaced workers.3 In 2007, the state started formally designating localities that fit this profile as “Gateway Cities,” and began addressing their challenges and opportunities for renewal.4

Social Effects

In The Deindustrialization of America, author Barry Bluestone points to a steel plant closing in Youngstown, Ohio to exemplify workers’ perceptions of the consequences of industrial job loss. The employees saw the plant closing as “the loss of their economic security and the potential destruction of their community.”5 In 1975 in Fall River, Massachusetts, when a chemical plant closed down during an economic recession, those who were laid off spent an average of sixty weeks unemployed. Bluestone expounds that job losses sustained across a community can have traumatic financial effects on the well-being of workers.

The loss of personal assets places families in an extraordinarily vulnerable position….The first unanticipated financial burden that comes along - an unexpected health problem, a casualty or fire loss, or even a minor automobile accident - can easily hurl the family over the brink of economic solvency. The trauma associated with this type of loss extends well beyond the bounds of household money matters.6

Studies have also linked physical health problems such as high blood pressure, high cholesterol, ulcers, and respiratory diseases in blue-collar workers who lost their jobs due to plant closings. Emotional issues such as depression, anxiety and substance abuse are also more prevalent among those who have recently become unemployed. The loss of health benefits that often coincides with termination certainly compounds health problems among the unemployed.7
Economic Effects
Unemployment due to economic restructuring can have a major toll on the fiscal resources of the entire country. It has been estimated that each percentage point increase in unemployment leads to more than “$68 billion in foregone gross national product, $20 billion in federal tax revenues, and $3.3 billion in added expenditures for unemployment benefits, food stamps, and other forms of public assistance.” Cities such as Detroit and Cleveland have come perilously close to bankruptcy as a result of economic restructuring. The effect of job loss is multiplicative and has far-reaching effects on the economic health of cities and the nation.

Effects on the Physical Landscape
De-industrialization affected not just people and the economy, but also the urban spatial landscape across America. Following World War II, manufacturing began moving to the suburbs, where cheaper land was plentiful and could accommodate large, single-story buildings with parking lots and access to regional highways. Urban warehouses also became less desirable over time as changes in transportation no longer necessitated sites close to the city. “The increased use of trucking and air over rail for freight transport decreased the demand for centralized urban warehouse space along rail spurs. The shift to containerization made older warehouses with smaller loading bays unusable, as did the increasing use of larger tractor-trailers, which were difficult to navigate through central city streets. Trucking deregulation resulted in transportation costs being minimized when goods were shipped from a national location that minimized distance to all customers.”

As a result, vacant and underutilized industrial areas plague many formerly thriving industrial urban areas. A 2010 report asserted that “any strategy for rebuilding these cities must incorporate a vacant land reconfiguration approach that both reflects market realities and the need to improve the community’s quality of life, integrating land banking and site remediation with strategies for using urban vacant land in creative new ways.”

Alternately, places like Houston, which absorbed much of the economic activity leaving northern cities (the Frost Belt) via re-industrialization, have seen their landscapes deteriorate in other ways. Accelerated growth has resulted in widespread sprawl and strained the highway, water, sewage and school systems of that city. This serves as a cautionary tale. Any city seeking to re-industrialize must ensure its growth happens sensibly and that infrastructure and city services can accommodate it.

De-Industrialization of Everett in Context
Though Everett was named a Gateway City in 2009 and de-industrialization has certainly had an effect there, the industrial area only comprises the southern portion of the city (closest to the Mystic River); the rest of the city includes retail and commercial activity along Revere Beach Parkway and other parts of the city north of the Parkway. Thus the city has retained a more diversified economy than some Gateway Cities and has weathered de-industrialization somewhat better. Unemployment remains on par with Boston and the Commonwealth of Massachusetts.

2.2 Redevelopment Paradigms
Mixed-Use Development, Transit-Oriented Development, and Smart
Growth

The terms mixed-use development, transit-oriented development and smart growth are often used casually, and sometimes interchangeably. Each term has a different meaning, though, with important implications as communities set goals for redevelopment.

Mixed-use development itself has three iterations in a given neighborhood: intensifying one or multiple specific land uses, diversifying land uses, and integrating land uses. By intensifying uses, planners can broaden the range of options available within a type of use; for example, allowing apartment complexes or mid-rise condos where only single-family home existed before. By diversifying land use, planners can allow multiple uses, such as residential, commercial, and industrial in a neighborhood, but retain the option to keep uses somewhat separated or clustered. By integrating land uses, planners can encourage the near or complete breakdown of buffers between uses that are typically segregated, such as industrial and residential.

The concept of mixed-use development can be broken down even further with the models of traditional neighborhood design (TND) and transit-oriented development (TOD). TND involves a complete mixing of compatible uses, with residences above stores, apartments built over garages, both in the town center and throughout the neighborhood. TOD can involve some of this mixing as well, but generally focus high-density residential, office, commercial and entertainment at a transit station, with lower-density residential development within a five-minute walking radius.

Smart growth is a paradigm that promotes mixed-use development of varying types, but includes a bevy of additional principles in its vision of creating better places to live. In addition to the mixing of uses, smart growth promotes:

- Using land efficiently; creating a range of safe, convenient, and affordable housing opportunities and choices; creating walkable neighborhoods; fostering distinctive, attractive communities with a strong sense of place; preserving natural lands, farmland, and critical environmental areas; strengthening and directing development toward existing communities; providing a variety of transportation choices; making development decisions predictable, fair, and cost-effective; and encouraging community and stakeholder collaboration in development decisions.

Further, advocates of smart growth believe that mixed-used infill developments - a staple of smart growth - have financing and predictability advantages over city-periphery greenfield development, because “surrounding markets and competition make it easier to evaluate potential success.” Organizations such as the Urban Land Institute, American Planning Association, the Congress for New Urbanism, and many others, are closely identified with the movement, and actively support policies at federal, state and local levels to implement the paradigm.

Industrial Retention & Attraction

While smart growth has much to say about mixing uses in redevelopment, it appears to have little to say about the role - if any - of industrial use. Many see industrial uses as less desirable, and not particularly compatible with service-oriented cities of the modern era. Despite smart growth’s exclusive focus on residential and commercial uses, many scholars and practitioners believe industry still has a place in redeveloping cities.

By focusing on residential and commercial land use densities, cities may underestimate manufacturing employment opportunities and employment multiplier effects. More than 12 million people are still employed in manufac-
turing in the United States, and when combined with related occupations of wholesale trade, transportation and warehousing, waste management and remediation, and repair and maintenance, that figure increases to 24 million, or 1/3 of total employment in the United States.22 Pushing industrial activities and the potential jobs they represent out of cities and narrowing the employment base exclusively to the service sector can make cities vulnerable during economic downturns.23 Furthermore, because the cost of providing services to industry is lower than that of other uses, city net tax revenues may be higher than anticipated despite lower assessed property value.24

Zoning plays a large role in viability of industry, particularly in urban areas where land is scarce.

Landlords usually seek the most lucrative tenants they can get. In principle, landlords whose property is zoned for industry keep their rents at levels that industrial tenants can afford. But they’re likely to raise those rents if they know that a city does not enforce its industrial zoning laws and permits non-industrial uses in an industrial zone. If they think the industrial zoning is going to be loosened or eliminated altogether, they may well hold their property off the market until after the zoning has been revised and then sell it to developers of offices, housing, and retail.25

The City of Milwaukee made industry the center of its Menomonee Valley plan, and by 2009 had seen “300 acres of brownfields redevelopment, 20 new companies, 7 company expansions, 4,200 new jobs, $3.60 in private investment for every $1 in public investment, and a $66 million increase in taxable property values from 2002 to 2009.”26 Still, few cities have similarly focused on industrial redevelopment. Smart growth proponents often view industry as detrimental to growth and incompatible with mixed-use residential and commercial redevelopment.27

2.3 Environmental Issues

Brownfield Redevelopment

According to the U.S. Department of Housing and Urban Development, brownfields are defined as “abandoned, idled or under-used real property where expansion or redevelopment is complicated by the presence or potential presence of environmental contamination.”28 Such a definition encompasses a significant number of properties in the United States, especially because of its mention of “potential presence” of contaminants.29

This potential of contamination, maybe even more so than accurately documented contamination because of fear of the unknown, is a significant barrier to private redevelopment. Legal liability is a real concern, and is considered the single greatest barrier to brownfield redevelopment.30 Even if a developer accepts that there may be legal liability down the road, there is still a question of remediation costs, which can easily derail a project. Brownfield redevelopment is typically undertaken with some form of public assistance:

When market conditions are strong, contamination relatively minor, and land use is remaining industrial, the private sector is more likely to be the sole initiator and implementer of redevelopment. When a project calls for a transfer from contaminated industrial to residential use, faces weak market demand for the final project, and contends with a complicated cleanup, the greater is the required public subsidy.31

Such subsidies are increasingly available from the federal government, through the EPA’s Brownfields Economic Redevelopment Initiative, as well as through programs in the Department of Commerce, Army Corps of
2.4 Effective Community Participation

Public involvement in planning processes is sometimes taken for granted as a given today, but it is important to understand some of the benefits of such involvement and what cities are doing to increase public participation. Involving local citizens is not just about educating them about the project, but making them a part of the decision-making process. Not only is this beneficial to citizens who will be affected by planning processes, but ultimately results in less hostility and more buy-in for decision-making.37

Public meetings are still the predominant form of citizen involvement - and have important value - but often do not have significant back and forth dialogue.38 In recent years, cities have expanded the use of charrettes, which successfully allow citizens to engage in constructive dialogue with officials, but these involve significant time commitment from all involved, meaning a limited number of citizens can actually get involved.39

Many cities are now turning to online tools to supplement public meetings. First and foremost, many cities are redesigning their websites to give citizens more complete, yet user-friendly information; still, there is little two-way dialogue happening on most of these sites.40 Many are increasingly also turning to social media, with notable, but limited, success. Still, much of the activity on Facebook around planning is citizen-organized, with one study finding that 86% of planning project Facebook pages are citizen-driven (typically opposed to a given project), with only 14% organized by local governments.41 Although online tools hold promise in augmenting public participation, there are also drawbacks. Technological barriers may make some people reluctant to participate.42 Furthermore, there have been examples of citizens feeling like technology has been used to manipulate them.43

While many would agree that there is no substitute for face-to-face communication, online tools appear to be a worthy supplement that can engage new people who may not have otherwise participated, and even bring those people into the in-person planning process.44

2.5 Identifying Redevelopment Strategies

The motivation for redeveloping industrial land is often an economic calculation known as the value differential. Redevelopment occurs when
the value of a parcel in a redeveloped state will exceed its value in the current state. Estimations are likely required to determine the value of the redeveloped property. A more holistic definition of the value equation would also include a more complete portrayal of the property, including site characteristics, structural characteristics, current and future zoning classifications, and the “capital intensity of new development.” Sophisticated econometric models may be used to determine redevelopment viability using this method.

Beyond the decision of whether or not to redevelop a parcel, however, numerous other questions may follow related to the redevelopment strategy. Private developers, the government, and non-profit community institutions may each play a role in neighborhood redevelopment. Multi-sector collaborative redevelopment schemes may prove even more effective.

Public-private partnerships are a common mechanism for pursuing redevelopment. Though widely (and sometime imprecisely) cited, the basic definition states that they are “arrangements between the government and private sector entities for the purpose of providing public infrastructure, community facilities and related services. Such partnerships are characterized by the sharing of investment, risk, responsibility, and reward.” Examples of different public-private ventures include corporate relocation subsidies, loan guarantees for private developers, or contracts with a developer to build a structure that would normally be handled by the government (such as a road or water treatment facility). A municipality may enter into a cooperative public-private partnership in order to work more efficiently by combining resources, increase the scope of a project by combining strengths, or satisfy values and reinforce a mission. Public-private partnerships have a downside as well, particularly the notion (real or perceived) that they limit the government’s objectivity when “it assumes a large tangible interest in the success of private projects.” For example, a city may not be able to provide code enforcement or oversight when it has substantial investments in the success of a project.

Nonetheless, public-private partnerships can be an effective way to improve neighborhoods. They have been called an “essential component of a comprehensive economic growth strategy.” As long as steps are taken to carefully structure the dynamics of the partnership and mitigate any potential conflicts of interest, the model may prove highly useful to the redevelopment of the Commercial Triangle.
References


5. Ibid, 50.

6. Ibid.

7. Ibid, 63.


10. Ibid.


12. Ibid.


14. Ibid., 74.

15. Ibid.


18. Smart Growth, 5-6.

19. Grant, 74.

20. Ibid.

21. Leigh and Hoelzel, 95.


23. Leigh, 88.

24. Ibid., 95.


27. Leigh, 88.


32. McCarthy, 291.
33. McCarthy, 291.
34. Howland, 378.
39. Ibid.
41. Ibid., 401.
42. Hollander, 348.
43. Evans-Cowley and Hollander, 399.
44. Ibid., 401.
46. Ibid.
48. Ibid.
49. Ibid.
Chapter 3
EXISTING CONDITIONS
3.1 Land Use

Everett is a small, dense inner core city, with land uses primarily centered on residential and industrial uses. Residential land use is concentrated primarily on the northern side of Revere Beach Parkway, while industry is concentrated on the southern side of Revere Beach Parkway. The industrial area along the Mystic River is one of the largest industrial sites in greater Boston.

Historical Trends

![Everett Main Land Use Categories in 1971, 1985, 1999](image)

**Figure 8** Everett land use 1971-1999 | Source: MassGIS | Author: Jingyu Tu

**Industrial land has decreased.** From 1971 to 1999, the total land used for industry decreased almost 10%, the greatest change in all land use categories. This land use shift represented the deindustrialization in Everett during the latter half of the twentieth century; spatial data indicates that this is especially true along Everett’s multiple water fronts.

**Commercial land has increased.** Although it only accounts for a small percentage of the change, some of the formerly industrial land has been reused for commercial purposes.

**Residential land remained static.** While some new housing was built during this period, the net residential land has not changed significantly in the past 40 years.

**Land use in the Commercial Triangle**

The Commercial Triangle is a gateway from the dense residential area in northern Everett toward the industrial land near the waterfront. Its built environment reflects the two areas it is wedged between, with a wide mix of uses: commercial, industrial, transportation, vacant, residential, public service and mixed-use.

![Commercial Triangle Existing Land Use](image)

**Figure 9** Existing land use | Source: MassGIS, City of Everett | Author: Jingyu Tu
Existing Land use in the Commercial Triangle, by Acres

<table>
<thead>
<tr>
<th>Land Use Category</th>
<th>Area (Acres)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commercial</td>
<td>43.6 (39.7%)</td>
</tr>
<tr>
<td>Retail Trade (non-vehicle related)</td>
<td>14.8</td>
</tr>
<tr>
<td>Retail Trade (vehicle related)</td>
<td>8.3</td>
</tr>
<tr>
<td>Office Building</td>
<td>2.9</td>
</tr>
<tr>
<td>Storage, Warehouses, Distribution</td>
<td>17.4</td>
</tr>
<tr>
<td>Industrial</td>
<td>27.9 (25.4%)</td>
</tr>
<tr>
<td>Manufacturing and Processing</td>
<td>27.9</td>
</tr>
<tr>
<td>Transportation</td>
<td>25.5 (23.2%)</td>
</tr>
<tr>
<td>Residential</td>
<td>5.7 (5.2%)</td>
</tr>
<tr>
<td>Single Family</td>
<td>1.8</td>
</tr>
<tr>
<td>Condominium</td>
<td>0.1</td>
</tr>
<tr>
<td>Two-Family</td>
<td>3.0</td>
</tr>
<tr>
<td>Three-Family</td>
<td>0.8</td>
</tr>
<tr>
<td>Vacant Land</td>
<td>6.2 (5.6%)</td>
</tr>
<tr>
<td>Residential Vacant Land</td>
<td>0.02</td>
</tr>
<tr>
<td>Commercial Vacant Land</td>
<td>2.0</td>
</tr>
<tr>
<td>Industrial Vacant Land</td>
<td>4.2</td>
</tr>
<tr>
<td>Public Service Properties</td>
<td>1.1 (1.0%)</td>
</tr>
<tr>
<td>Mixed-use</td>
<td>0.2 (0.0%)</td>
</tr>
<tr>
<td>TOTAL</td>
<td>110.0 (100.0%)</td>
</tr>
</tbody>
</table>

Commercial

Commercial land is the dominant land use feature in the Commercial Triangle. Capitalizing on heavy, consistent traffic for a customer base, 52% of the commercial space in the neighborhood is located along Revere Beach Parkway. This stretch supports a wide range of commercial entities. At one end of the spectrum are eating and drinking establishments and some small retail, while the other end of the spectrum consists of auto-focused commerce. The remaining 48% of the commercial land is located in the interior of the Commercial Triangle, and consists primarily of storage and warehouse facilities.

Industrial

The Commercial Triangle has a long history of industrial development, and much of the land continues to be used for industrial purposes. Industrial use accounts for 25.41% of the total area (27.95 acres), but unlike commercial land, is concentrated exclusively in the interior of the Commercial Triangle. The mainly industrial forms in the neighborhood are manufacturing, industrial storage and manufacturing operation office buildings. There is an abundance of junk metal and scrap yards in the industrial area.
tracks and Revere Beach Parkway, this residential community is isolated, not only from Everett Square, but also from the commercial and industrial land within the Commercial Triangle. The area is home to 338 residents, and while the land use and housing supply has not changed over the years, the population has diversified over the past ten years, reflecting similar city-wide population trends.

<table>
<thead>
<tr>
<th>Total Population</th>
<th>338</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>173</td>
</tr>
<tr>
<td>Female</td>
<td>165</td>
</tr>
<tr>
<td>White</td>
<td>219</td>
</tr>
<tr>
<td>African-American</td>
<td>22</td>
</tr>
<tr>
<td>Asian</td>
<td>24</td>
</tr>
<tr>
<td>Other</td>
<td>60</td>
</tr>
<tr>
<td>Two or more races</td>
<td>13</td>
</tr>
</tbody>
</table>

**Figure 14 Demographics, Commercial Triangle | Source: 2010 U.S. Census | Author: Yifei Ren**

**Vacant land**

Nearly 6% of the land in the Commercial Triangle is vacant. While this provides considerable opportunities for development, many of the sites carry existing buildings, so analysis will need to be done on the cost-effectiveness of reuse or demolition and new construction.
Other land uses
Only a small piece of mixed-use land is located in the Commercial Triangle, in the residential area along Revere Beach Parkway. This stretch includes two buildings with commercial space on the ground floor and housing on the top floors. There is no open space in the Commercial Triangle.

3.2 Zoning

Existing Zoning
The City’s Zoning Ordinance was most recently updated in May 2009. In the Commercial Triangle, there are four types of Zoning Districts: Business Limited District, Industrial Limited District, Dwelling District and Apartment District.

Business Limited District
This district is along Revere Beach Parkway, matching the existing commercial belt. Allowed uses include 1) multi-family dwellings, hotels and motels; 2) research and development facilities; 3) retail uses; 4) offices and banks; 5) restaurants; and 6) auto showrooms allowed by special permit. There is also a requirement of open space in this district: at least fifteen percent of the lot area shall be dedicated to open space, which shall not include area used for parking or buildings or areas that are paved.

Industrial Limited District
The Industrial Limited District is located to the south of the Business Limited District. Allowed uses include: 1) hotels and motels; 2) research and development facilities; 3) retail uses; 4) storage of goods in containers where all storage is contained within the buildings; 5) light manufacturing within the structure with no emissions of noxious odors or noise; and 6) heavy manufacturing by special permit.

Dwelling District
This district is mainly in the residential area of the Commercial Triangle. Uses are limited to: 1) a single or double semi-detached dwelling; 2) offices of a doctor, dentist or other member of a recognized profession; 3) customary home occupations; 4) schools, public libraries, fire stations, churches and other social
and recreational buildings and premises; 5) real estate signs; 6) truck gardens and greenhouses; 7) hospitals; 8) public or charitable institutional buildings not of a correctional nature; 9) railroad or street railroad passenger stations or rights-of-way including customary accessory services therein; 10) cemeteries; 11) telephone central buildings; 12) garage; 13) agriculture, horticulture and floriculture; 14) temporary mobile home.

**Apartment District**

This district is also in the residential area of the Commercial Triangle. It allows 1) all uses permitted in Dwelling Districts; 2) detached apartment or tenement houses; 3) hotels and lodging houses, dormitories; and 4) scientific research and development by special permit. Open-air markets of any type are specifically disallowed.

**Proposed Zoning, 2011**

Recommendations for a Revere Beach Parkway zoning overlay district were presented to the City in June 2011, aiming to revitalize the Parkway into a “vibrant, mixed used area of business.” While the proposal was not initially adopted in 2011, there is a chance the City Council will take it up again in 2013. The proposed overlay district covers most of the land in the Commercial Triangle along Revere Beach Parkway. It seeks to encourage more consistent development, create a pedestrian-friendly environment, and improve aesthetics, establishing the area as a “Gateway to Everett.”

The Zoning Review also points out that to realize all these goals, the existing zoning, as analyzed in the review report, should support the objectives identified above and encourage the development of complementary, high-quality uses. The plan ultimately recommended an overlay that preserves the business limited and dwelling district provisions, while prohibiting most industrial uses and allowing mixed-use development with retail, office, residential, or similar mixes.

**3.3 Property & Market Analysis**

The property and market analysis looks at the value and potential marketability of the physical buildings and land in the Commercial Triangle. Recognizing that this area is composed of a shown the area possesses both advantages and disadvantages over comparable neighborhoods, and overall, has the potential to become an extremely competitive real estate market within the metropolitan Boston region.

**Annual Tax Revenue**

Based on 2011 data from the City of Everett, the total assessed value of all commercial properties in the district is approximately $94 million dollars. At the current tax rate, this nets the City roughly $4 million dollars annually. If the neighborhood is redeveloped, commercial property values will likely increase, and the annual revenue for the City may also increase greatly. However, at $43.04, the mill rate is far higher than surrounding communities, which will certainly impact the marketability of the commercial parcels in the district (see the analysis of tax rates below).

**Ownership**

There are 71 different owners of the commercial small group of long-standing residents, it is unlikely that the Field Projects team will propose any changes to the existing property there. That said, any redevelopment in the Commercial Triangle would likely increase the value of those properties, resulting in capital appreciation for owners and increased property tax revenue for the City of Everett.
cial properties in the district with varying levels of investment in the area. Based on the 2011 property data, only 62% of the parcels are registered to owners with Everett addresses. The others are generally located throughout the region. Local ownership may lead to greater community investment and involvement in the redevelopment process. While non-local owners are not uncommon, they may be deriving consistent rental income from the property structured over long-term leases, and may care less about the redevelopment possibilities and short-term benefits that could be attained.

Market Analysis

The main advantage of the Commercial Triangle within the regional real estate market is its proximity to Boston. The adage “location, location, location” rings true, demonstrating that the physical location of a parcel generally occupies first rank when one is considering a real estate investment. The primacy of location is further enhanced by the vehicular access to Boston and surrounding cities. The Commercial Triangle is bounded on one side by Revere Beach Parkway, providing easy access to Highway 93 and Route 1. Revere Beach Parkway is also a major commuter thoroughfare, and each day many non-residents stop at the businesses located there to purchase gas, food, or other items. This capital inflow is a major benefit to the City of Everett, as Everett businesses on the Parkway retain dollars spent by commuters who do not utilize the public services the City provides.

There are also significant disadvantages to the area, which must be taken into consideration. Nearly all of the land in the Commercial Triangle likely contains ground contaminants, limiting the redevelopment options unless considerable remediation efforts are undertaken. Remediation will cost both time and money, and even once it is complete, the future uses of the land may still remain limited.

Some of the buildings in the Commercial Triangle appear dilapidated and obsolete, which negatively impacts the marketability of those sites. While adaptive reuse options should certainly be considered, investors are often discouraged by the presence of obsolete structures, as bringing them up to code compliance also represents additional time and
cost expenditures.

The overall streetscape and aesthetic quality of the Commercial Triangle appears deteriorated as well. Both public assets (such as the streets and cracked sidewalks) and privately-owned lots contribute to the condition. The area could benefit from beautification efforts, which would have a positive impact on the property values in the area.

A series of disjointed and confusing traffic patterns prevail in and around the Commercial Triangle. With the exception of the area directly on the Revere Beach Parkway, this contributes to physical isolation in the neighborhood. A comparison of buildings for lease in the district shows the asking price of a property on Revere Beach Parkway is nearly five times higher ($25 per square foot) than a building located in the less accessible Southern part of the site ($5 per square foot). This confirms the desirability and premium placed on Parkway business locations. The land along Revere Beach Parkway is significantly more valuable than the land nearer the active MBTA commuter tracks, which may also be affected by noise pollution.

As stated before, the commercial property tax rate is extremely high in Everett relative to surrounding municipalities. Based on conversations with local business owners, after location, tax rates are one of the most important factors in selecting a place to do business. These owners in the district have continuously affirmed that the tax rate is prohibitively high and indicated that this is “not a business-friendly environment.” The City may wish to consider options to incentivize businesses to locate in the Commercial Triangle, such as tax increment financing and other reasonable subsidies for worthy anchors that intend to locate in the neighborhood.

### Table 18: Tax rates in Everett and surrounding communities

<table>
<thead>
<tr>
<th>City/Town</th>
<th>Commercial/Industrial/Personal Property Tax Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Everett</td>
<td>$43.04</td>
</tr>
<tr>
<td>Boston</td>
<td>$31.96</td>
</tr>
<tr>
<td>Medford</td>
<td>$24.39</td>
</tr>
<tr>
<td>Malden</td>
<td>$25.42</td>
</tr>
<tr>
<td>Somerville</td>
<td>$21.85</td>
</tr>
<tr>
<td>Chelsea</td>
<td>$34.20</td>
</tr>
</tbody>
</table>

*Figure 18: Tax rates in Everett and surrounding communities | Source: Boston Business Journal | Author: Annie Burtoff*

There are relatively few properties actively on the market in the Commercial Triangle. This makes it difficult to draw comparisons between the neighborhood and nearby districts. It also reflects the current market conditions. As a result of the recent recession, the commercial real estate market in the region is still very soft, and owners are holding on to their property until they can command a higher market price.

### Effects of Zoning on the Real Estate Market

The value of the properties in the Commercial Triangle is highly dependent on current and future zoning regulations. The proposed Revere Beach Parkway overlay district seeks to capitalize on the value and location of Revere Beach Parkway parcels while also setting uniform standards for floor-area-ratio (both minimums and maximums), design, setbacks, parking and mixed-uses. Such regulation may have a positive impact on the general streetscape and make the Parkway an even more desirable place to conduct business.

### Neighboring Communities

Any redevelopment options proposed for the Commercial Triangle will be influenced by the commercial market in neighboring communities. Since the neighborhood shares a border and many demographic attributes with Chel-
Chapter 3 Existing Conditions | 40

local residents, business owners, City officials and the greater Everett community have informed the redevelopment plan proposed by the Field Projects team. The team believes that the redevelopment plans proposed for the neighborhood will raise property values and that the City of Everett will net greater tax revenue, allowing the City to meet its goals and improve services for the entire population.

3.4 Transportation

Traffic

Regional Access
The Commercial Triangle’s traffic is dominated by Revere Beach Parkway (Route 16), a six-lane major highway along its northern border, and Second Street, a two-lane minor arterial that bisects the neighborhood northwest to southeast. These main thoroughfares provide strong access to the wider regional highway network, particularly in connecting to Interstate 93 and Route 1 within two miles of the Commercial Triangle.

Average Daily Traffic
The same roads that provide wider regional access carry the bulk of traffic in and around

Market Demand and Next Steps
While the properties and land values in the Commercial Triangle could certainly be improved, careful consideration is a Sine qua non for any proposed redevelopment options. The most profitable land use is not necessarily the best use for the community. Discussions with

in neighboring Chelsea.

sea, it is wise to look at the assets and real estate market there to gain a better understanding of the potential for the Commercial Triangle. Just over the city line in Chelsea, Second Street has been redeveloped for retail use, with a large Market Basket, TJ Maxx and other goods and services. Given the proximity of this area to the Commercial Triangle, any redevelopment plans undertaken in Everett should not duplicate services already available

Figure 19 Regional highway access | Source: MassGIS, City of Everett |
Author: John Taylor

Regional Highway Access
Commercial Triangle - Everett, MA

Created by John Taylor | March 5, 2013
Sources MassGIS, City of Everett
the Commercial Triangle. While data on vehicular traffic along the neighborhood’s minor roads is scarce, the Central Transportation Planning Staff to the Boston Region Metropolitan Planning Organization (CTPS) has collected data at points along Revere Beach Parkway going in and out of the Commercial Triangle, as well as along the southern stretch of Second Street.

Data collected by CTPS in 1997 just across the Everett city line in Medford yielded an average of 52,800 vehicles per day along Revere Beach Parkway. A subsequent collection in 2005 just across the border in Chelsea yielded an average of 52,000 vehicles per day along the Parkway, a finding consistent with 1997 data. Despite four fewer lanes as compared to Revere Beach Parkway, CTPS observations along Second Street in 2001 and 2002 yielded surprisingly high counts of 17,700 and 25,800, respectively. At the March 7th public meeting, many participants expressed concerns that they believe much of this traffic is made up of passenger and commercial vehicles trying to avoid tolls traveling into Boston by bypassing the Tobin Bridge and using Second Street to ultimately connect to the Alford Street bridge, which has no tolls.

Vehicles travel significantly faster - between 34 and 38 miles per hour on the Route 16 underpass between Lewis Street and Santilli Circle (near the Gateway Shopping Center). The only outlier is the evening westbound traffic, which averages 24 miles per hour. This poses specific risks for pedestrians attempting to cross Lewis Street, or for cars turning through this intersection (see pedestrian section).

While data does not exist on travel speeds in the rest of the neighborhood, the study team observed few vehicles traveling more than 20-25 miles per hour in the residential area and on the side and back streets of the industrial area.

**Figure 20** Average daily traffic | Source: MassGIS, City of Everett, Boston Region MPO | Author: John Taylor

**Vehicle Speeds**
Along Revere Beach Parkway, vehicle speed decreases significantly in the Commercial Triangle section of the Parkway during rush hour in both the morning and evening. Vehicle speeds on Revere Beach Parkway just outside the Commercial Triangle section are notably faster. During the morning peak period, congestion is worse in the westbound direction, with vehicles averaging 20 miles per hour and eastbound vehicles averaging 25.5 miles per hour. During the evening peak period, travel is slow in both directions, with westbound vehicles averaging 18 miles per hour and eastbound vehicles averaging 18.5 miles per hour.

**Figure 21** Morning rush hour vehicle speeds | Source: MassGIS, City of Everett, Boston Region MPO | Author: John Taylor
Crash Statistics
According to CTPS data over a 3-year span from 2004 to 2006, crashes are relatively low on the Commercial Triangle section of Revere Beach Parkway, likely due to the slower travel speeds and frequent traffic lights. Crash figures from this time frame are tabulated in the accompanying figure.¹³

None of these intersections, nor any other intersections in Everett, made the Massachusetts Department of Transportation’s 2010 Top Crash Locations Report, where intersections average at least 150 crashes over a three-year period. Still, it is worth noting that the highest crash totals occur at the endpoints of the Commercial Triangle section of Revere Beach Parkway at Lewis Street and Everett Avenue, where vehicles tend to be traveling faster.¹⁴

Surprisingly, only one crash involved a pedestrian (at Everett Avenue); all others involved only motor vehicles. There is a high likelihood, however, that these numbers are skewed downward because people are afraid to walk along or across Revere Beach Parkway. Participants in the March 7th public meeting all cited a poor pedestrian environment along the Parkway, with one woman saying she intentionally walks her dogs across the Parkway at night because it is too dangerous during the day.
Access
While the Commercial Triangle has a high number of access points to and from the Parkway (eight intersections), issues with vehicle speed and lane configuration diminish the utility and safety of this neighborhood access. Because there is no shoulder on either side of the Parkway, eastbound vehicles making right turns into the Commercial Triangle must be wary of fast-moving vehicles behind them as they turn, with high potential for rear-end collisions. Similarly, in the westbound travel lanes, there are left-turn lanes going into the Commercial Triangle at Vale Street, Vine Street, and Spring Street, but no left-turn lane at Lewis Street. This forces vehicles trying to access the Commercial Triangle to travel to Sweetster Circle (Route 16 and Route 99 interchange) and backtrack, or take a left into the Triangle at one of the earlier junctures (Vale Street, Vine Street, and Spring Street).

The problem in taking a left at one of those junctures, however, is that there is no way to travel westbound within the Triangle from the industrial area to the residential area. If a motorist turned left into the Commercial Triangle at Spring Street, he or she would have to travel down Spring Street, take a right on Second Street, then cut through the parking lot of a check cashing business, and follow Garvey Street into the residential area.

Road Conditions
Again, road conditions in the Triangle can be divided according to land use. Conditions are generally good in the residential section, with few potholes. In the industrial area, however, road conditions are extremely poor. Garvey Street in particular is riddled with potholes and cracks. Furthermore, except for Second Street, all roads in the neighborhood - including the residential roads - lack a centerline.

Pedestrian/Bicycling Environment & Streetscape
Revere Beach Parkway
The pedestrian environment is lacking in the Commercial Triangle, particularly in the industrial area and along Revere Beach Parkway. The uninviting environment and streetscape is apparent while walking along the Parkway, illustrated in the accompanying figures, and was a central issue for participants at the March 7th public meeting. Many residents and business owners confirmed that they are scared to walk along or across the Parkway; the close proximity to traffic, lack of trees, and condition of the sidewalks keep people away.
Everett stretch of Second Street. On multiple non-peak hour occasions, it took the study team at least four minutes for traffic to clear enough to safely cross Second Street near the commuter rail tracks. Once crossing over the commuter rail tracks, passing Market Street and entering Chelsea, there is a stark contrast in the pedestrian environment. The same street in Chelsea has safe, even sidewalks, and land uses including office space, light industry and a Market Basket complex and is much more inviting to pedestrians.

**Second Street**

Despite Second Street’s status as the busiest road within the neighborhood, it is also an extremely uninviting place to walk. Sidewalks exist on either side of the road, but are plagued by uneven surfaces, cracks, and debris from some businesses along the corridor. The poor upkeep of some of these same businesses adds to the hostile pedestrian environment, particularly walking by industrial chain link fences and scrap metal yards. There is only one crosswalk - at Spring Street - along the

**Residential Area**

The residential area of the Triangle has much better pedestrian infrastructure than the industrial and commercial sections. Sidewalks within the residential area are generally even, well paved, wide, and are lined with trees. The major problem here is the aforementioned lack of safe access across Revere Beach Parkway. As the figure below shows, pedestrians looking to walk to Everett Square must cross six lanes of highway traffic. Although there is a crosswalk and a traffic light, the light is relatively short. More importantly, the median is not wide enough for one person, let alone multiple people, to safely wait for traffic to pass should the light turn green as they cross the street (pedestrians face similar small medians at all Revere Beach Parkway intersections.

*Figure 25 Pedestrian environment along Parkway | Source: John Taylor*

*Figure 26 Second Street in Everett and Chelsea | Source: John Taylor*

*Figure 27 Pedestrian environment in residential area | Source: John Taylor*
direct transit access via T, commuter rail, or bus. Residents, business owners, and visitors to the Triangle must access buses outside of the neighborhood by crossing Revere Beach Parkway into Everett Square or along Chelsea Street.

“T” Rapid Transit
Ever since the Orange Line was re-routed in 1975, which eliminated the Everett T station, the city has not had direct T access. The closest stations are Sullivan Square (Somerville), Wellington (Medford), and Malden Center (Malden) on the Orange Line. Everett transit riders must take a bus to connect at these stations for access to Boston and the rest of the MBTA system. Orange Line boardings at these stations are above average compared to the other stations in the T system, and riders enjoy frequent and quick service into Boston. Everett riders can also connect to the Blue Line’s Wood Island, Revere, and Wonderland stations.  

Bicycle Environment
Bicycle infrastructure in the Commercial Triangle is currently nonexistent. Sufficient space exists on many Commercial Triangle roads, however, including Second Street, to potentially add bike lanes. It would also be possible to connect any bike infrastructure in the Commercial Triangle to the Northern Strand Trail, via the Commuter Rail track right-of-way toward Lower Broadway or along a community path on Revere Beach Parkway.

Public Transportation
The Commercial Triangle does not have any
Ridership, MBTA Rapid Transit
Major Stations Accessible from Everett, Comparison Stations

<table>
<thead>
<tr>
<th>Station</th>
<th>Average Weekday Entries</th>
<th>Rank, Entries (all MBTA Rapid Transit and Green Line Stations)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Malden</td>
<td>11,258</td>
<td>14</td>
</tr>
<tr>
<td>Sullivan</td>
<td>9,004</td>
<td>19</td>
</tr>
<tr>
<td>Wellington</td>
<td>7,464</td>
<td>28</td>
</tr>
<tr>
<td>Downtown Crossing</td>
<td>22,800</td>
<td>1</td>
</tr>
<tr>
<td>Harvard</td>
<td>21,868</td>
<td>2</td>
</tr>
<tr>
<td>Average Orange Line station south of Downtown Crossing</td>
<td>3,500</td>
<td>n/a</td>
</tr>
<tr>
<td>Suffolk Downs</td>
<td>794</td>
<td>63 (last)</td>
</tr>
</tbody>
</table>

Everett-accessible stations
Comparison stations

Table 30 Select T rapid transit ridership | Source: 2010 MBTA Bluebook | Author: John Taylor

Headway, MBTA Rapid Transit
Orange Line, in minutes

<table>
<thead>
<tr>
<th>Route</th>
<th>Weekday Morning Peak</th>
<th>Weekday Morning Non-peak</th>
<th>Weekday Evening Peak</th>
<th>Weekday Evening Non-Peak</th>
<th>Weekday Late Night</th>
<th>Saturday</th>
<th>Sunday</th>
</tr>
</thead>
<tbody>
<tr>
<td>Orange Line</td>
<td>5</td>
<td>8</td>
<td>5</td>
<td>8</td>
<td>13</td>
<td>8</td>
<td>13</td>
</tr>
</tbody>
</table>

Figure 31 Orange Line headway | Source: 2010 MBTA Bluebook | Author: John Taylor

Bus
Everett is served by eight bus routes: 97, 99, 104, 105, 106, 109, 110, and 112.17 Of these, the 104, 106, 109, and 110 are the most heavily traveled, falling in the top third of all MBTA buses in terms of ridership. During peak periods, buses generally run every 15-30 minutes depending on the route, while frequency can lag to 30-70 minutes during non-peak hours; some routes do not actually run late-night or weekend service. As mentioned earlier, the Commercial Triangle itself does not have any direct bus access, nor do any buses even travel along the stretch of Revere Beach Parkway adjacent to the Commercial Triangle. Ridership and headway are shown in the accompanying figure, along with maps of the major bus routes around the Commercial Triangle.
## Ridership, MBTA Bus Routes
**Routes Accessible in Everett, Comparison Routes**

<table>
<thead>
<tr>
<th>Route</th>
<th>Rank</th>
<th>Passengers per Day</th>
<th>Average Passengers, Weekday</th>
<th>Average Passengers, Saturday</th>
<th>Average Passengers, Sunday</th>
</tr>
</thead>
<tbody>
<tr>
<td>104</td>
<td>36</td>
<td>3,360</td>
<td>1,994</td>
<td>974</td>
<td></td>
</tr>
<tr>
<td>109</td>
<td>39</td>
<td>2,988</td>
<td>1,557</td>
<td>948</td>
<td></td>
</tr>
<tr>
<td>110</td>
<td>51</td>
<td>2,392</td>
<td>1,073</td>
<td>454</td>
<td></td>
</tr>
<tr>
<td>106</td>
<td>52</td>
<td>2,917</td>
<td>1,109</td>
<td>631</td>
<td></td>
</tr>
<tr>
<td>99</td>
<td>86</td>
<td>1,259</td>
<td>543</td>
<td>290</td>
<td></td>
</tr>
<tr>
<td>112</td>
<td>90</td>
<td>1,213</td>
<td>672</td>
<td>840</td>
<td></td>
</tr>
<tr>
<td>105</td>
<td>112</td>
<td>926</td>
<td>372</td>
<td>259</td>
<td></td>
</tr>
<tr>
<td>97</td>
<td>122</td>
<td>742</td>
<td>307</td>
<td>190</td>
<td></td>
</tr>
<tr>
<td>111</td>
<td>8</td>
<td>8,692</td>
<td>6,027</td>
<td>3,747</td>
<td></td>
</tr>
</tbody>
</table>

Figure 33 Select MBTA bus ridership | Source: 2010 MBTA Bluebook | Author: John Taylor

## Headway, MBTA Bus Routes
**Everett, Comparison Routes, in minutes**

<table>
<thead>
<tr>
<th>Route</th>
<th>Weekday Morning Peak</th>
<th>Weekday Morning Non-peak</th>
<th>Weekday Evening Peak</th>
<th>Weekday Evening Non-Peak</th>
<th>Weekday Late Night</th>
<th>Saturday</th>
<th>Sunday</th>
</tr>
</thead>
<tbody>
<tr>
<td>104</td>
<td>14</td>
<td>40</td>
<td>15</td>
<td>40</td>
<td>60</td>
<td>30</td>
<td>60</td>
</tr>
<tr>
<td>109</td>
<td>14</td>
<td>40</td>
<td>15</td>
<td>20</td>
<td>60</td>
<td>30</td>
<td>60</td>
</tr>
<tr>
<td>110</td>
<td>20</td>
<td>35</td>
<td>20</td>
<td>35</td>
<td>60</td>
<td>30</td>
<td>60</td>
</tr>
<tr>
<td>106</td>
<td>20</td>
<td>30</td>
<td>20</td>
<td>20</td>
<td>60</td>
<td>30</td>
<td>60</td>
</tr>
<tr>
<td>99</td>
<td>20</td>
<td>45</td>
<td>25</td>
<td>45</td>
<td>none</td>
<td>none</td>
<td>none</td>
</tr>
<tr>
<td>112</td>
<td>35</td>
<td>35</td>
<td>35</td>
<td>none</td>
<td>40</td>
<td>45</td>
<td></td>
</tr>
<tr>
<td>105</td>
<td>40</td>
<td>70</td>
<td>35</td>
<td>70</td>
<td>none</td>
<td>none</td>
<td>none</td>
</tr>
<tr>
<td>97</td>
<td>30</td>
<td>60</td>
<td>30</td>
<td>60</td>
<td>none</td>
<td>none</td>
<td>none</td>
</tr>
<tr>
<td>111</td>
<td>5</td>
<td>12</td>
<td>4</td>
<td>8</td>
<td>none</td>
<td>10</td>
<td>12</td>
</tr>
</tbody>
</table>

Figure 34 Select bus headway | Source: 2010 MBTA Bluebook | Author: John Taylor
Chapter 3 Existing Conditions | 48

**Figure 35** Bus route 104 | Source: MassGIS, City of Everett | Author: John Taylor

**Figure 36** Bus route 106 | Source: MassGIS, City of Everett | Author: John Taylor

**Figure 37** Bus route 109 | Source: MassGIS, City of Everett | Author: John Taylor

**Figure 38** Bus route 110 | Source: MassGIS, City of Everett | Author: John Taylor
References


2. Ibid., 43.

3. Ibid., 46.

4. Ibid., 15-17.

5. Ibid., 19.


7. Ibid., 1.

8. Ibid., 7.


16. Ibid.

17. Ibid.
Chapter 4
CASE STUDIES
The team has conducted case study research on recent redevelopment projects in Massachusetts in order to understand best practices (or practices to avoid) in neighborhood revitalization efforts. A variety of recent projects in neighborhoods with attributes similar to the Commercial Triangle were selected for case studies. The cases are presented sequentially along a spectrum, from those retaining industrial character (Tanner Street District) to those completely transforming into mixed-use, transit-oriented, and walkable neighborhoods (Assembly Square).

### 4.1 Tanner Street District - Lowell, MA

**Figure 39** Lowell, MA | Source: MassGIS

#### Project Description

The Tanner Street Economic Development Plan was created in 2012 in an effort to re-develop a 125-acre mixed-use site in Lowell, Massachusetts. A comprehensive planning process was undertaken by the City of Lowell to create a vision as well as an action plan for optimizing the use of the industrial corridor, increasing open space and addressing environmental issues on the site.

#### Background and History of Area

Lowell, Massachusetts sits on the Merrimack River an hour outside of Boston. Lowell industrialized rapidly in the 19th century by capitalizing on its location and harnessing the river’s power to develop as a major center for the booming textile industry. "By the 1840’s, Lowell was the second largest city in New England and the industrial center of America." European immigrants poured into the city seeking employment in these bustling mills, leading to great ethnic and cultural diversity. Lowell’s economy began to decline in the early 1900s as the textile mills moved south in search of less expensive labor and transportation costs. As industry departed, unemployment increased greatly and persisted through the 1970s.

The Tanner Street district, in particular, was historically home to more than just textile mills. It served as a large rail yard and coal shed, and also housed businesses such as a tannery, soap maker, iron foundry and croquet manufacturer. Today, the Tanner Street District operates as a vestige of Lowell’s industrial past. There are active factories as well as auto parts warehouses, scrap metal yards, car dealerships and a large car wash.

Notably, four acres in this district once comprised the site of the Silresim Chemical Corporation, which stopped operating in 1977 and deserted 30,000 drums of chemicals, leaving behind one of the most contaminated sites in New England. Cleanup efforts have been underway since 1978 under the auspices of the City, the Commonwealth of Massachusetts, and the U.S. Environmental Protection Agency (which designated it a Superfund site in 1982).

#### Vision and Process

The City of Lowell hired several consultants to assist with the planning and analysis needed to complete this redevelopment project. Three community workshops took place in Lowell in 2012, one of which was attended by over 60 people. The development team subsequently
created the following vision statement for the Tanner Street site:

The Tanner Street District should be an economically vital, attractive, environmentally and economically sustainable commercial/industrial district that:

- supports and enhances businesses
- attracts new development/businesses that create jobs and support the City’s tax base
- provides attractive multi-modal links/connections to and between adjacent residential and commercial districts
- enhances appreciation of, and connection to, natural resources

**Implementation and Recommendations**

The final report for the District consisted of an existing conditions summary, conceptual development plans, conceptual infrastructure and open space and zoning changes, and recommendations for implementation and funding. In sum, it was found that the district had a number of competitive advantages, including commuter rail, freight and highway access, land values, and a cost advantage over industrial and commercial locales closer to Boston. It also had some disadvantages, namely aesthetic deterioration, obsolete build-

![Figure 40 Tanner Street District, before | Source: Tanner Street Economic Development Plan](image)

It was determined that market demand called for a mix of industry on the site (both light and heavy) as well as retail, warehousing and distribution. The plan included schematics showing possible site locations and orientations for new properties that would meet these needs in the district.

![Figure 41 Tanner Street District, after | Source: Tanner Street Economic Development Plan](image)

Additionally, there was a concerted effort to increase the district’s connection to green spaces, make it more pedestrian-friendly and increase access to the Gallagher Terminal (where the MBTA commuter rail stop is located). The plan calls for a series of upgrades to the site that will achieve this, including new parks, trails, and pedestrian gateways (via a series of underpasses).

All of the recommendations were summarized in a chart of “Implementation Actions” which clearly delineates what agency has a primary responsibility in executing each item, what the next steps are, and whether it could be done on a short or long-term timeframe.
Funding

Several different financing programs were suggested to fund the recommendations the development team made. They include:

- **District Increment Financing** - a program in which the city creates a development district and comprehensive development plan. Then, the municipality is able finance the redevelopment using a series of investment mechanisms such as posting a bond and offering tax abatements to property owners.¹²
- **State and Federal Infrastructure Funding Programs** - funding may be granted by the federal or state governments for certain upgrades or improvements
- **Brownfields Funding Programs** - funding for upgrades may be available for the site due to ongoing soil contamination issues

Connection to Everett

This case study provides a useful model for the Commercial Triangle because the land use profile of the Lowell site has a very similar composite to the Everett site. While the area feels predominantly industrial, it contains a mix of commercial and retail entities as well, and the two sites are roughly the same size. Both sites also have soil contamination issues and are bordered by MBTA commuter rail tracks, but the Lowell site is near an actual stop, creating more opportunities for transit-oriented development. Some of the same financing programs recommended by the Lowell development team (such as District Improvement Financing) may provide a useful model for implementation in the Commercial Triangle.

While the Lowell case study provides a helpful model for the visioning, processes, and final reporting of the planning project, it was completed very recently, meaning it has not yet been implemented and therefore its final success cannot be measured.

4.2 Lynn Waterfront Master Plan, Lynn, MA

Project Description

Lynn is located in Essex County, approximately 10 miles from downtown Boston. It is accessible via both MBTA commuter rail service and regional highways. The Waterfront Master Plan was created in 2007 with the aim of making Lynn’s waterfront a mixed-use district with greater connections to the rest of Lynn, downtown Boston and surrounding communities.

Background and History of Area

Lynn was first settled in 1629 and developed as a center for the regional tannery and shoe-making industries, which propelled its growth through the early 19th century. The city was incorporated in 1850, and with the addition of several textile mills, prospered until the early 20th century. After that, the city’s population began to decline as industry faltered or relocated and crime increased; Lynn was also the site of several large downtown fires in the late 1970s and early 1980s. Today, Lynn retains some active industry, including the jet engine division of General Electric, West Lynn Creamery, and Durkee-Mower (makers of “Marshmallow Fluff.”)¹³

![Figure 42 Lynn, MA | Source: MassGIS](image-url)
Vision and Process

In 2006, the City of Lynn hired the consulting firm Sasaki to work with them to produce the Waterfront Master Plan. In turn, Sasaki worked with two other consultants: ZHA for market analysis and GEI for geotechnical expertise. ZHA performed a comprehensive market study and the City hosted several public workshops and organized key stakeholder meetings to gain input from the community at large and interested groups. Sasaki also prepared a series of alternative development options for review by the City and community. They presented the final Master Plan to the City of Lynn in September 2007. The plan is informed by a series of guiding principles:

- Connect the city with the waterfront
- Create connections that culminate in public spaces along waterfront promenade
- Establish a unified open space along the water
- Create a landmark open space for celebrations
- Design a mixed use neighborhood that takes advantage of views and connections
- Design the new development as an extension of the existing urban fabric
- Transform the Lynnway into a pedestrian friendly boulevard
- Transform lower Sagamore Hill area into a vital residential neighborhood
- Upgrade the traffic system to be more pedestrian friendly

Implementation and Recommendations

The implementation section of the Master Plan realistically points to a time frame of several decades to complete a development project that represents such a large area and a massive shift in uses. To make the project more manageable, the plan is divided into four different neighborhoods, and multiple development phases are identified within each neighborhood. A project of this size also necessitates the involvement of many different agencies outside of the City of Lynn, such as the utility companies, Massachusetts Coastal Zone Management, and other state and federal departments. As such, the City must start the process of beginning improvements and investment in the area to lay a solid foundation for successful and cooperative public-private partnership. Once development begins, the Master Plan would be “reviewed approximately every five years to ensure it remains valid and continues to reflect the vision of the City and the community.”

Funding

Sasaki developed a budget for the project estimating the grand total for completion at $1,650,579,783 (including contingency costs over a 25 year timeframe). While the plan will be funded by both public and private sources, the Master Plan states that private developers often look to the City first to see that they are putting a concerted effort into initial development, seeking federal & state grants and infrastructure improvements in the district, thereby reducing the risk for the developers.

In the five years since the plan was completed, it is not clear how successful the City has been in moving the plan forward and attracting private development to the area. 2007 marked the start of a major recession, which surely impacted the progress of the project. The City of Lynn’s website states that they applied for a $5 million Section 108 loan from the Department of Housing and Urban Development in 2009 to help private developers finance projects on the waterfront, but does not state whether they were actually granted the loan.

Connection to Everett

While the Commercial Triangle is not a waterfront site, there are some similarities between the two districts that make this case study comparable. As cities, Everett and Lynn were incorporated around the same time, prospered around the same time and began experiencing industrial decline around the same time. The Lynn master plan emphasizes truly mixed-use
functions, including residential, commercial, retail, hotel, light industry, marina, and open space. While the Commercial Triangle would never include these exact same uses, it offers a valuable conceptualization for the site.

4.3 Canton Center Transit Oriented Development, Canton, MA

Figure 43 Lynn Waterfront, before | Source: Lynn Waterfront Master Plan Final Report

Figure 44 Lynn Waterfront, after | Source: Lynn Waterfront Master Plan Final Report

Figure 45 Canton, MA | Source: MassGIS

Project Description

Since the late 1990s, the town of Canton has carried out a series of revitalization plans and policies to redevelop the downtown area. One main target has been the area surrounding the Canton Center MBTA station, which started as a 65-acre Economic Opportunity District and then expanded to 581-acre area.24 With the support of local residents, business owners, town officials, planning experts and other stakeholders, Canton has succeeded in promoting transit oriented development and smart growth to redevelop Canton Center.

Background and History of Area

Canton is a town in Norfolk County, Massachusetts, approximately 15 miles southwest of downtown Boston.25 Two MBTA commuter rail stations are located in Canton, providing daily service to Back Bay and South Station in Boston. Canton Center, one of the stations, is in the downtown area, within walking distance to retail, offices, and government.

Officially incorporated in 1797, Canton once was a center of industry, specifically copper rolling, rubber, chemical and woolen manufacturing. Downtown Canton prospered with expanding industries and growing population, and attracted diverse businesses. “In more recent decades, however, Canton’s industrial base contracted and its economy declined. Many businesses in the town center closed in response to competition from shopping malls, leaving vacant sites in and around Canton Center.”26 To reverse this economic trend, the Town of Canton initiated several redevelopment projects in the late 1990s.
Vision
Canton Center is envisioned as a powerful engine for a more vibrant and diverse community in Canton. Concrete goals are set in the realms of land use, housing, natural resources, open space and recreation, transportation, economic development and public facilities and services. Three of the critical visions are:

- Improve local and regional transportation system and promote transit-oriented development (TOD).
- Encourage mixed land use to support economic activities and increase market potential for downtown.
- Apply streetscape improvement and enhance the natural and aesthetic qualities of Canton Center.27

District’s streetscape and were committed to “preserving and enhancing Canton Center’s cultural, economic and historical resources.”28

From May 2003 to January 2004, the Canton Master Plan Steering Committee and the consulting team Planners Collaborative collaborated on the town’s master plan. This master plan was divided into two phases. In Phase I, Planners collected input received from over 850 local residents, business owners, and employees, and articulated them into goals and policies. Phase II added in existing condition analyses, identified future trends, estimated the viability of the vision, developed an action plan and offered a detailed implementation program to realize the visions and goals set in Phase I.29 The final report was completed in August 2004.

Process
Canton Center’s redevelopment encompassed a comprehensive program of new regulation and planning. In 1998, the Town of Canton first enacted the Zoning Bylaw that made high density and mixed-use development possible. In 2002, with the technical assistance of Metropolitan Area Planning Council (MAPC), the Canton Planning Board adopted the Town of Canton Design Review Guidelines. These guidelines provided detailed design review of the Canton Center Economic Opportunity

Implementation and Recommendations
The plan called for rezoning in Canton Center to increase density, allow mixed-use development, encourage taller buildings, and reduce parking minimums.30 From 2000-2005, five new housing developments totaling 207 new residential units were built within a five-minute walk of the rail station.31 Vacant or underutilized land proximate to the rail station was redeveloped and leases and foot-traffic in the commercial corridor increased.

The master plan also proposed many transportation improvements, including building a bicycle path and improving the pedestrian environment around the rail station. Currently about 375 units are located within 1,000 feet of the rail station, and 74% of the people who live in these units walk to the station and commute by rail.32

Funding
Funding for the redevelopment of Canton Center came from a combination of public and private sources. Private developer John Marini of the local Marini Management Company secured a collection of small lots in the downtown and developed the area as a whole. The town also participated in the Public Works Economic Development (PWED) Program, which included a $1.86 million grant to finance streetscape and reconstruction.33

Connection to Everett
Canton Center is a successful case of TOD and smart growth in Massachusetts. Like the Commercial Triangle, the original Canton Center lacked a critical mass of residences, vibrant commercial properties and possessed a surplus of developable land in an otherwise
dense region. Through the TOD and smart growth redevelopment plan, the Town of Canton succeeded in building a high density, residential and commercial mixed-use, pedestrian friendly community around the rail station. This process provides a useful model for the potential revitalization of Commercial Triangle. It demonstrates that a compact and high density area that is pedestrian-friendly, accessible to shops and retail, and has open space can attract more residences and investment.

Canton had an existing MBTA commuter rail station, though - unlike Everett - limiting the similarities between the two places. Considering that an MBTA commuter rail line does run through Everett, it is worth considering the potential for a future rail station near the Commercial Triangle. If that happened, a TOD and smart growth redevelopment plan could make sense.

4.4 Assembly Square - Somerville, MA

Project Description
The most recent effort to redevelop the 145-acre area known as Assembly Square began in 1999, as the City of Somerville began to receive new development proposals for the former industrial site. A formal preliminary master plan created in 2000 sought to guide Assembly Square’s future development as a “mixed-use, twenty-four hour district” with walkable new residential, retail and office space, along with improvements in quality and access to waterfront parks along the Mystic River. Actual development since 2000 has proceeded largely according to the original master plan; the first major phase of new residential and office construction is set to open in 2013 and 2014.
Background and History of Area
The Assembly Square site was home to a major Ford Motor Company plant until its closure in 1958. With the closure of the site’s ancillary industrial businesses through the 1970s, the City targeted the area for redevelopment starting in 1980. A subsequent urban renewal plan, which rezoned the area for commercial use, paved the way for the development of the Assembly Square Mall in the 1980s. The mall failed to attract significant additional development on the site, and by 1999, there was only one remaining large tenant in the mall itself.

After the City began the preliminary master planning process in 1999, it rezoned the area in 2002 to include residential and office use, in addition to the existing retail commercial use. Redevelopment gained further momentum in 2005 when Federal Realty Investment Trust ("FRIT") purchased the Assembly Square Mall and most of the site’s additional parcels, with development goals focused on creating a lively, mixed-use neighborhood as originally envisioned by the City’s 2000 master plan.

FRIT went on to redevelop the Mall into Assembly Square Marketplace, and is the developer of the 55-acre Assembly Row project currently under construction that will include 2,100 residential units, 1.78 million square feet of commercial space including office and laboratories, a hotel, and 435,000 square feet of retail, including restaurants and a cinema.

Vision and Process
The 2000 preliminary master plan laid out the following vision for redevelopment in Assembly Square:

- create diverse new uses
- create jobs, tax revenues and amenities for Somerville
- create a place at Assembly Square
- strengthen links to the region
- become an alternative to the “downtown” or to the “suburb”
- enhance the environment
- become a development leader for the region
- create additional open space
- improve the water quality of the Mystic River and the character of the waterfront

In the past 15 years, the City has hired multiple consultants to help crystallize this vision into concrete details. The original master plan was the product of input from many community meetings, and the City and developers have continued to hold community meetings over the past decade. After IKEA purchased land at the site in the late 1990s, however, a group of community residents opposed to further big-box retail in their neighborhood challenged IKEA’s attempt to secure building permits. While IKEA ultimately secured the development permits, the process took years. In 2012, IKEA dropped plans to open a store in Assembly Square, and sold the land to FRIT.

Implementation and Recommendations
While some specifics have changed over 12 years, most of the recommendations from the initial 2000 preliminary master plan have been, or soon will be, implemented. The City’s goal to create a “mixed-use, tree-lined main street” while integrating “different uses throughout the area and vertically within buildings” is indeed happening in the FRIT Assembly Row Project. As called for in the master plan, a new Orange Line T station is under construction at the site (to be completed in 2013), which, combined with new bicycle and pedestrian infrastructure, will decrease the initial projection of daily vehicle counts in Assembly Square from 100,000 to 50,000.

Funding
While the bulk of building costs will be borne by developers, public funding for infrastructure improvements is significant. In 2010, the City estimated the cost for infrastructure improvement - specifically roads, water, sewer, gas, electricity and telecommunications - to be $111 million. The Mayor of Somerville estimates
this is now closer to $130 million.\textsuperscript{49} The project has received $19 million in federal funds and another $52 million in state funds, most notably as the first project accepted for the state’s Infrastructure Investment Incentive Program (I-Cubed) for $50 million.\textsuperscript{50} This funding also covered the $29 million required for the new Assembly Square T station. The City also utilized the state’s District Improvement Financing Program to cover some of the public funding shortfall.\textsuperscript{51}

Connection to Everett

If Everett residents and the City of Everett envision the Commercial Triangle as a thriving, twenty-four hour mixed use neighborhood, Assembly Square is a strong case on which to model planning. Assembly Square and the Commercial Triangle share an industrial past focused around the Mystic River, with similar proximity to Boston. They share similar starting points in transportation access, including major highway access (I-93 and Route 28 in Assembly Square, Route 16 and Route 99 in the Commercial Triangle), bypassed by existing rail transportation (the Orange Line in Assembly Square, the Commuter Rail in the Commercial Triangle), and virtually non-existent bicycle and pedestrian infrastructure in each. Both Somerville and Everett have similarly small tax bases that fall disproportionately on residents, and both sites provide strong opportunities to increase that tax base. Both sites also present unique opportunities to expand the employment base because of proximity to Boston.

At the same time, Everett residents and the City of Everett should proceed with caution in applying lessons from Assembly Square. First, the redevelopment of Assembly Square has been an extremely long process. While the major push of redevelopment has happened since 2000, the City of Somerville has been trying different redevelopment plans since 1980, first with the Assembly Square Mall, and subsequently with a string of failed big box retail and similar strategies.

Transportation provides a similarly problematic comparison, particularly public transportation. Commuter rail, even with trains coming every 30-60 minutes, may not have the same development impact in an urban setting as rapid transit, with trains coming every 8-15 minutes. Although appetite for current expansion of the Orange Line may be low, the City of Everett could explore a branch extension from the new Assembly Square stop into Everett. The Orange Line used to extend to Everett before track realignment in the 1970s. Short of this, a commuter rail stop could prove adequate for transit-oriented development, but likely with a smaller impact than the Assembly Square T station.

Figure 49 Assembly Square, before | Source: WickedLocal.com\textsuperscript{52}

Figure 50 Assembly Square, after | Source: Goodwin Sustainable Development\textsuperscript{53}
4.5 Case Study
Conclusions

Reviewing the four case study sites proved extremely useful to the team because it showed a wide range of redevelopment plans that have been undertaken in other localities. While no single case study provides a perfect model for the Commercial Triangle, certain aspects of each plan will be applicable to the redevelopment of the area. The case studies were also presented to the public in the first community meeting to show residents and business owners what was possible in other cities, and how they connect to Everett. The next section provides background on the public meeting and community engagement process, and illustrates how the community responded to the existing conditions and case studies in a public forum.
References


2. Ibid.


4. Ibid.


7. Ibid.


9. Ibid.

10. Ibid.

11. Ibid.


15. Ibid.


17. Ibid, 25.


19. Ibid, 57.


26. Ibid.

27. Ibid.


30. Commonwealth of Massachusetts, “Transit Oriented Development (TOD) Suburban Case Study: Canton, Massachusetts.”


32. Ibid.

33. Ibid.

34. Ibid.

35. Ibid.


38. The Cecil Group, Inc., et al., 4.

39. Ibid., 5.

40. City of Somerville, Office of Strategic Planning and Community Development, “Preliminary District Improvement Financing Application Pursuant to G.L.c. 40Q and 402 CMR 3.00: Assembly Row DIF” (government document, 2010), 20.


42. The Cecil Group, Inc., et al., 5.

43. Ibid., 2.

44. City of Somerville, “Squares and Neighborhoods - Assembly Square.”

45. Bencks, “Assembly Square Development Is Taking Shape.”

46. The Cecil Group, Inc., et al., 16; Bencks, “Assembly Square Development Is Taking Shape.”

47. Bencks, “Assembly Square Development Is Taking Shape.”


49. Bencks, “Assembly Square Development Is Taking Shape.”


51. Ibid.


Chapter 5
COMMUNITY OUTREACH AND INPUT
As with any public planning process, community involvement is essential. The Field Projects team has focused on describing a vision that is fully informed by feedback from community members. The primary source of this feedback came from a public meeting midway through the project and through interviews and conversations with local business owners and residents. Most importantly, the community feedback from the team’s final public meeting lays the groundwork for future redevelopment proposals and for working with the community to continue the Commercial Triangle master planning process.

5.1 Outreach for Public Meetings

The team employed a number of tools to make the community aware of public meetings. The team created a flyer with all meeting details and a project description, which the City of Everett submitted to local weekly newspapers as an advertisement (these ads ran the week prior to the meeting). The team also posted flyers at all the homes in the residential community within the Commercial Triangle. To connect with businesses in the neighborhood, the City of Everett provided the team with an initial list of a dozen key business contacts, and the team then reviewed the Chamber of Commerce directory and other online business directories to compile a list of nearly all businesses in the neighborhood. The team called 28 of the 41 businesses on this final list, and emailed all of those that had available email contact information (about 75%). In all ads, flyers, and conversations, the team also directed people to the project website (http://commercialtriangle.wix.com/everett), which the team created to provide all project documents and engage the public in another medium. There was a comment box on the website and contact information for two of the team members, in addition to Jamie Errickson for the City of Everett. The team did not receive any comments through the website.

Given very limited time and resources, the team conducted the most thorough outreach possible at this stage of the project. If consultants are brought in by the City to continue this project, however, the team recommends selecting a group that not only has proven design and analytical skills, but also a proven track record in community outreach. In only 2 ½ months of dedicated project work, the team did not have enough time to build community relationships that are required for the long-term work of this project. Over a longer time horizon, consultants and the City should be able to devote resources to making the final vision an even better reflection of community priorities.

5.2 First Public Meeting Overview and Feedback

The first public meeting was held on March 7, 2013 at 6pm in the Keverian Room at Everett City Hall. Although the team anticipated about 20-25 attendees, a late day snowstorm impacted attendance, resulting in a smaller group of ten. The audience was made up mostly of residents in the Commercial Triangle, but a few were business owners in the neighborhood; still a few more were residents from other Everett neighborhoods. As documented in the team’s IRB review process, the team read a statement at the beginning of the meeting that all commentary would be reported anonymously, and that attendees were free to leave at any time.

The team prepared a PowerPoint introducing attendees to the project; our role; existing conditions around land use, zoning, and transportation, and property analysis; case studies of similar communities in Massachusetts; and
next steps. While the team encouraged attendees to provide their opinions and commentary at any time, the team structured the presentation for longer discussions after its report on existing conditions, and another longer discussion after the presentation of case studies. The goal was to get targeted feedback on existing strengths or problems in the neighborhood, and then to have a more forward thinking conversation about what the neighborhood could become. The following is a report of community feedback at the meeting:

**General Comments**
- Resident concerned about eminent domain, taking of his house. Assured by students, City officials that the team is looking at redevelopment in the commercial/industrial area, not going to uproot residents
- “The City does not pay attention to the area”
- Area is the “forgotten neighborhood”, no services

**Infrastructure**
- Flooding, drainage problems throughout area; up Paris Street, Bailey Street, industrial/commercial area as well

**Businesses/Industry**
- Lack of code enforcement with businesses in area to keep up appearances
- City officials responded that enforcement is an option, but providing incentives to businesses is another
- Trash from the car wash blows all over neighborhood
- Market Forge is dilapidated; could have great potential for future redevelopment
- Absentee landlords are a big problem
- One resident said he thinks most businesses take care of property; only a few that don’t
- “I’m a business owner in the area – I wouldn’t want to invest there”, talking about keep up appearances
Streetscape
- Resident who lives on Chelsea Street (on other side of Revere Beach Parkway from Commercial Triangle) would love to walk to businesses in Commercial Triangle, but currently “it’s scary, unpleasant and unappealing”
- Suggested traffic calming measures on Parkway
- Parkway “looks nasty”, no trees

Redevelopment Possibilities
- Focus on streetscape, pedestrian environment and traffic calming, mitigation on Parkway
- Potential alternative routes into neighborhood besides Second Street
- Stadium on other side of Parkway is a nice place; better access from Commercial Triangle would be great
- “If you changed the look of Route 16, people would have more respect for it”
- More small businesses, shops along Parkway – like Main St. in Malden, Melrose
- Opposed to big box retail – specifically mentioned CVS, Walmart, Walgreens
- Green space in the neighborhood would be great
- Market Forge has great potential – maybe housing, or new business or light industrial; make it more accessible to the residents
- Open to new industry/commercial that keeps up appearances, like Restaurant Depot
- Connect residential area with residential area of Lower Broadway
- Something for the kids would be great – a community center, park, playground
- Residents like the look of the Harley Davidson building, look at brick building restoration
- Open to hotel, but think it makes most sense on Parkway, not in neighborhood
- Expand residential area eastward into industrial area
- What zoning changes could be pursued? Add more commercial?
- Could develop medical office park, like Danvers Mass General; commenter mentioned that Everett is a better location for this than Danvers, would need 60 acres or so, strong property tax benefit

5.3 Interviews
The team conducted follow-up interviews with several business owners in the Commercial Triangle. Much of the feedback from these interviews mirrored the concerns aired at the public meeting, but business owners raised some notable strengths and weaknesses, and specific issues for the business community.

Tax rates were a major concern, with some commenting that it was causing them to look at moving elsewhere. There also seemed to be a disconnect between businesses located
on the Parkway and those on the interior. Those located on the Parkway—primarily restaurant and retail outlets—tended to praise the traffic access and volume. Those located on the interior of the Commercial Triangle—primarily industrial and commercial services—were less enthusiastic about traffic patterns since they do not rely as heavily on through traffic, and also because the commute can cause headaches for their employees.

Mixed sentiments emerged about whether businesses planned to stay in the area long-term, and it was again divided between Parkway and interior businesses. Parkway businesses reliant on customer access tended to express interest in staying long-term, while more industrial businesses serving the wider region voiced desires to move on. One owner expressed his opinion that “in today’s world I can ship anywhere.”

5.4 Second Public Meeting Overview and Feedback

The second public meeting was held on April 18, 2013 at 6pm in Room 39 at Everett City Hall. Despite extensive outreach, only two people attended. While the turnout was low, both attendees were from the business community, providing different feedback than the first public meeting. One was an accountant representing four property owners – residential and business – in the Commercial Triangle.

The team conducted a PowerPoint presentation summarizing what was presented at the first meeting, and then covering the team’s recommended vision for future redevelopment. The following is a report of feedback received at the meeting:

- People have been complaining about Garvey Street road conditions for 25-30 years, believed to be irreparable at this point, is like “war zone”
- City doesn’t want to do anything, state and MBTA don’t maintain highway and rail tracks
- Nobody takes care of train tracks, properties shake when trains go by
- Major manufacturer is “about to explode”, ready to spend millions of dollars on his building, but waiting to see City’s long-term vision
- “I’m sure people would embrace [proposed redevelopment vision] if there was a project”
- Underlying problem is that much land in this neighborhood is filled in marshland, contributes to flooding
Chapter 6
VISION
6.1 Overview

The Commercial Triangle can be transformed from an overlooked backwater to an identifiable, robust Everett neighborhood that provides current and future residents expanded housing capacity and options; provides all Everett residents, workers, and visitors a pedestrian-friendly retail and small business corridor; and retains strong current businesses while attracting a cluster of commercial and light manufacturing entities that increase Everett’s viability as a business locale in the 21st century.

While the Commercial Triangle is ultimately one interconnected neighborhood, this vision is achieved largely by bolstering three distinct sub-neighborhoods, or districts, within the wider Commercial Triangle. Strengthening the connections between each so that the districts serve different purposes, but share one common identity, is critical.

Basic areas of improvement for the Commercial Triangle that are district-specific in detail, but neighborhood-wide in vision, are roadway conditions, streetscape, and drainage. Roadway conditions on Garvey Street and Second Street in particular are most pressing, as these areas provide the greatest opportunity for future growth. Streetscape improvements are

![Commercial Triangle Vision Overview](image)

*Figure 52 Commercial Triangle vision overview | Source: MassGIS, City of Everett | Author: Jingyu Tu*

most needed along the Parkway and Second Street. Poor drainage is a neighborhood-wide issue that impacts nearly all businesses and residents in the Commercial Triangle.

Such issues are not glitzy redevelopment ideas, but are central to addressing concerns leveled by community members and in upgrading the Commercial Triangle as a whole. In combination with other higher-level recommendations from the team, public investment in these areas (detailed within the district plans) would serve as a visible indicator to the private sector. Such improvements would signal the City’s desire to make the Commercial Triangle a destination for customers, employees, and future residents.

The district plans provide finer details on some of the changes that the City could pursue. By no means are these the only options for future redevelopment. The team hopes, however, that they will serve as a strong starting point for an intensive process with residents, business owners, and employees in the Commercial Triangle and throughout Everett to create
a shared vision for this neighborhood.

6.2 Residential District

Located in the westernmost section of the Commercial Triangle, this district is the primary residential area. This vision builds on the existing residential neighborhood to create a residential district nearly doubled in size, expanding from Paris Street to Second Street, with improved amenities and access for current residents, along with expanded housing capacity and choice for future residents. It would be a walkable neighborhood, with access not only to Everett Square, but also safe, friendly pedestrian access to the small-business retail district along Revere Beach Parkway.

With an existing tight-knit neighborhood, the team believes expanding housing in this district, as opposed to creating islands of housing development throughout the Commercial Triangle, is the most sensible and cost-effective option. Not only will this help develop an even more cohesive community, but will allow for strategic targeting of amenity and infrastructure investment, such as parks, pedestrian environments, and transit service. The housing market in metro Boston has shown strong signs of recovery since the 2008 financial crisis, and, according to the Dukakis Center for Urban and Regional Policy at Northeastern University, is expected to add 120,000 new households by 2020.¹

While some of the new housing may mimic the size of existing stock, most of new housing development should be at a slightly larger scale. This could take the form of multi-unit condos and apartment buildings, five to six stories in height. New developments, while larger, should fit in with the aesthetic of the existing residential area (a good example of new housing that would fit this vision is the recently completed Charleston Lofts in Lower Broadway). More than half of the total metro Boston housing demand in the next seven years will be for this type of smaller space in multi-unit buildings.² Everett’s existing high density, as compared to neighboring metro Boston cities
and towns, make it even more attractive for higher intensity housing options.

Although the main focus of this district is housing, the team’s vision allows for developments with small retail and food establishments on the ground floor of mixed-use residential/commercial buildings. Because of the still relatively small space of the neighborhood, standalone commercial structures should be restricted.

Traffic

Traffic on Revere Beach Parkway should not be an impediment to district residents connecting with the rest of their city.

Much of the road network in the existing residential area has satisfactory traffic flow and safety; it is on Revere Beach Parkway and other current industrial area roads that the team envisions change. The intersection of Lewis Street and Revere Beach Parkway currently has the highest vehicular crash rate of all Parkway intersections in Everett, and is perceived by pedestrians as an unsafe place to walk. In the eastbound direction, vehicles on Route 99 and Revere Beach Parkway merge together only seconds before reaching Lewis Street, meaning any cars turning right at Lewis Street have to quickly move a lane over, and other vehicles have little time to react to a late turn signal. These factors increase the likelihood of rear-end collisions and add to an unsafe perception among pedestrians.

To address this, Lewis Street could become a one-way street, allowing traffic to turn onto the Parkway, but preventing traffic from turning onto Lewis Street. Vehicular access into the Commercial Triangle would be permitted on Garvey Street and Second Street, which would retain two-way traffic. The City should also explore making the private access road adjacent to Logan Instruments (between Lewis Street and Garvey Street) a one-way, public road for additional direct access into the district from the Parkway. As vehicles approach the new public road in the eastbound direction, the right lane should be painted to indicate a turning lane, so vehicles are aware that vehicles

Figure 55 existing industrial structures and warehouses | Source: Bing Maps

Figure 56 Potential low-rise housing development and bus service on Garvey Street | Author: Jingyu Tu
ahead of them may be turning into the district.

While the team is advocating for different land use goals in the various districts of the Commercial Triangle, the vision is for it to be one neighborhood, not three unconnected districts. Currently, there is no way to travel the full east-west length of the Commercial Triangle except using Revere Beach Parkway, which is limiting particularly for those living in the residential district. With any redevelopment project at the Market Forge site, a new public road should be constructed between Garvey Street and Second Street to provide such access.

Transit
The residential district should have reliable access to at least one bus route - preferably two - to connect residents and workers to downtown Boston via the Orange Line, and to other points in the metro Boston area.

Not only will the addition of transit access provide new, sustainable transportation options to current residents, but will also make the residential district more attractive for future residents, who increasingly look to live in neighborhoods where they can quickly and safely access public transportation. While the team initially considered a new commuter rail stop in the residential district, a variety of conditions - including station distance between Chelsea and North Station, low comparable weekday ridership at the Chelsea station, and redevelopment proposals of a much larger scale in Lower Broadway (including the Wynn Everett casino proposal) - led us to conclude that a rail station would be better suited at Lower Broadway.

Instead, the team proposes City engagement with the MBTA to slightly re-route existing bus routes, providing district residents and workers access to downtown Boston via the Orange Line at Sullivan Square, as well as access...
to Everett Square and Lower Broadway. The proposed bus re-routing will not provide intra-
Commercial Triangle access; instead, alternative transportation options within the Commer-
cial Triangle will focus on improved pedestrian, bicycle, and vehicular access.

The preferred option calls for the re-routing of the 104 and/or 109 bus at Broadway opposite
Second Street. The proposed route is illustrated in the accompanying figure. It would require
the elimination of the Broadway at Gladstone stop along this particular route. At least two
stops should exist in the Residential District at optimal locations for resident pedestrian ac-
cess; the team recommends stops at Garvey Street near the Market Forge property, and
at the intersection of Paris Street and Lewis Street.

The Commercial Triangle is also poised as a potential stop along the long-anticipated
Urban Ring transit system. While this project has been considered by MassDOT and metro
Boston communities for many years, there is no concrete timetable for actual implementa-
tion of such a system. Recently, however, MassDOT announced a proposal to add a new
Silver Line route that would extend service into Chelsea, past its current terminus at the
airport in East Boston.\(^3\) This could be the first

phase of the Urban Ring project, and the City should carefully follow developments over the
course of 2013 as public meetings continue. While in the early stages, the potential service
area, as shown in the accompanying figure, comes right to the edge of the Commercial
Triangle. The City could look at discussing an extension to the Commercial Triangle along
Revere Beach Parkway, or perhaps along Second Street. Additional housing and com-
mercial development in this neighborhood would provide a stronger basis for extended
service to Everett.

\[\text{Figure 58 Silver Line extension service area | Source: Silver Line Gateway Public Meeting Pre-
sentation}\]

\[\text{Streetscape for Pedestrians and Bicyclists}\]

The district should provide a safe and inviting environment for residents and
workers to walk and bike between the Residential District and other Everett
neighborhoods, to other areas of the Commercial Triangle, and within the
district itself.

One of the first areas to focus on is the pe-
destrian crossing at Lewis Street and Second Street. One option to help is a simple, bolder
repainting of the zebra crosswalks. Another simple option is to increase the duration of the
walk signal at each crosswalk. More compli-
cated, but potentially stronger improvements,
involve building a wider median, like those
at Vine Street and Vale Street, so that pe-
destrians only need to cross one direction of
traffic flow at a time. Another option is to add
grooves to the traffic lanes approaching each
intersection, and signs posted on the side of
the road alerting oncoming vehicles to the
pedestrian crossing.

The second focus is on connecting residents
of this district to the envisioned improved retail
corridor on Revere Beach Parkway. Currently,
the sidewalk from Lewis Street eastward is
small, and abuts Revere Beach Parkway with
no buffer zone. The entire length of the sidewalk on Revere Beach Parkway should be repaved for a consistent, even walkway. This would help address extreme inconsistencies especially the contrast between points west of Second Street and points east of Second Street - along the current sidewalk that potentially discourage pedestrians. West of Second Street, the eastbound right travel lane on Revere Beach Parkway is currently wide enough to be safely reduced in size, and allowing the sidewalk to be built out. This would allow a small buffer zone of planter boxes to be installed, providing distance between vehicles and pedestrians, and making pedestrians more comfortable walking there. The team also recommends more pedestrian-scaled lighting fixtures along the corridor to provide a safe, attractive nighttime pedestrian environment.

The final focus should be connecting this district, along with the rest of Everett north of Revere Beach Parkway, to the emerging Lower Broadway neighborhood. The current pedestrian and bicycle route involves an intimidating trek through Sweetster Circle where Revere Beach Parkway flies under Route 99. By improving the Lewis Street connection to Everett Square, and then building out the sidewalk connecting the Residential District to

![Figure 59 Proposed community path](image)

**Figure 59 Proposed community path** | **Source:** Google Maps | **Author:** John Taylor

Lower Broadway into a community path, the City could create a unique linear park to connect all Everett citizens to all Everett neighborhoods.

**Open Space**

The district should provide residents and workers with green, public space for personal enjoyment and as a center of community activity.
Part of increasing the livability of this district is creating spaces where people can come together in a public space, and a small park should be developed for the enjoyment of residents and workers in the wider Commercial Triangle, particularly the Second Street district. A small park, with plenty of trees, benches, tables and walkways would provide a respite from the built environment. The park should be located in the Residential District for easy access by residents, but perhaps on the eastern edge of the district so that workers in the Commercial Triangle can use the park as well.

### 6.3 Parkway Corridor

Revere Beach Parkway serves as the northern border of the Commercial Triangle, and its current orientation caters primarily to drivers passing through Everett. While the team envisions an environment along the Parkway that would continue to attract those non-residents - who are a boon not only to the businesses they patronize, but also to the City’s tax coffers - Revere Beach Parkway could become a more pedestrian-oriented thoroughfare. It would cater not only to residents and workers in the Commercial Triangle, but also residents and workers in the rest of Everett.

### Land Use

This vision is informed in part by the 2011 Revere Beach Parkway Zoning Study Report prepared by Parsons Brinckerhoff, which laid out a proposed overlay district for the Parkway. Many of the conclusions and recommendations contained in that report are the correct course for the future of Parkway Corridor, particularly the following:

- Widely disparate current uses discourage development of retail, office, or residential use.
- Industrial uses are out of place on the Parkway.

---

![Figure 60 Existing storefront and streetscape along Parkway](image1) | Source: Bing

![Figure 61 Potential storefront and streetscape along Parkway](image2) | Author: Jingyu Tu
• Zoning should allow mixed-use development
• Uses allowed under the current Business Limited District, such as multi-unit residences, retail, offices, restaurants, hotels, and auto showrooms (by special permit) are the types of uses that should line the Parkway.
• Require pedestrian connections from businesses to public sidewalks.
• Set reduced minimum parking requirements, allow shared parking between establishments, and require parking behind buildings.
• Allow floor area ratios up to 6:1, and a minimum floor area ratio of 0.5:1

The team believes, however, that while existing uses not conforming to these guidelines should certainly be grandfathered, change of ownership should trigger the enforcement of the overlay provisions for new owners. Short of eminent domain, which is not appropriate for this master plan, requiring overlay compliance for new owners is one of the best tools at the City’s disposal to ensure that consistent development occurs sooner rather than later.

While this may limit the sale options for current owners, they will be able to achieve higher sale prices from developers when the entire corridor is limited to the type of uses listed above. The higher intensity permitted should also increase property values, particularly in the targeting of developers for multi-story mixed use and office space. There may also be opportunities to explore private land swaps between existing owners and private developers, to encourage auto-repair uses to relocate to the more industrial sections of the Commercial Triangle.

In terms of specific land uses to encourage, feedback from the public meeting and follow-up conversations presented an overwhelming sense “that there’s no there there.” A sense of “there” - meaning businesses that attract local residents, particularly by foot - is best created through a primary targeting of restaurants, cafes, and small retail for future development. These can, and should be, encouraged to be part of mixed-use development, with upper floors dedicated to housing, office, or hotel space. Those latter features should not be the focus of this corridor, however.

**Streetscape**

While the streetscape west of Second Street was addressed in the Residential District vision, the streetscape east of Second Street faces some different challenges. Because of the existing median providing safer pedestrian crossings at Vine Street and Vale Street, the right travel lane on the Parkway likely cannot be reduced to accommodate wider sidewalks. It appears, though, that there is ample space on the parcel side of the sidewalk to look at widening in the other direction.

To start, the City should work with the car wash to reclaim lost public access; there is currently no actual sidewalk on this property, and pedestrians must walk through the parking lot, navigating around customers’ vehicles. Similar conditions exist throughout this portion of the Parkway, and the City should work with owners to reclaim a few feet of pavement for uniform, clearly demarcated sidewalks. Like in the Residential District, planter boxes should be placed between the sidewalk and roadway to provide a sense of separation for pedestrians. Finally, simple touch-ups to pedestrian crossings should be implemented at Spring Street, Vine Street, and Vale Street, such as bolder zebra crosswalks and pavement grooving to alert vehicles to pedestrian crossings.

**Transit**

Bus service to the Residential District at Garvey Street should prove attractive to both current businesses and future developers, as
people living in other parts of Everett and the region will be able to access retail and restaurants in the Parkway Corridor without reliance on automobile.

6.4 Second Street Corridor

A revitalized commercial and industrial corridor along Second Street presents an opportunity to attract companies that will enhance Everett’s image and make it a more competitive place to do business within the greater Boston region. As the study of existing conditions demonstrated, Everett already possesses a number of attributes in the commercial real estate market, and by improving and enhancing the area, it could see considerable growth as the economy continues rebounding in coming years.

Prior research conducted for the literature review and case studies spoke to the importance of maintaining industrial land in cities in order to ensure a stable, diverse economy and to provide jobs for residents. Therefore, the team proposes that sections of the Commercial Triangle remain commercial and industrial in character, with the Second Street corridor serving as the most visible portion of this area. This district would expand southeastward from Second Street and include the industrial land all along the MBTA rail tracks and closest to Chelsea. While the current industrial and commercial area detracts from the image of Everett in many ways, the revitalized Second Street district is envisioned as an attractive place that will foster economic growth and job creation.

The Second Street Corridor is already a valuable commercial district due to its location. Second Street crosses through both Everett and Chelsea and connects to Route 1, which
provides easy access to Boston. However, the businesses currently established there include a mix of scrap metal and auto repair shops as well as vacant lots. The prime location and accessibility of the area is not reflected in the current uses, many of which are disliked by residents and retail business owners located nearby. These existing businesses may be characterized as "locally unwanted land uses" (or LULUs). Residents and City officials may oppose LULUs because they perceive they will have a negative effect on property values, cause unwanted noise or traffic, cause negative environmental or health impacts, or have "aesthetically objectionable" exteriors. 

Residents and business owners in Everett have stated that they believe the City does not do an adequate job in encouraging businesses in the area to maintain appearances and adhere to basic standards for trash removal and upkeep. Implementing a design code for the Second Street Corridor may help the City improve enforcement and compliance in this realm. Items that may be addressed in the design code include, but are not limited to, location and size of parking lots, presence of fences and gating on the property, signage, and trash disposal and dumpster locations. However, before any design code is established, it would be prudent for the City to undertake comprehensive improvements to the road conditions, sidewalks and lighting in the corridor in order to set a standard for the area. By having the City take the initiative on the first round of improvements, it would send a signal to private developers and businesses that the City of Everett is actively engaged in making the district a better place to do business. It is also critically important that any existing or future businesses adhere to environmental standards in their operations. Given that industrialization left Everett (and many other towns) polluted once already, any future development must mitigate any negative environmental impacts.

Improving the streetscape of the district may go a long way in attracting new businesses to Everett, thereby increasing tax revenue for the City. Beyond streetscape improvements, though, if the City were to actively market its Second Street Corridor as a place for commercial and light manufacturing, it could have great success in attracting new businesses that may not be aware of the location presently. Developing a cluster around one industry may also prove fruitful in attracting investment and establishing Everett as a viable place to conduct business in one particular sector. Everett, being a geographically small city, may be under the radar of companies currently doing business elsewhere. Yet, it has much to offer by way of its metropolitan location and vehicular access to surrounding cities and towns. The next step is harnessing those assets and marketing them so that it generates new development and job creation.

The area is especially primed for a food and beverage services industry cluster. One of the
largest produce markets in the country is located on Second Street in Chelsea and provides food to many local and regional food businesses (including restaurants and grocery stores). Everett is home to a large restaurant supply company open to the trade (Restaurant Depot). It may make sense for Everett to encourage further food industry businesses to cluster there and then market itself as a convenient center for restaurant wholesale and trade. Other businesses that may help foster the food and beverage services cluster would include refrigerated distribution services, commercial kitchen supplies, furniture for bars and restaurants, sign manufacturing, and a food safety compliance training center for employees and managers. If the resort casino development is built in Everett, expansion into a hospitality and tourism cluster may also prove extremely advantageous. This might include commercial laundry services, linen and textile supply, and a workforce training and development center that specializes in hospitality to prepare Everett residents for jobs in this sector.

While it might be a stretch to say the Second Street commercial and industrial area would blend in harmoniously with the residential section and retail on the Parkway, any improvement in the Second Street Corridor would have a positive impact on the nearby residen-

Figure 64 Existing Second Street conditions | Source: Bing Maps

Figure 65 Potential Second Street Corridor | Author: Jingyu Tu
tial and retail areas, increasing land values and positive sentiment about the neighborhood. The adage “a rising tide lifts all boats” may be applied here to express the interconnectedness between the different areas of the Commercial Triangle; improving one could have a substantial effect on improving others nearby, despite how different they may appear.

Attracting new industry to the Second Street Corridor could help comprise a comprehensive strategy for encouraging economic development in Everett. It also respects the area’s historic legacy of industrial use. While industrial land has decreased greatly in many surrounding areas in favor of rezoning for mixed-use, residential and transit-oriented development, the Second Street parcels remain zoned for industry. As the economy gets back on track, the City of Everett has an opportunity to develop a new industry cluster that would provide jobs, operate sustainably, and improve on the existing landscape. The effects of doing so would be far-reaching and a worthwhile investment for the City.

6.5 Environmental Considerations

Any discussion of attracting new development to the Commercial Triangle must also acknowledge environmental conditions that are expected to impact the area in coming years. Sea level rise, in particular, poses a significant challenge to the City of Everett. The Commercial Triangle lies within a coastal zone like much of the United States. As such, there is a real threat to the area due to continued climate change. A study by the Boston Harbor Association in 2010 showed that just 2.5 feet of flooding above mean high tide would impact most of the Commercial Triangle. This flooding could occur because of sea-level rise, astronomical high tides, or storm surges caused by weather events. At 7.5 feet of flooding, the entire district would be underwater. Considering that the area is currently plagued by drainage issues and insufficient drainage systems, the potential for further deterioration must be addressed. Flooding of businesses and homes in the Commercial Triangle (or even just a perceived threat of flooding) could prove extremely detrimental to the success of any new development efforts. At this stage, it is largely accepted that climate change cannot be fully reversed, but it may be mitigated and communities may adapt to the threat of sea-level rise. Fortifying a seawall along the Mystic River may help protect the Commercial Triangle, as well as flood-proofing any new or existing structures in the area.

It is also important to note that sea-level rise is just one of the environmental issues facing Everett. Everett qualifies as an “environmental justice” community, which is a designation based on the premise that “low-income minority communities have historically borne a disproportionate share of environmental hazards.” These hazards have typically manifested in a community as contaminated land and water from former industrial sites, vacant lots, abandoned buildings, lack of parks and green space, poor access to transit services, and lower overall health of the population. Everett possesses many, if not all of these attributes, and it is important to address them when planning for the future.
References


2. Ibid.


10. Ibid.


12. Ibid.
Chapter 7
IMPLEMENTATION
7.1 Phasing and Next Steps

Implementing a neighborhood-wide vision will not be a quick process; the team envisions a 20-year time horizon for full implementation. The City can break the project up into discrete steps, however, that allow for continuous, gradual progress over that timeframe.

The City can use infrastructure improvements to encourage private investment, but by its very nature, private development is largely beholden to the real estate market and wider regional, national, and international economic trends. Therefore, it is not only important for the City to signal commitment to this area through initial infrastructure improvements, but also to aggressively market the potential of this area so that businesses and developers look at the Commercial Triangle as a growth area in metro Boston.

Because so little planning work on the Commercial Triangle has been done prior to this study, it is essential to spend at significant time engaging community members from across Everett to come up with a final plan for the neighborhood. Of course, community engagement will be crucial throughout the life of the project, but spending significant time at the start is paramount.

The following phasing timeline provides a general framework for pursuing redevelopment in the Commercial Triangle. The imprecise timing guidelines are an acknowledgment that the exact order of many of these steps will depend on factors outside the City’s control. In general, the team believes that the sooner infrastructure and streetscape improvements are made, the easier it will be to attract new businesses and residential development. At the same time, the City may have opportunities to attract anchor institutions before those infrastructure improvements are complete. This framework provides flexibility to take advantage of such opportunities when they present themselves.

Next Steps

- Hire consultants to continue the Commercial Triangle planning process, with particular specialized attention on community engagement, financial analysis, and environmental contamination assessment.
- Engage all Everett community members in the planning process, not just those currently located in the Commercial Triangle.
- Maintain the project website created by the team, promoting it on the City homepage along with the Lower Broadway planning process.
- Work with the car wash and adjacent businesses to reclaim the pedestrian right of way along Revere Beach Parkway east of Second Street.
- Work with DCR to repaint crosswalks boldly at Lewis Street, Spring Street, and Vine Street and increase pedestrian crossing times.

Short-Term

- Hire consultants to assess necessary drainage improvements to eliminate regular flooding throughout the entire neighborhood. This will be crucial in attracting long-term businesses and residential development.
- Repave Garvey Street and paint proper street markings onto all neighborhood roads, including yellow center lines.
- Turn Lewis Street and Garvey Street into one-way streets.
- Engage the MBTA in discussions about re-routing the 104 and/or 109 to provide access to the Commercial Triangle. Conduct research on revenue implications (positive or negative) of such a change.
- Facilitate a sale of, or purchase directly, the Market Forge property, targeted for high-intensity housing development. Work with the eventual developer to secure easements for a new public access road connecting Garvey Street and Second Street.
- Hold discussions with property owners to turn the private road between Lewis Street and Garvey Street into public access road.
- Implement a design code including, but not limited to, presence of fences and gating on the property, signage, and trash disposal and dumpster locations.
- Engage DCR in discussions about changes on Revere Beach Parkway:
  - Build pedestrian medians on Parkway at Lewis Street and Garvey Street.
  - Widen sidewalk from Lewis Street to Lower Broadway, through Sweetster Circle, to create a community path.
  - Create right-turn lane from the Parkway onto new public access road and Garvey Street.

**Long-Term**

- Complete recommended streetscape improvements along the Parkway Corridor.
- Complete recommended streetscape improvements along the Second Street Corridor.
- Identify business owners looking to move or sell property in the Commercial Triangle; work to facilitate sales and relocate critical businesses interested in staying in the area.
- Identify a parcel for a community park, either through purchase by the City or working with a private developer to include open space as part of housing or commercial development.
- Adopt the Revere Beach Parkway zoning overlay and align zoning with district boundaries.
- Reduce commercial property tax rates.

**7.2 Funding Options**

This project may be titled “Re-imagining the Everett Commercial Triangle” but the team recognizes that re-imagining is only the first step, and truly transforming the Commercial Triangle will require significant capital over a long period of time. In order to aid the City in effectively implementing the recommended improvements to the Commercial Triangle, various funding options are presented below. Without public funding, the plan will not be executed, so identifying options for financing that rely on more than Everett’s own tax dollars is essential. Undertaking such a large program of improvements could prove extremely costly, and the financial burden on the City may be offset by federal and state funds, as well as private investment that will follow in time.

Urban renewal, in its current state, is a program that allows municipalities to improve deteriorated urban areas for residential, commercial, and industrial purposes by setting up a state-recognized Everett Redevelopment Authority that would have expanded redevelopment powers in the community.¹ In order to participate, the City would have to designate a Redevelopment Authority and submit a comprehensive redevelopment application to the state seeking approval. The application must include goals and objectives for renewal, a full budget, site plans for redevelopment, proof of community participation, and local approval. If the Urban Renewal application was granted, the City would have expanded authority to establish design standards, assemble developable land parcels, demolish unsafe structures, issue bonds, receive grants and more.² This could prove particularly fruitful to Everett given the immediate need for enforceable design standards in the Commercial Triangle.

Tax Increment Financing (TIF) is another op-
tion for funding redevelopment projects that may be used in concert with urban renewal, or independently. TIF is a relationship between the City and a specific landowner or developer that is undertaking a project in the district that will improve economic conditions in the area (particularly the land values and job opportunities). The agreement is structured so that the City may provide an exemption on property tax to the developer for a period of time, then after that period expires the City retains net property tax revenue over an assessed basis (which should increase as the development is completed) to funnel directly back into the neighborhood (which would be established as a “TIF Zone”). Tax Increment Financing is a method of fostering public-private partnerships, which were identified in the literature review as a strong opportunity for Everett to attract private investment. Given that many business owners stated property taxes were an impediment to business development in the area, Tax Increment Financing would also be a sensible option to reduce the tax burden on developers who wish to invest in the Commercial Triangle.

The Massachusetts Department of Environmental Protection provides many resources for cities that wish to clean up environmentally hazardous sites. Since much, if not all, of the Commercial Triangle ostensibly fits this designation, it would be worthwhile for the City to initiate formal environmental testing of the Commercial Triangle in order to confirm its eligibility. One of the state programs available for contaminated properties is Brownfields Tax Credits, which are provided to landowners who remediate contamination. The program offsets the cost by providing a state tax credit of up to 50% of the cleanup costs to the owner. There is also a federal program, which allows for an owner to deduct 100% of cleanup costs from its federal taxes owed on eligible properties. Brownfield remediation is an important tactic for the City of Everett to meet its economic, environmental and social goals.

The Federal Reserve Bank of Boston (“the Boston Fed”) recently initiated the Working Cities Challenge by identifying 20 small cities in Massachusetts with low-income populations that would be eligible for up to $750,000 of economic development funding provided by the Boston Fed. The funding is specifically focused on harnessing multi-sector collaborations to return the city to pre-recession economic conditions. With a population below 250,000 and a median income below the state median, Everett qualified as a city that would be eligible to compete in the challenge. In order to win the funding, the City must assemble a proposal that aims to improve the lives of the low-income population. The team believes that a proposal that incorporates economic development, affordable housing and working-class job creation in the Commercial Triangle through public, private and non-profit engagement would meet the criteria for involvement and provide a strong application for the competition.

The programs outlined in this section represent a mere sample of the funding options for the City of Everett in financing the redevelopment of the Commercial Triangle. As evidenced above, there are a multitude of resources for the City to take advantage of when assembling a budget for the redevelopment. A comprehensive funding plan will be critical to move the project forward.
References


2. Ibid.


4. Ibid.


Conclusion

Based on a thorough review of existing conditions, a review of literature around redevelopment paradigms, case study analysis of similar communities in Massachusetts, interviews with local business owners, and two public meetings, the Field Projects team has outlined a vision that promotes additional housing development with wider choice and transportation options for current and future residents; creating a walkable, inviting small business retail corridor along Revere Beach Parkway; and developing an identifiable, attractive commercial/industrial corridor along Second Street. This preliminary plan also provides immediate, short-term and long-term steps that the City of Everett can take to build a thriving community in the Commercial Triangle.

Although this vision aims to synthesize most of the ideas, needs, and wants heard from community members, a final vision and plan for the Commercial Triangle will come only with continued, robust dialogue between all Everett community members and the City of Everett. With its geographic location at the center of Everett, prime access to the Greater Boston regional economy, and proximity to recent and current redevelopment at Lower Broadway, Station Landing, Assembly Square, and in Chelsea, the Commercial Triangle is a truly unique neighborhood with unlimited potential.
References


http://www.lowellma.gov/community/history.

http://www.lowellma.gov/depts/dpd/TannerStreet/TSEDP.

http://www.cityoflynnoecd.net/community_waterfront.shtml.


City of Somerville, Office of Strategic Planning and Community Development.  


I. Introduction

Project number: 4

Title: Reimagining the Everett Commercial Triangle

Client: City of Everett, Department of Planning & Development

This Memorandum of Understanding (the "MOU") summarizes the scope of work, work product(s) and deliverables, timeline, work processes and methods, and lines of authority, supervision and communication relating to the Field Project identified above (the "Project"), as agreed to between (i) the UEP graduate students enrolled in the Field Projects and Planning course (UEP-255) (the "Course") offered by the Tufts University Department of Urban and Environmental Policy and Planning ("UEP") who are identified in Paragraph II(1) below (the "Field Projects Team"); (ii) City of Everett, Department of Planning & Development, further identified in Paragraph II(2) below (the "Client"); and (iii) UEP, as represented by a Tufts faculty member directly involved in teaching the Course during the spring 2013 semester.

II. Specific Provisions

(1) The Field Projects team members working on the Project consists of the following Individuals:

1. Annie Burtoff
2. Yifei Ren
3. John Taylor
4. Jingyu Tu

(2) Client’s contact information is as follows:

Client name: City of Everett, Department of Planning & Development
Key contact/supervisor: Jamie Erickson
Email address: [Redacted]
Telephone: [Redacted]
Address: [Redacted]
Website: http://www.ci.everett.ma.us/Everett_files/commdvelop/main.htm

(3) The goal of the Project:

The Field Projects team will create a preliminary master plan for the Everett Commercial Triangle, seeking to take advantage of its location within the metro Boston area. The Commercial
Triangle is a 110-acre site in Everett between the Revere Beach Parkway, MBTA commuter rail tracks and Chelsea city line. Historically, this site has been characterized by industrial activity, along with some commercial and residential use.

Working with community residents, workers, businesses, nonprofits and government officials, the team will specifically focus on presenting a comprehensive analysis of existing conditions and a range of possible future conditions for the Commercial Triangle in the following categories: land use, transportation, economic development, and real estate development.

The plan will build on and complement the city's proposed Revere Beach Parkway Zoning Overlay District, as well as work being completed in Chelsea along Second Street. To ensure coordination with other city planning efforts, the plan will be informed by Everett's Community Visioning process and Lower Broadway Master Plan.

(4) The methods and processes through which the Field Projects Team intends to achieve outlined goal:

1. Conduct analysis of existing conditions, including zoning, land use, property ownership, demographics, traffic, market conditions and similar factors, with qualitative analysis, quantitative analysis and spatial analysis utilizing Geographic Information System (GIS);

2. Research and review 3-5 neighborhood plans from the past decade in New England communities similar to Everett, specifically matching the land use profile and neighborhood attributes of the Commercial Triangle;

3. Assist with conducting two community meetings: one meeting early in the project to establish community priorities, and one final meeting at the end of the project to report results;

4. With assistance from the Department of Planning and Development in identifying key stakeholders and initiating contact, hold 5-10 discussions and interviews with community residents, property owners, workers, business owners and nonprofits throughout project; and

5. Produce a preliminary master plan based on all the above research and analyses for future land use, transportation, economic development, and real estate development in the Commercial Triangle, with accompanying maps and visuals utilizing Geographic Information System (GIS) and Computer Aided Design (CAD).

(5) The work products and deliverables of the Project:

1. A final written report consisting of the following:
   a) Case study analysis, literature review and research on similar redevelopment efforts, in order to understand the best practices (or practices to avoid) adopted by similar neighborhood revitalization efforts;
b) Review of existing conditions in the Commercial Triangle;

c) Preliminary articulation of goals, objectives, obstacles, and recommendations in the four substantive domains of the plan: land use, transportation, economic development and real estate development;

d) Recommended short- and long-term steps to turn this new vision of the Commercial Triangle into action.

2. A PowerPoint presentation summarizing key findings and incorporating visual elements from the project (such as site photographs, maps and tables) for presentation to the mayor and at a final public meeting.

(6) The anticipated Project timeline:

January
Week of January 28: Submit research plan to IRB for review and approval.

February
Week of February 4 & 11: Work on case studies and draft literature review.
Week of February 18: Conduct first public meeting.
Week of February 26: 50% of stakeholder interviews completed.
Deliverables due by end of month: Draft of case studies and literature review

March
Continuing data collection and analysis, stakeholder interviews, revisions to preliminary drafts, conduct GIS mapping, ongoing discussions with City and stakeholders.
Deliverables due by March 15: Existing conditions analysis

April
Week of April 8: Draft of report due to City of Everett.
Week of April 15: Powerpoint presentation due to City of Everett.
Week of April 22: Final public meeting.
Week of April 29: Final report due to City of Everett.

(7) The lines of authority, supervision and communication between the Client and the Field Projects Team are:

The Field Projects team will report to Jamie Erickson, Executive Director, Department of Planning and Development. The team and client will attempt to meet bi-weekly, either in person or by phone, and will be in regular communication via email for the duration of the project. Annie
Burtoff will be the main point of contact for the Field Projects team, but other team members are available as necessary. As noted in Section III, the client has the right to review and recommend changes to all project output as they deem necessary.

Jamie Errickson will initiate introductory contact with key stakeholders, in order to make them aware of the Field Project and expedite meetings between the team and stakeholders.

The City of Everett will make related zoning and planning documents and data available to the team as necessary to complete the project.

(8) The understanding with regard to payment/reimbursement by the client to the Field Projects Team of any Project-related expenses is:

The City of Everett will pay $100 to UEP to defray project-related expenses. UEP will disburse the funds to the Field Projects team. The Field Projects Team will submit a record of expenses to UEP for reimbursement. Reimbursable expenses may include transportation to Everett, printing, marketing and refreshments needed for community meetings related to the project.

III. Additional Representation and Understanding

A. The Field Projects Team is undertaking the Course and the Project for academic credit and therefore compensation (other than reimbursement of Project-related expenses) may not be provided to team members.

B. As the Course and the Project itself are part of an academic program, it is understood that the final work product and deliverables of the Project (the “Work Product”) – either in whole or in part – may and most likely will be shared with others inside and beyond the Tufts community. This may include, without limitation, the distribution of the Work Product to other students, faculty and staff, release to community groups or public agencies, general publication, and posting on the Web. Tufts University and the Field Projects Team may seek and secure grant funds or similar payment to defray the cost of any such distribution or publication. Site identifiable information will be kept confidential, and the City of Everett will have final review of information shared to ensure this.

C. The client has the option to review all data and notes collected by the UEP Field Projects Team. The UEP field projects team will take into account all considerations made by the City of Everett into our final project. The City retains the right to full use and distribution of the final work product and deliverables. Should the client choose to utilize any written part of the work of the UEP Field Projects team, appropriate acknowledgement is requested.

D. It is understood that this Project may require the approval (either through full review or by exemption) of the Tufts University Institutional Review Board (IRB). This process is not expected to interfere with time completion of the project.
Appendix A Memorandum of Understanding
Title: Reimagining the Everett Commercial Triangle

March 4, 2013 | Notice of Action

IRB Study # 1302025 | Status: EXEMPT

PI: John Taylor
Co-Investigator(s): Annie Burtoff, Jingyu Tu, Yifei Ren
Faculty Advisor: Justin Hollander
Review Date: 3/4/2013

The above referenced study has been granted the status of Exempt Categories 2 and 3 as defined in 45 CFR 46.101 (b). For details please visit the Office for Human Research Protections (OHRP) website at: http://www.hhs.gov/ohrp/humansubjects/guidance/45cfr46.html#46.101(b)

- The Exempt Status does not relieve the investigator of any responsibilities relating to the research participants. Research should be conducted in accordance with the ethical principles, (i) Respect for Persons, (ii) Beneficence, and (iii) Justice, as outlined in the Belmont Report.
- Any changes to the protocol or study materials that might affect the Exempt Status must be referred to the Office of the IRB for guidance. Depending on the changes, you may be required to apply for either expedited or full review.

IRB Administrative Representative Initials: 

\[Signature\]
Tufts grad students help with city planning

By John Laidler | GLOBE CORRESPONDENT | FEBRUARY 24, 2013

A group of Tufts University graduate students is providing the city with some planning assistance. The four students, from Tufts’ School of Urban and Environmental Policy and Planning, are conducting a field study of the Everett Commercial Triangle. City officials say the 110-acre site, bordered by the Revere Beach Parkway, MBTA commuter rail tracks, and the Chelsea line, is a prime spot for redevelopment. The students, who began their work earlier this month, will prepare a report with recommendations regarding future land use, transportation, and economic development on the property. The project, set for completion in late April, will also involve several community meetings, with the first one expected to be held in early March.
Updates from the City of Everett: February 12, 2013

Tufts Students to create preliminary master plan for commercial triangle

Everett – The following updates, photos, and releases have been provided by the City of Everett and the Office of Mayor Carlo DeMaria Jr.

Mayor Carlo DeMaria, Jr. and the Department of Planning and Development recently secured a group of Tufts University Graduate Students from the School of Urban and Environmental Policy and Planning to conduct a field study regarding the Everett Commercial Triangle. The Commercial Triangle is the 130 acre site between the Revere Beach Parkway, MBTA commuter rail tracks, and Chelsea city line.

The area is the next prime spot for redevelopment within the City. The students will be interviewing multiple community stakeholders and conducting extensive research and analysis to produce a final written report. The goal of this reimagining project is to illustrate the possible infrastructure improvements, tax money, building permit fees, and most importantly, jobs for residents that a proper redevelopment can provide.

Working with community residents, workers, businesses, nonprofits and government officials, the graduate students will specifically focus on presenting a comprehensive analysis of existing conditions and a range of possible future conditions for the Commercial Triangle in the following categories: land use, transportation, economic development, and real estate development.

“This commercial district has long been neglected from a planning perspective and is prime for redevelopment”, states Mayor DeMaria, “Recognizing the importance of strong planning and building off the momentum we have created with the Master Plan for Lower Broadway, we look forward to seeing the analysis and recommendations provided by the Tufts group for this section of our City.”

In addition to their research and analysis, the Tufts group will also help with community outreach and education. The City plans on holding two public meetings in the coming months, with the first to be scheduled sometime in late February or early March. The Mayor recognizes that the most important aspect of these visioning meetings is the participation of all residents and community groups. All are welcome to attend and share thoughts and ideas. Specific dates for the community meetings will be published soon. The Tufts Students will be conducting their study from February through late April.
Senator DiDomenico hosts State House Briefing on FY 14 Budget

Senator DiDomenico recently co-sponsored a State House briefing on the FY 14 budget held by the Massachusetts Budget and Policy Center (MBPC). The 2-hour event included an overview of the budget and legislative priorities of House and Senate officials, followed by a question and answer session.

Cathmolite brings low cost, pay-as-you-go neuter services to Everett

Cathmolite brings low cost, pay-as-you-go neuter services to Everett in March. Reservations are now being taken. The Cathmolite will be parked at the Everett Police Department on Monday and Tuesday, March 4th and 5th. The veterinarian will be on-hand for proper medical care.

Police

Police

officers were on standby to ensure the safety of those attending the event.

The Everett Crimson Tide Pope Warner Will Be Holding Registrations on March 14th at the Everett Armory (formerly known as the Connolly Center) 5:30 to 8:30 pm

All children ages 5 to 14 as of August 1, 2013 are invited to sign up for this year’s exciting football and cheerleading season.

The registration fee for this year is $175.00. This fee secures a position on a team. The registration fee for any other sibling (football or cheerleader) is $100.00 for the second child and $50.00 for the third child.

Registration fee for our Tiny Mite Division (5 to 6 years old) is $100.00.

There is a $50.00 Non-Refundable deposit due at registration.

GET THE MOST FOR YOUR MONEY WITH THIS HIGH INTEREST CD.

Open your CDs, IRAs and Business CDs today!

Limited Time Only! February 14th through March 15th.

The Everett Independent Wednesday, March 6, 2013 Page 3

L. Knife makes good on promise, brings jobs to Everett

Since meeting Steve Appelt in 2011, L. Knife & Son Inc. has begun con-
structing their Brookline Street facility this winter, and is ready to begin pro-
duction of offsetting jobs openings to Everett residents.

Mayor DeStefano recently received a update from Craft Brewsters Guild, a subsidiary of L. Knife, reporting ongoing moves within the compa-
ny and 2013 goals, promising 100 new positions within the com-
pany.  "I am pleased to see L. Knife/Craft Brewsters Guild has begun construction on a facility that will be an important addition to our city's economy," Mayor DeStefano said.

The company has several second phase operations, including machinery openings for highly skilled drivers for retail routes throughout Massachusetts.  Future re-
osti is to continue utilizing retail delivery trucks, utilizing refrigerated products to be recycled at their warehouse, and ensur-
ing proper stock rotation at their accounts.  All qualified applicants must be a high school diploma or GED.

Brewers Guild has several second phase operations, including machinery openings for highly skilled drivers for retail routes throughout Massachusetts.  Future re-
osti is to continue utilizing retail delivery trucks, utilizing refrigerated products to be recycled at their warehouse, and ensur-
ing proper stock rotation at their accounts.  All qualified applicants must be a high school diploma or GED.

L. Knife makes good on promise, brings jobs to Everett

Senator DiDomenico to host Ways and Means Committee Hearing in Everett

Senator DiDomenico announced that he will host a Ways and Means committee hearing on March 13th at the Everett City Hall.

"This is an opportunity for us to get answers in what can be-
ning tough questions," Senator DiDomenico stated.  "Our re-
responsibility to present a budget that reflects the priorities of the Commonwealth.  This bill will be for the benefit of all massachusetts residents, but especially for the neediest of neediests."

The hearing will begin at 10 a.m. on Thursday, March 14th at the Everett City Hall.  The hearing will be broadcast live on the city’s cable television system.

"This is an opportunity for us to get answers in what can be-
ning tough questions," Senator DiDomenico stated.  "Our re-
responsibility to present a budget that reflects the priorities of the Commonwealth.  This bill will be for the benefit of all massachusetts residents, but especially for the neediest of neediests."

The hearing will begin at 10 a.m. on Thursday, March 14th at the Everett City Hall.  The hearing will be broadcast live on the city’s cable television system.
EHS students teach youngsters about dangers of tobacco use

As part of its ongoing anti-tobacco efforts, members of the Everett High School Tobacco Action Team (TASTA) Classes in Everett Against Nicotine (EAN) held a workshop event at the Lifespring Church.

Devin Aitchison, Cameron Amico, Kyle Hyatt, Michael Malin, Kylie Marnell, and Sandra Radicelli were the 10th grade students who presented the information to the seniors.

EHS High School TASTA / Teens In Everett Against Substance Abuse Operation

Everett students win honorable mention at History Day State Finals

Lahey Health School of Nursing Career Pathways, Everett/Douglas/North Essex Vocational Technical High School, Everett Public Schools in the Middlesex District, and Everett Public Schools in the Middlesex District, held April 5 and May 31, 2013.

The students attended a state-wide competition.

Street/Continued from Page 1

Everett students win honorable mention at History Day State Finals

Lahey Health School of Nursing Career Pathways, Everett/Douglas/North Essex Vocational Technical High School, Everett Public Schools in the Middlesex District, and Everett Public Schools in the Middlesex District, held April 5 and May 31, 2013.

The students attended a state-wide competition.

Thruninger, Christopher Bouche, Timothy O'Brien, and Coner Riechel currently display their Massachusetts National History Day Honor Roll Outstanding student exhibits at the state.

Christopher Bouche, Timothy O'Brien, and Coner Riechel currently display their Massachusetts National History Day Honor Roll Outstanding student exhibits at the state.

Thruninger, Christopher Bouche, Timothy O'Brien, and Coner Riechel currently display their Massachusetts National History Day Honor Roll Outstanding student exhibits at the state.

Christopher Bouche, Timothy O'Brien, and Coner Riechel currently display their Massachusetts National History Day Honor Roll Outstanding student exhibits at the state.

Christopher Bouche, Timothy O'Brien, and Coner Riechel currently display their Massachusetts National History Day Honor Roll Outstanding student exhibits at the state.

Christopher Bouche, Timothy O'Brien, and Coner Riechel currently display their Massachusetts National History Day Honor Roll Outstanding student exhibits at the state.

Christopher Bouche, Timothy O'Brien, and Coner Riechel currently display their Massachusetts National History Day Honor Roll Outstanding student exhibits at the state.

Christopher Bouche, Timothy O'Brien, and Coner Riechel currently display their Massachusetts National History Day Honor Roll Outstanding student exhibits at the state.

Christopher Bouche, Timothy O'Brien, and Coner Riechel currently display their Massachusetts National History Day Honor Roll Outstanding student exhibits at the state.

Christopher Bouche, Timothy O'Brien, and Coner Riechel currently display their Massachusetts National History Day Honor Roll Outstanding student exhibits at the state.

Christopher Bouche, Timothy O'Brien, and Coner Riechel currently display their Massachusetts National History Day Honor Roll Outstanding student exhibits at the state.

Christopher Bouche, Timothy O'Brien, and Coner Riechel currently display their Massachusetts National History Day Honor Roll Outstanding student exhibits at the state.

Christopher Bouche, Timothy O'Brien, and Coner Riechel currently display their Massachusetts National History Day Honor Roll Outstanding student exhibits at the state.

Christopher Bouche, Timothy O'Brien, and Coner Riechel currently display their Massachusetts National History Day Honor Roll Outstanding student exhibits at the state.

Christopher Bouche, Timothy O'Brien, and Coner Riechel currently display their Massachusetts National History Day Honor Roll Outstanding student exhibits at the state.

Christopher Bouche, Timothy O'Brien, and Coner Riechel currently display their Massachusetts National History Day Honor Roll Outstanding student exhibits at the state.

Christopher Bouche, Timothy O'Brien, and Coner Riechel currently display their Massachusetts National History Day Honor Roll Outstanding student exhibits at the state.

Christopher Bouche, Timothy O'Brien, and Coner Riechel currently display their Massachusetts National History Day Honor Roll Outstanding student exhibits at the state.

Christopher Bouche, Timothy O'Brien, and Coner Riechel currently display their Massachusetts National History Day Honor Roll Outstanding student exhibits at the state.

Christopher Bouche, Timothy O'Brien, and Coner Riechel currently display their Massachusetts National History Day Honor Roll Outstanding student exhibits at the state.

Christopher Bouche, Timothy O'Brien, and Coner Riechel currently display their Massachusetts National History Day Honor Roll Outstanding student exhibits at the state.

Christopher Bouche, Timothy O'Brien, and Coner Riechel currently display their Massachusetts National History Day Honor Roll Outstanding student exhibits at the state.

Christopher Bouche, Timothy O'Brien, and Coner Riechel currently display their Massachusetts National History Day Honor Roll Outstanding student exhibits at the state.

Christopher Bouche, Timothy O'Brien, and Coner Riechel currently display their Massachusetts National History Day Honor Roll Outstanding student exhibits at the state.

Christopher Bouche, Timothy O'Brien, and Coner Riechel currently display their Massachusetts National History Day Honor Roll Outstanding student exhibits at the state.

Christopher Bouche, Timothy O'Brien, and Coner Riechel currently display their Massachusetts National History Day Honor Roll Outstanding student exhibits at the state.

Christopher Bouche, Timothy O'Brien, and Coner Riechel currently display their Massachusetts National History Day Honor Roll Outstanding student exhibits at the state.

Christopher Bouche, Timothy O'Brien, and Coner Riechel currently display their Massachusetts National History Day Honor Roll Outstanding student exhibits at the state.

Christopher Bouche, Timothy O'Brien, and Coner Riechel currently display their Massachusetts National History Day Honor Roll Outstanding student exhibits at the state.

Christopher Bouche, Timothy O'Brien, and Coner Riechel currently display their Massachusetts National History Day Honor Roll Outstanding student exhibits at the state.

Christopher Bouche, Timothy O'Brien, and Coner Riechel currently display their Massachusetts National History Day Honor Roll Outstanding student exhibits at the state.

Christopher Bouche, Timothy O'Brien, and Coner Riechel currently display their Massachusetts National History Day Honor Roll Outstanding student exhibits at the state.

Christopher Bouche, Timothy O'Brien, and Coner Riechel currently display their Massachusetts National History Day Honor Roll Outstanding student exhibits at the state.

Christopher Bouche, Timothy O'Brien, and Coner Riechel currently display their Massachusetts National History Day Honor Roll Outstanding student exhibits at the state.

Christopher Bouche, Timothy O'Brien, and Coner Riechel currently display their Massachusetts National History Day Honor Roll Outstanding student exhibits at the state.

Christopher Bouche, Timothy O'Brien, and Coner Riechel currently display their Massachusetts National History Day Honor Roll Outstanding student exhibits at the state.

Christopher Bouche, Timothy O'Brien, and Coner Riechel currently display their Massachusetts National History Day Honor Roll Outstanding student exhibits at the state.

Christopher Bouche, Timothy O'Brien, and Coner Riechel currently display their Massachusetts National History Day Honor Roll Outstanding student exhibits at the state.

Christopher Bouche, Timothy O'Brien, and Coner Riechel currently display their Massachusetts National History Day Honor Roll Outstanding student exhibits at the state.

Christopher Bouche, Timothy O'Brien, and Coner Riechel currently display their Massachusetts National History Day Honor Roll Outstanding student exhibits at the state.

Christopher Bouche, Timothy O'Brien, and Coner Riechel currently display their Massachusetts National History Day Honor Roll Outstanding student exhibits at the state.

Christopher Bouche, Timothy O'Brien, and Coner Riechel currently display their Massachusetts National History Day Honor Roll Outstanding student exhibits at the state.

Christopher Bouche, Timothy O'Brien, and Coner Riechel currently display their Massachusetts National History Day Honor Roll Outstanding student exhibits at the state.

Christopher Bouche, Timothy O'Brien, and Coner Riechel currently display their Massachusetts National History Day Honor Roll Outstanding student exhibits at the state.

Christopher Bouche, Timothy O'Brien, and Coner Riechel currently display their Massachusetts National History Day Honor Roll Outstanding student exhibits at the state.

Christopher Bouche, Timothy O'Brien, and Coner Riechel currently display their Massachusetts National History Day Honor Roll Outstanding student exhibits at the state.

Christopher Bouche, Timothy O'Brien, and Coner Riechel currently display their Massachusetts National History Day Honor Roll Outstanding student exhibits at the state.

Christopher Bouche, Timothy O'Brien, and Coner Riechel currently display their Massachusetts National History Day Honor Roll Outstanding student exhibits at the state.

Christopher Bouche, Timothy O'Brien, and Coner Riechel currently display their Massachusetts National History Day Honor Roll Outstanding student exhibits at the state.

Christopher Bouche, Timothy O'Brien, and Coner Riechel currently display their Massachusetts National History Day Honor Roll Outstanding student exhibits at the state.

Christopher Bouche, Timothy O'Brien, and Coner Riechel currently display their Massachusetts National History Day Honor Roll Outstanding student exhibits at the state.

Christopher Bouche, Timothy O'Brien, and Coner Riechel currently display their Massachusetts National History Day Honor Roll Outstanding student exhibits at the state.
Appendix G

Project website screenshot (http://commercialtriangle.wix.com/everett)

News & Announcements

Second Public Meeting
Thursday, April 18, 2013 | 6:00pm
Everett City Hall
Room 39, 3rd Floor

The Tufts team will present a vision for the future of the Everett Commercial Triangle for your feedback.

Presentation and public comments available from first public meeting
See Documents page.

Press coverage
Read an introduction to the project recently published in Nullo Magazine.
BostonGlobe.com coverage

About the Project

The Commercial Triangle is a 110-acre site in Everett between the Revere Beach Parkway, MBTA commuter rail tracks and Chelsea city line. Historically, this site has been characterized by industrial activity, along with some commercial and residential use.

Recent Documents

- Public Comments from March 7th Public Meeting
- March 7th Public Meeting Presentation (Part 1 of 2)
- March 7th Public Meeting Presentation (Part 2 of 2)