

Rapid Recovery Plan

2021

City of Malden

This plan has been made possible through technical assistance provided by the Baker-Polito Administration's Local Rapid Recovery Planning program.



The Local Rapid Recovery Planning (RRP) program is a key part of the Baker-Polito Administration's Partnerships for Recovery Plan, the strategy established to help communities stabilize and grow the Massachusetts economy as a result of the economic impacts brought on by COVID-19. The plan invests \$774 million in efforts to get people back to work, support small businesses, foster innovation, revitalize downtowns, and keep people in stable housing.

In addition to the planning program, recovery efforts include a Small Business Relief Program administered by the Massachusetts Growth Capital Corporation. This program, which concluded in May 2021, provided more than \$687.2 million to over 15,000 businesses across the Commonwealth, with a focus on businesses located in Gateway Cities, among demographic priorities, or operating in sectors most impacted by the pandemic. Cities, towns, and non-profit entities are using Regional Pilot Project Grant Program funding for recovery solutions that seek to activate vacant storefronts, support regional supply chain resiliency, and create small business support networks. To promote recovery in the tourism industry and support the ongoing My Local MA marketing initiative encouraging residents to support their local economies by shopping, dining and staying local, another \$1.6 million in grants were awarded through the new Travel and Tourism Recovery Grant Pilot Program. Through April 2021, MassDOT's Shared Streets and Spaces Grant Program has invested \$26.4 million in municipal Shared Streets projects to support public health, safe mobility, and renewed commerce.

In support of the overall recovery strategy, the Administration made \$9.5 million in awards for 125 communities to create Local Rapid Recovery Plans, through the MA Downtown Initiative Program. These plans address the impacts of COVID-19 on local downtowns and small businesses by partnering with Plan Facilitators and Subject Matter Experts to pursue locally-driven, actionable strategies.

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Thank you to those that participated in the survey and the public meeting.

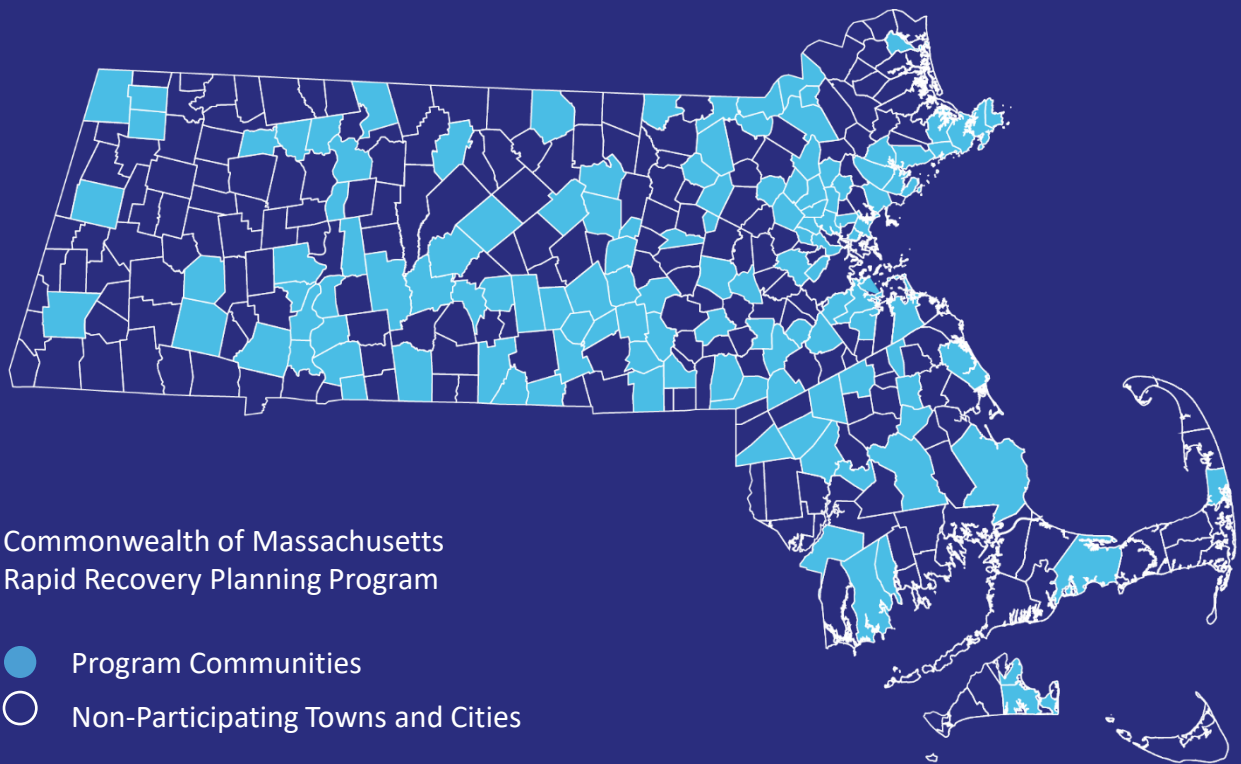
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125 communities participated in the Rapid Recovery Plan Program

- 52 Small Communities
- 51 Medium Communities
- 16 Large Communities
- 6 Extra Large Communities

Mass Downtown Initiative distributed nearly \$10 million across 125 communities throughout the Commonwealth to assess impacts from COVID-19 and develop actionable, project-based recovery plans tailored to the unique economic challenges in downtowns, town centers, and commercial districts.



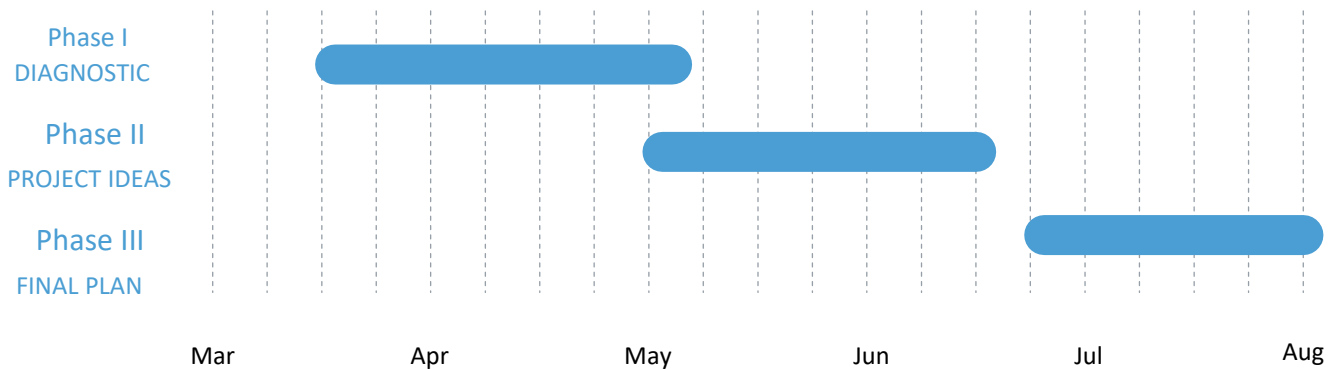
Rapid Recovery Plan (RRP) Program

The Rapid Recovery Plan (RRP) Program is intended to provide every municipality in Massachusetts the opportunity to develop actionable, project-based recovery plans tailored to the unique economic challenges and COVID-19 related impacts to downtowns, town centers, and commercial areas across the commonwealth.

The program provided technical assistance through Plan Facilitators assigned to each community applicant (e.g., city, town, or nonprofit entity) and Subject Matter Experts who supported the development of ideas for project recommendations and shared knowledge through best practice webinars and individual consultations.

Communities and Plan Facilitators were partnered through the program to assess COVID-19 impacts, convene community partners to solicit project ideas and provide feedback, and develop project recommendations. The following plan summarizes key findings from the diagnostic phase of the program and includes a range of priority project recommendations for the community.

Each Rapid Recovery Plan was developed across three phases between February-August 2021. Phase 1 - Diagnostic, Phase 2- Project Recommendations, Phase 3 - Plan.



In Phase 1: Diagnostic, Plan Facilitators utilized the Rapid Recovery Plan Diagnostic Framework that was adapted from the award-winning Commercial DNA approach as published by the Local Initiative Support Corporation (LISC) in “Preparing a Commercial District Diagnostic”, and authored by Larisa Ortiz, Managing Director, Streetsense (RRP Program Advisor).

The framework was designed to ensure methodical diagnosis of challenges and opportunities in each community, and to identify strategies and projects that aligned with the interests and priorities of each community. The framework looks at four areas of analysis: Physical Environment, Business Environment, Market Information, and Administrative Capacity - each equipped with guiding questions to direct research conducted by Plan Facilitators.

Rapid Recovery Plan Diagnostic Framework



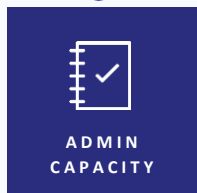
Who are the customers of businesses in the Study Area?



How conducive is the physical environment to meeting the needs and expectations of both businesses and customers?



What are the impacts of COVID-19 on businesses in the Study Area? How well does the business mix meet the needs of various customer groups?



Who are the key stewards of the Study Area? Are they adequately staffed and resourced to support implementation of projects? Are the regulatory, zoning, and permitting processes an impediment to business activity?

Following the diagnostic in Phase 1, Plan Facilitators, in close coordination with communities, developed and refined a set of recommendations that address priority challenges and opportunities. These project recommendations are organized in clear and concise rubrics created specially for the Rapid Recovery Plan Program. Project recommendations are rooted in a set of essential and comprehensive improvements across six categories: Public Realm, Private Realm, Revenue and Sales, Administrative Capacity, Tenant Mix, Cultural/Arts & Others.



Public Realm



Private Realm



Tenant Mix



Revenue/Sales



Admin Capacity



Cultural/Arts



Other

Executive Summary

Executive Summary

Malden Center, A Community Rich in Diversity and Evolving to meet their Needs Post-Covid-19

Malden Center is a vibrant, successful center city, with a good mix of commercial businesses, restaurants, shopping, residential – and new projects recently completed and in the process of bringing in new businesses and residents. The Massachusetts Bay Transit Authority (MBTA) has a station that brings residents and visitors to the edge of the district. There is strong demand for the current residential units in the district, and several more will be coming on line soon.

Malden Center is quickly becoming known as the “Gaming Center of Boston,” with the first-in-the-US BODA BORG located in the heart of the district. As a result, several more gaming-related businesses have opened and more are planned. Prior to COVID, hundreds of thousands of visitors visited annually. Traffic is starting to come back, and will hopefully continue to build as the pandemic subsides.

Malden is a growing city that is home to estimated 67,800 residents, an increase of 9% from 2000. As the city’s population has increased, so too has the racial diversity of its residents. Between 2008-2012 the city passed a milestone, shifting from having a population where the majority of people identify as White, to a population where the majority of people identify as non-White. After witnessing a 14.2% decline in its White population between 2000 and 2010 and a 7.1% increase in its African American population in that time frame, in 2018, Malden was similar to its cohort of Metropolitan Core Communities in terms of its share of White and African American populations.

Through site visits, research and the LRRP Business Survey we were able to see the detrimental effects COVID-19 had on the businesses in Malden Center, as was common across communities in the Commonwealth. Some of the effects documented were:

- 100% of the businesses surveyed were affected by Covid-19
- 79% were forced to reduce their hours/capacity or to close
- 62% had to layoff employees
- 85% of business reported generating less revenue in 2020 than they did in 2019
- 85% had a decline in revenue
- 72% had to reduce their hours

The information collected allowed our team, made up of the Plan Facilitator from Goman+York Property Advisers, LLC and officials from Malden’s Mayor’s office, to focus on what could be done to support the district to recover from the effects of COVID-19 in the near-term that would ultimately benefit the community for the long-term.

As Malden was one of sixteen (16) large communities in the LRRP, there were to be at a minimum, twelve (12) projects developed to support the recovery process. With businesses input from the Business Survey and a Community Visioning Session, along with recommendations from the team, thirteen (13) project recommendations are contained in this report.

The RRP’s Planning Committee focused on projects that can have both an immediate impact on the community, as well as identifying those that need to be completed for the long-term success of the district.



Pavement mural art in Town. Source: Flickr

Malden Center’s Recovery will depend on a mix of infrastructure improvements, new developments coming online and strengthening the core of the community.

Resiliency of the businesses is key to solidifying the neighborhood post-COVID-19. The businesses lost revenue, traffic and staff during the pandemic and continue to struggle to recoup those losses. The projects outlined in this overview cover the six (6) realms of the project structure as defined earlier. Many of the project recommendations focus on the Public Realm, signifying that support from the City is essential to recovery.

Enticing customers and visitors to the area through events, art and improvements, safe and easy parking, and vibrant businesses is key. People want to know what there is close to home in a safe convenient environment. The potential positive effects from the suggested projects will strengthen the core of Malden Center.

The following pages will recap the Business Survey results conducted in Phase 1, which supported the project development.



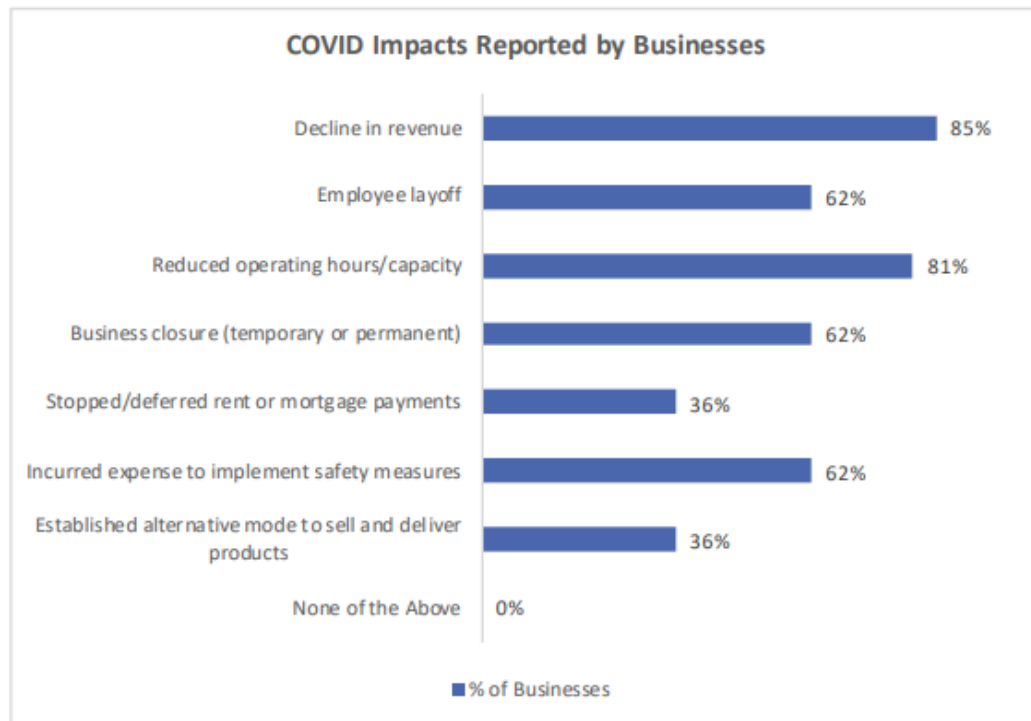
Photos courtesy of GOMAN+YORK

Source: Annual Budget Report

Key Streets for improvement. Photo: Flickr

Business Survey Report Results

Reported Impacts: 100% of businesses reported being impacted by COVID



- 85% of businesses generated less revenue in 2020 vs. 2019
- 83% of businesses had less foot traffic in early 2021 than pre-Covid
- As of April 2021, 81% of businesses were still operating at reduced capacity or temporarily closed

Malden Center is safe and accessible:

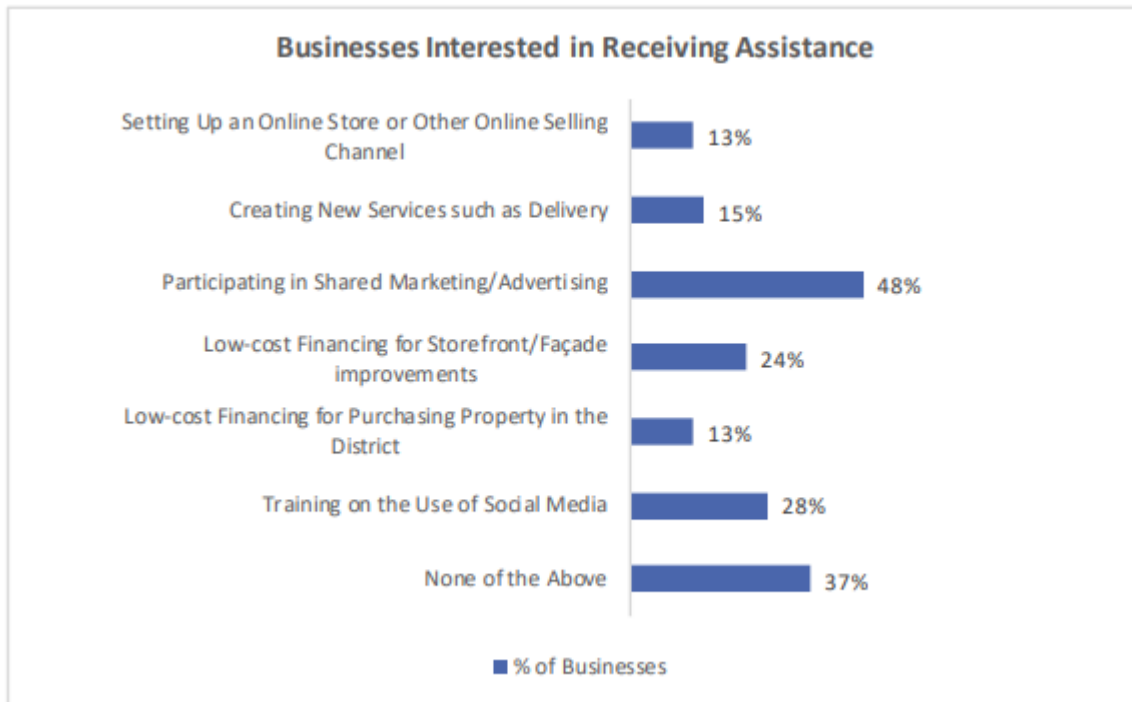
- Satisfaction ratings were high for condition of sidewalks, streets, and public spaces

However, survey respondents said that the following issues were incredibly important to them as business owners:

- 71% - Renovate Storefront/Building **Facades**
- 73% - Improve/Develop **Public Spaces & Seating Areas**
- 79% - Improve **Streetscape & Sidewalks**
- 85% - Improve **Safety and/or Cleanliness**
- 88% - Change **Public Parking** Availability, Management or Policies
- 79% - Amenity Improvements for **Public Transit Users and/or Bike Riders**
- 89% - More opportunities for **Outdoor Dining & Selling**
- 81% - Interest in creation of **District Management Entity (Business Improvement District)** or other organization

Business Survey Results (cont.)

Reported Impacts: 63% of businesses expressed interest in receiving some kind of assistance



Malden Center businesses believe the following will attract & retain customers:

- › Cultural events & activities
- › Business recruitment programs
- › Marketing of the commercial district
- › More opportunities for outdoor dining & selling

Malden Center businesses would like support in the following areas:

- › Shared marketing/advertising
- › Low-cost financing for storefront/façade improvements
- › Training for social media platforms

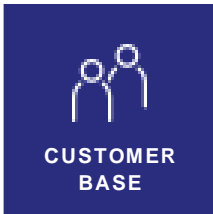
Data Collection Overview

- 1,879 public parking spaces
(on-street/off-street)
- 138 Total Storefronts
- Open space within the study area –
20,817 SF
- Median Age - 38



Diagnostic

Key Findings

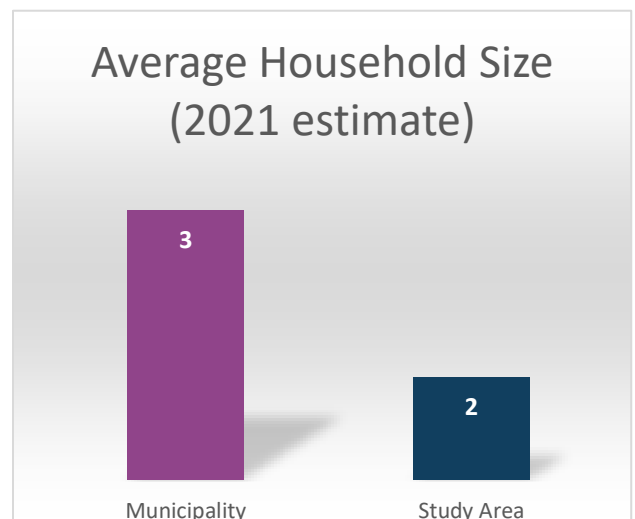
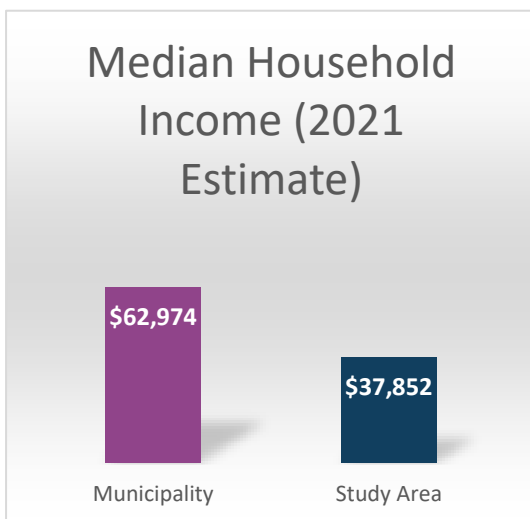
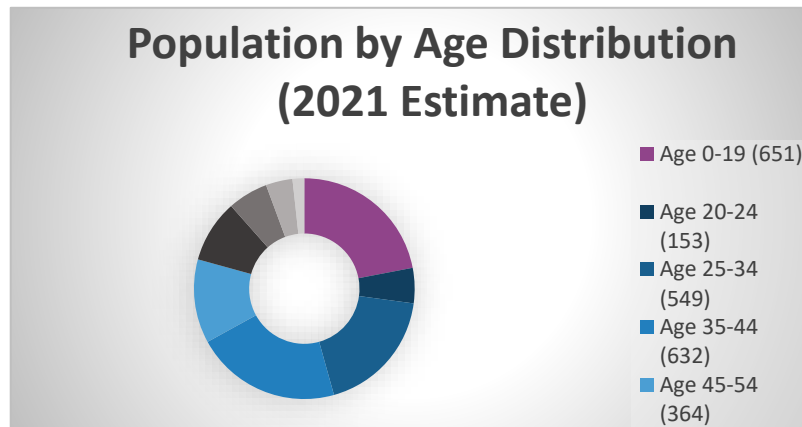


Malden Center’s customer base is diverse and growing

The most recent census data shows that the City of Malden has grown over the past 10 years. The additions of new apartments and condominium developments in Malden Center has contributed to this growth, as is reflective of what is seen throughout the city.

The Malden Center customer is well-educated with an average age of 37. The Median Household Income of \$37,852 is lower than that of the municipality at \$62,974 (source: ESRI & US Census data).

The Malden Center also has a smaller household size (2) compared to the City as a whole (3).

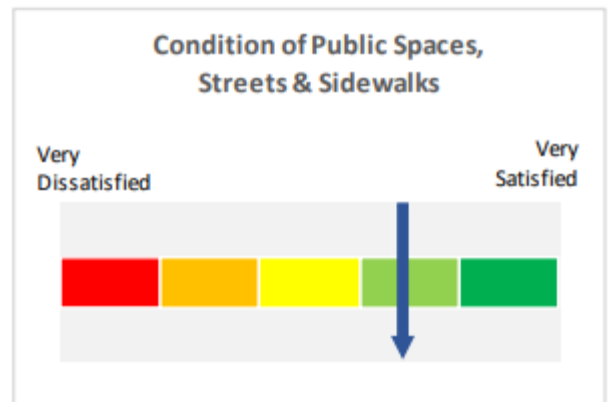




Malden Center continues to evolve and improve

The Mayor's staff is well known throughout Malden Center. They walk it regularly, meeting with business owners and truly caring about their issues and concerns. As a result, there is generally a sense of pride throughout the district

The Business Survey, Community Visioning Session and team site visits raised awareness of the District's current physical environment conditions and needs and how they related to and were impacted by the Covid-19 pandemic. Recent streetscape and other improvements have been made and continue to be made, though there is room for improvements to be made to properties, storefronts, parking and open space.





Malden Center continues to improve

Malden Center has made several improvements over the past few years in the Public Realm, but there is still room for continued enhancements.

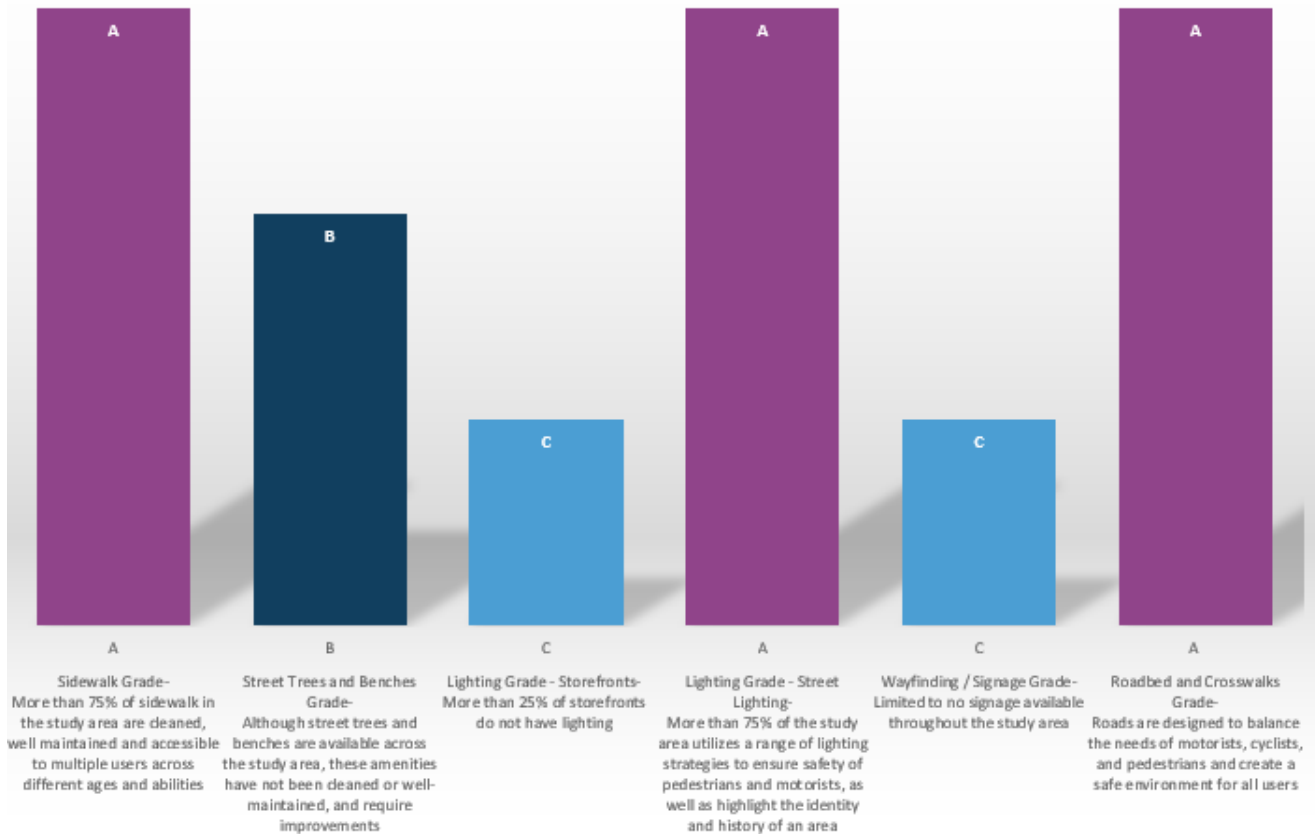
Receiving strong gradings:

- A - Sidewalks
- A – Street Lighting
- A – Roadbed and Crosswalks
- B – Street Trees & Benches

Room for Improvement:

- C – Storefront lighting
- C – Wayfinding Signs throughout all of District

Physical Environment - Public Realm Grades



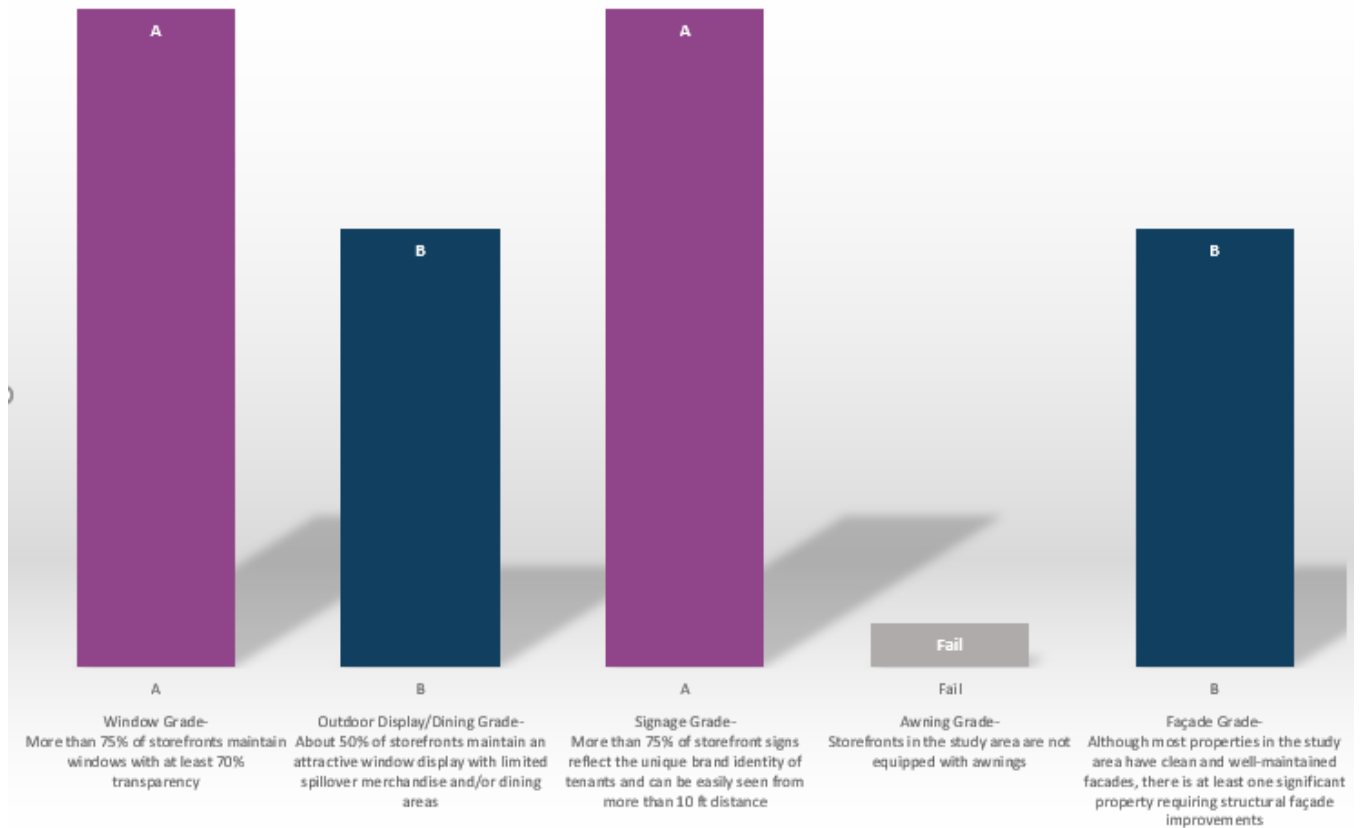


Malden Center is generally doing very well in the Private Realm, with strong grades for:

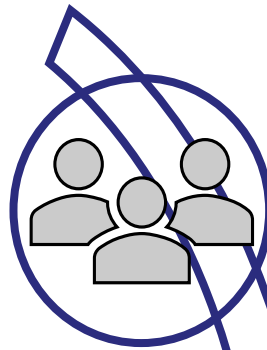
- A – Business Windows
- A – Business Signage
- B – Outdoor Dining & Selling
- B – Business Facades

Improvements can be made by increasing the number of Awnings that businesses have.

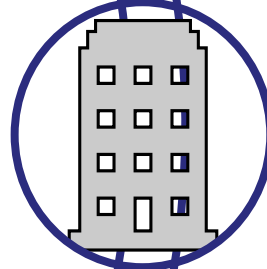
Physical Environment - Private Realm Grades



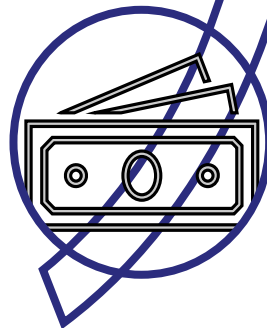
Business Characteristics



61% have less than 10 employees



89% rent their space



58% had revenue increases 3 years prior to Covid

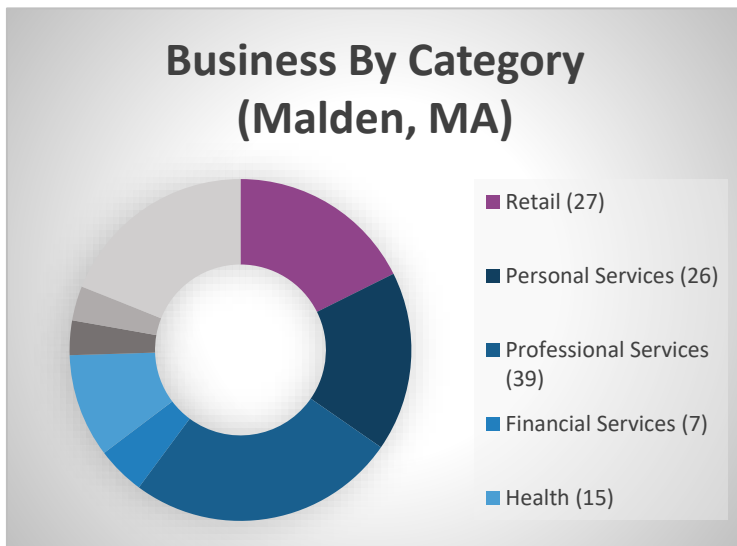
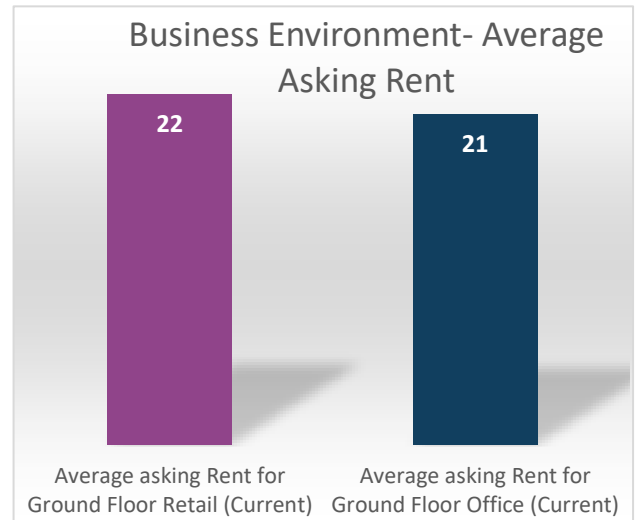
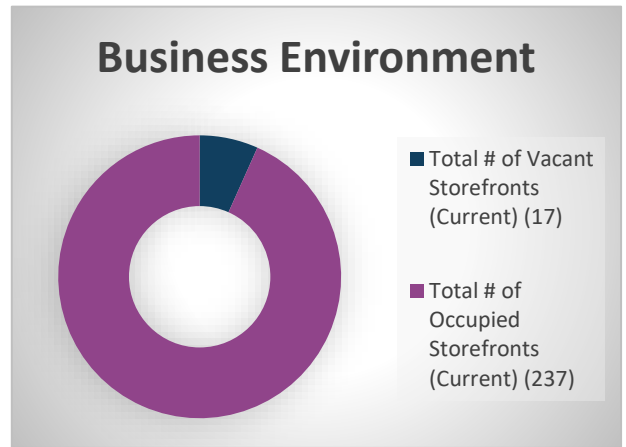


Malden Center is a thriving and growing business environment

Malden Center has experienced a tremendous rate of occupied storefronts. Prior to COVID, they only had 5 vacancies. Post COVID, they have 17, which is still only a 6.7% vacancy rate.

There is also a good mix of business categories. The district is known for some wonderful food establishments, and the professional services category is also continuing to grow. Two major commercial projects are underway, which will add approximately 1,400 new jobs to the district.

As mentioned earlier, it is exciting that Malden Center is becoming known as the “Gaming Center of Boston,” which presents a tremendous marketing and events opportunity.





ADMIN CAPACITY

The Businesses would benefit from a downtown organization, streetscape improvements and regulatory changes to aid recovery efforts

In the Business Survey, respondents indicated that they would like to see the formation of a business association or group to create a greater sense of ownership in the district, while at the same time having a cohesive voice for the neighborhood merchants.

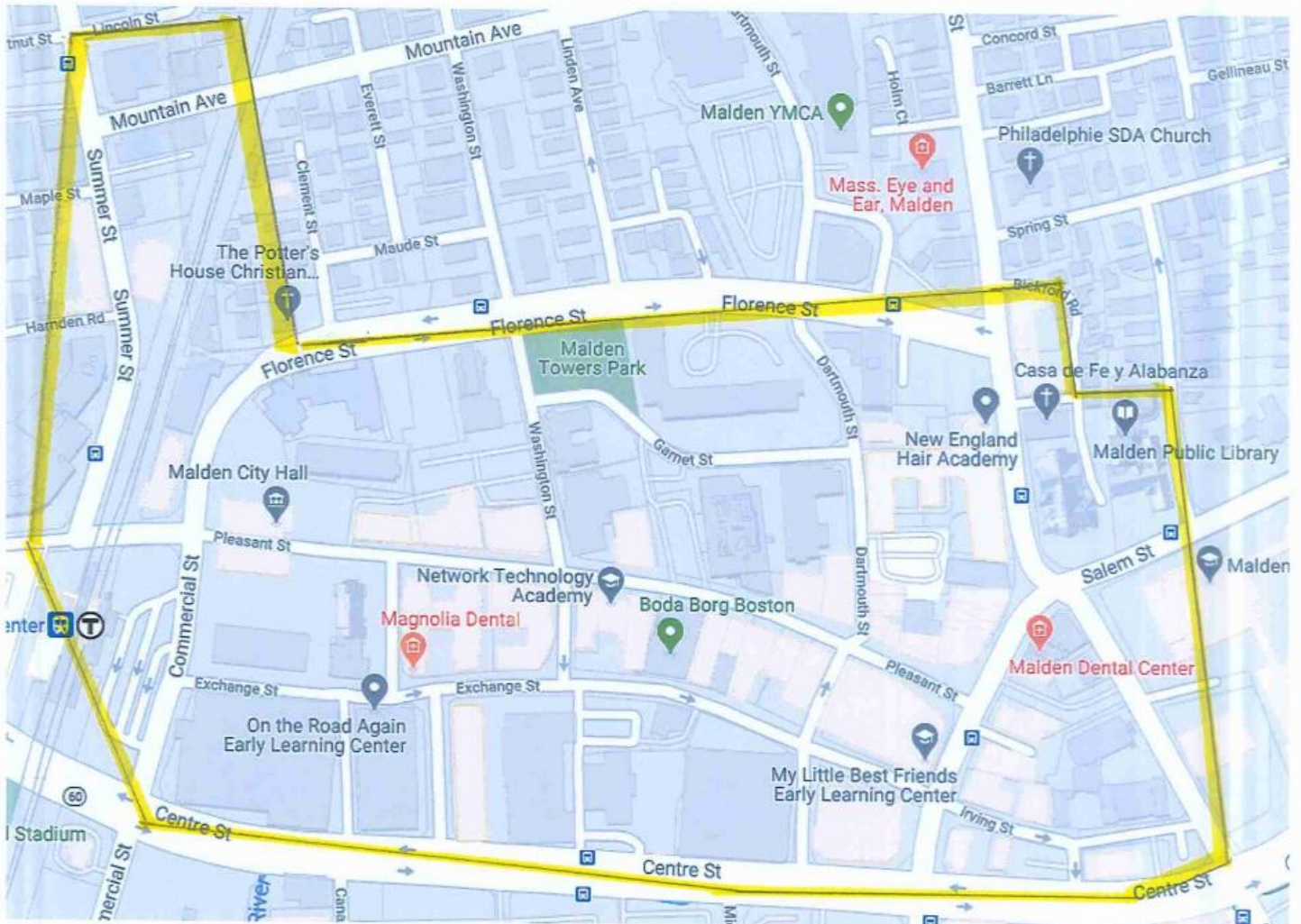
With 51% of businesses indicating that the regulatory environment posed obstacles to their business operations – those were focused on signage regulations and, parking access and regulations.

To approach their concerns, project recommendations that can support business recovery have been made for:

- Formation of a Merchants/Business group
- Focus on making all of Malden Center feel like a cohesive place
- Address areas of the district where lighting, facades, wayfinding signs, etc. are not present or adequate
- Address the changes that need to be made to public parking garages
- Focus on continuing to make Malden Center feel clean, safe and inviting



Malden Center












Map of Region. Source: Plan Facilitator

Project Recommendations

PROJECT RECOMMENDATIONS

Project Category	Project Priority	Project Title
 Public Realm	4	Beautification & Streetscapes Program
	10	FitzGerald Park
	9	Malden Center Cleaning Program
	3	Parking Management & Transportation Plan
	12	Parklets/Pocket Parks
	7	Wayfinding Signage Expansion
 Private Realm	6	Façade Improvement Program
 Revenue/Sales	11	Marketing & Events Program
 Admin Capacity	5	BID and/or District Management Entity
	13	Outdoor Dining
 Tenant Mix	8	Retailer Education Program
 Cultural/Arts	2	Courthouse – Malden Center for Arts & Culture
 Other	1	Malden Center MBTA Improvements

PROGRAM RATING ICONS

BUDGET	TIMEFRAME	RISK*
 Low: <\$50k	 Short: <5 years	 Low
 Medium: \$50k - \$200k	 Medium: 5-10 years	 Medium
 High: >\$200k	 Long: 10+ years	 High

***Risk:** Identify potential risks to the project including Political Will, Regulatory Regulations, Community Interests, Site Ownership, Environmental Constraints, or Financing Limitations

4. Beautification & Streetscapes Program

Category	 Public Realm
Location	Malden Center
Origin	Planning Committee
Budget	 High Budget (>\$200k)
Timeframe	 Medium Timeframe (5-10 years)
Risk	 Medium Risk – funding for the expansion of the Victorian Lighting and full installation could take time to finish
Key Performance Indicators	Improving aesthetics, community feedback and perceptions, number of participants engaged
Partners & Resources	Mayor, Planning Department, DPW, Local Arts Organizations, Local Businesses, High School Students



Images of Sample Traffic Island (via internet search) and Painted Mural on Concrete Wall, from Compendium, Beautification Way, Everett, MA



Existing Mural in Malden; photo courtesy of GOMAN+YORK



Decorative Light Poles to be expanded to all of Malden Center; photo courtesy of GOMAN+YORK

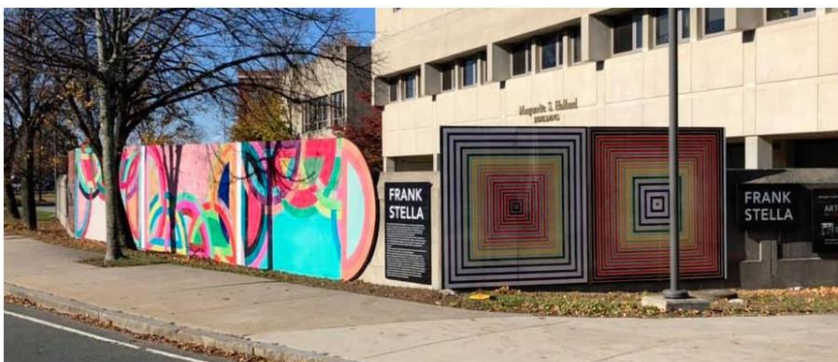
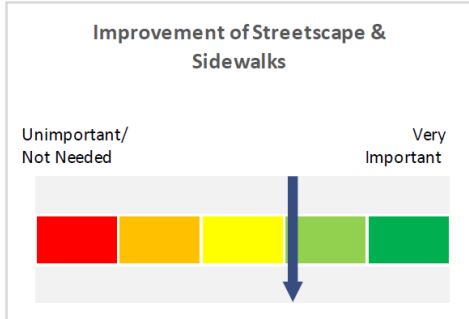


Photo courtesy of City of Malden; Frank Stella Mural

Beautification & Streetscapes Program

Diagnostic/COVID-19 Impacts



Malden Center Business Survey, Spring 2021

Action Item

- While Malden Center has a couple of streets that are attractive and beautiful, there is not a continuity throughout all of Malden Center.
- Expanding the beautification and streetscapes attention to the remainder of Malden Center will enhance its overall draw and pull for the businesses that are located throughout this area.
- In particular, Summer Street does not look or even feel part of Malden Center and yet it will become an important corridor as the city recovers post-pandemic.
- With the expected opening of the Malden Center for Arts & Culture at the former Summer Street Courthouse location, this short walk along Summer Street from the train station needs to be beautified to create a vital first impression of Malden for visitors to the Center. Furthermore, it will assist businesses along that street to grow and expand and add a sense of inclusion to the rest of Malden Center.

1. "Plants with Purpose" - Add more flowers, Create Planters that help serve a public good, e.g. food, etc.
2. Increase use of Murals to created excitement & interest; Focus on painting mural on concrete wall on Summer Street (along MBTA rail line);
3. Expand Downtown Banner Program where the Malden Chamber sells sponsorships for banners that include the name of the business. The program features five different designs that feature Malden as a "great place to live, work, explore and dine;
4. Traffic Island beautification - look for areas throughout Malden Center where plantings and greenery can be added to traffic islands; and
5. Decorative Light Poles – expand throughout Malden Center continuity (Per Map Below)

City of Malden

Local Rapid Recovery Plan 2021
Decorative Lighting

- Project area boundary
- Existing decorative lighting
- Under construction lighting
- Proposed lighting

Summer Street	24
Florence Street	8
Commercial Street	7
Exchange Street	6
Washington Street	10
Garnet Road	6
Dartmouth Street	5
Middlesex Street	3
Main Street	26
Ferry Street	13

TOTAL 108

Average cost/unit \$18,500

TOTAL COST \$1,998,000



Process



Public Art:

- Understand who the stakeholders and decision-makers will be.
- Form a committee to oversee the process.
- Include Public Art Partners: Malden Arts, Urban Media Arts, Gallery @57, Malden Creates, and Malden Sketch Group
- Undertake a comprehensive audit of existing conditions and create plan for sites that can be upgraded.
- Research the history of the place, uncover stories that might inspire the design.
- Engage with stakeholders and the public to understand needs and preferences. If possible, create a survey and/or focus groups to get feedback from a larger cross-section of people.
- Develop project goals and a positioning statement to guide design efforts.
- Create public art criteria and develop a call-for-art to identify qualified public artists.
- Release the call for art or bid and select artists/vendors.
- Oversee installation

Decorative Lighting Expansion:

- Identify funding source
- Plan Installation

Best Practices

Refer to MA LRRP Compendiums for further information/ideas:

- 1) “Launch a Public Art Program” by SME Consultant Selbert Perkins Design
- 2) “Host a Paint Day Block Party” by SME Consultant Neighborways Design

10. FitzGerald Park, Exchange St, Phase 2

Category	 Public Realm
Location	Malden Center
Origin	First Public Presentation and Feedback Session
Budget	 Medium – Total cost <\$115,000
Timeframe	 Short (<5 years)
Risk	 Low – This is requested by the community.
Key Performance Indicators	Completion of Phase 2 Plans
Partners & Resources	City of Malden, Malden DPW



Image courtesy of City of Malden and Shadley Associates

FitzGerald Park, Exchange St, Handwashing Stations

Diagnostic/COVID-19 Impacts

- The City of Malden has already completed Phase 1 of FitzGerald Park and the subsequent utilization of the park has been beyond expectations.
- As a result, the community has asked for the completion of Phase 2 and, due to the impacts of COVID, for the addition of a handwashing station for small children. This was reflected in the First Public Presentation and Feedback Session.
- As Malden Center is encouraging families to visit the downtown area, particularly post-COVID, it is important to finish the improvements to this public park, which is adjacent to one of the City's public parking garages.

Action Item

- A comprehensive budget has been prepared by the City of Malden
- Add hand-washing stations for summer months for families with smaller children
- Identify funding sources

Process

- Put project out to bid; select and hire Contractor
- Communicate to public that work has been completed, thus making FitzGerald Park more appealing to families with young children



Photos courtesy of GOMAN+YORK and Internet

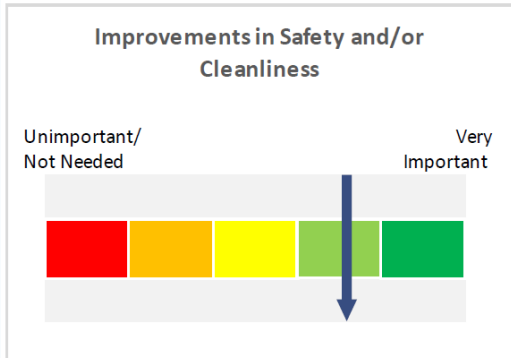
9. Malden Center Cleaning Program

Category	 Public Realm
Location	Malden Center
Origin	Business Survey, Planning Committee
Budget	 Low - <\$50,000 for budgeted position
Timeframe	 Short – This can be implemented as soon as position is funded; need to keep ongoing
Risk	 Low – This would be welcomed by the local community
Key Performance Indicators	Improved cleanliness and aesthetics, communication to community of increased safety and overall improvements
Partners & Resources	City of Malden’s Department of Public Works, potential BID management and/or funding



Photos courtesy of City of Malden, Internet search & GOMAN+YORK

Diagnostic/COVID-19 Impacts



Malden Center Business Survey, Spring 2021

Action Item

- The results from the Business Survey found that 85% said there was a need for an improvement in safety and/or cleanliness throughout Malden Center.
- Improving safety and cleanliness throughout the district is critical to its continued resurgence post-COVID.
- With Malden becoming the Gaming District of Boston, hundreds of thousands of visitors annually came pre-pandemic to take part in the gaming and dining Malden has to offer. The City's first impression is key to ensuring return visits and that starts with improving the cleanliness of the district. The effort around cleanliness and safety is critical to continuing our resurgence post-Covid.

- Establish detailed program with ongoing cleaning, seven days a week to keep Malden Center looking its best:
 - Graffiti removal
 - Litter abatement
 - Pressure washing
 - Clean Alley Program
 - Solid Waste Collaborative
 - Street Light Audit
- Malden Center needs to be treated as a shopping entity, e.g. large lifestyle center, where cleaning is ongoing (24/7).

Process

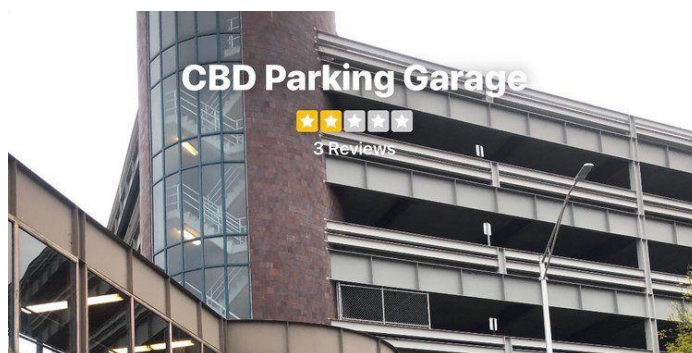
- Identify who will own and manage ongoing program, whether through the City’s Department of Public Works, and/or via a potential BID Management entity
 - Once staff is hired, communicate to all businesses in Malden Center how to reach them with any issues that need to be addressed
 - Communicate excitement and enthusiasm for importance of Program.
-

Best Practices

- City of Sacramento, “Clean Street” program, <https://www.downtownsac.org/services/clean-streets>
- New York Clean Streets Program, <http://www.nyc.gov/html/sbs/downloads/pdf/nyccleanstreetsinfor mationsheet.pdf>

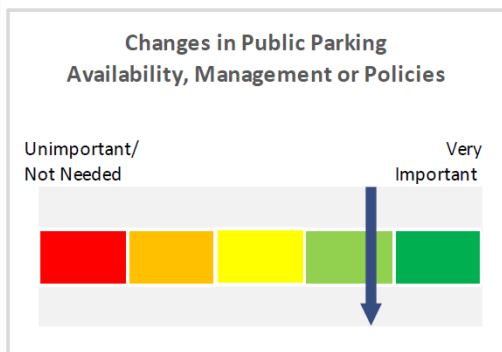
3. Parking Management & Transportation Plan

Category	 Public Realm
Location	Malden Center
Origin	City of Malden, Planning Committee, Public Presentation Feedback
Budget	 High – In excess of \$15MM
Timeframe	 Short – work can be done < 5 years
Risk	 Medium – While this is a high cost, there is a defined need, supported by the community
Key Performance Indicators	Successful renovation of three public parking garages, with repaired infrastructure and safe environment; New Parking Policies to address identified parking issues
Partners & Resources	City of Malden, State of MA financing, MA “Shared Streets & Spaces Grant Program” (as of 1/1/2022)



Images courtesy of Google search

Diagnostic/COVID-19 Impacts



Action Item

Malden Center has several issues related to its public parking garages, as well as lack of City ordinances to address issues impacting local businesses.

If these issues are not resolved within a short amount of time, it will continue to impact the success of existing businesses, as well as potentially prevent new business growth.

The two public garages have a total of 1,400 parking spaces. On-street parking is more than 1,0000 spaces short compared to demand.

In addition, two major commercial projects are underway, producing approximately 1,400 new jobs to the Malden Center.

The issues that need to be addressed immediately are the following:

1. Renovate Three Public Parking Garages: The three public parking garages are in great structural disrepair: CBD Garage, Jackson Garage & The Mountain Avenue Garage. Current estimates are in excess of \$15 MM to provide critical repairs. They also need to be lightened up with décor and lighting, to improve safety for those parking in the garages.
2. Add new Parking Meters to Summer Street, to support parking with the new Malden Arts & Cultural Center.
3. City Parking Policy Changes: Two key issues need to be changed regarding the rules impacting on-street parking:
 1. Construction Vehicles – business owners are unhappy with the fact that construction vehicles (being used for new projects underway) park in the on-street spaces all day, and take up critical spaces for visitors; and
 2. Employee Parking – businesses’ employees park in on-street spaces all day long, preventing patrons from finding quick and easy spaces. Streets of major concern are Summer Street, Salem Street and Main Street.

Process

The City of Malden needs to take the following steps:

1. Identify all the necessary stakeholders to be involved in the comprehensive solutions.
2. Create a complete and comprehensive budget for the two public parking garage renovations.
3. Team members can then work with the State of MA, and identify other potential funding sources, so renovations can begin as soon as possible.
4. The Malden Parking Department can create new parking regulations that will address the improper use of on-street parking.
 1. Potentially create incentives for employees to park in the parking garages, or other designated parking lots as desired.

12. Parks/Parklets/Pocket Parks

Category	 Public Realm
Location	Malden Center
Origin	Planning Committee
Budget	 Medium Budget – Funding sources include: MassDevelopment Grants – TDI Creative Catalyst, Commonwealth Places, Shared Streets and Spaces, private grant funding
Timeframe	 Short Term - (< 5 years)
Risk	 Low Risk
Key Performance Indicators	Creation of new Pocket Parks and/or Parklets to enhance Malden Center
Partners & Resources	City Planning, DPW, Landscape Design firm



Photos Courtesy of AARP: Creating Parks and Public Spaces for People of All Ages

Diagnostic/COVID-19 Impacts



Action Item

- Malden Center has very few parks - and limited green space.
- In order to enable Malden Center to attract more visitors and potentially residents, it is important that they look for opportunities to create permanent Parks, Pop-Up Parks and/or Parklets where possible.

Following the guidelines of the “Creating Parks and Public Spaces for People of All Ages,” Conduct a “Public Space Audit” to identify potential areas the parks and/or parklets can be added:

1. Identify the Location. The audit space can be an existing park, public place or underused site (e.g. street, alley, parking lot, etc).
2. Visit the Location. Become familiar with the site and its surroundings before answering the questions in the Audit.
3. Complete the Worksheet. Record the date, time and location. Make additional notes and observations as needed.

Process



STEP 1: Use the AARP Livability Index to gain a deeper understanding of the community and identify its strengths and weaknesses.

STEP 2: Use the ParkServe tool from The Trust for Public Land to learn how many residents live near a park or green space.

STEP 3: Visit the actual or potential project location and conduct a Public Space Audit.

STEP 4: Use the AARP Walk Audit Tool Kit to assess the area's walkability.

STEP 5: Use the Public Space Field Study to understand who visits the park or public location and what they do there.

STEP 6: Recruit volunteers and have them help conduct an Intercept Survey so the project team can understand how visitors feel about a park or green space location.

STEP 7: Collect and organize data from the Public Space Audit, the Public Space Field Study and the Intercept Survey to identify key themes and commonalities.

STEP 8: Complete the Community Asset Map to identify key stakeholders and partners who might support the community's parks and public space efforts.

STEP 9: Complete the Programming Calendar to understand what types of activities or events already happen in the location and identify new ideas that could make the space more inclusive and accessible.

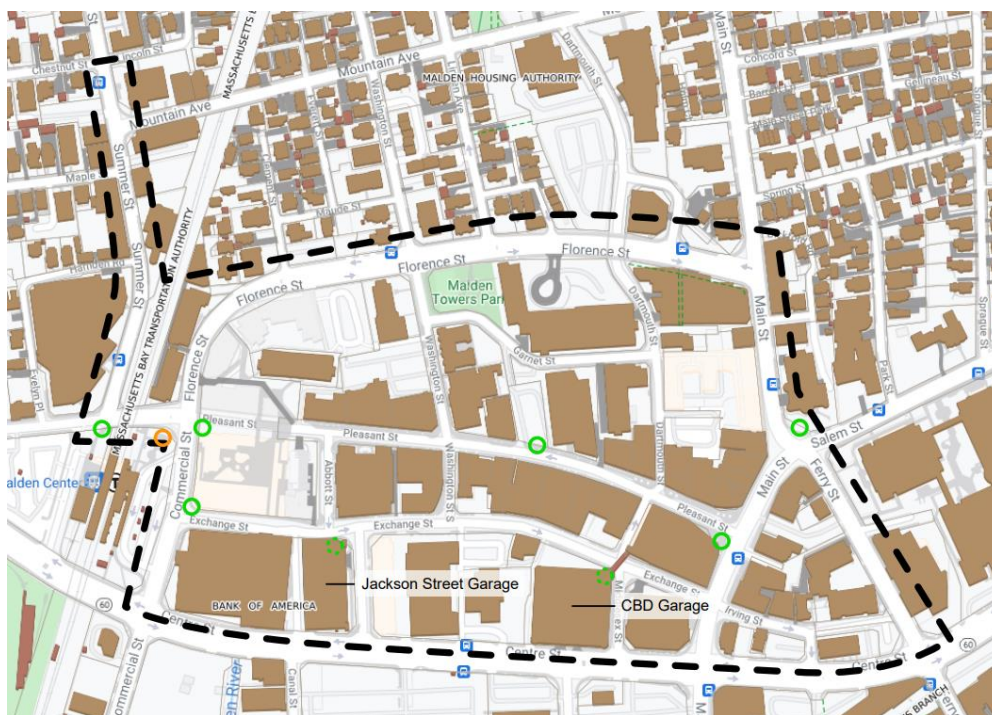
STEP 10: Use the AARP Pop-Up Demonstration Tool Kit to test potential solutions or livability features.

Best Practices

"Creating Parks and Public Spaces for People of All Ages" partnership with AARP, 880 Cities and The Trust for Public Land, www.AARP.org/LivableParks.

7. Wayfinding Signage Expansion

Category	 Public Realm
Location	Malden Center
Origin	City of Malden, Planning Committee, Public Presentation & Feedback Session
Budget	 Low Cost - <\$10,000; Funding Sources – Mass Development Grants – TDI Catalyst, CDBG
Timeframe	 Short timeframe
Risk	 Low – This will be welcomed by the local businesses and will increase navigation throughout Malden Center. The only challenge will be identifying the funding.
Key Performance Indicators	Addition of Wayfinding Signs throughout all of Malden Center, increased use by visitors and residents
Partners & Resources	City of Malden, Malden DPW, Malden Arts



City of Malden

Local Rapid Recovery Plan 2021 Wayfinding Signage





-  Project area boundary
-  Proposed signage
-  Proposed indoor signage
-  Existing signage - needs update

Image of X. Photo Credit: Flickr

Wayfinding Signage Expansion

Diagnostic/COVID-19 Impacts



Photo courtesy of City of Malden

- Malden Center currently has some Wayfinding signs that help promote the points of interest for visitors and residents.
- There is a need to update and extend the current Wayfinding signs to the remainder of Malden Center for continuity and cohesiveness.
- One particular area of concern for downtown business owners is the mis-perception that the public parking garages are too far away, or not convenient enough; this can be addressed via messaging on the new Wayfinding signs.

Action Item

Overview: Wayfinding helps to create a sense of place and provides information to pedestrians and motorists as to location, direction, and offerings in a Downtown area. Wayfinding helps to define the downtown area, and lets people know that they have arrived, where they may be headed, and enables people to discover that there is more than the single destination they may have come for.

Wayfinding systems incorporate the logo and branding images for Downtown, to help create an identity and raise awareness of the defined area. Elements of a wayfinding system include entrance/gateway signs, directional signs (vehicular and pedestrian), maps, identification of public parking, trail signage, banners, etc. Some wayfinding systems also feature business and downtown directories. Key to a successful program implementation is the visual cohesiveness utilizing the brand across the signage program.



Photos courtesy of GOMAN+YORK

- To develop a wayfinding program that will direct visitors and customers throughout the Malden Center district
- To make it easier for visitors to find Malden Center businesses and points of interest
- To develop a theme/brand for the Malden Center Business District
- To create signage that will direct customers and visitors to the municipal parking lot
- To identify areas of interest and businesses in the district

Process

- Identify key stakeholders – City, strategic stakeholders, business owners, community members to lead a team or committee – they should represent a diverse variety of the district.
- Review and set goals for the wayfinding program, these include:
 - Identity of District
 - Awareness of Municipal Parking
 - Awareness of the variety of businesses
 - Encourage visitors to explore the Malden Center Business District
- Develop a budget that is determined by the implementation schedule and scope of the project. The budget should take into consideration the timeline if the project is to be instituted in phases, especially if this is a multi-year process and should include design, fabrication, staff coordination, installation and an ongoing maintenance program.

Best Practices

The basic process of wayfinding involves four stages:

1. **Orientation** is the attempt to determine one's location, in relation to objects that may be nearby and the desired destination.
2. **Route decision** is the selection of a course of direction to the destination.
3. **Route monitoring** is checking to make sure that the selected route is heading towards the destination.
4. **Destination recognition** is when the destination is recognized.

Credit: Lidwell, William; Holden, Kritina; Butler, Jill (2010). "Wayfinding". The Pocket Universal Principles of Design: 125 Ways to Enhance Usability, Influence Perception, Increase Appeal, Make Better Design Decisions, and Teach through Design. Rockport Publishers. p. 260. ISBN 9781610580656 – via Google Books.

Refer to MA LRRP Compendium for further information/ideas:

- “Create a way-finding system to help reinforce the downtown experience” by SME Consultant Mark Favermann, Favermann Design

6. Façade Improvement Program

Category	 Private Realm
Location	Malden Center
Origin	City of Malden and Business Survey
Budget	 High - \$200k. Funding TBD
Timeframe	 Short Term – Less than 5 years
Risk	 Medium – Need collaboration among City and property owners; Need to identify funding sources
Key Performance Indicators	Number of: Applicants, Completed Projects, Sales post improvements Increase in consumer visits to participating businesses
Partners & Resources	City of Malden’s Office of Strategic Planning & Community Development, Malden Chamber of Commerce, property owners and business owners in project area



Image Courtesy of Goman+York

Before

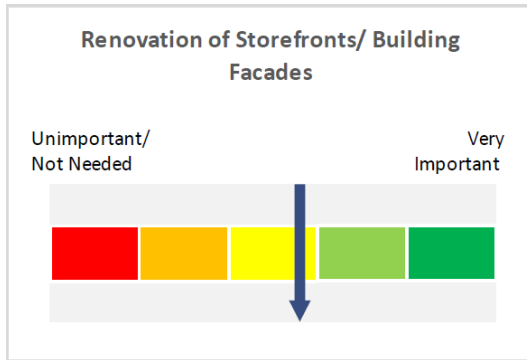


After



Image Courtesy of Favermann Design

Diagnostic/COVID-19 Impacts



Malden Center Business Survey, Spring 2021

Action Item

- Sections of Malden Center have attractive store facades and signs. However, this is not consistent throughout the project area.
- In order to increase business visits to all of project area, there is a need for a sign and façade improvement program, and a funding mechanism for its implementation.

- Create a Storefront Revitalization program with guidelines that allows for improvements to the private realm in the form of enhancements to buildings that includes signage, lighting, façade treatments and door and window upgrades.
- Identify funding to incentivize business owners and building owners to make investments in Malden Center. This can be approached in multiple ways: grants, tax abatements/incentives, low interest loans.
- Create an incentive program to encourage current and future property owners to participate in the Storefront Revitalization program.
- Develop a regulatory process that enables grandfathering of current buildings and provides for long-range control and revision to the fabric of the Malden Center study area as buildings change hands and new opportunities present themselves to increase the “critical mass” of the new vision.

Process

Program Planning

- Identify City Staff to administer the program
- Inventory and assessment of the Malden Center study area buildings
 - Identify eligible applicants: Businesses and Property Owners
 - Identify shovel ready opportunities
 - Prioritize and rate buildings during the assessment process

Budget/Funding

- Identify /budget for cost for typical façade rehabilitation and new signage
- Research and obtain funding source(s)
- Retain Architectural Consultant(s) to design the Guidelines for the program
- Develop a Marketing the program to create awareness of and promote the program.

Conceptualize Various applications within the program

- Conceptualize low to moderate applications
 - Arts/Cultural – 2D Murals
 - Lighting
 - Planters
 - Signage and business wayfinding
- Conceptualize higher cost/structural applications
 - Rehab facades
 - Replace windows and storefronts
 - Build dumpster enclosures
 - Regrade, resurface and restripe parking lots
 - Rebuild upper floors on buildings that were designed to accommodate them and/or previously had them
 - Reconfiguring the parking area within the “triangle” and refurbishing the rear building facades to create a dual approach and increase use potential

Process

- Establish eligibility, application process and approval system.
 - Provide initial Architectural Consultation
 - Define Scope and Budget for each project.
 - Prepare Design(s) of improvements.
 - Establish a clear list of eligible improvements and/or rehabilitation. activities, to include paint/exterior finishes, doors, windows, lighting as well as signage.
 - Define how the funding and process is structured
 - Who pays for what
 - How are payments and incentives structured
- Architectural Design Solicitation /obtain proposals to construct the work.
- Construction of Sign/Façade/Lighting Improvements

Process *(continued)*

Evaluation

- Reporting and evaluation on program participation and need for program improvements or modifications
 - Conduct survey of businesses/owners that participate to determine the types of betterment /improvements requested
-

Best Practices

Refer to MA LRRP Compendiums for further information/ideas:

1. “Downtown Manchester – Architectural Design Guidelines” by SME Consultant GOMAN+YORK Advisory Services
2. “Developing storefront guidelines to energize downtown” by SME Consultant Mark Favermann, Favermann Design
3. Downtown Manchester CT Storefront Guidelines as reference for document - [Final Manchester ADG May 2019.pdf \(townofmanchester.org\)](#)

11. Marketing & Events Program

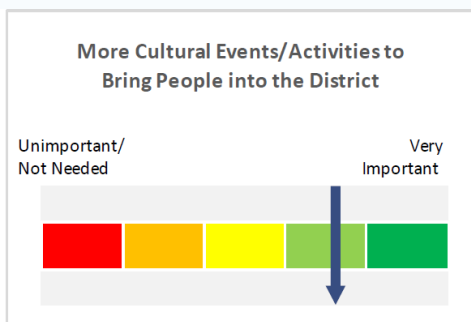
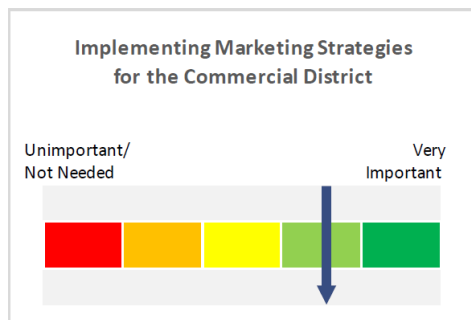
Category	 Revenue/Sales
Location	Malden Center
Origin	Business Survey, Planning Committee
Budget	 Medium budget (\$50k - \$200k)
Timeframe	 Short timeframe (<5 years)
Risk	 Low risk
Key Performance Indicators	Increased marketing of Malden Center & increase in attendance at year-round events
Partners & Resources	City of Malden, Malden Chamber of Commerce



Photos courtesy of City of Malden



Diagnostic/COVID-19 Impacts



Malden Center Business Survey, Spring 2021

- According to the business survey administered to the Malden Center businesses, 81% of businesses reported they are operating at reduced hours/capacity and 85% reported a loss in revenue from the prior year. In addition, 48% of businesses surveyed expressed interest in participating in a shared marketing program.
- Such a program would help to mitigate the negative impact that many businesses experienced in the wake of the pandemic.
- In the aftermath of the COVID-19 pandemic, there has been discussion among the city and business community on how to develop marketing strategies to assist the businesses with recovery and in the long run.
- The Malden Summer Festival 2021 was a huge success, which shows the need for increased year-round events.
- Malden Center is also becoming known as the “Gaming Center” with the first Boda Borg in the United States.

Action Item

Through a unified branding and marketing plan and cooperation between businesses, the goal is to increase retail activity, sales and visitation to the commercial corridor:

- Create a brand identity – based on identity or theme of district; build off branding from other parts of the Town
- Develop a marketing/branding campaign that utilizes promotion, social media, visual media (advertising, art, murals, lighting, signage/wayfinding, banners, etc.)
- Develop marketing opportunities that focus on what the area has and what does well in the area and those that will increase business participation.

Plan for year-round events to bring visitors to Malden Center:

- Allow & manage for Pop-Up retailers at special times, e.g. outdoor markets
- Create Mobile Structures for moving event space(s)
- Create schedule of events to capture themes throughout the year

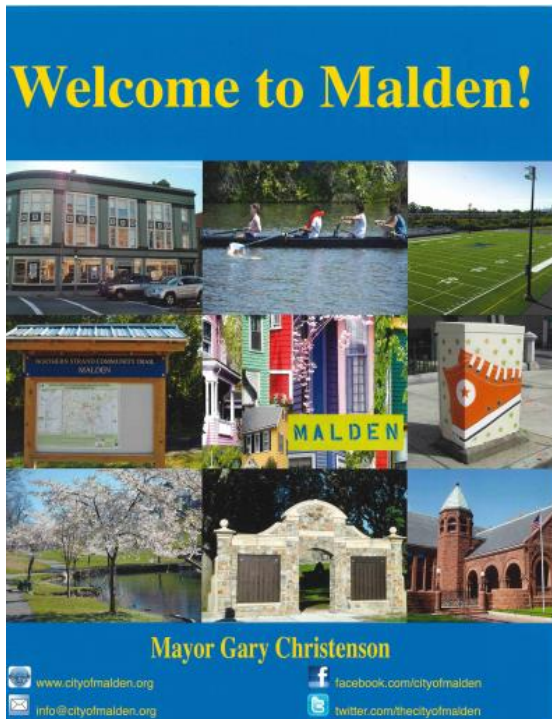
Process

Identify person/group to take on roles for Marketing & Events, to manage and oversee the necessary activities:

- Social Media - Determine the website and social media accounts that will be accessed; open new accounts as necessary and utilize hashtag(s) for campaigns. Standards should be determined for who has access to these accounts.
- Partnership Opportunities - Create partnership opportunities for the campaign with other organizations, nonprofits, that agree to share with their networks through social media postings, newsletters, etc.
- Create a good set of materials (photos, captions, other content) on a regular basis. Hire a photographer (or a qualified volunteer) to take action shots of what's happening in Downtown.
- Post photos and content on social media, get into newspapers and newsletters. Hire a marketing contractor or recruit qualified volunteers to be responsible for regularly posting, tweeting and getting out press releases.
- Show and promote: all the great new outdoor dining opportunities, the public art, local business profiles/highlights/happenings, Farmers Market, Saturday Salon (a pop-up art salon and marketplace), Yoga/Fitness and any other events.
- Encourage individuals to post photos using the Downtown campaign hashtags.
- Types of Events - Consider creating a Downtown Public Art Walking Tour with a map and highlighting one piece each week; Host a Pub/Restaurant Crawl; Host a Holiday Champagne Stroll; Host a Story Walk for Kids
- Build a program around the Gaming Center theme – promoting Malden Center as a desired destination
- Establish frequency for communications – target to get pre-promotion and during events. If no events are taking place – highlight/feature a business or business category.
- Track social media to assess the impacts of the campaign – i.e., Google Analytics. Consultants should provide reports of hits, visits, traffic, etc.

5. Business Improvement District (BID) Creation and/or District Management Entity

Category	 Admin Capacity
Location	Malden Center
Origin	Business Survey
Budget	 Low - Under \$50K – Potential MDI Grant for Technical Assistance. Town staff provided support to Steering committee.
Timeframe	 Short term (<5 years). Planning, Signature campaign and Initiation takes approximately 2 years
Risk	 Medium Risk – property owner, business and political support required for success.
Key Performance Indicators	BID: Formal vote by City Council to formally establish the BID, corporate and tax filings completed, staffing and initiation of services. District Management Model: Establishment of a sustainable downtown organizations with a real defined program, sustainability model and appropriate staff support.
Partners & Resources	City of Malden, Malden Chamber of Commerce, downtown advisory and steering committee and other downtown stakeholders

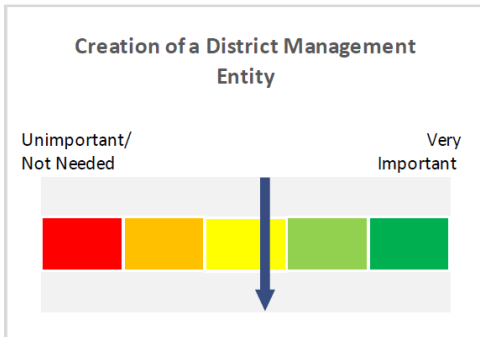


Photos from City of Malden & Ann McFarland Burke, Downtown Consultant



Business Improvement District (BID) Creation and/or District Management Entity

Diagnostic/COVID-19 Impacts



Malden Center Business Survey, Spring 2021

- While Malden Center has had success in keeping the downtown business spaces tenanted, there is a need for a comprehensive program to market the district - and to provide an overall plan for the Center’s vitality and ongoing growth.
- The Business Survey (for this MA LRRP Project) showed 81% of respondents identified the “Creation of a District Management Entity (BID or other organization)” as important.

Action Item

The City of Malden will need to form a working committee to determine the best route to follow.

1. To form a BID, a community must have the support of 60 % of the property owners representing 51% of the assessed within the proposed district:
 1. BIDs are special assessment districts in which property owners vote to initiate, manage and finance supplemental services or enhancements beyond the baseline of services already provided by the City.
 2. A special assessment, or common area fee, is levied only on property within the district.
 3. The BID can manage:
 1. Marketing & Public Relations
 2. Improving the downtown marketplace and/or city center
 3. Capital improvements
 4. Public safety enhancements
 5. Special events
2. A District Management Entity, in contrast to the BID, could be formed to provide many of the same services of the BID, without allocating a special assessment on the business owners.
 1. This District Management Entity could be managed by the City’s economic development team.

Process

Forming a Business Improvement District is a four-phase project:

1. PHASE 1 - TEST THE FEASIBILITY

1. Verify minimum baseline conditions
2. Develop a case statement for the BID
3. Introduce the BID concept to stakeholders
4. Recruit the steering committee
5. Find the resources
6. Establish preliminary boundaries
7. Create a property owner database
8. Develop a plan outline and timeline

2. PHASE 2 – CREATE THE BID IMPROVEMENT PLAN

1. Conduct a needs assessment
2. Outreach to the community
3. Write the BID Improvement Plan
4. Determine the budget
5. Establish a fee formula
6. Develop the Memorandum of Understanding
7. Establish a billing mechanism

3. PHASE 3 – CONDUCT THE PETITION PROCESS

1. Prepare the BID Petition
2. Organize the Petition Signature Campaign
3. Mail information package to property owners
4. Conduct the signature campaign
5. Organize the legislative authorization process

4. PHASE 4 – INITIATE OPERATIONS




1. Form Bylaws and Articles of Organization
2. Establish the initial Board of Directors
3. Apply for nonprofit status
4. Communicate with members
5. Hire staff
6. Select vendors
7. Formal launch services

Best Practices

Refer to MA LRRP Compendiums for further information/ideas:

1. “Determining a District Management Model for Downtown Reading” by SME Consultant Ann McFarland Burke, Downtown Consultant
2. Formation of a Business Improvement District in Hudson, MA” by SME Consultant Ann McFarland Burke, Downtown Consultant
3. [How To Form a BID in MA-](http://www.mass.gov/MDI) Manual available at www.mass.gov/MDI
4. BID Case Studies available at www.massdevelopment.com

13. Outdoor Dining & Selling

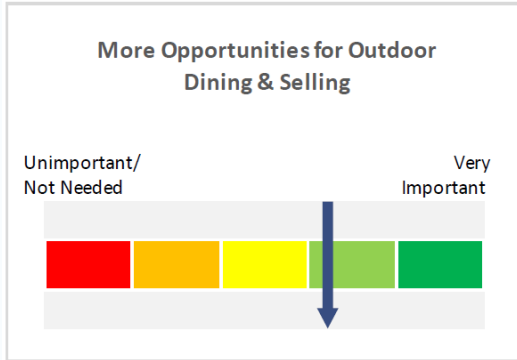
Category	 Admin Capacity
Location	Malden Center
Origin	Public Presentation & Feedback, Planning Committee, City of Malden
Budget	 Medium – Funding potentially available through the MassDOT Shared Streets and Spaces Grant Program
Timeframe	 Short (<5 years)
Risk	 Medium – State of MA Legislative support needed for permanent regulations, Business Support, required strong communication with public
Key Performance Indicators	Number of increased outdoor dining seats; restaurant sales/patrons
Partners & Resources	City officials, Malden Chamber of Commerce, Public Works Department



Photos courtesy of City of Malden.

Image of X. Photo Credit: Flickr

Diagnostic/COVID-19 Impacts



Malden Center Business Survey, Spring 2021

- Malden Center has had some success in supporting and encouraging businesses to utilize outdoor dining and selling.
- For restaurants, there is a concern that once the pandemic tapers off, the City will lose the State’s approval to continue the liquor license necessary for restaurants to continue serving outdoor dining patrons.
- In preparation for a future recurrence of another pandemic, the City needs to encourage the ongoing use of outdoor space to facilitate sales, revenue and vitality of the district.

Action Item

- Conduct audit of Malden Center, identifying current use of outdoor dining and selling – and identifying potential new, expanded areas.
- Identify parking spaces needed to support the outdoor commerce.
- Identify necessary support needed from restaurants and retailers.
- Create permanent City Policies to support year-round, ongoing use.
- Include local artists to decorate concrete barriers.

Process

The general implementation steps for a project such as this includes:

- Initial team coordination meeting
- Developing a detailed concept
- Developing a list of materials required for purchase/procurement according to party responsible for purchase and/or implementation
- Creating a traffic management plan
- Submitting and receiving grant funding
- Obtaining Fire Department approval for outdoor heaters
- Installing other remaining elements

Best Practices

Refer to MA LRRP Compendiums for best practices:

- “Increase Outdoor Dining and Safe Bike/Pedestrian Connections” by SME Consultant Stantec Consulting, Inc.
- “Increase Outdoor Dining and Safe Walking in Support of Businesses During the 400th Anniversary of the Pilgrim’s Landing” by SME Consultant Stantec Consulting, Inc.

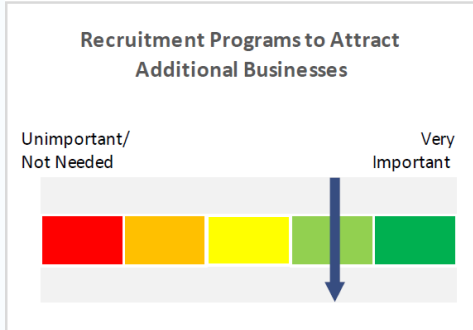
8. Retailer Educational Program

Category	 Tenant Mix
Location	Malden Center
Origin	Planning Committee
Budget	 Low (<\$50k); \$19,000 for entire district, or about \$2,000 per retailer
Timeframe	 Short term engagement – usually 2 -3 months
Risk	 Low – Recruiting for retailer participation with time constraints; may need language interpreters for certain retailers
Key Performance Indicators	Successful implementation of recommended improvements. Survey indicating satisfied retailers
Partners & Resources	City of Malden’s Economic Development, Malden Chamber of Commerce



Image courtesy of Internet search; Photos courtesy of GOMAN+YORK

Diagnostic/COVID-19 Impacts



Malden Center Business Survey, Spring 2021

Action Item

- Small independent businesses were severely impacted by COVID-19. Now that they are getting back to business as normal, many need assistance in learning how to better operate their stores.
- The smaller retailers in Malden Center need help in learning best retail practices – which will benefit not only each business owner, but the district as a whole.
- In addition, successful Malden Center retailers will act as a catalyst in attracting additional business to the district.

- Identify business owners who are in need of assistance – and/or who want to learn better retailing practices
- Communicate time(s) for retailers to participate in district-wide training sessions
- Create application for participation in program, if providing one-on-one training

Process





- Secure grant funding to provide consultant and help private businesses with improvements
 - Retain a store design consultant
 - Schedule one-on-one meetings with retailers who have been approved for the program
 - Provide recommendations for improvements
 - Assure compliance and implementation within timeframe prescribed in application
 - Reimburse expenses for making improvements
-

Best Practices

Refer to MA LRRP Compendium:

- “Retail Reboot: Updating retail store design” by SME Consultant Christine Moynihan, RetailVisioning
- Website: www.RetailVisioningOnline.com

2. Courthouse Project - Malden Center for Arts & Culture

Category	 Cultural/Arts
Location	Malden Center
Origin	City of Malden
Budget	 High – approximately \$6MM
Timeframe	 Short - <5 years for completion
Risk	 Medium – There are several state and local partners dedicated to helping complete this project. The greatest risk lies in obtaining the necessary funding.
Key Performance Indicators	The completed renovation of the current courthouse into the new Malden Arts & Cultural Center at the Malden District Courthouse.
Partners & Resources	City of Malden, Steering Committee (13 members), The Boston Society for Architecture, UX Architecture Studio, Silverman Trykowski Associates, and The Metropolitan Area Planning Council.



Internet photos of Malden District Courthouse

Diagnostic/COVID-19 Impacts

- The City of Malden has fewer cultural facilities than its surrounding communities. Somerville hosts the Somerville and Davis Square Theaters, Medford has The Chevalier Theater, the Greater Boston Stage Company is in Stoneham, and Chelsea has the Chelsea Theater Works.
- Malden does not have a comparable space that serves as a dedicated theater for performance art.
- The current Malden District Courthouse is located within Malden Center and offers a tremendous opportunity to bring a large group of visitors into the downtown area with this cultural arts venue.
- The pandemic has forced the closure of numerous arts and cultural spaces throughout the Boston area. The Malden Center for Arts & Culture will help revitalize the arts industry in Malden and beyond by providing new performance spaces and studios to replace those that were lost.

Action Item

The City of Malden is currently working with the Malden Legislative Delegation to file legislation designating the Malden District Courthouse, located at 89 Summer Street, as surplus property. Do so will direct its transfer from the Commonwealth to the City, so as to convert the courthouse into the Malden Center for Arts & Culture.

The City established a thirteen-member Steering Committee that includes a diverse representation of cultural organizations and artistic disciplines in addition to City leaders. The Steering Committee and the City are working with the Metropolitan Area Planning Council (“MAPC”) and the Boston Society for Architecture to develop a concept plan for the building. To complete this plan, the City must:

- Resolve questions regarding the program, design, and operations of the arts center.
- The full plan will identify the uses and users of the space, develop a concept design for renovations, build a sustainable operational model, and identify funding sources for construction and operations.
- In partnership with the Steering Committee, the project will identify the uses and users through an extensive community engagement process to understand the desires of the community in terms of arts consumption and the space needs of cultural producers.
- Coupled with an architectural feasibility analysis, the project will assess the types of spaces are appropriate for the building and what uses can be accommodated.
- Research into successful examples of arts and culture centers that include the uses desired by the Steering Committee and broader community will inform a business model for operation of the building as an arts and culture center.

Process

Concept Plan Development (current phase):

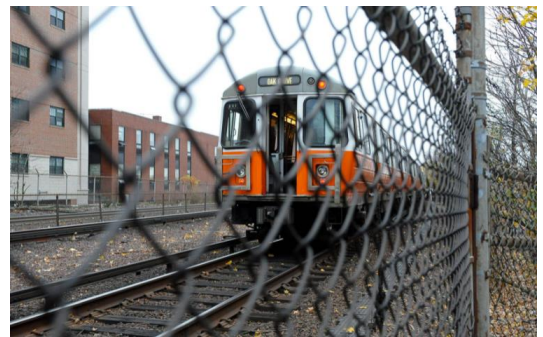
- **Task 1: Steering Committee Facilitation and Project Management** - The City of Malden will convene and facilitate monthly meetings of the Malden Center for Arts & Culture Steering Committee in which project partners will share information, facilitate discussion, and solicit feedback to inform the project work.
- **Task 2: Community Engagement and Outreach** - MAPC will develop an engagement strategy to reach out to the community to support project visioning. This strategy will include an online survey to share information and collect feedback about user needs and gather feedback on the Steering Committee's vision and proposed uses for the space.
- **Task 3: Existing Conditions and Data Collection and Analysis** - MAPC will identify arts and culture assets and stakeholders who will be important to the success of the project. MAPC will interview Steering Committee members to better understand their goals for the space, the networks they will bring to the project and to identify opportunities and risks associated with different operational models.
- **Task 4: Case Study Research** - MAPC will draft case studies of comparable arts and culture centers from around the nation with a particular focus on the Greater Boston region to convey scenarios that may be implemented in Malden. The case study summary will include an overview of key findings to inform business model development and identify potential opportunities, risks and trade-offs.
- **Task 5: Final Deliverables** - MAPC will collaborate with the design teams to draft a **Concept Plan** that will summarize project work and articulate a preferred scenario, business model, and operational strategy for the Malden Center for Arts & Culture. The report will include documentation of public input on user needs, block plans showing scenarios for the build out of the space, feedback on building scenarios, and case studies.
- **Task 6: Project Budget** - Identify funding sources to complete project renovation.

Future Phases:

- **Task 2:** Secure funding for acquisition and renovation
- **Task 3:** Select Operator through competitive RFP process

1. Malden Center MBTA Improvements

Category	 Other
Location	Malden Center
Origin	Planning Committee
Budget	 Low - The only cost to Malden is the involvement of its Staff
Timeframe	 Short – Major improvements should be made within 5 years
Risk	 Medium – This requires the collaboration and funding from the MBTA
Key Performance Indicators	Improvements in and around the MBTA Rail Line: cleanliness, increased lighting, potential new development
Partners & Resources	City of Malden, MBTA Representative



Images per Internet search and Google Maps

Malden Center MBTA Improvements

Diagnostic/COVID-19 Impacts

- As reference previously, 85% of businesses stated that Safety and/or Cleanliness needs to be improved for the full post-COVID recovery in Malden Center.
 - Part of that need includes a coordinated investment by the Massachusetts Bay Transportation Authority (MBTA) to address key areas of concern within the project area.
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Action Item

- The MBTA runs alongside Summer Street; there is a chain-link fence and concrete wall (see photo above). Trash collects behind this fence, which creates a feeling of lack of safety and cleanliness.
- The City is looking to improve this stretch of Summer Street by adding the Decorative Lighting, painting a mural on the concrete wall.
- The City has requested that MBTA install plastic strips on the chain-link fence in this area, so as to make the area more aesthetically appealing, and creating a better sense of integration into the other part of Malden Center.
- Increased lighting needs to be added to the Pleasant Street MBTA rail overpass, to increase safety.
- The City would like to encourage MBTA to further develop its commercial property that faces City Hall. The City of Malden has undertaken a large investment in this area, and would like to be part of discussions with MBTA to enhance their development area.

Process

- Create and maintain a working dialogue and relationship with the appropriate MBTA, so these changes can be experienced.