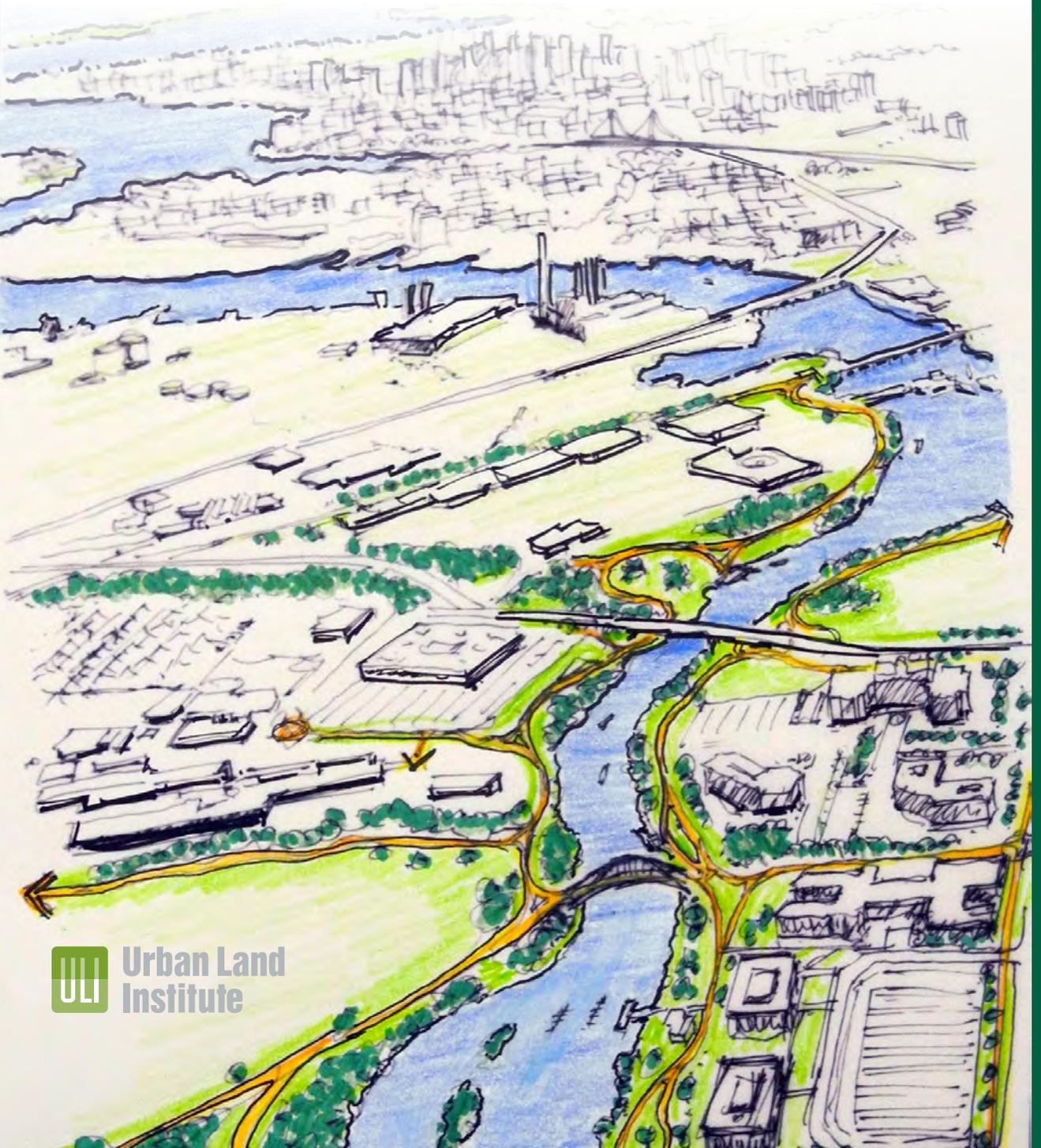


# Malden and Everett Massachusetts

June 7–12, 2015



# Malden and Everett Massachusetts

Strengthening Metro Boston's Urban Centers

June 7–12, 2015

# About the Urban Land Institute

**THE MISSION OF THE URBAN LAND INSTITUTE** is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. ULI is committed to

- Bringing together leaders from across the fields of real estate and land use policy to exchange best practices and serve community needs;
- Fostering collaboration within and beyond ULI's membership through mentoring, dialogue, and problem solving;
- Exploring issues of urbanization, conservation, regeneration, land use, capital formation, and sustainable development;
- Advancing land use policies and design practices that respect the uniqueness of both the built and natural environments;
- Sharing knowledge through education, applied research, publishing, and electronic media; and

- Sustaining a diverse global network of local practice and advisory efforts that address current and future challenges.

Established in 1936, the Institute today has more than 36,000 members worldwide, representing the entire spectrum of the land use and development disciplines. Professionals represented include developers, builders, property owners, investors, architects, public officials, planners, real estate brokers, appraisers, attorneys, engineers, financiers, academics, students, and librarians.

ULI relies heavily on the experience of its members. It is through member involvement and information resources that ULI has been able to set standards of excellence in development practice. The Institute has long been recognized as one of the world's most respected and widely quoted sources of objective information on urban planning, growth, and development.

Cover: Aerial view envisioning Malden and Everett across the Malden River with Boston in the background.

Credit: Ralph Núñez

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# About ULI Advisory Services

**THE GOAL OF THE ULI ADVISORY SERVICES** program is to bring the finest expertise in the real estate field to bear on complex land use planning and development projects, programs, and policies. Since 1947, this program has assembled well over 600 ULI-member teams to help sponsors find creative, practical solutions for issues such as downtown redevelopment, land management strategies, evaluation of development potential, growth management, community revitalization, brownfield redevelopment, military base reuse, provision of low-cost and affordable housing, and asset management strategies, among other matters. A wide variety of public, private, and nonprofit organizations have contracted for ULI's advisory services.

Each panel team is composed of highly qualified professionals who volunteer their time to ULI. They are chosen for their knowledge of the panel topic and screened to ensure their objectivity. ULI's interdisciplinary panel teams provide a holistic look at development problems. A respected ULI member who has previous panel experience chairs each panel.

The agenda for a five-day panel assignment is intensive. It includes an in-depth briefing day composed of a tour of the site and meetings with sponsor representatives; a day of hour-long interviews of typically 50 to 75 key community representatives; and two days of formulating recommendations. Long nights of discussion precede the panel's conclusions. On the final day on site, the panel makes an oral presentation of its findings and conclusions to the sponsor. A written report is prepared and published.

Because the sponsoring entities are responsible for significant preparation before the panel's visit, including sending extensive briefing materials to each member and arranging for the panel to meet with key local community members and stakeholders in the project under consideration, participants in ULI's five-day panel assignments are able to make accurate assessments of a sponsor's issues

and to provide recommendations in a compressed amount of time.

A major strength of the program is ULI's unique ability to draw on the knowledge and expertise of its members, including land developers and owners, public officials, academics, representatives of financial institutions, and others. In fulfillment of the mission of the Urban Land Institute, this Advisory Services panel report is intended to provide objective advice that will promote the responsible use of land to enhance the environment.

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# Acknowledgments

**THE PANEL WISHES TO THANK** not only the primary sponsors of this Advisory Services panel—Massachusetts Development Finance Agency (MassDevelopment) and the cities of Malden and Everett—for their tremendous support of this project with their excellent informational and logistical resources but also all of the people who through their committed efforts made the project possible.

Appreciation also goes to the more than 90 people interviewed—residents, developers, businesspeople, consultants, and nonprofit and government staff members—who participated in the project. By doing so, the interviewees helped the panel members understand the realities facing the cities of Malden and Everett, the region, and the development around the areas highlighted so that the panel could craft informed recommendations. The enthusiasm and commitment of the interviewees were impressive and vital to the success of this effort.

The panel extends special thanks and recognition to the following individuals and groups who were critical in supporting the panel's work: Marty Jones and all the MassDevelopment staff members, in particular, Tania Hartford,

Anne Haynes, Ian Jakus, and Abby Raisz; Malden Mayor Gary Christenson, Malden Redevelopment Authority Executive Director Deborah Burke, and all city of Malden and Malden Redevelopment Authority staff members; Everett Mayor Carlo DeMaria, Director of Planning and Development Tony Sousa, and all city of Everett staff members; and special recognition to Dawn Zanazzo and John Preotle of the River's Edge development for their hospitality during the entire panel process.

Finally, the panel would like to acknowledge ULI Boston. That ULI district council is proactively demonstrating its support to the Malden and Everett area and is showcasing leadership in addressing regional and local development issues. The council's engaged members represent a valuable resource to continue developing the efforts recommended by the panel and other related challenges to foster thriving and sustainable communities.

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# Foreword

**THE MALDEN AND EVERETT**, Massachusetts, ULI Advisory Services panel was charged to focus on the unique and growing issues of industrial land development in metropolitan Boston's urban core. The panel was to do so in light of increasing land development and market need for more housing and commercial space in the area as well as a sustainable and productive integration of these uses. Both areas share an industrial past, diverse socioeconomic bases, and a direct connection to central Boston and its suburban ring; they also share the role of supporting the metro area's growth because of this proximity.

The two municipalities have plenty in common, but they also have very different identities, governance, and regulatory frameworks; in addition, they maintain home rule for business development and recruiting as well as development of their financial base (local property taxes). Both municipalities would like to further develop their regional presence, identity, and unique attributes, thereby building on the success of growing businesses and mixed-use developments, while maintaining their diverse economic base.

The panel was charged not only to address a broader vision, but also to target specific areas selected for this study. These areas were defined by the districts that were designated as part of the Transformative Development Initiative (TDI) at MassDevelopment, an initiative focusing on the "gateway cities" of Massachusetts.

Gateway cities are the small and medium-sized older industrial cities found throughout the commonwealth that are named for their past and present role as gateways for immigrants and are recognized by the legislature for their unique attributes. Massachusetts has 26 gateway cities, defined by the Executive Office of Housing and Economic Development as those with a population of 35,000 to 250,000, a median household income below the state



MassDevelopment, the state's finance and development agency, works with businesses, nonprofits, financial institutions, and communities to stimulate economic growth across the commonwealth. During fiscal year 2014, MassDevelopment financed or managed 314 projects generating investment of more than \$2.9 billion in the Massachusetts economy. With years of experience throughout the state and within the gateway cities, and after looking at successful redevelopment models in cities near and far, the TDI program was launched in 2014 as an integrated place-based approach to revitalization to implement locally initiated, strategic, and catalytic revitalization activities in the gateway cities of Massachusetts.

*Boston neighborhoods are highlighted in color. Malden and Everett are north of the city.*



in a larger framework. Given the emergence and growth of strong mixed-use urban industrial districts nationwide and a desire to consider the future development patterns from diverse vantage points, MassDevelopment solicited the assistance of the Urban Land Institute's Advisory Services to help develop a meaningful discussion about these districts.

## The Panel's Assignment

While the Advisory Services panel aimed to focus on specific economic issues of land use, regulatory, and physical development in these two districts, it also sought to understand a common underlying regional economic framework:

- *Integrating land uses:* How do the municipalities preserve and support light-industrial growth while also increasing commercial and residential mixed-use developments in proximity, thereby further integrating with existing residential neighborhoods?
- *Supporting and preserving workforce opportunities:* How does the region maintain well-paying jobs close to the urban core and respond to increasing land use pressures for uses other than industrial and commercial? How do these unique scale industries fit into the larger ecosystem of their respective industrial sectors (food, advanced manufacturing in electronics, defense, and consumer goods)?
- *Reinforcing strong, diverse communities:* Before land use pressures push recent and thriving immigrant communities further out of the metro Boston area, how can the region support their prosperity, connection to jobs, ability to stay local, and entrepreneurial ventures?
- *Achieving "complete streets":* The region must consider accommodating the multiple modes of transportation needed to maintain industry in the urban core—trucks and freight, as well as pedestrian- and bike-friendly roads and sidewalks—given increased pressure on commuter transportation infrastructures.



### General Panel Questions

1. With the ongoing shift of the metro Boston economy, how do these two districts (a) maintain their unique identities, (b) pursue the highest and best use for future developments, and (c) provide development that will help the current jobs base thrive and connect better to regional infrastructure and adjoining neighborhoods.
2. Within the region, how can the panel identify roles and responsibilities to the state, city, nonprofits, and businesses to most efficiently work toward their common goals? How can targeted public investments; innovative financial incentives; and city, state, or federal regulatory reform best

*A significant part of the panel's assignment is framed by the Malden and Everett TDI districts, featured on the map in yellow and defined by proximity to the Malden River.*



*Panelists pause in the Malden area adjacent to the commuter-rail line to discuss development strategies.*

catalyze private investment in a development vision identified by the cities?

### **Specific Questions about Malden**

1. How can Malden effectively target new development and uses that complement the already successful uses in the district to foster collaboration between industries, local residents, and new mixed-use development, especially at the intersection of food and technology? And how can Malden do this while providing for maximum local job growth in new and innovative fields that best use the city's unique cultural and human capital?
2. How can the city use space to create a feasible forum for businesses to interact with each other and provide training and services to Malden's diverse population? More specifically, how can the city update land use regulations to encourage active urban uses to better blend with (a) food production and aggregation and (b) industrial and commercial growth? How can the new build regulations and streetscapes be redesigned to encourage these producers to expand into local retail and active use and to promote collaborative interaction while integrating additional residential and commercial development?
3. How does the city increase regional visibility and best use the advantages of the district—including existing synergies in the partnership, the Boston area tech industry, the Malden River, the proximity to roads and transit, and

the diversity in Malden—to transform it into a regional destination for employment, innovation, and housing? How can the city best take advantage of the river to further these aims?

4. What are the most feasible and cost-effective interventions to create tourism and opportunity in relation to Malden's extraordinary cultural diversity, including cultural food markets and public art, in this district?

### **Specific Questions about Everett**

1. How can the district grow yet keep some of its unique character and feel?
2. What types of uses would support existing and emerging uses?
3. How can the city tap into other markets in the region and offer development opportunities not readily available or affordable elsewhere?
4. How can the city get local residents, workers, and visitors to patronize retail businesses in the district? How can the city consider unique marketing strategies and public infrastructure investments needed (branding, parking, public transit, wayfinding, etc.) to build on this organic growth?

# Summary of Analysis and Recommendations

**THE PANEL APPLAUDS THE CITIES** of Malden and Everett and MassDevelopment as partner sponsors for initiating the catalytic outreach to explore ways to improve the quality of life, economic vitality, and community building for the region as a whole and for these two districts in particular.

The panel's recommendations in the strategic areas of (a) financial viability, (b) industrial framework development, (c) community engagement, and (d) broad support of a built environment that is conducive to healthy living are envisioned as the general guidelines that will help support a robust framework for the area at large.

As part of this broader analysis, the panel also had a fruitful opportunity to explore the specific areas highlighted in the assignment. Whereas the report provides suggestions for the development, it also highlights the opportunity to generate a synergy between both communities that literally bridges their physical divide as well as supports a long-term vision for community development.

These recommendations can be framed in the following broad aspects:

- *Promote local assets and strengths:* Highlight specific market advantages such as its cultural diversity that is manifested through food and diverse business opportunities.
- *Address potential weaknesses:* Target and improve the perception of the district through adequate branding and communication of the area's identity.
- *Know the user:* Analyze and target business and resident profiles.

- *Use the Malden River as the organizing principle:* Recognize the potential of the river to be an organizer of development and identity.
- *Engage the public sector:* Ensure that the public resources are used to ensure meaningful coordination, facility management, and so forth.
- *Set a common course, and implement the vision.*

The remainder of this report documents the panel's analysis and recommendations.

# Market Profile

**THE CITIES OF MALDEN AND EVERETT** possess a mutual history dating to the beginnings of the United States. Starting from their shared founding by those seeking religious freedom to colonial independence through revolution and from economic prosperity as a result of industrialization and to economic hardship caused by the slow decline of manufacturing, waves of change have struck the shores of these two cities. A new wave is charging down the Malden River and feeding into the Mystic River toward Boston; it is led by economic and demographic expansion as well as cultural and social transformation, which the cities of Malden and Everett must harness and direct to shape a prosperous future for their communities.

The reemergence of Malden and Everett is directly related to its proximity to Boston and Cambridge. The two cities are within only five miles of Boston and Cambridge and are accessible by car and rail; these factors create an opportunity to participate in the economic growth that is taking place to the southeast. The economic prosperity emanating from the region's urban core is placing significant pressure on the physical infrastructure of metro Boston, with scarce workplace and residential developments, thereby leading to higher and higher costs of living and doing business. As a result of these increasing costs, businesses and workers are looking to neighboring communities for less expensive alternatives.

Population growth and changing societal preferences are also directing housing activity to inner-ring suburbs like Everett and Malden. The proliferation of freeway construction in the 1950s enabled households to move away from the urban core to bedroom communities in the outer ring. Freeway congestion and renewed preference for walkable, sustainable neighborhoods are leading these same types of households back into the city. Furthermore, Boston's status as an international gateway invites a diverse range

of cultures to migrate to the community. Everett and Malden have an opportunity to participate in this growth and diversity.

## Concentration and Range of Economic Activity

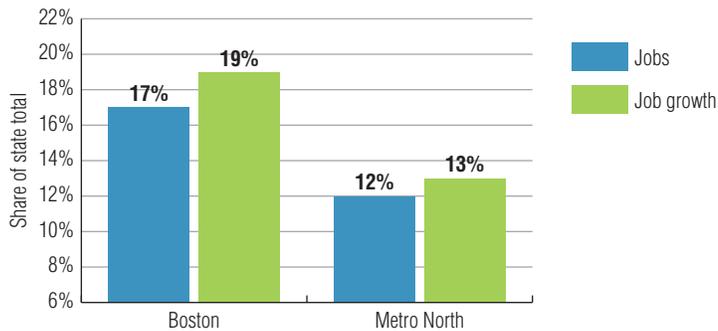
As of the first quarter of 2015, Massachusetts had nearly 3.4 million jobs. Following the recession in the late 2000s, economic growth has returned to the state with 50,000 jobs added each year since 2011. Moving forward, the broad demographic and social changes mentioned above are driving an increasing share of economic growth to the urban core and inner ring. Currently, Boston and Metro North (including the communities of Everett and Malden) account for 17 percent and 12 percent of state jobs, respectively. The commonwealth's labor department projects an even higher growth in the next ten years—19 percent and 13 percent, respectively—with just under 5,000 jobs added annually to Metro North.

Accelerated and more concentrated job growth heading into Boston and Metro North provides Everett and Malden greater opportunities to attract commerce to maintain their desired jobs base. The economic activity forecasted for the region is diverse in industry and land use requirements. A successful economic development strategy for the TDI districts can capitalize on a range of industries coming to and growing in the commonwealth.

In addition to proximity to the economic core of the region, Everett and Malden represent a tremendous value for companies seeking expansion and growth opportunities. For building uses that include light industrial, flex, office, and retail, rents in Malden and Everett are on average 40 percent lower than for space in the Boston and Cambridge areas.

## Employment Growth Projections, 2012–2022

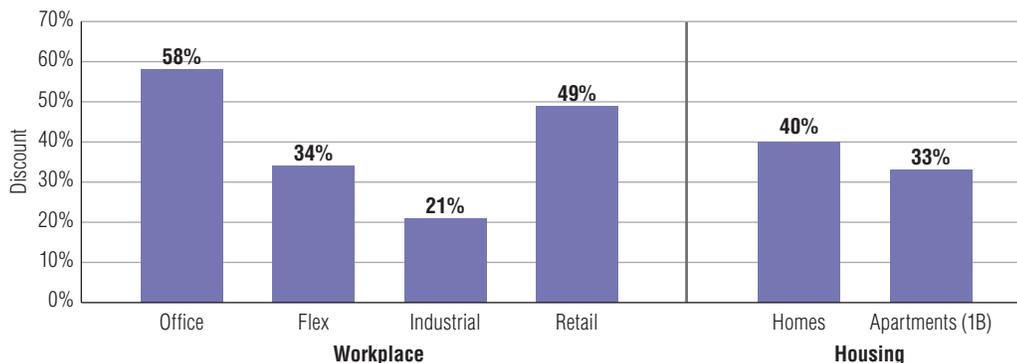
Year	Massachusetts	Boston		Metro North	
	Jobs	Jobs	Share of state total	Jobs	Share of state total
2012	3,401,540	572,325	17%	402,290	12%
2022	3,787,106	643,779	17%	451,058	12%
<b>Annual job growth, 2012–2022</b>					
	38,557	7,145	19%	4,877	13%
Percent change	1.1%	1.2%		1.2%	



Source: Massachusetts LMI.

## Everett/Malden Rent and Housing-Cost Discounts versus Boston/Cambridge

	Boston/Cambridge	Everett/Malden	Discount
<b>Workplace rents</b>	<b>\$/sq ft/year</b>	<b>\$/sq ft/year</b>	<b>Percentage</b>
Office	\$43	\$18	58%
Flex	\$21	\$14	34%
Industrial	\$12	\$9	21%
Retail	\$36	\$18	49%
<b>Housing costs</b>			
Homes	\$480,000	\$290,000	40%
Apartment rents (1 bedroom)	\$2,400	\$1,600	33%



Sources: CoStar; Zillow; REIS.

## Demographic Diversity: Mix of Ages and Cultures

According to the most recent mini-census (2014), more than 105,000 people call the cities of Malden and Everett home. And they constitute a significant part of the approximately 4.5 million residents of the Greater Boston area. For economic and social motivations discussed above, significant population growth is projected in the inner-ring communities. Over the next 20 years, baseline forecasts by the Metropolitan Area Planning Council (MAPC) project that 18,000 persons will move and grow into the two cities, increasing the population by 17 percent.

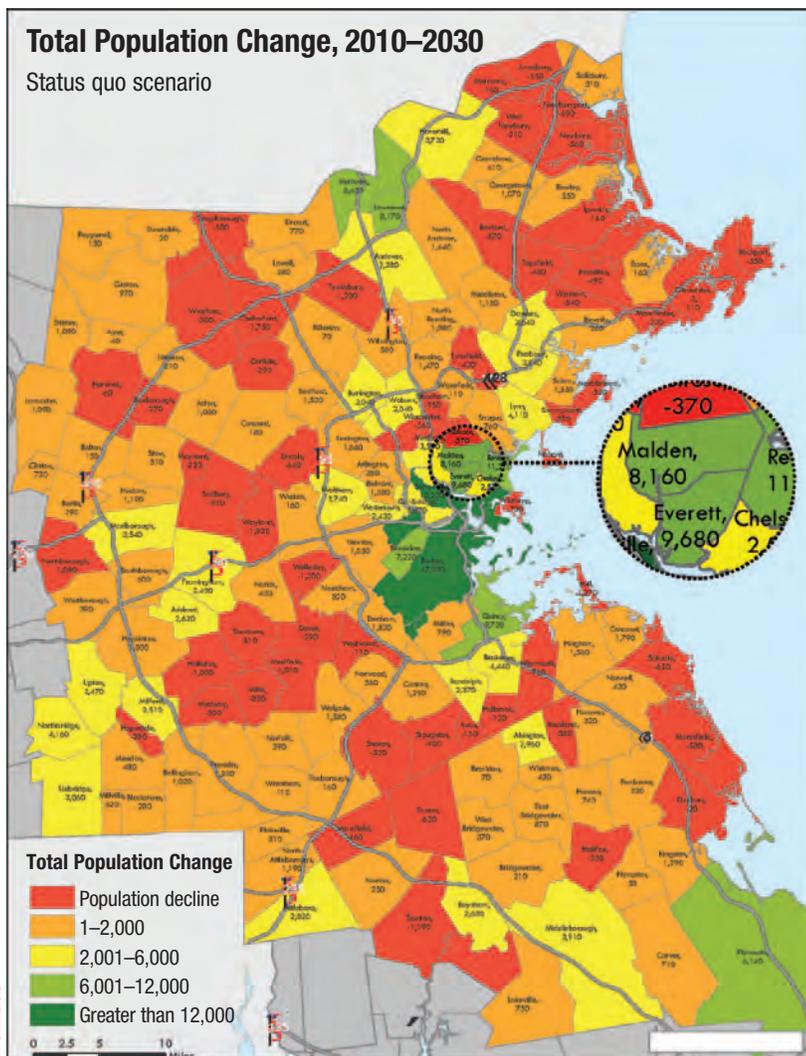
The composition of the cities' existing base and immigration is diverse—in culture, age, and household size. Three demographic growth cohorts have a significant stake in Malden and Everett's future—millennials, families, and boomers. Although different in household composition, the cohorts often share similar preferences for socialization, proximity to amenities, sustainability, and opportunities for self-improvement.

Millennials (late teens to early 30s) are gravitating to small and medium-sized cities nationally in search of job opportunities, walkable environments, and recreational activities. More than past generations, millennials are delaying families, thus resulting in greater demand for rental multifamily housing configurations. Baby boomers (early 50s to late 60s), the same generation that migrated from the urban core, are rebounding to the city. Now empty nesters and closing in on retirement, boomers possess similar motivations as millennials, with an added emphasis on social interaction and community engagement. Their preferences for housing are more varied as they seek rental and ownership options.

Families moving to the inner ring are culturally diverse and pursue communities that offer educational opportunities, outdoor gathering places, and access to transit. Often these families are multigenerational and therefore search out rental and ownership housing types, primarily in two- and three-bedroom configurations. New industry and housing that are recruited to the cities of Everett and Malden will be best positioned for success by promoting a strong community that brings together the vibrant multigenerational and multicultural households in the inner ring.

## Promoting and Directing Desirable Change

With immense economic and demographic pressure directing growth to Everett and Malden, the cities have a chance to promote and to shape a prosperous future for their communities. Civic outreach helps identify community goals. An economic development strategy follows, with successful execution driven by a unifying vision that ad-



dresses the needs and wants of the community's diverse population and that focuses the public and private sector toward desirable outcomes.

A successful economic development strategy capitalizes on community assets and strengths. Malden and Everett can capitalize on the following:

- *Proximity to regional transportation connectors:* Downtown Boston is only 20 minutes by car and 10 minutes by train.
- *Malden River (water amenity):* River access and views are greatly desired by workers and residents.
- *Walkable downtowns:* Such access appeals to all demographic types seeking a central gathering place to share community experiences. In the case of the Malden and Everett TDI districts, this walkability and accessibility can extend into these light-industrial districts.
- *Rich history:* Malden and Everett's roots date to the 1600s and offer a compelling narrative of revolutionary spirit, industrial might, and cultural exchange.
- *Diversity of culture and activities:* A variety of nationalities and ethnicities provide opportunities for a multitude of events that foster community.
- *Strong performing schools:* Education for students of elementary and high school age attracts businesses and households invested in their children and community.
- *Residential housing stock:* Dense residential neighborhoods with a large supply of affordable rental housing and multifamily units are among the assets of this area.

Similarly, successful economic and community outcomes are generated when public and private resources are used to overcome impediments to community development. Malden and Everett are stymied by the following:

- *Poor access to and sightlines of the Malden River:* Among the community's greatest assets are the many areas blocked from public view by overgrown greenery and by areas closed off to commercial uses.

- *Problematic access to regional transportation network:* Although close by, the Wellington Orange Line station is difficult to access (note: improvement plans are underway), and rush-hour congestion on surface streets inhibits access to the regional expressways and arterial roads. An initial stretch of bike path has been completed, but continuous pedestrian and bike infrastructure around and across the rivers (Malden and Mystic) and connections to regional bike infrastructure are lacking.
- *Gateway cities without gateways:* Southern access points on major roads and the rail access to the two cities are neither well marked nor developed and contain dilapidated or vacant land.
- *Poor signage:* Major destinations in the two districts are sometimes undermarketed and difficult to find.
- *Industrial contamination:* Although common to inner-ring communities along the river, such contamination carries a significant financial burden to developers.

## Harness and Direct Market Forces to Generate Desirable Community Outcomes

In the current economic cycle, market forces encourage residential over workplace development, particularly in the inner-ring suburbs like Everett and Malden. Prices for residential land are approximately 50 percent greater than their commercial and industrial counterparts. As a result, the majority of recently completed and planned development activity in the two cities is focused on residential use, primarily in higher density, multifamily, and rental configurations.

Trading workplace for residential use carries a cost. First, residential development is land intensive, gobbling up a scarce and valuable resource that can be alternatively used for job creation. Second, residential development carries a greater fiscal burden to the city. Sometimes the optimal community outcome—a preservation of nearby jobs and workforce training opportunities—is at odds with the market-driven development outcome. To promote

the optimal community outcome in the TDI districts, a balance must be struck between workplace and residential development. The cities must encourage residential in locations and configurations that invigorate commerce and community, such as mixed-use development with ground floor retail and upper-floor residential that creates cohesive neighborhoods in the existing urban fabric. This model can exist alongside and can complement light-industrial uses. Craft workplace neighborhoods and districts that target growth and niche industries and support them with a unified community vision and infrastructure are ideal for these cities.

# Industrial Framework

**BOTH MALDEN AND EVERETT** have a long history of industry: for decades the cities were centrally focused on the manufacturing industry that each city was beholden to. Twentieth-century industrial history of Northeastern U.S. cities reflects the flight of industry and the aftermath of lost jobs and polluted sites. The cities of Malden and Everett are prime examples of this pattern.

Fortunately, today Malden and Everett are in a better place. Industrial losses have stemmed, and a reliance on manufacturing as each city's primary employment sector is no longer necessary given increasing service sector businesses. Yet both cities still have strong manufacturing sectors that should be celebrated and nurtured alongside new entrepreneurial opportunities and next-generation industrial uses that depart from traditional manufacturing. In the past and as the case today, manufacturing jobs have served as an entryway to the American middle class. The names of the companies have changed, but the jobs are still good and relevant, serving long-time Malden and Everett residents as well as new immigrants who now make these cities their homes.

Although truck travel in the region can be difficult, Malden and Everett benefit from being so close to Boston and the regional market. Local transportation—subway and commuter rail—is accessible to both districts within a

five- to 15-minute walk (however, no official station exists in Everett) as well as an extensive bus system that easily allows workers to reach employment in both cities. Improved pedestrian connections to local transit would help workers' commutes and would encourage them to use public transportation.

Industrial property owners in both cities benefit from low vacancy rates, but the overall market suffers because of a relatively high demand for space and a lack of inventory. The panel recognized this pattern after extensive interviews with industrial brokers and first-hand observations of the market. Existing available industrial sites are attractive “as of right” development opportunities for a variety of manufacturing uses and emerging related innovation in the sector.

## Land Use and Industrial Retention

Great opportunities exist for higher, more dynamic, and better uses of existing industrial land. A very strong residential market pushing further and further out of the city of Boston can easily tempt a property owner or Everett or Malden to push aside manufacturing and associated industry in favor of residential development. Office and retail development offer great temptation too, often offering two, three, or more times the return of an industrial tenant.

Despite the attraction of uses other than manufacturing and industrial, there are significant reasons to avoid the temptations to entirely convert. New nonindustrial uses are often incompatible with the skill sets and competencies of existing and potentially emerging local residents. Although much modern manufacturing has changed and advanced, thereby requiring greater training and education attainment levels for workers, much of the manufacturing currently in Malden and Everett appears to be of a type not



LU/DANIEL LOBO

*Some of the existing industrial context in Everett's River's Edge development area.*

requiring very highly skilled workers. This match between relatively low-skilled manufacturing positions and a strong immigrant population should not be overlooked.

Converting industrial sites to uses such as retail and residential offers the tale of two different wages. Manufacturing jobs pay a significantly better wage than retail and service sector positions. In today's market, most retail and many service sector positions are part time, making the spread between such jobs and those in manufacturing even greater. In the national economy as well as in the greater Boston area, income stratification is greater than ever. The retention and attraction of manufacturers

and their associated jobs is good public policy for Malden and Everett. Despite having a population with educational attainment at less than half the state average, Everett's incomes and labor force participation remain strong relative to other gateway cities—likely because of a strong base of blue collar jobs in manufacturing, construction, and related industries (more than 20 percent in Malden and Everett, according to data from Donahue Institute). Good jobs make healthy families and strong cities; low-paying jobs put stress on families and burdens on government and contribute to myriad social issues.

The panel recommends that Malden and Everett create and maintain manufacturing districts through rigorous zoning strategies that contemplate including new business development. Adopting a cogent formalized zoning to protect manufacturing eliminates loopholes and ensures that industry will be protected. At the same time, such zoning ensures that good jobs will not be easily replaced with poorer ones, nor will new opportunities for development be stifled. The industrial zoning could be considered in a next-generation evaluation so that other uses can be integrated in the appropriate areas.

## Supporting and Preserving Workforce Opportunities

Whereas manufacturers in Malden and Everett appear to be healthy, no industry can survive without support and enhancement. Although both cities have bountiful workforces, even what may have been the most rudimentary of manufacturing processes have or will dramatically change in the 21st century. Keeping up with those changes, particularly by assisting in the training of workers, is paramount to the survival of a dynamic sector. The public sector should and can be instrumental in making sure that the workforce the manufacturers need is available. Linking local community colleges with businesses and their workers is key to this education process. Local institutions such as Bunker Hill Community College should be identifying the existing and emerging needs of manufacturers and their employees and developing programs and curriculum to address those needs.



GREENTOWN LABS

### Regional Innovation: Greentown Labs

Boston's metropolitan area offers several technology incubators and green industry initiatives that could further inform such developments in Malden and Everett or that could offer opportunities for collaboration or creating spin-offs. Among these is Greentown Labs in Somerville, the largest clean-technology incubator in the Northeast. Greentown Labs is currently home to nearly 50 member organizations and continues to drive initiatives that expand the innovation economy across Massachusetts. Greentown offers machine shops to help companies work on prototypes; free and reduced-cost software; and sponsored services in marketing, public relations, human resources, graphics and design, real estate, and liability insurance.

For additional information, see <http://greentownlabs.org/>.

Neither Malden nor Everett's primary industrial stock is recent. The cities could provide access to capital resources so these owner's buildings can be modernized, kept compliant with codes, and remain competitive in the marketplace. Equally important is access to a variety of types of capital for manufacturers themselves. Upgrading equipment, expanding plants, developing green processes, and switching to green fuel sources require significant capital outlays. Loan funds and loan guarantees, bond programs, and other financial instruments specific to the sector should be funded and marketed to the sector.

Equally important to the manufacturing sector is public and private infrastructure. Not unlike most Northeastern U.S. cities, the sector has seen years of severe disinvestment. Many public and private areas of Malden and Everett's manufacturing districts are in significant need of infrastructure rebuilding. Streets, roads, and highways are obvious areas of needed investment. What lies below the ground—water, sewer, and power infrastructure—also needs improvement and is often overlooked until catastrophe strikes. The panel found areas with a severe lack of investment in high-speed internet service and equally poor cellular service. First-rate internet and cellular service is absolutely necessary for a modern, desirable, and effective business community. Malden and Everett should address this communications shortfall as a high priority.

## Reinforcing Existing Manufacturing Strengths

Both Malden and Everett currently possess a significant number of emerging food manufacturing businesses. This manufacturing group should be supported because it is a growth sector, one of the few in manufacturing in Massachusetts.

A new food industry has descended upon the two cities. The food truck phenomenon has established itself locally and should be encouraged and supported for growth. Food trucks represent an opportunity to support what are often first-time business owners, potential restaurateurs, or even food manufacturers. The sector must be supported both



UL/DANIEL LOBO

*Stock Pot Malden offers commercial kitchen space used by a variety of food trucks, caterers, and other entrepreneurs.*

## Regional Innovation: Stock Pot Malden

A great existing and growing example of innovative economic infrastructure is Stock Pot Malden, a culinary incubator with ample resonance in the region. The for-profit venture invests in food entrepreneurs with diverse backgrounds. Stock Pot presents the project as a study in co-creation, a management strategy premised on the idea that everything from small business to major global corporations will be most profitable if they empower and engage with all their stakeholders, particularly the little small ones, with an emphasis on minority ethnic and cultural group empowerment.

Members are entitled to consult with in-house experts and have priority registration in any classes offered, including ServSafe® food safety, business development and planning, permitting and regulatory guidance, finances and bookkeeping, marketing and sales support, and culinary and recipe guidance.

Stock Pot includes a commercial kitchen that hosts a variety of rotating food trucks that serve the Boston area, as well as caterers and food retailers that benefit from the different training programs and support offered.

For additional information, see [www.stockpotmalden.com](http://www.stockpotmalden.com).



UL/DANIEL LOBO

*Emily Gouillart, principal of Stock Pot Malden, leads a tour of the food incubator for the panelists.*

## Regional Innovation: Craft Industries

Malden and Everett are home to several young craft industries that display exemplary notions of collaborative competition with a sense of generating community and that are helping reshape workforce and employment practices. Night Shift Brewing and Idle Hands Craft Ales are but two of the small and renowned craft beer producers in the area. These are successful entrepreneurial efforts and part of a culinary renaissance that requires careful attention and support to be sustained.

In June, Idle Hands lost its lease in the southern part of Everett to pressure from development. Looking for an option to relocate and save the business, it collaborated with its neighboring competitor Night Shift Brewing to continue full production capacity at Night Shift's brewery until a new space could be negotiated. Before the summer was over, this business continuity enabled Idle Hands to announce its signing of a new property lease and its relocation to Malden.

"We'd always been helping each other out from running out of grain or caps all the way up to when they were in a sticky situation," Night Shift Brewing owner Rob Burns told *Boston Metro* (August 2, 2015). "When you're in a



Michael Oxton, coowner and founder of Night Shift Brewing, describes the operation to the panelists.



Kamuron Guroi, panel chair, addresses community representatives during the Advisory Services panel reception at Night Shift Brewing's taproom.

position to help, [it] makes you feel like you're a part of something bigger. We have an opportunity to help because of our fans, and we have this humbling opportunity to help out our friends. They'd do the same for us, no doubt. Helping a small biz through a rough patch is what makes it all worth it. Celebrate camaraderie of starting together. They're all great and they shouldn't fail because they got unlucky."

Idle Hands plans to continue guest brewing at Night Shift until all the permitting and renovation process allows the company to reopen in spring 2016. Night Shift moved to its second Everett location—a larger place—in 2014 and is part of a sector that includes an upcoming distillery and another planned brewery that will further strengthen the entrepreneurial character of the area.

For more information, see [www.idlehandscraftales.com/](http://www.idlehandscraftales.com/) and [www.nightshiftbrewing.com/](http://www.nightshiftbrewing.com/).

at the back of the house (production facility) and at the mobile operation.

Both Malden and Everett have significant immigrant populations and corresponding burgeoning ethnic food restaurants. Ethnic foods are a national growth area, so these established businesses should be examined to see if any of their retail products could be scaled to larger production and wholesale distribution.

While Malden has developed a popular restaurant scene, Everett has seen the onset of beverage manufacturers who also sell retail. This niche manufacturing group has the ability to grow. With proper support and tenant mix, other food and beverage manufacturers might join the trend, which is becoming more and more popular nationally. Establishing a critical mass of these businesses could not only help the businesses grow collectively, but also could serve as a catalyst for community development. Those food and beverage manufacturers could become a desti-

## Mixed-Use Industrial Transformation

Crafting a vision around industrial heritage poses specific challenges depending on the building stock of the specific area, the former uses, the

need to retain business, the particular scale and requirements of the area, and, most important, the commitment to sustain a meaningful new vision.

### The Brewery Blocks, Portland, Oregon

The Brewery Blocks in the Pearl District of Portland, Oregon, comprises a thriving and sustainable mixed-use urban community. The development includes seven buildings on five contiguous city blocks and contains retail, office, residential, cultural, and performing arts spaces—totaling more than 1.7 million square feet. The blocks have become an urban destination, enlivened with vibrant streetscapes and connected to the rest of the city by a smart transportation system.

The developers undertook an innovative mixed-use approach, using public/private partnerships and a focus on preserving historical integrity. Evidence for the success of the Brewery Blocks is found in the positive financial returns for investors and in the dividends that continue to be paid to the community in the form of a walkable, livable, and sustainable neighborhood.

Before the Brewery Blocks, the site housed the Blitz-Weinhard Brewery, set in an area virtually devoid of businesses, housing, and pedestrians. This deteriorating warehouse district was transformed into a revitalized neighborhood—preserving iconic structures and turning the historic Portland Army into the Gerding Theater at the Armory. The Brewery Blocks redevelopment exemplifies the notion of building for sustainability and historical preservation to guarantee long-term financial success.

For additional information, see [www.breweryblocks.com](http://www.breweryblocks.com).

### Krog Street Market, Atlanta

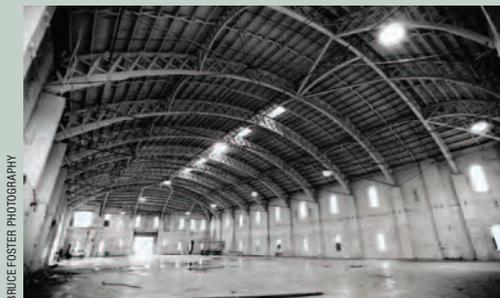
The renovated Krog Street Market in Atlanta, occupies nine acres (3.6 ha) of mixed-use development. Located along the Atlanta BeltLine trail at Edgewood Avenue in Inman Park, the complex is anchored by a 12,000-square-foot (1,100 sq m) complex with the market and restaurants and also includes 225 housing units in its initial phase. It incorporates two existing parcels on either side of Krog Street: The Stove Works on the west side and the former Tyler Perry Studios at 99 Krog Street. The Stove Works, a former potbelly stove and iron-pan factory, remains unaltered as a strong element of the local character that the development embraces.

For more information, see [www.krogstreetmarket.com](http://www.krogstreetmarket.com).



GERDING EDLEN

*Since Brewery Blocks in Portland, Oregon, was completed in 2006, more than 20 development projects have been triggered, including the adaptive use and renovation of nearby properties.*



BRUCE FOSTER PHOTOGRAPHY



BRUCE FOSTER PHOTOGRAPHY

*Before renovation (middle) and after (left) views of the Gerding Theater at the Armory in Brewery Blocks.*



LU/DANIEL LOBO

*Krog Street Market in Atlanta—with stalls that sell produce, goods, and prepared food and with restaurants and retailers—offers a new gathering place for the neighborhood.*



LU/DANIEL LOBO

*The original forklift bridge at Krog Street Market in Atlanta is retained as a nod to the historic heritage of the project. In the future, the bridge is envisioned to be restored as pedestrian access to development on the opposite plot.*

nation—locally and regionally—and through coordinated efforts, also could become a national destination with events such as the existing Extreme Beer Fest and the Boston Local Food Festival.

Although food and beverage manufacturers are an asset to the two communities, neither Malden nor Everett should be content with the high concentration of one type of industry. Other nonfood manufacturers should be sought and encouraged case by case. Selection of these industries should be made in accordance with the city's zoning and development plan and the potential net effect on the municipality's infrastructure, the needs of the community, the quality of jobs, and the environment.

## Clean and Green

Unfortunately, both Malden and Everett still suffer from the legacy of dirty industry that had a significant presence in both cities. Fortunately, both cities have undergone significant cleanup initiatives, and pending projects in both cities will continue this important work.

Both cities' past environmental troubles must guide future decisions and policies for the manufacturing sector. Existing manufacturers should be encouraged and assisted in upgrading to cleaner and more efficient equipment and processes. Alternative energy sources should be highly encouraged. Solar power, cogeneration, wind, geothermal, and other sources should not only be encouraged but also should be required. The aging infrastructure of these communities is fragile and overburdened; all steps must be

made not to overload the infrastructure. Although manufacturers should be required to adhere to the previously mentioned policies, local and state government and utilities should help with technical assistance, financing, and other aid to facilitate the completion of such upgrades.

## Implementing Industrial Policy

Key to the success of the industrial plan is a strict adherence to the policies and zoning established by both cities. Key city officials should stand by their core principles and encourage the implementation of a strategic plan and avoid chasing the low-hanging fruit. Trends are fleeting as are the jobs associated with those trends.

Both Malden and Everett have strong assets that should be used judiciously. The panel has shown that the market is changing and that the market is heading to these two cities. This puts them in the unique position of being able to plan for what they want rather than taking just any development projects that come along.

# Community Engagement

**OVER FIVE DAYS, THE ULI TEAM** became immersed in Malden and Everett—eating, walking, talking, T-riding, and experiencing the physical character of the two towns, their landscapes, the roadways, the gardens, and the rivers. Panelists met shop owners and high school students, entrepreneurs and city workers, gardeners and walkers, bike riders, rowers, strollers, and skaters, plus artists, teachers, city leaders, ministers, and more.

These cities are wonderfully diverse, dynamic, and multicultural. In this situation, “knowing the user” is a complex and dynamic challenge and the art of applying that insight to the opportunities ahead is the key to success. Listen well and keep the conversations going.

## Meet People Where They Are

To a large extent, the opportunity for lasting and transformative success hinges on connecting with individual citizens, tapping into the energy and capacity of organized interest groups, and celebrating inclusionary partnerships among a wide cross-section of stakeholders and community members. In addition, as one of its three key objectives, MassDevelopment’s TDI has to engage the communities through the TDI partnership and stakeholder involvement, as well as resident and worker participation. This ULI panel was the first step in establishing an expanded group of stakeholders and a plan that could be implemented with further community engagement.

To be sure, the panel’s specific recommendations for land use, public investment and private development decisions, and cultural programming and activities are informed by best practices, professional expertise, and insights gained from its on-site interviews and research. Nonetheless, the on-the-ground perspectives; experiences; and knowledge of residents (young, working age, retired, and elderly),



RALPH NUÑEZ

*Rowing on the Malden River is one of the significant activities that make the area attractive.*

workers and business owners, government officials, and community groups (religious, cultural, educational, and social services) are invaluable for bringing the panel’s recommendations to life.

There is much life—economic, leisure and recreation, and some social activity—already occurring in the Malden River project area. One challenge is connecting with—rather than repeating or reinventing—what is already happening.

This strategy of “meeting people where they are” can start with the everyday encounter. Further, it includes leveraging existing venues and programs and, finally, developing new, “fun with a purpose” experiences. First, the strategy can be as simple and quick as everyday interactions such as asking (at Boston’s T commuter rail and bus stops), “Do you have a minute to tell us about . . . ?” Infusing recreational and family-friendly activities and programs as opportunities to learn about issues and provide information can creatively provide simple opportunities for people to share their thoughts and for the city to assess preferences, hear responses to concerns, and weigh in on design possibilities or detailed proposals.

Beyond “meeting people where they are,” any new efforts to engage community stakeholders should still be designed and conducted as purposeful and fun events.

Here is a sampling of potential tactics recommended by the panel:

- *Light the river:* Festival outdoor lighting, floating lanterns, and even laser light shows can quickly and dramatically call attention to this under-appreciated community asset.

- *Introduce a pop-up StoryCorps site:* Work with public libraries, high school history and civics classes, historical

## Advancing Resilience in East Boston

Robust community engagement is perhaps most critical when communities face complex challenges that affect many parties. One recent successful example of this has just concluded in East Boston where the issues of flooding and sea level rise could affect many and were given serious attention. Although the topic is not a direct analogy, it bears recounting here for two reasons: many similar conditions exist among East Boston and the Malden River cities of Everett and Malden, and ULI Boston participated as an active convener and partner with the

community in addressing this complex, perhaps daunting, community challenge.

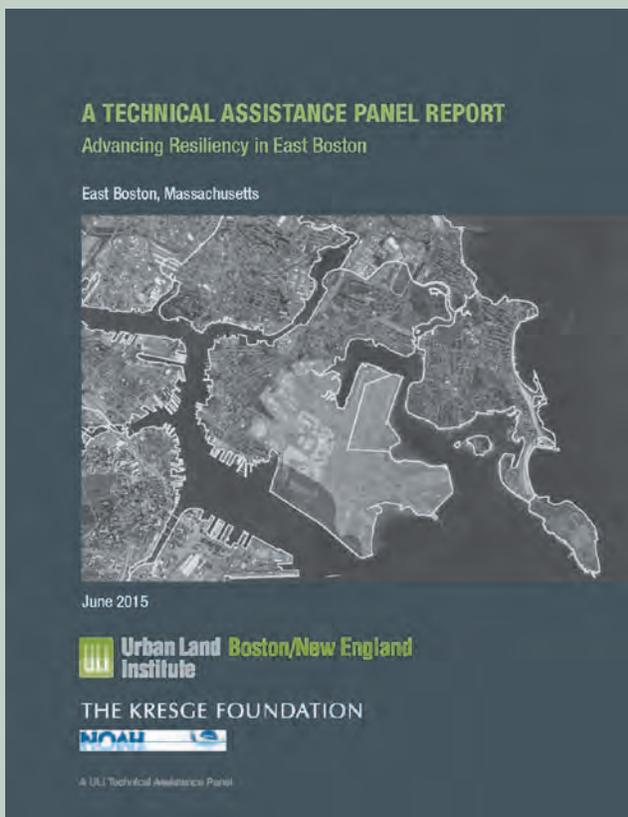
The panel recommends that the Malden River cities soon consult with ULI Boston and the East Boston community because their situations share several similar characteristics:

- Demographics
- Uneven awareness of complex challenges
- Significant long-term challenges competing with immediate personal and individual business needs
- Many public agencies’ jurisdictions overlapping, yet many working in silos

Three successes in East Boston and worth exploring for Everett and Malden are as follows:

- Condor Street Urban Wild restoration showcased positive change and created a durable public asset that is a source of pride and accomplishment.
- Youth outreach workers are powerful and effective project ambassadors. They can provide the following:
  - Translation for non-English-speaking households
  - Door knocking plus celebrations through the youth network
- Delegate process created the following:
  - Forty committed neighborhood representatives including geographic, age, and ethnic diversity
  - Child care, meals, and a stipend provided so that delegates could attend and participate meaningfully in an often technical and arcane planning process

For more information, see [boston.uli.org](http://boston.uli.org).



commissions, and diverse cultural organizations. Deploy a publicly accessible, highly visible, local oral history collection and sharing site. Use video projection and mobile audio streaming to disseminate the rich history and variety of local experience.

- *Ask, “Do you have a minute for your city?”*: Such questions are great ways to collect perspectives and reactions to new proposals and to increase awareness without expecting people to show up at conventional community meetings.
- *Offer conference bike tours and people-powered river cruising*: These activities are fun, eye-catching, and people-powered ways to explore familiar (and not so familiar) places in memorable ways.
- *Offer family picnic space and food truck rodeo*: To activate the highly underused riverbank and adjacent BNY (Bank of New York) Mellon parking lot, widely publicize and host a regular weekend food truck rodeo and family picnic zone.

## Next Steps

The tactics described above are merely illustrative and not exhaustive. Regardless, creating and supporting community interest are critical to realize a healthy, productive, and inclusive future for the cities of Everett and Malden.

# Supporting a Healthy Built Environment

**THE MYSTIC RIVER VALLEY** and its Malden River tributary have a long, storied history of industrial ingenuity and close-knit communities. The cities in this valley, including Everett and Malden, live every day with the legacy of the past. In a positive way, the relatively dense urban residential fabric and unique industrial buildings are what many urban areas are trying to recapture.

However, these qualities also created obstacles for community growth with a congested transportation system as well as contaminated soil and water. The heavy industry of the past effectively hid the Malden River from its surrounding residents and drastically reduced natural habitat. Several hundred years later, the area's aging water infrastructure is being pushed to its limits.

This study is perfectly timed such that hidden gems remain to be uncovered amid unevenly used public waterways and industrially zoned parcels. There is much to build on.

## Design Principles

Several of the main design principles provided a direction for the vision design:

- *Regional connectivity:* Promote regional connectivity to build on the combined strengths of the area.
- *Community collaboration:* The communities have similarities and differences that make them unique. By working together and focusing on the vision, more can be accomplished.
- *Pedestrian focus:* Design at the street level, and focus on pedestrian experience. Promote places for people and activities for social interaction. Connect people to amenities.
- *Regenerative:* The plan must be able to regenerate and reinvigorate environmental damage over time by embracing sustainable principles. It must help heal damage to earth, water, plant, and animal communities.
- *Public health:* Promote walkability, healthy food choices, exercise, and social interaction.
- *Open-space flexibility:* Provide flexible open space to adapt to future demand and changes.
- *A “wow” factor:* Modest effort is soon forgotten. To be a place that people will remember needs the WOW!

## The Malden River

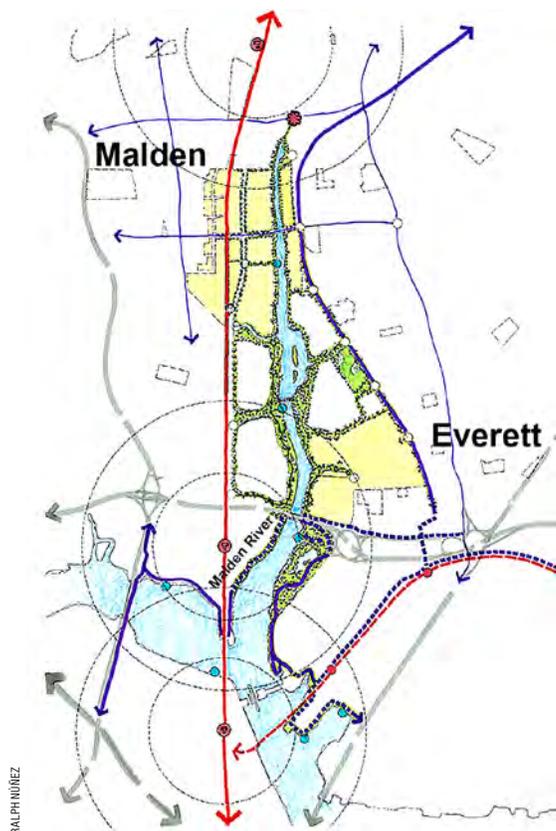
At the center of the design recommendations sits a golden opportunity in the Malden River. Its revitalization encompasses all the design principles noted above.

A revitalized river welcomes those who come here to live, work, play, or learn to create a new culture of river living. Walking trails, biking paths, docks for boating and catch-and-release fishing, and cafes opening up toward the water all work together to activate the river. Thoughtful plant



The Malden River already offers a stimulating environment full of opportunities for community growth.

ULI/DANIEL LOBO



RALPH NUÑEZ

The Malden River is a key organizing element and provides a critical opportunity for the growth of Malden and Everett.

palettes and restored wetlands work to restore habitat and draw wildlife for the viewing pleasure of children and adults alike—encouraging everyone in the community to stay young at heart. These rivers also provide important hydrological and drainage functions that help the cities' aging infrastructure. Turning these areas into teachable projects that educate residents about the connection between gray and green infrastructure could be helpful to facilitate an appreciation for their function.

## Completing the Connections

Connecting various segments of existing bike and pedestrian routes increase mobility options, thus decreasing reliance on vehicular routes of the adjacent parkways. For both study areas as well as surrounding residents, these relatively low-cost infill segments along the river and on

the streets provide more efficient travel between cities, more direct relationships to regional open spaces such as the rivers and Middlesex Fells Park, and additional outdoor recreational opportunities. Installation of a bike share system (such as an expansion of the Boston Hubway program) would then even further promote mobility options for both recreational and commuter purposes.

### A Bridge Connects Us

The insertion of a new pedestrian bridge connecting Malden and Everett not only increases this regional connection but also directly stitches together the two focus areas primed for further development on either side of the Malden River. The design of the structure itself could create a visible gateway into Metro North, ensuring that there is enough clearance to allow water taxis and rowing teams to pass below and enough transparency above to ensure that those crossing the bridge have clear sightlines for photographing nature. Embedded in an area known for ingenuity in artistic design and product manufacturing, the new bridge should be considered an investment symbolizing a connected, prospering region.

### Green Stormwater Infrastructure

So as to maximize the effect of a revitalized river on the urban environment, the creation of a series of tributary

*An attractive bridge would act as a physical and symbolic connector of communities. Several design options could be explored, depending on the soil and technical requirements of the Malden River.*



RALPH NUÑEZ

bioswales—landscape elements primarily designed to remove silt and pollution from surface runoff water—and wetlands connecting to the river and up its banks will systematically alleviate some of the subsurface water infrastructure pressures by increasing the infiltration rate of stormwater. Functional landscapes could be very valuable here—particularly those that reduce greenhouse gases, provide habitat, and even treat soil contaminants through a scientifically proven process called bio-phytoremediation. As mentioned above, taking advantage of the opportunity to educate will help provide an example for regional property owners and residents who may be otherwise hesitant to employ these practices. This type of landscape poses a paradigm shift in maintenance procedures for already tight city budgets in open space and departments of public works. Further complicating matters will be additional remediation, which would need to be incorporated into the final design.

### Complete Streets

“Complete streets” are designed and maintained to enable safe, convenient travel for users of all ages and abilities regardless of their mode of transportation. To achieve true complete streets in these areas, delivery vehicles and green infrastructure components need to be accommodated—but both elements can be included in design standards.

One of the many benefits of putting the Malden River at the center of the plan is that the river is truly the glue between the cities of Malden and Everett. It also flows

*Led by the Boston Transportation Department, Boston Complete Streets develops new street design guidelines and supports the implementation of projects informed by this work. The initiative aims to improve the quality of life in Boston by creating streets that are great public spaces and serve as part of sustainable transportation networks. For additional information, see <http://bostoncompletestreets.org>.*



BOSTON COMPLETE STREETS

south into the Mystic River, through Boston, and beyond to the Atlantic Ocean—meaning that its water quality and quantity directly affect its neighbors downstream. As infrastructure ages, extreme weather becomes more frequent, and sea levels rise, it will be critical to being to address physical and social elements of the world in a proactive, collaborative way. In other words—it is imperative to consider resilience moving forward with any planning effort.

ULI, the U.S. Green Building Council, the American Institute of Architects, and the American Planning Association define resilience as the ability to prepare and plan for, absorb, recover from, and more successfully adapt to adverse conditions. These organizations have collectively affirmed that the promotion of resilience will improve the economic competitiveness of the United States. The panel strongly advises that the cities of Malden and Everett along



### Living with Water

*The Urban Implications of Living with Water* is a ground-breaking report published by ULI Boston/New England in 2014. ULI Boston/New England’s Climate Resilience Committee continued the work to address sea-level rise with the report *Developing Resilience: Living with Water Strategies for Greater Boston* in 2015. The 2014 publication stresses the importance of addressing climate change as an opportunity to innovate; the 2015 publication focuses on identifying the barriers to building resilience in different development practices. The report outlines specific resilience strategies for housing, urban development, infrastructure, and institutional development.

with MassDevelopment use these recommendations as a springboard toward creating a more resilient local community by using the Malden River as a unifying focus.

## Malden Study Area

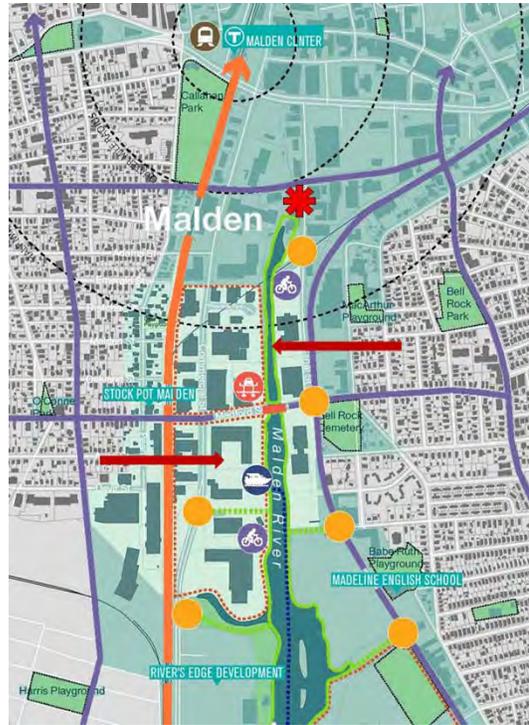
The plan for Malden River access in the Malden study area would incorporate the previously suggested recreational paths, water taxi stop, river dock, and cafés. Its adjacency to downtown Malden to the north and the River's Edge development to the south offer specific opportunities to build on some current market activity. The upgrade, expansion, and possible relocation of an easily accessible public boathouse are recommended to serve an array of boating activities.

The panel highly recommends celebrating the place in downtown Malden where the Malden River daylights from its culvert. Creating an interactive water feature that doubles as a public art installation would speak to the artistic initiatives active in Malden while allowing urban passersby to recognize their connection to water.

### Food Innovation District

A palpable energy surrounds the alternate food processing and distribution businesses burgeoning in Malden, largely clustered in the northern portion of the study area that is adjacent to downtown Malden and walkable from the Malden Center T stop. Daily, valuable curbside real estate is set aside at this transit stop for several food trucks to line up and welcome customers—an informal “food truck rodeo” drawing customers for dinner during the week. Extension of this popular phenomenon into weekends would draw families and visitors and become a visible and reliable community event.

Operating in two neighboring facilities in the study area, Plantedosi Baking Company has been in business since 1916. Meanwhile, Stock Pot Malden has been successfully renting commercial kitchen space to local food truck operators in its culinary incubator since August and shows no sign of slowing down. Located in a former school district commissary, the modestly sized rental facilities are an “elementary school,” and Stock Pot Malden is ready for



General plan and key strategies of the Malden study area.

expansion. Larger “middle school” units would be able to accommodate chefs and other clients interested in wholesaling and catering and have precedent in other cities such as Los Angeles. Proximity to the existing operation would be helpful for this lean organization, and this type of business model makes repurposing existing facilities more desirable than building new.

Developing a district brand with accompanying distinctive signage would build on recent and long-term successes, take advantage of existing building stock, and leverage the energy of a diversity of residents and workers. Potential implementation strategies could include the following:

- Engage the local artist community to help create this district identity, including the high school art and maker students.
- Plant fruit trees along the street to visually and symbolically indicate that food lives here while improving the regenerative nature of the urban fabric.
- Transform underused ground area into raised bed community gardens open to residents.

- Invite urban farmers to grow on existing and new building roofs, showcasing Malden's innovative food system developments to the Orange Line and Commuter Rail riders looking out the windows onto the adjacent building roofs.

Physical design affects human behavior at all scales. Today, communities across the United States are facing obesity and chronic disease rates in epic proportions, and the Metro North area is no different. The built environment offers opportunities for and barriers to improving public health and increasing active living. In turn, healthy places create economic value by attracting workers of all ages and skills as well as innovative companies.

The creation of a food innovation district as described above would recognize this economic value, empower local champions for health, embrace the unique neighborhood character already established, and promote access to healthy food—all core principles as outlined by ULI's Building Healthy Places initiative.

### Malden Focus Area

ULI's assignment was to look at both cities and see how they could further develop their regional presence and identity for their unique attributes. The panel chose to focus on one study area in Malden—the Department of Public Works (DPW) site at 356 Commercial Street—to address the following questions.

## ULI Ten Principles for Building Healthy Places

### 1. Put people first.

Individuals are more likely to be active in a community designed around their needs.

### 2. Recognize the economic value.

Healthy places can create enhanced economic value for both the private and public sectors.

### 3. Empower champions for health.

Every movement needs its champions.

### 4. Energize shared spaces.

Public gathering places have a direct, positive impact on human health.

### 5. Make healthy choices easy.

Communities should make the healthy choice the one that is SAFE—safe, accessible, fun, and easy.

### 6. Ensure equitable access.

Many segments of the population would benefit from better access to services, amenities, and opportunities.

### 7. Mix it up.

A variety of land uses, building types, and public spaces can be used to improve physical and social activity.

### 8. Embrace unique character.

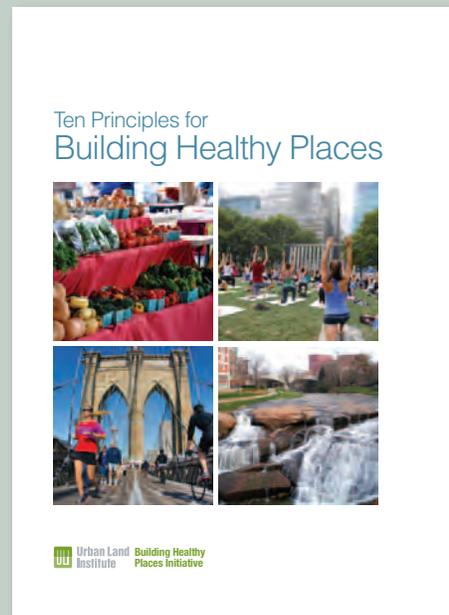
Places that are different, unusual, or unique can be helpful in promoting physical activity.

### 9. Promote access to healthy food.

Because diet affects human health, access to healthy food should be considered as part of any development proposal.

### 10. Make it active.

Urban design can be employed to create an active community.





- How might the community reclaim a prize waterfront location at its front door?
- How might Malden gain a sense of gateway arrival?
- How might the DPW physical plant and community engagement be transformed?
- How might the community imagine an exceptional mixed-use transformation by the river?

The following is the panel's assessment and recommendations in response to those questions.

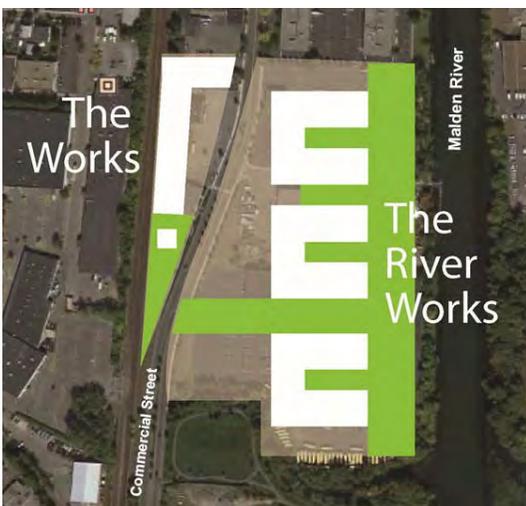
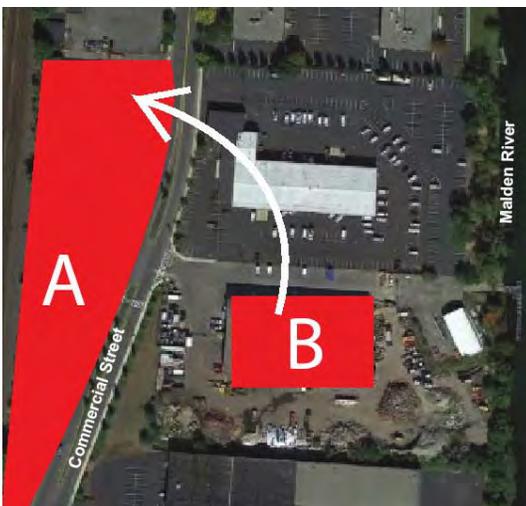
**Reclaim a prize waterfront location at the city's front door.**

The DPW occupies a five-acre site next to the Malden River. It houses the public works operation; a small temporary boat house; and a junk-filled site with flooded areas, salt storage seeping, and general disarray. This city yard in its current warehouse state is not the best first impression for visitors driving by on Commercial Street, nor does it provide an image of the vibrant and active community seen in the rest of Malden. Not only does the area look unattractive, it blocks passersby from even knowing the river is there.

Bob Knox, DPW director, suggested that the DPW operation could be run on 2.5 acres. A move could improve his efficiencies—for the building footprint, its green design, and the team's operation.

Across from the DPW on Commercial Street is a dead zone—two new buildings, 323 and 339, that have been unoccupied and unleased since completion. The land abuts the Orange Line rail and does not have an intersection with signals.

**Give Malden a sense of gateway arrival.** The panel recommends moving the DPW operation to the three-acre site across the street, adjacent to the tracks. The city should make the new facilities a beacon of innovative



*The vacant site next to the commuter-rail line in Malden (A in middle photo) offers a premier development opportunity. The Department of Public Works facility on site B could be moved to site A to allow development of the River Works project.*

public works by designing a new plant for the DPW that takes advantage of 21st-century technology: windmills, solar panels, green innovation, geothermal energy, state-of-the-art composting, electric car chargers, bike storage, and rooftop art that shouts “Hello Malden” as people speed by on the T or crawl by on Commercial Street.

Across the street at the river, an exciting peek into the River Works would let people know they have arrived in Malden-by-the-River. Irrespective of the location of the final site, a unique DPW facility would be beneficial for Malden’s image.

**Transform the DPW physical plant and community engagement.** The plant not only transforms with its innovative public-works architecture, it also engages the community in its purpose. Classes, demonstrations, a community room, and Malden High School maker space plus work internships can amplify the benefits of moving across the street. It could include a workshop such as TechShop with 3-D printers, power tools, and mentoring. A greenhouse rooftop could be another boost to the food manufacturing that is happening in both cities.

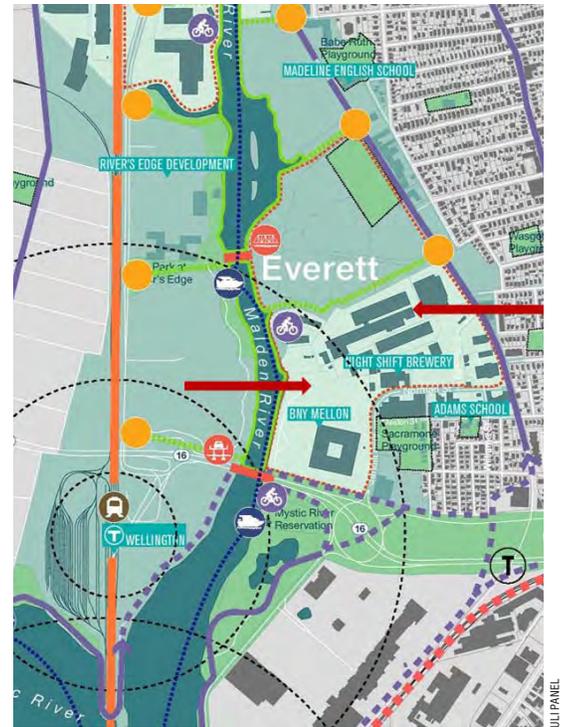
**Imagine an exceptional mixed-use transformation by the river.** With the DPW removed, the site can be reconfigured in dynamic ways, allowing for creative design that includes light-manufacturing space, commercial offices, supportive retail businesses, and residential space.

The planning and design of the River Works can research creative uses like next-generation research and development, a training kitchen, a top-end bike designer with a bike education component, a family maker space, and a place to host the food truck rodeos.

The zoning should preserve two uses: light manufacturing and public access to the river. Such uses are priceless assets to Malden and its future.

## Everett Study Area

The conceptual plan for the Malden River access in the Everett study area would incorporate the previously suggested recreational paths, water taxi stop, river dock, and



General plan and key strategies of the Everett study area.

cafés. However, its currently underused land contains significant spaces ripe for wetland and habitat restoration, preferably considering bio-phytoremediation techniques. The site redevelopment requires a proactive and creative developer and property owner as well as financing to implement significant remediation and public amenities that support the district.

Similar to Seattle’s Gas Works Park, the newly accessible public open space could begin as passive greenery and then transition to public event space. A multilevel shared parking garage on the current BNY Mellon or the former General Electric plant site would free ground area for active open space and groundwater infiltration as well as open tributary access points to the river from the east. Such a shared parking facility could then maximize its regenerative effect by incorporating rooftop solar panels or leasing space to urban farmers.

### Health and Wellness District

Family gardeners already inhabit this area, actively harvesting from raised bed garden plots on land offered to the community by the adjacent auto body shop. Converting the seven-acre park into an active team play area—perhaps with soccer and baseball fields—would complement the more passive play areas described above while building community. Although current limitations do not allow for those uses without further partnership with the commonwealth and the property owner, in the short term the planning for such use is critical.

Adjacent to and around these open spaces stands a unique combination of underused industrial building stock whose tenants consist of a distinctive maker/doer/fixer culture. Specialty fitness activities from rock climbing to trampoline jumping compliment the newly opened brewery, Night Shift Brewing, to activate this area outside normal business hours. Incorporating more fitness aspects into both indoor and outdoor spaces would help make being healthy and active fun for neighbors near and far.

The synergies with the legendary Teddie Peanut Butter factory and a burgeoning food truck culture combine legacy businesses with innovative start-ups. An easy next step would be to encourage additional food and drink incubators, perhaps those that open their doors to community events.

Cambridge Health Alliance and its health partners lie less than a mile north of this district. This community health care system and its partners are expanding staff and services such as the patient-centered medical home model and ongoing advocacy for healthy food, fitness options, educational partnerships (with Bunker Hill Community College, for example), and community outreach. The additional river and street connections would create an easy path between these two areas, activating the land as well as the community.

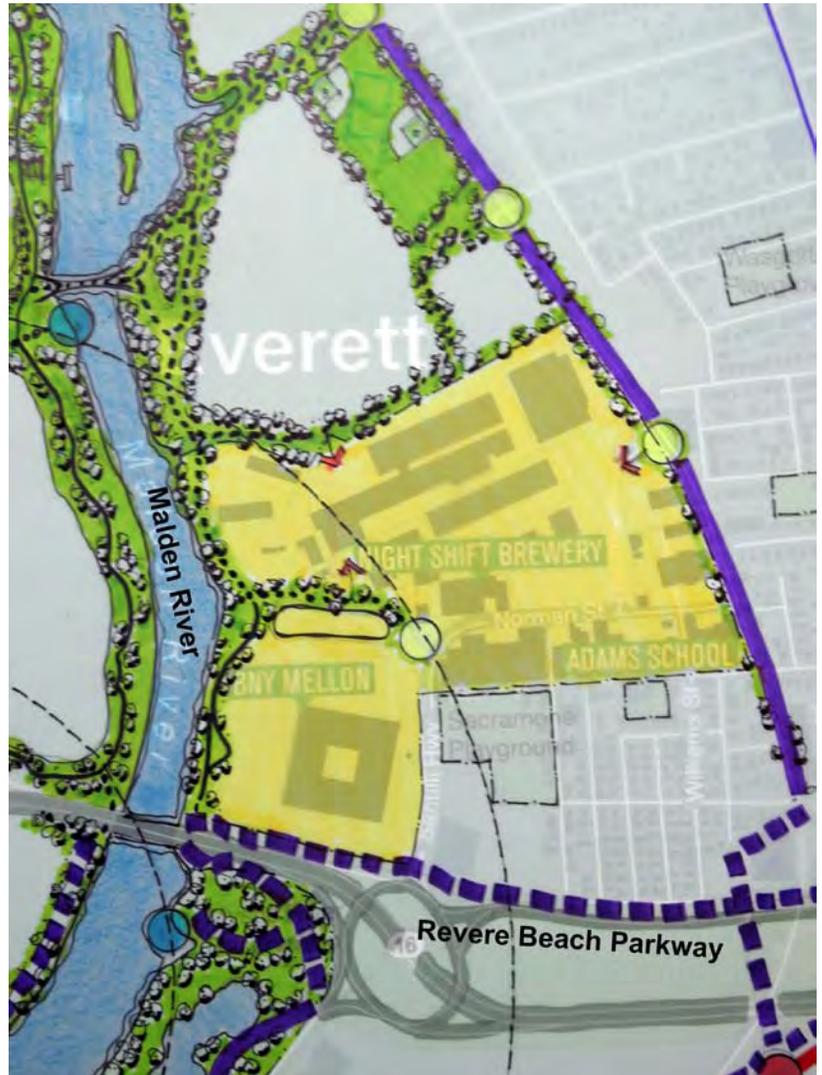
The creation of a health and wellness district as described above would energize shared spaces, creatively mix land uses, empower local champions for health, promote access to healthy food, and incorporate active-living

design strategies—all of which are also core principles as outlined by ULI's Building Healthy Places initiative. In addition, with more spaces being opened and designed for people of a variety of abilities and ages who participate in a variety of activities, equitable access is improved for the entire community.

### Focus Area: Santilli Norman

Because the panel's assignment included particular emphasis on Everett's industrial area commonly defined as Santilli Norman (north of Revere Beach Parkway and Route 16 adjacent to Malden's riverfront), panelists considered the following questions:

*The Santilli Norman focus area in Everett.*



- How might the city reclaim a prize riverfront location for Everett?
- How might the city give Everett's industrial area north of Revere Beach Parkway and Route 16 a gateway, an identity, and a sense of arrival?
- How might the city acknowledge, support, and celebrate 21st-century industrial activity?
- How might the city acknowledge, support, and celebrate 21st-century indoor recreation and public open space and recreation destinations?

The following is the panel's assessment and recommendations in response to those questions.

**Recapture the prize riverfront location.** In the area just north of Revere Beach Parkway's tangle at Santilli Circle, an everyday vitality and special variety awaits customers, skilled crafters, and thrill-seeking athletes alike. And yet, key missing links and lack of visibility hide some of the area's fullest potential.

**Turn the magical qualities of the old industrial site into a welcoming gateway.** This area offers the texture of time combined with the edginess of today. It has an odd combination of uses: plating, a car barn, and craft beer facilities along with trampolines, rock climbing, and random storage containers, thus making the site unique and randomly cool. The area is a magnet for diverse visitors. The birthday parties at the indoor trampoline park draw all ages, and craft beer drinkers come to the area on public transportation.

With a bit more development of the vacant spaces, an extension of the area's "Bike to the Sea" path, more dynamic signage, and an ever-widening reputation on Twitter, Facebook, and other social media, Santilli Norman will become a regional magnet for adventurers.

**Celebrate 21st-century industry and recreation.** Now Santilli Norman attracts the residents of Boston, Cambridge, and Somerville. As it adds more businesses and cleans up a bit, the area will extend its reach and

appeal, thereby attracting more people from farther away. The pièce de résistance of Santilli Norman will be its river connection. And such a connection will be an amenity to any future development in this location.

In his 1989 book *Thunder at Twilight*, Frederic Morton noted that all great places have two things: one foot in memory and one foot in prophecy. Santilli Norman is this. With that in mind, the panel identified four organizing principles to support the area's continuing (and deeper) success. They are as follows:

- Make the area leaner and safer.
- Make the area millennial friendly.
- Celebrate the destination.
- Provide connections to the river.

### Infrastructure

The panel recognizes and strongly supports industrial activity in Everett's Santilli Norman district. It has great potential, but needs better maintenance and is hampered by overdue capital improvements. This includes some badly needed infrastructure upgrades typical to older industrial areas. A reliable supply and high quality of water and sewer service, storm water drainage, electrical power, and access to high-speed internet and cellular service are not conveniences. They are necessary to do business and remain competitive.

### Curating the Tenant Mix

The panel also recognizes that the mix of industrial and commercial tenants can be synergistic and mutually reinforcing to create a successful industrial ecosystem. Or incompatible tenancy can become a source of conflict and destructive to the vitality of the businesses. In essence, this task becomes an ongoing task of "curating the tenant mix" and connecting uses, spaces, and connections between companies for which owners and their public agency partners must take a strategic and proactive responsibility.

## Signage

Signs are a secret weapon: they can tell a story, celebrate memories, visually guide, tease us to find something nearby that we didn't know about, and even take us home. At Santilli Norman, a big opportunity awaits. Starting with the historic charmer—Teddie Peanut Butter—the panel suggests designing signage that weaves together the community while delivering value to the businesses, the manufacturers, the owners of the property, and the neighborhood.

The panel recommends that this signage be among the first projects completed and used by the public through a proposed Mystic Valley Development Commission (MVDC) special district program (discussed subsequently under public sector leadership and implementation).

## Parking Management and Sharing

ULI has widely and repeatedly documented the multiple benefits of developing coherent, flexible, and smart parking arrangements in its publications *Pedestrian and Transit-Oriented Design* (2013) and *The Dimensions of Parking* (2010). Health and safety are protected when emergency access is clearly demarcated. Although not often borne out, business owners and operators almost universally attribute the desirability and success of their businesses to the perception of parking proximity and availability. Valuable land can best be used for its most productive uses when actual demand is served by clear signage and shared parking that take advantage of complementary time-of-day and workday–weekend peak needs. And finally, stormwater quality and volumes flowing into the Malden River should be improved and impervious surface should be minimized when implementing smart parking lot designs.

## Transit Supporting Industrial Development

The panel recognizes and emphasizes that taking greatest advantage of existing (and planned) transit is increasingly critical for the success of employers, businesses, workers, customers, and visitors. Millennials, boomers, and workers of all incomes increasingly choose transit options as an alternative to the costs, frustrations, and delays of commut-

ing by car. The panel's recommendations for continuous and complete riverside and connecting bike paths, along with the urgent need for Massachusetts Department of Transportation to construct the Richard V. Woods Memorial Bridge's new pedestrian and bike connections to the Wellington T, are essential to support current and expanding demand for travel without automobiles.

Moreover, as a destination for entertainment, nightlife, and recreation, the headquarters of the private transportation company BostonCoach at the Santilli Norman district offers an opportunity to operate an appealing party bus and designated driver service. Working in partnership with the neighboring entertainment and nightlife businesses, BostonCoach offers a cross-promotion that can raise the profile of the district and increase visitor traffic without increasing auto traffic.

# Conclusion

**THE CITIES OF MALDEN AND EVERETT** have known industry for more than a century, and they have historically been accustomed to heavy and often dirtier industry. Although such industry still exists, most of those companies have been long gone from both cities—with few exceptions. Today, traditional industry in each city is medium sized, but still significant in size and scope.

Small, clean manufacturing is an emerging trend in many cities in the United States. These emerging manufacturers often produce value-added goods for a local market. As such, they are not mass-producing a particular item, but they are creating limited runs of an item, usually at a premium price. Sometimes called artisanal manufacturing, this emerging trend is becoming more and more common. Examples of such industries include 3-D and specialty

printing, custom and architectural woodworking, just-in-time fashion, and laser and water jet cutting to name a few.

In addition to those new smaller and lighter industries, old industry is starting to operate as smaller, cleaner, and more efficient. Examples include microbreweries with taprooms, distillers with tasting rooms, coffee roasters, and food commissaries.

Nontraditional and specialty sports activities offer significant opportunities to explore new millennial-friendly industrial ventures. Once truly pioneering ventures, indoor rock climbing, indoor trampoline parks, sports and entertainment centers, and health clubs increasingly enrich the range of activity and diversity of customers in industrial districts. And as they have significant activity in evening hours and on weekends, these businesses add a

*A view of the Malden River (center) from the north. The river has the potential to further enhance its role as an organizer for Malden and Everett and to strengthen the area in its relationship with Boston.*



level of activity without necessarily conflicting with access, delivery, and parking demands of regular business hours. At Everett's Santilli Norman district, the panel recommends creating a special zone to increase existing uses.

## The Public Sector and Leadership

Public agencies enjoy a set of unique responsibilities and opportunities to promote ongoing economic vitality and new economic development. In this setting, the panel defined several areas that are key to success, including the following:

- Improving city operational and planning capacity
- Enhancing partnerships and collaboration with state, regional, and federal partners
- Defining and implementing a clear economic strategy
- Articulating a clear vision
- Exercising leadership

The panel was generally impressed with the high degree of customer-service ethic among the public employees, and the panel heard few reports of difficulty obtaining permits or related concerns. That indicates a good organizational culture and clear expectations from executive leaders.

The panel also saw evidence of proactive approaches to addressing problems and opportunities, such as resolving the poor design of the current Malden City Hall and making improvements to streetlights and stormwater systems in Everett. The panel also heard of areas where capacity and horsepower have been boosted and of other areas that need attention to fully realize the vision. The highest performing agencies ensure that departments have the resources and tools they need and that policy direction and operations are aligned consistently well.

The two cities—along with Medford, which is outside the study area—have been part of the MVDC since 1996. Through the MVDC, three communities can take an integrated approach to facilitation and managing new development. Originally formed to realize the Telecom City

idea, which did not come to pass, the MVDC continues to serve as a viable mechanism for land acquisition, specialized zoning, and tax revenue sharing. The panel thinks this mechanism may continue to be used successfully to advance next-generation industrial development, particularly through the use of smaller and strategically focused districts. Such districts could help focus new public investments, create and manage individualized brands and marketing strategies for the focus areas, and guide potential new regulatory and land use techniques.

Connections to state and federal representatives were also strong, and many of those now serving have deep roots in the two communities. By possessing local knowledge of needs and opportunities and enjoying good personal relationships, delegation members are poised to deliver for their constituents. Local elected leaders should arm those representatives with good information and rationale so they can negotiate with the many others serving in the legislature. The federal connection is also strong, and both state and federal investments have been and can continue to be made in the area to catalyze new development. Workers will contribute to the local economy and provide stability to the urban fabric. The panel recognized the relatively new state education department building in Malden and the plans for Malden River restoration now underway with the Army Corps of Engineers.

The panel was encouraged to see a business retention and recruitment element included in Malden's economic development program, and the panel encourages each city to help companies decide to locate and expand operations for both line workers and headquarters staff. An opportunity also exists to retain and recruit high quality land developers and builders. Many communities hold developer forums or roundtables to strengthen relationships and improve communications as a measure to prevent problems and to identify opportunities for new growth. ULI has recently cohosted such an event with the Metropolitan Area Planning Council in the metro Boston area. The panel recommends additional programming as a follow on to this current effort, possibly as a part of MassDevelopment's TDI initiative.

## Sample Vision for 2035

*The panel recommends that Malden and Everett develop a vision statement laying out their goals for 2035. This vision statement could read something like the following:*

In Malden and Everett, next-generation commercial, industrial, and residential development along the Malden River has transformed our communities by creating good jobs and prosperous businesses, enhanced community connections, and a revitalized riverfront.

Our vision and land use plans have been implemented faithfully with sustainable infrastructure. Local businesses thrive and employees can live, work, and play in a healthy and welcoming place. Land and water are clean and productive again.

People feel connected to their neighbors, and businesses have expanded and deepened their roots. Partnerships and collaboration are the norm, and our cities serve as a national model of success.

When the development proposal furthers the adopted vision, the cities should find ways to make the permit process fast and predictable. Cities also must know when and how to say no when the proposal does not fit the vision. Cities can fall into a trap of thinking that “yes” is always the right answer; knowing the difference between being responsive and being reactive is important.

Perhaps most important, elected public leaders—and especially mayors—can serve to establish a vision for the future and to guide the public and private decisions to implement that vision. Why is vision important? In *Alice in Wonderland*, Lewis Carroll wrote, “If you don’t know where you are going, any road can take you there.” Having a clear destination—a goal or objective—and communicating that to the public and private sectors is necessary to ensure that resources and time are spent wisely and effectively.

A vision is also key to aligning implementation efforts. An analogy of a crew rowing along a river comes to mind. On

one hand, if crew members pull the oars at different rates and in different directions, the boat circles aimlessly. On the other hand, if the rowers pull in synchrony and if the rudder is oriented properly, then the boat makes tangible progress and picks up speed. Likewise, by working together, community members collectively achieve more than they can on their own. Together, community members can reach the desired result—the crew can propel the boat with speed and grace—and will have built skills and experience working together. Then the community will be ready and able to tackle the next objective coming along. Panel members saw an opportunity to refresh and communicate a vision in each community.

These communities have artfully and energetically articulated their visions and desires for hundreds of years. Hence, the panel will not be shy in proposing an approach to a refreshed vision in the Sample Vision for 2035.

## Engaging Next Steps

By considering the recommendations herein, and taking specific, energetic, and coordinated actions, the cities of Malden and Everett with MassDevelopment as a partner have a unique opportunity to improve the quality of life for residents, economic prosperity for businesses and workers, and the natural and built environment for the region. The cities and the TDI partnership should harness the momentum and tremendous engagement of the communities established through this panel to further implement the recommendations. The panel’s recommendations principally focus on how best to use and leverage the assets and advantages these communities enjoy and to update, improve, and restore several areas that have gone unnoticed or neglected over the years. The panel thinks the cities have the chance to fully leverage their individual and collective strengths, to overcome real challenges, and to establish a valuable brand identity that will serve future residents of Malden and Everett well.

Principal among these recommendations is using the Malden River as an organizing feature around which investments should be made. Also, the panel recommends

building on the strong local industrial heritage by energetically seizing the opportunity for clean, next-generation industrial development in areas where proximity to Boston creates a market advantage. The panel witnessed firsthand the strengths of diversity and an entrepreneurial community spirit. These assets can be invaluable when coupled with viable mechanisms for partnership such as with the existing mechanism created for Telecom City.

The panel's recommendations build on best practices articulated by community members and ULI guidebooks such as *Ten Principles for Building Healthy Places*. The panel thinks the public sector—from the mayors to the key staff members and departments—needs to fulfill its role to lead, organize, and implement the efforts, and the nearly 100 interviewees confirmed this desire. By setting and articulating a clear vision and by aligning the efforts across public, private, and nonprofit sectors, real results are not just possible but likely. As a specific emblematic idea, a new pedestrian and bicycle span between the cities across the river would symbolize the opportunity to bridge from the past to the future, together.

# About the Panel

## Kamuron Gurol

*Panel Chair*

*Burien, Washington*

Gurol has served as Burien city manager since April 2014. Burien is a city of 50,000 residents bounded on the west by environmentally valuable Puget Sound shorelines and on the east by the Seattle-Tacoma International Airport. He is leading a lean and nimble city organization to leverage the city's unique locational assets of a walkable and charming downtown and strong residential neighborhoods to promote new economic development. Before Burien, Gurol served as community development director for the city of Sammamish, Washington, for nearly nine years where he successfully navigated an innovative town center plan (using a hybrid of performance and traditional zoning tools) and new shoreline master program (using an incentive-based strategy to improve habitat while recognizing property rights) through the rough waters of state agency approval and city council adoption. Sammamish also received a 2009 Governor's Smart Community award for its over-the-counter permit approval.

Gurol also worked as a corridor planning manager for the Washington State Department of Transportation Urban Planning Office where he oversaw corridor improvement plans for several large state highways in the greater Seattle area. As director of the Kitsap County (Washington) Department of Community Development, Gurol was responsible for all aspects of community development department (building plan review and inspections, land use permits, long range planning and a Community Development Block Grant program) serving about 250,000 residents. As manager of the Snohomish County (Washington) Planning Division, he was responsible for successful policy development for the county comprehensive plan

and various subarea plans, for planning policy issues with 20 cities, and for county geographical information systems and demographic work products. He began his work in public administration, planning, and environmental and natural resources with King County, Washington, where he created a nationally recognized transfer of development rights program.

Gurol holds a bachelor of science in geology from the University of Washington and a master of public administration from the Kennedy School of Government at Harvard University.

## Stephen M. Antupit

*Panel Vice Chair*

*Seattle, Washington*

Antupit brings more than 20 years of professional experience as an urban strategies designer to help create socially equitable and resilient communities. His expertise in complex urban design, master planning, and private/public partnership challenges (including the creation of mixed-income transit communities) is highly respected. His grasp of market challenges, regional and national policy issues framing green infrastructure, and smart growth fuels his consulting practice.

Antupit is a creative force in crafting unique "fun with a purpose" events that invite people to explore civic and environmental issues. He is equally skilled in navigating among officials, community leaders, and diverse media and engagement platforms.

At CityWorks Inc., Antupit is "playing with food" to create partnerships, projects, and interventions that nurture connectedness and grow delicious green infrastructure. In relocalizing and making more resilient urban food systems,

Antupit's goal is to leverage food's real power to feed cities that are more shareable.

He cofounded CityLab7, an innovative "do tank" committed to connecting people through tactical urbanism. He previously led green urbanism and strategic brand efforts at Mithun. For more than a decade, Antupit held leadership positions in all aspects of urban design and mixed-income redevelopment in local planning and development agencies.

Antupit serves on the board of Seattle's Neighborhood Farmers Market Alliance. He is an active member of ULI Northwest and is frequently engaged on advisory panels across the United States.

## Leigh Christy

*Los Angeles, California*

Christy has more than 18 years of professional architecture and urban design experience. As an associate principal at Perkins+Will's Los Angeles office, she is a member of the firm's Resiliency Task Force, the head of the firm's Innovation Incubator microgrant program, and the leader of the firm's Los Angeles Office Social Responsibility Committee. She has previously practiced in Rockland, Maine; San Francisco, California; and New York, New York.

Her public and private sector experience encompasses management, design, and technical realms at a variety of scales, offering her a perspective on projects that is both comprehensive and forward-looking. Leigh's project work has been honored with numerous design awards and has been featured in publications including *Architecture*, *Architectural Record*, and *World Architecture News*.

Christy grew up in the rust belt, outside of Akron, Ohio. She received a bachelor of science in architecture from the University of Michigan and a master of architecture from the University of California, Berkeley. She has been an adjunct faculty member of Woodbury University since 2008. Using both research and project work as a basis, Christy frequently publishes articles and presents on issues of social and environmental sustainability at all scales.

In 2010, Christy was named as one of *Building Design + Construction's* "40 Under 40" honorees. Her recent work on the Urban Greening Plan for an underused industrial area of Los Angeles is leading to the creation of a healthy, sustainable Los Angeles River neighborhood through the lens of urban agriculture.

## Brian T. Coleman

*Brooklyn, New York*

Coleman serves as the CEO of the Greenpoint Manufacturing & Design Center (GMDC) and its related companies in Brooklyn, New York. The GMDC creates and sustains viable manufacturing sectors in urban neighborhoods through planning, developing, and managing real estate and offering other related services. Since 1992, GMDC has developed more than 750,000 square feet of industrial space and currently has 120 tenants with more than 500 employees.

Coleman joined GMDC in 2003 after 16 years of experience in economic development, commercial, industrial, and residential development and property management in New York City and New Jersey.

Most recently, Coleman led a development team that acquired and rehabilitated an historic 72,000-square-foot industrial property in East Williamsburg, Brooklyn. The \$17.8 million project used a combination of Historic and New Market Tax Credits and is the home of 12 businesses and more than 100 jobs.

Coleman and his team are currently engaged in a \$14.5 million development project converting a former 50,000 warehouse in central Brooklyn into a multiuser manufacturing facility. The facility will house ten businesses that are expected to employ more than 70 people.

GMDC is currently working to replicate its nonprofit model in the city of San Francisco.

## Norbert Jakubke

*Vancouver, British Columbia*

With more than 30 years experience in multidisciplinary design combined with a keen interest in urban planning, Jakubke brings a worldly, experience-focused perspective to place making. His expertise in graphic design, strategic brand differentiation, experience engineering, and world travel has brought him to the table of many community planning sessions where he contributes to or facilitates sessions that help create the framework for wonderful places for people to live, work, and play.

After 26 years as partner with the national design consultancy Karo Group where he worked with Concord Pacific, Granville Island, and John Laing Homes, in 2000 Jakubke established the Idea Partner, a firm focused on envisioning, public engagement, and marketing developments in Canada and the United States.

The Idea Partner works in the early stages of zoning and land use approval by bringing clarity, excitement, and vision to the plan by creating tools that help the audience focus more on the very essence of the overall community design rather than being lost in the finer details. Most recently Jakubke has led a team to help a new development focus on creating a specialty food hub in a mixed-use community.

In addition to his professional achievements, Jakubke holds a certificate of wood carving from Nopphadol's Woodcarving College in Chiang Mai, Thailand, is an accomplished carver of West Coast Native Art, and is a keen travel photographer.

## Sandra Kulli

*Los Angeles, California*

As president of Kulli Marketing Company, Kulli creates marketing programs for homebuilders. She has worked with 95 builders on 124 communities with a sales volume of \$2.6 billion throughout the United States and in Japan and New Zealand.

Kulli Marketing consults with homebuilders on marketing strategy—from high concept to turnarounds. Her approach taps the power of homebuying as fulfillment of the American dream, applies great ideas from other industries, prioritizes to starve problems and feed opportunities, and gets results through sharp, constant focus on the mission.

Before forming Kulli Marketing, she worked three years as vice president of marketing for a large homebuilder, sold homes for Coldwell Banker, and taught in inner-city schools. She serves on the boards of Southern California's flagship National Public Radio station KCRW and the Pacific Coast Builder's Conference.

Kulli has served on a number of ULI Advisory Services panels, including those studying the Memphis riverfront development and Main Street in Ardmore, Pennsylvania. She was chair of a local panel for the Sears/Boyle Heights technical advisory panel. She also participated in the ULI teams that wrote *Ten Principles for Successful Development Around Transit*, *Ten Principles for Rethinking the Mall*, and *Ten Principles for Building Healthy Places*.

## Ralph L. Núñez

*Birmingham, Michigan*

Núñez is a partner of DesignTeam Plus LLC, a multidiscipline consulting firm that offers architecture, interior design, landscape architecture, urban design, and land planning. Núñez has more than 35 years of experience working effectively with clients on creative problem solving, development, and planning strategies.

Before starting DesignTeam, he was associate vice president and director of planning and landscape architecture for PRC Engineering, an international planning, design, and development company. His most significant project while in PRC's Houston office was The Enclave, a \$250 million office campus in West Houston.

Núñez has more than 35 years experience as a landscape architect and urban designer, with particular emphasis on project design, management, and development strategies. Projects include master plans and development plans for

residential communities, senior living facilities, commercial and retail centers, office research campuses, and recreation facilities. He has been responsible for master planning more than 210,000 acres, more than 100,000 dwelling units, 6.5 million square feet of office research and 18 million square feet of commercial projects throughout the United States and internationally.

Núñez has been qualified as an expert witness in landscape architecture, planning, and design. He is often called upon to develop plans resolving difficult and stalled projects before they go to litigation.

Núñez holds a bachelor of science in landscape architecture from Pennsylvania State University and a master of urban design from Lawrence Technological University (LTU), graduating summa cum laude from LTU's College of Architecture and Design.

He has been a guest lecturer and has taught for more than 20 years as an adjunct professor in the College of Architecture and Design at LTU. Núñez has participated in more than a dozen advisory design panels throughout the country for the Urban Land Institute.

## Michael Reynolds

*Newport Beach, California*

Reynolds is a principal of The Concord Group, a real estate advisory firm with offices in Northern and Southern California and Boston, Massachusetts. The Concord Group provides strategic advice for acquisition and development of residential, commercial, retail, and industrial real estate projects. Clients include land developers, homebuilders, institutional investors, public agencies, and universities throughout the nation.

Reynolds has expertise in market, economic, and financial analyses associated with existing properties as well as development opportunities. He has provided consultation to owners and operators of real estate for the past 12 years, completing more than 750 projects locally and nationally. His extensive experience in the industry provides invaluable insight for clients seeking to establish programming

criteria that maximize the market and financial opportunity represented by real estate.

Reynolds specializes in the programming and valuation of the following real estate types: urban mixed use; master planned residential and commercial land; multifamily apartments; and seniors' congregate housing. He has lectured at numerous professional industry groups, including the Urban Land Institute Real Estate School, Pacific Coast Builders Conference, Southern California Appraisal Institute, and University of California—Irvine.

Originally from Connecticut, Reynolds moved to Southern California to attend Claremont McKenna College, where he graduated cum laude with a degree in economics and government.



# A ULI Advisory Services Panel Report



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