FAIRMOUNT INDIGO PLANNING INITIATIVE CORRIDOR PLAN EXECUTIVE SUMMARY

FAIRMOUNT INDIGO CORRIDOR



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Redevelopment Authority

CORRIDOR-WIDE PLAN SEPTEMBER 2014

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Prepared for City of Boston, Martin J. Walsh Mayor Boston Redevelopment Authority

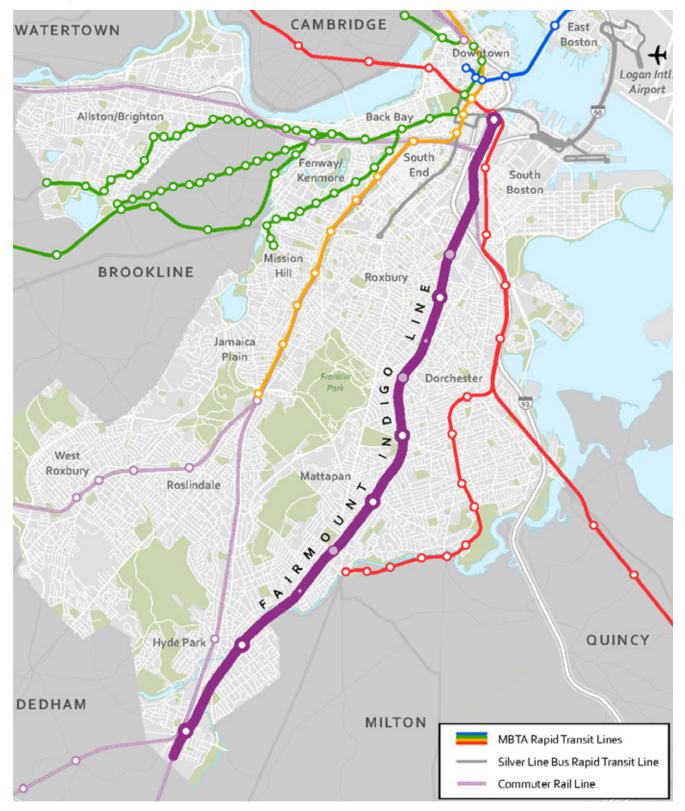
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FAIRMOUNT INDIGO PLANNING INITIATIVE

INDIGO VISION

OUR VISION

The Fairmount Indigo Corridor presents the opportunity to create new links between neighborhoods, revitalize commercial districts, and create a sense of place that identifies and celebrates the local yet transcends neighborhood boundaries. The operation of the Fairmount Indigo transit line is poised to create connections and opportunities within its neighborhoods on a scale not seen in Boston in many years.

The transit line extends 9.2 miles from South Station to Readville. The Fairmount Indigo Corridor Plan, the result of a two year community effort with the Boston Redevelopment Authority, multiple city agencies and a consultant team, focuses on the Corridor stations and neighborhoods south of South Station.

The Corridor has previously been defined by trains that ran through neighborhoods without making frequent stops and a high fare structure. Today, the fare structure has been adjusted on a pilot basis; and the future looks to have the potential of more frequent service.

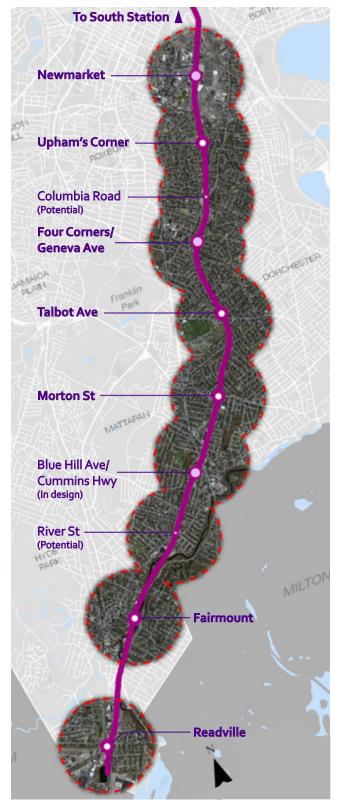
Indigo Vision Statement

The Fairmount Indigo Corridor is "a unique collection of neighborhoods and commercial centers within Boston. It provides new opportunities to link culturally rich residential areas with mixed-use amenities in settings that are accessible and affordable.

Indigo Principles

The promise of the Fairmount Indigo Corridor has three important Indigo principles:

- **Complete Neighborhoods** through a series of recommendations, the Plan seeks to reinforce a Complete Corridor by strategically building Complete Neighborhoods connected by the Indigo Line based upon six key components;
- **Diverse Communities** "the entire world is at home here" is a phrase the community sees as representing the great multicultural diversity of the Corridor that can be better showcased through food, events, and businesses;
- <u>GO</u> Places each Station Area on the Indigo Corridor should have an Indigo Place, a physical representation of the principles of its community that connects civic, educational, food and cultural elements. This is a Go Place, a community catalyst.



OUR PRINCIPLES *Diverse and Complete Neighborhoods*

The Corridor Plan establishes strategies for Indigo neighborhoods to become Complete Neighborhoods – places where resident and business needs for work, living, gathering, recreation, and health can be met. Each Station Area along the Corridor provides opportunities to improve prosperity, housing, ability to get around, a sense of place, open space, and overall quality of life. This Plan defines the opportunities and component strategies that will result in communities that are diverse and "Complete" over time.

Complete Neighborhood Component

Indigo Diversity and Opportunity





























Component Strategies

- Grow Job Center Bookends
- Strengthen "Main Streets" Activity
- Create Catalyst Investments
- Support Small Business
- Invest in Training and Education
- Create Transit-oriented Housing
- Encourage Mixed-use Main Streets
- Grow Infill Opportunities
- Prevent Displacement
- Focus on the "Main Streets" Districts
- Reinforce Active Storefronts
- Reorient Activity to the Station
- Build Places Around Food
- Reinforce Culture, Art and History
- Expand Rail Service
- Implement New Train Technology
- Improve Walkability/Public Realm
- Integrate Bus/Shuttle Connections
- Manage Parking
- Connect Open Space Networks
- Continue Streetscape Improvements
- Add Parklets and Plazas
- Expand Community Gardens
- Leverage Vacant Conversions
- Create Station Plazas
- Highlight Corridor Diversity
- Add Core Amenities and Services
- Enhance Neighborhood Health
- Strengthen Institution Connections
- Build Community and Safety



OUR OPPORTUNITIES



Go Places - each Station Area has a critical location (highlighted in yellow) that is an *IndiGo Place*. A *Go Place* is a celebration of the community that is there today. It is real, local, shared, civic, ethnically diverse, accessible and safe. It is a center of activity in the neighborhood that brings people together and is rooted in the culture and flavor of the communities of the Station Areas.

A <u>Go</u> Place is also where investment should be prioritized along the Corridor to reinforce positive environments in each Station Area. It is the node around which a Complete Neighborhood gets structured. It has to be purposeful, and has to provide an asset to build community pride and become a beacon for visitors.



Historically, the Fairmount Indigo Corridor has been a place that is in between (in between transit lines and in between neighborhoods). Today, the Fairmount Indigo Line has created connections between a series of places that have just been introduced to each other. Tomorrow, the Indigo Line will link a series of Indigo Communities that are marked by diverse and prosperous places and populations that are the foundation of Complete Neighborhoods in Boston.

The vision, principles and goals for the Indigo Communities are clear, the strategies, tactics and tools are outlined in detail. It is the next steps and community actions that will make the difference. The Indigo Communities have already begun to emerge, creating a new understanding of what they represent as a key first step.

The Indigo Communities must give themselves credit for the good things they have done, pull out the essence of the best of each community and act purposefully to bring pride to the new front door of the Indigo Line. The City must make investments that support this vision and bring together Indigo Communities through key implementation projects at each Station Area. The MBTA must take the lead on branding the Indigo Line, integrating it with Boston's Subway system and introducing a new spoke in the hub.

FAIRMOUNT INDIGO CORRIDOR PLAN

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OUR ACTIONS Indigo Communities

The following are important actions to move each Station Area forward:

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1: Newmarket - *an employment center*. Create a mobility hub at the station ramp at Mass. Ave. and Newmarket Street

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5: Talbot Avenue - *residential neighborhood with a vibrant Main Street center.* Strengthen Talbot Avenue connections to the station, Codman Square and Harambee Park

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6: Morton Street - residential neighborhoods with training and small business incubators. Create a central gathering hub for community activity and a gateway to the station

7: Blue Hill Ave./Cummins Hwy. (in design) a strong mixed-use and neighborhood center. Reinforce the pedestrian connection between Cummins Highway, Mattapan Square and the Neponset River

8: River Street (potential station) - residential neighborhoods with and training and small business incubators.

Add residential uses near the station to support business activity and amenities

9: Fairmount - *a strong mixed-use center and corridor-wide arts and culture destination.* Strengthen vibrancy of the Main Streets district and extend activity on Fairmount Avenue to the rail station

10: Readville - an employment center with surrounding neighborhoods. Investigate long term regional transportation improvements



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2: Upham's Corner - a strong mixed-use center and Corridor-wide arts and culture destination. Strengthen Dudley Street connections to the station, Main Streets and the Strand Theatre

3: Columbia Road (potential station) - residential neighborhoods with training and small business incubators.



Improve walkability on key routes along Quincy Street, Columbia Road and Ceylon Street 4: Four Corners/Geneva Ave. - *residential*



4: Four Corners/Geneva Ave. - residential neighborhood with a vibrant Main Street center. Focus new housing and neighborhood-serving amenity at the Washington Street gateway



Enhancing access to jobs and economic opportunity is one of the most critical needs for the Corridor's residents and businesses. In the Corridor today, nearly half of all households earn less than \$40,000 per year and over half of the residents older than 25 have no more than a high school education. A promising fact is that the Corridor is home to over 900 small businesses, many employing Corridor residents.

Future Strategies

A coordinated set of economic strategies for the Corridor provides more opportunity for Station Areas and neighborhoods than if each Station Area acts in isolation. The following strategies of the Corridor Plan are intended to enhance prosperity and opportunity for residents and businesses:

A Invest in Training and Education - the Corridor connects residents to new opportunities, if residents are informed and well prepared. A more comprehensive approach to enabling residents for success through education, training and job linkage should be established in the Corridor. The training and education investments should be made in partnership with institutions and partners across the Boston metropolitan area.

Strengthen "Main Streets" Activity - Main Streets activity is a primary source of Corridor employment and supports many of the small and entrepreneurial businesses. New economic activity should be focused and promoted within Main Streets districts to fill vacancies and add vitality. A continuity of active ground floor uses throughout the Main Streets districts reinforces these critical nodes as a center of neighborhood activity. **Support Small Business** - enhance the entrepreneurial environment that exists along the Corridor and support job growth through small businesses. Focus on building support from Community Development Corporations, Main Streets organizations and City programs such as ReStore Boston, a storefront business improvement program and various capital programs. Form partner and mentorship programs for Corridor businesses to connect with other City businesses to create a broader system of support for Corridor small businesses.

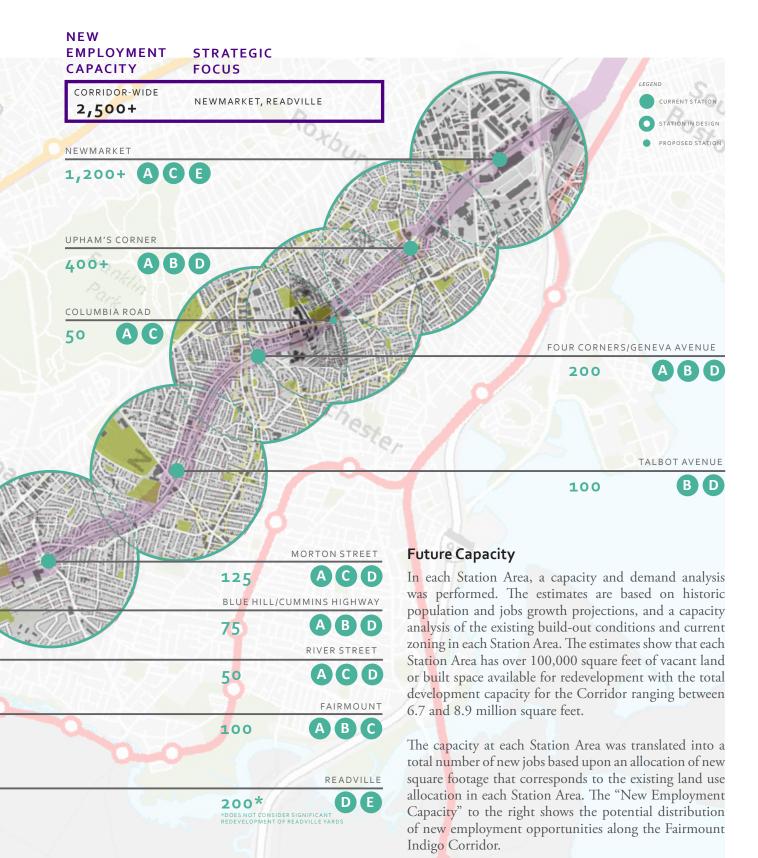
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D Create Catalyst Investments - use publiclyowned real estate assets to attract and unlock strategic private investments near the stations and in the Main Streets districts. Use City-owned vacancies on residential streets to reinforce neighborhood fabric with infill development. Create a permitting and approval program to promote development readiness targeted to the Corridor.

Grow Job Center Bookends - advance corridorwide opportunity by building upon capacity for new employment at Newmarket and Readville and connecting to the regional employment center of South Station. Target industries for new opportunities such as manufacturing, wholesale trade and food services. Create direct connections and programs to bring Corridor jobs and residents together.

FAIRMOUNT INDIGO CORRIDOR PLAN







The Fairmount Indigo Corridor is primarily a residential corridor. Two and three family homes are the most common housing type across the Corridor. Relative to the City of Boston, housing in the Corridor is affordable, but relative to income of Corridor residents housing affordability is a major issue. Over one third of Corridor households spend at least half of their income on rent.

Future Strategies

A coordinated set of housing strategies for the Corridor provides new economic activity with transitoriented housing, quality housing choices, increased neighborhood stability and a focus on benefitting current residents. The following strategies of the Corridor Plan improve housing and residential communities:

Prevent Displacement - the Corridor and its neighborhoods must continue to provide a place for residents of moderate incomes to live affordably with excellent access to opportunity and amenity. As City and neighborhood dynamics continue to shift, procedures and policies to prevent displacement of resident and businesses who cannot afford to locate elsewhere must adapt as well. Diverse mixed income neighborhoods are a core feature of the Corridor and can be retained by promoting homeownership, adding a variety of housing units affordable to a range of household incomes

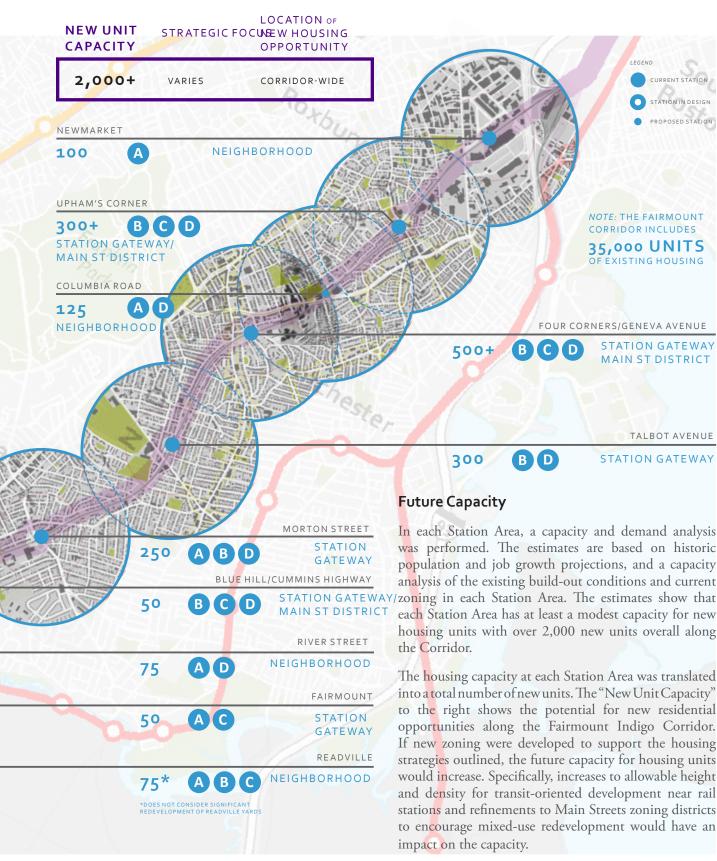
B Create Transit-oriented Housing - new multifamily housing of a density higher than the surrounding context should be allowed and encouraged directly adjacent to transit stations. New transit-oriented housing promotes transit use, walkability, and activity for Main Streets businesses. Existing isolated uses (such as commercial or light industrial) near rail stations should be transformed to create new housing opportunities at key neighborhood-building locations.

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Grow Infill Opportunities - new housing that fills in vacant lots with context-sensitive residential use is important to strengthening residential blocks, reducing empty lots, and adding positive neighborhood activity. A City program that promotes land disposition and infill residential construction would be a beneficial implementation measure. Neighborhoods would also be strengthened by creating incentives to improve the existing housing stock and provide supports to existing residents for building upgrades, including energy and sustainability upgrades.

D Encourage Mixed-use Main Streets - new residential uses should be focused on the Corridor's Main Streets. New mixed-use redevelopment should be promoted within Main Streets districts to support and activate commercial vitality. Increased density in Main Streets districts is consistent with historic land use patterns and reinforces important neighborhood centers.







The Fairmount Indigo Corridor includes many distinct, recognizable and memorable places and landmarks. The main centers of activity and most identifiable places along the Corridor are the Main Streets Districts, including Upham's Corner, Bowdoin Geneva, Four Corners, Mattapan Square and Hyde Park. The Main Streets districts evolved from commercial centers located at critical crossroads in Boston's streetcar network.

Future Strategies

A coordinated set of placemaking strategies for the Corridor provides new opportunities for Station Areas and neighborhoods to become recognizable and memorable places in the City. The following strategies of the Corridor Plan are intended to enhance the sense of place near each rail station and to reinforce the physical environment of the Station Areas:

Reinforce Active Storefronts - a strong sense of place and walkable environments are reinforced by active and transparent ground floor uses. Main Streets districts and direct street connections to rail stations should be reinforced with active ground floor storefronts.

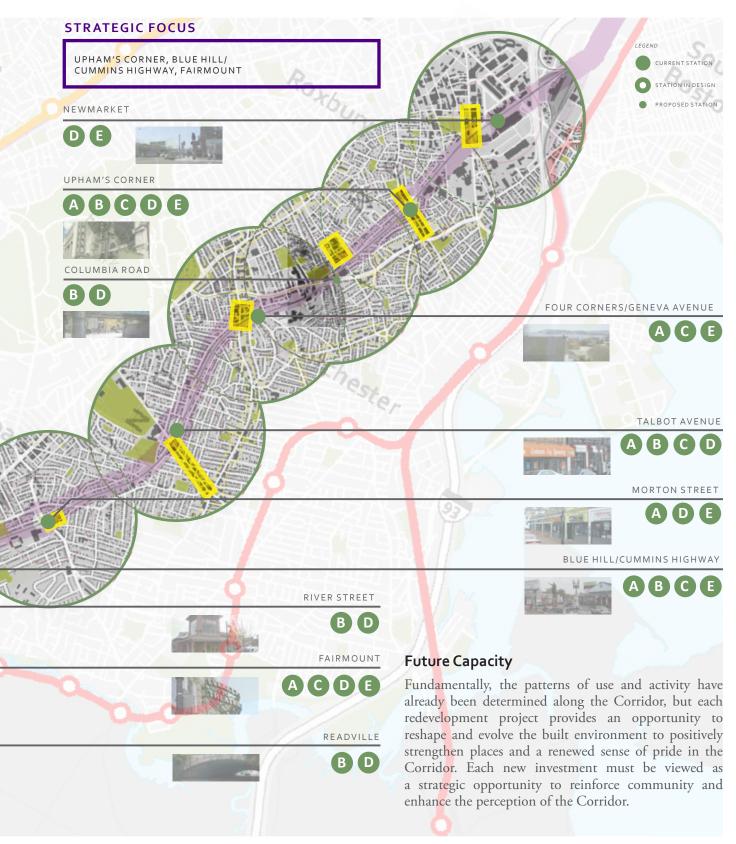
Reinforce Culture, Art and History - the physical environment of the Corridor should become a vehicle to express the rich narratives of history, culture and public art of the neighborhoods and places. Each Station Area has embedded in its history and place multiple layers and stories that are currently hidden or known only by select groups. These narratives should be leveraged to reinforce a sense of place through art, sculpture and urban details that add meaning to place. **Focus on the Main Streets Districts** placemaking efforts should focus on enhancements to the Main Streets districts. The boundary of the districts today are mostly unrecognizable. Gateway streetscape treatments and strategic redevelopment of key sites should reinforce entry points into the Main Streets districts. Expansion of pedestrian spaces and amenities in the Main Streets districts should be used to define walkable and active places.

D Reorient Activity to the Station - the fabric of the built environment of most Station Areas does not engage the rail station. The sense of arrival at the stations should be transformed through strategic transit-oriented development to reinforce the importance of the transit infrastructure. Station Area reorientation should include enhanced public plazas at station entries that provide gathering space, amenity, information and wayfinding.

Build Places Around Food - a great strength of a quality restaurant is its ability to change the perception of a place, create a sense of shared community pride, and to attract new attention and visitors. The Corridor's strength of cultural diversity should be tied to a narrative of great food and diverse restaurant offerings along the Corridor. Many good restaurants already exist and should be linked to the Corridor and promoted.

FAIRMOUNT INDIGO CORRIDOR PLAN







The Fairmount Indigo line creates new connections along the Corridor and in the City. The Fairmount Indigo rail service provides a single seat trip to South Station in 20 minutes. The Corridor also includes sixteen crosstown MBTA bus routes including several of the system's highest ridership routes. Residents of the Corridor choose to drive at a higher rate (59%) as compared to the City of Boston (45%). Walking as a means of transportation is the primary difference with a fraction of Corridor residents (3%) choosing to walk as compared to the City of Boston (14%).

Future Strategies

A coordinated set of transportation strategies for the Corridor provides more mobility options for Station Areas and neighborhoods over time. The following strategies of the Corridor Plan are intended to enhance mobility options for all Corridor residents and businesses:

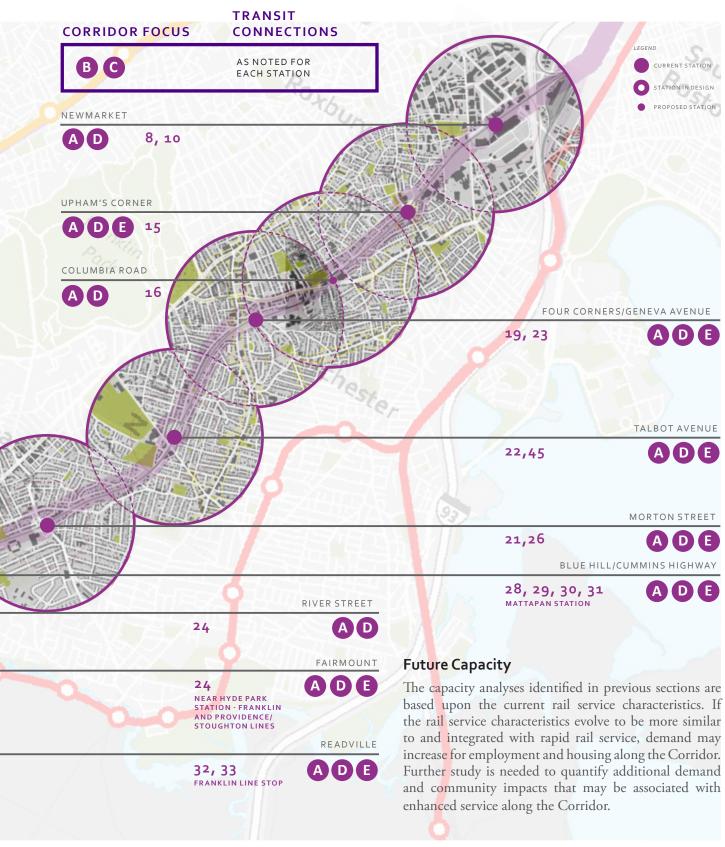
A Improve Walkability and Public Realm - all Station Areas and surrounding neighborhoods should provide safe, pedestrian friendly environments that encourage walking for short distance connections. Increasing the number of residents that walk as a means of transportation is an important discontinuity to address to better align transportation patterns with other parts of the City.

B Expand Rail Service - rail service should continue to be improved in terms of frequency (daily and weekend service) and integration with the subway system (transfers and schedule). This type of rapid rail operation of the line would bring immense benefit in terms of mobility and as a driver of economic development in the Corridon neighborhoods. **C** Implement New Train Technology implementation of new Diesel Multiple Units (DMU's) along the Fairmount Indigo line would enable service improvements, including more frequent service, and better integration with subway service. This type of train also offers enhanced perception of the rail service, furthering the shift away from a community association with commuter rail service.

Integrate Bus and Shuttle Connections - bus stops for major routes should be relocated to create easy and convenient transfer points between rail and bus transit at every stop along the Corridor. Each rail station should become a mobility hub that connects rail access to bus access, safe pedestrian routes, bicycle lanes and bike share stations, and convenient pick-up and drop-off areas for vehicles.

Manage Parking - parking must be more deliberately managed in each of the Station Areas. The different parking needs of residents, commuters, Main Street customers, business owners, employees and visitors must all be accommodated and provided with convenient options. The full range of parking management tools including resident parking regulations, on-street metered parking, shared parking programs and adaptations to parking requirements require consideration and coordination for each Station Area.







Within the Fairmount Indigo Corridor access to parks and public space is lower than many other Boston neighborhoods. As a percentage of total land area, the City of Boston includes approximately 15% as parks and public space. The Station Areas of the Corridor range from between 2% and 12% of total land is parks. However, the neighborhoods of the Corridor are very close to some of the City's largest public space networks and resources including the Blue Hills Reservation, Emerald Necklace, Franklin Park, Neponset River Reservation and Stony Brook Reservation.

Future Strategies

A coordinated set of parks and public space strategies for the Corridor are intended to improve availability and access to areas of amenity, gathering and recreation. The following strategies of the Corridor Plan are intended to enhance access to parks and public space:

A Connect Open Space Networks - enhance connections to existing open spaces by reinforcing pedestrian and bicycle links along the Corridor. Proposed connections, supported by the community, such as the Fairmount Greenway Concept Plan provide a framework for improving Corridor connections to surrounding open spaces throughout the City.

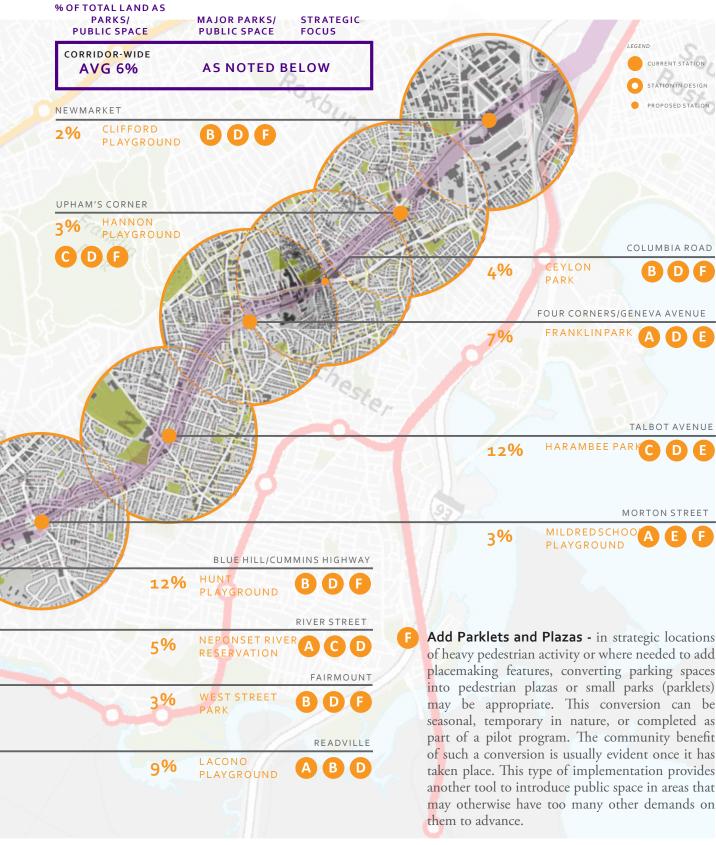
Continue Streetscape Improvements - throughout the Corridor, public realm improvements along key pedestrian and bicycle routes should be used to enhance connections to parks and public space. Streetscape improvements should also expand the pedestrian realm in strategic locations. Leverage Vacant Conversions - in addition to infill development and catalytic redevelopment projects, vacant parcels along the Corridor should be used to fill gaps in the parks and public space network. Depending on the type of deficiency a vacant parcel could be converted into a plaza, playground, community garden, athletic field or other open space amenity.

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Create Station Plazas - as part of a reorientation of the built environment that needs to occur at the rail stations, expanded station entry plazas should be considered and designed as adjacent parcels are redeveloped. This type of plaza should be included as part of the description of community benefits if the parcels are publicly held and disposed for private redevelopment. Station plazas should provide seating, wayfinding and landscape features.

Expand Community Gardens - a strength of the Corridor is the amount of urban agriculture already underway. Local food production should be emphasized as a major narrative of the Corridor that can be linked to emerging opportunities in food production and training. Community gardens and local agriculture plots should be promoted as an open space resource wherever such a conversion is possible.







The neighborhoods that comprise the Fairmount Indigo Corridor, collectively, account for the City's highest congregation of immigrants and most diverse population; under-served populations; and the lowest (or among the lowest) rankings in a variety of known quality of life measures (including poverty, crime, obesity, and education).

Future Strategies

The Corridor strategies present an opportunity to build up a diverse, prosperous and healthy collection of neighborhoods that contribute directly to the success of the City. The following approaches build upon existing Corridor attributes and amenities to improve daily quality of life:

Build Neighborhood Safety and Community - use new Station Areas, redevelopment projects and public realm improvements to reposition the neighborhood sense of community and safety. Address resident and visitor safety concerns through active and thriving ground floor uses, welllit pedestrian-oriented streets and a renewed sense of pride in place. Reinforce current community policing efforts to involve residents and small businesses to build community, change perceptions, and minimize violent crime. Improve the built environment as a symbol of community pride and involvement to reinforce the sense of safety.

Enhance Neighborhood Health - several characteristics of the Corridor should be reinforced as priorities that enhance the overall health of the

Corridor neighborhoods, including building upon the existing network of community health centers, expanding recreational access and opportunities, and expanding healthy food sources and stores. The existing community health centers are anchors of Main Streets districts and should be connected to future growth. Open space networks of the City should be linked to the Corridor to expand recreation and walkability. The Corridor should build upon local and urban agriculture efforts to bring new food opportunities into the communities.

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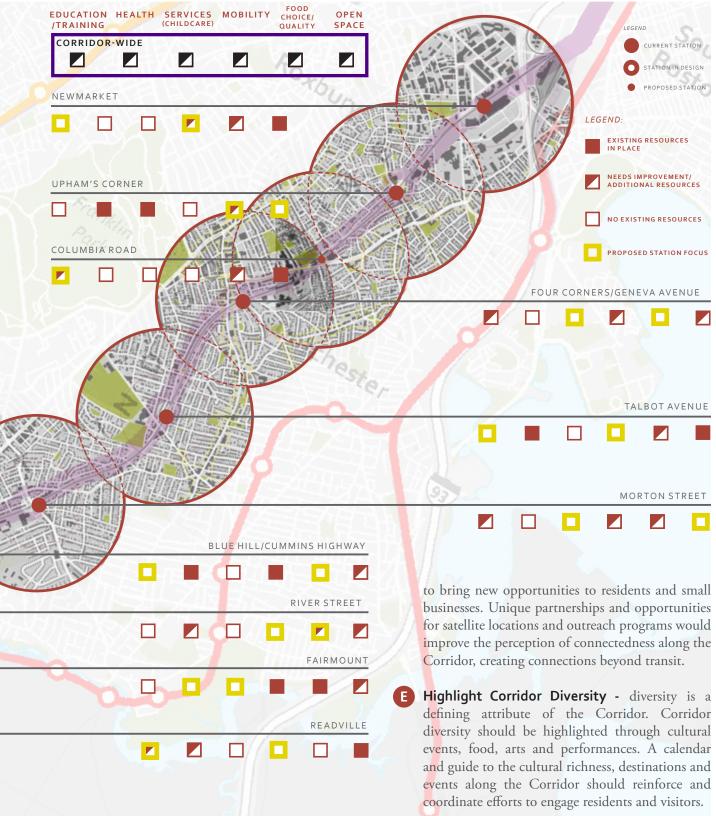
Add Core Amenities and Services - reinforce existing events and programs at community centers, health centers and training centers through a coordinated network of information and displays at rail stations. Add core amenities and services that may be missing from specific Station Areas as part of the focus of redevelopment efforts near rail stations and Main Streets districts.

Strengthen Connections to Institutions - the neighborhoods of the Corridor are disconnected from the broader network of educational and training institutions that are core to the City of Boston. Stronger and more direct connections between the Corridor and City-wide institutions and resources should be a part of Corridor efforts

FAIRMOUNT INDIGO CORRIDOR PLAN



GENERAL INVENTORY OF STATION AREA QUALITY OF LIFE ATTRIBUTES



KEYACTIONS

Implementation Steps

Corridor-wide actions that will foster the incremental implementation of the Corridor Vision.

The community vision outlined for the Fairmount Indigo Corridor will not be achieved through a single action or actor, but through a series of purposeful and strategic partnerships and changes that position the Corridor for a positive and incremental evolution over time. This continuum of positive change is already underway and can be expedited with the following key actions:

Ensure Prosperity for Current Residents

Future improvements and enhancements to the Corridor should be designed to include current residents and businesses. All development and construction should involve community participation and dialogue. New training programs, educational connections, and employment partnerships should be created to build prosperity for current residents and businesses to invest in families, local ownership and wealth creation. New housing should provide opportunities for a diverse range of incomes to attain high quality units and to have expanded choices in their neighborhoods.

Create New Partners and Partnerships

The Corridor has benefited from the many unique partnerships between the City of Boston, community development corporations, nonprofit organizations, community health centers, local institutions and others. With respect to the network of partners that already exists, the Corridor would benefit from new partners and partnerships that focus explicitly on connecting to the City's strength as a home to great educational, health and cultural institutions. New institutional partners and partnerships could be part of the creation of active neighborhood spaces that connect people, commerce and institutions with each other. This could be done in connection with redevelopment to provide active ground floor uses near rail stations and Main Streets districts that create a physical beacon of new collaborations for the benefit of the neighborhoods.

Strategically Dispose Publicly Owned Land

In each Station Area along the Corridor, the City of Boston owns many parcels. The parcels have either been historically owned by the City or recently acquired through foreclosures. The parcels represent an excellent opportunity for the City to leverage publicly owned land to invite redevelopment strategically along the Corridor to catalyze positive changes. The Department of Neighborhood Development, the city department charged with disposing of city properties, should continue to work with the community to identify and review proposals appropriate to building community along the Corridor at each potential publicly owned site.

Expand Rail Service and Network Integration

Alongside all other Corridor improvements, advocacy for the continued expansion of rail service and integration with the Boston's rapid rail network should be a focus of Corridor-related outreach. All of the components of the Corridor Plan benefit from expanded and improved mobility options including enhanced rail service. Corridor advocacy has resulted in fares aligned with subway pricing, but must be expanded to Readville. Transit advocacy for the Corridor should continue to focus on implementation of new train technology on the line, diesel multiple unit vehicles (DMU's), to enable more frequent schedules and operation on the weekends.

Coordinate Events, Attractions and Amenities

The arts, cultural and community assets of the Corridor are much greater than any one Station Area. The yearly calendar of events should be coordinated and promoted together as part of the Corridor. A coordinated effort to promote events and attractions that link Corridor annual events together as a collective could be referred to as a Fairmount Festival. By collecting and refocusing Corridor-wide events, visitors and residents could become more aware of the diversity of cultures, assets and opportunities the Fairmount Indigo Corridor represents. In addition, the Fairmount Indigo Corridor is a unique geography in the City of Boston that cuts across neighborhood boundaries and collections of cultures to create a cross section of unique events that would benefit from a more purposeful curation and promotion.

Promote and Vitalize Main Streets Districts

The Fairmount Indigo Corridor's six Main Streets districts should be the focus of mixed-use activity and the centers of vitality for the Corridor neighborhoods. Each of the Main Streets districts should be guided under the stewardship of the City of Boston Main Streets program and benefit from the leadership of a dedicated Main Streets director and staff. Based upon local community needs and visions, the Main Streets districts should work to attract new businesses, promote the Station Areas and Corridor, and create a center of community activity that anchors each of the Corridor neighborhoods. A part of the Brand Strategy for the Corridor, an "Indigo App" could create direct connections between transit, Main Street assets, culture and community along the Corridor.

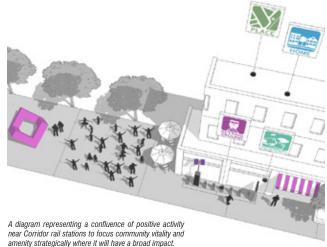


Implement Key Walkability Improvements

Fundamental to mobility, connectivity and community along the Corridor is walkability in the Station Areas. The neighborhoods and activity centers along the Corridor must be comprised of safe and pleasant places for families to walk. All aspects of the Corridor Plan benefit from and are dependent on improved walkability - quality neighborhoods, vital Main Streets districts, safe and healthy communities. An inventory and priority listing of Station Area walkability improvements should be created for each station along the Corridor. In all locations, reinforcing direct walking routes to the rail station and connections between the station and Main Streets districts should be the first priority.

Develop Consistent Rail Station Wayfinding

Many of the rail stations along the Fairmount Indigo Line are nearby Main Streets districts, other transit connections, community centers, libraries, historic sites, or other attractions. However, all of these Corridor assets are unmarked as destinations at the rail station. The rail stations are a new front door and gateway to the Station Areas along the Corridor. A consistent set of information should be developed for the Corridor stations that can be communicated to visitors and residents. The method to deliver this information could be uniform or distinct for each Station Area, but the information provided should be consistent. Ideally, the wayfinding would be dynamic and could be used for event notifications or other occasions. The information and destinations of the Corridor that are highlighted help to make visible the narratives and assets of the Corridor that may otherwise go unnoticed.







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